**2015-16 PACE**

**Action Learning Project Charter**

This charter is a ‘living document’. The intent of this document is to keep participants focused on their action learning projects (ALPs) and guide them to successful completion. The ALP is not part of your regular line, function or business responsibility but part of the leadership development process at Optum and UHG. Please complete the various sections of this charter before your first meeting with your mentor. Your mentor will work with you on finalizing the charter. You are welcome to change, add or delete information in the charter through the program. However such changes should be the result of well thought out actions discussed both with your mentor and faculty facilitator

**Process and Important Milestones:**

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| Action Learning Project | India Market Assessment & GTM Strategy |
| Market/Business | India/ UHG |
| Segment/Function |  |
| Mentor | Sharad Kothari |
| Faculty Facilitator | Prof Ranjan Das |
| Team | |  | | --- | | GOGIA,ANIL | | GUPTA,ANUJ | | TAN,MARVIN SY | | CHAUDHARY,KAMAL DHRUV | | SEKHAR,PULIPAKA NAVEEN | |

**Criteria for Action Learning Projects**

* Provide a real business challenge or opportunity (may have strong degree of complexity) and ensure a concrete and narrow enough scope of the challenge. Ensure that project has relevance to the organization.
* Ensure the project can be achieved or if not achieved substantial progress can be made within the eight month program.
* Projects should contribute to the business-including tangible and specific deliverables and outcomes.
* Mentors must be willing to consult and commit to meeting with their Project Team as needed throughout the program.

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| Action Learning Project Overview |
| Problem / Opportunity Statement – Leverage the Project Proposal Idea Worksheet  (Why is this problem a concern? What is the impact on the existing business? )  The India healthcare market is currently estimated at USD 80 billion and the expected growth is USD 280 billion by 2020. The key driver for growth is huge gap of demand-supply in healthcare services-- growing population, increase in income and literacy; increasing incidence of lifestyle diseases (NCD); increasing penetration of health insurance by private players as well as state governments; and medical tourism have all contributed to the growth in healthcare industry.. On the other side, there is an acute shortage of hospital beds, doctors and nurses which when compared with other emerging economies poorly reflects on the Indian healthcare system.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Indicators** | **India** | **Brazil** | **China** | **US** | **UK** | | Hospital beds *(per 10,000 population)* | 12 | 24 | 30 | 31 | 39 | | Doctors *(per 10,000 population)* | 6 | 17 | 14 | 27 | 21 | | Nurses *(per 10,000 population)* | 13 | 30 | 10 | 98 | 60 | | Healthcare expenditure as % of GDP | 4 | 8 | 4 | 15 | 9 |     Considering that over 70% population in India is spread across rural areas it is utmost important for government of India to ensure healthcare delivery in terms of both quality & quantity. It has been observed that there is a great deal of disparity in quality and access to health care between urban and rural regions. Other than these some of the other factors contributing to the poor healthcare standards in India are:   * High disease burden as compared to other world countries. * Acute shortage of doctors and nurses * High proportion of out of pocket expenditure and low insurance coverage * Public health expenditure remains to be low and with less benefit to lower income class   Over the last decade , the government has initiated several projects to encourage investment in healthcare through Public Private Partnership. Some of the key initiatives include - setting up hospitals in tier II and tier III cities, tax waivers on investment in hospital infrastructure for hospitals with more than 100 beds, higher rates of depreciation on life saving medical equipment, lower customs duty on import of certain medical equipment, focus towards Reproductive Child health , overall improvement on healthcare accessibility and many others.  Digitization of Healthcare facilities is one of the key initiatives taken by GOI. This is aimed towards  This scenario has created [opportunities](http://www.valuenotes.biz/knowledge-center/case-studies/valuenotes-voice-customer-voc-enables-fortune-100-company-tap-80-million-opportunity-india/) for various providers of products and services to the healthcare sector which includes IT, medical services (hospitals,/clinics), medical infrastructure, medical equipment and devices, medical consumables, health insurance, pharmaceuticals and drugs, pathology laboratories, and so on. |

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| Purpose and Scope |
| What is the organization seeking to accomplish through this project? What business segments are impacted? What is “IN” and “OUT” of scope? Who are the internal/external customers?  1. Analyzing market opportunities for UHG across product portfolios in India market with Governments/ State Governments ( for eg Ehealth, mhealth, Teleheatlh, care delivery, TPAs, etc)  2. Evaluate UHG/ Optum’s existing basket of products, compare them with the key competitors in all markets and suggest a competitive strategy.  3. Identify the key differentiators across market that shall significantly influence the decision making , adoption and implementation of Healthcare IT solutions by States/ Governments  4. Recommend Go to Market strategy for UHG for India business |

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| Key Deliverables and Outcomes |
| What specifics would define success for this project?   1. Create a robust go to market strategy for next 3 years with both short term and long term goals for UHG including market analysis and opportunity analysis 2. Identification of the most receptive markets (state wise/ portfolio wise) that UHG should target and distinct reasons for each one of them. 3. Focus on right partnership in case of consortium/JV/SPV. |

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| Financial Impact |  |
| Create business plan for next 5 years that would impact UHG top line & bottom line |  |

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| Potential Action Learning Resources | | |
| Name | Business/Segment/Function | Role |
| Shweta Bhagat | International Business | Manger- BD |
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| Point of contact role (rotation schedule) | | | | |
| Name | Start date1 | Start date2 | Start date3 | Start date4 |
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