Supply chain is not another business function. Rather, it is a business philosophy that views business as a system whose individual components must be synchronized to achieve its stated business objectives.

Just as there are physical laws to govern how nature works, there are laws that govern how integrated supply chain systems must operate and perform. Despite this, organizations often attempt to violate these laws implicitly through inconsistencies in customer service objectives, corporate strategy and operational capabilities.

For these reasons, many firms have failed to realize the anticipated benefits and the return on investment of supply chain improvement projects.

**Why Are Some Supply Chains More Competitive Than Others?**

**Does Your Supply Chain Suffer From Any of These Symptoms?**

- Poor on-time delivery
- Too much or too little inventory
- Long and variable lead times
- High manufacturing and logistics costs
- Incessant expediting and overtime
- Poor capacity and labor utilization
- Frequent last-minute changes to schedules
- Unreliable material availability
- Unpredictable profit plans
- Siloed decision making

Our supply chain management program is designed to provide practical and actionable solutions to correct the problem and to avoid sophisticated solutions to wrong problem.
SUPPLY CHAIN LEADERSHIP

Common senior leadership driven objectives of 98 percent on-time customer service, 95 percent capacity of utilization, and 10 days of inventory may not only be challenging, but may be infeasible for the organization to achieve, given the characteristics of the manufacturing and distribution system. Learn how to quantify these trade-offs, set feasible objectives, minimize total supply chain cost and improve the likelihood of achieving your plan.

Supply chains are extraordinarily complex and no single solution exists to resolve all issues that arise. This course contains no fads, no silver bullets, no three-letter acronyms and no wishful thinking. Diagnosing supply chain problems, quantifying improvement opportunities and leading improvement initiatives requires difficult data analysis, tough choices and hard work. The purpose of this course is to simplify the complicated and explore different approaches for improving business performance.

Objectives and Benefits

► Integrate supply chain strategy, planning and execution.

► Diagnose the root causes of poor supply chain performance.

► Quantify the devastating effects of uncertainty on supply chain performance.

► Develop methods for identifying organizational structure and performance metric disconnects.

TARGETED ISSUES

- Risk and Uncertainty Management
- Inventory Optimization
- Performance Metrics
- Production Strategies
- Information Systems

DATES AND LOCATION

September 30, 2019 - October 2, 2019
Husco International Headquarters
2239 Pewaukee Rd
Waukesha, WI 53188

FEE

$2,695/$2,425*

* Team discount when three or more from one company register as a group for the same course and date.

PROGRAM FACULTY

Dr. James A. Rappold
Pedro Rodriguez
SUPPLY CHAIN OPTIMIZATION

While the “Supply Chain Leadership” module addresses how to best match demand with supply in the short term, structural attributes such as uncertainty, business process, information flows, capacity, and lead times must be optimized and changed to achieve sustainable business improvements. We provide a prescriptive framework to identify, optimize and prioritize operational opportunities that yield the greatest potential improvement in performance.

If your organization has an initiative to reduce working capital, adopt lean, implement an ERP or change production and distribution strategies, this course is a must.

Objectives and Benefits

► Quantify the financial and competitive value of supply chain improvements.

► Understand key supply chain system trade-offs between capacity, lead times, inventory, and customer service.

► Optimize inventories in a multi-echelon distribution network.

► Establish optimal lot size, safety stock and reorder point parameters.

► Leverage the configuration of your ERP system to fit the needs of different business types (make-to-stock, assemble-to-order, configure-to-order, engineer-to-order, make-to-order)

TARGETED ISSUES

► Inventory Optimization
► Risk and Uncertainty Management
► Outsourcing
► Multi-Echelon Inventory Systems
► Financial Justifications

DATES AND LOCATION

January 16 - 17, 2020
Marquette University, Alumni Memorial Union
1442 W Wisconsin Ave
Milwaukee, WI 53202

FEE

$1,795/$1,615*

* Team discount when three or more from one company register as a group for the same course and date.

PROGRAM FACULTY

Dr. James A. Rappold
Pedro Rodriguez
Supply chain strategy is important, but in the end is a set of ideas on paper and in people’s minds. Translating strategy into tactical plans that can be executed consistently and predictably is the essence of supply chain collaboration excellence. Otherwise, operational uncertainty will transform into financial uncertainty and poor customer service.

The purpose of this course is to provide you with the understanding, tools and methods necessary to define, develop and manage collaborative planning processes.

