

THE SERGIO MARCHIONNE FORUM ON DIGITAL TRANSFORMATION

TUESDAY, MAY 7, 2019

URIS HALL, ROOM 142

8:00PM – 5:15PM

The Deming Center at Columbia Business School welcomes you to this invitation-only professional development workshop for top delegates from firms that partner with the center. This year's Forum on **Digital Transformation** will feature presentations by industry leaders and faculty at Columbia Business School.

AGENDA

- 8:00 – 8:45 REGISTRATION & BREAKFAST
- 8:45 – 9:00 INTRODUCTORY REMARKS
- 9:00 – 10:00 **DIGITAL TRANSFORMATION FUNDAMENTALS**
Mithun Kamat, Partner, McKinsey & Company
Ari Libarikian, Senior Partner, McKinsey & Company
- 10:00 – 11:00 **DIGITAL TRANSFORMATION IN MANUFACTURING**
Raj Kawlra, Director, Manufacturing Planning & Control, Fiat Chrysler Automobiles
P.K. Gaisie, General Manager, Digital Transformation Foundry, GE
Moderated by Professor Nelson Fraiman, Columbia Business School
- 11:00 – 11:15 BREAK
- 11:15 – 12:00 **DATA AS A SOURCE OF INNOVATION**
Professor Oded Netzer, Columbia Business School
- 12:00 – 12:15 **TRIBUTE TO SERGIO MARCHIONNE**
- 12:30 – 1:30 LUNCH: PULITZER WORLD ROOM, COLUMBIA JOURNALISM SCHOOL
- 1:45 – 2:45 **TRANSFORMING HEALTHCARE THROUGH DIGITAL INNOVATION & DATA ANALYTICS**
Suhail Alam, Head of Data Science and AI Innovation Execution, Novartis
David Vawdrey, Vice President, Value Institute at New York-Presbyterian Hospital
Associate Professor of Biomedical Informatics, Columbia University
Moderated by Professor Carri Chan, Columbia Business School
- 2:45 – 3:45 **DIGITAL TRANSFORMATION: B2B & B2C BEST PRACTICES, OPPORTUNITIES & CHALLENGES**
Anne Fink, President, Global Foodservice, PepsiCo
Kristin Peck, Executive Vice President & Group President, US Operations, Business Development and Strategy, Zoetis
Moderated by Professor Omar Besbes, Columbia Business School
- 3:45 – 4:00 BREAK
- 4:00 – 5:00 **DIGITAL TRANSFORMATION IN RETAIL**
Jim Keyes, Chairman, Wild Oats Marketplace
Graham Poliner, Senior Vice President, Analytics and Inventory Planning, Macy's, Inc.
Moderated by Richard Jaffe, Independent Consultant to Retailers
- 5:00 – 5:15 **CONCLUDING REMARKS**

LOCATION

The Forum will take place at Columbia Business School's main building, Uris Hall, at 3022 Broadway.

Columbia Business School

Uris Hall

Room 142 (Lobby Floor)

3022 Broadway

New York, NY 10027

By Train: Take the 1 Train Uptown to the Columbia University Station at 116th street and Broadway.

By Car/Cab: Get dropped off at the University's main entrance at 116th street and Broadway, or at the Earl Hall entrance at 117th street and Broadway and walk to Uris Hall within campus.

LUNCH

Lunch will be provided in the Joseph Pulitzer World Room, 3rd Floor, Pulitzer Hall at the Columbia Graduate School of Journalism.

Joseph Pulitzer World Room

Pulitzer Hall

3rd Floor,

Graduate School of Journalism

Columbia University

CONTACT

For questions regarding your visit, please contact Kalpana Kanthan: kk288@gsb.columbia.edu; 646.745.8556.

COLUMBIA INFORMATION

Wi-Fi: You can access the Wi-Fi network—[Columbia University](https://www.columbia.edu)—which is public and does not require a password.

Emergency Contacts:	Campus Public Safety	212.854.5555
	Campus Medical Center	212.305.8100
	Columbia University Information	212.854.3335
	Lost & Found	212.854.2796



SPEAKERS



Suhail Alam

Head of Data Science and AI Innovation
Execution
Novartis

Suhail Alam has worked at Novartis for over 16 years in different capacities. Prior to being Head of Data Science and AI Innovation Execution, he was the Head Of Global Commercial Operations, Global Brand Director and Program Head (Respiratory) and Global Brand Director and Program Head (Aclasta/Reclast). He also served as Global Brand Director and Program Head, Brand Director Region Europe (Galvus) and as Global Brand Manager.

Alam received his BE in Electrical Engineering from the Indian Institute of Technology and an MBA from the Indian School of Business. He also attended executive education programs at the Tuck School of Business at Dartmouth, Harvard Business School, and University of California at Berkeley.



Omar Besbes

Associate Professor of Business
Decision, Risk, and Operations
Columbia Business School

Professor Besbes' primary research interests are in the area of decision-making under model uncertainty with a focus on applications in e-commerce, pricing, and revenue management, online advertising, operations management and service systems. His research has been recognized by the 2012 INFORMS Revenue Management and Pricing Section prize as well as the 2013 M&SOM best paper award. He serves on the editorial boards of Management Science and Operations Research.

