March 2012 Newsletter

CPMS Advances Practice

By Russ Labe, Chair, CPMS
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The mission of CPMS, the Practice Section of INFORMS, is to advance the general practice of OR/MS. Our core activities accomplish this across a broad range of applications and methods. It serves the needs of OR/MS practitioners, full-time and part-time, regardless of industry focus or application area. We sponsor or work closely with INFORMS to support the following activities:

- Spring Business Analytics Conference
- Edelman Award Gala held at the Business Analytics Conference
- Franz Edelman Award for Excellence in Practice of OR/MS
- Daniel H. Wagner Prize for Practice of OR/MS
- UPS George D. Smith Prize for excellence in preparation of future OR/MS practitioners
- Isolated Practitioner Workshop, held at the fall annual meeting
- CPMS Practice Sessions, part of the Practice Track at the fall annual meeting

To get the most out of your CPMS membership, I strongly recommend volunteering to help out on any of the above activities. Deeper participation will provide opportunities to meet other practitioners, identify common practice-related challenges, share ideas for solutions, and discover new potential applications for OR/MS in your day job.

Consider the Edelman Award, a crown jewel of OR/MS practice, which has steadily increased in prestige. Volunteer to help screen the applications to select semi-finalists. After you gain some experience, volunteer to help verify the semi-finalists. With still more experience, volunteer to be an assistant coach for a finalist team. A bit more experience and you can be eligible to serve as a lead coach, a judge, or eventually chair of the competition. And all the while you will have an inside track to observe and learn about some of the most impactful applications or OR/MS throughout the world.
Similarly, the Wagner Prize competition, which complements the Edelman, while offering fewer roles can further broaden opportunities for those who have arrived at the Edelman coach-judge level.

Yet another opportunity for those at the coach-judge level is afforded by service on the committees for the UPS Prize and the INFORMS Prize. These awards complement the Edelman and the Wagner and are celebrated at the same gala award ceremony during the spring Business Analytics Conference.

Participation in any CPMS committee (or other practice-oriented committee within INFORMS) can be highly rewarding. Get engaged with us! Experience the personal benefits. At the same time, you will be contributing to the profession. Contact me if you have questions or want to learn more about volunteering. You can reach me at Russ.Labe@Bankofamerica.com.

Practice Update

By Jack Levis, INFORMS Vice President, Practice Activities JLevis@ups.com

I am beginning my second term on the INFORMS board representing practice and I'm very proud of what has been accomplished so far.

Membership numbers are up. We had record attendance at the Analytics Conference, and the 2011 finances were significantly in the black. Conventional wisdom (and marketing analysis) says that the changes to support "analytics" have been working.

Beginning with the Capgemini study, we tried to see ourselves as the world sees us and to understand the needs of analytics practitioners. INFORMS now has a renewed focus on practitioners and has begun doing more strategic planning.

There are additional initiatives in the works to help INFORMS execute the roadmap suggested by Capgemini:

- Develop and implement a certification program
- Develop and implement a continuing education program
- Develop and support external engagement with government and industry
- Upgrade the information technology infrastructure of INFORMS to support the initiatives and members

Board members are assigned to shepherd each of the initiatives and I am responsible for the certification program.

The certification goal is to help confirm that a participant is
qualified to be an analytics professional. What that means and the details behind the program are still being worked out. We have a consultant on board and a number of volunteers are providing information and doing much of the heavy lifting.

This will become clearer in coming months as the team(s) continue to "peel back the onion."

Again, these initiatives are designed so that "INFORMS is recognized as the leading association for advanced-analytics professionals by advancing the practice, research, methods and applications of advanced analytics, and identifying and serving analytics professionals with products and services they value."

These are exciting times for INFORMS and the profession, and I'm proud to be serving.

Status Update from the Analytics Section

By Michael F. Gorman, President, INFORMS Analytics Section
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The Analytics Section is off to a fast start - with now over 500 members joining in our first 7 months of existence, I believe this is the fastest growing section in the history of INFORMS.

We are an active group, with a quarterly newsletter loaded with content contributed by our members. At the fall annual meeting we co-chaired the Practice Track that touted over 50 presentations. Our LinkedIn group has active conversations and announcements.

We have two awards already in place. Our flagship award - the "Innovation in Analytics Award" - celebrates innovative creation, application, or combination of analytics methods - descriptive, predictive, and prescriptive. The deadline to apply for the 2012 award was January 31.

