

Pestel Analysis Of Insurance Companies

There are plenty of books on specialized risk topics but few that deal with the broad diversity and daily applicability of this subject. Risk applications require a robust knowledge of many attributes of this seemingly simple subject. This book teaches the reader through examples and case studies the fundamental (and subtle) aspects of risk - regardless of the specific situation. The text allows the reader to understand the concept of risk analysis while not getting too involved in the mathematics; in this method the reader can apply these techniques across a wide range of situations. The second edition includes new examples from NASA and several other industries as well as new case studies from legal databases. The many real-life discussion topics enable the reader to form an understanding of the concepts of risk and risk management and apply them to day-to-day issues.

Global Marketing, 3rd edition, provides students with a truly international treatment of the key principles that every marketing manager should grasp. International markets present different challenges that require a marketer to think strategically and apply tools and techniques creatively in order to respond decisively within a fiercely competitive environment. Alon et al. provide students with everything they need to rise to the challenge: Coverage of small and medium enterprises, as well as multinational corporations, where much of the growth in international trade and global marketing has occurred; A shift toward greater consideration of services marketing as more companies move away from manufacturing; A shift from developed markets to emerging markets with more dynamic environments A focus on emerging markets to equip students with the skills necessary to take advantage of the opportunities that these rapidly growing regions present; Chapters on social media, innovation, and technology teaching students how to incorporate these new tools into their marketing strategy; New material on sustainability, ethics, and corporate social responsibility; key values for any modern business; Short and long cases and examples throughout the text show students how these principles and techniques are applied in the real world; Covering key topics not found in competing books, Global Marketing will equip today's students with the knowledge and confidence they need to become leading marketing managers. A companion website features an instructor's manual with test questions, as well as additional exercises and examples for in-class use.

Big Data is the biggest game-changing opportunity for marketing and sales since the Internet went mainstream almost 20 years ago. The data big bang has unleashed torrents of terabytes about everything from customer behaviors to weather patterns to demographic consumer shifts in emerging markets. This collection of articles, videos, interviews, and slideshows highlights the most important lessons for companies looking to turn data into above-market growth: Using analytics to identify valuable business opportunities from the data to drive decisions and improve marketing return on investment (MROI) Turning those insights into well-designed products and offers that delight customers Delivering

those products and offers effectively to the marketplace. The goldmine of data represents a pivot-point moment for marketing and sales leaders. Companies that inject big data and analytics into their operations show productivity rates and profitability that are 5 percent to 6 percent higher than those of their peers. That's an advantage no company can afford to ignore.

Consumer needs and demands are constantly changing. Because of this, marketing science and finance have their own concepts and theoretical backgrounds for evaluating consumer-related challenges. However, examining the function of finance with a marketing discipline can help to better understand internal management processes and compete in today's market. The Handbook of Research on Decision-Making Techniques in Financial Marketing is a collection of innovative research that integrates financial and marketing functions to make better sense of the workplace environment and business-related challenges. Different financial challenges are taken into consideration while many of them are based on marketing theories such as agency theory, product life cycle, and optimal consumer experience. While highlighting topics including behavioral financing, corporate ethics, and Islamic banking, this book is ideally designed for financiers, marketers, financial analysts, marketing strategists, researchers, policymakers, government officials, academicians, students, and industry professionals.

Exploring the Concept of Risk

Insurance and Behavioral Economics

Strategic Management (color)

A Geography of Film

Theory and Practice

Insurance Law and the Financial Ombudsman Service

The Case for Asset Accumulation

With contributions presented during the Second International Risk Management Conference, this second volume addresses important areas of risk management from a variety of angles and perspectives. The book will cover two separate tracks—financial risk management and risk management and corporate strategies—and will be of interest to academic researchers and students in risk management, banking, and finance.

This book examines the challenges for the life insurance sector in Europe arising from new technologies, socio-cultural and demographic trends, and the financial crisis. It presents theoretical and applied research in all areas related to life insurance products and markets, and explores future determinants of the insurance industry's development by highlighting novel solutions in insurance supervision and trends in consumer protection. Drawing on their academic and practical expertise, the contributors identify problems relating to risk analysis and evaluation, demographic challenges, consumer protection, product distribution, mortality risk modeling, applications of life insurance in contemporary pension systems, financial stability and solvency of life insurers. They also examine the impact of population aging on life insurance markets and the role

of digitalization. Lastly, based on an analysis of early experiences with the implementation of the Solvency II system, the book provides policy recommendations for the development of life insurance in Europe.

