

# ANDREW MANIKAS, Ph.D., PMP, CIRM, CLTD

Professor  
Department of Information Systems, Analytics, and Operations  
College of Business  
University of Louisville  
Louisville, KY 40292

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## ACADEMIC QUALIFICATIONS

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- Ph.D.** Georgia Institute of Technology, College of Management  
Focus Area: Operations Management
- MBA** Michigan State University, Eli Broad College of Business  
Major: Materials and Logistics Management (Supply Chain Management)
- BS** Michigan State University, College of Engineering  
Major: Computer Science  
Minors: Mechanical Engineering, Economics

## PEER REVIEWED PUBLICATIONS

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- Zhang, Y., DeCarlo, T. E., Manikas, A. S., and Bhattacharya, A. Exploration vs Exploitation effect on making the sale. *Journal of the Academy of Marketing Science*, Accepted. (FT50)
- Ma, D., Mattingly, E. S., Kushev, T., Ahuja, M, and Manikas, A. The Role of Socioemotional Wealth in Entrepreneurial Persistence Decisions for Family Businesses. *Journal of Small Business Strategy*, Accepted.
- Manikas, A., Godfrey, M., and Woldt, J. What Drives Higher Beer Ratings? Evidence from Big Data. *International Journal of Management and Marketing Research*, Accepted.
- Kwon, M., Manikas, A., and Barone, M. Politics, Promotions, and Pandemics: Political Ideologies Shape Consumers' Responses to Framed versus Unframed Brand Logos and COVID-19 Recommendations. *Journal of the Association for Consumer Research* 7(3), 000-000.
- Foster, B., Blum, L., and Manikas, A. 2022. PPP Loans: Perceptions, Requirements, and Potential Audit Danger. *Internal Auditing*, January/February, 6-11.

## PEER REVIEWED PUBLICATIONS (CONTINUED)

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- Kwon, M., Manikas, A., and Barone, M. 2022. (Not) Near and Dear: COVID-19 Concerns Increase Consumer Preference for Products that are Not “Near Me.” *Journal of the Association for Consumer Research*, 7(1), 8-16.
- Patel, P., Wolfe, M., and Manikas, A. 2021. Logic is (somewhat) overrated: Primordial over conceptual narratives in crowdfunding success. *Entrepreneurship Theory and Practice* 45(3), 600-625. (FT50)
- Foster, B., Manikas, A., and Preece, D. 2021. Impact of Religiosity on LGBTQ Inclusiveness and Corporate Value. *Journal of Accounting Ethics and Public Policy* 22(3),347-365.
- Wolfe, M., Patel, P., and Manikas, A. 2021. Shock and awe: Loudness and unpredictability in Twitter messages and crowdfunding campaign success. *Journal of Innovation & Knowledge* 6(4), 246-256.
- Kroes, J., Manikas, A., Gattiker, T, and Castel, M. 2021. The Operational Impacts of Supply Chain Officers. *Production Planning & Control*, 1-16.
- Foster, B., Manikas, A., and Preece, D. 2021. LGBTQ Workplace Inclusion Before and After Obergefell v. Hodges: Impact on Tobin’s Q. *Journal of Accounting Ethics and Public Policy*, 21(4), 481-514.
- Manikas, A., Kroes, J., and Foster, B. 2021. Does the importance of environmental issues within an industry affect the relationship between lean operations and corporate financial performance? *Sustainable Production and Consumption*, 27, 2112-2120.
- Foster, B., Manikas, A., Preece, D., and Kroes, J. 2021. Do noteworthy diversity efforts mean higher shareholder value? Evidence from DiversityInc’s top 50 for diversity. *Advances in Accounting*, 53, 100528.
- Wolfe, M., Patel, P., and Manikas, A. Talk is cheap?! 2021. The value of a ban on product simulations and renderings on a crowdfunding platform. *Applied Economics*, 21, 1-21.
- Manikas, A. S., B. P. Foster, D. Preece, and J. R. Kroes. 2021. Resource Efficiency in Manufacturing: A Case for Board Diversity. *Cost Management*, 35(3), 23-30.
- Mattingly, E. S., Ahuja, M., Manikas, A., and Kushev, T. 2020. Is That an Opportunity? Global versus Local Processing of Technological and Socioeconomic Constraints, *Journal of Small Business Management*, 1-39.
- Foster, B., and Manikas, A. 2020. Is Being One of the Best Companies for Salespeople Also Doing the Best for Shareholders? *Cost Management* November/December, 11-16.
- Manikas, A., Boyd, L., Guan, J., and Hoskins, K. 2020. A review of operations management literature: A data-driven approach. *International Journal of Production Research*, 58(5), 1442-1461.
- Patel, P. C., Stuckell, E. M., Ojha, D., and Manikas, A. 2020. Retail Store Churn and Firm Performance: The Mitigating Role of Amplitude and Unpredictability of Industry Retail Sales. *International Journal of Production Economics*, 222 107510.

## PEER REVIEWED PUBLICATIONS (CONTINUED)

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- Manikas, A., and Patel, P. 2020. The Value of Operational Response in Varied Industries During the Great Recession. *IEEE Transactions on Engineering Management*, 67(1), 54-69.
- Kroes, J., Manikas, A., and Gattiker, T. 2020. A tool to improve the sustainability of bikeshare rebalancing operations. *Journal of Cleaner Production*, 244, 1-10.
- Manikas, A., Patel, P., and Oghazi, P. 2019. Dynamic Capital Asset Accumulation and Value of Intangible Assets. *Journal of Business Research*, 103, 119-129.
- Ma, D., Mattingly, E. S., Kushev, T., Ahuja, M, and Manikas, A. 2019. Family Business Persistence: It's Not Just About the Money. *Journal of Entrepreneurship*, 28(1), 121-143.
- Manikas, A., Kroes, J., and Gattiker, T. 2019. Misalignment between societal well-being and business profit maximization: The case of New York taxis drivers' incentive system. *Socio-Economic Planning Sciences*, 67, 1-8
- Guan, J., Manikas, A., and Boyd, L. 2019. The International Journal of Production Research at 55: A Content-Driven Review and Analysis. *International Journal of Production Research*, 57(15/16), 4654-4666.  
\*Selected as one of the 33 best surveys, reprinted in the special issue "Selected surveys on cutting edge problems in Production Research," 2019.
- Manikas, A., Boyd, L., Pang, Q., Guan, J. 2019. An Analysis of Research Methods in IJPR since Inception. *International Journal of Production Research*, 57(15/16), 4667-4675.  
\*Selected as one of the 33 best surveys, reprinted in the special issue "Selected surveys on cutting edge problems in Production Research," 2019.
- Kroes, J., Manikas, A., and Gattiker, T. 2018. Operational leanness and retail firm performance since 1980. *International Journal of Production Economics*, 197, 262-274.
- Manikas, A., and Godfrey, M. 2018. A Spreadsheet Approach for Incorporating Actual Motor Carrier Freight Rates and External Environmental Costs in a Newsvendor Model. *International Journal of Management and Marketing Research*, 11(1), 55-72.
- Manikas, A., and Kroes, J. 2018. The Relationship between Lean Manufacturing, Environmental Damage, and Firm Performance. *Letters in Spatial and Resource Sciences*, 11(2), 141-155.
- Kroes, J., and Manikas, A. 2018. An Exploration of 'Sticky' Inventory Management in Manufacturing. *Production Planning & Control*, 29(2), 131-142.
- Shi, D., Guan, J., Zurada, J., and Manikas, A. 2017. A Data-Mining Approach to Identification of Risk Factors in Safety Management Systems. *Journal of Management Information Systems*, 34(4), 1054-1081. (FT50)