Also, to encourage student progress in analytics, with the generous support of SAS we initiated the SAS and INFORMS Analytics Section Student Analytical Scholarship, which will allow a deserving student to go to the INFORMS Analytics Conference in April - all expenses paid! Deadline for application was February 19.

Being a member of the Analytics Section has many benefits. Last year, sponsored by Lionheart Publishing, we sent two
members of the Analytics Section to attend the Aberdeen Analytics Summit in Boston and one to the Predictive Analytics Innovation Summit in Chicago. This year we are offering a free registration to the upcoming Gartner Business Intelligence Conference in Los Angeles.

The Analytics Section is actively involved in the INFORMS Analytics Certification project - a very important initiative to help INFORMS become recognized as the premier source of expertise in analytics, and to ensure rigorous training of analytics professionals.

As a new group we continue to develop our mission, which includes helping to establish the long-term role of analytics in INFORMS. We invite anyone interested to join the Analytics Section and to participate in these efforts. 2012 promises to be another active and exciting year.

The Academic Preparation of Practitioners: A View from the UPS George D. Smith Prize Committee

Donald R. (Bob) Smith, Chair, 2012 Smith Prize
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Since the early days of operations research, opinion about how effectively our universities prepare students to be effective practitioners has varied widely. From the perspective of the committee charged with administering the first UPS George D. Smith Prize this year, strong evidence suggests that overall our universities are doing very well in this arena!

The UPS George D. Smith Prize, accompanied by a $10,000 cash award, will be granted annually to an academic department or program for effective and innovative preparation of students to be good practitioners of operations research.

The committee is well underway in the process that will determine the first winner, to be announced at the INFORMS Conference on Business Analytics & Operations Research in Huntington Beach, California on April 16. Frankly we have been surprised, very pleasantly, by the quantity (17) and outstanding quality of the programs applying for the first award. We can guarantee that there will be a truly outstanding winner this year and for many years to come! Unfortunately, we can have only one winner in this first year.

Seeing the diversity, quality, and innovation of these entries has given the committee a unique and encouraging picture of how
well we, as a profession, are preparing future practitioners.

We hope that you will be able to attend the conference gala to hear who the winner is, and then attend the special conference presentation in which the winner describes their program in more detail. All of us undoubtedly will learn something about how to better prepare practitioners. And we also will experience a taste of the many reasons that the committee is so excited about the overall state of academic practitioner training!

The 2012 Franz Edelman Award Competition to be Held at the INFORMS Conference on Business Analytics and Operations Research

Steve Graves, Chair, 2012 Edelman Competition
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The 41st 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, Huntington Beach, California on April 16th, 2012. Six finalists will make presentations showcasing their work that had major impacts on their client organizations. The competition will conclude that evening with the gala awards ceremony and banquet, where the first-place winner and other finalists are honored.

The Franz Edelman Award competition is jointly sponsored by INFORMS and CPMS. The purpose of the competition is to bring forward and recognize outstanding examples of ORMS and advanced analytics in practice. The award is named in honor of Franz Edelman, who established one of the earliest industrial ORMS groups in North America.

This year's Edelman award process began with a call for abstracts in early September of 2011. Organizations were asked to provide a three-page summary of an operations research application and describe results that had significant, verifiable, and, preferably quantifiable impact on the performance of the client organization.

A committee of over three dozen experienced OR practitioners and academics reviewed the applications and in early November selected eleven semifinalists. Each semifinalist entry was assigned a verification team whose role was to understand the application in sufficient depth to validate its claims. Each verification team communicated its findings to the rest of the committee in a written report prior to the finalist selection meeting; in the third week of December 2011, the six finalists
were chosen.

The finalists this year were selected from entries covering a wide range of industries, functions, and countries around the globe. One finalist is DANAOS Shipping of Greece; their application entails the development and wide-spread application of an OR toolkit designed to support decisions in container shipping. The second finalist, TNT Express, has deployed a suite of OR applications for improving pickup and delivery operations, network moves, and supply chain design. Carlson Hotels, the third finalist, partnered with JDA Software Group to implement a revenue-management application that increases revenue for its hoteliers using demand forecasting and price optimization. The fourth finalist, Intel, reports on its work for optimizing its capacity investment decisions for the purchase of expensive, long-lead-time manufacturing equipment. Hewett Packard returns as a finalist based on an application for their direct-to-consumer division; this application utilizes several analytical tools, and covers forecasting, channel optimization, offer optimization, and inventory management. The sixth finalist, the US Centers for Disease Control, reports on two models developed to assist local public health officials in designing and operating emergency dispensing facilities in the face of natural health disasters or terrorist attacks.

