

# SkyPulse Technologies

## Creating a startup business plan

March 19, 2024



**Version: 1.0.0**

**Execution period:** 13.12.2023 - 20.03.2024

**Responsible expert**

Olga Samuel  
olga.samuel@sbl.ch

**Student**

Fabian Boni  
e036696@edu.sbl.ch

**Student**

Xenia Gautschy  
e036176@edu.sbl.ch

**Student**

Céline Moser  
e036180@edu.sbl.ch

**Student**

Jonas Schultheiss  
e036708@edu.sbl.ch

---

# DOCUMENT MANAGEMENT

Authors: F. Boni, X. Gautschy, C. Moser, J.Schultheiss  
Version: 1.0.0  
Date: March 19, 2024  
Status: Done  
File name: wr-skypulse-technologies.pdf

---

Version	Date	Change
0.0.1	26.01.2024	Initialization of $\LaTeX$ document
0.1.0	13.03.2024	Added introduction and competitor analysis chapter
0.1.1	14.03.2024	Added organizational chart section
0.2.0	17.03.2024	Added future outlook chapter
0.3.0	18.03.2024	Added market situation chapter
0.3.1	18.03.2024	Finished description of organizational chart
0.4.0	19.03.2024	Finished company description chapter
0.4.1	19.03.2024	Removed abstract and unnecessary content
0.4.2	19.03.2024	Changed document config to meet criteria
0.4.3	19.03.2024	Added Index of used aid and declaration of authenticity
0.4.4	19.03.2024	Added Persona description
0.5.0	19.03.2024	Added Strategy chapter
0.5.1	19.03.2024	Implemented feedback
0.5.2	19.03.2024	Implemented LanguageTool and DeepL Write
1.0.0	19.03.2024	Release version

---

## DECLARATION OF AUTHENTICITY

We hereby declare that we:

- have written this performance record independently and on our own;
- have correctly cited all text passages not originating from ourselves according to common scientific citation rules and that we have clearly mentioned the sources used (**Chapter E**);
- have declared in an index all aids used (e.g. AI tools such as chatbots [e.g. ChatGPT], translation/paraphrasing tools) or programming applications [e.g. Github Copilot] and have indicated their use at the corresponding text passages (**Chapter B**);
- have acquired all intangible rights to any materials we may have used, such as images or graphics, or that these materials were created by us;
- the topic, the paper or parts of it have not been used in a performance record of another module, unless this has been expressly agreed with the teacher in advance and is indicated in the paper;
- are aware that our work may be checked for plagiarism and for third-party authorship of human or technical origin (artificial intelligence);
- are aware that the teacher can set a grade of 1 in the event of unfair behavior.



Fabian Boni



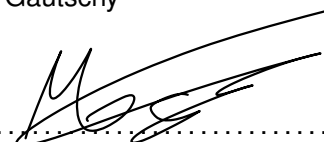
Place, date



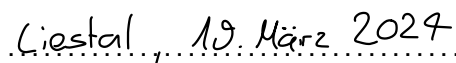
Xenia Gautschy



Place, date



Céline Moser



Place, date



Jonas Schultheiss



Place, date

# Contents

<b>I</b>	<b>Introduction</b>	<b>1</b>
<b>1</b>	<b>Company description</b>	<b>2</b>
<b>2</b>	<b>Ownership</b>	<b>3</b>
<b>3</b>	<b>Competitor analysis</b>	<b>5</b>
<b>II</b>	<b>Business plan</b>	<b>6</b>
<b>4</b>	<b>Company description</b>	<b>7</b>
4.1	Organizational chart . . . . .	7
4.1.1	Management . . . . .	8
4.1.2	Research & Development . . . . .	8
4.1.3	Planning & Operational . . . . .	8
4.1.4	Accounting . . . . .	8
4.1.5	Administration . . . . .	9
4.1.6	Logistics . . . . .	9
4.2	Vision . . . . .	9
4.3	Mission . . . . .	9
4.4	Contributions to Sustainability . . . . .	10
4.4.1	Full control over the drones' life cycle . . . . .	10
4.4.2	Precision of transportation . . . . .	10
4.4.3	Electricity . . . . .	10
<b>5</b>	<b>Market situation</b>	<b>11</b>
5.1	PESTEL . . . . .	11
5.2	Market description . . . . .	12
5.2.1	Overview . . . . .	12
5.2.2	Trends . . . . .	12
5.2.3	Challenges . . . . .	13
5.2.4	Market Opportunities . . . . .	13
5.2.5	Conclusion . . . . .	13

5.3	Persona description	14
5.3.1	Jona Müller	14
5.3.2	Sarah Becker	15
5.4	Competitor analysis	15
5.4.1	Identifying Competitors	15
5.4.2	Competitive Analysis Framework	16
5.4.3	Potential Competitors	16
5.4.4	Analyzing Competitive Advantage	16
5.4.5	Conclusion	17
5.5	Market outlook	17
5.5.1	Growth Drivers	17
5.5.2	Market Forecasts	17
5.5.3	Challenges and Uncertainties	18
5.5.4	Conclusion	18
5.6	Market regulations	18
5.6.1	European Union (EU) Regulations	18
5.6.2	Swiss Regulations	19
5.6.3	Additional Considerations	19
5.6.4	Conclusion	19
<b>6</b>	<b>Strategy</b>	<b>20</b>
6.1	Stakeholders	20
6.1.1	Internal	21
6.1.2	External	21
6.2	SWOT-analysis	21
6.2.1	Strengths	21
6.2.2	Weaknesses	21
6.2.3	Opportunities	22
6.2.4	Threats	22
6.2.5	SO Strategies	22
6.2.6	ST Strategies	22
6.2.7	WO Strategies	22
6.2.8	WT Strategies	22
6.3	Possible barriers of entry	23
<b>III</b>	<b>Future</b>	<b>24</b>
<b>7</b>	<b>Outlook</b>	<b>25</b>

<b>IV Appendix</b>	<b>27</b>
<b>A List of acronyms</b>	<b>28</b>
<b>B Index of used aid</b>	<b>29</b>
<b>C Glossary</b>	<b>30</b>
<b>D List of figures</b>	<b>31</b>
<b>E List of sources</b>	<b>32</b>

# Part I.

## Introduction

---

## CHAPTER 1

---

# COMPANY DESCRIPTION

We are four young and motivated people who have founded a start-up called SkyPulse Technologies. SkyPulse Technologies is a public limited company. With this newly founded company, we have set ourselves the goal of speeding up and optimizing the transport of medicinal samples. This new time-optimized transport makes it possible to help patients better and improve collaboration between laboratories and hospitals. Transportation is achieved with our drones, which are controlled with Artificial Intelligence (AI). These drones fly their routes between hospitals and laboratories and transport the respective samples.

