ASCM Alliance Partner Update & Exchange Welcome!
Before we begin . . .

Please MUTE your computer mic or telephone line

On demand recording will be available

Technical Difficulties: ITOps@ascm.org
Important Information

• All information contained herein is ASCM confidential and proprietary and is not for public disclosure.

• By viewing this presentation, you agree to not disclose any information outside of your organization.

• This presentation is ASCM confidential and cannot be shared or posted publicly in any form.

• This presentation is for ASCM Alliance Partners.

• APICS, doing business as the Association for Supply Chain Management (ASCM), ASCM Alliance Partners are all separate legal entities.
ASCM Partner Code of Conduct

- ASCM is committed to providing its employees with a work environment in which they are treated with dignity, decency, and respect. As such, ASCM does not tolerate inappropriate, disrespectful, or harassing communications of any kind to its employees, regardless of whether the communication originated inside or outside of ASCM.

- All chapters, forums, and partner leaders/members are expected to adhere to the highest standards of professionalism when dealing with a member of our staff, or with anyone else who is affiliated with ASCM. Inappropriate communications include, but are not limited to, any communications, written, verbal, or otherwise, directed at ASCM’s employees that contain any of the following:
  - sexual comments, innuendo, or jokes;
  - references to the physical appearance of another;
  - political jokes or comments;
  - statements related to gender, race, sexual orientation, age, or any other characteristic protected by law; and/or
  - threatening behaviors.

- Communications to employees should be business-related and intended to further the operations of ASCM and/or the partner you represent. Anyone sending inappropriate, disrespectful, or harassing communications will be subject to consequences, including but not limited to personal consequences (e.g., expulsion from future ASCM events) and consequences for the partner they represent (e.g., termination of the partnership relationship with ASCM).
## Agenda-at-a-Glance:

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<tr>
<th>Session</th>
<th>Presenters</th>
<th>Timing</th>
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<tr>
<td>Plenary Session: Welcoming Remarks</td>
<td>Abe Eshkenazi ASCM CEO and Douglas Kent ASCM Executive Vice President</td>
<td>7:30 - 8 a.m.</td>
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<tr>
<td>Session Introduction: People – Where’s the Need?</td>
<td>Mike Deng, Sr. Manager Deloitte Consulting</td>
<td>8:00 – 8:15 a.m.</td>
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<td>Deborah Neff, Sr. Manager Deloitte Consulting</td>
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*Agenda continues on the next page*
Agenda-at-a-Glance:

**Session**

**Panel Discussion: People Solution**
- Identify the need and then recruit and retain supply chain talent
- Professionalizing the role of supply chain
- Cross your “Ts” and dot your “Is”: interdisciplinary/inter-generational talent for high-performing and digitally augmented teams

<table>
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<td><strong>John Freeze</strong>, University of Tennessee at Chattanooga</td>
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<td><strong>Dr. Brian Gibson</strong>, Auburn University</td>
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<td><strong>Matthias Graefe</strong>, IBM, Director of Supply Chain Transformation</td>
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<tr>
<td><strong>Murugan Pugalenthi</strong>, Johnson &amp; Johnson Belgium, Capability Harmonization and Innovation Director (Global Planning Excellence)</td>
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<tr>
<td><strong>Prutha C Harshajith</strong>, Strides, VP HR International and Head Transformation</td>
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**Round Table Discussion: ASCM Product Solutions**

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<td><strong>Douglas Kent</strong>, ASCM, Executive Vice President</td>
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<td><strong>Mark Imfeld</strong>, ASCM, Director Strategic Partner Development</td>
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<tr>
<td><strong>Carolyn Lawrence</strong> ASCM, Director Corporate Membership</td>
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**Timing**

*CA/MX/US Central*

8:15 – 9:15
Includes Q&A

9:15- 9:30 a.m.
Welcome

- Executive leadership roles included project management; business process redesign; and individual and organizational alignment
- Frequent speaker on outsourcing, nonprofit mergers and strategic alliances
- Prior to this role, was the Managing Director for the Operations Consulting Group of American Express Tax and Business Services

- Oversees ASCM’s strategy and is responsible for ASCM’s global partners and alliances
- Extensive expertise in SCOR® based transformations, supply chain strategy and segmentation, supply chain planning, enterprise risk optimization and supply chain visibility
- Instructor for the MSc of Business Consulting & Digital Transformation program for the last 13 years at the SKEMA Business School in France
ASCM Solutions are Designed for Impact

Holistic approach on the client organization’s supply chain excellence journey and for individual learning paths

- **Talent development** for every level of client organization’s staff and leadership
- Supply chain **transformation**, leadership and strategy
- **Sustainability**, corporate responsibility, and circular business models
- Community-driven technical support to **ASCM Foundation**
  - Global Health Supply Chain Initiative
  - Workforce development
ASCM B2B Ecosystem

