

SCOTT C. ELLIS

Assistant Professor
Department of Logistics & Supply Chain Management
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EDUCATION

Ph.D. State University of New York at Buffalo, Buffalo, NY, U.S.A. (2007)

Major: Supply Chain Management

Minors: Management Information Systems & Industrial Engineering

Dissertation: Toward supplier portfolio management theory: an empirical study of buyer-supplier relationships in the U.S. automotive components industry

Decision Sciences Institute's 2008 Elwood S. Buffa Award for best dissertation in decision sciences.

Chair: Dr. Nallan C. Suresh

M.S. Kettering University, Flint, MI, U.S.A. (1999)

Major: Manufacturing Management

B.S. GMI Engineering & Management Institute, Flint, MI, U.S.A. (1993)

Major: Electrical Engineering

Focus: Microelectronics and Digital Circuits

Thesis: Vision Systems in Manufacturing

Chair: Dr. Jo Smith

RESEARCH INTERESTS

My research interests center on the study of supply chain integration, with particular emphasis on supply risk, supplier-driven innovation, buyer-supplier interactions, and supply chain integration technologies, such as RFID. I am interested in the advancement of general theories, including behavioral, knowledge-based, and economic theories, as these evolving theories provide relevant frameworks within which supply chain integration may be meaningfully studied.

Research Methodologies: Literature Review, Survey & Case-Based Techniques, Structured Equation & Hierarchical Modeling, Predictive Analytics

REFEREED JOURNAL PUBLICATIONS

1. Kull, T. and Ellis, S.C., 2016. "Coping with dependence: a logistics strategy based on interorganizational learning for managing buyer-supplier relations," *Journal of Business Logistics*, 37(4), 346-363.

Thomson Reuters 2016 5-Year Impact Factor: 3.008

2. Chen, L., Ellis, S.C., and Suresh, N.C. (listed alphabetically), 2016. "A supplier development adoption framework using expectancy theory," *International Journal of Operations and Production Management*, 36(5), 592-615.

Thomson Reuters 2016 5-Year Impact Factor: 2.935

Google Citation Count: 1

REFEREED JOURNAL PUBLICATIONS

3. Chen, L., Ellis, S.C., and Holsapple, C.W. (listed alphabetically), 2015. "Supplier development: a knowledge management perspective," *Knowledge and Process Management*, 22(4), 250-269.
Google Citation Count: 5
4. Schiele, H., Ellis, S.C., Essig, M., Henke, J., Kull, T., 2015. "Managing supplier satisfaction: social capital and resource dependence frameworks," *Australasian Marketing Journal*, 23(2), 132-138.
Google Citation Count: 6
5. Ellis, S.C., Goldsby, T.J., Bailey, A.M., and Oh, J.Y., 2014. "Teaching lean six sigma within a supply chain context: the airplane supply chain simulation," *Decision Sciences Journal of Innovative Education*, 12(4), 287-319. **Decision Science Institute's 2014 Innovation Education Competition Winner.**
Google Citation Count: 9
6. Kull, T.J., Ellis, S.C., and Narasimhan, R., 2013. "Reducing behavioral constraints to supplier integration: a socio-technical systems perspective," *Journal of Supply Chain Management*, 49(1), 64-86.
Thomson Reuters 2014 5-Year Impact Factor: 5.180
Google Citation Count: 22
7. Ellis, S.C., Henke, J., and Kull, T., 2012. "The effect of buyer behaviors on preferred customer status and access to supplier technological innovation: an empirical study of supplier perceptions," *Industrial Marketing Management*, 41(8), 1259-1269.
Thomson Reuters 2014 5-Year Impact Factor: 2.379
Google Citation Count: 66
8. Ellis, S.C., Shockley, J., and Henry, R.M., 2011. "Making sense of supply disruption risk research: a conceptual framework grounded in enactment theory," *Journal of Supply Chain Management*, April, 65-96. **Harold E. Fearon 2012 Best Paper Finalist.**
Thomson Reuters 2013 5-Year Impact Factor: 4.964
Google Citation Count: 59
9. Gianiodis, P., Ellis, S.C., and Secchi, E., 2010. "Advancing a typology of open innovation," *International Journal of Innovation Management*, 14(4), 531-572.
Listed on the International Journal of Innovation Management's "Most Cited" website,
<http://www.worldscientific.com/worldscinet/ijim?null=&journalTabs=cited&>
Google Citation Count: 96
10. Ellis, S.C., Henry, R.M., and Shockley, J., 2010. "Buyer perceptions of supply disruption risk: a behavioral view and empirical assessment," *Journal of Operations Management*, 28(1), 34-46. **Journal of Operations Management 2011 Best Paper Finalist.**
Thomson Reuters 2014 5-Year Impact Factor: 7.692
Google Citation Count: 181
Formerly listed on "Most Cited Journal of Operations Management Articles" published 2010-2016

MANUSCRIPTS UNDER REVIEW/REVISION

1. Vanpoucke, E. and Ellis, S.C., "Decision-making for supply risk mitigation strategies." Under second review at *International Journal of Operations & Production Management* special "EurOMA" issue on decision-making for supply risk mitigation strategies; resubmitted September 30, 2016.
2. Raju, D., Ellis, S.C., Rao, S., and Goldsby, T.J., "RFID tag performance: linking the laboratory to the field through unsupervised learning." Under second revision at *Production & Operations Management*; resubmission due February 3, 2017.

MANUSCRIPTS UNDER REVIEW/REVISION

3. Zacharia, Z.G., Ellis, S.C., Trent, R.J. “Gaining advantage through social exchange: how and under what conditions?” Invited first revision at *Journal of Business Logistics*; requested resubmission deadline extension for April 15, 2017.
4. Rao, S., Ellis, S.C., Raju, D., Goldsby, T.J., “On the “invisible inventory” conundrum in RFID-equipped supply chains: mining tag performance in the retail channel.” Under first review at *Journal of Business Logistics*; submitted November 30, 2016.
5. Ellis, S.C., Henke, J.W., and Suresh, N.C., “Supplier relationship portfolio approach: the formative role of supplier management practices and resulting relational benefits.” Invited first revision at *IEEE Transactions on Engineering Management*; extension required.