The target market is therefore the pharmaceutical industry, and more specifically, hospitals and laboratories. Our startup is divided into two different sectors. There is a technical division and a commercial division. The technical division is further divided into two different departments:

- Research & Development
- Planning & Operational

The commercial department is also divided into three different departments:

- Accounting
- Administration
- Logistics

We have divided up the various departments according to our interests. Céline and Fabian are responsible for the Research & Development department. Xenia is responsible for the Planning & Operational organization. Jonas is responsible for the Accounting and all corresponding teams.



---

## CHAPTER 2

---

# OWNERSHIP

Our main objective is to help patients. For this goal, we created our drones, which are controlled by AI. They are programmed to fly their corresponding route. These drones can transport medicine or medicinal samples. With these drones, we can make the collaboration more time-efficient. Therefore, problems as long delivery times with organ donating and urgent samples can be eliminated. Because for the patients, every minute counts. The drones can transport up to 5kg each. It is also possible to transport critical samples, such as organs, which have to be stored under special conditions. We offer the appropriate transportation for each sample required and thus guarantee that the samples reach their destination with the highest quality. However, in order to guarantee the highest possible quality of the samples, it should be noted that the transportation of the drones is dependent on the weather. If the weather is too bad (strong winds, thunderstorms), the drones cannot fly, as the samples and therefore their corresponding quality would be at risk. For the transportation times, the samples are divided into three different categories:

- Very urgent
- urgent
- not urgent

Customers can specify how urgent their sample is and in what time frame it should be delivered. The customer must therefore provide all important information about the sample so that it can be dealt with individually.

For our locations, we focus on a small set of either large, economically strong cities, cities with a strong presence in pharmaceuticals, or cities in dire need of this technology. The set of cities includes the following:

- Basel
- Vienna

- London
- Paris
- Madrid
- Barcelona
- Berlin
- Kyiv

We chose these locations because we need to validate our product or service idea in focused markets that resemble the ones where the finished product is deployed in. Rural areas or small cities are also significant, but they are not the key market for this company. A nationwide or even continent- / worldwide expansion is not in the scope of a startup and can be achieved once our idea has been validated in different cities. Therefore, large cities that are economically stable and have a strong presence in the pharmaceutical industry are the easiest to target in the beginning. There, we will be able to test our drones and optimize them accordingly.

In order to know all possible contact points with our customers, we have integrated a representative from a laboratory and a representative from a hospital into our start-up.

For the representative of the laboratory, we decided on Jona Müller, he is a 32-year-old chemical laboratory technician who works at Viollier. He aims to lead a major research project in pharmaceutical analysis. Jona Müller represents a dedicated and skilled professional, deeply involved in the pharmaceutical industry's innovative and dynamic nature, and an ideal customer for a drone delivery service catering to laboratory needs.

For the representative of the hospital, we decided on Dr. Sarah Becker. She is a 38-year-old oncologist who works at a cantonal hospital. She aims to contribute to groundbreaking research on targeted cancer therapies. Interested in developing supportive care programs for cancer survivors, Dr. Sarah Becker is a compassionate and innovative medical professional, dedicated to advancing cancer treatment and care. Her reliance on the drone delivery service highlights its importance in providing timely and critical medical supplies in the field of oncology.

---

## CHAPTER 3

---

# COMPETITOR ANALYSIS

Drone transportation is not yet very widespread, so there are not yet many competitors on the market. However, there are already one or two companies that offer drone transportation. One company called Zipline [12] also offers drone transportation for medical samples, among other things. However, this is only a sub-category for them. They also transport food, for example. The same applies to another company called DroneUp [7], which offers almost the same services as Zipline [12]. We at SkyPulse Technologies only offer transportation for medical samples and can therefore also transport very critical samples, such as organs. By focusing mainly on the pharmaceutical and healthcare industries, we are able to provide customized transport for samples, lab results, blood donations, etc. and cater to the specific needs of our customers. With this service, we distinguish ourselves from other companies that are already on the market. Our goal to help patients, is achieved through drone delivery of the highest quality, so that this transportation becomes an everyday business in the pharmaceutical industry.

## **Part II.**

# **Business plan**

## CHAPTER 4

# COMPANY DESCRIPTION

### 4.1. Organizational chart

Through previous endeavors, research and talks with various people who work in different management positions, we've come to this organizational chart. The diagram 4.1 depicts all required departments and their teams, as well as management positions. Divisions are marked with the same color. The color's saturation denotes the hierarchical position within said department.

