

# **datavant**

## **Design Rules in Practice: Building Shared Capabilities at Datavant**

Enterprise Tech Leadership Summit  
Sept 2025



## | Introductions



**Carliss Y. Baldwin**

*William L. White Professor of  
Business Administration,  
Emerita*

Harvard Business School



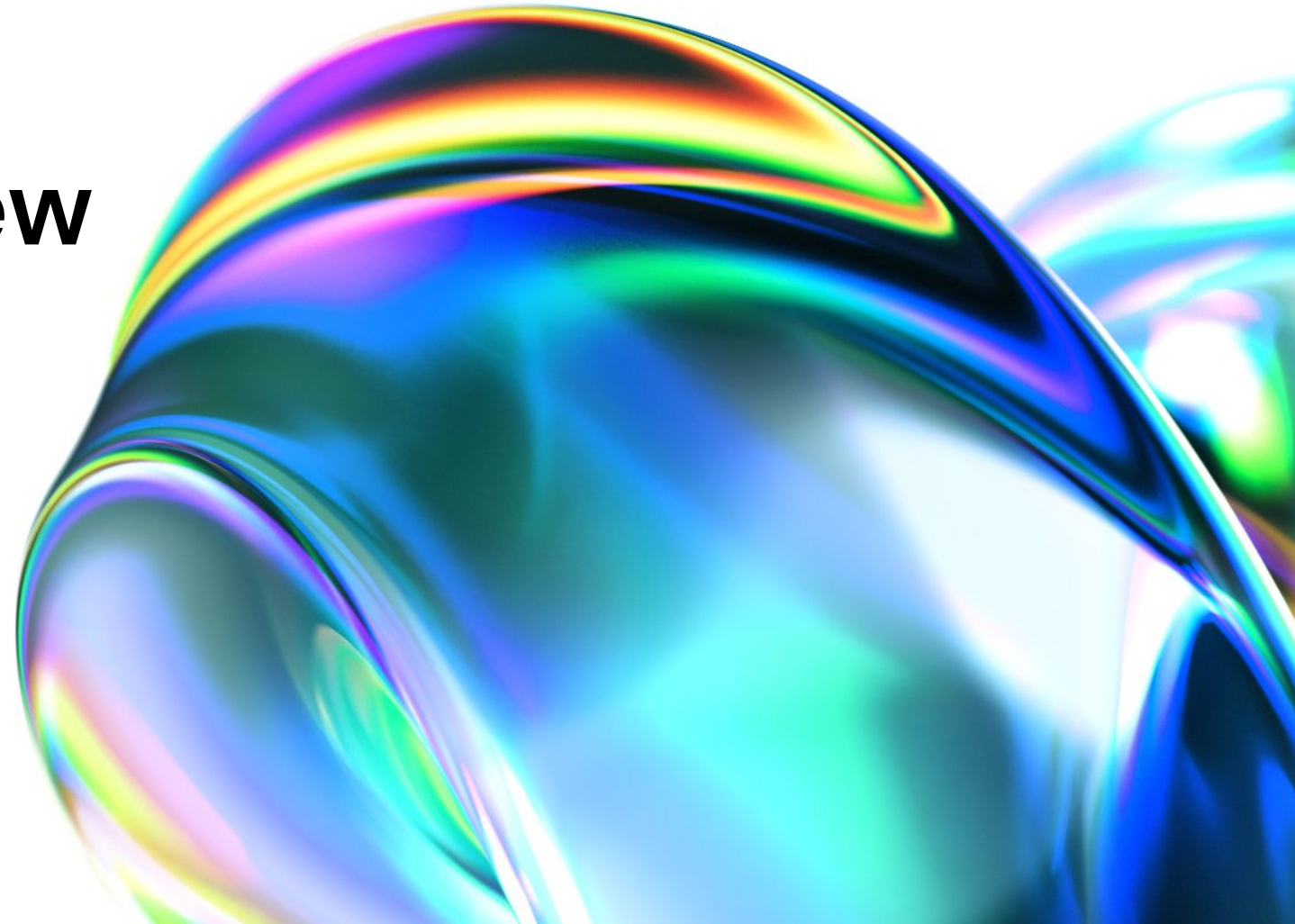
**Clare Hawthorne**

*Vice President,  
Product Operations and  
Technical Product Management*

Datavant

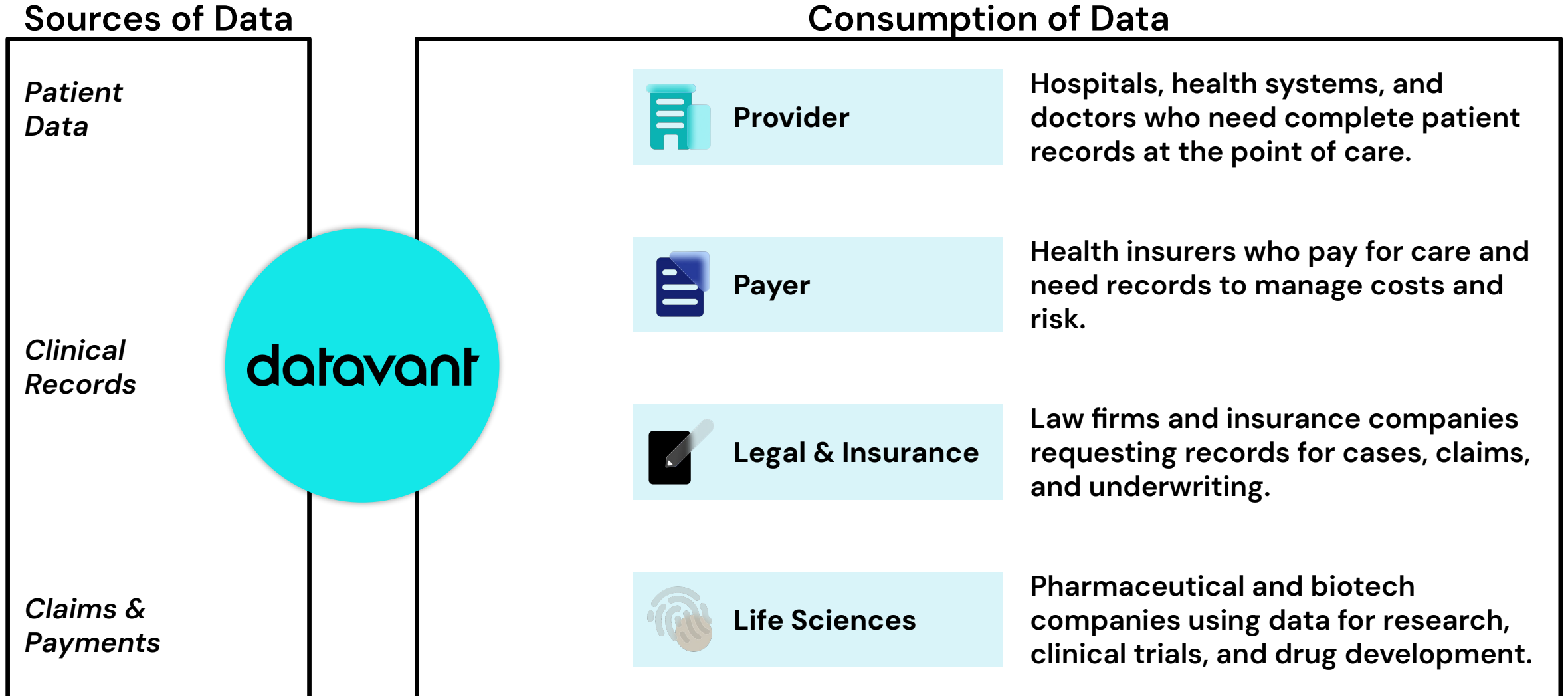
# ***A clarification on the formula***

# Datavant Overview

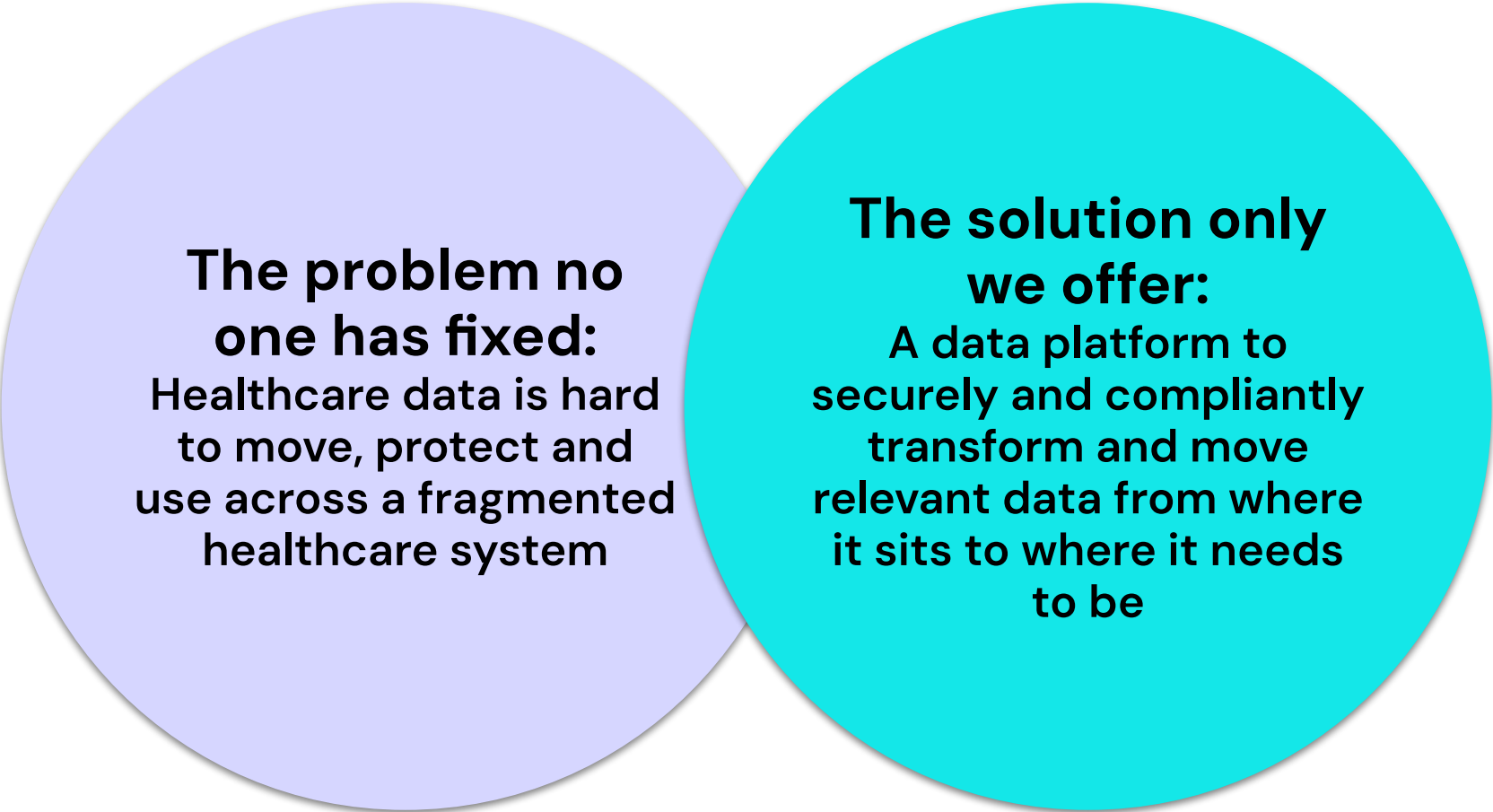


**The problem no  
one has fixed:**  
Healthcare data is hard  
to move, protect and  
use across a  
fragmented healthcare  
system

# | Supply and demand of data across our network







**The problem no  
one has fixed:**  
Healthcare data is hard  
to move, protect and  
use across a fragmented  
healthcare system

**The solution only  
we offer:**  
A data platform to  
securely and compliantly  
transform and move  
relevant data from where  
it sits to where it needs  
to be

