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 morning. Scott Luton, Greg white and Kevin L. Jackson right here with Joe and supply chain. Now welcome to today's supply chain buzz. Greg, Kevin, how are we doing outstanding. Oh, no, no. Huck. How could you not be feeling good? You're on the bus, man. Thank you for the invite. This is great. Well, we had so much fun Thursday. Uh, Greg and I, we, we got to carry Kevin right on into the bus. Uh, and we knew Kevin that Steve's going to be a great day for Greg because the chiefs triumphantly made it into their second straight Superbowl. So we knew Greg's going to be flying high coming into the bus today. Right. I'm wondering. Yeah, I'm interested.

Scott Luton (00:01:25):

So I do feel like I'm a little bit spoiled already. Well, Hey, the chiefs deserve it after, after there we go 50 years, but yeah. So Kevin get this, uh, uh, last year after the super bowl, uh, we had a early morning flight on that Monday morning to go to Vegas for a trade show. Right. And it just, just Greg's luck. You know, we had to hop on a plane at eight o'clock the morning after the chief's break and w you know, break off 50 years of history when their first super bowl, but Hey, we still celebrate a little bit on the, on the plane ride out. Then we, Greg, we did. And I, I D I have to confess, I watched that game 15 times that week, while we were in Vegas, celebrating two, I'm still celebrating the Washington football team, making a do to play off someone.

Scott Luton (00:02:24):

And, you know, Kevin, I have to tell you, after watching that backup quarterback, hi, Nikki, and that run that he had to the end zone. I had to have to admit there ought to be a hashtag out there called the Heineken maneuver, incredible, truly impressive showing, and we can't get into football. Uh, but Hey, we've got a big game, uh, two weeks, I guess, from yesterday. So that'd be fun to watch. We'll have to have a viewing party or something in, in, in Greg's honor. But today is all about the buzz, the buzz, some of the leading stories from across global supply chain, really global business, really pleased that Kevin can join Greg and I, um, and, and as, as Mo many folks in our community know, uh, Kevin, when he's not making news himself, he has written a wonderful book called click the transform, which has hit a number of, of best-selling lists.

Scott Luton (00:03:24):

And he leads our digital transformer series right here on supply chain now. So today's all about the buzz. We've got, uh, uh, several stories we've been dive into. We're going to say hello to a few folks, but really quick, if you enjoyed today's conversation, be sure to find supply chain. Now, tequila, sunrise, you name it wherever you get your podcasts. From today, we've published one of our new series called Dow P for procurement, with Kelly Barner, buyer's meeting point, Greg and Kevin talk about a functional space that really has come front and center into the C-suite. It would be procurement, right? My singular purpose is to get people to recognize, including Kelly, that it's okay to be part of supply chain. And, and that procurement is part of that. I think there, there are so many right there. We've talked about this before with Kelly. There are so many people who draw a line there and in truth, that that synergy is really, really important.

Kevin L. Jackson (00:04:21):

Well, yeah, as, as everything going virtual, it's important to understand all the components of your, your ecosystem as a business and while procurement and supply chain may be two, technically two different functions. They have to flow together. And from a technology point of view, that really goes to like the API APIs or application programming interfaces that you have to build and have with all of your partners, both your suppliers and your customers.

Scott Luton (00:04:57):

So, you know, uh, I'll just check in my head there when you went into that, that how half Luton technology acronyms. It reminded me of when, uh, last week Sophia is with a Sierra good morning, Sophia, her and Enrique began talking in Spanish about supply chain now in a spaniel and got a couple of texts. Look at, look at Scott, just nod his head because he doesn't know anything that they're sharing. So it like that. But Hey, we're, we're pushing our boundaries and I'm going to be an expert in API. The more I hang out and rub elbows with you and Greg. So let's say, speaking of which, let's say hello to a few folks. Before we dive into some of the news stories here, we've got FOD tuned in via LinkedIn. Great to have you, sir. Kevin Bell is back Whoa. And the, the quote of 2020 Greg was it's possible to take advantage of an opportunity without beating, being opportunistic. That is right. Kevin, your ears have been burning throughout the year. I hope this finds you well, pre-teach is back. Good afternoon. Supply chain now, fan community. Great to have you here. Pre-teach Gary Smith is with us, uh, Peter man, negative 14 sell sites.

Scott Luton (00:06:11):

I don't even know what that is. And, and I don't want to know by the way in Fahrenheit. That's right.

Kevin L. Jackson (00:06:16):

Um, so somebody said a snowy Arizona. Okay. Um,

Scott Luton (00:06:20):

You get far enough North. You should be able to get that, but I hope I can tell you the day that it snowed in Phoenix when I was there, Daria. Great to have you here on the buzz prey, teak says, can't imagine negative 14 Celsius. I'm with you. Critique a Sophia is with us last Monday of January. Sofia hope is fine. Well, Peter says go books, Sylvia greetings from the chili. Holy city of Charleston. And let's see here, Kevin Thomas, that blueberry jam by the way, jarred morning from a snowy Arizona. That's what you're talking about, Kevin. How about that, Ron? The great to have you here, Jenny Froome is with us. Hello? From lovely wet. Jaybird great to have you here, Jenny. And one final one. Larry Klein is with us in Albany. Benny. I've been here. I think I got it. There you go. Uh, LK. Great to have you here on LinkedIn with us here. All right. So

Kevin L. Jackson (00:07:23):

Kind of interesting. You got the, uh, from, uh, Jay Berg, Johannesburg this morning, I got an invitation from, uh, Africa, social. I guess I got to jump on that. Now

Scott Luton (00:07:33):

They're checking up on you, Kevin. Jenny's here making sure she's checking the box. Yeah. Great to have everyone onto it yet. Now, you know, Jenny?

Kevin L. Jackson (00:07:42):

No, I know. I know.

Scott Luton (00:07:45):

Well, we've got some, some big news stores we're going to walk through here. We're going to kind of do some quick hitters on our front end. We're going to have Jayman Jayman Alvidrez give us an a on the scene report from the port of LA, which is going to be really cool. And then we're going to dive in Instacart. We're going to dive into what the body administration has in store for helping supply chains, chock full. So let's dive right in Greg. Kevin. Y'all ready. Let's do it. All right. So first story here today, we've got a new demand spike for these natural gloves as reported by supply chain DOB. The new demand is driven by new glove, wearing policies, be part of it, you know, think of grocery clerks and e-commerce pickers and Packers that need common all day solutions. So it's contributing to big demand supply y'all have heard probably here in recent months has been constrained in a couple of ways.

