

Outro/Intro ([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](#)):

Scott Luton, Greg White and special. Co-host Cindy Lago with you here on supply chain. Now welcome to today's episode. Hey, on this episode, we're continuing our full access series where we're spotlighting female executives across global industry, especially supply chain that are doing really big things. You know, leaders that motivate, inspire and energize others. And we're, we're going to surpass that standard here today on today's episode. Hey, really quick. Hello, Greg and Cindy, how are we doing? I'm doing quite well. Well, we've enjoyed the brief pre-show conversation. So y'all got a sneak peek of what's coming. Yeah. So it's, I mean, first of all, it's great to have Cindy back. I mean, I think the last time we talked to her was where we talking to Jeff Cashman. Was that the last time? Yeah. So good to have you back for full access. So definitely be back.

Scott Luton ([01:25](#)):

So, you know, today's episode is part again of our flex. This series is powered by our friends at Cap Gemini global leader in consulting technology services and digital transformation amongst other things we really enjoyed to your point, Greg, sitting down with Cindy in a dedicated story, get Cindy's backstory. Yeah. Publish that in the show notes, but today's episode. And before we introduce our guest, I want to share if you enjoyed this episode here today, be sure to find supply chain now and subscribe for free. So you don't miss conversations just like this one. All right. So we've have a repeat guests or day, which, which I'm really tickled about no further do Hannah Kane, president and CEO at Olam. Hannah, how are you doing? I'm doing wonderful. I thank you for having me. I'm really tickled to be here with Cindy. It gives me a hard time today.

Scott Luton ([02:13](#)):

I hope that I can return the favor. Yes. Well, if you notice there, I was already practicing in my mind to make sure I nailed, uh, Olam right way. So jumping right ahead. But nevertheless, it's great to have, you know, we set, we're gonna touch on it momentarily, but it was great to meet you in person, out in Arizona as part of the Dem SCA conference. And, uh, gosh, we've come a long way since then, but we love our repeat guests and you know, you've got such a great story and, and ton of, of, uh, personality. So we're looking forward to resharing that with our community here today. Thank you. I remember we went three dimensional back then, and now we've got to live in this two dimensional world to seeing you again,

Hannah Kain ([03:00](#)):

When we get the three dimensional

Greg White ([03:02](#)):

From your lips. God, God's good ears for sure. I have not thought of it that way. We were three-dimensional back then. That's brilliant. That's just the first lesson learned sending Greg that we're going to get from handed a day. So Greg, where are we starting here? Well, I'm dying because you know, it's not that Hannah has an accent or anything, but I'm D I'm actually dying to hear a little bit about your

backstory, your origin story as we do with our superheroes on this show. So for starters, tell us where you're from and maybe a little bit about your upbringing and early life.

Hannah Kain ([03:34](#)):

Well, the quake I'm super happy, man, not talking about my accent because you know, I'm kind of a little bit touchy with that. So I was born in Denmark, in the town of Hans Christian Anderson. And, uh, so, um, I was acting one, not too far away from where he was born and grew up in Denmark in a very international atmosphere and had the business career there. I had the class in politics as well, where I was in politics back in Denmark and then 1990, my husband and I decided to buy a one-way tickets. And, uh, we, uh, immigrated to the us. And, uh, we started out on the East coast. We were on the East coast for four years, and then we continued on to Silicon Valley in 94. We've been here ever since. So some of our friends said that the trajectory over the Atlantic ocean, it said, they said, next step will be 50 islands, but we actually stopped in the, in Silicon Valley. Some here is like today in San Jose and, um, Elan is headquartered in Fremont. So, uh, in 97, I and a group of supply chain specialists started, uh, in alum. So that's kind of the big overview of my journey, but the accent is a solid Danish.

Greg White ([04:58](#)):

So I have to tell you first, I want to hear a little bit about Denmark and now I'm going to tell you why, because my family immigrants also from Denmark, but to Argentina. So we have, we speak Argentinian Spanish with a Danish accent. So from 1830 till now. So, but tell us a little bit about what it was like growing up in Denmark. And I mean, it's such a fascinating place, you know, kind of the pivot point for Scandinavia, of course only Danes would say that maybe, but I can get away with that.

Hannah Kain ([05:32](#)):

I totally agree. Great. Well, you know, I think when you're a kid growing up, you have just wherever you are, you're not thinking so much about this. So I've got to have the thought of you and looking back at how it was growing up. And it was a very safe and run. And I think the word was generally a safer place, but it was an incredibly safe place we ran around and did whatever we did. And I'm thinking back in the one thing that I even made it to adulthood. So we did a lot of wild things and I, you know, I've always said, when I look back, I've always had this entrepreneurial streak. So I think a lot of entrepreneurial things very early on in my life and I, my earliest memory is from, yeah, I was four years old and my husband on my birthday. And I figured out that we could go over in the forest and pick up tents and sell them to garden owners and, and, and, you know, the custom goods were slow, right?

Hannah Kain ([06:40](#)):

So, so, so there was a [inaudible]. My dad was a college professor and undecided who was also an entrepreneur at heart, my type person, concentration camp didn't get the opportunities he really should have gotten. And that actually impacted my view of life quite a bit. And, but he was running some side businesses [inaudible] and I got very involved in them. And when some of them at the tender age of 12 and 13 and the CPA would show up for the annual review and who was he meeting, I would have spent much into, into business at that time already. So, you know, looking back, I had to take a lot of different things. I, Denmark is a very open country and you get to try a lot of different things. So I availed myself and out of the free education, both at university, you know, so I've got two university degrees, et cetera, but, but also sort of evening classes and things like that. Then I tried different things. I went to a Russian class and, you know, I didn't think it was, the teacher was so good and it was so fun. So I, I only learned to say Sputnik, right. There was the only

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

Thing you needed to know back then.

