

Term Sheet

For your reference, here is a list of vocabulary terms that are mentioned in this lesson.

Business Development - the activity of identifying and executing on strategic opportunities for a particular business or organization that drives growth or expansion for that organization or brand. For example, by cultivating partnerships or other commercial relationships, or identifying new markets for its products or services.

Revenue - Income from sales. The product of price and volume across different goods and services.

Stakeholder - An individual or group that is affected by the actions of an organization or is able to affect the direction of that organization. Internal stakeholders--those with a direct relationship to the organization--include owners, employees, and investors. External stakeholders include customers, suppliers, and regulatory agencies.

Project pipeline - Collection of projects at different stages of development. Not all projects that enter a stage will make it to the next stage.

Gap - A shortfall that can provide an opportunity for business development (e.g., financial, market, stakeholder, technical).

Market share - The fraction of the overall market held by a single company or product. Often reported as fraction of total revenues collected, but other metrics such as fraction of users have their place.

Geographic footprint - The geographic markets, countries, or regions in which a company operates or a product is available.

Product adoption -The fraction of potential customers that have begun using a new product. This can help determine where a product is in its lifecycle.

Revenue gap - When an enterprise fails to earn revenue for a period of time.

Pipeline gap - When a company doesn't have evenly or optimally placed products across their pre-commercial lifecycle (from pre-clinical to clinical trial phase and product launch).

Market penetration gap - Opportunity for growth through the establishment of new customers. Penetration in this context is the fraction of total potential customers using a specific product, as opposed to the competition or none at all.

Gap analysis - How gaps are identified when looking at how you're doing today versus how you'd like to do in the future.

Future growth gap - When an enterprise determines where the product or business will be in the future in relation to the market. Market analysis can be conducted to identify future growth gaps.

Diversification - Inclusion of different classes of assets within a portfolio in order to reduce risk.

Advanced topics:

Market assessment - An evaluation of potential new products, business idea or investments. Can include analysis of competition, risks, opportunities, environment forces, market trends, and the company's resources and constraints.

Stakeholder behavior analysis - Different stakeholder groups need different things; gaps will be unique and an enterprise will need to address them to move a product/lab/organization forward.

Root cause analysis - Helps you understand the reasons you're seeing a gap, not just the symptoms.