

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

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 ([00:00:40](#)):

Hey, good afternoon. Scott Luton, Greg white with you here. Own supply chain. Now welcome to today's live stream, Greg, how are you doing? I am so incredibly stoked for this. I am too. We had Laura on with Kerry bursa, uh, I don't know, a month or so a month and a half or so ago. Huge response. Of course, Laura is used to that, but it was first time she was with us here on supply chain now, and our community really got a lot ton of feedback around that. And we're talking supply chain talent today with Laura, which is, is, is a topic that we can't talk about enough. So much room for improvement there, right? Yeah, no doubt. We talk about it all the time. We, it was one of our top topics before COVID happened. Right. So, um, you know, and it, it remains a top topic for different reasons, but still, um, very, very important.

Scott Luton ([00:01:31](#)):

And the twist that I like that, that we're going to talk today with Laura Larysa Siri, uh, founder splotch and insights is job satisfaction, right? Job satisfaction. Talk about things that aren't, aren't talked about enough. So looking forward to her research and, and data-driven insights, uh, they're here about 1220, 12, 25. So stay tuned for that. But other than that, it's all about supply chain buzz today. We're Greg and I, that every Monday at 12 noon, we tackle some of the leading most important developments across global in the end supply chain. So stay tuned as we dive into some of that news with our community, Greg, it always brings their a game, right? Yeah, no doubt. I can't wait to hear what some of these folks, uh, have to say about that. Agreed. Hey, one programming, before we get started here, we're going to say hello to folks that are tuned in.

Scott Luton ([00:02:21](#)):

If you enjoy today's lobster episodes, be sure to check out supply chain. Now, wherever you get your podcasts from subscribe for free. So you don't miss conversations just like this one here today. Today we publish a great episode with Brian York. One of the leading tech entrepreneurs in South America, as he sat down with Enrique Alvarez. So check that out again, wherever you get your podcasts from. All right. Gray. We have got a lively wow, lovely crew. All right. A few folks. Uh, Atlanta. Great weekend. Yeah, I agree. The old Lander is tuned in via LinkedIn. Good morning. Peter is also via LinkedIn. Great to have you here, Peter Daria back. Hello, Daria via LinkedIn. Pray teak. You bet. Pretyt look forward to having you on a future show. Got to get some of that. Um, those great insights out live. So I hope this finds you well. Uh, let's see, Valentine, good evening. Tell us where you're tuned in via LinkedIn from Valentine, a air capital, uh, of the country of the world, air capital of the world in Wichita, Kansas. How, how could I get that?

Greg White ([00:03:26](#)):

Roam Greg shocks when shocks, when I didn't get to watch like, uh, but, but, uh, my mother was keeping me posted on via text message.

Scott Luton ([00:03:39](#)):

Love it, Peter. Good morning. Great to see you again. Bradley exciting topic. Completely agree. Great to have you with us here. Bradley grace. Jeff. All good morning, Gary Smith is back with us. Uh, so hello everybody. All right. So Greg, are you ready to dive into a few headlines before we bring Laura? Sincerely?

Greg White ([00:03:59](#)):

Yeah, let's do that. Yes, please. All right.

Scott Luton ([00:04:02](#)):

So story number one, you know, so last week we talked a good bit about the automotive industry, right? Especially as it related to the Japanese market and the Japanese administration is really changing the game over the next, uh, call it, uh, four or five, uh, nine years. Um, let's talk about automotive industry, uh, as it relates to semi-conductors. So this article from Mike Whalen at CNBC points out several automatic automakers are cutting back production due to a shortage in semiconductors. Yeah. Ford and Nissan announced cuts to vehicle production last week, Greg, that comes on the heels of Volkswagen, which announced cuts in December. A demand for vehicles has really been trending up, especially since that two months shutdown that took place early 2020, and for new vehicles semi-conductors are vital. They're using vehicles for things like Bluetooth, connectivity, navigation, hybrid, electric systems, power steering, that infotainment decks, everybody likes their vehicles these days. Yeah. And who do you think they're competing with?

Greg White ([00:05:05](#)):

I can't imagine who it could be.

Scott Luton ([00:05:09](#)):

Well, consumer electronics, of course. But if you, if you remember when the remote learning, uh, became such a requirement, uh, really across globally, but certainly here in the States, there are school systems that couldn't find enough laptops, right? So there's a lot of different forces battling for that demand. Um, let's see. According to research from mortar intelligence, the global semiconductor market is projected to be worth \$129 billion by 2025. That will be a tripling of its size just since 2019 Greg. So any additional thoughts when it comes to chips, computers,

Greg White ([00:05:46](#)):

Chips, you know, um, you know, I have occasion to talk to companies offline, right. And I have had a lot of companies wondering if I invest in or, or advise semiconductor companies. I'd like to say unequivocally, no, because I know nothing about semi-conductors except that they make all the things that we, we all want go laptops, even, uh, audio technology, as you said, all of those things in a vehicle, um, they're absolute cell phones, right? They're absolutely critical to so many of the devices that we use today. And we use so many devices today. So it's a significant issue and there's a significant production issue there. So we'll see how that evolves, but there's way too much money in this industry now for it to continue to be a supply for they're there to continue to be a supply issue.

Scott Luton ([00:06:43](#)):

Great point. Agreed. Um, all right. So let's stick with the manufacturing industry for our second story here. So this wall street journal story from Justin Lockhart, uh, we look at how the current recession is impacting manufacturing industry. So Greg, you want some good news,

Greg White ([00:07:01](#)):

Always, always,

Scott Luton ([00:07:02](#)):

Always the Institute for supply management last week reported that its index of manufacturing activity increased over three points from November to December. And this is the PMI that they released each month. So why is that important? What's what's three points mean let's give us some context. Ism says that the index score of 60.7 for December, 2020 reflects its highest level in over two years. And note for the PMR index, anything over 50, uh, represents growth. So this is 10 more than 10 points over that. Right? Um, as article points out, this recession though has been a really unique one, right? Typically manufacturing can bear the brunt of any recession, but demand has been up for all sorts of manufactured goods. On the flip side, as we all know, lots of folks are hurting, hurting in the services industries, which are typically lot of the services industries can be recession proof, uh, the continued recovery for the manufacturing industry, which some say has already surpassed pre COVID levels. Well, the months ahead look pretty rosy too. That's great news, Greg at it.

