



# Global Supply Chain and Talent Development

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# APICS Mission

APICS builds and validates knowledge in supply chain and operations management.

We enable our community of members, affiliates and customers to lead in the global marketplace.



# Relevance of Operations Management

- **Across Business Functional Sectors**
  - Components of Operations Management are applicable to almost every type of enterprise—from manufacturing to service organizations.
- **Global Boundaries**
  - In the global economy, Operations Management has become “borderless” as it touches on processes that span the supply chain and reach around the world. Global sourcing requires collaborative global planning, and the extended supply chain requires global logistics planning and execution.



# Current Issues in Operations Management

- Information Technology
  - Information technology is changing rapidly and is providing new and better ways to facilitate the planning and control
- Time-Based Competition
  - The ability to deliver products and services to the market quicker than competitors has become a competitive advantage in markets where low price and high quality have ceased to be market differentiators.
- Innovative Business Models
  - As market conditions continue to shift and evolve, corporations are changing their business models to gain competitive advantage.



# Current Issues in Operations Management

- Sustainability
  - Moving from the board room to the shop floor.
- Collaborative Work
  - Outsourcing and elongated supply chains necessitate more collaboration among partners.
- Risk Management
  - Disruptions (e.g. environmental, geo-political) expose reliability and vulnerability of extended supply chains.



# GLOBALIZATION

- Lean
- Six Sigma
- Kaizen
- TPS – Toyota Production Systems
- Low cost sourcing
- Logistics
- Near sourcing
- ERP



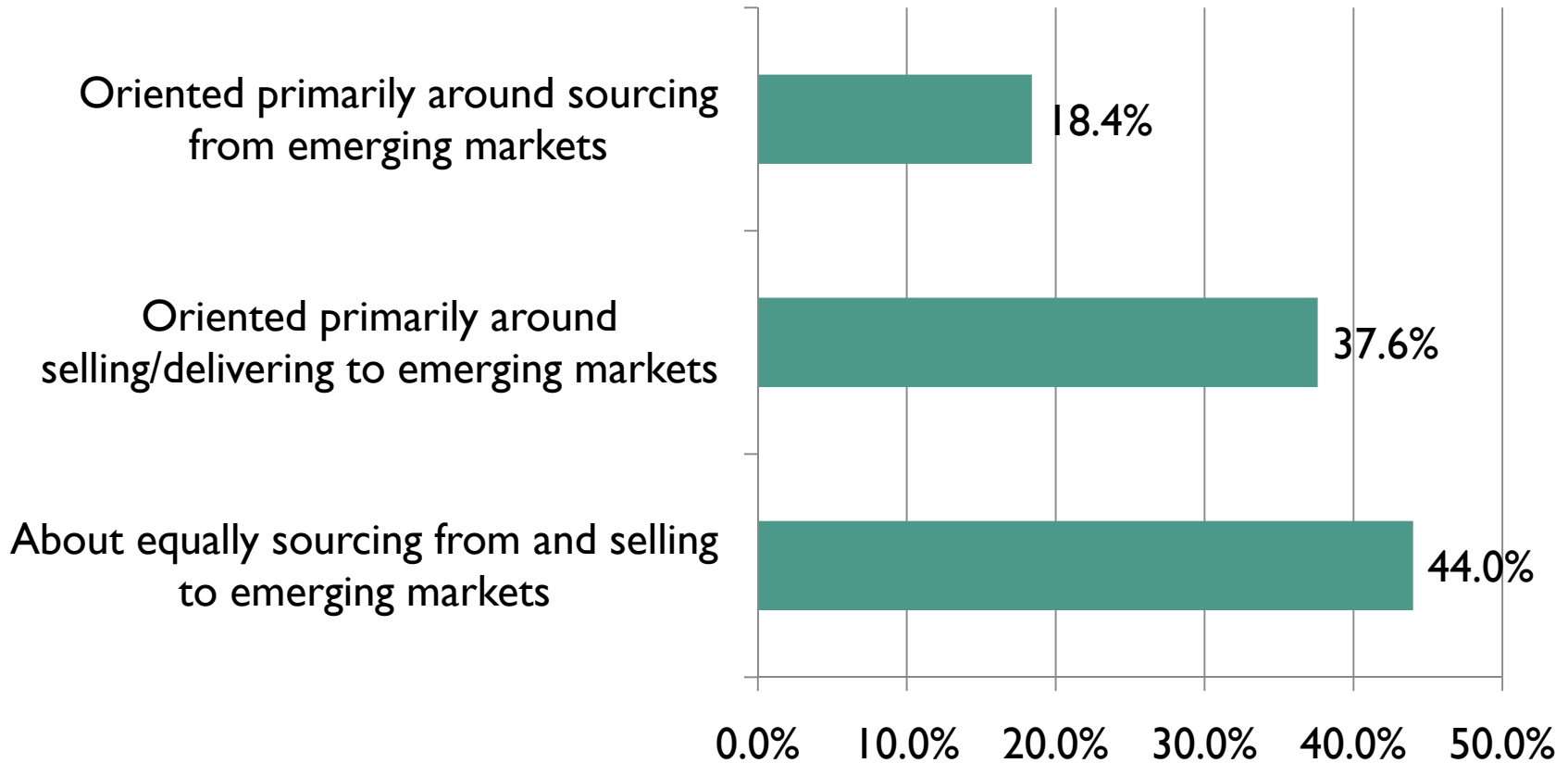
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Brett Ryder

