

UNIVERSITY OF PITTSBURGH  
JOSEPH M. KATZ GRADUATE SCHOOL OF BUSINESS  
AND COLLEGE OF BUSINESS ADMINISTRATION  
CENTER FOR SUPPLY CHAIN MANAGEMENT

# SUPPLY CHAINS AT THE CROSS ROADS OF DISRUPTION

2018 Supply Chain  
Management Symposium

**NOVEMBER 2, 2018**

Wyndham Pittsburgh  
University Center

University of Pittsburgh  
**PittBusiness**

Center for  
Supply Chain Management

## A MESSAGE FROM THE DIRECTOR

I am extremely proud to welcome you to the Pitt Business Center for Supply Chain Management's 2018 Supply Chain Management Symposium "Supply Chains at the Crossroads of Disruption."

Every generation feels that they are standing at the threshold of the fastest pace of innovation. While that may or may not be true, it is becoming increasingly obvious that disruptive elements for supply chains have never been more powerful. Innovations in distribution, transportation, communication, design, and delivery are raising questions about traditional supply chain models. Integration throughout the supply chain, granular data availability, inexpensive super-computing power, and algorithmic decision making are providing thought-provoking challenges and exhilarating opportunities. Our invited speakers will present and lead discussions that explore key disruptive technologies, customer/market trends, and new supply chain relationship structures. Our focal industries this year are retail, healthcare, and transportation — three important industries to the region that are experiencing the most dramatic supply chain disruptions.

At today's Symposium, we will hear from leading experts from CBRE, DHL Supply Chain, Johnson & Johnson, McKinsey & Company, IBM Watson Health Company, and Uber. Our esteemed moderator Paul Page, editor of the Logistics Report at The Wall Street Journal, will also share his insights. Introducing the speakers will be Lisa Scales of the Greater Pittsburgh Community Food Bank and Sandra Turko of Duquesne Light Company. During lunch, we have planned a student poster competition. I would like to express my deepest gratitude to all our speakers, moderator, introducers, and judges for volunteering their time with us today.

Today's Symposium is integral to the mission of the Pitt Business Center for Supply Chain Management, which is to pursue excellence in supply chain management. By bringing together industry leaders and the academic community, we facilitate an environment in which it is possible to engage in networking and knowledge sharing.

We are very pleased to announce a new Gold Sponsor, UPMC! Many UPMC affiliates are attending today! We thank you and welcome your gracious support as you join our other Gold Sponsors: Armada, FedEx Supply Chain, Giant Eagle, and UPS!

In addition to the Symposium, there are numerous other ways to get involved with the Center. We host a Breakfast Speaker Series in which industry experts speak on a contemporary issue in supply chain management, while participants gather for a morning of food and fellowship. We also organize case competitions involving undergraduate and graduate students in which industry leaders serve as judges and students gain hands-on experience in real-world issues. Your organization also has the opportunity to become a sponsor of the Center. If you would like to become more involved with the Center, please speak with me or contact the Center at [scmcenter@katz.pitt.edu](mailto:scmcenter@katz.pitt.edu).

I would like to offer my sincere thanks to all our sponsoring organizations, which are listed in the program. These include our event sponsors this year: Catalyst Connection, Honeywell, Siemens Mobility Inc., the Business Analytics and Operations Area, and the Office of Economic Partnerships at Pitt. I am especially grateful to GENCO and the company's former Executive Chairman, Herb Shear, for providing the seed funding to establish our Center. Finally, I would be remiss if I did not also extend my thanks to my colleagues at the Center — Associate Director and Clinical Associate Professor of Business Administration Eric Paljug and Program Manager Janice Trygar — as well as the members of our Breakfast Speaker Series Planning Committee and Corporate Advisory Board. Many of them are here today, and they have contributed to the planning, coordination, and execution of the Symposium. I would also like to thank the Katz Marketing Team, Janice Jeletic, Amy Benscoter, and Russ Godek for their help with the Symposium.

