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Tribridge Health360: A Platform for Quality Care¹

After a conference call with a team of his business consultants, Damon Auer, Vice President of Health and Life Sciences at Tribridge, pondered on the challenges facing his team as they tried to expand sales of Tribridge's new Microsoft cloud based software platform--Health360. Damon, an expert in transformational Enterprise Resource Planning (ERP) and Customer Resource Management (CRM) programs, specialized in helping organizations achieve business performance improvements. He had already grown a \$30 million company that was acquired by Tribridge in 2009 and he was instrumental in the development of Tribridge Health360.

Damon had worked at Tribridge, an award-winning provider of cloud services specifically designed for Microsoft ERP solutions, for over 8 years. Tribridge provided consulting, implementation and systems integration services for all four lines of Microsoft Dynamics ERP applications. Microsoft partnered with Tribridge to offer Health360 in the MS AppSource marketplace and Tribridge offered the platform through sales teams in six countries and many other parts of the world showed interest in the technology.

Damon and his team had conceived of the idea for Tribridge Health360, a patient-centric, population health management solution built on the Microsoft Dynamics CRM platform, in 2011. It was inspired by the transformational impact of the changing economic model (from volume to value) initiated by the U.S. Affordable Care Act (ACA) and their experience helping a major metropolitan healthcare provider enable the largest commercial Accountable Care Organization (ACO) in the US. It had its first customer in 2013 and was a solution that responded to the trend of moving away from the traditional claims payments and a provider-centric (physician) care model to one that was patient-centric and focused on quality of care. The potential advantage of this approach using the Tribridge platform was that it permitted the healthcare system to proactively and personally coordinate care for individuals.

Auer looked out his office window and pondered the full platform commercialization effort building upon eight sales "pods" of four people each in the US and five other countries. Further engagement with Microsoft was an opportunity for his teams to increase their international presence, generate revenue, and develop more collaborations. But there were many players and potential partners in the healthcare space. As Auer thought about the decision, he realized he had a lot of questions. Should Tribridge invest in increasing sales in the international markets and to what extent? How would the technology need to change, and would changes like developing different versions of the software in different languages even be possible? Should Tribridge partner with other organizations abroad?

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The “Cloud” Industry

Damon started his early career as a Principal at PricewaterhouseCoopers and a Senior Consultant at Andersen Consulting (“Damon Auer Vice President,” n.d.). He joined Tribridge in 2009 and had worked with organizations in the healthcare and life sciences industries for 15 years. His entrepreneurial spirit and quest to make a difference in the Healthcare sector led to the conceiving of Health360, which was developed by working with the Health Solutions group at Microsoft.

Tribridge was a Tampa based pioneer of technology services that specialized in Cloud Computing, ERP, CRM, Custom Software, Portals & Collaboration, Security & Infrastructure and Human Capital Management (HCM) (“Expertise for Where You’re Headed,” n.d.). They provided cloud-based operating solutions for industries such as health and life sciences, public sector administration, consumer and industrial products, and financial services. Tribridge’s Health360 was one of their revolutionary cloud-based CRM platforms and, at the time of the case, was the only “customer-centered, CRM-powered Population Health Solution built for the Microsoft Cloud” (“Damon Auer Vice President,” n.d.). Its advantages included, “the scalability to assess and risk stratify larger populations, engage people in need, personalized care plans and effectively deliver the interventions and support that make a lasting difference in the lives and well-being of families” (“Tribridge Health360,” 2014).

The Development of Modern Cloud Computing

The roots of cloud-based operating systems began in the 1960s, however, modern “cloud computing” on a mass scale was made possible by significant advancements in bandwidth availability in the mid-1990s. One of the first major milestones of the modern cloud computing industry came in the form of *Salesforce.com* in 1999, “which pioneered the concept of delivering enterprise applications via a simple website” (Mohamed, 2009). The services firm responsible for *Salesforce.com* set the stage for both independent and large-scale software developers to deliver applications over the internet.

Another major development came from Amazon Web Services (AWS) in 2002, which “provided a suite of cloud-based services including storage, computation and even human intelligence through the Amazon Mechanical Turk,” an internet based worldwide workforce of technical professionals that was available 24/7 for both independent developers and organizations (“Tribridge Health360,” 2014). This platform was one of the first of its kind to remotely connect a specialized workforce with the organizations who needed one on a task-by-task basis. Amazon was responsible for yet another advancement in the industry when they launched their Elastic Compute Cloud (EC2) which acted as a “commercial web service that allows small companies and individuals to rent computers on which to run their own computer applications” and was one of the “first widely accessible cloud computing infrastructure service” (“Expertise for Where You’re Headed,” n.d.).

Microsoft, one of Tribridge’s partners since 2004, also created a cloud computing service called “Azure.” It was announced in October 2008 and was released on 1 February 2010 as Windows Azure, before later being renamed to Microsoft Azure. It was a cloud computing service created by Microsoft for building, deploying, and managing applications and services through a global network of Microsoft-managed data centers (“Microsoft Azure,” n.d.).

