In any organization there is a big difference between what we get from participating and what we get if we sit back. Participation not only helps the organization but it also helps us to grow! Although there are many possible ways to participate in CPMS, here I'll discuss helping with (or even actively observing) the Edelman Award competition, which is administered by CPMS on behalf of INFORMS.

The Edelman competition has been described as the “Super Bowl of operations-research practice.” Becoming an Edelman finalist is widely regarded as rigorous certification that one has completed state-of-the-art, high-organizational-impact, operations research.

If you have taken part in work that is Edelman-finalist quality, by all means enter the competition. Entrants universally regard competing for the Edelman Award as one of the highlights of their careers! However, whether or not we have been fortunate enough to be involved in such work, every one of us can personally experience the competition. And experiencing the competition first-hand, as an observer or a volunteer, is a very satisfying way to grow in understanding the world of OR practice, no matter how long we have been in the field or what our past accomplishments have been.

First, I'll talk a little bit about actively observing the competition, and then I'll talk about volunteering.

Consider attending the 2010 INFORMS practice conference (April 18-20, Orlando, Florida) and making a commitment to attend all of the Edelman-competition presentations on Monday. Appreciate the professional presentations, describing outstanding OR-practice work, that you will see. You will not see better presentations of important, diverse OR applications anywhere else. Learn from the successful practitioner and executive
Wagner Prize
INFORMS Prize
Science of Better
Continuing Education
Interfaces
OR/MS Today
INFORMS

presenters. Imagine that you are a judge. Try to pick the winner. Experience the suspense of the announcement at the gala award ceremony, knowing in detail the relative merits of the entrants. Congratulate yourself if you picked the winner. Try to understand the judges' viewpoint if you did not agree with them, and possibly learn from this. I guarantee that if you attend all finalist presentations and the award ceremony you will not be disappointed.

Also consider experiencing the competition from the inside by volunteering to help out. Administration of the award is a significant, rigorous, highly organized effort involving 35 to 45 volunteers. Although some of the key positions require Edelman-administration experience, there is need for a lot of work that can be done by practitioners who have no previous experience with the competition. And, surprisingly to some, it is possible to have significant responsibilities within the competition very quickly, depending on an individual's commitment and talent. As part of a broad effort by CPMS to increase its membership and to be the overall practitioner organization of INFORMS, CPMS is dedicated to expanding the group of people who administer the Edelman Award.

A typical first-time volunteer job is to be a reviewer who serves on the selection committee that picks the semifinalists and finalists, a job performed during the fall. No previous Edelman background is required and we always have room for more OR-qualified reviewers. It is potentially a quick step from reviewing to assisting a more experienced CPMS member with verification or coaching. Doing well as an assistant verifier or assistant coach can lead to additional responsibilities as a lead verifier, lead coach, judge, or general competition chair.

If you would like to volunteer for administration of the competition, please contact the 2010 competition chair, Srinivas Bollapragada, at bollapragada@research.ge.com.

Laid-Off OR Professionals

By R. John Milne, INFORMS Vice President, Practice Activities
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With unemployment spreading like the Black Death spread through 14th century Europe, even talented OR professionals are being laid off. This disturbing occurrence was made palpable to me during the recent INFORMS practice conference and otherwise, when I heard from people who had played key roles on projects saving tens of millions of dollars yet they too were among those let go.

Many felt shocked, angry, wounded, and betrayed. As good OR
professionals, their first order of business was to conduct activities to mitigate unhelpful emotions. These activities included exercising, crying, cursing, grieving, praying, meditating, and forgiving. Since corporations plan layoffs carefully and consult their attorneys, any legal recourse is unlikely to be productive. In fact, many people are laid off with words that only a lawyer could love. It's important to conquer - as much as possible - any debilitating emotions and begin to focus on the job search.

Recognizing that the practice of operations research develops many talents, some decided to pursue related fields. Others continued to pursue their true passion - operations research - even when it involved coming home to their families only on weekends or even every other weekend. With the technical capabilities of remote communication becoming increasingly powerful and convenient, most OR professionals find that at least some of their work can be done at a preferred location.

