

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](#)):

Good afternoon, Scott Luton., and Greg white with you here on supply chain. Now, Greg, how are you doing? I'm doing quite well, Scott, this is going to be fun. This is gonna be great. One of our favorite topics, manufacturing. Yeah. Passionate people, passionate topics. I think hopefully our community is going to weigh in. I'm sure they will. And Greg is so we've kicked off series around the world of reverse logistics and returns. Hot, hot, hot, right? Yeah. We kicked off a series own supply chain community, and really the business community across the wonderful continent of Africa, right? Yep. The one only Ginny Froom and say picks. Well here, we're kicking off the manufacturing leadership series with AME, the association for manufacturing excellence when the leading movers and shakers that really supports the industry here really across the country, but across North America, you excited that that excites you.

Scott Luton ([00:01:26](#)):

It does. And you know, I wonder sometimes Scott, you know, we hear so many divisions, so many different definitions of supply chain and sometimes some of these, what I would consider to be practices of supply chain, they're distinctly separated. Sometimes that's manufacturing, sometimes that's procurement, you know, sometimes it's transportation. And it was, I think in the eighties that the term supply chain was actually created. And I wonder how people, and I hope we get to talk to them about this. I wonder how people feel about being lumped in under supply chain, right? I mean, is there a distinct identity that people in manufacturing have that they'd prefer to maintain rather than be considered part of supply chain? I know having been in retail and having that considered part of it, I actually feel a certain unity, right. That I think is necessary as we go forward.

Scott Luton ([00:02:18](#)):

But I'm just curious how folks feel about it. I agree. And I think you're going to have some passionate takes on, on that, that question of yours, but it's a good one. Missions, definitions have been evolving rapidly. I mean, as much as the industry's evolved over the last, you know, 10, 15 years, and then on top of that, the pandemic and what, how that has changed everything. It is interesting how we pigeonhole different different companies, different sectors, different industries. So, but nevertheless, here on this series with our partners, Amy, it's all about celebrating the manufacturing industry, especially across North America. So we've got a rock and roll panel teed up for this very first edition. Before we introduce

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

Our panel here, they were going to kind of swing in. We're going to smoosh in two esteemed members of our panel here in a few minutes for the first segment. Right, right. Greg and I, within recap very quickly and briefly. And then we've got two others wonderful, uh, panel members we're going to, we're going to swish in for the latter half. So lots of moving pieces, but as it should be, you're going to talk about manufacturing. You better be rocking and rolling. Right, Greg? Yeah, I agree. And I think this will be a good challenge for clay to see how he's swishing skills are. Hey, really quick. Let's make sure we say hello to a few folks here. Peter, Peter already tuned in via LinkedIn. I wonder if he got the alert. I'm always curious if Peter got the alert. So he's gonna tell us, let us know.

Scott Luton ([00:03:43](#)):

Yeah. He's going to tell us, uh, and Peter for our, our panel members that may be listening. Peter retired from air Canada after about, uh, we never say over 20 years, but Peter at about 30 something years, I believe Greg, we have a rule is tuned in via LinkedIn. Great to have you here. A rule Gary Smith via LinkedIn from raw cold and chilly. I bet. Roslyn New York. Great to see you here. Uh, Gary, as a layup is tuned in via LinkedIn. Hopefully she's gotten that package. We sent her way, which included the memo by our friend Minda, Harts. Uh, let's see here, my butcher this, so my apologies in advance, new Relic, new Relic is here via LinkedIn. So great to see here. I think you did pretty good there. Okay. Hope so. We'll ask for judgment there. I hate mispronouncing names, right? Uh, T squared of course is holding down the Fort on YouTube. Let the supply chain management theory deconstruction again, I'm coming in as a student with 80% theory and 20% practice. I love that. Yeah. Okay. So Greg, are you buckled up? Ready to go? I'm ready. Let's bring them in. Let's bring in our first two panelists here today. Wonderful. Uh, business leaders, Jan free Berger, chief revenue officer with Opus works by the quality group and Tony Spielberg manufacturing ambassador with Cambridge air solutions. Hey, Hey, good afternoon, Jan and

Jan Freyburgher ([00:05:07](#)):

Tony. Hey Greg

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

And Scott, how you doing? Good. Welcome to board. Fantastic. You know, we, we, we used to say this, we should record the pre-show. We had a good time, uh, get to know each other a little better and, and we're going to have a fast moving conversation here today, but let's start with kind of looking back a little bit, uh, AME 2020 digital event, uh, tied in with a wonderful, beautiful city of Toronto man chock full of content, Greg and I really enjoyed, uh, several of sessions, including a panel with, uh, Kimberly Humphrey CEO of AME, but let's, let's find out what your favorite experiences and content sessions were. So Jen, let's start with you. What was your favorite part about AME 2020? Wow.

Jan Freyburgher ([00:05:48](#)):

It's uh, you know, I have a lot of favorite parts Scott, but I think what I was impressed with is that AME is known for their talent and bringing in the people, every level, different industry, all to do with manufacturing. And, uh, they pulled that off again. They had to pivot last minute to a virtual environment, but I really felt that the, the quality, the commitment, the passion was still there, not just through AME, but through the delegates speakers, sponsors that attended

Scott Luton ([00:06:19](#)):

Agreed, agreed in any, uh, um, I think the manufacturing industry has that in spades, right? Lots, tons of passion, but the AME did exhibit at the event really illustrated it. And to your point, there was a massive adjustment, right. And that event took place in October, but the planning probably started way back when, but you plan all plans for 2020 were basically thrown out the window and then to be able to pull off that event, like it did was impressive. Greg, you were going to say something that

Scott Luton ([00:06:45](#)):

Event was originally planned to physically occur in Toronto. So talk about a big shift notice. I didn't say that P word. Um, we're trying to avoid that around here, gang. No, no penalties if you slip up, but, um, but it was a tremendous shift and I think both AME Kim and her organization, and of course, all of the

panelists and attendees did a great job and they got, they were able to open it up really, really open it up. And I think that really helped bring in a ton of perspectives on manufacturing probably gave some people who otherwise would not have gotten a perspective. I look at what manufacturing is all about

Jan Freyburgher ([00:07:23](#)):

And I think at a time that they really needed to, you know, they needed to connect online. So it was, so I think the only thing missing is that AME does put out a great spread of food in every one of their events. And I didn't miss that. Right.

