

Professional Profile

Eric Larson is an Assistant Professor of Professional Practice in the Supply Chain Management Department. He is the MBA Program Coordinator for the Supply Chain majors of Rutgers Business School and coaches the Supply Chain Student Initiative, the Management Consulting Club and case competitions. In addition to teaching fundamental concepts of Supply Chain Management, Professor Larson teaches the special topics classes in Supply Chain Finance, Project Management and Industry Consulting. He is a frequent speaker at industry conferences and association meetings on supply chain and talent issues.

Education and Associations

- M.B.A., Graduate School of Business Administration, Harvard University
- Sc.B., Electrical Engineering, Brown University
- Member, Council of Logistics Management / Council of Supply Chain Management Professionals
- Member, Institute for Supply Management

Speeches, Cases and White Papers Authored

Case: L&L Audio: Possible U.S. Mfg. Renaissance? (A) & (B), March 2017 with Rudolf Leuschner, Ph.D.

Asset Valuation, January 2017 Meeting of the Network for Value Chain Excellence, ASU

Re-train to Retain, Hiring Millennials, October 2016 Meeting of the Northern NJ Chapter, ISM

Talent Management Takes Work, September 2016 Gartner Group Chief Supply Chain Officer Conference

Business Continuity & Supply Chain Resilience, May 2016 POMS Annual Conference

Case: Supply Chain Finance at BPC (A) & (B), March 2016 with Rudolf Leuschner, Ph.D.

Effectively Addressing the Looming Talent Shortage in Supply Chain, November 2015, Richmond Events

A Perfect Storm: Talent Management, October 2015, The FORUM at OSU, Columbus, OH

Case: Justifying ERP at BPC, April 2015 with Rudolf Leuschner, Ph.D.

Case: The Medical Device Industry (A) & (B), March 2015 with Rudolf Leuschner, Ph.D.

Designing your Supply Chain for the CFO, February 2015, Joint Meeting of the ISM/APICS, Northern NJ

RBS Newsletter Article: "Designing your Supply Chain for the CFO" (Dec. 2014)

Product Serialization in the Pharma Industry, March 2013, SAP Life Sciences Innovation Forum

White Paper: "Accelerating Time to Value in Global LS M&A - Preventing Business as Un-usual!" (May 2009)

Supply Chain Trends and ERP in Life Sciences: November 2008, VICCS Technology Leadership Forum

Value Driven Compliance, January 2007, Parenteral Drug Association Emerging Technology Conference

Metamorphosis of Manufacturing, September 2006, LogiPharma Annual Conference

White Paper: "Lean and ERP – A New Model for Achieving Synchronized Production" (Sept 2001)

Employer History

Rutgers Business School	September 2014 – Present	Newark, New Jersey
IBM Global Business Services	October 2002 – September 2014	Bedford, New Hampshire
PricewaterhouseCoopers	January 1994 – October 2002	Manchester, New Hampshire
Digital Equipment Company	June 1988 - December 1993	Marlboro, Massachusetts
General Electric Company	October 1982 –September 1986	Various

Work Experience

Assistant Professor, Supply Chain Management (2014 – Present) Professor Larson teaches MBA classes in Global Procurement, Client Industry Projects, Project Management and Supply Chain Finance to first and second year MBAs. He also teaches Supply Chain Finance for the online MS-SCM Program and Supply Chain Analytics for the mini-MBA (Executive Education.)

University Service to the Supply Chain Department (2014 - Present) Professor Larson provides career coaching to 70 SCM MBAs, in support of their search for full time and internship placement. He provides support for the Rutgers BigTenPlus case competition with case writing, and competition day support. He led the curriculum review to support MBA program ranking improvement and revised the MBA syllabus for Supply Chain Finance to align with research. RBS Supply Chain Management ranking with Gartner Group moved up four places from #11 to #7 (MBA) and #9 to #5 (Undergraduate.) He provided interim leadership, as co-Director, to the Rutgers Center for Supply Chain Management in 2015-16 and met with industry leaders to facilitate better university / industry relationships and seek new opportunities for research and student placement. Annually, he has determined the winners and awarded six scholarships for three organizations: Battaglia Memorial Fund, Center for SCM, and the Containerization Institute.

Case Competition Judge, Deloitte Case Competition (2015, 2016) – Mr. Larson served as a judge for the annual Deloitte case competition held at Rutgers to determine the team that will compete in the National competition. Reviewed four case presentations and jointly selected the winner with executives from Deloitte and other Rutgers faculty.

Delivery Partner, Subject Matter Expert, Regulatory Controls for IT (2014) – Mr. Larson led the analysis of the regulatory controls, policies and procedures of a \$1B manufacturer of contact lenses. This effort was performed concurrent with the start of the ERP design phase to ensure the alignment of organization, processes and procedures to support the implementation of new IT systems in a manner consistent with FDA regulations.