Now in its third edition, this multi-volume Encyclopedia of Management, has been revised and updated to chart the major developments that have occurred in: digital technologies; ethics and governance-related issues; innovation; emerging markets; organizational networks; and new avenues of sustainable business growth. Providing comprehensive coverage of the field of management the encyclopedia spans thirteen subject volumes plus and index, providing a landmark work of reference for scholars, students and professionals. New to this edition: Technology & Innovation Management , Volume 13, V K Narayanan & Gina O'Connor. The encyclopedia is available online through Wiley Online Library, a major database of Journals, Handbooks and reference in the field.

Essay from the year 2015 in the subject Engineering - Mechanical Engineering, grade: 72, , language: English, abstract: The essay is about the DAX30 company Siemens AG which has a strong position in the technology sector and other large manufacturing. As the market is getting more international Siemens is going to face more and more issues concerning sustainability, competition and political changes. The essay will explore implications on Political, Economical, Social, Technological, Environmental and Legal factors that affect and will affect Siemens in the future in the main body.

The Development of Life Insurance in the United States

Life Insurance in Europe

Big Data, Analytics, and the Future of Marketing & Sales

Strategic Planning

Poverty Reduction Strategy Paper

Strategy

Cumulated Index Medicus

This new edition of Friedman's landmark book explains the flattening of the world better than ever-and takes a new measure of the effects of this change on each of us.

Now updated — your guide to getting the best insurance policy Are you intimidated by insurance? Have no fear — this easy-to-understand guide explains everything you need to know, from getting the most coverage at the best price to dealing with adjusters, filing claims, and more. Whether you're looking for personal or business insurance, you'll see how to avoid common pitfalls, lower your costs, and get what you deserve at claim time. Get to know the basics — understand how to make good insurance decisions and reduce the chances of a financial loss in your life Take your insurance on the road — manage your personal automobile risks, handle special situations, insure recreational vehicles, and deal with insurance adjusters Understand homeowner's and renter's insurance — know what is and isn't covered by typical policies, common exclusions and pitfalls, and how to cover yourself against personal lawsuits Buy the right umbrella policy — discover the advantages, and coordinate your policies to cover the gaps Manage life, health, and disability risks — explore individual and group policies, understand Medicare basics, and evaluate long-term disability and long-term-care insurance Open the book and find: The best life, health, home, and auto policies Strategies for handling the claims process to get what you deserve Tips on adjusting your deductible to suit your lifestyle How to navigate healthcare policies Ways to reduce your risk

and your premiums Common traps and loopholes Considerations for grads, freelancers, and remote workers

How to navigate your strategy journey in business using a five model framework and methodology that teaches you to play 'SMART' and 'win' in the game of business and career ascension.

Insurance intermediaries can help consumers to economize on information and transaction costs in insurance markets. This book analyzes conduct and performance in the market for insurance information services by applying search theoretical and industrial organization approaches. Based on a sample of 927 insurance intermediaries, coverage empirically studies the factors that affect the quality of the information services provided by them.

Principles of Management 3.0

Morals and Markets

Handbook of Research on Decision-Making Techniques in Financial Marketing

Strategic Analyses, Objectives, Options and Projects

The Green Book

An Economic Analysis of the Information Services Market

Closely aligning with the military strategy concepts that the ancient Chinese warrior-philosopher Sun Tzu developed in *The Art of War* over 2500 years ago, *Strategic Planning* is a practical guide written by two German experts in strategy and innovation. Witmann and Reuter help leaders develop the ability to recognize opportunities in their corporate environment and take advantage of these opportunities effectively and flexibly by implementing revenue-generating strategies. To foster active participation, they engage readers in direct question "workshops" that can be worked through individually or in teams, guiding them through analysis of value-based management, the strategic environment, strategic strength development, building strategies to suit products, and techniques to gain competitive advantage. A full case study in strategy and business planning further coaches readers in handling the challenges of value creation and long-term success. This new edition incorporates revised guidance from H.M Treasury which is designed to promote efficient policy development and resource allocation across government through the use of a thorough, long-term and analytically robust approach to the appraisal and evaluation of public service projects before significant funds are committed. It is the first edition to have been aided by a consultation process in order to ensure the guidance is clearer and more closely tailored to suit the needs of users.

