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April

Pathways to Partnerships

RUSCA *and* SUPPLY chain

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Rutgers University Supply Chain Association

RUSCA

Rutgers University Supply Chain Association



Shaping the world's future Supply Chain leaders

Pathways to Partnerships

Today, with Pathways to Partnership, we take the next steps to building better channels between students and companies. We here at the RUSCA Newsletter bring together student insight and supply chain professional viewpoints and advice into one medium. So, in our final Newsletter for the 2017/18 school year we look at businesses at different life cycles in Uber Freight and Toy R Us, what makes supply chains so different and Mark Baxa's views on how to build more robust supply chains beginning with people. We'd like to thank the SCM Department for a successful Spring 2018 and we look forward to whatever the future holds....



RUSCA is now a recognized affiliate of ISM, the largest international professional supply management organization!

For RUSCA-specific events, see page 12

For previous newsletter editions, visit
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In Case You Missed It

FoodLogiQ LLC, a food-tracking software firm, recently raised \$19.5 million in a recent funding round. The North Carolina based company provides software that gives visibility into the supply chain including the processes and pesticides used during farming, shipping details, audit filings and more.



The company already services Buffalo Wild Wings, Chipotle Mexican Grill and Whole Foods along with hundreds of growers, packers and producers. The funding will go toward software improvements, research and marketing. After several high-profile cases of contamination, being able to provide food traceability is in demand in an industry that is “archaic and behind” with record keeping according to Dean Wiltse, Chief Executive of FoodLogiQ.



Alibaba hopes to take advantage of the Chinese consumers’ embrace of e-commerce to auto retailing via vending machine parking garages. Prospective buyers book a test drive online, show up at the service center where facial-recognition software verifies their identity, the car is then dispensed and local dealership resources are provided.

Such frictionless commerce is especially unusual in the auto retailing business. Ford is currently the only brand so far to have partnered with Alibaba. These automobile vending machines received over 450 test drive requests in the first two days; however, Ford declined to divulge the conversion rates of these test drives without a salesperson. The impact of sales people is one reason why the “auto retail process has stayed the same in the last 30 years.”

Koopman Logistics Group, based in the Netherlands, will conduct its first fully digitalized vehicle delivery process this April. By partnering with IBM, Koopman Logistics hope to fully “leverage the value of a blockchain in a true operational process.”



Jon Kuiper, CEO of Koopman, stated that offering customers a fully digitized supply chain supports them in adapting with the “fundamental changes out Automotive Industry is going through.” As part of the full digitalization, all transactional process including CMR, customs processes, invoicing, re-engineering services and end-to-end services will be included. After testing, Koopman hopes to make these services and technology available to all customers.

The overseas secondary car market is seeing an boon following hurricane Harvey. Hurricane Harvey claimed 600,000 cars that insurance companies determined to be total losses and so auctioned them off often to foreign car dealers and salvagers. 2017 saw total container volume for car exports grow 12% to 757,327 TEUs.

Those vehicles caught in the floods often exhibit water damage, damaged electrical systems and deep rust on the brakes, but are still bought and sold often to secondary markets in places in Africa, the Middle East and Southeast Asia. Insurance companies recoup most of their losses during these auctions while companies such as Gediminas Garmus that specializes in international auto transport saw business grow 70% to 65,000 vehicles in 2017.

Pathways to Partnerships Profile: Mark Baxa

BY: CHRIS DOYLE

Mark Baxa is President and CEO of FerniaCreek LLC, a global supply chain management company, having just "retired" after a 37-year career with the Monsanto Company. His most recent role was Global Procurement Center of Excellence Lead. Mark is Chairman of the Board-Elect for the Council of Supply Chain Management Professionals (CSC-MP) as well as a member of the Global Board of Directors for WeConnect International. The Department of Supply Chain Management at Rutgers Business School is honored to have Mark Baxa as Keynote Speaker for the inaugural Pathways to Partnership Awards Banquet. Recently, the RUSCA Newsletter had the pleasure of speaking with Mark....



