

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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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**
- Team Assignment

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!**

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