Scott Luton (00:08:37):

First off, the largest global producer is top glove. It had COVID outbreak had to shut down, get this over two dozen plants and new entrance into the market that are trying to serve that, serve that void. Well, they're having a hard time getting their hands on key resources, such as raw, natural from Asia and Europe. In fact, there's some us suppliers getting crushed, getting cranked up and equipment like ceramic molds. They need to form the gloves. They're hard to find right now. Imagine that the shower group, I hope I'm pronouncing that right. They've got a plant in Alabama, get this there they're set to triple production in 2019, they already had made adjustments even pre pre pandemic, great planning on their, on their, uh, on their behalf to double production, right in 2019. Well, they just added, they're going to, Hey, we're going to triple it and be ready to go here in the months ahead on a separate, uh, PPE related note, as I was, as I was reading through the story and looking at a few others, unfortunately we've seen some price gouging, a 60 minutes story in December quoted a healthcare CEO that said, pre pandemic, there we go.

Greg White (00:09:45):

Oh, I just saw a come online. So I just wanted to make sure he knows,

Scott Luton (00:09:52):

But you're showing a really tangible example of, So prepare them and get this. This is from a healthcare CEO said the hospital gowns 30 cents. Now over $9, Holy cow. Now clearly demand will, will, will prop up some of that pricing undoubtedly as any free market will, but man, over $9. So no shortage of stories here across the healthcare supply chain, Greg. Well, any, any initial thoughts on your end?

Greg White (00:10:23):

Yeah, well, you know, a long ago I worked with a company called Henry shine and we started sourcing out side China in Malaysia for nitrile gloves. And um, because they're, they're more hypo energy allergenic, um, than latex gloves. So, uh, that's been a supply chain that has long been growing. I think there are, there are a lot of producers also in, in India as well. Um, but it gives you an idea because there is a significant amount of capacity. It gives you an idea of just how significant the demand is that we're outstripping capacity by that amount, but also the impact of did you say a dozen plants being shut down 28 was the last count I saw. Wow. Yeah. We're going to talk more about a do later, but this goes to show how dependent we are on the international supply chain links and how vulnerable we are. And that's one of the reasons why there's been so much quick action by the new administration. Yeah.

Scott Luton (00:11:31):

Uh, we'll talk a lot more about that. You know, one of the thing to point out here beyond the story itself is this was one of Imma cost grows last reports at supply chain dot. Want to give a big tip of the hat and high five to Emma who is joining the business insider team. So hopefully we can reconnect with her and have her own the buzz in the months to come. Let's say a few of the folks that joined in really quick. We have Thor tuned in from Minneapolis, Minnesota via LinkedIn, or hope this finds you well, Christina, via LinkedIn. Critiqua from Chicago via LinkedIn. I wonder what the weather's like there.

Greg White (00:12:08):

Right? I was wondering about what's the temperature in Minnesota for Hansen temperature doesn't even impact you. Does it? Oh boy. Uh, David

Scott Luton (00:12:22):

Or good morning. Good afternoon. Um, I believe, and Amanda correct me if I'm wrong that your, uh, t-shirt is on the way. I think that went out this weekend. So we're looking at the, the t-shirt supply chains running behind here, AA and Eric capital, city of the air capital of the world. Great to have you, and you already got the secret communique from Mr. Greg white,

Greg White (00:12:45):

Um, 10 or foster

Scott Luton (00:12:47):

Tanner who came out of that UGA supply chain, Kevin and Greg. Now he is in industry doing big things in supply chain. Great to have you here. Uh, let's see here. Kevin's done representation of Henry shine,

Greg White (00:13:01):

Small world,

Scott Luton (00:13:03):

Tom. Congratulations on episode 100 of digital supply chain. Great to have you here with us today. All right, so let's keep driving. We've got some more stories to share and talk through, let's see this next one. Art. So I'm going to lean heavily on both of you gentlemen here, because this was a, we were processing a lot of information in an industry that, uh, is Relic new to me. That's semi-conductors amongst other things. So Intel has a new CEO, Pat jell singer, a chip engineer with 30 years of Intel experience is coming back to take the helm he'd left for six or seven years. I think with Nvidia Bob Swan, who's been serving for a couple of years, is stepping down in February. Uh, one of the articles I ran across said the engineers are back in command of Intel. Uh, now Intel, nothing new they've had troubles for several years now from wide range of product development to including manufacturing.

Scott Luton (00:13:56):

And this article points out B a C net that one of the tough decisions that new CEO Pat Jill singer might have to make is to outsource even more of its production, essentially to rivals such as TSMC or even Samsung a strategist interviewed for this story said that that would be called heresy and old school Intel, which clearly prided itself on making what it designed. Now, I tried to find a really good number because there are, they have been outsourcing, uh, production already, uh, for a number of years. And the best number I could find about 20% has been outsourced at Intel. So maybe Harris has already been, been, um, uh, taking place,

Greg White (00:14:37):

But a couple of quick thoughts

Scott Luton (00:14:38):

On this development here, Greg, what's your take?

Greg White (00:14:42):

Well, the extent of what I know about semiconductors is that they are in virtually everything and they are why the Valley is called Silicon. But the reality of it is, is that's an industry that has been changing like so many industries with economics over time with so much more outsourcing and so much more offs offshoring of, of production. So my instinct tells me that, especially with, uh, with a widely now geographically dispersed workforce here in the States that the more outsourcing and offshoring is likely in that industry. And there are specific, uh, countries in Southeast Asia gearing up to do precisely that. So you have an option besides China to do it. Yep. Points you mentioned precisely. I couldn't get it out precisely, but, uh, a big trend in the business is going somebody electrical, electrical components that go on the chips going from 14 nanometers to seven and half. So, so even getting more precision, uh, manufacturing. So Kevin, what's your thoughts here?

Kevin L. Jackson (00:15:54):

Well, actually the first thing that comes to my mind is the marketplace is expanding so fast. When you think about the internet of things, that's really driving a rapid expansion as they put these chips into literally everything that the, um, internet of things is being merged with artificial intelligence in order to deliver, what's known as ambient computing. And this is you probably want to go look up the idea of computing without even knowing that you are computing. Like Alexa has been recognized as the first ambient computer. It's, it's always there sitting, listening to you. And when you're talking, it's computing, right? That's part of the internet of things. It's scary, right? We don't know how to deal with this, but it's not going away. And as the market expands and 2d internet and everything, if, if Intel wants to stay or, you know, get back to the top of the market, they have to wrap up manufacturing and, you know, outsourcing may be the way your Scott I'll say the lips. Oh no, I hear you.

