FROM THE DIRECTORS
A message from Jack Nevin, academic director and Verda Blythe, director of the Grainger Center for Supply Chain Management

UNFORGETTABLE FIRST YEAR
Highlights from a graduate student’s first year

DEVELOPING A GLOBAL PERSPECTIVE
Global Business project provides transformational learning
We hope you enjoy this special insert in the WSB Update magazine, which offers a quick look back at last year and a preview of the coming academic year at the Grainger Center. As you well remember, fall semester is one of the busiest times on campus and at the center, but it is also the most exciting and energetic moment, as we begin a new academic year, welcome our incoming class, welcome back students returning from internships, and host the Executive Advisory Board meeting. This fall we welcome seven new and 10 returning MBA students, as well as 65 returning BBA students with additional BBAs to be admitted in the coming semester. The demand for supply chain talent continues to grow in the marketplace. Many of you are involved in our applied learning curriculum, and this applied approach continues to be a hallmark of the center’s programming. The applied learning curriculum includes numerous hands-on events for both MBAs and BBAs, but you will note that one aspect stands out: global experiences. Supply chains are global and increasingly complex, and we strive to expose students to this dynamic firsthand. From the CIBER Global Business Projects to center-based trips, in this publication and in our Supply Chain Update you will read about several ways our students acquire this valuable experience.

From a career development standpoint, the demand for supply chain talent is reflected in our placement statistics and our students’ success. We are pleased to report 100 percent placement for MBA and BBA internships and 88 percent MBA and 100 percent BBA full-time placement for the past academic year. Our students accepted positions in a variety of roles and industries, reflecting the broad reach of supply chain management.

Finally, we know that the center and our students would not be successful without the support of our dedicated alumni and all the ways in which you contribute. As we begin the 2013–2014 academic year, we thank you for your support.

MEET THE MBA CLASS OF 2015

<table>
<thead>
<tr>
<th>Name</th>
<th>Previous position</th>
<th>Undergraduate institution</th>
<th>Undergraduate major</th>
<th>Fun fact</th>
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<tbody>
<tr>
<td>Eric Buechele</td>
<td>Corporate finance manager for Apollo Sprayers International (Vista, Calif.)</td>
<td>McGill University (Montréal, Québec, Canada)</td>
<td>International business</td>
<td>On special social occasions Eric wears lederhosen with great enthusiasm to celebrate his southern German heritage.</td>
</tr>
<tr>
<td>Lisa Kirkwood</td>
<td>Subcontract manager for Northrop Grumman Aerospace Systems (Redondo Beach, Calif.)</td>
<td>Arizona State University (Phoenix, Ariz.)</td>
<td>Supply chain management</td>
<td>Lisa is looking forward to her first cold, snowy winter in Wisconsin.</td>
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<tr>
<td>John McKenna</td>
<td>Inside sales representative for United Parcel Service (Greenville, S.C.)</td>
<td>University of South Carolina (Columbia, S.C.)</td>
<td>Sport and entertainment management</td>
<td>John played lacrosse in high school and college and was named to the All-Conference team as a sophomore at the University of South Carolina.</td>
</tr>
<tr>
<td>Caitrin O’Shea</td>
<td>Lighting designer at Affiliated Engineers (Madison, Wis.)</td>
<td>University of Wisconsin—Madison (Madison, Wis.)</td>
<td>Theater lighting and French</td>
<td>Caitrin is an outdoors enthusiast and recently completed a 450-mile cycling tour of southern Ireland.</td>
</tr>
<tr>
<td>Vishnu Tadigadda</td>
<td>Assistant manager in production planning and control for Maruti Suzuki (Gurgaon, India)</td>
<td>Malaviya National Institute of Technology (Jaipur, India)</td>
<td>Electrical engineering</td>
<td>Vishnu enjoys road trips, photography, and participating in business plan competitions. He is also an avid follower and player of cricket.</td>
</tr>
<tr>
<td>Luis Valdez</td>
<td>Juris Doctor candidate, University of Wisconsin—Madison</td>
<td>Florida International University (Miami, Fla.)</td>
<td>Political science</td>
<td>Luis’ father worked for an airline when Luis was growing up, and as a result, he loves to travel via plane. He has been on more than 100 plane rides in his lifetime.</td>
</tr>
<tr>
<td>Qihe (Tina) Zhao</td>
<td>Director of supply chain and planning at SAWT, Inc</td>
<td>Tianjin University (Tianjin, China)</td>
<td>Polymer engineering</td>
<td>In her spare time, Tina enjoys traveling, reading, playing badminton, and being a mother.</td>
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Jack Nevin, Verda Blythe
Academic Director, Director

