

Connecting Logistics and Distribution Operations to Logistics Orchestration Networks



Guy Courtin

Vice President of Industry
and Global Alliances

Tecsys



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*General Manager,
Distribution and Logistics
TraceLink*

Disruption:

Disturbance or problems that interrupt an event, activity, or process



Change Happens Fast...



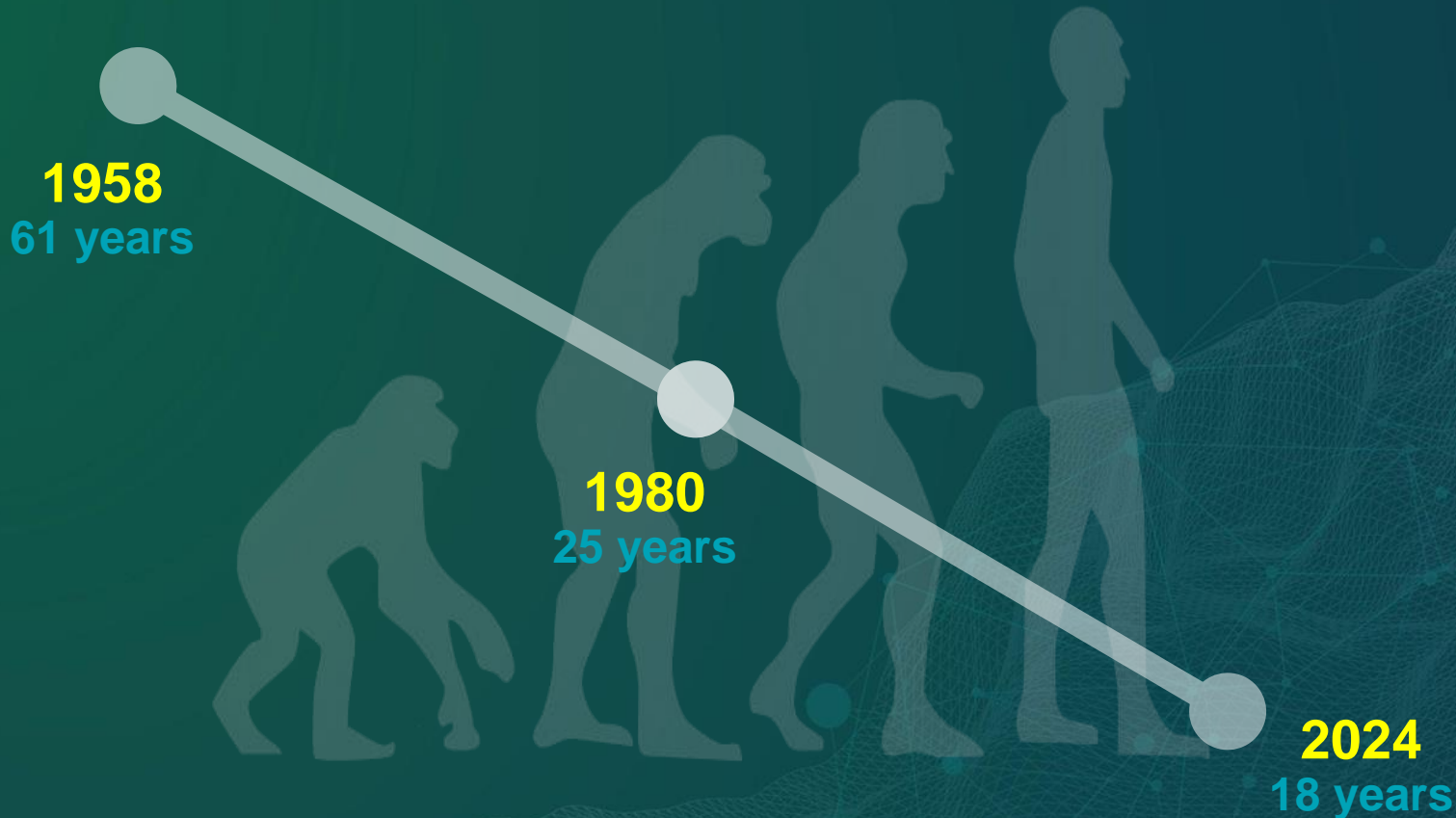
66 Years



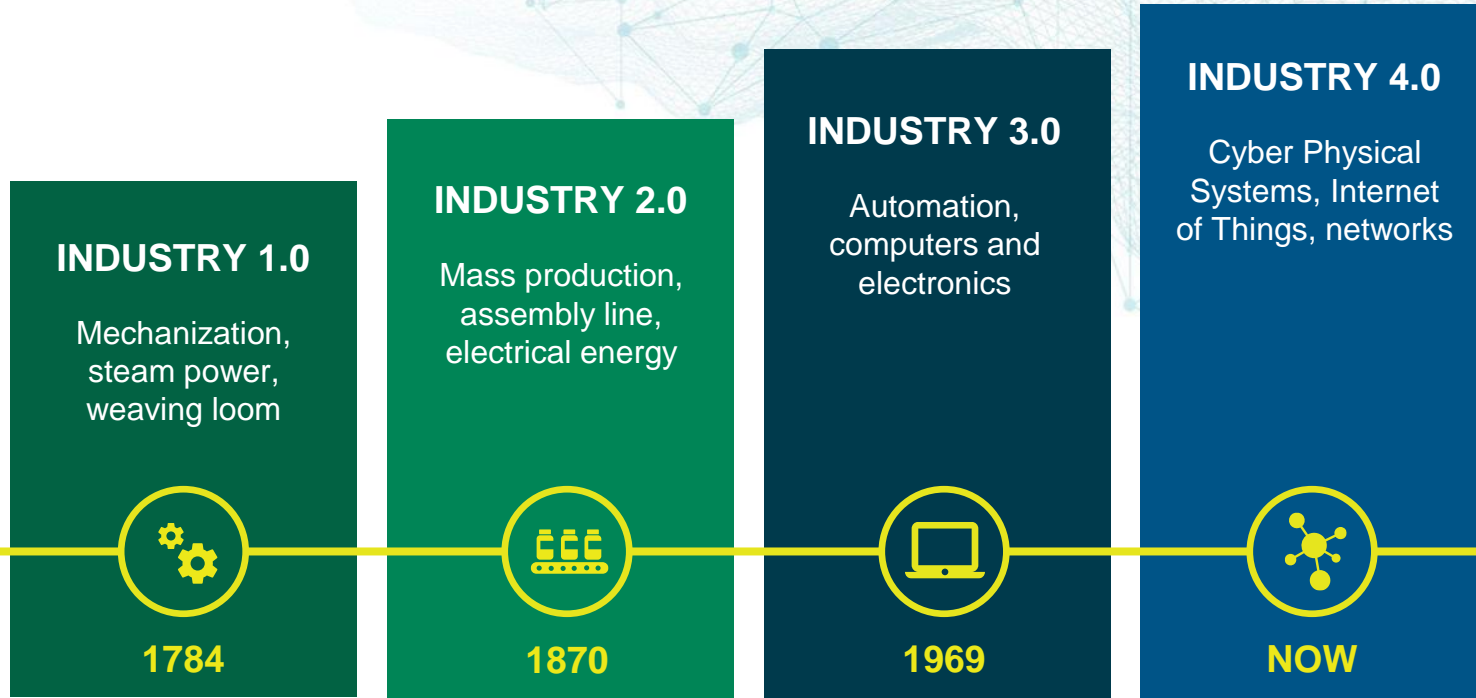
By 2027, 75% of the companies currently quoted on the S&P 500 will have disappeared.

McKinsey
& Company

S&P 500 Average Life Span



Digital – the Next Industrial Revolution



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Trends Driving Greater Need for Connectivity



Consumerization



Regulation



Competition



Disruption



Brands Don't Compete, Their Supply Chains Compete...

Only As Strong As Your Supply Chain



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COVID-19 related supply chain issues cause shoe shortage due to surging demand

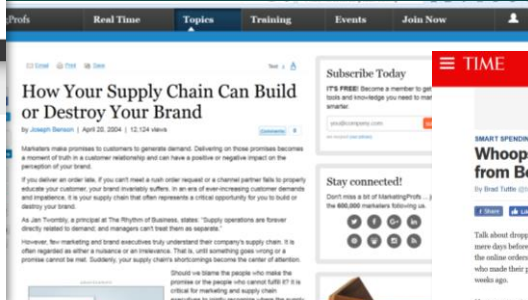
The most pressing supply chain snag now appears to be with transportation amid a shipping container shortage.

