

Assessment

About the Case

- Maxim

- Founded in 1983 by Jack Gifford
- Headquartered in San Jose, California
- Specializing in semiconductors
- Analog and mixed-signal integrated circuits (ICs)
 - Mobile phones
 - Medical equipment & machinery
 - Digital cameras

- The Case

- Maxim in India since 2006, growing
- Expanding healthcare system
- Doctors in India looking for better and more efficient solution for healthcare
- Maxim has a wide range of medical diagnostic products in its catalog
- Heavy competition and uncertainty regarding choices to be made for Maxim in India leads to problems

SWOT Analysis - Strengths and Weaknesses

Strengths

- A mature company
 - Founded in 1983
 - Operating in multiple countries
 - Successful in India
 - Good brand reputation
- Experience in Medical Diagnostics
 - 6,300 products
 - Solutions for Indian market
 - Many benefits from products
- Values Innovation
 - One new IC design per day
 - Developed over 500 app-specific ICs
 - 30% of sales revenue in R&D

Weaknesses

- Uncertainty of choices
 - Penetrating Indian market
 - Determining best innovation
 - Best way to market their product(s)

SWOT Analysis - Opportunities and Threats

Opportunities

- Medical Electronics Industry
 - Growing (CAGR of 17%)
 - Size of \$850 million
- Healthcare in India
 - In a bad state, highly inefficient
 - Demand for better solutions in India
 - Rural and semi-urban areas lacking trained experts
 - Major opportunities for Maxim
- Global Semiconductor Industry
 - Large and growing
 - Semiconductors becoming mainstream

Threats

- Heavy Competition
 - “Frugal innovation”
 - General Electric
 - Medived
 - Forus
 - Bigtec Labs
 - Perfint Healthcare
- Growing Industries
 - Good but potentially harmful
 - New innovations and players

Symptoms and Causes of Symptoms

- Symptom: Gopal is unsure about which innovation to tackle for Maxim in India
 - Cause: Multiple needs from different interviewed physicians/doctors and limited resources
- Symptom: Maxim is unsure how to market their products to the Indian market
 - Cause: heavy competition and multiple considerations (value chain, collaboration, main focus)

