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# DCMME *fall* CONFERENCE



## My Career in Operations & Supply Chain

### Dear Center Partners and Friends,

Our warmest thanks go out to you for your involvement in the 2013 DCMME Fall Operations Conference! This year's conference gathered over 150 students, faculty and industry participants. Executives from Akoya, Amway, Caterpillar, ConAgra Foods, Evonik, Hewlett-Packard, John Deere, and Twitter shared their unique perspectives and experiences on the importance of careers in operations and supply chain. One of the featured events at our Fall Conference was the Student Summer Internship Poster Competition, which provided a wonderful opportunity for our students to share their summer internship experiences. We greatly appreciate the industry participants who served as judges for the competition. Please join us in congratulating the student winners: Seongjin Shin-Undergraduate (1st prize for Undergraduate Student), Kurtis Homan-Graduate Class 2014 (1st prize for Graduate

Student), Zenita Subba-Graduate Class 2014 (2nd prize for Graduate Student), Manigandan Ramesh-Graduate Class 2014 (3rd prize for Graduate Student) 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 GSCMI Student Case Competitions on April 17th and Spring Conference on April 18th!

Best Regards,  
  
**Dr. J. George Shanthikumar**  
 Richard E. Dauch Chair in Manufacturing and Operations Management  
 Director, DCMME & GSCMI



### THANK YOU.

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!





# 2013 DCMME FALL CONFERENCE

The 2013 GSCMI/DCMME fall forum, “My Career in Supply Chain and Operations Management” was a great success. The forum featured current business leaders sharing their insight and advice, and future business leaders (Krannert students) competing against one another in a poster competition, highlighting the knowledge and skills they acquired through summer internships. These events were of great value to all involved in the event. The career forum featured four speakers and two panel discussions. In the first session, Jerry Bronkema (Supervisor – Supply Chain Planning, Amway) emphasized the cultivating cultural intelligence in

a global business world. Following Jerry’s remarks, Karen Caswelch (CEO, Akoya) provided her candid opinion on the idea of work-life balance, suggesting that balance does not exist, and that professionals instead must make lifestyle choices and tradeoffs. In the second session, Cara Curtland (Strategy – Strategic Planning and Modeling, HP) emphasized the importance of passion, self-awareness, and continuous improvement. The final speaker, Gary Bear (Supply Chain Planning Manager, Caterpillar) encouraged students to be curious and continue to learn as they enter the workforce, and lauded the field of supply chain management because

it is the epicenter of action. These speakers were joined by Kellie Antes (Amway), Mark Burton (John Deere), Bill Ensign (Evonik), Elizabeth Menozzi (Twitter), Jesse Moore (Purdue University), and Phillip O’Keefe (Purdue University) on industry panels. The Center would like to thank all of the industry guests for their participation in the event.

During the industry panels, attendees were able to ask questions of the speakers in addition to other industry participants.

*-Peter Jacobson (MBA 2015)*

## Thank you speakers and panelists!





# Student Comments



The conference provided vital points for charting a successful path in the field of supply chain management. All of the issues discussed made for fascinating learning. -Pradeep Hiremath (MS GSCM 2013)

The Global Supply Chain Management Institute’s Fall Conference was an excellent opportunity to learn from managers about their experience in supply chains. -Courtney Kane (MBA 2014)

It was a great experience to attend this enlightening conference and interact with the great leaders and industry experts. I would like to thank the organizers, volunteers, and everyone who added efforts to make this conference a successful event. -Bharat Varshney (MS GSCM 2013)

The DCMME Forum on My Career in Operations & Supply Chain was both interesting and enriching for me. It was an absolute privilege to have attended the conference featuring eminent speakers and panelists from a wide variety of companies. -Ankur Bhatia (MBA 2014)

I really enjoyed my experience at the DCMME Forum. I liked how each speaker’s theme was varied, and we got to hear about multiple professional development topics. -Ellen Coates (MBA 2014)

The overall theme of the conference, My Career in Operations & Supply Chain resonated with me in a few different ways. First, as a late career changer looking to deepen my understanding of operations and determine my next career move with a focus on operations. Secondly, as a professional with a family and looking to strike a good balance between caring for my family and developing my career. It is always refreshing to be exposed to information on a subject that has your attention. Even more so when that exposure is from real world perspective and not just a concept in a textbook. -Rayna Coe (MBA 2014)

The session in general was very informative in which the esteemed speakers quoted their own experiences to highlight the real life challenges that a professional may come across in his personal or professional life -Svarthi Datta (MS GSCM 2013)

The career forum that occurred on October 4th 2013 was an eye opener for me. It was my first forum and was very insightful to say the least. Guest speakers from corporations were as excited as the students and that made the conference even more meaningful and enjoyable. -Nikunj Gupta (MBA 2014)



The Fall 2013 DCMME Fall Forum was an outstanding opportunity for undergraduates like myself to interact with successful alumni from Purdue University as well as executive leaders from top companies who have established a great relationship with Krannert School of Management.

-Nicholas Bafunno (Undergraduate)

The career forum was very informative because the guest speakers not only talked about their current job, life experiences, and future goals, but they also related these topics to Krannert students and explained the importance of being motivated. One of the things that made this career forum unique was how this career forum included both guest speakers and a poster competition. It was great seeing the current business leaders talk about their occupation and experiences and future business leaders competing against each other and showing their knowledge and skills. -John Nafar (Undergraduate)

## Jerry Bronkema, Amway Cultural Diversity

I particularly enjoyed Jerry Bronkema's talk about preparation for cultural diversity in the workplace. He sets the development of cultural intelligence in a real-world context with stories that illustrated how to effectively implement them. His point was further cemented by his comment that an "international company" is a given now, and the global economy revolution is not revolutionary anymore; it is a fact of business. This struck particularly true for

me given my experiences this past summer. I worked for a company headquartered in Germany, with plants in North America, all of which had been acquired by the company. In addition to this initial cultural shock between the parties (American culture and German culture), there were also the culture differences between each individual plant, and the plants in other countries. It revealed a very real competency that I need to work on, and using Mr. Bronkema's tips will aid me in

the event that I work at another company with this unique structure. Cultural intelligence is not something that can be developed naturally or without effort, it is a skill that must be developed. As I progress into the full-time workforce, I want to seek the ability to adapt regardless of the cultural situation, and I would like to think Mr. Bronkema's presentation aided in this.

*-Josef Conner (MBA 2014)*



“Cultural intelligence is a person's capability to perform effectively in situations characterized by cultural diversity.”

