

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

Hey, good afternoon, Scott Luton, Greg white with you here on supply chain. Now welcome to today's live stream. Greg, are you buckled up and ready for a wild wild West version of not the buzz, the Thursday live stream just based on our, uh, well, it's only Wednesday, right? I'm Tom traveling today. I'm telling you, yeah, this is supply chain today with Griswold. So the reason we're a little bit distracted gang is the pre-show discussion was pretty. It was pretty inspiring and fun. So, so, all right, let's start over again. So he's lewd and Greg white with you here on supply chain. Now it is all about supply chain today and tomorrow with Mike Griswold from Gartner and one of our most popular monthly series. We've got Mike come on on and talking about supply chain and real retail and, and really global business each month.

Scott Luton ([00:01:27](#)):

And we've got a special treat here today. Don't we? Greg? Yeah. Yeah. We're going to give everyone a shot to ask him almost anything. Yes, yes. So, uh, Craig, just, as you said, almost small, you do it big. I see. Well we, our team of attorneys said, Hey folks, we love the idea, but let's add one more word because there's been a lot of these ask, ask us anything sessions. So ask Mike Griswold almost anything right here today on supply chain now. So, but Greg, lot of good stuff, we're going to be posing to Mike folks, get your questions ready. We already have a slew of folks in the community. Again. Think about retail, supply chain S no E S no P you know, Mike joined this last month or last couple months, we've talked about metrics. We've talked about ESG. Mike leads, the Gartner top 25 supply chain rankings.

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

So he's got access and finger on the pulse of a wide range of supply chain leadership topics and case studies. So I'll get the questions ready. We're going to be opening the flood Gates here momentarily. But before we do Greg, let's do a little bit of housekeeping. Are you game? Yes, sir. Let's do. Okay. Cause if you're not, you're kind of stuck now. Well, as long as we're, as long as we're in this livestream moment, why not? Uh, just confess that I'm hearing, I'm hearing the guys working on the roof behind me right now. So if you hear anything, Hey, you know what hashtag COVID happened. So we are where we are again. That's right. And w when we had the issue, when we were in the studio, if you remember one show, we had told you Rhoda and Tim Brown with us and the roof, the folks on the roof were working on one end and it kept getting louder and louder as they came right above where we were recording the shows.

Scott Luton ([00:03:15](#)):

It's always got a kick out of that, but yeah, I digress. So folks, if y'all enjoy today's conversation, make sure you check us out supply chain. Now, wherever you get your podcasts from. So you don't miss a single conversation. Like the one we're going to have here today. And like, we rolled out Monday on the bus, we've got a couple of webinars coming up and we've got a really neat a gift box. When we send it out to folks, we're going to have a drawing from folks that register for our webinars or subscribe to our newsletter. Let's see, February 17th, it's going to be all about supply chain, transformation, supply chain

transformation with Mars, which we're going to touch on the wonderful candy industry here momentarily. Yes, sir. And connects us. So y'all check that out on the 17th. Uh, Greg we've really enjoyed our collaboration, especially with the connections team. Right?

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

All about what can access is doing in SNOP planning, delicious chocolate and my middle daughter, Delaney, his birthday, as a matter of fact about that. How about that? Right. So join us. She won't be on the show folks. I'm sorry.

Scott Luton ([00:04:17](#)):

Not yet. Yeah. Right around the corner. I thought about having

Greg White ([00:04:20](#)):

Tequila, sunrise, because she is a supply chain tech sales person. So

Scott Luton ([00:04:26](#)):

I think we've got to make that happen for sure. So it's a February 17th, check out the link in the show notes, join us for that one. And we're going to follow it up just about a week later with a really a diverse panel across different sectors. Uh, with our friends, Omnia partners really focused around, you know, what supply chain leaders are doing in this, in this thankfully in 2021 to kind of tackle the new normal, the new environment. I said, do normal, try to avoid saying that, but we're going to have a variety of respective shared, especially as it relates to procurement. And procurement has been a really hot topic here lately. So stay tuned for that. And the link for that session is also in the show notes here today.

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

And if anyone has any doubt, whether our Arslanian was born for this, listen to an episode we did with him sometime back, I bet clay can find that thing, but man, born to do what he is doing much like our guests.

Scott Luton ([00:05:23](#)):

So right before we bring on Mike Griswold for again, an ask my Mike Griswold, almost anything session here today, let's say hello to a few folks that are here. Peter is with us. Peter always brings hot perspective and POV. Great to have you here. Peter Lee, Lee, Hoff, Weber, Huff. We were maybe, and I apologize if I mispronounced that Lee, you are, ah, there we go better. That's how you pronounce it. So Lee had a lot, a lot of, uh, perspective shared in our, uh, reverse logistics and return session last week. Enjoy that. Great to have you here. Uh, as always via LinkedIn, Gary Skinner, wild wild West baby. He was with us last week as well. Mike Darden is with us

Greg White ([00:06:08](#)):

Long time. No here. Good to have you here,

Scott Luton ([00:06:11](#)):

Mike and his team have been on the role and it really enjoyed his perspective on a previous podcast T squared holding down the Fort on YouTube is hump days ready for supply chain management, lunchtime nourishment. Love that. Amit. Great to have you here as Leah, as Leah, maybe apologize. I'm

mispronounced that. Great to have you back really enjoyed your contributions in these live streams, Praveen Dolla, Anna, Mary regular participant. Yeah. Good on you again. Good on ya. All right. So, and there's some calls for our supply chain, our golf tourney, my talking to the right person or what? I'll put my money on Mike there and I would gladly let him play in my, in my spot. But, uh, we'll see if we can tackle that down the road a little bit. Hey, one more thing here. Colin Yankee, shout out to Mike Rosewall, Colin, hello to you and, and the whole tractor supply company team. He's going to be joining us for a podcast coming up here right around the corner. So Colin, I hope this finds you and your family. Well. All right. Are you ready to get dive in Greg?

Greg White ([00:07:13](#)):

Well, just one more thing that I think it's really important for us to share. Scott is Paula Moring. Who's joining us representing the Casey. Let's not forget folks that it is super bowl week, so we will be crowning a repeat super bowl champion on Sunday.

