Stephen M. Ross School of Business at the University of Michigan
EXAMPLE: MAP 2012 Project Proposal (U.S. Location)

*An ON-LINE project proposal submission is required by December 2, 2011**. The project proposal submission form is located on the MAP Sponsor website: www.bus.umich.edu/MAP

Date: 09/1/2011

Project Number: (MAP Office Only)

Company/Organization: SPORTSWEAR DISTRIBUTION COMPANY

Part One: Your Organization
1.   Tell us something about your organization or unit. What is the mission or objective?
COMPANY is a wholesale sportswear distributor headquartered in Chicago, IL. COMPANY operates via a hub and spoke distribution system with 14 distribution centers throughout the US.

2. What are the primary activities, products or services your organization provides? COMPANY's 2,000 employees serve approximately 100,000 customers reached through an in-house sales force, catalog and other marketing tools, and a 275-seat virtual call center.

3. How long have you been in business? 22 years. COMPANY was acquired in March 1998 by Max Capital, a leading global investment firm with over $30B in revenues from their equity investment in over 225 companies.

Part Two: Your Project
4. Describe your project. What is the issue or opportunity you would like the team to examine? The MAP team will analyze and make recommendations to redesign COMPANY's customer product returns process. In summary, the returns process includes:
*   Initial customer contact via 800 number call-in
*   Deployment and tracking of UPS call tag sent to customer to accompany product return
*   Receipt of returned product in distribution centers (currently not centralized—returns are received by all 14 distribution centers)
*   Handling of product upon return (damaged v. returned to sotck, etc.)
*   Systems tracking of product receipts (inventory system) and issuance of customer credit (A/R and billing systems).

5. Why is this issue important at this time? The current process evolved informally and became complicated with COMPANY's growth and acquisitions. The time from the initial customer contact to issuance of the credit is unacceptable. Additionally, we believe the quality of customer contact can be improved, as can the quality of the decision made in this initial customer contact (perhaps the best solution is to offer the customer a concession rather than the return, etc.). With decentralized receipt of returns in 14 locations, expertise and dedicated resources are lacking. Similarly, proper follow through to identify and resolve toot causes leading to returns is lacking. We believe information systems to be solid, but would value suggestions to better enable the current IT system. COMPANY's overall customer return policy should also be reviewed.

6. What deliverables do you have in mind for the project? The more specific you can be, the better able the students will be able to assess their interest and fit.
1. Detailed process map of the current customer product returns process
2. Independent specific recommendations for improvements (notably in the overall process, efficiency improvement opportunities, quality improvement opportunities in botht he distribution centers and the call centers, centralized v. decentralized returns, possible improvement to returns policy, etc.)
3. Based on recommendations:
     a. Process map of the recommended process
     b. Quantitative and qualitative benefits of the recommendations

      c. High level action plan to implement recommendations (time permitting)
4. Formal presentation of recommendations to Senior Management, Representatives from Max Capital may also be in attendance at presentation.
5. Other:
      a. Estimate of COMPANY's current cost to process a return
      b. Benchmark comparisons of COMPANY's return process to others considered "Best in Class" (as available)

7. What outcomes do you feel would confirm the project was a success?
Delivery of a robust, implementable plan to reduce cost of customer returns.

Part Three: Team Requirements
8. Language Capability: None

Language choice 1 (other than English) "[Click here and type entry]"
Desired or Required "[Click here and type entry]"
Skill level (choose one) conversation, fluent or native "[Click here and type entry]"
How many team members should have this capability?
"[Click here and type entry]"

Language choice 2 (other than English): "[Click here and type entry]"
Desired or Required "[Click here and type entry]"
How many team members should have this capability? "[Click here and type entry]"
Skill level (choose one) conversational, fluent or native "[Click here and type entry]"

Language choice 3 (other than English): "[Click here and type entry]"
Desired or Required "[Click here and type entry]"
How many team members should have this capability? "[Click here and type entry]"
Skill level (choose one) conversational, fluent or native "[Click here and type entry]"

9. Skills:
 Are there industry knowledge and/or functional expertise required for students on this project? Strong financial acumen. Interest in supply chain management preferred, but not required.

10. Citizenship:
MAP Teams are made up of a diverse group of students from many countries. All international students will have proper documentation allowing them to participate in domestic and international locations. If, however, restrictions exist within your organization, please describe them below.

A student of any nationality may choose this project.
xx	**Yes**
	No

If no, please provide details:
"[Click here and type entry]"

Note:
- Projects limited to U.S. citizens are typically for government or military organizations only.
- Limiting students based on American citizenship could result in cancelation of your project due to lack of staffing.

