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IEEE Technology Management Council

Chapters News

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Enabling technology professionals and managers to optimize their career opportunities and organizational effectiveness

Aligning Supply Chain Strategies with Product Uncertainties

By Hau L. Lee

Abstract:
Supply chain management has emerged as one of the major areas for companies to gain a competitive edge.

Keywords:

Responsive Supply Chain

Executive Summary:

The Uncertainty Framework:
A simple but powerful method to characterize a product when seeking to devise the right supply chain strategy is the "uncertainty framework." This framework entails the two key uncertainties faced by the product-demand and supply. Demand uncertainty is linked to the predictability of the demand for the product. Functional products are ones that possess long product life cycles and therefore stable demand, while innovative products are products that have short life cycles with high innovation, and as a result have highly unpredictable demand. Other kinds of uncertainties revolving around the supply side of the product are equally important for the right supply chain strategy.

Changing the Uncertainty Landscape:
Before setting up a supply chain strategy, it is crucial to understand the sources of the underlying uncertainties and explore ways to reduce these uncertainties.

Demand Uncertainty Reduction Strategies:
In many cases, although the demand of the product at the end consumer level is stable, distortion of demand signals can happen up the supply chain. AS a result, the demand patterns at the upstream portion of the supply chain could become highly erratic.

Supply Uncertainty Reduction Strategies:
Free exchanges of information have been found to be highly effective in reducing the risks of supplier failure. Early design collaboration is another method to reduce supply uncertainties downstream.   Another method is the utilization of supplier hubs that reduce the supply risks of there manufacturing lines.

Supply Chain Strategies in the Information Age:
Some uncertainty characteristics require supply chain strategies with initiatives that can provide a competitive edge to companies. These strategies can be classified into four types.

Efficient Supply Chains:
These are supply chains that use strategies aimed at creating the highest cost efficiencies in the supply chain.
For such efficiencies to be achieved non-value-added activities should be eliminated and scale economies should be pursued.

Risk-Hedging Supply Chains:
These are supply chains that use strategies aimed at pooling and sharing resources in a supply chain so that the risks in supply disruption can be shared.

Responsive Supply Chains:
These are supply chains that use strategies aimed at being responsive and flexible to ever-evolving and changing customer needs. The customization processes are designed to be flexible.

Agile Supply Chains:
These supply chains simple utilize strategies aimed at being flexible and responsive to customer needs. The risks of supply shortage or disruptions are hedged by pooling inventory or other resources.

The Right Supply Chain Strategy to Match Product Uncertainty:

Given the different nature of demand and supply uncertainties, different supply chain strategies are required for different products.

Functional Products with Stable Supply Processes:
When products possess both low demand and supply uncertainties, the basis of competition is efficiency. There are two elements of efficiency-cost and information coordination. With predictable demand patterns and a consistent supply process, companies should seek to improve supply chain efficiency so that the cost of providing the product to the customers is the lowest possible. Hence, these companies should strive at building efficient supply chains. Cost efficiency can also be gained by having a highly effective logistics system.

Functional Products with Evolving Supply Processes:
With unpredictable demand, excessive inventory may result. The cost of inventory can be hefty for innovative products, as product life cycles are short. Companies with such products should choose strategies with a "responsive" supply chain. The

concept of postponement for innovative products is most applicable with stable supply bases. The Internet allows companies to tap into a bigger supply base to ensure reliable supply of the products so as to be responsive. This reduces their cycle time to support t heir customers' new product introduction cycle.

Innovative Products with Evolving Supply Process:
Firms with cutting edge products and evolving supply processes have to utilize the combination of risk-hedging and responsive strategies. The correct strategy in this instance is to establish "agile" supply chains. Market exchanges in the high-tech sector, must deal with the market uncertainties in both supply and demand. These exchanges have sought to create agile supply chains for their member companies.

Conclusion:
Demand and supply uncertainties can be utilized as a framework to devise the right supply chain strategy. Cutting edge products with unpredictable demand and an evolving supply process must surmount a major challenge. Due to shorter product life cycles, the pressure to adapt a company's supply chain strategy is increasing. Although such a challenge is large, so are the opportunities.