*-Jerry Bronkema, Amway*

Diversity in itself has many different definitions, but Jerry explained it in a couple specific points. Two of these points, Freedom & Family, really stuck out to me. These two points related back to my work experiences through the internships I had over the past two summers. Having the ability to free think grants you the ability to learn, and when you learn in the workplace, it really allows

you to better understand and appreciate what you are doing instead of just going through the motions. He mentioned three sources of Cultural Intelligence: head, body, and heart. These give someone the capability to function effectively in situations characterized by cultural diversity. Your head allows you to keep your "wits" about you and allows you to understand a

culture. Your body allows you to communicate with body language, which you must be conscious of. Finally your heart gives you the ability to be culturally sensitive. Combining all of these things will always keep an open heart and mind when dealing with a new culture.

*-Scott Boyle (Undergraduate)*



Jerry Bronkema talked about Cultural Intelligence. He explained how he believes it is composed of three aspects: Head, Body, and Heart. In essence, he summarized his belief that to be successful in business, you need to understand the business' culture. He also gave us an approach on how to accomplish this. By following 7 steps, he believed that we could fully embrace the cultural intelligence aspect.

Jerry's presentation was very enlightening. Due to the fact that I am an international student, I have to understand how the business is conducted. From homework meetings to internship, this has been a new experience on how to hold straightforward and efficient meetings.

*-Ivan Banchs (MBA 2014)*



It was amazing how the speaker took three examples from his past experience and explain how smallest of things could have such far reaching impacts in our relationships in the business environment. It was not only important to understand the differences in culture and cultural interaction and respect them, but also the importance of accommodating people from other cultures when they did not understand your cultural norms. Another key learning for me from this session was that it is not only the things we do or say, but also the body language that sometimes gives away more than our words would, and therefore we have

to be careful in that aspect as well. Overall, the key take away from this session for me was that everyone and every culture have a different perspective about things, and it is important that we respect each other's perspective. Furthermore, at the end of the day all our interactions are geared towards a goal of building mutual trust. We take one small step out of line, and we lose someone's respect and trust for life, and therefore the importance of cultural intelligence becomes even more significant.

*-Kashif Khan (MBA 2014)*



**Presenter:** Jerry Bronkema  
Supervisor, Supply Chain Planning / Amway

**Title:** Cultural Diversity

**About the Speaker:**

Jerry joined Amway's Supply Chain Planning Department in Oct of 2004 as a planning analyst and later moved to the Operational Excellence department where he achieved his Black Belt. Upon certification, Jerry returned to the Supply Chain Planning group where today he leads a staff of planning professionals.

Jerry received his Bachelor of Business Administration from Western Michigan University, and has held Supply Chain Management positions with Louisiana Pacific and General Electric, before joining Amway.



“ Jerry gave an inspiring presentation on the importance on cultural intelligence and its impact in the business world today.”

*-Stephanie Kruse (MBA 2015)*





# Work-life balance & Ambition

In Karen’s speech titled “Work-life Balance and Ambition”, the first topic she brought up was the importance for every person to have the experience of working on a manufacturing floor. She started her career in this environment and found it to be extremely rewarding. Karen mentioned that the hardest thing to do is manage people. This point was particularly interesting to me because I am currently looking for a full-time position. I usually turn my head at supervisor roles because I want to go directly to supply chain. However, I see the importance of working as a supervisor. It is too often that you see leaders in a corporation who are too far removed from manufacturing to know what is happening. An experience as a supervisor will help me with my skills as a leader, give me a better understanding of the manufacturing environment, and become more in touch with the issues that occur in

this setting. The second topic was work-life balance. Karen believes that there is no such thing as work-life balance and everything has to do with choices. The choices include how ambitious you want to be, what kind of lifestyle you want to lead, if you want to be married, if you want children, and how you handle the unexpected things in life. I really enjoyed when she spoke about these points, because I thought I would hear more about this in the MBA program. However, it is a topic that has been walked around with other speakers and clubs. It was nice to hear about how she handled these situations, and to think about how I will handle them in the future. I thought her speech was very real and admirable.

-Ellen Coates (MBA 2014)



“Managing people is helping them achieve what they aspire to achieve”

-Karen Caswelch, Akoya Inc.

I was highly impressed by Karen Caswelch, the CEO of Akoya Inc., for her speech on “Work-life balance & Ambition”. During our brief chat at lunch Karen told me the success of real career life depends a lot on whether a person can manage his or her attitude. Life is never fair to everyone. When one thinks the situation is unfair he or she may have two choices: be angry and jealous, or forget about the “unfairness” and try to be better.

The result will be very different depending on the attitude one chooses. I cannot agree with Karen more. I realized I made things worse when I faced a challenge without a positive attitude. Once I calmed down and regained the confidence, I found the situation was not as bad as what I thought.

-Randall Miao Jie (MS GSCM 2013)



“Work life balance is a misnomer, it is all about work life choices.”

- Karen Caswelch, Akoya Inc.

Karen Caswelch, CEO of Akoya Inc., delivered the message that struck a chord with me and my current situation. As I struggle to find a balance between working on my MBA and spending sufficient time with my family, I found Karen’s willingness to share her candid perspective thought-provoking and certainly different than the typical message that usually offers suggestions/strategies to give an even 50% to both career and family. This, however, brings to mind an old adage, “jack of all trades, master of none”, begging the question, is it really possible to be good at both or should you be the best at one? If the latter, which one? By sharing her family and education background, she humanized herself to the audience before sharing her position, that

work/life balance does not exist, and that it is actually work/life choices that one makes that ultimately determines where on the work/life spectrum they fall. Her belief, that the most successful situation is one in which one parent develops their career and the other either has a job or is a stay-at-home parent, provided a new viewpoint that deserves thoughtful consideration. Going forward, I appreciate having this new information to consider as I plan my career path.

-Rayna Coe (MBA 2014)



Karen Caswelch's determination & drive to succeed in her career was inspiring to me on many different levels. One of the things she mentioned was that from a young age her family preached to her, "Why go for #2?" I think that this message is something that I can apply to my life post-graduation because having this mindset will force me never to settle for anything less than my fullest potential. Whether this means taking a job with more responsibility, or making a tough decision that will affect hundreds of people at my plant, in each scenario I will press on with

confidence. Another great message that I was able to take away from her speech was that not everyone wants to be a boss, but everyone deserves a boss that respects them and the work that they do! I think that this idea was a great way to encourage students like myself to lead in their careers in a way that is fair and just to those in our companies. This mindset of being selfless and not selfish is important to becoming a successful supervisor or boss. The last piece of advice that Dr. Caswelch alluded to was that work is about life choices. This was something that I had not really thought about

as an undergraduate seeking out future employment opportunities, but it definitely is vital to having a positive career path. Some examples of life choices she personally had to make included: job location, family care, and salary. For me, I now understand that it is important to be flexible in your career and to think about the career path you might want to take within a company before accepting the position.

