

The Amazon of the Future

Teladoc Health Inc.

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Overview

- Global leader in telehealth industry
- Offer High-quality, affordable, and convenient healthcare experience
- Rapidly growing market with 25% CAGR

Why Next Amazon?

- Adherence to Seven Innovation Rules
- Six Levers of Innovation Analysis
- Projected Future Growth

Strong Leadership - Setting the Vision

“In the beginning,[the idea] was that every downtown should have a room where people can walk in and see a remote doctor”

- Michael Gorton: Founding CEO (2002-2009)

“Teladoc’s mission is to provide efficient, high-quality, and low-cost health services to people all over the world”

- Jason Gorevic: Current CEO (2009-)

Matching Innovation to Company Strategy

- Telemedicine Market is getting attention
- Aggressive PTW
 - First movers into emerging trends
 - Blockbuster acquisitions
 - Global Expansion
- 60-20-20 Portfolio
 - Revenue-doubling in 2020 and 2021
 - Vision for “whole person healthcare”
 - Increase customer acquisition and retention

Organizational Antibodies & Reward Systems

- Bold Ventures a sign that Teladoc has able to manage antibodies well
- Core platform capable of offering radically transformational services
- Teladoc follows the 3-part formula:
 - Get the support of upper management
 - Canvas the innovation to remaining antibodies
 - Welcome few of antibodies to be a part of the innovation team
- Separate Metrics for Transformational and Incremental innovation:
 - Transformational: R&D Productivity, Rate and Quality of experimentation
 - Incremental: Cash flow, ROI, Customer Acquisition and Retention

Innovation Network

Added responsibility to act as an Industry shaper

- Regulators/Legislators: Comprehensive plan to clear Federal, State & Local roadblocks
- Customer: Create Product Quality & Cost differentiation
- Healthcare Professionals: Offer Teladoc as an alternate revenue
- Insurance Companies: Limit unnecessary and high-cost medical visits from patients.

Six Levers of Innovation Analysis

Innovation Types/Levers	Business Model Levers			Technology Levers		
	Value Proposition	Value Chain	Target Customer	Product & Service	Process Technology	Enabling Technology
Incremental	<ul style="list-style-type: none"> Adding semi-retired and work from home physicians during COVID-19 outbreak <ul style="list-style-type: none"> Small change to value proposition and value chain 					
Semi-radical Business Model Driven	<ul style="list-style-type: none"> Increase global footprint through geographic expansion <ul style="list-style-type: none"> Significant change in target customer Cross-selling products to customers of newly acquired assets (Livongo specifically) <ul style="list-style-type: none"> Significant change in target customer & value proposition 					
Semi-radical Technology Driven	<ul style="list-style-type: none"> Incorporation of data science and analytics to track customer satisfaction <ul style="list-style-type: none"> Significant change in process technology 					
Radical (Transformational)	<ul style="list-style-type: none"> API-driven cloud-based proprietary technology platform <ul style="list-style-type: none"> Significant change in target customer & value chain Significant change in process & enabling technology Medical device integration system <ul style="list-style-type: none"> Significant change in target customer & value proposition Significant change in all technology levers 					

Future Outlook - 70-20-10 Portfolio (PTW + PNTL)

Teladoc YoY Revenue