MANUSCRIPTS UNDER DEVELOPMENT

1. Oh, J.Y., and Ellis, S.C., “Why supplier integration fails: the impact of salespersons’ constraints.” Initial draft complete; targeting 2017 submission to *Journal of Business Logistics*.
2. Ellis, S.C., Labianca, G., Oh, J.Y., Fagan, J., and Sung, W. “Determinants of cross-functional performance: a social networks analysis using archival email data.” Initial models developed and estimated; targeting 2017 submission to *Journal of Operations Management*.
3. Ellis S., Kull, T., Ashenbaum, B., and Terpend, R. “Linking cross-functional and supplier integration through shared vision: a dyadic empirical study.” Initial version published in the 22nd EurOMA Conference proceedings; targeting 2017 submission to *Journal of Operations Management*.
4. Ellis, S.C., Scheibe, K., and Blackhurst, J. “Direct and indirect effects of cross-functional transactive memory system alignment on supply disruption.” Initial model developed and estimated; targeting 2017 to *Organization Science*.
5. Ellis, S.C., Henry, R.M, and Kishore, R. “The role of capabilities and knowledge transfer in new product development.” Initial version published in the 41st Decision Sciences Institute Annual Meeting proceedings; targeting 2017 submission to *Journal of Operations Management*.
6. Ellis, S.C., Henke, J.W., and Oh, J.Y. "Assistance versus pressure: a theoretical model and empirical analysis of the antecedents and consequences of generic supply management approaches." Draft complete; requires revision. Targeting 2017 submission to *Journal of Supply Chain Management*.

BOOK CHAPTER PUBLICATION (REPRINT)

1. Gianiodis, P., Ellis, S.C., and Secchi, E., 2012. “Advancing a typology of open innovation.” In A. Brem and J. Tidd (Eds.), *Perspectives on Supplier Innovation: Theories, concepts and empirical insights on open innovation and the integration of suppliers*. Imperial College Press: Singapore, ISBN 978-1-84816-899-2.

INDUSTRIAL PUBLICATION

1. Ellis, S.C., Boggess, T., Ningileri, S., and Ray, D., 2012. “Usage and flow of aluminum sheet within the U.S. and Canadian residential building products,” *Light Metal Age*, December, 6-10.

REFEREED CONFERENCE PROCEEDINGS

1. Vanpoucke, E. and Ellis, S.C., 2015. “Decision-making for supply risk mitigation strategies,” 22nd EurOMA Conference, Neuchatel, Switzerland, June 26-July 1.
2. Terpend, R., Ellis, S.C., Kull, T., Ashenbaum, B., 2015. “Linking internal and external technical integration through social integration: a dyadic empirical study,” 22nd EurOMA Conference, Neuchatel, Switzerland, June 26- July 1.

REFEREED CONFERENCE PROCEEDINGS

3. Chen, L., Ellis, S.C., and Holsapple, C.W., 2011. "A knowledge-sharing perspective on supplier development activities," Americas Conference on Information Systems Annual Meeting, Detroit, MI, August 5-7.
4. Ellis, S.C., 2011. "Incorporating SCOR Scholar training and certification into supply chain management curricula: an exploratory study," Decision Sciences Institute Annual Meeting, Boston, MA, November 17-20. **Decision Science Institute's 2011 Innovative Education Competition Finalist.**
5. Ellis, S.C. and Henry, R.M., 2010. "The effects of knowledge transfer mechanisms on new product development effectiveness," Decision Sciences Institute Annual Meeting, San Diego, CA, November 20-23.
6. Hall, D.C. and Ellis, S.C., 2010. "Core and overlapping knowledge, integration, and process performance: an empirical study of the buyer-product engineer dyad," Production and Operations Management Society Annual Meeting, Vancouver, Canada, May 7-10.
7. Ellis, S.C., Shockley, T.J., and Henry, R.M., 2008. "A multi-theoretical model of supply risk and an empirical analysis," **Best Paper Proceedings of the Academy of Management Annual Meeting**, Anaheim, CA, August 8-13.
8. Shockley, T.J. and Ellis, S.C., 2007. "Measuring the supply risk construct: an exploratory study," Decision Sciences Institute Annual Meeting. Phoenix, AZ, November 17-20.
9. Ellis, S.C., Sanders, G.L., and Garrity, E.J., 2005. "The effects of IS success on competitive behavior." In M. Khosrow-Pour (Ed.), *Managing Modern Organizations with Information Technology*. Information Resource Management Association Annual Meeting, San Diego, CA.

INVITED CONFERENCE PRESENTATIONS & WORKSHOP SESSIONS

1. Ellis, S.C., Goldsby, T.J., Bailey, A.M., and Oh, J.Y. "Teaching lean six sigma within a supply chain context: the airplane supply chain simulation," in the Innovative Education session of the Decision Sciences Institute Annual Meeting, Tampa, FL, November 22, 2014.
2. Newman, W. and Ellis, S.C. "Integrating theory and practice into the curriculum," in an Innovative Education session of the Decision Sciences Institute Annual Meeting, Baltimore, MD, November 18, 2013.
3. Ellis, S.C. "Supply chain management: coordination through CPFR," Presented in the National EPSCoR (Experimental Program to Stimulate Competitive Research) Cyberinfrastructure Student Engagement Program Workshop funded by the National Science Foundation, Lexington, KY, April 11, 2013.
4. Newman, W. and Ellis, S.C. "The implementation/integration of SCOR-S into the undergraduate curriculum of leading business schools," and related workshop in the Supply Chain Council's Supply Chain World – North America Conference, St. Louis, MO, April 10, 2013.
5. Ellis, S.C., Henry, R.M., and Shockley, J. "Making sense of supply disruption risk research: a conceptual framework grounded in enactment theory," in the Journal of Supply Chain Management Best Paper session of the Academy of Management Annual Meeting, Boston, MA, August 4, 2012.
6. Ellis, S.C., Henke, J., and Kull, T. "Assessing supplier technology: being a customer of choice matters," in the Behavioral Management session of the Annual Production and Operations Management Society Conference, Chicago IL, April 22, 2012.
7. Ellis, S.C., Henry, R.M., and Shockley, J. "Buyer perceptions of supply disruption risk: a behavioral view and empirical assessment," in the Journal of Operations Management Best Paper session of the Academy of Management Annual Meeting, San Antonio, TX, August 14, 2011.
8. Ellis, S.C. Facilitated "Supply management practices and their effects on sustainability" workgroup session at the Sustainable Manufacturing & Workforce Effectiveness Workshop held by the Institute for Sustainable Manufacturing, Lexington, KY, June 21-21, 2011.

