

Intro/Outro ([00:05](#)):

It's time for supply chain. Now broadcasting live from the supply chain capital of the country. Atlanta, Georgia heard around the world. Supply chain. Now spotlights the best in all things. Supply chain, the people, the technologies, the best practices and the critical issues of the day. And now here are your hosts.

Scott Luton ([00:32](#)):

Hey, good afternoon, Scott Luton, Greg white with you here on supply chain. Now. Welcome to today's live stream, Greg. Good afternoon. Howdy. How are you? I'm doing fantastic. How are you? I'm doing quite well. Thank you. Yeah, I love this first Wednesday. I like the first Wednesday of every month, because not only is it a Italian sandwich, a discount day at Danny's deli around the corner, but more importantly, much more importantly really is. I'm just getting made that up completely on the fly. Hey, it's all about supply chain today and tomorrow with Mike Griswold from Gartner, one of our most popular live streams each month, Mike brings it. Yeah, no doubt. It's your opportunity to hear from a pro and really a pro Tunno and approach that knows what's going on in the industry, right? That is right. I think the white house keeps a finger on Mike Griswold's pulse that's keeps so, but most importantly, our community really enjoys it as much as we do.

Scott Luton ([01:34](#)):

And I love the comments they bring in and their takes and insights. And maybe just maybe Greg, one of our community members will offer some patented Greg white hot takes today really last hours. It is a challenge. Alright, Mike joined us. You were on assignment in the field covering big stories and no one quite, we had a couple teak as, uh, as I recall, had some great comments, but we didn't really have some hot takes. We'll see what today's today brings, but what we're about resolutions. So I think that could stir up some conversation and anger from the crowd that does not do resolutions, but Hey, quick programming before we get started here today, if you enjoyed this live stream, be sure to check us out wherever you get your podcasts from and subscribe for free. So you don't miss a single conversation just like this.

Scott Luton ([02:27](#)):

All right. So before we bring Mike in, let's say look to a few folks here. We have got T squared with us, always holding down the Fort on YouTube, happy hump day, famous commercial or Heights. Mike Mike, Mike, Mike, Mike, right. Peter is tuned in via LinkedIn. Great to have you here with us, Peter, the afore mentioned Prateek. Great to have you back with us. Prey teak really enjoyed your comment last time. Your commentary last time Mike Griswold was with us. Let's see here. I don't know if my, my mouse can keep up with the comments here today, Patrick, via LinkedIn. Great to have you here with us Patrick. Now, Peter. So good afternoon, Peter. Uh, welcome to the live stream. Greg really have enjoyed Peter's commentary on associate here recently. I think one of your recent tequila, sunrise episodes had resonated with Peter. Yeah,

Greg White ([03:20](#)):

Well he, uh, he, I think he got it off the back of our year end interview or discussion you and I had. Right? So the episode that I did about nine 11. Yeah. He and I have had a little bit of an exchange. I'm like, Hey, thanks for bringing that up. It's just, it always gets dusty in the room. Whenever I think about that episode, right.

Scott Luton ([03:40](#)):

People for many people and I believe I'm not mistaken. And Peter correct me if I'm wrong. I think Peter spent a very, a long successful career in aviation. Yeah. Air Canada, Canada. That's right. Yep. So Peter, great to have you here as part of our live stream, Mark via LinkedIn. Great to have you here. Good afternoon, Carlo also via LinkedIn. Hello to you. And you all feel free. You know, we love to find out kind of where folks are dialed in from or are tuned in from

Greg White ([04:08](#)):

Yeah. In fact, one Patrick who's delay, I assume is how you say it. Sorry man. If it's not, I'm interested in him. Mark gainer. And I see Aaron Smith tech is back outside.

Scott Luton ([04:21](#)):

Outstanding. Daria is back as well. Oh, DP is back with us here today on the live stream. Great to have you here. Daria Mike Avra have enjoyed the articles and commentary. Great to have you here back with us. Mervyn holding down the Fort, Greg, I believe in Ireland. So Mervyn hope this finds you well. Yeah. Erin

Greg White ([04:41](#)):

And clay

Scott Luton ([04:43](#)):

And Jeffrey and many others welcome everybody. And, and we've got a great show tuned in. So Greg, are we ready to unveil today's conversation? Let's do it all right with no further ado. Let's welcome in Mike Griswold. Vice-president analyst from Gardner.

Greg White ([05:03](#)):

Hey Mike, how's it going? Good afternoon. How are you doing?

Mike Griswold ([05:07](#)):

I didn't know, Scott, that I was competing against a, the Wednesday deli sandwich. So I'll try to, I'll try to bring my best efforts. So you don't feel like you missed out on a, on a good lunch,

Greg White ([05:17](#)):

But you know, you know what the realization is is that I think it's a, is it a Geico commercial, right? The Mike Mike, Mike, Mike, Mike, Mike, say it with the same enthusiasm. That's the guy in the commercial,

Scott Luton ([05:36](#)):

Really good smart savvy and unique marketing campaign. And certainly that's one, there's been a slew of really cool campaigns over the holidays too. And as we move into the new year, let's see really quick before we get started with Mike. Let's see, Jacob took you up on your questionnaire. Jacobs is coming to us here from Chattanooga, talking about a city on the it's a great, I had Jacob

Greg White ([05:58](#)):

Up the road from me. So it's probably almost as close as it land.

Scott Luton ([06:02](#)):

Absolutely. Absolutely. All right. So Mike, this time of year for, let's say half, half the population is all about new year's resolutions and then for the other half is something they'll never do. So, but for you any as you, and whether it's this year or past years, any new year's resolutions really stick out that may maybe either have been successful or they just are one of the con for you.

