NEED DIRECTION?
USE A MAP.
WHY SPONSOR A MAP TEAM?

- Gain fresh perspectives on your business issue through focused, in-depth attention from an unbiased team of Ross students.
- Benefit from actionable, data-driven recommendations from a multidisciplinary student team guided by expert faculty.
- Build relationships with top-tier graduate or undergraduate 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 students to complement their studies.
- Earn a valuable ROI — sponsors are only responsible for student costs associated with the project.

Michigan Ross offers unrivaled opportunities for students to start, advise, lead, and invest in real-world businesses. We call this Ross Experiences in Action-Based Learning, or REAL. Students thrive on these opportunities, and sponsors receive in-depth analysis and fresh perspectives. Our signature Multidisciplinary Action Projects (MAP) course is one such partnership between business and students that has been delivering incredible ROI for sponsor companies for more than 25 years. MAP puts teams of top business students to work solving the complex issues of corporate, nonprofit, and entrepreneurial sponsors around the world.
## MAP TYPES AND TIMELINES

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<th>Program</th>
<th>Project Timeline</th>
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<th>Proposal Opens</th>
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<td><strong>CAPSTONE MAP, UNDERGRADUATE AND MASTER OF MANAGEMENT</strong></td>
<td><strong>JANUARY-APRIL</strong></td>
<td><strong>12 WEEKS</strong></td>
<td><strong>SEPTEMBER</strong></td>
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<tr>
<td><strong>WEEKEND MBA</strong></td>
<td><strong>JANUARY-APRIL</strong></td>
<td><strong>12 WEEKS</strong></td>
<td><strong>SEPTEMBER</strong></td>
</tr>
<tr>
<td><strong>FULL-TIME MBA</strong></td>
<td><strong>MARCH-APRIL</strong></td>
<td><strong>7 WEEKS, FULL TIME</strong></td>
<td><strong>SEPTEMBER</strong></td>
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<td><strong>GLOBAL MBA</strong></td>
<td><strong>MAY-JUNE</strong></td>
<td><strong>7 WEEKS, FULL TIME</strong></td>
<td><strong>JANUARY</strong></td>
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<tr>
<td><strong>EVENING MBA</strong></td>
<td><strong>JUNE-AUGUST</strong></td>
<td><strong>10 WEEKS</strong></td>
<td><strong>JANUARY</strong></td>
</tr>
<tr>
<td><strong>EXECUTIVE MBA</strong></td>
<td><strong>SEPTEMBER-DECEMBER</strong></td>
<td><strong>12 WEEKS</strong></td>
<td><strong>APRIL</strong></td>
</tr>
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</table>
GE HEALTHCARE
Amidst a rapidly changing industry, GE Healthcare wanted to expand its service focus and become a total solutions partner to its customers. The MAP team was asked to find opportunities within the current customer engagement model, identify best practices from other industries, and generate recommendations. The team’s research led to suggestions in three categories: CRM/customer portal, data analytics, and customer engagement.

The MAP team did an impressive job bringing new ideas, challenging assumptions, and delivering actionable recommendations in a very short period of time. The GE team thoroughly enjoyed having them be a part of the team!

- ROBERT REILLY // BBA ’93
VICE PRESIDENT, AMERICAS SERVICE, GE HEALTHCARE

NEW BELGIUM BREWING CO.
The New Belgium Brewing Co. turned to a Ross MAP team for help in devising a strategy and tactics for the company to win back lost volume from its growing local competition. The team assessed the market landscape and developed strategic hypotheses about the direction of the business. Ultimately the team recommended a creative alternative approach to win back volume without directly competing against local brewpubs.

Amazing group of people and extremely skilled. It was a joy working with them—they confronted the ambiguity head on and changed our company’s perspective radically on a few core strategic initiatives.

- KYLE BRADSHAW // MBA ’13
BRAND MANAGER, NEW BELGIUM BREWING CO.

VCREDIT
Vcredit is a rapidly growing Chinese company that uses mobile platforms in pursuit of its mission to make financial services more convenient. The company turned to a MAP team to develop a strategy for KKCredit, its popular loan product. The team conducted product research, as well as industry, financial, and customer analyses before developing strategy recommendations for the company to grow its business in China.

Having the opportunity to diagnose current performance and frame creative yet data-driven growth strategies for Vcredit proved to be the highlight of my MBA experience.