## Our Scale

Ubiquitous across the healthcare system

**80K+**

Hospitals and clinics  
through the largest  
health data retrieval  
network

**144**

Health  
plans

**~120K**

Legal &  
insurance  
requesters

**17**

Government  
agencies

**350+**

Real-world  
data partners

**20**

of top 20 life  
science companies

## Our Reach

Vast network and connections

**75+**

Unique digital EHR  
connections

**1,500TB+**

Data annually  
exchanged

**1T+**

Records  
tokenized annually

**100M+**

Patient records  
processed annually



## | Datavant's Customers



**Provider**



**Payer**

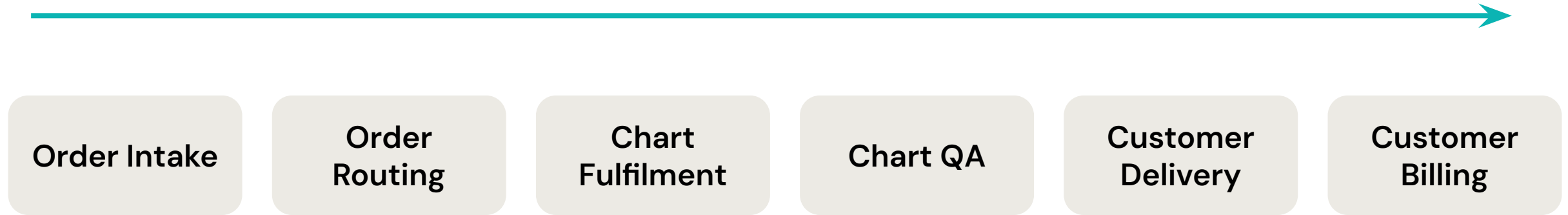


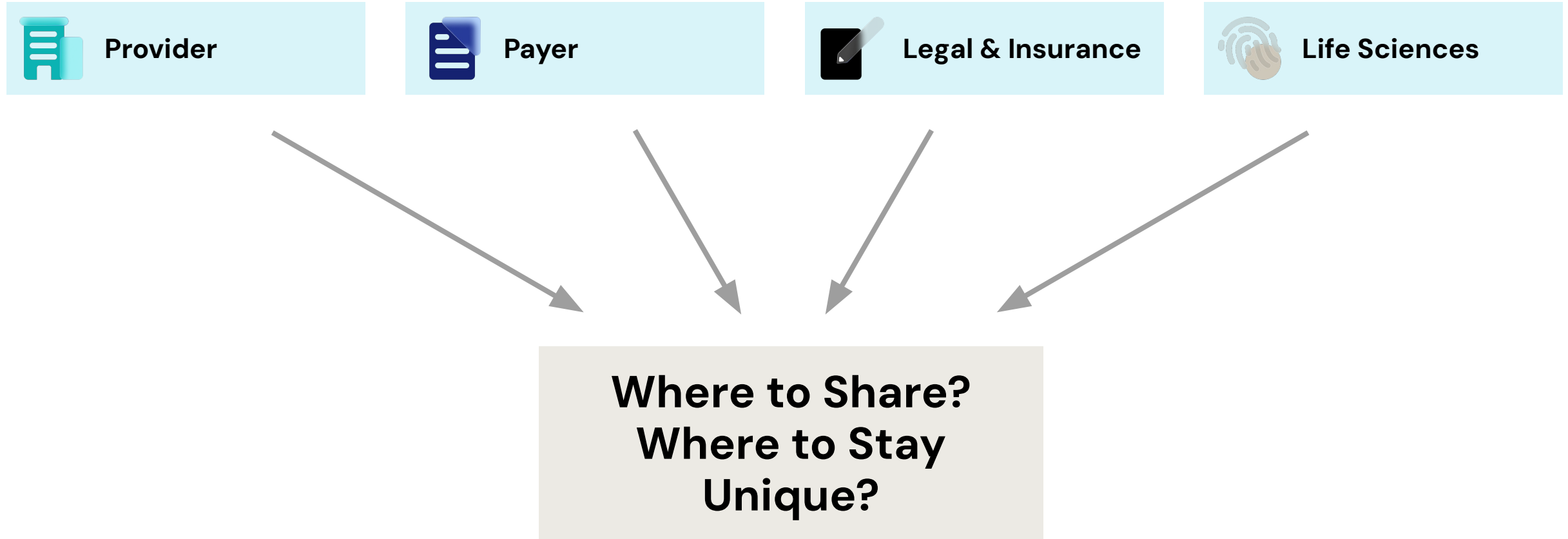
**Legal & Insurance**



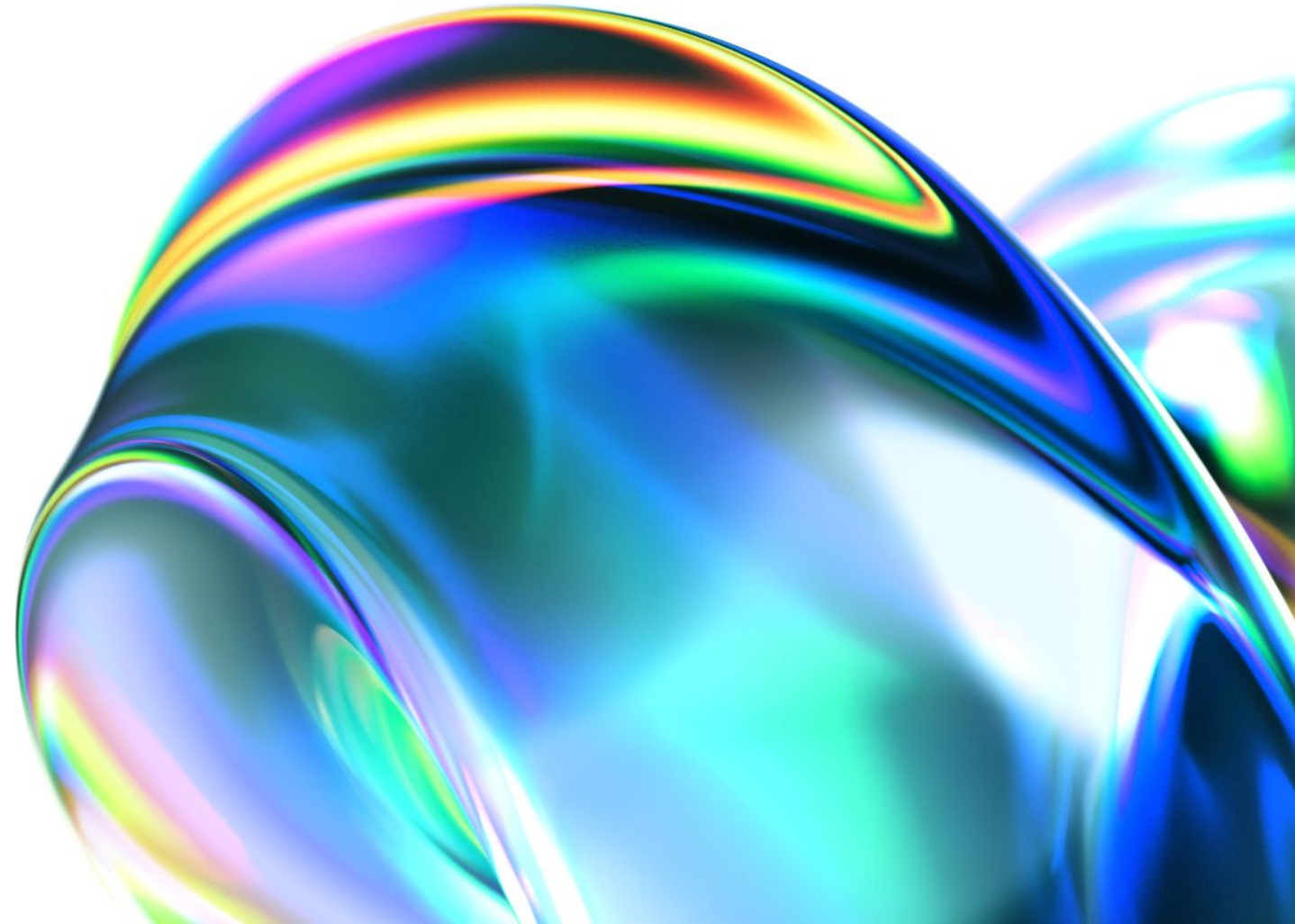
**Life Sciences**

## Customer request





# How Technology Shapes Organizations



Volume 2

**D e s i g n**

**R u l e s**

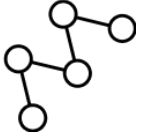
**How Technology  
Shapes Organizations**

**C a r l i s s   Y .   B a l d w i n**

Download from MIT  
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**The main message of Design Rules 2 is:  
similar technology structures create  
similar challenges**

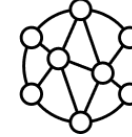
***So what structures are “similar” and “different”?***



## Flow Process

Volume

Standardization



## Job Shop

Expertise

Variety



Efficiency

Flexibility



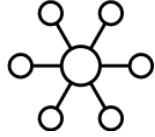
| And now a third...