-Nicholas Bafunno  
(Undergraduate)



**Presenter:** Karen Caswelch,  
Chief Executive Officer  
Akoya Inc.

**Title:** Work-Life Balance &  
Ambition

**About the Speaker:**

Karen Caswelch has experienced global success in senior level positions across industries. She is currently CEO of Akoya, Inc., a venture capital backed start-up company which provides intelligence for supply chain management. Previously, Caswelch was VP of Purchasing at Allison Transmission, where she headed supplier quality, controlled the \$16M expense budget and developed and led a purchasing plan to build low cost products in China and Korea. Caswelch has an MBA from Harvard Graduate School of Business Administration and a BS in mechanical engineering from MIT.

**“Not everyone wants to be the boss, but everyone deserves a boss who respects them and their work.”**

*- Karen Caswelch, Akoya Inc*



# Woman in Career. Strategy, Vision, and Creativity



The topic which interested me the most was on ‘Women in Career’. Even though the name suggested a woman’s focused topic, the takeaway was for both men and women. Cara Curtland, Strategic Development Manager in HP, delivered the points on doing what one loves, responsibility, teamwork, common mistakes, redefining strategy, vision, attitude management and creativity. When I relate the points with my practical experience in the industry I found them to be relevant and of matter of deep understanding. A manager is someone who has to take the lead in driving business and should possess these skills to be effective.

eventually end up in the ocean for years and years. Hence, it is sensible to form a strategy, find a mentor, develop a good network with the correct people and strive for excellence in your chosen field in order to create a satisfying career path.

The last and the best point out of her talk was on attitude management. It is the most differentiating quality of a successful leader. Stress and agony will keep coming in life and many a times one cannot control the factors. With the right attitude an individual can definitely hold their ground in a moment of adversity.

-Arpit Mehra (MS GSCM 2013)



Cara also spoke about vision and career building. A boat with no direction will

Purdue alumnus Cara Curtland (BSIE, 1994; MSIE 1996) has blazed an impressive career since her days as an undergraduate and masters student and IE TAP consultant at Purdue. In 17 years with HP, she has held many roles, and is currently a Strategist in the area of Strategic Planning and Modeling in Vancouver, Washington.

should also know what they do best, and where there weaknesses lie. They should always seek to continuously improve, but remember that they shouldn’t try to go it alone. They should balance their weaknesses by seeking teammates with strengths in those areas. She also highlighted the importance of integrity, teamwork, asking questions, and client-focus.

In the beginning I was not sure whether if Cara Curtland’s topic would be applicable to me at all given the name “Women in Career”. However, once Cara, a Strategic Development Manager at HP, completed her opening statement I was quite taken how similar men and women are from a career standpoint given the three similar attributes she brought up: Do What You Love, Integrity & Responsibility, and Teamwork.

Using examples from her career, Cara provided Krannert students with some excellent insights as they are about to embark on their career journeys. First, she encouraged students to do what they love, as an individual must genuinely love the job that they are doing to perform at the highest level. In addition, she highlighted the importance of self-awareness. Students

She closed with a powerful quote from Albert Einstein: “Not everything that counts can be counted, and not everything that can be counted counts.”

Currently, as a soon to be an MBA graduate I believe Cara’s elaborative outline of how we should strategize our plan, have a vision towards our goal, and be creative all the time assisted me in searching out for a solid pathway for my future. And once that path has been carved out I can pursue my goal by applying Cara’s three attributes of finding the job that I love, maintaining a strong personal integrity, and constantly contribute to teamwork. At the very end when Cara said “Not everything that counts can be counted and not everything that can be counted counts”, which is her favorite quote of all time, it resonates with my idea of success that sometimes we may have to do things that may seems invisible but in the end it could bring you a substantial outcome in the near future.

-Peter Jacobson (MBA 2015)



“Say what you’ll do, do what you say.”

- Cara Curtland, HP

“Help your teammates, or warm the bench.”

- Cara Curtland, HP

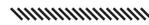
-Daniel Terayanont (MBA 2015)

Cara Curtland was very entertaining; she has been with Hewlett Packard for 17 years. Mrs. Curtland received her BSIE from Purdue. She spoke on “Women in Career”. Cara stressed the importance of knowing what you do best and enjoying what you do. Every young professional has heard inspirational phrases thousands of times, but it’s always reassuring to

hear it from someone who has extensive experience and seems very genuine. I also enjoyed when Cara spoke about how you need to continuously improve but don’t try to do everything. She mentioned that you need to have your own strengths, but don’t be afraid to hire employees to balance out your weaknesses, once again emphasizing that one person

will become overloaded when trying to handle everything. A few other things Mrs. Curtland said that I enjoyed: “Say what you’ll do, do what you say.” “If you wouldn’t say it to their face...don’t say it at all.” “Help your teammates, or warm the bench.”

-Sam Dick (Undergraduate)



Cara Curtland gave an inspire presentation on “Women in Career. Strategy, Vision and Creativity”. While her presentation applied to both men and women, I thought it was especially relatable to me, as a woman in supply chain, as I move forward in my career. She spoke about doing what you love, and also leading by example. Leading by example, I think, is especially important for a successful leader.

are keys to her success. I found her statement regarding overcoming the fear of a new challenge by asking questions and breaking down the problem particularly relevant. As a first year MBA student, I face new challenges every day. While sometimes these challenges can be overwhelming, I find that breaking down the problem, asking questions and finding innovative solutions is an ideal approach. Cara also presented key takeaways from early in her career. Find your passion, be helpful and get an advocate were a few. She noted that

having an advocate was extremely important to her success. Having someone who is guiding you but also pushing you is helpful as you progress upward and prevents missteps throughout your career. Cara’s presentation presented new ideas and reconfirmed some exists one. She was a great speaker and I am grateful for her participation in the conference.

-Stephanie Kruse (MBA 2015)



**Presenter:** Cara Curtland, Strategic Planning & Modeling, Hewlett-Packard (Purdue Alum)

**Title:** Women in Career. Strategy, Vision, and Creativity

**About the Speaker:**

Cara has been with HP for 16 years. At HP, Cara developed and diffused best practices in inventory management, network design, forecast accuracy, SKU reduction, product planning, manufacturing, and distribution.

During her personal time, Cara spends time with her husband, two sons, and their dog. They enjoy hiking, camping, taekwondo, reading books, travelling, and watching movies together.

Cara graduated with both BSIE and MSIC from Purdue University.



# Gary Bear, Caterpillar Motivation

Gary Bear from Caterpillar, focused on the importance of motivation. Within this topic, he was able to tie it back to Supply Chain Management and the challenges present today. He spoke of SCM perhaps being a new discipline and a trending industry topic, but that people need to realize it is certainly not simple. Some of the current challenges include the presence of natural disasters, recessions, and intense competition. To combat the challenges faced in this area, it is crucial to be transparent to customers and communicate expectations to the entire supply chain. Thus, more than ever factors

like response time (instead of lead time), supplier relationships, innovation, and leadership are requiring more attention. In fact, Gary Bear spoke of not being afraid of confronting these challenges and the importance of willing to take some risks. Mr. Bear spoke proudly of realizing the importance of his role and how motivation to give back to his company fuels him to lead his teams to high performance.