March 26, 2021 THE CANADIAN PRESS/PHOTOGRAPH BY AP/WIDEWORLD

Keep Your Machines from Going Down the Tubes

Download the white paper

Manufacturing In Focus



Real Time Topics Training Events Join Now

How Your Supply Chain Can Build or Destroy Your Brand

by Joseph Roman | April 20, 2004 | 12:13 PM EDT

Manufacturers make promises to customers to generate demand. Depending on those promises become a moment of truth in a customer relationship and can have a positive or negative impact on the perception of your brand.

If you deliver on your side, if you can't meet a rush order request or a channel partner fails to properly educate your customer, your brand inevitably suffers. In an era of ever-increasing customer demands and impatience, it is your supply chain that often represents a critical opportunity for you to build or destroy your brand.

As Jan Turetzky, a principal at The Rhythm of Business, states: "Supply operations are forever directly related to demand, and managers can't treat them as separate. However, few marketing and brand executives truly understand their company's supply chain. It is often regarded as either a nuisance or an inconvenience. That is, until something goes wrong or a promise cannot be met. Suddenly, your supply chain abruptly becomes the center of attention."

Should we blame the people who make the promise or the people who cannot fulfill it? It is critical for marketing and supply chain executives to jointly recognize where the supply chain can be leveraged to enhance a brand and where it cannot.

Supply Chain as a Foundation for Building Brand Equity

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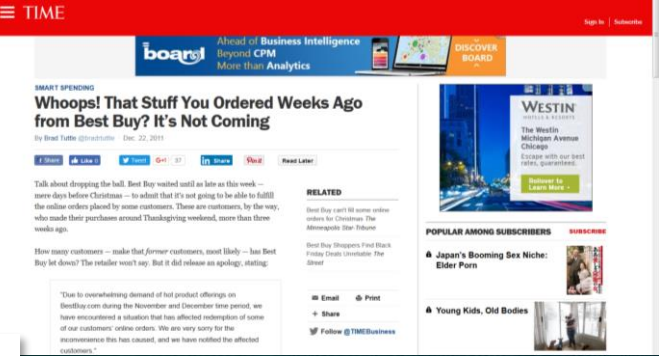
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board Ahead of Business Intelligence Beyond CPM More than Analytics

Whoops! That Stuff You Ordered Weeks Ago from Best Buy? It's Not Coming

By Best Tattle @besttattle Dec. 22, 2011

Talk about dropping the ball, Best Buy wanted until as late as this week—mere days before Christmas—to admit that it's not going to be able to fulfill the million orders placed by eager customers. These are customers, by the way, who made their purchases around Thanksgiving weekend, more than three weeks ago.

How many customers—make that former customers, most likely—has Best Buy bit down? The retailer won't say. But it did release an apology, stating:

"Due to overwhelming demand of hot product offerings on BestBuy.com during the November and December time period, we have encountered a situation that has affected redemption of some of our customers' online orders. We are very sorry for the inconvenience this has caused, and we have notified the affected customers."

RELATED

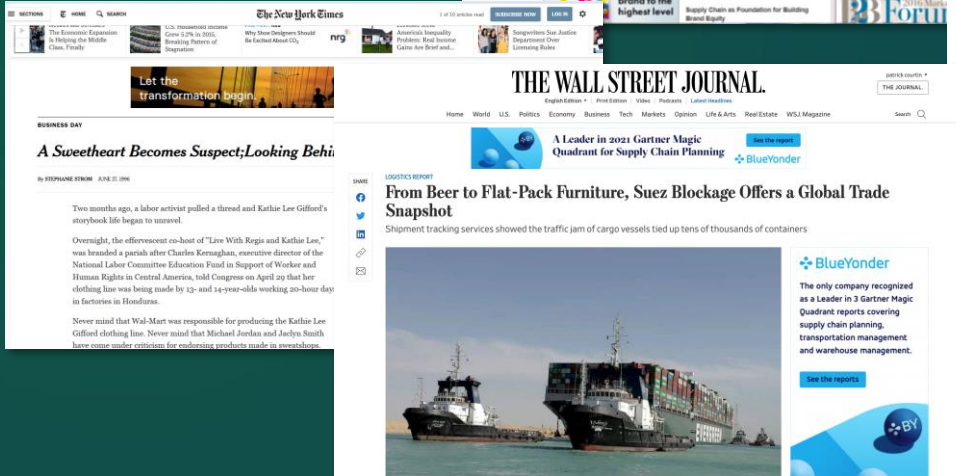
Best Buy can't fill some online orders for Christmas. The Minneapolis Star-Tribune

