

Curriculum Vitae
J. Paul Dittmann, Ph.D.
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Education:

- Ph.D. Industrial Engineering and Operations Research
 -University of Missouri, Columbia, MO, May 1973
 -GPA: 4.0/4.0
 -Dissertation: Surrogated Linear and Quadratic Programming

- M.S. Industrial Engineering
 -University of Missouri, Columbia, MO, May 1971
 -GPA: 4.0/4.0
 -Thesis: Surrogated Linear Programming
 -Thesis 1972 winner of the National Graduate Research Award sponsored by IIE and IBM. Award presented at I.I.E. National Convention in Anaheim, CA

- B.S. Industrial Engineering
 -University of Missouri, Columbia, MO, May 1970
 -GPA: 4.0/4.0
 -Member Alpha Pi Mu (Industrial Engineering Honorary Society)
 -Member Tau Beta Pi (Engineering Honorary Society)

- Inducted in the University of Missouri Department of Industrial Engineering Hall of Fame

Teaching Experience

Traditional Classroom Teaching

COURSE TAUGHT	DATE	UNIVERSITY	CONTACT
Executive in Residence Leadership course, Business 417	• 2009, 2010	University of Tennessee	David Shumann
Capstone: Logistics 460: Global Supply Chain Strategy	• 2006, 2007, 2008, 2009, 2010	University of Tennessee	Ted Stank
International Logistics	• Spring, 2005	University of	Ted Stank

		Tennessee	
MBA Statistics	<ul style="list-style-type: none"> • Spring, 1991 • Fall, 1992 	Ashland University	Steve Krispinsky, Executive Director of MBA Program
Micro Economics	<ul style="list-style-type: none"> • Summer 1992 	Ashland University	Steve Krispinsky
Production Operations Management	<ul style="list-style-type: none"> • Summer, 1991 • Fall, 1992 	Ashland University	Steve Krispinsky
Macro Economics	<ul style="list-style-type: none"> • Fall, 1991 	Ashland University	Steve Krispinsky
Operations Mgmt.	<ul style="list-style-type: none"> • Winter, 1996 	Western Michigan University	T. Ryskind, Director of Western Region
Management Science	<ul style="list-style-type: none"> • Fall, 1995 	Western Michigan University	T. Ryskind, Director of Western Region
Global Aspects Of Business	<ul style="list-style-type: none"> • Winter, 1997 	Western Michigan University	T. Ryskind
Operations and Technology Management	<ul style="list-style-type: none"> • Fall, 1997 	Western Michigan University	T. Ryskind

Teaching Experience

Public Seminars (Sole presenter in a one-two day setting)

SEMINAR TITLE	LOCATION/ DATE	LENGTH	CONTACT
World class Manufacturing-The Imminent Revolution in American Manufacturing	Ashland University Ashland, Ohio April, 1991	Two days Public seminar 55 attendees	Steve Krispinsky Exec. Director MBA program

The World Class Manufacturing Triad	Ashland University Columbus, Ohio September, 1991	Two Days Public Seminar 30 attendees	Steve Krispinsky
World Class Manufacturing	Wittenburg University Springfield, Ohio April, 1992	One Day Public Seminar 48 Attendees Sold Out	Paul Pariato, Dean School of Continuing Education
Manufacturing in the Next Decade: Building a Chain to the Customer	Ashland University. Ashland, Ohio July, 1992	Two Days MBA & Public Seminar 70 Attendees Sold Out	Steve Krispinsky
Total Manufacturing Excellence: Quality, Speed, and People	Indiana State University Terre Haute, Indiana October, 1992	One Day Public Seminar 47 Attendees	Bob Watters, Director of Continuing Education
World Class Logistics: Reengineering the Supply Chain	Ashland University Ashland, Ohio June, 1995	Two Days MBA & Public Seminar 50 Attendees	Steve Krispinsky
Integrated Logistics: The Challenge of Managing the Supply Chain	Western Michigan University Kalamazoo, MI June, 1997	1 Day Public Seminar	James McFaul Office of Continuing Education
Project Management	Ashland University Ashland, Ohio June, 1998	Two Day MBA and Public Seminar 50 Attendees	Steve Krispinsky
Project Management in a Global Environment	Project Management Institute April, 1999 Repeated: July 1999	Two Day Public Seminar in Minneapolis and repeated in San Francisco	The Project Management Institute
Project Management in a Global Environment, Renewed For 2000	Project Management Institute July, 2000 Repeated: October, 2000	Two Day Public Seminar in San Francisco and repeated in Toronto	The Project Management Institute
Project Management in a Global	Project Management Institute	Two Day Public Seminar in Chicago and	The Project Management Institute

