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**Center for Supply Chain Management
John Cook School of Business
Saint Louis University
NEWSLETTER**



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As the holiday season approaches we are thankful for the support of our Center members and all who have contributed to the Center's success. We wish each of you and your families a happy and blessed holiday season.

The Center Welcomes Mr. George Morris from Mallinckrodt Pharmaceuticals as a New Board member



Mr. George Morrison, Vice President, Global Supply Chain, joins the Advisory Board of the Center for Supply chain Management Studies at Saint Louis University. He is responsible for all aspects of planning and execution including SIOB, Materials and Inventory Planning, Technical Services, Distribution, Transportation logistics and Customer Service.

Mr. Morrison joined Mallinckrodt from IPS Corporation where he was Vice President of Supply Chain and Information Technology and also a member of the Senior Executive Team. At IPS he was responsible for Strategy Development, Capability Building and Execution for global Supply Chain and Procurement, Outsourcing, Customer Service, Transportation Logistics and Information Technology.

Previously George was with Honeywell International, where he was the Global Director of Supply Chain for the \$4.8 Billion Specialty Materials Group. In this role he had functional responsibility for the supply chain performance of five SBE's with 40

manufacturing sites. Prior to that position he worked for Johnson & Johnson where he held management positions as Director of Business Process Excellence and as Director of Customer Satisfaction/Supply Chain. George also spent 11 years with Avery Dennison Corporation where he held leadership positions in manufacturing and engineering, operations, business planning and materials management. George earned a Bachelor of Science degree in Civil Engineering from the Massachusetts Institute of Technology and also holds MS degrees in Civil Engineering, Management and Policy from Carnegie Mellon University. He is a certified Six Sigma Black Belt.

Celebrating Our 15th Anniversary

The Center for Supply Chain Management Studies at Saint Louis University opened its door in July 1998. The concept of offering educational program in logistics and transportation was originated by Mr. Robert Baer, then President of UniGroup, Inc., and a member of Saint Louis University Board of Trustees. Impressed by Dr. John Hamilton's suggestion (Dr. Hamilton was, then a Senior Vice President in Information Technology at UniGroup, Inc.), Mr. Baer contacted Dr. Neil Seitz, then Dean of the John Cook School of Business at Saint Louis University.

Encouraged by Dean Seitz's recommendation and commitment, Ik-Whan (Ike) Kwon, Ph.D. contacted a few interested professionals in this area and started to investigate similar programs in the country, notably, Ohio State University, Michigan State University, Northwestern University, University of Tennessee, Pens State and Georgia Tech.

A handful of local professionals; Mr. Bob Drury (VP-Logistics at Schnucks Market), late Mr. Bob Delaney (VP- Logistics at CASS Information Systems and Principal Author of the Annual Logistics Report), late Mr. David Tarr (then President of CLM, now CSCMP), Mr. Bill Hoffman (then President of Local CLM), Mr. Ray Martin (VP-Customer Relations at Sara Lee), Mr. Jerry Hayden (VP-Administration at Solutia), Dr. Neil Seitz, Dr. John Hamilton worked tirelessly for two years. In 1998, with blessing by Dean Neil Seitz, the Center for Supply Chain Management Studies was born at the Cupple's House. The first national conference was held in the campus in November 1998 with late Dr. Don Bowersox (Dean of Business School at Michigan State University and pioneer of supply chain management concept) as the keynote speaker.

We are featuring founding members' recollections of the event and this month we have asked Dean Neil Seitz, Ph.D who played a pivotal role establishing the Center for Supply Chain Management Studies in 1998. This is his comments.



“A little over fifteen years ago, Robert Baer invited me to United Van Lines headquarters to partner on meeting the need for people educated in logistics and supply chain management. He assigned John Hamilton as his point man, and I looked to the faculty for an entrepreneur to lead the effort. The obvious and correct choice was Ik-Whan Kwon. “Ike” and John turned out to be ideal partners. The result has been hundreds of people from St. Louis industry with advanced training in supply chain management and the recognition of Saint Louis University as the place to go for graduates with supply chain expertise.”

Neil Seitz, Ph.D., Former Dean of the John Cook School of Business and currently a Professor of Finance at the John Cook School of Business at Saint Louis University

December Professional Development Courses

Title: Research Project Review and Presentation

Date: December 13, 2013

Brief Description: *This is the capstone course for the ISCM certificate program. The course includes the preparation of a research project paper utilizing the ISCM principles taught during the program. The second part of the course is a team project presentation.*

Cost: \$560.

