March 2014 Newsletter

Boston Analytics and Operations Research Conference Should Be of Great Interest for CPMS Members

By Peter Bell, Chair, CPMS pbell@ivey.ca

The upcoming 2014 INFORMS Conference on Business Analytics & Operations Research - to be held in Boston, Sunday, March 30, 2014 to Tuesday, April 1, 2014 - will offer many sessions that should interest CPMS members as well as all others who wish to learn more about the successful practice of operations research and advanced analytics. The highlight of this annual conference, as always, is the Franz Edelman Award track on Monday where this year's six finalists will present their work (details elsewhere in this newsletter). This will be followed Monday evening by the Edelman Gala that includes recognition of Edelman Laureates and members of the Edelman Academy. The first-place Edelman team will reprise their prize winning presentation on Tuesday morning.

Look for the following other activities:

- Among the keynote speakers are: Thomas H. Davenport, co-author, Competing on Analytics and founder of the International Institute of Analytics; and Kathy Kilmer, Director, Sales Planning and Analytics, Walt Disney Parks and Resorts.
- Many CPMS members are speaking; check the conference website for the full program.
- The INFORMS Prize is awarded annually to a company that effectively integrates analytics into organizational decision-making, and has repeatedly applied OR/MS principles in pioneering, novel, and lasting ways. The 2013 prize winner, Ford Motor Company, will describe their innovative O.R. work in a regular conference session. The 2014 winner will be announced at the Edelman Gala on Monday evening.
- The winning team from the 2013 Daniel H. Wagner Prize for Excellence in Operations Research Practice competition will reprise their presentation: "Matching Supply and Demand via Delayed 2-Phase Distribution at Yedioth Group."
- The UPS George D. Smith Prize competition will take place on Sunday. This new prize aims to strengthen ties between academia and benefiting organizations by rewarding institutions of higher education for effective and innovative preparation of students to be good practitioners of operations research. Awarded for the first time in 2012, past winners are the Naval Postgraduate School and the Tauber Institute for Global Operations at the University of Michigan.
- The Innovative Applications in Analytics Award recognizes creative and unique developments, applications, or combinations of analytical techniques used to provide special insights and/or business value. Awarded for the first time in 2012, past winners are MIT and Booz Allen Hamilton. The 2014 finalists will present their work during the conference; the winner will be announced on Tuesday.

Additional information on most of these events may be found in articles in this newsletter. For more information as the conference gets closer, check the INFORMS website and your meeting registration materials.

Many of the conference activities are sponsored or administered by CPMS members. Thanks to all the members who volunteer their time to make such events happen.
INFORMS Prize
UPS George D. Smith Prize
Science of Better
Continuing Education
Interfaces
Analytics
OR/MS Today
INFORMS

By Jon Owen, INFORMS Vice President, Practice Activities
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2013 was an exciting year for INFORMS. Membership grew to 11,106, the largest membership total since 1999 and a year-over-year gain of almost 400 - the highest single-year gain in new membership.

INFORMS continues working hard to achieve its vision to be recognized as the THE leading association for advanced analytics professionals. Supporting this vision are continuing efforts to grow the Certified Analytics Professional (CAP®) program, expand continuing education offerings, and increase outreach activities.

Certification: The 2013 total number of individuals taking the CAP exam was 109. Although that was about 30% below the first-year target of 150, we are on track to reach this goal by the one-year anniversary date (April 2014).

Two notable factors contributing to slow growth in CAPs were lack of a study guide for participants and limited access to testing. To address these barriers to CAP participation, a completed draft study guide was made available on the INFORMS website, and the recently formed Analytics Certification Board approved a computer-based testing (CBT) initiative to expand reach beginning in Q2 of 2014.

Continuing Education: In 2013, INFORMS launched two new courses to advance the practice of analytics: Data Exploration & Visualization and Essential Practice Skills for Analytics Professionals. Feedback on both courses has been extremely positive. Building on this success, INFORMS is targeting to expand the offering to have 4 to 5 courses in our portfolio, and at least 1 to 2 courses available in an online format, by the end of 2014.

Outreach Activities: This initiative is supported by several new activities: Public Relations, the University Analytics Programs Committee, Social Media, the Analytics Maturity Model, the Career Center, and the Getting Started with Analytics website. All are helping us meet our analytics leadership goal.

In September, INFORMS conducted a follow-up survey of members to determine whether attitudes about analytics and our activities have changed since the initial survey in early 2011. We found not only continued support, but also stronger interest, especially regarding our expansion into analytics.

The progress made in 2013 has been impressive, yet there is still a lot of work to do. Stay tuned and engaged as we build momentum and grow value for INFORMS members and benefiting organizations.

