

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

Then everybody Scott Luton, Greg white, with the here on supply chain. Now welcome to today's live stream, Greg, how are we doing? Golly, gee whiz, Scott. I am doing fantastic. You know what? I just noticed because I actually got the notification that we're going live. We're on about 22nd delay. So what we've said is already 20 seconds old, by the time the word world hears it. We need a notification work team to get to work on this thing. The countdown, I think that's very cool, right? I do too. I missed the musical. We use the one with music, but Hey, we'll save that for a later time. Good stuff there today's show. And we've already got a couple of folks tuned in Peter is ready to Keela. Cheers. All love that. Peter bullae today's show is tool time here on supply chain. Now just without Tim, the tool man, Taylor or Al Borlin when's the last time you thought of those names?

Scott Luton ([01:30](#)):

Yeah, that's right. We'll figure that out, but Hey, kidding aside. Lots of best practices around an organization that's been on the move. Uh, we're gonna be discussing their best practices and observations around planning decision-making and visibility. Right? Everybody's looking for visibility. So, uh, great conversation teed up. Stay tuned for a great show. So quick programming note, just a simple one today, you know, before, uh, if you enjoyed today's live stream conversation, be sure to check us out wherever you get your podcasts from and subscribe for free. So you don't miss a single thing. You don't want us conversations like this one, right? Rig. I never do. As a matter of fact. So think about that. You're all saying this as good as I am.

Scott Luton ([02:09](#)):

Well, I'm looking forward to this one. This is, uh, we've got, uh, two organizations, of course, a lot of folks know both of them, Milwaukee tool and John Galt solutions. Before we bring in our special guests, I'll say hello to a few folks. As we shared, Peter bowler is ready to go. Peter, looking forward to your comments here today. Thanks for sharing that webinar with me earlier this morning. Cavon is back. He's been on fire here lately. Looking forward to seeing what he brings to the conversation via LinkedIn destiny. Hello, destiny. Great to have you here with us via LinkedIn. Look forward to your POV. Eugene wish he could be here. He's in class. Eugene, tell us where you're going to school and what's your major and tell anyone that you're doing this while in class, right? Erin is back with us, uh, enjoyed her conversation and, and contributions yesterday as we were on with Mike Griswold from Gartner. And of course you can't do anything without Amanda and the dog clay Phillips. Great to have them at the controls kind of behind the scenes. So Greg, are you ready to bring in our guests here today?

Greg White ([03:10](#)):

Yeah, let's do it. Hey, you know what? We're going to talk tools. We are going to work. I wore him representative Milwaukee. T-shirt another major brand

Scott Luton ([03:20](#)):

From Milwaukee. Many people may have heard of man Harley. All right. Hey, one more. Shout out. Catherine McCleary, uh, from una is with us and Catherine. She had a great panel yesterday. I hadn't seen it. I haven't seen it yet. Catherine is on my list, but uh, had some rock and roll stars and of course, Catherine puts out a ton of great content related to the world of procurement. So great to have you here as well, Catherine. Okay. Let's bring in our two featured guests for today's live stream. We have Brad Sayers, director of demand planning with Milwaukee tool and Laura Foley global services lead with John Galt solutions. Good afternoon, Brad and Laura. How's it going guys? Hello. Hey, welcome aboard.

Well, it's great to have you here. Uh, this has been a conversation we've been working on, uh, quite some time. I know everybody's been busy, but yeah, it's a great story. Great partnership. And I think a lot of insights, uh, that we'll be sharing with our community. So I'm so glad that y'all are here. So let's, let's kind of clue in our community though. Cause we've had a chance to have a couple of conversations. Y'all already, we enjoyed it and let's let our community getting a little better. So let's start with Brad. So Brad, tell us a little about yourself, where you're from, what you do. And then of course we'll pry into your secret life, uh, after.

Brad Sayers ([04:39](#)):

Yeah, I am from Milwaukee. So I live currently probably about 10 minutes or so from, from where I grew up and 30 minutes West of Milwaukee, out in the Lake country area here. So I'm between Milwaukee and Madison. Then with Milwaukee tool, uh, 13 years now started out in demand planning and have had various roles within supply chain. And currently I'm responsible for our demand planning and Milwaukee tool, our supply chain master data. And then I manage a lot of the supply chain systems and relationships. And that's where I interact with Laura and the John Galt team.

Scott Luton ([05:15](#)):

Wonderful, wonderful, of course Milwaukee tools, a legendary name in a bunch of things that I had no good at working with Sam, but uh, it's been, it's a busy time for you all. We're going to dive more into that momentarily. When the, Hey, when you're not doing things at Milwaukee tool, making things happen, planning, leading you name it, where can we find you in your, on your weekends or evenings or whatever.

Brad Sayers ([05:38](#)):

Um, I'm waiting for the snow to melt so I can get back on the golf course. That's that's where I want to spend as much time. Yeah. So I mentioned we, we have a lot of lakes out here. Our family we'll try and spend time out there. I have a five-year-old daughter that, uh, once she gets in the water, I can't get her out. So that's, that's very real. That's the real see me most times every once in a while, I get her the course with

Brad Sayers ([05:58](#)):

A lot of bribery, but it can work. Love it.

Greg White ([06:01](#)):

Brad, are you one of those guys? So many of the States up North four o'clock Thursday, it's like the whole part of the country shuts down and everyone goes, play nine holes before the sun sets. Have you done that before?

Brad Sayers ([06:13](#)):

I have done that. I'm more on the more on the weekends, but that's good. We'll see if I can change that this year. You never know. I bet there's some people that would be glad to drag you out there. Hey, I'll take any invites.

Scott Luton ([06:27](#)):

Awesome. Uh, one more up question for you, Brad. I'm going to say hello real quick. Lena is tuned in from India. It's past 10:30 PM. Staying up at night to talk, shop and best practices.

Greg White ([06:39](#)):

I love the dedication. We get a lot of that. Not only,

Scott Luton ([06:42](#)):

Oh, we do so great to have you Lena. All right. Before we talk LAR for a second, one quick lightning round question, Brad, what's your go-to most reliable club

Greg White ([06:52](#)):

Driver. Wow. You never hear that. How rare is that? Okay. This guy's clearly a sticks. No, no, no. I don't say bread for money, everyone.

Scott Luton ([07:04](#)):

W we'll bring them back on the, uh, uh, golf chain now, uh, feature. Okay. So Laura, uh, we're also gonna dive into how y'all got connected here momentarily, but tell us about yourself. Where are you from and what do you do?

