FROST *&* SULLIVAN

WOLTERS KLUWER RECEIVES THE 2023
COMPETITIVE STRATEGY
LEADERSHIP AWARD

*Identified as best in class in the global conversational
artificial intelligence in healthcare industry*

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each Award category before determining the final Award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Wolters Kluwer excels in many of the criteria in conversational artificial intelligence in the healthcare space.

AWARD CRITERIA

Strategy Innovation	Customer Impact
Strategy Effectiveness	Price/Performance Value
Strategy Execution	Customer Purchase Experience
Competitive Differentiation	Customer Ownership Experience
Executive Team Alignment	Customer Service Experience
Stakeholder Integration	Brand Equity

Conversational Artificial Intelligence in Healthcare: Market Overview

According to a recent survey by Wolters Kluwer, most patients would like health education from their doctors, with two-thirds having more questions after seeing a provider - and nearly 20% having new questions.[1] However, 32% of patients do not receive educational materials from their doctors, indicating a market gap where many patients lack reliable health information.[2] The survey revealed that 94% of respondents would likely use these materials if they had access to them, highlighting the need for trusted educational resources.[3]

With advances in digital technology, new business models, evolving consumer behavior, regulatory shifts, and competition from digital-native companies, Frost & Sullivan analysts monitor how the digital revolution is causing significant disruptions in the healthcare industry. Conversational artificial intelligence (AI), which includes voice and text applications, is a promising new opportunity for healthcare organizations, with the potential to improve clinician and operational efficiencies, healthcare quality and outcomes, and patient and clinical worker satisfaction.

---

[1] "Wolters Kluwer Survey Reveals Two-Thirds of Patients Still Have Questions After Healthcare Visits," Business Wire, February 15, 2023, Wolters Kluwer, https://www.businesswire.com/news/home/20230215005526/en/Wolters-Kluwer-Survey-Reveals-Two-Thirds-of-Patients-Still-Have-Questions-After-Healthcare-Visits.
[2] Ibid.
[3] Ibid.

Frost & Sullivan estimates that the global conversational AI market will reach $2.34 billion in 2027, with a compound annual growth rate of 17.2% from 2021 to 2027.[4] Wolters Kluwer uniquely leverages its expertise to meet market and customer needs. The company is well-positioned to capitalize on new growth opportunities, cementing its position in conversational AI in healthcare.

Foresight with Insight: Knowledge Breadth, Strategic Depth

Founded in 1836 and headquartered in Alphen aan den Rijn, the Netherlands, Wolters Kluwer is a professional information, software solutions, and services provider across diverse verticals, spanning the health, finance, legal, compliance, tax and accounting, and environmental, social, and governance sectors. Its mission is to protect people's health and prosperity, promote a safe and just society, and deliver meaningful impact.

The Solution

The patient-facing extension of Wolters Kluwer's established clinical decision support resource, UpToDate®, Emmi® is the only solution that blends trusted content with personalized delivery, tracking, and measurement, assisting providers and payers in connecting with patients to improve clinical, financial, and quality outcomes. Emmi uses resources like interactive videos to offer credible patient engagement content and personalized communications.

The platform improves health outcomes by providing tailored information. It considers health metrics, goals, socioeconomic status, medication history, and lifestyle change confidence levels. These personalized interventions engage people and change behavior. The solution also helps clinicians by extending their reach and enabling more intelligent and beneficial patient interactions through technology, allowing them to focus on those who need more help.

> *"The patient-facing extension of Wolters Kluwer's established clinical decision support resource, UpToDate®, Emmi® is the only solution that blends trusted content with personalized delivery, tracking, and measurement, assisting providers and payers in connecting with patients to improve clinical, financial, and quality outcomes."*
>
> *- Ojaswi Rana*
> *Best Practices Research Analyst*

Frost & Sullivan notes that Wolters Kluwer's competitive differentiation nicely lies in its focus on conversational AI and content expertise. The Voice & Conversational Interfaces team (VCI) actively researches and explores the potential of conversational AI, using it to brainstorm and build frameworks. The team combines the efficiency of AI with a human-in-the-loop approach to ensure high-quality patient content. By emphasizing content over implementation and design, Frost & Sullivan feels that the company clearly distinguishes itself from other tools in the market.