Strategic Review of CPMS Mission and Activities
By Russ Labe, CAP; Chair, CPMS Strategic Planning Committee
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In late 2013, the CPMS Council established a Strategic Planning Committee to review the section's mission and activities. The goal is to more effectively communicate our focus on practice and to raise awareness within INFORMS of the many activities that CPMS sponsors and delivers to promote excellence in practice for our profession. In the long term, we hope this process will lead to increased membership and additional capacity to carry out our mission. Members of the committee are Peter Bell (CPMS chair), John Milne (CPMS vice chair), Russ Labe (CPMS past chair), Antonio Carbajal, Pooja Dewan, Terry Harrison, and Randy Robinson.

The committee is currently considering a variety of topics including:

- Review and potentially revise the section name and tagline
- Review and update the CPMS mission and vision statements
- Better define the value proposition of CPMS to members and to the INFORMS community at large
- Review current activities so as to identify possible new activities that support our mission and enhance value to our stakeholders
- Consider expanding our scope to more extensively support the analytics initiative of INFORMS

The committee held several meetings since it was formed. Current activity is focused on designing an electronic survey of CPMS members. We would like to get your feedback and ideas as input to the committee.
When you receive the survey, please take a few moments to carefully consider the questions and respond. We want to hear from you to help set our future direction! If you have ideas or questions, you can reach out to any member of the committee.

Status Update from the Analytics Section

By Don Kleinmuntz, President, INFORMS Analytics Section
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The Analytics Section of INFORMS has continued to develop, both increasing our membership base and expanding our scope of activities. Our main communication outlets are a dedicated section of the monthly Analytics Magazine e-newsletter, as well as our LinkedIn group. To subscribe to the Analytics Magazine e-news, click here.

Our flagship prize is the Innovative Applications in Analytics Award. Selected semi-finalists give presentations at the INFORMS Annual Meeting in the fall, presentations that determine the three finalists who will compete at the Business Analytics Conference in the spring. The finalists get free registrations, and a full 50-minute session to present their work, at the spring conference. For a description of the 2014 finalists, and other section activities at the analytics conference, see the news article.

We continue to partner with SAS on the Student Analytics Scholar competition. This involves a project requiring the student to produce a statement of work for a realistic business problem. The student who constructs the most effective, compelling, and convincing statement of work gets to attend the analytics conference - all expenses paid! Thanks again to SAS for their generous support.

Our Analytics Section leadership and members also continue to be heavily involved in the Certified Analytics Professional (CAP®) program. As section President, I serve on the Analytics Certification Board, which provides oversight of the program, and a number of our members are heavily involved in writing the exam.

The Analytics Section recently merged with the Spreadsheet Research Productivity Research Interest Group (SPRIG), another section of INFORMS. In recent years, the membership of SPRIG has declined considerably, a trend that has been negatively correlated with the rapid growth of the Analytics Section. While correlation does not imply causation, the leaders of both groups concluded that a combination might be in order. The purpose of SPRIG has always been quite consistent with that of the Analytics Section, namely “to encourage, position, and enable more people to help more decision makers through research, innovation, teaching, and useful application of the world's most popular numbers tool: the spreadsheet.” Naturally, the Analytics Section has a broader focus, and welcomes all tools and technologies for conducting analytics. However, the spreadsheet has been and is likely to continue to be an important, commonly used tool for performing analytics; the Analytics Section welcomes all SPRIG members to our ranks.

One of the most important SPRIG activities over the years has been the Spreadsheet Guru competition, which has been conducted during the INFORMS Analytics Conference for the last several years. The Analytics Section is pleased to sponsor the 2014 incarnation of this competition. For more details, visit here.

One of the Analytics Section's most important goals is outreach, both to analytics professionals outside of INFORMS as well as OR/MS professionals who are new to analytics. Therefore, we have focused considerable time and attention on creating a presence at a variety of relevant conferences. I personally am going to be giving a presentation this spring at a meeting in London of the Analytics Network, the UK OR Society's equivalent of the Analytics Section of INFORMS. I also have organized an invited cluster of sessions on Analytics Applications and Practice at the upcoming IFORS Conference in Barcelona, the major international conference for O.R. professionals.

In addition, Tarun Mohan Lal (mohanlal.tarun@mayo.edu) and Felipe Aros-Vera (arosvm@rpi.edu) are organizing the Section's invited cluster at this fall's INFORMS Annual Meeting in San Francisco. The deadline for submitting a presentation abstract/title is May 15. The section is also open to other groups and organizations, including INFORMS chapters, that are interested in developing jointly sponsored events or who would like the Analytics Section to volunteer to contribute to their program.