PEER REVIEWED PUBLICATIONS (CONTINUED)

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- Manikas, A. 2017. Interdependence among Inventory Types and Firm Performance. *Operations and Supply Chain Management: An International Journal*, 10(2), 63-80.
- Manikas, A. S., Kroes, J. R., and Gattiker, T. F. 2017. Leveraging an Academic Partnership to Improve Logistics at Nonprofit Organizations. *Nonprofit Management & Leadership*, 27(3), 435-444.
- Lucas, K., Manikas, A. S., Mattingly, E. S., and Crider, C. J. 2017. Engaging and Misbehaving: How Dignity Affects Employee Work Behavior. *Organization Studies*, 38(11), 1505-1527. (FT50)
- Manikas, A., Godfrey, M. and Skiver, R. 2017. Using Big Data to Predict Consumer Responses to Promotional Discounts as part of Sales & Operations Planning. *International Journal of Marketing and Management*, 10(1), 69-78.
- Patel, P., and Manikas, A. 2017. An Operational Metric or an Operational Capability? The Role of Growth in Inventory Efficiency Growth. *Operations and Supply Chain Management: An International Journal*, 10(3), 169-181.
- Manikas, A. S., and Patel, P. C. 2016. Managing Sales Surprise: The Role of Operational Slack and Volume Flexibility. *International Journal of Production Economics*, 179, 101-116.
- Manikas, A., Kroes, J., Gattiker, T. 2016. Metro Meals on Wheels – Treasure Valley Employs a Low-Cost Routing Tool to Improve Deliveries. *Interfaces*, 46(2), 154-167.
- Manikas, A., and Kroes, J. 2016. Improved Forward Buying of Commodity Materials. *International Journal of Production Research*, 54(15), 4568-4583
- Manikas, A., and Godfrey, M. 2016. Project Management as a Catalyst for Change in Underserved Populations. *Business Education and Accreditation*, 8(2), 43-52.
- Kovach, J., Hora, M., Manikas, A., and Patel, P., 2015. Firm Performance in Dynamic Environments: The Role of Operational Slack and Operational Scope. *Journal of Operations Management*, 37, 1-12. (FT50)
- Manikas, A. S., and Kroes, J. R. 2015. A Newsvendor Approach to Compliance and Production under Cap and Trade Emissions Regulation. *International Journal of Production Economics*, 159, 274-284.
- Manikas, A. Gupta, M., and Boyd, L. 2015. Experiential Exercises with Four Production Planning and Control Systems. *International Journal of Production Research*, 53(14), 4206-4217.
- Schikora, P., Manikas, A., and Godfrey, M. 2015. Determining Optimal Flow-Time Schedules for the Multiple-Product Batch-Flow Problem. *International Journal of Management and Marketing Research*, 8(2), 19-35.

PEER REVIEWED PUBLICATIONS (CONTINUED)

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- Manikas, A., and Godfrey, M. 2014. Service Chain Coordination under Salvage Manipulation. *International Journal of Management and Marketing Research*, 7(2), 15-27.
- Kroes, J. K., and Manikas, A. S. 2014. Cash Flow Management and Manufacturing Firm Financial Performance: A Longitudinal Perspective. *International Journal of Production Economics*, 148, 37-50.
- Godfrey, M., and Manikas, A. 2014. Integrating Sustainability into a Goal Programming Exercise. *Business Education and Accreditation*, 6(1), 45-54.
- Godfrey, M., and Manikas, A. 2012. Teaching Supply Chain Management Students about Using Actual Motor Carrier Freight Rates in Purchase Lot-sizing Models. *Business Education and Accreditation*, 4(2), 49-59.
- Godfrey, M., and Manikas, A. 2012. Integrating Triple Bottom Line Sustainability Concepts into a Supplier Selection Exercise. *Business Education and Accreditation*, 4(1), 1-12.
- Manikas, A., and Godfrey, M. 2011. Enabling Triple Bottom Line Compliance via Principal-Agent incentive Mechanisms. *Global Journal of Business Research*, 5(2), 105-114.
- Godfrey, M., and Manikas, A. 2011. Going Green: Incentives for the Electric Power Industry. *Global Journal of Business Research*, 5(1), 77-84.
- Manikas, A., and Godfrey, M. 2011. Evolutionary Algorithm Parameter Fitness: An Exploratory Study. *International Journal of Management and Marketing Research*, 4(3), 35-44.
- Manikas, A., and Godfrey, A. 2010. Dynamic Resource Application for Sustainable Technology Implementations. *International Journal of Management and Marketing Research*, 3(2), 19-32.
- Manikas, A., and Godfrey, M. 2010. Inducing Green Behavior in a Manufacturer. *Global Journal of Business Research*, 4(2), 27-38.
- Godfrey, M., and Manikas, A. 2009. Revising a Supply Chain Curriculum with an Emphasis on the Triple Bottom Line. *Business Education and Accreditation*, 1(1), 45-54.
- Manikas, A., Chang, Y. L., and Ferguson, M. 2009. BlueLinx Can Benefit from Innovative Inventory Management Methods for Commodity Forward Buys. *Omega*, 37(3), 545-554.
- Manikas, A., and Chang, Y. L. 2009. Multi-Criteria Sequence Dependent Job Shop Scheduling Using Genetic Algorithms. *Computers & Industrial Engineering*, 56(1), 179-185.
- Manikas, A., and Chang, Y. L. 2008. A Scatter Search Approach to Sequence Dependent Job Shop Scheduling. *International Journal of Production Research*, 47(18), 5217-5236.

