

# 2017 DEMING CUP FOR OPERATIONAL EXCELLENCE

## AWARD CEREMONY SUMMARY



## 2017 AWARDEES



Jeffrey R. Immelt  
Former Chairman & CEO  
GE



Arne M. Sorenson  
President & CEO  
Marriott International



The 2017 awardees: Jeffrey Immelt & Arne Sorenson

## DEMING CUP 2017 AWARD CEREMONY

Dear Friends,

On October 12, 2017, the W. Edwards Deming Center for Quality, Productivity, and Competitiveness honored Jeffrey R. Immelt, former chairman and CEO of GE and Arne M. Sorenson, president and CEO of Marriott International, with the 2017 Deming Cup for Operational Excellence.



Professor Nelson Fraiman

The Deming Center could not maintain the stellar caliber of our honorees and the integrity of this award without the support of our leadership and we thank our Advisory Board and Judging Committee members for their engagement in the candidate selection process. A special thank you to our co-chairs—Terry Lundgren, executive chairman, Macy's, Inc., Sergio Marchionne, chief executive officer, Fiat Chrysler Automobiles, and Paul O'Neill, 72nd Secretary of the US Treasury—for their guidance throughout the review process.

We remain deeply grateful for the enduring generosity of our donors that made this evening possible: American Express, Citi, Fiat Chrysler Automobiles, Meyer & Barbara Feldberg, G100 Companies, GE, Honeywell, IBM, ICR, International Paper, Renée & Daniel Kaplan, Land O'Lakes, Macy's, Inc., Marriott International, Maurice Amado Foundation, McKinsey & Company, Merck, New York Times, Paul O'Neill, PepsiCo, Scholle IPN, ShopTalk, Burt Steinberg, Dina & Andrew Wallach, and Zoetis.

It is my pleasure to share highlights of this special celebration with you.

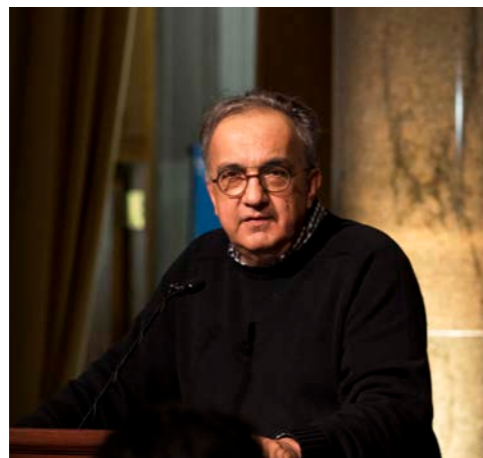
The festivities began with a cocktail reception in the Faculty Room, where guests had the opportunity to meet the awardees and mingle. They were joined by **President Lee Bollinger** of Columbia University and former dean of Columbia Business School, Meyer Feldberg, who set the convivial tone for the evening by warmly conversing with the guests and awardees.



President Lee Bollinger

The reception flowed into dinner, where **Sergio Marchionne**, chief executive officer of Fiat Chrysler Automobiles and Judging Committee co-chair, commenced the proceedings by welcoming the gathering on behalf of the Deming Center.

Marchionne highlighted Dr. Deming's people-focused philosophy that was being honored through the recognition of Immelt and Sorenson's leadership. "Deming understood that radical improvements in quality and productivity require strong leadership to ensure that every level understands and embraces common values. The true value of a chief executive should be measured in terms of his or her human impact on an organization. On his or her ability to develop leaders who have the



*"Deming understood that radical improvements in quality and productivity require strong leadership to ensure that every level understands and embraces common values. Tonight we're honoring two leaders who grasped this fundamental truth: Jeff Immelt & Arne Sorenson."  
—Sergio Marchionne*

courage to challenge the status quo, to pioneer uncharted paths, to break away from convention and to go beyond the tried and tested."

He emphasized this powerful point by concluding, "That is what Deming did. It is what Jeff and Arne have done. And it's what we are celebrating tonight," to rousing applause.

Following Marchionne was **David Niles**, chairman of G100 Companies, an alumnus of Columbia Business School, and chairman of the Center's Advisory Board. Niles congratulated the winners, noting that GE and Marriott were legendary exemplars of good management and operational leadership, both of which formed the basis of Deming's philosophy.



"While quality and statistics were Deming's tools, his craft was leadership and management. He was one of the first leaders that connected the dots from excellence in product quality to winning in the marketplace, to achieving enduring success with a corporation, to great jobs, and to a healthy economy," said Niles.

In this context, Niles underscored the continued relevance of the Center's programs in building bridges between theory and practice. He described key programs from the previous year and encouraged the guests to get involved in this "important work" to further the Center's mission.

