



# CSCR



LEHIGH  
UNIVERSITY

CENTER for  
SUPPLY CHAIN  
RESEARCH

## LEHIGH CENTER FOR SUPPLY CHAIN RESEARCH NEWSLETTER

January 2018



### DIRECTOR'S WELCOME

Welcome to our January issue of the Lehigh Center for Supply Chain Research (CSCR) newsletter. In this edition we are continuing to reflect on our first Fall Forum that took place November 9 and November 10 at Lehigh University campus. More information about the Fall Forum can be found at:

<http://cbe.lehigh.edu/cscr/events/fall-forum/>.

As a departure from newsletters in the past we have more of a student focus in this newsletter. We begin with an interview from Bill Ulrich who is a Computer Science and Business student who is taking additional SCM courses outside of his major and now has a job as a supply chain data analyst with NFI. Supply Chain seniors also reflect on the opportunity to visit D.G. Yuengling and Son Inc. Brewery on December 8th, 2017.

Two presentations from the fall forum are further highlighted. A panel session that Kim Jacobsen from JLL organized and moderated is discussed, followed by the presentation that Gary Wapinski from Crayola manufacturing did on Lean Six Sigma implementation.

Even though the focus of this issue is on the Fall Forum, we have already begun to make plans for our Spring Symposium, April 12 and April 13, 2018. For more information about our Spring Symposium and to register please check the following link:

<https://cbe.lehigh.edu/centers/lehigh-center-for-supply-chain-research/spring-symposium-2018>.

If you have any special topics and or speakers you would like us to invite, please let us know. I look forward to your feedback and suggestions.

*Zach Zacharia, Ph.D.*

Associate Professor of Supply Chain Management, Director, Lehigh Center for Supply Chain Research  
610.758.4433

# LOOKING FORWARD

January Issue

**THE FIRST ANNUAL CSCR FALL FORUM TOOK PLACE ON NOVEMBER 9<sup>TH</sup> AND 10<sup>TH</sup>, 2017. WE ARE NOW GEARING UP FOR THE SPRING SYMPOSIUM ON APRIL 12 AND 13<sup>TH</sup>, 2018.**



On November 9<sup>th</sup> and 10<sup>th</sup>, Lehigh University hosted the **Lehigh Center for Supply Chain Research Fall Forum: Real World Supply Chain Solutions for Long Term Competitive Advantage**. The event took place in Iacocca Hall, at the Wood Dining Room, overlooking the Bethlehem fall foliage. Over a 110 registrants attended the forum to learn from academic and industry experts about improving supply chain for long-term competitive advantage. Keynote presentations illustrated innovative solutions to supply chain issues, while interactive workshops enabled participants to learn from each other.

After the success of the Fall Forum, CSCR is now preparing for the Spring Symposium to take place April 12<sup>th</sup> and 13<sup>th</sup>, 2018 with the theme of **E-Commerce and Its Impact on Supply Management Competitiveness**. New, exciting speakers such as Ed Feitzinger, VP of Amazon Global Logistics, and Mark Motter, Director of Distributions for Air Products to discuss the most recent industry developments with respect to the world of e-commerce.

CSCR would also like to remind students and industry members of the upcoming **Supply Chain Management Spring Career Fair**, that will be taking place on Wednesday, February 14<sup>th</sup> from 4:30-6:30PM in Rauch Business Center rooms 292 and 293. This is a great opportunity for students to network with supply chain professionals and for employers to connect with Lehigh SCM graduates and undergraduates face to face. Any inquiries about attending for student or professionals can be directed to Zach Zacharia ([zacharia@lehigh.edu](mailto:zacharia@lehigh.edu)).

## STUDENT SPOTLIGHT

**MARKETING ASSISTANT BELINDA BELL SAT DOWN WITH LEHIGH SENIOR, BILL URICH, TO DISCUSS HIS IMPRESSION OF THE FIRST ANNUAL FALL FORUM FROM A STUDENT PERSPECTIVE.**



**What made you decide to become a supply chain major?**

I'm actually not a supply chain major, I'm part of the CSB (Computer Science and Business) program at Lehigh. One of the reasons I went to the Fall Forum was because I really enjoy transportation logistics, and the topics fell in line with that. I

have quite a background in technology and the Forum definitely revolved around technology-related topics, such as the blockchain discussion by the UPS speaker. Although it was very supply chain management oriented, every speaker had something to do with applying an algorithmic approach to supply chain and implementing technology to their business.

**Was this your first time attending an event like the Fall Forum?**

This was my first supply chain focused event. I have been to a lot of hackathon's, which are more coding related. A hackathon is when software related people come together over the course of a couple days and

## January Issue

attempt a proof of concept or solve a type of problem, which is the closest thing I've attended in comparison. But as far as a pure industry meeting it was my first time.

