NAVIGATING THE NEW NORMAL

Stephen M Ross School of Business
November 14-15, 2013
Navigating the New Normal
At the Stephen M Ross School of Business
November 14-15, 2013
Brought to you by our Platinum Sponsor

The Global Operations Conference brings industry, faculty, and students together to share, debate, and strategize to advance the worldwide practice of Operations.

Operations have changed. New information and standards have expanded Operations into areas it has never been before. New risks, new expectations, and new opportunities have emerged that allow operations to be more robust, more demanding, and more entrepreneurial than ever in history. The Conference will explore developments such as big data, climate change, and responsiveness to gain a better view of what the new Operations looks like in today’s world.
# SCHEDULE

## Thursday, November 14th

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<tr>
<td>11:15 am - 12:15 pm</td>
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<td>12:15 - 01:15 pm</td>
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Dan Carroll
Thursday Evening Keynote

Daniel Carroll recently joined the faculty of the Kelley School of Business at Indiana University where he will bring his passion for developing talent to the roles of lecturer and Co-Director of the Supply Chain Academy. Mr. Carroll has over 25 years of industry experience, during which he developed expertise in the commercialization of innovative technologies through the conceptualization and rapid startup of robust, global supply chains.

After 10 years as an operations and supply chain consultant with Accenture, Mr. Carroll joined Corning Incorporated as the Director of Supply Chain Management of the Photonic Technology Division where he participated directly in the initial build out of the internet by doubling the output each year for the years 1997 through 2001 of the company’s optical network component supply chain. Mr. Carroll also facilitated the hyper growth of Bloom Energy’s transformational fuel cell product by expanding supply base capacity 15-fold during an eighteen month timeframe. Most recently, Mr. Carroll supported many technical advances in the Automotive and Aerospace industries in support of new fuel economy, emissions and safety regulations while leading global supply chain organizations for Eaton Corporation and Magna Powertrain.

Mr Carroll has an MBA, General Management from the Ross School of Business, University of Michigan, Ann Arbor, MI and a B.S., Business Management with Computer Applications from Worcester Polytechnic Institute, Worcester, MA.
María de Lourdes Dieck-Assad
Friday Morning Keynote

María de Lourdes Dieck-Assad has been Dean at EGADE Business School at Tecnológico de Monterrey since January 2011. Prior to assuming her current role Dr. Dieck-Assad was Director General, Dean of the School of Government, Social Sciences and Humanities (2007-2009) as well as Dean of the Economics and Law School Division (2008-2009). She was distinguished with the Outstanding Professor Award in the Executive Programs at EGADE Business School Monterrey in 2001.

In 2004 María de Lourdes Dieck Assad was appointed Ambassador of Mexico to Belgium and Luxembourg by President Vicente Fox Quesada. From 2004-2007 she also served as Chief of the Mexican Mission to the European Union and as Mexico’s Permanent Representative to the European Council. For her services as Ambassador of Mexico to Belgium Lourdes Dieck Assad was decorated with the Grand Cross of the Order of the Crown of Belgium, awarded by Royal Decree. In the Mexican federal government, María de Lourdes Dieck Assad has held the position of Under-Secretary of Economic Affairs and International Cooperation at the State Department, (2003-04); Chief of Advisors to the Secretary of the State Department (2003) and Chief of Advisors to the Secretary of the Economy, (2002-2003).

María de Lourdes Dieck Assad earned her BA Econ., cum laude in 1975 from the Tecnológico de Monterrey, her master’s degree in Economic Development, (1976) at Vanderbilt University, and her Ph. D. in Economics (1983) from the University of Texas at Austin.
Michael A. Finney is President and CEO of the Michigan Economic Development Corporation (MEDC), a public-private partnership serving as the state’s lead agency for business and job growth, talent enhancement, tourism marketing, arts and cultural grants, and overall economic growth. At MEDC, Mike serves as Governor Rick Snyder’s Economic Growth Group Executive and President and Chairman of the Michigan Strategic Fund. Under Mike’s leadership, the MEDC developed Pure Michigan Business Connect (PMBC), one of the most innovative economic development programs in the country. PMBC provides comprehensive business development, capital access, talent enhancement and marketing assistance to Michigan based companies.

