



FRUCT Oulu, November 9th, 2012

Business models and healthcare - seeing forest from the trees?



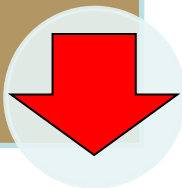
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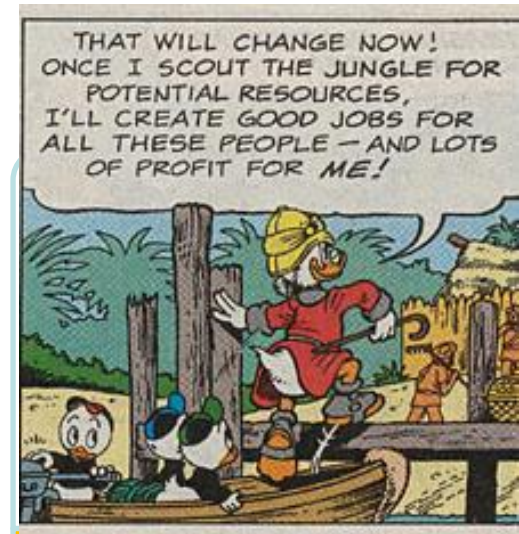
The world is a-changing!



Adapting to change?



Seeing change as an opportunity?



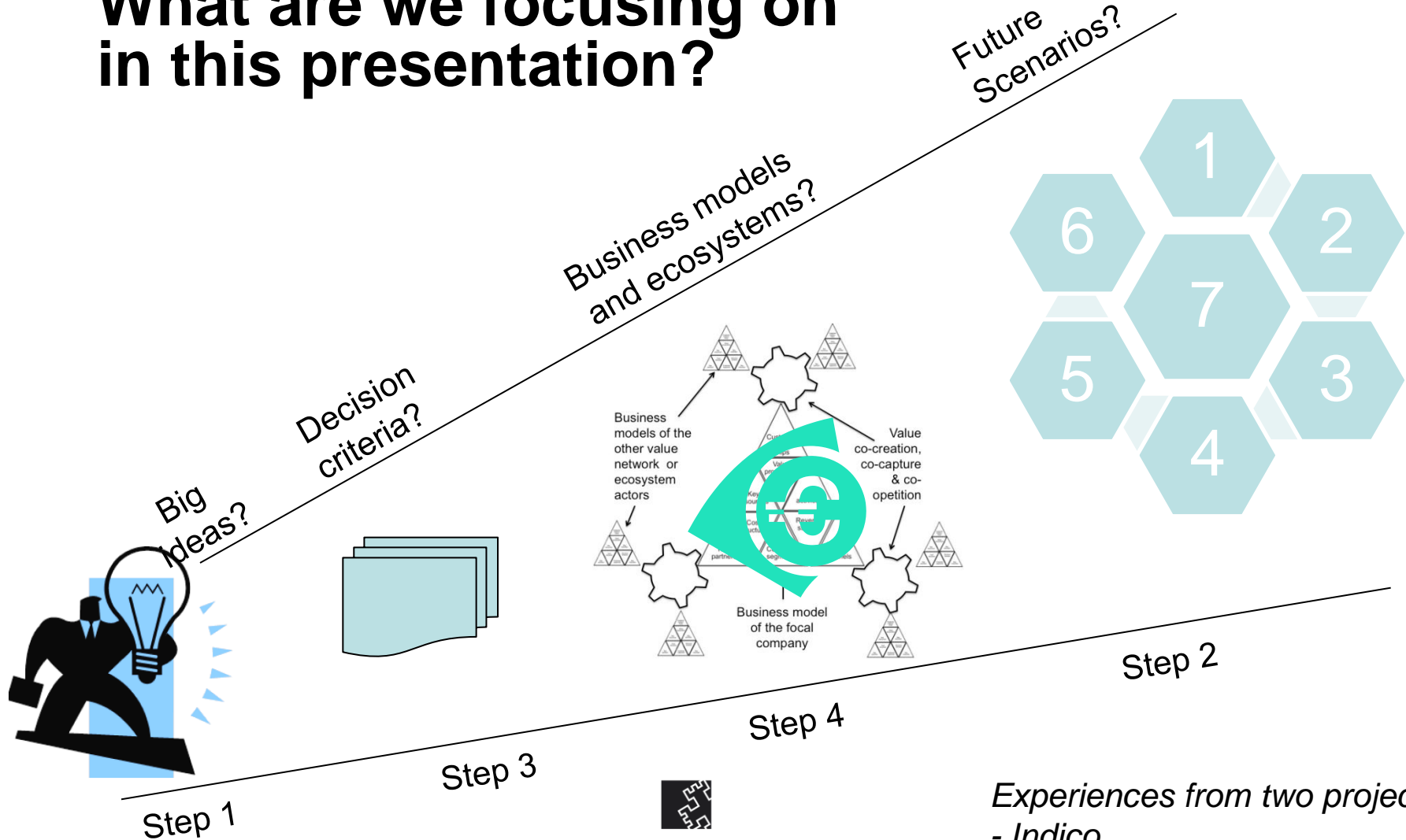
Or creating change?



