

MAD17

MULTIDISCIPLINARY ACTION PROJECTS

IVIA 17



MAP

M | MICHIGAN ROSS

BRIGHT MINDS = BIG RESULTS

For 25 years, Michigan Ross' Multidisciplinary Action Projects (MAP) course matches teams of MBA students with the complex business issues of corporate, nonprofit, and entrepreneurial sponsors around the world. If you have a pressing challenge, Ross MBAs are ready to provide the new ideas and energy you need to find the best solutions.



WHY SPONSOR A MAP TEAM?

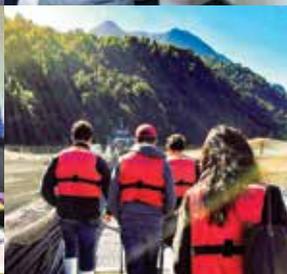
- Gain fresh perspectives on your business issue through **seven weeks of undivided attention** from an unbiased team of four to six Ross MBAs
- Obtain **thorough, data-driven recommendations** from a multidisciplinary MBA team guided by expert faculty
- Build relationships with top-tier MBA students and **reinforce your recruiting strength** with one of the world's leading business schools
- Exchange ideas and experiences; **share your business knowledge** with Ross MBAs to complement their studies
- Receive **high value results with minimal investment** — sponsors are only responsible for student costs associated with the project

**RESULTS
THAT MAKE A
DIFFERENCE**



25
MAP
YEARS

Since 1992, Ross MAP teams have completed more than 2,000 projects in 92 countries for more than 1,350 organizations.



GET STARTED

If you are interested in sponsoring a project, the first thing to do is develop a project proposal.

WHAT MAKES A GOOD MAP PROPOSAL?

MAP delivers the most value when you have pressing issues with no simple solution. The best projects:

- Require a multidisciplinary approach
- Have no existing or obvious solution
- Can be successfully completed in seven weeks
- Have strong support from senior-level management
- Demand a set of actionable recommendations

WHAT ARE A SPONSOR'S RESPONSIBILITIES?

- Use your experience and guidance to promote academic learning for the student team
- Provide two dedicated and engaged project liaisons, and support of an executive sponsor
- Provide relevant data, which may be proprietary, to the MAP team (NDAs can be signed)
- Arrange for the MAP team to interview key personnel
- Provide workspace and appropriate business and communications equipment
- Arrange a minimum of two weeks for the team to spend at the project site for data collection
- Pay project-related expenses, including travel for the MAP team (students only)

Note: No administrative or application fees are required to be a MAP sponsor.

SUBMIT YOUR PROPOSAL

- 1 | Visit the MAP website at michiganross.umich.edu/map/sponsors
- 2 | Call Megan Piersma, Associate Director of the Michigan Ross Office of Action-Based Learning, to discuss project ideas: 734-763-3647
- 3 | Complete the project proposal form online prior to Nov. 18, 2016

PROJECT TIMELINE

2016

FALL

Proposal submissions accepted at michiganross.umich.edu/map/proposal

NOVEMBER 18

Deadline for all proposals.

2017

JANUARY

Students begin project selection process.

MID JANUARY

Sponsors notified of project status.

LATE JANUARY

Student MAP teams and faculty advisors assigned. Sponsors notified of team members and faculty advisors.

MARCH 6

MAP begins.

LATE APRIL

Students submit their final paper and make a presentation to sponsor senior management.

QUESTIONS?

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CHICAGO | NEW YORK CITY

“The Ross MAP team added significant value to Clinique, addressing a business-critical challenge with relevant and actionable insights and recommendations.”

Tara Leonard
Executive Director
Clinique North America

Clinique

The challenge Clinique presented to its MAP team was how to communicate the value and benefits of its products to the millennial generation in an increasingly fragmented and competitive landscape. The original research conducted by the MAP team led to a robust sampling strategy using digital engagement and non-traditional distribution channels. The team’s final report to the company included detailed communication and distribution plans along with estimated financial impacts.





SANTA CLARA | BEIJING | SHANGHAI

NVIDIA

The company called on a MAP team to develop a go-to-market strategy for a game console in China, the world's largest gaming market. The team's extensive market research included visits to five cities, interviews with various groups of stakeholders, and review of company documents and online sources. Ultimately, they developed a specific recommendation on how to most effectively position the product while building toward future growth.

“In working with NVIDIA in China, I was able to get my first taste of the technology industry while fulfilling my wanderlust. The project was challenging and exciting, and allowed me to put classroom learning to practical use. I would not trade it for anything in the world.”

