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Future of Health

How BioPharma must reinvent their business models to succeed in the emerging LIFEcare ecosystem

#FutureOfHealth

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EXECUTIVE SUMMARY

In recent years, the healthcare sector and the pharmaceutical industry have started to undergo a fundamental transformation, spurred by technological advancements, scientific breakthroughs, demographic shifts, and economic pressures. As these forces reshape the landscape, the various relevant industries such as healthcare, BioPharma, technology and retail are converging into a LIFEcare ecosystem – a paradigm shift we explored in our viewpoint Future of Health 2.0[1]. The LIFEcare ecosystem seamlessly integrates prevention, lifestyle optimization, diagnostics, personalized treatment and care into everyday life, gradually shifting the focus from reactive DISEASEcare to proactive WELLcare.

Our understanding of these changes is augmented by significant research into the views of both industry leaders and consumers. This research, detailed in this report, includes input from more than 100 senior executives in the pharmaceutical industry, and from a representative population survey with 2,500 respondents across three markets: United States, United Kingdom, and Germany. The data reveals that individuals in these markets already spend a median of US$ 240 per month on prevention. Moreover, respondents in the US and Europe would be willing to spend an additional US$ 690 billion on WELLcare offerings, driven by the expectation of longer, healthier lives and improved access to health and wellness services.

We also see that adoption and maturity of the LIFEcare ecosystem vary across therapeutic areas (TAs), underscoring the need for tailored strategies. To remain competitive and stimulate innovation, BioPharma companies are advised to rethink their business and operating models – both holistically, and at the TA level.

The evolution of our Future of Health studies

Our current version

LIFEcare ecosystem today

Since the release of our Future of Health 2.0 (FoH 2.0) study, the relevant trends we identified have accelerated, with a significant resulting impact on the global healthcare and BioPharma landscape. This fundamental shift has continued to be triggered by the combination of scientific breakthroughs, technological innovation, demographic change, and economic pressures.

To gain deeper insights into the rapidly evolving healthcare landscape, we surveyed over 100 senior executives from leading BioPharma, diagnostics, and MedTech companies around the world. Their insights reveal that four out of the five PwC megatrends (Please also refer to our PwC Megatrends study)[2] are not only influencing but, in many cases, fundamentally disrupting their traditional business models.

94%

of executives in the pharmaceutical industry agree that technological disruptions will have an impact on the pharma value chain

- Technological disruptions along the pharma value chain include accelerated drug discovery and development, digital transformation of clinical trials and real-world evidence (RWE) collection, supply chain optimization, and integration of digital health offerings

84%

believe that demographic shifts will have a significant impact on the BioPharma business model

- Aging populations are driving up healthcare expenditures, heaping pressure on governments and insurers to contain costs
- Governments and healthcare systems are prioritizing prevention and early intervention to reduce this long-term spending
- As populations age, the prevalence of chronic diseases – such as diabetes, and cardiovascular as well as neuro- and muscle-degenerative conditions – increases

66%

expect a fracturing world to affect the business environment

- Global instability is disrupting pharmaceutical supply chains, increasing cost pressures, and heightening the risk of medicine shortages – with shifting trade policies and rising tariffs on key ingredients compounding the challenge for manufacturers

63%

expect social instability to have an effect on the business environment

- Political tensions are inhibiting international collaboration, slowing innovation, and preventing talent migration; this is having an impact on research and development (R&D) hubs and biopharma and life science operations in affected regions

Only 32% of senior executives perceive climate change to be a disruptor to the industry's business model. Unlike sectors such as agriculture, energy, or insurance, BioPharma companies face fewer direct climate-related risks.

However, climate change undoubtedly has an indirect impact on the industry. This is because it increases the prevalence of certain diseases (such as vector-borne illnesses, respiratory conditions, and heat-related illnesses), thus expanding demand for relevant new treatments and healthcare solutions.

As these megatrends create challenges and opportunities across the broader healthcare landscape, industry leaders must reassess their vision for the Future of Health, as well as their business and operating model.

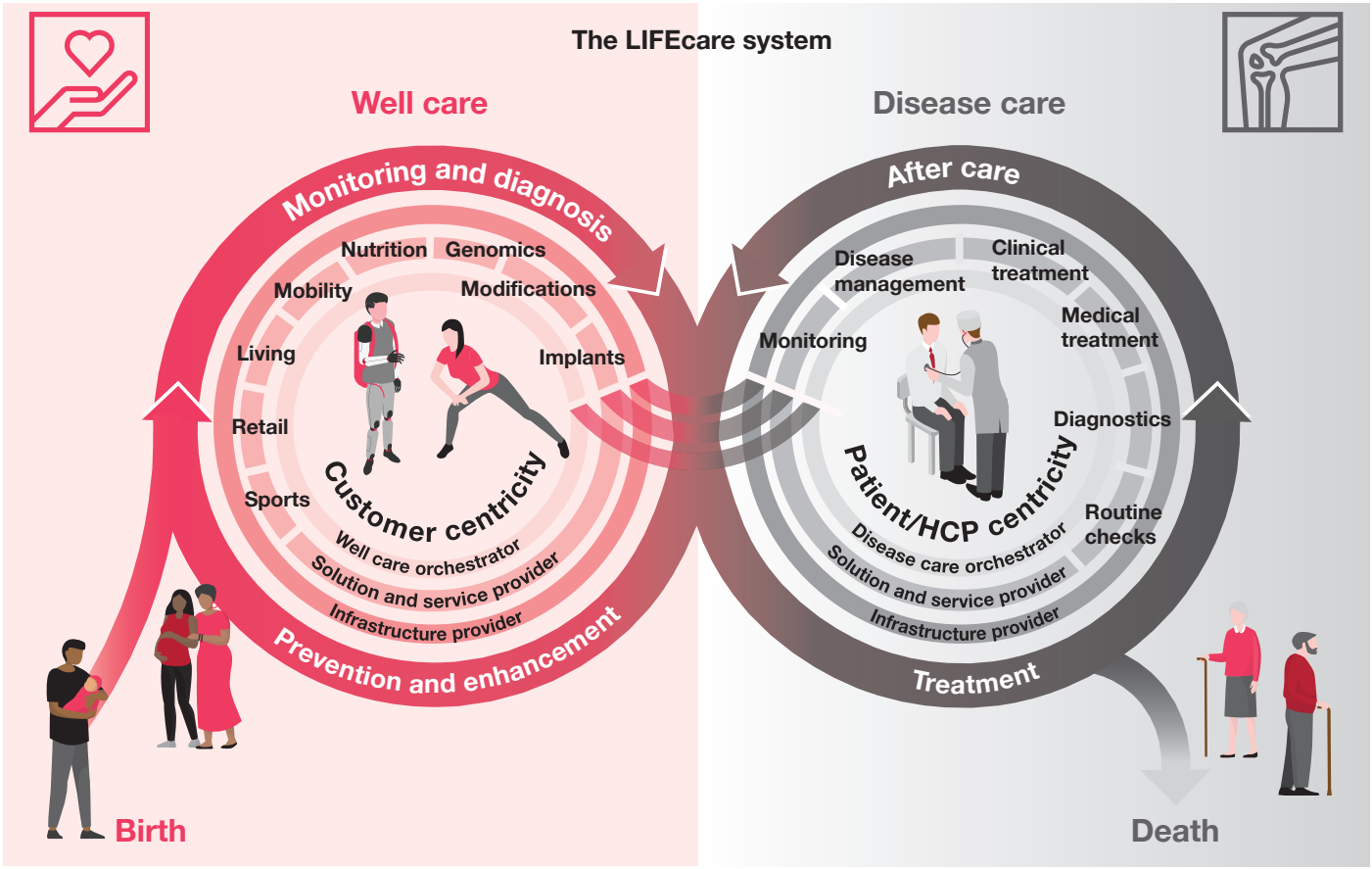
In this report, we revisit the LIFEcare ecosystem, a PwC Strategy& framework that provides a human-centric, data-driven, and holistic approach to navigating the transformation towards the Future of Health.

Further progress by 2030

The LIFEcare ecosystem seamlessly integrates traditional disease treatment with proactive, data-driven prevention, creating a comprehensive and human-centered approach to health. It shifts the focus from reactive DISEASEcare to a more forward-looking WELLcare, prioritizing prevention, lifestyle optimization, and holistic well-being.

