

SUPPLY CHAIN DIRECTORS CONFERENCEAgenda**March 21st**

Arrival

Hyatt Hotel, New Brunswick

5:30 PM – 9:00 PM

Welcome Reception
Sponsored by J&J
Len Decandia | J&J
Dean Lei Leil Rutgers

J&J Powerhouse Museum & J&J
 Corp. Conference Center
 501 George Street
 New Brunswick, NJ 08933
 Short walk from the hotel

March 22nd

7:30 AM – 8:15 AM

Shuttle Bus to RBS

Hyatt lobby

8:00 AM – 8:30 AM

Registration

RBS – Livingston Campus
 Rockefeller Building – South Tower
 Room 1144 (all day)

8:30 AM – 8:45 AM

Conference welcome
 James King | Rutgers

8:45 AM – 9:00 AM

Opening remarks
 Lian Qi | Rutgers
 Shawn Alborz | UT Dallas

9:00 AM – 10:45 AM

Keynote - Incorporating industry engagement into Supply Chain Management curriculum *UPS - Randy Strang, Vice President, UPS Customer Solutions*

Break out Discussion 1 - Incorporating industry engagement into SCM curriculum

Moderators: Nick Vyas, Jeet Gupta,
 Xenophon Koufteros, Teresa
 McCarthy Byrne, Mitch Millstein

10:45 AM – 11:00 AM

Morning Break

March 22nd (cont.)

Agenda

11:00 AM – 12:15 PM	<i>Panel - Supply chain center operations, research and industry projects</i>	Moderator: Alok Baveja Panelists: Steve Dunlop, Mary Long, Dave Malenfant and Shay Scott
12:15 PM – 1:45 PM	Lunch break	BRR 1144
1:45 PM – 3:15 PM	<i>Discussion - How to engage with associations, such as APICS</i> <ul style="list-style-type: none">• <i>Certification</i>• <i>Case competition,</i>• <i>Conferences</i>• <i>Student club activities</i>	Mike Ogle – APICS, Gary Embley ISM NJ Moderators: Burak Kazaz, Subhro Mitra, Ian Langella Stan Fawcett, Gurpreet Singh
3:15 PM – 4:30 PM	<i>Discussion - SCM education program</i> <ul style="list-style-type: none">• <i>New teaching methods</i>• <i>Topics for curriculum,</i>• <i>On line programs</i>	Moderators: Yao Zhao, Donna Davis, Mary Ann Anderson, Sergio Chayet
4:30 PM – 4:45 PM	<i>Wrap up</i> <i>James King / Rutgers</i> <i>Shawn Alborz / UT Dallas</i>	
5:00 PM – 6:00 PM	<i>Networking reception</i> <i>Sponsored by UPS</i>	Rutgers Club Livingston Dining Commons
6:00 PM – 8:00 PM	<i>Conference Dinner</i> <i>Sponsored by UPS</i>	Rutgers Club Livingston Dining Commons
8:00 PM	<i>Depart</i>	Shuttle to Hyatt after dinner

March 23rd

Agenda

7:30 AM – 8:30 AM	<i>Shuttle Bus to RBS</i>	Hyatt lobby
8:45 AM – 9:30 AM	<i>Keynote - Gartner Dana Stiffler Gartner</i>	RBS – Livingston Campus Rockefeller Building – South Tower Room 1144
9:30 AM – 11:00 AM	<i>Emerging technologies impacting supply chain management</i> <ul style="list-style-type: none"> • <i>Current status of key technologies</i> • <i>Impact on courses and curriculum</i> • <i>Breakout discussion</i> 	Andrew Zhang, senior scientist, IBM Watson & Cloud; Yong Zhang, Research Director New Retail Business, Alibaba SCM Research Center Breakout Moderators: Rudi Leuschner, David Huff
11:00 AM – 12:00 PM	<i>Panel - Online/hybrid programs</i> <ul style="list-style-type: none"> • <i>program development</i> • <i>newest trends</i> • <i>challenges</i> • <i>success factors</i> • <i>interactive cases</i> 	Moderators: Arash Azadegan Larry Taube, Kaushik Sengupta, James Haddow
12:00 PM	<i>Wrap up & Closing Remarks Lian Qi Shawn Alborz</i>	Box Lunch Shuttle to Hyatt

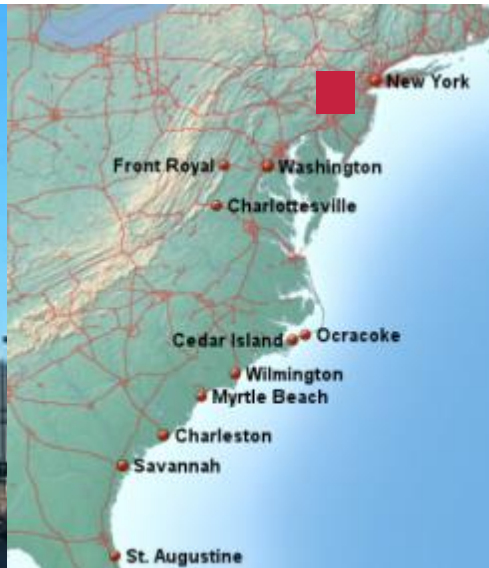
Rutgers Business School Supply Chain Directors Conference

(March 23, 2018)



RBS' Strategic Objectives

Visibility, Preeminence, and Status
Economic Impact as a Large Public B-School
Revenue and Resources



Serve Our Students

#1 in the U.S., MBA job Placement

(Bloomberg BusinessWeek, 2016)

#2 in the U.S., MBA job Placement

(Bloomberg BusinessWeek, 2017)

#1 in the U.S., Total Salary Increase

(Financial Times, 2017)

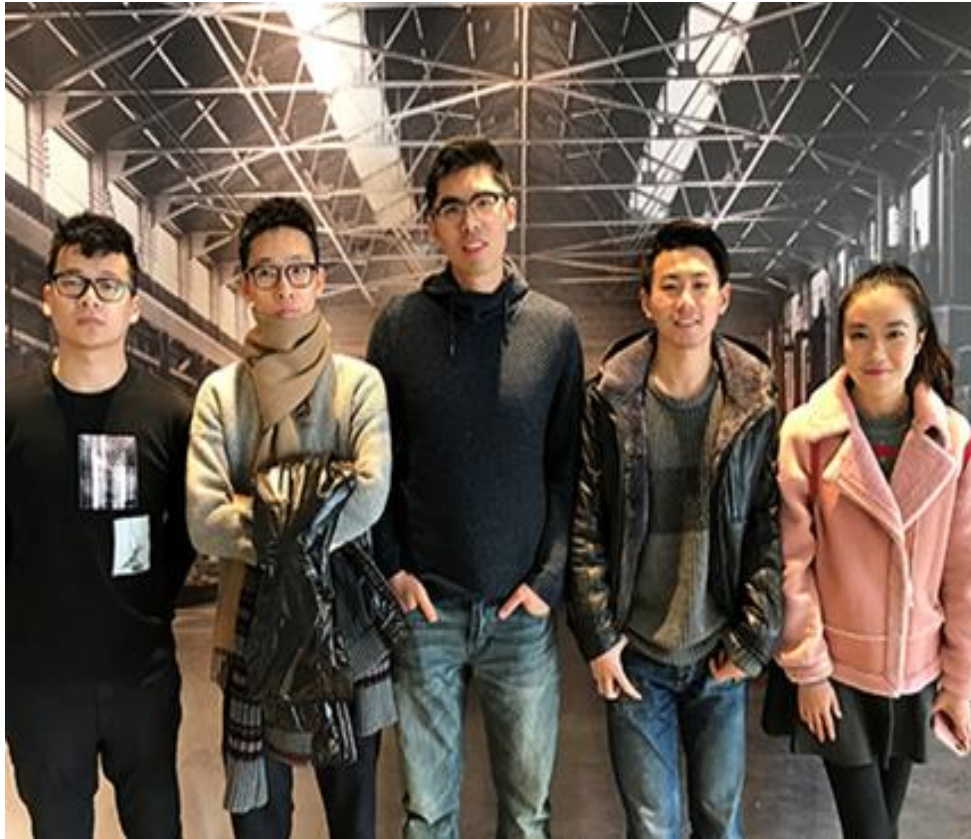
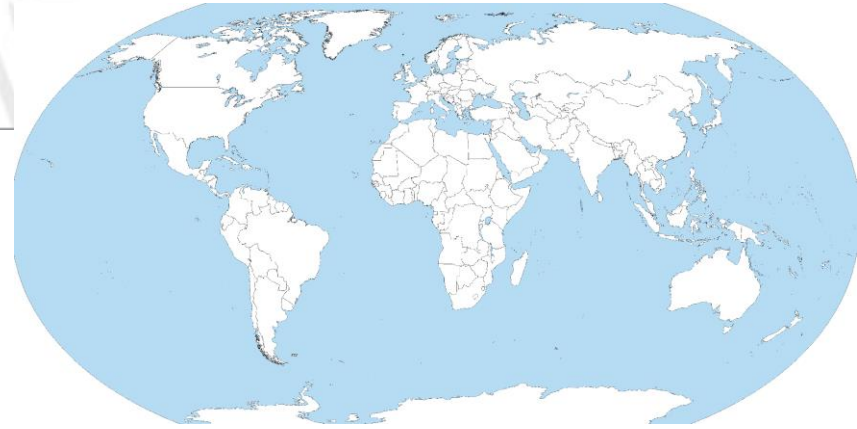
#12 in the U.S., Undergraduate Best 5 Year ROI

(Poets & Quants, 2018)

#37 in the U.S., Full Time MBA *(Financial Times, 2017)*

#38 in the U.S., Part Time MBA *(U.S. News & World, 2017)*

Help Our Students to Build an Innovative Mindset



1st Place, RBS MQF
Team Wins *The 2017
CME Global Group
Trading Challenge*,
ahead of 600 teams
representing 35
countries around the
world (NYT, 5/7/2017)

#1 Beta Gamma Sigma
Chapter in the World from
544 chapters, RBS New
Brunswick (March 2017)



**Top 100 Best and Brightest Business Majors
Class of 2017 in the U.S.**



Global Hult Prize Winner – The Nobel Prize for Students

Over 260 RBS faculty, staff, alumni and Board members supported !!!





SOCIAL IMPACT: Kevin Lyons, director of the Public-Private Community Partnership Program, connected Khalif Thomas, owner and founder of Rock Ya Socks, LLC with Newark Beth Israel Hospital to meet a need for patient socks.



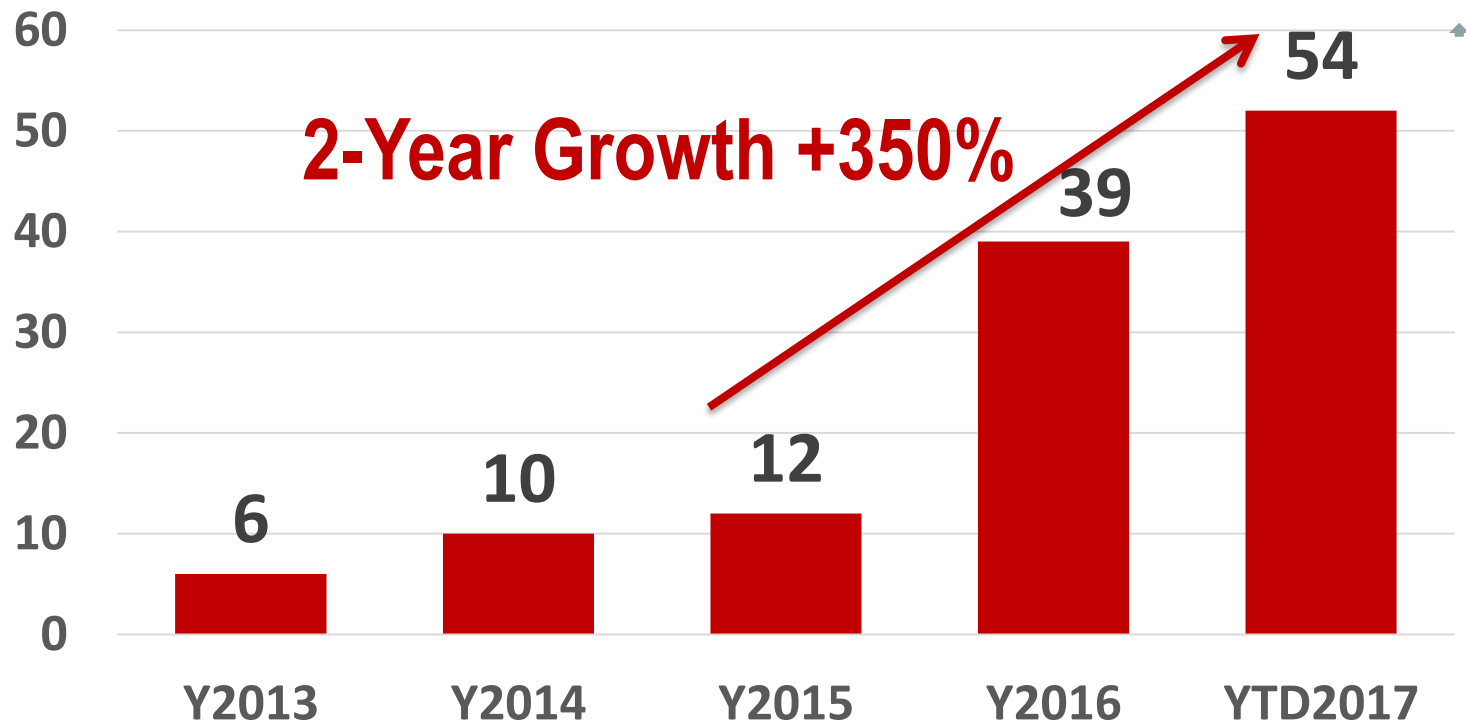
SOCIAL IMPACT: Lyneir Richardson, director of The Center for Urban Entrepreneurship and Economic Development at Rutgers Business School, guided the Mandela Washington Fellows through downtown Newark.




SOCIAL IMPACT: Area high school students participating in the 2017 eight-day summer program in supply chain management took a tour of Coca-Cola as part of their introduction into supply chain management.

RBS Momentum Building and Ranking Growth


of Notable Rankings



A Glance at Rutgers Supply Chain



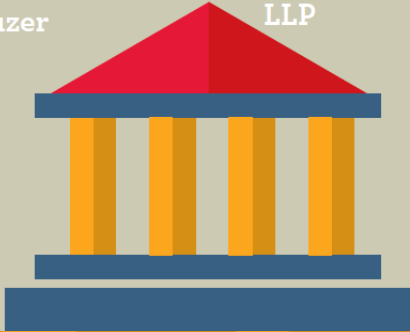
RUTGERS
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Newark and New Brunswick



Supply Chain Management

Just a few of the many supply chain companies that partner with us:

> Bayer Healthcare	> PSE&G
> Becton Dickinson	> Reckitt Benckiser
> Coca Cola	> Schindler Elevator
> Dell	> Teva Pharmaceutical
> Deloitte	> UPS
> Johnson & Johnson	> Verizon
> Monument Chemical	> WeiserMazars, LLP
> Panasonic	
> Pfizer	



1,053 Undergraduate SCM Majors

195 M.S. in Supply Chain Management (online)

27 M.S. in Healthcare Services Management

17 M.S. in Supply Chain Analytics

77 Full time SCM-MBAs

17 SCM Ph.D. students

25 Academic faculty

Our faculty members have received prestigious grants totaling over

\$14,000,000

from agencies such as NSF, U.S. Department of Homeland Security, Department of State, and Department of Labor

MBA job placement rate for 8 consecutive years

(And 100% of students complete internships or student corporate consulting projects)

Rutgers Business School (9/19-9/21) Innovations in Graduate Business Education

Source: Wall Street Journal (9/9/2016)

Featured Speakers



Robert Barchi
President,
Rutgers University



John Byrne
Chairman and Editor-in-
Chief, C-Change Media,
(PoetsandQuants.com)



R. Glenn Hubbard
Dean, Columbia Business
School, Columbia
University



Rick Levin
CEO, Coursera and past
President,
Yale University



Richard Lyons
Dean, Haas School of
Business, U.C. Berkeley



Jeffrey Selingo
Former editor of *The
Chronicle of Higher
Education*, speaker, & author

Distinguished Academic Speakers



Maryam Alavi
Dean, Scheller College of
Business, Georgia Tech



**Barbara McFadden
Allen**
BTAA Executive Director



William Boulding
Dean, Fuqua School of
Business, Duke University



Jeffrey Brown
Dean, College of Business,
University of Illinois -
Urbana-Champaign



Jake Cohen
Sr. Associate Dean Sloan
School of Management,
MIT



Soumitra Dutta
Dean, College of Business,
Cornell University



Richard L. Edwards
Chancellor, Rutgers
University-New Brunswick

RBS Innovations in Graduate Business Education



Bernard T. Ferrari
Dean, Carey Business
School, Johns Hopkins



Sarah Gardial
Dean, Henry B. Tippie
College of Business,
University of Iowa



Paulo Goes
Dean, Eller College of
Management, University of
Arizona



Sanjay Gupta
Dean, Eli Broad College of
Business, Michigan State
University



Erika James
Dean, Goizueta Business
School, Emory University



Idalene Kesner
Dean, Kelley School
of Business, Indiana
University



John Kraft
Dean, Warrington College
of Business, University
of Florida



Lei Lei
Dean, Rutgers Business
School, Rutgers University



Linda Livingstone
Dean, School of Business,
George Washington
University



Anil K. Makhija
Dean, Fisher College of
Business, The Ohio State
University



**François Ortalo-
Magné**
Dean, Wisconsin School of
Business, UW-Madison



Richard Phillips
Dean, Robinson College
of Business, Georgia State
University



Donde Plowman
Dean, College of Business
Administration,
University of Nebraska



Moshe Porat
Dean & Laura H. Carnell
Professor, Fox School of
Business, Temple University



Karen Stubaus
Vice President for Academic
Affairs & Administration,
Rutgers University



Alexander J. Triantis
Dean, Smith School of
Business, University
of Maryland



Rohit Verma
Dean of External Relations,
College of Business,
Cornell University



Jerome D. Williams
Executive Vice Chancellor
and Provost, Rutgers
University - Newark



Peter Zemsky
Deputy Dean, INSEAD

RBS Innovations in Graduate Business Education

Distinguished Industry Speakers



Michael Bodson
President and CEO, DTCC



Art Certosimo
Chairman of the Board of Overseers, Rutgers University



Leonardo DeCandia
Chief Procurement Officer, Johnson & Johnson



Robert Falzon
Executive Vice President and CFO, Prudential Financial, Inc.



