



ONE SIZE DOES NOT FIT ALL: COMBINING BUSINESS MODELS FOR SUCCESS

VIDEO TRANSCRIPT

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The market-making CEOs are no longer just looking at one type of business model.

Accenture's Healthcare CEO Program interviews both providers and health plan CEOs. Recently, we talked to about 32 different health plan CEOs to understand their impressions of the market disruption, as well as how they want to transform as a health plan.

Accenture's research showed that there are four dominant business models:

- **Master the Core** really focuses on how to eke out every ounce of efficiency from the core value chain.
- **Provider Integrator** is really looking at how do I go and partner in more interesting ways with my provider community.
- A **Payer Collaborator** is looking at what services or competencies can I buy or sell to other health plans to diversify my revenue stream.
- **Payer as Business Platform** is how do I sell non-traditional health plan services to both members and providers.

Based on our research, there's truly no one singular business model. And, the idea of the universal business model is like a unicorn. Business models are truly dictated by the nature of healthcare. Healthcare is very personalized, and the delivery of healthcare is truly local. Business models need to be customized to the market that you want to serve, versus having a one-size-fit-all answer.