Scott Luton ([00:07:31](#)):

Well, what was that? Our attorneys saying say big game, big game. We can't say no. Regardless go chiefs. We're all big chiefs fans here. And of course, Greg is our, is our biggest chiefs fan 50 year chief Smith or no more than two decades. Right? All right. So, so much going on really enjoyed. Everybody's showing up for today's live stream. We have a wonderful guest here today and these kind of sessions were built for our guests today. I'm losing my voice a little bit. Y'all bear with me. Mike Griswold. Vice-president analysts with Gartner. Hey, good afternoon guys. How are you doing? How are you doing Michael? Thanks. Well, we went around the horn on the intro. Forgot what day it was. Forgot what show it was. So our pop, my apologies, but it was all that conversation about scotch before we got started. It was right. It's like we drank it and not talking about it. You're right. You're right. We really, you know, I really, we're going to have to record those pre-show sessions moving forward, but, uh, nevertheless Mike have really enjoyed these monthly sessions with you. Um, we get a ton of feedback. Always get a ton of comments. I mean, you really, it's interesting just when I think we get a question that just might stop Mike Griswold. Nope. It's like that old ESPN show. Try to stump the Swami. Remember that back in the nineties,

Greg White ([00:08:50](#)):

Josh, I forgot about

Scott Luton ([00:08:51](#)):

That. No one could ever do it. That's kinda how I feel here today with Griswold. So, but, but all things business and supply chain. So Mike, we're going to, uh, do a little bit of the light lightning round before we get into the serious stuff. Are you game? It's all, those are always fun. Okay. So today as we're approaching Valentine's day, right? My wife Amanda says yes, that indeed is a gift buying holiday. So I've added that to my checklist, but also is a huge day for the us candy industry, probably property global candy industry, I imagine. But did you know for the U S chocolate candy industry? It is the third highest volume day. According to some, the best research I could find any guesses, any guesses of the first two?

Mike Griswold ([00:09:33](#)):

Well, Easter's gotta be up there. And I would say maybe the day after the super bowl for Greg when the chiefs lose. Oh, Oh, so five years from now.

Scott Luton ([00:09:44](#)):

Yeah. Yeah. So you're right. So Eastern Christmas or the first Christmas is the other. And I think Christmas by far is number one, as you might imagine. So speaking of candy, can you share for first lightning round question? Sure. What is, what's your weakness when it comes to the chocolate candy or candy in general?

Mike Griswold ([00:10:05](#)):

So there's actually two, one is old school. I don't know how many people, depending on how old you are. Um, I'm, uh, I've a huge weakness for mallow cups, basically a Reese's peanut butter cup with marshmallow instead of the peanut butter. Those are, yeah, those can be hard to find little bit regional, but the one that everyone can find is I have a huge weakness for Mr. Goodbar. So chocolate peanuts, pretty much that if I see one of those somewhere it's it's trouble, but the Malak cups. Yeah. If you have not had a mallow cup, you know, look around and see if you can find one. They're pretty good. So regionally, where did, where did that come from originally? I have no idea. I, I first, when we were in Western New York where I grew up, they were, they were pretty plentiful. Now, if I go, we have a couple of specialized candy shops here around where I live. If you go into the specialized candy shops, you can usually find them as well.

Greg White ([00:10:55](#)):

When you were at Albertsons, did you manage to sneak them into the product mix?

Mike Griswold ([00:10:59](#)):

Yeah. No. I w the merchants wouldn't talk to me, so no, I never had an opportunity. Right. They didn't, they didn't talk much the supply chain guys, so,

Scott Luton ([00:11:07](#)):

Yeah. True. Rich Richardson is also a big fan.

Mike Griswold ([00:11:11](#)):

There we go. I knew it wouldn't be the only one.

Scott Luton ([00:11:14](#)):

And there was a lot of yeses for Halloween being the other holiday. So believe it or not that sometimes.

Greg White ([00:11:21](#)):

Yeah. I can't believe that. When you think about it, you think mother's day Halloween, obviously Eastern and Christmas Valentine's day. Of course, but man, maybe it's I wonder, gotta be sheer dollar volume, a lot of candy.

Scott Luton ([00:11:38](#)):

I learn in my Google efforts. Yeah. Not one great clearing house for key insights and data, especially free. So y'all check the opportunity folks. That's right. Andy data, clearing house.com. That's a couple of the comments here. These mallow cups of, gosh, we've hit a nerve here. Love mallow cups in West. Virginia says as Aliyah, uh, Don says they were a staple for us in North Carolina. And rich also says that they had fake coins. Yes, yes. It's about that.

Mike Griswold ([00:12:11](#)):

The problem I always had. Yeah. I mean, I think the mallow cup users will agree with me. The problem I always had is the marshmallow would leak out of the bottom and it would stick to the little wrapper. So you always lost a little, the mallow cup as you're trying to get it out of its wrapper, but it was worth it. That's outstanding.

Scott Luton ([00:12:32](#)):

All right.

Greg White ([00:12:34](#)):

Blast from the past. But let's, uh, I know we're gonna, we're gonna allow people to ask you anything, but I want to ask to me what I think is the most important question for Mike Griswold to answer, first of all, by the way, one of the things that we were talking about when kind of prepping for this was we should ask Mike what a Griswold family tradition is for Valentine's day. And I thought that is a whole other movie, isn't it

Mike Griswold ([00:13:01](#)):

It'd be waiting to happen. National

Greg White ([00:13:03](#)):

Lampoon Valentine's day. So obviously it's basketball season. We're coming up fast on the tournament. Right. Um, and of course you have your own, and we'd love to hear how your season is going if it's going, but I'd love to get your insights on. What do you think the tournament looks like? Give us a final four prediction.

Mike Griswold ([00:13:25](#)):

Yeah. So this the aisle I'm going to give you one of the men's side. And one of the women's side, the men's side will not be a surprise. I think Gonzaga is probably the team to be, Baylor's a good second choice, but Gonzaga was probably going to be in the final four last year. They just got better this year, the women's side while they're not number one, uh, I'm a huge, uh, Connecticut fan they're young. They've got a really, really good team that I think will grow into, uh, there'll be a one seat in the women's tournament. There are some really good women's teams, North Carolina, state, Stanford, South Carolina. Just to name a few, but to, to answer your question, I wouldn't take the zag on the men's side and Yukon on the women's side,

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

Yukon on the women's side, you really went out on a limb there, Mike.

Mike Griswold ([00:14:12](#)):

Yeah, I know. Yeah. Let me give you just, you know, we talked about the supply chain and um, we talk about supply chain excellence. Let me just give people something to think about who may care, nothing about basketball to put this in perspective. [inaudible] is the winningest men's coach in women's basketball, 11 national titles. He has gone over 1000 games without losing games. Back-to-back wow. That's probably close to 30 years. He has. And again, for people that aren't familiar with Yukon women's

basketball, they, they don't play a cupcake schedule. I mean, they, they play a very, very difficult schedule. So the fact that he's gone that long without back-to-back losses is, is just mind-boggling

Scott Luton ([00:15:02](#)):

Really is legend so much to learn from his leadership, his approach. Of course, he's gotten that famous quote about, you know, work ethic and, you know, some folks mail it in. I can't remember exactly the paraphrase, some folks mail it in and wonder why they don't get, you know, earth shattering results. So, uh, but Greg, uh, we could talk a lot about sports and clearly we could talk a lot about mallow cups that I would've never guessed no doubt, but what do we, what are we, I think we've got a couple ideas. Yeah. Just to get things going.

