

# Capstone: Future-proofing supply chains

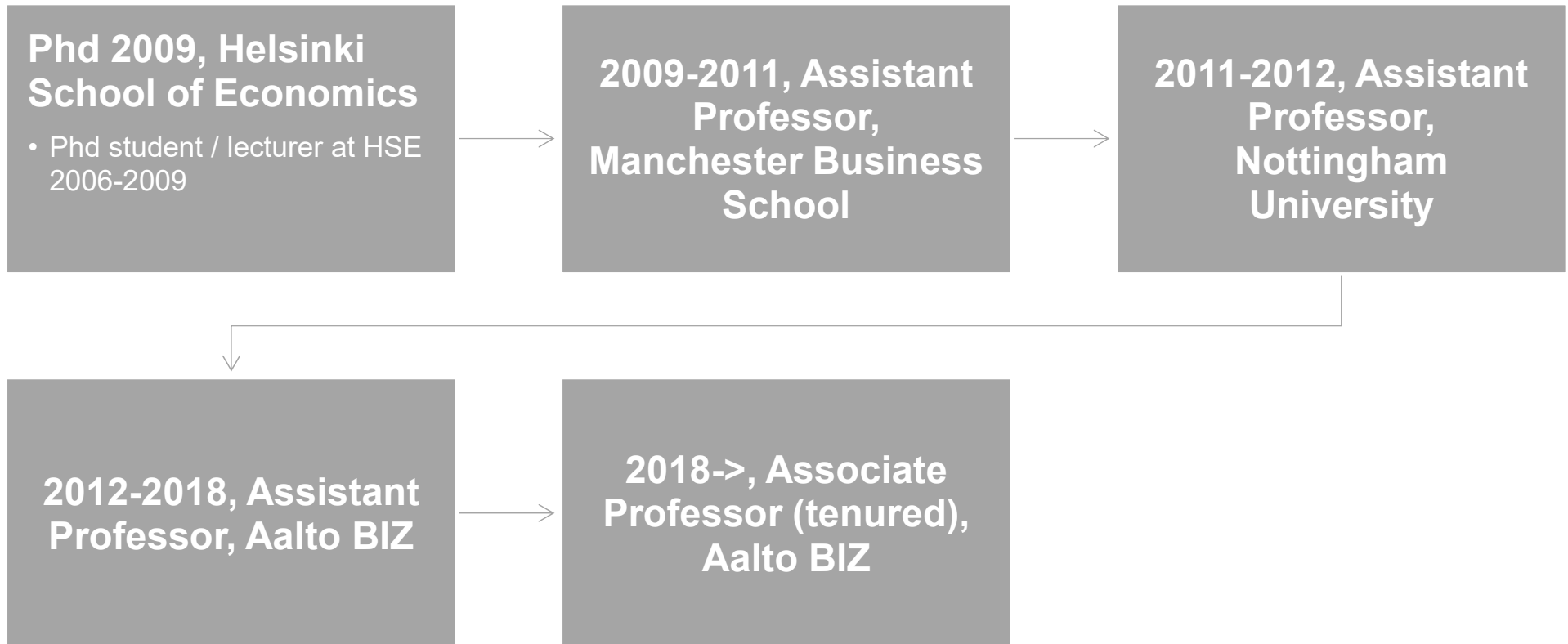
**Katri Kauppi, Associate Professor of Logistics  
and Supply Chain Management**



Aalto University  
School of Business

10.1.2023

# CV –Katri Kauppi (née Karjalainen)



# CV –Katri Kauppi (née Karjalainen)

## Teaching:

- Sustainable supply chains
- Capstone: Future-proofing supply chains
- BSc/MSc thesis seminar
- Various modules for Aalto EE on supply chain sustainability and supply chain risk management

## Main research areas:

- Information asymmetry in buyer-supplier relationships
- Climate change preparation in SCM
- Purchasing organization & behavior
- Public procurement
- Social sustainability in supply chains

# Agenda for today

**12:15 – 13:00**

Course practicalities, overview of course schedule, project work and assignments (Katri Kauppi)

**14:30 – 15:30**

Guest lecture From Deloitte, Anne-Maria Flanagan, impact of climate change on Finnish companies

Lecture: supply chain management in the new normal (Katri Kauppi)

**13:15 – 14:15**

Group allocation to cases (Reima, Meluton or Fazer), groups organizing and planning their work, booking feedback and support sessions during the course

**15:30 – 16:00**

# Course learning objectives

- **This capstone course is a real case/project-based course intended to help students understand what are the major external challenges, opportunities and risks to supply chains in the future.**
  - Key megatrends to be included are for example climate change, geopolitical issues and digitalization.
- **At the end of the course, students are prepared to analyse supply chain risks and opportunities in light of these megatrends and can design surviving and winning supply chain strategies for the future.**

# Capstone - what does it mean?

**Capstone-courses typically base on either simulation(s) or real cases**

**You are expected and encouraged to draw from previous courses you have taken – apply your knowledge!**

# On-campus module only, with mandatory participation



**Lectures and case-workshops only on weeks 1 & 2, final presentations during week 6**



**Weeks 3,4 and 5 are for groupwork, though groups must participate in:**

- Feedback session on their project plan with case company (vai teams)  
One feedback/status update session with Katri
- Weekly voluntary meeting options for support on your case work are available, but it is mandatory to participate at least once



