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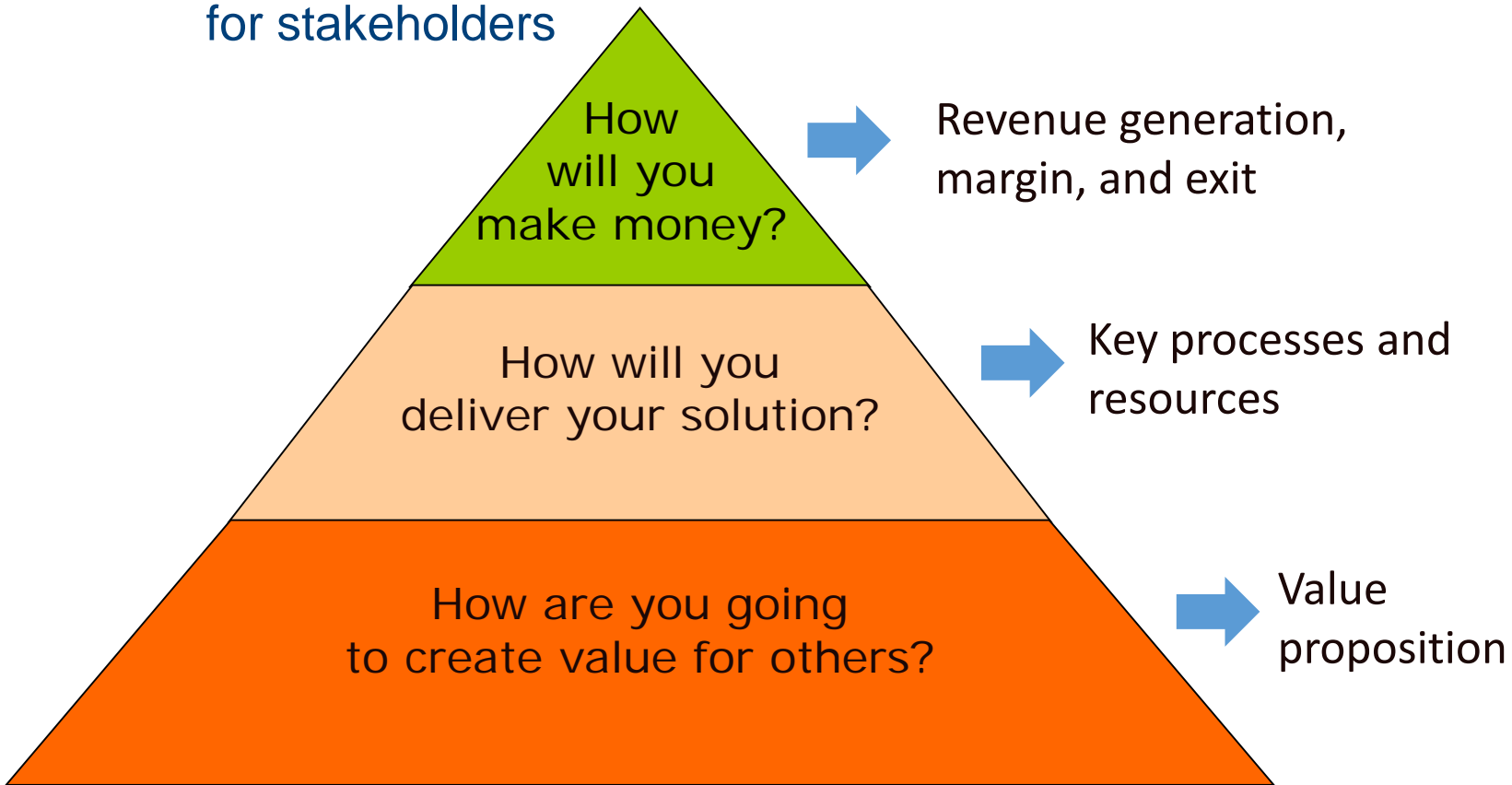
EUROPEAN UNION

Partnering between Health Care Organizations and For Profit Companies: a Need for Integrated Business Models

Johan Bruneel
Den Haag – 28 September 2017

Business model: concept

- Describes what a firm **will do**, and **how**, to build and capture **wealth** for stakeholders



Value creation: tension between social & commercial value

- Social and commercial value creation as two ends of a continuum?