Laura Foley ([07:16](#)):

Yup. I'm originally from Redding, Pennsylvania, and, uh, went to school in Philadelphia and I live in Delaware now. So home of our current president, he wants, appeared at our 4th of July parade. That was what he was VP. So that was, that was a, uh, a delay in the parade, but worth it for many people to have a visitor. So I'm the global services leader for John golf. So I'm primarily responsible for delivery of the project. So you'll see me, uh, on the phone pretty much all day working with the variety of people and just helping them either implement their project or in breast case. Uh, just keep it evergreen. You know, uh, they've been with us for a long time, but they never stopped working at the supply chain because as you guys know, it's never the same one day to the next one month, one year. It's always something different,

Scott Luton ([08:04](#)):

Never boring. I love that Laura. And by the way, one of our dynamos here, Karin bursa, your ears may have been burned earlier. She was singing your praises about the magic you work. So it's really neat to be able to dive in deeper into that here on today's live stream. Awesome. Thanks. Okay. So one more question. You talked about parades and picnics a second ago with, with big names when you're not conducting your magic and making things happen across the wide world of supply chain, different sectors, where can we find you? Yeah,

Laura Foley ([08:34](#)):

Yeah, so we, uh, as many people in our neighborhood when COVID started last year, we got a dog and uh, so one of my pastimes now is keeping him exercise. So if it's not, Sub-Zero, I'm out there walking the dog, getting him some, uh, some fresh air and then I have two kids. So they have whatever sort of sports activities somehow modified for COVID. So it's been challenging, but always fun.

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

So the dog will match the dog dogs, get our attention here. It's a blockchain. Now what's the dog's name and what breed

Laura Foley ([09:07](#)):

Actually right next to me. So you might hear a bark it's so important, but, uh, it's a shepherd dog. So he's a shepherd lab mix. And, uh, we, we, we assume he got the best qualities of each. So he's pretty awesome. What's his name? Cosmo.

Scott Luton ([09:24](#)):

Oh

Laura Foley ([09:25](#)):

Yeah. It's so he was already named when we got him, he was about a year old. So, uh, we, we liked that they have, so we kept it,

Scott Luton ([09:32](#)):

Love it. All right. So hello, Cosmo

Brad Sayers ([09:35](#)):

Runs into a room. Does he come sliding in sideways with one day?

Scott Luton ([09:43](#)):

Oh, that's great. All right. Wait a couple of quick comments from the, uh, from our community here. Peter says grip it and rip it, find it and hit it again.

Brad Sayers ([09:51](#)):

The only way to play that's it,

Scott Luton ([09:53](#)):

That's it. And, uh, we mentioned Catherine's, uh, had a great panel of the day. She's about to post to replace it. We'll try to find a link for that. So great to great to have you Catherine. Okay. Let's talk about how Brad and Laura got connected. So Brad, let's go back to you. So how did y'all get connected?

Brad Sayers ([10:10](#)):

I can't even remember when it was, because it was a while ago, but we've, we've used John Galt solutions and the Atlas planning suite for, for our demand planning and other planning since 2008. And, you know, we, we've had a lot of growth and a lot of changes over the years. And so we're constantly refreshing, you know, improving, changing. And, uh, Laura has been involved with many of those projects. So she, uh, got the short straw and assigned to us at one point in time. And then ever since, you know, it's always a phone call.

Laura Foley ([10:41](#)):

That's not true. That was wrong, Ontario. Well, I, uh, I remember years ago when I was in product management and, uh, you were having some trouble with the nightly process and well, I could catch you

online at like 10 o'clock and I'm like, Hey, I saw this thing happening with your batch. And like, he was always reply right away. So lots of dedication there. So it's been great to work with the team.

Scott Luton ([11:01](#)):

I love that. So any, so Laura, let's stick with you for a second before we, we dive in and make sure folks connected up to Milwaukee tool. What else? It sounds like y'all have been, the relationship has been in place for quite some time. What else would you add about y'all's relationship? Whether organizational or professionally?

Laura Foley ([11:17](#)):

Yeah, sure. So, so as Brad said, David using Atlas for a long time, we did, um, a couple of, uh, I guess I call them resets along the way just to make sure that, um, they had the latest and greatest from John gold and that we're accurately reflecting their supply chains. So, you know, whether their networks changed or their, their suppliers changed product codes, master data, you name it. There's all kinds of things that come up, but we've watched Milwaukee grow probably three X over the years. So you can imagine all the things they've had to grapple with, uh, through that growth. It's a great problem to have, but nonetheless, the supply chain has to grow with it. And one of the things that really impressed me about the Milwaukee team is just, uh, like I said before, not being complacent, right. Just, you know, constantly staying on top of it and making sure that the processes are evergreen and really kind of pushing the envelope, you know, moving into some areas of automation. And Brad said to talk about that a little bit later, so I think he'll appreciate that.

Scott Luton ([12:13](#)):

Wonderful. All right. So Greg, I want you to, based on what you've heard just in the, in the first few minutes, what's one thing that sticks out before we get Brad to tell us the good stuff over at Milwaukee tool.

Greg White ([12:23](#)):

Wow. Well, one is that relationship between your services lead and the leader of, of the organizational area you're working with. It's a very special relationship. You become by default friends and certainly work very closely together. And, and you know, if there's anything I would suggest that is a lesson so far, and I can't believe we've already got to a lesson already, but it is whether whichever side you're on, whether you're the services provider or, or your, the client is engaged in that relationship. Very tightly, that's always been very successful for the companies that I've run and, and it changes. It literally does change the effectiveness of your organization to be that connected. It's impressive for it to be 10 or 12 year relationship like this, but that's exactly what it is. It's a relationship.

Scott Luton ([13:11](#)):

Agreed. Agreed. Okay. Hey, really quick. Uh, I wanna give a shout out. Rhonda is with us here today. Dr. Rhonda, I should say, right. Have you here and really enjoy what you do and have been enjoyed your, your kind of countdown through the month on LinkedIn. It's a great, see Rhonda [inaudible] is back with us, Anne. You know, she's been joining us kind of later in the show. She's here really early and staying, I appreciate your conduct is very busy Scott. I know, I know. I know. And so now again, I appreciate your kind of comments on LinkedIn earlier this week. I think it was yesterday and Aaron is asking about evergreen in terms of content, you know, evergreen is, is, it's always the ever right. It's kind of timeless. So that's, I think that's the context we were using in a great, great question. Okay. So Brad, a lot of folks,

everyone, but maybe me, everyone that knows everyone that knows anything about tools. No, of course knows Milwaukee tools and then some, but for two or three people that may not, what does the company do?