## Flow Process

Volume

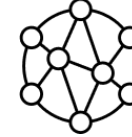
Standardization



## Platform

Coordination

Connectivity



## Job Shop

Expertise

Variety



Efficiency

Combinatorial  
Variety

Flexibility

datavant

**Platforms** permit you to combine **Flow Processes** and **Job Shops** and even **other Platforms** in many different ways and have everything work together!

*Platforms are generative*

## | Four platform types

1

### **Product / Innovation Platforms**

Core product  
becomes a base for  
others to build on.

*e.g. personal  
computing,  
smartphones*

2

### **Logistics Platforms**

Move goods, money,  
data in standardized  
ways.

*e.g. container  
shipping, payment  
networks*

3

### **Transaction / Exchange Platforms**

Match buyers and  
sellers; capture value  
from transactions.

*e.g. shopping malls,  
ride-hailing markets*

4

### **Communication Platforms**

Enable free  
exchange of  
messages/media;  
monetized by ads or  
data access.

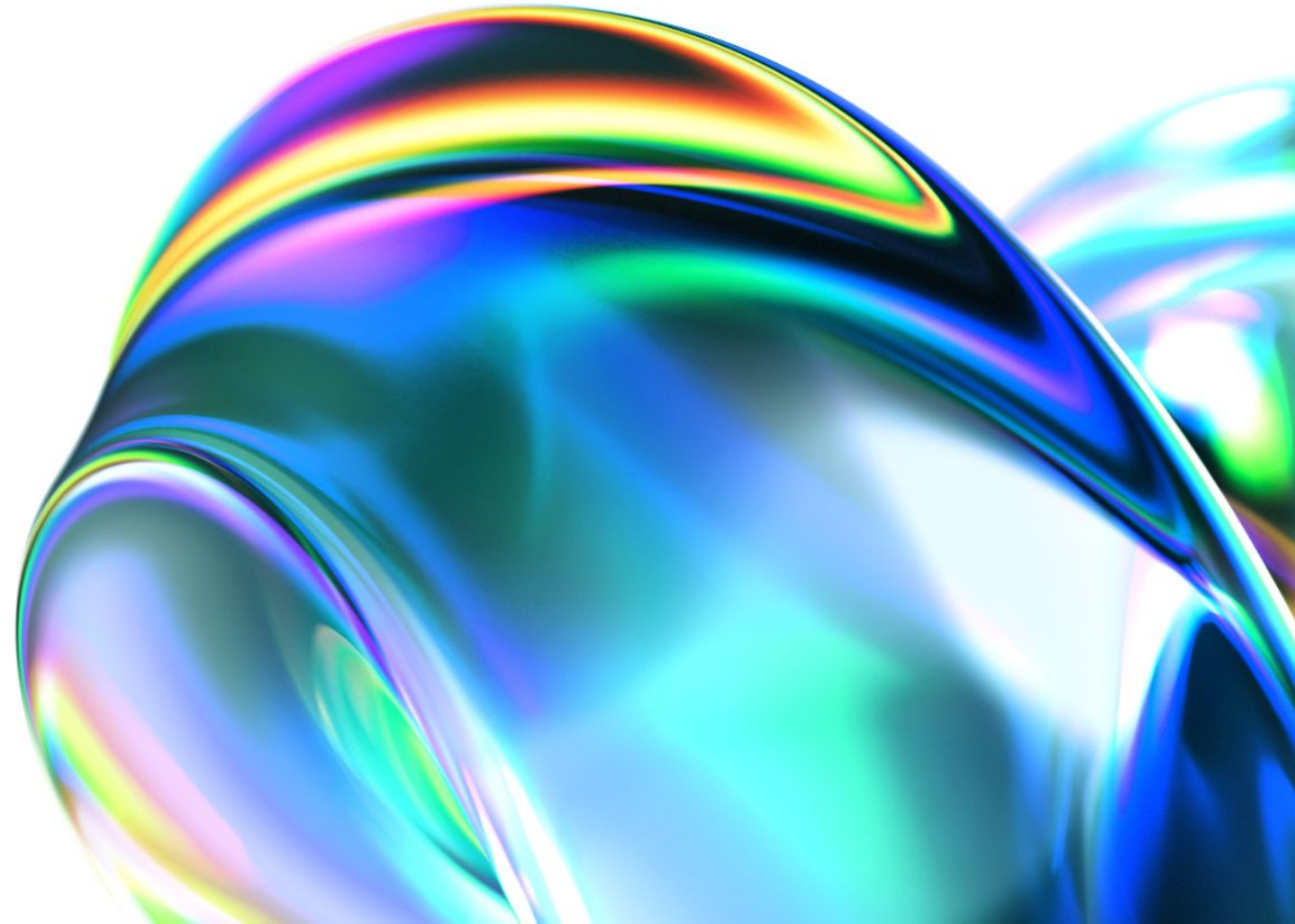
*e.g. broadcasting,  
social media  
networks*

