

2019 Deming Cup for Operational Excellence



2019 DEMING CUP HONOREES



David Abney
Chairman & CEO
UPS



Janet DiFiore
Chief Judge
Court of Appeals &
The State of New York



Hubert Joly
Executive Chairman
Best Buy



Professor Nelson Fraiman '71, David Abney, Janet DiFiore, and Hubert Joly at the Award Ceremony on October 22, 2019

Dear Friends,

On October 22, 2019, the W. Edwards Deming Center for Quality, Productivity, and Competitiveness at Columbia Business School launched the 10th-Anniversary celebration of the Deming Cup for Operational Excellence by presenting the 2019 award to David Abney, chairman and CEO of UPS, Janet DiFiore, chief judge of the Court of Appeals and the State of New York, and Hubert Joly, executive chairman of Best Buy, in Columbia University's Low Memorial Library.

The evening marked a particularly meaningful moment in the award's journey, as it was the first Deming Cup presented to a leader in a government agency, proving that the principles of exemplary business practice as espoused by W. Edwards Deming are applicable and relevant across the private and public sectors.

By honoring outstanding leaders with the Deming Cup, Columbia Business School seeks to inspire students to adopt the core guiding principles of continuous improvement, operational excellence, and employee empowerment as keystones of their practice. We are grateful to the Deming Center's leadership—the Advisory Board and the Deming Cup Judging Committee—for their guidance, counsel, and thoughtful involvement in all stages of the nominee selection and review process.

It is my pleasure to share the highlights of the 2019 Deming Cup Award Ceremony with you.



Professor Nelson Fraiman '71

The evening's festivities began with a cocktail reception in the Faculty Room, where guests interacted with the awardees, as well as with senior administrators and faculty from Columbia University and Columbia Business School, along with members of the Deming Center's Advisory Board and Deming Cup Judging Committee.

Meyer Feldberg '65, dean emeritus of the School, congratulated Professor Nelson Fraiman '71 for what he has accomplished as faculty director of the Deming Center: "He's created something that has been important for the Business School. It's been important for the University. And it's been important for everybody here who's participating in this tonight."



Meyer Feldberg '65,
dean emeritus

Fraiman kicked off the proceedings in the Rotunda by inviting **Dean Costis Maglaras**—a longtime friend and colleague and the new dean of the Business School—to address the gathering.

Maglaras noted that this was a special moment for him—having attended practically every Deming Cup ceremony since its inception in 2010—because he was addressing the guests for the first time as dean. He laid out his vision for the next stage in the School's journey, which would essentially focus on two things: "excellence in education for our students and alumni and excellence in the thought leadership and impact of our faculty, making ours the best, most prestigious business school located in the best business center in the world." This will be accomplished by focusing on curriculum innovation; deepening partnerships between the School's academic community and its business partners to provide real-life learning opportunities for students so that they can successfully lead multidisciplinary teams in the workplace; offering lifelong online learning opportunities for alumni; strengthening collaborations across institutions in the University; and, finally, expanding the entrepreneurial activities of the School.



Dean Costis Maglaras

A lot of the things that we're trying to do at the School are actually the same things that the Deming Center has been preaching for quite some time. Collaboration between academia and industry, applied research, and embracing technology to promote lifelong learning—these are all things that we have been cheerleading through the center for many years and are recognizing today ... This shows the power of good ideas that apply in many different areas.

The Deming Cup and the Deming Center are crucially important in the life of the School because they recognize the principles that we think are important in business—operational excellence and continuous improvement. And these are essentially aligned with the vision of the School and everything that we do. We started presenting the Deming Cup 10 years ago, and we have built up an amazing community of CEOs who get honored every year and keep coming back to the School. The award has grown significantly in scope, sectors, and impact, ... all of which is worth recognizing here today.

Maglaras was followed by **David Niles '98**, chair of the Deming Center's Advisory Board and president of G100 Companies. Niles congratulated the awardees and thanked them for "demonstrating what exceptional management can accomplish." He emphasized the increased relevance of Deming's philosophy in today's world, pointing out the necessity of equipping future business leaders with these timeless tools for exemplary management.