Mark and Monsanto

Mark's first involvement in supply chain came in 1987, having accepted a role managing a portion of The Upjohn Company's international agricultural supply chain as Asgrow Seed Company. Subsequently, at the beginning of Monsanto's biotech venture with Roundup Ready Soybeans in 1998, Mark led the Asgrow Seed Company's Customer Service and Logistics organization, a company acquired by Monsanto. His team was responsible for creating the logistics and distribution network to advance those sales. They were dealing with a rapid advancing growth curve never seen before and that experience gave him the insight into the relationship between the physical supply chain and attaining high levels of customer service. In his most recent role at Monsanto as the Global Procurement Center of Excellence Lead, Mark leads supplier relationship management, sustainability and supplier diversity globally for the extended supply chain. Ultimately, the work of these suppliers impact final product placement and development as to how Monsanto can serve and go to market.

Driving Innovation and Risk Management

A key factor in driving innovation and risk management at Monsanto has been through speed of decision. This comes about by championing a matrix thought process that is "structure-free." Without silos, people are encouraged to adaptively work in the matrix and create opportunities and solutions where processes do not exist as well as build processes for opportunities down the line. The success of a matrix organization comes from the people - their freedom of thought, diversity of opinions and go-forward strategy. This is at the heart of innovation and solutions to critical business problems. By giving people that ownership, the business continues to create value while being more resilient to uncertainty in the external environment. This can be seen in the numerous awards and recognition Monsanto receives each year on a global basis.

Supplier Diversity and Sustainability

When choosing suppliers, it is important to look beyond price and product, but to consider the total value of the relationship. Doing so means evaluating what matters most to the company, its people and its customers. This is ever so important today with people not just interested in a brand's reputation, but in the company's reputation. What is the company's environmental footprint? Are products safe? Are they reusable? So, when thinking about sustainability, there are three areas to consider: ethical, environmental, economic.

- Ethical is acting with integrity and having suppliers with a similar culture and ethic in delivering the right products and services in the right way.
- Environmental is positively impacting climate change and incorporating that into the longevity and reusability of products.
- Economic is being fair and open with all suppliers in access to the company's needs. It is also having an eye to diverse suppliers.

Sustainability can be achieved through diversity in the supply chain. By overlooking that a business forgoes incremental value and competitive advantage. One diverse supplier base is women-owned businesses. WeConnect International connects qualified buyers with these women-owned businesses. By working together, WeConnect has expanded its reach and network, while Monsanto was able to take their U.S. based 40-year history of diversity and inclusion to a global stage. For example, WeConnect facilitated the expansion of Monsanto's Supplier Diversity Mentorship Program to Brazil. It is through a more holistic evaluation of suppliers that one can open up opportunities for more innovative and risk mitigating ideas.

Stronger Collegiate Talent Pipelines

Pathways to Partnership is a journey - a journey toward being more deliberate in connecting students and companies. For companies, they must view internship experiences as more than just a one off experience or an entry-level role; there must be a structure within the supply chain that enables a group of students to come in and develop meaningful experiences all while allowing the company to seek the right talent. Two parts of any robust supply chain program are access to strong senior level mentorship and exposure to experiences beyond analytical tasks. Placing the right people, in the right roles, and with the right fit is crucial in helping early-in-career talent grow so they can make a long term difference in a company.

Two years ago, Monsanto took strides toward strengthening their own collegiate talent pipeline with the creation of a Supply Chain Rotational Program. Monsanto looks to the top supply chain schools in the United States and brings those students in during their junior year or as recent graduates. The goal is to provide these students with the requisite experiences to supplement their solid educational foundation. By matching the experience to the education, both student and company can properly evaluate each other. With Pathways to Partnership, companies can further this relationship to not just the internship period. Company tours, job days, global insights and white papers, as well as access to the professionals themselves help build a more intentional and deliberate channel for students to transition from university to company. With Pathways to Partnership comes the structure to act on this, thus giving Rutgers that unique opportunity to break through the next barrier with regards to their relationship with companies.

