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OSCM SPECIALISATION GUIDE

WE'RE EXCITED TO WELCOME
YOU TO OUR OPERATIONS
AND SUPPLY CHAIN
MANAGEMENT (OSCM)
SPECIALISATION GUIDE!

USE THIS GUIDE TO FIND
OUT MORE ABOUT WHAT A
SPECIALISATION IN OSCM
ENTAILS.



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OSCM SPECIALISATION

WHAT IT ENTAILS

Operations and Supply Chain Management focuses on improving the systematic efficiency of performing the diverse functions of any organisation, by integrating technology management and enterprise analytics. Operations objectives include higher operating profits, quality assurance, and sustainability. Supply Chain managers focus on optimising activities, costs, revenues and profits throughout the various stages of a supply chain to benefit the various stakeholders. Some key areas of supply chain management include Demand Planning, Procurement, Production and Logistics.

Students who have a keen interest about how things work in a firm and are curious about how to increase efficiency in a company will find their questions answered in this specialisation, in terms of data analytics in volume! Look forward in picking up skills such as process and resource optimization, inventory management, project management and more in this specialisation.

HARD AND SOFT SKILLS REQUIRED

Soft skills:

Strong negotiation and communicating skills as you will be working with many different stakeholders to achieve business success!

Hard skills:

Willingness to work with Excel, numbers and data!

Python, VBA

ERP systems (helpful for work in the industry)

Six sigma and lean methodology (helpful for work in the industry)

Business Intelligence tools (e.g. Tableau, PowerBI, SQL)

CCAS

Business Analytics Consulting Team (for technically inclined)



OSCM SPECIALISATION

USEFUL MODULES TO TAKE

Required modules

DOS3701 Supply Chain Management
DOS3703 Service Operations Management
DOS3704 Operations Strategy

Interesting modules recommended by seniors

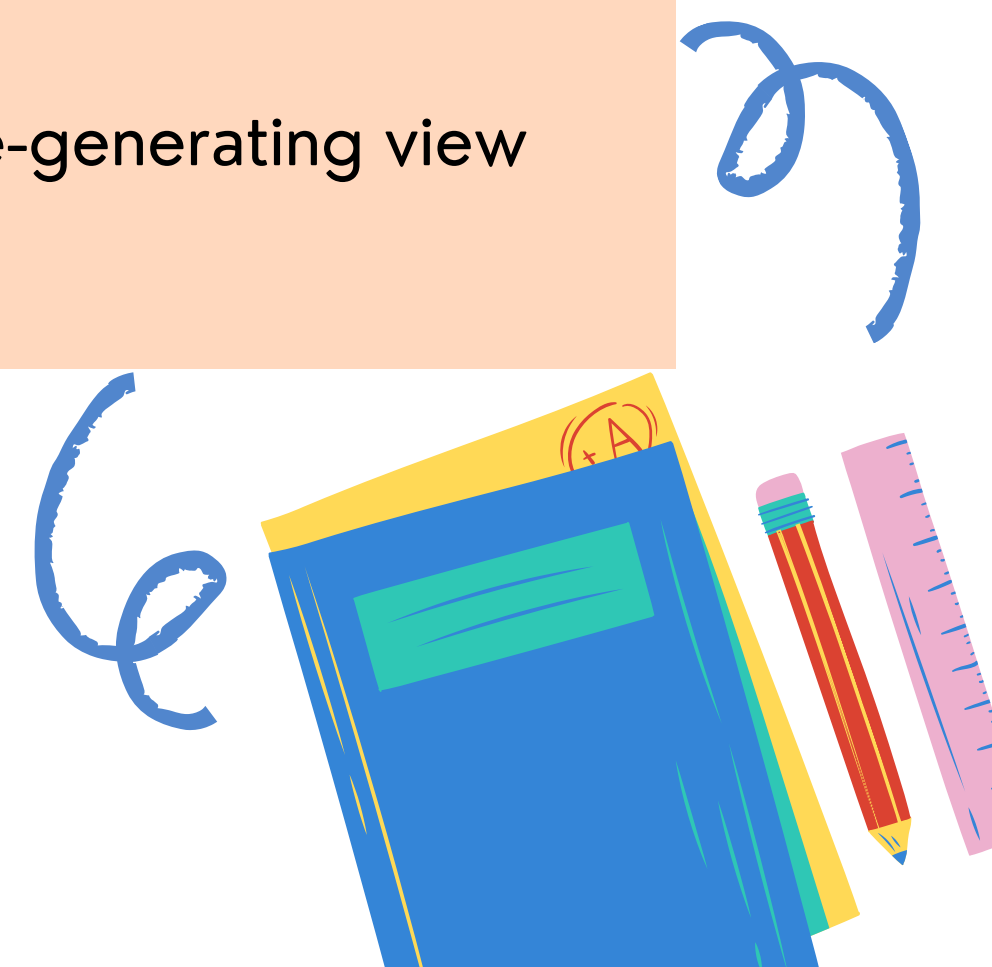
DBA3701 Introduction To Optimisation (taught in Python and mathematically inclined)
DBA3711 Stochastic Models in Management (taught in Python and mathematically inclined)
DOS3702 Procurement Management (qualitative/quantitative depending on semester)
DOS3714 Sustainable Operations Management (qualitative)
DOS3811 Technology and Business Innovation (qualitative)

DOUBLE SPECIALISATION RECOMMENDATION

Finance – applicable to the valuation of operations-related investments. (e.g. investments in manufacturing capacity/technology). It is also relevant to procurement and cost minimisation of a business.

Business Analytics – generates business insights from data to make better business decisions (descriptive, predictive, prescriptive), which can help with inventory management, forecasting and other operating functions.

Marketing – provides the demand-generating/revenue-generating view which synergises with cost to affect profit margins.



OSCM SPECIALISATION

CAREER PATHWAYS

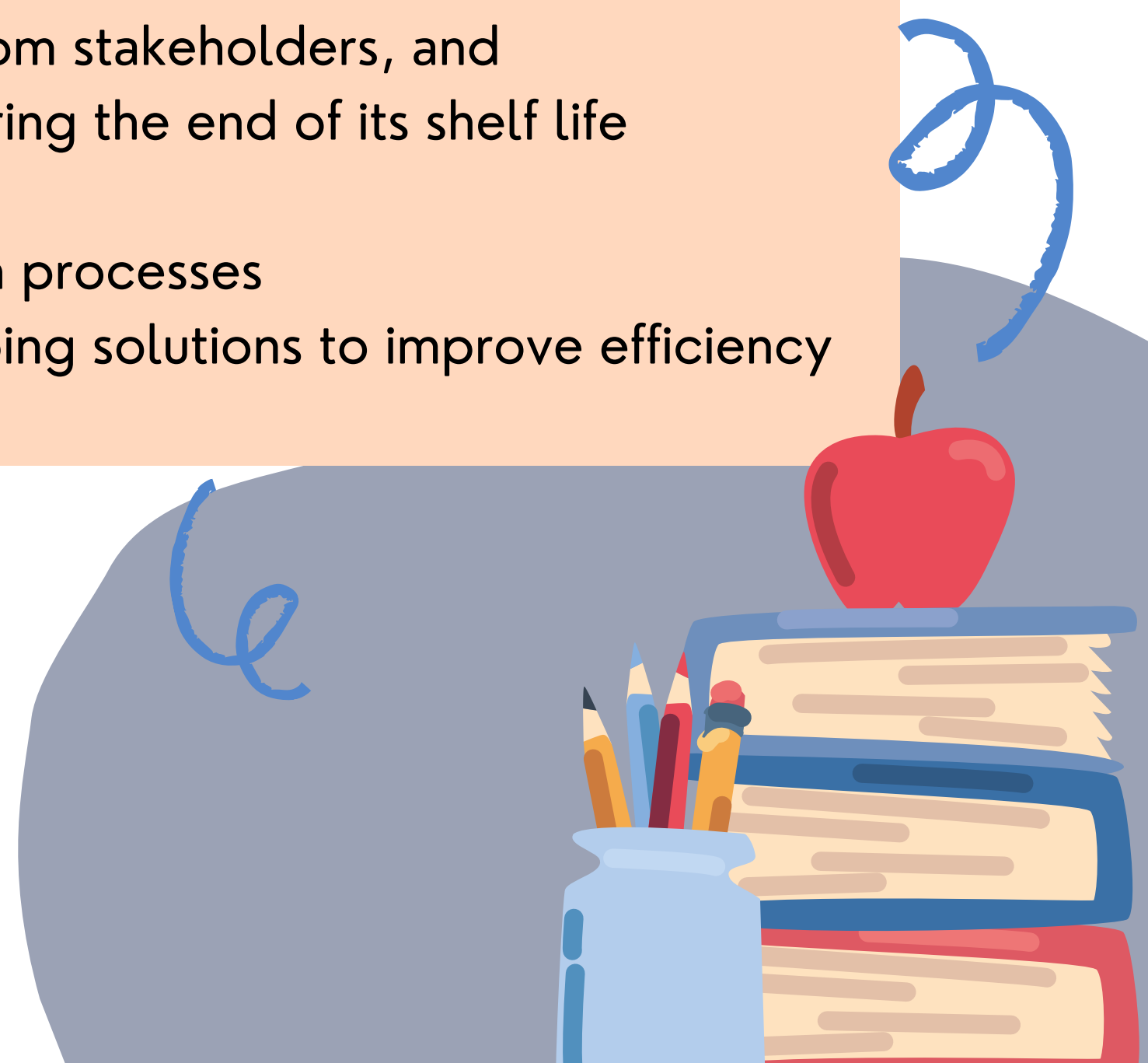
OSCM offers you multiple pathways to work in many different industries!

