

POMS 2016 Practice Leaders Semi-Plenary Session

Friday, May 6, 2016, 8:00 AM – 9:30 AM

Operational Challenges and Opportunities-1

Venue: South Ballroom

Moderator(s): Nicole DeHoratius (University of Chicago) and Mohan Sodhi (Cass Business School, City University London)

Speakers:

- 1. Dirk DeWaar** – Senior Managing Director at FTI Consulting
- 2. Motz Feinberg** -- Executive Director, Supply Chain at Kaiser Permanente
- 3. Ken Fordyce** – Solution Director, Semiconductor and Analytics, Arkieva

Session Title: Operational Challenges and Opportunities from Practitioners' Perspectives.

Abstract This session presents various operational challenges observed by practice leaders in management consulting, healthcare, and semiconductor industries respectively. Their views present research opportunities for OM researchers. Topics include best practices in service supply chains, workforce planning models in healthcare, and capacity planning in consumer and industrial products.

Dirk DeWaar – Senior Managing Director, FTI Consulting

Dirk is Senior Managing Director at FTI Consulting in the Greater Los Angeles Area. Prior to that, he was a Partner in the Los Angeles office of PwC for nine years. 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.



Motz Feinberg – Executive Director, Supply Chain, 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 Defence 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.

Ken Fordyce – Solution Director, Semiconductor and Analytics, Arkieva

Dr. Ken Fordyce is solutions director, semiconductor and analytics of Arkieva. He joined Arkieva in 2013 after completing a 36-year career with IBM much of it in all aspects of supply chain (to use Intel's Karl Kempf's preferred term – demand supply networks) for IBM Microelectronics Division (MD). Ken was lucky enough to be part of the teams that altered the landscape of best-practices –the teams receiving three IBM Outstanding Technical Achievement Awards, AAI Innovative Application Award, Orlicky Award (POMS), INFORMS Edelman Finalist (twice) and Wagner (winner). He writes and speaks often about the "ongoing challenge," both to practitioners and academics. He is a long-time colleague Dr. Harpal Singh, founder and CEO of Arkieva. He is currently an adjunct faculty member at the Lubin School of Business and held an adjunct position at Columbia from 2000 to 2004 co-teaching with Dr. Peter Norden. His most cherished publication is the 2009 paper in *Cancer Research*.



POMS 2016 Practice Leaders Semi-Plenary Session
Friday, May 6, 2016, 9.45 AM – 11.15 AM
Operational Challenges and Opportunities 2

Venue: South Ballroom

Moderator(s): Nicole DeHoratius (University of Chicago) and Mohan Sodhi (Cass Business School)

Speakers:

1. Keith Holliday – Director, Sonoco Products Company
2. Edwin Keh - CEO, Hong Kong Research Institute of Textiles and Apparel
3. Ed Koch – SAB Miller

Session Title: Operational Challenges and Opportunities from Practitioners' Perspectives.

Abstract: This session presents various operational challenges observed by practice leaders in the packaging, retail and beverage industries respectively. Speakers will address portfolio complexity in the brewing industry as well as changes in global supply chains driven by the “innovative Chinese company”. Their views offer research opportunities for OM researchers.

Keith Holliday – Director, Global Consumer Supply Chain, Sonoco Products Company

Keith is Director, Global Consumer Supply Chain, at Sonoco Products Company, leading the end-to-end process capability improvement work with a target of making Sonoco a top quartile supply chain performer in the packaging industry. Prior to joining Sonoco, Keith was the Director of Supply Chain Transformation and Six Sigma Champion- Global Operations for DuPont, leading the application of Six Sigma across DuPont Operations as well as across the entire end-to-end Supply Chain. Keith has a manufacturing / engineering background with 30 years of DuPont experience and 42 years' overall experience in operations, with assignments at sites across the US and global experience leading business process improvement.



Edwin Keh – CEO, Hong Kong Research Institute of Textiles and Apparel

Edwin Keh is Chief Executive Officer of The Hong Kong Research Institute of Textiles and Apparel (HKRITA). He has extensive experience in senior management roles in procurement, consumer and retail industries. He was the SVP/ COO of Wal-Mart Global Procurement. Prior to that, he was the Managing Director of Payless Shoes International, Donna Karan International, and Country Road Australia. Edwin also serves as a faculty member of the Operations and Information Management Department at the Wharton School, the University of



Pennsylvania. Edwin is the 2011 recipient of the **Production and Operations Management Society's Martin K. Starr Excellence in Production and Operations Management Practice Award**. He graduated from Whittier College with a BA in Political Science, Sociology, and Urban Design.