Greg White (00:17:15):

Oh, there we go. Sorry. I'm mixer was not listening to me and ambient fashion, but that's interesting. I bet that puts a ton of pressure on these ships since their own all the time. Um, you know, it's really a fascinating, you know, we, we talked Greg in automotive, you know, you get automotive plants here in recent weeks and I've had to, um, shut down production lines while they're sourcing these ships. Because to your point, they are everywhere demand. Uh, it's a great time to be in a chip business if you can design it and make it right now, I guess

Kevin L. Jackson (00:17:50):

Yeah.

Greg White (00:17:51):

Are really tight in the industry now, unlike what they used to be. But you know that the, you can make it up in volume.

Kevin L. Jackson (00:18:03):

That's right.

Scott Luton (00:18:05):

A few folks here. So Tom says it's 20 degrees here. 20 degrees Celsius, about 40 degrees separate from, uh, our other friend there, Thor 15 degrees. Mark says glad to be in Georgia after hearing all this, they Mark hope this man.

Kevin L. Jackson (00:18:21):

Uh,

Scott Luton (00:18:21):

Let's see here. Uh, gosh, Peter is putting math in the, uh,

Kevin L. Jackson (00:18:26):

I'm going to keep on skipping right along.

Scott Luton (00:18:33):

It says that us government is trying to bring it back. And, and really one of the, the wall street journal article, I read it, uh, went straight to your point because, uh, it would be a loss for the U S manufacturing. If, if Intel continues outsource more and more, it's great point robotics.

Greg White (00:18:49):

Pardon that? I mean, if we really want to be able to compete, we can't continue to have that process be manual. The talent is too expensive and the process is too slow.

Scott Luton (00:18:58):

Excellent point, Greg Sofia IQ boost, ambient computing, she's dropping in more information, love that Sophia and I, and by the way, Sophia, I really appreciated your writeup on last week's live stream that we did with truckers against trafficking. So quick follow-up point there really quick, um, is we are making truckers against trafficking, uh, and a man in cleft y'all could maybe drop the notes and the comments are nonprofit of the quarter. So we're going to find ways of making sure they're front and center and a lot of our programming and see if we can't do what Peter and David did. And several others here in the comments, you know, directly contribute, right? Help, help make these nonprofits that are, that are they've rescued over 1300 folks, uh, from trafficking, you know, help help them, uh, in their mission. So thanks so much for that. So FIA, Rhonda says so fascinating, Kevin Candelight in the mind does thinking for us unkind, uh, unconsciously. Yep. Excellent points. Tom says, stop saying, Alexa, my house

Greg White (00:19:58):

Alexa, tell Tom to wash his dishes.

Kevin L. Jackson (00:20:03):

Right. So, well, thanks

Scott Luton (00:20:05):

Both for making that a story and the development, uh, much more approachable. Yeah. That's one of the thing I love about both of y'all is, is you, you make tough to understand content more approachable for anyone, whether they're, they've got a, uh, a master's in engineering or not. So appreciate that let's to hit our third story here, we're going to bring this back into the feed. So we're talking about loss containers. So, you know, Greg wasn't too long ago that we did a spot with Jaman, which we're going to see here momentarily on just our, where, where are all these containers? Well, get this. So this was reported. This comes to us from the wall street journal cost is Paris, which does a great job covering supply chain. The mayor ease-in S and probably lost about 750 containers a couple of weeks ago, as it was making its way from China to LA heavy seas and investigation is still underway, but it continues a string, a surprising string of costly container losses.

Scott Luton (00:21:02):

Get this ocean network express lost about 2000 containers. When one of its ships hit a storm off the coast of Hawaii, early reports, just on that loss, uh, say insurance claims could hit to over $200 million. The article points to these losses, the article points to a couple of factors here. One the explosive demand, right, has many ships getting maxed out and stacked to the absolute top and to, uh, and I'll have to defer to our sailing captain here. Uh, Mr. Greg white perimetric rolling. So basically when a ship gets hit by large waves to the side of the vessel, rather than hit on. So if you think about these container ships are stacked high, you probably, and I've driven all of zero container ships, but I imagine they want to those waves head on rather than inside to side, given how top heavy they are.

Scott Luton (00:21:56):

So that parametric rolling is what early investigation is pointing to losing some of these losses. One last data point. I'm gonna get Greg and Kevin away in, uh, according to the article, the world shipping council published data, not too long ago, that shows between 2008 and 2019. Here's some context, an average of 1,301, 1,380 to be exact containers were lost at sea each year. Well, and just two incidents. And there's been others that article points to we are clearly over 3000 already in the first, uh, not even the first month of the new year. So not off to a good start. Greg, any initial thoughts there?

Greg White (00:22:37):

Yeah, you're, you're dead on with the parametric rolling thing, first of all. And that is, um, you know, you always want to be head long into a wave. Uh, you know, you don't have to imagine, imagine what it's like for the containers. Just try standing up when waves are hitting you side to side. And two is that, and this is just a bit of a surprise for those of you who have the goal of sailing around the world as I do, um, your, your, um, what should I say, containers, a drift or an order of magnitude, a number of orders of magnitude higher risks than piracy or storms, um, in damaging or sinking boats around the world, because not all of these containers sink, some of them float along at night, you can't, you sometimes can't see it. In fact, there's a whole, uh, there's a whole movie about, um, someone who hits a container, really. Yeah. What's that instead of hidden iceberg, you hit containers. It happens more frequently

Kevin L. Jackson (00:23:46):

Than you would imagine, but the truth is, um, this is just irresponsible shipping, frankly, um, over fill these ships like this, and then send them to seize that we know are rough, particularly this time of year, you know, back in the days when we had to follow the Tradewinds, when we were actually sailing with commercial ships, the seas were a lot more calm when, when you were sailing. And now you can say anytime a year in any direction, because of, you know, because of, um, engines of course, and companies have gotten careless angry.

Scott Luton (00:24:26):

Uh, when I, when I grabbed this image here, uh, it w it comes via Bloomberg news. It reminded me of my son Ben's room. I get it.

Kevin L. Jackson (00:24:37):

You know, so we felt

Scott Luton (00:24:38):

Right at home here, but Kevin, uh, a couple of thoughts from you on this container crosses.