Brett Ryder



# Supply Chain Strategy for Emerging Markets



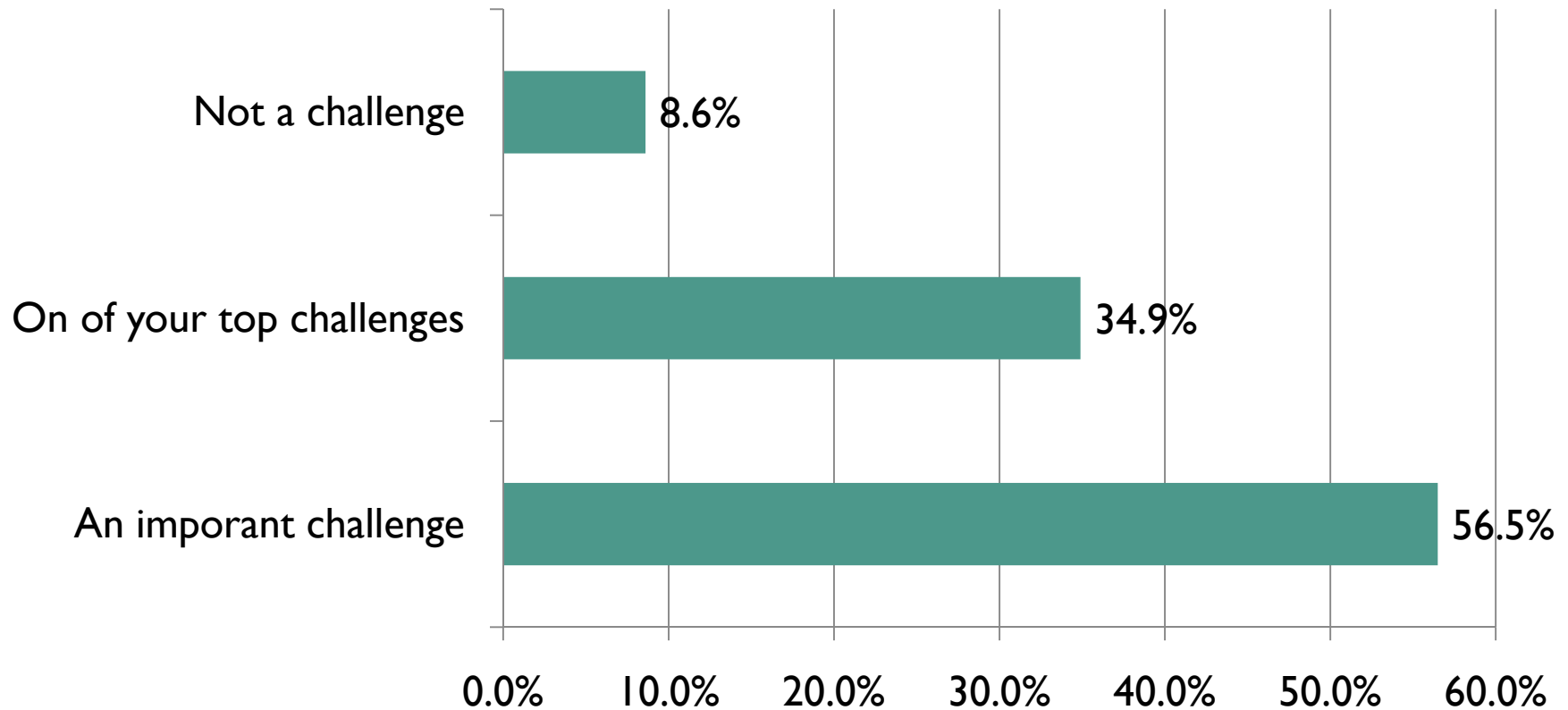


# REINVENTION

- Definition of the Supply Chain has changed
  - “No two supply chains are alike” AMR study: from 198 respondents -122 unique combinations of 11 defined stations
  - Because organizing models have differed within and across industries, we have been unable to provide sufficient clarity to academia for building and delivering supply chain talent
- Competitive forces are accelerating the gap between the need for talent and the availability of it
- The issue of delivering world class supply chain talent is a shared one
  - Problem can not be solved by industry or academia on their own