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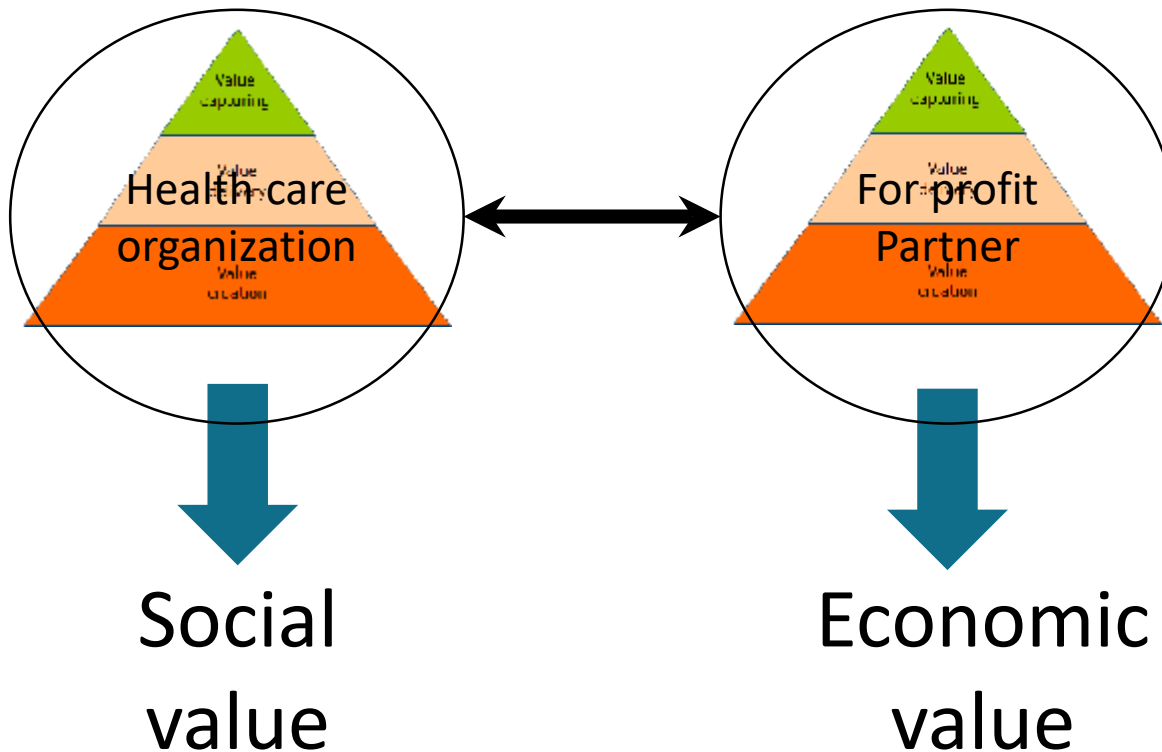
- ⇒ Dynamics along the continuum
- ⇒ Integrating social & commercial value creation