FROM THE DIRECTORS
UNFORGETTABLE FIRST YEAR AT WISCONSIN
by Thushan Hemachandra, MBA, Class of 2014

It has been a grueling and rigorous nine months as a Wisconsin MBA student, but I cannot express how much I have gained in career preparation and personal development from this outstanding program. While there were many highlights during the first year, a few stood out.

GLOBAL BUSINESS PROJECT WITH CITIBANK CHINA
The global business project is arguably the most valuable international business experience one can have in an MBA program. I was selected to join a team that included five other MBA students from top business schools across the country, and was tasked with researching China–U.S. trade flows and identifying opportunities for Citibank’s trade finance business. Not only was it incredibly exciting to work with a giant in the global banking industry and in a field directly related to the supply chain discipline, but I also enjoyed the experience of working as part of a virtual team. With weekly team videoconferences and several teleconferences with the Citibank team, my team stayed well connected with each other and our clients as we worked.

Once we arrived in Shanghai, my team and I immediately switched to the role of professional consultants living and working in the commercial capital of China. Over almost three weeks, we conducted our final interviews and visits with key clients, and even competitor banks in and around Shanghai. At the end, we successfully presented our research, analysis, and final recommendations to top Citibank executives, including the CEO of Citibank China, at the client’s headquarters in downtown Shanghai. The experience of presenting to high-profile executive leaders of a major international bank? Absolutely priceless.

CASE COMPETITIONS
I participated in two case competitions during my first year: the Graduate Marketing Network’s Wisconsin School of Business Case Competition and the Sam M. Walton International Graduate Logistics Case Competition. These high-profile learning experiences pushed me out of my comfort zone and significantly boosted my strategic thinking and presentation skills, especially under serious pressure. There is no doubt in my mind that much of my success in the Citibank consulting project can be attributed to the skills and experience I developed through participation in these case competitions.

NET IMPACT STUDENT ORGANIZATION INVOLVEMENT
As a member of Net Impact, my fellow chapter leaders and I hosted the inaugural sustainability miniconference in April 2013. As leaders of the UW–Madison Net Impact Chapter, we wanted to leverage and disseminate the wealth of sustainability knowledge and experience of our club members through our own TED-style event.

We invited five speakers for the event, who discussed topics that ranged from the cultural evolution of corporate social responsibility to sustainable housing development. I shared my previous work experience in socially responsible investing in a presentation, Guilt-Free Nest Eggs. I focused on how seemingly mundane and benign parts of our financial lives, such as saving for retirement, have the power to effect positive change in the world. I encouraged the audience members to consider investing their IRAs with funds that actively screen out investments that can have negative impacts on our society (modern slavery, pollution, tobacco, etc.) and actively invest in more positive endeavors.

INTERNSHIP IN SUPPLY CHAIN OPERATIONS AT CISCO SYSTEMS
My summer internship was with the supply chain organization at Cisco Systems, Inc. My primary task was to develop the strategy and vision of the Technology and Quality (T&Q) division into a storyboard that articulates this group’s value to the organization.

Much of my work involved gathering and analyzing component and product failure data from both the manufacturing side and the field. I also spent much of my time with the T&Q subgroups, such as quality engineering and component technology innovation, to help articulate their unique efforts and the success derived through intergroup synergy. As the project evolved over the summer, I was tasked with leading the storyboard presentation to Cisco supply chain senior directors and vice presidents.

