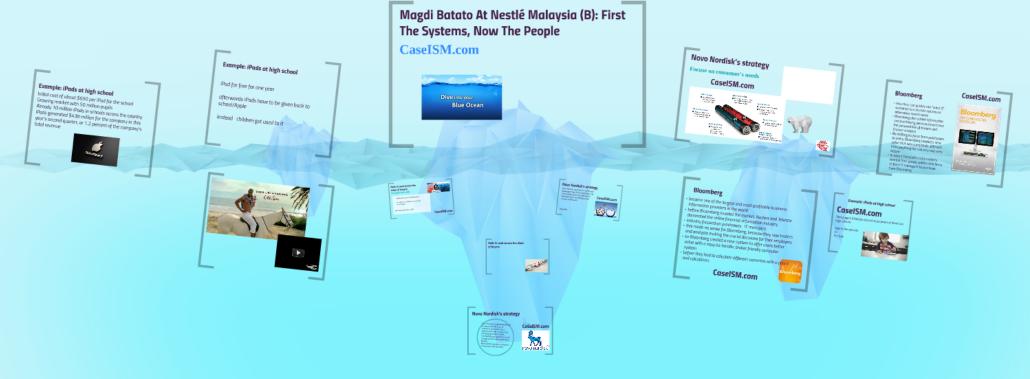
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# Magdi Batato At Nestlé Malaysia (B): First The Systems, Now The People

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# Path 3: Look acroos the chain of buyers

This path deals with:



 Companies usually focus on a single buyer group

Example: Novo Nordisk, SAP



# **Novo Nordisk's strategy**

Novo Nordisk, saw that it could break away apart form the competition and create a blue ocean by shifting the industry's long standing focus on doctors to the users

NovoPen



# **Novo Nordisk's strategy**

Novo Nordisk is a global healthcare company with 90 years of innovation and leadership in diabetes care. The company also has leading positions within haemophilia care, growth hormone therapy and hormone replacement therapy.

Novo Nordisk markets its products in more than 180 countries.





## **Novo Nordisk's strategy**

### Focuse on consumer's needs

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#### Stylish design

 Available in red and blue with a choice of skins

#### Short button travel

 Reduced injection movement makes it easier to self-inject

#### Half-unit dosing

 From 0.5 units to maximum of 30 units for fine-tuned dosing

#### Memory function

 Records dose and time since last injection for extra reassurance

#### Easy-to-use dial

- Up and down function
- Dial will not select more units than left in cartridge

#### End of dose click

 Dosage confirmation for reassurance

#### Easy to change Penfill® cartridge

 Simply push back the piston rod with a finger tip

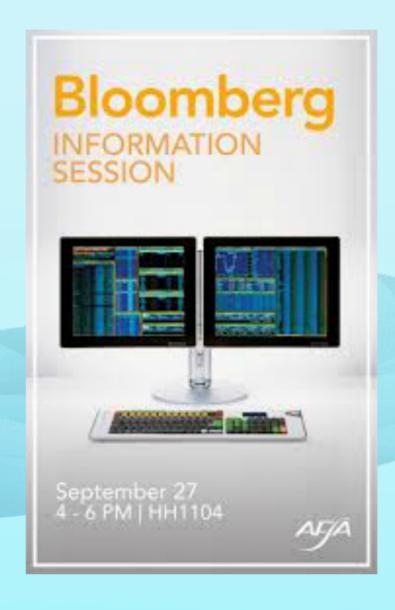


## **Bloomberg**

- became one of the largest and most profitable businessinformation providers in the world
- before Bloomberg invaded the market, Reuters and Telerate dominated the online financial-information industry
- industry focused on purchasers IT managers
- this made no sense for Bloomberg, because they saw traders and analysts making the crucial decisions for their employers
- so Bloomberg created a new system to offer users better value with a easy-to-handle, broker friendly computer system
- before they had to calculate different scenarios with a pencil and calculators

### **Bloomberg**

- now they can quickly run "what if" scenarios to calculate returns on alternative investments
- Bloomberg also added information and purchasing services to enhance the personal live of traders and finance analysts
- By shifting its focus from purchasers to users, Bloomberg created a new value that was completely different from anything the industry had seen before
- In return the traders and analysts exerted their power within their firms to force IT managers to purchase from Bloomberg



## Example: iPads at high school

# CaseISM.com

Pilot project: iPads for education purposes at American high schools

Sold to the schools or For free

