

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

Hey, good morning, Scott loot and Greg white with the hero on supply chain. Now welcome to today's live stream. It's a supply chain buzz. Greg, how are you doing? I'm buzzed. Yeah, no, not at all, but yeah, I'm doing great. What a fantastic weekend. Weather-wise how, how Midwestern am I talking about the weather? First thing, right. 77 degrees yesterday in the ATL. It was beautiful. I agree. There is hope. My wife and I went around the yard, looking for buds and leaves and things like that. And they are there. So they are there for the taking has, I was hoping you that you were imbibing this morning, cause it's going to be a really lively live stream. So you let me down a little bit, but I don't drink nearly as much as people think I do. I'm sure. So, um, the last night golden Globes, unbelievable.

Scott Luton ([00:01:33](#)):

Bhorat beats Hamilton and what I, what Amanda has deemed one of the greatest upsets and travesties known, known to the Hollywood ward. So in, in two categories, none the less. So did you watch the golden Globes Greg? No. Never do. Never watch, never watch movie ward shows, but I heard there, I did see like a brief headline that there were some zoom fails. That's all I caught. Why did something fail? Yeah, two minute. Uh, but Hey, that, that just, that just makes me think that all those folks in Hollywood are just like us, all the rest of us, that Murphy's law interrupts our, our daily connections via whatever platform. But nonetheless, uh, I know folks didn't show up here today to talk Hollywood movies and whatnot, but it was fun to watch. Um, it's all about the bus today, every Monday, 12 noon Eastern time, uh, Greg and I jump home and oftentimes have wonderful guests. Like we have today, two of our dears friends to talk to some of the leading supply chain and business stories across the global business community. So join us. And of course we've got our community, they always bring their a game or they see some folks, some of the usual suspects and the comments from Gary and Jeffrey and David, Peter, uh, you name it, lots of, uh, A-players there Greg, and as a childhood member of the national organization for women, it is women's history month.

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

So I still have my now t-shirt that I used to wear when my mom and grandmother would go to the rallies and things like that. Um, man just met some amazing women. So I, you know, I was thinking about this whole history months thing, and I'm thinking what an incredible service that is to society to highlight last month, black history month, this week women's history, or this month women's history month, we should have more of those months or weeks or whatever to cause I'm just fascinated by, you know, of course I know a lot about this, um, this, you know, all the history of this month and of course last month, but I was thinking about what are the months of interesting groups of people that we don't know about? What is the history that we might not know about? Excellent question, great service to society.

Scott Luton ([00:03:54](#)):

Absolutely. And it was an interesting history lesson in terms of how it arrived at, at the month of March and too much to go into now. But I will tell you that, did you know that today 49 years ago, title IX passed by the Senate and it would become law not too long later and prohibits sexual discrimination in all federally funded education programs. So that is a, um, uh, certainly a historical milestone. I looked at birthdays. Um, there wasn't a whole bunch of historically, you know, big, uh, big names that you might could, could, uh, recall on March 1st. Uh, Kesha was born March 1st, Greg Kesha as was, uh, Catherine Bach who played, uh, uh, Daisy Dukes on the Duke side.

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

Yeah, I was going to say not our top female role model. Right?

Scott Luton ([00:04:48](#)):

Uh, I'm sure everybody, uh, everybody can probably connect to both of those, the, the musical artists and the television star, but nonetheless look for a lot more programming here at supply chain. Now over the course of March, as we continue to celebrate all the wonderful contributions way too many to, uh, wait way too much for a single month, but like Greg points out, it's neat that really focus on that for, you know, uh, over the course of a month. So a lot more to come, speaking of learning opportunities moving right along this week, outstanding webinar with the reverse logistics association, six river systems, Dale and project vert. Uh, there's gonna be a panel discussion along, along with some great networking and a virtual site tour, but the panel is going to focus on creating a dynamic supply chain, one to the role of WMS and reverse logistics and three, perhaps the easiest case ever made, making the case for robots. So join us for this free event. March 3rd, you can still register. That's just a couple of days away. Um, and then finally, Gregory, Gregory, Scott White, uh, March 23rd. You're in trouble. Mr. I don't also get my address please.

Greg White ([00:06:04](#)):

Security number Mark.

Scott Luton ([00:06:07](#)):

23rd. Uh, we're talking industry 4.0 Greg and I will be hosting our friends, Mike Lackey from a SAP digital supply chain and Tobias Hoffmeister with MHP Americas. So join us for that. It's going to, you know, look as we like to say industry 4.0, uh, don't call it a comeback. It's been here for years. It's been around forever really? And there's some really creative applications, especially manufacturing. We're going to be tackling in that session on the 23rd. Okay.

Greg White ([00:06:36](#)):

March. Okay. Yeah, Greg,

Scott Luton ([00:06:40](#)):

Um, lot too much to cover on this money. A lot of stuff going on here on the 1st of March, the odds of March, right?

Greg White ([00:06:45](#)):

Is that the first, second is the ides of March. I don't know why the second Amanda's saying Nope.

Scott Luton ([00:06:56](#)):

I'm hearing in my left ear 15th of March, the odds of March, but we'll know what, who should ask

Greg White ([00:07:01](#)):

Somebody? Tell me what ides of March means. I used to know on that. Maybe our guests know, well, they're not really guests. We got a four host show here today. That's right. That's right.

Scott Luton ([00:07:17](#)):

Let's go ahead and welcome in our dear friends and fellow hosts, grin bursa and Kelly barns.

Greg White ([00:07:26](#)):

Hey, Hey, good morning, Kelly and Corrine.

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

And I'm so glad. I don't know your middle initials or names or addresses.

Greg White ([00:07:36](#)):

It feels like our management called us when we want to talk about,

Scott Luton ([00:07:48](#)):

So we got, we got a lot of good stuff to go into and we've got, we love having Kelly and Kerryn join us here today, but you know what? We didn't have done yet. We've got to say load a few folks before we get started on dive into a really neat wall street journal articles. Let's do that. So Peter is with us here today. He says, here comes the supply chain. Now brain trust. How

Greg White ([00:08:07](#)):

About that? Yeah, love it.

Scott Luton ([00:08:10](#)):

Cavon good morning. Cavon great to have you here, Kevin. Great to have you via LinkedIn, Dave. He is with us now, David and I sat down for a little chat last week and he is a great interview. And we're going to be releasing that this week. So Dave and hope this finds you well up in Canada. Jeffrey Miller is with us. Jerry is, uh, we were sitting down Kelly and Kerryn, uh, Greg Enrique. And I were sitting down with Jeff not too long ago. And the guy goes into like nuclear technology.

