Uniqueness and Complementary Assets in e-Health Entrepreneurship

HST.921 Spring 2009
February 19 Tutorial
Agenda

- Uniqueness
- Complementary Assets
- Team Assignment
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• Team Assignment
Uniqueness

• **What is it?**
  – Control over the knowledge generated by an innovation
  – A position as “the only game in town”

• **Why does it matter?**
  – The innovating firm may be able to maintain a dominant position in the industry due to the ability to appropriate (control) its knowledge or innovation
  – This is a tremendous source of bargaining power!
Sources of Uniqueness

• Intellectual Property
  – Patents
    ● The right to prohibit production
  – Copyright
    ● The right to prohibit duplication

• Secrecy
  – Trade secrets and “non-compete” clauses for employees
  – “Tacit” knowledge

• Speed to Market
  – Key in e-Health!!
Uniqueness in e-Health: Examples

- Device for point-of-care data generation or capture
- Proprietary algorithm for screening patients for a condition
- Superior methodology for patient care
- Key team members (e.g. Bill Gates is unique to Microsoft)
- Strong brand
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Complementary Assets

• What are they?
  – The assets or goods necessary to exploit the knowledge generated by innovation
  – Those assets that allow a firm to make money, even if the innovation is not unique

• Why do they matter?
  – Allow a company to embed itself in the value chain of an industry and set up barriers to entry for competitors
Complementary Assets that Provide Advantage

- **Things you can do**
  - Manufacturing capability
  - Sales expertise
  - Sales
  - Other competencies

- **Things you can own**
  - Brand name
  - Distribution channels
  - Customer relationships and networks
Examples of Complementary Assets in e-Health

- Relationships with key distributors (hospital/clinic supply chain, content providers)
- The “eyeballs” of a particular patient population (e.g. WebMD)
- Sales and marketing expertise
- Key Opinion Leader network
- Device manufacturing capabilities
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Team Assignment

What are the unique characteristics and complementary assets of your e-Health platform?

• Prepare a 10-minute presentation (~5 slides) to address the question above
• Have one team member email the slides to TA by 5pm on March 17th
• Teams will present during tutorial on March 19th
Reminder

- Reminder that Team Presentation #1 is due March 3rd!