Creating Operational Excellence
About the Deming Center

Founded in 1989, the W. Edwards Deming Center for Quality, Productivity, and Competitiveness at Columbia Business School promotes operational excellence in business through the development of research, best practices and strategic planning. The center is committed to training the next generation of managers through the creation of innovative curriculum in operations management and strategy.

The center also fosters partnerships with a variety of companies and nurtures relationships with key managers through business forums, executive education opportunities and management publications.

The center currently focuses on nine initiatives:

The Deming Cup
Awarded annually, the Deming Cup recognizes world leaders and business practitioners who have made outstanding contributions in the area of operational excellence, and who have fostered a culture of continuous improvement in their organizations. The Judging Committee is led by Terry Lundgren (Chairman, President and CEO, Macy’s Inc., 2012 Deming Cup Winner), Sergio Marchionne (CEO, Fiat Chrysler Automobiles N.V., 2011 Deming Cup Winner) and Paul O’Neill (72nd Secretary of the U.S. Treasury, former Chairman and CEO, Alcoa).

The inaugural Deming Cup was awarded in 2010 and honored Sam Palmisano of IBM. In 2011, awardees were Dr. Brent James (Intermountain Healthcare) and Sergio Marchionne (Fiat Chrysler Automobiles N.V.). In 2012, Terry Lundgren (Macy’s, Inc.) and Ratan Tata (Tata Sons Ltd.) were selected as recipients. In 2013, the winners were Fisk Johnson (SC Johnson & Sons Inc.) and Paolo Rocca (Tenaris S.A.).

The 2014 Deming Cup winners are Ellen Kullman, Chairman and CEO of DuPont, and Stef Wertheimer, Founder and Honorary Chairman of ISCAR, Ltd.

Doctoral Fellows
The center bridges theory and practice by placing a doctoral student in a collaborating company to work on a project designed by the student and a faculty member. Students have the opportunity to use company data to validate academic hypotheses, increasing their exposure to industry problems and enhancing the relevance of their research.
Cases and Articles
The center develops case studies and reading material on the recipients of the Deming Cup to propagate the Deming’s principles and foster operational excellence practices. Our article on IBM and case on Intermountain Healthcare are being used in the curriculum.

Practitioners in Class
Each year, the Deming Center invites a number of leading practitioners to participate in classes. Recent speakers include Scott Wharton, Managing Director and Global CPO of Citibank; Kristin Peck ’99, EVP and Group President of Zoetis; Paolo Rocca, CEO of Tenaris and 2013 Deming Cup Winner; Terry Lundgren, Chairman and CEO of Macy’s and 2012 Deming Cup Winner; Rob Amen ’73, Executive in Residence at Columbia Business School; Steve Blank, serial entrepreneur, and, David Neeleman, Founder, Chairman and CEO of Azul Linhas Aéreas Brasileiras.

Mentoring Breakasts
The Deming Center encourages MBA, EMBA and doctoral students to participate in networking breakfasts with practitioners, providing them with unique opportunities to engage business leaders in an informal setting. Former Advisory Board Member Tom Cole, Partner at Kurt Salmon, and Current Member George Stalk, Senior Advisor and BCG Fellow, Boston Consulting Group, are recent participants.

Deming Forum in Retail
Launched with guidance from Richard Jaffe and David Schick, Managing Directors of the Stifel Nicolaus Retail Team, the Deming Forum is an annual conference that addresses key issues within the industry.

The last forum took place on August 6, 2014, and explored current issues surrounding the industry: housing’s impact on the economy – during and since the crisis, e-commerce and omni-channel trends, digital marketing strategies and optimizing store labor investments.

We should work on process, not the outcome of our processes.
—W. EDWARDS DEMING

Faculty Study Tours
This initiative provides professors who are currently teaching operations management and strategy with a global perspective, through visits with leading manufacturers and service firms.

In 2012, a group of faculty members visited eight companies in Brazil, across a variety of industries, including Alcoa’s Juruti Mine, Lojas Riachuelo, Azul Linhas Aéreas Brasileiras, IBM, and Beleza Natural.
In 2013, another group spent three days, visiting Chrysler’s headquarters, two manufacturing facilities — the Toledo Assembly Complex and Dundee Engine Plant — and the World Class Manufacturing Academy (WCMA). In November 2014, faculty members will visit SC Johnson’s headquarters and manufacturing facilities in Racine (Wisconsin).

Operational Excellence in Healthcare
In September 2013, the Deming Center, New York Presbyterian Hospital and Columbia University Medical Center cosponsored a conference in healthcare to promote operational excellence practices within the industry. The key topics for discussion included technology challenges for improving healthcare outcomes, institutionalization of change (setting the culture to make it happen) and operational excellence (presentation of successful examples).

Entrepreneurship and Competitiveness in Latin America (ECLA)
Under the sponsorship of the Chazen Institute at Columbia Business School and Banco Santander, the Deming Center runs this executive program exclusively for entrepreneurs of midsized Latin American companies.

ECLA is a 13-month program combining in-classroom training, distance learning and project work providing participants with the skills and direction necessary to implement and lead change within their organizations and preparing them for success across borders.
Director  

Nelson M. Fraiman ’71 is a Professor of Professional Practice in the Decision, Risk and Operations Division at Columbia Business School. He is also the Faculty Director of Entrepreneurship and Competitiveness in Latin America (ECLA), a program for Latin American entrepreneurs who aim to be successful across borders. His current research centers on entrepreneurship and operational excellence.