Hannah Kain ([08:07](#)):

It actually comes in very handy when you're in Russia. They do kind of know the alphabet, but, you know, I did a lot of other things that I really enjoyed. So, uh, come in handy since then. So I had a blast growing up and yeah,

Greg White ([08:21](#)):

What a great entrepreneurial foundation. I mean, you know, you, you basically started your business at four years old. I'm not sure there are handful of people on the planet who can say that. I mean, that's really powerful stuff. Well, thanks. Thanks for sharing that with us. So Cindy, you want to see what she'd been doing since she's a grown up,

Hannah Kain ([08:44](#)):

Like to understand a little bit about your professional journey. And I think the thing that intrigued me the most was, you know, in 1990, how did you make this decision? You were just going to buy a one way ticket. I mean, you know, that's

Cyndi Lago ([08:56](#)):

A pretty entrepreneurial thing to do. So there had to be some kind of in your professional journey, a stopping point, or just felt like this was the next step. I'd like to hear a little bit about that. Something had happened before

Hannah Kain ([09:08](#)):

1990. And that was that even though I, when I was a teenager, I was dreaming of starting my company and stuff in my mind, I, there was no pinch charming and, and surprise all of a sudden there he is. So I had gotten married in the meantime and we were both a little bit at a career quantity. So first of all, I had made it up to the ranks in the corporate world, but I really wanted to be an entrepreneur. I had worked in pockets that were very entrepreneurial focused, but if it's very hard at the time in Denmark, there was a very deeply socialist country at the time. And it was very, very hard to really start a startup business. And so I could see that that would be very hard for me to fulfill that dream. My husband was a computer scientist and then Mark was not exactly the center of the world when it came to that. So in 88, we started thinking about maybe it would be a good thing to get to where things are and we can both live our dreams. And in a 99 we saw 89, we then started solidifying it a little bit more and started making plans. And in 1990 we made it happen. So I think it was a tough decision. I think, you know, both seem from leaving family behind and friends. And for me, it was also, and I had a political career, as I said. And

Hannah Kain ([10:43](#)):

So my English was horrific. So I left my language behind and that was a big loss for me, to be honest. And because I was so active as business twice and politically, I was used to sort of, the phone would ring 10, 20 times a night to want to join the port of this. And they want to do that. And I immigrated and the phone didn't ring and, you know, I had it took me a month and I was like, okay, I'm starting over. Right. And all my contact, my [inaudible] was called at that point of time. I am, I wrote thanks to you. I could

just burn it. Right. It didn't matter because it was in a totally new location and people would look at all the prestigious things that I had done, and they would have no idea about what that was. Right. So I was just starting over and rebuilding and diverse. I think when I look back on my life, that awakening of being the immigrant and starting over, that was a really big, a big awakening for me. There was a, you know, maybe emotionally harder than starting the company. Wow.

Cyndi Lago ([11:54](#)):

Yeah, I can, I can see that, especially, um, very, very close to my family as well. So I can see like getting up and leaving. It's, it's, there's a lot of emotional ties with that. So when you got here, what did you do first? I mean,

Hannah Kain ([12:08](#)):

I got a job with a small company called Sydney back and manufacture and I built a marketing sales department for them and traveled around. I went to, I think something like 30 States while I did that. So I got a good puppy listening to us, right. I've probably been to most States and most Americans. And then I tried to be involved in different organizations and, and, you know, develop my network. And I've got to say in 94, when I then moved to Silicon Valley, then that really took off. Uh, I started, when I got to Silicon Valley, I felt I met a lot of people who were thinking the same way, of course, excited about technology, very bright and super new people. And it was very inspirational for me to come to Silicon Valley and hang with those people. And, um, the other thing that's wonderful in Silicon Valley is, and a lot of people are immigrants, so what, what not open.

Hannah Kain ([13:17](#)):

They want to get to know other people. So there are all these, these, uh, big groups of misfits like me, you can speak with an action, right? And we hate together and we create great things together. And I mean, there was just a really wonderful experience. So then my husband and I decided that, so I went to accent improvement class, believe it or not. I know that I still have the accent, but I did go to accent book. My class, my poor husband had to listen to me constantly saying, there's somebody at the door, the first one of the things you don't have to say that. And the other thing we did was we, we recognize that having a good frame of reference about what's going on is an important part of language. Right? I mean, so, so we started subscribing to the New Yorker and the litmus test was once we would laugh at 90% of the cartoons, you know, American way of life. And so, um, but

Greg White ([14:29](#)):

Did you track metrics on that 90%? We can reach out Only 90% at the best or funny anyway. Right. You were scoring a hundred percent. Yeah.

Hannah Kain ([14:41](#)):

I'm getting that. And then for many years, and I still do I read with the way of looking words up, faces up, uh, in taking risks.

Hannah Kain ([14:52](#)):

I mean, I would have an Pictionary nature. So, you know, I really made it a project to improve my language, to build minded work, to become a citizen, those types of things to be integrated into, into the, into the us. That's a lot, I mean, not a lot all at once. I mean, it sounds like

Cyndi Lago ([15:14](#)):

Right. Yeah. It's, it's an incredible amount. I mean, I think that, you know, I was going to ask her about her Eureka moment, but I think she just went through that a little bit. So from that viewpoint, and now, you know, to where you're at today, when you look at what you've done and, and these positions that you've held, you know, kind of, how, how does, you know, you talk a little bit about, you know, being a citizen study, some of those goals. So as you, as you continue to expand in your career, how, how do you see some of these things changing? I mean, you know, you came from a world where, you know, your father, like you said, you had a very different background than you than you did. And, you know, I'm sure that you sit back and it's just crazy. So, you know, when you think about that, what, you know, what is, what was the toughest part of that? It seems like you took everything in stride and you did a really great job just saying, okay, let me, you know, I'm gonna take this on this challenge on, but you know, I'm sure you have some difficulties and, and how did you surpass those?