Greg White ([00:15:32](#)):

This has been going around our office lately. We've been talking about SNOP and, uh, Chris Barnes, the host of supply chain is boring, was asking. He was, I think he was giving a, an educational session and he was asking, is there such a thing as SNOP or SNOP for retail? And so Korean and I both kind of communicated back to him. There's not something as such. Mike had contemplated Mio some years back, and now he talks about it as essentially SNOP for retail. But when you think about SNOP wherever, wherever it's being applied or it's variant for retail, what do you think about as the most clear cut best practices for a good process there?

Mike Griswold ([00:16:18](#)):

Yeah, Greg, I think if we think about maybe just a little historical perspective, you know, other industries, almost every other industry has had SNOP for 20, 30 years. And I think for those industries, the fundamental question they were trying to answer is how do I match demand and supply? And I think if we, if we extrapolate that into retail, the biggest factor that I see in successful SNOP and SNOP initiatives and retail is when people can clearly articulate, what problem are we trying to solve? And it needs to be a little bit deeper than just we're trying to match demand and supply. You know, we're trying to align demand. If I'm a vertically integrated retailer, I'm trying to align demand into my manufacturing process. You know, I could be, Hey, I'm just trying to understand how do I match demand and supply for a promotion that's going to happen in 12 weeks?

Mike Griswold ([00:17:16](#)):

You know, it could be, you know, we're going to have, you know, we're going to launch this new product and I need to align the demand for the new product with making sure it gets into, through. And then out of my supply chain into the stores, as an example where I see people struggle in retail is, you know, conceptually understanding SNOP, but they can't go to the business and say, this is the problem we're going to solve. And I think when we are able to say, this is where we're going to target, or this is where we're going to focus. SNOP, you know, we talk about, we've talked a lot in the about use cases for us to know it's the same thing, right? What use case am I gonna address? What problem am I going to solve? What metric am I going to impact? And I know we'll talk about metrics maybe in a little bit, but those are the things when I sit down with a retailer and we're talking about SNOP it's, you know, what problem are you trying to solve? And how will we know that we've solved it through the metrics? That to me is the biggest success factor or not in retailers moving the rest and Opie initiatives forward. What problem are we trying to solve?

Scott Luton ([00:18:20](#)):

You know, that's also, I think, a universal, what are we trying to do here? And I think we referenced a well, my favorite movie is Moneyball where Brad Pitt plays Billy the GM for the A's Billy Bean. And there's a great scene. And Greg, I can't remember if you were on, on the live stream of the podcast that we were doing. There's a great scene where he's got all of his Scouts around him. You know, the folks who've been in the game for, for decades. And they have a very, most of them have a very traditional approach at, at what they're trying to do and all the traditional assumptions. And he, and basically, I can't say all the words he used, but he called Tom out and said, look, what are we really trying to do? And he really basically challenged all those Scouts, all that experience to think about the game so differently. And that's that. So when you answered that, my, that took me right back to that Mo you know, that scene in such a great movie, but that really is a universal best practice.

Mike Griswold ([00:19:13](#)):

It is. And it's one of those things where it's, you know, when people think about how do I launch SNOP, they tend to really try to over-complicate it quite frankly. And it really is as simple as what problem are we trying to solve? And once everyone acknowledges, that's the problem we're trying to solve, then we can start talking about the disciplines of SNOP. But if we don't get alignment around, this is the problem, then we struggle quite frankly. And then the organization is like, well, why are we doing this? And, you know, oftentimes when I talk to companies, who've had, you know, a couple iterations of SNOP, right. We'll talk and say, Hey, this is our third pass. And I say, well, what happened with the first two, invariably it's because we didn't really know where we were, what, what, or how we were supposed to fix. We just didn't know. We couldn't articulate it. And that, that, again, that's the key. Is that the ability to articulate that problem?

Greg White ([00:20:13](#)):

How often do you hear that or something else, or maybe what is the most frequent response you hear to, what is it you're trying to solve?

Mike Griswold ([00:20:22](#)):

So over the last year or so, it's, it's been primarily inventory related either. We've got too much inventory it's in the wrong spots. So how do we more tactically move it around? The other one has been really around promotional demand or a longer term event. That's on the horizon that we're just unclear. Demand's going to look like, and therefore the supply decisions or the manufacturing decisions we need to make, if we're vertically integrated, those are compromised. And what typically ends up happening is we get to the end of the window and have a promotion end of a season. And, you know, again, it's excess inventory and now what do I do with it? Right? How do I get rid of it? Do I put it away? Do I put it in some other channel? So it really, it does end up manifesting itself more often than not with some type of inventory challenge.

Scott Luton ([00:21:20](#)):

So again, we've got a precious hour here with Mike Griswold, from Gartner, get your questions in. It's an S ask Mike Griswold, anything hour, think, you know, think supply chain, retail S no E S no P uh, leadership, uh, approaches, especially related to ESG and, and, um, diversity and inclusion and things like that. So let us let us know what you're thinking, what you're, you're done to ask him, because if not, I'm gonna hog all the time. Greg and I are going to hug all the time with Mike. We've got a lot of questions for him. We're gonna talk about basketball a lot. That's right. And by the way, I should a big tip

of the hat to Peter. Thanks so much for defining. SNOP kind of in, in, in layman's terms there, sometimes we use acronyms too quickly and we don't always spell them out.

Scott Luton ([00:22:02](#)):

So, Mike, last time you're with me, maybe back in November, I can't remember. Might have been the one episode where Greg was on assignment, on a sailing vessel out in the Gulf of Mexico somewhere really hating life. I'm trying to paint a beautiful picture because that was, we got some great imagery there, but Mike, we had a ton of interest around some fascinating kind of next generation metrics or our next generation approach to making metrics much more practical. Instead of, you know, you think about that visual pull rolling into a plant, and some of the traditional plants, they've got this wall of metrics and there are a thousand different metrics and you don't know, don't know what's, what's important. And what isn't talk to us about what you're seeing in this metrics.

