

Intro/Outro ([00:00:03](#)):

Welcome to supply chain. Now the voice of global supply chain supply chain now focuses on the best in the business for our worldwide audience, the people, the technologies, the best practices, and today's critical issues. The challenges and opportunities stay tuned to hear from those making global business happen right here on supply chain now.

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

Good afternoon, everybody. Scott Luton, Greg white with you here on supply chain. Now welcome to today's live stream, Greg. Uh, I'm trying to figure out, I can't quite remember. You're a fan of some basketball team. Uh, let me think about that, Scott. Yes, the first four in Wichita state shockers, we play, uh, the Drake who cares what their mascot is. I can't even remember. Um, we played Drake as one of the first four in teams after we stopped their guts out for the literally 47th time we get to face USC. So I was just having a conversation with my mother about how earth shattering this development is in fact, so we're shattering seven earthquakes in the last 30 hours in Wichita, Kansas minor ones on other said, um, window rattling, but no plate breaking, so. Okay. All right. Well we'll hope everybody's is safe and sound, but congratulations figuratively.

Greg White ([00:01:37](#)):

Yeah. Thank you. But I thought they've got that to lean back on, so nice, nice, well, uh, congrats to Wichita state. Of course I saw AARD check-ins congrats. All the shockers fans are Clemson tigers got into a, I think with a seven seat. I can't remember who they're playing in the first round. We'll see how that goes. But today it's all about supply chain buds, right? Every, every Monday, 12 noon Eastern time, uh, we, we tackle some of the leading stories that need to be on your radar, uh, and give, uh, give you our take. But today we've got a special guests. Once again. We love our repeat guests. We've got Lora sincerely. Yes, Greg, that Lora Cecere with us here today. Joining us about 1220. How cool is that? Well, I think it's awesome that I'm glad we thought of that, right? I mean, there's some appropriate news. We're going to talk a little bit about tech trends. There's some interesting supply chain news. Of course, my opinion, only the woman influencer in supply chain, frankly, one of the top influencers in supply chain regardless. But, um, yeah, I always love hearing from Laura cause you know, you're going to hear truth. That's right. We are. But I like what you normally say when, when folks like Laura, come on, our conversations, there's this influencer, uh, label that's thrown around by everybody and a brother and

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

Sister these days. And then there are real influencers like Loris, Assyrian, and that's a no truer words have been spoken. So we look forward to sharing her insights with our community once again here about 1220. So, uh, but before we do, we gotta get some work done before we bring Laura into the stream. So be sure couple of programming notes here. Right? Greg, uh, big webinar coming up, March 23rd industry 4.0, uh, nothing news been here, been here for years to come back as a who, what is, what song is that from? Uh, that would be, yeah,

Greg White ([00:03:37](#)):

That is knock you out.

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

That's right. I thought about that in forever. Um, wait, March 23rd in almost as exciting session, we've got Mike Lackey and Tobias Hoffmeister talking about some creative ways industry 4.0 is being applied,

especially in manufacturing. So stay tuned for that. Looking forward to that coming up here. Uh, gosh, next week, check out the link in the show notes. I think we also have one of the learning opportunity we'll touch on with when Laura joins us here shortly. Uh, also in the show notes, um, separately today we drop the great replay of the live stream we did with the one and only Charles Walker and Enrique average, Greg, this was a really fun conversation with him.

Greg White ([00:04:18](#)):

Yeah, it is. First of all, um, Charles Yvette. So always appreciate that and thank him for his service continuously. And clearly he learned something from being in the military about leadership. Um, you know what he said, you know, the way he said it, the way he says it is leaders build up people to be leaders in their other organization today or over the weekend. I think he posted you can't be a leader without having been a follower. And um, you know, just his philosophy on it, very down to earth, uh, plain speaker, which I love coming from the Midwest. I kinda live with folks like that. So, uh, dig away. He, he represents,

Scott Luton ([00:05:04](#)):

He also said we need to be focused kind of along the lines of what you shared on creating more leaders, not more followers. So I love that as a, as a very Frank conversation we had with Greg Charles and Enrique. See, I'll check that out in, on the main channel here today and separately this week in business history, we tackled the diesel engine. Some folks may not know where diesel came from. I didn't female pioneers in medicine and the first ever URL. That's a really interesting story and it still is kind of a, uh, not let the cat out of the bag. It's kind of a, um, internet museum now. Uh, it's still alive and well, so check that out wherever you get your podcasts from this week in business sister. Okay. So let's say hello to a few folks. Greg, we've got three, three stories, one tackle, and then bring Lauren into the stream. Look really looking forward to that. So what to make these quick, uh, Oscar good morning via LinkedIn. Great to see a Peter bullae it's the final countdown. Hello, Peter. Petique great to see you. Thanks for your feedback via LinkedIn last week, prey teak, uh, Anna, Mary. Great to see you here in Atlanta. Nickeel via LinkedIn. Latiya Thomas, Greg. One of our favorites, right?

Greg White ([00:06:14](#)):

Yeah. So I want to hear how she's doing, uh, in her new career.

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

Right too. See, I would love to, um, get you rebooked for a live stream and kind of give an update on your journey. Let's go as Greg just shared. So

Greg White ([00:06:28](#)):

Her parents booked too. I think that's fantastic.

Scott Luton ([00:06:33](#)):

Hey, hello? From the land of the keepers of the Plains. Hello, AA. Great to see you here. Claudia is with us, Greg. Hello, Claudia. Hope this finds you well, Kishore via LinkedIn Muhammad also via LinkedIn. Great to see everybody. Okay,

Greg White ([00:06:48](#)):

So great. We have one, one, uh, returning, returning member of society here. Benjamin gold clang, man. He's back. Yep.

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

Okay. Hope this finds you. Well, uh, only time I can be thankful for the congestion in New York and long beach.

Greg White ([00:07:09](#)):

Okay.