Hannah Kain ([16:14](#)):

You know, so th the thing is that in a way you can have it all, but you pay a price, right. So, I mean, obviously when you immigrate to your family and friends behind, right, there were a lot of things. I missed family things I missed. And of course today it's a little bit easier, right. Because we've got a lot of connectivity tools, right. And, and if nothing else, we can see each other two dimensionally. Right. So to sort of break this Christmas with the, with the family in a two dimensional way, but yeah, certainly it was a loss of quality of life to leave family behind. And as you, you understand that also spending a big part of my life, sort of rebuilding, connecting and so forth. But overall, you know, I'd set the goal and I wanted to do this. And so I think in life, once you decide to do that, you know, you, you've got to understand that there will be obstacles to settle. So you know that also when you build a company or if you get kids, so, you know, anything that happens in life, you'll have got pros and cons and, and it's not like you say, Oh yeah, I want kids, but if they could get sick, I don't want anything to do.

Hannah Kain ([17:35](#)):

It's the same when you immigrate right there, is there things coming with it or when you build a company, I mean, people are thinking, things are a straight line. And at the end, it's one of the things that drives me nuts with the equity investments. And, and VC said that they think that it's a straight line. Okay. We go from here to that. No, nothing is a straight line, right? You go up and down, right. You know, you have to have the stamina and the vision to be able to deal with the upstairs.

Scott Luton ([18:05](#)):

So Hannah, I'll tell you, you've got brilliant, just a, such an inspirational story. I ma I mean, to overcome the obstacles that you've described in your home country, with your home friends and family and in your native language, that is a feat. So to do what you did, and one way tickets as Cindy was asking about, and then to take the time to set the goals overcome, achieve, and then found this, this global fast growing business. It is it's astonishing. So I'm really, I'm glad I think you, hopefully our listeners will gain inspiration as much as I have from the a couple of times we've chatted. So I want to go back for a second for talk about alarm and, and, and get some more of your initial thoughts there. And some of your recognitions. I want to go back to where we first met and you first appeared on supply chain now.

Scott Luton ([18:49](#)):

Good old Paul Noble embarrass them was out there with me, Greg out in Arizona, the dim SCA 2020 event in February. So think sort of, uh, give y'all a Tom Mark layer. I was thinking late February, 2020,

right. Hannah sounds about right. I mean, early February, we were in Vegas at the RLA show, reversed the best of the super bowl, where we all know what happened, chiefs one 20, 20. So we're sitting there and I'm interviewing Hannah and, and, uh, we enjoyed variety of the programming. I think Hannah, uh, addressed the, the dented crowd as my first desk event. And we're talking about a diverse manufacturing supply chain Alliance is what I think acronym stands for great people, wonderful organization, Greg. That's where we met the Kevin L. Jackson and David Burton. Yes. And the team of incredible people and Latiya Thomas and Morgan state university. Right. So that has been such a great event and a lot of great conversations. But Hannah, what did you, I know you're deeply involved in, in a variety of industry boards for Dem SCA them for your participation Dems to why is that important to you?

Hannah Kain ([19:56](#)):

Well, I think a couple of different, different reasons. So of course, Elon was a woman owned business. And so we get the privilege of working with corporations who value those types of relationships. And they have many of the large corporations have a supplier diversity groups and they try to get diverse businesses in and get the them situated within the supply chain. So of course it's wonderful for us to, to leverage that them scale also has a big educational elements. So elevating diverse businesses. And I think that's really important because teams gets focused. So, um, I'm also very involved in women business enterprise national council, which has 16,000 women own businesses, uh, as part of, uh, being certified part of its network. But I think that what's really interesting with them scares the focus on the larger businesses said, uh, in it diverse and in, in manufacturing.

Hannah Kain ([21:00](#)):

And it's not so easy to build a business that's privately owned, that's really scaled, right? And, and so these are really high, high level CEOs that make it into the, to those types of positions. And then the third element, which is maybe the most important to me, it said diverse businesses. It's been proven that diverse businesses spread the profits and the money coming in to them much more out to diverse communities. So it's a way for corporations to really help people in diverse communities. So Alimta is to, to give that as an example, we have about 60% women, which is very unusual in the type of industry when we're 60% women. We have, at one point in time, we were laughing at headquarters saying we have only two men, two employees who are not protected class, all the rest, that different races, different sexual orientations, different, you know, we are all coming from different backgrounds, right.

Hannah Kain ([22:10](#)):

And so I think that's very common in, in, in diverse businesses. And that, it's a way for us, for instance, we have a lot of Latino Latinos, uh, employed, right? So it's a way to get money out into that community, right. And create jobs in those communities. And for me, that's really important. So we have a very strong supplier diversity program ourselves. Uh, last year we spent more than 35% of our purchasing dollars with diverse businesses. And I think that's best in class, right? It's outstanding. And it's, it's, it's the closest really near and dear to my heart. So, and this year it is launching some really exciting programs that probably your listeners will want to hear more about, but it's, it's about the digital world. It's about the digital supply chain. And so that's another thing I'm really fascinated by is the physical supply chain, the digital supply chain and the financial supply chain and making them go hand in hand and, uh, the tools should be to integrate them,

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

Love that. And we'll make sure to include a link to den SCA programming and the organization in the show notes, the episode, I want to switch gears now over to alum, but before we do, and before we level set, make sure our listeners understand what Hannah's organization does. Cindy, if I can put you on the spot for a second, I should have done this on the front end, but really quick, tell us, tell us about what you do. And, and before we switch gears over to

Cyndi Lago ([23:46](#)):

Ayla. So at cap, I run the supply chain practice for North America. So have all of it from end to end. My background affords me that opportunity to have done it intense. So I'm, you know, as I said earlier, I think I'm looking very forward to, to talking a little bit about [inaudible] and Hannah's background. Cause I actually did run a third party logistics company myself at one point in time. And, and also it was a certified women's business owner in my past. And it is, it is not an easy feat to get certified as so for, um, Hannah's great work there. So I get to experience, you know, transformation with our companies every day to, to Hannah's point about physical versus the financial versus the digital, you know, it is, that was a great point of way to look at it because it really is been a huge experience for everyone.

