Supply Chain Thought Leaders Roundtable

July 7-9, 2014
Helsinki, Finland
Local Program Committee
Katariina Kemppainen, Microsoft
Katri Kauppi, Aalto University School of Business
Markku Kuula, Aalto University School of Business
Jari Collin, Aalto University School of Science
Jan Holmström, Aalto University School of Science

Program Committee
Charles Corbett, UCLA
Karen Donohue, UMN
Marshall Fisher, Wharton
Jérémie Gallien, LBS
Katariina Kemppainen (chair), Microsoft
Jay Swaminathan, UNC
Özalp Özer, UTD

Hotel
Hotel Kämp
Pohjoisesplanadi 29, 00100 Helsinki, Finland
Tel: +358 (0)9 576 111

Contact for inquiries
Laura Levänen, Event coordinator, Aalto University
Mobile: +358 50 560 8996 (July 6-9)
Email: laura.levanen@aalto.fi
Participants

Anupindi Ravi
Aviv Yossi
Caro Felipe
Cohen Morris
Collin Jari
Corbett Charles
Corsten Daniel
Deshpande Vinayak
Donohue Karen
Duenyas Izak
Fleischmann Bernhard
Gallien Jérémie
Hammond Jan
Holmström Jan
Huchzermeier Arnd
Iyer Ananth

Kauppi Katri
Kemppainen Katariina
Keskinocak Pinar
Kouvelis Panos
Kuula Markku
Lee Hau
Matsuo Hirofumi
Meyr Herbert
Nahmias Steven
Roth Aleda
Swaminathan Jay
Toktay Beril
Tsay Andy
Van Wassenhove Luk
Yadav Prashant
Monday 7th of July

13:30-14:00  Transportation from hotel Kämp to Arabianranta/Fiskars

14:00-16:00  Fiskars Company visit

  Presenters: Tiina Nieminen and Anu Ilvonen

  Abstract: In this session we will tell a short history of Fiskars and its brands, and share how Fiskars has evolved from a holding company towards an integrated consumer goods company over the last 5 years. This change in our strategy has had major implications on how we manage and operate our supply chains. As part of the story we will also share how platforms and competences have been developed to support our new strategy.

16:00-16:30  Free time at Arabianranta

16:30-16:50  Transportation to hotel Kämp

17:30-18:00  Transportation to Aalto University School of Business
  (Runeberginkatu 14-16, Helsinki)

18:00-21:00  Welcome reception

  Opening by Dean Ingmar Björkman
Tuesday 8th of July

6:50-7:50  Breakfast
7:50-8:00  Welcome and Opening Remarks at hotel Kämp
          Katariina Kemppainen
8:00-9:00  Session 1: SCM in Rovio Entertainment Business
          Presenter: Niklas Kari (chair: Katri Kauppi)
          Rovio Entertainment is a game developer turned into an entertainment
          company with a product portfolio encompassing animations, consumer
          products, books and activity parks in addition to games. Its strategy is to launch
          games simultaneously with products from all business units. Niklas presents
          why Rovio has selected such a strategy. He will also share how Rovio, the
          creator of immaterial assets and licensor, manages and coordinates its supply
          networks for maximum launch performance.
9:00-10:00 Transportation from hotel to Hyvinkää
10:15-11:15 Session 2: KONE Supply Chain
             Presenters: Jaakko Laine and Juha Räisänen
             Abstract: Jaakko will present the KONE Way of building global supply chains.
             Over the last decades KONE has grown both organically and through
             acquisitions which requires standardization in IT systems and key processes.
11:15-11:45 Lunch at KONE
11:45-13:45 KONE Site Tour
             This site tour consists of two parts: visit to the Hyvinkää factory and
             demonstration of KONE’s products at the Product Showroom.
13:45-15:00 Transportation from Hyvinkää to Espoo Keilaniemi
Tuesday 8th of July

15:15-16:45  **Session 3: Nokia Supply Chain Transformation**  
*Presenters: Katariina Kemppainen and Sami Sarpola (chair Hau Lee)*  
In this session we will first demo the fantastic new Lumia devices. It is followed by the Nokia supply chain transformation story after the launch of Windows Phone (2011-2013) with special focus on two key change programs: Sales & Operations Planning and Sourcing & Procurement. We will also share our findings on the key enablers of major supply chain redesign.

