



OIDD-680

Operations Strategy Practicum

Semester in San Francisco

(Revised August 20, 2019)

Location: Wharton West Campus and various company sites in the US and Mexico

Dates: Fall Semester 2019

- Lectures, Case Discussions
- Visits to US and Mexican manufacturing plants and service provider facilities
- Presentations by senior managers

Credit: 1.0 or 0.5 Credit Units (consisting of two 0.5 Credit Unit segments)

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Course Overview and Learning Goals

This course will focus on the management of operations at manufacturing and service facilities located within the US and Mexico, that are used either by domestic corporations or by foreign multinational companies that operate in the US. Our emphasis will be on the evolving patterns of operations strategies adopted by firms for sourcing manufacturing, distributing products, delivering services and managing product design as well as on programs for enhancing quality, productivity and flexibility. We will focus on the formulation and execution of such strategies for a collection of firms in the context of the current dynamics of global competition. The course will consist of a set of site visits and in-class sessions that include lectures, case discussions and management speakers who will describe their company's current strategy.

Our course is motivated by the fact that many manufacturing and service-producing firms are re-examining the structure of their global supply chains, internal processes and sourcing strategy in response to the uncertainties and risks they face in these turbulent times. These adjustments are occurring against a backdrop of fundamental change to the competitive and regulatory environment in which companies operate. For decades, a dominant strategy in manufacturing has been to outsource to low cost global suppliers. This has led to the transfer of millions of manufacturing jobs and development activities out of the US, Japan and Europe and into low labor cost countries such as China, India and Vietnam. Today this trend is being challenged by a movement by some companies to "re-shore" their manufacturing by bringing it back or at least moving it closer to their developed country market, i.e. by "near-shoring" to locations such as Mexico or Eastern Europe. At the same time, many firms continue to select offshore locations for outsourcing of material inputs and services. These decisions are now impacted by changes to tariffs and incentives that many governments are adopting to influence the flow of materials and the location of factories in global supply chains.

Similar arguments for global sourcing and re-shoring can also be made for firms that act as suppliers of services such as Business Process Outsourcing, Customer Service Support, Product Design and Software Development. Moreover, there have been major technology developments affecting production automation and product design that are contributing to this re-structuring.

This course will consider the status of operations strategy and process management primarily from the perspective of major multi-national firms, although we will also interact with startup companies. The goal is to provide the class with the opportunity to interact with senior executives from these companies, which are headquartered and/or operating in the US and Mexico, to explore current thinking and state-of-the-art practices concerning their global operations. Learning will be facilitated by providing students with the opportunity to observe company operations in action under the guidance of company management. These interactions will facilitate an exchange of ideas that will identify managerial challenges and concerns. It will also ascertain current practices and intentions of participating companies. Moreover, the course will consider various models and frameworks that have been developed in the economics, public policy, operations and

management literatures for dealing with strategies for global supply chain sourcing, technology management and process improvement. We will, in particular, review the underlying principles of some of the key operations strategies that are widely adopted in industry. We will also consider how technology developments are impacting current operations strategy (e.g. automation, E-commerce, Industry 4.0, Internet of Things). Finally, we will explore how supply chains and operations processes are being designed and managed by startup companies. Our objective is to develop an understanding of the drivers of operations strategy decisions, at present and in the future, in order to identify opportunities for improvement and barriers to implementation.

We will explore these issues through the lens of visits to a specific group of multinational and emerging companies located on the west coast. The companies will be chosen to cover a range of manufacturing and service industries where global sourcing, productivity and coordination are key issues e.g. aerospace and defense, automotive, consumer electronics and computers, consumer products, entertainment, health care, logistics, e-commerce and semiconductor. This course will build off of the learning based on a Global Modular Course on this topic that has been offered in Japan over the past three years and from prior versions of the course that have been offered to students participating in the Wharton SiSF (Semester in San Francisco) program with a focus on the west coast and to regular MBA students with a focus on Germany and east coast firms.

