

## Director's Message



What a year 2020 has been! Many of us are feeling isolated, have "COVID fatigue," are tired of raging firestorms in the West and tropical storms and hurricanes in the Gulf. Now we hear we are being visited by murder hornets and we are enduring a divisive political climate that has some of us treating each other as adversaries rather than fellow countrymen.

On top of that, partners are telling me that they are working extra hard just to monitor their teams' wellbeing, to keep their teams engaged from remote locations, and to manage the day-to-day business of supplying products to customers as quickly and efficiently as possible. Never mind the factory and office absenteeism driven by fear or real sicknesses, consumer buying spikes, and transportation and logistics challenges rarely seen in our lifetimes. It is times like these that I have to make myself purposefully stop, take a deep breath, rely on my faith and a network of friends and professional colleagues who remind me I am not alone in my struggles.

Here at the Supply Chain Management Institute, we are working to revitalize our program services. We plan to build a vibrant community of supply chain professionals to share know-how and to help each other manage through the current chaos. In this issue, you can read about some comments I made about the COVID-19 effects on supply chains – both early in 2020 and later after the pandemic had broadened and worsened over the summer. You can also read good news about companies continuing their work to recruit and reach out to our Lubar School of Business students to build their workforce capabilities. We also share the story of Katherine Walker, a senior supply chain and finance major who was selected as APICS Student of the Year.

To combat the natural isolation some of us are feeling, we are starting supply chain-related "Hot Topic" forums for networking, discussion and sharing on topics of concern and interest by YOU - our PARTNERS. A wise mentor of mine taught me long ago, "None of us is as smart as all of us are," and "It's foolish to re-invent the wheel." That's what we hope our "Hot Topic" forums become – a place where you and your teams can share, learn and find COMMUNITY among other supply chain practitioners. We invite you and your team members to suggest to us interesting topics and to raise tough questions for our SCMI community to explore and discuss. We encourage you and those on your teams to attend and to share openly (where you can). We do not expect to have everyone attending every forum session, but we do aim to actively engage those with hard questions and match them with those who have ideas, experiences, and maybe some answers.

Together, we can weather these storms, and come out even stronger on the other side.

Jeff Turmel  
Director, Supply Chain Management Institute

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## Student Placement

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

Alto-Shaam	Mercury Marine
Briggs & Stratton	Milwaukee Tool
Charter Steel	MolsonCoors
Direct Supply	Northwestern Mutual
Harley-Davidson	Principal Financial
INNIO Waukesha Gas Engines	Rexnord
Insight Global	Rockwell Automation
Johnson Controls	Rockline Industries
Kimberly-Clark	S.C. Johnson
Kohl's	Schreiber Foods
Kohler Company	Schroeder Solutions
Master Lock	Wacker Neuson

To explore supply chain internships, co-op or placement partnerships with the Lubar School of Business, please contact Dan Neuwirth, Senior Career Advisor, [neuwirtd@uwm.edu](mailto:neuwirtd@uwm.edu) or 414-229-3766.

## UWM Student Named APICS Student of the Year

Katherine Walker, a senior double-majoring in Supply Chain & Operations Management and Finance at the Lubar School of Business, has been named the APICS-Milwaukee Student of the Year. APICS is the premier professional organization in supply chain management.



In addition to being an active member of APICS, Walker is entering her second year as president of the Lubar School's Supply Chain Management Association, a student professional organization that helps students explore supply chain careers and network with professionals.

"What drew me to supply chain initially was the critical thinking and problem solving involved in the field," says Walker. "I have now had three internships in the field and in each one I've been given new challenges. The field is constantly changing and that's one of my favorite parts about it."

During the summer and fall of 2020 she interned at Echo Global Logistics, a leading Fortune 1000 provider of technology-enabled transportation and supply chain management services. As a managed transportation intern, she is working alongside a team of account executives to create loads, monitor, track and trace data, and assist in booking carriers. She's also part of the company's continuous improvement team focused on on-time performance.

Working remotely due to the pandemic also adds to her learning experience.

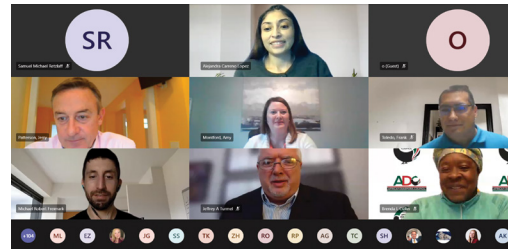
"I would say that the learning curve is definitely a challenge," she says. "Whether COVID or not, though, an internship is only as good as the work you put into it. But the best part about Echo is its culture, and that culture comes through even though we are learning about the job and each other virtually."

