

**Consumers, Corporations
and Public Health
Spring 2017**

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With 18 percent of U.S. GDP now allocated to health care, it is essential for all business people to have some familiarity with the health care system. This half-credit course examines how corporations assist and, in some cases, impede the solving of public health challenges. Targeting MPH and MBA students, the course aims to promote dialogue and understanding between public health and business professionals. Common ground can be found when we use a deep understanding of consumer behavior as the starting point for debate and collaboration.

The course is organized into seven modules:

- Corporate Strategy and Public Health
- Employee Safety, Wellness and Productivity
- Prevention and Adherence
- Consumer Access and Affordability
- Consumer Analytics and Healthcare Strategies
- Consumerism and Paternalism
- Emerging Markets, Consumer Behavior and Public Health

All classes include recently-written case studies as the basis for learning. Accordingly, grades will be based 50 percent on class participation (attendance, punctuality, participation and performance). The remaining 50 percent of the grade will be a take-home exam. The exam will be available for students to download on Friday, March 10 at 10:00 AM. The exam will consist of two parts: a short case study requiring your analysis and recommendations and an essay question (you will be given several options) requiring your response (1,500 word maximum). Your exam must be uploaded in pdf format as an email to: ddicristofaro@hbs.edu by Monday, March 20 at 12:00 noon.

Please display your name card in every class and sit in the same seat in every class. This will help to insure that your participation is recorded. Also, please respect all Harvard Business School classroom norms including restrictions on the use of electronic devices during class (for example laptops must be closed during class).

Classes will be held Mondays/Tuesdays, 8:30 to 9:50 AM on the Harvard Business School campus in **Aldrich Hall 211**, January 23, 2017 through March 6, 2017. Except that class will be held on January 25 (not 24) and February 22 (not 20).

Please note:

The companion case book for this course, *Consumers, Corporations and Public Health*, Oxford University Press, 2016, will be distributed after the drop-add period through the Course Distribution area in the lower level of Spangler Center on the HBS Campus. We have arranged for the first three weeks of assigned materials to be ready for pick up on January 18, 2017. The Distribution Center is open during normal business hours.

Session by Session Detail

Session #1: 8:30AM – 9:50 AM, Monday, January 23, 2017

Corporate Strategy and Public Health

Learning Objective: Demonstrate the importance of public health issues for for-profit corporations.

Case: *Colgate-Palmolive Company: Marketing Anti-Cavity Toothpaste*, HBS Case 515-050

Guest: Suzan Harrison, President-Oral Care, Colgate-Palmolive Company

Assignment Questions:

1. What is CP's role in public health?
2. How important a breakthrough is CMCP+SAN?
3. What are CP's options regarding the marketing of CMCP+SAN?
4. Evaluate the marketing mix proposed for the launch of CMCP+SAN in Brazil.

Session #2: 8:30AM – 9:50 AM, Wednesday, January 25, 2017

Corporate Strategy and Public Health

Learning Objective: Show how a major pharmaceutical company incorporates public health considerations into its core values and strategy.

Case: *Vision 2020: Takeda and the Vaccine Industry*, HBS Case 514-084

Guest: Rajeev Venkayya, Takeda, President, Global Vaccine Business Unit

Assignment Questions:

1. What is the motivation for Vision 2020?
2. What are the differences between old Takeda and new Takeda?
3. Will Takeda achieve its goals in the vaccine business?
4. What role do/should pharmaceutical companies play in the public health arena?

Session #3: 8:30AM – 9:50 AM, Monday, January 30, 2017

Employee Safety, Wellness and Productivity

Learning Objective: Understand the responsibilities of private and public stakeholders in insuring worker safety.

Cases: *Rana Plaza: Workplace Safety in Bangladesh (A)*, HBS Case 514-034
Rana Plaza: Workplace Safety in Bangladesh (B), HBS Case 514-035
Rana Plaza (C): Primark and Victim Compensation, HBS Case 516-014

Guests: George Weston, Chief Executive, Associated British Foods

Assignment Questions:

1. Why did the tragedy occur and who was responsible?
2. What needs to be done?
3. Are there minimal standards for workplace safety that should be applied worldwide? If so, who should implement and enforce them?
4. Assess Primark's approach to victim compensation.

