## SUPPLY CHAINS DRIVING STRATEGIC ADVANTAGE

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## Jonathan Byrnes

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Dr. Jonathan Byrnes is a Senior Lecturer at MIT, where he has taught the graduate course, Case Studies in Logistics and Supply Chain Management for twenty-five years. He also teaches in MIT executive programs. Dr. Byrnes has authored over one hundred books, articles, cases, notes, and expert submissions – and he wrote a monthly column on managing profitability, called "The Bottom Line," in Harvard Business School's Working Knowledge e-newsletter (hbswk.hbs.edu) 2002-06. He earned a DBA from Harvard University and an MBA (Smith Prize for academic distinction and leadership) from Columbia University. He has advised over fifty major companies and industry

associations, and he is the founding partner of Profit Isle (www.profitisle.com), a trusted partner that combines state of the art big data analytics and change management to accelerate the profitability of tens of billions of dollars of annual client revenues. He has led a number of projects that have produced high value and lasting innovations, including direct development of several new, widely-followed business practices, including vendor-managed inventory. Jonathan is the author of *Islands of Profit in a Sea of Red Ink: Why 40% of Your Company is Unprofitable and How to Fix It* (Penguin/Portfolio, October 2010), which Inc. named one of 2010 Best Books for Business Owners. He serves on the Board of Directors of MSC Industrial Direct (NYSE-MSM), and Harvard Magazine.

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Dr. Chris Caplice is the Silver Family Research Fellow, and the Executive Director of MIT CTL, where he is responsible for the planning and management of the research, education, and corporate outreach programs. He created and leads the MITx MicroMaster's Program in Supply Chain Management – the first online credential offered at MIT. As Director he develops, delivers, and manages all aspects of this online educational initiative. Prior to this, he served as the Executive Director of the MLOG Program. He is also the founder of the MIT FreightLab – a research initiative that focuses on the way freight transportation is designed, procured, and

managed. His primary research is in all aspects of freight transportation to include combinatorial procurement auctions, robust planning, portfolio management, performance metrics, and infrastructure design. He is also the Chief Scientist for Chainalytics, the leading analytical supply chain consulting firm. In this role, he pioneered the Chainalytics Freight Market Intelligence Consortium (FMIC). Dr. Caplice also served five years in the Army Corps of Engineers, achieving the rank of Captain. His writing has appeared in numerous academic and business journals and publications. He received a Ph.D. from MIT, a Master of Science in Civil Engineering from the University of Texas at Austin, and a Bachelor of Science in Civil Engineering from the Virginia Military Institute (VMI).

Jarrod Goentzel goentzel@mit.edu



Jarrod Goentzel is founder and director of the MIT Humanitarian Response Lab, which connects MIT faculty and students with the practical challenges of meeting human needs in resource-constrained settings. His research focuses on supply chain management, information systems and decision support technology. Since 2004, Dr. Goentzel has worked with humanitarian and global health organizations such as World Food Programme, Oxfam, International Rescue Committee, Partners In Health, the International Red Cross and Red Crescent Movement and USAID to develop supply chains that effectively meet needs. Dr. Goentzel has developed

graduate-level courses in humanitarian logistics, international operations and supply chain finance, and has extensive experience using simulation games to develop intuition and leadership skills. He received a Ph.D. from the School of Industrial and Systems Engineering at the Georgia Institute of Technology.

Roberto Perez-Franco roberto@mit.edu



Roberto Perez-Franco served as Director of the MIT Graduate Certificate in Logistics and Supply Chain Management (GCLOG) Program between June 2011 and January 2016. He currently serves as Director of the MIT Supply Chain Strategy Lab. His main research interest is supply chain strategy. Since 2006 he has been developing, testing and documenting methods to capture, evaluate and reformulate a firm's supply chain strategy as a conceptual system. These methods have been applied to multiple projects in Europe, South and North America. They have also been taught as a class on supply chain strategy. His methodological

interests are mainly qualitative, and include collaborative management research, grounded theory, case study research and survey research methods. He received a BSc from Universidad Tecnológica de Panamá (UTP) in 2001, in the field of Electrical and Mechanical Engineering, as valedictorian, with IFARHU scholarship; a MEng from MIT in 2004, in Logistics and Supply Chain Management, with Fulbright and Barsa Scholarships; and a Ph.D. from MIT in 2010, in Engineering Systems, on the subject of supply chain strategy, with a UPS Doctoral Fellowship. Roberto is the author of the award-winning Symbulator software and of an award-winning short-story collection.

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Eva Ponce is the Executive Director of the MITx MicroMaster's in Supply Chain Management, as well as a Research Associate at the MIT Center for Transportation & Logistics. Her current research focus is the design of distribution models for last mile deliveries (urban logistics). She also leads research initiatives on Reverse Logistics and Closed-Loop Supply Chains. Prior to joining CTL, Dr. Ponce was an Associate Professor of Supply Chain Management and Logistics in the School of Industrial Engineering at Universidad Politécnica de Madrid (UPM) in Spain, where she led the Research Group on Industrial Engineering and Logistics and she

conducted the Ph.D. line on Supply Chain Management. Dr. Ponce has over fifteen years of experience in teaching and researching on operations management, supply chain management and quantitative models for industrial engineering. She received her Ph.D. in Industrial Engineering from Carlos III University of Madrid in 2002. Her dissertation has received two awards with special distinction in the Spanish context. She has an active publication record, including journal papers, conference proceedings and refereed abstracts.