Besbes is a graduate Ecole Polytechnique (France) and received an MS from Stanford University in 2000 and a PhD from Columbia University in 2008. Before joining Columbia, he was on the faculty at the Wharton School, University of Pennsylvania.



Carri Chan

Associate Professor of Business
Decision, Risk, and Operations
Columbia Business School

Professor Chan's primary research interests are in data-driven modeling of complex stochastic systems, dynamic optimization, and queuing, with applications in health-care operations management. Her current focus is on combining empirical approaches with mathematical modeling to develop evidence-based approaches to improving patient flow through hospitals, and particularly intensive care units.

Chan completed her PhD at the Information Systems Laboratory in the Department of Electrical Engineering at Stanford University and undergraduate studies at MIT.



Anne Fink

President, Global Foodservice
PepsiCo

Anne Fink has been President of Global Foodservice at PepsiCo, Inc. since 2016, overseeing Sales, Marketing, Strategy and Operations for PepsiCo's North American and Global Foodservice channels which include restaurants, workplace, lodging, recreation, retail, colleges & universities and theatres. She served as the Chief Operating Officer of PepsiCo North America Foodservice where she was focused on growing partnerships and driving growth for the Pepsi, Gatorade and Tropicana beverage portfolio and Frito-Lay and Quaker food and snacks in the U.S. and Canada.

Fink is a Board Member of the National Restaurant Association and has served on the Industry Affairs Council of the Grocery Manufacturers of America and the Food Marketing Institute's Foundation Board of Trustees. She serves on the Board of Trustees at College of the Holy Cross, her alma mater.

**Nelson Fraiman**

Professor of Professional Practice
Decision, Risk, and Operations
Director, W. Edwards Deming Center
Columbia Business School

Professor Fraiman joined the faculty after a 17-year career at International Paper Company, where his most recent position was chief technology officer for eight manufacturing divisions. At Columbia Business School, Fraiman heads the Entrepreneurship and Competitiveness in Latin America program and teaches operations and technology management to executive MBA students. His current research focuses on entrepreneurship, process improvement, and institutionalizing quality improvement. He specializes in the retailing, consulting, and process industries.

Originally from Uruguay, Fraiman holds a BS and MS in Industrial Engineering and Operations Research, as well as an MBA, an MPhil, and a PhD, all from Columbia University.

**Paa Kwesi (PK) Gaisie**

General Manager
Digital Transformation Foundry
GE Digital

Paa Kwesi (PK) Gaisie is the General Manager of Digital Transformation Engagements at GE. He has worked within multiple industrial verticals with leadership roles cutting across functions. In his current position, Gaisie works with GE's customers and partners to define digital transformation strategies that deliver top-line growth and productivity to help the business navigate the changing competitive landscape.

He previously served as Manager, Corporate Audit Staff where he ran global teams auditing and consulting on high priority initiatives ranging from risk management, M&A, systems and processes simplification, cost reduction and compliance. He was also a participant in the Information Technology Leadership Program based out of London, England.

Gaisie has also held positions at VYRE and Air Products. He earned his BS in Computer Science from Kingston University in London.

**Richard Jaffe**

Independent Consultant to Retailers

Richard Jaffe serves as the Managing Director at Avalon Net Worth and is an expert in the retail apparel and soft lines industry. He has worked as a research analyst in retail for 25 years at various investment banks. Earlier in his career, he was part of the America3 Foundation, where he participated in the successful defense of the America's Cup. Prior to this, he held various positions in the retail sector, including at DressBarn and Macy's, Inc. for over a period of 12 years.

Jaffe serves as a trustee of the American Museum of Natural History and is a director of the Cultural Institutions Retirement System.

He holds an MBA in Finance and Marketing from Columbia University and a BA and an MA in American Civilization from the University of Pennsylvania.

**Mithun Kamat**

Partner
McKinsey & Company

Mithun Kamat is a Partner in McKinsey's Stamford, Connecticut Office. He is one of the leaders in McKinsey's Advanced Industries practice, with a focus on driving tech-enabled transformations.

In addition, Kamat is passionate about the adoption of analytics and digital in product development/engineering. He works closely with Quantum Black, which is an advanced analytics start-up acquired by McKinsey. Prior to McKinsey, he worked at United Technologies Corporation, where he led controls and systems engineering at one of the business units. He holds 3 patents on advanced controls operations.

Kamat has two Masters' degrees in Engineering from Stanford University and University of Tennessee with specialization in simulation and analytics, and an MBA with distinction from INSEAD business school.

**Raj Kawlra**

Director, Manufacturing Planning & Control
Fiat Chrysler Automobiles

Raj Kawlra has 33 years of automotive experience. Over the years, he has successfully developed and led major strategies to drive improvements in throughput, quality, and cost.

Kawlra joined Chrysler with responsibility to develop and implement the Black Belt program across all (28) manufacturing locations. Over the last 15 years, he has held numerous leadership positions ranging from Manufacturing Quality Director to Dimensional Quality Director to Industrial Engineering Director to the current role as Manufacturing Planning Director. In CY15, he conceived and led the development of World Class Technology (WCT)—application of lean principles to manufacturing engineering function—the first of its kind in the industry.

