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MAP

MULTIDISCIPLINARY ACTION PROJECTS

Real Challenges, Real Solutions

Real Solutions

Aguamarina SA (Chile)

“The MAP team arrived on a tsunami alert day. I knew right away that they were 100% committed to understanding not only the company but also the people. In just a few weeks, they put together a magnificent business plan with a dynamic strategy. They also made recommendations on our organizational structure. Without their work, it would have taken a very long time to construct such a clear plan. I am now facing growth with confidence in what we need and what is best for Aguamarina.”

Pamela Chavez-Crooker // Director, Research Development and Innovation

The Procter and Gamble Co. (Cincinnati, OH)

“The team was outstanding. They exceeded my expectations, and delivered on everything we asked and then some.”

Tara Murphy // NA Brand Manager

Thalir Thiran Thittam (India)

“The MAP team was extremely responsive to our requests and very sensitive to our needs. They brought in their best skills to make the project report pragmatic and implementable.”

Bharath Krishna // Chairman and Managing Director

Eli Lilly Europe (Switzerland)

“Sponsoring a MAP team was a great experience. The students’ recommendations will help our company move forward to develop the brand strategy for our new drug and prepare for a successful launch.”

Petra Streit // New Product Planning Manager

American Express Co. (New York, NY)

“We received a high-quality proposal in only seven weeks. Usually, it takes me longer to schedule a focus group.”

Heyden Graham // Senior Manager, New Product Development, Fee-based Services

Real Challenges

WHAT IS MAP?

MAP is a critical component of the Ross MBA.

The Multidisciplinary Action Projects (MAP) course epitomizes the commitment to action-based learning that distinguishes the Ross School of Business from other leading MBA programs. For seven weeks each spring, first-year MBA students at the Ross School devote themselves exclusively to MAP as a requirement of the MBA core curriculum. When selecting MAP projects for our students, we look for outstanding corporate, entrepreneurial, and nonprofit projects in the U.S. and abroad that require thoughtful and actionable recommendations to address pressing organizational challenges.

MAP delivers data-driven solutions to real business issues.

Each year, we accept MAP proposals from sponsors looking to solve problems, identify new processes, or target opportunities for growth. A MAP team consists of four to six Ross MBA students who are guided by faculty advisers. Each project requires analytical rigor, critical thinking, and genuine teamwork. At the end of the project, teams present their analyses and recommendations to their sponsors in a written report and final presentation.

MAP is a collaborative process.

MAP exemplifies the Ross School's commitment to building bridges between the academic environment and the world of business practice. This collaborative process benefits our students, our faculty, and the sponsoring organizations.

- Sponsors receive top-notch findings and recommendations from MBA students who have diverse skills, leading-edge knowledge, broad backgrounds, and business experience.
- MAP teams incorporate analytical tools and methods used at the Ross School of Business that often are not available within sponsoring organizations.
- MAP sponsors have an opportunity to further their relationship with the Ross School through additional partnering programs.
- MAP provides high value at low cost for the sponsoring organization.

ON THE COVER
A Ross MAP team
on location at
a Cummins Inc.
supplier location
in India.

Since 1992, **Ross MAP teams**
have completed more than
1,500 projects for more than
750 organizations.

Real Solutions

MAP SUCCESS 2011

Grupo Salinas/Fundación Azteca (Mexico)

The MAP team worked with the Sustainable Rural Cities Initiative, a partnership between NGOs and regional and federal government that fights poverty by consolidating rural, dispersed communities and promoting regional development. The team outlined a methodology for achieving economic sustainability by recommending ways to make existing businesses more successful and suggesting metrics for measuring success. The team also identified best practices for developing corporate partnerships with several multinational corporations.

Banco Popular North America (Rosemont, IL)

Banco Popular engaged the Ross MAP team to recommend banking offerings for small businesses to diversify and grow revenue. The team analyzed and recommended strategies and service packages to increase Banco Popular North America's total customer base and profitability per customer. The students reviewed the initiative from three separate perspectives — customer demand, competitive landscape, and customer behavior.

