

VIDYA MANI

Technology and Operations Management,
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ACADEMIC POSITIONS AND EDUCATION

Academic

Associate Professor: University of Virginia, 2019 - Present.
Assistant Professor: The Pennsylvania State University, 2011–2019.

Education

Ph.D.: Operations Management, University of North Carolina at Chapel Hill, 2011.
Master of Management: Operations Management, IIT Mumbai, India, 2002.
B.E.: Mechanical Engineering, M.S. University, India, 2000.

PROFESSIONAL POSITIONS

Global Reporting Initiative (GRI)

Working Group Member: Sustainability Standards for Textile and Apparel Sector, 2024 – Present.

Ripples of Hope Project at UVA Miller Center

Expert Advisor for Critical Minerals Working Group, 2024 – Present.
Core Advisory Group Member: Ripples of Hope Project at Miller Center, 2024 – Present.

US Department of State

Franklin Fellow: Bureau of Democracy, Human Rights, and Labor, Office of International Labor Affairs, 2019 - 2021.

RESEARCH

Research Interest: Creating secure and sustainable global value chains that connect the UN Sustainable Development Goals with company priorities and national policy

Publications

1. Xu, L., Mani, V., Zhao, H. Not a Box of Nuts and Bolts. Distribution Channels for Specialty Drugs. *Production and Operations Management*. (2023). 32(7), 2283-2303.
2. Mani, V., Thomas, D.J., Bansal, S. Estimating substitution and basket effects in retail stores. *Management Science*. (2022). 68 (7), 5002-5024. 2022.
3. Mani, V., Muthulingam, S. How learning from inspections affect environmental outcomes: Evidence from unconventional drilling. *Manufacturing & Service Operations Management*. (2019). 21(1), 177-197.

4. Mani, V., Kesavan, S., Swaminathan, J.M. Estimating the impact of understaffing on sales and profitability in retail stores. *Production and Operations Management*, (2015). 24(2), 201-218.
5. Kesavan, S., Mani, V. The relationship between abnormal inventory growth and future earnings for US public retailers. *Manufacturing & Service Operations Management*, (2013). 15(1), 6-23.

Working Papers and Work-in-progress

1. Mani, V., Swaminathan, J.M., Alptekinoglu, A. Counterfeit risk: supply chain drivers and mitigation strategies. Working paper.
2. Mani, V., Muthulingam, S. Does learning from inspections reduce waste generation for unconventional wells? Working paper.
3. Mani, V., Alptekinoglu, A., Swaminathan, J.M. Impact of component commonality on counterfeit parts. Work-in-progress.
4. Acimovic, J., Mani, V. Thomas, D.J. Determining the right safety stock to meet customer service levels in retail stores. Work-in-progress.
5. Mani, V. Patwardhan, A. Does the value chain for energy transition products support “just” transitions in resource-rich but energy-poor communities? Work-in-progress.
6. Mani, V. Thomas, D.J. Impact of trade agreements and sustainability standards on global supply chains. Work-in-progress.
7. Mani, V. Thomas, D.J. How do handoffs between on-patent and off-patent supply chains drive drug shortages during disruptions? Work-in-progress.

Technical Reports

1. Mani, V., Alptekinoglu, A., Swaminathan, J.M. Developing Intelligence on Internal and External Threats in the Electronic Component Supply Chain. LMI Technical Report, 2018.
2. Mani, V., Alptekinoglu, A., Swaminathan, J.M. Mitigating Risk of Counterfeit Parts in the Electronic Parts Supply Chain. LMI Technical Report, 2017.
3. JM Swaminathan, W Gilland, V Mani, A So, CM Vickery. A Supply Chain Analysis of Ready-to-use Therapeutic Foods for the Horn of Africa: The Nutrition Articulation Project, 2009.

Book Chapters

1. Kesavan, S., Mani, V. An overview of industry practice and empirical research in retail workforce management. Chapter 6 in Agrawal, N., & Smith, S.A. (Eds.) *Retail Supply Chain Management: Quantitative Models and Empirical Studies*, (2nd edition), pp. 113-145, Springer US. New York, NY.
2. JM Swaminathan, W Gilland, V Mani, A So, CM Vickery. Inventory Prepositioning for UNICEF Plumpy Nut Supply Chain. *Responsible Business Operations: Challenges and Opportunities*. 81-113.

