


 **Columbia Business School**
W. Edwards Deming Center
for Quality, Productivity,
and Competitiveness

 **Supply Chain
Innovation
Network**

SCIN February 2024 Meeting

Supply Chain Disruption

Sponsored by:



February 29th, 2024

Speakers

Lynlee Brown

Partner, Global Trade, EY

Edward DuBeau

Senior Vice President (VP) and Global Enterprise Resource Planning (ERP) Business Leader, Zoetis

Staale Gjervik

President, Supply Chain, ExxonMobil

Mark Irvin

Chief Supply Chain Officer, Best Buy Co. Inc.

Angela Quintero

Adjunct Assistant Professor, Decision, Risk, and Operations (DRO) Division, Columbia Business School (CBS); Managing Director, W. Edwards Deming Center, CBS

Tim Roemer

Member, US House of Representatives (1991–2003); US Ambassador to India (2009–11); Former President, Truman Center for National Security; Current Executive Director and Strategic Counselor, APCO Worldwide

Kenneth Stern

President, Palisades Media Ventures

Bart van den Hoven

VP of Procurement, Europe, Middle East, and Africa, Marriott International

Attendees

Lee Block

Associate Consultant, APCO Worldwide

Ross Brubaker

Global Advisory Account Leader, Consumer Packaged Goods (CPG), EY

Bret Celmer

VP, Supply Chain, FreshDirect

Sarah Chu

Director, Global Supply Chain Strategy and Development, The Estée Lauder Companies Inc.

Keeley Croxton

Professor of Logistics, Ohio State University

Joseph Dalton

CEO, ODL Services

Nicholas DeGiacomo

Founder and CEO, Bucephalus

Nicole DeHoratius

Professor of Professional Practice, DRO Division, CBS

Yone Dewberry

Senior VP and Chief Supply Chain Officer, Land O'Lakes

Awi Federgruen

Charles E. Exley Professor of Management, DRO Division, CBS

Gerry Feigin

Former Partner, BCG Gamma

Nelson Fraiman

Professor of Professional Practice, DRO Division, CBS; Faculty Director, W. Edwards Deming Center, CBS

Steve Gill

Director, Digital Talent, EY

Anthony Gonzalez

VP of Engineering and Operations, CTI Foods

Scott Gray

Senior Director, Global Procurement, Marriott International

Tony Horton

VP, Global Supply Chain Operations, IBM

Leila Jalai

Senior VP, Global End-to-End Planning & Go-To-Market, Under Armour

Brian Keeter

Senior Director, Office of the Executive Chair, APCO Worldwide

Kreg Koford

Senior VP, Supply Chain and Sustaining Care Services, Memorial Sloan Kettering Cancer Center

Will Ma

Assistant Professor, DRO Division, CBS

Molly Muench

Associate Director, W. Edwards Deming Center, CBS

Redouan Nhili

Senior Director, United States Supply Chain & Logistics, Zoetis

Jenny Olson

Assistant Professor of Marketing, Kelley School of Business, Indiana University

Adrian Oyekanmi

Senior VP Global Strategic Sourcing, Radisson Hotels

Simon Preisler

Director of Logistics, Central National Gottesman, Inc.

Matias Romero

PhD Candidate, DRO Division, CBS

Jaspreet Singh

Vice President, Corporate Services, DTE Energy

Paul Staid

VP, Cell Therapy Supply Chain, Bristol-Myers Squibb

Summary

On February 29th, 2024, the Supply Chain Innovation Network (SCIN) gathered for a virtual meeting hosted in collaboration with the W. Edwards Deming Center for Quality, Productivity, and Competitiveness of Columbia Business School (CBS) and EY. Attended by SCIN members and CBS faculty, the meeting addressed how recent developments in the geopolitical stage may impact or disrupt supply chains across various industries.

The meeting began with a presentation by **Tim Roemer**, Former Member of the United States House of Representatives (1991–2003), Former US Ambassador to India (2009–11), Former President of the Truman Center for National Security, and Executive Director and Strategic Counselor at APCO Worldwide. A seasoned expert in international relations, Roemer provided valuable insight into the complex landscape of global supply chains and the intricate web of micro and macro factors currently impacting them, such as sanction costs, intellectual property rights, global manufacturing and supply-chain strategies like China Plus One (C+1), the wars in Ukraine and the Middle East, and elections in the US and India.

In the US, Roemer expanded on the trend to bring production away from China, with 74 percent of US manufacturers considering or actively re-shoring. To this end, he noted the impact of legislation such as the Inflation Reduction Act (IRA) and the Creating Helpful Incentives to Produce Semiconductors (CHIPS) Act on supply chain dynamics in the US, which incentivize investment in domestic manufacturing.

Shifting the focus to India, Roemer presented the country's growing significance as a manufacturing partner and ally, exemplified by Apple's successful shift of iPhone production from China to India, which created significant job growth and positioned the country as a rising manufacturing hub in addition to its agricultural output. Despite India's potential, however, he also acknowledged challenges around bureaucracy and political discord, signaling India's connection to global powers like Russia.

With regards to the impact of macro-level crises on supply chain, such as changing weather patterns and volatility in the Middle East, Roemer touched on increased shipping costs and suspended freight through areas such as the Red Sea, and the decline in global trade volume as a result of the Russia-Ukraine war. Additionally, he examined the potential repercussions of the Trump-Biden election, particularly in relation to the IRA and its benefits, which could further jeopardize the insurance of supply chains and add another layer of uncertainty to the international landscape.

Following Roemer's presentation, **Edward DuBeau**, Senior VP and Global ERP Business Leader at Zoetis, **Staae Gjervik**, President of Supply Chain at ExxonMobil, **Mark Irvin**, Chief Supply Chain Officer at Best Buy Co. Inc., and **Bart van den Hoven**, VP of Procurement for Europe, the Middle East, and Africa at Marriott International, engaged in a nuanced panel discussion moderated by **Lynlee Brown**, Partner of Global Trade at EY. Representing diverse industries across animal healthcare, energy and petrochemicals, electronics and technology, and hospitality, the panelists shared their perspectives on the readiness of supply chains to react under growing external pressures. While considerations varied by industry – the hospitality sector, for example, showing a need for decentralization to increase agility – each underscored the potential of tools like Generative AI (GenAI) and digital twin technology in managing unexpected challenges, and the critical role of data in decision-making and supply chain visibility.

Looking forward, the panel discussed the integration of Environmental, Social, and Governance (ESG) considerations into sourcing decisions, recognizing sustainability as less cost-prohibitive than a decade ago with consumers increasingly willing to pay more. Similarly, with supply chain operations becoming increasingly central to business operations, a look at the changing nature of jobs – and the transformative impact of AI and machine learning – illuminated the need for adaptive training and organizational evolution.

With the increasingly forefront position of AI in supply chain, Columbia Business School expressed the school's interest in supply chain resilience and diversification, and concluded the meeting with gratitude to its speakers and participants.