MARKETING PHARMA'S FUTURE WITH GEN AI AND PURPOSE

AUDIO TRANSCRIPT

You're listening to The Lens, Life Sciences Reinvention in Focus, a podcast from Accenture.
Your host is Tom Lehmann.

Tom Lehmann 00:16
Welcome to **The Lens** with me, Tom Lehmann, a podcast that puts life sciences reinvention in focus.

Today, my guest is Anvita Karara, Vice President of Worldwide Commercialization Excellence at Bristol Myers Squibb.

In this episode, we dive into how personalized content has evolved to better serve individual needs and why it's such a game-changer. We also explore the transformative potential of Generative AI in creating meaningful interactions and for scaling content production to meet today's demands. To conclude our conversation, we'll touch on the critical role of change management—from up-skilling teams, to streamlining processes, and the importance of using AI responsibly.

Get ready for an engaging conversation about the future of digital transformation in biopharma. Join me in welcoming Anvita to The Lens!

Tom Lehmann 00:59
Welcome Anvita and thank you for joining me today.

Anvita Karara 01:01
Thank you. Tom looking forward to the discussion.

Tom Lehmann 01:04
Me as well. So, as we get started, why don't we, just for the benefit of our listeners, walk a little bit through your career journey. So how did you get to the role that you're in today?

Anvita Karara 01:14
Absolutely. So firstly, Tom, I'll share that everything expressed in this discussion today will be my opinions and not the opinions of my employer, and this is a topic very close to my heart on what we are discussing.

So for me personally, I am an engineer by training. I come with a biotechnology training background. By nature, I am a problem solver, and I have worked in the healthcare space for a decade now, most of which is concentrated on solving problems with a digital outlook. I worked in a venture capital early on in my career, and I was exposed to the breadth and the depth of healthcare, right from healthcare IT, pharma, molecular diagnostics, and so on, and I was really attracted to solving problems for patients in the pharma space. The more I tried to look at the problems that the patients are having, the more I was drawn towards the ability of digital to be a key enabler in solving them. I was often wondering how a digital experience was very good when you are engaging with a retail CPG and so on, and how can we really provide that experience to our patients and physicians as we engage with them.

Now, Tom, this was way back. So this was around a decade ago, when digital was not the primary opportunity for pharma, and we were a very, salesforce-heavy organization, and it was more around, "Hey, you work on digital, you have the small budget, and why don't you send four emails?"

So coming from there to where we are today, I really took a bet on where digital could help us enable the engagements and the interactions that we are looking with our patients early on. Starting from, say, a small team to a few emails to where we are today, where in this industry, we are really personalizing our experiences with data and digital channels and driving what a digital footprint for pharma can look like. It's been a very interesting journey, and it's also a journey that I really feel will be crucial as pharma looks to increase its digital footprint to have more meaningful interactions.

Tom Lehmann 03:37

So you mentioned in there the role that digital plays around engagement and interactions, and presumably that's between a biopharma company and healthcare providers or patients—maybe just step back from that, for the benefit again of our listeners here, just some basic context—what type of content typically is produced?

So when people think about that interaction again, between a pharma company and a healthcare provider, or pharma company and a patient, for those that don't work in this space, can you just give some examples of what type of content is produced?

Anvita Karara 04:09

Absolutely. So when you are thinking of content, right, any kind of content that you see from a pharma company to a patient, a provider or a peer, is the content that the pharma is really providing to engage. Now this can be in terms of safety, efficacy, disease state, access information, and if I was to make it even more real and personal, any kind of advertisement that you see—on a TV channel, on a social media platform, any kind of email that you receive—everything is part of the pharma companies trying to get the right information to the right patients and meet them where they are.

In today's world, we don't need to think of pharma companies trying to engage differently. It's more around when you have a consumer of any kind and they are looking for any information, what are the channels they are going through? Are they opening Google to search something? Are they opening YouTube to see a video? Are they listening to a podcast? So all of these channels are the ones where we are really working to provide the right experience. But what's truly exciting is that these content efforts are very critical for us, because we are in service of saving and improving lives. If we are able to provide the right content which provides the right information, you might have people who are getting vaccinated because they are seeing why vaccination is important. You might have patients who are going and getting tested proactively because your messaging was powerful enough to drive them to get a test that they can identify their diseases early on. So the satisfaction of working in this industry is really the part that we play in saving and improving the lives of our patients.

