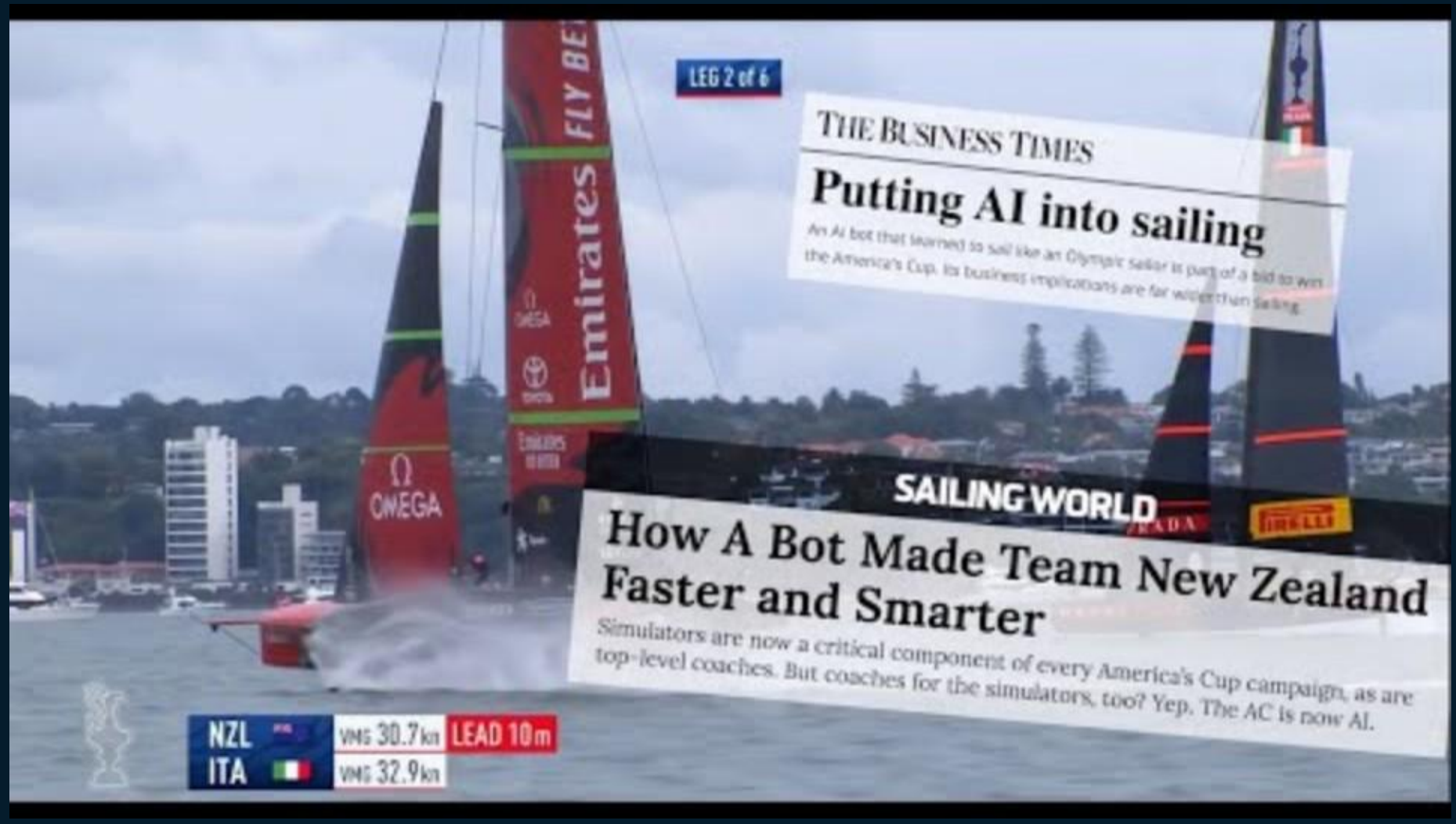
Re-Wiring India Life Sciences Industry in a Tech and AI-Powered World

Keynote presentation

February 2026

America's Cup: Building a world class sailor using AI



Source: McKinsey Featured Insights

AI in 2 numbers

88%

of companies **have deployed GenAI** in some form in at least one business function

but

83%

of companies still report **no material contribution to EBITDA** from GenAI deployments

Source: McKinsey article "Beyond the hype: Unlocking value from the AI revolution"

3 essentials that can drive impact and deliver ROI while building enterprise-wide AI operating system

1. Reimagine Critical Domains

Reimagining business workflows of valuable business problems with agents

Deliver 5–10x improvement in business outcomes across revenue, cost, cash, capex, and time

2. Modernize the tech stack

AI first reference architecture to provide flexibility to keep up with market changes

Deliver 50–70% lower total cost of ownership across hardware, software, services, and network