Cyndi Lago ([24:41](#)):

And, you know, and, and getting into 2021, knowing that we have a new normal knowing that, you know, you have to be able to build supply chains of the future that can deal with disruption. So, you know, really how do we work together to, to make, you know, women in this field better, stronger as well as, you know, how do we help our clients and understanding what to do with their supply chains and how to transform them? It's a big, I mean, a lot of, you know, everybody's kind of, you know, Oh, let's build efficiencies and, you know, you know, let's focus on getting that done just in time and, and worried about that. And they really, on the other hand have lacked flexibility. So a lot of my day right now is spent with companies. And how do you transform and drive that flexibility?

Cyndi Lago ([25:26](#)):

And, you know, I've been looking at wide hand has been doing, especially over the last, during the pandemic, you know, I'm, I'm anxious to talk a little bit about what you do and what the company does because I see a lot of, you know, really being able to be agile and flexible and, and drive your supply chain in a different way. And, and just that, that is a huge secret sauce to what you're doing. And so why don't you, um, now I've told you a little bit about myself, why don't you tell us a little bit about what a mom does and, um, you know, where you're at and especially how your, some of the great things you guys have done since the pandemic.

Hannah Kain ([26:03](#)):

Thank you, Cindy. Well, it's one of my favorite topics, right? So, so it's really outsourced supply chain. I think you can think about us as a combination between a fulfillment company, a technology company, and, uh, like contract manufacturer. So the problem is always when you create a new category, how do you describe what it is you're really doing? So we have, we have very integrated. We, our customers are mainly very big corporations coming to us with typically at new projects, sometimes an existing project, and trying to see how they can design the chain globally,

Hannah Kain ([26:44](#)):

But more importantly for us execute on it. So we are executing on it. We have the warehouses, et cetera. So Ford motor company is one of the customers we can talk about. Uh, so we, uh, uh, doing a

number of different activities for them. And one of them is a website where you can go in and actually buy for product and you will see the Fort local and you may go in and click on the submit button and once you pay it, and the order actually comes to us in the meantime, we've also designed the website. And so we have the warehouse where we are storing the product, of course, but we've also produced the product, right? So we, we have done the in time manufacturing process of that product. And then we are doing the fulfillment and we are doing, we are processing your credit card. And when you decide you don't want it, and somebody was talking about ILA, when you decided you don't want it and you return it, then we, uh, we take it back and credit your credit card, right.

Scott Luton (27:46):

And I've, I've got to call time out for a second, that what you've just described there and, and, and to do it for a Ford, you know, Holy cow, what, how long did it take, I mean, give us an idea for something that massive, completely integrated for a major automotive company. How long did it take you from when you started to get to the point where you can fulfill the whole, whole shebang,

Hannah Kain (28:08):

If a customer comes to us and we don't know them, it can take a very long time because what happens is we taught to not have data. So we've got to do, they've got to see how do we have the data to we have the cybersecurity. So there's two things that they do. If it's an existing customer, we do business with a fair amount of the fortune 50 companies. If it's a big company where we are already in, then we can get it up and running fairly fast. And that was actually what we did during the pandemic. So, um, so we have very active in the automotive business, as you understand, and, and technology, but we also have a very significant segment in the medical industry. And so we've got all the medical certification to ISO 1345, and if they able to station and all of those types of things, and when they print every kid, we actually did a number of different things already that were supporting pandemic recovery.

Hannah Kain (29:10):

But I made it one of my goals, my number one goal during the pandemic was of course, to keep everybody safe for the law. But I also decided that I wanted to us to be part of the solution. And so that was really a key goal for me because we have all the technology, et cetera, to keep track of things. A traceability is a really important thing in medical supply chain and a lot of domain expertise in, we went into the test market and, uh, we ended up shipping and currently ship a fair amount of the test kits used in the us. So we've got, and we went up really fast. Customers came in and we went up really fast. You know, I'm talking weeks from, from they come and say, Hey, we need help till we shipped the first one. And you know, there's a lot of [inaudible] and setting that up, but we had quite a few departments where everybody worked really, really hard to make this happen and understood how important this was for everybody. So, uh, so we, we, uh, right now we've ramped up really fast. We increased our domain expertise in that area. I mean, you know, you have to right. [inaudible] yes. It was something we already knew. Yes. We already had the systems, but there's still new twists each time you scale up in a new way. So I'd say, uh, it, it was really exciting. It was merely hard work. It was fantastic to see the team pull together around it.

Scott Luton (30:44):

I love it. We're so right before I pass the Baton back over to Greg, and we talked about some of the things that y'all have been recognized for you and the company, give us a quick scope around how large organization [inaudible] globally, what your footprint looks like. What does that look like?