Mike Griswold ([00:22:45](#)):

Yeah. I think when I think about the metrics research that we're doing, you know, we're really trying to evolve our perspective on metrics. So poke people that may be familiar with some of our research, we have what we refer to as a hierarchy of metrics, which basically, you know, starts to whittle down the list to your point, Scott. So we've got 10 or 15 that we think are at least a starting point around end to end supply chain performance. They start to help us think about metrics East, West, and a little bit less North South. They start to highlight for us trade-off decisions. So that framework has served us, I think quite well over the years, we've got a retail version of that. I think though, what we've started to realize is while those metrics are a good starting point, they're still fairly rearward looking.

Mike Griswold ([00:23:34](#)):

So we're looking for example, on shelf availability that tells us you're in stock or you weren't, but that's what happened. You know, sometime in the past, we're looking at inventory turns again, something that's kind of in the past, you know what we're starting to write more about and where we're really starting to push people is how do we get into what we would refer to as predictive analytics? How do I start to look at my data and start to try to make some predictions around metrics? One of the metrics that just as an example is we have a metric that we refer to as IQR inventory quality ratio, we didn't come up with it, but we have found it and started to incorporate it in some of our metrics. And what the IQR does is basically says, here's the pool of inventory you have. Here's what your forecast looks like.

Mike Griswold ([00:24:23](#)):

How much of this inventory is healthy versus unhealthy. So it starts us to be debt, go down that road of being more prescriptive. I have this inventory, some of it's unhealthy, what do you want to do about it? And I think we, we on the Gartner side and certainly encourage companies to, to start to try to find what are some of those predictive leading indicators. We certainly the, some where we're looking metrics. I don't want to give the impression that those are all, you know, we don't need those anymore, but we do need people to start to think, you know, looking forward, trying to get ahead of situations like inventory. And then ultimately, if you look at some of our research, we go from predictive to prescriptive, which actually says in an IQR example, here's your unhealthy inventory. Oh, by the way, here's three tactics that you can use to get rid of the unhealthy inventory.

Mike Griswold ([00:25:17](#)):

That's the evolution that we're writing about and talking to companies about, you know, I would say retail is probably no worse off than any other industry, quite frankly, which you won't often hear me say when it comes to that movement between, you know, what we traditionally have done in terms of where we're looking and how do we get into predictive and prescriptive. But I think as industries, we need to find a way to move into that predictive area first. And I think those areas are certainly going to be things around the customer, things around inventory. And I think things around cost, those to me are the three areas that we want to start to think about. How do we get more predictive?

Scott Luton ([00:26:03](#)):

So I appreciate you sharing some of that. And it is really fascinating how we're moving a lot of that visibility. You know, we talked about time-traveling Greg on the front end and we're doing some time traveling with decision-making and, and, and just how far out we can kind of predict what happens. We've got some interesting questions though. So finally the flood Gates are here. I want to, I want to kind of change directions here, by the way, rich Richardson says visibility is still the fundamental issue from where he sits, but Peter always brings in these live streams. He's got our first question for you, Mike, what would you be your best recommendation for procurement team? Just entering category management from silo procurement? Any, any thoughts there, Mike? Yeah, it's a great question.

Mike Griswold ([00:26:44](#)):

I think one of the things that I see happening in category management, which is ultimately going to leak its way into procurement, and we touched on this maybe even last month is what we're still seeing from a skew proliferation perspective. So during COVID we thought we did a good job of rationalizing skews and kind of thinning the herd merchants kind of got back in the game and decided that we wanted to start to expand some of our, our soar re-expand some of our assortments. And I think that puts a lot of pressure on procurement teams, right? This, this expansion and contraction of the assortment. You know, my, my observation is, you know, until we can put some discipline in the category management process around, you know, more structure around end of life, as an example for skews and for categories, until we're able to do that, I think we're still going to put a lot of pressure on the procurement department.

Mike Griswold ([00:27:39](#)):

So as a procurement team, what am I piece of advice would be, is work with the category team to try to understand, do they have some type of skew management, skew rationalization process? It could be, you know, when I was, before I was an analyst, we had, uh, finally put in place a very simple, if you're going to add an item, you have to delete an item. Right. Simple, as simple as that right now, we probably could have gone, you know, if you're going to add one, you need to take out six, but we never really got to that point.

Greg White ([00:28:10](#)):

That's kind of how we manage our kids' snacks around. That's probably where it have been. Yeah.

Mike Griswold ([00:28:14](#)):

Yeah. But I think, I think it's that it's that category management discipline that definitely, I think if we can get better at that, that will definitely help the procurement folks.

Greg White ([00:28:26](#)):

So Greg gets you to weigh in on the same. I know this is a lot of the stuff we're talking about is your passion as well. Before I take next question, Greg, any, any additional comments there? Yeah. A couple of things. One is procurement is facing the same issue that merchandising has faced in the long past. I mean, it used to be you owned a vendor and I'm not sure if that's Peter, what you mean by silo procurement. But I think about Mike, the many ways that products have been aligned over the history in retail and manufacturing and distribution, I own this vendor and that vendor might have products in automotive and sporting goods and hardware. Right. But I think the, you know, the alignment by category allows you to focus on a business issue or, or resolution to a particular problem or opportunity, and then use that knowledge in other related products as well.

Greg White ([00:29:19](#)):

But it's still does. I mean, I, I really empathize with the whole skew rationalization thing. You know, we talked with verus and last week and that's essentially what they do for a lot of procurement teams is over here, it's called a pale and over here it's called a bucket and it's the same exact item, right. Just differently named in other areas. So there's a lot of reconciliation that's required. I'd say that's a good start, Peter to another good start to some of the areas that, that you're thinking about for sure. And the idea of specializing by category or department or business solution area or something like that. That to me and Mike, I'd love to get your kind of final thoughts on this. But specializing in SP in an area was always more valuable to me. And I felt like more beneficial than specializing on a vendor or, or, you know,

Scott Luton ([00:30:14](#)):

Quick comment there, Mike, and we're going to, we've got about 17 questions for you.

Mike Griswold ([00:30:17](#)):

You know, I, I agree, Greg. I mean, I think to your earlier comment that the vendor landscape is just going to get more complex as vendors continue to diversify. So being aligned around a vendor can spread people pretty thin in terms of areas of expertise. Yeah.

Scott Luton ([00:30:34](#)):

Love it. I also loved the material truth. It going back to that Verisign.

Greg White ([00:30:39](#)):

Right, right. What a great catchphrase that is. Right.

Scott Luton ([00:30:42](#)):

It makes me think of a boxer that I can't remember who, who there, the boxer that had truth woven into the name, but nevertheless,

Greg White ([00:30:50](#)):

I want Williamson, but I'm not

Scott Luton ([00:30:52](#)):

Sure. Yes. We're going to look that up. Yeah.

