

Vijay Mehrotra

Department of Decision Sciences, College of Business
San Francisco State University, 1600 Holloway Avenue
San Francisco, CA 94132
Phone: (415) 338-2743
Mobile: (650) 465-8443
Email: drvijay@sfsu.edu

EDUCATION **Stanford University, Stanford, CA**

- **PhD, Operations Research, 1992**

Advisor: Professor Frederick S. Hillier

Dissertation: "An Approximation Procedure for General Closed Multiclass Queueing Networks"

St. Olaf College, Northfield, MN

- **BA, Mathematics, Economics, and Statistics, 1986**

Advisor: Professor Theodore A. Vessey

Senior Thesis: "Institutional Strategies For Enabling Families to Pay for College Education"

PREVIOUS EXPERIENCE

Vice President, Blue Pumpkin Software Inc., June 2002-present

Blue Pumpkin is a rapidly growing enterprise software company. Ranked fifth on the *Inc* 500 list for 2002, Blue Pumpkin has shown 10,945% revenue growth for the last five years and has been leading the new business market of workforce optimization. Blue Pumpkin has over 1000 customers, including Wells Fargo, GE, Peoplesoft, Visa, AOL, e*Trade, Blue Cross/Blue Shield, IBM, and Jet Blue Airways.

My group's mission is to diagnose customer business needs, develop solutions that leverage our products and services, and deliver these solutions to customers on time and under budget. My team includes MBAs and PhDs from Stanford, Berkeley, MIT, the Naval Academy, and other outstanding institutions.

Co-Founder and CEO, Onward Inc., June 1994 – June 2002.

Onward is an Information Technology consulting firm focused on the successful and appropriate application of mathematical models to "real-world" problems. Along with my two partners, I grew the business from 3 people in 1994 to 30 by the end of 2000. The company had deep domain expertise in many areas, including call center operations, sales force automation, configuration modeling, supply chain optimization, real options, and Investment Science. Our clients included Intuit, Charles Schwab, Advertising.com, Sun, Lucent, HP, and Applied Materials.

Onward's call center practice was acquired by Blue Pumpkin in June of 2002. As a condition of this acquisition, I joined Blue Pumpkin's executive team.

Associate, Decision Focus Inc. (now part of Manugistics), March 1993 – June 1994

DFI's core business was in the area of revenue management for transportation and hospitality industries. While at DFI, I worked on the design and development of forecasting, routing, and reporting systems. During my last two quarters, I managed a small team of analysts as well.

Statistical Applications Specialist, Stanford Academic Information Resources, January 1990 – June 1992

Trained as an expert in SAS, SPSS, and several other applications, I worked as part of a small applications support group. My group provided modeling support for the entire university. In particular, I worked extensively with medical researchers, social scientists, organizational behavior and marketing researchers, statisticians, and engineers.

Independent Consultant, June 1987 – March 1993

Specialized in modeling business processes and developing solutions. Clients included IBM, PG&E, Hotel Sofitel, Hewlett Packard, National Semiconductor, and Tyecin Systems.

AFFILIATIONS

- Institute for Operations Research and Management Science (INFORMS)
- Past President, Northern California Chapter of INFORMS
- Production and Operations Management Society (POMS)
- Decision Sciences Institute (DSI)
- COMAP (Consortium for Mathematics and its Applications)

**TEACHING
EXPERIENCE****Purdue University, Call Center Campus**

- Lecturer, 1996 – 2001
Call Center Campus is a continuing education program for Call Center executives and managers. As part of this program, I have taught over 300 professionals about forecasting, queueing, and optimal scheduling methodologies. My sessions are consistently among the highest rated in the conference.

Stanford University, Graduate School of Business

- Teaching Assistant for MBA Decision Analysis Course, 1990-1991

Stanford University, Department of Operations Research

- Teaching Assistant, 1988 – 1992
Throughout the course of my graduate studies, I served my department as a teaching assistant. Courses included “Introduction to Operations Research,” “Probability and Statistics For Manufacturing,” and “Applications of Operations Research.” The latter was a two-course sequence in which the first quarter focused on the analysis of case studies and the second quarter involved working directly with industry clients to analyze problems and present solutions.

Stanford University, Center For the Study of Language and Information (CSLI)

- Instructor, English For Foreign Students Summer Program, 1988 – 1991
As part of CSLI’s EFS program, I taught courses in the effective use of computers and productivity software within the American academic environment. The vast majority of my students were from Japan, spending the summer at Stanford prior to beginning their MBA programs in the fall.
- Academic Assistant, English For Foreign Students Summer Program, 1988 – 1990
As an adjunct to the core English course, my sections were focused on effective writing for business and engineering graduate students.

St. Olaf College

- Department of Mathematics, Teaching Assistant, 1983-1986
Courses included Linear Algebra, Probability, Statistics, Operations Research, and Real Analysis.
- Department of English, Teaching Assistant, 1984-1986
Tutor in “The Writing Place,” providing instruction, feedback, and criticism on student papers, serving predominantly students in Composition courses.