In closing, Supply Chain Strategies and Product Uncertainties certainly seem to be interdependent of each other, and this should be kept in mind while devising plans with both elements.

Member Societies
Electromagnetic Compatibility Society

ABOUT ELECTROMAGNETIC COMPATIBILITY SOCIETY

The IEEE Electromagnetic Compatibility Society is the world's largest organization dedicated to the development and distribution of information, tools and techniques for reducing electromagnetic interference. The society's field of interest includes standards, measurement techniques and test procedures, instrumentation, equipment and systems characteristics, interference control techniques and components, education, computational analysis, and spectrum management, along with scientific, technical, industrial, professional or other activities that contribute to this field.

IEEE EMC Society Mission

To foster the development and facilitate the exchange of scientific and technological knowledge in the discipline of electromagnetic environmental effects and electromagnetic compatibility, as detailed in the EMCS's field of interest (FOI), and promote literary, educational and professional aspects thereof, that benefit members, the profession and humanity.

IEEE EMC Society Vision

To be the recognized and respected global organization and leading provider of scientific and engineering information and services in the field of electromagnetic environmental effects and electromagnetic compatibility engineering, technology, and innovation for the betterment of society and the preferred professional

development source for our members.

IEEE EMC Society Field of Interest Statement

The Field of Interest of the Society involves engineering related to the electromagnetic environmental effects of systems to be compatible with themselves and their intended operational environment. This includes: standards, measurement techniques and test procedures, instrumentation, equipment and systems characteristics, interference control techniques and components, education, computational analysis, and spectrum management, along with scientific, technical, industrial, professional or other activities that contribute to this field.

News

2012 IEEE International Technology Management Conference (ITMC 2012)
June 24 – June 27 Omni Hotel and Convention Center, Dallas Tx, USA

Sponsored by the IEEE's Technology Management Council, and co-sponsored by the IEEE Dallas Section, ITMC 2012 the premiere event for technology managers and executives. Addressing

highly topical areas in 5 tracks, and with over 100 papers in 20 sessions, here's where managers come to learn about new approaches to innovation, sourcing, sustainability, managing change, and strategic and tactical solutions.

2013 IEEE International Technology Management Conference (ITMC 2013)

June 24 – June 26 Living Lab Campus The Hague, The Netherlands

ITMC 2013 is the global IEEE flagship conference for the IEEE Technology Management Council, and together with the European ICE conference aims to unite activities and forums of the field. The conference location (in the innovation lab in the Dutch Government district), and the theme "Responsible Innovation and Entrepreneurship," stress the societal and managerial relevance of technology management. Contributions from researchers, educators, managers and students are welcome. Contributions may be conceptual, theoretical, or empirical, and should document research activities, case studies or best practices, shedding light on the theory or practice of technology management, and address the strategic objective of technological change.

For additional information visit: www.ice-conference.org/IEEE-ITMC2013

Preliminary Tracks

Responsible Innovation and Entrepreneurship
• Sustainable innovation and entrepreneurship
• Innovation and entrepreneurship in developing countries
• Ethics in innovation and entrepreneurship
• Incentives and institutions for responsible innovation and entrepreneurship

Foresight and strategies to explore new markets
• Technology foresight
• Technology road mapping
• Market analysis in a high-tech market
• Business models in a high-tech market
• Strategic niche management
• Technology & Business strategies

System thinking and networks
• Concurrent engineering/enterprising
• Product, service and system development
• Network organization
• Supply chain management

Other tracks
• Theory of technology management
• Education programs in TMC, MoT, R&D
• Collaborative Innovation & Living Labs

2013 IEEE International Conference on Industrial Electronics (ICIT 2013)

February 25 – February 27, Cape Town, South Africa

The International Conference on Industrial Technology (ICIT 2013), which will be hosted in Cape Town, South Africa, 25-27 February 2013.
This is one of the major annual conferences of the IEEE Industrial Electronics Society.

