



SCLA

Supply Chain Leaders In Action Conference Journal

Volume 26 – 2024

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SCLA 2024: Supply Chain Reimagined for Optimal Performance

**Global Sourcing
Complexity in
HighGear**

**The Ever-Expanding
Role of the Supply
Chain Executive**

**Using Agility to
Bend – Without
Breaking – Our
Supply Chains**

**Establishing
Healthy
Boundaries for
Resilient
Leadership**

**Navigating New
Realities after
Covid**

**2024 Circle of
Excellence Winner
Sustainability
Done Right**

**The Supply Chain
Leaders in Action
(SCLA) Legacy Award**

**AI in the Supply
Chain: Navigating
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**Enhancing Supply
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Supply Chain Leaders in Action Journal



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SCLA 2024: Reimagining the Supply Chain for Optimal Performance

In this edition of the SCLA Journal, intertwined with insights from the 2024 Supply Chain Leaders in Action executive forum, we embark on a comprehensive journey through a diverse range of topics unified under the theme "Supply Chain Re-imagined for Optimal Performance". From navigating the intricate landscape of global sourcing amid geopolitical tensions to tackling emerging conflicts, we delve deep into the evolving roles and responsibilities of supply chain executives in reshaping operational paradigms.

Emphasizing the imperative of agility within supply chain operations and the criticality of establishing resilient leadership boundaries in this redefined landscape, we underscore the essence of adaptability and foresight. Furthermore, we explore strategies for navigating new realities and fostering innovation in supply chain management, spotlighting sustainable practices and innovations showcased by Ferguson, the 2024 COE winner.

Additionally, we delve into the practical applications and potential of AI in the supply chain, while also providing an extensive guide to optimizing supply chain efficiency through software utilization. All these efforts converge towards our overarching mission of re-imagining the supply chain for optimal performance.

Moreover, this issue features the SCLA 2024 directory, offering insights into the compelling sessions and thought leadership presented at the annual June event, beginning on page 19.

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Re-Imagining the Supply Chain for Optimal Performance

This edition of the SCLA Journal covers a diverse range of topics unified under the theme "Supply Chain Re-imagined for Optimal Performance". As the world continues to evolve, the field of supply chain management remains a critical driver of business. The ever-changing landscape of global trade, technological advancements, and customer expectations continue to shape the way businesses operate and collaborate.

In this issue, we have a range of articles that feature and reflect the latest trends and insights in the supply chain industry. Our team of experts and thought leaders cover various aspects of supply chain management, providing valuable perspectives for our readers.

Many of the articles are tied to the sessions being presented at the SCLA 2024 event. Of note are articles such as "Global Sourcing Complexity in High Gear," which discusses geopolitical tensions and sourcing strategies, and "Using Agility to Bend Without Breaking Our Supply Chains," which explores strategic flexibility in supply chain operations.

Senior supply chain leaders are more challenged than ever, needing to foster supplier relationships, manage regulatory compliance, embrace technological innovations, and embody a strategic, holistic approach to meet stakeholder expectations.

Tools such as AI are becoming increasingly important in this landscape, as highlighted in article and super sessions on incorporating AI technology within supply chain management.

Other articles focus on enhancing supply chain efficiency, exploring the circular economy, and recognizing excellence within the industry. This year's Circle of Excellence Award winner is Ferguson, with Michael Jacobs, the SVP of Supply Chain and his team accepting the award. We're excited to present our annual Distinguished Service Award to Marcus Olsen, VP of strategy for Surplus City.

We extend our gratitude to the SCLA 2024 program chairs and education committee chair Shayne Wahlmeier, VP, Supply Chain Automation, Walmart, as well as all the exemplary executives who volunteered their time and talent to bring the SCLA 2024 program to fruition.

We hope this issue provides you with valuable information and inspires you to continue exploring ideas and strategies to optimize not just your business operations, but the way you think about business itself.

Amy Thorn
CEO & Editorial Director, DBM Journal

Global Sourcing Complexity in High Gear

By Walter Kemmsies, The Kemmsies Group, Ron Marotta, Yusen Logistics, Inc, Harry Haney, The Caltagirone Group

We thought sourcing decisions were difficult last year when we had the remnants of COVID plus Ukraine war in addition to the port labor negotiations on the west coast and some lingering tariff and geopolitical considerations. While COVID-related shortages have largely eased and a new West Coast ILWU contract is in place, the hangover includes the Ukraine war and tariffs. In addition, new this year there is a middle east war, trouble with both the Panama and Suez Canals, more geopolitical concerns, and port labor negotiations (with the ILA) on the east and gulf coasts. Let's look at each of these and explore what they mean for supply chains and how they may be mitigated.

Panama & Suez Canals

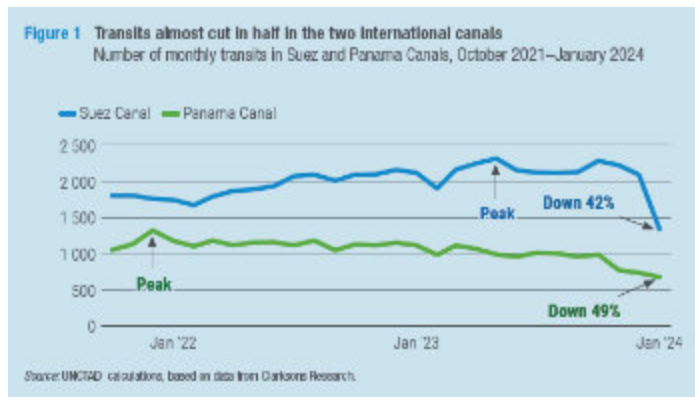
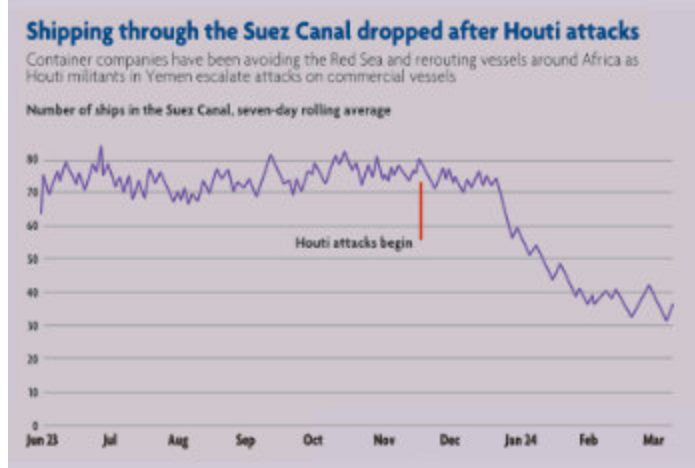
Droughts have resulted in lower water levels in the Panama Canal, impacting both the number and draft of ships that can go through. About 5% of global trade passed through the canal and the US accounts for almost three quarters of the volume. The restrictions, though, initially shifted some of the traffic to the Suez Canal. As a result, the war in the middle east, Suez Canal transits

have dropped precipitously, with most of the drop occurring since the beginning of 2024 (see first chart below).

Re-routing ships around these canals continues but at a greater expense of time, money, and emissions – both from longer transits and because sailing speeds are increasing to mitigate transit times to some extent. However, as of this writing it was reported that China and Russia may have an agreement with the Houthis not to target their ships in the Red Sea and to expand attacks to US, UK, and EU ships traveling around the Cape of Good Hope, introducing further risk. Air freight is another alternative, albeit an expensive one, even in “normal” times. Nevertheless, Asia and middle east air freight to Europe volumes were trending up this spring and spot prices along with it.

Geopolitics

In 2024 nearly half of the world's population will be eligible to vote in national elections – an unprecedented number. The outcomes will likely influence the level of protectionism that results. In the US specifically, a potential return to a Republican administra-



tion will likely lead to more / higher tariffs on imports.

As of this writing, there are on-going wars in Ukraine and the middle East...what if a third front opens in Southeast Asia? China has been constructing military bases on islands they have created in the South China Sea. Their displeasure over the outcome of Taiwan's elections earlier this year is no secret, just as their desire for greater influence over Taiwan is widely known.

China is also pushing the boundaries of the Philippines, with whom we have a mutual defense treaty. China is escalating patrols, bumping into and even using water cannons on Philippine ships in the South China Sea to resupply their outpost in the Second Thomas Shoal. Philippine President Marcos appears far more likely to invoke the mutual protection treaty than his pro-China predecessor.

North Korea has also strengthened ties with Russia and continues to look for their opportunity to utilize their military capabilities which have been quietly growing while global focus has been elsewhere.

Perhaps most alarming from a national security and potential supply chain disruption perspective is the discovery of sensors, remote monitoring, and communications equipment on Chinese-made cranes in use at about 80% of US Ports.

The largest potential disruption to supply chains and sourcing, and indeed, our everyday lives, would occur if world events necessitate US fiscal policy moving to a wartime footing. The impacts would likely be broad and deep as finite resources including capital, labor, energy, raw materials, and technology are prioritized toward defense. All of these inputs will cost more – if they are available at all. From a labor standpoint, the US Department of Defense has roughly 750,000 people on reserve. Not a huge number compared to the total US labor force of nearly 170 million, but what if your company or one of your suppliers has a significant number of them in key positions and they are called to active duty?

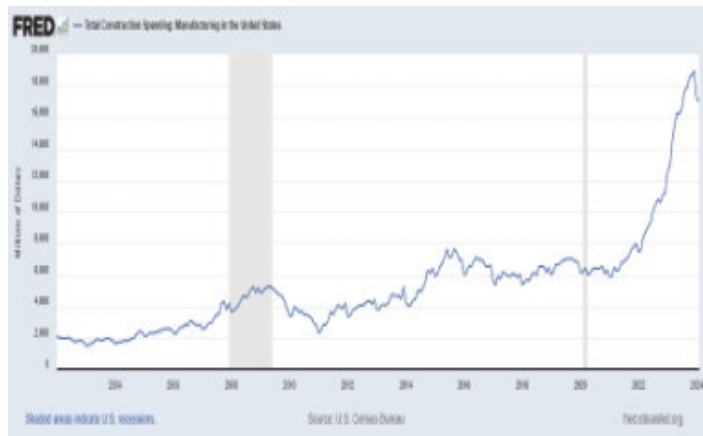
Such a shift would not be limited to the US alone – presumably our allies would undergo a similar transition. Tariffs become an even bigger wildcard. More restrictions on trade lanes would be expected...the current difficulty in the Suez Canal and Red Sea could be a preview of larger-scale disruption as the US military – long the Highway Patrol of the seas – are diverted.

Sourcing Shifts

The US Government has recently pushed through two significant pieces of legislation that are having a dramatic impact on our economy: the Inflation Reduction Act (IRA - \$891B) and the CHIPS and Science Act (\$350B). One outcome of this has been a significant increase in construction spending on manufacturing facilities.

So what is (or will be) being produced in these factories? A wide range of products including semiconductors, EV batteries, and some less likely examples: socks (FutureStitch in Oceanside, CA) and toys (Lego, Richmond VA). FutureStitch also manufactures in China and Turkey; the addition of Oceanside not only adds capacity but enables shorter cycle times being closer to the home market.

India is becoming an increasingly popular sourcing option. Apple plans to have about 25% of iPhones produced in China. Labor costs are actually lower in India than in China, but costs of transport are higher due to their infrastructure limitations. Labor union strength



also limits some work rules such as 12 hour workdays that employers want to see. Three years ago, Walmart announced plans to triple exports from India to about \$10 billion. Bicycles are one new category being sourced from India; the first receipts were in stores last holiday season.

Your new supplier Mexico? It could be they are your old supplier – perhaps from China - who has simply opened a new location in Mexico. In that case, you may have inadvertently added links and complexity instead of reducing it. China's direct investment in Mexico was \$232 million in 2021; a decade ago it was \$42 million. China's investment in Southeast Asia in 2022 was nearly \$19 billion – almost triple 2013.

East & Gulf Coast Port labor concerns

At the end of September 2024, the labor contract expires for some 70,000 workers operating 36 ports including three of the busiest five in the US. Concern over potential disruption is likely to see some volume shifted to west coast (and some already had once that labor contract was settled) and retailers will probably try to bring holiday inventory in a bit earlier.

Going forward, what can we do?

Now more than ever, successful sourcing requires long-term thinking and what might have been considered “conservative” is critical. Let's look at some specific actions, much of which fall into the bucket of “risk management.”

- Global shipping: diversify port usage. Depending on volumes and origin/destination locations, a “four corner” strategy may be indicated. Being able to shift imported cargo from West to East or vice versa is a critical option. Using ports in the north, south, east and west. What we saw in Baltimore with the Francis Scott Key Bridge is a vivid reminder to expect the unexpected. There are another 8 or so bridges in the US that have been identified as vulnerable to a Key Bridge type event – 5 of which are on the west coast.
- Suppliers: for suppliers of the most important components, knowing who they are, where they are located, who owns them, and who their suppliers are. Diversity – in both the suppliers and the geography should be carefully considered.
- COVID showed us that inventory is more valuable than we once thought. It's not just a question of having more of everything, it is considering the value of that product to your business and reputation and ensuring you have plenty of that which would do significant harm if you were out of it.
 - Multiple suppliers, multiple geographies
 - It's also important have real-time knowledge of where the inventory is, as in-transit delays and re-routing could significantly impact delivery dates.
- Environmental scanning - continual and careful monitoring of what is happening in regions where suppliers are based and along transit routes and adjust accordingly.

One positive of COVID was that it highlighted how innovative and persistent supply chain professionals can be in the face of unprecedented challenges. The very best operators navigate these obstacles successfully and in doing so, will deliver a significant advantage to their company. ■

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The most valuable aspects were the live presentations from leaders within supply chain management, and the Online Community, which prompted us to share our experiences and provide feedback and support to others. Engaging at that level reinforced key learnings from the classroom and facilitated their use in the workplace.

Ginelle Andrews

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- ▶ Learn new ways to work effectively with remote teams, and geographically and culturally diverse teammates.



The Ever-Expanding Role of the Supply Chain Executive

By Claudia Saran

The role of the Supply Chain executive has evolved significantly in recent years, with expectations reaching new heights. In today's globalized and interconnected business landscape, Supply Chain leaders are faced with a multitude of challenges and responsibilities.

Stakeholder expectations have continued to evolve and increase.

Suppliers: Supply Chain executives are expected to foster strong supplier relationships and collaboration, seeking out and leveraging cost-saving opportunities. They must also strive for increased visibility upstream, ensuring transparency and accountability throughout the supply chain.

Operations: Supply Chain executives are now tasked with applying more sophistication to planning and forecasting, to allow for more accurate predictions of demand, as well as visibility of end-to-end supply chain activities both downstream and upstream, including data on inventory availability, and

cost and capital investment detail. The drive for productivity improvements often sits squarely on the supply chain leaders' shoulders, as organizations strive to improve their return on assets.

Customers: Supply Chain executives play a vital role in maintaining market and brand image by ensuring product availability, assortment/variety, and excellent service. Meeting and exceeding customer expectations is essential for business success and growth, and today's Supply Chain executive is a key player in that effort. =

Shareholders: Supply Chain executives are accountable for delivering a target return on investment for all major capital spend and ensuring the security of assets by managing supply chain risk up and down the value chain. They must also safeguard the company's reputation by effectively managing the supply chain and the flow of goods.

Regulators: With increasing focus on sustainability, including carbon footprint and

fair workforce practices, Supply Chain executives must navigate complex regulatory landscapes. They are responsible for ensuring compliance and promoting circularity within the supply chain, gathering the data needed from trading partners throughout the network to accurately track key performance measures.

The scale of "the job" is expanding and increasing in complexity.

Today supply chain leaders must balance a broadening range of activities and more complexity than ever before. Adding to that complexity is the growing range of strategies and actions available to manage through supply chain challenges and disruptions: from traditional responses to leading-edge thinking incorporating AI, Gen-AI, robotics and automation. Some examples of the increasing responsibilities facing today's supply chain leaders include:

- **Designing for Total Cost of Ownership and Profitability:** Supply Chain executives must consider the total cost of ownership and profitability when designing supply chain strategies. This includes evaluating the cost implications of product design, transportation, and inventory management.
- **Optimizing Supplier Relationships & Material Costs:** Supply Chain executives must continuously evaluate and improve supplier relationships to optimize costs and enhance efficiency. They play a crucial role in negotiating favorable terms, managing supplier performance and accessing data required for visibility and reporting.
- **Enhancing the Customer Experience:** Supply Chain executives must collaborate with Sales and Marketing teams to enhance the overall customer experience. This involves ensuring product availability, timely delivery, and excellent customer service. In a recent Forbes article, Michael Jacobs, SVP of Supply Chain at Ferguson, describes in detail how his organization does just that, e.g. "Our sales and supply chain teams are well-aligned on the service levels that define customer success. We have seen improvements as we give our customers better access to more inventory, faster service levels...."
- **Sensing & Responding to Supply Chain Disruptions:** Supply Chain executives must be proactive in identifying potential



disruptions and developing strategies to mitigate their impact. This includes monitoring market trends, geopolitical risks, and natural disasters to ensure continuity of operations.

- **Supply Chain Risk Identification and Monitoring:** Supply Chain executives are responsible for identifying and managing risks throughout the end-to-end supply chain. This includes assessing supplier financial viability, geopolitical risks and other potential disruptions to ensure business continuity.
- **Distressed Supplier Intervention:** When suppliers face financial distress or operational challenges, Supply Chain executives must intervene to mitigate the impact on

the supply chain. This may involve finding alternative suppliers or providing support to distressed suppliers.

- **Geopolitical Risk Management and Strategy:** In an increasingly interconnected world, Supply Chain executives must navigate geopolitical risks and develop strategies to minimize their impact. This includes understanding trade policies, tariffs, and political instability to ensure supply chain resilience.
- **Sustainability and Regulatory Compliance & Reporting:** Supply Chain executives must lead sustainability initiatives, ensuring compliance with regulations and reporting requirements. This includes managing carbon footprint, promoting ethical sourcing,

and implementing circular economy practices.

The role of the Supply Chain executive has become increasingly complex and multifaceted. Meeting the expectations of various stakeholders and managing the expanding scale of the job requires a thoughtful, strategic and holistic approach. Supply Chain executives must possess an increasingly diverse skill set, including strong leadership skills, analytical capabilities, and the ability to confidently navigate regulatory complexities. By embracing and addressing these challenges, Supply Chain executives can drive operational excellence, enhance customer satisfaction, and contribute in very meaningful ways to the overall success of the organization. ■



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Using Agility to Bend Without Breaking Our Supply Chains

By Thomas Goldsby, Ph.D.

In the summer of 2019, researchers at the Advanced Supply Chain Collaborative (ASCC) at the University of Tennessee devised a list of topics to research intensively in the coming year. The topics ranged from developing and retaining supply chain talent to determining the business value of advanced technologies, like Blockchain and artificial intelligence. Nestled among the topics — and ultimately selected as one of the focal topics — was supply chain agility (SCA). Research on the subject had been undertaken at UT earlier in the 2010s, laying a foundation upon which new research and technologies could be applied to advance the prospect of becoming faster and nimbler in supply chain execution. It was also incumbent on supply chain leaders to be ready to adapt to the vagaries of the time, like back-and-forth tariffs between the US and its primary rival and global trading partner, China.

The research team assembled five companies to participate that varied considerably in the nature of their businesses; from consumer-packaged goods to industrial, chemicals, and automotive. Still, leaders at each of the five companies felt their organizations could benefit from becoming more adaptive to changing business circumstances. Just halfway through the one-year research project a global pandemic changed everything. At the flip of a switch, supply chain agility was no longer a luxury or a nice-to-have capability, but rather, had become essential for survival. After an initial period of uncertainty, demand surged for all five companies, yet their supply capacities were constrained. Recall, for instance, how difficult it was to staff normal operations during these chaotic times. The supply-demand balance was desperately out of sync and supply chain leaders sought urgent help to close the gap.

Going Back to our Roots

As noted, research on supply chain agility took place some years ago at the University of Tennessee and provided a foundation for the current analysis. SCA refers to a company's ability to quickly adjust tactics and operations

within its supply chain (Gligor et al. 2013). These words could mean any number of tactical or operational changes. Figure 1 illustrates a vast assortment of considerations that can help a company become faster and more flexible in its supply chain operations. Note that some actions are internal to the focal company, like integrated product design/manufacturing and flatter organizations for faster decision making, while others are external and call for the inculcation of suppliers, customers, and/or third-party logistics partners.

