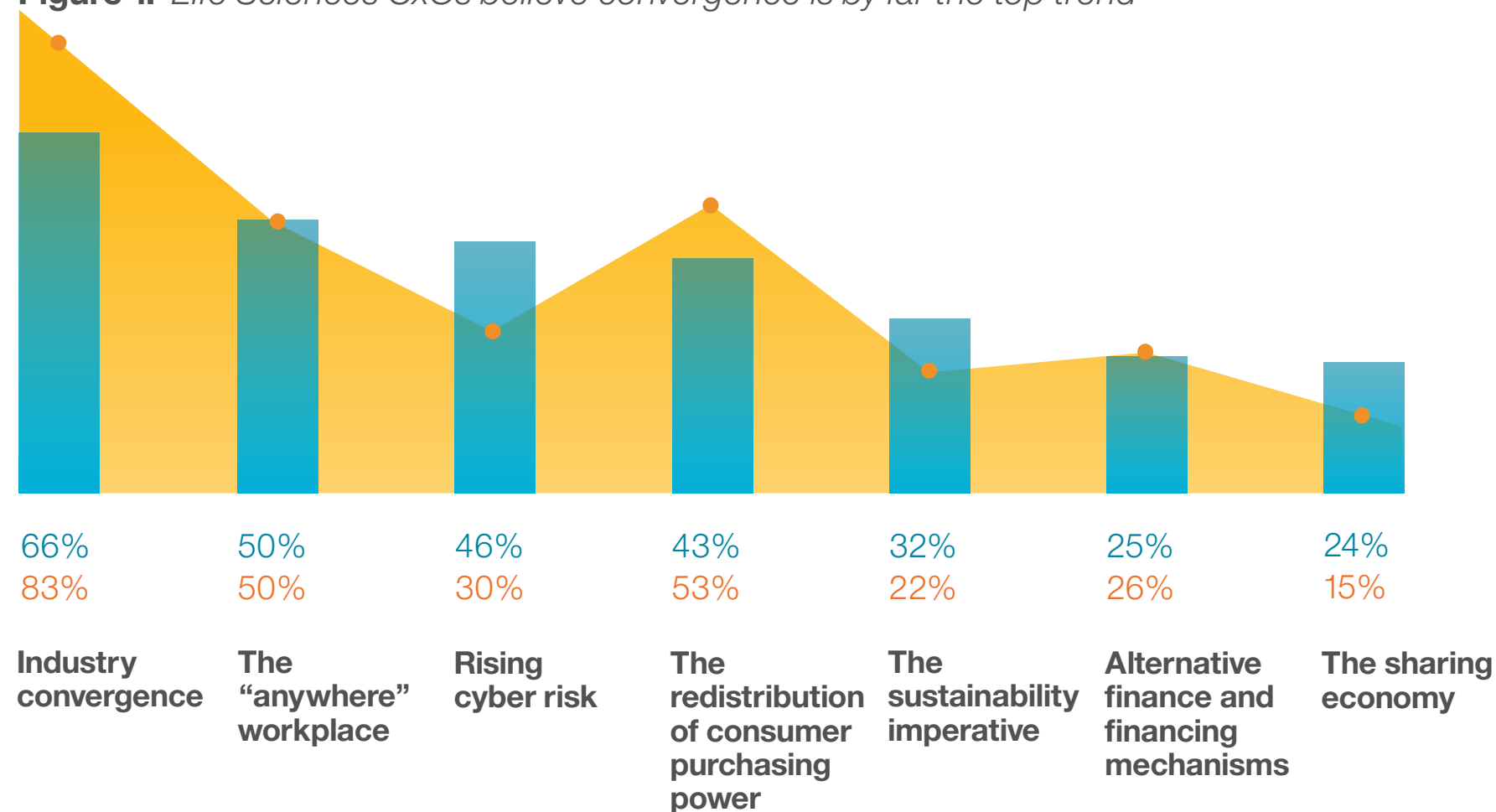


Life Sciences Industry

We surveyed 143 top executives from the Life Sciences industry for our latest C-suite Study. So how do they differ from CxOs in other sectors?