By 2009, Google and other major information technology firms began offering “browser-based enterprise applications, through services such as Google Apps” which made services and industries more convenient to consume and increased awareness (“Expertise for Where You’re Headed,” n.d.).

The introduction and popularity of application based services created a more general acceptance and utilization of online services. The current cloud-computing and online service industry had also risen due

to other factors including, “the maturing of virtualization technology, development of universal high-speed bandwidth, and universal software interoperability standards” making cloud-based connectivity a globally practical reality (“Expertise for Where You're Headed,” n.d.). Cloud computing had evolved to become the preference of IT professionals because of its benefits including “increased storage, flexibility and cost reduction” (“Expertise for Where You're Headed,” n.d.). As the industry continued to develop, major concerns and weaknesses of cloud computing had been identified including security, privacy, and operational performance, which continued to be addressed as the industry matured.

The Future of the Cloud

The cloud computing industry at-large was rapidly developing and constantly changing. As such, benchmarks for growth and forecasts by research consultancies such as IDC, Gartner, and Morgan Stanley were being adjusted quarterly, in many cases. It was clear that the industry was rapidly expanding worldwide, “worldwide spending on public cloud services will grow at a 19.4% compound annual growth rate (CAGR) from nearly \$70B in 2015 to more than \$141B in 2019” (Columbus, 2016).

Companies leading the charge into this new frontier included Amazon, and its largest competitor and Health360 provider, Microsoft, which has begun releasing revenue reports showing drastic growth within the sector. For example, AWS generated “\$7.88B in revenue with Q4 2015, up 69% over last year” (Mohamed, 2009). Microsoft server products and cloud services revenue grew by \$153 million or 3%, driven by revenue growth from Microsoft Azure of 127% (Rosoff, 2016). Based on these successes, projections (at the time of the case) for the cloud computing industry’s growth were prodigious and impressive.

“In 2016, spending on public cloud Infrastructure as a Service hardware and software was forecast to reach \$38B, growing to \$173B in 2026” (see Exhibit 1) (Mohamed, 2009). The nature of cloud computing allowed for global interconnectivity, and the market for cloud computing services extended to every individual with access to broadband connected internet. “The worldwide cloud computing market grew 28% to \$110B in revenues in 2015, [and] Worldwide Public IT Cloud Service Revenue in 2018 is predicted to be \$127B” (see Exhibit 2) (Mohamed, 2009). Microsoft, an industry leader and facilitator of Tribridge’s Health360 platform, was predicted to earn 30% of their revenue from this and other cloud-based platforms by 2018 (see Exhibit 3).

Tribridge positioned itself to take advantage of the unprecedented growth of cloud computing usage on a global scale through penetration of various parts of the industry including administrative, financial, and now medical applications with the development of Health360. “The [Healthcare Cloud Computing] market is expected to reach \$9.48 Billion by 2020 from \$3.73 Billion in 2015 at a CAGR of 20.5% during the forecast period (2015-2020)” (Rohan, 2017). The development of Health360 was in immediate response to growing demand for cloud computing services within the medical sector.

Health360 and the Healthcare Industry

There were (at the time of the case) five major trends within the healthcare industry, both domestic and international, which made the utilization of cloud computing CRMs, such as Health360, a convenient and necessary reality:

- 1. Escalation of consumerism:** “This has re-focused the healthcare provider market from volume-based to value-base. The value model seeks to reward professional and organizational providers on the basis of care, cost-effectiveness and clinical case outcomes” (Columbus, 2016). As patients

became more involved in the management of their healthcare, the most cost-effective means of engagement and information maintenance needed to be utilized. “Many healthy consumers are taking an active role in maintaining their health and well-being by using smartphones and wearables to track their diets, exercise records and their vital signs; or to read reviews of doctors and care facilities... Increasing consumer participation is in turn driving the need for healthcare provider systems that offer more convenient access and facilitate greater interaction” (Columbus, 2016). Cloud computing and CRM platforms like Health360 would provide this increased convenience in access and interaction.

- 2. Impact of healthcare regulation and restructuring of financial risks:** “Healthcare regulations have driven faster growth of mobile health in the consumer wellness space than in the clinical health space. This... drives the need for native cloud applications... to meet the rapidly changing consumer requirements while complying or enabling compliance with applicable regulations” (Columbus, 2016). New regulations included many stringent guidelines concerning security, confidentiality, privacy, traceability of access, reversibility of data, long-term preservation, and implementation of new interfaces, as well as harmful financial repercussions if not followed. The requirement of interoperability between providers created a necessity for cloud-based solutions.
- 3. Influence of digitization:** “Cloud computing offers an IT platform that is collaborative to facilitate information sharing, knowledge management and predictive analytics across the healthcare ecosystem, enabling cross-industry services” (Columbus, 2016). New technologies such as personal fitness monitors and mobile applications had created a population more aware of its health than ever before and more intent on collaboration with their healthcare providers, who were once the only source of relevant medical data.
- 4. Focus on preventative healthcare:** “With the current change in the healthcare incentive structure from volume to value orientation, medical professionals everywhere will be rewarded for guiding people into making behavioral and other choices that are more likely to keep them healthier on a continuing basis” (Columbus, 2016). Preventative healthcare increased cost-effectiveness and could be more directly identified through the use of CRMs, mobile applications, wearable technologies, and the interconnectivity and use of the data they provided.
- 5. Need for medical practice and healthcare delivery transformation:** “Best practices for optimal case outcomes without risk of increased patient morbidity or mortality [can] remain elusive... The most successful mitigation method is the provision of location- and time-independent, collaborative, consistent and real-time cognitive support which only cloud-based information technology can provide” (Columbus, 2016). Cloud computing assisted in the discovery and standardization of best medical practices by delivering immediate, unbiased medical information across different organizations, facilities, and providers, regardless of origin or patient.