Greg White ([00:08:42](#)):

I mean, he was like, that was when we were doing the head shots. Six,

Scott Luton ([00:08:49](#)):

Six pay grades over my head.

Greg White ([00:08:55](#)):

Right.

Scott Luton ([00:08:56](#)):

He's just that smart. So Jeff written to him, have you here with us here? Uh, Peter says eight degrees Celsius in Montreal. Sunny, awesome day. Tyson Stephens. The pallet Alliance peaches are close to blue. My backyard with Tyson. Hey, don't hug them all. Send us some peaches, man. Yeah. Yeah. We have Sylvia. Judy kind of jam. Hey, maybe she been build a fruit supply chain. Greg. I have a whole marketplace. I'm willing to be. I'm willing to be recipient and distributor. Okay, Gary. Great to have you here be at Roslyn where the snow is melting. So good to see you. Uh, let's see here, uh, sodden on and I hopefully I've gotten that right. Great to have you here again. He was with us last week via LinkedIn. Anthony is with us today. Good morning. Will foula and Elizabeth and AA. Good morning from sunny, warm Wichita. Hello everybody. Great to have you here. Okay.

Scott Luton ([00:10:01](#)):

A so I've got a question before we get into our first story here to daily. Make sure that, to see that ready to go. I'm working two mice today, guys, two mice. I thought that when I see one thing and when I see another thing, but Hey, the odds of March I'll all know is a phrase. I can't remember as something to do with Caesar fascination. [inaudible] yes, yes. What do we miss? Is that it? Yeah, the whole story. Pretty much, pretty much. It that's when it happened. Did you do some, I looked in the stream who clued us in here? Oh, it was, it was probably Amanda.

Scott Luton ([00:10:50](#)):

Excellent. All right. We'll see everybody. You know what? I think I got confused by my father-in-law's birthday is March 2nd and we, I think I made a joke. We called it the opposite. Well, Amanda says that Romans considered it a date for settling debts to probably in the time that followed. So hopefully no one's got any grudges here today and it's going to sell those debts on this live stream. But, um, we've got lots and lots of talk about Kelly. And for starters, we are going to talk about folks spending money, which is a great thing. So Kelly, who in the world is spending money right now?

Kelly Barner ([00:11:28](#)):

Well, right now it's kind of a discussion about the question of deciding when it's time to spend money safely. Um, so, um, I always advocate for people that you have to read and I'm a religious wall street journal reader. Um, so, uh, I was either Friday or Saturday. Um, there was an article about companies starting to make the decision around whether it's time to make capital investments and whether it's time to start spending if they're in the services industry, which means hiring. So there's not going to be any clear signal about whether or not it's safe. The thing that I found was interesting were a couple of the numbers around not so much month over month, I think month over month, things continue to change very slightly, but year over year at this point, we're still kind of going back to the very beginning of the pandemic and in, let's see in January, um, durable goods were 4.5 above where they were a year ago, um, and services spending is going up as well. So I think companies are looking at the uncertainty and they're feeling the bullwhip and they're making the decision that even though it seems really scary, they can't pass up this opportunity to meet a little demand and that's going to require some investment. So it's going to be interesting to see what they actually do decide to do.

Greg White ([00:12:50](#)):

Agreed, agreed, agreed. Uh, let's see your Korean, any comments

Karin Bursa ([00:12:54](#)):

I, I do. Um, when you think about how many of the durable items, and that's one of the, one of the areas that the article focused on, uh, we're very low in inventory, Scott, as you and the Luton household can probably attest due to the whole dishwasher repair saga that has taken place, um, ever as the pandemic rolled out, um, on a global basis just long, long lead times. And so inventories are low or the inventory that's available is the wrong stuff at the wrong place. So I do think we'll see a bit of a bullwhip. We'll see some, um, some demand, uh, and orders from a replenishment perspective that the businesses are going to be stocking.

Greg White ([00:13:39](#)):

Yeah, agreed Kerryn. And, and, you know, uh, Greg, I still notice as we, you know, we get supplies here and there for AB needs, new shows, new series, you name it. There's still a lot of things that are out of

inventory in there. You know, I, I guess I've been fortunate or I've just shopped for those shorter lead times, but I do see some, I mean, it hasn't impacted me other than forcing, I think forcing us to shop multiple places, but I do see that significantly. And you know, another thing I saw is, um, what manufacturers, uh, are growing at their fastest pace since this pandemic started, right? That was just reported by, uh, Institute for supply management ism. So great monthly PMI report that comes out. A lot of folks look at each and every month. I think the question we have to ask there is this a tray, a leading or a trailing indicator from an, uh, a purely economic standpoint, but certainly it's, it goes to the point Kelly and Kerryn were addressing earlier that that things are, are picking up whether that is to catch up or whether that is to get ahead or some semblance

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

Of both remains the question. Yeah. Well said, um, and to our, uh, folks, our, our community and folks in the comments here, what are you seeing? What are you seeing from a, a business spending standpoint, or as you're looking to acquire, whether it's cars or office materials, electronics, what are you seeing out there in the marketplace? We love to know, but, uh, Kelly, great article here by Justin Lockhart. I think it is in the wall street journal. So good stuff there. Uh, moving right along. I forgot what we're tackling next here. Oh, Kohl's this of this now just to set the stage a bit Korean, I think you're gonna see this up. Um, as I reached out to this, these three people that are much smarter and, and uh, much smarter than I, uh, what we can talk about on Monday the bus, all three basically came back with this story. So Kerryn, why don't you tee things up and tell us what what's going on with Kohl's.

Karin Bursa ([00:15:42](#)):

Yeah. So this was fascinating. So this is from our friends at supply chain dive, and I actually first read it when Greg white posted it, uh, at the tail end of last week. And Greg was kidding with me that I responded almost immediately

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

Felt pretty strongly about

Karin Bursa ([00:16:00](#)):

It, right? Yeah. I mean, so Kohl's has an investor group that is proposing changes in the supply chain from sourcing and inventory to try to bring customers back into the store. So the first thing is that I am really impressed that there's investor group is so supply chain savvy. I mean, that is fascinating to me and that they are active or activist enough to actually put out if you will, some PR around their point of view. So, um, the article covers huge and I do mean huge investments that Kohl's has made over the last couple of years and very little to show for it. So they have invested between 2011 and 2019, I think is, is the range. They shared over 6.6 billion with a B in capital expenditures. Um, so big dollars with not a lot to show from it. And, um, and I know that when we think about Kohl's or we think about fashion and soft goods, you know, there is art and science and merchandising, but I don't think they're doing enough with the science piece of the equation.