Scott Luton ([00:07:10](#)):

Uh, Benjamin, I hope this finds you well, then the career's going well, uh, up in, uh, the Northeast and great to have you back. Yeah. Okay. So, uh, we got keep, we're gonna have to move pretty fast. We've got so much to tackle. So let's jump into these headlines. How about it, Greg? Yeah,

Greg White ([00:07:27](#)):

Let's do it. Okay. So w

Scott Luton ([00:07:29](#)):

It's interesting. You not both were tracking this and then as we jumped on live stream, we're like, I want

Greg White ([00:07:34](#)):

To share that. I want to share that Greg,

Scott Luton ([00:07:37](#)):

I'm going to set it up and then we'll get your take on it. So, sure. Uh, as we all know, what's a bit what's been taking place in the West coast ports, right? Matt Leonard from supply chain Dobbs says here, quote, I thought this kind of nailed it. Quote, ports are clogged. Lead times are getting longer. Retailers are struggling with inventory levels as a result, and shippers are looking for alternatives. This is the supply chain in 2021 in quote, that pretty much sums it up. Um, so Yeti, the expensive cooler company is trying out the port of Houston to bypass some of the issues that we've been seeing in the West coast. It seems like many companies are exploring, moving their, their stuff through space city, port, a Houston's executive director. Roger Gunther says, quote, go back more than a decade ago. We had no ships coming from Asia through the canal into Houston. And now it's close to half. Our import business is from Asia coming through to canal in quote, inventory replenishment, as we've all heard, plenty of horror stories about remains a problem for many retailers, but yet he expects to be back to 2018 levels in terms of inventory by the end of the year, Greg, your take

Greg White ([00:08:47](#)):

Well, NASCAR fans will be glad to hear that. First of all, um, I mean, it's, it's not like, well, let's not go to demand. Their demand has been incredible. As people have fled to RVs and their mountain homes and beach homes and lakes and boats and that sort of thing, their demand has to have been incredible. I can tell you one for coffee, one for ice water. How about that at all times? Um, so despite what everybody thinks is actually in those, it is just ice water. Um, but my, my real statement here, Scott is what took you so long? I mean, retailers brands, shippers, what took you so long? The port congestion in long beach in

LA, in New York and New Jersey is legendary. It's not new, it's just a new reason for it. And, uh, and even, um, in the beginning of COVID, some shippers discovered these amazing ports that they may never have heard of two from one of the original two from the original 13 colonies.

Greg White ([00:09:54](#)):

I shouldn't say port of Charleston and port of Savannah. And then of course Houston. So yes, finally somebody is making changes instead of making excuses and actually actually getting their product moving so good on them. A Yeti has also adopted a cross docking technique where instead of having to warehouse the product bill, they are fairly well positioned. They have a, they have a facility in Dallas Fort worth. It never hits a warehouse that gets crossed docked and shipped out to their, their customers. So good on them for being a good example, more retailers should follow that example. And as you said, I posted something on, on LinkedIn about it with, you know, a little bit of the detail. So if it's a TLDR too long, didn't read, uh, you can look at my posts.

Scott Luton ([00:10:47](#)):

Awesome. And you know, so Yeti kind of shares something in common with, uh, Peloton, right? As Sharky BDMs. Now Yeti sales are through the roof. No wonder they're looking for new ways to get their products in with alternative ports, well said their shark and Greg is testimony to that. Rhonda says, Hey, supply chain now catching you at 9:00 AM instead of 10:00 AM out in Arizona.

Greg White ([00:11:09](#)):

Oh, that's right. They don't spring forward in Arizona, Arizona and Indiana do not change time in the U S

Scott Luton ([00:11:16](#)):

Um, that's a great trivia question. Uh, but y'all check out this article by Matt Leonard at support supply chain dive he's. He's one of the great writers over there. Um, moving right along Greg, this, you know, we love our checklists here. Um, and this was a neat one, uh, 13 big retail tech trends to watch for 2021. This comes from our friends at Forbes and in particular, the Forbes technology council. Now I'm not going to run through all three of the, all 13 of these rather, I'm going to share a couple. And then Greg, I'd love for you to share a couple here, um, in house robotic delivery. I can't remember which number it was that caught my eye. Uh Amun Shukri with spec, right? He says, quote, with in-house robotic delivery, retailers will deliver products anywhere, not just to houses or official addresses. You will snap a picture and the delivery service humans first, then robotics will deliver your order to the location.

Scott Luton ([00:12:10](#)):

The picture shows the standard is no longer last mile delivery, but last meter delivery in quote, how about that new phrase there? Nice job. Amen. Yeah, we've seen this a little bit with the pizza business already. I think Domino's rolled out where we're trying to, uh, bring a pizza to wherever you are, parks, benches, you name it. Um, so that caught my eye. And then this other quick one from Mark Fisher with Dogtown media, LLC, and they basically got 13 entrepreneurs and, um, thought leaders kind of weigh in with what they're watching. It was, was what I understood here. Mark says, quote, 20, 21. We'll see the rise and acceleration of local e-commerce as more small businesses close to home will shift to platforms such as Shopify in quote, I think I love that trend, but what was a couple of your favorites here?

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

Yeah. Well, one of my favorites was a, a big heck. Yeah. That's not what I said to myself, uh, for AI based inventory management systems, of course, you know, that's what we were working on that at blue Ridge. So, uh, yes, not just forecasting though, but for some of the planning and operational aspects of information there and the e-commerce marketplace, you know, my philosophy, uh, that companies are seeking to free themselves from the chains, chains of Amazon, and they are seeking what I call ABA solutions, anyone but Amazon instead of FBA solutions, uh, that will proliferate and we'll do so globally. But the more marketplaces thing I think is an interesting aspect, not just more marketplaces, but more, more access to marketplaces. There are technologies out there, dozens of them out there that can give you instantaneous access to virtually every P every marketplace around the globe.

Greg White (00:13:59):

So, um, and, and as an investor, that's one of the technologies that I'm very, very interested in that global commerce aspect for DTC and retailers. Uh, the other is they talked about pop-up shops and in store experiences, don't forget social selling the silliness that happens on home shopping network and whatever that other one is called, uh, where you have these crazy celebrities selling junkie products to people on television. Now you can buy that junkie product from crazy people on social media, Facebook, Instagram, Twitter, and others, where they get up there and sell you this crazy stuff that they represent. Some of it is actually really good quality, frankly, but social selling is a big part of the future of retail. A couple of things I would love not to see both of the, of the instances where they mentioned apps, shopping and payment apps and more retail, mobile apps, Lord have mercy don't we have enough apps already come on.

Scott Luton (00:14:58):

I almost picked out. I'm so glad I didn't Greg.