David Niles '98

The Deming Center works to ensure that the operations skills, quality, expertise, and leadership excellence, as defined by W. Edwards Deming, stay relevant and are actively taught to the next generation of business leaders. Why do we care so much about this mission? Because leadership today is harder than ever. We face slow economic growth. We have active and sometimes restless shareholders. Technology is rapidly changing how we run our companies. And we have a real need to reinvent the relationship between the corporation and its various stakeholders. We all see that skepticism and cynicism towards capitalism are growing, particularly with the younger generation. And everyone in this room believes that the world needs great leaders to help move our economy and our society forward.

We at the Deming Center believe that Deming's Principles are part of that answer as they're central to great management. And when you take a look at many of the more successful and disruptive companies today, you'll find his ideas—the importance of data, thinking disruptively, treating employees well—at their core. Deming's concepts are indeed timeless, and passing them on to the next generation is important work—today more than ever.

Niles was followed by **Terry Lundgren**, founder and CEO of TL Advisors, retired chairman and CEO of Macy's, Inc., co-chair of the Deming Cup Judging Committee, and a 2012 winner of the award, who acknowledged that "now it's time to actually give these awards to our fantastic recipients."



Terry Lundgren

At the end of the day, Janet, David, and Hubert—you all followed the principles of Deming ... He talked about the importance of quality, and each one of you has demonstrated that in the organizations that you run, by leading with a constancy of purpose and focusing on continuous improvement in every product

and service that you provide. In spite of leading very different organizations, what you have in common is that all three of you have executed the Deming Principles with excellence.

To introduce the first award recipient of the evening, **Chief Judge Janet DiFiore**, Lundgren warmly welcomed **Governor Andrew Cuomo** “of the great state of New York,” to a standing ovation.

As he set up DiFiore’s introduction as the first public-sector awardee of the Deming Cup, Cuomo delivered a powerful case for the imperative of sound management principles in the functioning of government or any office devoted to public service.



Governor Andrew Cuomo

The fact that Columbia is awarding the Deming Cup to a chief judge in public service makes the simple but profound point that management matters in government. While Columbia’s wisdom seems obvious and apparent, it has been lost in our political process. More and more, politics and government have become about rhetoric rather than results, posturing rather than performance.

“Government management” is not an oxymoron. The words are mutually inclusive. At its best, government is the pursuit of a mission and the management of its realization. Government is an operational exercise. It runs trains, manages schools, helps the homeless, and builds transportation. It balances the budget. It administers judgment. It is designed to accomplish a goal efficiently and effectively. It was never designed to be a perpetual process. It was to deliver an end. Substance and competence in government matter—today more than ever.

Cuomo went on to describe DiFiore’s unique leadership capabilities as chief judge that made her an ideal public-sector honoree for an operational excellence award.

A great chief judge of the Court of Appeals must combine two very different skill sets—a deep understanding of respect for the law, and, at the same time, the executive skills to manage a bureaucratic organization of more than 18,000 employees and an annual budget of more than \$2 billion. It’s a rare combination of talents, and Janet DiFiore is uniquely gifted in this regard. She is a lawyer’s lawyer, she is a judge’s judge, and she’s an accomplished manager. You can judge Janet’s success by the numbers. Under her administration, misdemeanor cases pending in New York City for more than a year have been reduced by 85 percent and felonies outside of New York pending for more than six months by 71 percent.

Her management skills and executive personality have given her the knowledge and the confidence to raise the bar to a historic high. Janet has proposed amending the Constitution of the State of New York to fundamentally reorganize the court system from an old bureaucracy to a modern-day organization.

It is a necessary but daunting undertaking to be sure. Not since Dr. Deming took on the redesign of Japan’s manufacturing sector has a chief judge set as ambitious a goal. Deming himself said 37 years ago that government service is to be judged on equity as well as on efficiency. And tonight, Columbia University met Deming’s standard and then some in honoring Chief Judge DiFiore.

