“Rx for a Lean & Healthy Biotech Supply Chain: Collaborating for Progress”

**Biotech Supply Chain Academy**

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[www.biosupplyalliance.org](http://www.biosupplyalliance.org)
Supply Chain Manager Competency Model

APICS Future Leaders Program 2009

Andre Alves, CSCP, PMP, SCOR-P
The Future Leaders Team

Advisors
- Robert Vokurka
- Sharon Rice

The Future Leaders Team
- Andre Alves - Brazil, USA
- Dolores Case - Mexico, USA
- Jennifer Kevlin - USA
- Krystal Truesdale - USA
- Linda Sithole - South Africa
- Marshall Saludung - Indonesia
- Sumanth Nagarathnam - Canada, India
- Todd Sabin - USA
Team Global Diversity

- Andre Alves, CSCP, SCOR/P, PMP, Sr. Supply Chain Analyst
- Jennifer P. Kevlin, CPIM, CSCP, WW Supply Chain Mgmt
- Marshall Saluding
- Todd N. Sabin, CPIM, CSCP, APICS Instructor
- Dolores Case, KPO Lean Leader
- Linda Sithole, Supply Chain Analyst
- Sumanth Nagarathnam, B.Eng, MBA, CRM Consultant
- Marshall Saluding
- Krystal Truesdale
The magnetic compass is an old Chinese invention, probably first made in China during the Qin dynasty (221-206 B.C.). Chinese fortune tellers used lodestones (a mineral composed of an iron oxide which aligns itself in a north-south direction) to construct their fortune telling boards. Eventually someone noticed that the lodestones were better at pointing out real directions, Leading to the first compasses. They designed The compass on a square slab which had markings for the cardinal points and the constellations. The pointing needle was a lodestone spoon-shaped device, with a handle that would always point south…

Do you know how to use a compass?
Without direction you end up...

Mr. Fox BEng, BA, BSc, MD, MA Economics, MPhil, MBA
Overview of a competency model

• It is a collection of competencies that is necessary for success in a work place

• A **competency** is the capability to apply or use related knowledge, skills, and abilities required to successfully perform tasks in a defined work setting

• It is essential for functions such as recruitment and hiring, training and development, and performance management because it provides an overview to select, train and develop individuals
Supply Chain Competency Model
Methodology

• The model is based on a similar development by the US Department of Labor
• Diverse group of individuals with unique perspectives of the Operations Management domain
• OMBOK is the foundation for identifying and validating competencies
• Questionnaires, interviews, and publications was used for secondary research
Individual components of the model

- Foundational competencies
  - Personal Effectiveness
  - Academic Competencies
  - Workplace and Leadership Competencies

- Profession-Related competencies
  - Operations Management Technical Competencies

- Occupational competencies
  - Supply Chain Manager Knowledge Areas
  - Supply Chain Manager Technical Competencies
  - Supply Chain Manager Specific Requirements
Supply Chain Competency Model

Supply Chain Manager Specific Requirements (Tier 7)
Includes requirements such as certification, licensure, and specialized educational degrees, or physical and training requirements for Supply Chain Managers.
- Bachelors or Equivalent Degree
- Supply Chain Industry Association Membership
- Supply Chain-Specific Certification

Supply Chain Manager Technical Competencies (Tier 6)
are specific to the role of Supply Chain Manager.
- Locating Facilities
- Distribution
- Warehousing
- Logistics
- International Regulations
- Strategic Sourcing/Supplier Relationship
- Management
- Customer Relationship
- Applying Lean/Six Sigma Tools

Supply Chain Manager Knowledge Areas (Tier 5)
are broad knowledge areas used as a basis for specifying more detailed knowledge areas required for work as a Supply Chain Manager.
- Performance/Trade-offs
- Warehouse Management
- Transportation Management
- Supply Chain Synchronization
- Risk Management
- Sustainability

Operations Management Technical Competencies (Tier 4)
represent the knowledge, skills, and abilities needed by all occupations within operations management, including Supply Chain Manager.
- Strategy Development and Application
- Supply Chain Management
- Process Improvement/Six Sigma
- Execution/Planning/Scheduling Control
- Project Management
- Lean Management
- Enabling Technology Application