Greg White (00:15:01):

I think what you'll see is marketplaces. At some point, when we've reached maximum density, and we just say, stop, we can't take it anymore. As consumers, you'll see marketplaces starting to help you find the, not only the product, but also the seller that you want based on, I want fastest delivery. I want cheapest price. I want highest, uh, rating, whatever. Um, and you'll start to see that as the channel, but you will start to see more neutral marketplaces who aren't competing against you like Walmart, like target and like, uh, Amazon, or even Alibaba. And some, some of the others have their own retail outlets. So that will change as well. And then there are slew in here that I couldn't even go into. There are a couple of that are missing. Okay. There are a couple of, of retail technologies I think are missing. Blockchain will begin to come of age in this time of both returns and of sustainability, free trade, et cetera, et cetera. Right? Fair trade initiatives. Those will both start to come of age. I can't wait. Now that I've said that for Laura to completely completely shoot me down on some of these things, because she knows far better than I do. I have strong opinions, but it's mostly based on investment research, right? Not based on, uh, the research of, of the industry as a whole,

Scott Luton (00:16:25):

Well said. All right. Let's, let's take a couple of comments here and we're gonna wrap one more store. First off Korean bursa is with us. Hello, Korean host of tech talk. There's just supply chain podcasts. I agree. Although he's owning the day, um, uh, I think he has got his caffeine. No one interrupted the caffeine shipments to Greg white here today. The shockers

Greg White (00:16:47):

Beastie boys, coffee drinker. I think I've said that before. I like my sugar with coffee and cream. So

Scott Luton (00:16:53):

Claudia makes good point over consumption is out of control. Great point, DC. I think echoing your

Greg White (00:17:01):

Overwhelm,

Scott Luton (00:17:01):

Uh, everywhere. Uh, Daniel Hartnett is back with, it's great to see a Daniel. Wow. Hopefully you're able to unplug and step back from all things digital for a little while. Rhonda also echoes your comment, please. No more apps, please. No more app. Simon says crazy junk anywhere and everywhere. Uh, excellent point. All right, so let's tackle one more story here. So this is we're going to kind of go off road a bit here with this, Greg. This is really directly own supply chain. It's it's, it's bigger picture stuff, bigger picture challenge. We really want to make sure it's on everybody's radar. And we've, we've spoken previously about the digital divide. Uh, we had some experiences with our family and our schools here in the last six months, eight months, like many folks did, um, we saw up close and personal and this recent AP story, but Tali our bill.

Scott Luton (00:17:54):

And if I got that wrong, I apologize, but it really speaks to this incredible work that educators, all of our education professionals have been doing, um, to ensure their students are staying connected via remote education. Thankfully, our kids are back in school now, but we lived this for a year and some change. Um, but it also speaks this article to the huge challenge that we still have. So not I'm just gonna call one thing out here in, in, uh, certainly, uh, clay or, and, or Amanda, if we can drop this in the comments. So nonprofit called common sense, estimates that about 15 million students didn't have sufficient internet access when the pandemic hit right now, the good news is somewhere between two and 5 million students, uh, based on all the great work that educators have been doing have been, have, have gained that sufficient access. However, that means 10 to 13 million, unfortunately still don't have that access. So, and that's just here in the States, as we've seen via a reporting research, you go overseas, the digital divide, it gets even even bigger. So, um, it's really important to have these things on our, on our radar, you know, out of sight, out of mind, I think applies certainly to this and many other challenges, but Greg, what's some of your thoughts.

Greg White (00:19:12):

I think it's a Valiant effort to give kids internet access access. I think it's, it's critical for research. I am not a fan. And then I'm a firsthand observer of remote education. I think it's terrible, but I just, I was just talking to my 19 year old daughter, who's a freshman in college and I said, Hey, how's school going? She said, learning nothing but getting very days. So, um, I think, you know, I think we've sufficiently dispelled the myth that remote education is in any way productive, but we do need to provide access to students to be able to do the research. I mean, nobody's coming around selling encyclopedic encyclopedia Britannica anymore. Right. So, and those would be out of date so fast in this day and age, what a concept that would be. And, and I don't know if anybody even knows where a library is anymore. So, uh, and frankly you can learn as much almost as credibly, um, from, you know, from the internet, if you go to the right places. So it's definitely an absolute necessity for research

Scott Luton ([00:20:24](#)):

Research. And then even, you know, you think a business these days and Oh my gosh, startup or whatever we've got to, we gotta make sure more folks can, can access, uh, the internet for sure. Um, okay. So that, that wraps, there's just a couple of headlines. There's so much going on across the world of global supply chain and we're the globe global business, but I'm so excited. Great. I'm a couple of comments here for bringing on your side and I'm a little bit afraid because I kind of went right to the edge and now we're bringing the big guns, the real professional. So that's right. Well, Peter, thank you. You drop that nonprofit. We talked about in that last story, he dropped the URL there. I really appreciate that. Gary says, Greg, that's what college is all about. But you know, there are some important things also about college.

Scott Luton ([00:21:10](#)):

That's a good point, Gary, there are some important things about college that are not being learned as well, comradery and networking, right? And, and community involvement that I think are critically missing. My daughter is so desperate for a campus experience. She's actually gonna transfer to a different school. Um, uh, let's see here, Sheldon going back to apps, he says, super apps will be the future checkout. Even the streaming space. It's all too much. Consolidators will win out. Great point there. Sheldon Claudia says internet, internet connectivity and food pantries are becoming part of the education ecosystem. Uh, one final comment here from Rhonda Arizona's all back in the classrooms. Well supposed to be per governor doosies executive order so important for those kids in remote locations with no internet access, good stuff there. Alright. So with no further ado and thanks for by his comments and even the ones we couldn't get to really appreciate y'all here. You're in for a treat again. We want to welcome in our featured guests here today. Laura says Siri, founder of supply chain insights and author of the very popular blog supply chain. ShawMan Laura. Good afternoon. How are you doing? I think you're on mute Laura and the most often repeated there we are.

Lora Cecere ([00:22:30](#)):

It's like 20, 21. You're on, sorry.

Scott Luton ([00:22:34](#)):

That's right. Every time. Welcome to week, week 75 of 2020.

Lora Cecere ([00:22:38](#)):

You're on mute.

Scott Luton ([00:22:41](#)):

Well, we have been, we've tried our best. Our entire team has tried our best to keep, keep up with that, but there's, there's so much great content. There's so much more content. You'll be releasing an April big event in September, but really appreciate your time here today is we're going to pick your brain on a couple of different things. But before we get into the heavy lifting today, March 15th is beyond the odds of March. It is national peanut lovers day. How about that? So the tough, the heavy hitting questions that we're known for Laura, are you a peanuts fan? And what's your favorite type?

Lora Cecere ([00:23:16](#)):

So I love peanuts and good peanut butter cookies. Right? Um, one of my favorites, uh, treats in fact, I may make them this afternoon just for national peanut lovers day. Yeah.