Taking the stage to thunderous applause, DiFiore thanked Cuomo for his “extraordinary leadership,” which makes him, “without question, our model for pragmatic accomplishments and achievement, and for showing us that government can and does work for the people of the state of New York.” As she accepted the award on behalf of the entire New York State court system, DiFiore highlighted the singular nature of a government organization in terms of its management practices, constraints, and expectations, weaving in the importance of incorporating Deming’s sector-agnostic management principles to ensure the smooth and efficient functioning of the judiciary. Calling New York “indisputably the commercial, financial, and cultural center of the world,” she emphasized how its justice system needed to be “structured and run so as to reflect and maintain its preeminent status.” This propelled her to launch the “Excellence Initiative in the courts on day one of my term leading the largest, the busiest, and the most complex court system in the country.”

Our management paradigm is very different than any in the private sector. Our key personnel are our 3,000 judges, all of whom are either elected or appointed public officials with fixed terms of office. I don’t do their hiring or firing. I don’t determine their compensation. I don’t have the power to incentivize them through raises or bonuses. And I certainly don’t have the power to cut their compensation if someone’s performance is wanting.

I do, however, have some powerful tools to incentivize excellence, including the ability to select our court leaders and managers, and to set the statewide agenda and tone for our court system. So, we are especially proud to be recognized tonight, because notwithstanding our unique management challenges, we have proven without question that the principles of Deming’s philosophy are universal and that they can—and do—apply as effectively to government as they do in the private sector.

Over the past four years, I am proud to say that the Deming Principles of operational excellence have become part of the foundation of our management of the New York State courts and that they are now ingrained in the ethos of our judiciary. After many years of accumulating backlogs and endemic delays, we have cut our backlogs in half all across the state, and in many places in the state we have eliminated backlogs entirely. Our focus on operational excellence is transforming the



Chief Judge Janet DiFiore

delivery of justice services in New York State. And as a consequence, the public's trust and confidence in our ability to fairly and efficiently perform our duties are being restored.

At a time when faith in our democratic institutions is being tested, it is absolutely imperative that the courts be perceived to be fair and efficient arbiters of justice. Let the New York State courts be a testament to the simple brilliance and the universal application of Deming's Principles ... as we acknowledge that, indeed, operational excellence serves as the foundation for our success and the public's renewed confidence in our courts.

DiFiore was presented with the Deming Cup by **Michael Miller**, immediate past president of the New York State Bar Association, and **Kathryn Wylde**, president and CEO of the Partnership for New York City.



Terry Lundgren and Governor Andrew Cuomo join Kathryn Wylde and Michael Miller as they present the 2019 Deming Cup to Chief Judge Janet DiFiore.

The ceremony progressed during dinner with remarks by **Jeffrey Gennette**, chairman and CEO of Macy's, Inc., who introduced the second awardee of the evening, **David Abney**, chairman and CEO of UPS, who is also a member of the Macy's board of directors. Gennette spoke glowingly of Abney's extraordinarily long and loyal connection with UPS—from a part-time package loader in Mississippi during the holiday season over 40 years back to its current visionary CEO, who has consolidated its market-leader status in the global logistics space and is leading it through a transformative program to position it for future success.



Jeffrey Gennette

If anyone exemplifies Deming's passion for continuous improvement, it is David. He is a change agent leading 480,000 employees with the credibility of a leader who has walked in the shoes of so many of them. He has built an outstanding team of

veteran UPS talent, as well as new perspectives that have come from outside hires. David is already two years into a multiyear Continuous Transformation project.

He laid out the vision for this undertaking, accelerating the pace of creating and embracing new processes and technologies. He executed the strategy and aligned the resources, leading UPS to become the fastest, most technologically enabled, and responsive company in the industry. And he's done this while embracing the core tenets of UPS, which are trust, reliability, and integrity. All I can tell you is that he is phenomenal. He is one of the most respected, humble, philanthropic, and inspirational CEOs today, who operates with integrity and with the true desire to motivate and elevate those around him. And that is why he is so deserving of the Deming Cup.

Gennette's sincere introduction extolling Abney's deeply personal principles of hard work, respect, integrity, and loyalty fittingly set the stage for him to address the audience. Abney, with his characteristic humility, accepted the award on behalf of all 48,000 "UPS-ers" globally, while conceding that his "40-year fast track" at UPS probably had to do with his being from Mississippi, "and we do things a little slower there, but we eventually get there." He chose to speak about the principles recognized by the Deming Cup, acknowledging that they are "very, very similar to what I grew up with and what I have seen at UPS."

