

BIOLOGICAL THINKING

RETHINKING THE ENTIRE HEALTH SYSTEM

La Roche Posay is a global healthcare and diagnostics company that anticipates a future where disease burdens, demographic shifts, environmental pressures, and new models of care are reshaping health systems at every level. As healthcare moves from hospitals to homes, from reactive treatment to prevention, and from national systems to global networks, Roche must anticipate long-range transformations rather than focus on incremental product innovation.

Roche is using the biological metaphor of an immune system or living organism, to better understand the future of health & care. By combining insights from both pharma and diagnostics, analyzing population-level data, and operating across scientific, clinical, and societal horizons, Roche builds a holistic view of emerging health ecosystems—not isolated trends.



WHAT WOULD LA ROCHE DO?

01

**What metaphor from
your line or work
could be used as a
framework to better
understand change?**

02

Labor shortage = chronic disease

Polarization = overreaction

Crisis = infection

**Apply your metaphor
to the bigger shifts
in your domain.**

03

**Draw your own (eco)system and
plot the biggest changes**