Some develop a written plan for marketing themselves. Such plans may be started by reflecting upon activities they enjoyed, then identifying their marketable skills associated with those activities.

Ultimately, the crucial step is to connect directly with a person able and willing to hire the job candidate. Some candidates lean primarily on their human contacts to unearth job opportunities. Others lean on the Internet for leads and have found the following websites among the most helpful: [jps.informs.org](http://jps.informs.org), [dice.com](http://dice.com), [indeed.com](http://indeed.com), [juju.com](http://juju.com), [monster.com](http://monster.com), and (mostly for US citizens) [USAJobs.gov](http://www.usajobs.gov). Some job postings - or details on the postings - are available only by looking directly at the career/jobs section of an employer's website. When viewing job listings, it's helpful to note the date of posting because some advertised jobs will have been filled already. Some find the social networking site [linkedin.com](http://linkedin.com) to be helpful for job hunting and leveraging contacts. ([See the article in this newsletter about the CPMS group on linkedin.](http://www.linkedin.com))

The vast majority of OR people recover from job layoffs to resume rewarding and successful careers. The value of OR skills and their personal versatility can help OR professionals rebound relatively quickly from this life-altering experience.

**Advantages of Joining the Growing CPMS Group on LinkedIn**

By Clinton Brownley, Member, CPMS Council  
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As part of an effort to increase your
opportunities to benefit from participation in CPMS, we created a group on LinkedIn. In the March 2009 CPMS Newsletter I introduced the new group and encouraged you to join it. Over the past few months the group's membership has grown steadily, recently standing at 164 members.

For those who are not yet in the CPMS group on LinkedIn, I would like to put forward a few advantages of joining.

One of the greatest advantages is that it helps you build meaningful relationships with other CPMS members. For example, you can read group-member profiles to see if you share common connections. Common connections include mutual friends, schools, companies, associations, industries, and regions of the country. Once you identify a common connection, you may initiate a conversation or meeting and use the connection as an "ice breaker."

Another advantage of joining the CPMS group on LinkedIn is it enables you to communicate with other group members efficiently and effectively. There are two important ways: (1) start a discussion and (2) send a message. By starting a discussion, you are communicating with all group members. Whether you are providing information, seeking feedback, sharing stories, or asking and answering questions, all group members can read and respond to discussions. Two recent discussions you can read are "Simulation optimization: who's using it?" by Brian Lewis and Mary Leszczynski's "2009 INFORMS member survey." In contrast to starting a discussion, sending a message entails corresponding privately with an individual member. A LinkedIn message is like an email, so you can use it to furnish information, ask questions, and coordinate plans. It also can be an excellent way to arrange an initial conversation or meeting when you decide to reach out to another member.

A third advantage is that it permits you to quickly learn about, and inform your colleagues of, upcoming professional events and job opportunities. The first four tabs at the top of the CPMS group homepage are overview, discussions, news, and jobs. Information regarding upcoming events and job openings may be shown on pages reached from those tabs. If you know of an upcoming event or job opening and do not see a posting for it on one of those four pages, you can start a discussion, submit a news article, or post the job to tell other members. An excellent example of such information sharing was when Mary Leszczynski started a discussion to alert everyone of the deadline to receive early bird rates for the 2009 Practice Conference. All of us reap the benefits of maintaining an organized, accurate record of upcoming professional events and job opportunities.

In summary, joining the CPMS Group on LinkedIn can help you: (1) build relationships with colleagues, (2) communicate with other professionals, and (3) learn about upcoming events and job opportunities.
If you are not already taking part, I encourage you to become an active contributor to the group. Start a discussion, ask a question, or share a story. Your contributions will facilitate our LinkedIn group becoming a still more vibrant environment for CPMS members.

If you have questions, send me a LinkedIn message or email me at cbrownley@gmail.com.

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**Edelman Gala Available on YouTube; Quantified Edelman Benefits Pass $160 Billion**

*By Bary List, Director of Communications, INFORMS barry.list@informs.org*

The Edelman Gala banquet and award ceremony, now a regular annual affair taking place at the INFORMS Practice meeting, has a way of surprising newcomers with its suspense and - pardon this, hardcore numbers crunchers - glitz (in good taste).

