First Conference of the POMS Supply Chain College

Improving Supply Chain Synchronization and Strategy through Industry-Academia Collaboration

May 3, 2005

University of Chicago
Gleacher Center
450 North Cityfront Plaza Drive
directions and parking: http://gsbwww.uchicago.edu/maps/

AGENDA

All events to be held in Room 100 unless otherwise stated.

7:30–8:00 Continental Breakfast

8:00-8:15 Welcome and Overview of the Day
Co-President, POMS College of Supply Chain Management

Morning Session: Global Supply Chain Synchronization

8:15-9:00 Plenary Session: 7 Best Practices of Agile Enterprises
Sanjiv Sidhu, CEO and founder, i2 Technologies

9:00-10:00 Panel Discussion
Moderator: M. Eric Johnson, Tuck School of Business, Dartmouth
Panelists:
• J.P. Brackman, Global Retail Presence, Procter & Gamble
• Shail Godambe, Vice President, Supply Chain Strategy, Motorola
• James Schwarz, Director Operations Strategy, Shure Inc.

10:00-10:15 Break into theme group s (Rooms 222, 226, 230, 240, 244, and 246)

10:15-11:05 Theme Group Discussions: Academic Response
During this breakout theme groups discuss how academic research topics would respond to the industry issues developed in the plenary talk and panel discussion.

11:05-11:15 Break

11:15-12:00 Report back from the break out
Moderator: Michael Magazine, University of Cincinnati
Presentation and integration of key insights developed from each discussion group.

12:00-1:00 Lunch (Room 600)
### Afternoon Session: Formulating and Executing a Supply Chain Strategy

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00-1:45</td>
<td><strong>Plenary Session:</strong> Linking Supply Chain Strategy to Business Strategy  &lt;br&gt; <em>Gene Long</em>, President, Consulting Services, UPS Supply Chain Solutions</td>
</tr>
<tr>
<td>1:45-2:45</td>
<td><strong>Panel Discussion</strong>  &lt;br&gt; Moderator: <em>Nicole DeHoratius</em>, Graduate School of Business Administration, University of Chicago  &lt;br&gt; Panelists:  &lt;br&gt; - <em>Robert Marshall</em>, US VP of Operations, McDonald's Corporation  &lt;br&gt; - <em>Dr. Rafael Menda</em>, Director, Operations Strategic Planning, McNeil Consumer &amp; Specialty Pharmaceuticals  &lt;br&gt; - <em>Gregory Schlegel</em>, Industry Executive, e-Business/Supply Chain Solutions, IBM</td>
</tr>
<tr>
<td>2:45-3:00</td>
<td>Break into theme groups (Rooms 222, 226, 230, 240, 244, and 246)</td>
</tr>
<tr>
<td>3:00-3:50</td>
<td><strong>Theme Group Discussions: Academic Response</strong>  &lt;br&gt; During this breakout theme groups discuss how academic research topics would respond to the industry issues developed in the plenary talk and panel discussion.</td>
</tr>
<tr>
<td>3:50-4:00</td>
<td>Break</td>
</tr>
<tr>
<td>4:00-4:45</td>
<td><strong>Report back from breakouts</strong>  &lt;br&gt; Moderator: <em>Jayashankar Swaminathan</em>, UNC Chapel Hill  &lt;br&gt; Presentation and integration of key insights developed from each discussion group.</td>
</tr>
<tr>
<td>4:45-5:00</td>
<td><strong>Wrap Up</strong>  &lt;br&gt; <em>Ananth Raman</em>, Harvard Business School  &lt;br&gt; Co-President, POMS College of Supply Chain Management</td>
</tr>
</tbody>
</table>

### Conference Organizing Committee

Marshall Fisher, Wharton, POMS Supply Chain College Co-president  
Ananth Raman, Harvard, POMS Supply Chain College Co-president  
Daniel Corsten, University of St. Gallen, Switzerland  
Nicole DeHoratius, Graduate School of Business Administration, University of Chicago  
Karen Donohue, University of Minnesota  
Don Eisenstein, Graduate School of Business Administration, University of Chicago  
Ram Ganeshan, School of Business, the College of William & Mary  
Wally Hopp, Northwestern University  
M. Eric Johnson, Dartmouth College  
Katariina Kemppainen, Helsinki School of Economics  
Michael Magazine, University of Cincinnati  
Aleda Roth, UNC Chapel Hill  
Jayashankar Swaminathan, UNC Chapel Hill
PLENARY SESSION 1

Seven Best Practices of Agile Enterprises
Sanjeev Sidhu
CEO and founder, i2 Technologies

About the Speaker
Sanjiv Sidhu founded i2 Technologies, Inc. in 1988 with the vision of helping businesses make more intelligent decisions by using information resources.