Scott Luton ([00:07:36](#)):

You know, Jan, doesn't it feel like they could ship you something just a little small something,

Tony Spielberg ([00:07:43](#)):

Hey, uh, you're, you're, you're a good word with Kim, right. And by the way, uh, Kim and Jeff and Darlene and, and, and the whole team there, they really set the bar. So, but all in good fun. We all look forward to being back in person and not only enjoying the food, but everyone's company. So great point. So Tony, same question to you. What is your favorite element? The 22 AME 2020 and Toronto. Absolutely. Thanks again, Scott and Greg for having me today, you know, I had a couple of great takeaways and I'll be quick, but you know, first being able to stay current with the new and developing management and operational techniques, that's always excellent. Um, you know, I, I'm a big fan of that, but my favorite piece of the conference where the factory tours by far difference maker for me and my team to learn more process improvement, how, you know, really just taking a peek under the hood and, uh, different manufacturers is always interesting and has inspired us to do more of that at Cambridge. Excellent point, Gregory, where are we going to go next? Now that we've got,

Scott Luton ([00:08:37](#)):

Yeah. So Tony let's stay with you. I'd love to get an idea of any kind of trends or issues or big happenings topics that you're seeing in manufacturing that particularly has your attention right now.

Tony Spielberg ([00:08:50](#)):

Yeah, I think, you know, when you talk about the trends today, I think the connected workforce is, has really risen to the top of many conversations. I think the, you know, the desire to equip workers with technology capable of allowing them to connect and collaborate while being engaged culturally. And let's not forget that culture is a major part of this from a distance really has been on trend. It's been a trend on the rise within manufacturing for awhile, but, uh, you know, as older generations continue to leave the workforce and are replaced by younger employees, the rise of big data and manufacturing, it all takes shape and it's becoming a top priority for manufacturers today. We're following mostly generational transition is significant, right? And it's a significant shift in how we capture and utilize data. Right? I think there's a whole generation of people who just know who just know how to do it, who just learned over the years.

Tony Spielberg ([00:09:42](#)):

And some of that isn't documented and we need a way to, to project that and to make that available to the incoming generation. If I can add one more comment there, you know, Tony mentioned culture, and if there's anything that will really help organizations, you know, fight through change, whether it's planned change or unplanned change changes, that strong culture. And so Tony, I appreciate that

element to your answer there. Absolutely. Yeah. Yeah. And, and, you know, Greg, I fall between that the younger generation and the older ones. So we, you know, where we, we started with the Apple to see. Yeah. Yeah. So thank you. Yeah. So we're taking care of our parents and our children, Tony, right. Or they're taking care of us. My wife says she's still raising me. So I guess raising your parents as well. It's anything like my wife. So Jan, let's go to you. So tell us a little bit about what you saw or anything you see in the industry that really is taken up mind share for you.

Jan Freyburgher ([00:10:38](#)):

Yeah. Uh, we we actually are tracking about eight different trends. A couple of them are really fluffy, so probably not for the show, but I think that it's the frontline workforce is, is what we're watching very closely. And, you know, in the past there was a, you know, kind of this, a lot of talk of you kind of drive things down. And we talked about changing cultures and, and creating great cultures or they evolve. And so we're watching this, this, this culture evolve in the frontline workers. And, you know, before it was people come in and go do your job. Now, frontline workers have changed either, you know, your organization downsized quite a bit, or you're one of the silver lining companies, and you have doubled quadrupled frontline workforce. And it's that growth component on one end where we need to kind of standardize that knowledge and that transfer of knowledge like you're talking about and making sure that people know what the company does and how that works as well.

Jan Freyburgher ([00:11:36](#)):

When you've reduced a workforce, who do you have left and how do they connect? And, you know, are they even thinking on the same page? But what we're finding is that, you know, no matter if you shrunk or if you grew is that the workforce frontline is really now expected to do a lot more, not in more hours, but they're expect to kind of step up and be a part of that organization. And what we're finding is that organizations are kind of took a step back and are saying, Hey, wait a minute. How do we leverage? These are great people, these front lawn guys know everything. And so they really want to be able to leverage them for, for innovation and as well as just, you know, game changing input. And we're seeing change being made that way. So that's, it's, it's really exciting cause I'm, I'm all for that frontline worker. So it's, it's good news.

Scott Luton ([00:12:30](#)):

Are you seeing them participate in that innovation more than you have in the past? Wow, that is incredibly valuable. I mean, you know, some of us make our living doing and implementing innovations, but the truth is, you know, what you decide in the boardroom really matters very little if you can't deliver it on the desktop or the shop floor, you know, in the public environment. So that is an incredible breakthrough. I think, to have those people more engaged, more involved in that innovation is critical to making it,

Jan Freyburgher ([00:13:00](#)):

It is, it is. And we've even find that the CEOs of large, large companies, um, are, you know, of our customers, that they're coming into sessions and they are saying, Hey, maybe you never saw me before I am the CEO. And I'm going to tell you that this, what you're doing is critical to our company. And it's, it's, it really is amazing Nate feedback, and that's going right up, up to the top. So all good.

Scott Luton ([00:13:27](#)):

Hey, let me share a couple of comments from our audience. You are conversations, really getting it.

Scott Luton ([00:13:33](#)):

Yeah, no, all good. I was excited about this.

Scott Luton ([00:13:38](#)):

So for those that may be listening to this rate plan, read these comments. So manufacturing tours as T T squared says are a must for any supply chain management or operations student visiting the American sugar refinery in Baltimore, domino sugar and Boeing Ridley park in Pennsylvania, uh, made that point strong for T squared. And by the way, did you know, uh, earlier this week was national pizza day, domino sugar, uh, sued Domino's pizza for trademark infringement back in the, I think the early eighties, but the pizza went out as, as it typically does. So, but T squared, great point on factory tours. Factory tours are really, is so critical to our journeys and be able to put our eyes on it and engage with workers regardless of frontline in the offices, throughout the facility. Uh, to Jan's point, let's see here as the Leah says, data has a new worth in this generation. I do think we value data in a very different way. Agreed. Gary Smith says culture is the hardest thing to change. Yeah,

Scott Luton ([00:14:39](#)):

Here's the thing that both of you have touched on culture in different ways here, but absolutely critical to what you're talking about in terms of success.

Scott Luton ([00:14:46](#)):

And as Lee points out, one of the thing, because I think one of the great silver linings and Greg we've talked about this extent extensively

Tony Spielberg ([00:14:52](#)):

Is it's re it seems like it's really re-invigorated and intense priority to make sure we're protecting the frontline workers. And, and whether that's in factories or as Greg points out regularly in retail, I'm thinking about all the folks stocking the shelves and, and driving the transactions, you know, across the, the brick and mortar retail, uh, our truck drivers, you name it, folks that are really out there making it happen. Uh, hopefully that is something that's gonna gonna stick around for a long, long time, right on badly. All right. So we've got a few more minutes here with Tony and Jan. Greg had a bonus question.