REFEREED CONFERENCE PRESENTATIONS

1. Oh, J.Y., Ellis, S.C., Labianca, J. "Why supplier integration fails? the impact of salesperson's behavioral constraints," Decision Sciences Institute Annual Meeting, Austin, TX, November 19, 2016.
2. Chen, L., Ellis, S.C., Holsapple, C. "The mediation effect of knowledge on supplier development performance," Decision Sciences Institute Annual Meeting, Austin, TX, November 21, 2016.
3. Ellis, S.C., Labianca, G., Oh, J.Y., Fagan, J., and Sung, W. "Examining the effects of communication structure on inter-functional performance using social network analysis," Decision Sciences Institute Annual Meeting, Austin, TX, November 20, 2016.
4. Oh, J.Y., Ellis, S.C., Holsapple, C. "Why supplier integration fails? the impact of salesperson's behavioral constraints," Decision Sciences Institute Annual Meeting, Seattle, WA, November 22, 2015.
5. Chen, L., Ellis, S.C., Holsapple, C. "How supplier development works: an examination using knowledge chain theory," Decision Sciences Institute Annual Meeting, Tampa, FL, November 25, 2014.
6. Oh, J.Y., Ellis, S.C., Dean, T. "The moderating effects of cultural, geographic, and economic distance on team governance: an empirical study of buyer-engineer-supplier NPD teams," Decision Sciences Institute Annual Meeting, Tampa, FL, November 22, 2014.
7. Ellis, S.C., Ashenbaum, B., Terpend, R., and Kull, T. "The effects of cross-functional and inter-organizational involvement on process performance," Decision Sciences Institute Annual Meeting, Baltimore, MD, November 18, 2013.
8. Ellis, S.C., Zacharia, Z., and Oh, J.Y. "The role of cross-functional congruence in cross-functional and inter-organization collaboration," Decision Sciences Institute Annual Meeting, Baltimore, MD, November 19, 2013.
9. Zacharia, Z. and Ellis, S.C. "Antecedents to buyer-engineer knowledge transfer," Production and Operations Management Society Annual Meeting, Denver, CO, May 4, 2013.
10. Ellis, S.C., Oh, J.Y., and Henke, J.W. "Power relations in supply chain," Decision Sciences Institute Annual Meeting, San Francisco, CA, November 18, 2012.
11. Ellis, S.C. and Kull, T.J. "Reducing the negative effects of dependence on performance through collaborative practices and cost analysis," Decision Sciences Institute Annual Meeting, Boston, MA, November 20, 2011.
12. Ellis, S.C. and Henke Jr., J.W. "Assistance versus pressure: A theoretical model and empirical assessment of alternate supply management practices," Production and Operations Management Society Annual Meeting, Reno, NV, May 1, 2011.
13. Secchi, E., Ellis, S.C., and Roth, A.V. "Towards an understanding of objective and subjective measures of performance: theoretical implications and empirical assessment," Decision Sciences Institute Annual Meeting, New Orleans, LA, November 14-17, 2009.
14. Davis, J. and Ellis, S.C. "The item importance construct: a causal model," Production and Operations Management Society Annual Meeting, Orlando, FL, May 1-4, 2009.
15. Ellis, S.C., Roth, A.V., and Rungtusanatham, J. "Toward a taxonomy of supply risk mitigation strategies," Institute For Operations Research and the Management Sciences Annual Meeting, Washington D.C., October 12-15, 2008.
16. Kovach, J., Fredendall, L.D., and Ellis, S.C. "Modeling the relationship of quality practices and knowledge to quality performance," Production and Operations Management Society Annual Meeting, La Jolla, CA, May 9-12, 2008.
17. Ellis, S.C., Suresh, N.C., and Henke, J. "Supplier relationship portfolio theory: an empirical analysis," Decision Sciences Institute Annual Meeting, Phoenix, AZ, November 17-20, 2007.

EMPIRICAL RESEARCH PROJECTS

1. Consumer Products Studies (2013-Present)

This research project consists of two related data collection efforts within Tempur Sealy International (TPX) – a \$3B+ global manufacturer of foam and spring mattresses. The first involves an intra-organizational study of collaboration, social networks, and business process performance using longitudinal (three years of) survey responses and matched (pre- and post-merger) archival email data. The second data collection effort is ongoing and examines how (matched) sales and retailer behaviors affect profit margins of TPX's sales to retailers. Present efforts involve interviewing TPX sales professionals, and collecting sales contract and profit statements for each brand and retailer customer. In-depth interviews of a cross-section of TPX retail customers and survey administration for the (1,200+) TPX customer base and matched (300+) TPX salespeople will occur this summer.

2. Global Automotive Manufacturer Study (2007 – 2011)

This study investigates the nature of buyer-engineer-supplier relationships within Delphi Corporation – a large, global automotive manufacturing firm. Final survey administration proceeded in two stages. In the first stage, triads consisting of a direct material buyer and two product engineers were identified and confirmed. Initial objective and perceptual data was collected from 179 direct material buyers and 633 product engineers within the focal manufacturer. In the second stage of final survey administration, a customized online questionnaire was administered to 195 buyers, 196 matched primary product engineers, and 285 matched secondary product engineers across 4 continents and 13 countries. Response rates for each group ranged from 92% - 99%.

3. ISM Purchasing Study (2006-2009)

This study investigates the causal antecedents of strategic sourcing and supply risk management. Data collection activities include semi-structured interviews with executives and managers within purchasing, operations, and marketing functions. In addition, a pilot survey questionnaire, a primary survey questionnaire, and a secondary survey questionnaire were administered to more than 3,000 ISM purchasing managers within U.S. manufacturing firms. Response rates for national survey administrations averaged 8%.

4. Global Automotive Buyer-Supplier Relationship Study (2006-2007)

This study investigates the nature of relationships between Delphi Corporation, a first-tier global automotive manufacturer, and its preferred direct material suppliers. An online survey was administered to 848 direct material suppliers to a focal automotive components manufacturer. Five-hundred and thirty-nine suppliers responded with respect to 839 exchange relationships for a gross response rate of 63.6%.

GRANT PROPOSALS – FUNDED AND UNFUNDED

1. Supply Chain Visibility Network of Networks (Submitted October 8, 2015)

Co-investigator with Dr. Mike Li and with Principal Investigator, Dr. Fazleena Badurdeen

In collaboration with industry partners, such as The Dow Chemical Co., Siemens, and SAP, this project explores how the Internet of Things (IoT) will transform traditional supply chains to digital supply chains driven by sensors indicating events in the network, not transactions. The goal of the UK research team is to employ modelling techniques to demonstrate how the implementation of an innovative network architecture design can enable better overall performance for manufacturing systems, plants, and linked supply chains. As part of a \$1.05M grant proposal, the UK research team requested \$225K in grant funds to support system modelling. The Digital Manufacturing and Design Innovation Institute did not fund this proposal.