Walker previously interned with Charter Steel and Domek Logistics.

"With so many job opportunities in supply chain, I clearly see that my degree can take me many places — and that's why I enjoy the major so much."

## Principal Financial Group Recruits Students

Executives from SCMI member company Principal Financial Group (PFG) hosted a virtual event on October 1, 2020 to recruit students. Over 150 students attended the evening event.



Senior Vice President Jerry Patterson delivered the keynote. Patterson advised the students to be deliberate

about their career, to believe in themselves, to be persistent and to spend time networking. He shared how this advice has impacted his career at Principal Financial as well as other companies he has worked for.

Students that attended the event later remarked that it was "inspirational and motivational" and "captivating." One student admitted that he was apprehensive about attending the event, but after five minutes of listening to Jerry Patterson he was "just glued to the screen listening to what he had to say."

Principal Financial captured the contact information from students who were interested in internship and full time offers and later followed up with the students providing more information about career opportunities at the company.

## Direct Supply Night

On Monday, February 10th, the Supply Chain Management Institute hosted executives from SCMI member company Direct Supply at a "Direct Supply Night" event in UWM's Student Union. Over 70 students attended the 90-minute event to learn about Direct Supply and supply chain career opportunities at the company. They also engaged in an exercise aimed at broadening the students' problem-solving perspectives.

Direct Supply's Margo Sherer, Senior Sourcing Manager, and Janet Lucas, Campus and Diversity Lead, provided an introduction to the

company, and the senior living industry it serves, talking specifically about Direct Supply's role in the industry and the future direction of the company. They also emphasized the types of skills and qualities their hiring managers look for from employment candidates, noting that passion, drive, and energy are keys to success at Direct Supply.

Students then participated in two different and lively negotiation discussion exercises that Direct Supply uses in the training of its supply chain professionals. The exercises showed the importance of a win-win negotiating approach and the power of creative problem solving.

A panel including recent UWM graduates and managers at Direct Supply also shared their experiences and fielded questions about the types of internship experiences and careers that Direct Supply offers. The evening concluded with an opportunity for students to network with the Direct Supply executives.



## 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.

### SCMI Director Comments on COVID-19 Supply Chain Impacts

In March 2020, SCMI director Jeff Turmel described how companies could deal with the growing concerns about the recent COVID-19 virus outbreak in Asia, and its potential impacts on global supply chains. The U.S. stock market had declined nearly 1,000 points the previous day. During the discussion with Fox6 News, Turmel described the initial effects of the COVID-19 virus on China-supplied products and components already creating sporadic product shortages and demand variations around the globe.

"If we get a global pandemic, there can be significant interruptions in product flows in many sectors," said Turmel. "I don't know that we've seen that happen just yet. We've certainly seen the sporadic fires pop up, very unpredictably and so we're all watching the latest developments."

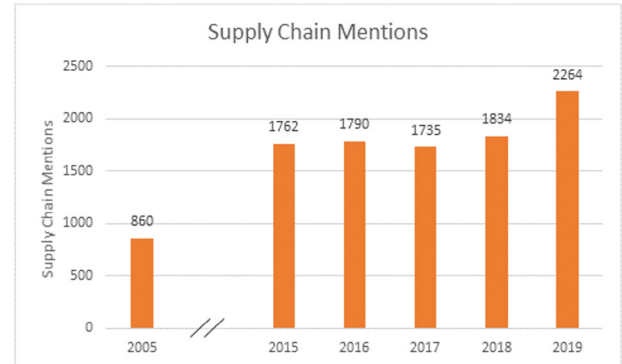
Turmel cited that company supply chains are constantly challenged by global events, and recommended the following for companies who were trying to manage through the COVID-19 challenges, "In terms of operations, it's try to be as flexible as we can with our supply lines, and react as quickly as possible to address challenges that arise."

In September 2020, Turmel participated in a supply chain panel discussion at the Wisconsin CI Alliance event hosted by Optima. The panel included SCMI partners Brian Pfannes, VP Supply Chain at Steel King Industries; John Goelz, VP Supply Chain at Master Lock Company and Wayne Thompson, Director of UW Madison's E-Business Supply Chain Consortium.