Each finalist team has been assigned a coaching team led by an OR professional with experience on the Edelman committee. The coaching teams are working closely with their respective entries to advise them throughout the process so that their papers and presentations convey the work most effectively for a general OR audience. A team of 9 judges from industry and academia will study the papers, attend the finalist presentations on April 16, 2012 and select the winner in time for the announcement during the Edelman gala that evening.

Anyone who attends the conference is invited to be in the audience for all or some of the Edelman competition. Each finalist team, assisted by high-quality slides and videos, presents its case in a 40-minute interval. Then, for 10 more minutes, the team answers questions from the judges.

Intel Team Wins the 2011 Wagner Prize

By C. Allen Butler, Chair, 2011 and 2012 Wagner Prize allen.butler@va.wagner.com

The Daniel H. Wagner Prize for Excellence in Operations Research Practice is sponsored by CPMS, the Practice Section of INFORMS. The first place award of $1,000.00 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 2011 competition wasn't quite a NASCAR event, but it did take place in Charlotte this year. The first place winners were Karl Kempf, and Evan Rash, of Intel's Decision Engineering Group. Their paper, *Product Line Design and Scheduling at Intel*, describes the analytics and operations research techniques they developed to optimize the design and scheduling of the major chip maker's vast product line so as to have the right products at the right time for customers while efficiently managing resources and costs.

Intel faces a challenge of planning product features. Different markets call for different combinations of features, some features shared with other markets and some unique. An additional challenge is determining which of the possible products to produce because often more than one product will satisfy the needs of a particular market. A further challenge comes from deciding when to begin selling each new product. Any proposed plan will have its own costs and uses of resources, covering design, engineering, and production. The team employed advanced analytical methods to find among the astronomically large number of feasible plans that plan which most profitably meets customer requirements well. The profit-maximizing plan spells out what products to produce, what features each product should contain, and when each product should be introduced in each market. The beneficial results for Intel included important improvements in a key business process: replacing a mixture of spreadsheets and databases with a single system tied to a unified database; a holistic view across divisions and products in place of silos; asking more what-if questions that drive business innovation; collaborative decision-making among finance, planning, and engineering departments; overall profit optimization; and reusing product features in additional products.

The winning authors will reprise their presentation at the upcoming INFORMS Conference on Business Analytics and Operations Research in April 2012, in Huntington Beach, California; they will receive their $1,000 award at the Edelman Gala during that meeting. Video of Intel's 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:

- For the New York City Department of Education:
  *iSchedule to Personalize Learning*, Adeline Kuo, Anjuli
Kannan, Analytics Operations Engineering, Inc; and Gerald van den Berg, Princeton University

- **For Chitika**: *To Show or Not Show: Using User Profiling to Manage Internet Advertisement Campaigns*, Vijay Mookerjee, The University of Texas at Dallas; Subodha Kumar, Texas A&M University, and Radha Mookerjee, Chitika

- **For the Postal Service of France**: *Fleet Renewal with Electric Vehicles at La Poste*, Stefan Spinler, Paul Kleindorfer, Otto Beisheim School of Management; Andrei Neboian, and Alain Roset, La Poste

- **For Ford Motor Company**: *Integrated Planning and Scheduling in a Complex Automotive Manufacturing Environment*, Ada Y. Barlatt, University of Waterloo; Amy Cohn, University of Michigan; John Batey, Rich Davidson, Yakov Fradkin and Oleg Gusikhin, Ford Motor Company

- **For the Georgia Aquarium**: *Designing Guest Flow and Operations Logistics for Dolphin Tales*, Eva K Lee, Chien-Hung Chen, Niquelle Brown, Tsung-Lin Wu, Georgia Institute of Technology; Joseph Handy, Alex Desiderio, Ruth Lopez, and Brian Davis, Georgia Aquarium

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**2012 Wagner Prize - Call for Abstracts**

The 2012 Daniel H. Wagner Prize for Excellence in Operations Research Practice has issued a Call for Abstracts closing on May 1, 2012. The competition will be held at the 2012 INFORMS Annual Meeting in Phoenix, Arizona. 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](http://www.informs.org/wagnerprize) and follow the Application Process link on the right side of the page. You can also contact me, the prize chair and president of Daniel H. Wagner Associates, Dr. C. Allen Butler, at Allen.Butler@va.wagner.com.