GRANT PROPOSALS – FUNDED AND UNFUNDED

2. *Understanding supplier satisfaction: a social capital and resource dependence approach in an international context (Submitted February, 15, 2013)*
Co-principal Investigator with Dr. Holger Schiele and Dr. Michael Essig
This project aims to advance understanding of supplier satisfaction by simultaneously applying social capital and resource dependence theories. While abundant social capital from a buyer should increase supplier satisfaction, power disequilibrium and dependence with a buyer have an opposing effect. Drawing from these two contrasting views, this research project seeks to conceptually and empirically analyze the antecedents to supplier satisfaction across cultures. The Netherlands Organization for Scientific Research did not fund this (608,907€) proposal.
3. *Advanced Next Generation Event Loss Minimization System (Closed December 31, 2013)*
Co-investigator with Dr. Fazleena Badurdeen (Principal Investigator)
This project involves the development of a risk management software solution for GE Aviation, located in Madisonville, KY. The purpose of this software is to provide decision support to manage outsourced production processes with significant lead time variation. This project was funded by GE (\$142,257).
4. *Supply Network Modeling for Detergents (Submitted August 31, 2012)*
Co-principal Investigator with Dr. Fazleena Badurdeen
This project involves collaborative doctoral research with Procter & Gamble's Supply Network Innovation Center (SNIC). The purpose of this research is to develop a complete supply network of detergents manufacturing which minimizes total delivery cost for global volumes. Key considerations for this research include transportation costs, costs of chemicals and packing materials pending geographic location, and capital investment, manufacturing costs, and inventory levels pending the number of manufacturing locations. This invited research proposal (\$200,000) was not funded.
5. *Aluminum Residential Building Products Recycling Assessment (Completed August 3, 2011)*
This research project focuses on the state of Aluminum recycling within the residential and commercial segments of the aluminum industry and was conducted in collaboration with SECAT – a leading research firm in the aluminum industry. Findings from this study, which are based on primary data from 17 firms that participate in various stages of aluminum building products supply chain, show that 85%-95% of all residential aluminum building products are recycled. The primary output for this project was an industry report that may be appended to similar reports from other aluminum industry market segments and forwarded to a variety of State and Federal government committees. A streamlined, co-authored version of this report was published in *Light Metal Age*. This research was funded in-part with a \$5,000 grant from the Von Allmen Center for Green Marketing, University of Kentucky.
6. *Supply Chain Optimization for Performance (Submitted April 5, 2011)*
Co-Principal Investigator with Dr. Fazleena Badurdeen and Dr. Thomas Goldsby
This project centers on the development of a national e-commerce strategy and design of a supporting distribution network for Innovative Mattress Solutions – a rapidly growing sleep outfitter in the Mid- and South-east. Simulation and optimization analytics will guide the development of an optimal distribution network solution. Supplemental activities include the development and provision of training to managerial personnel. This proposal (\$270,308) was not funded.

PROFESSIONAL REPORTS

1. Ellis, S.C., Oh, J.Y., and Woehler, M.L. 2014. "Causes of raw material excesses and shortages." Submitted to Tempur Sealy International, Inc., Lexington, KY.
2. Ellis, S.C., 2012. "Usage and flow of aluminum sheet within the U.S. and Canadian residential building products." Submitted to SECAT, Inc., Lexington, KY.
3. Ellis, S.C., 2009. "Executive Report. Study of buyer-engineer-supplier relationships." Submitted to Delphi Corporation, Troy, MI.
4. Ellis, S.C., 2009. "Benchmark reports. Study of buyer-engineer-supplier relationships: aggregated response data. Overall, regional & divisional findings." Submitted to Delphi Corporation, Troy, MI.

PROFESSIONAL PRESENTATIONS

1. Ellis, S.C., Goldsby, T.J., Labianca, J., Oh, J.Y., and Rao, S., "Tempur Sealy-University of Kentucky research collaboration." Presented to Sales and Finance Executives at Tempur Sealy Corporation on May 10, 2016, Lexington, KY.
2. Ellis, S.C., and Oh, J.Y., "Supply management research: material management and supplier scorecard." Presented to Purchasing Vice-president and staff at Tempur Sealy Corporation on August 5, 2014, Lexington, KY.
3. Ellis, S.C., "Research findings: study of buyer-engineer-supplier relationships." Presented to Purchasing and Engineering Corporate Executives at Delphi Corporation, May 21, 2009, Troy, MI.
4. Ellis, S.C., Shockley, J., and Henry, R., "An overview of supply disruption risk and its drivers." APICS – The Association for Operations Management, Lean & Six Sigma Conference, January 18, 2008, Greenville, SC.
5. Ellis, S.C., "A Plan for Implementing the strategic sourcing process at the divisional level." Presented to HVAC Business Line Executives at Delphi Corporation, October 2004, Lockport, NY.
6. Ellis, S.C., "Keynote Presentation: Implementing a PC-based networked I/O control system within a lean manufacturing system." 2002 Open DeviceNet Vendors Association (ODVA) Annual Meeting. April 2002, Ft. Lauderdale, FL.

DOCTORAL DISSERTATION ADVISEMENT

Doctoral Dissertation Advisory Committee Co-Chairs

1. *Dr. Jae Young Oh (2013-2016)* – Mr. Oh defended his dissertation, entitled "Why Supplier Integration Fails: A Salesperson's Perspective" in May 2016 and has accepted a tenure-track position at Eastern Kentucky University, beginning Fall 2016.
2. *Dr. Liang Chen (2011-2015)* - Dr. Chen successfully defended his doctoral dissertation, entitled "Why Supplier Development Works? A Knowledge Management Perspective," in July 2015. Dr. Chen joined Miami University as a Visiting Assistant Professor in Fall 2015.
3. *Dr. Ana Rosado Feger (2008-2009)* - Dr. Rosado Feger's dissertation proposal, entitled "Bridging the Operational Divide: An Information Processing Model of Internal Supply Chain Integration", was awarded the 2008 George and Marion Plossl Research Fellowship by the APICS Education & Research Foundation. Dr. Feger joined Ohio University as an Assistant Professor in Fall 2009.

