Case Bundle

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Cases and Descriptions in the Course Bundle

1. AstraZeneca: Transforming How New Medicines Flow to Patients
Snell, Scott; Yemen, Gerry
Darden Business Publishing; 8/16/2012; (25 pages)

Reference Number: UVA-S-0221

Topic: Pharmaceuticals; Strategic Mapping; Value Chain; Change Management; Industry Change; Value Creation; Stakeholder Value; Customer Value; Employee Value; Internal Perspective; External Value Creation

Revision Date: 9/28/2012

Industry: Pharmaceuticals/Biotechnology/Health Care

Abstract: This field-based case provides an overview of reorganization at AstraZeneca UK Limited (AZN) and focuses on the processes, systems, and people (human and social capital) in the R&D unit. It allows for an examination of AZN’s core capabilities and how enterprise leadership requires making an explicit connection between investments in people and performance that benefit the firm. The strategy includes: build a pipeline with new prescription drugs that were unique enough to provide a differentiated benefit to patients, grow the business globally, streamline the organization and increase efficiency, and build a culture of courage, creativity, and collaboration. What areas of R&D should the company invest in, and what would the R&D transformation look like?

2. Aravind Eye Care System: Providing Total Eye Care to the Rural Population
Velayudhan, Sanal Kumar; Sundaram, R. Meenakshi; Thulasiraj, R.D.
Richard Ivey School of Business; 9/29/2011; (17 pages)

Reference Number: 9B11A028
Abstract: The case deals with poor acceptance of the eye care service by the rural population in the south Indian state of Tamil Nadu. One of the factors causing poor acceptance is the lack of awareness among the rural population that many cases of blindness are curable. Fear of surgery and cost are the other major barriers to acceptance by these consumers. Aravind is the largest eye care provider in the world and has pioneered many process innovations that have reduced the cost of eye treatment substantially. The company has a culture that encourages responsive service by a trained and motivated staff. It has experimented with a number of options to educate and provide eye care service to rural consumers. The manager is to examine options in the decision areas of promotion and service delivery to enhance the acceptance of eye care service by the rural consumers.

3. Business Process Outsourcing at Apollo Health Street
Williams, Christopher; Chandrasekhar, Ramasastry
Richard Ivey School of Business; 5/10/2011; (16 pages)

Reference Number: 9B11M041

Abstract: The managing director of Apollo Health Street (AHS), a health care business process outsourcing (BPO) company headquartered in Pennsylvania, United States, was pondering two dilemmas: securing short-term growth for his company, and finding new ways to compete in a changing industry. AHS was itself a subsidiary of Apollo Health Enterprises Ltd (AHEL), an integrated health care company located in Hyderabad in southern India. AHS had been growing at 80 percent compound annual growth rate (CAGR) since 2005, aiming to reach $100 million in sales by March 2010. Its target was to increase annual sales to $500 million within three years in a highly competitive space which, if successful, would move AHS into the top three BPO companies in the health care sector. How should it secure short-term growth? The second dilemma was how to plan for the future. Industry analysts had predicted that over the next five to 10 years, health care BPO would become unrecognizable from its current form. The managing director believed that although scaling up would strengthen the company’s position in the short term, the company should also be looking for solutions to stay relevant to the customer. How should AHS influence the shape of health care BPO in the future? What new ways of competing could the company pursue?

4. GE Healthcare (A): Innovating for Emerging Markets
Singh, Jasjit
INSEAD; 3/29/2011; (12 pages)

Reference Number: 5776
Abstract: The (A) case describes how GE Healthcare developed an ECG device optimized for low-income mass markets in India. It also discusses the organizational changes GE made to better serve the Bottom of Pyramid (BOP) markets. The (B) case discusses an ethical dilemma in selling compact ultrasound devices in BOP markets.

5. GE Healthcare (B): A CSR Dilemma
Singh, Jasjit
INSEAD; 3/29/2011; (3 pages)

Reference Number: 5776

Abstract: The (A) case describes how GE Healthcare developed an ECG device optimized for low-income mass markets in India. It also discusses the organizational changes GE made to better serve the Bottom of Pyramid (BOP) markets. The (B) case discusses an ethical dilemma in selling compact ultrasound devices in BOP markets.