We look forward to continued growth and to developing a vibrant section that brings more analytics professionals to INFORMS.

The 2014 Franz Edelman Award Competition

https://ui.constantcontact.com/visualeditor/visual_editor_preview.jsp?agent.uid=1116722189651&format=html&printFrame=true
By Peter Bell, Chair, 2014 Edelman Award
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The 43rd annual international competition for the Franz Edelman Award for Achievement in Operations Research will be held at the INFORMS Conference on Business Analytics and Operations Research, Boston, on March 31, 2014.

The Franz Edelman Award is an INFORMS award administered by CPMS. The purpose of the competition is to bring forward and recognize the very best examples of OR/MS and advanced analytics in practice. The award is named in honor of Franz Edelman, who established one of the earliest industrial OR/MS groups in North America.

This year’s Edelman Award process began with a call for abstracts in early September of 2013. Organizations were asked to provide a three-page summary of an operations research application and describe results that had significant, verifiable, impact on the performance of the client organization. To a great extent, the success of this award depends on the number of excellent entries. The entry process is not onerous - a three-page summary is all that is required. Please consider entering if you have done an interesting and successful application, and encourage others to enter if you know of work that is suitable. The due date for entries for next year will be October 16, 2014. (Details here)

For this year’s competition, a committee of experienced O.R. practitioners and academics reviewed the entries received and in early November selected semifinalists. The selection committee members were: Ananth Iyer, Alfred Degbote, Alice Chen, Amir Sadrian, Andreas Weintrub, Anthony Brigandi, Atul Rangarajan, Bruce Bukiet, Antonio Carabajal, Carol Vazirani, Carrie Beam, Chris Fry, Chuck McCallum, Gavin DeNys, Pooja Dewan, Donald Rosenfield, Elena Katok, Enis E. Oca, Grace Lin, Graham Rand, Howard Finkelberg, Irr Lustig, Jeff Alden, John Birge, John Milne, Ken Fordyce, Layek Malek, Leon Schwartz, Luz Adriana Caudillo Fuentes, Mark Squillante, Michael Trick, Mingguo Hong, Murthy Mudgaladeda, Patricia Neri, Pelin Pekgun, Peter Kolesar, Peter Norden, Qingwei Li, Rajesh Tyagi, Randy Robinson, Anne Robinson, Russ Labe, Susan Albin, Shailendra Jain, Sid Hess, Stephen Strauss, Stephen Graves, Sudhanshu Baksy, Jack Theurer, Tom Spencer, Yan Papadakis, Yingdong Lu, Yonghong Chen, and Yoshi Ikura. If you wish to serve on this committee in the future, please let me know (pbell@ivey.ca).

Eleven semifinalist entries were selected. Each semifinalist entry was assigned a verification team whose role was to understand the application in sufficient depth to validate its claims. The verification teams submitted written reports on their findings, and then discussed their findings with the rest of the committee at a finalist selection meeting in the third week of December 2013 when the finalists were chosen. This year’s verifiers were: Irr Lustig, Alfred Degbote, Pooja Dewan, Qingwei Li, Yan Papadakis, Pelin Pekgun, Sid Hess, Carrie Beam, Peter Kolesar, Andy Boyd, Susan Albin, Bruce Bukiet, Mike Trick, Mark Squillante, John Birge, Anne Robinson, Shailendra Jain, Andreas Weintrub, Luz Adriana Caudillo Fuentes, Yonghong Chen, Chris Fry, Mingguo Hong, Randy Robinson, and Antonio Carabajal.

The six finalists for the 2014 Franz Edelman Award selected at the December meeting are:

- Alliance for Paired Donation, with Boston College, Stanford, and MIT, for “Kidney Exchange.”
- The U.S. Centers for Disease Control and Prevention (CDC), with Kid Risk, Inc., for “Using Integrated Analytical Models to Support Global Health Policies to Manage Vaccine Preventable Diseases: Polio Eradication and Beyond.”
- The Energy Authority for “Hydroelectric Generation and Water Routing Optimizer.”
- Grady Health System, with the Georgia Institute of Technology, for “Modeling and Optimizing Emergency Department Workflow.”
- NBN Company, with Biiari, for “Fiber Optic Network Optimization at NBN Co.”
- Twitter, with Stanford University, for “The ‘Who to Follow’ System at Twitter: Strategy, Algorithms, and Revenue Impact.”

