Learn what works (and what doesn’t) in innovative startups and inspiring leading-edge organizations that are remaking healthcare delivery across the globe. Business Model Innovation: Global Health in Frontier Markets explores successful approaches to delivering healthcare in challenging settings. An engaging mix of content, case studies, student investigations, and class guests inspires our ideas and insights. To frame the issues and opportunities, we analyze varied organizations, asking why some fall short while others grow in size and contribute to the health of the people they serve. Our understanding of challenges and opportunities sets the context for the course’s ongoing exploration of promising business model and social enterprise innovations.

Modern medicine could reduce disease greatly, yet fails to reach millions across the globe. Innovations in technology, process, marketing, and finance have the potential to help address the delivery challenges—not just in frontier markets, but everywhere. In this class, we explore novel solutions and new business models for delivering health care in resource-limited settings. The aim is to apply management lenses to what global health experts call the implementation gap, but the insights could apply even more broadly: What we learn about innovating amid constraints could prove useful for would-be entrepreneurs and managers in many fields. Our focus on the enterprise makes the most of MIT Sloan strengths in strategy, entrepreneurship, globalization, innovation, sustainability, systems, logistics, economic development, and healthcare delivery.
Course overview

Business Model Innovation: Global Health in Frontier Markets investigates how specific arrangements of organizational design, strategy, and function enable scale and sustainability for health care delivery amid resource constraints. We examine a variety of enterprises to understand what differentiates the successful from those that fall short in delivering health care in the most challenging settings. In lively class sessions, we'll explore varied cases, compelling video content, and insights from experts, along with students' own analyses of promising business models. The course is designed to tap into students' knowledge of and experience in finance, operations, strategy, and marketing—along with healthcare, technology, and international development—to investigate unique delivery challenges in emerging markets. Anjali Sastry builds on her experience with global health delivery in Sub-Saharan Africa and South Asia, background in system dynamics, and an extensive network of experts.

First offered as 15.965 in 2010, and subsequently as 15.S02, the course offers an invaluable perspective on what works—or could work—in global health. Health outcomes, scale, and financial and other aspects of sustainability are all central concerns. We'll be exploring these concepts in a variety of ways.

Interested in on-the-ground projects? A companion projects-based class, GlobalHealth Lab, is usually offered in the spring, but will not be offered in 2016. For more on GlobalHealth Lab and our broader work in global health delivery at MIT Sloan, see www.groundwork.mit.edu.

Course design

In the first part of the course, we analyze the issues through a set of case studies, readings, and discussions. As we build our library of examples, we'll be developing a map of potential linkages between business models, health impacts, and context. We'll also be generating a list of open questions and continuing an evolving dialog about the role of business and business thinking in global health.

The course takes on several linked themes: growth and scale; philanthropy and partnerships; promising business models; and tensions and tradeoffs in scale, sustainability, and impact. Via case discussions, you'll discover how these themes are linked to key management issues of strategy, operations, marketing, finance, and human resources.

In the final segment of the course you'll share your operational and strategic insights from your own analysis of a promising business model, connecting your insights and questions on performance, innovation, and sustainability for your focal enterprise with themes from the class. These presentations set the stage for an integrative discussion about future innovations in frontier-market business models.

Course requirements

Our class sessions promise to be lively and include interactions and exercises designed to build the dialog within the class and the wider community. Many of our discussions are case-based, so preparation and participation are important. Some cases are non-traditional in format and take the form of video and other content. Early on, you'll form small teams and your group will be assigned an organization or program to examine. There is no final exam. Course requirements and key deliverables fall into three categories.

Detailed assignments and useful materials are posted on Stellar.

Individual managerial briefing assignment (15%): Early in the course, turn in a two-page memo aimed at business executives outlining the critical facts and implications for management and delivery of health care for a disease or health condition you select from our list (due 15 September).

Class participation (25%) is assessed on the basis of the quality (not quantity!) of contributions to class sessions as well as the feedback offered to classmates. We factor in your performance during your team’s check-in meeting with the TA and your team’s in-class presentation.
Business Case: Team presentation and deck, executive summary, and team learning memo (60%): Self-selected teams will be assigned a global health organization or program with a compelling model or mission. Each student group will analyze the organization’s model and potential for impact, scale, and sustainability from financial, operational, strategic, and marketing perspectives, linking to themes from class discussions. Intermediate deliverables listed below are not graded but are designed to enable team progress.