Thank you all for attending today's Symposium. I hope you find the sessions to be valuable, and get a chance to visit the poster competition. This promises to be a fantastic event.

Sincerely,

Prakash Mirchandani  
 Director, Center for Supply Chain Management  
 Professor of Business Administration  
 University of Pittsburgh  
 Joseph M. Katz Graduate School of Business and College of Business Administration



## EVENT SCHEDULE

<b>7:30 - 8:25 a.m.</b>	<b>Registration, Breakfast, and Networking</b> (Sponsored by Catalyst Connection, Honeywell, and Siemens Mobility, Inc.)	<b>Lobby</b>
<b>8:25 a.m.</b>	<b>Dean's Welcome</b> Arjang A. Assad   Henry E. Haller, Jr. Dean	<b>Schenley Ballroom</b>
<b>8:30 a.m.</b>	<b>Director's Remarks</b> Prakash Mirchandani   Director   Center for Supply Chain Management	<b>Schenley Ballroom</b>
<b>8:35 a.m.</b>	<b>Morning Introductions by</b> Sandra Turko   Manager, IT Project Process Management   Duquesne Light Company	<b>Schenley Ballroom</b>
	<b>The New City. The Changing Supply Landscape.</b> Spencer Levy   Head of Research, Americas   Senior Economic Advisor   CBRE	<b>Schenley Ballroom</b>
<b>9:25 a.m.</b>	<b>Coffee Break (Sponsored by Pitt Economic Partnerships)</b>	<b>Ballroom</b>
<b>9:45 a.m.</b>	<b>Super-Fast Fulfillment: A Look Behind the Scenes</b> Adrian Kumar   Vice President   Solutions Design North America   DHL Supply Chain	<b>Schenley Ballroom</b>
<b>10:35 a.m.</b>	<b>The Uberization of Freight</b> Bob Chappuis   Senior Operations Manager, Freight Automation   Uber	<b>Schenley Ballroom</b>
<b>11:25 a.m.</b>	<b>Lunch (Sponsored by Catalyst Connection, Honeywell, and Siemens Mobility, Inc.)</b>	<b>Bridges Lounge</b>
<b>12:30 p.m.</b>	<b>Visit Our Student Poster Competition</b>	<b>Carnegie Room</b>
<b>1:15 p.m.</b>	<b>Afternoon Introductions by</b> Lisa Scales   President and CEO, Greater Pittsburgh Community Food Bank	<b>Schenley Ballroom</b>
	<b>Technology-driven Enablement Within the Retail Supply Chain</b> Manik Aryapadi   Associate Partner   McKinsey & Company	<b>Schenley Ballroom</b>
<b>2:05 p.m.</b>	<b>Coffee Break (Sponsored by Pitt Business Business Analytics and Operations Area)</b>	<b>Ballroom</b>
<b>2:25 p.m.</b>	<b>Setting a New Standard in Supply Chain... to Change the Trajectory of Health for Humanity</b> Kate Masschelein   Vice President, Supply Chain Strategy and Deployment – Medical Devices   Johnson & Johnson	<b>Schenley Ballroom</b>
<b>3:15 p.m.</b>	<b>Supply Chain Innovations in Healthcare Delivery</b> Mike Chamberlain   President   IBM Watson Health Company – Simpler Consulting	
<b>4:05 p.m.</b>	<b>Awards Ceremony</b>	<b>Ballroom</b>
<b>4:15 p.m.</b>	<b>Closing Remarks</b> Prakash Mirchandani	<b>Schenley Ballroom</b>
<b>4:20 p.m.</b>	<b>Cocktail Reception with Members of our Corporate Advisory Board</b>	<b>Bridges Lounge</b>

## SPEAKERS



### **MANIK ARYAPADI** McKinsey & Company | Associate Partner

Manik Aryapadi is an associate partner with McKinsey's Operations practice based out of Cleveland, where he focuses on serving retail clients across a multitude of supply chain topics. Manik holds a graduate degree in engineering management from Northwestern University and a degree in electrical engineering from Texas A&M University. He is a certified Supply Chain professional and a six sigma practitioner.