Greg White ([00:08:09](#)):

I think it is, uh, you know, I think a lot of this hinges, I think many of us know of, I mean, if you think about it, a lot of this hinges on the continued support of the government, uh, via stimulus programs, because there are, as you said in the previous article, significant demand issues or significant supply issues and significant demand shifts as people and companies change their priority or position in the marketplace. So, uh, it's going to be, it's going to be tough to chase and it's going to be tough to predict for some years yet, but it is, um, you know, it's good to see that, that at least for the time being, we're going to be good, we'll have to see what the impact of riff of inflation is because the dollar is projected drop about 21% in value this year. So, you know, we'll have to see what kind of impact that has, but at least for now things are looking up. Yep.

Scott Luton ([00:09:06](#)):

I love the manufacturer industry. I love my time in that special metal stamping where I lost a couple of my nine lives, I believe. Um,

Greg White ([00:09:14](#)):

I'd love to know more about that industry, not this opposite. I know not this episode of course, but

Scott Luton ([00:09:19](#)):

I, uh, really enjoyed it. Uh, see Larry Klein is here with us from Albany, Georgia. Great to have you Larry,

Greg White ([00:09:27](#)):

Uh, just one bit of input. I got some direct input on that from my friend cliff Williams, who is now retired from a banking accounting career. And he said, definitively, it is all Benny. So I think Gary, I think it was Gary Smith who said, who, who came closest? Yes. Or last week. So if, if you're wondering that's, that's the way the locals say it, but you know, there's an Albany in like 26 States or something like that. So, so, you know, I think it depends on where you are, but funny, I've always been fascinated by that.

Scott Luton ([00:10:05](#)):

Uh, they've been is with as well. Hello, Dave and Tom Raftery, uh, coming late to the party as always, Hey Tom, you're here. That's all that matters.

Greg White (00:10:14):

Yeah. Fashionably late. That's right.

Scott Luton (00:10:17):

Uh, Dr. Vias is here from Bangalore India. So great to have you here. Happy new year to both of you. Uh, let's see here. Uh, so any comments, um, you know, speak in the manufacturing industry, if, if, uh, you're working in industry, what are you seeing, right. What are you hearing about and your local market? You tell us I'd love to get your insights there on, on, um, manufacturing. All right. So in our final story, before we bring in our featured guests here today, it is the season Greg for returns, returns, returns, returns. So let's talk about record-breaking numbers for retail returns, but before we do, this is a great article from supply chain dive, of course, be it via the one only Imma cost growth over that. Right. But you know, Greg, uh, it wasn't too long ago that we were exchanging pictures of our household return situation. Tell me more about the Greg

Greg White (00:11:11):

Household. Yeah, well, um, you know, we have three daughters and three significant others, uh, for those daughters as well. So, um, it was a pretty big year for us here in the household. So, you know, I, I, the thing that stands out to me is after Christmas was going out to the garage where we stored delivery boxes until, you know, until the, the recycling truck came afterward. And just the pile, I wish, I, I wish I had shot you, uh, that picture so you could share it. But that experience was eye-opening because it was, we have a wave runner in the, in the, on a trailer in the garage and it was taller than that and almost as long. So it was, uh, I mean, it was eye-opening. And then, um, I went for the first time on the annual returns spree, right. Uh, because we went on my anniversary this year because we, you know, we didn't have enough going on in the Christmas holiday.

Greg White (00:12:18):

So we got married between Christmas and new year's. Uh, and so we went on our anniversary and that's part of what we did in addition to dinner. Uh, but that was also an experience in both frankly, the futility of returning things and the lack of thought full customer experience in it. Right. And then of course, we've, we've heard all about the waste. And in the last week, I've talked to two companies in Europe who are focused on circular economy, reverse logistics returns, and that sort of thing. And the numbers of products that just go completely to waste is stunning. I didn't, I honestly didn't believe at first, I think here on a show, I may have questioned the statistics and I was wrong. I'm just going to confess right here. I was wrong. I saw pictures of piles of things, and it has a lot to do with, unfortunately, the premium brands and large physical products.

Greg White (00:13:20):

People are actually throwing away couches, but they don't want not the couch. They replaced the couch. They ordered that the company does not want return to them. So clearly there is a lot to do there. And you know, both you and I posted about this article. And I think both of us got thousands and thousands of people viewing and talking about this particular thing. Clearly this is coming to the forefront. I'm thankful for that because this is a huge contributor to huge contributor. This should make to all this should make Tom Raftery happy. It's a huge contributor to waste in the supply chain. And as,

as I will continue to do, I challenge consumers to figure out a way to shop the most thoughtful retailers or figure out a way to, to help solve this problem themselves. In fact, Kerryn bursa posted something either last night or this morning, and was talking about how many retailers are trying to solve this returns problem by enabling or encourage you to keep the product, even if you get your money back or donate it. So I think there, there are some great opportunities to do that.

Scott Luton ([00:14:36](#)):

Agreed. I was dropping some of the comments there T squared who, who holds down the Fort for us on YouTube, says he's seen a case for reverse logistics here, but some companies are giving refunds yet telling customers to,

Greg White ([00:14:47](#)):

Yeah, we're going to touch on some of that here momentarily. They're just not to do that by the way. Right. I mean, especially if it's a couch. Yup. So we have to enable another way to disposition that

Scott Luton ([00:14:58](#)):

Agreed. All right. So in this article from Emma Costco or at supply chain, DOB ups is reporting record-breaking returns business. The company expected almost 8.75 million returns last week. That is some 23% higher over the highest weeks from last year's holiday season. So we talked about bracketing. A lot. Bracketing was mentioned in the article is one of the various drivers, of course e-commerce volume, naturally changing consumer purchasing preferences. All of those are factors. FedEx is also reporting returns volume beyond historic levels over the last six months of 2020 and other returns news. Amazon announced last month at no box, no label policy. Very interesting. Walmart is working with FedEx to pick up returns from consumers house homes, which is not new for retail. Uh, perhaps one of my first major returns experiences is it was when HP came and made, made me returning a printer. So easy a few years back when we were printing off a ton of courseware, had a great experience there. Um, a key question to, as Emma points out, this is from the article quote, the question is, do retailers have the internal capacity to physically or virtually reshelve the merchandise that does make it back into their hands and quote, I would add, do they have the will to do so? Yeah. Right.

Greg White ([00:16:24](#)):

Um, I can tell you that the answer to all three of those is no.