Kevin L. Jackson (00:24:44):

So, you know, sometimes you do things you, you never know if it would be valuable or not, but a few weeks ago I was looking at, um, I guess, discovery channel disasters at sea. And it was a show about her container ship and that sunk in and they were trying to figure out why and how it, it psych come to find out that it was in heavy seas and they had left a hatch open in the front of the ship, and it was filling with water. So as it was going over though waves also was loaded in properly with the containers. And as it was going over the waves, the front end got heavier and heavier and heavier until the point that it basically broke its back and sunk. And so you're, you're, you're thinking about the, um, pressures on a supply chain. They're looking to overload these containers. Um, we may see a lot more ships sinking because of improper weight and balance on the, uh, on the ship that, you know, that happens in aircraft all the time. So maybe we really need to look at training, um, to improve or the visibility, or to make sure that the captains really know, uh, what the check, especially if they're going in a heavy weather,

Scott Luton (00:26:19):

Kevin and great points. And I want to recall I'll, uh, I was there for us. You are Navy graduate Annapolis. I've read in recent years, that U S Navy has of, has tried to double down on, on real, uh, navigation training, handle navigation training, because so much is automated these days. And there's been a couple incidents that some of the investigations have pointed to as, as to reliant on automation. So

Greg White (00:26:44):

Trivia, but do you know about Kevin Jackson actually qualified O D underway on a USS Roosevelt or nuclear carrier? So a man

Scott Luton (00:26:59):

Y'all too, let's just laugh stream at some point.

Greg White (00:27:07):

Yeah. Yeah. Anytime I'm going, I'm going out to, I'm going to Brunswick for a sea trial shortly, so I'll let you maybe headed your way we'll Hey,

Scott Luton (00:27:18):

That's what we use for the bud. Right? Making these connections, getting these sailors out, uh, sailing the seven seas. All right. So let's share a few comments here. Ed's taken us back to the semi-conductors production takes a ton of capital great point there. Um, and let's see here, um, Sylvia talks about the forces of water. A roll list or pitch can be devastating. Clearly appreciate that. Sylvia, Tom asked a great question. I don't know, do the containers show up?

Greg White (00:27:46):

They can, but a lot of, a lot of sailing yachts don't have radar. Um, but they can show up on radar, but also they can, you know, part of the risk with a sailing yacht is often people sail through the night and they aren't on deck that, you know, they may be letting the autopilot run the run, the ship, the, even the sailing yacht. So also not a good idea, but

Scott Luton (00:28:15):

Send me a says that the containers float, that's just show up on radar. Since radar picks up anything above water experts, please help. So

Greg White (00:28:23):

The waves that's true. I mean, if it, if it flits in and out, you know, that can be an issue.

Scott Luton (00:28:29):

Now, I can't see who this is here on LinkedIn, but it makes a great point. Uh, a, I can't think it was the, um, I came into name the ship, but basically a ship containing hundreds of new Kias, um, headed to Europe. I believe Greg.

Greg White (00:28:48):

Yeah, it's

Scott Luton (00:28:48):

Right out of Brunswick, went down and it took, I mean, just trying to figure out how they were going to attack the problem took forever, but, but it's, it's amazing, uh, what they have done to, to reclaim a lot of that stuff. And that was John riser. John rods were thanks for, for pointing that out to us, uh, clay from a gun, going back to the article on the containers. Clay says there around five to 6 million containers at sea at any given point in time. Uh, and one last comment on this article, um, Tom Raftery says that this reminds him of his son's room too, but his son's 17. So

Greg White (00:29:28):

Your son's got a few

Scott Luton (00:29:28):

Years old, been there. All right. So let's, uh, what I want to do here. We're going to try something new here, Greg and Kevin y'all ready.

Greg White (00:29:36):

Oh, no, I'm ready. So who

Scott Luton (00:29:42):

Hosts our logistics and beyond series as a great job knows the freight business. Right? Well, over the weekend, as we are preparing the story and doing some other projects, we're like, Hey, you're out there, uh, near LA, near LA port of long beach. Can you go out there and kind of build some, uh, you know, give us a store kind of like a, who's the gentleman from weather channel that you don't want him to be in here Ori. Yeah. Right. When he shows up a tornado, can't be far away. That's right. I've known him in your neighborhood. That's when waffle houses start closing. So what we're trying to do here, Jameson is basically going to be our supply chain. Now, Jim Cantore, and give us a report from the port out there on the West coast. So playlists, uh, can we play that, um, that beautiful bean footage rounds, we had a commercial,

Jamin Alvidrez (00:30:38):

Hey, Jaman was supply chain now. And as he knows supply chain, now we don't just talk to you about the news we get in it. So welcome. I'm in Huntington beach reporting to you. Um, and as you can see are actually priced here. It's pretty blown out real windy day had surf, uh, which is terrible, but a great day to look at shifts. I'm sure you've heard about the port congestion in long beach in Los Angeles. You can see behind me or what's going in here to my left is long beach, about 10 or so. Miles up the road, pricey those buildings off the distance down. You just see ships, stacked, cargo ships, uh, all the way down the coast. As we work our way South. Here we go further down where peach to the South, where you can't quite see what the ships locked the coast there as well.

Jamin Alvidrez (00:31:30):

This is not what is normal anymore. So there's 20,000 containers. First ship. I had to save a lot of freight, just chilling off the coast of California. One good piece of news. I've heard currently, uh, the dock workers, warehouse workers in long beach are scheduled to get vaccinated for COVID-19 in March. They're working hard to progressively move that timeline up, uh, because as we know with Chinese new year high demand, and also COVID-19 related issues, that's causing some of this congestion. So hopefully that will help alleviate it. But for the current time, even with some of those solutions for the next few weeks, it looks like this is going to be our view off the coast. So supply chain now fam I'll keep you connected to what's going on before now, deliver some videos throughout the coming days. Stay connected with supply chain now, and thank you for tuning in, take it easy.

Scott Luton (00:32:33):

How cool was that? I love it. Well, what, what gets me and look, Jameson's got some chops. He, you know, he leads podcasts. He creates content. He's good at what he does, but I think that was a one take and he jumped in it. He was showing us directionally, geographically. I mean,

Greg White (00:32:55):

What a pro huh? Yeah. Seen right. 20 miles worth of ships. Um, you know, it reminds me of when I saw, uh, w reminds me of, of, of watching the ships come in and Singapore, because their port is relatively small. And yet they're the gateway to Southeast Asia for so many goods.

