Learn more about the Multidisciplinary Action Projects (MAP) Program at Michigan’s Ross School of Business and explore the possibility of sponsoring a business project in your organization next year. Sponsors receive top-notch deliverables and data-driven recommendations from a team of MBA students with diverse skills, knowledge, backgrounds, and work experience. Project proposals are accepted for consideration each September through early December. Projects take place during a seven-week period between early March and late April. To apply, complete an online project proposal form, which can be found along with additional information about MAP at [www.bus.umich.edu/MAP](http://www.bus.umich.edu/MAP) or contact the MAP office at: RossMAPprogram@umich.edu or by calling +734.763.2463.

Students Receive Rave Reviews

Pfizer
- Bangladesh; Milwaukee
- DIRECTED BY: Ted London, WDI and Ross School of Business
- MAP TEAM: Anita Bhat, Mazen Momani, Sarah Shapiro, Ashish Vatsal

The MAP team developed an impact assessment for a pilot project of an antenatal clinic. They also provided input and reviewed pilot design and implementation development plans. Pfizer recently launched a Global Access to Medicines team with the goal to develop commercially viable and socially responsible business strategies that target the BoP as a new commercial market segment.

VisionSpring
- El Salvador
- DIRECTED BY: Ted London, WDI and Ross School of Business
- MAP TEAM: Paul Daday, Janelle Hailey, Stephanie Osborn, Dave Turner

The MAP team developed a field market study and a sales and marketing strategy document. VisionSpring is a non-profit social enterprise that alleviates poverty in the developing world by broadening access to affordable reading glasses.

The Hershey Co.
- Philippines
- DIRECTED BY: Ted London, WDI and Ross School of Business
- MAP TEAM: Anne Marie Halfmann, Lindsay Kritzler, Nicolas Leon, Benjamin Weiss

The MAP team worked with Hershey to determine a better way to distribute and market its products to the base of the pyramid. The company is focusing efforts on developing their business and business capabilities at the base of the pyramid.

In keeping with its mission to support international activities at the University of Michigan, WDI sponsored 10 Multidisciplinary Action Project (MAP) teams this year. 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. The Institute also provides financial and faculty support. Partner organizations gave positive feedback concerning the work of the students. Francois Armand of Abt Associates said he was impressed with the “professionalism, technical depth, and flexibility of the MAP team” in taking on the challenge of introducing safe water products at the BoP in Indonesia. “Their analysis was eye-opening and their suggestions for improvement were very actionable,” Armand said. “Our commercial partner expressed the intention to follow up with most of the recommendations outlined in the marketing strategy and financial plan. We look forward to another MAP project or other opportunities for collaboration with the Ross School of Business next year.”

For the first time, Pfizer participated in a MAP. Sebastian Fries of Pfizer said it won’t be the last time.

“The results exceeded our expectations,” Fries said. “We worked with a smart, motivated, and effective team, and their insights from the field work in Bangladesh complemented our project very well. We are already looking forward to repeat performance with a MAP team in 2011.”

And Rex Widmer of GE Healthcare’s Rural Health Initiative, said he was pleased with the outcome of the MAP. He said his colleague in India was “blown away” by the MAP team’s analysis, and told Widmer “it’s definitely going to pay dividends for us in the long-term.”

“I sincerely appreciated their thoroughness of work, their clarity of thought, and their dedication to this project,” Widmer said of the MAP team. “In addition, they all worked together exceptionally well.”

WDI Executive Director Robert Kennedy said the MAP projects are “great opportunities for WDI, the Ross School, and the students.” “We team up with our research partners to create impactful projects in emerging economies that strengthen WDI’s mission,” help Ross continue its leadership in action-based learning, and allow students to explore their interest in the Institute’s research topics,” he said.