Scott Luton ([00:16:28](#)):

So, um, the good news here, the great news is our reverse, our newly reinvigorated reverse logistics series with the great folks over at the reverse logistics association, they are really, uh, proliferating and, and disseminating leading thought leadership and best practices around the returns. And, and for that matter, sustainability and reverse logistics, all that whole world has Tony Schroeder who heads up the RLA calls it the dark side of supply, the supply chain, a Darth Schroeder, maybe we'll see, but he's back with us. No, we can't call him the godfather. He is back with us January 29th at 12 noon Eastern time. As we kick off this monthly series, that's going to take a deeper dive into this fascinating world of returns and reverse logistics.

Greg White ([00:17:15](#)):

So, uh, yeah, I think that's, that's fantastic. And I think another thing that is highly encouraging is the why for some of these technology and logistics companies who are, are participating in this right, their

first cause is to save that you know, is to save waste is to eliminate waste, right? So I think that's an important, um, that's an important why. And if you work back from that, you can have the most impact on the supply chain.

Scott Luton ([00:17:44](#)):

Agreed, agreed. Hey, I'm gonna share a couple of comments going back to our manufacturing in article one and two. So David says he's seen a shortage on fuses and electrical components in his neck of the woods. Uh, let's see here, AA. Of course, they're celebrating a little bit and Wichita spirit. AeroSystems happy as FAA ban on seven 37, max has lifted. They're projecting more rapid production of the seven 37 fuselage in Wichita. That was an interesting, uh, settlement. I'm not sure it's finalized yet. What, what Boeing, the concessions Boeing is making, uh, let's see here, Peter, all non-essential retailers are closed and Quebec's and no returns for at least another month when the shutdown is expected to be lifted on February 8th. Peter also says the seven 37 grounding had massive financial impact on airlines as we had to keep the engines turning for months with no revenue, great point there.

Scott Luton ([00:18:40](#)):

And Peter, as we pointed out, spent years at air Canada, air Canada as Aaliyah. Hello. Good morning. Great to have you here via LinkedIn. Uh, Hey, quick, before we bring on our special guests here today. Oh, Lander is looking to build his network so he can find better opportunities and, and knowledge across supply chain. So I'll make sure you connect with Orlando. Great to have you here on the supply chain butts. All right. So with no great yesterday, really excited about what we're going to talk about and who we have. Greg, are you ready to do it? Let's do it. Alright, so let's welcome in our featured guests, Larisa Siri, founder of supply chain insights and author of the highly popular blog supply chain Charmin. Hey Laura. Good.

Lora Cecere ([00:19:29](#)):

Hey, you want to build up pay guy and salary?

Scott Luton ([00:19:32](#)):

Well, it's great to have you. Absolutely. And it's very genuine. Uh, we got a ton of feedback and I know you do this stuff in your sleep and channels around the globe, but we've got a ton of feedback on your first appearance with us here a month or month and a half or so ago, as you and me and Korean chatted a wide variety of things, including I enjoyed your commentary on lean and how is getting beat up a bit. But today we're talking talent and we're talking job satisfaction. Your, some of your latest research is entitled managing supply chain talent during the pandemic chock full of great data points. And it's open for, for folks to get in and learn and, and kind of wrap their head around what we're seeing. That's, uh, uh, very much, uh, appreciate a move, Laura.

Lora Cecere ([00:20:23](#)):

Oh, they open content. Well, I just believe the research shouldn't be behind the paywall. Um, you know, I used to work for analysts firms that made money by having research behind the paywall and my model's different. I followed by about 320,000 people on LinkedIn and they give to me, I give to them and hopefully I helped the industry along the way. And we appreciate your time

Scott Luton ([00:20:48](#)):

Here today. So, uh, before Greg asks you a few things about that research, I would love for you to share with us, Laura, Adam, all the, uh, there's no shortage of developments when you, when you, uh, survey global end-to-end supply chain and in the integrator global business community, but what's one, one development in the last a week or so you've been tracking

Lora Cecere ([00:21:08](#)):

Well, my current Forbes article is on vaccine to vaccinations. I think that the whole industry is learning a lot about the difference between logistics and supply chain through COVID-19. If you think back to the lack of the design of the testing supply chain and the fact that no one really specified common platforms, we ended up with 47 different reagents and a lack of PPE and labor and lack of redesign of the last mile and poor coordination between federal governments and state governments. We've got this go on again. And I've been writing a lot about, you know, this is too serious for us not to get serious about. And it's really fascinating to me because, you know, I cover lots of supply chain planning and execution technology companies, and I've probably had 20 companies call me and say, Laura, I want to help. I want to give my software.

Lora Cecere ([00:22:06](#)):

I want to give my expertise, but no one is really, you know, answering my phone call, answering my emails. And what's happening is we've got a lot of large consulting companies that I'm sorry. I don't think they know a lot about supply chain. They don't know a lot about planning. They're not really looking at that second dose. And I'm hoping that we can learn that this is not a logistics only, this is a need to really manage source making, deliver together and manage policy and have better governance between government and state. Because if not, we're in real trouble. I mean, I, it just breaks my heart. We're throwing that Pfizer vaccine into the trash.

Greg White ([00:22:47](#)):

Yeah. Yeah. And I think one, one gap here that I did not even think about is the, the coordination between the state and the issuing or, you know, issuing entities, right. I mean, you know, we've seen scenarios where the States don't even know how they, they, they specify how a hospital or, or a healthcare provider is to issue the vaccine, but they can't verify it. And, you know, we've seen refrigeration breakdowns, so they just have a all call, uh, and just give it to whoever's handy before it goes bad. Which, um, you know, on the one hand I feel like is a good thing. On the other hand, I feel like maybe if we had planned a little bit better, we might've had a plan B regardless the cold chain, uh, you know, in these things. And I think to some extent, that's exactly what you're talking to is that that coordination helps to facilitate a lot more efficiency and effectiveness as we not

Scott Luton ([00:23:46](#)):

Only move this product, but, but as we also issue it to the patients, right,

Lora Cecere ([00:23:52](#)):

I think the culture is working pretty well. We should, you know, celebrate the Pfizer and Moderna are doing a good job with ups and FedEx on the cold chain. Logistics is not our issue. Our issue is policy and our issue is coordination and really planning for that second dosage and because of the legal issues around MMR vaccine and lack of definition of legalities around this vaccine and not really accounting for labor and PPE, I mean, these States are against the wall for nurses, and we're not, you know, this is not only about the last mile. This is about the last inch, and we're not doing a very good job there around

the design of the supply chain. So I think our takeaway here is supply chains more than just logistics, operations, warp speed got us the vaccine. Yay. But when I talked to all the really great scientists, they assume that this was going to be just like the distribution of the flu vaccine and it is not.