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Jim Rice joined the MIT Center for Transportation & Logistics in 1995 and was appointed Deputy Director in 2007. In this capacity serves as the Director of the Supply Chain Exchange, and runs CTL's Executive Education Programs. His research is focused on supply chain resilience, security, and innovation. He conducted the base research and led the Supply Chain Response project at CTL. His work on resilience continues via the U.S. Department of Homeland Security Center of Excellence. In this research, he is leading efforts to develop principles and frameworks for creating resilient maritime transportation systems, specifically

resilient ports, and has developed an online application that the USCG currently uses to aid in their response to port disruptions. Jim has helped identify key success factors and methods for pursuing and achieving Supply Chain Innovation. He also teaches in the graduate degree program and CTL's executive education programs. His teaching includes case instruction on supply chain design for strategic advantage, supply chain finance, and workshops and simulations focused on strategic alignment, business continuity planning, and supply chain dynamics. In 2013 he was selected as one of DC Velocity's Rainmakers. In addition to his role at MIT, Jim is also a Visiting Faculty Member at Politecnico di Milano MBA School and serves on the editorial boards of *Supply Chain Management Review* and *Supply Chain Forum: An International Journal*. Prior to joining MIT, Jim managed manufacturing and distribution operations at P&G, and served as a sales and market manager at General Electric. He earned his MBA in Operations and Finance from the Harvard Business School, and a BSME from the University of Notre Dame.

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Yossi Sheffi is the Elisha Gray II Professor of Engineering Systems at the Massachusetts Institute of Technology, where he serves as Director of the MIT Center for Transportation & Logistics. He is an expert in systems optimization, risk analysis, and supply chain management and is the author of four books: *Urban Transportation Networks*; *The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage*; *Logistics Clusters: Delivering Value and Driving Growth*; and *The Power of Resilience: How the Best Companies Manage the Unexpected*. Under his leadership, the Center has launched many educational, research, and

industry/government outreach programs, including the MIT Master of Engineering in Logistics Program; the MIT-Zaragoza International Logistics Program in Spain; the Center for Latin American Logistics Innovation in Colombia; the Malaysia Institute for Supply Chain Innovation; the Luxembourg Centre for Logistics and Supply Chain Management; and the Ningbo Supply Chain Innovation Institute China in 2016. Outside the Institute, Dr. Sheffi has consulted with leading enterprises and founded or co-founded five successful companies: LogiCorp (acquired by Ryder); PTCG (acquired by Sabre); e-Chemicals (acquired by AspenTech); Logistics.com (acquired by Manhattan Associates), and Syncra Systems (acquired by Retek).

## Josué Velázquez-Martínez

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Josué Velázquez-Martínez is the Director of the MIT Supply Chain and Global Logistics Excellence (SCALE) Network for Latin America. His main role is to lead the Center for Transportation & Logistics' Latin American academic affiliate program that is part of the MIT Global SCALE Network. He is also the Director of the MIT Graduate Certificate in Logistics & Supply Chain Management (GCLOG), an elite program designed for outstanding students from Latin America. He specializes in Logistics and Supply Chain Management in the process, food and retail industries, and has research experience in applied projects on Carbon Efficient

Supply Chains and Logistics in Megacities. His current research focuses on understanding the logistics and operational challenges of SMEs & Startups in Latin America. In 2009, he was appointed Director of the BSc of Industrial and Systems Engineering at Monterrey Tech in Santa Fe, where he was twice awarded as the best program director of the Engineering School. During that period, he also was part of the first class in the STVP – Faculty Fellows Program at Stanford. In 2013, Josué was a Postdoctoral Researcher at Eindhoven University of Technology, where he worked on the 4c4Chem project for the chemical sector in Europe, in collaboration with the Dutch Institute for Advanced Logistics. Prior to joining MIT, in 2014-2015 he was the Dean of the Engineering School at Monterrey Tech in Santa Fe. He holds a MSc in Manufacturing Systems and a Ph.D. in Industrial Engineering from Monterrey Tech, Mexico.

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Matthias Winkenbach is a Research Associate at the MIT Center for Transportation & Logistics and the Director of the Megacity Logistics Lab. His current research focuses on multi-tier distribution network design in the context of urban logistics and last-mile delivery. Dr. Winkenbach received his Ph.D. in Logistics and his Masters in Business with specializations in Finance and Economics at WHU – Otto Beisheim School of Management in Germany. He also studied at NYU Stern School of Business in New York as well as at the École des Hautes Études Commerciales (HEC) in Montréal, Canada. His doctoral studies focused on the optimal design of multi-tier urban

delivery networks with mixed fleets. His work was closely linked to a research project with the French national postal operator La Poste. During and after his doctoral studies, he spent several months at the MIT Center for Transportation & Logistics as a Visiting Scholar. His previous professional work includes working with Volkswagen in South Africa on local sourcing and cost optimization, with Deutsche Telekom in Germany on co-investment models for network infrastructure expansions, with McKinsey & Company in the United States, and in Germany on organizational redesign in the automotive industry and on innovative delivery models in the postal and express logistics sector, as well as various other projects in the mining, shipbuilding, consulting and logistics industries.