Mike Griswold ([06:29](#)):

I would put it in this successful category probably four years ago, my daughter and I started running. She wanted to get into half marathons. So I said, you know what the heck? And so I've been running probably two to three half marathons a year since then, right. It started with kind of a new year's resolution to start running. And it's gotten to the point now where I would never say, you know, I like running in the same sentence, but it's gotten to be something that, that I do. We, we try to run at least once a week together. So it's been good. And like I said, it's probably three to four years. So I've got over on the wall here. Uh, she made me one Christmas, uh, bling holder so I can hang my finishing metals there. So yeah. Yeah. That's, that's the one that has stuck with me in terms of some of that I've actually stuck with over the years. That makes sense.

Greg White ([07:25](#)):

Simple for future years as well. Cause you can do just keep running as, as a neutral.

Mike Griswold ([07:31](#)):

Exactly. I don't have to think about it. Just keep continuing.

Scott Luton ([07:34](#)):

Yeah. Well, and I'm sure you kind of touched on it, but the health benefits from all the training that all the 5k is what what's been your favorite one there, has it been aerobic conditioning? Do you feel better? What?

Mike Griswold ([07:47](#)):

I think it's, it's a combination of feeling a little bit better feeling, a little bit of healthy and then frankly being less guilty about eating whatever I want. So, cause I know I'm going to be doing some running at some point, so there's a little bit of, there's a couple of different reasons why

Scott Luton ([08:03](#)):

Yeah.

Greg White ([08:04](#)):

Entropy, I don't care why you give, if you want to get healthy, I don't care why you get healthy, eat what you want.

Scott Luton ([08:10](#)):

Yup. Yup. So before we talk basketball, Mike's brain in lieu of the lightning round, we're going to talk basketball and coaching here today. Before we do that, let's say hello to a few of the folks here. Jack is with us on lockdown, the United Kingdom, South Hampton subject. Here it is. Uh, but glad you're with us, for sure. Casey on YouTube says ATL FinTech, capital of the U S we have a lot of fun with Atlanta

being the supply chain capital BKC FinTech is alive and well as, as great can attest Atlanta. Sophia is with, it's great to have you Sophia David, of course you can't have a livestream without David from Canada. And I think I saw one more person here and I want to say a low too, but of course when I need them, I can't find them. Yeah. Isn't that funny? How that works

Greg White ([09:04](#)):

Also. Hey, another quick thing, you know, I was, you know, we call clay the dog here, right. And everybody knows Clay's first name, the bear from, from ESPN, which is kind of how we got the idea or at least we tied them together. Right. I learned he actually has a first name and last name and it's Chris. I don't remember the last name. I, I saw some, somebody quote him recently, Mike, and they showed his name instead of the bear. Wow. Yeah. I had never seen that before.

Scott Luton ([09:38](#)):

Right. So you're, you're 50% prepared with the first name missing the last thing, correct?

Greg White ([09:42](#)):

Well, it was just such a stunner. I uh, yeah, I just, I was not, I was so focused on the fact that he actually had a name. Right, right.

Scott Luton ([09:50](#)):

Wait, one more quick. Call-out for you talk coaching and basketball. So David, I appreciate you sharing. We've never asked you ever or maybe yeah, exactly what right. Clarington Ontario. So great to have you here. Uh, and Peter is from Montreal soon to be completely locked down. Quebec, Canada.

Greg White ([10:05](#)):

Yeah. I just talked to somebody in Israel and they are locking down in the next two days. I think so. And then of course the UK was already locked down. We thought, and then they went even tighter lockdowns. All right. So let's talk about something fun, like basketball then. How about that? And so you have had actually a couple of job changes, Mike, and maybe you can share one at Gardner and sure. And now head coach right at, at Bishop Kelly, correct? Correct. Head ladies, basketball coach at Bishop Kelly. Tell us a little bit about, it seems those two are kind of conjoining now because you've got more management responsibility, basically. You're coaching, you're coaching kids and coaching grownups. So tell us a little bit about that. And it's interesting.

Mike Griswold ([10:56](#)):

Same because the grownups often act like kids, the kids, unfortunately don't act like grownups a whole lot. So, uh, but they are definitely, you know, co commingling. So yeah, in December I was fortunate enough to be made a team manager. So I have five analysts that I work with in our strategy and enablers team. So the analysts that I have responsibility for look after talent org design, one of our analysts is heavily involved in ESG and CSR. So the environmental, she leads a big body of research in that area. Then one of the newer members is in performance management. So he's covering everything from metrics to cost to serve and in those types of topics, so really excited. It's a great group of analysts. Uh, it will be, you know, I have had not managed or have not managed people in quite some time. And that frankly was by design, but this opportunity came around. It'll be a good experience for me. And hopefully I can, you all I have of the group I've been with Gardner the longest had been an analyst the longest. So hopefully there's some, you know, coaching can do in terms of them in their analyst roles.

Greg White ([12:08](#)):

Yeah. It could have been worse. You could've got a magic quadrant, Mike.

Mike Griswold ([12:11](#)):

Yes. Well, I, I have avoided those, like the plague as you know, Greg, for lots of different reasons. Some of them are valid and some of them, frankly, probably irrational, but nonetheless, yes. And then on the coaching side, as you mentioned, Greg, thanks for bringing that up. Bishop Kelly is the only Catholic high school in Idaho. I live just outside of Boise. Uh, I've been coaching in the school for, I want to say 15 years now, maybe the last six, I was the JV coach. And then this year, our head coach who had cancer, he's been in remission, but he needed to take a year off. So he's taken a year off to recharge. I've got the varsity for this year and it's been a good experience. Right? The coaching is in a lot of ways is coaching, whether you're coaching JV girls or you're coaching varsity girls, a lot of that is still the same.

Greg White ([13:06](#)):

When you think about the alignment between those two things, first of all, congratulations, you got six seniors. So you got a shot, right? You got some experienced players, right? We do. We do. When you think about the alignment between athletics and, and professional management, anything come to mind as duly applicable.