But how about health care?



What are we focusing on in this presentation?



Experiences from two projects:
- Indico
- Tivit IoT / Healthcare

Step 1 – Big ideas?



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1. COST REDUCTION !
2. EFFECTIVE PROCESSES
3. Digital health
4. Open, big data
5. SENSORS
6. EMPOWERED CITIZEN
7. CONSUMERISM
8. SMART PHONE ADDS

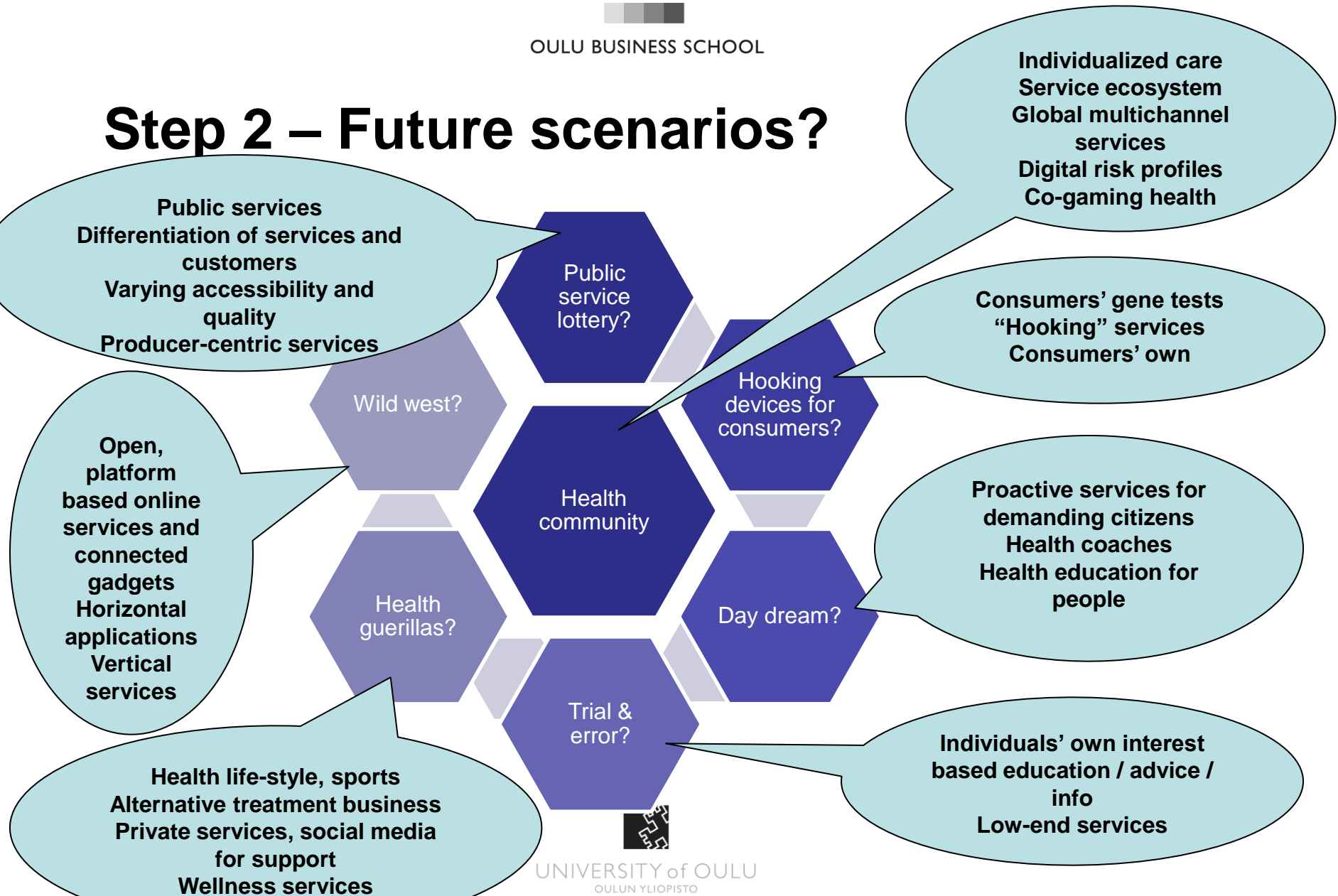
Source: Collected by Eeva Kiuru / OWI



Step 2 – Towards future scenarios

	Dimesions of change	
high	Technology and health knowledge	low
individual	Power and responsibility	society
not really	Wellness information as data	fully
high	Own involvement in maintaining health	Low
wellbeing	Experience of wellness/health	illbeing
enthusiasts	Own motivation to wellness	do not care
public	Wellness data	private