Stephen Klasko
President and CEO, Thomas Jefferson University & Jefferson Health



Natalya Leahy
Vice President, Finance, Holland America Group



Glenn Lurie
President and CEO, AT&T Mobility and Consumer Operations



Brett Palmer
President, Small Business Investor Alliance



Theresa A. Ragozine
Vice President, Procurement Citizenship, Johnson & Johnson



Gary Rodkin
Executive-in-Residence, Rutgers Business School and past CEO and President of ConAgra



Michael Seneski
Director of Corporate Strategy, Ford Motor Company



Thomas Stewart
Executive Director, National Center for the Middle Market, The Ohio State University



Joseph Ucuzoglu
Chairman and CEO, Deloitte & Touche LLP



Sabrina White
Vice President, Americas, Graduate Management Admission Council

Rutgers Business School

2018 Conference on Innovations in Graduate Business Education

Lifelong Learning

October 15-17, 2018

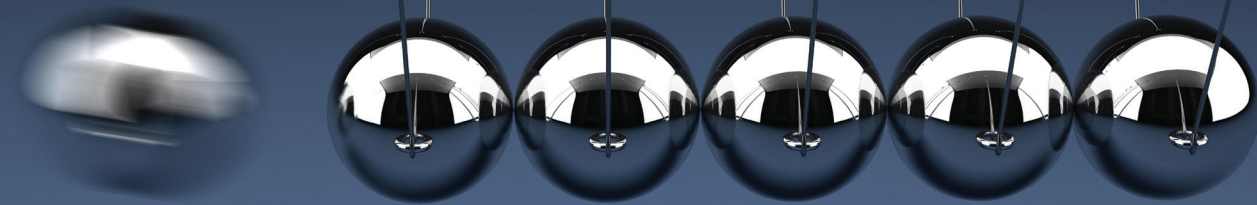
Our Joint Effort on Driving Innovations in Lifelong Learning

- Columbia University
- Cornell University
- Dartmouth
- Duke
- Georgia State University
- Indiana University
- Michigan State
- MIT
- Northwestern- Kellogg
- UNC-Chapel Hill,
- NYU
- Ohio State University
- Rutgers University
- Stanford University
- University of Arizona
- University of Florida
- U. Illinois Urbana–Champaign
- University of Michigan
- University of Minnesota
- University of Maryland
- University of Nebraska
- UT-Austin

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Supply Chain Management



business.rutgers.edu/scm

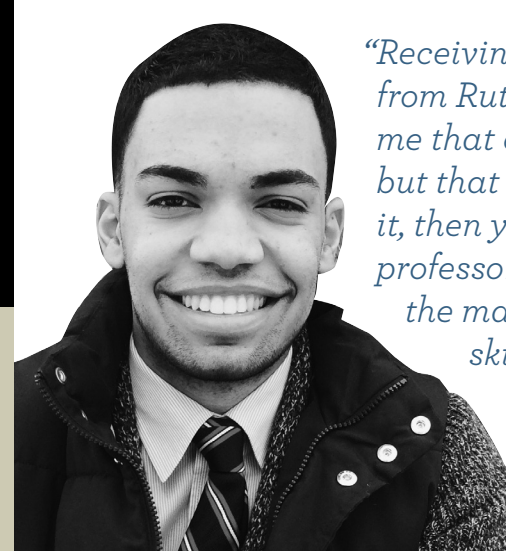


Faculty publish in top journals, including *Operations Research*, *Management Science*, *Journal of Operations Management*, *Production and Operations Management*, and the *California Management Review*.

The Global Leader in Supply Chain Knowledge

MBA job placement rate for 8 consecutive years

(And 100% of students complete internships or student corporate consulting projects)



"Receiving a world recognized education from Rutgers University has not only taught me that education is the base for success, but that nothing is given to you; if you want it, then you must take it. Here at Rutgers professors challenge me to not only learn the material provided but to apply all the skills and concepts of the classroom to real life situations."

Abel Perez
Supply Chain Management, Undergraduate

#2

The second largest undergraduate supply chain program in the United States



RANKINGS

- #5** Undergraduate SCM (2016) *Gartner, Inc.*
- #7** MBA SCM (2016) *Gartner, Inc.*
- #7** MBA in Manufacturing/Logistics Globally (2017) *Financial Times*
- #8** Empirically-focused Research Globally (2017) *SCM Journal List*
- #9** MBA SCM/Logistics Program (2017) *US News and World Report*
- #12** Online Graduate Business Program (2017) *US News and World Report*

SCM has enjoyed rapid growth since day one

Number of undergraduate SCM majors, 2011-2017



Our 16 academic faculty members have received prestigious grants totaling over

\$14,000,000

from agencies such as the National Science Foundation, Defense Advanced Research Projects Agency (DARPA), Centers for Disease Control and Prevention (CDC), U.S. Department of Homeland Security, U.S. Department of State, U.S. Department of Labor, U.S. Department of Transportation, U.S. Bureau of Customs and Border Protection, U.S. Department of Veterans Affairs.

A wealth of grants for our faculty

"My time at Rutgers has allowed me to become a pioneer and leader in the science of Supply Chain Management in the HealthCare Industry and for our University."

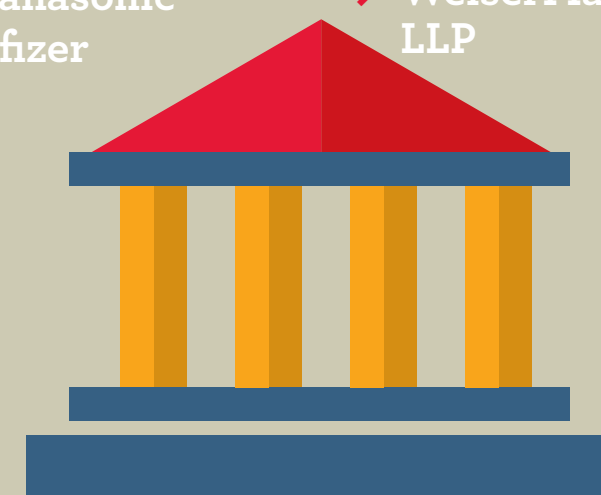
Leonardo (Len) DeCandia
Chief Procurement Officer
Johnson & Johnson



Through the Center for Supply Chain Management, we get the support of 148 affiliated companies

Just a few of the many supply chain companies that partner with us:

- > Bayer Healthcare
- > Becton Dickinson
- > Coca Cola
- > Dell
- > Deloitte
- > Johnson & Johnson
- > Monument Chemical
- > Panasonic
- > Pfizer
- > PSE&G
- > Reckitt Benckiser
- > Schindler Elevator
- > Teva Pharmaceutical
- > UPS
- > Verizon
- > WeiserMazars, LLP



"The supply chain management major at Rutgers Business School is designed in such a way that it builds students to become leaders in the supply chain management field. With such experienced professionals teaching the supply chain curriculum, the coursework connects to real life experiences."

Marchela Sancheva
Supply Chain Management, Undergraduate



The 2017 Hult Prize was awarded to Roshni Rides, a team of students and recent graduates from Supply Chain Management at Rutgers Business School. This \$1 million prize was given for their plan to bring affordable, accessible and reliable transportation to a crowded Karachi slum.

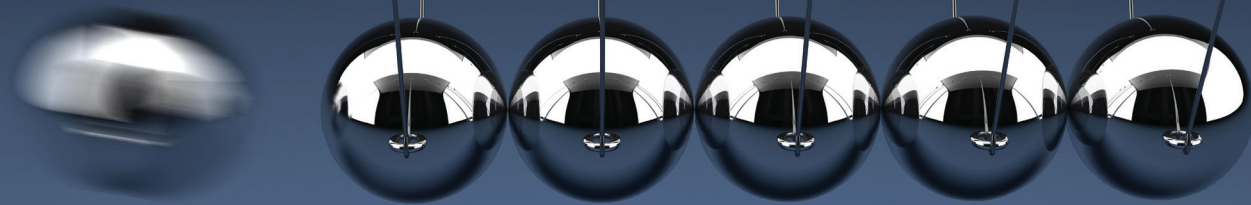
53% female students



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Supply Chain Management



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RANKING S

- #5 Undergraduate SCM
(2016) *Gartner, Inc.*
- #7 MBA SCM
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(2017) *Financial Times*
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(2017) *SCM Journal List*
- #9 MBA SCM/Logistics Program
(2017) *US News and World Report*
- #12 Online Graduate Business Program
(2017) *US News and World Report*

The Global Leader in Supply Chain Knowledge

"We are thrilled by their performance, and we will continue to cheer them on as they build Roshni Rides into a global venture."

Lei Lei
Dean of Rutgers
Business
School



2017 Hult Prize Winners

This year's Hult Prize, which was focused on improving the lives of refugees, was awarded to Roshni Rides, a team of students and recent graduates from Supply Chain Management at **Rutgers Business School**. This "Nobel Prize for students" was given for their plan to bring affordable, accessible and reliable transportation to a Karachi slum that houses more than two million refugees.



From left:
Gia Farooqi,
Hanaa Lakhani,
President Bill Clinton,
Moneeb Mian, and
Hasan Usmani

Our 16 academic faculty members have received prestigious grants totaling over

\$14 million

from such agencies as **the National Science Foundation, Defense Advanced Research Projects Agency (DARPA), Centers for Disease Control and Prevention (CDC), U.S. Department of Homeland Security, U.S. Department of State, U.S. Department of Labor, U.S. Department of Transportation, U.S. Bureau of Customs and Border Protection, U.S. Department of Veterans Affairs.**

Roshni Rides is a transportation solution that takes refugees to major points of interest such as schools, hospitals and marketplaces using ridesharing.



The Roshni Rides team was awarded a prize of

\$1 million

which they will use to continue building the program that connects urbanized refugees to critical resources.

Program Distinctions

The Global Leader in Supply Chain Knowledge

RANKINGS

- Find-MBA.com: #2 SCM Program (2017)
- Gartner: #5 undergraduate SCM (2016)
- Gartner: #7 MBA SCM (2016)
- Financial Times: #7 MBA in Manufacturing/Logistics Globally (2017)
- U.S. News & World Report: #9 MBA SCM/Logistics Program (2017)
- U.S. News & World Report: #12 Online Graduate Business Program (2017)
- U.S. News & World Report: #17 Undergraduate SCM/Logistics Program (2017)

CASE COMPETITIONS

- 2016 Rutgers Ten Plus Supply Chain Dual (MBA/UG) Case Challenge: MBA 1st place
- 2015 Rutgers Ten Plus Supply Chain Dual (MBA/UG) Case Challenge: Undergraduate 1st place
- 2014 and 2015 Sam M. Walton College of Business International Graduate Logistics Case Competition: 3rd Place
- 2012 HULT Prize Global Competition Honorable Mention (Cornell, Darden and Rutgers)
- 2011, 2014, and 2015 ISM SCM Case Competition: 1st place in U.S.

SCHOLARSHIPS

Over 150 scholarships awarded by Rutgers Center for SCM and our industry partners (2008 - 2017)

- Advisory Board scholarships
- Undergraduate and MBA department scholarships
- Student club and leadership awards
- The prestigious Gene Richter Scholarship (2012, 2015)
- Institute for Supply Management (ISM) scholarships (2011-2017)
- Council of Supply Chain Management Professionals (CSCMP) scholarships (2009-2017)
- Partner corporations include BASF, Johnson & Johnson, L'Oreal, Novartis, and Panasonic

PLACEMENTS

- SCM-MBA Internship Placement Rate: 100% (2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, and 2017)
- SCM Undergraduate Summer Internship Placement Rate (2016): nearly 100%

SUPPLY CHAIN CAREER EXPO (2012 - 2017)

- Exclusive event for supply chain management students organized and presented by the RBS SCM Department annually.
- 75+ Corporate Partners actively recruiting RBS supply chain students for full time and part time jobs, internships and co-ops.
- 500+ undergraduate and graduate students participating annually

Rutgers SCM Programs

1,053 Undergraduate SCM Majors

195 M.S. in Supply Chain Management (online)

27 M.S. in Healthcare Services Management

17 M.S. in Supply Chain Analytics

77 Full time SCM-MBAs

17 SCM Ph.D. students

25 Academic faculty

SCM Students win the Hult Prize, "Nobel Prize for Students"



The prize with a seed capital of \$1 million, given for social entrepreneurship, was awarded on Sept. 16, 2017 to current SCM student Gia Farooqi and recent SCM graduates Hanaa Lakhani, Moneeb Mian and Hasan Usmani of the Roshni Rides Team, and was presented by former President Bill Clinton.

Sample Rutgers SCM Conferences

- Technology for Business Roundtable
- Three-Day Certificate Program
- Supply Chain Finance Summit
- A Roundtable on Supply Chain Management: Rutgers University, the Newark Community and Beyond
- ASU-Rutgers Corporate Curriculum Review
- Summit on Supply Chain Talent Management
- Response to Supply Chain Disruptions Conference
- Summit on Big Data Analytics
- MBA Regional Supply Chain Case Competition
- MBA Supply Chain Case Competition

Sample Rutgers SCM Cases

- Novartis Faces Its Future and Confronts the Big Question: Should it outsource? (D. Klock)
- American Pharmaceuticals-Global Transportation Organization (GTO) (D. Klock)
- Managing the Outsourced Operations of Air-Champion (L. Lei, R. Oppenheim)
- Build-to-Performance: Boeing 787 Dreamliner (X. Xu, Y. Zhao)
- Pandemic Influenza: Just-in-Time vs. Just-in-Case Strategies (Y. Zhao)
- From Farm to Cup: The Coffee Supply Chain in Kenya (R. Kiwanuka, Y. Zhao)
- OXO International: Forecasting and Inventory Management (S. Bal, S. Bedi, S. Singh, Y. Zhao)
- Schneider's Insource vs. Outsource (L. Lei)
- Demand Management at ACT (L. Lei, R. Oppenheim, T. York)
- Rutgers Green Purchasing, Kevin Lyons
- Supply Chain Disruption Research Laboratory, Arash Azadegan,
- Kevin Lyons, Anne Quarshie and corporate sponsor A&M Industrial Supply
- Best Practices in Supply Chain Management, Don Klock, Lei Lei, and Sean Handley
- Continuous-Review Inventory Model with Dual-Sourcing Strategy and Random Disruptions at the Primary Supplier, Lian Qi
- Balancing Learning and Economies of Scale: The Case of Adaptive Clinical Trials, Adam Fleischhacker and Yao Zhao
- Bayesian Acceptance Sampling Plans in a Supply Chain with Endogenous Product Quality, Wan Hong and Xiaowei Xu
- Collaborative vs. non-collaborative container-vessel scheduling, Lei Lei, Cunxing Fan, Maria Boile, Sotiris Theofanis
- Combining Calculation and Culture, Wayne Eastman

Sample Corporate Partners of Rutgers SCM Programs

Air Products and Chemicals, Inc	Bristol-Myers Squibb	Estée Lauder	JF Hillebrand USA	Norfolk Southern Corp	SAP
Allergan plc	Burlington Stores, Inc.	Fastenal	Johnson & Johnson	Novartis	Schindler Elevator Corporation
Altria Group Distribution Corp.	C.H. Robinson	FedEx Genco	JPMorgan Chase	P&S Transportation	Shipco Transport
Amazon	Camelot Management Consultants	Ferrero USA	Kenco	Panalpina	Shiseido
American Express	Campbell Soup Company	GAF	Kuehne & Nagel	Panasonic	Siemens
Anixter	Caterpillar Logistics	Gebruder Weiss Inc.	L'Oréal	PepsiCo	Silver Line by Andersen
Barrier Therapeutics	CH Robinson	Geodis Wilson	Laufer Group International	Pfizer, Inc	SRS Distribution Inc.
BASF Corporation	Church & Dwight Co., Inc.	GlaxoSmithKline	Linde	Philips	Stryker
Bayer Healthcare	Cintas	Goldman Sachs	Mars, Inc.	Pinnacle Foods	Sunteck Transport
Becton, Dickinson and Company	Coca-Cola	Goya Foods	McGraw-Hill	Preferred Freezer Services	Toys R Us, Inc
Bed Bath & Beyond	Colgate-Palmolive	Graybar Electric	Mercedes-Benz USA	PS Logistics	TRAC Intermodal
Benjamin Moore & Co.	Consolidated Edison	IBM	Mondelez International, LLC	PSE&G	Turtle & Hughes, Inc.
Bettaway Transportation Logistics	Dell	Integra LifeSciences	Monsanto	Quest Diagnostics	Unilever
BNY Mellon	Deloitte Consulting	Intel Corporation	Monument Chemical	Raymour & Flanigan Furniture	United Parcel Service
	DHL Supply Chain	International Flavors & Fragrances	Motorola Solutions	Reckitt Benckiser	Verizon
	Diageo	J.B. Hunt Transport	New Avon	RLS Logistics	Werner Enterprises
	DuPont	Jet.com	New York Life	Rohlig USA LLC	Yusen Logistics

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Teaching Innovations

2018 SCM Directors' Meeting



Dr. Yao Zhao

Professor in Supply Chain Management

Rutgers Business School

Mark Twain

“College is a place where a professor’s lecture notes go straight to the students’ lecture notes, without passing through the brains of either.”

