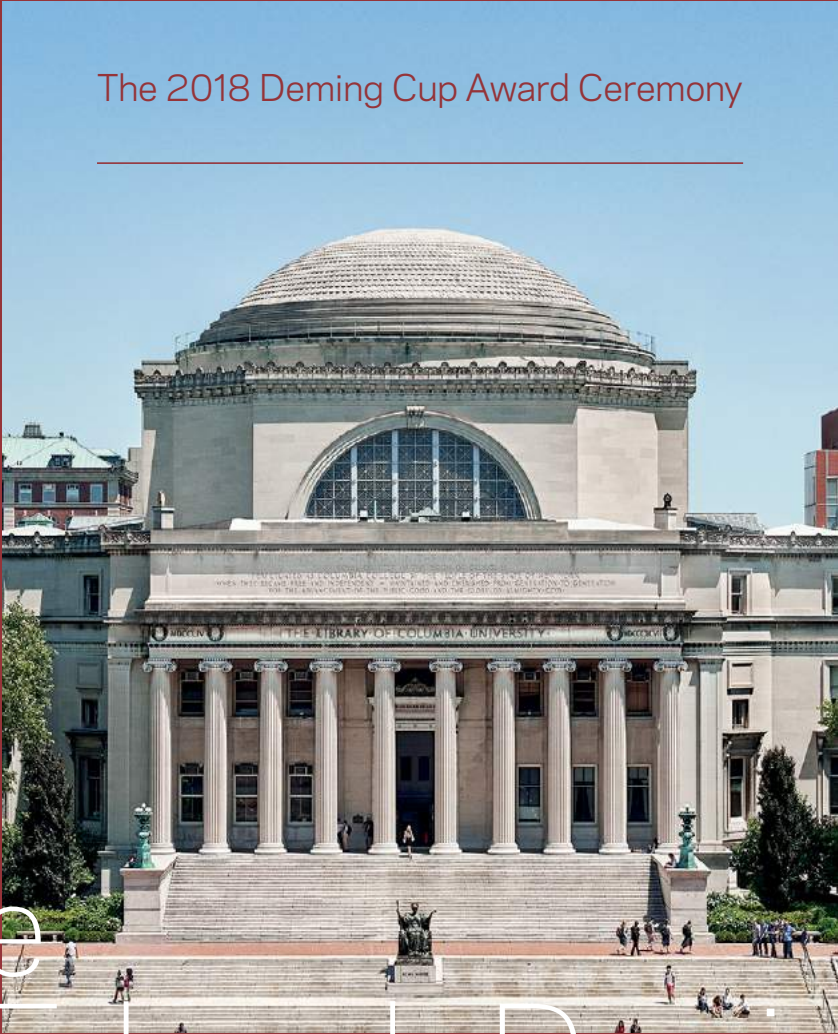


The 2018 Deming Cup Award Ceremony



The
W. Edwards Deming
Center for Quality,
Productivity, and
Competitiveness

2018 Honorees



Juan Ramón Alaix & Douglas M. Baker, Jr.
2018 Deming Cup for Operational Excellence



Sergio Marchionne
1952–2018
Lifetime Achievement Award



Douglas Baker, Juan Ramón Alaix, Scott Garberding (for the late Sergio Marchionne) and Nelson Fraiman

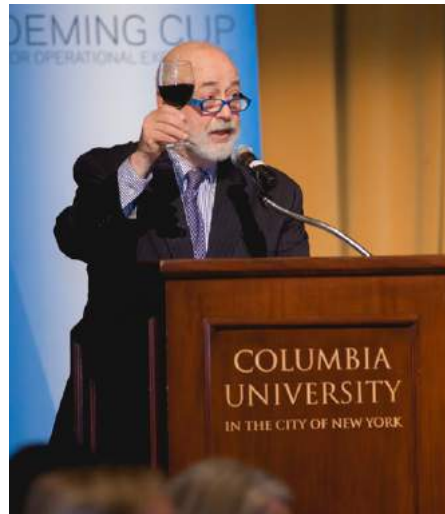
The 2018 Deming Cup Award Ceremony

Dear Friends,

On October 23, 2018, the W. Edwards Deming Center for Quality, Productivity, and Competitiveness honored Juan Ramón Alaix, CEO of Zoetis, and Douglas M. Baker, Jr., chairman and CEO of Ecolab, with the 2018 Deming Cup for Operational Excellence at Low Rotunda at Columbia University. In addition, the Center bestowed the Lifetime Achievement Award posthumously to Sergio Marchionne to salute his achievements and honor his legacy of inspiring leadership as CEO of Fiat Chrysler Automobiles.