Course Organization and Requirements

The course will include sessions at the Wharton West facility that include lectures, corporate manager visits and case discussions as well as a number of road trips to various company sites that are accessible from the Bay area or are within several hours travel time (i.e. Seattle and San Diego / Tijuana). Students will be responsible for expenses for those visits requiring travel away from the Bay area. The estimate for these expenses is \$2,500 (single occupancy) and \$1,600 (double occupancy) for the course, not including airfare from San Francisco to Seattle and to San Diego. The expense fee will cover hotels, land travel and some meals. This estimate is based on costs for previous iterations of the course, for a student taking the full semester (both trips) version of the course and is subject to change. A reduced cost will apply to students taking the ½ semester version of the course and who will going on only 1 trip.

Pre-requisites

Students taking this course should have completed either the core course, OID 611, “Managing the Productive Core of the Firm: Quality and Productivity”, or OID 615, “Managing the Productive Core of the Firm: Operations Strategy”, or an equivalent operations related course. Relevant work experience and other OID courses could also satisfy the pre-requisite requirement.

Grading and assignments

Grades are based on:

1. Class participation that includes class discussions, contribution to the group reports and attendance to the company visits (25%)
2. Analysis of 2 assigned cases, each requiring an individual, written report (25%)
3. A background report concerning one of the companies and their industry, that we will visit, and an after-site visit report for that company based on observations from the visit. (25%); this will be a group report
4. A final, individual paper offering reflections on what you observed and learned during the site visits (25%). If you miss any of the company visits, your participation grade will be reduced.

See below for further details on these assignments.

Course Unit	Cisco Case (Individual)	Boeing Case (Individual)	Company / Industry Background Paper (Group)	Company Visits	Participation	Reflection Paper (Individual)
Option 1 - Half Semester (0.5 cu)	25%		25%	Bay Area + San Diego / Mexico	25%	25%
Option 2 - Half Semester (0.5 cu)		25%	25%	Bay Area + Seattle	25%	25%
Full Semester (1.0 cu)	12.5%	12.5%	25%	Bay Area + San Diego / Mexico + Seattle	25%	25%

Students taking the course for 0.5 cu can choose either Option 1 or Option 2, based on which trip they want to take (i.e. Seattle or San Diego/Tijuana). All sessions held at Wharton West and in the Bay area are required for all students, regardless of which enrollment option they choose. Students taking the course for 1.0 cu are required to do both case assignments and participate in both of the trips.

The following schedule is subject to change. Company visits will take place in Seattle, San Diego/Tijuana and various locations in the Bay Area. Case discussions, lectures and guest speakers will be scheduled at Wharton West.

Session	Date	Topic and Readings
<p>1-A</p>	<p>September 3 (Wharton West)</p> <p>Time 9:00 am - 10:00 am</p>	<p>Course Introduction - Operations Strategy</p> <p>This session will present the goals and requirements for the course. We will then review the course schedule. Finally, we will introduce a framework for operations strategy that highlights the following concepts that will be covered in the course either in class sessions or through company visits:</p> <ul style="list-style-type: none"> • Global Manufacturing Sourcing • Supplier Relationships and Coordination • Logistics and Distribution • Technology and Capacity Planning • Supply Chain Risk Management • Agility, Flexibility Strategies • Environment and Sustainability • Lean operations and continuous improvement <p>Readings</p> <ul style="list-style-type: none"> ○ M. Fisher, "What is the Right Supply Chain for Your Products", Harvard Business Review, 1997. ○ H. Lee, "Triple A Supply Chain", Harvard Business Review, 2004.
<p>1-B</p>	<p>September 3 (Wharton West)</p> <p>Time 10:00 am - 10:30 am</p>	<p>Plant Tours and Industry Background</p> <p>This session will introduce the Plant Tour Analysis tool that will be applied in our site visits by the student teams. We will also discuss the industry background reports that each team will prepare. Each team will be required to distribute their background report prior to the site visit and present a summary of the site report after each visit.</p> <p>Reading</p> <ul style="list-style-type: none"> ○ R. E. Goodson, "Read a Plant – Fast", HBR, May 2002. (skim)
<p>2</p>	<p>September 3 (Wharton West)</p> <p>10:30 am - 12:00 pm</p>	<p>Supply Chain Risk Management - Cisco Case Discussion Guest Speaker, James Steele, Global Supply Chain Manager, Cisco</p> <p>This session will introduce the concept of supply chain risk management. We will do so by discussing the case that describes the Cisco process and how it reacted to the Tohoku earthquake in Japan. James Steele, who was director of Cisco's Supply Chain Risk Management program at the time of the quake, will be joining us in class to discuss Cisco's response and current developments.</p>

