

# About the Authors

## Carlos A. Alvarenga

Carlos A. Alvarenga is a Partner and the Global Lead for Operations Finance & Risk in Accenture's Operations Consulting Practice. Mr Alvarenga is also currently a Senior Research Fellow with the University of Maryland's Robert H. Smith School of Business, where he lectures on operational and supply chain strategy and risk. He has served as an advisor to the World Economic Forum project on global supply chain risk. Mr Alvarenga has worked with both public and private clients, and he has a varied project background in consumer products, wireless communications, life sciences, automotive, nuclear energy, logistics and distribution, information technology, and publishing. He has also led the development of several methodologies: Demand Volatility Management, Supplier Collaboration, Market Strategy Analysis, Change Risk Management, Supply Chain Event Management, and Advanced Demand Management. His previous clients include Estee Lauder Cosmetics, Bristol-Myers Squibb, Black and Decker, GE Plastics, GE Power, Motorola, Alcatel-Lucent, HP, Microsoft, Kennametal, Hitachi Global Storage, and Agere. Mr Alvarenga is a frequent author and contributor to supply chain and business magazines, and recently authored a chapter on supply chain risk engineering for Smith's latest book on supply chain (*X-SCM: The New Science of X-treme Supply Chain Management*, Routledge 2010). He is the author of a blog on supply chain finance and risk issues (<http://scquant.com>). In 2012, he will present on topics of supply chain finance and risk for *The Journal of Commerce*, the Supply Chain Leaders in Action group, and at the SC50 Global session in New York. Mr Alvarenga speaks Spanish (fluent) and French (intermediate), and his international engagement experience is extensive. He has worked with clients in China, Singapore, Belgium, Germany, England, Spain, Brazil, Norway, Italy, and Japan. He is a graduate of Hampden-Sydney College in Virginia (United States).

## Sean Doherty

Sean Doherty is an Associate Director and Head of the Supply Chain and Transportation Industry team at the World Economic Forum, where he previously managed both the Mining and Metals Industry Programme and the Chemicals Industry Programme. Immediately prior to joining the Forum, he was an independent consultant on strategic marketing for TNT Express. His main professional experience is as a consultant for Booz & Co. and for IBM Business Dynamics. He began his career with short stints as a trainee engineer at BAE Systems Regional Aircraft and at the United Nations Office for Outer Space Affairs. Mr Doherty received a Master of Aeronautical Engineering from Imperial College (London), a Master of Structural Molecular Biology from the University of London, and an MBA from the Collège des Ingénieurs in France.

## Margareta Drzeniek Hanouz

Margareta Drzeniek Hanouz is a Director and Senior Economist with the Global Competitiveness Network at the World Economic Forum, where she researches and writes on issues of national competitiveness, in particular related to the Arab world. She is lead author or editor of a number of regional and topical reports and papers. Earlier, she oversaw the economic modeling for some of the Forum's scenario projects and was charged with developing the economics section of the program for the World Economic Forum's Annual Meeting in Davos. Before joining the Global Competitiveness Network, Dr Drzeniek Hanouz worked for several years with the International Trade Centre in Geneva, where she was in charge of relations with Central and Eastern European countries. In this capacity, she advised governments and developed and implemented programs to strengthen the international competitiveness of businesses in the region. Dr Drzeniek Hanouz received a Diploma in Economics from the University of Münster and holds a PhD in International Economics from the University of Bochum, both in Germany.