Workplace and Leadership Competencies (Tier 3)
represent those skills and abilities that allow individuals to function in an organizational setting.
- Problem Solving/Decision Making
- Teamwork
- Accountability/Responsibility
- Customer Focus (Internal and External)
- Planning and Organizing
- Conflict Management
- Enabling Technology

Academic Competencies (Tier 2)
are primarily learned in an academic setting, and include cognitive functions and thinking styles.
- Math, Statistics, Analytical Thinking
- Reading and Writing Comprehension
- Applied Science and Technology
- Supply Chain Fundamentals
- Foundations of Business Management
- Fundamentals of Technology
- Operations and Enterprise Economics

Personal Effectiveness Competencies (Tier 1)
represent motives and traits as well as interpersonal and self-management styles and generally are applicable to a number of industries at a national level.
- Awareness of the Needs of Others
- Integrity
- Continuous Learning
- Effective Communication
- Interpersonal Skills
- Creativity
Personal Effectiveness

- Personal Effectiveness represents motives and traits as well as interpersonal and self-management styles
  - Awareness of the “Needs of Others”
  - Integrity
  - Learning Continuously
  - Communicate Powerfully
  - Interpersonal Skills
  - Creativity

These traits are applicable to number of industries; applicable on a personal level
Academic Competencies

- Academic Competencies are primarily learned in an academic setting, as well as cognitive functions and thinking styles
  - Math, Statistics, Analytical Thinking
  - Reading and Writing Comprehension
  - Foundations of Business Management
  - Applied Science and Technology
  - Supply Chain Fundamentals
  - Fundamentals of Technology

Serves as the foundation for Occupation and Industry Specific Competencies
Workplace Competencies

- Workplace Competencies represent those skills and abilities that allow individuals to function in an organizational setting
  - Problem Solving Decision Making
  - Team Work
  - Accountability Responsibility
  - Customer Focus (Internal & External)
  - Planning & Organizing
  - Conflict Management
  - Enabling Technology

Serves as the foundation for Occupation- and Industry- Specific Competencies
Operations Management Technical Competencies

- Strategy Development and Application
- Execution, Planning, Scheduling Control
- Supply Chain Management
- Project Management
- Lean Management
- Enabling Technology Application
- Process Improvement/ Six Sigma

Serves as the foundation for Operations Management Competencies
Supply Chain Manager Knowledge Areas

• Supply Chain Manager Knowledge Areas represent a basis for specifying more detailed knowledge areas required to work as a Supply Chain Manager

  – Performance Trade-offs
  – Warehouse Management
  – Transportation Management
  – Supply Chain Synchronization
  – Risk Management
  – Sustainability: Triple Bottom Line

Serves as the foundation for Supply Chain “BIG Picture”
Supply Chain Manager Technical Competencies

- Supply Chain Manager Technical Competencies represent specific competencies for the role of Supply Chain Manager
- Locating Facilities
- Distribution
- Warehousing
- Logistics
- International Regulations
- Strategic Sourcing/ Supplier Relationship
- Management Customer Relationship
- Management Applying Lean/ Six Sigma Tools

Serves as the foundation for Supply Chain Manager Competencies
Supply Chain Manager Specific Requirements

- Supply Chain Manager Specific Requirements represent certification, licensure, and specialized educational degrees, or physical and training requirements for Supply Chain Managers.

Bachelors or Equivalent Degree

Industry Association Membership

Supply Chain-Specific Certification
Tiers 7 and Beyond

• Clear need to develop advanced supply chain capabilities at the strategic level.

• Consortium of effort needed between industry, academia, and professional organizations…but is it enough?

• Evolving demands require keeping up with the jones’ and smith’s
Question to you

• Do you have the experience, skills, knowledge, and emotional fortitude to manage and control your supply chain efficiently and effectively?
• What does that really mean?
• The Answer: It depends on what supply chain solution we are trying to implement.
Bio Supply Management Alliance

• Producer of the Biotech Supply Chain Academy
• Development of Education and Body of Knowledge specific to creating Leaders and Leadership capabilities
• Partnering with MIT, Pepperdine, UC Berkeley, Texas Christian University, and Golden Gate University
• APICS, CSCMP, ISM, Supply Chain Council and others
• Steering Committees
Questions…

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