During the event, the panelists discussed the supply chain challenges they had faced as the COVID-19 pandemic grew in scale and impact. The impacts had definitely increased and broadened since the March 2020 timeframe. The panelists shared various approaches they had tried, or seen tried, to address the effects of the pandemic. "If I were to summarize the three key aspects of COVID-19 supply chain survivors," said Turmel, "they would be a focus on: 1) visibility to events, 2) flexibility to react quickly, and 3) encouraging adaptability of supply chain staff to continue to improve processes and embrace technologies."

## SCMI Research Published in SupplyChainBrain

SCMI has continued its research on the growth of the supply chain profession. Drawing on annual reports of S&P 500 companies, mentions of "supply chain" have grown nearly 30% in the past five years.



Growth of supply chain 2005-2019

An emerging theme over the last five years is that companies have realized just how complex their supply chains have become.

Much of this complexity stems from the conflict mineral reporting requirements in the 2010 Dodd-Frank Wall Street Reform and Consumer Protection Act. Section 1502 required companies to report if any tantalum, tin, tungsten or gold used in their products or manufacturing processes originated in the Democratic Republic of the Congo (DRC). The mining of these four minerals is believed to fund armed militia groups in the area.

As companies investigated the existence of the minerals, they began to understand the complexity in their supply chains. Although Dodd-Frank was passed in 2010, it allowed for a grace period until 2014, at which point companies were required to report on their conflict mineral content.

Many companies have responded to the increase in supply

*SCMI Involvement continued on Page 4*

## Benefits of joining SCMI

The Lubar School of Business Supply Chain Management Institute partners with companies on practical and theoretical issues with an interdisciplinary focus. Our aim is to disseminate emerging insights and knowledge to our local and regional partners. The Institute seeks discipline-based and interdisciplinary collaborations on faculty-led research projects, problem-based learning initiatives for students, white papers on emerging issues, and best-practice case studies.

The SCMI Partnership fee is \$5,000 per year. The SCMI also welcomes ad-hoc projects on a fee basis with non-member companies. This allows the opportunity to benefit from the SCMI capabilities before becoming a full member.

Our interests are in a wide range of analyses, improvement, and research projects such as:

strategic audits of 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 joining SCMI and submitting project requests can be obtained by email, phone, or on our website.

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## SCMI Advisory Council

**Rockwell Automation**



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*SCMI Involvement continued from Page 3*

chain complexity with a plan for simplification. Companies describe cutting the number of suppliers, eliminating redundant locations, reducing manufacturing complexity, and streamlining the supply chain.

The research also uncovered that supply chain awareness is catching on in sectors where it has been less prevalent, such as financial services, utilities, and real estate. S&P 500 companies across these sectors had only 42 supply chain mentions in 2015, but that number grew 71% to 72 mentions in 2019.

The time frame of this research concluded with S&P 500 companies' 2019 annual reports. Since almost 90% ended their fiscal year on or before December 31, 2019, most made no mention of COVID-19.

A few companies were able to include comments about the pandemic between the end of the company's fiscal year and release of the annual report in early 2020. Concerns over COVID-19 varied drastically from the companies that released their annual reports in January/February 2020 to those that released their annual reports in March/April 2020.

## Future Success Program

Due to the pandemic of 2020, UWM's Future Success Program was held virtually through Microsoft Teams this summer. The program provides high school students with information and academic support services necessary for college admission and completion.

Lubar School of Business instructors Michael Freimark and Mark Kosfeld led the program's business track during July 2020. The students learned about the business world from a local financial advisor, a guest speaker from the Lubar Entrepreneurship Center, and two former UWM students who have become entrepreneurs.

## SCMI Leaders and Collaborators

### Jeff Turmel

Director of Business Development and Director, SCMI

### Mark Kosfeld, MBA

Lecturer & Associate Director, SCMI

## SCMI Affiliated Faculty:

### Sanjoy Ghose, PhD

Professor, *Marketing*

### Wilkistar Otieno, PhD

Assistant Professor,  
*Industrial and Manufacturing Engineering*

### James Peoples, PhD

Professor, *Economics*

### Matthew Petering, PhD

Associate Professor,  
*Industrial and Manufacturing Engineering*

### Atish Sinha, PhD

Professor, *ITM* & Director,  
Center for Technology Innovation

### Richard Stockbridge, PhD

Professor, *Mathematics*

### Steve Trick, PhD

Lecturer, *Finance*