Scott Luton ([00:17:20](#)):

Mm, excellent. Uh, so now with that setup, Kelly, we're going to get your comments and then we're going to circle around the Greg Kelly, what are you reading into this?

Kelly Barner ([00:17:28](#)):

To me, the story was, was interesting, ironically, for a completely different reason that it probably appealed to Greg and Corrine. I'm not used to seeing all that much discussion of first of all, sourcing, right. But then indirect spend. So the fact that they called out not just the inventory, that's being brought into stores, and that's really what that 20% about the third party group, that's really about merchandise that's being resold, but this investor group also wants them to attack their indirect spend. Um, so I've been, I've been teaching Greg about indirect spend from my perspective. So this is if you're in the store, any products, any services, any consumables that are not being resolved, it's plastic bags, where they're allowed to use them. It's floor cleaning services, it's shelves and racking, it's all of those other things. And so I find it interesting that this investor group understands that you can't just attack it through the merchandise.

Kelly Barner ([00:18:29](#)):

You have to look at the cost efficiency of how you're actually running the business. And one of the things that really jumped out at me from this article, it actually talks about the fact that Kohl's has not made any significant long-term purchase commitments. Now I get that on the merchandising side, right? You want to be seasonable. You want to be flexible, but from an indirect perspective, you're literally looking typically at economies of scale. And so the best way to get low prices is to consolidate your demand and make commitments to those suppliers. So maybe that's a strategy they end up looking to address, but I loved the fact that the investor group understood the power of what you can achieve at the bottom line through indirects

Greg White ([00:19:14](#)):

Well said, and Greg, all right, let us have it. Well, good. Yeah. This will probably come as a shock to Kelly, but that was the first thing that I noticed was sorry, just, um, the juxtaposition of two in two measures on the juxtaposition of, um, of procurement and purchasing and the confusion of purchasing and purchasing and procurement you, which you brought both of you, Karen and Kelly probably saw in this article, but yes, the fact that one of the things that they called out was, um, their spending by estimation of the investor group 20% more than they should be spending in their procurement operations. Um, and we've been talking about GPS and things like that for weeks on end and the value of that. And they've been flying solo and clearly spending too much on that. Their margin has been declining since 2011, two and a half points.

Greg White ([00:20:21](#)):

In fact, um, since 2000, just from 2011 to 2019. So that doesn't count the impact the 2020 had on it. And the complete lack of accountability for as Kerryn alluded to some of these relationships, inclusive of the Amazon returns relationship, which management continues to state is a creative, that's a specific word they use, but the investors found little to no evidence to support that statement. And I think we, you know, we've been talking about this for months and I think that, um, that's another one of those things where we suspected that that might not get them necessarily the results that they wanted. Here's the thing that I, I, I saw and I was very pleased by one. I was pleased by the fact that they recognize that the board has not, uh, effectively been able to guide Michelle gas. They're relatively new CEO who clearly, I mean, when you look at her, her, um, her, uh, provenance, she, yeah, she's got, she's got, she's got the wherewithal to do this, right.

Greg White ([00:21:34](#)):

But the board in these active investors opinion has not been doing their job to, you know, address accountability to address the financials. And they want to put board members in place who knows supply chain, who know procurement, who know retail, who can help management to position some of those, um, opportunities because they are they're 2.7 billion of the 6.6 billion that Kerry was, was talking about is on technology. Um, so you should be seeing some results. Let's, I mean, let's take target as, as an alternate case target who spent 4.4 billion in technology is seeing substantial results and Coles in a slightly different market space has the same opportunity to move themselves up in the market, whatever it is,

Kelly Barner ([00:22:31](#)):

Your group did the same thing at bed bath and beyond, I think it said they got rid of the board brought in a new board. Um,

Greg White ([00:22:39](#)):

Yeah. And I think the, I think the timing is right. The opportunity is right. And the good news is they've got leadership in place that both will listen to the board and can execute when they get good direction. Hmm. No, I, I, um, I can't say I've ever been into a Kohl's and shopped, but, um, Oh my gosh. Maybe I'm the only, I'm the weird one here, but I'll tell you, that's where, that's where my daughters learned how to bargain shop really, um, the Amazon relationship. So interesting. It'd be, it'd be so neat to see if they could somehow, uh, for every, every, all the foot traffic that comes in there and drops off returns, if they could track to see what they're spending while they're still there in the store, or if they're just dropping off that return, uh, because it's convenient, interesting comment there, Greg, and all of y'all, you know, particularly with the news about bell who went BK last week, um, you know, that maybe that's, I don't know, Korean and Kelly, I don't know if that's kind of what ignited your interest, but I think subconsciously at least I put Kohl's and Belk in a very similar category, and I think, um,

Scott Luton ([00:23:46](#)):

Something needs to be done for some of these quality retailers that need some guidance to get themselves to the next level. And I'm glad, I'm glad to see the collaboration as well. They certainly won't be the first nor the last, um, uh, board, uh, looking for more supply chain, been there, done the expertise, uh, across the board and of course, return on gosh, \$6.6 billion investment. So, uh, looking forward to seeing how that plays out. Let's, let's share a few comments before we move right along from our audience here. I think Gary's coined a new word here, Amber mistress, uh, I think referring to you a couple of pieces, these squared, going back to our peaches, uh, uh, food, glorious food, all in the supply chain context. That's one of my favorite examples of supply chain, for sure. So this goes back Jeff commenting, uh, kind of going back on spending money. Jeff agrees with Kelly notable amount of today's CapEx investments are for risk hedging. If inflation remains low and the fed continues to buy, the economy will grow no manufacturer or service provider can afford to be left behind for want of a capacity and capability. I think this is reactive, not leading man. Jeff, I'm curious. Right.

Kelly Barner ([00:25:08](#)):

So obviously I agree with him agreeing with me well done. That's perfect. Thank you. Um, the thing that's actually really interesting to me about this and, and this is a, so a B2B scenario, when I think about capital expenditures from a procurement perspective, the thing that's always sort of the fly in the ointment is the fact that most companies recognize the savings associated with the contract over the same schedule that they will depreciate those goods or facilities or whatever it happens to be. And so

you can work your tail off and save millions and millions and millions. But if you have to divide the recognition of those millions of dollars worth of savings out over the, let's say 30 years of the depreciation schedule, it's a little bit of a disincentive from a procurement perspective. It's, it's very frustrating. You get to take like a tiny little fraction every year for 30 years, I can 30 years so even cares anymore. And it's not that it has to be the exact same amount every year, right? That's up to the, the accounting group at the company, but it's their complex contracts. There is a lot of risk because you do need to make a commitment. It's not the same thing as trying to anticipate your demand on widgets or consumable supplies, right. It's, it's big, scary, short term spend outlays with, from a procurement perspective, you know, kind of, sort of a reward over a very long time. It's frustrating.