As Kathy Chou, Hewlett-Packard's VP of worldwide sales, commercial systems group, remarked when she looked from the stage to the applauding audience while she claimed the 2009 first-place Franz Edelman Award, "This really does feel like the Academy Awards."

And well it did. In Phoenix on April 28, with venerable operations-research pioneer Bob Bixby as MC, the award ceremony celebrated the latest impressive Edelman-finalist achievements. Such achievements of course have been steadily accumulating since the competition began in 1972. In this year's gala booklet, GM's Jeff Alden, who chaired the gala organizing committee, summarized the benefits that have accrued from all Edelman-finalist projects. His chart [*included in the booklet*] shows a cumulative total of $160 billion of quantified benefits, which number is quite conservative in that it doesn't cover the numerous additional but unquantified benefits documented by finalists.

The gala award ceremony was captured in full on video. It can be seen both at [YouTube](https://www.youtube.com) and the [Science of Better](http://scienceofbetter.com) website.

HP competed against a strong group of teams this year - CSX Transportation, IBM, Marriott International, Norske Skog (which came away with its own prize, a write-up in...
BusinessWeek, and dashing clothing pioneer Zara.

Hewlett-Packard won first place for the submission, "HP Transforms Product Portfolio Management with Operations Research."

The gala recognized the best of OR practice in many ways. Intel Corporation's decision technology group, led by Karl Kempf, was named this year's INFORMS Prize winner for outstanding long-term OR work by an organization. Outgoing Intel board chair Craig Barrett, who has worked with Kempf over the length of Kemp's Intel tenure, said at the ceremony, "I really think the reason that I'm here is that I hired Karl Kempf 22 years ago. He promised to do great things." But, Barrett joked, "I think I said don't take 22 years to do this, Karl."

A podcast interview with Kempf is at http://www.scienceofbetter.org/podcast.

The evening also marked the first time that the Daniel H. Wagner Prize for excellence in operations research practice was presented at the gala. This year's first-place winners were John J. Neale and Sean P. Willems for their paper, "Managing Inventory in Supply Chains with Nonstationary Demand."

Learn more about the 2009 gala, and contribute your thoughts to the ongoing discussion and blogging regarding the INFORMS practice meeting, by visiting http://meetings.informs.org/Practice09/wrapup.html.

2009 Edelman Competition Illustrated Outstanding OR Practice; 2010 Competition Coming Soon and You Can Participate

By Srinivas Bollapragada, Chair, 2009 Edelman Competition
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The 2009 Edelman Award competition was held at the INFORMS practice conference in Phoenix, Arizona on April 27th. Six finalists made presentations showcasing their projects that had major impacts on their client organizations. The competition concluded that evening with the gala awards ceremony and banquet, where the first-place winner and other finalists were honored.

The first-place winner was Hewlett-Packard Company (HP). An HP OR team developed and helped widely implement two advanced analytical models to better manage product variety by taking a total-product-portfolio perspective. The first model, called
a "return-on-investment calculator," is employed to assist with evaluating whether or not to introduce a proposed new product (the word "product" in this case means not only each basic product type but also each different model and each different configuration - in total a huge number in a large company like HP). The second model, a "revenue-coverage-optimization" tool, is used to control current-product variety by assisting with the decision to continue or retire a product. Applying those solutions, HP achieved over $500M in profit improvements since 2005 while increasing customer satisfaction and market share.

In 1997 CSX Railway implemented a math-programming-based dynamic-car-planning system that it utilizes to help assign hundreds of empty railcars among hundreds of customer car orders every day. This system saves CSX an estimated $51 million annually. In addition, because of a more efficient allocation of cars, over the last decade CSX was able to avoid $1.4 billion in capital expenditure on new railcars that might otherwise have been required to support its business.

