

2019 Supply Chain Management Director's Conference

Syracuse University

Wednesday, March 13th

06:00 – 08:00 PM

SCM Directors' Conference Welcome Reception

Whitman School of Management
David and Ilene Flaum Grand Hall
721 University Ave
Syracuse, NY 13244

Thursday, March 14th

07:30 – 08:15 AM

Registration and light breakfast

08:15 – 08:45 AM

Conference Welcome: Frances Tucker and Gary La Point (Syracuse), Shawn Alborz (UT Dallas)

08:45 – 09:00 AM

Opening Remarks: Associate Dean for Global Initiatives and Prof. of Marketing, Kyu Lee, Syracuse

09:00 – 10:45 AM

Keynote #1: Global Supply Chain and Risk Factors now and in the Future
Nicholas Pinchuk, Chairman and CEO, Snap-on Incorporated

Break out Session: Reflecting and Planning for Global Uncertainty in SCM
Education: Roles of Curriculum and Centers

Moderators:

Nick Vayas
Rong Li
Mohan Gopalakrishnan
Anthony Ross

10:45 – 11:00 AM

Coffee Break

11:00 – 12:15 PM

Discussion #1: Designing a Project/Problem Based Supply Chain Curriculum

Can these be done in all programs (online, in person, blended)?
Can technology like augmented reality be a substitute?
Roles of centers!

Moderators:

Gary La Point
Stan Fawcett
Rob Hooker
Rosemary Coates
Mark Davis

12:15 – 01:45 PM

Lunch: Flaum Grand Hall

01:45 – 03:15 PM

Keynote #2: Women in Supply Chain Management

Speaker: [Micaela Niven Bulich](#)

Break out Session: Lessons From the AWESOME-Gartner Research and Applying Them to Recruiting, Mentoring, Coaching and advocating Women in School and Workplace

Moderators:

*Fran Tucker
Julie Niederhoff
Min Wang
Zack Zacheria
Gary La Point
Karen Eboch*

03:15 – 04:30 PM

Discussion #2: Future Course/Curriculum, Technology, Technique and Possible Joint Programs (e.g., Predictive Analytics, SAS, Joint Programs between SCM and Engineering or IT, etc.)

*What are the tools and techniques needed?
Where would SCM programs acquire the skills?*

Moderators:

*Rong Li
Gary La Point
Jen Yi (Jay) Chen
Bill Lee
Joel Sutherland*

04:30 – 04:45 PM

Wrap up: Frances Tucker and Gary La Point (Syracuse)

04:45 PM

Bus to Goldstein Faculty and Alumni Center (Syracuse Campus, 10 minutes walk from hotel)
Bus leaves at Adams Street Exit of Whiteman

05:00 – 08:00 PM

Networking Reception and Dinner Event

07:45 – 08:30 PM

Shuttle to Hotel or Walk Back

Friday, March 15th

07:30 – 08:45 AM

Light Breakfast in Whiteman SOM Flaum Grand Hall

09:30 – 11:00 AM

Discussion #3: Roles of Centers: How and When to Engage With a Wide Variety of Industry Associations (e.g., CSCMP, APICS, WERC, ISM, etc.)?

Theme question

Theme question

Moderators:

*Rick Blasgen (CSCMP)
Karen Eboch (ASCM/APICS)
Troy Pinkins
Zach Zacharia
Dave Malenfant
John Impellizzeri*

08:45 – 09:30 AM


Keynote #3: Gartner and Supply Chain Research (Academia and Industry)

Dana Stiffler, VP Research, Gartner

11:00 – 12:00 Noon

Discussion #4: Online/Hybrid programs, Micro Masters, APICS, ISM, etc.

Program development



Newest trends and challenges
What are the newest trends?
Success factors and interactive cases

Moderators:
Maria Saenz
Steven Dunlop

12:00 Noon

Closing Remarks: Frances Tucker and Gary La Point (Syracuse), Shawn Alborz (UT Dallas)
Box lunches will be provided

2019 SCM Directors' Conference – Syracuse University

Registered Participants

Last Name	First Name	University / Organization	Title
Alborz	Shawn	UT Dallas	Associate Dean & Director
Blasgen	Rick	CSCMP	President & CEO
Berardino	Lisa	SUNY POLY	Associate Professor
Bulich	Micaela	AWESME WOMEN	Operating Advisor
Brown	Paul	Clark Atlanta University	Associate Professor
Chen	Jenyi	Cleveland State University	Associate Professor
Coates	Rosemary	Reshoring Institute	Executive Director
Confer	Tami	Penn State University	Assistant Director, Online SCM
Davis	Mark	Bentley University	Professor
Dean	Jake	UW-Madison	Director
Denham	Laurie	Denham Advisors	Principal
DeNunzio	Steve	The Ohio State University - Fisher College of Business	Senior Lecturer & Director
Dobrzykowski	David	Bowling Green State University	Associate Prof & Institute Director
Dunlop	Steven	Purdue University	Managing Director
Eboch	Karen	Bowling Green State University	Senior Lecturer
Farahbod	Kamvar	CSU, San Bernardino	Professor

2019 SCM Directors' Conference – Syracuse University

Registered Participants

Last Name	First Name	University / Organization	Title
Fawcett	Stan	weber State University	Professor
Fisher	Elizabeth	Michigan State University	Assistant Director, Supply Chain Programs
Gandha	Jyoti	Marquette University	MS-SCM Program Director
Gopalakrishnan	Mohan	SCM Department, WPC School of Business, Arizona State University	Chair
Haddow	James	Howard University School of Business	Director
Harris	Tracy	Texas Christian University	Center for Supply Chain Innovation Program Coordinator
Hill	John	Kelly School of Business	Assistant Professor
Holztrager	Jon	University of Tennessee	Director of Supply Chain Partnerships
Hooker	Robert	University of South Florida/Center for Supply Chain Management & Sustainability	Center Associate/Associate Professor

2019 SCM Directors' Conference – Syracuse University

Registered Participants

Last Name	First Name	University / Organization	Title
Huff	David	Penn State	Director of Online Graduate Programs in Supply Chain Management
Huscroft	Joseph	North Carolina A&T State University	Dept Chair and Associate Professor of SCM
Impellizzeri	John	Rutgers Business School	Asst. Professor and Director Center for SCM
Kegler	Kaci	University of Michigan	Managing Director, MSCM Program
La Point	Gary	Syracuse University	Assistant Professor of SC Practice
Lee	Bill	Marquette University	Director - Center for Supply Chain Management
Li	Rong	Syracuse University	Assistant Professor
Li	Haitao	University of Missouri - St. Louis	Associate Professor
Malenfant	Dave	Center for Supply Chain Innovation, Neeley School of Business, TCU	Director, Outreach & Partnerships
Mebruer	Cynthia	Saint Louis University	Director, Center for Supply Chain Excellence
Naseri	Mo	UT Dallas	Director, Data Analytics

2019 SCM Directors' Conference – Syracuse University

Registered Participants

Last Name	First Name	University / Organization	Title
Ogle	Mike	APICS	Sr Dir Academics and Research
Paulsen	Kraig	Iowa State University - Ivy College of Business	Director of Supply Chain Initiatives
Paulsen	Kraig	Iowa State University - Ivy College of Business	Director of Supply Chain Initiatives
Pinkins	Troy	NC State University	Director
Ponce	Eva	MIT	Executive Director, MITx MicroMasters in SCM
Recinos	Christian	C.H Robinson	Logistics Sales
Ross	Anthony	Univ Wisconsin-Milwaukee	Rockwell Automation Chair
Saenz	Maria Jesus	MIT	Executive Director, MIT SCM Blended Master Program
Shannon	Tracie	Pennsylvania State University - Center for Supply Chain Research	Administrative Director
Smith	Carlo	Central Washington University	Chair, Dept of Finance & Supply Chain Management

2019 SCM Directors' Conference – Syracuse University

Registered Participants

Last Name	First Name	University / Organization	Title
Stiffler	Dana	Gartner	VP
Stock	James	U of South Florida	Distinguished University Professor
Sutherland	Joel	University of San Diego	Managing Director-SCMI
Swafford	Patricia	Arizona State University	Director of MSGL Program
Tucker	Fran	Syracuse University	Director/Associate Professor
Vairaktarakis	George	Case Western Reserve University	Professor
Varzandeh	Jay	California State University	Professor & Chair
Vyas	Nick	USC Marshall School of Business	Executive Director
Wang	Min	Drexel University	Associate Clinical Prof.
Wesolowski	Kelly	Marquette	Associate Director
Widdifield	David	Dallas Baptist University	SCM Director
Williams	Donnie	University of Arkansas	Clinical Assistant Professor
Zacharia	Zach	Lehigh University	Director/Associate Professor