Tom Lehmann 06:03

So as you think about those opportunities then—you were saying this a little bit in your introduction, that things have evolved significantly from perhaps it used to be just send some emails, it was primarily a sales force out in the market and just spending face time—now there's a lot of

different channels. Talk a little more about then how that has evolved, what role is digital playing, and what are you seeing as it relates to that evolution?

Anvita Karara 06:27

So a few years ago, right, when you would think of digital, we had some disparate data, we had a few technologies that were working in different silos. Today is really the right time for pharma to act on it. We have been able to lay the foundations of data and technology. So we are no longer in the stage where we are questioning, do we really need to do this? Because I remember when I started my career, this would be a number one question by, say, our senior leaders on what is the impact that it's going to have, right? That would also be a question. Today, everyone understands the impact of digital data and technology. It's more about unlocking the true value.

And that is really what is very exciting. If we are able to connect the digital data and the technologies that we have and the various capabilities that we have, we will really unlock an end-to-end value that can drive optimal customer experience. So right from when you think of your customer identification to driving the right message to developing the right content and enabling that personalization journey, that's where we need to focus on. Because if you ask yourself the question: why do I need this personalized journey? Why am I looking for unique content?

We in the industry today absolutely realize a growing recognition in the importance of patient-centric care, and that really demands a more personalized treatment plan, which requires us to create more personalized content and messaging for more people. And if we are able to do that, we are essentially delivering better health outcomes for more diverse populations. So that's where the need is coming from. It's not about, you know, just creating and unlocking the value. It's about unlocking the value for the patients and the treatment opportunities that we can provide by leveraging digital and AI and technology in getting us there.

Tom Lehmann 08:44

So when you're looking at that personalization, you certainly see this across a variety of different industries, the desire to get much more personal, and the ability to get more personalized with that because of digital, where do you think we are as an industry, as far as the degree to which things have become personalized? Are we still in somewhat in the infancy stages? Are we in sort of adolescence, if you will, or it's fairly mature at this point as far as far as the ability to be much more targeted

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messaging, and to your point, being able to access more diverse populations or increase your reach, what's your sense on where we are right now?

Anvita Karara 09:17

I always look at this in a crawl, walk and run phase. I definitely feel that as an industry, we've gone through the hump of the crawl phase. We've asked ourselves, do we need these data and technology investments? We've agreed yes. I think at this point, most of the large healthcare and pharma domains have invested in these technologies, and we are trying to walk with it. That's where we are. There will be a unique opportunity on how pharma acts, beginning today, in the next few years, to really see that key differentiation.

In my opinion, the companies who are able to leverage this and are able to personalize those customer journeys, will be able to be in the run phase in the next few years. And this will only happen by not just having your capabilities sit in siloed manner. It will really happen by having that interconnectivity and that feedback loop between your data and those capabilities to enable that from walk to the run phase.

So we have a strong foundation. I think in the past few years, we have really worked hard to build those strong foundations. And I don't think we are in the stage now where we always need to say, "Hey, you know, we are five years behind or 10 years behind other industries." We are no longer there. I think the opportunity for pharma today is to embrace the complexities that our industry has and leverage the technology and digital and content to get to leapfrog to, if I might say, to a future state that can be truly very exciting in terms of where the expectations of our patients are.

Tom Lehmann 11:06

And would you suspect that journey or that leapfrog is more likely to happen in some of the more specialty indications or is it better in the more mass market, general practitioner? Or could be across the across the two...what do you think will gain the best traction, the fastest?

Anvita Karara 11:25

The specialty area would be something that is asking for this even faster than others? Because when you are looking at specialty focused, you have a smaller group of patients. So now it becomes even more important for us to serve them the right content, the right personalization at the right time. But the demand is there from across, right? Whether you look at Pharma and Healthcare holistically, the demands are coming for our customers to

engage at the fingertips, to have information more accessible. To have more simplicity in terms of how you engage with them comes from all walks of life, but in terms of specialty, your physicians as well as your patients, is a very smaller group. So, in those cases, the demand is even more because you want to make sure that every physician and every patient who's in that particular group is getting access to information that is very personalized for them, and they are able to action it as compared to, say, a mass communication email.