Session #4: 8:30AM – 9:50 AM, Tuesday, January 31, 2017

Employee Safety, Wellness and Productivity

Learning Objective: Discuss the value and productivity impact of corporate wellness programs.

Case: *Johnson & Johnson: The Promotion of Wellness*, HBS Case 514-112

Guests: Jennifer Bruno, Vice President, Global Health, Johnson & Johnson

Assignment Questions:

1. Why has J&J been working on employee wellness for thirty years? Assess the evolution and impact of the programs.
2. Do you believe that the wellness initiatives have delivered a positive ROI? Why or why not? Does it matter?
3. What should J&J and CEO Gorsky do next in the employee wellness arena?

Note: *Mental Health and the American Workplace*, HBS Case 514-111

Assignment Questions:

1. Why does mental health apparently receive less attention than physical health?
2. How should companies address mental health problems?

Session #5: 8:30AM – 9:50 AM, Monday, February 6, 2017

Prevention and Adherence

Learning Objective: Show how commercial marketing services firms can provide consumer insights that improve the impact of public health messages.

Case: *Cancer Screening in Japan: Market Research and Segmentation*, HBS Case 514-057

Guest: Akio Yonekura, Co-Founder and Marketing Director, CancerScan

Assignment Questions:

1. What is the mission of CancerScan? How well is CancerScan doing?
2. What are the obstacles to breast cancer screening in Japan?
3. What are CancerScan's growth options? What are the pros and cons of each?
4. After breast cancer, what are other cancers that CancerScan should focus on?

Case: *Dumb Ways To Die: Advertising Train Safety (A)*, HBS Case 514-079

Assignment Questions:

1. What is MT's objective? How should it be measured?
2. What responsibilities does MT have for passenger safety?
3. How can an advertising agency help?

Session #6: 8:30AM – 9:50 AM, Tuesday, February 7, 2017

Prevention and Adherence

Learning Objective: Show the value of consumer insight and segmentation in promoting adherence to healthy behaviors.

Case: *CVS Health: Promoting Drug Adherence*, HBS Case 515-010

Guest: Helena B. Foulkes, Executive Vice President of CVS Health Corporation and President of CVS Pharmacy

Assignment Questions:

1. What forms does non-adherence take?
2. Why is non-adherence a problem?
3. Will CVS be able to improve adherence? How?
4. Can all stakeholders benefit?

Note: *Note On Mobile Health Care*, HBS Case 514-122

Assignment Questions:

1. Evaluate the potential of mobile health. How can mobile health applications make a difference to health care costs and quality of life?
2. Develop a new mobile health application. Come to class prepared to present your idea and launch plan.

Session #7: 8:30AM – 9:50 AM, Monday, February 13, 2017

Consumer Access and Affordability

Learning Objective: Emphasize the importance of value added innovations that improve the access of poor people to public health solutions.

Case: *The Slingshot: Improving Water Access*, HBS Case 514-007

Assignment Questions:

1. Is Slingshot relevant to improving access to clean water? How?
2. What factors will determine Slingshot's success?
3. Why partner with Coca-Cola?
4. How is the partnership between DEKA and Coca-Cola evolving?

Case: *Vaxess Technologies, Inc.*, HBS Case 514-107

Guest: Michael Schrader, Co-founder, President and CEO, Vaxess Technologies

Assignment Questions:

1. Evaluate the potential of Vaxess technology to improve access to and affordability of vaccines?
2. What roll out strategy would you recommend? Which disease targets and which customer targets?
3. Should Vaxess operate as a for-profit or a not-for-profit organization, given its mission?

Session #8: 8:30AM – 9:50 AM, Tuesday, February 14, 2017

Consumer Access and Affordability

Learning Objective: Evaluate the benefits of health care insurance exchanges in improving consumer choice and coverage.

Case: *AccessHealth CT: Marketing Affordable Healthcare*, HBS Case 514-119

Guest: Andrea Ravitz, Director of Marketing, Access Health CT

Assignment Questions:

1. What are the objectives of the ACA? What is the role of AccessHealth CT?
2. Do you consider AccessHealth CT's performance a success? If so, why?
3. What metrics should be used to assess the public health impact of AccessHealth CT?
4. What challenges and opportunities face AccessHealth CT in the coming year?

