SUPPLY CHAIN DIRECTORS CONFERENCE

Agenda

March 21st

5:30 PM – 9:00 PM

Arrival

Hyatt Hotel, New Brunswick

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

March 22nd

7:30 AM – 8:15 AM

Shuttle Bus to RBS

Hyatt lobby

8:00 AM – 8:30 AM

Registration

RBS – Livingston Campus
Rockafeller 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 Kouteros, Teresa McCarthy Byrne, Mitch Millstein

10:45 AM – 11:00 AM

Morning Break
March 22nd (cont.)

**Agenda**

11:00 AM – 12:15 PM  
*Panel - Supply chain center operations, research and industry projects*  
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  
*Discussion - How to engage with associations, such as APICS*  
• Certification  
• Case competition,  
• Conferences  
• Student club activities  
Mike Ogle – APICS,  
Gary Embley ISM NJ  
Moderators: Burak Kazaz, Subhro Mitra, Ian Langella  
Stan Fawcett, Gurpreet Singh

3:15 PM – 4:30 PM  
*Discussion - SCM education program*  
• New teaching methods  
• Topics for curriculum,  
• On line programs  
Moderators: Yao Zhao, Donna Davis, Mary Ann Anderson, Sergio Chayet

4:30 PM – 4:45 PM  
*Wrap up*  
*James King / Rutgers*  
*Shawn Alborz / UT Dallas*

5:00 PM – 6:00 PM  
*Networking reception*  
*Sponsored by UPS*  
Rutgers Club  
Livingston Dining Commons

6:00 PM – 8:00 PM  
*Conference Dinner*  
*Sponsored by UPS*  
Rutgers Club  
Livingston Dining Commons

8:00 PM  
*Depart*  
Shuttle to Hyatt after dinner
# March 23rd Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
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<tbody>
<tr>
<td>7:30 AM – 8:30 AM</td>
<td><em>Shuttle Bus to RBS</em></td>
<td>Hyatt lobby</td>
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<tr>
<td>8:45 AM – 9:30 AM</td>
<td><strong>Keynote - Gartner</strong>&lt;br&gt;Dana Stiffler</td>
<td>Gartner</td>
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<tr>
<td>9:30 AM – 11:00 AM</td>
<td><strong>Emerging technologies impacting supply chain management</strong>&lt;br&gt;- Current status of key technologies&lt;br&gt;- Impact on courses and curriculum&lt;br&gt;- Breakout discussion</td>
<td>Andrew Zhang, senior scientist, IBM Watson &amp; Cloud;&lt;br&gt;Yong Zhang, Research Director New Retail Business, Alibaba SCM Research Center&lt;br&gt;Breakout Moderators: Rudi Leuschner, David Huff</td>
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<tr>
<td>11:00 AM – 12:00 PM</td>
<td><strong>Panel - Online/hybrid programs</strong>&lt;br&gt;- program development&lt;br&gt;- newest trends&lt;br&gt;- challenges&lt;br&gt;- success factors&lt;br&gt;- interactive cases</td>
<td>Moderators: Arash Azadegan Larry Taube, Kaushik Sengupta, James Haddow</td>
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<tr>
<td>12:00 PM</td>
<td><strong>Wrap up &amp; Closing Remarks</strong>&lt;br&gt;Lian Qi</td>
<td>Shawn Alborz</td>
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</table>
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 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

2-Year Growth +350%

<table>
<thead>
<tr>
<th>Year</th>
<th>Rankings</th>
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<tbody>
<tr>
<td>Y2013</td>
<td>6</td>
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<tr>
<td>Y2014</td>
<td>10</td>
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<tr>
<td>Y2015</td>
<td>12</td>
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<tr>
<td>Y2016</td>
<td>39</td>
</tr>
<tr>
<td>YTD2017</td>
<td>54</td>
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</tbody>
</table>
A Glance at Rutgers Supply Chain

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.