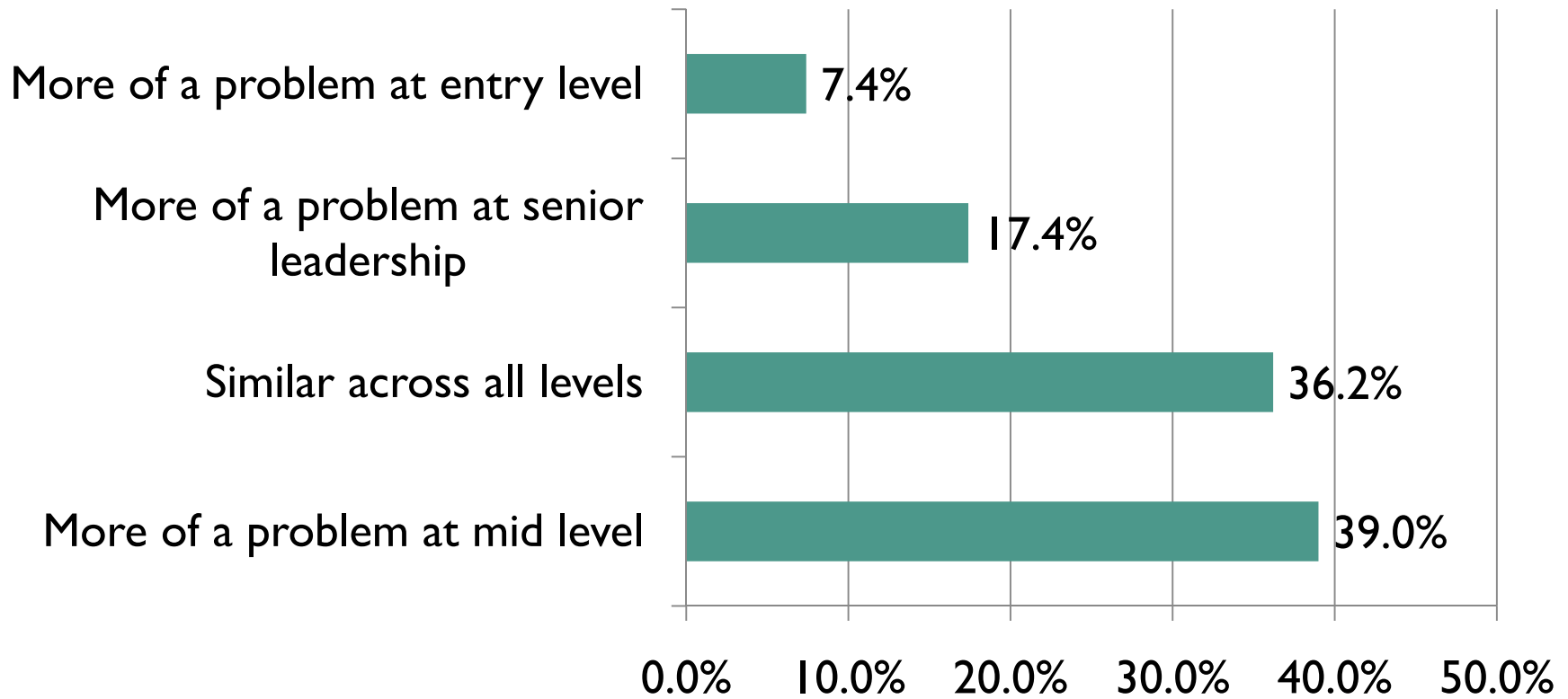


# Acquisition and Development of Talent



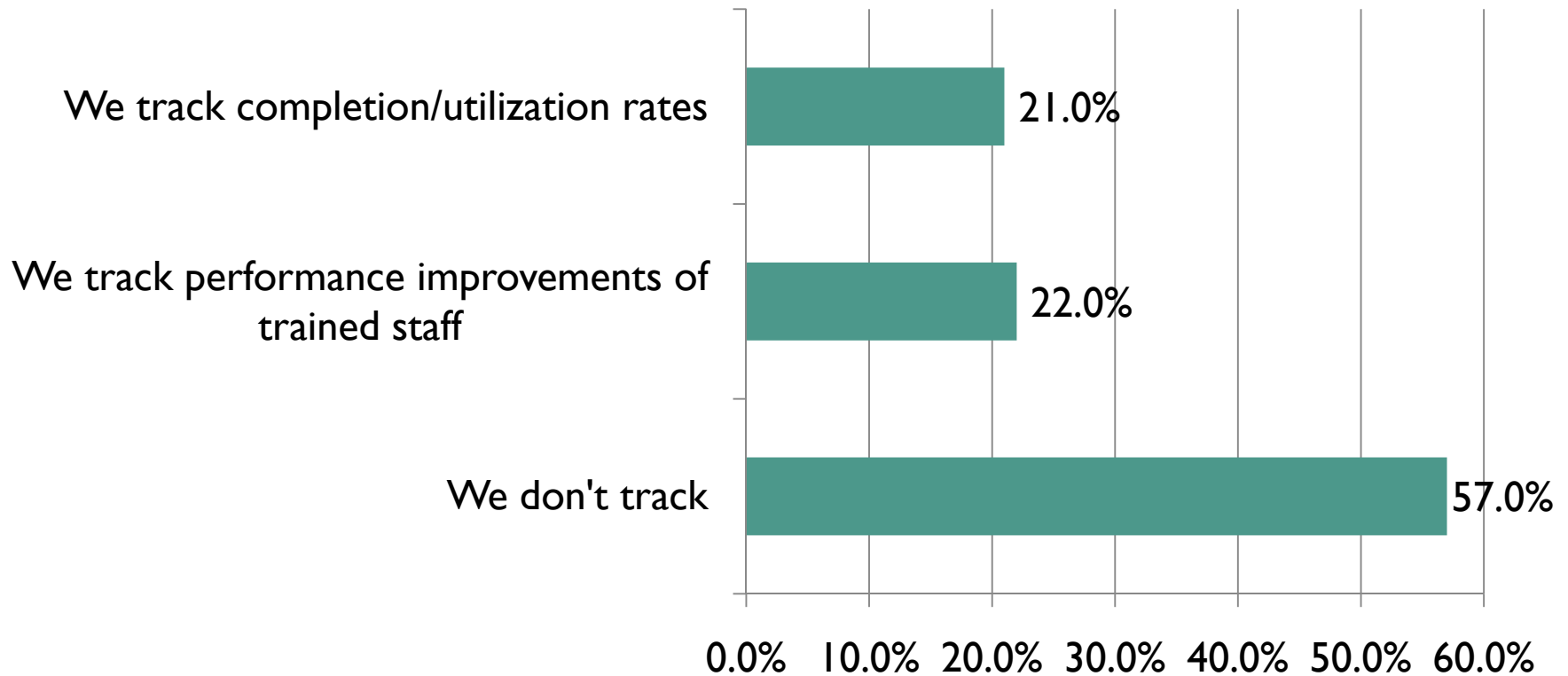


# Talent Management is





# Measuring ROI on training



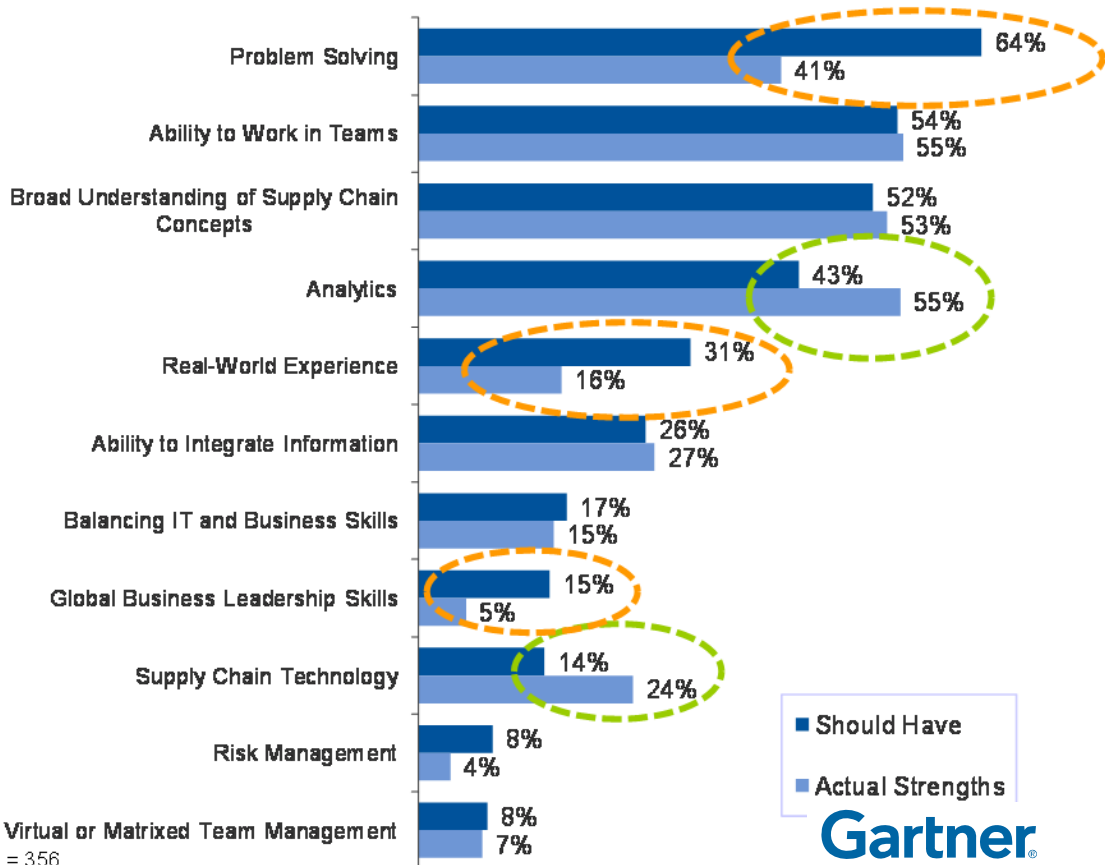


# Oct. 2010 Roundtable MIT Center for Transportation and Logistics

- “... many participants sought what they deemed a “super-human” combination of people who have technical depth, business breadth, and the soft skills to be a leader, influencer, and diplomat. Modern supply chains call for deep subject matter expertise, an integrated understanding of broader business imperatives, and the ability to lead coworkers while operating across countries and cultures.”



