Supply Chain Management Center (SCMC)

Warrington College of Business University of Florida

Annual Meeting of the Board of Advisors April 5, 2018

Agenda (Meeting Location is Stuzin Hall, Room 200)

10:30 – 10:45 am	Welcome (Asoo J. Vakharia, SCMC Director)
10:45 – 11:15 am	Introductions
11:15 – 12 noon	Program in SCM Analytics (<i>Kevin Kenney</i> , BioIQ; <i>Graham Leary</i> , SE Grocers; <i>Laura Vickery</i> , Warrington College)
12 noon – 1 pm	Lunch (Hough Hall, Room 120 A/B)
1:00 – 1:30 pm	Ben Gordon (Cambridge Capital)
1:30 – 1:45 pm	Experiential Learning Proposal (John Peppes, FCA US)
1:45 – 2:15 pm	Tedd Comerford (UF&Shands)
2:15 – 2:30pm	Haldun Aytug (Chair, Department of ISOM)
2:30 – 2:45 pm	Break
2:45 – 3:15 pm	Discussion of Experiential Learning Proposal
3:15 – 3:30 pm	Closing/Wrap-Up



Supply Chain Management Center



10th Annual Meeting of the Board of Advisors April 2018



SCMC - History

➤ Initiated/Approved in Fall 2006; Seed funding obtained in October 2006 through an anonymous donor



SCMC - Mission

The mission of the Supply Chain Management Center is to bring together executives, UF faculty and students in order to pursue excellence in Supply Chain Management practice, education and research.



SCMC – Attending BOA

- **➢Ilan Berkner, Reloquest**
- **▶Tedd Comerford, UF & Shands**
- **➤ Walter Garvin, Jabil Inc.**
- **▶**Benjamin Gordon, Cambridge Capital
- **≻Sherry Harriman, Walmart**
- **≻Kevin Kenney, BiolQ**
- **>**Gary King, T-Mobile
- **➢ Graham Leary, SE Grocers**
- **>** Sam Nimah, Special Care Providers
- >John Peppes, FCA
- > Wayne Varnadore, Beall's Inc.



- >Steve Strachota, SE Grocers
- **>Johnson (Johnny) D'Costa, CitiGroup**
- ➤ Susan D'Costa, BrammerBio
- **➢ Joanne Ford, Logility, Inc.**
- > Haldun Aytug, Chair, Department of ISOM
- **≻Laura Vickery, Warrington College, UF**
- > Morgan Robinson, Warrington College, UF



Gaming the Supply Chain: Program Overview

- 3-day on campus, executive learning program
- Objective: learn about strategies/tactics for supply chain coordinators, demand management, supply network planning, product design and sourcing strategies
- Targeted audience: mid-level executives, supply chain planners & sourcing/distribution analysts
- Program was offered in 2016, but was cancelled due to low participation rates

Program Promotion

- October 2017 program goals
 - Target = 24 attendees
 - Minimum = 9 attendees
- Increased program promotion & awareness
 - Engaged UF's College of Business Marketing and Communications Services
 - Laura Vickery, JC Marvin and Morgan Robinson
- Planning committee
 - June August 2017
 - · Meet every other week
 - Executed large scale social media and communications campaign
 - LinkedIn, Twitter, Facebook, Warrington Wire, Alumni News

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Chris week left to agay for the Straph Chain Management Analytics auxiliation for Prof. Association and Supply Chain Management Analytics

Executive Development Program

Supply Chain
MANAGEMENT CENTER

Examination for all the Command Analytics

Supply Chain Management Center

TEXAMENT OF TOWNS ANALYTICS

Supply Chain Management Center

TEXAMENT OF TOWNS ANALYTICS

Outcome

• Three participants signed up for program

Ask of the CSCM Advisory Board

- Feedback on program promotion and planning
- Each CSCM Advisory Board member commit to sending at least 1 person to the this years program
- Cost = \$3,500



Supply Chain Management Analytics Program Marketing Plan, July 2017

Overall objective

24 program participants, no fewer than 9-10 (48)

Goals

- To increase awareness and interest in the program
- Increase number of applicants to the program
- Increase brand awareness of the Supply Chain Management Center at the UF Warrington College of Business