3. Rewire the organization

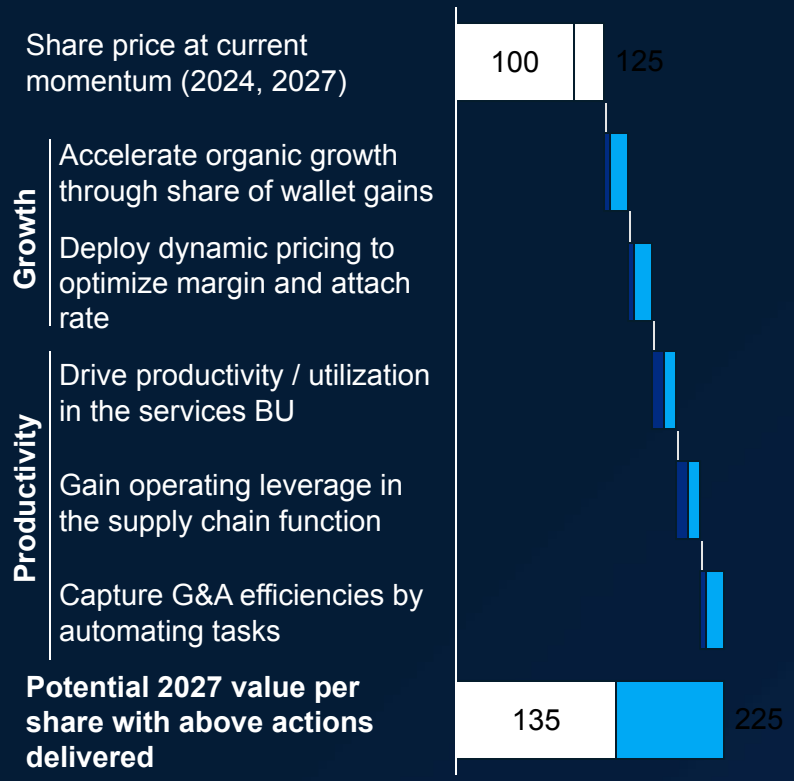
AI academy and AI first operating system to reskill and prepare for attrition

Institutionalize execution across people, incentives, governance, and culture to drive 70%+ adoption

1. Reimagining Critical Domains: Anchored on a clear value creation thesis that cascades specific business problems & domains

Illustrative

Value creation thesis: Actionable pathway to top-quartile returns



Blue Box approach for identifying and prioritizing specific domains and business problems to deliver impact through AI

Process

Disaggregate all processes at an activity level

Apply tech and domain expertise to group activities

Identify optimal groupings of select use cases

Design agentic AI solutions to address specific use cases while gradually building reusable capabilities

Enabler

C-level interface to access all platform capabilities and value streams

1. Reimagining Critical Domains: In Lifesciences, AI can usher in a new paradigm of performance

	A. R&D: Self-driving science and innovation	B. Operations: 'Always On' low-touch integrated supply network	C. Commercial: Hyper-personal engagement	D. Corp functions: Autonomous enterprise core
Domain vision				
New ways of working	*AI-aided scientific robustness –* • *In-silico agents lead-ing experimentation* • *Regulatory agents driving approvals*	*AI-orchestrated operations (agile, robust, and minimal footprint) –* • *Agent-guided quality oversight and troubleshooting* • *Optimized micro-operations* • *Supply chain autonomy*	*GTM engines guiding field force –* • *N=1 dynamic personalization* • *Dynamic realloca-tion & orchestrated 'best-action'*	*Scaled agents supporting business –* • *Autonomous HR, legal, IT, finance* • *Decision agents in planning, risk, etc.*
Outcome	**30%↓** R&D costs **2x** first pass approvals	**2x** product-iv ity **90%↓** quality errors **50%↓** inventory	**1.5x** FF prod-uctiv ity **3x** HCP eng-age ment	**50%↓** support footprint **4x** process agility

2. Modernize the Tech Stack: Four factors can be considered to setup tech stack at any Company

Design principles and policies

Set clear AI rules so every use case is governed, reusable, and value-focused

Critical tech stack choices

Pick few core platforms that can be reused and keep costs low

Model tech architecture

Build one flexible architecture that scales AI across domains

Efficient Partner selection

Choose vendors that deliver fast without losing control of data or IP

3. Re-wiring the organization: Consider establishing an AI Academy, Responsible COE and AI-Operating System

AI Academy Setup

- *Technical & agentic skill-set inventory*
- *Non-technical & supervisory skill-set inventory*
- *Role-based learning journeys and curriculum*
- *Train-the-trainer approach and change agents*

Responsible Centre of Excellence

- *Central–federated operating model*
- *Trust, risk, and compliance guardrails*
- *Reusable policies, standards, and patterns*

AI-operating System

- *Governance Control Tower*
- *Agile, agent-enabled ways of working*
- *RACI blueprint*
- *Incentive design*
- *Human-Agent Operating Model (agent autonomy & approval framework)*

5 key learnings on AI enablement

1. Reimagine Critical Domains

1 **"Plan for full scale": NO more pilots**
Leapfrog the proof-of-concept trap

2 **"End-to-end reimagination": NO point solutions**
Reimagine to deliver business impact for the enterprise

2. Modernize the tech stack

3 **"Fast shift to production": NO stalling**
Deterministically build for scale / regulated production

4 **"Coherent solutions": NOT a siloed approach**
Integrated, scalable, and reusable technology stack

3. Rewire the organization

5 **"Hardwire change": DON'T ignore adoption**
Prioritize structural and cultural transformation

AI Moment of Truth: AI is no longer a technology question, it is a leadership test.

Q1 Will today's AI initiatives deliver value in the next 12-24 months: across EBITDA, consumer experience, and product?

Q2 Can our current data and technology practices support AI at scale or will they become the bottleneck?

Q3 Is our organization truly ready to execute on AI initiatives and are our people trained to deliver?