The topics of the conference include, but are not limited to:
*Control Systems, Robotics and Mechatronics
*Electrical Machines and Drives
*Power Electronics and Energy Conversion
*Renewable Energy Systems
*Power Systems and the Smart Grid
*Sensors, Actuators and Systems Integration
*Electronic System on Chip and Real Time Embedded Control
*Signal and Image Processing and Computational Intelligence
*Industrial Automation, Communication and Informatics
*Technology Management

Prospecting authors are invited to submit full papers according to the guidelines by 1 September 2012, using the online paper submission system located on the conference website at www.icit2013.org

The conference will also include special sessions on specialized topics within the scope of the conference, organized at the initiative of one or more individuals. Proposals for special sessions are invited up to 1 August 2012.

An industry forum, hosting speakers from industry, will focus their presentations on technical challenges of interest to the technical audience.

We are looking forward to meeting you at ICIT 2013, at the foot of the Table Mountain, an official New 7 Wonder of Nature!

Gerhard Hancke, Nico Beute, Yousef Ibrahim
General Co-Chairs: ICIT 2013
info@icit2013.org

Visit

Past-President of the IEEE TMC, Luke Maki, will be attending the 18th International ICE-Conference on Engineering, Technology and Innovation, June 18 – 20 in Munich Germany (http://www.ice-conference.org/), and will be one of the keynote speakers at the Monday evening reception. Please search him out if you are attending, as he would be pleased to meet you!

Call for Nominations

IEEE TMC Call for Nominations (VP Operations 2013-2014, and VP Conferences 2013-2014)

Nominations are requested for persons eligible and interested in serving the IEEE TMC as either VP-Operations or VP-Conferences, for the calendar years 2013-2014.
Click on the title of this post to learn more…
A general description of the roles and their responsibilities can be found in the TMC Bylaws (Section 205).
Nominations are due by Friday, August 10, 2012. Voting to determine the winning candidate for each office will be conducted by the IEEE TMC Board of Governors at their

TMC BoG Meeting

Date:

Saturday, 29 September, 2012 - 08:00 - Sunday, 30

September, 2012 - 13:00

TMC Board of Governors Meeting

Chicago, Illinois. Hotel Location TBD.

September 29-30 2012 meeting (candidates on the final slate need not attend in person).
The Call for Nominations, including the Nominations Form to be used for submittal, can be obtained:

from any of the members of the TMC Board of Governors, or

by using the 'Contact Us' form on the TMC Website.

Spain Chapter

The past 29th of May, the Innovation Prize of Fundación Talgo was awarded to a team led by Francisco Falcone, member of the IEEE TMC Spain Section. The award was handed out by Ana Pastor, Minister of Infrastructures of Spain in a ceremony with presence of national authorities, academia and industry members. The ceremony took place in the head office of the Consejo Superior de Investigaciones Científicas (CSIC), the main research institution in Spain.

The award, in its twelve edition, is given to projects related with innovation in the field of railway transportation systems. Fundación Talgo is related with the company Patentes Talgo, one of the top 5 high speed train manufacturers of the world. The company, founded in Spain over 70 years ago, has recently been awarded the construction of the high speed train linking Medina with Mecca, one of the largest engineering projects ever developed.

The award was given in relation to a project dealing with the implementation of Ambient Intelligence solution for the train and railway infrastructure. By combining the knowledge of a multidisciplinary team, a holistic approach of the interaction of users, M2M communications and heterogeneous wireless communication systems can be obtained. To achieve this goal, different aspects are analyzed: precise wireless channel modeling of the complex indoor and outdoor train environment; implementation of ultralow consumption microelectronics for efficient sensor implementation; adoption and use of artificial metamaterials to embed radiating and shielding elements within the train and optimized aggregation and routing algorithms to manage data fusion.

The multidisciplinary team is formed by Francisco Falcone, Miguel Beruete, Mario Sorolla, Antonio López-Martin, José Javier Astrain and Jesús Villadangos, all of them working at the Public University of Navarra in Spain. All of the members have a broad engineering experience in projects related with wireless systems, high frequency devices and components for space and defense sector, microelectronic systems and software engineering projects.

