Logistic: What is the Ideal Professional?

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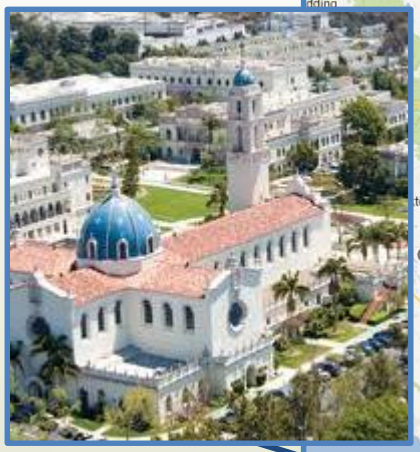
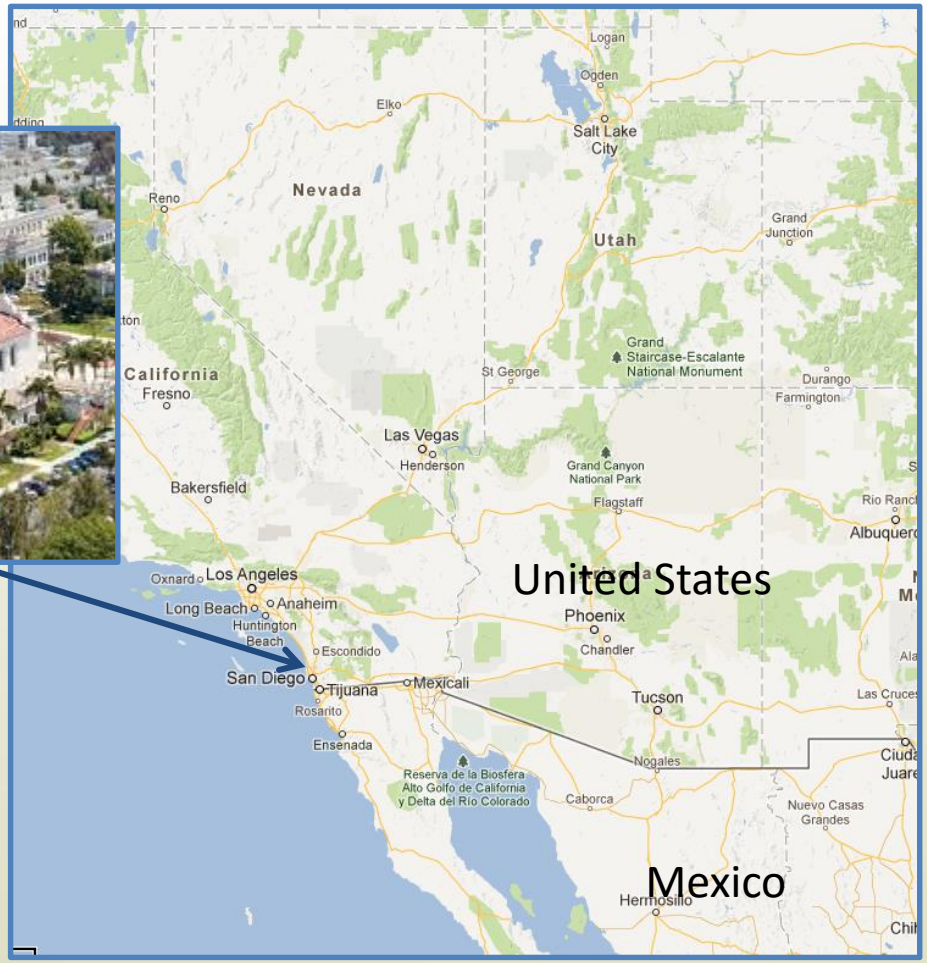




- Private, Catholic university
- Student enrollment 8,300
- Nationally ranked SCM program
- Rated one of the most beautiful campuses in U.S.

SCM Programs

- Undergraduate Minor in SCM
  - 125 to 150 graduates/year
    - Fastest growing program in School of Business – 67% in 2013 over 2012
    - Will become a major in 2014
- MBA Concentration in SCM
  - 15 to 25 graduates/year
- Master of Science in SCM
  - 45 to 50 graduates/year

200+ graduates each year pursuing careers in SCM…
Are they prepared for real industry jobs?