Prior to taking the helm at MEDC, Mike served as President and CEO of Ann Arbor SPARK (SPARK), a public-private partnership whose mission is to advance innovation-based economic development in the greater Ann Arbor, MI region. He has served as President and CEO of Greater Rochester Enterprise, Rochester, New York; Vice President, Emerging Business Sectors, MEDC; Senior Vice President and General Manager, Thomson Saginaw; and, Assistant City Manager, Saginaw, Michigan. Mike has received numerous awards and recognition including the 2008 Saginaw Valley State University Outstanding Alumnus; named by Crain’s Detroit Business as one of the 2007 Newsmakers of the Year; and the 2005 Minett Distinguished Professor at Rochester Institute of Technology. Mike holds a Master of Arts in Human Resources from Central Michigan University and Bachelor of Business Administration from Saginaw Valley State University.
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BIG DATA AND ANALYTICS

In the world of business information systems, the term “Big Data” represents both opportunity and challenge. Technology is recording and storing data at an exponential rate and the companies that harness this data and mine the insights that it contains will undoubtedly increase its operational effectiveness and enjoy a competitive advantage. This panel aims to explore the various ways companies are using these new tools to improve their business.

10:00 - 11:00 am | Room: R0210

MODERATOR

Amitabh Sinha
Associate Professor of Technology and Operations
Ross School of Business
Jack Levis
Director of Process Management
UPS

Joe Stump
Advisor
FreeStyle Capital

Juan Riojas
Senior BI & Analytics
Dell
NEW RISKS

Businesses of all sizes use electronic information systems and a plethora of internet-based services to grow and remain competitive. But these new technologies have created new risks. Cyber threats, protection of intellectual property, and the proliferation of counterfeit goods are just some of the challenges that businesses face as they operate in an increasingly global market. This panel will discuss these risks, challenges, and more.

10:00 - 11:00 am  |  Room: R0320

MODERATOR

George W. Ash
Partner, Foley and Lardner LLP
Dan Newton
Director of Risk Management, Cloud & Enterprise
Microsoft

Michael Held
Specialist Leader
Deloitte Consulting, LLP

John Plaisted
Global Risk Management
Marsh

For more information about our panelists, visit umtauber.org/goc
THE OUTSOURCING, OFFSHORING, AND INSOURCING DECISION

With recent changes in the global economy and labor market, many companies are reexamining the way in which they do business. What are these changes and how do they affect business’ decision on whether to embark on partnerships at home and abroad? This panel will be divided into two main groups: one to discuss the opportunities presented by outsourcing strategies and another to discuss the opportunities of insourcing.

11:15 am - 12:15 pm  |  Room: Colloquium

MODERATOR

Damian R. Beil
Associate Professor of Technology and Operations
University of Michigan, Ross School of Business
Paul Wittenbrock  
**Director of Procurement, Cloud and Enterprise Division**  
*Microsoft*

Anu Goel  
**Vice President, Parts and Vehicle Logistics**  
*Volkswagen Group of America*

Jeff Medzegian  
**Director of Operations, Supplier Management**  
*Boeing Commercial Airplanes*

Prior to joining Microsoft, Paul practiced law in the Seattle area for 18 years. His law practice emphasized medical malpractice defense, property loss claims and appellate work.

Anu and the Parts Logistics team are responsible for the total supply chain management of service parts, including product definition, cataloging, procurement, materials management, quality, dealer support, warehousing and transportation for Volkswagen Group of America (VWGoA). In addition, Anu and the Vehicle Logistics team are responsible for all activities (including port operations) supporting the distribution of Group vehicles in the United States.

Prior to joining VWGoA in 2012, Anu spent 3+ years with Case New Holland (Fiat Group). He served most recently as Vice-President, North and South American Parts Operations, where he was responsible for total supply chain management of service parts. Prior to joining CNH, Anu spent 23 years with Ford Motor Company, where his last position was as the Director, Global Parts Supply and Logistics, responsible for total supply chain management for service parts, and for global brand synergies. Anu began his career with Ford in 1986 and spent the majority of his career in Marketing, Sales & Service, working for the Ford Customer Service Division in a variety of positions. In 1992, he joined Ford’s Purchasing and Supply staff, and worked on the North American Free Trade Agreement before moving onto Production Purchasing, and then returning to the Ford Customer Service Division as Section Supervisor for Powertrain Operations, after which he held various field management assignments both domestically, Detroit, Atlanta and San Francisco and internationally, Cologne, Germany.

