




Topic	Information
Presenter Name	Mark Kozak-Holland, PhD, PMP, IPMA-D, Cert.APM
Series	 <p data-bbox="834 268 1526 489"><i>This series uses relevant case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then harvests the lessons learned on these past projects and applies them to today's projects.</i></p>
Presentation Title	Churchill's Demand Driven Supply Chain: Beaverbrook's story
Summary Description of Presentation Content	<p data-bbox="444 537 1526 768">In May 1940 as the British army was evacuated from Dunkirk, Prime Minister Winston Churchill was faced with a disaster. Churchill had to respond to an invasion threat and jump start fighter production immediately. The problem was the U.K. economy was in spite of everything on a civilian footing. Household goods and new automobiles were still being built and diverting critical manufacturing resources and raw materials. Churchill had to prioritize fighter production over everything.</p> <p data-bbox="444 804 1526 1066">One of the earliest and most important decisions by Churchill in the running of war production was the formation of a new Ministry namely Aircraft Production. Churchill needed a strong leader that could turn around fighter production. He appointed Canadian Lord Beaverbrook as its minister, a close confident he had known since they both had served in the First World War cabinet. Beaverbrook was an outsider who would take a very different approach to accelerate production, and to the supply chain to lock-step it to the daily demands of RAF Fighter Command.</p> <p data-bbox="444 1102 1526 1203">This presentation looks at how Beaverbrook initiated a demand driven fighter supply chain that eventually overtook Axis fighter production and supported the RAF to sustain a prolonged air battle</p> <p data-bbox="444 1239 1526 1402">Likewise business people today, as they implement complex projects, are grappling with an unprecedented level of change adversely impacting their organizations at different levels. This historical analysis is done through a modern business lens, describing Beaverbrook's actions and strategy using modern business tools and techniques.</p>  <p data-bbox="444 1581 1526 1644">Serializations currently running in Gantthead (24 parts), PM Forum Today (16 parts), DM Review (10 parts), and Supply & Demand Chain Executive (6 parts).</p>
Learning Objectives Purpose/Benefits	<p data-bbox="444 1650 1526 1751">You will learn how the lessons learned from Churchill's administration can be applied to today's supply chain. The presentation juxtaposes this story to modern projects so that we can learn how Beaverbrook:</p> <ul data-bbox="493 1751 1169 1883" style="list-style-type: none"> • overcame institutional resistance, • selected his project team from industry, • brought best practices in from various industries, • prioritized and implemented various initiatives,

	<ul style="list-style-type: none"> • introduced basic concepts of agility. • mandated zero inventories to maximize output. • used metrics to track and guide the solution, • stuck to his principles, exceeding all expectations. <p>Entertaining and full of intriguing historical details, the presentation helps project managers see the impact of decisions in context to ones that they make every day.</p>
<p>Presenter Biography</p>	<p>This presentation is from the www.lessons-from-history.com series. As the author behind the series, Mark Kozak-Holland brings years of experience as a consultant who helps Fortune-500 companies formulate projects that leverage emerging technologies. Since 1983 he has been straddling the business and IT worlds making these projects happen. He is a PMP, certified business consultant, the author of several books, and a noted speaker.</p> <div data-bbox="435 653 906 1213">  </div> <p>Mark has always been interested in tracing the evolution of technology and the 3 industrial revolutions of the last 300 years. Whilst recovering a failed Financial Services project he first used the Titanic analogy to explain to project executives why the project had failed. The project recovery was going to take 2 years and \$8m cost versus the original \$2m cost and 1 year duration.</p> <p>As a historian, Mark seeks out the wisdom of the past to help others avoid repeating mistakes and to capture time-proven techniques. His lectures on the Titanic project have been very popular at gatherings of project managers and CIOs.</p>
<p>Presenter's Authorship</p>	<p>The books from the www.lessons-from-history.com series have been written for organizations applying today's business and technology techniques to common business problems. <i>Lessons from the past assist projects of today in shaping the world of tomorrow.</i> The series uses relevant historical case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then draws comparisons to challenges encountered in today's projects. Mark has contributed to far reaching series of articles on Gantthead.com, DM Review, and PM Forum today. He has written several academic papers on historical project management. He defended his dissertation titled "The Relevance of Historical Project Lessons to Contemporary Business Practice" in November 2013 to complete his PhD.</p>
<p>Presenter's Educational Background</p>	<p>PhD from the Salford University Business School, UK (2014) B.Sc. with Joint Honours degree in Computer Science and Statistics 1980-1983 (University of Salford, UK).</p>
<p>Presenter's Company Name</p>	<p>Lessons from History</p>