



ΜΟΝΑΔΑ ΚΑΙΝΟΤΟΜΙΑΣ  
& ΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ  
ΠΑΝΕΠΙΣΤΗΜΙΟΥ  
ΘΕΣΣΑΛΙΑΣ

# Στρατηγική Ανάλυση

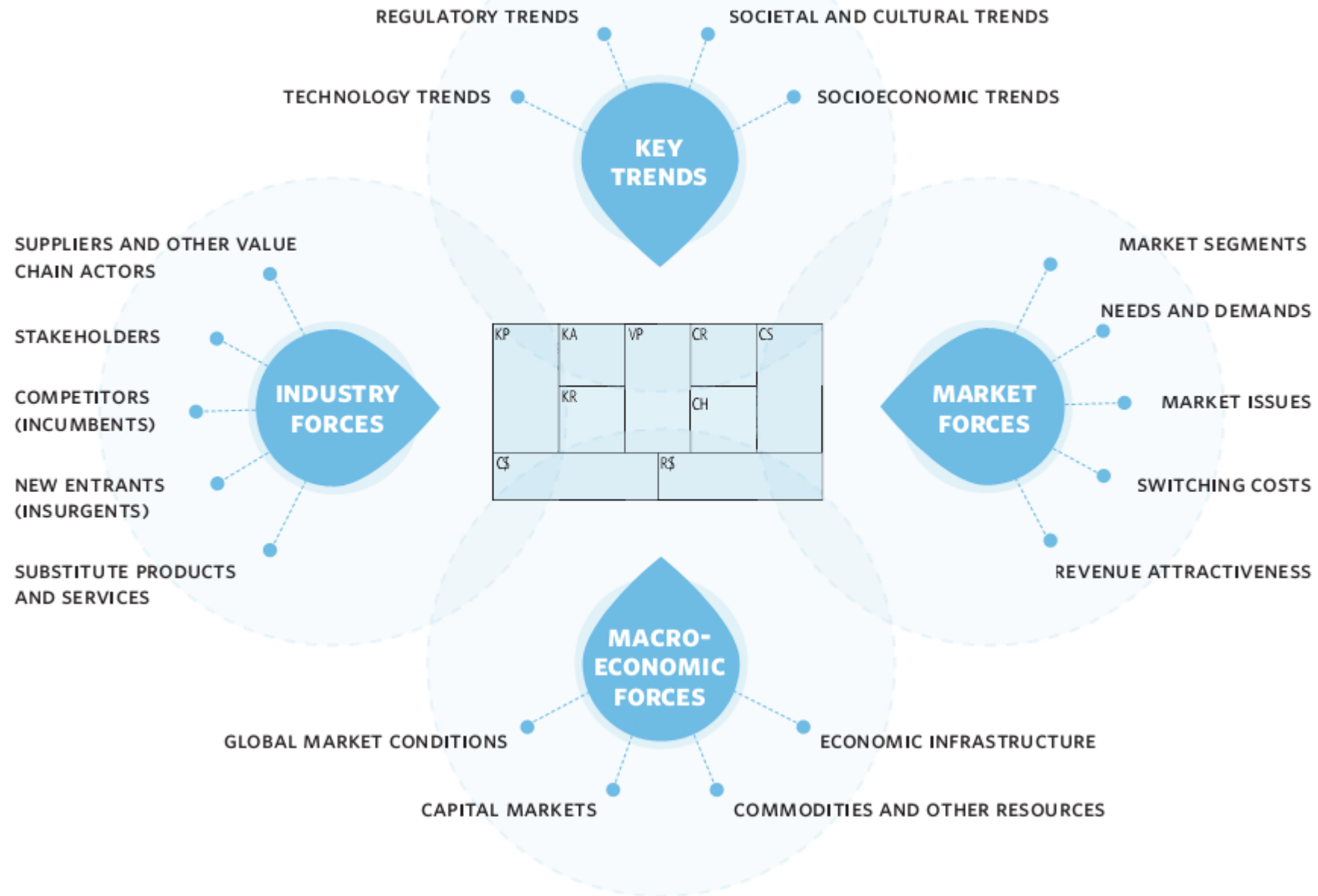


ΔΟΜΗ ΑΠΑΣΧΟΛΗΣΗΣ  
ΚΑΙ ΣΤΑΔΙΟΔΡΟΜΙΑΣ  
ΠΑΝΕΠΙΣΤΗΜΙΟΥ  
ΘΕΣΣΑΛΙΑΣ

Γ. Σταμπουλής  
Εισαγωγή στην Επιχειρηματικότητα

# Ο χώρος επιχειρηματικού σχεδιασμού

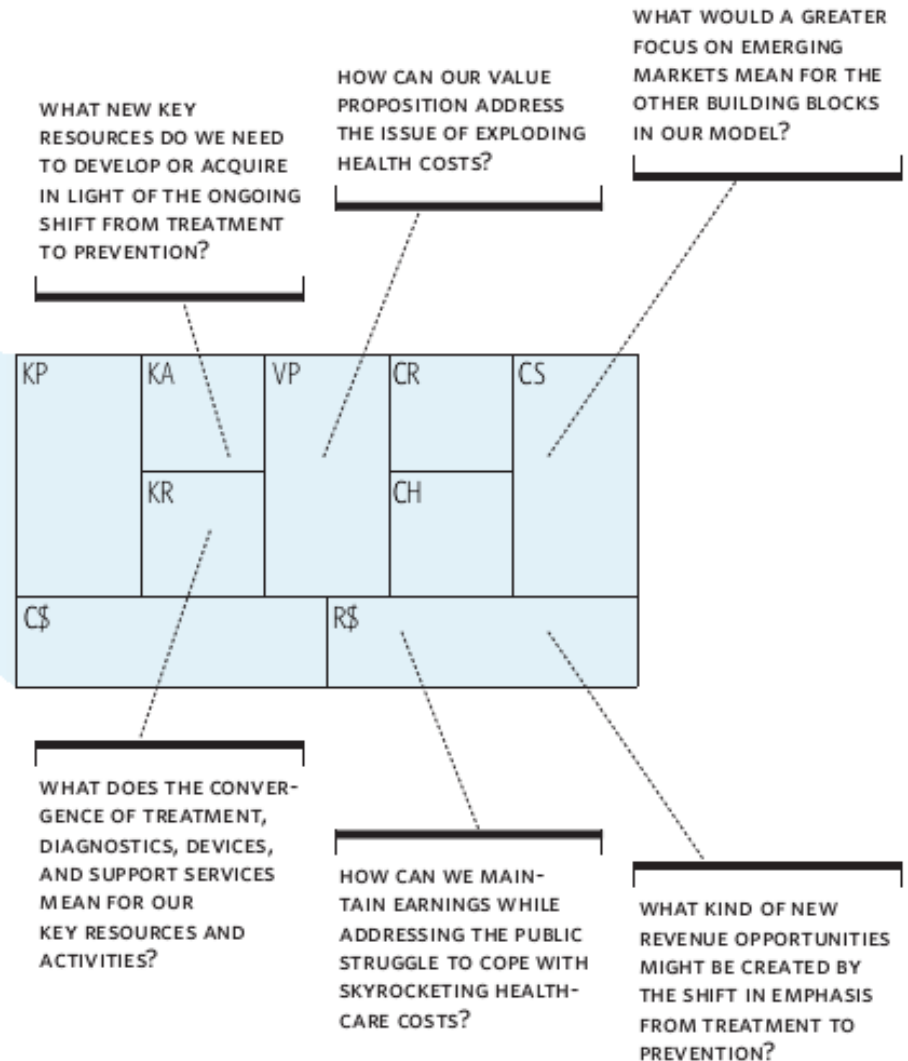
- Δυναμική της αγοράς: ανάλυση αγοράς
- Δυναμική του κλάδου: ανάλυση ανταγωνισμού
- Μακροοικονομική δυναμική
- Κρίσιμες τάσεις: προοπτική διερεύνηση



# Τι επιχειρηματικές ευκαιρίες βλέπετε εδώ;

## Pharmaceutical Industry Landscape

- Skyrocketing healthcare costs
  - Emphasis shifting from treatment to prevention
  - Treatments, diagnostics, devices, and support services are converging
  - Emerging markets becoming more important
- 
- Doctors and healthcare providers
  - Governments/regulators
  - Distributors
  - Patients
  - Strong potential in emerging markets
  - U.S. remains the predominant global market
- 
- Strong, with dispersed need for niche treatments
  - Need to manage exploding cost of health care
  - Large, unsatisfied health care needs in emerging markets and developing countries
  - Consumers are better informed
- 
- Monopoly on patent-protected drugs
  - Low switching costs for patent-expired drugs replaceable by generic versions
  - Growing amount of quality information available online
  - Deals with governments, large-scale healthcare providers increase switching costs
- 
- High margins on patent-protected drugs
  - Low margins on generic drugs
  - Healthcare providers, governments enjoy growing influence over prices
  - Patients continue to have little influence over prices