A daunting challenge to the international community is how to go about lifting the world's huge poor population out of poverty. "Asset-based" approaches to development are aimed specifically at designing and implementing public policies that will increase the capital assets of the poor—i.e., the physical, financial, human, social, and natural resources that can be acquired, developed, improved, and transferred across generations. In this pathbreaking book, Caroline Moser and a group of experts with on-the-ground experience provide a set of case studies of asset-building projects around the globe. The authors use a cutting-edge research framework that moves beyond quick snapshot solutions to the problem of poverty.

They highlight the ways in which poor households and communities can move out of poverty through longer-term accumulation of capital assets. Contributors include Michael Carter (University of Wisconsin), Monique Cohen (Microfinance Opportunities), Sarah Cook (Institute of Development Studies, Sussex), Hector Cordero-Guzman (Baruch College, CUNY), Lilianne Fan (Oxfam, UK), Pablo Farias (Ford Foundation, New York), Clare Ferguson (formerly DFID), Andy Felton (FDIC), Sarah Gammage (Rutgers University), Anirudh Krishna (Duke University), Amy Liu (Brookings Institution), Vijay Mahajan (BASIX, India), Paula Nimpuno-Parente (Ford Foundation, South Africa), Manuel Orozco (Inter-American Dialogue), Victoria Quiroz-Becerra (Baruch College, CUNY), Dennis Rodgers (London School of Economics), and Andres Solimano (CEPAL, Santiago, Chile).

Strategic planning is an essential task that helps companies adapt to changes in the environment and to develop proactively. Accordingly, the goal of strategic planning is to ensure companies' survival and long-term success. The strategy-planning process proposed in this book is based on the authors' many years of experience as consultants and board members. The book shows how to carry out sound analyses, how to define concrete strategic objectives, how to develop and assess strategic options and how to determine which implementation projects are necessary. Numerous practical examples serve to illustrate the proposed approach. For the third edition, the sections on corporate strategy and business strategy development have been redesigned and expanded. Throughout the book, many aspects have been clarified and simplified. The book provides practitioners the knowledge they need to develop their own strategies. In addition, it offers a valuable textbook on the complex task of strategic planning.

How Established Incumbents Can Operate Like Nimble Insurgents in Fast Changing and Volatile Markets

The World Is Flat [Further Updated and Expanded; Release 3.0]

Emerging Risks in the 21st Century

THE STRATEGY JOURNEY

The Strategy Planning Process

FinTech and Strategy in the 21st Century

Analysis of the Market Potential and Business Model

This open access Pivot demonstrates how a variety of technologies act as innovation catalysts within the banking and financial services sector. Traditional banks and financial services are under increasing competition from global IT companies such as Google, Apple, Amazon and PayPal whilst facing pressure from investors to reduce costs, increase agility and improve customer retention. Technologies such as blockchain, cloud computing, mobile technologies, big data analytics and social media therefore have perhaps more potential in this industry and area of business than any other. This book defines a fintech ecosystem for the 21st century, providing a state-of-

the art review of current literature, suggesting avenues for new research and offering perspectives from business, technology and industry.

A PESTEL Analysis of the company SiemensGRIN Verlag
Porter's five forces analysis is a framework for analyzing the level of competition within an industry and business strategy development. It draws upon industrial organization (IO) economics to derive five forces that determine the competitive intensity and therefore the attractiveness of an industry. Attractiveness in this context refers to the overall industry profitability. An "unattractive" industry is one in which the combination of these five forces acts to drive down overall profitability. A very unattractive industry would be one approaching "pure competition," in which available profits for all firms are driven to normal profit. This analysis is associated with its principal innovator Michael E. Porter of Harvard University. This updated and expanded second edition of Book provides a user-friendly introduction to the subject, Taking a clear structural framework, it guides the reader through the subject's core elements. A flowing writing style combines with the use of illustrations and diagrams throughout the text to ensure the reader understands even the most complex of concepts. This succinct and enlightening overview is a required reading for all those interested in the subject . We hope you find this book useful in shaping your future career & Business.