Scott Luton ([00:15:32](#)):

Yeah. I'm curious, you know, when you think about manufacturing, well, I, you guys were in the green room. You may have even heard me pontificate on this. I wonder as manufacturing professionals, how do you feel? Because I've heard a lot of people be very explicit about separating manufacturing from supply chain. How do you feel about the overarching theme of supply chain and everything it encompasses from sourcing raw materials, manufacturing, distribution, retail, reverse logistics, and everything else. How do you all feel? How do you identify with that,

Tony Spielberg ([00:16:05](#)):

Tony? That's a great question. I'm glad you actually asked that. I think if you ignore supply chain in this day and age, and just feel like you're throwing one or two small resources at it, you are, you are absolutely missing out and setting yourself up for some true uncomfortable, uh, issues in the future. I mean, we've seen it, you know, you, you, you depend on supply chain from all over the world, but don't even, you know, in life you always have a backup plan or you should have the supply chain, you don't

and most cases, or you're just developing it. Now. It is, it is, it is the reason that many companies fail. And I believe that that's a great conversation to have. And, and that's really why I was so excited to see you partner with AME. I think that that's a component that will really help our manufacturers that are part of that organization.

Scott Luton ([00:16:48](#)):

Yeah. Thank you. That's, that's a great perspective, Jan, what's your thought?

Jan Freyburgher ([00:16:52](#)):

Well, you know, I think once we start to, if we couple things, then we kind of try to specialize things and we lose the connection between things. It's all connected, nothing's going to happen without the supply chain, nothing. And so I think that, you know, it, it, it stays, it needs to stay coupled very, uh, strong in the supply chain. You know, I think if there's anything else that people hear on the news, it's very rarely anything, but how broken our supply chain is. So, um, you know, without the supply chain nothing's getting made, nothing's getting delivered, nothing's getting bought. And I think it just needs to stay, you know, as, as the process part of the overall manufacturing process,

Scott Luton ([00:17:41](#)):

You can honor that the respective specializations that you spoke to Jan while recognizing that there is a greater whole. And let me just share with you what

Tony Spielberg ([00:17:50](#)):

I feel about media people talking about supply chain. I value their opinion on supply chain, about as much as they would value supply chain people's opinions on media. Hey, Tony, I think you had one more, uh, point add to this conversation, right? You know, our, our, our president of Cambridge and I just had a conversation about supply chain and other things. I think that what a great term for this is being courageously uncomfortable and, and the fact that when you move forward, it's never going to be a state of comfort. If you're living in that state, you're going to fail and you're going to fall behind. And I really think that courageously uncomfortable is that state of mind, that if you can take that forward, whether it's supply chain or whatever part of your process, um, it just got to know as a leader, that's where you probably should live and always live.

Tony Spielberg ([00:18:35](#)):

Because if you don't, you're gonna, you're just gonna, you're gonna fail. I, you know, and our most likely great point. I want to add a couple of comments here in the general circle back on one final question for you around learning. I know you've got a passion there. I think this is Jeff. I'm not sure, uh, clay and Amanda, if y'all could point this out, uh, this user says young generations want to be part of the creation of value no more, no more of a passive approach. Uh, completely agree with that, Rhonda, hello, Rhonda eyes and ears, frontline workers, respect for their commitment in these stressful times. I'm with you. One final comment here from, and as the Leah, you were on fire today, keep bringing it. She says, she's reading a book called little bits by Peter Sims. It highlights the necessity to include frontline workers in the innovation process.

Tony Spielberg ([00:19:18](#)):

Excellent point, moving those brainstorming conversations from the executive team to the larger conference rooms is critical, especially when massive changes need to be made. I agree with that. And I

think all too often, all too often is a case that some leaders determine who the important people are for work or for meetings or for product development. We got to open that up and get, get a lot of new voices wide ranging voices in there to help us craft new solutions to old and new problems. So, Jan, I'm going to circle back to you. And one final point before we make sure folks know how to connect with you all on this fast moving conversation. So I know you're passionate about learning and about helping others learn. I picked it up from some of my due diligence on your background. Why is that important? And is that more important in these, in these crazy times we're living in more than ever before?

Jan Freyburgher ([00:20:11](#)):

Well, absolutely. It's more important. It's, it's always been important, but we seem to kind of leave it behind. But really if you look at this is how I kind of look at the world that we live in, like right now is, is three PS it's people, you know, and it's being able to, you know, to, to prepare them with a central knowledge and then propel them, you know, through execution of the project or the application of that knowledge and then to praise them. And so my passion is really kind of sits in that of a realm, but your culture, if you cannot kind of standardize your language in your knowledge, across your organization, forget about culture because culture starts with a common language and then you evolve a culture. You don't change it, grow it and Institute one. So my passion for learning is because I think that it, it is what creates the culture. And if we learn together, then we're going to be stronger across the board, no matter what, what environment you're in

Tony Spielberg ([00:21:20](#)):

Excellent point, uh, Jan, and, and, and, you know, we don't do enough praising, you know, recognizing all these folks that, that really contribute. And, uh, that's been certainly one of the drum who've been beating, you know, in, in recent months, Greg, and, and, and it needs to be done so much more so, but so we've got to kind of leave it there. There's so much more that that Jan and Tony could share. I'm sure Greg, but, uh, let's make sure folks know how to connect with you both. So Tony, where can folks find you? Absolutely. So what we wanted to do for today was we opened up the ability for everybody to tour our facility at [tours dot Cambridge, err.com](#), just go on in, sign up and we'll give you a peek under our hood, or of course on LinkedIn as in the show notes. But we welcome everyone in for a virtual tour and hope to see you there. And thanks again, guys. Wonderful. And Greg, I just realized, I took your question here, right?

Scott Luton ([00:22:10](#)):

No, it's okay. I was going to [tourist dot Cambridge](#). I love that.

Tony Spielberg ([00:22:16](#)):

And you know, a little quick side note, we had Tony's colleague Mark, uh, own way back when, when we do in-person events and talk about a dynamic leader and personality. So Tony, it looks like y'all have a lot in common, but thanks for your time here today. Jan, let's make sure folks not a connection.

Jan Freyburgher ([00:22:32](#)):

Well, I don't have a tour. Maybe I'll create one, but I would love the audience. Loved it. Yeah. I'd love to have conversations about this. And the best way to get ahold of me would be either through LinkedIn or Jan f@opusworks.com.

Tony Spielberg ([00:22:47](#)):

Love that, and we'll make sure we've got LinkedIn profiles in the show notes. You want to click for our community members? Hey, Jan, I'm put you on the spot really quick. And this last minute, you've got a bevy of books behind you. What's your favorite one at off that bookshelf?