Under his leadership, i2 has grown to become a market leader, serving such powerhouse clients as Texas Instruments, 3M, DaimlerChrysler, IBM, Ford Motor Company, Dell Computer, Shell Oil Company, Caterpillar, Toshiba, and VF Corporation. In March 2000, he led the company through a merger with Aspect Development, the largest software industry merger to date. His multinational team of employees is one of the most experienced and highly educated workforces in the business.

Sidhu’s overriding concern and the central tenet of his business philosophy is providing optimum value for i2’s customers through Supply Chain Management. To that end, i2 goes beyond just pioneering and establishing e-business process optimization technology, to tie the technology directly to the value that customers can receive in savings and efficiencies in running their business.

Before founding i2, Sidhu was an engineer working in the world-renowned artificial intelligence laboratory at Texas Instruments in Dallas. Based on his observation that even the smartest people can juggle no more than nine variables when making decisions, he proposed a design for computer software based on artificial intelligence and advanced simulation techniques. The software he proposed enabled planners at Texas Instruments to dramatically improve the management of the production process by taking real-life constraints and variables into account when making planning decisions.

Sidhu holds an undergraduate degree in chemical engineering from Osmania University in Hyderabad, India, and a graduate degree in chemical engineering from Oklahoma State University. In addition, Sidhu has done graduate work in systems and control engineering at Case Western University in Cleveland, Ohio.
PLENARY SESSION 2

Linking Supply Chain Strategy to Business Strategy

Gene Long
President, Consulting Services, UPS Supply Chain Solutions

Abstract

“The number-one supply chain issue that executives are looking at today is creating the degree of flexibility into their supply chain operations that lets them serve their customers differentially.”

In a recent study of CFOs conducted by CFO Research Services and UPS, respondents indicated they see a direct link between the supply chain and corporate strategy – with 61 percent believing that the supply chain is important to their ability to meet corporate objectives. Yet there is a problem: only 33 percent of respondents believe their company’s strategic and operational plans are well integrated. Gene Long will discuss the imperative for linking supply chain strategy to business strategy and the importance of execution against this plan. He will also give examples of companies that are using supply chain strategies to customize their product offerings to achieve competitive differentiation.

About the Speaker

Gene Long is president of UPS SCS Consulting Services, a unit that provides supply chain management strategies that more closely align business goals with operational capabilities. Long brings to UPS SCS Consulting Services more than 30 years of extensive supply chain management expertise in a variety of industries. Prior to joining UPS, he served as global director of supply chain consulting for Ernst & Young, and as president and chief operations officer with SiteStuff.com, an internet-based marketplace for commercial real estate operators. In addition, Long was the director of worldwide logistics at Dell Computer, where he was responsible for physical distribution, remote inventory and delivery activities in North America, South America, Europe and Asia. Long also served as vice president of global logistics for Burlington Air Express, where he created a third-party logistics company serving clients around the world. Prior to that, Long has held corporate transportation and procurement management positions with Intergraph Corporation, Harris Corporation and McDermott, Inc. He started his career as an auditor with Georgia Railroad Bank & Trust. Long holds a bachelor’s degree in business from Augusta State University in Augusta, Ga., has completed graduate studies at Baldwin Wallace College in Berea, Ohio, and holds professional certifications in logistics, transportation and financial operations.
About the POMS Supply Chain College

The Supply Chain Management College seeks to create a community for researchers in supply chain management to interact with each other and periodically interact with selected practitioners as well.

The college adds value in two ways. One, it enables more in-depth interaction – through focused conferences and special issues of the journal – among POMS members who are interested in supply chain management. By facilitating interaction among junior and senior researchers and also among researchers who use very different methodologies (e.g., empiricists and modelers), the college hopes to impact favorably the quality and quantity of research on supply chain management. Two, other academic groups that cater to supply chain management are geared towards research based on mathematical models and are well suited to generating theoretical advances in supply chain management. Informs, for example, is not as well suited to promote empirical or field-based work, or to facilitate interaction between academics and a broad group of practitioners. A forum that facilitates close interaction between supply chain academics and practitioners could serve as a conduit for the dissemination of ideas from academia to practice where appropriate, and also help academics to identify and study practical problems that had hitherto not been examined in the literature.

The college is actively involved in organizing sessions at the annual POMS conference. In addition, it will organize a conference every other year.