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Companies who successfully leverage lean leadership and continue to embrace innovation are better able to drive performance despite global uncertainty and business complexity. Some of the challenges (turbulent trade and capital flows, etc.) represent perennial supply chain worries. But other shifts, such as those associated with the developing world’s rising wealth and the emergence of credible suppliers from these markets will have supply chain implications for decades to come. The bottom line for would-be architects of manufacturing and supply chain strategies is a greater risk of making decisions that become costly mistakes as a result of forces beyond your control.

Against this backdrop, savvy supply chain organizations are preparing themselves by splintering monolithic supply chains into smaller, more flexible ones that can save money and time as well as serve customers better and manage higher levels of complexity.

This issue of the DBM Journal as well as the 2014 Supply Chain Leaders in Action Executive Forum offers strategic insights for companies hoping to get more from their supply chains in the years to come.
Embracing Complexity to Drive Performance: Leadership, Innovation and Worldview

This issue of the DBM Journal addresses the industry-wide challenges facing today’s supply chains and provides bright perspectives and apt strategies on how to drive performance through lean leadership, innovation and a winning global strategy.

World Trade magazine predicts that 80 percent of the world’s GDP will be sold across international borders by 2027, compared to about 20 percent today. That represents a real-dollar rise from $5 trillion to $70 trillion. A monumental expansion like this will require bigger businesses, and these firms will necessarily become more intricate and complicated.

The main question global supply chain leaders ask is how to spin complexity into performance. Page 10’s “Supply Chain Complexity: Risks, Rewards and Tradeoffs” offers an answer: Identify and cull complexity with informed organizational choices, well-defined roles, refined processes and employees as nimble as they are capable.

Arnold Maltz’s article on Page 14 elucidates the myriad hurdles of operating across borders. Global interconnectedness has become de rigueur, with 75 percent of firms trading in more than 10 countries and 40 percent importing more than half their products from abroad.

Jack Buffington takes readers on a trip to the supply chain of the future, auguring that by 2029 a technological revolution will send many of today’s jobs the way of the dinosaurs. Inspired by futurist Ray Kurzweil, Buffington believes that within a decade, computers will surpass humans not just in brute force calculation might, but emotional intelligence as well.

In this hypothetical 2029, the manufacturing, agricultural and transporta-

tion sectors of the economy will be entirely automated and employ very few humans. Let’s hope this is one prediction that doesn’t come true, unless the computers also manufacture money for every worker they idle. There is no question that technology will continue to profoundly reshape our world and us and that it’s time to start thinking through the implications.

One technology giant, Big Blue, turns out to be bullish on Homo sapiens, believing talented people will save the day. Guy Deprez’s article asserts that today’s supply chain employees need a fluency and familiarity with different cultures, languages and jobs in order to compete in a dynamic world.

Progress demands that courageous, skillful leaders seize the opportunity to change things for the better. The SCLA 2014 program was crafted by such leaders to provide the prerequisites for creating sustainable innovation, a collaborative team culture and sanguine worldview.

Many thanks to the following SCLA 2014 program chairs: Deverl Maserang, Executive Committee Chair, Carl Graziani, Education Committee Chair, and Super Session chairs, Fred Towler, and Rick Sather for Lean Leadership, Jack Buffington, Supply Chain Transmutation, and Michael Jacobs, Winning Globally. A full list of all the exemplary professionals who volunteered their time and talents to bring you the SCLA 2014 program begins on Page 30 of the program directory. I thank you all.

Amy Thorn, Editorial Director, DBM Journal
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Supply Chain Complexity: Risks, Rewards And Tradeoffs

By Joel Sutherland

What is our first reaction when we hear about supply chain complexity? The term often conjures up negative perceptions of something to be avoided or abolished where possible. But this is not always the case and some companies are better equipped to deal with complexity than others.

For example, a number of years ago a fire destroyed the Japanese supplier Aisin Seiki, maker of critical brake parts for Toyota. Because of just-in-time delivery of parts to Toyota, only two to three days of inventory existed in the system. The fire caused Toyota to start idling plants within two days.

Aisin Seiki sprang into action immediately, creating an emergency response team that contacted all suppliers to ask for assistance in producing P-valves for Toyota. About 62 firms responded to this call for help. These included 22 of Aisin’s suppliers, Toyota itself, 36 of Toyota’s regular suppliers and even a sewing machine manufacturer that had never made car parts. Because there were 100 different types of P-valves, Aisin had to decide which supplier would make which valve.

Because all the suppliers were trained on the Toyota production system principle, they were quickly able to comply with Toyota’s manufacturing and delivery requirements. One supplier Denso, decided to outsource its existing production to free up capacity to produce the parts on more than 40 machines. It decided that because of evolving design understanding and process learning, the system would be too complex to manage if it were outsourced. Denso started delivering prototypes three days after the fire and took the lead in identifying and eliminating bottlenecks across all suppliers.

The response from Denso and other suppliers was remarkable. Suppliers did whatever they could do to build tooling and parts, all without contracts, lawyers, or negotiations. Next, Toyota’s engineers came to realize that over time they had designed 200 P-valve variations, many of which had complex features requiring customized jigs and drills. This surprising discovery made the recovery from the fire that much more challenging.

Such is life in the world of supply chain complexity. But before we can battle complexity, we need to understand it, explain why it’s a problem, identify why it happens, and understand how to remove it.

WHAT IS SUPPLY CHAIN COMPLEXITY?

Supply chain complexity does not necessarily mean everything complicated. It describes a condition of interconnectedness and interdependencies across a network where a change in one area can cause ripple effects in others.

To be complex means to be composed of two or more parts, which unfortunately describes just about everything in business. The issue is not whether something is complex or not, but at what point it becomes excessively so.

McKinsey researchers have concluded that two broad categories of complexity exist. The first, institutional complexity, stems from strategic choices, external context such as regulations, and from major choices about organizational and operating systems. The second category is individual complexity. This includes the way employees experience and deal with complexity.

In other words, how hard it is for employees to get their jobs done. While no hard and fast rules exist to determine individual complexity, Figure A provides some insight into how to evaluate this issue.

Not surprisingly, researchers have concluded that most companies focus their improvement efforts on institutional complexity. Some argue that a better response for attacking complexity is to identify and reduce individual complexity by making detailed organizational choices, clarifying roles, refining processes and developing appropriate skills among the employees who face complexity. In fact, companies reporting the lowest levels of individual complexity had the highest returns on capital employed and invested. Organizations as a whole learn to adapt to institutional complexity. Complexity at the individual level is not so easy to overcome.

Even after conceding that some types of complexity are a natural part of business, other types of complexity should not just occur naturally. Excessive complexity wastes valuable resources, drives up costs, frustrates those who have to deal with it, and often stifles creativity. Complexity also clearly works against lean and total quality objectives.

HOW SUPPLY CHAINS BECOME COMPLEX

Complexity is often the state in which we find ourselves. Adding features to differentiate a product will naturally lead to more product complexity, making it a normal supply chain tradeoff.

And deciding to sell products in 120 countries will lead to distribution channels that are anything but simple. Much of the complexity we see across supply chains is simply the result of organizational decisions. The reasons why supply chains are complex vary, and Figure B lists some of the causes.
Engineers Gone Wild
One of the most visible sources of complexity involves overdesigned products, spreading design responsibility across different centers, failing to check whether a previous component is available for reuse or inheriting designs after a merger can all increase complexity.

Marketers Gone Wild
Product proliferation has clearly aggravated supply chain complexity. With it, a company has made a conscious decision to extend its brand offerings to attract more customers. While new products and product extensions can create market excitement and advantage, they also create complexity. At some point too much really does become too much.

Faster Product Development
Although it may seem counterintuitive, complexity is also a consequence of faster product development cycle times. Companies find that when they streamline their development process, they can introduce more products with few, if any additional resources. More new products mean more complexity.

Lack of Process Thinkers and Ill-Defined Processes
Most organizations suffer from a shortage of process thinkers because most people are trained to think functionally. Unfortunately, most organizational processes cross functional boundaries. Complexity arises when individuals try to optimize their work within a process that they do not understand.

Strategic Choices
We cannot ignore the fact that some organizations choose to be inherently complex. They make choices about introducing new product lines, buying other companies or expanding into new regions. Their complexity is self-inflicted.

Continuous Reorganizations and New Programs
Continuously reorganizing the corporate governance structure is often seen as a way to show progress. Unfortunately, reorganizations also cause chaos, confusion and complexity. The same holds true with new programs. It seems like every challenge can be overcome with a program with a clever acronym.

Bureaucracy
Bureaucracies are notorious for stifling innovation, slowing decision-making and making change difficult. Corporate structure and governance can often rival the worst public bureaucracies.

Mergers and Acquisitions
Probably the quickest way to create complexity is through mergers and acquisitions. After the ink is dry on an agreement it quickly becomes evident how much duplication and even conflict exists between the newly formed entities.

Complexity Creates Job Security
It should come as no surprise that some people, and even organizations, have a vested interest in keeping complexity alive and well. Some will fight vigorously anything that seeks to make life simpler. These people earn their living devising or enforcing the many rules, policies, laws and regulations that an organization follows.

Complacency
At some point most corporations, particularly larger ones, suffer from complacency, which reflects a high level of self-satisfaction and an obliviousness to dangers or deficiencies. They have no idea of the costs

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**Figure A: Assessing Internal Organizational Complexity**

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<td>No administrative demands. Employees are able to focus 100 percent on achieving their key objectives without distractions. The cycle time required to accomplish objectives is short.</td>
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**Figure B: Possible Causes of Complexity**

- Imbalance between control/management and leadership
- Many layers of management combined with matrix decision making
- Too many simultaneous changes underway
- Conflicting objectives, initiatives and roles
- Many different data-reporting and data-collecting approaches
- A tendency to over engineer everything
- Shifting objectives and priorities (short-term focus today, long-term focus next month)
- Trying to solve performance problems through reorganization
- Building jobs around people instead of around process or function
- A heavy reliance on administrative processes rather than achieving objectives (stressing activity over accomplishment)
- Staffing teams with external consultants or internal staff who lack practical experience and expertise
- Too much focus on who gets credit instead of who can benefit
- Lack of accountability
associated with being overly complex, nor do they probably care, at least in the short run. A lack of urgency leads these organizations to ignore the problem until it becomes impossible to.

**Going Global**

Statistics reveal a steady growth in global procurement over the last 25 years. While most global procurement decisions reflect sound courses of action, something often overlooked is the impact these decisions have on supply chain complexity. Few companies account for the costs of logistical complexity or the total cost of ownership when making these decisions.

**APPROACHES FOR ELIMINATING COMPLEXITY**

Supply chain excellence requires a relentless attack on complexity. Our objective here is to raise awareness about the variety of complexity-reducing actions that exist. Of course, the complexity battle is already lost if executives don’t make the war on complexity a strategic objective.

One of the most effective ways to reduce complexity is to simplify product designs. Besides the reduced cost and complexity benefits, the bottom line is that customers appreciate the virtue of simplicity. As with product simplification, another way to address complexity is to make standardization and reuse an objective during product design.

A third approach involves center-led supply management. Center-led governance provides the ability to coordinate company-wide supply chain initiatives. This coordination will go a long way toward reducing the institutional complexity that comes with managing global supply networks. Rationalization also helps the battle against complexity. This is the continuous process of determining the right mix and number of something to maintain. It is a powerful concept that has wide applications across every part of a supply chain. Areas companies should continually evaluate for proper mix proportions include the supply base, component SKUs, product lines and product features, production sites, and engineering centers. Standardized processes can also help control complexity. A center-led group must head the effort to create processes that build in efficiency and eliminate duplication of effort.

**FINAL THOUGHTS**

We need to broaden our thinking about the kinds of activities that can reduce supply chain complexity and think about the consequences of actions that appear to provide savings, but in reality make life more complex.
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Globalization and the Supply Chain

By Arnold Maltz, Ph.D.

By now, virtually everybody in supply chain management has had to interact with suppliers, providers and customers from other countries. Although many still speculate about the form globalization will take, few questions it is here to stay. Multinational firms will always look for both better sources and new markets; globalization is the clearest path to both.

Operating across borders is of course more complicated than sourcing and selling in a single country. A recent SCM World survey found that 75 percent of the companies traded in more than 10 countries, and over 40 percent of these companies imported more than half their products from international suppliers. Clearly, companies are already very interconnected globally. Furthermore, with more than 2 billion potential consumers in India and China alone, emerging markets often form the centerpiece of corporate growth strategies.

We believe a successful multinational operation must excel in three areas: knowledge, talent and operational capability. At the W. P. Carey School at Arizona State University, we are helping businesses do exactly this.

Knowledge

Moving goods across borders requires clearing customs, and every nation’s customs regime presents a unique web of international, regional and domestic regulations. Add to that differing interpretations of product classifications, the port-by-port autonomy that exists in many countries, specialized terms of sale, and the “nontariff” regulations on health and safety, and it becomes clear why most firms employ outside specialists such as freight forwarders and customs brokers to arrange international shipments.

But customs problems are just the beginning. The availability of reliable transportation and warehousing varies widely around the globe, and growth opportunities often crop up in places with substandard infrastructure and little choice of service providers. Language barriers, cultural norms, differing performance expectations and even weather must all be considered when designing global supply chains.

Multinationals need both great partners and their own know-how to consistently succeed on the world stage. The stakes are often very high: In most countries, responsibility for import compliance rests with the ultimate buyer, regardless of the other carriers, forwarders or brokers involved.

Talent

The talent shortage in supply chain is an open secret, but few among the talented are capable of adroitly handling international operations. In the U.S. in particular, finding bilingual staff for global logistics positions remains extremely difficult, a problem compounded by the indifference to geography of many businesses and students.

Even more important is cultural sensitivity. Countries have different styles of doing business and different ways of getting the same thing done. In the U.S., for example, it’s common to request a specific action to address a specific need. In other countries, it may be necessary to work with suppliers or customers who prefer to find solutions themselves.

Similarly, working with foreign officials requires a different touch depending on the economic and political state of the country involved. Although American and European business may be welcomed everywhere, Western demands and expectations may strike post-colonial regimes as high-handed or arrogant.

Ultimately, companies need to recruit and train flexible people who can adopt an expansive and nuanced worldview. This entails sensitivity to politics, culture and the different aspirations and expectations that each country’s citizens bring to their business relationships.

Operational Capability

Global supply chains are inherently longer, and these longer lead times also typically include much more variance. Customs law, politics and a multitude of service providers further complicate the supply chain manager’s job of ensuring stable and satisfactory delivery performance.

For the last 20 years, the easy answer has been to go to China for its low costs, excellent workers and highly responsive business owners. The risks of quality problems and working with an authoritarian and sometimes arbitrary regime were judged to be worth taking.

As China’s costs rise and its domestic market takes center stage, multinationals are seeking new options. But sourcing from and selling to multiple countries complicates the supply chain manager’s job enormously. Whether moving components from several countries into Taiwan for assembly, or deciding between Singapore and Shanghai for an Asian hub, sophisticated tools and capabilities are becoming fundamental to good decision making.

As a start, end-to-end openness is becoming an prerequisite for smart importers, so they can anticipate and overcome difficulties. Such visibility requires good relationships with all the partners in a global network.

1 “Managing Global Trade: Rising Importance but Lagging Execution”, SCM World, a Rapture World Company, September 2013, scmworld.com
data accuracy throughout firms’ ERP systems, and most likely global trade management software to cope with the complications of customs regulations throughout the world. But above the software remains the human element. Relationships at all levels are the fuel of global trade. Building those relationships takes time, knowledge and empathy. Expecting Western performance immediately in an emerging market is probably unrealistic, but working with emerging market companies to improve performance may very well prove a win for all concerned.

What We are Doing at ASU

Arizona State is committed to preparing students for the future as well as the present. In August, we’re starting two programs that are global from the ground up.

Our B.A. in global logistics will include many of the usual undergraduate courses, on logistics, spreadsheet modeling, manufacturing/distribution planning, etc. However, each of these courses will provide a distinctly global outlook. Eighty percent of the examples will involve foreign firms, in collaboration with representatives from international carriers, shippers and other service providers. We aim to graduate a class of 50 within two years.

Our M.S. in global logistics is a nine-month program geared toward both international and American students who have already worked and know they want a global career. We will offer specific courses on logistics in emerging markets, cases in global logistics and a capstone project for a company dealing with a problem that crosses national borders. Our goal is a class of 30 within two years.

We have already put together a group of enthusiastic companies to help us. We are an outlet for the ports of Los Angeles and Long Beach, the busiest in the United States. There are major warehouses and carriers in the Phoenix area who already support global business, either with Mexico, Canada, Asia, or all three.

Arizona State strives to engage with the broader community. We think global logistics deserves that kind of attention, and we look forward to providing it.

In appreciation of the W.P. Carey School of Business at Arizona State University and Dr. Arnold Maltz for awarding the 2014 Certificate of Advanced Education and continuing education credits.
Humans Need Not Apply: The Supply Chain of 2034

By Jack Buffington, Ph.D.

By the year 2029, computers will be able to understand our language, learn from experience and generally outsmart humans in cognitive and emotional intelligence, according to renowned futurist Ray Kurzweil. If this happens in 15 years, how will this affect the supply chain professional? Put another way, as technology evolves, will our jobs become extinct?

Case No. 1: The Beverage Container

Today, the U.S. recycles 30 percent of polyethylene terephthalate (PET) bottles, and reuses 20 percent. Much of reuse involves repurposing the plastic into pillow/jacket fill and carpeting. Each year, America produces 8.5 million PET bottles, 6 million of which end up in incinerators and landfills, exacting an environmental toll. Today’s solution calls for more recycling. But since the supply of used containers vastly exceeds the reuse demand, as well as our recycling capability, this is at best a partial answer to the problem. Substitute materials for PET are being considered, including those that require less petroleum to make and biodegrade faster.

By the year 2020, these incremental innovations will not have been enough to offset the growing environmental cost. Edisonian product development techniques (trial and error) continued to seek cousin materials just slightly different from PET, but none were successful. One beverage manufacturer used the Material Genome Initiative (MGI) supercomputer to develop a 100 percent recyclable and biodegradable material with the same light weight, strength and flexibility as PET.

In the late 1960s, Nathaniel Wyeth developed the PET bottle starting with a different form of polyethylene plastic; in 2020, the MGI approach will digitally test the atomic structures of every known substance to the technical specifications. A summary of the process is shown in Figure 1 to develop this new material, all through supercomputers.

Once this Material Genome Initiative (MGI) completed the design and testing of the plastic bottle replacement (let’s call it Carbon X), source code with its “recipe” can be used by a material supplier and the beverage manufacturer in the production process.

Step Two: Manufacturing/3-D Printing

By the year 2022, this new material CarbonX, which is a carbon nanotube 115 times stronger than steel has been prototyped, tested, and released (all through AI) to the beverage company. The lithium battery took 18 years from conception to realization; this process took two years, thanks to supercomputers. The source code is sent from the MGI portal to both the material supplier and beverage manufacturer in the production process.

As shown in Figure 3, if the trend continues, the U.S. will lose almost all of its manufacturing jobs by 2023.
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Step Three: Packaging, Warehouse and Transportation Automation

Just as today, the bottle is filled, packaged and palletized by robots custom-configured to each order. The product then moves via automated guided vehicles (AGVs) to storage or dock for fulfillment. A warehouse and storage-control system tracks the pallet with an RFID chip. Intelligent computers control all aspects of the supply chain.

Figure 4 – Fully Automated Warehouse Model

Self-driving trucks, as an evolution of the Google Car, make deliveries to customers. Autonomous vehicles could move in large and efficient convoys to regional distribution centers, and improving safety 70-90 percent by eliminating the human error that causes human fatalities. Labor costs will fall, given the loss of human truckers’ hours. Most importantly, this process will reduce carbon emissions. By 2025, the number of automated trucks on the road will halve the number of human drivers with them. It seems reasonable to assume by 2030, all truck deliveries will be automated.

Step Four: Marketing/POS/Merchandising

Affixed to the bottle package is a radio frequency nanochip that tracks the package through its entire development cycle. As shown in Figure 5, this chip is barely perceptible to the eye, and is easily embedded in the bottle package through 3-D printing.

Figure 5 – RFID Nanochip

Product ordering and inventory management throughout the supply chain can be managed seamlessly and automatically through an open-source supercomputing network. We gather data today using bar coding and RFID, but in the future, this will happen in real-time and in much more detail. AI bots will process these mountains of data, the kind of supply chain planning and production scheduling carried out by analysts today.

The Internet of Things (IoT), artificial intelligence (AI), and material handling automation has the potential to change the customer-retailer shopping experience to include customization and a completely automated retail outlet.

Step Five: Recycling Reuse

At the retail point of sale, the bottle purchased by a consumer will be tagged electronically as this person’s responsibility to recycle. The buyer has 30 days to recycle the bottle, or face a fine.

The customer can return the bottle to a reverse vending machine, as shown in Figure 6, to avoid a deposit. If someone else returns the bottle, that person receives the buyer’s deposit.