## OTHER PUBLICATIONS

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- “Do Words in 10-Ks Reflect Diversity and Inclusion Efforts?” with B. P. Foster. 2022. Proceedings of the IASTEM International Conference on Economics and Business Management, Paris, France, April 25-26, 2022, pp. 24-26.
- “Using Data Analytics to Find Drivers of High Ratings of Beer by Users” with M. Godfrey and J. Woldt, 2022. Refereed proceedings of the GCBF, 17(1), Hawaii, 65-74.  
*Winner of the Outstanding Research Award.*
- Quoted by Matt Leonard in “Were supply chains too lean during the pandemic? A survey shows an industry divided.” SupplyChainDive, September 29, 2020.  
<https://www.supplychaindive.com/news/Lean-supply-chain-slack-CSCMP-survey/586069/>
- “Applying Lean, Six Sigma, & the Theory of Constraints to non-profit service organizations” with M. Godfrey, 2019. Refereed proceedings of the GCBF, 14(2), San Jose, Costa Rica, 32-44.
- “A Newsvendor Model Incorporating Actual Freight Rates and Environmental Costs” with M. Godfrey, 2018. Refereed proceedings of the GCBF, 13(2), San Jose, Costa Rica, 82-99.  
*Winner of the Outstanding Research Award.*
- “Exploring Consumer Repeat Purchase Incentives at an International Baking and Food Company” with M. Godfrey and Skiver, R, 2017, Refereed proceedings of the GCBF, 12(2), San Jose, Costa Rica, 61-69.  
*Winner of the Outstanding Research Award.*
- “Dignity, counterproductive work behavior, and employee engagement” with K. Lucas, S. Mattingly, and C. Crider, 2016. Refereed proceedings of the Academy of Management, Anaheim, California. Voted Top 1% of Submitted Papers.
- “Value of operational changes during recession” with P. Patel, 2016. Refereed proceedings of the Academy of Management, Anaheim, California.
- “Project Management as a Catalyst for Change in Underserved Populations” with M. Godfrey, 2016, Refereed proceedings of the GCBF, 11(2), San Jose, Costa Rica, 82-90.  
*Winner of the Outstanding Research Award.*
- “Minimizing Flow-times for the Multiple-product Batch-flow Problem” with P. Schikora and M. Godfrey, 2015. Refereed Proceedings of the GCBF, 10(2), San Jose, Costa Rica, 76-88.  
*Winner of the Outstanding Research Award.*
- “Service Chain Coordination in the Presence of Exogenous Pricing” with M. Godfrey, 2014, Refereed Proceedings of the GCBF, 9(2), San Jose, Costa Rica, 112-123.  
*Winner of the Outstanding Research Award.*

## OTHER PUBLICATIONS (CONTINUED)

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- “Concierge Medicine: Adoption, Design, and Management” with S. Gavirneni, V. Kulkarni, and A. Karageorge, 2013, Proceedings of the 2013 Winter Simulation Conference, Washington, DC, 2340-2349.
- “A Sustainability Exercise for a Management Science Course Using Excel Solver and Goal Programming” with M. Godfrey, 2013, Refereed Proceedings of the GCBF, 8(2), San Jose, Costa Rica, 55-63.  
*Winner of the Outstanding Research Award.*
- “Maximizing the firm value impact of offshore outsourcing decisions” with J. Kroes and S. Ghosh, 2013. In T. J. Wilkinson and Vijay R. Kannan (Eds.), Business Strategy in the 21st Century. Santa Barbara, CA: Praeger Publishing
- “Using Actual Motor Carrier Freight Rates in Excel Solver Models for Logistics Decision Making” with M. Godfrey, 2012, Refereed Proceedings of the GCBF, 7(2), San Jose, Costa Rica, 256-266.  
*Winner of the Outstanding Research Award.*
- “An Exploratory Study of Genetic Algorithm Parameters” with M. Godfrey, 2011, Refereed Proceedings of the GCBF, 6(2), San Jose, Costa Rica, 362-371.  
*Winner of the Outstanding Research Award.*
- “Integrating Sustainability Concepts into a Management Science Course” with M. Godfrey, 2011, Refereed Proceedings of the GCBF, 6(2), San Jose, Costa Rica, 250-262.  
*Winner of the Outstanding Research Award.*
- “A Practical Mechanism to Coordinate the Travel Industry” with Y. L. Chang, 2010, Refereed Proceedings of the Decision Sciences Institute, San Diego, California
- “A Game Theoretic Model for Achieving Company-Wide Triple-Bottom-Line Goals” with M. Godfrey, 2010, Refereed Proceedings of the GCBF, 5(2), San Jose, Costa Rica, 155-160.  
*Winner of the Outstanding Research Award.*
- “Clean Coal Adoption for Maximal Industry Profitability” with M. Godfrey, 2010, Refereed Proceedings of the GCBF, 5(2), San Jose, Costa Rica, 147-154.  
*Winner of the Outstanding Research Award.*
- “Optimal Implementation Timing for Sustainable Technologies” with M. Godfrey and S. Dunn, 2009, Refereed Proceedings of the GCBF, 4(2), San Jose, Costa Rica, 100-111.  
*Winner of the Outstanding Research Award.*
- “Regulatory Agency Levers to Reduce Manufacturing Emissions” with S. Dunn and M. Godfrey, 2009, Refereed Proceedings of the GCBF, 4(2), San Jose, Costa Rica, 141-151.  
*Winner of the Outstanding Research Award.*

## OTHER PUBLICATIONS (CONTINUED)

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“Sustainability as A Catalyst For Curriculum Re-Design of A Supply Chain Program” with M. Godfrey and S. Dunn, 2009, Refereed Proceedings of the GCBF, 4(2), San Jose, Costa Rica, 121-130.

*Winner of the Outstanding Research Award.*

“Dissuading Student Cheating”, 2007, Decision Line – In the Classroom. 38(3), 7-9.

“Fighting Pests with the EOQ”. 2007, APICS – The Association for Operations Management. 17(4), 34-37.

“A Heuristic for Commodity Procurement in the Presence of Price Discounting” with M. Ferguson and Y. L. Chang, 2007, Proceedings of Production and Operations Management, Dallas, Texas

“Do Inventory Forward Buys Make Sense?” 2007, Refereed Proceedings of INFORMS SE, Myrtle Beach, South Carolina

“Policymaker Guidelines for Reducing OEM Pollution in an Emissions Permit Constrained Environment” 2006, Refereed Proceedings of INFORMS SE, Myrtle Beach, South Carolina

“Effective Work Ordering in a Constrained Manufacturing Environment” with Y. L. Chang, 2006, Proceedings of the 36th International Conference on Computers and Industrial Engineering, Taipei, Taiwan

“Job Shop Rescheduling Due to Unplanned Supply Chain” with Y. L. Chang, 2006, Proceedings of Production and Operations Management, Boston, Massachusetts

“A Genetic Algorithm to Solve Sequence Dependent Job Shop Scheduling Problems” with Y. L. Chang, 2005, Refereed Proceedings of INFORMS SE, Myrtle Beach, South Carolina.