Conventional wisdom around supply chain agility suggests three steps to gain speed and agility: 1) simplify the supply chain (and shorten it, if possible); 2) move the decoupling point, where supply meets demand, upstream; and 3) listen for demand changes and react fast. Simpler supply chains are less inundated by complexity, but also have fewer points of vulnerability. While admirable, perhaps, this step is challenged by growing businesses that source from more suppliers across disparate locations in an effort to serve customers that are distributed across a broad geographic footprint.

The second step, moving the decoupling point upstream, means using the end-customers' demand signal to drive action in the

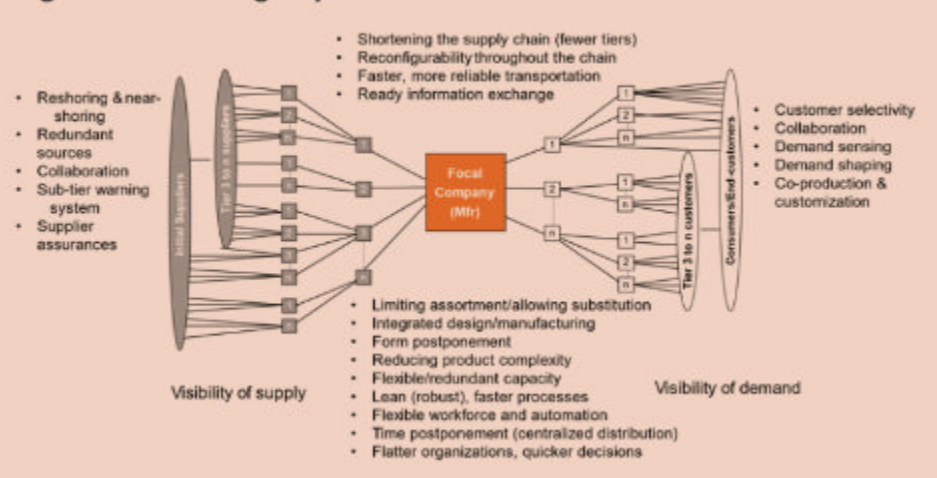
chain. Rather than relying on fallible forecasts to drive source-make-deliver actions, allow the demand of the end-customer to serve as the cue for action. Of course, to make that happen, the company must have highly responsive operations to ultimately deliver on commitments inside of the customer order lead time. Proponents of lean thinking embody this strategy by pre-positioning a limited supply of an assortment of goods on-hand for the customer and then rapidly replenishing these so-called "supermarket" levels of supply in regular installments at the pace of consumption (or kanbans). And, the final step of listening to those demand signals and acting quickly speaks for itself. This is where advanced technologies, like end-to-end visibility tools, supply chain control towers, and artificial intelligence (AI) are helping organizations to sense and respond.

Following this three-step recipe, though, is loaded with challenges. Commonly cited barriers to agility investments and actions include:

- Bureaucracy and functional silos
- Inflexibility in workforce and operations
- Legacy technologies, processes, and thinking
- Lack of senior leadership support and budget constraints
- Long and complex supply chains
- Low levels of supply chain integration
- Poor supply chain relations
- Static, long-term contracts
- Lack of alternative supply chain partners
- Limited supply chain influence
- Rules and regulations

We returned to the previous research of

Figure 1: The Agility Menu



Gligor and friends (2013) to determine what SCA could mean for participating companies at the turn of the decade. The earlier work identified five categories of agility that need to be activated to leverage the full potential of SCA. Table 1 lays out these categories with their associated descriptions. Further, we divided the five categories into two broad dimensions: cognitive and physical agility (think: brains vs. brawn). This distinction is important, particularly at the outset of pandemic, when it was impossible to achieve greater swiftness or flexibility in operations. There were immediate benefits, however, for those organizations that were adept at thinking faster and seizing the opportunities that a rapidly changing marketplace presented.

Table 1: Dimensions of Supply Chain Agility

Category	Definition	Agility Type
Alertness	Ability to quickly detect changes, opportunities and threats	Cognitive Agility
Accessibility	Ability to quickly access relevant data	
Decisiveness	Ability to make decisions quickly	
Swiftness	Ability to implement decisions quickly	Physical Agility
Flexibility	Ability to modify the range of tactics and	

Changing the Algebra

Algebra is the branch of mathematics that focuses on solving problems with a mix of known and unknown inputs, or variables. Business problems are often managed in a similarly algebraic fashion. We assume a host of fixed variables and then solve for the balance of the variables. For instance, customer service levels are defined (fixed) and we then solve for inventory and transportation. However, it is possible... and wise... to challenge the variables that are often considered to be “fixed” or, even, unchangeable, in supply chain settings. Increasingly, supply chain leaders are challenging assumptions around their supply chain configurations, business partners and their capabilities, internal operations and workforce, and, even, planning. They are changing the algebra in both incremental and radical ways.

Consider the case of a consumer goods company that witnessed an incredible surge in demand for their staple food products when it became clear to the masses that the pandemic was not a “flash in the pan” event

that would fade away after a week or two. Instead, we entered lockdowns that would incite households to stock up on everyday items, and especially shelf-stable food products. Eager to absorb as much opportunity as possible, supply chain leaders perused the agility menu for ways to gain capacity despite operational challenges, like COVID-testing protocols and social distancing. Also, some share of the workforce would test positive and be unavailable for a period of time. These work rules and provisions challenged many of the conventional forms of agility involving workforce flexibility. It was also difficult or impossible to convince suppliers and customers to pivot in their own right.

However, one major pivot that the company did manage was to convince retail cus-

sion making altered the algebra of meeting soaring demand with constrained supply capabilities.

For starters, demand was changing dramatically — almost daily. Monthly forecasts were not worth the spreadsheets and data bits they were made of, with sales reaching extraordinary heights. Supply chain planners were in the rut of monthly planning horizons that were loaded with contingencies. Despite the confusion of conducting remote work at the outset of pandemic, the planning horizons were cut in half to allow forecasts to be shorter (15 days vs. 30 days out) and operations were encouraged to be as responsive and reliable as possible. Decision support tools that had long been entertained were called into action: robotic process automation (RPA) to take the busywork out of routine administrative activities and AI-fueled control towers supported by end-to-end supply chain visibility tools. In essence, planners could start focusing on the snags that threatened to allow plans to meet demands — in near real-time. An exception basis allowed the constrained workforce to keep the operation supported and nimble to emergency action. Though the company took pride in its brawn to stand up to the test, it was the brains that paved the way for record sales and profits.

Bending Without Breaking – into the Future

Supply chain agility proved invaluable to companies in the throes of pandemic, but also in the back end of it as demand subsided in some cases and shifted in others. The ability to move with the market — and to shift the market, itself — remains a vital capability. In this way, agility serves as an affordable form of resilience. In fact, it can be more valuable than (mere) resilience that seeks to fend off negative hazards and risks and to absorb the repercussions when risk events do occur — for, agility not only avoids negative outcomes but enables an organization to seize positive ones. Succinctly, agility beats out resilience when growth opportunities are on the table.

In a world that is commonly regarded as VUCA (highly volatile, uncertain, complex, ambiguous), strategic decision makers have all the more incentive to be poised for downside risks and upside opportunities. We have come to accept that where there are market dynamics of this kind, one company’s stodgy risk position is another’s opportunity. Agility throughout the supply chain will continue to pay dividends to those willing to seek creative solutions — and, often, by altering the algebra involved. ■

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Supply Chain Women in Action Keynote and Luncheon & Breakfasts



Reception Area



Chair's Reception



General Information

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Registration Hours:

Monday, June 3rd - 1:00 PM to 8:30 PM
 Tuesday, June 4th - 7:00 AM to 5:00 PM (Registration will be located in the *PALMS GARDEN FOYER*)
 Wednesday, June 5th - 7:00 AM to 5:00 PM

General Session, Keynote Presentation, Breakfast and Lunch Location:

All general sessions and keynote presentations, breakfasts and lunches will be held in the *PALMS BALLROOM*.

Peer Group Sessions:

Continuous Process Improvement - Chip White, PhD, Georgia Tech: sessions held in *AZALEA*
Senior Executive - Tom Goldsby, PhD, University of Tennessee: sessions held in *ISLAND ROOM*
Supply Chain Management Processes - Michael Knemeyer, PhD, Ohio State University: sessions held in *CALOOSA B*
Supply Chain Management Strategy - Harry Haney, PhD, Academic: sessions held in *CALOOSA A*
Talent Management - Michelle Hammond, PhD, University of Oakland: sessions held in *PERIWINKLE*
Transportation Management - Terrance Pohlen, PhD, University of North Texas: sessions held in *GARDENIA A*

Social Functions & Committee Meetings:

Monday, June 3rd

2:00 PM to 3:00 PM – Newcomer’s reception: *GARDENS BALLROOM*
 6:15 PM to 7:00 PM - Peer group meet and greet: Locations vary. *See above*
 7:00 PM to 8:15 PM - Welcome reception: held in *GARDENS BALLROOM*.
 8:30 PM to 9:15 PM - Mandatory speaker meeting: held in *PALMS BALLROOM*

Tuesday, June 4th

7:00 AM to 7:45 AM – Breakfast: held in *PALMS BALLROOM*
 9:30 AM to 10:45 AM - Peer Groups: Locations vary. *See above*
 12:00 PM to 1:15 PM – Networking Lunch *PALMS BALLROOM*
 6:00 PM to 9:00 PM – Reception in *PALMS FOYER* followed by Circle of Excellence & Distinguished Service Awards Dinner held in *PALMS BALLROOM*

Wednesday, June 5th

7:00 AM to 8:00 AM - Education Committee meeting breakfast: held in *ISLAND ROOM*
 7:15 AM to 8:00 AM - Networking breakfast: held in *PALMS BALLROOM*
 11:00 AM to 12:00 PM - Peer Groups: *See above*.
 12:00 PM to 1:15 PM - Circle of Excellence Award Keynote Luncheon: held in *PALMS BALLROOM*
 4:30 PM to 5:30 PM - Closing Reception: held in *GARDENS BALLROOM*

Welcome Attendees



Dear Supply Chain Leaders,

Welcome to SCLA 2024: Supply Chain Reimagined for Optimal Performance!

The Education Committee has worked hard to make this year's conference the most dynamic to date. You can anticipate a rich diversity of speakers, daily networking opportunities with industry peers, interactive workshops, and comprehensive case studies. Our goal is for you to leave the conference feeling not only inspired and informed but also armed with valuable tools that you can implement in your respective organizations.

The event will commence on Monday, June 3rd, with a reception catered to first-time attendees. Following this, we will open the program with an impressive panel of executives who will share wisdom from their career journeys and discuss their rise to leadership positions.

Day 2 will unfold with an inspiring keynote speech by Mike Rayburn, addressing the innovative concept of reimagining the supply chain. Subsequently, you are invited to attend your preferred sessions and workshops, featuring intriguing topics such as network optimization, cost-saving tools, packaging innovation, robotics, and AI-powered forecasting. The day will culminate in a highly informative session on global sourcing, offering invaluable strategies for effective supply chain management.

Our final day features sessions that focus on enhancing your leadership influence, resilient leadership, and a practical perspective on AI. The grand finale will culminate with an exciting **Pitch Tank** competition, where pioneering companies will compete before a panel of expert judges.

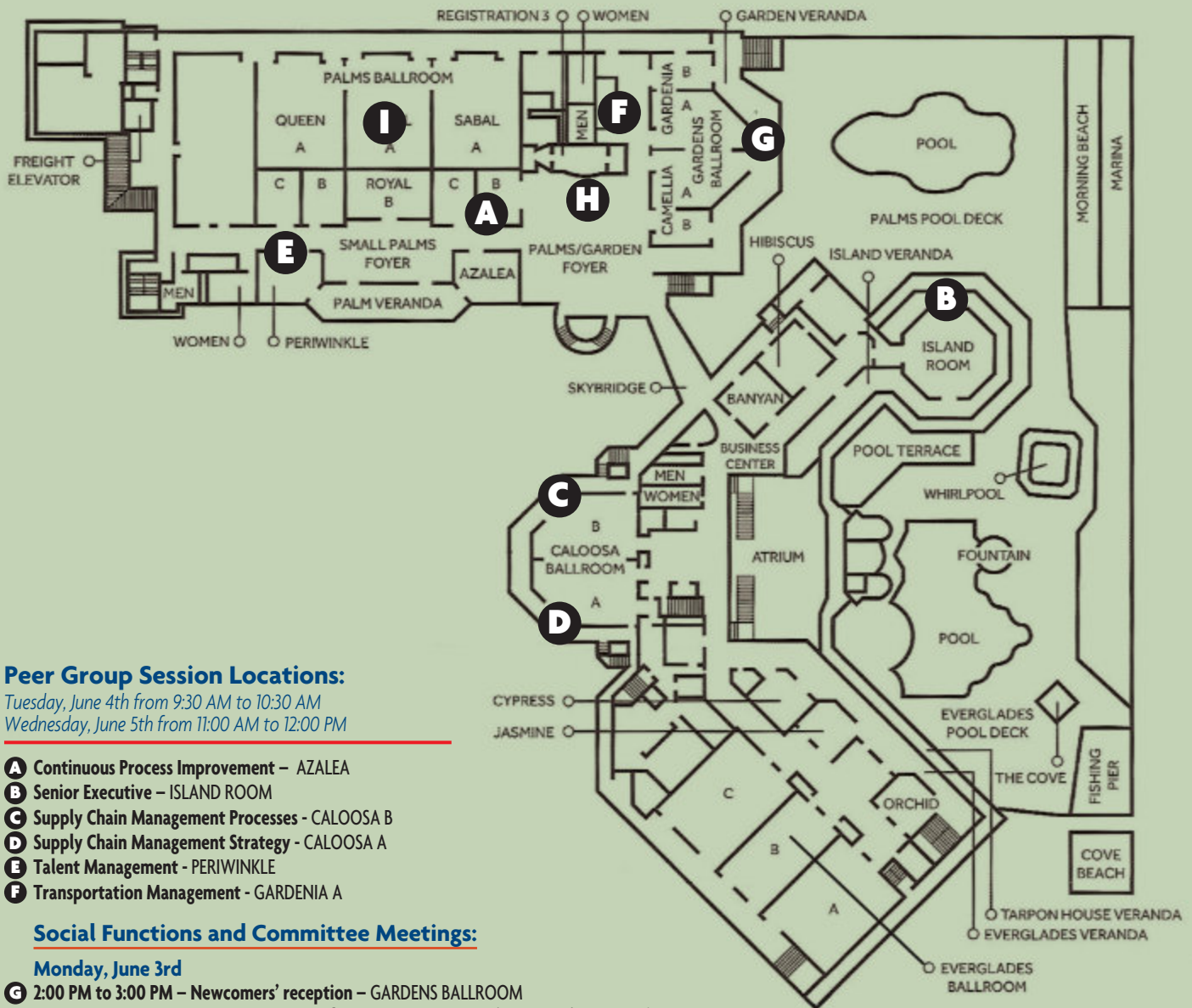
We are confident that this conference will offer valuable insights, networking opportunities, and the inspiration to reinvent your approach to supply chain. We encourage you to fully engage in the sessions, interact with your industry peers, and share your unique experiences and viewpoints.

Together, let's unlock the potential of supply chain and embrace the opportunities that lie ahead!

Warm regards,

Shayne Wahlmeier
2024 Education Committee Chair

Floor Plan & Layout



Peer Group Session Locations:

Tuesday, June 4th from 9:30 AM to 10:30 AM
Wednesday, June 5th from 11:00 AM to 12:00 PM

- A** Continuous Process Improvement – AZALEA
- B** Senior Executive – ISLAND ROOM
- C** Supply Chain Management Processes - CALOOSA B
- D** Supply Chain Management Strategy - CALOOSA A
- E** Talent Management - PERIWINKLE
- F** Transportation Management - GARDENIA A

Social Functions and Committee Meetings:

Monday, June 3rd

- G** 2:00 PM to 3:00 PM – Newcomers' reception – GARDENS BALLROOM
- 6:15 PM to 7:00 PM – Peer group meet and greet – Locations vary (see room designations)
- G** 7:00 PM to 8:15 PM – Welcome reception – GARDENS BALLROOM
- I** 8:30 PM to 9:15 PM – Mandatory speaker meeting – PALMS BALLROOM

Tuesday, June 4th

- I** 7:00 AM to 7:45 AM – Breakfast – PALMS BALLROOM
- 9:30 AM to 10:45 AM – Peer Groups – Locations vary. See above
- I** 12:00 PM to 1:15 PM – Networking Lunch – PALMS BALLROOM
- H I** 6:00 PM to 9:00 PM – Reception in PALMS FOYER (H) followed Circle of Excellence & Distinguished Service Awards Dinner – PALMS BALLROOM

Wednesday, June 5th

- B** 7:00 AM to 8:00 AM - Education Committee meeting breakfast – ISLAND ROOM
- I** 7:15 AM to 8:00 AM - Networking breakfast – PALMS BALLROOM (I)
- 11:00 AM to 12:00 PM - Peer Groups – Locations vary. See above
- I** 12:00 PM to 1:15 PM - Circle of Excellence Award Luncheon – PALMS BALLROOM
- G** 4:30 PM to 5:30 PM - Closing Reception – GARDENS BALLROOM



2024 SCLA Annual Executive Business Forum

Reimagining the Supply Chain for Optimal Performance

MONDAY, JUNE 3, 2024

1:00 pm – 8:30 pm	Registration – Palms Garden Foyer
2:00 pm – 3:00 pm	Newcomers' Reception – Gardens Ballroom
4:00 pm – 6:00 pm	Welcome, Program Overview – Gardens Ballroom Amy Thorn, CEO, SCLA Breaking Barriers in the C-Suite Narrative Moderator: Renee Ure COO & VP, Infrastructure Solution Group, Lenovo (former) Panelists: Julia Bedanova, COO, Million Dollar Baby, 2024 SCWA Chair Debi Gann, VP Business Development, Armada, 2023 SCWA Chair Jayne Franchino, Senior Operations & Transformation Executive Hannah Testani, CEO, Intelligent Audit Ro Seguin, CEO, Good 360, Calvin Crosslin, VP Chief Diversity Officer, Lenovo (Presented by the Supply Chain Women in Action committee)
6:15 pm – 7:00 pm	Peer Groups Meet and Greet Continuous Process Improvement – Azalea Senior Executive – Island Supply Chain Management Processes – Caloosa B Supply Chain Management Strategy – Caloosa A Talent Management – Periwinkle Transportation Management – Gardenia A
7:00 pm – 8:15 pm	Welcome Reception – Gardens Ballroom
8:30 pm – 9:15 pm	Mandatory Speaker Meeting – Palms Ballroom

TUESDAY, JUNE 4, 2024

7:00 am – 5:00 pm	Registration – Palms Garden Foyer
7:00 am – 7:45 am	Breakfast – Palms Ballroom
8:00 am – 8:15 am	Welcome: Amy Thorn, CEO, SCLA Introductions: Marcus Olsen, VP, Strategy, Surplus City, 2024 SCLA Executive Committee Chair Opening Remarks & Program Overview: Shayne Wahlmeier, VP, Supply Chain Automation, Walmart, 2024 SCLA Education Committee Chair
8:15 am – 9:15 am	Keynote: Reimagining Supply Chain Using the Question, 'What If? – Palms Ballroom Mike Rayburn, CPAE, CSP
9:15 am – 9:30 am	Break
9:30 am – 10:45 am	Peer Groups Continuous Process Improvement – Azalea Senior Executive – Island Supply Chain Management Processes – Caloosa B Supply Chain Management Strategy – Caloosa A Talent Management – Periwinkle Transportation Management – Gardenia A
10:45 am – 11:00 am	Break