Scott Luton (00:33:21):

Well, we're going to keep it coming. Jaymin is right there in the thick of things. And, uh, we look forward to maybe getting some other interviews there from, from folks that are stuck in wait mode. Therefore, Kevin, I don't know if you can relate, but, uh, certainly when I was in there for us, hurry up and wait was a constant, uh, refer, uh, uh, refrain that we heard. All right. So from jamming, right? So from Jaman Greg, we want to talk about, let me pull it back up here. I've got seven mice and eight TVs here. Bear with me. Uh, I think we're going to talk about one of our favorite topics Instacart, and you know, we've, we've talked about it before Amanda and I are big fans of Instacart, how they kept things moving throughout the lockdowns, but tell us what else is going on Instacart here lately.

Greg White (00:34:10):

Well, you know, when you look at this, at this headline, it almost sounds like bad news, but the truth is it's really more a reflection of, of the time. So let me just give you an idea. So what they intend to do is lay off about 1,877 workers who pick and pack grocery orders. They are continuing to, what they're continuing to do is reduce their employee count for conducting these services. Um, so these people will cease to become ceased, to be instant Instacart, um, employees, but that doesn't mean that they're necessarily without jobs. So, um, it does affect about 10 unionized workers, uh, of the United food and commercial workers, international union UFC w and of course like any good union would when 10 people are affected, they're throwing a fit. But the truth is this is, is not really an attack on unions. This is more a reflection of the desires and the economics of consumers and of retailers.

Greg White (00:35:14):

Um, as consumer preferences have shifted during this seismic societal disruption, right by are caused by our response to COVID store pickup in, in retail, grocery has increased dramatically. And if you've been to the, to the parking lot of your local Kroger store, or pick it wherever you are, you may have the impact of eight or 12 or 20 parking spots dedicated to grocery pickup, right? So like Kroger and Albertsons and others, what they really are trying to do is find some equilibrium in terms of economics in being able to do this. So what they want to do is take on the picking and packing them, shell themselves for these orders, because it's, uh, it's additional staff effectively. If the, if the people from Instacart fill these orders and it's too costly and margins and grocery is most of us know are exceedingly tight. So, um, so th the shift is going from people who are employed by Instacart, in some cases, even gig workers of Instacart, to, um, many retailers taking on using their own, apparently under utilized staff to, to fulfill some of these orders.

Greg White (00:36:35):

But this has been an ongoing process since about 2018 by Instacart. So they've been reducing, uh, their employees, staff, which is about 10,000 now, but get this full service shoppers and other service providers Instacart as gig workers, employees, 500,000 plus contractors to do this work 500,000 people. So go ahead. Just say, goodness. Well, it is actually goodness. I mean, they are effectively though, not as employees, they're effectively employing half a million people, right? So the benefit of that is the freedom of the gig economy gives people the flexibility to do what they want and to do more than one job. And you know, what this makes me reflect on is the stayed stagnant, economically inefficient nature of, of unions in regard to this, um, where, for instance, if you, if you were a union, it could be possible that you could only pick and not pack the order.

Greg White (00:37:47):

And you certainly couldn't go grab a box in the back and fill the shelves. If you needed to pick and pack your own order. The gig economy gives people the freedom to do whatever it takes at their hourly or contract rate to get the work done that they need to serve the consumer. And that's really the key is this is really reflectant of a shift of consumer sentiment. And in order for this to be sustainable for the, for the retailers and for the consumers, it has to be economically effective. So the inefficiencies of unions are directly opposed to this, but still 500,000 people can vouch for the validity of how this, this seems to be working. I mean, it's, it's really a reflection of the times,

Kevin L. Jackson (00:38:36):

But the, uh, when you don't have unions, you don't maybe not have someone that will, you know, get you medical care or get you Tom, all for, uh, you know, get into the contract, um, uh, childcare. So th this is really a, a balancing act that we all have to understand and manage it's, uh, um, I don't have answers, but something that we are transitioning into. So, uh, you can't be mad at the unions. You can't be mad at the, uh, uh, gig workers. You have to find a new equilibrium.

Greg White (00:39:21):

Yeah. It's all about economic equilibrium. And the presumption is that 500,000 people wouldn't do a job, right. That they can't make a living wage at. Right. And, and, you know, and I think one of the things that we have to acknowledge is that some people, they want less intervention from be it unions or governments or whatever. They want to be able to do what they want to do. And to have that freedom, there is a trade off, right. You're going to, you're probably going to get paid less, but you're going to have more flexibility, but 500,000 people can't be wrong. Right. Well, you know, um, a remarkable story, a love that we've got to find a new equilibrium equilibrium and make sure no one's left behind that. That's what business leaders have got to do. Um, and it really, you know, one of the things, one of the questions that comes to my mind is how, you know, we've seen so many preferences change across any generation.

Greg White (00:40:16):

How long are those new preferences gonna gonna stay with us as we keep your fingers crossed, but get into as soon as possible into that post pandemic environment. So it is a fascinating study. We, you know, we've been, uh, big users of Instacart and hopefully they can find, uh, that new model that both of y'all are speaking to well, um, they'll have to write, or it'll go away. I mean, that's just the economics rule, regardless of whatever we want our altruistic desires to be economics rule. I mean, I just posted an article on LinkedIn about how retailers can, um, maintain the loyalty of millennials and gen Z. And even they are driven by economics, but they want the good cause and treating your employees well, and that sort of thing. So it's a delicate balance. Again, equilibrium is really the right word for that, isn't it?

Kevin L. Jackson (00:41:10):

Yeah. But no, it'd be interesting to see how many of those Instacart picker and Packers are also Uber drivers is this

Greg White (00:41:19):

Get door or door

Kevin L. Jackson (00:41:21):

Dash. They also do door dash. I mean, this may actually be a new profession.

Greg White (00:41:26):

Agreed. Yeah, I agree. I think it very well could be well, you know, it seems like there's a great opportunity, um,

Scott Luton (00:41:34):

For, for these, these different delivery services, the team up and form strategic alliances and, and figure out a, uh, um, an enhanced model for these associates and these hard working folks. So maybe that's in the cards in, in the weeks and months to come. And I think we have to think about it this way. So I have a gen Z who is, uh, she waits tables. She works for the lady down the street, and she's a door dash driver and door dash, or this may not be somebody's primary thing. It could just be filling time because, you know, you can just flip on an app just like that and go earn an extra 75 bucks, which she does frequently on Saturday mornings. So, um, you know, I think we have to acknowledge that people have to have an outlet. And if, if they want an outlet, I shouldn't say it's great that someone is providing them with an outlet to provide them with, even if it's just not a living wage, even if it's just, uh, additional money or spending money, right. They're choosing to work for it. Nobody's forcing these 500,000 people to do this job, right. We know we shouldn't be surprised because we want everything else on demand. Why would we not want a job on the man when we wanted to work?

