SUPPLY CHAINS 20/20

UNIVERSITY OF PITTSBURGH

2019 CENTER FOR SUPPLY CHAIN MANAGEMENT SYMPOSIUM

NOVEMBER 8, 2019

Wyndham Pittsburgh University Center
100 Lytton Avenue
Pittsburgh, PA 15213

DISCUSS. RELATE. APPLY.
It is my privilege to welcome you to “Supply Chains 20/20”—Pitt Business Center for Supply Chain Management’s 2019 Supply Chain Management Symposium.

Today’s Symposium is integral to our Center’s mission—the pursuit of excellence in supply chain management. By facilitating an exciting congregation of industry leaders and the academic community, we create an environment conducive to networking and knowledge sharing.

Our theme this year ties our supply chain 20/20 vision with the distinctively numbered year that will soon be upon us. Over the past 20 years, we have made numerous supply chain predictions, followed by much planning, investing, and strategizing. While many of our predictions have been hits, resulting in many successes, we have missed some innovations.

Our supply chain vision will likely encounter unexpected challenges, ambiguities, and dilemmas provoking some reflections. Where did we stumble? What lessons can we take away from our successes? What does the supply chain future hold? Our Symposium will illuminate these issues and explore continuing supply chain transformations. We will hear from leading experts from FedEx Supply Chain, McKinsey & Company, Molson Coors, Penguin Random House, Proctor & Gamble, and Shaw Industries. Our moderator, Paul Page, editor of the Logistics Report at The Wall Street Journal, will also share his insights. Sandra Turko of Argo AI and Ann-Marie Daugherty of Giant Eagle will introduce the speakers. In keeping with past tradition, we have planned a student poster competition during lunch. My heartfelt gratitude goes out to our speakers, moderator, introducers, and poster competition judges for volunteering their time with us today.

I am proud that we have added two new initiatives to advance our mission. The Pittsburgh Women in Supply Chain Group was launched earlier this year. We are fortunate to have Lisa Scales of the Greater Pittsburgh Community Food Bank and Adrienne Santanasto of ARMADA leading this group. Also new this year is a Mentoring Dinner that will follow the main program today. This will give an opportunity to our students to connect with industry leaders.

Mr. Chuck Hammel, III, President of PITT OHIO, will succeed Mr. Herb Shear as Chair of the Corporate Advisory Board. We are grateful for your generous patronage as you join the other members of this exclusive group: ARMADA, FedEx Supply Chain, Giant Eagle, UPMC, and UPS.

Beyond today’s Symposium, we invite you to participate in the Center’s many activities. Our Breakfast Speaker Series hosts industry experts who address contemporary supply chain issues during a morning of food and fellowship. Our case competitions, judged by industry leaders, provide students with hands-on experience in real-world issues. We would be honored if your organization would sponsor the Center. For more information, please speak with me or contact the Center at scmcenter@katz.pitt.edu.

It is my privilege to welcome you all to today’s Symposium! I hope today proves to be a rewarding and enjoyable experience.

With best regards,
Prakash Mirchandani, Director
Pitt Business Center for Supply Chain Management
MANIK ARYAPADI | Associate Partner | McKinsey & Company

Manik Aryapadi is an associate partner with McKinsey's operations practice based out of Cleveland, where he focuses on serving consumer and 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.

ANNETTE DANEK-AKEY | Senior Vice President, Supply Chain | Penguin Random House, and President | Warehouse Education and Research Council

Annette Danek-Akey, Senior Vice President, Supply Chain at Penguin Random House, has more than 25 years experience in supply chain management, industrial engineering, guiding strategic planning, and managing warehouse distribution. Annette manages the distribution, transportation, customer service, fulfillment systems, reverse logistics, and remaining sales for Penguin Random House, North America. Annette is recognized throughout the industry for her insight into supply chain trends, forward thinking, and her success at developing, coaching, and cultivating new leaders.

WILLIAM DEMPSEY | Chief Procurement Officer | Molson Coors Brewing Company

William “Bill” Dempsey is the Chief Procurement Officer for Molson Coors Brewing Company. Molson Coors is a leading global brewer delivering extraordinary brands that delight the world’s beer drinkers. It brews, markets, and sells a portfolio of leading premium brands, such as Coors Light, Miller Lite, Molson Canadian, Carling, Storaropmen, and Blue Moon across the Americas, Europe, and Asia. In his role, Bill and his team are responsible for collaboratively building strategic sourcing solutions for all Molson Coors’ spend around the globe.

KEVIN O’MEARA | Vice President | Integrated Supply Chain | Shaw Industries

Kevin O’Meara serves as the Vice President for Integrated Supply Chain for Shaw Industries, a wholly owned subsidiary of Berkshire Hathaway Shaw Industries Group, Inc. In this role, Kevin is responsible for Shaw Industries End-to-End Supply Chain (E2E) from sourcing of raw materials and finished goods, through production and demand planning, inventory planning, customer service, supply chain systems, distribution, and logistics.