Scott Luton ([00:23:29](#)):

Yeah. So, so in lieu of the parade, right,

Lora Cecere ([00:23:33](#)):

If you can bring the parade, I'm, I'm all about parades. Uh, you know, I look forward to the time where we can have parades again,

Scott Luton ([00:23:40](#)):

I'm with you, Greg, if you want to be a real influencer, I think you ought to video making

Greg White ([00:23:46](#)):

Those that will prove that you are a supply chain leader.

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

Got it. Yeah. For you there. I shouldn't be eating the cookies cause I forced myself back on a diet, but I, uh, I liked the concept.

Greg White ([00:24:04](#)):

Love it. Well, we'll have to grab that recipe if it's not top secret. Uh, so, um, let's talk one more, uh, kind of fun question before we get into the serious stuff. Uh, I bet you're a voracious reader. What's a favorite recent read. You've you've recently just couldn't put down.

Lora Cecere ([00:24:21](#)):

I had a very interesting mental, uh, discussion with myself about an article I read in the wall street journal about PTSD and the impact of, for all of us on what's happened in the last year and a half for the last year. I actually put myself on quarantine last year, this time because I had COVID and I got my first shot from Pfizer. Thank you, Pfizer, uh, this past week. And I gotta tell you, you know, tears streamed down my cheeks when I got that first shot. And, um, I think we're all struggling with PTSD. And so I really was very reflective on the article in the wall street journal about the impact that it has had on all of us and you know, our social norms and how will we reenter? I think it's, it's a great thing for us to have our own dialogue about.

Greg White ([00:25:15](#)):

Excellent. Well stated. Um, all right, well, uh, so Greg, from here, we're going to move into the, we had a slew of different articles that we wanted to get Laura's thoughts on, but this design thinking article really caught our attention. Right? I guess so Scott, uh, yeah. First of all, yes. Thank you. Um, Laura, I would love it. If you can tell us about, uh, this blog article that you posted, but if you could share maybe just the basic concept of design thinking with, with our community. I think that would be a helpful framework as you share a couple of maybe a couple three of the points and key takeaways there.

Lora Cecere ([00:25:57](#)):

Well, let me give you a little background. I'm a real big believer in participative team management loved the facilitate group discussions on next generation and supply chain concepts and design thinking. I really love the concept and I started training with IDEO about 10 years ago and have done a number of design thinking sessions. So the concept of design thinking is it's an empathetic human approach to evolution of technology. So we start by looking at what people do, how they do it and how we can make life better. And then we ideate on potential options technologies that can help that particular individual, but the articles written from a personal perspective of how insufficient that is when it comes to supply chain innovation, because what we're doing is we're looking at the empathetic approach of the individual, not the team and what I'm struggling with is we haven't really created the work environment so that teams can work together very well.

Lora Cecere ([00:27:05](#)):

Often when I've done design thinking sessions. It's the first time that a transportation guys met a demand planner and talked holistically about the role of the forecast as it ties to transportation, or the procurement organization has a really good discussion with the planning organization about the role of outside in processes that ties to procurement. So the articles written that we take it up a notch and we think about design thinking empathetically about the team, but we must first define what is a supply chain team. You know, people will say that kind of loosely, but I laugh because you know, a football team or rugby team swim team across cross country team all have different rules, different training, different coaches, different playbooks. And we use the team to loosely and supply chain. And I think leaders don't spend enough time defining what is the team? What is the role of each of the functions and what is our end goal and how do we define supply chain excellence? So I had a great conversation with a business leader from a fantastic electronics company last week, who was talking about the role of logistics as it tied to supply chain excellence. And I said, but what is supply chain excellence? And what is the role of logistics against that definition? And most people can't answer that question. So the article is let's, don't get so bullish on design thinking for the individual, unless we define what a good team is, but the right outcomes are and the role of the functions as it ties to supply chain excellence.

Greg White ([00:28:51](#)):

Hmm. That's fantastic. I think, you know, I've always, um, I haven't been able to put it in such eloquent words or, and you know, Laura, you know, me, I don't really analyze things at depth like you do. So, um, but I think that the realization that you just made me have there is that too low of a level of focus can be counterproductive. I mean, if you think about the world we came from, it's a lot different for people entering supply chain now, not completely different, but you didn't become a supply chain professional intentionally back when we started Laura, right? You were the, you were, uh, the brother-in-law or sister-in-law who couldn't sell or do accounting. So you wound up in supply chain or you are a really great forklift driver or picker. So you moved up into planning or something like that. And now it's much, much more intentional. And I think if you focus as we have so often on the user or a user, there's just not enough broad-based knowledge there to make the entirety of the supply chain better it's you can make that person's life better, but that could actually optimize some of the rest of the teams.

Lora Cecere ([00:30:05](#)):

Well, it does. And we've spent the last decade throwing the supply chain out of balance. So I often will have this dialogue with people that are very deep and ERP and tight integration of ERP. And, you know, perhaps we make transportation more efficient, but the longest transportation costs don't tie to the best cost automatically. And we've made procurement very efficient, but not very effective. And so what's happening is these functional forays and to making these functions very efficient through the

supply chain out of balance. And that's why I think 96% of companies are stuck at a balanced scorecard of growth profits, inventory, and return on invested capital. Most people don't realize that we're carrying 20 more days of inventory right now. And what happened was because we couldn't do a good job of inventory. We live in payables and we've burned the supply chain out of balance.

Greg White ([00:31:04](#)):

Yeah. I think one of the, uh, aspects of your thoughts you shared via the article blog article would have you was, it's really interesting because as much as technology, uh, Springs us ahead, right? And the advances, the profession, the craft is as Greg has coined it, um, you know, management, you name it, it also becomes quickly as you kind of point out it blinders. And, and, and, and so then on the other side of the sword, it holds us back speak to that if you would, Laura,

Lora Cecere ([00:31:35](#)):

Well, I challenge people to think about the art of the possible and not to be so constrained by their functional views or the current technology. Right? Most of our technologies are the same as when I was working in technology innovation, the 1990s. And we were very constrained by 32 bit architectures, but, you know, I laugh when people ask me to reflect on what's happening in real time, transportation signaling, like we cannot take advantage of real-time signals in today's architectures, transportation planning, and the whole warehousing experience need to totally be redefined outside in. We cannot just stuff those signals into the old fashioned architectures. Most of the logistics to warehousing to order management is still managed and very functional silos. In fact, I go to a lot of companies and I make them invite transportation, warehouse management and order management to these meetings. And a lot of times the order management people will be like, why am I going to a supply chain envisioning session? I'm not part of supply chain, isn't that tragic. And so, you know, we've got to think about the art of the possible as we can break our functional barriers, break our current technology paradigms to really embrace what this should be. And I think that is a challenge,