Tribridge Overview & History

Tribridge was a Tampa-based technology services company that specialized in business applications and cloud computing solutions and was founded in 1998. Three close friends decided to embark on this journey by leaving behind their successful careers. Equipped with a solid entrepreneurial spirit, start-up capital and consulting methodologies, they only had one vision and one vision only, to be a leading technology services provider in the U.S. By 2016, Tribridge had realized its dream by becoming one of the leaders in their field and growing their revenue tremendously. They employed a diverse team of about

700 professional consultants, and at the time of the case had over 4000 customers throughout U.S and Europe.

Awards & Achievements

Staying true to their vision, the company kept making strides in the cloud computing industry by winning numerous awards:

- In 2002, Tribridge was ranked as the third fastest-growing company in the State of Florida based on a 1620% three-year revenue growth.
- Fast-forward to 2013, *Inc. Magazine* recognized Tribridge's hiring growth among privately held companies by naming the firm #55 Job Creator in the U.S., #3 in Florida and #3 in the IT Services industry ("Honors and Awards," n.d.).
- Tribridge was the only firm to have been honored with the "Worldwide Microsoft Dynamics Outstanding Partner of the Year Award" four times in 2008, 2010, 2012, and 2013 respectively. They were also at the time of the case Microsoft Gold Certified in all Dynamics products, Microsoft Azure, Microsoft .NET development, Office365 and SharePoint.
- Building on their success, Tribridge received a 2016 Microsoft Health Innovation Award for their Tribridge Health360 solution and its implementation with Dartmouth-Hitchcock (D-H), in the "Creating More Personal Computing" category.

Work Culture

Great Place to Work®, the independent analysts, certified Tribridge as a great workplace. Tribridge achieved this level of superiority and distinction based on employee ratings of its culture, professional development and benefits. 93% of Tribridge employees scored their company as being a "great" place to work ("Tribridge Recognized," n.d.).

"We're very proud of the culture we've developed at Tribridge, which we believe empowers our team members to succeed both professionally and personally," said Holly Grogan, Chief People Officer, Tribridge. "We knew Tribridge was a special company, but this certification from Great Place to Work is additional validation of the high caliber of our people, which translates into better service and innovation for our customers."

Solutions & Services

Tribridge assisted mid-market and enterprise customers by creating solutions for their business challenges through offering various strategic consulting services, innovative offerings and industry-specific solutions built on the latest technologies. Tribridge's clientele always had faith in the company to support them in embracing the latest cloud technologies, improve operations and drive growth. Their services included Cloud Computing, Finance and Operations, Customer Engagement, Human Capital Management, Business Intelligence & Analytics and Business Consulting in industries such as Professional Services, Health & Life Sciences, Public Sector, Financial Services, Consumer & Industrial Products, and Hospitality (see Exhibit 4). Their core focus was on developing industry solutions by employing Microsoft, Concerto Cloud Services, Cornerstone OnDemand, NetSuite and other enterprise technologies (see Exhibit 5).

Tribridge Health360: History of Creation

One of the many solutions that Tribridge offered to its customers was Tribridge Health360. The solution was an evolution from Tribridge's earlier involvement with HealthVault, the web-based medical-records service that Microsoft launched in 2007. Microsoft's goal was to make HealthVault an online repository where individuals could feed in data of their health records, which could then be distributed to various care providers of their choice. HealthVault already supported a limited number of medical devices to automate the process of uploading patient data, which was one of the earliest frameworks for IoT. Hence, the company decided to create Health360 on the Microsoft Dynamics 365 backbone.

Damon and his team conducted a survey with a group of tech-savvy clinicians who were asked, *"What comes next for healthcare providers after we stabilize the EHR?"* (Dietsche, n.d.). From that survey, the idea for population health was conceived. Tribridge Health360 was a Population Health Management (PHM) solution that was based on cloud computing and powered by CRM in the backend ("Health360," n.d.). The solution enabled providers and payers to modify and personalize care experiences, guarantee quality, lower costs, and increase customer loyalty and their level of satisfaction. Health360 was the innovative solution to tackle PHM--one patient at a time.

