Friday Plenary Session

May 9, 2014, 11:45 AM – 12.45 PM – **Atrium Ballroom A**

Chris Gaffney, Coca-Cola Refreshments

Senior Vice President Technical Office, Product Supply Systems

Defining and Building Sustainable Technical Capability in an Increasingly Complex World

Abstract

This is a fundamental strategic challenge for Coca-Cola, our customers and business partners. We are in the midst of this battle, and are learning a lot on the journey. This discussion will share thinking on the detailed definition of capability, how it increases over time, and the human side of engaging team members in implementing lasting change that drives business results.

Biography

Chris has been with the Coca-Cola system for nineteen years. He began his Coca-Cola career with Coca-Cola Fountain as a Distribution Project Manager. He took on the role of Director, National Distribution before joining the Coca-Cola North America Supply Chain team as Director of Logistics.

He led the Coca-Cola North America Logistics and Planning team for 4 years prior to becoming the President of Coca-Cola Supply in December 2008.

In 2010, Chris was selected as the Strategy Lead for the Coca-Cola Refreshments Product System Supply Business Integration. At the conclusion of the integration Chris was appointed as the Sr. Vice President Product Supply System-Strategy for Coca-Cola Refreshments. Chris assumed his current role in January 2014.

Prior to joining The Coca-Cola Company, Chris worked for four years with AJC International, a Global Food Trader as Global Operations Manager. Chris started his career with Frito-Lay and held various roles in Distribution and Logistics.

- Chris received his Bachelor and Masters in Industrial and Systems Engineering from Georgia Tech.
- Chris has been married for twenty-seven years and he and his wife Ellen have four children, aged 19-25.
- In his spare time, Chris runs marathons for cancer research, and is an avid reader, movie watcher and boxing fan.

Saturday Plenary Session

May 10, 2014, 12:30 PM – 1.30 PM – **Atrium Ballroom A**

Thomas A. Debrowski, Mattel Inc.

Executive Vice President, Worldwide Operations

Challenges and Opportunities of Global Operations

Biography

Thomas A. Debrowski is executive vice president of Worldwide Operations for Mattel, Inc., where he is responsible for ensuring the efficiency and quality of all worldwide manufacturing, logistics and supply chain activities for Mattel. He oversees the operations and distribution departments, which include global sourcing, procurement, manufacturing operations, operations finance and strategy, operations technology, logistics, operational planning, environmental affairs, health and human safety.

Debrowski joined Mattel after more than nine years as senior vice president of Operations for The Pillsbury Company. In this role, he was responsible for integral processes ranging from purchasing and manufacturing to product quality and environmental affairs. Before joining Pillsbury, Debrowski was a 20 year veteran of Kraft Foods, Inc., the largest U.S. based packaged food company in the world. He began his career at Kraft in 1972, and rose through the ranks to eventually become vice president and director of Grocery Operations for Kraft USA. Prior to that, he spent seven years living and working overseas and was responsible for Operations in both Europe and Asia Pacific, respectively.

Debrowski's affiliations include Calera Capital Advisory Board, Mattel Children's Foundation, and Save the Children. He is serving as a board member of the Speech and Language Development Center, and he was a board member of the National University of Singapore (NUS) Business School Advisory Board. Also, he has served as a guest speaker about global operations at the UCLA Anderson School over last 10 years.

Debrowski earned a Bachelor of Science degree from Delaware Valley College of Science and Agriculture.

Sunday Plenary Session

May 11, 2014, 9:45 AM – 11.00 AM – **Atrium Ballroom A**

Randy Stashick, UPS

Global Vice President of Engineering

Big Data Delivers Big Results at UPS

Abstract

A typical UPS driver delivers to about 120 stops a day. The options to reach those destinations are essentially endless. But what is the most efficient, environmentally sensitive and cost-effective route? In a business where minutes and miles equate to millions of dollars, the answer to that question is critical to the success of the 107-year-old company. UPS vice president of global engineering, Randy Stashick, will share insights to ways the company is utilizing Big Data analytics to not only shave cost-saving miles and minutes off its operations, but also to create market-leading customer service. Stashick will take attendees inside the massive UPS operation to explain how predictive and prescriptive analytics form the foundation of a system that delivers on average 16.9 million packages a day in more than 220 countries around the world. He'll also introduce attendees to ORION, the company's latest operations research and analytics project. ORION, an acronym for On-Road Integrated Optimization & Navigation, is being brought to market as part of one of the world's largest operations research projects. Leveraging data from UPS's vast information infrastructure, ORION reduces costs and enables "what if" decision making. With ORION, UPS is attacking the highest level of analytics maturity – optimization – and introducing a new era in small package shipping logistics.

