



TRANSFORMING SUPPLY CHAINS

UNIVERSITY OF PITTSBURGH

**2023 PITT OHIO Supply Chain
Management Symposium**

March 23 & 24, 2023

Pitt Business | Center for
Supply Chain Management

PITT OHIO
SUPPLY CHAIN • GROUND • LTL • TL

DIRECTOR'S MESSAGE

I am honored to welcome you to the **2023 PITT OHIO Supply Chain Management Symposium** scheduled for March 24 with additional activities on March 23. We are grateful to PITT OHIO for being a naming sponsor for the 7th Annual Symposium organized by the Center for Supply Chain Management. It is the second time PITT OHIO has honored us by doing so.



Our Symposium is hybrid this year with both in-person and virtual events. Our timely and topical theme is "Transforming Supply Chains." The Symposium will explore transformations occurring in supply chains due to recent geopolitical shifts, the sharpened focus on resiliency and risk, as well as federal incentives for reshoring. It will also explore how the changing competitive landscape and market demands are reshaping supply chains.

In a dialogic exchange, our 2023 Symposium will give attendees a comprehensive understanding of ongoing supply chain transformations and their effect on different industries and businesses.

In our main virtual event on Friday, March 24, our speakers will bring to us their invaluable experience in managing supply chains at global companies and lead discussions about supply chain transformations. Our lineup this year includes: **Jamie Bragg**, Chief Supply Chain Officer and EVP at Tailored Brands; **Surabhi Khuteta**, Global Head of Transportation & Delivery at Wayfair; **Heidi Landry**, CPO, Enterprise Supply Chain at Johnson & Johnson; **Rogerio Negrao**, Program Purchasing Director, Battery Electric Programs at General Motors; **Patrick Van den Bossche**, Partner at Kearney; **Garrett van Ryzin**, VP and Distinguished Scientist, Supply Chain Optimization Technology (SCOT) at Amazon. We are delighted that **Paul Page**, editor of the Logistics Report at *The Wall Street Journal* will moderate the Symposium again this year and share his insights. **Meredith Williams**, Senior Director & Global Automation Practice Lead at DHL, and **Lisa Scales**, CEO of the Greater Pittsburgh Community Food Bank will introduce the speakers and preside over the Symposium.

On Thursday, March 23 evening, we will have a networking event, happy hour, and light dinner. In keeping with past tradition, we have planned a student poster competition during the event with students from regional colleges in addition to Pitt participating in the competition.

My heartfelt gratitude goes out to our speakers, event presiders, and poster competition judges for volunteering their time with us at our Symposium.

Our Annual Symposium is our marquee event and is integral to the Center's mission. By facilitating an exciting congregation of industry leaders and the academic community, we create an environment conducive to networking and knowledge sharing.

Beyond the 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 virtual discussion series, Fast, Focus Forums, examines pandemic-related supply chain challenges for regional companies. 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 for making the Center's activities possible. Special thanks go to **PITT OHIO** for renewing their Platinum sponsorship. We are grateful for the generous patronage of our continuing annual sponsors: **ARMADA**, **FedEx Ground**, **MSA**, and **UPMC**, and our newer sponsors **AHN/Highmark**, **PNC**, and **Summit Packaging Solutions**. Many thanks to our student poster competition sponsor, **Traffic Club of Pittsburgh**; our preferred-level sponsor **Catalyst Connection**; and our signature-level sponsor **Pitt Business/Business Analytics & Operations Area**. Your help to the Center is deeply appreciated! 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 our Corporate Advisory Board. Many of them are attending the Symposium and supporting the related activities in a variety of ways. A special thank you to **Ash Brady**, IT Business Partner at the University of Pittsburgh. I deeply appreciate their support, and contribution to the planning, coordination, and execution of the Symposium.

I hope the Symposium proves to be a rewarding and delightful experience for everyone involved.

