



Strathmore
UNIVERSITY

STRATHMORE BUSINESS SCHOOL
MBA – HEALTHCARE MANAGEMENT

MAIN EXAM

**HCM 8102: HEALTHCARE ENTREPRENEURSHIP AND NEW VENTURE
MANAGEMENT**

DATE: February 27, 2025

Time: 2.5 Hours

Instructions

- a) The examination consists of FOUR Questions.
- b) Question ONE is compulsory.
- c) Answer ANY other TWO questions.

Note to the examination invigilator:

- a. The students were given prior copies of the case since it is 8 pages long.
- b. They were given strict permission to carry a CLEAN copy of the case “STRUCTO: A START-UP IN 3D PRINTING FOR THE DENTAL INDUSTRY” during the exam.
- c. No other reading materials are allowed during the examination.

QUESTION ONE. (40 MARKS)

Answer the following questions using the case provided to you.

- a. Which of the seven sources of innovation did Structo fulfil as a start-up? How did Structo convert its invention into a start-up business? (10 marks)
- b. Who were Structo’s initial customers? How did Structo eventually identify its target customers? (10 marks)
- c. How did Structo pivot its business model to target the 3D printer needs of the dental industry? What kind of pivot did Structo implement? (10 marks)
- d. How should Structo prepare itself for the next stage of growth? What are the key areas that it should focus on internally? (10 marks)

QUESTION TWO. (15 MARKS)

- a. Give the 4 elements of a business model. Show how you can innovate in each of the elements with the aid of an example. (8 marks)
- b. To create a successful new venture, an entrepreneur must have a clear understanding of the “terrain” and the “weather”. Show your understanding of these concepts in relation to your strategy analysis. (4 marks)
- c. Prove that VRIN resources are a source of core competence for a new venture. (3 marks)

QUESTION THREE. (15 MARKS)

Healthcare entrepreneurship is transforming the healthcare industry through innovation and problem-solving.

- a. Discuss **five key characteristics** of healthcare entrepreneurs and explain how each contributes to the success of new healthcare ventures. *(10 Marks)*
- b. Explain the role of **collaborative ecosystems** in healthcare entrepreneurship and how partnerships among healthcare providers, researchers, and technology companies drive innovation and sustainability. *(5 Marks)*

QUESTION FOUR. (15 MARKS)

Market validation is essential for the success of healthcare startups, ensuring that innovations meet real-world needs.

- a. Define **market validation** and discuss **three key techniques** used by healthcare entrepreneurs to assess demand for their innovations. *(9 Marks)*
- b. Using a **real-world example** (such as Zipline or Afya Pap), analyze how **market validation influenced the startup's strategy, adoption, and overall impact**. *(6 Marks)*