Target Audience

- People who work with supply chain (from junior supply chain managers / entry level analyst working for a manufacturer or retailer, reach into higher levels including manager and executive level that haven't had experience)
- Members of the Institute of Supply Chain Management, Center for Supply Chain Management Professionals
- UF Warrington alumni

Marketing recommendations

Web

- Update website with "Apply" call to action, linking to form
- "Application to attend" form (need to screen applicants to make sure they're a good fit for the program)
- Include program in executive education section of website

Editorial

- Short article or call out in Warrington Wire (monthly email sent to Warrington alumni)

Graphics

- Email header
- Social media graphic

Social media (dates and content tentative)

LinkedIn

- July 25 post: Apply for the program
- August 16 post: Learn from Professor Asoo Vakharia
- September 1 post: (Warrington): Two weeks left to apply

Facebook

- July post (Warrington, MBA accounts): Learn from Professor Asoo Vakharia



- August 16 (Warrington, MBA accounts): Two weeks left to apply Twitter (Tag @ism, @cscmp)
 - July 25 Tweet (Warrington, Retweet by MBA: Apply for the program
 - August 16 Tweet (Warrington, Retweet by MBA): Learn from Professor Asoo Vakharia
 - September 1 Tweet: (Warrington): You have two weeks left to apply for the program.
 - September 14 Tweet (Warrington, Retweet by MBA): Less than 24 hours to apply

Email

- Potential: Email targeted segment of UF Warrington alumni
 - o MBA: except Executive MBA program alumni
 - o Warrington undergraduate alumni: finance, marketing and ISOM majors
- Industry professionals: members in Institute of Supply Chain Management, Center for Supply Chain Management Professionals
- Email forward: for board members to send on to industry contacts

Marketing Results

Editorial

- Call out in Warrington Wire (monthly email sent to Warrington alumni)
 - Total sent: 34,208Open rate: 20.395%
 - o Resulting sessions on SCM program web page: 62
 - o New users: 40
 - o Average Session Duration: 0:58

Social media (dates tentative)

- Social Posting Round 1
 - o Facebook: 1,264 reached, 27 link clicks
 - o Twitter: 1,271 impressions, 7 link clicks
 - o LinkedIn: 14,451 impressions, 137 clicks
- Social Posting Round 2
 - o Facebook: 136 reached, no clicks
 - o Twitter: 1,332 impressions, 4 link clicks
 - o LinkedIn: 7,978 impressions, 30 clicks
- Social Posting Round 3
 - o LinkedIn: 9,077 impressions, 53 clicks
 - o Facebook: 635 people reached, 11 clicks
 - o Twitter: 1,134 impressions
- LinkedIn Sponsored Post (ad running through Sept. 6)
 - o 3,479 impressions, 36 clicks

Email

- Email targeted segment of UF Warrington alumni
 - o Email 1: Sent Monday, August 7 at 4pm
 - Total Sent: 7,072
 - Open Rate: 31.4%
 - Unique Click-Through Rate: 2.47%