Damon Auer believed there was a dire need for value-based medical care and, in his view, traditional medical records weren't capable to guarantee that patients always experienced high quality, proactive, personalized, and life-saving care. *"What that means in layman's terms is that health care providers have to know a lot more about you or me or any other person they're obligated to serve... whether we're in front of the doctor or not. So [data] becomes a perpetual requirement,"* Damon Auer said. *"We've always known that connected devices enhance our ability to observe"* ("How Microsoft Partners," 2016).

Core Technology

The Cloud

Since coming to life, the cloud had transformed how organizations worked. Tribridge created options that helped organizations develop, strategize and connect the cloud to their businesses. The solutions created would solve current and future problems. The Tribridge team had successfully managed hundreds of cloud deployments for customers representing all sizes and industries ("Cloud," n.d.). They had developed several industry-specific and business-line solutions designed for rapid deployment and maximum functionality. These solutions were usually much easier to use by their customers as compared to competitor's services and solutions.

Microsoft Dynamics 365

Microsoft Dynamic 365 was a cloud based ERP and CRM enterprise system. It was built by Microsoft for maximum flexibility and extensibility (Molag, 2016). It was the next generation of intelligent business applications that enabled organizations to grow, evolve and transform ("Microsoft Dynamics 365," n.d.). With a look and feel similar to Office 365, organizations could take advantage of purpose-built applications specifically created for roles, business functions and industries like: Sales, Customer Service, Finance, Field Service, Operations, Marketing and Project Services Automation ("Cloud," n.d.).

This application merged CRM and ERP by delivering new efficient methods that worked together to help manage particular business roles. It engaged customers in the process, while enabling employees to improve procedures by reinventing products and business models to be able to adjust to the cloud. These cloud based business applications really allowed organizations to customize solutions to uniquely fit their business needs.

Microsoft Dynamics CRM

CRM software was created to enable large enterprises to reengineer their business processes in a customer-centric (rather than product-centric or geo-centric) fashion, so that for the first time they were putting their customers at the center of their business planning and execution. CRM was more than just a software application. It was an all-encompassing approach that enabled organizations to understand their business processes, design, and how to implement the right solutions ("Customer Relationship Management," n.d.). Microsoft Dynamics CRM was a server-client application that was primarily web based. It provided the tools to enhance sales, marketing and customer service processes, and was designed to complement how and where employees worked. It was imperative that organizations had a strong CRM platform that was multifaceted like Microsoft Dynamics CRM. Without an integrated CRM solution, businesses might miss opportunities to develop, which would result in a loss of revenue as a result of not expanding their business affiliations. Without a centralized program like CRM where employees and users could log and track customers, prospects, vendors, and partners' interactions--businesses could fall behind schedule.

What Was Microsoft Azure?

Microsoft Azure was a long running online service that had a technology foundation that built security and privacy into the maturing process. There was security and privacy software built directly into the Azure platform. It had Security Development Lifecycle (SDL) included in the package, which tackled security at every phase from preparation to launch. It also had Operational Security Assurance (OSA) which provided a framework that assisted in securing operations throughout the development of the cloud services ("What is Azure?" n.d.).

Microsoft Azure was built on the premise that for organizations to control their own customer data in the cloud, they would require visibility into that data. It also enabled organizations to access the cloud faster with maximum benefits. Azure was ideal for applications with smaller data traffic and usually not impacted by automatic updates. Microsoft leveraged its decades-long experience building enterprise software and running some of the world's largest online services, and created a robust set of security technologies and practices ("Microsoft Dynamics 365," n.d.). These helped ensure that Azure infrastructure was resilient against attacks, safeguarded user access to the Azure environment, and helped keep customer data secure through encrypted communications as well as threat management and mitigation practices, including regular penetration testing. Azure was continually updated regularly to make it even more secure.

Population Health Management

In 2016, Tribridge announced a strategic collaboration with Microsoft Corp. that would allow healthcare providers to accelerate the implementation of transformational Population Health Management (PHM) delivery models ("Tribridge Health360?" n.d.). PHM was one of the ways of improving population health--the health outcomes of a group of individuals, including the distribution of such outcomes within the group ("Population Health Management," n.d.). PHM aided the aggregation of patients' data across multiple health information technology resources, the analysis of that data into a single, actionable patient record, and the actions through which care providers could improve both clinical and financial outcomes.

As the health system shifted to value-based healthcare that rewarded long-term patient wellness and better outcomes, providers also needed to change to a system where fewer beds were needed, not more ("Transforming to PHM?" 2016).

An example can be taken from the retail industry and the shift they experienced. With the advent of online shopping, consumers visited retail stores less frequently, and this forced retailers and brands to reconsider the entire customer journey, from consideration to purchase, service, and even returns. Healthcare is shifting away from investment in physical infrastructures, in favor of investments in systems that can help keep patients healthier, outside of medical facilities, and in the comfort of their homes.” -- Damon Auer, VP Health and Life Sciences, Tribridge

Tribridge decided to get deliberate about creating solutions that would transform the Health Industry. The healthcare team at Tribridge aligned strategically with this shift and focused on the use of innovative technology to improve healthcare quality, safety, and access. This led to the development of Tribridge Health360, a consumer-centered PHM solution. Tribridge had no prior experience or clinicians and had only served about 4-5 healthcare providers over the years. They bought a couple of companies that knew about the IT landscape in the Health Industry and had also worked with Microsoft Health Solutions group to develop the Health360 solution. With this solution, providers could personalize Care Plans to individuals and enable Care Team members to operate at the top of their licenses--impacting more patients with the same human and physical resources. This represented the fabled “win, win, win” for patient, provider, and payer (“What is Azure?” n.d.).