Environment, Renewed For 2001	Renewed for two sessions in 2001 July, October 2001	repeated in San Diego	
Conducting Business in a Global Environment: New Skills and Tools Needed	Ashland University Ashland, Ohio November, 2000	Two day MBA and Public Seminar	Steve Krispinsky, Ashland University
Negotiating Across Cultures: Global Project Management	Project Management Institute November, 2001	One Day Public Seminar in Nashville, Tenn.	The Project Management Institute
Global Project Management	Project Management Institute July, 2002. Repeated in August, 2002	Two day public seminar Chicago, Cincinnati	The Project Management Institute
Global Project Management: Negotiating Across Cultures	Project Management Institute October, 2002	One Day Public Seminar in San Antonio, TX	The Project Management Institute
Negotiating Around the World	Ashland University Ashland, Ohio July, 2003	Two day seminar	Steve Krispinsky
Global Project Management: Negotiating Across Cultures	Project Management Institute September, 2003	Expanded to two day Public Seminar in Baltimore, MD	The Project Management Institute
Lean Manufacturing	Ashland University Ashland, Ohio April, 2004	Two day MBA and public seminar	Steve Krispinsky

Executive Education

Topic	Date	Place
Product and Portfolio Management	2009-2010	Honeywell
Inventory Management	2009-2010	Honeywell
Network Optimization	2005-2010	University of Tennessee, Sony U.S. Marine Corp
Transportation Strategies	2005-2010	University of Tennessee, Sony

Change Management	2005-2010	University of Tennessee, Norfolk Southern Railroad Honeywell U.S. Marine Corp
Lean Manufacturing	2005-2010	CHEP Sony
Information Technology	2005-2010	Honeywell U.S. Marine Corp

Resume

Director, Corporate Partnership, and Managing Director Integrated Value Forums, University of Tennessee (1/1/05-Present)

- Undergraduate logistics courses for the business school taught, including the capstone strategy course for logistics seniors
- Supply chain executive education programs taught, including Change Management, Lean, Supply Chain Systems, and Network Optimization.
- New executive education programs also developed for the university.
- Management of the Supply Chain Forum, and Demand Management Forum including responsibility for the relationship with the over 50 sponsoring firms
- Management of a significant amount of project work with a wide range of firms who approach the business school, as summarized at the end of the document, including all supply chain audits.
- Management of the Executive in Residence Program bringing senior executives to campus to interact with the top undergraduate and MBA students, along with teaching a course on business leadership to those students.

Vice President, Supply Chain Strategy, Projects, and Systems (11/00-12/04) Whirlpool Corporation

Reports to Vice President Supply Chain

- Responsible for the Whirlpool supply chain strategy development, as well as the implementation of that strategy. This involves implementing a large portfolio of projects on time, on budget, on benefit.
- Responsible for a wide range of projects focused on customer service improvement, cost reduction, and working capital reduction. Over \$500 million in working capital reduced with major improvements in all measures.

Vice President, Global Logistics Systems and Manufacturing Processes (1/95- 11/00) Whirlpool Corporation

Reported to Senior V.P. Corporate Manufacturing and Technology

- Responsible for a portfolio of projects to implement Whirlpool's logistics and manufacturing strategy worldwide
- Responsible for world class manufacturing planning, forecasting systems, quality systems, advanced manufacturing processes, and traditional logistics systems
- Projects and systems implemented in Sweden, France, Germany, Argentina, Mexico, Brazil, China, and India

Vice President, Logistics (12/92-1/95) Whirlpool Corporation

Reported to Executive V.P. North American Appliance Group

- Responsible for all North American Logistics operations, including a \$225 million operating budget and over 1000 people. Over \$20 million in cost .
- Responsible for scheduling production for all factories and a managing a \$500 million inventory. (availability up 25%)
- Leader of the Corporate Task Force to reengineer the supply chain process

Director, Manufacturing Technology (2/88-12/92) Whirlpool Marion Division

Reported to the V.P. of the Marion Division, the world's largest dryer factory

- Responsible for all Division technology and engineering
- Achieved over \$15 million in savings, a 30% reduction in inventory, and a 15% improvement in quality
- Developed and implemented the World Class Manufacturing strategy
- 240 person department, \$19 million operating budget, \$10 million capital budget

Corporate Director, Manufacturing Planning (11/86-2/88)

Reported to Whirlpool's Vice Chairman and Chief Operating Officer

- Implemented a Maquila factory in Reynosa, Mexico
- Responsible for manufacturing planning, production planning, and capital projects

Corporate Director, Strategic Planning (1/88-11/86)

