



## **MBOE Begins December 2008**

The COE has collaborated with Fisher College and University leaders and created a new and completely unique program – the Master of Business Operational Excellence (MBOE). This program prepares high-potential managers for leadership in the emerging, continuous improvement environment found in leading service and manufacturing companies.

Operational excellence – the ability to manage value creation processes better than the competition year after year – is a common theme of the best performing organizations in the world. To achieve operational excellence, managers need to think differently, using the tools of value stream management, employee engagement, waste reduction, capability building and innovation. Fisher MBOE graduates will develop the leadership skills to succeed in organizations that compete through operational excellence. The MBOE program is for people identified by their executive leaders as having high potential for success in managing operations toward excellence.

COE member companies are the first to learn of this program with the added opportunity of enrolling their high-potential managers to be the first graduates from MBOE program. For additional information on applying and enrolling go to the MBOE Web site at <http://fisher.osu.edu/prospective/graduate/mboe/> where companies can request program brochures and applications.

## **Round Table Discussions on Tough Economic Times**

The COE will offer a series of round tables, geared toward assisting members with maintaining their competitive advantage through the current tough economic times. The format will include an expert on the selected topic, hosting the round table discussion, where attendees will receive timely information and solutions to the challenges and opportunities facing member company's in today's daunting economic climate. For more details, see inside newsletter.

From the desks of

## **Peter Ward and John Dix**

Recent visits with companies considering membership in COE, as well as meetings with our long standing member companies, have brought to mind some interesting perspectives about the value of membership in COE.

In our start-up days, there were few ways to demonstrate value of membership and there were only a handful of members in the COE. Convincing potential new members to join was what we thought of as a "hard sell." It took faith and a willingness to accept the opportunity to join.

In recent discussions with potential new member companies different dynamics are clearly at work. The first is that our reputation precedes us and the marvels of technology have brought COE to the attention of companies before our knock on their door. Second, the value proposition of COE is much different today, in part because of the number and variety of quality companies among the present membership. In large measure the value of COE today is a reflection of the synergistic interaction of 28 leading companies and the ideas and energy they bring to COE. They are willing to share with each other and with the students and faculty at Fisher College of Business.

Another value of COE to potential member companies today is that the Department of Management Sciences, the home of COE, is now ranked 4th in the country. That improved stature, among a very competitive field, results from thought leadership in operational excellence. This improved rankings position over the past sixteen years is, in part, due to freely sharing ideas between some of the world's leading companies and COE. World class education for undergraduate and graduate students in lean and six sigma are a direct result of interaction between member companies and Fisher facilitated by COE.

COE leadership is grateful for the growth that has evolved from the special relationship between the COE member companies and Fisher. It is to a large degree that this interaction has benefited all and is viewed by potential new members more clearly than the "hard sell" proposition of the early years.

Thank you to our member companies, for your openness, sharing and championing for the COE. You have gotten COE to where it is today and continue to guide us to what we see as a bright future.

## Member Companies in the News

**Cardinal Health** recently appointed George Barrett as CEO of Cardinal's pharmaceutical and medical supply distribution company. He joins Cardinal from Teva Pharmaceutical Industries, Inc., where he was viewed as a supply chain expert, with depth of knowledge of distribution on both sides -- vendor and customer.

**Crane Performance Siding** (a subsidiary of the Crane Group) was featured in print recently highlighting their manufacturing of vinyl siding that achieves performance, and improves aesthetics as well. Products feature pieces that look like real wood grain or have the feel of real stone and sport a color palette that used to be available only through paint. The goal is to position these products as different from other vinyl options given their improved design aesthetic. Look for a new company brand next year -- Exterior Portfolio by Crane.

Recently **Exel** received an Environmental Excellence Award from the US Environmental Protection Agency SmartWay Transport Partnership. The award recognizes leadership in conserving energy and lowering greenhouse gas emissions from transportation and freight activities. Exel also recently made several organizational changes including; Andrew Hadland, senior vice president and general manager; Doris Leach, vice president, project management; Joe Rampi, senior director, central network operations, Nancy Rapelje, senior director, LMS/re-engineering; Cindy Riely, vice president commercial contract management; Rob Rosenberg, executive vice president, human resources and Todd Thompson senior vice president and general manager.