Insurance Law and the Financial Ombudsman Service is an in depth look at the workings and insurance decisions of the Financial Ombudsman Service. The book analyses how the Ombudsman Service decides insurance cases and compares its approach to that of a court. This book sets out the rules, procedure and approach of the Ombudsman Service, succinctly summarises the relevant insurance law and compares and analyses it against a comprehensive review of material about insurance complaints gathered since the formation of the Ombudsman Service in 2001. Historical Development, Present Status and Future Challenges
Progress in Performance Management
Perspectives on Financial and Corporate Strategies
Appraisal and Evaluation in Central Government : Treasury Guidance
Insurance for Dummies
Disrupting Finance
Insurgence

This book provides a holistic and pragmatic approach to performance management throughout the business value chain, and demonstrates the optimal design and use of performance management in order to achieve competitive advantage. A wealth of best

practices, case studies and real-world examples are used to reveal the diversity of performance measurement methods, methodologies and principles in practice. Readers will gain comprehensive insights into the status quo of performance management, including primary functions such as supply, operations and sales, and secondary functions like finance, human resources, and information systems. Focusing on 'best-in-class' performance excellence, the book offers the ideal guide for any organization pursuing competitive advantages across all corporate functions and focusing on value-adding activities.

*Life insurance—the promise of an insurer to pay a sum upon a person's death in exchange for a regular premium—is a bizarre enterprise. How can we monetize human life? Should we? What statistics do we use, what assumptions do we make, and what behavioral factors do we consider? First published in 1979, *Morals and Markets* is a pathbreaking study exploring the development of life insurance in the United States. Viviana A. Rotman Zelizer combines economic history and a sociological perspective to advance a novel interpretation of the life insurance industry. The book pioneered a cultural approach to the analysis of morally controversial markets. Zelizer begins in the mid-nineteenth century with the rise of the life insurance industry, a contentious chapter in the history of American business. Life insurance was stigmatized at first, denounced in newspapers and condemned by religious leaders as an immoral and sacrilegious gamble on human life. Over time, the business became a widely praised arrangement to secure a family's future. How did life insurance overcome cultural barriers? As Zelizer shows, the evolution of the industry in the United States matched evolving attitudes toward death, money, family relations, property, and personal legacy. Using contemporary film theory and elements of socio-cultural and political discourse, fourteen geographers examine the effects of cinematic representation of place and space on perceptions of self and societies in the world.*

Research Paper (undergraduate) from the year 2020 in the subject Business economics - Banking, Stock Exchanges, Insurance, Accounting, grade: 1,3, The FOM University of Applied Sciences, Hamburg, course: Strategic Corporate Management, language: English, abstract: The goal of this thesis is to analyse the strategies of FinTechs. The paper should give an orientation on how FinTechs position themselves in the traditional banking sector. This is done with help of a case study. For this purpose, the decisive developments, and drivers of the FinTech industry will be described first after a narrowing of the term FinTech and its subcategories. In the case study, the environment of Bank N26 is first examined using a PESTEL analysis. Based on the insights gained, the strengths and weaknesses of the online bank are adapted using a SWOT3 analysis. Finally, the evaluation and recommendation include the formulation of Strategic Fields of Action for Bank N26. Since a more detailed discussion of implementation would go beyond the scope of this text, the work concentrates exclusively on the strategically relevant factors and makes only concrete recommendations for strategy orientation but not for implementation. In recent years, the FinTech industry has been able to collect considerable Investments. While the number of newly founded FinTech Start-Ups is decreasing, especially FinTech

companies from the Banking Sector FinTech can collect large sums in the later funding rounds. In absolute terms, the USA dominates both operationally and in total investments. The UK also plays a major role in the European environment. Technology has been adopted by the banks at a very early stage in the electronic markets, but the impression arises that young FinTech Start-Ups often reach the end customer better and satisfy needs more efficiently. For established financial companies, the question is how they can respond to changing user behaviour and how they can interact with these new market participants. FinTech Start-Ups, contrary, face the challenge of differentiating themselves from existing business models.