BRAD PARRISH | Vice President of Engineering | FedEx Supply Chain

Brad Parrish is currently the Vice President of Engineering for FedEx Supply Chain. He joined FedEx Supply Chain in 2017 as the Vice President of Operations, where he was responsible for various operations across the United States and Canada. Prior to joining FedEx Supply Chain he worked for FedEx Office where he was the Managing Director of Transportation Operations, with responsibilities that included all transportation operations, dispatch operations, and the successful growth of FedEx SameDay City operations, in addition to serving the e-commerce segment and several other verticals.

ELIZABETH RADKE | NA SMO PS Innovation and Customization Director | Proctor & Gamble

Elizabeth M. Radke, Director of North America Supply Innovation at Procter & Gamble, is responsible for supply chain innovation and customization across the region. She joined P&G in 1984 in the Green Bay Paper Plant as a Production Manager. During her career, she has enjoyed roles in manufacturing, product innovation, category management, planning, and order-to-cash logistics. She has worked globally in family care, food and beverage, and beauty care sectors. She has lived and worked in U.K., Switzerland, and the U.S. and has extensive experience working across Asia.

PAUL PAGE | Editor | Logistics Report | The Wall Street Journal

Paul Page is the editor of the Logistics Report at the The Wall Street Journal (WSJ), the Journal’s dedicated site for all things supply chain and logistics, that he helped launch in 2015. He joined WSJ from Congressional Quarterly, where he served as an 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 served as editorial director from 2009 to 2012.

MANIK ARYAPADI | The Future of Supply Chain Transformation—Digitization, Analytics, and Automation to Drive a Customer-centric Supply Chain

Technology adoption within the consumer and retail supply chains 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 the dynamic structure of the Internet of things, the use of advanced robotics, and the application of advanced analytics and big data in supply chain management. The potential to transform operations is significant, from placing sensors to monitor the physical flow of goods, to automating transactional activities, and to leveraging warehouse automation selectively—all with the intent of delighting our customer, while driving total enterprise value.

ANNETTE DANEK-AKEY | Addressing the Digitization Challenge

The book publishing industry was one of the first few to face the challenges of digitization, and leading publishers such as Penguin Random House (PRH) had to develop an effective response. What can we learn from their experience? In this talk, Annette Danek-Akey will discuss two complementary strategies that PRH used. The first, an “and” strategy exploits the benefits of integrating the physical and digital strategies. The tens of thousands of strip-to-locations for a short life-cycle product, which none the less must still be made available, required PRH to develop and implement an “agile” strategy. Annette serves as the President of the Warehouse Education and Research Council, and will provide guidance as to how to future-proof our logistics careers.

WILLIAM DEMPSEY | Brewing the Supply Chain of the Future

The global brewing industry is more innovative than ever, with new product categories disrupting competition on what seems like a daily basis. In this talk, William “Bill” Dempsey will take us along for a drive through the great legacy of brewing. We’ll hear about supply chain changes that have occurred over the past 20 years, what their impact has been, and what supply chains will be like down the road. Bill will discuss new imperatives such as rapid innovation, supplier relationship management, digitization in the procurement arena, and sustainability in this engaging presentation.

KEVIN O’MEARA | Where is My Flying Saucer?

Remember the “The Jetsons”? The robotic house cleaning help? The portable, flying saucer transportation? The magical instantaneous food-on-demand? Well, the future they talked about is now and just about everything they predicted hasn’t yet transpired. Supply chains are no different. Predictions of efficiency improvements from mass customization, inventory level optimization, and sophisticated software are yet to fully come true. Indeed, logistics costs as a percent of GDP rose last year. In this presentation, Kevin O’Meara will explore where we have been and where we are going, the “mega trends” driving our future, and what we need to do to ensure the an undue focus on logistics and supply chain costs does not lower product demand. He will discuss what leaders need to do to truly drive value.

BRAD PARRISH | Humanizing Technology in the Supply Chain

Changing technology in the supply chain sector is evidenced in several specific areas: e-commerce, digital innovation, labor shortages, and other technologies such as robotics, automation, and big data. These technologies continue to develop at phenomenal speeds, and use each other as a foundation to become technologies that are ever-changing and better. Consequently, the impact of these technologies is becoming greater and better. Consequently, the impact of these technologies in meeting ever-changing customer expectations has been dramatic. In this talk, Brad Parrish will take a short journey through these areas to share his extensive perspective on how technology has been shaping supply chains, especially in demand fulfillment, and how it becomes more humanized as it evolves.

