

ELIZABETH OLMSTED TEISBERG
et1262@gmail.com

EXPERIENCE

- 1996-present **Tenured Associate Professor**
University of Virginia
Darden Graduate School of Business Administration
Charlottesville, Virginia
- 1988-1996 **Associate Professor**
Harvard University
Graduate School of Business Administration
Competition and Strategy Group, Boston, Massachusetts
Promoted from Assistant Professor to Associate Professor, 1994
- 1984-1988 **Principal**
Teisberg Associates
Management Consulting, Redwood City, California
- 1983-1984 **Economic Analyst**
Applied Decision Analysis, Inc.
Economic Consulting and Risk Analysis, Menlo Park, California
- 1982 **Economist**
Natomas Company
International Oil and Gas E&P Company, San Francisco, California

APPOINTMENTS

- 2006-present Senior Institute Associate
Institute for Strategy and Competitiveness
Harvard Business School
- 2011-present MITRE Health and Population Advisory Board
- 2009-2010 Commission on Federal Leadership in U.S. Health and Medicine
Center for the Study of the Presidency and Congress
Working group: Re-engineering the U.S. Health Care System
- 2008-2011 Pfizer U.S. Health Policy Advisory Board
- 2007-2010 Global Changing Diabetes Advisory Board
- 2009 The Council for American Medical Innovation
- 2007-2009 Aspen Institute Health Stewardship Project, Co-Chair
- 2007-2008 New England Healthcare Research Institute, Senior Fellow

EDUCATION

- 1988 **Stanford University.** Stanford, California
Ph.D. in Engineering-Economic Systems
- 1986 **Stanford University.** Stanford, California
M.S. in Engineering-Economic Systems
- 1981 **University of Virginia.** Charlottesville, Virginia
M.E. in Systems Science and Engineering
- 1980 **Washington University.** St. Louis, Missouri
A.B. in Political Science and Applied Mathematics,
Summa cum Laude

HONORS

American College of Health Care Executives, Book of the Year Award, 2007
Wachovia Award for Excellence in Research, 2006
Frederick S. Morton Leadership Award, 2004
Phi Beta Kappa
Pi Sigma Alpha
Mortar Board
Stanford Engineering School Full Fellowship
University of Virginia Full Fellowship

PUBLICATIONS

HEALTH CARE INNOVATION PUBLICATIONS

“Improving Value: Health + Care in the UK.” *Business Strategy Review*, Volume 22 Issue 1
2011

“[Dinero habló con esta profesora de la Universidad de Virginia.](#)” *Dinero Magazine*, August 12,
2010.

“Ein Qualitätswettbewerb senkt die Kosten [Competition on Quality Lowers Costs].”
Interviewed by Urs. P. Gasche, *CSS Magazin*, March 2009. [Translated and published
simultaneously in the German, French, and Italian editions of the magazine.]
<http://www.cssversicherung.ch/interview-teisberg.pdf>

“Creating a High Value Delivery System for Health Care.” *Seminars in Thoracic and
Cardiovascular Surgery*, Spring 2009, vol. 21, no. 1, pp. 35-42. Co-authored with Scott Wallace.
<http://tinyurl.com/Teisberg-Wallace2009>

“Health Stewardship: The Path to a Healthier Nation,” by the Aspen Institute, 2009. Co-authored
with Scott Wallace, on behalf of the advisory committee for the Aspen Health Stewardship
Project.
[http://www.aspeninstitute.org/sites/default/files/content/docs/health,%20biomedical%20science%
20and%20society%20initiative/AHSP_HS_Web_Report.pdf](http://www.aspeninstitute.org/sites/default/files/content/docs/health,%20biomedical%20science%20and%20society%20initiative/AHSP_HS_Web_Report.pdf)

“Testimony of Elizabeth Olmsted Teisberg before the Senate committee on Health, Education, Labor and Pensions.” *Congressional Record*, January 29, 2009. Written testimony is available at: http://www.isc.hbs.edu/pdf/20090129_Teisberg_Senate_Testimony.pdf. Please click on [oral](#) for Professor Teisberg’s testimony.