**Hexion Specialty Chemicals** is expanding its manufacturing capabilities by building a formaldehyde and resin plant in Brazil. This is Hexion's fourth plant in Brazil and will help the company serve the growing market for its products in that country.

**T. Marzetti's** made the following changes to their leadership including; Tom Deschler (COE Board Member) vice president of continuous improvement, Doug Gell, senior vice president of operations; Thomas G. Johnson Jr., vice president of operations and James Kriton, vice president of manufacturing for dressings and sauces.

Beginning this past October, Mark Baker, took on the role of president and chief operating officer at **Scotts Miracle-Gro Co.** Baker joins Scotts from Gander Mountain where he was CEO. Earlier this year, Peter Korda was promoted to senior vice president.

### Member Companies Connecting with Future Employees

Fisher's Fall Career Fair is a great way to connect with students eager to meet potential employers for intern or career opportunities. Many COE member companies participated in this year's Fall Career Fair including, **Cardinal Health, Exel, Owens Corning, The Scotts Company** and **Goodyear**.

### COE Board Member Retires

Karl Svendsen, COE board member from Greif has retired after 38 years in the industrial packaging industry, the last 10 with Greif. Svendsen served on the COE board for the past eight years and has been a strong supporter of the COE and programs. While he's retiring from Greif, he has agreed to join the COE Emeritus Board and continue his relationship with the COE. His immediate plans include international travel and spending time with family.

The new Greif board member will be Gaylord Benner, director of Operational Excellence.

Join us as we congratulate Karl on his retirement and welcome Gaylord Benner.

### Women Leaders Forum on Networking

Cardinal Health's panel of five women leaders engaged a very involved audience of COE members, students, faculty and staff during the October Women Leaders' Forum. The panelists shared their stories on how they worked together to start their internal Women's Initiative Network, its value to them and to the organization, and how they are building to sustain its success into the future through programming, mentoring and growth. During a lively question and answer session, we learned that several other COE member companies are forming their own women's networks.

### Women Leaders Forum in 2009

The Women Leaders in Operational Excellence forum will enter its fifth successful year of providing a venue for women engaged in careers in world-class operational excellence across the supply chain by increasing awareness, networking opportunities and education. We will kick off the new year on Friday, January 30, with a presentation by two key leaders at Eli Lilly who will discuss their personal career stories and share how "Eli Lilly Encourages Women's Roles in Operational Excellence." Please join the COE as we present Michelle Carnahan, Executive Director Global Marketing & Sales Transformation, and Jo Morgan, Executive Director Customer Engagement Model. For additional details, visit the COE Web site at <http://www.fisher.osu.edu/centers/coe/events/>.

## COE Professional Development Seminar - Friday December 5, 2008

### Morning Session

#### Topic: "Global Sourcing – Greening Our Operations"

Doug Pontsler - Vice President, Global Sourcing, Owens Corning  
Marc Blanchard - Global Energy Demand Leader, Owens Corning

Owens Corning, a global leader in building materials and fiberglass reinforcements has made positive impacts on the environment. Through its commitment to sustainability and through its sourcing initiatives, Owens Corning continues to reduce its environmental footprint and reduce greenhouse gases.

The presentation will include:

- Environmental footprint and energy intensity reduction achievements
- Issues and opportunities manufacturing with recycled materials
- Logistics and transportation successes - Smartway
- Share challenges and lessons learned on the sourcing and sustainability journey

Pontsler will provide a prospective on global sourcing strategies and how Owens Corning is providing "green" solutions – in its products, operations, and communities.



Doug Pontsler, vice president, Global Sourcing is responsible for all sourcing activities at Owens Corning including, direct corporate sourcing and business unit indirect sourcing. He joined Owens Corning as director, Corporate Services and was later named director, Global Sourcing. Prior to joining Owens Corning, Pontsler spent 23 years with Eaton Corporation, where he held various roles of

increasing responsibility in accounting, finance, production, inventory and factory management and sourcing.