*-Jose Rodrigo Espinosa (MS GSCM 2013)*



Gary Bear from Caterpillar shared how he remains motivated in the stressful and pressurizing environment of supply chain management. He highlighted how several concepts in supply chain management are relatively new and implementing the concepts on to the supply chain in Caterpillar can be challenging. Yet, being in supply chain management is also rewarding as it is at the heart of the company's operations and one can take pride in being within supply chain management.

*-Kian Hui Quek (MBA 2014)*



Mr. Gary Bear started his speech by stating that world is flat which actually made me think the SCM challenges: 1) Transparency to customer and 2) Constant attention to SCM challenges in industry. He motivated me when he renamed "lead time" as "response time to customer". He also emphasized to support and empower the people around us. His lecture decoded the Leadership as being a positive role model, be real, be informed of self's strength and weaknesses and supporting his /her team.

*-Vaibhav Narain (MS GSCM 2013)*



The event was a great learning experience for everyone and it opened new insights in the Supply Chain Industry. Also, this event gave an opportunity to network with industry experts and to get their advice on future careers.

*-Vineet Sahni (MBA 2014)*



**“Every day is a win in the life of a SCM-er.”**

**- Gary Bear, Caterpillar**

One of the most interesting presentations in the conference was that of Mr. Gary Bear, Supply Chain Planning Manager at Caterpillar. His talk on 'Motivation' was very inspiring and thoughtful. The starting note of the presentation, "SCM may be a new discipline but not simple" was strong enough to put across the importance of supply chain management in any business. I was able to relate the importance of this statement to my summer internship experience during which time I encountered many complexities ranging from data collection, 3PL co-ordination, market uncertainty, stakeholder collaboration etc. all along my path to reach the recommendations stage of the project.

*-Ravindran Damodaran (MS GSCM 2013)*



**“To be successful you have to connect with the people around you..support and empower them.”**

**- Gary Bear, Caterpillar**



Gary Bear of Caterpillar explained how working in supply chain management motivates him because he enjoys participating in the “epicenter of action.” By being part of a fast-paced environment, it can motivate an individual to continuously work because they want to gain optimal results and be ahead of the curve. These types of individuals are determined and are what some would call “over-achievers.” It is extremely

important for companies to have individuals like this because when they have talented groups of employees, an effective work environment can be sustained. When talented individuals are connected, they can motivate each other to accomplish tasks and come up with new concepts to improve the company’s position.

-John Nafar (Undergraduate)



Gary Bear is a Purdue alumnus. He received his masters degree in the school of Industrial Engineering. He has been working with Caterpillar for 30 years now. He is interested in researching quality control, six sigma, new product induction, and custom packaging. I appreciated the point he mentioned about how to create good relations with people around you. The first point was connecting with

people around you. Don’t be afraid to ask questions. Asking questions shows that you have a good attitude; employers appreciate an employee with curiosity. The second point he mentioned was the importance of recognizing your strengths and weaknesses. It is good to evaluate your performance in your career. Trying to expand your strengths is key.

-Erhao Teng (Undergraduate)



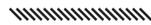
“Be transparent to your customers.”

- Gary Bear, Caterpillar

I enjoyed when Gary Bear discussed how Supply Chain Management is the epicenter of action for a business. After a brief SCM chat, he dove into how important relationships are. He started discussing how important relationships with suppliers are, but then steered the presentation into personal relationships as well, dealing with leading and mentoring. He said, “To be successful you have to connect with the people around you..support and

empower them.” I was glad he said this; in my business experiences it seems like people are often under-appreciated. He stressed being a positive role model and being real with people. Mr. Bear ended with explaining how important it is to know your strengths and weaknesses, and he said “let the team know and show that you’ve got their back.”

-Sam Dick (Undergraduate)



**Presenter:** Gary Bear,  
Supply Chain Planning, Caterpillar  
(Purdue Alum)

**Title:** Motivation

**About the Speaker:**

Gary Bear began his journey with Caterpillar thirty years ago. Starting in the shop, Gary has worked in supervision, quality, 6Sigma, New Product Introduction, Custom Packaging and for the last four years as the Supply Chain Planning Manager. He has a BS from Indiana Wesleyan University and an MS from Purdue.



“Own the supplier relationships.”

- Gary Bear, Caterpillar

# FEATURED PANELISTS



***Panelist: Kellie Antes, Supervisor, Supply Chain Planning, Amway***

Kellie is a supply chain professional with 22 years of experience in the field, APICS CPIM certification, and a Bachelor of Business Administration. She has been an Amway employee for eight years where she has undertaken a variety of planning roles, multiple process improvement projects, and currently leads a team of planning professionals.

***Panelist: Bill Ensign, Associate Senior Procurement Agent, Evonik***

Bill Ensign is currently responsible for the purchasing of equipment, supplies, and services for Evonik Corporation - Tippecanoe Laboratories (formerly owned by Eli Lilly). He has worked in supply chain roles his whole 23 years of employment. He received his bachelor's degree from Krannert in Industrial Management with an Industrial Engineering minor in

December 1990. He is currently assisting in establishing the academic/business partnership between Evonik Corporation and Purdue. He is the co-founder of the Supplier Diversity Development (SDD) Coalition of Greater Lafayette - a group of major employers that invites diversely owned firms to present their capabilities.

***Panelist: Elizabeth Menozzi, Supply Chain Manager Twitter***

Elizabeth Menozzi is currently a Supply Chain Manager at Twitter where she is adapting product supply chain principles to large-scale data centers. Previously, she implemented S&OP at Microsoft and managed forecasting and planning for the launch of the Xbox 360 gaming console. She has worked on supply chains for products as commoditized as toilet paper (Kimberly-Clark), as complex as aircraft (Boeing), and as intangible as "negawatts" (PECI). Elizabeth holds a B.S.

degree in Industrial Management from Purdue University, an M.B.A. from Seattle University, and an APICS CSCP certification.

***Panelist: Mark Burton, Strategic Sourcing Manager, John Deere***

Mark Burton was born and raised in central Indiana and graduated from Purdue University in 1978 with a Bachelor's Degree in Industrial Engineering and a minor in Economics. Mark then received his Master's in Business Administration in 1985 from the University of Iowa. Mark has been with John Deere since 1978.



# FEATURED PANELISTS



***Panelist: Phillip O’Keefe, Director – Procurement Services, Purdue University***

Philip was appointed Director of Procurement Services in September of 2011. He brings over 30 years of experience and success in management and senior management in a variety of industries in Europe, the United States and elsewhere, including more than 20 years in management in High Tech Hardware and Software, Power Generation, Transmission and Distribution, Telecommunications and Financial Services organizations.