Furthermore, the content design team crafts engaging and expertly curated materials, saving clients time and producing premium information for improved patient engagement and outcomes. Additionally, being part of the UpToDate family provides yet another competitive advantage, as it grants access to a network of leading professionals who validate and maintain the best clinical references, ensuring that the content remains accurate, evidence-based, and reliable.

---

[4] *Conversational AI in Healthcare,* (Frost & Sullivan, March 2023).

Execution and Growth Strategies

Wolters Kluwer strongly emphasizes aligning the team with its vision and mission. Leveraging its experience in portfolio management and research and development allocation, the company implements an Objectives and Key Results framework to establish a cohesive set of goals that unite cross-functional teams and foster a shared vision. Similarly, regular operational meetings prioritize key performance indicators and promote accountability. The alignment extends to the executive leadership team and division leaders, ensuring a solid cadence of collaboration and a collective focus on the company's mission. Therefore, by reinforcing alignment throughout the organization, Wolters Kluwer enables a unified and purpose-driven approach to achieving its goals.

The company internally cultivates innovation through initiatives that encourage creativity and autonomy. Its annual Global Innovation Awards (GIA) program recognizes and rewards innovative ideas, creating a culture that values and supports new concepts. By compartmentalizing autonomy and ownership, Wolters Kluwer empowers employees to be mission-driven and excel in their areas of expertise, driving innovation and pushing the boundaries to develop groundbreaking solutions.

> *"Frost & Sullivan believes the company is uniquely prepared for today's demands and exceptionally positioned for tomorrow's needs. Wolters Kluwer's clear strategic vision and execution underpin its partner-of-choice status and sustainable growth for years to come."*
>
> *- Ojaswi Rana*
> *Best Practices Research Analyst*

Moreover, the company adopts two strategies to prepare for short-term and long-term growth. In the short term, it prioritizes conversational interface and design expertise, recognizing the increasing demand for digital tools and experiences. It explores advanced technologies such as generative artificial intelligence, large language models, and synthesized voice to enhance its offerings. Simultaneously, Wolters Kluwer invests in content development to meet the evolving needs of digital tools while continuing to provide traditional patient education for practical purposes. This pragmatic approach allows the company to deliver tangible value, help clients save costs, consolidate vendors, and maintain consistency within the healthcare ecosystem.

By addressing immediate needs and diverse client requirements, Wolters Kluwer ensures short-term benefits while setting a strong foundation for long-term growth.

Frost & Sullivan believes the company is uniquely prepared for today's demands and exceptionally positioned for tomorrow's needs. Wolters Kluwer's clear strategic vision and execution underpin its partner-of-choice status and sustainable growth for years to come.

Customer-centricity Leads to Digital Health Content Leadership

Wolters Kluwer has established core best practices for supporting customers. It goes beyond its extensive expertise and best-in-class capabilities, with customer value as a strategic imperative. Unlike other competitors, the company builds its products by collaborating closely with various stakeholders and partners to evolve alongside market needs and trends.

For example, a dedicated customer success team works closely with clients on the ground to implement and support the company's solutions. By working closely with clients, the team has a transparent perspective of their challenges and needs, allowing it to customize solutions per customer requirements.

Wolters Kluwer assigns Customer Success Representatives (CSRs) as primary contact points and support sources for customer organizations throughout their partnership. CSRs comprise an Engagement Manager and one to two Customer Success Specialists who ensure effective communication and assistance between the company and its customers. CSRs act as dedicated liaisons, facilitating access to other resources within Wolters Kluwer to address each customer's unique needs, provide personalized support, enhance customer satisfaction, and ensure the success of their partnerships.

Additionally, the Emmi Support Team caters to all Emmi users and patients via chat (Emmi Manager and StartEmmi.com), email, and phone. Services include explaining the Emmi program, providing login information, directing to self-registration websites, correcting patient demographic details, supplying provider's information, assisting with opt-out requests, and troubleshooting technical issues.

Further, Wolters Kluwer focuses on patient-centric digital experiences to optimize customer satisfaction. The company recognizes the importance of preserving positive face-to-face interactions with healthcare professionals, as patients often associate their digital experiences with their overall perception of care. To enhance digital tools, it applies content and user interface principles that make the experience vibrant and empathetic, prioritizing literacy, diversity, representation, inclusive language, and personalization for a seamless and excellent digital experience.