Future Supply Chains & Their Talent Implications

Dana Stiffler
March 14, 2019

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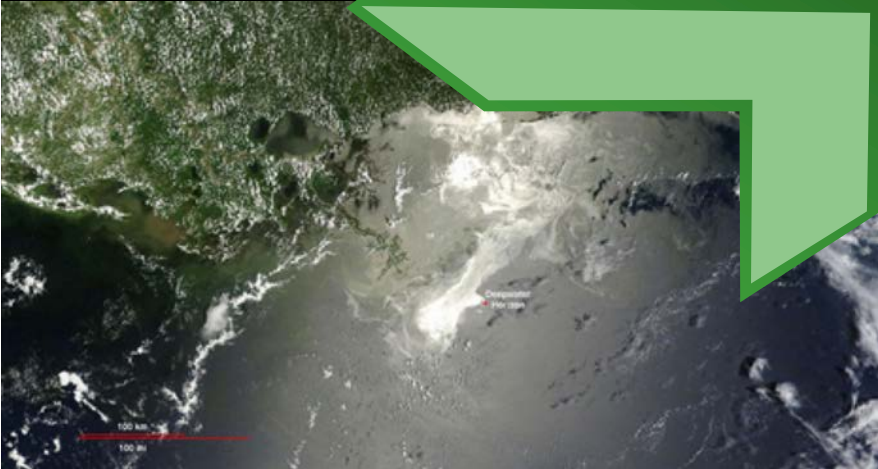
**Labor Supply
Is Shrinking**

**Supply Chains
Act on Their Own**

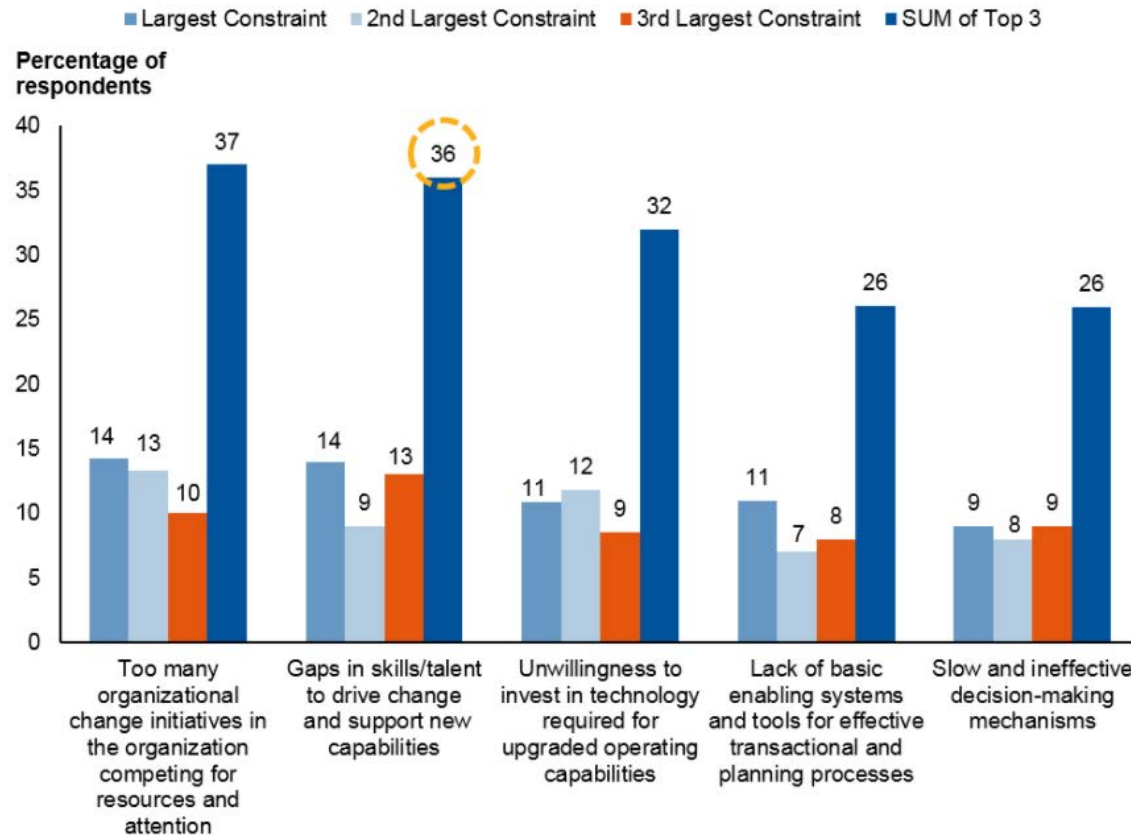
**Machines Are
Intelligent**

**Circular Is the
Only Economy**

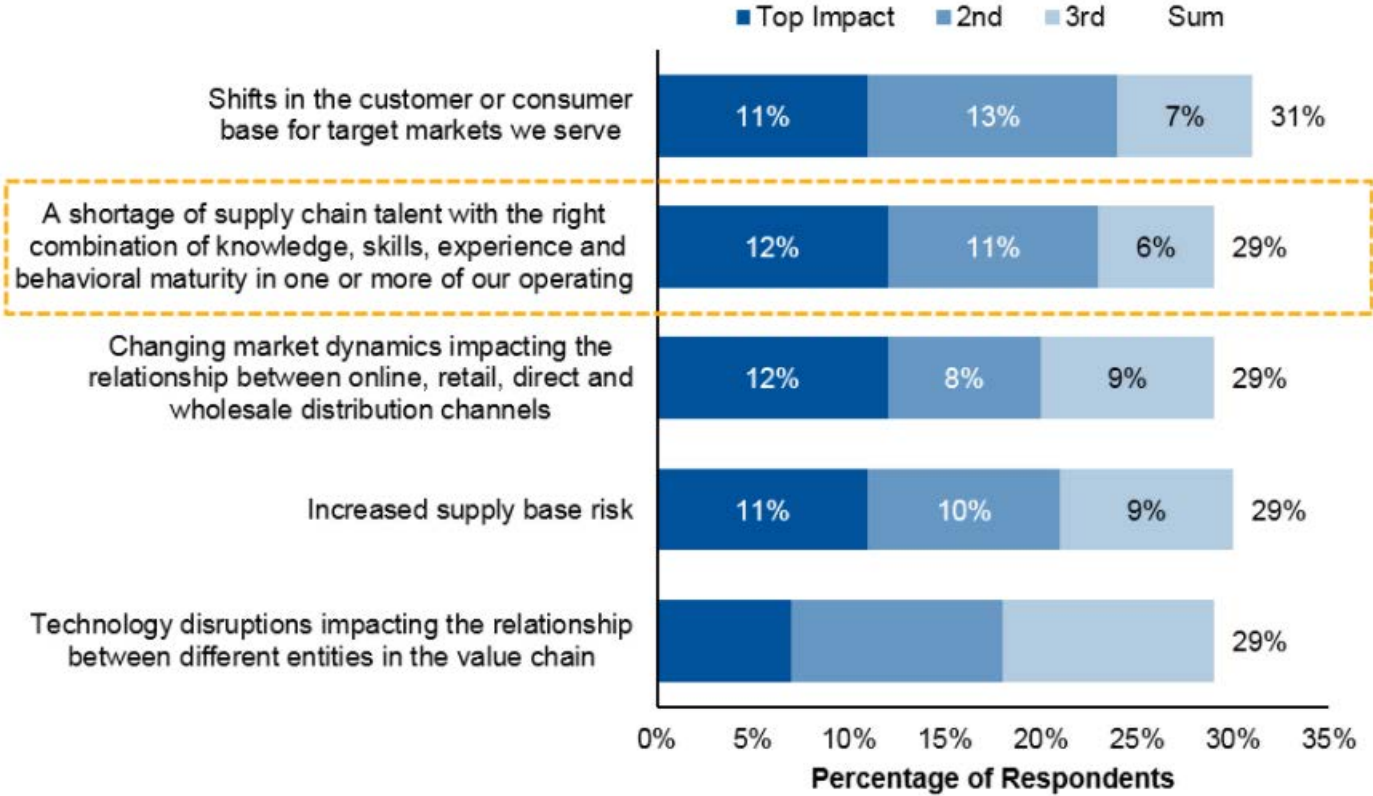
**Virtual Is the
New Reality**



Skills Gap Is Second Biggest Internal Challenge Constraining Supply Chain Performance