Instead of reacting to disease after it occurs, the Future of Health is shifting toward proactive, continuous care that supports individuals throughout their entire lives. Emerging technologies – such as wearable health trackers, AI-driven analytics, and personalized nutrition – enable early detection of conditions like type 2 diabetes, while subtle behavioral nudges and real-time connections with health coaches help individuals stay on track with preventive measures. Similarly, patients recovering from heart disease can benefit from continuous remote monitoring and individualized rehabilitation plans, reducing the risk of readmission and supporting long-term recovery. Advancements in body enhancement technologies, such as neurostimulation devices or implantable sensors, are also expanding the possibilities for personalized health management. These innovations not only restore function but can enhance physical and cognitive capabilities (*see Exhibit 1*).

EXHIBIT 1
The LIFEcare ecosystem



Source: Strategy& analysis

The LIFEcare ecosystem represents a move toward more holistic, integrated care – one that blends smart technology, real-time data, and personalized insights to deliver a more balanced and seamless healthcare experience, embedded into daily life rather than confined to clinical settings (Please also refer to our The future of care study)[3].

There is clear support for this transformation within the industry. According to our survey findings, 97% of senior executives endorse the core principles of the LIFEcare ecosystem. While previous studies have projected that the LIFEcare ecosystem will be fully operational by 2035, our survey indicates that faster trajectory may be possible – 35% of executives now anticipate adoption by 2030. The change in the perceived timeline reflects the growing adoption of certain technologies, such as remote patient monitoring, telehealth consultations, and AI-driven drug discovery.

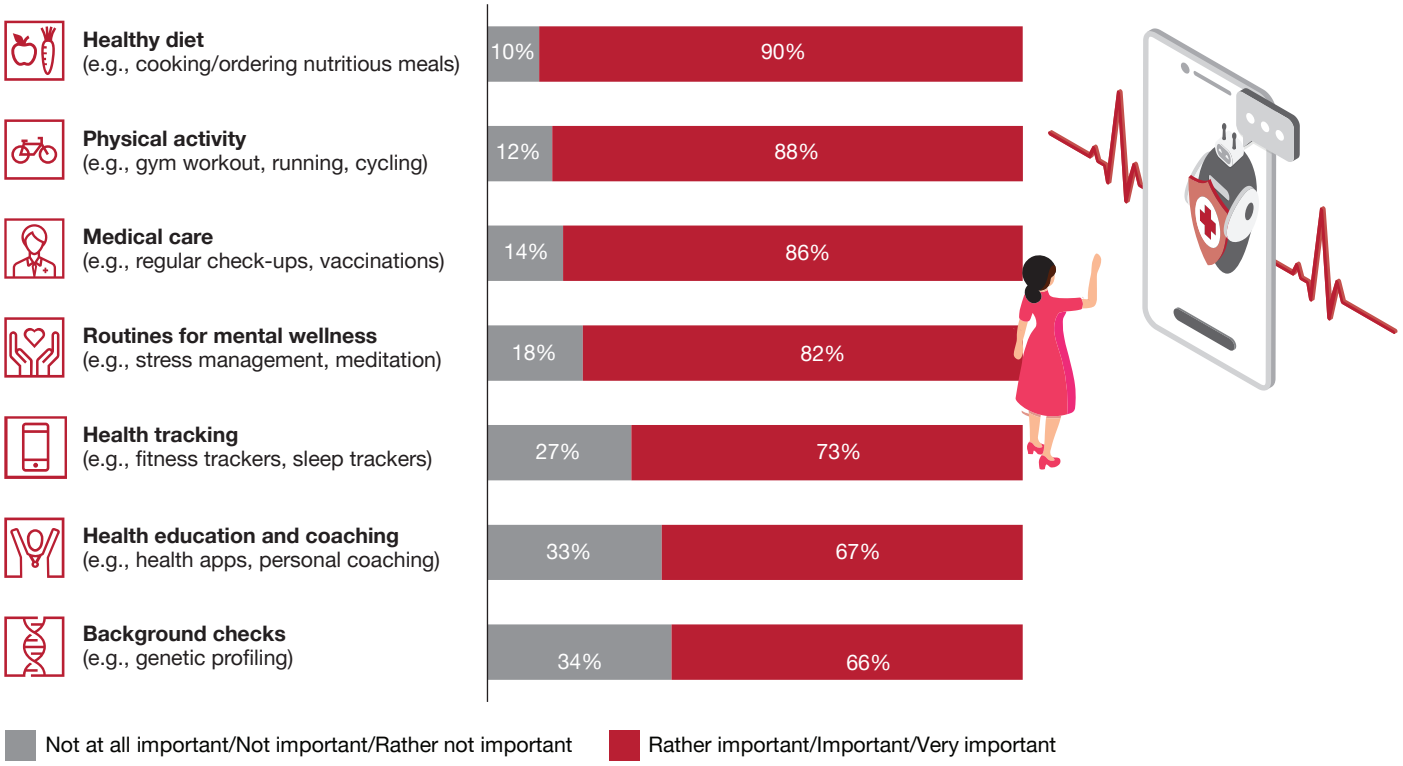
97%

of senior executives endorse the core principles of the LIFEcare ecosystem

The executive perspective can also be explained by a strong and growing health consciousness among the broader population. Our representative population survey suggests that health remains a top priority throughout the world, with more than 95% of respondents considering it very important, and 90% striving to prioritize it daily. Today, most survey respondents across all age groups view prevention as an essential part of their lifestyle routine. More than 60% of respondents consider innovative preventive measures – such as health trackers and genetic background checks – to be at least somewhat important. Looking ahead, consumers expect prevention to become even more prominent, with increased demand for medical screenings, mental health programs, and personalized supplements (*see Exhibit 2*).

EXHIBIT 2

Importance of prevention: Perception of population (across US, UK, DE)