**Because of the case-based, workshop-like nature of the course, participation on campus is mandatory**

If you have a schedule issue with one of the classes, please contact the lecturer ASAP

# **Within-group peer evaluation at end of course to prevent and tackle free-riding behavior**

**The course is 100% based on groupwork**

**Each group member is expected to put in equal effort**

- But the problem of free-riding can unfortunately sometimes occur

**To motivate equal contribution from group members & to provide a mechanism to address free-riding in the grading process:**

- Each group member must fill in a peer-evaluation form of the other group members' contribution during the course
  - To be returned via Mycourses after final presentations are concluded
- If forms consistently suggest an unequal contribution to groupwork, an individual's grade can be decreased or increased by maximum of 1 grade (on the scale of 1-5)

**Note: final grades will not be released into Sisu before all group members have completed the peer-evaluation**



# Three exciting cases



Case Reima: review and optimize a distribution/warehousing network, considering new opportunities for microwarehousing as well as potential new market openings.



Case Fazer: work on developing supply chain risk management practices of the company. The case assignment is focused on identification of risk categories to be added for supplier risk review practices and on creating a risk profiling of their supplier base.



Case Meluton: work on estimating the impacts of fast sales growth on sourcing, warehousing, production and logistics; analysing how can capacity, cost, service and environmental footprint be controlled while aiming to double growth and profitability.

# Grading all based on the real case work

Assignment	% of course grade	Deadline
Project proposal	10%	23.1 @ 12.00
Final project presentation	20%	13.2 @ 23.59
Final project report	70%	14.2/16.2 before the session

# For all your submissions:

**Use Times new roman font size 12, and return the document in either word or PDF format**

**Remember to include a cover page with:**

- all group members names and student numbers indicated
- the email address for person nominated as your group contact person towards the case company (using official Aalto-email for all company and course communications)
- Date of the submission

**Submissions are done in groups, only 1 member per group submits via Mycourses**

# **Project proposal (see detailed guidelines in Mycourses)**

**This is to communicate your analysis plan for the case company: what do you plan to do and how**

**700-1000 words (not including references and figures and/or tables)**

**Outline the following**

- Your analysis plan, including but not limited to
  - Assumptions you plan to make in your analyses
  - Potential methods of analysis
  - Key reference sources or software used can be noted as applicable
- Your timeline (e.g. gant chart)
- Expected deliverables based on your analysis
- **Any key questions you want to get feedback on from the case company**
- **Any other information you see relevant**

# Final report guidelines (see Mycourses for detailed instructions)

**“Consultancy style” report, 3500-5000 words, excluding references and appendices**

- Use of figures and tables is highly encouraged!

**Your project report should include at least the following sections (you may add others as you see fit)**

- Executive summary (1 page)
- Table of contents
- Introduction
- Analysis/background research (What this is will highly vary depending on the case company)
  - Make sure to note any assumptions you made that impact interpretation of results
- Outcome / results of your analysis, with **a focus on your recommendation(s)**
- Implementation proposal regarding your recommendation
- Reference list

**Final report grading uses the official school-level capstone Rubric - check rubric via submission box!**

	0	1	2	3	4	5
<b>LG2 (problem solving skills): Ability to identify and analyze complex and unfamiliar business problems and provide strategically appropriate solutions</b>	Does not meet minimum requirements	Faced with a complex problem, begins to construct a problem statement with evidence of at least some relevant contextual factors. Uses, in a basic way, skills, abilities, theories or methodologies gained during the studies, but the solutions suggested do not provide any new insight strategically. The problem statement, analysis and solutions are superficial and not logically aligned with each other.		Faced with a complex problem, constructs an adequately detailed problem statement with evidence of most relevant contextual factors. Uses, in a basic way, skills, abilities, theories or methodologies gained during the studies to provide strategically appropriate but non-insightful solutions. The analytical approach and solutions are both appropriate and logically aligned with each other and the problem statement.		Faced with a complex or unfamiliar problem, constructs a clear and insightful problem statement with evidence of all relevant contextual factors. Adapts and applies, in original and insightful ways, skills, abilities, theories or methodologies gained during the studies to solve difficult or complex problems and to provide strategically appropriate and insightful solutions. The analytical approach is clearly justified. Both the analysis and the solutions are logical and insightful, and demonstrate a deep comprehension of the problem and the context.
<b>LG1 (business knowledge): Ability to demonstrate an integrated understanding of relevant business knowledge and to apply it in diverse contexts</b>	Does not meet minimum requirements	Presents examples, facts or theories from more than one field of study, but does not connect them meaningfully to each other and the project.		Connects examples, facts or theories from more than one field or perspective that are relevant to the project.		Creates wholes out of multiple (synthesizes) and draws conclusions by combining examples, facts, and/or theories from more than one field or perspective in a way that is original and creates new insight.
<b>LG3 (ability to communicate and collaborate in diverse professional contexts)</b>	Does not meet minimum requirement	The required assignment is completed and communicated in a way that is barely appropriate for the given context and audience.		The required assignment is completed and communicated in a way that is in all ways appropriate for the given context and audience, but does not stand out from the mass.		The required assignment is completed and communicated in a way that demonstrates an excellent understanding of the context and the needs of the audience. It stands out from the average assignments by using innovative communicative approaches that add value to the audience.