Greg White (00:30:54):

We'll figure it out. So I'll look right now.

Scott Luton (00:30:57):

That's right. Great. Amrita so she asked us a question and then kind of further clarify zone pose this to you, Mike. So for our listeners, maybe listening to the replay, read this all, for example. So during COVID the inventory was full and we kept adding products much more than it. You know, then they were moving back out. How can we manage such situations like this? And she probably represents thousands and thousands of supply chain practitioners.

Mike Griswold (00:31:23):

Yeah. One of the things I've seen, um, from some companies is they really asked themselves how flexible can we be around demand sensing and demand shaping? So what I mean by that is we've got this extra inventory, you know, can we go to our merchandising partners and talk about some, maybe unscheduled promotions as an example, we know in the merchandising environment, you know, there's a, there's usually a promotions calendar pretty well thought out pretty well thought out for a long window of time. Do we, can we build some flexibility into that that allows us to address some of these, you know, over inventoried situations where we can maybe, you know, pop up, you know, a promotion for a week or a two-week promotion in some of these areas where we might be a little bit heavy. I'm definitely seeing folks, uh, although, you know, it's interesting, you talk to the traditional kind of clearance off-brand channel and about three months into COVID they were full, right.

Mike Griswold (00:32:20):

And they pretty much had the pick of the litter in terms of whose excess inventory do they want to bring into their environment. So this idea of pop-up promotions might be one thing to think about, you know, are there other, you know, disposition strategies? You know, I I've, I've heard some people, you know, trying to create own little marketplace where maybe they can get rid of some of that in a more non-traditional way. But I think if we think about kind of the, the demand and supply capability that retailers have this idea of creating some demand for these products might be one way to tackle it.

Greg White (00:32:59):

We have to, we have to, yeah. Sorry. I looked that up. Carl, the truth Williams, not Clark Carl. Yeah. Um, I'm not a very good typist. Um, but I think one of the things we've got to do is we rely so much on what I love to call post casting. It's like, Oh my gosh, we had this big spike in the past. We better, better try to hit that for the future. And, and to your earlier point, Mike, around SNOP and some best practices around that it's to cease to, or lessen the inclination to do that and start to look to the future indicators of the future. Maybe not look at the numbers of the past, but look at the indicators are influencers of demand of the past and see if we see those influencers or indicators occurring in the future, rather than just simply grabbing the quantity and buying it again. We sold 200,000 more than we expected to. We better bring it to 200,000 extra in because that is typically how we do it. And when we start shifting our view to really forecasting, really looking at what influences demand, then I think that helps us be a lot better going forward

Scott Luton (00:34:08):

Points. Excellent points there from you both. And we can have, uh, a planning, a forecasting marathon conversation. I'm sure. Uh, both y'all bring so much goodness to the table there. So Mike Darden here.

So just, this is interesting timing. Uh, I love this, this question that we're going to pose to your co-op petition is a term I heard an apex colleague use years ago, and it really just stuck with me. And then it recycled. We were talking about the re-commerce market yesterday kind of on the heels of our, of our live stream, Greg, with a ton of Schroeder and the reverse logistics association where they're really proliferating returns, best practices and a LinkedIn post, or I can't remember his name, but he talked about how the new clothing apparel makers could roll out some products to compete with the eCommerce. And in my view, they've got to embrace it.

Scott Luton ([00:34:57](#)):

It's more, coopertition sure used versus new there's going to be, you know, there's always been competition there. However, in this age, these retailers need to really figure out how to really in a meaningful way, lean into the re-commerce market, which is supposed to be according to Forbes, a \$54 billion market by 2023. So speak to so Mike to our listeners, Mike says here, I'd love to hear Mike's perspective on standards, adoption to drive interconnectedness and inter interoperable, goodness interoperability co-op petition. Now Mike probably is not talking about the eCommerce market. He may be referring more to blockchain and some of those evolving standards there, but what speak to these topics a bit, if you, yeah.

Mike Griswold ([00:35:38](#)):

When I saw Mike Mike's question, I immediately went to, and it may align, hopefully it aligns a little bit with, with where Mike was going with his question. I was thinking about one of the big macro trends we saw in our 2020 supply chain, top 25, which was this idea of purpose driven organizations, organizations kind of recognizing that while there, you know, one of their missions is obviously a financial return mission. They've also realized that their missions are much broader than that. And what we started to see in this purpose-driven organizations is organizations banding together to solve a common problem. In example, Starbucks, and McDonald's banding together to create a standard around a plastic cup. They compete with each other, obviously, but they work together to create a standard around this cup to start to help the environment. I'm seeing a lot more of that happen in that environmental ESG arena, where people are saying, Hey, look, we, we have, we might compete, but we have the same problem, whether it's a plastics problem, whether it's a waste problem, whatever it might be a carbon footprint problem, I'm finding more and more organizations kind of not worrying about the competitive ramifications and working together like Starbucks.

Mike Griswold ([00:36:55](#)):

And McDonald's in that example to deal with some of these environmental issues. I don't know, to Mike's question, whether I've got examples of, you know, competitors working together. Let's say from back to our sourcing question, right, from a procurement perspective, I don't know that I see much of that happening, but I'm definitely seeing that happen in tackling some of the environmental issues.

Greg White ([00:37:20](#)):

I think we've seen it in the past with EDI standards and probably something similar will be necessary for blockchain or other, uh, API interconnect, interconnectedness. Uh, I mean, I couldn't even hazard a guess of how many API standards there are out there and they are basically one-off. So I could see some value in a, you know, item is always here and quantity is always here for instance, something like that. There's certainly some value in that.

Mike Griswold ([00:37:54](#)):

And I, I definitely think to the earlier question or the earlier comment someone had on visibility, I think that to Mike's question, the interoperability interoperability is going to be targeted, I think, towards visibility. And how do we create a set, uh, or a more visible set of transactions between trading partners? You know, you, you mentioned EDI, you mentioned ASN. I think if we could give retailers true serum, my sense is those are both under utilized transactions for lots of different reasons, right? It could be technology, it could be just lack of awareness. So I do think in the area visibility, that's one area we're going to start to see, I think more progress made in the area of more standard ways that people can connect. Yeah.

