

2021 Deming Cup for Operational Excellence



Virtual Ceremony: October 19, 2021

2021 DEMING CUP HONOREES

Mary Barra
Chair & CEO
General Motors



Ken Frazier
Executive Chairman
Merck



2021 DEMING CUP VIRTUAL AWARD CEREMONY

PROGRAM

WELCOME

Professor Nelson Fraiman '71, Faculty Director, W. Edwards Deming Center
and Professor of Professional Practice, Columbia Business School

David Niles '98, President, G100 Companies;
Chair, W. Edwards Deming Center Advisory Board

INTRODUCTIONS

David Abney, Former Chairman & CEO, UPS

Ken Chenault, Chairman & Managing Director, General Catalyst Partners

Beth Ford '95, President & CEO, Land O'Lakes

Terry Lundgren, Founder & CEO, TL Advisors

Costis Maglaras, Dean and David and Lyn Silfen Professor of Business,
Columbia Business School

Kristin Peck '99, Chief Executive Officer, Zoetis

Quentin Roach, SVP & Chief Procurement Officer, Mondelez

Pat Russo, Board Chair, Hewlett Packard Enterprise; Lead Director, GM

Craig Thompson, President & CEO, Memorial Sloan Kettering Cancer Center

WINNERS PANEL DISCUSSION

Mary Barra, Chair & CEO, General Motors

Ken Frazier, Executive Chairman, Merck

Moderated by:

Mary Boyce, Provost and Professor of Mechanical Engineering, Columbia
University

CLOSING REMARKS

Terry Lundgren, Founder & CEO, TL Advisors;
Co-chair, Deming Cup Judging Committee

Samuel Palmisano, Chairman, Center for Global Enterprise;
Co-chair, Deming Cup Judging Committee

AWARDEES

Mary Barra
Chair & CEO, General Motors

Mary Barra has been the CEO of General Motors since 2014 and chair of the GM Board of Directors since 2016.



Under her leadership, GM has focused on improving its customer experience and strengthening its core vehicle and services business, while also working to lead the transformation of personal mobility through advanced technologies like connectivity, electrification, and autonomous driving. With her unwavering commitment to transparency and empowerment, Barra has transformed GM's culture into one of accountability and excellence. Driven by her bold Zero, Zero, Zero vision, GM has committed to becoming carbon neutral across its operations by 2040; envisioning a world with zero crashes to save lives; zero emissions, so future generations can inherit a healthier planet; and zero congestion, so customers get back a precious commodity—time.

Prior to becoming CEO, as executive vice president, Global Product Development, Purchasing and Supply Chain, and before that, senior vice president, Global Product Development, Barra and her teams were responsible for the design, engineering and quality of GM vehicle launches worldwide. Previously, she served as vice president, Global Human Resources; vice president, Global Manufacturing Engineering; and plant manager, Detroit Hamtramck Assembly; among other executive engineering and staff positions.

Beginning January 1, 2022, Barra will serve as chair of the Business Roundtable—the first woman leader to be elected to the position. TIME magazine named her as one of the world's 100 most influential people this year, after 2014 when she was first on this list. She has consistently been featured in the Most Powerful Women listings by Fortune and Forbes since 2013 and is in Forbes' inaugural list of 50 over 50 this year. She is a fellow of the National Academy of Engineering, a member of The Business Council, and serves on the Board of Directors of the Walt Disney Company, the Duke University Board of Trustees, and the Detroit Economic Club.

Barra began her career with GM in 1980 as a General Motors Institute (Kettering University) co-op student at the Pontiac Motor Division, securing a BS in electrical engineering, and holds an MBA from the Stanford Graduate School of Business.

AWARDEES

Ken Frazier
Executive Chairman, Merck



Ken Frazier is the executive chairman of Merck's Board of Directors, a role he began in July 2021, following his retirement from a decade-long tenure as president and CEO.

As CEO, Frazier fostered a culture of accountability and a governance methodology driven by data that was rigorously reviewed and highly transparent. He prioritized simplification by streamlining processes to achieve impressive resource-allocation efficiencies and championed the scientific discipline that was fundamental to the research and development ethos across the company. Through his principled leadership, Frazier further entrenched the company's core values of scientific excellence, business integrity, and patient focus.

Prior to joining Merck, Frazier was a partner with the Philadelphia law firm of Drinker Biddle & Reath. He sits on the boards of PhRMA, Weill Cornell Medicine, Exxon Mobil Corporation, Catalyst, and Cornerstone Christian Academy in Philadelphia, PA. He is co-founder and co-chair of OneTen, a coalition of leading organizations committed to upskilling, hiring, and promoting one million Black Americans into family-sustaining jobs. He is a member of the American Academy of Arts and Sciences, the American Philosophical Society, The Business Council, the Council of the American Law Institute, and is the recipient of numerous honors, including the Anti-Defamation League Courage Against Hate Award, the Botwinick Prize in Business Ethics from Columbia Business School, the Legend in Leadership Award from the Yale School of Management, the NAACP Legal Defense and Educational Fund National Equal Justice Award, and the National Minority Quality Forum's Lifetime Achievement Award.

In 2018, Frazier received the Harvard Law School Association Award, the highest honor given by the prestigious association in recognition of his service to the legal profession. In that same year, he was named one of the World's Greatest Leaders by Fortune magazine and as well as one of TIME's 100 Most Influential People and again made that list in 2021. In 2019, he became the first recipient of the Forbes Lifetime Achievement Award for Healthcare. In 2021, his peers named him Chief Executive magazine's CEO of the Year.

Frazier received his bachelor's degree from The Pennsylvania State University and holds a J.D. from Harvard Law School.

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FROM THE DEMING CENTER

Dear Friends, Colleagues, and Guests,

Thank you for joining us for the 2021 Deming Cup Award Ceremony. Since 2010, we have been recognizing the legacy of W. Edwards Deming by honoring extraordinary leadership around operational excellence, and we are grateful for your presence on this occasion.

Tonight, we recognize the achievements of Mary Barra and Ken Frazier—two leaders who have made a tremendous impact in driving continuous improvement.

Thanks to all of our speakers and presenters for their participation. Many of you have been part of the Deming Center family for years and we remain indebted to you for your consistent and generous support.

To all the members of the Deming Cup Judging Committee, thank you for your help. We welcome our new members—2020 Deming Cup winners Michael Dowling of Northwell Health, Kevin Sowers of the Johns Hopkins Health System, and Craig Thompson of Memorial Sloan Kettering Cancer Center. And we sincerely thank our wonderful co-chairs, Terry Lundgren and Sam Palmisano, for their guidance and support.

Finally, we owe an enormous debt of gratitude to our Advisory Board members, partners, faculty colleagues & staff, and sponsors for their loyal support. We would not have been able to do any of this without you, thank you!

On behalf of my colleagues at the Deming Center—Kalpana, Angela and Abigail—thank you for joining us for this memorable evening. We hope you will join us for the next Deming Cup on October 18, 2022.



Nelson Fraiman '71
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Professor of Professional Practice
Columbia Business School

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SAVE THE DATE

2022 DEMING CUP AWARD CEREMONY

OCTOBER 18, 2022



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