Doctoral Dissertation Advisory Committee Memberships

1. *Dr. David A. Marshall (2010-2013)* - Dr. Marshall's dissertation research focuses on the identification of practices that enable firms to sustain the successful adoption of lean manufacturing principles following implementation. David's research considers a broad set of organizational, behavioral, and technical antecedents to lean sustainment. Dr. Marshall accepted a position as Assistant Professor at Eastern Michigan University, beginning Fall 2011.

DOCTORAL DISSERTATION ADVISEMENT

Doctoral Dissertation Advisory Committee Memberships

2. *Dr. Dennis Chen (2010-2012)* - Dr. Chen's dissertation research centers on the role of equity ownership within buyer-supplier relationships. This research considers several antecedents to supplier equity ownership within a multi-theoretic approach. Dr. Chen accepted a position as Assistant Professor at Belmont University, beginning Fall 2011.
3. *Ms. Awatef Omar Ergai (2009-2010)* - Ms. Ergai's dissertation consists of two essays that examine the trans-shipment of oil to the U.S and the structure and purchasing practices associated with 'mega-projects' in the oil and gas supply chains.

MASTERS OF SCIENCE ADVISEMENT

1. *Mr. Enrico Secchi (2008-2009)* - Periodically reviewed supply chain management literature with Enrico and helped guide the development of an empirical framework of buyer-supplier relationships in preparation for Mr. Secchi's comprehensive examination.

DOCTORAL STUDENT SUPERVISED RESEARCH

1. Mr. Brett Hockman – Retail risk mitigation
2. Mr. Jae-Yong Oh – Buyer and supplier dependence
3. Mr. Lawrence Yang – Knowledge transfer and capabilities
4. Mr. Liang Chen – Supplier development
5. Mr. David Hall – Knowledge management
6. Mr. Enrico Secchi – Open innovation
7. Ms. Jillian Davis – Strategic sourcing
8. Mr. Tobin Turn – Supply chain risk
9. Mr. Ted Jefferson Shockley – Supply chain risk

DOCTORAL SEMINARS TAUGHT

1. *LSCM9631 – Research Processes and Philosophy in Supply Chain Management (one section, 2016)*
Georgia Southern University, College of Business Administration
Required first-semester doctoral students to lead discussions of seminal methodological articles and books, and discuss thought-provoking questions that extended consideration of methodological issues and approaches. Seminar culminated with comprehensive exam administration, presentations of research proposals, and submissions of written research proposals.
2. *DIS780 – Independent Doctoral Studies in Supply Chain Management (two sections, 2012-2013)*
University of Kentucky, Gatton College of Business & Economics
Required weekly discussions of seminal supply chain research articles and participation in an MBA-level supply chain course to provide students with insights into supply chain scholarship and pedagogy. Students submitted a conceptual research paper upon conclusion of the seminar.
3. *MGT910 – Doctoral Seminar in Supply Management (one section, 2008)*
Clemson University, College of Business & Behavioral Science
Required students to critically review top-tier journal readings from supply chain, operations, marketing, economic, and organization science literature. Student deliverables include presentations, syntheses of assigned readings, and a conceptual research paper.

MBA & EMBA COURSES TAUGHT

1. *EMBA618 – Organizational Change Management (two sections, 2014-2016)*
University of Kentucky & University of Louisville Joint Executive MBA Program
Required course that was team-taught and examines the content and process of complex organizational change with a special focus on intra- and inter-organizational collaboration within supply chains. Specific topics include a systems view of organizations, organization structure and restructuring, linking structure and strategy, working with internal and external change agents, and radical and incremental change within and between organizations.
2. *DIS612 – Supply Chain Management (eight sections, 2012-2016)*
University of Kentucky, Gatton College of Business & Economics Evening MBA Program
Required course that integrates business and supply chain strategy, introduces the production planning process, covers the principles of lean and six sigma, presents the essential elements of the Supply-Chain Operations Reference (SCOR) and Global Supply Chain Forum (GSCF) models, and covers special topics such as sales and operations planning (S&OP), collaborative planning, forecasting and replenishment (CPFR), supply risk, and sustainability.
3. *MBA616 – Supply Chain Operations (six sections, 2011-2014)*
University of Kentucky, Gatton College of Business & Economics Accelerated MBA Program
Required course that was team-taught with Supply Chain Strategy and integrates instruction with on-going project work with partner firms. Essential topics include the production planning process, principles of lean and six sigma, and Supply-Chain Operations Reference (SCOR) model. Successful students develop an in-depth understanding of supply chain problem-solving methodologies, present process improvement project results to senior managers within MBA partner firms, and earn Lean/Six Greenbelt certification.

MBA COURSE ASSISTED

1. *MGS641 – Strategic Management (assisted one section, Spring 2003)*
State University of New York at Buffalo (SUNY – Buffalo), School of Management MBA Program
Capstone class taken by all MBA students; delivery of this course is primarily case-based whereby the instructor serves primarily as a facilitator rather than lecturer. The application of important strategic management concepts is discussed within the context of business cases, lending additional insight into course material.

MBA & EMBA PROJECT SUPERVISION

1. *Executive MBA Project Supervision (2014-2016)*
University of Kentucky, Gatton College of Business & Economics Executive MBA Program
Supervised 19 and initiated an additional 15 executive MBA projects that include new business startups, new product development, systems design and implementation, market research, and process improvement.
2. *MBA642 – Lean Six Sigma Project Supervision (2011-2015)*
University of Kentucky, Gatton College of Business & Economics Accelerated MBA Program
Supervised roughly 75 supply chain projects in which students leverage lean six sigma principles to achieve business process improvement within regional firms such as ACS Zerox, Alltech, Belcan, Bio RX, Brown-Forman, Cintas, General Electric, Good Samaritan Hospital, Highlands Diversified Services, Hitachi, Humana, Innovative Mattress Solutions, KabaMas, Kentucky Blood Center, Kentucky Utilities/LG&E, LeanCor, Lexington Downtown Development Authority, Lexmark, Papa Johns, Rupp Associates, Ryder, Sylvania, Tempur Sealy, Trane, UPS, Valvoline, and Wesley Village.