• Web sessions: 163

o Email 2: Sent Thursday, Sept. 21 at 2:30pm

Total Sent: 6885Open Rate: 26.4%

Unique Click-Through Rate: 1.10%

Summary

Job ID: 17031357

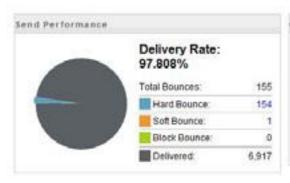
Name: WCB_EVT_SupplyChainManagement

Subject: Attend Supply Chain Management Analytics program at UF Warrington

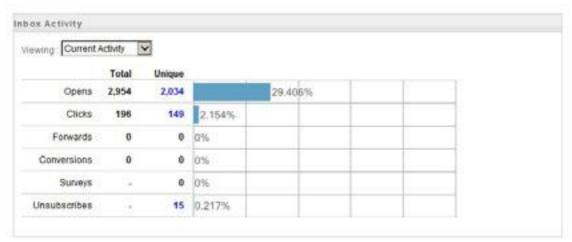
Date Sent: 8/7/2017 4:01 PM

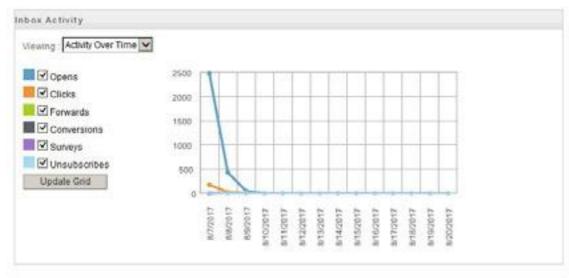
Total Sent: 7,072

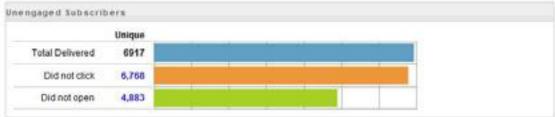
Lists : Seeds_Warrington (17 sent) Event - Supply Chain Management Analytics (7.055 sent)











	Total	Unique	- 12		.00
acked Forward link	0	0			
Forward Activity	0	0			
New Subscribers	0	0			



Wantington College of Business | University of Florida



HI %%first name%%

The UF Supply Chain Management Center, led by Dr. Asoo Vakharia, is hosting the Supply Chain Management Analytics program this October. Executives will experience hands-on, collaborative activities while improving their ability to manage complex supply chains in an uncertain environment. Attendees will work with eminent scholars in the field while completing online simulations to enhance implementation skills.

We would like to invite you and any peers or colleagues to this event. For more information about specific dates, pricing and application deadline, visit our website.

Go Gators!





Warrington College of Business PO Box 117150 Gainesville, FL 32611-71507

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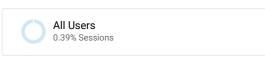
MAKE A GIFT

The University of Florida Foundation solicits tax deductable private contributions for the benefit of the University of Florida. View our full disclosure statement.



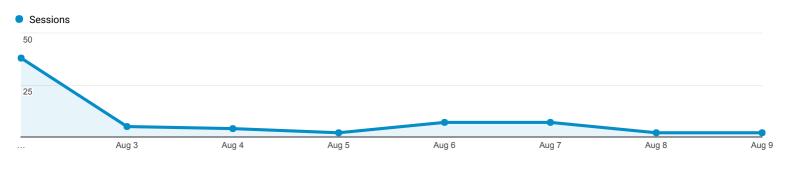
Campaigns

ALL » CAMPAIGN: Wire2017AugustEmail



Aug 2, 2017 - Aug 9, 2017

Explorer Summary



Source / Medium	Destination	Acquisition	Acquisition		Behavior			Conversions Goal 3: Goal:WarringtonWire		
	Page	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Goal:WarringtonWire (Goal 3 Conversion Rate)	Goal:WarringtonWire (Goal 3 Completions)	Goal:WarringtonWire (Goal 3 Value)
		67 % of Total: 0.39% (16,972)	59.70% Avg for View: 47.98% (24.43%)	40 % of Total: 0.49% (8,143)	83.58% Avg for View: 54.96% (52.09%)	2.18 Avg for View: 2.86 (-23.75%)	00:01:26 Avg for View: 00:03:08 (-54.19%)	1.49% Avg for View: 0.49% (205.20%)	1 % of Total: 1.20% (83)	\$0.00 % of Total: 0.00% (\$0.00)
1. Wire / email	/centers/csc m/executive. asp	62 (92.54%)	64.52%	40 (100.00%)	87.10%	1.05	00:00:58	0.00%	0 (0.00%)	\$0.00 (0.00%)
2. Wire / email	/index.asp	4 (5.97%)	0.00%	0 (0.00%)	50.00%	4.25	00:08:55	0.00%	(0.00%)	\$0.00 (0.00%)
3. Wire / email	/identity/ind ex.asp	1 (1.49%)	0.00%	0 (0.00%)	0.00%	1.00	00:00:02	0.00%	(0.00%)	\$0.00 (0.00%)
4. Wire / email	/wire/2017- 06/index.as p	0 (0.00%)	0.00%	0 (0.00%)	0.00%	0.00	00:00:00	0.00%	1 (100.00%)	\$0.00 (0.00%)

Rows 1 - 4 of 4



Welcome!