Scott Luton (00:42:49):

I really do. I love, I love the freedom that it gives to, um, to folks to be able to do it. They're not stuck sending their money to an organization, agreed for all of their own, their own, uh, healthcare and whatnot, their destiny, um, what great, fascinating story. W we'll keep our finger on the pulse there. See, see how that thing develops. Uh, we got a lot of comments here. The Jayman footage has got a great idea. We got to get him a mic and a mic flag, right. And a t-shirt and they'd all be out on the way coming to you soon, as long as you go, where the Royals hat that's fine. David says the only thing we're missing is a helicopter reporter. Absolutely. David, you do supply chain, chase scenes, follow that truck. Jim, Ken Tory in logistics go, Jamie Rhonda talks about how gorgeous that's the first thing that got my attention is just how gorgeous the backdrop was.

Scott Luton (00:43:49):

Very jealous Thor, ask if we're sending Jaman to Savannah next week. Hey, um, who knows? We'll see, depends on where news is being made. Uh, Tom is asking, going back to the Instacart, asking about living wage, Greg, you, you, and we all kind of covered that. Great question, Tom. We gotta, we gotta tackle that question. Um, no shortage of comments here. All right. So let's see up next. Uh, Kevin, we want to talk about some good news, right? We've got, uh, help on the way for global supply chains, new bot, administration's got a big, uh, strategic plan of, of, um, you know, sending resources to global supply chains. So tell us more about that. So actually, yeah,

Kevin L. Jackson (00:44:32):

And, and at the last year's issue, we talked about TP last Thursday, but it wasn't just, uh, that everything really suffered. And the, we, I think maybe we overshot globalization with respect to the supply chain and the dependence of the country on manufacturing overseas now. And it's not that we should not manufacture overseas, but once again, it's an equilibrium, you know, um, all things in moderation. So expiration has, uh, a laser focus on supply chains and they actually have a website, Joe biden.com/supply chains. I mean, uh, how many times has a president put supply chain at the top of their goals, right? But this, this plan is to rebuild the U S supply chain to ensure that the country doesn't face future shortages of critical equipment. So some of the key points that I brought out of it is that they want to implement a fundamental reform that shifts, uh, the production of a range of critical product back to the U S we were just talking about, uh, chips and, and Intel.

Kevin L. Jackson (00:45:58):

And, um, and that is a critical product, right? So I want to shift these things back to U S soul to create new jobs and to protect the U S supply chain against national security threats. But, you know, that may increase the cost of some of these commodities. The reason they went overseas to begin with was because of the cost of labor. Um, they also won by the national security risk across the international supply chains. And I think this is one of the most important items, because we don't know what's critical to, uh, security risk is TP, a critical supply item. Does that threaten national security? If you can't go when you have to go the arguments there and also, and this is the most important thing I think, and you kinda, uh, you're hesitant when, when the word Congress comes into the conversation, right. But he's going to ask Congress to enact a mandatory quadrennial critical supply chain view to Institute this as a permanent process. And they're also going to invest in a new critical with supply chain workforce. Okay. So I don't know if we're now going to have a, you know, a supply chain agency, like the, uh, you know, TSA, we did TSA after nine 11 is an outgoing to be a SCA. I don't know, but there's a lot of stuff in here.

Scott Luton (00:47:47):

Hmm. Well, you know, maybe, uh, remember back in the day we're creating is ours was a big priority. Maybe we were going to have a supply chains are, you know, maybe not a, um, you know, if we can find the right, I think equilibrium is going to be the word of the day, because between them, what the government does and between what the free market does, there's gotta be an equilibrium, uh, where, or is the sweet spot for getting stuff done, right. Where people are taking care of supply chains are protected and business can, can prosper. So regardless, uh, uh, perhaps in arguably this administration may be the, the, uh, just out of sheer timing, the most well-versed on supply chain than any other previous administration. And regardless of your political affiliation, that's a great thing,

Kevin L. Jackson (00:48:33):

Right? Yeah, yeah, absolutely. And the, uh, the fence production act was originally designed for war, right. To get the country, to be able to respond quickly to, you know, physical war, well, there's economic war, right. And, um, we, we need to, and this is where the supply chain comes in. And, and more and more, we are doing this with data information over the internet, that there's a, there's a lot to unpack, right.

Scott Luton (00:49:13):

That information supply chain, which is, you know, I love your perspective. Uh, and I'd love to sit back and get some popcorn, a diet Coke, and watch you and Greg talk technology and a supply chain and a retail and a, and an entrepreneurial. There's so many wonderful forces here, but, uh, you know, this plays out on a lot of our digital transfer transformers conversations. This plays out to some degree, Greg on tequila, sunrise, uh, and, and some of the moves that investors are making based on what, where the need is, where the opportunity is, where the, where the solutions are. So it's a fascinating time to be in supply chain for sure. And, um, you know, of course we want the administration to be really successful and really figure out a practical way of, of insulating our supply chain or, or, or, uh, better equipping our supply chains.

Kevin L. Jackson (00:50:05):

Yeah. I think it's a better, better equipment. I mean, when solar winds came out, everybody was thinking about, Oh, I bet, you know, in malware hackers that's really was a supply chain attack on the information supply chain because every business process today is implemented

Greg White (00:50:28):

Using software. And the API is on the link in information and digital supply chain, the API

Scott Luton (00:50:39):

Or back, I'm gonna have to get studied up on that, Greg. So Greg, anything you wanna weigh in before we, I want both of y'all, I'm gonna ask both of y'all what's coming up on your respective shows and whatnot, but Greg, any comments there?

Greg White (00:50:52):

I think we've seen that. I mean, the defense production act is the foundation of this that Kevin's talking about, and we've seen that it can be successful because the previous administration compelled the automakers to switch to producing ventilators, whatnot. Right. And, um, and w we know that we can produce these goods and, and we've talked Scott since the very beginning of COVID about this re you know, what we felt would come this compulsion to reshore a nearshore and onshore things. And we've talked about places like Puerto Rico, where we used to make a lot of art, uh, from the fifties until the early two thousands, we used to make a lot of our medicines and things. And, um, and then government regulation, or the lack of support, uh, from, you know, for the economy to make it cost-effective caused all those companies to move away.