16:45-17:00  **Coffee break**

17:00-18:00  **Session 4: Sales & Operations Planning Analytics**  
*Presenter: Samuli Visuri (chair: Hau Lee)*  
Microsoft has a portfolio of analytical tools for managing the ramp-up risks of Nokia devices. In addition to demonstrating two selected tools, we will share our findings on how the S&OP Analytics Group has been successful in the very turbulent business environment and what successful practice-oriented research would look like.

18:30-21:30  **Dinner Cruise**  
*Departs from Keilaniemi, arrives to Helsinki Market Square.*
Wednesday 9th of July

7:00-8:00  Breakfast at hotel Kämp
8:00-8:30  Transportation to Aalto University School of Business
8:30-10:00  Session 5: Evolution of Global Supply Networks
            Presenters: Jayashankar Swaminathan (chair), Vishal Gaur, Arnd Huchzermeier
            Abstract: Configurations of supply chains have been constantly evolving over the last few decades. In this session, we will explore both internal and external factors that have contributed to such changes. In particular, we will focus on trends in supply chain linkages, role of taxes and duties in the design of production networks and evolving business operations model. In the final segment, we will discuss the implications and opportunities for future research.
10:00-10:30  Coffee break
10:30-12:00  Session 6: Utilizing Big Data in Supply Chain Research
            Presenters: Vinayak Deshpande (co-chair), Ananth Iyer (co-chair), Geert-Jan Van Houtum (via skype)
            Abstract: Big data is destined to impact research and practice. Devices and software such as sensors, mobile phones, cameras, RFID tags, machine software, process control units and social networks have led to an increased availability of detailed datasets. We will examine applications and research opportunities from the maintenance, transportation, retailing and other industries. Our goal is to explore the impact of volume, variety, and velocity in newly emerging datasets and their impact on dynamic decision making. We hope to foster a lively discussion on the impact of such data on research in supply chains.
12:00-13:00  Lunch
13:00-14:00  Session 7a: Teaching Innovations with Data Analytics
            Presenters: Ananth Iyer (chair), Vinayak Deshpande, Jan Hammond, Pinar Keskinocak
            Abstract: Big data courses require access to big data sets. They require students to be trained in data access and analysis along with contexts where they can impact decision making. We describe curriculum details and plans in the area in our respective universities and explore ways that they can impact business school education. We leave it as an open question as to how to make the case for a company’s ROI impact associated with such big data analysis and use. What will be the toolset and capabilities that big data analysts will need to be successful?
Wednesday 9th of July

14:00-14:30  Session 7b: Supply Chain Research at Aalto

*Presenters: Markku Kuula (chair), Jan Holmström*

*Abstract:* The Industrial Engineering research at the School of Science is practice- and solution-oriented and represents a design science approach. We conduct explorative and early studies on the potential use and attainable benefits from the introduction of specific new technologies in operations and supply chains. The focus is now on the implications of the incremental introduction of direct digital manufacturing on supply chains. The research areas of the Logistics group at the School of Business are sustainable transportation, purchasing, service operations, and optimization. Purchasing research is conducted through multinational surveys, mainly with organizational theory approaches. Service research focuses on consumer choice decisions, modularity, triads and outsourcing, and the optimization researchers have specialized in factory location and workforce assignment.