Today: client-supplier relationships in health care

⇒ two separate business models

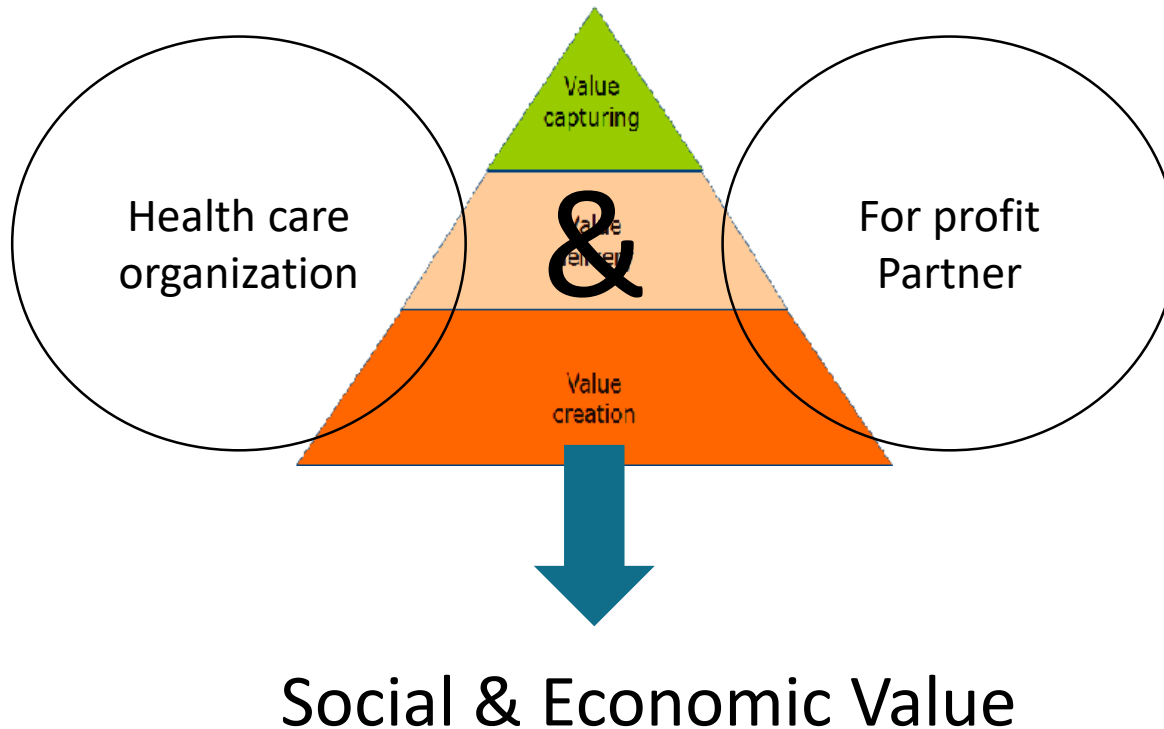
Health care organization

For profit partner