These six finalists will be presenting their work at the Analytics Conference in Boston on March 31, 2014. Each finalist has been assigned coaches to assist them with preparation of a written paper and their competition presentation. The coaches are:

- Alliance for Paired Donation: Peter Kolesar and Don Rosenfield
- U.S. Centers for Disease Control and Prevention: Sid Hess and Pelin Pekgun
- The Energy Authority: Yonghong Chen and Chris Fry
Grady Health System: Randy Robinson and Antonio Carbajal
NBN Co.: Ken Fordyce and Irv Lustig
Twitter: John Birge and Carrie Beam

The decision on the winner of the 2014 Franz Edelman Award will be made by a panel of distinguished judges appointed by CPMS and the INFORMS Board. I invite you to attend the Edelman competition sessions in Boston to hear about these six outstanding applications of advanced analytics.

As you can see from the above, it takes a large group of volunteers to run the Edelman Award competition. I would like to express my thanks to the judges, verifiers, coaches, and members of the selection committee who contributed so much to this year’s competition; without them, there would be no Edelman Award. If you are interested in being a part of the 2015 competition in some volunteer capacity, or if you are considering entering the 2015 Edelman competition, please let me know and we can meet and discuss.

MIT, Technion, and Yedioth Team Win the 2013 Wagner Prize

By C. Allen Butler, Chair, 2013 Wagner Prize
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The Daniel H. Wagner Prize for Excellence in Operations Research Practice is administered by CPMS, the Practice Section of INFORMS. The first-place award of $1,000 is made possible by endowments from Metron Inc., Daniel H. Wagner Associates, Inc., and Applied Mathematics, Inc.

The prize is in memory of the late Dr. Daniel H. Wagner. While president of his own practice-oriented consulting firm, Dr. Wagner brought many high-quality mathematicians into the operations research community, leading to significant applications for the U.S. Navy, U.S. Coast Guard, and many other organizations. The prize honors Dr. Wagner by emphasizing qualities he respected in his colleagues: the ability to innovate and to communicate clearly and effectively.

The winners of the 2013 Wagner Prize Competition are Retsef Levi, Massachusetts Institute of Technology, Yale Herer, Technion - Israel Institute of Technology, and Assaf Avrahami, Yedioth Group. Their paper, Matching Supply and Demand via Delayed 2-Phase Distribution at Yedioth Group - Models, Algorithms and IT, describes the analysis performed and the novel methods used to reduce the cost of delivering print magazines at a time when the news industry is facing ever increasing competition from the Internet and social media.

This project has led to fundamental changes in the way Yedioth Group, the largest media group in Israel, distributes print magazines and newspapers. The team developed and implemented decision support tools, which were enabled through an EDI (electronic data interchange) system, and in the future will be enabled with a specialized RFID technological solution. The underlying idea is to use real-time information on the sales at retail outlets to permit pooling of inventory in the network. In particular, this information is leveraged to implement an additional resupply period in the middle of the week, delaying the distribution of some magazines until after partial sales data are obtained. The system is modeled as a two-stage stochastic optimization problem and it is shown that the resulting cost is jointly convex in the decision variables. By formulating the second-stage sub-problem as a linear program (LP), they can apply an innovative stochastic gradient-based optimization algorithm that finds the optimal solution in a matter of seconds. The changes resulting from this collaboration generated major cost savings at Yedioth - both from a reduction in magazine production levels and from a reduction in the return levels. These savings were achieved while maintaining the same sales levels.

The winning authors will reprise their presentation at the upcoming INFORMS Conference on Business Analytics and Operations Research from March 30 to April 1, 2014, in Boston, Massachusetts; they will receive their $1,000 award at the Edelman Gala during that meeting. Video of the winning presentation, as well as the other finalist presentations, can be seen at the INFORMS Video Learning Center: a brief login is required. A special issue of Interfaces will publish the winning paper, along with those of the other five finalists.

The Wagner Prize Committee, in an unusual move to credit a strong contender, announced a second-place winner, for a healthcare-related submission, Modeling and Optimizing Emergency Department Workflow, by Eva Lee, Fan Yuan, Ruilin Zhou, Saloua Lahlou, Georgia Institute of Technology, Ellie Post, Michael Wright, Grady Health System, and Hany Atallah, Grady Health System and Emory University School of Medicine. This work
is now being considered for this year's Edelman Award.