Jan Freyburgher ([00:23:02](#)):

Well, that's kind of my like kind of weird one, I guess it would be either, I guess it would be unoffended, which is a book about being able to navigate life. No matter who's trying to throw what in and take advantage of your day and not be offended in to be able to actually react in love. So that action of love toward people, even if they're being very grumpy,

Scott Luton ([00:23:27](#)):

Why is brilliant? You know, I think, I think we've, we have, in some ways lost track of the fact that being offended is a choice, right? I mean, it's the same as choosing to be angry when somebody does something to you or at you. Right. So fantastic. Unoffended check that out. How long is it Jan? Cause I, you know, it's very short, big print, so you'll get through it just fine. You know?

Scott Luton ([00:23:54](#)):

Well, such a pleasure. We're gonna have to have you all back really have enjoyed your perspective here today. We've been talking with Jeffrey Berger, chief revenue officer with Opus works by the quality group and Tony Spielberg manufacturing ambassador. I love that phrase reminds me of Sophia Greg manufacturing ambassador with Cambridge air solutions. Thanks to you both. Thank you guys. Thank you, man. What a great story.

Scott Luton ([00:24:19](#)):

I got 17 pages. Scott actually took notes during that. I mean that was some powerful stuff and it's slammed all that into like 15 minutes, 20 minutes, right. So

Scott Luton ([00:24:33](#)):

Fantastic. I should, I got to give credit. So that was Pascal, the lit Viet that offered up the observation that Hey, the current generation wants to create value, right. And will be passive bystanders. That's a great point, Pascal, but what was, uh, Greg as we, um, yeah, we want to touch on, of course, some of the cool things that Amy's up to really quick of your 17 pages of notes in Jan and Tony, what was your favorite observation or

Scott Luton ([00:24:58](#)):

I think their awareness of connected workforce and this and this generational transition, you know, uh, the statement and I forget whose it was exactly may have been as Ilias, but on data, on the affinity for data of the newer generations. I mean the baby boomers didn't have data, right? They had to process data right here because they had to capture it here. And it was the only place it existed. One of the things that, um, recognizing the value of the connected workforce is about is, is creating that generational transition so that that data does not get lost as 10,000 baby boomers leave the workforce every single day. We have to capture that to be able to create momentum for the incoming generations and to provide knowledge to them in the way that they, they prefer and is best frankly, to absorb it. And then I gotta say the three PS, right? Prepare, propel, and praise your people among other things. There

were others. I mean, courageously uncomfortable, right? Tony and Pascal. And I'm sorry, what's his boss Mark. Right? That is an incredible awareness. And I was stunned, Scott, that you did not say you were going to co-op that for a t-shirt because I feel like we should, we should tell him he's not here to argue with us now. So we're good.

Scott Luton ([00:26:17](#)):

Ray. Start to a great series and, and really appreciate their perspective here. And in fast living 20, 20 minutes, I want to share just a couple of comments before we move on to here. Narelle then says the supply chain is part of the manufacturing value chain and definitely without supply chain, the manufacturing will fail. Excellent point in Jan talked about connectivity. Everything's connected these days, everything's connected, we're in it together. And one of my favorite phrases we've learned here in times, it's, we're all weathering the stain same storm, but we're in different boats. And I think that's, uh, that's been a great way of putting, I mean, I may have that backwards, but you get the drift, but great point there, new relevant, and also want to highlight this from, as Lee also says here, speaking about the Peter about the book she's reading the book itself speaks to innovation in a corporate setting and how setting failures can lead to successes, uh, in, in more innovation. I like how it relates to this topic of the doers, which Peter was referring to the doers as being the frontline folks. Um, you know, instead of frontline, which can be misconstrued as the doers. I love that it gives examples of companies who have both succeeded and failed. And what led to those results, the doers, or the greatest contributors at times. What was that book? That was, uh, that book

Scott Luton ([00:27:31](#)):

Was little bets a little bit by Peter Sims. Okay.

Scott Luton ([00:27:36](#)):

So, uh, one final comment from Peter what's being offended is not a way of life today. And Greg, Greg got a great comment there. As we've wrapped up with Jan, it's our choice. I get offended, right? It's our choice. And, and I love how Jan said, we've gotta love on the folks that are grumpy. You know, you got a level of those that might be hating on you and, um, turn one sheet, give them the other. So that's a great, that was a great sentiment to wrap up on. So man, I hope that, uh, Rhett and Lee are ready to go because Jan and Tony set that bar hop really quick. We're bringing them in Greg by the way, and taking notes. Who is this guy? I know, right. I got to check lab Amanda, round the corner. Uh, how about AME? So folks Amy, lots of resources, uh, know I've been fortunate to be part, you know, collaborate in different ways.

Scott Luton ([00:28:23](#)):

Thanks to the one only Mark Preston. The folks Naomi may, may be familiar with way back when we toured a, a session at the hatch at Chick-fil-A at the time that was, uh, that was kind of their secret weapon. What drive a lot of innovation at one of the world's seemingly most successful companies in AME and we've created, uh, a best practice exchange on a tour of that facility before they really kind of marketed it now for the public. And that was a really neat event to be part of. And it's just, it reminds me of the power of dialogue, regardless of what bridge you're trying to build. And in this case, it's about disseminating best practices and challenges and problems sharing, and frankly fail your share. And we talked about the importance of, of sharing, not just our successes, but our, our, our failings and, and you've got to have a great facilitator for that. And AME does does that in spades and then some, so

amy.org and Greg they're bringing their national or international conference to Atlanta in 2021, October 18th, 19th, 20th, and 21st. You can learn more@ame.org.

Scott Luton ([00:29:30](#)):

You going to be there. That's going to be fantastic weather in Atlanta, October. So I hope they actually get to come here seriously. And I'm sure they're provisioning for both eventualities, but I do hope they get to come here. And there are a ton, you know, we talked about the value of plant visits. There are a ton of fantastic plants to visit in this state. Just really cool things being built.

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

Let's bring in the second, the second half of our wonderful panel here today. Welcome in Eric Dunn, CEO with Rever and Lee olives business development leader with simpler an IBM company. Hey, good afternoon, Eric and Lee. Hi there. Hey guys, can you hear us? We sure can welcome aboard. Thank you. So I'll tell you, I, as we shared before we brought you on and swoosh in your predecessors have set that high bar, but Hey, we've done our homework on both of y'all and if anyone can hit it out of the park, we know Eric and Lee can,

Scott Luton ([00:30:31](#)):

Yeah. Eric looks like a guy with his own YouTube channel right now. I feel like, I feel like you ought to be telling us the three ways to have a successful stream yard.

