

# MASTERING THE EVER-EVOLVING SUPPLY CHAIN

416 WARREN HALL  
COLUMBIA UNIVERSITY  
SEPTEMBER 27, 2019







## Mastering the Ever-Evolving Supply Chain

The Supply Chain Innovation Network has partnered with the W. Edwards Deming Center of Columbia Business School to provide senior supply chain leaders with a forum on operational strategies, ever-evolving changes in supply chain, and on how to plan for the future. This network of innovators from top companies and Columbia University has created a formative platform to support the challenges and opportunities supply chain leaders face, in a field defined by constant change. Our second SCIN summit focuses on sustainability and the future of change, and the associated impact on industry and key players. This one-day summit implements a core education methodology, focused on small-group scenario work, peer-to-peer learning and exposing supply chain innovators to leading scholars and latest information.

### Dear Supply Chain Innovation Network Members,

It is with great pleasure that we welcome you to the second Supply Chain Innovation Network summit. This event will focus on two topics critical to our industry: supply chain sustainability and leadership in an era of change. We look forward to a rich discussion on these critical issues.

Our aim for today and for future Supply Chain Innovation Network events is to foster a community of leading academics and practitioners who will come together to share knowledge, best practices, and new technologies as supply chain management transforms at a lightning pace. As disruptive innovations in technology join forces with political and economic uncertainty and shifting consumer demands regarding transparency and the environment, the time has never been better to share ideas and thoughts on navigating this uncharted territory.

Our goal at The Deming Center is to bridge theory and practice by facilitating collaboration and communication between academia and industry. This network is an ideal way to connect the cutting-edge research happening on campus with the real-world challenges and opportunities that industry leaders face. We launched the network earlier this year with a summit focused on the impact of new technologies on supply chain and we are pleased to be able to continue the conversation -- and view today as another link in the chain as we build an important, on-going dialogue on the most critical issues facing our industry.

Warm regards,

**Nelson Fraiman and Angela Quintero**  
The Deming Center, Columbia Business School

**Ken Stern**  
Supply Chain Innovation Network

**Glenn Steinberg and Ross Brubaker**  
EY



## FRIDAY, SEPTEMBER 27

- 8:00 – 8:30 AM      Registration & Breakfast
- 8:30 – 9:00 AM      Welcome and Introductions
- Nelson Fraiman, Professor of Professional Practice, Columbia Business School*  
*Glenn Steinberg, Global and Americas Supply Chain Leader, EY*  
*Ken Stern, Chair, Supply Chain Innovation Network*
- 9:00 – 10:00 AM      Sustainability in the Global Supply Chain
- Jorgette Mariñez, Director, Consumer Sectors, BSR*
- 10:00 – 10:45 AM      Panel Discussion: Sustainability in Supply Chain – A shared commitment with suppliers and customers.
- Facilitator: Steven Cohen, Senior Vice Dean, School of Professional Studies, Columbia University*
- 10:45 – 11:15 AM      Networking Break
- 11:15 – 12:00 PM      What if Something Goes Wrong? Liability Protection in a Complex Supply Chain
- Professor Awi Federgruen, Columbia Business School*
- 12:00 – 1:00 PM      Lunch
- 1:00 – 1:45 PM      Dynamic Supply Chain – Organizational change, adaptability and culture
- Professor Rita McGrath, Columbia Business School, and Ryan McManus, Founder, tectonic.io*
- 1:45 – 2:30 PM      Panel Discussion: The Future of Supply Chain Practice
- Facilitator: Nelson Fraiman, Professor of Professional Practice, Columbia Business School*
- 2:30 – 2:45 PM      Networking Break
- 2:45 – 3:15 PM      Introduction to the Breakout Session
- 3:15 – 4:00 PM      Workshop Breakout Discussion
- Facilitators: Lauren Rogge, EY, Climate Change & Sustainability; Michael Lopez, EY, Future of Work*
- 4:00 – 5:00 PM      Presentations from Workshop Discussions
- 5:00 – 5:30 PM      Wrap Up

## Conveners



**The W. Edwards Deming Center** for Quality, Productivity and Competitiveness at Columbia Business School promotes operational excellence in business through the development of research, best practices and strategic planning. The Center aims to build bridges between theory and practice by facilitating relationships with industry that lead to a stronger and more robust curriculum and foster thought leadership in operational excellence at the School.



**The Supply Chain Innovation Network** is an exclusive, invite-only group of supply chain innovators and disruptors. The goal of the Network is to gather leaders from top companies, the start-up community and Columbia University and to share knowledge through best practice presentations, small-group discussions and peer-to-peer learning modules.