Delivery Partner, Subject Matter Expert, Business Process Harmonization (2013) – Mr. Larson led the analysis of key operating decisions prior to SAP Blueprinting at a \$33B Life Sciences manufacturer. This effort covered back office (finance, order management and procurement) and supply chain applications and emphasized the areas of highly integrated processes such as third party manufacturing and intercompany (product and non-product) transaction processing. Recommendations for ten operating decisions were developed and presented to management for adoption into the blueprinting.

Delivery Partner, Product Launch Modeling (2012) – Mr. Larson led a project which analyzed the logistical ramifications of delivering radioactive isotopes (energy from a radio-pharmacy) with a ninety minute half-life, to PET centers for use in a newly approved diagnostic tracer. This effort covered building a model of all of the potential testing centers and prescribing specialists against the population centers in order to determine what percentage of the potential patients could be served in a cost effective manner.

Delivery Partner, Pharmaceutical Common Platform Strategic Planning (2011) – Mr. Larson led the implementation planning for the common platform applications (ERP, APS and extended enterprise) in scope for this \$46 Billion Pharmaceutical manufacturer. This effort included estimation of resources, analysis of scope, roles and responsibilities, PMO structure, ramp-up work plan, blending of IBM and client regulatory compliance methodologies on-boarding documents and detailed kick-off planning.

Delivery Partner, Subject Matter Expert, Process Alignment (2010) – Mr. Larson led the analysis of corporate and plant planning and procurement processes leading to recommendations for process alignment and improvement at this \$4B Life Sciences manufacturer. This effort spanned eight US, Central American, and Australian plants as well as operations at corporate and identified a roadmap for improving the process linkage and operations of planning and procurement.

Delivery Partner, Subject Matter Expert, Inventory Assessment and Implementation (2009) – Mr. Larson led the pilot and implementation of IBM's dynamic inventory optimization solution (DIOS) at this \$4B Life Sciences manufacturer. Deployment of the tool and inventory process analysis resulted in identification of optimal inventory targets and recommendations for improvements to advanced planning processes. These improvements, when fully implemented, will achieve and maintain the optimal inventory targets across the supply chain including inventory for all North American plants and the related distribution network.

Advanced Supply Chain Planning Team Leader, Pharma ERP Implementation (2007-08) – Mr. Larson led the scope analysis, process design, and configuration for the Planning applications of an ERP implementation at a \$46 Billion Pharmaceutical manufacturer. This program included development of a lean planning design to work in conjunction with advanced planning solutions, as well as new process designs for five major processes within the planning and scheduling operations at this global client. Project charter and design were both completed in six months. Client suspended implementation to merge with another F100 Pharmaceutical manufacturer.

Manufacturing and Planning Team Leader, BioPharma ERP Implementation (2006) – Mr. Larson led the scope analysis, process design, blue-printing and realization phases for the ERP implementation at a \$14 Billion Bio-Pharmaceutical manufacturer. This program included an accelerated ERP implementation charter, analysis of proposed systems work related to ERP, and new process design for eight major processes including advanced planning, production planning, operations, quality, and warehouse operations. Charter and design were both completed in six months and alignment was achieved across all six manufacturing sites and functions on the new capabilities. Implementation is planned across a two year program including one EU manufacturing site and five U.S. plants.

Quality/Global Planning Team Lead, Pharmaceutical Lean Manufacturing Implementation (2005) – Mr. Larson simultaneously led the quality and global planning staffs to implement new processes and procedures leading to the successful implementation of demand pull manufacturing and planning processes. In the laboratory, his team implemented revised processes, standard operations, visual controls and demand pull scheduling to completely revamp the day to day operations of the Quality organization. Quality models and capacity tools were implemented to assess proper staffing, kanban sizes and equipment throughput across laboratory operations. In Global Planning, new processes and tools were designed and approved for implementation concurrent with the new ERP system.

Project Manager, Pharmaceutical Common Platform Business Case (2005) – Mr. Larson led the business justification for the common platform applications (ERP, APS and extended enterprise) needed to meet future requirements for supply chain and finance areas of a \$22 Billion Pharmaceutical manufacturer. This effort included analysis of existing systems, envisioning future business processes and identification of issues and opportunities for improvement. Significant technological and process benefits were identified and the client team has brought the proposal forward to management.

Project Manager, Pharmaceutical Application Selection (2004) – Mr. Larson led the selection process for the ERP & APS packages to meet the complex supply chain requirements of a rapidly growing \$400 Million generic Pharmaceutical manufacturer. This effort included analysis of future business processes and identification of issues and opportunities for improvement. The team managed all vendor communications and the development of requests for proposal and analysis of RFP responses through the selection.

Manufacturing Team Lead, Consumer Packaged Goods Business Transformation Business Case (2003) – Mr. Larson led the development of the business transformation case for the Manufacturing team of a F100 Consumer Packaged Goods company. He applied deep manufacturing process improvement knowledge and expertise in the development of the business case to facilitate team of seven cross-divisional client executives. His team identified \$200 Million in benefits attributable to process change, re-application of best practices and system improvements. The program included a work plan for plant assessments; and subsequent implementation of line event data systems, reliability improvements, and process re-design impacting fifteen major processes within the scope of the client's proposed new technologies.