6. Deep Breeze Brings a Medical Device to Market
Jokela, Paivi; Nahmias, Doron; Chick, Stephen
INSEAD; 11/30/2009; (23 pages)

Reference Number: 5620

Abstract: Deep Breeze illustrates the challenging voyage of many start-ups in the medical device sector as it navigates clinical trials, regulatory agencies, and reimbursement issues in a quest for growth. While it perseveres in assessing the value that patients, providers, and purchasers obtain from the product, Deep Breeze is exhausting its funds and still looking for a commercial breakthrough.
7. Leading Organizational Change: Improving Hospital Performance
D’Aunno, Thomas
INSEAD; 2007; (26 pages)

Reference Number: 5354

Topic: Leadership; Organizational Change; Performance Improvement; Health Care; Operations Management; Process of Change; Customer Service; Change Management

Industry: Health Care

Abstract: Tracey Burns, Director of Nursing at the King Edgar NHS Hospital Trust was assigned to head a project to improve the efficiency of patient flows throughout the hospital’s system. The case describes how nurses are empowered to play a more proactive role in the process of discharging patients. In addition the Trust was going through a financial crisis; it had difficulties meeting the government’s waiting list targets and was receiving adverse media coverage. The case looks at how the nurses finally took responsibility for making the final decision to discharge individuals – traditionally the physician’s job. The task was difficult as it meant the balance of power between physicians and nurses would alter, but in order for the process to change there would have to be close cooperation between the two groups.

8. Oral Insulin: Breakthrough Innovation at Biocon
Sachan, Nita; Kaipa, Prasad; Nandkumar, Anand; Dhanaraj, Charles
Richard Ivey School of Business; 7/28/2011; (18 pages)

Reference Number: 9B11M065

Topic: Management of Innovation; Technology Commercialization; Technology Licensing; Research and Development (R&D); Technology Entrepreneurship; Emerging Markets
Geographic Area: India

Industry: Health Care Services

Abstract: This case deals with the innovation challenges of a medium-sized firm (under $1 billion) in an emerging economy (India), particularly the challenges of product development and commercialization. The management has to decide how to proceed with a promising novel formula for oral insulin – a promising therapeutic area both in terms of financial returns as well as social impact. The company had spent several years of R&D in getting the drug through Phase I and Phase II trials, and was entering the most critical stage, Phase III. The case is set in 2009, a period that was punctuated with a lot of economic uncertainty. Students are asked to decide if Biocon should go ahead with Phase III, and if so, whether it should be done locally or globally and with a partner or alone. The case also deals with transitioning research and development strategies in emerging markets, wherein firms that have traditionally focused on “imitation” (or generic drugs) are moving to high-risk drug discovery.
Abstract: In March 2001, the president of Sy.Med Development, Inc. (Sy.Med), a small health-care software firm, was concerned about his company’s sales performance in the year-to-date. Nine units were projected, but only three had been sold. As a result, Sy.Med was 66 percent below the president’s unit forecast, 210 percent below his net income forecast, and had lost $40,000. The president wondered whether a change to the base price of the software was necessary to boost sales. The case introduces the concept of “value pricing,” that is, pricing on the basis of value received by customers, not pricing on the basis of the cost of providing the product or service. The concept of value pricing at Sy.Med requires the simultaneous consideration of customer segments and sales force allocation in a high-tech setting. With careful calculation, students can determine the benefit to a particular customer of using the OneApp software. Some sensitivity analysis is required because not all practice sizes are equivalent, nor do they face the same labor costs. Although the pricing decision is the focus of the case, strategy (e.g., relating to customer selection, strategic focus) and sales force issues are inextricably linked to this decision. After the class discussion is complete, students should understand that pricing decisions cannot be made in isolation; the strategy and structure of the market must be considered. The case works well in the core MBA marketing course to introduce the concept of value pricing, and equally well in a course focused on pricing to emphasize the interrelations among organizational issues, the competitive market, and the pricing decision. The case can also be used in an orientation program or as an introductory case to help train students in the art of preparing a quantitative case analysis.