*Winner of the Best Student Paper Award.*



## PRESENTATIONS

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- “Do Words in 10-Ks Reflect Diversity and Inclusion Efforts?” with B. P. Foster.  
IASTEM International Conference on Economics and Business Management, Paris,  
France 2022 (Author only)
- “Using Data Analytics to Find Drivers of High Ratings of Beer by Users” with M. Godfrey and  
J. Woldt. Global Conference on Business and Finance 2022, Hawaii. Online. (Author  
only)
- “A Strategy of Diversity to Drive Manufacturer Resource Efficiency” with B. Foster, D. Preece,  
and J. Kroes. Decision Sciences Institute 2021 Online. Invited talk.
- “Is That an Opportunity? Global versus Local Processing of Technological and Socioeconomic  
Constraints” with S. Mattingly, T. Kushev, and M. Ahuja. University of Louisville,  
College of Business – Research Colloquium 2020. Louisville, Kentucky
- “Do Noteworthy Diversity Efforts Mean Higher Shareholder Value?” with B. Foster and D.  
Preece. American Accounting Association 2020, Atlanta, Georgia. (Author only)
- “Do noteworthy diversity efforts mean higher shareholder value? Evidence from DiversityInc’s  
top 50 for diversity” with B. Foster and D. Preece. Southern Finance Association 2019,  
Orlando, Florida. (Author only).
- Applying Lean, Six Sigma, & the Theory of Constraints to non-profit service organizations with  
M. Godfrey. Global Conference on Business and Finance 2019, San Jose, Costa Rica.  
(Author only)
- “Is That an Opportunity? The Persuasiveness of Technological and Socioeconomic Constraints”  
with E. S. Mattingly, T. Kushev, and M. Ahuja. 38th Babson College Entrepreneurship  
Research Conference 2018, Waterford, Ireland. (Author only)
- “A Newsvendor Model Incorporating Actual Freight Rates and Environmental Costs” with M.  
Godfrey. Global Conference on Business and Finance 2018, San Jose, Costa Rica.  
(Author only)
- “Lean Manufacturing and Environmental Performance” with J. Kroes. Decision Sciences 2017,  
Washington, D. C.
- “Exploring Consumer Repeat Purchase Incentives at an International Baking and Food  
Company” with M. Godfrey, and R. Skiver. Global Conference on Business and Finance  
2017, San Jose, Costa Rica. (Author only)
- “An Economical Vehicle Routing System for Humanitarian Fleet Operations” with J. Kroes and  
T. Gattiker. Decision Sciences 2016, Austin, Texas.
- “Value of operational changes during recession” with P. Patel. Academy of Management 2016,  
Anaheim, California.

## PRESENTATIONS (CONTINUED)

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- “Productive Workplaces: Dignity, Counterproductive Work Behavior, and Employee Engagement” with K. Lucas, S. Mattingly, and C. Crider. Academy of Management 2016, Anaheim, California.
- “Project Management as a Catalyst for Change in Underserved Populations” with M. Godfrey. Global Conference on Business and Finance 2016, San Jose, Costa Rica. (Author only)
- “Enhanced Commodity Forward Buying” with J. Kroes. Production and Operations Management 2016, Orlando, Florida.
- “Minimizing Flow-Times for the Multiple-Product Batch-Flow Problem” with P. Schikora, and M. Godfrey. Global Conference on Business and Finance 2015, San Jose, Costa Rica. (Author only)
- "Improving Delivery Logistics at Not-for-Profit Organizations" with J. Kroes and T. Gattiker. Production and Operations Management 2015, Washington, D.C.
- "Retail store inventory management" with B. Hardgrave, J. Aloysius, and S. Goyal. Production and Operations Management 2015, Washington, D.C.
- “Experiential exercises with four production planning and control systems” with M. Gupta and L. Boyd. Decision Sciences 2014, Tampa, Florida.
- “Service Chain Coordination in the Presence of Exogenous Pricing” with M. Godfrey. Global Conference on Business and Finance 2014, San Jose, Costa Rica. (Author only)
- “Production Planning and Emissions Compliance under Cap and Trade Regulation” with J. Kroes. Production and Operations Management Society 2014. Atlanta, Georgia. *Invited Presentation.*
- “Concierge Medicine: Adoption, Design, and Management” with S. Gavirneni., V. Kulkarni, and A. Karageorge. Wintersim 2013. Washington, D.C. (Author only)
- “Cash Flow Management and Retail Firm Performance” with J. Kroes. Production and Operations Management Society 2013, Denver, Colorado.
- “A Sustainability Exercise for a Management Science Course Using Excel Solver and Goal Programming” with M. Godfrey. Global Conference on Business and Finance 2013, San Jose, Costa Rica. (Author only)
- “Using Actual Motor Carrier Freight Rates in Excel Solver Models for Logistics Decision Making” with M. Godfrey. Global Conference on Business and Finance 2012, San Jose, Costa Rica. (Author only)
- “An Exploratory Study of Genetic Algorithm Parameters” with M. Godfrey. Global Conference on Business and Finance 2011, San Jose, Costa Rica.
- “Goal Programming AHP for Triple Bottom Line” with M. Godfrey. Global Conference on Business and Finance 2011, San Jose, Costa Rica.

## PRESENTATIONS (CONTINUED)

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- “A Practical Mechanism to Coordinate the Travel Industry” with Y. L. Chang. DSI 2010, San Diego, California.
- “A Game Theoretic Model for Achieving Company-Wide Triple-Bottom-Line Goals” with M. Godfrey. Global Conference on Business and Finance 2010, San Jose, Costa Rica.  
*Winner of the Best in Session Award.*
- “Clean Coal Adoption for Maximal Industry Profitability” with M. Godfrey. Global Conference on Business and Finance 2010, San Jose, Costa Rica.
- “Optimal Implementation Timing for Sustainable Technologies” with M. Godfrey and S. Dunn. Global Conference on Business and Finance 2009, San Jose, Costa Rica.
- "Regulatory Agency Levers to Reduce Manufacturing Emissions" with S. Dunn and M. Godfrey. Global Conference on Business and Finance 2009, San Jose, Costa Rica.
- "Sustainability as a Catalyst for Curriculum Re-Design of a Supply Chain Program" with M. Godfrey and S. Dunn. Global Conference on Business and Finance 2009, San Jose, Costa Rica.
- “Salvage Manipulators as an ATO Coordination Mechanism” with Y. L. Chang, and S. Gavirneni. DSI 2007, Phoenix, Arizona.
- “Efficient n-Supplier Coordination” with Y. L. Chang and S. Gavirneni. INFORMS 2007, Seattle, Washington.
- “Multi-Criteria Sequence Dependent Job Shop Scheduling Using Genetic Algorithms” with Y. L. Chang. INFORMS International 2007, Rio Grande, Puerto Rico. (Author only)
- “A Heuristic for Commodity Procurement in the Presence of Price Discounting” with M. Ferguson and Y. L. Chang. Production and Operations Management 2007, Dallas, Texas.
- “The Importance of Using Historical Commodity Spot Prices.” DSI SE 2007, Savannah, Georgia.
- “Commodity Forward Buys at a Two-Stage Distributor” with Y. L. Chang and M. Ferguson. Decision Sciences Institute 2006, San Antonio, Texas.
- “An Improved Heuristic for Commodity Forward Buys” with Y. L. Chang and M. Ferguson. INFORMS 2006, Pittsburgh, Pennsylvania.
- “Optimal Production in an Emissions Permit Constrained Environment.” INFORMS SE 2006, Myrtle Beach, South Carolina.
- “Job Shop Rescheduling Due to Unplanned Supply Chain Disruptions via Scatter Search” with Y. L. Chang. Price Discounting” with M. Ferguson and Y. L. Chang. Production and Operations Management 2006, Boston, Massachusetts.