Mike Griswold ([13:26](#)):

Yeah. There there's two things, Greg, as I was thinking about what we wanted to talk about about today, the first is, and I think definitely, you know, as a manager and as a coach, you have to understand the people that you're working with, right? Whether it's a team or whether it's, you know, people in a work environment, you have to recognize that diff people receive messages differently and there's different ways in different styles that you can communicate with different folks on your team. So, and it's even, I think a little bit different between coaching girls and coaching boys. There are, there are some girls on my team where I can be, you know, wrecked and you know, not gonna say, you know, Bobby Knight, but for those that are old enough to know who Bobby Knight is, but there's, there are some that you can be really direct with.

Mike Griswold ([14:16](#)):

And there's some, you got to find another way to get your point across in terms of things that you want them to do. And I think in the work environment, that's the same way, right? If you think about all the different personality assessments that are out there, right? Whether it's Myers-Briggs or other things like that, you know, understanding who's on your team and you know, how what's the best way to communicate with them. To me that that's one of the big things I learned very early in coaching. And certainly one of the things I think that's important important is you manage a team, you know, in the real world. The second thing that I've learned actually comes a quote from Bobby Knight, which is, you know, shooters, shoot, passers path, everyone has to defend and rebound. And the way I think that that translates into the work environment is everyone has roles.

Mike Griswold ([15:02](#)):

And it's important as a coach. And it is a manager that you identify kind of what people's strengths are, what role could you see them playing within a team or within your own work team. And then how do you set them up for success? Right. You know, you, you know, it, does you no good to try to set up someone who is not a shooter to be successful if that's just not what they do well, right. So I think part is

a manager. Part is a coach. Part of our role is assess what do people do? Well, how do we play to those strengths? And how do you continually put people in positions to succeed based on their strengths? So those are the two, those are the two things Greg, I think, but I found the most applicable between coaching. And then now as a team manager,

Greg White ([15:48](#)):

That's really powerful stuff. I mean it, and it's such, I think sports is such a great analogy because you can think about it that way. Shooters shoot. It's hard. I think it's harder for a lot of people in a work environment to realize that this person has this gift versus that, that person in their gift. And, and if you do think about it that way, you understand who your shooters are, right? Who your point guards are, who your rebounders are. Of course everybody has to rebound. I get it. Some people just have to get under the basket to rebound.

Mike Griswold ([16:20](#)):

Yeah. I think the other thing too, Greg, is, is how do you identify both as a player and as a team member, how do you identify that second or third skill that maybe isn't as developed and how do you, how do you get someone that maybe isn't a shooter, right. But has shooter potential? How do you get them into the case where they now are a shooter or a Pat or whatever it might be. So I think that's, I think the, one of the things that, that I will have to watch out for is, is to not only focus on the things that people do well, but also focus on what are those things that maybe they want to do well, but haven't necessarily built out that skill. And then how do I, how do I help them build out those skills?

Greg White ([17:09](#)):

Yeah. You make them shoot free throws until they hit 25.

Mike Griswold ([17:12](#)):

Exactly. Well, I don't have that long, but yes. Yes. Conceptually, Greg, I may, I may settle for five. Your, your, your point is very well-taken cross-training cross-training so let's say if you folks, before we start talking more resolutions, but this time from a supply chain angle, Sylvia, great to have you at you're late. You're getting three to merits today.

Greg White ([17:37](#)):

Well, actually she, she redeemed herself. I see that she sent me a shipment hopefully of jam. I think that's well, I was going to give you a tracking update there, Greg Kevin Bell.

Scott Luton ([17:50](#)):

Good afternoon. He says he sees that the commander of all supply chain knowledge is on today. Kevin, that not the truth, right?

Mike Griswold ([17:58](#)):

He's probably, he's probably talking about you, Greg. I don't know that he's talking about me.

Scott Luton ([18:02](#)):

No, it's to be so great to have you with us here today. Glad you could join us for most of the discussion. Us say it's a busy time for everybody, but great to have you happy new year to you. Let's see Sandro,

Sandro, Natallee, who, uh, Greg, if you remember joined us from, at T and T on the live stream a few weeks back episode. Yeah. Really great job. Yeah, that was, that was a fun show. And I agree with his sentiment. Good. 2020. I agree completely. That must never be spoken of years. Right? You mentioned Bobby Knight. Of course, that famous clip where it's, as long as toss chair, it goes straight across the entire court. Legendary. Well, his tantrum,

Mike Griswold ([18:45](#)):

I can tell you with, uh, with all the COVID protocols, you know, our benches are, if you've, if you've seen any games on TV pro or college where they have, you know, like a chair, six feet, a chair, and there's three rows of four chairs, it's a lot harder to get to a chair now to throw those when they were all in a line. So we got that.

Scott Luton ([19:08](#)):

Well, the lateral benefits, right? Yes. And Sylvia, there's several big fans of Bobby Knight, uh, in the, uh, so, you know, we all have our quirks tell ya Indiana, uh, what a incredible basketball program during his, what? 25, 30 years there. So, yes. Okay. So now one late breaking here. So Ben greetings from the UK have been welcome this morning and likewise, you as well. So thanks for joining us here. Be LinkedIn. Well, I got one more, sorry, folks. We got a first time watcher. Is it, uh, Anna? Mary? I want to say Anna Marie, so correct me. Have I butchered your name there, but regardless, thanks for joining us here. First time. And Anna Marie, Anna, Mary, would love to know where you're tuned in from. Okay. So it's about the work, uh, Mike and Greg. Yeah. Let's talk resolutions, but instead of personal resolutions, let's talk about what resolutions might you think supply chain leaders and even practitioners are making in 2021?

