Georgia Institute of Technology
Scheller College of Business
Executive Education

IPST – GA Tech Executive Conference
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Operations & Supply Chain Management
Faculty Director, Non-degree/Custom Exec Ed Programs
Presentation Outline

- Overview of Executive Education at the Scheller College of Business at Georgia Tech

- Executive Education Capabilities in
  - Onboarding and Emerging Leaders Programs
  - Lean Six Sigma Programs
  - Operations/Supply Chain Leadership Development Programs
GT Scheller Executive Education Overview

- **Vision** - To be recognized as a magnet for executive development at the intersection of business and technology.

- **Core offerings:**
  - *Degree programs:*
    - Executive MBA in Global Business
    - Executive MBA in Management of Technology
  - *Non Degree programs:*
    - Open enrollment programs (Lean Six Sigma, Information Technology Management)
    - Custom executive education programs
GT Scheller Executive Education Advantage

**General Management / Leadership**
- Current thought leadership on strategic business thinking for competitive advantage
- Contemporary approaches for managing projects, leading organizations, implementing change, and creating high performance teams to drive organizational performance

**Supply Chain / Operations Management**
- Planning and executing the end-to-end supply chain for competitive advantage
- Focus on how to create a demand-driven supply chain so as to be efficient, responsive, agile, and customer-centric

**Innovation Management**
- Effective practices to drive innovation and strategy for business growth
- Exposure to current innovation management tools and frameworks to increase differentiation and help sustain competitive advantage

**Technology Management**
- Contemporary IT management practices to effectively manage the modern enterprise
- Exposure to the most critical IT management issues driving superior enterprise performance
New Employee Onboarding and Emerging Leader Programs

- Georgia Tech has designed and delivered programs for newly hired employees and emerging leaders at a variety of organizations
- These programs are designed to help the participants **increase business acumen** and gain the knowledge and tools to **improve leadership skills** that lead to **innovation** and **profitable growth**

### Sample Program

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
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<tbody>
<tr>
<td>Welcome and Introduction</td>
<td>Improving our Emotional Intelligence</td>
<td>Maximizing Shareholder Value</td>
<td>Leading Innovation</td>
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<tr>
<td>Executive Speaker</td>
<td>Understanding Ourselves and Others</td>
<td>Free Cash Flow: Cash Is King</td>
<td>Culture of Innovation and Change</td>
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<td>Building your Leadership Acumen</td>
<td>Enhancing Team Dynamics and Performance</td>
<td>Choosing the Best Projects</td>
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<td>Leaders vs. Managers</td>
<td>Virtual Team Challenges</td>
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<td>Leading Teams</td>
<td>Communicating Effectively</td>
<td>Focusing on the &quot;Right&quot; Metrics</td>
<td>Change Management Simulation</td>
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<td>Leading Change</td>
<td>Negotiating, Influencing, and Resolving Conflict</td>
<td>Profitability Measures and How to Drive Them</td>
<td>Pulling it All Together – A Discussion</td>
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<td>Integrative Video Case: Everest</td>
<td>ROIC and EVA</td>
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<td>Putting Ideas into Practice</td>
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Lean Six Sigma Certificate Program

Six Sigma Certification Program (open Enrollment)

This 3-module program is designed for professionals looking for a deeper understanding of lean Six Sigma approach, and can be taken by those looking for either Green Belt or Black Belt certification.

Lean Six Sigma Green Belt (5 days)
- Introduction to Six Sigma
- DMAIC methodology (Define/Measure/Analyze/Improve/Control)
- Continuous and discrete data
- Hypothesis testing
- Lean tools for Six Sigma
- Capstone exercise putting theory into practice

Applied Statistics for Six Sigma (3 days)
- Statistical tools for implementing Six Sigma in the real world
- Introduction to MiniTab software
- Measurement phase for continuous and discrete data
- How to select the appropriate tests and interpret results
- SPC (statistical process control)

Lean Six Sigma Black Belt (4 days)
- The DMADV methodology (Define/Measure/Analyze/Design/Verify)
- DOE (Design of Experiments)
- Using Crystal Ball software
- Gage studies
- Attribute agreement analysis

Instructor Lee Campe
- Lee Campe is a proven Six Sigma deployment leader with a wide array of expertise in all facets of business. He also has extensive experience in Design for Six Sigma (DFSS)
- Lee has extensive experience deploying Six Sigma in transactional environments including sales, human resources, marketing, finance, information technology, and manufacturing
- He is a past Master Black Belt for GE, Johnson & Johnson, JP Morgan Chase, and The Home Depot
Operations/Supply Chain Leadership Development Programs