A Representative List of Speakers and Industry Leaders





























































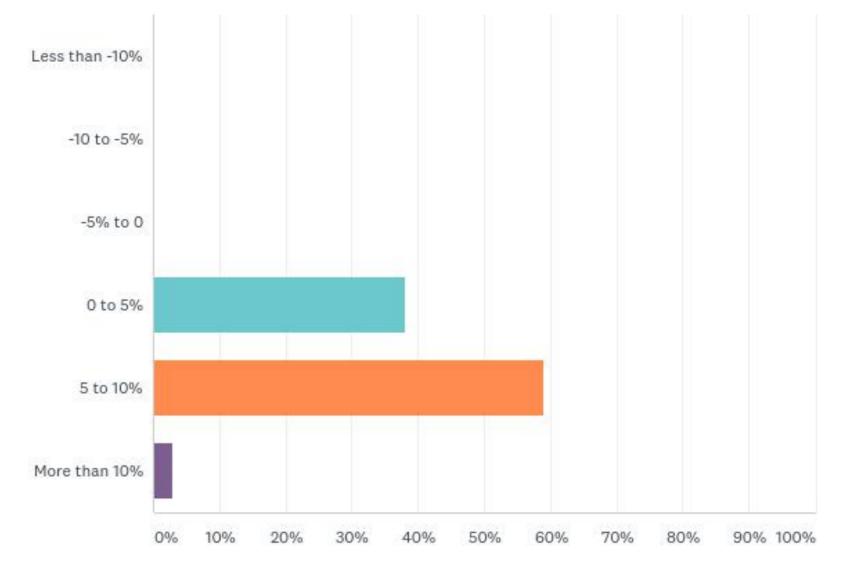








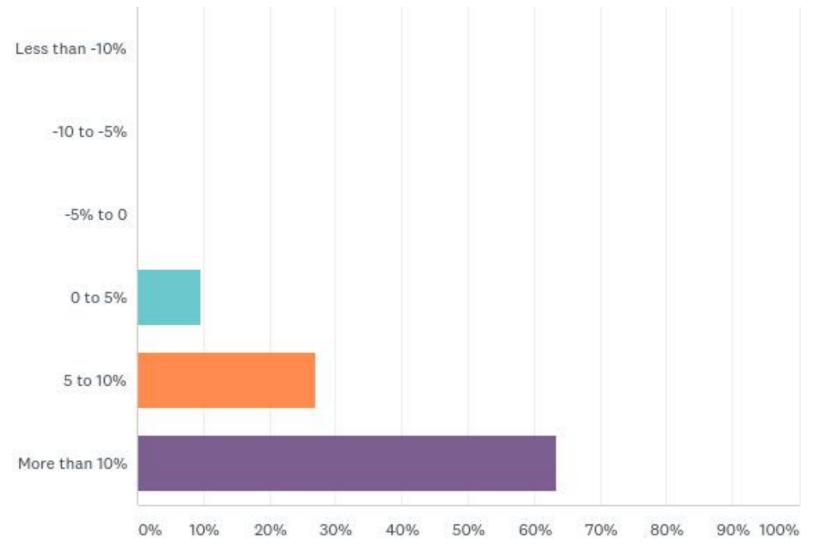
What growth do you expect for the supply chain industry in 2018, versus the prior year?







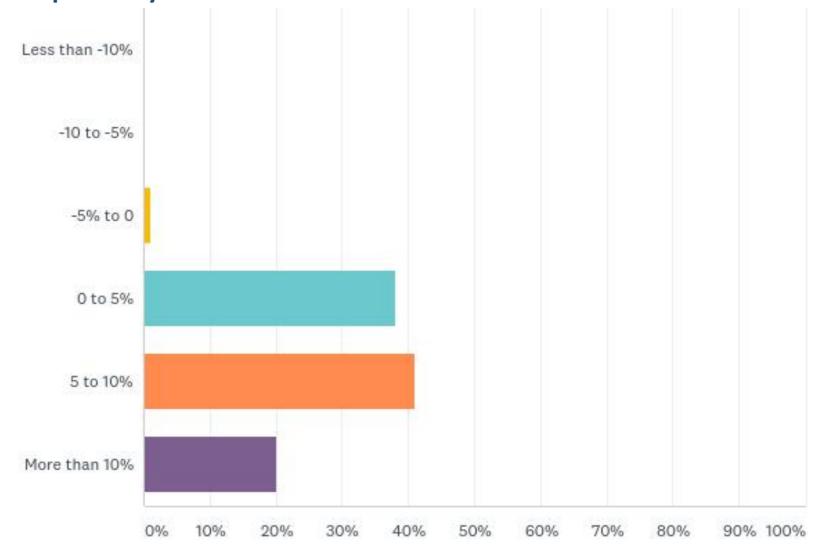
What growth do you expect for your own company in 2018, versus the prior year?