Here is a brief synopsis of each of this year’s projects.
Students Receive Rave Reviews

**Pfizer**

// Bangladesh, Milwaukee

**DIRECTED BY:** Ted London, WDI, and Ross School of Business

**MAP TEAM:** Arif Bhat, Momen Memomi, Sarah Shahin, Aashik Vartel

The MAP team developed an impact assessment for a pilot project of an e-nutrition clinic. They also provided input and reviewed pilot design and implementation development plans. Pfizer recently launched a global access to medicines team with the goal to develop economically viable and socially responsible business strategies that target the BOP as a new commercial market segment.

**VisionSpring**

// El Salvador

**DIRECTED BY:** Ted London, WDI, and Ross School of Business

**MAP TEAM:** Paul Dady, Jamie Hallet, Stephanie Osborn, Dave Turner

The MAP team developed a field-market study and a sales and marketing strategy document. VisionSpring is a non-profit social enterprise that alleviates poverty in the developing world by broadening access to affordable reading glasses.

**The Hershey Co.**

// Philippines

**DIRECTED BY:** Ted London, WDI, and Ross School of Business

**MAP TEAM:** Aris Rinaldo Häßler, Liamuiggi Britto, Nicolas Leon, Benjamin Weiss

The MAP team worked with Hershey to determine a better way to distribute and market its products to the base of the pyramid. The company is focusing efforts on developing their business and business capabilities at the base of the pyramid.

**GE Healthcare**

// Bangalore, Tanzania, India

**DIRECTED BY:** Ted London, WDI, and Ross School of Business

**MAP TEAM:** Nidhi Buch, Conalee Fullerton, Krishna Parab, Liudie Reig

The MAP team proposed a variety of recommendations to enhance the effectiveness of the design, implementation, and outcomes of the piloting process for GE Healthcare’s rural health initiative. The team also identified areas to improve public health outcomes.

**AbbVie**

// Indonesia

**DIRECTED BY:** Ted London, WDI, and Ross School of Business

**MAP TEAM:** Sofia Latif, Colin Yap, Sophie Genet, Jose Guzman

The project helped develop a commercially viable BOP strategy for Aphiya, a healthcare tablet.

**Grassroots Business Fund**

// Cambodia

**DIRECTED BY:** Ted London, WDI, and Ross School of Business

**MAP TEAM:** Wolfram Lin, Becky Martin, Sara Mills, Rod Trenner

The MAP team conducted market landscape research, base product design, social impact evaluation, and market entry into trade policy and practice in Cambodia. The Grassroots Business Fund is a non-for-profit organization with a mission to build and support high-impact intermediary business organizations that provide sustainable economic opportunities to thousands of people at the base of the economic pyramid.

**Virika Hospital**

// Uganda

**DIRECTED BY:** Paul Clyde, Ross School of Business

**MAP TEAM:** Craig Elizabeth Brown, Charlie Clark, Jennifer Johns, David Lerviita

The MAP team developed a BOP-focused strategy for Arkadia, a holistic health provider. The team developed a market assessment report, a marketing strategy, and a financial plan. Abt Associates is one of the largest for-profit health and business research and consulting firms in the world. Among its flagship projects is the USAID-funded Power Plus Water Sanitation and Hygiene (WASH) project, which focuses on reducing the incidence and severity of diarrheal disease in developing countries.

**King Faisal Hospital**

// Rwanda

**DIRECTED BY:** David Canter, WDI

**MAP TEAM:** Naama Arwe, Afua Brown, Tom Greent, Matt Schmugge

The MAP team worked at the King Faisal Hospital in Kigali to evaluate the capability of patients from Rwanda and four neighboring countries to pay for health services at the KFH. The team combined this information with data from a separate costing cost-accounting project to identify strategic decisions that will move the hospital towards self-sustainability.

**Aparajitha**

// India

**DIRECTED BY:** David Canter, WDI

**MAP TEAM:** Kristen Barnard, Karen Harishdand, Sleed Hallen, Elizabeth Stambour

The MAP team developed a growth strategy for an educational program started by Aparajitha Foundation. Their focus is to teach and help students apply the skills that typical curricula don’t cover.

**Tops:** Abt MAP team In Bangladesh; Hershey MAP team near Manila; VisionSpring MAP team at Santa Ana urban clinics in El Salvador.