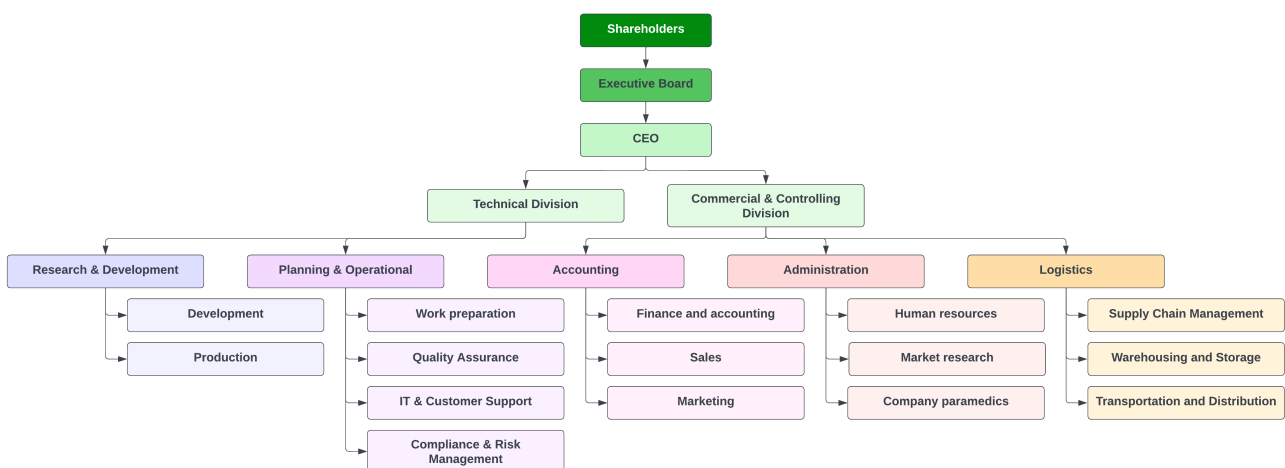


Figure 4.1.: Diagram of the organization

This diagram might be more detailed or complex when compared to ones from different startups, but this is by design. It is important that our service works reliably and follows industry standards. To achieve that, we structurally trade a bit of agility for reliability and structure.

Not displayed are ways or means of communication between teams and/or departments. Also, in the future, there might be an additional team whose job it is to ignore department barriers and work on different tasks or enable better communication or a better work flow, depending on the workload of a department.

The following chapters, 4.1.1 through 4.1.6 will now go into further detail on what each department entails and of what teams it is made of.

#### **4.1.1. Management**

The management division is marked with the color green. This diagram also includes the shareholders and the executive board. This was done in order to paint a complete picture of the company and who has a say in key decisions.

Shareholders want to maximize their profit. Keeping them safe and happy is detrimental to the long-term success of the company.

The executive board's and the CEO's job is to lead the company to success and, thus, growth and profitability. They, especially the CEO, have the big picture in mind and guide the departments toward said goals. He or she has a say in both the "Technical Division" and the "Commercial & Controlling Division".

If uncertainties arise, consulting is also an option to get an external perspective.

#### **4.1.2. Research & Development**

This department is marked with the color indigo.

By choice, we've structured this technical department into two teams. Both are concerned with "Research & Development", but one focuses on software while the other focuses on hardware. It's detrimental to us, that both hard- and software are done in-house. Having the software team in-house instead of offshore increases the quality, general understanding, and agility of our software. Also, having hardware in-house enables these teams to work closely together, which further increases the quality of the products (and thus also the services) and may also lead to a better work environment, as employees are enabled to innovate and take ownership of their own work. [11]

#### **4.1.3. Planning & Operational**

The "Planning & Operational" department, marked with violet, is made of a less specialized workforce that focuses on supporting other departments, customers, or general processes.

#### **4.1.4. Accounting**

The accounting department is featured in a fuchsia color. It encapsulates a general sales and marketing team. These are separated and under the same department by design. Their work may be different, but they need to cooperate with each other frequently, which would be harder if they were in different departments. Additionally, the "Finance and accounting" team is also under this department. It handles all monetary things.

#### 4.1.5. Administration

The red administration department features a classical "Human resources" team, as well as internal paramedics and the "Market research" team. The last one is concerned with the development of the overall market we operate in and how we maneuver in it. Its findings are detrimental and reported to the CEO, which in turn influences the roadmap of the Research & Development (R&D) department.

#### 4.1.6. Logistics

Lastly, the logistics department is marked orange. The decision to produce both soft- and hardware in-house requires a bigger logistical effort than if it were done offshore. One team will overlook the supply chain, so that if a global supply bottleneck occurs, we're going to be the least impacted as possible. They're also tasked with prioritizing suppliers who care about sustainability. Two other teams are concerned with the warehousing of materials, while another looks after the transportation of goods.

### 4.2. Vision

*«Build a world where accessible, sustainable, and fast medical care is the standard.»*

We want to bring a change to medical care and research. Technological advancements can and must be used in this field to give patients the best care they can receive. No dying patient should have to wait unnecessarily for organ transport. No treatment should be delayed because of a traffic jam. There is no reason for a two-ton vehicle for transportation, if one or several drones can get the same job done.

Let's be the change that we need.

### 4.3. Mission

*«Reliably support professionals in providing critical health care through innovative means of transportation.»*

How we want to achieve our vision is by supporting key figures in the health care industry.

1. Improve the transportation processes of companies doing research, which would lead to faster time-to-market of new and improved medicines and treatment plans.
2. Fast, uncomplicated, and reliable transport of timely goods like organ or blood donations.
3. Fast, uncomplicated, and reliable transport of lab probes or results
4. Easily and safely accessible medicines for the elderly, handicapped, etc.
5. Lessen the load on streets and pollution on the environment

## **4.4. Contributions to Sustainability**

We have three means by which we can contribute to sustainability. Each of the following chapters will tackle one of our strategies.

### **4.4.1. Full control over the drones' life cycle**

As mentioned in chapters 4.1, 4.1.2 and 4.1.6, we have full control over not just the service layer of the drones but also the production and logistics that go with them.

Having this in-house allows us to improve processes and make them more carbon-efficient. Also, having a dedicated "Supply Chain Management" team allows us to compare suppliers and choose the ones best suited for our mission. Furthermore, the transportation efforts are exponentially less, if everything is done under one roof.

We also have the advantage, that we are allowed to make investments into sustainability, as costs can be spread out over many deliveries for many businesses.

Lastly, one of our core values is a good work environment where people are encouraged to grow and express themselves. This leads to happier employees and thus has a positive impact on the local community and society as a whole.