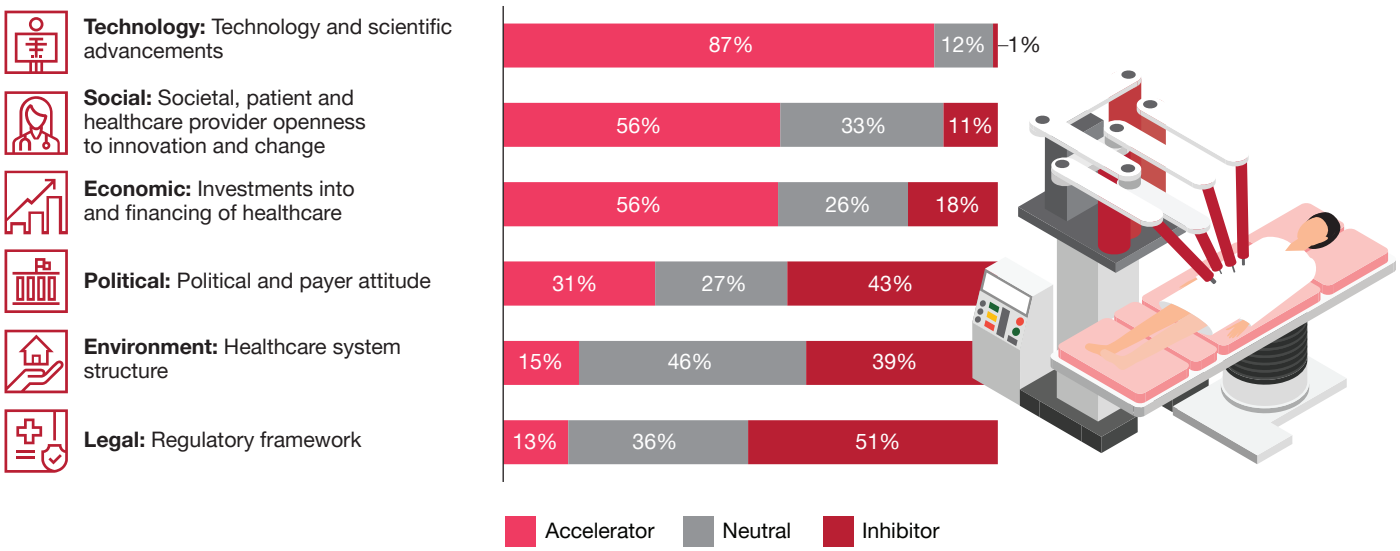
Source: Strategy& analysis

Accelerators, impediments, and implications for BioPharma

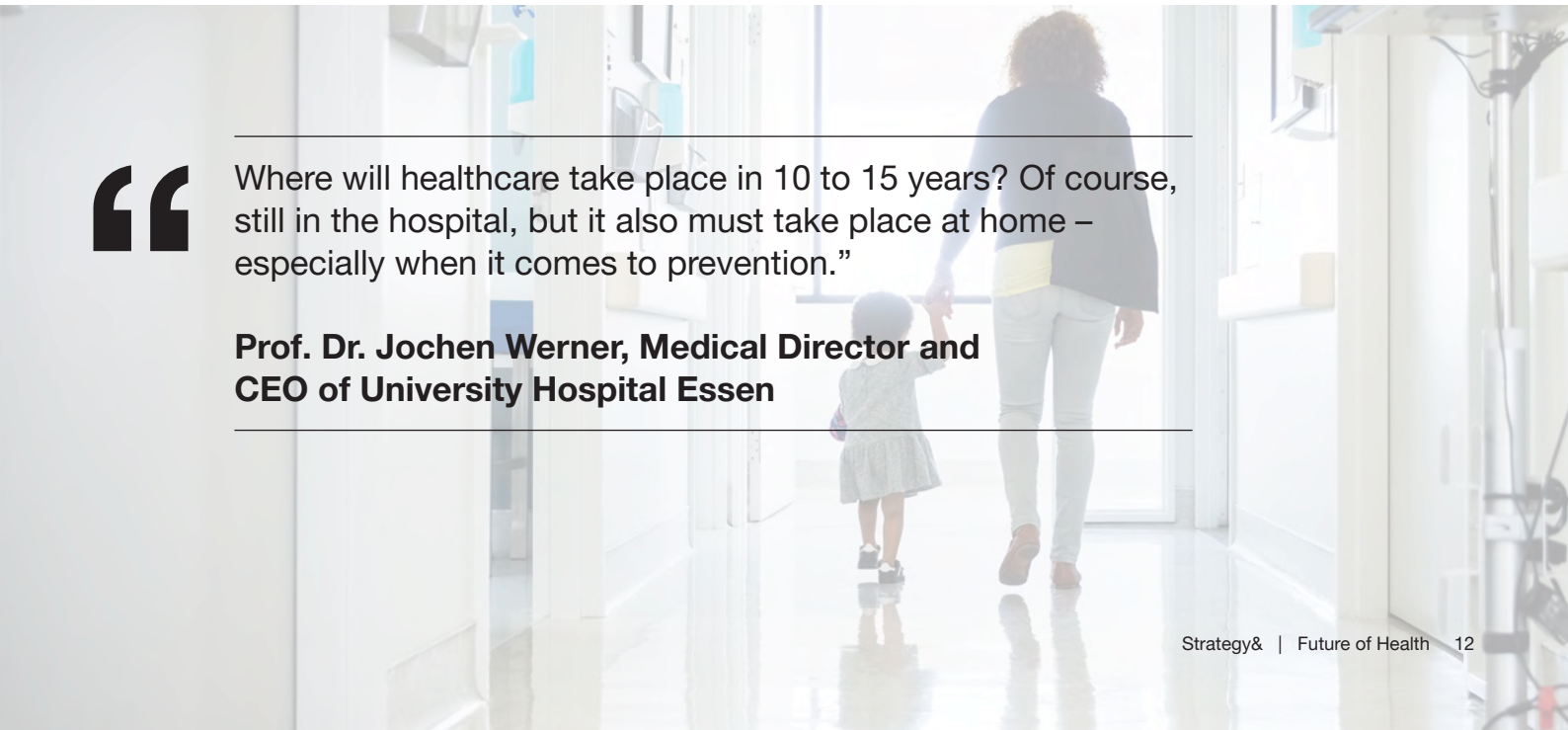
The LIFEcare ecosystem offers a compelling vision for the future of health, yet it remains an aspiration. Its progress rests on a dynamic battle between accelerators propelling its development on the one hand, and barriers hindering its adoption on the other. This tension is highlighted in our executive survey (*see Exhibit 3*).

EXHIBIT 3

Accelerators and impediments (across US, UK, DE)



Source: Strategy& analysis



> Where will healthcare take place in 10 to 15 years? Of course, still in the hospital, but it also must take place at home – especially when it comes to prevention."
>
> **Prof. Dr. Jochen Werner, Medical Director and CEO of University Hospital Essen**

Accelerators

1. Technological innovation

It comes as no surprise that 87% of senior executives think that technological innovation will provide a powerful impetus for the LIFEcare ecosystem. Rapid advancements in AI – particularly in predictive health analytics, automated diagnostics, and personalized treatment plans – are reshaping healthcare. These innovations enable a more proactive, data-driven approach, anticipating and confronting health issues before they escalate.

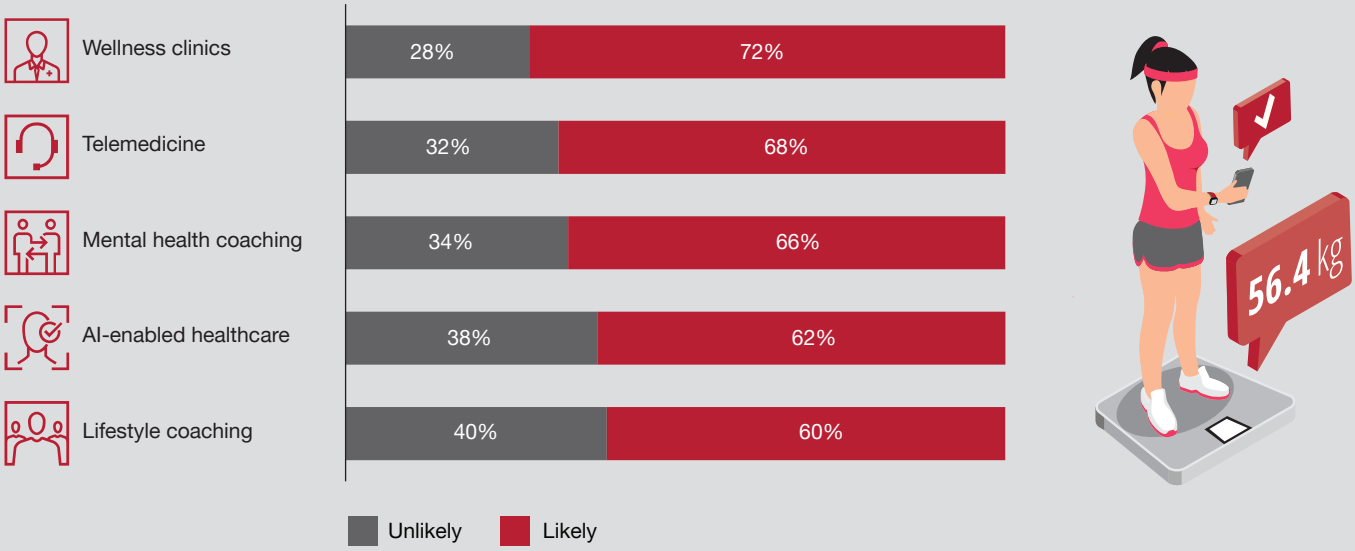
Meanwhile, in the pharmaceutical sector, AI-driven drug discovery is revolutionizing target identification and compound development, with the potential to significantly reducing research timelines and costs. Machine learning models can now analyze vast biological datasets to uncover novel drug targets, optimize molecular structures, and predict potential side effects with unprecedented accuracy. Looking ahead, quantum computing is expected to supercharge this progress. Once scalable quantum computing power becomes available, it will enable the analysis of exponentially larger and more complex datasets – unlocking insights and biological patterns that have remained hidden due to current computational limitations.

At the core of this innovation is the increasing availability and accessibility of health data. These datasets not only fuel personalized medicine but also enhance clinical trial efficiency by identifying optimal patient populations and predicting treatment responses. According to our population survey, nearly 70% of respondents have access to lifestyle data and advanced health metrics, such as metabolic and electrocardiogram (ECG) data. Also notable is that more than 40% of respondents, across all age groups, possess highly complex datasets, including genome sequencing, proteome and multi-omics data. This reflects the rise of specialized providers that help consumers to track family histories and genetic predispositions. BioPharma companies can use these insights to develop targeted therapies and precision treatments, moving away from a one-size-fits-all model. AI-driven biomarker discovery is also enhancing the development of companion diagnostics, ensuring that treatments reach the right patients at the right time.

However, the willingness to share health data varies significantly. While lifestyle and metabolic data are more readily shared, more complex and sensitive datasets – such as proteomic, and genomic data – face greater resistance due to privacy concerns and ethical considerations. As BioPharma companies seek to harness these insights for drug development and patient engagement, building trust through secure data governance frameworks and transparent value exchanges will be essential. Significantly, US respondents are leading in both data availability and willingness to share (42% of citizens have data available and would share it), demonstrating the highest openness across data types. The UK follows closely behind (37%), while German consumers remain the most cautious, with the lowest levels of willingness to share data (22%). This variance highlights the need for tailored strategies to boost consumer trust, data privacy, and regulatory frameworks in different markets.