TUESDAY, JUNE 4, 2024

11:00 am – 12:00 pm	Elevating Your Supply Chain Excellence to the Next Level – Palms Ballroom Moderator: Tom Goldsby, PhD, Chair in Logistics, Univ. of Tennessee Panelists: Chris Jones, EVP, Solutions and Services, Descartes Systems Ben Massie, VP, Global Supply Chain, Servers & Storage, Lenovo Sherbella Glasper, NA Supply Planning Operation Capability Sr Director, Procter & Gamble	Innovation in Your Supply Chain – Queen A Moderator: Steve Larsen, VP, Global Strategic Partnerships and Customer Solutions Packsize International Panelists: Mark Hager, VP, Ferguson Enterprises Vik Gopalakrishnan, VP Supply Chain Engineering, Walmart
12:00 pm – 1:30 pm	Networking Lunch	
1:00 pm – 2:00 pm	Optimized Operations: Capacity and Network Efficiency – Palms Ballroom Moderator: Todd Steffen, EVP Supply Chain & Real Estate Advisory, Colliers International Panelists: Bruce Dzinski, Director of International Transportation, Party City (former) Andy Kettlewell, Group VP of Inventory & Analytics, Walgreens Jenna David, Ferguson	Navigating the Robotic Landscape – Queen A Moderator: Shayne Wahlmeier, VP, Supply Chain Automation, Walmart Panelists: Frank Smigelski, SVP, Distribution & Logistics, CROCS Dustin Greer, Group Director - Ambient Innovation & Automation, Walmart
2:00 pm – 2:15 pm	Break	
2:15 pm – 3:00 pm	Supply Chain Predictions Unleashed – Master Your First Prediction in 20 Minutes (Computers required, but NO CODE!) – Palms Ballroom Presenter: Sara Hoormann, Head of GTM, Lyric **Session Alert**: For maximum benefit, attendees participating in this session should bring their laptop computers.	Tools and Methods on How to Save Costs in a Changing Dynamic Environment – Queen A Moderator: Don Klock, Ph.D., Rutgers University Panelists: Phil Bolger, Director of Transportation, Sony Electronics Steve Holic, CEO, Holic Supply Chain Solutions
3:00 pm – 3:15 pm	Break	
3:15 pm – 4:45 pm	Global Sourcing Success Unveiled – Palms Ballroom Moderator: Ron Marotta, Vice President, Yusen Logistics Presenters: Admiral Mark Heinrich, Rear Admiral, US Navy, Retired Admiral Tom Marotta, US Naval Forces Panelists: John Hickey, SVP Customer Supply Chain and Logistics, Acme United Kyle Carlyle, VP of Sourcing, Walmart Steve Mensch, SVP Global Supply Chain, Toshiba	
4:45 pm – 5:00 pm	Wrap-Up and Closing Remarks – Palms Ballroom	
6:00 pm – 9:00 pm	Cocktail Reception followed by Circle of Excellence and Distinguished Service Awards Dinner – Palms Ballroom	

WEDNESDAY, JUNE 5, 2024

7:00 am – 5:00 pm	Registration – Palms Garden Foyer
7:00 am – 8:00 am	Education Committee Meeting – Island
7:15 am – 8:00 am	Breakfast – Palms Ballroom
8:15 am – 8:30 am	Opening Remarks – Palms Ballroom Amy Thorn, CEO, SCLA Shayne Wahlmeier, VP, Supply Chain Automation, Walmart 2024 SCLA Education Committee Chair

WEDNESDAY, JUNE 5, 2024

8:30 am – 9:30 am	Playing to Win: How to Accelerate C-suite Influence and Elevate Your Team – Palms Ballroom Moderator: Claudia Saran, Principal Partner, KPMG Panelists: Renee Ure, COO & VP, Infrastructure Solution Group, Lenovo (former) Raina Avalon, EVP, Logistics, TJX Michael Jacobs, SVP, Supply Chain, Ferguson Enterprises Ammie McAsey, SVP, Distribution Operations, McKesson Amy Rardin, Digital Director, E2E Leader, Procter & Gamble
9:30 am – 9:45 am	Break
9:45 am – 10:45 am	Resilient Leadership: Establishing Boundaries to Drive Success! – Queen A Moderator: Kate Gerdes, Sr. Director Integrated Supply Chain and ECO Strategy Leader, Philips Panelists: Steven Larsen, VP, GSP & Customer Solutions, Packsize International Molly Pipkin, Strategy and Transformation Leader, Philips Amy Rardin, Sr. Director Global Supply Chain, Procter & Gamble Michelle Hammond, Leadership Development Specialist, Academic
10:45 am – 11:00 am	Break
11:00am – 12:00 pm	Peer Groups Continuous Process Improvement – Azalea Senior Executive – Island Supply Chain Management Processes – Caloosa B Supply Chain Management Strategy – Caloosa A Talent Management – Periwinkle Transportation Management – Gardenia A
12:00 pm – 1:15 pm	Circle of Excellence Luncheon – Palms Ballroom Speaker: Denise Vaughn, Vice President of ESG, Ferguson Enterprises
1:30 pm – 2:30 pm	AI – Hype vs Reality – Palms Ballroom Moderator: Chris Jones, EVP, Solutions and Services, Descartes Systems Panelists: Julia Bedanova, COO, Million Dollar Baby Ryan Hutcherson, SVP Supply Chain, Georgia Pacific Steve Mensch, SVP Global Supply Chain, Toshiba Global Heidi Benko, VP Product Marketing & Strategy, Infor GT Nexus
2:30 pm – 2:45 pm	Break
2:45 pm – 4:00 pm	Pitch Tank – Palms Ballroom Judges: Michael Jacobs, SVP, Supply Chain, Ferguson Enterprises Karoline Dygas, VP, Strategic Sourcing & Procurement-CPO, Nordstrom Renee Ure COO & VP, Infrastructure Solution Group, Lenovo (former) Shayne Wahlmeier, VP, Supply Chain Automation, Walmart Fotini Petroula, VP, Supply Chain Global Manufacturing & Execution, IBM Marcus Olsen, VP, Strategy, Surplus City, 2024 SCLA Executive Committee Chair
4:00 pm – 4:15 pm	Wrap-Up and Closing Ceremony – Palms Ballroom Amy Thorn, CEO, SCLA Marcus Olsen, VP, Strategy, Surplus City, 2024 SCLA Executive Committee Chair Shayne Wahlmeier, VP, Supply Chain Automation, Walmart 2024 SCLA Education Committee Chair
4:30 pm – 5:30 pm	Closing Reception – Palms Ballroom



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Deepak Iyengar
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Million Dollar Baby Co.
Chief Operations Officer

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Starbucks Coffee
VP, Global Supply Chain Strategy & Deployment

Raina Avalon

TJX Companies
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Sherbella Glasper

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GAINS, a supply chain performance optimization company, strives to help companies fulfill their customer's promises. Our first-in-class platform transcends traditional silos of ERP, supply chain planning, and network design, enabling integrated, smarter, faster, and composable decisions across the time to plan horizons from strategic design to order execution. Specifically designed to manage volatility, uncertainty, complexity, and ambiguity (VUCA), GAINS helps companies focus on prioritizing the right decisions at the right time at the right speed and scale to optimize supply chain performance, improve profits, and boost customer confidence.

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Tel: (646) 336-1700
www.infor.com/scm
Infor Nexus™ is the leading end-to-end global supply chain platform, helping companies achieve unmatched visibility for over 20 years. Infor Nexus connects a network of brands, retailers, manufacturers, suppliers, logistics providers, and banks on a single-instance network platform to orchestrate global supply chain processes seamlessly from source to delivery and payment. Companies streamline their operations, eliminating inefficiencies and waste while gaining data-driven insights and optimizing the flow of capital for improved agility, resilience, and sustainability.

Intelligent Audit

Hannah Testani, CEO
Tel: (201) 880-1110
www.intelligentaudit.com
Intelligent Audit, founded in 1996, is a leader in supply chain optimization, blending freight audit, recovery, and advanced analytics to drive data-driven decision-making. Utilizing machine learning and business intelligence, we streamline operations, ensuring cost efficiency and operational excellence across carriers globally. Our proprietary technology, offering over 750 customizable reports, empowers businesses to confidently tackle market volatilities, enhancing logistics and shipping effectiveness. Recognized as a WBENC-certified diversity supplier and a Logistics Disruptor by McKinsey & Co., and with our CEO honored as an EY Entrepreneur of the Year, we cater to a diverse client base, from Fortune 10 giants to small enterprises. Our significant impact is demonstrated by auditing over 1.1 billion shipments for more than 2,900 clients, affirming our pivotal role in their strategic supply chain achievements.

Lyric

Sara Hoormann
Head of GTM
phone: +1 8145710461
sara@lyric.tech
www.lyric.tech
Lyric is the world's first composable Decision Intelligence platform designed to empower businesses to create advanced decision intelligence products for managing their supply chains efficiently. Lyric Studio is at the heart of our offering, enabling both business and data science teams to rapidly develop and deploy sophisticated

supply chain models. With a user-friendly interface, business users can leverage a catalog of pre-built algorithms and templates to craft complex applications effortlessly, while technical users have the flexibility to develop custom algorithms and integrate them seamlessly into their workflows.

Miebach Consulting Inc.

Nick Banich, Chief Revenue Officer – North America
151 N Delaware, Suite 800
Indianapolis, IN 46204
Tel: 317-294-2666
cjones@descartes.com
www.miebach.com
Miebach is one of the most globally recognized supply chain consulting, engineering and advisory firms. Our support can be holistic or focused specifically on strategies, processes, systems, or equipment. Our experts design and implement best in class solutions for our customers to achieve supply chain excellence and sustainable competitive advantages. We focus on cost and service, as well as flexible and reliable processes supported by an ideal level of automation to achieve maximum customer ROI. Our aim is to leverage our hyper-focused experts to collaboratively deliver step-change improvements and innovation strategically, tactically, and digitally.

Nulogy

Christine Barnhart, VP of Product Marketing & Go-to-Market
Tel: 812-499-0740
christineb@nulogy.com
Nulogy, a leading supplier of digital supply chain solutions, enables fast-moving consumer goods companies and their supplier communities to collaborate on a multi-enterprise platform in order to deliver with excellence to an ever-changing consumer market. Nulogy's cloud-based platform optimizes upstream supply ecosystems composed of brand manufacturers, contract manufacturers and packagers, third party logistics providers, raw material and packaging suppliers to accelerate supply chain responsiveness and collaborate at the speed of today's market.

One Rail

Bill Catania, Founder & CEO
Orlando, FL, 32819
www.OneRail.com
OneRail is a final mile delivery orchestration platform providing real-time visibility, actionable data, and data-driven optimization capabilities for its enterprise clients.

OneRail's cloud-based "delivery switch" simplifies same-day and on-demand delivery execution by connecting the demand signal (POS, eCommerce, ERP) with an ecosystem of delivery networks and internal fleets, in real-time. The result of OneRail's centralized view of disparate final mile data enables data-driven optimization, positively impacting the dependability, speed, and cost of final mile fulfillment.

Onward

Grafton Elliot, CEO
Denver, CO
Tel: (720)%20663-8315
www.onwarddelivery.com
Onward is a final mile big and bulky marketplace. By aggregating the route data of moving and delivery companies, Onward matches loads to box trucks with open space to improve capacity utilization and reduce empty miles while giving shippers the quality, capacity, and reach of multiple fleets across the market. With service from curbside to white glove, coverage of 100% of zip codes in the lower 48 states and a damage rate of <2%, Onward unlocks a comprehensive and agile final mile solution for retailers, freight forwarders, and manufacturers alike.

Tecsys

Adam Polka
Senior Director of Communications
www.tecsys.com
Tecsys is a global provider of cloud-based supply chain solutions that equip the borderless enterprise for growth and competitive advantage. Serving healthcare, distribution and converging commerce industries, and spanning multiple complex, regulated and high-volume markets, Tecsys delivers dynamic and powerful solutions for warehouse management, distribution and transportation management, supply management at point of use, retail order management and fulfillment, as well as complete financial management and analytics solutions. Tecsys' solutions are built on the Itopia® low-code application platform, which provides organizations the flexibility to customize their systems according to their evolving business needs. This extensible cloud-based supply chain framework connects inventory, warehouse and distribution operations, unlocking critical data insights and control across the supply chain. Tecsys is publicly traded on the Toronto Stock Exchange under the ticker symbol TCS. For more about Tecsys and its solutions, please visit www.tecsys.com.

Session Abstracts

Monday, June 3

4:00 p.m. - 6:00 p.m.

Session Title: Breaking Barriers in the C-Suite Narrative

Moderators:

Renee Ure, COO & VP, Infrastructure Solution Group, Lenovo (Former)

Panelists:

Julia Bedanova, COO, Million Dollar Baby, 2024 SCWA Chair
Calvin Crosslin, VP Chief Diversity Officer, Lenovo
Jayne Franchino, Senior Operations & Transformation Executive
Debi Gann, VP Business Development, Armada, 2023 SCWA Chair
Ro Sequin, CEO, Good 360
Hannah Testani, CEO, Intelligent Audit

Session description:

In the evolving corporate landscape, attaining a position in the C-suite is not confined to gender considerations. The spotlight is shifting towards individuals who embody leadership, strategic thinking, and a proven ability to deliver tangible results. Emphasizing worthiness for the C-suite transcends gender dynamics, focusing instead on the universal qualities that set professionals apart in the competitive business world. Success in the executive realm is intricately tied to qualities such as vision, adaptability, and a commitment to driving meaningful change. By highlighting these attributes, we reshape the narrative, underscoring the broader qualifications that position individuals as formidable contenders for top leadership roles.

Key takeaways will be:

- Navigating Beyond Gender Norms for Universal Leadership: Overcoming industry-specific challenges involves spotlighting leadership excellence, with a strategic focus on establishing universal credibility in the workplace.
- Empowering Distinction and Visionary Leadership in a Competitive Landscape: Empowerment lies in individuals distinguishing themselves within a competitive environment by redirecting focus towards proven abilities fostering professional distinction. A focus on fostering innovation, anticipating industry trends and driving transformation initiatives positions leaders for success.
- Soft Skills Universality in Effective Leadership or Shaping a New Leadership Narrative: Recognizing the universal significance of softer skills is essential for effective leadership, playing a pivotal role in navigating challenges, building credibility, and enhancing visibility across diverse professional contexts.

- Driving Meaningful Change and Adapting to Change - A Cornerstone of Executive Excellence: Leadership goes far beyond individual success and extends to the positive impact one can make on an organization and society. The ability to adapt to change in a rapidly changing landscape is a hallmark of successful C-Suite executives.

Tuesday, June 4th

8:15 a.m. – 9:15 a.m.

Keynote Session: Reimagining Supply Chain Using the Question, 'What If?'

Speaker:

Mike Rayburn

Session description:

Every major invention, accomplishment and victory in human history began with the simple, almost childlike curiosity of a "What If...?" question - "What if we could? I know we can't, but what if we could?" International keynote artist, Mike Rayburn, will share three simple, powerful tools which took him from playing empty bars, to headlining Carnegie Hall (eight times!). They work for anyone. And everyone. Always.

11:00 a.m. – 12:00 p.m.

Session Title: Elevating Your Supply Chain Excellence to Next Level

Moderator:

Tom Goldsby, Ph.D, Haslam Chair of Logistics, University of Tennessee

Panelists:

Chris Jones, EVP, Solutions and Services, Descartes Systems
Ben Massie, VP, Global Supply Chain, Servers & Storage, Lenovo
Sherbella Glasper, NA Supply Planning Operation Capability Sr Director, Procter & Gamble

Session description:

Beyond Basics: Elevating Supply Chain Excellence to the Next level. Arguably, no other business function comes close to having the impact potential on the business, its customers, and other stakeholders. Yet, what more might we ask of our supply chains? This session explores the game-changing value-creation opportunities in supply chain excellence, featuring cases that go beyond the basics and leverage the greater potential to create real value for the business, supply chain and beyond. We embrace productivity gains but also elevated forms of agility, innovation,

and admiration in the next-generation of supply chain management.

Key takeaways will be:

- Strategic Positioning: Leverage post-Covid momentum to turn supply chains into a strategic advantage.
- Customer-Centric Focus: Emphasize service, brand, and shopping experience for long-term success.
- Comprehensive Business Impact: Link supply chain changes to Productivity, Agility, Innovation, and Reputation (PAIR) for broader business success.

11:00 a.m. – 12:00 p.m.

Session Title: Innovation in Your Supply Chain

Moderator:

Steve Larsen, VP, Global Strategic Partners & Customer Solutions, Packsize International

Panelists:

Jenna David, Ferguson Enterprises
Mark Hager, VP, Ferguson Enterprises
Vik Gopalakrishnan, VP Supply Chain Engineering, Walmart

Session description:

Using the Walmart next-gen fulfillment center as a model, this session will explore innovation engineering and selecting the right partner to achieve long term innovation goals. The session will focus on diving deeper into how initiatives like right size packaging can serve as a good starting point to get started in balancing innovation initiatives on sustainability, labor reduction, and cost and influence end to end design thinking. From there we will discuss how the innovation continues to evolve into new products, markets, and segments when partnership is balanced.

1:15 p.m. – 2:00 p.m. Navigating the Robotic Landscape

Moderators

Shayne Wahlmeier, VP, Supply Chain Automation, Walmart

Panelists:

Frank Smigelski, SVP, Distribution and Logistics, CROCS
Dustin Greer, Group Director - Ambient Innovation & Automation, Walmart
Kelly Myer, Senior Director, Procter & Gamble

Session description:

Join us for a compelling robotic session featuring Shayne Wahlmeier VP, US, Innovation and Automation at Walmart, and Frank Smigelski, SVP, Distribution and Logistics at Crocs. This session will





feature case studies exploring real examples of automation projects from ideation through operationalization. speakers will shed light on the challenges faced by companies venturing into the world of robotics and automation, such as the scarcity of automation talent and the challenges surrounding implementation and ramp up. Highlighting key business areas, the discussion will revolve around Walmart's non-temperature-controlled robotics in the grocery sector and Crocs' direct-to-consumer fulfillment center, providing valuable insights into the pros and cons of embracing automation solutions. Don't miss this opportunity to gain practical knowledge from industry leaders at the forefront of the robotic revolution.

Key takeaways will be:

- Gain insights into challenges and successes in implementing robotics.
- Stay ahead in automation trends with practical knowledge from industry experts.

1:15 p.m. – 2:00 p.m. Session Title: Optimized Operations: Capacity and Network Efficiency

Moderator:

Todd Steffen, EVP Supply Chain & Real Estate Advisory, Colliers International

Panelists:

Jenna David, Director Supply Chain Strategy, Ferguson Enterprises

Bruce Dzinski, Director of International Transportation, Party City

Andy Kettlewell, Group VP of Inventory & Analytics, Walgreens

Frank Smigelski, SVP, Distribution & Logistics, CROC

Session description:

Discover the future of Supply Chain Capacity and Location Planning in this session. Explore the impact of a Total Cost of Ownership (TCO) model for a targeted financial impact assessment spanning 5 and 10 years.

Navigate Warehouse Network Consolidation & Rationalization Modeling to identify optimal US consolidation points, maximizing cost and service efficiency.

Experience the power of a cloud-native solution revolutionizing supply chains. Balance financial performance, service levels, and risk through features like network design and M&A analysis.

Key takeaways will be:

- Robust TCO modeling enables precise financial impact assessment.
- Strategic warehouse consolidation optimizes regional cost and service efficiency.

2:15 p.m. – 3:00 p.m.

Session Title: Supply Chain Predictions Unleashed – Master Your First Prediction in 20 Minutes (Computer required, but no code!)

Speaker:

Sara Hoormann, Head of GTM at Lyric

Session description:

In today's world, we are surrounded by predictions. From Siri's suggestions to your email's autocomplete functionality. They make our lives easier through automation and/or better informing the decisions we make. But what about your Supply Chain? While we invest time into predicting Demand (Forecasting), we often overlook many other vital predictions that can greatly enhance our decision-making, such as order ETAs, load/unload times, and stockouts. The good news is that predictions have never been more accessible, thanks to machine learning and AI platforms. Join our session where you will roll up your sleeves and build your first prediction using best-in-class AI tools. We will demystify the world of predictions, helping you understand how they work and why it's essential to build and maintain a system of predictions within your own organization. Get ready to take the guesswork out of your supply chain and start taking advantage of predictions everywhere you can.