## Pharmaceutical Industry Landscape

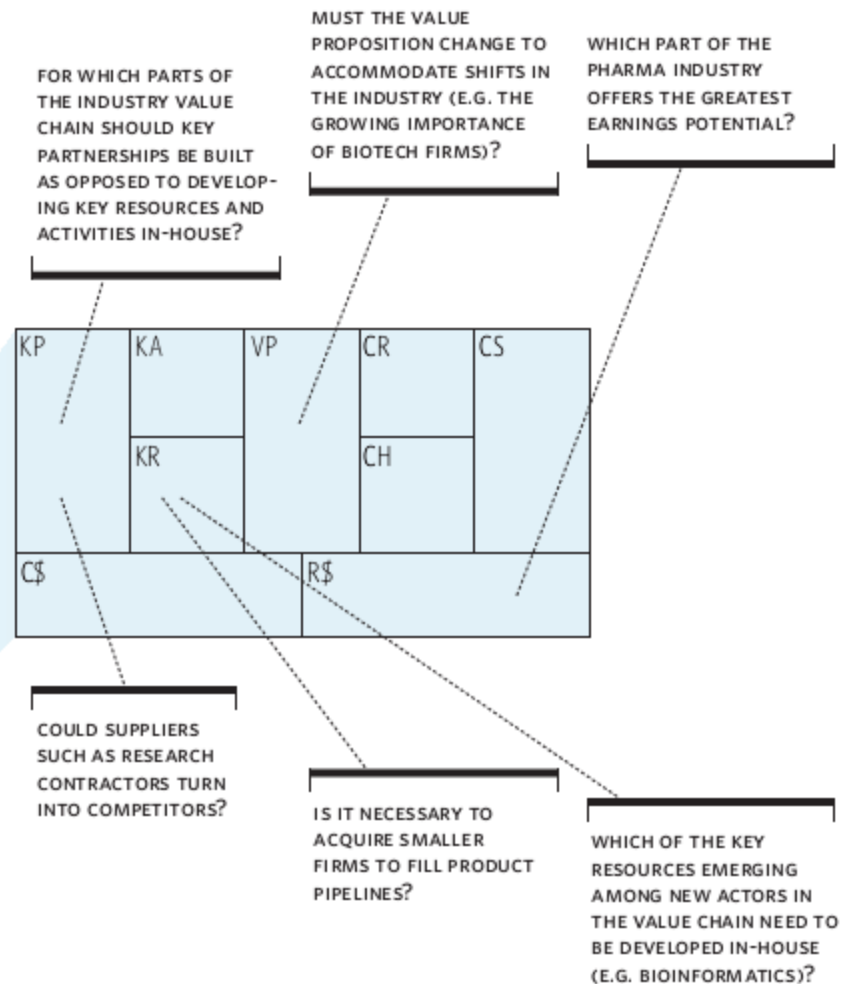
- Several large and medium size players compete in pharma
- Most players are struggling with empty product pipelines and low R&D productivity
- Growing trend toward consolidation through mergers and acquisitions
- Major players acquire biotech, specialty drug developers to fill product pipeline
- Several players starting to build on open innovation processes

- Little disruption of the pharmaceutical industry over the last decade
- Main new entrants are generic drug companies, particularly from India

- To a certain extent, prevention represents a substitution for treatment
- Patent-expired drugs replaced by low-cost generics

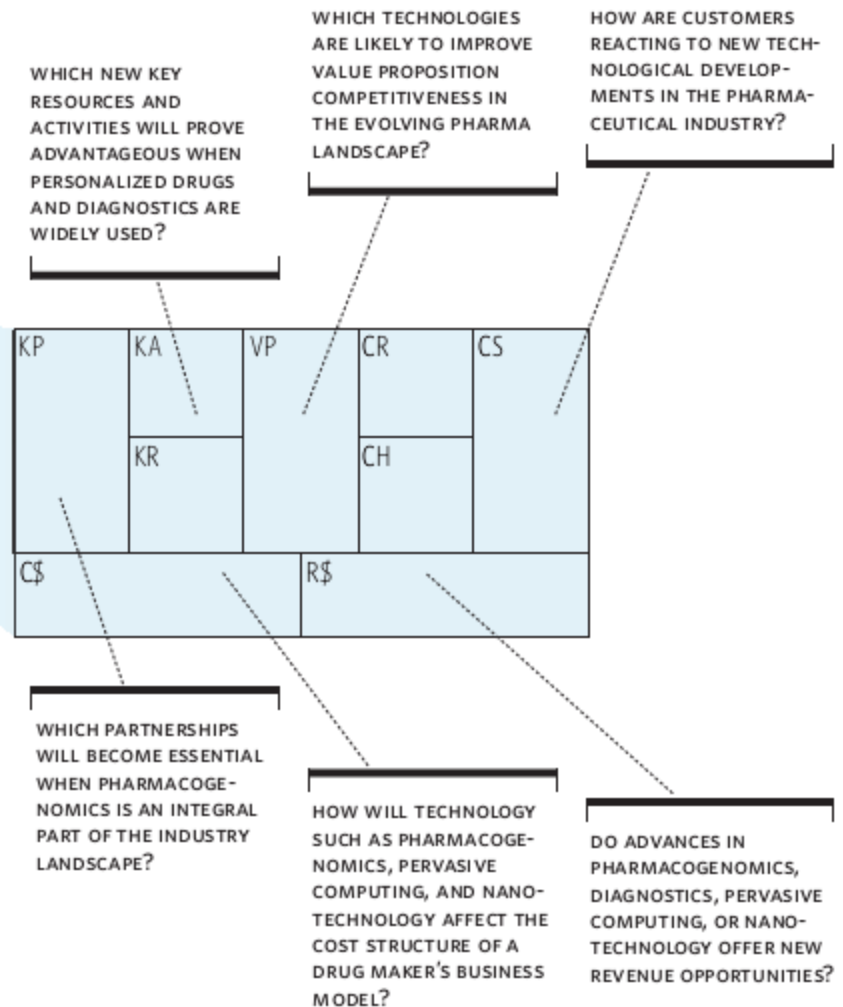
- Increasing use of research contractors
- Biotech firms and specialty drug developers as important new product generators
- Doctors and healthcare providers
- Insurance companies
- Bioinformatics providers growing in importance
- Laboratories