***Panelist: Jesse Moore, Director – Supplier Diversity Development, Purdue University***

In February 2005, Purdue University recruited Jesse Moore to create their first Office of Supplier Diversity Development. His challenge was to increase the opportunities and the number of contract awarded to women and minority owned businesses Moore has also served as state

procurement officer in the Office of Minority Business Enterprise (OMBE) within the State Department of Commerce, Executive Director of Economic Development and Small Business for the Indiana Chamber of Commerce, and Executive Director of the Indianapolis Black Chamber of Commerce.

***Panelist: Craig Andrews, Director –Continuous Improvement, ConAgra Foods, Inc.***

Craig has over 30 years of

experiencing in manufacturing, operations, training, and continuous improvement. He graduated from Purdue University with a BS in Industrial Engineering in 1983. Upon graduation, Craig embarked on a 23 year career with R.R. Donnelley, North America’s largest commercial printer. At ConAgra Foods, an \$18+ Billion global food company, Craig has been leading continuous improvement efforts via ConAgra Performance System for over 5 years.





# 2013 DCMME POSTER COMPETITION

The 2013 poster competition challenged Krannert students to clearly explain the impacts they had made on their employers during their summer 2013 internships. 14 Krannert graduate students and 1 undergraduate student participated in the event, with industry guests serving as judges. Five graduate students and one undergraduate student were selected as finalists. The finalists presented to all conference attendees, putting the quality of Krannert students on display.

## PARTICIPANTS

Afief Baasir /MBA 2014

Kurtis Homan /MBA 2014

Pan Pan /MBA 2014

Satarupa Nandi /MBA 2014

Zenita Subba /MBA 2014

Harshal Samant /MBA 2014

Manigandan Ramesh /MBA 2014

Raghuram Koka /MBA 2014

Udayan Umapathi /ECE 2014

Nicholas Bafunno /BSIM 2014

Kanako Tone /MBA 2014

Monica Ravi /MBA 2014

Ravindran Damodran /MSGSCM 2014

Yeshvanth Yalanahalli /MBA 2014

Seongjin Shin /IE 2015

## 2013 POSTER COMPETITION WINNER

### KURTIS HOMAN

The objective of my internship was to evaluate the newly opened Inbound Center, APIC, for all of North America. Through my evaluation of the Inbound Center we identified how to standardize processes between the many different job functions across the inbound center and increase cross training. When the jobs were standardized we were able to identify an underlying problem in the facility. On further study that was attributed to OS&D (overages, shortages, and damages) issues. After analyzing data, we implemented a new process improvement initiative from a theory from Factory Physics that showed an annual cost savings of temporary workers by 10% total cost. The results of

my internship at AGCO showed a bottom line impact of over \$4 million dollars of cost savings and a 10% decrease of annual operation costs associate with best business practices. I also left in place forecasting methodology for the supplies that will be received and for product demand. This forecasting methodology will decrease backlogs and also keep a KPI of stock-to-stock near their goal.



## 2013 POSTER COMPETITION SECOND PLACE

### ZENITA SUBBA

I interned at Votenet Solutions, a small software company, this summer. It is a 3 Million dollar company and is the leading provider of secure on-demand voting and balloting software.

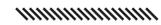
I was recruited for the summer in order to work with the CEO to change the culture of the organization. The CEO's vision was to make Votenet the "most thoughtful company in the world." With this vision in mind, I started working on Employee Relations.

This project helped me understand the importance of having engaged employees in the organization.

After researching comprehensively, I created an employee engagement survey. Before distributing the survey to the employees, I communicated the importance of engagement and our vision to them. Along with heading the Employee Relations project, I also worked on recruitment. I proposed the idea of tying every activity that an employee undertakes



to his/her performance appraisal to the CEO and told him that this would be a better way of getting employees engaged in the organization. And he could also tie -in yearend bonus to the same.



## 2013 POSTER COMPETITION THIRD PLACE

### MANIGANDAN RAMESH



The primary objective of this project is to analyze the root causes of the LEX1 controllable kickouts in the slam lines and implement solutions to reduce the DPMO on the slam lines. Kickout data was collected for all outbound slam lines from January to June 2013. Kickouts were categorized into LEX1

controllable and uncontrollable (network wide change) based upon the causes of failure and pareto analysis was performed to identify the top three LEX1 controllable defects. The top three defects were identified as Weight out of Tolerance, Scanner1 hardware failure and Missing package data. Results: Scanner1 Kickouts on flats lines have been reduced by 72.5% from an average of 160 to 44 per day. Scanner1 Kickouts on autobox have been reduced by 74.17% from an average of 151 to 39 per day. Missing package data kickouts on

Flats line have been reduced by 40% from an average of 63 to 38 per day. Overall weekly average DPMO was reduced from 21710 to 17937(17% reduction) and slam operator hours were reduced by 810 per month at the end of my internship.



## 2013 UNDERGRADUATE POSTER COMPETITION WINNER

### SEONGJIN SHIN

In this summer I interned for CJ Korea Express in their CL (Contract Logistics) Planning and General Affairs Division in Seoul, Korea.

After on the job training session and site tours for most of infrastructures CJ have, my project for the summer internship was to find issues and optimize Chevrolet SKD (Semi -Knocked Down) Center in Incheon. Semiknocked down is a product that is exported in a set of parts that have been partly put together, and which are then all put together for sale to customers. This is third-party logistics business and CJ and Chevrolet started the SKD business last September in order to export Chevrolet's vehicles with reducing taxes. Since then, the company has promoted improvements, but is not free of error. Therefore, I had to

assess the situations and the triage process in order to prioritize the project placed upon me. Based on inspection and survey from on -site managers and technicians, my goal was set focusing on two things: optimizing operation process production efficiency and improving SKD Center work environment. With great feedback and support from mentors and coworkers from HQ and SKD Center, I had the chance to learn and contribute to many valuable things. They are summarized below:  
1. Analyzed and prioritized issues for Chevrolet disassembly factory based on inspection and survey from technicians.  
2. Applied ergonomics and Toyota Production System principles to design the factory layout and disassembly processes.  
3. Designed OJT (On the Job Training) system and emergency plan to reduce mistakes and eliminate bottlenecks.

4. Proposed ROI analysis for factory optimization and a new line balance and manpower arrangement to reduce a process lead time.  
5. Created and Visualized SOP (Standard Operating Procedure) for Chevrolet Trax to boost production efficiency.