Adam Levin // MBA '17





MADURAI, INDIA

“We have sponsored MAP projects for the last 18 years. We have always done projects that have a significant impact on the way the organization evolves. The team is able to meet and bring out clarity and consensus in our leadership team. The guidance by the faculty makes the team progress significantly in a short span.”

Dr. Aravind Srinivasan

Chief Administrator
Aravind Eye Care

Aravind Eye Care System

Aravind turned to a MAP team for help in pursuing its mission of eradicating needless blindness. Specifically, the nonprofit needed a model of best practices for its chief medical officers to coordinate and improve their many tertiary hospital functions. The MAP team delivered a workable model identifying nine primary functions, 45 sub-functions, and indicators of process efficiency for each.





NEW YORK CITY

CapitalOne

CapitalOne needed a brand-new digital commercial bank strategy for a specific client segment. The company called on a MAP team to study industry dynamics and the competitive landscape. The team conducted original research and prepared a thorough report on the main players, customer needs, and pain points, giving CapitalOne the information it required to chart its course.

“MAP taught me that the real business world is full of ambiguity. What I gained from MAP is the ability to manage ambiguous situations with appropriate decisions.”

Akira Muramatsu // MBA '17



PROJECT LIST

SPONSOR	LOCATION	BRIEF DESCRIPTION
ACESOL	Santiago, Chile	Craft a business case for growth in the residential sector of solar energy.
Amazon.com	Seattle, WA	Deliver a fully operational pilot of an educational initiative targeting university faculty and students.
Amazon.com	Seattle, WA	Evaluate the current method used to research inventory record defect rates (IRDR) and recommend a new research method.
Amazon.com	Seattle, WA	Recommend changes to Seller Fulfilled Prime (SFP) to increase the variety of products available and enhance revenue.
Amazon.com	Seattle, WA	Complete an in-depth examination of the different types of sellers to create customized listing tools.
Aparajitha Foundation	Tamil Nadu, India	Provide a complete business plan for entrepreneurship education, training, and development in the state of Tamil Nadu in India.
Aravind Eye Care System	Madurai, India	Design a process improvement and performance evaluation tool that is tailored to Aravind's operations.
Ashoka	Washington, DC. London, UK	Create a business plan for Ashoka's global Empathy Initiative.
Blumar S.A.	Boston, MA Talcahuano, Chile Quellon, Chile Seattle, WA Dallas, TX Rochester, NY Grand Rapids, MI	Assess potential market for salmon products and formulate a strategy for how to differentiate Blumar products to increase market share and profit margin.
Bunzl	Sao Paulo, Brazil Rio de Janeiro, Brazil	Outline a brand strategy considering the impact on the business model and company structures.
Burren & Cliffs of Moher Geopark	Clare, Ireland	Develop a five-year strategic plan that will focus on the sustainability of the geopark as a member of the UNESCO Global Geoparks Network.
Capital One	New York, NY	Create a brand-new digital commercial bank strategy for a client segment specialty.
Celebrity Cruises	Miami, FL	Craft a business plan to increase overall fleet profitability.
Clinique	Chicago, IL New York, NY	Devise an evolved sampling channel strategy for a product line that prioritizes recruitment of new consumers.
Cooperative for Assistance and Relief Everywhere (CARE)	India	Develop a profitable and socially inclusive business plan that facilitates access for smallholder farmers, especially women, to inputs and related services.
Cummins	Minneapolis, MN	Identify market opportunities to create a strong value proposition for distributed natural gas generation.
Dell Inc.	Austin, TX	Formulate a marketing activation plan to generate demand for Dell Internet of Things (IoT) solutions.
DTE Energy	Marseilles, IL Detroit, MI	Make a business case and financial strategy for DTE's investment in utility-scale energy storage solutions.
Ecolab	St. Paul, MN Sao Paulo, Brazil Puerto Rico	Generate short- and long-term distribution scenarios for Latin America that will drive growth and protect Ecolab's position as a market leader.
Ethicon Inc.	Somerville, NJ Cincinnati, OH	Review current medical devices supply chain and determine how to introduce an even more customer-centric strategy.
ETLA, The Research Institute of the Finnish Economy	Helsinki, Finland	Design and apply a financial risk rating strategy to a new type of multi-asset investment fund.
Expedia	Seattle, WA Shanghai, China	Outline a go-to-market strategy for Expedia to compete in China's travel market.
Expedia	Seattle, WA	Identify new ways for Expedia to demonstrate value for partner hotel chains.
Facebook	Menlo Park, CA	Develop an open licensing framework and make recommendations for how it can be used to bring products to market in developing countries.
Facebook	Menlo Park, CA	Create a go-to-market strategy for next generation broadband distribution.