The Brain Drain

- Every 8 seconds a member of the 76 million baby boomers turns 65. Many retire and there are fewer talented people to replace them – and the newer generation has 11% fewer numbers.
- 20 – 30% of top talent in the U.S. is going into a sector (e.g. finance, consulting) that is not contributing to economic productivity (e.g. supply chain).

Universities and industry need to work together to identify the right skills needed to address these challenges.

The only thing that interferes with my learning is my education.

Albert Einstein

University recruits may be “book smart”…
but lack the necessary real-world experience.

A Shared Effort

- ~80% of students enrolled in supply chain programs made the decision to enter the field of study – usually after a friend or advisor recommended.
- ~70% decided to stay in field after completing an internship and learning of career opportunities.

Source: Supply Chain Council, *Supply Chain Talent Academic Initiative*, 2010

Lesson learned? Attracting, developing and retaining students in SCM programs is a shared effort between academia and industry.

Hurdles and Opportunities

- Expanding role of SC is increasing the significance of SC talent as an enabler to business strategy and contributor to top-line revenue growth & profitability.
- Programs viewed most valuable by industry will produce a graduate with broad knowledge of cause-and-effect relationships between functional activities on end-to end processes.

Source: Supply Chain Council, *Supply Chain Talent Academic Initiative*, 2010

Solution? Provide end-to-end curricula, experiential learning programs, and industry internships at the sophomore and junior levels to produce a well-rounded SC talent.

Aligning Curriculum to Demand

A university is like a manufacturing company – neither can afford to produce a product that has little or no demand in the marketplace.

Source: Joel Sutherland

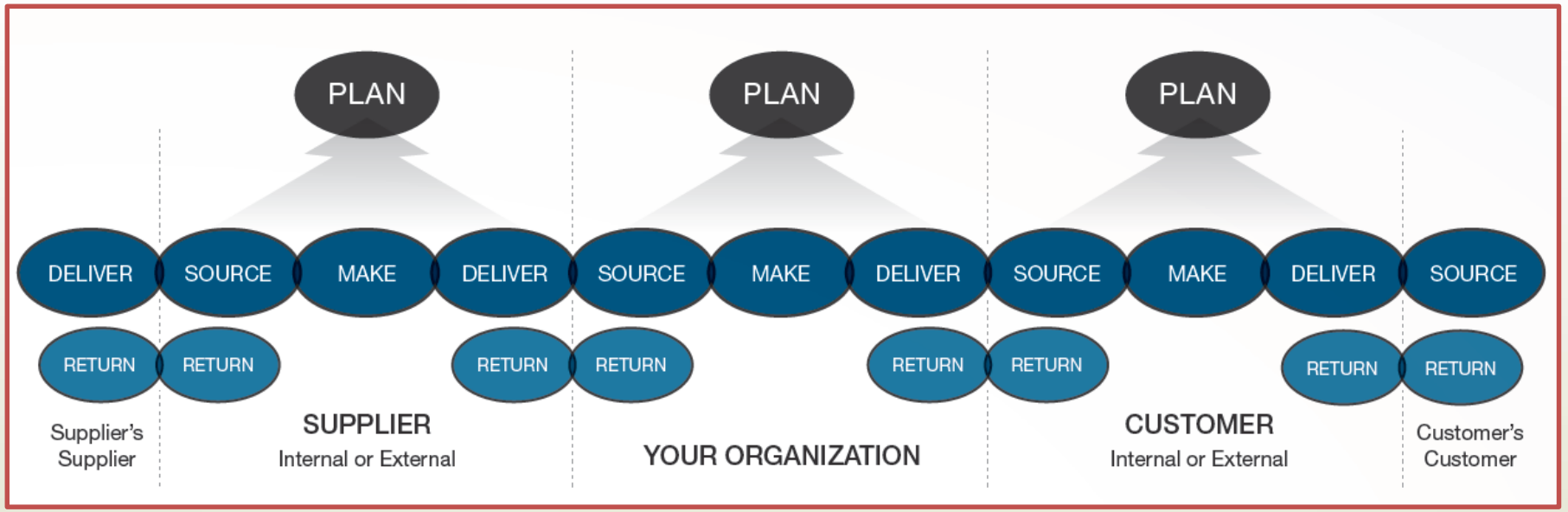
- Where do companies find their supply chain talent?
- Does this talent match the firms' needs?
- What are universities doing to produce the right talent?

