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[bostonstrategies.com](http://bostonstrategies.com) (Company)  
[bsienergyventures.com](http://bsienergyventures.com) (Company)  
[davidstevenjacoby.com](http://davidstevenjacoby.com) (Personal)

## Top Skills

Supply Chain  
Procurement  
Strategy

## Languages

French (Native or Bilingual)  
Portuguese (Professional Working)

## Honors-Awards

Certified Energy Procurement Professional  
Certified Fellow in Production and Inventory Management  
Certified in Supply Chain Management  
Certified in Integrated Resource Management  
Certified Purchasing Manager (Lifetime)

## Publications

The High Cost of Low Prices: A Roadmap to Sustainable Prosperity  
From Bogota to Beijing: Development and Life After Globalization  
The Guide to Supply Chain Management  
Trump, Trade, and the End of Globalization  
Optimal Supply Chain Management in Oil, Gas and Power Generation

# David Steven Jacoby

Transforming Global Supply Chains through Innovative Ventures  
New York

## Summary

As President of Boston Strategies International I lead teams that transform global supply chains through innovative ventures and technologies for multinational companies such as FedEx, UPS, SAP, Mercedes-Benz, Volkswagen, Siemens, Pfizer, Saudi Aramco, Iberdrola, Vattenfall and Raytheon as well as distributors and retailers such as Sears and Galeries Lafayette, and fulfillment service providers such as Avaya, Wood Group, and others. Increasingly these initiatives involve the deployment of rapidly growing technologies such as energy storage, robotics, drone delivery, and artificial intelligence (AI). Previously I held international roles at Kearney and Oliver Wyman and taught operations management at Boston University's Questrom Graduate School of Business. My MBA is from the Wharton School at the University of Pennsylvania and I have written a number of books on supply chain, operations management, procurement, and logistics, including Guide to Supply Chain Management (for The Economist magazine group), Optimal Supply Chain Management in Oil, Gas and Power Generation, and others (for PennWell), and others.

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## Experience

Boston Strategies International  
President

January 2005 - Present (16 years)

Also President of BSI Energy Ventures as of 2019

CBMM

Strategic Market Planning, Commercialization and Tech Venture Development

October 2017 - December 2019 (2 years 3 months)

New York, New York

As President of Boston Strategies International and BSI Energy Ventures, led project teams for CBMM and other clients in product development, M&A /

due diligence advisory, and project management related to high-performance engineered products, energy storage and electric vehicle supply chains.

### Al-Suwaidi Holding Company

#### Strategic Business Unit Transformation: Strategy, Planning & Implementation

2015 - 2017 (2 years)

Al-Khobar Governorate, Saudi Arabia

Founded and led Boston Strategies Limited in serving oil, gas & power clients such as Al-Suwaidi, BP, Alcoa, Vale, Iberdrola, PTT (Thailand), TASNEE and their global suppliers such as Freudenberg, Wood Group, Cabot, Mittal Steel, US Steel in the oil & gas, power, metals/mining, and water treatment industries. Built a sales and delivery network encompassing offices in Bahrain, Boston, Dubai, New Delhi, and Saudi Arabia, and 40 international partners, channel partners, and technical specialists in China, Colombia, India, Iraq, Mexico, Nigeria, Russia, and elsewhere. Project examples include:

Identified and qualified alternative sources of supply of rare earths (yttrium, ytterbium, and erbium), for materials companies.

Led a project that saved 22% of external expenditure by centralizing procurement for an electric and gas utility and engaging strategic sourcing for a variety of categories of external expenditure such as pipes, valves, fittings, and specialized vehicles.

Developed cost estimates for multi-billion dollar construction projects in Oman, Peru, UAE, Canada, South Africa, and Australia for a mining company. Included services, equipment, civil works, and materials, structures, and all-in costs for 50,000 line-items in English and Portuguese.

Analyzed midstream strategy for a major international oil company. Assessed capacity requirements and availability, competitive position of potential alliance partners, and entry strategies.

Wrote the book "Optimal Supply Chain Management in Oil, Gas, and Power Generation" (PennWell, 2012).

### American Energy Partners Inc

Advisor

January 2014 - December 2015 (2 years)

## Aramco

### Major Capital Project Management

January 2006 - January 2015 (9 years 1 month)

Al-Dammam Governorate, Saudi Arabia

Initiated and led Boston Strategies International's 12-year worldwide program that studied technological and cost developments and identified major capital expenditure reductions, billions of dollars in throughput increases, and lower inventory costs.

## Vattenfall

### Project Management, East Anglia Offshore Wind

2011 - 2011 (less than a year)

London, United Kingdom

## Cisco

### IoT Strategy & Planning

February 1998 - September 2007 (9 years 8 months)

Greater New York City Area

Via the Economist Intelligence Unit, served IT, IoT, Big Data and information, communications & technology (ICT) clients such as Cisco, FICO, IRI, Microsoft, SAP, etc. wrote over a dozen visionary white papers and briefings on technology and shifting business models. Presented results at international conferences. Titles included, for example: The New Face of Purchasing (SAP); RFID Comes of Age; Unleashing the Power of Customer Data (Fair Isaac), Personalisation - Transforming the way business connects (Cisco), Thinking big - Midsize companies and the challenges of growth (SAP), Courting the consumer - Creating dynamic brands in retail and consumer goods (IRI), Retailing - Embracing the challenge of change (SAP), and more. Most papers were written between 2005 and 2009, and my book Guide to Supply Chain Management was published in 2009.

## Boston University

### Lecturer in Operations Management

September 2004 - June 2006 (1 year 10 months)

Greater Boston Area

Taught OM725 to 35 graduate students 14 classes per semester using a combination of case studies, lectures, and exercises. Topics included, for example: constraints management, statistical process control, quality management and Six Sigma, inventory and just-in-time, mass customization,

service operations management, and supply chain strategy. Taught in 2005 and 2006.