EXHIBIT 4

Likelihood of adopting healthcare offerings without coverage (across markets)



Source: Strategy& analysis

2. Societal openness

More than half of the surveyed senior executives (56%) believe that societal openness will help to accelerate the LIFEcare ecosystem. An openness to new healthcare solutions is overall high, with most respondents in our population survey indicating that they would be willing to embrace them, even if they are not covered by insurance (*see Exhibit 4*). However, willingness to adopt the various solutions varies by country, age group and type of offering.

Looking at regional differences, the US is most open to new healthcare offerings, with stronger adoption rates than in other countries. Meanwhile, wellness clinics are highly valued by the 45-54 age group across countries if they are covered by insurance. This could reflect the increasing mental and physical demands experienced in the midlife years. Telemedicine is the top priority of age group 55-65, probably due to mobility concerns.

Respondents of the population survey also show an increasing interest in enhancements. More than 50% of survey respondents expressed interest in innovations such as 24/7 body trackers, robotic prosthetics, and genetic modifications. This development highlights a significant shift toward acceptance of cutting-edge, technology-driven healthcare solutions.

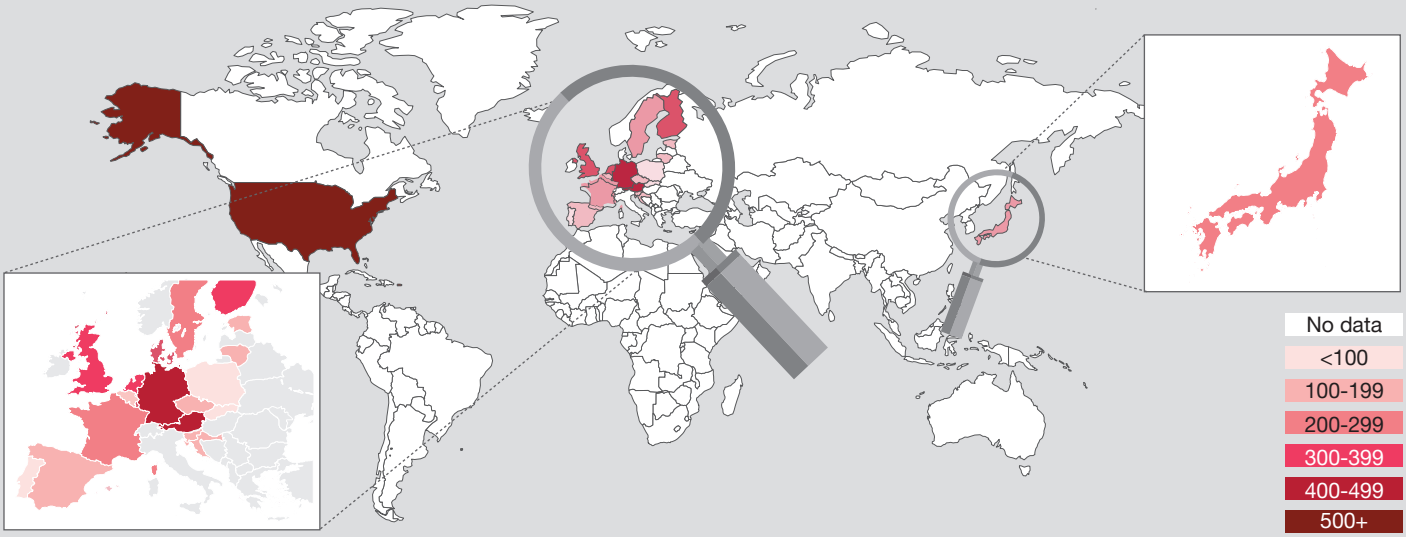
3. Investments and financing of healthcare

A majority of senior executives (56%) believe that economic factors will accelerate the development of the LIFEcare ecosystem.

Investment in preventive care varies significantly across countries. An analysis of prevention spending per capita (*see Exhibit 5, next page for definition and calculation*) sheds light on these differences. It reveals considerable disparities, both in absolute terms and on a per capita basis.

EXHIBIT 5

Prevention spending per capita



Note: Prevention spending includes information, education and counselling programs, immunization programs, early disease detection programs, healthy condition monitoring programs, epidemiological surveillance, risk and disease control programs, preparing for disaster, and emergency response programs.
Source: OECD, IMF, United Nations

Analyzing OECD, IMF and UN data from 2022, the US led with per capita prevention spending of US$ 640, reflecting its strong commitment to preventative infrastructure. Germany followed at US$ 485, while the UK figure was US$ 395. In contrast, Japan's per capita spending was much lower at US$ 135, highlighting a potential shortfall in its investment in prevention.

Despite Japan's relatively low spending on preventive care, several factors contribute to a high life expectancy in the country, including a healthy diet, an active lifestyle, and low obesity rates. Japan's experience underscores that while financial investment in prevention is important, broader societal and lifestyle factors can play an equally, if not more, significant role in overall health outcomes.

What do these accelerators mean for BioPharma companies?

BioPharma companies are recommended to respond to these trends in key areas:

- Adopt AI and advanced health data analytics to enhance drug discovery, predictive health, and personalized treatments, while ensuring consumer and patient privacy.
- Develop tailored strategies to handle the varied consumer willingness to share health data and invest in new healthcare offerings and thus build trust and engagement in emerging health solutions.
- Understand regional, TA and demographic differences to shape investment and market entry strategies, especially when it comes to navigating local reimbursement processes and aligning with regulations and customer expectations.

Impediments

1. Regulatory framework

Regulatory frameworks are considered a major challenge. According to 51% of senior executives, regulation slows adoption of the LIFEcare ecosystem. Echoing this concern, The European Federation of Pharmaceutical Industries and Associations (EFPIA) has advocated a bold strategy to simplify and modernize regulations, particularly in relation to critical enabling technologies such as AI. EPFIA claims that while the European Union (EU) has historically been a leader in regulation, slow adoption may stifle innovation.

On the other hand, excessively rapid deregulation in some Western countries may create instability and uncertainty, underscoring the need for a more balanced approach. Furthermore, Covid-19 also demonstrated the ability to accelerate existing regulatory processes to a very great extent.

2. Political and payer attitudes

According to 43% of senior executives, current policies and political attitudes, particularly from payers, hinder progress. However, Germany's DiGA (Digitale Gesundheitsanwendungen) initiative, provides an example of how political will can lead to significant advancement. The German Digital Healthcare Act (DVG) paved the way for this development, allowing prescription-based digital health apps to be reimbursed by statutory health insurance.

By removing barriers to innovation and ensuring patient access to clinically validated solutions, this initiative showcases the potential for policy to accelerate the shift towards digital therapeutics.

3. Healthcare system structure and environment

More than one third (39%) of senior executives view the healthcare system structure and environment as the principal obstacle to the full realization of the LIFEcare model.

Although universal access and public health policies may foster a more proactive approach to health, the current financial and operational model is still centered on reactive healthcare. Indeed, most statutory health insurances either rarely reimburse prevention-related services or do not reimburse at all. Moreover, increasing financial pressure on these systems is further delaying the shift toward a prevention-oriented healthcare model. Structural reforms, value-based care models, and digital innovations will determine the pace of this necessary transition.

What do these impediments mean for BioPharma companies?

- The pharmaceutical industry should work with policymakers to shape guidelines that strengthen a more holistic approach to healthcare, making sure that these principles are embedded in national healthcare strategies and funding priorities.
- To accelerate adoption, BioPharma must get to grips with evolving clinical trial regulations, using regulatory sandboxes, real-world evidence frameworks, and AI-driven regulatory pathways to validate preventive and personalized treatments more efficiently.
- The pharmaceutical industry should collaborate with payers to integrate prevention into reimbursement models, advocating adaptive pathways and early access programs that support cost-effective, long-term healthcare investments.

