

Supply Chain Management and Marketing Sciences

Maximizing the Interface between Supply Chain & Marketing

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Business

Science

Technology

Learning from the Real World through Site Visits



SCSI members speak with executives from Pfizer during their site visit

A key component of the MBA experience is translating education from the classroom to the real world. The Supply Chain Student Initiative (SCSI) and Rutgers Association of Marketing & Strategy (RAMS) offered students several site visits to see how the skills learned at Rutgers Business School (RBS) are applied in the real world. The goal of these site visits is to provide a link between the students and industry, create partnerships with companies who will get to meet our top talent, and to enrich the educational experience of the club members.

The first site visit of the semester was with Bayer Consumer Products and exposed RAMS members to marketing in the Consumer Packaged Goods (CPG) industry. Marketing can be very different, especially depending on the industry, so learning about these differences can help the students figure out which industries they have a preference for. In this case, students learned about the CPG industry, with a consumer healthcare focus. The theme for this site visit

was the special role of brand management and how it related to general marketing. Students were able to learn about how brand managers really take ownership of their brands and what to expect in a brand management internship and full-time position.

RAMS members then visited Philips Lighting (Philips) to see how supply chain management and marketing interact and work together. The students went to Philips' Application Center to learn about the history of the lighting industry and the changes it is currently experiencing. The key issue was that legislation forced lighting companies to develop more expensive, but environmentally friendly lighting products. This forced companies to shift their business model from selling almost a commoditized product to selling lighting products similar to how technology products are sold. Following this presentation was a speaker panel that featured two RBS alumni. Among the topics discussed was the effect of the legislation on supply chain practices and how marketing had to adapt how it communicated with

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consumers as a result.

The SCSJ brought its members to Pfizer, where they learned about a variety of supply chain topics. This site visit is the perfect example of how RBS, the student clubs, and companies can partner to help each other. Dave McCarthy, Senior Director of Pfizer's Worldwide Procurement group and member of the Rutgers Center for Supply Chain Management Advisory Board, made this site visit possible. The students were able to meet with several Pfizer personnel including those at the Director, Senior Director, and Vice President levels. In addition, they represented various functional areas, including worldwide procurement, marketing, supply chain operations, global logistics, and network solutions. This also provided those at Pfizer to meet some of the top supply chain students to see if there is anyone they'd like to recruit for internships or full-time positions.

Both the students and the companies benefit from these site visits and enjoy them very much. With the success of these site visits, both RAMS and the SCSJ plan to continue with more in the future. Already on the calendar for the spring are site visits to Becton Dickinson, Panasonic, and PSEG.

by Franco Libunao, Neha Mukherjee, and Domingo Pacheco



RAMS members discuss brand management with executives from Bayer's Consumer Products Division



Bayer Executives and RAMS members pose for picture after the site visit

An SAP-Enhanced Supply Chain Management Program is Key to its Success

The Supply Chain Management (SCM) Program at Rutgers Business School (RBS) has committed to becoming SAP-Enhanced. Meaning, SAP will now be used much more regularly and extensively in the classrooms. With the bulk of the companies that partner with RBS utilizing SAP, the graduate and undergraduate programs are focusing more strongly on SAP to strengthen those connections and produce even stronger graduates.

The goal of this move is to teach students how SCM, enterprise resource planning (ERP), and supply chain concepts come to life in the real world through information technologies. While many SAP focused courses were already offered, they were not as integrated into the program outside of those courses as they will be now. This integration will teach students to understand comprehensive business processes in practice, how to utilize informa-

tion technology to enhance their decision making, and provide them with a competitive advantage in the job market.