I don't think we are in this era anymore that it's a one size fits all. You just won't get the interest and engagement that you're looking for if you send out a blanket email to say 10,000 recipients, and you know it's more like, "Okay, let me see what is the engagement rate I get on it?" Right now, it has to be a really data backed strategy on, who are your customer segments? What are the segmentation protocols and segmentation variables that you are leveraging to identify your right consumers? How are you triggering the channels that they want to see? Are you mapping it to the channel and content affinity models that really identifies what is the right messaging, right channel and right content that they are willing to engage with?

We all get bombarded with so much information in today's time, that if that information is not relevant, you kind of lose the engagement and the trust of your stakeholders. So, it's definitely a need that is coming from across and not only from pharma, right? I think this is the need that is coming across all industries. But the way Pharma can engage and Pharma can have a footprint on it is a very responsible way. So, we in this ecosystem can really shape the trajectory of how we are engaging and leveraging technology in a very responsible way, and are able to have some good in marketing, because the potential to transform the space is huge.

Tom Lehmann 14:17

And what's your sense, you mentioned stakeholders there, what's your sense on the degree to which more targeted messaging and personalization is not only a request and expectation of the patients, right? So the end consumer of this, if you will, but also the healthcare providers who are playing a very important intermediary role. Are they asking for that or expecting that same type of much more targeted messaging? Because they're overwhelmed by information as well, and it also helps them to be more knowledgeable and to do a better job of prescribing.

Anvita Karara 14:48

Absolutely. I mean, our industry is very unique, right? Because it is not, say, an e-commerce, where you're adding something to your cart and just checking out, and

you know you can directly see the impact. We have a lot of work that we also do on our physicians. Now, if we are able to have the right information for them, they are able to prescribe the right medication to their patients, and that is ultimately the journey mapping for a pharma company. Now, physicians are even more overwhelmed than they were in the past. The time that a sales rep gets with a physician is always being reduced even more and more, right? So, in that narrow window, we want to make sure that sales reps have the best content that is available for them to review, and at the same time, we are able to get responses on what worked with them and what did not work with them. So, we can tailor the communication to them even more.

A great area of opportunity, just like us right, today, Tom, if you were to engage with your peers, you would go on a platform, say, like a LinkedIn, a social network with them, gain advice with them. Physicians have their own communities, digital communities, actually, and it's very important for us to have a presence in those communities to understand what are the peer-to-peer engagements and interactions that they are seeking for—and how can we really tailor content to them that's really not in a sense, advertising, but more like, what are the questions they have, and how can we help answer it for them so it is easier for them to talk to their patients about the medication in the right way? Whether it is mechanism of action, it's access, it's any safety, it's getting samples. The opportunities are endless, but they have very less time. So, the more we offer personalized engagements to them, the better it is for them as well to meet the need of their patients.

Tom Lehmann 16:58

And that makes a lot of sense, particularly in a point now where they have less and less time to spend with patients, the more informed they can be going into those conversations around the options, treatment options, that are there and obviously being able to make better prescribing decisions. It certainly just makes sense, particularly in this era right now, where it seems you have just less and less time at any time that you go to the doctors.

Anvita Karara 17:18

Yeah, and you know, what's very exciting is I really feel—not many people actually might realize this—but Pharma as an industry, we are the number second after CPG in terms of the investment we do in advertising, digital footprint and so on. So there is a large opportunity for pharma marketers to shape the trajectory of the industry overall. And you know, there's a lot of scale complexity and sensitivity to our industry, but the way we do this

today is really going to lead the way for others in the future.

Tom Lehmann 17:57

So as you're looking at the modern opportunity to do some of that, it would be probably incomplete to have a conversation these days without talking about AI or Generative AI, some of the more emerging and modern technologies... What role do you see in your space for those types of technologies?

Anvita Karara 18:13

Absolutely, I mean a topic very close to my heart, and I can't say we talk enough about it on a day-to-day basis. So Gen AI is really a big opportunity for us right now. It is this advent of technology that can really have a revolutionary path to impact at scale, and that is something I personally am very excited about. But when you look at Gen AI, right, it will fundamentally shift the way healthcare is being delivered. And I'll go through in a second the area of focus on the Commercial space, but in general, just to give a little bit of perspective, there are many areas that Gen AI in healthcare will have an impact.

Whether you think about assisting doctors with AI to create responses to medical queries. Automating a lot of healthcare and pharma operations that can be manual, or it is something that is having a lot of time in delivering, those things can be accelerated. There are over 100 use cases encompassing R&D, Operations and Commercial.

