

About the Institute



The Tauber Institute for Global Operations

is an advanced educational program at the University of Michigan. Graduates have a broad understanding of business and engineering and are experts in operations and global manufacturing. A milestone of the Tauber Institute is a team project sponsored by companies and supported by two faculty advisors, one from Michigan Ross and one from the College of Engineering. Team projects typically have significant visibility and are often sponsored at the vice-president level. A successful project results in significant return on a company's investment and fosters an introduction to the entire cohort of Tauber Institute students.

Students and Training

Most of the program's first-year activities are geared toward ensuring a successful team project; these include taking courses from both the Business and Engineering schools, a broad range of operations-related electives, and a number of workshops focused on team-building and leadership. That last group of activities concentrates on having things done quickly, efficiently, and effectively.

Return on Investment

While some sponsoring companies initially treat the Tauber Institute team projects as a recruiting tool, most if not all companies come to recognize an immediate high-return on investment. It is fairly typical for a team project's net benefit to exceed \$1M in either new revenue or saved costs. In 2018, 32 projects had over \$28M in per project savings over three years. While each project starts with an analysis and proceeds to recommendations, we emphasize the immediate implementation of recommendations, a significant portion of which are either executed or piloted during the team project.

Tauber Institute Differentiators



CAREFUL ADMISSIONS PROCESS

Highly intelligent, execution-oriented students.



TEAM-BASED PROJECTS

Balanced backgrounds of team members, with a supporting infrastructure of faculty, administration, and processes.



PROJECT FOCUSED

Specific quantifiable objectives important and visible to the firm.



STUDENTS TRAINED TO HIT THE GROUND RUNNING

Recommendations typically piloted and implemented.



LEADERS AND BEST

All students educated in personal and team leadership skills to maximize effectiveness.

Sample Results from 2021 Projects



First Place | **STANLEY BLACK & DECKER**

Industry 4.0: IIOT Machine Condition Monitoring and Analytics

The Tauber team assessed the current state of machine health monitoring, and built business use cases to generate a minimum of \$150,000 value for three sites. They also developed a data analytics model, and created a roadmap for future deployments to other SB&D division sites.



Second Place | **PFIZER, INC.**

Batch Changeover Velocity

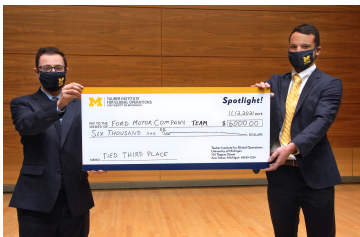
The Tauber team focused on accelerating the batch process velocity of clinical manufacturing in Pfizer's Sandwich, UK facility. They identified specific improvement areas, created optimization mechanisms and tools, implemented efficiency recommendations, and developed performance tracking measures.



Third Place (tie) | **BEYOND MEAT**

Overall Equipment Effectiveness and Continuous Improvement

The Tauber team recommended improvements, created training materials, and piloted programs to help Beyond Meat reach World Class OEE benchmarks.



Third Place (tie) | **FORD MOTOR COMPANY**

Using AI to Automate and Scale Digital Twin Technology for Advanced Manufacturing

The Tauber team worked with Ford's Factory Digital Twin team, a key driver of the company's Manufacturing 4.0 transformation to deliver advanced technologies. The team developed an AI algorithm to automate asset identification and classification and provided a blueprint for future implementations.

Team Project Sponsors

Founded in 1993, the Tauber Institute works with a broad range of companies in a variety of industries, including:

AEROSPACE

Alcoa Howmet, Boeing, GE Aviation, Lockheed Martin, Raytheon, Woodward, Inc.

AUTOMOTIVE

BorgWarner, Chrysler, Delphi, Federal Mogul, Ford Motor Company, General Motors, Kostal, Meritor, Tesla Motors, Volkswagen

CONSULTING FIRMS

A.T. Kearney, McKinsey & Company

DIVERSIFIED MANUFACTURING

3M, AIP, Alcoa, BASF, Cummins, Dow, Eaton, Guardian, Honeywell, IDEX, Johnson & Johnson, Precision Castparts, Schlumberger, SRG Global, Stoneridge, Whirlpool

ENERGY

Cooper, DTE Energy, National Grid, Pacific Gas & Electric Company

FOOD PROCESSING & BEVERAGE

Beyond Meat, ConAgra Foods, Inc., Curation Foods, General Mills, Great Giant Pineapple Company, PepsiCo, Sunset Produce

HEALTHCARE

Cardinal Health, Mayo Clinic, Seattle Children's Hospital, University of Michigan Medical School

HIGH TECH OR ELECTRONIC ASSEMBLERS

Amazon, Cisco, Dell, Infosys, Intel, Microsoft

MARINE

Brunswick

PHARMACEUTICALS & MEDICAL DEVICES

Bayer, Fresenius Medical Care, GE Healthcare, Merck, Pfizer, Spacelabs Healthcare

SPECIALTY RETAIL

Estee Lauder, Masco, OfficeMax, Stanley Black & Decker, Target, Verizon Wireless

OTHER

Amway, Boral Limited, Exide, WeightWatchers, Grainger, Principal Financial Group, Proctor and Gamble, Steelcase, UPS, Youth for Understanding