Project Manager, Pharmaceutical ERP Business Case (2002) – Mr. Larson led the development of the business case for U.S. supply chain improvements for a \$1.1 Billion division of a \$14 Billion Pharmaceutical and Chemical products manufacturer. This program included ERP implementation charter, risk mitigation, benefits, investment costs and change planning for improvements to five major processes within the scope of their proposed new technologies (ERP.) Alignment was achieved across a two year implementation program including three U.S. sites, and skilled resources from all locations.

Project Manager for Healthcare Lean Manufacturing / ERP project (2001) – Mr. Larson led the delivery of highly successful Lean Manufacturing implementation for a \$200 Million division of a \$29 Billion Healthcare products manufacturer; including critical Lean Planning changes to the client's SAP R/3 system. This implementation delivered significant savings to the clients' clean room operations including over 30% gain in labor productivity, 97% reduction in cycle time and 97% reduction in work-in-process for their assembled medical devices. In addition, a 60% reduction in the clean room space utilized is expected to net a cost avoidance of over \$500,000. The targeted asset reduction, when the replenishment levels are reached, is expected to reduce inventories by over \$4 Million. In addition to leading two teams for systems and process changes, personally developed the collaborative planning, supplier management, change and communications strategies to support the lean implementation.

Project Manager, Healthcare Supply Chain Business Case (1999-2000) – Mr. Larson led the development of the business case for global supply chain improvements for a \$1.6 Billion division of a \$29 Billion Healthcare products manufacturer. This project included benefits, investment costs and implementation planning for improvements to twenty-one processes within the scope of their proposed new technologies (ERP and APS.) Alignment was achieved across a five year implementation program including nine worldwide sites, and Information Management resources from the US and Europe. Benefits identified included one time savings of \$32 - 34 Million and recurring savings of \$49 - 61 Million from improved productivity, reduced tax liability, and reduced inventories.

Project Manager for Consumer Goods ERP implementation (1998) – Mr. Larson led the successful SAP R/3 implementation for Order Management and HR/Payroll for two Canadian divisions of a Fortune 500 CPG manufacturer. The order management system covered the order to cash modules across all Canadian provinces and twelve production and distribution locations. The HR / payroll system covered salaried payroll for over 1150 employees with bi-monthly direct deposit to payroll. The integrated planning solution included vendor managed inventory, Manugistics software for demand planning and forecasting, and twenty five other legacy system interfaces. He provided business process knowledge, and project management skills to plan and execute the cutover and "big bang" implementation across Canada. He directed thirty eight consulting staff and fifty-plus client personnel through construction and implementation phases of the system life cycle to deliver system benefits.

Project Manager for Consumer Goods ERP implementation (1996-97)– Mr. Larson led a SAP R/3 system implementation project to on time live implementation for invoicing inter-company shipments of \$10 Billion CPG manufacturer. He directed seven consulting staff and ten client personnel through complete system life cycle of analysis, design, construction and implementation of system requirements. This system implemented an innovative strategy of concentrating \$1B of income (saving \$50MM annually) in the (lower) tax jurisdiction of the location where product was developed and trademarked.

Team Leader for ERP implementations (1994-95) – Mr. Larson led multiple teams through the phases of SAP R/3 system implementation projects, delivering various work products of the Price Waterhouse system methodology for ERP across Analysis, Design, Build and Go-Live at three successive projects. He directed three analysts through the harmonization of data at a large Pharmaceutical project, four consulting staff through the design of production planning attributes and six staff through creation of the detailed system elements (reports, interfaces, conversions, enhancements and forms) at a Medical Device manufacturer.

Marketing Analyst for Computer Software products (1988-1993) – Mr. Larson performed technology review of manufacturing planning application software vendors and led effort to develop functional vision and long term strategy to improve minicomputer market share for Digital Equipment Corporation. This effort led to a

\$9 Million engineering program to create framework-based integration using object request broker architecture and queued messages. He helped to coordinate the joint product launch and worldwide introduction of CIM alliance between Allen-Bradley and Digital. He provided customer consultations on cost/benefit evaluation throughout the life cycle of the initial joint product from the alliance, and created product marketing materials to help the sales force gain new sales.

Manufacturing Engineer (1982-86) – Mr. Larson led a project team of production, quality audit, engineering and marketing resources to introduce and ramp-up production of avionics sub-assemblies at General Electric. He implemented computer-controlled wave solder processes for printed wire boards. He developed process parameters, systems planning and construction for programmable (ladder-logic) controller to automate \$1 Million printed wire board facility for a defense contractor. He provided process integration between manufacturing and design engineering groups to accelerate new product introduction. He established procedures and controls to track CAD/CAM information transfer and data conversion between departments.