CRM: A Transformational Next Step

According to a survey conducted by AmericanEHR Partners and the American Medical Association, 43% of physicians were yet to overcome productivity issues associated with Electronic Health Records system (EHRs) (“Physicians Use of EHR,” n.d.). Most physicians agreed that using an EHRs meant hours of data entry that resulted in diminished patient relationships and huge productivity losses--some estimated up to 30%.

Though EHRs were a great documentation tool, documentation didn't drive change. Health360 built on the challenges of EHRs and reduced their negative side effects. Progressive healthcare organizations have now seen that leveraging CRM software alongside their EHRs was transformational to the care they provided. Implementing CRM-based solutions like Health360 alongside EHRs had resulted in increased patient satisfaction by 19%, increased care team productivity by 28%, and was projected to generate an average five-year ROI of 391% (see Exhibit 6) (“Leveraging CRM Technology,” 2016). Health360 was not setup to replace Electronic Medical Records (EMRs), but to complement them.

One of the things that differentiated Health360 from other PHM systems was that depending on the entry point, there was a module for every organization. The Health360 modules included Care Coordination, Consumer Experience, Consumer Engagement, and Care Network Management. This made Health360 more impactful and engaging. The Tribridge team was also dedicated to ensuring seamless integrations of Health360 with systems and other applications used daily, and seeing every project through to successful completion.

Scaling Health360 and its Challenges

Microsoft had shown serious interest in establishing Health360 in the vertical software market. Microsoft had never sold any other solution except theirs and for the first time in the history of Microsoft Health, they created five industry sales teams which included Healthcare in 10 regions. It was noteworthy that Health360 was the only product available to the Healthcare sales team. Eight sales pods were created to sell the Health360 solution abroad. Each sales pod consisted of four people which included Tech Specialists in cloud management and data. There were three sales pods in US with others in UK, Denmark, Australia, Finland, and the Middle East (United Arab Emirates).

Health360 had average sales of \$500,000 while 22 clients used some portion or all of the Health360 modules. There was also a projection to add 5 new clients per Microsoft region. One of the challenges was how to localize the functionality of Health360 in different countries. These countries had different official languages and localization requirements. The official language in Denmark was Danish, Australia was Australian English, Finland was Finnish and Swedish, and UAE was Arabic. Different versions of the CRM solution might have to be developed in different languages. For example, to make the software relevant in Denmark, all of its components needed to be localized. This included the user interface, online help, databases, graphics, and documentation. It was important that all components were correctly localized and rigorously tested to ensure the resulting Danish software was linguistically, culturally, cosmetically, and functionally correct.

Also, the dynamics of the local market itself had to be considered. Was there a list of approved providers in these countries or a state system in place? If yes, should Tribridge sell the solution to an organization already on the approved list or partner with them? Tribridge was a partner that remained committed far beyond the initial go-live; they provided training, support plans, and a full schedule of customer events to ensure long-term success and satisfaction with the implemented CRM solution. This was also one of the reasons why the decision to expand to international markets was a challenging one. For this unique standard to be upheld, it would require the presence of support staffs in these countries. Tribridge couldn't create direct capability fast enough and this led to the consideration of having a service partner, implementation partner, or both in these countries.

Could Tribridge survive without doing anything or acting on the decision? Yes! But they would lose out on the opportunity to become the market leader in PHM. It would also result in lost revenue and reputational damage with their gold partner Microsoft. No doubt, there was a lot of missing data and a lot of market research still needed to be done. With limited human resources and time constraints, Damon pondered on the best way to approach the imminent expansion decision.

Summary

Microsoft got more involved with their partners which included Tribridge because of their decision to change from being a tactical partner to a strategic solutions partner. They wanted to be seen as a strategic solutions partner that was committed to the success of their different partner companies.

Tribridge not only wanted to influence the transformation in the healthcare industry; they also wanted to influence the industry to change the business model from charging fees for services to offering value-based solutions. By enabling technology solutions such as Health360, healthcare providers were challenged to reduce costs and also deliver better personalized care. But, how could Tribridge contribute to this transformation around the globe? Would healthcare providers foresee the change and understand how Health360 could help the industry become more efficient nationally and globally?

Damon believed hospitals and care providers should engage in personalized care though long-term engagement. But was the healthcare industry ready for this change? What strategy should Tribridge develop to make Health360 available internationally? Should Tribridge invest in international markets and to what extent? Would countries with strong healthcare systems such as those in Europe, where the government spent a lot of money with health providers, be the best ones to begin with? Should Tribridge have a lobbying strategy or become partners with other companies? Damon had many questions, but one thing was certain: Health360 was a fantastic innovative tool that had strong market potential.

