

Cambridge Judge Business School

Enterprise Tuesday

Growing the Business

Where Process and Spirit
Come Together

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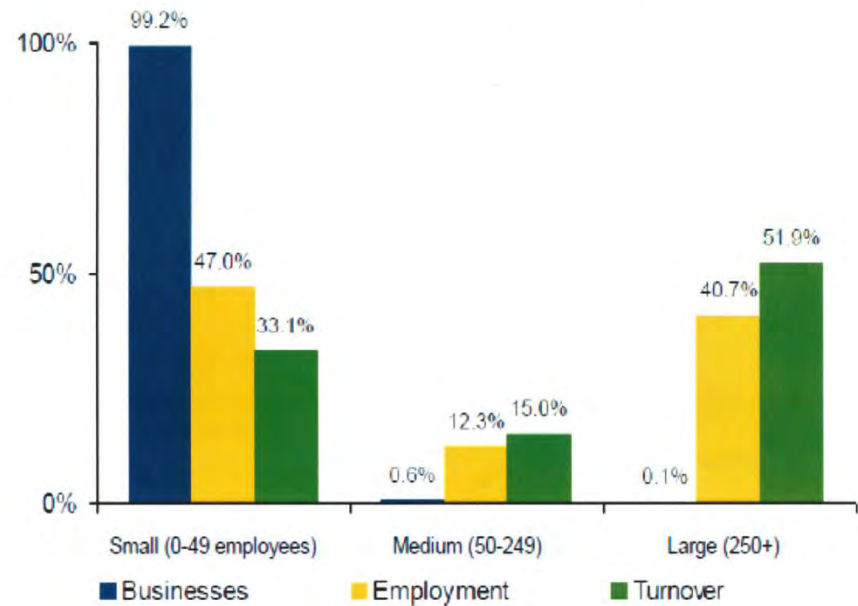


Growth: A Crossword for Experienced Solvers?

In the UK there are 2,455 quote companies and over 10,000 mid-tier companies with turnover between £25m to £250m, accounting for 1/3 of the private sector output and 1 in 3 UK jobs.

Share of enterprises in the UK private sector, 2013

Source: BIS, *Business population estimates*, 2013, p 4

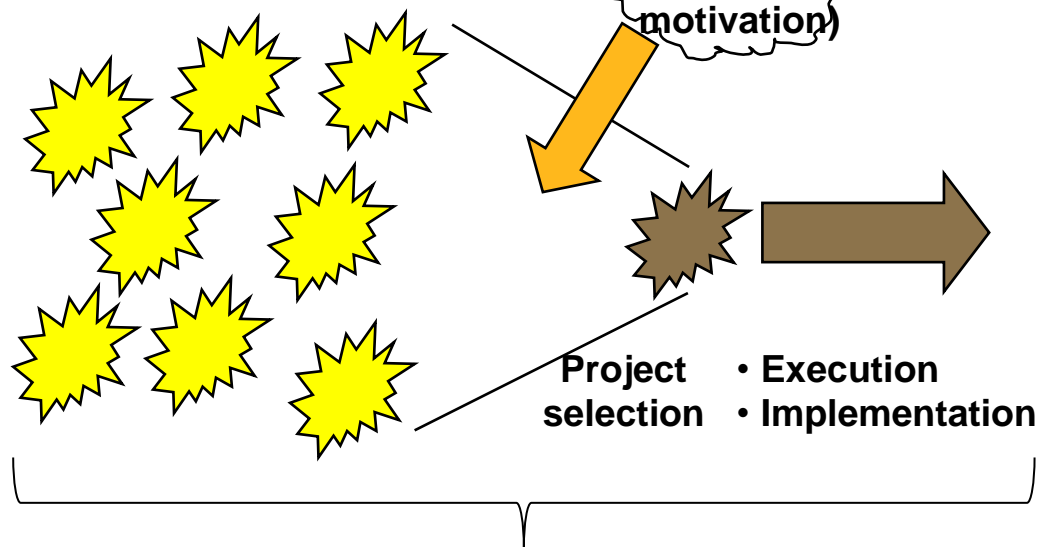


Growth: When Size is a Disadvantage

	NBEs	NCEs	Fast Track
BioTech	24 (89%)	65 (48%)	49 (70%)
Pharma	3 (11%)	71 (52%)	21 (30%)
Total	27	136	70

Originators for NMEs (1998-2012)

Idea/Compound Generation



R&D Spending (1999-2012)

Biotech: \$353b

Pharma: \$1.39tr (adjusted from total of 1.7tr)

Large Corporations

- More Resources...
- Less Original "ideas"...
- Questionable Competitive Advantage...

Random occurrence? Maybe not...

	Products	Average Annual Sales / Product
Biotech	74 (45%)	\$567.93m
Pharma	89 (55%)	\$620.11m

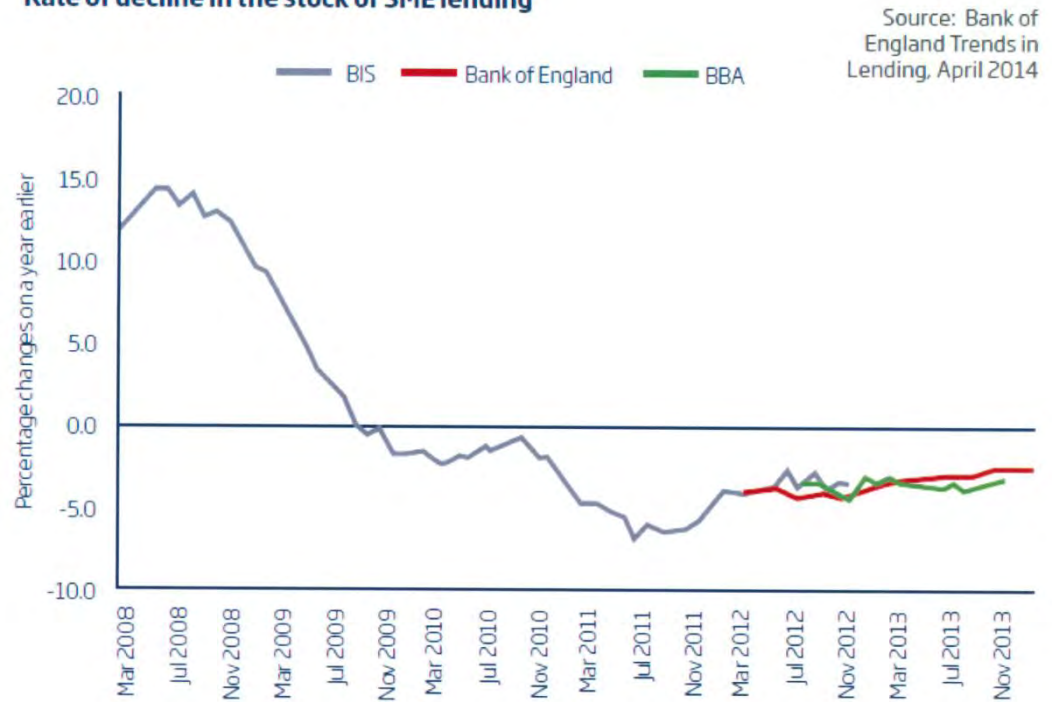
Commercializers for NMEs (1998-2012)

Data adapted from © D. Drakeman, 2014

Growth: A Chicken and Egg Setting

SME lending has been in constant decline over the past 5-6 years, reflecting an information asymmetry setting: banks want to lend to the “good” SMEs, but SMEs will be “good” if they are properly funded

Rate of decline in the stock of SME lending





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