# 2013 DCMME OUTSTANDING PARTNER AWARD



## 2013 OUTSTANDING PARTNER WINNER

# MARK BURTON

Mark Burton was born and raised in central Indiana and graduated from Purdue University in 1978 with a Bachelor's Degree in Industrial Engineering and a minor in Economics. He interned with John Deere Harvester Works in 1977 and started to work full time at John Deere in May 1978 as a Manufacturing Engineer. Mark then received his Master's in Business Administration in 1985 from the University of Iowa. He progressed through several Engineering and Manufacturing assignments and then transferred to Corporate as Regional Manager in International Purchasing; travelled extensively in Europe, South America, and Asia, and held responsibility for International Purchasing Office in Seoul, Korea. In 1993, Mark transferred to John Deere Davenport Works (Construction Equipment Division) as Manager of Strategic Supply Management. He was assigned as Manufacturing Manager in 1996 for Motor Grader and Excavator

Division and named Program Manager for "C" Series Motor Grader in 1997. Transferring to Corporate M & A group in 1998, Mark assisted with share purchase of Bell Equipment in South Africa and was named Manager of Corporate Recruiting group in 1999.

Mark led development of the first corporate recruiting process in 2000 and received his Certificate in Human Resource Management in 2001. Mark transferred to Corporate Supply Management group in 2001 and served as Strategic Sourcing Manager on both Steel and Tire/Wheel product groups. Global Tire and Wheel team is currently responsible for the commercial and strategic relationships with ~30 tire, wheel, and mounting suppliers, supplying components to 32 John Deere factories around the world. Total annual spend in excess of \$1.2 billion.



**The Outstanding Partner Award is given annually to a Center Partner who best exemplifies the following qualities:**

- Provides internship opportunities for students or projects for center students to engage in
- Financially supportive
- Speaks at conferences regularly or arranges for another speaker from their company
- Regularly attends and engages in center events: judging for poster competition & case competition
- Initiates outreach & interaction with the Center
- Provides student scholarships
- Speaks during classroom guest lectures
- Facilitates company plant tours



# 2013 DCMME BOEING CASE COMPETITION

The second annual Boeing Case Competition involved a total of 30 students from Purdue University competing together in teams for a chance to qualify for the second round against the University of Illinois.

## BOEING JUDGES

Samantha Mueller	Lesia Schmidt
Tasha Doyle	Anna Kretz
Dave Poplawski	Denise Disbro
Blake Corners	

## CASE PARTICIPANTS

### Shooters

Shudan Ma	/Senior	/Accounting
Yinan Wang	/Senior	/Economics
Tianyi Zhang	/Senior	/Supply Chain Mgmt
Jenae Sumler	/Senior	/Accounting
Wenxuan He	/Junior	/Accounting /Mgmt /Finance

### Sky Team

Bellamy Oon	/Senior	/Aviation Mgmt
Andrea Traut	/Senior	/Aviation Mgmt
Jeff Chia	/Junior	/Economics
Kelley Leinberger	/Senior	/Aviation Mgmt
Mark Ball	/Senior	/Aviation Mgmt

### Bubble Tea

Yigong Zhang	/Junior	/Finance /Supply Chain Mgmt
Sikai Cheng	/Senior	/Accounting /Economics
Anqi Shang	/Junior	/Accounting /Mgmt
Runkang Hu	/Junior	/Accounting
Ying Huang	/Senior	/Accounting /Finance

### BecksJet

Botao Sun	/Senior	/Mgmt /Ops /Supply Chain
Elizabeth Yang	/Junior	/Accounting
Connie Fang	/Junior	/Accounting
Kristine Meglasson	/Junior	/Accounting
Shu-Fu Chang	/Junior	/Ind. Mgmt /Ops /Supply Chain

### Chinese Captain

Yangyang Chen	/Junior	/Supply Chain Mgmt
Xiaoyuan Sun	/Junior	/Finance
Xingying Zhao	/Junior	/Management
Zheng Xia	/Senior	/Supply Chain Mgmt
Hazhou Liu	/Junior	/Industrial Mgmt

### AKPsi

Jessica Miller	/Junior	/Accounting /Mgmt
Boyu Wang	/Senior	/Accounting /Mgmt
Somaditya Bandi	/Sophomore	/Accounting
Colleen Beck	/Senior	/Accounting /Mgmt
Chris Molina	/Junior	/Management

### Boeingmakers

Jayson Singer	/Senior	/Aviation Mgmt
Reilly Meehan	/Senior	/Aviation Mgmt
Juli Ringwall	/Senior	/Accounting /Mgmt
Dave Jeffers	/Senior	/Aeronautical Engineering Tech.
Kevan Hoffman	/Junior	/Aviation Mgmt

## FIRST ROUND FINALISTS

Shudan Ma, Yinan Wang, Tianyi Zhang, Jenae Sumler

This team will be flown to Seattle, Washington and hosted by Boeing during the final round competition against the University of Illinois on November 1st.



# AT Kearney

## Marc Hochman, AT Kearney, “Assessment of Excellence in Procurement”

### CLASS PRESENTATION

Marc Hochman visited our class on September 26. He is the VP of Partner at AT Kearney Procurement and Analytics Solutions and has over 25 years of experience in supply management. He presented a topic on Assessment of Excellence in Procurement to the second year MBA students majoring in Supply Chain Management. A. T. Kearney conducts a very interesting survey within the Supply Chain industry to assess the best performing company in procurement.

Mr. Hoffman gave a clear picture about the evolution of the procurement processes in an organization and how various industry leaders are moving ahead by following these principles. The detailed discussion of the performance metrics and the way companies are evaluated against these metrics was helpful.

Procurement was traditionally considered back office functionality but in today's global economy procurement is playing a major part in the corporate strategy to drive money to the bottom line and add value to the top line. To increase top line through procurement, companies should innovate, Integrate suppliers and increase speed to market. Procurement division is now expected to play a strategic role in the business decisions and drive high performance of the organization through

increasing pressure on value delivery (TOC reduction, faster innovation and proactive risk management). This can be achieved by high performance management and increased collaboration capabilities of the firm.

Mr. Hoffman discussed the rapidly evolving, multifaceted role that procurement is playing in most of the organizations. The purchasing processes are being transformed to create overall value in the business. Various procurement professionals are evolving into leaders by using a wider range of methods to tailor their procurement strategy based on relative supply and demand power. He discussed the top line and bottom lined factors that impact the success of the organization in terms of procurement strategies. Use of e-Sourcing technology both in number of events conducted and percentage of spend sourced is increasing and the leaders are moving away from the established traditional practices in the organizations.

Companies are also looking at ways to manage the supply risk in a systematic way. In order to mitigate risk companies are performing risk impact analysis, scenario planning, continuous risk monitoring, financial risk management and disaster planning. It is observed that the leaders in the business are able to

manage the risk better than the followers. As part of the supplier relationship management activity the procurement team is involved in developing supplier capabilities, initiating joint operations with the suppliers, managing lifecycle of strategic suppliers and expanding supplier base into new markets. These activities would help companies maintain a good relation with suppliers and have a competitive advantage over their competitors.