This recycling and purification process, and the bottle’s design, will make it 90 percent recyclable, and 85 percent reusable. Today’s plastic bottle is 30/20, by comparison.

What Does This Mean to Supply Chain Professionals?

In this hypothetical, change across the supply chain evolved in a way that largely solved the problem of the plastic bottle, in a way that used next to no humans. CarbonX was designed by computers through the MGI database, tested, procured, manufactured, fulfilled, planned, marketed, recycled and reused. This caused recycling and reuse rates to skyrocket, lowering costs and improving service.

Figure 6 – Voluntary Refund/Deposit System Vending Machine

If these feats become possible in 20 years, the next question is what happens to the blue- and white-collar supply chain professionals working today? Figure 7 reminds us that organizational change often takes longer to implement, even with a push for progress. Regardless of whether some version of this reality comes to pass in 20 years or 50, technology will continue to profoundly reshape our world at light speed, and it’s time to start thinking through the implications.

Figure 7 – Technological versus Organizational Change
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- Dynamic ABC slotting
- Highly efficient integrated returns processing

Time is a precious commodity and nowhere is that more evident than e-commerce order fulfillment. With the growing trends in e-commerce/m-commerce and constantly evolving consumer demand, you’ve lost a competitive advantage if your warehouse or distribution center can’t process the order fast enough. At KNAPP, our focus is providing fulfillment solutions to significantly reduce order-to-shipping time – in many cases less than 30 minutes – with lower operating costs, less risk and higher ROI. Contact KNAPP to find out how we deliver innovation and value to help “make your complex operations simple”!

KNAPP Logistics Automation | A member of KNAPP Group | 2124 Barrett Park Drive | Kennesaw | Georgia | 30144 | Phone: 678.388.2880 | sales.us@knapp.com
2014 Supply Chain Leaders in Action Annual Executive Business Forum
2014 SCLA Program University Faculty

Arizona State University
Arnold Maltz, PhD
Associate Professor of Supply Chain Management

Central Michigan University
Omar Keith Hafnerich, PhD
Professor of Supply Chain Management and Sustainability
DBMA Board of Directors

Lehigh University
Nada Sanders, PhD
Iacocca Chair and Professor of Supply Chain Management

Michigan State University
David Closs, PhD
John H. McConnell Chaired Professor of Business Administration and Chairperson, Department of Supply Chain Management

University of Hull
David Menachof, PhD
Peter Thompson Chair and Professor of Port Logistics

University of North Texas
Terry Pohlen, PhD
Associate Professor of Logistics and Director of the Center for Logistics Education and Research

University of San Diego
Joel Sutherland, Managing Director,
Supply Chain Management Institute (SCMI)

University of Tennessee
Mary Holcomb, PhD
Associate Professor of Supply Chain Management
and Gerald T. Niedert, Supply Chain Fellow

The Ohio State University
Thomas Goldsby, PhD
Professor of Logistics, DBMA Board of Directors

The Ohio State University
Douglas Lambert, PhD
Raymond E. Mason Chaired Professor and Director of The Global Supply Chain Forum, Fisher College of Business

Rutgers Business School
Don Klock, PhD
Clinical Associate Professor of Supply Chain Management and Marketing Sciences

University of British Columbia
Garland Chow, PhD
Associate Professor of Operations & Logistics and Director, Bureau of Intelligent Transportation Systems & Freight Security
General Information

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Conference Hours:
Supply Chain Women in Action Program
Monday, May 12, 2014 - 4:30 PM to 6:00 PM
Tuesday, May 13, 2014 - 7:00 AM to 5:00 PM
Wednesday, May 14, 2014 - 7:00 AM to 5:15 PM

Registration Hours:
Monday, May 12, 2014 – 1:00 PM to 6:30 PM
Tuesday, May 13, 2014 - 7:00 AM to 5:00 PM
Wednesday, May 14, 2014 - 7:00 AM to 5:00 PM
The registration desk will be located in Vista Sol.

Peer Group Sessions Locations:
Customer Relationships – Apache II
Demand Planning Responsiveness & Supplier Collaboration – Yuma
Distribution Management, Material Handling & Operational Support – Pueblo III
Inventory Management & Information Technology – Treaty
Logistics Strategy - Pima
Process Improvement - Apache III & IV
Senior Executive – Maricopa I
Sourcing, Procurement & Supply Management – Board Room
Sustainability – Hopi
Talent Management & Leadership – Apache I
Transportation – Maricopa III

Peer group sessions will be held Tuesday, May 13th from 11:15 AM to 12:30 PM and
Wednesday, May 14th from 3:00 to 4:30 PM

General Sessions, Keynote Locations:
All general and keynote sessions, breakfasts and lunches will be held in Grand Coronado. Sunset Plaza will be available if weather permits.

Social Functions & Committee Meetings:

Monday, May 12th
3:00 to 4:00 PM - Peer Group Facilitator Meeting – Council
6:30 to 8:30 PM - Welcome Reception – The Courtyard
8:30 to 9:00 PM - Mandatory Speaker Meeting - Grand Coronado

Tuesday, May 13th
6:30 to 9:30 PM – Cocktail Reception followed by Circle of Excellence & Distinguished Service Awards Dinner – Sunset Plaza & Grand Coronado
1:00 to 1:45 PM - Supply Chain Women in Action Committee Meeting - Council

Wednesday, May 14th
7:00 to 7:45 AM – Education Committee Meeting – Council
12:15 to 1:15 PM – Circle of Excellence Award Keynote Luncheon – Grand Coronado
5:30 to 6:30 PM – Chairmen’s Reception – Garden Court
Welcome Attendees

Welcome to the ninth annual Supply Chain Leaders in Action executive business forum. We are honored that you have chosen to join us here in Scottsdale. Our group this year has many new members as well as a strong cadre of returning attendees. The Executive and Education committees have worked very hard to top themselves yet again again this year. We will see a mix of the familiar as well as some new areas to keep the forum engaging and meaningful. I know you will find the program as challenging as it is rewarding, and we believe everyone will be able to take at least one new idea back to their company to improve performance and enhance execution.

We live in interesting times, as the man said, of great uncertainty and volatility. The American economy has continued to grow fitfully; The European Union continues to suffer serious unemployment in several member states and austerity measures have stymied the recovery of others. Growth is slowing in Asia, while Latin America and Africa offer opportunities, but also big challenges in terms of development. In the face of all this, we need to continually look to how we can improve performance. I firmly believe that each one of us, as supply chain leaders, can have a huge impact on our organizations. This theme of embracing complexity to drive both individual and company performance runs through this year’s conference.

There are three major themes. We will begin on Monday with our Diversity and Inclusion session, followed by a welcome reception. Tuesday and Wednesday will feature Super Sessions on “Lean Leadership,” “Winning Globally,” and “Supply Chain Transmutation.”

We have gathered experts from industry and academia to provide perspective, spark discussions and facilitate our growth as supply chain leaders. The sessions are designed to be interactive, with the peer groups providing a unique opportunity to share successes and challenges with fellow professionals across many industries. As with most things, you will get out of these sessions what you put in. Please take advantage of the opportunities for both your teams and yourself to network and foster your own personal development.

I wish each of you continued success and growth.

Deverl Maserang
executive vice president, Global Supply Chain Organization
Starbucks Coffee Company
2014 SCLA Executive Committee Chairman
Welcome to the ninth annual SCLA Executive Business Forum at the beautiful Scottsdale Resort and Conference Center. On behalf of the DBM Board of Directors, the Corporate Advisory Board led by Don Ralph, senior vice president of Staples, the Executive Committee headed by Deverl Maserang, executive vice president of Starbucks, the Education Committee led by Carl Graziani, president and general manager of Super Store Industries, we thank you for your support and continued interest in the nation’s premier business forum. This year we have added several new major corporations to our membership, including Advance Auto Parts, Brink’s Incorporated, Canadian National Railway, DuPont, Finish Line, Hub Group, Medline, Panther, Stryker and Target.

As we enter our ninth year of the SCLA, we have seen some growth in the economy and an increasing understanding of the new demands on supply chains globally. The positive spirit of the members of the SCLA continues and adds new enthusiastic faces to the group. Our core principles remain the same. We believe in a positive attitude, as well as a willingness to think creatively and work well with others. SCLA ideas emphasize action to benefit your organization. We ask past attendees to help new ones and welcome them into the group.

We created the SCLA as a forum for senior executives of large organizations to find help and new, effective ways to execute the duties of supply chain managers for themselves and their teams. The SCLA Annual Executive Business Forum in May brings representatives from all member corporations together, both senior leadership and key staff, affording each an opportunity for dialogue within their organization. Please take advantage of this team-building opportunity if possible. This year the annual Circle of Excellence banquet is open to all attending executives and sponsored by Packsize International. The primary sponsor of this year’s welcome reception is Con-way/Menlo Worldwide, with secondary sponsors, Mondelēz International and Yuken Logistics. This year’s app is sponsored by Ryder and we thank all of those firms for their support.

“The Tao of military operations lies in harmonizing people. When people are in harmony, they will fight naturally, without being exhorted to do so.” — Sun Tzu.

By gathering teams in a positive experience such as the SCLA business forum, new creative ideas emerge, as well as harmony within each corporate team. If each individual feels empowered, respected and encouraged to grow professionally, they will perform at their best without being exhorted to do so.

This year’s program focuses on embracing complexity to drive performance: lean leadership, winning globally and supply chain transmutation. As Sun Tzu says, “What enables a good leader to win without failure is always having unfathomable wisdom and a modus operandi that leaves no tracks.” A good leader must see what others do not. The SCLA business forum aims to hone that perception. Let’s approach this year’s forum with an open mind, a positive attitude and a willingness to share ideas. Everyone will gain perspective and knowledge that will enrich both themselves and their companies.

Enjoy the conference,

Chairman, DBMA
Vice Chair Strategic Growth Committee,
SCLA
# Monday, May 12, 2014

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>1:00 pm – 6:30 pm</td>
<td>Registration Vista Sol</td>
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| 4:30 pm – 6:00 pm| Supply Chain Women in Action Committee Presents Unleash Your Power: Strengthening the Business with Diversity and Inclusion Grand Coronado  
Opening Remarks: Amy Thorn, Executive Director, DBM Association  
Sue Dodsworth, Global Diversity Officer, Kimberly-Clark  
Liz Neuman, Director Customer Supply Chain Solutions, Kimberly-Clark |
| 6:30 pm – 8:30 pm| Welcome Reception The Courtyard Hors d’oeuvres & cocktails will be provided.                     |

# Tuesday, May 13, 2014

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<th>Time</th>
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<tr>
<td>7:00 am – 5:00 pm</td>
<td>Registration Vista Sol</td>
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<tr>
<td>7:00 am – 7:45 am</td>
<td>Breakfast with Peer Groups Sunset Plaza &amp; Grand Coronado</td>
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</tbody>
</table>
| 7:45 am – 8:15 am| Welcome, Introduction and Opening Remarks, Program Overview Grand Coronado  
Welcome: Amy Thorn, Executive Director, DBM Association  
Introduction & Opening Remarks: Deverl Maserang, evp Global Supply Chain Organization, Starbucks Coffee Company & 2014 SCLA Executive Committee Chair  
Program Overview: Carl Graziani, President and General Manager, Super Store Industries (SSI) & 2014 SCLA Education Committee Chair |
| 8:15 am – 9:15 am| Opening Keynote: “Digital Leaders are Made - Not Born” Grand Coronado  
Erik Qualman, Digital Expert, Author & Professor |
| 9:15 am – 9:30 am| Break                                                                                           |
| 9:30 am – 11:00 am| Registration Open  
LEAN LEADERSHIP Arizona I  
Chairs: Rick Sather, VP Customer Supply Chain, Kimberly-Clark & Fred Towler, VP Supply Chain Operations, International Paper  
Opening Remarks & Introduction Rick Sather, VP Customer Supply Chain, Kimberly-Clark  
Case Studies & Panel Discussion Todd Armstrong, Distribution Operations Director, Kimberly-Clark  
Bob Arndt, VP Lean Supply Chain Solutions, Ryder  
John Marler, Manager Supply Chain Improvement, International Paper  
Robert Martichenko, CEO, LeanCor  
Rick Sather, VP Customer Supply Chain, Kimberly-Clark  
Fred Towler, VP Supply Chain Operations, International Paper  
Connie Wagner, Supply Chain COE Manager, Kimberly-Clark  
Wrap-up & Closing Remarks Fred Towler, VP Supply Chain Operations, International Paper |
| 11:00 am – 11:15 am| Break                                                                                           |
| 11:15 am – 12:30 pm| Peer Groups Locations vary. See page 23.                                                          |
**Peer Group Luncheon**
*Sunset Plaza & Grand Coronado*

<table>
<thead>
<tr>
<th>Time</th>
<th>Events</th>
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<tbody>
<tr>
<td>12:30 pm –</td>
<td>Peer Group Luncheon</td>
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<tr>
<td>1:30 pm –</td>
<td>Break</td>
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<tr>
<td>1:45 pm –</td>
<td>Dawn of A New Era: Radical Procurement Innovations Arizona I</td>
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<tr>
<td>3:00 pm –</td>
<td>Using Big Data as a Competitive Weapon Arizona II &amp; III</td>
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<tr>
<td>Break</td>
<td>Postponement: Bringing Manufacturing Closer to the Customer Pueblo I &amp; II</td>
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<tr>
<td>3:30 pm –</td>
<td>Winning Globally Pueblo I &amp; II</td>
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<tr>
<td>4:45 pm –</td>
<td>Wrap-up &amp; Closing Remarks</td>
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**Embracing Complexity to Drive Performance: Leadership, Innovation, Worldview**

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<tr>
<td>3:00 pm –</td>
<td>Wrap-up &amp; Closing Remarks</td>
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<tr>
<td>3:15 pm –</td>
<td>Break</td>
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<tr>
<td>3:15 pm –</td>
<td>Opening Remarks &amp; Introduction</td>
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<tr>
<td>3:30 pm –</td>
<td>Going Global Case Study</td>
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<tr>
<td>4:00 pm –</td>
<td>Case Studies &amp; Panel Discussion</td>
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<tr>
<td>4:30 pm –</td>
<td>Talent Management Panel Discussion</td>
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<tr>
<td>5:00 pm –</td>
<td>Wrap-up and Closing Remarks</td>
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<tr>
<td>6:30 pm –</td>
<td>Cocktail Reception followed by</td>
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<tr>
<td>9:30 pm –</td>
<td>Circle of Excellence &amp; Distinguished Service Awards Dinner</td>
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<tr>
<td>6:30 pm –</td>
<td>Wrap-Up and Closing Remarks</td>
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<tr>
<td>9:30 pm –</td>
<td>Cocktail Reception</td>
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<td>7:00 am –</td>
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<tr>
<td>7:00 am –</td>
<td>Breakfast with Peer Groups</td>
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<tr>
<td>7:45 am –</td>
<td>Opening Remarks</td>
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<tr>
<td>8:00 am –</td>
<td>Keynote: “Breakthrough Leadership”</td>
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<tr>
<td>9:00 am –</td>
<td>SUPPLY CHAIN TRANSMUTATION</td>
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<tr>
<td>9:15 am –</td>
<td>WINNING GLOBALLY</td>
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<tr>
<td>10:45 am</td>
<td>Opening Remarks &amp; Introduction</td>
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<td>Case Studies &amp; Panel Discussion</td>
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<td>Wrap-up &amp; Closing Remarks</td>
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<tr>
<td>11:00 am –</td>
<td>How to Harness the Power of your Transportation Network</td>
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<tr>
<td>12:00 pm</td>
<td>Building High Performance Business Relationships to Co-Create Value</td>
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<td>Managing Crazy-Busy Overload</td>
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<td>12:00 pm</td>
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**Wednesday, May 14, 2014**

**Super Session 1 – Lean Leadership**

**Super Session 2 – Supply Chain Transmutation**

**Super Session 3 – Winning Globally**

**Embracing Complexity to Drive Performance: Leadership, Innovation, Worldview**

---

**Registration**

**Vista Sol**

---

**Breakfast with Peer Groups**

Sunset Plaza & Grand Coronado

---

**Opening Remarks**

Grand Coronado

Deverl Maserang, EVP Global Supply Chain Organization, Starbucks Coffee Company & 2014 SCLA Executive Committee Chair

---

**Keynote: “Breakthrough Leadership”**

Grand Coronado

Brian Biro, Team Building & Leadership Expert

---

**Break**

---

**SUPPLY CHAIN TRANSMUTATION**

Arizona II & III

Chair: Jack Buffington, Director of Plant Logistics, MillerCoors

**WINNING GLOBALLY**

Pueblo I & II

Chair: Michael Jacobs, Chief Logistics Officer, Keurig Green Mountain

---

**Opening Remarks & Introduction**

Jack Buffington, Director of Plant Logistics, MillerCoors

**Opening Remarks & Introduction**

Michael Jacobs, Chief Logistics Officer, Keurig Green Mountain

---

**Case Studies & Panel Discussion**

Brian Doyle, Managing Director, Accenture

Trish Lum, VP of Commercialization, Starbucks Coffee Company

Kevin Smith, President and CEO, Sustainable Supply Chain Consulting

**Going Global Case Study**

Craig Simon, President and CEO, FedEx Supply Chain

---

**Worldview Panel Discussion**

Moderator: Michael Jacobs, Chief Logistics Officer, Keurig Green Mountain

Panelists:

- Ron Marotta, Vice President, Yusen Logistics (Americas), Inc.
- Ken Wood, EVP Product Management, Descartes
- Kevin Zweier, VP Transportation Practice, Chainalytics

**Wrap-up & Closing Remarks**

Jack Buffington, Director of Plant Logistics, MillerCoors

**Wrap-up & Closing Remarks**

Michael Jacobs, Chief Logistics Officer, Keurig Green Mountain

---

**How to Harness the Power of your Transportation Network**

Arizona I

Orlando Dangond, VP NA Planning and Logistics, Chiquita Brands International

Joe Tuturice, Director Transportation, Mondelēz International

**Building High Performance Business Relationships to Co-Create Value**

Arizona II & III

Douglas Lamb, PhD, Raymond E. Mason Chair Professor and Director of The Global Supply Chain Forum, Fisher College of Business, The Ohio State University

**Managing Crazy-Busy Overload**

Pueblo I & II

Joe Robinson, Work-Life Balance and Stress Management Expert, Optimal Performance Strategies

---

**Break**
## Wednesday, May 14, 2014

### 12:15 pm – 1:15 pm
Circle of Excellence Award Keynote Luncheon
“Delivering Business Value Through Sustainable Supply Chains”
*Grand Coronado*
**Opening Remarks:** Jack Thorn, PhD, Chairman, DBM Association
**Introductions:** Omar Keith Helferich, PhD, Central Michigan University
Presenting: Eitel Monaco, Vice President Product Supply North America, Procter & Gamble

### 1:15 pm – 1:30 pm
**Break**

### 1:30 pm – 2:45 pm
**Navigate the Changing Transportation Landscape**
*Arizona I*
**Moderator:** Terry Pohlen, PhD, Associate Professor of Logistics, University of North Texas
**Panelists:**
- Chip Duden, VP Business Analytics, Werner Enterprises
- Jim Harger, CMO, Clean Energy
- Cami Large, AVP Domestic Intermodal, BNSF Railway
- David Marsh, Chief Supply Chain Officer, HUB Group
- Sue Pellechio, VP Transportation, Staples

**Convergence of the Digital & Physical Worlds**
*Arizona II*
John Phillips, SVP Customer Supply Chain & Global GTM, PepsiCo

**Profiles of Leadership**
*Pueblo I & II*
- Ken McDowell, VP Supply Chain Management, Airgas
- Tim Stratman, Founder and President, Stratman

### 2:45 pm – 3:00 pm
**Break**

### 3:00 pm – 4:30 pm
Peer Groups
*Locations vary. See page 23.*

### 4:30 pm – 4:45 pm
**Break**

### 4:45 pm – 5:15 pm
Wrap-Up & Closing Ceremony
*Grand Coronado*
Deverl Maserang, evp Global Supply Chain Organization, Starbucks Coffee Company & 2014 SCLA Executive Committee Chair
Carl Graziani, President and General Manager, Super Store Industries (SSI) & 2014 SCLA Education Committee Chair

### 5:30 pm – 6:30 pm
Chairmen’s Reception
*Garden Court*
Hosted by Deverl Maserang, evp Global Supply Chain Organization, Starbucks Coffee Company & 2014 SCLA Executive Committee Chair and Carl Graziani, President and General Manager, Super Store Industries (SSI) & 2014 SCLA Education Committee Chair
Supply Chain Leaders in Action
2014 Executive Committee

**2014 Chair, SCLA Executive Committee**
Deverl Maserang
executive vice president, Global Supply Chain Organization
Starbucks Coffee Company