		<p>Do the case readings before class. Skim the remaining readings. They can be used to support your case report.</p> <p>Readings</p> <ul style="list-style-type: none"> ○ R. Anupindi, "Cisco Supply Chain Risk Management (SCRM) in Action: 2011 Tohoku Earthquake", (U. Michigan Case 1-429-284, 2013) ○ R. Anupindi, "Supply Chain Risk Management at Cisco: Response to H1N1 (U. of Michigan case 1-428-881), - <u>read to the top of page 10.</u> ○ D. Simchi-Levi , W. Schmidt and Y. Wei, "From Super Storms to Factory Fires: Unpredictable Supply-Chain Disruptions", HBR Jan-Feb, 2014. ○ D. Reynolds, "Lessons From Tohoku", Wharton Magazine, Winter 2012. ○ A. Pollack and S. Lohr, "A Japanese Plant Struggles to Produce a Critical Auto Part", New York Times, April 27, 2011.
<p>3</p>	<p>September 4 (Wharton West)</p> <p>Time 9:00 am - 10:30 am</p>	<p>Global Supply Planning – Sourcing and Location Decisions</p> <p>We will review the current situation concerning global manufacturing sourcing, including the results of a recent Benchmark study.</p> <p>Groups assigned to the companies in the first visit will present a brief industry background report.</p> <p>Readings</p> <ul style="list-style-type: none"> ○ W. C. Shih "What It Takes to Re-Shore Manufacturing Successfully", , Sloan Management Review, Fall, 2014. ○ "Shifts in Cost Competitiveness Reshape Global Manufacturing", Sourcing Journal, September 05, 2014. ○ "Yen's Shifting Value Helps Japanese Carmakers Meet New Challenges", Knowledge@Wharton, April 01, 2014. ○ M. A. Cohen, S. Cui, R. Ernst, A. Huchzermeier, P. Kouvelis, H. L. Lee, H. Matsuo, Marc Steuber, A. Tsay "OM Forum -- Benchmarking Global Production Sourcing Decisions: Where and Why Firms Offshore and Reshore, MSOM, May, 2018.

<p>4</p>	<p>September 4</p> <p>(Wharton West)</p> <p>10:30 am - 12:00 pm</p>	<p>Logistics Systems, Distribution Strategy and Factory Automation</p> <p>In the first part of this session, we will discuss the management of distribution and logistics within a global supply chain. We will focus on issues associated with risk pooling, coordination and technology. We also will present insights derived from analytical models and current practices for materials management, cross docking, and warehouse automation.</p> <p>In the second part of the session, we will introduce the Industry 4.0 framework which is driving many companies to re-design their supply chains and re-define the underlying business model to support their competitive strategy. We will review current developments and discuss the key building blocks, motivation and impact areas of this technology. We will also review several company examples.</p> <p>Reading</p> <ul style="list-style-type: none"> ○ G. Cachon and C. Terwiesch, “Risk-Pooling Strategies to Reduce and Hedge Uncertainty”, Chapter 15 “Matching Supply with Demand: An Introduction to Operations Management”, 3rd edition, McGraw Hill, 2013. ○ TBD – Industry 4.0 readings
<p>5</p>	<p>September 16</p> <p>(San Diego)</p> <p>9:00 am – 1:30 pm</p>	<p>Visit to Taylor Guitar Company – San Diego plant</p> <p>We will discuss issues of global sourcing, sustainability, product design and acquisition strategy with company managers. We will also have the opportunity to observe the guitar manufacturing process.</p> <p>Some questions to consider to prepare us for the visit:</p> <ol style="list-style-type: none"> 1. What does “sustainability” mean in the context of Taylor Guitars? What efforts has the company made to achieve sustainability? 2. Why did Taylor acquire Crelicam, who possesses more than half of the export quota of ebony in Cameroon? What were the potential benefits costs and risks? 3. How are the Mexican and US facilities connected? How are manufacturing and logistics coordinated? <p>Readings</p> <ul style="list-style-type: none"> ○ Y Lin and M. Han, “Sustainable Wood Sourcing at Taylor Guitars”, University of San Diego Case, 2015. ○ J. Dickson, “Meet your maker: Taylor's Search for the Ultimate Maple Guitar”, May 28, 2015 ○ Crelicam 2014 – company report ○ G. Little and D. Batye, “Taylor’s 2015 600 Series From Forest to Factory”, AcousticUK, February 2015