UNDERGRADUATE COURSES TAUGHT

1. *MGNT4431 – Purchasing and Negotiation (one section, 2016)*
Georgia Southern University, College of Business Administration
Elective undergraduate course that introduces fundamental purchasing topics, such as purchasing philosophy, process, and strategy, develops students' integrative and distributive negotiation skills, and exposes students to basic contracting types, clauses, and approaches.
2. *MKT303 – Supply Chain Management (two sections, 2014-2016 & one “honors” section 2015)*
University of Kentucky, Gatton College of Business & Economics
Elective undergraduate course that introduces core supply chain concepts through lecture, participative exercises and simulations, case discussions, and guest speakers. Specifically, this course is designed to give students a broad exposure to supply chain strategy, metrics, functions, processes, and modeling tools.
3. *MGT430 – Global Supply Chain Management (six sections, 2007-2010)*
Clemson University, College of Business & Behavioral Science
Capstone course for undergraduate management majors specializing in supply chain management. Course introduces supply chain management philosophy and covers supply chain strategies, internal integration, and external integration. In-depth lectures cover several business processes, including order fulfillment, new product development, and supply management. In addition to lectures, teaching methods include case-based discussions, in-class student presentations, guest lectures, attendance of local professional meetings, faculty-led undergraduate research, and SCOR Scholar training and certification.
4. *MGT317 – Logistics Management (four sections, 2007-2010)*
Clemson University, College of Business & Behavioral Science
Elective class for undergraduate management students and focuses on the major components of business logistics and how they work together as a system for ordering, moving and storing materials, semi-finished, and finished goods.
5. *MGT424 – International Transportation & Logistics Management (one section, Spring 2007)*
Clemson University, College of Business & Behavioral Science
Elective class for undergraduate management students and covers issues related to the flows of goods/services, money, and information within the context of international commercial relationships. Specific topics addressed in this course include foreign market entry, international contracting, terms of trade and payment, modes of transportation, international infrastructure, and customs clearance.
6. *MGQ302 – Production and Operations Management (two sections, 2005-2006)*
State University of New York at Buffalo (SUNY – Buffalo), School of Management
Required course for undergraduate management students and covers major topics in operations management. This course serves to develop both conceptual and analytical skills that allow students to solve practical managerial problems encountered within manufacturing and service firms.
7. *MGS402 Telecommunications Technology (three sections, 2004-2005)*
State University of New York at Buffalo (SUNY – Buffalo), School of Management
Capstone class for undergraduate students seeking an MIS concentration, and elective class for Computer Science majors. This class provides an introduction to several telecommunication technologies and maintains a special focus on technical presentations and writing, problem solving, and group discussion.

EXECUTIVE EDUCATION SEMINARS TAUGHT

1. *Lean Supply Chain Management Seminar (five seminars, 2011-2015)*
University of Kentucky, Gatton College of Business & Economics
Three-hour seminar for professionals enrolled in the Business Certificate Program granted by Gatton College's Executive Education Program. This one-day class introduces select Lean Manufacturing principles, including operational excellence, flow, and workplace organization, and integrates participative simulations to reinforce students' understanding of these principles.
2. *Supply Chain Coordination Seminar (one seminar, 2013)*
University of Kentucky, Gatton College of Business & Economics
Three-hour seminar for professionals enrolled in the Business Certificate Program granted by Gatton College's Executive Education Program. This one-day class introduces core supply chain management concepts, demonstrates the bullwhip effect through participative simulation, and advances approaches to mitigate the bullwhip effect.

ANCILLARY TEACHING ACTIVITIES

MBA Lean Six Sigma Project – Poster Presentation & Competition (2012-2015)

Instituted annual poster competition in which (13-16) MBA teams presented their project posters to a panel of supply chain experts who judged the quality of completed projects and presentations. At the 2012-2014 Annual Supply Chain Forum (SCF), posters were highlighted, and competition finalists were acknowledged and invited to present their work. The 2015 SCF instead included a poster presentation session in which students presented their works-in-progress and solicited professionals for feedback.

Supervised Doctoral Student Undergraduate Teaching (2013-2016)

Mentored Jae Young Oh, who taught several sections of MKT303-Supply Chain Management

Industrial Class Tours (2011-2016)

1. Bullard Manufacturing (Cynthiana, KY)
2. Save-A-Lot Distribution Center (Winchester, KY)
3. TransFreight Crossdock (Georgetown, KY)
4. UPS (Louisville, KY)
5. Toyota (Georgetown, KY)
6. Procter & Gamble Innovation Labs (Cincinnati, OH)
7. Amazon Fulfillment and Returns Centers (Lexington, KY)

Industrial Class Speakers (2008-2016)

1. Mr. Brad Patrick – Executive Vice President and Chief Human Resource Officer, Tempur Sealy Int., Inc. (Lexington, KY)
2. Mr. Eric Wilson – Director of Demand Planning, Tempur Sealy Int., Inc. (Lexington, KY)
3. Mr. Chris Buzard – Director of Supply Planning, Tempur Sealy Int., Inc. (Lexington, KY)
4. Ms. Diana Strickland – Human Resources Manager, Tempur Sealy Int., Inc. (Lexington, KY)
5. Ms. Cami Rabon – Materials Manager, Tempur Sealy Int., Inc. (High Point, NC)
6. Mr. Ric Freeman – Vice President of Strategic Sourcing, Tempur Sealy Int., Inc. (Lexington, KY)
7. Mr. John Conkle – Director of Strategic Sourcing, Tempur Sealy Int., Inc. (Lexington, KY)
8. Mr. Rod Mendoza – Director of Strategic Sourcing, Tempur Sealy Int., Inc. (High Point, NC)
9. Mr. Tom DeCaro – Executive Vice President of Supply Chain, Michaels Companies (Irving, TX)
10. Mr. Trent Winfree – Director of Product Development, Andersen Corporation (Bayport, MN)
11. Mr. Matthew Hall – Assistant Manager, Toyota Motor Corporation (Georgetown, OH)
12. Mr. Sean Smith & Mr. Scott Smith – Co-founders, Coalition America (Atlanta, GA)

ANCILLARY TEACHING ACTIVITIES

Industrial Class Speakers (2008-2016)

13. Mr. Robert McDonald – CEO, Proctor & Gamble (Cincinnati, OH)
14. Mr. Jake Barr – Director of Supply Networks, Proctor & Gamble (Cincinnati, OH)
15. Mr. Dominique Moseby – Manager of Supply Chain Solutions, UPS (Louisville, KY)
16. Mr. Sammy Riddle – Founder, M33 Logistics (Greenville, SC)
17. Mr. William Bowman – Account Manager, Kuehne+Nagel (Columbia, SC)
18. Mr. David Carver – Purchasing Manager, Schneider Electric (Seneca, SC)

Undergraduate Course Development (2008-2010)

Received \$31,000 over two years from the Junior-Senior Enhancement Project Fund to integrate SCOR Scholar certification and training into MGT424 (Global Supply Chain Management) for undergraduate supply chain management students for the 2008-2009 and 2009-2010 academic years.