## PRESENTATIONS (CONTINUED)

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“A Genetic Algorithm to Solve the Sequence Dependent Job Shop Scheduling Problem” with Y. L. Chang. INFORMS 2005, San Francisco, California.

“Using a Genetic Algorithm to Solve the Sequence Dependent Job Shop Scheduling Problem.”  
With Y. L. Chang. INFORMS SE 2005, Myrtle Beach, South Carolina.

## TEACHING

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### **University of Louisville (2012 – Present)**

Project Management (MGMT 404). Core undergraduate course to set the framework of project management used in the management minor. Homework and discussions support readiness for the CAPM certification from the Project Management Institute (PMI.org). Online. I'm also the course lead for three adjuncts that teach this course required for the management minor.

Project Management (MBA 622). Core MBA course in project management (Fulltime, Professional, and Weekend). The course gives students exposure to project planning/management tools. A mock project and simulation give students insight into the complexities of project work.

Operations Management (MBA 614). Core MBA course in operations management. Harvard articles, cases, and simulation enhance discussions.

Operations Management (Executive MBA 615). Core Executive MBA course in the joint program with the University of Kentucky (UK). Case and simulation-based course on strategic decisions in the field of operations management.

Decision Models (MSBA 640). Business Analytics course in the Master of Science in Business Analytics degree program. Students learn how to turn real-world data scenarios into the proper mathematical objective and constraints to solve using various software solution methods.

Capstone for Master of Science in Business Analytics (MSBA 690). A Capstone Project for students to apply theoretical knowledge and techniques acquired during the MSBA program to a project involving actual data for a local business.

Inventory Planning and Forecasting (SCM 680). Required supply chain management (SCM) course in the Graduate Logistics and Supply Chain Management Certificate joint program with the Speed School of Engineering. Elective for all other MBA programs. Covers inventory control systems, deterministic and stochastic models, lot sizing, safety stock calculations, and forecasting methods. Online.

## TEACHING (CONTINUED)

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### **University of Wisconsin - Oshkosh (2008 – 2012)**

Essentials of Operations Management (SCM 341). Covers basics of forecasting, value stream mapping, SPC, EOQ, aggregate planning, and service blueprinting.

Analytical Methods (Business Analytics) (SCM 342). Covers LP, CPM/PERT, Little's Law, revenue management and simulation. Heavy emphasis of Excel Solver to solve constraint problems for primarily manufacturing and transportation scenarios.

Supply Chain Management (SCM 344). A required course covering supply chain production planning, inventory control, capacity, and transportation networks with a heavy emphasis on using Excel Solver to model complex supply chain scenarios. Also, online.

Supply Chain Strategy (SCM 445). Covers strategic decision making via game theory, negotiation, managerial statistics, and critical thinking. Includes capstone case reports and presentations on location planning, SPC, aggregate planning, and inventory management.

Advanced Quality Management (SCM 460). A required course covering quality philosophy, six sigma, SPC, and capability indices. Heavy emphasis on attribute and variable chart selection, creation and analysis for control (also online).

MBA course in the Foundations of Production (MGMT 740). Introductory course for non-business undergraduate degree MBA students. Covers value stream mapping, strategy, competitive dimensions, lean, triple bottom line/sustainability, forecast method evaluation, quality management and control.

MBA course (core) in Operations & Process Management (MGMT 741). Required MBA course covering supply chain management. Includes; designing the supply chain network, global supply chain networks, supply and demand, planning/managing inventories, designing/planning transportation networks, sourcing, and cross-functional drivers in the supply chain (also online).

## TEACHING (CONTINUED)

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### **Georgia Institute of Technology (2003 – 2008)**

Operations Management (MGT 3501). Core operations management course required for all management majors. Covers basics of production and operations management including process analysis, service management, queuing, project management, inventory control, forecasting, MRP and CRP.

Information Technology (MGT 2200 - Lab). Required Information Technology lab for business students. Covered concepts of normalized databases, primary/foreign keys, Excel formulation, and Access queries.

### **i2 Technologies (2000 – 2003, and 2011 as a contractor to JDA)**

Instructor for business clients and consulting partners for public and private on-site courses in supply chain optimization, demand fulfillment, demand planning, factory scheduling, transportation planning and load building using their software offerings.

Additionally, served as acting Worldwide Curriculum Manager during 2002-2003.

