What’s inside:

Speakers

Case Competition

Save the Date!

Dedicated Industry partnerships are at the heart of success for the DCMME & GSCMI Centers. We thank our many distinguished industry partners for their significant and ongoing involvement and support. Our mission and the many important objectives set for the Center could not be accomplished without you!

Thank you.

Dear Center Partners and Friends,

Our warmest thanks go out to you for your involvement in the 2013 GSCMI Spring Conference & Case Competition! Executives from American Axle Manufacturing, Amway, Caterpillar, ConAgra Foods, John Deere, & Ingram Micro shared their unique experience and insight into “Right Shoring When Manufacturing Matters.” Close to 140 students & 40 industry participants attended the conference. There were 88 undergraduate & graduate students who presented their work to industry judges at the GSCMI Case Competition. We greatly appreciate all of those who served as judges. Please join us in congratulating the winners & participants for their achievements.

We will continue to strive for enhancing students’ learning experience and supporting faculty’s academic research. Our vision of a student-focused and faculty-directed Center would not be possible without the active involvement and generous support from you, our industry partners and friends.

We look forward to hosting you again at the upcoming Fall DCMME Forum on “My Career in Operations & Supply Chains” & Student Summer Internship Poster Competition on October 4, 2013!

Best Regards,

J. George Shanthikumar

Richard E. Dauch Chair in Manufacturing and Operations Management

Director, Dauch Center for the Management of Manufacturing Enterprises & Global Supply Chain Management Initiative
“Refreshed to hear concepts from class stressed by such powerful companies.”

“Learned many valuable points from this conference.

“...Provided good insight on global supply-chain solutions in the real business world.”

“...Student focused.

“Faculty directed.”

Center Partners and Event Sponsors:
“It was enjoyable to have the opportunity to hear senior executives discuss the “big picture” world of supply chain.”

— Erin Roszczyk MBA 2014

John Sofía, AAM
Manufacturing Does Matter
By Andy Schanno, MSIA 2013

John Sofía from American Axle Manufacturing had an interesting perspective of an American vehicle parts manufacturer who has had to overcome the recent recession that devastated the U.S. car manufacturing industry. He came across to me as a survivor. I fully understood and appreciated his opinion that manufacturing is key to healthy growing national economies. I was equally impressed with his understanding that in order to survive, his company needed to be willing to improve efficiency with its U.S. production and be prepared to manufacture internationally when appropriate. This was highlighted to me in how he pointed out that his production facilities utilize semi-portable machines that can be transported to other global regions if needed to meet customer demands or macroeconomic changes. He also spoke about how both types of production (local and offshoring) have advantages and disadvantages and that decisions had to be made that found the optimal combination of quality control and responsiveness to a given customer segment.

Joseph Markun, Caterpillar
Global Competitiveness
By Rayna Coe, MBA 2014

The presentation by Joe Markun with Caterpillar was the most instructive, in my opinion. Joe Markun’s discussion focused on the importance of the Caterpillar Dealer Network and having a strong relationship with their customers globally to drive the financial strength that has afforded them competitive advantage in the industry. Their strategy is ensuring that customers are “profitable and create a more sustainable world”, stockholders see them as a strong long-term investment, and that their employees are engaged in a safe and inclusive environment. These goals help them to keep the costs of discovering and developing new customers, investors, and employees low, thereby increasing profitability and an opportunity to focus more on their Integrated Supply Chain Strategy. This strategy consists of a supply chain cycle that includes Advanced Planning, Sales & Operations Planning, Supply Chain Execution, Capability Building and Supply Chain Network Design. This cycle is driven by a Vision Statement to “Create and sustain a high velocity lean supply chain that is flexible and responsive enabling the enterprise business model”, and Performance Metrics that include Inventory Turns, Customer Delivery, Supplier Performance, Quality. These work together to build a cost efficient, competitive supply chain.

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Srisu Subrahmanyam, Ingram Micro
Enabling Right-Shoring Strategies in The Wireless Industry
By Della Rensyta Mihardja, BSIM 2013