low end	Demand	high end
limited	Choices	free
improve existing	Services	create new
open	Ecosystem	closed

Step 2 – Future scenarios?



Step 3 – Decision criteria?

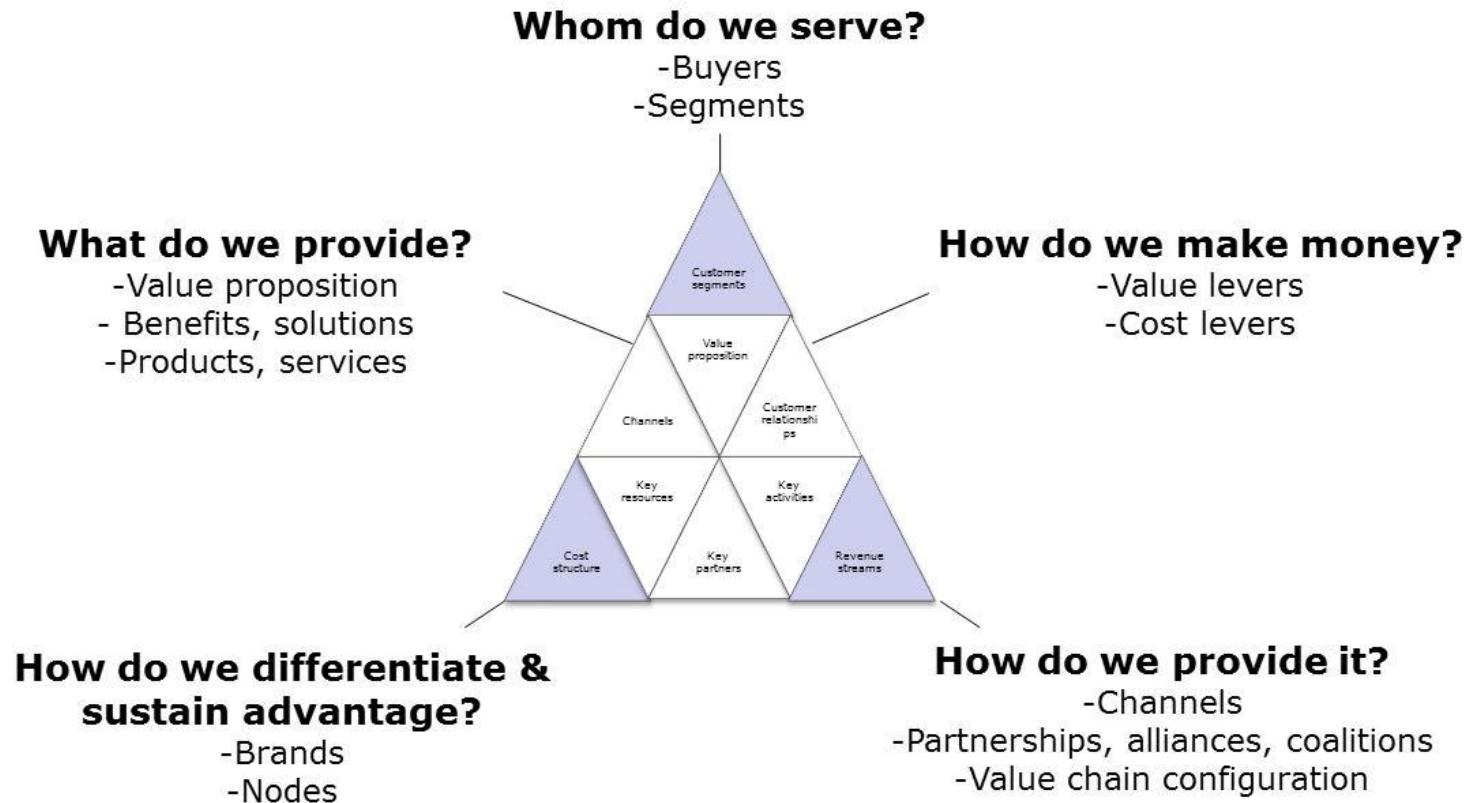
Opportunity	How-to	Boundary	Priority	Timing	Exit
<p>-What is the nature of opportunities?</p> <p>-How opportunities are identified or created?</p> <p>How opportunities emerge?</p> <p>- How and by whom opportunities are evaluated?</p>	<p>Unique features of how a process is planned, implemented and executed</p> <p>- What to do and what left undone?</p>	<p>- How to define boundaries of customers, partners, geographies, products/services and technologies</p>	<p>- What is the logic of ranking and prioritizing decisions?</p>	<p>- How and on what basis timing is done?</p>	<p>- What are the exit criteria for services?</p>

