

Timothy M. Laseter
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EDUCATION

- 1997-2003 **Darden Graduate School of Business** **Charlottesville, Virginia**
The University of Virginia
Ph.D. in Operations Management conferred May 2003. Completed program in six years while working part-time for five of those years as a partner at what is now Strategy&, the strategic advisory component of PwC. Dissertation, “Operations Strategy & B2B eMarketplaces” completed while serving as an Instructor on the faculty of the Darden School.
- 1982-1984 **Darden Graduate School of Business** **Charlottesville, Virginia**
The University of Virginia
MBA with a concentration in finance and quantitative methods. Recipient of Faculty Award for Academic Excellence.
- 1977-1980 **Georgia Institute of Technology** **Atlanta, Georgia**
B.S. in Industrial Management *Magna Cum Laude*. National Merit Scholar. Beta Gamma Sigma National Honor Society. Financial Executive’s Scholarship Award.

ACADEMIC EXPERIENCE

- 2002-Present **Darden Graduate School of Business** **Charlottesville, Virginia**
The University of Virginia
Professor of Practice
Teach electives in *Operations Strategy, Global Client Projects, Emerging Topics in Technology & Operations, Strategy Consulting, and Digital Operations*. Support select custom programs for Executive Education. Nominated for outstanding faculty award and recognized by the Dean’s office for ranking in the top 10 percent among Darden faculty multiple times. Advisor to the Consulting Club, Darden School of Brew, and Community Consultants of Darden.
- Summer 2013 **Institute for Shipboard Education** **Charlottesville, Virginia**
Faculty Member for Summer 2013 Voyage
Developed two courses—*Operations Management and Retail Supply Chains Worldwide*—tailored for the itinerary of Casablanca, Antalya, Iraklion, Kusadasi, Athens, Florence, Rome, Valletta, Marseille, Barcelona, Cadiz, and Lisbon. Evolved new teaching style appropriate to a floating residential college of over 500 undergraduates from over 250 schools across the US and several foreign nations.

- 2009-2011 **Tuck School of Business at Dartmouth** **Hanover, New Hampshire**
Visiting Lecturer
 Designed and taught a mini-course on Operations Strategy with a focus on competitive cost analysis and e-business in fulltime MBA program for three consecutive academic years.
- 2010 **Owen School of Business at Vanderbilt** **Nashville, Tennessee**
Adjunct Professor
 Taught a fourteen session versions of self-designed course on Operations Strategy with a focus on competitive cost analysis and e-business in fulltime MBA program.
- 2009 **India School of Business** **Hyderabad, India**
Visiting Faculty
 Designed and taught a one week Executive Education program on Supply Chain Management to functional managers from the India Times.
- 2008 **London Business School** **London, England**
Visiting Assistant Professor
 Designed and taught a one week MBA elective on Global Supply Chain Leadership in January 2008 plus multiple class sessions on supply chain management in the core MBA program in May 2008.
- 2008 **Stern School of Business, New York University** **New York, New York**
Visiting Assistant Professor
 Taught Operations Strategy elective from February to May 2008 for fulltime and executive MBAs.
- 2008 **Goizueta Business School, Emory University** **Atlanta, Georgia**
Adjunct Assistant Professor
 Developed and taught Supply Chain Management elective from January to April 2008 for fulltime and executive MBAs.
- 2007 **IESE Business School, Universidad de Navarra** **Barcelona, Spain**
Visiting Assistant Professor
 Invited to Barcelona for five weeks to teach two MBA elective courses. Taught Operations Strategy using many personally-authored cases, technical notes and articles. Also developed a new course on Strategic Product Creation leveraging my recently published book by the same title.

BUSINESS EXPERIENCE

- 2019-Present **Laseter Holdings, LLC** **Charlottesville, Virginia**
Managing Director
 Formed Limited Liability Company in 2019 to transition to accommodate part-time consulting and investing activities. Providing executive training, workshops, and facilitation services as well as serving as senior thought-leader on larger engagements for retailers and consumer packaged goods companies.

