INSEAD Humanitarian Research Group
Our Mission

To develop the science of development and relief operations through impactful practice-based research in line with the UN Sustainable Development Goals and cross-learning between business and the humanitarian sector.
INSEAD Humanitarian Research Group

Academic expertise
- Technology & Operations
- Strategy
- Business Models
- Statistics & Optimization

Domain expertise
- Disaster Preparedness & Response
- Health Supply Chains
- Multi-Sector Partnerships

Project work
- Evaluations
- Data Analytics
- Strategic Advice
- Implementation
Our Approach

Scope

We interactively and iteratively refine the research question, so that we ultimately come with the answer you are looking for.

Understand

We search for existing knowledge to better understand the research question and pinpoint the limits of available research.

Explore

We gather the data necessary to answer your research question by, among others, approaching our contacts and talking to stakeholders.

Disseminate

If possible, we publish key findings to develop the science and efficiency of humanitarian operations.

Deliver

We visualize our answers in such a way that they bring concrete and clear value to your humanitarian operations.

Analyse

We aggregate all gathered data, select the right research method and perform analyses to answer your question.
Who We Work With
Our Experience

- 17 Years of research on humanitarian operations management
- 50 High level research publications
- 40 Pedagogical case studies
- 1 "Humanitarian Logistics", the first book on the subject (2009)
Our Experience

✓ MBA, Executive, and PhD teaching
✓ Initiator of colleges in humanitarian operations
✓ Organizer of conferences and workshops, e.g., HHL
✓ Dozens of evaluation and implementation projects
Our Expertise Areas

- Disaster preparedness & response
- Access & equity in healthcare
- Public-private partnerships
- Asset management & deployment
- Environment & waste
Examples of Projects
Prepositioning vehicles – IFRC

Context:
• Vehicles are essential to deliver emergency aid in disaster response
• When disaster strikes, humanitarian organizations face dramatic demand increases

Our work:
• Modelling costs and responsiveness for various global vehicle supply networks
• Analyzing benefits of setting up temporary hubs in the aftermath of mega disasters
Emergency disaster response – UNICEF

Context:
• Civil war in addition to naval and aerial blockade of Yemen in 2015
• UNICEF’s existing supply chain suddenly ground to a halt

Our work:
• Evaluated how UNICEF quickly redesigned its supply chain
• Identified points of excellence and improvement areas within UNICEF
• Studied how forwarding logistics hubs could be utilized in complex emergencies
• Explored how the humanitarian world can learn from/apply the concept of strategic agility
Localizing logistics – Several organizations

Context:
• Many organizations feel they need to localize preparedness and response
• Little understanding of how and when to localize

Our work:
• Defining and concretizing the vague concept of localization
• Assessing when/how organizations (aim to) localize
• Analyzing implications for the future of humanitarian operations
Family planning – Marie Stopes International

Context:
• MSI uses 500 outreach teams to deliver family planning services

Our Work:
• Analyzing the relation between outreach team deployment and impact on target population
• Developing guidelines/policies for better deployment
• Assessing the trade-off between equity and client volumes
Improving access to medicines – PharmAccess

**Context:**
- PharmAccess strives to improve access to healthcare in Africa

**Our Work:**
- Studying stockouts in health facilities in Kenya
- Analyzing root causes of stockouts
- Identifying policy recommendations
Access & Equity in Healthcare

Analyzing medical supply chains – BMGF/WFP

Context:
• Medicine supply chains are weak in many countries
• A clear, well-motivated roadmap for strengthening them is often lacking

Our Work:
• Analyzing maturity of medical supply chains
• Developing medical supply chain country profiles
Multi-Sector Partnerships

Improving clinic networks – North Star Alliance

Context:
• NSA operates healthcare clinics for truck drivers in Africa

Our Work:
• Designing clinic networks to reach the most truck drivers
• Investigating how partnering with other stakeholders can improve the performance of clinics and make them better anchored in local tissues
WFP-TNT Partnership

Context:
• The “Moving the World” partnership between TNT and WFP was one of the first large partnerships of its kind

Our Work:
• Analyzed the partnership from both TNT’s and WFP’s perspective
• Studied how the partnership developed over time
• Developing theory and tools to help evaluate, initiate, and terminate partnerships
Fleet management implementation – UNHCR

Context:
• UNHCR’s centralized vehicle leasing program provides country operations with light vehicles

Our Work:
• Evaluation of and advice on the program since its inception in 2014
• Estimating suitable in-country fleet sizes with fleet size estimation tool
• Identifying benefits of program through pilot project and annual evaluations
• Assessing KPIs
• Modeling the impact of interventions to decrease lead times of vehicles
• Identifying understanding of and satisfaction with the program in the field via surveys
Fleet management evaluation – WFP

Context:
• WFP’s centralized vehicle leasing program provides country operations with light vehicles

Our Work:
• Conducted a technical review of the program
• Evaluated the program’s service offering and compared it with industry benchmarks
• Reviewed WFP’s capability of offering its services to other UN agencies
Medicine donation platforms & kitting – Tulipe

Context:
- Tulipe aggregates donations of excess medicines from manufacturers
- The organization kits the medicines and donates them to NGOs

Our Work:
- Examined various drug donation platforms
- Analyzed operations challenges Tulipe faced:
  - Kitting
  - Demand uncertainty
  - Supply
  - Capacity
Sustainability & humanitarian operations – UNHCR

Context:
• Many trade-offs exist between objectives of serving beneficiaries/saving costs and minimizing environmental impacts

Our Work:
• Assisting UNHCR in analyzing such trade-offs in the context of asset management