*"Our mission at the Deming Center is to make sure that the operations skills, quality expertise, and leadership excellence as taught by W. Edwards Deming are made modern and taught to the next generation of business leaders."*

*—David Niles*



Noting his rare privilege of “speaking between the two S’s—Sergio and Shelly,” Niles welcomed **Shelly Lazarus**, chairman emeritus of Ogilvy & Mather, member of the Judging Committee, and an alumna of Columbia Business School, to take the stage as the evening’s emcee. Lazarus emphasized the impressive caliber of all the winners of the Deming Cup, calling them “remarkable leaders who have transformed not just their own businesses but industries.” She enthusiastically acknowledged that this year was no exception, congratulating Immelt and Sorenson for their most well-deserved honor.

*“He builds a big house and everyone with brains and talent is welcome. Jeff is a giant but with humility and humanity.”*  
—Shelly Lazarus

Lazarus remarked that the evening was a “little bit special” for her as not only was Immelt her “great friend” but also because she had had the privilege of being on the board of GE for the entire 16 years that he was CEO. “I could not have more respect or admiration for what Jeff has achieved. (He) transformed GE. He is a visionary...but he operates in the present. He engenders the greatest loyalty and respect from all who work with him and for him....Jeff is a giant but with humility and humanity.”

Since **Steve Reinemund**, former chairman & CEO of PepsiCo, was unable to attend, Lazarus called upon Kalpana Kanthan, associate director of the Deming Center, to share his heartfelt homage to both awardees. “Last summer I had the privilege of nominating two outstanding leaders for the Deming Cup and I am delighted that they are both being honored tonight. These leaders are distinguished in their own right and they have an impressive list of accomplishments.

But they share a common set of personal values. With their words, actions, results, and deeds, they have defined the noble profession of business,” began Reinemund’s remarks.

Extolling Immelt’s grace and confidence in making “hard and sometimes controversial decisions,” Reinemund highlighted his “wisdom, steady hand, optimism, and strategic insight,” making him not just “a dear friend but also, a role model.” He went on to praise Sorenson’s “deep and genuine respect for the Marriott heritage, his commitment to learn and grow, and how he inspires his team to constantly find a better way.” Praising Immelt and Sorenson for respecting the past, yet challenging the future, he commended them “for setting the standard for ethical, innovative, and inspiring leadership.”

Lazarus then called upon **Kenneth Chenault**, chairman and CEO of American Express, to introduce Immelt. Graciously embracing the honor of introducing his “good friend,” Chenault highlighted Immelt’s integrity, passion, and commitment to quality and service that have become integral to the GE brand. “Jeff is a recipient of the Deming Cup this year, not just because of what he’s accomplished in his career, but for how he did so...with integrity, a focus on quality, and a firm commitment to customers, employees and shareholders. He embraced new technologies. He navigated dangerous financial times. He took important actions that brought Thomas Edison’s company into the 21st Century,” said Chenault.



*“With their words, actions, results, and deeds, Jeff and Arne have defined the noble profession of business. They respect the past, yet challenge the future. I have seen this firsthand.”*  
—Steve Reinemund

Calling him a “fierce, but fair, competitor,” who “cares deeply about GE’s people,” Chenault noted that “Jeff’s vision helped transform GE from a far-flung conglomerate into a digital industrial powerhouse. Vision, leadership, and innovation were a key focus of Dr. Deming’s work—and they are essential elements of Jeff’s success,” he concluded.



*“Vision, leadership and innovation were key to Deming’s work and they are essential elements of Jeff’s success. At the end of the day Jeff “brings good things to life” and we are all the better for it.”*

—Ken Chenault

As he cordially accepted the accolades and applause, **Jeff Immelt** said that winning the Deming Cup had made him reflect on what the award stood for and what it meant for him to receive it. In doing so, he was struck by how his most memorable moments at GE were around the precise and painstaking execution of operational details aimed at safety, efficiency, and excellence. “It is often the details of execution that matter the most. What made our company endure for so long is that we’ve weathered the cycles. We haven’t always been perfect but we’ve never lost the determination to create our own future.”

Immelt went on to say that Deming would recognize that focusing on process alone in the digital industrial era would not be enough, and that one has to “add innovation, technology, and risk-taking to win in the future. So today’s leaders need the foundation of Deming and they have to adapt it to this high-tech world...we need what I would call fusion leaders who are competitive and empathetic. They know how to be big and fast, digital and industrial, US-based and global... these are the people that will ultimately succeed.