### **4.4.2. Precision of transportation**

Conventional transportation of goods requires big buses loaded with many packages to be profitable. Our service offers the solution of direct and precise deliveries. Thus, we are not dependent on things like traffic, other packages, which lessens the overhead of CO2 production. Routing a delivery vehicle to many drop-off points will be less efficient than direct deliveries. Also, a vehicle would waste gas during traffic jams or slow-moving traffic.

### **4.4.3. Electricity**

Compared to conventional transportation, our drones use electricity to transport goods. This makes them, after production, more environmentally sustainable. Usually, this claim enables companies to use it for publicity while offloading the carbon footprint to an energy company. This way, there might still be coal burned to fuel our drones with electricity.

We want to go the extra mile and buy all, or at least a majority, of the used power from renewable energy sources.



---

## CHAPTER 5

---

# MARKET SITUATION

### 5.1. PESTEL

Factors	Description	Impact	Recommendations
Political	Promotion of drone technology, data security and privacy, liability issues	Favorable conditions for drone use, but also challenges due to compliance with complex regulations	Collaboration with policy-makers and authorities, development of transparent data protection concepts
Economic	Cost saving potential, market expansion, competition	Increasing market potential, but also strong competition	Development of a clear business model focusing on cost efficiency and unique selling points
Social	Acceptance of drone technology, privacy concerns, ethical concerns	High acceptance in metropolitan areas, but also privacy concerns and ethical questions	Transparent communication about the benefits of the technology and consideration of ethical aspects
Technological	Rapid development of drone technology, integration of drones into existing systems, development of new applications	Improved drone performance, but also challenges in integrating into existing systems	Investment in research and development, building partnerships with healthcare partners

Factors	Description	Impact	Recommendations
Ecological	Sustainability of drone technology, development of environmentally friendly drones, regulations for environmental protection	Increasing pressure to develop environmentally friendly solutions	Use of environmentally friendly drone technology and flight operations, compliance with environmental regulations
Legal	Airspace law, data protection law, liability law	Strict regulations in airspace and data protection, unclear liability situation	Compliance with airspace and data protection regulations, taking out insurance to minimize liability risks

## 5.2. Market description

### 5.2.1. Overview

The drone delivery service market in healthcare is experiencing rapid growth globally, driven by advancements in drone technology, increasing demand for faster medical deliveries, and rising healthcare costs [6]. This market specifically focuses on utilizing drones for the transportation of medical supplies, including:

- Medications and pharmaceuticals
- Blood products and samples
- Medical equipment and devices
- Vaccines and emergency supplies

The target market for this service includes:

- Hospitals and clinics
- Pharmacies and laboratories
- Blood banks and organ donation organizations
- Remote and underserved communities

### 5.2.2. Trends

**Technological advancements:** Increased drone range, payload capacity, and autonomous navigation capabilities are enhancing the feasibility and efficiency of drone deliveries. [6]

**Regulatory environment:** Governments in Switzerland and the European Union are actively shaping regulations to promote safe and responsible drone use in healthcare. [6]

**Growing demand for faster deliveries:** Hospitals and patients are demanding quicker access to critical medical supplies, which drone delivery can address. [6]

**Cost-saving potential:** Drone deliveries can reduce transportation costs associated with traditional methods

like ground vehicles. [6]

**Focus on urban areas:** Densely populated metropolitan areas with complex traffic systems stand to benefit most from drone deliveries in terms of speed and efficiency. [6]

### 5.2.3. Challenges

**Air traffic management:** Integrating drones into existing air traffic poses challenges due to safety concerns and regulations. [6]

**Privacy and security:** Ensuring the secure and compliant transportation of sensitive medical information requires robust data security protocols. [6]

**Public perception:** Concerns regarding noise pollution, privacy intrusion, and safety of drone operations need to be addressed. [6]

**Weather dependency:** Drone deliveries can be hampered by adverse weather conditions, limiting their reliability. [6]

**Limited payload capacity:** Current drone technology has limitations on weight and size of cargo, restricting the type and quantity of medical supplies that can be delivered. [6]

**Competitive Landscape:** The drone delivery service market in healthcare is a developing landscape with several emerging players. Competition is expected to intensify as established logistics companies and healthcare providers invest in drone technology. [6]

### 5.2.4. Market Opportunities

**Partnerships with healthcare institutions:** Collaborating with hospitals, clinics, and pharmacies to establish dedicated drone delivery networks. [6]

**Expansion into new applications:** Exploring the use of drones for emergency medical services, transporting blood products, and delivering vaccines to remote areas. [6]

**Focus on environmental sustainability:** Developing and utilizing eco-friendly drone technology to minimize environmental impact. [6]

**Public education and outreach:** Addressing public concerns about drone use to build trust and acceptance. [6]

### 5.2.5. Conclusion

The drone delivery service market in healthcare holds significant potential for revolutionizing medical logistics in Switzerland and European metropolitan areas. By overcoming challenges and capitalizing on emerging opportunities, companies can contribute to faster, more efficient, and cost-effective delivery of critical medical supplies, ultimately improving patient care.

## 5.3. Persona description

### 5.3.1. Jona Müller

Jona Müller, a 32-year-old chemical laboratory technician at Viollier, brings a wealth of experience (10 years) to the world of pharmaceutical research and development. His expertise lies in chromatography and mass spectrometry, honed during his previous stint at a drug discovery biotech startup.

At Viollier, Jona's responsibilities are multifaceted. He meticulously conducts chemical analyses of pharmaceutical products, while simultaneously developing and validating novel analytical methods. Jona's keen eye for detail ensures precision in his work. He is also an innovative thinker, constantly seeking to improve laboratory processes. This innovative spirit extends to collaboration, as Jona works closely with the R&D team to formulate new drugs.

Jona's commitment extends beyond technical expertise. He is a strong communicator, adept in both German and English, fostering seamless collaboration within the lab. He finds particular joy in mentoring junior staff and interns, sharing his knowledge and passion for science.