		<ul style="list-style-type: none"> ○ B. Reeves, “Destination San Diego”, June 21, 2016. <p>You can also check out the YouTube videos at</p> <p>https://www.youtube.com/watch?v=anCGvfsBoFY</p> <p>https://www.taylorguitars.com/ebonyproject/</p>
6	<p>September 17</p> <p>(Tijuana)</p> <p>8:30 am - 10:30 am</p>	<p>Visit to the Tijuana Economic Development Corporation</p> <p>We will visit the Tijuana Economic Development Corporation, which is a regional economic development organization that promotes and facilitates investment in manufacturing by foreign firms in the Tijuana area. We will participate in a forum concerning current changes to regulations as the North American Free Trade Agreement is being re-negotiated. The forum will include a panel with speakers from several companies and agencies that are involved in global supply chain operations in the Tijuana area. The forum will provide a Mexican perspective of how companies, operating global supply chains and manufacturing in Mexico, are responding to current changes in tariffs and government policy.</p> <p>The following article and Wikipedia link are useful for background.</p> <ul style="list-style-type: none"> ○ “Mexico’s Maquiladoras Big Maq Attack”, Economist, Oct 26th 2013 ○ https://en.wikipedia.org/wiki/Maquiladora
7	<p>September 17</p> <p>(Tecate)</p> <p>11:30 am - 2:30 pm</p>	<p>Visit to Taylor Guitar Company - Tecate plant</p> <p>We will continue our review of Taylor’s supply chain strategy by visiting their factory in Tecate. We will have the opportunity to observe differences in the design and operations of this newer factory and also review the company’s strategies for coordinating the operations of both factories.</p>
8,9	<p>September 18</p> <p>(Tijuana)</p>	<p>Visit maquiladora factories in Tijuana - continued</p> <ul style="list-style-type: none"> • Plantronics (Poly) • Medtronic
10	<p>September 19</p> <p>(Wharton West)</p> <p>9:00 am - 10:30 am</p>	<p>Case Discussion - Boeing: The Fight for Fasteners</p> <p>We will discuss challenges associated with sourcing and supplier coordination encountered by Boeing in its 787 supply chain. We will also consider questions that you will want to pose to the Boeing</p>

		<p>management when we visit the Everett plant and discuss the current status of the 787 program.</p> <p>Readings</p> <ul style="list-style-type: none"> ○ M. Lee and R. Anupindi, “Boeing: The Fight for Fasteners”, by (U. of Michigan case 1-428-787, 2009) ○ C. S. Tang, and J. Zimmerman, “Mitigating New Product Development Risks – The Case of the Boeing 787 Dreamliner”, Chapter 11 in M.S. Sodhi and C.S. Tang. <i>Managing Supply Chain Risk</i>. Springer. 2012
11	<p>September 19 (Wharton West)</p> <p>10:30 am – 12:00 pm</p>	<p>Azagna Case Discussion – Lighting up Africa & Servicization and Product-Service Systems</p> <p>We will discuss Azagna, a start-up that is providing an innovative business model for value delivery that enables the distribution of electricity in Africa to those not connected to the power grid.</p> <p>We will begin the class with a discussion of the case and also consider other business models for off-grid African energy solutions. We will conclude the session with a brief over-view of the Product-Service systems business model.</p> <p>Read the Azagna case study and be prepared to offer your recommendations to them in our class discussion of the case. Our discussion will include consideration of the following questions.</p> <ul style="list-style-type: none"> • What short term recommendations would you make to Lesley? • What long term recommendations would you make to Azagna to better compete in the market for lighting solutions in Africa? Think comprehensively about your recommendations. • What are the principal advantages and disadvantages of their business model? • What are the differences between The Azagna and Nuru Energy business models? <p>Groups assigned to the companies in the second visit will present a brief industry background report.</p> <p>Readings</p> <ul style="list-style-type: none"> ○ N. Agrawal, "Azagna: Lighting Up Africa", Santa Clara University Case, 2013.
12	<p>October 23 (Seattle)</p>	<p>Starbucks Roastery</p> <p>We will visit Starbucks’s new retail concept store and observe the finer points of coffee preparation.</p>

