

# SANTIAGO KRAISELBURD

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## EDUCATION

**HARVARD UNIVERSITY**, Cambridge, Massachusetts, USA May 2005

Doctor in Business Administration

*Concentration:* Technology and Operations Management. Above and beyond general and specific management courses, studied advanced topics from Micro Economics, Applied Mathematics, Contract Theory, Econometrics, Corporate Finance, Industrial Organization, and others. Took seminar for faculty called “The Art & Craft of Discussion Leadership”.

*Honors:* Harvard Business School Fellowship, 2001-2005

*GMAT Score:* 770

**UNIVERSITY OF SOUTHERN CALIFORNIA**, Los Angeles, California, USA May 1997

Master of Business Administration

*Activities:* Ambassador Liaison

*Honors:* Dean's List, Beta Gamma Sigma Honor Society

Master of Science in Industrial and Systems Engineering.

*Concentration:* Production

*Honors:* Dean's List, Omega Rho Honor Society, Institute of Industrial Engineers

**UNIVERSIDAD NACIONAL DE LA PLATA**, La Plata, Argentina July 1995

Electronic Engineer (5 year degree, US equivalent: Master of Science).

*Concentration:* Microprocessors

*Final Project:* Designed and built an integrated PC-based system that received VHF radio news cables and saved them in a hard disk. The system included decoding software in assembly and C++, a modem, an antenna and a VHF receiver

## PROFESSIONAL EXPERIENCE

**KPMG**, BUENOS AIRES, ARGENTINA, SÃO PAULO, BRAZIL AND SANTIAGO, CHILE

Regional Director, LatAm Hub, Supply Chain Management & Procurement March 2015-Present time

- Responsible for business development, knowledge creation, people development and leadership in client facing engagements on Supply Chain Management and Strategic Sourcing & Procurement in Argentina, Brazil and Chile

**MCKINSEY & COMPANY**, BUENOS AIRES, ARGENTINA

Senior Practice Expert (equivalent rank: Associate Partner) Advanced Operations Group July 2013-March 2015

**MCKINSEY & COMPANY**, SÃO PAULO, BRAZIL

Practice Expert, Advanced Operations Group (AOG) August 2011-June 2013

- Promoted to Senior Expert in less than two years (expected tenure in expert position is approx. 5 years)
- At the time of promotion, only Senior Expert in Supply Chain Management in all the Americas (i.e., from the U.S. to Argentina and Chile)
- Responsible for knowledge creation and leadership in client facing engagements on supply chain management and operations throughout the world
- Served clients in Agribusiness, Automotive, Biotechnology, Chemicals, Cosmetics, Consumer Electronics, Fast Moving Consumer Goods, Food, Handsets Contract Manufacturing and Distribution, Machinery and Industrial Goods, Maritime Transportation, Metallurgy, Oil & Gas, Pharmaceuticals, Retail and Textile industries with in country, regional and global scopes
- Typical impact of engagements across industries is a step improvement in service levels (e.g., at least a 4-5 ppt increase in fill rates), a significant decrease in inventories (e.g., up to 30% reduction), and total costs (e.g., 3-5 ppt)
- Highly analytical profile complemented by strong people skills and hands on approach. Specific areas of deeper technical knowledge include operations transformation, KPI and process definition, strategic (i.e. LRP), tactic (e.g., S&OP) and operational (e.g., Control Tower) planning, decision making and execution, demand planning (i.e. forecasting), finished goods inventory management (e.g., DRP), production planning (i.e.,PP), production scheduling and sequencing (eg. MPS), raw material inventory management (e.g., MRP) and supply management

**ZARAGOZA LOGISTICS CENTER, ZARAGOZA, ARAGÓN, SPAIN**

The ZLC is an innovative institute of supply chain research and education founded in 2003 by the Government of Aragón, the University of Zaragoza, industry partners, and the MIT Center for Transportation and Logistics. The ZLC has a multi-year partnership with the MIT CTL to co-develop research and education programs. The Government of Aragón has awarded to MIT the “Premio Aragón Internacional 2009”, the most prestigious award issued by this institution. This award recognizes MIT’s commitment to research, technological development and education at the highest level in Aragon through the ZLC. In 2010, MIT Professor Yossi Sheffi has been awarded an honorary doctorate by the University of Zaragoza in recognition of his career and his contribution to the University (through the creation of the ZLC).

Executive Director

June 2006-June 2011

- Serves as the chief academic and executive officer for the center.
- Reports to the Board of Directors, working with the university, government, and industry to accomplish the mission of the ZLC.
- Specific responsibilities include strategic planning, program development, faculty/staff/student development, resource allocation and budget management, research and technology transfer, fund raising, enrollment management, partnership initiatives, and relations with external constituencies.
- Manages a total of 50 people (not including 11 PhD students) from 24 different countries, of which 28 are professors and researchers, and 20 have a PhD.
- Over a period of four years, increased by 13.4 times research funds raised, and by 2.4 times total funds not coming from original donors.
- Doubled the number of students in MDL (part time Masters Program taught in Spanish), improving from non selectivity to 60% admissions acceptance rate, and from 26 to 31 years of age. Due to high quality of students and to improved recruiting efforts, an average of 95% of students from class of '07 on had job offers upon graduation.
- Doubled the number of students in ZLOG (full time Masters Program taught in English), improving from 28% to 16% admissions acceptance rate, increased the average experience of students from 4 to 6 years, and increased the number of countries reached by 75%, with over 90% of the total number of students coming from out of Spain. The percentage of students with previous Masters Degrees went from 25% to 50%. Due to high quality of students and to improved recruiting efforts, 81% of the students in the last three years had a job offer upon graduation (93% three months after graduation), with an average starting salary of € 65.578 (median of € 70.000).
- Increased 7 times aggregate research output (including presentations in conferences, and publications in top journals).