Carlos E Jimenez

Santa Clara Valley Chapter (TMCSCV)

Chapter Highlights

1. The TMC SCV Chapter hosted the inaugural ITMC 2011 Annual Conference in San Jose Ca. in June 2011. Over 200 attendees heard technical management experts presented research, development, and implementation of innovative solutions to complex problems in technology, environment sciences, technical education and training, collaboration, and globalization. A full list of papers presented can be accessed at: http://ieeexplore.ieee.org by searching for "ITMC" or "ITMC 2011"

2. The TMC SCV Chapter hosts a monthly dinner meeting. Industry experts are invited to make presentations to the audience relevant to managing technology in the current globalized business environment. Recent presenters included::

  a. **Successful Virtual Teaming: How To's for China and India**
     Marian Stetson-Rodriguez
  b. **The Darker Side of Metrics**
     Douglas Hoffman
  c. **Problems, Big Problems, and Damn Problems**
     Jerry Talley, JLTalley & Associates
  d. **Using Agile-like Iterative Development on Large, Complex Projects**
     Vincent McGevna, PMP

For more information, please visit the TMC SCV Chapter website at: http://www.ieee-scv-tmc.org

Speaker presentation slides can also be accessed at the same site

Dr Edwin KW Cheung

SE Michigan Chapter

Meeting Those Project Requirements 'Project Management Basics and Strategy
June 22 and 23

Do you ever wonder what makes a project successful, or what else you can do to achieve better results on your projects? How do people manage extremely complex projects which such success?

The use of proper project management is rapidly becoming a requirement in many technically oriented companies and environments. Use of Project Management tools and techniques can make the difference between meeting or not meeting scope, budgetary and time requirements. Meeting these constraints is becoming more and more critical and in many technical fields today the competition is growing, forcing companies to compete for market share. Sometimes an even more significant problem is the customer satisfaction – which is closely related to producing what the customer wants, within the required cost and time. Or more accurately, producing what the customer really wants. At the same time, the satisfaction of the team members is also a priority. All of these requirements can be met by using Project Management processes.

This 2 day short course provides broad coverage of project management methods, supplemented by project examples. Each process area described in the Project Management Institute's "Guide to the Project Management Body of Knowledge" is covered, with focus on Scope Definition and Management, Cost Management, Time Management, Risk Management, and Human Resources. Techniques addressing each of these areas can be applied to engineering projects large or small, no matter how simple or complex.

Date: Jun 22 and 23
· Time: 9am to 4pm
· Fees: 2 days at $500 for member, 600 for non-members (lunch is complimentary)
· Location: Chelsea Restaurant, 7 John St. S, Port Credit, Mississauga (one light east of Mississauga Rd, south of Lakeshore)

IEEE International Conference on Information Management (ICII 2012)

October 20 – October 21, Sanya Tianze Resort, Sanya, Hainan, China

Co-Sponsored by TMC Hong Kong Chapter

Four TMC HK EC members Dr. Edwin CHEUNG, Dr Walter FUNG, Dr Hongyi SUN, Prof Min XIE are members of the Organizing Committee of the IEEE International Conference on Industrial Engineering and Engineering Management (IEEM) in 10-13 December 2012, Hong Kong

Trinidad and Tobago Chapter

Trinidad and Tobago Chapter hosted the TEC2 Seminar on 'Emerging Technologies in Higher Education'

The Technology Management Council (TMC) Chapter of the IEEE Trinidad and Tobago Section (IEEEtt) hosted the Second TEC Seminar on 'Emerging Technologies in Higher Education' on 19th May 2012. It was organized in collaboration with the Education Society (EdS) Chapter of IEEEtt and the Faculty of Engineering of The University of the West Indies (UWI).

The purpose of the seminar is to create awareness of various approaches, tools and examples of emerging technologies (particularly the Information and Communication Technology (ICT)) in higher education, so as to promote and assess impact of the technology in teaching, learning and research.

ICT is one important means to achieve the end or goal of Technology Education today. It is widely used in facilitating learning and improving teaching performance by creating, using and managing appropriate technological processes and resources such as Podcast, Cloud Computing, Security and Privacy in Wireless Networks, etc.

The seminar was facilitated by **Dr. Ruel Ellis**, the Chairman of EdS Chapter, IEEEtt. Both **Dr. Fasil Muddeen**, The Chairman of IEEEtt and **Professor Kit Fai Pun**, Deputy Dean (Research and Postgraduate Affairs) of the Faculty delivered the welcoming addresses to participants.