Mike Griswold ([20:03](#)):

Yeah, I th I think the first one is a pretty simple one, which is, uh, and I'll put it in the category of, of just stay focused. So we we've learned a lot the last year. I think people have, you know, made some, some strategic decisions. I think they've set direction for their companies with whatever information they think they have around where we're going to land with the pandemic and the vaccine and all that. And I think the first resolution I would give people is, is this idea of staying focused. And I'll give you an example from our top 25 research. And we, um, we've probably talked about this at some point, but when I look at the traits of those companies that are masters in that masters category of our supply chain, top 25, so they've had a top pie top five performance seven, the last 10 years.

Mike Griswold ([20:54](#)):

One of the things that they all share is they do not succumb to the shiny object syndrome. They understand who their supply chain is. They understand the role, their supply chain and they are, and they are unwavering in that direction. So I think coming into 2021, that would be my first resolution or my first recommended resolution. I guess I'll call it is stay focused, be true to who you are as a supply chain and be true to who you are in terms of how the supply chain enables your business. But it's that focus. I think that's going to be really important as we go into 2021.

Greg White ([21:32](#)):

Do you think there are a lot of companies, a lot of retailers who needed to make that resolution? Yes.

Mike Griswold ([21:39](#)):



And I think frankly in, it's hard to find a silver lining out of last year, but I, I do think, and we may touch on it a little bit later when you talk about the elevated role to CSCO. Right. I think the one thing, and we have talked about this last year, the one thing that COVID has done has definitely shown a spotlight on the supply chain good and bad. And I think it has provided the momentum for organizations in 2021 to have that focus because there really is. And we've talked about this before we joined together, right? I mean, even the best case scenario around normalcy is it until the fall. And that to me is probably best case and optimistic. So we still have our hands full in running a very con you know, externally constrained supply chain around the world. And we need to deal to continue to do that. Yeah.

Greg White ([22:32](#)):

You know, it's interesting you say that next fall, because we did the math here at supply chain now on how many people need to be inoculated every day in order to get everyone inoculated by the end of the year, hundreds of millions, of, of inoculations behind seven days into the year or X days into the year, I'm giving up this day, if you're in Europe. Um, so you're, you know, I think, I think the sooner we face that fact and learn how to deal with it, I think the better off we'll be, but it is interesting that Mike, you and I, for years, and, and Scott and I for the last it's gotten you and I for the last year and a half or so have talked about the progression of supply chain from necessary evil. I heard somebody say it today, just yesterday from necessary evil to a competitive differentiator to now in the forefront of customer experience and customer satisfaction and brand brand equity for, for companies, particularly in retail or that sell to retail, even brands and things like that. So,

Mike Griswold ([23:42](#)):

Yeah, w I, I'm talking to more and more retailers in particular where I'm seeing and hearing them talk about which, which hasn't happened for many, for quite a while. There they're using words like supply chain is enabler for our growth, right? Or the supply chain is going to be you how we differentiate yourselves ourselves. And I think those, those organizations that, that realize the power they have within their supply chains, those are the ones that I think we're going to continue to see, have success. Those organizations have said, Hey, how do we, and this is probably not necessarily a politically correct description, but how do we weaponize our supply chain? Right? You look at, you look at, I mean, probably, you know, two of the better examples of that. These will be my words, not theirs. I mean, I think Walmart and Amazon are two companies that have found ways to weaponize their supply chain on the end.

Mike Griswold ([24:43](#)):

It's to me, when you see the by-product of that in terms of service and the other thing, Greg, you touched on, which I agree with completely the customer experience, you know, more and more people are working from the customer experience back, which I think is fantastic. And they're asking themselves, this is the customer experience we need to support. Can we do it in one of the ways that we understand if we can do it or not, is the capability of our supply chain. And, you know, I was, I was on the phone doing a WebEx yesterday and with a retailer who said, Hey, we need our supply chain to be the yes, we can department, not the no, but department. Right. And to me, that encapsulates, I think very well, the mindset we need to have moving forward in 2021. Yeah.

Scott Luton ([25:34](#)):

I love that. Hey, I want to share a couple of comments here from the audience. So we're talking resolutions right now for that business leaders. Supply chain leaders are making Rhonda good morning



to you. Good afternoon. Keep connected with your team as remote work continues until at least the summer. It sounds like one of her resolutions, she's making a couple leadership comments here, going back to kind of the basketball analogies and Indira says the role of a leader is recognized in the skills of each team that each team member has optimizing them and helping them develop new new skills to also amongst peers. That's a great call out there. And the deer and petique critique says, boss is the one who believes in equality, but a leader is the one who believes in equity, subtle differences sometimes have a huge impact. Clay says shouldn't have taken a pandemic for supply chain to get there's some amen in the commentary. That's all leads us. Go ahead. Go ahead. Leads us here to a question for you, Mike and Greg, will you get your follow up here? So Kevin says, Hey, what's going to be harder for 2021, the supply chain in sourcing raw materials or distribution

Mike Griswold ([26:44](#)):

Of finished goods, or is it going to be equally hard? Yeah, I mean, I'll take a first pass at that, Greg, I think, and I don't want to give the analyst answer. I think the answer is yes, but I think it varies by segment. I think traditional retailers I think, are going to continue depending on where their suppliers are and the type of retailer they are. I think they're going to continue to wrestle with the finished goods piece. If I am a high-tech company, though, I'm probably going to still struggle with the components, particularly components that come out of, you know, the far East. And I think even within retail, if I'm a supermarket retailer, my sense is it's definitely going to be finished goods, right? The apparel segment where maybe they're having some manufacturing happen over in China and Asia. Right. Well, it is still a finished goods challenge for them. I think there is some kind of component piece, but you know, again, I think the answer is, yes, it just depends on which part of the supply chain you're dealing with. Yeah.