**4RSYSTEMS, WAYNE, PENNSYLVANIA, USA**

4R Systems, Inc. is a leading provider of software, analytics and information services that allow retailers and manufacturers to increase profitability by more accurately matching supply with demand.

External Consultant

May 2004- Dec 2004

- Developed a forecasting and stock allocation algorithm for a leading U.S. newspaper with more than 6000 newsvendors that could reduce stockouts by 25%, without increasing distribution costs.

**CITIBANK N.A., MIAMI, FLORIDA, USA**

Vice President, E-Commerce Head

Corporate Banking, Central America and Caribbean Region

November 2000- August 2001

- Reported to the Corporate Bank’s Regional Head for the Central America and the Caribbean Region (CCA), made of 11 countries.
- Promoted to Vice President after 14 months in the Company.
- Responsible for strategy formulation and execution of the corporate bank’s e-commerce initiatives for the CCA region.

**CITIBANK N.A., BUENOS AIRES, ARGENTINA**

Manager, Cash Management

Global Transaction Services, Corporate Banking, Lat Am Regional Office

August 1999-November 2000

- Reported directly to the Regional E-solutions Head for corporate banking.
- Main responsibility: strategy and product management for key B2B/B2C e-commerce initiatives in Latin America (21 countries).
- Project leader of the implementation of Citicommence in Lat Am, a B2B seller-centric solution first piloted in Singapore.
- Project leader of the development of 4 small business e-commerce initiatives in Central America that where first piloted in the Czech republic. Spent 7 months in Panama developing and implementing project.

**AEROLÍNEAS ARGENTINAS-AUSTRAL LÍNEAS AEREAS, BUENOS AIRES, ARGENTINA**

Partially privatized Airline Group with over 8,000 employees and \$ 1 billion in sales, at the time under a management contract with American Airlines that included a purchasing option. The company's CEO was Mr. David Cush, who later became the CEO of Virgin Atlantic.

Manager, Internal Audit Unit

February 1999-July 1999

Entered the firm as part of the new American Airlines management team. Reported directly to the company's General Auditor. Worked in the following project:

- Team leader and designer of a coordinated 32 people 6 month effort to improve Aeronautical Material Purchasing, Inventories and Production, Planning and Control (total purchases above \$ 200 MM/year, above 200,000 SKUs, including repairables). The project included intensive training by personally designed course material. Participants: Senior level management from several involved areas

**ARTHUR ANDERSEN, BUENOS AIRES, ARGENTINA**

Senior Consultant, Business Consulting Division

November 1997- January 1999

- Worked projects for the World Bank and Pan American Energy (2<sup>nd</sup> largest oil producer in Argentina, merger of BP-Amoco and Bidas, a local, family-owned company). Key projects:
- Local (Argentina) coordinator of a 12-countries wide market research for the World Bank.
- Logistics (Managed a team of 2 consultants). Post merger integration of two upstream oil & gas players, included: performance measure and objectives definition, code unification, electronic catalog implementation, material transportation system re-engineering, warehouse unification, contracting process rationalization, procedures definition, procurement process rationalization (combined purchases above \$ 100 Mill/year, above 200,000 SKUs in 6 warehouses).
- Systems (Managed a team of 5 consultants). Implementation of a Help Desk, including software selection, customization and employees training. Re-engineering the process of system change requirements management. Coordination of massive training plan in company made ERP software.
- Reengineering (Managed 2 teams of 10 people each). Coordinated a reengineering effort in the Human Resources – Payroll and Revenue Cycles as part of a company wide reengineering that included 6 business cycles and more than 40 people involved, identifying over \$ 6 Mill in potential annual savings.

**STADCO-HPM, LOS ANGELES, CALIFORNIA, USA**

STADCO-HPM was the result of a merger between two companies: STADCO, a producer of large high precision parts for the aerospace industry and HPM, a manufacturer of machinery for the plastic industry. Among STADCO's clients, NASA was an important one with more than 60 parts of the Space Shuttle being produced there. HPM was the second largest US manufacturer of injection molding, extrusion and die-casting machinery.

Regional Manager, Latin America

June 1996-August 1997

- Developed and implemented tailored corporate strategies in key Latin American countries.
- Established and managed a network of national representatives throughout Latin America.
- Negotiated joint ventures in Brazil and Argentina.
- Reported periodically both to company's Vice President of Business Development and CEO.
- Identified key success factors and gathered and prepared comparative information that improved company's understanding of its competitive position.
- Designed corporate and product presentations that became company wide standard for sales and training procedures.

**BOARD MEMBERSHIPS**

**DUTCH INSTITUTE FOR ADVANCED LOGISTICS, BREDA, THE NETHERLANDS**

The Dutch Institute for Advanced Logistics (DINALOG)'s purpose is "To be the premier European Institute for applied research and executive Post-Experience Education in logistics and supply chain management. To act as a catalyst for the retention and attraction of innovative business activities in the area of supply chain control, concentrated on the Supply Chain Campus Breda"

Member, International Scientific Advisory Committee

Nov 2009-Present time

**CENTER FOR INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT, ST PETERSBURG, RUSSIA**

The Center for International Logistics and Supply Chain Management is a joint research and education initiative created by Deutsche Bahn (DB), Russian Railways (RZD) the Graduate School of Management, St Petersburg State University and St Petersburg, Russia

Member, Academic Advisory Board

Feb 2010-June 2011

**EUROPEAN INTERMODAL RESEARCH ADVISORY COUNCIL, BRUSSELS, BELGIUM**

The European Intermodal Research Advisory Council (EIRAC)´s purpose is to guide public and private investments on current Research Framework Programme in the European Union, and in Member or Accession States

Member

Nov 2009-June 2011

**ADVISORY BOARD FOR RESEARCH AND DEVELOPMENT, GOVERNMENT OF ARAGON, ARAGON, SPAIN**

The Advisory Board for Research and Development, Government of Aragon, is composed of “persons of recognized prestige in the field of research, development and technology transfer”

Member

May 2009-June 2011

**CENTRO NACIONAL DE COMPETENCIA EN LOGÍSTICA INTEGRAL, ZARAGOZA, ARAGÓN, SPAIN**

The National Center of Competency in Logistics, consisting of a network of four institutions from four different regions, is the only center officially recognized by the Spanish National Ministry of Education and Science (MEC) whose mission is to contribute to the improvement of business competitiveness and the generation of knowledge in the field of logistics in Spain.