---

**Advance Auto Parts**
Jason Howes
VP Distribution Operations

**Air Products & Chemicals**
Alex Masetti
VP Continuous Improvement

**Airgas**
Ken McDowell
VP Supply Chain Management

**Avendra**
Walt Sheffler
SVP Strategic Supply Chain Management

**Avnet**
Mike Buseman
Chief Global Logistics and Operations Officer

**BNSF Railway**
Diana Hill
General Director Intermodal Solutions

**The Brink’s Company**
Gordon Campbell
Chief Procurement Officer

**Canadian National Railway**
D. Keith Reardon
VP Intermodal Services

**CarMax**
Mark Adams
AVP Logistics

**Chiquita Brands International**
Stephen Coale
SVP Supply Chain

**Cintas**
Dave Wheeler
SVP Global Supply Chain

**Con-way Multimodal**
Tommy Barnes
President

---

**Darden Restaurants**
Jim Thomas
SVP Supply Management and Purchasing

**DuPont**
Tim Kolakowski
Director Integrated Supply Chain
Center of Competency and Demand-Led Fulfillment

**Eastman Kodak Company**
Ye’ella Nir-Rosin
Director Worldwide Logistics and Supply Chain

**EXEL/DHL**
Mike Gardner
Chief Development Officer

**FedEx SupplyChain**
Craig Simon
President/CEO

**Finish Line**
Dan Marous
EVP IT and Supply Chain

**General Cable**
Heather Stolper
VP Supply Chain and Sourcing

**The Hershey Company**
Andy Paladino
Director Global Manufacturing Alliances

**Hub Group**
David Marsh
Chief Supply Chain Officer

**IBM**
Tim Carroll
VP Global Execution, Integrated Supply Chain

**International Paper**
Fred Towler
VP Supply Chain Operations
Jarden Corporation
Pat Gaglione
SVP Business Operations
and Supply Chain

Johnson & Johnson
Mike Thalacker
Senior Director Supply Chain
Measurement

Kansas City Southern
Pat Ottensmeyer
EVP and Chief Marketing Officer

Keurig Green Mountain
Michael Jacobs
Chief Logistics Officer

Kimberly-Clark Corporation
Rick Sather
VP Customer Supply Chain

Lexmark International
Tonya Jackson
VP Global Supply Chain Operations

McKesson
Don Walker
SVP Distribution Operations

Medline Industries
Bill Abington
EVP – President Global Operations

Michaels Stores
Tom DeCaro
EVP Supply Chain

MillerCoors
Jack Buffington
Director of Plant Logistics

Mondelēz International
Doug Evans
Senior Director Customer Service & Logistics

Norfolk Southern
Jeff Heller
VP Intermodal & Automotive
Marketing

Panther Expedited Services
Tom Goosmann
Director of Sales

PepsiCo, Inc.
John Phillips
SVP Customer Supply Chain and
Global GTM

Philips
Steven Holic
Senior Director Forwarding and Dis-
tribution, Americas

Procter & Gamble
Rahquel Purcell
Director Global Packaging
Purchases

The Raymond Corporation
Tim Combs
EVP Sales & Marketing

Ryder
Paul Lomas
VP Business Development,
CPG

The Sands Corporation
Norbert Riezler
Senior Vice President

Southwest Airlines
Rob Myrben
Managing Director Fuel
Management

Staples, Inc.
Don Ralph
SVP Supply Chain and Logistics

Starbucks Coffee Company
Deverl Maserang
executive vice president
Global Supply Chain Organization

Stryker
John Lebowitz
Vice President Supply Chain

Super Store Industries (SSI)
Carl Graziani
President and General Manager

Target
Ryan Hanson
Senior Director Domestic
Transportation

Toys R Us
Marie Robinson
SVP and Chief Supply Chain
Officer

United Stationers
Ron Berg
SVP Supply Chain

Verizon
Heidi Hemmer
VP Global Strategic Sourcing

Werner Enterprises
Jim Schelble
EVP Sales & Marketing

Yusen Logistics (Americas)
Ron Marotta
Vice President
Supply Chain Leaders in Action
2014 Committee Listings

Education Committee

Carl Graziani
2014 SCLA Education Committee Chair
Super Store Industries (SSI)
President and General Manager

Jack Buffington
MillerCoors
Director of Plant Logistics

Tim Carroll
IBM
VP Global Execution, Integrated Supply Chain

Stephen Coale
Chiquita Brands International
Senior Vice President Supply Chain

Doug Evans
Mondelēz International
Senior Director Customer Service & Logistics

Skip Frisz
Darden Restaurants
Director Logistics

Tom Goldsby, PhD
The Ohio State University
Professor of Logistics

Omar Keith Helferich, PhD
Central Michigan University
Professor of Marketing and Logistics

Steve Holic
Phillips
Senior Director Forwarding and Distribution, Americas

Michael Jacobs
Keung Green Mountain
Chief Logistics Officer

Paul Lomas
Ryder
VP Business Development, CPG

Ken McDowell
Airgas, Inc.
VP Supply Chain Management

Rob Myrben
Southwest Airlines
Managing Director Fuel Management

Deverl Maserang
Starbucks Coffee Company
executive vice president Global Supply Chain Organization

John Phillips
PepsiCo, Inc.
SVP Customer Supply Chain and Global GTM

Terry Pohlen, PhD
University of North Texas
Associate Professor of Logistics and Director of the Center for Logistics Education and Research

Jason Reiman
The Hershey Company
VP Global Logistics Excellence

Nada Sanders, PhD
Lehigh University
Iacocca Chair and Professor of Supply Chain Management

Rick Sather
Kimberly-Clark Corporation
VP Customer Supply Chain

Jim Thomas
Darden Restaurants
SVP Supply Management and Purchasing

Amy Thorn
DBM Association
Executive Director

Fred Towler
International Paper
VP Supply Chain Operations

Renee Ure
IBM
VP Integrated Supply Chain

David Wheeler
Cintas
SVP Global Supply Chain

SCLA University Facilitators

Arizona State University
Arnold Maltz, PhD
Associate Professor of Supply Chain Management

Central Michigan University
Omar Keith Helferich, PhD
Professor of Supply Chain Management and Sustainability
DBMA Board of Directors

Lehigh University
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Iacocca Chair and Professor of Supply Chain Management

Michigan State University
David Closs, PhD
John H. McConnell Chaired Professor of Business Administration and Chairperson, Department of Supply Chain Management

The Ohio State University
Thomas Goldsby, PhD
Professor of Logistics
DBMA Board of Directors

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Douglas Lambert, PhD
Raymond E. Mason Chaired Professor and Director of The Global Supply Chain Forum, Fisher College of Business

Rutgers Business School
Don Klock, PhD
Clinical Associate Professor of Supply Chain Management and Marketing Sciences

University of British Columbia
Garland Chow, PhD
Associate Professor of Operations & Logistics and Director, Bureau of Intelligent Transportation Systems & Freight Security

University of Hull
David Menachof, PhD
Peter Thompson Chair and Professor of Port Logistics
Supply Chain Women in Action Committee

Ana Lucia Alonzo
Chiquita Brands International
Director Continuous Improvement and Sustainability

Heidi Hemmer
Verizon
Vice President Global Strategic Sourcing

Amanda Jacobus
Yusen Logistics (Americas)
Client Manager Key Accounts

Liz Neuman
Kimberly-Clark Corporation
Director Customer Supply Chain Solutions

Ye’ella Nir-Rosin
Eastman Kodak Company
Director Worldwide Logistics and Supply Chain

Susan Pellechio
Staples, Inc.
Vice President Transportation

Rahquel Purcell
Procter & Gamble
Director Global Packaging Purchases

Natalie Putnam
Ryder
Vice President Integrated Marketing

Nada Sanders, PhD
Lehigh University
Iacocca Chair and Professor of Supply Chain Management

Amy Thorn
DBM Association
Executive Director

University of North Texas
Terry Pohlen, PhD
Associate Professor of Logistics and Director of the Center for Logistics Education and Research

University of San Diego
Joel Sutherland
Managing Director, Supply Chain Management Institute (SCMI)

University of Tennessee
Mary Holcomb, PhD
Associate Professor of Supply Chain Management and Gerald T. Niedert
Supply Chain Fellow

Corporate Advisory Board

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SCLA Corporate Advisory Board Chair
Staples, Inc.
SVP Supply Chain & Logistics

Deverl Maserang
Starbucks Coffee Company
executive vice president Global Supply Chain Organization

John Phillips
PepsiCo, Inc.
SVP Customer Supply Chain and Global GTM

Don Ralph
Staples, Inc.
SVP Supply Chain & Logistics

Bill Read
Accenture
Senior Managing Director

Jim Schelble
Werner Enterprises
EVP Sales and Marketing

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SSCC
President

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DBM Association
Executive Director

Jack Thorn, PhD
DBM Association
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Dave Wheeler
Cintas
SVP Global Supply Chain

Strategic Growth Committee

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Starbucks Coffee Company
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Werner Enterprises
EVP Sales and Marketing

Kevin Smith
SSCC
President

Jack Thorn, PhD
DBM Association
Chairman

Dave Wheeler
Cintas
SVP Global Supply Chain
Peer Group Session & Meeting Locations:

- **Customer Relationships** – Apache II
- **Demand Planning Responsiveness & Supplier Collaboration** – Yuma
- **Distribution Management, Material Handling & Operational Support** – Pueblo III
- **Inventory Management & Information Technology** – Treaty
- **Logistics Strategy** – Pima
- **Process Improvement** – Apache III & IV
- **Senior Executive** – Maricopa I
- **Sourcing, Procurement & Supply Management** – Board Room
- **Sustainability** – Hopi
- **Talent Management & Leadership** – Apache I
- **Transportation** – Maricopa III
Social Functions & Committee Meetings:

1. Peer Group Facilitator Meeting – Council
2. Welcome Reception – The Courtyard
3. Cocktail Reception/Circle of Excellence & Distinguished Service Awards Dinner – Sunset Plaza & Grand Coronado
4. Education Committee Meeting – Council
5. Circle of Excellence Award Keynote Luncheon – Grand Coronado
6. Chairmen’s Reception – Garden Court
7. Supply Chain Women in Action Committee Meeting – Council
8. Mandatory Speaker Meeting – Grand Coronado
2014 Educational Resource Members

Accenture
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Accenture is a global management consulting, technology services and outsourcing company, with approximately 289,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is www.accenture.com.

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Alliance Shippers is a premium quality 3PL and provider of rail, truck, refrigerated and international transportation and logistics services. Using the Perfect Shipment® philosophy, Alliance provides superior quality supply chain management services across all transportation modes, while providing excellent shipment visibility. Alliance’s ability to blend our services seamlessly into its customers operations has provided its customers with better service to measurable effect.

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Chainsys is a recognized global leader in supply chain consulting, analytics, and market intelligence. Our mission is simple: To help companies capture the maximum value from their supply chain. With end-to-end supply chain expertise, Chainsys supports supply chain transformation at every planning horizon – strategic, tactical, and operational – and across multiple domains. Our specialties include Supply Chain Design, Sales & Operations Planning (S&OP), Logistics Operations, Transportation, Service Supply Chain, and Packaging Optimization. With locations in North America, Europe, Asia and Australia, Chainsys serves companies globally in a borderless fashion.

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Clean Energy Fuels Corp. (Nasdaq: CLNE) is the largest provider of natural gas fuel for transportation in North America. We build and operate compressed natural gas (CNG), liquefied natural gas (LNG) fueling stations; manufacture CNG and LNG equipment and technologies for ourselves and other companies; and develop renewable natural gas (RNG) production facilities. For more information, visit www.cleanenergyfuels.com

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Descartes is the global leader in providing on-demand, software-as-a-service solutions focused on improving the productivity, performance and security of logistics-intensive businesses. We have over 146,000 parties using our cloud-based services. Customers use Descartes to route, schedule, track and measure delivery resources; plan, allocate and execute shipments; rate, audit and pay transportation invoices; file customs and security documents for imports and exports; and complete numerous other logistics processes by participating in the world's largest, collaborative multi-modal logistics community.

GT Nexus
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GT Nexus offers a cloud-based platform that the world’s biggest companies use to drive efficiency and agility across the global supply chain. Leaders in manufacturing, retail and logistics services all share GT Nexus as their standard, multi-enterprise collaboration platform. Customers include Levi Strauss & Co., Nestlé, DHL, Sears, Caterpillar, Del Monte and The Home Depot.

LeanCor Supply Chain Group
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LeanCor is a third party logistics partner that provides the people, processes, and technology for you to achieve measurable results. LeanCor offers a unique combination of training and education, hands-on consulting, and outsourced logistics services - We Teach, We Consult, We Do. This integrated portfolio of services help organizations eliminate waste, drive down costs, and instill a problem-solving culture across their supply chain.

Llamasoft
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Llamasoft provides supply chain design software and expertise to help large organizations improve profitability and service. Using its Supply Chain Guru® design and modeling software to optimize networks and simulate operations, Llamasoft drives improvements in cost, service, sustainability, and risk mitigation. In addition to providing software and training, Llamasoft offers consulting services ranging from on-demand hourly support to fully outsourced project delivery.

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Packsize revolutionizes the corrugated supply chain through the ability to create a custom-sized box for every order. This efficient and cost-effective, just-in-time packaging system increases total savings by an average of 35%. A leading sustainable business practice, On Demand PackagingTM results in less waste, lower shipping costs, decreased damage rates, and increased customer satisfaction.
30 second television commercial or one-hour employee meeting. What does this mean for leaders or those aspiring to lead the remainder of this Digital Decade and beyond? What new skills do you need to obtain to succeed and win over external and internal stakeholders? Starting today how do you achieve your best life, leadership and legacy? What traits do you or your company need to rise to the top now and in the future?

In this program, you will gain the secrets of...
- How to use new mobile and social media tools to effectively lead
- How companies and individuals are achieving success via digital means
- 4 Steps to Success: Listen, Interact, React, Sell

Speaker:

Erik Qualman, Digital Expert, Author and Professor

9:30 AM – 11:00 AM
"LEAN LEADERSHIP" SUPER SESSION
(This Super Session will repeat at 3:15 PM)
Room: Arizona I

Super Session Abstract:
This super session will explore the critical role that leadership plays in any improvement transformation. In this session you will learn how to harness the power of lean leadership to deliver breakthrough improvement, transform the culture of an organization, and drive sustainable growth. Lean leadership provides a structured approach to accomplish the complex and difficult challenges facing leaders of all levels today. The key concepts for making the transition to a Lean Leader will be shared in case studies that bring the concepts of lean leadership to life.

In this program, you will gain the secrets of...
- Lean – “The Why?”
- Understanding for the key Leadership elements required for a successful Lean / Improvement transformation
- Increased capability to be an effective Lean Leader
- Tangible “go do” actions for each participant

Speakers:

Todd Armstrong, Distribution Operations Director, Kimberly-Clark

Bob Arndt, VP Lean Supply Chain Solutions, Ryder
Session Abstracts

9:30 AM – 11:00 AM
“SUPPLY CHAIN TRANSMUTATION”
SUPER SESSION
(This Super Session will repeat on Wednesday, May 14th at 9:15 AM)
Room: Arizona II & III

Super Session Abstract:
In this Super Session attendees will be challenged to use both divergent and convergent thinking through a discussion of advanced materials, the digitization of product design, and supply chain innovation. New ideas in science, technology, and innovation will be covered. Attendees will learn how these innovations will affect supply chains in the future. This session will explore how disruptive ideas in science, technology, and innovation can apply to the supply chain, the role supply chain can play in product lifecycle development processes, and the impact supply chain innovation will have on people, processes, and technologies

In this super session you will gain the secrets of...
• Divergent (Materials/Science/Technology)
  - Learn how material science and technology becoming digitized in order to make product development innovations happen faster.
  - Why radical innovations from science and technology will disrupt your product development models.
  - What SCLA member companies are doing in this space.
• Divergent to Convergent (Process)
  - Understand the impact to your product development and supply chain processes.
  - Understand a best practice response (Starbucks) to the rapidly accelerating world of innovation.
• Convergent (People/Organization)
  - How can my company become a leader in this space?
  - Thought map for our futures

Speakers:
Jack Buffington,
Director of Plant Logistics, MillerCoors

Brian Doyle,
Managing Director, Accenture

Trish Lum,
vp of Commercialization, Starbucks Coffee Company

Kevin Smith,
President and CEO, Sustainable Supply Chain Consulting

1:45 PM – 3:00 PM
Dawn of a New Era: Radical Procurement Innovations
Room: Arizona I

Session Abstract:
Several case studies will be presented on how they are utilizing technology and harnessing its promises. Candid accounts of where they are, how they’ve done it and some of their real life challenges and breakthroughs will be discussed. The case studies will detail how these companies are harnessing the power of technology to maximize supply chain value by achieving visibility, delivering service excellence and attaining operational flexibility. This session will explore technology enabled procurement practices and the future of procurement (10 years from now.)

In this program, you will gain the secrets of...
• How to best use technology to automate procurement
• Real world examples of technology implementation to integrate sourcing and procurement
• Case studies by leading edge companies showing application of future leaning technology
• Procurement skills and tools needed for the future
• Examples of what the procurement structure, buyer skill set, technology, etc. will look like in the future?

Moderators:
Skip Frisz,
Director Logistics Operations, Darden Restaurants
Mary Holcomb, PhD, Associate Professor of Supply Chain Management, University of Tennessee

Panelists:
- Tommy Barnes, President, Con-way Multimodal
- Theresa Dirker, VP IBM Integrated Supply Chain Transformation
- Sheila Roethke, Associate Director of Logistics Procurement, Mondelēz International
- John Urban, EVP and General Manager Logistics Services, GT Nexus

Using Big Data as a Competitive Weapon
Room: Arizona II & III

Session Abstract:
Big Data and Analytics have the ability to transform how supply chains work together. As the amount of data and processing power grows exponentially, leaders are learning how to harness these new tools to improve business performance across supply chains. However, many of these terms are over used and most companies are still in pilot stages with Big Data and Analytics initiatives. In this session, our panel will describe how big data and analytics will add value at the enterprise level, provide a vision of how analytics will impact the supply chain of 2020, and how predictive analytics and optimization are adding value today in leading supply chains.

In this program, you will gain the secrets of...
- How big data and analytics can add value across the functions of the supply chain
- How the supply chain of the future will harness the power of big data and analytics
- Decoding the buzz words and understanding what is real today

Moderator:
Jason Reiman, VP Global Logistics Excellence, The Hershey Company

John Ames, SVP of Solutions, Llamasoft
Tim Carroll, VP Global Execution, Integrated Supply Chain, IBM
Chuck Fries, VP Material Operations, Avnet
Dave Klinger, Senior Supply Chain Consultant, Kimberly-Clark

Postponement: Bringing Manufacturing Closer to the Customer
Room: Pueblo I & II

Session Abstract:
The role of postponement is increasing in importance and utility within today’s supply chains. Covering two case studies, this session will discuss how to apply postponement strategies to bring business value and the challenges in making it work. We will explore the results produced, lessons learned, and how postponement might evolve going forward.

In this program, you will gain the secrets of...
- What is “postponement”? 
- The role and value that postponement can bring to a supply chain
- What business trends that can lead to postponement strategies
- Characteristics of situations where postponement works best
- The positive business impact that postponement can have
- How postponement strategies will evolve going forward
- How to overcome the barriers to its adoption
- What has been the greatest value provided by postponement

Speakers:
Brad Beltz, Director Supply Chain Operations, Whirlpool Corporation
3:15 PM – 4:45 PM
“WINNING GLOBALLY” SUPER SESSION
(This Super Session will repeat on Wednesday, May 14th at 9:15 AM)
Room: Pueblo I & II

Super Session Abstract:
The number one challenge facing many companies today is globalization and the supply chain complexity that results from it. Companies are increasingly engaging in manufacturing and distributing product in different parts of the world. This creates many challenges and requires that all standards of production and distribution are correctly executed and the traceability of that product back to the original manufacturer has not been obscured in any way. Keeping a tight control on this process has been something our industry is continuing to deal with.

In our second session in addition to the global complexities of today’s supply chains, the panel will also discuss organizational challenges faced by operating in multiple countries.

In this program, you will gain the secrets of...
• Learn how to close the loop of all of your global production and distribution channels
• Gain visibility and control of your global and distribution channels
• Reduce product life cycles
• Anticipate and address the organizational complexities that operating globally can present

Speaker:
Craig Simon,
President and CEO,
FedEx Supply Chain

Moderator:
Michael Jacobs,
Chief Logistics Officer,
Keurig Green Mountain

Tuesday, May 13th Panelists:
Mary Iazzetta,
Director Global Strategic Sourcing,
Verizon

Ye’ella Nir-Rosin,
Director Worldwide Logistics and Supply Chain,
Eastman Kodak

Nada Sanders, PhD,
Iacocca Chair and Professor,
Lehigh University

Renee Ure,
VP Integrated Supply Chain,
IBM

Wednesday, May 14th Panelists:
Ron Marotta,
Vice President,
Yusen Logistics (Americas), Inc.