Anu holds a Bachelor’s of Science degree in Industrial and Operation Engineering, and a Master’s of Business Administration degree in Production Management, Finance and Human Resources from the University of Michigan in Ann Arbor, Michigan.

Jeff Medzegian is Director of Operations for Boeing Commercial Airplane’s Supplier Management Team. He is responsible for a dynamic organization, globally positioned to develop suppliers, manage the value stream for meeting customer commitments, and improving operations functional excellence.

Jeff has more than 23 years of leadership experience in Operations, Supply Chain and Program Management. He has led all facets of Operations for new and sustaining programs, from initial set-up through prototype certification and rapid production rate build-up. Many of his assignments have focused on organizing and leading productivity, total cost and lead-time improvements and leveraging Lean production and supply chain techniques.

He holds a Masters of Business Administration from Seattle University and a Bachelor’s degree in Business Administration from Western Washington University. Jeff enjoys many outdoor recreational and sporting activities, spending time with family and friends, and volunteer as a coach and mentor for youth athletes.

**Moderator:**  
Damian R. Beil  
**Associate Professor of Technology and Operations**  
*University of Michigan, Ross School of Business*
As a sponsor of the 2013 Global Operations Conference, we’re looking forward to meeting the next generation of industry leaders.
When it comes to operations, safety, technology and performance, Ann Arbor based Con-way Freight has been an industry leader for over 30 years. By working with leading institutions like the University of Michigan, we’re always looking for the best and brightest so we can continue to lead the industry for the next 30 years.

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PANEL 3

THE NEW OFFICE: TRENDS IN TELECOMMUTING AND COLLABORATIVE WORKSPACES

Yahoo’s recent decision to reign in its work from home program has cast renewed interest and debate in the benefits of alternative work arrangements. This panel seeks to explore new trends, reactions, and attitudes in telecommuting and innovative, collaborative workspaces and how they affect business, productivity, and employee happiness.

1:15 - 2:15 pm | Room: R0320

MODERATOR

Gretchen Spreitzer
Professor of Management and Organizations
University of Michigan,
Ross School of Business
Panel 3: 1:15 pm – 2:15 pm

Option 1: The New Office: Trends in Telecommuting and Collaborative Workspaces

Yahoo's recent decision to reign in its work from home program has cast renewed interest and debate in the benefits of alternative work arrangements. This panel seeks to explore new trends, reactions, and attitudes in telecommuting and innovative, collaborative workspaces and how they affect business, productivity, and employee happiness.

David P. Lathrop
Director, Research and Strategy
Steelcase Inc.

David P. Lathrop is the director of research and strategy for Steelcase Inc., the world’s preeminent designer of products and services that help create great experiences, wherever work happens. Steelcase is a global and industry-leading company with fiscal 2012 revenue of $2.75 billion, and it’s headquartered in Grand Rapids, Mich. Appointed to his position in March, 2008, Dave is responsible for developing a cross-disciplinary point of view of the future of work, workers and workplaces. Most recently, Dave led a program of advanced field-based research and consulting as part of Applied Research and Consulting group. Working with Steelcase clients, consultants, and architectural firms, the ARC team creates client experiences based on the issues, principles and measures of space as an organizational change tool.

In other assignments, Dave has led Steelcase’s knowledge management activities, and has been a thought leader in research and development, advanced concepts, corporate strategy, product development, and corporate marketing, Dave is also a founder of Steelcase’s ad hoc Future’s group. Beginning in 1994, Dave was part of the core team developing and implementing work and behavioral performance diagnostic tools and capabilities. Prior to this, Dave led a cross-functional product development group studying and launching two prototypical office environments, the Personal Harbor Workspace® and the Commons.

As an expert on future trends in the office, Dave has been a featured speaker at various national conferences sponsored by groups such as the AIA, IFMA, the Conference Board, the American Management Association, AECRE, the International Interior Design Association and the International Society of Facility Executives. He has been published in the Harvard Business Review, Design Management Journal, and other publications.