Vice President and Member of the Board

January 2007-June 2011

- Member of the Steering Committee of the Plataforma Tecnológica en Logística Integral, Intermodalidad y Movilidad (LOGISTOP), the Spanish technologic platform with more than 150 academic and industry partners whose main goal is to help formulate and execute the National R&D agenda in Logistics and Supply Chain Management.

**TEACHING AND RESEARCH EXPERIENCE**

**UNIVERSIDAD TORCUATO DI TELLA, BUENOS AIRES, ARGENTINA**

Di Tella’s Business School is considered one of the top business schools in Latin America, consistently ranked in the top 3 in Argentina and top 10 in Latin America according to the América Economía magazine.

Adjunct Professor

June 2011-Present time

- Teaches Operations Management and Supply Chain Management courses for Executive MBA programs.

**INCAE BUSINESS SCHOOL, ALAJUELA, COSTA RICA**

Founded with the support of the Harvard Business School, president JFK, and a number of Central American presidents, INCAE is considered one of the top business schools in Latin America, consistently ranking in the top two positions in the América Economía magazine.

Associate Professor, Operations and Technology Management (on leave)

Jan 2009-Present time

Lecturer

Feb 2008

- Designed and teaches an Operations Strategy course in English for the MBA program. Av Eval: 1.4/2. (an evaluation above 1 is considered a good performance).
- Teaches Operations Management and Supply Chain Management courses for Executive MBA programs.

**ZARAGOZA LOGISTICS CENTER, ZARAGOZA, ARAGÓN, SPAIN**

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Lecturer

March 2006-Present time

Professor of Supply Chain Management

June 2006-June 2011

Adjunct Professor of Supply Chain Management

June 2005- May 2006

- Serves as thesis advisor in the joint M.I.T – Z.L.C Master of Engineering in Logistics & Supply Chain Management program and in the PhD program.
- Developed and teaches two case based courses (Av Eval: 6.55/7). Consistently among top three evaluations in the center.
  - Supply Chain Management. Basic curriculum wrap up course.
  - Supply Chain & Operations Strategy. Master’s program wrap up course.
- Former PhD advisor of one current Professor.

**CENTER FOR TRANSPORTATION AND LOGISTICS AT M.I.T., BOSTON, MASSACHUSETTS, USA**

Research Affiliate

June 2005-June 2011

- Work in coordination with the Z.L.C. to advance and facilitate the application of state of the art logistics practices.

**ROTMAN SCHOOL OF BUSINESS, TORONTO, CANADA**

**UNIVERSITY OF ST.GALLEN, ST. GALLEN, SWITZERLAND**

Lecturer, Omnium Global Executive MBA Program

Spring 2007-June 2011

- Designed and teaches a course on Supply Chain Management for the resident module that meets in South America (Brazil and or Argentina), as part of the Omnium Global Exec MBA program offered by both universities. (Av Eval. 6.26/7). Awarded congratulation letter from Associate Dean of Executive Education programs

**INSTITUTO DE EMPRESA, MADRID, SPAIN**

IE's International MBA program was ranked 8<sup>th</sup> worldwide, and 3<sup>rd</sup> in Europe by FT (2008)

Adjunct Professor, Operations and Technology Management

June 2006-May 2008

Professor, Operations and Technology Management

June 2005-May 2006

- Average student evaluation: 4.56/5. Awarded official congratulation letter/award from Dean in 8 of 12 courses taught.
- Developed and taught two new elective courses for the International/Regular MBA program.
  - Creating and Capturing Value in Operations (Spanish and English versions).
  - Managing Supply Chains (Spanish and English versions).
- Developed and taught a new course in the Master in Finance program:
  - Operations Management for the Financial Manager (English version).
- Revised, updated and taught the basic Operations Management course for the International MBA (English version).
- Developed and taught the core course on Supply Chain Management for the Executive Masters in Global Supply Chain Management.
- Taught in numerous in-company and executive programs.

**INSTITUTO TECNOLÓGICO Y DE ESTUDIOS SUPERIORES DE MONTERREY, MONTERREY, NL, MEXICO**

Lecturer

July 2006

- Designed and taught a methodological advanced course for Monterrey Tec professors from the School of International Business called "Managing the Value Chain in a Global Business Environment."

**UNIVERSITY OF ST.GALLEN, ST. GALLEN, SWITZERLAND**

Lecturer

Nov 2005

- Taught part of a module in Supply Chain Management for the Executive MBA in Logistics program. Av Eval: 4.18/5.

**UNIVERSITY OF CHICAGO, GRADUATE SCHOOL OF BUSINESS, BARCELONA, SPAIN**

Teaching Assistant, Operations Management, Executive MBA

Spring 2004

- Responsible for sections, office hours, and homework grading for a one week Executive MBA half course on Supply Chain Management at the University of Chicago's Europe campus.

**HARVARD UNIVERSITY, BOSTON, MASSACHUSETTS, USA**

Teaching Fellow, Economics 970 Seminar, Title: Contracts, Firms and Organizations

Spring 2003

- Av Eval: 4.4/5.

