EXECUTIVE PROGRAM IN MANAGEMENT OF GLOBAL HEALTH SUPPLY CHAINS

March 12 - 24, 2012
Zaragoza Logistics Center
Zaragoza (Spain)
Focused on the core challenges of managing healthcare product delivery in resource-limited environments, this program will help you analyze the critical processes required to develop and deliver a well-functioning healthcare supply chain in developing countries. It provides the latest technical tools, a strategic understanding of the incentives, performance metrics, and accountability structures that are crucial to managing supply chains in an operating environment which requires quick response or efficient uninterrupted supply. This comprehensive course provides an opportunity for supply chain managers in global health and humanitarian programs to step back from daily firefighting to explore supply chain best practices from the private sector and learn about cutting-edge supply chain strategies that can optimize the healthcare supply chains with which they work.

This intensive two-week training will incorporate conceptual models, real-world case studies, classroom exercises, project-based learning and insights from guest speakers from the sector.

This executive course is administered under the MIT-Zaragoza Program and will be taught by academics and by experts from the field. The MIT-Zaragoza Program is a unique research and education partnership between Zaragoza Logistics Center (ZLC) and the MIT Center for Transportation & Logistics (CTL).

**The right tools for each situation**

Deploying the right supply chain strategy for the task at hand is more than just selecting a best practice – decisions on inventory and forecasting policy have far reaching consequences which are of particular importance given the potential impact of health and humanitarian efforts.

This course offers global health supply chain education and development, which emphasizes high-level critical thinking, systems-level awareness, operation and design, problem solving, and extrapolation.

**The right expert for each topic**

Our faculty consists of experts in supply chain management, all of them with industry experience that complements their academic strengths. In addition, all faculty teaching the course will have hands-on experience in humanitarian and health organizations.

We also acknowledge that experience from day-to-day operations is crucial, and therefore several high level speakers from the field will be present to provide further insights.

**The right people from each organization**

The course will provide an opportunity to expand your contact network across health & humanitarian organizations, as well as allowing you to link up with experts at the forefront of supply chain innovation.
Upon completion of this program you will:

- Have in-depth knowledge of existing models and successful supply chain strategies in the health/humanitarian field
- Have access to a wide network of experts in this field
- Be familiar with best practices in corporate supply chain management
- Be able to develop sound policies in terms of forecasting, inventory management and transportation planning for your organization

All applicants must submit the following information by January 9, 2012 (Early Registration by November 16, 2012):

- Application Form
- Letter of Recommendation
- Curriculum Vitae / Resumé

This program is aimed at supply chain managers and mid-level professionals wishing to better understand supply chain challenges and to contribute to improving the performance of global health and humanitarian supply chains in order to increase impact. This intensive training is also perfect for managers in transition to more senior positions.

The sessions are intended for professionals within global health and humanitarian contexts who either consider themselves to be supply chain change agents within their organizations, or want to gain in-depth understanding on how supply chains operate in resource-limited environments from both private and public sector perspectives.

Specifically, we are seeking a diverse group of stakeholders from around the world. We expect applications from pharmaceutical supply specialists, procurement specialists, distribution managers, chief pharmacists, logistics officers and program officers from global health and humanitarian organizations. Sustainability and emerging market supply chain officers from private pharmaceutical and consumer product companies are also ideal candidates for this course.

Anticipated content includes:

**Introduction**

- Overview of the landscape of the global health sector
- Identification of players and incentives in the global health sector
- Public health systems and structures

**Quantification**

- Managing the quarterly order
- Calculating stock levels
- Calculating order quantity to meet demand and replenish stock
- When to place the order
Financial Flows

• Overview of payment systems, including foreign aid, insurance, government budget, and out-of-pocket
• Funding mechanisms in supply chains and their implications
• Challenges related to financial flows
• Insurance systems

Procurement

• Identifying key issues
• Review of alternative models
• Donor and public procurement restrictions
• Tendering issues
• Voluntary pooled procurement
• Integrating procurement and forecasting

Forecasting

• Simple forecasting models: moving average, exponential smoothing, etc.
• Creating forecasts
• Forecasting with resource constraints
• Organizational level forecasting
• Collaborative forecasting and planning

Transportation

• Modes of Transportation
• International transport options and issues
• Import and Export
• Customs clearance
• Transport issues and challenges
• Measuring performance and cost

Inventory

• The role and purpose of inventory
• Different types of inventory and inventory systems
• Push vs. pull systems
• Replenishment policies
• Product allocation especially in cases of limited or short supply

Performance Measures

• Measuring overall supply chain performance
• Measuring performance of different supply chain functions
• Identification of relevant performance measures, such as cost, price, availability, etc.
• Practical implications of measuring performance

Implementation

• Supply chain segmentation
• Pilots and implementation
• New product launch

*Curriculum is subject to change
Dr. Prashant Yadav is Senior Research Fellow and Director of Healthcare Research at the William Davidson Institute and faculty member at the Ross School of Business and the School of Public Health at the University of Michigan. Previously he was a Professor of Supply Chain Management at the MIT-Zaragoza International Logistics Program and a Research Affiliate at the MIT Center for Transportation and Logistics.

He obtained his Bachelor of Engineering from the Indian Institute of Technology, his MBA from the FORE School of Management and his PhD from the University of Alabama. Before entering academic life, Prashant gained rich industry experience in the area of pharmaceutical strategy, analytics and operations consulting.