Dave earned a B.S. in psychology from Michigan State University in 1974 and a M.A. in journalism and communications from the University of Michigan, Ann Arbor, in 1983.

Hayden Brown
Director of Marketplace Product Team
oDesk

Hayden Brown is the Director of the Marketplace product team at oDesk, bringing a decade of high-tech and general management experience to this role. Her recent background includes running Corporate Development at LivePerson (the market leader in online chat for sales and support) and key roles in Board-level Corporate Strategy projects at Microsoft — including the Yahoo! acquisition bid and the Microsoft Facebook investment. Prior to Microsoft, she worked as a management consultant for McKinsey & Company in New York and in London.

Peter A. Bacevice
AECOM

Pete Bacevice is a social scientist and design researcher who consults with a variety of organizations on understanding these changes and how it impacts strategic goals and objectives. Through his experience, Pete has engaged with clients in the life sciences, consumer products, and business services, and manufacturing to develop long-term workplace strategies. He has also consulted with universities on linking academic goals around active learning and hybrid course design with long-term campus planning.

In addition to his consulting work, Pete also collaborates on academic research studies on new ways of working. He is currently involved in a study with the Center for Positive Organizational Scholarship at the University of Michigan that is looking at the recent growth of coworking communities and how they enable people to thrive at work. Pete’s writings about new ways of working have appeared in TIME.com and in several blog posts. He has also been profiled in Workforce.com, CFO.com, The Los Angeles Times, and The Globe and Mail.

Pete is currently lives in Brooklyn, New York. He is a part-time lecturer at Parsons, the New School for Design. He holds a PhD in Education from the University of Michigan.

Moderator: Professor Gretchen M. Spreitzer
Professor of Management and Organization
University of Michigan, Ross School of Business
FLEXIBILITY AND RESPONSIVENESS IN THE VALUE CHAIN

As consumer demand and global buying trends become increasingly fast paced and dynamic, the need to build manufacturing and supply chain systems that can react with speed and flexibility has become as important as ever. This panel discusses the forces that are creating the need for responsiveness and agility, how these forces are disrupting the status quo, and how companies can adapt and create competitive advantages.

1:15 - 2:15 pm  |  Room: R0240

MODERATOR

Roman Kapuscinski
Tauber Institute Business School Co-Director,
Professor of Technology and Operations
University of Michigan, Ross School of Business
PANEL 3

PANELISTS

John Ames
Senior Vice President, Solutions
LLamasoft

William R. Wynne
Vice President, Marketing
Con-way Freight

Juan R. Correa
Director,
Global Supply Chain Planning
Dell

Vik Srinivasan
Vice-President, Supply Chain Operations
Meijer Inc.

Professor Gretchen M. Spreitzer is the Keith E. and Valerie J. Alessi Professor of Business Administration and Professor of Management & Organizations at the University of Michigan’s Ross School of Business. Professor Spreitzer’s research focuses on employee empowerment and leadership development, particularly within a context of organizational change and decline. Her most recent work is looking at positive deviance and how organizations enable employees to flourish. This work fits within a larger effort at Michigan’s Business School to develop a Scholarship of Positive Organizing that is dedicated to understanding how work organizations contribute to the development of human strengths and virtues. She is the co-author of four books, The Leader’s Change Handbook: An Essential Guide to Setting Direction and Taking Action (1999) with Jay Conger and Edward Lawler, The Future of Leadership: Speaking to the Next Generation (2001) with Warren Bennis and Thomas Cummings, A Company of Leaders: Five Disciplines for Unleashing the Power in Your Workforce (2001) with Robert Quinn and the Oxford Handbook of Positive Organizational Scholarship (2011) with Kim Cameron.

Flexibility and Responsiveness in the Value Chain
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Vice-President, Supply Chain Operations
Meijer Inc.

For more information about our panelists, visit umtauber.org/goc
Our vision is to change the way the world works, lives, plays, and learns. We are proud of the part that we have played in making the Internet what it is today. We’re entering the next era of the Internet, the Internet of Everything, an era where we’ll create unprecedented value by connecting the unconnected. It’s a global industry phenomenon, driving the biggest market transition for Cisco and our customers through the intelligent connection of people, process, data, and things. It’s where everything is converged on the Internet, making networked connections more relevant and valuable than ever before.