- Fast Moving Consumer Goods (P&G, Johnson-Johnson)
 - Understanding the supply chain inside out – from sourcing, deciding on suppliers, negotiating, production scheduling, inventory management
- Logistics management (DHL, UPS, Nippon Express, Ninjavan)
 - Working with different stakeholders to find out about their logistical and operational needs, and how such services can complement and accelerate the supply chain process
- Technological and software enterprises (SAP, Oracle, Workday)
 - Facilitating and optimising resource planning strategies for businesses to ensure efficiency

JOB PROSPECTS

Potential roles and jobs within this specialisation:

- Plant, Operation Managers
 - Ensuring that plants can run efficiently on a day-to-day basis and staffs' productivity levels are maximised
- Procurement Leads
 - Managing products and buy-in from stakeholders, and decommissioning of products during the end of its shelf life
- Supply Chain Analyst
 - Oversee end-to-end supply chain processes
 - Tracking, optimising and developing solutions to improve efficiency



IS OSCM THE RIGHT SPECIALISATION FOR YOU? DO YOU...

Love handling numbers and analysing statistics?

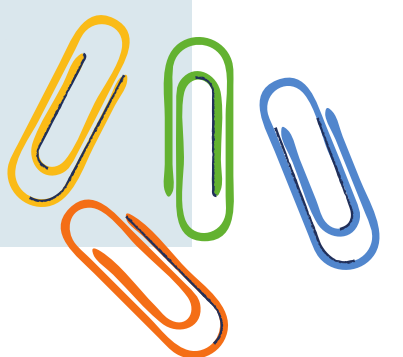
Always finding ways to improve systems and processes to make them more efficient?

Enjoy managing products from their onboarding to the end of their shelf life?

Like working on operations-related work?

See yourself managing volumes of data and making sense of it?

Want to make systems more robust and user friendly?



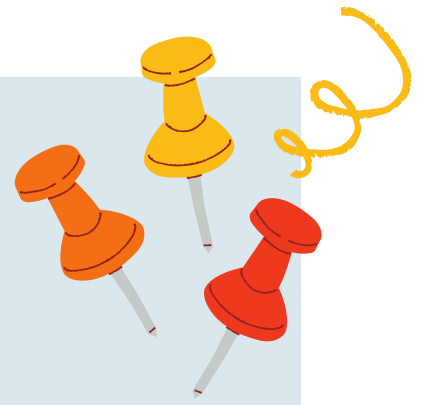
**IF YOUR ANSWER IS YES TO ANY OF THE
QUESTIONS, THEN OSCM MIGHT JUST BE FOR YOU!**

MEET SOME SENIORS!

LIM BO YEU (OSCM + RE MINOR)

Past internship experiences in the OSCM industry

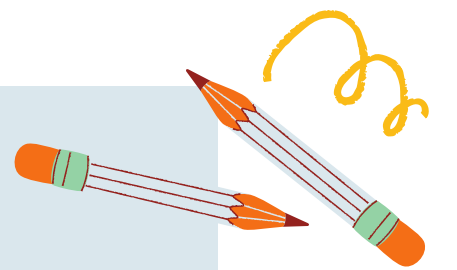
- **Material Planning Intern, Micron Technology**
 - Job Scope: automated reports using Python and used Tableau for reporting, documented department SOPs, approve UAT for new systems



JAYMEE JUSTINIANO (OSCM + USP)

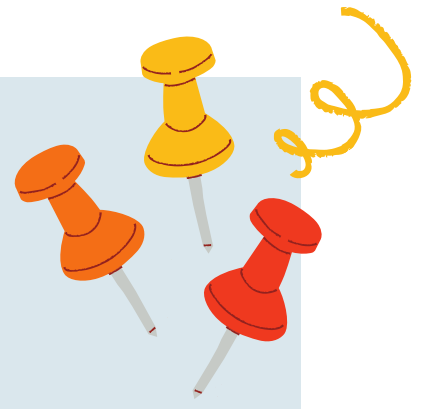
Past internship experiences in the OSCM industry

- **Operations Lead Intern, Ratelt**
 - Handling Singapore ops for Melbourne-based startup.
- **Online Regional Intern, Estee Lauder**
 - Supporting brand launches onto Sephora SEA Online (e.g. MAC, Aerin, Bobby Brown, Clinique) in Thailand, Singapore and Malaysia markets.
- **Project Management Intern, Giantech Engineering**
 - Conceptualising e-commerce strategy for marine SMEs.
- **Supply Chain Intern, Unilever**
 - Supporting NPD pipeline projects for SEAA – Dove, Luxe etc. Co-ordination with R&D, Marketing, Finance, Procurement etc.



MEET SOME SENIORS!

SANCHITA SACHDEV (OSCM + USP)



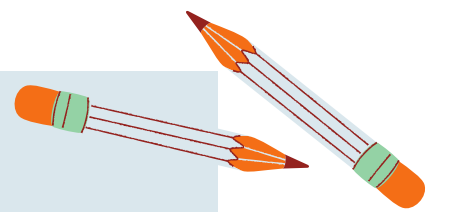
Why did she choose OSCM?

- Passionate about building an ethical and environmentally sustainable supply chain framework!
- OSCM allowed her to learn transferrable technical skills

Past internship experiences

- **Business Operations Intern, Sén Natural**
 - Job Scope: Facilitated in general day to day operations of the start-up company!
- **Supply Chain and Procurement Intern, Karana**
 - Job Scope: Engaged in procurement, purchase and inventory management for the firm, while ensuring that supply chain processes remain robust

LEE XUE WEN BERTRAM (BA + OSCM)



Past internship experiences in the OSCM industry

- **Associate Data Scientist (Intern), Procter & Gamble**
 - Facilitated and improved processes for departments through data analytics

WORKING IN THE OSCM INDUSTRY

SUPPLY CHAIN INNOVATION – SOME USEFUL SKILLS TO LEARN

- **Power BI:** Data visualization tool
 - Dashboarding tool, KPI Tracking, Report Generation
- **KNIME:** Data transformation tool
 - Transform data into usable format
 - Automate data flow process (moving away from Excel)
- **Machine Learning**
 - Possible use cases:
 - Order Prediction
 - Stockout Prediction
 - Unnecessary Products Predictions
- **Robotic Process Automation**
 - Automating of tasks to increase the efficiency of work through the use of technology and software



KEY CHARACTERISTICS OF THE WORK

Your day-to-day job scope might include:

- Negotiation, and inventory management for procurement related work
- Liaising with different stakeholders (such as suppliers and end-users) to ensure that logistical management can proceed smoothly
- Handling numbers, figures and statistics for better analysis of data and trends!