Ken Wood,
EVP Product Management,
Descartes

Kevin Zweier,
VP Transportation Practice,
Chainalytics

DAY THREE
WEDNESDAY, MAY 14, 2014

8:00 AM – 9:00 AM
Keynote: Breakthrough Leadership
Room: Grand Coronado

Session Abstract:
Ultimately, no matter what industry you’re involved in, you are in the BREAKTHROUGH business! Every day you seek to breakthrough with customers to generate loyalty, satisfaction, and relationship. The key to lasting success in business is breakthrough with your own team members so they eagerly embrace personal responsibility, committed purpose, and leadership. They must see themselves as breakthrough leaders! And especially in times of challenge, they must focus persistently on what they CAN do rather than wasting time and energy on the things they don’t control. This one-of-a-kind presentation ignites the energy and true leadership potential in every participant.
In this program, you will gain the secrets of...
• How to generate loyalty, satisfaction and lasting relationships with your coworkers and customers
• Instill personal responsibility, committed purpose and leadership in the members of your team

Speaker:
Brian Biro,  
Team Building & Leadership Expert

11:00 AM – 12:00 PM  
How to Harness the Power of your Transportation Network  
Room: Arizona I

Session Abstract:
In today’s competitive landscape, logistics leaders are tasked with creating a competitive advantage by providing superior service while reducing costs and limiting risk. This session will provide real life examples of how several companies are meeting the challenge despite an environment growing in complexity with shrinking lead times, increased regulation, rising carrier costs and a dwindling driver force.

This session will focus on sourcing transportation for a time-critical, highly perishable product network, illustrating how sourcing this space must balance cost and service while sustaining core carrier relationships and optimizing the use of private/dedicated fleets vs. common carrier.

In this program, you will gain the secrets of...
• Driving the best pricing and ensuring viable options on a wide variety of business
• Stakeholder management - balancing the potential for savings with the risk of reduced service levels
• Implementing realistic solutions to maximize compliance, minimize savings erosion and avoid costly failures
• Carrier strategy – concentration of carriers vs. a deeper routing guide, strategic carriers vs. the rest

Speakers:
Orlando Dangond,  
VP NA Planning and Logistics,  
Chiquita Brands International

Joe Tuturice,  
Director Transportation,  
Mondelēz International

Building High Performance Business Relationships to Co-Create Value  
Room: Arizona II

Session Abstract:
In an environment characterized by scarce resources, increased competition, higher customer expectations, and faster rates of change, executives are beginning to realize that a key to achieving a sustainable competitive advantage is the development of collaborative relationships with key customers and suppliers. In this session, you will be shown how The Partnership Model and The Collaboration Framework can be used to develop cross-functional relationships that enable value co-creation.

Managing the complex network of cross-functional, cross-firm interactions that lead to value co-creation in business-to-business relationships is a challenge. A firm cannot and should not do this with every supplier or customer. Management must allocate resources to those relationships where the potential for the joint creation of value justifies the investment that is being made. Managers need actionable frameworks to guide them.

The Partnership Model provides a structured and repeatable process to effectively and efficiently build and maintain tailored business relationships that may become a competitive advantage. The Collaboration Framework is a tool that can be used by customer and supplier teams to determine priorities for each relationship and develop an action plan for achieving the goals jointly established for the relationship. In this session case studies will be used to document how value is co-created in business-to-business relationships. In this program, you will gain the secrets of...
• How to use cross-function involvement to drive financial performance
• How to effectively build and maintain tailored business relationships to gain a competitive advantage
• How to better manage your customer and supplier teams
• Key strategies for developing an action plan for achieving goals with your collaborative partners.

Speaker:
Douglas M. Lambert, PhD,  
Raymond E. Mason Chaired Professor and  
Director of The Global Supply Chain Forum,  
The Ohio State University

Managing Crazy-Busy Overload  
Room: Pueblo I & II

Session Abstract:
This session will provide the latest research and best practices for how to work in a smarter way – in a style that improves performance and effectiveness and reduces stress. It will provide actionable tools to work smarter and increase productivity.

In this program, you will gain the secrets of...
Session Abstracts

Navigating the Changing Transportation Landscape
Room: Arizona I

The transportation landscape has become an increasingly complex universe to navigate for carriers and shippers alike. The first few months of 2014 have demonstrated that many of the long-anticipated issues associated with transportation are quickly becoming a reality, and the expected economic growth expected through 2015 will make the situation even more acute. As a result, modal strategies employed by many shippers require a re-examination due to changes in capacity, rates, regulatory changes, fuel prices, and the rollout of alternative and renewable fuels. This environment is further complicated by the intense competition occurring between traditional retailers and their on-line counterparts through next-day delivery and the deployment of omni-channel logistics strategies. This panel addresses the many changes occurring in the transportation landscape and provides insights into the many different strategies being employed by shippers and carriers to best prepare for moving freight in the future.

In this program, you will gain the secrets of...

- How a recovering economy will most likely affect the transportation landscape in terms of capacity, cost and performance
- The key issues and potential effects affecting modal strategy and selection in the future
- Which transportation strategies have proven most effective supporting omni-channel logistics and last-mile delivery
- How alternative and renewable fuels can be employed in a supply chain network to reduce costs and carbon footprint
- Where intermodal can best serve as an alternative to all truck movements
- What are considered to be the most significant transportation challenges ahead and the strategies supply chain executives are employing to support their future operations
- How recent and future regulatory changes, such as mandating electronic logging devices (ELDs), affect the availability of transportation providers and pricing

Moderator:
Terry Pohlen, PhD,
Associate Professor of Logistics,
University of North Texas

Panelists:
Chip Duden,
VP Business Analytics,
Werner Enterprises

1:30 PM – 2:45 PM

Speaker:
Joe Robinson,
Work-Life Balance and Stress Management Expert,
Optimal Performance Strategies

12:15 PM – 1:15 PM

Circle of Excellence Keynote Luncheon:
Delivering Business Value Through Sustainable Supply Chains
Room: Grand Coronado

Session Abstract:
Companies like P&G are a force in the world. Their market capitalization is greater than the GDP of many nations, and they sell products in more than 180 countries. With this stature comes responsibility to be an ethical corporate citizen. P&G was one of the first companies to have a corporate sustainability department and report. They are committed to a vision of long-term environmental sustainability and are well on their way to meeting the goals for 2020. Since 2010, they have used less energy and water while producing less waste and CO2, and they’ve accomplished this by designing products that conserve resources.

P&G is delivering business value through sustainable supply chains and charting a course toward a stronger, more sustainable and innovative future for the entire industry.

Remarks:
John Thorn, PhD
Chairman,
DBM Association

Introductions:
Omar Keith Helferich, PhD,
Professor of Supply Chain Management and Sustainability
Central Michigan University

Presenting:
Eitel Monaco,
Vice President, Product Supply
North America,
Procter & Gamble
Convergence of the Digital and Physical Worlds
Room: Arizona II

Session Abstract:
Dramatic change has occurred across the consumer value chain since the creation of the first UPC code. There has been an explosion of new technologies and devices that are fundamentally changing how retailers and manufacturers operate. Succeeding in the future will require a much higher degree of collaboration and integration across the core functions of marketing & merchandising, IT and supply chain. Yet cross-functional collaboration is only part of the challenge. Winning going forward will take both cross functional and cross-company (retailer and manufacturer) collaboration. Those who master the convergence of the physical and digital worlds will become the market leaders. We all need to open our minds to the ways each of us can leverage these new technologies. John will share examples from PepsiCo and across the industry on how these trends are transforming every aspect of our daily lives.

In this program, you will gain the secrets of...

- Mastering both cross functional and cross company collaboration.
- How to leverage the digital world by harnessing the power of technology.

Speaker:
John Phillips, SVP Customer Supply Chain and Global GTM, PepsiCo

Profiles of Leadership
Room: Pueblo I & II

Session Abstract:
Effective leadership is often quite different from what some senior executives expect. You’ve risen to your position based on proven strengths and talent. You have strong intellect and demonstrated success. However, these qualities are not enough to ensure future success. Future growth requires that you continue to refine your fundamental leadership skills and fully exploit your unique personality and leadership “DNA”.

While the fundamentals of great leadership are firm as bedrock, the leadership styles that showcase these fundamentals vary significantly. What is your leadership style? How can it work to your advantage? How can you authentically inspire others to achieve big things? How can your unique style separate you from the “pack”.

In this highly interactive session, we will be exploring these important questions. Using smart technology and a “town meeting” forum, you will have the opportunity to reflect on your personal leadership style, exchange ideas with your peers, and discover ways to more fully exploit your unique “leadership personality”. We look forward to sharing this exciting learning session with you.

In this program, you will gain the secrets of...

- Expand your understanding of the Leadership Fundamentals
- Learn the unique power of your authentic leadership style and personality
- More fully appreciate the leadership styles of other executives
- Exchange experiences and learning with your peers.

Speakers:
Ken McDowell, VP Supply Chain Management, Airgas
Tim Stratman, Founder and President, Stratman Partners Executive Coaching
Todd Armstrong
Distribution Operations Director, Kimberly-Clark
Speaker

Todd Armstrong is currently Distribution Operations Director, Consumer Products. He is accountable for operations management of the Consumer Products distribution network, including plant and regional distribution center operations, contract packaging operations, and finished product deployment.

Todd has been with Kimberly-Clark for 24 years in various logistics and distribution operations roles. Todd received his Bachelor of Business Administration from The Ohio State University.

Bob Arndt
VP Lean Supply Chain Solutions, Ryder
Speaker

Bob is a Lean Supply Chain expert who has devoted most of his career developing, implementing and training Lean Warehousing and Distribution processes. Bob was trained as a Lean Sensei during his 10+ years of service working at Toyota. During his time at Toyota, he had numerous management positions including Lean Project Implementation Manager, Plant Manager and Regional Operations Director.

Prior to joining Ryder, Bob had responsibility for creating a lean thinking culture at GM’s Service Parts Division. During his first 5 years at General Motors, he created a Lean and Common warehouse template for all North America service parts locations. This lean template significantly improved customer satisfaction while dramatically lowering the structural cost for operating these facilities. His role was then expanded to include responsibility for all of GM’s warehouse operations globally with a focus on startup operations in China, India and Russia. In total, Bob’s responsibilities included over 90 service parts warehouses ranging from 50,000 sq. ft. to 3.2 million sq. ft.

Bob is a very seasoned global executive with both strategic and tactical hands on distribution management experience.

Tommy Barnes
President, Con-way Multimodal
Peer Group Facilitator, Speaker

Tommy Barnes is president of Con-way Multimodal, a division of Menlo Worldwide Logistics that arranges third-party carrier services for over-the-road, intermodal, flatbed, heavy haul and specialized transportation for freight shipments. As president, Barnes is responsible for the strategic growth, and the financial and operating performance of the company.

Barnes is also vice president of transportation procurement within Menlo Worldwide Logistics. In this role, he is responsible for a $2.4B purchasing segment that oversees the transportation procurement strategies.

Barnes joined Menlo in 2000 as a transportation project manager. He subsequently served as a senior logistics manager and director of transportation procurement for Menlo. Prior to joining Menlo, Barnes was director of transportation for Newell Rubbermaid in North America and Europe. He began his career with GATX Logistics as transportation manager for the company’s Chicago operations.

Barnes has a bachelor’s degree in business logistics and transportation from the University of Tennessee. He is a member of the Council of Supply Chain Management Professionals, SMiC3, the National Defense Transportation Association, and the American Trucking Associations.

Brad Beltz
Director Supply Chain Operations, Whirlpool Corporation
Speaker

Brad Beltz is Director Supply Chain Operations for Whirlpool Corporation. In this role, he is responsible for all segments of the supply chain as related to Whirlpool’s service parts. This includes the establishment of all new parts and repair lists as related to new product introductions, the planning and purchasing of new and existing parts, inbound and outbound transportation, conversion of raw parts to finished goods, developing packaging standards and all warehousing functions. In addition, he is responsible for a machine shop that is fully focused on manufacturing service parts.

During his 20 year career with Maytag & Whirlpool, he has held various leadership positions within the call center, lead factory and field service operations in multiple locations and was responsible for national distribution operation of 22 locations. It was in this last role that he lead a network optimization project that ultimately improved service levels and availability while reducing costs in operational expenses and inventory.

In 2004, he earned a black belt in Lean Sigma and continues to utilize that methodology in all aspects of his work today. He holds a BA from University of Chattanooga.

Brian Biro
Team Building and Leadership Expert
Keynote Speaker

Brian Biro is America’s Breakthrough Coach! He is one of the nation’s foremost speakers and teachers of Leadership, Possibility Thinking, Thriving on Change, and Team-Building.

Brian has delivered more than 1,350 presentations around the world in the past twenty-one years. His clients include such diverse organizations as Lockheed Martin, the US Army, Microsoft, the University of Notre Dame, the North Carolina Association for the Advancement of Teaching, senators and representatives from thirteen western states, the Virginia School Superintendents, Allstate Insurance, Good Samaritan Hospital, and hundreds more. A partial list of his clients is included below.

A major client offered the best introduction about Brian’s impact when he said, “Brian Biro has the energy of a ten-year-old, the enthusiasm of a twenty-year-old, and the wisdom of a seventy-five-year-old.”

A former vice-president of a major transportation corporation in the Pacific Northwest, Brian helped lead a major turnaround that resulted in the company quadrupling in revenues, becoming solidly profitable, and being named the leader in the air freight industry for customer service and convenience by Distribution Magazine.

Brian is the author of 9 books including best-seller, Beyond Success! which reached #16 on the Amazon.com top 100 — from over 2 million titles, Brian was rated #1 from over 40 Speakers at 4 consecutive INC. Magazine International Business Conferences.

He graduated with honors from Stanford and served as the President of the UCLA Graduate School of Management Student Association while earning his MBA from UCLA. He has appeared on Good Morning America, CNN’s Business Unusual, and the Fox News Network, as a guest on more than 300 radio programs throughout the country, and as a featured speaker at the Disney Institute in Orlando. Recently he was named one of the UCLA Graduate School of Management’s 100 Most Inspirational Graduates in honor of the 75th Anniversary of the school.
Jack Buffington  
Director of Plant Logistics, MillerCoors  
Post-Doctoral Fellow, Royal Institute of Technology (KTH), Stockholm, Sweden  
Super Session Chair, Speaker

Jack is presently responsible for warehousing and fulfillment at MillerCoors, the second largest beer manufacturer in the United States. In this role, Jack is responsible for the distribution of 63 million barrels of annual production across an eight brewery nationwide network. Before this role, Jack has held a variety of positions at MillerCoors in Supply Chain, Operations, M&A and IT. Jack has also worked at KPMG, an international consulting firm.

Jack is also a post-doctoral fellow at the Royal Institute of Technology in Stockholm Sweden, responsible for supply chain innovation/industrial biotechnology research. In this role, Jack works across international boundaries, with researchers in Europe, North America and Asia in an emerging area of research focused on the use of supply chain innovation for advanced materials, such as nanomaterials and biomaterials. It is believed that Jack’s research at KTH is the only program focused on the supply chain aspect of these “materials of the future”. Jack also has research affiliations in the U.S. and China.

Jack has authored three books (An Easy Out/2007, Death of Management/2009, Progress, Technology and Seven Billion People/2010), and has published numerous articles in both academic journals and business periodicals. Jack has a B.S. in Industrial Psychology, M.B.A. in Finance, and a Ph.D. in Industrial Marketing/Supply Chain at Luleå Tekniska Universitet in Luleå, Sweden. He has studied the Russian, Swedish and Mandarin languages. He is married and lives in Highlands Ranch with his wife and two young daughters. His personal interests are his family and marathon training.

Tim Carroll  
VP Global Execution, Integrated Supply Chain, IBM  
Speaker

Tim Carroll is Vice President, Global Execution for IBM’s Integrated Supply Chain. Named to this position in March 2011, he is responsible for driving consistency and focused execution for all aspects of Supply Chain operations worldwide, including Global Manufacturing, Engineering, Logistics, Supply/Demand and Inventory Management, for all IBM hardware. Prior to this Mr. Carroll was Vice President, Global Operations for IBM’s Integrated Supply Chain, for PC’s, x86 Servers, and Retail Store Solutions, serving in that role until 2005.

Mr. Carroll joined IBM in 1981 and has held numerous executive positions in a variety of roles, including brand/global sales, as well as worldwide manufacturing, distribution, and fulfillment for IBM’s personal computer business. In 2005, Mr. Carroll was assigned as the senior executive responsible for executing the divestiture of IBM’s personal computer business to Lenovo. This was the most complex divestiture in IBM’s history, shifting 11,000 employees across 22 business functions in 66 countries in less than 4 months.

He is a member of the Integrated Supply Chain leadership team that is focused on continuous improvements in organizational capabilities to meet the demands of an increasingly interconnected and global environment. He was recognized in 2006 as Supply Chain Magazine’s ‘Practitioner of the Year’. In 2013, he was again recognized in the industry by DC Velocity for their ‘Rainmaker’ award.

Mr. Carroll currently serves on the Board of Directors of the WakeMed Foundation, the charitable arm of WakeMed Health & Hospitals which supports the health system in its commitment to providing quality healthcare to all citizens of the community.

Mr. Carroll has a bachelor’s degree in Information Science from the State University of New York College at Oswego.

Garland Chow, PhD  
Associate Professor of Operations and Logistics and Director, Bureau of Intelligent Transportation Systems & Freight Security, University of British Columbia  
Peer Group Facilitator

Garland teaches and writes in the fields of supply chain, business logistics, freight transport and supply management. He has taught over 4,000 students in the U.S., Canada, Australia, Brazil, China, Hong Kong, Japan, Mexico, Poland and the UK and is a frequent speaker before professional associations and executive programs. Dr. Chow is a member of several editorial boards and an active participant in Supply Chain and Logistics Canada, which awarded him their 2003 National Mentor Award and 2008 National Service Award. He is currently an appointed member of the National Board of the Supply Chain Management Association of Canada serving as Chair of the Educa-

tion Committee. He has published over 200 articles and reports in the supply chain field. His current research interests include: global sourcing strategy, evaluation of total landed costs, modeling of supply chain disruptions, the location of value added services in the global supply chain network, and sustainable transportation sourcing. Garland Chow earned his BS and MBA degrees from the University of Maryland and doctorate from Indiana University. He has facilitated the peer groups for the Sourcing, Procurement and Manufacturing and for Transportation Management at previous Supply Chain Leaders in Action conferences. In 2012, Garland was awarded the Queen Elizabeth II’s Diamond Jubilee Medal for his work in ensuring that goods continue to cross Canadian borders in an efficient, safe and secure manner.

David Closs, PhD  
John H. McConnell Chaired Professor of Business Administration, Michigan State University  
Peer Group Facilitator

Dr. David J. Closs is the John H. McConnell Chaired Professor of Business Administration and Chairperson of the Department of Supply Chain Management at Michigan State University.

Dr. Closs actively participates in logistics executive development seminars and has presented sessions in North America, South America, Asia, Australia and Eastern Europe. Dr. Closs’s recent research includes supply chain design and strategy, the role of supply chain in economic development, food safety, sustainability, and creating competitive advantage through supply chain management. Dr. Closs has authored and co-authored numerous articles and textbooks that have been published in over ten languages. Dr. Closs is an active member in the Council of Supply Chain Management Professionals and The Supply Chain Council. He is on the Board of Directors of the Supply Chain Council. He was Editor of the Journal of Business Logistics and is Executive Editor of Logistics Quarterly. Dr. Closs received the Distinguished Faculty Award from MSU in 2013.

Orlando Dangond  
VP NA Planning and Logistics, Chiquita Brands International  
Speaker

Orlando Dangond is Vice President, North America Planning and Logistics. Named to this position in February 2014, he is responsible for focused execution of Manufacturing Planning and Transportation.
2014 Supply Chain Leaders in Action Program: Speaker/Facilitator Biographies

Prior to this Mr. Dangond was Director Logistics North America.
Mr. Dangond joined Chiquita in 1991 and has held numerous senior level positions in a variety of roles, including General Manager TransFresh, Director Operations Asia, Finance Director Asia, Finance Director North America, as well as supply chain roles in South America.
Mr. Dangond has a bachelor’s degree in Finance and Marketing from New York University and an MBA in Finance from Xavier University in Cincinnati.

Sue Dodsworth
Global Diversity Officer, Kimberly-Clark
Speaker
Sue Dodsworth is the Global Diversity Officer & VP Executive Development and leads, develops, drives and monitors strategies designed to create a strong leadership bench and a more diverse and inclusive global organization.
Sue previously led K-C’s Enterprise Talent Initiative, a key part of the company’s Global Business Plan. She also served as Vice President, Global Strategy and Mergers & Acquisitions for K-C Professional and has held several other global senior level positions at K-C in the Innovation, Strategy, and HR functions.
Prior to joining K-C in 2002, Sue worked in consulting for 15 years with both KPMG and McKinsey & Company, specializing in organization design, strategy, and management with some of the world’s largest companies.
Sue has a Bachelor of Arts degree in Psychology from Leeds University. She also has a PhD in Clinical Psychology from Kings College in Cambridge.
She and her husband Paul live in Alpharetta, Georgia, and have three children.