- **Business case portfolio:**
  - Initial description of organization’s health focus (1 or 2 slides; upload by 22 September)
  - Initial overview of organization (1 or 2 slides; upload by 29 September)
  - Initial analysis of strategy (1 or 2 slides; upload by 6 October)
  - Complete draft of presentation deck (upload by 8 October)
  - Two-page executive summary (due 13 October)
  - Excerpted slides to present in class (due 13 October)
  - Final, complete presentation deck and two-page team learning memo (due 16 October)

- Your team will present a subset of your slides in class on the last day of class, 15 October. We will distribute your draft executive summary to the class before your presentation so they must be turned in on Tuesday, 13 October.

- Check-in meeting: Each team is required to meet with the course team to seek feedback on their draft presentation on or about Friday, 9 October.

**Other student responsibilities** include reading and complying with our statement of values in practice (on Stellar). Come to class ready to be fully present for the next 80 minutes. During class, keep laptops closed and mobile phones off. Please do not leave class early, and you must avoid stepping out of class for any reason—it is highly disruptive and a particular irritant to speakers and students (and your professor). To make the most of our interactive design, it is important that you submit materials when requested. We hate it when you miss class. We have only ten sessions! If you must miss class for any reason, please inform the TA 24 hours in advance so that the teaching team is prepared and so that we can help you find alternatives to missing class if at all feasible. Recall that missing class for interviews is not acceptable. To make up for any session you miss you are required to
- read and prepare all assigned materials, then
- debrief thoroughly with a classmate. Next,
- prepare an original commentary and send it to the TA within one week of the missed class. We will post this commentary as a blog post. Guidelines follow.

**Guidelines for commentary blog post:** Develop an original discussion of a business or healthcare issue related to the case or class topic. Refer to at least one assigned reading for the class and also include one additional resource or idea that you can cite (e.g. a paper, textbook, MIT Sloan course, or online source). If at all possible, include one image saved as a jpeg, with a caption, either your own or one selected from a website that allows content sharing (e.g. via [http://www.flickr.com/creativecommons/](http://www.flickr.com/creativecommons/)). Include all these materials in a single document. Your commentary should be 200-300 words and saved as a word file with a title and your name and program in the byline. To enable us to insert hyperlinks later, simply place explicit links in square brackets immediately following an underlined reference within your text.

**Course materials**

Many readings are posted to the class Stellar site, with some optional and multimedia items available via links. To obtain selected required cases you must also purchase an electronic course pack (link in Stellar). Some material may be distributed in hard copy only. Respect all copyrights and do not disseminate or
forward any material you do not have permission to share. Some required and optional materials take the form of video or mp3 content; please plan accordingly.

Make sure you’re prepared for each class, having read carefully and considered the assigned materials. Reflect on how what you’re reading relates to the class content and your own interests, and set aside time for follow up or additional reading and research connected to topics you find interesting or for areas where you need to shore up your background knowledge. As you know, case preparation requires you to go beyond simply reading the case—you’ll need to study and then reflect on the case and prepare your thoughts to enable the best class session possible.

**Course credit, assignments, and background knowledge**

*Business Model Innovation: Global Health in Frontier Markets* is a 6-credit half-semester course that must be taken for a letter grade. There are no prerequisites, save the requirement that non-business school students require the instructor’s permission. In general, we want to see at least three business classes in applicant’s backgrounds. Cross-registered graduate students are welcome, space permitting.

We’ll ask for some assignments to be submitted electronically and others as hard copy. If a hard copy is required it is due in class, so you need not make a special trip to turn in materials.

**Wondering how you can learn more about global health, business models, and the settings we explore?** A half-semester course offers limited scope for covering the vast terrain of global health and management. The course team has curated a set of additional readings that you can explore on your own; assignments and optional readings throughout the course provide opportunities and resources for you to develop your knowledge in key domains.

**Course communications**

The course team sends a weekly email highlighting themes from class, upcoming events, schedule changes or additional resources, some of which may be required preparation; please make sure to check the Stellar site regularly. In a very rare case, we may add a note, pdf, or link as late as the day before class, but we strive to avoid anything last-minute.

To build a dialog about global health delivery and management, we’ll be referring and contributing to a class blog linked to from the Stellar site. Check the blog every week and add your comments. Recall that students who must miss class will post thoughtful comments there. Some of our in-class discussions generate great blog posts, so do follow and join the dialog.

We designed this course to make the most of our shared resources for this class for future students at MIT and elsewhere. Please contribute to our growing body of knowledge: send in links, make comments, share ideas and resources.

