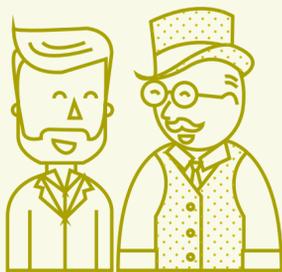




WHAT THE EVOLUTION OF FINANCIAL SERVICES

TEACHES US ABOUT THE FUTURE OF HEALTHCARE



**IN-PERSON BROKER/
CLIENT RELATIONSHIP**
Clients had little access to financial information, which gave brokers more power in their relationship.



**IN-PERSON DOCTOR/
PATIENT RELATIONSHIP**
Patients had little access to medical information, which gave doctors more power in their relationship.

YAHOO! FINANCE

msn Money

DOT-COM BOOM

WebMD

Google



The internet provided easy access to financial news, stock quotes, press releases, and financial reports to everyone.

The internet provided easy access to health news, advice, research, and connections with other patients to everyone.



EMPOWERED BY INFORMATION

Financial information enabled clients to do their own research, discover new investment ideas, and ask their brokers better questions. It changed the balance of power.



Medical information enabled patients to do their own research, develop relationships with people like them, and ask their doctor better questions. It changed the balance of power.



WHAT DO CLIENTS NEED?

Brokers had to think about how to better serve their clients; simply providing information was no longer enough.

WHAT DO PATIENTS NEED?

Doctors had to think about how to better serve their patients; simply providing information was no longer enough.



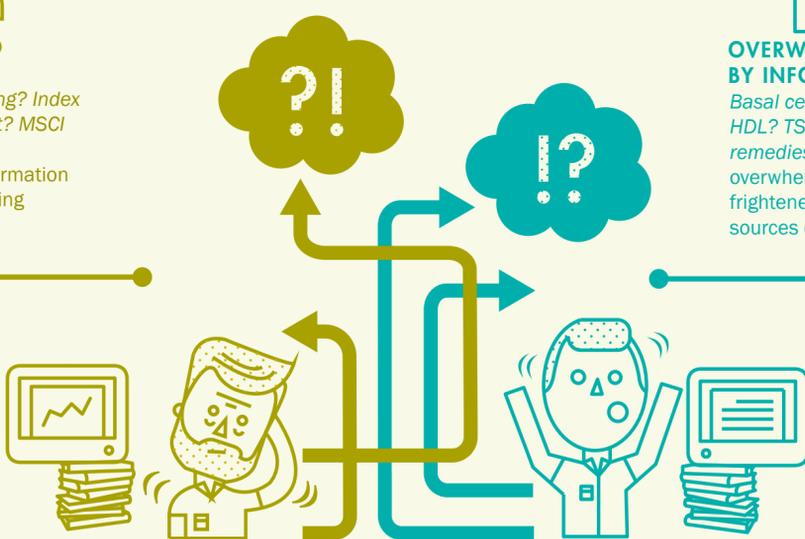
OVERWHELMED BY CHOICES

IRAs? Market-timing? Index funds? Retirement? MSCI EAFE? Clients are overwhelmed. Information is not the same thing as knowledge.



OVERWHELMED BY INFORMATION

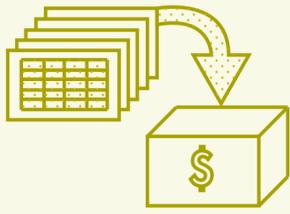
Basal cell carcinoma? HDL? TSH? Home remedies? Patients are overwhelmed (and frightened). What sources can they trust?



DESIRE FOR GUIDANCE

Information is empowering, but making the right decision seems more difficult than ever.

EXAMPLES OF HOW FINANCIAL SERVICES HAVE BECOME MORE CUSTOMER-CENTRIC:



PRODUCTION OF SERVICES

Services (e.g., asset allocation, investment services) developed into products (e.g., target date funds, robo-advisors), making them inexpensive, easy-to-use, and accessible to everyone.



REASSURANCE IN COMPLEX SITUATIONS

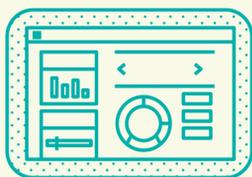
Brokers provide "financial therapy" to reassure their clients in turbulent times. They recognize that financial decisions are about more than just the numbers.



UNDERSTANDING THE BIG PICTURE

Websites like Mint.com provide a consolidated view of disparate financial services—such as insurance, investments, and retirement—help people see a complete picture of their financial situation.

HOW CAN HEALTHCARE BE MORE PATIENT-CENTRIC?



TURN SERVICES INTO PRODUCTS

Patients want healthcare to be simple, inexpensive, and inexpensive. Turn multiple touchpoints into simple products that patients can access with one click.



BE AVAILABLE IN TIMES OF NEED

Patients want reassurance when making difficult medical decisions. Consider both clinical and emotional needs when making recommendations.



PROVIDE A BIG PICTURE VIEW

Patients want a comprehensive view of their health and wellness over time. Enable them to make better health decisions now and in the future.