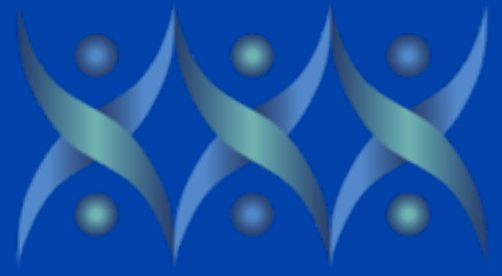


JULY 2011

# CHAIN



the magazine for  
supply chain  
management at UCD:  
*talent and jobs  
issue*

## SCM GLOBAL TALENT SHORTAGE

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## SCM EMPLOYMENT TRENDS

What's in store for the supply chain management profession in the future. Louise Fallon of Robert Walters Recruitment gives her views on page 3.

## LANDING THE DREAM SCM JOB

Gavin Julian interviews one of our successful MSc students on landing his dream job with Procter and Gamble. He talks about his experience of over 80 job applications on page 4.



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**THANK YOU!**

Thank you to **Schneider Electric** we have a scholarship worth **€42,000** to be won.

The scholarship will fund a 2-year internship with Schneider Electric in parallel with the part-time MSc in Supply Chain Management for 2011-13.

For more details contact [donna.marshall@ucd.ie](mailto:donna.marshall@ucd.ie). Closing date Friday 12th August.

Thank you to **Waters Technologies** who have kindly agreed to sponsor the Best Student Prize on the MSc in Supply Chain Management for 2011.

Thank you also to **IPICS The Supply Chain Management Institute** on their 30th anniversary who are sponsoring the prize for the Best Consulting Project on the MSc in Supply Chain Management.

Our MSc student numbers are up 63% this year but we still have a limited number of places left on the MSc in supply chain management. If you are interested in applying for the MSc in supply chain management either full-time or part-time contact [smurfit.admissions@ucd.ie](mailto:smurfit.admissions@ucd.ie)

# TALENT

Dear SCM community,

Thanks for reading CHAIN magazine and feel free to pass this onto anyone who might be interested.

We'd like to thank John Julian for his excellent new logo and we hope to use this on our marketing material - watch out for a dedicated webpage for the MSc in Supply Chain Management!

In this issue we look at talent and jobs in supply chain management. Even though many professions are suffering because of the recession, supply chain management seems to be doing well. Louise Fallon of Robert Walters Recruitment gives her impression of the SCM job market, while Ronan Callyly discusses his incredible search for the perfect job, which has a happy ending.

Christin Stage, Lucie Morin, Dhaval Shah and Gavin Julian give their impressions of the global SCM talent shortage, what makes a good SCM professional and why engineers do well in SCM.

Vincent Hargaden, who was recently awarded his PhD, discusses his views on how to manage talent as a resource.

In these current times it is reassuring to know that SCM is thriving but with an uncertain future for Ireland we have to ensure that SCM professionals in Ireland are of the highest calibre and have the best skills available.

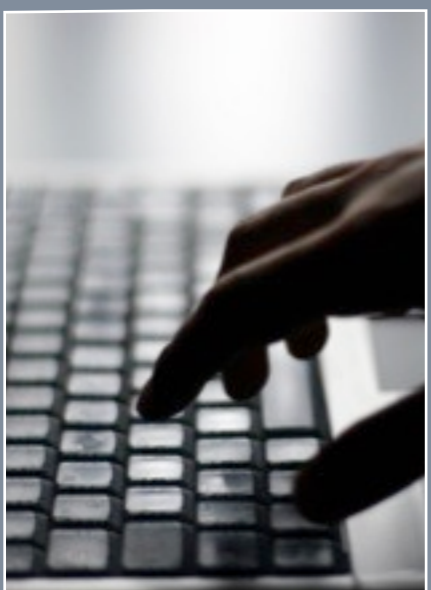
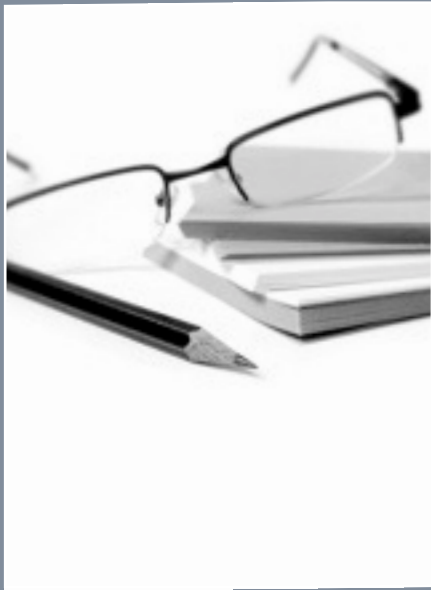
Enjoy the magazine...