By recognizing outstanding leaders through this award, Columbia Business School continues to inspire students to adopt the core guiding principles of operational excellence, employee empowerment, and continuous improvement as keystones of their practice. We are grateful for the guidance and counsel of our Center's leadership—the Advisory Board and Judging Committee—as their thoughtful involvement in all stages of the nominee selection and review process affirms the integrity and prestige of both awards.

I am delighted to share highlights of this special evening with you.



Professor Nelson M. Fraiman

The celebrations began with a cocktail reception in the Faculty Room, where guests had the opportunity to meet with the evening's awardees and mingle with Columbia University faculty and members of the Deming Center Advisory Board & Judging Committee.

Nelson Fraiman kicked off the evening's program by congratulating both Alaix and Baker for their impressive accomplishments that made them



Dean Glenn Hubbard

worthy recipients of the Deming Cup and saluted Marchionne, "a once-in-a-lifetime leader, full of charisma, backed up by brilliance....and a true friend of the Deming Center, whose absence will leave a void that will never be filled." He raised a toast to all three honorees, and invited Columbia Business School Dean Glenn Hubbard to make opening remarks.

Hubbard noted that great businesses and great universities are really about three things that are easy to say but hard to do—ideas, talent, and network—and the Deming Cup celebration exemplified all three in action. He highlighted the caliber of the night's awardees in the context of the impressive cohort of previous winners and the values that they would be reinforcing by receiving the award.

"What the Deming Cup celebrates—and the values it embraces—are things that are close to Columbia Business School's heart: it is all about continuous improvement in what we do... the art of excellence in business practice. We do this as a school, not just to further W. Edwards Deming's legacy, but more importantly, to prepare our students, the next generation for leadership in business practice.

This center, like everything we do, tries to bridge theory and practice. We're a

university, we are proud of the research our faculty do here, but that research is informed by the problems and challenges you all bring to bear. We have it in our DNA, the three-part test we do with our students to innovate, connect, and lead...and all of that is here tonight.”

Hubbard was followed by David Niles, chairman of G100 companies, CBS alumnus of the class of 1998, and chairman of the Deming Center Advisory Board. Niles presented a brief historical context of W. Edwards Deming’s impact on the business world in Japan and in the US, where his philosophy on quality, process improvement, and operational excellence transformed performance for companies in both countries.

“Deming institutionalized the use of key management tools—such as statistical process control and quality management. However, to pigeonhole Deming as just a quality guy misinterprets his real impact. While quality and statistics were Deming’s tools, his craft was leadership and management. He was one of the first business leaders that connected the dots from operational excellence to winning in the marketplace, to achieving enduring success for the corporation, to great jobs, and a healthy economy. This was Deming’s grand system. And at the Deming Center, we believe that that system is just as relevant today as it was then.



David Niles '98

Our mission is to make sure that this system is made modern and taught to the next generation.”

Niles then warmly welcomed Shelly Lazarus to the podium, calling her “a great friend of the Deming Center and an extraordinarily talented emcee.”

Lazarus, chairman emeritus of Ogilvy & Mather, and a member of the Center’s Judging Committee, graciously accepted his invitation saying that she “loved



Shelly Lazarus '70

hosting this gig each year,” and thanked the center for inviting her back.

“What makes the Deming Cup—and by extension, this award ceremony—special, are the awardees, who are remarkable leaders and luminaries in their field. Their achievements bring together all of us—friends, colleagues, and supporters—to this special night where we honor them. This celebration is always meaningful, but it is particularly moving this year, as we pay tribute to Sergio Marchionne, who was central to the Deming Cup movement.”

Speaking of the accomplishments of the evening’s first awardee, Juan Ramón Alaix, she admitted that while she had not personally met him until that evening, she was well aware of his accomplishments as the founding leader of Zoetis, having astutely bought their stock at the very beginning. She jokingly thanked him for a “great ride,” noting that the consistent increase in their stock price was ample proof of his effective leadership of the company.