**THUS there are...**

**infinite combinations  
of platforms  
and processes**

**... some of which may work as systems**

# The Evolution of Retail



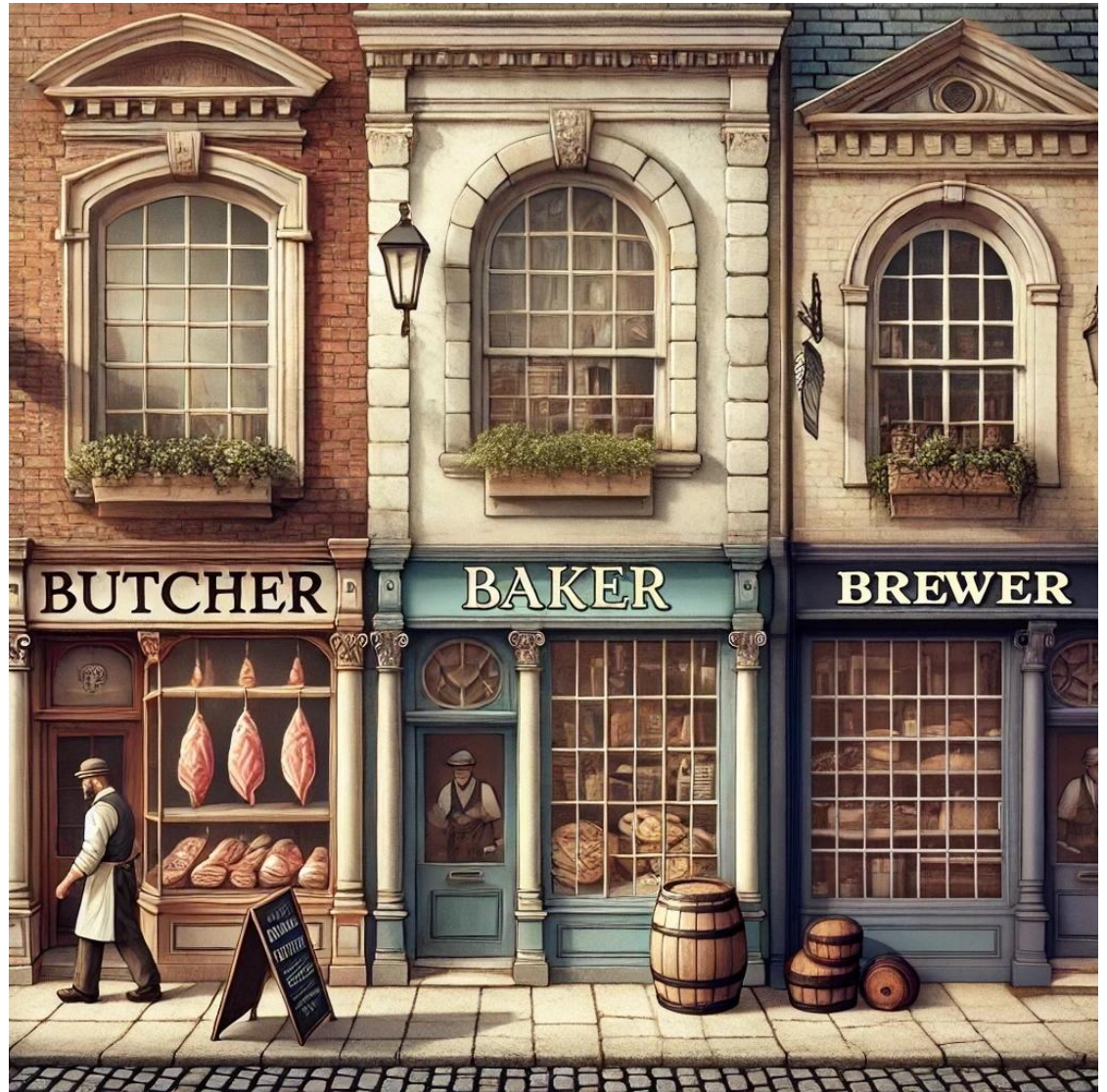


# Specialty Stores

Each store was a job shop.

The street was the platform.

- High Street
- Main Street
- Avenue Champs Elysee, Paris
- Oxford Street, London
- Fifth Avenue, New York







# Macy's

Many "stores" in the same building  
Each was a job shop.

Merchandisers brought goods in.

Macy's Corporation took care of the building,  
space allocation, accounting and billing.

Customers generally took care of delivery.



# Sears

Catalogue replaced the store.

Merchandising basically unchanged.

Customers sent orders with payment.

Sears promised timely delivery, but were overwhelmed by the number of shipments.

Created a centralized logistics platform.... treated orders and packages as modules within an automated flow process





# Amazon

Website replaced a catalogue or physical store (like Barnes & Noble).

Fulfillment model copied from Walmart, which had copied its model from Sears.

| Companies grow & industries evolve by combining different structural processes and platforms