Greg White ([27:43](#)):

Yeah. I agree. And I think when you think about things like finished goods, you can't ignore when thinking about finished goods returns, because that's going to be huge with the onset of such a massive amount of e-commerce. Right? So there, there are so many things to be equal here. Just some are going to be more equal than others. Yeah. Uh, you know, I think there, there are a lot of potential issues here. And as you alluded to a well said directly, Mike, those, those companies that, and retailers and brands and sources, right? Those participants in the supply chain who are focused are, are the ones who are going to win here because it's going to be very difficult, very complex because you never know when, when or where the sourcing issue is gonna come from winter where the distribution issue is going to come from. I I'm thinking, you know, just some examples, bicycles and the parts for those. I talked to a worm farm who they ha they had to outsource their worms to South Africa. Is that

Mike Griswold ([28:49](#)):

A bit of a sluggish industry, Greg? Oh, my,

Greg White ([28:57](#)):

This is a very slimy industry. Um, at the same time, there are going to be shifts in consumer needs and patterns and trends and engagement types. So it's going to be coming from all directions,

Mike Griswold ([29:13](#)):

Truthfully. I think the other thing, Greg I'll maybe just piggyback on what the last part of your comment. I think one of the things that will be interesting, kind of building off the question we just had about finished goods versus kind of the raw materials is a, is I'm curious, we'd love to maybe get, uh, the

viewers thoughts on this as well. And Greg and Scott years, we have not really seen at least in my opinion, a significant emphasis the last 12 months on new items, right. We've been focused on rationalizing assortments. We've been focused on giving consumers the key products that they want, but I would argue that the new item introduction cycle has, has constricted greatly. And I don't know, frankly, that I see any change in that for the next four to five months would be curious your thoughts on maybe what do you guys think we'll see relative to new items? Cause I don't know that we'll continue, that we will see a whole lot of new item activity, but I'd also be curious people that are, that are watching and listening, maybe what their thoughts are. Cause, cause that to me has been probably the biggest dynamic that I probably didn't think of until I, until it started to happen was just that the new item pipelines seeming to dry up

Scott Luton ([30:30](#)):

Quick thought there on my end, at least I think it, uh, as, as well, we got Kevin Bell with us here today. Kevin Bell here's has been burning because we've been talking about your famous quote from eight months ago, you can be, you can find opportunity without being opportunistic. Right. But at the same time, I think it's, it's all about the monetization demand. If demand is really there and just how much it brings to the bottom line. I mean, I saw a commercial for the latest and greatest iPhone and I thought, I thought I was still kind of cool cause I had the latest one that next one's rolling out massive demand. And of course a massive bottom line play there. So I think with a lot of, from what I see a lot of the lower priced items, I think we're going to see, you know, I was walking through Walmart for the first time last night cause we've gotten a lot of our groceries delivered. So I haven't really had, haven't seen owls in quite some time. I was really surprised from canned goods to some dairy items, to some key staples, massive holes, still in owls here in our neck of the woods where we live. So when I think about items where there is less of a demand for a new niche here and certainly a lot less money to, to be made, you know, why not keep following those resources into the core goods? So that's my quick take, Greg.

Greg White ([31:45](#)):

I hope that there is a constriction of new items. We had way too much assortment, particularly in the States. I mean, I can't speak to a lot of other countries, but we had way too much assortment. We don't need 31 kinds of green beans. Right.

Scott Luton ([31:58](#)):

Just don't mess with my Italian flat

Greg White ([32:00](#)):

Green beans. Well, I mean think about that. You know, I mean, I still think back to the first few weeks when Scott, you and I, we were doing our duty. We went out and put our masks on and did some research in the grocery stores. And, and I saw, I saw all the oil and I saw certain spices and I, you know, and I, and, and the rest of the shelves were, were emptied. Right. And basically I think the way that brands and retailers have attacked, this is those things, as you said, Scott, that don't accrue to the bottom line or top line, they have finally gone through and done what Mike, you and I have opined about for decades. And that is they have finally called their, their product mix. Yep. So one, I don't think we should see a massive re-introduction of, of products.

Greg White ([32:51](#)):

And two, I think because of what we just discussed earlier, the fact that a lot of these supply chains are struggling just to operate. They can't afford a lot of new item introductions right now. They can't afford to create new supply chains or risk the stability of their current supply chain. And I think the, the current availability and demand of their supply chains is the current condition of their supply chain went into the termination of cutting brands and labels as much as whether those items were profit centers to begin with. Right, right. Because some may have been profitable, but they were difficult to source. So that cut,

Scott Luton ([33:33](#)):

I got to share, we've got a flurry of comments. I'm gonna shoot through these. And then, and then we're gonna need to move along. So I really want to get Mike and Greg to weigh in on the Nordstrom news, which isn't new news, but I love the trends. So let's, let's, let's see here, everyone, of course, Dave, and that, that is, might be exactly why we got 31 kinds of green beans. Peter says, uh, scenes new product launches will be significantly down as most to grapple with meeting demand for current products, which are all speaking to only new products I saw were masks and hand sanitizer repackaged to meet COVID needs. I would agree. Products are still down. And Mike aver is, uh, neck of the woods. Uh, Erin is also a big fan of Italian, uh, green beans, big show. Bob Boba is with us here today, Greg and my goodness, Bob says new items mean more skewes.

Scott Luton ([34:22](#)):

Of course, throughput is tough enough with what is already needed in the market. All companies are focused on delivering what is needed the most, not new or updated products when people are still afraid to run out, run out of paper goods, Kevin agrees many of his clients and he works international supply chain as a, as a trusted legal advisor. Didn't launch new products. Yep. Let's see here. I had one other and he also says he deals with helping clients source raw ingredients for supplements and drugs, primarily from China, which we talked a lot. Greg, last time we spoke with Kevin about counterfeiting, right? And ultimately, and whatnot. Right now he sees many companies more focused on sourcing packaging for products. That's a great point. I'll stop there, packaging. And we're going to have to dedicate a whole series of shows around packaging based on all the pressures and the traditional and new, uh, really related to packaging is fast forward. Some the engineering there,

Greg White ([35:16](#)):

If the holiday season doesn't make you aware of the excess of packaging, I don't know what will, right.