**At EY**, our purpose is *Building a better working world*. Through our four integrated service lines — Assurance, Advisory, Tax and Transaction Advisory Services — and our deep sector knowledge, we help our clients to capitalize on new opportunities and assess and manage risk to deliver sustainable growth. Supply Chain Reinvention helps clients effect a fundamental change in their performance to support sales growth, become more cost-competitive, minimize risk and improve operational resilience. The better the question. The better the answer. The better the world works.





**Marcelo Barroso** Vice President, Supply Chain Services, Tenaris

Marcelo Barroso is vice president supply chain service for Tenaris, the leading supplier of tubulars and related services for the world's energy industry and other industrial applications.

In his current role, Barroso is responsible for Tenaris's Supply Chain Services, which consists of defining and driving the strategic agenda for Rig Direct® program. In addition, Marcelo is responsible to assure the technical knowledge of a global network of +250-field service specialists deployed in 50 locations worldwide.

Barroso started his career in Tenaris 24 years ago and held a variety of positions in supply chains operations in Romania, Brazil, Asia Pacific, and, prior to his current role, responsible for all Supply Chain activities in the Eastern Hemisphere.

Barroso has a bachelor's degree in industrial engineering from Instituto Tecnológico de Buenos Aires (Argentina), and a MS from Stanford University.



**Jack Basaly** Executive Director, Strategic PMO, The Estee Lauder Companies

Jack is the Executive Director of Strategic PMO for the Estee Lauder Companies where he is responsible for the company's manufacturing footprint expansion and growth in Canada as well as leading the Factory of The Future transformation initiative.

Jack is a global, results-oriented leader with a proven track record of sustainably growing the top and bottom lines at a wide variety of industries. He held leadership positions in management consulting firms as well as Fortune 500 companies with a focus on strategy formulation and execution, performance improvement, turnaround, and large-scale capital projects.

Jack is a certified Professional Engineer and Project Management Professional. He earned his MBA from Columbia Business School and BS in Manufacturing Engineering from Alexandria University.



**Jason Berns** Senior Vice President of Product Innovation Global Operations, Ralph Lauren Corporation

Jason Berns is the Senior Vice President of Product Innovation Global Operations of Ralph Lauren Corporation, which generates annual revenues of over \$6BN across 13,500 global retail locations. Mr. Berns's career has focused extensively on creating and championing innovative and award winning concepts from inception to production. He is deeply involved in technology acquisition, licensing and commercialization and is the primary inventor on more than a dozen patents.

Prior to joining Ralph Lauren, Mr. Berns served as the Senior Director for Open Innovation and Apparel in advanced concepts and development at Under Armour Inc. As the principal for product innovation at Ralph Lauren, Mr. Berns is responsible for identifying and developing unique value-added and consumer focused opportunities in key product areas.



**Omar Besbes** Associate Professor of Business, Columbia Business School

Besbes' primary research interests are in the areas of data-driven decision-making with a focus on applications in e-commerce, pricing, and revenue management, online advertising, operations management, and service systems. His research has been recognized by the 2012 INFORMS Revenue Management and Pricing Section prize as well as the 2013 M&SOM best paper award. He serves on the editorial boards of Management Science and Operations Research.

He has taught core MBA courses in Operations Management and Business Analytics, an MBA elective on advanced Business Analytics, as well as various Ph.D. seminars on stochastic models, revenue management and data-driven decision-making. He is a recipient of the Dean's award for teaching excellence in the core at Columbia Business School.

Omar is a graduate of Ecole Polytechnique (France) and received an M.Sc. from Stanford University in 2000 and a Ph.D. from Columbia University in 2008. Before joining Columbia, he was on the faculty at the Wharton School, University of Pennsylvania.



**Ross Brubaker** Partner, Supply Chain & Operations, EY

Ross has over 18 years of professional services experience, having served a wide variety of clients across the Consumer Products industries from Fortune 500 to middle market companies. He is a specialist within the Consumer Products industry performance improvement space, with an emphasis on 'end-to-end' supply chain

strategy, having led multiple projects on numerous large-scale international and domestic accounts. His end-to-end vision provides clients with a tangible roadmap for aggressive cost savings, profitable growth and value creation

with rapid ROI. With a focus on FMCG, Ross has led projects across the end-to-end supply chain including network operating model design, global E2E supply chain capability builds, manufacturing efficiency optimization and supply chain product innovation/I2M. Ross is a specialist in manufacturing efficiency improvement having led multiple teams focusing on TPM, AM/PM and CBM principles with the target of OEE/GE improvement and waste reduction.