The graduate program currently boasts five SAP focused courses and the undergraduate program has two. As a byproduct of the focus on SAP, the SCM program at RBS has received many awards and benefits including a #11 ranking by AMR Research in 2009, 23 research scholars sponsored by major companies, and the 100+ business executives that have joined the Advanced Supply Chain Leadership Academy of the Rutgers Center for Supply Chain Management. This increased integration of SAP into the RBS SCM program will continue to produce more benefits to the school, its students, and the companies it partners with.

by Franco Libunao

Six MBA Students Awarded Scholarships from the Containerization & Intermodal Institute

Six Rutgers Business School MBA Supply Chain Management Students earned scholarships from the Containerization & Intermodal Institute (CII). They will receive their scholarships at the CII's annual Connie Event. Scholarship recipients were full-time second year MBAs Domingo Pacheco, Zhi Xuan Wu, and Kristen Condrat (two-time winner), first year MBAs Erik Palkhiwala and Barak Epstein, and part-time MBA Michael Zhang.

by Franco Libunao



Kristen Condrat receiving her scholarship and award at the 2010 Connie Awards Lean Six Sigma.

RBS Undergraduate Students win ISM Case Competition



The winning team with RBS Professor Dr. Sean Handley.

Rutgers Business School (RBS) seniors Mikhail Naumov, Arnab Sengupta, and Jaysai Ghayal won the Institute of Supply Management's 11th Annual Services Conference Case Competition. The team beat teams from several traditionally top-ranked Supply Chain Programs, including No. 2 Arizona St. and No. 4 Michigan St. The students were able to bring the award back to RBS, despite Supply Chain Management (SCM) only becoming a major in 2009.

In addition to the \$2,000 prize money, the students networked with many working SCM

professionals. When asked why he attended the conference, Ghayal said, "I interviewed with Accenture today and I knew that wouldn't be possible without going to the conference. That is the real essence of why I went to this conference. It gave me the ability to have a successful career."

This win highlights the success of the SCM program at RBS. In its first year, the SCM major only had 15 students, but the passion of the professors and the success of the students grew enrollment to more than 100 students in just one year. Naumov said, "By introducing a new major, we opened up a new avenue into a whole other industry for Rutgers students. It is a prize possession for the business school."

A huge draw for the students is the growth of SCM, internship & full-time opportunities, and a career that impacts both their company and the world. When asked why he majors in SCM, Sengupta said, "It is a more interactive major and field. The opportunities for leadership and project management in that field make it a very robust industry."

by Franco Libunao

Professor Profile: Dr. Aaron Shenhar



Dr. Aaron Shenhar is a professor of Supply Chain Management (SCM) at Rutgers Business School (RBS) and a leading expert on project management and execution leadership. He co-authored *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation* (2007), which was selected among the top five best business books of the year. Prior to teaching, he served for almost 20 years as an executive in the Israeli defense industry, where he managed projects, divisions, and was a corporate vice president. Currently, he leverages his experience to outline strategies for organizing and leading projects in complex, high tech environments. I spoke to Shenhar about project management, its confluence with supply chains, and how it impacts innovation and business success.

Historically organizations thought operations were the dominant aspect of their work and projects were activities outside the normal scope of business. Shenhar argues, "We are experiencing a reverse trend because of the rapid change in the business world, and the need to keep

introducing new products and services in an environment of increased competition and technological change." Organizations must recognize that a growing proportion of activities demand innovation and change management, making project management increasingly relevant. Shenhar outlines three basic ways project management is relevant to SCM.

- 1) **Every supply chain was initially established by a project.** The quality of your supply chain depends on the quality of the planning and execution of the project that initiated it.
- 2) **In every field, people increasingly work in temporary, or project settings.** Business people need to learn the formal tools of project management to succeed in these settings.
- 3) **Every supply chain needs projects, just as every large project needs a supply chain for purchasing and subcontracting activities.** Project Managers need to learn to effectively manage their supply chains.

To illustrate the third point, Shenhar stated, "When Boeing Corporation planned their next generation commercial airplane, called 787, in order to save time and cost, they decided to outsource much of their development work to hundreds of suppliers. They expected their suppliers to perform the design and development activities of subsystems, rather than just to manufacture them, as was common in the past. Many of these suppliers were unable to successfully perform these activities, and the project has been dramatically

delayed since August 2008. While Boeing has an order backlog of nine hundred airplanes, it is unable to commit to when the first plane will be delivered to customers. This is a major obstacle for Boeing, and it is significantly hurting its reputation and business performance. It seems that Boeing was unable to effectively manage its supply chain to support this new and important project."