Best Buy Shoppers Find Black Friday Deals Unleashed the Worst

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A Sweetheart Becomes Suspect; Looking Behind

by STEPHAN LEECH | June 21, 2006

Two months ago, a labor activist pulled a thread and Kathie Lee Gifford's storybook life began to unravel.

Overnight, the offscreen on-set of "Law With Regis and Kathie Lee" was branded a patcher after Charles Kenagham, executive director of the National Labor Committee Education Fund in Support of Worker and Human Rights in Central America, told Congress on April 29 that her offshoring line was being made by 12- and 14-year-olds working 20-hour days in factories in Honduras.

Never mind that Wal-Mart was responsible for producing the Kathie Lee Gifford clothing line. Never mind that Michael Jordan and Jayce Novak have come under criticism for endorsing products made in sweatshops.

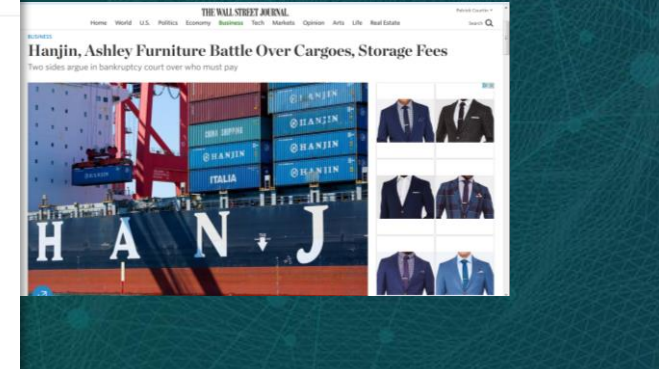
From Beer to Flat-Pack Furniture, Suez Blockage Offers a Global Trade Snapshot

Shipments tracking services showed the traffic jam of cargo vessels tied up tens of thousands of containers

BlueYonder

The only company recognized as a Leader in 3 Gartner Magic Quadrant reports covering supply chain planning, transportation management and warehouse management.

See the reports

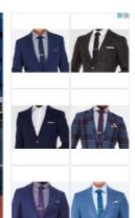



THE WALL STREET JOURNAL

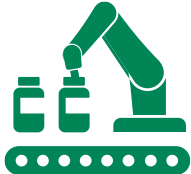
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Hanjin, Ashley Furniture Battle Over Cargoes, Storage Fees