Fraiman joined the faculty in 1995 after a 17-year career at International Paper Company, where his most recent position was Chief Technology Officer. He teaches operations management and strategy and has conducted executive education programs in Argentina, Canada, Chile, Colombia, Holland, Israel, Mexico, Singapore, South Korea, the United States and Uruguay. Fraiman holds a BS in Industrial Engineering, as well as an MS, MBA and PhD from Columbia University.

Research Director  

Gabriel Y. Weintraub is an Associate Professor in the Decision, Risk and Operations Division at Columbia Business School. His research covers several subjects that lie at the intersection of operations research and microeconomics. He is particularly interested in developing mathematical and computational models for the economic analysis of problems in operations.

Weintraub received the 2002 IFORS Prize for Operations Research in Development, which is given every three years to the best application of operations research in a developing country. His research has been published in such prestigious journals as *Operations Research* and *Econometrica*. He teaches operations management and microeconomic and game theoretical modeling. Weintraub earned his MA and PhD from Stanford University.

Chairman of the Advisory Board  

Robert M. Amen ’73 is currently an Executive in Residence at Columbia Business School. Formerly, he was the CEO and Chairman of the Board of International Flavors and Fragrances (2006–09). In 2006, Amen retired as President, Chief Operating Officer, and Director of International Paper after spending 26 years with the firm. He started his career with Gulf & Western before joining Schlumberger, which launched Amen into a career in international business.

A graduate of Columbia Business School and of Boston College, where he studied economics, Amen serves on the board of the UK infrastructure company Balfour Beatty, and is also a member of the board of the Inner-City Scholarship Fund. He is a Knight of Malta and is involved in community service initiatives in New York.
Membership on the Deming Center’s Advisory Board is reserved for those individuals and companies that possess an extraordinary commitment to the Center’s initiatives. The Board convenes twice a year.

- **Rob Amen ’73**, Executive in Residence, Columbia Business School
- **Wolfgang Bernhard ’88**, Head of Daimler Trucks and Buses, and Member of the Board of Management, Daimler AG
- **Omar Besbes**, Associate Professor, Columbia Business School
- **Bruno Di Leo**, Senior Vice President, Sales and Distribution, IBM
- **Ricardo dos Santos ’07**, Executive Vice President, ENCORPAR
- **Herb Elish**, Chief Operating Officer, College Board
- **Beth Ford ’95**, Executive VP, Chief Supply Chain & Operations Officer, Land O’Lakes, Inc.
- **Nelson Fraiman ’71**, Professor of Professional Practice, Columbia Business School
- **Thomas Groos ’80**, Partner, City Light Capital
- **R. B. Harrison**, Chief Omnichannel Officer, Macy’s Inc
- **Richard Jaffe ’92**, Managing Director, Stifel, Nicolaus & Co
- **David Niles ’98**, President, SSA & Company
- **Bennett Nussbaum ’71**, Executive Vice President and CFO, DFC Global Corp.
- **Paul O’Neill**, 72nd Secretary of the US Treasury
- **Kristin Peck ’99**, EVP and Group President, Zoetis
- **James Peterson**, Director of Corporate Initiatives, GE
- **Medini Singh**, Senior Lecturer in the Discipline in Business, Columbia Business School
- **George Stalk**, Senior Advisor and BCG Fellow, Boston Consulting Group
- **Garrett van Ryzin**, Paul M. Montrone Professor of Private Enterprise, Columbia Business School
- **Andrew Wallach ’00**, President, Central National-Gottesman, Inc.
- **Scott Wharton**, Managing Director and Global CPO, Citibank
- **Gabriel Weintraub**, Associate Professor, Columbia Business School

To learn more about joining the advisory board, contact Angela Quintero at aq2163@columbia.edu.
Deming Cup Winners Gallery

2013 Deming Cup Winners, Fisk Johnson (SC Johnson) and Paolo Rocca (Tenaris)

2010 Deming Cup Winner, Sam Palmisano (IBM)

2011 Deming Cup Winners, Brent James (Intermountain Healthcare) and Sergio Marchionne (Fiat Chrysler Automobiles N.V.)

2012 Deming Cup Winners, Terry Lundgren (Macy’s) and Ratan Tata (Tata Sons) with previous years’ cup recipients
2014 Practitioners in Class: Kristin Peck (Zoetis) and Paolo Rocca (Tenaris)

2013 Faculty Tour (Chrysler, Detroit)

2013 Operational Excellence in Healthcare Conference
W. Edwards Deming was an adviser, consultant, author, and teacher to some of the most influential businessmen, corporations, and scientific pioneers of business process reengineering. He has been described as a national folk hero in Japan, where he was directly responsible for inspiring and guiding the spectacular rise of Japanese industry after World War II. He is also known as the original management science guru and founder of the third wave of the Industrial Revolution. His extensive list of published works includes nearly 200 papers, articles, and books. Deming joined the Columbia Business School faculty in 1988, at the invitation of Professor John Whitney.

To learn more about W. Edwards Deming and the Deming Center, visit www.gsb.columbia.edu/deming.