



Supply Management Professionals: *Academic & Practitioner Future Perspectives*

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Agenda

- ISM Services Group & University Partnership
- Supply Management Skill Sets: Today & Tomorrow
- Practitioner Perspectives: Skill Sets
- Academic Perspectives:
 - Supply Management Program Overview
 - Partnership Approaches: Business & Industry
 - Skill Sets
- Summary: Top Skill Sets
- Questions



Academia & Business Partnership Approach

ISM Services Group & Universities

- Joint effort started in 2005 with four respected SM programs (Arizona State, Michigan State, Penn State, Western Michigan)
- University Relations: Five focus pillars
 - Scholarships
 - Internships / Full time recruitment
 - On-site activities (campus, company, ISM, etc.)
 - Mentoring (services profession, ISM, students)
 - ISM Student Membership
- Web site: <http://www.ismservicesgroup.org>

Skill Sets: **Content Framing Dynamics**

Evolution: thankless corner overhead to CPO profit makers

- Size of Organization
- Public/Private company
- Service/Manufacturing business
- Profit/Non-Profit
- Local/Regional/Global
- Technology utilization

Chris Flum

Harman/Becker Automotive Systems



- Harman International is a worldwide leader in the manufacture of high-quality, high-fidelity audio and electronic products for automotive, consumer and professional use.
- Legendary brands includes Harman/Kardon, JBL, Mark Levinson and Infinity
- 50+ year existence
- 10,000 ees (Harman/Becker 7,000)
- Sales \$4 Billion (Harman/Becker \$3.2B)
- Sites: 40+ for Harman/Becker globally

Marty Bell
American Family Insurance



Company Overview

- Founded in 1927
- #338 on Fortune's Top Companies List
- 8,200 Employees/4,000 Agents
- Operate in 18 States
- \$15.5 Billion in Assets
- 9th Largest Provider of Homeowners Insurance
- 10th Largest Provider of Auto Insurance

Supply Management Skill Sets



TODAY

- Analytical
- Assertiveness
- **Communication**
- Conflict Management
- Contract Administration
- **Cost Modeling/Cost Management**
- **Decision Making**
- Delegation
- Ethics
- Financial Analysis
- **Information Technology**
- Interpersonal Skills
- Judgment
- Leadership
- Negotiation
- Planning & Organizing
- **Problem Solving**
- Project Management
- Relationship Management
- Strategy Development
- Teamwork
- Technical Proficiency
- Technology Tools
- Time Management

Supply Management Skill Sets



TOMORROW

- **Broad Understanding Of The “Business”**
- Contract Development
- Energetic Behavior
- **International Business/Global Trade**
- Law-Business Related
- Negotiation
- **Project Management**
- **Relationship Management**
- Risk Management
- Strategic Business Planning

Marty & Chris
Practitioners



Today Skill Set: **Communication**

- Know Your Audience
- Use media that is client-friendly
 - Email vs. Phone vs. Face to Face
- Listen
- Clarify
- Request Feedback
- Communication Impact
 - Leadership
 - Negotiation
 - Teamwork
 - Conflict Management
 - Presentation

Marty & Chris
Practitioners



Tomorrow Skill Set: **Relationship Management**

Technical

- Listening
- Influence Decision/Change
- Problem Solving
- Trust (Relationship vs. Outcome)

Behavioral

- > Passion
- > Energetic
- > Assertive
- > Initiative

Client and Supplier

**Develop Strategic Business Advisors &
Supplier Relationship Managers**

Dr. William Verdini
Arizona State University



ASU Supply Management Program Overview

- Integrated Supply Chain Management
- Planning
- Demand forecasting
- Purchasing/procurement
- Manufacturing & operations
- Inbound/outbound logistics
- Customer relations management
- Internship and team work experience
- Graduates are “ready to go to work”

Dr. William Verdini
Arizona State University



Partnership Approach

- Recruiter Surveys
- Advisory Council meetings
- Industry representatives in class
- Joint curriculum development:
IBM/University Partnership Model
- ISM Services Group University Relations