Scott Luton ([35:22](#)):

It's a great point. And I'll tell you, I want to eliminate, hopefully Amanda is listening and more importantly, hopefully she's agreeing with me. I want to eliminate all of our gift wrap next holiday season. I've hated it for years. You know, I love recycling. I was talking to someone on the Bay that was looking for comic books and I was sharing my, one of my recycled comment book sources. I love that. That kind of notion. But next year, if frat free, we'll see if Amanda allows us to do that. Alright. So Mike and Greg so much good stuff to talk about in the, in the stream. I can't get to let's talk the Nordstrom. So this is good. So if you're a supply chain practitioner, if you've been there for forever, you're up and coming, this is great. News continues to where the craft as Greg and as spoke to it earlier is getting a lot more luster. So Nordstrom made some big news last couple of weeks as they elevated their chief supply chain, officer Alexis Dupree. Is that right, Greg? Yeah, that's right into the, C-suite officially as part of the company's executive team. Great news. Yeah.

Greg White ([36:28](#)):

Yeah. They hired her from Amazon and then created the chief supply chain officer role, I believe, I think you're right. Um, yeah. And Mike Utah, you spoke to this a little bit earlier in terms of getting that seat at the table that that clay was talking about. And in anything that, this, first of all, I, I admire Nordstrom tremendously. I think they, I personally not know you can't say this, Mike, but I think they are the greatest fashion retailer on the planet. Their customer experience and customer service has been legendary for decades, many, many decades, their execution at retail, their merchandising vision, you and I, Mike old retailers, you know, I think we kind of admire those that are really good at the craft. And Nordstrom is one of the best. So, you know, I'm curious if you think this is a trend setting, following a trend or just part of the evolution at Nordstrom in particular. I mean,

Mike Griswold ([37:21](#)):

Yeah, I think Greg it's, it's interesting when we look at the chief supply chain officer role in general, right? Whether it's in retail or other industries, it is relatively new compared to other titles that we've had in the supply chain. I think it's, it's great that we're seeing it in retail. I think retail, as in other aspects of the industry is lagging other industries in not only having a chief supply chain officer role, but having it elevated to be part of, of the C-suite. You know, when you look at, you know, our top 25 population, again, if I go to that, you know, most of those companies outside of retail, you have a chief supply chain officer and that person is already embedded within the C-suite. So I think for us in retail, you know, I, I think I would maybe characterize it more as this is something we should be doing. We should be following this lead from Nordstrom and we should be having, you know, someone that is responsible for the end to end supply chain responsibility for linking it to the customer experience. And definitely that role, if no one, if nothing else has been true of the pandemic and the role that the supply chain plays, it is the fact that it deserves to sit at that C-suite level with everyone else, because without them nothing happens. And I think people have have now come to that realization around the importance of the supply chain,

Greg White ([38:57](#)):

No product, no program Scott Luton, right? No turn. Yeah. And I agree. I think, I think it is, it is time. And I think retail is, we have bemoaned for years also. It feels like all we have done is sit around and complain. Doesn't it when I say it like that, but I'd like to consider us visionaries who have been trying to pull retail along with us, let's go with that. And we have recognized that supply chain needed to take more of a forefront type role. I honestly don't think I know I didn't, I don't think anybody really saw it being the brand equity and customer experience lever that it is today, but wow. And that was an awakening for me and I've been preaching it ever since, but I don't think even I recognize that and you and I get to look at the industry from the outside, looking in so often I can see why it's such a struggle for retailers to be able to convert their thought. Because even I think of the chief supply chain officers being significantly similar to the chief technology officer, even when elevated to the C-suites C-suite you would sit in conversations and they would say, now let's talk about the business side. Now that we've talked about the tech side as if technology isn't part of the business. I think supply chain was similarly thought of,

Mike Griswold ([40:17](#)):

I think a couple of things have happened, Greg. I mean, I think if, if we rewind the clock, what, uh, when, when you, and I said, supply chain, what people heard or what people actually had was distribution centers and transportation. That was the nearest supply chain. Right? And if, if they wanted to think of

themselves sophisticated, they called it logistics. Right. I think, I think a couple of things have happened, right? People have realized that we need to think about our supply chain more from an end to end perspective. So the, so the definition has naturally evolved. I think the other thing that's happened, if you look around retail and if you look at who is landing some of these chief supply chain officer roles, yes. I'm sure there are some chief supply chain officers that have grown organically in the organization, but you're also finding chief supply chain officers in retail that worked at FedEx that worked at Amazon, that worked at places that were ahead of the curve relative to the supply chain.

Mike Griswold ([41:22](#)):

And they knew what a world-class supply chain looked like. I think if anything, we're going to see more of that. We're going to see more pollination into retail, either across segments, like Amazon coming into fashion and other industries that have, you know, an undisputed supply chain expertise, like someone like FedEx, we're going to start to see, I think more of that coming to retail. And that's going to force, especially when they're in that C-suite, that's going to force some of those cross-functional end-to-end discussions to happen that maybe haven't happened in the past. So to me, I think that this is something that ideally we'll, we will be able to continue to talk about over the course of our time together. Cause we're going to see more and more of these things start to come to life.

Scott Luton ([42:16](#)):

So I want to share, uh, along these lines and they all says, couldn't agree more. I hate it. When I see supply chain clubbed in with manufacturing, operations facilities and arrest supply chain is a beast in itself that needs attention at the C suite level. Peter says having started my working career as an order picker 41 years ago, I learned very early that supply chain was the most essential part of a successful business. Hey,

Greg White ([42:44](#)):

And went to work for the airlines.