### **MIKE CHAMBERLAIN** Simpler Consulting, an IBM Watson Health Company | President

Mike Chamberlain has spent the last two decades working closely with healthcare organizations to develop and operationalize strategic plans that keep their businesses thriving. Mike joined Simpler Consulting in 2001, and played a central role in establishing its healthcare practice. As a trusted advisor and executive coach, Mike spends most of his time helping C-suite leadership navigate the complexities required to transform health systems. Mike's personal expertise in healthcare strategy, innovation, convergence, and population health makes him a sought after speaker at conferences worldwide. He is also a frequent source for media on the topic of enterprise-wide transformation.



### **BOB CHAPPUIS** Uber | Senior Operations Manager, Freight Automation

Bob Chappuis is Senior Operations Manager at Uber Freight, an app that seamlessly connects trucking companies with loads to haul. Since joining Uber Freight in late 2016, Bob has led driver acquisition and engagement as well as played a central role in building and shaping Uber Freight's product and internal team. Prior to Uber, Bob spent nearly 8 years at Coyote Logistics, where he was responsible for carrier sales' growth and operations across multiple inbound freight regions.



### **ADRIAN KUMAR** Solutions Design North America | DHL Supply Chain | Vice President

Adrian Kumar joined DHL Supply Chain in 2001 after working at Loblaw Companies Limited. He is responsible for DHL Supply Chain's Solutions Design department, leading a team of engineers that design warehouse and transport solutions across DHL's vast customer base. His team is actively engaged in accelerating the roll out of new technologies, recently supporting new applications in robotics and advanced analytics in numerous operations. Adrian has a Masters in Industrial Engineering from the University of Toronto and teaches part time at The Ohio State University.



### **SPENCER LEVY** CBRE | Head of Research, Americas | Senior Economic Advisor

Spencer Levy is Americas Head of Research and Senior Economic Advisor for CBRE. In this role, Spencer is part of the global team setting Research strategy for the company, leads a team of more than 350 professionals in the Americas, and is the chief spokesperson for CBRE in the Americas on economic issues. He is a regular speaker on national television, including CNBC, Fox Business, and Bloomberg. Spencer is a more than 20-year veteran of the commercial real estate industry as a lawyer, investment banker, capital markets leader, and researcher. He is a graduate of Cornell University and Harvard Law School.



### **KATE MASSCHELEIN** Johnson & Johnson | Vice President, Supply Chain Strategy and Deployment - Medical Devices

Kate Masschelein has over 20 years of experience in the fast-moving medical device and consumer goods industries, with a broad range of functional experiences, including sales, sales management, local-, regional- and global marketing, as well as general management across Europe and North America. She joined Johnson & Johnson in 2003, via the ETHICON company in the medical device sector, and has a passion for making healthcare better for both customers and patients. In her current role as Vice-President for Supply Chain, she is leading the Global Strategy and Deployment team for Medical Devices. Originally from Belgium, Kate now lives in New Jersey with her husband, Ben, and holds a B.S. in Business from Lessius Hogeschool in Belgium, and an MBA from Thunderbird School of Global Management in Arizona.

## MODERATOR



### **PAUL PAGE** The Wall Street Journal | Editor, WSJ Logistics Report

Paul Page is editor of *The Wall Street Journal's Logistics Report*, the Journal's dedicated site for all things supply chain and logistics that he helped launch in 2015. He came to the Journal from Congressional Quarterly, where was economic policy editor from 2012 to 2015. He has had a long career in logistics reporting, including nearly 20 years at The Journal of Commerce, where he was editorial director from 2009 to 2012.