The Decision

With all these factors in mind, Damon and his team faced an interesting set of choices. They understood the available options were the following:

1. **Sell Health360 through Microsoft AppSource marketplace but find local and/or global partners for Health360 implementation in different countries.** One capability of Microsoft Appsource marketplace was that Tribridge could choose which country to sell to. After finding the appropriate partner, Tribridge could enable the sales of Health360 in certain countries. Local partners had a deeper knowledge of their markets and probably a good local reputation. In Australia, for example, Tribridge was in negotiation with Simient, a small Australian company that offered high quality information management solutions to government clients. Companies such as Simient had a strong knowledge of their territory, a local approach, and could foresee opportunities. But on the other hand, they were a small organization and represented clients of a certain size.

Tribridge also had the option of looking for a global partner. Working with a global partner such as KPMG would bring a different aspect to the strategy, and probably bigger and more complex clients. KPMG in the UK for example had deep relationships with the National Health Organization. They were already helping to modernize and improve the healthcare process. The question here was: What criteria would Tribridge use to select these partners? Tribridge would also need a team not only to find those partners, but also to evaluate if they had the adequate knowledge, similar values, and commitment. Identifying and managing many partners could be overwhelming. To reach all the potential Health360 had, Tribridge could also consider pursuing both ways (local and global partners) through non-exclusive partnerships, even though that would demand a lot of effort from them.

2. **Sell Health360 through Microsoft AppSource marketplace, but invest in implementation on their own as well.** A company with such a history of overcoming challenges, could probably give it a try by itself, and invest in understanding international markets and developing new versions of the technology independently. They wouldn't have to invest extra effort in finding partners, but they would have to start from scratch to find their way, and build trust and reputation. Microsoft had never sold another company's product before, and they were taking a huge risk by hiring people to sell the products. They would want a return commensurate with the risk being taken. The main drawback of this choice was the question of Tribridge being able to fulfill Microsoft's expectations. Self-implementation might take a while considering Tribridge's current resource constraint.
3. **Become more successful and stronger in the US before expanding to other countries.** They could continue with what they were doing currently--selling Health360 by themselves one-on-one to businesses in the US. Selling on Microsoft Appsource marketplace would require a big change for Tribridge regarding their licensing model. With this option of first becoming more successful in the US, they wouldn't have to change their model. Although, they could lose the early bird advantage and get overtaken by their competitors--thereby losing out on the opportunity to gain market share abroad. In the long run, Tribridge would survive, but this could result in, or even lead to postponed or missed growth opportunities. Would it eventually become too late for them to catch up with their competitors?

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Biographies



Titilope Ogunbiyi graduated from Obafemi Awolowo University in Nigeria with a Bachelor's degree in Microbiology. She is currently pursuing her Master's degree in Business Administration at the University of South Florida and works as a Market Research & Data Collection Student Assistant at USF Connect. She has over five years of professional work experience in banking and financial services.



Paula Moreno graduated from Catholic University in Brazil with a Bachelor's degree in Social Communications and Marketing. Paula is currently pursuing her Master's degree in Business Administration at the University of South Florida and works as a Teacher Assistant for the Principles of Management class. She has over ten years of professional work experience in corporate communications, public relations, and marketing.



Larysa Shlyapina graduated from Odessa State Academy of Food Technology with a degree in Food Engineering. Larysa is currently pursuing her Master's degree in Business Administration at the University of South Florida. She has over 10 years of experience in Hospitality Management and Cruise Ships Industry.



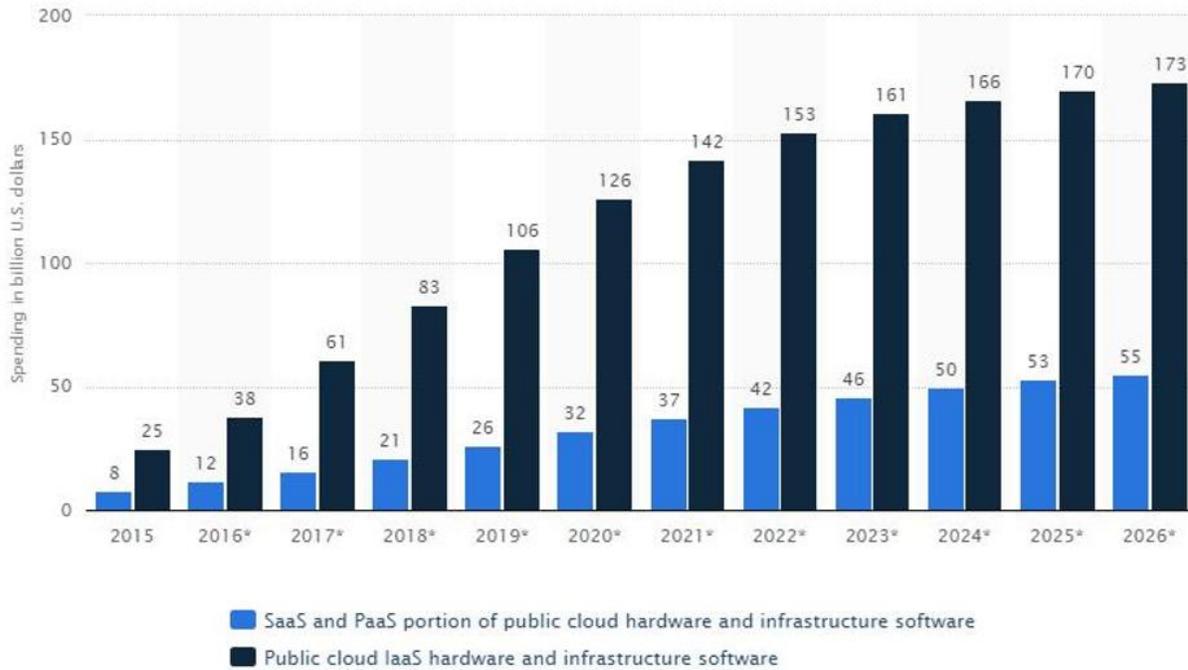
Deverell Hughes graduated from the University of South Florida with a Bachelor's degree in Interdisciplinary Social Science choosing to focus on Political Science and International Relations. He currently works for Tampa-based Bloomin's Brands Inc. and has almost ten years' experience in the customer service and hospitality industries.