Chip Duden
VP Business Analytics, Werner Enterprises
Speaker
Chip Duden is Vice President of Business Analytics for Werner Enterprises based in Omaha, NE. He is responsible for delivering tools and solutions that enable business owners to be more agile and responsive with data driven decisions.
Mr. Duden joined Werner Enterprises in 1994 and has held several leadership positions within the organization in sales, pricing, operations, capacity development and analysis. Prior to his current position he was Vice President of Werner’s logistics division. In his time with Werner he has been a part of developing and growing several new offerings such as dedicated services, network optimization to help increase utilization of Werner assets, Werner Logistics and now business analytics.
He is also the executive sponsor for Werner Enterprises internship program, President of the University of Nebraska’s Supply Chain Management Board, and is an active board member of Angels Among Us, which provides financial assistance to families with children that are being treated for cancer.
Mr. Duden has a bachelor’s degree in Business Administration from the University of Nebraska-Lincoln.

Chuck Fries
VP Material Operations, Avnet Technology Solutions, Americas
Speaker
Chuck Fries serves as the vice president of material operations for Avnet Technology Solutions, Americas and reports to Christy Anderson, vice president of operations for Avnet Technology Solutions, Americas. In this role, Fries is responsible for material and product support, as well as management of suppliers supporting more than $6B in Avnet Technology Solutions, Americas revenue. Fries has driven a number of activities to improve customer and supplier preference for Avnet material operations services, including the 2013 ICON implementation, SAP ECC and the implementation and certification of the JDA demand planner organization.
Fries joined Avnet in 2005 as the director of materials and was promoted to his current role of vice president of material operations in September 2011. Fries has more than 20 years in the distribution and manufacturing business, with a consistent track record of profitably growing businesses through improved supply-chain relationships, management, cost savings and operational efficiencies. Fries also has extensive experience in spend-analysis and procurement initiatives globally.
Fries began his management career as a nuclear-powered submarine officer on the USS Olympia, where he received several commendations, including the top radiological control officer in the Pacific fleet. After leaving the Navy, Fries worked as a manufacturing manager and industrial engineering manager for Michelin Tire. In this role, he gained significant expertise in the areas of reengineering, cost-reduction and process improvement experience across manufacturing, engineering, purchasing and accounts payable groups. Fries also spent nine years in supply management with Motorola, where he primarily ramped up the Mac PC clone business by managing the Motorola Computer Group’s purchasing team. Prior to joining Avnet, Fries led an analysis project to leverage more than $5B in global indirect spend at Motorola. While at Motorola, Fries gained in-depth knowledge of global cost savings, managing and negotiating global contracts and relationships in telecommunication, software, services and IT.
Fries holds a Bachelor of Science degree in mechanical engineering from the University of Michigan, as well as an MBA from Clemson University. He is currently based in Tempe, Arizona.

Brian Doyle
Managing Director, Accenture
Speaker
Mr. Doyle is a Managing Director with Accenture Management Consulting based in New York City. Over the past 12 years of his career, he has helped a number of leading consumer goods and chemical companies to improve time to market, product success rates and profitability through global transformation programs. Prior to Accenture, Mr. Doyle led an environment, health & safety practice with another “Big 5” consultancy. Mr. Doyle obtained a BS in Business Ad-
addition, he served as part of a team that developed sourcing relationships internation-ally which led to the development of Olive Garden's signature authentic Italian beverage program.

Before joining Darden he held analyst posi-tions with Nabisco Brands and RJR Nabisco. He is also a past board member of American Beverage Institute. He currently is a co-chair of the GS1 user group.

Skip holds a bachelor’s degree in marketing from the University of Central Florida. He also earned an MBA from the Stetson Graduate School of Business and Economics at Mercer University.

Tom Goldsby, PhD
Professor of Logistics,
The Ohio State University
Peer Group Facilitator, DBMA Board of Directors

Dr. Thomas J. Goldsby is Professor of Logistics at The Ohio State University. Dr. Goldsby has published more than 50 articles in academic and professional journals and serves as a frequent speaker at academic conferences, executive education seminars, and professional meetings around the world. He is co-author of Lean Six Sigma Logis-tics: Strategic Development to Operational Success, Global Macro trends and Their Impact on Supply Chain Management, and The Definitive Guide to Transportation. He serves as Associate Director of the Center for Operational Excellence, research associate of the Global Supply Chain Forum, and as a Research Fellow of the National Center for the Middle Market, all of The Ohio State University. Dr. Goldsby has received recogni-tions for excellence in teaching and research at Iowa State University, The Ohio State University, and the University of Kentucky. He is co-editor of the Transportation Journal and co-executive editor of Logistics Quarterly magazine. He serves on the boards for the American Society of Transportation & Logistics and Supply Chain Leaders in Action, the Research Strategies Committee of CSCMP, and as a reviewer for the Gartner Top 25 Supply Chains, LQ Sustainability Awards, SCLA Circle of Excellence Award, CSCMP Supply Chain Innovation Award, and University of Kentucky Corporate Sustainability Award programs. He has conducted workshops and seminars throughout North America, South America, Europe, Asia, and Africa.

Carl Graziani
President and General Manager,
Super Store Industries
2014 SCLA Education Commit-tee Chair, Peer Group Facilitator, Speaker

Carl Graziani began his Safeway career in 1972 as a courtesy clerk. Shortly thereafter he was promoted to the position of Food Clerk. This was the first of many promotions Carl would receive during his long grocery career. Carl worked in various retail positions while attending Cal State University Sacramento, where he earned his BS Degree in Finance & Marketing. In 1976 Carl took a po-sition backstage working in Supply Chain. He was promoted to Category Director in 1979 and held various Director Positions before leaving the company in 1993. At that time he started SCS, a sales agency focused on Safeway. In 2004 Carl rejoined Safeway. The following year he was appointed SVP Marketing Planning and in 2010 he was appointed SVP Supply Chain Strategies and Services. Currently In his role as President and General Manager of SSI, Carl will be responsible for leading the joint warehousing, procurement, distribution and manufacturing operations for Savemart and Raley’s, two of the lead-ing food retailers in Northern and Central California.

James (Jim) N. Harger
Chief Marketing Officer,
Clean Energy
Speaker

Jim Harger has been involved in the natural gas business for over 30 years – the majority has been dedicated to marketing Natural Gas Vehicles (NGVs) and building fueling stations. In 1997, after 14 years of service at Southern California Gas Company, he left the utility to join Pickens Fuel Corp., the predecessor to Clean Energy, as Vice President of Marketing. He was the company’s second employee. At Clean Energy, Jim leads a sales organization that focuses on airport vehicles, solid waste trucks, transit buses and over the road (OTR) and regional trucks. Some of the company’s largest customers include AT&T, Dillon Trans-portation, Pepsi, Republic Services, Ruan Transportation, Saddle Creek, UPS, Waste Management, several metropolitan transit agencies and a growing list of major airports across the country. In partnership with Pilot Flying J, he’s leading the company’s effort to build and load a network of 150 LNG stations that will be the backbone of America’s Natural Gas Highway. At the end of 2013, 89 stations were complete and more than 20 in design and construction, so OTR and regional trucks can operate coast to coast and border to border. The knowledge and leadership of his North American sales team has seen the company grow from $2 million in revenue in 1997 to over $350 million in 2013. In May 2007, he assisted in Clean Energy’s (Nas-daq: CLNE) successful IPO which raised $120 million. Today, the company’s market capitalization is over $1 billion. Jim received a Bachelor of Science Degree in Civil Engi-neering from the University of Michigan and a Master’s Degree in Business Administration from Pepperdine University.

Omar Keith Helferich, PhD
Professor of Supply Chain Management and Sustainabili-ty, Central Michigan University
Peer Group Facilitator, DBMA Board of Directors

Dr. Helferich’s experience includes 25 plus years as a consultant in environmental engineering, supply chain management, and humanitarian/disaster logistics. Keith earned a BS and MS in Civil/Environmental Engineer-ing and an MBA from the University of Michi-gan and doctorate in business administration with concentrations in operations, logistics and information management from Michigan State University. After a tour as a US Army Officer in missiles Keith was employed for 5 years as an engineer in nuclear, biological and chemical safety/environmental engineering for Atomic Energy Laboratories, West-inghouse nuclear power plant safety design, and Department of Defense assignments in the Pacific and United States.

Keith’s 25 years supply chain consulting experience included Outreach Director of the MSU Supply Chain Management Program, Partner of Cleveland Consulting Associates, CEO of Dialog Systems Inc. and a partner of AT Kearney. He continues as a 20 year Red Cross disaster logistics volunteer with assignments at Oklahoma Bombing, Missis-sippi Floods, transportation incidents, WTC 2001, major recent hurricanes plus several National assignments. Dr. Helferich has published monographs and articles on supply chain, security, social responsibility, sustain-ability, human trafficking, artificial intelligence in logistics, and use of six sigma to improve humanitarian relief initiatives.

Keith is currently a CMU professor teach-ing logistics and humanitarian relief. Dr. Helferich’s professional passion is applying continuous improvement models (Deming Cycle and/or Six Sigma) to achieve sustain-able humanitarian operations including global Rotary non-profit clean water and commu-
nity health initiatives and disaster logistics assignments for American Red Cross. Dr. Helferich has developed a humanitarian service learning course on CMU campus and also a Humanitarian college course through CMU Study Abroad for volunteer work within the Dominican Republic. Currently Keith is leading initiatives with senior CMU logistics students to address human trafficking, Special Olympics, and non-profit providers of water filters for the Base of the Pyramid poverty level communities.

Mary C. Holcomb, PhD
Associate Professor of Supply Chain Management and Gerald T. Niedert Supply Chain Fellow, University of Tennessee
Peer Group Facilitator, Speaker
Mary Collins Holcomb is Associate Professor and Gerald T. Niedert Supply Chain Fellow at The University of Tennessee. Prior to academia, her professional career involved some eighteen years at the Oak Ridge National Laboratory in transportation research and policy issues for the U.S. Departments of Energy, Transportation, and Defense. Dr. Holcomb’s background also consists of industry experience with the former Burlington Northern Railroad, General Motors, and Milliken & Company. She has performed consulting and executive education services for numerous companies including Lowe’s, Phillips Consumer Electronics, Sony, CVS, Brunswick Boat Group, Ernst & Young, and Capgemini U.S. LLC.


Dr. Holcomb is a principal researcher in a longstanding annual study in the discipline titled – Logistics and Transportation Trends and Issues. The study, which examines macro- and micro-level practices and developments in the industry, has been conducted over 22 years.

Steven Holic
Senior Director Forwarding and Distribution Americas, Philips
Speaker
Steven Holic has had 29 years of service at Philips. Currently he is Sr. Director of Indirect Material sourcing of Forwarding and Distribution responsible for Americas region. Steve ensures the benefits of transportation synergy, economies of scale, and leveraging of warehouse, transportation and value added logistics services (claims, transportation, visibility solutions etc.) for Philips North and South America. He also oversees logistics process improvements and supply chain enhancements projects as well as is responsible for distribution outsourcing analysis, logistics supplier relationship management and new venture integration.

Mary Iazzetta
Director Global Strategic Sourcing, Verizon
Speaker
Mary Iazzetta is a Director of Global Strategic Sourcing at Verizon Communications, the largest wireless provider and the premier telecommunications company in the United States. She oversees International Sourcing developing and delivering global category management and sourcing support. She leads the centralized Contract Management team that is responsible for end to end contract negotiations, support and functions. In addition, she is responsible for the domestic and International Contingent Workforce Program as well as Consulting & IT Services providing domestic and international project support.

Iazzetta has over seven years in the telecommunications industry both in Legal and Supply Chain Services. In her prior role as a Sourcing Manager from 2011 to 2013, she developed, launched, and implemented a new centralized Contract Management group. Iazzetta led the Contractual Management team to provide best in class contract management support across the Verizon footprint including supplier relationships, cross-functional strategic Sourcing, and internal business partners and stakeholders.

Iazzetta led efforts for the implementation and execution of the Verizon Wireline and Wireless Consulting and Contingent Workforce programs. Over the years, Iazzetta received several prestigious Verizon Excellence Awards for contract negotiation, project management, and business partner service delivery and the Contingent Workforce Program.

Prior to her career with Verizon, Mary held positions of Senior Corporate Counsel, Adjunct Professor, Certified Mediator, Litigation Associate and Assistant Deputy Public Defender. Mary holds a Juris Doctor degree from Loyola University, School of Law and graduated Cum Laude with a Bachelor of Science degree from the University of Scranton, Pennsylvania.

Michael Jacobs
Chief Logistics Officer, Keurig Green Mountain
Super Session Chair, Speaker
Michael Jacobs has served as Chief Logistics Officer of Keurig Green Mountain, Inc. since September 2012. In this role he is responsible for all aspects of Logistics including supply chain design and strategy, distribution operations, domestic and international transportation, Customs compliance, sales & operations planning. Under Michael’s leadership, Logistics is a shared service that works across all business units to drive best-in-class process for its customers, develop well integrated technology and ensure that all business units benefit from company scale.

He joined the Keurig team in April 2012 as Vice President, Enterprise Logistics and Distribution.

Prior to joining GMCR, Michael was the Senior Vice President, Logistics for Toys “R” Us, Inc. During his 14 years at Toys R Us, Michael held progressively responsible positions in transportation, distribution and logistics strategy on a global basis. Michael began his career in finance with PEPSICO, Inc. He subsequently worked for May Department Stores as a Group Manager, Finance and for Melville Corporation as a Director of both Supply Chain Planning and Supply Chain and Logistics Operations.

Michael holds a B.S. in Finance and an M.B.A. in Accounting from Manhattan College, as well as a Masters in Supply Chain Management from Penn State University.

Dave Klinger
Supply Chain Senior Consultant, Kimberly-Clark
Speaker
Dave Klinger is a Supply Chain Senior Consultant, supporting Kimberly-Clark’s Consumer Businesses. Named to this position in August 2012, he is responsible to lead strategic development and provide expertise regarding planning strategy, analytic recommendations, processes and tools to ensure continuous improvement and attainment of business objectives, solutions and strategies. Dave’s primary focus for the past 18 months has
been to lead a project to (re)implement APO as the standard integrated production scheduling, capacity planning, and deployment tool for Kimberly-Clark’s Consumer sector.

Mr. Klinger joined KC in 1984 and has held numerous positions in both Finance and Supply Chain. Previous to his current role, Dave was a member of the Forecast-To-Stock Center of Excellence, where he supported planning and material flow processes across North America Consumer, Professional and Health Care businesses.

Mr. Klinger has a bachelor’s degree in Business Administration-Finance from University of Wisconsin-Oshkosh.

Don Klock, PhD
Clinical Associate Professor of Supply Chain Management and Marketing Sciences, Rutgers University
Peer Group Facilitator

Don Klock is a senior global procurement and supply chain executive with over 30 years of international and domestic experience with major multinational consumer products corporations. After retiring from Colgate Palmolive, he decided to pursue a second career in teaching. He currently is a professor of Supply Chain Management at the Rutgers University Business School. In addition to his teaching responsibilities, he directs the Rutgers Center for Supply Chain Management. The Center for Supply Chain Management partners extensively with industry leaders to develop practical solutions in response to problems encountered by the business community relative to the management of the end-to-end supply chain.

Don is also actively involved with the school to develop Rutgers’ newly formed Supply Chain Management Program into a nationally recognized, top tier school. Through Don’s leadership, Rutgers Supply Chain Management program was ranked 3rd in nation by Gartner Research and 20th in the nation by US News and World.

In 2008, Don completed an 11-year career at Colgate Palmolive where most recently he was Vice President-Chief Procurement Officer. From 2004 to 2008, he completed a 4-year global procurement transformation, achieving saving in excess of $1 billion.

From 1997 to 2000, Don was Vice President-Supply Chain for Hill’s Pet Nutrition, a subsidiary of Colgate Palmolive. He re-engineered their entire supply chain, reducing the number of warehouses by 50%, streamlined their store-door delivery system, and implemented a “world-class” procurement organization, resulting in dramatically improving customer service from 92% to 99.2% case fill and reducing costs by over $160 million.

Prior to joining Colgate Palmolive, from 1979 to 1997, Don held a variety of leadership positions in Mars, Inc. From 1994 to 1997, Don was Vice President/General Manager of their logistics shared service organization, which was focused on improving customer service with its trade partners and driving out non-value costs in North and South America.

From 1979 to 1997, Don worked in M&Ms/Mars and Uncle Ben’s, two of Mars’ business units. He managed various purchasing and logistics departments in both manufacturing and corporate environments. From 1972 to 1979, Don worked for Reckitt & Colman (now Reckitt & Benckiser) in purchasing and material management.

Don holds an MBA from University of Rochester in Operations Management and BS from Clarkson University in Engineering and Management. He resides with his wife in New York City.

Douglas M. Lambert, PhD
Raymond E. Mason Chaired Professor and Director of The Global Supply Chain Forum, Fisher College of Business, The Ohio State University
Peer Group Facilitator, Speaker

Professor Lambert’s research interests include supply chain management, the role of partnerships in achieving a competitive advantage, and measuring and selling the value created in business-to-business relationships. Dr. Lambert is editor of Supply Chain Management: Processes, Partnerships, Performance, 4th edition, and co-author of, Building High-Performance Business Relationships, Fundamentals of Logistics Management, Strategic Logistics Management and Management in Marketing Channels.


Dr. Lambert has made more than 100 presentations to professional organizations and has served as a faculty member for more than 500 executive development programs in North and South America, Europe, Asia, Australia and New Zealand, for both academic institutions and major international business organizations. He speaks on such topics as supply chain management; building high-performance business relationships; assessing the profitability of customers, suppliers and products/services; using the supply chain as a competitive weapon; collaborating with key customers and suppliers to co-create value; and, measuring and selling value.

Cami Large
AVP Domestic Intermodal, BNSF Railway
Speaker

Cami Large was appointed to the position of assistant vice president, Domestic Intermodal, in February 2014. In this role she is responsible for the team that manages full truckload container and trailer customers as well as business development efforts for the domestic intermodal franchise.

Cami began her BNSF career in 1997 as manager, Reporting Analysis. In 1998, she was promoted to director, Forecasting. Since then, Cami has held a number of leadership roles at BNSF including director, Capital and Property Accounting; general director, Planning; general director, Property; general director, Accounting; general director, Business Unit Support; and general director, Marketing, where she led the Truckload/IMC Marketing team. Most recently, Cami served as assistant vice president, Industrial Products Sales, where she led the team responsible for developing and maintaining customer relationships covering plastics, chemicals, and petroleum products.

Cami has a Bachelor of Science in business administration with a major in accounting, Kansas State University. She is a Certified Public Accountant and is involved in the following: Board Member, Easter Seals, Member, Autism Society; Volunteer, Keller Community Storehouse; Executive Mentoring Program, Kansas State University; Lifetime Member, Kansas State University Alumni Association.

Cami and her family live in Keller, Texas.
Trish Lum is Vice President of Commercialization, Starbucks Coffee Company

Trish Lum is Vice President of Commercialization. In this role, Trish leverages her 12 years of operations and general management experience at Starbucks to bring new products to market across brands, channels and geographies. Trish and her team bring the collective capabilities and expertise of the global supply chain to deliver solutions and value to the businesses.

Previously she served two years as vice president of operations for CPG responsible for building foundational capabilities for this emerging channel. Prior to that role she was vice president and general manager of the Foodservice division with full P&L responsibility and led sales, marketing, and operations. Starbucks Foodservice represents the full portfolio of brands including Starbucks, Seattle’s Best Coffee and Torrefazione Italia.

Earlier roles included vice president, Operations Foodservice and director of Sales Operations. In these roles she was responsible for sales forecasting and planning, business systems, sales training, and customer service.

Before joining Starbucks, Trish spent the previous 14 years in the high-tech industry and held various management positions in sales and operations.

Trish previously served on the Board of Directors for the International Foodservice Manufacturers Association (IFMA). Outside of Starbucks Trish is also on the Board of Directors for the Ronald McDonald House Charities of Western Washington and Alaska.

John Marler was named manufacturing excellence lead for supply chain in International Paper’s Center of Excellence (COE) in September 2013. In this role, he holds leadership responsibility for manufacturing excellence (lean/six sigma) across the global supply chain organizations.

Previously, John held leadership positions in International Paper’s Coated Paperboard business, including director – SAP deployment where he was responsible for deploying full suite SAP across all facilities. Prior to this, John led the customer technical services organization, supporting product lines and customers globally. John joined International Paper as an engineer in 1992 at the Pine Bluff, Arkansas plant, where he spent 12 years in technical and manufacturing leadership roles.

John earned his bachelor’s degree in Pulp & Paper Engineering from Miami (Ohio) University and is a certified black belt.