## SPEAKER ABSTRACTS

### **MANIK ARYAPADI** | Technology-driven Enablement Within the Retail Supply Chain

Technology adoption within the retail supply chain has accelerated over the past few years, with a combination of digitization, automation and analytics infusing traditional supply chain approaches and decision-making processes. In this talk, Manik will explore how a blurring of the physical and digital retail channels in the customer's mind is forcing retailers to break down silos and plan holistically across channels based on strategic and operational inputs. He will also discuss building competitive advantage using a flexible network footprint. Companies are doing so by organic growth and acquisition of critical technologies that permit an economical, same day delivery experience. Using cases studies, he will describe how to tackle these and other related challenges, such as last mile optimization.

### **MIKE CHAMBERLAIN** | Supply Chain Innovations in Healthcare Delivery

What is the current landscape of healthcare market? What will the future of healthcare be like? In this session, Mike will describe disruptive supply chain technologies in healthcare, and how they are affecting all aspects of healthcare delivery systems, from integrated facility design, to revenue management, to logistics and capacity management. He will also discuss how Watson's computational capabilities and big data are being used to improve product design (e.g., drug discovery to oncology to product design), and how they will be used in the future. Using case studies, he will discuss what's next.

### **BOB CHAPPUIS** | The Uberization of Freight

Uber's technology has fundamentally changed how people and things move within cities; now we are transforming how goods get to cities with Uber Freight, the Uber for Trucking. Uber Freight is transforming the multi-billion dollar trucking industry by enabling carriers and their drivers to effortlessly book loads at an upfront price instead of wasting valuable time negotiating on the phone. Uber's global experience of rapidly building seamless transportation networks unlocks supply chain value for everyone: manufacturers who make goods, carriers who move goods country-wide, and businesses who sell/use the goods. During this presentation, Bob will discuss "Uberization" for freight logistics, how Uber Freight works, and the opportunities a platform like Uber Freight creates for carriers, drivers, and shippers.

### **ADRIAN KUMAR** | Super-Fast Fulfillment: A Look Behind the Scenes

New fulfillment models can deliver almost anything to your door in less than an hour. These models are changing the paradigm of a customer having to choose between delivery cost, speed and quality. Now customers can have it all, but how? Led by Amazon, both delivery speed and cost have greatly reduced in the last two years, removing historical pain points from the buying process. Adrian will discuss the changing marketplace and emerging solutions from companies like Alibaba, Amazon, JD.com and Walmart. He will discuss how future innovations like robotic picking, augmented reality and self-driving vehicles may better advance the next generation of these models, as well as the changing supply chain infrastructure trends and technological advances used to address these trends.

### **SPENCER LEVY** | The New City. The Changing Supply Landscape.

How are technology, competition for talent, shifting customer base and expectations driving long-term real estate decisions, in retail, logistics and healthcare? As the world's largest commercial real-estate services and investment firm, CBRE has to track, predict and proactively negotiate these mega trends. Spencer will discuss the macro-level, long-term outlook of industrial real estate and its interaction with disruptive elements in the supply chains now and in the future. He will identify macro-economic challenges such as the mismatch between available and required space and labor, new models in healthcare supply chain locations, and expected growth and pricing changes in the distribution center space, offering a unique national and international perspective.

### **KATE MASSCHELEIN** | Setting a New Standard in Supply Chain... to Change the Trajectory of Health for Humanity

Change in healthcare is a reality, and as a longstanding Top 25 Gartner SCM company, Johnson and Johnson needs to innovate for the benefit of our patients and providers. Healthcare demand is rising as the U.S. population ages. Patients want direct involvement in their healthcare decisions, have become more demanding, and expect innovative technologies for better patient experiences and outcomes. Digital health tech start-ups and stalwarts, e.g., Amazon, Google and Apple are redefining healthcare. Hospital systems are consolidating to drive efficiencies and improve patient outcomes. Outpatient surgeries are becoming inpatient — multiplying the number of delivery sites. Kate will discuss how all this warrants re-imagining our future supply chains. How can we transform supply chains from being simply a supporting function to becoming a competitive advantage?