Kawlra has a PhD from University of Michigan, an MS in Mechanical Engineering from University of Wisconsin, an MS in Industrial Engineering from University of Illinois, and a BS in Mechanical Engineering from Indian Institute of Technology.

**Jim Keyes**

Chairman
Wild Oats Marketplace

James (Jim) Keyes has been Chairman of Wild Oats Marketplace since 2012. He was previously CEO of Fresh & Easy Neighborhood Markets, and served as Chairman and CEO of Blockbuster, Inc.

A 21-year veteran of 7-Eleven, Inc., the world's largest chain of convenience stores, Keyes served as its president and CEO from 2000 until 2005. Under his leadership, the company experienced record sales and profits and implemented new retail systems technology that improved product assortment decisions in every store. He also ushered in a new era for 7-Eleven through the introduction of a host of new electronic services.

Keyes served in the board of the American Red Cross and now serves on the boards of College of the Holy Cross and Columbia Business school, where he earned his BA and MBA, respectively.

**Ari Libarikian**

Senior Partner
McKinsey & Company

Ari Libarikian is a Senior Partner with McKinsey & Company in New York, NY. He is one of the leaders of McKinsey's Global Digital & Analytics practice, with a focus on Financial Services. In addition, he leads the Firm's global efforts to digitize its client service across practices. Libarikian is also a member of McKinsey's committee that makes recommendations on Partner elections. Before this, he led McKinsey's Northeast Digital and Analytics practice.

Libarikian currently serves on the Board of the Children's Aid Society and the Armenian General Benevolent Union (AGBU). Prior to joining McKinsey, Libarikian held various positions at Nortel Networks, and Bell Labs (Lucent Technologies), in the US and Canada. He holds a bachelor's degree in Electrical Engineering from McGill University, and a masters of Science (S.M.) from the Massachusetts Institute of Technology (MIT).

**Oded Netzer**

Professor of Business
Marketing
Columbia Business School

Professor Netzer's expertise centers on one of the major business challenges of the data-rich environment: developing quantitative methods that leverage data to gain a deeper understanding of customer behavior and guide firms' decisions. He consults with numerous companies on strategy, data-driven decision making, marketing research and extracting useful information from rich and thin data.

He serves on the editorial board of several leading journals, including *Marketing Science*, *Management Science*, *Journal of Marketing Research*, *Journal of Marketing*, *Quantitative Marketing and Economics*, and *International Journal of Research in Marketing*.

Netzer received his BS from Technion—Israel Institute of Technology—and his MS and PhD from Stanford University.



Kristin Peck

Executive Vice President & Group President,
US Operations, Business Development &
Strategy Zoetis

In her current role at Zoetis, Kristin Peck manages its livestock and companion animal businesses in the US, overseeing the company's largest market of \$2.6 billion in revenue. In 2018, Peck became Group President, adding the corporate strategy and business development functions in her expanded role. She also serves as chairperson for the company's Global Digital and Data Analytics Steering Committee, which sets the strategy and initiatives that deliver these solutions to animal health customers.

Before Zoetis, Peck served as EVP, Worldwide Business Development and Innovation at Pfizer Inc. Prior to Pfizer, she held roles at Boston Consulting Group (BCG) as well as in private equity and real estate finance at Prudential Realty Group, O'Connor Group and J.P. Morgan.

Peck holds a bachelor's degree from Georgetown University and an MBA from Columbia Business School.



Graham Poliner

Senior Vice President
Analytics and Inventory Planning
Macy's Inc.

As Senior Vice President of Analytics and Inventory Planning at Macy's Inc., Graham Poliner has responsibility for functions spanning, strategy, analytics, and operations including corporate strategy, data science, customer analytics, fulfillment/inventory, strategy, pricing strategy/operations, and replenishment operations.

Prior to joining Macy's, Poliner was a consultant with Kurt Salmon where he led analytical engagements on merchandising & planning, supply chain strategy, and customer insights for leading retail and consumer product clients.

He received his PhD from Columbia University focused on machine learning and signal processing and a BS in Electrical Engineering from Georgia Tech.



David Vawdrey

VP, Value Institute at New York-Presbyterian Hospital
Associate Professor of Biomedical Informatics
Columbia University

David Vawdrey is Vice President at the Value Institute at New York-Presbyterian Hospital, which applies rigorous scientific methodology to improve healthcare outcomes/processes while maintaining or reducing costs by convening experts from diverse fields such as data science, biomedical informatics, biostatistics, etc. to implement and evaluate health services innovations that enhance the safety and quality of care delivered at NYPH.

In addition to being an Assistant Professor in the Department of Biomedical Informatics at Columbia University, Vawdrey serves as Informatics Director for EzVac, NYP's award-winning immunization information system. He also has responsibility for the institution's clinical data warehouse and helps guide the strategy for facilitating access to clinical data by research investigators.

He received his PhD in Biomedical Informatics from the University of Utah, and BS at Brigham Young University.