She cordially welcomed Kristin Peck to formally introduce him to the audience, noting gleefully—and to rousing cheers—that she, Kristin, and Beth Ford were all proud alumnae of Columbia Business School.

Peck, executive vice president and group president, US Operations, Business Development and Strategy at Zoetis, highlighted the core framework of Alaix’s unwavering, employee-empowering, industry-enhancing leadership.



Kristin Peck '99

“He is one of the most inspiring leaders I have known. Tonight, we honor him not only for driving remarkable financial results and achievements in operational excellence, but for the incredible passion and pride he has instilled in the colleagues of Zoetis. He rallied and recruited the nearly 10,000 former employees of Pfizer, who would be leaving the iconic human-health giant to become the backbone of this new, public animal health company in 2013.

Because of his positive outlook, steady leadership, and strategic vision, Zoetis’ employees did not just persevere, but went above and beyond to simplify the business further and take on major, difficult changes. Under his leadership, Zoetis has not only stood up—it has stood out—by consistently delivering profitable revenue growth that’s outpaced the animal health industry; by introducing ground-breaking innovations that have changed the standards



Juan Ramón Alaix with colleagues from Zoetis

for animal care, and; by creating an award-winning workplace for Zoetis colleagues.”



Juan Ramón Alaix

Graciously accepting the ensuing applause to Peck’s eloquent introduction, Juan Ramón Alaix narrated the arc of his career journey, which reinforced the importance of curiosity, the desire to learn, and the drive for continuous improvement. Having moved from a career in finance to one in general management, he relocated to the US to work at Pfizer, ultimately being selected to become the first CEO of Zoetis.

“We started as a public company five years ago and it has been an amazing journey! We started with an enterprise value of about \$18 billion and we are today at \$50 billion. What is important is that every single year we were able to grow faster than the market.

(Exciting) things happen when you embrace challenges and are open to learn new things. As Deming said, people are born for continuous learning.



Kristin Peck, Ian Read & Michael McCallister presenting the 2018 Deming Cup to Juan Ramón Alaix

In Spain we say, don’t go to bed until you learn something new. And I am applying that each day, trying to learn how to bring innovation to Zoetis, how to bring more value to our customers, and the greatest challenge for any CEO—how to balance between the short- and the long-term.”

Alaix was presented the 2018 Deming Cup by Michael McCallister, chairman of Zoetis’ board, and Ian Read, chairman and CEO of Pfizer.

The ceremony progressed over dinner with remarks by Beth Ford, president and CEO of Land O’Lakes, introducing Douglas Baker. She spoke warmly of how Ecolab had seen tremendous success with Baker at the helm since he became CEO in 2004.

“What has made him most deserving of this honor, in my opinion, is his exemplary leadership. Quadrupling sales obviously isn’t easy. But most importantly, Doug believes that people are at the heart of his company and understands the importance of creating and motivating an inspired team. Through his leadership style, he demonstrates the power of purpose, vision, and culture in driving performance, and the imperative of an unrelenting focus on serving customers well. Through this philosophy Doug has embodied the Ecolab purpose—to make the world cleaner, safer, and healthier, protecting people and vital resources.



Beth Ford '95



Douglas Baker with colleagues from Ecolab

Above and beyond leading his company, Doug shows up as a leader of our community in Minnesota and champions all the ways he and his team can make the impact at home and in the world.”

Her sincere remarks extolling Baker’s virtues as a principled human being, inspiring leader, and genuinely community-oriented citizen appropriately set the stage for Deming Cup winner, Douglas Baker, chairman and CEO of Ecolab, to address the audience.



Douglas Baker

“Wow, I should just fold it,” began Baker as he responded to the applause that greeted him. He was honored not only at winning the award, but also by being a part of “winning teams,” such as the boards of The College of the Holy Cross and Target Corporation, both of which were in attendance. He accepted the award on behalf of Ecolab’s 48,000 employees, highlighting the consistent—and growing—impact of Deming’s philosophy on his leadership and the framework of purpose and principles that remains integral to Ecolab’s culture.



