

- 08.30 Registration and refreshments
- 09.00 **Welcome and introduction**
Jagjit Singh Srjai, Head, Centre for International Manufacturing
IfM, University of Cambridge
- 09.15 **Schneider Electric's STRIVE for Resiliency**
John Allaway, VP Global Supply Chain Performance, Schneider Electric
- 09.55 **The paradigm change in automotive supply chain management – learnings from the semiconductor crisis**
Kai Sträter, Head of Strategic Taskforce Semiconductor, Porsche
- 10.35 *Refreshments*
- 11.05 **Digital manufacturing technology and process transformation**
Haydn Powell, Head, Supply Chain Strategy, Caterpillar
- 11.45 **Innovating supply chain through disruption: the Amazon journey from Retail to sustainable Logistics and beyond**
Liam Constable, Director Last Mile – Europe, Amazon
- 12.25 *Lunch and networking*
- 13.40 **AstraZeneca - Our COVID supply chain journey and its broader influence**
Sheena Behn, VP V&I Supply Chain and VP, TA Supply Oncology, AstraZeneca
- 14.20 **Supply chain agility in a perfect storm**
Maxence de Dreuille, Group VP of Supply Chain, Grundfos
- 15.00 *Refreshments*
- 15.30 **Supply chain cyber threat landscape and the role of cybersecurity**
Satpinder Sidhu, WW Director - Operational Technology, BD
- 16.10 **Plant roles and networks: a practitioners' cookbook**
Per Berggren, Head, Manufacturing Development, IKEA
- 16.50 **Plenary session on future research challenges**
- 17.30 Wrap up and close of session
- 19.00 Symposium Dinner at Peterhouse, Cambridge

- 08.30 Refreshments
- 08.45 **Welcome and introduction**
Jagjit Singh Srar, Head, Centre for International Manufacturing
IfM, University of Cambridge
- 09.00 **Managing Disruption in Platform Supply Chains**
Edward G. Anderson Jr., Professor for Management of Innovative Technology,
University of Texas McCombs School of Business
- 09.45 **The Impact of ESG issues and Sustainability Risk in Supply Chain**
Alok Choudhary, Professor of Supply Chain Management and Head of Supply Chain
Research Group at WMG, University of Warwick
- 10.30 **Manufacturing on the move: Building offensive capabilities for strategic advantage**
Arnoud De Meyer, Formerly President Singapore Management University, Director
Cambridge Judge Business School, Faculty INSEAD
Kasra Ferdows, Heisely Family Chair Professor of Global Manufacturing at Georgetown
University, McDonough School of Business
Ann Vereecke, Faculty Dean / Professor, Operations and Supply Chain
Management, Vlerick Business School
- 11.30 *Refreshments*
- 11.50

Workshop Session 1: Leadership Responses to Supply Chain Disruption
Workshop Session 2: Global Manufacturing and China
- 13.00 *Lunch*
- 14.00 **RESEARCH THEMES**

Resilient Supply Chains (Chair: Naoum Tsolakis)
Digitalisation of Supply Chains (Chair: Soujanya Mantravadi)
Global Manufacturing (Chair: Yongjiang Shi)
- 15.20 *Refreshments*
- 15.40 **RESEARCH THEMES**

Supply Chain Ecosystems and Circularity (Chair: Siamak Kheybari)
Digitalisation of Supply Chains (Chair: Ettore Settanni)
- 17.00 Close

ACADEMIC KEYNOTE TALKS

MANAGING DISRUPTION IN PLATFORM SUPPLY CHAINS

Edward Anderson

The talk begins by describing a framework for the causes of supply chain disruption. It then discusses how disruptions play out in the electric vehicle (EV) industry, focusing on 3rd-party fast-charging stations (which “refuel” EVs away from home) and battery manufacturers. EV supply chains are complex because assemblers and fast-charging stations have a “platform” relationship. Consumers buy an EV in part because of the number of compatible fast-charging stations they can access, and fast charging stations enter the market because of the number of EVs in their service area. The result is that disruptions affecting battery suppliers manifest in complex ways that differ from those in traditional supply chains. Lastly, we discuss the business-to-business (B2B) platform sector more generally, focusing on why conventional wisdom for managing them is often mistaken and what firms can do to get the most out of this rapidly expanding supply chain model.