“Opportunities for Value Based Competition in Swiss Health Care.” July 10, 2008. [German Publication: Nutzenorientierter Wettbewerb im schweizerischen Gesundheitswesen: Möglichkeiten und Chancen.] Published by: economiesuisse, Zurich (Switzerland); Klinik Hirslanden AG, Zurich (Switzerland); Interpharma, Basel (Switzerland); Swiss Insurance Association SIA, Zurich (Switzerland) and Swisscom IT Services AG, Bern (Switzerland). http://www.economiesuisse.ch/web/de/aktuell/WebNews/Documents/Studie_Teisberg_e_20080711.pdf

“Rethinking the Role of Employers.” *Financial Times*, July 3, 2008. Co-authored with Michael Porter and Scott Wallace. http://www.ft.com/cms/s/0/d9c85a76-48c9-11dd-9a5f-000077b07658.html?nclick_check=1

“Die Neue Optik: nutzen statt Kosten” *Care Management* 2008; 1: Nr. 5. pp. 41-43.

“How Physicians Can Change the Future of Health Care.” *Journal of the American Medical Association*, March 14, 2007, vol. 297, no.10, pp. 1103-1111. Co-authored with Michael E. Porter.

“HEALTH REFORM: Redefining Health Care.” *Heath Affairs Blog*, March 23, 2007. Co-authored with Michael E. Porter.

“Driving Improvement in Value for Patients.” *The Cerner Quarterly*, vol. 2, no. 3, 2006. <http://www.cerner.com/public/CernerQuarterly.asp?id=27750>.

Interview: “Michael Porter and Elizabeth Teisberg on Redefining Value in Health Care: An Interview.” Interviewed by Alistair Davidson and Robert M. Randall, *Strategy and Leadership*, 2006, vol. 34, no. 6, pp. 48-50.

“Doctor Know: Information Is The Best Medicine.” *The New Republic*, July 2006. Co-authored with Michael Porter.

Redefining Health Care: Creating Value Based Competition on Results. Harvard Business School Press. May 2006. Co-authored with Michael E. Porter. Translated into Portuguese (2007) and Japanese (2009).

“Redefining Competition in Health Care.” *Harvard Business Review*, June 2004, pp. 64-77. Co-authored with Michael E. Porter. Translated into Hungarian (2005).

“Fixing Competition in U.S. Health Care.” *HBR Research Report*, June 2004, Product number 7081. Co-authored with Michael E. Porter.

A Script - Innovation Is the Key. *EIU Healthcare International*, Economist Intelligence Unit Limited, 1st Quarter 1997, pp. 79-88. Co-authored with Gregory B. Brown.

“Building on Strength: Upgrading the Medical Device Cluster in Massachusetts.” Governor’s Council on Economic Growth and Technology, *prepared for Governor Weld of Massachusetts* with the assistance of Yiannis Monovoukas and Scott Wilkin, March 1995. (This work with about 15 CEOs led to the formation of Mass Medical, the state’s medical device industry association.)

“Making Competition in Health Care Work.” *Harvard Business Review*, July-August 1994, vol. 72, no. 4, pp. 131-141. Co-authored with Michael E. Porter and Gregory B. Brown.

“The Role of Biomedical Research in Health Care Reform.” *Science*, October 7, 1994. Co-authored with M.W. Kirschner and Elizabeth Marincola.

“Innovation: Medicine's Best Cost-Cutter.” Viewpoints column. *The New York Times*, February 27, 1994. Co-authored with Michael E. Porter and Gregory B. Brown.

“The Debate on Health Care Reform Continues.” *Harvard Business Review*, November-December 1994. Co-authored with Michael E. Porter and Gregory B. Brown.