Greg White ([00:33:04](#)):

Greg. Well, I was fortunate to work for a retailer back in the nineties, Laura, who recognized that even merchandising was part of the supply chain. Right. And think about what a, a chasm that is to cross, right. If merchandising are the quarterbacks of a supply chain team purchasing are the kickers and maybe even the holders. Um, so I mean, at least back in that day, right? Merchandising the GMM ruled everything in retail, in, in many organizations. And I think bridging that gap for us was critical for us as a breakthrough in supply chain. It changed how we negotiated, how we dealt with our suppliers to bring someone in from supply chain to negotiate things like simple things like order minimums and schedules and things like that. And so another point, I think that, you know, the part of the team has to be recognized as the various tiers or the various partners in the supply chain, because what's good for manufacturing is not necessarily good for distribution or retail. And that has been a fatal, in my opinion, flaw in supply chain is that it works for P and G it'll work for target, or, you know, it works for, it works for Anheuser Busch, it'll work for Anheuser-Busch distributors, right? And, and that it has been a critical, uh, hurdle for supply chain improvement is to recognize the differences in those various tiers of the supply chain

Lora Cecere ([00:34:40](#)):

Could not agree more. And unless we hold ourselves accountable to balance sheet metrics, and only 29% of companies can see total cost. Most of our bonus incentives are not tied to a balanced scorecard.

We will continually throw the supply chain out of balance, and we will deny ourselves the ability to move forward with new technologies. And what I see companies really grappling with right now is how do I make that leap forward? Because when I do many of the technologies and processes, I have our legacy and reskilling to make that leap forward is a real challenge.

Greg White ([00:35:23](#)):

Hmm. So, uh, I'm gonna jump in here. I'm sure. A couple of comments and, and, uh, I wish we had three hours. I always wish we had three hours. Laura here today. I would quickly run out of steam and it would become the Laura Siri show. Peter says art of the possible love that great concept of push forward. Sheila Jones says, and welcome to the stream Sheila, exactly developed for tomorrow. Not today. Claudia says empathy and compassion have been stapled in nonprofit management while we have also been focusing on operational efficiencies, super excited about social mindfulness in team management and design delicate balance. Excellent point there. Okay. As much as I hate to leave this conversation, especially with you all too, Greg, where are we headed next? Well, I think, look, we've it's it's women's history month, right? I think there have been a lot of intentional efforts to uphold, um, and highlight, uh, women leaders in supply chain.

Greg White ([00:36:24](#)):

Laura you're at the top of my list, um, of, of all supply chain leaders. I said it earlier, but certainly of, of women's supply chain leaders. Um, I have welcomed a good kicking from you on my thoughts for decades a decade, at least now. And I really appreciate it because you are very principled, very analytical, very knowledgeable, having been a practitioner and, and, um, having been an analyst for a good while now, but, you know, I don't know, I don't know what your history, your personal history is like to some extent. So can you share with us a little bit during this month, if you've reflected on any of your personal or career history and anyone who has kind of helped open doors or opportunities, or, you know, helped you become who you are?

Lora Cecere ([00:37:20](#)):

Well, Greg, you know, I'm 67. And so I was one of two women in my chemical engineering class and it was tough, right? Uh, the professor made fun of me because, you know, here's this woman that went from a home economics bachelor's degree to an engineering degree and, you know, who was going to hire a female engineer. And I was very fortunate to have been selected for a co-op program for Procter and gamble, which really just made me love manufacturing. And there was a plant manager by the name of Bob Marston. I don't know what happened, but, uh, you know, when I was really struggling with, you know, chemical engineering and would it be a place for Laura and how boring the classes were and Allie loves my co-op job, but really hated my classes. He would say to me, don't be shortsighted, Laura, really put yourself to work.

Lora Cecere ([00:38:23](#)):

I know it's difficult, but you know, you've got to do it. And my worst class was drafting. In fact, I still have nightmares about waking up that I didn't get my bachelor's degree because I didn't finish drafting class. So the drafting boards are designed for men's arms. They're not designed for women's arms. My arms are short and I was allergic to graphic, uh, you know, the led and the pencil. So I would, I would have to walk a mile and a half of the university of Tennessee campus with this board that didn't fit under my arm and cry during the class. And I hated it. So I put off my last design for chemical engineering to finish my last project for the last quarter of my college career. And I'll still have, you know, these horrible, you

know, nightmares that I didn't finish that degree because I didn't finish that graphics project. Wow. But just little things, you know, why are you such a barrier? And then, you know, my first jobs there weren't any women. And, you know, I wrote an article about the driven woman versus a woman that's driven. And I think that people that have strong opinions, which I do, I'm sorry, but I do, uh, people,

Scott Luton ([00:39:41](#)):

I apologize for that. Thank you for that. As a matter of fact,

Lora Cecere ([00:39:44](#)):

People that challenged the system, right. You know, I'm, I am off the charts, creative, I'm a different Myers-Brigg type I'm, uh, I NFP and I was working in an EST J world. So not only was I challenging the mental models, but I was making men feel very uncomfortable. And I was the only woman. So the article that I wrote is embracing the driven woman versus really getting rid of the concepts about the woman that's driven, which is sort of code of that woman makes me feel uncomfortable. And I really don't want to be around her and how to create an embracing environment so that everyone can be heard. Because I think that diversity really does make us better. Diversity of thought, diversity of age, diversity of color, diversity of background, diversity of gender. And I think that our uncomfortability in diversity is really at the essence of embracing people that can really help make a difference. And I gotta tell ya, the first 40 years for Laura Siri was tough. I was a single mother. I was pushing and an all man's environment. I could tell you lots of stories about sexual harassment. I can tell you lots of stories about, you know, uncomfortability, but what I think is really important is that today's world is so much better for women, and I think women need to make it better for others and really drive the path forward for diversity.

Scott Luton ([00:41:23](#)):

Um, really quick before Greg you respond. Uh, so Laura shared a lot in the last five minutes w uh, Kerryn bursa with tech talk, sat down with Laura and had, and had a lot deeper part of, of Laura's journey. So Amanda and clay, if we could drop that in the comments in case folks want, I think we, we, we couched as the origin story for Laura says Sarah, which is really cool. So Greg, some of what you heard there, uh, on the, uh, thankful, I mean, gosh, thankfully things have gotten better even though, as Laura points out in her, in that same article on a 35% of supply chain leadership jobs are held by women. So still have a lot more, uh, heavy lifting to do, but Greg, what are some of your takeaways are?