- Dr. Donna Marshall  
(MSC SCM coordinator)

Scholarship  
worth €42,000  
to be won!

# SUPPLY CHAIN MANAGEMENT TODAY...

For opinion, latest trends and all things supply chain management read CHAIN.



## Where are all the supply chain professionals?

**Demographic trends especially in developing regions call for supply chain management on an unprecedented scale but with a global supply chain talent shortage where will those professionals come from?**

While some scientists claim the world population will decrease, the UN projects the world population to grow to 9.3 billion by 2050. Populations of developing countries are expected to keep increasing and higher demand requires companies to intensify business in these countries. This makes supply chains more complex and even more significant in emerging parts of the world.

This development requires an emphasis on relationships and interactions with other countries not only to provide a good living standard for people around the world but also to ensure a good supply of supply chain professionals that are able to cope with the new challenges.

More companies are realising the strategic importance of supply chain to their competitive situation and sustainable success and are in the need of professionals. However, according to Ken Cottrill, author of 'Are you prepared for the supply chain talent crisis?', many businesses are already suffering from a shortage of supply chain talents.

## Reasons for the talent shortage

But why is it hard to find supply chain professionals? Supply chain requires people to have a wide set of abilities: not only hard skills such as

quantitative problem solving but also soft skills such as team work, diplomacy and communication are of great importance. Job descriptions for supply chain jobs seem to require a combination of different skills and abilities.

Graduates have to have functional skills (experience of day-to-day processes, challenges and issues), technical skills (IT and quantitative problem solving), leadership skills in a complex business environment, as well as global management skills (international experience and ability). This reduces the pool of potential SCM professionals dramatically.

## Solutions?

Even though supply chain management has gained much more attention over the past years there are still significantly less programmes offered in business schools than other disciplines, for example, finance or marketing.

That leads to the assumption that education systems have not recognised the trend and changed for this future. Especially in developing parts of the world, such as Africa and Asia, enormous amounts of talents will be needed so creating talent is key.

Another problem is students do not seem to be aware of supply chain management and its importance to business and national success. Therefore, higher education has to be marketed globally and potential students have to be made aware of the importance of supply chain.

- *Christin Stage and Lucie Morin*  
(MSc SCM 2010-11)

**A global supply chain professionals shortage is a golden opportunity for supply chain professionals**



# SCM NEWS

## Gavin Julian asks how do you put the T in talent...

This issue of talent got me thinking about a podcast I heard five years ago featuring Alan Waller, OBE. Mr. Waller is head of CIPS UK and a lecturer in supply chain management. In this podcast, he stated that one of the critical problems facing supply chain management was the availability of people with the right skills; what Alan Waller refers to as 'T'-shaped people.

What is a 'T'-shaped person? More accurately, what skills do they have? The length of the 'T' is a deep core competence and the cross of the 'T' is the strong business skills that are needed to work across functions.

Such skills are rare in any management discipline - they may be regarded as 'nice to have'. In supply chain however, such skills can be described as 'must have'. Given the extent of the functions that supply chain touches on, leadership in a supply chain role does require significant skills.

### Supply chain leadership

A recent article in the Journal of Supply Chain Management Review poses three questions: Can leadership be learned or is it inherited? While leadership can be learned, can it actually be taught? What if anything, is

special about supply chain management leadership?