- Shareholder pressure forces drug companies to focus on short term (quarterly) financial results
- Governments/regulators have a strong stake in the actions of pharmaceutical companies because of their pivotal role in healthcare services
- Lobbyists, social enterprise groups and/or foundations, particularly those pursuing agendas such as low-cost treatments for developing countries
- Scientists, who represent the core talent of the drug manufacturing industry



## Pharmaceutical Industry Landscape

- Emergence of pharmacogenomics, declining cost of gene sequencing, and the imminent rise of personalized medicine
  - Major advances in diagnostics
  - Use of pervasive computing and nanotechnology for the injection/delivery of drugs
- 
- Heterogeneous global regulatory landscape in the pharmaceutical industry
  - Many countries prohibit drug companies from marketing directly to consumers
  - Regulatory agency pressure to publish data on unsuccessful clinical trials
- 
- Generally unfavorable image of big drug makers
  - Growing social consciousness among consumers
  - Customers increasingly conscious of global warming, sustainability issues, prefer "green" purchases
  - Customers are better informed about drug maker activity in developing countries (e.g. HIV/AIDS drugs)
- 
- Aging society in many mature markets
  - Good but costly healthcare infrastructure in mature markets
  - Growing middle class in emerging markets
  - Large, unsatisfied healthcare needs in developing countries



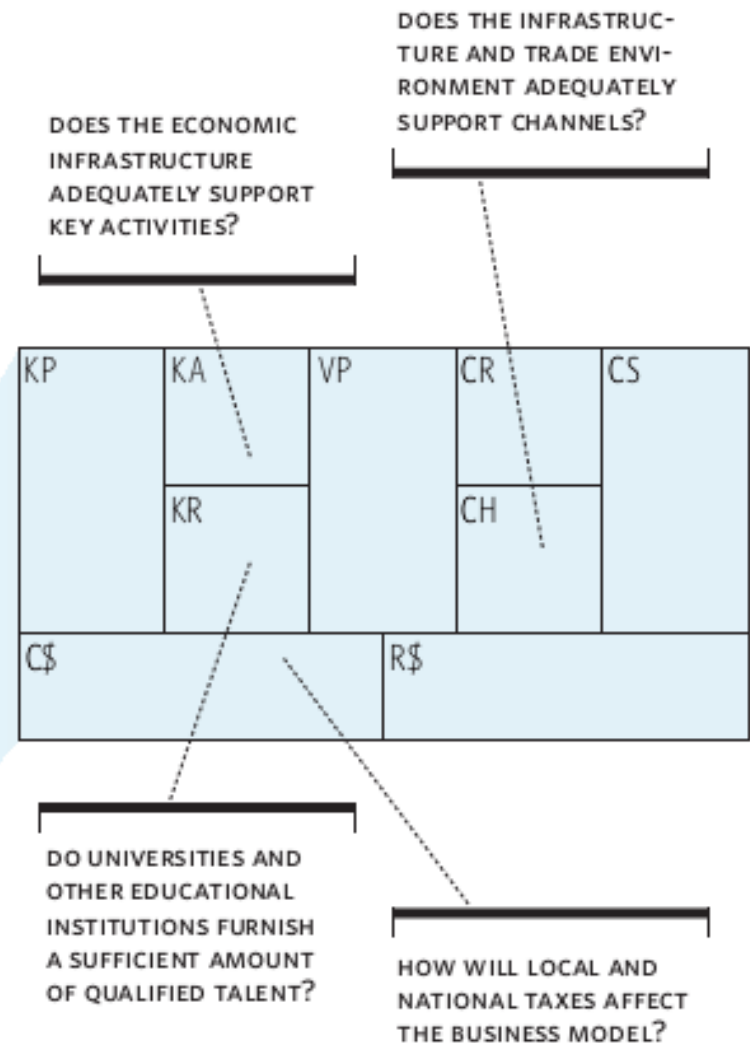
## Pharmaceutical Industry Landscape

- Global recession
- Negative GDP growth in Europe, Japan, and the United States
- Slower growth rates in China and India
- Uncertainty as to when recovery will occur