Jerome Hubbard graduated from Troy University with a Bachelor's degree in Criminal Justice and a minor in Information Systems. He is currently pursuing a Master's degree in Information Technology from the University of South Florida. He currently works for Busch Gardens as an Entertainer and has over five years' experience in customer service and in the entertainment industry.

Exhibit 1: Public Cloud Infrastructure as a Service (IaaS) Spending

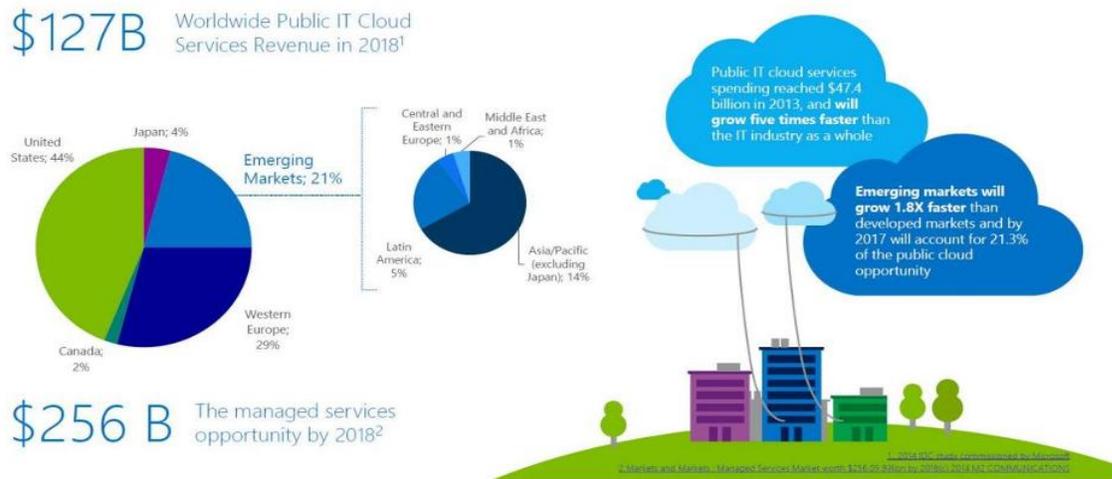
Public cloud Infrastructure as a Service (IaaS) hardware and software spending from 2015 to 2026, by segment (in billion U.S. dollars)



© Statista 2016

Source: Statista: Public cloud Infrastructure as a Service (IaaS) hardware and software spending from 2015 to 2026, by segment (in billion U.S. dollars).

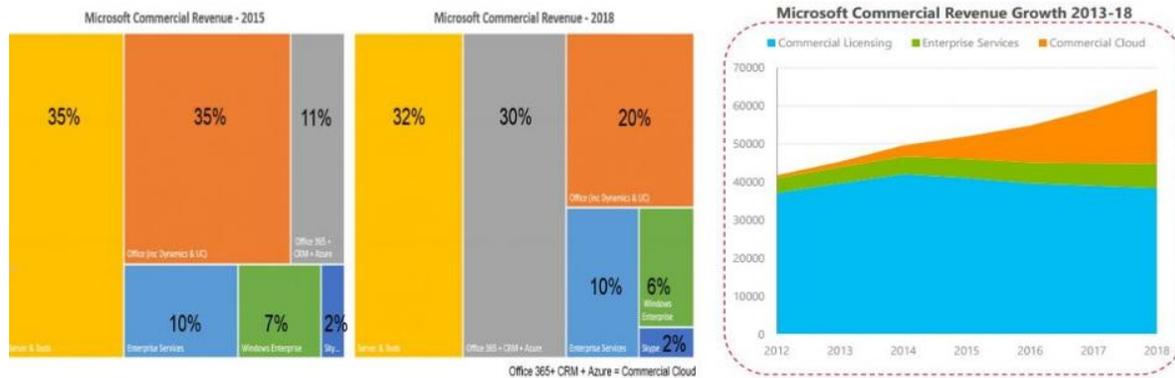
Exhibit 2: Microsoft Cloud Landscape Update, 2015 (RHP)