Brad Sayers ([14:11](#)):

Yeah. Um, you know, generically, I can say we're a global manufacturer of power tools, power tool, accessories, hand tools. That's not at all how we look at ourselves. So we provide solutions for the end users to make their job sites more productive and safer. Uh, we partner with the trades and we are entirely focused on the end user. And one of our, our, uh, cultural terms is obsessed and Laura's seen it and we are, and we're obsessed with the end user and helping them solve their problems. That's really what we're about.

Scott Luton ([14:45](#)):

I love that already. I let Greg, I love, I'm not sure if I've heard a brand use obsessed yet,

Greg White ([14:52](#)):

But look, Milwaukee tool is one of the, I mean, it's kind of the brand that you aspire to you, you may not. It used to be, it used to be in, thankfully they've made it available to the rest of us, but it used to be only the tradespeople used Milwaukee tool. They're the cream of the crop. So I have a little bit of green and black in my workshop. So, uh, but it, it is fantastic equipment. And I think that's an important thing. You know, we see so many kind of levels of product, right. And to be able to bring that level of product affordably to, again, the rest of us, just as common consumers, that's a real, it's a real gift to be able to do that. And it takes a lot of economic management to be able to set your costs, to be able to provide it at retail. So it can,

Brad Sayers ([15:42](#)):

[inaudible] this weekend, Greg teen cordless, [inaudible]

Greg White ([15:51](#)):

No old, some of my Milwaukee tools are, they're not cordless.

Brad Sayers ([15:54](#)):

Yeah. All right. Yeah. You know, in 2008, we went through a lot of transformation and kind of set the tone for how the company is now and how we're focusing on the end user and really disruptive innovation in every way for those users. And that's, you know, what you guys are seeing and what we're showing in the marketplace.

Greg White ([16:12](#)):

So let's talk a little bit about that, Brad. I mean, when immediately, when, when you said you started working with John Galt in 2008, I thought, wow, what different times? That was the now, I mean, you talk about going from the challenging to the opportunistic, you know, 2008, for anyone who doesn't remember was the beginning of the end, effectively for housing and, and construction. It was the beginning of the great recession. And until about 2013, regardless of what economists said, it was a very down time. And my next door neighbor owns a sports bar where a lot of construction people would go at lunch and after work and his business was down substantially, I call that the old town analysis,

whether old town was busy is it was my determination of how the building industry was going. But now with what's happened, recently, people are working on their homes, more, your products are more available to retail consumers than they were even then in 2008. So it's quite a different challenge than you face then. So tell us a little bit about how you've tackled that any lessons learned or anything that jumps out at you, any big challenges that you had to overcome during that?

Brad Sayers ([17:28](#)):

Yeah. And if you could really go back to that 2008, like I said, we were changing that's when our [inaudible] lines came out. So it was kind of like we were starting then in some ways, so, you know, sales were, were low, much lower than, and it just kind of starting up, but then it, our business grew as the economy was coming out of, you know, all those times and those things as did our product lines and all of our development. So it was kind of like a good starting point for us. We're 10 X the size from when I started and we, and we've grown over 20% a year for 11 years in a row now. So we're used to dealing with a ton of growth last year was a whole nother level. Um, so you know, a lot of different challenges, I would say first and foremost, and, and, you know, you guys are aware and everyone is, but all industries were affected differently last year.

Brad Sayers ([18:18](#)):

And, and, uh, I'm fortunate on how we we've been able to handle that and just how our industry has reacted to that. But you know, not the same for everybody and death certainly understand that first and foremost, our leadership team was concerned about safety for our employees, our families, our customers, our users, everything. That was the first thing we tried to make sure was, was aligned and, and had in place. However, you know, from there, once we kind of got our arms around that it was a lot of what's happening with consumption. That was some of the first things that Laura and I spoke about as well. And thankfully, we actually had been working on some of that already put it a little bit on the back burner, but then when last year happened, we dusted that off real quickly and said, how can we make consumption and monitoring trends more prescriptive for our planners, put it right at their fingertips.

Brad Sayers ([19:12](#)):

We always had the data to do it, but that was what we had to do is make that faster, make it more available, you know, as you know, and I'm sure a lot of the, the, you know, people you've listened to, you know, you have on the show, talk about that consumption. You don't have to look at every day, typically in a normal year, we monitor that in, in demand planning and supply chain, but we're not talking about it every day. You know, it ebbs and flows throughout a month and you kind of monitor those things well last year with how things started and, and what we had to be aware of. We had meetings three times a week, sometimes even more, um, just getting our arms around everything, making sure we weren't overlooking or missing any trend or not picking up on, on some piece of information. So that's kind of like the first big challenge we had was consumption related. Hmm.

Greg White ([19:59](#)):

Yeah. I bet. I mean so much coming at you so fast. Are you guys sharing yet? What your increase was last year versus previous years?

Brad Sayers ([20:08](#)):

Yeah. Um, we do have that. We have our results out, out on the Techtronic industries website, our parent company, but I won't get too much into the numbers, but it was over 20% for the year. And

actually it came in right about where we had our forecast in January, however, wow. The timing of it was totally different than that. And we all know that, so yeah. So the back half was massive.

Scott Luton ([20:34](#)):

Um, yeah. Before we get Laura to weigh in here, I want to share a couple of things here. So Osho is tuned in from Nigeria via LinkedIn. Great to have you here. Oh, Joe. And I liked that sports jacket by the way. Uh, borrow that from you. And let's see here, Rhonda, Cheryl

Brad Sayers ([20:48](#)):

Backdrop call showing home improvement, buying behaviors are up for sure. And lumber prices are off the charts. I was reading about that earlier this week and that's a little bit of business news. We'll try to get the more so sit tight. Thanks for being here as well. All right. So Greg, where are we going next?

Greg White ([21:04](#)):

Yeah. Sorry. I was, I was still thinking about that increase. I'm trying to estimate it in my head. Sorry about

Brad Sayers ([21:09](#)):

That, Laura.

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

I know you've faced the, you face these challenges with Milwaukee. So tell us a little bit about what you all have experienced maybe with Milwaukee or maybe in the market in general, because you work with a ton of other companies as well, right?