UVA Today, Darden Reports, and Ideas to Action

1. Could High Tariffs Affect Manufacturing Supply Chains?, UVA Today, 2025
2. Supply Chains Explained: How They Work and Why Tariffs Can Strain Them, Darden Report, 2025.
3. How Soon Will You Feel the Impact of the Port Workers' Strike, UVA Today, 2024.
4. Does Recycling Really Work and Does It Have to Be This Hard?, Darden Report, 2024.
5. A New Model for Big Change: Public-Private Partnerships Are Changing How the World Tackles Societal Changes, Darden Report, 2024.
6. The Haiti Humanitarian Air Bridge: Facilitating Aid, Darden Ideas to Action, 2023.
7. Can Blue Apron Develop a Recipe for Profitability, Darden Ideas to Action, 2023.
8. The Plastics Solution Alliance: A Recycling Value Chain in Timor-Leste, Darden Ideas to Action, 2022.
9. Climate Change Takes the Stage, and Business is in the Spotlight, Darden Report, 2022.
10. Battling the Resource Curse: Sustainable Development in Latin America, Darden Ideas to Action, 2021.
11. Food Supply Chain: Weak Links Amid COVID-19, Darden Ideas to Action, 2021.
12. Pandemic, Panic, and Profit, Darden Report, 2021.
13. Black Friday Alert: Everything Consumers Need to Know About the Supply Chain Crisis, UVA Today, 2021.
14. Eye Banking in Ethiopia: A Sustainable Supply, Darden Ideas to Action, 2020.
15. 5 Big Questions About the Future of Retail, Darden Ideas to Action, 2020.

TEACHING

Course Development

1. Sustainable Global Value Chains
 - i. Elective Course in MBA, 2020 - Present
 - ii. Elective Course in Executive MBA Programs, 2021 - Present
2. Sustainable Supply Chains: Online course for Coursera
3. Sustainable Supply Chains: Course Content for Executive Education course for
 - i. US Army Acquisition Excellence Program, 2023 and 2024
 - ii. Accelerated Master's Program, 2021
 - iii. National Association for multi-ethnicity in communications, 2021 - 2023
 - iv. International Food Distributor's Association, 2021 - 2023
 - v. Mind ID, 2022
 - vi. Presidential Precinct Fellows Program, 2024 - 2025.
4. Core Operations Course, 2020- Present

Cases and Technical Notes

1. Mani, V., Medack, A., Thomas, D.J. Fairphone (A): Can a Start-Up Change an Industry? Darden Business Publishing.
2. Mani, V., Medack, A., Thomas, D.J. Fairphone (B): Is It Really Worth It? Darden Business Publishing.

3. Mani, V., Medack, A., Thomas, D.J. Electronics Supply Chain Overview, Technical Note. Darden Business Publishing.
4. Mani, V., Medack, A., Thomas, D.J. Regulation and Standards in the Electronics Supply Chain, Technical Note. Darden Business Publishing.
5. Mani, V., Mazur, A., Thomas, D.J. The Global Garment Supply Chain – Environmental and Social Sustainability Issues, Technical Note. Darden Business Publishing.
6. Mani, V., Parmar, B.L., Mead, J., Liu Y. H&M, China, and Cotton: Sourcing a Solution. Darden Business Publishing.
7. Mani, V., Parmar, B.L., Mead, J. Social Investment in Supply Chains: Mining the Possibilities. Darden Business Publishing
8. Mani, V., Thomas, D.J., Maiden, S. Blue Apron: Has the Supply Chain Disruptor Been Disrupted? Darden Business Publishing.
9. Mani, V., Thomas, D.J., Maiden, S. Food Supply and COVID-19 (A)&(B): Breaking the Chain. Darden Business Publishing.
10. Mani, V., Thomas, D.J., Maiden, S. Counterfeits and E-commerce: Why Even Build it? Darden Business Publishing
11. Mani, V., Yemen, G. iFixit: If You Bought It, You Don't Really Own It. Darden Business Publishing
12. Mani, V., Thomas, D.J., Maiden, S. Cargill: Navigating a Plant-Based Meat World, Draft Case
13. Mani, V., Maiden, S. H&M Group: Fast Fashion Means Fast Recycle? Draft Case