Hannah Kain ([31:00](#)):

Leon, uh, on five continents. So, uh, I visited them, but we don't have that FSL. Let's see that we, uh, we have 19 locations. As I said, we are headquartered in Fremont, California. We have a subsidiary in the Netherlands and that's managing our EMEA business. And then we have a subsidiary in Hong Kong. It seems like a good idea at the time though. I'm not so sure. And that's managing, seeing our APAC business and then everything kind of funding up. And so we have got systems and integrations that go global. Of course we have now to be all the time, adjust to the geopolitical situation. I, in the, uh, just like a little bit more complex now with Brexit, then it's not about all the time, all the time. We're wasting things in terms of workforce, we really ramp up. So yeah, with the COVID testing kits, we got a lot of contract workers in. And so we have set up systems to be able to manage them really, really fast scale up throughout our network. So it's, it's worked out really well.

Scott Luton ([32:12](#)):

Oh, I love these stories. Certainly some of the best good news Greg, we've heard about through this, you know, trying a timeframe we're in is these companies that are able to adjust. I'm not, I'm not going to say the word pivot. I just said it, but seriously, kidding aside that are able to absorb, keep doing business, uh, adjust our operations to do good and to help us meaningfully move the needle, not lip service in the fight against COVID-19, but really help folks. So, Greg, let's talk more about, uh, some of the, some of the recognitions

Greg White ([32:40](#)):

That they've gotten here. Yeah. I mean, there's so many to choose from, but let's just talk about a couple recent ones generally. So in September, you, you were identified as a woman leader in supply chain and, you know, in the discussion around that, you know, you talked a little bit about your history and said a female supply chain CEO, uh, was quite unusual. And particularly when you started a alum 20 odd 23 years ago, right. That would have been exceptionally unusual back then. So tell us a little bit about what is so meaningful about that particular award.

Hannah Kain ([33:18](#)):

You know, I, I think I always take care of with generalizing between the genders, but I think overall women have a very collaborative, strong, collaborative spirit. And from the supply chain is very much about collaboration. You know, nobody does supply chain alone. And it's about collaboration between different suppliers, different entities, some of them parallel, some of them heretical and pulling everything together. I'm always saying supply team is like cooking event, fix meal and, and, and getting all of it together at the same time and hopefully serving it beautifully. And nobody knows all the sweat that went down behind the scenes

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

Trying to capture all these great things. I can't wait to put them back in t-shirts I can't quite keep up with you love it.

Hannah Kain ([34:08](#)):

So, you know, I think that women are just really very suited for supply chain business. And that's why I'm, uh, I'm uh, and actually, you know, in, in purchasing women actually have higher salaries than men on average, at least that was the case a couple of years ago. I was so glad I got out of purchasing.

Scott Luton ([34:28](#)):

Yeah.

Hannah Kain ([34:34](#)):

So, um, so I think it's a very fantastic career for w for women, right? So I'm always advocating, I'm saying, you know, if somebody does know where, where they want to go, supply 10 is fantastic, right? It's a fantastic career and there's so many different things you can do in supply chain, whether you are on the nerdy side, are you on the extrovert side? You know, it's a, it's a really big specter. And I think supply chain is, can be very inclusive and, and, and give a lot of opportunities to people no matter which walks of life they come from. So for me, getting more women into supply team is too good for the supply team. It's good doing good for the world. I, because you can use supply team for doing a lot of good and you're doing really well for the women who are in supply chain.

Hannah Kain ([35:30](#)):

Um, so what can we do to get more women on the track? I think, talk about, talk about all of the opportunities, right. You know, and, and, and I've got to say the last 10 years we've gotten so many great role models, right. Uh, and so many women who are running big manufacturing companies, I mean, think about the general motors and Mary Barra. You know, we have got women who are seen in these roles. And I think that that's really fantastic. And then we've got a lot of different organizations supporting women, and I'm very much for that support network and creating visibility. So I know that some women are sensitive to don't, don't, don't think of me out because I'm a woman, but I figure, you know, Hey, I'll take whatever help I can get from whoever wants to give it. Right. And I think that's a really helpful and important thought process for, for women to have, because I still have status for women. There are still unconscious bias, still ideas about how women should, should, uh, act. It's still an idea that maybe being in manufacturing is a little bit not so feminine. Or if you have a discussion that maybe gets a little bit sort of a direct, right. The women's shouldn't have so direct organizations, they should be more circumspect and things like that. So all that conscious bias still works again against the women. So, you know, if there's some areas where women can get help, you know,

Greg White ([37:10](#)):

Let's do it. Yeah. So, Greg, yeah. Yeah. That's funny. I think that that whole, that whole bias, I think is really, really natural. Maybe a little more foreign for me, because I was brought up by three very direct women, my grandmother, great grandmother and mother, and I never had any question that women could be direct or that they could be involved in business. My great grandmother was a barber in the thirties, in the U S which was absolutely unheard of that. She cut men's hair, which was absolutely unheard of. Wow, that's a new one for me, Greg. So right. We called her Nan. I didn't even know what her actual name was until I was 12 years old. Um, but, but I think that more people, what I, I guess I didn't realize is that not very many people have had that experience and they haven't had, um, you know, kind of the worldliness that you have right.

Greg White ([38:02](#)):

In, in having lived, uh, in the U S and in Europe and visited so many States. And I think it's important for people. I, I do think it's important for these kinds of discussions to happen. And it's important for people like you, Hannah, and for Cindy to put yourselves out there too, whether you do it willingly, or whether you do it, begrudgingly allow us. And we really appreciate it to hold you up as a powerful woman.

Because as Scott said at the beginning of this, if you can see it, you can be it. And I have three daughters and have always encouraged

Scott Luton ([38:36](#)):

Them that they can do anything. And two of them are already off doing their thing. So that's good. But I think it, it, it's a powerful, powerful thing for folks to see doing their thing. So that's good.