- 2014-2019 **PwC/Strategy&** **Arlington, Virginia**
Managing Director
Rejoined—on a part-time basis—the latest incarnation of former firm, Booz Allen & Hamilton, now Strategy&, a part of PricewaterhouseCoopers. Served clients in the Retail and Consumer Packaged Goods industries with a focus on the operational challenges of online retailing and managing the supply chain for five years before transitioning to a more flexible, less time-consuming working model.
- 2008-2016 **RelayFoods** **Charlottesville, Virginia**
Senior Advisor/Board Member
Served on initial advisory board for this online grocer with a unique business model. Starting in May 2010 accepted temporary, part-time role as Senior Vice President of Strategy to drive key growth decisions. Later served as advisor to and eventually member of the Board of Directors until company acquired.
- 2004-2014 **Censeo Consulting** **Washington DC**
Senior Client Advisor
Served as a Senior Advisor to the CEO/founder of this boutique consulting firm founded in 2003. From October 2008 to February 2011, served in part-time role as acting Chief Operating Officer to help scale the business processes as the firm moved through a major growth phase. Starting in 2011 led efforts to expand the firm's commercial business:
- Examined the North American supply chain and sourcing footprint of a fast-growing, global pharmaceutical company
 - Provided workshops in strategic growth for teams of the Chief of Innovation for a global technology company including follow-up coaching in China
 - Conducted multiple engagements regarding operations strategy for a leading supplier to the telecommunications industry
 - Served as facilitator of North American procurement strategy offsite for a global conglomerate
- 2002-2014 **Zolab Consulting, LLC** **Ivy, Virginia**
Principal
Providing consulting services to major corporations and smaller start-ups in areas such as operations strategy, supply chain management and purchasing:
- Conducted workshop in Strategic Sourcing for division of a leading diversified, global company
 - Supported the business plan development of a start-up offering Internet enabled fulfillment services for local retailers
 - Conducted a curriculum review and designed a global training rollout for the operations organization of major, multi-division industrial company
 - Facilitated a strategic planning offsite for the global sourcing group of a major appliance maker
 - Prepared an operations diagnostic for a start-up company using the Internet to sell warranted used automotive parts through auto part retailers
 - Examined adjacent growth opportunities by researching the connector industry for a fiber optic hardware manufacturer

- Conducted due diligence assessment of Boston-based technology start-up with a robotic distribution system for retail fulfillment
- Conducted interviews in Italy, Brazil, and the United States and facilitated a relationship offsite between a manufacturer and its leading supplier

1995-2002 **Booz Allen Hamilton*** **New York, New York and McLean, Virginia**

Vice President, Operations Management Practice

Served as an advisor to senior executives in a variety of industries by addressing a wide range of issues including overall business strategy, organization, supply chain management, sourcing and related topics of operations strategy. (*Note: Partner in the commercial business that became Booz & Company and then Strategy& as part of PwC*)

1988-1995 **Booz Allen Hamilton** **Cleveland, Ohio and London, England**

Associate, Senior Associate and Principal, Operations Management Practice

Joined as an associate in the firm's Cleveland office and advanced rapidly by leveraging prior experience in manufacturing, quality and supply chain management. Transferred temporarily to the London office as investment in personal development before returning to Cleveland. Founded the firm's global network of sourcing practitioners and ultimately became an expert—recognized internally as well as externally—in strategic sourcing.

1984-1987 **Siecor Corporation** **Hickory, North Carolina**

Business Analyst, Production Supervisor and Quality Assurance Supervisor

Joined Siecor—at the time, a fiber optics joint venture between Siemens and Corning—upon graduation from Darden. As a Business Analyst in the Operations Controller's group prepared monthly financial reports, appropriation requests and special project analyses—such as an experience curve pricing agreement for Corning fiber. After 18 months, took a lateral move to become a night shift supervisor in the largest plant. Initiated a set-up time reduction effort and participated in a Materials Requirement Planning (MRP) implementation program in addition to normal duties. Next took responsibility for Quality Assurance department and worked with Purchasing manager to create a supplier quality program. Also initiated broad training in statistical tools such as *Design of Experiments* for Quality Assurance and Production Engineers.