THE IMPACT OF ESG ISSUES AND SUSTAINABILITY RISK IN SUPPLY CHAIN

Alok Choudhary

The talk will discuss how the ESG issues in the supply chain manifest as risk. Our conceptualisation explores supply chain sustainability risk, its characteristics, multifaceted and multi-dimensional nature, and the role of different groups of stakeholders in its manifestation. We will draw on specific cases (e.g., Tesla and BT Group) about ESG assessment and offer empirical insights (derived from large-scale data sets) on the outcome of sustainability risk on shareholders’ wealth and its antecedents, namely stakeholder and temporal orientation.

MANUFACTURING ON THE MOVE: BUILDING OFFENSIVE CAPABILITIES FOR STRATEGIC ADVANTAGE

Arnoud De Meyer, Kasra Ferdows, Ann Vereecke

The path for elevating the role of manufacturing in the company strategy in the last few decades has been rather clear: improve the basic production capabilities—typically quality, reliability, lead times, and cost efficiency of production processes. Leading Japanese companies, like Toyota, showed the way. However, this approach has become essentially a defensive strategy; you must do it not to fall behind. Has manufacturing lost its potential to create capabilities on which a company’s strategy can rest? Our answer is absolutely not. In fact, unlike before, manufacturing has multiple paths for creating a competitive advantage and these paths require development of new and often non-traditional capabilities. We identify five sets of new capabilities, and we suggest specific mixes of these capabilities that can support and accelerate a company’s strategy. These new opportunities change the traditional role of manufacturing executives. Their focus will need to shift exceedingly to collaborating and interfacing with colleagues in other functions as well as managing relationships beyond the boundaries of the company.

WORKSHOP 1 - LEADERSHIP RESPONSES TO SUPPLY CHAIN DISRUPTION

Jagjit Singh Srai (University of Cambridge), Gary Graham (Leeds University), Laird Burns (University of Alabama in Huntsville), Harri Lorentz (University of Turku)

This interactive workshop explores industry leaders management responses to a series of recent supply shocks (i.e., China-US trade, Brexit, Covid 19, Covid recovery crisis, energy prices). First, we will work with participants to identify the scale and impact of these shocks on their supply chains and business performance, including their cumulative impact. Secondly, we seek to codify responses across the tactical (daily, weekly), operational (weekly, monthly), and strategic (annual) timeframes. Follow-on discussions will aim to identify the resilience capabilities that have evolved over the time-period of these shocks. The workshop will be facilitated by international scholars, using interactive tools to capture supply chain impacts and resilience responses from company executives, and identify resilience strategies within this multiple-disruptions context. The aim is to understand evolving capabilities in supply chain resilience to future disruptions.

WORKSHOP 2 - GLOBAL MANUFACTURING AND CHINA

Yongjiang Shi (University of Cambridge), Chen-Fu Chien (National Tsinghua University, Taiwan), Xiaobo Wu (Zhejiang University)

Professor Chen-Fu Chien will be sharing insights from TSMC, in his talk titled 'Blue Lakes Strategy and the TSMC Way' and Professor Xiaobo Wu will share his perspectives on industrial digitalisation in his talk 'Industrial Internet enabling Chinese Manufacturing to go beyond catching-up'.

Global Manufacturing and China (GMC) theme has been co-organised by Zhejiang University in China and Cambridge University in the UK since 2005 when China was emerging as the world's workshop during the early waves of manufacturing globalisation. Over the last 17 years, this annual symposium, hosted alternately by Hangzhou and Cambridge, has discussed major transformations in both global manufacturing and Chinese industry developments. In the last few years, external factors have fundamentally challenged what had become established industrial systems supporting global supply networks. Equally, China's future manufacturing development is now uncharted territory with international headwinds and a growing but increasingly challenging domestic market. The current situation makes this year's GMC workshop, particularly relevant and timely. Professors Chen-Fu Chien (National Tsinghua University, Taiwan) and Xiaobo Wu (Zhejiang University) will share their research work and thoughts on future development trajectories.