Corporate Development
Executive & Account Management

ASCM Chapter Partners
N.A. ASCM Chapter Partners (68)

Advisory Collaborators
Advisory Firms (Industry Collaborators) & Authorized Consulting Partners (ACPs)

Technology Collaborators
Enabling Technology Providers and Incubators (Industry Collaborators)

Global Training Partners
International Training Partners (100+)

Academia Partners
Academic Institutions & Alternative Education Providers

Non-Profit Affiliates
Complimentary Non-Profit Partners and Geo/Industry Associations

For-Profit Affiliates
Complimentary For-Profit Partners

Business Intelligence
RISC, Market Analysis, Benchmarking & research collaborations

Solution Architecture
Transformation (TLP, SCOR, DCM) Sustainability (CSR) Supply Chain Talent Development

Instructor Assurance
Instructor and Coach Development

B2B Operations
Order-to-Cash Customer & Partner Support
ASCM Alliance Partner Operational Changes (Q1 2022)

**Intl. Partner Regionalization**
- Premier Elite and Premier Partners
- Public Courses
- Guidelines (~Jan)

**Annual Pricing Updates**
- 10% Increase on Learning Systems and Exams (CPIM, CSCP, CLTD)
- Instructor Kits

**Omnichannel**
Partner Referral to ASCM Online:
- Additional Eligible Products
- All ASCM Partners and ASCM Forums

**Product | Solution**
- New Membership Models
- New SCOR Standard (~ Q3)
- Additional Certificate Products
ASCM Global Partner Advisory Workgroup 2021

Thank you to our volunteer leaders and their partner organizations:

- Mike Deng  
  Deloitte Consulting
- Jose Estrada  
  ASCM Monterrey Chapter
- John Freeze  
  University of Tennessee at Chattanooga (USA)
- Michael Ginap  
  Avino (Germany)
- Samer Madhoun  
  Muhakat Institute (Jordan)
- Ravindra Tulsyan  
  KnowWerx (India)
- Jan-Frederik Van Overschée  
  CIMCIL (Belgium)
People Solutions Panel Moderator

John Freeze
University of Tennessee at Chattanooga – Director, Center for Professional Education

- Leads University of Tennessee at Chattanooga’s Consideration of the Equity and Accessibility of Industry
- Recognized Certifications
- Participant in ‘Leadership Chattanooga’ Class 2021-2022
- Extensive experience leading program areas connected to leadership development, human resources, project management and supply chain management
The People Solution: Panel Discussion

**John Freeze**, University of Tennessee at Chattanooga, Director, Center for Professional Education

**Mike Deng**, CSCP, PMP
Sr. Manager, Deloitte Consulting

**Deborah Neff**
Sr. Manager, Deloitte Consulting

**Dr. Brian Gibson**, Auburn University, Executive Director for the Center for Supply Chain Innovation

**Matthias Graefe**, CSCMP - IBM, Director of Supply Chain Transformation

**Prutha C Harshajith**, Strides, VP HR International and Head Transformation at Strides

**Murugan Pugalenthi**, Johnson & Johnson - Belgium
Capability Harmonization and Innovation Director (Global Planning Excellence)
Presenters

Mike Deng  
Sr. Manager - Deloitte Consulting  
- Digital supply chain thought leader with extensive strategy and operations consulting experience for global Fortune 500 companies 
- Specializations include supply chain strategy, digital supply network transformation, strategic sourcing, vendor management, and cloud procurement 
- Mike holds an M.B.A. in supply chain management from the University of Tennessee, an M.E. in information technology from Politecnico di Milano in Milan, Italy, and a B.A. in computer science in Beijing, China 

Deborah Neff  
Sr. Manager - Deloitte Consulting  
- Leader in Deloitte’s Human Capital practice with over 15 years of experience leading retail and consumer product clients through organizational transformations 
- Helps Supply Chain organizations consider the possibilities within the Future of Work, and how they can evolve their organizational strategies to drive both customer and employee experience 
- M.B.A. from Vanderbilt University
Panelists

- 27-year academic career working closely with employers in addition to nine years as a logistics manager
- Professor of Supply Chain Management
- Serves as the Board of Directors Chairman for the Council of Supply Chain Management Professionals
- Fulbright Finland Scholar

**Dr. Brian Gibson**
Auburn University – Executive Director for the Center for Supply Chain Innovation

- Transformation Executive responsible to lead IBM’s global supply chain into the cognitive era
- Augments IBM's supply chain professionals through data and technologies such as Analytics, AI, IoT and Blockchain
- Experience in multiple supply chain operational leadership roles in Asia Pacific and Eastern Europe including engineering, manufacturing, procurement, supply and demand planning as well as customer fulfillment