Dr. William Verdini
Arizona State University



Today Skill Set

Decision Making/Problem Solving

- Problem solving ability
- Analytical skills
- Customer service sensitivity
- Strategic thinker
- Communication skills
- Customer service sensitivity
- Strategic thinker
- Communication skills
- Computer skills
- Ability to handle uncertainty

Quantitative *versus* Qualitative

Dr. William Verdini
Arizona State University



Tomorrow Skill Set: **Project Management**

- Why important
- Quality Improvement Projects
- Similarities between supply chain management and project management

Dr. Bret Wagner
Western Michigan University



WMU Supply Management Program Overview

- In existence since 1993
- Major requires 40 credit hours
- Engineering component
- Experiential learning emphasized
- Internships encouraged
- Information technology via SAP Alliance

Dr. Bret Wagner
Western Michigan University



Partnership Approach

- Executive Council meetings (October and February)
- Joint curriculum development: cost modeling, business reporting and services management
- Workshops: Whirlpool negotiating training, ROTC leadership reaction course
- Guest class lecturers / speakers

Dr. Bret Wagner
Western Michigan University



Today Skill Set: **Information Technology**

- Assumption that professionals know technology
- Knowledge in a range of technologies is required
 - Microsoft Office suite (especially Excel)
 - ERP (Enterprise Requirements Planning)
 - Collaboration
 - Technology is constantly changing
- eBusiness (eProcurement, eSourcing, etc.)

Data > Reporting > Decision Making

Dr. Bret Wagner
Western Michigan University



Tomorrow Skill Set

International/Global Business

Cultural understanding and respect is the first step

- What are the future global competencies?
 - Low cost countries don't aspire to remain low cost
- Pendulum shifts in outsourcing
 - Business-process specific IT needs to be local
 - Can be competitive with local production of low volume, rapid response products
- Managing services in/with international corporations
- Risk Mgmt.: Regulatory, tariffs, capacities, logistics

Dr. Gary Ragatz
Michigan State University



MSU Supply Management Program Overview

| | |
|-------------------|--|
| Junior | <ul style="list-style-type: none"> • Supply Chain Management (3) – COB Core |
| Junior/ Senior | <ul style="list-style-type: none"> • Procurement & Supply Management (3) • Manufacturing Planning & Control (3) • Logistics & Transportation Management (3) |
| | <ul style="list-style-type: none"> • Internship (not-for-credit) |
| Senior | <ul style="list-style-type: none"> • SCM Elective (2) • SCM Elective (2) <p style="text-align: right;">} Minimum of two</p> |
| | <ul style="list-style-type: none"> • Supply Chain Policy & Applications (2) |

Dr. Gary Ragatz
Michigan State University



Partnership Approach

- IBM “On Demand” Supply Chain Lab
- Modeling software laboratory
 - Instructional tool
 - Research tool
- Research funding
- Executive education

Dr. Gary Ragatz
Michigan State University



Today Skill Set

Cost modeling/Cost management

- In a collaborative environment; understanding cost is a **must**
- Need comprehension of
 - Different pricing environments
 - Total cost of ownership
 - Target costing
 - “Should” cost
 - Cost drivers

Dr. Gary Ragatz
Michigan State University



Tomorrow Skill Set

Broad Understanding of the “Business”

- SM to take on a more strategic, value-adding role
- Contribute to competitive success
- Understand how the business competes, how SM can support that strategy and related actions
- Engage in inter-relationships with other functions at all levels internal and with supply base

Summary Skill Sets

Today

- **Communication**
- **Decision Making/
Problem Solving**
- **Information Tech.**
- **Cost Modeling/
Cost Management**

Tomorrow

- **Relationship Mgmt.**
- **Project Management**
- **Int'l/Global Business**
- **Broad understanding
of the “Business”**

Required SM skill sets needed are rapidly changing,
yet required now for future company success:

Academia + Industry + Professional Development

Questions ?

Panel e-mail contact information can
found on ISM Services Group web site

<http://www.ismservicesgroup.org>