Scott Luton ([42:49](#)):

Let's see here. Bob Bova says, when you watch XPO split into two companies to better focus, when you see companies decide between three PLS or self-managed distribution centers in country, focus on raw material purchases overall costing, how can any C-suite position be more important? He asked rhetorically great point. Yeah.

Greg White ([43:08](#)):

Yep. And I think he makes a great point because there is a lot of specialization. XPO is not done. Two companies was not the plan originally. It was closer to four or five. Um, and they're not done. And this begs the question I would love to ask Mike here and just to say

Scott Luton ([43:24](#)):

So competitively Marie, great point. Macy's added a chief supply chain officers a couple of years ago and that's, and we want to make sure we're loud and clear. We're not holding up this news from North Nordstrom as if it's the first by any means. I think that's right. We all understand this. This has been thankfully many years movement. This is just one of the latest and you know, which is kind of interesting, uh, Greg, to your earlier point, as you were kind of bragging on, on Nordstrom and it, and its

operations and customer experience that they, they work. I'm going to say, not say late to the party, but I wonder where they can take it from here based on, you know, this latest move. It'd be interesting.

Greg White ([44:03](#)):

Yeah. I mean this, when, when this seismic societal disruption has been as hard on the best fashion retailer, arguably on the planet, as it has that that will always be a question. Right. But their eyes are wide open now. And I think that's the important thing. And when that organization focuses on something, it's when that, no, I just want free clothes. Rob Bob, when that organization focuses on something, they get it done. Right. And that's why, you know, I sing their praises. Agreed. They work at Macy's

Mike Griswold ([44:42](#)):

Well, you want to freestyle from them to Greg and just

Greg White ([44:49](#)):

Automatic. I need to be about others.

Mike Griswold ([44:50](#)):

Right. We're talking about the news here. No, no Nordstrom affiliation, no Nike,

Greg White ([44:56](#)):

It is what it is. Right. I mean, just like any of these other high performers and you know, one, I think we have, we have left out to some extent is, is target. I mean talk about a late bloomer, but blooming, nonetheless and significantly, they have put a ton of money into their supply chain.

Mike Griswold ([45:15](#)):

Agreed. Uh, two quick comments from the audience. And then Mike, we're going to need to get kind of some of your last, last thoughts here. Uh, I know you've got a hard stop. I want to call out here going back to the package. I think this is, you know, plus he's my brother. I wanted this cheers comment here. So good afternoon, clay packaging. Sustainability is maybe the most impactful environment issue of our day, given the e-commerce economy. You know, I don't think that's overstated at all. I think that it is, uh, if it's not, the top is certainly, you know, on the short list also want to say hello to demo. Demo is with us, as he said it from the, what did he say? Uh, well, he's taking a break. Yes, that's right. So great to have you with us, uh, demo. Okay. So Mike there's so much, I mean, um, Greg had always happens like this, right. We can never get, we need a six hour episode.

Greg White ([46:09](#)):

Give me, give me the number of your next client, your analysts meeting. Yeah.

Mike Griswold ([46:14](#)):

So, you know, when you start in the wa you know, you were just with us, we had to make an adjustment in December based on your busy, craziest calendar. Is there any been anything in the last couple of weeks beyond what we've already addressed that may really have caught your attention here? Like yeah, I think within, within my world, as it relates to Gartner right on the supply chain side, when I look at, and this piggybacks, I think a little bit on what we talked about last month, one of the things that has

surfaced, I think is a desire both from our client perspective, but also from the analyst perspective is our continued deep dive into talent in leadership. You know, when I look at what are we writing about, what do, what are people asking us about? We saw, you know, someone had an earlier comment about the whole working remotely piece, right. And staying connected with your teams. You know, I think almost all of our clients are going to be continued remotely working through the summer, uh, is what I'm hearing from most folks. So I think for us and for, and for organizations, I think that that focus on leadership and talent needs to continue to be, you know, a high priority. I don't know whether I would call it, you know, a new year's resolution

Scott Luton ([47:30](#)):

Because typically resolutions or things you hadn't been doing. And now you want to start doing, I think the talent piece and the leadership piece is something we need to be doing all the time. And I think what I, if we, you know, when we circle back, let's say in December of this year, I'm pretty confident that one of the things we'll look back on is the work people have done in their organizations as, or as it relates to talent. To me, that's the big thing that will hold all of this together as we move forward into 2021 excellent point. Uh, Greg, give me a two minute piggyback thought or Mike's commentary there.

Greg White ([48:08](#)):

Uh, I mean, I, I, I don't know exactly what more to say there, which I know sounds rare, but you know, things, things are going to change. And, and I think the one thing as much as we just said, at the beginning of this segment, we said, we're, you know, we're better equipped going into this year. I think things are gonna change in ways we don't yet understand. And that's going to be a significant challenge for organizations. And, and we do have a significant talent shortage in, in supply chain at retail. And we're going to see some, you know, and of course people are, we, you know, we talked about it on the bus. People are opting out of the workaday world. We talked about the Xi session, right, right. Women who are, who are, are selecting out of the workforce. And as we talked about in the last quarter of last year, baby boomers are selecting out at an even greater rate than they were in previous years, which was 10,000 a day. So we're going to see some dramatic shifts. We're going to see some dramatic shifts in management. I have a feeling that Mike is going to be on the forefront of making some discoveries there in two ways, right on his basketball team with his new team at, at Gartner. So I'm interested to see what he can learn and share with us. He might become a leadership and human resources. Lord help us

Scott Luton ([49:27](#)):