Key takeaways will be:

- Discover the components of a prediction problem, including identifying targets, selecting relevant features, test, training, and generating predictions, and measuring accuracy.
- Gain insight into the significance of feature creation and learn how feature catalogs can simplify and enhance this part of the process.
- Explore how integrating a system of predictions in your organization's supply chain decision products can deliver great value and significantly improve decisions overall. How supply chain strategies are changing to make inventory management more resilient and agile
- Reminder to bring your laptop!

2:15 p.m. – 3:00 p.m.

Session Title: Tools and Methods: How to Save Costs in a Changing Dynamic Environment

Moderator:

Don Klock, Ph.D., Rutgers University

Panelists:

Philip Bolger, Director of Transportation, Sony Electronics

Steve Holic, CEO, Holic Supply Chain Solutions

Session description:

We know that the world is constantly changing. Strategies and concepts to drive our business are in constant flux as supply and demand constraints continue to shift. Global and economic uncertainty have us all on edge and determining the strategic imperative has never been more difficult. We must stay in touch with the market to get the service and cost to beat the competition. So how do we do this and where do we spend our time and energy?

In this session, we will touch on 4 items that can be considered as tools and methods to drive cost savings in a dynamically changing environment:

1. Damage and loss prevention (insurance/claims management)
2. To Bid or not to bid (TOTAL COST OF A TENDER)
3. Perfect order: (The cost of non-quality)
4. Deploy visual management in your office and in your warehouse.

Key takeaways will be:

- High-level definition of each idea as well as, time and effort to bring to execution.
- Practical approach with tool and watch-outs

3:15 p.m. – 4:45 p.m.

Session Title: Global Sourcing Success Unveiled

Moderator:

Ron Marotta, Vice President, Yusen Logistics

Presenters:

Mark Heinrich, Rear Admiral, US Naval Forces

Admiral Tom Marotta, US Naval Forces

Panelists:

John Hickey, SVP Customer Supply Chain and Logistics, Acme United

Steven Mensch, SVP Global Supply Chain, Toshiba Global

Bruce Dzinski, Director of International Transportation, Party City (former)

Session description:

In today's interconnected and rapidly changing global market, businesses are increasingly turning to global sourcing to optimize their supply chains and remain competitive. While global sourcing presents numerous benefits, it also introduces a range of complex risks that must be effectively managed to ensure business continuity and sustainability. This session will delve into the critical interplay between global sourcing and risk management, highlighting key strategies and best practices for identifying, evaluating, and mitigating risks in the global sourcing process. Drawing on real-world case studies and industry insights,



the session will equip participants with a comprehensive understanding of the challenges and opportunities inherent in global sourcing, along with actionable frameworks for enhancing supply chain resilience and fostering long-term success in a dynamic and interconnected global marketplace.

Key takeaways will be:

- Importance of Effective Risk Management in Global Sourcing: Recognizing and managing risks in global sourcing is imperative for business continuity and sustainability.
- Strategies and Best Practices for Mitigating Risks: Gain practical insights and actionable frameworks through real-world case studies to successfully navigate and mitigate risks in global sourcing.
- Comprehensive Understanding of Challenges and Opportunities: Equip yourself with a holistic understanding of challenges and opportunities in global sourcing for long-term success in the interconnected global marketplace.

Wednesday, June 5th

8:30 a.m. – 9:30 a.m.

Session Title: Playing to Win: How to Accelerate C-suite Influence and Elevate Your Team

Moderator:

Claudia Saran, Principal Partner, KPMG

Panelists:

Raina Avalon, EVP, Logistics, TJX

Michael Jacobs, SVP, Supply Chain, Ferguson Enterprises

Ammie McAsey, SVP, Distribution Operations, McKesson
Amy Rardin, Sr. Director P&G Global Supply Chain, Procter & Gamble

Rene Ure, COO & VP, Infrastructure Solution Group, Lenovo (former)

Session description:

Corporate C-level executives have historically come from Sales, Marketing, and Finance backgrounds. These functional roles have long been considered essential for business growth as they require a strong understanding of products, customer needs, the competition, and business process.

Over the past few years, with the emergence of digital customer relationships coupled with the lasting impression of COVID disruptions; the world of business has evolved to:

- Acquiring companies for supply chain technology and network capabilities.
- Significant investments in network optimization and aggressive expansion.
- Purposeful differentiation through speed and strategic product availability.
- Supply Chain expertise being added to Board appointments.

- ESG is now firmly situated as a strategic imperative for the Fortune 500. Supply Chain continues to be a driver of company sustainability.

Supply chain innovation is now well situated as a strategic differentiator for company growth strategies and long-term relevance. With that, Supply Chain executives will now need new skill sets to influence cross-functional decision making and build consensus among C-level peers. For those supply chain leaders that can strategically blueprint and effectively meaningful change, opportunities now exist for C-level positions.

Key takeaways will be:

- Thinking differently around Supply Chain roles and skills needed for successful C-Suite leadership transition.
- New ways of thinking regarding professional EQ growth and business influence.
- Challenging the current Supply Chain goal mythology to be better aligned with business growth and customer satisfaction.

9:45 a.m. – 10:45 a.m.

Session Title: Resilient Leadership: Establishing Boundaries to Drive Success!

Moderator:

Kate Gerdes, Sr. Director Integrated Supply Chain and ECO Strategy Leader, Philips

Speaker:

Michelle Hammond, Leadership Development Specialist, Academic

Panelists:

Steve Larsen, VP, Global Strategic Partnerships & Customer Solutions, Packsize International

Molly Pipkin, Strategy and Transformation Leader - North American SC, Philips

Amy Rardin, Sr. Director P&G Global Supply Chain, Procter & Gamble

Session description:

This session provides practical insights into how to establish a balanced work-life dynamic and set boundaries to foster overall well-being in the workplace. Topics covered will be coping mechanisms, healthy behaviors, and boundary-setting strategies catered to busy executives. Key focus areas include promoting self-care, implementing mentorship initiatives, and advocating for the integration of research-backed practices to support emotional and psychological well-being. By emphasizing the significance of maintaining a holistic approach to work and personal life, the session aims to equip professionals with practical tools to navigate the demands of contemporary work environments effectively.

Key takeaways will be:

- Mentoring and leadership in the workplace
- Coping mechanisms and healthy behaviors
- Setting boundaries for busy executives

1:30 p.m. – 2:30 p.m.

Session Title: AI – Hype vs. Reality

Moderator:

Chris Jones, EVP, Solutions and Services, Descartes Systems

Panelists:

Heidi Benko, VP Product Marketing & Strategy, Infor GT Nexus

Julia Bedanova, COO, Million Dollar Baby

Ryan Hutcherson, SVP Supply Chain, Georgia Pacific

Steve Mensch, SVP, Global Supply Chain, Toshiba

Session description:

The ChatGPT announcements on November 30, 2022, sparked a wave of media coverage and hype talking about how the Terminator is coming. In contrast to previous technological hype cycles like Blockchain or 5G, AI stands out with its widespread adoption of specific capabilities and extensive experimentation to understand the optimal use of AI. As the younger generation increasingly integrates AI into their daily lives, we know the next generation of co-workers is going to be AI ready. This session will discuss how this transformative shift will impact the supply chain as AI adoption becomes more pervasive

Key takeaways will be:

- Compare and contrast generative AI vs other forms of AI
- Practical Supply Chain Case studies of AI since Oct 2022 announcements
- How to get started in your AI journey?• Coping mechanisms and healthy behaviors
- What are the right conditions for applying AI?
- How will AI be deployed by the supply chain technology community?
- Exploring the role AI will play in the workforce and how professionals can prepare to work alongside the AI capabilities.

2:45 p.m. – 4:15 p.m.

Pitch Tank Competition

Contestants:

- Butterfly ai
- Gather AI
- Fox Robotics
- Edray

Pitch Tank Judges:

Michael Jacobs, SVP, Supply Chain, Ferguson Enterprises

Karoline Dygas, VP, Strategic Sourcing & Procurement-CPO, Nordstrom

Renee Ure COO & VP, Infrastructure Solution Group, Lenovo (former)

Shayne Wahlmeier, VP, Supply Chain Automation, Walmart

Fotini Petroula, VP, Supply Chain Global Manufacturing & Execution, IBM

Marcus Olsen, VP, Strategy, Surplus City, 2024 SCLA Executive Committee Chair

2024 SCLA Program Speaker/Facilitator Biographies

Raina L. Avalon

Executive Vice President-Chief Logistics Officer
The TJX Companies

Ms. Raina Avalon serves as the Executive Vice President, Chief Logistics Officer for The TJX Companies, Inc. in Framingham, MA. Since joining, she has led the improvement of end-to-end supply chain, built strategy & analytics capabilities, while driving efficiencies to deliver greater value to TJX. In addition, Raina is a Co-Executive Sponsor for HoLA, the Hispanic Associate Resource Group at TJX, designed to create a place for the TJX Hispanic community to connect. Prior to joining TJX, Raina resided in Houston, TX, and worked as the Vice President of Logistics for Sysco, the world's largest Food Distributor. Raina oversaw the logistics area domestic & international products destined for North America. Raina also co-led and implemented a Women's Leadership Forum called IMPACT for Sysco's corporate headquarters. Raina was formerly the Vice President of Transportation for Family Dollar Stores, Inc. She was employed by the Dollar General Corporation as Sr. Director, Transportation Operations.

Ms. Avalon currently serves on two Customer Advisory Boards in the Industry. She is an active member of RILA-Retail Industry Leaders Association, the CSCMP-the Council of Supply Chain Management Professionals. She serves on the Advisory Board for The Root Cause, a non-profit, works actively on the prevention of Human Trafficking, and served on the Board of Directors for the Girl Scouts Homet's Nest Council and as a Director on the Board for Seeds of Hope while in Charlotte, NC. Ms. Avalon earned a Bachelor of Science in Criminal Justice from California State University at Los Angeles.

Julia Bedanova

Chief Operations Officer
Million Dollar Baby Company

Julia Bedanova is the Chief Operations Officer at Million Dollar Baby Co. (MDB Co.), a Los Angeles-based leader in baby and children's furniture founded in 1990. The award-winning organization produces some of the industry's most sustainable and innovative designs for 7 distinct nursery brands including Babyletto, DaVinci and Nurseryworks. In her 7 years at the company, Julia has transformed MDB Co.'s approach to supply chain and analytics, as well as organizational alignment and employee engagement. Prior to her time at MDB Co., she was a Manager at Deloitte Consulting's Strategy and Operations group. Her engagements included analytics excellence, customer experience optimization, as well as M&A work. Julia earned a dual BS degree in Finance and Marketing from the University of Maryland, College Park and her MBA from The Wharton School of the University of Pennsylvania.

Phil Bolger

Director of Transportation
Sony

Exemplary Record in Leading Logistics and Supply Chains in Multi-Cultural Environments
I'm an accomplished business professional with a solid track record of success leading and driving logistics operational improvement; consistently exceeds goals and expectations. Successful at building corporate infrastructures and establishing operating controls that facilitate smooth processes during periods of significant change and growth. Talent for developing high-performance teams, making effective decisions, and quickly revising tactics to achieve goals within aggressive time frames. Experienced in managing to spend up to \$170M and teams of up to 100+ members. Throughout my career as a leader, I have continually demonstrated my talent in successfully delivering while driving excellence across challenging environments. I'm committed to developing a culture of transparency and integrity through collaboration to ensure sustainability and business continuity..

Kyle Carlyle

Vice President of Surety of Supply and Sourcing Innovation
Walmart

As the Vice President of Surety of Supply and Sourcing Innovation, Kyle Carlyle leads a team dedicated to strengthening the resilience of Walmart's supply chain and improving access to key product categories. Through innovative approaches and strategic partnerships, his team transforms the company's global sourcing practices, all while keeping the customer in mind and staying true to Walmart's mission of saving people money so they can live better.

With nine years of experience at Walmart, Kyle began his career in merchandising logistics and has held roles with increasing responsibilities such as supply chain optimization and network design and strategy. Prior to joining Walmart, Kyle also held various positions at JB Hunt Transport Services, Inc. Kyle earned his Master of Science in Industrial Engineering from Kansas State University. Outside of work, he is actively involved in the Cancer Challenge as a member of its board of directors. Kyle and his wife are proud parents to three young children.

Calvin Crosslin

Chief Diversity Officer
Lenovo

As Lenovo's Chief Diversity Officer with 30+ years of extensive HR experience, I'm a strategic, big picture thinker with keen business & multicultural acumen and strong leadership development & employee empowerment skills. I thrive on leading successful large-scale, global people & organizational change initiatives that align with business objectives, transform operational competencies, and result in optimized performance & success. I'm passionate about driving Diversity & Inclusion strategies that sustain leadership accountability, inspire employee engagement, and contribute to a high-performing culture. Serving in a dual capacity as Lenovo's Foundation President, I champion a charitable giving strategic plan with revitalized funding initiatives and strengthen our community partnerships. Senior leaders describe me as a valued advisor trusted for global business acumen, deep HR experience, and executing critical programs that result in ROI & best-in-class solutions. I believe my success lies in my ability to listen to my constituencies & stakeholders and utilize my strong coaching, collaboration, influencing & communication skills to add value and steward an inclusive workplace.

Jenna David

Lead Supply Chain Strategy Team
Ferguson

Jenna David, who leads the Supply Chain Strategy Team at Ferguson, has almost 15 years of Supply Chain experience. She has held various roles within Integrated Planning, Order Fulfillment and Distribution and Supply Chain Strategy. In her current role, she leads the design, planning, and execution of Ferguson's critical Network Optimization Strategy, the Project Management Team and is the direct link to engage with Customer Business Group Leaders. Her primary goal is to drive overall organization alignment in strategy development, obtain business case approvals with the Board and Finance Committee as well as leading change management cross-functionally. Outside of work, Jenna enjoys spending time with her husband and their two daughters.

Bruce Dzinski

Consultant
(Former) Party City

Bruce has over 25 years of operational and consulting experience, leading distribution and logistics for direct to consumer, retail and manufacturing companies for over 20 years and consulting on supply chain operations and design for over 10 years. Prior to joining the Party City team post-pandemic, Bruce served in operational and executive roles for Tupperware, Brookstone

Company, Federated Stores, Men's Wearhouse and Saks Off 5th. Bruce shifted to consulting with an industry leading boutique consulting firm as well as an industrial engineering consultancy before founding a consulting firm with 3 colleagues. Bruce has extensive knowledge on distribution center operations and transportation with demonstrated ability to identify the most effective solutions based on the characteristics at hand. He has also developed strong store operations credentials and is able to holistically assess, strategize and implement throughout the supply chain.

Karoline Dygas

VP Strategic Sourcing and Procurement, CPO
Nordstrom

Karoline Dygas joined Nordstrom in 2019 as CPO, supporting all Indirect spend for the organization. Prior to that she was Starbucks Corporations Vice President leading Global Sourcing and Store Development Supply Chain. As part of Starbucks Global Supply Chain leadership team, she was accountable for sourcing of all capital and commercial equipment, FFE, R&M and QA services, as well as leading the global end-to-end supply chain for store development and the Starbucks Roastery & Reserve Programs. Karoline joined Starbucks in April 2014, with a proven track record of building and cultivating global cross-functional relationships at all levels in an organization. Karoline has established global experience and acumen while working with internal and external stakeholders, suppliers, and customers from Poland, Germany, UK, Switzerland, France, Brazil, Russia, UAE, India, Japan, Hong Kong, and China. Before joining Starbucks, Karoline was the Senior Director Strategic Sourcing at Walgreens based in Deerfield, Illinois where she was responsible for \$1.5B annual spend across multiple categories supporting Store Development, Energy & Environmental Sustainability, and Marketing. She earned her Bachelors in Mechanical Engineering at Purdue University and later completed her dual MBA from both Purdue University and ESCP-EAP European School of Management in Paris, France.

Jayne Franchino

Executive Leader Insights
Co-Founder

Jayne Franchino is a senior technology leader with extensive experience leading all functional areas of global operations. She has held multiple regional and global executive roles across diverse enterprise and consumer Information Technology organizations driving complex digital and cultural transformation in centralized and decentralized environments. Jayne was most recently at Pearson as SVP/COO Global Operations including Supply Chain, Procurement, Customer Service, Digital Transformation and Real Estate. She and her team radically transitioned processes and organizational capabilities to enable digital delivery for online education services. These capabilities enabled a major restructuring to create autonomous business units in line with the new corporate strategy. Jayne's role at Lenovo as VP, and Chief Transformation Officer for the Data Center Group, had her focused on continuing the momentum of the business unit's remarkable transformation. Her work includes improving the group's overall execution and operationalizing key strategies for the DCG business unit, as the growth engine for Lenovo.

Jayne held various operations and transformation positions across IBM in Systems and Technology Group, Integrated Supply Chain, and the Global Business Partner (GBP) organization. In the latter position, she was responsible for Enterprise Transformation Initiatives that supported IBM's Global Business Partners. For her outstanding accomplishments, she was honored as a "Women of the Channel" for six consecutive years by CRN. Her professional background includes developing partner ecosystems helping shift to higher value solution selling and increased profitability. She spent several years in executive roles at IBM



where she led a global team that delivered a signature Business Partner experience through process, tool, and operational transformation. The team's success spanned the development of a consistent global training and certification programs to improved partner engagement through tools, programs and processes. Jayne held executive positions at Compaq Computer, where she was Senior Director of Americas' Business Planning and Customer Fulfillment, and at Apple Computer, where she was Senior Director, Worldwide Logistics. Jayne began her career with IBM after completing her university studies. She received a Bachelor of Science degree in Industrial Management from Purdue University, and an MBA in Operations Research from The University of Vermont. Together with her business partner Renee Ure, Executive Leadership Insights was launched in January 2024. Jayne and Renee are providing their collective leadership in supply chain operations and transformation to deliver coaching and consulting services, committed to propelling individuals and leadership teams towards unprecedented success. Jayne resides with her husband Anthony and 2 dogs in Wilmington North Carolina. They are the proud parents and grandparents of 3 successful sons, 2 wonderful daughters in law, and 3 very spoiled grandchildren.

Deborah Gann

VP of Marketing and Business Development
Armada

Debi Gann is the Vice President of Marketing and Business Development at Armada. In her role, she leads the marketing, sales and new business development strategy for the business, builds partner relationships and brings new clients onboard. Debi has spent her career in logistics—as a supply chain practitioner in both supply chain planning and execution as well as selling and implementing supply chain software to global enterprise customers and Logistics Service Providers. Debi is a member of the Women's Foodservice Forum, CSCMP and Women in Logistics.

Kate Gerdes

Business Partner Ecosystem Leader & Supply Chain Manager
Philips

Business Partner Ecosystem Leader & Supply Chain Manager with 20+ years of experience and proven history of implementing measures to enhance operational efficiency and drive complex business systems. Collaborate effectively across multiple divisions, resulting in attainment of key organizational goals. Expertise in operations, client success, strategic planning, sales / brand management systems and project execution. Hold MBA in Business Logistics / Supply Chain Management. Influential, customer-focused business partner recognized for exceptional leadership skills and proven ability to motivate others.

Sherbella Glasper

NA SPS Capability Leader & Material Supply Transformation Leader
Procter & Gamble

Sherbella is a highly accomplished supply chain professional with 22 years of experience at P&G. She has held various roles across different business units and disciplines within the company. A leader with deep understanding of global, local, and external supply chains, Sherbella is known for her ability to successfully work with diverse teams, to deliver outstanding results. Her collaborative approach, executional excellence, and problem-solving skills have contributed to her impressive track

record of driving breakthrough results over her career. Sherbella is recognized as a leader who excels in collaborating with business partners and strategically integrating business solutions, leveraging the strengths of all teams involved. Her exceptional work at P&G has earned her multiple recognitions, and she is highly regarded by her peers. Sherbella holds a degree in Mechanical Engineering from Tuskegee University and enjoys traveling, angel investing, and participating in various sports. She resides in West Chester, OH.