Scott Luton ([00:26:39](#)):

Um, all right. Good stuff there from Jeff and from Kelly, let's keep moving right along. Uh, Bronna says as a procurement officer, he's seen delays in supplier delivery. Agreed. I think all of us are seeing those, uh, abroad, uh, Samsung is tuned in Vietnam. [inaudible] via LinkedIn. Great to see you, uh, Andrea, who is sisters to Sophia Reavis Herrera sister. So she is, he's a perfect standing, right? And, uh, one thing that you may or may not know about Sophia is today, we launched supply chain now in a spaniel, right? You can find the first episode on the main channel, right? Wherever you find your podcasts from. Well, Sophia was a co-host with Enrique Alvarez is a, uh, interviewed host [inaudible] with, uh, MIT great discussion, uh, you know, especially as I'm piecing together my, my, um, uh, Spanish speaking and comprehension ability, but excellent and great to have you here, Andrea, please tell Sophia who I bet is tied up in her new role.

Scott Luton ([00:27:41](#)):

Greg, please make sure you say a low for us. Uh, let's see here. T-square who holds down the YouTube Fort for us says reading the story was a jolt in a good way, but it's good to see supply chain be viewed as something other than an afterthought. Excellent. See, David says, it's a great question. How much residual shopping is that going to generate talking about course Kohl's and Amazon's relationship there? Peter says cost benefit analysis with NPV is very complex and that Peter and Jeff could figure it out. Peter, Jeff and Kelly, Kelly, Kelly, that is somebody, I don't know how much you've talked to Peter, but I had a discussion with him on Friday, Peter and I spoke German. He gets above my head almost as fast as you do. So I think you can have a really productive conversation. I agree. All right. So again, we've been talking about over the last few minutes here, this article and supply chain DOB that AB Brown, uh, put together, by the way, we've been featured in a lot of AB Brown's work here lately. So keep up the great stuff there at supply chain DOB. Now next up Kerryn, we're going to be talking about the Gartner magic quadrant for supply chain planning solutions. So Hey, go slow so that I can keep up with the rest of y'all. Okay,

Karin Bursa ([00:29:05](#)):

Well, this is, this is one that I know for sure, Greg and I could probably do at least a half a day on. So, um, we'll just hit the highlights here, but Gardner finally published its magic quadrant for supply chain planning. So it published last week, and if you're not familiar with the Gartner magic quadrant format, it is, um, uh, their signature report structure. And this particular one on supply chain planning is probably the most influential report in the marketplace when it comes to leveraging technology to drive supply chain performance. So love it or hate it. This Gartner supply chain planning magic quadrant has influence and kudos to Amber Sally, who led the research with the Gartner team members, Tim Payne, and PLN on finally getting this thing out the door. Um, it like our businesses was impacted by COVID as well. And, um, the criteria is pretty comprehensive.

Karin Bursa ([00:30:10](#)):

So it employees 15 critical capabilities. Gardner calls it across five stages of process maturity. And then the solution partners have to actually demonstrate five different scenarios as a part of the analysis. So when it comes to industry analysts, it probably has more rigor behind it. Not probably, it definitely has more rigor behind it than many of the reports that are in the marketplace, but there's still a little twist of magic that happens. Um, so the solution providers get, get rated and scored in this quadrant format. So what you're seeing here is not the actual report, but it lists for you what those four quadrants are. And as you can imagine, we want to be in the upper right-hand corner right in the leader's quadrant, but there are some outstanding solutions in the challenger's quadrant and in the visionary's quadrant and even in the niche quadrant.

Karin Bursa ([00:31:12](#)):

So there are, uh, this year 18 solution providers 18, there was another 10 solution providers that got honorable mentions, um, in that. And I can tell you for sure, there's at least another 10 that wished they were in the report in some form or fashion, but yeah. Yeah. So it's a it's it's um, I think the one that you would name is actually in the honorable mentions, um, as a part of that, but, um, it is an honor to be on the quadrant. So congratulations to the 18 solution providers who are represented on the 20, 21 client, um, magic quadrant. Um, and then there's kind of a mix of feedback and, and, uh, and emotions, as you can imagine all around it. So as challenging as it is for the analyst to do the analysis, I will tell you as a solution provider, it's a whole lot of work to participate. Yeah.

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

Yeah. It's rigorous, no desert. So Greg, any additional commentary there? Yeah. I mean, there is one notable absence and it's frankly very disappointing to me. I won't name it, but I bet if you look at my profile, you can guess who it is. Um, um, and I can only guess I can't even guess why that could have happened and I'm on the board of directors. So, um, you know, so I think the important thing the Korean, uh, discuss with this is you don't necessarily go to the leaders quadrant to select your application. Um, as you can see here, SAP, well, you can't see here, but you can see in the quadrant of the leaders quadrant because, and I think this is a, this is a really, um, this is a really encouraging tendency that started back in 2013, Tim Payne, when he was still running.

Greg White ([00:33:11](#)):

This had a very, uh, distinct initiative to make sure that we weren't just shoving the old guard into the, let's see into the leaders quadrant, right. But really challenging companies to be doing something innovative or new, uh, more than just having a lot of customers and more than just having broad based solutions, but really impactful and innovative and sometimes even disruptive solutions. So, um, if you're looking for, depending on who you're looking for, I'm looking at the names in this right now, and I can't see one company that you should not do business with. A lot of it has to do with the size and scale and the, and the rapidity of growth of your company. And some of it has to do with the specific segments of supply chain planning that you want to do. Right?

Karin Bursa ([00:34:02](#)):

Exactly. Exactly. And, and we should mention Greg that the, the functional analysis for this report was done at the tail end of 2019. So I think that all of that research, um, completed in December of 2019. So here we are, you know, this published in February of 2021. So that gives you just a feeling of, we were talking about bullwhip effect before we may be seeing a little bit of bullwhip effect here because I

guarantee you that the market did not stand still last year. That, uh, as you know, a number of companies have been investing heavily in, um, you know, artificial intelligence and machine learning and new analytic capabilities pricing as a, as a factor. So lots and lots of new capabilities in the market. Um, but the other thing that impacted this particular magic quadrant was customer references. So that customer reference process was kicking off just as COVID hit.