Reported to Whirlpool's Vice Chairman and Chief Marketing Officer

- Implemented the first Corporate strategic planning system in all divisions
- Provided analytical support for the KitchenAid and Philips(Europe) acquisitions

Director, Logistics (4/83-1/85)

- Implemented a new inventory management system saving over \$5 million annually
- Provided analytical support for warehousing, transportation, and inventory control

Director, Marketing Services (1/81-4/83)

- Established company's first competitive analysis system
- Responsible for competitive and business analysis, forecasting, survey Research

Manager, Distribution Operations (11/76-1/81)

- Managed an \$80 million inventory and automated the order processing function

Manager, Business Analysis (8/75-11/76)

- Developed sales forecasts for all product segments

Operations Analyst (5/73-8/75)

- Developed computer simulation models to resolve manufacturing Issues

Presentations at Conferences

Conference	Date	Presentation Topic
Supply Chain Conference Antwerp, Belgium	4/08	Review of Harvard Business Review article: Are You the Weakest Link in Your Supply Chain?"
Orthopedic Annual Convention	6/08	Supplier Collaboration
Supply Chain Conference Istanbul, Turkey	3/07	Developing a Supply Chain Strategy at Whirlpool
World Trade Magazine Web Cast	1/07	Global Risk in Outsourcing
Transportation Intermediaries Association	10/06	Leading Edge Trends in Supply Chain
World Trade Magazine On-line University	3/06	Leading Edge Trends in Supply Chain
National Confectioners Conference	7/05	Leading Edge Trends in Supply Chain
Purdue University MBA Group	4/03	Leveraging the Supply Chain at Whirlpool to Achieve Superior Customer Service and Financial Results
Supply Chain 2003 Seminar by Northwestern	2/03	Improved Overall Financial performance through Superior Supply Chain Design

University		
Supply Chain 2002 Seminar by Northwestern University	3/02	Using the Supply Chain to Maximize the Financial Performance of the Firm
Great Lakes Chapter of The project management Institute (after dinner presentation)	4/02	Global Project Management
St. Louis University Supply Chain Conference	10/01	Developing a Financially Optimized Supply Chain Strategy
Logistics /Distribution Management 2001 Seminar at Northwestern University	3/01	Improving Overall Corporate Financial Performance through Supply Chain Excellence
The 2000 Purchasing and Supply Chain Management Executive Seminar at Michigan State	6/00	Economic Value Added Applications in Industry
E-Logistics Conference Chicago, IL	6/00	How E-Logistics Will Revolutionize Traditional Supply Chain Strategies
Supply Chain 2000 Seminar sponsored by Northwestern University	2/00	Achieving Financial Breakthrough Through Supply Chain Excellence
Conference Board 2000 Logistics Conference	1/00	Breakthrough Strategies in Logistics
Global Supply Chain Forum Sponsored by Ohio State University	2/99	Optimizing EVA Through Supply Chain Excellence

Logistics/ Distribution Management 1999 Seminar at Northwestern University	2/99	Managing the Supply Chain to Improve Financial Performance and Maximize Shareholder Value
Logicon 99 Chicago, IL	1/99	Developing Globally Standardized and Harmonized Performance Measures As the Critical Foundation for a Successful Global Supply Chain
Institute of International Research	1/99	-Conference Chairman -Also presented: Measuring Supply Chain Performance on a Global Scale
Council of Logistics Management	10/98	Working Capital Reduction Through Reengineering the Supply Chain
Second International Congress, Sponsored by ITESM, Guadalajara, Mexico	3/98	Project Management in a Global Environment, a paper presented to an audience of 700 in Guadalajara, Mexico
Institute for International Research Global Logistics Conference	3/98	Driving Competitive Advantage through the Supply Chain. Paper presented in New Orleans
MIT/Logistics Management Magazine Roundtable	9/97	Participated with 16 supply chain executives in a roundtable, resulting in a publication in <i>Logistics Management</i> magazine
Council of Logistics Management Chicago National Convention	10/97	Chaired an 8 tract session: Driving Competitive Advantage Through the Supply Chain
Council of Logistics Management Orlando National Convention	10/96	Planning for Logistics in a Global Corporation
Society of Manufacturing Engineering- Autofact Conference- Detroit	11/92	Chaired Tract: World Class Manufacturing

Mass Customization Conference New Orleans	2/94	Applying the Principles of Mass Customization to the Supply Chain
World Class Manufacturing Exposition Muskegon, MI	9/93	Using World Class Manufacturing to Develop a Complete Business Strategy
Manufacturing Competitiveness Conference-APICS	6/92	World Class Manufacturing
Gateways and Barriers to Competitiveness Toledo, University	12/91	World Class Manufacturing
American Marketing Association	6/87	Vision 2000 (Selected after this presentation to be in the AMA Speakers Bureau)