Lora Cecere ([00:24:53](#)):

And I think there is an awful lot for us to do around policy and building, you know, the global populations belief in this vaccine, so that we can get to herd immunity because that's so important. You were talking about semiconductor industry earlier. The semiconductor industry is very capacity constrained, dealing with a lot of supply issues because of COVID-19 almost all that sourcing is coming out of Asia. And we've got to really get our handle on this, or we're not going to have some of the component parts, whether it's semiconductor industry or chemical industry, these very labor intensive industries

Scott Luton ([00:25:31](#)):

Well said, all right. Um, there's so much more, I'd love to dive in with you, but we're, we, we got a big bow. You we're gonna be talking about talent and, and you've got this excellent, uh, data-driven research has been published, uh, Amanda and clay, if we could drop that link to Lara's report in the, in the comments there, we had a little glitch with LinkedIn earlier today, Laura. So typically our show notes go there. We're gonna make it easy for our, our, our, uh, community to access that report, managing supply chain talent during the pandemic. So really quick for, to Greg here, you were talking pre-show and you're asking me some, a couple of my key takeaways, and it was really tough to narrow it down to a couple. Um, I know we're gonna talk about job satisfaction in particularly here in a moment, but two things. And on page nine of this research report that I find fascinating, first one companies feel that only 13% of employees are well-prepared entering the workforce from college. Holy cow, we've got to, we've got to move the needle there. And then secondly, of course, and this is something that, that is not new, the skills gap, talent gap, 63% of respondents cannot find the talent that they need. So kind of with a starting point there, and let me and Greg report, let's say

Greg White ([00:26:44](#)):

Load two, a couple of quick folks that entered little bit late, Kyle, great to have you here on the West coast of the States. Great to have you, Scott. Rudick welcome to today's live stream Kayvon and Sophia is with us here. Sophia is back with us here today. So great to have each of y'all on the buzz here today, as we talk talent with the one and only Laura, a Siri. All right. So Greg, where do we go from here? Well, of course I want Laura, I'd love to get your, your top three takeaways from that, but before we do that, can we address this 13% in terms of preparation? Is that up? Is it down? Is it, I mean, is it that much worse or that much better or kind of stable in the industry? I'm not sure the relative numbers historically, right?

Lora Cecere ([00:27:31](#)):

Yeah. You don't know what to do with it. So let me give a little background. We started this report series five years ago when I started supply chain insights and we've sort of been tracking how people feel with common questions and we're getting worse, not better on, uh, the industry's ability to really accept students and really get them to work. And the issue is really math pattern recognition, data analytics skills. One of the issues is that we sort of slapped supply chain talent development into the marketing department of business schools and marketing amount of mature really understands supply chain. And we're lacking a lot of the data analytics, big data, uh, math skills and the ability to take those math skills

and drive influence management in a profession that we're doing pretty well on execution skills, our skill issues around logistics warehouse management are far less than the issues around planning and data and, uh, really driving decision.

Greg White ([00:28:41](#)):

You know, that that's a really good point of it being a, um, a business school kind of thing, sort of traditionally because, you know, I have done some work, uh, AA Mohib, who's a studying professor at Wichita state, not, not a, you know, not the top school, but I think at least their approach to supply chain is really, really smart. It has an engineering component to it and a business school component to it. And they do provide a lot of the STEM necessities, uh, in regards to supply chain and a lot of the business awareness in regards to supply chain. And that seems like a really logical methodology to me. It's also not strictly an, you know, this is my observation. It's, it's also not strictly an O R M S right, operational research management science initiative anymore. That's highly technical, more operations related and there's so much, um, there's so added to, or we're aware of so much more of the supply chain complexities than we were in the past, that this is a struggle that I've heard academics announce frequently is that they are, they believe between 10 and 20 years behind where supply chain is just because the nature of academia is that they have to build on these foundations.

Greg White ([00:30:03](#)):

They write these books, they do their studies, and then they teach it for a number of years. And I think, I mean, this is just, this seems logical to me considering what you're saying, that we're getting worse, not better. And yet supply chain education is more plentiful than it's ever been in the past. It seems like supply chain and our recognition there around mathematics and around data, as you spoke to is outstripping the capacity of academia to keep up. Would you say that's a fair assessment?

Lora Cecere ([00:30:35](#)):

It is. Um, but what is supply chain right now? You know, I think supply chain is source making deliver as it starts from the customer's customer. The supplier supplier, many times supply chain is being taught as a much more limited topic of logistics or manufacturing. And there's an awful lot around policy and strategy that is missing and supply chain. And that's one of the reasons why I'm very focused in writing case studies, uh, for my next book around, how do we cross over settling? How do we cross over to the customer? How do we drive customer policy? Because what's happened in the last decade as we got really infatuated with ERP expansion is we have lost a lot of the basic tenets, the source make and deliver being able to come together and drive value because unfortunately supply chain became another function and a functional organization. So there's an awful lot. So learn here. And as we went from regional to multinational, to global supply chains, the supply chain became a more complex non-linear system, really requiring more advanced math. And it's hard for the schools to keep up.

Greg White ([00:31:54](#)):

Yeah. If I can add really quick before we kind of, uh, I hate using the word pivot these days, but what kind of, as we move into the job, the more the report gets to the actual question, or we go, Laura, we have a, we have a bunch of folks in these live streams, typically there that are looking for the next opportunity. You're looking to break into industry whatnot. And I would just a quick point that that comes out of research. You did three or four years ago, I believe where one of the factoids that came out of that was that supply chain leaders really appreciate your team members that, that really understand the enterprise. Right? And then I can't remember the, it was, it was strong. It may not be the

majority, but it was, it was close to it. You know, folks that could see the bigger picture and those were the kind of folks amongst other skillsets, but those are the kinds of folks they really liked to bring on the team. Because as all know,

Scott Luton ([00:32:40](#)):

In, in supply chain, you know, one decision here, of course the ripple effect, you never know where it'll stop. So love the, I love the data. I love how open you put it out there for folks to consume and make better decisions and, and strengthen their organizations and, uh, admire that and looking forward to kind of dissecting over the next 10 to 15 minutes, this latest report. So Greg, we are w we want to target three key takeaways, and then it's tough to boil it down to three. Isn't it? Yeah. So let's do that. So, Laurie, what would you say are the three most salient points? If you can, if you can boil it down to that in a, in your research piece?