WORKING IN THE OSCM INDUSTRY

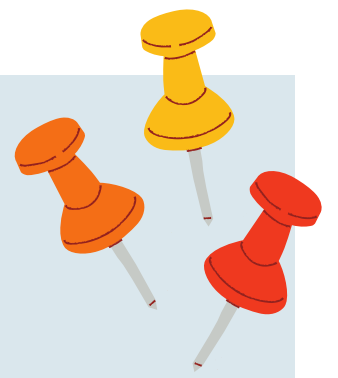
CHALLENGES

- **Automation and job relevancy:**
 - With automation driving the workforce, a challenge would be to ensure that your job remains relevant!
- **Numbers everywhere:** Data is a main powerhouse for OSCM work and every data figure must be accurate and reliable! Wrong figures and outputs would result in changes in efficiency and ultimately impact business operations!



MAPPING FOR SEP

COMMON MODULES THAT ARE USUALLY MAPPED



DOS3701 - Supply Chain Management

DOS3702 - Procurement Management

DOS3704 - Operations Strategy

DOS3713 - Project Management

Don't worry if you are unable to map back many OSCM modules! SEP and NOC provide you with a great opportunity to learn more about the OSCM industries in many different ways as well, beyond the scope of the NUS modules! Modules on OSCM-relevant topics may be mappable to DOS3761X, Y and Z (up to 3 3761-coded modules can be mapped back to fulfil the specialisation elective requirements).

LAST WORDS OF ADVICE FROM SENIORS

COMMON INTERVIEW QUESTIONS:

WHAT IS ONE INTERVIEW QUESTION TO PREPARE FOR FROM YOUR RECRUITMENT?



"A key question that is commonly asked is how your past internship or **work experiences make you suitable** for the tasks you will be entrusted with. You could **share about any difficulties** and **how you overcame it** to show your problem solving and leadership skills!"

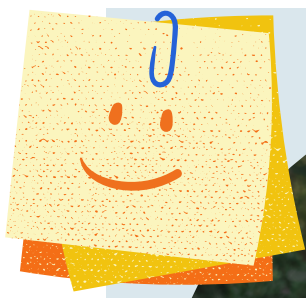


"Before you go for your interview, **read up on the job description** and the company and understand how your previous experience is key and relevant to the role that you are applying for. It is important that you don't rattle it off but **show interest and passion** in the things that you did and learnt and do not overinflate your resume."

"Based on the (hiring) industry, companies **tend to look at different things even for the same roles**. When a company has more resources allocated to the data and operations side, they may not need you to have a high-level of technical skills but **prioritise your creative insights and fresh perspective on things**."



INTERVIEW INSIGHTS FROM SENIORS



Dylan Liew Bing Da

**Strategy & Consulting Senior Analyst at Accenture
Bachelor of Business Administration - Marketing &
Operations and Supply Chain Management (2020)**

Dylan was an active student in NUS Business School. He also took part in the Student Exchange Programme (SEP), which he completed at the University of Southern California — Marshall School of Business. In 2018, he founded 180 Degrees Consulting at Kent Ridge, a student-led consultancy club. Upon graduation, he joined Accenture Strategy & Consulting, under the Supply Chain & Operations practice.

WHY DID YOU PURSUE THIS SPECIALISATION?

I wanted to do strategy consulting, but we did not have a strategy major in NUS, so I decided to create my own strategy major. I looked at all the specialisations and thought that Marketing focuses on value creation, while Operations and Supply Chain focuses on value actualisation. Hence I combined these two specialisations to form my own pseudo strategy major. My advice is to think about how you want to brand yourself in the future.

HOW WOULD YOU DESCRIBE A DAY OF YOUR WORK?

My day-to-day is focused on client projects, where our aim is to solve the client's tough business problems. For example, I have looked at cost savings projects, supply chain networks studies etc. This involves a lot of client conversations, working on PowerPoint and Excel, refine ideas within our internal teams, and finally communicating them to the client leadership. Another aspect of my work is business development, where we try to build the firm's business. For this, I have done some proposals in pursuit of new work for the firm, and also contributed to thought leadership articles (e.g. 5G and its implications on supply chain).

WHAT DO YOU LIKE THE MOST ABOUT YOUR JOB?

As a consultant, my job is very dynamic. We are tasked with different types of problems across various industries – for example I can be working on a consumer goods problem one month, and on TMT in another. I also find the people I work with to be very important. You need to find your tribe — people you like, as well as leadership willing to support, develop, and nurture you. With them, I think you can succeed wherever you go.





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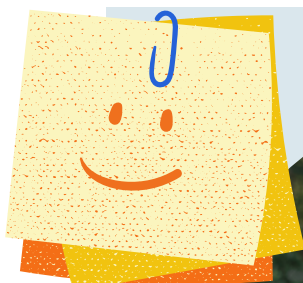
WHAT ARE SOME OF THE HARD AND SOFT SKILLS REQUIRED AT YOUR WORK NOW?

A key skill to have now is being conversant with data, and this means a lot of the principles and basic know-how on how we clean, manipulate, explore and analyse a data set. In the working world, we still mostly use Excel, thus the fact that you are learning Python and R is good. If you learn to be a bridge from Excel to Python, R, and other tools like Tableau, you can set yourself apart. Another skill is forming your own brand, something you are known for. In a school context, you have to find your role in project groups. Eventually, this is going to become your brand. Are you the one with creative ideas, the one who facilitates or the one who gives direction and approach? There are many ways to brand yourself. This is not explicitly taught but is necessary. When you hop onto a new team, you need to very quickly convey to people what you are good at, what you want to do, and hence what role should then be imparted to you. This is what I experience in consulting because we always work with new teams, but I think it can really be applicable for anyone.

WHAT IS THE BIGGEST CHALLENGE YOU'VE FACED AT WORK?

I was put in a role that I absolutely hated. I went to consulting specifically because I like to solve exciting business problems, but the role I was put in was a very high-intensity, business-as-usual role. The takeaway is how I managed that. Before even agreeing to the project, I had my director lay out everything I needed to know about the project, so I knew what I was signing up for. From him, I understood that I was to take on the project for only about 2-3 months, as the client urgently needed last minute help, and I was going in to “fight fires” and set-up initial processes - where a larger team would take over me soon after. By having the full context, I understood the objectives and why I was suffering, which is super important. At the end of 3 months, I was then put back on the work that I enjoy.





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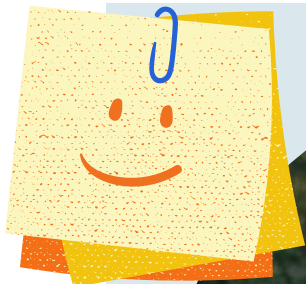
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WHAT ARE SOME PROGRAMMES OR TIPS YOU HAVE FOR JUNIORS HOPING TO FOLLOW SUCH A CAREER PATHWAY? WHAT ARE SOME THINGS YOU WISH YOU KNEW AS A STUDENT IN NUS BUSINESS SCHOOL?

For aspiring consultants, you can start by joining student consulting groups, go for case competitions etc. I recommend 180 Degrees Consulting at Kent Ridge for the projects they do. Conjoint Consulting also has a training programme which is great for new consultants – in fact that's how I got started. You will pick up good problem solving and analytical skills from the projects these groups do, along with doing some social good.