“Finding a Lasting Cure for U.S. Health Care.” Perspectives column. *Harvard Business Review*, September-October 1994. Co-authored with Michael E. Porter and Gregory B. Brown.

STRATEGY AND REAL OPTIONS PUBLICATIONS

The Portable MBA, Fourth Edition. John Wiley & Sons, Inc., New York, 2003. Co-authored with R.F. Bruner, M.R. Eaker, R.E. Freeman, R.E. Spekman and S. Venkataraman.

“Sustainable Business: Opportunity and Value Creation.” *INTERFACES*, May-June 2000, 30, no. 3, pp. 1-12. Co-authored with A. Larson and R. Johnson.

Special Issue of INTERFACES on Sustainable Business. May-June 2000. Co-editor with A. Larson.

“Introduction: Strategy, Modeling and Analysis.” *INTERFACES*, November-December 1999, 29, no. 6, pp. 1-3. Co-authored with S. Bodily.

Special Issue of INTERFACES on Strategy, Analysis and Models. November-December 1999, 29, no. 6. Co-editor with S. Bodily.

The Portable MBA, Third Edition. John Wiley & Sons, Inc., New York, 1998. Co-authored with R.F. Bruner, M.R. Eaker, R.E. Freeman, and R.E. Spekman. Translated into Japanese (1998), Portuguese (1999), Chinese (1999) and Russian (2000).

“Methods for Evaluating Capital Investment Decisions Under Uncertainty.” *Real Options in Capital Investment: New Contributions*. Edited by Lenos Trigeorgis. Westport, CT: Praeger Publishing, 1995.

“An Option Valuation Analysis of Investment Choices by a Regulated Firm.” *Management Science*, April 1994, vol. 40, no. 4, pp. 535-548.

“Capital Investment Strategies Under Uncertain Regulation.” *The RAND Journal of Economics*, Winter 1993, vol. 24, no. 4, pp. 591-604.

“The Value of Commodity Purchase contracts with Limited Price Risk.” *The Energy Journal*, 1991, vol. 12, no. 3, pp. 109-135. Co-authored with Thomas J. Teisberg.

“When Choosing R&D Projects, Go with Long Shots.” *Research-Technology Management*, January-February 1991. Co-authored with A.L. Kolbe and P.A. Morris.

“Investment Cost Recovery and Incentives for Power Plant Construction.” *Public Utilities Fortnightly*, March 3, 1988, vol. 121, no. 5, pp. 9-14.

“Evaluating the Effects of Time and Risk on Investment Choices: A Comparison of Finance and Decision Analysis.” *Electric Power Research Institute Project*, 2379-4, January 1987. Co-authored with A.L. Kolbe and P.A. Morris.

OTHER PUBLICATIONS

“Managing Ideas.” Autumn 2003. *Batten Briefings*. Co-authored with C. Thompson and K. Ramdas.

“Analyzing R&D and Policy Options for the Greenhouse Effect.” *The Energy Industries in Transition: 1985-2000*, Part I. Edited by J.P. Weyant and D.B. Sheffield, International Association of Energy Economists, 1984. Co-authored with B.R. Judd and L.J. Pollenz.

KEYNOTE SPEECHES ON VALUE-BASED HEALTH CARE DELIVERY

Innovation in Health Care Delivery
London Business School
London, England, July 16, 2010

In Health Care, the Best Way to Reduce Costs is to Improve Quality
Quality Alliance
Stoos, Switzerland, June 19, 2010

Overcoming Barriers to Transformation
2010 Hittisauer Gespräch
Hittisau, Austria, June 17, 2010

Transform for Better Health Care Outcomes
Hewlett-Packard Enterprise Systems
Grapevine, TX, May 20, 2010

Redefining Health Care to Improve Value
National Symposium on Quality Management in Health Care
Bern, Switzerland, April 29, 2010

Health Care: Policy Reform and Delivery Redefinition
Reunion 2010, Darden Graduate School of Business
Charlottesville, VA, April 23, 2010