Biography

As UPS's Global Vice President of Engineering, Randy executes domestic and international strategies for Industrial Engineering, which includes Planning, Plant Engineering, Automotive Engineering, Technology Development and Support, and Project Management and Operational Excellence. He also is responsible for driving profitability through operation efficiencies, service improvements and cost containment.

Plant Engineering oversees facility design and maintenance for over 1800 facilities world-wide as well as, energy management and corporate sustainability in support of organizational goals.

Automotive Engineering manages fleet and equipment design and maintenance for over 93,000 package cars, vans, tractors, motorcycles, and alternative-fuel vehicles.

Randy began his UPS career in 1977 as a part-time package handler in the West Pennsylvania District, while earning his Bachelor of Science degree from the University of Pittsburgh. Randy held various positions within this location before being promoted to West New England's

District Industrial Engineering Director in 1990. He was then assigned to the West Long Island District in New York where he was responsible for the Queens and Brooklyn areas. Randy was promoted to East Central Region Industrial Engineering Coordinator in 1996 covering seven east coast states and in 1999, re-assigned to the Pacific Region responsible for seven west coast states. In 2004, Randy was promoted to Corporate Industrial Engineering Coordinator and became responsible for the entire U.S. domestic Industrial Engineering function. He was named Georgia District Vice President of Operations in 2006, responsible for all operations within the state of Georgia, and accepted his current position the following year. Randy's external affiliations include the Kettering University Board of Trustees, National Action Council for Minorities in Engineering (NACME) Board, United Way of Greater Atlanta Board of Directors and NCTSPM Board of Advisors. He is a former member of the Georgia Institute of Technology Advisory Board and Central Atlanta Progress Board Executive Committee. As the Global VP of Engineering, Randy reports to David Abney, the Chief Operating Officer for UPS.

POMS Practice Leaders Forum

Saturday, May 10, 2014

POMS Practice Leaders Semi-Plenary Session (8:00 – 9:30 am): Health Care and Operations

Venue: A601

Moderator(s): Nicole DeHoratius (Zaragoza Logistics Center) and Mohan Sodhi (Cass Business School)

Speaker 1: Kimberly Clemenson – Amgen, Inc.

Title: "*Controlling manufacturing variation through intelligent analytics"*

Abstract

Industry and society desire a maximally efficient biopharmaceutical manufacturing sector that reliably produces high-quality drugs. However, variation in manufacturing challenges this objective by introducing risks to product quality and throughput resulting in decreased reliability and increased costs. In addition, manufacturing process development and commercial manufacturing generate~~s~~ abundant data, increasing the complexity of manufacturing monitoring, control, and the overall understanding necessary to manage this variation. We are making strides to fuse all these data together using **First Principles Modeling** and **Real-time Multivariate Statistical Monitoring** to optimize process development and commercial production. Application of these intelligent analytics will be discussed via a few examples.

Speaker 2: Motz Feinberg – Kaiser Permanente

Title: *"Supply Chain Transformation - What's the Point?"*

Abstract

A discussion of how Kaiser Permanente is positioning its supply chain improvement efforts to not only increase supply chain efficiencies but more so to truly align with the company's mission to improve the quality of care while dealing with the significant cost pressures of healthcare reform. As a fully integrated delivery network, Kaiser Permanente will explore what role Supply Chain can play in a world where it is essential that comparative effectiveness and outcomes-based approaches become the norm in order to truly survive and ultimately "thrive". A review of some recent Operating Room/Inventional Radiology pilots will reveal the true nature of the change required to bridge the gap between the supply chain and clinical worlds.

POMS Practice Leaders Semi-Plenary Session (10:00 – 11:30 am): Supply Chain Management

Venue: A601

Moderator(s): Nicole DeHoratius (Zaragoza Logistics Center) and Mohan Sodhi (Cass Business School)

Speaker 1: Ashlie Wallace – Dell, Inc.