Scott Luton ([00:38:45](#)):

Yeah. So I'm gonna share a couple of comments and then we've got a great question from Daria here in just a moment Ronda's talking about social media is changing the marketing game, certainly changing supply chain marketing game as well. Paula loves as do I add an item, delete an item as simple needed to adopt that and let's see here. So Peter, can we, can we do an entire hour on this? Uh, we went marketing, Opti airports, even then we had to cross over on suppliers within the departments, right. Breaking through the silos that he was talking about earlier. So let's get in the diary as question. And first off before we pose it, Daria congrats on a new role. I saw it on LinkedIn, I think earlier today or something. So hopefully all is well with you can congrats. He says, Hey Mike, do you view DD MRP demand driven material requirement planning, focusing on strategic inventory, decoupling and buffer level management materializing in a complex supply chain setup, given a transition from traditional MRP setup, focusing on statistical forecasts to market demand. That's quite a question. Wow.

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

We can see why Daria got a new job because he is Batten

Mike Griswold ([00:40:04](#)):

Yeah. Way over my batting average there. Yeah. So I guess let me, I don't know that I can answer it to be perfectly honest. Right. I don't know that I can answer that to the degree that it probably deserves given that I don't have kind of that materials planning background. Let me maybe try to answer it maybe in a different way, Greg, and then see where you want to take it as well. And Scott, I definitely see during COVID across manufacturing and retail and vertically integrated retailers, a complete review of their approaches to when and where and how much inventory are we going to put across the supply chain. I'm definitely seeing, we may have even talked about this a little bit last month, right? I'm seeing this idea of just in time has kind of gone out the window. People are much more comfortable with buffering inventory in different nodes if for no other reason than to create some responsiveness to things like COVID and other disruptions.

Mike Griswold ([00:41:05](#)):

So if I extrapolate that maybe to a manufacturing environment, I do think we're going to find people more apt to error on the side of dispersed inventory, as opposed to trying to really hone in on a statistical forecast because the data for almost anybody over the last year, I guess I would say is probably suspect at best. And even with machine and AI, right, the time it takes to teach a machine with this, you know, different looking data I think is going to be challenging. So probably not an answer to the exact question, but I think where I would take it is encouraging companies to be a little bit more open and flexible about how much and where you deploy inventory and thinking about inventory, at least as

that initial buffer for uncertainty versus trying to really hone a statistical forecast. I don't know, Greg, your thoughts, Scott,

Greg White ([00:42:03](#)):

You know, in, in sort of trying to whatever you want to say, deconstruct this question. I think of it from my perspective on looking at MRP and manufacturing indirect and direct materials procurement from the perspective of a retailer where we deal with finished goods, where we deal with, with buffer inventory as strategic inventory, we don't decouple it. Buffer inventory is the strategic inventory. And the strategy is to maximize customer experience without breaking the bank to put it overly simplistically. Right? And I think that because those techniques have been in play for so long at the retail tier of supply chain, that, that there is an opportunity to move those techniques, those methodologies, and adapt them as you go upstream. At least I call it upstream into distribution and manufacturing and even materials management. So that's, you know, when I think about problems, we talk about when I talked to the folks at Verisign about their customers.

Greg White ([00:43:04](#)):

And, and when I talked to other folks about tiers of the supply chain above retail, it's the opportunity to apply the precise science that retail has always used to manufacturing. And the reason that retail has such advanced science relative to manufacturing is because the margins are so much tighter, right? You're looking at one to 3% net margin as a retailer, whereas you're talking nine to 22% net margin after taxes as a manufacturer, they've been able to be sloppy with their inventory management and have certainly been. So now if they think of this as a risk management, as well as a cost optimization exercise, they can start to deploy some of those techniques that are used more precisely at the lower tiers of the sport.

Mike Griswold ([00:43:50](#)):

I think the other thing we'll see, Greg, and I agree with you completely is, and we've started to see, this is another way to kind of handle that. That complex question is also fundamentally, how do you want to design your network? And we're finding more and more retailers investing in, you know, a network design capability, both from a skillset and from a tool set perspective, because I think what they're, what they're now realizing is we have, we have these assets, distribution centers, micro fulfillment centers, stores, and we have this inventory. What's the best way for us to start to position configure that. And you know, we're seeing, you know, upgrades into the supply chain with these skillsets and with these tools. So I think that's another way that retailers are going to try to tackle this is, is through the design of their network. You know, can we have, you know, more, more partners outside of our ecosystem to help manage the inventory? So the network design piece is another way I think people are gonna are going to try to tackle this.

Scott Luton ([00:44:57](#)):

Yeah, I agree. I had a flashback to, uh, apex conference in Vegas just a couple of years ago. D the MRP dominated the discussion. So great question there. Daria. I want to share quick, a couple quick comments, and then I want to change gears on different topics in a little bit of time. We've got left with, with you Mike, first off, Adrian, just in time, saved me millions on inventory money in the bank, grows money on the shelf is stagnant. Good point there. Adrian rich went back to inter opera ability. I'm taking it a little bit slower. This go around as VP. He says community development for [inaudible] world's largest supply chain standards organization, not often brought competitors together around the table to

solve common interoperability problems. That is such a pardon, make that phone call right now. That's right. But that is, I mean, that's how we're going to be able to solve, you know, these issues of sustainability, of some of the, some of the, uh, diversity and inclusion issues.

Scott Luton ([00:45:59](#)):

Some of the, you know, the greatest challenges of our time. And we're seeing that play out with the noble mission with distribution, the vaccine that the U S government at least is, is for the time being kind of putting a halt on almost monopoly challenges and bringing these competitors together to fit your breakthrough. Some of the challenges that we're seeing. So I love that sentiment rich, and, you know, some cases going on the bays of throwing elbows and all that fierce competition is a good thing, but bringing people together to really break through some of these, these universal challenges is a breath of fresh air. All right. So I want to go back to a great question. We got, we've got about a thousand comments, my scrolling fingers getting worn out here. We've gotten some comments here on my thumb from scrolling here. We had a comp, we had a question here about, uh, careers and, and kind of how fast technology is going. And I want to pose this to you. It's from Ken Gouda. Yeah. Thank you. Wow, Greg, I saw that caught my eyes. So this is from Canada and they say, how do you see the future of sourcing roles after all these pandemic and digitalization is taking place? In other words, how many years do we have to live question Mark?

Mike Griswold ([00:47:08](#)):

Yeah, it's a great question. In, in what I find interesting is if you look at kind of the characteristics, if I move a say into machine learning AI and automation, if you think about the characteristics in a procurement cycle, the characteristics of some decisions, you know, they would seem to, and again, not a, not a sourcing or procurement professional, but they would seem to lend themselves to automation type of activities. Right? We can build business rules. You know, there's certainly decision criteria that we could build into a tool that says, Hey, this is the contract price, you know, we're going to negotiate. However, it might be, you would think that those areas would fit pretty neatly into that automation, AI ML discussion. Having said that, I mean, those aren't happening. The discussions around automation are happening much more in the transactional supply chain. How do we automate forecasts?