High Value Health Care
Hoag Hospital Leadership Retreat
Newport Beach, CA, November 7, 2009

INSEAD Healthcare Alumni Summit
Value-Based Health Care: A Global Perspective
Basel, Switzerland, October 8, 2009

Employer Initiatives in Health Strategy
Bon Secours, St. Francis Health System
Greenville, SC, August 10, 2009

A Transformation in Health Care
Opening Celebrations: St. Francis Institute for Chronic Health
Greenville, SC, August 10, 2009

HealthyMagination
General Electric
Washington, DC, May 7, 2009

Strategie und konkrete Projekte für Qualität & Wirtschaftlichkeit
Berliner Roche Forum
Berlin, Germany, April 22, 2009

Employer Perspectives on Redefining Health Care
Darden Business School Alumni Forum
Charlottesville, VA, April 21, 2009

Gesundheitspiazza – International Congress on Health Economics
Bregenz, Austria, April 2, 2009

State of the Union for Health Care
The Atlantic
Washington, DC, February 11, 2009

Creating a High-Value Health Care System
Friends of Europe
Brussels, Belgium, December 8, 2008

Redefining Health Care: Seminar on Implementation
Novartis
Brussels, Belgium, December 8, 2008

Improving Value: Creating the Win-Win
Society of Clinical Surgery
Charlottesville, VA, November 8, 2008

A Call to Community Leaders: Setting a Course for Value
Temple Residency Program
Scranton, PA, November 6, 2008

Creating a High-Value Health Care System
Connecticut Business and Industry Association
Hartford, CT, October 19, 2008

Setting a Course for Value
St. Joseph's Hospital
Phoenix, AZ, October 3, 2008

Leadership in Reforming Health Care
Pfizer
New York, NY, July 21, 2008

Opportunities for Value-Based Competition in Swiss Health Care
Economiesuisse, Interpharma, Swiss Insurance Association, Swisscom,
Klinik Hirslanden
Zurich, Switzerland, July 10, 2008

Media Conference
Zurich, Switzerland, July 10, 2008

National Quality Forum
Washington, DC, May 15, 2008

U.S. Department of Health and Human Services
Washington, DC, May 15, 2008

Aspen Health Stewardship Project
May 14, 2008

BCBS Minnesota
Minneapolis, MN, May 1, 2008

Federal Reserve Bank of Chicago
Detroit, MI, April 15, 2008

University of Virginia
Charlottesville, VA, March 19, 2008

America's Health Insurance Plans
Executive Leadership Program
Washington, D.C., March 3, 2008

Congressional Staff Retreat
Baltimore, MD, February 22, 2008

The Ferguson Lecture
Society of Thoracic Surgeons
Ft. Lauderdale, FL, January 29, 2008

Pfizer
New York, NY, November 27, 2007

Healthcare Capital Conference
Washington, DC, November 15, 2007

National Association of Children's Hospitals and Related Institutions
San Antonio, TX, October 10, 2007

Aspen Institute
Aspen, CO, October 6, 2007

Novo Nordisk
Amsterdam, Netherlands, September 17, 2007

American Association of Medical Society Executives
Williamsburg, VA, July 28, 2007

Novo Nordisk
Copenhagen, Denmark, June 4, 2007

Civic Entrepreneurs Organization
St. Louis, MO, May 17, 2007

National Alliance for Health Information Technology
Washington, DC, May 15, 2007

Mayo Clinic
Rochester, MN, April 11, 2007

Cigna
Philadelphia, PA, April 10, 2007

Global Changing Diabetes Leadership Forum
New York, NY, March 13, 2007

National Managed Health Care Congress
Atlanta, GA, March 6, 2007

University of Virginia
Charlottesville, VA, February 26, 2007

EconomieSuisse
Zurich, Switzerland, December 12, 2006

Mitre Corporation
Reston, VA, November 29, 2006

Institute for Clinical Systems Improvement
Bloomington, MN, November 2, 2006

Cerner
Orlando, FL, October 8, 2006

New England Healthcare Institute
Boston, MA, October 4, 2006

Institute of Medicine
Washington, DC, September 21, 2006

Society of Thoracic Surgeons
Chapel Hill, NC, September 18, 2006

United Resource Networks
Minneapolis MN, September 10, 2006

American Medical Association Leadership
Chicago, IL, August 19, 2006

Park Nicollet Health Services,
St. Louis Park, MN, August 17, 2006

SITRA: The Finnish National Fund for Research and Development
Helsinki, Finland, June 19, 2006