Scott Luton ([00:30:39](#)):

I agree with you that I'm jealous. I'd rather have your background, Eric. We're going to have to compare notes after the, after the session here,

Errette Dunn ([00:30:46](#)):

I'm starting to experiment with my lighting system here. Love it. It looks cool, man. Seriously.

Scott Luton ([00:30:51](#)):

Hey, I'm Eric. Let's start with you. Uh, we started last, last conversation with kind of a key takeaway or favorite part of Amy's inter international conference 2020, which was time with the beautiful city of Toronto. What was your favorite part of that event?

Errette Dunn ([00:31:06](#)):

The fact that, you know, there's so many online learning and networking opportunities that that AME created despite the craziness right of last year, I admire the AME team for shifting all the events online and also creating all the round table and everything and all the conversations. And what appreciated the most is that all of that effort, despite we couldn't meet in person allowed us to really stay in touch with, with the AME community.

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

Yeah. And that was, it's been said a thousand times, but trying to find ways of staying in touch in these, in these lockdown periods of pandemic period, that that's been so important and, and the folks that have been allowed that and facilitated that are really, those are important roles leave. What about you, when you, when you think of the 20, 20 international conference, what was your favorite part? Yeah, so

for me, again, it kind of echoes what a lot of the others already had said, but it's awesome to see, you know, the different trends and topics that are going on in the industry. You know, the, the talent in thought leadership that AME always brings to the table is, is unbelievable. I really enjoyed the fireside chat kinds of approaches that many of these keynotes tuck, as opposed to keynote presentations, part of it had to do with the virtual nature of kind of the, the environment. But I thought that was really awesome. And, and, and the fact that we did all these virtual tours, I mean that that's a paradigm shift for us, right? Because normally if you don't see it in person, you know, what's the value. And I thought there were some really good nuggets and takeaways that really came about from those virtual tours that, you know, it may change our paradigm going forward, that you can touch every, every part of the globe virtually and still a major value

Lee Alves ([00:32:40](#)):

Add, which normally is not something that we would value or think about. Uh, you know, prior to this past year, when you think about maybe a silver lining with the pandemic

Scott Luton ([00:32:48](#)):

Great point, and it's been really neat to see AME in any of these groups that put on the, the, these, these connecting events find a way to still have the digital plant tours. That was, that was really cool. So by the way, I think this is Jeff. You want to make a little clarification to my comment. So Amy's planning for both the conference is gonna be the conference coming up in October to be provided as a hybrid event, virtual in person. You know, they're, they're keeping options open based on kind of where we are come October, which is hopefully optimistically.

Scott Luton ([00:33:18](#)):

I think we'll see a lot more of that, right. Even when we get back to physical events, I think what we've realized is there's a tremendous, tremendous amount of inclusiveness by enabling people to participate virtually. Right.

Scott Luton ([00:33:31](#)):

That's right. Good point. All right. So, Greg, what do we want to ask Eric?

Scott Luton ([00:33:36](#)):

Yeah. Well, first I love the thought of these virtual tours. I think, you know, if you have to produce a virtual tour for a group of people that are on the other end of the wire, as it were, it forces you to really think about what is the meat, what is the important aspect of what you want to show? Because it's not like somebody can run up to the front of the crowd and ask you a question real quick. It's not as easy as that. So I think that will allow us to represent what we're doing better in a plant in the long run. I think these will become, I mean, there'll become like virtual house tours, right. There'll be very, very thorough, but yeah, let's so let's what I'd like to do. And Lee, let's start with you. I'd like to understand any of those things that either at AME or outside AME in or outside your business that are just jumping off the page at you as, as things that are important or changing rapidly topical, you know, challenges or huge opportunities that you see out there what's really got mind share for you right now.

Lee Alves ([00:34:35](#)):

Sure. Well, thanks for that, Greg. So Jan and Tony already talked about kind of talent development innovation. So I won't go there since, you know, we can kind of broaden the discussion, but you know,

one of the things that we're seeing, which is very interesting is, you know, because of the pandemic, it's obviously stressed and challenged organizations beyond belief, right? I mean, it was never predicted nor could anybody ever plan for it, but we're seeing more than ever that, you know, most organizations today in the manufacturing world have some form of continuous improvement programs in place. But what we're finding is a lot of them now are asking the questions, Hey, are we really getting the most out of them? Are they really driving the breakthrough results in sustainable culture of continuous improvement, right. That really we're seeking across the organization. So I think there's a lot of reflection going on within that and really kind of resetting what is the role of this organization, these CGI leaders and practitioners really take advantage of the talents of the people and really harness the creativity and innovation that they have to really allow them to almost like rethink and rebuild, right?

Lee Alves ([00:35:39](#)):

This new environment we're in that really has kind of set us back to zero in a lot of cases in a lot of industries. So that's one of the top of mind discussions that are ongoing right now. And, uh, you know, we're having a lot of collaboration with a lot of different organizations to, to really, you know, understand that in, in, in how might that, you know, get adjusted, if you will, to really maximize those programs to achieve breakthrough results.

Scott Luton ([00:36:03](#)):

Everybody has a plan until they get punched in the face as the great philosopher Mike Tyson said, yeah, I guess I got to tell you, Lee, I had never really thought about asking the question is continuous improvement really continuously improving things. Absolutely. Is it the right thing that it's focusing on? Right. So, yeah, that's an excellent point and you're right. It really takes this sort of disruption to, as you said, kind of awakesness to those, those, those kinds of questions. So yeah, that's a great insight, Eric, what's jumping out at you.

Errette Dunn ([00:36:37](#)):

Well, I love the fact that everybody's been mentioning this, especially Jan and Tony on your previous guests highlighted this. And I fully agree because I'm dedicating my, my professional life to this, you know, the rise of the frontline workers and look at this, the fact that in 2020, they were being called and categorized essential workers. Right? Yeah. And that's great. That's a great label to put on that. And, and hopefully we're gonna lose this momentum because we have a lot of work to do in the manufacturing industry and the supply chain industry on valuing and respecting them as human beings, as full human beings with creative capacity, with intellectual capacity, with problem solving capacity. So that's one part, you know, the fact of acknowledging and respecting the fact that they've been risking their health to make sure that the world keeps moving. Right. So what is going to be the consequence of that? It's clearly engaging them in being part of those transformation efforts and not leaving them out of the digitalization efforts, which are also very, uh, being pushed. They talked about also your previous guests about the connected worker, uh, trend. So how to connect these workers to each other within each other to knowledge sources. So companies can effectively develop an army of problem solvers as Lee was mentioning is like, how do these frontline employees become the frontline effort to your continuous improvement efforts?