Laura Foley ([21:25](#)):

Yeah, absolutely. And I think Brad kind of touched on it. So obviously getting as close to the end consumer as you can, is really important, uh, particularly in, you know, home goods or consumer products, uh, you know, even retail, anything. So we've seen a huge uptick, not just on now, but actually year, two years ago, lots of people are wanting to extend their boundaries of their supply chain planning out to their customers. They're doing it in a variety of ways. So, um, VMI, MDI, dependent, whatever you want to call it. Um, it's really a demand sensing. It's all just finding out what's happening closer and closer to the consumer, just like Brad was saying. So, um, we've seen a really big uptick in companies wanting to do that, wanting to extend. And, um, there's a bunch of projects going on with that right now.

Greg White ([22:12](#)):

I'm really surprised that that has not been more of an initiative. I mean, when you're one of 160,000 or 200,000 skews in a home Depot store, it's naive to think that you'll get the appropriate attention that your, your brand could, you know, could benefit from. And I think it's a great initiative to be either collaborative or vendor managed VMI vendor managed inventory, to make sure that your items, which, you know, not only because of the demand of a particular customer, but of all of your customers where they can get the attention that they deserve. Right. And I'd like to go back to one thing that you said, Brad, and maybe both of you can sound off on this. You said a prescriptive. So I'd love for you to



describe in your scenario what that means. I don't want to speculate, but I think it's going to be a very valuable kind of crossover lesson for the folks in the, in the,

Brad Sayers ([23:07](#)):

Yeah, and this is something as well where we're going to continue to work on and, and look for more opportunities. But the way we approach that is we have tons of data and as our systems grow and we get more and more information that keeps piling up. So how do we take that and make it actionable and make it actionable to the point where our planners, aren't digging through to find out what they need to do, but it's right there, you can't avoid it. So it's saying here's, what's happening. Here's where you can take action. Here's what you can do. So that's what we're really trying to do with, with all of our alerts and tools that we're giving our team,

Greg White ([23:38](#)):

Laura, among other things that you've seen, that you already alluded to. Have you seen more of a trend towards that, more prescriptive with your solutions?

Laura Foley ([23:47](#)):

Absolutely. And like Brad said, you have to, because you know, data volume has increased tremendously over the years, just accessibility that we have to, um, to what's going on in all of our supply chains. So it's not enough to just have it there and have the users to make, you know, like uncle and look for it. Right. So what we want to do is kind of put it front and center. So some of our, um, most recent development is really to highlight, not just the actions, but what do I do about it? Right? So we have, uh, AB and C products trending up or down by more than X percent. You need to take a look at those pacing in the current month. You know, how is that re relative to where we are in that month? Right. And making it really, I don't want to say, um, students said, but like really make it clear. You know, these are the actions that you need to take and put scorecards around those exceptions. And so it's, uh, uh, like Brad said, definitely prescriptive. It's definitely, you know, here's how you need to be approaching the business. And it's really not the same for every supply chain. So it has to be tailored.

Scott Luton ([24:48](#)):

Excellent point, Greg, I want to get a couple of comments from the community. I want to give you a chance. Anything you want to follow up on there, Laura, before I do,

Greg White ([24:55](#)):

I think that's an absolute necessity, frankly. And we've talked about this quite a bit on several shows is there is so much data and there is so much processing power and there is so much science and solutions like John Galt. Why would we just present data and then leave it to us dummies to try and interpret that and make the decision when computers can do computer things and distill that data and give us an answer. We may know something that the data doesn't represent, or we may even disagree with what the data prescribes, but at least we have a starting point. And you know, so many times I can't tell you, but I can tell you this recent studies have said 86% of the time that humans intervene in the supply chain, they are wrong. So there's clearly a, there's clearly an opportunity for technology to take the mantle and give us at least better recommendations. Agreed

Scott Luton ([25:51](#)):

So much more there. All right. So let's hear a couple of things here, uh, as Leah. Hello, good morning. She says I'm a home improvement geek. I'm very sensitive about my tools. Maybe it's a country girl kind of thing. So love that as Aliyah from West Virginia. Great to see you here today, Dave, and this is referring to the, the do it yourself market. I think gotten to be the only forecast that actually hit. No. Others did a good point there, David and great to see you Paula from the Midwest. I think Kansas city, she says lumber prices definitely impacted our home improvement projects. When we were trying to make repairs, our fence and deck a good point there from Paula and great to see you here at David says most forecast for 2020 were not worth the paper they were written on. Unfortunately, paper,

Greg White ([26:33](#)):

There's a problem, David, if they were written on,

Scott Luton ([26:36](#)):

They aren't worth it certainly had that

Greg White ([26:39](#)):

As well. I guess that our timing is not how it played out. How we add in the forecast, which is

Brad Sayers ([26:44](#)):

This show is how, you know, how much things were impacted by it, by everything.

Scott Luton ([26:49](#)):

Yeah. There's so many other here, but I'm going to point out Peter. You'll have to give him a beer later. Peter lists the inmate teen drill. Awesome drills. I did a little advertising. Peter Scott. Okay. Greg, where are we headed next?

Greg White ([27:03](#)):

Yeah. So let's, uh, let's talk about, we've talked about what has impacted your business, but let's talk about since you did such a great job adapting, what do you see coming? I mean, how are you sort of girding up future-proofing your organization for what you think lies ahead and what is that? What do you think does lie ahead?

Brad Sayers ([27:22](#)):

Yeah, there's a few things. We're doing one we're trying to use more external data, some more kind of econometric modeling. How do we find those turning points you asked what keeps me up at night? That's what it is. How do I find where the next turning point is? And I, you know, we're going to be wrong. That's part of what we do, but at least having some plans around that and what we did a lot of last year, that we're going to continue to expand on. We're running different scenarios and simulations. Again, we know we're going to be wrong, but we're aligning to a plan and we know different options. We can pull out of the playbook if other things happen. Uh, so that's one of the things, another thing we're looking at is forecast value, add. And we're trying to look at that in all of our processes, we had to do a lot of things kind of on the fly last year, or pull things together, depending on what was going on.