The other four finalists were:

- For the Hera Group: SPRINT: Optimization of Staff Management for Desk Customer Relations Services at HERA by Daniele Vigo, University of Bologna, Beatrice Beleggia, Sandro Bosso, Giuseppe D’Aleo, Molino Rosso, HERA, Claudio Caremi, and Angelo Gordini, OPTIT
- For Webb Wheel: An Integrated Load Planning Algorithm for Outbound Logistics Optimization by Burcu Keskin, Ibrahim Capar, Nicholas Freeman, and Charles Sox, University of Alabama
- For the Valley of the Moon Water District: Optimizing Water Distribution Pressure Management at Valley of the Moon Water District by Segev Wasserkrug, Alexey Tsitkin, and Alexander Zadorojniy, IBM Research, Haifa, Israel
- For the German Basketball League: Scheduling the German Basketball League by Stephan Westphal, Institute for Numerical and Applied Mathematics, University of Goettingen

2014 Wagner Prize - Call for Abstracts

The 2014 Daniel H. Wagner Prize for Excellence in Operations Research Practice has issued a Call for Abstracts closing on May 1, 2014. The competition will be held at the 2014 INFORMS Annual Meeting in San Francisco, California. The prize is awarded for a previously unpublished paper describing a real-world application of analytics and operations research. The criteria for selection emphasize mathematical innovation and clarity of exposition, in contrast to the Franz Edelman Award, which emphasizes beneficial impact on client organizations.

For details on the application process, please visit http://www.informs.org/wagnerprize, and follow the Application Process link on the right side of the page. You may also contact me, the prize chair and president of Daniel H. Wagner Associates, Dr. C. Allen Butler, at WagnerPrize@informs.org.

Update on the UPS George D. Smith Prize

By Ranganath Nuggehalli, CAP; Chair, UPS Smith Prize
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The committee for the 2014 UPS George D. Smith Prize has selected the following three programs as the finalists:

1. Lehigh University Enterprise Systems Center (ESC) & Dept. of Industrial & Systems Engineering (ISE). The Lehigh team is led by Dr. Emory Zimmers.
2. Leaders for Global Operations, Massachusetts Institute of Technology. Dr. Donald Rosenfield is the lead for the MIT team.
3. Center for Operations Excellence / Master of Management in Operations Research, Sauder School of Business, University of British Columbia. Professor Harish Krishnan leads the UBC team.

Lehigh is repeating as a third-time finalist, while MIT is a second-time finalist.

The UPS George D. Smith Prize is awarded to an academic department or program for effective and innovative preparation of students to be good practitioners of operations research, management science, and analytics. In 2011, CPMS collaborated with UPS and INFORMS to establish this award. The purpose of this award is to strengthen ties "between academia and industry" (where "industry" should be interpreted to mean benefiting organizations, both private and public). The prize carries a cash award of $10,000 and a beautiful trophy. Generously underwritten by UPS, the prize is named in the honor of its second CEO, the late George D. Smith, who championed operations research within the company.

In its third year, the prize has gained widespread recognition and has been attracting applications from prominent programs in the U.S. and abroad.

The three finalist teams will present their cases to the selection committee at the 2014 INFORMS Conference on Business Analytics and Operations Research, on March 30th. Their presentations will be open to the public. The winner will be announced at the Edelman Gala on the evening of March 31st. This year, the conference is being held in Boston, Massachusetts.

The Tauber Institute for Global Operations at the University of Michigan won this prize in its inaugural year of 2012.
Operations Research Department of the Naval Post Graduate School won in 2013. On February 28th just past, NPS held a function in Monterey to celebrate winning the prize. Anne G. Robinson, past president of INFORMS, traveled to NPS to represent the INFORMS Board at the celebration.

INFORMS Prize Winner to be Announced at the INFORMS Conference on Business Analytics and Operations Research

By Jeff Winters, Chair, 2014 INFORMS Prize
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The winner of the 2014 INFORMS Prize will be announced during the Edelman Gala at the INFORMS Conference on Business Analytics and Operations Research, to be held in Boston, Massachusetts (March 31 to April 1). The Edelman Gala will be on Monday evening, March 31.

The INFORMS Prize is given annually for effective and sustained integration of operations research into organizational decision-making. The award is granted to an organization that has repeatedly applied the principles of operations research in pioneering, varied, novel, and lasting ways.

Recent winners include Memorial Sloan-Kettering Cancer Center, Jeppesen, Intel, General Electric Global Research Group, Schneider National, Procter and Gamble, and Ford.

The 2014 INFORMS Prize Committee is composed of the following individuals:

- Jeff Winters, UPS (Chair)
- Stefan Karisch, Jeppesen (Past Chair)
- Pete Buczkowski, Disney
- Tim Jacobs, US Airways
- Maciek Nowak, Loyola University
- Stephen M. Pollock, University of Michigan
- Qingwei Li, Eastman Chemical Co

I hope to see you in Boston where we will congratulate this year’s winner.

Spring Analytics Conference 2014

Freeman Marvin, CAP, Chair, 2014 Conference on Business Analytics and Operations Research
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This year’s conference will be held in historic Boston, Massachusetts, from March 30th through April 1st at the Westin Boston Waterfront Hotel.

