

High performance. Delivered.

## The Changing Future of Consumer Health

### Key Findings: Consumer Healthcare Industry High Performance Business Study - 2013 Update

Accenture has analyzed the performance of 17 of the largest Consumer Healthcare companies in the world\* over a 5 year period including both historical financial performance as well as analyst forecasts to identify the hallmarks of high performance and what will enable companies to outperform their peers in the future.

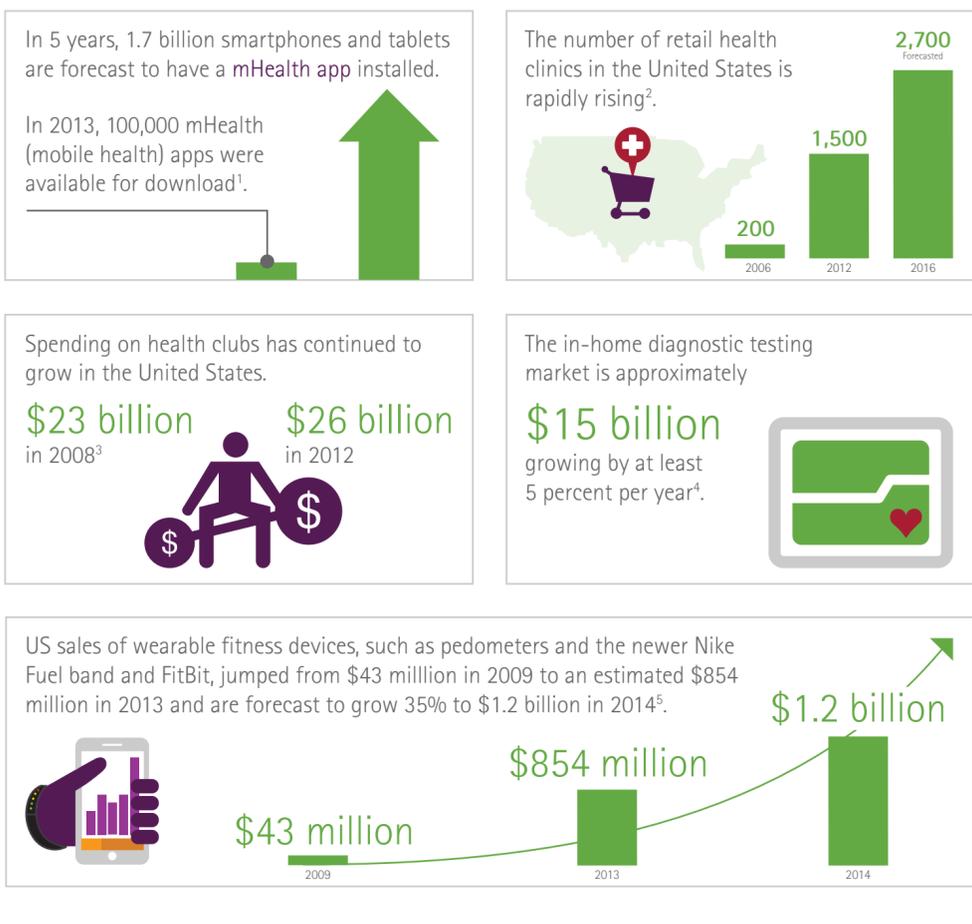
\$737 billion



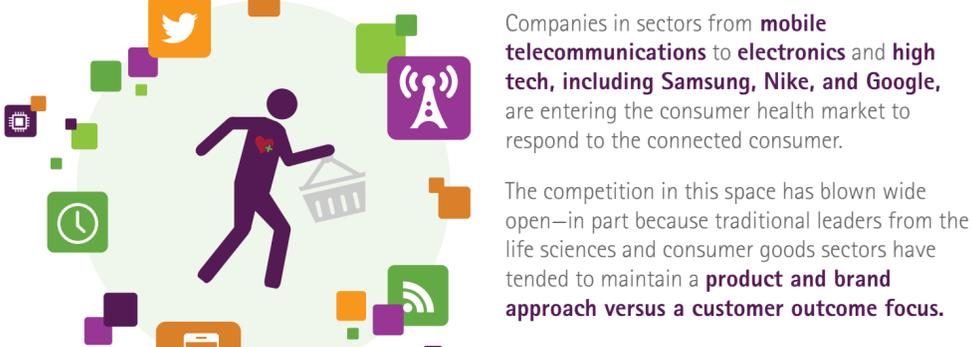
## KEY FINDINGS

**1** There is a new "health" consumer. However, most traditional consumer health companies have not taken advantage of this shift in consumer needs.

Today, consumers want solutions that allow them to take charge of their own health, and to be an informed stakeholder in their health decisions:



**2** Companies outside the traditional Consumer Health industry are entering the market to fulfill the unmet needs of the health-oriented consumer.

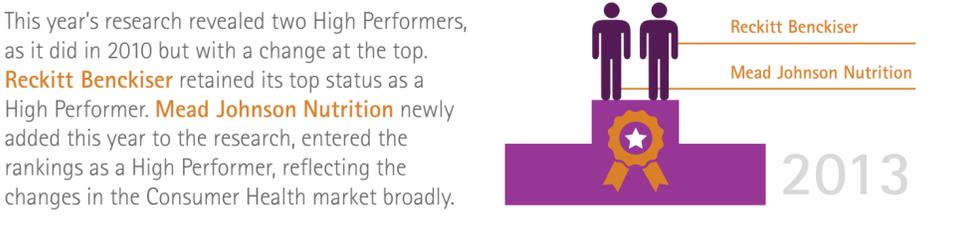


**3** High Performers are converging and collaborating to capitalize on the expanding Consumer Healthcare opportunity.

The last two years have seen acquisitions, joint ventures and partnerships between and among industry players accelerate, particularly in the Nutrition segment.



**4** High Performers recognize the potential of the expanded Consumer Health market and are adapting their strategies to capitalize on it.



**5** To win in Consumer Health, consumer goods and life sciences companies will need to re-orient their businesses to be able to quickly adapt their capabilities to the changing needs of the new consumer.

Our analysis identified five Distinctive Capabilities to achieve High Performance and enable companies to outperform their competitors.

DISTINCTIVE CAPABILITIES	COMPANIES	WHAT ARE THEY DOING
Integrated analytics across the organization	Procter & Gamble	"Decision Cockpits" which give forward projections of key business indicators by brand and by market. This data can be visualized remotely on mobile device or in interactive Business Sphere rooms.
1:1 marketing across all touchpoints	Reckitt Benckiser	Used "live" consumer data to launch a new single-dose antacid product with 360° digital/social communications.
Seamless channel experiences	Procter & Gamble	"Virtual" shopping centers to test customer shopping experiences on and off line.
Dynamic operating models in emerging markets	Reckitt Benckiser	Merged its European and North American operations into one unit, and split the rest of the world into two reporting areas to align with where the customers.
Focus on high-value categories and high potential markets (and dispose of others)	Mead Johnson	Formed a Joint Venture with SanCor to strengthen presence and growth potential in South America.

\*Pure play" Consumer Healthcare companies (with portfolio focused entirely on the segment) as well as the Consumer Healthcare focused divisions of larger Pharmaceutical or Consumer Goods Companies.

Sources  
 1) Mobile Health Market Report 2013-2017, research2guidance, 2013 2) Estimates from Marketdata Enterprises 2013, RandCorp 2009, Kalorama 2012;  
 3) IBIS World Aug 2013; 4) BCC Research, July 2013 5) Consumer Electronic Association 2014.