University/Industry Task Forces, Roundtables and Professional Societies

<i>Northwestern University</i> Transportation Center, Advisory Board 2001-2004
<i>Western Michigan University</i> . Industrial Engineering Curriculum Advisory Committee 1999
<i>Ohio State University</i> Board of Regents Institutional Task Force: Managing for the Future 1993
<i>Boston University</i> Manufacturing Roundtable 1996-1997
<i>Michigan State University</i> Research Advisory Committee...Global Best Practices in Logistics 1994-1995
Board of Editorial Advisors, <i>Strategic Direction Journal</i> , Zurich, Switzerland
Trustee, Marketing Science Institute 1988-1990

Logistics Council of the Manufacturers Alliance 1996-1997
Executive Committee for the Integrated Supply Management Program at Western Michigan University 1998-2000
Memberships in professional societies -Council of Logistics Management -The Project Management Institute -American Production and Inventory Control Society -Society of manufacturing Engineers -Institute of Industrial Engineers

Consulting

COMPANY	DATES	CONSULTING EMPHASIS	CONTACT
Boise, Inc	1/1/11-12/1/11	Supply Chain Assessment	Alan Tong
Mohawk Industries	1/1/10-4/15/10	Supply Chain Assessment	Don Riley
Lowes	5/10-12/11	Supply Chain Education and Training	Herbert Kensey
Winn Dixie Foods	5/09-9/09	Supply chain assessment	Graham Leary
Wal-Mart	12/08-3/09	Supply Chain Transformation	Stephen Horsey
Tyco	9/08-12/08	Supply Chain Assessment	Jim Handel
Inmar	6/08-12/08	Reverse Logistics Strategy	Cynthia Tessien
Honeywell	2/08-12/08	Demand Planning	John Hellriegel
Actus Lend Lease	3/07-5/07	Procurement process assessment	Natalie Hansen
Genuine Parts	10/07-6/08	Network Optimization Analysis	Glenn Chambers
Cintas	3/08-6/08	Production Planning Assessment	David Wheeler

Cummins Filtration	11/07-1/08	Supply Chain Assessment	Carolyn Butler-Lee
Cooper Tire	7/07-9/07	Supply Chain Assessment	Rick Williams
United Smokeless Tobacco	6/07-11/07	3PL assessment	Rich Kienzle
Na Industries	5/07-8/07	Supply chain assessment	Sally Payne
Rhodia, Inc	6/07	Network optimization	Roger Yackel
Radio Systems Corp.	4/07-5/07	Supply Chain Strategy	Steve Baker
Peerless Pump	11/06-3/07	Supply Chain Strategy	Mike Cates
Michelin	1/07	Distribution Requirements Planning	Tom Johnson
U.S. Army Tent Supply Chain	2/07-6/07	Supply chain process re-engineering	April Harris, Camel Manufacturing
Estee Lauder	1/07-5-07 6/08-10/08	Supply Chain Strategy Shipment Discrepancy Analysis	Peter Goulding
Johnson and Johnson Vision Care	2/07-5/-07	Supply Strategy	Fran Mirmina
Uster	8/06	Global Outsourcing Risk	Ali Gorborsch
Bush Brothers	8/06	Supply Chain M Megatrends	Todd Schultz
Brunswick	6/06-10/06	Network Optimization	Paul Minor
Lockheed Martin	5/06-8/06	Supply Chain Strategy	Bob Rearden
Race Trac Petroleum	1/06	Managing Supply chain Volatility	Dennis Dennihan
GAF Corporation	1/06-6/06	Network Optimization	
Terra Firma-Malaysia	1/06-6/06	Supply chain education design	Ho Fong lee
Radio Systems	9/05	Audit of quality systems	K. Lough
Textron	2006	Global Supply Chain	