Talent Shortage Is Top External Force With Greatest Impact on Supply Chain Performance

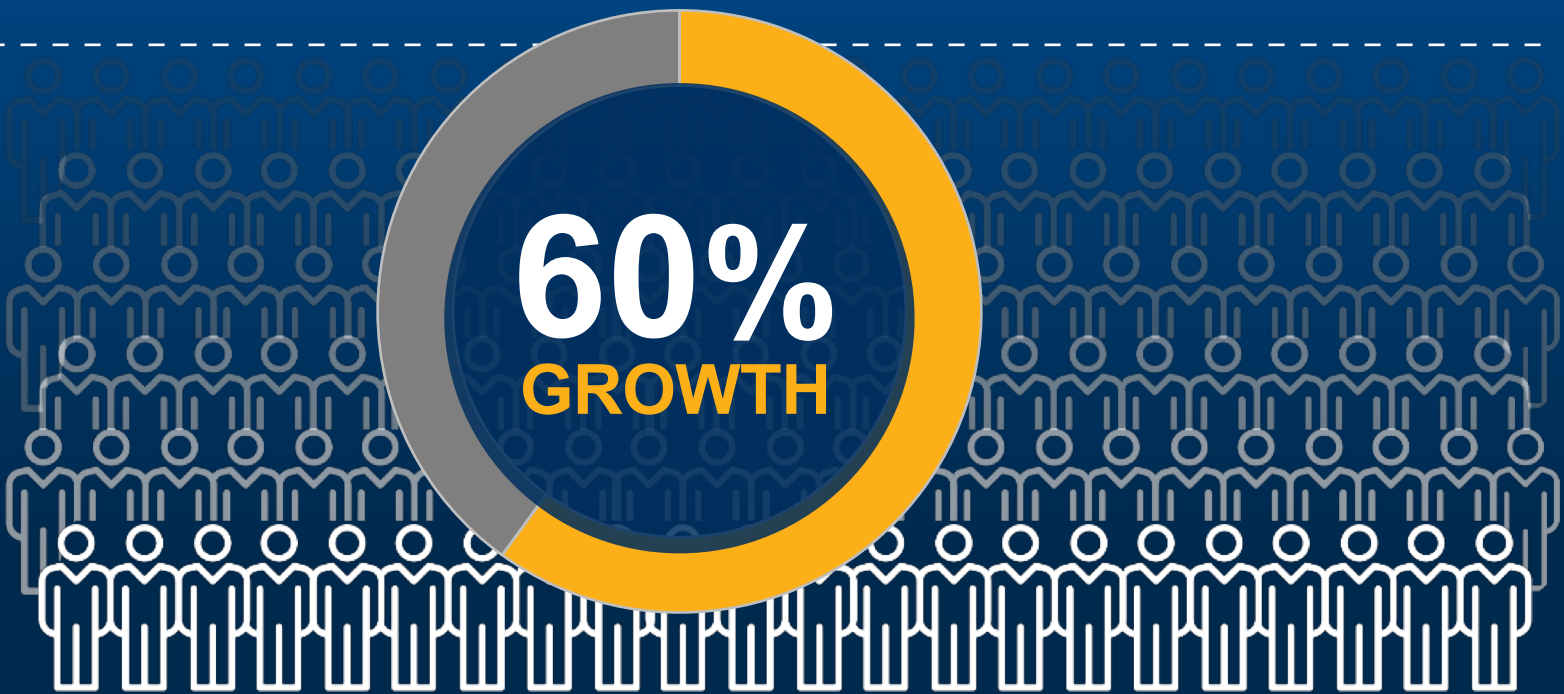


TECHNOLOGY SKILLS NEEDED FOR NON-IT ROLES

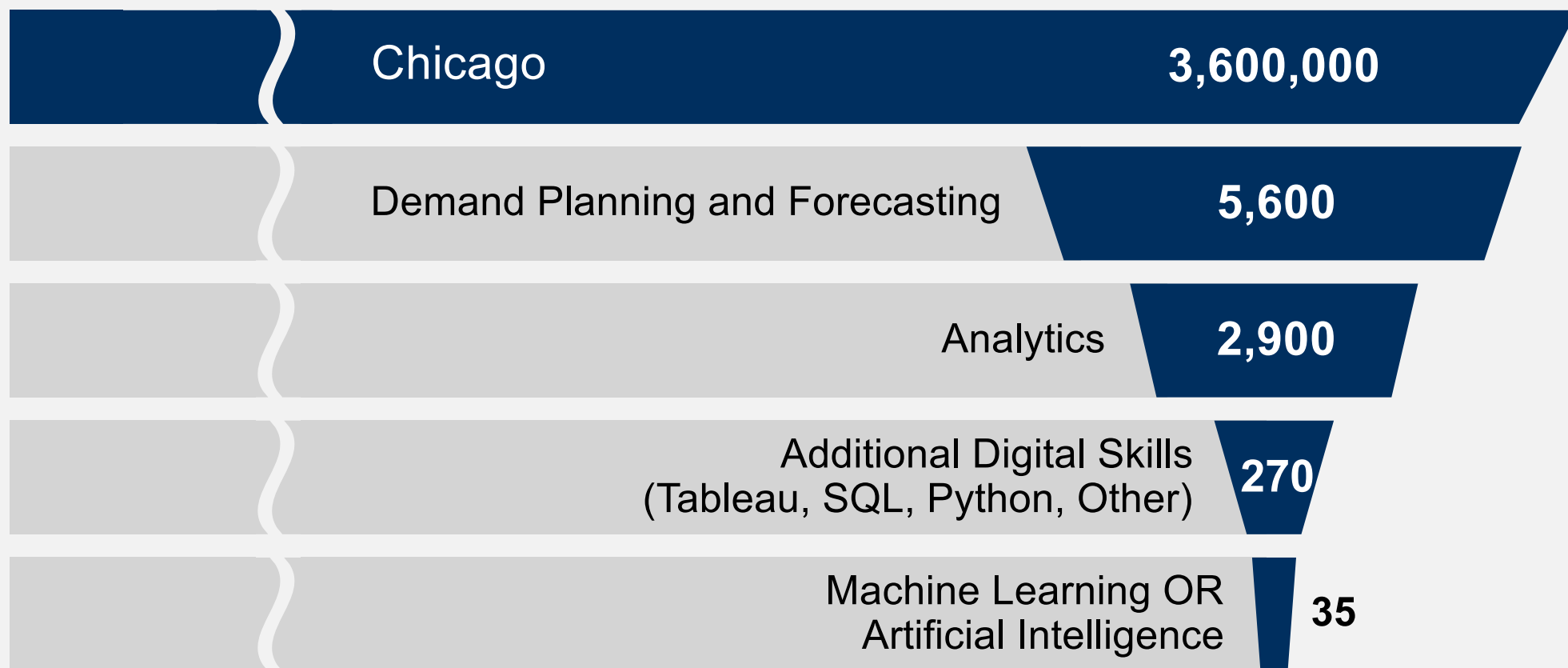
2018

60%
GROWTH

2014



More Digital = Narrower Pools



Source: Gartner TalentNeuron

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Digital Dexterity

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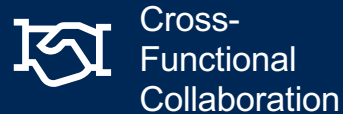
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Digital Dexterity: New* Skills & Competencies

Technical Skills



Business Skills



Behaviors/Traits



**for most supply chain organizations*

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The New Workforce: "Humans and Machines Combined"

Collaboration



Human Beings

Feature Detection



Human and AI Symbiosis
Better than either
one alone

Precision



Robots and AI

Ingenuity



Human Beings

Brute Strength



Robots and AI

Feature detection
Image analysis
Facial recognition
Speech to text
Smart advisors
Customer service