Brad Sayers ([28:09](#)):

And some of those were good. And in some, we probably wouldn't want to keep doing what you were just mentioning earlier, Greg, about intervening in the forecast. And I talk about our culture being obsessed. That's a challenge where it's hard for us to say, no, don't do anything here, but we certainly need to consider where we put our efforts and where we don't focus our time and just let the system go. So those are a few of the few of the areas where we're looking to kind of expand upon in the future for our business. For this year, we have pretty firm plans in and see a very positive and strong year. Obviously there's going to be a lot of impact from stimulus and housing and all of those things. And we're trying to get our arms around that and continue to understand that and see where any of those turning points are. People are going to start going on vacations again and other things eventually. Um, so we're kind of trying to prepare for that and making sure we're investing, you know, our, our executive and leadership team went all in last year. We did not, you know, have layoffs and things of that nature. Fortunately, we invested in more sales people, more engineers, additional capacity, additional inventory. And we're just continuing to look at where we're at with those and see if the additional investments needed and how we balance that versus our demand.

Greg White ([29:24](#)):

Outstanding. I think that that is the biggest challenge, right? Is what is the next, the next shift? And as you alluded to the term that consistently comes to mind is kind of a stockbroker term. Historical performance is no indicator of future value, right? So if ever we knew that. And I think all of us who've been in demand and supply planning have known that for years. Now, we know we have to do something about how to do that. How do indicators of the future drive the forecast rather than calculations of the past? So Laura, you work with so many other companies, I mean, aside, or in addition to what Brad is saying, what else are you guys seeing out there that's coming in in the market? Any trends that just jump out at you throughout the rest of this year and maybe beyond?

Laura Foley ([30:14](#)):

Yeah, absolutely. I mean, the things that Fred mentioned kind of, uh, for us get categorized under common themes, right? So it's not a specific industry. It's more like where the businesses are going in general that are across industry. So couple of things that you mentioned, um, uh, I'll just highlight the increase of visibility. So that's just all throughout the supply chain, whether it's getting real time updates on your, your, um, replenishments or whether it's, you know, increasing your visibility across the network, out to suppliers and customers. So just really kind of getting your hands in every single area of the supply chain, making it more readily available to any stakeholder and again, not just a planner, right? So if you think about like, Oh, I have all that data in Excel, that's not good anymore. Right? You have to raise it up. It's gotta be enterprise level.

Laura Foley ([31:00](#)):

It's gotta be shareable to executives. They want to see what's happening. And, uh, dashboards are key. There's all kinds of things that we're doing regarding visibility. Um, the second one is linking strategy to execution. So Brad talked a lot about their executives and what they're planning for, you know, next year and beyond, right? So what Brad's team has to do and what all supply chain teams need to do is link those strategies to their execution and make sure they're consistent. Right? And we can do that through the software. We're looking at lots of different ways to apply machine learning, algorithms, parameters, policies, prescriptive, things that we can put in place. A lot of pieces there too, that we're linking a strategy to execution and really delivering those bottom line benefits. And the last one is, you know, I don't want to call it a luxury, but it kind of had to get put on the back burner a little bit last year,

but sustainability is always been important for people. It just keeps going, uh, growing. So adding KPIs to the supply chains to reduce waste and increase circularity.

Scott Luton ([32:02](#)):

Yeah. Investors, employees, consumers, all demanding more and more sustainability. And in fact, the pandemic has even added to that demand from some of the latest research. So great, good stuff there. I want to share a couple of comments here before we kind of shift gears and kind of move into some other examples. Tony agrees with one of the points all of y'all made earlier and she's via YouTube. Absolutely let the computer do the work and then let the human decide on the action to take. There's been a couple of very similar comments. So tons of, of kindred spirits in that regard, Kayvon similar thing, although data can lead to insights. We still need the experts inputs for final. Decision-making good stuff there. Let's see here. Comments are coming in. I've got to get my mouse fingers working a little faster. Okay. So I am says big data, blockchain, AI and machine learning all are playing crucial roles where we are witnessing shifts in consumer buying behaviors and focus of companies to build resilient supply chain solutions, to manage clients expectations and managing costs.

Scott Luton ([33:05](#)):

Agree. We're seeing a lot of that. Gary has got a question for you. Why do you have a pallet against the wall Greg? Cause we're in supply chain, Gary, just in case, right. Well, I have been, I've been working on remodeling the studio and uh, and, and also we may have been doing cleanup in another room where this was being stored and it had to come back in here. I was going to be in big trouble. Yes. Kayvon and Asia commented. You know, we were talking yesterday. I believe we're on one of our earliest shows about, you know, securing the information supply chain and Kayvon. And we need to secure channels for that traverse of data as a great call out there. And I think we had one more and Victor, thanks for the question. A 44 is a tip and a hat, which is not enough, but it gets questions like this.

Scott Luton ([33:57](#)):

All about Hank Aaron, which of course Brad and I have him being a brewers fan, maybe in a Braves fan. We love the one only Hank, Aaron who recently lost. Okay. I'll tell you what happened to the first 43 is Hank Aaron pounded a ball over their head. That's what happened to him, right? His home run hitter of all time, the King for sure. Asterisk. See, we'll share when we're comment, destiny says having a unified technology system will also help streamlining strategy and execution, which Laura was speaking to earlier. Good stuff there. Destiny. Okay. Laura, we'll stick with you for a second. I know that you and the John Galt solutions team, uh, while clearly y'all have built a wonderful relationship with Milwaukee tools, y'all do a lot of work and a lot of other sectors, any anecdotes that you can share along these lines are just really, you know, navigating these times we live in because as you pointed out, every supply chain is certainly different.

Laura Foley ([34:51](#)):

Yeah, absolutely. And it was funny. I think it was Kevin who said, made a comment about the, uh, you'd have to raise the exception, but then the people who are in the business need to, to kind of put their spin on it. And I was reviewing, um, exceptions with a brand new customer and they're just getting ready to go live. And they had a short list, right? Just five products that came up with trends, or I think it was outliers. So one of them had an outlier that was, you know, the volume was down and the other four had volume. That was up. And as, as we were looking at it, he said, Oh yeah, we were out of stock for that item. And then they went and bought all the other ones. So we talked about ways that they

could correct that. So it didn't, you know, they weren't still being out of stock because their forecast was going to the other items.

Laura Foley ([35:33](#)):

So it was really important. The exception was right there in front of them and they knew what had happened. So easy to correct and move on from there. But you know, we're working with a couple of different things. One of the customers that we're doing a really large global rollout is Mars. So their candy food and pet nutrition, and we're doing a global rollout. It's very challenging during COVID. Cause we can't travel. We were supposed to go to Istanbul at one point and then that got called off. So now everything is remote and uh, it's been interesting cause we're doing middle East Asia, Africa, and so lots of good stuff going on there with the global economy. But Laura, can I put in for one second? Yeah, sure.