IBM implemented two OR models to improve the productivity of its global sales force. The first, "OnTARGET," helps identify new sales opportunities. The second, the "Market Alignment Program," finds an analytically optimal allocation of sales resources in each operational market segment. The combined initiatives resulted in a revenue increase estimated to be in the hundreds of millions of dollars annually.

Marriott developed and installed a new revenue-management system called the "Group Pricing Optimizer," which provides guidance to sales personnel as they negotiate pricing of hotel rooms for group customers (e.g., conventions, meetings, trade shows). The system employs demand segmentation, price-elasticity modeling, and optimization to quickly recommend prices. Marriott executives judge that this system has improved revenue for hotels by an annual amount of at least $46 million and has enhanced the sales process for both sales managers and customers.

Global paper maker Norske Skog developed a suite of MIP-based decision models to improve manufacturing, distribution, and sourcing of raw materials. The tactical application of the models resulted in estimated savings of $18 million annually in Australasia and Europe. In 2008, faced with declining demand for its products, it adapted these models so as to contribute to a strategic decision to close two paper mills and retire a large paper machine, saving an estimated $100 million annually. To read their story in BusinessWeek, visit here.

Zara, the world's leading fast-fashion retailer, deployed an innovative, OR-model-based process to help determine weekly shipments of clothing items from its two central warehouses to its 1,500 stores worldwide. A novel feature of their model is the joint optimization of the shipments of individual sizes of the same article, taking into account crucial individual-store display
policies. The new process has increased sales by an estimated 3% to 4%, leading to an increase of around $230 million and $303 million in revenue for 2007 and 2008, respectively.

The six competition presentations were recorded on video; INFORMS will make these videos available on DVDs later this year.

All teams are scheduled to reprise their presentations at the INFORMS annual meeting in San Diego, California in October 2009.

Much effort went into running this competition. The judges who evaluated the papers and presentations, the coaches who helped teams prepare their papers and presentations, the verifiers who meticulously checked the technical and business contributions of the semifinalists, the selection committee that picked from among the original entries the semifinalists and then the finalists, the Edelman Gala committee that organized the gala awards event, and the INFORMS staff -- all contributed immensely to make the 2009 competition a success.

The 2010 Edelman Award competition will be held at the INFORMS Practice Conference in Orlando, Florida, April 18 to 20. The deadline for submitting entries to this competition is October 21, 2009. Download the 2010 Edelman Call for Papers ad.

2009 Wagner Prize Competition to be Held at the San Diego Meeting

By C. Allen Butler, Chair, 2009 Wagner Prize allen.butler@va.wagner.com

Oral presentations by the 2009 finalists for the Daniel H. Wagner Prize for Excellence in Operations Research Practice, sponsored by CPMS, will be given on Monday, October 11th in the Wagner-Prize sessions at the INFORMS Annual Meeting in San Diego. These talks, typically of very high quality, should keenly interest members of the CPMS community. The winner will be announced at the Tuesday morning session, where the winning authors will reprise their talk. I encourage everyone to attend some or all of the Monday and Tuesday Wagner sessions.

Intel Wins the 2009 INFORMS Prize

By Ranganath Nuggehalli, Chair, 2009 INFORMS Prize Committee
The Decision Technologies Group of Intel Corporation won the 2009 INFORMS Prize. Dr. Craig Barrett, chairman of the Intel Board of Directors, accepted the award for Intel during the Edelman Awards ceremony. The awards ceremony was held on April 27th in Phoenix, in conjunction with the INFORMS practice conference.

The INFORMS Prize is awarded to an organization that applies operations research continually over a period of years in a manner that produces pioneering, varied applications with significant beneficial impacts.

Serving as chair of the 2009 INFORMS Prize Committee, I had the privilege of giving the prize to Craig Barrett. At the time I said, “The 2009 INFORMS Prize is awarded to the Intel Decision Technologies Group for putting operations research and management science inside many facets of Intel's business. By employing an extensive array of OR/MS disciplines, and an innovative process to diffuse them, the Decision Technologies Group has impacted a vast and diverse set of Intel's functions. Intel has demonstrated effective integration of OR/MS techniques through their impact on producing better products at better prices with better service year after year.”