> “Why would you consider oncology as a disease-care focused TA? It shares many of the same lifestyle-associated risk factors as cardiovascular diseases and should therefore be approached with a similar focus on prevention.“
>
> **Prof. Dr. Eicke Latz, Scientific Director Germany Rheumatology Research Center (DRFZ) and Charité Hospital Berlin**

SECTION 1

Lifecare ecosystem: structure and maturity per TA

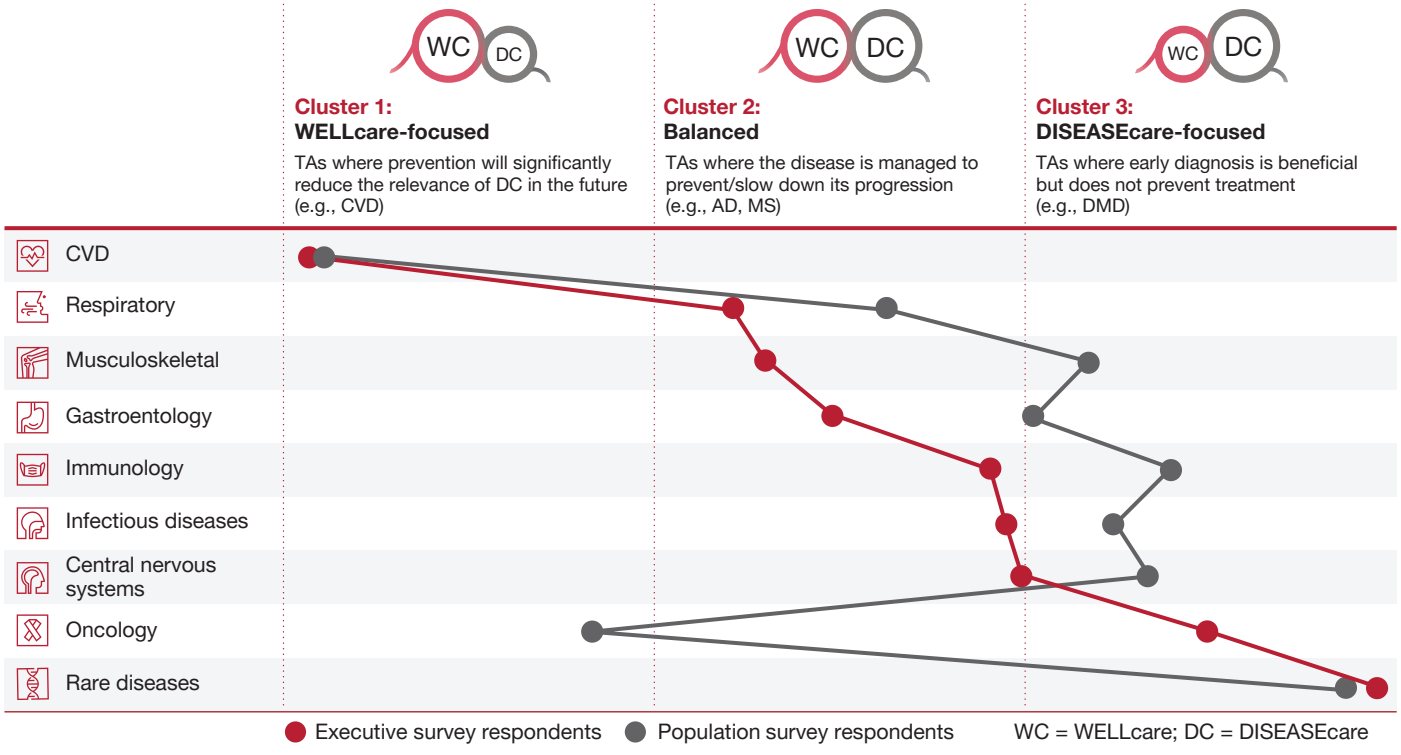
In the envisioned target state, the LIFEcare ecosystem offers an integrated, seamless approach to healthcare across all TAs. However, senior executives expect varying degrees of WELLcare adoption across different TAs.

Demand for DISEASEcare will fall in those TAs that are better disposed to WELLcare, as many health conditions are preventable through behavioral, environmental, or lifestyle interventions. For example, 55% of senior executives believe cardiovascular diseases (CVDs) are suited to a WELLcare approach.

Their views align with our population survey findings, which highlight CVD as a top priority for daily prevention efforts. Modifiable risk factors – including high blood pressure, high cholesterol, obesity, smoking, and physical inactivity – offer significant opportunities forprevention, early

EXHIBIT 6

Mapping of therapeutic areas to LIFEcare ecosystem clusters – TA specific



Note: AD = Alzheimer' Disease, MS = Multiple Sclerosis, CVD = Cardiovascular Diseases, DMD = Duchenne Muskeldystrophie
Source: Strategy& analysis

detection, and intervention. Moreover, around a quarter of survey respondents view metabolic disorders as a priority in their daily prevention routines, often using interventions such as GLP-1 therapies to manage risk factors effectively (*see Exhibit 6, previous page*).

Some TAs require a more balanced approach. Senior executives classify musculoskeletal and respiratory diseases as a TA that falls between the WELLcare and DISEASEcare. While modifiable risk factors such as inactivity, smoking, and pollution create opportunities for prevention and early intervention, effective treatment remains crucial. Advances in therapies and rehabilitation continue to improve outcomes, highlighting the importance of integrating prevention, early diagnosis, and treatment.

In more DISEASEcare-focused TAs, the focus will remain on early diagnosis and treatment, as prevention has limited impact. For example, this is the case for genetic disorders, where risk factors are largely non-modifiable.

A clear divergence emerges between senior executives and the public regarding oncology. While executives predominantly view oncology as DISEASEcare-focused, consumers identify cancer as their top priority for prevention. This gap underscores the growing demand for a holistic, lifecycle-based approach, even in areas traditionally centered on treatment rather than prevention.

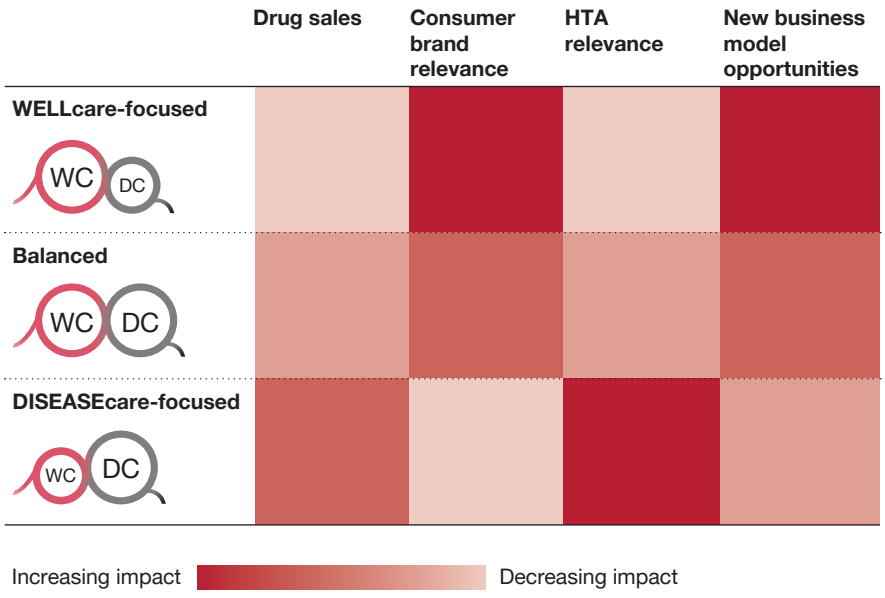
Bridging DISEASEcare and WELLcare: Implications for TAs and opportunities for new business models

The adoption of the holistic LIFEcare ecosystem is set to transform the pharmaceutical industry, moving beyond traditional treatment-centered models. According to our senior executive survey, this development is expected to create new business model opportunities in WELLcare and in those TAs that require a more balanced approach and where consumer brand awareness is growing.

Although senior executives foresee a decline in revenue in WELLcare-focused TAs, the success of GLP-1 therapies highlights significant financial opportunities when integrating traditional disease management with preventive WELLcare strategies (Please also refer to our Rethinking obesity study)[4]. To capitalize on this transformation, BioPharma companies are advised to adapt their strategies to embrace a dual approach – using models focused on both DISEASEcare and WELLcare.

EXHIBIT 7

Impact of three LIFEcare clusters



WC = WELLcare; DC = DISEASEcare

Source: Strategy& analysis

Disruption ahead: BioPharma not prepared for the transition

Senior executives recognize that their organizations are not yet fully prepared for the LIFEcare ecosystem (*see Exhibit 8, next page*). Across the pharmaceutical value chain, stakeholders highlight significant gaps between current capabilities and those required for future success.

Most executives anticipate major disruptions in commercial models, organizational culture, and digital and data-driven solutions. Notably, 82% identify data and digital as a key area of disruption in BioPharma's value chain and operating model. At the same time, 58% highlight commercial disruptions as critical challenges in the transition to LIFEcare. These disruptions might include changes in patient engagement (such as a stronger patient voice, direct patient involvement instead of via healthcare professionals); market access (for example, increased prevalence of biosimilars and generics, real-world evidence, and regulatory reforms such as the EU's Health Technology Assessment); and new revenue models.

