



STUDENT MAP TEAMS EARN PRAISE FOR WORK

WDI sponsored seven Multidisciplinary Action Project (MAP) teams in 2014 as part of its mission to support international activities at the University of Michigan.

The projects, in conjunction with the Ross School of Business, allow MBA students to work with international organizations to create new business models, research new directions, and strategize for the future.

WDI identifies and develops international projects with host organizations to create impactful projects in emerging economies. The Institute also provides financial and faculty support.

L Prabhakar of ITC Limited, which hosted a MAP team, had high praise for the students and their work.

“The students demonstrated a high degree of commitment, keenness to learn, openness to suggestions and feedback, adaptability, and more importantly, a sound appreciation of business fundamentals,” Prabhakar said. “The output of their

project will be of immense use in our initiative to develop a robust model for sustainable access to farm mechanization.

“We look forward to continued engagement with the Institute in the years to come.”

The Istanbul International Center for Private Sector Development (IICPSD) partnered with WDI on projects in Mongolia and Jordan. *The Jordan Times*, the largest newspaper in the country, wrote about the students’ work on a feasibility study to use geothermal energy to dry fruit and vegetables.

WDI Senior Fellow Ted London and Ross School of Business Professor Venkatram Ramaswamy led the student team.

“The team did a terrific job working with a wide variety of stakeholders in Jordan,” London said. “Their sponsors, the Istanbul International Center for Private Sector in Development and the United Nations Development Programme were very pleased with the outcomes and fully anticipate that the new venture will be launched in the coming months.

“These are the types of MAP projects WDI is known for

sponsoring—one that offer a terrific internationally-oriented learning experience for Ross student and that have high impact for our partners.”

The first-year MBA students who took part in the WDI-sponsored MAPs are among the 450 Ross students who traveled around the globe to tackle real-world business challenges. The seven-week program is a hallmark of the school’s MBA degree and is one of the most extensive and intensive action-based learning programs of its kind.

The Michigan Ross MAP program began more than 20 years ago and is core to the school’s signature action-based learning curriculum. The projects come from top-tier entities leading various fields including consumer goods, health care, technology, finance, nonprofit, and startups. In all, the 450 students worked on 89 projects with 81 different companies and organizations regionally, nationally, and in 24 different countries.

Here is a brief synopsis of each of this year’s WDI-sponsored MAP projects.

Abt Associates

// Ethiopia

DIRECTED BY: Ted London, WDI and Ross School of Business;
Jim Walsh, Ross School of Business

MAP TEAM: Kyle Killebrew, Ji Yeon Lee, Alexandra Pulst-Korenberg,
Go Yoshii

Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and economic policy, and international development.

The MAP team assessed the feasibility of using revenues garnered from higher-income diplomatic and ex-patriot members to subsidize subscription services provided to the poor communities in Addis Ababa. The team also worked to understand the costs associated with differentiated product offerings for different product segments.





Twaweza-East Africa

// Tanzania

DIRECTED BY: Prashant Yadav, WDI, Ross School of Business, and School of Public Health; Lynda Oswald, Ross School of Business

MAP TEAM: Laurence Lang, Rochelle Murray, Jourdan Sutton, Yi Yang

Twaweza, which means “we can make it happen” in Swahili, is a 10-year, citizen-centered initiative that focuses on large-scale change in East Africa. Twaweza believes that lasting change requires bottom-up action. It seeks to foster conditions and expand opportunities through which millions of people can get information and make change happen in their own communities directly and by holding government to account. Its Uwezo initiative is a “citizen movement-based” approach to assessing literacy and numeracy levels in East Africa. Uwezo is engaged in monitoring basic literacy and numeracy levels of children aged 5-16 years across at least 50 percent of the districts in Kenya, Tanzania and Uganda through a household-based survey.

The student team identified a business and technology solution that can make Twaweza’s Uwezo work seamless in terms of hiring, due diligence, financial flow management and physical logistics.