Plutarch

“The mind is not a vessel that needs filling, but wood that needs igniting.”

– Ian Kidd’s translation of Essays

Mine

- Early: teaching evaluation
- Now: fun, inspired, ignite passion!



How?

Experiential Learning

Team-based, computer-assisted,
action-live simulation

Supply Chain **Hunger Games**SM



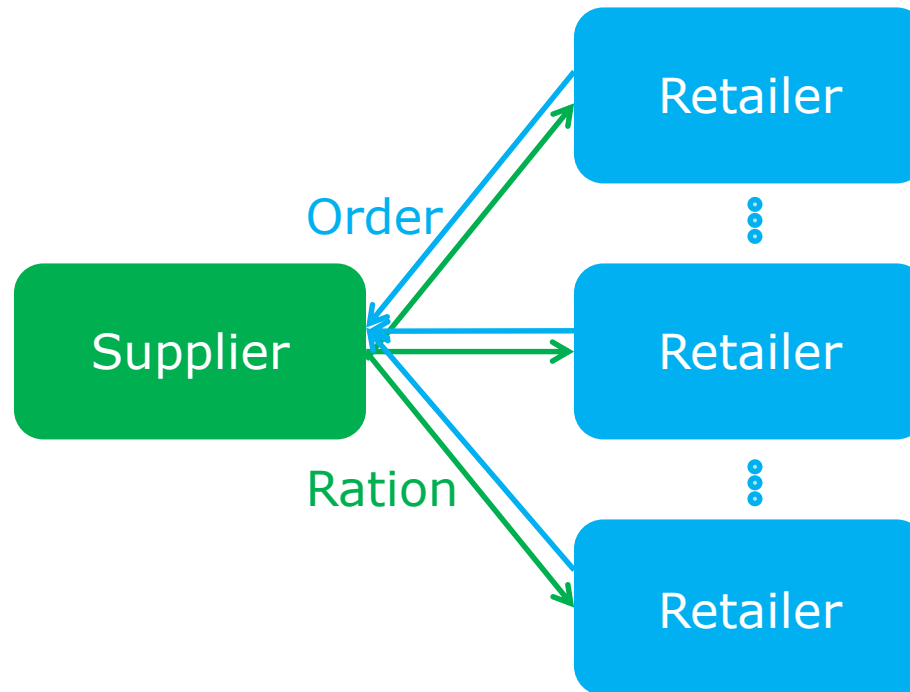
Mummy bird only has one worm, whom to give it to?

Supply Chain Problems under Shortage

- Panic orders
- Hoarding
- Unfair allocation
- Supply chain breakdown

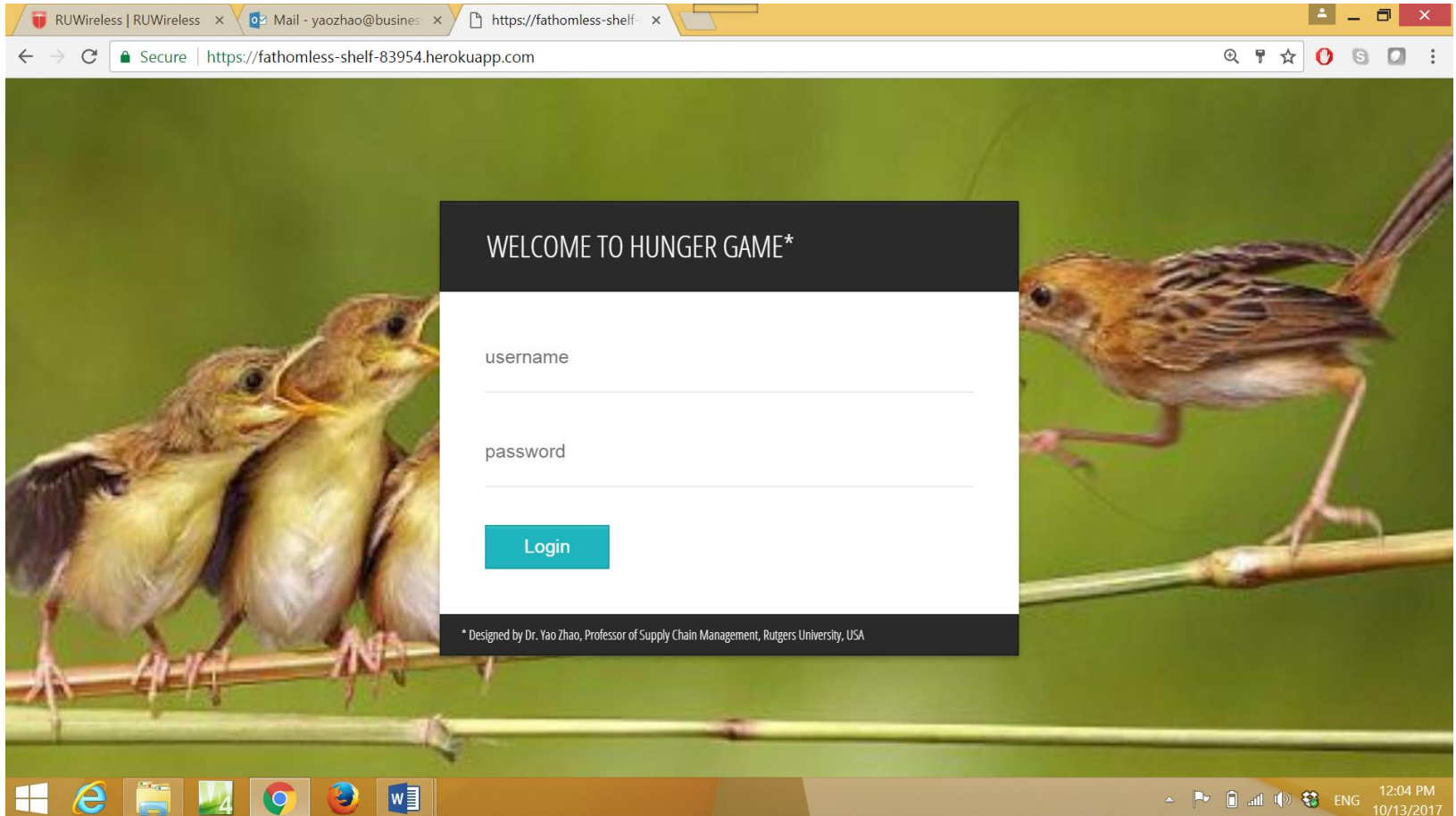


Hunger Game



- Multiple retailers facing random demand must compete for the supply
- Supplier decides on how to allocate the supply among the retailers

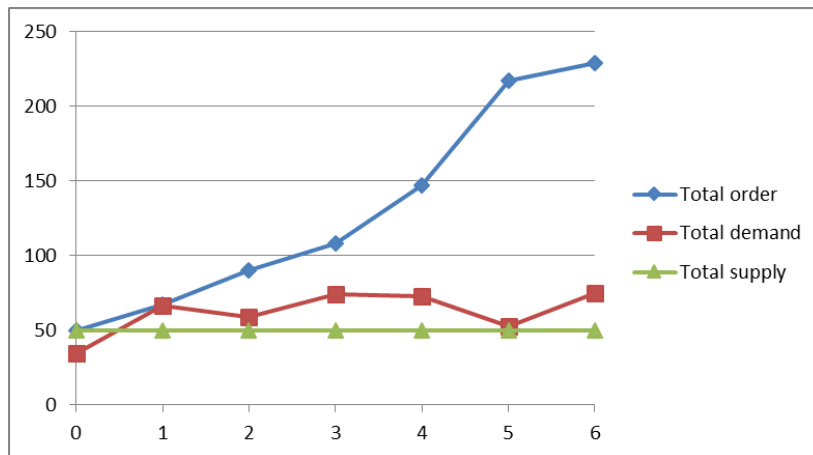
Game Interfaces



Teaching Objectives

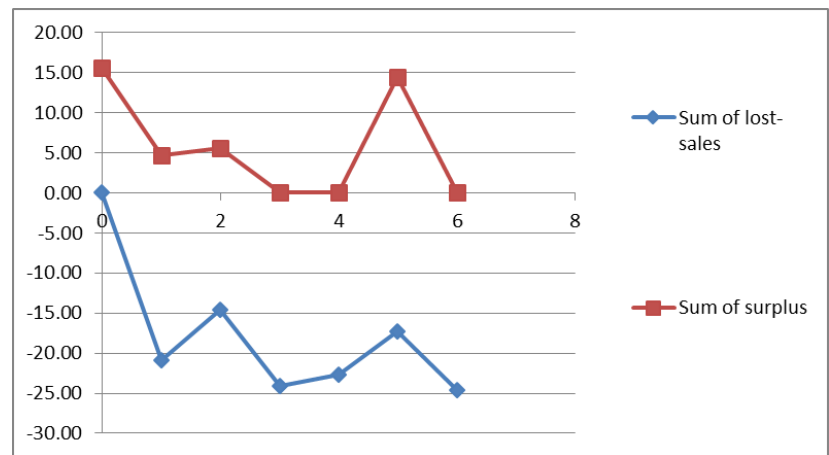
- The impact of demand uncertainty and power of the **Newsvendor** Model.
- Shortage gaming (**panic orders, hoarding**), the impact of information, and how to allocate limited supply among customers for fairness and efficiency,
- Competition and equilibrium (**Prisoners' Dilemma**): how one team's action may affect other teams' profit? Why order inflation is inevitable?

Trajectory Example



Facing stable demand, why did total order increase significantly over time?!

Panic orders



Why do we have both lost-sales and surplus inventory in the same time?!

Hoarding

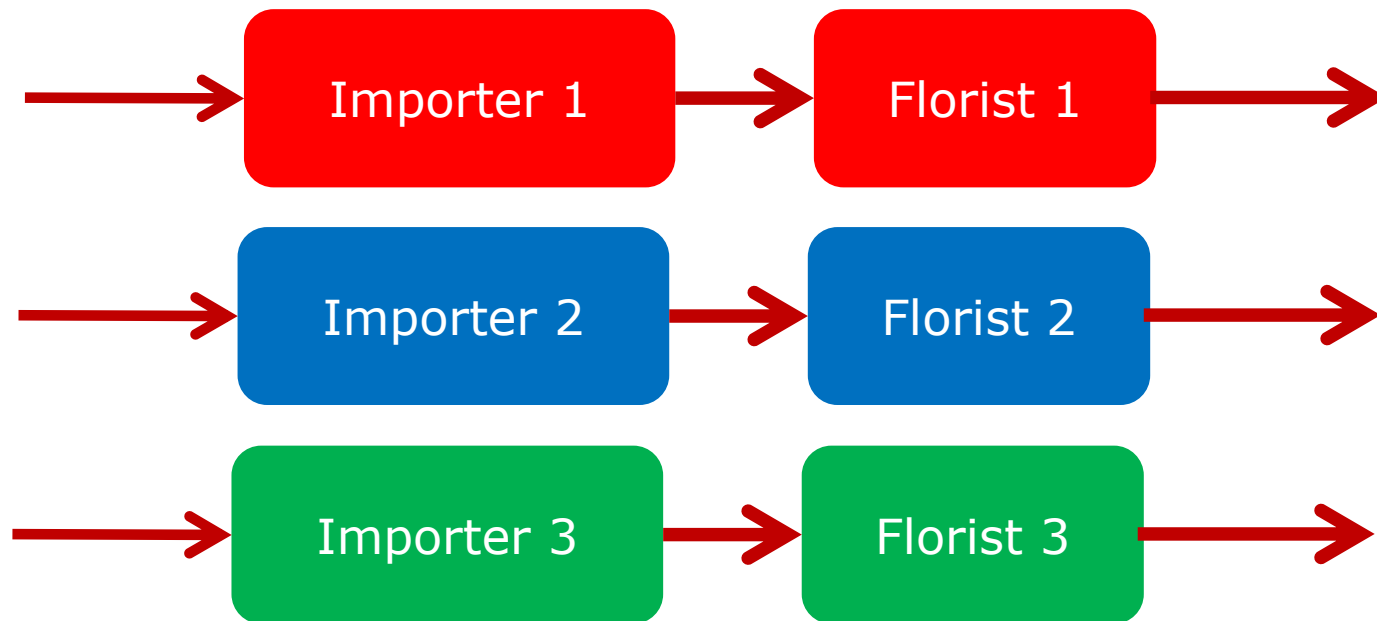
Supply Chain **Flower Games**

*Flora***PARK**¹

A Strategic and Competitive
Supply Chain Simulation Exercise



Supply Chains



C-suite team perspective: S&OP, marketing, supply chain

The Game

- Multiple supply chains and teams
 - Each supply chain consists of an importer and a florist
 - Retail florists sell to the domestic market
 - Importers source supply from oversea growers
- The importer and florist, as trading partners, have conflicting interests
- Indispensable in the supply chain, must work together to win the competition.



Supply Chain Management

- If you fight your partner, your supply chain cannot win.

Live as one or die as two



- Even if your supply chain wins, you may not.

**Ultimately, you must watch
out for yourself**



Students' Feedback

“The best part about the FloraPark simulation was the **conflicting motivations** between the firms in the supply chain. ... There must be a careful balance between **self-interested** actions to capture the maximum amount of value from the supply chain and **collaboration** to compete against the other supply chains. ...”

Teaching Evaluations (Mine)

- From 4.0 [out of 5] to 4.6

What do you like best about this course?:

"In class simulations - they helped me visualize the material we were learning about"

"The supply chain games."

"Experiential learning simulations"

"Professor Yao is a great instructor, liked the way he managed and taught this course. Specially the games"

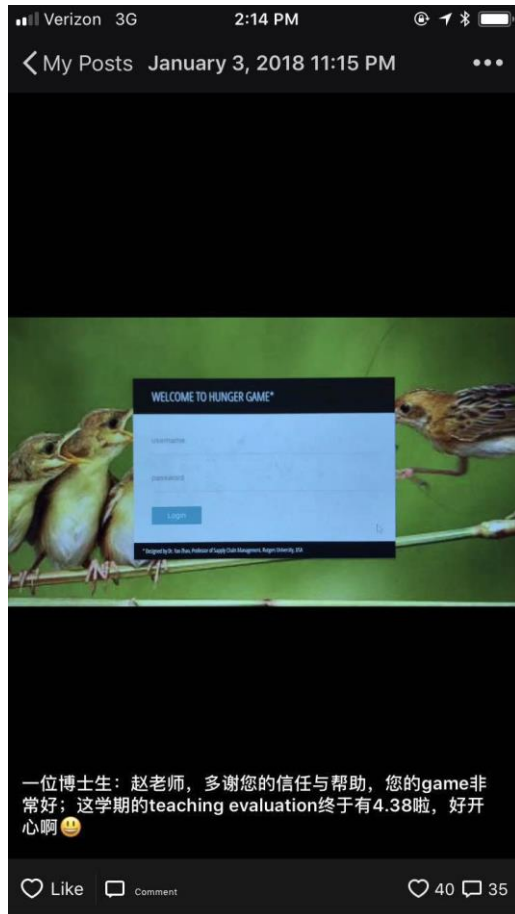
"topics, simulation games"

"Working through the homework cases."

In what ways, if any, has this course or the instructor encouraged your intellectual growth and progress?:

"The instructor covered a wide array of different topics to supply chain strategies. That sparks interest and intellectual growth topics or business matters that one had not previous considered or tied together."

Teaching Evaluations (A PhD student)



Thank you, Professor Zhao, for your trust and support; The game worked really well. My teaching evaluation in this semester finally reached 4.38 [out of 5] – I am SO happy!