### **How did you benefit from the Fall Forum?**

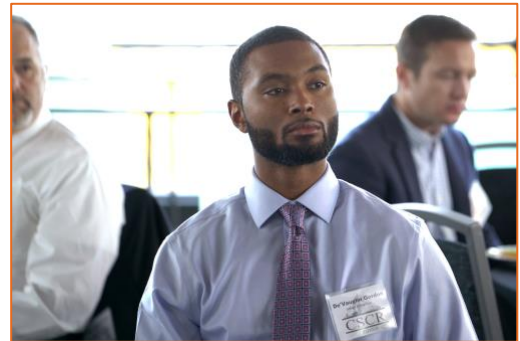
I thought it gave a very good breadth of the supply chain industry, and it had a lot of focused conversations on important, relevant topics. It gave attendees a good sense of where professionals believe supply chain will be in the next five years and the potential risks and unknowns of the industry. There's a lot of automation going on recently and one speaker talked about the effects of automation in manufacturing and the question of whether it will replace jobs or create more. The Forum gave insights from leaders in the industry on what they predict will happen in the future.

### **Were there any speakers who stood out to you?**

UPS's conversation on how they're closing the gap on the last mile problem was extremely interesting. Also, the speaker from Seimann's talked about how supply chain affects health care and I think he spoke very well on how to be more competitive on cost, which I guess is true throughout all industries but is a little bit newer to healthcare. I thought that was a very interesting insight.

### **Would you recommend this event to underclassmen thinking of majoring in supply chain or related areas?**

I think it would be good for anyone who was thinking of getting into supply chain logistics, including majors in industrial engineering. I mean, I'm kind of a lone wolf in CSB but I think the areas overlap a lot. I didn't realize I was interested in supply chain until I took the introductory class junior year. Then the next summer I had my first supply chain related internship in Hong Kong, so now I'm looking to get into working for a third party logistics company and hang on to the supply chain world. That's why I'm continuing to take classes in supply chain and why I went to the forum. To network and maybe even get some job offers or interviews and learn more about the industry. It really helped me get a feel for the business that is supply chain and also showed me how related my major is to the supply chain industry in general.



## OTHER STUDENT QUOTES:

*"As someone who does not enjoy networking since it is really un-natural for me, I witnessed first-hand the value of interactions and business relationships."* – **Cassie Fiore '18**

*"Let me begin by saying how glad I am for attending the fall forum, and I already can't wait to attend the SCM forum in April. Not only was the food and drink exceptional Thursday night, but the presenters were really interesting and informative throughout the day Friday. I had the opportunity to network with several companies and truly learned a lot from their personal experiences with their companies and jobs."* – **Tyler Casamenti '20**

*"The fall forum was a great opportunity to meet industry professionals and learn about industry trends. There were a nice variety of speakers that included individuals from different industries including health care, transportation, CPG, and real estate, along with professors."* – **William Anderson '17**

*"I spoke with Gregg Geschwindt, the Distribution Operations Manager at East Penn Manufacturing. I met him earlier this year at the SCM Career Fair, and he remembered me because of my business card! He said that my resume and matching business card left a great impression and he asked me if I was interested in applying for career opportunities at East Penn. If all goes well, I could get a job out of this! This was a great networking experience, and I learned that attention to details really make a difference. It boosted my confidence in my networking ability and made me feel a little bit more prepared for entering the real world."* – **Geni Gualtieri '18**



## Yuengling Tour 2017

SCM 354 Integrated Logistics and Transportation students joined Professor Zacharia on a tour of D.G. Yuengling and Son Inc. Brewery on December 8<sup>th</sup>, 2017. The students traveled to Pottsville, PA for a private tour of the brewery's facilities to learn about the logistics process associated with shipping Yuengling beers across the country. This tour gave insights about some of the unique challenges in the beverage industry and how "America's Oldest Brewery" handles these problems on a day to day basis. The Pennsylvania mining town is where David G. Yuengling originally settled and began developing the prestigious beer brand that is widely known today. Students were able to tour the hand-dug caves where fermentation takes place, along with the distillery tanks and equipment that are used in the processes of production. Senior, Elise Fredericks, said,

*"The experience was great! We took a tour of the factory first, and then after that finished, we got to speak with one of the heirs to the Yuengling business, Jennifer Yuengling. She entertained all of our questions regarding product promotions, transportation logistics and planning and allocation strategies. It was great to speak to someone who was so passionate about her work, and someone who was also so knowledgeable about the industry. All in all, the trip was a perfect way to end SCM 354; it gave us a great opportunity to apply the concepts we had learned in class, but also to connect with Professor Zacharia outside of the classroom setting."*

This day trip gave the group a first-hand experience of the successful execution of the logistic processes they learned about all semester and allowed them to ask professionals about how a large company maintains a smooth supply chain.



CSCR PRESENTS

# Supply Chain Management Career Fair

**All SCM Majors and Minors Welcome**

The Lehigh Center for Supply Chain Research will be hosting the second semiannual supply chain management career fair on Wednesday, February 14th, 2018 in RBC 292 and 293 from 4:30 to 6:30.

This is a unique opportunity to network with supply chain professionals and make connections that could further your career in the industry.

