



IIMC CASE RESEARCH CENTRE (IIMCCRC)

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AUTOMATED TRANSFORMATION OF DIGITAL CONTENT: INNOVATION AT INDEGENE

A conference call was in progress. Tarun Mathur—Chief Technology Officer, Anand Kiran—Executive Vice President of Global Operations and Co-founder, and Sharanjit Singh—Director for Strategic Initiatives were involved in a deep discussion and introspecting the future growth path of Indegene.

Mathur said:

“Bringing intelligent automation in generating and reusing content is a key industry transformation and can drive our future success. We should leverage innovations happening in the Artificial Intelligence (AI) and Machine Learning (ML) space to build on this concept.”

Kiran sounded excited:

“I agree, Tarun. Enterprise leaders in life sciences are increasingly mandated to accelerate & transform key businesses using digital/ AI. The industry clearly needs dramatically more efficient and effective way of managing content across the lifecycle resulting in better customer experience, shortened time-to-market, and significant efficiency gains.”

Singh raised a practical point:

“I came across a few interesting articles recently. AI/ML has been leveraged to bring in automation in the creation of movie trailers and the results are quite impressive. So, instead of focusing on incremental process improvements, especially in the

Prof. Indranil Bose and Pratik Tarafdar of the Indian Institute of Management Calcutta and Saikat Dutt developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.

commercial businesses of our clients, why don't we embark on a transformational journey by leveraging current technology disruptions?"

Indegene has worked with large pharmaceutical and life sciences companies to drive transformation and innovation in life sciences space. The pharmaceutical industry was looking for an appropriate transformation of their existing medical and commercial business operations to drive efficiencies and effectiveness in these business processes. Indegene's approach to optimization in the pharma commercial business until then was driven by incremental innovation. This involved creating a global model, implementing process improvements, and driving simplification and standardization for clients. However, the ask was to achieve efficiency and effectiveness in content generation and reuse. Companies couldn't depend on long production cycles but instead wanted to produce, access and consume personalized content on demand efficiently.

The question facing Indegene was how it could innovate for automated content generation and reuse and how to do this at scale for pharmaceutical and life sciences companies. Was it possible to use technology/analytics to automate and drive efficiency in the content management space? Would there be enough customer excitement to invest in this digital transformation of content? Would this create sufficient return on investment (ROI) for Indegene? The pharmaceutical and life sciences industry is highly regulated. Would automation using modern technologies be embraced by a traditionally risk-cautious industry? Mathur and his colleagues needed to find answers to these questions very soon.