Ed Koch – Director, Integrated Supply Development, SABMiller plc

Ed is Director, Integrated Supply Development at SABMiller plc with global responsibility for developing operational excellence capability in manufacturing and supply chain operations. He started his career at Unilever in 1995 where he held various operational roles in factory maintenance, engineering projects, production management and supply planning. Here, he also established a number of small businesses as part of Unilever's sustainable development programme. In 2003 Ed joined SABMiller as a Manufacturing Manager in the South African Soft Drinks Division. He subsequently held positions in capital projects management, new product development and group manufacturing development. In his last role, Ed led operational excellence programmes which delivered significant value (quality, cost, service) to SABMiller's global manufacturing operations. Ed holds a degree in Mechanical Engineering from the University of Cape Town (RSA), an MSc in Lean Enterprise from the University of Buckingham Business School (UK), and has completed the PMI Project Management Professional certification. His twenty years' experience includes the development and execution of operational strategy, operational excellence and lean, project management, supply chain related change and improvement initiatives, as well as hands-on experience in operations management. Ed is married to Hazel and has three sons.



POMS 2016 Practice Leaders Semi-Plenary Session
Friday, May 6, 2016, 1.30 PM – 3.00 PM
Operational Challenges and Opportunities – Panel Discussion

Venue: South Ballroom

Moderator(s): Nicole DeHoratius (University of Chicago) and Mohan Sodhi (Cass Business School)

Panelists:

1. Dino Petrarolo – VP (NRG) and SVP (CCI Inc.)
2. Anssi Käki – Development Manager, UPM-Kymmene
3. Liang Lu – Research Scientist, Amazon

Session Title: Operations: Challenges and Opportunities from Practitioners' Perspectives – Panel Discussion

Abstract: This session presents a panel discussion on various operational challenges and opportunities by practice leaders from management consulting, energy, online retail, and the high-tech industries respectively. This includes how companies should prepare for rapid developments in technology, information systems, supplier selection, and manufacturing 4.0. Their discussion will offer research opportunities for OM researchers.

Dino Petrarolo -- VP (NRG) and SVP (CCI Inc.)

Dr Dino Petrarolo is a Senior Vice President of Competitive Capabilities International (CCI)* Inc., responsible for business development and strategy. He is also involved in the Renewable Energy sector as VP of NRG Renew Africa. Prior to his current roles, Dino worked in the Automotive and FMCG industries in business leadership and strategic development roles. In particular, Dino was Group Head: Manufacturing Development for SABMiller plc, responsible for Global manufacturing development and knowledge management related processes where he also led the development of the SABMiller Way in Manufacturing now applied at all SABMiller operations worldwide.



Dino obtained both his MSc and PhD Degrees in Industrial Engineering from the University of Witwatersrand (Johannesburg). He is registered as a Professional Engineer in South Africa, as well as a Chartered Engineer in the UK. In 2008, Dino received the international **Martin K. Starr Excellence in Production and Operations Management Practice Award** for recognition of major contributions to the field of Production and Operations Management (POM) by POM practitioners recognized by international business schools.

His experience includes the development and implementation of Business and Operational Strategies, World Class Manufacturing (WCM), and Supply Chain Development-related change and improvement initiatives, as well as hands-on experience in operational management.

Anssi Käki – Development Manager, UPM-Kymmene

Anssi Käki is responsible for the development of optimization models at Finland-based UPM-Kymmene Corporation. He works currently on hydropower production planning, power market bidding (annual profit of over \$200 million) and wood flow planning (annual spend of over \$1 billion). Since joining this company in 2013, he has improved UPM's current planning practices by analyzing the use of models with scientific rigor and enhancing planning models by introducing stochastic optimization.



Before joining UPM, Anssi worked in supply chain consulting at ROCE Partners (currently part of Chainalytics), where he led projects related to logistics process management, supply chain planning and demand forecasting in consumer electronics and technical wholesales industries. He has a D.Sc. degree in Operations Research from the Aalto University. His research has been published in scientific journals such as Journal of Business Logistics and IEEE Transactions on Engineering Management. Anssi earned his Master's degree at the Helsinki University of Technology.

Liang Lu – Research Scientist, Amazon

Liang Lu is a Research Scientist at Amazon, working on projects that fuel Amazon's next generation systems. He received his PhD from the Hong Kong University of Science and Technology and was Assistant Professor in Logistics at Heriot-Watt University in Scotland. His research interests are mainly in production scheduling and planning.