Jona's enthusiasm spills over into his hobbies. An avid hiker and nature photographer, he enjoys capturing the beauty of the outdoors. He is also a stargazer, reveling in the mysteries of the cosmos as an amateur astronomer. Furthermore, Jona dedicates his time to volunteering at local science education programs, inspiring the next generation of scientists. The fast-paced world of pharmaceutical research demands urgency. This is where the drone delivery service proves invaluable for Jona. He regularly utilizes drones to order specialized chemicals and reagents, ensuring a steady flow of vital materials. Jona also leverages drones to send samples to other labs or hospitals for collaborative analysis. The speed and reliability of drone delivery are particularly crucial for time-sensitive projects.

Jona's motivation stems from a deep passion for contributing to advancements in pharmaceuticals and healthcare. He is driven by the potential impact his work has on patient health and the efficacy of treatments. Looking ahead, Jona aspires to lead a major research project in pharmaceutical analysis. Additionally, he is keen on developing eco-friendly practices within the laboratory, demonstrating his commitment to both scientific progress and environmental responsibility.

Jona Müller embodies the dedication and expertise that thrive in the dynamic world of pharmaceuticals. His unwavering commitment to innovation, meticulous attention to detail, and passion for science make him an ideal customer for a drone delivery service that caters to the specific needs of laboratories.



Figure 5.1.: Image of Jona Müller

### 5.3.2. Sarah Becker

Dr. Sarah Becker, a 38-year-old oncologist, brings over 10 years of experience to her fight against cancer. Specializing in breast cancer treatment, Dr. Becker has participated in several clinical trials for new cancer therapies. Her meticulous nature ensures detailed patient care and treatment planning. Dr. Becker's responsibilities are multifaceted. She diagnoses and treats patients with various cancers, collaborating with a multidisciplinary team to ensure the best possible outcomes. This collaboration extends to surgeons, radiologists, and pathologists. Dr. Becker also conducts and oversees chemotherapy sessions, while actively participating in research and clinical trials to push the boundaries of cancer treatment. Beyond the medical aspects, Dr. Becker provides compassionate care and support to patients and their families, understanding the emotional toll of the disease.

Empathy and a patient-centric approach are Dr. Becker's hallmarks. Her excellent communication skills allow her to explain complex medical information in an understandable way. A life-long learner, Dr. Becker stays updated with the latest advancements in oncology.

When time is critical, Dr. Becker relies on the drone delivery service. She utilizes drones for urgent delivery of specialized medication and chemotherapy agents. The service is also vital for receiving patient-specific cancer vaccines and treatment modules. For Dr. Becker, prompt and secure delivery of sensitive medical materials is paramount. Dr. Becker's motivation is driven by a desire to improve cancer treatment outcomes and empower patients throughout their treatment journey. Her future goals include contributing to groundbreaking research in targeted cancer therapies and developing supportive care programs for cancer survivors. Dr. Sarah Becker represents a compassionate and innovative medical professional, dedicated to advancing cancer treatment and care. Her reliance on the drone delivery service highlights its importance in providing timely and critical medical supplies across various medical fields.



Figure 5.2.: Image of Sarah Becker

## 5.4. Competitor analysis

### 5.4.1. Identifying Competitors

The drone delivery service market in healthcare is a dynamic space with a mix of established players and emerging startups. Here's a framework to identify your key competitors:

- **Direct Competitors:** Companies offering drone delivery services specifically for medical supplies in Switzerland and European metropolitan areas.

- **Indirect Competitors:** Traditional medical logistics providers (ground and air), courier services offering medical delivery options, and other emerging drone delivery companies targeting non-medical applications.

### 5.4.2. Competitive Analysis Framework

**Analyze competitors across these key dimensions to understand their strengths, weaknesses, opportunities, and threats (SWOT):**

- **Company Background:** Size, experience, financial resources, brand reputation.
- **Service Offerings:** Range of medical supplies delivered, delivery area coverage, pricing models, integration capabilities with healthcare systems.
- **Technological Capabilities:** Drone technology used, range, payload capacity, automation features, safety protocols.
- **Regulatory Compliance:** Track record of adhering to airspace regulations and data security standards in Switzerland and the EU.
- **Market Presence:** Existing partnerships with healthcare institutions, market share in specific regions.
- **Competitive Advantages:** Unique selling points, innovative approaches, focus on specific medical delivery niches.

### 5.4.3. Potential Competitors

**Zipline:** US-based company with experience in drone delivery for medical supplies in Africa, exploring expansion into Europe. [12]

**Matternet:** Swiss company with a focus on long-range drone delivery solutions, partnering with healthcare institutions for pilot programs. [9]

**UPS Flight Forward:** Logistics giant UPS' drone delivery subsidiary, exploring various applications including medical deliveries. [10]

**DHL Parcelcopter:** Logistics giant DHL's drone delivery arm, conducting trials for medical deliveries in select European countries. [4]

### 5.4.4. Analyzing Competitive Advantage

**Focus on unique selling points:** Do we offer faster delivery times, specialize in specific medical supplies, or have a robust safety record?

**Highlight technological edge:** Do we have superior drone technology, better payload capacity, or advanced flight automation features?

**Emphasize partnerships and market knowledge:** Do you have established partnerships with key healthcare institutions or a deeper understanding of the needs of the European healthcare market?



### 5.4.5. Conclusion

By understanding our competitors' strengths and weaknesses, we can develop strategies to differentiate ourselves and gain a competitive edge. Focus on our unique capabilities, build strong partnerships, and stay ahead of the curve in terms of technology and regulatory compliance to be a successful player in the European drone delivery service market for healthcare.