- 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

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

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
### Distinguished Industry Speakers

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Michael Bodson</td>
<td>President and CEO, DTCC</td>
</tr>
<tr>
<td>Art Certosimo</td>
<td>Chairman of the Board of Overseers, Rutgers University</td>
</tr>
<tr>
<td>Leonardo DeCandia</td>
<td>Chief Procurement Officer, Johnson &amp; Johnson</td>
</tr>
<tr>
<td>Robert Falzon</td>
<td>Executive Vice President and CFO, Prudential Financial, Inc.</td>
</tr>
<tr>
<td>Stephen Klasko</td>
<td>President and CEO, Thomas Jefferson University &amp; Jefferson Health</td>
</tr>
<tr>
<td>Natalya Leahy</td>
<td>Vice President, Finance, Holland America Group</td>
</tr>
<tr>
<td>Glenn Lurie</td>
<td>President and CEO, AT&amp;T Mobility and Consumer Operations</td>
</tr>
<tr>
<td>Brett Palmer</td>
<td>President, Small Business Investor Alliance</td>
</tr>
<tr>
<td>Theresa A. Ragozine</td>
<td>Vice President, Procurement Citizenship, Johnson &amp; Johnson</td>
</tr>
<tr>
<td>Gary Rodkin</td>
<td>Executive-in-Residence, Rutgers Business School and past CEO and President of ConAgra</td>
</tr>
<tr>
<td>Michael Seneski</td>
<td>Director of Corporate Strategy, Ford Motor Company</td>
</tr>
<tr>
<td>Thomas Stewart</td>
<td>Executive Director, National Center for the Middle Market, The Ohio State University</td>
</tr>
<tr>
<td>Joseph Ucuzoglu</td>
<td>Chairman and CEO, Deloitte &amp; Touche LLP</td>
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<tr>
<td>Sabrina White</td>
<td>Vice President, Americas, Graduate Management Admission Council</td>
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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
The Global Leader in Supply Chain Knowledge

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

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”

“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

“SCM has enjoyed rapid growth since day one”

“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

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.

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


MBA job placement rate for 8 consecutive years
(And 100% of students complete internships or student corporate consulting projects)

#2 The second largest undergraduate supply chain program in the United States

Number of undergraduate SCM majors, 2011–2017

53% female students

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
Our 16 academic faculty members have received prestigious grants totaling over $14 million 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.

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

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.

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.

“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

From left:
Gia Farooqi, Hanaa Lakhani, President Bill Clinton, Moneeb Mian, and Hasan Usmani
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: #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)
- Partner corporations include BASF, Johnson & Johnson, L'Oreal, Novartis, and Panasonic

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

PLACEMENTS

- SCM Undergraduate Summer Internship Placement Rate (2016): nearly 100%

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 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 Insourcing vs. Outsourcing (L. Lei)
- Demand Management at ACT (L. Lei, R. Oppenheim, T. York)

Sample Corporate Partners of Rutgers SCM Programs

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

Supply Chain Research

- 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
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 \textbf{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

*Designed by Dr. Yao Zhao, Professor of Supply Chain Management, Rutgers University, USA*
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?!

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

Panic orders

Hoarding
Supply Chain **Flower Games**

FloraPARK

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 in topics or business matters that one had not previous considered or tied together."
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
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
Forces of Change

- Blockchain
- Machine Gaming
- Adaptive Intelligence
- IOT
UPS Follow My Delivery
Prometheus
Leadership Potential

Agility
Engagement
Ability
Aspiration
UPS and Rutgers University Intern Program
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
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

- 639 members ($80)
- Faculty Membership
- Local Industry Chapter
- Teaching Resources
- Research Grants/Journals
- Academic Committee

- At APICS annual conference
- Deloitte collaboration new in ‘17
- 200+ U.S. Chapters
- 192k in 17-18
- CFP Fall 2018
- Journal of Ops Mgmt Transportation Journal
- First F2F on Mar 26
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

200+ Teams
College and University Round
School selects up to 2 teams to advance

Virtual Competition Round
36 industry judges select 8 teams for each of 7 regions

Regional Round
7 concurrent regional competitions in Amsterdam, Atlanta, Chicago, Costa Mesa, Mexico City, Parsippany, and Toronto [at Deloitte offices]

Final Round
Finals held during APICS 2018 annual conference
$5k prizes for 1st, 2nd, 3rd teams plus $2.5k for dept
The primary motivation: challenged, smiling faces

Feb 24, 2018
Bradley team, winner of Chicago Regional with judges, APICS, and Deloitte
The primary motivation: challenged, smiling faces

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
CEO Top Business Priorities for 2017/18

What CEOs are telling us!