Instructor: John W. Hamilton, Ph.D. and Frank Fischer – Mesa Logistics

Where: The John Cook School of Business, Cook Hall 230

Registration: Must be a student attending the ISCM certificate program.

Save-the-Dates

January 23, 2014: Supply Chain Management and Financial Performance (SCM101)

January 24, 2014: Supply Chain Simulation and ISCM Project Management

January 30 and 31, 2014: International Trade Management – Compliance

Spring 2014 Workshop Schedule

The schedule is listed below. [Click here](#) to review each module on our website.

- SCM 101 Supply Chain Management and Financial Performance: Jan. 23, 2014 (free for member organizations)
- Supply Chain Simulation and ISCM Project Management: Jan. 24, 2014
- International Trade Management - Compliance: Jan. 30 & 31, 2014
- Project Management: Feb. 6 & 7, 2014
- Managing Inventories for Increased Profitability: Feb 20 & 21, 2014
- International Trade Management – Legal Environment: Feb. 28, 2014
- Negotiations: Feb. 24 & 25, 2014
- Risk Management: March 7, 2014
- Strategic Sourcing and Supplier Relationship Management: March 20 & 21, 2014
- International Trade Management – Risk Management & Security: March 27 & 28, 2014
- Transportation and Warehousing Management: April 10 & 11, 2014
- Sales & Operations Planning: April 4, 2014
- Reducing and Mitigating Variability in the Supply Chain: April 25, 2014
- International Trade Management - Operations: May 1 & 2, 2014.

Member discounts ranging from 10-30 percent. are available for these programs.

Center News

Center member organizations were recognized as being among the top 20 exporters in Missouri, according to the St. Louis Business Journal Nov. 1-7, 2013 issue. We congratulate our member companies. The companies are:

- Boeing (\$7.8billion)
- Emerson, (\$14.4billion)
- Energizer (\$2.2billion)
- Monsanto (\$6.1billion)
- Peabody Energy (\$3.1billion)
- World Wide Technology (\$0.3billion)

Supply chain management and financial performance: literature review and future directions

Purpose – The purpose of this paper is to review a sample of the literature relating to the financial impacts of supply chain management (SCM) and suggest future research directions.

Design/methodology/approach – 49 research articles between 1990 and 2011 are collected from various academic databases and online sources. By conducting content analysis, empirical findings on the relationship between SCM and firm-level financial performance are summarized and classified. Performance drivers are identified from the literature to guide future SC practices.

Findings – Both accounting- and market-based financial performances are closely related to the effectiveness of SCM. As important performance drivers, sourcing strategy, information technology (IT), SC integration, and external relationships play critical roles to improve firm-level financial performance. In particular, optimal levels of outsourceability, SC alignment and integration with IT infrastructure, and SC relationship management are essential to realize full financial advantages of effective SCM.

Practical implications – A better understanding and demonstration on how SCM makes positive contributions to financial performance help SCM managers better communicate with top management and substantiate their roles in the organization.

Available on Amazon.com.

Center Organizations & Board Members

AEP River Operations	Mr. George Piccioni
Ameren Services	Mr. Dennis Weisenborn &
	Mr. Mark Brandt
Anheuser-Busch/InBev	Mr. Gary Welker
Asynchrony	Mr. Bob Elfanbaum
The Boeing Company	Mr. David Thole, Mr. Steve Georgevitch, & Ms. Joann Franke
Cassidy Turley Company	Mr. Ed Lampitt
Cass Information Systems	Mr. Frank Cirimele
Emerson Company	Mr. Al Middeke & Mr. Joe Ackerman
Energizer	Mr. Gary Proctor
Hodgson Mill	Mr. Ray Martin
Mallinckrodt Pharmaceuticals	Mr. George Morris
Mesa Logistics	Mr. Frank Fischer
Monsanto Company	Mr. Kevin Lawrence
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Novus International, Inc.	Mr. Kevin Mowery
Nestle Purina Pet Care	Mr. Marty Tendler & Mr. Pete Spanos
OHL	Mr. Russ Broker
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	Dr. John Hamilton
Underwriter Laboratories	Mr. August (Gus) Schaefer
UniGroup, Inc.	Mr. Tom Duwel
World Wide Technology	Mr. Kurt Grimminger
Ex-Officio	Dr. Ik-Whan Kwon

Honorary Members

Mr. Bob Drury, Mr. Gerald Hayden, Mr. Jim Kavanaugh, Mr. Tom Olson

Center for Supply Chain Management Office

Scott Safranski, Ph.D., Interim Dean
Ik-Whan G. Kwon, Ph.D., Director
John W. Hamilton, Ph.D., Associate Director
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