Through our commitment to inclusion and diversity we create a great place to work for our teams and provide them with opportunities to gain a better understanding of the world. We are looking for new graduates who are excited by the future and understand the value of connecting the world. #TOMORROW starts here!

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# The Global Operations Conference Planning Committee

Aren Turpening  
Co-Chair

Bonnie Chang  
Co-Chair

## Chairs:

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Con-way Freight is a subsidiary of Con-way Inc. (NYSE:CNW), a $5.6 billion diversified freight transportation and logistics services company. For more information, visit www.con-way.com/en/freight.
Eaton is a diversified, power management company providing energy-efficient solutions that help our customers effectively manage electrical, hydraulic and mechanical power. A global technology leader, Eaton acquired Cooper Industries plc in November 2012. The 2012 revenue of the combined companies was $21.8 billion on a pro forma basis. Eaton has approximately 103,000 employees and sells products to customers in more than 175 countries. For more information, visit www.eaton.com

For 100 years, Steelcase has been bringing human insight to business by studying how people work, wherever they work. Those insights can help organizations achieve a higher level of performance, by creating places that unlock the promise of their people. Steelcase is a global, publicly traded company leading our industry with fiscal 2013 revenue of approximately $2.9 billion and nearly 10,400 employees around the world.

3M is a global innovation company that never stops inventing. Over the years, our innovations have improved daily life for hundreds of millions of people all over the world. We have made driving at night easier, made buildings safer, and made consumer electronics lighter, less energy-intensive and less harmful to the environment. We even helped put a man on the moon. With operations in over 70 countries, every day at 3M, one idea always leads to the next, igniting momentum to make progress possible around the world.
Since 1985, Dell has played a critical role in enabling more affordable and accessible technology around the world. As an end-to-end computing solutions company, Dell continues to transform computing and provide high quality solutions that empower people to do more. We promote an environment that is rooted in the entrepreneurial spirit in which the company was founded. Our diverse workforce is critical to generating new ideas and inspiring innovation. Dell serves customers ranging from the world’s largest businesses and public-sector organizations, to small and medium businesses and individual consumers.

Cisco is the worldwide leader in networking that transforms how people connect, communicate, and collaborate.

Founded in 1984, Cisco pioneered the development of Internet Protocol (IP)-based networking technologies. This tradition continues with the development of routing, switching, and other networking-based technologies such as application networking services, collaboration, home networking, security, storage area networking, TelePresence systems, unified communications, unified computing, video systems, and wireless.

Businesses of all sizes, governments, service providers, and consumers use Cisco hardware, software, and services to improve collaboration, simplify operations, increase customer satisfaction, and improve competitive advantage. We follow responsible business practices to help ensure business sustainability and environmentally conscious operations and products. Learn more at www.cisco.com.
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We run our business in much the same way, and believe our eight business divisions offer the greatest potential to serve our customers.

We are committed long term to the mission of helping our customers realize their full potential. Just as we constantly update and improve our products, we want to continually evolve our company to be in the best position to accelerate new technologies as they emerge and to better serve our customers.
Alcoa Howmet, headquartered in Cleveland, Ohio, is a world leader in the investment casting of superalloys, aluminum and titanium primarily for jet aircraft engines and airframes as well as industrial gas turbine (IGT) engine components. Alcoa Howmet also provides hot isostatic pressing, precision machining and protective coating services. An important supplier of superalloy metals, titanium ingots, ceramic products and advanced tooling, Alcoa Howmet conducts extensive research to aid development of its material, product and process technologies.

Alcoa Howmet and affiliates operate 27 manufacturing facilities in the United States, Canada, France, the United Kingdom and Japan. The local operations of Alcoa Howmet, in Whitehall Michigan, are the second largest in all of Alcoa. The 2100 Alcoan’s working in Whitehall Michigan are focused mainly on the manufacture of nickel cobalt based super alloy and Titanium investment castings servicing OEM’s for the military and commercial aerospace industry.