Hannah Kain ([38:46](#)):

So, and I'm always saying, don't, don't, don't be like, don't try to be like me, right. I can be a role model in that. You can see what you could be, but be yourself, everybody points something of themselves to the potty. And that's an important thing that we've got to nurture. So for me, it's really, there was a lot of people who helped me on my way and the, if I started fighting the thank you cards or prop they should do, I can cook. These, spent this year writing, thank you cards. Right? So many people have helped me on the way. And one of my obligations is to help others. So I spend a lot of time paying it forward and helping others and mentoring others. And that's one of the most gratifying things I do love that you can be allowed to say something now,

Scott Luton ([39:36](#)):

Hey, these kind of, to Greg, to Greg, to Greg is points. This gets this account. It's kind of conversations that really get my juices going because you know, it really, it, it serves a key mission that we have here at supply chain now. And, and, and, and very frankly, and very transparently. It can be clunky at times, right? Because we want to put an emphasis on a lot of things that, that all of you are speaking to and Greg, that you were just talking about. And, and Hannah has been been, you know, clearly as a key values for her and her organization. And there's not a, there's certainly obviously no one size fits all. And just the invites to come on and share, you know, folks kinda want those invites to land differently. And so we've learned a lot in the last few years, as we've really very intentionally and deliberately tried to, um, not only confront our blind spots that we have here, right.

Scott Luton ([40:27](#)):

Just because from our walks of life, but help our audience and our community more importantly, you know, do the same and their blind spots. So before we, we adjust our, uh, switch gears over to COVID-19 and alarm, I'd love to get Cindy to weigh in on, on, you know, how, you know, we're talking about, see it, be it. And, and any, any words of inspiration or any, any components of your journey that you'd like to share. I love how Hannah just put it. Don't be like me, you know what, Cindy, what are some of your thoughts yet?

Cyndi Lago ([40:57](#)):

Well, you know, it's, I loved Hannah's analogy of the recipe and like putting the food on the table and making sure it's all warm. You know what I mean? That's like a supply chain in its own. Right. So, you know, if you can do that, you can do anything. Right. But, you know, I think for me, and I know when we had our conversation, one-on-one it was like, be bold, you know? And I think, you know, to, to Hannah's point earlier, I think the most uncomfortable thing as a woman, um, in this field is to be bold sometimes because you are, you know, you are a minority in this field and it is a big deal. I mean, I remember, you know, when I had my own warehousing company and I could drive a forklift and the people, you know, the, they looked on me, you know, the truck drivers would in and be like, what?

Cyndi Lago ([41:34](#)):

And I'm like, you know, get your truck back it up. Let's go, you know, I'm like, you know, I'm, I don't want to be here all day, so let's move it. Right. And, and it was, you know, I think being, you know, not, not seeing yourself through other people's expectations of your gender, for example, is really important. Isn't it, you know, to Hannah's point, you know, you don't be me, but see yourself as you want it to be seen, right. Pay it forward, be that person you want to be and, you know, be bold about it.

Greg White ([42:11](#)):

Um, I got to tell you, you don't see it through the lens of your, of your gender or what people expect from your gender. Just see it through the lens of being who you need to be or doing the job that you need to do. That is so powerful. Well put, and I got to go back one of my favorite things. Nobody does supply chain alone. Right. You know, the beautiful simplicity and accuracy of that statement. Hannah, I might owe you some licensing fees cause I want to put that on a t-shirt, but all right, Greg, let's, let's keep driving on get, well, you know, I mean, I'm glad we kind of went down that path because I think that's an important part of that recognition, the women leader in supply chain recognition that you received, but you spoke to paying it forward. Hannah and, and, and Ayllon also received, uh, a gold Stevie correct award for how you participated in helping to distribute PPE during COVID-19. Can you share with us a little bit about that?

Hannah Kain ([43:11](#)):

Yeah, so we actually, we walked away with two goals. Steve is last year. I was just really, yeah, I was no, no way. So one was, uh, how we worked during the, during the pandemic. And it was for both our efforts to keep our employees safe. So we take very early on very expensive plans for how to keep everybody safe. And we went to iterations to, uh, increase the safety as small became known about the virus. And I think we are right now up at between 60 and 70 different actions that we have taken to our facilities to make sure that everybody's safe. And then of course, uh, the ramp up to, uh, not just the PPE, but also more importantly, the COVID-19 test kits. Right. And, and that entire segment. And we had the, we have an number of other customers we have that does, uh, COVID 19 prevention products.

Hannah Kain ([44:13](#)):

Uh, we had one customer that does fill those with, uh, purifiers with a hypothesis that without them, the vaccine and the particles India. And, uh, so, uh, we are availing ourselves of that. And, you know, when you go into a, in any of our facilities, you'll see those purifiers put to good use. The cafeteria is a handy place when we've got people in, in enclosed environments. And the other one was, uh, best management team in the world. And, uh, I was really proud of that. I mean, you know, I think for anybody, I mean, certainly I'm proud when I get a personal award and, uh, to, to be recognized, but having the team recognize this desperate testing, right. That's, I mean, that's being recognized for the outfit and then there's being recognized for just some way to go about things. So we do a lot in post sustainability, et cetera. I liked those recognitions where we've been recognized for how we go about things. So I am very proud of the staff I have. They're meaningful for me.

Scott Luton ([45:23](#)):

Awesome. It's great for them to be, to be recognized. I mean, because you're in the forefront, I don't want to say you expect it, but it's more natural for it to happen, but for your team to perform so well to, to receive an award is it's gotta be very gratifying.