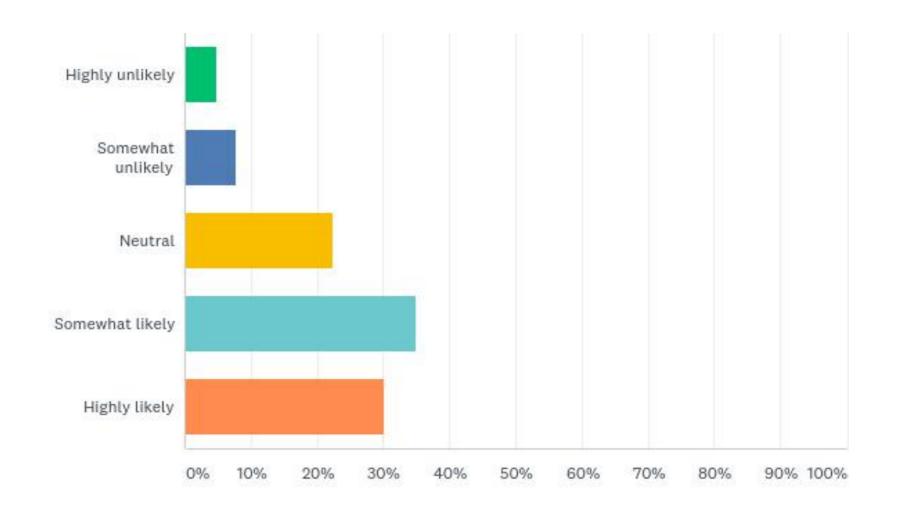
What level of M&A activity do you expect for the logistics industry in 2018, versus the prior year in terms of number of deals?







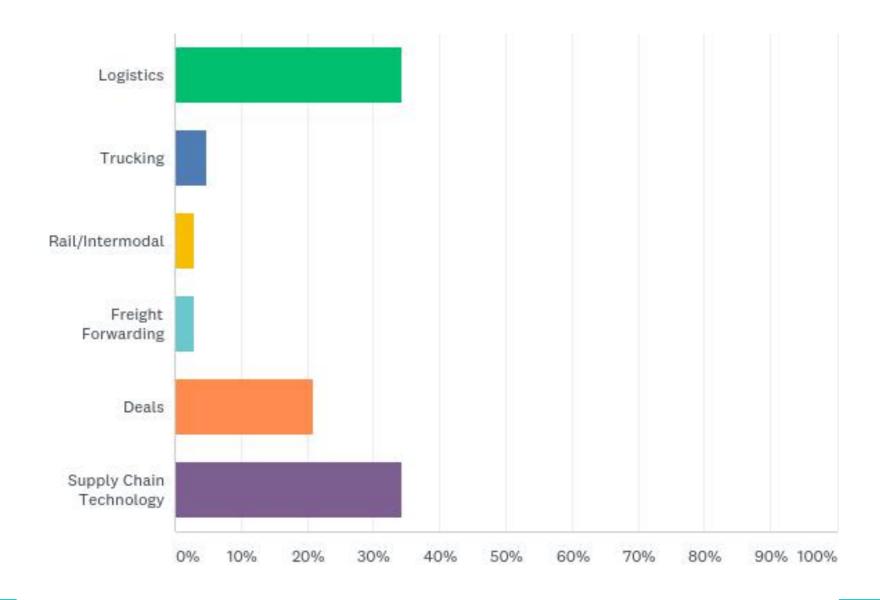
How likely are you to consider a merger, acquisition, investment, or other transaction in 2018?







What topics are you most interested in learning about at BGSA Supply Chain 2018?