Privacy
Regulation, standardization
Role of gateway
Location of intelligence
Productization
Ease-of-use
Willingness to pay
Type of product (device vs. service)
Type of service (masses / segmented)

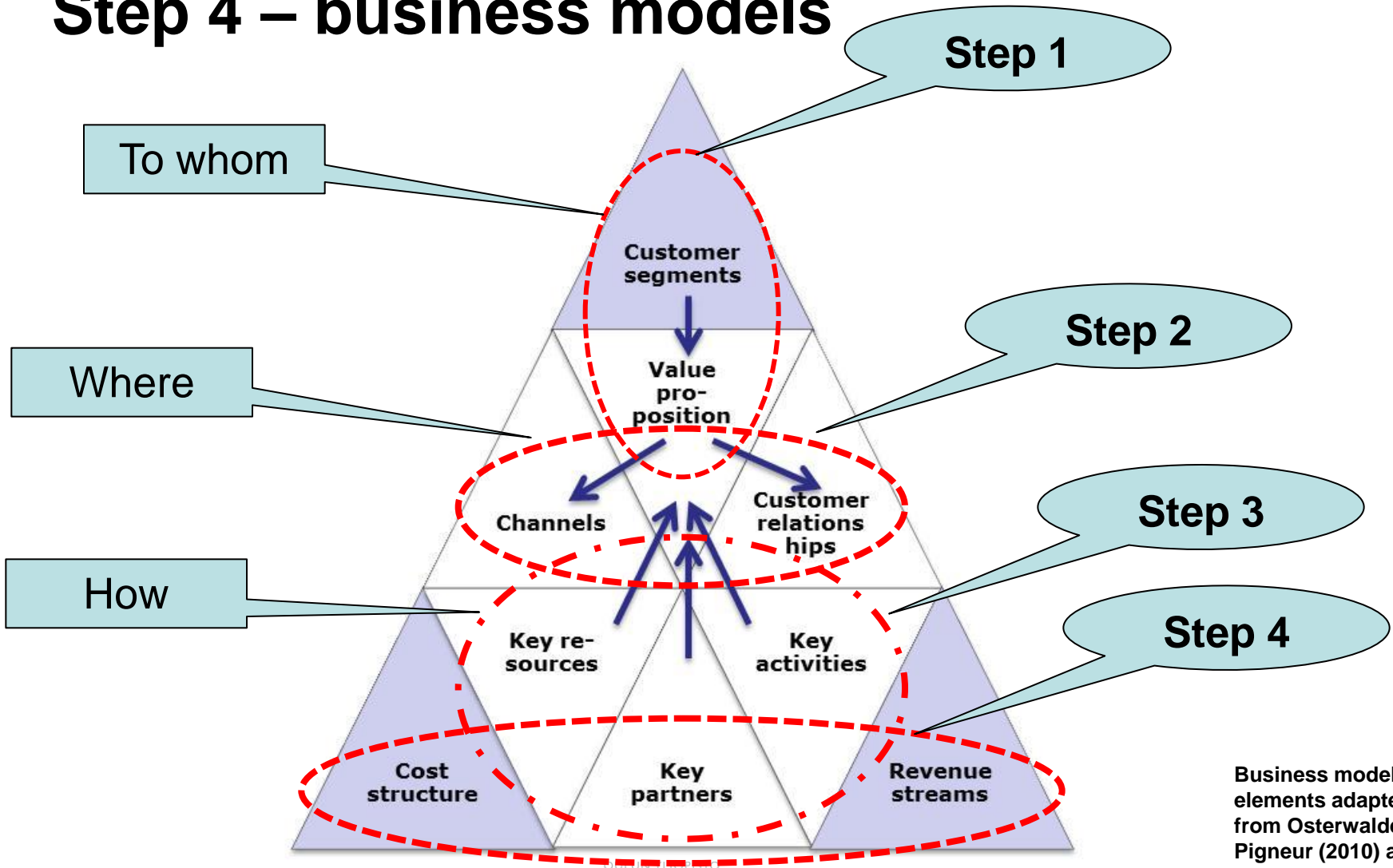
Integration
Interoperability
Cost pricing / connectivity
Who pays
User's tech knowledge
Type of service
Service design
Ecosystem

