



## Industry Outlook

# 66%

of CEOs believe that the next three years will be more critical than the last 50 years.

# 40%

expect to be running significantly transformed organizations in the next 3 years.

Source: KPMG CEO Outlook Survey



## Industry Outlook

**62%**

will use disruptive technologies to improve products and service.

**65%**

will pursue partnerships and alliances.

## Industry Outlook – Our Ecosystem

90% - The loyalty of our customers.

86% - How the needs/wants of millennials will change the business.

78% - The relevance of our products/services three years from now.

53% - Keeping pace with customers' needs and expectations.

## Shift Change - By 2020

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- 66% of global population will be online

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- 50 billion smart devices connected to the Internet

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- AI/VR in use by hundreds of millions, creating access points never before possible

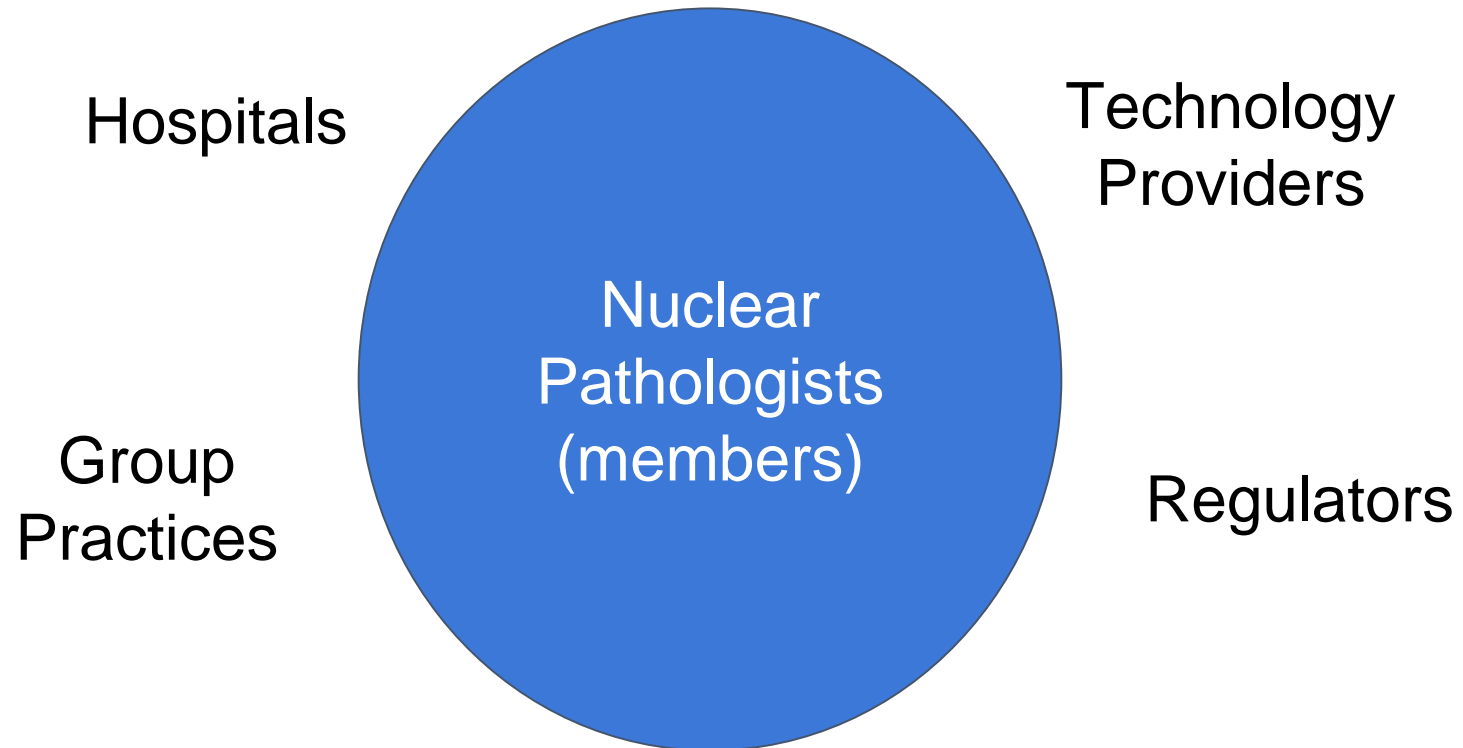
# Empowering Patients

The Strategy

**Tomorrow's Mission:**

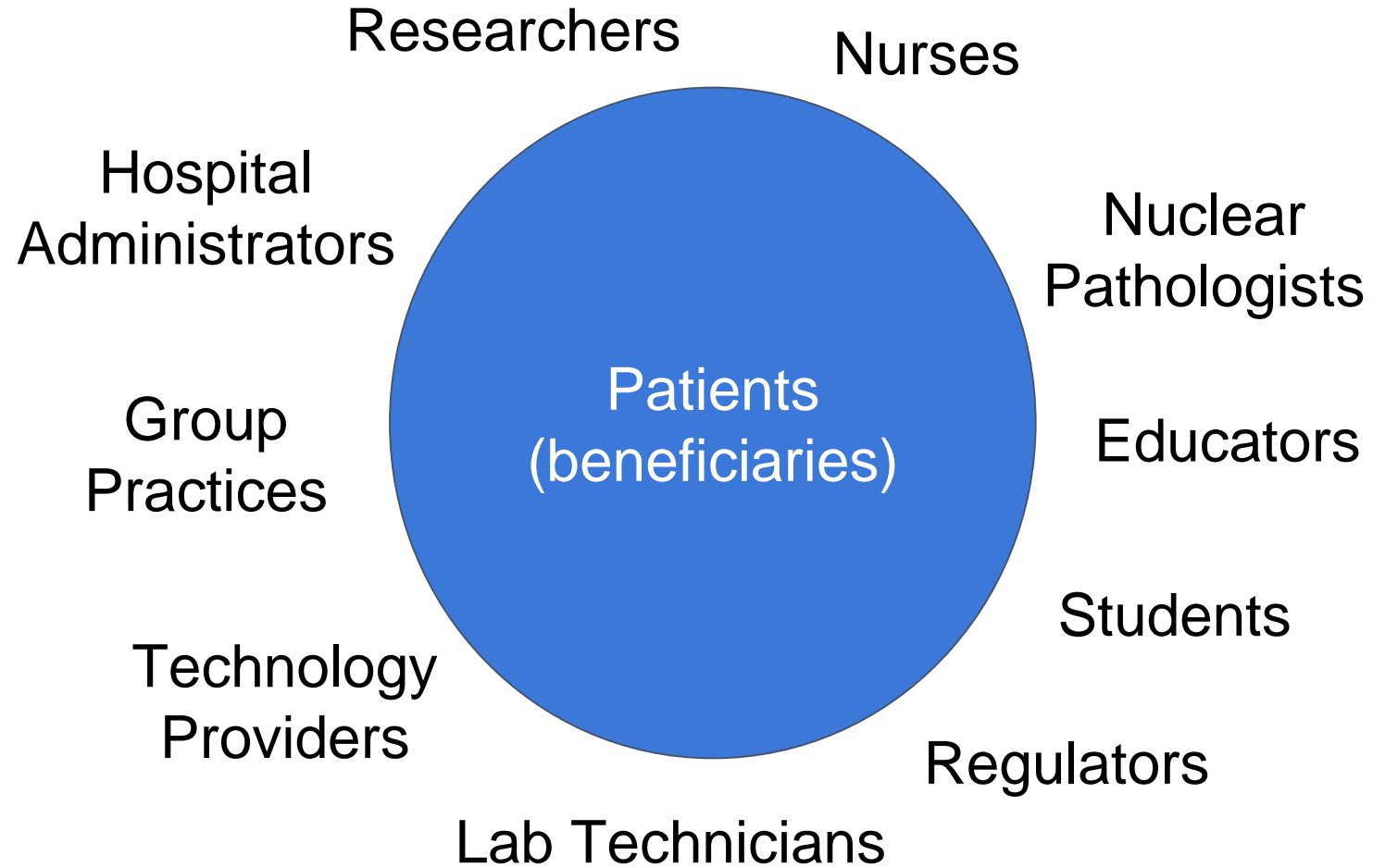
**Improving outcomes by  
empowering patients.**

# Today: Member Centric





# Tomorrow: Patient Centric



# Empowering Patients

The Plan

## **Our Recommendation:**

**Create a wholly owned subsidiary focused on developing new technology that empowers patient self-testing.**





# Drive technology innovation