The Cleveland Clinic
Cleveland, OH, June 13, 2006

Darden Graduate School of Business Administration
Charlottesville, VA, April 21, 2006

AdvaMed Annual Conference
Naples, FL, March 3, 2006

Premier Governance Conference
Scottsdale, AZ, January 31, 2006

New Models of Health Care II
Boston, MA, November 18, 2005

America's Health Insurance Plans
New York, NY, November 8, 2005

CCP Equity Partners
Dallas, TX, September 29, 2005

VHA Leadership Conference
Atlanta, GA, May 19, 2005

McKesson Executive Summit
Kiawah, SC, May 12, 2005

New Models for Health Care
Boston, MA, April 12, 2005

CCI, Inc. HealthCare Executive Summit
New York, NY, March 28, 2005

Health Management Academy, CEO Forum
Phoenix, AZ, February 10-11, 2005

World Healthcare Congress
Washington, DC, January 30, 2005

Society for Human Resource Management
Webcast, November 23, 2004

Society for Human Resource Management
New Orleans, LA, June 29, 2004

HEALTH CARE DELIVERY INNOVATION EXECUTIVE EDUCATION AND WORKSHOPS

Strategy for Health Care Delivery, Executive Leadership Workshop (Harvard Business School), 2009, 2010, and 2011, with Michael Porter. Invitation-only for C-level executives.

Immersion Course in Health Care Delivery (Harvard University elective), 2008, 2009, 2010 and 2011, with Michael Porter. http://www.hbs.edu/rhc/health_care_delivery_curriculum.html.

Humana Health Care Leaders 2020, full curriculum on innovation, value creation and measurement in value-based health care delivery. 18-month program for executives of Humana. Louisville, KY, 2010-2012, with Scott Wallace.

Redefining Health Care Delivery—In Practice, and discussion of HBS Cases: *The West German Headache Center: Integrated Migraine Care*, and *The University of Texas MD Anderson Cancer Center: Interdisciplinary Cancer Care*, Baylor Health Care System, Dallas, TX, November 16, 2010.

St. Francis Center for Chronic Health Value Based Care Delivery Symposium, Rethinking Care Delivery and discussion of HBS Cases: *The West German Headache Center: Integrated Migraine Care*, *The Commonwealth Care Alliance: Elderly and Disabled Care*, *The University of Texas MD Anderson Cancer Center: Interdisciplinary Cancer Care*, Greenville, SC, July 19-20, 2010, with Scott Wallace.

Improving Health Care Value, Alumni Webinar, Darden Graduate School of Business, Charlottesville, VA, May 25, 2010.

Improving Value in Health Care Delivery, Grand Rounds, University of Virginia Health System, Charlottesville, VA, April 12, 2010.

Gaston Memorial Hospital, Value-Based Health Care Delivery, Developing an Integrated Practice Unit; Provider-Employer Partnerships, and discussion of HBS Cases: *The Joslin Diabetes Center*, *The West German Headache Center: Integrated Migraine Care*, *The Commonwealth Care Alliance: Elderly and Disabled Care*, *The University of Texas MD Anderson Cancer Center: Interdisciplinary Cancer Care*, CaroMont Health, Inc., Gastonia, NC, January 31-February 1, 2010, with Scott Wallace.

Executive Symposium on Health Innovation, Darden Graduate School of Business, Charlottesville, VA, February 18-19, 2010, with Scott Wallace.