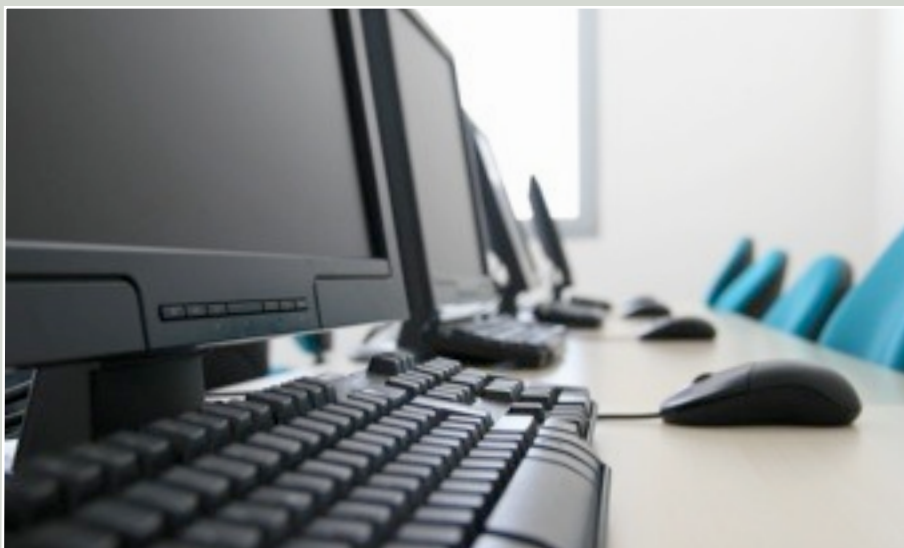
The article, by Chris Caplice, answers the critical third question for supply chain professionals. He identifies a number of critical skills that are 'must have'. Firstly, strong technical skills are vital. This is the stem of the 'T' already described earlier. Second, a global perspective is needed. The need to understand cultural and other characteristics of regions in which the supply chain operates and being able to manage the scattered global networks. Third, soft leadership skills and a related fourth skill: relational leadership. These last three skills could be taken to form the cross of the 'T'.

### The next stage of SCM talent

Certainly given the events of the last number of months in Japan, the need for leadership of this type is highlighted. As so many supply chains now operate across functions, geographies, cultures and time zones, it does take a unique type of talent to make all of these elements work in concert. Command and control and complex IT systems are simply not enough. In addition, focusing solely on technical skills alone ultimately becomes counterproductive as the 'soft' elements are ignored.

The message? Look to your own skills and those around you. Can you put the real 'T' in talent?

- Gavin Julian (MSc SCM 2010-11)



## Trends in SCM hiring

### Louise Fallon, senior recruitment consultant with Robert Walters talks about the increase in the demand for supply chain professionals...

Investment in supply chain at a local and global level across all industry sectors has become a very prevalent issue in recent years. There is increased awareness that strategic management of supply chain and procurement activities is key to managing overheads, margins and cost within a business. Many organisations are increasingly formalising their supply chain function and as a result there has been a marked increase in hiring activity across commerce and industry in quarter one and two this year in comparison to 2010.

### Who are recruiting?

Organisations are actively seeking to recruit for the first time since the downturn, FMCG, food, pharmaceuticals and technology sectors have remained strong with requirements for commercial managers, supply chain and procurement specialists. Many organisations in the healthcare, supply chain and engineering markets undertook recruitment campaigns as they expanded their global operations.

### Trends

Although the outlook remains cautious, many organisations within industry are taking an optimistic view for 2011 and the recruitment market in Ireland continues to show slow signs of recovery.

### Salaries and Bonuses

Salaries have remained broadly static across the board and are on par with salaries offered in 2008. While some organisations paid year end bonuses in 2010 there has been little overall increase in basic salaries.