# Big Gaps in Problem Solving, Real-World Experience



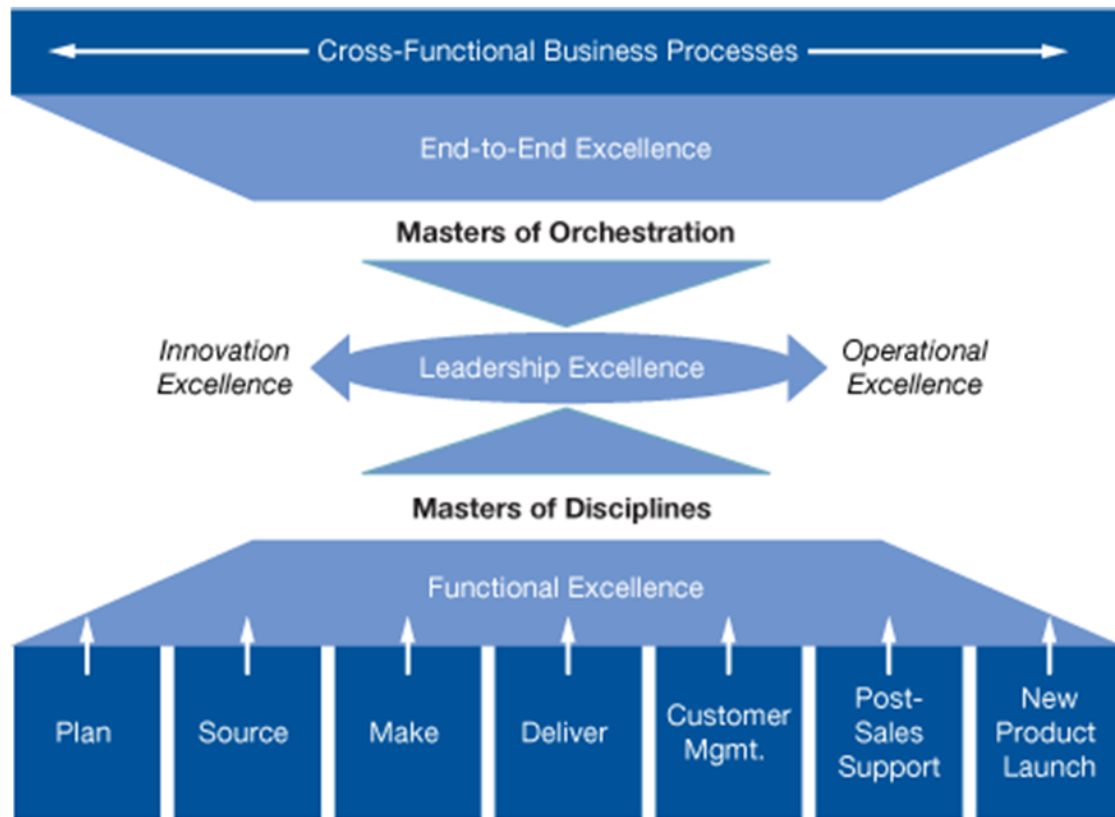
Virtual or Matrixed Team Management  
N = 356