Two sides argue in hard-fought court over who must pay



Our Supply Chains Are Not Linear



BUY

MAKE

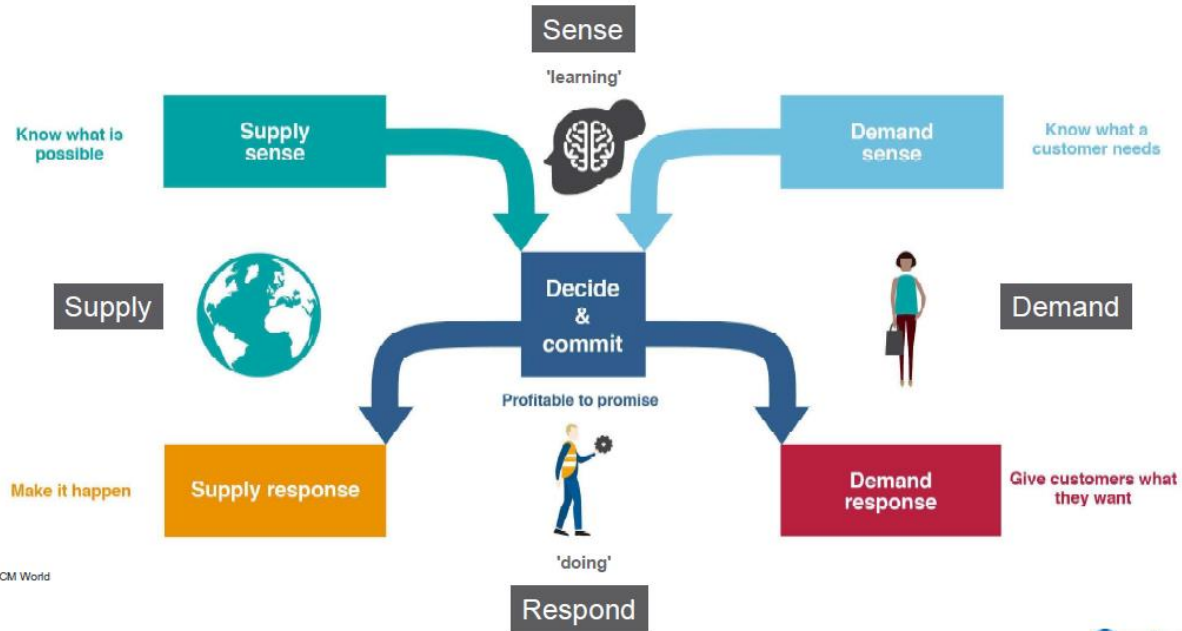
MOVE

STORE

DELIVER

That Network is Really a Matrix...

Digital Ties Everything Together



Source: SCM World

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Connectivity and Digital is a Journey

40.7%

of modern companies believe that data analytics will be one of the key technologies for supply chain management in the next two years.

(Logistics Management, 2018)

28%

of supply chain leaders say that analyzing data from multiple systems for SCM is a key benefit of advanced analytics.

(Logility, 2018)

81%

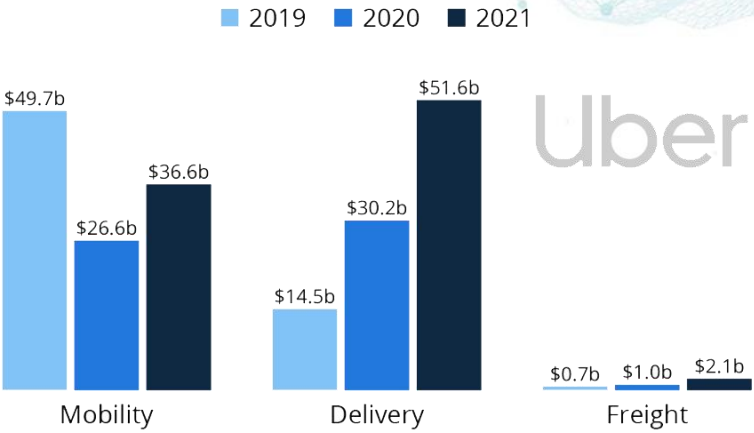
of supply chain managers report that data analytics will be crucial when it comes to reducing costs.

(The Hackett Group, 2017)

Uber's Pivot – Thanks to Being Digital

Uber's Pandemic Pivot

Uber's gross bookings in 2019, 2020 and 2021, by segment



Gross bookings are the total dollar value of rides, meal deliveries, and amounts paid by freight shippers without any adjustment for consumer discounts and refunds, driver and restaurant earnings.

Source: Uber



By 2026, **80%** of global and large enterprises will have adopted the logistics control tower as their opening framework of choice to improve shipment visibility and performance analytics.