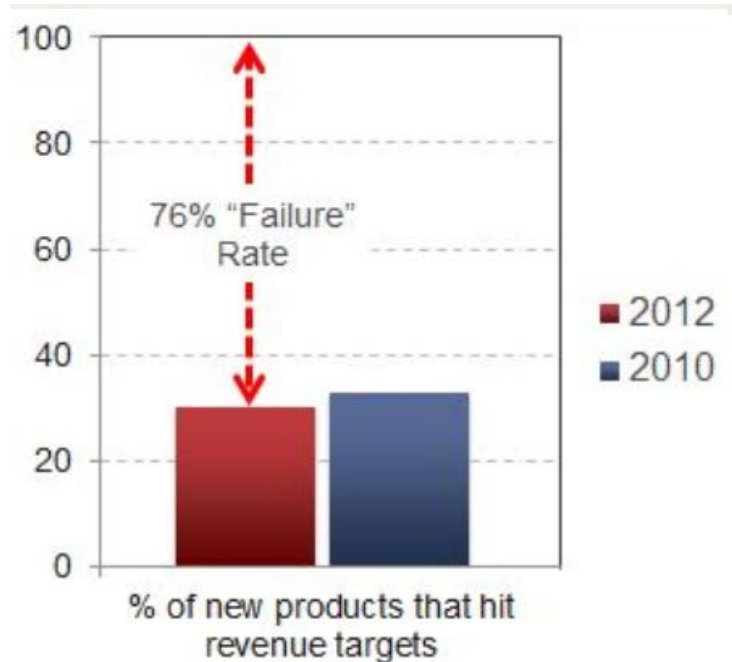


Future: partnerships in health care sector

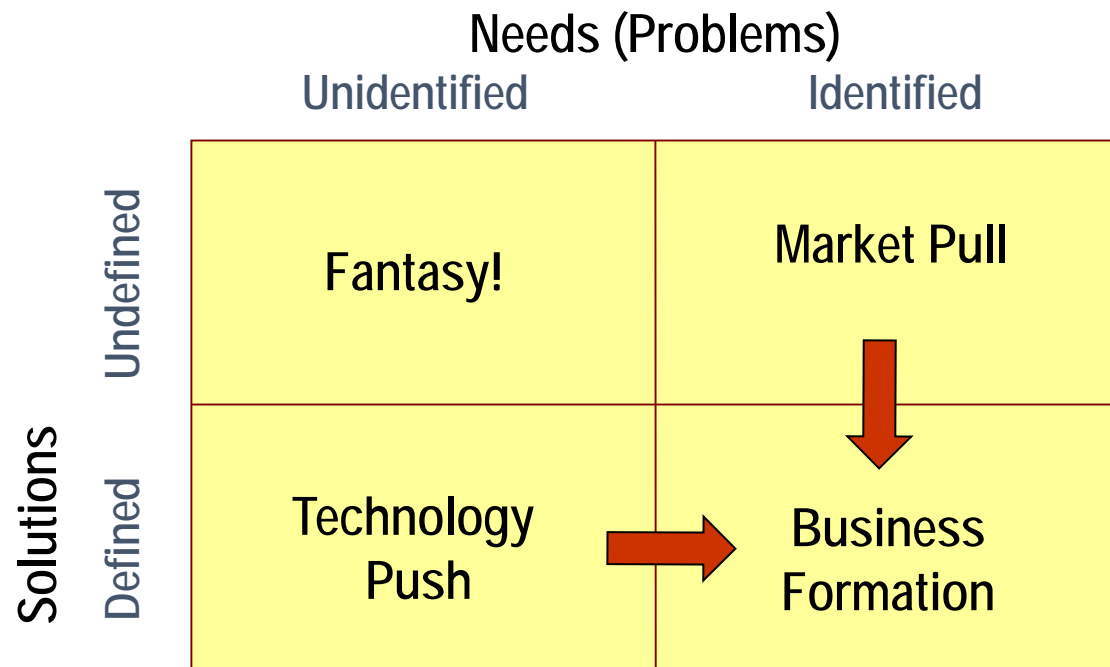
⇒ integrated business model



Why is there a need for an “integrated” approach?