I also participated in a supply chain innovation case competition for Cisco interns. All interns were assigned to teams of five–seven individuals and tasked with developing and presenting an innovation to Cisco’s supply chain organization. My team crafted an innovation that leveraged the real-time data, localized processing, and predictive analytics to improve the quality yield at Cisco manufacturing partners, thereby reducing costs. For our efforts, we were awarded second place out of 14 teams in the competition!

And last, I enjoyed the people and the culture at Cisco. Going into my internship, I knew that I was going to be surrounded by highly intelligent, talented, and accomplished individuals. What I did not expect was how gracious everyone would be in sharing their time, knowledge, and experience. It was clear to me that Cisco values a corporate culture where employees are highly driven to excel at their work, but who are not too busy to let that get in the way of a healthy life inside and outside the workplace. Given the amount I learned about supply chain management through my challenging projects at this Fortune 100 company, I could not have asked for a better internship.

LOOKING AHEAD TO MY FINAL YEAR OF THE WISCONSIN MBA
I am looking forward to reconnecting with my Class of 2014 friends. I am also excited to meet the incoming Class of 2015, especially the talented supply chain MBA cohort. And, of course, I am looking forward to my coursework.

But what I am looking forward to most is the Grainger Center global trip to Panama and Peru in January 2014. Given that the Panama Canal Expansion Project is nearing completion, I am particularly excited that we will be traveling to these locations, which are so important to global supply chains and logistics operations. And of course, it is Latin America – one of my favorite regions in the world.

It looks like the upcoming year in the Wisconsin MBA program is shaping up to be even better than the last, and I can hardly wait!
Supply chain disruptions affect any company that deals with physical goods. Whether it is a dockworker strike delaying toy deliveries to a retail store or an earthquake damaging production capacity of electronics components, these disruptions can be extremely costly and can interfere with a company’s ability to deliver goods to its customers.

By mathematically describing such disruptions, we can incorporate their effects into the decision models companies use to manage product and component ordering and production decisions. The models can then be used to find the best strategies for mitigating supply chain disruptions’ impact on companies and customers.

Much of the research on supply chain disruptions has focused on simplified systems, often involving just a single product and/or a single location. We know less about how these disruptions affect multi-item, multi-location systems in which complex interdependencies exist—for example, when multiple components are assembled in multiple steps (and possibly at multiple locations) into an end product before reaching the customer. Since a product cannot be completed unless all necessary parts are available, disruption in the supply of one part affects the entire system. Disruptions both prevent companies from having products to sell to customers and increase costs, as other parts the company has already purchased sit unused. Disruptions in these complex assembly systems were the topic of a study I just published in Management Science.

As a first step, I show that, under certain conditions, some parts of these complex systems can be simplified—which, in some cases, makes it possible to compute optimal ordering and production decisions for the overall system. For cases in which it is not possible to compute the truly optimal solution (due to the size and complexity of the problem), I develop an efficient method for computing good approximate solutions.

In addition to helping companies make better ordering and production decisions, I wanted to explore strategic issues related to supplier selection, provisions for backup suppliers, etc. Three of the insights I obtained turned out to be somewhat counterintuitive.

Want to know more? Find out about Greg’s three key insights by visiting go.wisc.edu/Grainger13DeCroix
GLOBAL BUSINESS PROJECT PROVIDES TRANSFORMATIONAL LEARNING, PERSONAL GROWTH
by Mayra García Guzmán, MBA, Class of 2014

Last semester I participated in the Global Business Project (GBP), a semester-long course that pairs MBA students from several U.S. business schools with global corporate clients to solve real business challenges. I was selected by GE Healthcare Life Sciences Brazil to work on an international supply chain consulting project to improve the GE order-to-cash cycle process. Throughout the semester, I worked virtually with a multicultural team and capped the project with two weeks on-site at the GE Healthcare Life Sciences offices in São Paulo, Brazil. As the sole student from the Wisconsin School of Business, I was fortunate to have a fellow Badger as a faculty advisor, Pete Łukszys.

Professionally and personally, the experience was transformational. Professionally, the project allowed me to apply my classroom lessons to a real-world business challenge, to navigate ambiguity, obtain data through observation and research, and propose solutions that can genuinely make an impact. Personally, I was fortunate to be teamed with six intelligent and skilled MBA students representing five countries and four U.S. business schools. Their wealth of knowledge, experiences, and backgrounds was as valuable to my education as any business school course.