Dell Inc. (Plano, TX, and China)

Seeking to expand its business process services division into China, Dell challenged its MAP team to assess the competitive landscape and provide recommendations on how to enter the market within a short time frame. The team used primary and secondary research to assess the size of the opportunity and provide strategic recommendations on companies to target, as well as investments to make to maximize success.

eBay Inc. (San Jose, CA)

"Timtheputterman" is a top-rated, strategic partner for eBay whose sales success has strained the boundaries of its current operational processes and management structure. The MAP team laid a foundation for efficient future growth by examining current business processes and making recommendations for optimizing technology, inventory management practices, employee training, and communication standards. The team also provided a framework for implementing these changes through effective leadership and change management.

Terumo Cardiovascular Systems (Germany, France, Ireland, Italy, Spain, and the U.K.)

Terumo's MAP team provided a valuation analysis for a medical device product line and made recommendations for entry into new markets. The team conducted primary research in Germany, France, Spain, Italy, the United Kingdom, and Eastern Europe to gain a better understanding of the European market for the line of products, and identified purchasing decision-makers and key decision-making factors in each country. The team's research drove assumptions for revenues, costs, and market growth rates, leading to the development of a dynamic valuation model and scenario analysis to determine new strategic directions.

> Other Recent Project Sponsors

Aetna Inc.
American Express Co.
Ameriprise Financial Inc.
AstraZeneca PLC
AVL North America Inc.
Brasilprev Seguros e Previcencia SA
Catalyst Mutual Funds
Central Registry Agency Inc. of Turkey
Cisco Systems Inc.
Citigroup
Crystal Mountain Resort and Spa
Cummins Inc.
Detroit Lions/Ford Field
Deutsche Post AG
Diverse Energy Ltd.
The Dow Chemical Co.
DTE Energy Co.
Eli Lilly & Co.
Energy Conversion Devices Inc./
UNI-SOLAR
Experian PLC
Fauchier Partners Management Ltd.
GE Healthcare Systems
Genentech Inc.
Google Inc.
GVK Power and Infrastructure Ltd.
The Hershey Co.
Hyundai Translead
Inter-American Development Bank
Israeli Incubator Systems
Johnson & Johnson
JPMorgan Chase & Co.
Jyoti Structures Ltd.
Kaiser Permanente
LAN Peru SA
LEO Pharma Asia Pte. Ltd.
The Linde Group (BOC Gases)
Medtronic Inc.
Microsoft Corp.
Newell Rubbermaid Inc.
Novartis Sverige AG
Owens Corning
Pacific Gas & Electric Co.
Rainforest Expeditions
San Diego Padres
Sprint Nextel Corp.
Stonyfield Farm Inc.
Tongxin International Ltd.
Toyota Motor Corp.
Ubisoft Entertainment SA
United Airlines
UnitedHealth Group Inc.
Wal-Mart Stores Inc.



> What Makes a Good MAP Proposal?

- It addresses a real challenge or opportunity that has no existing or obvious solution.
- It has strong support from senior-level management.
- It requires a multidisciplinary approach.
- It is feasible to complete in seven weeks.
- It demands a set of actionable recommendations.

> Sponsor Responsibilities

- Provide two dedicated and engaged project liaisons, and an executive sponsor.
- Provide relevant data, which may be proprietary, to the MAP team.
- Arrange for the MAP team to interview key personnel.
- Provide workspace and appropriate business and communications equipment.
- Reimburse project-related expenses, including travel, for the MAP team.

QUESTIONS?

Please direct your questions to

Gale Amyx
Managing Director
gamyx@umich.edu
734-763-2463

Patricia Russo
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www.bus.umich.edu/map

MAP TIMELINE

Fall

Proposal submissions accepted at www.bus.umich.edu/map.

Dec. 2

Deadline for all proposals.

January

Student selection process begins.

Mid January

Sponsors notified of selected projects.

Late January

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

March

MAP begins.

Late April

Students make final presentations to senior management.

HOW TO APPLY

1. Visit the MAP website at www.bus.umich.edu/map.
2. Call the MAP office to discuss project ideas: 734-763-2463.
3. Complete the project proposal form online prior to Dec. 2, 2011.



FROM LEFT TO RIGHT
Through MAP, students tackle global projects for such companies as YouTube LLC and Wal-Mart Stores Inc. in California, Diverse Energy Ltd. in the U.K., and Aravind Eye Hospital in India.



Leading in Thought and Action



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