General Electric, Employer Health Strategy, Crotonville, NY, November 6, 2009.

Integrated Practice Unit Design Workshop, St. Francis Health System, Greenville, SC, May 5, 2009.

Altarum Institute, Results Driven Chronic Care and discussion of HBS Cases: *The West German Headache Center: Integrated Migraine Care* and *The Commonwealth Care Alliance: Elderly and Disable Care*, Washington, DC, November 20, 2008, with Scott Wallace.

New England Healthcare Institute, Webinar on Value and Full Cycle Integrated Care, June 25, 2008

Park Nicollet Health System International Diabetes Center, Redefining Chronic Care Services and discussion of (unreleased) case *Park Nicollet Diabetes Care*, Minneapolis MN, May 2, 2008.

Harvard School of Design, Design for Improved Outcomes in Health Care Service Delivery, Cambridge, MA, December 6, 2006, with Marco Steinberg.

MBA AND BUSINESS EXECUTIVE EDUCATION TEACHING

Innovation (Darden second year elective and Darden EMBA elective)

Health Care Management (Darden second year elective)

Strategy Seminar: Employer Health Strategy (Darden second year elective)

Strategy (Darden required MBA course and Harvard required MBA course; **Darden course head 2000-2005**)

Leading Innovation (Darden second year elective; Enrollment averaged 110 students per year)

Operations Management (Darden required MBA course; **course head 1998-2000**)

Entrepreneurship (MBA course coordinated with Strategy)

Innovation and Technology Management (MBA elective, team-taught with Tom MacAvoy, past president of Corning Incorporated)

Managing Innovation and Entrepreneurship (Executive Education)

Real Options Evaluation of Capital Investments (Executive Education)

Strategic Decision Making (Executive Education)

Darden Partnership Program (Executive Education)

Service Operations and Operations Strategy for Health Care Services (Executive Education)

Management of Innovation for Health Care Services (Executive Education)

Executive Education in Competition and Strategy (Harvard Executive Team Projects)

Field Studies in Technology and Strategy (Harvard elective)

Independent Research Reports in Strategy (Harvard elective)

COURSE DEVELOPMENT MATERIALS

INNOVATION CASES (INCLUDING HEALTH SECTOR INNOVATION)

Developed courses on Value-based Health Care Delivery, and on Strategy for Health Care Delivery, in collaboration with Prof. Michael E. Porter. The first four cases below are parts of this effort. We also co-developed lectures, teaching plans, teaching notes and videos of case protagonists for all of the cases in these courses.

Michelin NA Health Strategy 2007-2011. Forthcoming case. Will be taught for executives for the first time in September 2011.

The Cleveland Clinic Growth Strategy 2008, HBS no. 9-709-473, 2009, REV. February 1, 2010
Co-authored with Michael E. Porter

The Joslin Diabetes Center, HBS no. 9-710-424, 2009, REV. January 25, 2010.
Co-authored with Michael E. Porter and Scott Wallace

Park Nicollet Health Services: Diabetes Care, forthcoming HBS case, (taught on limited release),
Co-authored with Michael E. Porter

Magnetic Surgery System (A)
December 1999, UVA-OM-0888

Magnetic Surgery System: B, C, D and E
December 1999, UVA-OM-0889, 0890, 0891 and 0892

Managing Innovation at GE Medical Systems (A)
December 1998, UVA-OM-0882

Managing Innovation at GE Medical Systems (B)
1999, UVA-OM-0883

Option Valuation: Insights and Explanations Using a Binomial Approach
July 1999, UVA-OM-0900

Seaflower Associates, Inc.: Valuing Venture Capital with Real Options
January, 1999, UVA-OM-0884

Active Coatings, Inc. (A) - Challenges in Managing Product Development
February 1996, Harvard Business School, no. 9-796-061

Active Coatings, Inc. (B) - Challenges in Managing Product Development
February 1996, Harvard Business School, no. 9-796-062