Advice to Rutgers Students

You're never done learning, so be ready to continually take in and contribute throughout your career. So as you navigate through the Undergraduate or Master's program keep asking yourself, "what can I bring to the table that is above and beyond." Programs like Pathways to Partnership will provide that opportunity to gain the necessary exposure, experience and knowledge to get a leg up. Students must then take advantage of that.

Toys Rn't Us

BY: SOMIK SHAH

In the disastrous turmoil of Toys R Us' bankruptcy, many of their supply chain partners are also finding themselves at risk. Their two largest suppliers, Hasbro and Mattel, and their respective positions as a result of Toys R Us' demise demonstrate the importance in suppliers maintaining good financial health as a buffer against shocks elsewhere in the supply chain.

As of March 2018, both Toys R Us and Mattel possess poor financial health ratings. Mattel in particular possesses a lot of debt and pays suppliers every 62 days while collecting payments from customers every 84 days, giving them poor turnover (Patrick). On the other hand, Hasbro possesses a strong financial health rating and should manage to absorb the shock of Toys R Us' bankruptcy well. The different situations these related companies face underscore the need to be vigilant in maintaining one's financial viability as well as that of their customers. Even though Toys R Us only makes up 10% of Mattel and Hasbro's revenue, Toys R Us still owes \$159 million and \$59 million to those companies respectively. Toys R Us' downfall had been predicted by the toys suppliers as they often expected immediate payment, and often moved smaller shipments to the toy retailer (Patrick).

It is these traditional toys, board games, action figures and such that Mattel and Hasbro are know for and the decline in those sales is one of many reasons why Toys R Us is currently where it is. Electronic gadgets and games are becoming more popular, but Toys R Us never leveraged that popularity, but simply designated another row of shelves to the VR headsets, drones and video games. Thus, with declining sales, Toys R Us decided to only carry the top selling toys, but still experienced regular out of stocks, such as during the recent holiday sales time where Toys R Us was only in-stock on the top-100 toys 62% of the time (Lim). Stores are considered to be in stock as long as they have three units of a particular item, but this low quantity results in empty looking shelves, which ultimately hurt sales. Thus, many customers often felt like they were "shopping leftovers" (Lim).

The need to seem like shelves are overflowing with a variety of toys and provide an experience to shoppers requires lots of inventory on hand. Chief Executive, David Brandon's solution was to go "full and chunky" contrary



to the often preferred leaner, just-in-time approach to inventory. However, their poor financial position as seen with their \$5 billion debt makes it hard to rectify their issues. Thus when shoppers see empty shelves, or a small selection

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“Electronic gadgets and games are becoming more popular, but Toys R Us never leveraged that popularity, but simply designated another row of shelves to the VR headsets, drones and video games.”

of toys, it often hurts their brand image especially when cheaper options at Walmart and Target exist. Now with e-commerce in the form of Amazon, it is even more difficult for Toys R Us to compete. Since creditors were reluctant to refinance the debt, Toys R Us could not act on any potential improvement they saw such as developing improvements to their online sales platform (CBS).

Now by filing with the U.S. Bankruptcy Court, Toys R Us will begin liquidating. To have avoided their collapse, Toys R Us needed to adapt to the changing environment by recognizing how toys were shifting to electronic products and brick and mortar retail to online retailing. The fact that no one wanted to buy Toys R Us hinted at its poor state and poorer future. For Hasbro and Mattel, the future remains to be seen. Hasbro with its diversification of retailers may be less impacted than Mattel, but Toys R Us and its 70 year history illustrates the far reaching impact all partners, buyers and sellers have on each other.