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

By Michael F. Gorman, Chair, 2012 INFORMS Prize Committee

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The winner of the 2012 INFORMS Prize will be announced during the Edelman Gala at the INFORMS Conference on Business Analytics and Operations Research to be held in Huntington Beach, California in April. The Edelman Gala will be on Monday evening, April 16.

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 Jeppesen, Intel, General Electric Global Research Group, Schneider National Inc., Air Products and Chemicals Inc., and Procter and Gamble.

I hope to see you in Huntington Beach where we will congratulate this year's winner!

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Spring Conference Rides the Analytics Wave onto Huntington Beach, California

By Erica Klampfl, Chair, 2012 Conference on Business Analytics and Operations Research eklampfl@ford.com

Last year the spring practice conference was re-branded to include business analytics while preserving the core competencies of O.R. The success of this initiative was shown by the highest attendance ever for the meeting, with a 42% increase in participants. This year we anticipate that interest in the conference will continue to grow and hope that you will join us April 15-17 in Huntington Beach, California at the Hyatt Regency Resort & Spa.

Real-world applications of O.R., implemented by leading companies and non-business organizations, have always been the focus of the spring INFORMS conference. This year, we are happy to have two distinguished keynote speakers, Hal Varian, Chief Economist at Google, and Bob Page, Vice President of Analytics Platform at eBay. Dr. Varian has been involved in many aspects of Google, including auction design, econometric analysis, finance, corporate strategy, and public policy. Mr. Page is responsible for web analytics, business intelligence, experimentation, advanced metrics and services for the world's largest online marketplace. Both of these speakers will provide insight on the role of large data sets and the web in analytics. This ties in well to a special high-level panel discussion on "Innovations and Big Data" run by Diego Klabjan, Associate Professor and Director of the Master of Science in Analytics program at Northwestern University. The panel will bring together
industry leaders and renowned scholars for a lively discussion on big-data analytics.

To complement the "big data" theme, we will introduce a new 10-session Marketing Analytics track designed by P.K. Kannan, Ralph J. Tyser Professor of Marketing Science and Chair of the Dept. of Marketing at the University of Maryland, along with Manoj Chari, Director of Operations Research R&D at SAS; Elea McDonnell Feit, Research Director of Wharton Customer Analytics Initiative at The Wharton School; and Maher Lahmar, Business Development Consultant for Target Corporation. Many of the analytics applications presented in the Marketing Analytics track rely on advances in managing big data and web analytics.

Based on the success of the Analytics Process track last year, we have kept this as a 10-session track. Stefan Karisch, Director of O.R. and Optimization at Jeppesen; Douglas Meiser, Manager of Operations Research & Simulation at Kroger; Michael Rappa, Director of the Institute for Advanced Analytics and Professor at North Carolina State University; and Manoj Chari of SAS have developed this popular track. It offers executive insight into how to incorporate and get the best value out of analytics teams within organizations.

For those wanting to complement their technical skills with enhanced soft skills, we are continuing both the Soft Skills Workshop on Sunday and a Soft Skills for Analysts track. This track includes cutting-edge topics, such as visualizing data and information, managing technical personnel, storytelling for complex technical subjects, and teamwork and leadership skills. Freeman Marvin of Innovative Decisions and Don Buckshaw of SAIC, who helped design the original soft-skills workshop, are leading this track together with Bill Klimack, Decision Analysis Consultant, Chevron.

Based on a recent INFORMS survey to gauge the leading analytics topics of interest, decision analysis (DA) came out on top. Eva Lee, Director of the Center for O.R. in Medicine & HealthCare and Professor at Georgia Tech, and Patrick Leach, Chief Executive Officer of Decision Strategies, have developed a track with an impressive mix of university, industry and public sector speakers who will look at DA and culture, text mining, finance, retail, and soldier-performance issues.