Panel discussion



Welcome To Rutgers



Supply Chain Directors Conference

Randy Strang | UPS | Vice President

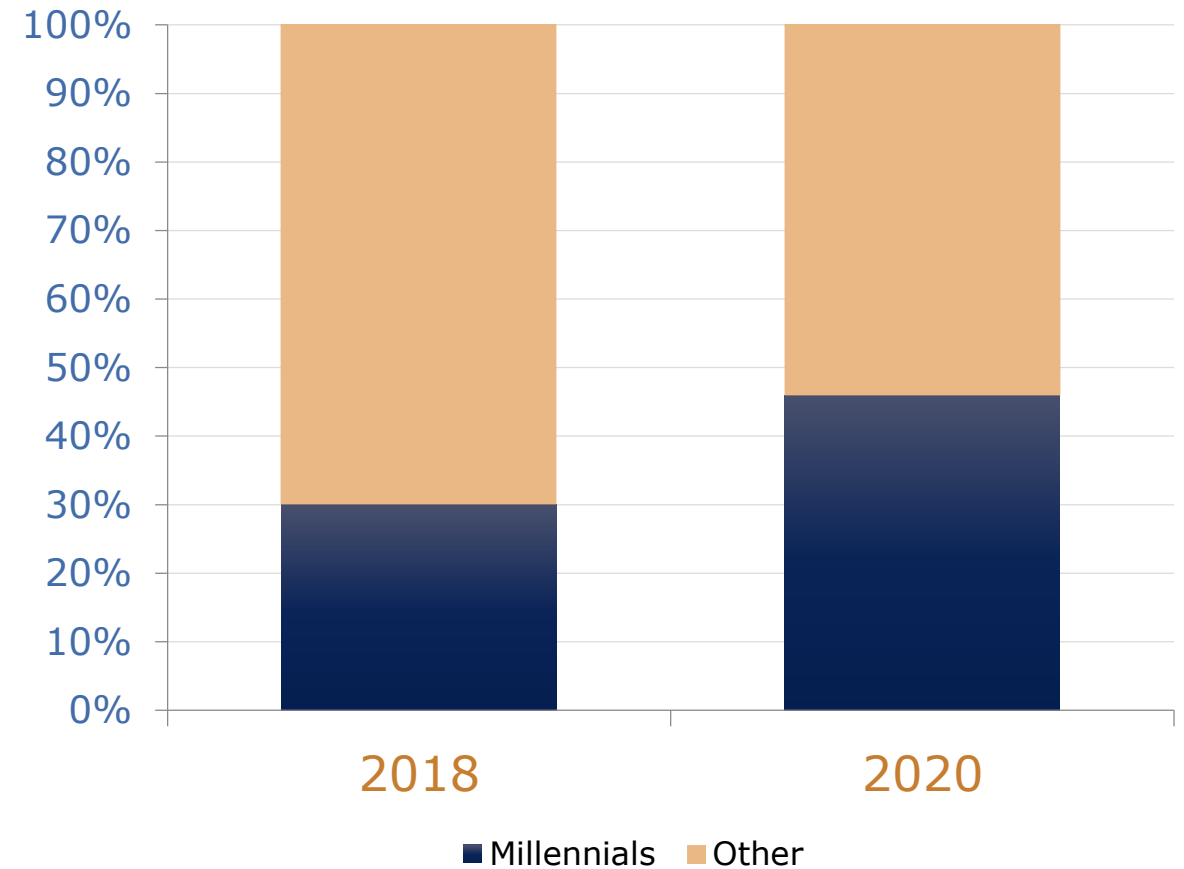


Millennial Ambitions

67% want to start their own business

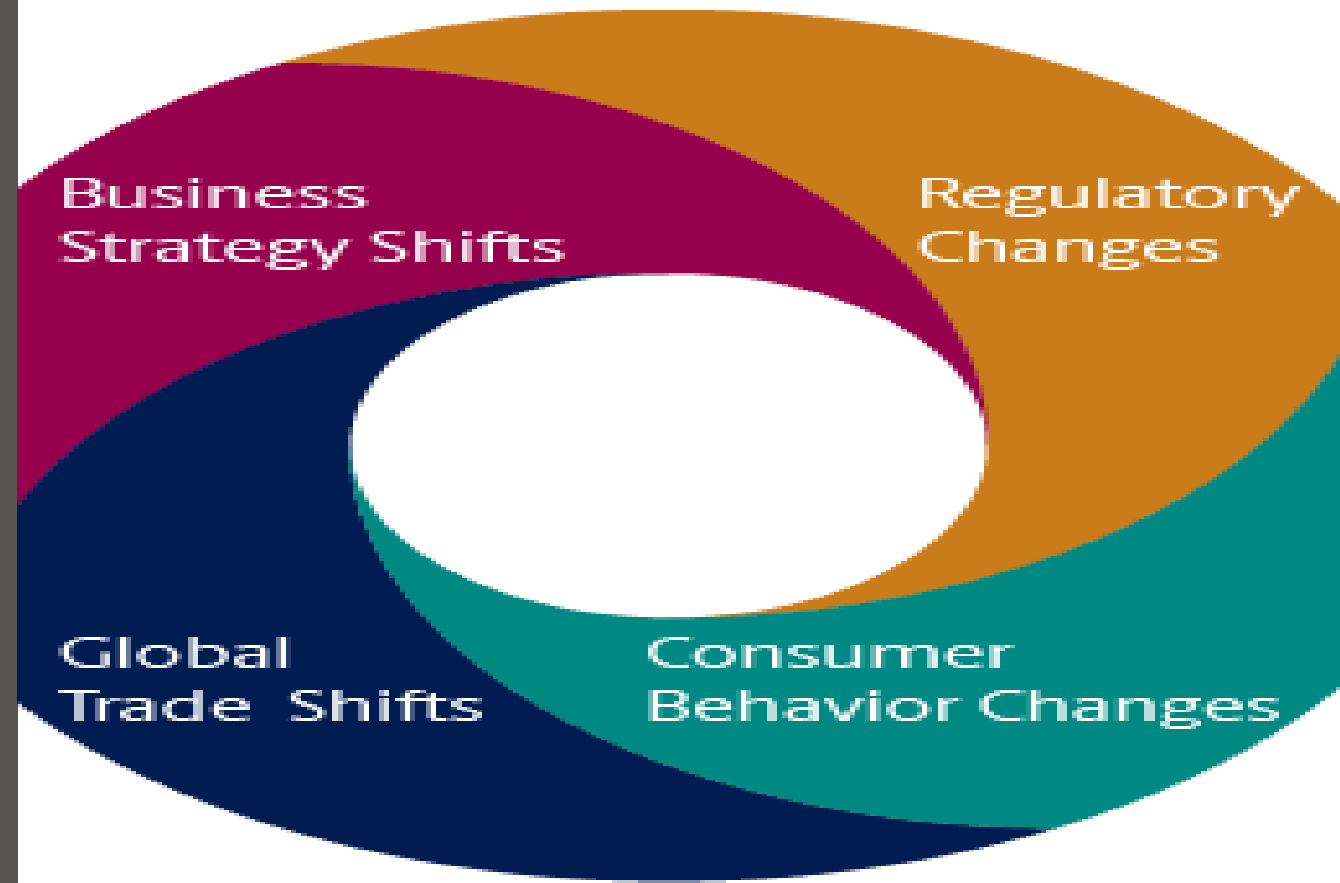
16% want to climb the corporate ladder

Millennials in the Workforce



Forces of Change

- Blockchain
- Machine Gaming
- Adaptive Intelligence
- IOT



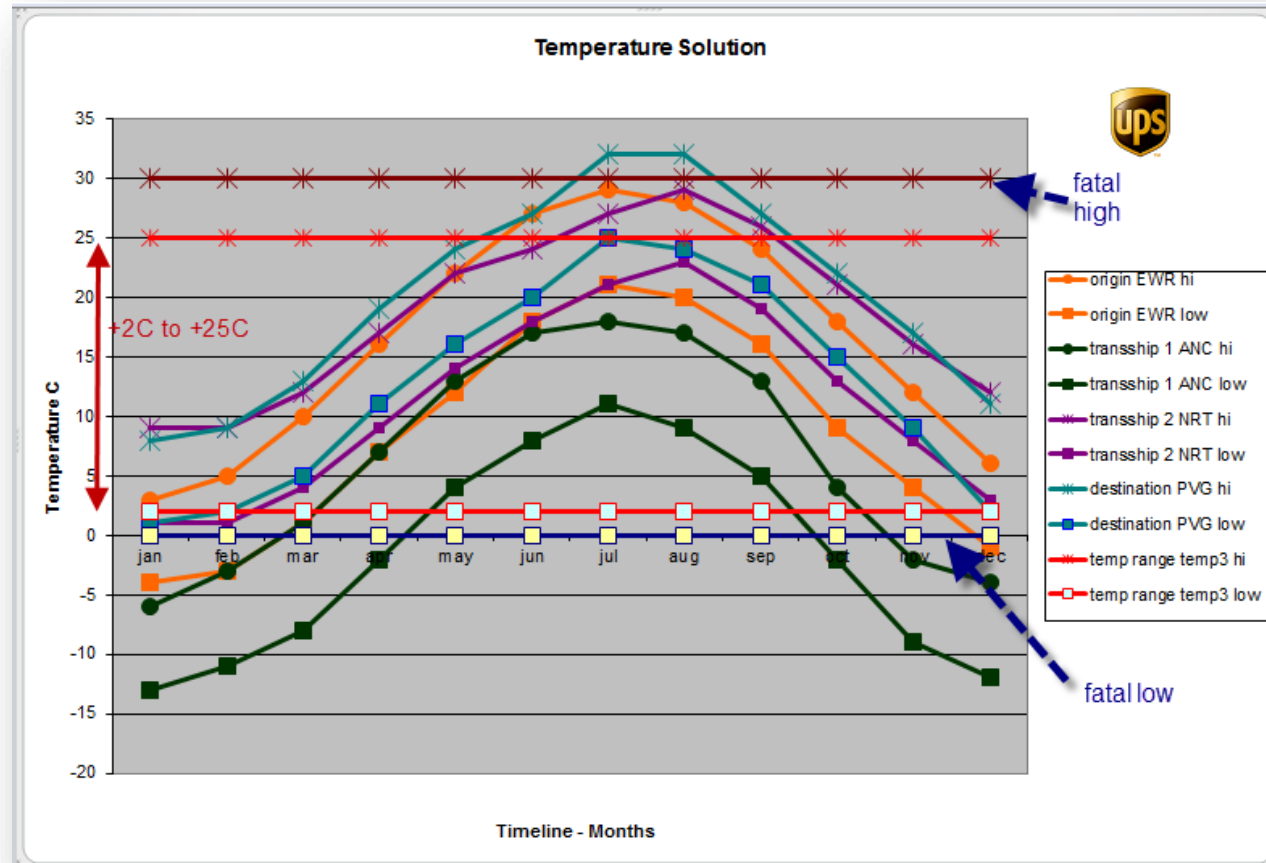






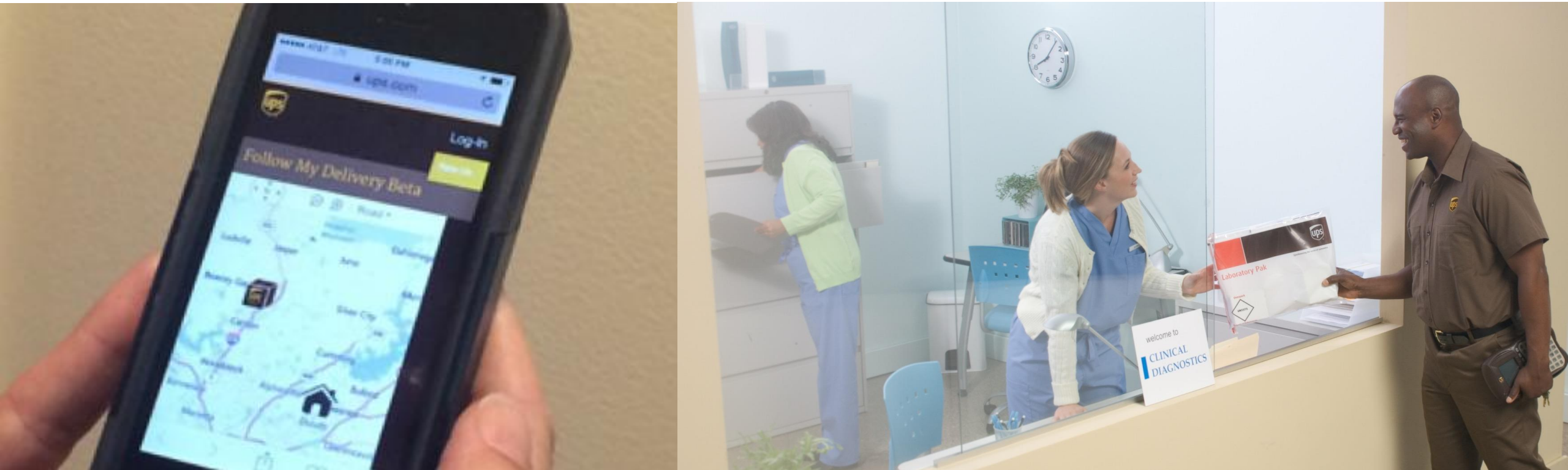
UPS® Thermal Protection Solution


Predictive
Analytics



Global Tradelane
Quality

UPS Follow My Delivery






TOSHIBA MEDICAL

TAMS – FSR Mobile Access Tool





Welcome to **John Doe**
[Logout](#)

My Account

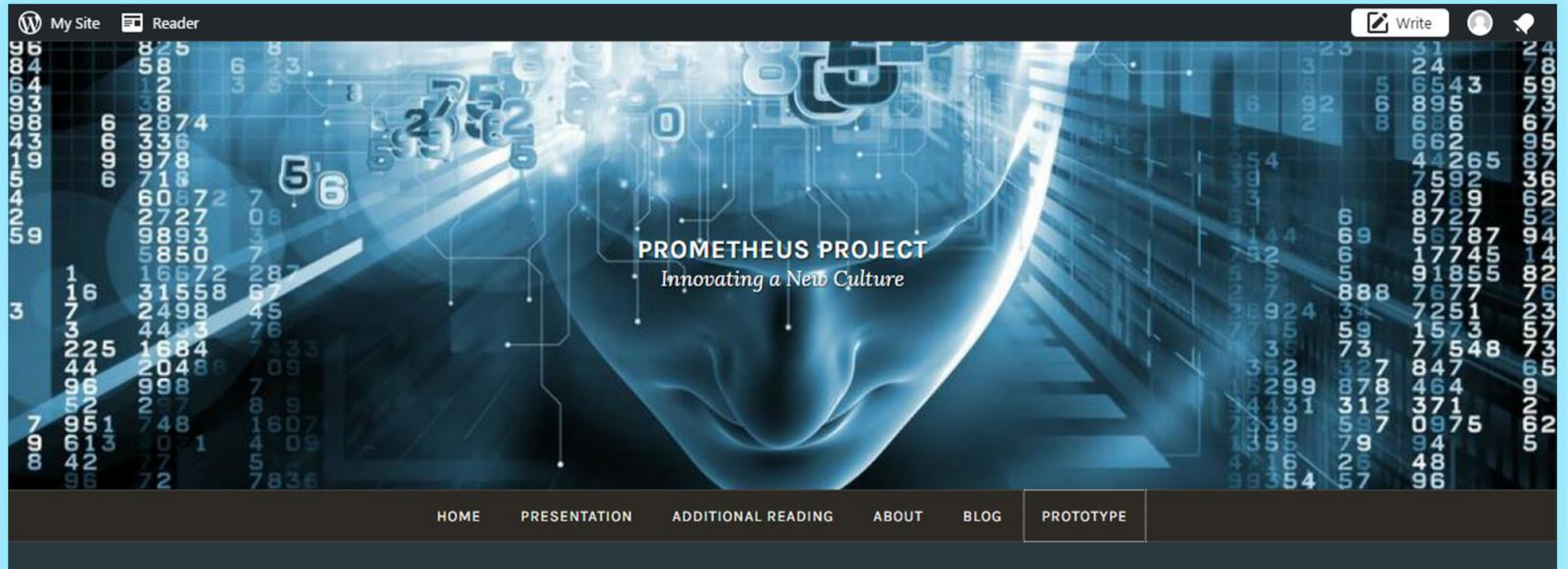
Track

 10

Number of Shipment - 4

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	<div>1Z67W3809000124568</div> <div>UPS Supply Chain Solutions, Alpharetta, GA,US</div> <div>Home-Woodstock</div> <div>Thursday, 05/06/2016, By end of day</div> <div>Porch</div> <div></div> <div>Rescheduled 05/06/2016</div> <div>Assign To <div>Select</div> <div>Assign</div></div>
	<div>1Z67W3809000124568</div> <div>UPS Supply Chain Solutions, Alpharetta, GA,US</div> <div>Home-Woodstock</div> <div>Thursday, 05/06/2016, By end of day</div> <div>Porch</div> <div></div> <div>Out for Delivery</div> <div>Assign To <div>Select</div> <div>Assign</div></div>
	<div>1Z67W3809000124568</div> <div>UPS Supply Chain Solutions, Alpharetta, GA,US</div> <div>Home-Woodstock</div> <div>Thursday, 05/06/2016, By end of day</div> <div>Porch</div> <div></div> <div>Out for Delivery</div> <div>Assign To <div>Select</div> <div>Assign</div></div>

Prometheus



UPS University Alliance



Leadership Potential

Agility

Engagement

Ability

Aspiration



UPS and Rutgers University Intern Program



RUTGERS
THE STATE UNIVERSITY
OF NEW JERSEY

Summer Intern Projects

UPS Global Freight Forwarding and UPS Brokerage Project

Customer Research – Preparation for Whiteboard session

Freight Forwarding monitoring tool modeling

Social Media Ads



“Don’t join an easy crowd: you won’t grow.

Go where the expectations and the demands to perform are high”

– Jim Rohn



” Within each of us there is a mysterious innate force that drives us onward. It wants us to do better and be better. Call that force conscience, ambition, determination, power of will, or whatever you choose, it constantly whispers in our ears words of advice, stimulation and encouragement. If you will but heed the voice and utilize that inner power to the limit of its potentialities, nothing on earth can stop your progress.”

– Jim Casey, UPS Founder





Thank you

Randy Strang
rstrang@ups.com

INDUSTRY-ACADEMIC ENGAGEMENT

Presentation to the SC Directors Conference
March 22, 2018



APICS – The Association for Supply Chain Management

45,581 members as of today

APICS Vision Statement:

APICS—the world’s leading community for end-to-end supply chain excellence.

APICS Mission:

Fostering the advancement of end-to-end supply chain management through a body of knowledge, innovative research, systems, and methods to create value for customers, members, and organizations.