Marc Blanchard is the Global Energy Demand Leader and as part of the Corporate Sustainability organization, his primary responsibilities include demand-side energy management including capital investments in energy intensity reduction and on-site renewable energy generation. Prior to this role, he managed electricity and oxygen sourcing in the Global Sourcing organization. Previous to Owens Corning, Blanchard held various operations and strategy development positions at DTE Energy, Michigan's largest public utility.

### Afternoon Session

#### Topic: "Textron Post-Katrina, a Path to Recovery"

Jeffrey Picard, Sr. VP and General Manager, HR Textron (Operating Unity of Textron Systems)

Textron Marine and Land was devastated by Hurricane Katrina in 2005, as the key supplier of the US Army's Armored Security Vehicle (ASV) being used in Iraq, both Textron and the Army were concerned about maintaining production of the ASV. With production facilities severely disabled and their workforce scattered and homeless, Textron Land and Marine had to figure out a way to get production back on track and immediately.

Jeff Picard will explain how Textron was able to rein in the chaos post-Katrina. Textron Six Sigma led them on a path to recovery – and reconstruction – that began within the first week after the hurricane struck. Through the use of lean and six sigma tools, the rehabilitation of the facility began. Picard maintains it was "maybe the largest 5S ever performed." In addition, to discussing the steps used in recovery he will also present, lessons learned and best practices for companies faced with business recovery. Not only did Textron get their production facilities back on track, they were also able to deliver the first ASV two week earlier than promised. Today, they are operating at 400% pre-Katrina capability.



Jeff Picard is senior vice president and general manager of HR Textron, an Operating Unit of Textron Systems. Prior to assuming his current position, he served as senior vice president of operations at Textron Systems. Picard joined Textron Systems in April 1980. During his career at Textron Systems, he has worked in engineering, program management, business development, research & development, procurement, Six Sigma, Lean Acceleration and operations management. In September 2005, Jeff took a special assignment to lead the recovery of Textron Systems' New Orleans facility after Hurricane Katrina.

### Webinars Continue to Inform

COE webinars continue to provide convenient learning modules for our member companies. Each month the COE releases one of these short, yet informative, web-based learning modules for our members to watch at their desk or in a conference room with other staff from their companies. The most recently released webinar is "Introduction to Meeting Effectiveness" by Steven Gran.

All of our previously released webinars can be found on the "members only" section of the COE Web site at <https://fisher.osu.edu/centers/coe/for-members-only/webinars/>. If you need the user name and password, contact [fishercoe@osu.edu](mailto:fishercoe@osu.edu). Below is a list of our previously released webinars.

"Why isn't Every Plant a Lean Plant?" Peter Ward, COE Director

"Ensuring Supply Chain Resilience: Introduction of a Resilience Assessment Tool," Dr. Joseph Fiksel, Executive Director, the Center for Resilience and Timothy Pettit, Doctoral Candidate, Logistics Management

"Supply Chain Management," Keely L. Croxton, PhD, Associate Professor of Logistics

"Bringing Lean to Your Desktop: The Work Lean Program," Parts 1 & 2, Dan Markovitz, TimeBack Management

"A Change Agent's Learning Model," Bob Hazen, Stoneridge Inc.

The Department of Management Sciences welcomed **Dr. Kenneth K. Boyer**. Boyer is the Dean's distinguished professor of Operations Management and has an MA and PhD from The Ohio State University as well as a BS in mechanical engineering from Brown University. He joins OSU from Michigan State University where he was a professor of operations management. Prior to teaching at MSU, he was assistant professor at DePaul University. Boyer is co-editor in chief of the *Journal of Operations Management*. He has memberships in Society of Manufacturing Engineers, Academy of Management, Production and Operations Management Society and Decision Sciences Institute. His professional activities include serving in several leadership positions within the Decision Sciences Institute and the Academy of Management. He has published more than 40 journal articles. His areas of expertise include operations strategy, technology management, and e-commerce operations.