A common question I get is: If I do not have a consulting internship, how can I show that I want to do consulting? This goes back to my first point of branding yourself. Despite your background, you can show how you have structured and analysed problems, such as through data analysis, identified root causes, and eventually created some impact through your recommendations. Keep your CV very concise and structured, like you are already a consultant. You can also ask peers who have gotten consulting internships to help polish your CV, and give you case interviews. Start honing case interview skills as early as possible. Many people start too late, which will tarnish the whole learning process because of stress. Aim to be natural and relaxed, so that you avoid sounding like a robot regurgitating the same rigid frameworks as everyone else. In consulting, you are going to work with international teams, and with senior leadership. If you want to succeed, get comfortable connecting with people who may be very different from you. As staying in school provides quite a homogenous experience, I think interning in more international firms, going for exchange, and the NOC program are excellent opportunities to break out of that shell.





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WHAT IS ONE INTERVIEW QUESTION TO PREPARE FOR FROM YOUR RECRUITMENT?

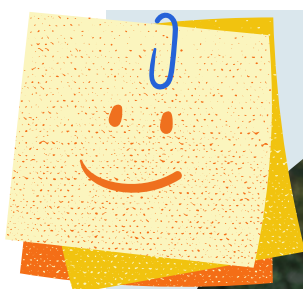
Prepare questions you may have for the firm and the people you're speaking to. Yes, you are the candidate, but you should also be assessing the firm – whether theirs is a team you want to work with, whether the work that they do is as advertised and what you like to do etc.

You should go in with at least two to three smart questions to ask them, such as: Please think back to the star intern/ employee that you've had in the past 1-2 years, what was it about them that made them great? This question is good because you can identify what the team values, and can potentially set you up for success (or failure). At the end of the day, you should be able to answer: Can I succeed there? Will I like it there?

WHAT DO YOU THINK RECRUITERS ARE LOOKING FOR? ARE THERE ANY SHIFTS IN HIRING OR WORK TRENDS?

For consulting, the basics are being structured and analytical. However recently, where most interactions are done over Teams or Zoom, I think the ability to connect over a screen is pretty important. Without in-person interaction, being engaging, establishing trust and creating warmth is a much-needed skill.





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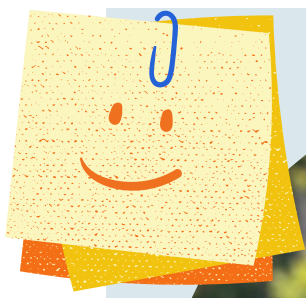
HOW WOULD YOU ADVISE THE JUNIORS ON STRIKING A BALANCE BETWEEN THE THEORY/CONCEPTS THEY LEARN IN CLASS AND PRACTICAL EXPERIENCE THEY CAN APPLY IN A WORK ENVIRONMENT?

When we study in terms of modules, learning is very disjointed. You might want to take a step back and look at the big picture of everything you have done. Think about what is applicable and relevant for your interests. You will really only know it if you apply it when you go for internships. When you go to internships, you start to develop your own brand. From there, you might realise the modules where you should place more focus on, how they relate to one another, and how you can package them coherently. You need to destroy everything you knew from school and then recreate it in a way that actually makes sense to you.

I NOTICE THAT THERE HAS BEEN A RISE IN DIGITISATION IN THE SUPPLY CHAIN INDUSTRY. WHAT ARE YOUR THOUGHTS ON THIS AND HOW DO YOU FORESEE ANY TRENDS AND DEVELOPMENTS IN THE INDUSTRY AND SKILL SETS REQUIRED IN THE NEAR FUTURE?

I would advise every Supply Chain and Operations aspirant to pay attention to what's happening in the world now — there is a lot of talk on the supply chain collapse, and I do think that we will witness an evolution of the current supply chain arising from Covid-19 pressures. In this evolve-or-die situation, companies that evolve their supply chain will survive. Pay attention to which supply chains are evolving and how they are doing so to be more resilient.

INTERVIEW INSIGHTS FROM SENIORS



Edwin Chang

Solution Engineer at Bollore Logistics Bachelor of Business Administration - Operations and Supply Chain Management (2020)

Edwin was an active student in the NUS Business School. He was involved in the University Town College Programme (UTCP) in Residential College 4. He undertook leadership roles such as Vice Project Director of the Flag Committee in his residential college and took part in a variety of co-curricular activities such as Music Cafe, Badminton and events such as Project ORCA 2016 and Inter College Games 2017. He also participated in the student exchange programme in Aarhus BSS University in 2018 and various internships along the years such as Digital Marketing Intern, Supply Chain Intern and Product Support Intern. Passionate in the usage of data analytics and visualisation to optimise and improve upon the operations and supply chain practices of companies, he is now working as a solution engineer at Bollore Logistics.

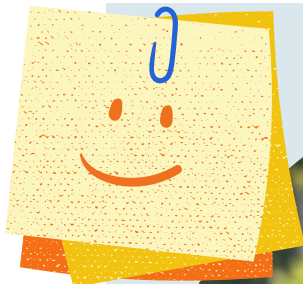
WHY DID YOU PURSUE THIS SPECIALISATION?

When I first joined NUS, I was unsure of what specialisation and industry I wanted to pursue but got some clarity after my second year of university that I liked the operational and analytical aspect of supply chain management. Going down to the ground to talk to people and understanding the nature of processes are some things I experienced during one of my internships. I like the hybridisation of doing actual physical work through the observation and mapping of physical processes as well as the analytical work of following up on these findings afterwards, which was what drew me to this specialisation. As such, I believe that internships are key in helping you explore what you want to do by trying out different industries and companies. This will help you understand which specialisation you are more suited to and generally find more interesting. One more important thing that made me choose supply chain is that it is a more stable industry as it is essential no matter the volatility of the world's economy.

HOW WOULD YOU DESCRIBE A DAY OF YOUR WORK?

On an average day, we would start with a cup of coffee, clearing emails and doing all the basic mundane tasks. As a logistic analyst, we are tasked by the company to work with the customers on carrying out continuous improvements (KAIZEN). As a 3PL, we manage inventories and a lot of the inbound and outbound processes (ie. when the container arrives and how it leaves). Hence, there are a lot of opportunities for improvement (ie. trying to reduce the amount of carbon dioxide that the customer is producing from the logistic activities and automating processes that are currently done manually).





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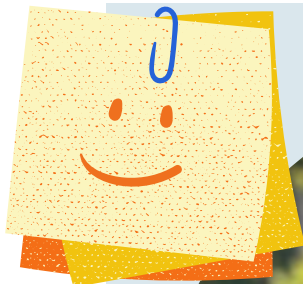
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WHAT ARE SOME OF THE HARD AND SOFT SKILLS REQUIRED AT YOUR WORK NOW?

With regards to hard skills, it is important to be good at excel and number crunching. The bare minimum is using the pivot table which is required for any industry. Functions like solver and goal seek are pretty useful as well. It is good if you can take courses online for skills such as SQL, Tableau and VBA as they are pretty important especially if you are dealing with data in future. For soft skills, negotiation is pretty important as the job scope involves talking to customers on a daily basis, going back and forth over the service of agreements and negotiating with them about prices and rates, while maintaining a good relationship with our customers. In addition, I also feel that we should not be too eager to please and quick to show what we are good at. We should learn to spend more time weighing the options and have some form of ramification before we commit to our customers. It is more important to understand that while you know stuff, you do not know everything. Therefore, we should have a sense of humility and not be afraid to ask when you are unsure of things.

WHAT IS THE BIGGEST CHALLENGE YOU'VE FACED AT WORK?

I would say that the workload is the biggest challenge. As a logistic analyst, the workload was more spread out and cyclical in nature, thus you knew when the work was coming. But as a solution engineer, the workload is quite random and heavy as well. A simple tip that we can do to overcome this challenge is to have a simple post-it note to list down your daily tasks. Cancelling the tasks gives us a sense of satisfaction and can also help us get onboard on anything to ensure that we don't miss out on things for the day and overwork ourselves as well.