Source: 2013 PDMA Benchmarking Study

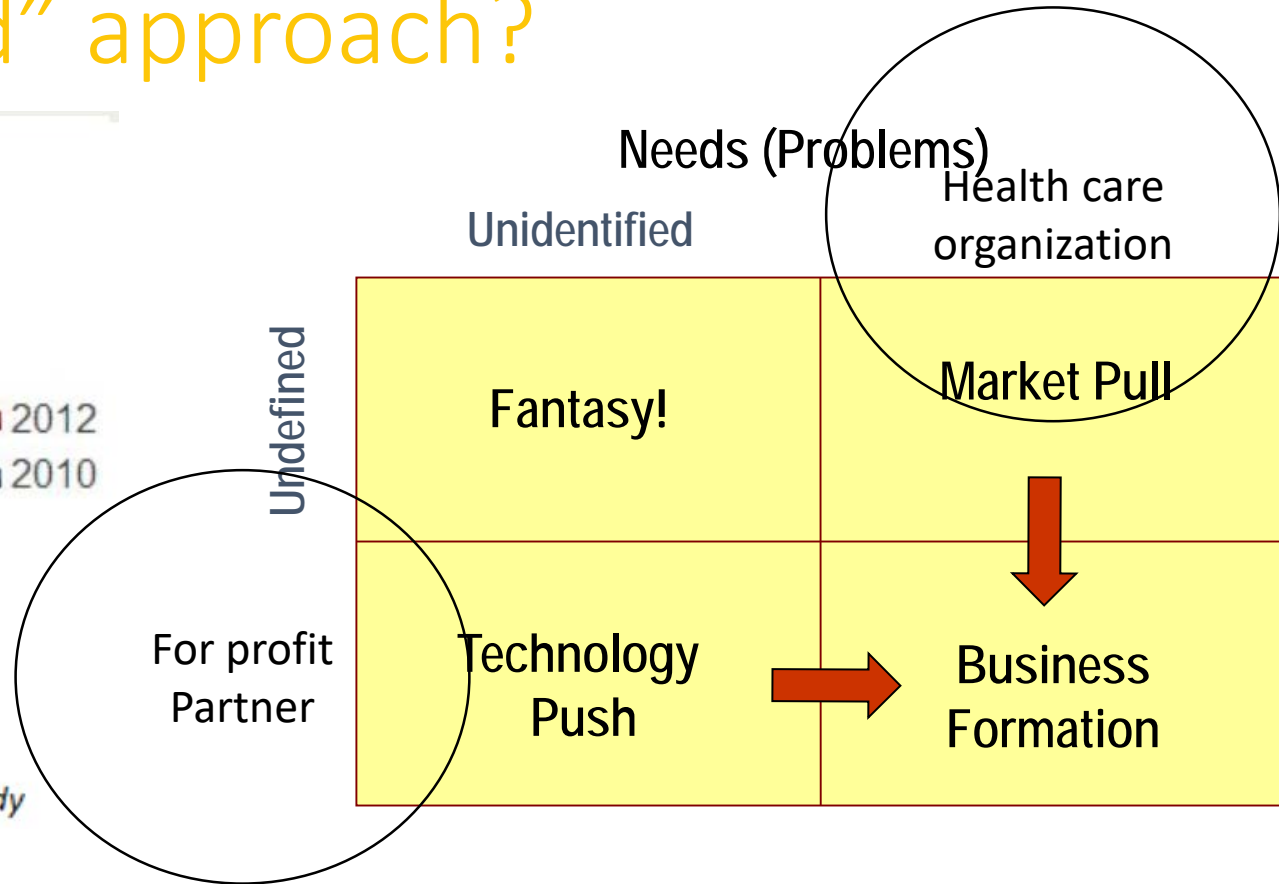
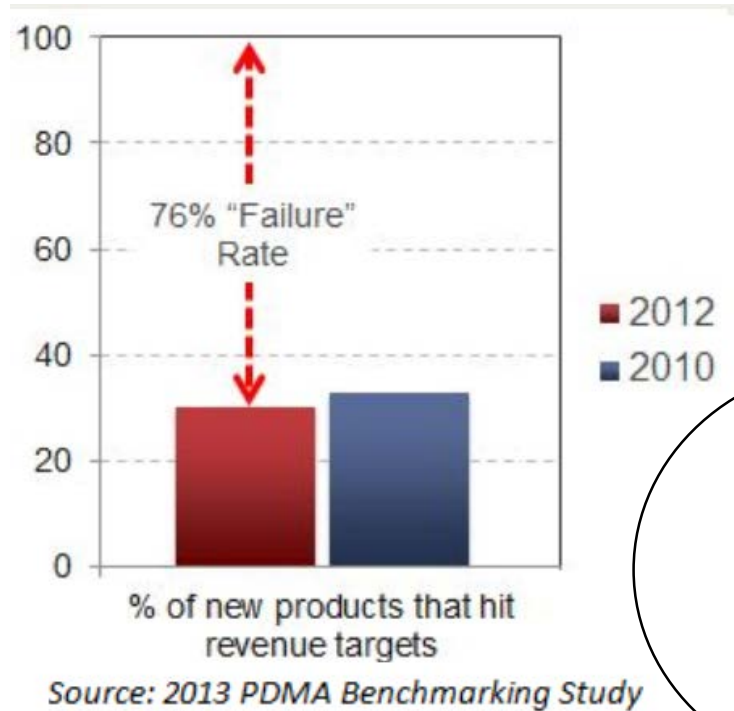


Exploiting technology push idea much more difficult than market pull ideas



More resources, more time
Product-market fit?

Why is there a need for an “integrated” approach?



➔ Social profit partner: market understanding & market access

For profit partner: solution development & commercial expertise

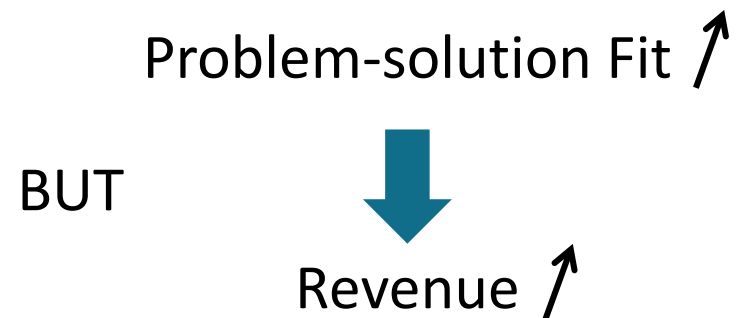
What do social profit and for-profit partner gain from an integrated approach?

- Social profit partner
 - Financial model is under pressure
 - ⇒ New sources of financial resources (rather than adopting an efficiency philosophy)

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- For profit partner

	Profit sharing	
	Today	Future
For profit partner	100%	70%
Social profit partner	0%	30%



Our partnership