Greg White (00:51:48):

So this, you know, this is like many things, hopefully an accelerant for a government to do the right thing. You know, I am loathed to have government involved in anything, particularly supply chain. I think I sound like Ron, what's his face from parks and rec, but if what they can do is enable what lawyers should be dealing with, which is creating an economic and illegal environment that allows organizations to effectively operate on shore or, or closer to shore, or at least outside of the most dangerous domiciles on the planet like China. Then, then I think that's a, that's a great initiative. So we'll see how, you know, how they build on what we've done in the past year or so, and how they come up with something hopefully new and a more, it seems like a much, much more comprehensive plan. Doesn't it agreed.

Scott Luton (00:52:45):

Definitely. Um, well, Ron Swanson, uh, somebody said you're gonna go on SWAT ROS

Greg White (00:52:53):

In 16.

Scott Luton (00:52:55):

All right. So look, we got to get in some of these comments, we have no shortage of comments here. Sylvia says supply chain finally got a seat at the dinner table. And then Damon says, not just the dinner table, but the adult table. We sit at the table all together, right?

Greg White (00:53:11):

Their table in that

Scott Luton (00:53:14):

A big show, Bob Boba is back with his Bob. It's great to have you on our live streams. Love what you and the Accu speech mobile team are doing. He says medical equipment masks all need to be controlled here. Quality paying more needs to be balanced. Curious if the DLA will take a big role in the supply chain, future control and examination. Good question there. We'll see. Uh, Kevin likes supply chains are, he says, he's gonna walk back across the street to the white house. Thank you, Kevin. That doesn't involve any kind of billable hours as it Kevin. So we'll see. Um, and let's see, Tom, this might be an inside joke, souvenirs, Peter. Surely they can sell them and make a killing. Is that from parks and rec too, right?

Greg White (00:53:58):

I don't think so. I think that's from previous discussion.

Scott Luton (00:54:02):

Oh, okay. I got it. So Tom, Tom was referring to the pins on button's desk here. Veneers make a killing. Uh, we had a, um, an update there from the control room, Amanda right around the corner was, was making that connection for me. All right. So really quick now I'm in trouble. She's coming. She's coming to get me. Um, let's give you the reader's digest version, tequila, sunrise, digital transformers, no shortage of show's content, movers and shakers, and, and, and love what y'all have been doing there. And for that matter, love, the show where you all got together. And, and Greg took a deeper dive in a T uh, Kevin's background. Um, but Greg, what else is coming with tequila? Sunrise? What, what a couple of things that you can tease us with.

Greg White (00:54:49):

Yeah. So, uh, first, um, last week was BGSA Ben Gordon's strategic advisory, his, uh, supply chain conference. So we're going to try and get him on a future show, hopefully the live stream this week. Uh, we're still working on that. Hey, now, you know how the sausage is made. Um, but also, you know, one of the things that I'm starting to do is kind of nine to 13 minute shorts that really help founders and really help investors and really help executive management of these companies to improve their business. I want to really focus on some tips, some things that I've learned from doing things right and from wrong and from others. So, uh, you know, the goal being to help companies improve their business as they, as they grow. And there are a ton of great, uh, founders out there that we're going to be talking to as well.

Scott Luton (00:55:44):

In fact, we've gotten the call from, from you, our community, Hey, we want Greg out there talking M and a talking entrepreneurial stuff, talking deals, talking, uh, entrepreneurial tips, you name it, you know, kind of the, the gamut that tequila sunrise really focuses on. And so we're going to answer that call Greg, and I'm excited again, I got to grab popcorn and kind of sit in the, in the cheap seats and learn myself. So stay tuned for that. And our team is working fast and furiously with the, the, um, the agent of a bit one Ben Gordon. So we'll see if we can't make Thursday happen. Cause he just had a bunch of a thought down in Florida just last week and we want to do more of those episodes on YouTube. Um, and that's the other reason they have to be short is because I can't stand being on the camera that long. Okay. Well, keep it coming. Greg love that tequila sunrise factor. All right. Kevin L. Jackson. So no shortage of projects. And I know that, uh, you've added a board role since I think since the last time we sat down with the transform book, that's just over your, I think it's your left shoulder. It's blown up. So give us,

Kevin L. Jackson (00:56:56):

Yeah, they're on Amazon now.

Scott Luton (00:57:00):

Well, it's like, it's own like several Amazon bestseller lists. What's been some of your favorite feedback you've heard.

Kevin L. Jackson (00:57:07):

Well, actually I'll, I'll um, announce, I don't know if I've really said a lot about this, but you know, you're when you do something, when you write something you want it to matter. And when I, when I write, I'm trying to inform people of like, like Greg said, what I've learned the right way and the wrong way. Um, and I'm really proud that, uh, kicked, uh, transform has been selected as a tech for a text for a graduate education at Tulane university. So kicked off teaching a course and leading transformation. And, uh, so, you know, uh, people are learning from, from this book. That's really, that's, that's really great. And, um, uh, I've gotten a lot of feedback from that. And in fact, I know, uh, we're kind of short on time, but I, I don't want to miss the opportunity to say thank you to the audience.

Kevin L. Jackson (00:58:12):

I mean, last Thursday's a live stream, uh, digital transformers, last string, we had over 3000 replaced. So already over, uh, you know, YouTube and Twitter and Facebook. I mean, and there were lots of questions around blockchain and, you know, many people weren't really aware of the linkage of blockchain, the Bitcoin and its applicability to software security. So the reason I bring that up because we're looking forward to having David Stellan on some future, uh, digital transformers shows, I mean, him and his organization are really, uh, key to the future of online commerce, commerce and digital supply chain. Um, and just as a bit of a teaser, we also had, uh, an executive from ATNT on, uh, about a month ago and they're coming back.

Scott Luton (00:59:19):

It's been a great story to watch. And just kind of, for a handful of folks may, maybe couldn't make that, uh, that livestream last Thursday, uh, David Stellan is CEO of the telecommunications industry association, which is, is really the voice of the ICT space, which is critical. And we were talking about how to secure that supply chain, which, you know, we've referenced here, the information supply chain and connectivity numerous times during just the show securing that so that we can continue to have data, information and communications at our fingertips is critical, as we all know, alright, uh, Kevin and Greg, no shortage is tough to do it justice in a couple of minutes with either of y'all. I love to hear all the different things you've got going on, you know, within the supply chain now community and beyond. Uh, so let's, um, we're gonna wrap on one thing here, cause I am going to start beating the drum for, um, hope, hopefully some moves that the Braves, the Atlanta Braves are gonna make.