INVITED TALKS FOR PRACTICE

As a Franklin Fellow at the US Department of State

1. Presentation - Data Visualization in the Supply Chain: How to maintain supply chain integrity made
 - i. To AFL-CIO Solidarity Center, Washington DC, 2020
 - ii. To National Security Council, Washington DC, 2020
2. Presentation - Critical Supply Chains: How to mitigate the impact of global disruptions from the pandemic
 - i. To US Department of State, Washington DC, 2020
 - ii. To Labor and Economic Officers at US Consulates across the globe, Washington DC, 2020.
3. Invited to committee, roundtables, and panel discussions as a representative of DRL/ILA
 - i. "Supply Chain Transparency Study Committee" at Uniform Law Commission, 2019-2021.
 - ii. "Leading with Labor in the Next Generation of Supply Chains," Advisory Committee on International Economic Policy, 2020
 - iii. "Monitoring and Detection of Forced Labor in Supply Chains" at National Security Agency, 2019.
 - iv. "Public-Private Roundtable - Developing American Competitiveness in Blockchain Technology" at US Department of Treasury, Washington DC, 2019.
 - v. "Beyond Good Intentions: Translating Conversations into Action to End Forced Labor in Supply Chains," Hosted by the Freedom Fund, ILO, and Alliance 8.7, New York City, 2019.

- vi. "Science, Technology and Human Rights", AAAS Science and Human Rights Conference, American Association for Advancement of Science, Washington DC, 2019.
- vii. "Good Governance in Global Supply Chains," Hosted by Global Works Foundation, Washington DC, 2019.
- viii. "Innovators' Network to Enable Human Rights (INHR)," Hosted by Global Enabling Sustainability Initiative, 2019.

As an Expert on Supply Chains and Public Policy based on my work with US Government Agencies and GRI

1. On counterfeit components and national security

- i. Panel Discussion - Waste as a National Security Issue: From Electronic Waste to Space Debris, Concordia Annual Summit, 2022.
- ii. Panel Discussion - Use of E-waste in Counterfeit Components, EPA, Washington DC, 2019.
- iii. Presentation - Developing Intelligence on Internal and External Threats in the Electronic Component Supply Chain.
 - 1. Office of Secretary of Defense, Alexandria, VA, 2018.
 - 2. USTRANSCOM (United States Transportation Command) Fall Meeting, St. Louis, 2017.
 - 3. LMI (Logistics Management Institute), Tysons Corner, VA, 2017 and 2018.

2. On critical minerals and sustainable supply chains

- i. Lead Discussant on Resilience in Critical Supply Chains – Responsible Investing Symposium, March 2025.
- ii. Presentation at Council on Foreign Relations – Invited to present insights from research on trade policies and supply chain, 2024.
- iii. Presentation at Supply Chain Center at Department of Commerce – Invited to present insights from research on trade policies and supply chain, 2024.
- iv. Presentation at International Organization for Migration, Regional Office for Central, North America and the Caribbean – Invited to present insights from research on trade policies and supply chain, 2024.
- v. Wilson Center - Invitation to the Arctic Mineral Conference in 2023: Creating a regulatory framework for mining critical minerals in the Arctic and building supply chains around critical minerals in the Arctic.
- vi. At Concordia Annual Meetings, Panel Discussions on:
 - 1. Practicalities of Partnership Building, Concordia Annual Summit, 2023 and 2024.
 - 2. Companies in Crossfire: Pressure Testing Business Leadership, Concordia Annual Summit, 2023
 - 3. Innovation and Collaboration to Build Sustainable, Economically Viable and Resilient Supply Chains, Concordia Annual Summit, 2023.
 - 4. Pioneering a New Frontier: The Future of a Sustainable Carbon Market, Concordia Annual Summit, 2023.

