



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.

DIRECTOR’S MESSAGE

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 to Herb for his leadership and service over the years and look forward to great additions to come from Chuck.

We are pleased to welcome four new gold sponsors: Aerotech, Honeywell, MSA, and PITT OHIO. 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.

I offer my sincere thanks to all our sponsors. Our signature-level symposium sponsor is the Pitt Business Business Analytics & Operations Area; our preferred-level sponsors are Catalyst Connection and WCS Consulting, and the associate-level event sponsors are AmeriGas, Covestro, Prime Vector, and Real Time Intel, LLC (RTI). I am especially grateful to GENCO and its Executive Chairman, Herb Shear, for providing the seed funding to establish our Center. Finally, I would like to express my gratitude to my colleagues at the Center—Associate Director and Clinical Associate Professor 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 present today; I deeply appreciate their contribution to the planning, coordination, and execution of the Symposium.

Once again, I am delighted 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



EVENT SCHEDULE

7:30 a.m.	Registration, Breakfast, and Networking (Breakfast sponsored by Catalyst Connection and WCS Consulting)	Lobby
8:25 a.m.	Welcome Dr. Prakash Mirchandani, Director Center for Supply Chain Management	Schenley Ballroom
8:35 a.m.	Morning Introductions by Sandra Turko, IT Manager PMO Argo, AI Where’s My Flying Saucer? Kevin O’Meara, Vice President Integrated Supply Chain Shaw Industries	Schenley Ballroom
9:25 a.m.	Coffee Break (Sponsored by AmeriGas, Covestro, Prime Vector, and RTI)	Ballroom
9:45 a.m.	Addressing the Digitization Challenge Annette Danek-Akey, Senior Vice President, Supply Chain Penguin Random House, and President Warehouse Education and Research Council	Schenley Ballroom
10:35 a.m.	Brewing the Supply Chain of the Future William Dempsey, Chief Procurement Officer Molson Coors Brewing Company	Schenley Ballroom
11:25 a.m.	Lunch (Sponsored by Catalyst Connection and WCS Consulting)	Bridges Cove
12:30 p.m.	Visit Our Student Poster Competition (Sponsored by Business Analytics & Operations Area at Pitt Business)	Carnegie Room
1:15 p.m.	Afternoon Introductions by Ann-Marie Daugherty, Vice President Logistics Giant Eagle Inc. The Business of Supply in an Integrated Physical-Digital World Elizabeth Radke, NA SMO PS Innovation and Customization Director Proctor & Gamble	Schenley Ballroom
2:05 p.m.	Coffee Break (Sponsored by AmeriGas, Covestro, Prime Vector, and RTI)	Ballroom
2:25 p.m.	Humanizing Technology in the Supply Chain Brad Parrish, Vice President of Engineering FedEx Supply Chain	Schenley Ballroom
3:15 p.m.	The Future of Supply Chain Transformation—Digitization, Analytics, and Automation to Drive a Customer-centric Supply Chain Manik Aryapadi, Associate Partner McKinsey & Company	Schenley Ballroom
4:05 p.m.	Awards Ceremony	Ballroom
4:15 p.m.	Closing Remarks Prakash Mirchandani	Schenley Ballroom
4:20 p.m.	Cocktail Reception with members of our Corporate Advisory Board	Bridges Lounge
5:30 p.m.	Mentoring Dinner for Mentors and Select Students (Sponsored by Business Analytics & Operations Area at Pitt Business)	Bridges Cove

SPEAKERS



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 remainder 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, Staropramen, 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 | Procter & Gamble

Elizabeth M. Radke, Director of North America Supply Innovation at Procter & Gamble, is responsible for supply 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.

MODERATOR



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.

SPEAKER ABSTRACTS

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 deployment 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 warehousing 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 ship-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 better 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 experience in 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	
Team	Poster Title
Hannah Baker	SCM Impact of Big Data
Sarah Broughton Danielle Isenberg	Holy Guacamole!
Brian Walsh	The Role of Supply Chains in Managing the Triple Bottom Line

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.

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

Poster competition sponsored by Business Analytics & Operations Area at Pitt Business.

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

PRIZES

GRADUATE POSTER ENTRIES

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

UNDERGRADUATE POSTER ENTRIES

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

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SPECIAL THANKS TO:

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

Ann-Marie Daugherty | Vice President Logistics, Giant Eagle Inc.

Sandra Turko | IT Manager PMO, Argo AI

The Breakfast Speaker Series Planning Committee

The Corporate Advisory Board

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



Center News

**A special thank you to
Mr. Chuck Hammel, III,
new Chair of the Corporate
Advisory Board**

**Pittsburgh Women in
Supply Chain Group Launched**

**Student Mentoring
Dinner Initiated**

Get Involved

Center for Supply Chain Management

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Eric Paljug, Associate Director
Janice Trygar, Program Manager

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www.business.pitt.edu/scm

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