Supply Chain Complexity: How Size Defines Practice

BY: KEVIN RESHAMWALA AND ADARSH RANGAN

Supply Chain Management is the focus on the coordination of procurement, manufacturing and delivery of a product to satisfy the customer needs. However, the complexity of these functions vary significantly from business to business, both in size and in industry. To truly understand that difference, we delve into the respective supply chains of Belma Fashions, a small, wholesale clothing business in New York City with \$1.5 million in sales and Church & Dwight, a large, multinational consumer packaged goods company with \$3.8 billion in sales.

Belma Fashions

811 B&W Rayon Dress

The business owner designs a concept for a garment (s)he would like to sell.

The owner then connects with manufacturers in India who (s)he thinks have the capabilities to produce this garment.

Based on the type and quantity of product needed, the manufacturers submit their one-piece samples and overall rates.

The owner subsequently does a price-quality analysis by examining the samples and analyzing the rates.

Finally, the owner accepts a bid and notifies that particular manufacturer.

Business owner then reaches out to a fabric supplier.

Sourcing

Church & Dwight

Arm & Hammer SpinBrush Pro

The Purchasing Manager sends a RFP to acquire the necessary material to create a SpinBrush toothbrush.

Suppliers are chosen based on a variety of traits including quality, lead time, value added services, and most importantly lowest landed cost. Each potential supplier submits a bid to be the supplier.

Lowest landed cost is the total cost of not only procurement, but also shipment to facilities. So, if it can be bought at a low price in China, but shipping is more expensive than buying and transporting locally, C&D will choose a local supplier.

The business owner, acting as the liaison between the fabric supplier and garment manufacturer, arranges a truck shipment of fabric from supplier location to factory.

This transport would take approximately 3-4 days.

The truck carrier is chosen either through word-of-mouth or from previous business transactions with Belma Fashions.

Inbound Transportation

Transportation carriers bid on every inbound lane Over the Road (OTR). The Transportation team chooses the carrier not only based on cost, but also based on delivery time and safety. The recent shortage of carriers has increased focus on intermodal opportunities. While intermodal often has longer lead time it does come at a lower cost.

Once the fabric reaches the factory, the manufacturing process begins.

Making the dress involves several different steps: patterning, cutting, sewing, and inspecting.

Transforming this raw material fabric into the finished product takes about 15 days.

Manufacturing

C&D manufactures the SpinBrush in China, ships them to the U.S. where contract manufacturers add to the designs.

The chassis is sourced in China, but designs are stored and attached in the U.S.

Manufacturing Postponement is utilized to improve reactivity to the market and reduce working capital.

Once manufacturing is complete, a truck transports the finished product from the factory to the sea port in Bombay in about 3-4 days.

Assuming the ship sails out on a Monday, customs documentation is filed in India and in the USA between the prior Thursday and Monday.

Belma Fashions merchandise is stored in a container, and shipped by CMA Shipping Co. It takes about 20 days by sea to get from Bombay to a port in New York City.

Once the container reaches the port in NYC, it is cleared by customs. Once the business owner is notified of this, (s)he contacts a trucking company to pick up the shipment from the port or an associated warehouse. The shipment is loaded on the truck and transported to a warehouse in Brooklyn, and then to the store in Manhattan the next morning.

Most of Belma's sales are B2B, as many of the customers run their own clothing stores. These customers either physically come to the store to buy the merchandise or the business owner arranges to make parcel shipments through UPS to the customer's shops.

Overall, coordinating the outbound transportation is a major hurdle for Belma. There are no DCs or distribution management networks so a lot of the logistical preparation has to be single-handedly done by the business owner.

Outbound Transportation

Shipments are sent to distribution centers and customers using Least Cost Sourcing (LCS). An algorithm determines ideal manufacturing and holding location. Location is chosen based of proximity to sourced materials and relative transportation costs.

Shipments are tendered to C&D carriers; shipments are scheduled with primary, secondary, and tertiary carriers as needed.

To satisfy customer expectations and improve efficiency, a special mix of products is shipped to consumers based on an algorithm that maximizes pallets and weight. If a shipment is considered too light for a full shipment, it is shipped LTL.

