STRAT 562/TO 563
Innovation in Global Health Delivery: Strategies for Enhancing Growth and Improving Access in Emerging Markets

Term: Winter (A) 2016

Class Meetings:
Wednesdays 6:30-9:30pm

Instructor

Professor Ravi Anupindi
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COURSE OVERVIEW

A large portion of the growth in the life sciences sector will occur from emerging markets in Asia, Latin America and Africa. This growth will occur primarily from serving populations that currently do not access formal healthcare (medicines, vaccines, service consultations, diagnosis, and preventive technologies). Achieving the projected growth in emerging markets requires in depth understanding of current constraints in the healthcare delivery system in emerging markets. New business models built around operational efficiency offer tremendous potential to both improve people’s health worldwide and achieve revenue growth.

This course examines how innovations in business models, strategy, operations, financing and supply chains are allowing far more people to access better quality healthcare. The course draws extensively on real-world case studies and latest research in this field. Class sessions feature thought leaders from the field of global health delivery and involve lively debates on important topics. Concepts and approaches from strategy, operations, finance, and supply chain management are used to understand what determines success and failure of businesses that seek to provide healthcare to low income populations. While there will be a strong emphasis on global health, some of the concepts are applicable more generally to product and service delivery in emerging markets.

This course is divided into two modules: The first part of the course will focus on design of systems that ensure access to medicines, vaccines and other health technologies. The second part of the course will focus on design of systems for health service delivery.

Specific learning objectives for this course are:

- Develop an in-depth understanding of the key issues in designing and managing healthcare delivery (products and services) in emerging markets.
- Understand the important role of operations and supply chain management in improving effectiveness and efficiency of healthcare delivery in emerging markets.
- Ability to formulate strategies for market entry in the healthcare/life sciences sector in emerging markets
- Understand the role of product and process innovation in global health delivery (through practical examples and cases)
- Understand factors that influence the adoption of new health technologies in emerging markets and operational strategies to speed up adoption
- Understand the roles played by different agencies in the provision of healthcare in emerging markets and understand the critical value of inter-agency coordination in this context
- Discover and understand high impact opportunities for social entrepreneurship and operational innovation to improve global health delivery
Biographical Information

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Ravi Anupindi David B. Hermelin Professor of Business Administration & Professor of Technology & Operations Management at the Stephen M. Ross School of Business at the University of Michigan Ann Arbor. He is also is the Co-Director of the Technology and Business Innovation Forum at Ross and Chair of (UM) President’s Advisory Committee on Labor Standards and Human Rights. He is a Research Fellow at the William Davidson Institute and faculty associate with the Erb Institute and GlobalREACH. He was the founding Faculty Director for the Ross Master of Supply Chain Management program from 2008-2015. He was a visiting scholar at the Graduate School of Business, Stanford University (Fall 2010) and at the Indian School of Business, Hyderabad, India (Winter 2011). Prior to joining the University of Michigan in 2002, he taught at the Stern School of Business, New York University (2000-2002) and the Kellogg Graduate School of Management, Northwestern University (1993-2000).

At the Ross school he has taught the Operations Management (core) and Strategic Sourcing (elective). Currently teaches Global Supply Chain Management and Innovations in Global Health Delivery. He was the director of the Leadership in Plant Operations program for executives. He also teaches in several executive education programs; he has done custom programs for Dell, GE Energy, Schlumberger, USG Corporation, and Wilson Sporting Goods. He has also worked with several companies on supply chain issues including sourcing, visibility and traceability issues in supply chain and new product launch processes. His consulting & speaking engagements include Federal Mogul, Cummins, Inc., ABInBev, Boeing Commercial Airplanes, Hallmark Greetings, Dell, Intel, Target Corp., Wal-Mart, K-Mart, and several others. He was on the advisory board of Duron Energy Private Limited.

His main research areas include supply chain management, strategic sourcing, supply chain risk, lean operations, supply chain sustainability, and health care delivery in low and middle income countries. His work has appeared in several leading academic journals including *Management Science, Operations Research, Journal of MSOM, Marketing Science,* and *Proceedings of the National Academy of Sciences.* He serves on the editorial boards of a number of leading journals. He is the co-author of a textbook, *Managing Business Process Flows* (3rd Edition), Prentice Hall, 2011.

His current work includes decision models for commodity operations, supply chain risk management, emerging markets supply chains, resource allocation for malaria interventions, and a study of models of TB treatment and health market innovations in India. Under a USAID grant, he has assisted University of Johannesburg, South Africa develop a graduate degree program in Supply Chain Management.

Ravi is a member of Institute for Operations Research and Management Science (INFORMS), Council for Supply Chain Management Professionals (CSCMP), Institute for Supply Management (ISM), Supply Chain Thought Leaders (SCTL) group, and Supply Chain Risk Leadership Council (SCRLC). He serves on the boards of People that Deliver Initiative and the William Davidson Institute.