The GBP encompassed all the reasons why I decided to pursue my MBA. The experience challenged me to enhance my skill sets, increase my breadth of knowledge in supply chain management, and place myself in uncomfortable and unfamiliar situations. For most of the project, I worked virtually with my teammates and with the client. Our meetings crossed three time zones and took place using all the technology available to us, including video chats, online tools, and phone conferences. Communication was challenging but crucial, so I had to learn to quickly acclimate and work around the technological and cultural trials. I had to use all my existing analytical skills and develop new ones, as well as learn about other areas of focus within supply chain management with which I had no previous experience. The project challenged me to analyze uncertainty, formulate hypotheses, exercise judgment, heighten my communication skills, manage data problems, and perform tasks for which there was no cookbook approach. It was an enriching experience.

Our team delivered a realistic and implementable set of solutions and recommendations to the client. The client was pleased with our work and has already made implementation plans. I gained confidence and pride in my ability to deal with complex business problems, work virtually in international environments, and provide solution-focused analyses. The GBP consulting project helped me achieve my MBA learning goals by integrating professional and academic experiences in a way that I may not have experienced elsewhere. And I even had time to learn a little Portuguese: Até logo!

2014 SCM GLOBAL TRIPS

The Grainger Center for Supply Chain Management is pleased to sponsor two global trips during the 2013–2014 academic year. Supply chain MBA students will travel to Panama and Peru in January 2014 to explore natural resource supply chains, with a particular emphasis on the mining and the oil and gas industries. Supply Chain BBA students will also travel to the United Kingdom and Norway to explore those countries’ oil and gas industry supply chains.
Assistant Director Angie Bong

Developing a global perspective is essential for any aspiring supply chain professional. To that end, the Grainger Center hosted a trip to Germany in spring of 2013. Thirteen students participated in the inaugural undergraduate global trip and enrolled in MKT 365: Contemporary Topics in Supply Chain Management, a course designed to prepare them for the historical, cultural, economic, and business topics they would encounter while abroad. In partnership with Dr. Ingo Gestring from HTW-Dresden University of Applied Sciences, students and staff spent 10 days exploring Germany’s booming automotive industry and learning about some of the world’s most advanced supply chains. The experience was transformational for students and facilitated a better understanding of global supply chain practice.

Jenna Mueller, BBA, Class of 2014
The SCM Global Trip was one that I am sure none of the participants will ever forget. In only 10 days, we travelled to five European cities – the trip was the perfect combination of cultural, historical, and professional experiences. During our site visits, we interacted with professionals who work in the supply chains of major companies, such as Volkswagen, BMW, and DHL. Although I have taken many supply chain management courses at UW–Madison, applying my knowledge in real-world settings was invaluable. I recommend a similar global trip to anyone interested in gaining a better-rounded perspective of supply chain management – it was a once-in-a-lifetime experience!

Karen Sanchez, BBA, Class of 2013
The SCM Global Trip was a remarkable learning experience on both professional and personal levels. From a professional perspective, the trip challenged me to think of the supply chain as a myriad of webs and not links. I learned firsthand from companies I studied in undergraduate cases and gained exposure to many best-in-class facilities that I do not routinely see in the United States. I also interacted with European students, who offered different perspectives on business and culture. From a personal standpoint, the trip profoundly changed the way that I think about products and services. I now see better what goes on behind a product sitting on the shelf and the complexity involved in making it look simple. The experience has also motivated me to continue to be involved in global supply chains throughout my career.

Jared West, BBA, Class of 2013
It is great to learn about foreign companies and their supply chains in the classroom, but that does not compare to actually seeing how these companies operate. The SCM Global Trip gave me the chance to ask questions and understand how foreign companies handle various supply chain issues. It is challenging to think about supply chains from a perspective that does not revolve around the United States, but by experiencing the challenges non-U.S. companies face firsthand, I believe I better understand complex global supply chain issues. This trip will prove invaluable as I begin my professional career.
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