Insurance in Ethiopia

A Brief History of the Twenty-first Century

Analysis of the business and financial performance of Ryanair

How to Deliver Maximum Value Through Effective Business Strategy

Micro and Macro Environmental Analysis of the Health Care Sector in the US and France - Potential Opportunities and Threats

Competition in Global Industries

Wiley Encyclopedia of Management

The Malawi Growth and Development Strategy II (MGDS-II) is a poverty reduction strategy for the period 2006–11, which is aimed at fulfilling Malawi's future developmental aspiration—Vision 2020. The strategy identifies broad thematic areas and key priority areas to bring about sustained economic growth. A striking feature of this strategy is that the various governmental organizations, private sector, and general public are equal stakeholders. However, successful implementation of MGDS-II will largely depend on sound macroeconomic management and a stable political environment.

Covering all the core elements that business students need to know about the economic dimension of strategy, this text offers a fresh approach by also placing strategy in its social, political, and organizational context. Students are introduced to the links between strategic management and strategizing processes on the one hand and organizational politics and power relations on the other. The book integrates concerns about ethics and globalization, and corporate social responsibility and sustainability, to provide a provocative and critically engaged approach to understanding strategy in the post-financial crisis world.

Fun to read yet full of powerful business information, this guide provides a comprehensive toolkit for crafting winning strategies in today's competitive environment. • Presents the most effective and useful strategy concepts and frameworks in a condensed, easy-to-grasp and entertaining manner that anyone or any business can benefit from • Provides many current and classic examples to show the application of the frameworks, making key concepts easy to understand • Organizes information in a logical order where concepts presented in previous workshops provides the base for additional ideas or strategies, giving readers a synergistic, comprehensive picture of strategic challenges and opportunities • Shows readers not just how to craft marketing strategy but also how to advocate for their strategic ideas

Strategic Management (2020) is a 325-page open educational resource designed as an introduction to the key topics and themes of strategic management. The open textbook is intended for a senior capstone course in an undergraduate business program and suitable for a wide range of undergraduate business students including those majoring in marketing, management, business administration, accounting, finance, real estate, business information technology, and hospitality and tourism. The text presents examples of familiar companies and personalities to illustrate the different strategies used by today's firms and how they go about implementing those strategies. It includes case studies, end of section key takeaways, exercises, and links to external videos, and an end-of-book glossary. The text is ideal for courses which focus on how organizations operate at the strategic level to be successful. Students will learn how to conduct case analyses, measure organizational performance, and conduct external and internal analyses.

FinTech strategies. How do FinTech start-ups position themselves in the banking sector?

Insurance Intermediation

Global Marketing

Fast Forward To Germany's Banking Industry in 2030. Regulations disrupting the transformation process

Techniques for Analyzing Industries and Competitors

Place, Power, Situation, and Spectacle

Medical Device for the Administration of Intradermal Injections

Bachelor Thesis from the year 2011 in the subject Business economics - Accounting and Taxes, grade: 50%, Oxford Brookes University, language: English, abstract: The aim of this research is to analyze the business and financial performance of Ryanair by focusing on financial and non-financial performance such as financial management, business strategy, future prospects and ways of achieving its objectives in its competitive environment from a stakeholder point of view. In 1985, Ryanair was set up by the Ryan family with a share capital of just £1, and a staff of 25. The company launched its first route in July with daily flights from Waterford in the southeast of Ireland to London Gatwick. Since then, the company has grown considerably and became one of Europe's largest low-fare airlines.

Essay from the year 2015 in the subject Business economics - Banking, Stock Exchanges, Insurance, Accounting, grade: 100%, University of Technology, Sydney, language: English, abstract: The financial crisis of 2008 stopped the deregulation and expansion phase that dominated from the 1990s onwards in Europe's banking industry. Over the last years significantly changes in the regulatory framework of banking have been made worldwide with the new rules of Basel III, CRD IV, Dodd-Frank and Solvency I to minimize the effect of future crises and protect consumers. Banks worldwide were affected by the increase in regulations, leading to a transformation of the banking industry. Instead of focusing on innovation banks spend large amounts on compliance, reporting and supervisory issues. In 2014 Deutsche Bank, Germans leading bank, spend an additional €1.3 billion on new regulatory requirements. Therefore, the degree of regulations in the future will decide whether banks can transform their business successfully, being able to add value to customers and compete with new

competitors. This essay deals with the transformation process of the German banking industry to 2030. The essay is divided into four main sections. First it will give an overview of the German banking industry. Then it will outline the major trends and driving forces of the transformation process, followed by the critical uncertainties. The fourth part describes four different scenarios of the German banking industry in 2030 according to the two major critical uncertainties that are the degree of regulations and the type of operating model. In my opinion, a high degree of regulations in combination with a universal operating model is most likely to happen. Therefore, this scenario will be described in more depth. In the end, some conclusions will be derived from the previous scenario analysis on how to survive the transformation process.