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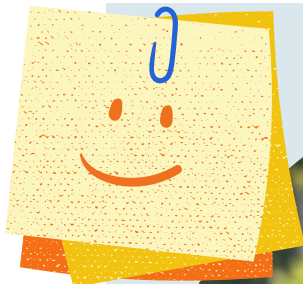
WHAT ARE SOME PROGRAMMES OR TIPS YOU HAVE FOR JUNIORS HOPING TO FOLLOW SUCH A CAREER PATHWAY? WHAT ARE SOME THINGS YOU WISH YOU KNEW AS A STUDENT AT NUS BUSINESS SCHOOL?

I would say try to brush up on the hard skills such as SQL or Python, software that you might use in future. I think it requires a lot of discipline to sign on for courses online on Coursera or Datacamp and train yourself. A lot of companies are looking for people with the experience, thus it really puts you ahead of the curve when you already have some form of experience with these skills.

It is important to keep an open mind in terms of what you want for your future career. A lot of times when we graduate the pressure is there for you to want to join a typical route of prestige. It is more important for you to understand the kind of jobs you are looking for. Firstly, you can ask yourself some questions such as "Am I willing to work overtime on a consistent basis?" and "Where and what is the office and environment like and the kind of company culture that I want to work in?" Try to find seniors who are already working in these companies to get an insight and see if the company and workplace suits your own career mantra and if it does, what the steps are to make yourself a viable candidate for these places.

WHAT IS ONE INTERVIEW QUESTION TO PREPARE FOR FROM YOUR RECRUITMENT?

Regardless of whatever interview you get, if you have the chance to go for the interview, it means that the company is interested to know about your experience. While your CV has some information about it, they are likely to ask you to explain and elaborate on the kind of experiences and internships.



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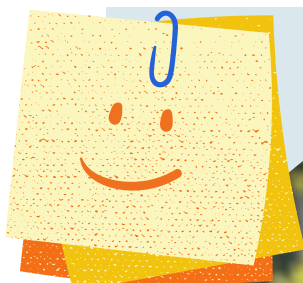
Before you go for your interview, read up on the job description and the company and understand how your previous experience is key and relevant to the role that you are applying for. It is important that you don't rattle it off but show interest and passion in the things that you did and learnt and do not overinflate your resume.

WHAT DO YOU THINK RECRUITERS ARE LOOKING FOR? ARE THERE ANY SHIFTS IN HIRING OR WORK TRENDS?

For recruitment, companies are currently looking for people who can deal with flexible working hours, for instance to be able to meet at the office, cafe, or work from home. It can be quite tiring sometimes when you have to work overtime. Tough times don't last, but tough people do. As for your first job, try to hustle a bit and do the best you can without burning out.

Another piece of advice is that interviewing is a two way process as you are accessing your future employer. If the person interviewing you is your future reporting manager, you can see if the person is someone that you can work with and whether their values align with you. From the way they speak, you will know whether you are likely to be hired depending on how much they are paying attention to you which shows whether they are genuinely interested in hiring you.





Edwin Chang

Solution Engineer at Bollore Logistics Bachelor of Business Administration - Operations and Supply Chain Management (2020)

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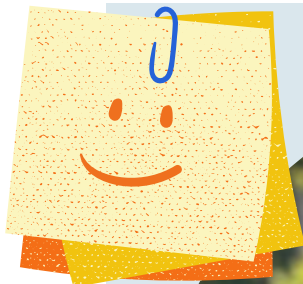
HOW WOULD YOU ADVISE THE JUNIORS ON STRIKING A BALANCE BETWEEN THE THEORY/CONCEPTS THEY LEARN IN CLASS AND PRACTICAL EXPERIENCE THEY CAN APPLY IN A WORK ENVIRONMENT?

What we learn in school is very theoretical, though it is important to a certain extent, we may or may not use what we learn in the future workplace. However, the skills of picking up new concepts and theories, and applying them quickly are more important and relevant in the real world.

WHAT ARE THE DIFFERENCES IN THE ROLE OF SOLUTIONS ENGINEER AND LOGISTIC ANALYST? WHAT MOTIVATED AND INTERESTED YOU ABOUT THE SOLUTION ENGINEERING JOB SCOPE THAT CAUSED YOU TO MAKE THE SWITCH?

As a logistic analyst, we are dealing with customers directly. The job is very customer oriented as we serve customers in terms of implementing their projects which are quite cyclical in nature. We have a lot of autonomy in terms of the timeline and how we want to do things, the projects seem to be quite repetitive as the things we do for one customer can also be done for another customer.





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For a solution engineer, it is a more unique role that involves business development as we bring in customers, but more of the technical aspect. For instance, a customer is looking to have a warehouse - they have a specific demand for product and space and we will design the entire warehouse and their processes, exact location, layout and size. Personally I feel this role is much more challenging, fulfilling and a natural progression for me as a logistics analyst.

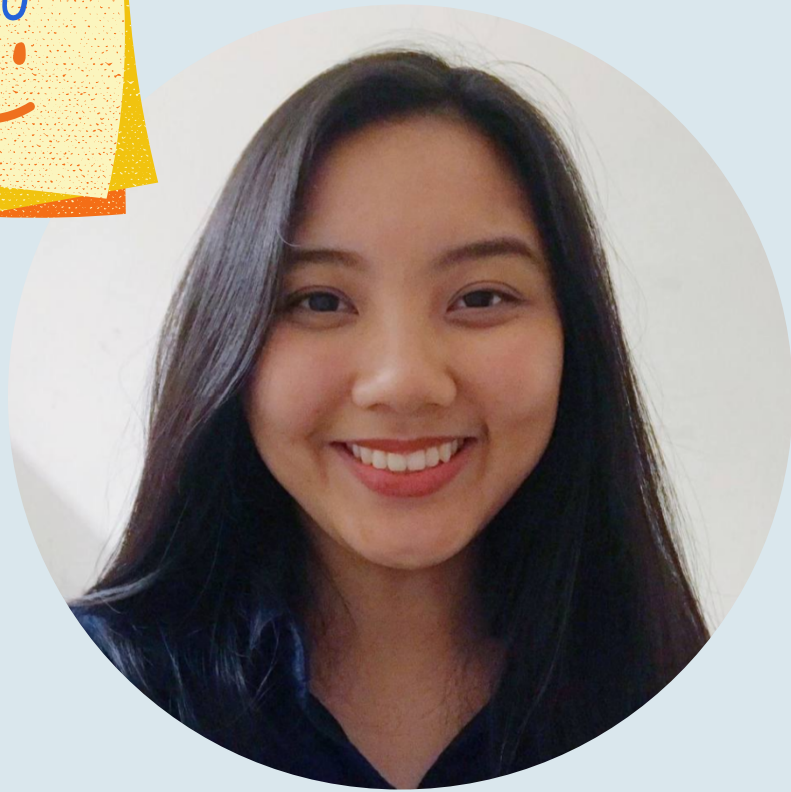
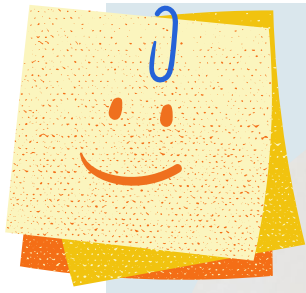
WHAT ARE SOME OF THE INDUSTRY TRENDS THAT YOU HAVE OBSERVED OVER THE PAST FEW YEARS IN OPERATIONS AND SUPPLY CHAIN MANAGEMENT?

Automation is replacing jobs in logistics and according to Straits Times in an article published a while back, 30-40% are going to be replaced by automation. Though this sounds alarming, I believe that the automation is referring largely to the automating of physically taxing and repetitive tasks in the movement of goods. This is largely due to the fact that the supply chain industry is still relatively slow in adopting the same kinds of digital transformations seen across other industries.

