

# Politics, Tariffs, and Turbulence: Building Resilient Supply Chains



**Ben McGlaughlin**

*Manufacturing Program Manager*

Office of Manufacturing

Division of Strategy and Growth

Maryland Department of Commerce

[benjamin.mcgloughlin@maryland.gov](mailto:benjamin.mcgloughlin@maryland.gov)

443.690.1112(m)

# The Global Landscape: Turbulence Is the New Normal

- Over the past five years, manufacturers have faced overlapping disruptions: pandemic shutdowns, geopolitical tensions, shifting tariff structures, labor shortages, and raw material volatility.
- “Supply chain disruption isn’t a matter of if—it’s when.”
- Tariffs and policy changes are now strategic variables, not background noise.
- Maryland companies increasingly report longer lead times, inventory cost spikes, and reshoring pressures.



# Maryland's Manufacturing Snapshot



- Maryland hosts more than 5,000 manufacturers, employing over 113,000 workers.
- Key sectors: aerospace & defense, life sciences, electronics, food processing, and advanced materials.
- Proximity to D.C. and global ports makes Maryland a gateway state—and thus highly sensitive to policy and trade shifts.

# Lessons from the Field: What Maryland Companies Are Doing



- Diversification: Firms shifting sourcing closer to home—some using Maryland MEP and Maryland Department of Commerce resources to identify regional suppliers.
- Digitalization: Participants in the Manufacturing 4.0 Grant Program adopting ERP and AI-based production systems to gain real-time visibility into supply and demand.
- Collaboration: Companies leveraging partnerships with regional innovation hubs, and universities to strengthen process resilience.
- Workforce Agility: Apprenticeship and upskilling programs improving adaptability to fluctuating production demands.

# Policy, Tariffs, and Transition



- Tariff realignments impacting material and component costs.
- Government restructuring and trade shifts influencing investment flows.
- Emerging policy focus on reshoring critical supply chains—semiconductors, defense, clean energy.
- Intersection of politics, capital, and innovation.

# Introducing the Panelists



*Moderator*

## Ben McGlaughlin

Manufacturing Program  
Manager, Maryland  
Department of  
Commerce



## Alex Giambone

Global Supply  
Chain Director for  
Strategy and  
Sourcing, Northrop  
Grumman  
Missions Systems



## Thomas Reginante

Managing Director &  
Maryland Market  
Executive at  
JPMorgan Chase &  
Co.



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