*“GE turns 125 this year. We’ve weathered the cycles. We haven’t always been perfect but we’ve never lost the determination to create our own future. We live in a time of awesome change and in many ways Deming’s teachings really helped to shape GE.”*

—Jeff Immelt

Once you build a great enterprise it’s the small details that keep it great. It’s precision. It’s efficiency. It’s best-practice sharing. It’s knowing that one person at a time helps drive operational excellence and ultimately it is people who determine our ability to compete—especially in this volatile era. I hope this is something that we’re instilling in our future leaders like the ones here at Columbia....Because the volatility is not going to go away. And, for the record, neither is my optimism about the future of our company, or the country, and its ability to compete and thrive in the future,” he concluded.

Immelt was presented the 2017 Deming Cup by **Ellen Kullman**, former chairman & CEO of DuPont, 2014 Deming Cup winner, and a member of the

Judging Committee, and **Keith Sherin**, former chairman & CEO of GE Capital and an alumnus of Columbia Business School.

The ceremony progressed over dinner, punctuated by a two-person presentation that showcased research stemming from the Doctoral Fellowships—a key initiative of the Deming Center that provides fellowships to Ph.D. candidates towards an applied research project. **Jon Jachimowicz**, a 2016 fellowship recipient and a Ph.D. candidate in Management, and his advisor, **Adam Galinsky**, Vikram S. Pandit Professor of Business and chair of the Management Division of Columbia Business School, presented their findings on the importance of passion for one’s work in the workplace.



Jeff Immelt presenting his remarks on being honored with the Deming Cup



Ken Chenault, Ellen Kullman & Keith Sherin presenting the 2017 Deming Cup to Jeff Immelt



Adam Galinsky & Jon Jachimowicz

Since passion is a powerful individual and interpersonal motivator, it is an important component of workplace productivity. Therefore, companies place a premium on passion and hire passionate employees, expecting them to be more dedicated, have higher perseverance, and go the extra mile to help the company succeed. While all of this is true, the mistake organizations make is to treat passion as fixed, when it is actually quite dynamic in its ebb and flow.

By treating passion as fixed, companies lose in two ways—first, by not hiring those who aren't currently passionate and second, by firing those who have fallen out of passion. Instead, Galinsky and Jachimowicz's research suggests that organizations would do well to develop an understanding of passion that embraces its dynamic nature and start supporting employees whose passion is deteriorating, rather than asking them to leave. By working with employees to nourish and maintain their passion, falling out of passion has less drastic consequences, and regaining passion has bigger benefits for the company and the employee.

The evening progressed to Sorenson's award presentation beginning with a video tribute by **Indra Nooyi**, chairman & CEO of PepsiCo, recipient of the 2016 Deming Cup, and a member of the Judging Committee. Nooyi affirmed Sorenson's growth-oriented and employee-empowering leadership by noting that "Every part of Marriott has grown on his watch...Arne always has growth on his mind. He always



Indra Nooyi

takes care of the smallest details that can make a big difference in a guest's experience. Simply put, Arne is the personification of Marriott's core values—of acting with integrity, embracing a spirit of service, and putting people first....Last year I had the honor of winning the Deming Cup...Let me tell you this—if I had been up against Arne last year, I'd have given him my vote, because he truly deserves the Deming Cup," she eloquently concluded.



*"Arne believes that if you take care of your associates, they will take care of you. Diversity and inclusion are part of Marriott's DNA."  
—Bruno Di Leo*

Nooyi's tribute was followed by a formal introduction of Sorenson by **Bruno Di Leo**, senior vice president of IBM global markets, and a member of both the Center's Advisory Board and Judging Committee.

Noting that there was little he could add to Nooyi's wonderful remarks, Di Leo focused on the metrics highlighting the impact of Arne's leadership. "Marriott and Starwood opened more than 68,000 rooms last year and ended 2016 with over 420,000 rooms in the pipeline. Over Arne's tenure as CEO, his stock has delivered the staggering total return of 23% annually driving the market cap of his company from \$12.7 billion to \$39 billion. I think I have proven my point," concluded Di Leo, congratulating, "not only a fine human being, but a truly exceptional businessman, Arne Sorenson."

Taking the stage, **Arne Sorenson** cordially accepted the honor on behalf of his employees. "I am incredibly humbled to receive the Deming Cup...and I share this honor with the all the people in our managed and franchised properties who make Marriott International what it is. This recognition is a reflection of their dedication to



*"Teams are about shared ownership, participation, treating people with the dignity and the respect that they deserve."  
—Arne Sorenson*

helping our company be an operational excellence leader."

