



MIT Center for  
Transportation & Logistics

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*Building Upstream Supply Chain Resilience*

J&J Corporate Headquarters

New Brunswick, NJ

December 1-2, 2022

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The widespread shortages experienced around the globe have highlighted the criticality of the supply chain. But these have also illustrated the importance of maintaining supply continuity to keep supply chains operating. MIT CTL will convene a roundtable discussion on “Building Upstream Supply Chain Resilience” at the headquarters of Johnson & Johnson in New Brunswick, NJ on December 1-2.

The roundtable intends to focus on creating upstream supply chain resilience to discuss key topics:

- Assessing supplier risk & measuring upstream resilience
- Upstream risk mitigation and resilience action options
- Tools & technologies enabling upstream resilience (transparency, monitoring)
- Building organizational capability around risk and resilience

The roundtable discussion will feature a presentation by MIT researchers on current research moving from risk to resilience with innovations in risk and resilience measurement. The researchers will also run an exercise on resilience measurement that will enlighten participants.

The event will kick off with an introduction by Johnson & Johnson leadership, and the participants attending in person will have the opportunity to go on a private tour of the J&J Museum and attend a special networking dinner with senior members of J&J as well as SCE Partners and CTL researchers.

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Wednesday, November 30, 2022

5:30 Welcome Reception Heldrich Hotel

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Thursday, December 1, 2022

- 8:30 am Registration and Continental Breakfast
- 9:00 am Welcome and Introductions  
Pankaj Chopra (Data Science & Analytics Leader) & Murugan Pugalenti (Global Procurement Data Science) – J&J  
Jim Rice – Deputy Director, MIT CTL
- 9:30 am **J&J Introduction and Overview**  
1. J&J Overview (Supplier Risk and Resiliency) – Shashi Mandapaty (CPO) 30 mins  
2. Spinning off the Consumer Business (Disentangling suppliers and manage risk) – Fernando F. & Mark Moraca – 30 mins  
3. J&J Leadership Panel on Supply Chain Risk and Resiliency: Shashi Mandapaty (CPO – Corporate Tier), Kristine Mangan (VP Risk and Citizenship), Heidi Landry (CPO– Supply Chain), Anthony Adeleye (VP – Strategy and Deployment) – 45 mins  
Discussion and Exchange – 30 mins
- 11.45am Lunch
- 12:45 pm **Building Upstream Supply Chain Resilience Roundtable Overview**  
**Session 1: Overview – Situation**  
Kickoff Speaker – Jim Rice, MIT CTL
- 1:15 pm **Session 2: Assessing supplier risk**  
Issues/objective – Methods and tools used to assess upstream risk.  
Kickoff Speaker – Sunny Grover, Nike
- 2:00 pm Break & Informal Discussion
- 2:30 pm **Session 3 – Upstream Risk Mitigation and Resilience Action**  
Issues/objective – Open discussion of methods, tools (e.g. visualization and monitoring resources), technologies, upstream design, data and data analysis used to both mitigate risk and also increase resilience upstream.  
Kickoff Speaker – Pankaj Chopra, J&J
- 3:30 pm Break & Informal Discussion
- 3:45 pm **Session 4 – Session 5 – Bridging from Risk to Resilience**  
**MIT Research Project Review**  
Speakers – Prof. Walid Klibi – Kedge Business School, Kai Trepte & Jim Rice – MIT
- 5:00 pm Adjourn to Reception and Dinner:  
**Stage Left Steak (Gallery & Cloud Rooms), 5 Livingston Ave., New Brunswick, NJ**

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Friday, December 2, 2022

- 8:00 Continental Breakfast – J&J HQ
- 8:30 Depart for J&J Museum
- 8:45 Johnson & Johnson Museum Tour
- 9:30 Depart for J&J HQ
- 9:45 **Session 5 – Measuring upstream resilience exercise**  
Issues/objective – Exercise to measure upstream resilience  
Exercise Leader – Kai Trepte, MIT CTL
- 11:00 am Break for Lunch
- 11:45 am **Session 6 – Building Upstream Resilience Capabilities**  
Issues/objective – collaboration, organization, capability building
- 1:00 pm Closing Comments & Next Steps
- 1:15 pm Adjourn