

MULTIDISCIPLINARY
ACTION PROJECTS

MAP



C.K. PRAHALAD INITIATIVE



C.K. Prahalad

(1941-2010)

Ranked as the world's most influential business thinker, the late C.K. Prahalad excelled at defining what he called "next practices," innovations in strategy and management that would allow organizations to develop competitive advantages.

Prahalad pioneered the idea that the base of the global socioeconomic pyramid could provide profit opportunities for businesses. His 2004 book, *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits*, is widely considered indispensable reading for executives and scholars who wish to understand the emerging markets.

Prahalad devoted himself to a range of questions. He examined the tension multinational corporations experience between global integration and local responsiveness. He explored the landscape of customers co-creating value with producers, and developed concepts of core competence and strategic intent. He also investigated the nature of innovation in an era shaped by increasingly global resources and a growing demand for customization.

Prahalad earned the University of Michigan's highest distinction, Distinguished University Professor, in 2005, and held honorary doctorates in economics, engineering, and business.

THE C.K. PRAHALAD INITIATIVE

The C.K. Prahalad Initiative approach is rooted in the conviction that practical experience generates innovative management ideas, and those ideas, in turn, should be applied and refined in the crucible of practical experience. Inspired by his worldview, Michigan Ross established the C.K. Prahalad Initiative in 2010 to pursue fundamental questions about the role of business in society and how innovation can shape the relationship between profits and social value creation.

BENEFIT STUDENTS, BUSINESS, AND SOCIETY

C.K. PRAHALAD MAP

Leveraging its leadership in Multidisciplinary Action Projects (MAP), Michigan Ross partners with organizations around the world to provide students field experiences that address the relationship between profit generation and social value creation. Student projects sourced through the initiative are designed to:

- Help sponsoring organizations address practical business issues
- Have a positive social impact on the communities and markets in which sponsoring organizations operate
- Identify next practices that allow organizations to address both profits and social value creation
- Continue the tradition of similar student projects that C.K. Prahalad initiated for his Bottom of the Pyramid work

Sponsors receive top-notch findings and recommendations from MBA students who have diverse skills, leading-edge knowledge, broad backgrounds, and business experience within leading global companies. Since 2012, there have been 32 sponsored C.K. Prahalad MAPs.



"As part of the C.K. Prahalad Initiative, we aspire to provide an action-based learning experience to our students through field projects in organizations that are at the forefront of cutting-edge management practices and innovation in business models to deliver affordable products and services."

Professor M.S. Krishnan // Associate Dean for Executive Programs



MUMBAI, INDIA



PUNE, INDIA

“Having a chance to visit India was incredibly eye-opening. We feel very privileged to have experienced the people and the rich culture.”

Brenda Pak // MBA '18

ICICI Bank

ICICI Bank has been a leader in technological innovation among banks in India. The bank would like to keep investing in cutting-edge technologies by creating a business case for implementing blockchain technology—a nascent technology that is a digital ledger for transactions that are recorded chronically and publicly. The primary objective for the MAP team was to provide a recommendation for the most impactful blockchain application in retail banking.

MAP TEAM:
Sergio Diaz, Felipe Januckaitis, Brenda Pak, Britta Volz

Jeevtronics

Jeevtronics, a medical device startup in India, has designed a high-quality defibrillator that can operate with electricity at a fraction of the current market price for defibrillators. The goal of the company is to provide health service equality to individuals and communities with limited to no professional medical equipment in a serviceable radius. The objective of the MAP team was to estimate the potential market size and growth in India while helping Jeevtronics create a distribution strategy and go-to-market strategy.

MAP TEAM:
Parker Caldwell, Sanjana Malviya, Michaela Monahan, Ali Saleh

“The Jeevtronics MAP let me to experience a completely new culture, learn how to work effectively within a flat informal team, and grow more confident in my ability to manage ambiguous situations.”

Parker Caldwell // MBA '18



BANGALORE, INDIA



MUMBAI, INDIA

“Our interaction with the enthusiastic students from the Ross School of Business was great. The team took on the project as an integrated part of LEAF and it was a pleasure to see their dedication to the project.”

Raghuvir Badrinath //
VP Corporate Development,
Lawrencedale Agro Processing

Lawrencedale Agro Processing

Lawrencedale Agro Processing tasked the MAP team with developing a value proposition and brand strategy for the packaged produce brand, LEAF. The MAP team researched and analyzed consumer perceptions surrounding fresh produce in southern India. This research was used to make recommendations that would be most effective in increasing awareness, inducing trial, gaining adoption, and winning consumer loyalty for the LEAF brand.

MAP TEAM:
Kirsten Damon, Rachel England, Shawn Logan, Carolina Madrid

Mahindra

Mahindra & Mahindra is a leading automotive manufacturer in India, providing a wide variety of passenger and commercial vehicles. The MAP team was tasked to develop a sales and marketing strategy to increase the monthly sales volume of one of Mahindra’s sub-4 meter utility vehicles. The team was able to come up with recommendations that centered around product updates, online and showroom customer experience improvements, benefits-based marketing messaging, and community outreach.

MAP TEAM:
Jake Barnett, Nicholas Hilgeman, Alexander Pickett, Garrett Pearl

“This was my first real experience with consulting, which was a great lead in to my summer. We had real client interaction, delivered quality work, and performed thorough analyses. I feel like I made a difference at [Mahindra].”

Jake Barnett // MBA '18



BECOME A C.K. PRAHALAD MAP SPONSOR

- We look for projects that seek new and innovative solutions to current social/business challenges, target new opportunities, and initiate change. These projects could become in-depth, data-rich case studies.
- A MAP team consists of four to six MBA students who work with a faculty supervisor and project liaison from the sponsoring company. The projects take place from March 5-April 26, 2018, with students working onsite two to five weeks. The students will then present their analyses and recommendations to their sponsors in a written report and final presentation.
- We strongly encourage prospective sponsors to submit proposals as early as possible, to allow time for a collaborative review to ensure the proposal meets school and sponsor objectives. We notify sponsors of acceptance and assign students to teams by early March.
- A strong MAP proposal is one that is important to the sponsoring organization and requires actionable recommendations.
- MAP sponsors may further their relationship with Michigan Ross through additional partnering programs.
- Submission deadline is **November 17, 2017**.

C.K. PRAHALAD INITIATIVE DONORS

\$25,000 AND ABOVE

Robert F. Barnett

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Murali K. Prahalad

P.R.V. Raja – Ramco Systems

Ranjit Shah

Jeffrey and Celia Sinclair

Gopal Srinivasan

Dr. Jairam Varadaraj

Charles S. Vogel & Jane F. Ladky

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“These MAP teams build on C.K.’s unique ability to look deeply into the present and help businesses envision the future by creating next practices. The ability to do this cross-culturally comes to life when one witnesses the power of the team’s presentations.”

Gopal Srinivasan // MBA '83 // Chairman and Managing Director, TVS Capital Funds Ltd.



“C.K. would have been especially proud to have seen two of his own students utilizing a MAP team to finalize the introduction of a homegrown, literally lifesaving product to the Indian market. Jeevtronics’ defibrillator is one of many great ideas that have been sparked by C.K.’s imagination and enthusiasm.”

Sugato Bhattacharyya // Associate Professor of Finance

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