Rather than dwell on the outcomes of disruption and change in the hospitality industry, Sorenson said he preferred to speak about something that "had not and should not change...our focus on our people. We have about 700,000 thousand people who wear the Marriott name badge every day in 120 countries. We know that we can't succeed in our business unless our people are succeeding in their jobs."

He went on to say that "When the Marriott family founded the company in 1927, they fairly

quickly adopted the phrase—take care of the associate and the associate will take care of the customer and the customer will come back again and again. It is a phrase we use today as much as it has been used in the past and we want to make sure that we live those values."

He described several ways in which Marriott continued to invest in its people—with a deep commitment to employee training opportunities, by focusing on team-building initiatives, empowering employees to make decisions and take accountability for their performance, and by genuinely nourishing employee development so they could work with passion and purpose to build their careers in meaningful ways. He ended by mentioning the "extraordinary joy" he derived from his work as the leader of Marriot, calling it a gift that he felt blessed to have.

Sorenson was presented the award by **Eli Carmeli**, CEO of Scholle IPN and a member of the Center's Advisory Board, and **Vik Malhotra**, chairman of the Americas of McKinsey & Company.



Arne Sorenson delivering his remarks on being honored with the Deming Cup



Bruno Di Leo, Eli Carmeli & Vik Malhotra presenting Arne Sorenson with the 2017 Deming Cup

The ceremonies concluded with closing remarks by **Terry Lundgren**, executive chairman of Macy's, Inc., recipient of the 2012 Deming Cup, and co-chair of the Judging Committee. Drawing on his longstanding relationship with the Deming Center, he began by congratulating the honorees, noting once again how their caliber—along with those of the winners before them—maintained and reinforced the prestige of the award.



*"A successful CEO has to be agile—adjusting to the changing dynamic and changing consumer—and I know that Dr. Deming would be very proud of our two recipients today."*  
—Terry Lundgren

He thanked the leadership of the Center for all their efforts through the year to bring this moment to fruition. "This evening offers us an opportunity to take a moment away from our busy schedules and lives and come together in the spirit of Dr. Deming to salute the legacy of inspiring leadership in operations and beyond."

He ended by saying that each member of the gathering, by choosing to participate in the evening's festivities, paid respect not only to the individuals receiving the award, but to the Deming Center itself. Their presence was a vote of confidence in its mission, vision, and programs, all of which are supported by their generosity and continued engagement.



## PHOTO HIGHLIGHTS

I cannot thank our sponsors enough for their enduring support towards our programs and initiatives. Our work is further enhanced by the active support of my colleagues in the Decision, Risk, and Operations Division, as well as the ongoing engagement of faculty across all of Columbia Business School and the Fu Foundation School of Engineering and Applied Science.

The Deming Center would also like to acknowledge Deb Romain and Simon Pearce—our business partners who contributed their professional expertise to create custom-made Deming Cups for both winners.

Do take a few moments to enjoy the photographs in the following pages—it will give you a sense of the splendid evening enjoyed by all.

I look forward to seeing you at the 2018 Deming Cup award ceremony on Tuesday, October 23, 2018!

Warm regards,



**Nelson Fraiman**  
Professor of Professional Practice  
Director, Deming Center  
Columbia Business School



The 2017 Deming Cups and Deming Winners Plaque: 2010 - 2017



Ellen Kullman, Jeff Immelt, Arne Sorenson, Terry Lundgren & Sergio Marchionne



Guests from Fiat Chrysler Automobiles



Arne Sorenson with his son, Isaac



Sergio Marchionne and Bennett Nussbaum



Anita Malkani Prakash & Vidul Prakash with Ray & Virginia Peters



Craig McKenney (far right) with guests from Citi



Guests from ICR



Tishawne Henderson & NYPD Deputy Inspector Scott Henderson



CBS faculty Peter Kolesar with Andrea van Ryzin & Garrett van Ryzin



Keith & Janet Sherin



CBS EMBA students Elizabeth Mitchell & Christina Topsoe



Naomi & Ehud Houminer



Scott Prieto & Ralph Betancourt from Macy's



President Lee Bollinger with CBS faculty Omar Besbes (back to camera) & Adam Galinsky (right)



David Niles addressing the gathering with Shelly Lazarus on stage



Guests enjoying dinner in Low Rotunda



Kristin Peck (front row, second from right) with guests from Zoetis, CBS faculty Fangruo Chen (center) and Columbia University student, Mohit Singh (third from left)



Vik Malhotra & Alessandro Delfino (both far right) with fellow McKinsey guests and CBS faculty Janet Horan and Amir Ziv (front row from left)



Andrew Wallach (right top corner) & Dina Wallach with CBS faculty Mark Cohen (center) and guests from Central National Gottesman & Opici Family Distributing



