Jeff Elton (JE):
We are facing seismic shifts in the fundamental forces driving the healthcare industry. Socio-economic changes, scientific breakthroughs and digital and technological advances are converging to create a catalytic moment of change. The healthcare industry is being disrupted—new business models and strategies are emerging and companies are stepping up to take their place in the new landscape.

Anne O’Riordan (AO):
In the coming years, we have an unprecedented opportunity to dramatically improve patient care around the world. New targeted therapeutics, smart diagnostics, advanced informatics and digital technologies promise to redefine healthcare, as the proactive management of health versus the largely reactive state it’s in today, with strong dependencies on acute interventions and physical care centers.

JE:
And in 10 to 15 years it will function fundamentally differently than it does today. Value, defined anew, will increasingly be the metric that matters, as healthcare pivots back to the patient in extraordinarily new and different ways.

AO:
In fact, the disruptions are already underway—as we speak, we are seeing the outlines of new performance and value-focused business and operating models.

JE:
We wrote this book to recognize this catalytic moment and to predict and discuss the four fundamental business models we see emerging in this new era.

AO:
Like everything in life, there are shades of grey—the models represent direction, choices and strategies.

JE:
The implementation in each environment will depend on the journey—where companies have come from and what place they want to hold in the future.

AO:
However, with a more comprehensive grasp of the fast-changing health ecosystem, and a deeper understanding of the new capabilities needed to excel within it, we believe that life sciences companies will be able to transform their businesses to become leaders of a new era in healthcare and vastly improve an ecosystem that is only just beginning to take shape.

JE:
In doing so, they will set the foundations of healthcare, and as these foundations solidify...

AO:
...they will become the vanguard on which all other aspects of the industry will build.