What an exciting city in which to celebrate INFORMS’ fourteenth annual gathering of analytics and O.R. practitioners. Whatever your interests, this year’s business analytics conference will have something for you.

Analytics thought leader Tom Davenport will deliver our opening keynote address; there are few others who can speak as authoritatively about “competing on analytics” as the one who wrote the book. Kathy Kilmer, VP for Analytics at Disney, will give the Tuesday keynote.

For analytics professionals, you will be able to choose from 24 topic tracks and over 100 presentations by recognized experts, software developers, and students working on the leading edge at some of the best universities in the country. You can specialize in or sample from topics such as marketing analytics, healthcare analytics, and the analytics of supply chain management.

For those wishing to explore career options, you can take advantage of the job fair we call “Analytics Connect,” the INFORMS Professional Colloquium, and the Early Career Connection.

For corporate and governmental leaders, we invite you to the Executive Forum, where you can share ideas with other top executives, and can participate in an unveiling of the Analytics Maturity Model, a new initiative from INFORMS.

For all attendees, there is the Edelman Gala, which combines a great banquet with ceremonies that celebrate the winners and other finalists in four outstanding worldwide competitions. The Gala is named after the famous Franz Edelman Award, the centerpiece award of the night, with the winner being announced at the end of the evening’s ceremonies. You’ll have the opportunity during the
same day to attend each Edelman finalist's competition presentation and be inspired by their ingenuity and imagination.

I encourage you to go to the INFORMS website and take a look at the conference program. If you don't see what you need to improve your organization or to move your career forward, drop me an email and I will add it to the agenda. Then register for the conference and join me in the "Analytics Revolution."

(Freeman Marvin is Vice President and Executive Principal Analyst at Innovative Decisions, Incorporated)

2014 Edelman Gala: Your Celebration

By C. Allen Butler, Chair, 2014 Edelman Gala
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The Edelman Gala banquet and award ceremony will once again be a highlight of the INFORMS Analytics Conference this year. The Gala will take place on the evening of March 31, 2014 at the Westin Boston Waterfront Hotel in Boston, Massachusetts. It will be a celebration of achievement in operations research, management science, and analytics.

This year, Glenn Wegryn will be our Master of Ceremonies. Glenn has led advanced applications in supply chain, planning, sourcing, inventory, revenue, consumer, and trade analytics at the world's largest consumer packaged goods company, Procter & Gamble, for over 28 years. He has held organizational leadership, project management, technology development, and analysis roles of increasing impact and responsibility for the company. Most notably, he re-built the operations research practice at P&G into a world-class, award-winning organization (Edelman Award finalist 1996, 2005, 2010; INFORMS Prize 2004). Now retired from P&G and leading an independent consultancy, Analytic Impact LLC, Glenn is a regularly invited speaker at major conferences. He holds a BS in Quantitative Analysis from Indiana University Kelley School of Business and is an INFORMS Certified Analytics Professional®.

Authors of the 2013 Wagner-Prize-winning paper will be recognized for their strong analytical content, clear exposition, and verifiable practice success. The 2014 INFORMS Prize will be awarded to an organization in recognition of their having repeatedly applied the principles of advanced analytics and OR/MS in pioneering, varied, novel, and lasting ways. The 2014 UPS George D. Smith Prize will be awarded to an academic department or program for effective and innovative preparation of students to be good OR/MS/analytics practitioners.

As always, the high point of the evening is recognition of the Edelman Award. During the ceremony our audience will have the chance to hear summaries of the work done by the six Edelman Award finalists. At the end of the evening, the president of INFORMS will open the envelope that contains the announcement everyone has been waiting for - the first-place winner of the 2014 Edelman Award.

This will be another great event, spotlighting highly effective applications of OR/MS/analytics. We will recognize a variety of examples of true excellence in practice and in the training of practitioners. Please join us in celebrating the tremendous accomplishments of YOUR profession at this year's Edelman Gala!

The LinkedIn Experience: Sign Up

By Clinton Brownley, Chair, CPMS LinkedIn Group cbrownley@gmail.com

LinkedIn are you looking for a new job? Are you looking for a way to connect with other people in your industry? Are you interested in sharing your thoughts on a topic or reading what other people have to say? If so, LinkedIn is an excellent resource for you. LinkedIn provides information on companies, groups, jobs, and people in a wide range of industries and facilitates conversations on a plethora of topics. No matter your interests, you're sure to find relevant information on LinkedIn.

