

Identifying Growth Opportunities That Transcend Uncertainty

We probably don't need Einstein's Theory of Relativity to confirm what we already know - we mortals cannot predict with certainty what will occur one instant into the future. Yet in the business world, we often must project the future with little more than gambler's odds of being correct.

Can the accuracy of our projections be increased? Yes, by building on stable propositions in a structured approach. So, we first need to ask the question: In an uncertain future, what stable propositions will provide a reasonable level of certainty to ground our projections?

The Healthcare sector provides an excellent example to illustrate the approach.

Constants in the Healthcare Industry:

With the number of uncertain variables, few sectors face as much uncertainty as Healthcare. Will the current healthcare reform survive in its present embodiment? What will the insurance companies reimburse? What technologies will meet the confounded objectives of payors, clinicians, and patients? And so on and so on.

However, some factors are relatively constant ... a set of **Stable Propositions** that we can rely on. An example of a stable proposition is the never ending quest to reduce healthcare costs.

The next step is to link the propositions to business directives that will prevail in the future, and provide possible business opportunity - for example, *Pay for Performance*. Throughout our involvement with different aspects of the healthcare sector, BIC has identified five stable propositions with linked directives to consider.

Stable Propositions		Directives
Prevention	Reduction or elimination of disease	Lifestyle Modification Early Detection & Diagnosis
Independence	The ability, particularly for seniors, to maintain lifestyle and activities of daily living	Compression of Morbidity
Cost	Achieve overall reduction in healthcare costs	Pay for Performance Evidence Based Medicine Clinical Productivity
Access	Make the healthcare system usable and effective	Choice and Convenience Communication
Quality	Improve the clinical aspects of care	Improved Outcomes Reduced Medical Errors

The final step is to determine what potential growth opportunities will benefit from the winning Directives.

**Stable
Propositions
Reduce
Uncertainty**

For Growth Opportunities to be viable, they need to be aligned with Directives. The table below shows a number of Growth Opportunities that are emerging from various points. Though only a partial list, it is apparent that each aligns with multiple directives. In other cases, the alignment will be less complete, or non-existent. Careful consideration should be given as to whether it is worth the gamble to pursue them. Ask yourself what ultimate benefit (i.e. Stable Proposition) they fill.

Growth Opportunities	Health & Wellness	✓		✓	✓						
	Predictive Medicine		✓	✓		✓	✓			✓	
	Disease Management	✓		✓	✓	✓	✓			✓	✓
	Infection Surveillance		✓		✓		✓			✓	✓
	Cognitive Health		✓	✓		✓			✓	✓	
	Personalized Medicine			✓	✓	✓	✓			✓	
	Provision of Care: The Home						✓	✓	✓		
	Minimally Invasive Surgery			✓	✓		✓	✓		✓	
	Regenerative Medicine			✓			✓			✓	
	Digital Health		✓			✓	✓	✓	✓		✓
		Lifestyle Modification	Early Detection & Diagnosis	Compression of Morbidity	Pay for Performance	Evidence Based Medicine	Clinical Productivity	Choice & Convenience	Communication	Improved Outcomes	Reduced Medical Errors
	Directive										

In the real world, we always accept a degree of risk when predicting the future. BIC’s *Stable Proposition* approach removes much of the uncertainty, and increases the chance of success.