I'll take a little bit deep dive into the commercial part, where there's definitely a lot of opportunity that we see in personalizing our sales force and medical scientific liaisons and our interactions with healthcare professionals as well as patients. So, when you think of Gen AI, right, the part where we can be more smarter, faster, economical, and create a greater positive change is something that we are really excited about, because one of the challenges in being part of such a complex and regulated industry is scaling and creating impact with scaling is something that we have constantly struggled in this industry. I really feel - in terms of personalizing at scale - is where Gen AI can play a role. When we think of our content needs or our personalization needs, the demand is only going to go up.

Today, based on our engagement with several other industries, we expect the expectation to receive content instantly, to receive content at the whim of a second in any channel that I desire is growing. In order for us to really reach that—and I was seeing some Adobe studies where it said, in a few years, content needs are going to go up by 20 times. So how do you cope with that?

Because this definitely does not mean that in some time, the industry will be ready to deliver content 20 times what we are doing today. So that's where I feel Gen AI can play a great role. It's more like connective tissue, right? So we are still communicating the same product, or similar to what you would be prior to a Gen AI world. But where Gen AI comes into play is you are spending lesser time on figuring out this connective tissue, on how these connections work, and spending more time on where your focus should be on the strategic part, like, what is it that I need to communicate to my patients? And focusing on Gen AI to do the connections and to help do the implementation at scale?

Anvita Karara 21:58

In terms of producing, say, content, right? We all know that the scale to which we can produce content by leveraging Gen AI, the opportunity is huge. From what you're doing, say, 100 assets today, is there an opportunity to do 1000 assets—and can we do that faster, better and cheaper? - is going to be a key question that a lot of the industries, including Pharma, will be looking at.

Now, why do we speak about content? Content in its core, that's not the true driver. Where content can be a true driver, powered by Gen AI can be to link it to what our physicians, patients and providers want to see, want to know—if they want to prescribe a product, what is the information they would need, and how can you deliver that information to them in the most appropriate manner? And personalizing those customer journeys end-to-end will be the true test of time, and will be where, I really think in the next few years, the companies who are able to tap this potential will have a competitive advantage in engaging with their patients than the companies who do not go that route.

We will just not be able to keep up with the demand if we are not able to leverage technologies like AI and Gen AI in automating. One of the other use cases is automating your omnichannel campaigns.

So how can you have a tailored interaction for each of your consumer segments and customer segments and personas that is able to drive personalization at scale? And we've often struggled as an industry on how do you reach that because it is a much more complex procedure to do this for a pharma domain, as compared to any other domain that you will be dealing with.

Tom Lehmann 24:02

So when you think about what's ahead of us as far as the ability to actually get to scale in the repeatable nature of

that, what do you think, is this a technology challenge ahead of us, is it a data challenge, is it a talent challenge, is it a mindset and willingness and sort of culture side?

What do you think is the limiter to really being able to get to the impact you just described?

Anvita Karara 24:26

Any kind of change and transformation, Tom, within the industry will have to be a mix of your people, process and technology. So, technology is what I think we discussed a little bit in the past. Of the new technologies that we have access to with Gen AI, the people part will be extremely important. We will have to upskill our people to leverage those technologies in the most strategic manner and in the most efficient manner. As these are all newer technologies, no one knows how this works, end-to-end. The more we can engage our people to learn about it and encourage them to apply them in their ways of working will be very, very crucial.

For any transformation, people need to see what's in it for me. And really helping them realize that this is not a substitution, it's more around helping you become faster, better and scale what you are doing to have a larger impact, will be very crucial. We have some amazing talent in this industry, and if we can supplement the talent with these tools to achieve the outcome they are, but drive it at scale, will be crucial.

We have a large opportunity in this industry to drive healthcare equity, to drive health outcomes to those audiences that are difficult to reach. And I really feel there's also a big responsibility today to be more sustainable and have a carbon footprint that we are very conscious of. So, with these technologies, my hope is that we are able to go and take a step in that direction. And the process part, if you think about it, today, we are a very heavy process dominated industry. I'm sure, if you ask anyone a simple question on how to get from A to B, we have 50 steps in between to get there, and it's not by choice. It's just because we are a regulated industry, the ways of doing work are very manual, very, very heavy, process oriented.