## 5.5. Market outlook

The drone delivery service market in healthcare for Switzerland and European metropolitan areas presents a promising outlook with significant growth potential driven by several factors:

### 5.5.1. Growth Drivers

**Technological advancements:** Continued improvements in drone range, payload capacity, automation, and bad weather flying capabilities will enhance the feasibility and efficiency of drone deliveries. [6]

**Regulatory environment:** A supportive regulatory landscape in Switzerland and the EU, with clear guidelines for safe and responsible drone use in healthcare, will unlock further market growth. [6]

**Rising healthcare demand:** Increasing pressure on healthcare systems to reduce costs and improve access to care will fuel demand for faster and more efficient delivery of medical supplies. [6]

**Aging population and chronic disease management:** The growing elderly population and rise in chronic diseases will necessitate faster delivery of medications and other medical supplies. [6]

**Urbanization and traffic congestion:** Densely populated cities with complex traffic systems stand to benefit most from drone deliveries, offering a quicker and more reliable alternative to traditional methods. [6]

### 5.5.2. Market Forecasts

Market research predicts a significant growth trajectory for the drone delivery service market in healthcare. Here are some **projections to consider**:

- **Global Market Insights:** Estimates the global medical drone delivery services market to exceed USD 200 million in 2022 and grow at a CAGR (Compound Annual Growth Rate) of over 25% through 2032. [6]
- **Fortune Business Insights:** Projects the global medical drone market size to reach USD 3.62 billion by 2030, with a CAGR of 16.4%. [6]

### Regional Considerations

Switzerland and the EU are expected to be at the forefront of drone delivery adoption in healthcare due to their supportive regulatory environments and advanced technological infrastructure. [6]

Metropolitan areas within these regions will likely see the fastest growth due to factors like high population density, complex traffic systems, and a concentration of major hospitals and healthcare institutions. [6]

### 5.5.3. Challenges and Uncertainties

**Public perception:** Addressing concerns about noise pollution, privacy, and safety of drone operations will be crucial for wider public acceptance. [6]

**Weather dependency:** While technology is improving, drone deliveries can still be hampered by adverse weather conditions. [6]

**Data security and privacy:** Maintaining robust data security protocols is essential for ensuring the safe and compliant transportation of sensitive medical information. [6]

**Integration with existing systems:** Seamless integration of drone deliveries with existing hospital logistics and inventory management systems remains a challenge. [6]

### 5.5.4. Conclusion

Overall, the drone delivery service market in healthcare for Switzerland and European metropolitan areas presents a promising future. By overcoming challenges, capitalizing on technological advancements, and building trust with the public and healthcare institutions, companies can play a significant role in revolutionizing medical logistics and improving patient care.

## 5.6. Market regulations

The drone delivery service market in healthcare operates within a framework of regulations established by both Switzerland and the European Union. Here's a breakdown of the key regulatory considerations:

### 5.6.1. European Union (EU) Regulations

**EU Drone Regulation (2019/947):** This overarching regulation sets the foundation for safe and secure drone operations across the EU. It categorizes drones based on weight and risk, with specific requirements for each category. [2]

**Open Category (C0):** Low-risk drones under 250 grams generally require minimal registration and pose minimal risk to healthcare deliveries. Medications typically wouldn't fall into this category.

**Specific Category (C1, C2, C3):** Drones exceeding 250 grams or posing a higher risk fall under this category. They require operator registration, authorization for specific operations, and adherence to safety measures like maintaining a visual line of sight (VLOS). This category would likely be most relevant for healthcare deliveries.

**Certified Category (C4):** High-risk operations beyond visual line of sight or involving transporting dangerous goods require extensive certification and authorization. Not applicable for most healthcare deliveries.

**EASA (European Union Aviation Safety Agency) Guidelines:** EASA provides specific guidance for drone operations in the EU, including:



- **UTM (Unmanned Traffic Management) Systems:** These systems manage drone traffic in designated airspace, ensuring safe integration with manned aviation.
- **Standard Scenarios (STS):** These pre-defined scenarios outline safe operating conditions for specific drone operations, potentially including medical deliveries in the future. [2]

### 5.6.2. Swiss Regulations

**FOCA (Federal Office of Civil Aviation):** FOCA enforces EU Drone Regulation within Switzerland and may have additional national regulations specific to drone operations. It's crucial to stay updated on any Swiss-specific requirements.

**Bazl (Federal Office for Civil Aviation):** Bazl provides information and resources for drone operators in Switzerland, including registration procedures and airspace restrictions.

### 5.6.3. Additional Considerations

**Data Protection:** Both the EU (GDPR - General Data Protection Regulation) and Switzerland have strict data protection regulations. Companies must ensure all medical information transported via drones is handled securely and compliantly.

**Privacy:** Public concerns regarding privacy intrusion from drone deliveries need to be addressed. Transparency regarding data collection and usage is essential.

**Insurance:** Liability insurance covering potential accidents or damage caused by drones during healthcare deliveries is crucial.

### 5.6.4. Conclusion

Regulations for drone operations are constantly evolving. It's essential to stay informed about the latest updates from the EU and Swiss authorities to ensure your healthcare drone delivery service operates compliantly.