Ron Marotta is the Vice President of Highway since February 2004. In September 2002, he also assumed the duties of President of Hub Group Ohio from January 2000 through January 2004. In September 2002, he also assumed the duties of President of Hub Group Detroit. Mr. Marsh originally joined Hub Group in March 1991, and became General Manager of Hub City Indianapolis in 1993, a position he held through December 1999. During his tenure with Hub Group, Mr. Marsh has served as a member of several key groups including the Single Operating System Team, the Operational Software Team, the ISO 9002 Team, and the Highway Systems Team.

Ron graduated with a Bachelor of Science in Marketing Management from St. Peter’s College, and he has participated in numerous US Government, and industry training and educational programs.

Mr. Marotta began his career at NYK more than twenty years ago. Over the past 20 years, Yusen Logistics has grown their international business over 1,100%, and extended their service reach throughout the globe. Since the fall of 2001, Ron has been involved in various global supply chain security initiatives, including supporting multiple US Government security training activities throughout the globe.

Ron has also assisted and supported numerous global disaster relief efforts, resilience activities, and is involved in the support and training efforts for future government and multi-party responses to disasters.

He has served as a Board Member of the International Cargo Security Council, is an ASIS International member, and is a member of the Retail Industry Leaders Association Supply Chain Security Committee and Steering Committee for RILA. Ron is also an Executive Committee Member of the Supply Chain Leaders in Action, is a member of the CSCMP, and a member of the Society of Corporate Compliance and Ethics.

In 2005, Mr. Marotta received the highest civilian award from the ICSC, The National Industry Leadership Award, for global supply chain security management.

Ron lives in Cranford NJ, and has long served his community in many areas, including service as a Lieutenant in his local Fire Department for more than thirty years, and is the Chairman of the local Township Zoning Board.
has been a member of the American Society of Transportation and Logistics, the Indianapolis Traffic Club, the Council of Logistics Management, and served as an Advisor to the Indiana University. Indianapolis, internship programs for transportation and logistics. He was honored as the Indiana Transportation Person of the Year for 1999.

Robert Martichenko
CEO, LeanCor Supply Chain Group
Speaker

Robert Martichenko is the Chief Executive Officer of LeanCor Supply Chain Group. LeanCor is a trusted supply chain partner that delivers operational improvement and measurable financial results. As a third party logistics provider, LeanCor offers a unique combination of logistics services, hands-on consulting, and training and education that help organizations eliminate waste, drive down costs, and instill a problem solving culture across their supply chain.

Robert’s entire career has been committed to third party logistics. Beginning in transportation and warehousing, Robert continued his career learning and implementing Lean and operational excellence with a focus on end to end supply chain management. This experience allowed Robert to found LeanCor for the sole purpose of supporting customers to build and sustain supply chain performance. LeanCor is committed to continuous improvement and fully recognize performance is measured by real results. As an operator and thought leader, LeanCor relentlessly tries to optimize those processes that add value and eliminate those that are waste.

In addition to leading LeanCor, Robert is a senior instructor for the Lean Enterprise Institute and the Georgia Tech Supply Chain and Logistics Institute, as well as a frequent speaker for professional industry groups around the world. Robert has authored multiple lean and supply chain books and educational material, including the 2013 Shingo Research Award winning book, People: a leader’s day to day guide to building, managing, and sustaining lean organizations (Orlce Group) and the 2011 Shingo Research Award winning workbook, Building a Lean Fulfillment Stream (Lean Enterprise Institute). His other books include Everything I Know About Lean I Learned in First Grade (Orlce Group), and Lean Six Sigma Logistics. Additionally, Robert has written several dozen articles on the topics of lean, supply chain, and leadership published in trade journals and industry publications.

Robert complements his professional experience with a Bachelor Degree in Mathematics, an MBA in Finance, and a Six Sigma Black Belt. Born in Timmins, Ontario, Robert and his family now reside in Summerville, South Carolina.

Deverl Maserang
EVP Global Supply Chain Organization, Starbucks Coffee Company
2014 SCLA Executive Committee Chair, Peer Group Facilitator, Speaker

Deverl Maserang is Starbucks Corporation’s executive vice president leading the Global Supply Chain Organization. He is part of Starbucks senior leadership team and is accountable for end-to-end supply chain operations globally spanning manufacturing, engineering, procurement, distribution, planning, transportation, inventory management and worldwide sourcing.

Deverl joined Starbucks in June 2013, coming from Chiquita Brands International and more than two decades of leadership in global supply chain. He developed an integrated supply chain for agricultural products, has a profound appreciation for the farmers who grow agricultural products, and recognizes their importance to creating a sustainable, high-quality customer experience.

As part of Chiquita’s Executive Committee, Deverl helped drive the company strategy, was a key leader in supporting the company’s recent turnaround, as well as led supply chain from seed to shelf while creating a shared services group that integrated two transportation and distribution groups into one of the largest combined refrigerated North America networks.

Prior to Chiquita, Deverl held a variety of supply chain roles at Pepsi Bottling Group, United Parcel Service, along with leading various startups in the areas of industrial engineering, operations and supply chain management.

Deverl holds a Bachelor of Science in industrial engineering from Texas Tech University. He is a member of the Supply Chain Leaders in Action executive board, has held various leadership positions with the Council of Supply Chain Management Professionals, a member of the Massachusetts Institute of Technology’s Global LEAP (Leaders in Environmental Assessment and Performance) Consortium and Executive Exchange Program and an active member of Supply Chain 50.

David Menachof, PhD
Peter Thompson Chair and Professor of Port Logistics, University of Hull
Peer Group Facilitator

Professor David Menachof is the Peter Thompson Chair in Port Logistics and Former Director of the Centre for Logistics Research, based at the Logistics Institute at Hull University Business School. Prof. Menachof received his doctorate from the University of Tennessee, and was the recipient of the Council of Logistics Management’s Doctoral Dissertation Award in 1993. In addition, he is a Fulbright Scholar, having spent an academic year in Odessa, Ukraine as part of the grant and was on the roster of the Fulbright Senior Specialist Candidates list, as an expert in Logistics and Distribution. He has previously held posts at the Cass Business School, City University, London, the University of Charleston, South Carolina, and the University of Plymouth, England. He has been a visiting professor at Copenhagen Business School, Fachhochschule Vorarlberg (Austria), and RMIT (Australia).

He is currently involved in a Technology Strategy Board-funded project, Solutions for Integrated Seamless Transport Across Land and Sea (SISTALS), which will consider the feasibility of a national transmodal integrated logistics information and command and control system. SISTALS will address urgent needs for closer integration within and between two complex logistics systems for land and sea and their interaction through ports; and study backup of currently unreliable communications and positional awareness (GPS) systems with robust and resilient options.

Previously, Prof. Menachof was the recipient of a £500,000 research grant on Cargo Screening sponsored by the UK’s Engineering and Physical Sciences Research Council (EP/G004234/1).

Prof. Menachof’s work has been published and presented in journals and conferences around the world. A practiced and well received speaker, David has spoken at many important events such as the APEC STAR IV conference in Lima, Peru, where he delivered the keynote address and chaired the day’s sessions.

David is an editor of the International Journal of Logistics Research and Applications, and on the editorial review board of other top logistics journals including The Journal of Business Logistics, International Journal of Physical Distribution and Logistics Management, and the International Journal of Logistics Management. He is also a member of the Chartered Institute of Logistics Man-
Eitel has worked for Procter & Gamble for the past 28 years in six different countries. With experience in a series of Manufacturing & Supply Chain management roles in most of the P&G Categories – from Paper to Fabric & Home Care and Beauty Businesses. He also has Global responsibilities for Planning Systems, which includes the management of the End-to-End Planning Centers in each region.

Prior to joining Kimberly-Clark, Ms. Neuman was a Social Worker working with criminally insane, chemically dependent adolescents and migrant farm workers. Ms. Neuman holds a BA degree in Social Work and an MBA from the University of Wisconsin. Ms Neuman is an active member in the community with the United Way, Board Member of ARC, FUSION (Females Unified for Self-Improvement, Opportunities and Networking) Founder, Women Corporate Leadership Group, Leadership Fox Cities and various non-profit organizations.

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Ye’ella Nir-Rosin is the WW Director Logistics and Supply Chain at Kodak. Mrs. Nir-Rosin has vast experience in Sales Planning and Analysis, Business Operations, Products and Pricing Management, Order to Cash, Materials Management, Supply Chain and Logistics. Assisted by this global, multifunctional experience, she and her team were recently leading complex business operations changes associated with WW Logistics Network optimization and lean Supply Chain design.

Ye’ella Nir Rosin is the WW Director Logistics and Supply Chain at Kodak. Mrs. Nir-Rosin has vast experience in Sales Planning and Analysis, Business Operations, Products and Pricing Management, Order to Cash, Materials Management, Supply Chain and Logistics. Assisted by this global, multifunctional experience, she and her team were recently leading complex business operations changes associated with WW Logistics Network optimization and lean Supply Chain design.

Prior to Kodak Mrs. Nir-Rosin has been working domestically and internationally for a variety of large global companies in the B2B and B2C businesses. At Kodak, her positions included senior leading roles in Fulfillment, Supply Chain and Logistics, WW and regional. She has a demonstrated record in defining, integrating and mobilizing global functions and teams through significant change management.

Mrs. Nir Rosin received a B.Sc. in Industrial Engineering and Management from the Technion Institution, Israel, and Masters of Business Administration from Bar Ilan University, Israel. She holds a Six sigma Black Belt. Always committed to progressing diversity & inclusion, she was a finalist in the “CEO Global Inclusion Award” at Kodak.

Susan Pellechio is responsible for inbound and outbound logistics, including line haul operations, for Staples U.S. Supply Chain. She is responsible for transportation strategy, sourcing, procurement, and supplier management for all third party logistics providers, including small

management and the Council of Supply Chain Management Professionals.

His current research interests include supply chain security, engaging talent in logistics, risk and visibility, global sustainable supply chain issues including port-centric logistics, liner shipping and containerisation, financial techniques applicable to logistics.

Ken McDowell

VP Supply Chain Management, Airgas

Speaker

Ken McDowell is Vice President, Supply Chain Management for Airgas, the United States’ largest distributor of industrial, medical, and specialty gases and related equipment, safety supplies and MRO products and services to industrial and commercial markets.

Ken leads Airgas in the development and implementation of complex supply chain management programs to deliver superior total cost of ownership savings to our strategic clients utilizing supply chain management tools that analyze and improve the procurement, inventory, mode of delivery, applications technology, and safe handling practices of Airgas products and services. He works with all Airgas operation, procurement, and commercial teams to develop and manage strategic supplier relationships, streamline business processes, implement quality improvement programs, and develop new technologies to simplify and improve the entire supply chain.

Prior to joining Airgas in 2002, Ken worked for Air Products in a variety of engineering, operations, and sales positions. Ken began his career on active military duty stationed at Ft. Bragg NC as an officer in the Army Airbone Corps of Engineers.

Ken has a mechanical engineering degree and MBA, along with over 24 years of experience in the Industrial Gas Industry. He is originally from Pittsburgh PA, and currently lives near Reading PA with his wife and 2 daughters.

Eitel Monaco

VP Product Supply North America, Procter & Gamble

Keynote Speaker

Eitel Monaco is the Vice President of North America Go-to-Market Operations for Procter & Gamble, based in Cincinnati, Ohio. In this position, Eitel is responsible for all P&G Operations, from manufacturing to order management, customization, physical distribution, distribution center operations, customer service and cash receivables for the US, Canada and Puerto Rico. He has full responsibility for every Company asset in the Region, reporting to the NA President, who reports directly to the CEO.

Eitel has worked for Procter & Gamble for the past 28 years in six different countries. With experience in a series of Manufacturing & Supply Chain management roles in most of the P&G Categories – from Paper to Fabric & Home Care and Beauty Businesses. He also has Global responsibilities for Planning Systems, which includes the management of the End-to-End Planning Centers in each region.

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Ye’ella Nir-Rosin

Director Worldwide Logistics and Supply Chain, Kodak

Speaker

Ye’ella Nir Rosin is the WW Director Logistics and Supply Chain at Kodak. Mrs. Nir-Rosin has vast experience in Sales Planning and Analysis, Business Operations, Products and Pricing Management, Order to Cash, Materials Management, Supply Chain and Logistics. Assisted by this global, multifunctional experience, she and her team were recently leading complex business operations changes associated with WW Logistics Network optimization and lean Supply Chain design.

Prior to Kodak Mrs. Nir-Rosin has been working domestically and internationally for a variety of large global companies in the B2B and B2C businesses. At Kodak, her positions included senior leading roles in Fulfillment, Supply Chain and Logistics, WW and regional. She has a demonstrated record in defining, integrating and mobilizing global functions and teams through significant change management.

Mrs. Nir Rosin received a B.Sc. in Industrial Engineering and Management from the Technion Institution, Israel, and Masters of Business Administration from Bar Ilan University, Israel. She holds a Six sigma Black Belt. Always committed to progressing diversity & inclusion, she was a finalist in the “CEO Global Inclusion Award” at Kodak.

Susan Pellechio

VP Transportation, Staples

Speaker

Ms. Pellechio is responsible for inbound and outbound logistics, including line haul operations, for Staples U.S. Supply Chain. She is responsible for transportation strategy, sourcing, procurement, and supplier management for all third party logistics providers, including small
Ms. Pellechio joined Staples in 1991 and has held management positions across multiple disciplines within the Company, including: Finance, Product Marketing, Contract Sales, Wholesaler Programs, Human Resources, and prior to her current role led Merchandising and Promotions for Staples.com.

Before joining Staples, Ms. Pellechio worked in high tech manufacturing for LTX Corporation where she led financial planning for the sales and support divisions. Susan holds a BS in Accounting.

John Phillips
SVP Customer Supply Chain and Global GTM, PepsiCo, Inc.
2013 SCLA Executive Committee Chair, Speaker

John is Senior Vice President, Customer Supply Chain and Global Go-to-Market for PepsiCo, Inc. He has been with PepsiCo for over 27 years and has worked in a number of different sales and field operations roles since joining the company as a route salesperson with Frito-Lay. Prior to his current role, John was Vice President of Customer Delivery Systems for Frito-Lay North America where he led the development and implementation of new DSD delivery systems and the development of the next generation of frontline handheld computers for the DSD sales force. In his current role, John is responsible for working with PepsiCo’s largest customers on supply chain and collaboration initiatives to drive both effectiveness and efficiency across the shared supply chains. His team also leads PepsiCo’s internal network strategy design.

John is a member of the Grocery Manufacturers Association (GMA) DSD and Logistics Committees. He is active in The Consumer Goods Forum as Co-Chair of the Supply Chain Committee and is a member of the Future Value Chain Steering Group and the Global Scorecard Working Group. John is also a member of the GS1 Data Excellence Board and the Western Michigan University Food/CPG Marketing Advisory Board.

Prior to joining PepsiCo, John spent ten years in retail store operations with Jewel Food Stores in Chicago and was also a Territory Sales Representative for Procter & Gamble. John attended Western Michigan University where he received a Bachelor of Science in Food Distribution in 1986.

Terry Pohlen, PhD
Associate Professor of Logistics and Director of the Center for Logistics Education and Research, University of North Texas
Peer Group Facilitator, Speaker

Terrance (Terry) L. Pohlen is an Associate Professor and Director of the Center for Logistics Education and Research, University of North Texas. He retired from the United States Air Force with over 20 years of logistics experience. His research interests include supply chain metrics, supply chain costing, and transportation. He co-authored CSCMP’s The Handbook of Supply Chain Costing and has co-authored a chapter on supply chain metrics in Supply Chain Management. His research has been published in the Journal of Business Logistics, International Journal of Logistics Management, International Journal of Physical Distribution and Logistics Management, and the Transportation Journal. He received a BS in Marketing from Missouri State University, a MS in Logistics from the Air Force Institute of Technology, and an MA and Ph.D. from The Ohio State University. Dr. Pohlen serves on the board of examiners for the professional certification in transportation and logistics (CTL) offered by AST&L. He currently serves on the board of directors for the Alliance-Texas Free Trade Zone. His participation in the SCLA conference began in 2008, and he facilitates the transportation peer group.

Erik Qualman
Digital Expert, Author & Professor
Keynote Speaker

Called a Digital Dale Carnegie, Erik Qualman is the author of Socialnomics. Socialnomics made Amazon’s #1 Best Selling List for the US, Japan, UK, Canada, Portugal, Italy, China, Korea and Germany. His book Digital Leader helped him be voted the 2nd “Most Likeable Author in the World” behind Harry Potter author J.K. Rowling. What Happens in Vegas Stays on YouTube is his 2014 release and it is already being adopted by the top universities and global brands.

Qualman has performed in 42 countries with: Coach, Chase, Sony PlayStation, National Restaurant Association, IBM, Facebook, SCG Thailand, ADP, Starbucks, M&M/Mars, National Retail Federation, Cartier, Bertelsmann, Raytheon, Chrysler, Small Business League, Montblanc, Dairy & Deli Association, TEDx, Polo, UGG, Nokia, Google, AutoTrader and others. Qualman gave the commencement address at the McCombs Business School (University of Texas).

He has had the fortune to share the stage with: Al Gore, Julie Andrews, Magic Johnson, Malcolm Gladwell, Bill O’Reilly, Jeff Bezos, Howard Schultz, Brett Favre, Tony Hawk, Sarah Palin, Jose Socrates, Alan Mulally, and many others of note.

He is listed as a Top 50 MBA Professor and is no stranger to the executive suite, having served as the Head of Marketing at Travelzoo (TZO0); today he sits on several company boards, advising high growth enterprises on their social media strategies and how to best utilize social media to drive business results.
boards. Yet, he may be best known for writing and producing the world’s most watched social media video. His work has been highlighted on 60 Minutes, The New York Times, WSJ, Mashable, USA Today, ABC News, Financial Times, Forbes, Fortune, CBS News, and The Huffington Post. He also achieved the Guinness Book of World Records for the longest continuous podcast.

Socialnomics was a finalist for the “Book of the Year” and socialnomics.com, is ranked as a Top 10 Blog (PC Magazine). Fast Company lists Professor Qualman as a Top 100 Digital Influencer. He made Forbes Top 50 Digital Power Influencers list. Qualman was Academic All-Big Ten in basketball at Michigan State University and been honored as the Michigan State University Alum of the Year. Qualman has an MBA from the McCombs School of Business. A proud husband and father, he lives with his wife and two daughters in Boston.

Jason Reiman
VP Global Logistics Excellence, The Hershey Company
Speaker

Jason Reiman, Vice President, Global Logistics Excellence, is responsible for establishing a logistics center of excellence that will drive best practices and build capabilities in supply and demand planning, transportation, distribution, import/export, and international logistics. In this role, Reiman provides leadership to manage enterprise-wide logistics systems, global trade compliance, make strategic distribution network decisions, and promote a customer-centric culture which leverages knowledge and insights.

In his previous position as Vice President, Global Customer Service, Planning and Logistics, he was responsible for all transportation, distribution, warehousing, import/export, customer supply chain management and customer service, as well as supply and demand planning activities. In this role, Reiman led an integrated logistics and planning organization focused on delivering reliable customer service, cost improvement, and working capital management via finished goods inventory. As the Global Process Owner for the “Order to Cash” (OTC) process, Reiman worked closely with the Global Shared Services organization by providing strategic direction for OTC.

Additionally, he led the implementation of the Integrated Business Management process at The Hershey Company. Prior to these roles, Reiman held positions including Senior Director, Sales & Operations Planning, Director, Customer Service & Planning, and Director, Demand Planning as well as a variety of positions in the areas of demand planning, production planning, and inventory management. Before joining Hershey in 1996, Reiman worked as a Supply Chain Consultant with Manugistics, Inc.

Reiman holds a Bachelor’s degree in Business Logistics from The Pennsylvania State University. He serves on the board of directors for the Elizabethtown Public Library. He resides in Elizabethtown, PA with his wife and three children.

Joe Robinson
Work-Life Balance and Stress Management Expert, Optimal Performance Strategies
Speaker

A trainer, speaker, consultant and author, Joe Robinson is one of the most quoted experts on productivity, stress management, and work-life balance. He has appeared on The Today Show, CNN, NBC Nightly News, National Public Radio’s All Things Considered, and in dozens of newspapers and radio stations around the country to discuss how Americans can work smarter and break out of the burnout cycle.

He has conducted training programs for organizations from IBM to Kellogg’s, Genentech, LEGO, Homeland Security, and McDonald’s. His articles have appeared in publications from the New York Times, to the Los Angeles Times, to Entrepreneur, Fast Company, and National Geographic Adventure. He is a contributing editor to Entrepreneur magazine and does commentaries for the public radio program “Marketplace.”

He is author of Work to Live, a roadmap to smarter work, and the audio program, “The Email Overload Survival Kit.”

Sheila Roethke
Associate Director of Logistics Procurement, Mondelēz International
Speaker

Sheila Roethke is currently Associate Director of Logistics Procurement for Mondelēz International’s North American Region. In this role she is responsible for driving Service & Cost delivery through Strategic Sourcing initiatives & Supplier Relationship development in Distribution & Transportation for North America.