Scott Luton ([36:11](#)):

Brad own that last notion that Laura was just talking about one of these dynamics we're all living with is we're trying to lead and build rapport with teams and drive change and drive improvement and serve the consumers. Oftentimes all remotely, has there been one quick lesson learned? Do you have the, I'm assuming you'll have that same element with your team. Is there one lesson learned that you've had to kind of tweak as a leader or manager to really make that be effective?

Brad Sayers ([36:34](#)):

Yeah, I'm, I'm really glad about a year and a half ago we started making a push, you know, whatever system you want to use. We use Microsoft teams at our company making a push to say, how do we get our demand planning meetings and conversations about them into something like teams? And it was rough at first to kind of, Hey, I have email and I have teams and of these, but we've migrated a lot of our communication with our marketing folks and within our own team there. And so when this happened and then we went remote and our corporate office is still am it wasn't really, didn't miss a beat from a communication standpoint and, and aligning with the team. In some ways we almost got closer. We have, we do have a daily 30 minute. Check-in call that by the request of my people on my team. They wanted it. And there's times where we're talking about, you know, what we need to do and plans and things like that. And there's times where they're posting pictures or joking or just, you know, keeping it lighthearted. And thankfully our, our executive team and our leadership groups encourage that say, look, you know, it can't be serious. 100% of the time. We can't feed people all the time. So that's, that's what we really,

Scott Luton ([37:39](#)):

I love that Brad, because if anything helps us get through challenging times, maintaining that sense of humor and not taking ourselves, of course, you know, work's got to happen and that's some serious stuff, but we've got to maintain that breath of fresh air and laugh from time to time, how crazy of a notion that is. Right. All right. So Laura, I appreciate you sharing that, Laura and Brad. Thanks for sharing some of your perspective there. So let's keep driving. So Laura, you're sharing some of the different anecdotes and relationships that you all have been forming in other sectors, what else comes to mind?

Laura Foley ([38:12](#)):

Yep. So, so the next one was, uh, American red cross. So we've been working with them for about five or six years now. And they've had obviously some, some significant challenges over the last year, uh, as they do in, in lots of different situations. But what's really remarkable about them is that they were able

to link their digital marketing into their SNOB process. So when it came to donor collection and you know, everything changed for them with COVID, they had to, um, figure out how to respond, how to, you know, change the way they were doing business and keep things going. And so we're really proud of how they, how they kind of rebounded there and encourage anyone who's able to donate. Please. I have to put a plug in for them. And then the last one is, uh, ready ice. So totally different industry now is very simple, a product line, right?

Laura Foley ([38:58](#)):

Just bags of ice, but extremely difficult distribution, right? They have all those stores out in the convenience, sorry, ice boxes and convenience stores. So when we were talking about, you know, getting data from all different sources and trying to make use of that, um, they've done an incredible job with telemetry. So their IOT integration with their, their levels of, you know, uh, inventory at each location has been really instrumental that combined with sifting through weather data and, uh, an automated daily forecast with machine learning. It's just an incredible shift in how they were doing their distribution plans, their, their drivers schedules day to day. So really totally different stories, but, uh, very interesting, uh, that supply chains,

Scott Luton ([39:42](#)):

The spice of life. I love it. I love all the variety. And while there's some common challenges in each of these organizations, there's still that all that there's unique attributes related to, to what they're facing and navigating through. You know, we we've touched on AI a ton of course, acknowledge a ton. Rhonda here appreciates the work researchers are doing to highlight and address ethical concerns about AI. I agree with you, Rhonda, lots of, uh, lots of news coming out of that here lately, as Aaliyah says, been looking at methods of making data more applicable specifically how to present it across multiple departments, including non-tech companies, as well as which portions of the data are most appropriate to regularly report out. This is a skill in and of itself. That's an important, that's a great call-out because these days we've got this, not just, just e-commerce is not the only endless tidal wave.

Scott Luton ([40:34](#)):

It's this tidal wave of information. And, and, and it can be oftentimes noise. And we talk a lot about, uh, Greg about, you know, picking out those signals, the important data points that actually we need. And we can, we can move cast aside to some degree, all the other stuff that doesn't really factor into some of the key decisions we've got to make day in and day out. So really the a what's the word that we like to use selections, not selection, but really being judicious about what you're paying attention to and regularly reporting. We have, we've got a term for that, Greg, but it's not coming to my mind.

Greg White ([41:05](#)):

The availability of data is not what makes it useful, the goal for which the data is intended or in fact, think about the goal. What, what do we need to know to manage the business better? And let's work back to the data that is either available or necessary to provide that information. That's critical. I think so many times we get that process backwards, or I bet you've seen that a lot where they have this data and they want to present it to somebody, but the truth is you need to think about what you want

Scott Luton ([41:34](#)):

To accomplish. What is the action, but as you talked about actionable data before, what's the action that you want to enable with that data and then work back from there into it. We'll put as always Laura, Brad, any, uh, Laura start with any, any, any followup commentary?

Laura Foley ([41:50](#)):

Well, I think that this is an area that we could probably just spend time with Brad and his team talking about what they've chosen to, to put out. So they have a tremendous site for just a BI, right? And we use it as an example for what to share when to share it, you know, how to do it. And it's really a great mix of different metrics that they use. Uh, Brad could probably tell you a whole lot more about it, but it kind of inspired us to embed some analytics in our application because you don't necessarily want the latency that you get with BI. So we're working hard to try and kind of standardize some things that we know organizations need, whether it's demand, review or SLP or whatever, and have that linked right in. But, but Brad can probably tell you about their journey in BI

Scott Luton ([42:35](#)):

Kayvon says decision-making in noisy environments. That's what a great visual that is. So Brett follow up on that point.

Brad Sayers ([42:42](#)):

We, with our analytics team, we have a supply chain analytics team and we needed to get out of everyone doing Excel reporting and things like that and how we get it into BI. And so we've, we've done a pretty good job of getting that into power BI and having it visible and always available. It's on your phone when it's on your computer, whatever you need, our kind of next step is connecting all of those. So we have lots of dashboards and things within power BI, but we now want to get to the next step where you say, okay, I've dug in here and I know I need to go to this place next and answer this question. Let's make all of that in one. And so it's leveraging and growing more from what we've started and just expanding on it. Once you lay the foundation.