Source: Microsoft Cloud Landscape Update, 2015 (RHP)

Exhibit 3: RHP Investor Briefing, 1H, 2016

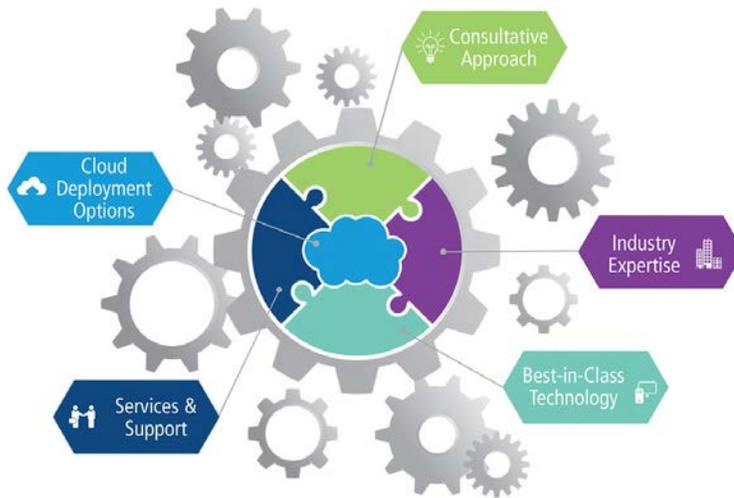
- Morgan Stanley forecast Microsoft Cloud products (Office365+CRM+Azure) to represent 30% of revenue by 2018;
- Microsoft believe new Cloud licensing will be 1.2x to 1.8x the equivalent traditional non-Cloud licensing revenue



1. Morgan Stanley, Microsoft Maintaining Cloud Momentum, July 2015

Source: RHP Investor Briefing, 1H, 2016. Half-year Results Presentation, 18th February 2016.

Exhibit 4: Tribridge Solutions & Services



How We Develop the Solutions for Where your Business is Headed

Source: Solutions & Services. Retrieved April 26, 2017, from <http://www.tribridge.com/solutions-services>

Exhibit 5: Tribridge Solutions & Services

Tribridge Solutions

TRIBRIDGE
AMPLIFYHR™

TRIBRIDGE
CONTENTSPHERE

TRIBRIDGE
HEALTH360™

TRIBRIDGE
OFFENDER360

TRIBRIDGE
PRETRIAL360

TRIBRIDGE
ERM
FOR STATE & LOCAL
GOVERNMENT

TRIBRIDGE
**ADVANCED CONTRACT
MANAGEMENT**

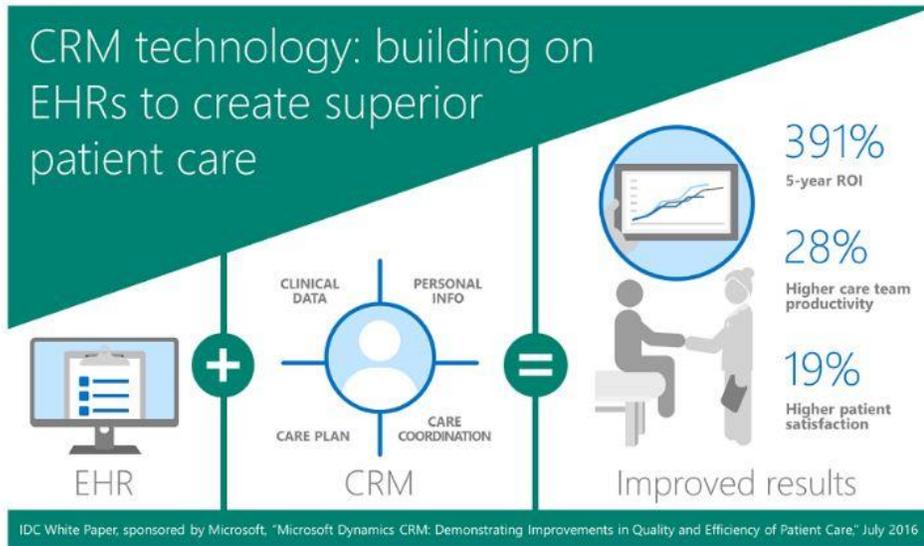
TRIBRIDGE
PSA

TRIBRIDGE
**ADVANCED
DISTRIBUTION**

TRIBRIDGE
**ADOPTION
ESSENTIALS**

Source: Solutions & Services. Retrieved April 26, 2017, from <http://www.tribridge.com/solutions-services>

Exhibit 6: CRM Technology: Building on EHRs to Improve Healthcare



Source: Leveraging CRM Technology alongside an EHR to Transform Healthcare (December 08, 2016)