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Fall 2013**

**15.232 Business Model  
Innovation: Global Health in  
Frontier Markets**

**Class 2  
Cooperative approaches as  
growth strategies**

# Today's plan

- classroom, syllabus changes
- Hello Healthcare
  - case discussion
  - 5-minute interlude
  - York Zucchi call
- in class rapid mixer
- Coming up
  - Riders case; Yadav article
  - Assignment 1
  - team formation

# Hello Healthcare

- context: South Africa (to start); Africa
- what is the need/opportunity?
- what is the Hello Healthcare business model?
- What is your assessment of it?

# The True Size of Africa

A small contribution in the fight against rampant *Immappancy*, by Kai Krause

Graphic layout for visualization only (some countries are cut and rotated)  
But the conclusions are very accurate: refer to table below for exact data

COUNTRY	AREA x 1000 km <sup>2</sup>
China	9.597
USA	9.629
India	3.287
Mexico	1.964
Peru	1.285
France	633
Spain	506
Papua New Guinea	462
Sweden	441
Japan	378
Germany	357
Norway	324
Italy	301
New Zealand	270
United Kingdom	243
Nepal	147
Bangladesh	144
Greece	132
<b>TOTAL</b>	<b>30.102</b>
<b>AFRICA</b>	<b>30.221</b>



## Top 100 Countries

Area in square kilometers, Percentage of World Total  
Sources: Britannica, Wikipedia, Almanac 2010

	AREA km <sup>2</sup>
1	Russia 17,098,242
2	Canada 9,984,670
3	China 9,596,961
4	United States 9,629,091
5	Brazil 8,514,877
6	Australia 7,692,024
7	India 3,287,263
8	Argentina 2,780,400
9	Kazakhstan 2,724,900
10	Sudan 2,505,813
11	Algeria 2,381,741
12	Congo 2,344,858
13	Greenland 2,160,096
14	Saudi Arabia 2,149,090
15	Mexico 1,964,375
16	Indonesia 1,860,360
17	Libya 1,759,540
18	Iran 1,628,750
19	Mongolia 1,564,100
20	Peru 1,285,216
21	Chad 1,284,000
22	Niger 1,267,000
23	Angola 1,246,700
24	Mali 1,240,192
25	South Africa 1,221,037
26	Colombia 1,141,748
27	Ethiopia 1,104,300
28	Bolivia 1,098,581
29	Mauritania 1,025,520
30	Egypt 1,002,000
31	Tanzania 945,087
32	Nigeria 923,768
33	Venezuela 912,050
34	Namibia 824,116
35	Mozambique 801,590
36	Pakistan 796,095
37	Turkey 783,562
38	Chile 756,102
39	Zambia 752,612
40	Myanmar 676,578
41	Afghanistan 652,090
42	Somalia 637,657
43	France 632,834
44	C. African Rep 622,984
45	Ukraine 603,500
46	Madagascar 587,041
47	Botswana 582,000
48	Kenya 580,367
49	Yemen 527,968
50	Thailand 513,120
51	Spain 505,992
52	Turkmenistan 488,100
53	Cameroon 475,442
54	Papua New Guinea 462,840
55	Uzbekistan 447,400
56	Morocco 446,550
57	Sweden 441,370
58	Iraq 438,317
59	Paraguay 406,752
60	Zimbabwe 390,757
61	Japan 377,930
62	Germany 357,114
63	Rep o.t. Congo 342,000
64	Finland 338,419
65	Vietnam 331,212
66	Malaysia 330,803
67	Norway 323,802
68	Côte d'Ivoire 322,463
69	Poland 312,685
70	Oman 309,500
71	Italy 301,336
72	Philippines 300,000
73	Burkina Faso 274,222
74	New Zealand 270,467
75	Gabon 267,668
76	Western Sahara 266,000
77	Ecuador 256,369
78	Guinea 245,857
79	United Kingdom 242,900
80	Uganda 241,038
81	Ghana 238,539
82	Romania 236,391
83	Laos 236,800
84	Guyana 214,969
85	Belarus 207,600
86	Kyrgyzstan 199,951
87	Senegal 196,722
88	Syria 185,180
89	Cambodia 181,035
90	Uruguay 176,215
91	Suriname 163,820
92	Tunisia 163,610
93	Nepal 147,181
94	Bangladesh 143,998
95	Tajikistan 143,100
96	Greece 131,957
97	Nicaragua 130,373
98	North Korea 120,538
99	Malawi 118,484
100	Eritrea 117,600
	<b>TOP 100 TOTAL 132,632,524</b>

In addition to the well known social issues of *illiteracy* and *innumeracy*, there also should be such a concept as "*immappancy*", meaning *insufficient geographical knowledge*.

A survey with random American schoolkids let them guess the population and land area of their country. Not entirely unexpected, but still rather unsettling, the majority chose "*1-2 billion*" and "*largest in the world*", respectively.

Even with Asian and European college students, geographical estimates were often off by factors of 2-3. This is partly due to the highly distorted nature of the predominantly used mapping projections (such as *Mercator*).

A particularly extreme example is the worldwide misjudgement of the true size of *Africa*. This single image tries to embody the massive scale, which is larger than the *USA*, *China*, *India*, *Japan* and *all of Europe*..... combined!

# South Africa, 1994

Photo removed due to copyright restrictions. [Nelson Mandela and F.W. de Klerk hold hands high](#) in front of a crowd after the first presidential inauguration on May 10, 1994. REUTERS/Juda Ngwenya.

# Health in South Africa

Figure removed due to copyright restrictions. See: Figure 1, Mayosi, Bongani M., et al. "[Health in South Africa: Changes and Challenges Since 2009](#)." *The Lancet* 380, no. 9858 (2012): 2029-43.

# Questions for York?

# Brief Interlude

- **Meet someone next to you whom you don't know**
- **Learn about their background and interests**



# Rapid Mixer

- Stand up, move around the room. Find someone you do not (yet) know
- Take around 2 minutes to interview her or him, then swap roles. Make sure to get:
  - Name
  - Program
  - Distinctive skills or interests
- You'll have 15 seconds to introduce your new friend to the class.

# Mini case studies

- we will share samples
- you will be able to reserve an organization, once you've formed a team that meets criteria
- Team criteria:
  - must have at least one Sloan MBA or SF
  - must have at least one person who is not a Sloan MBA or SF
  - must have at least 4 people, 5 is OK

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