Growth 57%
Product improvement 26%
IT Related 22%
Corporate 21%
Customer 21%

Financial 19%
Workforce 16%
Cost management 15%
Marketing 10%
Quality improvement 10%
Efficiency and productivity 8%
Innovation, R&D 7%

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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What CEOs are telling us!

Top 12 CEO Priorities, 2017 vs. 2016

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

- Growth: 57%
- Product improvement/new/more: 26%
- IT Related: 22%
- Corporate: 21%
- Customer: 21%
- Financial: 20%
- Workforce/Leadership: 19%
- Cost management: 16%
- Marketing: 15%
- Quality improvement: 13%
- Efficiency and productivity: 11%
- Innovation, R&D: 7%

Priority change to prior year

<table>
<thead>
<tr>
<th>Priority</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>18%</td>
</tr>
<tr>
<td>Product improvement/new/more</td>
<td>13%</td>
</tr>
<tr>
<td>Corporate</td>
<td>9%</td>
</tr>
<tr>
<td>Workforce</td>
<td>-8%</td>
</tr>
<tr>
<td>Customer</td>
<td>-7%</td>
</tr>
<tr>
<td>Operations improvements</td>
<td>-7%</td>
</tr>
<tr>
<td>Financial</td>
<td>-6%</td>
</tr>
<tr>
<td>Cost management</td>
<td>3%</td>
</tr>
<tr>
<td>Quality improvement</td>
<td>-3%</td>
</tr>
<tr>
<td>Efficiency and productivity</td>
<td>-3%</td>
</tr>
<tr>
<td>Innovation, R&amp;D</td>
<td>2%</td>
</tr>
<tr>
<td>IT Related</td>
<td>2%</td>
</tr>
<tr>
<td>Marketing</td>
<td>1%</td>
</tr>
</tbody>
</table>

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).

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.
Top 12 CEO Investments, 2017 vs. 2016

What CEOs are telling us!

- Information Technology: 67% increase, 24% no change, 8% decrease
- Sales: 60% increase, 28% no change, 4% decrease
- Digital capabilities: 60% increase, 31% no change, 5% decrease
- Product enhancement: 60% increase, 32% no change, 3% decrease
- Marketing: 57% increase, 36% no change, 4% decrease
- People and culture development: 56% increase, 38% no change, 6% decrease
- R&D and Innovation: 54% increase, 36% no change, 5% decrease
- Capital equipment: 52% increase, 37% no change, 6% decrease
- Supply Chain: 49% increase, 41% no change, 6% decrease
- Staff (hiring): 46% increase, 41% no change, 12% decrease
- Risk management, legal and compliance: 44% increase, 44% no change, 8% decrease
- Property and facilities: 41% increase, 49% no change, 9% decrease
- Business services: 40% increase, 44% no change, 7% decrease

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.

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What CEOs are telling us!
Investment changes year to year—
Percent of respondents to indicate an increase in spending

What CEOs are telling us!

Information Technology, 67%
Sales, 66%
Digital capabilities, 60%
Product enhancement, 60%
Marketing, 57%
People and culture development, 56%
R&D and Innovation, 54%
Capital equipment, 52%
Supply Chain, 49%
Staff (hiring), 46%
Risk mgmnt, legal and compliance, 44%
Property and facilities, 41%
Business services, 40%

*New category in 2017 survey

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CEO Top Business Priorities for 2017/18

Growth

Product

IT + Digital
CEO Top Business Priorities for 2017/18

Growth

Product

IT + Digital
Funded SCM Initiatives for 2017

- Business intelligence and analytics
- Visibility
- Supply chain / network redesign
- Inventory / Asset optimization
- Customer collaboration and service
- New technology investments
- S&OP Maturity
- Supplier collaboration and service
- Enhancing visibility into manufacturing
- Talent management
- Segmentation (product, customer, supplier)
- Strategically outsourcing
- Multi-Party Collaborative logistics
- Digital Business
- Internet of Things / Smart Machine Initiatives
- Sustainability, (CSR)

Delta Between Average and Stage 4/5 Maturity SC Investments

- Internet of Things / Smart Machine Initiatives: 72%
- Digital Business: 111%
- Sustainability, corporate social responsibility (CSR): 133%
Big Data/Analytics
Internet of Things
Cloud Computing
Machine Learning
Advanced Robotics
3D Printing
Drones / Autonomous Vehicles
Sharing Economy
Blockchain
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?