Note on the FDA Approval Process for Medical Devices
November 1995, Harvard Business School, no. 9-796-063

Zoll Medical Corporation
December 1994, Harvard Business School, no. 9-795-053

Zoll Medical Corporation (B), (C) and (D)
December 1994, Harvard Business School, no. 9-795-054, no. 9-795-055, and no. 9-796-078

Alpha-Beta Technology, Inc., Pioneering Carbohydrate Technology
February, 1994, Harvard Business School, no. 9-794-093

Alpha-Beta Technology, Inc. (B): Trials with Betafectin
December, 1994, Harvard Business School, no. 9-795-045

Diagnosis for the Future: The Genetic Testing Industry in 1993
February 1994, Harvard Business School, no. 9-794-053

IG Laboratories Inc. (A): Pursuing the Future of Genetic Testing
October 1994, Harvard Business School, no. 9-794-054

IG Laboratories, Inc. (B): The Paradox of Growth – 1993-94
February 1996, Harvard Business School, no. 9-796-114

Genzyme Corporation
April 1993, Rev. May 1994, Harvard Business School, no.9-793-120 and TN no. 5-793-122

Biotechnology Strategies in 1992
April 1992, Rev. June 1993, Harvard Business School, no.9-792-082 and TN no. 5-793-036

STRATEGY CASES

Wal*Mart in the 21st Century a Global Perspective 2003, UVA-S-0100

NTT DoCoMo 2003, UVA-ENT-0048

NTT DoCoMo: The Pioneer of Mobile Internet 2002, UVA-OM-0974

NTT DoCoMo (B) 2002, UVA-OM-1057

The Path to Sustainable Business: Environmental Frameworks, Practices and Related Tools
1997, Rev. May 1998, UVA-G-0534

Digital Imaging in 1995: Opportunities in the Descent to the Desktop
April 1996, Harvard Business School, no. 9-796-060

Why Do Good Managers Choose Poor Strategies?
April 1991, Harvard Business School, no. 9-391-172

Strategic Response to Uncertainty
April 1993, Harvard Business School, no. 9-391-192

Strategic Response to Uncertainty: Competition and Strategy Module Introduction for Instructors
June 1993, Harvard Business School, no. 5-793-143

McCaw Cellular Communications, Inc. in 1990
April 1991, Rev. June, 1993, Harvard Business School, no. 9-391-171 and TN no. 5-792-016

McCaw Cellular Communications, Inc. (B-E)
March 1993, Rev. June 1993, April 1993, May 1993, March 1993, Harvard Business School,
no. 9-793-050-053 and TN no. 5-793-061

The Brigham and Women's Hospital in 1992
April 1992, Rev. March 1993, Harvard Business School, no. 9-792-095 and TN no. 5-792-010

The Hospital Sector in 1992
April 1991, Rev. April 1992, Harvard Business School, no. 9-391-167 and TN no. 5-792-011

The Desktop Printer Industry in 1990
June 1990, Rev. January 1994, Harvard Business School, no. 9-390-173 and TN no. 5-391-075

Pennzoil Company
March 1990, Rev. May 1993, Harvard Business School, no. 9-390-131 and TN no. 5-391-074

OTHER ACTIVITIES

Redefining Health Care website: <http://www.hbs.edu/rhc/>

Includes content such as answers to frequently asked questions and other educational material written for web-based readers, as well as press discussion of ideas and lists of recent presentations on health sector innovation and Redefining Health Care. Co-written with Michael E. Porter.

Testimony before the U.S. Senate Committee on Health, Education, Labor, and Pensions
Washington, DC, January 29, 2009.

Books of Our Time. One hour television program on Redefining Health Care. Hosted by Dean Lawrence Velvel, Massachusetts School of Law. Originally aired January
<http://video.google.com/videoplay?docid=3569962409693093753&q=teisberg>
Associate Editor in Strategy for *Interfaces*, 1996-1999.