**Jenny Carragher** Partner, VCC.ai

Jenny Carragher is a partner at VCC.ai, a consulting firm specialized in the intersection of Imaging and AI. Jenny has been involved in Healthcare and Biotech since joining JP Morgan's Healthcare Investment Banking group in 1998. In addition to working on M&A transactions and financings for companies, Jenny has served on New York Hospital's Pediatric Support Committee. After leaving JP Morgan Partners & Financial Services practice to raise her 3 children, Jenny has stayed active with patenting inventions of her own design, leadership positions in schools, and consulting with start-ups. More recently, Jenny was CFO of a biotech venture focused on genomics and the predictive value of AI/ML and big data. Currently, Jenny is a Governing Board Member of Mission: Restore, a surgical training NGO, and mentors those recently incarcerated through The Fortune Society. Jenny received a BA from Cornell University and MBA from Columbia Business School, with highest honors.





**Steven Cohen** Senior Vice Dean, School of Professional Studies, Columbia University

Dr. Steven Cohen is the Senior Vice Dean of Columbia's School of Professional Studies and a Professor in the Practice of Public Affairs at Columbia University's School of International and Public Affairs. He is also Director of the Master of Public Administration Program in Environmental Science and Policy at Columbia University's School of International and Public Affairs, Director of the Master of Science in Sustainability Management at Columbia University's School of Professional Studies, and the Director of the Earth Institute's Research Program on Sustainability Policy and Management at Columbia University.



**Yone Dewberry** Senior Vice President and Chief Supply Chain Officer, Land O'Lakes

Yone Dewberry is the SVP and Chief Supply Chain Officer for Land O'Lakes, Inc. In this role, Yone has responsibility for all elements of supply chain operations, including strategy, talent management, manufacturing, engineering, supply and demand planning, transportation, warehousing, quality, analytics, and procurement. Prior to this role, he served as Senior Vice President of Supply Chain and Procurement. He has brought tremendous value in changing Land O'Lakes distribution models, accelerating service collaboration, redefining transportation strategy and positioning in the art of innovation.



**Ed DuBeau** Senior Director, US Customer Supply Services Global Supply Chain & Logistics, Zoetis

Ed DuBeau is currently the team leader for the Demand Management and Distribution functions for the US market and represents the GMS organization on the US Commercial Leadership team. Ed has over 30 years of manufacturing and supply chain experience in the pharmaceutical and cosmetics industries including leadership positions at Pfizer, Inc, Sandoz Pharmaceuticals and The Estee Lauder Companies. In his position prior to joining Zoetis, Ed led Pfizer's Consumer Health Manufacturing Site as well as Vaccines Supply Chain Operations at their Pearl River, NY location.

Ed holds a Bachelor's of Science in Industrial Engineering and a Master's of Science in Engineering Management from the New Jersey Institute of Technology. He is an active member of APICS and is certified at the CSCP, CIRM and CPIM levels. Ed lives in East Hanover, N.J., with his wife and three children.



**Darrell D. Edwards** Senior Vice President and Chief Supply Chain Officer, La-Z-Boy Inc.

Darrell Edwards currently serves as Senior Vice President and Chief Supply Officer for La-Z-Boy Inc. In this role, he leads an operations team composed of more than 5,500 employees in the areas of manufacturing, global procurement, distribution, lean engineering, sales and operations planning, customer experience, and research and development. Darrell joined La-Z-Boy in 2004 and has held several positions of increasing responsibility during his tenure with the company, including his prior role as Senior Vice President of Operations.

Currently, Darrell serves on the Advisory Board for the Global Supply Chain Institute at the University of Tennessee, the Michigan State University Supply Chain Management Council and Rutgers University Cybersecurity Advisory Board. Additionally, he was selected as a 2018 Rainmaker Award recipient by DC Velocity Magazine. Darrell holds a Doctorate in Business Administration from the Fox School of Business at Temple University in Philadelphia, a Master of Business Administration degree from the University of Tennessee at Knoxville, and a Master's Degree in Global Management from the Thunderbird School of Global Management in Glendale, Arizona.



**Awi Federgruen** Charles E. Exley Professor of Management; Chair of Decision, Risk, and Operations Division, Columbia Business School

A member of the Columbia faculty since 1979, Federgruen is the Charles E. Exley Professor of Management and the chair of the Decision, Risk, and Operations Division of Columbia Business School, where he served as senior vice dean from 1997-2002. He is a world renowned expert in the development and implementation of planning models for supply chain management and logistical systems. He is also a prime contributor to various areas of quantitative methodology, in particular the areas of applied probability and queuing models, as well as the area of dynamic programming. A lot of his recent applied work deals with the development and implementation of marketing mix models and strategies, in particular in the pharmaceutical industry. Federgruen is the recipient of the 2004 Distinguished Fellowship Award by the Manufacturing, Service, and Operations Management society for Outstanding Research and Scholarship in Operations Management, and was elected a presidential Fellow of the INFORMS society, its highest award. He has also served as a principal consultant for the Israeli Air Force in the area of logistics and procurement policies.