Greg White ([00:42:02](#)):

Well, uh, first off is the, um, the disappointing nature of that experience for me. First of all, Laura is much younger than my mother, mother, and her story sounds incredibly similar. And I would have hoped that the world would have come along a little bit further in the 15 years between your, your ages. And so that, you know, that I don't think any of us were surprised by that. I think I'm, I'm still a little bit stunned by that. And I, first of all, I don't know what to say. I mean, I, I feel like, sorry, that's my mother calling me, um, stay the right thing. So, um, I think I'm, I'm glad for what you said, that it is so much better. I feel glad that people are making an intentional effort now and, and that it is accruing not enough to the benefit of, of women.

Greg White ([00:42:55](#)):

And as you said, all levels of diversity, but that we're re recognizing, um, you know, the value of that. But I got to tell you that you've always made me uncomfortable, but not because you're a woman mostly because you know, so much more about technology and about supply chain and where it ought to be.

And frankly, I think I've, I have personally, maybe this is just my style. I've embraced that uncomfortability and, and used it to challenge myself to be better. And I think that is really, that is really the most powerful lesson about anything that makes you uncomfortable is use it to make yourself better other than, um, and that's, that's way more than I deserve to say on the topic, frankly. I think you said it very, very well. Um, but I'm glad that you've made people uncomfortable your whole life, and I hope you keep doing it for the rest of your life, because I'm not kidding you, particularly in supply chain, we need that kicking everyone. That's true.

Scott Luton ([00:43:54](#)):

One of my favorite parts of that story, Laura, that you've shared, and then you share with Korean was that, was that professor that held up one of, one of I'm sure, just a handful of poor grades and said, he said something like, um, this is why women should not be engineers or something like that. I bet that just fueled you to bust through all those barriers you mentioned, and then to go on and kind of poke him in the eye with the career you've had, that's got to bring that, that would, that would bring me fulfillment every day.

Lora Cecere ([00:44:22](#)):

No, actually I almost quit, right. It was a dynamics class, statics and dynamics are kind of tough classes and engineering school. And I couldn't see the relevancy and, you know, I made a D and he held up the paper and, you know, stood right in front of my desk and slammed it on my desk and said, see, this is why women don't belong in engineering school. And, um, there were like 75 other people in that class. And I felt very insecure because I had enrolled in engineering. I was paying my own way through school. And, you know, when I told my parents, I was going to become an engineer, my father said, why don't you become a school teacher or a nurse? And my mother cried like nobody's ever going to hire you. And so I'm like sitting there going, what am I doing? Right.

Lora Cecere ([00:45:11](#)):

I could have a job. I had my first bachelor's degree. Um, you know, I have this guy who's slamming this down on my desk and I made a D and, you know, for a gal that likes to make A's making a D was really hard. And, you know, there was a guy in the class by the name of Fred who said, you know, you can become part of our study group. And I wasn't really big on study groups at that point in time. You know, it's an all male environment, I'm an older woman and, you know, I'm working two jobs to put myself through school, but he invited me to the study group. And I was like, you know, certain things started to click and I started making A's and then the guys were glaringly glad I was in the group, but I almost quit.

Lora Cecere ([00:45:52](#)):

And I think that, you know, the lesson is, can you help somebody else from almost quitting? And I recently went to a woman's, um, it's a woman's supply chain group. And I walked out and midway because I was so disgusted because the women's group became very self-fulfilling about women almost a closed way. And there were no women of color, and there were no men in the group. And I'm like, women cannot do the same thing that men have done, where they create these boundaries, where we cannot be embracing of differences, in opinion, differences in background differences in color. And I think we're not embracing enough. And that I think is a really important lesson that, you know, could you be the Bob Marist and that helped for, could you be the Fred that gave a hand for somebody that's struggling? And I think we don't really embrace that enough.

Scott Luton ([00:46:54](#)):

Gosh, I've loved the touch. Talk so much more with you about these things seriously. Um, so let me share a couple of comments. Um, let's see here first off we always get t-shirt isn't when Lara joins us, uh, can you help somebody else from almost quitting was something that Laura shared amen to that, uh, as Aliyah, uh, majored in, uh, biomedical engineering, I believe sadly, uh, great to have you here. She says, there's a responsibility that we, as women, as minorities to carve these pathways for others that follow after us, that pressure can be intense, but we have to do it for the benefit of the vision and that the success of the work that we do, it won't come to completion without women or minorities. And she also says not to mention women who have to choose sometimes between their career and building a family, what a topic, excellent point there as Leah.

Scott Luton ([00:47:46](#)):

Great to have you here as much as I hate to do it, um, moving us forward because I want to protect Laura's time for sure. Um, and it's all about providing learning opportunities and Laura, you provide plenty and, and love as we talked about last time you offer up your research for the community and for industry and folks learn so much from those benchmarking and that data. Um, you've got an event coming up this week, March 17th, St. Patrick's day. I believe that is focused on improving manufacturing operations, and some of the manufacturing lessons learned from the pandemic, all the big holidays. Great. The peanut lovers day to day St. Patrick's day is Wednesday all the big holidays. So, so many lessons learned, and I don't want to steal your thunder from that, that presentation or webinar, but what's one thing maybe you're going to be sharing and folks we've got linked to join that session in the show notes. So what's one thing that we've learned from a manufacturing standpoint, Laura.

Lora Cecere ([00:48:38](#)):

Well, you know, I was an Irish step dancer, so, you know, we're going to do it right on St. Patty's day. I was, I was an Irish step dancer, a competitive Irish step dancer, which while the other dance. Yeah, I know, I know, you know, I, you know, I'm Irish to the core. So, you know, the discussion is really about manufacturing excellence. And a lot of times people will talk about risk management and superficially. And the research that I've done says, you know, it's not about recovery from events, geopolitical, it's really about the core of manufacturing excellence. And one of the biggest risk factors we have is that we have global operations. And how do we have consistency and quality of conformance or global operations? And how do we have standardized work processes? How do we make sure that we are able to really manage quality of conformance and in the pandemic, the three applications that made a difference was the connection of order management ATP available to promise finite scheduling and the ability to close the loop there with descriptive analytics. And so the management of planning to finite scheduling and time finite scheduling to manufacturing excellence in closing the loop on quality of conformance is our largest risk factor. And in the pandemic, some companies did it well and some companies didn't, we're going to talk about some of those stories,

Scott Luton ([00:50:16](#)):

Love it so much more there. Y'all check that out. We've got linked to register in the show notes March 17th. You can also find this session for our March 23rd event as well. Lord, we never enough time,

