

# VIDYA MANI

Technology and Operations Management, Darden School of Business, University of Virginia  
Email: [maniv@darden.virginia.edu](mailto:maniv@darden.virginia.edu); [vidya.u.mani@gmail.com](mailto:vidya.u.mani@gmail.com)

Scholar-practitioner with deep expertise in global supply chains, trade policy, and economic statecraft. Proven ability to translate rigorous research into actionable insights that influence U.S. policy and legislation. Experienced in cross-sector collaboration, public scholarship, and leading multidisciplinary teams to address critical issues at the intersection of national security, sustainability, and economic competitiveness.

## ACADEMIC APPOINTMENTS

- Associate Professor: University of Virginia, 2019 - Present.
- Visiting Associate Professor: July 1, 2025 – December 31, 2025.
- Assistant Professor: The Pennsylvania State University, 2011–2019.
- Research Associate: University of North Carolina at Chapel Hill, 2006-2011.

## INDUSTRY, POLICY ENGAGEMENT & ADVISORY ROLES

### 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.

### Oracle

- Project lead, 2002 - 2006.

## PROGRAM ENGAGEMENTS

### LMI's Supply Chain and Risk Management and Department of Defense

PI for a program on building resilience in the missile defense supply chain against malicious actions from counterfeit semiconductors and cyber-attacks, 2016-2018.

### Darden School Institute for Business in Society (IBiS), Concordia, and US State Department

Faculty Lead for the Public-Private Partnerships Impact Award, 2021- Present.

### IBiS and Presidential Precinct – Corporate Leaders Program

Faculty lead for master class on ESG and Supply Chain, 2023 – Present.

## 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.

## RESEARCH

**Research Interests:** Robust and Resilient global supply chains, Technology and Operations, National Security, Trade policies and Sustainable Development

### Publications

#### Technical Reports and Notes

1. Mani, V., Medack, A., Thomas, D.J. Electronics Supply Chain Overview, Technical Note. Darden Business Publishing. 2022.
2. Mani, V., Medack, A., Thomas, D.J. Regulation and Standards in the Electronics Supply Chain, Technical Note. Darden Business Publishing. 2022.
3. Mani, V., Alptekinoglu, A., Swaminathan, J.M. Developing Intelligence on Internal and External Threats in the Electronic Component Supply Chain. LMI Technical Report, 2018.
4. Mani, V., Alptekinoglu, A., Swaminathan, J.M. Mitigating Risk of Counterfeit Parts in the Electronic Parts Supply Chain. LMI Technical Report, 2017.
5. 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, Cases, and Journal Papers

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.
3. Mani, V., Medack, A., Thomas, D.J. Fairphone (A): Can a Start-Up Change an Industry? Darden Business Publishing. 2022.
4. Mani, V., Medack, A., Thomas, D.J. Fairphone (B): Is It Really Worth It? Darden Business Publishing. 2022.
5. Mani, V., Parmar, B.L., Mead, J., Liu Y. H&M, China, and Cotton: Sourcing a Solution. Darden Business Publishing. 2022.
6. Mani, V., Parmar, B.L., Mead, J. Social Investment in Supply Chains: Mining the Possibilities. Darden Business Publishing. 2022.
7. Mani, V., Thomas, D.J., Maiden, S. Blue Apron: Has the Supply Chain Disruptor Been Disrupted? Darden Business Publishing. 2022.
8. Mani, V., Thomas, D.J., Maiden, S. Food Supply and COVID-19 (A)&(B): Breaking the Chain. Darden Business Publishing. 2021 and 2022.
9. Mani, V., Thomas, D.J., Maiden, S. Counterfeits and E-commerce: Why Even Build it? Darden Business Publishing. 2022.
10. Mani, V., Yemen, G. iFixit: If You Bought It, You Don't Really Own It. Darden Business Publishing. 2022.