Essays discuss technology, manufacturing, marketing, finance, capital, government policies, coalitions, competition, and leadership in the global marketplace, and look at specific cases.

This book examines the behavior of individuals at risk and insurance industry policy makers involved in selling, buying and regulation.

The Future of Risk Management, Volume II
Malawi

Mastering Strategy: Workshops for Business Success

A PESTEL Analysis of the company Siemens

Well-being Reconsidered: Empowering Grassroots Organizations

Improving Decisions in the Most Misunderstood Industry

An Agenda for Action

Insurgence is designed to help business leaders apply new methods to the most important business problem they face in the world today: namely, how to overcome their incumbent mentality to maintain relevance and discover new sources of growth. At the convergence of lean, business model innovation, agile, and design thinking, insurgence is a methodology and business philosophy that will help leaders in incumbent businesses rediscover how to operate like small and nimble insurgents whilst maintaining many of their incumbent advantages.

Incumbent businesses, often having enjoyed a long period of relative historical market stability, are increasingly unprepared for nimble insurgents coming on to the field of play and applying different assumptions and business models at speed and scale. These incumbent businesses find that the business models that fuelled their success are no longer robust to the change surrounding their business, and they are becoming increasingly obsolete, weighed down by a high degree of internal focus, inflexible internal controls, and an inability to innovate.

Meanwhile, nimble insurgents strike at the heart of these weaknesses by formulating alternative core assumptions, building adaptive business models, and innovating in close proximity to customers and market needs. This book enables business leaders to characterise the difference between incumbents and insurgents, develop new ways of thinking about how to compete in this age of accelerating change, and provide a new framework for strategy and innovation that helps leaders to discover the essence of insurgence for their businesses. It uses rich case studies that illustrate both successful and unsuccessful efforts to help leaders move from theory to action at speed and at scale.

There are many advantages associated with intradermal injections such as increased safety and reduced pain perception. To fully leverage these benefits there is a need to optimize old and new techniques to administer vaccines intradermally. The VAX-ID device will be able to administer several preventive and therapeutic vaccines to children, adults and the elderly at different anatomic sites, e.g. the forearm. The European Union and the United States were chosen as the main target markets. As an introduction, the development process of innovative medical devices is shown to get a general overview of all elements at stake. The scope of the

VAX-ID project is limited to the first three steps hereof: from research to pre-market clinical evaluation. The market analysis is the starting point of this thesis. In a next step, the value chain of the device was constructed and adoption factors critical to each player in this chain were identified. Finally, all this information was incorporated in the design of the business model. The market analysis includes an assessment of the competition within the industry by means of Porter's five forces framework and an overview of the external forces that have an impact on the industry by means of a PESTEL analysis. First of all, it became clear that the industry is hard to enter because high invested is required and products are protected by patents. Furthermore, there are several substitutes available in the market, out of which microneedle patches will pose the biggest threat in the future. With respect to the customers, a distinction was made between the direct customers, i.e. the vaccine manufacturers, and the end users, i.e. the healthcare providers and the patients. Both categories have significant power in deciding which devices they use. Therefore, this can also be considered as a threat. As far as the suppliers are concerned, there are high switching costs because they need to live up to high standards, e.g. with respect to sterility. Finally, the industry is characterized by intense rivalry and many companies are active in the intradermal injection market. Regarding the external forces, the political aspect was first of all investigated by looking into the healthcare systems in the European Union and the United States. In both continents, reforms are in order to keep the current policies sustainable, which leads to uncertainty for medical device developers. On an economic level, an unfavorable combination of economic slowdown and rising costs raises the question of who will pay for these expenses. This forces medical device developers to cut costs. With respect to the social aspect, several positive trends were discussed. Firstly, the population is growing bigger and older in the European Union and the United States, leading to more people requiring daily care. Furthermore, due to globalization clinical trials can be outsourced to cheaper destinations. Finally, the immunization policy in the European Union and the United States was examined. From a technological perspective, a culture of innovation is a critical success factor. Open innovation is a crucial element in the medical device industry allowing several parties to openly work together on the development of a new product. Next to this, it can be noted that due to the expansion of the internet and social media, patients are more informed and can be reached through new communication channels. As a medical device developer, it is important to embrace this trend. Lastly, 3D printing is a cost efficient and environmental friendly production technique that holds tremendous opportunities for the medical device industry. As for the ecological aspect, a growing emphasis is put on waste management. Finally, the legal environment can be considered risky since it is highly regulated. Overall, the medical device industry is hard to enter and prosper in. However, the opportunities on the social, technological and ecological level increase the chance of success as long as the threats are properly managed. In a second step, the value chain of the device was constructed in order to get an overview of the adoption factors that are important for all the stakeholders in the chain. The device will reach the healthcare providers through intermediaries (group purchasing organizations, wholesalers...), after which it is used to treat the patients. Apart from this, there are two other important actors in the value chain: the health technology assessment agencies, that influence legislation and evaluate new technologies, and the insurance agencies that partially or fully reimburse the treatment. For each of these stakeholders, several adoption factors that influence the uptake of the device were identified. First of all, for device developers the legal framework is a determining factor. In this respect, the requirements to obtain market approval were looked into both for the European Union and the United States. The most important implication hereof was that in the European Union devices are often launched first due to less stringent regulations. Moreover, the risk and uncertainty levels of the project influence its chance of success. As a result, it is crucial to perform a thorough risk assessment focused on human blunders. Lastly, from the perspective