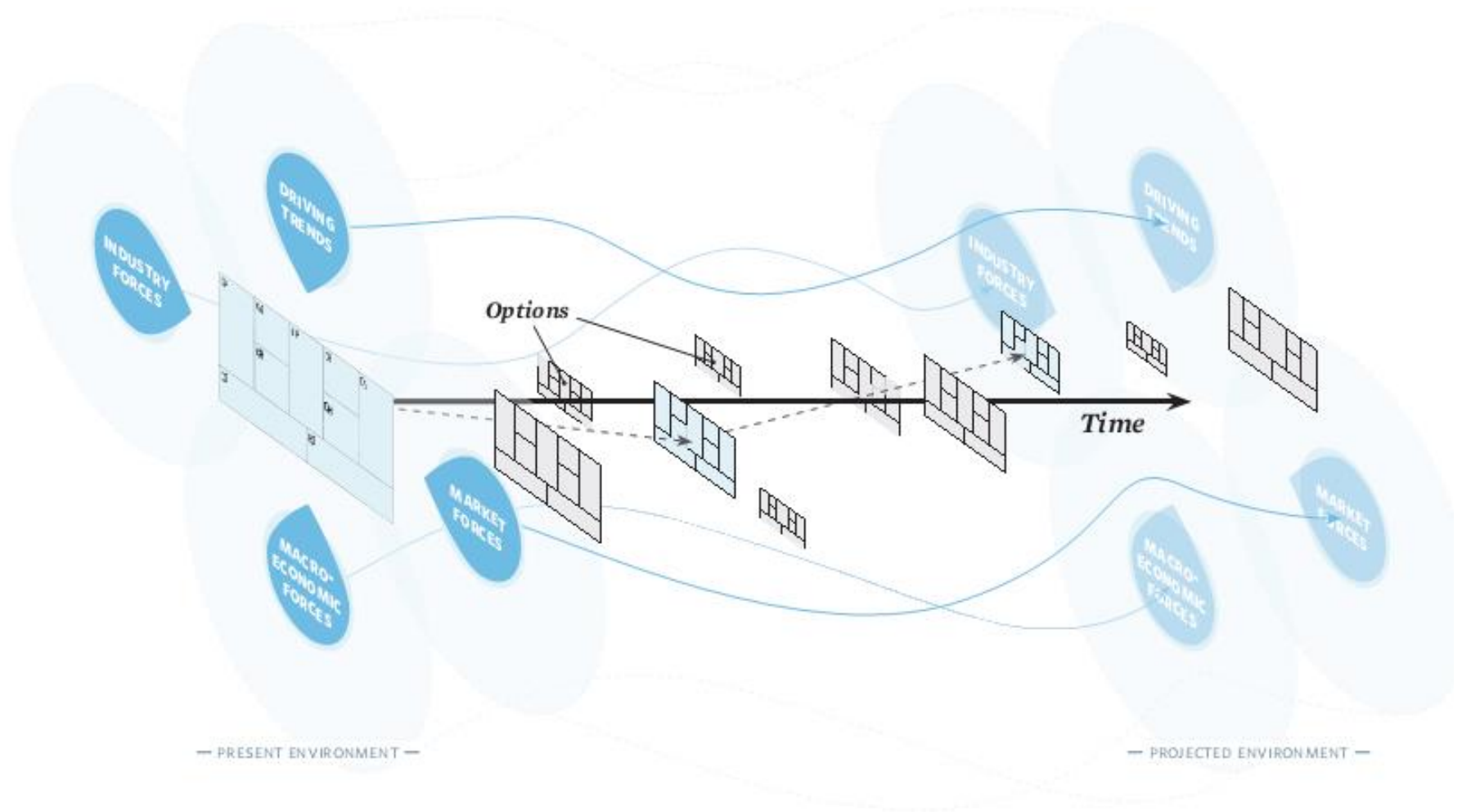
- Tight capital markets
- Credit availability restricted due to banking crisis
- Little venture capital available
- Risk capital availability extremely limited

- Fierce “battles” for prime talent
- Employees seek to join pharmaceutical companies with positive public image
- Commodity prices rising from recent lows
- Demand for natural resources likely to pick up with economic recovery
- Oil prices continue to fluctuate