Prakash Mirchandani, Director
Pitt Business Center for Supply Chain Management

EVENT SCHEDULE

Thursday, March 23, 2023 (IN PERSON)

5:00 - 5:15 PM	Check-in
5:15 - 5:20 PM	Welcome from Prakash Mirchandani
5:20 - 6:00 PM	Networking
6:00 - 6:45 PM	Light Dinner + Networking
6:15 - 6:45 PM	Visit Poster Presenters
6:45 - 7:00 PM	Awards Presentation
7:00 - 7:25 PM	Networking Continues
7:25 - 7:30 PM	Wrap Up

Friday, March 24, 2023 (VIRTUAL)

7:30 - 7:55 AM	Check-in and Coffee & Speed Networking
7:55 - 8:00 AM	Welcome by Prakash Mirchandani
8:00 - 8:05 AM	PITT OHIO Greeting by Geoff Muessig, Chief Marketing Officer & Executive Vice President
8:05 - 8:10 AM	Speaker Introductions by Meredith Williams
8:10 - 8:40 AM 8:40 - 8:52 AM	The 2023 Kearney U.S. Reshoring Index Talk by Patrick Van den Bossche Q&A
8:55 - 9:25 AM 9:25 - 9:37 AM	Navigating supply chain challenges at Johnson & Johnson Talk by Heidi Landry Q&A
9:40 - 10:10 AM 10:10 - 10:22 AM	Charting a course for success at General Motors in the EV world Talk by Rogerio Negrao Q&A
10:22 - 10:45 AM	Coffee + Networking (Themed Rooms)
10:45 - 10:50 AM	Post-break Speaker Introductions by Lisa Scales
10:50 - 11:20 AM 11:20 - 11:32 AM	Market-based capacity management for FBA Talk by Garrett van Ryzin Q&A
11:35 AM - 12:05 PM 12:05 - 12:17 PM	Evolutions in Tailored Brands' supply chain strategy Talk by Jamie Bragg Q&A
12:20 - 12:50 PM 12:50 - 1:02 PM	Wayfair's Transportation Evolution Talk by Surabhi Khuteta Q&A
1:05 - 1:20 PM	Conversation with Lisa Scales led by Paul Page Food Bank Update by Lisa Scales
1:20 - 1:25 PM	Wrap Up
1:25 - 1:25 PM	Thank You Message and Survey
1:25 - 2:00 PM	Open Networking — Meet with Board Members and Speakers
2:00 - ??	Open Networking Continues

SPEAKERS



JAMIE BRAGG | CHIEF SUPPLY CHAIN OFFICER, EVP | TAILORED BRANDS

Jamie Bragg is Executive Vice President, Chief Supply Chain Officer of Tailored Brands Inc — a leading omnichannel North American specialty retailer whose brands include: The Men's Wearhouse, Jos. A Bank, K&G Fashion Superstore and Moore's — with over 1,000 retail locations in the U.S. and Canada. Tailored Brand's purpose is to help people love the way they look and feel for their most important moments. He started his career at Tailored Brands in 1991 and his responsibilities have spanned many disciplines including: buying/merchandising, logistics/transportation, distribution, e-commerce fulfillment, rental operations, construction/facilities, NFR procurement, contact centers, direct sourcing and domestic manufacturing.



SURABHI KHUTETA | GLOBAL HEAD OF TRANSPORTATION & DELIVERY | WAYFAIR

Surabhi Khuteta is the global head of transportation and delivery of the Boston-headquartered furniture and home goods e-commerce firm, Wayfair. Prior to joining Wayfair in 2018, she held a variety of positions in supply chain management and transformation, logistics, and transportation space at such global companies as Maersk, Singapore Post, McKinsey & Co., among others. In addition to her role in e-commerce logistics, she is passionate about expansion of 'Women in leadership' and actively mentors, advises and supports the cause. When she is not working or mentoring, Surabhi loves spending time learning new cuisines and traveling to different countries.



HEIDI LANDRY | CPO, ENTERPRISE SUPPLY CHAIN | JOHNSON & JOHNSON

As the Chief Procurement Officer, Enterprise Supply Chain at Johnson & Johnson (J&J), Heidi Landry leads global procurement activities supporting J&J's supply chain, and has direct responsibility for Johnson & Johnson's network supporting the global supply chain. Prior to joining J&J, Heidi was with Dow Corning and Novartis, among other firms, acquiring broad industry expertise in the consumer goods, home goods, pharmaceuticals, and specialty chemicals industries. She has extensive experience in organizational transformation, establishing new operating models and restructuring/revitalizing existing operations. She is an inspirational leader, who drives diversity, inclusion and engagement in global teams. Heidi has broad international experience and spent 10 years in Asia and ten in Europe, leading Regional & Global Sourcing & Supply Chain operations. Besides English, she is fluent in Mandarin and French.