Hence, whilst your occupation is not directly under threat from these more impending changes, it is still important that you upskill yourself to be capable of embracing this digital transformation to keep in touch with the current industry trends. Learn to understand the type of automation options out there and how they are affecting businesses and the supply chain industry as well. This would also serve to impress your future employers during interviews too!



INTERVIEW INSIGHTS FROM SENIORS



Jaymee Justiniano

Supply Chain Planner at Louis Vuitton Bachelor of Business Administration - Operations and Supply Chain Management & USP (2021)

Jaymee was an active student in NUS Business School, being involved in the University Scholars Programme (USP), NUSSU Global Relations Unit and Enactus NUS. Furthermore, she was selected to participate in the Student Exchange Program (SEP) at the University of Texas, enriching her study in Supply Chain Management. Outside of school, she interned in various companies such as Unilever, Estée Lauder and Ratelt. After graduation, she was employed as a Supply Chain Planner at Louis Vuitton.

WHY DID YOU PURSUE THIS SPECIALISATION?

I think that the Supply Chain is a core component of businesses and I wanted to be more involved in it. There are also many opportunities to optimise processes in Supply Chains and that was something I wanted to learn more about. There was also an element of process of elimination, as I felt that Finance did not suit me as it was too competitive and Marketing did not appeal to me at that time.

HOW WOULD YOU DESCRIBE A DAY OF YOUR WORK?

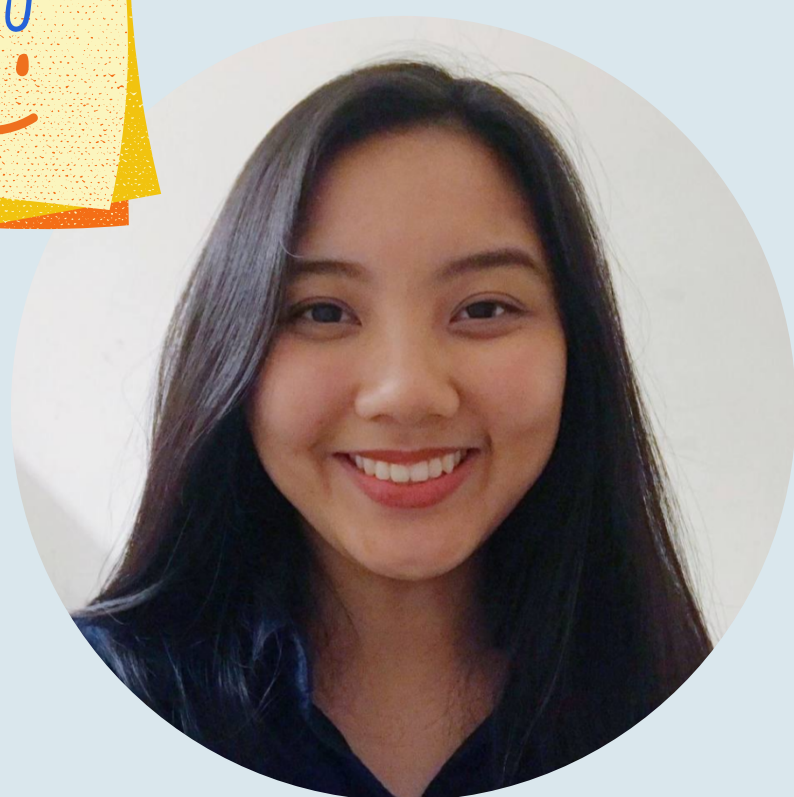
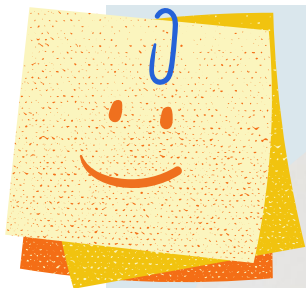
I am a Supply Chain Planner handling both order fulfilment as well as watch and fine jewellery distribution, so I have to split my time between these responsibilities. I work together with a team of five members, communicating about product launches and orderability of stores. We had some overtime work but I would attribute it to my lack of experience and also the Covid-19 impacts that we had to react to.

WHAT ARE SOME TIPS YOU HAVE FOR JUNIORS HOPING TO FOLLOW SUCH A CAREER PATHWAY?

Excel is very important, try to pay attention to what they teach in DAO modules. Rather than the grade, I think it is more important to learn the skills and apply it into real contexts to make them useful.

WHAT IS THE BIGGEST CHALLENGE YOU'VE FACED AT WORK?





Jaymee Justiniano

Supply Chain Planner at Louis Vuitton Bachelor of Business Administration - Operations and Supply Chain Management & USP (2021)

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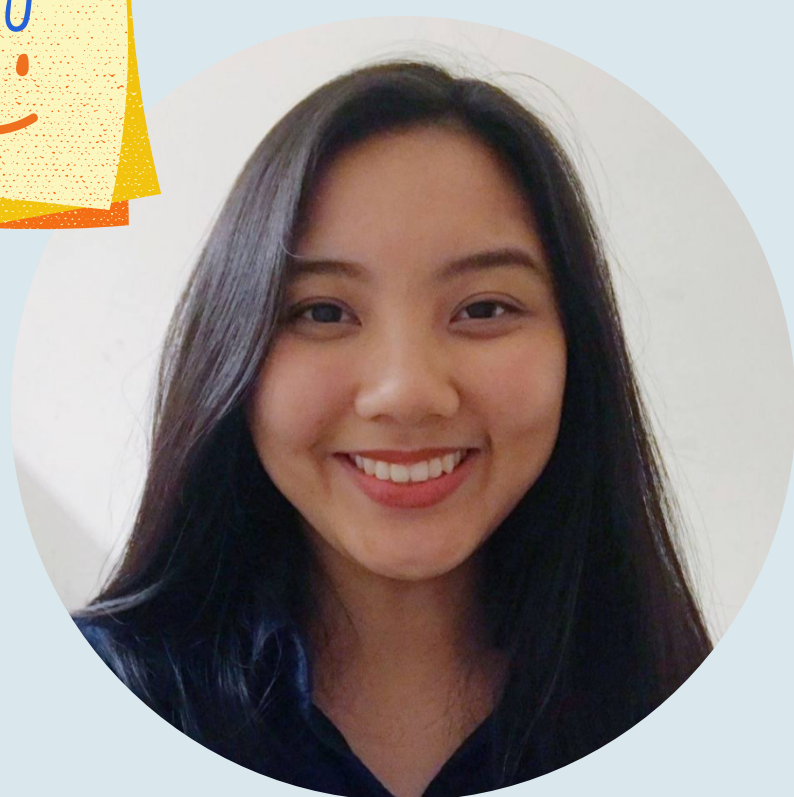
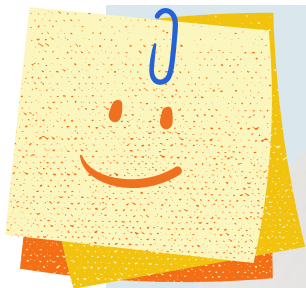
It was quite a steep learning curve due to the Covid-19 pandemic. Many countries were on lockdown and we had to be extra reactive to those changes. For instance, due to border restrictions we had to find alternative methods to supply sufficient stock for our new product launches. We had to work closely with different teams to make sure we were on the same page amidst all these new changes. Another challenge is being on the ball with the systems being used for stock and sales planning. Combining all the systems, finding ways to improve and automate things was rather challenging for me, especially given time constraints.

WHAT ARE SOME THINGS YOU WISHED YOU KNEW OR HAD DONE DIFFERENTLY IN NUS?

I would have better split my time between my coding modules, based on my comfort and pace of learning new languages. I would also have been more proactive in gaining out of my internships, by asking for more check-ins and feedback about my employability. Make sure to consult the professor if you have any questions, I am sure they will be happy to help you too!

WHAT ARE SOME INTERVIEW QUESTIONS TO PREPARE FOR FROM YOUR RECRUITMENT?