One of the things that our founder, Jim Casey, brought to our company was constructive dissatisfaction. And it was always while recognizing accomplishments, never being completely happy, and always pushing to continue to make things better. And that is something that has carried our company. In this day in time, though, we had to adjust that a little bit, so we have moved now to what we're calling Continuous Transformation. It is continuous—there's no beginning and there's no end. It is the new normal of the world we live in.



David Abney

Our strategic vision is still customer first. It is people led. It is innovation driven. That's really what informs the basis for our transformation. I would now like to talk about a couple of Deming qualities that I think apply to us. One is the elimination of fear. If you're not changing, you're not going to be around for very long, so we absolutely have to encourage risk-takers. In order to do that we have to get people to understand it is OK to take those chances, and if it doesn't work, then we will move along quickly. For this, you have to have a very diverse and inclusive workforce team that feels like they can contribute and they can make a difference ... , and we're such a better company when we utilize all those experiences And diversity inclusion is really a core value at UPS, just like quality, honesty, integrity, and safety.

One last aspect of our business adheres to the Deming Principle that discourages awarding business on price alone. While price is important, it's really the value that each of us brings that can make a real difference in the value to our customers,

shareholders, employees, and our communities. With as many employees as we have, the world is our neighborhood, right? In fact, the first pledge that I made as a brand-new CEO was that UPS-ers would contribute 20 million volunteer hours by the year 2020. And we are well on the way to making that goal. We have 125,000 drivers for the same number of trucks. So we focus on areas that mean something to our people, and there's not too much that is more important to us than road safety and sustainability.

And finally, there's humanitarian logistics. While a lot of people can provide money for crisis situations, we also have the logistical expertise to make a difference. So we combine those two areas, and I'm as proud of those humanitarian deliveries as any other deliveries we make.

Abney was presented with the 2019 Deming Cup by **Juan Ramón Alaix**, CEO of Zoetis and a winner of the Deming Cup in 2018, to heartfelt applause by the gathering.



Jeffrey Gennette and Terry Lundgren join Juan Ramón Alaix as he presents the 2019 Deming Cup to David Abney.

CEO-elect of Zoetis **Kristin Peck '99** took the stage next to present a retrospective on the Deming Center's impact through the lens of her engagement as a member of its Advisory Board over the last five years. Recounting the reasons that keep the center "near and dear to her heart," Peck highlighted her connection as a "proud alum" of the School—noting the generous mentorship and support given to her by Fraiman over the years—and as an incoming CEO, which makes her particularly appreciative of the critical role played by operational excellence in ensuring a company's success.



Kristin Peck '99

Peck described how through its work the Deming Center connects the classroom to the boardroom by bridging theory and practice in operations through its energy, creativity, and the ability to bring new ideas to fruition each year. She mentioned the faculty and PhD study tours in this regard, as they not only give academics a firsthand

view of operational excellence in action, allowing them to bring these learnings into their research and teaching practice, but also benefit the host company through the exchange of ideas during the visit. She also emphasized the value of the Practitioners in Class series, which brings business leaders as guest speakers to the MBA classroom, and mentorship events, both of which create platforms for seasoned executives to interact with and advise current students, thus shaping tomorrow's business leaders.

Peck underscored the importance of peer-networking and professional-development programs in creating lively platforms for learning around cutting-edge concepts that can be readily applied by executives in their practice. She concluded by highlighting the unique role played by the Deming Cup in furthering the Deming Center's mission to honor and drive operational excellence as a sustaining value of exemplary business practice.

By honoring excellence I believe we're extending it. The Deming Cup is so much more than an award. It is a heartfelt tribute to leadership at its best. It's a lasting commitment to further operational excellence and growth in research, in teaching, and in practice ... to develop the next generation of business leaders. While we celebrate 10 years of the Deming Cup, the journey is just beginning. Each of you here tonight demonstrates the profound impact we have on the future of business worldwide. So on behalf of the Deming Center and Columbia Business School, we thank you for being our partners in this journey. I can't wait to see what the next 10 years will bring.