## 1 – Macy's

Physical Transaction  
Platform

*i.e. department store*

## 2 – Sears

Print Transaction  
Platform

*i.e. catalog*

+

Logistics Platforms

*i.e. warehousing &  
fulfillment operations*

## 3 – Amazon

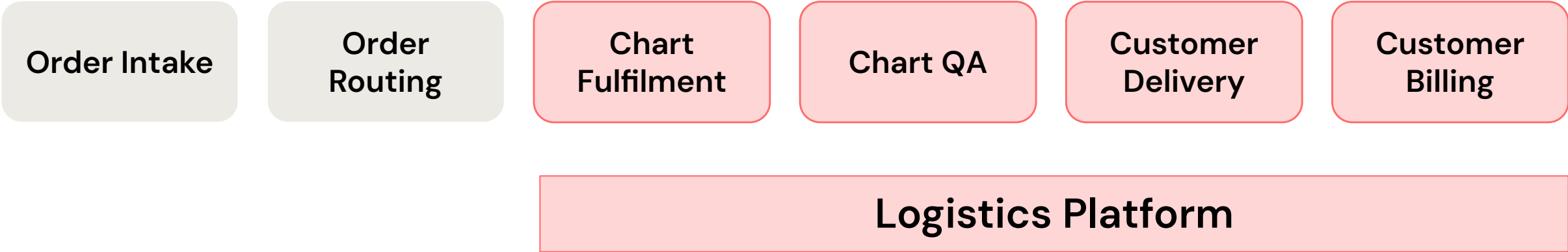
Digital Transaction  
Platform

*i.e. books →  
“everything” store*

+

Logistics Platforms

*i.e. warehousing &  
fulfillment operations*



**We are obsessed with our customers – it's antithetical to our values to have a "one size fits all" model.**



**Provider**



**Payer**

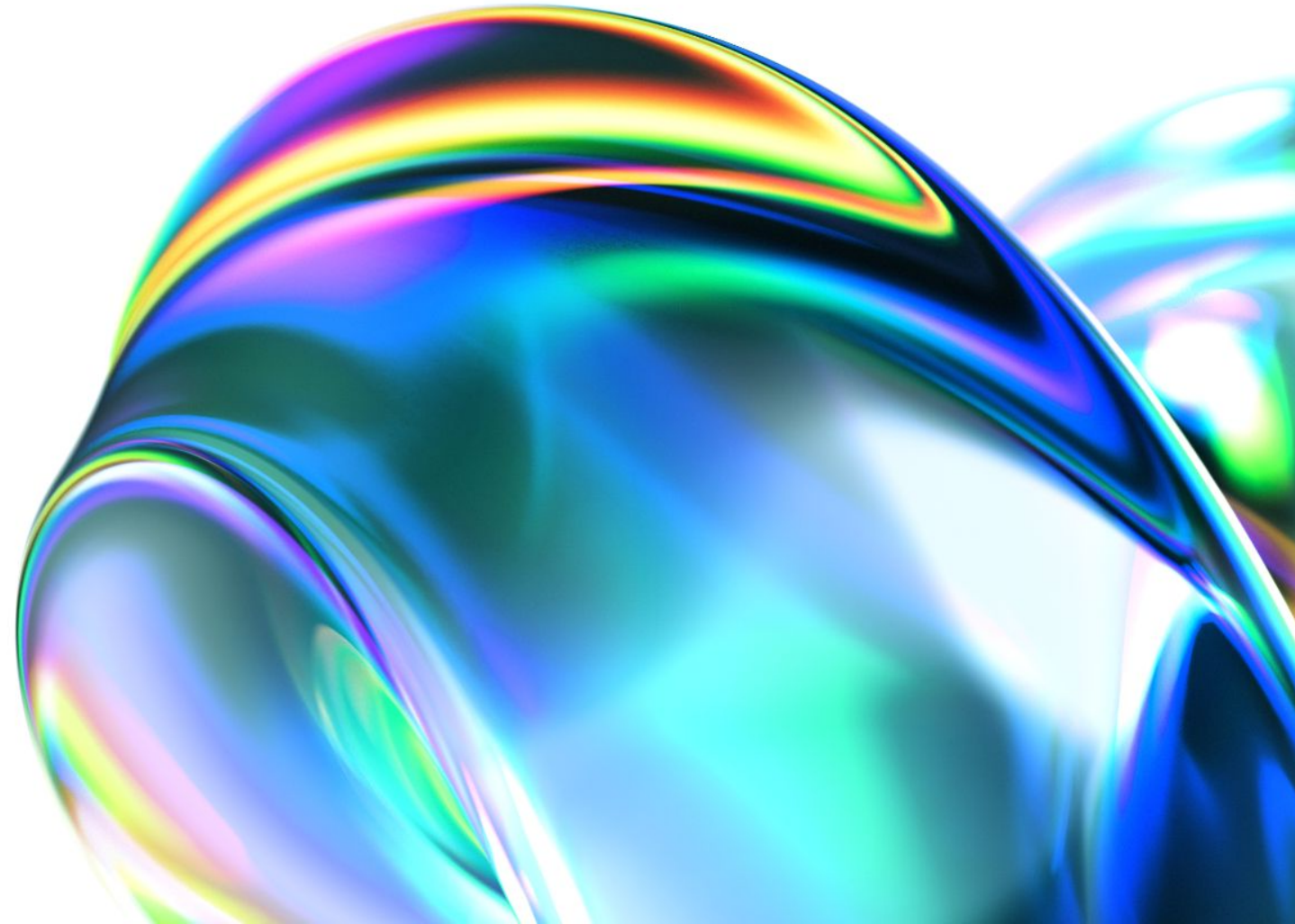


**Legal & Insurance**



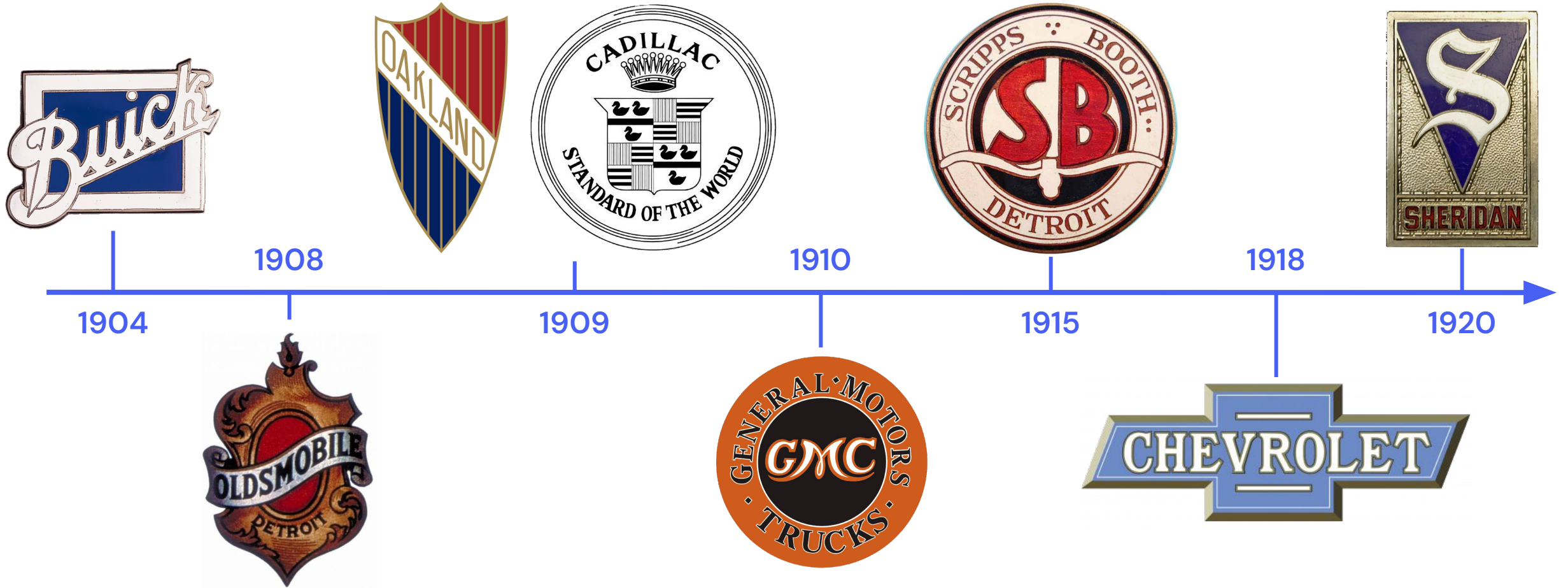
**Life Sciences**

# **Divisionalization at General Motors**





## | William Durant: Visionary Founder Growing through M&A



*Growth outpaced integration*