SERVICE TO COLLEGE – ANNUAL SUPPLY CHAIN FORUM (SCF)

1. *Led Advisory Board to develop, promote, and hold Gatton College's Annual SCF (2011-2016).*

SCF Theme: Integrating People and Technology (March 2016)

Featured two keynote speakers (Lora Cere, Founder of Supply Chain Insights, and Steve Steutermann, Managing V.P. at Gartner Research); a panel discussion on professional development led by academics and executives/managers from Blue World Consulting, Supply Chain Insights, Tempur Sealy International, and University of Kentucky; and training sessions on demand planning and S&OP led by experts from Valvoline and Tempur Sealy International.

SCF Theme: Digitization of the Supply Chain (March 2015)

Featured keynote speaker (Roddy Martin, Managing Director - Accenture); two panel discussions on supply chain digitization led by academics and executives from Ohio State University, Blueworld Consulting, Toyota, Valvoline, The Kroger Co., Lolly Wolly Doodle, Creative Lodging Solutions, and American Woodmark; and presentations by Michaels Companies, Inc. and American Standard Brands.

SCF Theme: On-Shoring Trends (March 2014)

Featured a keynote speaker (Gene Tabor, General Manager - Purchasing Procurement at Toyota Motor Engineering and Manufacturing North America); a panel discussion on the on- versus off-shoring decision led by executives from Lexmark, Alltech, and American Woodmark; and presentations by Blueworld Consulting, LeanCor, and the University at Buffalo.

SCF Theme: Supply Chain Transformation (February 2013)

Featured two keynote speakers (Zachary Scott – UPS President, Midwest Region and Robert Martichenko – President and CEO, LeanCor, LLC); a panel discussion on Agility and Flexibility Needs in Supply Chain led by executives/managers from Lexmark, Procter & Gamble, and Toyota; presentations by executives/managers from GE Appliances and Lighting, Kentucky State Chamber, Ashland, Inc., Osram Sylvania, Tempur-Pedic International, and Humana.

SCF Theme: Supply Chain Relationship Management (February 2012)

Featured three keynote speakers (Chuck Martz, CEO of Linkbelt, John Henke, Professor of Marketing at Oakland University, and Kevin O'Marah, Senior Research Fellow at Stanford University and Principal at KORI); panel discussions on contemporary supply chain issues and supply chain talent management led by senior executives from Landstar, Lexmark, Procter & Gamble, Tempur-Pedic, and Toyota.

SERVICE TO COLLEGE – ANNUAL SUPPLY CHAIN FORUM (SCF)

1. *Led Advisory Board to develop, promote, and hold Gatton College's Annual SCF (2011-2016).*

SCF Theme: Supply Chain Collaboration (February 2011)

Featured keynote speaker (Sam Mitchell – President of Valvoline); a panel discussion led by senior executives from Proctor & Gamble (Jake Barr, Director), Ryder System (Tom Jones, EVP), Abercrombie & Fitch (John Singleton, EVP), and PBD Worldwide Fulfillment (James Dockter – Founder); and a career guidance session led by a panel of recent MBA graduates.

2. *Led the Advisory Board to develop, promote, and execute the College's Annual Commonwealth Supply Chain Excellence Competition and Award (2015-present).* This award aims to recognize individuals and/or organizations that have demonstrated operational excellence in supply chain management as evidenced in a recently completed supply chain improvement project. Through this award and associated competition, the Advisory Board intends to promote supply chain excellence, increase the visibility of the Supply Chain Forum, and further enhance Gatton College's and the University of Kentucky's external reputation in the supply chain management field.

SERVICE TO COLLEGE - COMMITTEES

1. *Gatton College's MBA Policy Committee (2015-2016)*

Committee Member – collaborated with members of cross-department committee to advise the MBA director on programmatic and policy issues.

2. *Gatton College's Strategic Planning Committee (2014-2015)*

Member of External Relations Subcommittee – collaborated with sub-committee members to develop a strategy – i.e., statements of distinctive capability, strategies, and metrics – for the College to manage relationships with external stakeholders; also, collaborated with the larger committee to develop overarching College strategy.

3. *Gatton College's Library and Data Committee (2011-2013)*

Committee Member – collaborated with members of cross-department committee to identify required journals and datasets to support faculty research. Supported University budget reductions by eliminating subscriptions to under-utilized journals and databases.

SERVICE TO DEPARTMENT - COMMITTEES

1. Led Ad-hoc Supply Chain Curriculum Committee (2013) – benchmarked leading regional and national undergraduate supply chain programs and collaborated with the College administration to propose curricula for undergraduate supply chain minor, major, and certificate programs.
2. New Faculty Recruitment Committee Member (2010 – 2012)
3. New Faculty Recruitment Committee Member (2007 – 2008)
4. Doctoral Comprehensive Exam Committee Member (2007 – 2010, 2014 – 2015)

SERVICE TO PROFESSION

Editorial Board Member

1. Journal of Supply Chain Management (2010 – present) (17 reviews)
2. Journal of Operations Management (2010 – 2015) (24 reviews)

SERVICE TO PROFESSION

Ad hoc Journal Reviewer

1. Decision Sciences (4 reviews)
2. Decision Sciences Journal of Innovative Education (2 reviews)
3. Industrial Marketing Management (1 review)
4. Journal of Organizational Computing and Electronic Commerce (1 review)
5. Journal of Business Logistics (21 reviews)
6. Journal of Purchasing & Supply Management (4 reviews)
7. International Journal of Distribution & Logistics Management (1 review)
8. Production & Operations Management (3 reviews)

Ad hoc Award and Conference Reviewer

1. Invited reviewer for research papers submitted to the 2015 Decision Science Institute's annual meeting proceedings.
2. Invited reviewer for the 2014 William O. Bearden Award given by the Southeast Marketing Symposium to the best doctoral dissertation research proposal.
3. Invited reviewer for Sam Houston State University's Office of Research and Sponsored Programs 2013 Enhancement Research Grant proposal entitled, "Understanding proactive supply management and uncertainty."
4. Invited reviewer for the 2010 Elwood S. Buffa Doctoral Dissertation Award given by the Decision Science Institute for the best dissertation in the decision sciences.