Session #9: 8:30AM – 9:50 AM, Wednesday, February 15, 2017

Consumer Analytics and Healthcare Strategies

Learning Objective: Discuss how a provider system's investments in data analytics can improve its patient outcomes and financial performance.

Case: *Carolinas Healthcare System: Consumer Analytics*, HBS Case 515-111

Guests: Carol Lovin, Executive Vice President, Carolinas Healthcare

Assignment Questions:

1. Why has CHS invested in DA?
2. How successful has DA been so far? Why?
3. What are Dulin's most important challenges going forward?
4. Which organizations are best-placed to provide integrated data management for individual patients?

Session #10: 8:30AM – 9:50 AM, Tuesday, February 21, 2017

Data Analytics and Healthcare Strategies

Learning Objective: Discuss which corporations in the healthcare ecosystem consumers will trust to integrate patient data.

Case: *Philips Healthcare: Marketing the HealthSuite Digital Platform*, HBS Case 515-113

Guests: TBD

Assignment Questions:

1. Why has Philips launched HealthSuite?
2. Does Philips need partners to succeed?
3. Can Philips lead in integrating patient data from multiple sources?
4. Which other players might challenge for this role?

Session #11: 8:30AM – 9:50 AM, Monday, February 22, 2017

Consumerism and Paternalism

Learning Objective: Demonstrate the value of empowering and engaging consumers in addressing their health and wellness challenges.

Case: *PatientsLikeMe: An Online Community of Patients*, HBS Case 511-093

Assignment Questions:

1. Why do patients join PLM? Does the platform work for any disease?
2. What are the reactions of physicians to sites like PLM? Do you agree with them?
3. Should PLM launch the General Platform? If yes, can it be as successful in engaging patients as its current platform? If no, how does PLM grow?
4. Should PLM expand its business model beyond providing marketing research to pharmaceutical companies, to insurance companies and research institutions? Does it have the potential of becoming the "Bloomberg of medical data"?

Case: *23andMe: Genetic Testing for Consumers (A)*, HBS Case 514-086

Guest: Andy Page, President, 23andMe

Assignment Questions:

1. Is the sale of DNA tests to consumers in the public health interest?
2. Would you invest in 23andMe? Why or why not?
3. What should Wojcicki do in response to the FDA letter?

Session #12: 8:30AM – 9:50 AM, Monday, February 27, 2017

Consumerism and Paternalism

Learning Objective: Show why public policy makers must consider consumer behavior responses before launching two types of behavior nudging initiatives.

Case: *Demarketing Soda in New York City*, HBS Case 514-003

Assignment Questions:

1. How is the ban expected to impact soda consumption in NYC?
2. What costs would the ban impose on the city?
3. Will the ban harm small business?
4. What is the expected public health impact in NYC if the ban is successful?
5. What should Bloomberg do next?

Session #13: 8:30AM – 9:50 AM, Tuesday, February 28, 2017

Emerging Markets, Consumer Behavior and Public Health

Learning objective: Debate the value of a new product category for which the public health implications could be both positive and negative.

Case: *E-Cigarettes: Marketing Versus Public Health*, HBS Case 514-059

Guest: Craig Weiss, ex-CEO, NJOY

Assignment Questions:

1. Assess the benefits of e-cigarettes to consumers. How is the United States market segmented?
2. How should the tobacco companies respond to e-cigarettes?
3. Assess the public health benefits and risks of e-cigarettes. How should e-cigarettes be regulated? Why?

Session #14: 8:30AM – 9:50 AM, Tuesday, March 6, 2017

Learning objective: Debate the public health vs. freedom of choice tradeoffs inherent in the emergence of a fledgling market for a product of questionable public health benefit.

Case: *Marketing Marijuana in Colorado*, HBS Case 515-009

Guest: Tarek Tabsh, Managing Partner, Anthos and Chief Strategy Officer, Forma Holdings

Assignment Questions:

1. Is Colorado right to legalize recreational marijuana?
2. What are the economic benefits and costs to?
3. How can a private company profit from the opportunity?
4. How do you think the marijuana "industry" will evolve?