Karin Bursa ([00:35:05](#)):

So in the February timeframe and early March timeframe, um, and you can imagine as those executives were scrambling to take care of their people, to take care of their customers, to look at alternate plans for their businesses, some of those, um, customer references didn't take place and, uh, and gardener pushed forward, uh, without those references and they are very influential. So customer success is very influential in the overall plotting of the outcome here. Um, Greg, you mentioned something though that is worth mentioning, and this is the first time that I am aware of that the leader's quadrant does not include a single ERP provider.

Greg White ([00:35:53](#)):

Hmm. So arguably, maybe blue yonder is retail ERP, but, but to the point that you're making Kerry, the leaders quadrant used to be ERP is typically a manufacturing, at least at its core, it's a manufacturing based solution. And, and as we've seen frequently, the manufacturing disciplines of supply chain are often projected on the rest of supply chain. And those don't always work, they don't ever work outside of manufacturing, the supply chain, when it, when you get to the distribution and the retail level, the methodologies, the dynamics and the execution models are distinctly different. And I think we're starting to see some specialists come to the fore, right? Because even if you have SAP and Oracle, you still need to bolt something else on. If you have retail e-comm distribution type, uh, business entities.

Karin Bursa ([00:36:54](#)):

Yup. Using Rosa ago, gardener actually tried to do the magic quadrant for distribution centric, businesses, manufacturing, centric, businesses, but I think it just doubled or tripled the workload. And so they went back to one, um, magic quadrant. And by the way, this particular magic quadrant combines the criteria for what used to be the supply chain planning and the sales and operations planning. So the criteria and weighted differently this time around. So they actually consider this a brand new magic quadrant, even though it's named the same thing as, as one that published in 2018.

Greg White ([00:37:34](#)):

I'd love to know the history behind the name magic quadrant. Uh, tell us about something.

Karin Bursa ([00:37:39](#)):

Yeah.

Greg White ([00:37:43](#)):

Partner Gideon is the magic by the way. Uh, so we've got a couple of great questions here and, and, and we're going to start with Tyson, and then we're going to circle back to Peter. So Tyson kind of has a more of a general question here. I'd love to get you all to weigh in on. He says, he's not strong in this space, but wonder, has anyone ever tackled planning and future developed based on excelling with stagnant growth? It is insane capital letters, insane to assume everything will always get bigger. If we can't Excel

without growing and consuming, we are all doomed who are going to, uh, who are going to the leaders to show us how to stagnate and crush it. Interesting question from Tyson, anyone, any, any,

Karin Bursa ([00:38:26](#)):

So I'm going to, I'm going to answer from a technology solution provider perspective. Um, and I know Greg will probably have a, have a perspective on this as well, but, um, the expectation is that if your solution is driving value, your business should be growing exponentially, double digits. Um, I can tell you, I remember having a meeting with, with financial investors probably 12 years ago now, and them sitting across the table from me telling me, you guys are not losing enough money, but you're, you're too profitable. You're not losing enough money. And their point was that we needed to pour even more money back into the business, through acquisitions or growth, or, you know, unnatural acts, if you will, to, um, to not do a sustainable, um, well regarded financially fiscally responsible growth trajectory, but to do a huge, you know, um, exponential growth plan for the business, right.

Greg White ([00:39:33](#)):

Businesses that are stagnant or markets that are stagnant, have to generate cash a ton of cash and profit. So they become, they become, um, well, frankly that becomes kind of the area that Kelly deals with. How can we take costs out of the, out of the infrastructure, out of the backline, out of the bottom, uh, you know, out of the expense line and create profit out of a stagnant or dying businesses companies do it all the time, correct. Even in technology, they buy businesses for their current customer base and they just believed them until they're dry until those kinds of all those customers go off to a new technology, so it can be done. Um, and there are models for planning for that. They're mostly financial models. Kelly, I don't know if you've experienced this, but they're mostly financial models and they're useful usually the financial model of a private equity group who specializes in bleat. I don't know how to say again. Right. I mean, telly, tell us, you must have seen that in your years.

Kelly Barner ([00:40:43](#)):

Yeah. I mean, if you're, if you're stagnant and you're literally just trying to get out costs, um, I mean, there's, there's only a few ways to do it. You either minimize or rationalize demand, so you don't buy anything you don't absolutely have to, you can, I mean, assuming your volumes already consolidated, you can try to simplify or pick a common spec. Um, but truthfully I think the bigger thing that more and more companies are figuring out to do is to get stuff off their own books and have somebody else do it. And sometimes it looks like traditional outsourcing. Um, other times that it doesn't, it ends up taking a slightly different form than that. But I mean, you do get to the point where there's only so much more you can do to reduce costs and protect bottom line without

Karin Bursa ([00:41:34](#)):

Actually continuing to drag yourself down. There is a point beyond which you, you know, you just can't save anymore.

Greg White ([00:41:42](#)):

Can't slash your way to growth. Oftentimes. Um, alright, so I'm gonna to pose Peter. Peter's got an interesting question. I'll post a group here, but really quick, uh, did some quick Googling, according to CEO index, the term magic quadrant was first used in public by Gartner in 1994, but it's history goes back to the eighties when it was meant as a quick overview to a market segment, but I like a, Simon's kind of early ads for comment of the day magic quadrant with lots of currency in the wind. That's pretty

much why companies want to be in it, right? It is, it is a broad market validation Gardner is, you know, we talked to Mike Griswold who has managed to avoid, um, having his own magic quadrant. And because I think he, I mean, I don't know if he'd ever say this, but I think he has enough work working directly with clients.

Greg White ([00:42:36](#)):

Um, and this is an incredible amount of work, crushing, not a work. Right. Um, and I'm glad that Tim and Amber have, have teamed up, um, you know, to make this thing happen because it was a crushing amount of work for both of them. And, um, it is by far the most, it's the most objective that I think an analysis group could make it, you can't buy your way in and you can't buy your way to the top, regardless of what people think you can't. Um, that's not to say that there isn't some additional influence for being a big player in the marketplace, but I think you can see in this one in particular, I mean, if anyone could have bought their way to the top, it would be SAP. And I think that really, by the way, it goes to the integrity of this magic quadrant as well. And now what used to be called the magic quadrant in the eighties. Now they call a market hype, they have hype cycles and they have a market market scheme. Love it. All right. So let's pose this question from Peter and Peter's referencing, then we'll pull up the image you get here in a minute, uh, Korean, and we'll start with you, what he find, or this is a bigger towards what I find is the solutions are placed in generic evaluation quadrants, and you really need to evaluate on a project per project basis, or perhaps I'm missing the point of the last chart. Correct?