**Nelson Fraiman** Professor of Professional Practice; Faculty Director, W. Edwards Deming Center, Columbia Business School

Following a 17-year career at International Paper Company, Fraiman joined Columbia Business School in 1995 as a professor in the Decision, Risk, and Operations division. As the director of the Deming Center, he has steered the center's programs to connect theory with practice in the area of operations. His research explores institutionalizing quality improvement, specializing in the retailing, consulting, and process industries.

Fraiman is the faculty director of Entrepreneurship and Competitiveness in Latin America (ECLA), a program designed for Latin American entrepreneurs who aim to be successful across borders. In addition, he has conducted executive education programs in Asia, Europe, Latin America, the Middle East, and the US. He received all his degrees—BS in industrial engineering, MS, MBA, and PhD—from Columbia University.



**Seth Freeman** Adjunct Professor, Columbia Business School

Seth Freeman, JD, teaches negotiation and conflict management courses at SIPA and at Columbia Business School. Freeman also serves as assistant clinical professor at NYU's Stern School of Business. He also serves as a visiting professor of International Negotiation at several programs abroad, including Bordeaux Ecole de Management (BEM) in France and Zhongshan University's Executive MBA program in Guangzhou, China. He has also taught at Beijing University's Executive MBA program in Beijing and Shenzhen, and the World Economic Forum.

Freeman also serves as a trainer and consultant on negotiations for organizations such as Avaya, Polo Ralph Lauren, Seedco, Acumen Fund, and the New York City Board of Education. He has served as a mediator for the Queens Mediation Center.



**Scott Gray** CPSM, Sr Director Global Procurement, Marriott International

Scott is a graduate of Dartmouth College (BA) and Cornell University (MBA). He has over 25 years' experience in supply chain operations and strategic sourcing, with a focus on services and indirect materials. Scott started his career as a consultant at Andersen Logistics, and moved to AT Kearney following business school. He joined the .com craze in the early '90s when that was the thing, then moved to Investment Banking when that thing didn't work out so well. In 2008 Scott was working for Lehman Brothers when it collapsed. He joined Starwood Hotels' Global Supply Chain unit, where he led cross-functional sourcing teams that delivered multi-millions of annual savings on marketing materials, advertising, consulting services and market research. Scott's current role at Marriott International includes oversight of global indirect materials as well as the corporate travel program.



**Javette Hines** Director, Supply Chain Development, Inclusion and Sustainability, Enterprise Supply Chain, Citi

Ilonka (Javette) Hines is Director, Supplier Senior Group Manager and Head of Supply Chain Development, Inclusion and Sustainability at Citi. Javette leads Citi's efforts to ensure the consideration and inclusion of diverse firms within Citi's global supplier selection process. She works across the firm to align global supplier expansion and supply chain sustainability efforts, with specific focus on the Sustainable Development Goals (Global Goals). Her recent efforts include leading supply recruiting efforts at Historically Black Colleges and Universities (HBCUs) as well as extending efforts to increase supply chain opportunities for women in developing countries.

Supplier Div Citi Javette has over 20+ years of experience in procurement, leadership, diversity, contracts, and management. She is a Certified Professional in Supplier Diversity (CPSD), holds a Bachelor of Science in Middle Grades Education from Clark Atlanta University and a Juris Doctor from the Wake Forest University School of Law. Javette is on numerous boards including the Women's Leadership Board (WLB) of the Women and Public Policy Program at the Harvard Kennedy School. Javette is a member of the New York Bar Association, New York City Bar and the Georgia Bar Association.



**Tony Horton** Vice President, Operations & Supply Chain Operations, IBM Corporation

As Vice President of Operations and Supply Chain Execution for IBM Systems, Tony is responsible for the global manufacturing, brand and market operations, as well as overall supply chain execution for IBM hardware and software products, accountable for global operations of 11 manufacturing and fulfillment sites worldwide.

Prior to this current role, Tony served as Director, IBM Z and Cognitive Systems Brand Operations, located in Austin, Texas, responsible for Brand revenue, inventory and cost for achievement of gross profit objectives and attainment of client experience metrics. His past roles include leadership positions in business partner channel, global demand forecasting, engineering and technical support.

Tony is also driving digital and AI transformation of IBM's supply chain leveraging emerging technologies to build a unique, transparent, intelligent and predictive end-to-end operation, delivering to clients across more than 170 countries. He is committed to advancing global leadership development, as well as excellence in skills development and education. He is recognized as a global supply chain thought leader, who delivers fast and impactful results in multi-cultural and complex environments.



**Russell Huang** Procurement Director – Global Advertising and Media, Merck

Russell Huang joined Merck 4 years ago as Head of Procurement for its China operations. More recently, Russell relocated to the United States and has joined Merck's global procurement team, leading its global advertising and media category team. Prior to this role, he used to work in AstraZeneca's external sourcing organization, managing global contract manufacturing partners. Russell is passionate about supplier collaboration and fostering innovation.