Lora Cecere ([00:33:22](#)):

Well, my top three is that number one, we're struggling with diversity. 35% of the respondents were women. 15% were people of color, no offense guys, but you know, I've written a lot of articles about supply chain should not be about stale white bread, right? Baby boomers, white men sort of own the supply chain. And, you know, they believe that we have best practices and they perpetuate the best practices on the golf course and then the executive room. And they're not being as open for diversity, whether it's age or different geographies or, you know, women or people of color. And I'm not, I'm not all about women for women or, you know, diversity without diverse thought. Uh, so I really appeal to a lot of the older Caucasian men to be more engaging and to accept more diversity and to step back and say, we don't have best practices.

Lora Cecere ([00:34:33](#)):

96% of companies are stuck at the intersection of operating margin inventory turns for carrying 20 more days of inventory now than we did a decade ago. And we've got to be able to really address supply chain in a new way. The second thing that was really telling me is, you know, a lot of people will hang digital or industry 4.0 or artificial intelligence on all the strategy decks. And when I asked them, what do those words mean? And boy, they really struggle. Like, you know, aren't you the dumbest analysts in the world, or that you don't know what digital means, or you don't know what industry 4.0 means. But in this research, there is tension and struggle with the millennials and the gen X really wanting to push forward next generation practices, right? They know more about the pizza. That's going to be delivered to their home at 12 o'clock than they do the inbound shipment.

Lora Cecere ([00:35:29](#)):

And we do not have a good way to connect internet of things signals. Our signals are inside out. They're not outside in. And our are primarily who I guess say, so let's embrace and really define next generation supply chain processes because in the report, the gen X and millennials are saying, guys, let's be more open-minded these screens don't work for me. I'm used to being a mobile employ. I'm spending all my times and meetings having the wrong discussions. You aren't taking my plan seriously. And so let's address what our next generation process is. How do we get the unleashing of talent? That's so critical and the last, and I think probably the most important finding of the report is only one and two supply chain leaders are satisfied with their jobs, what a travesty, right? You know, unused potential, greatest risk and supply chain, I think is talents.

Lora Cecere ([00:36:31](#)):

And, you know, how do we really pull up a seat at the table to design an organization so that people are satisfied with your job? And so I did a number of tests on the data. So one of the things I do at the end of the year is I throw all my research into a data Lake. And I look at what is the correlation of data to results. And do people do better if they use consultant A versus consultant B or technology A versus technology B or how they are organized. And the only correlation that I've been able to find is job satisfaction to cost and inventory. Now you might say, well, what drives job satisfaction? And it's the fact that people feel like what they do matters that they're recognized that they are working in an organization that believes in talent, that they have a career path.

Lora Cecere ([00:37:31](#)):

And one of the things we've got to do, and I wrote a LinkedIn article about this is to be more sensitive and understanding to the needs of gen X and millennials. I wrote a LinkedIn article about give Lucy a chance, and it's about my frustration. And that I talked to a lot of people, gen X and millennials, when I'm speaking on the road, which I haven't spoken on the road in while who want a clear career path. And I have no patience for that discussion. And I had to have a talk with Laura about, I need patients for that discussion because I believe that people have 12 careers and you know, their lifetime. And that it's very hard to predict what's going to happen. I mean, when I graduated from college in '72, there wasn't this thing called supply chain. And so it just is so illogical to me that gen X and millennials want a clear career path.

Lora Cecere ([00:38:24](#)):

And I had a talk over tea with a wonderful gallery, says, Lori, you don't understand. We are pressured now to get great SATs, great. Actsh get our career paths defined early, get those coaches. We've got all this college debt. We want a clear career path. We want to know how we're going to win and the organization. And so I had to talk with Laura and I said, us baby boomers need to be far more sensitive to the needs of younger generation to maybe not define it in terms of black and white, but define it in terms of how do they open up the doors that we don't know exists today, but are coming. So those are my three takeaways. Do any of those resonate with you guys?

Greg White ([00:39:12](#)):

Oh yeah. Well, absolutely. I mean, I'm more of marbled rye than stale white bread, Latin American, native American, and Irish. So, um, but, but I absolutely agree because I'm a gen X or myself, and I feel like I have been pushing this Boulder up Hill, my entire career it's in some places I feel like I've been successful. The automotive retail industry was far ahead of, uh, when I was still in industry. It was far ahead of industries that I served as a service provider. And so I feel like since 1992, I've gone backwards, um, and continue to go backwards as I go up, I call it up the chain back into manufacturing, but I also recognize why that occurs. One, all the margins are in manufacturing so they can afford to be sloppy in their supply chain, but I have experienced this. And by the way, being an arguably, um, white male does not make a difference when the argument is, this is the way we've always done it, right?

Greg White ([00:40:13](#)):

When a lot of baby boomer processes where they're right here, right? They are not documented or not. Well-documented, they're well known and well ingrained in the people who are doing it, but that is a constant battle as well. And I think that's a recognition that I've spent a career forcing, frankly. Um, and, and we are starting to see a turn, but I think that, that the entree of the new generations, millennials

and IGN who absolutely demand, frankly, can't even operate without an app like experience, right. They can't have 37 screens on a green screen system. I think that has been a huge catalyst. And it's frankly, a lot of us, Laura, probably some of your initiatives get over the line as well, because there is no choice, as you said, right. It doesn't matter what your perspective. And frankly, it doesn't matter what mine is.

Greg White ([00:41:04](#)):

A gen X is any more. If we want these future generations to be effective, we have to acknowledge that that's how there'll be effective. I think it's fortunate by the way in the fact that it is what needs to come now. And then too, if you talk about people of color and other cultures and geographies and things like that, I think that is hugely valuable. I mean, you and I we've traveled all over the world. We get to see that in person, right? We get to the value of those different perspectives, whether that's in Africa, in Europe, in Asia, wherever South America, uh, you know, um, the value of those different perspectives is so critically important. What we, what I see and I repeat, and Scott is going to probably roll his eyes. Cause I say it so often we need to extract the knowledge of baby boomers because it is so incredibly in-depth and so valuable and leaving us at an incredibly rapid rate, especially now with COVID, we have to extract that knowledge.