Scott Luton ([00:38:08](#)):

I think that's a great insight. And just as a quick follow on Eric, I'm, I'm curious, when do you think we lost sight? Or how do you think we lost sight of valuing frontline, essential workers as human beings? It

feels like in the industrial revolution, right? We sort of, we definitely lost sight of that, right? We definitely did, but it feels like we should have gotten that back over the century since the industrial, any insights there. I mean, I know that's a tough philosophical, right?

Errette Dunn ([00:38:41](#)):

It's a tough one. I don't think, I don't think the managers and leaders do it with malice, whereas like ha ha let's use people as machines and squeeze the most out of them people and manufacturing leaders that are always under pressure. I mean, anybody who has managed plant knows, this is sure, even though you studied all the continuous improvement stuff or the lean six Sigma and all those things, it's like you're under pressure to deliver, to push product out of the door, to fix quality issues, to respond to customer concerns. And unfortunately, one of those, the consequences is forgetting about treating your people as, as, as people that have concerns that have aspirations that have their own desires. So it's not out of malice, I think is just out of, uh, pressure, unfortunately, but there's a great opportunity right now to address this issue.

Scott Luton ([00:39:34](#)):

Totally. I know you've got some additional comments, this tough timeless challenge. Yeah. You know, I, I think to, to build on Aaron's comment is I think that, you know, I think more than ever, we are so sharp, short term focused on results. Now that I think sometimes you, you know, our, our valuable, our most valuable resource to get kind of caught in the cross. And I think oftentimes, you know, because we have broken processes and things aren't really efficiently delivering the outputs that we, that we intend, you know, the short-term focus really ends up driving a lot of inefficiencies in stress and burnout. If you will, that create a lot of this challenge. I think that we're now dealing with today, that's prior to the pandemic right now you throw the pandemic on top of it and just exacerbates anymore. Agreed, agreed. Hey, let's take a couple of comments, Greg from audience, want to say hello to [inaudible], uh, from Botswana via LinkedIn. Great to have you here with us. Thanks so much. I really appreciate it.

Scott Luton ([00:40:31](#)):

When folks stay up late or stay late at work to right in time with us,

Scott Luton ([00:40:38](#)):

It makes our day. Yeah. As Lisa says, I believe if I had Eric Dunn's lighting in my room, all my stress will be gone.

Scott Luton ([00:40:47](#)):

It does look like he's in a spot, doesn't it? 25 bucks.

Scott Luton ([00:40:52](#)):

So Peter says interesting point, Eric, same, the same can be said for office workers to get things done faster with less staffing. And I want to go back, but Lee let's do this. Speaking of, you know, going back to those three P's and the last one being praise, you know, if we, if certainly if leadership has lost anything it's been recognizing, you know, how vital the doers are, right. And, and, and folks across, you know, that generic plant, right. Uh, I spent some time metal stamping, some of the brightest, most passionate folks that could figure out anything. And we think about stamping, you know, how, how technical and how, how much of an engineer you've got different metals, alloys and,

Lee Alves ([00:41:34](#)):

And designing tools and, and, you know, turning out these parts. It is nothing short of amazing, but leaving when it comes to recognizing the workforce, what are some, what are some, some thoughts, some tips that you might would, would share with leaders there to that. Yeah. So, so I do think that's a little bit of a lost art right around the recognition piece. And I'll tell you, you know, part of it gets to, you know, you got to have leaders present and visible right. In, in oftentimes, you know, there's way too many leaders that are still leading from their office. And you know, that that's not, that's not the way to success. And then what we find is, you know, by getting and forcing leaders initially to get out to the workplace and just acknowledging people in praising them for a good job or something that they just recently did and, and try to really just let them understand the, Hey, thank you for what you've done.

Lee Alves ([00:42:26](#)):

I mean, we often, you know, if you think of a Maslow's hierarchy of needs, a lot of people think it's all monetary and things of that nature. Well, oftentimes the things most important to people are just praise, just come out and thank me for a job well done. Or thank me for my efforts, staying over last night to deliver something. That's those go a long way. And oftentimes I think we over-complicate the engineer and us in the Western civilization. Right. Oftentimes I think we over-complicate things and it's very simple. Let's go out and just recognize people constantly. Don't do it just periodically. Otherwise, when they, when they see a coming, they're going to think something's wrong, right? I mean, it's gotta be deliberate and continuous. Otherwise it becomes something that's disingenuous. So that's just something that, uh, the thoughts got excellent point excellent point. Because if the only conversations you're having with your team members are when, around when there's something wrong, no wonder it's not going to be a relationship, no dialogue, no engagement. I mean, who wants that? You know, when you see the book, when you see the, the manager or your team member coming, you're going to have it around the corner maybe, but excellent point, Lee, uh, Eric, any, any, uh, piggyback comments on that?

Errette Dunn ([00:43:34](#)):

Yes. I I'm. I'm glad that you touching the subject because we also have had a lot of experience with the companies that I interact with in terms of what are the things that people react best to in terms of recognition and leaves, right. Is not about the monetary side of things. And actually it can be sometimes very counterproductive. One thing that works great is making sure that you deliver very frequent press, small, simple rewards could work well, but most importantly, social recognition, some of the best examples I've seen is when some of our customers deliver, say simple things like tickets to the movie theater tickets, to the ball games, something for the dinner, with family and friends, and they provide this little reward, this little thank you in front of their peers in front of the team. So that's level one of social recognition and level two is the reward itself can be enjoyed with a family and friends. And that's a second level of social recognition because then they see that mom or dad at got recognized for doing this and that. So that, that works very well in our experience. Yeah,

Scott Luton ([00:44:36](#)):

Greg, it, you know, as a, as an organization leader and, and cultural dynamo, you know, w what are you, you know, based on what Lee and Erin has shared, or, or add your own thought, how can I do better there?

Scott Luton ([00:44:47](#)):

I think that there are two things that typically make people happier in their jobs and more likely to appreciate their jobs and stay in them. And one is appreciation. One is, is understanding that what they are doing matters. It's as simple as that, there's a hundred ways to show someone that what they do matters, but also that they're appreciated for doing so, right. That recognition that Eric is talking about is incredibly valuable, but that the work matters is probably more important now than it has ever been. Right. The younger generations they want to know for what purpose, what's the why, right? This is the common question these days, what is the why of what we're doing? And man, the productivity that, that generates the good feeling that that generates is, is important. And I think genuine leadership. And that means, as you said, early on Scott, that means being vulnerable when you are a leader, um, sharing that with your team is, is important as well. Excellent point, just be one of them. I mean, right, right, right. Uh, I think, uh, we saw, uh, something from Stephanie Stuckey, the CEO of Stuckey's where she was in an office in her factory or warehouse or something like that. And she was talking to one of the workers and they didn't know she was the CEO and they shared something that she wouldn't have learned otherwise. Right. And that's incredibly powerful.