**Attire: Business Formal**  
**FEB 14TH 2018 4:30-6:30PM**  
**RBC 292 and 293**  
Contact Professor Zacharia with any questions: [zacharia@lehigh.edu](mailto:zacharia@lehigh.edu)



# FALL FORUM RECAP

January Issue

## PANEL SESSION: STAGES OF OMNI-CHANNEL RETAILING

At the Fall Forum on November 10<sup>th</sup>, 2017 the Panel Session on the topic of *Stages of Omni-Channel Retailing* was led by a group of experienced industry professionals to give attendees a better understanding of these prevalent changes in the supply chain world. The panel included JLL representatives, **Kim Jacobsen**, Managing Director and **Bob Silverman**, Senior Vice President of Supply Chain & Logistics Solution. Also, from Trammell Crow Company, **Andrew Mele**, Managing Director and from Destination Maternity, **Carl Marcinkowski**, Senior Vice President of Distribution and Logistics.



Each panelist gave a brief overview of how the development of omni-channeling retailing provided challenges specific to their company, and how they learned to solve these problems with efficiency and effectiveness. Carl Marcinkowski from Destination Maternity presented on the omni-channel fulfillment, and the challenges that causes facing the supply chain. He spoke on their progression as a company and their progress to satisfy a true omni-channel business. Destination Maternity currently has over 500 company owned stores, leases stores in major retail companies such as Macy's, wholesales to customers and maintains a thriving web

business. Wapinski also discussed their design of an award winning, complex Distribution Center that is efficiently servicing all of these channels.

Kim Jacobsen recapped the panel in her own words, "Our panel presentation focused on the four stages of omni-channel distribution and at which stage a company may seek to dedicate a facility to its omni-channel business. Bob Silverman of JLL's Supply Chain consulting practice and Carl Marcinkowski of Destination Maternity provided a look into how Destination Maternity's omni-channel business has developed and continues to evolve in an ever changing retail environment."

---

## *Highlights from Gary Wapinski: Lean Six Sigma Implementation in Crayola*

---

*The presentation shares lessons learned during the evolution of Crayola's continuous improvement journey the last 17 years. Like most organizations Crayola started with a tools focused approach in 2000. Initially the business attacked flow and waste elimination, using 5S, SMED, Kaizen, and A3. In 2007 to jump start improvement, and add more robust problem solving, 6 Sigma was introduced. Over time, with the typical gains and losses, the program has evolved into a system based*



*upon standard procedures, visible controls, and structured problem solving that is shaping the culture and delivering results. (An excerpt from the Abstract)*

In Lehigh CSCR Fall Forum, keynote speaker, Gary Wapinski, shared lessons from the evolution of Crayola's continuous improvement journey. Gary Wapinski is a Vice President of Global Logistics and Enterprise Improvement at Crayola. In this role, he is accountable for Crayola's global warehousing and transportation operations as well as the organization's Lean/Six Sigma operating system. In his presentation, Wapinski offered insights on how manufacturers are able to enhance efficiency and sustainability in operations.



Wapinski first framed his speech around the overview of Crayola. Crayola has been making crayons for more than 100 years. By providing high quality and customer satisfied products, it has become the pre-eminent producer of providing crayons and other colorful items to help children express their creativity. The Lean Journey at Crayola started out in 2000. In 2000, the Operations CI team formed and began to introduce tools and thinking, such as A3 structured problem solving, 5S, and Visuals into their company. Then, in 2007, Crayola launched the Six Sigma Problem Solving, which is a training program in process improvement. In 2017, lean thinking started to be the primary way of working at Crayola.

In his presentation, Wapinski introduced the lean and continuous improvements at Crayola. Improvements include lean culture engagement, visual management, and structured problem solving. Lean culture engagement means employees are involved and committed to improvement as part of their everyday activity, and Crayola builds their own Operating System Training and Developing CI Coaches, and cross-functional teams to help the process. To explain what lean culture is, he pointed out the attributes, inherent thinking, and foundation of Carlisle Operating System (COS), as well as the role of team members and leaders of COS. Then, Wapinski touched on the core principles of lean, such as customer focus, respect, and challenging people to develop. As for visual management, Wapinski mentioned Crayola has implemented visual management to see if they are winning or losing through the eyes of customers. Visual management not only helps them identify issues and opportunities, but also reduces waste to enhance operation efficiency. In addition, the structure problem solving methods also play an important role in Crayola's daily operation. The structure problem solving methods have been utilized at the company to maximize business results and deliver financial savings, such as Six Sigma, Process Design, Sustainment Audits, and A3 structured problem solving.

At the end of the presentation, Wapinski gave few examples implications of Six Sigma and A3 structured problem solving at Crayola, which show their potential for continuous improvement.

Register for the 2018 Spring Symposium now for a discounted rate!

<https://cbe.lehigh.edu/centers/lehigh-center-for-supply-chain-research/spring-symposium-2018>

**LEHIGH CSCR IS NOW ON FACEBOOK!**

Like our page and keep up to date on the recent news, developments and events for everything CSCR at:

<https://www.facebook.com/LehighCSCR/>

Contact Us

**Lehigh CSCR**

Zach Zacharia, Ph.D.

Director

610.758.4433

<http://cbe.lehigh.edu/cscr>