### Contact Louise:

If you would like to contact Louise to discuss supply chain positions telephone +353 (0) 1 6334111 or email

[louise.fallon@robertwalters.com](mailto:louise.fallon@robertwalters.com)

## Brian Marrinan, UCD MBA Careers Manager, discusses ways to enhance your job search...

### Job market picking up

The world of work in Ireland has changed dramatically over the past few years. One in seven of us are now unemployed, with many more underemployed. At times it seems desperate, but there is hope. The job market has been picking up progressively over the past six months. For example, whereas this time last year (with one month still to go) on the MBA programme one person had a job offer, now 25% of the class have offers and another 30% are actively engaged in interview processes. So why aren't we seeing that in the media? In many cases, companies are deliberately keeping it quiet.

### Keeping it quiet

There are two key reasons for this. Firstly, companies don't want to be seen to be advertising when they may have made people redundant only a year ago. It's damaging to their reputation and to staff morale. Secondly, when organisations do advertise, they get inundated with applications, the majority of which are entirely irrelevant to the position. The administration behind simply responding to all of those is very costly, especially to a smaller company.

### Networking is key

So what are they doing instead? They're networking. And whether you are actively job seeking or not, it's what you should be doing too. Here's how:

- Sit down and work out exactly what you can offer an employer. Stop thinking in terms of duties and responsibilities and start thinking achievements. Remember, metrics are all important, so put a value to every Euro you made, every Euro you saved and every hour you saved your company in increased productivity
- Decide what kind of organisation you want to work for. Is it a smaller company where you have more decision making power or a larger company where you can be more specialised? Once you have figured this out, make a list of the top twenty companies you want to work for

Now that you have your list, start networking! There are many different ways of connecting. For instance, instead of telling people you are looking for work, start asking them who they know in your target list of companies – they'll find it much easier to help you. Also, get your LinkedIn profile working for you: start direct targeting companies. Finally, do your research on the organisations and spot problems you can solve for them, then pick up the phone and invite the director or CEO to coffee.

**Building a network is a strategic move, but it's one that will benefit you for the rest of your career.**

- Brian Marrinan, UCD MBA Careers Manager  
[brian.marrinan@ucd.ie](mailto:brian.marrinan@ucd.ie)

## Gavin Julian interviews Ronan Callely who applied for 80 jobs before landing his dream job...

### What was the most critical aspect of the interview preparation for you?

It is essential to investigate the company and their competitors and you must also be confident in your achievements. This is the key to a good interview. However, I found the most critical aspect to be getting into the correct frame of mind for an interview, in these times, it is necessary to apply to a huge array of jobs some of which are not ideal. It is also likely that you will get a number of refusals leading to disappointment and you will have to do a large amount of work for jobs which are not ideal, meaning you can get fed up. Therefore it is essential to forget about all other options and how much you want or don't want a job when about to do an interview.

### How did potential employers regard the MSc in Supply Chain from Smurfit?

The MSc course was a very strong selling point for me. I previously studied engineering so this course allowed me to transfer my engineering skills to direct use in business. The supply chain management course is also great as it deals with the most relevant theory which gave me the opportunity to impress interviewers who may not be as up to date with some theories. Coming from Smurfit is also a

huge benefit as it opens doors which would otherwise stay shut.

### What is the best advice you can give to graduates seeking employment?

My advice is through my example. I applied for about 80 jobs, meaning around 80 application forms, many phone interviews, aptitude tests, other tests and then first round interviews and final interviews. I ended up with around 10 final round interviews and was offered four jobs. This is what needs to be done to get a job in these times. In order to do this and keep on top of college work, you must be well organised and committed. Be prepared for disappointment, after all you will have a lot of other options, and look in and outside Ireland. Take each step of the interview process as a learning experience and do not refuse anything.

When applying, keep a database of every question you answer as sometimes these overlap. If for instance you have already answered a question such as "a time when you made an impact on a team", and it reoccurs with a different company, you can save yourself time and effort.

Ronan was successful in securing a graduate job with Proctor and Gamble.

- Ronan Callely and Gavin Julian (MSc SCM 2010-11)



## The human resource supply chain: A different supply chain planning challenge

Vincent Hargaden (MSc supply chain planning and control lecturer) discusses his PhD research...