Karin Bursa ([00:44:03](#)):

So a peer you're not missing the point of the chart. Um, the challenge becomes that many, just look at the chart and circle those that are in the leaders and go from there. They don't look at what Greg was saying about the type of business, the scope, the maturity of their user community. Um, and it, it sometimes eliminates solutions that would actually be better suited for their businesses. So this particular 2021 chart has five solution providers in the leaders quadrant five, and the challenger's quadrant four in the visionaries quadrant and four in the niche players. Um, and so it is a little more balanced than it has been in the past, which is interesting. Um, but, um, but what you're getting at Peter is you have to look at your use cases. You have to understand your business and what's going to work inside your ecosystem to drive those tangible results

Scott Luton ([00:45:07](#)):

Well said. All right. Um, this has been fascinating, uh, quick question for you both, how many categories are there? Is there a map clearly, this is the magic quadrant for supply chain planning solutions. How many other quadrants are there 10 or 15 ends a magic quadrant for like cloud services? So, you know, there are magic or is there a magic quadrant for procurement tech, Kelly or something? Yeah, no, there absolutely is. Once you do that one next, and I'm just sitting here silently and watch Kelly, maybe we should come up with an enlightened grid and we'll run a campaign behind it, get that there are, there are other analysts groups who do a similar thing. It's not nearly as rigorous, but the, in there are a lot of similar type, uh, applications out there. All right, I'm fast. And I appreciate that. Um, in depth report on the magic quadrant, especially from a supply chain planning solutions, a ton of work, man, if I could feel the work that goes into that, just over the last 10 minutes, I can't imagine all the data and reporting that must be crunched. And it's emotional.

Karin Bursa ([00:46:28](#)):

It's one of those that is emotional. I mean, you, you work hard to represent the solution capabilities as well as possible. And, and, um, you know, and, and you don't have the opportunity to see what the competition is doing. So, um, you could learn a lot if you got to see everybody's and, you know, plus up your message. But, uh, it's a lot of work for the analyst. It's a lot of work for the solution provider.

Scott Luton ([00:46:53](#)):

So one final question here, and then we're gonna move on to one of my favorite stories, because I'm a big space nerd and I love great examples of leadership too. Uh, and when it gets recognized, but really cool. One last question. Cause I think, uh, and Kelly May maybe YouTube and I think Greg and Kerryn both have been with, with companies that have been recognized with that magic quadrant and Kern was just talking about how it's it's, uh, it's, it's something you celebrate. Uh, so Kenya in a very small nutshell Korean what'd y'all do when, when last time, uh, an organization you're with, uh, received that recognition what'd y'all do to celebrate,

Karin Bursa ([00:47:30](#)):

Oh, that's, I mean, that's a huge celebration and it is one that, that ripples through the business. I mean, right down to a brand new program are fresh out of college because they really feel like their hard work has been recognized in the market. So it is one of those achievements that whether you're the CEO or whether you're the receptionist, I'm welcoming people into the office, you feel a very strong sense of pride and your customers feel the pride as well, because they want to be with a solution provider that is recognized for vision and for ability to execute and driving their business for, you know, a number of years into the future.

Greg White ([00:48:15](#)):

Love it, man. Uh, Greg what'd y'all do, uh, I remember exactly where I was when we, when we got put in the leaders quadrant, we, we first came in the niche quadrant and then the next time around, we got to the leader's quadrant. And I remember where I was, I was in Singapore and we were trying to do business with a \$40 billion retail conglomerate there. So I went to their CEO and said, and then I tried to book a flight to England to go give Tim Payne a big giant hug, because first of all, I really appreciated what he was doing as we talked about to try and shake things up and identify those companies that were really being innovative. Um, and it, and it felt like a whole lot of work as Kerryn said, but, but instead I wound up in Germany and then doing user conferences, but almost all right. So I love that so much good stuff there. I love that nut. We wrapped on. So Kelly, as we move into our final story, we're going to tackle today. This is a really neat one. Uh, tell us more Kelly.

Kelly Barner ([00:49:28](#)):

Yes. Uh, last week, uh, NASA renamed their DC headquarters building after Mary Jackson, who was one of the women profiled in the movie, hidden figures. Um, so if you've seen the movie, um, her character, she's the one she starts as a computer, uh, computer. Um, and she moves her way over to the engineering side of things. And in order to get there, she had to do some amount of coursework in order to do that coursework. She had to publicly petition a city to allow her to take classes at a segregated high school before she could complete the coursework and get the promotion and she pushed ahead and she completed it. And not only did she become the first African-American female engineer at NASA, um, there were hardly any other women engineers at the time. So she was sort of a double trailblazer and the legacy of what these women achieved. If you have not seen the movie, you, you have to see the movie.

Kelly Barner ([00:50:36](#)):

Yes. Their legacy is amazing, you know, right up to this day, you know, my daughter's 12. Um, and she watched perseverance land on Mars. Like it was her job and she knew how many seconds, and she knew the timeframe and she knew the speeds and, and she was sharing all that with us. And, Oh, well this is part of a school assignment. No, I needed to see how it worked. And so to me, that is a legacy, right? What this honor that Mary has had conferred upon her and the renaming of this building that passes down to my daughter, Anna and countless women and minorities and people that are pushing boundaries. So I think it's, I think it's an amazing thing that they've chosen to recognize her in this way.

Scott Luton ([00:51:22](#)):

Excellent. Wow. You said it best Kelly. I love when, when folks take news stories, they take movies and they put it in a perspective of the impact it has on their family. Absolutely. You shared the best example. I can't think of anything to top that, um, I will say it, it is, it's, uh, it's a wonderful heartwarming thing to see all the recognition now, but it still reminds you just man, you know, where, um, to go back and, and, and Greg, that's still what you said. You want to hug them folks because they had to overcome so much needless hate and obstacles and segregation and, and just think, and they didn't, they didn't stop to your point. Uh, they kept right on going. And, and also the something that I learned here the last few weeks and Kelly, you kind of referenced it is that folks that, and anyone that, that, uh, crunched numbers back in the fifties and sixties in the earliest days of, of, of, uh, technology were called computers. That was a, a human term. Um, but anyway, uh, such a great story, Greg Corrine, anything that y'all want to offer up?