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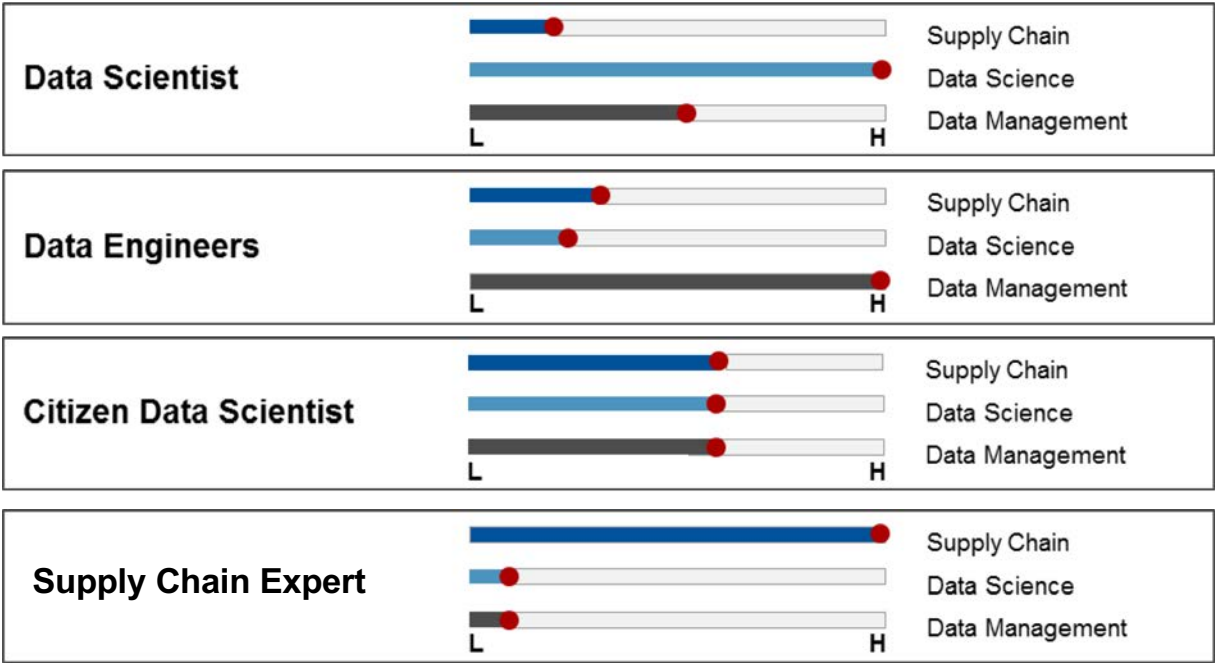


8%
Have a Digital
Supply Chain
Roadmap



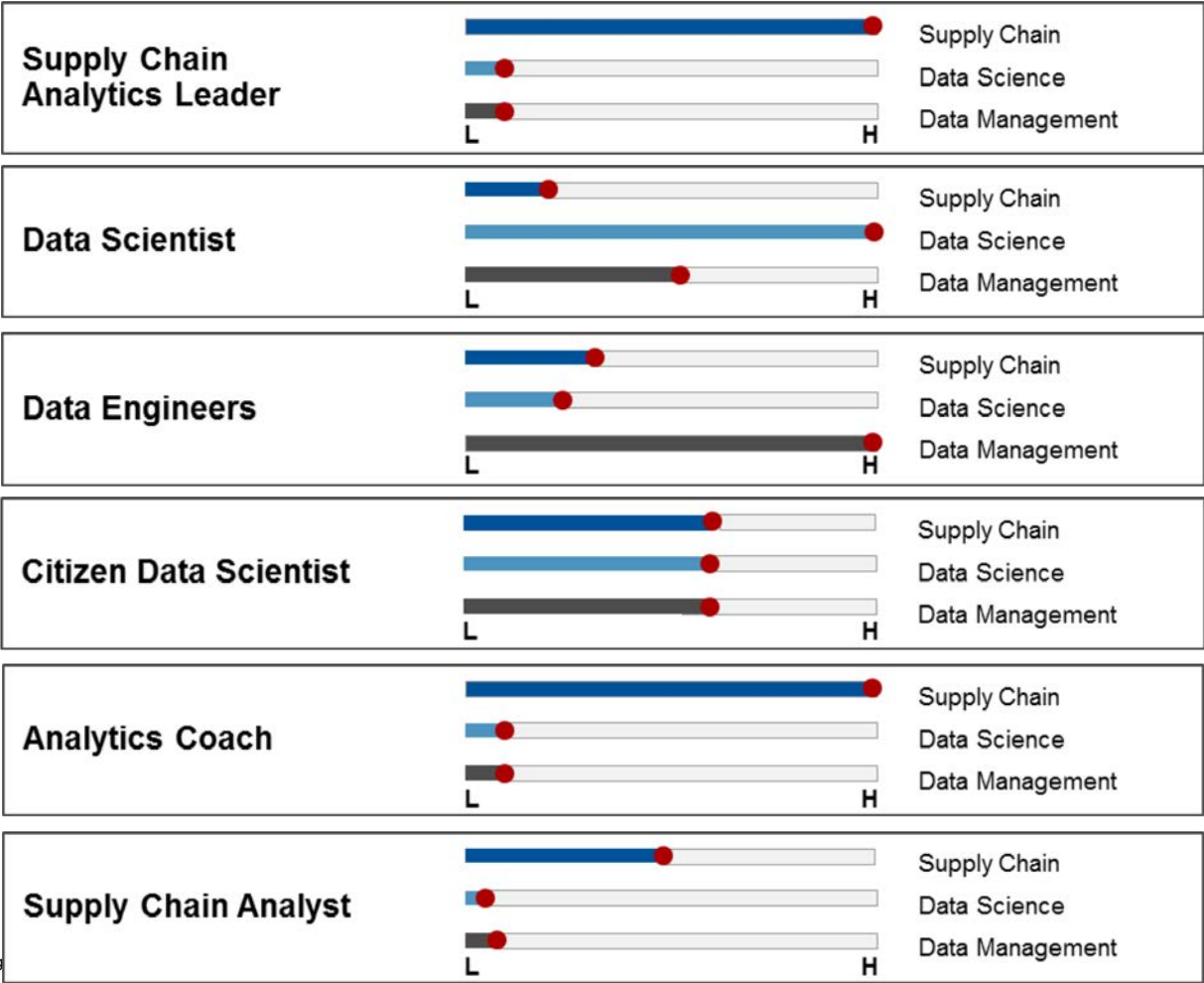
47%
Investing
in Analytics

Profiles To Support Supply Chain Analytics 1.0



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Profiles To Support Supply Chain Analytics 2.0




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Undergraduate Methodology Snapshot

SCM World  →
 SCM World's "Top Supply Chain Universities," derived from an external survey of supply chain professionals, would be the equivalent of one subset of Gartner's ranking methodology

Undergraduate Program Scope		Criteria Weighting
Number of attributes taught		40%
Undergraduate Industry Value		
Recruit mentions		
"Best" mentions		40%
Undergraduate internship participation		
Average starting salary		
Undergraduate Program Size		
Number of full-time professors		20%
Number of full-time students		

Source Key:

-  How well curriculum aligns to Gartner Talent Attribute Model
-  External industry survey
-  University respondents to Gartner RFI

2018 Top 25 University Findings

- Supply chain curricula is integrated and end-to-end
- Technology and analytics content is standard (“standard” is still SAP and Excel in many cases)
- “Edge” courses = customer service and NPDL
- Internships/co-ops, project work, previous work experience is pervasive
- Student bodies are more diverse than the supply chain organizations that want to hire them: 41%/37% women, 34%/48% ethnic minorities
- New MSSCM programs focus on procurement, planning, logistics. Less than half will require F&A or supply chain finance
- MBA students are more likely to study integrated, end-to-end supply chain and the manufacturing function than MSSCM students

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Looking Ahead

- University Top 25 Rankings 2020
 - Global exposure in curricula and internships
 - Ethnic and gender diversity for student body and faculty
- European Top 25 graduate programs update
- Gartner events participation for students and faculty
 - Phoenix and Barcelona
 - Peer Forums

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dana.stiffler@gartner.com

**Look for my email in
December!**

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Recommended Gartner Research

- ▶ [Map Your Supply Chain Future With the Supply Chain Talent Maturity Model \(2.0\)](#)
Dana Stiffler, Ken Chadwick (G00320434)
- ▶ [Toolkit: Supply Chain Talent Maturity Self-Assessment](#)
Dana Stiffler, Ken Chadwick (G00320433)
- ▶ [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)
- ▶ [2018 Women in Supply Chain Survey](#)
Dana Stiffler, Amber Salley and Lisa Callinan (G00357860)

For more information, stop by Gartner Research Zone.