Step 4 – business models

What does the business model identify?

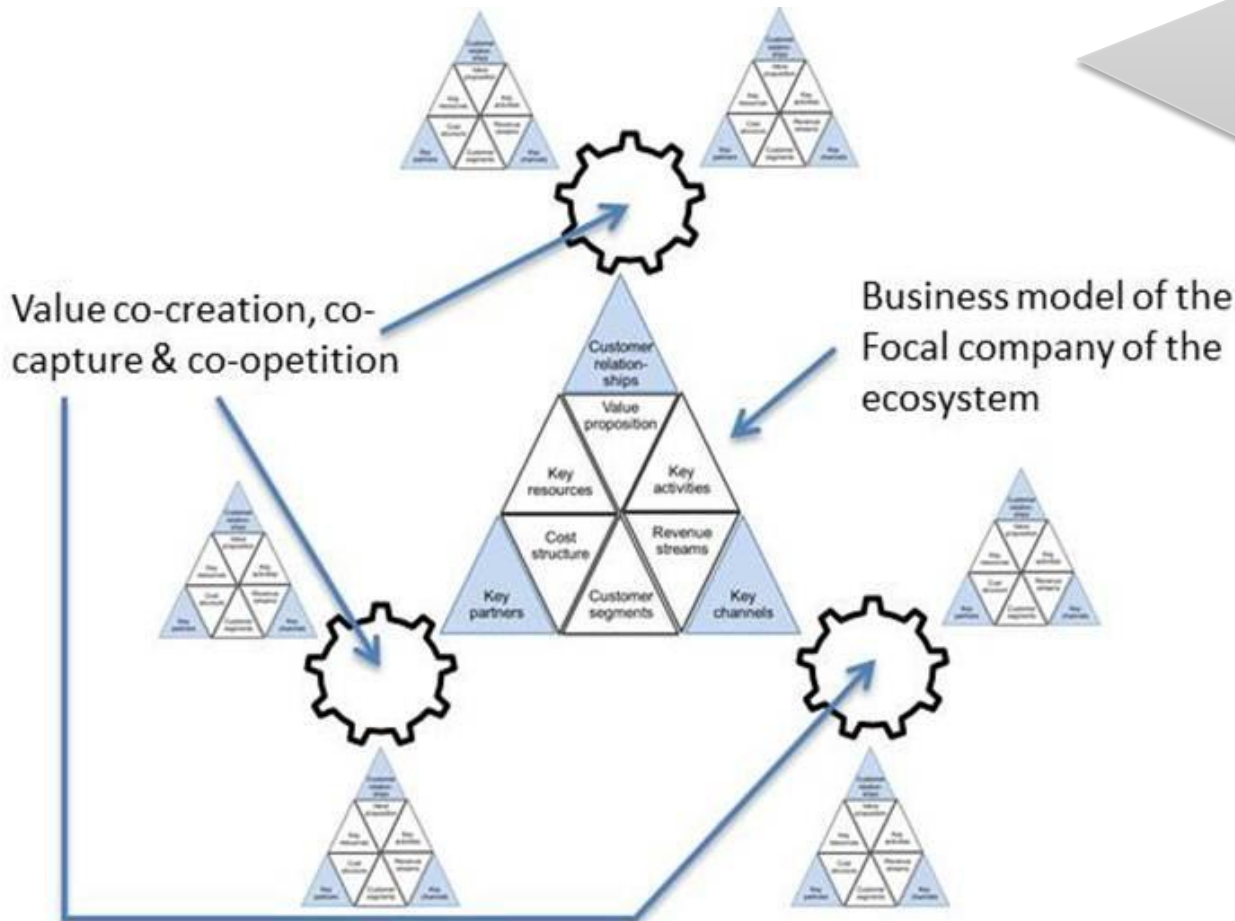


Step 4 – business models



Business model elements adapted from Osterwalder & Pigneur (2010) and Myllykoski & Ahokangas (2011)

Step 4 – Health ecosystems?



A business ecosystem can be defined as a synergistically value creating and capturing aggregate of interdependent business models