As Kevin Garnett once said, everything's possible, but Hey, two quick thoughts there. And Bob stole one of them from me, a great point, keeping that talent, keeping the talent you've got, but also, uh, revitalizing talent. You know, if you think about some of the talent that may be, you know, some of their roles are being automated, how can he take those great grapes and reapply them? I think that's going to be a big thing moving forward. The secondly has been, has been proven by some of the most successful companies have navigated 2020. Who've invested in leadership development and supply chain leadership development for the last several years prior to the pandemic. Those companies have been better off and they've navigated more successful. So hopefully that means more investment in professional development of the team you have at, at all echelons. So we'll keep our, our, our, uh, finger on the pulse there. All right. So Mike, I know you've got a hard stop here. Let's make sure folks know how to connect with you and all the great things that you are doing over at Gardner helping, helping us stay more informed and understand, uh, the signals we should be paying attention to. So, Mike,

Mike Griswold ([50:32](#)):



Yeah, still the easiest way. I'm like doc roswell@garner.com. I know I said the December session, one of my things to work on for this year was to be, you know, bring myself into the 21st century around LinkedIn and social media. So I'm still working on that. Hopefully I'll have better news when we get together next month, but email is still probably the best way to get in touch with me right now.

Scott Luton ([50:54](#)):

Mike, we're keeping metrics on your LinkedIn activity. So we're establishing a baseline now.

Mike Griswold ([51:00](#)):

Well, good are, should be pretty low. So then anything should, should it look like an improvement?

Scott Luton ([51:07](#)):

Always a pleasure, always a pleasure. Uh, Greg, we love this. This series has been great for us. Great for the community. And I always leave here much more informed. What about you?

Greg White ([51:18](#)):

Because it's as therapeutic as it is as knowledge building for me. So I just really appreciate being able to talk to someone who is such a great town and in the industry. And it's always great talking to you anyway, Mike. So if we can't play golf, I guess we'll keep talking retail

Mike Griswold ([51:33](#)):

And the next best thing. Right?

Scott Luton ([51:37](#)):

Well, big thanks as we might, as you depart, we'll see you next month. Big, thanks to Mike Griswold, vice president analyst with Gartner. Thanks so much. Have a good day. You take care. All right. Another wide ranging, but you know, I like how we dove in at a certain depth with some of these topics

Greg White ([51:59](#)):

Thread there, isn't there. I mean, it really is about the change that is needed and the change that we'll continue to adapt to. So I think that's, it happens in regard to your, your supply chain operations, your retail operations, your human capital management, you know, your life probably right. Certainly the relationships with your customers.

Scott Luton ([52:22](#)):

Yup. That's right. It'll be interesting to see where, how organizations are evaluated in those proactive investments. You know, as everyone knows cutting costs, you know, you still have plenty of organizations. That's where they start. That's where their strategies start and stop. But as has been proven on a variety levels and a variety of sectors in 2020, it's it's those, those organizations that have been able to put most of those chips ahead of the big cards and they had headed a big deals and hands in the right spots to become less fragile. So we'll see how that, how that plays out in 2021 and beyond really all right. I love that. Well,

Greg White ([53:01](#)):

You can't say that enough, right? I mean, it's not read,

Scott Luton ([53:03](#)):

I wish I could claim it. Yeah.

Greg White ([53:05](#)):

Well you could. Cause you've got the mic,

Scott Luton ([53:09](#)):

Our dear friends at, uh, let's see a gray orange and cap. Gemini is where I first heard that. So we're looking forward to reconnecting by the way, uh, within the cap, uh, in the next week or two. Yeah. All right. So Greg, right before we sign off, we are doing a replay of your very unique and well received live stream from last week on to tequila, sunrise. This Thursday, give us a sneak peek. Yeah. So we talked about how to give how, you know, in the season of giving how you can start giving as kind of a core value as a core activity for yourself and how to do it is, and I'll, I'll give you the three steps and then we'll go into them on the show. Give simple, give small give. Now I love it. It's just that simple. And I enjoyed you and Kerryn and Kevin pre-K and, uh, Amanda and clay popped on, I think for a little while, I really enjoyed the conversation.

Scott Luton ([54:05](#)):

Love any conversation that focuses on real meaningful giving a big part of what we're doing here. So look for that. Look for tequila, sunrise, T E C H Kayla, Sheila sunrise, mum, a little behind that thought there, look for that episode Thursday, wherever you get your podcasts and you will enjoy it. I'm sure as much as we have, Hey, I want to call out a couple of things here really quick before we sign off. Bob Bova says it's about respect. Supply chain is getting some now I agree. Great point, Bob [inaudible] says, I feel adopting a circular model can be such a great way of cutting costs and we're using stuff I'm with Graham something high. I wish I was smart enough to build those models. And I think that's where a lot of organizations are trying to find those that have been there, done that to do so in a very successful way.

Scott Luton ([54:59](#)):

But that's the, that's not just the future. That's the here and now it's a great point there. So they ha Anna Mary, and I hope I'm saying that right. Please shoot me a note if I'm not, but she is from Atlanta supply chain city, by the way, she said earlier. So great to have you here. Thanks for your feedback. All right. So prey teak says he loves the way Greg ends every livestream or well, Hey, everybody hope y'all had had a great halfway start to the week. I'll tell you. It's hard to believe it's already Wednesday. The year has gotten off on such a fast start, but thanks. I got it right. Excellent. Anna, Mary, thanks so much for that quick feedback, but more importantly, thanks to all the community. I'll wait in. We couldn't get to all the comments and insights. That's my favorite part of any of these live streams. And I really have enjoyed the back and forth and some of the commentary conversations, um, but at the end of the day, whatever you do taking a page from, from the giving conversation, Greg just said, Hey, do good give forward, but be the change that's needed. And on that note, we'll see you next time here.

Intro/Outro ([56:09](#)):

Thanks. Uh,