2017: A Good Year for the Supply Chain Sector







The BGSA Supply Chain Index, by Segment One Year Stock Performance







The BGSA 2018 Outlook: Key Factors

Political Technology Dynamic Deals

Trump: bark vs. bite

The third wave

Record volume of deals





The BGSA 2018 Outlook: Key Factors

Political Positives

Political Positives

- Initial fears of a trade war
- Reality has been muted
 - ✓ Trump pulled out of TPP and Paris Climate Accord
 - ✓ But NAFTA not canceled
 - ✓ No border tax imposed
 - ✓ Trade with China and Mexico continued to grow
- Macroeconomic positives
 - ✓ 3% GDP growth
 - ✓ Cass Linehaul index spiked 6% last month
 - √ \$1 trillion Infrastructure proposal
 - ✓ Tax bill with tax cuts and accelerated depreciation





Technology Tailwinds Billion Dollar fortunes in the Supply Chain Sector

19th Century: The Railroad 20th Century: The Box

21st Century: The Digital Supply Chain



- In 1869, Leland Stanford drove the Golden Spike into the ground in Utah, creating the first coast-tocoast railroad
- Railroad fortunes were built by the Vanderbilts, Carnegies, and Flaglers



- In 1956, Malcolm McLain refitted an oil tanker to carry 58 shipping containers from Newark to Houston
- Containerization helped fuel the fortunes of shipping and trucking empires like Maersk and JB Hunt



- "The Amazon Effect" sparks a new ecosystem in automation, e-commerce fulfillment, and the digital supply chain
- New billion-dollar winners emerge, including Uber, GENCO, XPO, Flexport, and many more





The BGSA 2018 Outlook: Key Factors Technology Tailwinds

Technology Tailwinds

- 1. eCommerce with \$2 trillion of annual sales and 15% annual growth, eCommerce customers are driving demand for faster and faster fulfillment.
- 2. Digital logistics UBERFreight and flurries of startups
- 3. Electrification of transportation Tesla Semi preorders include YRC, DHL, and Walmart
- 4. Autonomous vehicles MobilEye's \$15 billion sale to Intel. Intel's 100 self-driving cars. Peloton.
- 5. ELD took effect on December 18th. Requires carriers and drivers to log their time on and off-duty. May reduce capacity by 4-7%, and drive price increases.
- **6. Robotics** —in the warehouse, in transportation, and beyond. Domino's robotic pizza deliveries in Germany, with Starship Technologies.
- 7. **Drones** with commercial deliveries for Amazon, 7-Eleven, UPS and Maersk already underway, new startups are targeting both remote/rural and high-density/urban markets.
- **8. The sharing and "gig" economy** Uber and Lyft. Walmart pilot for staff to deliver packages. IKEA-TaskRabbit adds on-demand variable labor for furniture assembly.
- *9. Blockchain* Bitcoin, Ethereum and Ripple emerged as powerful forces. Bitcoin spiked more than 12x, Ethereum 80x, Ripple 400x. Logistics as a prime application.





The BGSA 2018 Outlook: Key Factors Deals



- *Consolidation of niche markets*. Daseke went public. String of add-ons including Tennessee Steel Haulers, Roadmaster Group, and Moore Freight Service.
- Retailers' pursuit of logistics and technology. Target acquired Shipt and Grand Junction for more than \$600 million. Walmart-Parcel. Rumors of Home Depot and Amazon pursuing XPO.
- Automation. Intel's \$15 billion acquisition of MobilEye
- *Technology consolidation*. Descartes-Macropoint. Trimble-10-4.
- *Chinese capital*. Chinese logistics giant Best, backed by Alibaba, raised nearly \$1 billion in its IPO on the New York Stock Exchange.
- Global deals. Bpost-Radial (formerly known as eBay Enterprise) for \$820 million. Naspers-Delivery Hero. Lalamove becomes a unicorn.
- And a flurry of venture capital





BG Strategic Advisors – Leading Investment Bank in the Supply Chain Representative Transactions