1981-1982 **McLean Group** **McLean, Virginia**

Consultant

Worked as consultant in banking operations for this two-partner firm. Focused on improvement of wholesale check processing to enhance float management at a global bank based in New York City.

1980-1981 **Arthur Andersen** **Atlanta, Georgia**

Consultant

In Management Information Consulting Division supporting a Materials Requirement Planning (MRP) implementation for a major chemical company by coding online interface to batch order system.

BOOKS AND BOOK CHAPTERS

Rabinovich, E and T. Laseter (July 2011). Internet Retail Operations: Theory and Practice, Boca Raton, Florida, Taylor & Francis, LLC.

Eades, K., L. Isabella, T. Laseter, P. Rodriguez, P. Simko and I. Skurnik (May 2010). The Portable MBA, Fifth Edition, Hoboken, New Jersey. John Wiley & Sons, Inc.,

Kerber, R.L., and T.M. Laseter (2007). Strategic Product Creation. New York, McGraw-Hill.

Laseter, T., and E. Weiss (2007). "*Structural Supply Chain Collaboration*." Chapter two in peer-reviewed book from Kluwer Publishing entitled Supply Chain Analysis: Information, System, and Optimization edited by T. C. Piaw, W.K. Kee, and C. S. Tang.

Fombrun, C.J., and M.D. Nevins (2003). The Advice Business: Essential Tools and Models for Management Consulting. Pearson Prentice Hall 2003. Chapter entitled "*Strategic Sourcing*"

Laseter, T. M. (1998). Balanced Sourcing: Cooperation and Competition in Supplier Relationships. San Francisco, Jossey-Bass Publishers.

Treat, J.E., et al. (1994). Creating the High Performance International Petroleum Company: Dinosaurs Can Fly. Tulsa, PennWell Publishing Company. Chapter 10, "*Optimizing the Value Chain: Materials and Maintenance Challenges*" with McKenna, M.

PEER-REVIEWED PUBLICATIONS

Lim SFWT., E. Rabinovich, D. Rogers, and T. Laseter, (November 2016). "*Last-Mile Supply Network Distribution in Omnichannel Retailing: A Configuration-Based Typology*" Foundation and Trends in Technology, Information and Operations Management (10;1) 1-87

Rabinovich E, T. Laseter, T., and R. Sinha, (May 2011). "*Unlimited Shelf Space in Internet Supply Chains: Treasure Trove or Wasteland?*". Journal of Operations Management (29:4) 305-317

Rosenzweig E., T. Laseter, and A. Roth, (January 2011) "*Through the Service Operations Looking Glass: Influence of Industrial Sector, Ownership, and Service Offerings on B2B e-Marketplace Failures*". Journal of Operations Management (29:1-2) 33-48.

Rabinovich, E., T. Laseter and J. Rungtusanatham, (November 2008) "*Physical Distribution Service Performance and Internet Retailer Margins: The Drop-Shipping Context*" Journal of Operations Management(26:6) 767-780.

Laseter, T., K. Boyer, J. Rungtusanatham and E. Rabinovich, (Spring 2007) "*Backroom Operations On the Front Burner: Three Critical Issues in Internet Retailing*" Sloan Management Review(48:3) 58-64.

Mollenkopf, D., E. Rabinovich, T. Laseter, and K. Boyer, (Spring 2007) "*Managing Internet Product Returns: A Focus on Effective Service Management*", Decision Sciences(38:2).

Cross, R., T. Laseter, A. Parker and G. Velasquez, (Fall 2006) "*Using Social Network Analysis to Improve Communities of Practice*" California Management Review (49:1) 32-60.

Laseter, T., and S. Bodily. (2004) "*Strategic Indicators for B2B e-Marketplace Financial Performance*" Electronic Markets(14:4) 322-332.