	8:00 am – 9:30 am	
13	October 23 (Seattle) 10:00 am – 3:00 pm	Starbucks Visit We will visit the main Roaster plant and then headquarters for a session with senior supply chain managers.
14	October 24 (am) (Seattle) 8:00 am – 1:00 pm	Visit Costco We will visit the main Costco Depot in Sumner and observe the role of cross docking. We will then visit the first Costco Warehouse store. We will have the opportunity to meet with Costco managers at both locations and learn about the unique Costco business model. Richard Galanti, EVP and CFO will meet with the class to discuss Costco’s global strategy.
15	October 24 (pm) (Seattle) 2:00 pm – 5:00 pm	Visit to Amazon Headquarters This session will include discussion of Amazon strategies for supply chain, logistics and technology management. We also will meet with senior Operations managers to discuss current supply chain and logistics planning issues at Amazon.
16	October 25 (Seattle) 7:00 am – 5:00 pm	Boeing Everett Plant Visit Our agenda will include: <ul style="list-style-type: none"> ○ VIP plant tour ○ Production Integration Center (supplier management and coordination) ○ Everett Delivery Center ○ Meeting with Boeing managers, including managers who were involved the Fasteners case - continue the case discussion ○ Overview of current strategies for global sourcing and product development for in the 787 Dreamliner program.
17	November 22 (Sacramento) 11:00 am – 2:00 pm	Visit to Amazon Fulfillment Center (Sacramento) This session will expose us to the technology and processes used at the Sacramento area distribution center for Amazon. Our agenda at the site is to gain an understanding of how Amazon manages fulfillment and logistics. We will have the opportunity to continue our discussion of Amazon strategies for supply chain, logistics and technology management.
18	December 2 Fremont	Tesla Plant Tour (to be finalized) We will visit the Tesla auto assembly plant in Fremont. We will then have the opportunity to meet with Tesla managers after the tour.

	7:30 am - 12:00 pm	
19	December 3 (Wharton West) 9:30 am - 12:00pm	Hamid Nazer - Data Scientist, Uber We will have an opportunity to hear about how Uber manages surge pricing and discuss current initiatives.
20	December 3 (San Francisco) 1:00pm - 5:00 pm	Logistics Support Systems - Guest Speaker, Ryan Peterson, CEO, Flexport Ryan Peterson, the founder / CEO will present an overview of how their product and services support global supply chain material management and global sourcing strategies.
21	December 4 (Wharton West) 3:00 - 5:00 pm	Company / Industry Paper - Group Presentations Each group will have 15 minutes to present an overview of their company / industry paper findings that will reflect their observations made during their company visit.
22	December 4 (Wharton West) 5:00 pm - 7:00 pm	Reception and Course debrief session Each student will have the opportunity to comment on lessons learned from the course. We will review highlights of the company visits and discuss key lessons learned. We will conclude the course with an informal reception.

First Case Assignment - Cisco

On March 11, 2011 a major earthquake struck Tohoku Japan. It had a devastating impact on global supply chains. Read the case, **Cisco SCRM in Action: 2011 Tohoku Earthquake**, by Ravi Anupindi (Tauber Institute, U. of Michigan case 1-429-284, 2013) and also read **Supply Chain Risk Management at Cisco: Response to H1N1** (U. of Michigan case 1-428-881), – read pages 2 through top of page 9 for a description of Cisco’s approach to risk management. Prepare a 750 word paper (*plus or minus 5%; double-spaced; put word count and your name at the top*) that addresses the following questions:

1. *What are the major challenges facing Cisco as result of supply chain disruptions caused by the earthquake?*
2. *How should Cisco manage the crisis?*
3. *What metrics should be used by Cisco to support Supply Chain Risk Management? What data would you need to estimate these metrics? At what organizational level*

(plant, product, supply chain, business unit) would it be appropriate to apply these metrics? What may be typical uses of these metrics?