Hannah Kain ([45:38](#)):

Yeah, it definitely is. And, and you know, one of the things for, for people to, to join, Alun typically what we look for is somebody who really takes pride in their job. And I don't care which level we are talking about. You know, you can take pride in your job and just to really create a new job. So we have a lot of staff members who really take ownership to the job and to the, to, to creating the correct result, but also doing it in the, in, in the best possible way. And, and, and, you know, you get people like that to, to collaborate and work together. You know, you can do whatever you want to do.

Scott Luton ([46:20](#)):

Love it. Quick question, before we shift gears over to kind of what we've been talking, having a global conversation thus far, but we're going to ask you one more question around other things you're tracking, but are you still, I know when we, when we met in February at Danskin Arizona, you were at the time on the board for the national association of manufacturers. Is that, is that still something you're doing?

Hannah Kain ([46:40](#)):

Oh yeah. I totally agree. And I'm super proud of what the Nam has been doing this past year, because the enamel has really taken a leadership role in the entire pandemic, eh, area in terms of getting a belief out to businesses, but also in terms of, of, uh, dissemination of the information campaigns, uh, those types of things. So, you know, really that has been really important work that has been done there. So I've been very gratified to be part of that. And of course, a Nam has also the manufacturing Institute, which does among other things, recognition of women in manufacturing and diversity and inclusion. And many of us have taken up tips as part of that orientation activities. And then of course, the manufacturing

Hannah Kain ([47:30](#)):

Leadership council, which is for advanced technology industry, that's a separate entity, right. But I don't know where you wanted me to go with that. So I was just talking about it

Scott Luton ([47:46](#)):

And does great work for the industry. They do a ton of work helping shape the narrative. So many consumers that aren't familiar with manufacturing, you know, really paying an accurate picture, you know, study after study has come out where parents who are the first consultants, any of, any of us ever use, right. They're guiding their, their kids into different industries because of, of the, the assumptions they're making about how industry is, and manufacturing is one of the industries that certainly has that stigma. And, and, you know, every industry is fighting for talent, manufacturing needs it, but a level in a, in an does. And of course it needs great leaders like, like you Hannah. And I appreciate how you as part of your give back.

Hannah Kain ([48:24](#)):

So thank you. And, and, you know, I think a lot of people by now are familiar with manufacturing day. So I can disclose that I've been on the Nam board for 15 years, and this came up, uh, more than 10 years ago, we were sitting, you know, maybe with a drink or two and talking about how, uh, how we could change the message around and effectuating and manufacturing day was flown. And, uh, it was very small the first couple of years. And now it's like this huge, smooth print, right?

Scott Luton ([48:59](#)):

I love it. Manufactured day. We may need to add a link about that to show notes as well. And as you know, my grandfather retired from Kimberly-Clark as a machine operator and, uh, am ashamed. I wish, you know, I didn't step foot into a manufacturing site until after college. And that is such a lost opportunity. And, and that's why we've been proud of some of the things that we've been doing to even talk manufacturing, supply chain with elementary kids. So, but love that, Hannah, as we start to wrap here, you know, we've talked, gosh, we have had a wide ranging conversation, but I love it. All right. There's not enough. Hannah is a very energizing person to speak with. What's one of the things that we haven't touched on yet when you, when you look at global supply chain and global business, whether it's what we've gone through or what, what lies ahead in a pretty tough year, 2021 is going to be what sticks out Hannah, that you're tracking more than others.

Hannah Kain ([49:49](#)):

Obviously the entire freight sector is, uh, in pickup evil. And in a day, I think if everybody who sends supply chain tracking posts, inflation going on, you know, a rate increases and, and, and, and continue to shortages, et cetera, et cetera. So that entire freight area. And then I have for the last five to 10 years been tracking and following the entire tube to politics and trade policy, et cetera, and, and compliance management. Right. So huge areas. And I just see that exploding, right. And, and you look at what's going on in China right now where, you know, free speech is being super suppressed, right. And, and, and sort of, of, uh, of, uh, a big part of companies in, in China cannot be audited for corporate social responsibility because of these issues, et cetera. You know, the impact on the supply chain downturn has got to be a tremendous, and I think that entire shift is going to be pretty significant.

Hannah Kain ([51:00](#)):

And I was just flabbergasted. I, I, you know, when you follow something, you have an idea about what's going to happen. And I was flabbergasted seeing how much China's export to the U S actually wind up in the fourth quarter. I'd never thought that was going to happen, but, but I think it's, it's, it's going to, there's going to be some shifts happening because of that. So that entire trade breaks it, we, we already talked a little bit about those entire trade shifts as part of the deal politics and increased compliance requirements where it's getting next to impossible to shift textiles and, you know, a lot of those type of things I'm following really closely. And the third thing I want to say is technology just in general. So I'm known for saying that we have had a decade until a couple of years ago, we have complexity in supply chain, Outland technology.

Hannah Kain ([52:02](#)):

So it, things got more complex than technology could solve. You know, it, the curves didn't technology didn't catch up. We started to see more of a catch-up now. And I think that's, that's really interesting. So, uh, and certainly some of the AI solutions out there are going to be helping et cetera. A couple of years ago, I was looking at blockchain and I was thinking, Oh, that's really interesting. I saw it a little bit on blockchain. I just think that, I mean, blockchain is about trust and some of the people who need to be part of those trusted networks, I test, you know, five, maybe 10 years away from being part of it. It's such an interesting technology, but, you know, I'm, I'm, I'm just telling you a little bit on that. So, but certainly certainly technology, uh, is another following. So, uh, I'd say if I had to pick the pick three, those would be the three,

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

Love it. You know, we got the whole conversation without saying artificial intelligence or machine learning. I cannot believe it, folks. I appreciate it. I appreciate you sharing. I think from, from that trade standpoint, you seeing some, obviously the environment, the U S China, but the trade deal that was put in place the Pacific rim, you know, a month or so ago, and then I'll still what's to come. So it will be fascinating to keep our finger on the pulse. All right. So Cindy and Greg, I hate to wind things down. Cindy. I want to make sure in a second, we're going to make sure folks when I connect with you, but Hannah, you know, how can folks connect with you and a long,

Hannah Kain ([53:40](#)):

Uh, we have, we have a website that's w w w.ai alarm.com a L O m.com. And if you want to my email, first of all, I'm on LinkedIn. It says Hannah arcane. So that's fairly easy. And, uh, my email is hKane@elon.com. So, uh, pretty easy to get ahold of me and would love to help anybody who needs help out there.