**Matthias Graefe**
IBM – Director of Supply Chain Transformation
Panelists

- **Prutha C Harshajith**
  Strides - VP HR International and Head Transformation at Strides
  - 19+ years’ experiences across strategic and execution roles in HR and diverse business functions
  - Industry experience in the pharma, consulting, insurance (BFSI), telecom and hospitality sectors
  - Obtained Master’s Degree from Oxford University
  - Responsible for global planning technology, digital transformation and people capability building
  - Diverse experiences in FMCG / manufacturing and high-technology sectors in supply chain, sales operations, analytics and digital areas
  - Helped create supply chain analytics center of excellence for Johnson & Johnson Consumers
  - Took Dell Inc to the prestigious Franz Edelman Awards in 2013

- **Murugan Pugalenthi**
  Johnson & Johnson - Capability Harmonization and Innovation Director
  - 19+ years’ experiences across strategic and execution roles in HR and diverse business functions
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Agenda

• Supply Chain Disruptors
• Highlights from Recent Research
• The Next Generation of Supply Chain & People Implications
• Implications of Future of Work on Supply Chain & Case Study
Supply Chain Disruptors

Recent events have exposed the instability of traditional supply chains, forcing organizations to transform to meet the shifting needs of customers and workers alike.

**Artificial Intelligence**
- Improved forecasting, decision-making and real-time operational enhancements

**Direct-to-Consumer**
- Increased efficiencies in end-to-end supply chain due to reduction of third-party intermediaries

**Ethical & Sustainable**
- External environmental factors driving supply chain coupled with a focus on ethical workforce practices in manufacturing hub nations

**Talent Availability**
- Talent market facing generational shifts, workforce reforms and an increased demand for new analytical skillsets

**Cybersecurity**
- Paradigm shift to cloud storage requires strong cybersecurity to reduce vulnerabilities across supply chain touchpoints

**Trade Policy**
- Economic and political reforms driven by government policies and international trade agreements

**COVID-19 Pandemic**
- Acceleration of fundamental shifts in customer preferences, the need to improve visibility and connection throughout the supply chain, and the shift to future of work
Highlights from Recent Research

Now more than ever, leaders must address the people implications to the supply chain disruptors being amplified in current events

85% of CEOs accelerated digital initiatives during the pandemic, but most are unable to articulate their overall strategy and progress beyond that they made a tech investment.¹

4.5x increase of jobs requiring AI skills since 2013, with machine learning, deep learning and natural language processing skills as the three most in-demand skills on Monster.²

Only 27% of supply chain leaders agree that their function has all the talent needed to meet current supply chain performance requirements.³

20 million manufacturing jobs around the world could be replaced by robots by 2030.⁴

1.5 Million estimated jobs that need to be filled across the supply chain industry through 2022.⁵

100% increase in initiatives targeting diverse talent in the last year alone.⁶
The Next Generation of Supply Chain & Implications on People

As supply chains transform to meet evolving customer expectations and increasing cost to serve, organizations must also consider the implications of these changes on their people.

The Future Supply Chain is digital...

...and we must evolve the work, workforce, and workplace to get there

- **ENVISION THE STRATEGY**
  - Context, Capabilities, Interactions

- **RE-ARCHITECT WORK**
  - Structure, Talent, Experience

- **UNLEASH THE WORKFORCE**
  - Collaboration, Culture, Environment

- **ADAPT THE WORKPLACE**
  - Collaboration, Culture, Environment

- **NAVIGATE CHANGE**

- **LEVERAGE TECHNOLOGY**
Implications of Future of Work on Supply Chain & Case Study

**NEW WAYS OF WORKING**

- IOT & IOT Devices
- VR/AR
- Remote Work and Digital Collaboration
- AI & Machine Learning
- Wearables
- Digital Product Development
- Automation
- Robotics
- Smart Ops in Manufacturing

**INDUSTRY 4.0 TECHNOLOGIES**

**A FUTURE WORKFORCE WITH ENHANCED SKILLS**

**HUMAN SKILLS**
- Problem-Solving
- Digital Learning Agility
- Adaptable Mindset
- Cross-Functional Collaboration
- Business Acumen

**TECHNICAL SKILLS**
- Data Analytics
- Digital Twins
- Data Driven Decision-Making
- Rapid Prototyping (e.g., 3D Models, Additive Manufacturing)

**SPECIALIZED SKILLS**
- Predictive Maintenance
- Model Based Manufacturing
- Customer Focus / Design for CX
- Design for Manufacturability
- Agile Methodology
“Unleashing” the People Solution: Panel Questions