**Garud Iyengar** Professor of Industrial Engineering and Operations Research, Columbia University

Garud Iyengar's research is focused on understanding uncertain systems and exploiting available information using data-driven control and optimization algorithms. He and his students have explored applications in many diverse fields, such as machine learning, systemic risk, asset management, operations management, sports analytics, and biology. Iyengar's research group is currently working on thermodynamics of sensing and memory in cells, an automatic defensive assignment and event detection in NBA games, a deep neural-network-based framework for interpretable robust decision making, attribution schemes for allocating payment in a multi-channel advertising, systemic risk associated with extreme weather, and an NLP-based model for predicting stock performance using news reports.

Iyengar received a B Tech in electrical engineering from the Indian Institute of Technology in 1993 and a PhD in electrical engineering from Stanford University in 1998. He is a member of Columbia's Data Science Institute.



**Adam Kalikow** Senior Director of Operations, HelloFresh

Adam is currently Senior Director of Operations at HelloFresh where he oversees Supply Chain Analytics and Special Projects. Since graduating from CBS in 2016, he has worked throughout the HelloFresh supply chain on topics ranging from produce procurement to last mile delivery to demand forecasting and more. Prior to CBS, Adam spent time in Mortgage Credit Risk Management at Capital One and in the Office of Policy at the Department of Homeland Security.



**Kalpana Kanthan** Senior Associate Director, W. Edwards Deming Center, Columbia Business School

As Senior Associate Director of the Deming Center, Kalpana runs the Deming Cup for Operational Excellence, an annual award presented by Columbia Business School since 2010 to global CEOs for exemplary leadership and for fostering continuous improvement within their organizations. Her responsibilities encompass strategy and execution around all aspects of the award, including nominations outreach, committee review and voting, marketing, branding, fundraising, communications, relationship building, and event management. In addition, Kalpana runs the annual Retail Forum, Deming Winners' Lectures, and Study Tours, while working to further the Center's fundraising, communications, and board stewardship goals. Prior to joining Columbia Business School in March 2015, Kalpana was a fundraising and communications professional who had worked as a consultant to New York City-based nonprofits, as well as led the development and communications team at Classroom, Inc., an educational nonprofit in the City. Her training is in journalism and television writing and production, and she worked in Mumbai, India, as a writer, producer, and presenter for several years. Kalpana holds a BA in Economics Honors from Lady Shri Ram College at Delhi University, a Post-Graduate Diploma in Social Communications from Sophia Polytechnic in Mumbai University, and an MA in Communication Studies from Purdue University.



**Tim Knoll** Senior Vice President of Operations, FreshDirect

Tim Knoll is the Senior Vice President of Operations for FreshDirect, the leader in on-line grocery. Tim is responsible for fresh food manufacturing, warehousing, distribution and delivery of the highest quality fresh food and groceries throughout FreshDirect's network spanning from Washington DC north through Connecticut. FreshDirect recently opened a 700K square foot, state of the art facility in the Bronx that Tim leads, along with its transportation division. Tim earned his MBA from the University of Georgia with a focus in Operations Management.



**Michael Lopez** Future of Work, EY

Michael is one of EY's Future of Work pioneers and is a recognized thought leader, speaker, writer and coach on talent, culture, change management, innovation and leadership topics. Michael currently leads a global team across industry sectors helping organizations transform their leaders and workforce in the disruptive digital economy.



**Will Ma** Assistant Professor of Decision, Risk, and Operations, Columbia Business School

Will Ma is an Assistant Professor of Decision, Risk, and Operations at Columbia Business School. He received his Ph.D. in 2018 from the MIT Operations Research Center, advised by David Simchi-Levi. His research is primarily focused on Revenue Management, building data-driven models to help e-tailers coordinate their product recommendation decisions with their supply chain constraints.



**Jorgette Mariñez** Director, Consumer Sectors, BSR

Jorgette leads BSR's consumer products practice for the United States, and the global food, beverage and agriculture practice. She focuses on aligning innovative sustainability practices with business strategy and operations, working with executives from the food, beverage, and agriculture; consumer packaged goods; apparel; footwear; and retail industries, among others.

Jorgette brings more than 10 years of experience consulting with multinational companies and governments, with expertise in supply chain management, procurement, strategy, and employee engagement. She has worked at Arthur Andersen, and spent four years at PepsiCo leading global supplier CSR assurance.

Jorgette holds a B.A. in Economics and Policy Studies, with a minor in Marketing, from Syracuse University.