Mike Griswold ([00:48:13](#)):

How do we automate replenishment? How do we get people out of touching every forecast and touching every order and how do we automate purchase orders? So I have not heard a lot of discussion around how do we take, you know, the sourcing people out of the process. What I am hearing is how do we take forecasters and replenishers and allocators, how do we take them out of the process? Having said that though, I do believe that if you were to look at kind of the criteria by which you would automate something, I think there's a lot of boxes that you could check in sourcing and procurement. So I'm not hearing those discussions, but I also am not comfortable saying that they won't start to pop up just because of the nature of the job.

Greg White ([00:48:59](#)):

Great. Yeah. I think there are certain aspects of sourcing that will be very difficult to automate. I was just talking to a company yesterday about how they select the company that will provide the tooling for the production of, they have a thing called a jog along stroller and it's brilliant device by the way, but it's, but also it's, it's very technically complex. And, you know, we started talking about cooling speeds for the, the plastics, the PVCs and the, and the metals that are used in the construction of these things and

how you have to find a vendor that cooks at the right speed to give you the right, whatever, you know, break tolerance or whatever. And, and also there is, especially in sourcing, especially when you're talking about procurement, you know, real procurement, right. Separate from replenishment or purchasing. And you think about that, you have to think about the relationship or the multitude of relationships. And as a wise, man, Scott, Scott Luton, and, or someone else said, you know, until two computers can sit down and have a beer or a bottle of tequila or a bottle of rice wine and, and start to speak the same language in terms of understanding a business understanding, then there will always be people involved in that. Right? Yep. I appreciate that attribution. I'm not sure who said that. Uh, Greg, but it was, it was a great free in common.

Scott Luton ([00:50:28](#)):

I believe somebody, somebody did and we've, co-opted it haven't we, well, there are no new jokes, just new audiences and by the way, complete sidebar, uh, I did, co-op a great phrase. You had not too long ago with our friend Jasmine Crowe with gooder, uh, and we interviewed, and, and so Mike, this is a wonderful business that is tackling food waste and starvation, and, you know, folks are going without, in a very meaningful, practical way. And at the end of our conversation with Jasmine, Greg says, don't do good, do good. And it was such a wonderful Greg, Greg white, creative Greg white in a microcosm. So I co-opted that yesterday, Greg, but can, if I can, if I can just add one more thing here, two quick points for any of the practitioners out there and for whatever it's worth, you know, we talk a lot about technology as we should about just how, how much it is transforming the global business global life for that matter right now, not just supply chain.

Scott Luton ([00:51:24](#)):

And that's, that's a beautiful thing because, uh, I believe, and we, I think most of us believe that it's going to open up doors of opportunities for folks that really apply themselves and really want to do and learn and learn new things day in and day out. So two quick tips, or what have you for, for supply chain practitioners that may be looking over their shoulder a bit at where technology, Hey, really dive into the business of, of not just your role, but really the organization and, and from a planning and forecasting as Greg and Mike both have alluded to, there's some wonderful art involved in some of that is as much science as there is. And it's amazing just how much more science there is diving in and really understanding. And then also understanding upstream and downstream from your role. If you really understand how decisions made here, it has a ripple effect or has an upstream impact, or what have you, you make yourself much more valuable to organization and great leaders are going to find new challenges to assign you to as technology, may you serve some of your responsibilities. So never fear. There's lots of opportunities ahead due to due to the vast and rapidly growing digital transformation of global business. Yes.

Mike Griswold ([00:52:29](#)):

Yeah. Let me just piggyback on that real quick. Cause I heard you when I listened to you say that, um, I'm taken back to the movie, hidden figures with a women who, I mean, they basically saw their job was going to be eliminated, so they learn how to program. Right. And I think that's, uh, that's to me is Scott is a great example of what you just described. You know, people will need to start to think about what's, what's not necessarily next, but what's the next next. And how do I apply myself and learn whatever I need to learn about the next next? And I think hidden figures is a great example of that.

Scott Luton ([00:53:03](#)):

Yeah. Great point. And I think Greg and I both agree in our team that Greno Amanda agrees. If you have not seen the movie hidden figures, go see it tonight or this weekend. Very alright, complete moving right along. I want to share a comment or two, and then we're going to let Mike go. Uh, Dave says that is exactly how Skynet is going to start. Uh, yes.

Greg White ([00:53:26](#)):

Did you see what Lee said?

Scott Luton ([00:53:29](#)):

Oh, here we go. Going backwards here. So Lee offered up to machines and discussing supply chain management. Pretty scary thought that David says, that's exactly how Scott, it's going to start Lee. We're doing jokes in reverse here. Today's bizarro day on a supply chain. Now Mike, always a pleasure. I T I got to tell you, this was not planned at all at all. And usually everything we do is planned. This is a, this is a very Frank, you know, speaking of hidden figures. So I had an opportunity to meet with Minda Harts who wrote the memo. I was on a panel with her at NRA as part of NRF, kind of key takeaway programming, a few weeks back, fascinating, inspirational. She had probably the quote of our session, which was we gotta make work, work for everyone. And really there's so many different ways that can apply.

Scott Luton ([00:54:21](#)):

Well, this book here, we were going to do a giveaway. I was going to do, I was going to share it after we kind of swapped you out, but kind of on the heels of hidden figures and only hit on with that sentiment of how we've got to make work, work for everyone, the memos, all about quote, what women of color need to know to secure a seat at the table in quote, by Minda Harts. I have not, I have not gotten through it all the way just yet, but we're going to give, we're going to give a free copy way to any of our US-based community members. So if you're interested in the book, Greg, what's the neat question we can pose and have folks answer. Well, I'll tell you what if you're interested, just shoot a note to amanda@supplychainnow.com we'll we'll. If we have to do a drawing, we'll do a drawing, but I've kind of thumb through this and pick an anecdote here and there. It's fascinating read. So y'all check that out.

Greg White ([00:55:07](#)):

Here's the question I would ask who likes Scott Luton? The best answer that question and I'll be the judge of the answers,

Scott Luton ([00:55:19](#)):

Greg. You're too much. You're too much, Greg. Hang out for just a minute. Let's see Mike such a pleasure, uh, reconnect, you know, it took our, it, it took us just a second to start getting those questions in due probably to the delays we've got, but we so much enjoy what you bring to our community month and a month out. We see it in the comments as well. Let's make sure folks know how to connect with you and Gardner

Greg White ([00:55:41](#)):

Doc Griswold garden, gardner.com. And I am working on my LinkedIn stuff. So be patient good on you. So we'll know that you work at Gartner. Yes, yes. Very soon either that or I've won Powerball Greg, one of the two you're right. Well become a professional amateur basketball coach. Right? Exactly.