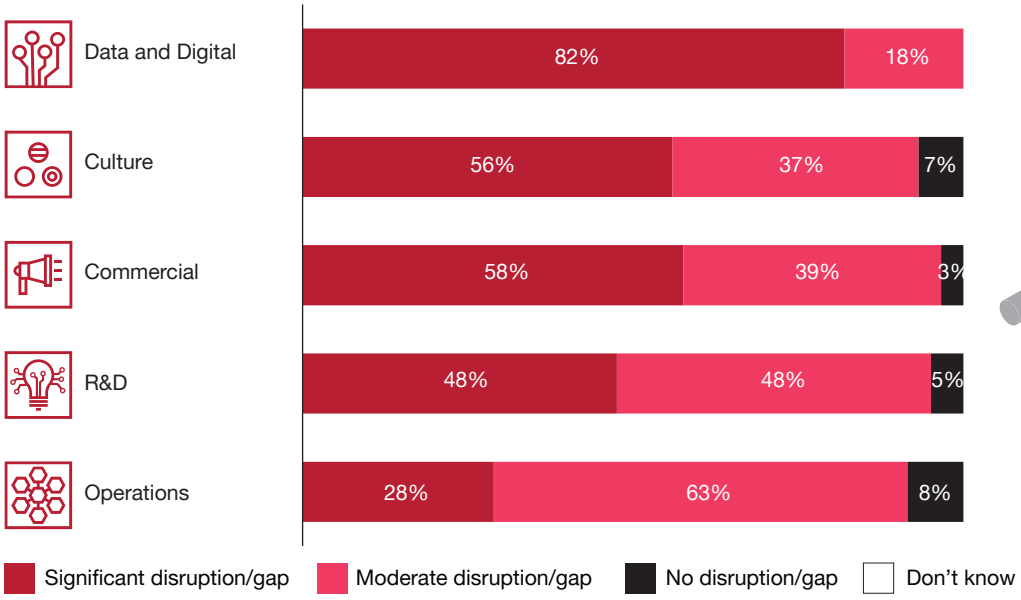
The next chapter explores some promising business models for BioPharma companies, and how the industry can navigate challenges in the transformation toward LIFEcare (*see Exhibit 8, next page*).

58%

highlight commercial disruptions as critical challenges in the transition to LIFEcare

EXHIBIT 8

Major disruptions and gaps in the value chain and the operating model for organizations



Source: Strategy& analysis

Most significant perceived disruption – data and digital

Data and digital technologies are revolutionizing the pharmaceutical industry e.g., by accelerating drug discovery and optimizing clinical trials through big data analytics. These tools enable personalized treatments and enhance patient engagement via digital health solutions such as wearables and telemedicine. As operations become more efficient and eventually fully digital, and as care boundaries expand, BioPharma companies will face increasing pressure to innovate and adapt swiftly to this rapidly evolving landscape. Thus data and digital will be the most important catalyst for the emergence of the LIFEcare ecosystem (Please also refer to our Re-inventing Pharma with artificial intelligence study)[5].

Least significant disruption – Operations

While senior executives hold the view that operations will be subject to the least disruption, we believe that this perspective overlooks vital opportunities. Operational excellence is pivotal to maintaining efficiency, reducing costs, and meeting regulatory requirements in a rapidly changing environment.

Players in the pharmaceutical supply ecosystem must reinvent themselves, critically evaluating their capabilities, footprint, and capacity to create sustainable growth and resilience (ensuring, for example, that capabilities and capacities match changing demands, such as for switching GLP-1 from syringes to tablets). By adopting advanced technologies and rethinking supply chain strategies, these players can sharpen their competitive edge and manage emerging challenges more effectively. Operational reinvention is essential if companies want to sustain success, maintain adaptability in the evolving LIFEcare ecosystem, and take advantage of new investment opportunities in operations (Please also refer to our Global CDMO Study of Pharmaceutical Operations)[6].

SECTION 2

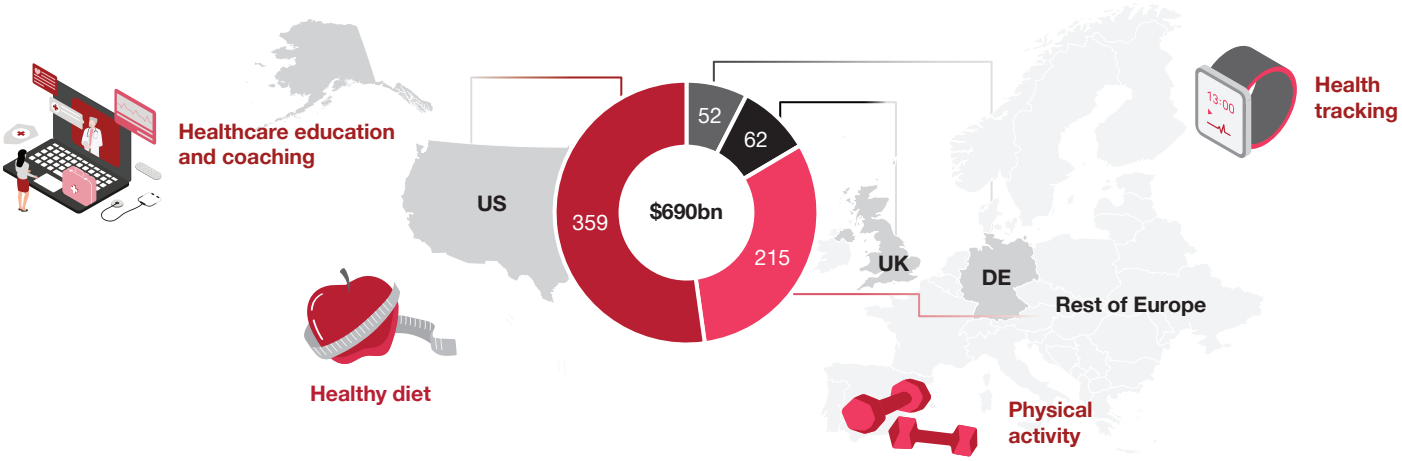
Biopharma's value creation and business model change

The evolution of the WELLcare system is creating substantial new market opportunities. Our population survey reveals that individuals in the US, UK, and Germany already spend a median of US$ 240 per month on their health. This outlay comes in addition to standard insurance costs, and spans medical care, mental wellness, physical activity, nutrition, health screenings, and digital health tools.

Even more striking is the consumer's willingness to invest still more in their personal health, with the currently untapped market potential in Europe and the US alone estimated at US$ 690 billion per year. In return for this investment, consumers seek longer, healthier lives and better access to care. This presents BioPharma companies and other players in the healthcare ecosystem with a substantial opportunity to redefine its future role (*see Exhibit 9*).

Although it is true that BioPharma companies will likely not be launching fitness studios or selling meditation apps, they also cannot afford to ignore this rapidly expanding WELLcare market. As consumers take a more proactive approach to health by prioritizing prevention, longevity, and wellness, the role of the pharmaceutical industry must evolve. The focus is no longer simply on treating disease. The industry needs to stay relevant as health is redefined.

EXHIBIT 9
WELLcare yearly market potential



Note: TheWELLcare market potential is additional out of pocket spending for WELLcare measures not covered by health insurances and includes medical care, health diet/nutrition, routines for mental wellness, physical activity/sports, health tracking, health education/coaching, and background checks.
Source: Strategy& analysis

To capture their share of this untapped opportunity, the pharmaceutical industry must act boldly now. It must redefine its vision, expand its reach, and pursue innovation beyond traditional revenue pools. This transformation requires innovative business models, engagement with broader stakeholder groups, and new methods of value creation. Even in TAs that will remain primarily focused on DISEASEcare, pharma companies will still need to engage meaningfully in the WELLcare cycle to support patients before, during, and after treatment. To help guide the transition from DISEASEcare to LIFEcare, we introduce below the BBB framework – bolder vision, broader reach, and better value (*see Exhibit 10*).

EXHIBIT 10
BBB framework

Bolder vision

Transition from a focus on disease treatment to a proactive approach to health that champions long-term well-being and prevention

- How can we evolve our **business model** to make it sustainable for a future in the LIFECare system?
- How can we innovate to better serve **patients/customers** beyond traditional pharma?
- What role do our **competitors** play in shaping the LIFECare system, and how do we differentiate?