### The Global Agenda Council

The Global Agenda Council on the Global Trade System is a group of experts formed by the World Economic Forum to address critical challenges for international trade system. The council, which has been in operation since August 2010, includes the following members: James Bacchus, Chair, Global Practice Group, Greenberg Traurig, United States; Richard E. Baldwin, Professor of International Economics, the Graduate Institute of International and Development Studies, Switzerland; Karan Bhatia, Vice-President and Senior Counsel, Global Government Affairs and Policy, General Electric Company, United States; Uri Dadush, Senior Associate and Director, International Economics Program, Carnegie Endowment for International Peace, United States; Peter Draper, Senior Research Fellow, Economic Diplomacy Programme, South African Institute of International Affairs (SAIIA), South Africa; Gary C. Hufbauer, Senior Fellow, Peterson Institute for International Economics, United States; Salim Ismail, Group Chairman and Chief Executive Officer, Groupe Socota, Mauritius; Alejandro Jara, Deputy Director-General, World Trade Organization (WTO), Switzerland; Rajiv Kumar, Secretary-General, Federation of Indian Chambers of Commerce and Industry (FICCI), India; Robert Z. Lawrence, Albert L. Williams Professor of Trade and Investment, Harvard Kennedy School, Harvard University, United States; Jean-Pierre Lehmann, Professor of International Political Economy, Institute for Management Development International (IMD), Switzerland; Beatriz Leycegui Gardoqui, Senior Fellow, Technological Autonomous Institute of Mexico (ITAM); Mario Marconini, President, ManattJones Global Strategies, Brazil; Patrick Messerlin, Director, Groupe d' Economie Mondiale (GEM), France; Sherry Stephenson, Senior Advisor for Services Trade, Organization of American States (OAS), United States; and Wang Yong, Director, Center for International Political Economy Research, Peking University, People's Republic of China.

### Hans Oust Heiberg

Hans Oust Heiberg is currently the Head, International Section and Global Export Finance, Shipping, Offshore and Logistics Division at DNB Bank ASA. Previously he served as Chief Financial Officer at Oceanbulk Maritime in Greece and prior to that as a banker at the Credit Agricole. He obtained a Bachelor's degree (Hons) from Edinburgh University, United Kingdom; he is a member of the Norwegian Farmers Union and the Norwegian Forestry Association.

### Gene Huang

Gene Huang is a Vice President and Chief Economist at FedEx. He is president of the National Association for Business Economics, chairman of the Economic Advisory Committee of the Council on Competitiveness, and a member of the Bretton Woods Committee. He is a long-time member of the Blue Chip Consensus Panel and the WSJ Economists Panel. Additionally, he is an honored professor at the School of Management, Fudan University in Shanghai, and a member of the Federal Reserve St. Louis Transportation Council. Dr Huang is ranked as one of the top forecasters by the *Wall Street Journal* and *BusinessWeek*. He received his MA from Yale and his PhD from the University of Pennsylvania, both in the United States. He also holds an LL.B. from Fudan. He is the author of two books on business economics.

### Robert Z. Lawrence

Robert Z. Lawrence is the Albert L. Williams Professor of Trade and Investment at the John F. Kennedy School of Government at Harvard University and a Nonresident Senior Fellow with the Peterson Institute for International Economics. He was appointed by President Clinton to serve as a member of his Council of Economic Advisers in 1999. He held the New Century Chair as a Nonresident Senior Fellow at the Brookings Institution and founded and edited the Brookings Trade Forum. Professor Lawrence has been a Senior Fellow in the Economic Studies Program at Brookings (1983–91), a professorial lecturer at the Johns Hopkins School of Advanced International Studies (1978–81), and an instructor at Yale University (1975). He has served as a consultant to the Federal Reserve Bank of New York, the World Bank, the OECD, and UNCTAD. He is the author of more than 100 papers and articles on topics in the field of international economics, particularly global integration, trade in the Middle East, and the impact of trade on the labor market. He is also the author or coauthor of several books, including *Blue Collar Blues: Is Trade to Blame for Rising US Income Equality?* (2008), *US-Middle East Trade Agreements: A Circle of Opportunity* (2006), *Case Studies in US Trade Negotiation* (2006), *Anchoring Reform with a US-Egypt Free Trade Agreement* (2005), *Has Globalization Gone Far Enough? The Costs of Fragmented Markets* (2004), *Crimes and Punishment? Retaliation under the WTO* (2003), and *Globophobia: Confronting Fears about Open Trade* (1998).

**Kunio Mikuriya**

Before taking up his position as Secretary General of the World Customs Organization (WCO) in 2009, Kunio Mikuriya spent seven years as the Organization's Deputy Secretary General. In this position, he led efforts to coordinate the work of the WCO with other international organizations and the private sector. Prior to joining the WCO, he worked for Japan's Ministry of Finance for 25 years. During his career with the Ministry, he occupied a number of senior posts that gave him broad experience in customs, trade development, and budget and financial policies. Among other things, he spent time as a Counselor at the Japanese Mission as a trade negotiator for the Uruguay Round that resulted in the establishment of the World Trade Organization. This experience enabled him to acquire an excellent knowledge of trade-related issues. He has a BA in Law from the University of Tokyo (Japan) and a PhD in International Relations from the University of Kent (United Kingdom).