Scott Luton ([00:46:08](#)):

Agreed, agreed. I should. I should add. So Jan, who is hanging out still in the, in the green room with us, says, quote, encouragement is for all, but you hold praise for when people Excel, if not, the praise becomes meaningless. That's a great point, Jan. Okay. So Lee and Eric, there's so much more here in this conversation. We get it. It's tough to dive into anything meaningfully in 20 minutes, especially when we're talking about the industrial revolution and a hierarchy of needs. I love that. Leah, hadn't heard that one in, in, in, but let's make sure folks know how to connect with both of y'all that there's so much more there that I think y'all can offer. So Lee, let's start with you. How can folks connect with you?

Lee Alves ([00:46:48](#)):

Yeah, they can connect with me on LinkedIn. I think, uh, you know, you all provided the information so happy to connect with anybody and have further dialogue on these and many other topics.

Scott Luton ([00:46:58](#)):

Thank you. Thank you so much. Lee Alps with simpler and IBM company. And Eric, how about you?

Errette Dunn ([00:47:04](#)):

Likewise. I think you'll re provide the link, uh, to our LinkedIn profile and also on Twitter. I'm trying to be more active there. My Twitter handle is at Eric Don, the way you spell you see my name spelled over here. I'll put together and that's it. I'm also testing out clubhouse. We just, all the rage right now. So let's go. Yeah, that'll be interesting.

Scott Luton ([00:47:24](#)):

Lee and Eric spoken like true engineers, no waste. You've already said it. Scott. It's in. It's in. I love that guys. Um, well, uh, a pleasure. Thank you so much for both you both being a part of this, uh, this, this kickoff episode of this series focused on industry that we love here. That personally, I I'm so grateful to have spent some time in best people. And, and of course here in the States, but globally manufacturing industry just has it in droves. And it's really important. We didn't touch on it yet, except in appreciate, but we gotta, we gotta work together to make sure that the stigmas and, and the misconceptions around what is manufacturing and the opportunities there, we got to dissipate all those. And, and it's

gonna take some work as EV as research you have to research will tell us, but Hey, we'll break through for sure.

Scott Luton ([00:48:11](#)):

Big things to Lee abs with simpler and Eric done with river. Uh, thanks so much, gentlemen. We'll see you back here. We'll soon. Thank you all very much for the opportunity. Thanks. Thanks, John man full, I mean eight 36 pages of notes today, Greg, I expected a lot, but this is way more than I expected really well. You know what? Uh, let me, let me share, share some comments really quick because we couldn't get to our, our community nearly as often as we were trying to, to make sure all of our panelists had some time to share let's, uh, Ben says when the only time leaders reach out is when something's wrong. Something is definitely wrong with that organization. Surely a lot will go wrong in the future. Recognition is gold. I love that. Peter says, I've said this before. Relationship matters matter, excellent point and Rica, our friend Enrique is tuned in, Oh, there we go.

Scott Luton ([00:49:06](#)):

How about that? I think social recognition is key to driving the culture, especially if done via experiences. It looks like blue board, blue board.com might be a great resource there. All right. So Christina, she asked earlier about creating tours for staffing companies, right? Because, because they're fueling a lot of the talent coming into the industry, manufacturing, otherwise to help them understand the environment and some of the challenges and, and help them better, better search and prepare the employees for those environments is a great point. Christina, here, she says having a solid staffing provider will alleviate a lot of the pressure of needing to get product to your customers in a timely manner. She likes educate her workers on all the negative impact, our supply chain customers experience on a daily basis. There's a lot more of that comment. I'm sure. Driver attention fees, cycle time, lead time, lower labor costs and increasing productivity. So a lot there, Christina, it looks like you've been there and done it. And then one of the comment here comes from Ben. Again, machines need preventative maintenance to avoid hiccups. So to humans recognition is our preventative maintenance man. Ben, welcome to the livestream, Ben. All right. So Greg, no shortage there. Give, give me a couple of your favorite thoughts when it comes to what Lee and Eric shared. I think the thing that jumps

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

Out at me is the term ponds. Um, you know, we often think of, and speak of workers as ponds or people as ponds. And the truth is that's a, that's a gross misunderstanding, not only of people, but of chess because upon is more than just a piece you put out there to lose upon can actually open the door to a number of other moves that help you win the game. So we, we have to think of ponds in their importance in the chess world. And if you don't know the importance of it, watch the Queen's gambit, which is a great flight. Wonderful. Yeah. Never knew there were such salty people in the, in the,

Scott Luton ([00:51:09](#)):

As, as Jan says, you got to hug and we still got to hug on them and love on those salty, grumpy people. Yeah,

Scott Luton ([00:51:15](#)):

Yeah, yeah, no doubt. Well, and I think, I think Eric said it best when he said you have to think of people as full human beings right now. Not those not even ponds. I mean, maybe is, was the concern that we

were talking about from the kind of left the hangover of the industrial revolution. And he, you know, one of the things that really leapt out at me was it's not nefarious intent and it's not intentional that that leaders miss value or undervalue people. It's more a sense of regret that or neglect. Sorry. Neglect is the term that came immediately to mind when he was talking about that. It's focusing on the processes, focusing on the methodologies and forgetting that all of those processes and methodologies are conducted by people. So you have to acknowledge that people are full, they have hopes and dreams and wishes and fears and all of those things and that they can contribute all of those things. And more if you don't neglect them

Scott Luton ([00:52:14](#)):

Excellent point. But I got to admit, once you start talking past checkers, you lost me, Greg. They get chess advice today. That's, uh, I'm gonna have to have a private tutoring session, uh, Gregory, but

Scott Luton ([00:52:27](#)):

Not for me. I can only talk chest,

Scott Luton ([00:52:31](#)):

But Queens gambit that it's such a great Netflix series. If you're looking for something, is that a series or a movie? I can't remember. It's been a while since we were watching series, man, man, Amanda's saving me today, but as a wonderful, it's got great acting, great character acting. Uh, I love it. So I'll check that out. Whether regardless if you like chess or know how to play chess, this is good stuff. Uh, as Leah says, she just finished the Queen's game. But last night, Peter says he was an extra in pawn sacrifice as a Russian tournament, official really learn new things all the time,

Scott Luton ([00:53:04](#)):

An actor and a procurement professional. And why do I feel like Peter ought to be continuing working here? I mean, and maybe he is, and we just don't know, but, and there's so much value there. We need to be, we need to extract more value out of Peter.