Title: TBA

Abstract: TBA

Speaker 2: Alex Brown – Xilinx

Title: "*Managing inventory & supply decisions with subcontractors with large capacity costs"*

Abstract

In many high-tech supply chains, companies heavily utilize subcontractors for their manufacturing. In many cases, subcontractors have generic capacity, the companies compete with others for the capacity, and the investment cost for the capacity is large. Under this scenario, traditional inventory approaches, e.g., basestock policies, do not work. In this talk, I will present the basic problem and some approaches used in industry to deal with them currently.

Speaker 3: Keith Holliday – Sonoco

Title: "*Operations Excellence through a Holistic Performance System*"

Abstract

Sonoco Products is a 110+ year old packaging company that has had a long history of success. However, competitive pressures have eroded margins and the traditional productivity improvement methods are hitting diminishing returns and can no longer sustain the return on assets the company needs. In this presentation, we will describe Sonoco's journey to implement a systemic approach that has delivered impressive Operating improvements through people engagement and data based decision making that has included both industrial and academic partnerships.

POMS Practice Leaders Semi-Plenary Session (1:45 – 3:15 pm): Business Analytics

Venue: A601

Moderator(s): Nicole DeHoratius (Zaragoza Logistics Center) and Mohan Sodhi (Cass Business School)

Speaker 1: Brian Eck – Google, Inc.

Title: "*Efficiently Building Network Capacity at Google"*

Abstract

As described in a 2013 ACM paper, Google's network leverages Software Defined Networking (SDN) and OpenFlow on their private WAN connecting data centers around the globe. In the context of a highly adaptive, robust network, the traditional supply chain concepts of demand variability, safety stock, and economic order quantity (EOQ) are considered. While it is typical to protect for network failures in capacity planning, defining appropriate levels of protection for forecast variability appears less well-understood. Much of the effort surrounding demand variation focuses on the near-term variation in traffic (over minutes, hours, and days) rather than the variation in forecast of required capacity (over months, quarters, and years). Providing infrastructure requires long lead times, making this longer term variation important to characterize. This presentation considers approaches to assessing forecast accuracy, applying inventory theory to buffer sizing, and supporting operational decisions such as frequency with which to augment network capacity over time.

Speaker 2: Shailendra Jain – Hewlett-Packard

Title: "*Business Analytics at HP*"

Abstract

HP has a long history of innovation in applied analytics driven by HP enterprise needs for strategic and operational decisions. More recently, HP is gearing towards providing business services to manage big data and information optimization solutions for our enterprise customers. This talk will highlight select successful applications of Operations Research and related analytical disciplines in service workforce management and product portfolio optimization. One common theme of these applications is need for effective use of multiple analytical methodologies to address large scale industrial problems. Generally, these methodologies include: large scale optimization, advanced statistical modeling, data mining/machine learning, text mining/information extraction, marketing science, game theory/behavioral economics and others.

Speaker 3: Robert Wang – Nestlé

Title: *"Value Added Approach for Nestle Private Fleet"*

Abstract

Nestle USA has been struggling with the profitability of our private fleet operation for years. It was even suggested that we should shut down the operation since it is really not our core competency. We approached this from a value added perspective and developed an optimization model to guide the operation to add more value. This presentation is to show how we approach to solve this problem.

POMS Practice Leaders Semi-Plenary Session (3:30 – 5:00 pm): Innovations in Operations

Venue: A601

Moderator(s): Mohan Sodhi (Cass Business School) and Christopher Tang (UCLA)

Speaker 1: Derek Powell – Sony

Title: "*Harnessing Innovation within Digital Supply Chain Operations"*

Abstract

Every business is a digital business. As the speed of digital innovation continues to increase, companies need to keep up with the latest developments to integrate new offerings to their customers. Within the media ecosystem, studios are now focusing on direct-to-consumer retailing models to promote new release content and position campaigns for catalog library. Content aggregators (aka digital service providers) such as Netflix, Amazon and Hulu+ are investing in production and original programming. Digital supply chain service providers are building technology portfolios that transcend across not only just film, music and television asset management and distribution but also integrating social platforms and creating consumer experiences that help marketers monetize media content and merchandise. The key to winning in the market is finding creative ways to harness innovation and integrate supply chain partners and new technology components to your portfolio.