Norfolk Southern	2005, 2006	Change Management	
PQ Industries	9/05	Network Optimization	Jim Hayward
United States Air Force	7/05-12/05	Supply chain curriculum review and revision	Sara Black
	1/07-5/08	Supply Chain Assessment	
Edison Schools	7/05-8/05	Supply chain strategy development	Arlene Dov
Maxitor	7/05	Forecast audit	Brain Atkinson
IJ Company	2/05-5/05	Network optimization	Todd Kidd
Sony	7/04	Network optimization	
Office Max	12/04-5/10	Project management, Supply chain strategy development	Reuben Slone, Executive VP Supply Chain
Fiskars	5/05-6/05	Project management training in the new product development area	Bruce Sauter
GlaxoSmithKline	6/05	Leading edge trends in supply chain	Donna Ford
Leggett and Platt	7/05	Supply Chain strategy development	Randall Woods
Grupo Cydsa SA de CV	7/96	World Class Logistics	Adan Rodriquez, Dir. Corp. Logistics
Cooper Tire Findlay, Ohio	4/91, 6/91	World Class Mfg., T. Q. M., Employee Involvement	James Kovac, V. P.
Navistar Springfield, Ohio	5/92	World Class Mfg., T. Q. M.	Dennis Laich, V. P.
F.E. Myers	5/92	T.Q.M., Employee Involvement	Cloyd McNull, Mgr. Engr. Services
General Signal Corp.	7/93	Process Reengineering	

National City Corp.	2/92, 6/92, 9/92, 8/92, 11/92, 7/93, 4/94, 7/94, 8/96	Application of World Class Mfg. principles to the service industry	Jeffery Doyne,V.P.
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Refereed Publications

- * “Are You the Weakest Link in Your Supply Chain?” **Harvard Business Review**, Reuben Slone, John T. Mentzer, J. Paul Dittmann, September, 2007.
- * “Surrogated Linear Programming”, **Institute of Industrial Engineering Transactions**, 5. Number 4, pp 327-32, December, 1973.

Book

- ❖ In process under contract with Harvard Business School Press: **The New Supply Chain Agenda: Five Steps to Excellence**

Book Chapters

- ❖ Risk Management, **The Handbook of Global Logistics and Supply Chain Management**, published 2006
- ❖ Change Management, **Handbook of Global Logistics and Supply Chain Management**, published 2006

Other Articles

- * “Can the Academic World and the Business World Work Together?” **Industry Week Web Site**, June, 2008
- * “What’s on the Minds of Supply Chain professionals Today?” **Industry Week Web Site**, June, 2008
- * “How Does Your Supply Chain Stack Up?” **Industry Week Web Site**, May, 2008
- * “Supplier Collaboration: Is it All Hype?” **Supply Chain Quarterly Review**, June, 2008
- * “Bridging the Gap between the Business and Academic Worlds”, **Supply Chain Quarterly**, April, 2008
- * “Managing Change in the Supply Chain”, **Global Logistics and Supply Chain Strategies**, April, 2008
- * “Sales and Operations Planning” Interview in **Manufacturing Automation**, March, 2008

- * “An Interview with J. Paul Dittmann”, **DC Velocity**, November, 2007.
- * “Fabulous Fifty”, **World Trade Magazine**, September, 2007
- * “Managing the Risk Inherent in Global-Outsourcing”, **World Trade Magazine**, January, 2007
- * “How to Build a Supply Chain for all Seasons”, **Global Logistics and Supply Chain Strategies**, July, 2005
- * “Breakthrough Software Advances Challenge Supply Chain Professionals”, **Global Logistics and Supply Chain Strategies**, June, 1999.
- * “Process-Focused Metrics Fuel Success”, **APICS**, pp 15-16, July, 1999.
- * “Project Culture in China”, **Project Management Network**, pp 45-51, March, 1999.
- * “The Open Door: The New Frontier in Manufacturing”, **Appliance Engineer**, pp 97-98, February, 1992.
- * “Planning for Logistics in a Global Corporation”, **Council of Logistics Management Conference Proceedings**, October, 1996.
- * “Surrogated Linear and Quadratic Programming. **Ph.D. Dissertation**. 1973.
- * “Surrogated Linear Programming”, **Masters Thesis**, 1971. (First Place Award-I.I.E. Graduate Research Award)
- * “VMI Takes Center Stage”, **Interview, Inventory Reduction Report, Ioma**, Issue 99-06, June, 1999
- * “Performance is only as Good as the Metrics Chosen to Measure It” **Global Logistics and Supply Chain Strategies**, Interview, pp. 29-37, April, 1999.
- * “Logistics Pros Reveal Secrets to Benchmarking Inventory Management”, Interview, **Inventory Reduction Report, Ioma**, Issue 99-04, April, 1999
- * “Leveraging Logistics across Whirlpool’s Global Supply Chain”, **Global Sites and Logistics**, Interview. February, January, 1997, Volume 1, Number 1. pp 27-32.
- * “Facing the Millennium”, Interview. **Logistics**, pp 45-51, January, 1998
- * “Quality Express: 99.8% On-Time Delivery”, pp 40-41, Interview. **Appliance Manufacturer**, May, 1994
- * “Captain to Navigator”, Interview. **Industry Week**. September, 1997, pp 14-20.

