

Companies or organizations interested in partnering with WDI on a BoP or a Health Care Delivery project should contact [wdi-mapinfo@umich.edu](mailto:wdi-mapinfo@umich.edu). 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. Sponsors receive top-notch deliverables and data-driven recommendations from a team of MBA students with diverse skills, knowledge, backgrounds and work experience. More information can be found at: [wdi.umich.edu/students/MAP/Info](http://wdi.umich.edu/students/MAP/Info).

# WDI MAP Teams Help Partners with Operations, Strategy

In keeping with its mission to support international activities at the University of Michigan, WDI sponsored six 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. 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.

David McGuire, division vice president for International Health for Abt Associates, said he was “very satisfied and impressed with the quality of the MAP team and the work they did for us in India.”

“Their final report was excellent, providing thoughtful analysis of a complex situation and data-driven recommendations for overcoming the challenges we face,” McGuire said. “Abt Associates is eager to engage another MAP team next year.” Here is a brief synopsis of each of this year’s projects.

Below-left: GE Healthcare MAP team members in Bangladesh.

Below-right top: CARE MAP team members with women in Bangladesh.

Below-right bottom: Aravind and TTT MAP team members at the Kerala backwaters in India.

Right: Acumen Fund MAP team members and WDI’s Ted London in India.



### GE Healthcare

// Bangladesh, Indonesia

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

**MAP TEAM:** Erin Conter, Tova Grunes, Matthew Tarantino, David Yeh

The goal of GE Healthcare’s Rural Health Initiative is to provide low-cost, appropriate diagnostic technology in rural areas of developing countries to improve clinical efficacy and tangibly improve public health outcomes. The student team assessed the entrepreneurial models already in practice with GE Healthcare’s Bangladesh and Indonesian partners, explored the potential for transference of lessons learned from other social enterprises, and recommended a GE business model that could fund and scale these rural health entrepreneurship models. GE Healthcare and WDI collaborated on a MAP last year in India, Bangladesh, and Tanzania where the students 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.



### CARE USA

// Bangladesh

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

**MAP TEAM:** Mia Bongiovanni, Andrea Cunningham, Cynthia Lee, Sheryl Lee

CARE Bangladesh looks to achieve lasting impact at broad scale on underlying causes of poverty and social injustice. The student team drafted a business plan and a set of recommendations for scaling CARE Bangladesh’s workforce training and empowerment model for local female garment workers. In 2009, WDI and CARE teamed up on a MAP in Uganda exploring the feasibility of applying the BoP distribution model for clean energy equipments in Uganda.

### Aravind Eye Care System

// India

**DIRECTED BY:** Paul Clyde and Ravi Anupindi, Ross School of Business

**MAP TEAM:** David Ellis, Katie Swartz, Leslie Chang, Tim Katerberg

Aravind is the largest and most productive

eye care facility in the world, encompassing five hospitals, three managed eye hospitals, a manufacturing center for ophthalmic products, an international research foundation and a resource and training center that is revolutionizing hundreds of eye care programs across the developing world. The student team reviewed Aravind’s processes and organization and looked for new opportunities at the market. They also analyzed how to integrate some new, wholly-owned hospitals in one of India’s states. Aravind and WDI worked together on several MAPs over the years, including 2009 developed a detailed recruitment plan and a road map for building training institutions.

### TTT (Thalir Thiran Thittam)

// India

**DIRECTED BY:** Paul Clyde and Ravi Anupindi, Ross School of Business

**MAP TEAM:** Mark Capeless, Jennifer Jaramillo, James Sullivan, Sanjay Vachani

Thalir Thiran Thittam, part of Aparajitha Foundation, focuses on teaching and helping students apply life skills that typical curriculum does not cover. The student team developed a plan to scale a “study center”

program to other languages besides Tamil. Last year, a student team sponsored by WDI and Aparajitha developed a growth strategy for TTT.

### Abt Associates

// India

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

**MAP TEAM:** Mansi Bhandari, Kyle Brouwer, Brian Hartmann, Kate Schrinisky

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. Abt’s Market-based Partnerships for Health (MBPH) is targeting indoor air pollution due to open cook stoves, or “chulahs.” Advanced cook stoves (ACS) burn more efficiently and produce fewer emissions than chulahs. The student team developed positioning strategies and value propositions for priority market segments that are most likely to become ACS users. They also gave recommendations on how to leverage existing rural distribution

networks for ACS. This is the second time WDI and Abt collaborated on a MAP. Last year, students helped develop a commercially-viable BoP strategy for a chlorinated tablet in Indonesia.

### Acumen Fund

// India

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

**MAP TEAM:** Rakesh Bajaj, Grant D’Arcy, Lea Jehin, Pia Kristiansen

Acumen Fund exists to help end poverty by changing how the world addresses it. Acumen invests patient capital to strengthen and scale business models that effectively serve the poor and champions this approach as a complement to both charity and pure market approaches. The company is revising its strategies and asked the student team to evaluate how it operates in the education sector. The team assessed Acumen’s overall strategy and current funding approach, and compared it to their competitors. Acumen and WDI teamed up on prior MAPs, including in 2009 when a student team helped refine Acumen’s healthcare strategy in India.