14:30-14:50  *Coffee break*

14:50-16:20  Session 8: Practice-Focused Research

*Presenters: Jérémie Gallien (chair), Felipe Caro*

*Abstract:* The goal of this session is to identify current trends, challenges and opportunities related to practice-focused research in supply chain management. The presentation will include a review of relevant epistemological history, a recent personal case study on a collaborative project with Zara, and observations on the MSOM Special Issue on Practice-Focused Research and the POMS Applied Research Challenge. This presentation is meant to support a group discussion on the following topics: (i) What is practice-focused research? Are there any opportunities for such research not currently addressed? (ii) What are current best practices and pitfalls when conducting practice-focused research, including paper writing? (iii) What initiatives would be useful to promote this type of research?

16:20-16:30  *Wrap-up discussion facilitated by Hau Lee*

16:30-17:00  *Transportation to Kiasma/hotel Kämp*

17:00-18:00  *(Optional) Tour at Kiasma, The Museum of Contemporary Art*

19:00-22:00  *Farewell dinner (Pohjoisesplanadi 19, one block from hotel Kämp)*
Bios – Industry Speakers

Tiina Nieminen, Fiskars
Tiina is a Vice President of Logistics at Fiskars. She has worked for Fiskars / iittala Group more than 10 years, and has a M.Sc (Eng.) in Industrial Management from the Helsinki University of Technology.

Anu Ilvonen, Fiskars
Anu is a Director of Corporate Communications at Fiskars. She has worked for Fiskars since 2010. She has worked for 9 years at NASDAQ OMX. Tiina has a M.Sc. from the Helsinki School of Economics and M.Sc in Journalism from the University of Tampere, Finland.

Jaakko Laine, KONE
Jaakko has 20 years of working experience from leading Finnish companies. He has been the Delivery Process Owner of KONE since 2011. Prior to joining KONE Jaakko worked three years as the CIO of Fruugo, and 15 years in various process and business development roles at Nokia. Jaakko has a M.Sc. in Industrial Management from the Helsinki University of Technology.

Juha Räisänen, KONE
Juha is a Senior Vice President at KONE Corporation based in Hong Kong. He has 30 years of working experience with both medium size and large companies (e.g. ICL Data, Nokia, SanDisk) and a proven track record in leading both expert teams and big operative organizations successfully to improved profitability and world class performance. Juha is also at the Board of Directors of Finnair Cargo and Nobel Biocare. He was elected as the Most Influencing Supply Chain Leader in Finland in 2012. Juha has a M.Sc. in Industrial Management from the Helsinki University of Technology.

Niklas Kari, Rovio
Niklas Kari runs business development at Rovio New Business Ventures business unit. At Rovio he has previously been heading the business development for the Consumer Products business unit and established and scaled up the retail and eCommerce businesses. Before Rovio, Niklas worked seven years at Itella Information in several positions related to internationalizing different digital and physical invoicing services. Niklas holds a M.Sc. in Economics from Hanken, the Swedish School of Economics and Business Administration, and a M.Sc. in Engineering (Industrial Management) from Helsinki University of Technology.
Bios – Industry Speakers

Katariina Kemppainen, Microsoft
Katariina is Vice President of Continuous Improvement. She joined Nokia in 2007 and has worked in supply chain, sourcing, S&OP and business development roles. She is a change leader who has championed several large company-wide initiatives such as continuous improvement and S&OP transformation. Katariina obtained her PhD from Aalto (formerly Helsinki School of Economics) and has then worked at the RSM Erasmus University and published e.g. in International Journal of Production Economics, Journal of Business Ethics and International Journal of Physical Distribution and Logistics Management.

Samuli Visuri, Microsoft
Samuli is the head of Statistical Forecasting at Microsoft since 2013. He holds a MSc in Statistics (University of Oulu, Finland), and a PhD in Electrical Engineering (Helsinki University of Technology, Finland). After finishing his studies, Samuli worked as a Post Doc in Institut Eurecom, France and ETH Zurich, Switzerland. Samuli joined Nokia Research in 2004 and led standardization research for the physical layer downlink for 3GPP LTE (4G) standardization. Samuli joined Nokia Operations in 2008 and has experience from various roles in procurement, sourcing and planning. Dr. Visuri has published 25 journal and conference publications in statistics and in signal processing and holds 8 patents. He has won Masters National and Nordic championships in cross country mountain biking.