11. Confidentiality:
Are students required to sign a non-disclosure agreement?
xx	**Yes**
	No

Should students who plan a summer internship with one of your competitors, not choose this project? Having students sign an NDA typically makes this a non-issue.

| xx | **Yes, this is an issue** |

| | **No, not an issue** |

If yes, list the competitors that fall into this category: Any sportswear distributors, including but not limited to TradeKey, Columbia, LIVESTRONG Sports Clothes by Nike

Part Four: Travel Requirements
Logistics and Expectations:
- The primary goal of MAP is to provide students with the opportunity to test their knowledge in a real world setting.
- Sponsors are expected to provide a minimum of two weeks and up to four weeks of onsite project orientation and data gathering, as well as possible visits to conferences and trade shows (if applicable).
- Teams must return to campus by Friday, April 13 unless approved by MAP Faculty Advisors
- SE Michigan sponsors can expect their MAP team to be onsite intermittently throughout the semester

12. Travel locations expected; list cities, states and countries: Chicago

Length of time expected: three weeks

If team travel is expected to be less than two weeks, or more than four weeks, please explain why: "[Click here and type entry]"

Please provide a brief description of the travel plans you have in mind at this time. This travel provides the team with a required project orientation session, and the ability to collect data for their deliverables.
The team will travel to COMPANY headquarters in Chicago, IL for project orientation (2 weeks) and mid-point review (1 week) as well as 2 days for the final presentation for senior management. Other travel possible if deemed necessary by MAP team and project liaison.

Part Five: Company Support
13. Resources: What kind of data or other resources can you provide to help the team succeed?
Full time availability of VP of Finance
Support from Director of Finance
Support from Senior Director of Finance and from entire finance team
Appropriate company business data
Access to appropriate personnel within COMPANY businesses
Access to previous COMPANY management interviews
Access to appropriate personnel and customers of COMPANY

We will help facilitate the arrangement of meetings, interviews and opportunities to observe various aspects of the processes. COMPANY will also provide an appropriately equipped "war room," access to PCs and relevant COMPANY IT systems, and other project needs. We will always be available for discussion and questions, and would also expect more formalized "checkpoints" and status reports as the project progresses.

14. Main contact: Who will work most closely with the students? Please provide name, title and to whom they report to. Mark Smith, VP of Finance. Reports to Ron Smith, CFO.

15. Presentation: To whom will the team present its recommendations?

Senior management of COMPANY and representatives of Max Capital.

Part Six: Contacts

16. Executive Sponsor (Executive who provides MAP team access to data for project success)
First Name: Ron
Last Name: Smith
Business Title: CFO
Email: rsmith@COMPANY.com
Street Address1: 1200 Michigan Avenue
Street Address2:
City: Chicago
State: IL
Zip: 60606
Country: USA
Business Phone: 815-333-5555
Cell Phone: 815-333-7777

U of M Graduate?
xx	Yes
	No

If yes, U of M Degree: MBA
Year: 2001

Project Liaison (main contact with students)
First Name: Mark
Last Name: Stevens
Business Title: Vice President
Division: Finance
xx	Address same as above
Street Address1:
Street Address2:
City:
State:
Zip:
Country:
Business Phone: 815-333-9999
Cell Phone: 815-333-1111
Email: mark.stevens@COMPANY.com

U of M Graduate?
	Yes
xx	No

If yes, U of M Degree:
Year:

Alternate Project Liaison
First Name: John
Last Name: Smith
Business Title: Senior Manager
Division: Finance
xx	Address same as above
Street Address1:
Street Address2:

City:
State:
Zip:
Country:
Business Phone: 815-333-2222
Cell Phone: 815-333-4444
Email: john.smith@COMPANY.com

U of M Graduate?

	Yes
xx	**No**

If yes, U of M Degree:
Year:

If this project takes place in an international location, who will be the local contact?
First Name:
Last Name:
Business Title:
Street Address1:
Street Address2:
Country:
Business Phone:
Cell Phone:
Email:

U of M Graduate?

	Yes
	No

If yes, U of M Degree:
Year:

Part Seven: MAP Program Info
17. How did you find out about the MAP program?
recruiter

18. Have you communicated with anyone at the Ross School of Business regarding this project?

xx	**Yes**
	No

If yes, who? Gale Amyx

Part Eight: Review of Sponsor Responsibilities
19. Please check the boxes below to confirm that you understand the expectations set forth regarding your sponsorship of a MAP team.

X I understand if our project is accepted and granted a student team, our organization will provide the team with senior management support and access to data necessary to successfully meet the project objectives.

X I understand if our project is accepted and granted a student team, our organization will cover the expenses required and applicable to our project.

20. Are you a nonprofit organization?

	Yes
xx	**No**

If yes, will your organization require funding in order to meet the cost of project expenses?

	Yes
	No

QUESTIONS? If you have any questions about the MAP program or the submission of this proposal, please contact the MAP Office at 734-763-3647 or rossmapprogram@umich.edu