- Specific to the region in which a company operates



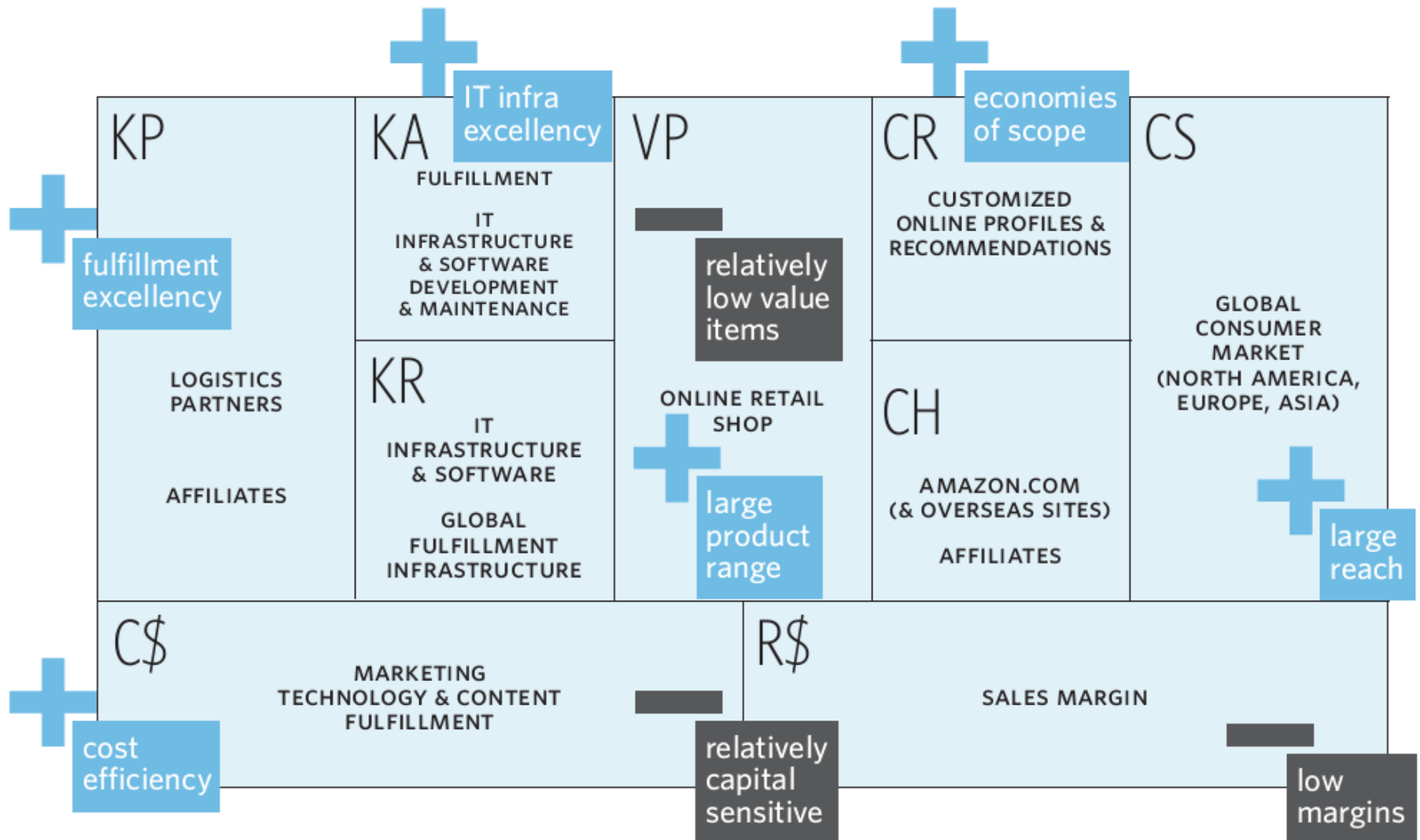
# Προσαρμογή σε μεταβαλλόμενο περιβάλλον





# Αξιολόγηση του EM

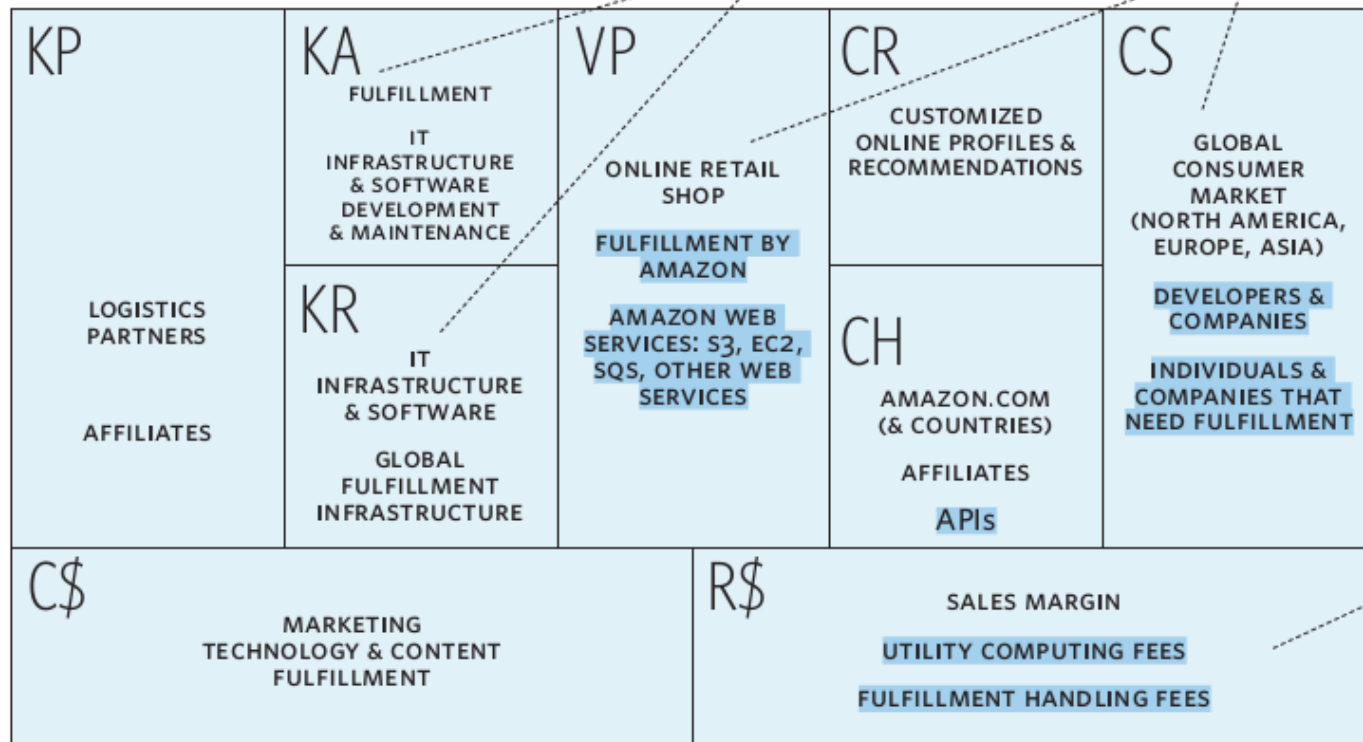
Amazon.com's main strengths and weaknesses in 2005:



Opportunities Amazon.com explored in 2006:

SYNERGIES IN THE USE  
OF ACTIVITIES AND  
RESOURCES  
FOR NEW OFFERS

TWO TOTALLY NEW  
CUSTOMER SEGMENTS WHICH  
ARE UNDERSERVED AS TO THE  
PROPOSED OFFER



NEW REVENUE STREAMS WITH HIGHER MARGINS THAN RETAIL

# SWOT ANALYSIS

## Primary factors

**S**

### Strengths

- Advantages
- Experience, knowledge
- Unique characteristics
- Resources
- Geographical advantage, location
- Competence, capabilities
- Quality, reputation

**W**

### Weaknesses

- Disadvantages
- Gap in experience, knowledge
- Financial aspects
- Reliability and trust
- Loss of key staff
- Geographical factors

**O**

### Opportunities

- Strategic alliances, partnerships
- Product development
- Import, export
- Innovation an technology development

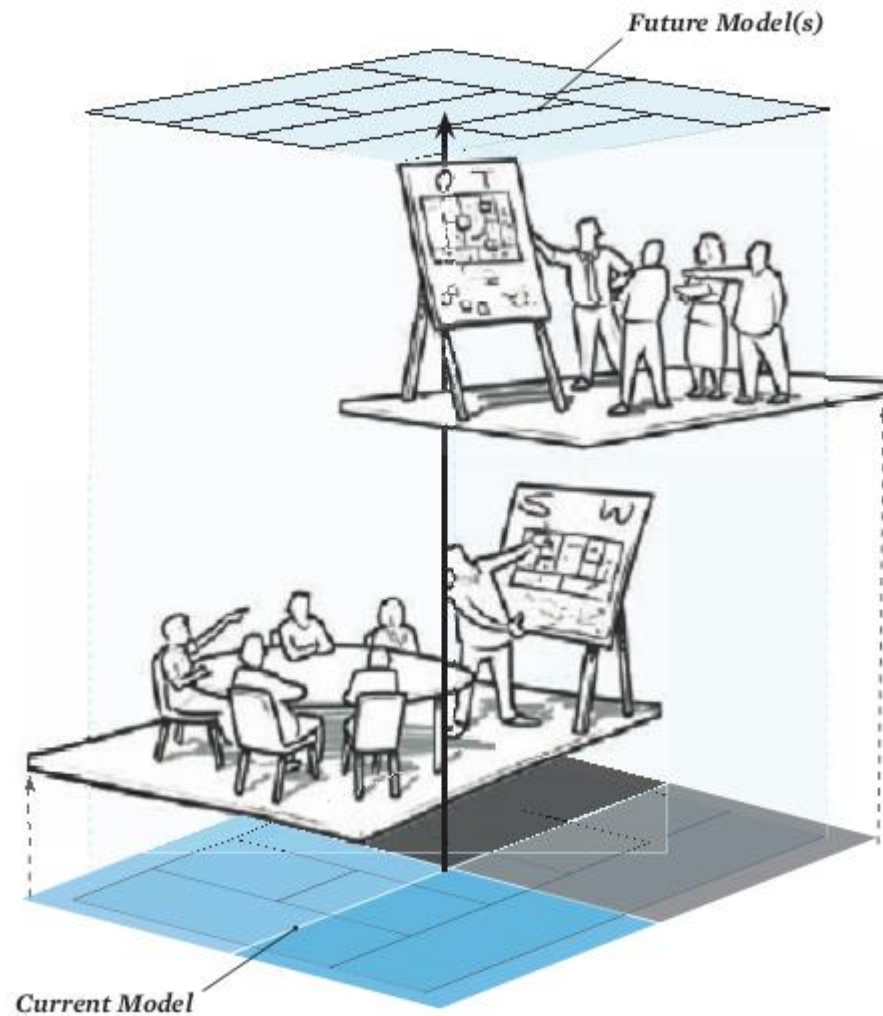
**T**

### Threats

- This is an example text.
- Loss af alliances and partners
- Price infaltion/deflation
- Strong competition
- Competitors new products and innovation

Strengths, Weaknesses, Opportunities, and Threats Analysis				
Strengths	My Company	Competitor 1	Competitor 2	Competitor 3
What are your business advantages?				
What are your core competencies?				
Where are you making the most money?				
What are you doing well?				
<b>Weaknesses</b>				
What areas are you avoiding?				
Where do you lack resources?				
What are you doing poorly?				
Where are you losing money?				
What needs improvement?				
<b>Opportunities</b>				
Any beneficial trends?				
Niches that competitors are missing?				
New technologies?				
New needs of customers?				
<b>Threats</b>				
Obstacles to overcome?				
Aggressive competitors?				
Successful competitors?				
Negative economic conditions?				
Government regulation?				
Changing business climate?				
Vulnerabilities?				