Less-Than-Truckload (LTL) are small shipments collected by a third party, consolidated in their facility, then shipped close to a consumer where it is then shipped to customers. It takes longer and can be more expensive, but is preferable to sending a full truck of a smaller shipment

Operating different size supply chains requires different approaches. Large supply chains have instituted best practices centered around flexibility borne from significant resources and infrastructure. While smaller organizations operate more on person-to-person relationships of trust and history, often due to lack of time and resources to enable greater visibility and control. Moreover, C&D has a significant repertoire of products across industries and need to manage each supply chain uniquely; Belma Fashions focuses only on the women's apparel industry, which requires forming strong relationships with a few core suppliers. But with each, one comes to see the complex number of people, processes and products that pass through the supply chain from beginning to end.

Uber Freight

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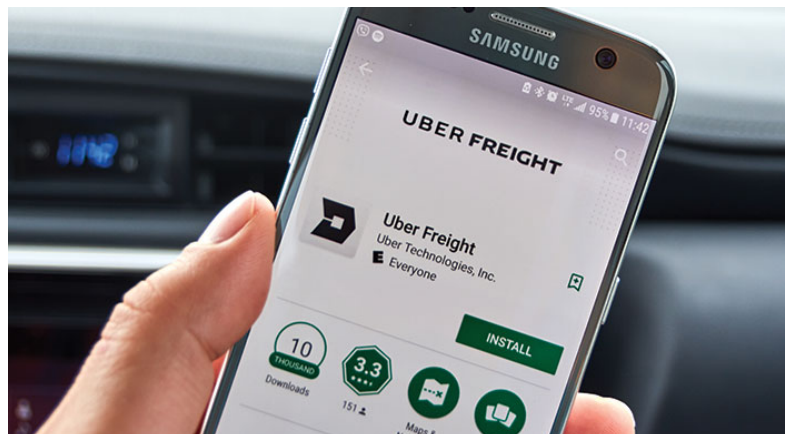
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BY: MICHAEL MCGUIRE

The scarcity of truck drivers is a growing problem for the logistics industry. Recent findings showed the trucking industry short 36,500 drivers in 2016, with that number expected to exceed 50,000 by the end of 2017 (Costello). These conditions are resulting in more and more products taking longer to ship, while fees to ensure on-time delivery are subsequently rising. Nowadays, companies look for shorter lead times and customers come to expect next day shipping; however, with more regular delays and prioritization of freight, these standards are now becoming more difficult to achieve. Uber, the popular ride-sharing app, has decided to enter the market despite these conditions.

Uber, usually in the business of finding people to transport other people from Point A to Point B is now looking to apply those same principles to the freight industry. The Uber Freight app will match trucking companies with available loads to haul (Uber Freight). Early indications show that they are "facing a problem trying to break into the freight market that is rarely an issue in its ride-hailing expansion: a shortage of drivers" (Phillips). So, why enter? For one, the Uber Freight app aims to improve upon some of the major inefficiencies of the current market. Rate confirmation, which contractually binds both parties to the agreed pay for a specific haul will now be confirmed in the matter of seconds. Payment for delivered loads will also be paid in the matter of days, rather than the more typical 30 day wait. Uber also promises accessorial rates to comfortably cover for any detentions and layovers that inevitably occur in the industry (Uber Freight).



Uber is also trying to lure drivers into their business model by providing incentives to qualified drivers who do choose to haul with Uber. One such perk is a fuel card for those who run at least one freight load a month via the Uber Freight app. This card will save drivers fifteen to twenty cents per gallon at certain gas stations. Additionally, "once drivers haul 10 loads total as Uber Freight Plus members, they'll be eligible for up to \$16,000 off new truck purchases from Navistar or up to a \$4,000 rebate on used trucks from the company's International brand" (O'Kane). Considering truck drivers drive a 10% of all miles driven in the United States and haul a total of 14 billion tons each year, these can be substantial perks to their livelihood (Uber Freight). There is also hope that the driver benefits and brokerage business model Uber develops will encourage more people to take on trucking as a profession.