---

## CHAPTER 6

---

# STRATEGY

### 6.1. Stakeholders

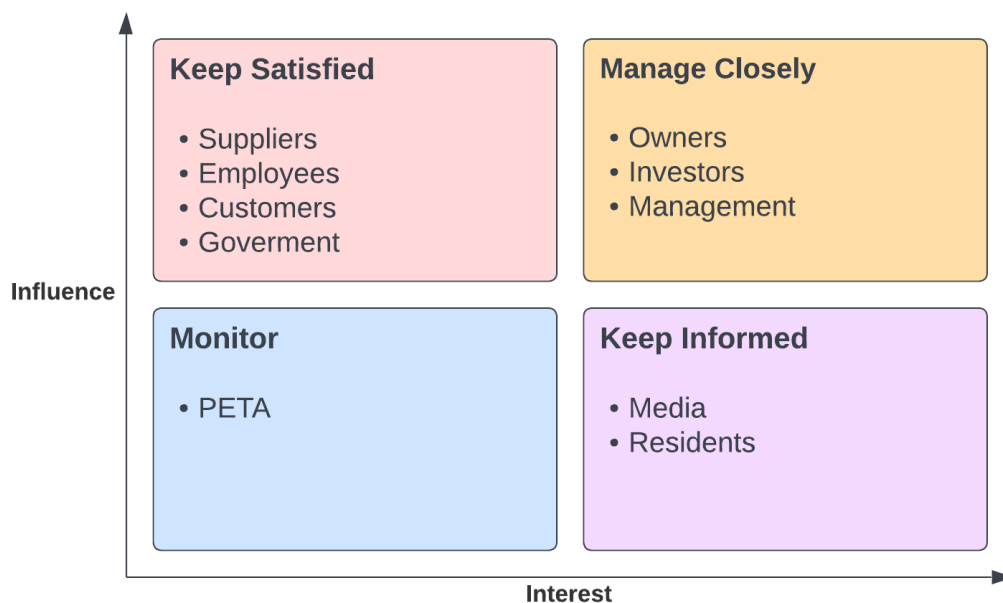


Figure 6.1.: Diagram of the stakeholder mapping

### 6.1.1. Internal

We have various internal stakeholders. These include our employees in various areas, such as production or administration. The employees have an interest in the company because they want to protect their rights and secure their jobs so that they have a fixed income, fair working conditions, and can thus finance their livelihood. Furthermore, we as owners are also internal stakeholders, as we want to make a profit from the money we invest. This also includes all other investors.

The management of the company is also one of our internal stakeholders; the management wants to achieve the company's goals in order to move it forward.

### 6.1.2. External

Our external stakeholders include the government, which is responsible for regulating the transportation of drones. But they also look at how our company works, whether we work according to all the guidelines.

Another external stakeholder are our customers (e.g., laboratories or hospitals), who use or would like to use our services and thus generate income. Then there are our shareholders, who want to make money with our shares.

Our suppliers are also very important external stakeholders, as they supply us with important materials for the construction of our drones. The society or the residents of the city in which we offer our service also play an essential role. For example, they can take action against us because they feel disturbed by the drones, which would not be good for our company image either. Groups such as PETA are also involved, as we operate in airspace and are therefore in a bird habitat. And last but not least, the media, it has a big impact on our company, whether the media writes good or bad things about us.

## 6.2. SWOT-analysis

### 6.2.1. Strengths

- It is an innovative solution that does not really exist at the moment.
- Our service has the potential to improve the efficiency and speed of transporting medical samples.
- Modern technology through self-flying drones, leads to fewer employees, which leads to cost savings.

### 6.2.2. Weaknesses

- Autonomous flying of drones requires complex and good technology, leading to high costs due to development.
- Communication between the drones and the responsible employees must function smoothly.
- Technical failures of the drones.

### 6.2.3. Opportunities

- Demand for medical services is increasing.
- In situations, such as COVID-19, medical samples could be transported very quickly. Costs could be saved thanks to the faster transportation route.
- Cooperation with hospitals and laboratories can facilitate access to the market.

### 6.2.4. Threats

- Other companies entering or operating in this sector (transportation companies).
- The strict regulations on drone transportation of medical samples.
- Accidents with drones.

### 6.2.5. SO Strategies

- As the demand for medical samples is increasing, we can convince and win customers with our faster and more efficient method of transporting medical samples.
- In crisis situations we can be very supportive as we can transport very quickly and easily. We could also gain a leading position.
- With our modern and good technology, we can gain new customers.

### 6.2.6. ST Strategies

- With our unique technology, we can be better than other companies. We also want to patent our drone technology.
- Since we have very safe drones that also register when something is in front of them through a sensor, we can reduce accidents to a minimum.

### 6.2.7. WO Strategies

- The high demand for transportation of medical samples enables us to cover our high development costs from the start.
- Our well-developed technology enables us to reduce technical failures to a minimum.

### 6.2.8. WT Strategies

- Since it requires high costs to develop this technology, we assume that many other companies will not do this easily.

### 6.3. Possible barriers of entry

As we are developing our own drone, this can lead to high costs in the beginning. However, we want to solve this by getting investors, because we are convinced that once we have overcome the first phase of our start-up, we will take a leading position in this market. We want to assure our potential investors of our innovative ideas and technologies. We also want to gain new customers. Also, we want to retain them with reliable and competent service. In the best-case scenario, these customers will also recommend us to others.

It could also be difficult to obtain the necessary permits in the city for the transportation of medical samples using drones. But we want to change this by lobbying the government with our very safe technology. And also show them the many advantages of our idea (fast and cost-effective transportation in the medical field).

## Part III.

# Future

---

## CHAPTER 7

---

# OUTLOOK

For our future outlook, the first thing we have to do is evaluate our current data. We will have to gather some qualitative and quantitative data about the business's finances, operations, products or services, customers, and employees. With this newly acquired information, we can find out where our strengths and weaknesses are. It's really important to know soon enough what works in our business and what doesn't. We will talk to our current customers and ask them about their opinions about the drones and the service. Ideally, with a survey, we will find out, how we can optimize our drones and how we can improve the service and communication between our customers and us. In the future, we want to expand our offerings. Through the information we gathered, we can optimize our drones and the service. When the drones established themselves in the planned cities and everything works out as it was predicted, we also intend to expand our business to different places. If the circumstances allow it, our concept could also be established in smaller and poorer cities. For this, we would have to adjust our prices for the drones, because poorer cities can't afford to pay as much as big, pharma-oriented cities. A possibility would also be to create a new kind of drone that is able to transport heavier loads. With this, we could transport a larger variety of samples and also more samples in one transport. This leads to more efficiency and a greater variety of our services.

Before we offer new services or a new kind of drone, we will have to do some further market research. We will have to find out what is popular on the market and where the gaps in the market are. Drone transportation is a relatively new market concept, so theoretically, there are still many options open to us. Of course, you have to bear in mind that there could be new competitors in this market at any time that offer a similar service to us. However, our aim is to remain in the pharmaceutical industry and the health sector and focus on the transportation of medical samples. With this specific focus, we want to dominate the drone transportation market by guaranteeing the highest possible transport quality.

