

## AlumSpeaks

*In conversation with  
Mr. Jamshyd Patravala,*

*Senior Director – Regional Marketing (Asia Pacific), Johnson & Johnson  
SIMSR Alum Batch 1991-93*



- Q. With an industry experience of over 25 years in Sales & Marketing, what have been some of the most memorable moments so far in your career?**
- A. Two special moments that fortunately I'm able to experience often: When a new technology enables treatment, seeing the impact to the patient, and when surgeons acknowledge it in front of patients and their families, nothing beats that sense of accomplishment. Also, seeing young talent who I have recruited and developed, evolve into leaders and make an impact.
- Q. How has your experience in Sales in the early years of your career helped you in designing Marketing & Sales strategies?**
- A. Besides the usual grounding and hands on experience that shapes our commercial skills, today it really helps me implement from the heart and mind as I know our people and their families are involved.
- Q. Johnson & Johnson has its presence around the globe, do cultural barriers affect its Marketing strategies and how you cope up with them?**
- A. While cultural aspects need to be considered, the core of our devices business is disease states and their treatment where everyone globally is seeking to improve outcomes yet manage costs. So, in medical devices, the key drivers are similar across markets. That said in our consumer businesses, it is different and reflects in how messaging needs to be customized to local preferences.
- Q. What impact has digitalization had on your industry? Do you think digital media will replace the traditional ways of marketing & advertising?**
- A. We are in the early stage of the digital journey. And readiness of markets varies. Our aim is to be ahead of the curve and our partnership with Google will address few aspects of that. Our current effort is on leveraging it to drive provider education and in communicating how we deliver more value to patients. I can't forecast whether it will replace, but both will have a role to play.
- Q. What difference do you see in the marketing strategies of medical device companies in India & abroad?**
- A. The core strategy for industry is quite consistent but may need to be adapted depending on the differences in standard of care. Plus, each country has differences in regulatory and reimbursement structures and so our strategy must address how we drive access to our technologies. As a global player the advantage is we can leverage capabilities across markets, whereas local players need to create them.

- Q. How do you keep yourself updated with the ever-changing business environment where new marketing techniques are being developed almost every other day?**
- A. Innovation for medical devices companies is a critical driver. The key is to lead the change and drive the disruption before anyone else. Planning for various scenarios is important and then be bold to make changes. Being humble, flexible and persistent is important.
- Q. What difference did you notice in the work culture of India and abroad and how did you adjust to these differences?**
- A. Driving business also needs an understanding of what drives our people. Some drivers are different, some are similar. With rapid globalization, I'm seeing less differences in work culture than before as cross border touch points are rapidly increasing. The one thing that stands out in developed markets is the consciousness for diversity and inclusion. We've made rapid strides in India but need to do more to expand across companies and industries. Be open and adjustment is easy. I've always tried to behave as a local, whether its choosing housing, food or learning the language. It helps build bridges and view things differently.
- Q. SIMSR has now introduced Post Graduation Diploma Management in Healthcare, what will be your advice for the students who are about to enter the healthcare Industry?**
- A. The healthcare industry has often behaved as a startup. Coupled with the opportunity to treat the untreated, growth in this sector will continue to be very high. That's the good news. Given the criticality of what we deliver, functional competency alone is not enough. A wider understanding of all the drivers is needed. Plus, regulatory and compliance aspects will become even more stringent than ever. So, gain a good understanding of other aspects apart from finance and commercial skills. Due to these requirements, often getting the right talent is difficult. The PGDM program is a great opportunity to feed young talent into this high growth sector, who come with some level of industry understanding.
- Q. What are the significant learnings you had in your two years at SIMSR?**
- A. Learning from my batchmates was a great experience. Our batch of 1993 was pioneering in many ways and we had many with industry experience. A key takeaway was – Stand up for what you believe in and follow through on it.

## Rapid fire

- a. Life Mantra:** Be true to your purpose, yourself & others
- b. Role Model:** My ex-boss – Arman Voskerchyan
- c. Favorite Holiday Destination:** Revisiting childhood memories at my native place
- d. Favorite cuisine:** Ukrainian & local cuisine

- f. One word that describes you the best:** Adaptable
- g. Your biggest motivator:** The joy of achievement
- h. Your goal in life:** To play my part in redefining how we treat cancer
- i. One word/sentence you use the most:** Listen to the customer

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