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Breakout Session #1 (03/14/2019)

3/14/2019

Reflecting and Planning for Global Uncertainty in SCM Education: Roles of Curriculum & Centers

- **Centers:**
 - How do we create an operational definition of “Center”?
 - Creating an outreach platform for industry
 - Most centers are self-funded. Difficult to justify centers. What is our value proposition?
 - Access to students is one value
 - Events; board meetings; center supporters reflect global environment

- **Curriculum:**
 - Problem is it takes years to change/create a new curriculum
 - Easier to build a brand new class
 - Difficult to build a curriculum fast enough
 - Change is very slow in academics
 - Experiential learning, cases should be done before curriculum change

- **What are some of the things that create risk?**
 - McKinsey Global Institute study on how technology will affect jobs
 - 73 million jobs will disappear by 2030
 - Geo-political uncertainty
 - All programs have some sort of risk component
 - There is difficulty in finding room in curriculum for a new course
 - What kinds of emerging technologies are important and how to integrate them into the curriculum?
 - Obsolescence occurs much faster which impacts the design of the curriculum. What are those transcendent skills we need to teach?
 - Scanning [the industry landscape], scenario planning
 - Education system is not inculcating the attitudes, behaviors, skills needed in this disruptive world
 - The education system is not designed for truly disruptive world but we live in a disruptive world!
 - More & more students are international, which is a risk.
 - a. Need to have a more international discussion about global environments/risk, not just from the US perspective.
 - Technology risks/governmental risks
 - Roll-out new topics every few weeks to get an idea of interest before creating a new curriculum

- **How centers can fill gaps in curriculum**
 - With Certifications such as: Six Sigma, APICS

- **Flexibility is key within SC curriculum**
 - How do we have a global mindset within our culture and curriculum?
 - a. Courses can be taught by industry experts (ex. Trade compliance, int'l negotiation, etc.)
Topics that address global aspects
 - b. Conferences (students attendees)
 - Need to make sure faculty understands AACSB re: global mindset
 - How do we ensure faculty have the right mindset?

Breakout Session #2 (03/14/2019)

Lessons from AWESOME-Gartner Research

Q1. Do you measure gender diversity? Do you have a gender diversity goal?

- Most schools do measure gender diversity but not necessarily a Goal for Gender Diversity.
- Most schools do have a goal for diversity.
- Only one school had a specific “goal” for gender diversity

Q2. What actions can we as supply chain directors take to encourage more women in SC?

- Invite C-level women to speak
- High school outreach

Encourage faculty to go to high schools. Difficulty in getting university faculty to visit high schools. Bring along a student to accompany faculty on visits.
- What is Supply Chain? Most high school counselors do not know what Supply Chain is. Most parents do not know what Supply Chain is.
- Bring alumni back
- Attend Conferences
- Industry speakers
- Examine curriculum. Does curriculum impact the number of women majoring in SC programs?
- Diverse teams. Women do not want to be the only women on the team
- Women in SC Scholars program (corporate sponsors)
- Match women students with a corporate/professional mentor
- Encourage women to be officers in the supply chain clubs
- Upper classmen inviting underclassmen to SC events
- Invite corporate representatives to speak
- Have corporate recruiters bring women to help at recruiting events

Q3. Is your SCM program diverse and if not, what steps are you taking to increase diversity of faculty

Some schools have dramatic differences in gender diversity while others are pretty close.

- Schools consider diversity to include more than just women and universities are very aware of “total” diversity

Q4. How do you ensure in your outreach efforts that you have diverse role models to encourage young women's careers in SC?

- Bring back successful women alum
- Outreach to corporations
- Round table discussions
- Annual women in SC award & mentorship

Breakout Session #2 (03/14/2019)

Designing a Project/Problem Based Supply Chain Curriculum

- Different pathways/types of experiential projects with working with different companies
 - Ex. Length of project
 - Independent Study (how are faculty incentivized?)
 - Company funded projects vs pure academic related project
 - Deep dive research projects (strategy oriented)
 - Process Improvement
 - Mfgday.com
 - Reach out to software companies to get academic license to bring into the classroom
 - 3-day Action Learning workshop at Weber State in May 2019

Challenges/Issues

- Increasing restrictions on use of company data. Required to use company computers
- Development of professionalism. How are students interfacing with companies? How do we develop this/train students to have this contact professionally?
- Technology, handling of data
- How is this structured in courses?
- Scoping projects. So, everyone has a common understanding of what the project is.
- Companies start off good but then attention/interest falls off
- Securing projects can be difficult
- Online is much more difficult. Lots of challenges. Simulations appears to work best
- Getting faculty involved with these projects
- Academic structure (where does experiential learning fit?)
- Scaling projects
- Getting students to want to do this type of class
- How do you dedicate the school resources to these types of classes?
- Getting experiential activities for the different SC classes is difficult
- Finding meaningful projects
- How to get cross functional experiential projects

- NDA's
- Difficult to sustain a course if a key faculty leaves
- Risk of not getting results from student teams
- Takes a significant amount of faculty involvement outside of class
- Making assumptions about what students are thinking
- Manufacturers around the world operate differently so international students make have a very different perspective of what would work and what would not
- Most of these programs tend to be at graduate level but the undergrad population is much greater
- Use of technology

What makes a Successful Experiential Learning?

- Have a boot camp before project begins
- Develop a template to present to companies as to what kind of project you are looking for
- Have a methodology (plan of attack with deliverables at key milestone dates)
- Presentations to management
- Kick off meeting
- Cadence meetings
- Templates
- Pre-defined list of expectations
- Hire an industry professional to help find projects
- Use of technology (having prior knowledge of company software tools)

Discussion Session #2 03/14/2019

Future Course/Curriculum Technology Techniques & Possible Joint Programs

- What do we do with technology??? Blockchain, analytics? Skill sets are changing faster than we can change curriculum.
 - Ask corp. to support a faculty member for training
 - Collaborate with other universities or with schools within your university
 - Work with industry partners
- Future courses. What do the customers [industry] actually want? It seems like we are always chasing technology. Realistically we need to wait for technology to develop.
- Know what the existing technology is and how it can help you
- It's not so much what we teach but how we teach it.
 - Getting students to learn skills on their own to allow the student to develop throughout their career
- The minute the curriculum is updated it's out to date
- Need to have partnerships to bring new technology to the students. Don't focus on the traditional class. Have a more flexible class structure
 - What does the school bring to the partnerships?
 - How do we build this into the curriculum?
 - Academia makes it very difficult to incorporate new thinking and innovation into curriculums to the point where we could make ourselves obsolete.
 - How do we create/design flexible curriculums?
 - Shorter, 1 credit offerings (instead of 3 credits) each with current/relevant topic
- SC is an interdisciplinary field so it makes sense to collaborate with other schools
- Partner with industry to evaluate curriculum
- Work with industry vendors to make software accessible to students
- Should the curriculum focus on more quantitative or more traditional curriculum?
- Many students know how to crunch numbers but don't know what the numbers mean
 - Students have difficulty making the connection between data results and strategy
- We should be developing "Prescriptive Analytics"
- Curriculum development cannot keep up with technology

Discussion Session #3 03/15/2019

Roles of Centers: How & When to Engage with a Wide Variety of Industry Associations

Quite a bit of discussion on this topic; Representing CSCMP and ASCM/APICS were:

Rick Blasgen: CSCMP, President and CEO

ASCM/ APICS: Karen Eboch: Sr. Lecturer, Bowling Green State University

- Most schools have a faculty assigned for each organization whose responsibility it is to get student to register for events, help organize activities, etc.
- What kinds of certifications should students get? Professors are asked this question by students? Professors struggle with what to say.
 - ISM for Procurement?
 - APICS for Operations?
 - CSCMP for Supply Chain Logistics?
- Depends on what the student wants, but most students don't know what they want. Students think about certifications the same way they think about what classes they need to take
- Much discussion around APICS & CSCMP. There is much overlap, even their national conferences fall on the same date. (CSCMP plans meeting locations 10 years out; ASCM/APICS does not and directors felt they pick the cities where CSCMP meets.)
- Should APICS & CSCMP combine? Some schools have combined the clubs.
- Schools cannot do a good job of managing both organizations
- Some felt that CSCMP should not charge for student membership while others did not seem to mind
- Point of contention: the national certification exams. When APICS went from 5 certification exams to 2 certifications exams they dramatically increased the price of each exam. Each exam is \$495 (not including any study materials). Certified SC Professional is even more expensive, ~\$700. This is viewed as to excessive for students.
- Some schools mentioned they were creating their own certification exams.
- Many felt there should be a collaboration between the organizations.
- Need to consider a "national certification exam"

- How do we differentiate between all the different certificates?
- CSCMP has mentorship programs to help young people navigate careers, certifications, etc. (in addition to student roundtables (clubs) which ASCM/APICS has also)

Discussion Session #4 03/15/2019

On-Line/Hybrid Programs, Micro Masters, Etc.