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Three legs of the stool



Hardware



Software



Platform

Hardware – More Connected Devices



IoT



**Advanced
Camera**



Robotics



Scanners



**Google
Glass (UGH)**

Software – Word Salad, Which is Healthy



Platform – Come in Many Shapes and Sizes

Amazon

Walmart

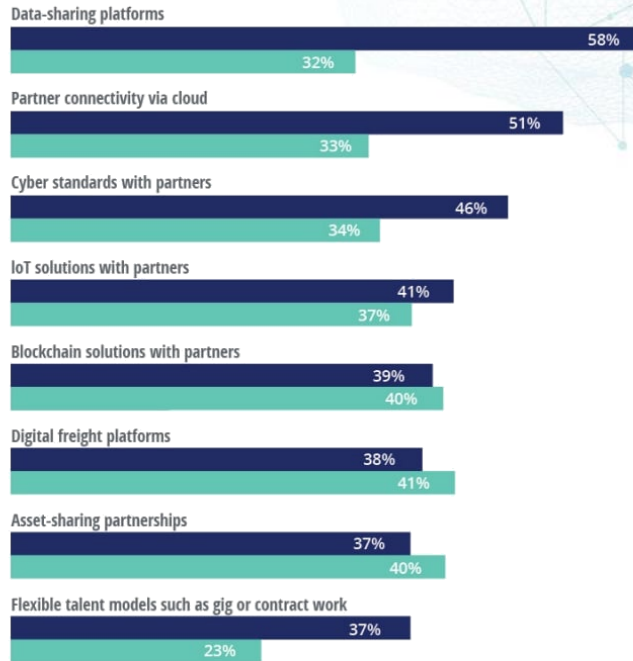
MINT

GTNexus

FIGURE 2

Toward a more connected community

■ Actively using/piloting ■ Plan to invest in the future



Note: N=170

Source: Deloitte Future of the Movement of Goods Survey.

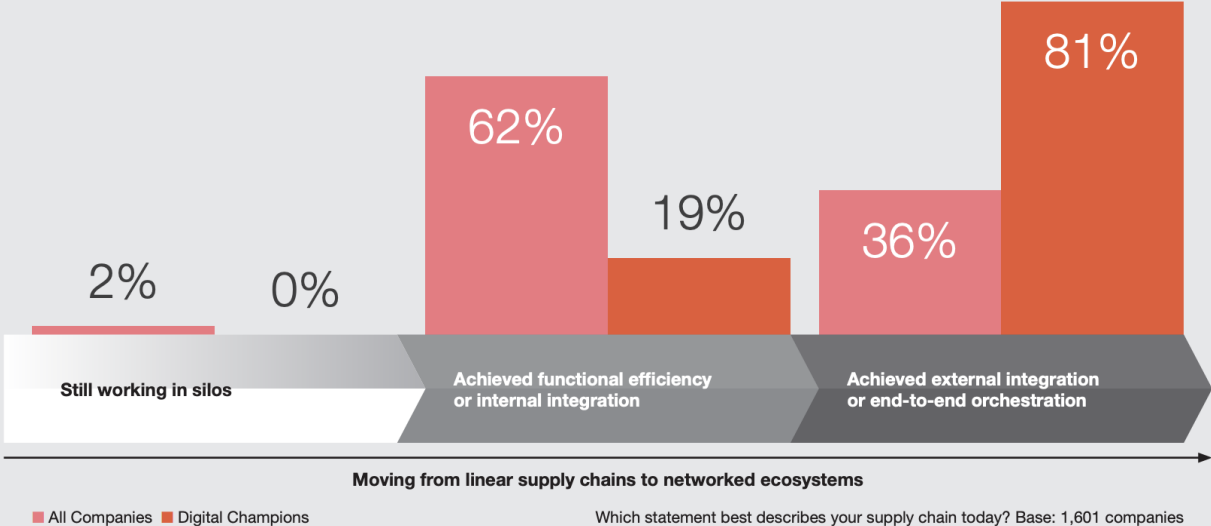
Tools to Create More Connectivity

Deloitte Insights | deloitte.com/insights

Strive for External Connectivity



Exhibit 2: Leading companies go beyond functional efficiency towards an end-to-end orchestrated ecosystem



>80%

of Digital Champions describe their supply chain focus as external integration or even end-to-end orchestration, compared to just 36% of all companies

And Don't Forget...