Supply chain professionals are well versed in tools and metrics - master production schedules, inventory turnover, forecast accuracy, lead times; all terms that trip off the tongue of every supply chain executive. These are generally applied to manufactured products, but could they be just as relevant for another type of supply chain application - the human resource service supply chain? In this article, we will suggest why human resource planning is just another, albeit slightly more complicated, supply chain planning problem.

### Workforce planning

In some service sectors, the supply chain approach to workforce planning is quite advanced. For instance, airlines carry out crew pairing for their flight schedules and telephone call centres use sophisticated tools to analyse the queues of incoming calls to develop rosters for agents. Interestingly, the US military probably has the most comprehensive set of long-term human resource planning tools, which enables it to analyse the impact of budget decreases and of varying recruitment, promotion and separation rates on its operational metrics. Until recently, however, workforce planning for what is known as "professional services firms" (e.g., management consultancies), tended to lack this level of analytical planning capability.

Earlier this year, the MIT Sloan Management Review published the results of a survey of over 3,000 business executives, on the use of analytics versus intuition across key business processes. Not surprisingly, the financial management and budgeting process was found to have the greatest likelihood of utilising analytics (would any financial controller be allowed to submit a set of financial statements that were solely based on intuition?). However, when it came to the workforce planning and allocation process, even top performing firms admitted that this was the process where they were least likely to apply analytics, with lower performing firms more likely to apply intuition (code for guess work).



## Professional firms need to manage their people

There have been several calls for an increased focus on the topic of workforce planning in professional service firms. Among the first of these came from Brenda Dietrich, head of IBM's Watson Research Centre. One of her recommendations was to investigate the potential of applying well established principles and techniques from supply chain management (e.g., MPS, MRP, demand forecasting, inventory management etc.) to address the gaps in "human capital" supply chain planning.

### Matching human supply and demand

In human resource supply chains, "supply" can be thought of as the resources of the firm in terms of employees and the "demand" is represented by customers. The first step in the task to match supply to demand in



complex multi-project professional service firms is to develop a way in which all the required characteristics of supply (employees) and demand (customer projects) can be consistently and rigorously captured. When the data for all these characteristics are available, mathematical programming techniques, coupled with some software can generate the equivalent output of a material requirements plan in manufacturing - a HRP (human requirements plan), in the form of a set of results that match supply (people) to demand (projects). Scenario analysis can be used to investigate the sensitivity of the results to changes in recruitment, promotion, cross-training and separation rates. Several companies, including IBM and HP have begun to develop such tools to better deploy their skilled human resources in a dynamic operating environment.

The human resource supply chain is just another supply chain planning challenge, albeit one with added complexity due to the living, breathing, thinking and behavioural nature of the "inventory" in the chain, but with careful consideration of these "constraints", has enormous potential to become more efficient through the use of well established analytical supply chain techniques.

- Dr. Vincent Hargaden is a lecturer in Supply Chain Management at the UCD Michael Smurfit Graduate Business School. His current research is in the area of analytical human supply chain planning. For more information about this research, please email: [vincent.hargaden@ucd.ie](mailto:vincent.hargaden@ucd.ie)



# SCM OPINION...

## Engineers and SCM a perfect match?

Engineers are groomed to be critical thinkers and have a strategic mindset. They also have a strong technical background that allows them to provide technical solutions to complex problems. They are considered the “doers” in an organisation.

### SCM means complexity

Supply chain professionals are known to have strong communications skills with broad knowledge of industries and systems. They understand the complexities of integrating various business units such as finance, logistics, marketing, and level of customer service requirements. They are considered the “direct-it” individuals.

### Blending hard and soft skills

There is an overlap of some technical knowledge between the two streams of studies. The SCM profession mostly focuses on the management skills of an individual with a taste of technical problem solving. The engineering component focuses on the optimisation of processes and relies heavily on mathematical proficiency and quantitative methods. An individual with an engineering degree with a solid technical foundation along with an SCM degree that focuses on the management of these technical problems are skills that many organizations are looking to hire.

21% of the CEOs of fortune 500 companies have an engineering degree. Many have also complimented their

primary degrees with management courses. A business degree can provide broad fundamentals and credibility within an organisation. SCM can provide an avenue to individuals who want to advance their careers. Engineers find that there are better careers advancement opportunities by blending their technical and management skills. These talented individuals have a strong commitment to providing outstanding services.