Figure 1. *Life Sciences CxOs believe convergence is by far the top trend*



Twin forces

CxOs say industry convergence is the key trend reshaping the business landscape – and Life Sciences CxOs are utterly convinced that’s the case. They think the shift in consumer purchasing power will also have a major impact, as patients get a greater say in how they’re treated and outcomes-based pricing takes hold (see Figure 1).

■ Global
■ Life Sciences

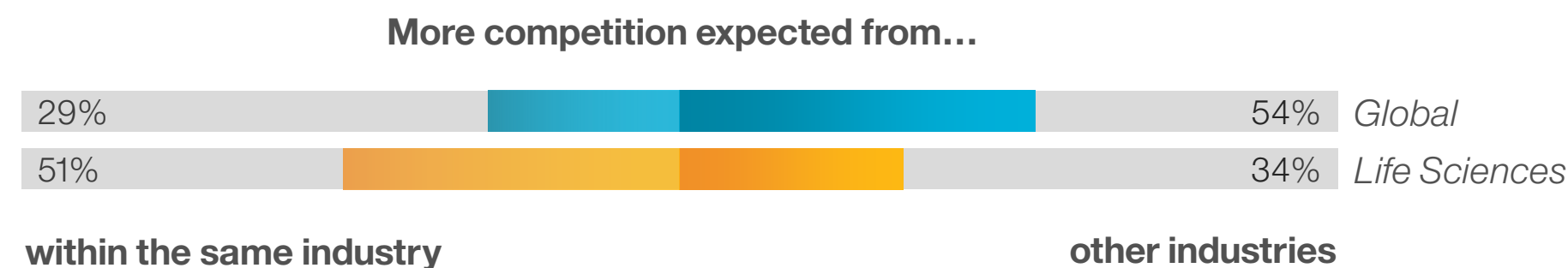


REDEFINING BOUNDARIES | Insights from the Global C-suite Study

Life Sciences – Industry Point of View

Yet, even though they're acutely aware of the extent to which the boundaries between different sectors are blurring, Life Sciences CxOs still expect most of the competition to come from the pharma and healthcare ecosystem. While CxOs in other sectors are steeling themselves to deal with new rivals from unexpected quarters, Life Sciences CxOs seem relatively unfazed about invaders entering their patch (see Figure 2).

Figure 2. Life Sciences CxOs aren't looking out for rivals from 'left field'



They're also much more relaxed about regulation, market pressures and macro-economic factors than they were two years ago. Technology, they told us, is now the main game-changer – and that's the first time they've ever put it ahead of regulatory concerns (see Figure 3).

Figure 3. Life Sciences CxOs say tech has now become a bigger influence than regulation