- Session began by asking, what is a Micro-Masters?
 - For some schools this is 5 courses; 15 – 18 months (on-line or on-campus)
 - For on-line, proctored exams (guidelines & rules for exams) proctored by an outside proctor; student pays the proctor fee
 - Capstone project
 - MIT Micro-Masters is on-line, with a capstone project 5 courses over 15-18 months
 - [At Syracuse University this is referred to as a Certificate of Advanced Study (CAS); These students graduate with the Masters students at graduation]

- What is a Hybrid program?
 - Part in-house residency/part online
 - Self-paced or semester based

- Several individuals described their programs

- On-Line: in-house design vs vendor delivered (example 2U and others)
 - Vendor managed/delivered charges a huge fee, up to 65% of tuition

- Arizona has a fully on-line undergraduate program

- Course Auditing with no credit (for select companies)



Making Waves: Actions for Supply Chain Leadership

Supply Chain Directors Conference
Syracuse University
March 14, 2019



NEWSROOM

NEWSROOM

RELATED CONTENT

TEAM:

Micaela N. Bulich

OPERATING ADVISOR

Ms. Bulich has more than 30 years' experience as a strategy and execution leader of supply chain...
[Read More](#)

CD&R Announces Micaela Bulich, GE and Dupont Veteran and Supply Chain Expert, as Operating Advisor



Wednesday, September 5, 2018
New York

Clayton, Dubilier & Rice announced today that Micaela Bulich, former Vice President Global Supply Chain for GE Renewable Energy's \$8 billion Onshore Wind business, has been engaged as an Operating Advisor to CD&R funds.

Ms. Bulich has more than 30 years' experience as a strategy and execution leader of supply chain organizations in large, global, complex businesses. Most recently, Ms. Bulich served as VP Global Supply Chain for GE Renewable Energy's Onshore Wind business, where her responsibilities included supply chain strategy, sourcing and global procurement, planning, manufacturing, logistics, and environmental health and safety. Other roles at GE included VP Sourcing for GE Energy, Senior Executive, Quality and Regulatory Compliance for GE Energy and Senior Executive, Global Supply Chain GE Plastics. Prior to joining GE, she spent 10 years at DuPont in supply chain and engineering roles. Her career began at United Technologies Sikorsky Aircraft as a flight controls engineer.

"Micaela is a highly skilled and savvy executive with a record of leading critical supply chain process initiatives, which have enabled more efficient procurement, manufacturing, sales, and distribution," said Donald J. Gogel, CD&R's Chairman and Chief Executive Officer. "It is a great pleasure to welcome Micaela as an advisor to our funds, and we are confident that she will add significant value across our portfolio."

"I am a great fan of the CD&R investment model and its long-standing commitment to operational excellence," said Ms. Bulich. "I very much look forward to my new role and to working closely with CD&R's investment team and portfolio company leaders."

Ms. Bulich is the executive co-creator of GE's Women in Supply Chain effort and is on the advisory board of AWESOME, an organization focused on advancing women in supply chain leadership. She has served on private boards for joint ventures in the U.S. and serves on the board of University of Hartford's College of Engineering, Technology and Architecture.

Inclusion and Diversity Improves Performance

Firms in the top quartile for gender diversity are more likely to enjoy **above-average profitability** (McKinsey & Co)

In a more diverse and inclusive workforce, individual **discretionary effort** improves by 12% and **intent to stay** improves by 20% (Gartner)

Organisations with inclusive cultures are 6x more likely to be **innovative** and **agile** (Deloitte)



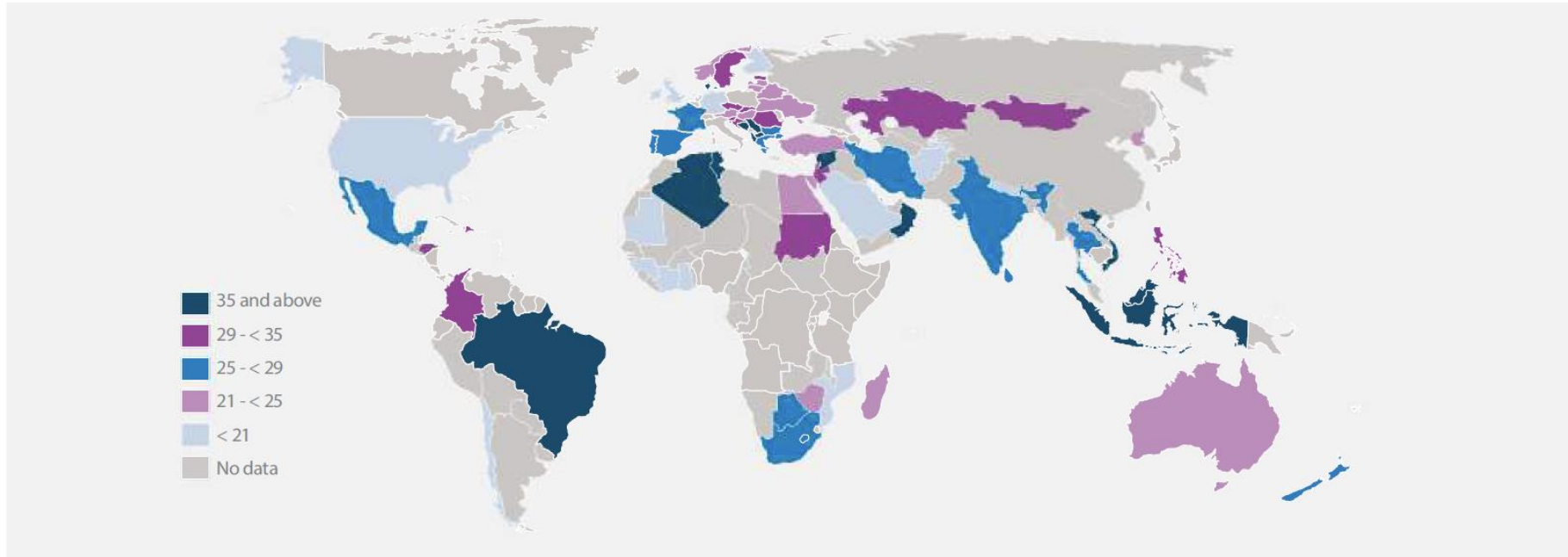
Atescelik Wind Towers
Izmir, Turkey

United Nations Sustainable Development Goals

Gender Equality #5



Percentage of Female Students enrolled in Higher Education in Engineering, Manufacturing and Construction



Source: UIS:2015 UNESCO Cracking the Code



achieving women's excellence
in supply chain operations,
management, and education



Ann Drake

Chairman, DSC Logistics
Founder, AWESOME



Heather Sheehan

Executive Director, AWESOME
Former VP, Danaher Corp.

AWESOME brings together
senior level women in supply chain for


Collaboration
Learning
Recognition
and Inspiration

to advance women's
supply chain leadership

www.awesomeleaders.org



AWESOME Initiatives

- Network of more than 1,100 senior women in supply chain
- 7th Annual Symposium –May 2019 Hosted by 
- AWESOME Legendary Leadership Award
- Excellence in Education Scholarships MIT Supply Chain Masters
- AWESOME / Gartner Research on “Women in Supply Chain”
- *Powered by AWESOME sessions*
- *Reality Check, AWESOME Alerts and Website*



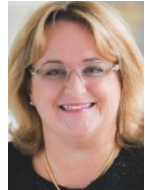
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AWESOME Legendary Leadership (ALL) Award Honorees

2014



Heather Sheehan
VP, Indirect Sourcing
and Logistics,
Danaher Corp.



Kathy Wengel
VP, Johnson &
Johnson Supply
Chain (JJSC)

2015



Beth Ford
EVP, Chief Supply
Chain and
Operations
Officer, Land
O'Lakes



Debbie Lentz
SVP, Chief Supply
Chain Officer,
Toys"R"Us

2016



Jackie Sturm
VP, Global Supply
Management,
Intel Corp.



Annette Clayton
EVP & Chief Supply
Chain Officer,
Schneider Electric

2017



Francesca DeBiase
Chief Supply Chain and
Sustainability officer,
McDonald's Corp.