Kelly Barner ([00:52:30](#)):

Oh, well, th this is one of my favorite movies, um, about, about the three central characters and what they overcame each in their own right. To really drive value at NASA, whether it was making that first IBM computer work or the calculations on the, uh, on the trajectory or the, you know, the first female black female engineer at NASA. I mean all together at the same time, three friends, the same period. So, um, I, I think it's just, it's, it's a wonderful, wonderful story. And this is a great tribute. I wish that it would have happened decades ago, but I'm glad that it happened today. And I'm glad that, you know, it happened in my lifetime. It's interesting because you know, women in supply chain make up about 40% of the workforce for supply chain organizations. Yet when you at the leadership

Karin Bursa ([00:53:26](#)):

In supply chain organizations, even today only 15% are female. So we still have a long road ago to, uh, to really have parity, um, across the board and just look at people by the value they drive, not, not their, their gender or their race, um, or even where they live anymore. Um, so lots and lots of opportunity, I think, for equal representation across all sectors in supply chain.

Greg White ([00:53:56](#)):

Yeah. Well said, Greg, I just, uh, well, first of all, what a fantastic segue from black history month into women's history month, first of all, so Kelly brilliant catch there. Um, again, incredibly inspirational story. I still I'm envisioning the scene where she's walking all the way across her campus at work, right to where, uh, it's where she can do her work. And, um, and, uh, you know, I think the, the, I think of the cat Calvin Coolidge quote, which I can't come up with right now, but basically that, um, persistence right, is, uh, alone is omnipotent in determining success. And thank God for the people who press forward in oppressive situations to make these things happen. And, and I hope they stand as an inspiration for

people, some of whom feel so helpless and hopeless right now to see that one single person, or even these three, these three persons can get together and do something so incredibly monumental.

Karin Bursa ([00:55:08](#)):

And they did it without knowing they were ultimately going to be successful. It's not like they knew if I just pushed through, I'm going to have a building named after me someday. They did not know, but it didn't stop them from pushing on.

Greg White ([00:55:18](#)):

Yeah. Yeah. I think that's critical. Yep. Um, Oh, well even, uh, as they made name for themselves and reputations, you know, it's no secret that John Glenn specifically asked Catherine Johnson to do the, um, the trajectory calculation. So, uh, I love it. I love that, that this movie is not just a great from a historical standpoint, but it's just a great movie with, with wonderful actors and character actors. And as Andrea says, it's a very empowering movie. I truly love it. It shows us that anything is possible that women actually can be, can actually be engineers and fight for their dreams and shoot for the stars. Andrew, I would just add to that and win and do it and do it and do it. I love that. Uh, let's see, Peter says, and she was faster than that. First computer really is the only word to use. And then Victor, there it is. So this is the quote that Calvin keep it cool with Coolidge. Victor says, quote,

Scott Luton ([00:56:24](#)):

Nothing in this world can take the place of persistence. Talent will not, nothing is more common than an unsuccessful men with talent, man. Nothing is more common than unsuccessful men with talent. Genius will not unwarranted. Genius is almost a proverb. Education will not. The world is full of educated derelicts, persistence and determination alone are omnipotent. As Greg said, the slogan press on has solved and always will solve the problems of the human race, Victor, right on the money. Thanks so much for sharing that. That's a great man. That's the first time I've heard that.

Karin Bursa ([00:57:00](#)):

I'm very proud to be a product of Calvin Coolidge elementary school in [inaudible]. That's awesome. Wasn't the first story title nine, right. And here we are. Well done. Well done. Scott Luton.

Scott Luton ([00:57:19](#)):

I can't take credit. Y'all all y'all make this happen. Of course, in Victor and Peter and Andrea are right there and everyone else, uh, with the comments, uh, always bring it, love that. And it makes me think of when I hear Calvin Coolidge, there's a scene in the Andy Griffith, one of the episodes where, um, they say everyone talks about the weather, but no one does everything about it. And then they argue said that Calvin coolers and Mark Twain or whomever, but nevertheless, um, what a great Monday morning. And I think we kind of, we touched on some news, we touched on some, some initiatives and, and some, you know, of course the magic quadrant touches on some history. And each of y'all shared some, uh, some personal some gleanings into your personal family and business journey and teams and whatnot. And that, that makes that really, really neat to be a part of. So big, thanks to all three of y'all Greg Kerry and Kelly, uh, before we swoosh Kelly and Kerry out, Greg, we've got to make sure folks know, well, wait a second, I skipped right over. We're supposed to contact you. I'm sorry. I'm, I'm failing on this Monday morning. So Kerry when you're not producing excellent work and interviews here at supply chain. Now, where do you spend your time tell folks what you do.

Karin Bursa ([00:58:34](#)):

Yeah, yeah. Happy to. So, um, I have been in the supply chain and technology space for, uh, as, um, as Greg reminds me for more than 20 years, w we won't actually name the number, but more than 20 years. So, and I spearheaded strategy and marketing for a Gartner magic quadrant leader and an IDC marketscape leader. Um, and I've helped nearly a thousand customers transform their businesses. But what I do today in addition to being the host of tech talk digital supply chain right here on supply chain. Now I am also an advisor and a virtual chief marketing officer for high growth business to business technology companies. So helping them identify their unique value propositions or introduce new product or, uh, capturing customer success, um, just helping them get their message out into the marketplace in a, in an impactful way.

Scott Luton ([00:59:29](#)):

Awesome. Including supply chain. Now, if you haven't noticed our transformation, you stole my thunder, Greg, you stole my thunder. Uh, I've I've been fortunate, no Korean, sorry, I didn't, I didn't read the notes. None of that. Which of those, um, about 12, uh, I've known Kerryn for as long, just about for as, as long as I've been in Atlanta. And we've been fortunate to work on a variety of things together, but it really has been, it's like been spiking the football to be a part of this, this journey with the supply chain now, and, and to, to benefit from all of what Corinda shared, all that experience and expertise to benefit here at supply chain. We wouldn't be where we are today. And especially with launching this series and that series and this new relationship and that loo new relationship without Kerryn versus so really appreciate what you do. Love tech talk, and you got to keep it coming. All right.

Karin Bursa ([01:00:25](#)):

Thank you. Before you go to Kelly, thank you. Thank you to you and the team, because it's not just one person. It is a team effort and there's a whole lot that goes on that Amanda is instrumental in making happen, and it would be disingenuous for, for me to receive all that praise. There's a whole team behind supply chain now. So thank you for the opportunity.