Throughout Mrs. Roethke 18 years in the Supply Chain she has held numerous roles of growing responsibility within the Nabisco/Kraft Supply Chain including Product Supply, Global Strategic Sourcing, Logistics Continuous Improvement and Customer Service & Logistics.

In 2012, Mrs. Roethke was an instrumental team member of Mondelez International’s Project Management Office to ensure the successful split of Kraft Foods Group & Mondelez International for North America Customer Service & Logistics.

Mrs. Roethke is a 1996 Alumni of Rutgers University, New Brunswick. She currently resides in NJ with her husband Matthew and daughters Emma & Gillian.

Nada Sanders, PhD
Iacocca Chair and Professor of Supply Chain Management, Lehigh University
Peer Group Facilitator, Speaker

Dr. Sanders is internationally recognized thought leader and expert in forecasting and supply chain management. She is author of the book Supply Chain Management: A Global Perspective and is co-author of the book Operations Management, in its 5th edition. Dr. Sanders holds the Iacocca Chair and is Professor of Supply Chain Management in the College of Business and Economics at Lehigh University. Previously, Dr. Sanders served at the M.J. Neeley School of Business, Texas Christian University, as the West Chair and Professor of Supply Chain Management, as well as Research Director of the Supply and Value Chain Center. She holds a Ph.D. in Operations Management and Logistics, and an MBA, from the Fisher College of Business at The Ohio State University, as well as a B.S. in Mechanical Engineering. She was ranked in the top 8 percent of individuals in the field of operations management from a pool of 738 authors and 237 different schools by a study of research productivity in U.S. business schools, is a Fellow of the Decision Sciences Institute, and has served on the Board of Directors of the International Institute of Forecasters (IIF), Decision Sciences Institute (DSI), and the Production Operations Management Society (POMS).

Throughout her career Dr. Sanders has successfully held a range of leadership roles in both academic and professional organizations and has served on numerous executive boards. She has provided training and consulting to a range of Fortune 500 companies, including IDG, Nike, AT&T, CIBA Corning, Mattel, Schottenstein Corp., Cognitive TPG, MTC Corp., Dell, and many others, and is a frequently called upon keynote speaker and expert witness.
FedEx eSupply Chain Services, Simon later joined FedEx in 1999 as director of pharmaceutical and diagnostic industries’ temperature-controlled delivery services for the transportation management, and temperature visibility, global warehousing, inventory and of critical parts while providing end-to-end requirements. This includes the movement markets around the world, providing special transportation and information networks in various supply chain and operations roles in Fullerton, CA and Neenah, WI.

Rick is originally from Wisconsin, and received a Bachelor of Science degree in Industrial Technology from the University Wisconsin – Stout. While leading the Customer Supply Chain team, Rick has established a Lean/Continuous Improvement culture driving exceptional outcomes for team members, customers and shareholders. He has also established leadership for employee engagement for the North America Consumer Products division. Rick is based at Kimberly-Clark’s operations headquarters in Neenah. He is the Executive Advisor to the African American Employee Network and New Employee Opportunity Network at Kimberly-Clark.

Craig Simon is president and CEO of FedEx Supply Chain, an integrated logistics provider that serves as a vital piece of the overall FedEx enterprise operation. Simon and his team leverage the FedEx transportation and information networks in markets around the world, providing specialized solutions for customers with high-value products and complex supply chain requirements. This includes the movement of critical parts while providing end-to-end visibility, global warehousing, inventory and transportation management, and temperature-controlled delivery services for the pharmaceutical and diagnostic industries. After joining FedEx in 1999 as director of FedEx eSupply Chain Services, Simon later served as vice president of FedEx Solutions, where he oversaw teams responsible for designing and implementing logistics tools, processes and solutions. Prior to FedEx, Simon spent eight years with Andersen Consulting (now Accenture), providing supply chain strategy development and operations improvement efforts to Fortune 500 companies in the consumer products, retail, food and high tech industries. He also developed a successful health care information start-up company in Silicon Valley.

Simon’s role at FedEx takes him to all parts of the world, and under his leadership, FedEx Supply Chain has expanded globally. Since 2010, the company has grown its service operation from ten countries to more than 20 countries. Simon also serves on the Board of Directors for Knowledge Quest, a Memphis, Tenn., based after-school education and community development program. He is also an advisory board member at the Reilly Center for Science, Technology and Values at his alma mater, the University of Notre Dame. Simon holds two degrees from the university: a Bachelor of Science in Mechanical Engineering and a Bachelor of Arts in History, and is certified in production and inventory management (CPIM) from the American Production and Inventory Control Society (APICS).

Kevin Smith is a career supply chain practitioner and the President and CEO of Sustainable Supply Chain Consulting, headquartered in Windermere, FL. Sustainable Supply Chain Consulting was founded in 2009 to provide advice and guidance to large scale supply chains and related businesses concerning strategic planning and organizational development.

In December 2008, Kevin retired as Senior Vice President and Corporate Sustainability Officer for CVS Caremark, Americans’ #1 pharmacy and healthcare services provider. At that time CVS Caremark generated in excess of $90B in revenue and dispensed over 1 billion prescriptions per year by mail and in nearly 7,000 stores. As Corporate Sustainability Officer, he was responsible for developing and implementing a program of environmental sustainability for the entire enterprise.

Kevin also served for eight years as Senior Vice President of Supply Chain & Logistics for CVS/pharmacy, the retail arm of CVS Caremark. Kevin’s role at CVS had been to facilitate changes in the overall Supply Chain and create a highly responsive end-to-end fulfillment process for the drug class of trade. This became increasingly important as CVS/pharmacy expands rapidly throughout the United States.

Prior to joining CVS Caremark, Kevin, a University of Massachusetts graduate, spent 27 years in the CPG food manufacturing arena; most notably as Vice President of Logistics and Customer Support at H.J. Heinz; and at Kraft Foods where he held numerous positions, including Director of Network Design and Implementation. In those companies, Kevin oversaw strategic planning, transportation, warehousing and distribution, manufacturing, customer service and order-to-cash operations.

Kevin has been a longtime board member for the Council of Supply Chain Management Professionals (CSCMP), Special Advisor to Supply Chain 50 and contributor to the Retail Industry Leaders Association (RILA). He has served on the Board of Directors for rfxel Corporation. He is past Chairman of the Board of Directors for Agentrics, an international retail consortium based in Alexandria, VA. He served as Chairman of the Board for the American Red Cross of Rhode Island.

Kevin is also a past member of the Executive Board for the University of Rhode Island Transportation Center, and is past Chairman of the Supply Chain & Logistics Committee of the National Association of Chain Drug Stores (NACDS).

Additionally, Kevin is vice chair of the Distribution Business Management Association (DBMA) Supply Chain Leaders in Action Executive Committee. He has been a frequent contributor to the MIT Center for Transportation & Logistics, a participant in the MIT Efficient Healthcare Delivery Research Group (MEHD) and a guest lecturer in the MIT Masters in Engineering & Logistics program. Kevin has been a frequent and highly sought-after speaker at supply chain conferences in North America, Asia and Europe.

Kevin and his wife Janet currently live in Windermere, FL.
2014 Supply Chain Leaders in Action Program: Speaker/Facilitator Biographies

Tim Stratman  
Founder and President, Stratman Partners Executive Coaching

Tim is Founder and President of Stratman Partners Executive Coaching Inc., an executive coaching firm focusing on helping C-Level executives become more effective leaders. He is retained by senior executives to provide both one-on-one, confidential business coaching and executive team development and facilitation.

Mr. Stratman works with executives across a diverse set of industries in both private and public companies. In addition to his C-Level practice, he has a sub-specialty practice focused on coaching senior supply chain executives.

For over twenty years, Mr. Stratman held increasingly responsible positions with RR Donnelley which included: President of RRD Direct, a business serving direct marketing firms; SVP of Supply Chain, a global leadership position; and SVP of Information Services, a global service integration business. During his supply chain tenure, Mr. Stratman was cited in James Champy’s book, X-Engineering the Corporation as an example of correcting the extreme dysfunction of the industry supply chain and the power of extending strategic business processes across traditional boundaries.

Mr. Stratman has spoken to many organizations including the US Department of State, American Association of Healthcare Consultants, the National Association of Executive Recruiters, the Executive Recruiters Roundtable, The Council of Supply Chain Management Professionals, the Institute of Supply Management and the National Safety Council. He has published various articles in industry periodicals including Supply Chain Management Review, Inside Supply Management, and Supply Chain Quarterly. He is a member of The Chicago Club, and several professional associations.

Joel Sutherland  
Managing Director Supply Chain Management Institute University of San Diego

Peer Group Facilitator

Sutherland has over thirty years’ experience as a supply chain executive. Joel was the first American vice president for Denso - Toyota’s largest global parts supplier; vice president at International Paper; vice president at ConAgra; and vice president at Seal and where he started and ran a European 3PL. In the late 1990’s Joel was a founding executive and senior vice president at Transplace and then president & COO of Air-Road Logistics.

Joel is a past Board Chair of the Council of Supply Chain Management Professionals and in 2009 received their highest honor – the Distinguished Service Award. He also received the Professional Achievement Award from Logistics Management magazine; was recognized as one of the Top 20 Logistics Executives by CLO magazine and the Logistics & Supply Chain Forum; and was honored as a Thought Leader by Supply Chain Quarterly and DC Velocity magazines.

Joel earned an MBA from Pepperdine University and a BS degree from the University of Southern California – where he also served as an adjunct professor. In 2006, Joel joined Lehigh University as Managing Director of the Center for Value Chain Research and taught graduate-level courses. Joel is currently at the University of San Diego where he is Managing Director of the Supply Chain Management Institute and serves as an adjunct professor.

Fred Towler  
VP Supply Chain Operations, International Paper

Super Session Chair, Speaker

Fred Towler has 27 years’ experience at International Paper. His current role is VP Supply Chain Operations in which he leads the development, deployment and sustaining processes for global supply chain common operating practices. He is responsible for transportation, distribution and warehousing of products manufactured in North America and distributed to domestic and international customers. Mr. Towler’s responsibilities also include supplier sourcing and management for transportation, distribution and warehousing, North American real estate and business continuity operations.

Mr. Towler’s other leadership roles with International Paper include VP Procurement, Dir. Global Sourcing, Segment Dir. Sales & Marketing, Segment Dir. Finance, Region VP Administration, Manufacturing Controller. His experiences include manufacturing, distribution, sales, marketing, purchasing, human resources, finance and information technology.

Prior to International Paper, Mr. Towler held leadership roles with First Tennessee Bank, NA and Banks, Finley & White CPAs.

Mr. Towler is originally from Memphis, TN. He and his wife, Ruth, have three adult children, Chandra, Andrew, and Matthew. He graduated from the University of Memphis with a BBA Accounting & Finance. In his free time, he enjoys spending time with family, experiencing different cuisines (will try most food once), exercising, traveling, volunteering, and golf.

John Urban  
EVP and General Manager Logistics Services GT Nexus, Inc.

Speaker

Mr. Urban is EVP of GT Nexus, the Largest Business Network in the world. GT Nexus believes the future belongs to networked companies and operates the world’s largest cloud-based business network and execution platform for global trade and supply chain management. Over 25,000 businesses across industry verticals share GT Nexus as their standard, multi-enterprise collaboration platform.

Mr. Urban has over 20 years of experience in executive management, operations and sales with global transportation and technology companies. Prior to joining GT Nexus in 1999, Mr. Urban was an executive with American President Lines, Ltd. (APL), one of the world’s largest ocean liner companies and part of the $4.7 billion NOL Group. He held several executive positions with the company in Asia, North and South America. Before APL, Mr. Urban was President of NPSC, a domestic intermodal carrier. Prior to that Mr. Urban was vice president of Sales and Marketing for BRAE Corp., a provider of transportation equipment financing.
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COLLEGE OF BUSINESS ADMINISTRATION
leasing and management. Mr. Urban began his professional career as an Account Executive for IBM in its large systems group, following his graduation from the Krannert Graduate School of Management at Purdue University, where he earned an MBA. He received his Bachelor of Science in economics from St. Bonaventure University, Olean, NY.

Renée Ure joined IBM in Poughkeepsie, New York in 1985. She held positions in manufacturing, finance and procurement in Poughkeepsie and Austin, Texas. In 1995 Renée moved to Research Triangle Park, North Carolina where she served as procurement manager, Director of Global Engineering, Director of Global Supply Chain Optimization and Vice President America’s Manufacturing and Distribution. In August 2003, she was named Vice President, Printing Systems (PSD) and Retail Store Solutions (RSS). In July 2005, Renée was asked to integrate IBM’s Software (SW) operations into the supply chain and became Vice President and Brand Advocate, PSD, RSS and SW. In 3Q06 she became ISC’s Executive responsible for transition of PSD operations to InfoPrint Solutions, an IBM / Ricoh joint venture. During 4Q06 work began to integrate a new acquisition, Internet Security Systems (ISS), into IBM’s infrastructure and Renée led the ISC efforts. After the InfoPrint closing in June 2007 and successful integration of ISS in 4Q07, she became Vice President and Brand Advocate, ISS, RSS and SW. During 3Q08, Renée was asked to lead globalization efforts in Customer Fulfillment (FF) as Vice President, Global Customer FF Operations – Hardware (HW), SW and Business Partner (BP) Support. In April 2011 all ISC operations teams were combined and her organization became part of ISC Global Execution.

In 1Q12 Renée was asked to integrate IBM Services Execution with the other product brands and she was named Vice President, Global Fulfillment Execution – Hardware, Services, Software, and Business Partners. In 4Q12 IBM combined ISC Fulfillment operations with the Sales Transaction Hub team to improve the end-to-end experience of both IBM’s clients and our sales teams and Renée assumed her current role as Vice President, Global Execution, Sales Transaction Support.

Renée holds a bachelor of science from Babson College in Wellesley, Massachusetts, with a concentration in finance and investments. She is married, has two sons and lives in Morrisville, North Carolina.

Dave Wheeler is the Senior Vice President of Global Supply Chain at the Cintas Corporation.

Dave joined Cintas in 2001 as a leader within the Distribution Division. Since then, he has served in progressively broader leadership roles at the Company headquarters in Mason, Ohio.

In his role as Senior Vice President of Global Supply Chain, Dave oversees Cintas’s company-owned and contracted manufacturing plants, procurement of raw materials, strategic sourcing, nine Distribution Centers in the U.S. and Canada, supplier diversity, environmental sustainability, production planning, textile research and development, textile services, transportation, import/export, inventory management, international expansion, global supply chain six sigma initiatives, SAP enterprise development and accounts payable. With a direct spend of $1 billion annually, the Company’s Global Supply Chain employs 2,000+ direct employees and more than 8,000 people within their contracted locations.

Wheeler, 50, holds a B.S. degree in Electrical Engineering from Merrimack College and an M.B.A. in Operations Management and Finance from Miami University.

Ken is responsible for defining product strategy at Descartes Systems Group. Ken brings to Descartes over 14 years of experience in supply chain management software including transportation management, routing and scheduling, and supply chain planning and redesign. During his career, Ken has worked with leading supply chain software providers such as CAPS Logistics, i2, and Centricity in consulting and product management roles. Ken has been with Descartes since July 2001.

Kevin Zweier
VP Transportation Practice, Chainalytics

Kevin is Vice President of the Transportation Practice at Chainalytics. In this role, he manages the delivery of projects related to transportation procurement, fleet modeling, and systems and operational assessments. At Chainalytics, Kevin has worked with such clients as Anheuser-Busch InBev, The Clorox Company, PepsiCo, and Procter & Gamble. Prior to joining Chainalytics, Kevin led the North American Logistics Practice at ICG Commerce. Responsible for the delivery of strategic sourcing and continuous improvement projects, Kevin helped clients generate realized savings in multiple logistics categories, including: Truckload, LTL, Ocean, Parcel, Freight Forwarding, and Warehousing. Kevin also led numerous projects for leading Retail and Manufacturing clients in his roles at INSIGHT and Manhattan Associates. At Manhattan Associates, he also managed the implementation of resource allocation systems and led some of the first industry applications of optimization-based bidding in the transportation sector.

Kevin holds a Bachelor of Science in Mathematics and Operations Research from Rensselaer Polytechnic Institute and a Master of Business Administration from Drexel University.
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Big Blue’s Worldview on Talent

By Guy Deprez

Today’s evolving supply chain requires being smarter and faster to compete in an ever-changing world. Developing talent across the supply chain becomes critical because today’s employees need familiarity and a measure of comfort working with different cultures and at different jobs all virtually connected by the Internet.

This poses multiple challenges and employees must adapt to information overflow amid the constant expansion of these interconnections. To stay at the fore of our field, we must invest time and effort into education. Jobs requirements are changing and they demand new knowledge, new skills and new abilities. Many astute employees feel a sense of urgency in establishing educational programs that are modern, relevant and effectively address future roles relevant to the enterprise.

Ideally, the workforce needs to constantly learn to enable them to adapt to today and future clients’ needs. IBM’s ISC has developed a modern “Culture of Learning” for all its employees, so the education of the “Evolving IBMer” never ends.

The ISC manages critical activities ranging from traditional procurement, fulfillment and manufacturing to extended product introduction, bid management, and cash collection functions. It is also responsible for effectively managing billions of dollars in supplier expenditures as well as managing client and supplier relationships while maintaining a flexible supply chain.

Global Complexity

As a globally integrated enterprise, ISC has employees in over 64 countries worldwide, and clients in many more. This adds complexity to the demands on future workers, as the ISC recruits thousands of new employees each year worldwide, and it becomes crucial that new hires adapt quickly to culture, values and expectations. Managing individual skills and job role learning within ISC is one of the most complicated problems in an organization as big as IBM. To successfully implement and manage this complex task, the ISC have a relatively small global team of learning experts called the “ISC talent team.”

Transforming from traditional education.

The talent team reviewed the more than 80 individual and varied learning programs being used, transforming these into a world-class learning and management system by creating six new, specialized talent programs to bring IBM clients the best experts and expertise. The new programs became vital to ensure all employees develop skills and help advance their fields, professions and disciplines. These programs began in 2011 and have become an integral part of ISC strategy.

The team then created and deployed three ISC “Learning Management” tools. These addressed learning stages for new, experienced and seasoned employees, providing management of this learning across the globe. This time also saw the introduction of additional learning resources, such as IBM’s “Think40hrs” that helps an employee complete a minimum of 40 hours of education. Another new program, “Think Academy,” supporting IBM’s growth plans, was released in 2014. As jobs roles and skill sets continue to evolve we can see that ISC transformed learning into a structured and sustainable new “Culture of Learning” within the ISC.

Planning and Execution:

Valuing their most important resource, their people, and the drive to delight their clients has driven the ISC to make an ongoing investment in talent development and training. In 2011, the global talent team started evaluating more than 80 learning programs for their effectiveness. After the analyses, they created new programs tailored to the individual needs of all employees. These new programs were molded around a new, “T-Shape” concept. Today ISC employees use these programs to hone the breadth and depth of their T-Shape acumen. Depth refers to expertise and specialization, and breadth regards pan-corporate perspicacity, collaboration and Market Valued Skills (MVS). Below are some examples from the talent programs demonstrating their effectiveness. There is now a closed-loop system that allows ISC to gather clients requirements, assess skills, define actions to close skill gaps and do all this globally. The final piece complementing the talent programs is an IBM-wide adoption of social networking tools that enrich learning with a truly global collaboration pool. This introduces an exciting new working dimension by mixing the virtual and real worlds.

Global Buddy Program:

Addressing both deep and broad skills, this program is an excellent way to share knowledge through mentoring, collaboration and giving back to others. The program focuses on skills such as “Manage Client Experience” among many others. It consists of components addressing mentoring and establishing networks. Networking is great for a less formal relationship and creates a range of opportunities to learn about a particular country and its culture, including language skills. Another component spans a group of ISC employees known as “Global Knowledge Buddies.” They volunteer their time to teach ISC classes covering on multiple subjects, sharing their own work experience and lessons. More than 5,000 “Global Buddies” share knowledge in over 60 countries.

ISC’s Smarter Client and Smarter Sourcing Programs:

These aim to develop employees’ deep skills in specialized areas and

continued on page 72
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The Dizzying Pace of Craft Brewing’s Rise

By Ben YoKell

In the late 1970s, the number of breweries in the United States reached a historic low at 89. In June 2013, the Brewers Association counted no fewer than 2,538 breweries, with nearly 1,000 having opened in the past five years (Figure 1). Despite this remarkable increase, overall production in total barrels of beer has decreased. What’s causing this seeming contradiction? Craft brewing may hold the answer.

Coming to a Head

The recent explosion of craft breweries, characterized by small-batch production, regional distribution and independent operations, has created an enormous array of products, and even prompted economists to debate the very definition of a “craft brewery.”