Indra Nooyi's video introduction to Arne Sorenson



Danielle & Courtney Dornell with guests from FCA



Arne Sorenson, Shelly Lazarus & Ken Chenault



Matteo Del Vecchio, Nelson Fraiman, Shelly Lazarus & Sergio Marchionne



Daniel Kaplan with Bruno Di Leo



CBS EMBA student Courtney Bernabei & Terry Lundgren

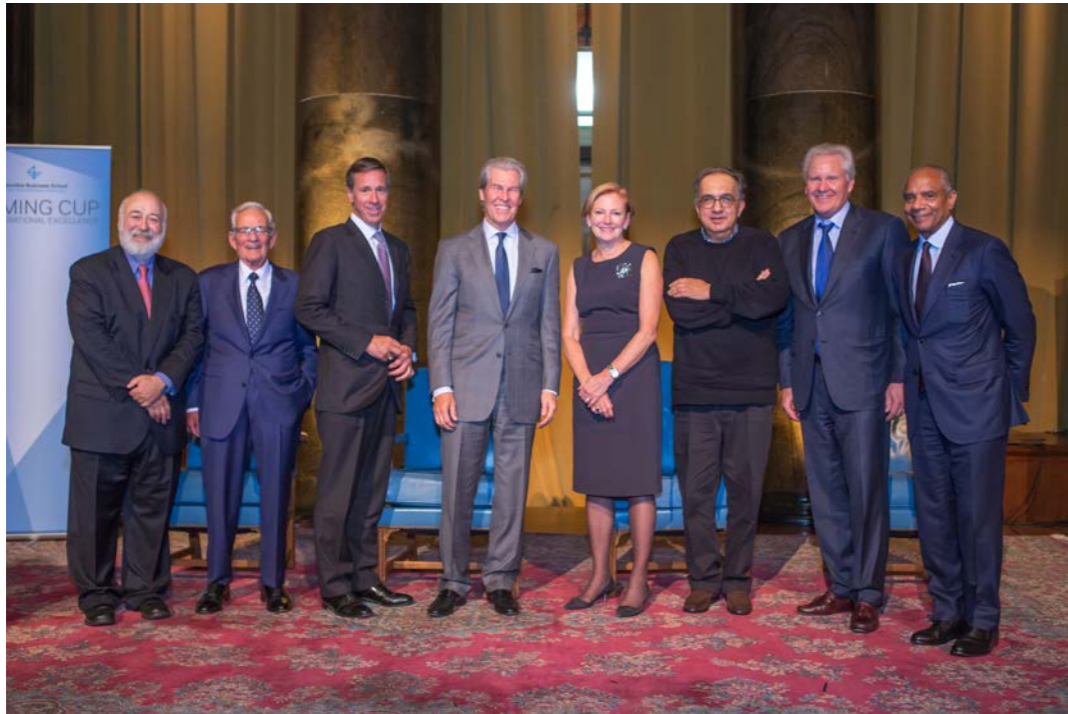


Tina Lundgren & Ehud Houminer



Guests from Marriott International with Arne Sorenson

## DEMING CUP AWARDEES



Six Deming Cup winners with Nelson Fraiman & Paul O'Neill: From right to left--Ken Chenault (2015), Jeff Immelt, Sergio Marchionne (2011), Ellen Kullman (2014), Terry Lundgren (2012) & Arne Sorenson



Nelson Fraiman, Maggie Hopkins, Tati Besada, Angela Quintero, Omar Besbes, Kalpana Kanthan, Garrett van Ryzin, Andrea van Ryzin & Abigail Talcott-Schlaifer

2010



**SAMUEL PALMISANO**  
IBM

2011



**BRENT JAMES**  
Intermountain Healthcare



**SERGIO MARCHIONNE**  
Fiat Chrysler Automobiles

2012



**TERRY LUNDGREN**  
Macy's, Inc.



**RATAN TATA**  
Tata Sons

2013



**H. FISK JOHNSON**  
SC Johnson & Son



**PAOLO ROCCA**  
Tenaris

2014



**ELLEN KULLMAN**  
DuPont



**STEF WERTHEIMER**  
ISCAR

2015



**KENNETH CHENAULT**  
American Express Company



**TOBY COSGROVE**  
Cleveland Clinic

2016



**DAVID COTE**  
Honeywell



**INDRA NOOYI**  
PepsiCo

2017



**JEFFREY IMMELT**  
GE



**ARNE SORENSON**  
Marriott International

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## 2018 DEMING CUP AWARD CEREMONY

**Save the Date**  
Tuesday, October 23, 2018







W. Edwards Deming Center for Quality,  
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