Success Stories

- **Memorial Hospital at Gulfport:** Patients who engaged with Emmi attended their follow-up appointment 50% more often than patients who did not.[5]

- **Cone Health THN:** Patients who engaged with Emmi experienced 47% greater improvements in the proportion of days covered scores than those who did not.[6]

Customer Testimonials

"We really believe in engaging with our patients and a way to monitor and keep track of how they're doing once they leave the hospital. Emmi really helps us do that in ways that we really weren't able to do before."

- Benjamin Taylor, Senior Vice President, Clinical Effectiveness and Associate Chief Medical Officer, UAB Medicine[7]

---

[5] Memorial Hospital at Gulfport, Case Study, (Wolters Kluwer).
[6] Cone Health THN, Case Study, (Wolters Kluwer).
[7] Wolters Kluwer, "Measuring Patient Engagement," Wolters Kluwer, 2023, https://www.wolterskluwer.com/en/solutions/emmi/about-emmi/driven-by-outcomes.

"Wolters Kluwer continues to deliver. Emmi is a tried-and-true product. It is not technologically heavy. Whenever there is a need for customization or personalization within a market or a medical specialty, Wolters Kluwer rises to the occasion. They offer up new content and new videos and are willing to customize or consider reconfiguration to make sure that our providers have a voice, a choice, and the ability to elect what content is presented to our patients."

- Director, Healthcare Provider[8]

Frost & Sullivan commends Wolters Kluwer for maximizing product success by providing comprehensive support and leveraging established practices to optimize customer satisfaction.

A Foot in the Present and an Eye on the Future

Since its inception, Wolters Kluwer's sterling reputation and customer-centric framework led to its coveted preferred partner status. Its branding strategies focus on leveraging the reputation and recognition of its established brands while also striving to build awareness and equity for its newer offerings, such as Emmi. The company is integrating the underlying value of UpToDate's content into Emmi, aligning the two brands more closely.

As a business-to-business technology consolidator, Wolters Kluwer sees enormous growth potential in patient-facing content. It aims to dominate the patient-facing content market share in the long term as part of UpToDate and a larger organization, spending 10% to 20% of patient engagement tool investments in content.[9] After dominating the provider market, the company plans to enter the payer market and believes it has good growth prospects in a novel space it can defend.

Frost & Sullivan believes Wolters Kluwer is well-positioned to drive the conversational AI for healthcare space into its next growth phase, capturing market share and sustaining its position in the coming years.

Conclusion

Frost & Sullivan believes that innovation and growth opportunities drive future success. Many factors contribute, yet having a competitive strategy is critical. Wolters Kluwer understands this core concept and has a strong foothold in conversational artificial intelligence (AI) in the healthcare market due to its focused strategies, helping it to outpace competitors. The company offers customer-centric, state-of-the-art solutions by fostering an innovative environment, prepares short-term and long-term growth strategies, and aligns its vision with the team to ensure product success and customer satisfaction. Overall, Wolters Kluwer develops and implements strategies with its clients and industry gaps in mind, securing its position as a trusted partner.

With its strong overall performance, Wolters Kluwer earns the 2023 Frost & Sullivan Global Competitive Strategy Leadership Award in the conversational artificial intelligence in healthcare market.

---

[8] "KLAS Ranks Wolters Kluwer's Emmi #1 for Patient Engagement: Patient-Driven Care Management," Business Wire, February 8, 2023, Wolters Kluwer, https://www.businesswire.com/news/home/20230208005572/en/KLAS-ranks-Wolters-Kluwer%E2%80%99s-Emmi-1-for-Patient-Engagement-Patient-Driven-Care-Management.
[9] Interview with Wolters Kluwer, 26th April 2023.

What You Need to Know about the Competitive Strategy Leadership Recognition

Frost & Sullivan's Competitive Strategy Leadership Award recognizes the company with a stand-out approach to achieving top-line growth and a superior customer experience.

Best Practices Award Analysis

For the Competitive Strategy Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Strategy Innovation

Strategy Effectiveness: Effective strategy balances short-term performance needs with long-term aspirations and overall company vision

Strategy Execution: Company strategy utilizes Best Practices to support consistent and efficient processes

Competitive Differentiation: Solutions or products articulate and display unique competitive advantages

Executive Team Alignment: Executive team focuses on staying ahead of key competitors via a unified execution of its organization's mission, vision, and strategy

Stakeholder Integration: Company strategy reflects the needs or circumstances of all industry stakeholders, including competitors, customers, investors, and employees

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

Learn more.

Key Impacts:

- **Growth Pipeline:** *Continuous Flow of Growth Opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*

The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**