U.S. Department of Transportation  
Transportation Infrastructure Planning  
2005 - 2006 (1 year)

Developed a methodology to help the US DOT account for supply chain benefits of large-scale infrastructure projects.

Minerals Technologies Inc.  
Global Supply Chain Manager  
2004 - 2005 (1 year)

SAP  
Product Development - Procurement & Supply Chain  
2004 - 2005 (1 year)

Mercedes-Benz do Brasil Ltda.  
Cross-Functional Process Improvement Program  
2003 - 2004 (1 year)  
São Paulo Area, Brazil

Re-engineered processes to reduce lead time by 30% and cost by 35%.

Iron Mountain  
Operations Program Management  
2002 - 2004 (2 years)

UPS  
M&A, Due Diligence  
2001 - 2001 (less than a year)  
Atlanta Metropolitan Area

FCA Fiat Chrysler Automobiles  
Process Improvement  
1998 - 2001 (3 years)  
Milan, Lombardy, Italy

Developed and implemented logistics decision support applications such as a freight data warehouse and a Return on Investment model. Architected, produced, and developed, an e-sourcing tool, Buyer2Buyer®. Developed alliances, implementation agreements, and business development

initiatives, with companies such as Manhattan Associates, SAP, Yantra, TradingDynamics (Ariba), SAS, and Primavera.

## CSX Transportation Intermodal

### Intermodal Operations Planning

1996 - 1998 (2 years)

Greater Boston Area

Through consulting engagements for vehicle OEMs and transport clients such as BNSF, CSX, FedEx, General Motors, and Volvo, helped global transportation carriers, manufacturers, distributors and logistics service providers (I.T., warehousing, inventory management) improve profitability through purchasing, manufacturing, transportation, and maintenance operations benchmarking, demand forecasting, process redesign, planning and scheduling, materials management, and equipment/infrastructure planning.

## General Motors

8 years

### Logistics & Distribution

1996 - 1998 (2 years)

Frankfurt Am Main Area, Germany

## Global Sourcing and Logistics

1992 - 1996 (4 years)

Greater Detroit Area

## Global Sourcing

1990 - 1992 (2 years)

São Paulo Area, Brazil

Designed and implemented major components of a global sourcing program in Brazil that saved 20%.

## FedEx

### Global Strategic Procurement Project Management

January 1995 - October 1997 (2 years 10 months)

Greater Memphis Area

## Safran

### Corporate Strategy

1994 - 1996 (2 years)

Paris Area, France

Developed a strategy for participation in the maintenance/repair business.

### A.T. Kearney

Manager, International Development Program

1989 - 1996 (7 years)

Based in Paris, Sao Paulo, Hong Kong, and USA (New York, Chicago, and Atlanta)

Serving electric and telecom equipment manufacturers as well as vehicle OEMs such as France Telecom, Mercedes-Benz, Schneider Electric, SNECMA, etc. managed engagements in strategic sourcing, transportation, logistics/supply chain optimization, maintenance management, outsourcing and business transformation (reengineering), M&A, privatization, competitive intelligence, and marketing strategy. For example:

Assessed the business strategy, base case, forecast scenarios, and valued an Australasian railway, paving the way for its \$330 million sale.

Evaluated the financial viability of five multi-billion dollar capital projects for a freight logistics and passenger rail and ferry company, resulting in the decision to invest in a container train service and a harbor tunnel.

Helped prepare a copper mine for successful privatization by constructing financials and reorganizing business units, rationalizing production, and optimizing supply chain activities to eliminate waste.

Analyzed transportation rates and identified savings opportunities for chemicals, forest products, and food products shippers. Prepared workshops on negotiating with suppliers.

Implemented a redesigned store logistics process, improving cash-flow and decreasing stockouts and markdowns for a retail chain. Conducted a series of detailed pilot programs.

For an auto maker, supported the transfer of best practices in just-in-time production, materials management, maintenance, and material utilization, across 16 stamping plants.

### Schneider Electric

Organization Design

1994 - 1995 (1 year)

Grenoble Area, France

Orange  
European Procurement Strategy  
1993 - 1994 (1 year)  
Paris Area, France

Galleries Lafayette  
Logistics Transformation  
1992 - 1994 (2 years)  
Paris Area, France

The World Bank  
Junior Economist  
1987 - 1987 (less than a year)  
Tunisia

Analyzed domestic resource cost of seven agricultural commodities in (potatoes, oranges, olives, dates, hard wheat, soft wheat, and barley). Follow-on mission based on a successful USAID project in the same ministry. The work, which was conducted in French, presaged a wave of free-market reforms.

Oliver Wyman  
Business Analyst, Maritime & International Trade  
1985 - 1987 (2 years)  
Greater Boston Area

Developed business and investment strategies, economic analyses, and decision support tools for maritime clients and ports. Also participated in World Bank-funded projects for African governments.

Architected and built key elements of a computer-based World Trade Forecasting Service that was subsequently sold to an econometric forecasting firm.

Developed valuation models and scenarios during due-diligence for a ground-breaking multimodal merger.

Ford Motor Company  
Intern  
1983 - 1983 (less than a year)  
Paris Area, France

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## Education

### The Wharton School

Master of Business Administration (M.B.A.), Business Strategy and Marketing

### University of Pennsylvania - The Lauder Institute

Master of Arts (MA), French (France) and Portuguese (Brazil)

### Technische Universiteit Delft

Exchange Program, Political Economy

### University of North Dakota

Bachelor of Science (B.Sc.), Engineering

### Université de Technologie de Compiègne (UTC)

Exchange Program, Economics of the European Union