CPIM 107k
1973

CSCP 24k
2006

CLTD 1k
2016

Academic Strategy (People, Networking, Experiences, Growth)

10,294
Members
(free)

Student
Membership

Student
Chapters/Clubs

Scholars
Program

Case
Competition

Career
Resources

Faculty
Membership

Local Industry
Chapter

Teaching
Resources

Research
Grants/Journals

Academic
Committee

639
members
(\$80)

200+
U.S. Chapters

192k in 17-18
CFP Fall 2018
Journal of Ops Mgmt
Transportation Journal

First F2F
on Mar 26

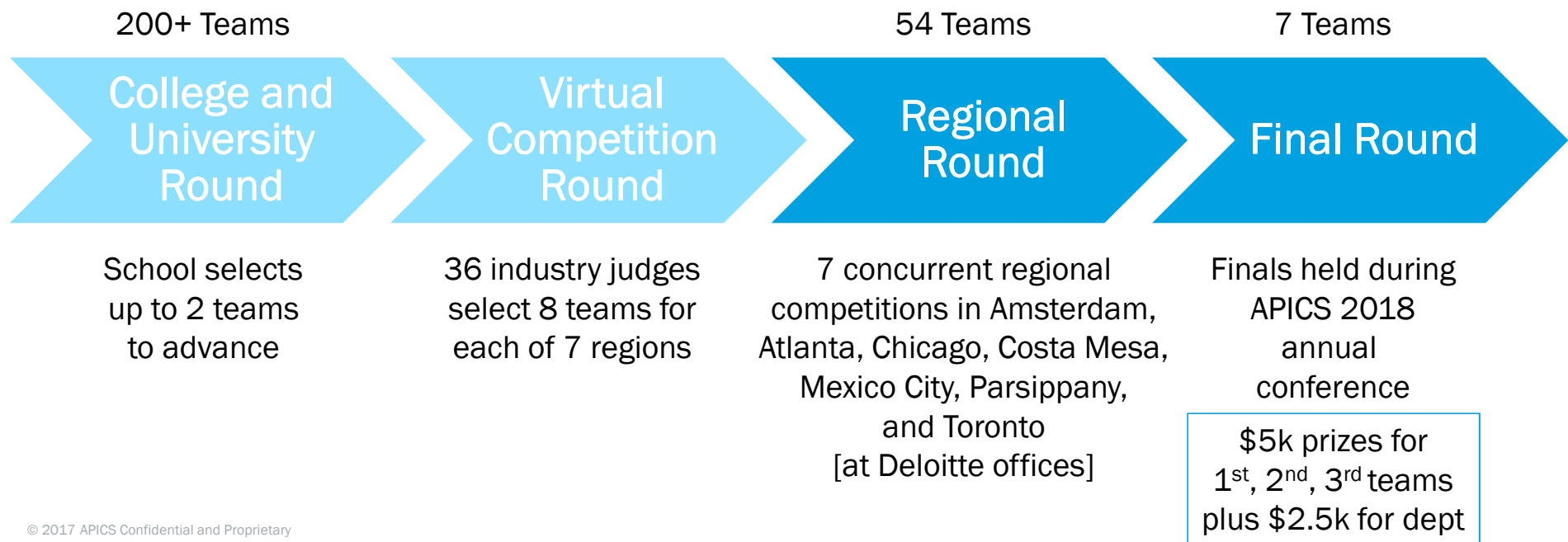
At APICS
annual conference

Deloitte
collaboration
new in '17

APICS Case Competition – Overview

Create a challenging end-to-end supply chain experience using industry situations

3 different cases drawn from a leading consultancy's engagements with industry



The primary motivation:
challenged, smiling faces

**APICS CASE
COMPETITION** In collaboration with
Deloitte.

Feb 24, 2018
Bradley team, winner
of Chicago Regional
with judges, APICS,
and Deloitte



The primary motivation:
challenged, smiling faces

**APICS CASE
COMPETITION** In collaboration with
Deloitte.



Feb 24, 2018: All participants at Chicago Regional, including judges, APICS staff, and Deloitte staff

Student Scholars Program at APICS Annual Conference



Multi-day program, networking time, teamed with industry mentors, industry presentations, conference sessions

Questions to Consider as Part of Your Discussion about Associations

Does your center have a strategy for association engagement?
What does it include and what are the best practices?

Association-agnostic student clubs appear to be growing. Better than establishing specific student chapters? Center role?

How do your departments and schools inform, encourage, track and recognize faculty and student engagement with professional associations?

How does your university prepare students for a career of continuous professional development that includes associations as one of the professional development resources?



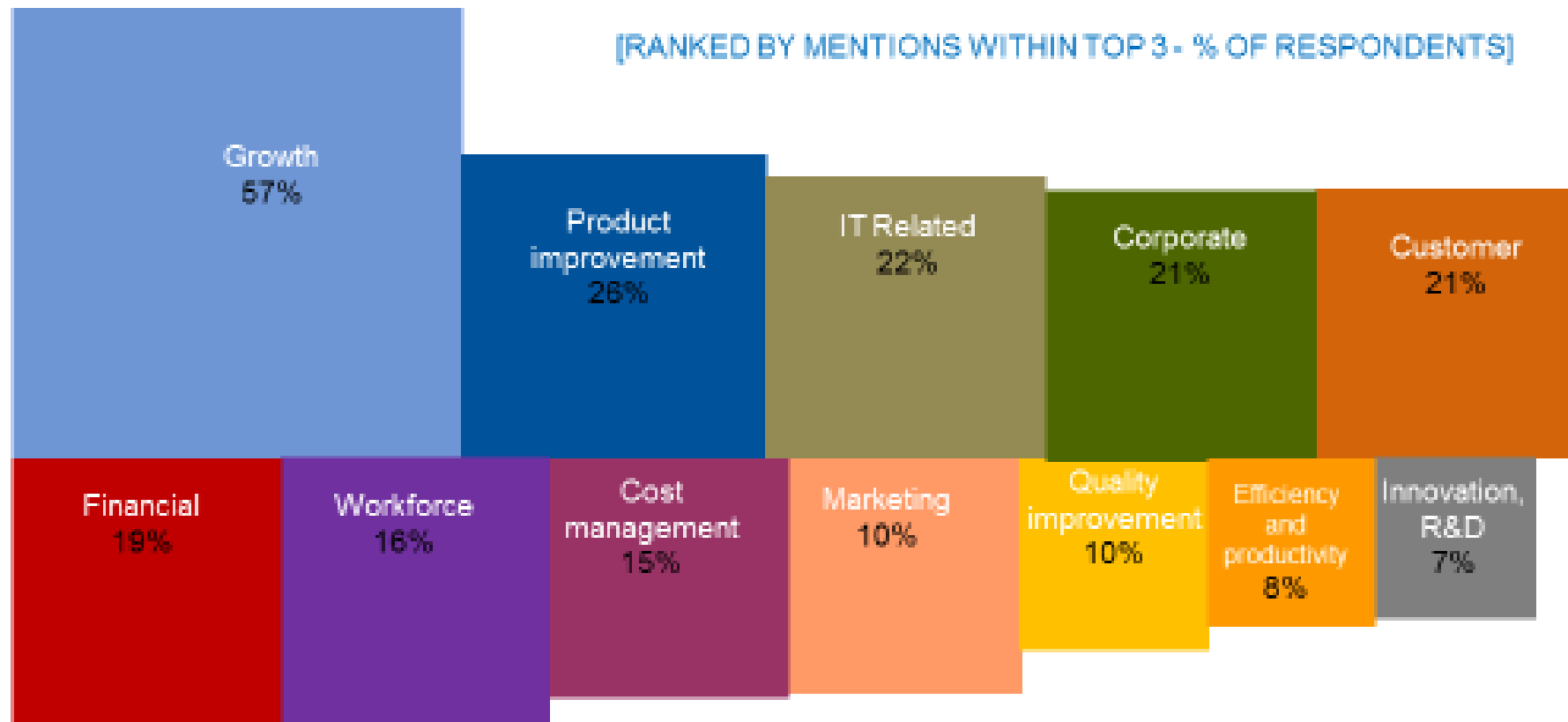
Supply Chain Talent Outlook

2018 Supply Chain Directors Conference

Dana Stiffler
March 2018
Rutgers University

Gartner®

What CEOs are CEO Top Business Priorities for 2017/18 telling us!



Q: To start, please tell us about your organization's top 5 strategic business priorities for the next 2 years (2017/2018).

n=141 CEOs and Sr. Business Executives In Supply Chain-Intensive Industries



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OPEN TEXT: SEE VERBATIM FILE FOR DETAILED RESPONSES

Gartner

tner

Top 12 CEO Priorities, 2017 vs. 2016

What CEOs are telling us!

Top priorities, ranked by mentions within TOP 3 - % of respondents



Priority change to prior year

Growth	18%
Product- improvement/new/ more	13%
Corporate	9%
Workforce	-8%
Customer	-7%
Operations improvements	-7%
Financial	-6%
Cost management	3%
Quality improvement	-3%
Efficiency and productivity	-3%
Innovation, R&D	2%
IT Related	2%
Marketing	1%

Q01. Please tell us about your organization's top 5 strategic business priorities for the next 2 years (2016/2017). (asked in 2016 study)

Q01. To start, please tell us about your organization's top 5 strategic business priorities for the next 2 years (2017/2018).

n=141 CEOs and Sr. Business Executives in Supply Chain-Intensive Industries

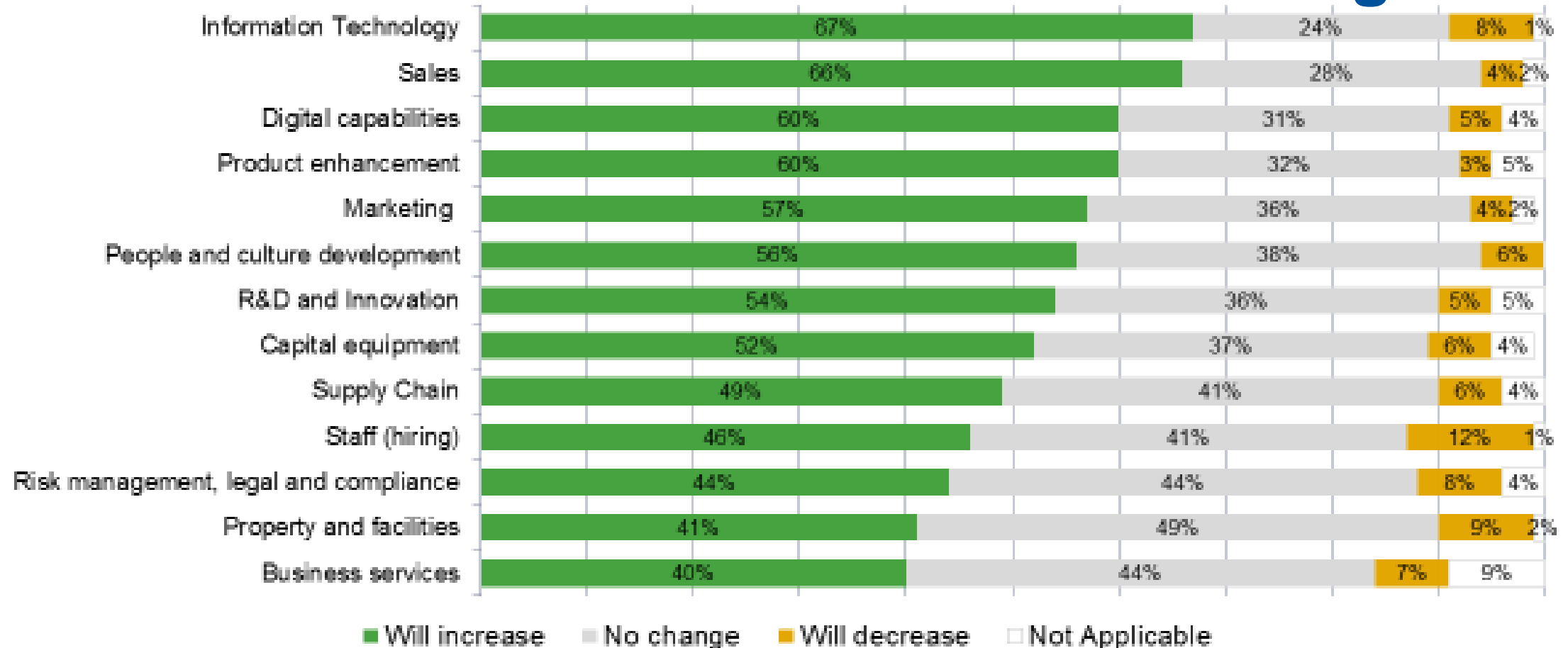
Top priorities for the 2016 survey have been recalculated to match the basis for the 2017 survey calculations showing % of respondents with mentions within top three as opposed to sum of top three; "profit improvement" included into "financial" category to match 2017 categorization.

Gartner



Top 12 CEO Investments, 2017 vs. 2016

What CEOs are telling us!

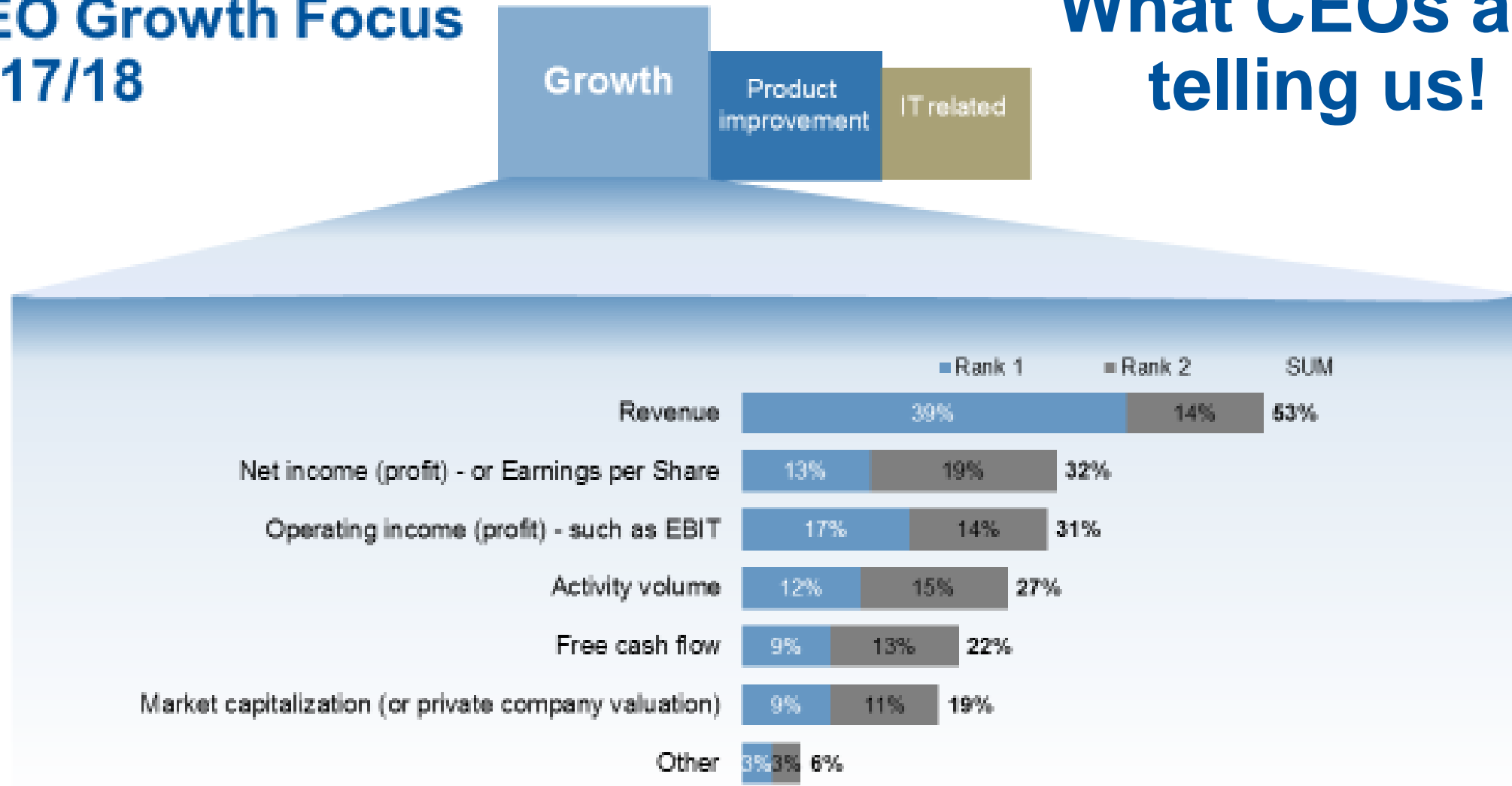


Q: Compared to fiscal year 2016, how will your organization's investments in the following business areas change in fiscal year 2017?

n=140 CEOs and Sr. Business Executives in Supply Chain-Intensive Industries; total answering

CEO Growth Focus 2017/18

What CEOs are telling us!