Scott Luton ([00:56:03](#)):

So rich Richardson, he sent me a link I couldn't get to because of how things are situated all about, uh, I think mallow where we could purchase mallow cups and put it out there as we swept you out. But I will say that next time, it's always a pleasure. Mike Rosewall vice-president analyst with Gartner. Thanks so

Greg White ([00:56:21](#)):

Much. Hey, thanks guys. To take all these questions on the fly. Really appreciate that. My pleasure guys. Bye. Bye.

Scott Luton ([00:56:29](#)):

He's perfect for this session. He really is. My brain cannot keep

Greg White ([00:56:32](#)):

Unflappable, right? I mean, absolutely unflappable, but you know, what D years of being in retail and being flapped a lot will make you unflappable. Plus he sits in such a perfect spot over, you know, his overview of the, of the industry is so fantastic and being someone so knowledgeable as everyone can see from his comments, you know, it's more than just a valuable guide for which it was for me as, as a technology provider, but also for anyone who's been in industry, they can relate and they can trust that he's providing them with good information because he probably deployed it or recognized that he should have deployed it or should have gotten the opportunity to deploy it at the very least. So tremendously valuable knowledge there.

Scott Luton ([00:57:21](#)):

Totally agree. Completely agree. Really enjoy our sessions and really y'all. I love your, your kind of your kindred spirits around some of these key topics. We're going to have to have just a dedicated hour with the Mike and Greg hour. Um, so to our, our community. Thanks so much. I know we couldn't get to all the comments here today and the questions really appreciate that. Don't forget. Shoot, shoot. Amanda note, if you're interested in a free copy of the memo, a promise, you're not going to regret that read based on what I've seen in all the, all the feedback Minda Harts has gotten and connect with her on LinkedIn, by the way, she's one of the top voices there I want to Sue. It is the big game week is super bowl week. My voice is still with us here. We're fighting a little congestion. I believe here, Greg. I want to put you on the spot, but because we haven't, I think I, I fat fingered the solo layout about halfway through. I want to do a solo Le layout and get you to point to a couple of your favorite Kansas city chiefs.

Greg White ([00:58:18](#)):

You're there. Okay. Let's see if I can figure out, uh, right there. That is that Jersey is Otis Taylor, who is, uh, the reason that I fell in love with football and started playing football and wore number 89. Even though when I started playing football, I was slow and fat and was a sinner. Um, Otis Taylor got in a fight with Ben Davidson during a chiefs game because he speared their quarterback, Lyn Dawson. And I was present by the way, when that very photograph right there of Lyn Dawson was, was autographed, which is so rare these days, right? Ben Davidson, after a play speared, uh, hit him with his helmet in the back, uh, Lyn Dawson and Otis Taylor. The wide receiver came over and shoved the guy down and started a big old fight. And I just thought, that's the kind of player, right?

Greg White ([00:59:07](#)):

A wide receiver. If a wide receiver can be that tough, that's the kind of player I want to be. So that inspired me. And of course, Patrick Holmes, I can't even figure out what changed. My wife got me this, the most expensive box of cereal ever on the planet. What is it? My home's magic crunch. Look, I'm a huge fan Jamaal. Charles he'll always be 25 to me, even though two great players, shady McCoy. And now Clyde Edwards, a layer where have worn number 25, both have asked permission of Jamaal, Charles who retired not so long ago. And for a number of years was the chiefs offense. We ran the ball to him. We threw the ball to him. He did everything but play quarterback. We were, so we were so short on talent. We ran that poor guy to death and he actually got traded away. At one point to the Jacksonville Jaguars. He also played one more season somewhere else, but then, but then the chief signed him during the super bowl season to a one day contract. So he could get a super bowl ring.

Scott Luton ([01:00:07](#)):

We're working on through Fox back,

Greg White ([01:00:10](#)):

Scott, they're working on the roof right over my head.

Scott Luton ([01:00:12](#)):

Hey, really quick. And we'll close on this as Lee has got a great question here. I'll tell you what some of my favorites, uh, Kia had a wonderful, uh, ad last year to the Coca-Cola company, Apple, it seems like Doritos really gets creative with their, their sense of humor. Those are some of the, some of those that, that stick out to me,

Greg White ([01:00:31](#)):

John Travolta, and like a, Scott's some sort of some sort of a fertilizer or a company or a yard yard materials company. I heard that's a pretty cool commercial. That's right. Not on his iPhone.

Scott Luton ([01:00:47](#)):

Uh, Lee says, don't forget to mention your safety. Armani, Armani Watts, who with the ANM Lee, we found out something about Lee. How about that? And Peter loves your passion for your team. I do too. I admire passion is always a good thing. Regardless if it's sports or business or causes or you name it. So, all right, so we're going to have to leave it at that. Clay is saying something Mico, Mico, Hardman. I call him okay.

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

Whenever he gets the ball, he is gone. He's a Georgia bulldog. So love it, got it all ring and his rookie season. How about that?

Scott Luton ([01:01:26](#)):

Awesome. All right. We're gonna have to leave it at, at, uh, leave it there. What a great wide ranging hour, uh, with one of our favorites, Mike Griswold with Gartner, hopefully you enjoyed it, uh, community as much as we did. Thanks for all the comments, the questions, so much expertise, Gary Smith, that we couldn't get you in many others, but really appreciate you all jumping into the conversation here today. Now forget about the book and don't forget about the webinars. And don't

forget about those Kansas city chiefs that are going to lay a whooping, Tom Brady and the dirty, dirty dogs over at the Tampa Bay Buccaneers. We'll see, but Hey,

Greg White ([01:02:00](#)):

No peg leg pirate is going to attach the cheetah.

Scott Luton ([01:02:05](#)):

Hey, tomorrow really quick heads up tomorrow at 12 noon. We've got Jenny Froom and who leads say picks and we've got, uh, the CEO of Zippy, uh, Kabir is his first. I don't have his last name with me, but, um, when we were talking about supply chain leadership across the continent of Africa, so tune in 12 noon Eastern time and, and, and bring your voice. And with that on behalf of Greg white, our entire team here, big, thanks to clay and Amanda behind the scenes, our guests, Mike Griswold. Hey, do good. Give forward. Be the change that's needed on that note. We'll see you next time here on supply chain now. Thanks.

Intro/Outro ([01:02:45](#)):

Uh,