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

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Example: iPads at high school

iPad for free for one year
afterwards iPads have to be given back to school/Apple
instead children got used to it

Example: iPads at high school

Initial cost of about \$650 per iPad for the school
Growing market with 50 million people
Already 10 million iPads in schools across the country
iPads generated \$4.2B million for the company in this year's second quarter, or 1.2 percent of the company's total revenue



Novo Nordisk's strategy Focus on a consumer's needs CaseISM.com



Bloomberg

• How they can quickly react to market changes
• Bloomberg's success in providing information and purchasing services to investors
• The personal life of Michael Bloomberg
• Bloomberg's success in providing information and purchasing services to investors
• Bloomberg's success in providing information and purchasing services to investors



Bloomberg

• became one of the largest and most profitable business information providers in the world
• before Bloomberg founded the market, Reuters and Isoterik dominated the online financial information industry
• this made no sense for Bloomberg, because they saw Reuters and Isoterik making the market because for their employees what was easy-to-handle, better friendly computer systems
• before they had to calculate different scenarios with their own calculators

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Path 3: Look across the chain of buyers

This path deals with:

- Purchasers, users and influencers
- Companies usually focus on a single buyer group

Example: Novo Nordisk, SAP



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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

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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.

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Novo Nordisk's strategy

Focus 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 business-information 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

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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 life 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



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Pilot project: iPads for education purposes at American high schools

Sold to the schools
or
For free