**UNIVERSITY OF SOUTHERN CALIFORNIA, LOS ANGELES, CALIFORNIA, USA**

Teaching Assistant, Microeconomics

Spring 1995- Fall 1996

**UNIVERSIDAD NACIONAL DE LA PLATA, LA PLATA, BUENOS AIRES, ARGENTINA**

Teaching Assistant, Telecommunications Theory

Fall 1994- Spring 1995

Teaching Assistant, Physics I

Fall 1993- Spring 1995

## PROFESSIONAL ACADEMIC SERVICE

June 2010

- Supply Chain Management Cluster Co-Chair (with Fernando Bernstein), ALIO-INFORMS Joint International Meeting, Buenos Aires, Argentina.  
Feb 2010-March 2010  
Feb 2011-March 2011
- Independent Expert Evaluator, European Commission Research Directorate, for the FP7 cooperation program call on “Transport (Including Aeronautics) – Sustainable Surface Transport”.  
Nov 2008-Aug 2011
- Member of the Steering Committee of the Global Health Supply Chain Consortium, a 15+ universities research and education initiative.  
September 2008
- Member of the Scientific Committee of the “Encuentro Teoría de Juegos-Empresa”, an applied Game Theory conference organized by the Miguel Hernández de Elche University.  
September 2007
- Vice President of the Organizing Committee of the “1er Congreso de Logística y Gestión de la Cadena de Suministro”, a Supply Chain Management and Logistics conference in Spain organized by the National Center of Competency in Logistics.  
2002-present time
- Ad hoc reviewer for several journals including Decision Sciences, International Journal of Operations and Production Management, International Journal of Inventory Research, International Journal of Production Economics, Production and Operations Management, Management Research News, Management Science.

## AWARDED RESEARCH GRANTS

- “Actividad investigadora de los grupos de investigación reconocidos por el gobierno de Aragón. T70 “Logística y Gestión de la Cadena de Suministro” Government of Aragón. Department of Science, Technology and University. Total awarded funds: 64.753€. Duration: 2006-10. Role: Principal Investigator.
- “Inter and Intra Country Differential Pricing for Medicines: Designing a Study to Understand the Techno-Economic Feasibility and Implications for Access.” UK Department for International Development (DFID). Duration: Aug-Dec 2009. Total Awarded funds: £16,000. Role: team member.
- “Forecasting for New Global Health Products” Bill & Melinda Gates Foundation. Total Awarded Funds: US\$ 492.857. Duration: Nov 08-May 10. Role: Subject Matter Expert.
- “ACT Forecasting: Technical Assistance to UNITAID Through Roll Back Malaria Partnership, Forecasting Task Force.” Total Awarded Funds: US\$ 102.000 Duration: Sept 08-July 09. Role: Subject Matter Expert.
- “Improving Product Supply Chains. Better Understanding the Role of the Private Sector in Health Systems: Challenges and Opportunities” Results for Development Institute, Rockefeller Foundation and IHPP Thailand. Partnership with Dalberg Global Development Advisors. Total Awarded Funds: US\$ 191,000 of which US\$ 95,000 correspond to ZLC. Duration: May 08-Oct 08. Role: Subject Matter Expert.
- “INTER-NODAL - Análisis de mejoras de la accesibilidad y eficiencia de las operaciones en nodos de intercambio modal y plataformas logísticas. Aplicación a casos concretos.” Reference # PT-2007-042-15CCSM. Awarded Funds (sub project 1): 166.183 € of which 83.091 € are subsidized by the Centro de Estudios y Experimentación de Obras Públicas at the Ministerio de Fomento. Role: Principal Investigator.
- “Análisis de las cadenas logísticas comprendidas en los procesos de transferencia intermodales al y del modo aéreo. Prognosis cuantitativa y cualitativa de la movilidad País/Productos. Modelos de comportamiento, condicionantes, y ventajas comparativas.” Ministerio de Fomento (T 85/2006), Convocatoria de I+D Transportes 2006. Awarded Funds: 101,408 € (plus € 30,000 € provided by CLASA, an entity who runs all cargo operations in airports in Spain). Role: Principal Investigator.
- “La revitalización de los procesos productivos en industrias maduras: ¿cómo evaluar y gestionar de forma eficiente las competencias, los procesos y el desempeño de la empresa?” Ministerio de Industria, Turismo y

Comercio (Spain). Proyectos de Investigación Socioeconómica, Convocatoria PROFIT, Prioridad temática No. 6. Awarded Funds: 51,013 €. Role: Associate Investigator. Principal Investigator: Fabrizio Salvador

- “Potenciación de la competitividad del tejido empresarial español a través de la Logística como factor estratégico en un entorno global” GLOBALOG (PSE-370500-2006-1). Sub-project 2: “Análisis y Configuración de la Cadena de Suministro en un Contexto Estratégico” Ministerio de Educación y Ciencia (Spain). Awarded Funds: 242.758 € (Sub-project 2). Role: Associate Investigator. Principal Investigator: María Jesús Sáenz Gil de Gómez

## ACADEMIC PEER REVIEWED PUBLICATIONS

- Santiago Kraiselburd, V.G. Narayanan, and Ananth Raman. “Contracting for Inventory in a Distribution Channel with Stochastic Demand and Substitute Products.” *Production and Operations Management*. Volume: 13, Issue: 1, Spring 2004. Page(s): 46-62. The paper presents a double moral hazard model that analyses inventory related agency costs in a manufacturer-retailer relationship, in the presence of stochastic demand and substitute products.
- Santiago Kraiselburd, Richard Pibernik, and Ananth Raman. “Impact of Supply Chain Contracts on Incentives for Leadtime Reduction.” *Production and Operations Management*. Volume 20, Issue 5, September/October 2011. Page(s) 639–653. The paper analyses contracting issues that interfere with leadtime reducing efforts in a single period manufacturer-retailer setup.
- Santiago Kraiselburd and Prashant Yadav. “Supply Chains and global health: An imperative for bringing operations management scholarship into action.” *Production and Operations Management*. Volume 22, Issue 2, pages 377–381, March–April 2013. This article highlights some of the main challenges in global health that can be addressed with an Operations Management point of view.
- Kyle Hyndman, Santiago Kraiselburd, and Noel Watson. “Aligning Capacity Decisions in Supply Chains When Demand Forecasts Are Private Information: Theory and Experiment”. *MSOM Winter 2013* vol. 15 no. 1 102-117. In this paper, we present a simple coordination game where an upstream and a downstream party have different demand forecasts. We run a set of experiments with live subjects to find out which strategies subjects play, whether subjects learn from each other, etc.
- Kyle Hyndman, Santiago Kraiselburd, and Noel Watson. “Coordination in Games with Strategic Complementarities: An Experiment on Fixed vs. Random Matching.” *Production and Operations Management*. Volume 23, Issue 2, pages 221–238, February 2014 In this paper, we test with live subjects the following question: in an imperfect information forecast sharing setting, is it better to have long or short term relationships with your suppliers?”