The evening's final Deming Cup presentation was to **Hubert Joly**, executive chairman of Best Buy, who was affectionately introduced by his fellow Minnesotan and peer CEO **Douglas Baker**, chairman and CEO of Ecolab, a 2018 winner of the Deming Cup, and a member of its Judging Committee starting in 2019. With his signature ease and humor, Baker described Joly's career arc, noting how his innate brilliance coupled with his genuine humility and sincere desire to bring out the best in everyone made Joly a leader who is respected, admired, and, perhaps most importantly, beloved by the employees of Best Buy.

When Hubert became CEO of Best Buy, employee morale was low, as was the stock price. People were writing off the company. So when I think about Hubert moving to Best Buy, there is a great quote from Winston Churchill that comes to mind: "The pessimist sees difficulty in every opportunity. But the optimist sees opportunity in every difficulty." And that's exactly what Hubert saw—when nobody else did—at Best Buy.



Douglas Baker

Baker recognized Joly for engineering Best Buy's spectacular transformation into a thriving retailer with a redefined business model, making it a benchmark of success for home retailers across the country. He underscored how Joly's purpose-driven leadership was the connective thread through this transformation—embedding diversity at the highest levels of the company, weaving

the notion of “doing well by doing good” into the very fabric of its functioning, investing in employees’ well-being, and fostering a culture of genuine employee empowerment, purpose-driven business practice, and teamwork.

Hubert fundamentally believes that a company can do well by doing good. To again quote Winston Churchill, “We make a living by what we get. But we make a life by what we give.” Hubert’s strategy for turning around Best Buy was anchored in this philosophy. He kept corporate social responsibility as one of the five pillars of his Renew Blue turnaround plan. The company today operates 60 Geek Squad Academy summer camps and 30 teen tech centers training nearly 10,000 youth to learn essential tech skills for tech-related jobs of the modern economy. They operate the largest consumer electronics recycling program in the country. They also lead in diversity and inclusion. More than half of their board’s directors are female, and over 30 percent are people of color.

To quote Hubert on Best Buy’s future, “We’re not in the business of selling TVs and computers. We’re a company that’s in the happiness business.” His goal is to make Best Buy a company that’s purpose driven and fueled by “human magic” It’s a great term. Clearly, Hubert has been the magic behind Best Buy’s transformation.

Taking the stage to Baker’s inspiring introduction, Joly graciously accepted the honor of the Deming Cup on behalf of the 25,000 employees who work at Best Buy, while acknowledging Corie Barry, its new CEO, who was present that evening. Joly articulated his belief that a purpose-driven leadership strategy was crucial to helping people become their best selves, enabling them to perform to their fullest potential and highest purpose in the workplace.



Hubert Joly

How do you unleash human magic among 25,000 people, many of them hourly workers? It starts with a few basic principles And the first one is that you think about work as an essential element of our humanity and see it in the context of the search for meaning in every human being. The quest for meaning is essential to who we are. And work, ideally, is not a curse or a chore, but can be a way for us to pursue the meaning of our life.

And if you think about what a company is ... , it is a human organization made of individuals working together in pursuit of a goal. And I believe that the purpose of a company is not to make money. Of course, you have to make money, but it’s not the ultimate goal. In my view, the ultimate goal of any company is to serve a purpose, to contribute somehow to society. And, in our case, our purpose at Best Buy is not to sell computers and TVs. It is to enrich the lives of our customers with the help of technology. And that single idea unleashes enormous potential to mobilize teams of employees.

Surveys show that across America, 85 percent of employees are not engaged in their company. They’re bored. They’re not interested by what they do. Imagine the

potential, if, instead of having 15 percent of employees engaged in their work, you go to 85 percent. The potential for performance becomes extraordinary!

Being a leader today is not a race for power, fame, glory, or money. This is a world where inspiring leaders are going to be humble, they’re going to be authentic. They’re going to create the environment in which thousands of employees can blossom and grow and do extraordinary things.

Joly was presented with the 2019 Deming Cup by **Kaywin Feldman**, director of the National Gallery of Art, to enthusiastic cheers from the gathering.