Thomas J. Goldsby, Ph.D.,

Haslam Chair in Logistics, Haslam College of Business
University of Tennessee

Professor Thomas Goldsby is the Haslam Chair in Logistics, Department of Supply Chain Management at Haslam College of Business. He previously served on the faculties at The Ohio State University (twice), University of Kentucky, and Iowa State University. Dr. Goldsby is former Co-Editor-in-Chief of the Journal of Business Logistics and the Transportation Journal. His research interests include logistics strategy, supply chain agility, and the economics of urban logistics. He has published over 100 articles in academic and professional journals and co-/authored five books in the areas of Transportation, Logistics, Supply Chain Management, Lean, and Sustainability. He is the recipient of multiple best paper awards, received several recognitions for excellence in teaching, and was recognized with the Lifetime Achievement Award from Supply Chain Leaders in Action in 2019 and as a "Rainmaker" by DC Velocity. He delivered a course in Business Operations for The Great Courses' Critical Business Skills series in 2015, which continues to rate as a bestselling Nonfiction/Business title at audible.com. In his spare time, Dr. Goldsby competes as one of the top masters (over-40) runners in America for distances between the mile and the marathon.

Vik Gopalakrishnan

VP Supply Chain Engineering
Walmart

Vik Gopalakrishnan in his current role as Vice President, Fulfillment Innovation & Automation leads the automation strategy, design and deployment of fulfillment assets. His efforts will enable Walmart's US fulfillment operation to deliver the necessary capacity, speed and accuracy to serve our customer needs at the lowest sustainable cost. He joined Walmart in 2017, and previously held various roles within the innovation and automation organization. During this time, Vik led the development and launch of next generation National, Regional and Market Fulfillment FCs to meet the growth in customer demand. He championed the efforts for sustainable right-sized packaging focused on reducing waste and improving customer experience. Most recently, Vik led the strategy to acquire Alert Innovation in an effort to accelerate our market fulfillment roadmap. Prior to joining Walmart, Vik worked more than 10 years at Staples Inc. where he progressed through several leadership positions before leading Global logistics engineering organization. Vik helped launch and scale first of a kind KIVA robotics fulfillment center in Chambersburg, PA. He also launched Staples Automation & Robotics lab (STAR Labs) and led the development of their proprietary robotic fulfillment solution. Vik has earned a Master of Business Administration from Massachusetts Institute of Technology, Masters of Science in Industrial Engineering from University of Texas at Arlington and a Bachelor's degree in Mechanical Engineering from Manonmaniam Sundaranar University in India.

Mark Hager

Vice President of Supply Chain
Ferguson

Mark has been with Ferguson for more than 35 years. As the Vice President of Supply Chain, he is responsible for executive leadership efforts that impact operational effectiveness and efficiency as well as associate engagement across Ferguson's Supply Chain network. He actively collaborates with a wide variety of internal business groups representing the broad Ferguson offering to develop creative and sustainable customer solutions. Mark has led the expansion of both the regional and market distribution network as Ferguson continues to improve speed to customer by getting the depth and breadth of extensive product offering closer to the customer, one of Ferguson's key strategic differentiators. Prior to his role in Supply Chain, Mark's 20-year successful career in sales uniquely enables him to provide deep insight into the creation of customer value.

Michelle Hamond

Associate Professor
Oakland University

I am an Associate Professor at Oakland University in the Department of Management and Marketing. My research focuses on leader development and leader identity. In addition, my work addresses the influence of leadership on employee well-being at work, including factors such as meaningful work, work-life balance, and creativity and innovation.

Harry Haney

Academic Professor

Harry J. Haney, III was the former Director of Loyola University Chicago's Supply Chain & Sustainability Center. The Center works with member companies to provide educational events, networking opportunities, training, recruiting students for internships/ full time placement, and access to academic resources (faculty and students) for consulting projects. Prior to this role, Harry was with Kraft Foods for 30 years, holding increasingly responsible supply chain roles, both in field and corporate locations. He has extensive experience in Transportation management including Private and Dedicated Fleets with Kraft. Harry is very committed to the betterment of the industry having served in a number of industry association leadership roles including with the National Private Truck Council (www.nptc.org), the Coalition for Transportation Productivity, and the Madison International Trade Association (mitatrade.org). Harry also has experience as a sole-proprietor consultant in both corporate and not-for-profit organizations emphasizing high-impact, practical, implementable solutions with a key focus in the transportation space. Harry holds a bachelor's degree in Transportation and Logistics from Ohio State University and an MBA from Eastern Illinois University.

Mark Heinrich

US Navy, retired
Founder
Oakleaf Software

Admiral Mark Heinrich is a native of Southern California... growing up in Pasadena and La Jolla. Admiral Heinrich's Naval Service culminated as the 46th Chief of Supply Corps and the Commander of the Naval Supply Systems Command. Under Mark's leadership, the Supply Corps and NAVSUP responded to fast paced and dynamic mission changes associated with short fuse deployments



of ships, submarines, and aircraft, while delivering Billions of dollars of critical mission support. At sea, he served on a Destroyer, a Guided Missile Cruiser, and an Aircraft Carrier. He lived in the Philippines for two years, running a fuel facility in Subic Bay, just north of Manila. He also lived in Kuwait, where he synchronized logistics across Iraq, Afghanistan, the Horn of Africa, and other locations in the Middle East. Finally, his Naval Service included four years at the Defense Logistics Agency; where he oversaw worldwide operations of that comprised over 22,000 employees while sustaining the Army, Navy Marine Corps, and Air Force with fuel, food, medical supplies, construction material, clothing, and common spare parts. He retired from the Navy in November 2013. He is currently the CEO of DPRA, a software and consulting company focused on artificial intelligence and machine learning. He is a 1979 graduate of the U.S. Naval Academy with a Bachelor of Science...as well as the University of Kansas, where he earned a Master of Science from the School of Engineering and a Master of Business Administration. In 2012, he was inducted into the University of Kansas School of Chemical and Petroleum Engineering Hall of Fame and was also named the KU Business School's distinguished MBA graduate for 2012. He was the captain of the Naval Academy men's swimming and diving team his senior year and remains an avid open water & master's swimmer.

John Hickey

Senior Vice President Supply and Operations
Acme United

John M. Hickey has served since 2021 as Senior Vice President, Supply Chain and Operations of Acme United Corporation, a leading worldwide supplier of innovative cutting, measuring, first aid and sharpening products to the school, home, office, hardware, sporting goods and industrial markets with operations in the United States, Canada, Europe and Asia; Vice President, Supply Chain from 2009 thru 2021; Director Supply Chain from 2005 thru 2009. John formerly served as Director of Purchasing for Beiersdorf, North America a global skin care company and Director of Materials Management for Beiersdorf, US. John is a former US Army Captain.

Steve Holic

CEO
Holic Supply Chain Solutions

Steve is a global supply chain leader, coach, and mentor. He founded Holic Supply Chain Solutions LLC after retiring from Royal Dutch Philips in February 2021. He is an Influential, battle-tested global supply chain leader with over 35 years of accomplishments. He has developed, deployed, and taught concepts that drove an agile, resilient supply chain while reducing cost and improving quality. As a consultant he now provides proven supply chain concepts and executes solutions that deliver value to organizations. He translates business strategy and sustainability goals into supply chain infrastructure, policies, and processes, while considering market dynamics, risks, and global developments. His core professional strengths are, Global optimization of end-to-end warehousing and distribution infrastructure, physical distribution and operational excellence with lean deployment, transportation management tools and processes, data transparency and supply chain visibility, sourcing strategy and tactical global deployment, supplier development and strategy, sustainability and reducing CO2 emissions, mergers and acquisitions logistics integration, supply chain education, leading and organizing company supply chain councils and talent development. Steve has been an active member of Supply Chain Leaders in Action Executive & Education Board Member since 2011.

Sara Hoorman

Lyric

An ambitious Supply Chain and Artificial Intelligence professional with a diverse set of experiences in consulting, technical sales and marketing. My experience includes working at global world-class companies to innovative start-ups changing the supply chain technology landscape as we know it. I am passionate about continuing to innovate, educate and drive value through digital supply chain and artificial intelligence fueled solutions..

Ryan Hutcherson

SVP Customer Experience and Demand Fulfillment
Georgia Pacific

Senior Vice President Supply Chain with 20+ year history of working in the paper & forest products industry. Skilled in Integrated Business Planning, Logistic and Transportation, Digital Transformation and Customer Experience.

Michael Jacobs

Senior VP, Supply Chain
Ferguson Enterprises

Michael Jacobs is the Senior Vice President, Supply Chain for Ferguson Enterprises and has been in this role since February 2017. In this role, Mr. Jacobs is a member of the company Executive Committee and oversees global supply chain strategy / operations, inventory management, and real estate. Prior to Ferguson, Mr. Jacobs held various roles at Keurig Green Mountain which included leadership of new business ventures as Chief Product Officer and led the re-engineering of Keurig's supply chain as Chief Logistics Officer. Prior to Keurig, Mr. Jacobs was Senior Vice President, Logistics for Toys "R" Us where he led store, ecommerce and omni-channel fulfillment globally. Mr. Jacobs is a graduate of Penn State University with a master's in supply chain management. He also attended Manhattan College where he holds both an MBA and BSBA. Mr. Jacobs lives in Virginia with his wife Karolyn. They have two sons who are also graduates of Penn State University and reside in Texas.

Christopher Jones

Executive VP, Industry and Services
Descartes

As Executive Vice President, Solutions and Services, Chris Jones is primarily responsible for Descartes industry consulting and implementation services for Descartes' solutions. With over 40 years of experience in the supply chain market, Chris has held a variety of leadership positions including: Senior Vice President at The Aberdeen Group's Value Chain Research division, Executive Vice President of Marketing and Corporate Development for SynQuest, Vice President and Research Director for Enterprise Resource Planning Solutions at Gartner and Associate Director Kraft General Foods. Chris is a thought leader in logistics and has numerous articles and blog posts published in leading logistics and supply chain publications and online forums across the globe. He has a Bachelor of Science in Electrical Engineering from Lehigh University..

Stephen Jones

VP of Global IT Services - Supply Chain and Operations
Hunter Douglas

A strategic Technology leader with end-to-end supply chain domain experience. By modernizing systems, resources, and processes, Stephen has driven adoption of transformative IT solutions to deliver business results. He has a long track record of

developing and executing a pipeline of high-value digital opportunities. Stephen works across the organizational lines, from shop floor to senior leadership, enhancing collaboration and employee engagement. He has a passion to empower, guide, and mentor people to reach personal potential and achieve company objectives. Stephen also serves as a member of the Rebus customer Advisory Board with Longbow advantage. Previously Stephen Spent 5 years as VP of Supply Chain and R&D IT service at Campbell Soup and 28 Years at Procter and Gamble in various roles.

Digital Transformation | Strategic Road Mapping | Cyber Security | Manufacturing Execution Systems (MES) | Business Relationship Management | Mobile & IoT | Vendor Management | Acquisition & Divestiture Execution

Walter Kemmsies

Kemmsies

Dr. Walter Kemmsies is the managing partner of The Kemmsies Group, where he executes initiatives for public and private sector clients who have interests in or properties proximate to sea, river and inland rail ports throughout North America. His expertise extends to the infrastructure sector where he assists both public agencies and investors in underwriting, financing, and evaluating new investment vehicles and opportunities. Walter is widely viewed as one of the foremost experts on ports, rail and infrastructure in the U.S. His areas of expertise include, but are not limited to, demand forecasting, maritime and overall global trade regulatory issues, public/private port and infrastructure financing as well as long term strategic planning/capital investment. Walter's professional experience working and living in Europe, Latin America and Asia uniquely qualifies him as a global trade economist. He currently advises several major U.S. Port Authorities and is routinely asked to work on complex issues with various investment banks, private equity firms and public regulatory agencies. He provides substantial support to the freight movement industry via presentations at major international industry conferences and advising the US Department of Commerce on supply chain competitiveness. Walter recently testified to the US Senate Transportation and Commerce Subcommittee on issues affecting the freight industry. He has also published research in scholarly journals and provided expert testimony to the US Senate Transportation and Commerce Subcommittee..

Don Klock, Ph.D.

Rutgers School of Business

Don Klock is a senior global procurement and supply chain executive with over 30 years of international and domestic experience with major multinational consumer products corporations, such as Colgate Palmolive, Mars, Inc. and Reckitt and Benckiser. After retiring from Colgate Palmolive, he decided to pursue a second career in teaching. He currently is a professor of Supply Chain Management at the Rutgers University Business School. In 2008, Don completed an 11- year career at Colgate Palmolive where most recently he was Vice President-Chief Procurement Officer. During his tenure, he completed a 4-year global procurement transformation, achieving saving in excess of \$1 billion. Professor Klock's areas of expertise are global sourcing, cost saving identification, supplier innovation, supply chain systems and processes, customer service improvement, talent management and change management. In 2014, he received Procurement Leaders Lifetime Achievement award recognizing him for both his business and academic contributions. This year, Don along with two other senior global procurement leaders launched a subscription based on-line procurement training website called



Procuretrain (www.procuretrain.com). Procuretrain is the first global digital learning platform specifically designed for procurement and supply management professionals. Don holds an MBA from University of Rochester in Operations Management and BS from Clarkson University in Engineering and Management. He resides with his wife in New York City

Steve Larsen

VP, Global Strat Partners & Cust Solutions
Packsize International

Steve, in his current role as Vice President of Global Strategic Partners and Customers Solutions, leads the team focused on building relationships and solutions with our Global Partners along with the teams responsible for developing and executing solutions with our customers. Steve joined Packsize in 2017 and has held varying roles. Steve led the FP&A group before transitioning to manage growth with Walmart and our strategic customer base. Steve led the creation and growth of our Resident Service Engineering team, Program Management team, and led Project Management for the X5 machine platform. Steve then led the R&D organization as Packsize migrated software to the cloud, improved reporting, machine performance of existing platforms, and machine enhancements on our X5 platform. Before joining Packsize, Steve worked in the financial services with roles in Regulatory Capital at Morgan Stanley and Credit Research at Goldman Sachs.

Ronald Marotta

VP Supply Chain Solutions Origin Management & the Business Development Team Americas Division
Yusen

Ronald M. Marotta is the Vice President of Yusen Logistics (Americas) Inc., an NYK Group Company, responsible for the Supply Chain Solutions - Global Origin Management Group business development efforts. Ron is based in Secaucus, NJ, and also reports to the CBDO, and is also responsible for the Regional Business development across all operating businesses in the Americas Region. Ron graduated with a Bachelor of Science in Marketing Management from St. Peter's University, and he has participated in numerous US Government, and industry training and educational programs. Over the past 30 years, Yusen Logistics has grown their international business over 1,500%, and extended their service reach throughout the globe. Since the fall of 2001, Ron has been involved in various global supply chain security initiatives, including supporting and planning multiple US Government security training activities throughout the globe. Ron has also assisted and supported numerous global disaster relief efforts, resilience activities, and is involved in the support and training efforts for future government and multi-party responses to disasters. He has served as a Board Member of the International Cargo Security Council, is an ASIS International member, and a member of the Retail Industry Leaders Association Supply Chain Security Committee. Ron is also an Executive Committee Member of the Supply Chain Leaders in Action serving on several key committees, is a member of the CSCMP, and is a member of the Society of Corporate Compliance and Ethics. Ron is a member of the Baltimore Propeller Club since 1982, and Ron also serves as a member of the National Fire Protection Association. Mr. Marotta is a member of Star Tides, a disaster relief organization, and numerous other business organizations. Ron has also served on the Advisory Board of the Fishman Entrepreneurial Studies program at Columbia College in Columbia, Missouri. In 2005, Mr. Marotta received the highest civilian award

from the ICSC, The National Industry Leadership Award, for global supply chain security management, and he has received numerous industry and company leadership awards during his career. His most recent award is from the Global SCM Leaders for his leadership in providing exceptional customer service for Yusen Logistics International Services customers. Ron lives in Cranford NJ with his wife, three daughters and grandsons living nearby.

Admiral Thomas Marotta

US Navy

Rear Adm. Thomas Marotta is a New Jersey native and 1985 graduate of the U.S. Naval Academy and was designated a naval aviator in March 1987. Marotta has completed Capstone, the U.S. Air Force Air Command and Staff College Joint Professional Military Education program, and the Harvard Kennedy School of Government Black Sea Security Course. Flying the F-14 Tomcat, Marotta twice deployed with Fighter Squadron (VF) 21 to the Western Pacific and Indian Ocean, the second in support of Operation Desert Shield. In 1991, Marotta reported for instructor duty with the "Gunfighters" of VF-124, where he was chosen by his peers as the 1992 Pacific Fleet F-14 Instructor of the Year. In 1994, Marotta became Cag Paddles for Carrier Air Wing 14, completing his third deployment, in support of Operation Southern Watch. Marotta left active service in 1995 and affiliated with VF-201 at Naval Air Station (NAS) Dallas. He remained with the "Hunters" as they moved to NAS Fort Worth Joint Reserve Base and transitioned to the F/A-18 Hornet. He took command of Strike Fighter Squadron (VFA) 201 in March 2002. The squadron was mobilized in October 2002 and deployed in USS Theodore Roosevelt (CVN 71) in support of Operation Iraqi Freedom. Follow on tours included commanding officer of Navy Reserve (NR) Carriers Northeast 0209, a unit supporting Atlantic Fleet carriers; commanding officer of NR Task Force Navy Casualty in support of Navy Casualty Assistance and POW/MIA Affairs; commanding officer of Navy Reserve; commander Naval Forces Europe/Commander U.S. 6th Fleet Maritime Partnership Program Det. 513 conducting international engagement operations in the Black/Caspian Sea Region; and deputy commander, Navy Reserve Component Command Southeast. As a flag officer, he has served as deputy commander, Navy Recruiting Command and vice commander, U.S. Naval Forces Central Command /U.S. 5th Fleet. Marotta has logged over 3,300 hours and 500 carrier landings in Navy Aircraft. He has been awarded the Legion of Merit (four awards), Navy and Marine Corps Medal, Bronze Star Medal, Air Medal (two awards), Meritorious Service Medal (three awards), Navy and Marine Corps Commendation Medal (two awards), Navy and Marine Corps Achievement Medal (two awards), Navy Expert Pistol Medal and numerous service medals and unit citations. In civilian life, Marotta is a captain and instructor pilot with a major international cargo airline.

Ben Massie

VP Supply Chain
Lenovo

Ben Massie is the Vice President of Supply Chain for Lenovo's \$10B+ Infrastructure Solutions Group, building server and storage products for the enterprise and the cloud. Ben leads a group of ~800 employees across the globe and is responsible for all elements of fulfillment, demand planning, supply management, inventory, quality/test/supplier engineering, and back office operations. Ben has 22 years of experience in the technology industry (Lenovo, IBM, Microsoft) working primarily across all

supply chain functions, sales operations, new product development and finance. Ben joined Lenovo in 2014 as part of the IBM System x acquisition and was instrumental in leading the integration of the supply chains through the acquisition. Ben's work in leading the transformation, which included moving from an out-sourced to an in-house manufacturing model, growing a cloud supply chain from scratch and designing/deploying an e2e transformational digitization platform was pivotal in turning supply chain into a core competence of Lenovo's Server business, now widely recognized with Lenovo's ranking as the #8 supply chain on the globe. Ben is a 2007 graduate of the Executive MBA program from the University of North Carolina. He also holds a degree in Business Logistics (2001) from Penn State. Ben is married and has 4 kids, ages 12-19, and resides in Pittsboro, NC.

Ammie McAsey

Senior Vice President - Customer Distribution Experience
McKesson Pharmaceutical

Ammie McAsey is the SVP of Customer Distribution Experience for McKesson's US Pharmaceutical Solutions and Services (PSaS) division. In this role, Ammie is responsible for leading the distribution and customer experience strategy across the United States for brand, generic and specialty pharmaceuticals. Ammie's responsibilities include oversight of over 35 distribution and central fill pharmacy locations carrying over \$6B in inventory, transportation services, network design and five customer experience centers. Prior to her current role, Ammie was the Vice President General Manager of the Strategic Distribution Centers that are comprised of the National Redistribution Center in Olive Branch, MS; the Memphis Strategic Center and Strategic Redistribution Center in Aurora, CO. In this role, Ammie was responsible for leading supply chain synergies with our national buying center, vendors, forward distribution centers and customers. Previously Ammie held the position of Vice President Distribution Operations for the North Central Region where she collaborated across functions to deliver operational excellence, talent development and financial performance for seven distribution centers. Ammie joined McKesson in 2007 as the Distribution Center Manager for the Carol Stream, IL location and was quickly tasked with preparing the team to flawlessly execute the relocation of the distribution center to its current location in Aurora, IL where Ammie was promoted to the Director of Operations. As the Director of Operations, she was responsible for the operations, inventory, customer service, transportation, safety, security and human resources for one of McKesson's largest customer facing distribution centers. Ammie holds a Bachelor of Business Administration degree from Creighton University in Omaha, NE and currently lives in Prosper, TX.

