

Rank	Name	Customer value proposition given 0 (not given) - 4 (fully visible)	Mean of Key Resources, Key Processes and Profit formula can be identified	Total Mean	Comment	Classification	Targets	Located
1a	Proteus Digital Health	3,67	3,00	3,33	Proteus Discover want to increase adherence via an ingestible sensor, sensor patch, mobile application and a provider porta	Device	Adherence	Redwood City, California, United States
2a	Jawbone	3,43	2,95	3,19	Fitness Tracker	Device	Lifestyle	San Francisco, California, United States
3a	Fitbit	3,29	2,90	3,10	Fitness Tracker	Device	Lifestyle	San Francisco, California, United States
4a	Dexcom	3,33	2,78	3,06	Continuous glucose monitoring via mobile application	Device	Adherence	San Diego, California, United States
5a	iRhythmtech	3,29	2,52	2,90	Cardiac arrhythmic monitor via a sensor patch and cloud based analytics	Device	Diagnostic	San Francisco, California, United States
6a	Telesofia Medical	3,20	2,53	2,87	Patient engagement and management platform	Platform	Patient engagement	Tel Aviv, Tel Aviv, Israel
7a	Privia Health	3,00	2,29	2,64	Platform to connect patients and doctors	Platform	Patient engagement	Arlington, Virginia, United States
8a	Vitalsmith	2,67	2,61	2,64	Ovulation testing via saliva and smartphone device	Service	Lifestyle	Gangneung, Kangwondo, South Korea
9a	Adheretech	3,00	2,24	2,62	Wireless pill bottles to increase adherence	Device	Adherence	New York, New York, United States
10a	Oscar Health Insurance	2,71	2,48	2,60	Technology-centered insurance provider	Service	Prevention	New York, New York, United States

11a	American Well	3,00	2,17	2,58	Telehealth technology to improve access to affordable care	Platform	Patient engagement	Boston, Massachusetts, United States
12a	Virgin Pulse	2,83	2,28	2,56	Develops technologies to improve employees engagement through healthier lifestyle	Software	Prevention	Framingham, Massachusetts, United States
13a	Crossover Health	2,83	2,22	2,53	App for simplifying appointments for health services	Platform	Lifestyle	Aliso Viejo, California, United States
14a	Cardiomems	2,50	2,56	2,53	Heart failure management system	Device	Diagnostic	Atlanta, Georgia, United States
15a	Fibrichck	2,67	2,33	2,50	App to monitor your heart rhythm via smartphone	Software	Diagnostic	Hasselt, Limburg, Belgium
16a	23 and me	2,50	2,44	2,47	Genetic testing to prevent diseases via kit that is mailed back from home	Service	Diagnostic	Mountain View, California, United States
17a	The Gym Group	2,50	2,39	2,44	Gym provider with more flexible offers all over the country and a new way to exercise	Service	Prevention	Guildford, Surrey, United Kingdom
18a	Vitameter	2,67	2,22	2,44	Vitamin testing & dosage via one drop of blood and a technical device	Device	Lifestyle	Kitchener, Ontario, Canada
19a	Mitralign	2,60	2,27	2,43	Non-surgical mitral valve repair using latest catheter and imaging technology	Device	Treatment	Tewksbury, Massachusetts, United States
20a	Xbird	2,57	2,29	2,43	Use machine learning, big data, sensor analyzing to detect critical health events prior to appearance	Service	Diagnostic	Berlin, Berlin, Germany
1b	Medtronic	3,50	2,67	3,08	Partnership with fitbit to track glucose levels and physical activity data via an app	Software	Prevention	Minneapolis, Minnesota, United States
2b	Samsung	3,43	2,57	3,00	Platform offering for in-house and at home health care provision with a number of devices for seniors	Platform	Prevention	Suwon, Chung Chongnamdo, South Korea
3b	Microsoft	3,33	2,67	3,00	Health cloud	Platform	Quality	Redmond,

					information management system		Management	Washington, United States
4b	Alphabet	3,14	2,71	2,93	Autofocus contact lens to measure blood glucose levels or for people with farsightedness	Device	Adherence	Mountain View, California, United States
5b	Qualcomm	3,33	2,39	2,86	Wireless tracker for its respite inhalers	Device	Adherence	San Diego, California, United States
6b	Apple	3,14	2,52	2,83	Apple care kit: platform for Apps	Software	Quality Management	Cupertino, California, United States
7b	Alphabet	3,14	2,48	2,81	Partnership with Dexcom to develop smaller and better glucose sensors	Device	Adherence	Mountain View, California, United States
8b	Medtronic	3,17	2,28	2,72	Partnership with Sanofi with focus on developing devices and care-management services for chronic diseases	Device	Adherence	Minneapolis, Minnesota, United States
9b	Microsoft	3,00	2,44	2,72	Microsoft Cloud solutions to improve patient outcomes, lower costs, and increase efficiency	Software	Patient engagement	Redmond, Washington, United States
10b	Alphabet	3,00	2,22	2,61	Verily brings together technology and life sciences to explore new ways in health and diseases	Software	Quality Management	Mountain View, California, United States
11b	AT&T	2,86	2,33	2,60	Connectivity provider to track and monitor patients to improve outcome	Platform	Quality Management	Dallas, Texas, United States
12b	Qualcomm	3,17	2,00	2,58	Chronic diseases management programs	Platform	Quality Management	San Diego, California, United States
13b	Medtronic	3,00	2,17	2,58	Aim to Improve care and health outcomes for people with type 2 diabetes	Device	Adherence	Minneapolis, Minnesota, United States
14b	BM	2,83	2,33	2,58	IBM Watson cloud data base combined with semantics focused AI-system to deliver better health	Software	Diagnostic	Armonk, New York, United States