ROGERIO NEGRAO | PROGRAM PURCHASING DIRECTOR, BATTERY ELECTRIC PROGRAMS | GENERAL MOTORS

Rogerio Negrao is an executive with over two decades of rich executive and managerial experience in purchasing, supply chain management, and supplier development in the automotive, technology, medical equipment, and finance sectors. He is currently the Director, Global Purchasing and Supply Chain, Electric Programs, where he is deeply engaged with GM's transition to battery electric vehicles. Previously, he has worked with Ford, Cielo (Brazil's largest payment services provider), and Itau Unibanco (Brazil's largest private retail bank), among others, in multiple cities spread out over three continents. Rogerio is an avid music fan/musician (playing drums in a rock band) and has a passion for sports (especially motor sports and Formula One racing).



PATRICK VAN DEN BOSSCHE | PARTNER | KEARNEY

Patrick Van den Bossche is a Partner at Kearney, a leading global management consulting firm, and the Lead Author of Kearney's annual Reshoring Index, as well as the former Governance Chair for their Board of Directors. With 25+ years of business and operations experience, he has helped executive teams at companies of all sizes think and work through challenges and opportunities in their supply chains. His deep expertise in global supply chain strategy, complexity management, manufacturing, and distribution spans many industries including specialty chemicals, consumer goods, pharmaceutical, and healthcare. He is currently based in Kearney's Washington, D.C. office.



GARRETT VAN RYZIN | VP, DISTINGUISHED SCIENTIST, SUPPLY CHAIN OPTIMIZATION TECHNOLOGY (SCOT) | AMAZON

Garrett van Ryzin is a Distinguished Scientist at Amazon in the Supply Chain Optimization Technologies (SCOT) group. Before joining Amazon, he was a Distinguished Scientist and Head of Marketplace Lab at Lyft, working on pricing and market design. Prior to Lyft, Garrett was Head of Marketplace Optimization Advanced Development at Uber. He was also a Professor of Decision Risk and Operations at Columbia University and subsequently Professor of Operations, Technology and Information Management at Cornell Tech. He received a bachelor's degree in Electrical Engineering from Columbia University, and holds a master's degree in Electrical Engineering and Computer Science and Ph.D. in Operations Research from MIT.

EVENT PRESIDERS



PAUL PAGE | EDITOR, LOGISTICS REPORT | THE WALL STREET JOURNAL

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. He is an innovative, agile journalist who has led publishing operations in new strategic directions, developed and implemented new editorial models to meet changing market demands and organized, trained and molded staffs at various operations to bring high-quality business writing to high-level readership in a dynamic publishing environment. Paul holds a BA in Communications and Literature from American University.



LISA SCALES | PRESIDENT AND CEO | GREATER PITTSBURGH COMMUNITY FOOD BANK

Lisa Scales has been President and CEO of Greater Pittsburgh Community Food Bank since 2012, leading the organization in distributing food for nearly forty-five million meals annually through a network of nearly 1,000 community partners in eleven counties of southwestern Pennsylvania. She holds a Juris Doctor (J.D.) degree from Boston University School of Law and Bachelor of Arts degree in Social Sciences from Seton Hill University, from which she received the 2019 Distinguished Alumna Leadership Award. Scales serves on the Board of Directors of Adagio Health where she is the vice chair. She is an advisory board member of the Center for Supply Chain Management at the University of Pittsburgh, the Centers for Community Engagement at Robert Morris University, and the University of Pittsburgh Johnson Institute for Responsible Leadership. Scales currently serves as Chair of Feeding Pennsylvania, a statewide association of Feeding America food banks. In 2018 Scales was the recipient of the Greater Pittsburgh ATHENA Award; in 2020 she received Duquesne University's Eileen Zungolo Spirit of Service Award; in January 2021 Pittsburgh Magazine named Scales as Pittsburgher of the Year; in December 2021 she received the Coleman Award for Excellence in Community Service from the University of Pittsburgh Institute of Politics; and in February 2022 and 2023 was included in the Pittsburgh Business Times Power 100 list of most influential business leaders.