Uber's success in both in bringing more truck drivers to market as well as their success as a freight broker is still yet to be seen. Unlike the consumer to consumer nature of ridesharing, business to business dealings in the trucking industry is very different as there are already "well-established ways of doing things" and these things "work in the places where Uber's ride hailing service does not" (Madrigal). However, if the productivity of Uber's offerings are realized and more truckers begin to capitalize on it, that productivity will be seen throughout the supply chain, especially in companies receiving goods in a timely manner, which will be to the benefit to all.

"Nowadays, companies look for shorter lead times and customers come to expect next day shipping; however, with more regular delays and prioritization of freight, these standards are now becoming more difficult to achieve."

Roomi: Roommates and Housing Made Easier

BY: KIERAN WILLIAMS

Looking for a rental, a sublet, a roommate? Roomi has got your back. Roomi is an app that allows resident owners to post their rooms and apartments in search of a renter or roommate. Users log on, search by city and the app populates all nearby users looking for what the user is requesting. Users then have the option of viewing details and chatting with the person on the other end. Roomi is currently available in twenty-one American cities and counting and is one of a growing trend of consumer to consumer businesses that cut out the middleman and other traditional intermediary businesses (Roof).

Much like how online real estate information platforms Zillow and Trulia hurt real estate agents everywhere, and AirBnb disrupted businesses specifying in short term rental stays, a business like Roomi can place further pressures on the rental real estate business. By bringing potential roommates, renters and landlords all onto one space, the time and costs often lost through more traditional means is eliminated. Traditionally, home and rental seekers contact a realtor in their area to align rooms and apartments that match their interests, and then they go through each option one by one. For young adults both in college and just entering the workforce, renting and finding roommates is often a necessity. So, Roomi is just what is needed. The amount of work previously done by young adults in posting on social media sites and

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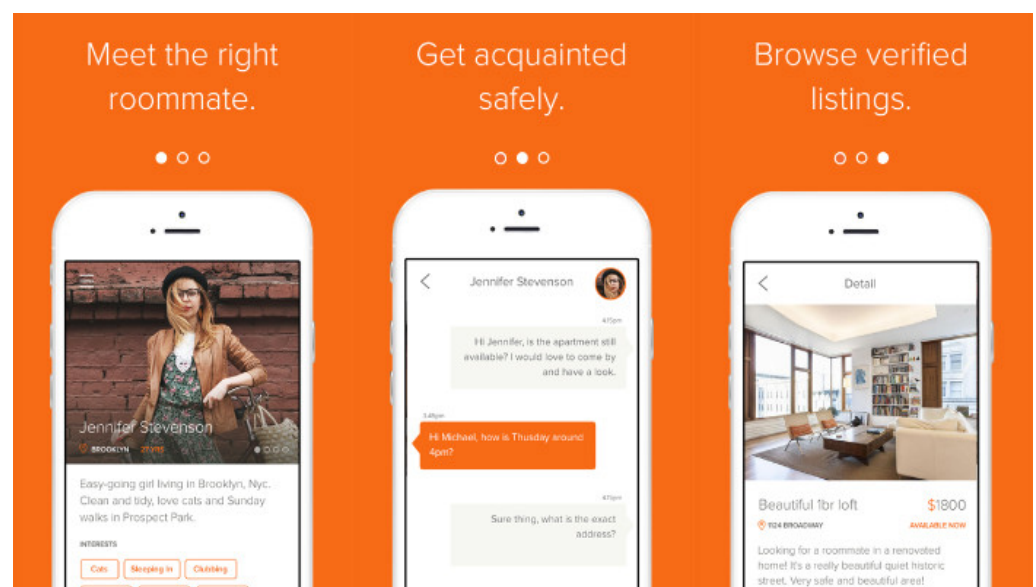
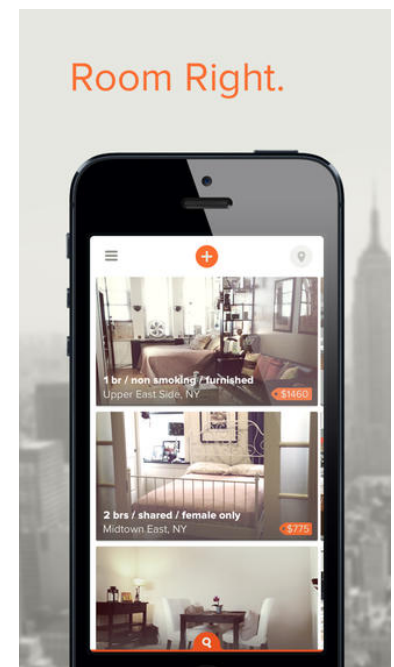
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‘Much like how online real estate information platforms Zillow and Trulia hurt real estate agents everywhere, and Airbnb disrupted businesses specifying in short term rental stays, a business like Roomi can place further pressures on the rental real estate business. By bringing potential roommates, renters and landlords all onto one space, the time and costs often lost through more traditional means is eliminated.’