Greg White ([00:50:28](#)):

Uh, that, that the previous topic that we're getting a lot of feedback from Latiya and Kim and Claudia, and has Aliyah, uh, asked if you're looking for a mentee. Uh, I bet you get asked that quite a bit. Um, but

we'll have to have you back to have a, maybe a fuller discussion around that. Um, how can folks in Gregg, anything I don't want to, um, take away. I want to take away any of your time here, Greg, because we both were chomping at the bit to talk with Laura, but before we wrap with Laura, any something Laura said made me think of William Allen, white, no relation, and an editor for the Emporio Gazette in Emporio Kansas. He said, it made me think of a quote. And the quote is Liberty is the only thing, sorry, I'm, uh, Liberty is the only thing you can't give a, sorry, you can't have, unless you give it to others. And that just brought that back to me. When you said that about the meeting that you were talking about, you really, you really can't have it unless everyone has it. So I think that's a great spirit of,

Lora Cecere ([00:51:34](#)):

Well, I wrote an article on LinkedIn that's, you know, supply chain has too much stale white bread, which is really about cardboard based thinking, you know, I, you think about white bread on the grocery aisle, right? It's that puffy, you know, kind of not very exciting, you know, kind of bread, right? I mean, you look at all the types of bread, right? And I'm like supply chain has too much stale white bread. We pretend that our current practices or best practices, despite the fact that 96% of companies are stuck, we tend that our leadership teams are what they need to be. Despite the fact that only 29% of people can see total costs and only 9% of companies design their supply chain. And we've really got to take a step higher. And I think that it really comes from embracing diversity and I love national peanut day. I'll be making my cookies and hopefully everybody can celebrate. And at the end of the day, we can kick back and say, diversity's King,

Greg White ([00:52:42](#)):

Love that. Uh, and, and a couple of quick comments here, echo this, uh, Sheldon has a great one. People are marginalized for a number of reasons. Diversity. Isn't just a women's issue. It's a human issue. Excellent point there, Sheldon AA says man, or woman, we can all look up Laura for breaking down barriers and elevating ourselves to the next level. Excellent point as Leah says, I have been inspired today. Thank you, Laura. You met, you're making our day as Leah. We, we, we knew we kind of knew what was in store, uh, but Laura, you always, uh, you always over-deliver and surprises. Um, so you asked earlier, Laura, why did you get the call? This is exactly why you got the call. And, and, and I appreciate it. That's right. And you know, w we

Scott Luton ([00:53:26](#)):

Are very transparent here. And Frank Mattel, like it is, our team was talking from your last appearance, uh, sharing a couple of your, uh, your LAR. So Sarah isms, uh, internally, and it's just, it's, it's good stuff. It's good stuff is it's not that still white bread. So Laura, let's make sure you're going to be releasing something in April supply chains. We admire, I think in April, and you've got an event coming up in September. What's, what's the easiest way for folks to connect with all the, all the great stuff you're doing.

Lora Cecere ([00:53:55](#)):

I currently have a research study that I would love for you to share the link. So people can really, you know, I give to them, they give to me, it's a study on analytics. They conference that I'm doing is in September, it will be livecast. And it'll also be a COVID friendly in person. Hopefully everybody will have their shots by then. It'll be in September and in July, I will release the supply chain, stood, admire work, which I'd love to come back on, which is really looking at which companies have really outperformed and why that's actually my next book that I'm writing, which is what is the essence of true performance

and supply chain. And, um, that book will be probably published next year. That's what I'm working right now on are the case studies for that book. And I'm also working on I design group on what should outside in processes look like, uh, which is part of the work on that design thinking, uh, that I'd also love to come back and talk to you about, I guess our current processes are inside out all the signals that we have and all the analytics, how do we use them and how do we rethink, uh, outside and processes?

Lora Cecere ([00:55:10](#)):

So I called up Peter ball's store who works for AACM and said, score model does a terrible job of defining planning. Let me help you out. And so I've got this cross-functional group with some very senior supply chain leaders. I'd love to come back and talk about that. So my time's up, hopefully I didn't bore you,

Scott Luton ([00:55:33](#)):

Laura. Thank you so much for joining us here today. We'd love to have you back on, we look forward to reconnecting with you really soon. Larson Siri. Thanks. Thanks, Laura, man. That was awesome. Uh, that's why she's the supply chain showman agreed. And I know we couldn't, there's so much more, we couldn't get to Greg. I know we would love to get her take on that retail tech list, and I can think about 20 other things, but the good news is this good news is Kerryn had a, had a deeper conversation about her journey, which is one of the, uh, one of the things I love. You know, I love to hear anyone, anytime someone punched in the nose and you come back and you don't just come back, you come back roaring and they go on and do things that Laura has done. I mean, that, that is such a great story. Uh, but y'all check out that episode. Uh, I got to share some of these comments. I didn't get to her how she did in differential

Greg White ([00:56:24](#)):

Equations areas. Always curious about that when someone's an engineer,

Scott Luton ([00:56:28](#)):

As a way above my pay grade, I'll leave that to you.

Greg White ([00:56:31](#)):

That is the litmus test for whether you are an engineer or not.

Scott Luton ([00:56:34](#)):

For sure. Our dear friend, Jenny Froome is with us duck bread. We call it, but we shouldn't even give it to ducks. Great boy there clay did clay. Clay was having a good time, might not switch her out on purpose. So we continue this conversation. Clay. We were tempted to do that. Um, as a Lee wants to connect with all things, Laura, Rhonda, this is a great point. She loves her humility Bean's person. You are now this new phrase for me. I never heard of, is that a, is that a, is that like salsa there? Like a saying?

Greg White ([00:57:03](#)):

Uh, I bet that's a, a spellcheck misspelling.

Scott Luton ([00:57:07](#)):

Okay. It's Monday. Ma'am

Greg White ([00:57:12](#)):

I have no idea. Yeah.

Scott Luton ([00:57:14](#)):

Let's see your Tommy's shares. Uh, how about integrating an agile performance management approach in further creating the work environment? So teams can work together better if her, a lot about agile, certainly in recent years, especially, uh, Claudia wants to send us the cookies, send us the cookies. I think there's gonna be a lot of clamoring Greg, for that recipe. DMO is with us DEMA. Hope this finds you well supply chain now, thanks for the opportunity

Greg White ([00:57:39](#)):

To ask what the weather is. Oh, sorry.

Scott Luton ([00:57:41](#)):

No, no, no, no. Good, good, uh, respect to thought leader as Laura. Sincerely. I, I, we agree with you demo wholeheartedly. What were you saying, Greg?