Organizations are continuously looking at metrics to measure their performance and identify ways to improve the performance. The procurement process is not exempt from this. Mr. Hoffman presented A.T. Kearney's new performance management framework, Return On Supply Management Assets (ROSMA), which provides procurement analysts the ability to tap into the opportunities that have largely been hidden. ROSMA is a revolutionary financial indicator that translates procurement's created value and required investments into a metric that captures the CFO's attention and allows supply managers to continuously compare and improve performance.

-Vinod Penmetsa & Monica Ravi  
(MBA 2014)



## STUDENTS' COMMENTS

The lecture by Marc was quite interesting as is related quite well to the course (Strategic Sourcing and Procurement) and some of the materials we have covered. And it was covered in a way that made it easy to understand the basic idea of how procurement has become critical.

-Shreyas Mehta (MBA 2014)

Guest lecture by industry leading professionals not only cemented our learning from the class, but also made us aware of the career opportunities in procurement function.

-Yeshvanth Yalanahalli (MBA 2014)

It was indeed a good insightful session to learn what the key differences between procurement leader and followers are. What are the best practices companies need to follow in order to extract maximum value from procurement.

-Kuldeep Yadav (MBA 2014)

The guest class held on 26th September by Marc Hochman was a fantastic learning opportunity as Marc discussed on Procurement Performance Management and Return on Supply Management Assets. Marc made sure all questions were answered and the audiences were very keen to listen to Marc.

-Vineet Sahni (MBA 2014)

It was great to learn about the procurement strategy elements like increased speed of innovation, integration of suppliers into new product /service development process, reduced time to market for new products, creation of new business opportunities and revenue streams with suppliers. This goes along side our learning in the class in several cases.

-Ankur Bhatia (MBA 2014)

I have personally interacted with Marc many times during the Alumni and Club events and have learned many new technical and non-technical aspects from his experience. He used to make presentations, which are simple and easy to understand for everyone. His presentation along with the class lectures and cases has made it easier for me to learn the importance of using right strategy in sourcing and procurement domain.

-Bharat Varshney (MBA 2014)

It was a great learning opportunity for me to attend the session. I thoroughly enjoyed listening to one of the most prominent leaders in the industry, and the experience helped me to envision the future of the procurement industry.

-Satarupa Nandi (MBA 2014)





## Lia Douglas & Mike Holton, FedEx Solutions “Global Supply Chain Optimization”

### CLASS PRESENTATION

The FedEx guest lecture presented by Lia Douglas and Mike Holton focused on Global supply chain optimization. FedEx is a global leader in the transportation or logistics industry. The lecture started with an overview of FedEx as a company and discussed about the complexities associated with global supply chains and strategies and tools that can be used to optimize the global supply chain of an enterprise. An important discussion point was that of providing sustainable solutions by being responsible for reducing the carbon footprint and using technology to provide innovation. Global supply chain complexities and risk management was discussed during the lecture and the presenters gave an example of how FedEx managed to deal with the complex global supply chain. The lecture transitioned by discussing the factors impacting the global supply chains and what are the optimization strategies which can be used to manage cost and have a responsive supply chain. The lecture ended by discussion some of the optimization tools and how the companies should align their supply chain strategy with their corporate strategy to react fast in a rapidly changing environment.

Ms. Douglas and Mr. Holton discussed the three main areas of primary interest, namely, customer satisfaction, volatility, and the shift away from traditional supply chain philosophies.

**Customer Satisfaction:** Customers nowadays demand a broad portfolio of shipping services. Not only do customers demand different types of services (Express, Ground, CustomCritical, etc.),

they are requiring increased pressure on affordability and customer satisfaction. In some instances, customers do not care about the length of delivery time so long as the shipping fees are minimal. In other instances, customers want delivery dates to be fixed and are relatively insensitive to cost. As a company, FedEx must embrace this consumer knowledge and be able to supply across a broad spectrum of customer wants while maintaining high efficiency. Incorporating consumer knowledge when optimizing a global supply chain will yield long term success. **Volatility:** With a supply chain stretching across the globe, volatility in demand, raw material cost, and currency is becoming more and more relevant in optimizing a global supply chain. Non uniform demand due to special events and holidays need proper forecasting in order to maintain a high service level. Fluctuating raw material costs and risks to supply chain suggest long term planning and redundant sources for long term success. And finally, proper hedging strategies need to be in place to protect FedEx’s core business. After all, FedEx is in the business of shipping and not foreign exchange securities trading.

**Shift Away From Traditional Supply Chain Philosophies:** Global supply chains are constantly shifting to because of today’s dynamic environment. The traditional mindset of finding the lowest price with the shortest lead time and with acceptable quality no longer adequately reflects the complex nature of globally optimized supply chains. Emphasis is now more heavily placed on key partnerships and the ability to adapt. Procurement now has to be approached

with a “systems thinking” viewpoint. Contingency plans must be in place in case part of the supply chain is disrupted by political reasons, volatility must be accounted for or at least mitigated through forecasting and tracking systems, and ever evolving customer needs must be met unprecedented agility made possible through supply chain collaboration.

The overall presentation was a great example of what real world challenges are being faced today by procurement professionals. Ms. Douglas and Mr. Holton engaged the students to apply classroom knowledge to these challenges. Ms. Douglas and Mr. Holton made interesting remarks regarding the role of online retailers, such as Amazon, in FedEx’s future vision. It appears as if FedEx is not actively collaborating with Amazon because it cannot compete with the in-house efficiencies that Amazon is achieving. On the contrary, FedEx has a core competency in global supply chains. In fact, FedEx should try to further advance its supply chain service and consulting offerings, especially with companies such as Amazon. All in all, FedEx is taking a proactive approach to its global supply chain and is able to offer unparalleled service, cost savings, and customer satisfaction.

-Christopher Ochynski &  
Manigandan Ramesh (MBA 2014)



## STUDENTS' COMMENTS

I really enjoyed the presenters from FedEx. I believe they touched on a lot of important topics that will relate to my future career in supply chain.

-Ellen Coates (MBA 2014)

FedEx is a winner in this fierce completion of the thin margin courier industry through its optimization in global supply chain. Through their practices and strategies, I refreshed and reinforced a lot my learning from strategic sourcing and procurement class.

-Yi Lu (MBA 2014)

On September 10th, Lia Douglas and Mike Holton from FedEx shared their insights on global supply chain in our class. Both the presenters were very knowledgeable about the key functional and operational strategies of the company. The session was not only informative but also addressed the key concerns raised by the students.

-Raghuram Koka (MBA 2014)

I thoroughly enjoyed both of the presenters. They were personable, knowledgeable, and the fact they made their presentation interactive allowed for many students to ask a wide variety of questions.

-Rodrigo Espinosa (MBA 2014)

Both Lia & Mike have extensive experience in the industry and they were absolutely precise in explaining some of the key challenges company is facing and how it is evolving to be better prepared for the future.