The last three focused tracks are Supply Chain Management (SCM), co-chaired by Mike Gilliland, Product Marketing Manager at SAS, and Clive Thomas, Manager of Supply Chain Decision Support at Nestlé; Public Sector, co-chaired by Scott Nestler, Asst. Professor, Naval Postgraduate School, and Arnie Greenland, Office of the Public Sector CTO, IBM; and Energy and the Environment, co-chaired by Jeremy Bloom, Senior Product Marketing Manager at IBM, and Genetha Gray, Principal Member of Technical Staff at Sandia National Labs. These tracks underscore the longstanding importance of analytics/O.R. for SCM and public sector problems and the emerging use and
benefits of applying analytics techniques to problems associated with energy and environment.

While many conference speakers are invited by the committee, we will also feature selected speakers for talks on a variety of topics with focus areas in healthcare, SCM & logistics, and forecasting & risk management. We also have selected speakers for poster presentations on both Monday and Tuesday during the dessert break.

Two of the annual highlights of this conference are the Edelman presentations on Monday and the Edelman Gala on Monday evening where the Edelman winner is announced, along with the INFORMS Prize and Wagner Prize winners.

This year, we have three new prizes that will be featured at the conference to highlight the role of analytics and O.R. in practice. The first is the UPS George Smith Prize, which is awarded to a university academic department or program to recognize outstanding training of practitioners in operations research/advanced analytics. The winner will be announced at the Edelman Gala. For more information on the award or the application process, visit http://www.informs.org/SmithPrize.

The second is the Innovation in Analytics Award that recognizes creative and unique developments, applications, or combinations of analytical techniques. The winner will present their work on Monday in the Analytics Process track. In addition, the new Spreadsheet Guru Prize, sponsored by the INFORMS Spreadsheet Productivity Research Interest Group, will be presented during the conference.

Now that the economy is on an upward trend, we hope you take advantage of Analytics Connect, our outlet for connecting those looking for jobs with companies that are looking for qualified analytics and O.R. professionals, both seasoned and new to the job market. Last year we had 27 companies participate with over 100 interviews.

An Executive Forum is offered to provide executives who would not normally be exposed to the utility of analytics in making key business decisions with an introduction to bottom line successes that the expert use of analytics brings. The Executive Forum features a networking reception hosted by the INFORMS Board of Directors on Sunday evening and a full program of intimate, small-group discussions and executive level talks and panels on Monday. Be sure to register your executives for this outstanding event.

For complete conference information, go to: http://meetings.informs.org/Analytics2012. We hope to see you this spring in California!

2012 Edelman Gala
By Ann Bixby, Chair, Edelman Gala Committee
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The Edelman Gala has been a banner event of the INFORMS Practice Conference for the last several years and this year will bring even bigger and better things. The gala will take place on the evening of Monday, April 16, 2012 and will showcase the cutting edge of OR/MS and analytics practice.

The gala will offer conference participants the opportunity to dress up in their best, enjoy a wonderful sit-down dinner, and celebrate some great achievements in the realm of practice in analytics and OR/MS.

Graham Rand will be serving as master of ceremonies. Graham has had a long and distinguished career serving as editor-in-chief of scholarly journals, organizing major O.R. conferences, and supporting O.R. in developing countries. He has a strong connection with the Edelman Prize competition, having served as a judge and also as a coach for finalist teams. He is sure to bring a special charm to this year's gala.

After dinner, the crowd will be treated to a fascinating new video, showcasing the work of some former Edelman Prize competitors. The evening will continue with recognition of the 2011 Wagner Prize winner and the announcement of the 2012 INFORMS Prize winner. In addition a newly created prize, The UPS George D. Smith Prize, will be awarded to an academic department or program for effective and innovative preparation of students to be good practitioners of operations research, management science, or analytics. Over the course of the evening, the crowd also will be treated to summaries of the outstanding work done by the 2012 Edelman finalists. The event will culminate with announcement of the 2012 Edelman Prize winner.

This will be a fun event, celebrating innovative work in the practice of OR/MS and analytics. I encourage you to attend and get excited about what we can achieve in this profession.

Business Analytics Cluster at the INFORMS International Conference in Beijing

By Grace Lin, Chair, 2012 CPMS Track, International Conference
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The 2012 INFORMS International
Conference is scheduled for June 24-27, 2012 in Beijing, China. Hosted by Tsinghua University, the event will take place at the National Convention Center in the Beijing Olympic Park. The main theme of the conference is "OR/MS for a Sustainable World."

CPMS is organizing a Business Analytics cluster to showcase applications that improve business performance in various domains and that support a sustainable world. Sessions in the cluster will include: Value Modeling for a Smart Enterprise, Business Transformation through Smart System Services, and Media Analytics. There also will be a special panel for women; the panel is called "Women in ORMS: Career and Leadership."