Additional Teaching and Curriculum Development Experience

- Consultant, 1990 - present
Developed and delivered courses on management science software applications for several industries, including semiconductor manufacturing and call center workforce management.
- Invited lecturer at many institutions, including Stanford University Graduate School of Business, Cornell, Stanford University School of Engineering, the Technion, Freeman School of Business at Tulane University, the Naval Postgraduate School, and the University of Calgary.

- PUBLICATIONS** Mehrotra, V. "Evolution of the Modern Contact Center," **Call Centre Journal**, Vol. 5, No. 3, March 2003.
- Saltzman, R. and V. Mehrotra, "A Call Center Uses Simulation to Drive Strategic Change," **Interfaces**, Vol. 31, No. 3, pp. 87-101 (May-June 2001).
- Mehrotra, V. "Ringing Up Big Business," **OR/MS Today**, November 1997.
- Baudin, M., V. Mehrotra, et al, "From Spreadsheets to Simulation: A Comparison of Analysis Methods For IC Manufacturing," **IEEE International Semiconductor Manufacturing Science Symposium**, 1992.
- Tullis, B., V. Mehrotra, et al, "Successful Modeling of a Semiconductor R&D Facility," **IEEE International Semiconductor Manufacturing Science Symposium**, 1990.
- SAMPLING OF CONFERENCES AND REPORTS** Mehrotra, V. "Effective Scheduling in the Multi-Channel Environment," International Call Center Management (ICCM) Conference, August 2002.
- Mehrotra, V. "Skill Based Routing and Workforce Management in the Multi-Channel Contact Center," Conference of the Production and Operations Management Society (POMS), April 2002.
- Mehrotra, V. and I. Georgiou, "Designing and Managing e-Customer Contact Centers," Decision Sciences Institute (DSI) Conference, November 2001.
- Mehrotra, V. and R. Ratcliffe. "Profiting From Uncertainty: Real Options Tools For Decision Analysis," Institute For Management Accountants (IMA) Meetings, April 2001.
- Mehrotra, V. "The Practitioner's Commentary on the 'Mix Well' Problem," Vol.18, No. 3, The Journal of Undergraduate Mathematics, 1997.
- Mehrotra, V. "Keeping the 'Up' in Start-Up," Institute For Operations Research and Management Science (INFORMS) Conference, November 1997.
- Mehrotra, V. "Thank You For Calling. How May I Assist You," Seminar on Operations Research, Naval Postgraduate School, May 1997.
- Mehrotra, V. and S. Savage, "A Semi-Random Walk Model of Algorithm Convergence," Technical Report, Department of Operations Research, Stanford University, April 1990.

**COURSEWORK
INCLUDES**

Mathematics And Operations Research	<p>Linear Programming Network Optimization Queuing Theory Integer Programming</p>	<p>Reliability Theory Mathematical Programming Applications of Operations Research Real Analysis</p>
Probability And Statistics	<p>Statistical Methods Probability and Measure Theory Stochastic Processes Reliability Theory</p>	<p>Regression Analysis Multivariate Statistical Methods Applied Probability Simulation Modeling</p>
Economics, Policy, And Management	<p>Economic Equilibrium Programming Telecommunications Management Operations Management Introduction to Finance</p>	<p>Decision Analysis Introduction to Econometrics Seminar in Decision Sciences Economic Optimization Modeling</p>

REFERENCES

<p>Professor Frederick S. Hillier Department of Management Science and Engineering School of Engineering Stanford University Stanford, CA 94305-4023 <i>Phone:</i> (650) 493-6281 <i>Email:</i> fhillier@stanford.edu</p>	<p>Professor Hillier was my dissertation advisor and provided solid guidance, support, and feedback for my work in queuing networks. In addition, I served as a teaching assistant under him for the Introduction to Operations Research course that used the Hillier and Lieberman textbook.</p>
<p>Professor George W. Dantzig Department of Management Science and Engineering School of Engineering Stanford University Stanford, CA 94305-4023 <i>Phone:</i> (650) 493-0578</p>	<p>Professor Dantzig was my instructor for Linear Programming and also provided some interesting ideas at key points during my research on queuing network optimization. In addition, as a course assistant, I worked closely with him in developing and delivering a course for master's students on effective analysis of application case studies.</p>
<p>Professor Allen M. Weiss Department of Marketing Marshall School of Business Accounting Building 308C University of Southern California Los Angeles, CA 90089-0443 <i>Phone:</i> (213) 740-5035 <i>Email:</i> amweiss@almaak.usc.edu</p>	<p>I served as a research assistant under Professor Weiss for two years while he was at the Graduate School of Business at Stanford. This was a very valuable experience, for it exposed me to a host of applied microeconomic problems, including models for adoption of new technology and channels of distribution.</p> <p>Indeed, I was at a Silicon Valley company, testing one of Allen's surveys with an IT executive, when the earthquake of 1989 hit.</p>
<p>Professor Theodore A. Vessey Department of Mathematics Old Music Hall 101 St. Olaf College Northfield, MN 55057 <i>Phone:</i> (507) 646-3417 <i>Email:</i> vessey@stolaf.edu</p>	<p>Ted was my undergraduate advisor, and he played a major role in steering me towards Stanford. In addition, in watching Ted work his magic on students for four years made a major impression on me, for it enabled me to see first-hand what a huge impact that a great teacher has on the students' experience.</p>