Laseter, T.M., and K. Ramdas (May 2002). "*Product Types and Supplier Roles in Product Development: An Exploratory Analysis.*" IEE Transactions on Engineering Management(49:2) 107-118.

PRACTITIONER PUBLICATIONS

Laseter, T., (Summer 2020). "*How to Win in Online Grocery*" (April), "*Competitive Dynamics That Shape Consumer Preferences*" (September), "*Did the Pandemic Change Everything*" (October), Takeoff Technologies.

Laseter, T., A. Tipping, and F. Duiven (Autumn 2018). "*The Rise of the Last-Mile Exchange*" strategy+business(92).

Laseter, T., S. Lauster, and N. Hodson (July 2017). "*A Strategist's Guide to the Digital Grocery*" strategy+business (online edition).

Laseter, T., (Spring 2017). "*The Line Between Confidence and Hubris*" strategy+business(86).

Laseter, T., M. Egol, and S. Bauer (Winter 2015). "*Navigating Retail's Last Mile*" strategy+business(81).

Laseter, T., and S. Lauster (Winter 2014). "*What Mom-and-Pop Stores Can Teach Grocery Chains*" strategy+business(77): 28-32.

Laseter, T., (Summer 2014). "*Management in the Second Machine Age*" strategy+business(75): 38-42.

Laseter, T., and J. Hutchinson-Krupat (Winter 2013). "*A Skeptic's Guide to 3D Printing*" strategy+business(73).

Laseter, T., and J. Bennett (Summer 2013). "*Building a Flywheel Business*" strategy+business(71): 28-32.

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Laseter, T., and E. Johnson (Winter 2011). "*A Better Way to Battle Malware*" strategy+business(65): 26-30.

Laseter, T., and E. Rabinovich (August - September 2011). "*Evolution of Online Retailing*" The European Financial Review, 62-64

Laseter, T., (Summer 2011). "*Focus and Scale on the Internet*" strategy+business(63): 22-27

- Laseter, T., A. Ovchinnikov and G. Raz (Winter 2010). "*Reduce, Reuse, Recycle...or Rethink*" strategy+business(61): 31-35
- Laseter, T., C. Lichtendahl and Y. Grushka-Cockayne (Summer 2010). "*Cleaning the Crystal Ball*" strategy+business(59): 26-31
- Laseter, T., (Winter 2009). "*An Essential Step for Corporate Strategy*" strategy+business(57): 18-23.
- Laseter, T., and E. Johnson (Summer 2009). "*Reframing Your Business Equation*" strategy+business(55): 18-23.
- Laseter, T., and G. Fairchild (Winter 2008). "*Supplier Empowerment and the Bottom Line*" strategy+business(53): 38-44.
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- Laseter, T., and L. Laseter (Autumn 2007). "*See for Yourself*" strategy+business(48): 20-24.
- Laseter, T., D. Kirsch and B. Goldfarb (Spring 2007). "*Lessons of the Last Bubble*" strategy+business(46): 26-31.
- Laseter, T., and R. Cross (Autumn 2006). "*The Craft of Connection*" strategy+business(44): 26-32.
- Laseter, T., E. Rabinovich and A. Huang (Spring 2006). "*The Hidden Cost of Clicks*" strategy+business(42): 26-30.
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- Laseter, T., and E. Weiss (Summer 2005). "*The Right Mix for a Pricing Fix*" strategy+business(39): 18-21.
- Laseter, T., (Summer 2004). "*When Offshoring Isn't a Sure Thing*" strategy+business(36): 26-31.
- Laseter, T., and M. Hild (Summer 2004). "*The Power of Plausibility Theory*" strategy+business(35) 32-35.
- Laseter, T., M. Turner and R. Wilcox. (Winter 2003). "*The Big, the Bad and the Beautiful*" strategy+business(33): 20-24.
- Laseter, T., and K. Oliver. (Fall 2003). "*When Will Supply Chain Management Grow Up?*" strategy+business(32): 20-25.
- Laseter, T., K. Ramdas and D. Swerdlow. (Summer 2003). "*The Supply Side of Design and Development*" strategy+business(31): 20-25.
- Laseter, T., B. Berg, and M. Turner. (Spring 2003). "*What FreshDirect Learned from Dell*" strategy+business(30): 20-25.
- Laseter, T., and C. Capers. (2002). "*eMarketplace Survival Strategies*" strategy+business(29): 30-34.