15 b	Alphabet	3,14	2,00	2,57	Joint Venture with Sanofi to develop diabetes management platform	Software	Quality Management	Mountain View, California, United States
16 b	Alphabet	3,00	2,11	2,56	Joint Venture with GSK to develop future generation continuous glucose monitoring systems to improve health outcomes	Device	Adherence	Mountain View, California, United States
17 b	Verizon	2,71	2,33	2,52	Connectivity provider to transform healthcare	Platform	Quality Management	New York, New York, United States
18 b	Qualcomm	3,00	2,00	2,50	Medical grade Internet of Things-connectivity platform	Software	Quality Management	San Diego, California, United States
19 b	SAP	2,83	2,17	2,50	Providing in-memory data platform to improve patient treatment and change cancer care	Platform	Quality Management	Walldorf, Baden-Wurtemberg, Germany
20 b	Alphabet	2,71	2,19	2,45	Partnership with J&J to develop better surgical robotics	Device	Treatment	Mountain View, California, United States
1c	Novartis	3,14	2,71	2,93	Deal with payers that heart failure drug Entresto will be paid-for-performance	VBC	Quality Management	Basel, Basel-Stadt, Switzerland
2c	GSK	3,40	2,33	2,87	Partnership with Propeller Health to develop digital sensors for inhaler to improve adherence and outcome	Device	Adherence	Middlesex, New Jersey, United States
3c	Roche	3,17	2,39	2,78	Partnership with Qualcomm to innovate and improve remote monitoring and management of patients with chronic diseases	Platform	Quality Management	Basel, Basel-Stadt, Switzerland
4c	St Jude Medical	3,00	2,53	2,77	Developing innovative solutions for heart failure disease management	Device	Treatment	Saint Paul, Minnesota, United States
5c	Sanofi	3,17	2,33	2,75	Development of	Device	Adherence	Paris, Ile-

					diameters devices		nce	de-France, France
6c	Baxalta (2015 acquired by Shire)	3,20	2,27	2,73	Developing innovative outcome based care model for hemophilia management	VBC	Quality Management	Illinois City, Illinois, United States
7c	Merck KGaA	3,40	2,00	2,70	Partnership with HAPPYneuron for cognitive training program for multiple sclerosis patients via platforms	Software	Quality Management	Darmstadt, Hessen, Germany
8c	AstraZeneca	3,00	2,40	2,70	Connected inhaler trial to improve adherence in chronic obstructive pulmonary disease (COPD) patients	Device	Adherence	London, London, United Kingdom
9c	Novartis	3,00	2,39	2,69	Created app for visually impaired people to walk by foot	Software	Treatment	Basel, Basel-Stadt, Switzerland
10c	AstraZeneca	3,00	2,33	2,67	Partnership with Adherium to develop smart inhaler for patients with asthma	Device	Adherence	London, London, United Kingdom
11c	Teva Pharmaceutical	3,00	2,28	2,64	Partnership with Microchips Biotech to develop digital drug delivery technology for improved patient outcome	Device	Treatment	Tiqva, HaMerkaz, Israel
12c	Sanofi	2,83	2,44	2,64	Value-based pricing deal with insurer Cigna for new cholesterol drug	VBC	Quality Management	Paris, Ile-de-France, France
13c	Walgreens Boot Alliance	3,00	2,27	2,63	Mobile pill reminder app to increase adherence	Software	Adherence	Deerfield, Illinois, United States
14c	CVS Health	3,00	2,27	2,63	Developing digital tools to help customers manage their health in simpler ways	Software	Quality Management	Woonsocket, Rhode Island, United States
15c	Merck	3,00	2,25	2,63	Value-based deal with Aetna for type 2 diabetes medications (Januvia and Janumet)	VBC	Quality Management	Darmstadt, Hessen, Germany
16c	Pfizer	3,00	2,17	2,58	Developing patient-centered mobile	Software	Patient engage	New York, New York,

17 c	Novartis	3,00	2,17	2,58	health apps Partnership with Qualcomm for digital inhaler device to empower patients with COPD to manage their disease	Device	ment Treatment	United States Basel, Basel-Stadt, Switzerland
18 c	GSK	3,00	2,06	2,53	Patient-centered research study with use of the iPhone for rheumatoid arthritis, to improve knowledge of the disease	Software	Quality Management	Middlesex, New Jersey, United States
19 c	Daiichi Sanyko	3,00	2,00	2,50	Using telehealth to engage patients with atrial fibrillation	Platform	Patient engagement	Chūō, Tokio, Japan
20 c	CVS Health	2,83	2,17	2,50	Apple Watch app to inform customers when recipes are ready	Software	Adherence	Woonsocket, Rhode Island, United States