Steven Mensch

Steven Mensch
SVP Global Supply Chain
Toshiba Global Commerce Solutions

Steven Mensch has over 25 years of Supply Chain management experience. He joined Toshiba Global Commerce Solutions in 2012. He is responsible for leading all operational activities including Manufacturing and Contract Manufacturing Execution, Procurement, Supply Chain Engineering, Inventory, Planning and Business Operations. Previous to this position, Steven has worked with IBM, PepsiCo and Koch Industries in various functions of Supply Chain Operations. Steven Mensch is a graduate of the University of Kansas.



Jeff Metersky

GAINS System

Jeff's passion is applying advanced analytics to improve a company's ability to compete effectively through its supply chain. His 35+ year career has focused on helping organizations adopt supply chain design and planning principles and technologies. He has worked in Industry, at Software firms, and Consultancies providing him with a unique perspective from all angles.

Marcus Olsen

VP Procurement

Leggett & Platt

Marcus Olsen is the Vice President, Purchasing for Leggett & Platt, Incorporated. He has been serving in this capacity since 2014 and has responsibility for the corporate wide Purchasing function as well as well as the Global Services (customs, trade, and systems) function. Prior to his current role, he served in the US Army Reserves (active duty for Desert Storm / Desert Shield) while attending Purdue University where he received his BS in Mechanical Engineering and his MS in Industrial Administration. In addition, he earned a MS in Industrial Engineering and Operations Science from Northwestern University. His early career experience was with Whirlpool and LogicTools (now IBM) and more recently with Panduit Corporation and Xchanging Procurement Services all in sourcing or logistics related roles.

Matt Parry

SVP, Werner Logistics

Werner Enterprises

Matt Parry is the senior vice president of Werner Logistics, a key component of the company's portfolio of transportation services solutions. Parry is responsible for all of Werner Enterprises' fully developed intermodal, brokerage, freight management and final mile service offerings. He began his career at Werner in 1999 as the director of Operations for Dedicated Services. During his 14 years at Werner Enterprises, he has held leadership roles in both Operations and Sales within Dedicated, Temperature-Controlled, Intermodal and Werner Logistics. Prior to joining Werner, Parry spent nearly 10 years working in a variety of roles for Schneider National. Parry holds a Business Management degree from Indiana University-Purdue University in Indianapolis. He and his wife, Andra, live in Omaha, Nebraska, with their three sons.

Fotini Petroula

Vice President, Sales & Supply Chain Integration

IBM

Fotini Petroula is a Global Executive, with experience in Multicultural, Major and Growth Market environments. A native of Greece, she has lived and worked in various countries including Scotland, France, Brazil, and the United States of America. Fotini is a Thought Leader in Supply Chain, Sales and Quote to Cash Business Operations, Data and Transformation, and Client Advocacy. In her current role as Vice President of Supply Chain Global Manufacturing & Execution for IBM Systems and Software offerings, she drives change with speed and agility focusing on the adoption of AI solutions and Intelligent workflows to deliver client value. Fotini is passionate about talent development and employee engagement.

Amy Rardin

Global Senior Director of Supply Chain Digitization & Strategic Partnerships

Procter & Gamble

Amy is a highly accomplished Supply Chain & Innovation professional with over 25 years of experience. She is known for her ability to deliver exceptional results in Product Supply for P&G. Amy excels at inspiring and motivating key decision makers to embrace change within their organizations. By leveraging supply chain data and insights, she quickly prioritizes work for her teams, enabling them to focus on executing important business strategies and driving necessary changes. Amy's strengths lie in relationship building, persuasive selling, and achieving success in challenging situations. Her expertise spans supply chain strategies and operations (both high and low volume), customer collaboration, leadership of large organizations, and innovation management. She has a unique ability to find innovative solutions that lead to victory, making her an invaluable asset. Amy is an accomplished professional with extensive experience in supply chain management and strategic partnerships. In her current position as the Global Senior Director of Supply Chain Digital Transformation & Strategic Partnerships, she utilizes her comprehensive knowledge of end-to-end processes to design a seamless and efficient flow of data and materials throughout the supply chain. Previously, Amy served as the Chief Operating Officer for Tide Cleaners, a dry-cleaning business owned by P&G, where she harnessed cutting-edge cleaning technologies to drive operational excellence. Throughout her career, Amy has held various leadership roles, including leading P&G's Global Supply Innovation Portfolio bringing innovation to life across supply chains and regions, spearheading the integration of Beauty into a major supply chain transformation while leading the startup of a mix center, and overseeing a significant Fabric Care initiative bringing product & package innovation thru the supply chain to the shelf. Her exceptional performance and expertise have earned her recognition both inside P&G and with customers. Amy's diverse background working with manufacturing and suppliers has made her an invaluable partner in both technical and commercial aspects of supply chain management. Amy is a proactive individual who holds a degree in Mechanical Engineering from The University of Texas in Austin. She is actively involved in leading the Texas Channel P&G Recruiting Team, showcasing her commitment to continuous improvement. Outside of work, Amy enjoys engaging in various home improvement projects with her husband, playing golf, traveling, and supporting her children's school whenever she can. Amy resides in Cincinnati, OH, with her husband, two children (aged 14 and 12), and their two dogs.

Mike Rayburn

Keynote Speaker

Mike Rayburn is a master of teaching innovation, change, and peak performance. He doesn't simply deliver keynotes; he crafts transformational experiences that result in exponential growth for your organization. With a remarkable track record that includes headlining Carnegie Hall, enchanting audiences in Las Vegas, and performing in 20 countries across five continents, Mike Rayburn is an exceptional performer and inspirational artist. He's not just a musician; he's also an internet pioneering entrepreneur and a feature artist on Sirius/XM. What truly sets Mike apart is

his extensive list of over 1,000 corporate clients, including the Fortune 100 and 500, with a focus on transformative presentations for industry giants like Walmart, Exxon, Wells Fargo, and many more. His impact spans various sectors, from finance to technology, proving that the principles of artistry have universal relevance. Among Mike Rayburn's accolades are his two TED Talks, recognition as an Internet Pioneering Entrepreneur in leading publications, eight headlining performances at Carnegie Hall, and induction into the Speaker Hall of Fame. His career spans 5,000+ presentations in 22 countries on five continents, making him a globally recognized expert.

Claudia Saran

U.S. Sector Leader, Industrial Manufacturing

KPMG

Claudia is the U.S. Sector Leader and the Advisory Industry Leader for Industrial Manufacturing (IM) at KPMG; roles which allow her to pursue her deep interest in and passion for the evolution of Industrial Manufacturing here in the U.S. and around the globe. 25+ years of experience have instilled in Claudia, significant empathy for today's IM leaders, as they drive change agendas and work to show up every day as calm and confident navigators for their people and their business partners. Not an easy endeavor! Claudia has been fortunate in her consulting career to learn via practical client engagement experience ranging from organization-wide culture transformation, to functional performance improvement, to growth strategy activation and leadership alignment around that strategy. Claudia is a strong believer in the power of activating an organization's value, starting with our firm. In her industry leader roles, she is committed to ensuring that the client's experience is the best of KPMG, from a capability, quality and overall experience perspective. Prior to industry roles, Claudia was the firm's Vice Chair, Culture, as well as the U.S. leader of People & Change Practice, and global sponsor of the firm's Behavioral Change Management (BCM) Methodology/Framework.

Romaine Seguin

Chief Executive Officer

Good360

Romaine Seguin is the CEO of Good360 in Alexandria, Virginia, where she took the helm in March 2022 to guide the 38-year-old organization to its next phase of growth. The nonprofit helps Fortune 500 companies and other organizations resolve the business challenge of responsibly distributing excess goods for maximum impact. Good360 has distributed more than \$12 billion in goods, giving those products new life while aiding people in need, strengthening communities and reducing waste. A frequent speaker at business, industry and community events worldwide, Seguin says one of her toughest professional challenges was delivering a TED Talk in 2016 about the benefits of global trade titled "When Goods Cross Borders, Armies Stay Home." She chairs the Board of Trustees of William Woods University in Fulton, Missouri, where she earned a bachelor's degree in marketing management before earning an MBA from Webster University in St. Louis, Missouri. Seguin is an avid runner who has competed in the New York and Boston marathons as well as hundreds of half-marathons and 5K races.



Todd Steffen

VP of Supply Chain & Real Estate Advisory Services
Colliers International

Todd is a strategically focused senior Supply Chain & Industrial Real Estate Executive with over 27 years of experience with a proven track record of improving business performance through industry research & insights, experience leading complex supply chains, multi-market tenant representation, and relentless dedication to the success of my clients. Todd helps lead a national network of the top 80 industrial real estate advisors across North America that cover all primary, secondary, and most tertiary markets, focused on providing my clients with world class market insights, distribution network capacity planning, and transaction management. Prior to Colliers, Todd enjoyed a long career in supply chain leadership at Newell Brands, Walgreens, and EY.

Hannah Testani

CEO, Intelligent Audit

Hannah Testani became the Chief Executive Officer of Intelligent Audit in March of 2020. Prior to this role, Hannah spent the last 12 years as Chief Operating Officer, and under her management, Intelligent Audit has seen explosive growth year over year, where she is responsible for adding to Intelligent Audit's increasingly impressive customer list. Hannah was also recognized by Supply & Demand Chain Executives as a "Pros to Know" in 2020. Before Intelligent Audit, Hannah Graduated from Carnegie Mellon University with a Bachelor's of Science in finance and worked at Goldman Sachs in a loan syndication & trading role. In her spare time, she enjoys puzzling, cooking, and spending time with her 3 young kids.

Renee Ure

COO & VP, Infrastructure Solutions Group
Former Lenovo

In August '23 Renee retired after 40 years in the tech industry. Her first retirement was in June '17 where she spent 32+ years with IBM with 20+ years in executive roles. She joined IBM in Poughkeepsie, NY and throughout her career, has built skills in multiple areas of supply chain; procurement, planning, sales operations, manufacturing, fulfillment and finance. Renee was key to driving the integration of pre and post sales execution operations for IBM, while driving operational excellence from quote to

cash for IBM. Renee then joined Lenovo, a global hardware and solutions company dealing in all devices: phones, PCs, server, edge, gaming and supercomputers. While at Lenovo, Renee was the Chief Operating Officer and instrumental in the transformation of the Infrastructure Solutions Group by driving new technologies such as blockchain and AI into daily operations, placing supply chain at the forefront of the cloud customer relationships and instilling a talent focus while driving a people first culture. Renee is also a business adviser to Trust Your Supplier (TYS). TYS is a start-up that provides one solution for supplier life cycle and risk management across the enterprise, allowing various business divisions to collaborate on risk mitigation, cost reduction, and preparation for ever-changing supply chain regulations. Renee and her husband live in Smith Mountain Lake, Virginia with their 2 dogs, Oakley & Maddie.

Denise Vaughn

Vice President of Environmental, Social and Governance (ESG)
Ferguson

Denise Vaughn is Ferguson's Vice President of Environmental, Social and Governance (ESG). As a member of Ferguson's Executive Leadership Team, she is responsible for the company's overarching ESG strategy, ensuring integration into business strategy and operations. Denise works cross-functionally to identify opportunities and partnerships to help Ferguson deliver on its short- and long-term ESG goals, maximize impact and effectively communicate with all stakeholders. She also leads an integrated team that directs Ferguson's social impact with a focus on housing, clean water and sanitation and skilled trades. Through Ferguson Cares, the company provides nonprofit grants and encourages its associates to serve communities across the country. Previously, Denise led Ferguson's internal and external communications. She served as a primary company spokesperson and advised leaders on effective communication strategies, driving engagement and consistent messaging among the company's stakeholders to include more than 36,000 associates across North America, customers, vendors, shareholders, and investors. Prior to joining Ferguson, Denise served as Associate Director of University Relations for Christopher Newport University where she was responsible for communications, marketing, and public relations. She was previously an editor for a travel magazine, a local reporter in Northern New Mexico, and developed and executed public relations campaigns for local, national, and international

clients at a boutique PR agency in Richmond, Virginia. Denise holds bachelor's and master's degrees in communications and strategic public relations from Virginia Commonwealth University. She has attended executive development programs at Harvard Business School, The University of Virginia Darden School of Business, University of North Carolina Kenan-Flagler Business School, and Pamplin College of Business at Virginia Tech. Denise is a strong advocate of community service and is currently on the Board of Directors for the Virginia Peninsula Chamber of Commerce and the Newport News Educational Foundation. She is also a member of the Board of Advisors for Dig Deep. As an avid animal advocate, she is an emeritus director of the Peninsula SPCA. Recent board service includes the SkillsUSA Foundation and Smart Beginnings. She also volunteers for Big Brothers/Big Sisters of America.

Shayne Wahlmeier

VP, US Innovation & Automation
Walmart

Shayne Wahlmeier is the Vice President of Innovation and Automation for Walmart US Supply Chain. He oversees the design, development, and deployment of automation and technology solutions across Walmart's expansive grocery supply chain network. Shayne joined Walmart in 2009 as an engineer, designing capacity solutions in the grocery distribution network. In 2012, he led a cross-functional team tasked with building a network of Fulfillment Centers that would enable Walmart.com to deliver Next-Day shipping. He spent the next several years leading Product Management and Automation Engineering teams through the design, build, and launch of Walmart's eCommerce supply chain. In 2016, Walmart acquired Jet.com and Shayne partnered with the Jet leadership team to integrate the supply chains of the two companies. Most recently, Shayne led Walmart's Supply Chain Automation Strategy team, responsible for developing a strategy to deploy transformational automation solutions across Walmart's legacy supply chain. Shayne serves on the Engineering Professional Academy and Engineering Advisory Board at Kansas State University, where he earned his Bachelor's Degree in Industrial, Manufacturing and Systems Engineering. He and his wife, Kristen, reside in Northwest Arkansas and have three children, Calvin (9), Avalyn (7) and Hollyn (5).





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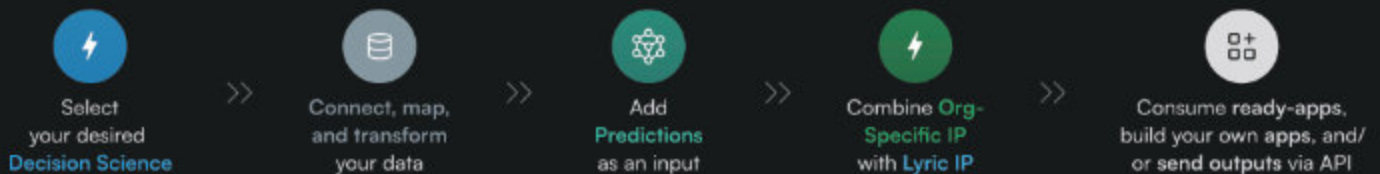
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The Logistics Management program at Central Michigan University has a proud history built on the legacy of Dr. Bob Cook. Our high level of innovation, rigor and student-focus shows in our placement process that has strengthened relationships with our corporate partners so they can readily hire skilled problem solvers from CMU. To learn more about the programs CMU's College of Business Administration has to offer, please visit us at **cba.cmich.edu**.

Logistics Management Program Highlights

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- » **Coursework** - Students majoring in Logistics Management take essential courses in Logistics & Physical Distribution, Logistics Operations, Logistics Strategy, and Supply Chain Management using active learning case-based approaches.
- » **Broad Enterprise Perspective** - Over 75% of the students enrolled in Logistics double major in Logistics Management and Marketing or Logistics Management and Purchasing.
- » **Employment success** - 95% employment rate within 3 months of graduation with starting salaries over \$60,000
- » **Program Success** - Our program is consistently among the largest undergraduate Logistics Management programs in the U.S. with over 200 majors combined.
- » **Program Ranking** - CMU's logistics program was rated among the top 20 logistics programs in the U.S. by a survey of supply chain practitioners.
- » **Internships are completed by more than 80% of our Logistics Management majors**
- » **Active Student Organizations** including Logistics Management Council Honors Society, Supply Chain Management Association, Central Marketing Society, Alpha Kappa Psi Co-Ed Business Fraternity, and Society of Women in Business.
- » **Corporate Relationships** provide tours, guest speakers, and/or active recruiting from companies such as Amazon, Aldi, Amway, Meijer's, Ford, General Motors, Stellantis, Steelcase, Domino's, Meritor, Colombian Logistics, Ryder, DHL, UPS, Dow, Marathon Petroleum, Kimberly-Clark, Prologis, Penske, CH Robinson, Coyote Logistics, Echo, TQL, FWF, and more.



The Strategic Imperative of Boundary Management for Effective Leadership

By Michelle Hammond, Ph.D.

Leaders need personal resilience to effectively navigate challenges, adapt to change, and bounce back from setbacks, fostering adaptability and success in their organizations. The familiar analogy of the oxygen mask, which emphasizes securing your own before assisting others, underscores the importance of maintaining personal well-being to foster resilience. In this context, effective boundary management is akin to ensuring a snug mask fit, guaranteeing a steady oxygen supply.

The American Psychological Association outlines four key elements of resilience: wellness, healthy thinking, finding meaning, and developing strong connections. Healthy boundary management supports all these aspects. By prioritizing these boundaries, leaders enhance their resilience and effectiveness.

Understanding Boundaries

Boundaries help define our roles, relationships, and responsibilities. Brené Brown describes boundaries in “Dare to Lead” as understanding “what’s ok and what’s not ok, and why.” These can be temporal (e.g.,

not responding to emails from 6-9 PM), physical (e.g., not working from home), psychological (e.g., avoiding distractions during tasks), behavioral (e.g., abstaining from alcohol), or relational (e.g., not socializing with direct reports). Managing boundaries involves maintaining these lines firmly, communicating them clearly to others, and addressing any violations appropriately.

The Significance of Boundaries

Boundaries are foundational to both personal and organizational well-being. They empower individuals to protect their time, energy, and mental health, thereby cultivating a culture of respect, accountability, and productivity. For instance, when leaders fail to clarify expectations, they may end up redoing tasks themselves out of frustration or feeling resentful when accepting work outside their scope.

Personal and Leadership Effectiveness

Healthy boundaries enhance effectiveness across life's domains. Overcommitting, driven by a failure to set boundaries,

can lead to exhaustion and reduced productivity. Research indicates that working beyond 50-55 hours per week sees diminishing returns, advocating instead for more sustainable working hours, such as a four-day workweek.

Moreover, well-defined boundaries facilitate leadership by making accountability possible and preventing toxic behaviors. In contrast, a lack of clear boundaries can lead to laissez-faire leadership, which may result in impulsive decisions and missed opportunities.

Work and Life Integration

The division between work and personal life significantly impacts organizational metrics such as absenteeism, job satisfaction, and turnover, as well as individual health outcomes. Leaders set the tone for work-life boundaries within their teams; poor management in this area can hinder others from establishing healthy boundaries themselves.

Best Practices in Boundary Management

Effective boundary management requires self-awareness, courage, and respect. Leaders must know their values, triggers, and capacities to set appropriate boundaries. Communicating boundaries clearly and consistently is crucial; as Brené Brown says, “Clear is kind.” Leaders must also respect others' boundaries and model this behavior.

Prioritizing transitions and rituals, such as establishing routines or designated downtime, helps manage and communicate boundaries, especially in remote work settings. Practicing true disconnection by engaging in activities that require full focus, like sports or creative pursuits, provides mental and emotional recovery, essential for resilience.

In conclusion, by establishing and communicating boundaries that align with personal values, leaders can maintain healthy relationships, enhance well-being, and improve team and organizational effectiveness. As leaders navigate modern work environments, prioritizing boundary management is not just a personal choice but a strategic imperative crucial for sustained resilience and success. ■



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Navigating New Realities: Cultivating Resilience and Innovation in Supply Chain Management for Change and Adaptation

By Jeff Metersky

I recently stumbled upon an article titled 'Navigating through the Week: An Endless Cycle.' Its headline resonated with me, evoking a chuckle as I delved into its contents. The narrative painted a familiar picture: 'Each Monday morning, we gather in the office over coffee, and she shares her mantra of just needing to make it through the week... 52 weeks later, and nothing has changed.' As I reflected on this portrayal, it struck me how closely it mirrors the mindset prevalent among supply chain professionals, including myself. The longing for a return to 'normalcy' echoes throughout our industry, yet the reality is that the landscape has permanently shifted. Embracing this change is pivotal for staying competitive and thriving in an evolving environment."