Greg White ([00:42:08](#)):

And we have to impart that knowledge either in the players, in supply chain now or into the technology that will support that. You know, I'm a firm believer that artificial intelligence doesn't matter unless you have actual intelligence to feed it. Right? A lot of people think of artificial intelligence as this great overlord. I think of it as a child that needs to be taught from the knowledge of the people who have been doing it the right way, but we have to use one term. And that is, this is the way we've always done it. I mean, that's incredibly simple perspective, but, and that's one perspective on one point I could go on for an hour. So

Scott Luton ([00:42:48](#)):

The way that reminds me of the Mandalorian is one of my kids' favorite shows right now. And this is the way is as a mantra throughout that series, right? There's a ton of commentary from our community. Laura, I want to pose to you a really quick, uh, C clay says that final point could not have resonated stronger with me. Thank you for having that sensitive and empathetic mindset. We can all learn something here from here. Sophia says, I think that a clear career path depends on identifying your passion early on in university. And that's not easy, Jacob, uh, as a gen Z or I would love a clear career path, but I understand that there are constant changes within the world. Uh, w we've got about a thousand comments. I'm gonna try to get through. Some of them. David says lack of experience does not mean lack of ability.

Scott Luton ([00:43:36](#)):

Take a chance on people that are trying to break into any industry. They wouldn't be here if they didn't have an interest in doing it. And, uh, [inaudible] had a play on your, uh, your bread analogy there, Greg, uh, he'd be, uh, Arabic, some moon that expands. It gets hot inside and slowly releases its aromas to pleasure people all over the world. Please don't take it out of context. Um, no shortage of commentary, but Laura, you know, going back to education and going back to, uh, you know, all the different ways that, that the talent pipeline has impacted coming into industry, right? As we're vying to mold and develop and coach and mentor and get it into, you know, uh, industries like supply chain, yet your story that you share with Kerryn about your educational experience and, and that one professor that held up

the, the, the, the subpar grade. And I can't remember exactly what, what you, these said builds something like this is why women should not be in engineering. He did not say that he did say that right.

Lora Cecere ([00:44:40](#)):

University of Tennessee, I made a D and statics, which is a tough topic for chemical engineers. And I was one of two women in the class. And I actually had a conversation with the Dean of engineering at university of Tennessee, which has come a long, long way. I mean the 1970s, right. I, there just weren't women. Right. But I, I think that, um, you know, people fail, they learn, you know, but anyway, Scott, I missed

Scott Luton ([00:45:11](#)):

The, the, what I want to kind of get you to speak to is those, um, whether it's education, whether it's how we hire, whether it's how we manage talent, whether it is how much real investment we put into making, make sure, making sure our team members are truly satisfied and engaged and, and really enjoy what they do. What's some of the, what else and those things need to change. Do you believe?

Lora Cecere ([00:45:39](#)):

I think that a couple of things, um, one, I think we're not in contact with how much difference we can make in an individual's life. Uh, I would not be doing what I do today without a mentor. His name was Bob Marston, man. I hate this phrase of chemical engineering, right? He was my plant manager for a co-op experience of Procter and gamble. I was ready to drop out of chemical engineering school because it was so tough. And he said, up, Laura, you're going to enjoy manufacturing. And you know, and I love it. Right. Procter and gamble was good to me. I love the climate creative nature participated the management and he mentored me and he coached me and he probably has no idea. Right. And I had a conversation, uh, with, uh, another mentor of mine, joker Costco. And Joe said to me, you know, we've really got to manage ourselves since we go from organization to organization and we can't necessarily hold the same paradigms.

Lora Cecere ([00:46:40](#)):

And so, and the impact of others on us, mentoring, coaching, managing ourselves, I think are really important concepts. The other thing is, I think we have to constantly learn. And in that process of learning, we've got to unlearn to relearn, to rethink the possibilities. Uh, you know, I'm, I have to always manage Laura, right. Because you know, she's a very opinionated woman, right. And I've got to say, okay, now, is that really the true fear? Right? Let's listen, let's not only listen for what's being said, but let's listen for, what's not being said, and let's look at the patterns and constantly learn. Right. And, um, we've got to develop ourselves, right? I, I write about 3000 words a day and I really try to be a good writer. And I have a writing coach. And my writing coach says to me, you cannot be a good writer unless you do reading and have good work. Right. And I think for supply chain, we can't be great supply chain leaders. If we are not surrounding ourselves by thought leadership and either the business world or academia and really challenging our paradigms.

Greg White ([00:47:56](#)):

Hmm. Well said, well, you know, I think part of what you shared there, the thought that came to my mind is even though social media trains us not to do it is react less pause and think, and be willing to really challenge that assumption that you that are maybe a long-held assumption or are one you've just recently made because the world is really changing at this, this incredibly rapid rate where, you know,

the old schools of thought were certain assumptions, certain best practices were, you know, generational. They may be, they may have a shelf life of a week, these days, maybe a day. So stop don't react think, and really do that personal inventory somewhat. I heard you said first to understand, right? Absolutely. Absolutely. And as Sophia points out, let's listen for, what's not being said with what Laura just said, uh, William shares.

Greg White ([00:48:52](#)):

I think that if we can solve the problems we see in working together and supply chain, we can transfer the solution solving mindset to solving problems in society. Excellent point, completely agree. Completely agree. Greg, we've talked here numerous times through the challenging of the 2020 is that supply chain is going to help us break into not just post pandemic breakthrough, some of these, you know, social injustice, a wide variety of challenges that we're also facing and experiencing. Right. Yeah. I agree. And you know, I think as I was thinking about, um, the, you know, the other points that you raised in your, in your, you know, that you think are the key takeaways, I was thinking back that this generational change is, is a critical component to addressing all of those things. Laura, you're way too young, but my parents are baby boomers. And I think that generation X is a great bridge from baby boomers to the millennial and gen Z because we're their parents.

Greg White ([00:49:53](#)):

We are the parents of gen Z and millennials. And, um, at least I am, um, and we're the children of baby boomers. So we understand in a certain perspective, both of those generations and we, I think we need to be at this generation needs to be a bridge. We need to be conscious of the value presented. And I try very hard to do that, of the value presented by each of these generations and make that connection. The beautiful thing is right. Kids like, like, and listen to their grandparents much more than they do their parents. So you have kind of take that perspective, right? There is a ton of value and I am not a fan of the dismissive. Oh, that's okay. Boomer thing. I despise that by the way. And I'm glad that that died out because there is a lot of value. I mean, especially these days, boomer, my parents were hippies, right?

