

# Panda Restaurant Group



## ROLAND ORNELAS, CHIEF SUPPLY CHAIN OFFICER

Roland Ornelas holds the position of Chief Supply Chain Officer at California based Panda Restaurant Group. His career in supply chain & operations has spanned three decades, during which time Roland has developed and overseen teams with responsibilities covering all facets of the supply chain & procurement function, from customer facing supply & operations planning activities, through to strategic sourcing and materials management.



Panda Restaurant Group, established in 1973 by Andrew Cherng and his father, Master Chef Ming Tsai Cherng, is renowned for its flagship brands, Panda Express. Based in Rosemead, California, the company has grown to over 2,200 locations worldwide, offering a blend of American-friendly Chinese dishes. As a family owned enterprise, Panda Restaurant Group emphasizes respect, continuous learning, and community involvement, fueling both its domestic and international expansion.

## DEPARTMENT BREAKDOWN

WHAT ARE YOUR KEY DEPARTMENTAL OBJECTIVES OVER THE NEXT 6 TO 12 MONTHS?

Transformation: 10-step sourcing, clock-building, cross-functional collaboration, building team trust.

WHAT IS YOUR CURRENT TECHNOLOGY STACK?

ArrowStream, 24Tracc, etc.

HOW MANY PEOPLE REPORT TO YOU (BOTH DIRECTLY AND INDIRECTLY)?

60

WHAT IS YOUR TOTAL BUDGET OVER THE NEXT 12 MONTHS PERIOD?

\$150 to \$300 million

## PROJECT INSIGHTS

PROJECT OR INITIATIVE DESCRIPTION

Achieve a more digitized supply chain by leveraging automation and greater connectivity tools.

WHAT NON-BUDGETARY CHALLENGES DO YOU ANTICIPATE?

Labor availability & quality supply chain disruption resilience. Infrastructure costs and resource planning.

WHAT 3RD PARTIES ARE YOU HOPING TO MEET WITH?

Orgs that can provide automation solutions for warehouse operations, or software to improve visibility across sourcing operations.

WHAT IS YOUR TIMELINE FOR IMPLEMENTATION?

1-2 years

WHAT IS YOUR BUDGET FOR THIS PROJECT?

\$50 million



**What technology/services are of strategic importance to you in the next 12 months?**

**Please indicate level of need/importance below.**

**We realize everyone has priorities, so we asked the delegates theirs. This is so that we can create a more personalized experience for all our attendees.**

Implementing blockchain technology for transparent and secure supply chain tracking	B
Adopting AI-driven demand forecasting to reduce excess inventory and improve order accuracy	A
Leveraging IoT devices for real-time monitoring of goods across global supply chains	A
Transitioning to green supply chains by integrating sustainable practices and suppliers	B
Utilizing advanced analytics for optimizing logistics and reducing transportation costs	C
Developing resilient supply chains through diversified sourcing and risk management strategies	A
Enhancing supplier collaboration through cloud-based platforms for better information sharing	E
Implementing just-in-time inventory systems to minimize stock levels and reduce waste	E
Expanding the use of robotic process automation (RPA) to streamline warehouse operations.	B
Creating a more ethical supply chain by leveraging tools to better enforce labor and environmental standards amongst suppliers	C
Building, optimizing, and expanding same day delivery programs (B2C, D2C, and/or store replenishment) profitability	B
Deploying machine learning models to predict and mitigate supply chain disruptions before they occur	A
Leveraging AI/ML to drive targeted actionable data-driven insights to improve space, inventory, promotions, and merchandising operations	D
Integrating customer feedback loops to improve product quality and supply chain responsiveness	D
Developing skills and training programs to enhance supply chain management capabilities.	E