- ERIC SHE // WEEKEND MBA ’18

INVEST DETROIT
Invest Detroit supports economic development opportunities in underserved communities. Seeking to ensure that Detroit can support small businesses and entrepreneurs, the nonprofit challenged its MAP team to identify gaps in services, funding, infrastructure, and other support, comparing the city’s entrepreneurial ecosystem to other urban centers and making recommendations on changes to encourage high-growth ventures.

Nothing will prepare you better for creating client-ready work than actually doing it.

- ALEXA ABBOTT // BBA ’17
WHICH MAP IS RIGHT FOR YOU?

MAP is a central element of most of the degree programs at Michigan Ross. That means your student team could be talented undergraduates tapped into a Generation Z mindset, energetic millennials with several years of practical business experience, or seasoned executives in supervisory roles. In addition, different MAP programs take place at different times of the year. We’ll work with you to match your project needs to the MAP program that provides the best fit.

CAPSTONE MAP: UNDERGRADUATE AND MASTER OF MANAGEMENT

STUDENT PROFILE:
Typically ages 20-22; most likely completed one professional internship.

PROGRAM SPECIFICS:
Only domestic projects.

PROGRAM CAPACITY:
Approximately 40 projects.

PROJECT TIMELINE:
PROPOSAL OPENS:
September.

SPONSOR NOTIFICATION:
Mid December.

PROJECTS TAKE PLACE:
Early January-Mid April (12 Weeks).
FULL-TIME MBA

STUDENT PROFILE:
Average age 27, with an average of five years of professional work experience. Wrapping up the first year of a two-year MBA program.

PROGRAM SPECIFICS:
Students focus on MAP full time for seven weeks. About half the projects are international. Minimum of two weeks on-site.

PROGRAM CAPACITY:
Approximately 85 projects.

PROJECT TIMELINE:
PROPOSAL OPENS:
September.
SPONSOR NOTIFICATION:
Late January.
PROJECTS TAKE PLACE:
Mid March–Late April (7 Weeks, Full Time).

WEEKEND MBA

STUDENT PROFILE:
Average age 28, with five to six years of professional work experience. Typically working full time, taking MBA classes on weekends.

PROGRAM SPECIFICS:
Students spend up to 10 days on-site during pre-scheduled travel week. Open to both domestic and international projects.

PROGRAM CAPACITY:
Approximately 25 projects.

PROJECT TIMELINE:
PROPOSAL OPENS:
September.
SPONSOR NOTIFICATION:
Early December.
PROJECTS TAKE PLACE:
Early January–Mid April (12 Weeks).
EVENING MBA

STUDENT PROFILE:
Average age 28, with about five years of professional work experience. Typically working full time, taking MBA classes in spare time.

PROGRAM SPECIFICS:
Students spend up to 10 days on-site. Open to both domestic and international projects.

PROGRAM CAPACITY:
Approximately 10 projects.

PROJECT TIMELINE:

PROPOSAL OPENS:
January.

SPONSOR NOTIFICATION:
Early May.

PROJECTS TAKE PLACE:
Early June-Mid August (10 Weeks).

GLOBAL MBA

STUDENT PROFILE:
Average age 32, with about eight years of professional work experience. Students are sponsored by their employers.

PROGRAM SPECIFICS:
Students focus on MAP full time for seven weeks. Open to both domestic and international projects.

PROGRAM CAPACITY:
Approximately 10 projects.

PROJECT TIMELINE:

PROPOSAL OPENS:
January.

SPONSOR NOTIFICATION:
Late March.

PROJECTS TAKE PLACE:
Early May-End of June (7 weeks, Full Time).
EXECUTIVE MBA

STUDENT PROFILE:
Average age 38, with average 14 years professional work experience. Typically experienced managers preparing to move into senior roles.

PROGRAM SPECIFICS:
Student on-site experience is limited to three to five days. Sponsors are expected to attend a student kickoff and final presentation in either Ann Arbor or Los Angeles.

PROGRAM CAPACITY:
Approximately 25 projects.

PROJECT TIMELINE:

PROPOSAL OPENS:
April.

SPONSOR NOTIFICATION:
Mid August.

PROJECTS TAKE PLACE:
Late September-Mid December (12 Weeks).

NEED MORE INFORMATION?