Q: What kinds of growth is your company pursuing in 2017/18?

n=139 CEOs and Sr. Business Executives In Supply Chain-Intensive Industries, excludes NA

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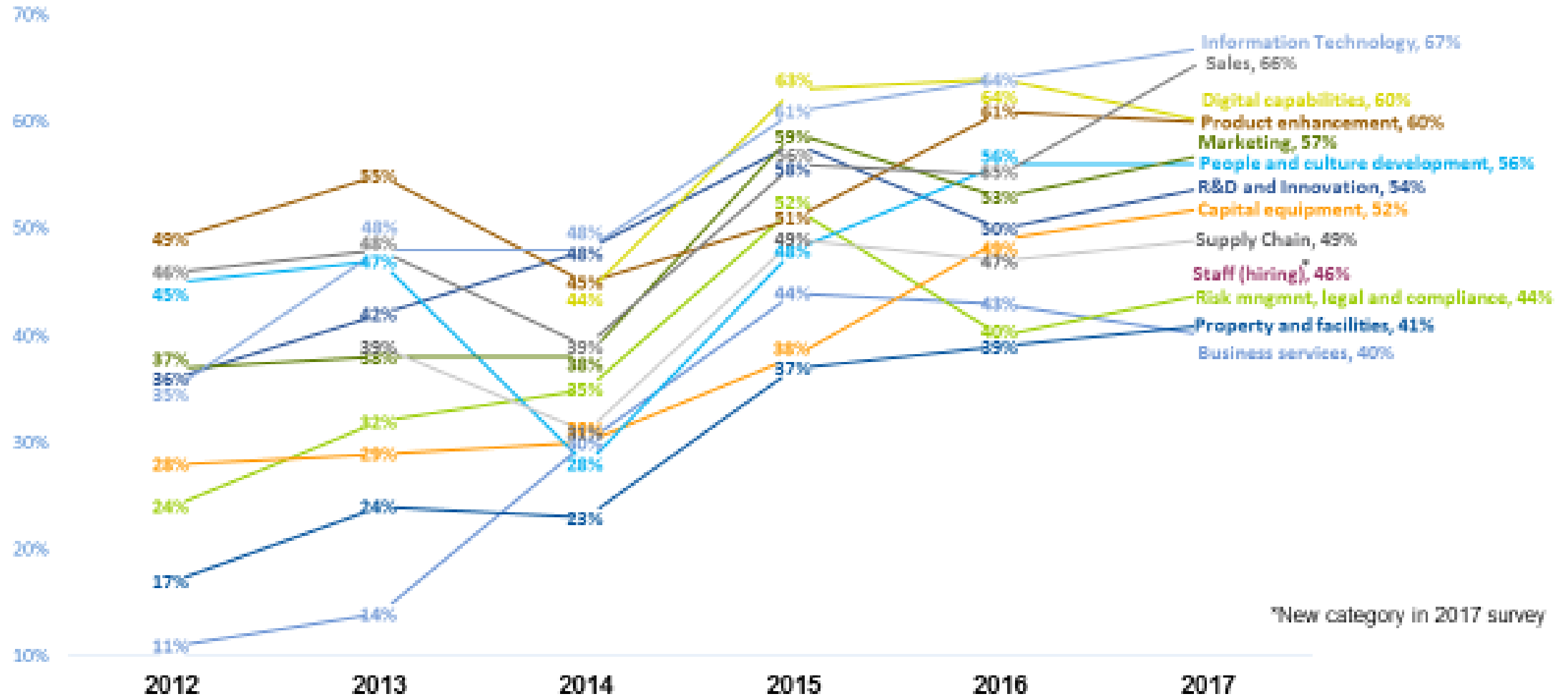
Gartner

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Investment changes year to year—

Percent of respondents to indicate an increase in spending

What CEOs are telling us!



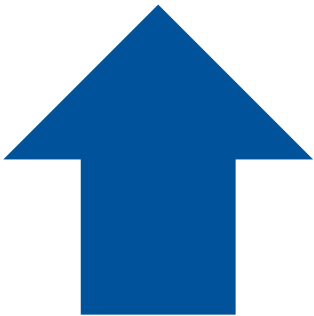
Gartner.

Q2 Compared to fiscal year 2016, how will your organization's investments in the following business areas change in fiscal year 2017?

n=140 CEOs and Sr. Business Executives in Supply Chain-Intensive Industries; total answering

CEO Top Business Priorities for 2017/18

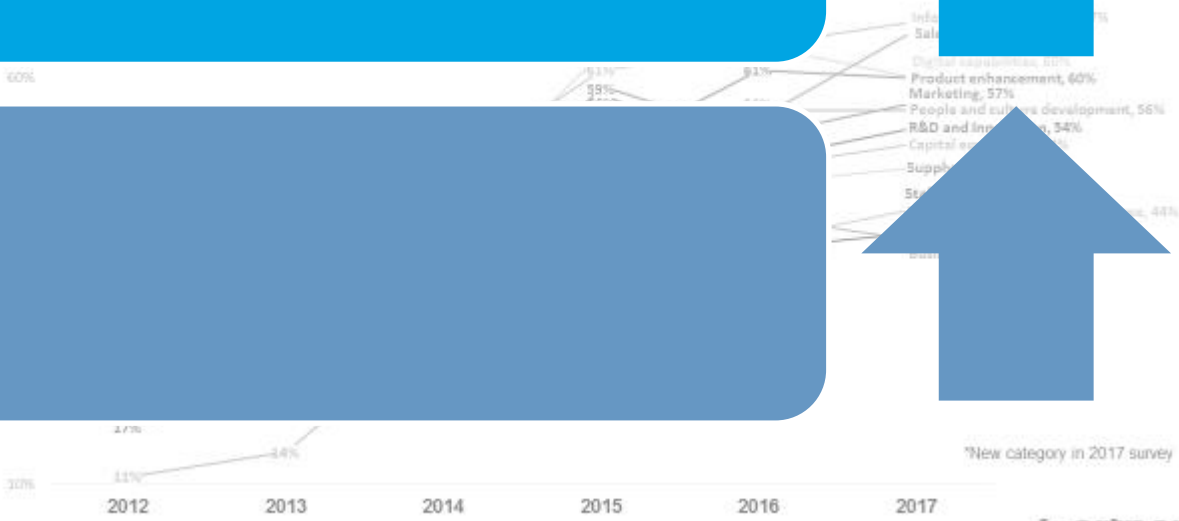
Growth



Product

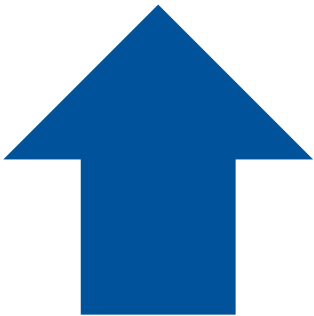


IT + Digital



CEO Top Business Priorities for 2017/18

Growth



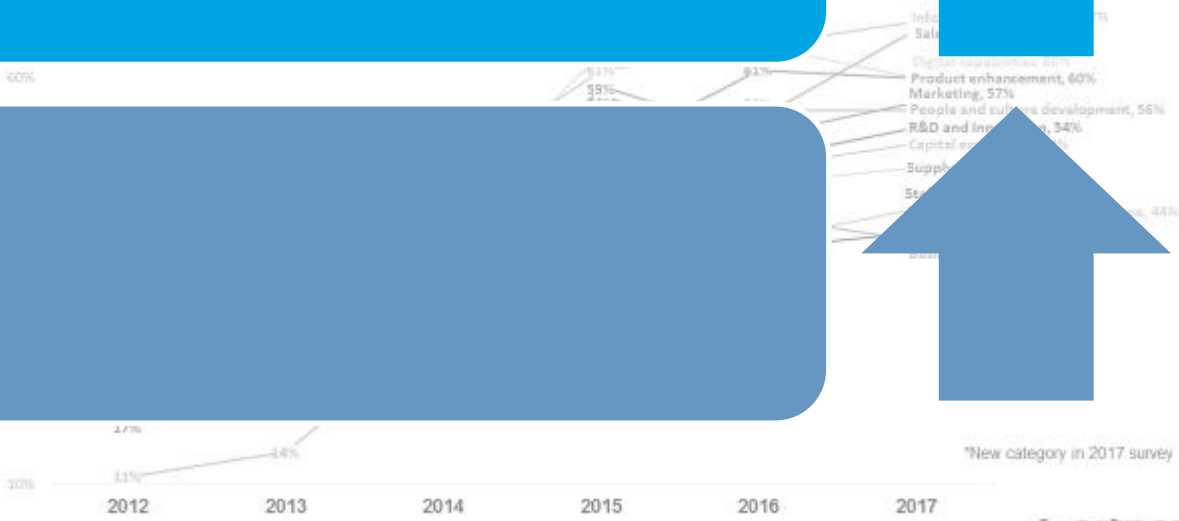
Product

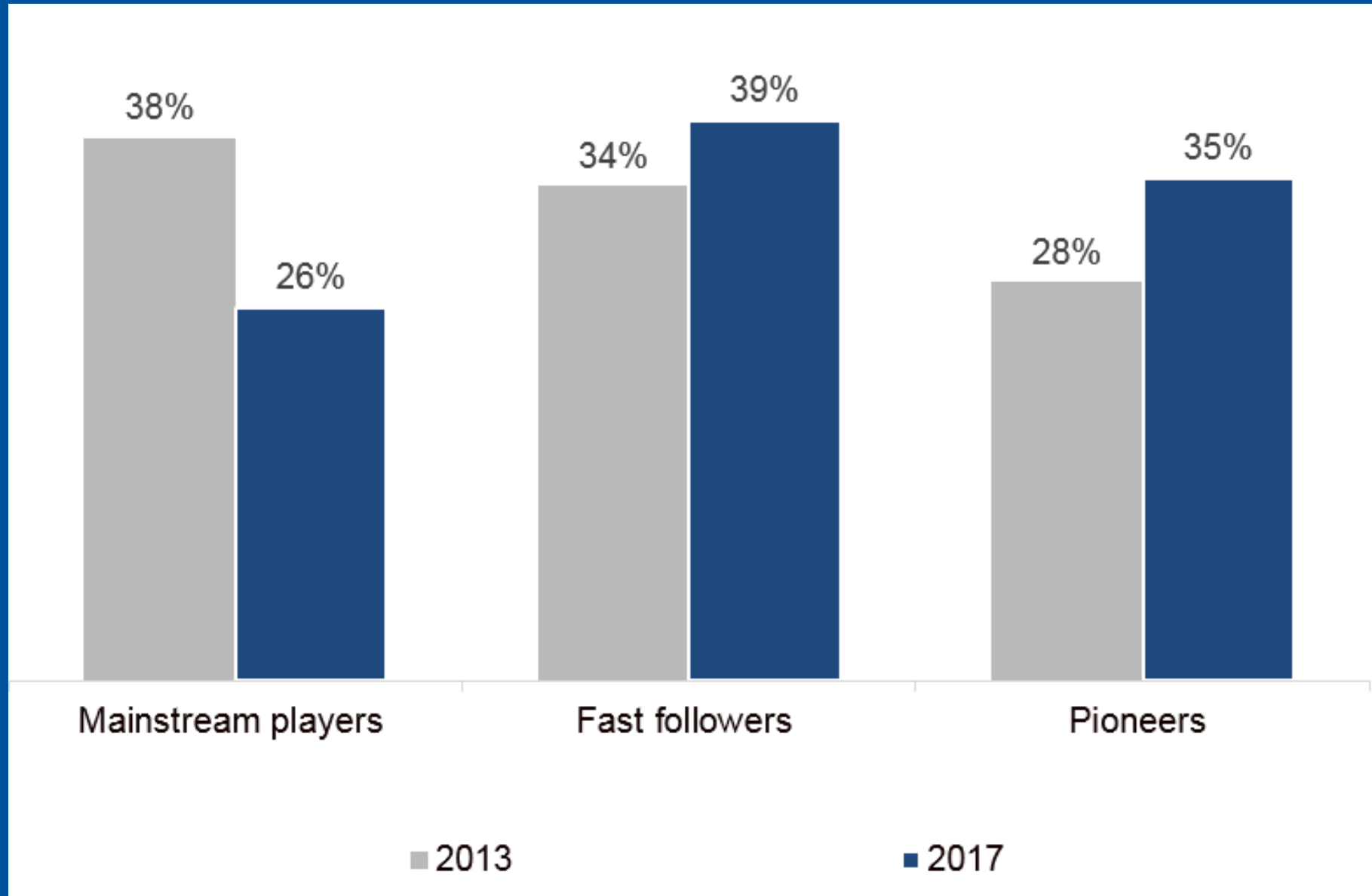


IT + Digital

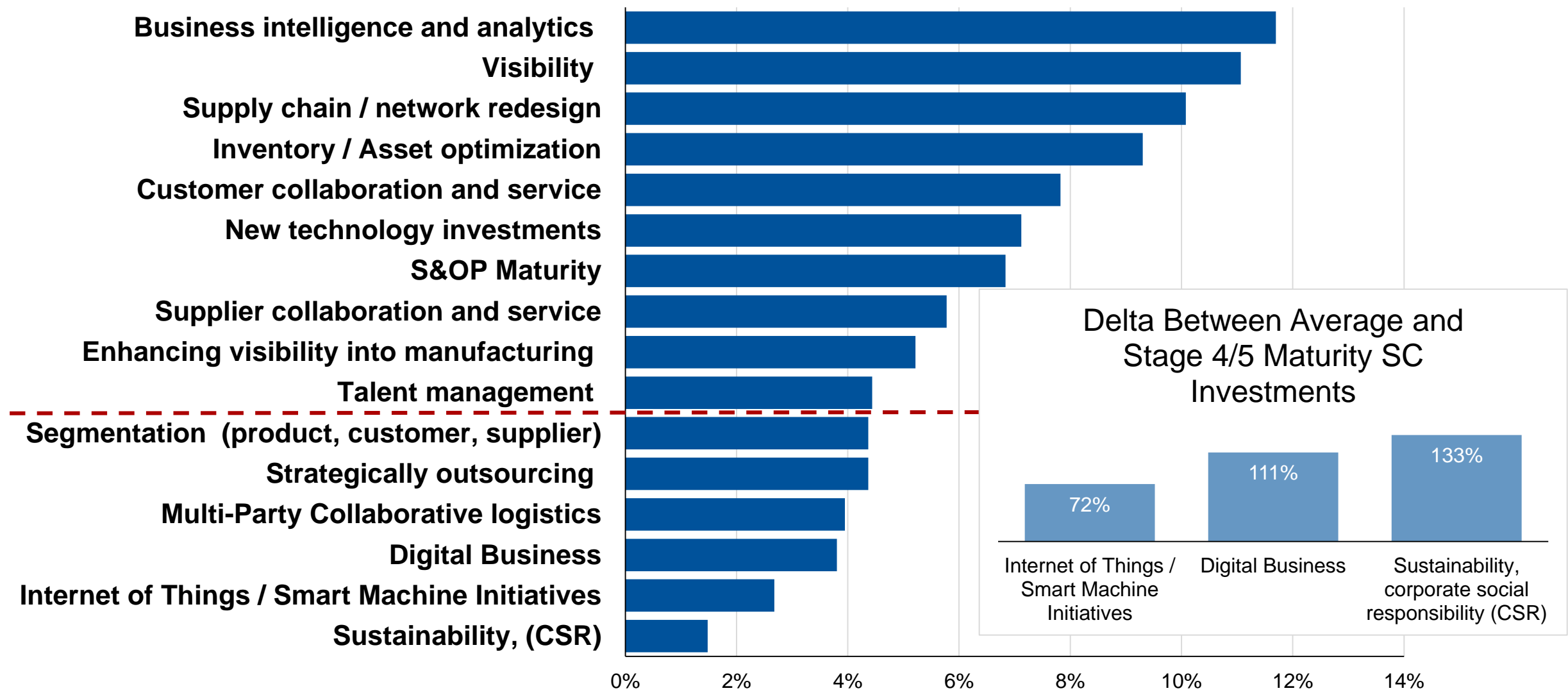


★ OPEN TEXT: SE





Funded SCM Initiatives for 2017



Big Data/
Analytics

Internet of
Things

Cloud
Computing

Machine
Learning

Advanced
Robotics

3D Printing

Drones /
Autonomous
Vehicles

Sharing
Economy

Blockchain

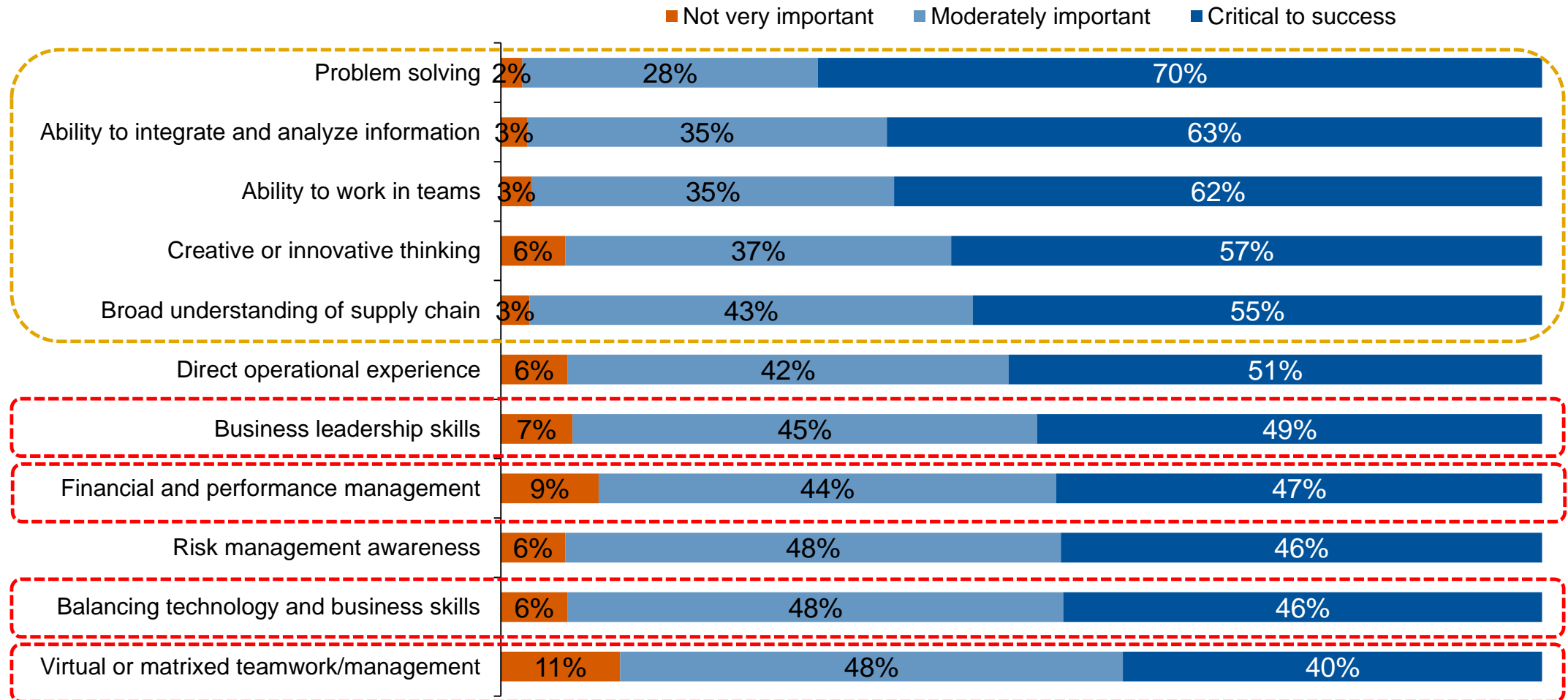
A dramatic, high-contrast image of a stormy ocean under a dark, cloudy sky. Multiple bright, jagged lightning bolts are visible, striking down from the clouds. The water is dark blue with white-capped waves, creating a sense of intense movement and danger. The overall color palette is dominated by deep blues and greys, with the bright white of the lightning providing a stark contrast.