A key question that is commonly asked is how your past internship or work experiences make you suitable for the tasks you will be entrusted with. You could share about any difficulties and how you overcame it to show your problem solving and leadership skills. One question that stumped me was 'How would your current line manager describe you in three words'. It was interesting to see myself from my manager's perspective and present myself in a balanced manner to the interviewer.



Jaymee Justiniano

**Supply Chain Planner at Louis Vuitton
Bachelor of Business Administration - Operations
and Supply Chain Management & USP (2021)**

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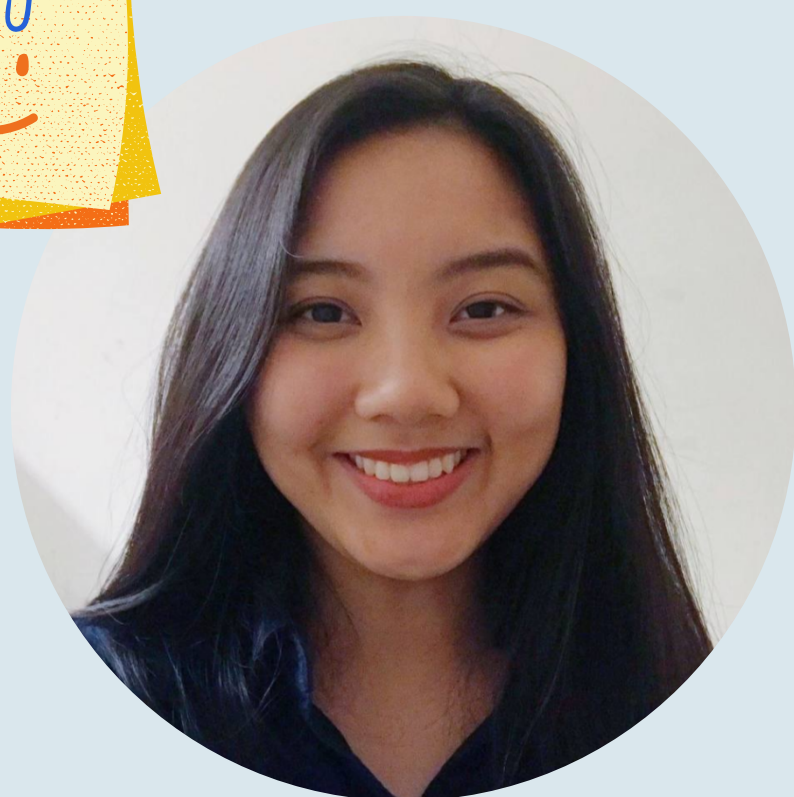
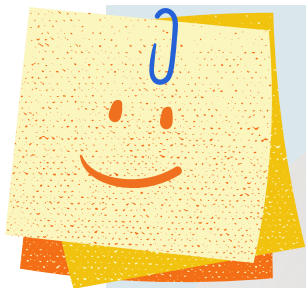
**WHAT DO YOU THINK RECRUITERS ARE LOOKING FOR?
ARE THERE ANY SHIFTS IN HIRING OR WORK TRENDS?**

Some form of coding skill is definitely necessary. Experience using VBA in Excel, Python and R helps to boost career prospects, even if coding skills are not explicitly written in job requirements. Some basic data wrangling skills and ability to create dashboards like Tableau and Power BI are also very relevant.

**HOW WOULD YOU ADVISE THE JUNIORS ON STRIKING A
BALANCE BETWEEN THE THEORY THEY LEARN IN
CLASS AND PRACTICAL EXPERIENCE THEY CAN
APPLY IN A WORK ENVIRONMENT?**

The specialisation classes in NUS business helped equip me with the knowledge of industry terminology which was widely used. Furthermore, school teaches us about how we should frame our thinking, for instance reducing lead time and optimising resources, which can be applied in different contexts and industries.





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AS YOU HAVE STUDIED SUPPLY CHAIN OVERSEAS WHILE ON SEMESTER EXCHANGE AT TEXAS, COULD YOU SHARE ANY DIFFERENCES BETWEEN SUPPLY CHAIN IN SINGAPORE AND OVERSEAS?

There is a lot more complexity in the South Asia region because of the physical barriers we have from country to country - we are not just separated by land but also by sea, and different customs and taxes. This is in comparison to Europe, where most of the countries are just next to each other by land and the European Union is very strong in terms of making trade a lot more seamless.

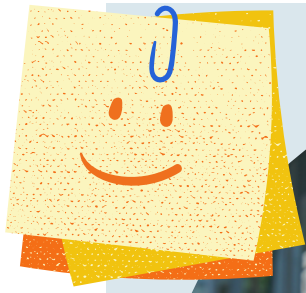
HOW DID YOUR WORKING EXPERIENCE DIFFER BETWEEN WORKING IN UNILEVER AND LV? WHY DID YOU EVENTUALLY CHOOSE TO WORK AT LOUIS VUITTON?

I chose Louis Vuitton because the job description fit what I had previously done during my Unilever internship and startup experiences. Furthermore, I saw more opportunities to grow at LV as compared to in my previous position at Unilever.

Unilever being a FMCG (fast moving consumer goods) company required employees to work crazy hours, whereas at Louis Vuitton my manager is very vocal about work life-balance and would often remind us to log off on time. This could be influenced by French culture as well.



INTERVIEW INSIGHTS FROM SENIORS



Hong Hai (Will) Lee

Regional MDD Supply Chain Intern at Johnson & Johnson; Bachelor of Business Administration – Operations and Supply Chain Management (2022)

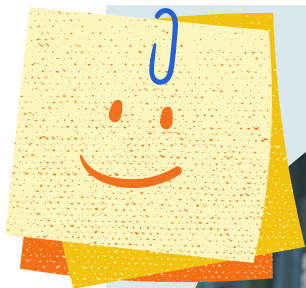
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In terms of professional experience, Hong Hai has interned at LVMH as a Supply Chain (Quality) Intern and Triber as a Supply Chain Intern. Most recently, he took on the role of a Regional MDD Supply Chain Intern at Johnson & Johnson, where he built data visualisation using Power BI and Tableau and Generated optimal inventory levels to reduce the forecast MAPE for Demand Planners in the APAC region.

WHY DID YOU PURSUE THIS SPECIALISATION?

Prior to University, I was in Ngee Ann Polytechnic studying International Logistics and Supply Chain management - a course that has since been combined with the International Business course. After my O-Levels and I was stuck on deciding on which course to pursue, I looked to people who have inspired me. One of them was my aunt and the other one was my eldest cousin - both of them were actually in logistics dealing with aviation and transport respectively. I spoke to them at length and the employment prospects were quite attractive. earning quite a lot of money. As I learnt more about supply chains, I realised that there were a lot of different aspects to explore from planning, then there's buying, and then delivering. Now, we also look at returns due to sustainability. The employment prospects also looked to be stable given that I could always change to any of the six pillars under Operations and Supply Chain Management. I was never too drawn to investments or banking and hence decided to continue pursuing this specialisation given my interest.





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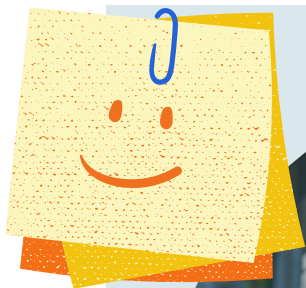
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HOW WOULD YOU DESCRIBE A DAY OF YOUR WORK IN OPERATIONS AND SUPPLY CHAIN MANAGEMENT?

I think that depends on the internship experience. For the past six months, I was doing an internship at Johnson and Johnson under the Analytics and Insights team for one of the medical device companies. For analytics and insights, I was under the "plan" pillar where I worked with the planners and team leads to come up with the sales side. We looked at sales volume, sales value and compared with the forecasts made by the planning team. From that, I would help to find out the MAPE, which is the Mean Absolute Percent Error. This would tell us how off we were when we compared our forecasts with our actual sales. It could be quite messy but I used tools like Power Bi and Alteryx since the company was going through a digital transformation. It was good to have the skill sets to come up with the insights and analytics for the team, combining aspects of both Business Analytics and Finance to help compare the budgets for the company.

