BUSINESS CONCEPTS FOR LIFE SCIENTISTS

A FREE ONLINE COURSE IN BUSINESS STRATEGY, FINANCE AND BUSINESS DEVELOPMENT

Business Strategy as a Scientific Skill: Toolkit for Developing Strategy

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Healthcare Consultant
Developing Strategy Toolkit
Learning Objectives

By the end of class you will be able to:

1. Describe the key elements of an enterprise’s strategy
2. Identify common tools used to facilitate strategy development and when to use them
3. Draft SMART objectives
4. Explain the value of monitoring progress towards goals
The Structure of Strategy

Strategy is how a scientific enterprise **plans** to conduct activities in order to **achieve** a set of overarching goals.

**Strategy**
- Objectives
- Priorities
- Get SMART

**Current State**
- Mission, values
- Internal assessment
- Environmental assessment

**Desired State**
- Vision
- Long-term objectives
The Structure of Strategy

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The Process of Developing a Strategy

- Generate ideas
- Prioritize
- Get specific
Ways to generate ideas

- Facilitated brainstorm
- War Games (Thought Experiment)
- Checklists (4 P's)
  
  - PRODUCT
  - PRICE
  - PLACE
  - PROMOTION
Ways to
Ways to prioritize

Vote / Forced Ranking

Two-Factor Matrices (Data visualization tool)
Two-Factor Matrices

• Simple visualization tool to compare programs
  - **Axes**: program strength and desirability
  - **Size of bubble**: program cost, revenues, growth trajectory, etc

• Compare cost-benefit of each program and determine high-level strategy
Growth-Share Matrix

Market Growth

Market Share

(BCG Matrix)
Growth-Share Matrix

(BCG Matrix)
Growth-Share Matrix

Stars: Collect revenue, invest if needed

Cash Cows: Collect revenue, not heavy investment

Dogs: Divest

Question Marks: Uncertain, invest if can gain market share

(BCG Matrix)
Attractiveness-Strength Matrix

Market Attractiveness

Program

Strength

(GE-McKinsey Matrix)
Attractiveness-Strength Matrix

(GE-McKinsey Matrix)
Attractiveness-Strength Matrix

(GE-McKinsey Matrix)
Impact:
• Alignment with mission
• Scale and depth of engagement
• Availability of alternatives
Get SMART!

A completed strategy includes SMART goals

• Specific
• Measurable
• Actionable or Attainable
• Relevant or Realistic
• Time-based
# SMART vs. not-so-SMART goals

<table>
<thead>
<tr>
<th>Not SMART</th>
<th>SMART</th>
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<tbody>
<tr>
<td>Grow market share</td>
<td>Grow from 5% to 15% market share by the end of the year.</td>
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<tr>
<td>Publish</td>
<td>Publish 3 first-author manuscripts in Tier 1 or 2 journals in 2018.</td>
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<td>Partner</td>
<td>Develop “roadshow” presentation for potential partners by end of Q1.</td>
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<td>Meet with at least 3 potential partners during Q2.</td>
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### Tracking SMART goals: Balanced scorecard

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<tr>
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<th>Q3</th>
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- Maintains focus on the strategy
- Tracks progress
- Early warning allows for changes to address problem spots
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Profitability vs. Impact

- Individual Counseling
- Career Workshops
- Online Resources
- Fund Raising
- Career Fair
Profitability-Impact Matrix

Impact:
- Alignment with mission
- Scale and depth of engagement
- Availability of alternatives
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