**44% “very concerned”
about cyberattacks**

**What are the implications for my
supply chain talent strategy?**

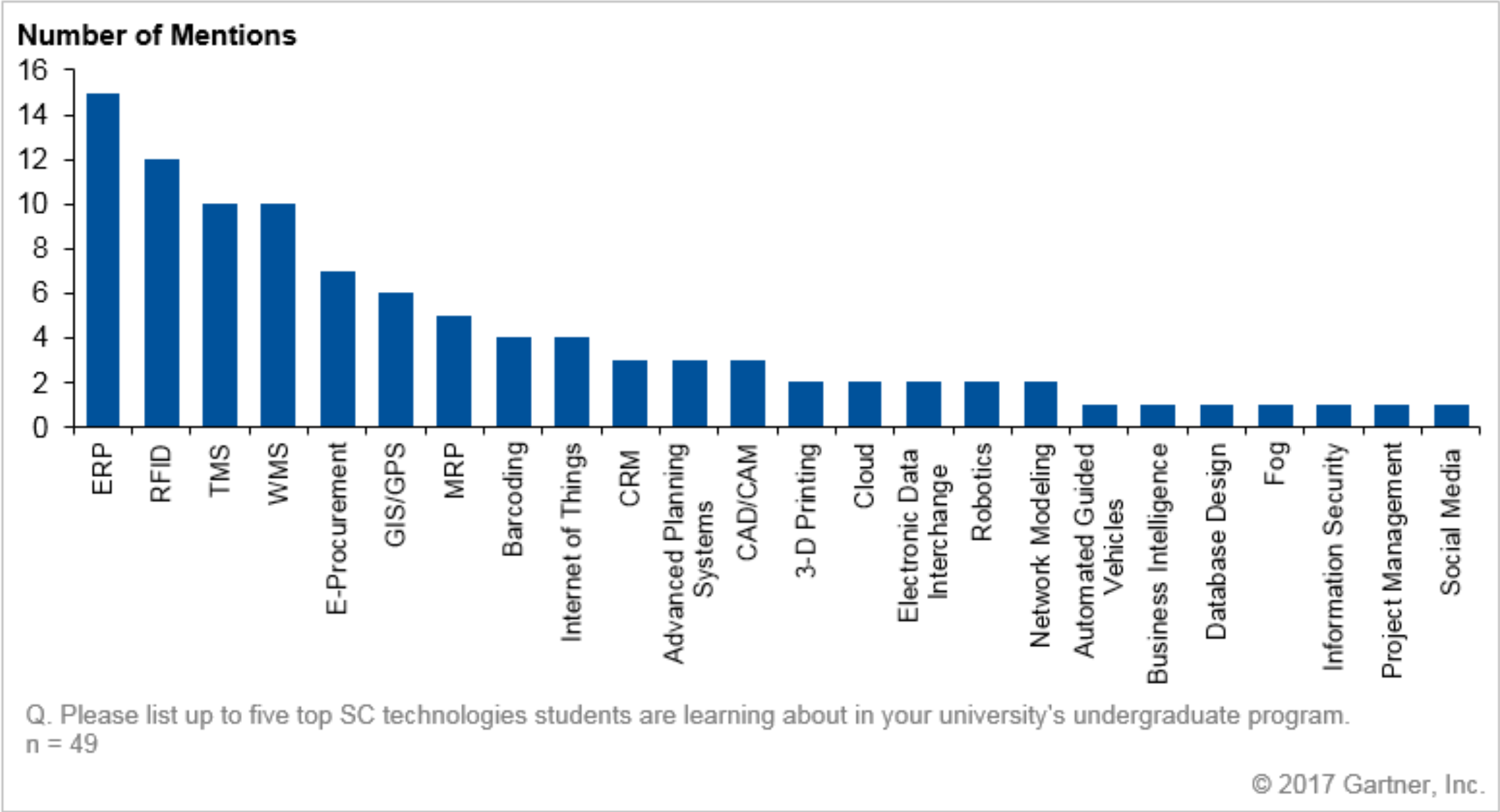
Skillsets View Largely Unchanged

Q: How important are each of the following to the supply chain organization's success?

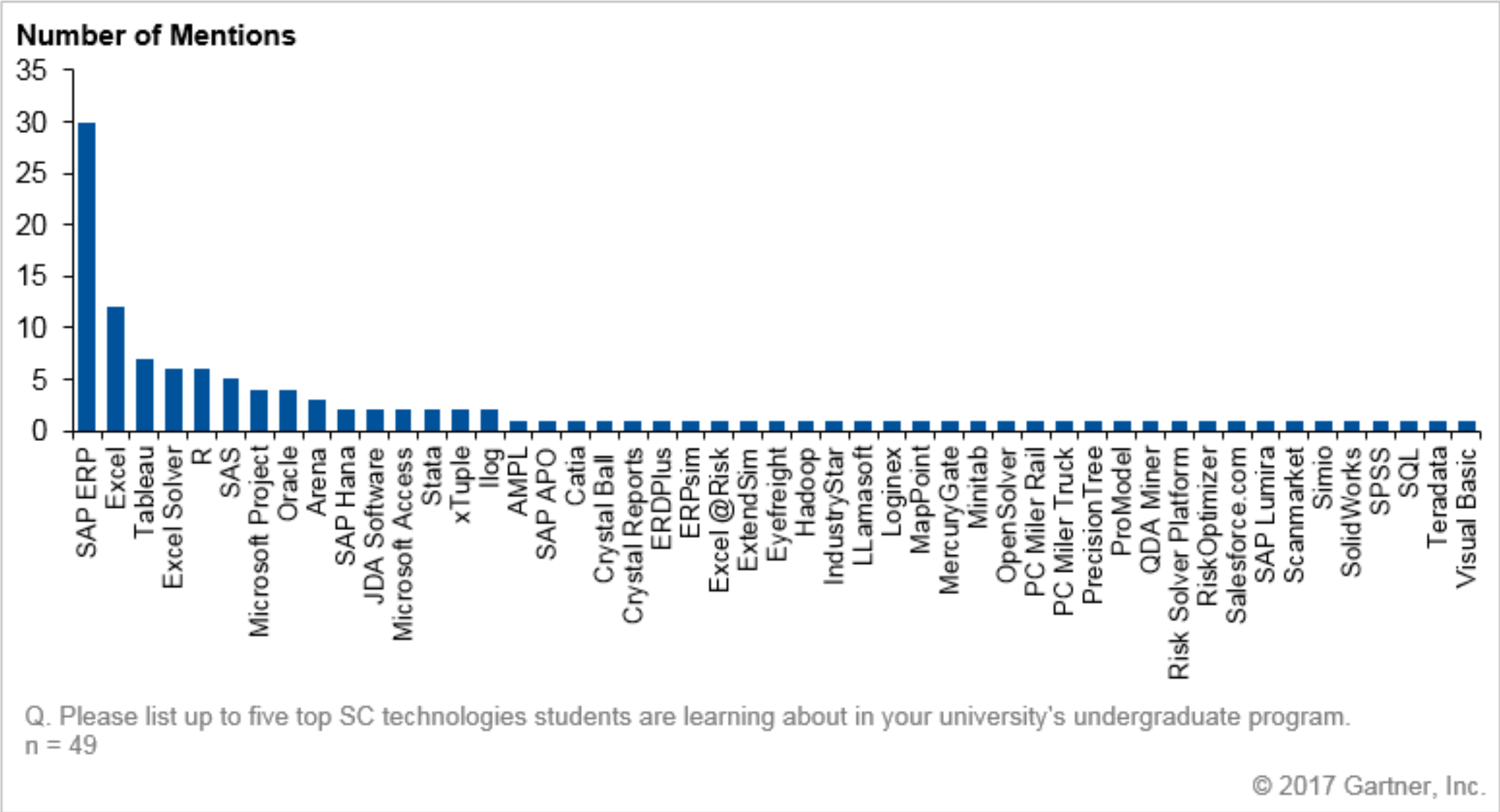


n=437

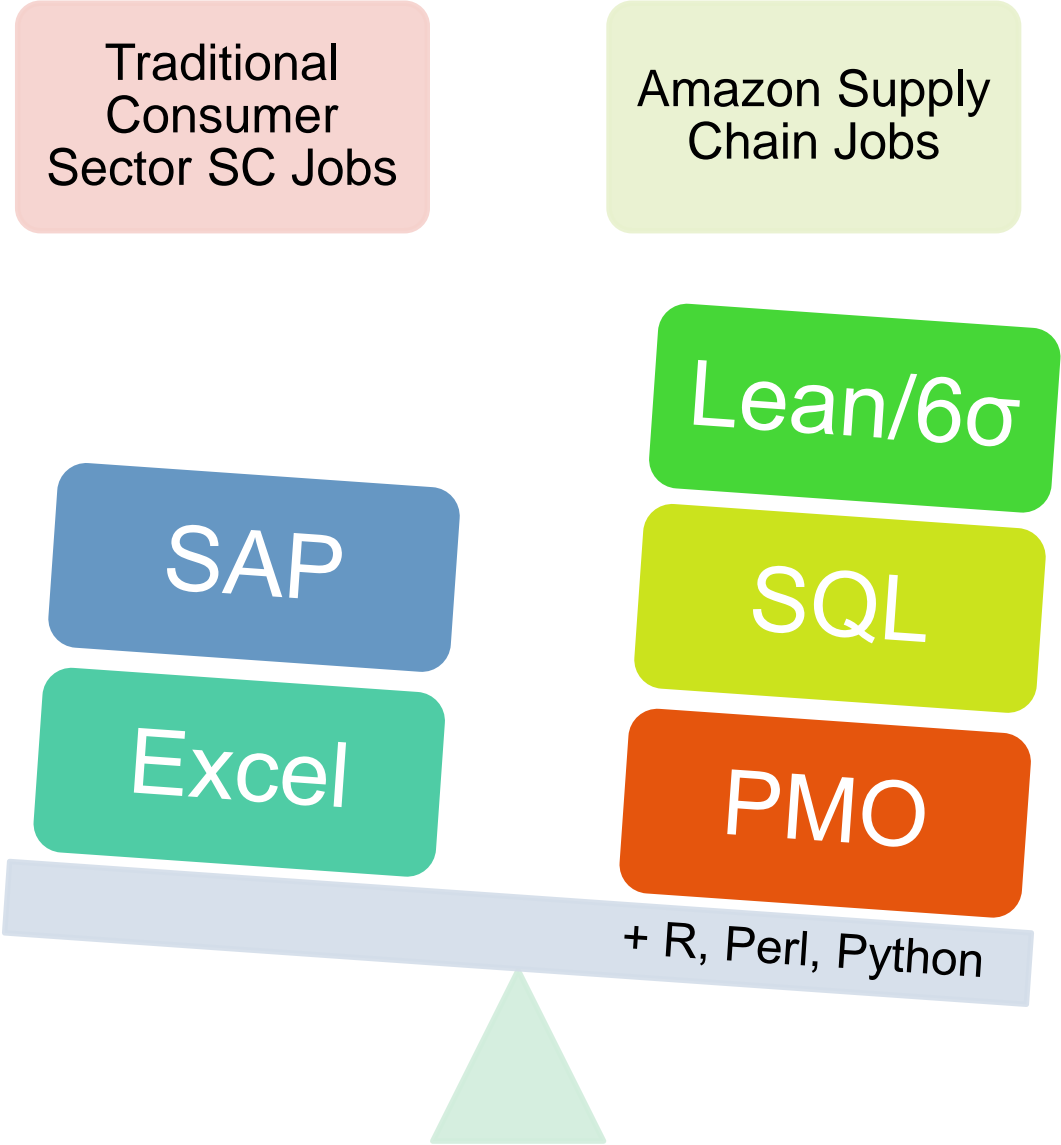
Technology & Analytics Views – How Technical?



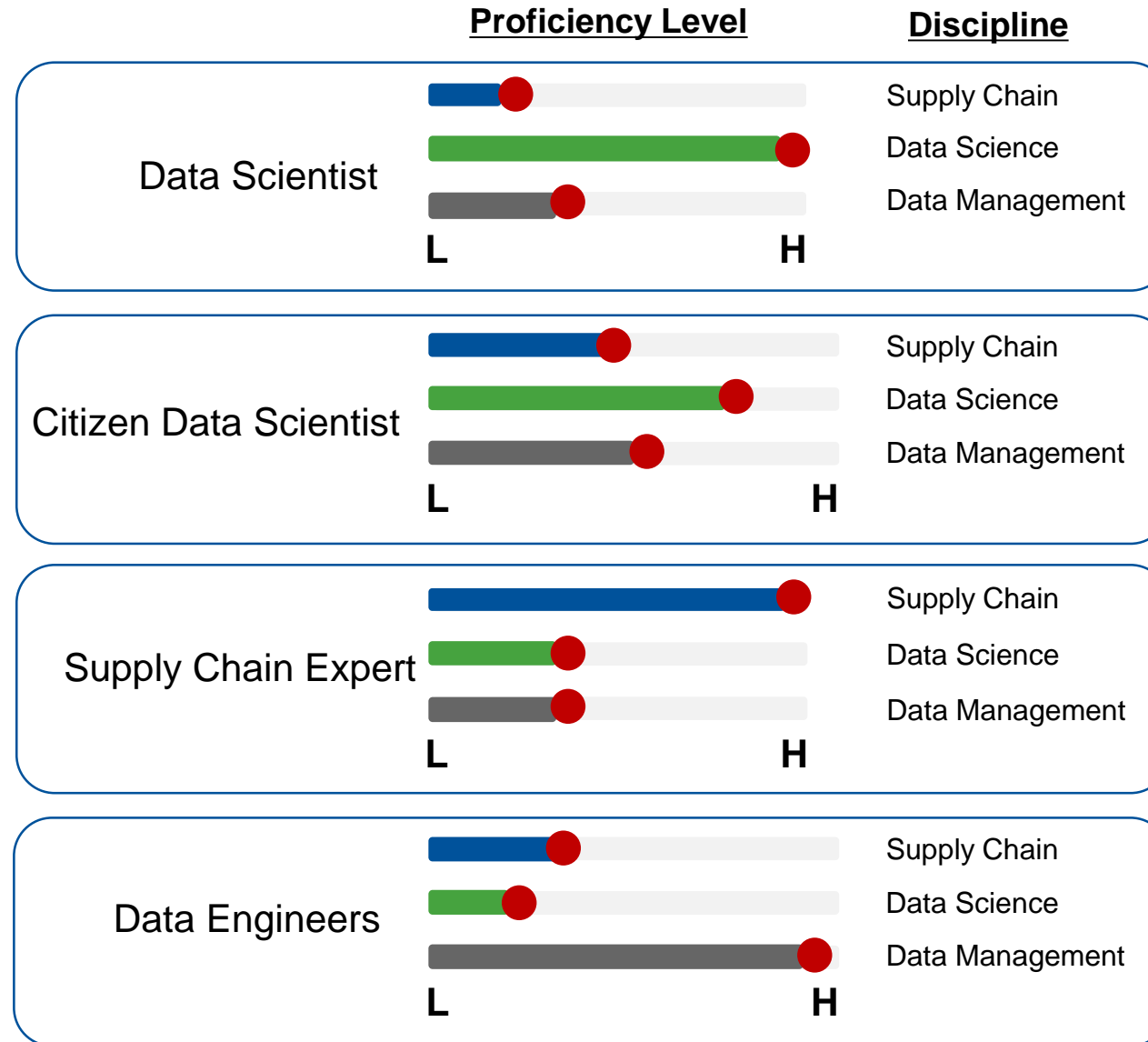
Technology & Analytics Views – How Technical?



Help Wanted



Skillsets To Support Supply Chain Analytics



By 2023, 30% of companies in Gartner's Supply Chain Top 25 will pursue a flatter supply chain planning organization where the roles of a traditional planner and supply chain manager are combined.