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The Department of Management Sciences also welcomed **Gary Butler** to the faculty as an executive-in-residence. Butler joins the department from the Eastman Kodak Company, where he spent 34 years. During his time with Kodak, he started up new factories in Asia, Europe and North and South America. He managed Kodak operations in Peabody, Mass., and Shantou, China, and speaks "casual Mandarin." Butler is an experienced lean practitioner. Butler's extensive background with lean manufacturing provides him an ability to mentor others in business system changes that can reshape today's manufacturing and service organizations. He developed his leadership teams through the use of Foundational, Just-In-Time, and Jidoka methods and applied them throughout the organization. Having lived in both western and eastern cultures, Butler brings perspective and understanding to business applications that go beyond the insights learned through visiting.

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### Operations Faculty Recognized for Research

A benefit of membership in the COE is access to the thought leaders in operations at Fisher College of Business. A recent review of management science, production and operations management professors in the United States recognized six Fisher College professors on a list of the field's top 50 scholars based on the impact of their research. Management Science professors W.C. Benton, Ken Boyer, John Current, Nicholas Hall, David Schilling and Peter Ward were selected from a review of 1,376 professors at 225 business schools.

### Speaking Opportunities for Member Companies

With the beginning of another academic year, many student groups are gearing up and coordinating their event and speaker calendars. These student organizations provide valuable learning experiences for their members by offering them leadership and managerial skills as well connecting them with companies looking for high potential intern and job candidates. These groups create a speaking/event calendar for each quarter and are always receptive to business leaders who would like to come and present. Included is a short description of each operations-focused student organization. If your company would like to participate, contact the the student group of your choice.

**The Buckeye Operations Management Society (BOMS)** allows students interested in operations management to gather and discuss relevant business issues, attend guest speaker events, take plant tours, network with local businesses and to serve as a student chapter of APICS: The Association for Operations Management.

BOMS contact: Ryan Barker, [barker.223@osu.edu](mailto:barker.223@osu.edu)

**Operations and Logistics Management Association (OLMA)** is a forum for MBA students interested in a major/ minor in Operations and Logistics Management. OLMA aims to provide resources to students that enable them to gain a broader understanding of the opportunities, career paths, trends and "hot topics" in this field. Additionally, OLMA helps put members in touch with industry through affiliations with professional organizations, and fosters the professional growth of its members through seminars, conferences and case competitions.

OLMA contact: Mike Knemeyer, [knemeyer\\_4@fisher.osu.edu](mailto:knemeyer_4@fisher.osu.edu)

The mission of the **Purchasing and Supply Management Association (PSMA)** is to provide purchasing and operations majors with professional, social, educational and employment opportunities. Membership is open to any dedicated student interested in building their resume and learning about job and internship opportunities in the field of purchasing/supply management.

PSMA contact: Bethany Baird, [baird.134@osu.edu](mailto:baird.134@osu.edu)

The **Logistics Association (LA)** is dedicated to helping students understand the changing ideas, roles and values of logistics in the post-college business environment. This goal is achieved through meetings between OSU students and professionals of some of the most prominent logistics companies in the world. One of the most important functions of the OSU LA is to encourage networking references and skills with the professionals of those companies who present to the organization.

LA, contact: Kevin McFadden, [mcfadden.87@osu.edu](mailto:mcfadden.87@osu.edu)

On occasion the COE receives requests from professors looking for speakers from member companies that are willing to present real-world cases to their classes. If you, or someone from your company, is interested in presenting and discussing career paths, challenging work place opportunities or connecting with the dynamic Fisher students, please contact Robin Rasor Thompson at [rasor-thompson.1@osu.edu](mailto:rasor-thompson.1@osu.edu).

# Center for Operational Excellence Newsletter

## COE Upcoming Events

### November 17, 2008

1:00 - 3:00 p.m., 340 Pfahl Hall  
Round Table, "Strategies to Succeed in Tough Economic Times - Sales & Operations Planning"  
Tom Wallace, Author, "Sales & Operations, The How-To Handbook,"  
Distinguished Fellow, COE  
Watch the COE Web site for details.