of medical device developers, including cross-functional expertise and making room for social interactions positively impacts the outcome of the project. For health technology assessment and insurance agencies, the quality of the product plays a crucial role in their decision to adopt the device. To demonstrate the quality of the VAX-ID device, it was benchmarked against several intradermal injection techniques with respect to six criteria. This led to the conclusion that the features "compatibility with the vaccine" and "patient acceptability" should be leveraged as competitive advantages. Apart from the quality of the product, clinical evidence will support the adoption process of the device. As for the healthcare providers, the added value of the product is a significant factor as well as information and follow-up. It appears that when the benefits of an innovation are explicitly communicated to its users during the development process, the probability of adoption increases. Finally, to increase commercialization success it is of vital importance that the technology lives up to the patient's expectations. Human-centered design implies that the design of the device is adapted according to who uses the device and in what context it is used. For the VAX-ID project, many of these aspects were directly incorporated in the development of the device. Finally, the business model canvas tool was used to create the business model for the VAX-ID device. The canvas consists of nine building blocks and shows how value is created with a certain technology. The first part entails the identification of the customer segments. For the VAX-ID device, these are the vaccine manufacturers, healthcare providers and the patients. For each of these segments, a value proposition was formulated. Performance, cost reduction, risk reduction and usability are the main drivers of value with respect to the VAX-ID device. In a next step, the channels through which the customers will be reached were looked at and the relationships that need to be established were determined. If all these aspects match, this will lead to revenue streams. Key resources indicate which issues are necessary to be able to deliver the value proposition. In terms of the VAX-ID project, knowhow, partnerships and intellectual property are essential to reach our goals. After that, the key activities need to be spelled out. Evidentially these cannot be carried out alone, but partnerships are required. The VAX-ID project first and foremost relies on the parties primarily involved in the project. Other than BiR&D and Janssen Pharmaceuticals, we rely on the support of external parties such as patent lawyers and the government. When all these elements are described, the cost structure becomes clear. This way, a comprehensive overview is given on all the essential elements of the project. In the conclusion, all these insights were translated into practical managerial insights and suggestions for future research.

Essay from the year 2007 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 75 % - A, University of Sunderland (Faculty of Business and Law), course: International Marketing, language: English, abstract: This paper will outline the marketing environments for private healthcare in the US and France. After an environmental analysis considering the macro and the micro environment, strength and weaknesses as well as potential future opportunities and threats will be analysed for both countries. The focus lies on the insurance sector in private health care in order to provide a focused and narrowed down overview.

Competitive Strategy

(includes Kickstarter Digital Mini-course + Worksheets)

Contemporary Theory, Practice, and Cases

Reducing Global Poverty

20% Chance of Rain

Risk Analysis and Market Challenges

Industry Insights and Case Studies on Principles, Application Tools, and Practice