WHAT ARE SOME OF THE HARD AND SOFT SKILLS REQUIRED AT YOUR WORK NOW?

Hard skills required would be learning to use data visualisation tools like Alteryx, which is used more to deal with big data, Core BI and or the Blue. You just need to learn one since they are very similar and serve similar functions, even ClickView. On the data side, maybe Alteryx would be more useful but it really depends on the company due to the software expenses and licensing. For soft skills, I think mainly it would be communicating empathy. Sometimes when you converse with your colleague, you need to understand their point of view. With more societal trends and even diverse norms in the workplace of today, we must learn to be more wary and sensitive to cultural nuances as well. This is especially true when we work across markets and that requires the understanding of different cultures and different understandings of the same words even. On top of that, having good relationship management is also very important when working.



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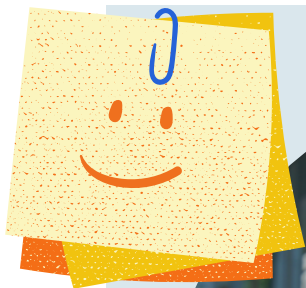
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WHAT IS THE BIGGEST CHALLENGE YOU'VE FACED AT WORK?

At Johnson and Johnson, the biggest challenge I faced was not knowing Alteryx and Power BNB for the internship. I had to learn everything on the job through watching YouTube videos on Microsoft Power BI. I had to pass an Alteryx course that tested me on both theoretical and practical applications. My entire team was certified and I could only attempt the test after a week if I did not manage to pass. My supervisor, who was from MIT, would quiz me to see whether I understood the workflow and I had to be on the ball at all times. It was a challenging and enriching experience but also proved to be stressful at times. For my internship, I felt like there was a new task to learn from every month - even after I mastered Power BI, Tableau and Alteryx. I was creating SharePoint web pages, doing Power Automate, watching new videos and learning from fellow interns too.

WHAT ARE SOME PROGRAMMES OR TIPS YOU HAVE FOR JUNIORS HOPING TO FOLLOW SUCH A CAREER PATHWAY? WHAT ARE SOME THINGS YOU WISH YOU KNEW AS A STUDENT IN NUS BUSINESS SCHOOL?

I didn't know about Alteryx and the softwares that was used in the industry when I was in my first year. I feel that juniors can do their own learning from online, rather than wait to take a course only when they're on the job. For instance, the Alteryx website provides a lot of independent learning videos too. I learnt a great deal from those videos and I realised that when I was completing the Alteryx training courses provided by my employer. The one-to-one Zoom sessions became more two-way as I was able to verify that my workflows and processes were correct.



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I think juniors can learn these softwares in their own time, especially since different companies also operate on different systems and it would be good to have the exposure.

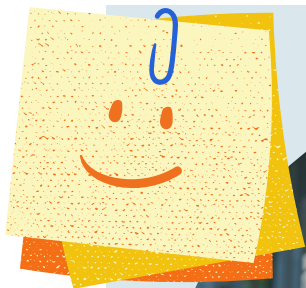
WHAT IS ONE INTERVIEW QUESTION TO PREPARE FOR FROM YOUR RECRUITMENT?

One question to prepare for is definitely self-introduction. Your introduction is the only time where you have to talk about anything interesting and memorable to the interviewer. Do not fret much about other questions since the interviewers will always refer back to your resume. The standard questions on challenges faced and past experiences should also be expected but a proper introduction is definitely a priority. At the Case Assessment Centre, I was given a minute to prepare an introduction with a company product. Do not be shy and make sure you stand out amongst the other candidates. Bear in mind that they interview a lot of people and if you stand out, then it is also more likely that you get the job.

WHAT DO YOU THINK RECRUITERS ARE LOOKING FOR?

This depends on the industry and the specific positions that one is interviewing for. For the luxury products industry, many companies are more interested in innovation and whether prospective employees have an innovative spirit. For MNCs with more history and background, they tend to look more at individual skill sets. Based on the industry, companies tend to look at different things even for the same roles. When a company has more resources allocated to the data and operations side, they may not need you to have a high-level of technical skills but prioritise your creative insights and fresh perspective on things.





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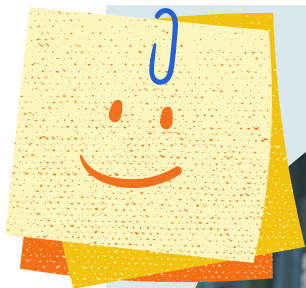
ARE THERE ANY SHIFTS IN HIRING OR WORK TRENDS?

Definitely, analytics and insights. Based on operations and supply chain, a lot of them require an analytics skill set. Let's say you want to go into procurement - on top of analytics, they will also look at your skills in negotiation and your relationship management skills. These skills are important in getting new suppliers and maintaining relationships, especially when you have to prepare exit strategies for the firm. Analytics is something that is needed in almost every operation and supply chain management job but each pillar will also require their own skill set.

HOW WOULD YOU ADVISE THE JUNIORS ON STRIKING A BALANCE BETWEEN THE THEORY/CONCEPTS THEY LEARN IN CLASS AND PRACTICAL EXPERIENCE THEY CAN APPLY IN A WORK ENVIRONMENT?

One useful module that I felt combines both theoretical and practical aspects is DOS3714, Sustainable Operations Management. The framework that they introduced on the triple bottom line, with a focus on People, Planet and Profit, proved to be quite useful since a lot of businesses are looking increasingly at corporate social responsibility. With such a framework in mind, it helps when you have to do proposals because you will take these aspects into consideration as well.





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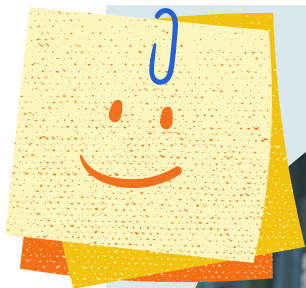
GIVEN HOW YOUR SUPPLY CHAIN INTERNSHIPS WERE SPENT IN RATHER DIFFERENT INDUSTRIES (HIGH-END BEAUTY PRODUCTS VERSUS PERSONAL CARE PRODUCTS – LVMH PERFUMES COSMETICS VERSUS JOHNSON & JOHNSON), WHAT WOULD YOU SAY ARE THE KEY DIFFERENCES BETWEEN THE SUPPLY CHAIN OPERATIONS THAT YOU'VE OBSERVED?

My time in LVMH, if I had to compare to my time in Johnson, was less digitally intensive. At my time in LVMH, the data side of things was more taxing compared to J&J, a firm that was already in the works of digital transformation for the past one to two years. Another aspect was that J&J might be considered more traditional, partly because it is in the healthcare industry. LVMH, as a luxury brand, was always keeping up with new trends and orders.

In summary, the key differences between the two would be the approach to digital transformation. However, my role at LVMH was more on the qualitative side while I worked on the quantitative side more at J&J so that may have also shaped my perception.

Another difference would have to be the cultural diversity. My team was more culturally and geographically diverse in J&J, while I worked with more locals in LVMH.





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WAS THERE A PARTICULAR TIPPING POINT IN YOUR UNDERGRADUATE CAREER THAT CEMENTED YOUR DECISION TO PURSUE SUPPLY CHAIN? WHY SO?

I think one factor was my grades and inclinations towards the subject matter. Given that I already had some of the supply chain knowledge, it proved to be the safer option with assured future aspects. I did have a period of time when I was deciding between marketing, business analytics and strategy. I felt that I was not too strong in the business analytics area when I took up Python and marketing also felt highly competitive. Marketing roles also do not require one to specialise in marketing and you would also have to compete with designers and communication majors even. I also decided on Ops since that would also provide me with the option to go into finance in the future given the data and budgets that I would work with.