An important fact for the future of our business is also its finances. We also have to take a closer look at the income and expenditure. In order to provide our service in poorer cities, we will have to optimize our income and expenses. By optimizing the expenses for our business, we will be able to save more money. By minimizing

the production costs of the drones, we could save the most money. The best way to save on production costs is to look at where the production would be the cheapest in relation to quality. The quality of the drones is our top priority, so we won't produce them with any cheap material. This is because poor-quality drones could endanger the transport of critical samples. In order to continue financing our business, we will also be looking for further investors. To achieve this, we will expand our network and spread our ideas further. The most suitable partners would, of course, be large pharmaceutical companies or hospitals that show interest in our service and would like to be a part of it. This could also improve future cooperation between the two industries. If we expand our business, we will also have to hire new employees in order to guarantee the best possible service.

With all these factors mentioned, we will be able to grow and expand our business. We hope that this type of transport will become established worldwide in the future and that it will speed up the transportation of medical samples, which could save many patients' lives. We look forward to being a part of it.



# Part IV.

# Appendix

---

## APPENDIX **A**

---

# LIST OF ACRONYMS

<b>R&amp;D</b>	Research & Development
<b>P&amp;O</b>	Planning & Operational
<b>ACC</b>	Accounting
<b>ADM</b>	Administration
<b>LOG</b>	Logistics
<b>AI</b>	Artificial Intelligence
<b>CEO</b>	Chief executive officer
<b>PETA</b>	People for the Ethical Treatment of Animals
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>SO</b>	Strengths and Opportunities
<b>ST</b>	Strengths and Threats
<b>WO</b>	Weaknesses and Opportunities
<b>WT</b>	Weaknesses and Threats

---

---

## APPENDIX B

---

### INDEX OF USED AID

- **Gemini:** Google's largest and most capable AI model. Used for the entire chapter 5 to paraphrase.
- **LanguageTool:** LanguageTool is an AI-based spelling, style, and grammar checker that helps correct or paraphrase texts across languages. Used for the entire document to check spelling and grammar.
- **DeepL Write:** AI companion by DeepL. Used for the entire document to paraphrase.

---

---

## APPENDIX C

---

# GLOSSARY

**R&D**      Research & Development

---

---

APPENDIX **D**

---

LIST OF FIGURES

4.1 Organizational chart made with lucidchart.com . . . . . 7

5.1 Image of Jona Müller, generated by gpt-4-turbo . . . . . 14

5.2 Image of Sarah Becker, generated by gpt-4-turbo . . . . . 15

6.1 Stakeholder mapping made with lucidchart.com . . . . . 20

---

## APPENDIX E

---

# LIST OF SOURCES

- [1] Proton AG. *General Data Protection Regulation (GDPR) Compliance Guidelines*. GDPR.eu. 2019. URL: <https://gdpr.eu/> (visited on 03/18/2024).
- [2] *Drones & Air Mobility | EASA*. EASA. Sept. 2022. URL: <https://www.easa.europa.eu/en/domains/civil-drones> (visited on 03/18/2024).
- [3] *Healthcare Market Consulting and Research Reports - Grand View Research*. Grandviewresearch.com. 2024. URL: <https://www.grandviewresearch.com/industry/healthcare> (visited on 03/18/2024).
- [4] Drones. (2018). Dhl.com. <https://www.dhl.com/us-en/home/insights-and-innovation/thought-leadership/trend-reports/drones-logistics.html>. Drones. dhl.com. 2018. URL: <https://www.dhl.com/us-en/home/insights-and-innovation/thought-leadership/trend-reports/drones-logistics.html> (visited on 03/18/2024).
- [5] *Implementing regulation - 2019/947 - EN - EUR-Lex*. Europa.eu. 2019. URL: [https://eur-lex.europa.eu/eli/reg\\_impl/2019/947/oj](https://eur-lex.europa.eu/eli/reg_impl/2019/947/oj) (visited on 03/18/2024).
- [6] Fortune Business Insights. *Medical Drone Market to Worth USD 3.62 Billion by 2030 | Fortune Business Insights*. GlobeNewswire News Room. Aug. 2023. URL: <https://www.globenewswire.com/en/news-release/2023/08/24/2731127/0/en/Medical-Drone-Market-to-Worth-USD-3-62-Billion-by-2030-Fortune-Business-Insights.html> (visited on 03/18/2024).
- [7] DroneUp LLC. *Medical Delivery Services | DroneUp*. Droneup.com. 2024. URL: <https://www.droneup.com/delivery-services/medical> (visited on 03/13/2024).
- [8] Federal Office. *Drones*. Admin.ch. 2024. URL: <https://www.bazl.admin.ch/bazl/en/home/drohnen.html> (visited on 03/18/2024).
- [9] Karen Pasternack. *Matternet Launches World's Longest Urban Drone Delivery Route Connecting Hospitals and Laboratories in Zurich, Switzerland*. Businesswire.com. Dec. 2022. URL: <https://www.businesswire.com/news/home/20221212005097/en/Matternet-Launches-World%E2%80%99s>

Longest-Urban-Drone-Delivery-Route-Connecting-Hospitals-and-Laboratories-in-Zurich-Switzerland (visited on 03/18/2024).

- [10] Inc United Parcel Service of America. *Drone COVID Vaccine Deliveries*. About UPS-US. 2021. URL: <https://about.ups.com/us/en/our-stories/innovation-driven/drone-covid-vaccine-deliveries.html> (visited on 03/18/2024).
- [11] Hui Wang et al. "Employee innovative behavior and workplace wellbeing: Leader support for innovation and coworker ostracism as mediators". In: *Frontiers in Psychology* 13 (Nov. 2022). DOI: 10.3389/fpsyg.2022.1014195. URL: <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2022.1014195/full#h1> (visited on 03/18/2024).
- [12] Zipline. *Zipline Drone Delivery & Logistics*. Zipline. 2022. URL: <https://www.flyzipline.com/> (visited on 03/13/2024).