

## SESSION SPOTLIGHT:

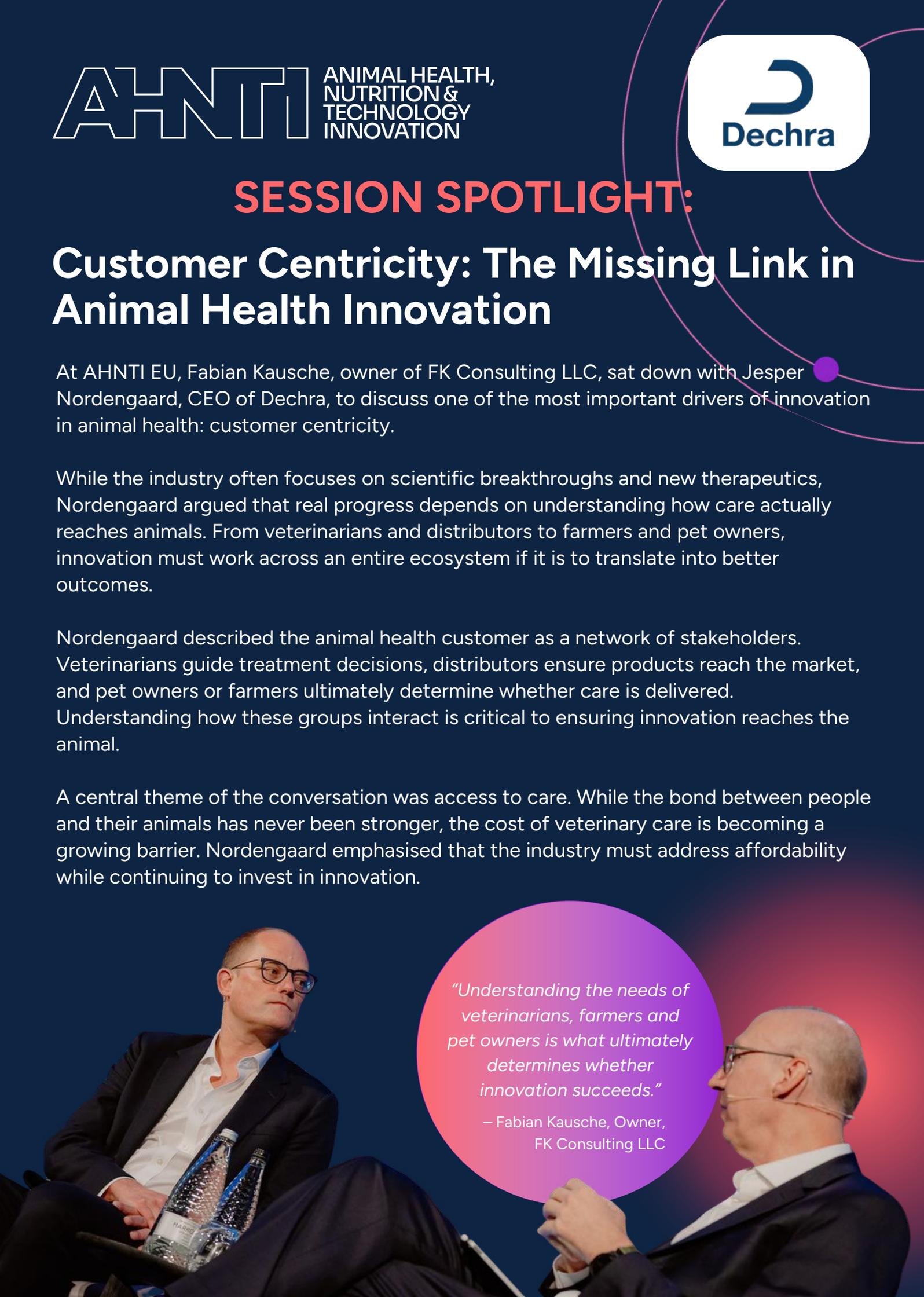
# Customer Centricity: The Missing Link in Animal Health Innovation

At AHNTI EU, Fabian Kausche, owner of FK Consulting LLC, sat down with Jesper Nordengaard, CEO of Dechra, to discuss one of the most important drivers of innovation in animal health: customer centricity.

While the industry often focuses on scientific breakthroughs and new therapeutics, Nordengaard argued that real progress depends on understanding how care actually reaches animals. From veterinarians and distributors to farmers and pet owners, innovation must work across an entire ecosystem if it is to translate into better outcomes.

Nordengaard described the animal health customer as a network of stakeholders. Veterinarians guide treatment decisions, distributors ensure products reach the market, and pet owners or farmers ultimately determine whether care is delivered. Understanding how these groups interact is critical to ensuring innovation reaches the animal.

A central theme of the conversation was access to care. While the bond between people and their animals has never been stronger, the cost of veterinary care is becoming a growing barrier. Nordengaard emphasised that the industry must address affordability while continuing to invest in innovation.



*"Understanding the needs of veterinarians, farmers and pet owners is what ultimately determines whether innovation succeeds."*

– Fabian Kausche, Owner,  
FK Consulting LLC

Rather than focusing only on individual products, he encouraged companies to think about broader “category visions”. This means understanding what it is like to live with a particular condition and designing solutions that make treatment easier, more accessible, and more practical for both veterinarians and animal owners.

The discussion also touched on the changing role of data and AI. As pet owners increasingly turn to digital tools and generative AI before visiting a veterinarian, companies must ensure accurate information reaches customers and supports veterinary expertise.

For the innovators and startups in the room, the message was clear. Successful innovation begins with understanding real-world needs and designing solutions that fit naturally into how care is delivered.

## Key Takeaways

- Customer centricity begins with the animal but requires understanding the full ecosystem of veterinarians, distributors, and animal owners
- Access to care and affordability are becoming defining challenges for the industry
- Innovation must go beyond products to include service models, delivery pathways, and new approaches to care
- Data and AI are reshaping how customers seek information and make treatment decisions
- Startups should demonstrate not only scientific innovation but also a clear path to real-world adoption



*“It is very easy to forget who we serve. At the end of the day it starts with the animals and the people who care for them.”*

– Jesper Nordengaard, CEO,  
Dechra Pharmaceuticals



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