Kristin French
Retired Brigadier
General, U.S. Army,
and Principal Deputy
Assistant Secretary of
Defense (Logistics and
Materiel Readiness),
U.S. Dept. of Defense

2018



Susan Brennan
Chief Operations
Officer,
Bloom Energy
Corporation



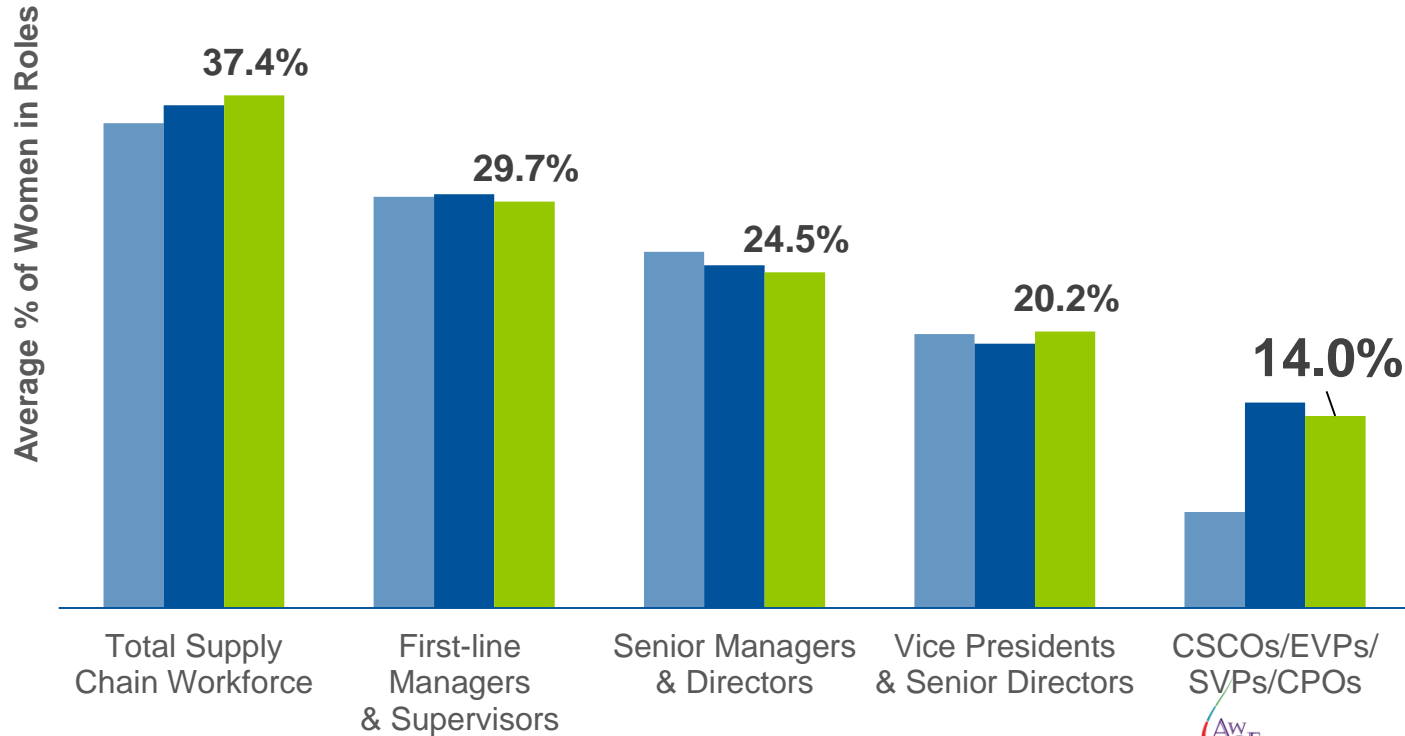
Ilya Marotta
Executive Vice
President for
Engineering and
Programs
Management,
Panama Canal
Authority

(List reflects honoree's position at time of selection)



Women in Supply Chain Leadership Roles

2016 vs. 2017 vs. 2018

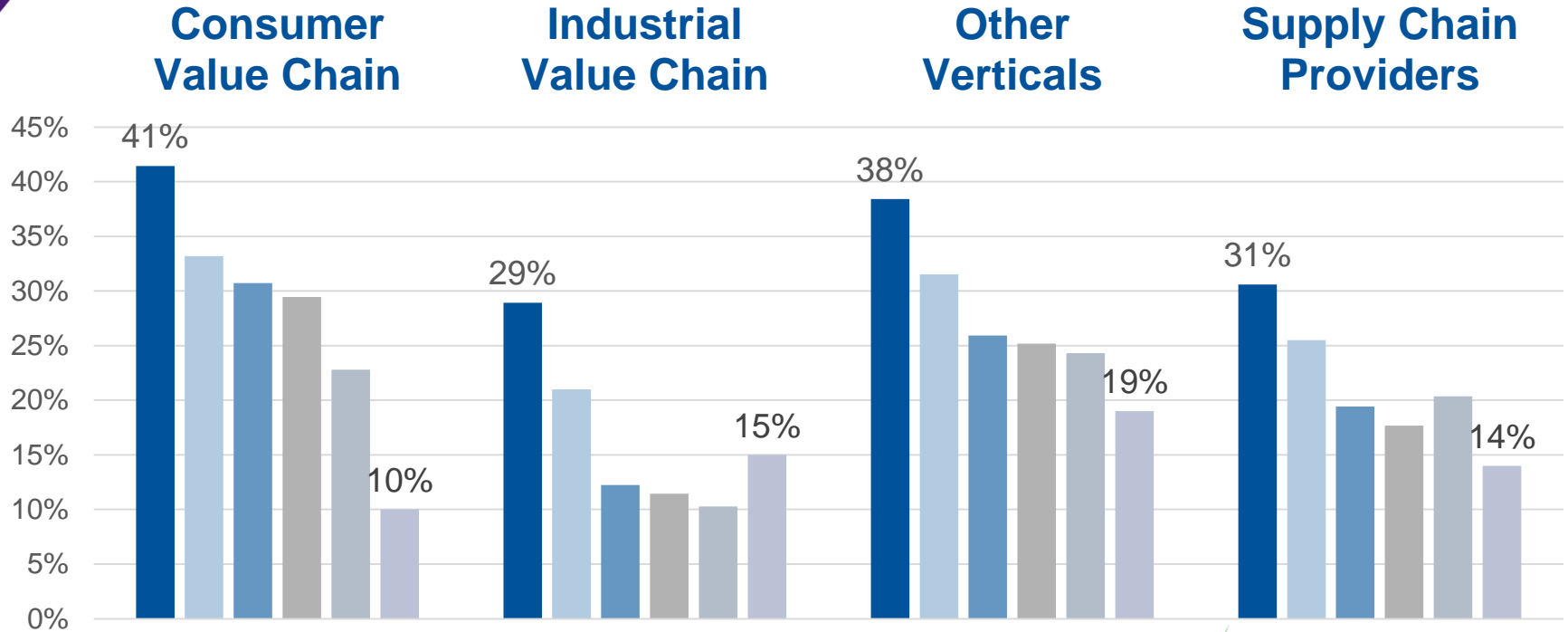


Source: AWESOME/Gartner



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2018 Variation by Industry Sector



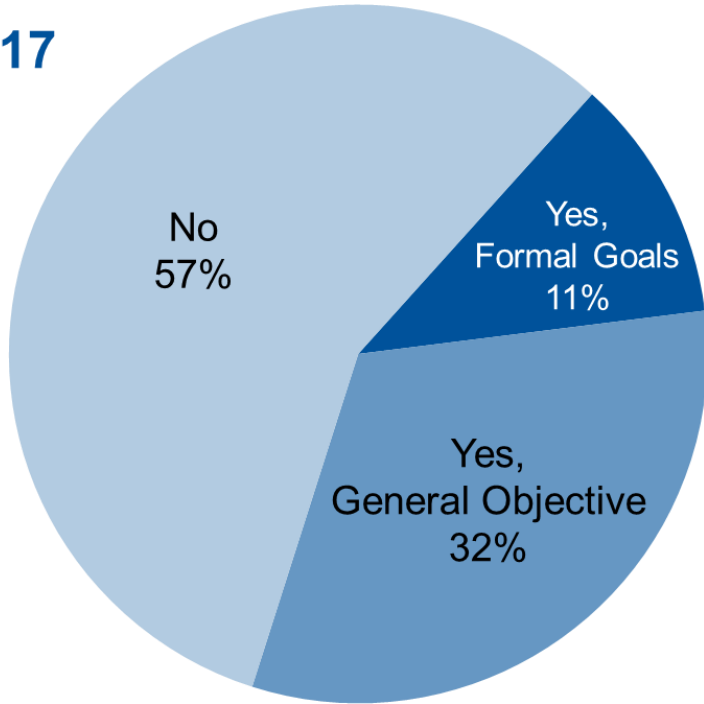
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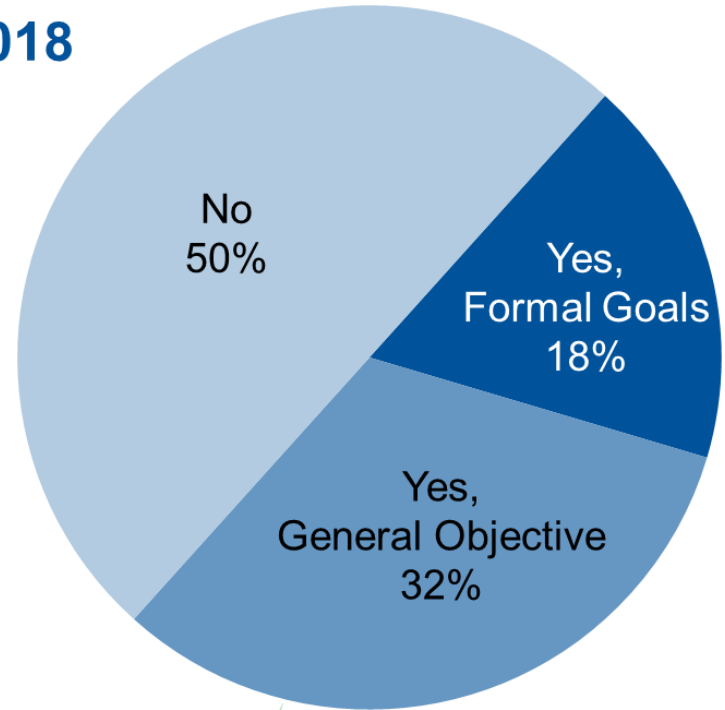
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More Respondents Have Formal Diversity Goals in their Supply Chain Organization