## AWARDS AND CERTIFICATIONS

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- Dean's Scholar, University of Louisville College of Business. 2021 – 2024.
- Outstanding Research Award, Global Conference on Business and Finance 2022, "Using data analytics to find drivers of high ratings of beer by users"
- Article selected as one of the 33 best surveys, reprinted in the special issue "Selected surveys on cutting edge problems in Production Research." 2019. "An Analysis of Research Methods in IJPR since Inception," with Boyd, L., Pang, Q., and Guan, J. *International Journal of Production Research* 57(15-16), 4667-4675.
- Article selected as one of the 33 best surveys, reprinted in the special issue "Selected surveys on cutting edge problems in Production Research." 2019. "The International Journal of Production Research at 55: A Content-Driven Review and Analysis," with Guan, J., and Boyd, L. *International Journal of Production Research* 57(15-16), 4654-4666.
- Outstanding Research Award, Global Conference on Business and Finance 2018, "A Newsvendor Model Incorporating Actual Freight Rates and Environmental Costs"
- Outstanding Research Award, Global Conference on Business and Finance 2017, "Exploring Consumer Repeat Purchase Incentives at an International Baking and Food Company"
- 1<sup>st</sup> Runner Up – Best Paper Award, Social Issues in Management (SIM) Division, Academy of Management 2016, "Productive Workplaces: Dignity, Counterproductive Work Behavior, and Employee Engagement"
- Outstanding Research Award, Global Conference on Business and Finance 2016, "Project Management as a Catalyst for Change in Underserved Populations"
- Outstanding Research Award, Global Conference on Business and Finance 2015, "Minimizing Flow-times for the Multiple-product Batch-flow Problem"
- Outstanding Research Award, Global Conference on Business and Finance 2014, "Service Chain Coordination in the Presence of Exogenous Pricing"
- Outstanding Research Award, Global Conference on Business and Finance 2013, "A Sustainability Exercise for a Management Science Course Using Excel Solver and Goal Planning"
- Outstanding Research Award, Global Conference on Business and Finance 2012, "Using Actual Motor Carrier Freight Rates in Excel Solver Models for Logistics Decision Making"
- Outstanding Research Award, Global Conference on Business and Finance 2011, "An Exploratory Study of Evolutionary Algorithm Parameters"
- Outstanding Research Award, Global Conference on Business and Finance 2011, "Goal Programming AHP for Triple Bottom Line"
- Outstanding Research Award, Global Conference on Business and Finance 2010, "Clean Coal Adoption for Maximal Industry Profitability"
- Best in Session Award, Global Conference on Business and Finance 2010, "A Game Theoretic Model for Achieving Company-Wide Triple-Bottom-Line Goals"
- Outstanding Research Award, Global Conference on Business and Finance 2010, "A Game Theoretic Model for Achieving Company-Wide Triple-Bottom-Line Goals"



## AWARDS AND CERTIFICATIONS (CONTINUED)

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- Outstanding Research Award, Global Conference on Business and Finance 2009, “Optimal Implementation Timing for Sustainable Technologies”
- Outstanding Research Award, Global Conference on Business and Finance 2009, “Regulatory Agency Levers to Reduce Manufacturing Emissions”
- Outstanding Research Award, Global Conference on Business and Finance 2009, “Sustainability as A Catalyst for Curriculum Re-Design of a Supply Chain Program”
- First Place, Ph.D. Student Paper Competition. SE INFORMS Annual Meeting, 2005
- Nominated for the “University Faculty” Award – American Association of Hispanics in Higher Education (2020)
- Earned CLTD: Certified in Logistics, Transportation and Distribution (ASCM)
- Earned CPSM: Certified Professional in Supply Management (ISM)
- Earned CPIM: Certified in Production and Inventory Management (ASCM)
- Earned CIRM: Certified in Integrated Resource Management (ASCM)
- Earned CSCP: Certified Supply Chain Professional (ASCM)
- Earned PMP: Certified Project Management Professional (PMI)
- Earned Micro-Credential: Agile Hybrid Project Pro (PMI)
- Earned CCP: Certified Computing Professional (ICCP), specializing in
  - Business Information Systems
  - Office Information Systems
  - Management
- Lean Six Sigma Green Belt (Purdue University)
- Oracle Master: Applications Implementation Team Member
- SAP Certified: Application Consultant ‘Materials Management’
- i2 Certified: Factory Planner Professional
- i2 Certified Technical Supply Chain Planner
- i2 Certified Demand Fulfillment
- Certified Master Instructor (Train for Results)
- Certificate from University of Louisville - Delphi U: Principles of Online Course Design
- Outstanding Reviewer – *International Journal of Production Economics*, 2017
- University of Wisconsin - Oshkosh APICS student chapter won 3<sup>rd</sup> Place - 16th Annual Great Lakes District Student Case Competition 2011 (Faculty/Student Advisor)

## AWARDS AND CERTIFICATIONS (CONTINUED)

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- Outstanding Faculty Award, University of Louisville, 2020-2021; given annually to one faculty member for research, teaching, and service contributions to the College of Business
- Graduate Teaching Award, University of Louisville, 2019-2020; given annually to one faculty member for teaching excellence in the graduate programs.
- The University of Wisconsin – Oshkosh APICS Student Chapter (Faculty/Student Advisor) – Student group was the recipient of the Platinum Award
  - 2010 – 2011
  - 2009 – 2010
- Toastmasters Certified – Advanced Communicator Silver
- Toastmasters Certified – Competent Leader
- Nominated as a ‘Faculty Favorite’ by students, 2020-2021. The University of Louisville.
- Nominated as a ‘Faculty Favorite’ by students, 2018-2019. The University of Louisville.
- Nominated as a ‘Faculty Favorite’ by students, 2017-2018. The University of Louisville.
- Nominated as a ‘Faculty Favorite’ by students, 2016-2017. The University of Louisville.
- Nominated as a ‘Faculty Favorite’ by students, 2015-2016. The University of Louisville.
- Mentioned by name by graduating seniors in a survey asking “what was one of the best things about your time at the University of Wisconsin Oshkosh - College of Business”
  - 2012
  - 2011
  - 2010
  - 2009
- Invited and participated as the College of Business representative for the 2010 Winnebago Sustainability Project, infusing sustainability into the curriculum – based on the Association for the Advancement of Sustainability in Higher Education (AASHE) model
- Commissioned Honorary Colonel (Civilian: The highest title of honor bestowed by the Commonwealth of Kentucky)

## PROFESSIONAL AFFILIATIONS AND SERVICE

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- Dissertation Committees:
  - Florian Weste  
Speed School of Engineering  
“Impact of digitalization of the Effectiveness – Efficiency of supply chain processes”  
Lihui Bai (Co-Chair), Andrew Manikas (Co-Chair)
  
  - E. Shaunn Mattingly  
“Is that an opportunity? A multilevel investigation of the individual-opportunity nexus and opportunity beliefs”  
Committee: Manju Ahuja (Chair), Michael Barone, Andrew Manikas, and Dean Shepherd (Indiana University)  
Boise State University
  
  - Tae Jun Bae  
“An investigation of the centrality of competing institutional logics for social enterprises”  
Committee: Jim Fiet (Chair), Kristen Lucas, Andrew Manikas, and Dean Shepherd (Indiana University)  
Hofstra University
  
  - Charles Olsavasky  
“Schumpeter Revisited: Faster better cheaper as grounds for entrepreneurial success and a path to an IPO”  
Committee: Jim Fiet (Chair), Bobby Garrett, Andrew Manikas, and Jian (Jeff) Guan.  
Jacksonville State University
  
- Faculty Advisor: Phi Beta Lambda Honor Society
- Member: Society of Hispanic Professional Engineers (SHPE)
- Member: Sigma Xi – The Scientific Research Honor Society
- Member: Phi Kappa Phi Honor Society
- Member: Beta Gamma Sigma International Honors Society (AACSB)
- Member: Alpha Iota Delta International Honors Society in Decision Sciences and Information Systems (Decision Sciences Institute)
- Member: Omega Rho International Honor Society for Operations Research and Management Science (INFORMS)
- Member: Delta Sigma Pi Professional Business Fraternity – Tau Upsilon Chapter
- Faculty Mentor: Celebration of Red & Black Scholars, 2017
- Faculty & Staff Ally: LGBT Center at University of Louisville
- Reviewer: IEEE Technology and Engineering Management Society (TEMS) conference, 2017. Santa Clara, CA.
- Reviewer: International Conference on Information Systems (ICIS), 2018. San Francisco, CA.