Speaker 2: Dirk de Waart - PricewaterhouseCooper

Title: *"Big Data, From Buzzword to Benefit"*

Abstract

When it comes to operations management, Big Data has generated more in the way of buzz than it has real benefit. Awash in a rising sea of data, companies still struggle to use it to make better decisions.
This presentation will explore two real life examples of where Big Data can generate value to the enterprise:

- Supply chain risk management
- Aircraft maintenance operations

POMS Practice Leaders (2014)

KEVIN O'MARAH – Chief Content Officer, SCM World, and Senior Research Fellow, Stanford Global Supply Chain Forum

POMS is delighted to have Kevin to serve as co-director of the POMS Practice Leaders Forum with Christopher Tang (UCLA). Currently, Kevin is Chief Content Officer at SCM World. From 2010-2011 Kevin was GVP for Supply Chain research at Gartner which acquired AMR Research in Boston where he was Chief Strategy Officer. While at AMR (2000-2010) Kevin created the Supply Chain Top 25, led the Product Lifecycle Management research practice and Supply Chain practice, and produced the annual AMR Conference. He was formerly a Vice President at Oracle, and a consultant with Mercer (in London), CGEY (in Calgary) and Company Assistance Ltd. (working on privatization in Poland). He holds a bachelor's degree in Economics from Boston College, an MSc in Management Studies from Oxford University, and a Masters in Business Administration from Stanford University.

ALEX BROWN – Vice President of Supply Chain, Xilinx

Alex Brown is Vice President of Supply Chain at Xilinx where he has been since 2002. Prior to Xilinx, Alex was Director of Strategic Consulting at Manugistics and Assistant Professor at the Owen School of Management at Vanderbilt University. Alex has a PhD in Industrial Engineering from Stanford, a Masters in Microelectronic Engineering from Cambridge, and a BS in Electrical Engineering from Vanderbilt.

KIMBERLY CLEMENSON – CMC Excellence Program Director, Amgen, Inc.

Kimberly has 20 years of diverse Operations experience from various ventures into research, pharma/biotech and entrepreneurship. She is currently Director of Global Operations at Amgen and is leading an effort to optimize product development and commercialization practices across all of Operations. Kimberly joined Amgen in 2003, after receiving her MBA at UCLA, and has spent the majority of her time as a Global Operations Leader, both leading product development teams and managing commercial products within the Operations space. Kimberly also has a BS degree in Physics from Eastern Kentucky University and an MS in Health Physics from Texas A&M University. Kimberly is an avid cook and foodie, and lives in Thousand Oaks, CA, with her husband and two step-children.

MOTZ FEINBERG – Executive Director, Supply Chain at Kaiser Permanente

Motz is helping lead a supply chain transformation at Kaiser Permanente to improve operational efficiency and service quality for its members. He is a supply chain executive with over 20 years of progressive experience with engineering, operations and global supply chains. Motz has held leadership roles with Fortune 500 companies such as Kaiser Permanente, Univar, and Nestlé covering CPG/Distribution, Engineered Products and Defense logistics. He led supply chain transformations within large and mid-sized firms and enables systems and process integration opportunities through decision support excellence. Motz has a BSME from UCLA, an MBA from Cornell and is Lean Six Sigma certified. He holds three patents and numerous technology and supply chain publications, and is passionate about continuous improvement and people development.

KEITH HOLLIDAY – Director, Corporate Supply Chain & Logistics, Sonoco Products Company

Director- Corporate Supply Chain & Logistics at Sonoco Products Company leading the end to end process capability improvement work with a target of becoming a top quartile supply chain performer in the packaging industry; in addition leads the Lean Six Sigma process for the corporation. Prior to joining Sonoco, was the Director of Supply Chain Transformation and Six Sigma Champion- Global Operations for DuPont, leading the application of six sigma across DuPont Operations and to business processes, specifically the end to the end supply chain. Keith has a Manufacturing/ engineering background with 30 years DuPont experience and overall 38 years in manufacturing with assignments at sites across the US and global experience leading business process improvement.

SHAILENDRA JAIN – Distinguished Technologist and Research Manager, HP Labs

Shailendra Jain established and managed the Decision Technology Department at HP Labs, which focused on business process innovation through analytics. Dr. Jain has led business analytics projects in several areas, including inventory management & production planning, forecasting, personalization, marketing spend optimization, product variety management and post-sales services design/pricing. He is currently leading the applied research efforts of HP Labs in service innovation, with specific emphasis on service work-force planning/optimization & healthcare analytics. He received his Ph.D. in Management Science from UCLA and a Masters in Industrial Engineering from IIT, Delhi.