## OTHER PUBLICATIONS

- Santiago Kraiselburd, “Cuando Querer Más Implica Terminar Con Menos”, *Harvard Deusto Marketing & Ventas*, Number 75, July-August 2006. Page(s): 26-33. This article addresses general contracting issues between manufacturers and retailers for a practitioner audience.
- Santiago Kraiselburd. “ZLC, Educación, Logística e Industria,” *Mundo Logístico*, Year III, Number 16, July/August 2006. Page(s): 78-80.
- Santiago Kraiselburd and Micah A. North Shea. “The Evolution of Real Newsboy Contracts in the US.” *Proceedings of the POMS National Conference*, May 7, 2007, Dallas, Texas. This paper attempts to respond the following questions: When and how have real newsboy contracts evolved in the US through the years? Did circumstances change in a way that impacted the types of contracts out there? Why is it that today, of all possible contracts, the wholesale price plus full returns contract prevails?
- Jesus A. Royo y Santiago Kraiselburd. “La logística en Aragón”. *Economía Aragonesa*, Julio 2008, Num 36, pp. 121-138. This article is about the logistic sector in the Aragón region of Spain.
- Santiago Kraiselburd and Alejandro Serrano. “Sobre papeles, inventarios, finanzas y el futuro.” *INCAE Business Review*, Vol. 1, Number 8, May-August 2009. This article is about the relationship between corporate finance and supply chain management for a practitioner audience.

- Luis Herrero, Rogelio Oliva, Noel Watson and Santiago Kraiselburd. “La colaboración entre persona y máquina: una nueva frontera en la gestión de la cadena de suministro.” Harvard Deusto Business Review, November 2012, Page(s): 64-72.
- João Pedro Branco, Leonardo Cabral, Santiago Kraiselburd, Ildfonso Silva, and Tricia Witty. “Building a winning supply chain in Latin America.” Supply Chain Quarterly, Quarter 2, 2014.
- “The on-line buyer, more informed and loyal”, Gerencia, Chile, August 2015.

## TEACHING MATERIALS

- Santiago Kraiselburd and Noel Watson ”PLAZA: The Logistics Park of Zaragoza.” Harvard Business School Case 609113-PDF-ENG. Teaching case about a company who is deciding whether to set up operations in a logistics park. The case goes through the firm’s decision process. 2009.
- Santiago Kraiselburd and Noel Watson ”PLAZA: The Logistics Park of Zaragoza.” Harvard Business School Teaching Note number 5-609-114. 2009.
- Noel Watson and Santiago Kraiselburd. "VidaGas: VillageReach - The Mozambican Foundation for Community Development Joint Venture." Harvard Business School Case 609107-PDF-ENG. Teaching case about a non for profit NGO that creates a for profit company to help in its goal of improving vaccinations in northern Mozambique. 2009.
- Noel Watson and Santiago Kraiselburd. "VidaGas: VillageReach - The Mozambican Foundation for Community Development Joint Venture." Harvard Business Teaching Note 5-609-112.2009.
- Alejandro Serrano and Santiago Kraiselburd. “EOQ, NPV and EVA at Roche”. Teaching case about analyzing manufacturing batch size decisions at Roche, a global pharmaceutical company. 2010.
- Alejandro Serrano and Santiago Kraiselburd. “EOQ, NPV and EVA at Roche”. Teaching Note. 2010.
- Ananth Raman, Noel Watson, Santiago Kraiselburd, Emmanuel Akili, “SCMS: Battling HIV/AIDS in Africa.” Harvard Business School Case 613023-PDF-ENG. Teaching case about the the Supply Chain Management System (SCMS), created by USAID and the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR). 2012.

## CURRENT RESEARCH

- Alejandro Serrano, Rogelio Oliva, and Santiago Kraiselburd. “Risk Propagation through Payment Distortion in Supply Chains” Working paper. The paper addresses the following questions: How do changes in ordering and payment decisions by companies affect bankruptcy costs across the members of a supply chain? Do we predict an amplification of financial flows variability across a supply chain, just like the bullwhip effect predicts such amplification in orders and stocks? Under second revision, EJOR.
- Santiago Kraiselburd, and Noel Watson. "Alignment in Cross-Functional and Cross-Firm Supply Chain Planning." Harvard Business School Working Paper, No. 07-058, 2007. In this paper, we seek to use quantitative models to help appreciate the behavioral processes associated with successful departmental integration in supply/demand planning. Target Journal: Decision Sciences.
- Alejandro Serrano, Santiago Kraiselburd, and Rogelio Oliva. “On the Cost of Capital of Deterministic Inventory Models” Working paper. The paper addresses the following questions: What is the link between inventory decisions and the value of the firm? How is a firm’s level of inventory related to its risk? How can ordering decisions affect a firm’s stock price? Under second revision, International Journal of Production Economics.
- Santiago Kraiselburd and Mustafa Çağrı Gürbüz. “When is Vendor Managed Inventory Good for the Retailer? Impact of Relative Margins and Substitution Rates” Working Paper. In a supply chain with two manufacturers who sell competing products through one common retailer, the paper discusses when the retailer would benefit from Vendor Managed Inventory and when it would not. Target Journal: MSOM.
- Santiago Kraiselburd and Mustafa Çağrı Gürbüz. “Who Should Take Over Operations in a Supply Chain? The Effect of Retailer, Manufacturer Efforts, and Specificity.” Working paper. The paper considers a two stage



supply chain and discusses the full range of possible interactions between the two parties, going from no contract to vertical integration, developing a framework to determine the best choice under different scenarios. Target Journal: MSOM.