Greg White ([00:57:48](#)):

I was just gonna say, I'd ask what the weather's like in Panama, but I'm sure we'd all be depressed by it. You know, 82 and sunny.

Scott Luton ([00:57:56](#)):

I hope your family. And of course, AA, uh, our thoughts and prayers are with all the folks in the, in the middle of the country throughout Wichita, like AA mentioned not too long ago that they expect another, uh, followup tremor or quake or what have you. So we hope yeah. Best wishes to you and your family that might still be in the Wichita area. Greg.

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

Well, moderately concerned though. It's not, um, it's not, uh, uncommon with fracking in Oklahoma. That's created some instability there. Um, and, and of course there are, there's this Humboldt fault, which is, uh, has always existed running through the Midwest. Um, it's been more frequent lately, but, uh, so far non-damaging, um, types of, of, uh, quakes. So, uh,

Scott Luton ([00:58:53](#)):

Sharada hello, welcome from India via LinkedIn. Great to have you here. Hopefully you're not just tuning in because if you did, you missed an outstanding session with Larissa, sorry, but the good news is, uh, the reap video replay will be available basically once we sign off here and we'll be dropping the replay in our podcast channels, the audio version, uh, come Thursday. So y'all stay in standby for that. Okay, Greg, before we wrap here today, uh, so much going on this week, uh what's one final thought, whether something, Laura said something you reflecting on something, you know, one of our community members shared, um, something you've got coming up. You know, I get the chance by the way to interview Greg one-on-one, hadn't done it in years on Thursday's live stream. You're not gonna miss that. We're, we're, we're nailing down the theme, but you know, uh, we're gonna be talking probably tech startup, entrepreneur, supply chain tech stuff, but, but I don't wanna steal your thunder, Greg. What's one, one thing that you, uh, want to leave folks.

Greg White ([00:59:50](#)):

Well, Scott, as usual, when you asked me for one thing I have to, so I'll make it quick. One is this myth of best practices that Laura alluded to. I have long struggled with that. Um, the truth is that often what we've called best practices are ancient practices based on the little data or the presumptions that we made from the, um, non robust data limited data that was available in the past. And now we have much more robust data that allows us to look at things and have some, um, breakthroughs on the way things ought to be done. So the myth of best practice in supply chain that really hit home with me. And the second I talked too long on the first. So I'm going to have to recall the second, Oh, the whole stale white bread concept as a arguably of white person.

Greg White ([01:00:45](#)):

Um, I even, I can relate to that and stale white bread. We definitely need to get rid of in supply chain. I think there's plenty of fresh white bread that needs to bring along all the other breads and the other breads need to embrace, embrace the fresh white bread. And to assure that there is enough diversity and even some of the knowledge of that stale white bread, we need to capture as we go forth in supply chain, because that level of knowledge exists in, in a generation that is rapidly leaving the workforce. And it would be a shame to lose the real knowledge that we'll have to discern. What is that sort of ancient best practice versus real knowledge and leverage that as we go forward, because I fear that as baby boomers leave the workforce, we risk the potential of regressing slightly because of losing so much knowledge that is kept in the heads of old white men,

Scott Luton ([01:01:42](#)):

Well said, well said, uh, Simon says not best but better practice. Uh, I want to put this out there. So as Aaliyah, uh, w w we love hearing her POV in our live streams, it was a great sit down. One-on-one with Azalia, um, a few weeks ago, by the way, she's looking for full-time opportunities in the Atlanta area. So she's available to relocate in April looking at analytics or engineering. So if any of y'all know of opportunities or professionals, she would love to connect, uh, and that's going to be, she's got a lot that she brings to the table. Any organization is going to be very fortunate. We have

Greg White ([01:02:20](#)):

An interview with her, by the way, if you want to find out what as Lee is all about, um, right. We haven't Scott, you did an interview with her, right?

Scott Luton ([01:02:28](#)):

You sure did. And we're going to be dropping that as a, the audio version of that on Wednesday. So you don't even have to wait that long. Don't even have to go, uh, looking over heels and mountains to find it's going to be right there. If you subscribe to supply chain now and own that note, Gregory, uh, you know, if y'all enjoy this, this episode, we've got some really cool things up our sleeves, make sure your journey over the supply chain now.com. Uh, we're, we're working very hard as, uh, to serve as a voice of global supply chain and, you know, folks, um, you don't want to miss conversations like this, you know, if you happen to miss some of today's conversation with Larissa Siri, uh, you know, we drop these replays in our audio podcast channel. So subscribe for free. And as, as always, Greg, there's a money back guarantee that comes with your subscriptions. All right, that's right, Scott,

Greg White ([01:03:17](#)):

Your satisfaction, or 100% refund

Scott Luton ([01:03:22](#)):

Should do some commercials. Greg, uh, really would,

Greg White ([01:03:26](#)):

A lot of people say you're in the wrong business, but they never really tell me what business I should be in. I'm just in the wrong business.

Scott Luton ([01:03:34](#)):

Well, let's all hope that the shocks are, uh, shocker is going to make some noise. And the attorney that I think starts Thursday, or maybe Wednesday night, um,

Greg White ([01:03:45](#)):

State plays at, uh, seven, seven 27 Eastern time against Drake on TBS TBS. Well, we'll wrap on this.

Scott Luton ([01:03:56](#)):

We're going to have another really cool, uh, I think it's cool. A supply chain nerd talk sports as, as the NCAA attorneys kicking off as baseball is just around the corner where two weeks away or so from meaningful games. Uh, and, and we're, we're, we're hoping our Atlanta Braves teams ready to make a, another run, but Hey, thanks so much for joining us here today, man. What a great conversation with Laura. I wish she could join us each week. Uh, that that would be more than we could ever, ever, uh, be able to work in. And she's, she runs with three or four full plates, but it's just to hear from what she and what so many women, and it was so many, um, different folks have experienced different barriers, different discrimination, you know, different, um, challenges, needless challenges too. Neat. Just needless, just because people didn't like folks that don't look like them, right.

Scott Luton ([01:04:51](#)):

It is inspiring to hear what they have done, how they've broken through. And now how they're looking hard to give back or as Greg says, give forward. So, um, check out the interview there, check out, uh, as Leah's interview on behalf of our entire team here, Hey, hope y'all have a wonderful week wonderful week, right? Greg, do good gift for and be the change that's needed to be just like, I think it was Bob Marston Marston. Make sure you help someone not quit this week. And on that note, see you next time here on supply chain.

Intro/Outro ([01:05:27](#)):

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