## PROFESSIONAL AFFILIATIONS AND SERVICE (CONTINUED)

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- Ad-Hoc Reviewer: *Applied Sciences*  
*Arabian Journal for Science and Engineering*  
*Australasian Journal on Ageing*  
*Computers and Industrial Engineering*  
*Computers in Human Behavior*  
*Decision Sciences*  
*Discrete Dynamics in Nature and Society*  
*Energies*  
*European Journal of Operational Research*  
*European Management Journal*  
*Frontiers in Public Health*  
*Human Relations*  
*IEEE Transactions on Engineering Management*  
*Interfaces*  
*International Journal of Business and Systems Research*  
*Int. Journal of Environmental Research and Public Health*  
*Int. Journal of Management Science and Engineering Management*  
*International Journal of Operations and Production Management*  
*International Journal of Production Economics*  
*International Journal of Quality and Service Sciences*  
*International Journal on Interactive Design and Manufacturing*  
*Journal of Business Research*  
*Journal of Combinatorial Optimization*  
*Journal of High Technology Management Research*  
*Journal of Homosexuality*  
*Journal of Manufacturing Technology Management*  
*Journal of Open Innovation: Technology, Market, and Complexity*  
*Mathematics*  
*Omega*  
*Operational Research – An International Journal*  
*Operations and Supply Chain Management*  
*Operations Research*  
*Organizacija*  
*Production and Operations Management*  
*Production Planning and Control*  
*Research in Transportation Business & Management*  
*SAGE Open*  
*Socio-Economic Planning Sciences*  
*Sustainability*  
*Transportation Research: Part B*  
*Transportation Research: Part E*
- University of Wisconsin – Oshkosh, University Committee Member, Americans with Disabilities Act Advisory Committee
- University of Wisconsin – Oshkosh, College of Business Committee Chair, Associate Dean search committee

## PROFESSIONAL AFFILIATIONS AND SERVICE (CONTINUED)

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- Committee Chair: Prize for the Teaching of the OR/MS Practice. INFORMS, 2018. Phoenix, AZ.
- Committee Chair: Prize for the Teaching of the OR/MS Practice. INFORMS, 2017. Houston, TX.
- Committee Member: Prize for the Teaching of the OR/MS Practice. INFORMS, 2016. Nashville, TN.
- Session Chair: Managing Suppliers and Purchasing Strategies. Production and Operations Management Society, 2016, Orlando, FL.
- Session Chair: Issues in Logistics and Distribution I. Production and Operations Management Society, 2006, Boston, MA.
- Advisor at University of Wisconsin - Oshkosh for 70+ students in the Supply Chain Management major
- Developed curriculum, and instructor of record for the pilot class at Central High School. Class was part of the Thrivals Project Management Academy – an outreach program to the local community.
- Developed content as part of a FIPSE grant (\$300K) to construct an e-textbook on Introductory Business and Economic Statistics (trademarked as CoreTxtPlus)
- Developed interactive content for Operations Management (11<sup>th</sup> edition), by William J. Stevenson
- Manufacturing representative for the University of Wisconsin - Oshkosh Business Success Center's "New North Economic Index." Develop the manufacturing survey items, analyzed the results, and developed a final report on the state of the manufacturing industry in Northeastern Wisconsin.
- University of Wisconsin – Oshkosh, Undergraduate Programs Committee Member, College of Business
- University of Wisconsin – Oshkosh, College of Business Committee Chair, Supply Chain Management faculty search committee
- Supply Chain Management Program Review at University of Wisconsin – Oshkosh with the Department Chair to collect student pre/post-test results, alumni survey data, external curriculum review, advisory panel from major employers of our graduates, and creation of a report of where we are and steps to improve curriculum
- The University of Louisville, College of Business, Management Major Committee Member
- The University of Louisville, College of Business, Management Department – Operations Management Faculty Line Search Committee Member
- The University of Louisville, College of Business, MS Business Analytics – Curriculum and Program Committee Member
- The University of Louisville, College of Business, Online MBA Curriculum Committee Member

## PROFESSIONAL AFFILIATIONS AND SERVICE (CONTINUED)

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- University of Louisville, University Committee Member: Search Committee for Executive Vice President and University Provost
- The University of Louisville, College of Business, MS Business Analytics – Hiring Sub-Committee Member
- The University of Louisville, College of Business, MBA Committee Member
- Served as Vice President, Board of Directors, APICS Fox Valley Chapter (Oshkosh, WI)
- Committee Chair: Personnel Committee, University of Louisville College of Business
- Affiliated Faculty Member: University of Louisville Logistics and Distribution Institute (LODI)
- Committee Member: Research Committee, University of Louisville College of Business
- College of Business Representative (Research): University of Louisville Presidential Distinguished Faculty Awards committee
- Ad Hoc Sub-Committee Member: Faculty Senate (including books in tuition cost)
- Committee Member/Secretary: Faculty Advisory Committee (University of Louisville College of Business)
- University of Louisville, University Committee Member – Faculty Grievance Committee
- University of Louisville, University Committee Member – “Find your Fit” Implementation, the Quality Enhancement Plan (QEP) Committee
- Developed and delivered content for Project BUILD (Business United in Leadership Development) - a summer mini-MBA program for promising multicultural high school juniors and seniors
- Panel Moderator (Build a resilient 3PL network): University of Louisville Logistics & Distribution Institute, 2021
- Phi Kappa Phi Honor Society: Served as Chapter Officer at the University of Louisville
- Toastmasters International Officer: Served as Sergeant at Arms
- Toastmasters International Officer: Served as Pathways Ambassador
- Panel Member: Society of Women Engineers panel on deciding between pursuing an advanced degree MS versus MBA
- Delivered lunch-and-learn presentation for Schneider Electric’s Emerging Professional Network (at the request of a former MBA student).
- Member: American Association of Hispanics in Higher Education (AAHHE)
- Member: Project Management Institute (PMI)
- Member: Mensa



## WORK EXPERIENCE (CONTINUED)

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Experience in business process reengineering, technology transformation (ERP implementation, custom software development), and general program/project management. Representative clients and projects include:

### Baker Hughes – Global Business Process Reengineering and SAP R/3 Implementation

Program Manager. Lead client and consultant core team of 55 in the implementation of new processes and SAP (plus i2 Factory Planner interface) at the global headquarters of the largest division of an oil field services company. Responsibilities included the creation of project milestones and deliverable definitions and their timing, work plan development and monitoring, phased implementation impact assessment, site readiness assessment, and risk mitigation, facilitation of process team leads in their supervision and tracking of activity execution towards a successful cutover. Developed team expectations, security profile strategy, risk mitigation plan, contingency plan, go/no-go criteria, QA approach and timing, transition approach from current processes, policies, and metrics to redesigned ones, go-live support plan, go-live completion checklist, and various other approaches for guiding the client to a successful cutover and eventual self-sufficiency.