Beth Ford, Bill George & Ken Salazar presenting the 2018 Deming Cup to Douglas Baker

“When I became CEO, I brought Total Quality Management to Ecolab right away. Since then, I would estimate that we have trained over a hundred thousand people on these principles. And it has clearly been instrumental—along with purpose, vision, culture, and a great team—to our success, and our results in efficiency and quality have improved dramatically too.

If you look at the world, we have 7.5 billion people projected to be 10 billion by 2050, with a rising middle class...who will need more resources so the demand for food and power will go up...which leads to demand in water. And so, we know we are going to have to do more with less...but I believe we can solve these with Deming’s teachings: how to get things right the first time; how do you do things with less waste; how do you use less water and energy; basically, how do you end up producing more with less.

Deming’s work is going to be a lot more important in the future than it has been in the past. I’m excited about this award as it has awoken in me—and in Ecolab—the thought process around Deming’s principles.”

Baker was presented the 2018 Deming Cup by Bill George, former chairman and CEO of Medtronic, and Ken Salazar, 50th United States Secretary of the Interior and partner, WilmerHale.

Up next was Awi Federgruen, Professor and Chair of the Decision, Risk, and Operations Division at Columbia Business School. He spoke glowingly of the Deming Center, calling it the “premier center of the division and a true source of pride.” He briefly described the Deming Center Doctoral Fellowship program and its crucial role in enabling applied research projects conducted in partnership with companies. Since 2011, the center has fund-

ed 58 fellowships through the sponsorships received at the Deming Cup. Federgruen thanked the gathering for their staunch support and exhorted them to increase their collaboration as “together we can do better than on our own.” He then introduced his advisee, Zhe Liu, one of the recipients of the Deming Doctoral Fellowships and 2019 PhD Candidate, to present the findings of his research.

Liu first presented his work around ride-hailing systems, such as Lyft, Uber, etc., that operate over geographically-dispersed networks. Because the



Zhe Liu '19

systems are decentralized with drivers making strategic decisions on whether to join the system and where to route themselves, there are challenges to efficient control and operation of the system. To tackle the demand imbalances in different areas during different times of day, he studied how the platform’s operational controls impact system performance. Analysis showed that platform controls resulted in more transportation capacity, and that strategic rejection of demand could actually increase overall value. Additionally, they found that the more imbalanced the system, such as during morning and evening rush

hours, the more value platform controls can yield, benefitting both drivers and riders.

Liu then presented his research on global dual sourcing strategies, citing the many companies that rely on both offshore and nearshore/onshore suppliers. The trade-off between cost and responsiveness between these two options challenges inventory management but also offers great opportunities for operational improvement. Liu and Federgruen developed a general dual sourcing model that incorporates major complications that arise in practice and successfully obtained optimal dual sourcing procurement strategies with simple structures, and further developed heuristic approaches for general settings. Numerical studies showed that a company adopting their dual sourcing strategy could obtain 10% savings with only 5% procured from the “fast” supplier. Liu’s presentation clearly showed how the Deming Doctoral Fellowships support applied research addressing challenges and opportunities in the business world.

The evening’s finale was the presentation of the Lifetime Achievement Award to Sergio Marchionne, CEO of Fiat Chrysler Automobiles, who passed away on July 25, 2018. Marchionne was the recipient of the 2011 Deming Cup and served as co-chair of the Judging Committee from there-

on. He was consistently engaged with the activities of the center and could be counted on—unconditionally—for his support, involvement, and friendship through the years. Fraiman spoke movingly of what he meant to him and the center.



Sergio Marchionne
1952–2018

“Sergio cared. He made you a better person. He was always eager to engage with our students and faculty. He was interested in constantly learning, happy to talk to anyone who had ideas or insight into how to make things better. He was always ready to host a study tour or discuss a research idea. As I am sure many of his colleagues and employees can relate, he liked to challenge us to do new things and think about hard questions. He was always looking to do better, was tough but fair, and had true vision. Through his curiosity, energy, and innate generosity, he pushed us to try harder.

In 2011, Sam Palmisano stood on this very stage, introducing Sergio as a winner of the Deming Cup. I am beyond grateful to Sam for being here tonight to pay tribute to our dear friend.”