Broader reach

Expand reach beyond patients, HCPs and payers to include employers, digital health platforms, and health-conscious consumers

- How are our **stakeholder groups** evolving, and how can we anticipate their needs? What **G2M model** do we need to reach and engage them?
- How can we advocate for the LIFECare system towards **policymakers and regulators**?
- What **ecosystem partnerships** will be needed to expand our impact and right to play in the emerging LIFECare system?

Better value

Innovate revenue models by shifting from one-off sales to capture the WELLcare value

- What **innovative revenue models** can we adopt for WELLcare solutions?
- How can we evolve our **existing DISEASEcare revenue model**?
- How do we position ourselves and create **value in the ecosystem**?

Source: Strategy& analysis

Bolder vision: The future role of the pharmaceutical industry

BioPharma companies must first establish a clear vision for the future of their core TAs. The traditional model, where the role of the pharmaceutical industry starts only after diagnosis, must expand to encompass prevention, early intervention, and holistic well-being.

Taking Alzheimer's disease as an example, BioPharma companies today primarily focus on treatments that slow cognitive decline after symptoms manifest themselves. But what if companies expanded their role to include AI-driven cognitive assessments, lifestyle intervention programs, and digital therapeutics to delay the onset of the disease? By embracing a bolder vision, the pharmaceutical industry can redefine its value proposition to act not just as a provider of medication, but as a leader in brain health and longevity.

The LIFEcare transformation also requires a fresh look at the competitive landscape. Although traditional competitors will certainly remain, it is also the case that new players, including digital health startups, longevity clinics, and AI-driven wellness platforms are playing a role in molding the LIFEcare ecosystem. To maintain a competitive edge, the pharmaceutical industry must define its strategy and ponder how it will differentiate itself in the market. For example, a BioPharma company could partner with emerging diagnostic innovators, such as digital biomarker companies for Alzheimer's disease, to improve early detection and intervention.

Broader reach: Redefining GTM for the WELLcare economy

The pharmaceutical industry has in the past focused its efforts on patients, healthcare providers, and payers. However, the WELLcare economy is now introducing new stakeholders, ranging from corporate wellness programs and retail pharmacies to digital health platforms and prevention clinics. Providers like Ezra, which offers full-body MRI scans for early disease detection, and Neko Health, co-founded by Spotify's Daniel Ek to deliver AI-powered preventive health assessments, exemplify how technology is transforming proactive healthcare delivery. To sustain growth and generate innovation, BioPharma companies must develop their go-to-market (GTM) strategies to engage these emerging customer groups.

This requires:

- **Redefining business models** to integrate prevention and holistic health
- **Establishing direct-to-consumer** (DTC) channels that enhance accessibility to healthcare and its convenience.
- **Collaborating with new partners** in the health and wellness ecosystem to develop WELLcare solutions together

Lilly Direct© and PfizerForAll©, for example, are platforms that enable patients to receive medications directly at home, bypassing typical barriers to access. This transition to a DTC model demonstrates how the pharmaceutical industry can adapt its GTM approach. As healthcare becomes more influenced by the needs and demands of consumers, these models are expected to play a critical role in the future of the industry. Companies thus need to engage individuals more proactively in their wellness journey, far beyond the conventional patient-provider relationship. It's important to note, however, that the implementation and scalability of such DTC models may vary significantly depending on the regulatory frameworks and healthcare systems in different countries.

Furthermore, BioPharma companies must think beyond their current area of operations, connecting to other industries and players such as retail, automotive, tech, and regulators and ask themselves key pivotal questions (*see Exhibit 11, next page)*.

EXHIBIT 11

Interconnected stakeholders and selected pivotal questions that BioPharma needs to address

Stakeholder	Selected pivotal questions
Vehicles	• How can smart vehicles support in early diagnostics and acute settings? • What will be the role of Software-Defined-Vehicles? • What will be possibilities in autonomous cars?
Apparel	• What will be the role of smart fibres for diagnostics and health monitoring? • How can technology and apparel be combined to ensure a more holistic tracking of health?
Insurances	• How can insurances incentivize preventive health measures and lifestyle changes? • How to back-insure return on invest into highly expensive solutions?
Leisure	• What fitness offerings support prevention and what are reimbursement options? • How can leisure and entertainment platforms offer tailored wellness content?

Stakeholder	Selected pivotal questions
Retail and food	• What role will personalized vitamins, nutrition and supplements play in the LIFEcare system? • What is the role of supermarkets and FMCG players?
Technology	• How can wearables, implants, and enhancements support wellbeing, prevention and early diagnostics? • How can we ensure data security and thus increase trust in data usage?
Smart home and office	• How can smart home appliances support ideal prevention, nutrition or diagnostics? • In what ways can smart home monitoring systems contribute to personalized healthcare?
Traditional healthcare	• How will the role of traditional BioPharma and life science companies change? • How can traditional healthcare players integrate digital technologies into existing products and services?

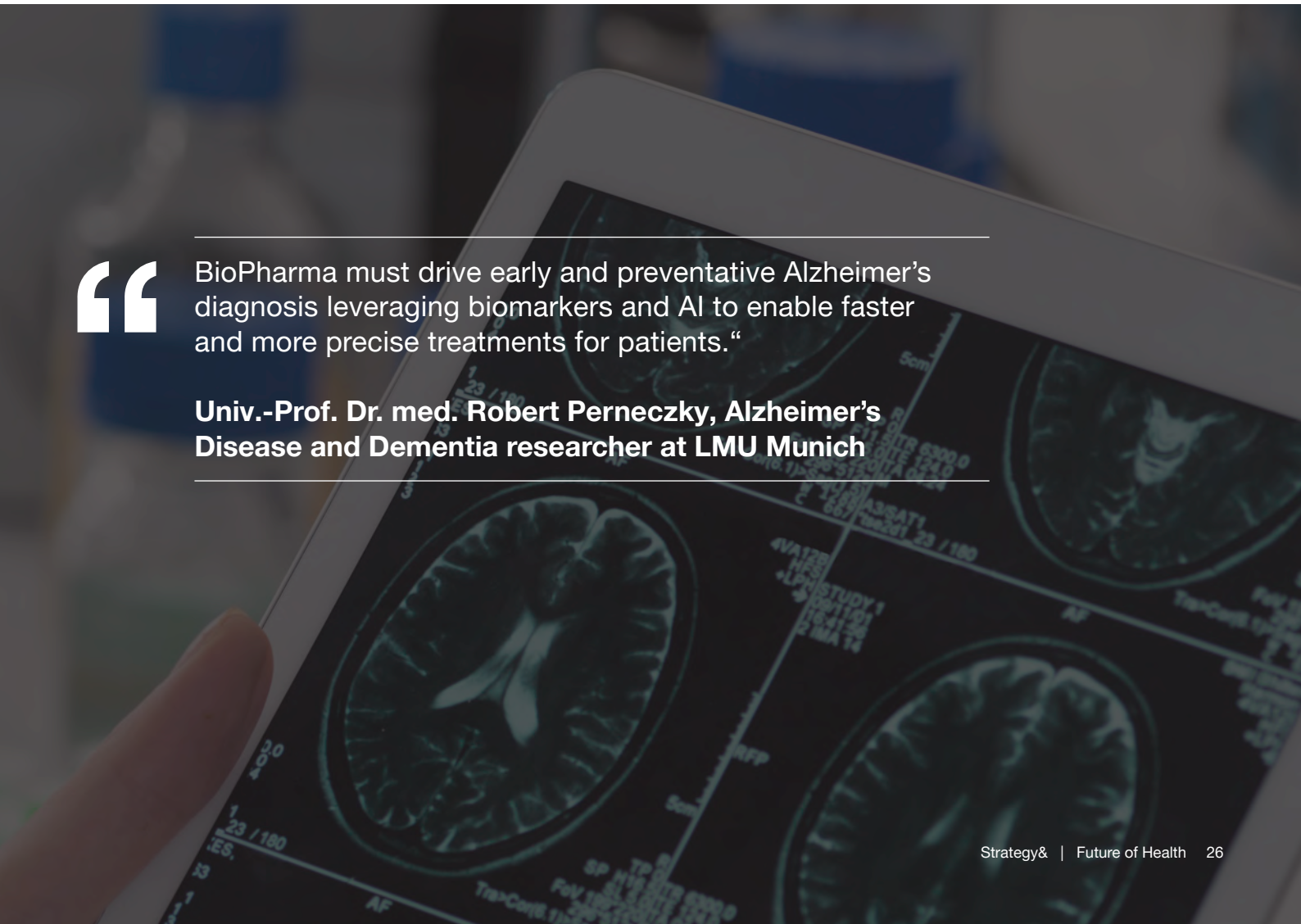
Source: Strategy& analysis

Better value: Rethinking revenue models

To succeed in the WELLcare market, BioPharma companies must move beyond reimbursement-focused revenue models and embrace new ways of generating value. The traditional model, where revenue depends on prescribing and reimbursing treatments within the DISEASEcare system, limits their ability to thrive in the expanding WELLcare economy. Innovative monetization models will emerge in its place, such as:

- **Subscription-based health solutions** that provide ongoing support beyond medication, thus creating sustainable revenue streams and attracting new types of customers
- **Outcome-based revenue models** that align incentives with prevention and long-term health outcomes, generating real-world evidence and facilitating partnerships with stakeholders such as health insurers
- **AI-powered digital health platforms** that deliver personalized WELLcare interventions, thus strengthening existing relationships (such as with payers and providers), while fostering new partnerships (such as with digital health companies)

By making the move from sales of one-time solutions to a long-term mindset focused on value, BioPharma companies can not only capitalize on the WELLcare market opportunity but also improve patient health outcomes.