MEREDITH WILLIAMS | SENIOR DIRECTOR & GLOBAL AUTOMATION PRACTICE LEAD | DHL

Meredith joined DHL Supply Chain in 2016 as a Director of Solutions Design, with a focus on facility design, and has progressed to Senior Director, leading a group of designers within North America. She has over 12 years of solutions design experience within the 3PL industry, and has lead and guided solutions for several large, multi-facility networks within the ecommerce, retail, consumer, and healthcare industries. Through the use of best practices, lean processes, and technology, she focuses on providing the most efficient and cost effective solution to the customer. In the past few years, she has also taken on the lead role for the Global Automation and Innovation Focus group within DHL. In this role, she works with regional leads to ensure innovative technologies are being researched and deployed within the DHL supply chain network. Prior to entering the 3PL industry, she spent three years consulting with a focus on process improvement. Williams graduated from Loyola University of Maryland with a Bachelor's Degree in Mechanical Engineering, and received her MBA from the University of Pittsburgh Katz Graduate School of Business with a concentration in Operations.

ABSTRACTS

FRIDAY, MARCH 24, 2023

JAMIE BRAGG | EVOLUTIONS IN TAILORED BRANDS' SUPPLY CHAIN STRATEGY

Tailored Brands is a leading omnichannel clothing retailer which helps people “love the way they look.” Its brands include Men's Wearhouse, Jos. A. Bank, Moores and K&G Fashion Superstore with physical locations in the US and Canada. In this talk, Jamie Bragg, Chief Supply Chain Officer and Executive Vice President, will describe Tailored Brands' operating philosophy, and discuss changes occurring in its supply chain strategy. Tailored Brand not only manages an omni channel supply chain with over one thousand stores, it caters to multiple market segments. The off-the-rack products need a supply chain approach different from custom-tailored products, and online order fulfillment requires different supply chain capabilities compared to brick-and-mortar sales. COVID-related challenges are also unique in this industry. Jamie will discuss how Tailored Brands is tackling these challenges with an eye to the future.

SURABHI KHUTETA | WAYFAIR'S TRANSPORTATION EVOLUTION

Focusing exclusively on the home-goods market, Wayfair connects more than 20,000 suppliers with more than 22 million active customers offering more than 40 million products. Surabhi Khuteta, Global Head of Transportation & Delivery at Wayfair, will share the magic behind and insights about the evolution of Wayfair's transportation & logistics capabilities, including an intimate review of Wayfair's loyal customer base and unique supplier relationships, and finding that “fine balance” between local and global business positioning.

HEIDI LANDRY | NAVIGATING SUPPLY CHAIN CHALLENGES AT JOHNSON & JOHNSON

The past three years have clearly shown that we are living in a world with multiple external stressors. With factors ranging from a global health crisis, through inflation and product shortages, to cybercrime and geopolitical considerations, procurement and supply chain organizations need to be equipped to help shepherd their companies towards growth while simultaneously managing risk. Heidi Landry, Chief Procurement Officer, MedTech at Johnson & Johnson, will share her approach to navigating these challenges.

ROGERIO NEGRAO | CHARTING A COURSE FOR SUCCESS AT GENERAL MOTORS IN THE EV WORLD

The automotive industry is undergoing a momentous shift from a century-old technology to the battery-powered technology of the future. And all this is happening while COVID continues to disrupt both the supply and the demand ends of value chains. Rogerio Negrao, Director, Global Purchasing and Supply Chain, Electric Programs, will trace major transformations occurring at General Motors. By transforming and establishing stronger relationships with its suppliers, General Motors has improved procurement performance on key metrics. Largely due to ongoing cultural transformations, General Motors was able to respond rapidly to a pandemic-related need, and build the entire supply chain for a new product in a matter of days. Through business transformation across the supply chain, General Motors is positioning itself for a successful future.

PATRICK VAN DEN BOSSCHE | THE 2023 KEARNEY U.S. RESHORING INDEX

For companies that are considering re/nearshoring, the time is now. In this talk, Patrick Van den Bossche, a Kearney Partner, will report on re/nearshoring trends, and spotlight significant shifts as several companies are building and expanding capacity closer to the US domestic market, while even more are validating and materializing plans. The potent mix of shifting consumer sentiment (and their increased willingness to pay premiums for “Made in the USA” products), the increased scrutiny on companies' ESG stance, government incentives to help reskill/upskill labor force and improved automation to help close labor gaps is causing half of CEOs surveyed to foresee that at least a quarter of their respective industries will be re/near-shoring in the next three years. But, the ‘first movers’ have learned the hard way that re/nearshoring is complicated and takes much longer to execute than expected, and so proper preparation is key.