His areas of interest include incentive issues and coordination in supply chains, healthcare supply chains, reverse logistics and stochastic production-inventory systems. His ongoing and recent research explores supply chain enablers which facilitate the uptake and diffusion of new health products in developing countries. In this work he collaborates closely with leading policy organizations and philanthropic foundations. He is the author of many scientific publications and his work has been featured in prominent print and broadcast media. He is also a frequent speaker at various academic and practitioner conferences on pharmaceutical supply chains in Europe, North America and Africa.

Dr. Laura Rock Kopczak is Adjunct Professor at the MIT-Zaragoza Program at Zaragoza Logistics Center and a researcher and educator specializing in Supply Chain Management, a field of business in which she has over twenty years of teaching, consulting and industry experience.

Her current focus is on Supply Chain Management for humanitarian and health care supply chains for developing countries. She has written several articles and teaching cases in this area, has overseen ten Masters theses projects and has worked with organizations such as the Fritz Institute, IFRC, MSF, Save the Children, UNHCR, UNICEF, UN WASH cluster, the Gates Foundation, PSI, JSI and the Rockefeller Foundation.

Until recently, she worked as a professor at Stanford University and as one of three co-directors of the Stanford Global Supply Chain Management Forum. Dr. Kopczak has lived overseas in Japan and France and has taught courses on Supply Chain Management in Switzerland, the Netherlands, Spain and Hong Kong. Previous to pursuing an academic career, she worked for ten years at Hewlett-Packard in a variety of individual and management positions.

Dr. Kopczak lives in Saugerties, New York and in Zaragoza, Spain. She is an avid practitioner of the martial art aikido.
Dr. Natalie Privett

Natalie Privett is a recent addition to the Zaragoza Logistics Center as a Postdoctoral Researcher Fellow.

She completed her PhD in Supply Chain Management at Stanford University in the department of Management Science and Engineering where her thesis was entitled, “Operations Management in the Non-Profit Sector,” which included extensive work in supply chain modeling, contract theory, public health, and analysis of public data sets.

Prior to graduate school, Dr. Privett earned her undergraduate degree in Industrial Engineering from Texas A&M University and subsequently worked as an industrial engineer for Applied Materials where she gained industry and manufacturing experience.

Building on her graduate work, Dr. Privett continues to examine a variety of projects at the intersection of operations management and nonprofit sector applications.

Her current research interests are in global health and humanitarian supply chains, specifically strategic supply chain interventions by external actors. Dr. Privett’s research spans both theoretical and empirical works, and focuses specifically on improving global health, humanitarian relief, public health, and nonprofit operations.

Dr. Noel Watson

Noel Watson is founder of OPS MEND, a research consulting firm focused on supply chain operations strategy for organizations in the private and public sectors. The firm works with organizations to create and execute tailored research programs focused on either their novel supply chain issues or novel supply chain solutions for their vexing supply chain issues. Prior to founding OPS MEND, he was a Research Professor at the MIT-Zaragoza Logistics Program at the Zaragoza Logistics Center, Spain where he was the Head of the Global Health Supply Chain Research group. The group generated applied research and support for the strategic design and operational management of healthcare supply chains that serve developing countries. In this capacity, he has worked with the Global Fund, DFID, and the Bill and Melinda Gates Foundation. Dr. Watson was also a Research Affiliate at the MIT Center for Transportation and Logistics. Prior to joining MIT-Zaragoza Logistics Program, Dr. Watson had spent 7 years as an Asst. Professor at the Harvard Business School. He holds a Ph.D. in Operations Management from the University of Pennsylvania’s Wharton School of Business.

Dr. Watson’s general research interests are the organizational/behavioral and operational issues surrounding effective supply chain forecasting and planning across and within firms. Within the private sector, Dr. Watson has studied technical and organizational aspects of forecasting, planning and coordination within/across firms.
### TOURS

#### History Tour & Tapas Tour

Walking Tour is a sightseeing tour of the city visiting the Pilar Basilica, the Seo and a stroll around the city’s old quarter accompanied by a local guide. It is the best way to get your bearings and get an understanding of the city. The tour will also include visits to various tapas bars where their many delights may be tasted:

www.zaragoza.es

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#### Site Visit

Distribution and warehouse professionals will share their experience and knowledge with participants during an on-site visit and tour of a local state-of-the-art medical supplies warehouse. Participants will be able to observe first-hand warehouse and distribution best practices, implementation, and day-to-day operations.

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### GENERAL INFORMATION

#### Key Dates

Course: March 12 - 24, 2012
Early application deadline: November 16, 2011
Early fee payment: December 16, 2011
Application deadline: January 9, 2012
Fee payment: January 20, 2012

#### Course Fee

Course fee: € 4,950. This fee covers:
- Full cost of tuition
- Training materials
- Lunches with speakers and faculty
- Transportation to/from the training center
- Accommodation (shared apartments)

Scholarships are available for exceptional candidates from low-income countries.

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#### Location

The course will take place at the Zaragoza Logistics Center located in PLAZA, the largest logistics park in Europe.

For further details regarding the course, scholarships and how to register, please see the program website: www.zlc.edu.es/ghcourse
Inquiries can also be sent to: ghcourse@zlc.edu.es

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#### Travel

Participants are responsible for making their own travel arrangements. However, the organization will provide assistance to help you to organize your trip.
Contact Information

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Organized by:

MIT-ZARAGOZA
International Logistics Program

In collaboration with:

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PLAZA
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