

**Exhibit 6–20: (cont'd)**

Strategy	Definition	Example
<b><i>Market Entry Strategies</i></b>		
Licensing	Acquiring or providing an asset (technology, market, equipment, etc.) through contract	GlaxoSmithKline's Pennsylvania-based North American Consumer Healthcare division has agreed to pay Switzerland's Roche Holdings Inc. \$100 million for the rights to sell an obesity drug over the counter in the US
Venture Capital Investment	Financial investment in an organization in order to participate in its growth or receipt of venture capital for startup or expansion	Rightfield Solutions LLC received \$4.2 million from private investors to develop an interactive patient education software program called <i>Emmi</i>
Merger	Combining two (or more) organizations through mutual agreement to form a single new organization	Sanofi-Synthelabo merges with Aventis to create Sanofi-Aventis, the third largest pharmaceutical company in the world
Alliance	Formation of a formal partnership	The West Central Ohio Regional Healthcare Alliance is a network of allied community hospitals with a shared vision
Joint Venture	Combination of the resources of two or more organizations to accomplish a designated task	The University of Pittsburgh Medical Center Health System and South Hills Health System created a joint venture for providing home health in Western Pennsylvania called UPMC South Hills Health System Home Health
Internal Development	Products or services developed internally using the organization's own resources	Albany Medical Center, a traditional hospital, developed a primary care network using internal resources
Internal Venture	Establishment of an independent entity within an organization to develop products or services	Tenet Healthcare Corporation formed an Internet-based e-learning company to provide educational opportunities for Tenet employees and health care professionals
<b><i>Competitive Strategies</i></b>		
Defender	Focus on a narrow market with limited number of products or services and aggressively defend this segment through pricing or differentiation	Suffolk County Department of Health emphasizes differentiating its traditional public health services such as its series of weight management classes for diabetics