Receiving this award had special significance for Craig Barrett. It was he who founded the Decision Technologies Group in 1987 by hiring Karl Kempf, the group head. In his acceptance remarks, Craig commended the group for its contributions to Intel's profitability by making the company's multi-billion-dollar factories run well, and allowing Intel to meet complex market conditions by improving its supply chain. He also mentioned that the group has been working with product-design specialists to decide on the characteristics of next-generation products. He closed his remarks by expressing his gratitude to the group members and his happiness for the recognition that the INFORMS Prize brings to the group.

Click here to download 2010 INFORMS Prize Call for Nominations ad.

The New CPMS Website

By Yoshi Ikura, CPMS Webmaster

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Thanks to much help from INFORMS subdivision services staff, we have completed
the CPMS website migration over to the INFORMS "content management system." So for now, our site looks likes a part of the INFORMS main website. The good news about working with the INFORMS content management system is that with this software it is easier to manage the contents, to share the editorial workload among contributors, and to have the same look and feel as the INFORMS site.

An eventual ideal goal for our CPMS site is to make it the portal for all INFORMS practitioners by including all practitioner-oriented resources inside and outside of INFORMS. For example, a button for practitioners on the INFORMS home page may link directly to the CPMS home page, which in turn may contain all (or at least many) of the links to various products, services, and resources related to practitioners needs - such as links to events, meetings, articles, and subdivision activities. The idea is that this new portal role will result in a more convenient, useful resource for every OR/MS practitioner.

We have just started such an effort; we will be putting together as many relevant links, banners, and images as we can shortly. I invite you to join us in our endeavor by sending me at ikura@saitech-inc.com your suggestions and relevant links to make the practitioner portal a truly outstanding resource.

A New Continuing Education Website

By Bill Klimack, Chair, Continuing Education Committee
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The INFORMS Continuing Education (CE) Committee has been working to reestablish the continuing education website, available through INFORMS Online. A recently drafted INFORMS Mission Statement includes the goal of "providing life-long education and career development opportunities to OR/MS professionals." The CE website supports this by providing a central point where operations research and management science professionals can look for educational offerings.

This redesigned website is almost ready for use. The next step will be to contact course providers to solicit their nominations of courses to add.

The continuing education data will be searchable a number of ways. You may search by location, provider, dates, and subject keywords. Subject keywords include the areas of interest that one selects when joining INFORMS plus others specified by the committee. The website will be available to the public without charge; no login will be required.
The CE website will be screened to avoid inappropriate courses. Data offered on the website is not endorsed by INFORMS, but is simply a collection of otherwise-available information. The process will be for course providers to self-nominate their courses. Then proposals will be reviewed by the committee, which will accept for posting only courses that: (1) have an OR/MS topic (or at least appear to), e.g., a discrete-event-simulations course; (2) use OR/MS tools (or at least appear to), for example, a finance course that significantly includes response-surface methodology; or (3) are generally valuable to OR/MS professionals, an example of which might be a technical-writing class. There will be no charge for listing a course.

The committee intends to interpret appropriateness broadly, so as to include anything helpful to OR/MS professionals. Individual courses, educational programs, and conferences that have an educational component are all acceptable. We have established the policy that only courses with announced dates and venues will be listed. Courses must be taught in English and be generally available to the public. If there is any question, we will try to err on the side of being inclusive.

The in-progress course homepage may be viewed now. Some work still remains to be done. For example, search results do not yet include the course URL (the provider's URL is there). The content you see is live course information from the database.

The next phase will be to contact course providers to make them aware of the site and to request that they nominate their classes. At present we have in the database almost 40 course providers. They were loaded by the committee so that initial users would find at least some data.

You can help! Tell us which CE providers you suggest we contact, or else direct them to the website yourself. Providers may nominate their courses right away. And you can help by using the website for your own educational interests or to assist you with coaching and mentoring others.

As more providers add courses, our CE website should continue to get better. So please make a point to return to the site. And please pass your course suggestions along to me.