Three guest speakers of diverse experience were invited, and they shared practical insights into learning culture, blended learning, the trends and

challenges of using ICT, misunderstanding of ICT tools and its impact on students and educators across classrooms at schools and universities. Individual presentations are highlighted as follows:

- "Institutionalized Blended Learning and Our Learning Culture: A Discussion" - **Dr. Keisha Valdez-Noel**, Teacher Training Facilitator of Instructional Development Unit, UWI. Dr. Valdez-Noel's presentation discussed the global trend of using technology to enhance learning experiences and to remain competitive in the teaching and learning arena at tertiary level institutions. She advocated that an effective blended learning program would depend on the expanded classrooms making a shift from a teacher-centered, content driven model to a student-centered, learning-community model. The discussion engaged participants in a collective and critical reflection on the tertiary level learning environments and its implications for institutionalizing blended learning.
- "Emerging Technologies in Higher Education: Trends and Challenges at UWI" - **Mr. Nazir Alladin**, Director, Campus Informational Technology Services, UWI. Mr. Alladin's presentation was concerned with trends and challenges affecting the educational technology area based on the learning styles and current practices amongst the students in the use of Social Media. He explored new methodologies being adopted to facilitate teaching and

student learning at UWI and other higher education institutions in Trinidad.

- "Technology in Education: Misunderstanding the Tool and Its Impact on Students and Educators" - **Mr. Sievan Siewsarran**, Teacher, Hillview College, Trinidad. Mr. Siewsarran discussed the new era of education, with the movement away from the traditional "chalk and talk" syndrome to the digital avenue. Multimedia has the ability to captivate the students, but at the same time distract from the topic. Dynamic and mobile tools need further exploration. The presentation focused on the insights of education and technology, looking at negative technological drawbacks, along with Ministry protocols that stunt growth of the developing educational system.

Some 60 participants including invited guest speakers, teaching professionals, academics, students, and delegates from industry attended the Seminar. Based on returned 38 completed evaluation forms, feedback from participants was overwhelmingly good. About 89.5% of returned evaluations rated the Seminar either 'Very Good' (42.1%) or 'Good' (47.4%), and 7.9% of participants rated 'satisfactory' and 1 (2.6%) rated 'Fair'. Many participants commented that the presenters were very knowledgeable about their areas of expertise and the presentations were interactive and informative.

Prepared by:
Professor Kit Fai Pun
(TMC Chapter Chair)
for the Organising Committee
of the TEC2 Seminar 2012

Dated: 30th May 2012

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Societies supporting TMC

Broadcast Technology Society
Circuits & Systems Society
Communications Society
Computer Society
Electromagnetic Compatibility Society,
Electron Devices Society
Industrial Electronics Society
Photonics Society
Professional Communication Society
Reliability Society
Signal Processing Society
Solid State Circuits Society
Systems Man and Cybernetics Society
Vehicular Technology Society

Hosting Conferences

If you are interested in hosting a TMC conference, please contact Celia Desmond at **c.desmond@ieee.org** to be linked to the TMC conference committee.

In 2012 TMC is planning to hold a web conference for the TMC Chapter Chairs. If you would be willing to help organize this conference, please contact Celia Desmond at **c.desmond@ieee.org**

Improving Visibility

As a Chapter you could consider inviting some very prestigious speakers to a local meeting, in order to attract press and lots of attendees. We are thinking of someone at the 'rock star' level. Hopefully some people can get access to such popular and beneficial speakers.

News from the BoG (Board of Governors)

Local TMC Chapter Chairs might want to remind their section executives of that members of any one of the TMC Member Societies, as listed in this newsletter, are automatically enrolled and part of the Technology Management Council local Chapter.

The TMC Chapters hold meetings to help their members to better manage the development and integration of new technologies. See the TMC link to see the type of meetings and interests they champion. Their initiatives and connections may help us to be better technology innovators and managers.

