Director’s Message

The Supply Chain Management Institute (SCMI) continues to play a major role in connecting companies with our supply chain program. We are grateful for all the time and energy our member companies have given to enhance the supply chain program. From hosting site tours, to guest speaking in the classrooms, to providing interview and resume guidance, they have found many opportunities to engage with our students.

We are pleased to have RGL Logistics as our newest member of the Institute. Since joining in the fall of 2016, RGL has been very involved with our supply chain program. They have brought two network routing problems into our Logistics and Transportation classrooms, hired two supply chain interns, and will be hosting our student organization’s Spring 2018 road trip to Green Bay, Wisconsin.

A new venture called the Connected Systems Institute (CSI) is being established at UWM with a focus on education, research and working with businesses. The institute will help founding members and participating companies solve issues related to Industry 4.0, smart factories and the Internet of Things.

Our students continue to have success through internships, co-ops, study abroad and case competitions. In addition, 20 students participated in Destination Des Moines last February, a trip sponsored by SCMI member company Principal Financial Group. The students interviewed for internships with company executives and explored the city.

SCMI continues to educate students and practitioners on strategies and connections between the sourcing, manufacturing and distribution activities of the firm and its business partners. Key areas include supplier relationships, purchasing management, operations and inventory management, SAP, analytics, and IT management. We welcome collaborations with industry professionals and faculty from a variety of corporate and academic disciplines.

As we complete our sixth year this December, we continue to develop new opportunities for SCMI to deliver rigorous, real-world, and relevant programs. The following is a summary update on the four goals pursued by SCMI.

**Goal 1: Facilitate knowledge partnerships**
The Logistics Department at Goodwill Industries of Southeast Wisconsin needed a method to estimate the space needed for storage and operations over the next five years. Students working in SCMI developed a space planning model that accepts user inputs and volume forecasts and then calculates the warehouse space needed to support operations over the next five years. Months where the current warehouse space is insufficient are highlighted and the cost to acquire the necessary space is estimated.

**Goal 2: Deliver high quality supply chain curriculum**
Teams of Lubar School of Business supply chain students worked on a real-world project for RGL Logistics, a transportation broker based in Green Bay, WI and newest SCMI member. The SCMI-sponsored initiative was entitled Project Disruptor and took place in the Spring 2017 Logistics and Transportation course taught by Mark Kosfeld.

RGL’s current practice is to quote each lane independently for its customers, but RGL suspected that cost savings could be achieved by identifying synergies across customer lanes. They turned the students loose on sample data and challenged each team to create five “tours” (combinations of lanes) that would keep one truck operating for the entire year at less than 15% empty miles. Not only did the tours need to stay under 15% empty miles, but the teams learned that they had to work within many other constraints to create realistic tours.

Ten teams of students conducted detailed analyses and presented their recommendations to executives at RGL Logistics. Overall, potential supply chain savings of $2 million annually were identified. “The project was a tremendous success,” said Maury Mussa, Senior Vice President of Transportation Services at RGL. “We were very impressed with the hard work and energy shown by the students. They showed us different ways of approaching the same problem and produced quality results. We appreciate the opportunity to work with the SCMI and look forward to future projects.”

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Student Placement
This year, Lubar School of Business Supply Chain students have been placed with many outstanding companies, including:

- ABB Freight
- Altoshaam
- Amazon
- B/E Aerospace
- Brady Corp.
- Briggs & Stratton
- Charter Manufacturing
- Deublin
- EXACTA Corporation
- GE Healthcare
- GlobalWell Industries
- Harley-Davidson
- Joy Global
- Kohler Company
- Komatsu
- MillerCoors
- Quad Graphics
- Rockwell Automation
- Stammm Media Technologies
- U.S. Army
- US Foods
- Zywave

To explore supply chain internships, co-op or placement partnerships with the Lubar School of Business, please contact Dan Neuworth, Senior Career Advisor, at neuworth@uwm.edu or 414-229-3766.