Left: Kaywin Feldman presents the 2019 Deming Cup to Hubert Joly. Right: Corie Barry, the incoming CEO of Best Buy, Hortense le Gentil, Hubert Joly, Kaywin Feldman, and Douglas Baker

In his closing remarks, **Samuel Palmisano**, chairman of the Center for Global Enterprise, co-chair of the Deming Cup Judging Committee, and inaugural Deming Cup winner, reiterated the stellar caliber of the 2019 awardees. He congratulated them on the honor of receiving the Deming Cup, highlighting that their inclusion in the cohort of its recipients was a testimony not only to their leadership but also to the growing prestige of the award.

Your accomplishments ... are phenomenal. To me, it’s an incredible testament and tribute to your leadership.

It would be good if you could teach such leadership skills at a school, but I don’t know that it’s something that can be taught. I think it’s either inherited



Samuel Palmisano

or you have it. It's not something you wake up one day and say, "I studied this book, and now I'm ready to go lead," which reminds me of a little project that I've been working on.

Since I retired I started this global institute around management systems. Some of the research that we're kicking off is around technology and its impact on work, jobs, corporate culture, management systems, and business design. The reason I mention this is because what's happening with technology, augmented intelligence, machine learning, Internet of Things, etc. is going to drive phenomenal change and transformation. The skills that we heard about tonight around our honorees—for the younger people in the room—are the same skills, along with adroitness and agility, that will get companies through this.

And my argument will be that those 14 principles of Deming, if applied in this very challenging and sometimes intimidating world, will be the stability that gets everyone home and will define the future of business, and the future leaders of the Deming Cup.

As always, I am humbled by the unwavering support from all of you, not only towards this incredible annual event but also towards the mission and vision of the Deming Center.

We sincerely appreciate our sponsors for their generous gifts: Best Buy, Central National Gottesman, Ecolab, EY, G100 Companies, Honeywell, IBM, Intel, Jaffe Family Foundation, Renée and Dan Kaplan, Macy's, Inc., Maurice Amado Foundation, McKinsey & Company, Merck, the New York Times Company, Bennett Nussbaum, SAP, Schurtz-Ford Foundation, Shop LC, David Thurm, UPS, and Zoetis. Their support enables us to offer the impactful programs we do.

Heartfelt 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 engagement with our programs.

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.

Do peruse the photographs of the celebration in the following 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 2020 Deming Cup—mark your calendars for this once-in-a-lifetime date: **10/20/2020**. I look forward to welcoming you to campus to commemorate the finale of our 10th-Anniversary celebrations!

Warm regards,



Nelson Fraiman '71
Faculty Director
W. Edwards Deming Center
Professor of Professional Practice
Columbia Business School

PHOTO HIGHLIGHTS



Anna Marie O'Neill and Anna Wojnarowska of Columbia Business School



Professor Nelson Fraiman (center) with Executive MBA students Trevor Ewen, Pedro Torres-Mackie, Marilyn Joyner, and William Hannay



Professor Kamel Jedidi, Hortense le Gentil, and Hubert Joly



Sherry and David Abney



Chief Judge Janet DiFiore and Governor Andrew Cuomo



Quentin Roach (center) and his guests from Merck



Todd Socia (second from left), Nick D'Andrea (at right), and guests from the New York Times



Guests from Ecolab



Naomi Houminer and Ehud Houminer, executive in residence



Lisa Robinson and a colleague from UPS



Vidur Prakash '97 of View, Inc., and Professor Omar Besbes



Christopher Porter and Walter Martin of Honeywell



Tim Knoll of Fresh Direct and Brandy Knoll



Amanda McInerney, Professor Nelson Fraiman, Chief Judge Janet DiFiore, and David McInerney of Fresh Direct



Jeffrey Gennette and Lynne Greene



Patricia Lhosa, Columbia University's School of Engineering and Applied Sciences dean emeritus Zvi Galil, and Professor Nachum Sicherman



Columbia College junior Mohit Singh and Professor Medini Singh



Zoraida and Juan Ramón Alaix, Kristin Peck '99, and Adriana Alaix



Samuel Palmisano (second from left) with Evaristus Mainsah '04 (left) and Angela Kyerematen-Jimoh of IBM and Steve Shepard of SAP (far right)



Matteo Del Vecchio '08 of Carolee and Richard Jaffe '92



Kristin Peck '99 (second from left) and guests from Zoetis with Chief Judge Janet DiFiore (at right)