*Business Model Innovation: Global Health in Frontier Markets* examines issues at the intersection of entrepreneurship, management, economic development, and healthcare—a nexus of innovation where new ideas, practices, and models are constantly emerging. Welcome to our exploration of this new frontier!
**Schedule of classes and assignments**

Read the optional materials if your background knowledge in this domain needs to be shored up. You'll also find a curated reading list of additional materials to develop your knowledge among our course materials. All required readings (save one) are posted; these are also linked to on Stellar or within this document. Note that most cases and one reading are only available via our electronic coursepack which you must purchase from Study.Net; these materials are marked *.

Additional readings may possibly be added as we go; be sure to check Stellar.

**Thursday 10 September**

**Class 1  ** **Global Health challenges in reaching scale and why we focus on business models**

Case discussion: CFW Shops and business-format franchising; course goals and plan

Come to class ready to discuss CFW Shops and the challenges of reaching scale. To prepare, watch the video carefully and read three articles (total: 17 pages). If you cannot read the articles before class, please read them immediately after. Make sure to read the optional items if needed.

1. PBS **NOW** with David Broncaccio. 2007. *Health Care Franchise* (video: 25 minutes run time). You may skip the first two minutes: content starts at 2:04 and ends at 26:48. Click through on the links for more information. [alternative link to video](alternative link to video). This video first aired in May 2007, but the ideas remain relevant. (a .mov version is posted on Stellar.)


Individual assignment handed out.

**Tuesday 15 September**

**Class 2  ** **Cooperative approaches as growth strategies**

Case discussion: Hello Healthcare case; Rapid mixer

Prepare *Hello Healthcare* case (purchase it and other * materials via Stellar link) and reading; also, catch up on readings from the first class if you missed them. Individual assignment due today.


2. Guest, Peter. 2011. “Spelling out growth: Africa has big potential, but those that wish to invest need a healthy appetite for risk and deep pockets.” *Wall Street Journal*, September 19. [link](link)


**By class on Tuesday 15 September: submit individual assignment, Managerial briefing memo on critical disease, to our Stellar site.**
As soon as possible, visit our google doc (link on Stellar), adding any details useful to potential teammates so that you can discover collaborators. Email TA with any issues or concerns.

Thursday 17 September

Class 3  Intrapreneurship; public-private partnership
Case discussion: SMS for Life

Prepare case and use the resources list to pinpoint any other readings that will help you in the class.

3. [review to select one or more items to read] Sastry, Anjali. 2015. *Resources on business models, management, and innovation in global health*. MIT Sloan Groundwork Initiative for Global Health

Note.

By midnight Friday 18 September: submit your team selection to the googledoc linked via Stellar.

Tuesday 22 September

Class 4  Innovations in operational efficiency and potential for scaling up
Case discussion: Riders for Health

Prepare case, reading, and video.

5. [optional] Two videos (via class YouTube or links): one on Riders’ sample transport model in Lesotho, featured on BBC World ([video](#)); and another highlighting Riders’ model in Zambia, part of BBC series “guide to good business.” ([video](#))

By end Tuesday 22 September: Upload initial description of organization’s health focus (1 or 2 slides)

Thursday 24 September

Class 5  Microfranchising: tapping into an army of healthcare workers
Case discussion: Living Goods; leveraging community health workers

Prepare case and reading; consider the financial viability of the Living Goods model.

4. Additional reading TBA. Please check Stellar.
Tuesday 29 September

Class 6  Business thinking, innovation, and scale
Case discussion: Avahan India AIDS Initiative

Prepare to discuss the case and how the Kim-Farmer-Porter perspective applies.


By end Tuesday 29 September: Upload initial overview of organization (1 or 2 slides)

Thursday 1 October

Class 7  Innovative strategy meets innovative operations: A systems thinking assessment
Case discussion: Aravind Eye Clinic; systems thinking analysis

Prepare to discuss Aravind’s model in class, treating the materials as a case (allow plenty of time to view video, jot notes, and prepare for case discussion).

1. Ravilla, Thulasiraj. How low-cost eye care can be world-class. TED video. Paying careful attention to the underlying business model and taking notes for our in-depth class discussion, watch 17-minute video (on our YouTube or via link).

Tuesday 6 October

Class 8  Product development partnerships
Case discussion: Medicines for Malaria Ventures

Prepare the first two readings as a case example of MMV and consider the value of such a partnership.


By end Tuesday 6 October: Upload initial analysis of strategy (1 or 2 slides)

Thursday 8 October

Class 9  Organizational sustainability, efficiency, and scale
Case discussion: Narayana Hrudayalaya
Prepare case and reading.