• What are the primary talent gaps in supply chains today?
• What skills are needed to address the “professionalization of supply chain talent?”
• How can university recruiting programs and internships help organizations recruit/retain top supply chain talent?
• What is the role of training and development in enhancing the supply chain profession?
• What are the benefits and challenges of creating digitally augmented teams?
“Integrating” the People Solution: Panel Questions

• How important is a cross-disciplinary approach to organizational transformation and excellence (Centers of Excellence)?
• How do organizations advance a cross-disciplinary approach?
• What are the advantages of pairing supply chain professionals with business professionals/generalists?
People Solution: Professionalizing the Role of Supply Chain

Recruitment and Selection
- Sharing widespread understanding the Planner of the Future
  - Leaders
  - Recruitment partners
- Objective: Excellence today and readiness for the future + change readiness
  - Attitudes, beliefs and values (including cultural fit, Credo)
  - The learning muscle
  - Curiosity and adaptability
  - Change leadership skills

Learning
- Competency model and reviews for SC capability assessment & actions
- Mandatory core curriculum, in six themes – process, technology, people skills, business acumen, data and analytics, and emerging capabilities
- Democratic opportunities to learn more, dive more deeply into selected topics, including (but not limited to)
  - ASCM qualifications
  - IA Thinkathon
  - LinkedIn Learning
  - Office Hours (talent, learning, change and DE&I topics)

Talent Development
- Exposure – our approach to G&Os encourages people to try new things
- GROW – enables new exposure and accelerates experience
- Succession planning – backed by education, exposure and experiences
- Robust cross-sector communities provide opportunities in new businesses, without leaving J&J
- Project teams enable SMEs to educate others in practical ways
- Mentorships bring people together around a range of learning topics (e.g. business acumen, leadership, technology, etc.)

We are mindful not to assume that specific capabilities are concentrated in particular (e.g. generational) demographics

We enjoy a very strong culture of personal responsibility for learning, development, networking and career
People Solution
Developing Supply Chain Talent
Q&A
ASCM Product Solutions Update

Douglas Kent, SCOR-P
ASCM, Executive Vice President

Carolyn Lawrence, SCOR-P
ASCM, Director Corporate Membership

Mark Imfeld,
ASCM, Director Strategic Partner Development

Please remain on mute
Panelists

Carolyn Lawrence
ASCM – Director, Corporate Membership

- Over 30 years expertise in supply chain management, material management, industrial engineering and business leadership
- Expertise with a particular focus on the SCOR framework and SCORmark Benchmark
- Delivered business and supply chain strategies with improved profits over $300 million USD
- Responsible for developing key alliances of the ASCM Ecosystem, with a heavy emphasis on the Academic Market and Technology Collaborators
- Outcomes include new programmatic solutions and orchestration of workforce development projects to address national supply chain disruptions

Mark Imfeld
ASCM – Director, Strategic Partner Development
Product Solution: Panel Questions – Talking Points

• Is there a holistic ASCM product solution for transformative organizational learning?

• What is the value proposition for your organizational client with the new ASCM Corporate Membership product?

• What ASCM offerings enable ASCM Global Training Partners, Academia, Chapters to harness local workforce development opportunities?
New SCOR Model Framework Construct – Fully Integrated BOK

- SCOR Digital Standards
- Digital Capabilities Model (DCM)
- Enterprise Certification
- Frameworks
- Other BOK

- SCORmark
- Integrated References across Certifications, Certificates, Standards, Benchmarks and Assessments (e.g. EIU, Global Health)
- Existing Value Chain Frameworks: CCOR, DCOR, PLCOR, M4SC
- Economic, Ecological, Ethical – Triple Bottom Line for Sustainability
- Synchronized Planning, Intelligent Supply, Smart Operations, Dynamic Fulfillment, Connected Customer, Product Development
- Plan, Source, Make, Deliver, Return, Enable
Organizational Value of ASCM Corporate Membership

Supply Chain Excellence Workshop
SCORMARK Benchmarking
Facilitated Digital Readiness Assessment
Supply Chain Transformation
Complementary 1 Day Sustainability Workshop
Organizational Talent Assessment
Foundational Pod Subscriptions
Workforce Development Opportunities

ASCM’s globally-recognized programs provide the skills needed at every step of the career path, from entry level to senior executive:

- Can be Publicly Funded
- ASCM as the Orchestrator

ENTRY LEVEL
- Essentials of Supply Chain Management
- Principles On Demand

ACCELERATING PROFESSIONALS
- Supply Chain Procurement Certificate
- Supply Chain Warehousing Certificate

ESTABLISHED PROFESSIONALS
- CPIM
- CLTD
- CSCP
- SCOR-P
ASCM Product Solutions Q&A
Thank You
Stay Connected!

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