Scott Luton ([54:04](#)):

But Hannah, I still get priority on my emails to you. Right. I'm still [inaudible]. Okay. I'll take that. I will take it. I love it.

Cyndi Lago ([54:20](#)):

So can we just ask one question before we wrap up? What does a lamp stand for?

Hannah Kain ([54:26](#)):

Yeah, that's a good one. So at the official name is, uh, advanced statistics, operations and manufacturing.

Cyndi Lago ([54:34](#)):

Very good. Thank you. I knew it had a very good acronym.

Scott Luton ([54:41](#)):

I've got the two conversations. I didn't ask that question. Shame on me. She's a pro. Yeah, seriously. So, uh, Cindy, I really appreciate your partnership on this series. It was great to kind of take a deep dive into your backstory. One of the last episodes we did, but let's make sure between your thought leadership and the great work you're doing. And of course, a ton of content that cat puts out. W how can folks connect with you and kept going.

Cyndi Lago ([55:05](#)):

So obviously we have a website as well, so you can connect your cap. Gemini. LinkedIn is probably one of the best ways to connect, to be quite honest, just because I look at it. I spend time, you know, but sending me emails, I get a ton of emails. So LinkedIn is always the best perfect from my perspective. But now I think that Hannah and I need to get her own blog going, you know, for women

Scott Luton ([55:29](#)):

Definitely sign, I'll be the first subscriber, uh, and grabs the popcorn and a diet Coke, and let's make it a live stream so y'all can interact, man, that'd be a blast. Um, well, Cindy, Cindy Lago, thanks so much to you. Of course. Uh, thanks to Hannah Kane, uh, present CEO of alum, but Hey, before I let Greg and

Cindy both go, as we've talked about the pre show, we're going to talk about Hannah as if she's not here, right? Because she shared so much stuff. And, and if y'all, can't tell I'm a big fan. I, I drank the Kool-Aid, the Hannah Kane. Kool-Aid when we met in person, because it's just such a, I think it's a, I think it's an inspirational story, the journey she talked about in the front end, and you think about some of the challenges we have, man, put that aside and buy a one way ticket somewhere else. I mean, that, that to me really is inspiring, but what's your favorite thing? Uh, Greg, I'll start with you. What's, what's your favorite thing that Hannah shared here today? Well, favorite thing

Greg White ([56:24](#)):

Is that she's Danish, uh, but my second favorite and probably, you know, the more poignant lesson I'll take away. And I think that everyone needs to latch onto is that success is not linear. It is not a straight line, right? I would encourage my friends in the venture capital world to, to recognize that, but everyone, there are always more challenges than you can contemplate whenever you do anything. And that's what keeps it from being a straight line in Hannah, if there's any red thread that you've carried throughout this entire, this entire discussion, it's been that, that when you set up a new customer, even when they're in the same business, it's not a straight line, right? It's not, they're not going to have the same challenges when, when you deal with them. So that to me is that's the biggest takeaway.

Scott Luton ([57:09](#)):

Excellent. All right, Cindy, same question. What's, what's your favorite thing Hannah shared here today?

Cyndi Lago ([57:14](#)):

I think my favorite thing is how much she gives back. You know, I think, you know, it's not just all that she's accomplished and she's very well accomplished obviously and great personality and really loved the entrepreneurial spirit. But I also think the importance that she places on paying it forward and, you know, making sure that, you know, the diversity and how much that can strengthen a company. I think it's just so important that we all need to realize.

Scott Luton ([57:40](#)):

Excellent well said. And with that, we've got to leave it here for today, but big, thanks again. Our featured guests, Hannah Kane, president CEO of Olam. Thanks so much, Hannah.

Cyndi Lago ([57:50](#)):

Thank you. My pleasure. Big,

Scott Luton ([57:52](#)):

Thanks to Cindy Lago with cap Gemini for joining us as our special co-host. We got to do that more often. Thanks so much, Cindy.

Cyndi Lago ([57:59](#)):

Exactly.

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

Look forward to seeing you again soon. And we're going to take you up on that. Hannah Cindy power hour live stream. I think that there's something to that Greg



Greg White ([58:08](#)):

Anna in Lago, it sounds like a TV show. Doesn't it? I mean,

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

Well, and, and Greg always a pleasure. I've had a string of really incredible conversations with some great people here as we kick off 2021, thankfully, despite a challenging times are going to continue. But, but you know, the fact going back to my, my favorite saying that Hannah shared, we don't do it alone. We do it together. And, and, and there's a analogy there far beyond supply chain. So on that note to our audience, hopefully you've enjoyed this conversation as much as, as much as I have. Hey, I've got a HANA Cain t-shirt and probably a tattoo, but, uh, Hey, I'm transparent about that. Um, but you could find more conversations@supplychainnow.com just like this. Be sure to subscribe wherever you get your podcasts from. Hey, on behalf of this panel here and our whole team at supply chain now, Hey, do good. Give forward. Be the change that's needed to be like Hannah Kane. And we'll see next time here on supply chain now. Bye.

Cyndi Lago ([59:03](#)):

I thank you.