**Ronald Philip**

Ronald Philip is a Senior Manager with the Supply Chain and Transport Industry Partnership team at the World Economic Forum, where he manages and develops relationships with the world's leading transportation companies and engages them in multiple workstreams related to trade facilitation, supply chain risk, and so on. Earlier in his career, Mr Philip worked as a management consultant with the Government & Infrastructure practice at PricewaterhouseCoopers, as a Manager with GE Capital, and as a Research Analyst with the World Bank in South Asia. Mr Philip holds a Master in Public Policy from the Harvard Kennedy School of Government (United States), which he attended on a Mossavar-Rahmani Business & Government Fellowship, and an MBA from the Indian Institute of Management and a Bachelor of Electrical Engineering from the Bangalore Institute of Technology (both in India).

**Justin Picard**

Justin Picard is Chief Scientist at Advanced Track & Trace, a World Economic Forum Technology Pioneer, where he oversees the development of next-generation anti-counterfeiting technologies. He is the author of numerous papers and patents on document security and artificial intelligence, and is a frequent speaker at conferences on brand protection. Mr Picard received a Bachelor and Master in Physics Engineering from the University of Montreal (Canada), holds a PhD in Computer Science from the University of Neuchâtel (Switzerland), and is a graduate of the IMD business school (Switzerland). He is also a member of the World Economic Forum Global Agenda Council on Illicit Trade.

**Amar Ramudhin**

Amar Ramudhin has over 25 years of experience as an educator, researcher, and practitioner in supply chain and logistics. He currently is the Director of Georgia Tech's Supply Chain & Logistics Institute, where he provides leadership in strategy- and technology-related aspects for one of the largest research programs in the world devoted to the study of supply chains and logistics. Dr Ramudhin is also the principal behind medBPM, a business process modeling framework specifically designed for the analysis of care pathways and logistics in healthcare. He is the president of Bluesail Solutions, has held senior positions with companies such as Caps Logistics and Baan, and served on the faculty of several Canadian universities.

**H. Donald Ratliff**

Donald Ratliff is a supply chain and logistics expert with more than 30 years of experience as an educator, researcher, consultant, and technology business executive and is a member of the US National Academy of Engineering. He is Executive Director of the Georgia Tech Supply Chain & Logistics Institute; has created logistics innovation research centers in Panama, Costa Rica, Mexico, and Singapore; and was founder and President of the software company CAPS Logistics. He has more than a hundred refereed journal articles and articles in popular trade magazines and has given more than two hundred invited presentations at national and international meetings.

**Julia Spies**

Julia Spies is a Market Analyst at the International Trade Centre (ITC). Before joining the ITC in January 2012, she worked as a post-doctoral researcher at the Institute for Applied Economic Research (IAW) in Germany and as a visiting researcher at Fondazione Eni Enrico Mattei (FEEM) in Italy. She holds a PhD in International Economics from the University of Hohenheim (Germany). With her research and analyses on the causes and consequences of internationalization, she has contributed to various scientific and policy advisory projects, some of which she has also managed. Her research has been published in several peer-reviewed academic journals. In parallel, she engages in teaching and capacity-building activities on subjects related to international trade.

**Carlos Grau Tanner**

Carlos Grau Tanner, a dual Spanish-Swiss citizen, is the Director General of the Global Express Association. The GEA represents the four major express delivery carriers (DHL Express, FedEx Express, TNT Express, and UPS) before the World Trade Organization, the World Customs Organization, the International Civil Aviation Organization, and the Universal Postal Union. Mr Grau has over 15 years of experience in global business-government relations and economic regulation. Prior to joining GEA he led the Government and Industry Affairs departments of IATA and Swissair. He joined industry from the Council of Europe. Mr Grau holds a law degree from the University of Barcelona (Spain) and a Master in Law and Diplomacy from the Fletcher School at Tufts University (United States).