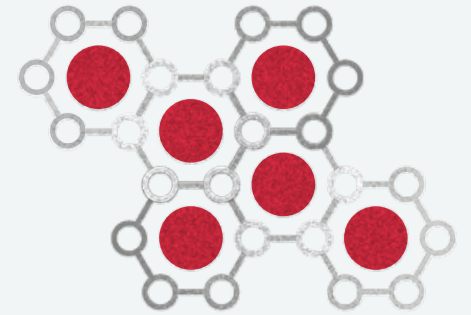
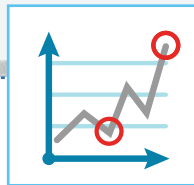
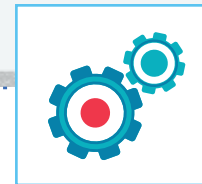


# Transforming work

Organizations displaying higher digital engagement and data analytics skills appear to have leaders that embrace change and employees who are willing to get on board with new initiatives.

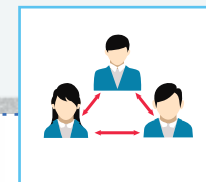
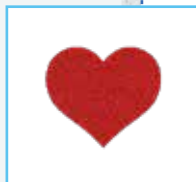


A greater percentage of digitally-maturing biopharma companies are exploiting new ways of doing business as opposed to exploiting organizational competencies.



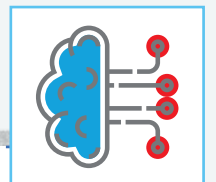
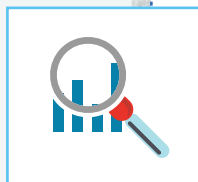
Collaboration is seen as a key differentiator.

Well-being is emerging as a strategic priority.



CDOs are being recruited from other industries with the expectation that they could provide fresh perspectives.

Life sciences is competing with other industries for scarce, tech-savvy talent.



Increasing use of tech—AI, robotic, cognitive—not replacing workers but shifting the focus onto high-level tasks.



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