SPONSOR	LOCATION	BRIEF DESCRIPTION
Fairphone	Amsterdam, Netherlands	Deliver a comprehensive marketing strategy to support Fairphone's launch into the U.S. market.
Florida Ice & Farm Co	San José, Costa Rica	Recommend a new communication platform for a beer brand in Costa Rica.
Ford Motor Company	Dearborn, MI	Draft the business case for a DC-powered home within the MyEnergi Lifestyle technology framework.
Ford Motor Credit Company	Dearborn, MI	Conduct a situation analysis that outlines Ford Credit's approach to the Autonomous Vehicle (AV) ecosystem.
General Motors	San Francisco, CA, Chicago, IL, New York, NY	Develop a business case and deployment strategy for an innovative car/ride sharing service that leverages GM's unique capabilities.
Guide In Medical Ltd.	Troy, MI Haifa, Israel Tel Aviv, Israel Jerusalem, Israel	Conduct a U.S. market analysis and formulate a market entry, pricing, and marketing strategy.
GVK Airports	Mumbai, India, Bangalore, India	Devise a milestone based plan for GVK Airports to become the most admired airport company in the world.
Herman Miller	Chicago, IL Minneapolis, MN Seattle, WA Holland, MI San Francisco, CA New York, NY Stamford, CT	Craft a strategic vision and recommend specific digital tools and solutions to provide a more personalized customer experience.
Hewlett Packard Enterprise	Rochester Hills, Michigan	Conduct a situation analysis that outlines Ford Credit's approach to the autonomous vehicle (AV) ecosystem.
ICICI Bank	Mumbai, India	Create a product positioning strategy for ICICI Bank's digital wallet product.
Imperial Health Sciences	Johannesburg, South Africa	Evaluate the operational, environmental, and financial factors that are having a negative impact on a clinic.
Impro Industries USA, Inc. & Impro Group Hong Kong	Wuxi, China	Create a clear and dynamic brand management plan to integrate newly acquired brands within the Impro group and to portray the Impro brand globally across nine market segments.
Intel Microelectronics Asia	Taipei, Taiwan Santa Clara, CA	Initiate a careful market analysis and produce a high-impact marketing strategy to lift Acer to the top of the PC gaming market.
ITC	Hyderabad, India	Enhance rural linkages aligned to emerging needs leveraging the e-Choupal initiative.
Jetzy	New York, NY	Determine the go-to-market strategy for a mobile app including the development of different distribution channels and strategic partnerships.
Linde	Guildford, UK Houston, TX Toronto, Canada Quito, Ecuador	Analyze the market situation to understand the prevalence of digital systems and develop a marketing plan.
Lowe's & Celima	Lima, Peru Mooresville, NC	Conduct a tile category assessment study with the ultimate goal of unveiling opportunities for Lowe's and Celima to strengthen their partnership.
Mahindra & Mahindra	Mumbai, India	Articulate a global harvester strategy for Mahindra's farm equipment sector.
Make-A-Wish America	Phoenix, AZ	Formulate strategic planning and resource modeling tools that can help Make-A-Wish achieve its goal of reaching 17,000 children annually by 2020.
MGM Resorts International	Las Vegas, NV Detroit, MI	Analyze and develop a strategy for diversity and sustainability initiatives within MGM Resorts International's corporate social responsibility program.