### December 5, 2008

9:30 a.m. - 10:30 a.m.  
Please note new time  
COE BOARD MEETING FOR BOARD MEMBERS ONLY

### December 5, 2008

10:30 a.m. - Noon, 140 Pfahl Hall  
PROFESSIONAL DEVELOPMENT SEMINAR MEMBER ONLY  
"Global Sourcing – Greening Our Operations"  
Doug Pontsler, Vice President of Global Sourcing, Owens Corning  
Marc Blanchard - Global Energy Demand Leader, Owens Corning

### December 5, 2008

1:00 p.m. - 3:00 p.m., 140 Pfahl Hall  
PROFESSIONAL DEVELOPMENT SEMINAR OPEN TO MEMBERS AND GUESTS  
"Textron Post-Katrina, A Path to Recovery"  
Jeff Picard, Sr. Vice President and General Manager, HR Textron

### December 16, 2008

1:00 – 3:00 p.m., Location TBD  
Round Table, "Strategies for Succeeding in Tough Economic Times – Sales Force Management"  
Leslie Fine, Associate Professor of Marketing  
Watch the COE Web site for details.

## Strategic Sourcing Forum

COE recently created a series of forums centered on strategic sourcing. Issues addressed include globalization, organizational alignment, cost containment, quality, supplier capabilities, sustainability and talent management. In addition to these topics, company specific subjects will come from participating member companies. The discussions and sharing of ideas will explore the challenges, barriers and opportunities leading to best practices in the participating COE Member Companies. The next forum is:

January 9, 2009

2:00 - 4:00 p.m., Location TBD  
Strategic Sourcing Round Table  
Sourcing Strategies & Supplier Development Programs  
Watch the COE Web site for details.

### February 13, 2009

10:30 a.m. - Noon, 140 Pfahl Hall  
PROFESSIONAL DEVELOPMENT SEMINAR MEMBERS ONLY  
Jim Franchville, Lean Sensei - Cessna  
"Materials Excellence & Lean at Cessna"

### February 13, 2009

1:00 p.m. - 3:00 p.m., 140 Pfahl Hall  
PROFESSIONAL DEVELOPMENT SEMINAR OPEN TO MEMBERS AND GUESTS  
"Operational Excellence at Dow"  
Don Taylor, Vice President for Manufacturing & Engineering - Dow

### March 6, 2009

Administrative Assistant Forum  
Watch our Web site for details.

### May 15, 2009

9:00 a.m. - 10:00 a.m.  
COE BOARD MEETING FOR BOARD MEMBERS ONLY

### May 15, 2009

10:30 a.m. - Noon, 140 Pfahl Hall  
PROFESSIONAL DEVELOPMENT SEMINAR MEMBERS ONLY  
"Operational Excellence in Supply Chain at Motorola"  
Rich Valin, VP Finance and Supply Chain, Motorola

### May 15, 2009

1:00 p.m. - 3:00 p.m., 140 Pfahl Hall  
PROFESSIONAL DEVELOPMENT SEMINAR OPEN TO MEMBERS AND GUESTS  
"New Process Innovation at 3M"  
Netha Johnson, President and General Manager - Dyneon a 3M Co.

# Center for Operational Excellence Newsletter

## Center for Operational Excellence Member Companies

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**ABB Inc.**

**Abbott Laboratories**

**BI Roxane, Inc.**

**Cardinal Health**

**Coca-Cola North America**

**Crane Plastics Company**

**Diamond Innovations, Inc.**

**Emerson Climate Technologies**

**Foxtail Foods**

**Goodyear Tire and Rubber/Exel**

**Gordon Food Service**

**Greif Inc.**

**Hexion Specialty Chemicals**

## COE Team

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**Kaiser Aluminum**

**Lancaster Colony Corporation**

**Mettler Toledo**

**New Product Innovations, Inc.**

**Ohio State University Medical Center**

**Ohio Willow Wood**

**Owens Corning**

**Rolls-Royce Energy Systems, Inc.**

**The Scotts Company, LLC**

**Sonoco-Phoenix Corporation**

**The Timken Company**

**Tinnerman**

**Tosoh SMD, Inc.**

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The COE Newsletter is published quarterly by COE staff for our member companies.

Please submit news items, comments to fishercoe@osu.edu or contact our office at (614) 292-3199.

Download a PDF version of this newsletter or previous issues from our Web site @ <http://fisher.osu.edu/centers/coe/about-coe/newsletter/>

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