What is Industry Telling Us?

- Curriculum should cover end-to-end supply chain
  - End-to-end supply chain management including supply management, operations management, and distribution management - otherwise not “supply chain” but some limited segment.
  - Curriculum should also provide an understanding of global SCM issues.
- Talent should possess the following critical skills
  - Project management, ability to work in teams/collaborate with others, leadership, financial acumen, information technology, communication & presentation skills.

Source: USD Industry Survey 2012

What is End-To-End Supply Chain?



- ***Plan*** – Processes that balance aggregate demand and supply to develop a course of action which best meets sourcing, production, and delivery requirements.
- ***Source*** – Processes that procure goods and services to meet planned or actual demand.
- ***Make*** – Processes that transform product to a finished state to meet planned or actual demand.
- ***Deliver*** – Processes that provide finished goods and services to meet planned or actual demand, typically including order management, transportation management, and distribution management.
- ***Return*** – Processes associated with returning or receiving returned products for any reason. These processes extend into post-delivery customer support.

Source: Supply Chain Operations Reference (SCOR®) model

How Should Universities Respond?

- Provide learning opportunities for undergrad and graduate-level students through *internships* in order to gain relevant real-world experience.
- Develop close relationships with industry in order to understand current and evolving needs.
- Establish end-to-end curricula that incorporates cross-functional course work that better prepares the student.
- Deans, department heads, program directors and professors should all be engaged and supportive.
- Support student SCM clubs and involvement in professional associations (e.g. CSCMP; ISM; APICS).

How Can Industry Provide Support?

- Actively recruit students (undergraduate and graduate) for *internships* and supply chain positions within their firm.
- Support student projects to explore SCM issues within firm.
- Engage in various programs such as career fairs, educational conferences, networking events, and tours.
- Provide advice on how to develop curriculum that aligns with industry's needs (respond to surveys, questionnaires, etc.)
- Engage faculty to pursue innovative supply chain ideas.
- Be a resource to provide an understanding of industry trends and needs.
- Establish a clear career path for SC talent – to attract and retain.

Lessons Learned – #1

No two supply chains are the same

Students should be provided a broad (end-to-end) background in SCM concepts and skills; the firms that hire them can later train them in company-specific processes and procedures.

Lessons Learned – #2

Real-world experience matters

Requiring students to work outside the classroom in an experiential activity (e.g. internships) that increases their understanding of supply chain practices enhances their value to a firm.

Lessons Learned – #3

Globalization is becoming increasingly important

Companies are becoming more global from a sourcing, manufacturing, and selling perspective. Therefore, supply chain curricula should include global SCM practices as a key element.

Lessons Learned – #4

Industry-University relationships are important

Companies that have developed a close working and recruiting relationship with universities tend to land the best recruits.

-and-

Students who become familiar with these companies are predisposed to respond favorably to their recruiting efforts.

Lessons Learned – #5

There is a Supply Chain talent crisis

Universities and industry need to work more closely together to align curricula with industry needs and to illuminate career opportunities for students to make informed choices.

Lessons Learned – #6

Gap remains between Industry-Universities alignment

Deans, department heads, program directors and professors are increasingly aware of industry needs, self-assessing their programs and making changes to close the gap.

Lessons Learned – #7

Integrating cross-functional SC processes is critical

Universities are developing cross-college curricula to better prepare students to be supply chain “orchestrators”.

Essential Skills for Career Success

Key Building Blocks

Closing Thoughts

- The increasing complexity and importance of SCM will require talent willing to accept increased levels of responsibility.
- University programs have an opportunity to work closely with industry to understand these changing requirements and develop realistic curricula to match these needs.
- Progress is being made – but there's a long ways to go and the need for SC talent is increasing.

Questions?

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