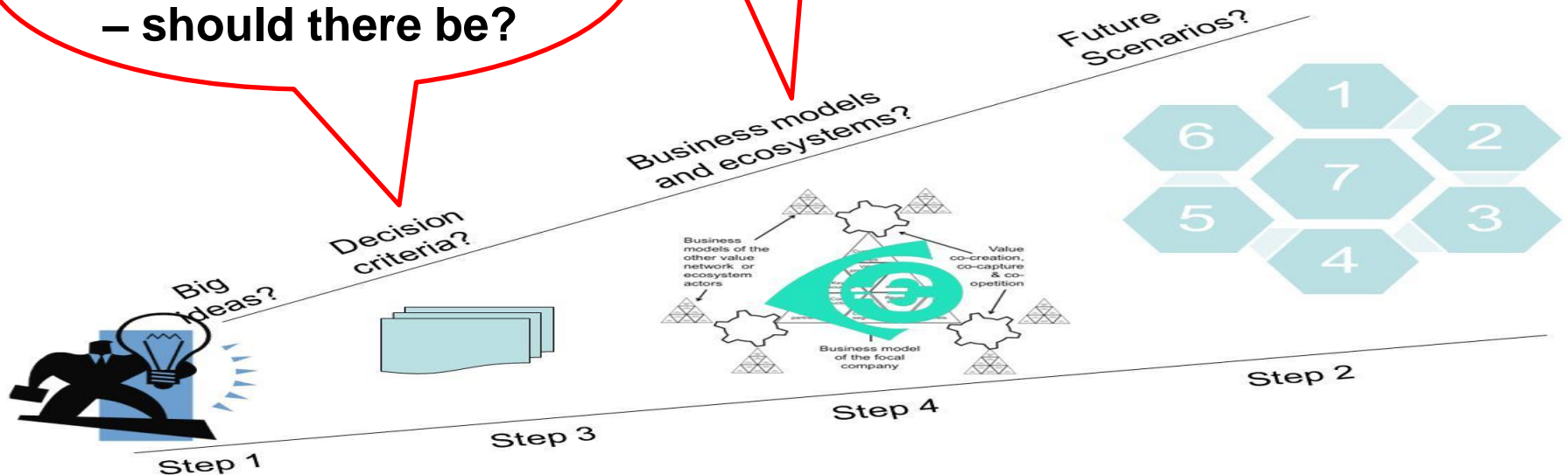
Ahokangas & Myllykoski 2011

Conclusions

No commonly accepted priorities – should there be?

Business models are unclear and ecosystems weak – clarity needed?

There is no shared view of the future – should there be?





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Thank You!



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