Scott Luton (01:00:17):

So, uh, if you've known me and, and many of our team members here, certainly clay Austin and Amanda and Greg and, and many of our team members were big Atlanta Braves fans. Right? Well, unfortunately we lost an absolute, um, legend, not just for baseball, but, but for society, Hank, Aaron passed away. I think it was last Friday morning. And, you know, I was, I was getting to know his story a little bit more over the weekend. Uh, Greg and, uh, Kevin born in mobile, Alabama, your Jackie Robinson speak when he was 13 years old. And that is what propelled us. That's when becoming a major league baseball player really was seeming and in his brain, gosh, that he'd not do that first to break the color barrier in the South Atlantic league. Right. Uh, and then of course on April 8th, 1974, he broke one of the biggest records in all of sports, right?

Scott Luton (01:01:11):

He, he broke babe Ruth's home run record, but as legendary, as legendary as that was that still didn't top everything else he did for the civil rights movement for society in general. And, and for all, all the different communities he was involved in from Milwaukee to Atlanta, to West Palm beach and many others, God was a Titan, him and his family at Titan, uh, for society 23 seasons. Uh, an incredible, so here, this is what we're doing. So here we're based in Atlanta and, you know, w when legendary, when legends of the game pass, um, you know, typically it's a shoulder patch right. With their number. Well, that's not good enough. And I wanna, I wanna, you know, we want to bang the drum here, major league baseball, the Atlanta Braves, we need to rename where the Braves play at a minimum Hank Aaron field, right. Uh, we love sponsors and financial institutions, but this guy at a minimum, how cool would it be to put his name on lips of every single fan that's going to catch a game in Atlanta. That's the, that's the kind of a recognition that, uh, his journey deserves. So we'll see, but, uh, prayers and, uh, certainly, uh, thoughts, best wishes to the, the errand family. Um, what a Titan Titan of a, of a, a change agent athlete, you name it. So

Greg White (01:02:32):

The reason I played baseball as a kid, actually, actually not because of his home run prowess, but because he also holds a number of other records like the most RBIS in a season. That's right. Um, I'm all, I've always been the hugest Hank Aaron fan. I wore 44 as a kid, uh, on every little league team. I actually didn't play on one little league team because somebody else was wearing 44 and I went to another team. Um, I'm a huge, I'm such a huge fan Scott that, um, Hank, Aaron owned, uh, own car dealerships around Atlanta. I drove 70 miles to his BMW dealership on the South side of Atlanta to just to buy a car from Hank Aaron, and to shake his hand, which, which he still did even wow. And 10, 15 years ago. Um, you know, and I'm not, I have no special inside knowledge, but I, I do have followed this fairly closely because it hit me while I was driving.

Greg White (01:03:35):

And I almost had to pull over to the side of the road, but the solace that I have, and I think the solace we can all have is that his family was expecting this. He died peacefully in his sleep. Um, and they seem to be, uh, all of them, at least that have sounded off to be at peace with them, with it themselves. So great man in baseball, a great man on the planet, still the home run King, no asterisk. That's right. Um, and, uh, yeah, one of the greatest human beings you could have ever met. Yeah,

Scott Luton (01:04:05):

Absolutely. You know, uh, and Kevin welcome your comments. They really quick, you know, as the Braves went through name changes before the current sponsor is SunTrust, right. SunTrust with the new stadium. And what's so interesting is, uh, whenever we went to a game, whenever you're talking about where you're going, you're, you're talking to him heading to SunTrust, right. It became part of inaccurate

Atlanta. And that's why, I mean, perhaps on its face, renaming a stadium or a field, you know, seems symbolic, but that's why it's so important because how fans, it becomes part language. And then it keeps what the incredible thing that, uh, journey and the impact he had makes it even so important because it keeps it front and center. So Kevin, couple of quick thoughts from you as we wrap up today's okay.

Greg White (01:04:51):

First of all, sports is not just sports. It's part of our culture. It's part of society and the, um, people that participate in sports, you know, have a responsibility to society. Hank, Aaron really epitomized an individual that understood the value of his position and the contribution

Kevin L. Jackson (01:05:18):

It could make to society last year. Um, we have seen, you know, uh, social and, uh, unrest, cultural, uh, divisions, people like Hank, Aaron can really help Mel and put us back together. And, uh, uh, I really mourn his, his passing and I'll look forward to, uh, the next sports hero will step up to become society's hero.

Scott Luton (01:05:53):

Well, gosh. Yeah, very well said. Uh, and, and that's, that's, uh, a perfect note to wrap up today's live stream. I appreciate both of your, uh, both your gentleman's comments there on the one and only Hank Aaron and Aaron says it great here too. Makes other players want to be like him and strive to be a better citizen. Thanks so much for joining us, Aaron and, and great point there. Um, okay. So, uh, to all of our community members, thanks so much. Uh, Greg and Kevin, it's been a pleasure to tackle the buds with both of you here today. Kevin you're, you're a natural, you just jumped right in and don't miss a beat

Kevin L. Jackson (01:06:29):

Watching you for a while. I've looked at all of your YouTube shows, Scott and Greg.

Scott Luton (01:06:41):

It's a pleasure. I really enjoy this new relationship and partnership we built and really had raged into the new year, uh, diving into digital transformers. Greg, always a pleasure tequila, sunrise, some really cool stuff, right around the corner, Hey, to our, uh, uh, community members, of course, as always, if you want to, um, find out anything that we've referenced here today, you can find it@supplychainnow.com the voice of global supply chain, and certainly, you know, trying to serve as facilitators of great information, resources, best practices. The Frank conversations with touches on some of the challenges that Kevin just, just, just, uh, mentioned a few, few minutes ago. There's no shortage of challenges impacting global business and global society, but Hey, you're here amongst friends. Thanks for joining us here today. On behalf of Greg white and Kevin L. Jackson, the whole team, Amanda and clay, the whole team behind us that make these things happen, big things to our community. Scott Lutens signing off for now. Do good. Give forward, be the change, be like Hank, Aaron. And on that note, we'll see. Next time here on supply chain. Now

Speaker 1 (01:08:16):

[inaudible].