- Bjorn Claes, Santiago Kraiselburd, Mario Monsreal and Rogelio Oliva. "Demand From DCs vs Demand From Stores". Work in Process. This is an empirical study of the demand patterns observed between a manufacturer and its clients, some of which require store delivery, and some of which have DCs that then serve stores. The paper will attempt to answer the question: Is demand from DCs more or less variable than demand from stores? The idea is to help the manufacturer determine the true costs of servicing each type of customers. Target Journal: Decision Sciences.
- Luis Herrero Riaño, Santiago Kraiselburd and Noel Watson. "The Union of the Human and the Machine: a New Frontier in Retail Supply Chain Management". Work in process. An extensive empirical study of the decisions made by category managers overruling an automated store ordering system. We have a total of 300,000 overruling decisions made by 60 managers during many months, and extensive data about the general environment (including the system's original decision). Several papers in process. Target Journals: Management Science, JOM.
- Ananth Iyer, Santiago Kraiselburd, Laura Varela, Jorge Barnett, Lijie Song and Arun Radhakrishnan. "Achieving Donor Coordination – Using Data and a Model to Improve Health Outcomes" Work in process. Ministries of health in developing nations have to manage a complex set of donor funds, each with imposed constraints, and use these funds to maximize health outcomes in the population subject to other (e.g. politically motivated) constraints. This paper will apply LP to attempt to help improve the MOH's decisions. Target Journal: tbd.

#### **ACADEMIC CONFERENCE PRESENTATIONS**

- "Risk Propagation in a Supply Chain", presented by Alejandro Serrano (co-author) at INFORMS Annual Conference, November 2010, Austin, Texas.
- "A Financial Perspective on Inventory Holding Cost", presented by Alejandro Serrano (Ph.D. student) at ALIO-INFORMS Joint International Meeting, June 2010, Buenos Aires, Argentina.
- "Donor Coordination Using a Supply Chain Performance Model of Performance Metrics", presented by Lijie Song (Ph.D. student) at ALIO-INFORMS Joint International Meeting, June 2010, Buenos Aires, Argentina.
- "Order Variance: Two Sides of the Same Coin?", presented by Mario Monsreal (Ph.D. student) at ALIO-INFORMS Joint International Meeting, June 2010, Buenos Aires, Argentina.
- "Understanding Supply Chain Management Decisions", presented by Rogelio Oliva (co-author) at 5<sup>th</sup> Annual Behavioral Operations Conference, June 2010, Darden School of Business, University of Virginia. Winner of the Best Presentation Award.
- "Coordination in Supply Chains When Demand Forecasts Are Not Common Knowledge: Theory and Experiment", presented by Kyle Hyndman (co-author) at POMS annual conference, May 2010, Vancouver, Canada.
- "Donor Coordination Using a Supply Chain Performance Model of Performance Metrics", presented by Lijie Song (Ph.D. student) at POMS annual conference, May 2010, Vancouver, Canada.
- "A Financial Perspective on Inventory Holding Cost", presented by Alejandro Serrano (Ph.D. student) at POMS annual conference, May 2010, Vancouver, Canada.
- "A One-period Model for Risk-Sharing and Contracting between a Pharmaceutical and a Payer", presented at ALIO-INFORMS Joint International Meeting, June 2010, Buenos Aires, Argentina.
- "Ordering Decisions, Cost of Capital and the Value of the Firm," presented at INFORMS Annual Conference, October 2009, San Diego, CA.
- "Order Quantity and Inventory Decisions with Endogenous Cost of Capital," presented at the 2009 POMS Annual Conference. May1-4, 2009, Orlando, Florida."

- “Operations Decisions and the Value of the Firm: Perpetuities in a World Without Bankruptcy Cost,” presented at INFORMS Annual Conference, November 2007, Seattle, WA.
- “Impact of Supply Chain Contracts on Incentives for Leadtime Reduction.,” presented at 1er Congreso de Logística y Gestión de la Cadena de Suministro, Sept 2007, Zaragoza, Spain.
- “When is Vendor Managed Inventory Good for the Retailer? Impact of Relative Margins and Substitution Rates,” presented at 1er Congreso de Logística y Gestión de la Cadena de Suministro, Sept 2007, Zaragoza, Spain.
- “Who Should Take Over Operations in a Supply Chain? The Effect of Retailer, Manufacturer Efforts, and Specificity,” presented at 1er Congreso de Logística y Gestión de la Cadena de Suministro, Sept 2007, Zaragoza, Spain.
- "Newsboy Contracts in OR/OM Academia and in Practice: a Historical Perspective," presented at the POMS Annual Conference, May 2007, Dallas, Texas.
- “Who Should Take Over Operations in a Supply Chain? The Effect of Retailer, Manufacturer Efforts, and Specificity,” presented at INFORMS Annual Conference, November 2006, Pittsburgh, PA.
- “When is Vendor Managed Inventory Good for the Retailer? Impact of Relative Margins and Substitution Rates,” presented at POMS Annual Conference, April 2006, Boston, MA.
- “Alineación de Incentivos en las Relaciones Distribuidor-Fabricante,” presented at Análisis de la Cadena de Suministro y la Ventaja Competitiva, February 2006, Zaragoza, Spain.
- “Impact of Supply Chain Contracts on Incentives for Leadtime Reduction,” presented at INFORMS Annual Conference, October 2004, Denver, CO.