### Personal perspective: the perfect match

From a personal perspective, having an engineering degree and work experience in the sector has allowed for a smooth transition into the field of SCM. I have been able to leverage my training from one industry and apply the ideas and concepts to issues I face in the SCM field. I am able to see and solve a problem from cradle to grave by taking into considerations all affected stakeholders and

the outcomes and impacts of the solution to each stakeholder. The ultimate goal is to meet customer demands while maintaining the organisational integrity and processes. The education and training from the engineering and SCM fields has greatly enhanced my ability to provide this service effectively and efficiently. As such, I consider engineering and SCM is a perfect match.

- Dhaval Shah (MSc SCM 2010-11)



### Special thanks to...

John Julian for the CHAIN logo. For all your design and graphic needs, contact John at [johnxarc@gmail.com](mailto:johnxarc@gmail.com) and connect with him on LinkedIn - thanks John!

Thank you to all the companies who participated in the Supply Chain Management careers evening - Accenture, Henkel, Keelings, Microsoft, Moduslink, Robert Walters Recruitment, Sigmar Recruitment, and United Drug - Thank you!

### Upcoming Events 2011

MSc supply chain consulting project presentation evening Wednesday 24th August 6-8pm in Smurfit School, UCD.

### Connect on LinkedIn...

Join the ‘Supply Chain Management UCD’ group on LinkedIn and keep up to date on the latest industry news, trends in the field of SCM and meet alumni.

# CHAIN

### Editorial Team:

Gavin Julian  
Donna Marshall  
Dhaval Shah

We welcome your comments and suggestions. We can be reached at [chain@ucd.ie](mailto:chain@ucd.ie)

# HOT SPACE

Welcome to 'Hot Space' where we take time to highlight crimes against the English language perpetrated by the business community, by Gavin Julian

## Visionary leadership award

*"There's tremendous turbulence in the ecosystem, of course, in mobility. And that's sort of an obvious thing, but also there is tremendous architectural contention at play. And I'm going to really frame our mobile architectural distinction. We've taken two fundamentally different approaches in their causalness. It's a causal difference, not just nuance. It's not just a causal direction that I'm going to really articulate here -- and feel free to go as deep as you want - it's really as fundamental as causalness."*

Jim Balsillie Co-CEO of Research In Motion (RIM) speaking at a Business Week press briefing in September 2010.

How's that 'vision' working out so far?

RIM's Share Price Sept 2010 - US\$45.58  
 RIM's Share Price July 2011- US\$28.05  
 Total Share Price Drop in 10 Months - 38%

## Hot Space's guide to those subjective and interminable job specifications.

WHAT THEY SAY....	WHAT THEY MEAN....
"Able to work on own initiative"	"Don't expect any initiative from your boss"
"Self Motivated"	"Let's face it, you're on your own"
"Exceptional communication skills"	"Can you use Powerpoint better than the last guy?"
"Ability to work in a fast-paced environment"	"For 'fast-paced' read; dysfunctional"
"Competitive package for the right candidate"	"Your interpretation of 'competitive' vs. our interpretation will diverge considerably"
"Self starter"	"You will receive no training of any lasting value"
"Some travel required"	"You will be on first name terms with cabin crew"

BUZZWORD BINGO	DYNAMIC	ECOSYSTEM	RE-PURPOSE	PARADIGM
<p><b>The cut out and keep guide to keep you entertained in meetings.</b></p> <p><b>Alternatively, challenge workmates to drop these into presentations, meetings etc. for maximum word-score.</b></p>	<p>Score: 5 Points</p> <p>Example: "It's a dynamic environment"</p>	<p>Score: 10 Points</p> <p>Example: "There's tremendous turbulence in the ecosystem"</p>	<p>Score: 15 Points</p> <p>Example: "We need to re-purpose content for new channels"</p>	<p>Score: 20 Points</p> <p>Example: "We're detecting a paradigm shift in our key demographic"</p>