By end Thursday 8 October: Upload complete draft of presentation deck
On or about Friday 9 October: Meet TA to review presentation deck

Tuesday 13 October
No Class: MIT offers Monday classes instead

By end Tuesday 13 October: Upload two-page business case executive summary AND 2-3 slide excerpt of your presentation deck to show in final class

Thursday 15 October

Class 10  Student team presentations
Read and carefully consider the following along with the executive summaries provided by each of today’s presenting groups.


By end Friday 16 October: Upload your team’s business case presentation deck and learning memo.
Taking into account feedback and discussions, refine your presentation deck. You may also submit a revised executive summary if you so choose. Note that this material may be uploaded to the web for others to read and download.
Also prepare a 2-page team memo documenting what you learned from this class.
## 15.232: Business Model Innovation for Global Health Fall 2015 (H1) Syllabus Overview

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Case</th>
<th>Readings required and [optional]</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Th 10 Sept</strong></td>
<td>Global health challenges in reaching scale; Franchising and other business models.</td>
<td>CFW shops (PBS video)</td>
<td>Fieldston, Terwiesch &amp; Altschuler Serrat Prahalad &amp; Mashelkar [Pindyk] [Bishai et al] [Beyeler, De La Cruz &amp; Montagu]</td>
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<tr>
<td><strong>2 Tu 15 Sept</strong></td>
<td>Cooperative approaches as growth strategies; In-class rapid mixer</td>
<td>Hello Healthcare* (Ivey case)</td>
<td>Guest 2011 [Guest 2015]</td>
<td>2-page individual managerial briefing paper; Team selection*</td>
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<tr>
<td><strong>3 Th 17 Sept</strong></td>
<td>Public-private collaboration and intrapreneurship</td>
<td>SMS For Life A* (IMD case)</td>
<td>Sastry [Sekhri, Fieachem &amp; Ni]</td>
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<tr>
<td><strong>4 Tu 22 Sept</strong></td>
<td>Innovations in operational efficiency and potential for scaling up</td>
<td>Riders for Health* (Stanford case); video</td>
<td>Yadav, Stapleton &amp; Van Wassenhove [Blake] [additional videos]</td>
<td>1-2 slides on initial description of organization’s health focus</td>
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<tr>
<td><strong>5 Th 24 Sept</strong></td>
<td>Franchising, and how to tap into an army of healthcare workers</td>
<td>Living Goods* (ICMR case)</td>
<td>Beck, Deedler &amp; Miller Beyeler, Briegleb &amp; Sieverding Possible additional reading TBA</td>
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<tr>
<td><strong>6 Tu 29 Sept</strong></td>
<td>Business thinking, innovation, and scale</td>
<td>Avahan India AIDS Initiative (GHD case)</td>
<td>Kim, Farmer &amp; Porter [Sgaier et al] [Rhatigan et al] [Kusek, Wilson &amp; Thomas]</td>
<td>1-2 slides on initial overview of organization</td>
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<tr>
<td><strong>7 Th 1 Oct</strong></td>
<td>Innovative strategy meets innovative operations: A systems thinking assessment</td>
<td>Aravind (TED video)</td>
<td>Rangan &amp; Thulasiraj Gupta [Bhandari et al]</td>
<td>1-2 slides on initial analysis of strategy</td>
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<tr>
<td><strong>8 Tu 6 Oct</strong></td>
<td>Product development partnerships</td>
<td>Medicines for Malaria Ventures (Moran et al &amp; Mehta et al excerpts)</td>
<td>[Jakobsen, Wang &amp; Nwaka]</td>
<td>1-2 slides on initial analysis of strategy</td>
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<tr>
<td><strong>9 Th 8 Oct</strong></td>
<td>Organizational sustainability, efficiency, and scale</td>
<td>Narayana Hrudayalaya A* (HBS case)</td>
<td>Govindrajan &amp; Ramamurti [Cook et al]</td>
<td>Draft deck; Meet TA to review</td>
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<tr>
<td><strong>- Tu 13 Oct</strong></td>
<td>NO CLASS</td>
<td></td>
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<td>Executive summary; 2-3 slide deck excerpt</td>
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<tr>
<td><strong>10 Th 15 Oct</strong></td>
<td>Student team presentations and discussion</td>
<td>Fellow students’ business case executive summaries</td>
<td>Govindrajan &amp; Trimble* Onie, Farmer &amp; Behfouroz [dePasse &amp; Lee] [Seelos &amp; Mair]</td>
<td>Day AFTER class: Final presentation deck and team learning memo</td>
</tr>
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All readings and assignment instructions are on Stellar. Purchase *materials via Study.Net link
Optional materials in brackets [ ]. Turn in assignments by class start on due date, on Stellar or in hard copy as instructed.
*Team selection by 11:59PM on Friday, September 12