5. Energy Efficiency: The Forgotten Solution, Concordia Annual Summit, 2022.
6. Roundtable on Sustainable Supply Chains. Concordia Annual Summit, 2021.

INVITED TALKS IN ACADEMIA

1. How do trade agreements impact the global supply chain, Kellogg School of Management, Northwestern University, Scheduled for April 2025.
2. How do trade agreements impact the global supply chain, Foster School of Business, University of Washington, Scheduled for April 2025.
3. Mani, V., D.J. Thomas. How do trade agreements impact the global supply chain, MSOM Conference, 2024.
4. Mani, V., D.J. Thomas, R. Helfenbein. How do trade agreements and sustainability standards impact the supply chain, Consortium for Excellence in Operations in Retail, Harvard Business School, 2024.
5. Mani, V., D.J. Thomas. How do trade agreements and sustainability standards impact the supply chain, Informs Annual Meeting, Phoenix, 2023.
6. Reducing Waste by Learning from Environmental Inspections: Empirical Evidence from Unconventional Wells in Pennsylvania. Questrom School Of Business, Boston University, 2019.

GRANT PROGRAM REVIEWER

1. US Department of State (2019 – 2021)

- i. Consensus - Technology-based solutions to improve worker conditions in Mexico factories.
- ii. Survey Assure – development of a blockchain-based tool that helps empower workers to safely share their workplace experiences.
- iii. The Asia Foundation - Blockchain Solution to Address Worker Rights Challenges in Vietnam.
- iv. New America/BTA blockchain program in collaboration with the Harvard School of Public Health and Levi's.
- v. Unchain - an initiative using social impact investing to promote technology solutions to increase transparency and reduce labor abuses in supply chains.

2. Department of Homeland Security (2024 – Present)

- i. Office of University Programs – Center for Accelerating Operational Efficiency (CAOE)

ACADEMIC SERVICE

Peer Reviewed Journals

1. Associate Editor for Journal of Operations Management (2019 – Present)
2. Reviewer for Management Science, Manufacturing & Service Operations Management, Production and Operations Management (2012 – Present)

Podcasts

1. The Chain, Documentary Series, Association for Supply Chain Management, 2024.
2. Supply Chains, The Stakeholder Podcast, 2023.
3. Global Supply Chain Complexities, UVA Lifetime Learning, 2022.
4. Food, War and the Conspiracy Supply Chain, Inkstick, 2022.

Conferences and Committees

1. Closing Remarks for the Sustainability Conference organized by the Energy and Net Impact Clubs at Darden, 2024.
2. Led a session on “Yin and Yang – Social and Economic Development through Public-Private Partnerships (P3) Approach” for Presidential Precinct Scholars at Darden, 2024.
3. Panel member for a session on “Helping Business Leaders Create a Better World” Impact of IBiS, at the Alumni Reunion Weekend, 2024.
4. Moderated a panel discussion on “ESG in Action” at the Darden Emerging Markets Conference, 2024.
5. Lead a session on “Leveraging your voice” for the Darden International Student Orientation Program, 2023.
6. Judge – Student Debate on Democracy and Capitalism, hosted by UVA Miller Center and Karsh Institute for Democracy, 2023.
7. Co-lead a session on “E” in ESG for Darden Ethics and Net-Impact Conference, 2022.
8. Faculty Lead for Public-Private Partnership Impact Award, 2022 onwards.
9. Member, Academic Standards Committee, 2021 onwards.

GRANTS AND AWARDS

Grants

1. LMI Academic Partnership Research Grant (\$50,000 Award), 2016,
2. LMI Academic Partnership Research Grant (\$50,000 Award), 2017.

Awards

1. Best Elective Instructor for First-Year MBA at Pennsylvania State University, 2015, 2016.
2. 2nd Place, Junior Faculty Interest Group (JFIG) Paper Competition, 2011.
3. Future Faculty Fellowship, UNC Chapel Hill Center for Excellence, 2010.