



# DoctoLib



## **Problem to solve:**

**“Healthcare is under pressure. People struggle to access care. Health professionals are overwhelmed.**

**Technology and AI can help solve this impossible equation by empowering those who care and supporting everyone’s health.”**

# What is DoctoLib?

Europe's leading digital health platform!



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Founded: 2013, France

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Operates in: France, Germany, Italy

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90 million users

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500 000 healthcare professionals

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Valuation: 5.8 billion eur (2022)

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Revenue: 500M+ eur annually

# The Two-Sided Marketplace

## → Who pays vs. Who uses?



### Free Side (Users/Patients):

- Book appointments online
- Manage health calendar
- Access teleconsultation
- Store medical documents
- Receive reminders

### Paid Side (Healthcare Professionals):

- €129-300+ monthly subscription
- Appointment management software
- Patient database
- Administrative tools
- Teleconsultation platform

# What do they offer?

## → Value proposition



### For Patients:

- Making care easy to find and access
- Preventative and self care
- Appointment and intake management
- Free service
- Reduced waiting times

### For Practitioners:

- Benefit from more qualitative clinical time, focus on patient care
- Get access to more+better patient data = more accurate decisions
- Reduced workload; Automated reminders, more flexibility
- Grow revenues: more patients, more qualified patients

# The user's triple role

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Beyond the traditional categories

- 1. Operational co-workers** Self-service appointment booking, Update their own information, Manage cancellations/rescheduling, Fill pre-consultation forms
- 2. Network builders** Create mass for practitioners, generate reviews/ratings
- 3. Data contributors** Appointment patterns for optimisation, healthcare demand insights, GDPR-compliant data usage

## How users build the platform:

Step 1: User searches for a doctor → *Creates demand signal*

Step 2: User books appointment → *Reduces admin work*

Step 3: User receives reminder → *Prevents no-shows*

Step 4: User attends appointment → *Validates system*

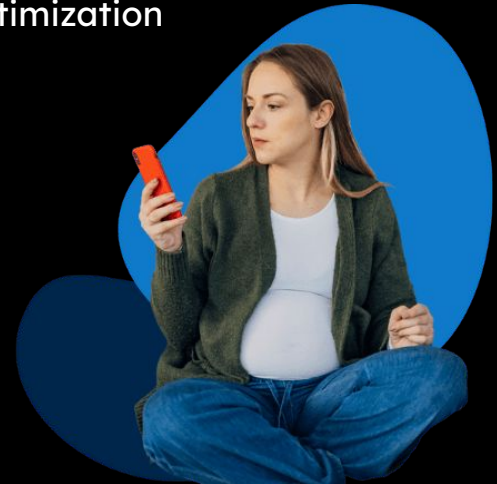
Step 5: User leaves review → *Builds trust*

Step 6: User recommends to friends → *Organic growth*

# Value Creation

## Network Effects in Action

- More patients join → More valuable for doctors
- More doctors join → More choice for patients
- Better geographic coverage → Higher user retention
- More data → Better service optimization





Acceleration event

# Covid-19!!!

Before COVID (2019):

- Focus on appointment booking
- Limited teleconsultation

During COVID (2020-2021):

- Growth in video consultations
- Demand for remote care
- Became critical infrastructure
- Government partnerships for vaccination

Impact: Users (and covid) transformed DoctoLib from convenience to necessity



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# What does DoctoLib teach us?

- Users can be valuable without being monetized directly
- Trust is needed in sensitive sectors
- Network effects can work in traditional industries
- Free users can create paying customers
- Geographic density matters in some digital models
- Regulation can be a barrier AND an opportunity



## The DoctoLib Paradox

- Users generate €0 in direct revenue
- Yet create €5.8 billion in company value
- They're not the product, investor, or employee
- They're the infrastructure that makes the business model work

Key Takeaway: In platform businesses, sometimes the most valuable users are the ones who never pay

# THANK YOU!

## Now; Discussion

1. Is DoctoLib's model replicable in other essential services (education, government, banking), ENERGY?
2. What happens when a "free" platform becomes critical infrastructure?
3. Should there be special regulations for platforms that handle essential services?
4. How does DoctoLib's user relationship differ from the ones in the readings?
5. What are the risks of depending on users for "operational" tasks?