Scott Luton ([00:53:20](#)):

We're going to be sitting down with Peter here a few weeks. So looking forward to that, Eddie from Scotland, I believe Glasgow. I believe I remember modern times Charlie Chaplin. Taylorism hashtag don't know Taylorism so I have to look that up.

Scott Luton ([00:53:36](#)):

I have to explain that to me. Someone else put Taylorism out there too. It may have been Peter. I'm not sure.

Scott Luton ([00:53:41](#)):

Well, Hey, all that being, as it may make sure y'all check out Amy dot or you can, you can make sure you connect with these bleeds. These four wonderful painless here today. We just scratched the surface on own a lot more with each of our guests, but Greg, we're going to wrap up. We're going to touch on a couple of other resources really quick, and this is micro machine time. So think about that micro machine time from the eighties where they got the whole commercial, about 37 seconds. That's what

we're, that's what we're up against here. So let me share this, this, uh, graphic, because we dropped an outstanding episode today on tequila sunrise, featuring take it away.

Scott Luton ([00:54:18](#)):

Yeah. Ben Gordon, who's the managing partner of Cambridge capital, a big private equity firm focused on supply chain and also BG Ben Gordon, strategic advisors. So he just completed in the last couple of weeks, his BG strategic advisors, virtual supply chain conference, 2021, 200 plus supply chain CEOs came together and talked in a, an invite only environment, which is really important for what he's trying to facilitate. No press, no analyst, no posturing for anyone, just sharing ideas genuinely. It's a great environment for that. And what, and what we talked about, where these three big takeaways that are definitely going to shape the future of supply chain. I'm not going to share them with you here. You're going to have to listen to find out, but you're also going to hear about what the CEO of Madonna, uh, Stefan Bensal said, and Louis DeJoy the, uh, postmaster general of the us postal service, uh, what he shared as well. And, Oh my gosh. Yeah. So listen to that today. It just dropped at midnight. So listen to that today. And Ben is our biggest draw ever as a guest on the show and for good reason. And you're about to find it out in 32 minutes or less.

Scott Luton ([00:55:38](#)):

Awesome. And if you are a big fan of tequila, sunrise, look for, take your shot next week, it's going to be a pitch, three entrepreneurs making their pitch to a S Dean panel of investors. Uh, it's gonna be exciting. So we're gonna have to keep the, keep the lid on that for now, Greg, but I appreciate the good, great work you're doing

Scott Luton ([00:55:58](#)):

Well. It is impossible to under, to overestimate the courageous uncomfortableness of these, of these entrepreneurs who are going to be not just presenting to three judges who will evaluate their pitches, but they're also going to be doing it live in front of every one of you and I have a feeling a whole lot more. So, yeah, let's uh, I can't wait to see that. How, how, what people do when they get the chance to take their shot,

Scott Luton ([00:56:27](#)):

Tune this be live stream next Thursday at 12 noon a week from today. So good stuff there. Let's see here. Let me back up for a second here, because also next Tuesday, before we get to take your shot, we got dial P for procurement coming up, livestream focused on procurement best practices. Peter, you gotta be there Tuesday at 12 noon. Also Wednesday, next week, next week's gonna be a busy week. We've got our transforming supply chains to make a positive impact on the world around this webinar, coming up with our friends at Mars and connects us. We'll see if we're getting some, uh, or working on samples. As Leah mentioned imminent earlier on a great super bowl commercial, you know, Mars makes m&ms and Snickers and Skittles and Twix amongst many other products. We're talking about supply chain transformation. And finally, 23rd, we've got a wonderful panel focused in, on, you know, procurement best practices once again, and how these groups, these different groups from different sectors, Rent-A-Center ACE hardware, Parker Hannifin and more are, are tackling supply chain terminal here in 2021 and beyond. So no shortage of learning opportunities there. Yeah. I'm fascinated

Scott Luton ([00:57:38](#)):

By the rental industry there and what Rent-A-Center has seen right in the, in these times, because I don't really know. I don't really know what I would expect to happen in that industry.

Scott Luton ([00:57:50](#)):

Agreed. We're going to find out together, Greg, will you find out together and we're gonna find out all the, the, uh, the mistakes I made renting things back in college and money I wasted, maybe. I don't know. We'll see. But I think the fast, fascinating thing is the supply chain behind that. Uh, so we'll talk more, uh, y'all can check out the direct links for those webinars in the notes as well, connect with our speakers. Hey, connect with AME. I'll tell ya love what AME team does a big thanks to Kim and Jeff and Darlene, and the whole team there at Amy for setting, you know, we're helping folks connect and help folks get informed and get better at what they do. And Rica says, get ready for supply chain. Now in Espanol, it is going to be released really soon there. Uh, Amanda, if you can, what is the date for that launch for that new series?

Scott Luton ([00:58:39](#)):

We'll see if she only around the corner. Not yet. We're going to see a couple of weeks. She says a couple of weeks. She has how'd you know that Greg gave me just a couple of weeks out, but Hey everybody, if you enjoy this conversation, be sure to check us out supply chain now.com big thanks to all of our panelists. Big thanks to Amy big, thanks to our community who brought it. I know we couldn't get to all the comments, but loved it. And Rica made an appearance today. How about that? But Greg, an honor, and a pleasure to do this with you here today. We love the manufacturing industry really need to dedicate an hour, at least an hour to hearing some best practices there, right?

Scott Luton ([00:59:15](#)):

Yeah. Likewise, uh, great. I'm glad you, you put this together and it's great to see this organization focusing on North America and you know, we haven't, we have a new agreement among our North American trade partners and everything that can do for the States and Canada and Mexico is a very positive and clearly we've seen some people with incredibly progressive perspectives that can get done. So,

Scott Luton ([00:59:41](#)):

So you might get out there, but I'm sorry. You want me to repeat it? Actually. I'm good. As we learned yesterday, our community is tough. They can take it. Yeah. So I love that that live stream Korean and Jake. Um, all right. So everybody tune in, get connected. If you love manufacturing, learn more amy.org, but Greg, you know, Greg put it well, we love our global community, but you know, the North American space has got such a unique market and approach to trade and, and, um, economic tailwinds and, and, uh, I love seeing these conversations play out. So Hey, everybody on behalf of Greg white, Amanda and clay, and everyone else behind the scenes, Scotland and signing off now, thanks for joining us. Hey, do good gift forward. Be the changes needed. And on that note, we'll see you next time here.

Intro/Outro ([01:00:27](#)):

Thanks. Uh,