11. JM Swaminathan, W Gilland, V Mani, A So, CM Vickery. Inventory Prepositioning for UNICEF Plumpy Nut Supply Chain. *Responsible Business Operations: Challenges and Opportunities*. 2021. 81-113.
12. Mani, V., Muthulingam, S. How learning from inspections affect environmental outcomes: Evidence from unconventional drilling. *Manufacturing & Service Operations Management*. 2019. 21(1), 177-197.
13. 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.
14. 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), 2015, pp. 113-145, Springer US. New York, NY.
15. 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.

### **Opinion Pieces and Invited Commentary**

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. Future Directions: P3 Impact Award, Ten Years of Insights & Innovation, 2023
9. The Plastics Solution Alliance: A Recycling Value Chain in Timor-Leste, Darden Ideas to Action, 2022.
10. Climate Change Takes the Stage, and Business is in the Spotlight, Darden Report, 2022.
11. Battling the Resource Curse: Sustainable Development in Latin America, Darden Ideas to Action, 2021.
12. Food Supply Chain: Weak Links Amid COVID-19, Darden Ideas to Action, 2021.
13. Pandemic, Panic, and Profit, Darden Report, 2021.
14. Black Friday Alert: Everything Consumers Need to Know About the Supply Chain Crisis, UVA Today, 2021.
15. Eye Banking in Ethiopia: A Sustainable Supply, Darden Ideas to Action, 2020.
16. 5 Big Questions About the Future of Retail, Darden Ideas to Action, 202

### **Working Papers and Work-in-progress**

1. Mani, V., Thomas, D.J. Impact of trade agreements and sustainability standards on global supply chains. Working Paper.
2. Mani, V., Swaminathan, J.M., Alptekinoglu, A. Counterfeit risk: supply chain drivers and mitigation strategies. Working paper.

3. Mani, V., Muthulingam, S. Does learning from inspections reduce waste generation for unconventional wells? Working paper.
4. 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.
5. Mani, V. Thomas, D.J. How do handoffs between on-patent and off-patent supply chains drive drug shortages during disruptions? Work-in-progress.
6. Mani, V., Alptekinoglu, A., Swaminathan, J.M. Impact of component commonality on counterfeit parts. Work-in-progress.
7. Acimovic, J., Mani, V. Thomas, D.J. Determining the right safety stock to meet customer service levels in retail stores. Work-in-progress.
8. Mani, V., Thomas, D.J., Maiden, S. Cargill: Navigating a Plant-Based Meat World, Draft Case
9. Mani, V., Maiden, S. H&M Group: Fast Fashion Means Fast Recycle? Draft Case.
10. Mani, V., Mazur, A., Thomas, D.J. The Global Garment Supply Chain – Environmental and Social Sustainability Issues, Draft Technical Note.

## **INVITED TALKS IN ACADEMIA**

1. How Trade Agreements Impact Economic Development and National Competitiveness?
  - a. Kellogg School of Management, Northwestern University, 2025.
  - b. Foster School of Business, University of Washington, 2025.
2. How Trade Policy and Sustainability Standards Impact Global Supply Chains?
  - a. MSOM Conference, 2024.
  - b. Consortium for Excellence in Operations in Retail, Harvard Business School, 2024.
  - c. Responsible Operations, NC State, 2023.
  - d. Informs Annual Meeting, Phoenix, 2023.
3. Reducing Waste by Learning from Environmental Inspections: Empirical Evidence from Unconventional Wells in Pennsylvania. Questrom School Of Business, Boston University, 2019.
4. Mitigating the impact of counterfeits on electronics supply chains.
  - a. Darden School Of Business, University of Virginia, 2018.
  - b. Costello College Of Business, George Mason University, 2018.