**"A car for every purse  
and purpose"**

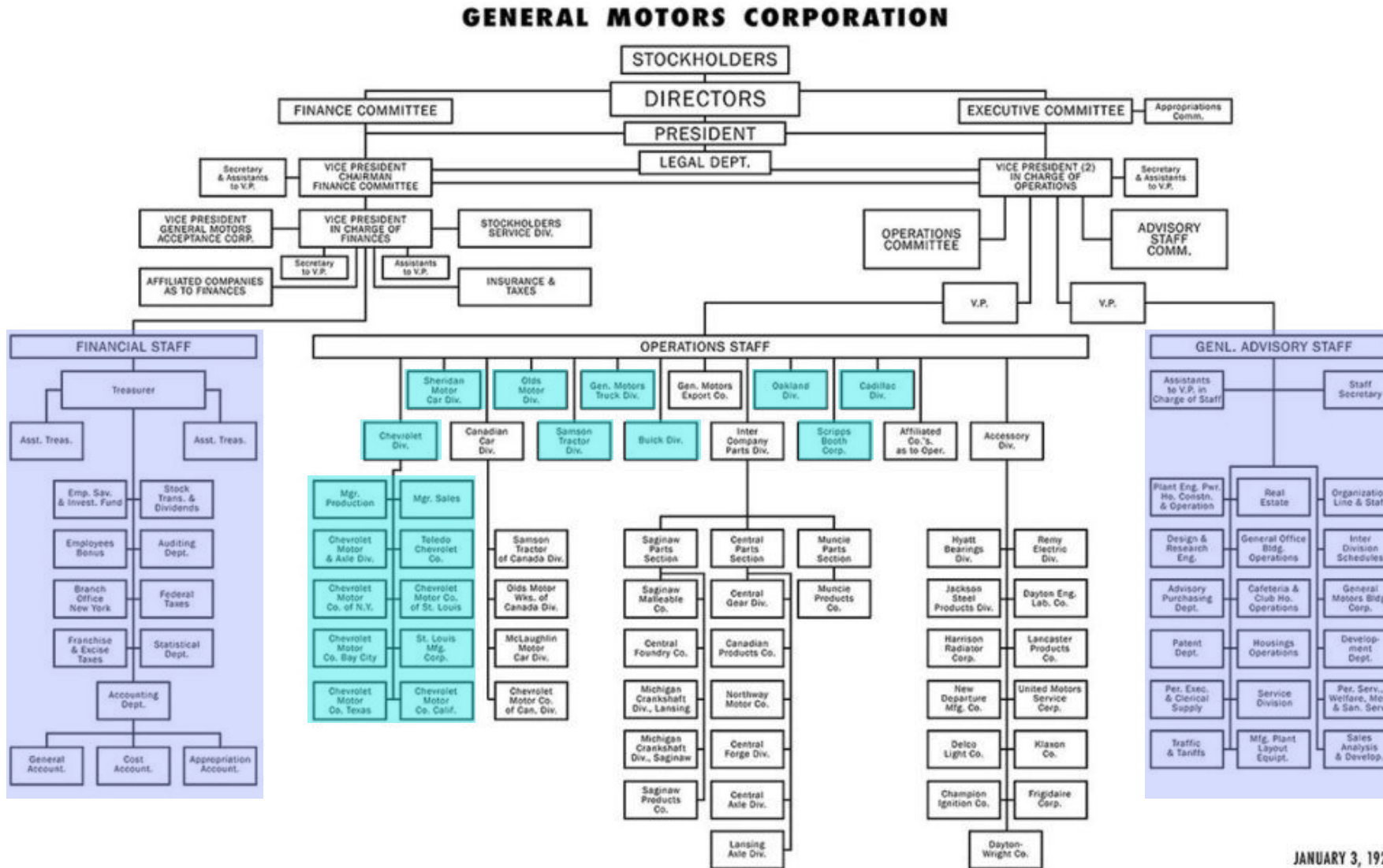
Make	1926 Price
Chevrolet	\$325-\$775
Oakland	\$825
Oldsmobile	\$875-\$1,115
Oakland	\$975-\$1,295
Buick	\$1,125-\$1,995
Cadillac	\$2,995-\$4,485

**GENERAL MOTORS**  
*leads the way*  
*with the High Fashion Five for Fifty-Five*



GM Museum of 1951: New York, Jan. 20-22; Miami, Feb. 3-5; Los Angeles, Mar. 3-25; San Francisco, Mar. 26-Apr. 1; Boston, Apr. 11 to May 1

# | Alfred Sloan: Turning Sprawl into a System



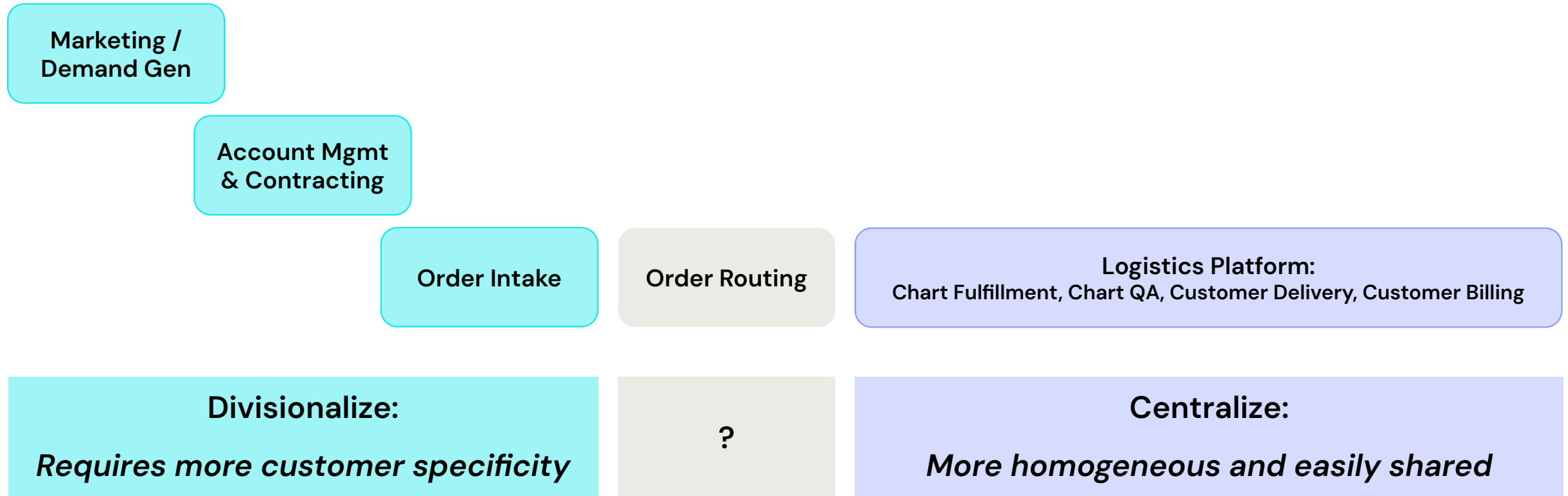
## 9 Car Brands:

- Chevrolet
- Buick
- Cadillac
- Oldsmobile
- Oakland (later Pontiac)
- General Motors Truck Co. (GMC)
- Samson Tractor
- Sheridan
- Scripps-Booth