Scott Luton ([43:20](#)):

Hm. Well stated, Brad, man, we're going to take a deeper dive into this story here. We need a couple more hours. Uh, Greg has always, um, we should point out going back to John Galt solutions. Laura, I loved what your team did to raise scholarship funds for, I believe a supply chain students it's been about a month or so since I came across the, the announcement and you had the pictures of the students with the big kind of like the golf tournament checks and some of the commentary there, especially the winter, and I don't recall her name, but she talked about just how important that that process is going to be to furthering her passion in life. And, and, um, it's not verbatim what she said, but it was just a, such a breath of fresh air. Is that how long have y'all been doing that, Laura?

Laura Foley ([44:06](#)):

Oh, we've been doing it for several years now. And I can't tell you how refreshing it is just to be part of the process. You know, the selection process, it's all anonymous. We go through, um, uh, we have a short list that's created, we get about 10 or 12, uh, candidates. We review their stories. We go do we split up in teams. We, you know, figure out who our top candidates. And this year we had such a hard time deciding that we actually had, we had to name a second one. So it's, uh, and then I w you know, you have good candidates, but you're like, I really want to hire this person when they crutch, but it's been great. So we're really happy to be able to help out



Scott Luton ([44:41](#)):

Generous and engaging and supporting that next generation. That, that is a, that's a wonderful thing for y'all to do. So I really appreciate your, your action, not just lip service, but your action in that regard, Brad, you know, kind of along those lines, what do you, I'm sure. Talent. I bet you're hiring left and right. I think you alluded to that earlier. Any engagement, best practices you've found you were talking earlier about remote, remote best practices when it comes to that next generation of leadership and how incredibly talented they are, any observations there,

Brad Sayers ([45:12](#)):

You know, we've really leveraged a lot of what our engineering team has built. They've done a phenomenal job with a development program and we've put one in for our operations of which supply chain is a part of it. But, you know, I would go down in our atrium and there would be a ton of engineers, you know, juniors in college, down there working together, designing and collaborating. And then the next day they'd come back for interviews. And so, you know, we made it kind of in the field, fun, exciting, you know, I think they went out, had a nice dinner the night before, and then they come in and have the interviews and get selected into a program. And we've leveraged something similar with the supply chain, but it's just really that hands-on and, and getting them to work together and collaborate because as everyone knows, that can be some of the biggest challenges, um, you know, day to day. So that's really important to see

Scott Luton ([45:58](#)):

Love that Greg, we can relate on so many different ways here. Uh, w w we've got an incredible team of, of the associates we call them and, and robust minds and skillsets aren't in there. Greg. Yeah. And I was, I was thinking about Laura's previous comment about you get a great look at people and their means of operating and you go, Hmm, that's someone we need to hire when they're ready. Immediately. A number of people came to mind who I won't name because we want to hire them. So Laura, as we started to wind the conversation down, there's so much more, I know an hour is tough to get everything from a relationship like this. And some of the work you are doing out as part of the discussion, but what if folks want to connect with you and, and, uh, learn more about John Galt solutions and maybe even have a conversation? How can they, how can they make the,

Laura Foley ([46:51](#)):

Yeah, I think a drunk old.com is our website. There's all kinds of resources available there. And any one of us can, uh, can help with any questions that you have about improving supply chain planning, and then also I'm available on LinkedIn. So just have a look there, be happy to touch base. Okay.

Scott Luton ([47:07](#)):

Standing and Brad, same question to you. Um, you know, I've got such an intriguing story at Milwaukee tool. How can folks connect and compare notes with

Brad Sayers ([47:16](#)):

Yeah. And certainly, you know, our website and Milwaukee tool.com, we are hiring, we have a lot of positions posted. I have some in my area, so always want people to take a look there and, and I'm on LinkedIn. And, uh, as well, if you go put those in the notes and,

Scott Luton ([47:30](#)):



And you know, Laura and I also do calls with a lot of, you know, customers they're working with, and I'm happy to talk more about our, you know, what we're doing and, and help in any way that way I help standing Greg, what a great my, again, this is one of these where I wish we had booked into the couple more hours here. What's been some, one of your favorite aspects of this conversation with Laura Breton.

Greg White ([47:50](#)):

Uh, well, I mean, number one, one goes way back and it's the matter of fact manner in which Brad talks about managing 20% growth for now on a decade and what an incredible accomplishment that is. And you cannot underestimate it while it become, it has become routine for Milwaukee tool. You cannot underestimate the importance of that. And it's my strong belief that, that adaptation to that incredible amount of growth is what positioned them so well for even a surprise of what must've been well, well, over 20%, if they were in line with the industry, probably in the order of 40 to 65%,

Scott Luton ([48:28](#)):

You got it. I think,

Greg White ([48:31](#)):

To have that muscle exercised in order to be able to ramp up as they did. Right. And the other is actually, well, there's a lot. I mean, first of all, the importance of people in both of these organizations, the importance, and clearly the align nature that we talked to kind of alluded to of Laura and Brad, themselves and their teams in, in building and assessing access. I feel like I feel did I say access success, excessive success. And I feel like, I feel like Laura probably knows as much about Brad's business, as many of the people in Brad's business do. And, and that's a powerful place to be. And then finally this whole notion about data, look, Laura, I want you to sound off on this rarely happens by the way. I want you to sound off on this sort of final hot take here.

Greg White ([49:20](#)):

And, but because you're a product management person at heart, or at least in history, I think you'll get this. When as, as Leah was talking about, when you're talking about what users need, things like what to do with the data, or, you know, what kind of reports or analytics, or even prescriptive tools, don't ask them what they want to see or what they want to have ask them what they want to accomplish. Because the prescriptive nature of a user in saying, I want to see this is usually based as much on ignorance of what is available or possible in the role that they're trying to accomplish as it is knowledge. And instead if you ask them simply because this is a much easier comp uh, answer for them to give, ask them, what do you want to accomplish? Then you can, as a professional determine what they need to see in order to accomplish that.

Laura Foley ([50:13](#)):

Hmm. Yeah, that's a great point. We were very well versed in making sure that we understand what the end goal is and extremely driven by our customer success and bottom line results. And, but Brad's team is also adept at asking for they want, right. What did they want to achieve? One of their exceptions that we worked on was, uh, I don't want the system to tell me what I'm going to low safety stock all the time. I just want to know sometimes. Right? And so we've worked hard to figure out what are the times where they want to be notified of that. And that's where it became prescriptive. So they knew exactly what to

say. They just asked for it in plain, plain English, right. They didn't tell them the trick or that backtrack. They just said, I want to eliminate the noise and really cut to what I have to do.