Chung, A., T. Jackson, and T. Laseter. (2002). "*Why Outsourcing Is In*" strategy+business(28): 22-27.

Laseter, T., and H. Baker. (2002). "*The Four Phases of Continuous Sourcing*" strategy+business(27): 32-37.

Laseter, T., A. Kandybin, and P. Houston. (2002). "*Marketing and Operations: Can This Marriage Be Saved?*" strategy+business(26): 22-27.

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Laseter, T., P. Houston, and S. Byrne. (2000). "*Scale Curve Modeling*" Purchasing Today(11:2): 20

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Laseter, T., and M. Quint. (1999). "*Utilization Curves*" Purchasing Today(10:12): 12

Laseter, T., D. Evans, et al, (1999) "*Selecting Supply Chain Management Software*" Purchasing Today Technology Guide(October, 1999)

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PUBLISHED PEDAGOGICAL MATERIALS

Lert D. & Laseter, T (2021), "*A Rock and a Hard Place: The Conundrum of Online Grocery after COVID*", Darden Business Publishing, OM-1733.

Ritchie R. & Laseter, T (2020), "*Cost of the Cold Chain: Perishable Shipping Solutions*", Darden Business Publishing, OM-1700.

Curran, M. and T. Laseter (2013), "*Corning Incorporated: Extending 160 Years of Innovation*", Darden Business Publishing, OM-1510.

Yoxtheimer, A. and T. Laseter (2012), "*Bedrock, Ltd.*", Darden Business Publishing, S-0206.

Hammer, J. and T. Laseter (2012), "*Coastal Shipping*", Darden Business Publishing, S-0205.

Murphy, M, M. Pederson, and T. Laseter (2012), "*Belton Semiconductor (A) and (B)*", Darden Business Publishing, BP-0556 and BP-0557.

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Laseter, T (2012), "*Valeant Pharmaceuticals: The 2012 Incentive Plan*", Darden Business Publishing, OM-1482.

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Stewart, S. and T. Laseter (2012), "*Air International.*", Darden Business Publishing, OM-1480.

Hetman, Y., C. McHale, T. Laseter (2012), "*Edison2*", Darden Business Publishing, OM-1461.

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Laseter, T, "*Boxer World*", Darden Business Publishing, OM-TBD.

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Laseter, T., T. Homma, and K. Kibler (2010), "*Tim English: U.S. Men's Wholesale Business*", Darden Business Publishing, OM-1368

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Ehrig, B. and T. Laseter (2006), "*Nike Inc.: Buy Strategy*", Darden Business Publishing, OM-1297

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Heckel, K., A. Huang and T. Laseter (2006), "*Competitive Cost Analysis: Cost Driver Framework; Cost Modeling Techniques; Scale and Utilization*", Darden Business Publishing, OM-1254, OM-1255, and OM-1256

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PERSONAL

Sixty years old, married with two children and one grandchild. Son, Josh, is an honors graduate of Georgia Tech, now software developer at Charlottesville hedge fund, Quantitative Investment Management and married in May 2019. Daughter, Cecilia, is an honors graduate of Hamilton College with an MBA from the University of Texas-Austin married in 2017 and new mother as of March 2019. Wife, Jody, is a graduate of the Culinary Institute of America and animal lover. Avid reader of classic fiction, science fiction, business histories, and general science. Active cyclist riding 5,000+ miles per year and former triathlete with first place finishes in *Clydesdale Masters* category. Completed the Paris-Brest-Paris 1200k ride in 2007 in 83.5 hours and the John O’Groats to Land’s End trans-UK route in 2014. Led the training for a team of kids from the Boys & Girls Club to complete a cycling challenge as part of fundraising event for several years.

REFERENCES: *Available upon request*