Please consider presenting or organizing a session in the CPMS cluster. If you are interested, then please send an email at your earliest convenience to Grace Lin at gracelin@iii.org.tw. The official abstract submission deadline is March 5, 2012 (but we are flexible, space permitting). The official authors’ deadline for final abstract changes is May 5, 2012.

LinkedIn's Data Mining and the CPMS Group on LinkedIn

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

As a member of the CPMS group on LinkedIn, you're already aware I'm sure that every week LinkedIn provides personalized and contextualized recommendations on “members to connect with, news articles to read, jobs to apply to, groups to join, companies to follow,” and many more topics. Have you ever wondered how LinkedIn comes up with these recommendations?

Last week, Dr. Christian Posse, Principal Data Scientist at LinkedIn, gave a fascinating seminar about the data - including content, social graph, and behavior data - and the algorithms LinkedIn uses to provide its members with personalized, contextualized recommendations. As you can probably tell from the broad categories of data Christian discussed, LinkedIn makes use of every bit of data it can get its hands on to improve its recommendations. It utilizes content data: information you post to LinkedIn. It also utilizes behavior data: information LinkedIn captures about how you work with the site - including your browsing, searching, and commenting history. What does this mean for members of the CPMS Group on LinkedIn?

Understanding how LinkedIn employs content and behavioral data to provide recommendations gives you insight into, and
some control over, the recommendations you receive and ways you can improve your LinkedIn experience. For example, by updating your profile with previous professional titles, descriptions of relevant past experiences, and important keywords, you can increase the likelihood that LinkedIn's recommendations will suit your tastes, preferences, and professional goals.

Moreover, by contributing to our CPMS Group on LinkedIn - either by starting a discussion, commenting on someone else's discussion, asking a question, or posting information about a job or event - you'll give LinkedIn the behavioral data it needs to help you engage with colleagues who have similar interests, learn about topics and innovations you actually care about, or even begin exciting, new professional relationships.

Please take some time to update your profile and contribute to our CPMS Group discussions on LinkedIn. By doing so, you'll provide LinkedIn with the information it mines to give you a personalized, contextualized experience. And you'll help our CPMS Group continue to be a vibrant environment for CPMS members.

Analytics Practice Market: Opportunity Knocking for INFORMS

By Gary Bennett, INFORMS Director of Marketing gary.bennett@informs.org

The 2010 Capgemini study performed for INFORMS numbers the potential U.S. market for analytics professionals at about 100,000. Similar studies from Gartner and IDC size the market similarly. INFORMS Board of Directors has made service to this closely aligned market a strategic priority: "INFORMS will be recognized as THE leading association for advanced analytics professionals by advancing the practice, research, methods and applications of advanced analytics, and identifying and serving analytics professionals with products and services they value."

So, what products and services do analytics professionals value? The Capgemini study made this abundantly clear and subsequent research has backed it up. They value, among other things: certification; continuing education; recruitment assistance; prizes and awards; content in the form of journals, magazines, newsletters, original research reports, and knowledge databases; workshops and meetings including CXO networking events; and online interactive initiatives such as social networks, research networks, and online "Consumer Reports" on analytics tools. To date, INFORMS has made significant progress in many of these arenas and has been ahead of the curve on some.
Work on the certification effort is progressing well; it is covered in this newsletter by Jack Levis.

INFORMS President Terry Harrison along with VP Education Joel Sokol and Director of Meetings Terry Cryan are spearheading the continuing education effort. They are planning to roll out at the 2012 spring Analytics Conference a fee-based program that offers a course on data visualization and one on a to-be-determined topic from the Soft Skills Workshop.

Again this year, INFORMS will offer a professional job fair at the Analytics Conference called Analytics Connect. It is the only in-person job event for seasoned analytics professionals. We plan to increase beyond the 27 employers in attendance last year and the over 100 confidential job interviews that were held.