Scott Luton ([50:56](#)):

Love it. I love it. So, uh, and, and Greg, that does rarely happen. I'm so glad you circled back to that. And we had Laura weigh in, we have dropped both their LinkedIn profiles in the show notes. And I think also clay dropped in Friday bread, John, John galt.com, uh, in the comments as well. But yeah, but kidding aside, Brad, seriously. I mean, it is an impressive stories. It's kinda neat. We we've been fortunate that through our planning calls and, and out today to really, um, get a good sense of, of just, uh, the culture and the performance at Milwaukee tool. So really appreciate Laura and John Galt, John Galt solutions team, bring that to the table and Brad, as busy as you are. Uh, but you wish you had a couple of clones, but I really appreciate your time here today. Yeah. Thanks for having me.

Greg White ([51:46](#)):

This has been exciting and the comments have been

Scott Luton ([51:48](#)):

Great. We definitely appreciate all the support I agreed. All right. So please hope you can car. Once it gets warmer, golf weather, hope he can carve some time out to get out there with your daughter and enjoy hitting that ball 400 yards, which I believe Greg, I believe you. I think he's, uh, he's quite as good.

Greg White ([52:05](#)):

So when did your back? I have no doubt. There you go.

Scott Luton ([52:08](#)):

I bet Brad and Laura are, might be dangerous on the golf team. Dive into that in the future

Greg White ([52:14](#)):

Laura's life. The way it is now, like mine was, there is no time for golf

Scott Luton ([52:20](#)):

Saving, saving the world, saving the supply chain world. We really appreciate Brad Sayers director demand planning with Milwaukee tool. And of course, Laura Foley global services lead with John Galt solutions. Joining us here today on supply chain. Now thank you to you both. Thanks. Right. Excellent conversation. I I'm so glad that you snuck in that last question. There was a couple I was thinking about adding to, but this might be a three hour episode. I mean, I mean, it's a fascinating story.

Greg White ([52:48](#)):

Well, this is an area of tremendous passion for me. I've basically dedicated my career to solving these business problems, but, but I think that there are a few important things. And when, when a question is presented, so, you know, so adeptly in the comments, I want to make sure that we close the loop there. And that is, uh, that is in my mind, that is the most important product management learning that you can have

Scott Luton ([53:10](#)):

Well said. You know, I want to share a couple of comments here on this side, you know, Lena, and we couldn't get all the comments and questions, but she was asking this question about, you know, do you consider hiring people with a career break on a case to case basis? It's a great question. I think in this, in this 11 second scan of a resume, of course, we're not talking for John gold solutions or Milwaukee tool, just my commentary here. You know, I think these 11 seconds per resume, you can miss excellent talent to Lena's point that they may have had a career break or they may have, you know, had to change or, or, uh, maybe caught up in a, in a reduction force or something. You can miss excellent people if you don't really, you kind of open the blinders off a little bit. Uh, Greg, would you agree?

Greg White ([53:48](#)):

Yeah, I think, I think if, if your gap in, in employment aligns with in any way with the lockdown, I think any company that you would want to work for is going to accommodate that. And I would argue Scott, that accompany that scans like you just described is not a company you really want to work for, unless you just want a production job, right? Just a job. Wilson,

Scott Luton ([54:13](#)):

Rhonda, enjoy the show. Appreciate that Rhonda Peter says, Hey, Brad, reach out to vets to industry. They always have folks in need transitioning to the civilian working world from the military. That's a great call out, Peter. Thank you very much. There. Uh, Paula says transferable skills slash knowledge reaches across multiple industries. Agreed. Hey, in the air capital of the world. You're right. Value-driven solution mixes, best of both business and technical knowledge. I know you're going to break that out just for you. That's right. Shandin. I think it is. I apologize if I got that wrong. Thanks so much for sharing valuable information. Appreciate that cow. Awesome guests. I agree with you, Brad and Laura, they should go and this should take it on the, on the road,

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

A traveling show.

Scott Luton ([55:02](#)):

That's right, Victor, Victor really appreciate that. It's good to connect on LinkedIn earlier. Appreciate your questions, comments here, and then finally amid, uh, thank you all so much for your time, including all the inputs during this great in-depth conversation, highly experienced professionals. I agree with you, man. I'm talking about everyone else here. Much love and respect from Canada. Thank you all. Hey, we're with you. Uh, I'm Matt. I really appreciate you sharing. Yeah. All right. So great show jam pack show. I think, I think this, the replay of this, it will drop in, in our, uh, global podcast channels, uh, much like this is gonna, it's gonna resonate. You know, you get the sense, not just of, um, the savviness and the been there, done that. And as you called out Greg, the way Brad just talks about this, this, this, yes. And it was like,

Greg White ([55:51](#)):

Our growth is 20% a year. It

Scott Luton ([55:52](#)):

W it was, you know, it was the operate just to operational confidence. It, uh, from that this conversation and from the relationship and from both Laura and Brad, it really does stick out it emanates. So that was really interesting about that.

Greg White ([56:08](#)):

They were very good organization and they clearly become very efficient that you can tell that organizations that grow fast, they have to get efficient and they get to that prescriptive solution methodology because they have to, you just can't, you just manually adapt

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

To 20% growth every single year. Agreed, agreed. Great story. I really enjoyed bruh. Uh, Brad and Laura and y'all connect with them. We've got links again and show notes. Uh, we've got their, um, uh, LinkedIn profiles there. I'm sure there's so much more. We couldn't get to here today. We've enjoyed in the, in the planning calls and we look forward to reconnecting with them both soon. They own that note. If you enjoy this conversation, be sure to check us out@supplychainnow.com. We can find a lot more information just like this, and be sure by the way, uh, y'all check out. We'll have to find the link I should have asked, uh, Amanda and clay earlier. Gotta find that scholarship link with John about got solutions. I mean, talk about giving forward, which we always close with. That's a great, great example. So I'm going to, I'm going to connect with Brad right after I do a little shopping on their site.

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

Oh gosh. I told you to be ready. Well, thanks so much, Greg pleasure to do it with you. Uh, thanks so much all the comments we couldn't get to, but really appreciate the community showing up as always and bringing in it so consistent. And, and clay just drop the, uh, John Galt scholarship link in the comments. Appreciate that. Hey, everyone have a wonderful afternoon on behalf of our entire team here at supply chain out Scotland and signing off two. Good give forward. Be the change that's needed on that. And it was the next time here on supply chain. Now,