SPONSOR	LOCATION	BRIEF DESCRIPTION
MGSV Ltd.	Troy, MI Haifa, Israel	Define an operational model that includes a financial review of different business models and recommendations for the design and location of a manufacturing facility.
MotionPoint	Miami, FL	Outline a go-to-market plan for new technologies and service offerings that leverage the big data generated by MotionPoint's globalization platform.
MUFG Union Bank, N.A.	New York, NY Los Angeles, CA	Evaluate the viability of commercial power battery storage technology and assess the risk and opportunities for MUFG
New York Jets	Florham Park, NJ	Identify opportunities for the Jets to attain meaningful sponsorship revenue growth.
NVIDIA Corporation	Santa Clara, CA Beijing, China Shanghai, China	Devise a go-to-market strategy and execution plan that will support a successful launch in China.
Oracle Corporation Japan	Tokyo, Japan	Assess/guide strategy to capture the mid-market in Software as a Service (SaaS) and Platform as a Service (PaaS).
Oracle Insight	Redwood Shores, CA Chicago, IL	Present an optimized business model for how to capture early adopter best practices and use cases to enable Oracle to quickly scale new solution offerings and increase market share.
Pacific Gas and Electric	San Francisco, CA San Ramon, CA	Analyze the potential impacts of electrification and de-carbonization to PG&E's natural gas business.
PepsiCo	White Plains, NY Portland, OR Los Angeles, CA	Design a comprehensive innovation-based growth plan for SoBe that refines its brand positioning and articulates a new marketing strategy.
Plan International Ecuador	Quito, Ecuador Guayaquil, Ecuador	Produce a financial plan that targets investment from corporations and individual donors by raising brand awareness and marketing programmatic successes.
Rainforest Expeditions	Lima, Peru Puerto Maldonado, Peru Cusco, Peru	Prepare online marketing and sales strategy for the launch of a new product.
Rajiv Gandhi Mahila Vikas Pariyojana (RGMVP)	Delhi, India Lucknow, India	Assess the decentralized organizational structure of RGMVP and identify key opportunities for strengthening organizational capacity.
Recreational Equipment Inc. (REI)	Seattle, WA	Conduct a supply chain capabilities assessment and prepare recommendations for future strategy.
Related Companies	New York, NY	Deliver a comprehensive report projecting current and new opportunities for office, mixed use, and residential real estate investment.
Research for Traders	Buenos Aires, Argentina	Conduct a market analysis to determine how RFT should position itself in the future within the international independent financial research market.
Roche Brazil	Sao Paulo, Brazil	Design a new business model for the Patient Support Program in Brazil addressing the needs of patients, healthcare providers, and clinics.
Roots - Sustainable Agricultural Technologies Ltd.	Troy, MI Tel Aviv, Israel	Perform a new market assessment and formulate a market entry strategy and development plan.
Ross School of Business - Global Education Department	New Delhi, India Bangalore, India Mumbai, India	Refine the model for and construct the investment thesis of a proposed emerging market fund focused on India.
SC Johnson	Racine, WI Chicago, IL	Identify, quantify, and recommend strategic opportunities for growth and expansion of the Mrs. Meyer's business.
Sears Holdings	Chicago, IL	Develop a positioning statement for the Home Business Unit with metrics for how to achieve world-class member-centric service and product offerings.
Shared-X	Lima, Peru Junin, Peru	Initiate a feasibility study for Shared-X and recommend a plan to vertically integrate its coffee business.
SpinCo	Plymouth, MI Hamilton, Ontario, Canada	Provide a financial model and venture capital strategy for a cutting-edge pharmaceutical company.
St. Andrews Smoky Delicacies S.A.	Santiago, Chile Chiloé Island, Chile	Develop a marketing strategy for increasing product awareness in the U.S.

SPONSOR	LOCATION	BRIEF DESCRIPTION
Sustainable Harvest & Relationship Coffee Institute	Portland, OR	Structure the launch and growth strategy for a new coffee brand and outline how to increase brand exposure in retail and online spaces.
Sustainable Harvest & Relationship Coffee Institute	Kigali, Rwanda	Create a marketing plan and sales strategy for increasing consumption of specialty coffee in domestic Rwandan markets.
Syngenta	Ames, IA Austin, TX San Francisco, CA	Determine a strategic plan on carbon-neutral crop production.
The Kellogg Company	Battle Creek, MI Chicago, IL	Devise a plan to help Kellogg expand its breakfast business with millennial consumers.
U.S. Cellular	Chicago, IL	Determine a business case and marketing strategy for how to bring new, innovative products and/or services to market.
U-M Depression Center	New York City, NY London, UK	Create a strategic plan for news organizations, including the BBC, to tackle depressive illnesses among staff and explore the economic and mental health benefits of positive organization practices.
U-M Health System & U-M Institute for Healthcare Policy and Innovation	Ann Arbor, MI Philadelphia, PA San Francisco, CA Palo Alto, CA Los Angeles, CA	Draft a 5-year business plan for the UMHS Center of Value Enhancement (M-COVE).
U-M Health System & U-M MedSport	Ann Arbor, MI Allen Park, MI Plymouth, MI New York, NY Pensacola, FL Ft. Lauderdale, FL	Develop a 5-year business plan for the U-M Center for Sports Medicine and Joint Preservation (CSMJJP).
Walmart Stores Inc.	Bentonville, AR Livonia, MI	Formulate a tactical plan for positioning Walmart as a credible and preferred grocer for local and organic fresh produce.
World Bank Group/International Finance Corporation	Washington, D.C.	Design an employability index/standard for the International Finance Corporation to help create a new standard for the industry in emerging markets.
Xerox Corporation	Washington, D.C. New York, NY	Create a scalable business model for transportation and infrastructure connected vehicle communications and services.
Zemen Bank	Addis Ababa, Ethiopia	Develop the business case for diaspora SME loans and assess prospects for scaling the programs into a long-term viable business option.



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