INFORMS handles prizes and awards very well - certainly better than any competing program in the analytics world right now. CPMS’s own unsurpassed Edelman Award, along with the highly valued Wagner Prize and highly valued INFORMS Prize, will be joined at the 2012 Analytics Conference by three new analytics-related awards: (1) UPS George D. Smith Prize, offered by CPMS, honors an educational department or program that does an outstanding job in preparing O.R. and analytics students for practice; (2) Innovation in Analytics Award, offered by the INFORMS Section on Analytics, recognizes a top creative or unique development, application, or combination of the two in the use of analytics; and (3) the Spreadsheet Guru Prize, offered by INFORMS Spreadsheet Productivity Research Interest Group, recognizes the profound impact of spreadsheets on analytics work.

Our Analytics Magazine has been around only since 2008 yet it now sports over 8,500 registered subscribers. Nearly 7,000 of these are not current members of INFORMS. Many more - an average of about 20,000 unique readers - sample the content in every issue and thus are exposed to INFORMS’ take on the analytics movement and on the products and services we offer. Reader surveys, advertiser support, and anecdotal information all suggest that analytics professionals really value the content. The magazine has increased its value by adding a monthly e-newsletter and upgrading its website to be a meeting place for analytics professionals.

The INFORMS Section on Analytics has added a very well received substantive newsletter and LinkedIn group to spread the good news about analytics.

Last but not least, the spring Analytics Conference will build on the success of the last two years by improving the Executive Forum so as to contain not just the highly popular Sunday evening executive networking event but also a new Monday morning program of intimate, small-group or one-on-one discussions with analytics experts including many Roundtable members. The overall goal is for the Executive Forum to become
a fee-based, stand-alone offering at the 2013 Analytics Conference.

As always, your INFORMS marketing department is doing all it can to make these products and services household names, at least in analytical households! An important part of our strategy is working with organizations already active in analytics so they will help us market what we have to offer to the community we want to attract. To date, reciprocal marketing agreements are in place with great partners such as Predictive Analytics World, AnalyticBridge.com, Gartner, MIT/Sloan Management Review, and International Institute for Analytics.

INFORMS so far has accomplished much in the analytics world and plans to accomplish more. The Board of Directors - joined by INFORMS members as determined through a recent member survey conducted by Mathew Liberatore and Wenhong Luo with results published in the November/December 2011 issue of Interfaces - believe we are on the right path with analytics. This is from a financial perspective, a membership perspective, and a mission perspective. We especially hope to help spread the value of using analytics-based decision making in organizations of all types.

If you would like to play a part in helping to develop these exciting products and services aimed at the burgeoning analytics community, please contact Gary Bennett (gary.bennett@informs.org) or Jack Levis, VP of Practice Activities (jlevis@ups.com.)

Management Science and Analytics Make News

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

The INFORMS Board of Directors began an important campaign of strategic planning in 2011, and this has important implications for practitioners in 2012: INFORMS will begin doing outreach both to industry and government, arranging visits to key officials to explain the value of using analytics and operations research. The board also approved the development of an analytics maturity model that would help organizations assess the level at which they make use of analytics and how they can strengthen or gain maturity.

You can recommend organizations and officials that INFORMS should visit by contacting Barry List at barry.list@informs.org, 443-757-3560.

O.R. and analytics continue to catch the eye of readers and the media.
A January 4th piece in *The Wall Street Journal* predicted that "analytics harvested from massive databases will begin to inform our day-to-day business decisions." The publications *Sloan Management Review* and *CIO* issued complementary forecasts that analytics would grow in importance this year.

A report by CNN late last year said that President Obama's reelection campaign had advertised for experts in analytics and predictive modeling to aid in his efforts to win a second term. Republicans reported similar efforts.

INFORMS publications continue to make news. One study that appeared in *Management Science* about calculating the pricing power of product features by mining consumer reviews was the subject of a piece that appeared in *Financial Times*.

Read more in the INFORMS News-Room.

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

- Al Blumstein, the venerable former president of INFORMS, ORSA, and TIMS, spoke about crime and redemption (a similar piece that he co-authored appeared in the op/ed section of *The New York Times*).
- Stefanos Zenios, the new editor-in-chief of *Operations Research*, discussed his new website that offers kidney patients the benefits of decision science in making critical choices about their treatment.
- Michael Rappa, the director of the pioneering analytics graduate program at North Carolina State University, discussed the growth of this specialized grad degree.
- Doug Samuelson discussed OR in the ER.
- Albert Galasso and Timothy Simcoe asked whether overconfidence among CEO's was a secret competitive advantage - or an example of failed hubris.

Operations research and management science have been making lots of news since the ascendance of advanced analytics. Read more in the INFORMS Newsroom.

**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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