UNDP-Istanbul International Center for Private Sector in Development (IICPSD)

// Jordan

DIRECTED BY: Ted London, WDI and Ross School of Business; Venkatram Ramaswamy, Ross School of Business

MAP TEAM: Anthony Chen, Luis Dib, Benjamin Hamm, Chaoyen Lu, Thomas Sargeantson, Yva Vojvodic

The UNDP Istanbul International Center for Private Sector in Development (IICPSD) builds on Turkey’s convening power and dynamic private sector, as well as UNDP’s global mandate, to engage the private sector constructively in supporting global and local efforts to address development challenges.

The student team developed an initiative for technology transfer and capacity building in developing countries using the expertise and capabilities developed in industrialized economies. The MAP team assisted unions and associations to establish inclusive value chain linkages while identifying a viable business case.



UNDP-Istanbul International Center for Private Sector in Development (IICPSD) & UNDP Mongolia/ Rio Tinto/Mongolian National Chamber of Commerce

// Mongolia

DIRECTED BY: Ted London, WDI and Ross School of Business; Venkatram Ramaswamy, Ross School of Business

MAP TEAM: Nikhil Gudikandula, Ricky Li, Yevgeniy Rikhterman, Victoria Tinsley, Sheena Vanleuven, Mohamed Youis

The UNDP Istanbul International Center for Private Sector in Development (IICPSD) builds on Turkey’s convening power and dynamic private sector, as well as UNDP’s global mandate, to engage the private sector constructively in supporting global and local efforts to address development challenges.

The MAP team conducted a market assessment to provide a first overview of opportunities and barriers for the small and medium-sized enterprises (SME) sector of Mongolia that will help document the national strategy on the SME development and diversification for job and business opportunities for the low-income people outside the mining industry.



IMPERIAL Health Sciences (IHS)

// Malawi

DIRECTED BY: Prashant Yadav, WDI, Ross School of Business, and School of Public Health; Paul Clyde, Ross School of Business

MAP TEAM: Michael Cooper, Rupa Patel, Molly Sandler, James Schneidewind

IMPERIAL Health Sciences is a leading force in African Healthcare supply chain management. Its common purpose is to ensure the secure and sustainable supply of quality medicines to the people of Africa. IMPERIAL Health Sciences has operations in South Africa, Kenya, Ghana, Nigeria and Malawi with downstream distribution partners providing reach into 26 countries.

The MAP team designed a structure and sustainable approach to solving the need for high quality capacity for transport, warehousing and other supply chain services for the ministry of health.



ITC Limited

// India

DIRECTED BY: Ted London, WDI and Ross School of Business; Lynda Oswald, Ross School of Business

MAP TEAM: Jessica Knapp, Adam Malecki, Julia Ruedig, Snehanshu

ITC Limited has a multi-business portfolio focusing on fast-moving consumer goods which encompasses food, personal care, cigarettes, cigars, paper products — among other businesses. This project was involved with ITC's agri business division.

The student team was tasked with creating a strategy for mechanizing critical farm operations at small- and medium-sized farms leveraging ITC's e-choupal network for improved productivity and sustainability of farm incomes.



Sustainable Harvest Coffee

// Rwanda

DIRECTED BY: Ted London, WDI and Ross School of Business; Jim Walsh, Ross School of Business

MAP TEAM: Kareem Edwards, Mallory McLaughlin, David Wang, Caroline Wolfe

Sustainable Harvest is an importer of high quality specialty-grade coffees from over 15 countries around the world. As pioneer of the Relationship Coffee Model, it has led the paradigm shift that has served as the foundation for the direct trade model and the interest in creating a closer connection between farmers and consumers.

For this project, the team conducted an in-depth market analysis of coffee consumption and potential coffee retail channels—hotels, restaurants, ecotourism—in Rwanda. It then developed a business plan for the café and wholesale operation, taking into account the market analysis.