Sami Sarpola, Microsoft
Sami joined Nokia in 2008 where he has worked in supply chain, sourcing, and sales & operations planning domains before moving in 2012 to lead the process architecture team for the devices business. He is a strong advocate for end-to-end process thinking and seeking simplicity to supply chain processes. Sami holds PhD in Logistics and MSc in Information Systems Science from Helsinki School of Economics and has published in academic journals and conferences.
Bios – Local Hosts

Markku Kuula
Markku is a Professor of Operations Management at Aalto University, and the Head of Logistics Research group at the Business School. He earned his Ph.D. (Econ) degree in 1993 from the Helsinki School of Economics. Since then he acted three years as senior researcher and associate professor at Helsinki School of Economics in management science. After that he worked as the CIO of Helsinki School of Economics for 16 years. Markku’s main research interests include multi-criteria selection problems of flexible technologies, different kinds of negotiation problems as well as investment decisions (e.g. taking environmental issues into consideration), industrial benchmarking and supply chain sustainability. He has published in e.g. The European Journal of Operational Research, International Journal of Production Research, and International Journal of Operations and Production Management.

Katri Kauppi (née Karjalainen)
Katri is an Assistant Professor in Logistics and Supply Chain Management at Aalto University School of Business. She obtained her PhD from Aalto (formerly Helsinki School of Economics) and then worked at Manchester Business School and Nottingham University Business School before joining Aalto again. Her main research interests are in the area of purchasing behavior, agency theory, institutional theory, fair trade supply chains and global sourcing. She has published in e.g. the International Journal of Operations & Production Management, Journal of Business Ethics and Journal of Public Administration Research and Theory.

Jari Collin
Jari is an Adjunct Professor in Enterprise Information Systems and Service Networks. Prior to joining Aalto University, Jari worked for almost 20 years in the telecommunications industry developing and managing business processes and IT. He has worked as the CIO of Elisa Corporation, the Head of Process and IT Integration in the merger of Nokia and Siemens Networks, and Delivery Process Owner for Nokia Networks. Jari has a PhD in Industrial Management from the Helsinki University of Technology. He specializes in customer-driven demand supply networks and information systems. His current research focuses on the implementation of ICT-enabled capabilities and digital transformation in enterprises.

Jan Holmström
Jan Holmström is a Professor of Operations Management at Aalto University and one of three principal investigators in a cross-disciplinary research initiative on Building Information Management. He earned his Ph.D. from the Helsinki University of Technology. Jan has experience as a Systems Analyst at Unilever and as a Technology Consultant at McKinsey & Co. His main research interest is technology-enabled innovation in operations management. He has published extensively on last mile logistics solutions for electronic grocery retailing, the impact of tracking and tracing technology in OM, and the opportunities of digital manufacturing to transform service supply chains in e.g. International Journal of Retail & Distribution Management, Supply Chain Management: An International Journal and Decisions Sciences.
Session Guidelines

• Session chair should attempt to provide the forum with recent industrial developments that our research community may not be familiar with and that require in-depth analysis to investigate their impact on the future of SCM. *Examples: what sorts of exciting/innovative initiatives, processes or technologies are happening in the supply chain business world? What types of new challenges emerge?*

• When relevant, the session chair should try to connect the discussed topic to the relevant existing body of research knowledge. The purpose is not to give a survey of existing research, but to identify gaps in the literature. *For example, is there any substantial difference between the way we model processes and the way they actually work in practice?*

• When possible, the session chair should focus on introducing new problems, rather than solutions, and should design the session in a way that elicits discussion.

• Session chair need to be strong and be given ample room to cut discussions and presentations short.

• If possible, the session chair should generate and discuss 1-2 ideas for potentially impactful research themes that fit our research community's agenda and skills.