GARRETT VAN RYZIN | MARKET-BASED CAPACITY MANAGEMENT FOR FBA

Fulfillment by Amazon (FBA) is Amazon's 3rd party marketplace for e-commerce sellers. In the past decade, FBA has grown rapidly — growth that has only accelerated during the pandemic. By most measures, FBA is now larger than Amazon's own retail business. This has created a significant challenge for capacity management, since third party sellers have considerable autonomy over how much inventory they send to Amazon. In this talk, we provide an overview of the FBA capacity management problem and describe an innovative market-based mechanism (auction) for capacity recently launched in North America. The auction uses a novel combination of securities and ex-post inspection. It admits a simple bidding strategy, implicitly scores sellers on a combination of sales and profit, and extracts minimal (often zero) revenue from sellers.

STUDENT POSTER COMPETITION

- Event Sponsor: Traffic Club of Pittsburgh -

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

GRADUATE DIVISION FINALISTS		UNDERGRADUATE DIVISION FINALISTS	
Team	Poster Title	Team	Poster Title
Luis Avila Arpan Jain Jestin Jiju Thundyathu Max Mears	Regulatory impact on global pharmaceutical supply chains	Ronald Coleman Tommy Fink Rahul Kothapalli Michael Radinovic	Reverse Logistics
Danita Clowney Roman Kukielka Srividya Majeti Lindsey Powell	Benchmarking and goal setting for GHG emissions	Madeline Corner Dylan Dedominics Celia Fortebraccio Kylie Wagstaff	Changing supermarket industry dynamics: A supply chain perspective
Nikhil Gaur Neelika Sareen	Supply chain sustainability: Building supply chain sustainability that can drive revenues and reduce operational risks	Dinah Hardin Giovanna Nawa Maria-Emilia Sawaya	Who's to blame: Train derailment that took place in East Palestine, Ohio
Spandan Ghosh Nishant Saun Himanshu Tyagi	Impact of political conflicts on supply chains focusing on China +1	Sofia Rubin	Precision scheduled railroading: Time to switch tracks
Kartikey Shukla	Sustainability and responsiveness: Allies or enemies?	Dale Glotfelty Nickolas Lauther	Optimal hub locker location selection in the Pittsburgh area under discrete choice model

JUDGES

GRADUATE DIVISION

J. R. Ellis | Vice President, Supply Chain Engineering | ARMADA

Scott Meiser (Chair) | Vice President, Supply Chain | Allegheny Health Network

Stan Sliwoski | Solutions Development Manager | UPS Customer Solutions

UNDERGRADUATE DIVISION

Nick Croasdaile | Director of Strategic Sourcing | UPMC

Geoff Muessig | Chief Marketing Officer & Executive Vice President | PITT OHIO

Adam C. Walker (Chair) | CEO | Summit Packaging Solutions

FIRST ROUND JUDGES

Thomas R. Bakin | Education and Scholarship Committee Chair | Traffic Club of Pittsburgh

Michael Hamilton | Assistant Professor | University of Pittsburgh

Michael Sherwin | Assistant Professor | Duquesne University

Sangho Shim | Associate Professor | Robert Morris University

John Stakeley | Assistant Professor | Chatham University

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 OUR EVENT PRESIDERS:

Paul Page | Editor, Logistics Report | *The Wall Street Journal*

Lisa Scales | President & CEO | Greater Pittsburgh Community Food Bank

Meredith Williams | Senior Director & Global Automation Practice Lead | DHL

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

Mark Your Calendar

FAST, FOCUS FORUM

FRIDAY, MAY 19, 2023 (TENTATIVE)

SUMMER MIXER

THURSDAY, JULY 6, 2023 (TENTATIVE)



**During these challenging times,
consider a donation!**

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Center News

**PITT OHIO renews
Platinum Sponsorship**

**SUMMIT Packaging Solutions
joins as new annual sponsor**

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

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