## **INVITED TALKS FOR PRACTICE**

### **On malicious actions and national security**

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

**On critical minerals, emerging technologies, and sustainable supply chains**

1. Lead Discussant on Resilience in Critical Supply Chains at Responsible Investing Symposium, 2025. Sample topics – responsible sourcing, capacity building, risk management.
2. Wilson Center - Invitation to the Arctic Mineral Conference in 2023: Creating a regulatory framework for mining in the Arctic and building supply chains around critical minerals in the Arctic.
3. At Concordia Annual Meetings, Panel Discussions on:
  - a. Practicalities of Partnership Building, Concordia Annual Summit, 2023 and 2024.
  - b. Companies in Crossfire: Pressure Testing Business Leadership, Concordia Annual Summit, 2023
  - c. Innovation and Collaboration to Build Sustainable, Economically Viable and Resilient Supply Chains, Concordia Annual Summit, 2023.
  - d. Pioneering a New Frontier: The Future of a Sustainable Carbon Market, Concordia Annual Summit, 2023.
  - e. Energy Efficiency: The Forgotten Solution, Concordia Annual Summit, 2022.
  - f. Roundtable on Sustainable Supply Chains. Concordia Annual Summit, 2021.

**Use of data analytics to maintain integrity and mitigate disruptions to critical supply chains**

1. To AFL-CIO Solidarity Center, Washington DC, 2020
2. To National Security Council, Washington DC, 2020
3. To US Department of State, Washington DC, 2020
4. To Labor and Economic Officers at US Consulates across the globe, Washington DC, 2020.

**Invited to committee, roundtables, and panel discussions as a representative of DRL/ILA**

1. "Supply Chain Transparency Study Committee" at Uniform Law Commission, 2019-2021.
2. "Leading with Labor in the Next Generation of Supply Chains," Advisory Committee on International Economic Policy, 2020
3. "Monitoring and Detection of Forced Labor in Supply Chains" at National Security Agency, 2019.
4. "Public-Private Roundtable - Developing American Competitiveness in Blockchain Technology" at US Department of Treasury, Washington DC, 2019.
5. "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.
6. "Science, Technology and Human Rights", AAAS Science and Human Rights Conference, American Association for Advancement of Science, Washington DC, 2019.
7. "Good Governance in Global Supply Chains," Hosted by Global Works Foundation, Washington DC, 2019.
8. "Innovators' Network to Enable Human Rights (INHR)," Hosted by Global Enabling Sustainability Initiative, 2019.

## **GRANT PROGRAM REVIEWER**

### **US Department of State (2019 – 2021)**

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

### **Department of Homeland Security (2024 – Present)**

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

## **TEACHING**

### **University of Virginia, Darden School of Business**

1. MBA Program (2020 - Present)
  - Core Operations Course
  - Elective on Sustainable Global Value Chains
2. Executive MBA Programs (2021 - Present)
  - Elective on Sustainable Global Value Chains
3. Executive Education (2021 – Present)
  - US Army Acquisition Excellence Program
  - Accelerated Masters Program
  - National Association for Multi-ethnicity In Communications
  - International Food Distributor's Association
  - Mind ID
  - Presidential Precinct Fellows Program
4. Coursera (2024 – Present)
  - Sustainable Supply Chains

### **Pennsylvania State University, Smeal College of Business**

- Taught courses in Demand Fulfilment, Transportation & Distribution in the undergraduate, MBA, Masters and Undergraduate programs (2012 – 2018)

## **MEDIA MENTIONS, APPEARANCES, AND PODCASTS**

### **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.

## **Media Mentions and Appearances**

ABC News, Business Insider, Bankrate, Darden Report, Forbes, Fortune, Good Morning America, RT News, UVA Today, UVA Law, Yahoo Finance

## **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)

### **Conferences and Committees**

1. Closing Remarks for the Sustainability Conference organized by the Energy and Net Impact Clubs at Darden, 2024.
2. Panel member for a session on “Helping Business Leaders Create a Better World” Impact of IBiS, at the Alumni Reunion Weekend, 2024.
3. Moderated a panel discussion on “ESG in Action” at the Darden Emerging Markets Conference, 2024.
4. Lead a session on “Leveraging your voice” for the Darden International Student Orientation Program, 2023.
5. Judge – Student Debate on Democracy and Capitalism, hosted by UVA Miller Center and Karsh Institute for Democracy, 2023.
6. Co-lead a session on “E” in ESG for Darden Ethics and Net-Impact Conference, 2022.
7. 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.