Has acquired



Exclusive advisor to 4SameDay



Has acquired



Exclusive co-advisor to **ITRenew**





Exclusive advisor to **Hyphen and Wynnchurch**





Has been acquired by

WILLIAM

Exclusive advisor to Converge





Has acquired



Exclusive advisor to **Open Mile**





Exclusive advisor to **Access Computer Products**



Has been acquired by



Exclusive advisor to Interlog USA





Exclusive advisor to England Logistics



Has acquired



Exclusive advisor to **PWC Logistics**



Has been acquired by



Exclusive advisor to Dixie Warehouse





2017: A Great Year for BGSA

A Few Highlights

- 4Sameday-First Choice-NPG
- ITRenew-ZMC
- Cambridge Capital
 - Grand Junction-Target
 - Bringg
- Several other deals pending
- Excited about 2018





Thanks to Our Sponsors





















Experiential Learning Proposal

Solving Practical Business Problems through Project-based Assignments

John Peppes

Manager of Strategic Planning Information Communication Technology Mopar Service, Parts and Connected Vehicle

UF Grad, December 1989

Background and Stats



- Mopar is the automotive service and parts division of Fiat Chrysler Automobiles
- · Mopar was founded in 1930
- Impacted by several mergers, divestitures and bankruptcy in the last 15 years
- · Fifty-two parts distribution centers around the world
- · Revenue generation in excess of \$5B annually



Problem

Investigative projects and/or research projects typically fall to the low end of the priority list when faced with running a global supply chain in a complex environment such as service and parts.

If faced with funding constraints or bandwidth of resources, our internal business customers simply keep the ship afloat and don't focus on opportunities.

Solution

Leverage academia to conduct small focused research projects.

We established a relationship with Arizona State University's Masters Program through W.P. Carley School of Business



Benefit

Benefit to FCA: We have additional resources and brain power to work on activities that continue to fall to the bottom of the priority list

Benefit to university: Students work on real world business problems allowing them to gain practical experience in supply chain while improving their project management, presentation and communication skills prior to graduation

Project Approach

The University student team is aggregating part sales information to figure out what parts sell together and where there are opportunities to improve inventory planning.

The student team are using statistics to determine probability of ordering patterns by deciding which concepts (models, platforms, tools) to use in a particular situation to determine the approach that is most likely to provide value and yield insights that enhance the quality of decisions being made.

<u>Deliverables</u>: weekly checkpoint meetings, mid-term presentation and final presentation with conclusions and any algorithms identified in research

Project Goals

- To help increase sales revenue by identifying upsell opportunities that may have been missed.
- To improve Inventory Planning Capabilities by understanding the patterns and probabilities of parts being sold together
- To help balance workload by providing a framework for ongoing analysis of the same

Timing: January - May 2018

UF HEALTH SUPPLY CHAIN SERVICES

- Mayfields Dairy Farm (Mayfields Ice Cream) Athens, TN (East TN)
- Supply Chain & Support Services for 30+ years
- 6 Health Systems
 - HCA Athens Regional & Parkridge (2)
 - Phoebe Putney Memorial Hospital, Albany, GA
 - Maury Regional Health System, Columbia, TN
 - Memorial Health University Medical Center, Savannah, GA (now HCA Memorial Health)

UF HEALTH SUPPLY CHAIN SERVICES

- Undergraduate Org. Mgmt. Tusculum College, Greeneville, TN
- Graduate HSA St. Joseph's College, Standish, ME
- CMRP Certified Materials Resource Professional since 2008 (AHRMM)
- Experience with:
 - Sterile Processing/Central Sterile
 - Environmental Services
 - Food & Nutrition
 - Clinical Engineering



UF HEALTH SHANDS GAINESVILLE

Size and Patient Care Volume FY2017 Stats)					
July-June					
Operating Beds	887				
Discharges (Adults & Pediatrics)	53,342				
Patient Days	271,178				
Births	2,861				
Clinic Visits	841,100				
Emergency Service Visits (includes Urgent Care)	125,350				
Ambulance Runs	4,133				
Surgeries	38,174				
Licensed Beds	915				
Average Daily Census	736.63				