## ABOUT THE POSTER COMPETITION

Graduate and undergraduate students were able to explore their areas of interest in supply chain management through the Poster Session, which will be held during the lunch break in the Carnegie Room of the Wyndham. Additionally, there will be an exclusive meeting between the judges and the poster competition participants in the afternoon. Attendees are invited to visit the poster competition after lunch.

UNDERGRADUATE DIVISION	
Team	Poster Title
Will Fleischer	Disaster Relief Challenges
Cailyn Hall	Lean Six Sigma (LSS) — Does It Have a Place in Supply Chain Management (SCM)?
Nicholas Keddie	Coordinating Resources for a Luxury Global Construction Project
Victoria Kline	Blockchains Can Save Your Life (By Saving Your Fruit & Veggies)
Teresa Leatherow	Automation and Long-haul Trucking: Challenges and Opportunities for Logistics Solutions Providers in the Digital Age
Yiding Lyu	Maotai — The Most Traditional White Wine In China
Nicholas Roth	Mitigating the Risk of Modern Slavery in the Global Supply Chain Through Dynamic Source and Supplier Investigation
Qitong Tan	Free Shipping

## PRIZES

### UNDERGRADUATE POSTER ENTRIES

- \$600 for First Place
- \$300 for Second Place
- \$200 for Third Place

### GRADUATE POSTER ENTRIES

- \$750 for First Place
- \$400 for Second Place
- \$250 for Third Place

## GRADUATE DIVISION

Team	Poster Title
Rachael Bennett	Transhumanism
Diana Yrupailla Huaman	Mergers and Alliances in Container Shipping Industry And Its Impact In Supply Chain Costs
Prateek Mohanty Sumit Singh	Digital Factory
Kumar Vijayendra	Genie in the Landfill: Re-imagining Waste Management to Boost Bottom-line, Empower People and Save the Planet

## JUDGES

### UNDERGRADUATE DIVISION

**Tom Balzer** | (Chair) | Senior Vice President and Head of Supply Chain Center NAFTA | Covestro LLC

**Mike Chamberlain** | President | IBM Watson Health Company – Simpler Consulting

**Jennifer Shang** | Professor of Business Administration | Area Director for Business Analytics and Operations | University of Pittsburgh

### GRADUATE DIVISION

**Joe Hurley** | Senior Vice President | Supply Chain | Giant Eagle

**Kate Masschelein** | Vice President, Supply Chain Strategy and Deployment – Medical Devices | Johnson and Johnson

**Jim Szilagy** | (Chair) | President and CEO | Pensiamo

Many thanks to our judges for their assistance in judging our poster competition.

# Thank you to our sponsors and supporters

## Gold Sponsors



## Event Sponsors



## Event Supporters



## SPECIAL THANKS TO:

**Paul Page** Editor, *The Wall Street Journal*, for moderating the sessions.

**Lisa Scales**, President and CEO, Greater Pittsburgh Community Food Bank, and **Sandra Turko**, Manager, IT Project/Process Management, Duquesne Light Company, for the speaker introductions.

### The Breakfast Speaker Series Planning Committee

**Sarah Abboud**, Senior PR Associate at Uber for arranging the tour of the Uber “factory.”

**We thank and welcome our new Gold Sponsor, UPMC, for their gracious support!**

The Center has been established with funding from GENCO, and its (former) Executive Chairman, Herb Shear.

# Mark Your Calendar

## UPCOMING BREAKFAST SPEAKER SERIES

- Friday, February 15, 2019
- Friday, March 29, 2019

Check our webpage for the speakers and topics:

[www.business.pitt.edu/scm](http://www.business.pitt.edu/scm)

## Get Involved

### Center for Supply Chain Management

Prakash Mirchandani, Director  
Eric Paljug, Associate Director  
Janice Trygar, Program Manager

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