Objectives and Benefits

- Identify gaps between strategic decisions, tactical policies and operational capabilities.
- Learn how sales and operations planning works and fits with master scheduling.
- Integrate capacity-constrained production control rules with inventory policies to achieve a stated customer service goal.
- Discover best practice demand planning and forecasting methods.
- Learn how to drastically reduce forecast uncertainty.

TARGETED ISSUES

- Demand Planning
- Collaborative Planning
- Sales and Operations Planning
- Customer Service
- Financial Justifications

DATES AND LOCATION

February 27 - 28, 2020
Direct Supply
7311 W Green Tree Rd
Milwaukee, WI 53223

FEE

$1,795/$1,615*

* Team discount when three or more from one company register as a group for the same course and date.

PROGRAM FACULTY

Dr. James A. Rappold
Pedro Rodriguez
Marquette University’s Center for Supply Chain Management is pleased to announce the launch of three Supply Chain Management Executive Education modules:

- **Module 1**: Supply Chain Leadership (3 days) *September 30 - October 2, 2019*
- **Module 2**: Supply Chain Optimization (2 days) *January 16 - 17, 2020*
- **Module 3**: Supply Chain Collaboration (2 days) *February 27 - 28, 2020*

Registration is available online [https://www.marquette.edu/business/supply-chain/supply-chain-leadership.php](https://www.marquette.edu/business/supply-chain/supply-chain-leadership.php). Seating is limited to 25 participants.

For additional information on this program, please visit [https://www.marquette.edu/business/supply-chain/corporate-and-executive-education.php](https://www.marquette.edu/business/supply-chain/corporate-and-executive-education.php) or contact the Marquette University Center for Supply Chain Management at [melanie.roepke@marquette.edu](mailto:melanie.roepke@marquette.edu).

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**ABOUT YOUR INSTRUCTORS**

**Dr. James Rappold** is the president of Supply Chain Sciences, Inc. a supply chain management consultancy and developer of advanced decision support software. Dr. Rappold was a faculty member at the University of Wisconsin-Madison School of Business and College of Engineering where he also served as the program director of supply chain executive education. He has published research articles in Operations Research, Manufacturing & Service Operations Management and other academic journals. He is the recipient of numerous teaching awards including the Chancellor’s Distinguished Teaching Award. He holds a BS in Industrial Management and Mathematics from Carnegie Mellon University and an MS and PhD in Operations Research and Industrial Engineering from Cornell University.

**Pedro Rodriguez** is the managing director of Supply Chain Sciences, Inc. Mr. Rodriguez is the former Director of Global Materials Planning at Rockwell Automation based in Milwaukee, Wisconsin responsible for over $500 million in global inventory. Pedro has led teams in procurement, strategic sourcing, operations, materials planning, logistics, and supply chain lean six sigma in the automotive, aerospace, industrial equipment and automation industries. He has also served as an engineering officer in the Spanish Merchant Marine. He has taught executive education programs at the UW-Madison, Lehigh University, and Rollins College. Pedro holds a BS in Marine Engineering from the Polytechnic University of Catalonia in Barcelona, Spain, and MS in Industrial Engineering and MS in Business from the University of Wisconsin-Madison.
“...the ‘Supply Chain Leadership’ course was an excellent blend of theory, real-world examples of supply chain successes and catastrophes, and hands-on experience in supply chain dynamics through the use of computer-based simulations.”

“The [program] constructed a solid foundation so my classmates and I could recognize key factors, become aware of the dangers of trying to optimize too many parts of the supply chain, and understand the nature and impact of supply chain uncertainty. Through videos, case studies and story-telling, we were exposed to real-world examples of what happened when companies either violated or observed these supply chain principles.”

“My goal in taking the [program] was to gain a better understanding of business unit material requirements, planning, forecasting and scheduling activities... The course certainly delivered! I left the class ready to apply the valuable inventory management and warehousing policies and procedures I’d learned in order to better integrate and optimize my company’s individual warehouse and total inventory management strategies.”

“The information was presented so clearly, and in such a well-organized fashion, that the participants didn’t have to be mathematicians or statisticians to understand and apply the principles. I’d definitely recommend this course for anyone involved in their company’s supply chain.”

“The combination of theoretical principles and empirical evidence ... exposed us to a variety of situations, and strongly reinforced the significance of the non-linear, interlinked and uncertain nature of supply chains.”

“This seminar was critical to improving my understanding of how supply chains can work more effectively. The subject matter experts teaching the class, the simulations, as well as the experience of the attendees provided key take aways that we are implementing in our organization. After attending this course, I am sending other team members to attend these SCM offerings.”