The cannibalization of volume and market share from “big suds” (i.e., Anheuser-Busch InBev, MillerCoors, etc.) by the craft brewing movement is not only changing the consumer and retailer experience dramatically, but also putting massive pressure on global beverage manufacturers and distributors to keep pace. Along with their peers, both Anheuser-Busch and MillerCoors have launched or acquired competing “craft” product lines, often with entirely different labels and branding so as to appeal to the discerning, but perhaps not terribly knowledgable, nouveau beer connoisseur.

Getting Soaked

What is the operational impact of the recent increase in portfolio complexity for a market that has been relatively stable for decades? The effects are surprisingly far-reaching for the established market players. (Figure 2.)

• Truckload efficiency is down and empty miles are up. Trucks once full with homogenous pallets of top-selling product are being replaced with mixed loads of low-volume, highly-volatile items. Worse yet, distributors and retailers are beginning to demand mixed pallets — cases of different items on the same pallet — or partial pallet orders.

• Picking and order fulfillment challenges are on the rise. Warehouses are racing to reconfigure layouts and slotting to support order fulfillment in the brave new world of beer variety.

• New item introductions and discontinuations have increased. Portfolio churn is at an all-time high; the very nature of the craft brewing movement demands continuous experimentation and innovation.

• Procurement and production costs are spiking. The introduction of smaller, more variable batch production and a plethora of lower-volume ingredients and recipe requirements have magnified production and procurement complexity exponentially.

• Resource utilization is dropping and crew scheduling is becoming difficult. Shift managers are finding themselves challenged to staff efficiently in the wake of new bottlenecks and operational desynchronization resulting from the increased variability.

In short, the high-velocity, highly-standardized operations of the major players have been partially transformed into lower velocity, higher variability shops in the span of just a few years.

What was I thinking?

Consumer-driven trends are not the only cause of the recent explosion in itemization, that is, the number of distinct items in a given portfolio or operation. Chainalytics recently completed a capacity management assessment for a major CPG manufacturer, and identified a variety of self-imposed factors at play as well.

The company’s products had a short shelf life, which meant inventory was unavailable as a buffer against uncertainty and variability. As a result, the company needed best-in-class capacity management tools and processes supported by top demand-planning and production-scheduling. Production agility, flexibility, and capacity visibility were central to operational and ultimately, strategic, success.
Advancing the World’s Supply Chains.

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Yet to retain a leadership position in the market, the company’s product management and marketing teams had begun introducing new variations of the core product as well as new packaging, driving the percentage of volume through promotions to historic levels. The result was a proliferation of SKUs, increased portfolio complexity and an increasingly difficult capacity management and planning scheme that the company was ill-equipped to manage, despite its importance. Its product management strategy was in direct conflict with the core operational challenge of the organization.

In fact, this may well be the most common complexity ailment affecting today’s marketplace: Our ability to plan and manage has not kept up with our capability to innovate. There is now a deficiency in supply chain management and planning methodologies, tools and processes. The problem of portfolio complexity will likely grow as companies fully integrate real-time analytics and big data into their planning.

Consuming Responsibly

How can you avoid the pitfalls of a more fragmented and variable demand stream?

First, a company with growing portfolio complexity should quantify and understand the impact of that complexity. Despite the attention given to analytics for studying online consumer behavior, many companies still have not deployed analytics inside the supply chain to fully grasp how, where and how much the fragmentation of demand affects upstream operations, cost and service.

A handful of low-cost, fast-ROI data-based analytics tools such as Chainalytics’ Demand Planning Intelligence Consortium (DPIC) exist to help companies determine how they’re currently doing and where they should focus their demand planning improvement efforts.

Once a company knows what it’s dealing with, it can set more realistic expectations for a future filled with long tails and sharper sawtooths. Let’s face it: If a company increases itemization, fragments its demand, and introduces variability inside of its operation, it is a fantasy to expect the same level of service and operating cost without significant investment in processes, tools and resources.

In the case of demand planning and product management, leaders should be asking themselves questions such as:

• How accurate can I reasonably expect my overall demand forecast to be if I begin promoting a larger proportion of my volume, ramp up new item introduction, or experience increased seasonality?
• What is a realistic target for me to strive for, given the changes in the nature of my portfolio?
• What should those targets be for each brand or business line with differing levels of item variability and complexity?

When these questions get unbiased, data-driven answers, teams can work toward a target that directly reflects the realities of their portfolio, rather than a pie-in-the-sky number based on self-reported statistics found in a “study” published once a year. (An example is shown in Figure 3.)

Of course, demand forecast accuracy and bias are just the beginning. Similar questions should be asked across most central questions further upstream:

• How will inventory levels change due the increase in item count and volatility?
• What will happen to manufacturing equipment as more items need to make it into the production cycle?
• How will truckload efficiency, driver productivity and resulting freight costs be affected?

Responding to the operational impact of portfolio changes and product management strategies can be quite challenging, and may require new investments. In the case of the short shelf life manufacturer, a major initiative is now underway at the company to upgrade scheduling tools and processes to better respond to the new mix of items being offered.

This is the third and final pillar of managing increased portfolio complexity: A company should reassess its current processes, tools and resource strategies and then invest in the required improvements to close the gaps. The task of maintaining profitability and growth by providing high service and low delivered cost in the face of increasing portfolio complexity cannot lie on the shoulders of planning teams alone.

Executives must recognize that changing market conditions, as well as their own product strategies may demand additional support for their planning teams. This could mean anything from internal improvement initiatives, investment in technology, the integration of planning processes or the use of analytical services.

This is so important it’s worth repeating: Companies and executives must be willing to invest in enhancing supply chain management and planning tools and processes in order to respond to the increasing complexity of product portfolios, or we will all end up where this story began — in the drink. Prost!
The problem with ERP isn’t the box it comes in. It’s the box it puts you in.

The old-fashioned software-based approach to supply chain management definitely has its limits. But what’s really unfortunate is the limit it puts on your company’s global trading potential. At GT Nexus, we set you free by putting your entire supply chain in the cloud. ERP is slow; the cloud is fast. ERP is expensive; the cloud is cost-efficient. ERP leaves you talking to yourself; the cloud gets you talking with your whole network. On-demand and in real time, you’ll be able to respond to every opportunity and every challenge with the kind of speed and precision you’ve never known before. It all translates into higher profits. Isn’t it time you started thinking outside the box?

Get your supply chain in the cloud. gtnexus.com
Procter and Gamble Earns the 2014 DBMA Circle of Excellence Award

Doing the right thing is the foundation of P&G’s Purpose, Values and Principles. At P&G, doing the right thing also includes investing in the communities in which it lives, works and serves. At its core, P&G Social Responsibility programs aims further what the firm has already done for more than 175 years: improve lives.

This profound commitment and the tangible successes it has already yielded embodies the ideals that we at the Distribution Business Management Association wish to foster in all business, and for that reason we are proud to honor Procter and Gamble with the 2014 Circle of Excellence Award.

Each year, a panel of DBMA experts takes stock of America’s major corporations and their demonstrated performance in conducting environmentally responsible business, ensuring that sustainability and profits grow in unison. With stressors from a still-recovering economy to an ever-changing climate, operating with an eye to the future is equal parts good business and moral imperative.

“What Procter and Gamble has done is really quite impressive,” said DBMA Executive Director Amy Thorn. “At DBM, we’ve always thought of the Circle of Excellence as a kind of a club whose members set a sustainability ideal that all companies should aspire to. Companies like P&G understand that today companies have a choice. They can choose to meet the needs of this generation without compromising the right of future generations by creating places, policies and practices that improve the quality of life.

P&G has chosen to work toward encouraging and creating sustainable lifestyles instead of continuing on with business as usual.

“Companies like P&G are a force in the world. Their market capitalization is greater than the GDP of many countries, and they market their products in more than 180 countries. With this stature comes responsibility to be an ethical corporate citizen. Through their social responsibility programs, initiatives such as P&G Children’s Safe Drinking Water and Pampers 1 Pack = 1 Vaccine are just a few examples of how they are improving the lives of people every day.

“These responsible business practices and policies as well as others are what has earned them the title of this year’s Circle of Excellence Award,” Thorn said.

Among the companies demonstrated successes, several of the most impressive deserve special mention:

Procter and Gamble has done an exemplary job stepping up the sourcing of raw materials in the form of product ideas from both inside and outside the company and devising a process to find them and turn them into innovations.

This recognition is in part due to P&G’s efforts to improve its innovation in four major product categories:

1. Sustaining innovations to improve on existing products (i.e. Gillette Fusion)
2. Disruptive innovations that bring high-end services to mass markets (i.e. Crest Whitestrips)
3. Transformative innovations based on performance breakthroughs (i.e. Olay Pro-X)
4. Commercial innovations to enhance the consumer experience (i.e. P&GbrandSAVER events)

We applaud P&G’s efforts to chart a challenging course toward a stronger, more sustainable and innovative future for the entire industry.”
Safeway Honored with 2013 Circle of Excellence Award

Safeway was recognized for their impressive track record and continued commitment to responsible business practices and policies when they were presented with the Circle of Excellence Award at the 2013 Supply Chain Leaders in Action (SCLA) Annual Executive Business Forum in Orlando, Fla.

Carl Graziani accepted the award, and spoke about the significance of not just winning the Circle of Excellence prize, but of conducting business in a way to make winning the award possible.

“It is truly an honor to be recognized by the members of SCLA/DBM for Safeway’s leadership position in the global effort to eradicate human trafficking and slavery from our supply chains,” Graziani said. “With an estimated 20 to 30 million people believed to be enslaved in the production of the goods and services that we as consumer’s desire, we must work diligently to ensure that our supply chains are free from trafficking and slavery.

“At Safeway we are proud to be a leader in the grocery industry,” he continued. “We actively pursue growth through leadership in environmental, socially responsible and ethical business practices. Corporate social responsibility is at the core of Safeway’s operating philosophy, and it drives our dedication to people, products, community, and the planet. It also extends to our supply chain, as our suppliers play a critical role in ensuring that we manage our business in a responsible manner.”

Because of this resolute and responsible vision, the Distribution Business Management Association was proud to honor Safeway.

Starbucks’ Deverl Maserang Earns DBM’s Distinguished Service Award

The Distribution Business Management Association is honored to present the Distinguished Service Award to Deverl Maserang, executive vice president global supply chain organization, Starbucks Coffee Co. His dedication and leadership both within Starbucks and for the supply chain industry as a whole made Maserang a natural choice for the prize.

DBMA presents the Distinguished Service Award each year to a person who has made an outstanding service contribution to the supply chain profession. The award recognizes accomplishment in supply chain management, professional societies, publications or conferences and leadership that advances supply chain as a discipline and career.

Deverl Maserang leads Starbucks’ Global Supply Chain Organization, responsible for end-to-end operations globally in manufacturing, engineering, procurement, distribution, planning, transportation, inventory management and worldwide sourcing.

Deverl joined Starbucks in 2013, after more than two decades leading Chiquita Brands International’s global supply chain. He developed an integrated supply chain for agricultural products, has a profound appreciation for the farmers and recognizes their importance to creating a sustainable, high-quality customer experience.

As part of Chiquita’s Executive Committee, Deverl helped drive the company strategy, led the company’s recent turnaround, as well as creating a shared services group that integrated transportation and distribution into one of the largest combined refrigerated North America networks.

Before working at Chiquita, Deverl held a variety of supply chain roles at Pepsi Bottling Group, UPS and several industrial engineering startups, among others.

Deverl holds a Bachelor of Science in industrial engineering from Texas Tech University. He is a member of the Supply Chain Leaders in Action executive board, has held various leadership positions with the Council of Supply Chain Management Professionals, is a member of the Massachusetts Institute of Technology’s Global LEAP (Leaders in Environmental Assessment and Performance) Consortium and Executive Exchange Program.
The Speed Trap of Time Urgency

By Joe Robinson

The race is on, and you are losing, to a foe so ingrained in the way you work you’d never even suspect it. The culprit is the very warp-factor speed so many us think essential to success, an obsession with time scarcity that researchers call time urgency. It spawns a chronic state of hurry-worry that locks you into a perpetual rush hour, even if there’s no reason for it. Constant clock-checking, zero tolerance for waiting longer than a nanosecond, the need to do everything ASAP or it’s apocalypse now; these are just some of the telltale behaviors that come with this condition and the chronic impatience it brings.

Time urgency kills attention spans, rational decision-making skills and, at its most acute, the body itself by contributing to factors that lead to heart disease. People who feel chronic time pressure are twice as likely to have high blood pressure — even those in their 30s, a Northwestern University study found. Stephen Cole of Brigham and Women’s Hospital and Harvard Medical School linked people with an insistent sense of time urgency and impatience with a “significant” increased risk of coronary heart disease.

Research has long linked time urgency to Type-A personalities. Time urgency was studied in industrial psychology as early as 1913 but came under scrutiny as a critical factor in job stress when it was identified as a component of Type-A behavior in the 1970s.Investigators discovered that time urgency heightens anxiety and sets off an escalating chain reaction of emotions — impatience leading to irritability and then to anger. In addition, when every second is focused on getting as much accomplished in as little time as possible, bad behaviors that eat away at physical health also develop, including getting too little exercise, eating fast food and blowing off downtime and stress buffers such as hobbies or vacations.

Renee Wood, president of The Comfort Co., knows the symptoms too well. “The first thing is that my left arm starts to tingle and go numb,” Wood said. “I feel this heavy heartbeat, like I’m being put in a bag.” It feels something like a suffocation by clock, as the time ticks down on all the things she needs to do but doesn’t have time for. Others feel a churning stomach, a tightness in the chest or neck, or a sense of being about to explode from all the adrenaline energy coursing through them, all classic signals of stress.

Wood has struggled with time urgency for the eight years she’s been running her Geneva, Ill., online business, which designs and sells sympathy gifts. The morning before our chat, she decided to keep track of how many times the wave swept over her. The tally: 15 episodes in four hours. “I’m thinking I’ve got to answer that email, fix that problem, send that rush order out,” she said. “I feel like I’m at a stoplight and I’m revving and revving. I’ve got to get somewhere.”

Nonstop Urgency Makes Everything Urgent

Devices run amok and the instant gratification they train us to expect have intensified the time crunch, flooding us with more demands than we can possibly meet and making it seem as if they all need to be done instantaneously. It’s a feedback loop easy to get caught up in: Time urgency fuels stress, the panicky signals of the stress response create rushing, and that drives mistakes and further stress. The time urgency habit creates an illusion that busyness itself is the goal, and equates busyness with productivity, but it’s actually keeping you running in place, stuck on mechanical momentum.

“Looking like you’re doing something or doing something fast doesn’t mean that you’re actually doing it properly,” said Srini Pillay, an assistant professor at Harvard Medical School and author of “Life Unlocked: 7 Revolutionary Lessons to Overcome Fear.” “Companies need to realize that it is velocity and not speed that matters. Being efficient matters. Velocity takes into consideration the direction of the work and not just frenzied, high-speed activity. Just moving fast in itself is not enough.”

You need to be moving fast with the right direction,” Pillay said.

Researchers at Missouri Western State University found that time urgency causes more mistakes and makes you forget what you’re supposed to be doing. Other findings from the Pennsylvania State University College of Medicine have shown that complex decision-making and planning “disintegrated” with high levels of time urgency. The stress caused by time urgency shackles your brain, as all stress does, to the perceived crisis and doesn’t let you focus clearly on much else.

“You lose sight of what you’re really trying to accomplish,” said Robert Trumble, management professor and director of Virginia Labor Studies Center at Virginia Commonwealth University. “There’s a rush to judgment, in which the urgent is given priority over the important. These people are doers, but do they really know what they’re doing?”

Time fixation undermines the productivity the speed is supposed to be assisting. Whenever we check the time or how close to completion we are on a task, we take concentration disrupting. The result is a hit to our self-inflict interruptions and disrupt productivity, and we self-inflict stress, because we are never as far along as we want. Hurry-worry can make it hard to even take satisfaction in a completed task. There’s no time for that.

A key part of attention, known as effortful control, gets particularly short shift when we’re rushing or self-disrupting. The result is a hit to our impulse control center. Feel like you have to check email, though you just checked it five minutes ago? That’s your impulse control on the blink from a fractured attention span.
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Chronic impatience leads to anger, and anger is strongly correlated with heart disease. Men with higher “trait anger” have almost double the risk of developing hypertension, with a concurrent doubling in risk of coronary heart disease, according to a 2007 study by the University of South Carolina.

Eduard Suarez, a behavioral sciences professor at Duke University, has shown that anger and hostility lead to the production of higher levels of coronary C-reactive protein (CRP), which promotes and predicts cardiovascular disease and arterial sclerosis in healthy people. He found that men who rated high in hostility and depression had two to three times the amount of CRP than their more even-keeled peers. Hostility is such a red flag that a 2002 study by Boston University suggested that it’s a better predictor of coronary disease than high cholesterol, smoking or drinking.

**Rushing Is an Altered State**

Time urgency is not a state that leads to sane business decisions. You are at the mercy of the raw, panicked emotions of the caveman brain. As a pri-mordial defense mechanism, the amygdala, home of the stress response, hijacks the rational parts of your brain in times of perceived danger.

The paradox is, as out of control as you might feel, the ability to control time urgency is completely in your hands. Start where time urgency has the biggest impact on your health, the sinister nexus where impatience becomes irritability. You have a choice: Be stampeded by an inbox or deadline, or adopt a less frantic approach.

The main tool is patience, a word we usually hate to hear because it means we’ve run out of it. The idea is to head off time urgency before it’s too late for the patience to repair it.

Watch for tip-offs that you are on the too-fast track: eating fast, talking fast, being in a general hurry and excessively aware of time, putting words in other people’s mouths and feeling chronically impatient and irritable. And when you’re racing, catch yourself. Take a deep breath. Ask, is it an emergency or is it a speed trap? You don’t have to be in fifth gear every second of the day.

Kimberly Chiu owns a small stationery company, and she learned the hard way that she couldn’t run a sustainable business if she let time urgency run her. She doesn’t commit to answering email in five minutes anymore, nor does she do weekend and 2 a.m. emails, two things that gave customers the impression she was available every second. “It’s very easy to want to please the customers,” said Chiu. “But we always try to underpromise and overdeliver.”

The fastest runners in the world, from sprint legend Carl Lewis to Olympic gold medalist Allyson Felix, have a habit of saying after winning races that they relaxed more than their competitors. They concentrated on their form, not the finish line or the clock, so they weren’t tense or constricted, as we are when we rush. They didn’t panic and they didn’t abandon their game plan. They focused on the result, not the clock. That’s the ultimate answer to time urgency, full engagement in the moment. That’s optimal performance.

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**BIG BLUE**

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ensure fast-tracking. They enable select professionals to quickly become experts in specific subjects, successfully support and delight clients, execute process and demonstrate their expertise through social media. These Smarter Programs also allow employees to embrace the social aspects of ISC’s changing culture and to make clients, business partners and suppliers part of the group too.

**Six Sigma Skill Development, including Design and Operational Excellence (DOX):**

In support of IBM Process Excellence and ISC Process Innovation, Design for Six Sigma (DFSS), Engineering Lean Six Sigma (LSS) and Lean are used by the integrated supply chain to realize product and process benefits. The Design for Six Sigma approach is used in development, integrating LSS and lean practices into the manufacturing process. It has delivered an estimated 30X ROI. More than 70 percent of the ISC Engineering organization, including Manufacturing and Procurement Engineering professionals, have been trained and deployed at a Green Belt skill level or higher, with the goal of satisfying clients in a wide variety of areas. This global effort has substantially reduced quality and reliability problems, while creating achieved a skilled and active workforce involved in all levels of process. DOX enables growth and continues to evolve to meet the needs of our clients around the world.

**“Smart Lean Skills Initiative”:**

To develop employee skills in business process improvement, problem solving and collaboration, the Path Forward Smart Lean initiative aims at all levels of manufacturing personnel, from entry-level to management. The initiative develops both rational and interpersonal problem-solving ability in all employees.

Smart Lean starts by identifying client needs and then looks inward at our own processes to determine which activities add value from a client perspective.

Employees use Lean and teeming skills to eliminate those activities that do not add value. The Smart Lean initiative includes a certification program with classroom training followed by applied learning, where employees take on real business challenges and are recognized by their management team for achieving tangible results. The leadership team follows a leadership roadmap, wherein skills are cultivated and behavior required to sustain a Lean transformation.

**Organizational Benefits Achieved**

At IBM, talented people matter. The practices listed above clearly show that talent is paramount for IBM’s ISC business strategies. We have demonstrated progress: Ninety-eight percent of employees who assessed their skills in 2013 showed at least a 30 percent increase in their market-valued skill levels year to year.

The DOX programs delivered an estimated 30X return on investment. ISC employees have used their new skills to realize over $50 million in hard business benefits to date. This initiative has helped create more than six U.S. patents and has generated more than 50 publications for industry conferences. The return on investment for the IBM Smart Lean learning initiative is over 30:1. IBM has, without a doubt, demonstrated higher value and greater benefits for their clients, employees, the world and stakeholders.
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