### SourceAlliance.com – e-Business Value Proposition

Value Proposition Leader. Lead consulting and client team to produce a value proposition for B2B and B2C candidates to become part of the electronic marketplace. A sales document was developed for presentation to appropriate executives at each of four major groups; Manufacturers, Customers, Dealers, and 3rd Party Marketplaces. The presentation was reviewed with the client executive level for its ability to sell the value-added benefits of each of these constituent groups to join SourceAlliance.com.

### Plastic Suppliers – Custom and Package Software Implementation

Project Manager. Led the implementation of packaged and custom software to support accounting and manufacturing processes for a mid-sized plastic film manufacturer and converter. Performed reengineering of production processes to identify information flows, user requirements and improvement opportunities. Development of the technical specifications of the database structure to accommodate real-time inventory consumption and movements at multiple distributed sites. Supervised contract programmers. Worked with management to design reports that met their business needs such as inventory turns, ABC analysis, profit margin by product line and others. Results included substantially increased information availability and enhanced customer service abilities.

### Lockheed Martin Aircraft and Logistics Center – Oracle Implementation Work planning

Project Manager. Reviewed client developed work plans and guided development of enhanced Oracle work plans based on a structured methodology and reviewed by multiple Oracle and Maintenance, Repair, and Overhaul experts. Deliverables included assumptions based on client interviews, enhanced work plans with appropriate resource requirements, and a presentation of the approach used to develop the recommendations.



## WORK EXPERIENCE (CONTINUED)

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### RR Donnelley & Sons – Inventory / Bar-Coding Tracking

Management Consultant. Provided project management advice to the client team responsible for implementing a new system for inventory receipt, location tracking, and consumption at a commercial printer and binder. Assisted the project manager in developing a realistic timeline including appropriate milestones and deliverables.

Pepsi-Cola General Bottlers – Business Process Reengineering and PeopleSoft Gap Analysis  
Process Manager. Led client and contractor teams in an ERP study. Current processes were analyzed and documented. Future process visions of procurement, manufacturing, distribution, and strategic enterprise modeling were diagramed. A gap analysis between PeopleSoft and the desired processes was conducted, including resolutions. Further fit/gap refinements to the procurement and inventory flows were made during conference room pilot activities. A detailed implementation plan including resource requirements and cost/benefit analysis by module were developed and delivered to the client.

### Sachs Automotive of America (Mannesmann) – Shop Floor Reengineering

Process Manager. Documented current processes and compared with best practices in the industry for a 1st tier automotive supplier. Led client teams in the development of receiving procedures and metrics, and a perpetual inventory system including cross-checking manual consumption and replenishment records, Kanban cards, standardized lot sizes, point-of-use storage, and downtime root cause analysis. This system reduced the need for daily physical counts, improved component visibility, eliminated extra material handling, and gave workers accountability for all material entering/leaving work cells.

### Boeing Commercial Aircraft Group – Shop Floor Reengineering

Team Leader. Led client team in the design and implementation of a shop load center at a commercial aircraft manufacturer. New roles and responsibilities were outlined and tools using the legacy systems developed. After the implementation of the pilot work center, shortages and behind schedule orders had a 30X improvement.

### Lanier Worldwide – Order-To-Invoice Reengineering & Software Selection

Team Leader. Led client teams redesigning invoicing and order entry processes at an office equipment distributor. Order entry requirements including field definitions, table lookups, calculations and mandatory fields by sales type were documented in detail.

Rockwell Automation (Allen-Bradley) – Business Reengineering and PeopleSoft Gap Analysis  
PeopleSoft Expert. Redesigned Order to Invoice business process activities. Identified PeopleSoft functionality gaps to business requirements in inventory replenishment, purchasing, order management, and billing for this pan-European high-tech manufacturer and distributor. Procedural workarounds were developed to satisfy business needs.

### Gulf States Steel – Software Selection

Team Member. Performed software selection for an ERP and Configurator for an integrated steel mill making plate and coil products. Conducted post-presentation workshops with the client to rate the vendors on functionality fit, technology, and company robustness. Worked with vendors to identify and scope gaps in their products.

## WORK EXPERIENCE (CONTINUED)

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### Unisys – Just-In-Time Inventory Implementation

Team Leader. Converted an electronics assemble-to-order facility to Just in Time inventory control. Successful implementation in the pilot area resulted in a \$1.4 million inventory reduction. Implemented two bin and card Kanban replenishment systems, centralized stores of low-cost fasteners, and u-shaped material flow (dock to dock).

### BlueLinx (Georgia Pacific spinoff) – Special Projects in Operations Management

Operations Management Expert: Asked to come in and investigate areas the company felt they were deficient in with regards to supply chain management. Recommended forecasting, procurement and inventory improvements worth \$61 million in the first year. Developed rule-based logic to identify import zone into USA for shipments based upon arrival date and estimated the length of stay by goods type and value.

### ChoicePoint – Systems Standardization

Risk and Requirements Facilitator. Branch consolidation/migration to the corporate ERP system from multiple legacy systems and processes. Interviewed customer service specialists at acquired locations to assess and prioritize customer requirements, created gap analysis between custom system and new standard ERP, and enablers.

### Vertafore – Software Upgrade Planning

ERP Implementation Expert. Facilitated requirements gathering sessions and value stream mapping from the current PeopleSoft system. Order to receivables process mapped for system versus manual procedure in proposed new Oracle system implementation to replace legacy systems.

### J&J Truck Bodies – Operations Management Consultant

Operations Management Expert. Brought in to assess scheduling and manufacturing processes at a build to order truck assembly plant. Recommended assembly scheduling and capacity changes worth \$20 million per year profit improvement through bottleneck assessment and order mix resource smoothing.

### Panoz Motor Sports – Operations Management Consultant

Scheduling and inventory control assessment. Determined improvement opportunities in the areas of material and capacity-constrained scheduling, economic procurement, forecasting, inventory control, and metrics.

### FirstLight Home Care – Project Management Consultant

At the request of the CEO, provided project management advice to the incumbent project manager (IT Director) to formalize the requirements gathering and rollout processes for health care scheduling and delivery for franchisees across the US.