RBS is currently in the forefront of this field with the only project management program among the major business schools in the tri-state area. Shenhar's latest research draws on similar cases as Boeing's and he expects it will have applications in the pharmaceutical industry. "There is currently no methodology for outsourcing the development chain in new projects. We have submitted a proposal to the National Science Foundation, and we plan to conduct further research, which relates to this problem in the aerospace industry. Our next work will address this topic as well as expand 'The Diamond Approach' to deal with innovation, not just project management."

With regard to an MBA education, Shenhar stated, "The academic field is usually divided into disciplines. But the real world combines all disciplines together. Employers are looking for well-rounded people who can get things done and possess execution and planning skills. Since most MBA's will end up managing projects anyway, I believe that our students' careers will benefit by acquiring these skills."

by Barak Epstein



Student Profile: Brian Fraser

Brian Fraser is a second-year, full-time MBA student concentrating in both marketing and supply chain management. When asked why he chose Rutgers Business School (RBS), Brian mentioned the convenience and affordability of the program. Also, having spent ten years away from family in New Jersey, RBS offered a chance to be closer to them while joining an MBA program in a new building with lots of momentum behind it. He also said, "There is a lot of hype behind rebuilding Newark, and Rutgers is a part of that." He felt the MBA education would broaden his skill set and better define where is headed in his career.

Before coming to RBS, he earned his undergraduate degree at Georgia Tech with a B.S. in Industrial Design. In college he was an ACC triple jump champion and national qualifier for the national track & field championship. After graduation, he worked at a private industrial design firm called Product M on projects involving high speed CCD cameras, bicycle design, and the fashion and technology industries. Fraser stated that, "Industrial design is the art of conceptualizing, designing,

and developing products and services. It is a great cross between art and engineering, both of which I feel I have attributes of."

He later moved on to Home Depot where he performed design work for its proprietary brands. This work was more of a liaison between product buyers (product merchants) and engineering. He worked with buyers to identify steady selling products and then helped engineers develop related product ideas. Fraser said, "I would design, sketch, model in CAD (computer aided design), and essentially bring the merchants' idea to life. Then I would translate that to the engineers in language they could understand." His experience at Home Depot led him to think more expansively about his career, such as how to enhance the customer experience, and how his work related to his interests.

His interests led him to choose a dual concentration in both marketing and supply chain management at RBS. His natural creativity and interest in artistic pursuits, such as photography and drawing, makes marketing a natural fit. He has also done lots of freelance work, which includes creating logos, designing websites, and branding & brand identity.

He also chose supply chain because, "Supply chain complements my history of working closely with cross functional teams. I spent a lot of time working with engineers and manufacturers doing things like making products sustainable and cost effective." He often spent time answering questions such as "is this user friendly?" and "is this easy to manufacture?" After re-

searching Rutgers and realizing supply chain management is something he's already been a part of, he decided to learn more about it while earning his MBA.

Currently, Brian works for Philips Lighting, in addition to continuing his freelance work. His successful summer internship experience at Philips has led to his continuing to work there while in the last year of his MBA education.

by Jason Barardo

Attention Industry Executives

Do you have a project or a study that you want to get done, but just don't have the resources available or don't want to pay the fees of a typical consultant? The department of Supply Chain Management and Marketing Services offers Industry Consulting/ Project work done by our top MBA or Undergraduate students and led by Senior Industry advisors. Many companies have taken advantage of this over the past several years with excellent results and very positive feedback.

Realize three (3) major benefits of taking advantage of this resource.

1. Complete a project or study that you most likely would not have been able to get to.
2. Interface with Rutgers students, whom you might be interested in hiring in the future.
3. Greatly reduced cost compared to a Consultant fee.

If you are interested please contact Paul Goldsworthy at

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