THOMAS OLAVSON – Director, Operations Decision Support Group at Google

Thomas Olavson is director of the Operations Decision Support group at Google. His team provides model-based decision support for Google's cloud infrastructure and supply chain planning. He was previously director of HP's Strategic Planning and Modeling team, an Informs Prize and Edelman Award winning team. Thomas received his Ph.D. in Management Science & Engineering from Stanford University in 2001.

DEREK POWELL – Senior Vice President, Strategic Planning & Development at Sony DADC New Media Solutions

Derek Powell is Senior Vice President at Sony's Digital Audio Disc Corporation (DADC) New Media Solutions. He is a supply chain transformation executive with expertise in building/optimizing organizational processes, new technologies and infrastructure to maximize business results in manufacturing and digital media servicing operations. He has over 15 years of consulting and management experience across Asia and Latin America at companies such as Sony, Warner Bros., i2, and Accenture. Derek is an alumnus of Harvard Business School's Advanced Management Program. He holds a Master of Business Administration from the University of California, Irvine's Paul Merage Graduate School of Management and a B.S. in Astronautical Engineering with military distinction from the United States Air Force Academy.

THOMAS R. ROHLEDER, PH.D. – Health Sciences Researcher, Mayo Clinic

Thomas Rohleder is a Health Sciences Researcher at Mayo Clinic, and his research is focused on health care systems engineering. A major aspect of the research is building computer models of health care processes and systems, and using them to test alternative designs before actual implementation. He received his B.S in Finance from the University of Minnesota, and his Ph.D in Operations Management from the University of Minnesota. His current studies include: modeling patient flow through cardiovascular surgery, maximizing patient access to PET scanners in nuclear medicine, and optimizing patient access service for available outpatient resources.

DIRK DE WAART – Partner Management Consulting, PricewaterhouseCoopers

Dirk is a Partner in the Los Angeles office of PwC. He has over 15 years of experience in supply-chain management and service operations for technology-based firms. Dirk has worked with clients in the aerospace, aviation, automotive, electronics, semiconductor, life science, and telecommunications industry to design and implement operational improvements. Prior to joining PwC and PRTM, Dirk held management positions in the aerospace service business unit at AlliedSignal (now Honeywell) for three years in both the USA and Germany. Dirk is a graduate of Delft University of Technology in the Netherlands with an MS Degree in Aerospace Engineering. He received an MBA Degree in General Management from INSEAD.

ASHLIE WALLACE – Procurement Director, Dell

Ashlie Wallace is a Procurement Director at Dell and is responsible for general management of Dell's international trading company, which owns procurement of Dell's Tier 2 components, sale to Tier 1 suppliers for production, and management of inbound supply chain and inventory. She is also responsible for leading the continuity of supply strategy initiative and owns Dell's global E&O governance process focused on reducing cost, risk management, and maintaining optimal e2e supply chain processes. Prior to her current role, she was responsible for Dell's global inventory forecast and driving strategic initiatives directed at optimizing cash flow from operations. Ashlie has bachelor degrees in International Business and Spanish from Texas State University and a Masters in Business Administration from the University of California Los Angeles.

ROBERT WANG – Senior Business Analyst, Nestle USA

Robert Wang is currently a Senior Business Analyst in the Decision Support Group of Nestle USA, located in Glendale, CA. He has lead on various optimization projects in Supply Chain Network, Master Production Scheduling, Private Fleet, and Inventory Development. He received his Ph.D. in Management Science from UCLA Anderson in 1995, and has worked as a Senior Consultant at Ernst & Young LLP and as a Manager at Deloitte & Touche LLP.

MICHAEL ZINSER – Partner and Managing Director at Boston Consulting Group

Michael Zinser is Partner and Managing Director at Boston Consulting Group with over 16 years of consulting experience. He currently leads BCG's Manufacturing Practice in North America and is co-leading research on the shifting economics of global manufacturing, with an emphasis on a US Manufacturing Renaissance. Michael received his BBA from University of Notre Dame and his MBA from Stanford University.