

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

 **Supply Chain  
Innovation  
Network**

# SCIN November 2023 Meeting

Transforming Supply Chain Architecture:  
From Design to Disruption

Sponsored by:



November 9<sup>th</sup>, 2023

# Attendees

**Paul Barsch**

Assistant Director, Demand Generation and Supply Chain and Operations, EY

**Jason Berns**

Senior Vice President (VP), Product Innovation, Ralph Lauren

**Kenneth Brown**

VP, Enterprise Global Supply Chain, Northrop Grumman

**Bret Celmer**

VP, Supply Chain, FreshDirect

**Ethan Che**

PhD Candidate, Decision, Risk, and Operations (DRO) Division, Columbia Business School (CBS)

**Nicholas DeGiacomo**

Founder and CEO, Bucephalus

**Dhaval Desai**

Principal Group Software Engineering Manager, Microsoft

**Steve Downey**

Chief Supply Chain and Patient Support Services Officer, Cleveland Clinic

**Jennifer Echlov**

Senior Associate Director, W. Edwards Deming Center, CBS

**Boris Epstein**

PhD Candidate, DRO Division, CBS

**Karen Felton**

Partner and Americas Energy and Resources Leader, EY

**Gerry Feigin**

Partner and Director, BCG GAMMA

**Nelson Fraiman**

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

**Staale Gjervik**

President, Supply Chain, ExxonMobil

**Mike Hazelton**

Senior VP, Supply Chain, Chick-fil-a

**Tony Horton**

VP, Global Supply Chain Operations, IBM

**Karen Jordan**

Chief Supply Chain Officer, PepsiCo

**Yash Kanoria**

Associate Professor of Business,  
DRO Division, CBS

**Anthony Kelly**

Senior Consultant, Supply Chain and  
Operations, EY

**Kreg Koford**

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

**Hongyao Ma**

Assistant Professor of Business,  
DRO Division, CBS

**Andres Martin**

Director, Regulatory Affairs, Philip  
Morris International

**Molly Muench**

Associate Director, W. Edwards Deming  
Center, CBS

**Redouan Nhili**

Senior Director, United States Supply Chain  
and Logistics, Zoetis

**Kevin Proulx**

Senior Operations Leader, National Grid

**Jaspreet Singh**

VP, Corporate Services and CPO, DTE Energy

**Michael Sullivan**

Chief Supply Chain Officer, Bayer  
Consumer Products

**Jose Turkienicz**

Former Chief Procurement Officer and  
President, Real Estate and Risk  
Management, UPS

# Speakers

## **Ross Brubaker**

Global Advisory Account Leader,  
Consumer-packaged Goods (CPG), EY

## **Sumit Dutta**

Principal, EY; Markets Leader, Americas  
Supply Chain and Operations, EY

## **Awi Federgruen**

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

## **Leila Jalai**

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

## **Angela Quintero**

Adjunct Assistant Professor, DRO Division,  
CBS; Managing Director, W. Edwards  
Deming Center, CBS

## **Gerardo Scheufler**

Chief Supply Chain Officer, Lamb Weston

## **Sidra Tufail**

Director, Supply Chain Operations and Customer Service, Latin America and Canada, Phillip Morris International



Members of the SCIN, CBS faculty, and CBS doctoral students smile for a photo following the day's scheduled presentations and networking opportunities

# Summary

On November 9<sup>th</sup>, 2023, the Supply Chain Innovation Network (SCIN) gathered at CBS for an in-person meeting hosted in collaboration with the W. Edwards Deming Center for Quality, Productivity, and Competitiveness and EY. Attended by SCIN members and Columbia University faculty and doctoral students, the meeting focused on recent transformations and challenges in supply chain architecture, and featured discussions around topics such as digital and physical supply chain networks and local, regional, and global sourcing strategies.

Following a short breakfast, the meeting began with introductions of the attendees present facilitated by **Angela Quintero**, Adjunct Assistant Professor in the DRO Division at CBS and Managing Director of the Deming Center, and continued with an introductory presentation by **Sumit Dutta**, Principal and Markets Leader of Americas Supply Chain and Operations at EY. Providing a detailed overview of the ways in which organizations are re-shaping their supply chain architectures, Dutta noted the need for businesses to critically assess their operational design in the face of external forces like geopolitical tensions, inflation, digital disruptions, sustainability pressures, and cybersecurity risks. Of those strategies, Dutta touched on the re-invention of cost structures through the optimization and technology-led resiliency tools like autonomous planning and digital logistics. Envisioning the supply chain of the future, Dutta considered the shift from traditional, “one-size-fits-all” supply chains in favor of fit-for-purpose models tailored to specific customer, product, and regional segments. To this end, Dutta advised for an integrated approach across architecture, operation models, and enablers with enhanced visibility and cross-functional alignment, concluding that supply chain re-design has the potential for enhanced performance improvement, strategic market differentiation, and operational resiliency.