Hank Greenberg of the New York State Bar Association, Chief Judge Janet DiFiore, and Michael Cardozo of Proskauer Rose



Chief Judge Janet DiFiore with her family: Alexandra DiFiore-Murphy and Matthew Murphy, Joseph Glazer, Michael Glazer, and Dennis Glazer



Hortense le Gentil and Douglas Baker



Senior vice dean Kent Daniel, Professor Omar Besbes, and Alexandra Pavilett-Besbes



Governor Andrew Cuomo and (second from right) Mariah Kennedy Cuomo with Trayce Parker, Scott Bremerman, and Brian Cannon of UPS



Guests at the UPS table



Governor Andrew Cuomo and Dean Costis Maglaras



David Abney and Professor Nelson Fraiman



Dean of Columbia University's Graduate School of Arts and Sciences Carlos Alonso and Anne Lubell of Columbia



David Abney and Juan Ramón Alaix



Dean Costis Maglaras welcoming the gathering to the Award Ceremony



Governor Andrew Cuomo introducing Chief Judge Janet DiFiore to the gathering.



Quentin Roach of Merck and David Abney



Governor Andrew Cuomo sharing a warm moment with Sarah Cornine from the catering team



Jackquelyn Young and Leah Charity-Spriggs of G.O.O.D. for Girls and Deborah Romain of Deb Romain Consulting



Guests from Best Buy



Professor Nelson Fraiman, Jill Peterson, and Jim Peterson of GE



Danqing Mei, Olivia Haynes, Mariette Wharton '98, Abigail Talcott-Schlaifer, Kalpana Kanthan, Zina Sockwell, Ryan Hata, Elen Aghekyan, Shirley Sheung, and Cecilia Pineda



Hubert Joly (center) with Corie Barry (in yellow), Hortense le Gentil, Kaywin Feldman, Douglas Baker, Terry Lundgren (at right), and guests from Best Buy



The Deming Center team: Kalpana Kanthan, Professor Nelson Fraiman, and Abigail Talcott-Schlaifer



David Abney, Professor Nelson Fraiman, Terry Lundgren, Samuel Palmisano, Chief Judge Janet DiFiore, Dean Costis Maglaras, Hubert Joly, Juan Ramón Alaix, and Douglas Baker



Jonathan Dornell, Professor Nelson Fraiman, and Courtney Dornell '17



Scott Bremerman, Trayce Parker, and Brian Cannon of UPS with David Abney



Hubert Joly and Kaywin Feldman sharing a lighthearted moment



The 2019 Deming Cup awardees: David Abney, Chief Judge Janet DiFiore, and Hubert Joly



Deming Cup winners plaque

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Samuel Palmisano, CO-CHAIR
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Daniel Ramot
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Via

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Chief Procurement Officer
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Marriott International

George Stalk
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Boston Consulting Group

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Chairman
Tata Trusts

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Lehrer Cumming

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Professor of Management
Cornell Tech
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Lyft

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Haldor Topsoe

Garrett van Ryzin
Professor of Management
Cornell Tech
Head, Marketplace Labs
Lyft

Andrew Wallach '00
President & CEO
Central National Gottesman

DEMING CUP AWARDEES

2019



David Abney
UPS



Janet DiFiore
COURT OF APPEALS &
THE STATE OF NEW YORK



Hubert Joly
BEST BUY

2018



Juan Ramón Alaix
ZOETIS



Douglas Baker
ECOLAB



Jeffrey Immelt
GE



Arne Sorenson
MARRIOTT INTERNATIONAL

2017

2016



David Cote
HONEYWELL



Indra Nooyi
PEPSICO



Kenneth Chenault
AMERICAN EXPRESS



Toby Cosgrove
CLEVELAND CLINIC

2015

2014



Ellen Kullman
DUPONT



Stef Wertheimer
ISCAR



Fisk Johnson
SC JOHNSON



Paolo Rocca
TENARIS

2013

2012



Terry Lundgren
MACY'S, INC.