Let's take the topic of analytics, a subject that's pertinent to many members of the CPMS section of INFORMS. In LinkedIn, you can...
search for the word analytics and filter the results to receive information on companies, groups, jobs, and people that are associated with analytics. For example, when you filter on companies you receive a list of analytics-focused companies with names like Stratum Analytics, ZD Analytics, and Aryng. Similarly, when you filter on groups you receive a list of relevant groups with names like Advanced Business Analytics, Data Mining and Predictive Modeling, Big Data and Analytics, and Business Analytics. When you filter on jobs you receive a list of applicable jobs with titles like Director of Data Analytics, Manager of U.S. Analytics, and Analytics Leader. Finally, when you filter on people you receive a list of people who have the word analytics in their job title, headline, or skills summary. With just a few quick searches, you have a broad overview of the companies, groups, jobs, and people that specialize in analytics.

Analytics is only one of the many topics pertinent to members of CPMS. Pick a topic that's relevant to you and use it as the search criterion in LinkedIn. In just a few quick clicks, you'll find the companies, groups, jobs, and people associated with your topic. From there you can monitor changes in the lists of companies and jobs, join the groups and contribute to the group discussions, or even reach out to people who share an interest in your topic. When it comes to researching career opportunities, connecting with industry contacts, and discussing professional interests, LinkedIn is an excellent resource.

Finally, in case you're unaware, the CPMS section of INFORMS has a group on LinkedIn. If you are not already a member of the group, please stop by the group's page and request to join. There are some engaging discussions on analysis tools, training, and jobs that might interest you. As with any network, the more you get involved and contribute the more you'll get out of the experience, so please visit the group's page and start a new discussion today.

INFORMS Now Has a Better Practitioner Story to Tell

By Gary Bennett, INFORMS Director of Marketing
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One of my goals as director of marketing for INFORMS is to increase our paid membership count. It’s in my job description and part of my annual performance review. And thank goodness, over the last two years we have been successful in doing so. We have raised our overall membership count from just under 10,000 at the end of 2011 to over 11,000 at the end of 2013. What was the main reason for this improvement after years of relatively flat membership numbers? I believe it is the ability of INFORMS to now attract and maintain more practitioner members who associate themselves with the professional-field name "analytics."

When INFORMS embraced the analytics movement, we began making a concerted effort to provide analytics professionals with products and services they value. As a result, we have experienced improved engagement with the analytics community, and we have attracted community members in greater numbers to INFORMS. And mostly, they've been staying!

One of our first such products was Analytics Magazine, launched in 2008. The magazine has become so engrained in INFORMS it is hard to remember that starting it was fairly controversial. But today, the magazine is a highly respected provider of analytics information, completely self sustained with ad revenue, and a reputable outlet where analytics professionals tell their stories. Moreover the readership is becoming a reliable prospect base for INFORMS membership; in 2013, over 200 non-member readers became INFORMS members.

In 2010, soon after introducing Analytics Magazine, came the rebranding and reconfiguration of the spring practice conference into INFORMS Conference on Business Analytics and O.R. Since that time, attendance at the conference has nearly doubled. The analytics community appreciates our model of hand-picking the best speakers based on what they know and can explain. Analytics professionals just needed to be aware we exist. Over the last three years another 200+ new INFORMS members have come from the ranks of Analytics Conference non-member attendees.

Perhaps no other INFORMS product or service better reflects our ability to become a large part of the analytics movement and yet hold on to our proud OR/MS traditions.

In just the last few years, new analytics products and services have come fast and furious - the Analytics Section of INFORMS, CAP® analytics certification, analytics continuing education courses, The Business of Big Data Conference (June 22-24, 2014), Executive Forum at the Analytics Conference, Analytics Connect Job Fair, Innovative Applications in Analytics Award, 'Getting Started with Analytics' website, "Find an Analytics Consultant" database,
Request an Analytics Mentor, INFORMS new Career Center with an added emphasis on industry analytics jobs, INFORMS Today podcasts, and our fairly new Video Learning Center. How many of these are you aware of and taking advantage of? Here is a good place to start. This page serves as a pointer to all things analytics within INFORMS.

Just think that today, a professional who identifies with “analytics” can join INFORMS, network with like-minded folks in the Analytics Section, keep up with how the latest research is applied in practice with Interfaces, recharge their batteries and learn new ways of doing things at the Analytics Conference, attend top of the line analytics continuing ed courses, peruse and write for Analytics Magazine every two months, conduct a job search in person at the Analytics Connect Job Fair or online at the INFORMS Career Center, enjoy a reliable source of new ideas in the INFORMS podcasts and videos, and improve their career prospects with analytics certification. And of course, coming soon, they’ll be able to help judge their organization’s analytics maturity, and how to improve it, with the INFORMS Analytics Maturity model.

None of this is possible without the dedication of members and volunteers like you who are willing to embrace new ideas, new terminology, and new ways of thinking that better the profession.