reaching out through friends to find an apartment that ultimately ended up going nowhere happens all too often. So, being able to define your price range preference, location, and details down to wifi capacity, furnishings, and even the owner’s personal interests and preferences opens up many opportunities. With real time chat options, users can then very easily maneuver the many options out there in the matter of seconds.

With more and more businesses existing in the digital space and providing a service, it is essential that the tenets of successful service are met: minimize customer wait time, minimize customer idle time, maximize employee performance and maximize customer experience (Voudouris 5). With apps like Roomi, where customers are connected directly with owners and other customers, the inefficiencies of the old way of doing things are gone. So where does supply chain fit into all this? Right in the middle of things. Supply chain must provide the links among Customer Relationship Management, Enterprise Resource Planning, and Human Resources and cover any functionality gaps (Voudouris 6). So, the ability of both parties to search and look for what they desire and then ultimately finalize a deal requires many business functions in play. It is only through an integrated service supply chain that facilitates the user’s experience can good service be provided and make customers return to the product - much like what Airbnb, Uber, Lyft, MoviePass, ClassPass and the many more have achieved in recent years. Well next up may just be Roomi!

Understanding the end customers’ wants, needs and preferences will help align one’s company to successfully provide solutions to existing market problems. Having a fundamental understanding of all the parts that impact the business, where its competencies lie and where inefficiencies exist



RUSCA EVENTS

**General Interest Meetings start at 9:45pm
at Livingston Campus - Lucy Stone Hall B267**

Events for April:

4/18: RUSCA Co-Sponsored Blood Drive (12:00pm-4:30pm)

Busch Student Center Multipurpose Room

4/19: Air Products Info Session (7:00pm-9:00pm)

Location TBD

ISM-NJ Event Recap and Schedule:

4/24: ISM-NJ Board of Directors Quarterly Meeting (5:30pm-8:00pm)

At Verizon - Basking Ridge, NJ - Register [Here](#)

4/27: Webinar Series (1:30pm-2:30pm)

HR Strategic Sourcing - Register [Here](#)

5/1 - ISM-NJ Supplier Diversity 2018 (5:00pm-9:00pm)

At Hanover Marriott Hotel, Whippany, NJ - Register [Here](#)

To see more of ISM-NJ's past and upcoming events or become a member, visit ismnj.org.

RUSCA's Mission Statement:

To inspire our RBS students into learning more about Supply Chain Management and its opportunities, as well as to serve as an intermediary organization on behalf of the RBS student and support the student in the pursuit of a successful internship, co-op, or full-time offer, most especially for our Supply Chain majors.

Want to know more and stay up to date with RUSCA events?

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