Professional Leadership

Held an at-large executive board position with the Golden Corner Chapter of the Institute for Supply Management (ISM) from 2007-2009.

PROFESSIONAL EMPLOYMENT HISTORY

1. Georgia Southern University (Statesboro, GA)
Assistant Professor, Supply Chain Management (2016 – present)
2. University of Kentucky (Lexington, KY)
Assistant Professor, Supply Chain Management (2010-2016)
3. Clemson University (Clemson, SC)
Assistant Professor, Supply Chain Management (2007-2010)
4. State University of New York at Buffalo (Buffalo, NY)
Research Assistant (2004-2007)
5. Delphi Corporation, Thermal & Interior Division (Lockport, NY)
Global Supply Management, Special Assignment in Strategic Sourcing (2003-2004)
Core Technology, Senior Electrical Engineer (1998-2003)
Advanced Manufacturing Engineering Group, Overseas Controls Engineer (1996-1998)
6. GM Hughes Electronics, Delco Electronics Division (Kokomo, IN)
Advanced Manufacturing Systems Development Group, Electrical Engineer (1993-1996)
7. General Motors Corporation, Harrison Division (Lockport, NY)
Cooperative Education Student (1988-1993)

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

1. Center for Supply Networks (W.P. Carey School of Business, Arizona State University)
2. Institute for Sustainable Manufacturing (College of Engineering, University of Kentucky)
3. Council of Supply Chain Management Professionals
4. Decision Sciences Institute
5. Institute For Operations Research and the Management Sciences
6. Institute for Supply Management
7. Production & Operations Management Society
8. Supply-Chain Council

PROFESSIONAL CERTIFICATIONS

1. SCOR Scholar - Supply Chain Operations Reference Scholar certified by the Supply Chain Council, Inc. in April 2009.
2. C.C.N.A. - Cisco Certified Network Associate certified by Cisco Systems, Inc. in October 2001.

ACADEMIC HONORS, AWARDS & UNIVERSITY GRANTS

- NOV 2016 Appointed as Associate Member of the Georgia Southern University Graduate Faculty
- NOV 2014 Decision Science Institute's Innovative Education Competition Award
- AUG 2012 Journal of Supply Chain Management Harold E. Fearon Best Paper Finalist
- NOV 2011 Decision Science Institute's Innovative Education Competition Finalist
- AUG 2011 Journal of Operations Management Best Paper Finalist
- MAY 2011 Appointed as Associate Member of the University of Kentucky Graduate Faculty
- AUG 2009 Junior-Senior Enhancement Project Grant from Clemson University to fund SCOR Scholar certification training for 80-90 undergraduate supply chain management students (\$18,000)
- MAR 2009 Clemson University Board of Trustees Award for Faculty Excellence
- NOV 2008 Elwood S. Buffa Doctoral Dissertation Award from the Decision Sciences Institute for best dissertation written during 2007 in the decision sciences
- AUG 2008 Junior-Senior Enhancement Project Grant from Clemson University to fund SCOR Scholar certification training for 20-25 undergraduate supply chain management students (\$13,000)
- JUN 2008 Summer Research Mini-Grant, Clemson University (\$5000)
- JUN 2007 Summer Research Mini-Grant, Clemson University (\$5000)
- MAR 2007 Research Investment Fund Program Grant, Clemson University (\$6500)
- NOV 2006 Mark Diamond Research Fund Grant, SUNY - University at Buffalo (\$1940)
- DEC 2005 SUNY - University at Buffalo Doctoral Scholarship
- NOV 2005 Selected Participant, Doctoral Student Consortium, DSI 2005 Annual Meeting, San Francisco, CA
- MAY 2005 Professional Development Grant , Graduate Student Employees Union, SUNY - University at Buffalo
- MAY 2004 Professional Development Grant , Graduate Student Employees Union, SUNY - University at Buffalo
- OCT 2002 Application of the Year Award, Open DeviceNet Vendor Association (ODVA) 2002 Annual Meeting, Fort Lauderdale, FL
- 2002-2006 Joseph A. Alutto Fellowship, School of Management, SUNY - University at Buffalo

INDUSTRIAL EXPERIENCE

General Skills

Technology Planning, Project Management, Team Leadership & Supervision, Engineering Mentoring, Process Development, Inter-organizational Product Development, Systems Integration, Lean Manufacturing System Design & Implementation, Information Systems Networking & Data Collection

Process Design Experience

Manual and Automatic Screwdriving, HVAC Assembly & Testing, Heat Exchanger Automatic Stacking, Tank Fluxing and Clinching, Heat Exchanger Leak Testing, Pressure Sensor Testing and Laser Trimming, Voltage Regulator Insert Molding, Pressure Sensor Lead Frame Wire Bonding, Engine Control Module Assembly & Testing, Transmission Oil Cooler Final Assembly, Automated Conveyance, Ultrasonic Welding, Label Print & Pack Systems

Network Experience

Windows NT, Windows NT Server, Sequel Server, Cisco switches and routers

Control Hardware Experience

Programmable Logic Controllers, Industrial Touchscreens, Network I/O Systems, Message Displays, Motion Controllers, Vision Systems, RFID Transceivers & Tags, Barcode Readers, Sensing, Process Meters, Thermal Transfer Printers, Pneumatic & Hydraulic Valves, Robotics

Programming Languages

Assembly, Machine, (Object Oriented) Relay Ladder Logic, FORTRAN 77, Basic, C+, Xware, V+, Flowcharting, PGL, Visual Basic, SQL

Experience Highlights (1993 – 2004)

Special Assignment in Global Supply Management –Collaborated with senior management to refine the corporate strategic sourcing process and develop an implementation plan for Delphi Thermal Division’s strategic sourcing initiative.

Lean Manufacturing System Development - Led a design and engineering team in the implementation of lean manufacturing control systems that were recognized as “best practice” within Delphi Thermal Division’s global HVAC assembly facilities.

New Product Development - Directed the outsourced development of a proprietary screwdriver interface product and a network-capable customized operator interface product for use within Delphi’s global manufacturing operations.

European Core Technology Liaison - Served as the electrical controls technology link between Delphi Thermal Division’s U.S. and European HVAC operations.

Overseas Controls Engineering - Designed, programmed, and debugged numerous pieces of automated machinery and manufacturing systems for European, Mexican, Brazilian, and Indian manufacturing operations.

Corporate Technology Workgroup, Center Of Expertise - Served on a corporate technology workgroup, which identified leading manufacturers of PC-based control software and managed relationships with these suppliers.