Key Program Goals

- Develop a holistic and cross-functional view of the end-to-end supply chain from a high level, i.e., develop the supply chain leadership mindset
- Understand the operations and supply chain imperatives for your organization from a strategic and competitive standpoint, not just tactical
- Develop the thought leadership AND operational skills required to successfully drive the needed supply chain transformations in your organization
- Identify/establish the journey needed for the supply chain transformation in your organization
- Lead the supply chain journey and take appropriate leadership actions, as/when needed
Our Point of View for Operations/Supply Chain Excellence

- **END to END (E2E)** focus and scope (enterprise view)
- **DEMAND-DRIVEN** network for market responsiveness
- **ALIGNMENT** of supply chain strategy with corporate goals and business strategy, as well as market requirements
- **SYNERGY & INTEGRATION** with customers, suppliers, and other business partners (external), as well as within the company’s functions (internal)
- **HIGH-VALUE COLLABORATIVE** supply networks with internal and external supply chain partners
- **SEGMENTED** operating models to compete effectively in different markets
- **TAILORED PRACTICES** to execute the operating models
- **PERFORMANCE DRIVEN** by well aligned E2E metrics
Integrated E2E View of the Supply Chain

Source: Adapted from Gartner (2010)
<table>
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<th>Gartner DDVN Maturity Model</th>
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<tr>
<td><strong>Stage 1</strong></td>
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<td>React</td>
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<td><strong>Goal</strong></td>
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<td><strong>Supply Chain Organization</strong></td>
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<td><strong>Metrics</strong></td>
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<td><strong>Typical Projects</strong></td>
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# Gartner DDVN Maturity Model

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<tr>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
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<tr>
<td>React</td>
<td>Anticipate</td>
<td>Collaborate</td>
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- **Supply Chain Excellence**
  - Internally Focused

- **Demand-Driven Excellence**
  - Externally Focused

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- Business Sustainment (Siloed Efficiencies)
- Business Growth (Cross-Functional & Network Integration)
Core Program Design Philosophy for SC Leadership

SUPPLY CHAIN EXCELLENCE

Strategic Thinking
- Synergy between business strategy and supply chain to drive competitiveness
- Strategic Alignment
- Sales & Demand Planning
- Segmentation
- Strategic Sourcing & Procurement
- Supplier Management
- Network Planning & Configuration
- Innovation
- Risk Management
- Collaboration Models

Operational Excellence
- Planning and execution of supply chain processes and activities to drive performance
- Inventory Management
- Dependent Demand/ERP
- Production Planning & Scheduling
- Manufacturing Execution
- Quality & Safety
- Process Improvement
- Distribution Planning
- Warehouse Management
- Transportation Planning

Leadership & Mgt Dev
- Leadership and mgt capabilities & skills needed to effectively drive strategy, planning, and execution
- Project Management
- Critical Thinking Skills
- Effective Communication
- Negotiation & Conflict Resolution
- Change Management
- Org Leadership Development
- Building High Perf Teams
- Time Management
- Finance & Accounting Basics

Applied Knowledge
- Transfer of learning and knowledge to actual on-the-job business problems
- Work on a real project
- Project coaching
Tiered Program Approach

- Exec/Senior Management: "Thin Slice" 2-3 Day Residency
- Senior/Middle Management: 2-Week Residency
- Middle/Lower Management: Virtual/Blended Model
## Coca-Cola Company Program Format

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- **Strategic Thinking**
- **Operational Excellence**
- **Leadership Development**
- **Applied Knowledge/Project Work Application**
Overview of The Coca-Cola Company’s Supply Chain LEADER Excellence (SCLX) Program

- **Program Objective:** To develop the Supply Chain Director’s full view of the Supply Chain from end-to-end, focusing on how to lead and integrate the business around a flexible, reactive, customer-focused supply chain in a sustainable and environmentally responsible manner.

- **Target Audience:** Supply Chain Directors and potential successors within a bottling / manufacturing organization and Group/Technical Directors

![Overall Program Structure](image)

- **Individual Assessment:** 2 Mos. Prior (2 Hours) • Home Location
- **Self-Study:** 1-2 Mos. Prior (12-15 Hours) • Home Location
- **Learning Session:** 2 Weeks (100 Hours) • Atlanta (GT)
- **Application Project:** 3 Mos. After (60-80 Hours) • Home Location
The Clorox Company Program Format

Week 1

Day 1

AM

PM

Eve

Day 2

Day 3

Day 4

Day 5

Week 2

Day 1

AM

PM

Eve

Day 2

Day 3

Day 4

Day 5

Legend:
- Strategic Thinking
- Operational Excellence
- Management & Leadership Development
- Applied Knowledge/Application to Project Work
Overview of The Clorox Company Supply Chain Strategy & Leadership Forum

- **Program Objective:** Designed to develop supply chain competencies among leaders within the overall function of global operations.
- **Target Audience:** High to mid-level directors and managers within the overall area of global operations (procurement, sourcing, distribution, fulfillment, manufacturing, material planning, etc.)