Ratan Tata
TATA SONS



Brent James
INTERMOUNTAIN
HEALTHCARE

2011

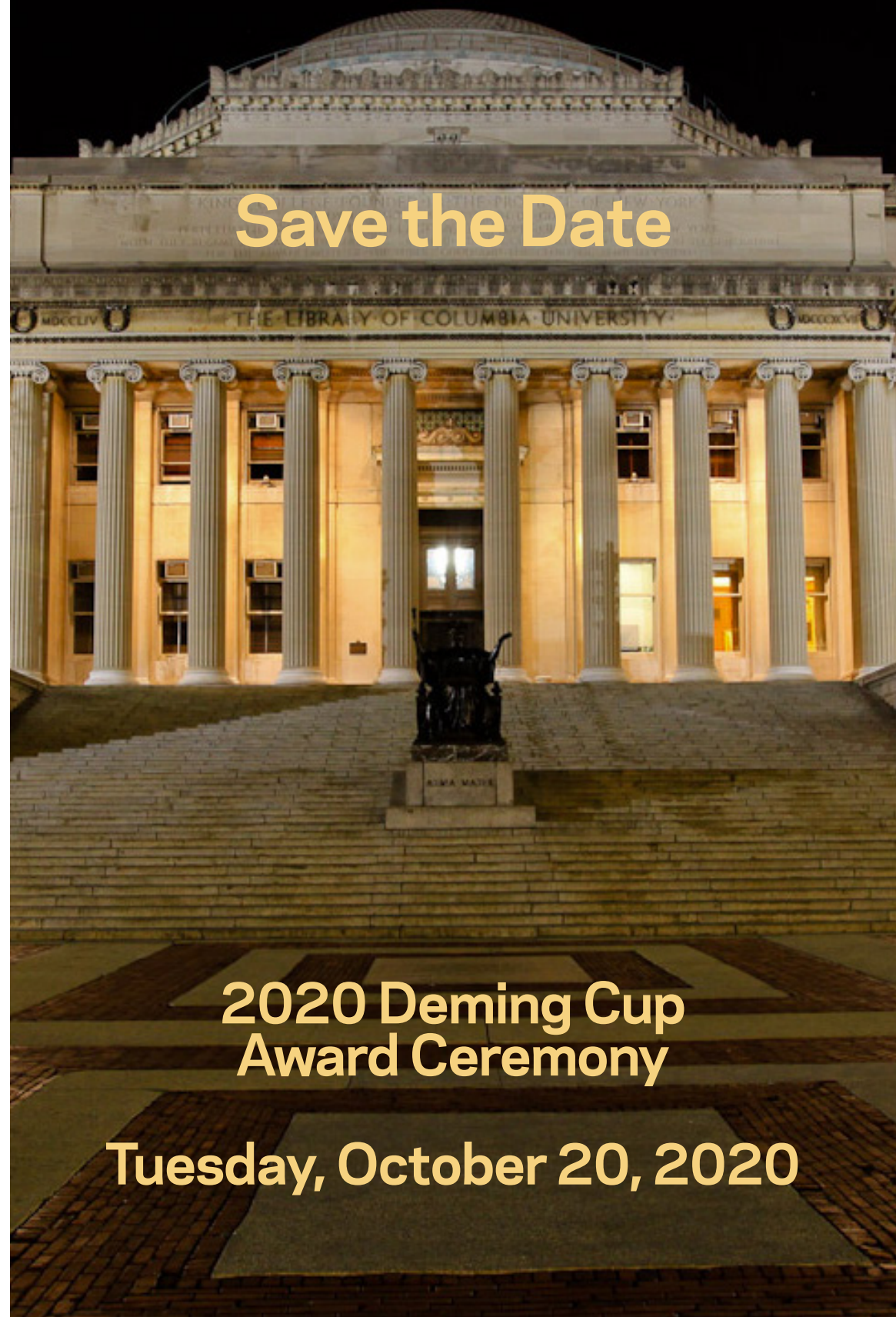


Sergio Marchionne
FIAT CHRYSLER
AUTOMOBILES

2010



Samuel Palmisano
IBM



Save the Date

2020 Deming Cup Award Ceremony

Tuesday, October 20, 2020

THE W. EDWARDS DEMING CENTER TEAM

Professor Nelson Fraiman '71
Faculty Director

Angela Quintero
Director

Kalpana Kanthan
Senior Associate Director

Abigail Talcott-Schlaifer
Associate Director



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