

What Does Operational Resilience Look Like for Your Organization?

Presented/Moderated by: Bob Moretti, MBA, CDT, CSI
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Course Description

The COVID pandemic proved to be a valuable educational experience for building material manufacturers, design professionals, and building owners. While it is unclear what black swan events will impact the construction industry in the future, what is clear is material manufacturers must become more resilient in order to properly service project stakeholders when the next event occurs.

The global economy is growing more and more connected each year, a trend that is likely to continue. The challenges of having a more intertwined global economy were exposed during the COVID pandemic and weaknesses within the system were uncovered. The effect of wars, extreme weather conditions, skilled labor shortages, unavailable raw materials, government shutdowns, undependable transportation, and unreliable energy all create extreme exposure to owners. Only companies who are able to become operationally resilient will be able to conduct business under these stresses.

What are the risk factors? Where are you exposed? Hear about steps some manufacturers have taken and are developing to reduce these risk factors and to become more resilient.

Learning Objectives

By the end of this course, attendees should be able to:

1. Understand how the business practices of offshoring and outsourcing contributed to the supply chain crisis and if these practices need to change moving forward
2. Discuss steps building material manufacturers are taking to create more resilient supply chains
3. How are alternative chemistries and advances in technology impacting the future of supply chains
4. Understand what types of materials and processes are more vulnerable to black swan events and how to best safeguard projects

Panelists

- Bob Massetti
 - Vice President Operations
 - 13-years
- Marcy Tyler
 - Director, Building Science
 - 16-years
- Andrew Sadowski
 - Forecast & Sourcing Manager
 - 9.5-years



“The pandemic has thrown the vital but usually humdrum world of logistics into a tailspin, spurring shortages of everything: masks and vaccine vials, semiconductors, plastic polymers, bicycles, and even baseball bobbleheads.”

Just Get Me a Box’: Inside the Brutal Realities of Supply Chain Hell – Bloomberg Businessweek, September 16, 2021

“Delays, product shortages, and rising costs continue to plague businesses of all sizes. And customers are confronted with an experience that was once unheard of in modern times: no stock available and no idea when it will arrive.”

“There is no end in sight”

The World is Still Short of Everything. Get Used to It. – New York Times, August 31 2021



Raw Material Shortages Dramatically Impacting the Roofing Industry

MDI (Methylene Diphenyl Diisocyanate)

Polyol

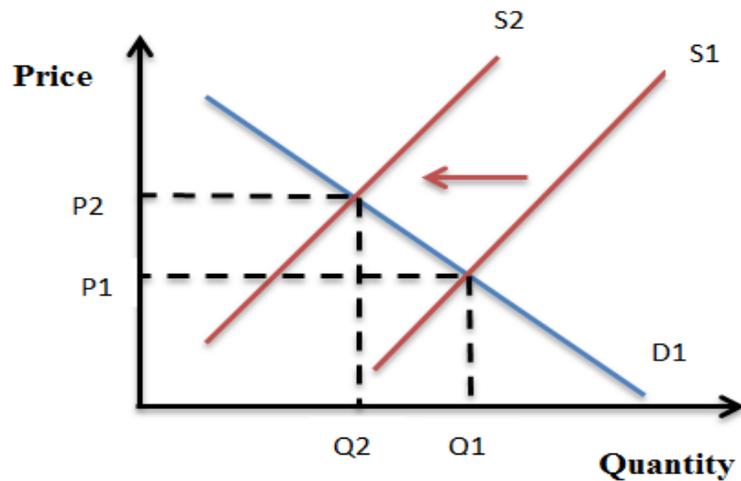


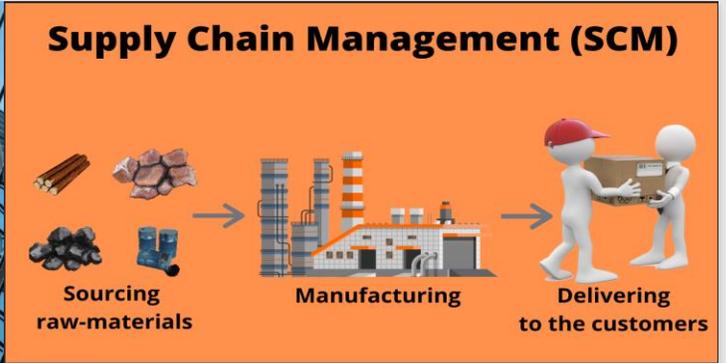
Diagram 1



Localization of Global Supply Chains Amid the Pandemic

- Efficiency vs. Resilience
- McKinsey survey
 - Supply chain executives focusing on resilience
 - 40% looking for nearshoring solutions
- Government subsidies/incentives
- “Global trade is going to become much more regional than before. Companies realized the risk of having either a single supplier or suppliers that are located in the same region or country.”





PROCESS



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