**Stephane C. Masson** Senior Vice President Global Procurement, Marriott International

Stephane entered the hospitality industry in 1990 and has a degree in Hotel Business Administration. His career began with Holiday Inn and later he joined the Ramada/ Renaissance group to set up their purchasing department in Eschborn (Germany) covering EMEA. In 1997, Stephane was named Regional Director of Procurement for Continental Europe, overseeing Marriott's procurement operations to drive margins optimization from contract programs and provide services and savings to our regional teams and owners. In 2002 Stephane was promoted to Vice President International Procurement, managing successfully procurement functions in London, Dubai, Shanghai, Sydney, Bangkok, Eschborn, Paris, Cap Town, Hong Kong and Mumbai. He was responsible for assisting our hotels to maximize buying leverage, providing support to ensure compliance and monitoring service levels of vendors. As the leader of the Global Procurement Team, Stephane who is a 23-year veteran with Marriott, successfully led the team through the Starwood hotels acquisition, which added ,500 hotels to the 4,000 already supported by the team. In 2017 Stephane was promoted to Senior Vice President and continues to develop opportunities by leading a team to manage and deploy global key procurement initiatives and strategies including an EProcurement tool which is scalable, environmentally responsible, increases synergies between domestic and international contacts and advances global supplier diversity.



**Rita Gunther McGrath** Professor, Columbia Business School

Rita Gunther McGrath is a best-selling author, a sought-after speaker, and a longtime professor at Columbia Business School. She is widely recognized as a premier expert on leading innovation and growth during times of uncertainty. Rita has received the #1 achievement award for strategy from the prestigious Thinkers50 and has been consistently named one of the world's Top 10 management thinkers in its bi-annual ranking. As a consultant to CEOs, her work has had a lasting impact on the strategy and growth programs of Fortune 500 companies worldwide. Rita is the author of the best-selling *The End of Competitive Advantage* (Harvard Business Review Press, 2013). Her new book is *Seeing Around Corners: How to Spot Inflection Points in Business Before They Happen* (Houghton Mifflin Harcourt, 2019). She has written three other books, including *Discovery Driven Growth*, cited by Clayton Christensen as creating one of the most important management ideas ever developed. She is a highly sought-after speaker at exclusive corporate events around the globe, such as the Global Peter Drucker Forum.

She received her Ph.D. from the Wharton School (University of Pennsylvania) and has degrees with honors from Barnard College and the Columbia School of International and Public Affairs.



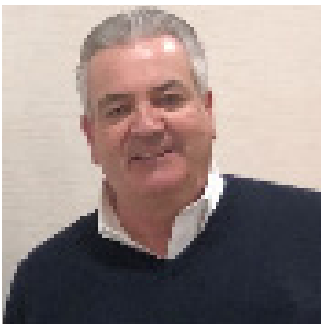
**Ryan McManus** Founder, Tectonic.io

Ryan McManus guides organizations through digital transformation to become digital and data leaders and generate business results. Ryan has over 20 years' of leadership and effective execution experience across digital transformation, corporate strategy, global operations, startups and corporate boards. Most recently as the President and SVP of Partnerships and Corporate Development for EVERYTHING, the world's leading IoT Smart Products platform company, Ryan built the world's leading smart product ecosystem, enabling the digitization of trillions of physical products. Prior to EVERYTHING, he founded Accenture's Digital Transformation practice and served as the Accenture Strategy COO and leader of the firm's Corporate Strategy and International Expansion practices. He is the author of numerous articles on digital transformation and corporate strategy and has served as an advisor to Fortune 500 companies, technology startups and non-profits. Ryan is a member of the Board of Directors of Nortech Systems, the advisory board of CarLabs AI, and previously served on two advisory boards with the Aspen Institute. He is a sought after speaker and teacher on digital transformation and growth strategy writ large, including leading executive education on the topic for the National Association of Corporate Directors and G100. Ryan earned his MBA from the University of Chicago Booth School of Business, has worked in over 40 countries and is fluent in English and French.



## **Charlie Moore** Vice President of Supply Planning, FreshDirect

Charlie Moore is the Vice President of Supply Planning for FreshDirect. He is responsible for working with buyers to ensure adequate inventory levels on all Center Store categories as well as planning the inbound timing for all merchandise that arrives to their new state of the art facility in the Bronx. Charlie has an undergraduate degree in Marketing from Coastal Carolina University and has spent his career in category management and store operations prior to joining FreshDirect, the freshest food provider in the Northeast.