UWM Supply Chain Students Place Fourth in Regional APICS Case Competition
Lubar Supply Chain and Operations Management students placed fourth in this year’s American Production and Inventory Control Society’s (APICS) Great Lakes Regional Case Competition. Twenty-four teams from universities in Illinois, Indiana, Michigan, and Wisconsin competed this year.

This year’s team consisted of Nick Yeh, David Kelly, Heather Ordofene, Matt Schmehl and Sam Kordon.

In the competition, the Lubar team managed a company through a simulation called The Fresh Connection. Over multiple rounds of the simulation, the team made decisions regarding production, manufacturing lot sizes, product pricing and transportation. Teams were judged on the profitability their company achieved as well as a five-minute oral presentation.

Supply Chain Students Visit MillerCoors Operations
Supply chain students received a behind-the-scenes tour of the MillerCoors production facility in April 2017. Unlike the tour available to the general public, students grabbed a hard hat, safety vest, steel-toed shoes and safety glasses, and proceeded beyond the plexiglass barrier to witness the bottling plant in full production.

Eddie Jiminez, Regional Manager of Domestic Customer Service, led the tour and provided valuable information about the impact of supply chain on MillerCoors’ operations. One student said, “It was an interesting inside look into one of Milwaukee’s largest corporations.”

SCMI Involvement
The Supply Chain Management Institute has hosted or contributed to a number of events over the last year. The following describes some of these events.

Panther Foundations For Success: Internship Development Program
The Panther Foundations for Success completed its third year in 2017. The program prepares undergraduate students for the transition to the workplace by developing soft skills and providing a relevant intern experience to complement their academic experience. Students that complete the eight evening program modules during the Spring semester intern with a sponsoring company for the following semester. This year the program was supported by Direct Supply, Harley-Davidson, ManpowerGroup, Rockwell Automation and UMB Fund Services.

For more information on the Panther Foundations for Success program visit uwm.edu/panther-success.

SCMI Hosts November 2016 ISM Meeting
The Supply Chain Management Institute hosted the November 2016 meeting of the Institute for Supply Management (ISM), bringing experts and professionals in the supply chain field to the UWM campus for presentations and strategic audits on the theme of “Functional Alignment Throughout the Supply Chain.”

The keynote speaker was Gaurie Rodman, Director of Development Services at Direct Supply Aptura, who leads a cross-functional team that delivers strategic planning and development management services to Aptura client’s in the senior living market.

Rodman described how changing demographics within the senior living market impact the company’s supply chain strategy. In the United States, 10,200 Baby Boomers turn 65 each day, she noted. The Baby Boomers grow up with more wealth, more technology, and more independence than The Silent Generation that preceded them, compelling senior living communities to cater to the various lifestyle choices of its new “Boomer” residents. In turn, Direct Supply’s supply chain team is continually adjusting to maintain functional alignment with its senior living clients’ needs.

Benefits of Joining SCMI
Our interests are in a wide range of analyses, improvement, and research projects such as: strategic sourcing; facilities, distribution and manufacturing planning and control systems, Lean, Six Sigma, supply and risk management, facility locations analysis, strategic sourcing, inventory and capacity analysis, new facility design or existing facility reconfigurations to improve productivity and safety, and analysis and improvement of manufacturing and service business processes.

Information on how to join SCMI and submit project requests can be requested by email, phone, or through our website.

Phone: Mark Kosfeld at 414-229-2673
Email: sc-institute@uwm.edu
lubar.uwm.edu/scmi

SCMI Member Companies

SCMI Research Featured in SupplyChainBrain
Research conducted by Mark Kosfeld and Dr. Anthony Ross with the support of SCMI students was the cover article in the March/April 2017 issue of SupplyChainBrain. The study examined the content of annual reports of Fortune 500 companies from 2005-2015 to determine (1) the company’s emphasis on supply chain, and (2) its level of sophistication in referencing its supply chain activities.