INFORMS Continuing Education Courses

By Thedra White, INFORMS Continuing Education Program Manager
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INFORMS successfully launched its new continuing education program in fall 2013. The first two courses offered, in what will become a portfolio of courses, are Essential Practice Skills for Analytics Professionals and Data Exploration & Visualization. The courses are two days in length and are conducted in a classroom setting. INFORMS will expand its continuing education offerings this year, with two additional courses currently under development. The subjects of the new courses are predictive analytics and simulation. These additional courses will be offered this fall.

Essential Practice Skills for Analytics Professionals course allows participants to learn ways to apply their analytical skills to practical problem solving for their organization. Best practice techniques will be examined and practiced, with the goal of helping analytics professionals add value from beginning to end.

In the Data Exploration & Visualization course, participants will experience the power of data exploration and visualization to reveal unexpected patterns, trends, and exceptions. This is a hands-on course, where commercial software will be used, but it is not a software training course; the focus is on understanding the applicable methods and mindset regarding how data should be approached, handled, explored, and incorporated back into the domain of interest.

Here is the schedule through June 2014:

Essential Practice Skills for Analytics Professionals
March 28-29, 2014 - Boston, MA
June 20-21, 2014 - San Jose, CA

Data Exploration & Visualization
March 28-19, 2014 - Boston, MA
June 25-26, 2014 - San Jose, CA

Both the Essential Practice Skills and Data Exploration courses are being offered before the INFORMS Conference on Business Analytics & Operations Research which is taking place March 30 to April 1, 2014 in Boston. If you plan to attend this conference you should consider attending one of these courses. This is the perfect opportunity to enhance your skills by learning about new tools, techniques, and methods you can immediately implement back at your office, and to get the most out of your conference experience.

Detailed information about the courses and registration information may be found at www.informs.org/continuinged.

If you have any questions, or to receive a 20% discount being extended to CPMS members, please feel free to contact Thedra White, INFORMS Continuing Education Program Manager, at thedra.white@informs.org or 443-757-3570.

Analytics and Management Science Make News
By Barry List, INFORMS Director of Communications, barry.list@informs.org

INFORMS continues to reach out to our members, as well as to those who benefit from analytics and O.R., about the value of our specialty and the growing importance of our field in business and government.

US News & World Report has been top-of-mind at INFORMS. The publication this year ranked the occupation of "operations research analyst" as number 2 on its list of best business jobs and number 23 on its list of the 100 best jobs. INFORMS is also continuing its quest for the US News & World Report Best Colleges to rank the field of operations research/analytics. INFORMS has contracted with a social science research firm to replicate the US News survey process and help INFORMS submit a ranking of programs to the US News editors.

In a start to his year at the helm, INFORMS President Steve Robinson discussed INFORMS' commitment to analytics and practice in an interview he granted to the online analytics publication allanalytics.com.

INFORMS Past President Anne Robinson sat down with Edelman-winning consultant firm ORTEC for a four-part January series on analytics and O.R. as part of ORTEC's blog This Complex World.

Former INFORMS Practice VP Jack Levis appeared on the PBS Program NOVA in a segment about making stuff faster and the traveling salesman problem.

INFORMS new certification program has been the focus of trade press coverage, including a recent piece in the online Plotting Success.

The INFORMS Today Podcast Series, formerly the Science of Better, continues to offer practitioners and academics a forum for extended discussion of their work. Among recent contributors are:

- Ali Ulku about the impact of customer fraud on retailers and an O.R. solution
- Freeman Marvin, CAP, on INFORMS certification and the upcoming Analytics Meeting, which he chairs
- Ali Abbass on helping teens make life-changing decisions
- Eric Siegel on predictive analytics and privacy
- John Joseph on determining the analytics capabilities that a company needs
- Roberto A. Weber on government regulation and the "license to cheat"
- Greta Roberts on quantifying HR analytics
- Jake Breeden on tipping sacred cows

INFORMS continues to work on an analytics maturity model that will help O.R. and analytics professionals assess their organizations' capabilities. Committee chair Norm Reitter and committee member Aaron Burciaga will help beta test the model at the INFORMS analytics conference beginning this March 30.

Analytics, O.R. and management science have been making lots of news since the ascendance of advanced analytics. Read more in the INFORMS Newsroom. You can contact INFORMS Communications Director Barry List about ways of doing outreach for analytics and O.R. at barry.list@informs.org.

Note From the Newsletter Editor

By Randy Robinson, Chair, CPMS Newsletter Committee

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Please send your article ideas, announcements, or comments, to be considered for future issues to randy.robinson@mac.com.

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