■ Should Have  
■ Actual Strengths  
**Gartner**





# Dual Development Strategies Required



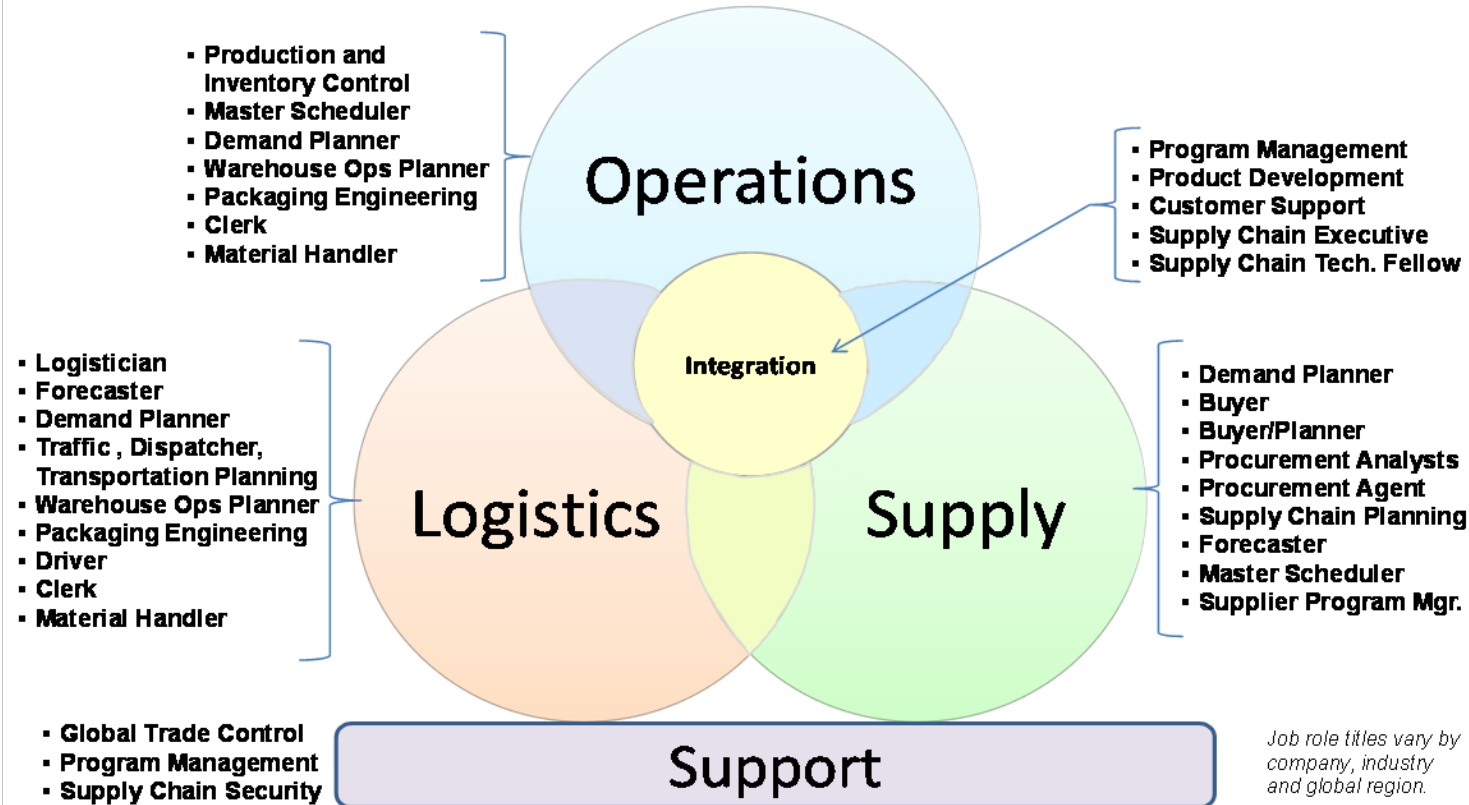


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# Supply Chain Management

Connecting people to products and services across town and around the globe.