It was, indeed, poignant to then hear the remarks of Samuel Palmisano, who had been friends with Sergio from a young age in Toronto. He reflected on Marchionne’s fierce intellectual curiosity, fascinatingly eclectic educational background, and “diversity of thought,” which were the hallmarks of his personality and his leadership.

“Maybe he was unemployable. Maybe he was a Renaissance Man. Who knows?”

He had the unique capacity to see the world differently. His iconic black cashmere sweater was his representation of his view of the world.... He would live on an airplane, have 100 direct reports, he would manage the company from a cell phone, and knew every detail operationally. Every detail. That management style, that work ethic, allowed him to increase the value of Fiat by 10 times. Vision without execution is hallucination. Sergio never forgot that. He was a transformational leader who, according to the Italian media, “had a lot of American in his management style.” The only thing that mattered to him was



Samuel Palmisano



Scott Garberding accepting Sergio's Lifetime Achievement Award from Sam Palmisano, Todd Waterman & Jim Peterson

results. Nothing else. That's all he expected you to do—deliver results in the best interests of the Fiat company and its value system.”

As he accepted Marchionne's Lifetime Achievement Award, Scott Garberding, Global Chief Manufacturing Officer of Fiat Chrysler Automobiles, reiterated that the award was particularly meaningful to FCA as it honored Marchionne's leadership, principles, and values:

“Always aiming to achieve operational excellence. Believing his role as CEO was about responsibility, and never privilege. Using his leadership to change things for the better—these are the things that Sergio dedicated his life to.



Scott Garberding

The legacy that Sergio left us speaks to what really mattered to him: the pursuit of excellence, the idea that there is always a better way....He taught us that we cannot negotiate ourselves, ever, out of our set of values. It reflected in every decision we took and every leadership appointment that we made. He taught us that waste was fundamentally unethical. He taught us about duty and perseverance. He also taught us about humility, quickly and sternly directing us to never, ever fall in love with that title on our business card. And he constantly reminded us that we were there to serve a higher purpose. All these lessons, together with his impulse never to be satisfied with good enough, have become a core part of our culture at FCA—continually setting high standards and never, ever, settling for mediocrity.

Sergio believed that a leader can only truly be judged by the culture he leaves behind, and by what the organization does after him. By working on his succession plan, he ensured steadiness of leadership and constancy of vision. At last year's Deming Cup, Sergio had said, “The true value of a chief executive is measured by their human impact on an organization. On his ability to create new leaders that challenge the status quo, that pioneer uncharted paths...and to go beyond the tried and tested.”

That's what Sergio did.”

Garberding's stirring remarks echoed in the Rotunda, along with wholehearted applause, as he accepted the Lifetime Achievement Award from two GE representatives—Jim Peterson, corporate initiatives director, Operations and Supply Chain, and Todd Waterman, senior executive, Lean—as the award was created especially for this occasion by GE using their additive manufacturing capabilities.

In his closing remarks, Terry Lundgren, retired chairman and CEO of Macy's, Inc., highlighted the stellar caliber of the Deming Cup winners, whose achievements not only made them worthy recipients, but also added to the prestige of the award. He spoke affectionately of his friend and co-chair, Sergio Marchionne, and announced the Center's continued plans to keep his name alive in its work.



Terry Lundgren

“Next year's Deming Forum—the day-long professional development intensive that we offer our business partners—will be renamed The Sergio Marchionne Forum for Operational Excellence. It is our way of continuing to pay tribute to the values of operational excellence, continuous process improvement, and fearless leadership that

Sergio stood for. I can't think of a more deserving individual to receive that recognition or a better way for us to honor him.

Another way to pay tribute to Sergio is to ensure that we fill his position as co-chair with someone he would approve of. And for sure, he would approve of the former chairman and CEO of IBM, and the first recipient of the Deming Cup in 2010—Sam Palmisano—who will be joining us as co-chair of the Deming Cup Judging Committee.”

And with that, the 2018 Deming Cup ceremony drew to a close.

Sincere thanks to my colleagues in the Decision, Risk, and Operations division of Columbia Business School and the Fu Foundation School of Engineering and Applied Science for their active and ongoing engagement with our programs.

As always, I am humbled by the unwavering support of the Deming Center family not only towards the Deming Cup, but also towards the mission and vision of our center.