One of the most interesting things that I discovered from the conference is the supply chain system of Ingram Micro. Unlike other manufacturing companies that attended the conference such as John Deere or Caterpillar, Ingram Micro is a worldwide wireless technology distributor. Their company provides services for companies such as Apple, Blackberry, and Samsung to distribute their products to retailers such as Walmart or Best Buy. Thus, their competitive advantage lies heavily on supply chain. What is interesting to me is how these products are delivered to the distribution center and how these products are modified and completed by Ingram Micro. As mentioned by the Ingram Micro’s Vice President of Global Engineering, Subrahmanyam, when the products are sent to the distribution center, all the phones are not yet properly functioned. The phones are merely pieces of plastics and lead assembled together. In the distribution center, the software will be installed just before the phones are ready to be shipped to the retailers.
The point I found most interesting from the conference was from Craig Andrews with ConAgra Foods. The ConAgra Performance System is a pillar system they have implemented into supply chain which intends to eliminate waste and losses across the company’s operations. The structure at ConAgra creates a culture in which an employee will take ownership of a pillar and be responsible for keeping track of performance criteria over time. Obviously this employee will work to improve their pillar. When each pillar owner does this, ConAgra will have a more effective and efficient organization. Some examples of pillars are Quality, Environment, Safety, Efficiency, etc. The pillars are representing the base in which holds up the successfulness of the company.

Randy Sergesketter began with a very impressive message that when analyzing your business you always need to think about where the opportunities for growth are. John Deere is a company that is specialized for the North American market, but they realize that they need to keep making money and that means investing globally. Specifically, they invest globally to support their company values of feeding the world, supporting stakeholders, growing the business, leveraging larger growth opportunities outside the US, confronting competition (even if it means going on their turf), and leveraging local lessons. Lessons learned can be applied to other countries and improve overall competitiveness for the company. Eventually they will be able to deliver more frugal options, including in North America. One of the main challenges facing John Deere is that they are so specialized in the North American market, but they can’t just take this model and transfer it to Brazil and Asia for example. They have to understand the global industry, get to know these new customers and their requirements, account for local regulations (tariffs), find out how competitors react and in fact anticipate their reaction, and finally look at bandwidth and capability. Another challenge for John Deere that the speaker mentioned was seasonality. How do you adjust your capacity? You have to find a willing workforce; suppliers and high overhead costs need to be accounted for. Randy also brought up a great point about manufacturing; manufacturing is all about flow, density, and velocity as it pertains to operations in the plant. Finally, the speaker ended with an example of globalization issues in India. He went over joint venture complexities, understanding customer requests, coming up with frugal products, and finally developing a cost effective and capable supply base.

“I learned many valuable points from this conference, and it was especially refreshing to hear concepts from class stressed by such powerful companies.”

—Jose Espinosa
“The case competition itself cannot be termed anything but a roaring success. Teams from both grad school and undergraduate participated with great zeal and vigor, with close to a total of hundred participants, which is a testament to the strength of operations and supply chain program in Krannert.”
Kashif Khan, MBA 2014

“The GSCMI 2013 Case Competition and the Spring Conference gave Krannert students a great opportunity to interact with industry judges via presentation and private talk. It was also a good time for us to use what we learned in class to solve real business problems and therefore make us more confident for our future career.”
Xiaoyang Chen, BSIM 2013

“In sum, the case competition was an extraordinary “Hands-on” experienced where we were able to put in practice our technical and soft skills as well as our understanding on how a team should approach to a board of directors in any given company.”
Luis Carnero, MSIA 2013
2013 GSCMI Undergraduate Student Case Competition

**Winner**
Xiaoyang Chen  
Minqian Guo  
Xiang Li  
Della Mihardja

**Runner up**
Eric Beardmore  
Anne Marie Sullivan  
Brendan Bonner  
Kevin Leung

**Best Presenter**
Xiaoyang Chen

2013 GSCMI Graduate Student Case Competition

**Winner**
Ralf Tischler  
Pan Pan  
Amit Chaudhary  
Debora Manea

**Runner up**
Deepika Mokkarala  
Monica Ravi  
Tarun Sharma  
Vinod Varma Penmetsa

**Best Presenter**
Tarun Sharma

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**Best Presenter**
Tarun Sharma
For over twenty years the DCMME/GSCMI Center has been the focal point within the Krannert School of Management for promoting education, research and industrial engagement with those interested in operations management, manufacturing management, and supply chain management. This long standing history has bred a rich tradition of developing meaningful coursework, exploring innovative approaches towards operational improvement, and creating venues for collaboration between firms, students and faculty around the state and across the globe.

Partnering with organizations, companies, not-for-profit as well as governmental and economic development agencies has allowed our Center to create the essential linkages that foster innovation, develop rich insights, and enable us to accomplish our mission of celebrating the vitality of operational excellence and importance of a strategic supply chain view. Should your firm or organization desire to become an important part of this mission, you may want to consider what roles suit your interests most meaningfully.

Save the date!

DCMME Fall Forum- October 4, 2013

“My Career in Operations & Supply Chains”
~Featuring a Student Summer Internship Poster Competition

Register to attend the conference by September 18, 2013

http://www.krannert.purdue.edu/centers/dcmme_gscmi/05_Events/01_2013FallConference/2013FallConferenceRegistration.html