Greg White ([00:50:44](#)):

So they were the disruptors that all these people with a Y in their head that all these kids want to be today. And some of them are close of course, adults now, but I think there's, there is more in common than there is indifference. And we just need to, we need to break through that perspective. One that just because baby boomers have always done it that way, that that's the way to do it and start to extract the value from that and translate that value into these new generations. Sorry, that was a bit of a tirade, but we'll say I really believe this generational transition is the key to all of the other things that we want to accomplish, including sustainability and diversity and inclusivity and all of those things. Um, because I really believe that the boomer generation, they were the first catalyst for all of this change.

Greg White ([00:51:35](#)):

They were out there in headbands and having fun, maybe smoking a little bit of weed and promoting these things well. So, uh, to our audience that we called it the, uh, origin story that Laura, uh, shared with Corinne versa, kind of her journey through all, you you'd be surprised perhaps if you're new to Laura, Siri, all the different things that she experienced and did throughout our career. So check that out, Amanda, the clay, if we could drop that episode link in the comments, that'd be great. And as we wrap here today, Laura, I hate to bring it to a close because I feel like I know I can speak for Greg here. There's so much else. It would be so fascinating to talk with you about Webb to have you back, but let's

make sure folks know how to connect with you and your blog. And of course, uh, get all the other, uh, that, those 3000 words a day that you're writing, where can folks find all that?

Lora Cecere ([00:52:24](#)):

So I write three places, uh, I write for Forbes. So I write case studies and supply chain leaders in Forbes. And I write about kind of what I see as happenings and I'm taking the case studies to basically build and write my next hard copy book. Uh, I also write eBooks every year from all of the blog posts that I do. I write on the supply chain ShawMan, which is my personal blog, which in the sham and I write about what's happening in technology. How do we rethink technology on LinkedIn? I'm a LinkedIn influencer. I write about careers and lessons learned. And on Forbes I write more of a business and then I do a monthly newsletter and I do an annual event. And my goal is to help people to learn from the past to unlearn, to rethink supply chain. And I just want to leave with, you know, Bob Morrison had no idea the impact on me and I answer every LinkedIn InMail I get. And I think together, we need to really work on helping supply chain to drive improvement in the world. I believe that builds economies. I think it, you know, is at the root issue of really big, hairy problems like sustainability and, uh, effectiveness. And I think that what we have done is we've lost course with an, a financial re-engineering that has caused a lot of waste. We pushed cost and waste back in the supply chain. We've really not built value networks. I think we got changed that, and that's what I'm all about.

Greg White ([00:54:02](#)):

Love it, love what you do love having you here. Um, we need to have a full fuller episode. Twenty-five minutes does not do Greg. Laura says actually twenty-five minutes. Doesn't do Greg white hours, five days. None of it, always a pleasure. I just have to say this before you go, Laura, I really appreciate the perspective that you have the challenging of the status quo. Just the challenging, not even the challenging of the established status quo, but challenging people to be better. You did it to me once it changed the, it changed the direction of my company. And I want you to know that you had that impact and impact. I know you don't recall, but, um, I really appreciate it. I've admired what you've done from afar for a long time. And I'm glad that more and more people are, although it feels like everybody on the planet is already connected to you more and more people are getting to see that and more and more people should because there's no BS when you're talking to Loris Siri or hearing, or it's just the truth.

Lora Cecere ([00:55:03](#)):

I am known as a direct shooter. So thanks guys.

Greg White ([00:55:06](#)):

Thanks so much. Larson Siri, founder, supply chain insights have a great day. Yep. Take care of all. Wow, man. Well, really, um, I can't, I can't talk enough about just the open approach. You know, there's so many folks that look at our media, just, just your everyday newspaper these days is behind a subscription, just the news of the day. So that sort of, yeah. Wall street journal, right. I've had constant argument with the wall street journal. They sell ads and yet they want to sell subscriptions. And I just think, well, just a weekly, my Saturday edition the wall street journal, big fan of that. But the point being all the, you know, all the work that it takes to produce, you know, professional research and, and, and data and actionable insights, and to make that, you know, put that out there for the, for the global industry. I mean, I, I really admire that approach and really have, uh, love having Laura here to, to kind of expound on some of that. So y'all check out to the community, check out. Then we put the episode link, we put the research link out there. Uh, certainly encourage you to, uh, connect and follow up with

Laura and, and enjoy her content and thought leadership as much as Greg and I have. All right. So Greg ton comments, I couldn't get

Scott Luton ([00:56:24](#)):

The, uh, I try to share some of those as we were. We're all kind of wading through that conversation, but clearly, uh, the conversation has resonated with our community.

Greg White ([00:56:33](#)):

Yeah. And let's just acknowledge that we really appreciate your comments and, and would love to get back to them. But no one's comments on this show, including mine or Scott's are they pale in comparison to anything that we can learn from Laura? I mean, you know, we talked to a lot of people who are, or hope to be influencers, whatever that means Laura has been influencing the supply chain for decades and in the right direction. I can't stress that enough, just enough questioning just enough, um, straightforwardness, directness that she says, right. Never irrationally. So even when she's handing you your in a comment and a con in a discussion, it's, it's always spot on. It's always something, you know, you, you take it away. Like you would talk into your parents knowing you're angry about it, but she's right. Well, I'll tell ya, um,

Scott Luton ([00:57:32](#)):

All this comes from a genuine spot, so, you know, uh, really enjoy, this is the second time I've had a chance to kind of directly have a conversation with Laura after, you know, being a big fan of reading her, her content for a long time. So really rewarding, uh, to be here. All right. So let's switch gears. As we start to wind down today's episode, Greg, we were talking about returns early on. That's going to be the topical mini supply chain leaders minds. Well, one of the greatest enablers in e-commerce and returns is of course Jeff Bezos

Greg White ([00:58:03](#)):

And also waste.

Scott Luton ([00:58:05](#)):

Yeah, I was gonna, I was gonna, uh, be easy there, but, but you're right. You're absolutely right. They've got some big challenges at Amazon, uh, to tackle plastic and a variety of waste, but really cool. We released today on this week in business history, uh, 10 things that I bet you didn't know about Jeff Bezos. And we tried to handpick these. There's a couple, probably that some folks that may know the story of read certain books may know, but I learned a ton over the weekend as we prepare for this and big thanks to Deb Cooley who also conducted research. We all check this out. And one instance, one of my favorites, Greg, really quick, I'm not sure if this is number eight, number nine, but, uh, in 1997, Jeff Bezos was invited to Harvard to speak to a, a graduate business class. And, and, and at the time, you know, early stage pre-public, uh, and as the story goes, uh, the students weren't really, you know, enthralled with his presentation, right?