Not only did the number of supply chain references almost double during that time period, but those references also dramatically changed in their nature to reflect a more strategic focus within the companies. This research shows executives’ intention to focus company efforts around supply chain management more today than they did ten years ago.

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Goal 3: Create a vibrant environment for the generation and dissemination of knowledge
A study conducted by Mark Kosfeld and Dr. Anthony Ross that explored the growth of the supply chain major over the last ten years was featured as the cover article in the March/April 2017 issue of SupplyChainBrain. SCMI students conducted data collection for the project.

PhD student Osman Aydas conducted research on nurse staff scheduling at Children’s Hospital of Wisconsin. He developed methodologies that generated feasible nurse schedules and efficiently assigned these schedules to nurses. His research recommended strategies to minimize understaffing and overstaffing costs under dynamic patient demand.

Goal 6: Foster interdisciplinary collaboration across UW-Milwaukee
SCMI is partnering with the Geographical Information Studies department at UWM, UW-Madison and UW-Eau Claire on a food waste composting study. The team seeks to identify (1) sources of food waste in Milwaukee and (2) demand for compost in Milwaukee. SCMI’s expertise in facility location is being used to identify the optimal location of composting sites and associated costs.

This project will serve as a proof-of-concept for food waste collection, composting and distribution. The goal is to roll out these best practices to other cities seeking to reduce food waste destined for a landfill.
The keynote address was followed by a panel of experts who further explored best practices for maintaining functional alignment across a supply chain.

While at UWM, the audience also had the opportunity learn about current research projects of SCMI-affiliated faculty. Dr. Kaan Kuzu, Assistant Professor of Supply Chain Management, described his research on ticket queues. Dr. Matthew Petering, Associate Professor of Industrial and Manufacturing Engineering, presented his research on container port efficiency and car sharing.

### Future Success Program

Twenty high school students enrolled in UWM’s Future Success Program (FSP) learned about the various majors and careers the Lubar School of Business has to offer. The five-week summer program focuses on providing high school students and their parents with information and academic support services necessary for college admission and completion.

Lubar instructors Michael Freimark and Mark Kosfeld led the program’s business track, covering business topics including entrepreneurship, finance, marketing and supply chain.

New to the program this year was the opportunity for the students to use computer-based business simulations to learn key business concepts. Pearson Learning provided the students with complimentary access to the simulations. The students competed against each other as they requested bids from suppliers, selected suppliers, ordered SKUs, managed inventory levels and met production schedules. “The simulation gave me a glimpse of how to run a business,” said one student.

### SCMI Leaders and Collaborators

- **Anthony Ross, PhD**  
  Rockwell Automation Professor & Founding Director, SCMI

- **Mark Kosfeld, MBA**  
  Lecturer & Associate Director, SCMI

### SCMI Affiliated Faculty:

- **Anurag Agarwal, PhD**  
  Professor, Univ. So. Florida

- **Aaron Armstrong, PhD**  
  Assistant Professor, MSOE

- **Sanjoy Ghose, PhD**  
  Professor, Marketing

- **Mojtaba Heydar, PhD**  
  ARC Training Center for Food Supply Chains  
  University of Newcastle

- **Wilkistar Otieno, PhD**  
  Assistant Professor, Industrial and Manufacturing Engineering

- **James Peoples, PhD**  
  Professor, Economics

- **Matthew Petering, PhD**  
  Associate Professor, Industrial and Manufacturing Engineering

- **V. Kanti Prasad, PhD**  
  Dean, Lubar School of Business  
  Professor, Marketing

- **Atish Sinha, PhD**  
  Professor, ITM & Director, Center for Technology Innovation

- **Richard Stockbridge, PhD**  
  Professor, Mathematics

- **Steve Trick, PhD**  
  Lecturer, Finance/Economics

- **George Zsidisin, PhD**  
  Professor, Virginia Commonwealth Univ.