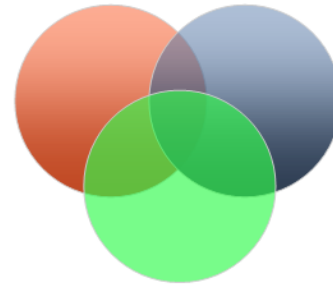


# Integration and Interdependency Become the Rule



## 20<sup>th</sup> Century

- Demand Point a Given
- Assembly Line Supply
- Structured Information Flow

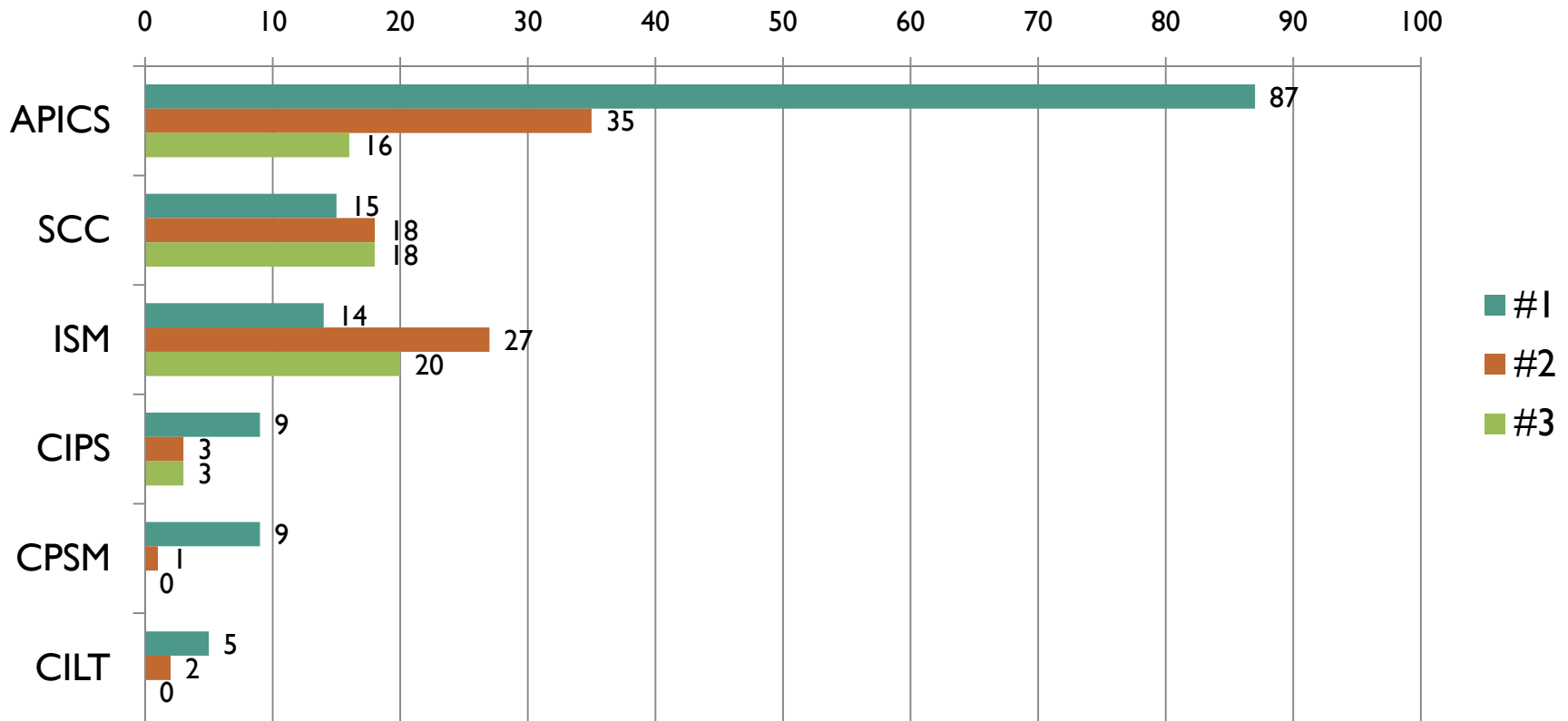


## 21<sup>st</sup> Century

- Demand Management
- Networked Supply
- Unstructured Information Flow



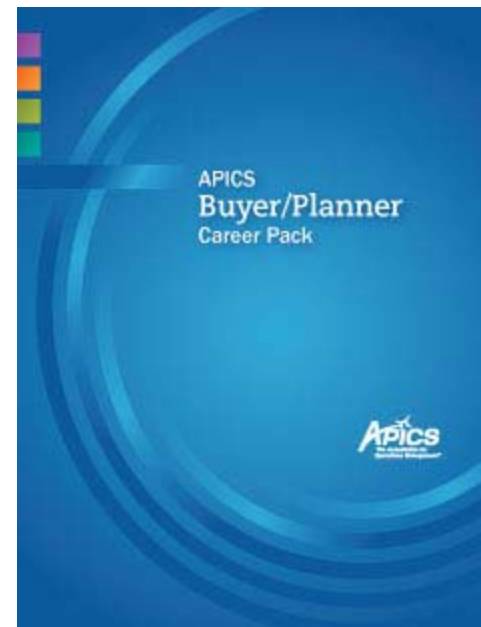
# Top Three Association Certifications





# APICS Career Packs

- APICS Career Pack provides practitioners, hiring managers and human resource professionals with the information they need to understand:
  - the skills, knowledge and experience professionals in this position must possess;
  - typical career paths;
  - responsibilities of the position.
- Positions include:
  - Supply chain manager
  - Materials manager
  - Buyer/planner
  - Master Scheduler
  - Distribution and Logistics Manager





# OMBOK 2011 Released

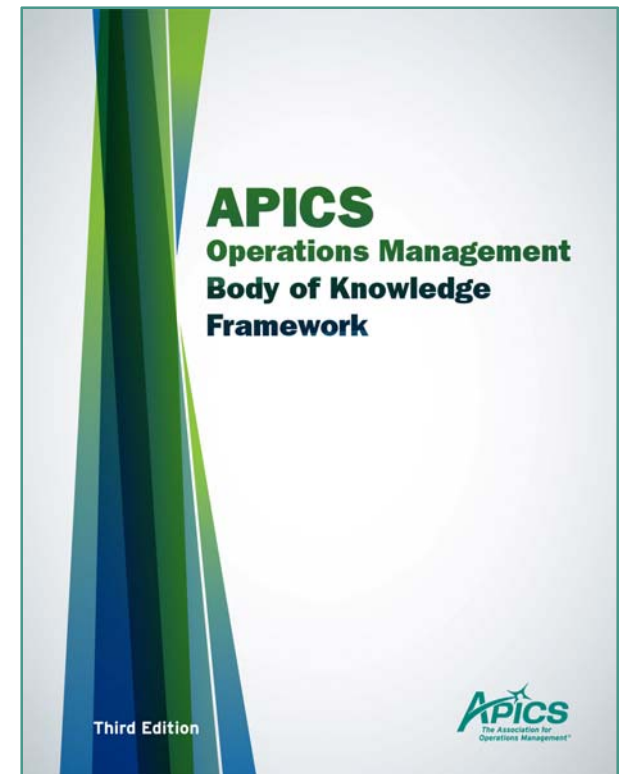
- **Expanded Content**

- **Sustainability**

- United Nations Global Compact 10 principles
- Corporate social responsibility
- Reverse logistics