Technology factors



Regulatory concerns



Market factors



Macro-economic factors



Globalization



2015 Life Sciences
2013 Life Sciences

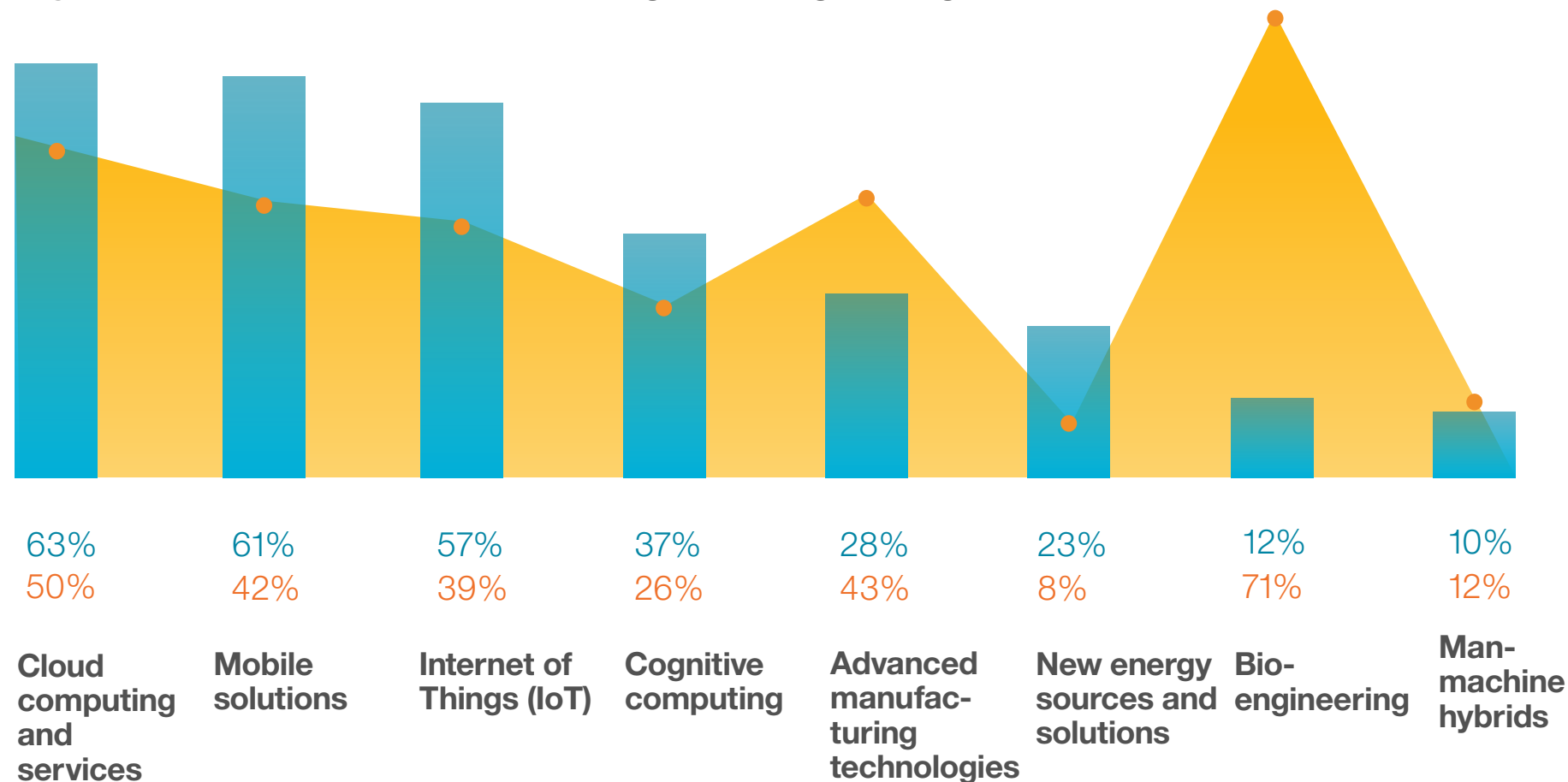
REDEFINING BOUNDARIES | Insights from the Global C-suite Study

Life Sciences – Industry Point of View

Star techs

Predictably, Life Sciences CxOs are far more excited about the potential of bioengineering than their peers in other industries. They're also interested in cloud computing, new manufacturing technologies and mobile solutions as a means of delivering digital care (see Figure 4).

Figure 4. Life Sciences CxOs are betting on bioengineering



They plan to review their offerings and partnerships in light of the technological advances they envisage. But they're less likely to revisit their delivery channels or the customer segments they target, be these patients, physicians or payers (see Figure 5).

Figure 5. Life Sciences CxOs are focusing on reassessing their offerings

Product/service portfolio



Operating model



Partnerships



Delivery channels



Revenue model



Customer types or segments



Global
Life Sciences



REDEFINING BOUNDARIES | Insights from the Global C-suite Study

Life Sciences – Industry Point of View

They also realize new technologies bring new risks. Like Healthcare CxOs, they're especially concerned about regulatory compliance violations. But loss of intellectual property and financial risks also prey on their minds.

That said, Life Sciences CxOs are much bolder than their peers in many other industries. We identified a small group of highly successful enterprises in our overall sample. Torchbearers, as we call them, are particularly comfortable leading the way, when they're launching new business models or new offerings. Most Life Sciences CxOs also aspire to be market pioneers (see Figure 6).

Figure 6. *Most Life Sciences CxOs aim to reach the market first*



© Copyright IBM Corporation 2016
Produced in the United States of America

IBM, the IBM logo, ibm.com and IBM Global Business Services are trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the web at "Copyright and trademark information" at ibm.com/legal/copytrade.shtml.

IBM Global Business Services
Route 100
Somers, NY 10589
U.S.A.

You can see the various installments of our latest Global C-suite Study at ibm.com/csuitestudy

GBP03448-USEN-01