2017



2018



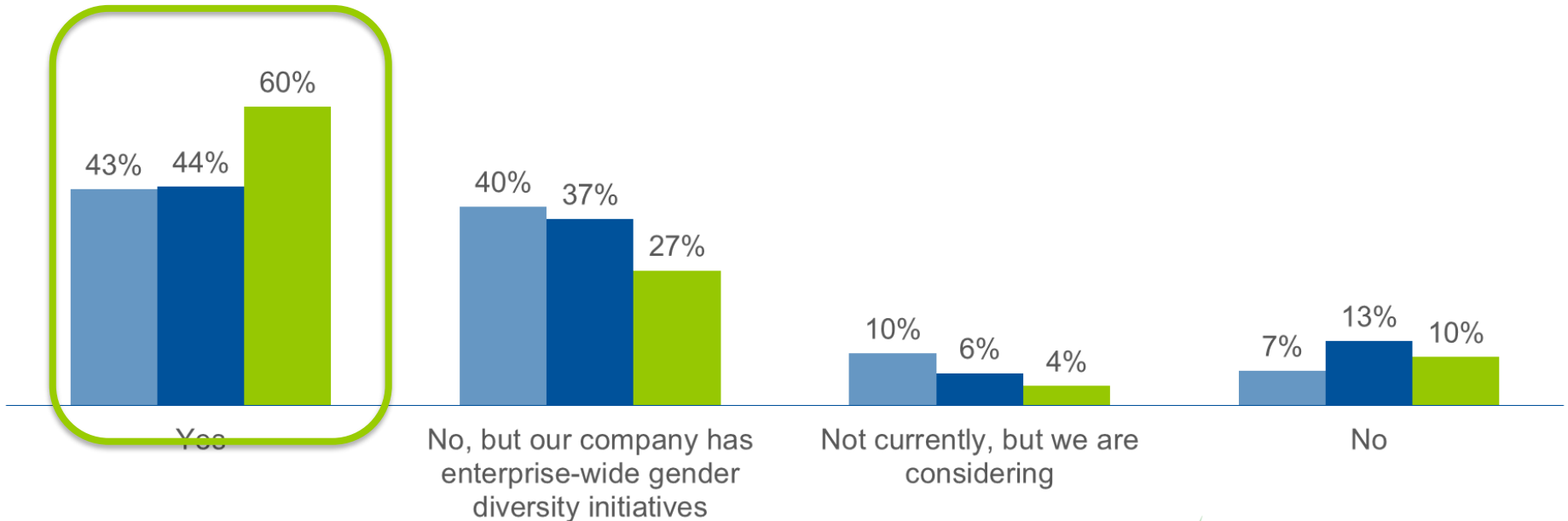
Source: AWESOME/Gartner



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Respondents with Targeted Initiatives in their Supply Chain Organization Jumps

2016 vs. 2017 vs. 2018



Q: Does your supply chain organization have any targeted initiatives to recruit, develop, retain and/or advance women in supply chain?

Source: AWESOME/Gartner



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Actions from Companies to Increase Diversity

To Better Attract and Retain Women?

1. Change Cultural Values, Leadership Orientation & Behaviors
2. Visibility of Women Leaders/Role Models/ Share Success Stories
3. Better Outreach & Candidate Identification
4. Integrated Pipeline Planning (Develop/Promote/Sponsor)
5. Workplace/Worktime Shifts/Family Policy Change

To Better Progress Women to the Top Jobs?

1. Integrated Pipeline Planning (Develop/Promote/Sponsor)
2. Visibility of Women Leaders/Promote Women/Success Stories
3. Change Cultural Values, Leadership Orientation & Behaviors
4. More Opportunities Available & Visible/Stretch Assignments
5. Better Outreach & Candidate Identification





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How can you take initiative or “make waves”?

"Just as ripples spread out when a single pebble is dropped into water, the actions of individuals can have far-reaching effects."

- Dalai Lama

MAKING WAVES



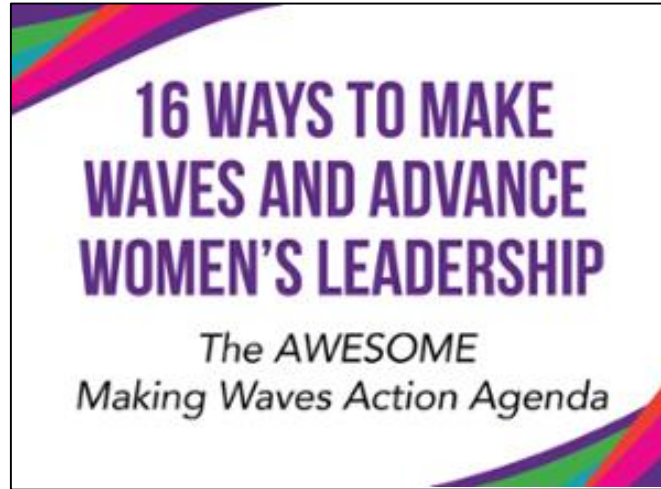
Do you measure gender diversity of your supply chain program? Do you have a gender diversity goal? Should you?

What actions can we as supply chain directors take to encourage more women to major in supply chain?

Is your supply chain program faculty diverse and if not what steps are you taking to increase diversity of faculty?

How do you ensure in your outreach efforts that you have diverse role models to encourage young women careers in Supply Chain?

Summary of Other Making Waves Workshops



WAVE ONE: Increasing the number of women in top leader roles

1. Actively help other high potential women.
2. Organize/lead company policies and practices to increase diversity.
3. Act as a role model for others.
4. Create a culture that supports women.



"There's a special place in heaven for women who help other women."

– Lisa Borders, President of the Women's National Basketball Association, 2018 AWESOME Symposium Speaker

WAVE TWO: Advancing your own career

5. Own your career trajectory.
6. Keep learning and expanding skills.
7. Don't downplay your achievements.
8. Develop and use your connections and relationships.



"Own your power."

– Susan Brennan, COO of Bloom Energy, Recipient of the 2018 AWESOME Legendary Leadership Award

WAVE THREE: Increasing the pipeline of women in Supply Chain

9. Tell your story of why supply chain is a great field for women.
10. Be an active part of recruiting and hiring.
11. Participate in outreach to girls.
12. Develop and leverage internships and scholarships.



"Creating a diverse and representative workforce is a matter of survival, growth and competitiveness."

– Girish Rishi, CEO of JDA Software, AWESOME 2018 Symposium Host Partner

WAVE FOUR: Engaging men as advocates for change

13. Have candid conversations, find common ground, address unconscious bias.
14. Identify and involve male champions.
15. Communicate the business imperative.
16. Track progress, celebrate success.



"Men are 85% of senior leadership, which says we're 85% of the problem. But we're also 85% of the solution."

*– Jeffery Tobias Halter, President of YWomen, author of *The Business Imperative to Advancing Women and Engaging Men*, and speaker and moderator at 2018 AWESOME Symposium*

What action will you take?



Download the full report at
www.awesomeleaders.org > Collective Wisdom > Making Waves





Thank You!



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