We sincerely appreciate our sponsors for their vote of confidence in our mission, represented by their generous support—Gagik Arzumanyan, Central National Gottesman, Certus Cybersecurity, Roy Choi, Citi, College of the Holy Cross, Ali Dođramaci, Ecolab, Fiat Chrysler Automobiles, G100 Companies, IBM, International Paper, Jaffe Family Foundation, Renée & Dan Kaplan, Land O'Lakes, Macy's, Maurice Amado Foundation, McKinsey & Company, Merck, Minneapolis Foundation, New York Times, Paul H. O'Neill, Salt Equities, SAP, SC Johnson, Shop LC, David J. Sitt, Burt Steinberg, Target, Triangle Capital Group, and Zoetis. The enduring generosity of our sponsors enables us to offer the impactful programs we do.

Thanks is due also to Deb Romain Consulting and Simon Pearce for their distinctive work in designing and handcrafting the Deming Cups that we so proudly present to our winners each year. A special thank you as well to our partners at GE for creating the unique 3-D printed Lifetime Achievement Award in honor of Sergio Marchionne.

Please take a minute to enjoy the photographs of the evening in the ensuing pages—they will give you a sense of the wonderful evening we enjoyed.

I trust we will have the pleasure of your company at the 2019 Deming Cup—do mark your calendars for Tuesday, October 22, 2019—when we will kick-off our 10th anniversary celebrations!

Warm regards,



Nelson Fraiman
Professor of Professional Practice
Columbia Business School

Photo Highlights



Columbia Business School Dean Glenn Hubbard with Nelson Fraiman and former Dean Meyer Feldberg



Doctoral Fellow Amine Allouah with Columbia Business School & Columbia Engineering School Professors Yash Kanoria & Vineet Goyal



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Saba Belay & Steve Leder from Zoetis



Nick D'Andrea from the New York Times



Michael Balz & Amir Malik from McKinsey & Company



Target CEO Brian Cornell with colleagues & Nelson Fraiman



Merijn Helle & Darcy MacClaren from SAP



Michael & Nancy Hodin



Guests from Citi's International Banking Group



Zeev Haffner, Mariana Martins & Matt Schrimper from McKinsey & Company



Craig McKenney (second from right) with guests from Citi



Dean Glenn Hubbard with Terry Lundgren



Jack Pullen from Central National Gottesman with wife Kelly



Professor Mike Pinedo from New York University (second from left) with his PhD students



Loren Talley with Heidi Chen from Zoetis



Richard Jaffe '92 with guests from SAP



Guests from Target Corporation



Shahram Ebadollahi '16 from Novartis



Matt Everhart, Marc Levine, and Joe Byers from Zoetis



Matt Carstens from Land O'Lakes



Juan Ramón Alaix with Dean Willie Reed



Craig McKenney with colleagues from Citi



Ecolab guests at their table with Phd candidate Jiaqi Lu (far left) and Keshia Mark (standing) from Columbia Business School



John Bettigole, Eli Carmeli & Bruno Di Leo



Bill George & Ken Salazar



View of Low Rotunda during the award ceremony



Guests from Ecolab



Shelly Lazarus '70



Terry Lundgren and Nelson Fraiman share a thought during dinner



Video tribute to Sergio Marchionne during dinner



Doug Baker sharing a moment with the team from Ecolab



Doug Baker with Target CEO Brian Cornell and his colleagues from Target Corporation along with Ken Salazar



Doug Baker with fellow trustees and supporters from The College of the Holy Cross



Nelson Fraiman with students from the EMBA-Global Americas and Europe 2019 class



Juan Ramón Alaix with wife Zoraida and daughter Adriana



Deming Center Doctoral Fellows Alain Lemaire, Gowtham Tangirala, Francisco Castro, Natalie Carlson, Pengyu Qian, and Zhe Liu



Doug Baker with wife Julie and son Doug Jr.



Deming Center team with CBS colleagues. From left to right: Kathleen Rithisorn, Olivia Haynes, Abigail Talcott-Schlaifer, Angela Quintero, Kalpana Kanthan, Shirley Sheung & Maggie Hopkins

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2019 Deming Cup Award Ceremony

Tuesday, October 22, 2019



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