> BioPharma must drive early and preventative Alzheimer's diagnosis leveraging biomarkers and AI to enable faster and more precise treatments for patients."
>
> **Univ.-Prof. Dr. med. Robert Perneczky, Alzheimer's Disease and Dementia researcher at LMU Munich**

CALL TO ACTION

What's next for biopharma?

Most industries outside of the pharmaceutical industry have already experienced major disruption, and have embraced personalized, digital solutions. Such examples include:

Telecommunications	The rise of smartphones has revolutionized the mobile phone market, displacing traditional models that involved physical keyboards.
Transportation	The shift toward electric vehicles and autonomous driving, accelerated by regulatory changes, has forced manufacturers to invest heavily in battery and telecommunication technology.
Finance	Fintech companies have transformed traditional banking through digital-first solutions, while cryptocurrencies have led to new forms of currency and investment.
Retail	Global e-commerce companies with an integrated platform have reshaped consumer shopping habits with personalized recommendations, sparking the decline of brick-and-mortar stores.

While BioPharma companies have advanced considerably – for example, through developments in personalized medicine and the increased use of wearables – the industry remains largely focused on developing treatments for traditional DISEASEcare. A major disruption still awaits.

Healthcare, as envisioned by the LIFEcare ecosystem, will undergo a fundamental transformation and will be defined by the following features (Please also refer to our Next in pharma 2025 study)[7].

Distinct market dynamics	WELLcare and DISEASEcare operate under different conditions, with distinct target demographics, regulatory environments, revenue models, and catalysts for innovation. Healthcare stakeholders therefore need to adopt tailored approaches in areas such as decision making, marketing, and technology.
Market characteristics	It is anticipated that the WELLcare market will function as a high-volume, lower-margin industry with fewer constraints on confidentiality. In contrast, DISEASEcare will gradually become more of a niche area, serving a changing patient population and subject to stricter regulations but enjoying higher profit margins.
Strategic importance for BioPharma companies	To maintain a dominant market position, BioPharma companies must participate in both WELLcare and DISEASEcare as they become increasingly interconnected. This integration allows companies to offer holistic solutions – combining patient data, lifestyle interventions, and medications – to operate across the entire LIFEcare continuum rather than just the traditional patient journey.

Within this emerging LIFEcare ecosystem, BioPharma companies are recommended to explore new ideas, imagining how the pharmaceutical industry will look in the future. For example, they may:

Foster **partnerships** and cross-industry collaborations to drive innovation and growth

Conduct a comprehensive **portfolio analysis**, evaluating TAs to ensure they are future-proof

Review and optimize the **operating model** to enhance efficiency and adaptability

Assess and adjust **internal capabilities** to meet evolving market demands

Enable **data availability** and leverage **data analysis** to generate actionable insights

CONCLUSION

The transition from disease treatment to lifelong healthcare has already begun. New players are reshaping consumer expectations, broadening access, and redefining the very concept of health. To maintain its position, the pharmaceutical industry must evolve beyond its traditional role and take an active part in remodeling the future of health. As healthcare expands beyond hospitals and clinics, a diverse ecosystem – from BioPharma and MedTech to smart home devices, insurers, retailers, and entertainment platforms – is redefining how we approach health and wellbeing. Key questions arise around integrating digital technologies, securing patient data, and aligning regulation with innovation to support prevention, early diagnostics, and personalized care. This transformation will of course not happen overnight. However, that is not an excuse for delay – the time to act is now. By adopting a bold vision, expanding its reach, and generating greater value, the industry can take the lead in a new era in which success is measured not just by treating illness, but also by promoting prevention, wellness, and longevity. In this way, first-mover companies will help to build a world in which many more people will live healthier and fuller lives.

SOURCES

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2 PwC Strategy& population survey with 2250 participants (750 participants per country in US, UK, DE)

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LINKS

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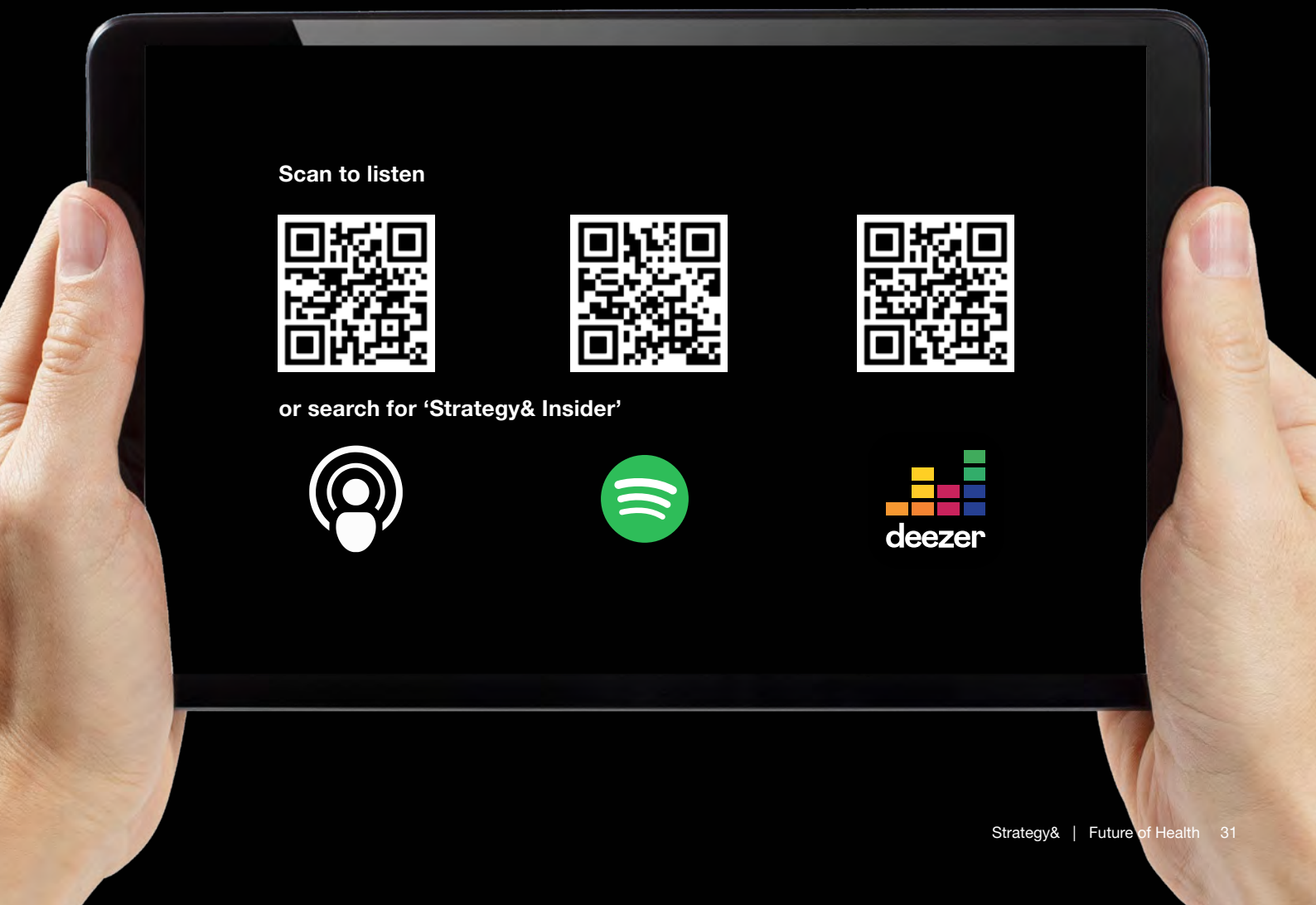

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