## **Gregory Murphy** Senior Vice President of Operations, Lindenmeyr Monroe, Central National Gottesman, Inc.

Greg Murphy has worked in the distribution industry for 30 years in a variety of roles and responsibilities. Greg began his career as the Director of Distribution for Decatur Hopkins Company in Taunton, MA. It was there that he directed the first RF warehousing implementation in the hardware distribution business. In the mid 1990's Greg became the Vice President of Operations for Moore-Handley Co, the leading hardware distributor in the southeast. Greg lead the design and implementation of a multi-site RF warehouse Management System and electronic transportation network. In 2000, Greg joined the Lindenmeyr Munroe division of Central National Gottesman Inc. (CNG). Lindenmeyr Munroe is the leading distributor of Fine Paper in the U.S. with 20 facilities throughout the Northeast, Mid-Atlantic and Mid-West regions. In his current position as Sr Vice President of Operations, Greg is responsible for warehousing, distribution and facilities management of the 20-facility network. Some of his accomplishments at Lindenmeyr Munroe include improving year-end physical inventory adjustments from -2.2% to -.0009% annually; reducing handling expense from 1.93 % of sale in 2005 to 1.5% in 2018 resulting in a savings of \$2.8 million; implementing a truck routing software system that has improved efficiency by more than 25% or \$5.2 million annually. Most importantly, he has reduced company-wide work-related injuries from a high of 64 in 2013 to just 9 in 2018 while doubling warehouse throughput over the same period.



## **Wenceslao Pigretti** Vice President Supply Chain, Tenaris USA

Wenceslao Pigretti is the Vice President for Supply Chain in Tenaris USA, the leading supplier of tubulars and related services for the world's energy industry and other industrial applications. He has +20 years of experience in the Oil and Gas and Construction industries. Mr. Pigretti joined Tenaris in 2006 in Supply Chain operations in Argentina, and since then has taken leadership roles in various positions (Supply Chain, Commercial, Industrial Operations). His experience in Supply Chain includes work related with logistics and network optimization, final mile execution and digitalization transformation among others. Wenceslao has an extensive international career having lived and worked in Argentina, Canada, and USA. Prior to Tenaris Mr. Pigretti has worked for Techint Engineering & Construction and other construction related companies.

Mr. Pigretti holds a BS in Civil Engineering from Universidad Católica Argentina and an MBA from IAE, Universidad Austral. He has also specialized in Management and Supply Chain Operations through different programs in prestigious institutions, including Stanford University and IMD.





**Graham Poliner** Senior Vice President Analytics and Inventory Planning, Macy's Inc.

As Senior Vice President of Analytics and Inventory Planning at Macy's Inc., Graham Poliner has responsibility for functions spanning, strategy, analytics, and operations including corporate strategy, data science, customer analytics, fulfillment/inventory, strategy, pricing strategy/operations, and replenishment operations.

Prior to joining Macy's, Poliner was a consultant with Kurt Salmon where he led analytical engagements on merchandising & planning, supply chain strategy, and customer insights for leading retail and consumer product clients.

He received his PhD from Columbia University focused on machine learning and signal processing and a BS in Electrical Engineering from Georgia Tech.



**Simon Preisler** Director of Logistics, Central National Gottesman, Inc.

Simon Preisler has worked with shipping and logistics in Europe, China and the US. After completing an International shipping education with A.P. Moller-Maersk, Simon was posted in China for 4 years working with key aspects of logistics including freight forwarding, warehousing and distribution, airfreight and intermodal. Following his return to Denmark in 2003 he became the Global Head of Ocean Freight for Damco. In 2007, Simon moved to the US to head up Damco North America. In 2013 Simon took up a position as Global Head of Logistics for Central National-Gottesman Inc. (CNG) - one of the world's largest distributors of pulp, paper, packaging, tissue, newsprint and plywood. In his current position, Simon is responsible for managing the global logistics network for CNG including moving +50,000 containers of international freight as well as the global cargo insurance program for CNG.



**Angela Quintero** Director, W. Edwards Deming Center, Columbia Business School

Angela Quintero joined Columbia Business School in 2013 and is the Director of the W. Edwards Deming Center for Quality, Productivity, and Competitiveness. She also serves as co-Director of the ECLA Program (Entrepreneurship and Competitiveness in Latin America), a program created exclusively for Latin American entrepreneurs looking to expand beyond borders. In this role, Angela is responsible for executing all aspects of the program, including recruitment of the entrepreneurs, curriculum design, faculty assignments, project oversight, and alumni relations.

Prior to Columbia Business School, Angela worked in management consulting and market intelligence for more than 10 years. She worked for Booz Allen and Hamilton in the operations practice in the US as well as in Europe; and for Global Intelligence Alliance (GIA) as a director in the Hong Kong office. In 2003, while living in London, Angela founded her own firm importing flowers from South America and distributing them in Europe. Angela holds a BS in Mathematics from Universidad de Los Andes in Colombia, an MS in Social Sciences from The University of Chicago, and an MS in Management Science Engineering from Stanford University.



**Lauren Rogge** Climate Change & Sustainability, EY

Lauren Rogge has more than 10 years of experience providing climate change, sustainability and supply chain services to companies in Australia, Asia-Pacific and the Americas. In her role at EY, Lauren's focus is helping clients to improve environmental, social and governance performance across their supply chains and operations.