#### **INVITED ACADEMIC PRESENTATIONS**

- “Analysis of Local Modifications to Automated Restocking Decisions,” Universidad de Los Andes, October 2010, Bogotá, Colombia
- “The Manufacturer’s Incentives to Reduce Lead Time,” INCAE Business School, July 1<sup>st</sup> 2008, Costa Rica.
- “PLAZA, the Largest Logistics Park in Europe,” 10th Supply Chain Thought Leaders Roundtable, June 22<sup>nd</sup>, 2008, Madrid, Spain.
- “Contracting in a Supply Chain with Stochastic Demand and Substitute Products,” November 13<sup>th</sup>, 2003, IESE Business School, Barcelona, Spain.
- “Contracting in a Supply Chain with Stochastic Demand and Substitute Products,” November, 2003, ESADE Business School, Barcelona, Spain.
- “Contracting in a Supply Chain with Stochastic Demand and Substitute Products,” November 13<sup>th</sup>, 2003, IE Business School, Madrid, Spain.

#### **INVITED PRACTITIONER CONFERENCE PRESENTATIONS**

- “Managing Supply Chains in high volatility environments”, IDEA supply division annual conference, November, Buenos Aires, Argentina, 2015.
- “Perspectives on Omnichannel SCM” Expo Bodegas y Logistica, Santiago, Chile, October 2015.

- “Creation of a cluster from the ground up: the case of Aragon and Zaragoza”, Rio Grande Do Sul, Brazil, August 2015
- “Market Effects of SC events” KPMG Office, Buenos Aires, Argentina, April 2015.
- “Execution in retail supply chains: a case study,” Consortium for Operational Effectiveness in Retailing (COER), Wharton, Philadelphia, June 2014.
- “Case study of a Brazilian retailer facing key operational challenges, ” Consortium for Operational Effectiveness in Retailing (COER), Harvard Business School, Boston, May 2013.
- “Better Short Term End to End Planning and Execution Through a Supply Chain Control Tower,” Universidad Torcuato Di Tella, Buenos Aires, Argentina, March 2013.
- “Multi Channel Retailing.” Consortium for Operational Effectiveness in Retailing (COER), Wharton, Philadelphia, May 2011.
- “Corporate Finance and SCM: How to Speak the Language of the CFO,” DINALOG, Breda, The Netherlands, December, 2010.
- “Cooperation between a Logistics Park, a University and a Region: the example of Zaragoza,” keynote speaker, VIII. International Logistics and Supply Chain Congress, Maltepe University Congress Centre, Istanbul, Turkey, November, 2010.
- “Corporate Finance and SCM: How to Speak the Language of the CFO,” Transport and Logistics: Preparing Your Supply Chain for Tomorrow Conference, St Petersburg, Russia, October, 2010.
- “Corporate Finance and SCM: How to Speak the Language of the CFO,” keynote speaker, JDA Connect 2010, Amsterdam, The Netherlands, October, 2010.
- “Corporate Finance and SCM: How to Speak the Language of the CFO,” Vlerick Leuven Gent Management School, Belgium, September, 2010.
- “Supply Chain Strategy,” SCM Restructuring meeting, EMEA Region, Pfizer, Istanbul, Turkey, September, 2010.
- “Mobility: the Door-to-Door Strategy.” Role: moderator. European Technology Platforms Conference 2010. Brussels. May 11-12, 2010.
- “Strategy and SCM”, CEO Summit (by invitation only), Center for Latin American Logistics Innovation, Bogotá, Colombia, April 7<sup>th</sup>, 2010.
- “PLAZA, the Logistics Platform of Zaragoza”, CEO Summit (by invitation only), Center for Latin American Logistics Innovation, Bogotá, Colombia, April 7<sup>th</sup>, 2010.
- Santiago Kraiselburd and Franky Veryser “Corporate Finance and Supply Chain Management: Speaking the Language of the CFO,” Council of Supply Chain Management Professionals Europe 2010 Conference, 24 - 26 March, 2010.
- “Research and Education in Logistics: the case of Zaragoza Logistics Center”, Ripernsare la logistica dell’agroalimentare Conference, Parma, Italy, Nov 20, 2009.
- “Incentivos en las relaciones Fabricante-Distribuidor”, Congreso Nacional de Logística, San José, Costa Rica, Nov 4-5, 2009.
- Panelist, “Research in Action: beyond just science,” International Debate on Research & Global Health Challenges, Barcelona, October 27-28, 2009.
- “La Scienza Per la Pace: La Logística Umanitaria,” BergamoScienza VII Edition, Bergamo, Italy, October 17, 2009.