The new CE website has come from a great collaborative effort by members of the Continuing Education Committee and INFORMS professional staff. The committee members are Rocky Gay, Paul Wicker, Glenn Wegryn (Roundtable liaison), Mike McCoy (Certification Committee liaison), and myself. The professional staff members involved are Randy Kiefer, Rafael McFadden, and David Wirth.

Feel free to contact me with comments and suggestions at bklimack@decisionstrategies.com.
Analytics A Hit With Entire Community

By Gary Bennett, INFORMS Director of Marketing
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INFORMS’ digital magazine, Analytics, was launched in the spring of 2008 to be a vehicle for getting out the good word about operations research, management science, and business analytics. Analytics has as its secondary title "Driving Better Business Decisions" and, indeed, its editorial goal is to give readers an inside look at the OR/MS-and-analytics profession through stories that can help readers gain concrete competitive advantages.

Why the title Analytics? The magazine was launched to attract the broader, non-member practice community to INFORMS - many of whom may only peripherally use OR/MS tools in their work, but nonetheless consider themselves analytical professionals.

Who is reading Analytics? Analysts, managers, directors, professors, students, consultants, and C-level executives in consulting firms, software firms, educational institutions, manufacturers, government, and the military are reading it. In short, the same type of people who belong to INFORMS. Many of these readers, however, may not previously have known about INFORMS!

Free to all who wish to read it, Analytics is published in a digital format that looks exactly like a printed magazine yet without the high cost of producing and delivering print. The digital format offers electronic advantages such as easy navigation via table-of-contents links, linking to reference material, sharing articles with friends via e-mail, zooming, attaching audio and video files, downloading, and printing.

So far Analytics has been quite successful. To date, five quarterly issues were released with each subsequent issue getting more attention and readership than the one before. The magazine has attracted nearly 3,000 registered users, 2,200 of which are not current INFORMS members. Most have allowed us to market to them (we asked permission) and market to them we have! Every month, Analytics non-member subscribers receive free information about the power of OR/MS and special offers to purchase INFORMS products and services. So far in 2009 six subscribers have become INFORMS members and several others have purchased products and services including Practice-Meeting registrations.

Perhaps even more impressive than attracting 3,000 registered subscribers in one year is the sheer number of unique visitors to Analytics. (After all, not everyone will take the time to subscribe.) Over 20,000 unique visitors have perused one or more of the first
five issues, accruing over 375,000 total page views. And, they are spending time with *Analytics*. The average time spent on each issue is now up to 23 minutes. Indeed, most of *Analytics'* usage statistics are tracking well ahead of the typical business launch in the digital magazine arena, according to our digital vendor, Zmags.

Providing solid awareness of the profession is one thing; we also have some tough numerical goals to reach by the end of 2009. We'd like to attract at least 50 new INFORMS members, $5,000 worth of products and services purchased, and 25 paid ads. Although INFORMS has underwritten most of the startup expenses, paid ads are solicited and beginning to materialize. Our overall business goal is for *Analytics* is to break even by year five while continuing to be an insightful outreach magazine that members can point to with pride.

This is your magazine; use it to your advantage, and at the same time help promote the profession. Be on the lookout for a quarterly e-mail from me announcing the latest issue. Read that issue. Feel free to distribute it to colleagues, clients, and students to show OR/MS and the analytics profession in the best possible light. We encourage you to place a button on your personal, corporate, or departmental website by going to [http://analyticsmagazine.com](http://analyticsmagazine.com) and clicking on "Promote the analytics profession with *Analytics.*" And, we are always looking for good stories to tell. If you would like to write an article for *Analytics*, contact Pete Horner at Lionheart Publishing at horner@lionhrtpub.com.

**CPMS Newsletter Rolls Along**

**By Randy Robinson, Chair, CPMS Newsletter Committee**

randy.robinson@mac.com

This is our second new-look issue. We hope you find it interesting and useful.

Do you have an article idea, announcement, or comment to be considered when we prepare the next issue? Please send your input to me at randy.robinson@mac.com.

If you missed our previous (March 2009) issue, let me know and I'll send it to you.

The CPMS Newsletter is brought to you by the article authors and by:

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