The Myth of the New Normal

Remember when the word "unprecedented" was everywhere? Every email started with "In these unprecedented times..." Fast forward, and here we are, sipping our umpteenth cup of home-brewed coffee, talking about settling into the "New Normal." But let's be honest. The truth of the matter is that "normal" is a myth. I have never been a fan of the term "new normal." The Greek philosopher, Heraclitus, is credited with saying, "The only thing constant in life is change." As we progress through time, we would be better served to acknowledge the current conditions and strive to adapt to them, rather than hope that things will return to the way they were. We should always be moving forward and learning from the past but never planning that it will return.

In our supply chain industry, this means adapting to ongoing factors requiring changes to remain competitive, such as embracing new technologies, adapting to shifts

in global trade patterns, or reconfiguring logistics networks for greater resilience and agility.

A "New Normal" mindset suggests that a period of stability soon follows once we adapt to changes. And while this may be the case, it will not last.

Moving Past "React and Respond"

In prior decades, supply chain leaders had the luxury of operating with higher degrees of predictability and certainty due to greater stability and lower complexity. The approaches, methods, and tools created 30-plus years ago and tweaked through today were engineered for that environment. Recently, these approaches have not served us well because the underlying conditions have changed and evolved to a new state of ever-increasing Volatility, Uncertainty, and Complexity, creating Ambiguity in decision-making—a VUCA environment. According to a Gartner survey, 89% of CSCOs believe we are in a prolonged VUCA environment and according to PwC, 83% of executives indicate supply chain technologies have not delivered on their promises.

When it comes to supply chain performance, we are challenged to maintain consistent performance mainly because we set our supply chain designs, policies, performance expectations, and plans without considering volatility or uncertainty. We are driving to achieve a single target instead of a range of expected outcomes. This approach inherently creates brittle plans subject to underperformance. As supply chain professionals, we attempt to mitigate this risk by using "react and respond" approaches such as control towers and command centers to address the operational variability and uncertainty that arise. Our discipline should mirror manufacturing quality best practices: building in quality upfront

and not primarily relying on inspection. The right place for incorporating variability and uncertainty into the decision-making process is as early as possible, not at the monitor stage when responding is the only option.

As we continue through the complexities and challenges of a VUCA environment, one thing becomes abundantly clear: traditional methods and tools are no longer sufficient.

The Path Forward Begins with a New Mindset

Understanding, accepting, and embracing VUCA is the first step. Companies across the board need to develop playbooks for anticipated changing conditions, understand every decision's financial, service, and risk tolerance tradeoffs, and explicitly incorporate variability and uncertainty considerations to ensure they meet or exceed goals and objectives.

However, equally, if not more important than these changes in methods and supporting techniques, it is a change in the organization's mindset and underlying culture. It is not just about surviving the VUCA era; it's about thriving in it; understanding the impact of decisions across the supply chain and turning potential threats into opportunities for growth and success. It is about changing the culture from chasing precision with functional decisions focused on minimizing supply chain costs and, thereby, flexibility, to making decisions based on an array of potential outcomes and accepting increased costs as a hedge against uncertainty. Supply chain analyst Tim Payne echoed this position in a recent Gartner webinar. He explained that a company's ability to cope with uncertainty determines whether it achieves value destruction, value protection (or resiliency), or value creation.

To achieve value creation, companies need to move from hating or tolerating disruption to loving it and view flexibility and composable technology as worthy investments. They'll need to create flexible strategies, invest in composable technologies, and foster a culture of continuous adaptation and learning. It uses the best math and the latest in data or decision science to inform every decision. It is about viewing supply chain redundancy strategies and tactics, such as postponement strategies, multiple sourcing, and buffer capacity, as not just insurance policies, which is a resiliency perspective, but as investment opportunities to take advantage of to create value. ■



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2024 Circle of Excellence Award Winner: Ferguson

By Harry Haney, PhD



For nearly 30 years, the SCLA has presented the Circle of Excellence Award to an organization who embodies SCLA's values of excellence and integrity in their business. Criteria include not only the organizations commitments to sustainable, responsible operations, but their track record of results and continuous improvement ethos. Past recipients have included icons such as IBM, Starbucks, Pepsico, and Mercedes Benz among many others.

This year's Circle of Excellence Award recipient is Ferguson, a company with roots dating to 1953 and a long history of treating their people and their customers right. The committee also emphasized Ferguson's consultative approach and service-first mentality, which goes beyond physical outputs. The acknowledgment that you help build relationships, trust, confidence, and community aligns perfectly with Ferguson's objective to build a better world.

Ferguson is seeing real progress across multiple initiatives including:

- Packaging efficiency - sustainability means robust: getting the packaging right means finding the sweet spot that protects the product without wasting packaging material.
- Packsize machines optimize carton size for outbound shipments. Material trimmed from outer carton are re-used as internal packaging.
- Maximize use of manufacturer's original packaging.
- Reducing usage of hard foams, Styrofoam, and other non-recyclable materials.
- In some cases, by changing the unit orientation from vertical to horizon-

tal, they've increased the number of units per stack by 35 and have reduced material in the master carton by 0.04 square meters.

- The combination of these actions have not only reduced packaging, but reduced damages and returns as well as increased customer satisfaction.
- Prioritizing Health and Safety: Ferguson's First in Safety approach includes a combination of new processes, additional training, and leadership attention that has resulted in steady annual improvement since 2020:
- Revised / standardized health and safety training, with designated teams accountable for overseeing training. Each associate goes through location and job-specific training; what's new is 30-60-90 day check ins to ensure associates are incorporating they processes into their daily jobs.
- Health and safety teams provide regular updates to the Executive Leadership team and the company's Board of Directors.
- Executive goals and compensation are tied to responsible leadership and governance practices including safety and sustainability.
- Expanded thermostat recycling program
- An existing mercury thermostat recycling program was expanded to all legacy tech thermostats. This program provides discounts for new smart devices which is safer, reduces landfill, and saves energy – about 8% for nearly 3000 households to date.
- Water conservation – Did you know that over 2 million Americans lack access to clean water and proper sanitation? And that over 6 billion gallons of treated water are lost daily in the United States due to leaking pipes?
- Ferguson partners with multiple organizations such as The International Association of Plumbing and Mechanical Officials (IAPMO). Through their support of IAPMO's Innovation

Fund, the International Water, Sanitation and Hygiene Foundation (IWSH) and DIGDEEP, Ferguson is working to ensure every American has access to clean water and proper sanitation.

- Ferguson's Ventures arm invests in companies working to use water resources more efficiently including:
- VODA.ai, a technology company that analyzes pipes to help utilities prioritize repairs / replacement.
- Greyter – Rainwater recycling technology set up in residences that captures rainwater, treats it and recycles back into the house in non-potable applications, reducing fresh water usage by some 30%.

Sustainability trends: More Action, Less Talk

Over the last several years, the sustainability drumbeat has grown increasingly louder with the spotlight focused on Supply Chain, given its significant impact on the environment in many organizations. Pressure continues to mount from consumers, governments, NGOs to measure and ultimately reduce adverse impacts on the environment and operate in a transparent, responsible manner.

More recently, however, companies are toning down the rhetoric – particularly the use of the use of the term “ESG” or Environment, Social, Governance. Both the number of “mentions” in corporate earnings calls and hiring for positions with “ESG” in the title have declined. Existing positions with such titles have also been in the crosshairs during belt-tightening at many firms.

There are many reasons for this: arguably some companies were too quick to claim environmental benefits that were not justifiable and found

themselves at odds with consumers and/or shareholders demanding proof. Others may wish to avoid the risk of reputational harm stemming from claims of dubious environmental advantages.

Nevertheless, ‘rumors of the demise of “sustainability” have been greatly exaggerated’ and operating your business in a way that is truly responsible from a people, planet, and profit perspective will never go out of style. We’ve outline what this year’s Circle of Excellence Award winner, Ferguson is doing; let’s take a look at what some leading organizations are up to:

- Many organizations are changing job titles and including responsibilities beyond sustainability into the roles. Ultimately, sustainability considerations should be a core element of everyone’s job anyway; the key is to ensure the people picking up the responsibilities have the tools to be successful.
- Vodaphone and Nestle have established cross-functional panels to review sustainability projects and evaluate the purported benefits to mitigate the risk of “greenwashing” claims.
- Hershey Company teamed up with supplier Cargill to “upcycle” chocolate product that doesn’t quite meet their specifications to be used as animal feed.

Fair pay for workers in the garment industry continues to be a challenge. Retailers are reluctant to contractually require suppliers to pay a specific wage, believing in the long run it is better if employees can secure the wage rates on their own through negotiation and, in some cases, collective bargaining. Retailer H&M has even tried teaching negotiation skills using

methods employed in Sweden and Japan but has had little progress. Joining labor monitoring groups such as the Worker Rights Consortium or Fair Labor Association can help identify manufacturers violating agreed-upon labor practices.

Thinking about potential actions to reduce environmental impact on a spectrum from most to least impact, the “Circular Economy” arguably holds the most potential, because the strategy is to design “in” the environmental benefits instead of engineering them “out”. For example, Interface Flooring designs their products to be carbon neutral across the full life cycle. For more on the Circular Economy, check out Lisa Ellram’s article in this issue of DBM Journal.

Innovation is at the heart of sustainability progress and successful implementation requires a high level of trust – a concept in short supply in our increasingly polarized world. According to Edelman’s Trust Report, Business is still the most trusted institution, by wide margins over NGOs, Government, and media. At the same time, in the US about four times as many people feel innovation is poorly managed as those who feel it is well managed. This is an opportunity for organizations who are very good at managing change: giving people a voice, being transparent about the rationale, being willing to adjust as needed, to gain ground vs their competitors

The good news about sustainability is that there are such a broad range of focus areas where improvement will mean that your organization is not only becoming more sustainable while saving money, serving the community, satisfying customers, and improving the environment in the process. ■



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Supply Chain Leaders in Action

Supply Chain Leaders in Action Announce 2024 Legacy Award Honors

The prestigious SCLA Legacy Award recognizes Leaders for career-spanning accomplishments and dedication to the betterment of the industry. This year we honor two distinguished executives as they transition to retirement.

Chris Jones, Executive VP of Industry and Services – Descartes Systems Group

Jones's career spans over four decades in the supply chain sector and has been marked by groundbreaking contributions and leadership roles that have profoundly impacted the industry. His journey is a testament to his versatility and expertise within the supply chain domain. Prior to Descartes, Chris held pivotal senior leadership positions in Marketing, Corporate Development, and Research for Enterprise Planning Solutions at leading firms including Gartner and Aberdeen Group, placing him consistently at the forefront of innovation and strategic development in supply chain management.

In 2006 with Descartes, Jones became one of the pioneering educational members of the SCLA, contributing significantly to the association's mission and growth. His knowledge of the supply chain has catalyzed numerous innovations, enriching the industry with strategies and practices that have propelled it forward. Jones's role in shaping the landscape of supply chain management has been both transformative and enduring.

Reflecting on Jones's impact, Amy Thorn, CEO of SCLA, expressed her admiration and gratitude: "I've worked with Chris over the past

18 years and have the utmost respect for his knowledge in the supply chain and his innovative mind. He has been a friend, not only personally but to so many in the supply chain industry. It is my pleasure to recognize the contributions he has made and the roles he has played within the SCLA organization. I will always be grateful."

Chris Jones's journey in the supply chain realm has left a mark on the industry, demonstrating a blend of visionary leadership and commitment to innovation. His significant achievements have not just advanced the strategic capabilities of the companies he has served but have also significantly contributed to setting new benchmarks within the wider supply chain community. The awarding of the SCLA Legacy Award to Chris Jones underscores his extensive influence and the lasting legacy of his contributions to enhancing and shaping the future of supply chain management.

Andrew Smith, Director of Finance, Customer Supply Chain & Logistics – PepsiCo

Andrew's career with PepsiCo began in 1988 at Frito-Lay's manufacturing plant in Frankfort, Indiana. Over the next 36 years, he progressed through multiple roles and locations as a result

of being a pioneering force behind numerous innovative projects and initiatives that have significantly enhanced the efficiency and effectiveness of PepsiCo's supply chain operations.

In 2006, a pivotal year for both Smith and PepsiCo, he joined the company's customer supply chain and go-to-market group. This move coincided with PepsiCo's inaugural association with the SCLA, marking the beginning of a fruitful relationship that would yield substantial advancements in the field of supply chain management.

His expertise has not only propelled PepsiCo to new heights but has also been generously shared through his active involvement in the Supply Chain Leaders in Action association. As one of the initial members of the SCLA..., Smith's leadership and vision have been foundational in shaping the organization's trajectory.

According to Amy Thorn, CEO of SCLA "Andrew has been a personal friend and ally since the very beginning of the SCLA. I will always be grateful for his time and the support of the entire PepsiCo team who worked tirelessly to help build the organization into a leading supply chain think tank. Without the efforts of leaders like Andrew, the industry would not be where it is today. His legacy will always remain as a testament to his leadership within the supply chain industry."

Andrew Smith's career is a shining example of excellence and innovation in supply chain management. As he steps away from his professional role, his legacy endures, inspiring current and future generations of supply chain leaders to pursue excellence with the same passion and commitment that he has demonstrated throughout his career. The SCLA Legacy Award is a fitting tribute to a steadfast leader, whose work has shaped the supply chain landscape for the better. ■

Marcus Olsen Earns DBM's 2024 Distinguished Service Award



innovative work within the field.

With a robust educational background, including a Master's degree in Industrial Engineering/Management Sciences from Northwestern University and a Master of Science in Industrial Administration from Purdue University School of Business, Olsen's expertise is unparalleled.

In his role as Vice President Strategy at Surplus City, a Foxhole Group Company, Olsen drives strategic initiatives that redefine industry standards. He brings decades of experience to the table,

having previously served as Vice President of Purchasing at Leggett & Platt, a Fortune 500 company with over \$3 billion in annual spend. Here, he led corporate purchasing efforts, focusing on Total Cost of Ownership and Servant Leadership principles to optimize operations.

Olsen's influence extends beyond corporate settings; he shares his knowledge as an Adjunct Professor at Prairie State College, enriching the minds of future supply chain professionals. His proficiency spans negotiation, price and cost analysis, decision support, supply chain optimization, quantitative analysis, process management, and technology integration.

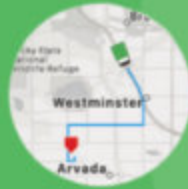
The DBM's Distinguished Service Award recognizes Olsen's ambitious and creative work within the supply chain profession. This accolade places him among his peers of winners, honoring his significant contributions to the advancement of supply chain as a discipline and career. ■



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A Life Well Lived and an Inspiration for All...

By Harry Haney, Academic



Last year at SCLA we had the pleasure of honoring Omar Keith Helferich with DBM's Lifetime Achievement Award for his outstanding career-long contributions to the development of the logistics and supply chain management industry.

In March of 2024, Omar passed away unexpectedly at 89 years young.

Omar's journey with SCLA started in 1997. Always willing to help in any part of the SCLA, the Annual Circle of Excellence Award is really Keith's legacy. He worked closely with Jack and Amy Thorn to design the criteria, vet candidates, and present the award at the annual conference. "I've had the pleasure of knowing Omar 'Keith' Helferich since 1997 when we collaborated on establishing the criteria for DBM's Circle of Excellence Award," said SCLA CEO, Amy Thorn.

Omar Keith graduated from the University of Michigan in 1959 with a degree in Engineering and Civil Environmental Engineering. He began a career in the military as a Second Lieutenant in the US Army Artillery Air Defense Missile program, serving one tour and then was in the active reserve through 1970, with an honorable discharge as a Captain. During that time, he was a Nuclear Radiation Safety Engineer for the US Atomic Energy Commission at Brookhaven National and the Lawrence Radiation Lab. He returned to the University of Michigan and earned an MBA in 1966 and Doctorate in Business and Supply Chain Management from Michigan State University in 1970, launching his supply chain career.

Omar held senior-level positions at multiple consulting firms and served as CEO of Dialog Systems, Inc. His academic career spanned positions beginning at Michigan

State University as the Director of the Supply Chain Outreach Program, at Central Michigan University as a professor, and most recently as Visiting Scholar at Clean Water Institute of Calvin University (CWICU). The goal of CWICU, through multi-disciplinary efforts, is to contribute to sustainable solutions that maintain access to clean water for the poorest populations.

In addition to serving our country, industry, and academia, Omar also volunteered extensively. At the American Red Cross, he held leadership positions at the State and National Level. His disaster relief assignments included the Mississippi Floods in the 1990s, the Oklahoma City Bombing in 1995, the World Trade Center Bombings in 2001, and hurricane events Katrina and Ike. In retirement, he continued his volunteer work to improve clean water and sanitation projects through Rotary International and Water@Work Ministry, working to ensure sustainable solutions to improve health and poverty levels in Honduras, Dominican Republic, and Haiti.

SCLA CEO, Amy Thorn: "Omar Keith was a remarkable individual whose contributions to the supply chain industry and beyond have left an indelible mark. His co-founding of the Circle of Excellence Award is a testament to his visionary leadership. Keith's dedication to environmental stewardship, his unwavering support for underprivileged and underserved communities, and his intellectual prowess stand as enduring testaments to his character. Though he may have departed, his spirit lives on through the countless lives he touched and the lasting imprint he left on the world. Keith will be dearly missed, but his legacy will continue to inspire generations to come" ■



Rise of the Multi-enterprise



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AI in the Supply Chain: Navigating Hype and Reality

By Chris Jones and Heidi Benko

The interest in using AI in supply chains has been steadily climbing for the last decade. However, two years ago, a public domain generative AI application called Chat GTP launched and sent not only the supply chain world spinning about its opportunities but also raised questions about the role and direction of AI in general. Pundits and the press piled on about AI's potential to replace human decision-making, clouding its role rather than providing clarity. Meanwhile, other forms of AI such as machine learning are being deployed widely and adding value to numerous supply chain processes. So where does AI stand - is it all hype, or is it reality? Let's delve into it and, most importantly, cover the success factors and deployment strategies needed to make AI a valuable part of your supply chain technology strategy.

What is AI and What are Some of its Forms?

AI, or Artificial Intelligence, refers to the simulation of human intelligence in machines programmed to think like humans and mimic their actions. It encompasses various forms such as rules-based expert systems, machine learning, large language models (LLMs)/generative AI, and decision trees.

Expert systems are designed to solve complex problems by reasoning through bodies of knowledge, mainly represented as if-then rules. Machine Learning (ML) algorithms improve automatically through experience, building mathematical models based on sample data to make predictions or decisions. Large Language Models (LLMs)/Generative AI are notable for their ability to achieve general-purpose language generation and other natural language processing tasks. Decision trees provide a decision support hierarchical model that uses a tree-like structure to represent decisions and their consequences.

AI Use Cases in the Supply Chain

- Network Optimization
- Demand Forecasting

- Predictive ETAs: Machine Learning - Proven, deployable today.
- Transportation Optimization
- Warehouse Labor Optimization
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AI Hype vs Reality: Artificial Intelligence and the Supply Chain

Breakthrough technologies often undergo a rapid adoption cycle characterized by a wow phase, media hyperbole, skepticism from critics, enthusiasm from early adopters, and eventual mainstream adoption. The use of Artificial Intelligence (AI) in the supply chain is following this circuitous path, encountering unique stumbling blocks along the way. Confusion impedes unbridled endorsement, and in this article, we aim to clarify the current state of AI in the supply chain and offer realistic advice for organizations seeking to leverage this technology.

AI permeates our lives to such an extent that we often fail to recognize its various forms. For Millennials, platforms like Amazon and Netflix predicting our preferences, social media recognizing friends' faces, and smart devices offering fitness advice are the norm. However, the anticipated business applications of AI that promised to revolutionize our work, customer interactions, and global logistics are still largely on the horizon, despite significant progress being made.