Following this introduction, **Gerardo Scheufler**, Chief Supply Chain Officer of Lamb Weston, and **Ross Brubaker**, Global Advisory Account Leader for CPGs at EY, discussed the evolution of supply chains in an engaged dialogue that examined the shift from traditional, conservative approaches to adaptive ones, exemplified by the COVID-19 pandemic, which highlighted the

potential of supply chain to be a competitive weapon. In particular, Scheufler emphasized the need for company-wide, holistic supply chain strategies, ensuring that the “people” side of the organization be equipped to take on innovation and change as well. Brubaker echoed the interconnected nature of supply chains, emphasizing the constant presence of transformation, and, given the rapid adoption of new technology, both acknowledged the need for leaders to develop skills in data literacy and analytics, akin to the re-invention required by manufacturing workers.

**Sidra Tufail**, Director of Supply Chain Operations and Customer Service for Latin America and Canada at Philip Morris International, discussed Philip Morris’ supply chain transformation journey driven by the company’s shift towards smoke-free products. Addressing internal and external challenges, Tufail highlighted the expansion to three product categories – fast-moving consumer goods (FMCG), electronics, and accessories – an omnichannel strategy – business-to-business (B2B), business-to-consumer (B2C), and business-to-business-to-consumer (B2B2C) – and the implications of working with electronic components, such as coping with chip shortages and establishing supply chain circularity in response to consumer needs and environmental regulations. To address integration challenges, she described the global hub established in Switzerland to standardize and globalize planning using tools like demand-sensing. Additionally, Tufail emphasized the challenges associated with re-organizing the workforce, and concluded with Philip Morris’ future objectives: systematic product portfolio management, flexible supply networks, superior downstream service, forward-looking planning, sustainable supply chains, and a diverse professional community acting as one team.

Following a break for lunch where attendees were able to network with fellow members, faculty, and students, **Awi Federgruen**, Charles E. Exley Professor of Management and Chair of the DRO Division, presented his research on supply chain volatility and its impact on corporations. Drawing from his research on multi-sourcing strategies, Federgruen stressed the importance of diversification in suppliers to mitigate risk, specifically highlighting Revlon’s case, where supply chain issues played a fundamental role in the bankruptcy of the highly leveraged company. Additionally, the presentation touched on current trends in supply chain management, such as the push to bring manufacturing back to certain regions and to adapt

to factors like cost differentials, technology changes, and geopolitical issues. In particular, Federgruen underscored the importance of quick response times and constant re-evaluation of supply network structures. Overall, the presentation shed light on the need for strategic decision-making in order to navigate the challenges posed by a rapidly changing global landscape, using the case study of Revlon to illustrate the real-world implications of supply chain issues on a company's financial health and overall stability.

Ending the day, **Leila Jalai**, Senior VP of Global End-to-End Planning and Go-To-Market for Under Armour, presented a comprehensive overview of the company's planning strategy. Having recently joined with previous experience at Estee Lauder and Accenture, Jalai highlighted challenges in commercial and global planning that have not been traditionally connected to supply chain. Conversely, the unique approach undertaken by Under Armour consolidates all processes by establishing an end-to-end planning and go-to-market team. Jalai emphasized the critical role of planning, likening it to the company's nervous system, and positioned it as a competitive advantage to include components such as consumer preferences, inventory levels, and communication with manufacturers on lead times and materials. Looking ahead, Jalai outlined the company's decade-long vision, which involves significant investment in foundational elements, connecting planning components, implementing a common data model, and incorporating cognitive technologies. That said, she emphasized the importance of building a comprehensive foundation that can be augmented with new technologies over time, rather than replaced.

All of the day's presentations were enhanced by thoughtful discussion from the SCIN members present, who contributed real-world examples from their own experiences and evoked optimism on the future of supply chain and the exciting possibilities that new technologies bring forth.





Angela Quintero, Adjunct Assistant Professor in the DRO Division at CBS and Managing Director of the Deming Center, begins the day with introductions



Gerardo Scheufler of Lamb Weston and Ross Brubaker, of EY engage in dialogue around the evolution of supply chain architecture



Sidra Tufail, Director of Supply Chain Operations at Philip Morris International, presents the company's recent external and internal changes as part of its "smoke-free" vision



Leila Jalai, Senior VP of Global End-to-End Planning and Go-To-Market for Under Armour gives an overview of the company's overall planning strategy