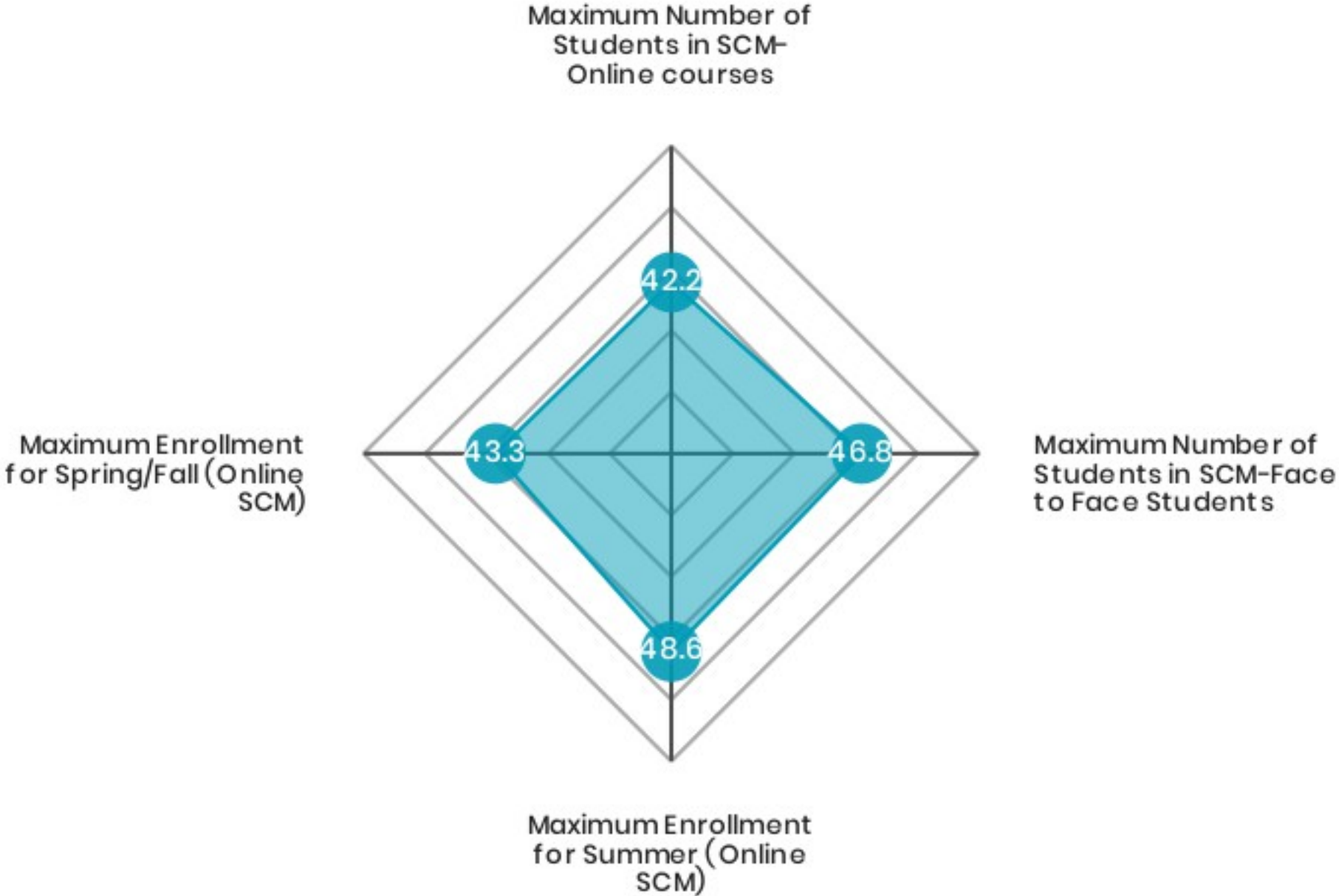


Thank You
dana.stiffler@gartner.com

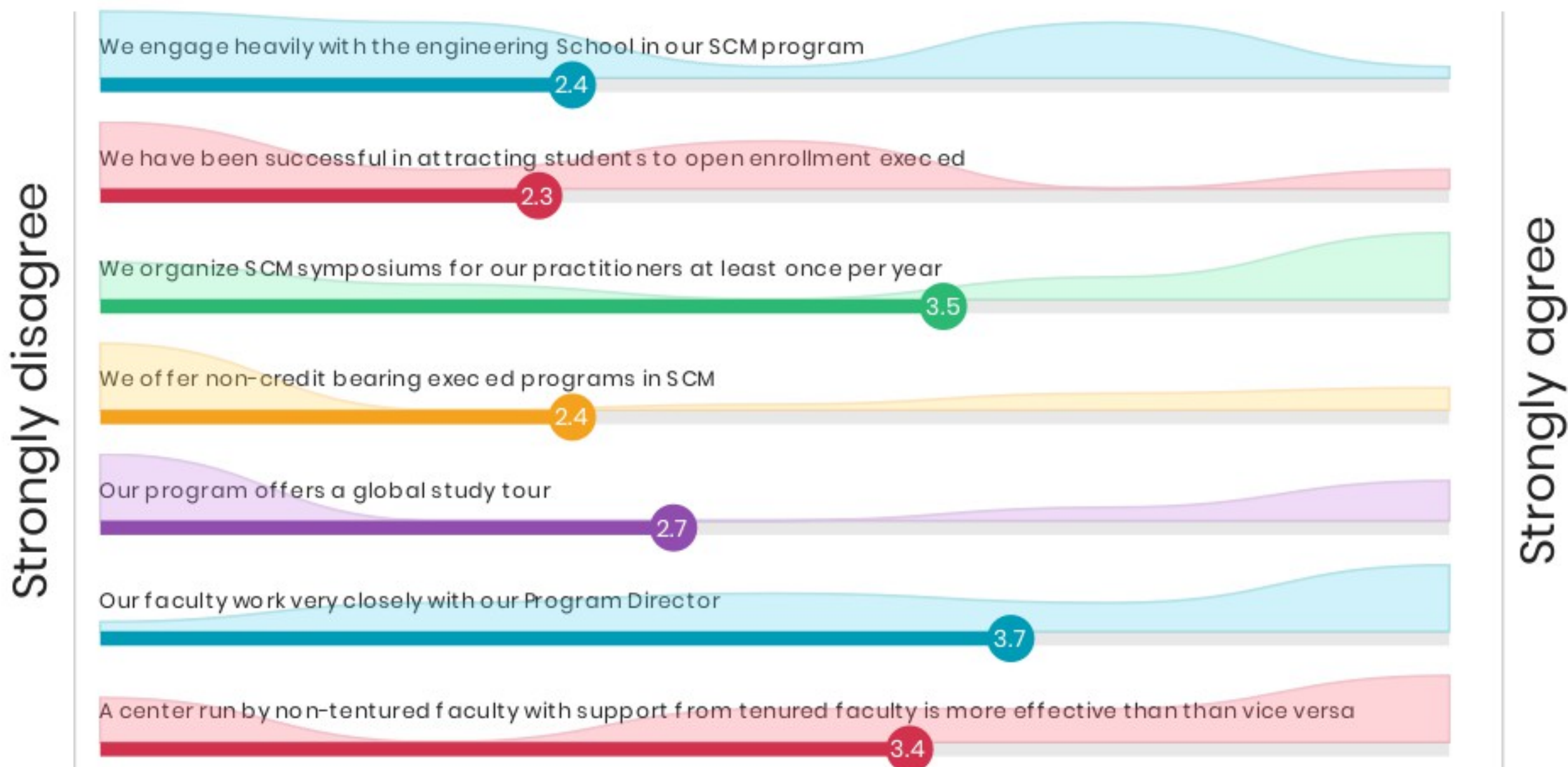
Recommended Gartner Research

- ▶ [Predicts 2018: Chief Supply Chain Officers Will Reshape Operating Models in Response to Digital Drivers](#)
Dominy, Stiffler, Tohamy et. al. (G00342353)
- ▶ [Map Your Supply Chain Future With the Supply Chain Talent Maturity Model \(2.0\)](#)
Dana Stiffler, Ken Chadwick (G00320434)
- ▶ [Brief: How to Compete With Google and Apple for Supply Chain Talent](#)
(G00321080)
Dana Stiffler, John Johnson
- ▶ [Associate Engagement Gaps Endanger Goal Achievement and Transformational Objectives for Chief Supply Chain Officers](#)
Dana Stiffler, Ken Chadwick (G00320414)

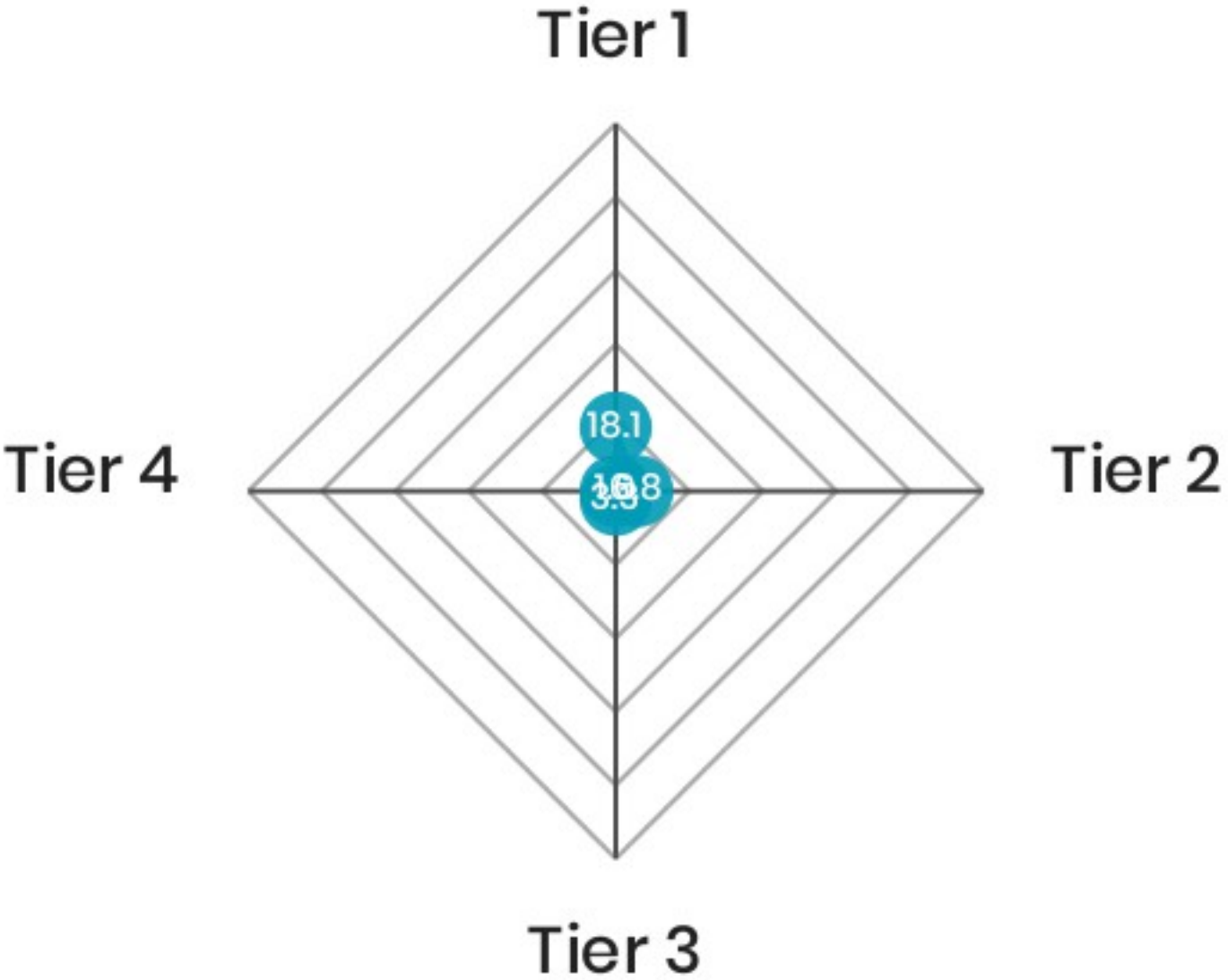
Number of Students in your classes



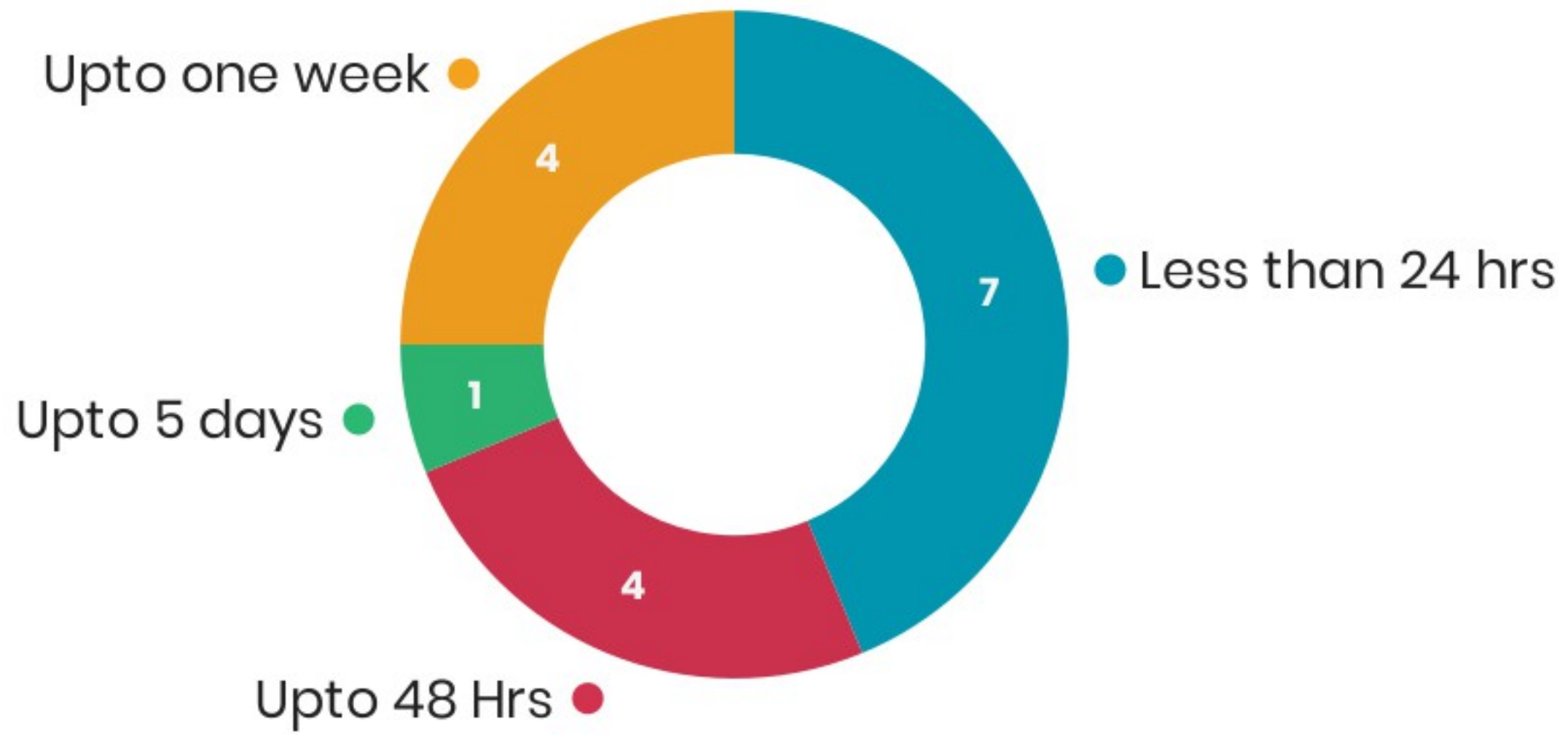
Your program's successes and efforts



What is the corporate member ship fee for your center? (In thousands of US dollars)



How much time do you give students to complete exams in online classes?



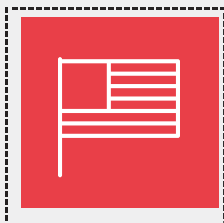
How can online classes be made to be engaging? (answer with short answer of 2-3 words)



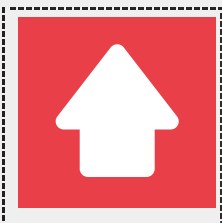
THE RESHORING INSTITUTE



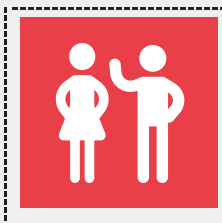
WHY DOES IT MATTER?



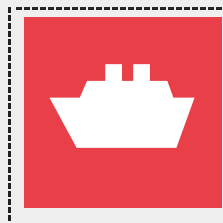
Thirty-one percent of senior manufacturing executives plan to add production capacity in the U.S. within 5 years



The number of companies actively reshoring has increased by 250% since 2012.



Sixty-four percent of companies reshoring want to be closer to their customers.



Seventy-six percent of companies reshoring wish to shorten their supply chain.

Source: Boston Consulting Group, 2015

OUR MISSION

1. To provide research and support for companies bringing manufacturing back to America
2. To teach our student interns about manufacturing as they will be America's executives of the future

HOW DO WE DO IT?

Consulting projects for top US manufacturers.

Case Studies examining specific companies' reshoring efforts.

An Article Library of over 1200 news articles about reshoring.

White Papers examining specific reshoring trends across industries.

LEARN MORE!

ReshoringInstitute.org



info@ReshoringInstitute.org



408-605-8867

A comprehensive internship program that allows our interns to interact with valuable players in American manufacturing while also conducting research and publishing blogs, white papers, and case studies.

Economic profiles of states and the incentives offered to companies to move to or remain in their state.

Consulting Internship

Our students become the manufacturing executives of the future

Intern Profile



- 4 Universities
- Undergrads and Graduates
- Majors in Supply Chain Management, Business, Accounting, Marketing and More...
- Previous Work Experience
- Organization Leaders
- Innovators

How We Manage

- Orientation
- Application Training
- Asana - Project Management Application
- Online Time Sheets
- Weekly Check Ins
- Documented Processes
- Monthly Team Meetings

Benefits to Universities



Paid internships for students



University credited on Reshoring Institute website



Experiential learning opportunity



Association with a national and international program

Benefits to Students

Published Papers

- White Papers
- Case Studies
- Infographics
- Blogs



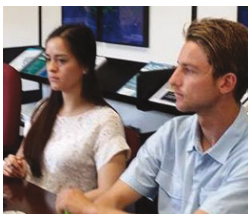
Real World Experience

- Business Writing
- Consulting
- Guided Research
- Working with MFG Execs



Independent Consultant

- Work from Home
- Choose Your Schedule
- Work Around School
- Choice of Projects



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