Scott Luton ([00:59:06](#)):

They weren't sitting there like this. They were having conversations and, and just, you know, perhaps being a little disrespectful. In fact, it got to a point at one point during the presentation where one of the grad students was quoted as saying this quote, you seem like a really nice guy, so don't take this the wrong way, but you need to sell to Barnes and noble and get out now in quote. So interestingly enough,

and fittingly we'll schedule a call it, Jeff Bezos later that same year would take Amazon public and would raise about \$54 million before continuing to build out, you know, perhaps one of the biggest iconic companies of our, of our generation. So you never know that that stood out. There was a time when he made his grandmother cry when he was 10 years old, that really was a huge lesson learned. And you'll have to tune into the episode to learn more, but, uh, really enjoyed. I love lists. I think I get that from my wife, Amanda, and it was really neat to build that list with, with, you know, one of the leading figures, uh, here that we hear about and read about just about every day.

Greg White ([01:00:08](#)):

Wouldn't you love to know where that student is today,

Speaker 5 ([01:00:14](#)):

Man. It's like you're

Greg White ([01:00:16](#)):

For Barnes and noble in their, one of their handful of remaining stores. So, yeah, that's, that's interesting. Um, by the way, I got to tell you, my, my wife had occasionally has trouble sleeping in the middle of the night. She likes to get up and vacuum or whatever it is that she does because I'm a very heavy sleeper and she tried to listen to the sleep channel and, and it is stories like you do on business history. So I'm going to warn people, if you think you're going to listen to these this week in business history shows and get to sleep, the stories are way too interesting. And that is the problem that my wife has is she can't get to sleep because she has to hear the end of the story and then regale me with the story the next, next day. So these are, they are a really interesting take on some things you don't know about people that you do know.

Scott Luton ([01:01:13](#)):

Well, I appreciate that. And that's to kind of never really thought about that. I have to have something playing when I'm sleeping at night and really, yeah, I'm a big art bell fan. So I'm not sure if anyone's heard of art bell coast to coast am, uh, midnight, midnight in the desert. And I can't remember the name of the second series anyway, but to your point, Greg, exactly. I use it to help me sleep. Plus I love some of the intriguing topics, but sometimes at two o'clock it can keep you up too much. So, um, but appreciate you comments, uh, really have enjoyed this week in business history and looking forward to what's what's to come, we're gonna, we've got some interesting programming where we're going to bring, uh, students of business own, uh, you know, kind of, um, folks that really take keen interest in business history and, and give us their, you know, two or three key historical, you know, things we're gonna be talking about from a business standpoint, a hundred years from now from 2020. So stay tuned for that. Um, and of course to our community, you can check in, find the information on all of our series, that supply chain now that common, including tequila, sunrise had a really cool episode last week. Uh, digital transformers supply chain is boring, which has gotten a lot of play here lately. But check that out where we aim to serve as the voice of supply chain, making sure that this global industry is seen and heard.

Greg White ([01:02:34](#)):

So Greg, yep. Sorry, go ahead. You read my mind. If you ever wondered if this is rehearsed now, you know, go ahead, Scott,

Scott Luton ([01:02:44](#)):

Before we sign off for the day, we're going to be a few minutes over before we sign off. Any, any final thoughts on your end?

Greg White ([01:02:50](#)):

Let me just give one quick pitch and then yes, absolutely final thoughts. Uh, and that is that this week we're doing a live stream on tequila sunrise, and it is, uh, again with the great Korean bursa and Scott, are you going to join us? Would you care to join us? So NRF kicks off this week.

Scott Luton ([01:03:13](#)):

Obligations happens to be during that live stream, but that's okay. You and Kirin the power duo. I think we'll be in good hands.

Greg White ([01:03:21](#)):

So it is ask us anything. It is an ask us anything episode. I know some of you have been listening to, to, to kill a sunrise for months. Now we started back in August, late July, August. Um, and we've got a ton of episodes in the can. And some of you have said, I have so many questions, so we are so you better bring them, uh, so ask us anything. And that includes Kerryn who recall is a long time technology marketing guru. So if you have a tech company out there, feel free to ask can't guarantee that she'll answer you'll at least get, get some good, good feedback.

Scott Luton ([01:04:04](#)):

12 noon, Thursday. It's going to be our Thursday live stream is going to be that a tequila sunrise branded livestream loved that. I loved the last one about giving w w was really well received, got a lot of feedback around that one that you and Kerryn led with a variety of other folks.

Greg White ([01:04:20](#)):

Um, all right, so we've gotta

Scott Luton ([01:04:22](#)):

Wrap on just one thing, Greg, just one thing, if there's one thing Laura shared here today, uh, that the research points to, or something you heard today, what's that one thing that folks need to know

Greg White ([01:04:34](#)):

It, what they need to know is that the change that is required in supply chain, as she said, is not necessarily in the operations. It's in what people understand about the industry, how they bring people of all types and skills into the industry and how they utilize the knowledge that they have gained either through academia or in practice and how they use that to make this a better place. Scott, as you said, you can change the world through supply chain. So that's what you need to take away from this.

Scott Luton ([01:05:06](#)):

And of course, a big thanks to Amanda and clay behind the scenes and Natalie apologies, Natalie and clay, and Amanda all helped with production today. A big thanks of to Larysa Siri, uh, make sure you check her out, uh, supply chain insights and supply chain Charmin. Uh, there's a reason why she's got a great following and you all tasted some of that here today. Uh, she, she tells it like it is and much like

Greg, Greg. That's one thing I appreciate about you, regardless of what it is, that's what you say. And, uh, it makes for a great genuine conversations. Um, all right, so everybody again, uh, check us out. If you enjoyed today's episode, find us wherever you get podcasts from be sure to check out tequila, sunrise and supply chain is boring. And this week in business history and veteran voices really excited about where that series is going as well. Of course, you can find information on all of that supply chain. Now that come perhaps equally as important to anything you heard here today is about the action you take. It's not about lip service leadership. It's about action. So give forward, be the change that's needed. Be light Larson, Siri, on that note, we'll see you next time here on spot you now

Intro/Outro ([01:06:44](#)):

[inaudible].