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GUIDING ORGANIZATIONS IN DYNAMIC SUPPLY CHAINS

Faculty
Dr. Shardul Phadnis



6 June 2024
9:00am – 5:00pm



RM 2,500
before SST



Program Overview

In recent years, the Covid-19 pandemic, impact of climate change and geopolitical events including the Ukraine war have caused massive supply chain disruptions all over the world. It is now an undisputed fact that supply chain management is an indispensable part of a company's operations, and businesses are increasingly acknowledging the need for a more sustainable supply chain to manage and mitigate supply chain risks. At the same time, with increased focus on sustainability, the concept of a circular economy has also emerged as an alternative to the traditional linear economy as we know it.

This program will discuss the potential risks inherent in supply chains – what to look out for and how to manage them. The focus will be on the importance of building supply chain resilience and adapting to a circular economy mindset to enhance business operations by improving resource efficiency and operating in a sustainable environment.

The program will focus primarily on the role the board of directors can play in providing oversight in the management of supply chain risks as well as innovations for circular economy – the kinds of questions they should be asking of management and common pitfalls to avoid.

Learning Outcomes

At the end of the program participants will be able to:

- Understand why boards need to look beyond the organization and into its supply chain
- Grasp the role of resilience, agility, and adaptability in addressing supply chain disruptions to ensure business continuity
- Explore the criticality of supply chain perspective in addressing Environmental, Social, and Governance (ESG) issues
- Learn what tools, processes, and forums can enable leadership to guide organizations in dynamic supply chains

Who Should Attend?

- Board of Directors
- Senior Management
- Anyone else who might find the program helpful.

Program Outline

Session 1: Introduction - Supply Chains on the Board's Radar

- Board responsibilities, emerging need to pay attention to supply chains
- Why boards need to take a supply chain perspective (e.g., resilience, ESG, business models)
- Discussion: Why do boards need to pay attention to supply chains? Why is this difficult?

Session 2: Supply Chain Disruptions & Business Continuity

- Supply chain disruptions: Roles of supply chain resilience, agility, and adaptability
- Importance of supply chain visibility and vigilance
- Discussion: How can boards help promote resilience, agility, and adaptability?

Session 3: Role of Supply Chains in Environmental Sustainability & the Circular Economy

- Role of supply chains in environmental sustainability (scope 1-2-3 emissions) and circularity
- Measuring environmental impact (GHG, water, non-renewables materials) in the supply chains
- Discussion: How can boards help organizations tackle the sustainability and circularity agenda?

Session 4: Impacting Change - Leading from the Board

- Organizational leadership, uncertainty management, and stakeholder engagement
- Approaches for tackling uncertainty (e.g., consortia, scenario planning, etc.)
- Discussion: How can boards help organizations navigate dynamic supply chains?

Faculty



Dr. Shardul Phadnis is an Associate Professor of Operations and Supply Chain Management at the Asia School of Business. Previously, he served as the Associate Professor and Director of Research at MIT SCALE Network's Malaysia Institute for Supply Chain Innovation. His research explores the intersection of supply chains and strategic management: how organizations create value by orchestrating supply chain operations and how strategy processes influence adaptability of supply chain structures and processes.

His book "Strategic Planning for Dynamic Supply Chains: Preparing for Uncertainty Using Scenarios" describes applications of scenario planning in three in-depth cases involving strategic supply chain planning in businesses and long-range planning in governmental transportation planning agencies. Shardul's current research examines supply chain resilience through vigilance enabled by scenario planning, value creation by managing operational uncertainty in supply chains, and analysis of end-to-end supply chain configurations. He received the Giarratani Rising Star Award for the year 2015 from the Industry Studies Association for his research in apparel supply chains.

Shardul holds a Ph.D. in Engineering Systems from the Massachusetts Institute of Technology. He teaches graduate-level courses in logistics management and supply chain strategy, as well as scenario planning and supply chain management in executive education.



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