<table>
<thead>
<tr>
<th>Skillset</th>
<th>Not very important</th>
<th>Moderately important</th>
<th>Critical to success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem solving</td>
<td>2%</td>
<td>28%</td>
<td>70%</td>
</tr>
<tr>
<td>Ability to integrate and analyze information</td>
<td>3%</td>
<td>35%</td>
<td>63%</td>
</tr>
<tr>
<td>Ability to work in teams</td>
<td>3%</td>
<td>35%</td>
<td>62%</td>
</tr>
<tr>
<td>Creative or innovative thinking</td>
<td>6%</td>
<td>37%</td>
<td>57%</td>
</tr>
<tr>
<td>Broad understanding of supply chain</td>
<td>3%</td>
<td>43%</td>
<td>55%</td>
</tr>
<tr>
<td>Direct operational experience</td>
<td>6%</td>
<td>42%</td>
<td>51%</td>
</tr>
<tr>
<td>Business leadership skills</td>
<td>7%</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>Financial and performance management</td>
<td>9%</td>
<td>44%</td>
<td>47%</td>
</tr>
<tr>
<td>Risk management awareness</td>
<td>6%</td>
<td>48%</td>
<td>46%</td>
</tr>
<tr>
<td>Balancing technology and business skills</td>
<td>6%</td>
<td>48%</td>
<td>46%</td>
</tr>
<tr>
<td>Virtual or matrixed teamwork/management</td>
<td>11%</td>
<td>48%</td>
<td>40%</td>
</tr>
</tbody>
</table>

n=437
Q. Please list up to five top SC technologies students are learning about in your university’s undergraduate program.

n = 49
Q. Please list up to five top SC technologies students are learning about in your university’s undergraduate program. n = 49
Help Wanted

Traditional Consumer Sector SC Jobs

Amazon Supply Chain Jobs

SAP

Lean/6σ

Excel

SQL

PMO

+ R, Perl, Python
## Skillsets To Support Supply Chain Analytics

<table>
<thead>
<tr>
<th>Role</th>
<th>Proficiency Level</th>
<th>Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Scientist</td>
<td></td>
<td>Supply Chain, Data Science, Data Management</td>
</tr>
<tr>
<td>Citizen Data Scientist</td>
<td></td>
<td>Supply Chain, Data Science, Data Management</td>
</tr>
<tr>
<td>Supply Chain Expert</td>
<td></td>
<td>Supply Chain, Data Science, Data Management</td>
</tr>
<tr>
<td>Data Engineers</td>
<td></td>
<td>Supply Chain, Data Science, Data Management</td>
</tr>
</tbody>
</table>
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

- Maximum Number of Students in SCM-Online courses
- Maximum Enrollment for Spring/Fall (Online SCM)
- Maximum Enrollment for Summer (Online SCM)
- Maximum Number of Students in SCM-Face to Face Students
Your program's successes and efforts

- We engage heavily with the engineering School in our SCM program: 2.4
- We have been successful in attracting students to open enrollment: 2.3
- We organize SCM symposiums for our practitioners at least once per year: 3.5
- We offer non-credit bearing courses in SCM: 2.4
- Our program offers a global study tour: 2.7
- Our faculty work very closely with our Program Director: 3.7
- A center run by non-tenured faculty with support from tenured faculty is more effective than vice versa: 3.4
What is the corporate membership fee for your center? (In thousands of US dollars)
How much time do you give students to complete exams in online classes?

- Upto 1 week: 4
- Upto 5 days: 1
- Upto 48 hours: 4
- Less than 24 hours: 7
How can online classes be made to be engaging? (answer with short answer of 2-3 words)
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

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

Consulting projects for top US manufacturers.

Case Studies examining specific companies' reshoring efforts.

An Article Library of over 1200 news articles about reshoring.

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.

ReshoringInstitute.org

info@ReshoringInstitute.org

408-605-8867
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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