Supply chain management is inherently complex and high-stakes, compounded by mounting challenges such as global volatility, trade conflicts, fuel costs, and ethical sourcing concerns. Simply increasing inventory levels ties up capital, while alternative shipping routes to mitigate risks can incur substantial costs and environmental impacts. Achieving true supply chain resilience demands additional intelligence, which AI-driven solutions can provide.

To help stressed supply chain managers

navigate these challenges, it's crucial to overcome confusion by understanding the types of AI applications available and separating hype and inflated fears from reality. Here's a primer on the AI applications in use today:

- **Predictive Analytics:** Integrated into modern supply chain solutions, predictive analytics enable users to anticipate likely events based on data patterns and algorithms.
- **Prescriptive Analytics:** Recommends the best course of action based on complex data, considering rules-based constraints and organizational priorities.
- **Generative AI:** Utilizes data and human input to generate content, automate tasks, and interact with users, enhancing data analysis, planning, transportation management, supply chain visibility, and finance processes.

Steps to Get Started:

1. **Go Digital:** Digitize your organization and leverage real-time data for enterprise-wide visibility and agility.
2. **Cleanse Data:** Ensure data accuracy through a thorough cleansing process to avoid misleading AI insights.
3. **Think Long Term:** Define goals and create a realistic plan for AI-driven investments that can scale with your organization.
4. **Protect Customer Trust:** Prioritize customer retention by ensuring supply chain processes uphold ethical standards.
5. **Plan End-to-End:** Manage the entire supply chain journey with an end-to-end platform to avoid disruptions.
6. **Embrace Innovation and Agility:** Adapt a data-driven mindset and embrace modern supply chain solutions with built-in AI capabilities.
7. **Ask for Results:** Evaluate technology options based on proven results aligned with your goals and objectives.
8. **Don't Wait:** Take action now to modernize your supply chain technology and stay future-ready, as delays can be costly and detrimental to customer satisfaction.

By understanding and embracing the realities of AI in the supply chain, organizations can unlock its potential to enhance efficiency, resilience, and competitiveness in today's dynamic business landscape. ■



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Enhancing Supply Chain Efficiency: A Guide to Optimizing Networks through Software

By Bruce Dzinski

Introduction

Using software to optimize a supply chain network is an effective tool to plan facility locations and sizes, and to minimize transportation costs. When embarking on a project of this nature, it is critical to take the proper approach to achieve the desired results. The more accurate the information put into the model, the more accurate the results are. There are seven key steps to developing the most accurate model to map the future of your supply chain organization.

Step 1: Assemble the Right Project Team

Divide the project team into two sub-teams: a core team and an executive steering team.

The core team consists of logistics experts who do the bulk of the project work, with the perspective to interpret data, develop accurate assumptions where needed, and make appropriate process decisions. The core team requires at least one, and preferably more, members to support certain key competencies:

- Expertise in using the selected software. This can come from the software provider or other trained internal or external sources. This expertise is required to provide the knowledge to ensure the model is running correctly and the data are being interpreted correctly by the software to produce accurate models.
- Significant distribution and logistics

background. Although this sounds obvious, it is not as simple as it appears. Person(s) in this role need to be dedicated to the project. Internal resources tend to have many other responsibilities that require time and attention. There will be many points in the project when decisions need to be made on a variety of issues:

- Identifying cost and service-effective transportation modes on all legs produced in modeling.
- Developing current facilities' true capacities for storage and throughput for all business channels through improved space utilization and improved processes.
- Testing the viability of scenarios produced by the software for facility locations. The ability to identify appropriate options and their impact and present them to the overall team is critical to reaching an optimal, fully supported decision. In addition to these key competencies, a senior-level project sponsor is required to coordinate internal and external resources, be the liaison to the executive team, and provide overall project direction.

The executive steering team consists of stakeholders in the project from all



business units and functions. Every area potentially impacted by the project should be represented. This enables a consensus on strategy, initiatives, and projections that might otherwise be skewed. It also builds team ownership and commitment once the plan is developed. If C-level executives are not included on the executive steering team, separate update meetings must be established to keep them abreast of project progress. A project of this scope can have a dramatic effect on the entire company. Stakeholders at all levels must be aware of project status and direction. Without effective communication to all levels throughout the project, network modeling can produce a strategy that might not be supported at decision time.

Step 2: Data Accumulation and Input

Without an accurate set of data to build the model, the project will not produce a usable result. The key here is to gather data to the appropriate level of detail to reach the desired result. The leading software tools will allow very minute detail. It is up to the core team to determine what level of detail to reach based on the quality of the data available and the characteristics of the business. It may not be necessary, for example, to develop the transportation cost per carton-mile and shipment characteristics for each individual supplier. It may be better to group suppliers regionally. The result you get is likely to be more accurate, even though less precise. This is especially true if the suppliers tend to change over time.

It is best to have a full year of data to input to capture seasonal variation and an appropriate quantity of data to produce an accurate model. Comprehensive cost data is required in the following key areas:

• Transportation

- All costs inbound from suppliers and consolidators and outbound to stores and/or end consumers.
- Shipment characteristics on all inbound, outbound, and inter-facility legs.

- Required information includes origin, destination, number of pieces, weight, and cost.
- Cube information and/or carton size should be included, if available.

• Workforce

- Labor cost including all wages and benefits.
- Productivity information.
- Labor availability.

• Facility

- Fixed costs including building lease, CAM charges, taxes.
- Variable or semi-fixed costs including utilities, snow removal. Data for input must all have consistent formatting. The naming convention for stores and suppliers must be consistent. If names of locations of any kind are referenced differently in different sources of data, they must be made consistent. The data scrubbing process can be very time-intensive if different sources refer to the same location differently.

Step 3: Define Strategy and Initiatives and Develop Projections

Business projections and company initiatives with distribution considerations must be understood by the team to develop accurate models. Demand forecast, new product introduction, changes in market demand, business growth, supplier location changes, customer delivery expectation changes, transportation mode changes, SKU proliferation, and inventory policies, among others, must be evaluated. Building a model based on current conditions without considering the future can lead to suboptimal results as the business changes. Strategic objectives such as speed to market, cost reduction, or enhanced customer service levels will also influence how the network is optimized.

Step 4: Develop the Base Model

Create a model using all the data collected and the projections and

initiatives defined. Test this model rigorously for accuracy. For instance, compare the projected transportation and labor costs against actual costs to see if the model is valid. Adjust the assumptions and inputs until you are satisfied that the model reflects your actual operating environment.

Step 5: Test the Model with Different Scenarios

Once you have a base model that accurately reflects your current and projected operations, use the software to simulate different scenarios. For example, the impact of opening a new distribution center in a different region, or changing transportation modes. Evaluate these scenarios based on their effect on costs, service levels, and other strategic objectives.

Step 6: Evaluate the Results and Decide on a Plan

Review all the scenarios tested and the results obtained. Engage the executive steering team in deciding which scenarios align best with the company's strategic goals and financial realities.

Step 7: Implement the Chosen Strategy and Monitor Results

Once a strategy is selected, proceed with the implementation phase. This involves detailed planning, allocation of resources, adjustment of processes, and possibly the engagement of new technologies or partners. After implementation, continuously monitor the outcomes against the expected results, making adjustments as necessary to optimize performance and achieve the desired objectives.

Conclusion

Supply chain network optimization software provides a powerful tool for decision-makers to plan more effectively and respond more rapidly to changes in the marketplace. By following these seven steps, companies can maximize their chances of successfully implementing a network model that drives cost savings and improves service levels across their operations. ■



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The circular economy: What is it, and why should we care?

By Lisa Ellram, PhD

The circular economy is a concept that is gaining a great deal of visibility as companies focus on reducing resource use and becoming more sustainable. The European Union has passed directives eliminating the use of 10 key single-use plastic items, and requiring a doubling of circular material use rate, which currently averages about 11.5% in the EU. Further, the three-fold growth in resource use in the past 50 years is the key driver of the climate crisis. We are depleting the resources of future generations.

According the Ellen MacArthur Foundation definition, also adopted by the EU, the circular economy is based on three principles, driven by design:

- Eliminate waste and pollution
- Circulate products and materials (at their highest value)
- Regenerate nature

Underpinned by a transition to renewable energy, and materials, the circular economy is a resilient system that is good for business, people, and the environment.

It has been popular to talk about the three Rs of CE: reduce, reuse, and recycle. This oversimplifies the opportunities available for CE. The concept of the 10 Rs provides a more complete picture of approaches that can be embraced by companies pursuing circular approaches, as shown in Table 1. They are shown roughly in the order of impact, with the most powerful being refuse, and the least beneficial to resource reduction being recycle and burn for energy.

The first and best approach to sustainability is simply to refuse the item—do not use the resources at all. Each of the 10 Rs are briefly described in Table 1. In order to achieve the maximum impact, each of these ideas should be considered and incorporated during the product or service design stage, as explained briefly below.

As companies begin to implement circularity, they often start with recycling. While that is a good start, it is still very limited on a global scale, and there are so many more things that companies can do. For example, companies like Insight, a company that makes commercial sustainable carpet squares, used the CE practice “rethink” to

completely eliminate the use of glue and randomize patterns in its carpet so that it is very easy to replace one carpet tile so no one notices—rather than replace a large area of carpet. This makes the product last much longer, saving money, reducing the environmental impact, and the hazardous fumes and resource use that come from carpet glue.

The Importance of Rethink

During the design stage of new product or service development, many decisions are made that affect the environmental impact of the item throughout the product life cycle. As indicated in Figure 1, the linear economy has a very different focus. In the linear economy, we produce at the lowest costs possible to achieve the desired value, sell it, and leave the consumer to determine what happens to it after that. With CE, the design process considers all aspects of the lifecycle. Traditional product design has focused on making a product that meets specifications as cheaply as possible. This tends to be a linear process that focuses on important issues such as product quality (performance, durability, reliability, conformity to specs and more), cost of inputs, and often considers issues such as manufacturability and material availability.

Traditionally, design has not included a strong focus on the environmental or social impacts of design choices at each stage of the product lifecycle. For example, it hasn’t considered the environmental impact of the materials extraction and processing for materials and components used in production, nor the transportation impact of moving the materials between various locations. It most cases it has not considered the impact of product use by consumers, or end of life product disposition, with notable exceptions. Such considerations are on the rise in business, but it is challenging to change an organizational mindset to consider the environmental impacts of all aspects of the product lifecycle simultaneously. That’s where design for circularity comes in.

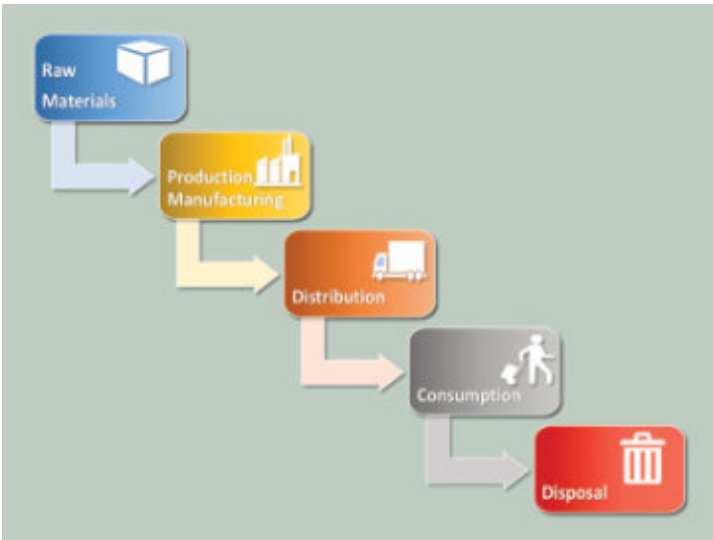
Design for Circularity

If we want to have a truly sustainable product, we need to think about each of the elements of the product lifecycle as we design the product. Once the product is designed, the impact that we can have is very limited. This is the idea of DfX--- or “design for...”. This has been a popular product design concept for decades. Just fill in the X with whatever concerns you want the designers to focus on—whether it be design for manufacturability, design for disassem-

Table 1. The 10 Rs of Circularity

Overarching principle: design for eco-efficiency	CE Practices	Description
Reduction in all types of waste	R0- Refuse	Product no longer needed- abandon the function, offer same function elsewhere, substitute existing
	R1- Rethink	Make product use more intense by sharing the product, concentrating the product etc.
Efficiency in resource use	R2- Reduce	Increase efficiency in product manufacture or use by consuming fewer natural resources or materials
	R3- Reuse	Reuse by another consumer of discarded product still in good condition, fulfills original function
	R4- Repair	Repair and maintenance of defective/broken product so it can be use in its original function
	R5- Refurbish	Restore old product & bring up to date
	R6- Remanufacture	Use parts of discarded product or its parts in a new product with the same function
Recycle wherever possible	R7- Repurpose	Use the discarded product or its parts in a new product with a different function
	R8- Recycle	Process materials to obtain the same (high grade) or lower (low grade) quality
Recover as much value as possible	R9- Recoverficiency	Anaerobic digestion, composting or incineration of material with energy recovery

Figure 1: Traditional Linear Economy lifecycle



bly. Here, the interest is in design for circularity. This is a multidimensional issue, as presented in Figure 2.

The design stage determines the materials that will be used, which has a strong influence on the location, the labor, the manufacturing process and overhead. It has a huge impact on cost structure. But is also impacts whether/how an item can be reused, repaired, recycled, and more. It is often said that about 80% of a product or services' impact is locked-in at the design stage. Once the design is set, there is a limited amount that can be improved upon without a major redesign. Thus, the rethink—the design stage, is where CE must begin and is where the real impact can be made. This has a big impact on transportation and logistics systems as well, including reverse logistics and how products can be reused, or repaired/refurbished for reuse.

The rethink stage can go beyond just product design—you can rethink your business model. One approach to CE is to sell the use of an item—like a lease—rather than the item itself. Here, the manufacturer retains ownership of the product sold, and the customer is essentially renting it as a service. One example of that is Interface carpet, where the customers lease carpet, and Interface maintains it, including providing repairs and end-of-life removal. Another example is CHEP, the blue pallet company, where companies lease standardized pallets that they often share with customers, and CHEP picks up, delivers and maintains these pallets where they are needed in the system to improve operating efficiency. Both of these companies retain ownership of their goods while the customer uses them, which gives

them the right and the responsibility for maintaining these items and reclaiming them. Lush, a beauty/cosmetics company is a little different, in that it provides many of its products in an (almost) infinitely reusable and recycling packaging. If customers return a certain number of these empty black “pots,” they get a free Lush product.

Some of the ways that Interface and Lush use CE principles in their products is illustrated in Table 2. They apply the same principles in different ways because they are dealing with such different items.

Both of these companies use CE principles throughout various parts of their operations.

Figure 2: Circular Economy Design and Lifecycle Considera-



For example, Lush repairs and refurbished its manufacturing equipment to extend its life, and recycles its molds. To keep the examples focused, the table highlights particular practices for a product type. These examples might spark some ideas of how CE principles can be used to help improve your own operations and sustainability. Many additional examples are available at the Ellen MacArthur Foundation websites, and at the websites of companies featured in these examples. A complete transformation to CE can be quite challenging, as shared by Interfaces. Implementing CE can also be rewarding both commercially and personally. ■

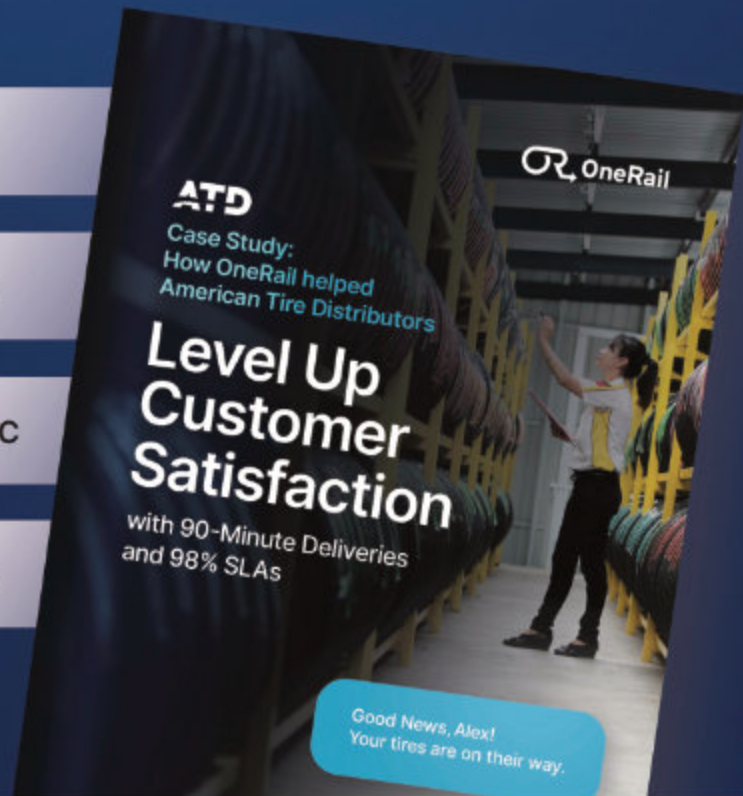
Table 2: Application of CE principles- Examples

CE Practices	Interface Carpet example	Lush Packaging example
R0- Refuse	Eliminate the use of glue through clever design, also making it easier to replace parts of carpet	Eliminate product packaging wherever possible
R1- Rethink	Lease carpet and design colors so it easy to replace just one tile	Find a way to make labels and packaging from same material to ease recycling and eliminated waste
R2- Reduce	Increase efficiency in product manufacture or use by consuming fewer virgin raw materials; 85% reduction in water use since 1996	Use fewer materials in making packing
R3- Reuse	Reuse/donate use of pre-used carpet in good condition	Encourage consumers to reuse and fill the packaging
R4- Repair	Make it possible to replace just one carpet tile if damaged	Not apply—too inexpensive
R5- Refurbish	Similar to repair here	Not apply—too inexpensive
R6- Remanufacture	Use parts of discarded product or its parts in a new product with the same function	Not apply—too inexpensive
R7- Repurpose	Pay locals to reclaim old fishing nets that kill turtles and other wildlife and use it to produce carpeting	Encourage customers to use the black storage pots to store things besides lush product
R8- Recycle	Process old carpets to obtain the same (high grade) carpets for resale	Pots/labels are 100% recyclable and are sorted for recycling by Lush
R9- R-9- Burn for energy or biomass	Divert 100% of their carpet from landfill through ReEntry® Reclamation and Recycling program	N/A



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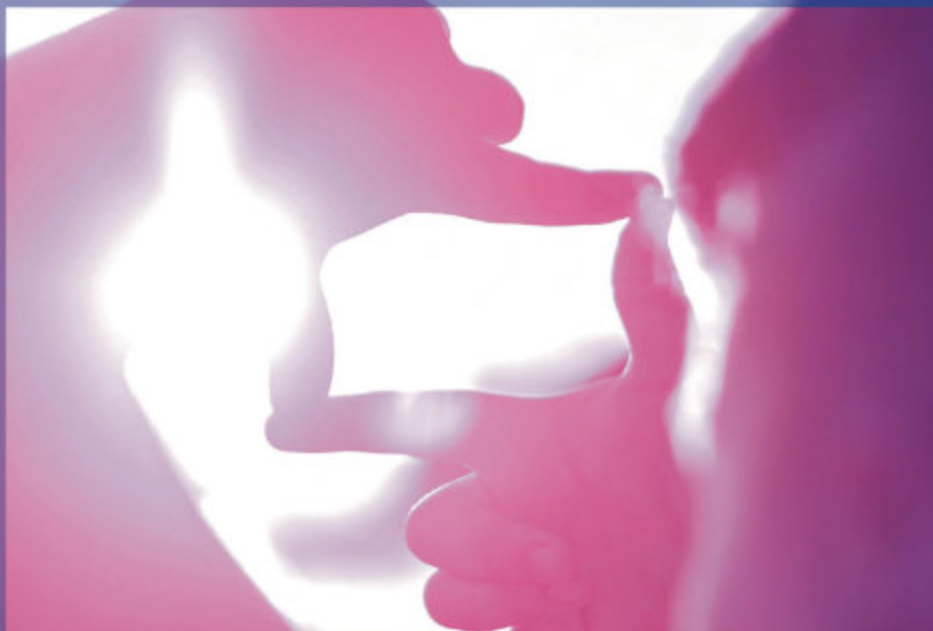


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