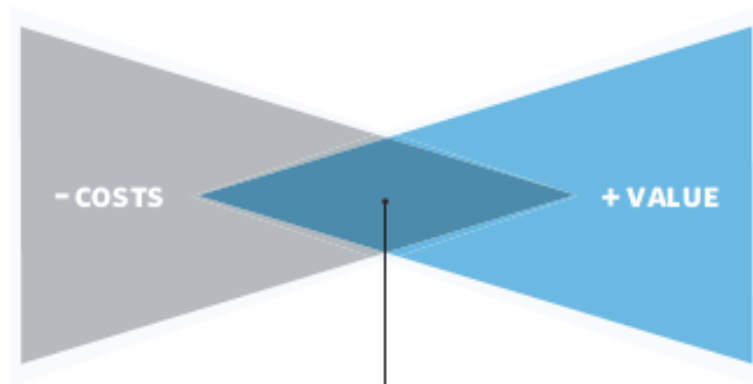
# Διαδικασία SWOT



# Στρατηγική Γαλάζιου Ωκεανού

1. Ποιες παράμετροι που ο κλάδος θεωρεί δεδομένες πρέπει να εξαλειφθούν;
2. Ποιοι παράγοντες πρέπει να μειωθούν κάτω από τα επίπεδα του κλάδου;
3. Ποιοι παράγοντες πρέπει να βελτιωθούν πάνω από τα επίπεδα του κλάδου;
4. Ποιους νέους παράγοντες πρέπει να δημιουργήσουμε, τους οποίους ο κλάδος δεν έχει προσφέρει ή αξιοποιήσει;
5. Ποιους ομάδες πελατών δεν εξυπηρετούνται;
6. Σε ποιες νέες αγορές μπορούμε να επεκταθούμε;

# Καινοτομία στην αξία

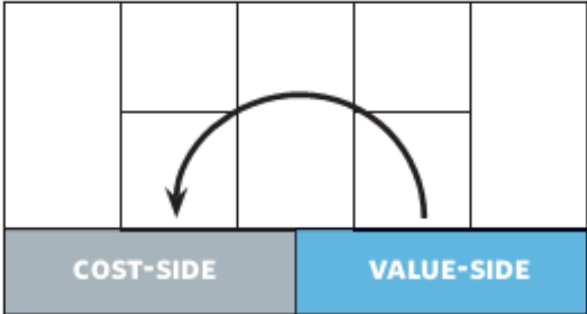


— VALUE INNOVATION —

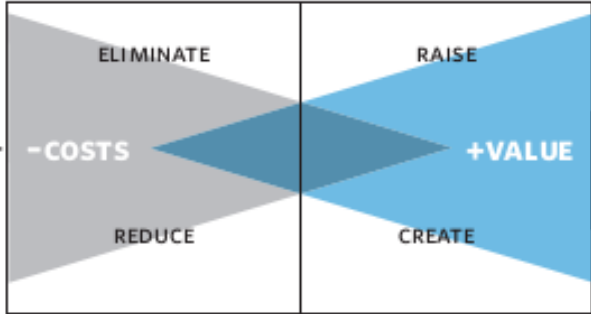
ELIMINATE	RAISE
WHICH FACTORS CAN YOU ELIMINATE THAT YOUR INDUSTRY HAS LONG COMPETED ON?	WHICH FACTORS SHOULD BE RAISED WELL ABOVE THE INDUSTRY'S STANDARD?
REDUCE	CREATE
WHICH FACTORS SHOULD BE REDUCED WELL BELOW THE INDUSTRY'S STANDARD?	WHICH FACTORS SHOULD BE CREATED THAT THE INDUSTRY HAS NEVER OFFERED?

— FOUR ACTIONS FRAMEWORK —

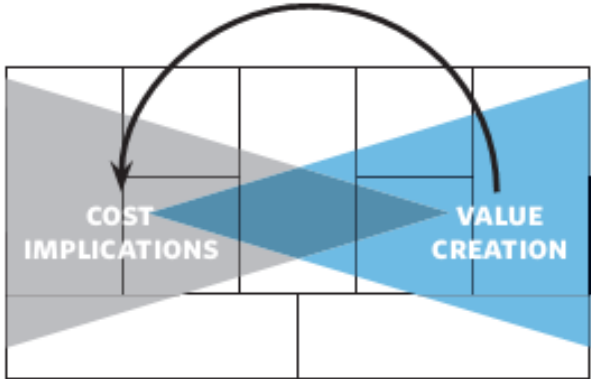
Business Model Canvas



Value innovation



Blending approaches





# NINTENDO'S wii

ELIMINATE
REDUCE
CREATE
UNCHANGED