UF HEALTH SUPPLY CHAIN SERVICES

- CORE DEPARTMENTS
- Integrated Service Center (ISC)
- Strategic Sourcing

 Contract Management, Value Analysis,

 Purchasing
- Distribution and Information Management
- Publication Services
- Strategic Project Management
- Linen Distribution Services
- Supply Logistics & Operations
 - Customer Service (Supplies)
 - Central Distribution Center (CDC
 - Equipment Distribution Center (EDC)
 - Shipping and Receiving
 - OR Materials Order/Replenishmen



UF HEALTH SUPPLY CHAIN SERVICES

• A Few Current Projects

- Upgrade our Supply Chain PeopleSoft (PS) Software
- Changing our Par Management inventory product from Omnicell/Optiflex to PS Mobile Inventory
 - Optiflex is a great inventory/patient charge solution if users are compliant (what you scan - you receive)
 - Our customer's "core business" is patient care SCS team members are the inventory experts
 - Net revenue reduction DRGs?
- Physician Preference Item (PPI) implant cost reduction (Ortho, Cardio, Spine)
- Par Management Solution (1-2 days min/max need 5-6 days)
 - Inventory every day/twice a day
 - Every other day less team members on weekends



UF HEALTH SUPPLY CHAIN SERVICES

UF CAPSTONE COURSE & PROJECT

- UF College of Public Health & Health Professions
 - Department of Health Services Research, Management and Policy offers a Capstone Master in Health Care Administration course.
- Whitney Spellicy, MHA
 - Practice Manager, UF Health Pediatrics
 - Affiliate Faculty, Department of Health Services Research, Management, & Policy
- "The Capstone Course in Healthcare Administration is an integrative learning experience drawing on all disciplines and subject matters presented in the MHA program. It requires the students to work independently as a member of a team to complete a comprehensive and relevant business plan for a healthcare-related organization."

 UFHealth

Project Element	Description	% of Grade
Business Opportunity Statement (Project Overview)	Precise statement that defines the opportunity, the scope of the engagement, implications and the objectives/desired outcomes of the planning process	10%
Questions and Business Assumptions	Clear and concise questions derived from the problem statement that probes the root cause underlying the problem statement. Questions provide the framework for the work plan (data collection, literature review, etc.). The questions should include baseline data that validates root cause.	10%
Project Work Plan	A written work plan and presentation that outlines the who, what, and when and will include a critique on how the work plan supported or hindered the team's ability to organize and complete the assignment within the prescribed timeframe.	5%
Business Plan	The team integrates knowledge and skills acquired through all prior course and fieldwork during the program to complete the business plan for a healthcare client. There is literature to support the teams choice of analytical tools (quantitative, qualitative or mixed methods) and reflects in-depth knowledge of healthcare delivery, organization, management, and finance.	45%
Written Executive Summary	Incorporates all elements of the work product, including discussion of special considerations/challenges and recommendations. Please attach the analytical products developed (spreadsheets, qualitative coding, financial models, flow charts, etc.).	10%
Final Presentation	Communication skills in the organization and presentation of the findings/recommendations. Additionally, the ability to answer project-related questions will convey the depth of knowledge of the problem and will underscore the team's assertions.	10%
Preceptor Evaluation	Professional behavior, clear and respectful communication, and critical thinking. The instruction will periodically communicate with your preceptors throughout the semester to make sure things are progressing in a positive direction	10%
	Total	100%

UF HEALTH SUPPLY CHAIN SERVICES

Assignment	Percentage of Grade	MHA Program Competencies
Capstone Project	70%	HEC-0, HEC-1, HOP-0, HOP-1, HOP-2, HOP-3, BAT- 0, BAT-1, BAT-2, BAT-3, BAT- 4, LP-0, LP-1, LP-2, LP-4
Meeting Facilitation	15%	HOP-4, BAT-1, LP-1, LP-2, LP-3
Class Participation & Peer Evaluations	5%	LP-3
Participation/Attendance	10%	ALL



UF MASTERS H.C.A. CAPSTONE

- Each team of Capstone students (3-4) has a project preceptor
- The students are engaged with their projects from December until their final Capstone project presentation in mid-April
- The Par Management Capstone Project Students have
 - Researched Par Management options available
 - Identified various forms of 2 bin Kanban & other visual inventory options
 - Met biweekly with preceptor and SCS par management team
 - Traveled with SCS to Wake Forrest Baptist Medical Center to view their Par Management process