-Nikunj Gupta (MBA 2014)

I especially enjoy their willingness to discuss whatever it is that the class wishes to discuss rather than staying on a specific message that may not interest as many people.

-Russell Isaac (MBA 2014)

I found our presenters to be intelligent and knowledgeable. I felt they interacted with the students wonderfully. They took their time to explain thoroughly and really answer our questions. I have had the privilege of listening to Lia Douglas previously and she was really great both times. I would recommend having them back again.

-Courtney Kane (MBA 2014)

It was a great presentation for me as I got to hear about real life issues related to supply chain and how a large company like FedEx, whose main business relies in supply chain, deals with the changing environment and how to remain competitive in this business with emerging players. The presenters were really direct and open to the classroom questions and their answers provided great insight that I could reflect in my future work life.

-Egemen Gozoglu (MBA 2014)

Lia is a charismatic speaker. She made the presentation very interactive by raising and answering questions. She was also one of the judges for the 2013 GSCMI Spring Case competition. Mike is one of the most experienced professionals in FedEx. He complimented Lia's lecture and answered many strategic questions on supply chains. Overall, I had a tremendous learning about global supply chain optimization from FedEx's view.

-Manigandan Ramesh (MBA 2014)

The presenters came in to discuss how FedEx formed their supply chain and the challenges that they face on a day-to-day basis. They were open to questions and answered everything that they could with the time that was provided. The problems that they brought up varied enough to help anyone who will go into a supply chain position to identify the logistic and operation issues and even alternatives of working with competitors to ensure operations to run smoothly.

-Kurtis Homan (MBA 2014)



# 2013 AAM-DCMME Shanghai Internship

BY PAN PAN (MBA 2014)



I worked for American Axle & Manufacturing (AAM) in the Shanghai Asian Headquarter as a supply chain management intern this summer. This internship opportunity comes to Krannert through DCMME Center. AAM is a founding sponsor of DCMME and, Chad Cannaday, a passionate Purdue alum, from AAM had worked tirelessly with DCMME faculty in setting up this opportunity for Krannert students.

I met Chad in April when he came to Krannert to serve the judge panel for the Graduate Student Case Competition organized by the DCMME Center. That case competition brings me a lot of fond memories—not only did my team win the competition, but also it landed me an offer for AAM Shanghai internship.

The internship project was extremely interesting as well as challenging, AAM creates equipment specification manuals which serve as guide books in equipment procurement. The object of the manuals is to standardize the components used in

the manufacturing machine itself. There has been a heavy burden of costs for factories in Asian areas to procure the listed components in the manuals. This is because they can only be imported from North America or Germany. My project was to discover the replacement components in local market, explore the base of suppliers, and draft a new equipment specification manual for Asian area. The project required the use of various tools that helped us focus on comparing the configurations, analyzing the costs, and negotiating with suppliers. After careful research and analysis, we created a new list of approved components manual. The conclusion of the project is that around 15% of capital expense and 80% of lead-time can be saved based on my project's initiative. The manual will help AAM to build a new supply base from local markets and provide a large potential of more savings.

I learned a lot from the project and enjoyed the two months in Shanghai very

much. My supervisor is Dean Samuels, the Director of AAM Shanghai, who is also a Purdue graduate. He had kept close contact with me throughout the summer, following every step I was making and providing me guidance. Even though Chad Cannaday locates at Three Rivers, he and Bradley Hartzell acted as my mentors, who provided tremendous help for my work as well as my stay in Shanghai. I was highly inspired by the moral of my team and there is always someone who would offer a hand. It is not overstated to say that the summer I had in AAM is the most memorable one I have ever had.

After my return to Krannert, Chad came over to have a follow up meeting with DCMME faculty and me. I was happy to learn that Chad is planning to continue Shanghai Supply Chain Internship Program for Krannert students next year. I am sure the next batch of students will find this opportunity highly valuable.



# TVS India Internship



## Upcoming Events

May 10-30, 2014... View more details on last year's trip at [gscmi.org](http://gscmi.org)

## Who is TVS?

TVS is a Deming Prize winning two-wheeler manufacturing company producing motorcycles, scooters, and mopeds. TVS has been credited with many innovations in the Indian automobile industry, notable among them being the introduction of India's first two-seater moped. Krannert alumnus Venu Srinivasan (MSM '77) is the chairman and managing director of TVS Motor Company.

The TVS India Internship organized by the DCMME/GSCMI Center in conjunction with the TVS Motor Company was developed in 2006. Providing a unique study abroad internship opportunity in Bangalore, India, this trip assists students in developing a global business perspective while enhancing their resume profiles.

Participants have a distinctive occasion to take concepts learned in the classroom and apply them to real life business situations.

This innovative & challenging global program is celebrating its seventh year of success with a total of 97 students having participated, represented by MBAs, MSHRMs, as well as engineering and management degrees. Work on this two

credit course begins in mid February when students begin communication with their mentors. Discussions with their mentors regarding project objectives and completion of research pre-departure for India help to ensure a productive and successful internship for everyone involved. The course culminates with a three week visit to Bangalore, India in May where students continue work on their projects with TVS mentors and present their final work to TVS Company representatives.

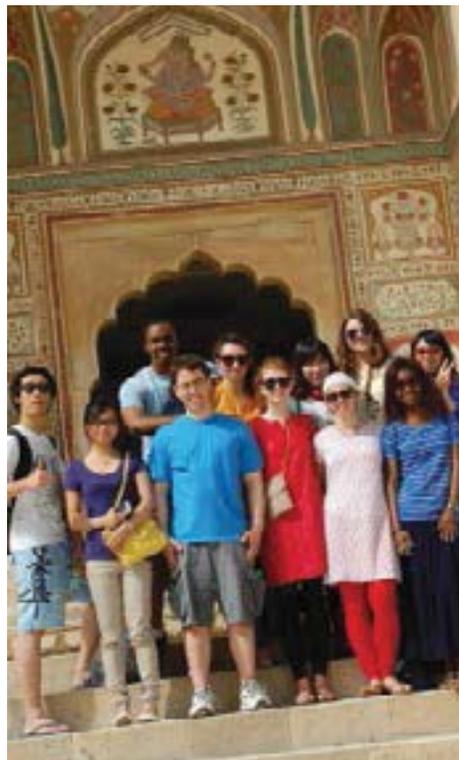
Projects cover a wide range of areas including Operations & Supply Chain management, Human Resources Management, Sales & Management Information Systems, and Marketing to name a few. Project topics vary each year.

The India Internship experience gave me my first taste of working outside of the United States. It really was a fantastic learning opportunity from a cultural and academic standpoint. You just can't simulate an experience like this in the classroom at Purdue.

*William Budds –MSHRM 2013*

An amazing opportunity to work for a company in another part of the world and learn how business is done in a different culture. We were given real projects that TVS valued and we therefore got to make a positive impact on the company....

*Sarah Tanoury -BSIM 2013*





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