Anvita Karara 26:46

Now, with these technologies, can we revisit some of those processes to make it more simple to enable a layer of automation and simplicity to go from say, destination A to B in 50% lesser steps than we did previously? So, combining that people process and technology will really yield the impact. Also- change management that will be very crucial in how we lead these initiatives. I can really tell you, you can give me the best technology in the world, but if I am not able to marry it with my people and the

process and the ways of working, we won't be able to drive the impact that we are looking to.

Tom Lehmann 27:31

I think that's fair. And I think, as you said, it is a combination of all of those pieces. Any one of those on their own, probably doesn't get to the outcome that you just described. And it does require a commitment to move an organization to say that this is you're actually better with this, and it augments what you're doing today. Or, as you said earlier, allows you to pivot some of the work that you're doing to more strategic activities, because a lot of those routine, manual activities don't need to be done the way that they used to be. And I think that does create the opportunity for us.

Anvita Karara 27:59

Absolutely—and I'm yet to meet any person who says, "Hey, I love waking up today and doing these 20 manual steps...that gets me so excited about my job, right?" So, it's more around we have... and trust me, if a marketer can market something in Pharma, they can market it anywhere else, because this is really a very complex industry to navigate. So, we are extremely privileged to work with such folks within our industry, and we want to make sure that we can help them shine. We can help them leverage their skill sets in a manner that is the most optimal and can create impact for so many patients in the information they want to get.

And I strongly believe that helping these folks with such technologies will help them be more excited about their day. You know, they want to get up, they want to make content, they want to make personalized journeys that creates an impact. And if you tell them, hey, instead of one, guess what you can do 10 journeys today, because you can use a set of capabilities that can help you be faster at it. That's where you'll drive the most positive outcomes for your employees, for your patients, for your physicians, and for your entire ecosystem in general.

Tom Lehmann 29:24

So with that, let me ask you a question. As you think about where people are excited about the work that they do, is the ability to do what you just described, right? It's the ability to create that content that makes a difference, helps to educate patients, helps educate and inform healthcare providers as well. You've mentioned a couple times, access and equity in here. And one of the things that is a watch point, I think, just generally speaking, right now with AI, is responsible AI. So are we confident that we are approaching this in a way that doesn't introduce bias or doesn't unintentionally keep patient populations out of it. How are you thinking about, or how do you see

the industry thinking about the responsible AI component here?

Anvita Karara 30:04

That is at the top of my mind, Tom and thank you for bringing it up. I won't say that we have figured out everything, because this is a newer technology, right? So as an industry, we are leaning into learn. We see the value and the opportunity that this can offer to serve our patients better—and I think this is a priority for us to make sure that we are getting the content to the right people and to difficult to reach audiences as well, because they are in most need of some of this content. But this will be a responsibility for all of us in the industry as we work on this together, to ensure the responsible AI and to ensure that we are able to test and pivot and make these models learn; to ensure we are creating content that is diverse, that is inclusive, and the personalization journeys are catered to different audience and segments. I do feel, if done right, this is a huge opportunity to do the right thing in driving health outcomes, because, if you think of it earlier, a one size fits all approach would really just have similar content journeys across. Now, if you are able to personalize it, and you are able to personalize it with the right AI in mind, you are actually able to cater to a larger audience in a more individualistic manner which is meaningful to them. So the intent is there, Tom, we just have to hold ourselves accountable as we go through this journey.

Tom Lehmann 31:38

Yeah, and I think it's that accountability point, I think is the important part. And I think people are beginning to appreciate it, as you're starting to see how these tools actually can create meaningful outcomes. And I think we're going to have to tune them and tailor them over time. And you mentioned before about just having a feedback loop. I think that's becomes even more important at this place to say "Okay, we've done something. Is it actually have the desired impact? And if it's not, then let's make the adjustments." But we do need to close the loop there and have that data coming back into the system. If not, then again, you don't have the opportunity to actually make it better.

Anvita Karara 32:07

Yeah. And the good part with these AI learning modules is they work on your feedback loops. So the more someone engages with what you create, the more feedback loops you will have on what's working and what's not working. I personally do believe that if you are able to cater it and personalize it to the right audience, you will naturally see them engaging more with it, and that will help us reach those diverse populations in a more

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meaningful manner. As an industry, I can definitely assure you that the commitment that I have seen in this industry to reach diverse populations, to enable access to drive better health outcomes, its at its peak. That's something that I'm so excited about. Every industry leader you meet, every pharma marketer, has always mentioned that this is a goal: we want to make sure that we are able to drive to the right patient outcomes with the right populations. And even in terms of the trials, right, we see a lot more diversity in recruitment of our trials over time. And that's all a testament of how committed the industry is to ensuring that we are able to engage with the right audiences.