# Group formation

**Groups are formed by teacher based on:**

1. Student case assignment preferences
2. Student background matching case assignment



To ensure each group is motivated and has a good complementary skillset for the case assignment

**Group formation done based on pre-survey filled in via Mycourses**

- Groups will be announced and formed later during today's lecture

# Mandatory sessions for all

Date	Session
Thursday 12 <sup>th</sup> of January 12.30-14.15	Lecture on major megatrends and their impact on SCM (Katri Kauppi)
Tuesday 17 <sup>th</sup> of January 12.00-13.30	Lecture on SCM tools for future proofing (Katri Kauppi)
Thursday 19 <sup>th</sup> of January 12.15-16.00	Lecture on advanced risk management in SCM (Katri Kauppi)  Strategic foresight and identification of early warning signals (scenario workshop on your own cases) (Professor of Practice Gautam Basu)

Note: the lectures are partly designed with the case assignments in mind, BUT mainly for general education on what future-proofing in SCM should/could look like, i.e. not everything discussed during the lectures needs/should be applied in each or any case!



# Sessions only for case Reima

What	When	Where
Case assignment workshop	Thu 12 <sup>th</sup> of January 9.00-11.30	T003, BIZ building
Final presentations by groups	Tue 14 <sup>th</sup> of February 9.00-13.00	F102, Väre (ARTS building)

**Note for case Reima, there is also a teaching assistant who can provide detailed assistance with your data analysis:**

**BA doctoral candidate Lauri Neuvonen, [lauri.neuvonen@aalto.fi](mailto:lauri.neuvonen@aalto.fi)**

# Sessions only for case Meluton

What	When	Where
Case assignment workshop	Thu 12 <sup>th</sup> of January 14.30-17.00	T004, BIZ building
Final presentations by groups	Tue 14 <sup>th</sup> of February 13.00-17.00	F102, Väre (ARTS building)

# Sessions only for case Fazer

What	When	Where
Case assignment workshop	Tue 17 <sup>th</sup> of January 13.45-16.00	T2-C105 (Konemiehentie 2)
Final presentations by groups	Thu 16 <sup>th</sup> of February 13.00-17.00	T004 (BIZ Building)

# **Feedback session with your case company after proposal submission**

**Slots available for booking via each of the case sections in Mycourses**

- Make the booking today after groups are formed!
- These are online sessions, and if not all members can attend, choose a time that more than 1 member can
- Excellent opportunity to get feedback directly from the company AND to ask questions that have arisen as you have started your analysis

**Teacher will be present in these sessions AND will also provide written feedback with your grade via mycourses**

**Each case company will provide you with contact details you can use throughout the course for groupwork during their workshop**

# Weeks 3-5 are mostly independent groupwork

**Teacher is available for weekly support meetings with the groups**

- Come ask questions, get reflections on what you have done, just discuss the issues related to the case, whatever works for you
- No need to send any material in advance to these meetings but you are very welcome to do so
- Scheduler for booking meetings is here:  
<https://mycourses.aalto.fi/mod/scheduler/view.php?id=992651>
- Scheduler with TA for Reima case is here:  
<https://mycourses.aalto.fi/mod/scheduler/view.php?id=996637>

**You can also contact via email anytime for support!**

# **Final presentations on the last week of the course**

**A scheduler for the presentations will be sent a bit closer to the date, for booking the specific time for each case group**

**Multiple representatives from the case companies will be present to hear your results and ask further questions**

**Each team is given approx. 45 minutes.**

- 20-30 minute presentation with PowerPoint slides**
- Q&A session based on your presentation and final report**

**Submit your slides via Mycourses before the presentation session**

# Contact

## **Mycourses:**

**<https://mycourses.aalto.fi/course/view.php?id=36976#section-0>**

## **Mycourses and email key communication channel from teacher to students**

- Make sure you have correct email at mycourses and check that email so you get any announcements sent by the teacher

## **Depending on the question, different channels available**

- email [katri.kauppi@aalto.fi](mailto:katri.kauppi@aalto.fi)
- gsm 050 401 7112
- Come and see me at my office T208

## **Course assistant Lauri Neuvonen (for Reima case only)**

- Email [lauri.neuvonen@aalto.fi](mailto:lauri.neuvonen@aalto.fi)

# **My most important advice to you**

**The more effort you put into the case – the more you learn from it**

- Excellent opportunity to showcase your skills to potential employers

**Start early – this is not a case you can do on the final night**

- Remember that a 6 ECTS course is equivalent to 160 hours of work

**Work together with your group – not separately**

- Meet often to discuss and develop work together even if sharing responsibilities for individual tasks

**Do not hesitate to seek support from teacher – that is what I am here for!**

- Just email or use the scheduler to book appointments



# Group formation



Aalto University  
School of Business