- **Risk**

- Risk management framework
- Risk mapping





# CPIM Certification Courseware

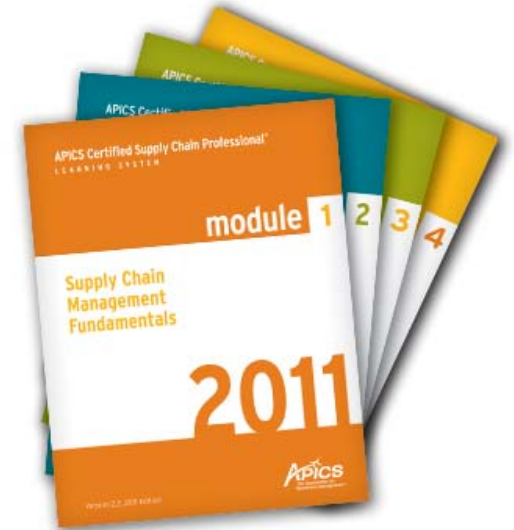
- All 5 CPIM modules were redesigned and updated from 2009 - 2011.





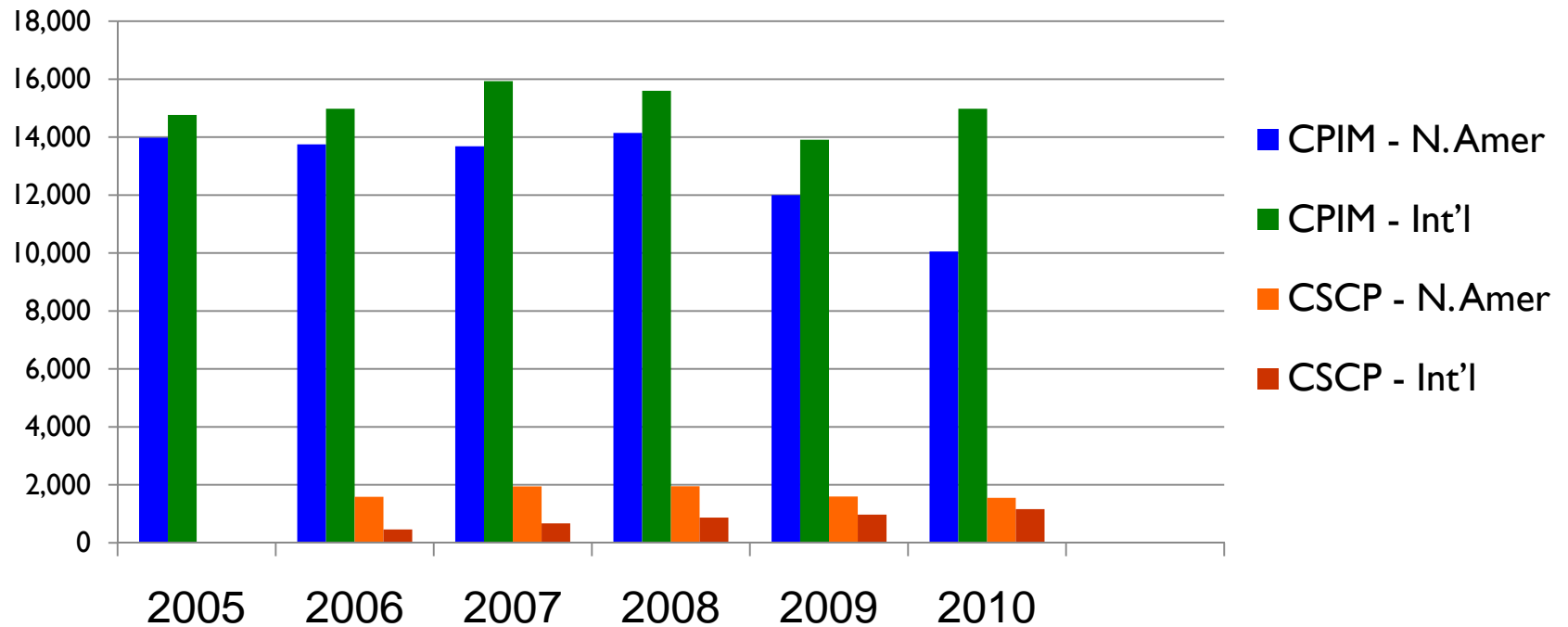
# CSCP Certification Courseware

- Major changes are being made to the 2012 CSCP Learning System based on the CSCP Job Task Analysis performed in 2010.
- Due for release in November 2011





# APICS Globalization - Exam Registration





# Achieving **Sustainable** Productivity

Meeting Customer Demand in an Unpredictable World

## APICS International Conference and Expo Pittsburgh, October 23 – 25, 2011



# 2011 Conference Tracks

- Supply Chain Strategy
- Organizational Change and Risk Management
- Productivity
- Sustainability
- Production and Inventory Management
- Perspectives in Supply Chain and Operations Management
- Professional Advancement



# Gracias