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It was a greatest experience that I had have an opportunity to study at MIT. The Scale Connect 2019 Supply Chain Conference Cambridge, Massachusetts, USA started on 14<sup>th</sup> January 2019 till 1<sup>st</sup> February 2019 with more than 200 attendees participating by 6 centres The MIT Supply Chain Management Program, The MIT-Zaragoza Supply Chain Management Program, The MIT-Malaysia Supply Chain Management Program, The MIT-Luxembourg Supply Chain Management Program, 3C MIT-ZLC-Ningbo Supply Chain Management Program and The MIT-Ningbo Supply Chain Management Program. The kicked off ceremony is conducted by Professor Bruce Arntzen at Room 32-123. Short-term studying experience at MIT has given the support I needed from the staff, mentors and fellow students came across from different countries and feel real sense of international community. The programme has offered many classes such as Python, Block chain & Supply Chain Finance, Artificial Intelligence, and Energy. Besides, the programme has organized some workshops and competition such as Leadership workshop, Fresh Connection, and Boston APICS Case Competition. Moreover, the programme has invited all the top industry practitioners gave a speech to share their experience every morning to kick off new learning day journey and arranged 2 tours visiting such Walgreen Distribution Centre and Iron Mountain.

I have learnt a lots from the Leadership Workshop especially the VELD concept abbreviation by V=Vision, E = Emotion, L=Logic and D=Detail. We were asking to team up 8 persons in a team to shoot the video by using the VELD concept. Each team is assigned for different topic and divided into 2 groups such as for and against to the designated topic. It's was really practical as we are applied the concept to convince other people to support our point. Boston Chartered School was the topic for my Leadership workshop, ours's group is divided to 2 groups and each group support for Chartered School and remaining group against for Chartered School. We have listed down all the point and shooting video to convince other peoples to support us. Besides, through the leadership workshop we learned the "Logrolling" concept. I was inspired by the "Logrolling" concept because it teaches us how to discover opportunities to generate mutual gains.

Moreover, Fresh Connection simulation competition given me a great experience of how to work as team and run the supply chain operation. The game divided into 6 rounds. Ours' group is not doing well for the first 2 rounds as we took assumption and try and error approach to estimate the sale and balance the plant capacity and customer demand. Despite the final result is not inspirit but we managed to gradually improve ours' return of investment at the end of the game. The lesson I have learnt from this game was the important of collaboration and sharing the information of each role to make the best decision. Next, the program has arranged the speaker series and invited all the top industry practitioners gave a speech to share their experience. I was really impress by the talk conduct by the Dr. Yossi, MIT and Meredith Stevens, VP Supply Chain Strategy & Deployment Johnson and Johnson. Ms. Stevens shared the company value Johnson & Johnson "Credo" more than just a moral compass and this is the recipe that they can operate the business successfully for more than 100 years, the important of digital technology to drive the change particularly in their healthcare that can add value and efficiency to an inefficient system to improve business operation and helping the practitioner serve their patients better. Last but not least, Ms. Stevens shared her experienced with us the changing of the supply chain operation as compared to previous. Supply chain involve a lot of communication and engagement with different peoples in order to deliver the task.

Tours to the Walgreen Distribution Centre and Iron Mountain have given me an opportunity to see how the business operate in the real world. Especially for the Walgreen Distribution Centre adopting

the automated and integrated to run the operation such as de-trashing, put-away, picking and shipping. In addition, I was impressed by their DC “Store –Friendly Services Model” such as

- (i) Delivery frequency by 1.85 deliveries store-week, increased operating flexibility.
- (ii) Quick Unload – 15 minutes’ load/unload time.
- (iii) Flexible Order Model (FOM)- 6-day order schedule, 4-day TM work week and smoothed product flow.
- (iv) No holiday schedule shifts by consistent store delivery schedule.

Moreover, The DC has been emphasizing the important of “People” as main pillar of the DC success story. To continue the workforce program development, the DC has planned in advance 3 years to expand the Transitional Work Group (TWG) in each DC, such as 8 active TWG in 2018, 13 active TWG in 2019 and 18 active TWG in 2020. Addition, the DC is one of the center in the US recruiting the disability peoples in their workforce. More than 10 % of people with disabilities working in their DC. Besides, DC has been keeping the good records such as 30% fewer accidents and 30% lower absenteeism. Next, Iron Mountain is an information management services company that provides a services such as records management, information destruction, recovery services and data backup. The company is making a new business model transition as results of most of the company clients are implementing a paperless concept to keep the data. Last but not least, I found that the python class is really interesting although we were given a limited time to upload the in class activities and a lots of house works and project.

Research Fest 2019 was the highlight for the 3 weeks programme as all the students exhibited their research project. The event has invited the industrial leaders, governments officials and professionals to allow the students to interact and sharing their innovative idea to improve the supply chain problems.

I do like to suggest the future students to bring some food from Malaysia to Boston as I found out myself did miss the Malaysia food after sometime. Besides, prepare some medicine for emergency and always bring more clothes as the weather in Boston was very cold.

The experience I have learnt in MIT was really rewarding as I have a chance to build the connection with peoples around the world, learnt from the best in the industry, working together, sharing idea and learning the different culture among the students and faculty.

