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**Annex to “ Highlights of main achievements report 6**

Innovation in healthcare is currently still dominated by a linear view on innovation processes but the innovation process is becoming more and more dynamic and cyclic. End users are involved from the start and partnerships between suppliers and clients become strong and are even a source of new ideas. Sharing investments amongst companies, even across sectors is the rule rather than the exception and risks and rewards are more and more shared while the innovation model is open and encompasses many actors. Healthcare professionals with an entrepreneurial mindset are not entrepreneurs but they benefit from understanding entrepreneurs better and from having skills to work with entrepreneurs. This may even be a prerequisite for developing shared business models and successful public private partnerships. Simultaneously, entrepreneurs in healthcare may not understand the healthcare system properly. They benefit from better understanding the needs, demand and context of clients and professionals and the financial and regulatory context of the system. They also benefit from having skills to co-create their product/service in this context. The uniqueness of the healthcare sector, but also the reason why building business models is more complex in this sector than in other sectors, lies in the fact that the beneficiary of the product/service is often not the same person as the one that pays for it. When looking at preventive healthcare products and services it is even more difficult because although the health beneficiaries are the actual users of the preventive product, most of the time they do not have a willingness to pay that is sufficient to cover the development and commercialization costs of the preventive product. Consequently, preventive healthcare products and services are often not developed nor commercialized. Government policy should allow healthcare organizations to reinvest the costs saved for society in the further development of their core activities as a reward for the savings that are made.