Tom Lehmann 33:26

So if you put all this together, right, I can pick up the excitement in your voice and in your experience... If you look at this evolution that you've personally have gone through, and the industry has gone through, we're at this moment in time where things seemed to be changing, but we're probably just on the cusp of seeing real change in impact... What's the one thing you're most excited about in this space over the next few years?

Anvita Karara 33:50

So for me personally—and maybe I'm a bit partial, because I've been part of this industry for a while, and I've really seen this come through—when you look at other industries and their evolution, right? Yes, it's exciting that a lot of these industries are doing personalization that is very fast, very data driven, but that might be, say, a personalization of your sneakers, right? And that's exciting. But what's truly exciting is here your personalization is actually going to result in you saving lives.

So for me, the most exciting part is you can see the efforts are going to result in driving so much more positive outcomes in saving the lives of the people, because you are getting the right information to them. Now, this kind of personalization has never existed before. So what I'm very excited to see in the upcoming years, how are we able to differentiate those experiences where patients can truly say this is a test I need to get done today. They are going for those pre-screens. They are getting pre-vaccinated. They are able to identify their conditions more proactively and really see an impact in those lives saved.

When we look at this ecosystem, the digital ecosystem and the footprint for pharma, we've worked really hard to be in a space where we are today, where we spent significant amount of time and effort in building the foundations. It's going to be the next big chapter in pharma on how are you able to actually convert these into

high impact engagements and high impact results in terms of creating a positive change and being in the front door in this responsible AI revolution.

Tom Lehmann 35:44

I'll take that, and I think that's a great spot to take a look at, as far as what we've what we have ahead of us, and I think the true opportunity, as you said, and particularly in our industry, right? If you think about what we do in this industry and the impact it is having and will have, is profound. I think we're at a very unique moment in time where the technology is catching up with the desire to do it and then also at the same time, the technology is at a place where we need to do this, because there's so much information, it's hard to figure out what's fact and what's fiction, and what do I rely on to make good decisions? And so I think it is really interesting opportunity for people like yourself in this space, in the industry in general.

Anvita Karara 36:19

Yes, I actually think this is a great time for us to be very motivated to try to drive the right value for our patients that we all have been working for. And if there was one thing, right, that I would say, I would want people to walk away with is, we have worked really hard to get here. So what we do from here is going to be paving the path of how digital can have a true impact in the lives of people, in curing the disease, identifying their diseases, in having the right access, the right treatment and those are the ones that you know will have the biggest impact in terms of the health outcomes that we want to drive. So if there is one time that you should look forward to be a part of this digital data and tech within the pharma space, based on all my past years of experience, I would say now is the time.

Tom Lehmann 37:17

So we'll close with one question here. So with that in mind, what's one thing that you wish people knew about your role or the function that you're in that probably they don't know?

Anvita Karara 37:27

One thing I would say is the pace of change is really happening now. And you know, it's not very clear on what pharma marketers do. But recognizing the complexity of medical legal review compliance and embracing them as compared to having them as a barrier or, you know, stopping on exciting new things to look at, will be the one thing where you can be really creative in exploring opportunities by recognizing the complexities of this industry and still striving to be the best and to do the best of what you can for your patients. It's something that we

ideal with on a day-to-day basis, and we are still, all of us in this industry I can talk about, are still extremely motivated to see what we can do to make it the best.

Tom Lehmann 38:19

Well, I think it's a great place for us to bring the conversation to a close. I think it's a great closing message there and I really thank you for joining. A good discussion here, again, starting a little bit of how you got to where you are today, but certainly throughout the discussion, again feel the energy and excitement around this moment in time and what's ahead of us. So again, thank you for joining it's been a great discussion.

Anvita Karara 38:40

Thank you so much Tom. I'm a strong believer that if you're passionate about something, you will actually see it through and I would encourage for everyone who is passionate about this space to keep at it and keep driving the impact that we are driving for our patients and physicians. Thank you.

Tom Lehmann 39:00

You're welcome. I agree, and thanks for those words.

A big thank you to Anvita for sharing so many interesting aspects of her role, the challenges she and her team are overcoming, and insights into the incredible work being done.

As always remember to like and subscribe to The Lens podcast on your favorite podcast platform so you don't miss an episode.

Thanks for listening.