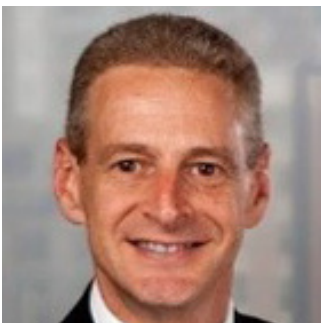


**Medini Singh** Senior Lecturer in Discipline in Business, Columbia Business School

Professor Singh joined Columbia Business School in 2001. He teaches a variety of courses in Columbia's MBA and Executive MBA programs, including the core course in Operations Management and electives in Supply Chain Management, Operations Strategy, and Service Operations Management. He also teaches regularly in executive education programs in top institutions in U.S., China, India and Latin America. Graduating MBA students selected him as the winner of the Singhi Prize for Scholarship in the Classroom in 2015 for his dedication to teaching and ability to communicate knowledge. In 2011, he received the Dean's Award for Teaching Excellence.

His research focuses on service and supply chain design, at both the tactical and strategic level. Recently, he has been interested in the role of speed in competitiveness and in the risks and rewards of process outsourcing and off-shoring. His articles have appeared in leading journals, and he has served as associate editor of IIE Transactions and Production and Operations Management and on the editorial board of several journals. He also consults on a regular basis for Fortune 500 companies.

Professor Singh holds a B.E. in industrial engineering from the Indian Institute of Technology, Roorkee (India) and an M.E. in mechanical engineering, an M.S. in manufacturing and operations systems and a Ph.D. in industrial administration, all from Carnegie Mellon University, Pittsburgh.



**Glenn A. Steinberg** Partner / Principal, Global & Americas Supply Chain Leader, EY

Glenn is a Principal in EY's Advisory Services business, a member of the firm's Executive Leadership Team and is serving as the Global and Americas Supply Chain Leader. He previously served the firm as the Americas Advisory Solutions Leader spanning the Performance Improvement, Risk and People Advisory Services businesses. Glenn has over 25 years of consulting experience driving high impact strategies and business execution across the Fortune 500.

Glenn has a proven track record of leading organizations through periods of change. He possesses superior leadership, communication and problem-solving capabilities, drawing on experiences from a diverse set of industries and business functions. Glenn's strategic skills coupled with his extraordinary operational skills enables development and execution of business plans to drive competitive advantage.



### **Ken Stern** Co-chair, Supply Chain Innovation Network

Ken Stern is the CEO of Palisades Media Ventures, which develops peer networks for senior executives and innovative thought leadership platforms.

Stern is the author of the national best-seller “Republican Like Me: How I Left the Liberal Bubble and Learned to Love the Right” (HarperCollins 2017) and “With Charities For All: Why Charities Are Failing and A Better Way to Give” (Doubleday 2013). He is also a frequent contributor to publications such as Vanity Fair, The Atlantic, Slate, and the Daily Beast.

Prior to launching PMV, Stern was the CEO of National Public Radio, where he led NPR to a period of unprecedented growth. Stern also launched NPR’s world class digital efforts which included two satellite channels, its mobile and podcast services, NPR Music and oversaw the successful expansion of NPR.org.

Prior to joining NPR, Stern was a senior executive in American International Broadcasting. Earlier in his career, he held positions in Democratic politics. He began his media career with Radio Free Europe/Radio Liberty in Munich. Stern, a lawyer by training, holds degrees from Haverford College and Yale Law School.



### **Sapana Talwalkar** Hardware Supply Chain Lead, Square Inc.

Sapana leads Square’s Hardware Supply Chain group on strategic and operational activities, across manufacturing, channel distribution, and logistics. Her focus is on building a supply chain to support rapid growth, scale, and flexibility through strong partnerships and with an emphasis on the customer experience.

Prior to Square, Sapana has supported global supply chains in both tech and retail through a variety of roles, including operations, FP&A, consulting and as a founder of her own apparel business.

Sapana received her B.S. in Industrial Engineering from the University of Washington, and holds an MBA from Columbia University.



### **James Wallace** Senior Product Manager, Global Sourcing, AmazonBasics, Amazon

James Wallace graduated from Columbia Business School in 2011 and joined Amazon in the Retail Leadership Development program. James then spent 3 years as a Program Manager in NA Supply Chain Execution and 2 years as a Product Manager in the Hardlines Private Brands (AmazonBasics) org. He is currently a Product Manager in Retail Expansion, working with software that controls the flow of inventory between Fulfillment Centers and across international borders in NA and LATAM.

Prior to business school, James spent 9 years as an officer in the United States Air Force.

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## Partners



## Program Contact Information

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