CONTACT US TODAY:
RossActionLearning@umich.edu
734-615-2096
<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>SPONSOR</th>
<th>LOCATION</th>
<th>BRIEF DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>Facebook</td>
<td>San Francisco, Buenos Aires, Argentina, Sao Paolo, Brazil</td>
<td>Complete a market segmentation and go-to-market strategy for new technology and business models to connect the un(der)connected in emerging markets.</td>
</tr>
<tr>
<td>Full-Time</td>
<td>UnitedHealth Group</td>
<td>Minneapolis</td>
<td>Identify and establish a business case for the top three disruptions that UnitedHealthcare should pursue to continue its leadership position.</td>
</tr>
<tr>
<td>Full-Time</td>
<td>Verizon</td>
<td>Los Angeles</td>
<td>Measure the willingness to pay for mobile-first premium video content.</td>
</tr>
<tr>
<td>Full-Time</td>
<td>Plan International</td>
<td>Brisbane, Australia, Honiara, Solomon Islands</td>
<td>Develop a business case assessing the market potential and viability of 3D printing technology to produce water supply system spare parts from recycled plastics.</td>
</tr>
<tr>
<td>Full-Time</td>
<td>ICICI Bank</td>
<td>Mumbai, India</td>
<td>Study the impact of the Digital Villages adopted by ICICI Bank and suggest improvements.</td>
</tr>
<tr>
<td>Full-Time</td>
<td>Macquarie Group</td>
<td>London, UK</td>
<td>Develop business growth strategies for a leading UK non-residential energy supplier.</td>
</tr>
<tr>
<td>Capstone</td>
<td>JACK Entertainment</td>
<td>Detroit</td>
<td>Devise a capital investment and marketing strategy for the next era of Greektown Casino-Hotel Detroit.</td>
</tr>
<tr>
<td>Capstone</td>
<td>Whirlpool</td>
<td>Benton Harbor, MI</td>
<td>Define the future of connectivity in and around the home, specifically around everyday tasks.</td>
</tr>
<tr>
<td>Capstone</td>
<td>The Empowerment Plan</td>
<td>Detroit</td>
<td>Recommend a strategic growth plan for the Empowerment Plan's new retail line and conduct a cost analysis for their non-profit coats in an effort to drive down costs.</td>
</tr>
<tr>
<td>Weekend</td>
<td>AMC Networks</td>
<td>New York City</td>
<td>Define a strategic approach for digital TV.</td>
</tr>
<tr>
<td>Weekend</td>
<td>DENSO Automotive</td>
<td>Southfield, MI, Seattle</td>
<td>Bring a new perspective on how to use vehicle data for the new mobility world to develop business models and go-to-market strategies.</td>
</tr>
<tr>
<td>Weekend</td>
<td>Technological Institute of the Philippines</td>
<td>Manila, Philippines</td>
<td>Create a strategic plan for T.I.P.'s TechnoCoRe, its student technopreneurship and institutionally supported collaborative applied research program.</td>
</tr>
<tr>
<td>Executive</td>
<td>Pure Barre</td>
<td>Denver</td>
<td>Develop a case for a client-facing retreat program that will facilitate client engagement and improve brand loyalty.</td>
</tr>
<tr>
<td>Executive</td>
<td>Impro Industries</td>
<td>Wuxi, China</td>
<td>Develop a strategy to create and deploy an Impro global network of 3D Printing Centers of Excellence.</td>
</tr>
<tr>
<td>Executive</td>
<td>PayPal</td>
<td>Sao Paolo, Brazil</td>
<td>Formulate a new marketing approach, growth strategy, and action plan for the next three years.</td>
</tr>
<tr>
<td>Evening</td>
<td>Kindercare Education</td>
<td>Portland</td>
<td>Prepare a strategic plan to attract millennial families.</td>
</tr>
<tr>
<td>Evening</td>
<td>Floyd</td>
<td>Detroit</td>
<td>Develop a strategic plan leveraging Avis Budget’s portfolio of brands and customer relationships.</td>
</tr>
<tr>
<td>Global</td>
<td>General Motors</td>
<td>Detroit</td>
<td>Recommend a strategy to improve the vehicle service experience through innovative communication channels.</td>
</tr>
</tbody>
</table>
When you are ready to sponsor a MAP project, the first thing to do is develop a 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 the allotted project time (7-12 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
- Identify dedicated and engaged project liaisons as well as a supportive 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 for teams to spend time at the project site for proper project onboarding and data collection
- Pay project-related expenses, including travel for the MAP team (students only)

*Note: The Office of Action-Based Learning will work with you to determine a budget.*

**SUBMIT YOUR PROPOSAL**

1. Visit the MAP website: michiganross.umich.edu/map
2. Contact the Office of Action-Based Learning to discuss project ideas: RossActionLearning@umich.edu or 734-615-2096.
3. Complete the project proposal form online once it opens.