TMC Chapter News Editor
Osvaldo Perez
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Please contact me to include news from your Chapter

TMC 2012 Officers

Elected Officers	
President	Tuna Tarim
President-elect	Jennifer Q. Trelewicz
Past President	Luke Maki
Vice-President, Conferences	Robert Shapiro
Vice-President, Publications	Gerard H. (Gus) Gaynor
Vice-President, Operations	Irving Engelson

Appointed Officers ex-officio (non-voting)	
Treasurer	Dilip Kotak
Secretary	Luke Maki

Society Representatives	
Broadcast Technology Society	Wayne Luplow
Circuits & Systems Society	Felix Lustenberger
Communications Society	Celia Desmond
Computer Society	*TBD*
Electomagnetic Compatibility Society	Kimball Williams
Electron Devices Society	Ravi M. Todi
Industrial Electronics Society	Michael W. Condry
Photonics Society	John Marsh
Professional Communication Society	Julia Williams
Reliability Society	Samuel J. Keene
Signal Processing Society	Mazin Gilbert
Solid State Circuits Society	Mike Beunder
Systems Man and Cybernetics Society	Bill Gruver
Vehicular Technology Society	Don Hendrickson

Division Directors:	
Division VI Director	Jeffrey
Division VI Director-Elect	Bogdan
Managing Director, Technical Activities	Mary W

TMC Corresponding Members without vote:

Merrill W. Buckley, Jr.
Vivian A. Carr
Arthur Goldsmith
Thomas H. Grim
Charles Rubenstein (Liaison to IEEE Centre for Leadership Excellence)

TMC Editors

IEEE Engineering Management Review	Paul Bergey
IEEE Transactions on Engineering Management	Rajiv Sabherwal

Committees

Standing Committees

Committee	Chair	Members
Awards	Samuel J Keene	Irv Engelson (VP - Operations) Felix Lustenberger
Budget, Finance	Jennifer Q. Trelewicz	Dilip Kotak
Chapters	Celia L. Desmond	Irv Engelson (VP – Operations) Liang Downey Osvaldo Perez John Reinert Mark Ciechanowski
Communications, Marketing	Felix Lustenberger	Luke Maki (Secretary) Jennifer Trelewicz (Webmaster)
Conferences	Robert Shapiro	Charles Rubenstein Michael Condry (ITMC2011) Rajiv Shah (ITMC2012) Bob Shapiro (ITMC2013)
Fellows	Irv Engelson	Irv Engelson (VP – Operations) Gus Gaynor Sam Keene Wade Shaw
Governance	Tuna Tarim	Irv Engelson (VP - Operations)
Nominations	Luke Maki	Felix Lustenberger Sam Keene
Publications	Gus Gaynor	Rajiv Sabherwal Paul Bergey

Ad-hoc Committees

Committee	Chair	Members
Strategic Planning	Jennifer Q Trelewicz	Gus Gaynor Irv Engelson John Marsh Felix Lustenberger Dilip Kotak Don Hendrickson Mike Beunder
Focus on MOT: Technical Committee on Portfolio Management	Gus Gaynor	Tuna Tarim (Managing Technical Professionals) Gus Gaynor (Innovation) Strategic Wil Thissen (Technology Management) Felix Lustenberger (Organizational Interfaces) Celia Desmond (Project Management)

Publications

Engineering Management Review

About IEEE Engineering Management Review

The Engineering Management Review, published since 1973, provides original articles, columnists, and reprints of articles from other publications related to the professional practice of engineering. Spanning a wide portfolio of topics in the management of engineering and technology, EMR provides its readers with the best articles drawn from the most highly regarded authors and journals.

Transactions on Engineering Management

Mission and Scope

IEEE Transactions on Engineering Management is dedicated to the publication of peer-reviewed original contributions of academic research regarding the theory and practice of engineering management. It is organized into seven departments: People and Organizations, R&D and Engineering Projects, Models and Methodologies, Information Technology, Manufacturing Systems, Technology & Innovation Management, and E-Commerce. The journal accepts five types of manuscripts: Strategic and Policy Issues, Research Articles, Technical Management Notes, Focus on Practice Papers, and Book Reviews. The intended audience is comprised of researchers, educators, graduate students and implementers of engineering and technology management concepts and theory in academia, industry, and government. The purpose of the Transactions is multifold:

To assist in the establishment and recognition of the engineering management discipline, including management of technology and innovation

To provide a publications medium for authors at the leading edge of engineering management in academic institutions, industrial organizations, government agencies or other settings