- Opening remarks, 1st International Workshop on Secure Supply Chain Collaboration, within SIL 2009 Exhibition, Barcelona, Spain, June 2, 2009
- Panelist, Forum on Retail Excellence, Kuhne School, Technische Universitat Hamburg Harburg, Hamburg, Germany, September 23-24, 2009
- Panelist, “La importancia de la logística para triunfar en los mercados internacionales,” Exporta 2009, Zaragoza, Spain, June 17-18, 2009.
- Main Presenter, Zaragoza Global working breakfast series, Zaragoza, Spain, May 15, 2009.
- “Money, the third flow in Supply Chain Management,” Líderes de la Red de Valor, Bogotá, Colombia, May 6, 2009.
- Presenter, “Seminar on best practices in Supply Chain Management”, with Department for International Development (UK Government), for senior officials from, among others, the National Rural Health Mission at the Government of India, WHO, World Bank, UNOPS, UNICEF, in New Delhi, December 19, 2008.
- Panelist, Forum on Retail Excellence, Madrid, Spain, Nov 20, 2008.
- “A walk along the frontiers of Supply Chain Management,” Logitrans conference, Madrid, Spain, Nov 12, 2008.
- “Finance, Supply Chain Management and Operations: Towards a Unified Framework”, Supply Chain 2020 Executive Board meeting, Copenhagen, Denmark, Nov 10-11, 2008.
- Opening and closing remarks, and moderator of section called “Opportunities for future research”, Global Health Summit, Zaragoza, Spain, November 6-7, 2008.
- “Operaciones y Finanzas: un vínculo que agrega valor,” University of San Andrés, Argentina, November 30, 2007.
- “Boost in E-Logistics Promotes Ubiquitous Logistics Era,” International Logistics Conference on “Logistics in 10 Years, its Vision and Realization”, Part of the Marine Week 2007, October 24, 2007, Busan, Korea.
- “Zona de Actividad Logística (ZAL): Una Experiencia Europea,” Symposium Latinoamericano de Logística, October 9-10, 2007, Santiago, Chile.
- “Hacia un nuevo criterio evaluación de desempeño en cadenas de suministro: la interacción entre finanzas y operaciones. Últimas teorías y ejemplos prácticos.” Presented at Primer Foro de Logística del Atlántico, October 3-7, 2007, Tamaulipas, México.
- “Review of the day’s findings,” Entertainment Supply Chain Academy European Conference, Sept 18-9, 2007, Madrid, Spain.
- “Development, Construction and Maintenance of Infrastructure,” Panel Moderator, Sumaq Summit 07, June 21-22, 2007, Madrid, Spain.
- “Plataformas Logísticas: el Caso Plaza.” Presented at IV Simposio Internacional de Logística, June 6-8, 2007, Medellín, Colombia.
- “Malaria Supply Chains: challenges ahead.” Consortium for Operational Effectiveness in Retailing (COER), Harvard Business School, May 2007.
- “Experiencias Empresariales de Exito,” presented at the Foro Internacional Pilot 2007, April 26-27, 2007, Zaragoza, Spain.
- “Alineación de Incentivos en las Relaciones Distribuidor-Fabricante,” presented at 4to Forum Mundial de Logística, March 2007, Monterrey, Mexico.

- “Alineación de Incentivos en las Relaciones Distribuidor-Fabricante,” presented at V Conferencia Sector Gran Consumo, March 2007, Madrid, Spain.
- “Alinear incentivos entre fabricantes y distribuidores. Las fórmulas del éxito,” presented at XXI Jornadas de Distribución Comercial, March 2006, Madrid, Spain.
- “El caso PLAZA: La mayor plataforma logística de Europa,” presented at Foro Mundial de Logística, March 2006, Mérida, México.
- “Alineación de Incentivos en las Relaciones Distribuidor-Fabricante,” Kraiselburd, Santiago, presented at IV Conferencia Sector Gran Consumo, February 2006, Madrid, Spain.

#### **MEDIA MENTIONS**

- Interview at TVE (National Television of Spain), El Periódico de Aragón Newspaper (España), Revista Empresa Exterior (Spain), Heraldo de Aragón Newspaper (Spain), Valencia Fruits on line (Spain), EuropaPress (Spain), Diario El Mundo: Suplemento Expansión y Empleo Newspaper (Spain), Envase y Embalaje Magazine (Spain), Moneda Unica Magazine (Spain), El Economista (Spain), Veintepies.com (Spain), L'Eco di Bergamo (Italy), Revista Mundo Logístico (Mexico), Economía y Negocios Magazine (Chile), El Mercurio Newspaper (Chile), “Hablemos de Logística” Radio Palermo (Argentina), Forbes.com (USA), BostonGlobe.com (USA), Who's Who in the World, 25<sup>th</sup> and 26<sup>th</sup> Editions, Who's Who in Finance and Business 37<sup>th</sup> Edition.

#### **PH.D. THESES SUPERVISED**

- Serrano, Alejandro. “Three essays on the interaction between finance and operations” (Co- supervised with Rogelio Oliva). Thesis for Doctor in Logistics and Supply Chain Management, Zaragoza Logistics Center, June 2010.

#### **MASTER THESES SUPERVISED**

- Burdeos, Jorge. “Simulating Risk Propagation in a Supply Chain” (Co- supervised with Alejandro Serrano) Thesis for Master of Engineering in Logistics and Supply Chain Management, Zaragoza Logistics Center, May 2009.
- Garza, José Manuel and Andrés Eduardo de la Guarda. “Cycle Inventory and Firm Value: The Case of Two Firms”, Thesis for Master of Engineering in Logistics and Supply Chain Management, Zaragoza Logistics Center, May 2008.
- Serrano, Alejandro. “The Link Between Inventory and Financial Theory: the Case of Deterministic Demand” Thesis for Master of Engineering in Logistics and Supply Chain Management, Zaragoza Logistics Center, May 2007.
- North-Shea, Micah A. “The Theory and Reality of Newsboy Contracts in the US” Thesis for Master of Engineering in Logistics and Supply Chain Management, Zaragoza Logistics Center, May 2006.
- Paparo, Francesca. “PLAZA: A Logistics Park Case Study” Thesis for Master of Engineering in Logistics and Supply Chain Management, Zaragoza Logistics Center, May 2006.
- Weaver, Nathan J. “Elements, Feasibility, and Coordination Mechanisms of IP Soybean Supply Chains” Thesis for Master of Engineering in Logistics and Supply Chain Management, Zaragoza Logistics Center, May 2006.

#### **OTHER INTERESTS AND SKILLS**

- Fluent in Spanish, Portuguese and English; Advanced Reading, Beginner Speaking and Beginner Writing in French and Italian.
- Member of La Plata Rugby Club’s 1995 Union Argentina de Rugby 1st Division Champion team, and 1998 Federal Cup Champion team. Southern California Rugby Union Second Division All Star Team, 1996. Harvard Business School Rugby team 2001-04, member of 2004 Wharton MBA tournament champion.

- Advanced Yacht skipper license (Patrón de Yate a Vela y Motor) from Argentine National Coast Guard, and Advanced Cruising Certificate from American Sailing Association. Skipped in Optimist, Laser, Rhodes and 30 to 50 Feet sailboats. Certified Rescue Scuba Diver. Dived in Singapore, Argentina, Brazil, Panama and the US.