Change Management

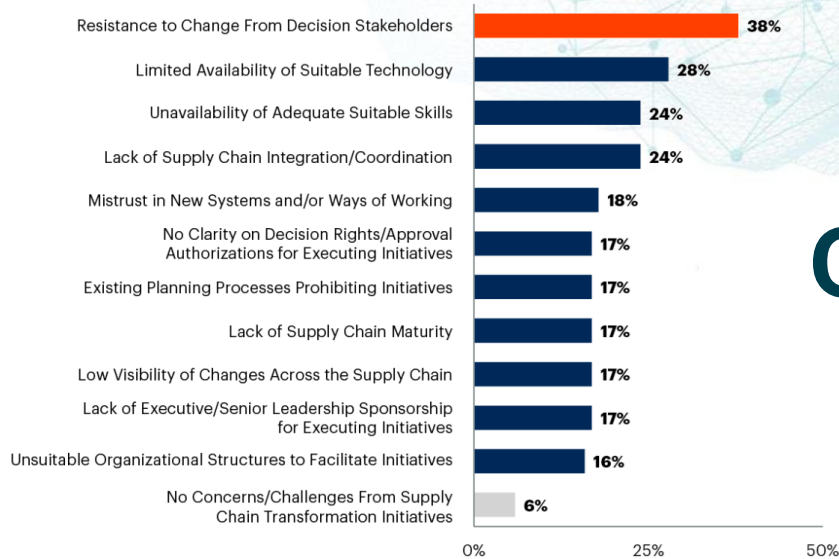
Sounds So Simple....





Challenges When Executing a Supply Chain Transformation

Sum of Top Three Ranks



n = 351 supply chain professionals, excluding "don't know"

Q: Which of the following have been the top three concerns or challenges related to successfully executing your organization's supply chain transformation initiatives in the past three years?

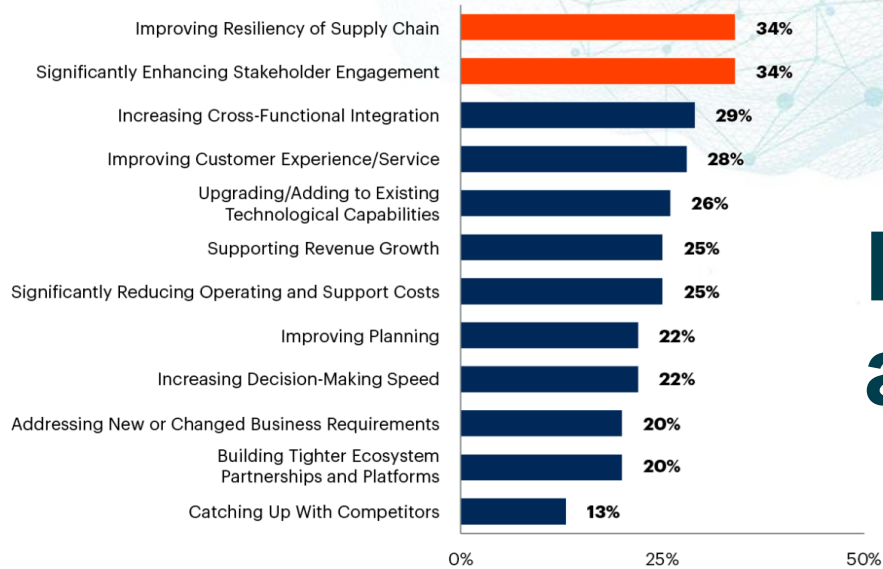
Source: 2021 Gartner Supply Chain Transformation Drivers Best Practices and Benefits Survey
773975_C

Change is Hard...

Gartner

Top Benefits From Supply Chain Transformation

Sum of Top Three Ranks



n = 352 supply chain professionals, excluding "don't know"

Q: Which of the following have been the top three most important benefits for your organization by executing supply chain transformation initiatives over the past three years?

Source: 2021 Gartner Supply Chain Transformation Drivers Best Practices and Benefits Survey
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But the Benefits are Tangible

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What to do Tomorrow (Monday)



DO A DATA AUDIT



**MAP YOUR
NETWORK – WITH
DATA IN MIND**



**IDENTIFY YOUR
LOGISTICS AND
FULFILLMENT**



**WORK WITH YOUR
TECH STACK
PARTNERS**



**PREPARE
CHANGE
MANAGEMENT**