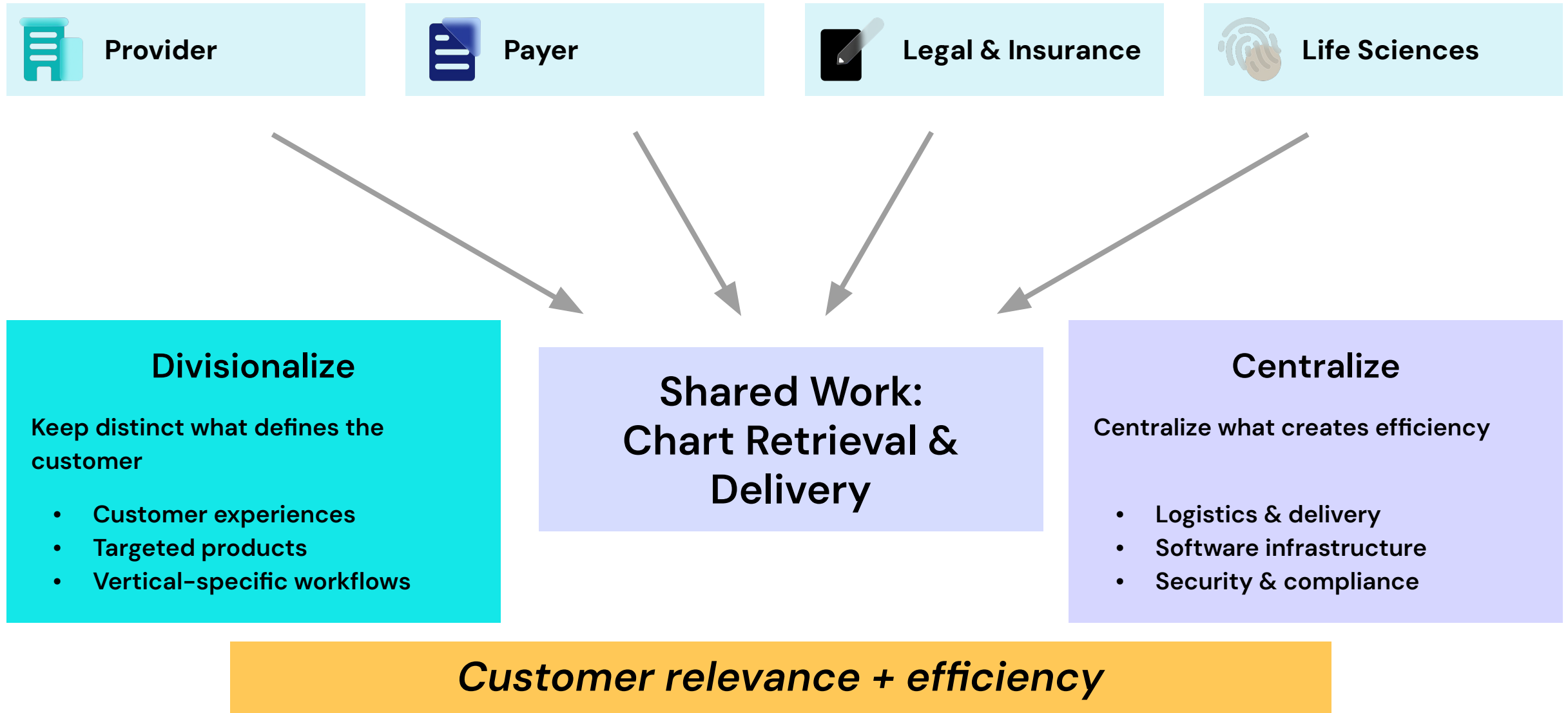
## Shared backbone:

- Finance
- Real Estate
- Legal
- Personnel (i.e. HR)

## | Datavant: Drawing the Line Between Shared & Separate

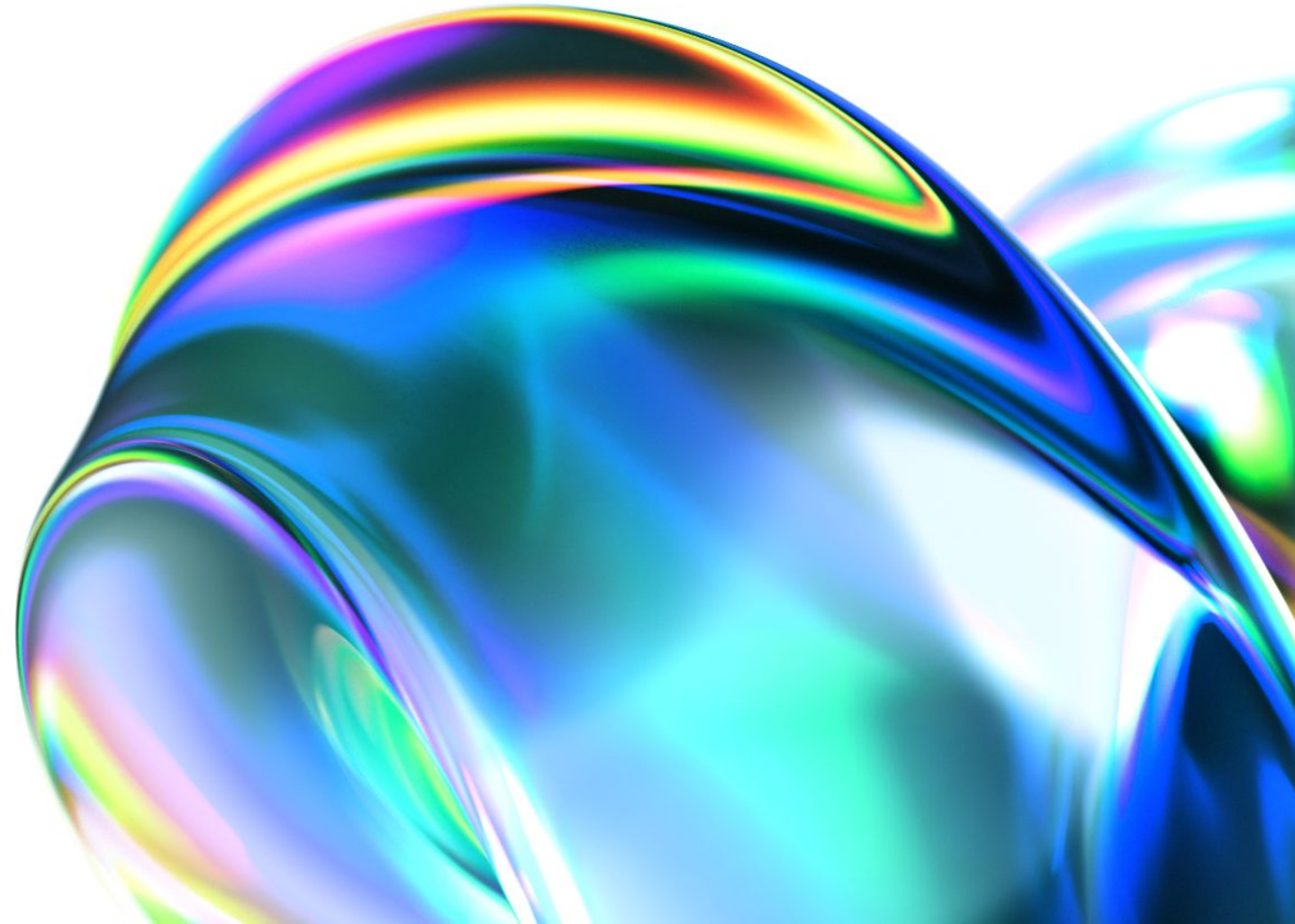


# | Datavant's Technology Strategy: Centralize for Scale, Divisionalize for Customers





**Closing**



1

**Assess processes**  
*through a*  
*structural lens:*

job shop, flow  
process, platform  
+ combinations

2

**Identify work**  
that can be  
shared

3

**Divisionalize**  
where customer  
needs diverge

**Clare Hawthorne**

**[clare.hawthorne@datavant.com](mailto:clare.hawthorne@datavant.com)**

***How have you integrated acquired companies into your shared backbone?***

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**Carliss Y. Baldwin**

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***I've heard a lot about code conversion using AI and about problems of legacy code. I would love to talk to people about methods of finding hidden structures in new and old codebases.***



**datavant**

**Thank you**