4. *How should Cisco mitigate the impact of the disruption to their supply chain? What tradeoffs and risks should they consider and how are these related to the metrics such as TTR?*
5. *How did the key elements of Cisco's SCRM process provide resiliency? What are the major strengths and weaknesses in their process?*

You should also read the following articles (posted on Canvas) as you prepare your answers to the case:

1. D. Reynolds, "Lessons From Tohoku", Wharton Magazine, January 26th, 2012,
2. D. Simchi Levi, "From Super Storms to Factory Fires: Managing Unpredictable Supply-Chain Disruptions", Harvard Business Review, Jan-Feb 2014.
3. A. Pollack and S. Lohr, "A Japanese Plant Struggles to Produce a Critical Auto Part", New York Times, April 27, 2011.

Read the case and think about the assignment questions. We will discuss this case in class on **Sept. 3**. James Steele, who was director of Cisco's SCRM program at the time of the quake, will join us to report on how Cisco's SCRM system actually operated during the crisis. He will also comment on recent developments at Cisco related to supply chain risk management and global sourcing. Your paper is due on **Sept. 10**, posted on Canvas.

Second Case Assignment - Boeing

Boeing encountered an unusual supply chain problem during its 787 Dreamliner product development and manufacturing process, related to a small and unlikely source of difficulty, namely shortages and delays in the supply of fasteners needed to hold the airframe together. Read the case, **Boeing: The Fight for Fasteners**, by Moses Lee and Ravi Anupindi (Tauber Institute, U. of Michigan case 1-428-787, 2009) and prepare a 750 word paper (*plus or minus 5%; double-spaced; put word count and your name at the top*) that addresses the following questions:

1. *What were the causes of the fastener crisis at Boeing? How was the problem ignored for so long? What effect did the 787 Dreamliner project have on fastener supply?*
2. *What are the key elements of the Fastener Procurement Model (FPM)?*
3. *Describe the material, information, and financial flows between Boeing, fastener manufacturers (suppliers) and Tier-1 partners under FPM.*
4. *Evaluate FPM from the perspective of Boeing, fastener manufacturers, Tier-1 partners, and other stakeholders.*
5. *Critique the approach taken by Boeing in implementing FPM. What problems has Boeing encountered in rolling out the FPM?*
6. *What are some of the costs, benefits and risks associated with a "customer managed inventory" strategy such as FPM.*

You should also read the article by Chris Tang, and Josh Zimmerman, **Mitigating New Product Development Risks – The Case of the Boeing 787 Dreamliner**, Chapter 11 in

M.S. Sodhi and C.S. Tang. *Managing Supply Chain Risk*. Springer. 2012, as you prepare your answers to the case.

Read the case and think about the first 4 assignment questions. We will discuss this case in class, at Wharton West on **Sept. 19**, and also during our visit to Boeing's headquarters in Seattle on **Oct. 25**, where we will have the opportunity to discuss the case with Boeing managers. Your paper, which includes answers to all 6 questions, is due on **Nov. 1**, posted on Canvas.

Industry Background and Site Visit Report (Team assignment - 25% of your overall grade)

Each team will be assigned to a company that we will be visiting during the semester. Prior to the visit, the team will prepare a report that provides background information concerning their assigned industry and the company that we will be visiting. Topics that could be included in this report include: current competitive trends, technology developments affecting both the product and processes, the regulatory environment, etc. The team will then use the plant tour assessment tool (i.e. "Read a Plant Fast" by Goodson) to prepare a report based on the visit. The background reports will be shared with the full class both before the visits either in **Session 3 on Sept. 4** (for the San Diego/Tijuana companies) or in **Session 11 on Sept. 19** (for the Seattle or Wharton West companies). Group formations and company preferences are due on **Aug. 20**. Please submit your group membership (3-4 members) and your first two choices for the company/industry to be covered in your background and post-visit reports. A session devoted to group reports based on observations from the visits will be held **on Dec. 4**.

Groups will be assigned for the company visits from the following list:

- Boeing
- Taylor Guitar
- Medtronic
- Plantronics
- Starbucks
- Amazon
- Costco

Final reflection paper (Individual assignment - 25% of your overall grade)

This individual assignment is an opportunity to reflect on what you have learned in the course and through the site visits. It is worth 25% of your grade and is due on **TBD**, posted on Canvas. You should give your thoughts on 1) the current status, 2) future trends and 3) key drivers of operations strategy and sourcing decisions in the industries we visited. Our

guideline for length is 750 words, roughly three pages, although this is a recommended, but not required, length; your paper can be either shorter or longer, as long as it captures your thoughtful reflections on your experience in the course.