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

Absolutely. Absolutely. It's just that we're contractually forbidden from announcing again, what it is, is really involved in that's right? So no more spoilers Kelly Barner, uh, let's make sure folks know. I mean, from buyer's meeting point, our procurement to, to other initiatives and entities, where do you spend your time when you're not right here?

Kelly Barner ([01:01:17](#)):

I spend my time, like you said, buyer's meeting point where I predominantly write art of procurement, where I serve as the general manager and do an awful lot of stuff behind the scenes. Um, but of course, dial pay for procurement. My fabulous supply chain now live stream, which is the third Tuesday of every month. And my favorite project of all one week a month. Now I get to host this week in business history, which is like the world's it's everything I love altogether. And it's eight hours of investment in a 12 minute podcast, but I love every minute of it. Wow.

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

And the ratings, the ratings spike once a month, I'm still trying to figure out exactly. Kelly's wonderful, wonderful

Karin Bursa ([01:02:02](#)):

Condition,

Scott Luton ([01:02:03](#)):

A little bit slow, but Kelly did a wonderful job. And, uh, what you didn't mention is you've got a couple of, uh, um, big books that have been very well received that you've authored and co-authored, uh, there's all kinds of things that you've been up to here lately. Keeps me out of trouble. That's for sure.

Kelly Barner ([01:02:21](#)):

I don't know. Kelly Love

Scott Luton ([01:02:24](#)):

The, we've got our next show coming up here and here in a few weeks, uh, I think we have, uh, monoline international Quintin, Roach, chief procurement officer that will be joining us. So I look forward to grabbing some popcorn and a diet Coke and watching Kelly and Quintin talk procurement leadership. So really

Kelly Barner ([01:02:42](#)):

Gluten-free Oreos. I can hardly wait. I'm very excited, just as good they do. They're amazing, which is kind of a bad thing, but they're amazing.

Scott Luton ([01:02:57](#)):

You connect with Kerryn and Kelly. I think we've gotten their LinkedIn profile in the show notes. I'll make sure you connect with them there. Check them out with what they, what to do here, what they do out in the marketplace. And I promise you, you will not regret it. Won't want to miss a single thing. So big, thanks to careen bursa and Kelly Barner. We'll see you both soon. Thanks. All right.

Scott Luton ([01:03:25](#)):

Um, what a great show. Neat conversation love a bunch of great comms. I couldn't get to all of them. I know Andrea says, Hey, what a great way to start the weekend, Andrea, please. Correct me. Is it Andrea or is it Andrea? I always get Andrea. Is Andrea always off with a, ah, ah, okay. Uh, let's see. David great episode. Hey David, you're not getting away that easy. My friend, we're going to be publishing that great conversation. You're not going to miss David's perspective. It's from someone that has been spent a lot of time in the production environment, manufacturing world on the floor and variety of roles. You name it. You're not going to miss Dave Anne's one-on-one with me. Uh, let's see here. Peter says there's no I in team, unless you color in the a, that'd be a really fat eye too. Wouldn't it? Well, Hey, we've got a, we've got an interview, uh, coming up really soon with Peter bullae as well. They'll probably gonna be publishing that next week. And Peter also says, uh, his daughter as well. Uh, Kelly Barner. Oh, celiacs disease. Okay. Gluten-free Oreos are perfect. Yeah. We've got a family member as well. That, uh, that is impacted by celiac. So, uh, gluten-free has been a way of life for a few years now. Um, so much good stuff. Uh, Dave and says he just about got away clean.

Scott Luton ([01:04:49](#)):

All right. So Greg, one thing, one thing before rat, what's your one favorite takeaway from today's conversation? This is going to be odder than usual Scott, but my one takeaway is I want to, I want to

make sure that people understand just how, how knowledgeable and how professional the people that they are interacting with on these shows are even though we're having a hell of a lot of fun and there's a lot, laughter these

Greg White ([01:05:18](#)):

Are people that get done and, um, are true knowledgeable experts in supply chain, either supply chain marketing or procurement, um, technology manufacturing, that's just on this show by the way, this very episode. Um, and I think, I think sometimes it can get glossed over because we do have so much fun at it because so many of us have been doing it as Corinne says for more than two decades. And I don't want to say it's easy for us, but we see the opportunity and we can, we can accomplish a lot without having to be unnecessarily stern or staid or stagnant and, and can really have some fun with it because we know that when that we can really impact businesses, um, in a, in a big, big way. And that's just fine. I know that sounds deaky. Right, but it's fun. Um, so I think that's an important thing for people to take away is this is, there are no talking heads here. We will never ever bring you a talking head, no cowboy hats, no bull, no cow bells, only people with real supply chain talent. They may wear a cowboy hat.

Scott Luton ([01:06:35](#)):

Alright, love that. Uh, love had so many different favorite parts, but, uh, and I didn't recall Kelly's daughter's name, but the image she, she painted tied to perseverance and, and how, not only the, the level of engagement there, but the level of inspiration and motivation. That's a big part of NASA's value to our country and really the globe, you know, and, and, and with privatization, um, of the space program, that's a good thing, right? Because it, it will, it will fuel innovation, but to see NASA and see how, how well NASA is doing digitally and communicating, uh, the mission and the different aspects of that. It, you know, I think a lot more daughters and sons and you name it are going to be inspired. And, and that's going to mean an, a whole nother generation of pioneers and trailblazers, regardless whether they're tied to space or not, hopefully plenty, cause we need a lot more talent in that space program. But that was, that was my favorite part here today. And I'm going to have to, will my three kids get home today. I'm gonna have to sit them down and see who, who is most fascinated with what's going on today. Omar's and then whoever it is, uh I'm again, get them on the horn with our resident NASA, rocket scientist, Kevin.

Scott Luton ([01:07:56](#)):

So Anna Anna was, um, is Kelly's daughter. So we'll have to sit down and do a two interview with Anna as well. All right. So Greg, we are eight minutes over schedule here today. So much, uh, so much to cover. Thanks so much everyone that showed up, uh, in the, what we call the cheap seats, the there's nothing cheap about those, uh, POV's that they were shared here today. So thanks so much. All of y'all big, thanks. Of course, where the real fans sit, right? So the people that know whether that, that picture ought to be yanked out in the sixth inning. Oh, it's right around the corner. Greg is right around course. Spring training has started. We're gonna play real games in 30 days. Um, big, thanks to Kelly Barner and Kerry bursa and to Greg white. And of course, to Amanda and Natalie and clay behind the scenes, Hey, all of y'all to have a wonderful week. Do good, give forward, be the change that's needed. And on that note, we'll see. Next time here,

Speaker 1 ([01:08:55](#)):

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