ELIZABETH RADKE | The Business of Supply in an Integrated Physical-Digital World

Based on its performance over the past decade, P&G has been selected multiple times to the elite “Masters” category, compiled by Gartner, of top supply chain performers. Elizabeth Radke will showcase the supply chain evolution at P&G since the 90s, highlighting some of its main innovations, and look to the future, as it continues to reinvent and transform. Centralized planning, supplier coordination, massive “mixing” centers, and optimized distribution networks are helping synchronize P&G’s supply chain. She will also discuss how big data analytics is enabling P&G to implement end-to-end supply chain digitization—lowering costs while improving customer responsiveness and reducing risk—as it looks to the future.
## ABOUT THE POSTER COMPETITION

Graduate and undergraduate students were able to explore their areas of interest in supply chain management through the poster session.

The poster competition will be held over lunch in the Carnegie Room of the University Club. 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

<table>
<thead>
<tr>
<th>Team</th>
<th>Poster Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hannah Baker</td>
<td>SCM Impact of Big Data</td>
</tr>
<tr>
<td>Sarah Broughton</td>
<td>Holy Guacamole!</td>
</tr>
<tr>
<td>Danielle Isenberg</td>
<td></td>
</tr>
<tr>
<td>Brian Walsh</td>
<td>The Role of Supply Chains in Managing the Triple Bottom Line</td>
</tr>
</tbody>
</table>

### GRADUATE DIVISION

<table>
<thead>
<tr>
<th>Team</th>
<th>Poster Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Josh Gaspari, Shubham Kishore, Zach Weinberg</td>
<td>Supply Chain (National) Security: How Resilient Supply Chains Play a Critical Role in Defending the Nation</td>
</tr>
<tr>
<td>Jonatas Rocha Farias</td>
<td>Will AI, Self-Driven Trucks, and Robotics Lead Us to Human-less Supply Chain Management?</td>
</tr>
<tr>
<td>Suihi (Miku) Luo, Dongsheng Xue</td>
<td>Supply Chain Impacts from Smart Cities</td>
</tr>
<tr>
<td>Charlie Qian, Jenny Chen, Huuya Chen</td>
<td>The Human-less Robotic Supply Chain: Pipe Dream or Reality?</td>
</tr>
<tr>
<td>Rohit Dubey</td>
<td>Circular Retail: Future of Fashion Industry</td>
</tr>
<tr>
<td>John Coats</td>
<td>Lithium Ion Battery Production: A Case Study in Ecological Diseconomies of Scale</td>
</tr>
<tr>
<td>Kumar Vijayendra</td>
<td>The Sustainability of Corporate Sustainability</td>
</tr>
</tbody>
</table>

### JUDGES

**UNDERGRADUATE DIVISION**
- **Tom Balzer**: Senior Vice President and Head of Supply Chain Center NAFTA, Covestro LLC
- **Annette Danek-Akey**: Senior Vice President, Supply Chain | Penguin Random House, and President | Warehouse Education and Research Council
- **Brad Parrish**: Vice President of Engineering, FedEx Supply Chain

**GRADUATE DIVISION**
- **William Dempsey**: Chief Procurement Officer, Molson Coors Brewing Company
- **Elizabeth Radke**: NA SMO PS Innovation and Customization Director, Proctor & Gamble
- **Kevin O’Meara**: Vice President, Integrated Supply Chain, Shaw Industries
- **Adam Walker**: CEO, Summit Container Corporation, Homestead Packaging Co.

**SPECIAL THANKS TO:**

- Many thanks to our judges for their assistance in judging our poster competition.
- Poster competition sponsored by Business Analytics & Operations Area at Pitt Business.
- Thank You to Our Gold Sponsors
- Thank You to Our Event Sponsors
- Thank You to Our Event Supporters
- Thank You to Our Mentors for Tonight’s Dinner:
  - Manik Aryapadi | Associate Partner, McKinsey & Company
  - Annette Danek-Akey | Senior Vice President, Supply Chain | Penguin Random House, and President | Warehouse Education and Research Council
  - William Dempsey | Chief Procurement Officer, Molson Coors Brewing Company
  - Kevin O’Meara | Vice President, Integrated Supply Chain, Shaw Industries
  - Brad Parrish | Vice President, Engineering, FedEx Supply Chain

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

UPCOMING BREAKFAST SPEAKER SERIES

• Friday, January 31, 2020
• Friday, March 20, 2020

Check our webpage for the speakers and topics:
www.business.pitt.edu/scm

Get Involved

Center for Supply Chain Management
Prakash Mirchandani, Director
Eric Paljug, Associate Director
Janice Trygar, Program Manager

Email: scmcenter@katz.pitt.edu
Phone: 412-648-1602

www.business.pitt.edu/scm

University of Pittsburgh
Joseph M. Katz Graduate School of Business and College of Business Administration
Center for Supply Chain Management
111 Mervis Hall
Pittsburgh, PA 15260

The Center was established with funding from GENCO and its former Executive Chairman, Herb Shear.