

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

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

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

Hey, good afternoon, Scott Luton and Kelly Barner right here with you on supply chain. Now, welcome to today's live stream. Kelly, how are you doing? I

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

Am doing good. Scott, how are you doing fantastic.

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

Busy start to the week, but you know, we've got an outstanding conversation teed up right here today.

Kelly Barner ([00:48](#)):

Yes we do. And if the green room before the broadcast is any indication, there's going to be a lot of cookie talk. There's going to be a lot of snack talk and there's going to be a lot of, would you try a kind of chalk? So I think this is going to be a really engaging. Yeah,

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

Agreed. Agreed. We know this continues one of our newest series. Well, well received series Dow P for procurement presented jointly with our friends, dear friends, over at buyers meeting point Kelly. Uh, last month I had a couple of folks that really set, set the bar, right? I mean, each of our shows, January, February, all set the bar, Jeffrey Ostrander and Ragnar Lorensen in February, uh, is going to be our works. And we cut out for us to top that conversation, right?

Kelly Barner ([01:31](#)):

Absolutely. And you know, we have a lot of conversations at supply chain now about where do you draw the line? If you have to draw one between supply chain and procurement. And I think folks are going to be amazed at how much there is to talk about supplier management. We did a solid hour on it in February. We're going to do a solid hour on it today and it's going to be completely different. There's so much nuance and value to this area of the business.

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

That is right. Hey, you want to say hello to a few folks really quick here before we get started here, Prateek is with us via LinkedIn. Great to see again, prey teak Peter in case LinkedIn slows down, he's tuned in via YouTube. Great to see you there. Mahesh via LinkedIn. Thanks for joining us Ivan also via LinkedIn. Great to have you here. Vivian Kayvon Mervyn over across the pond there, Mark Preston's with us Tyrone also via LinkedIn. This is timely. Procurement is something that many love to hate, but it's a necessary evil.

Kelly Barner ([02:27](#)):

Wow, Tyrone.

Scott Luton ([02:30](#)):

Hey, getting started. So this is going to be a great conversation. So I want to want to share a quick programming note. First off Kelly, as you might've mentioned, Dow Pete runs every third, Tuesday, 12 noon Eastern time, right? So folks can expect we've got some great guests here today. Great. Whisk guests teed up for the next couple of months. But you know, if you enjoy this conversation, be sure to check out a supply chain. Now, wherever you get your podcasts from check out the art of procurement, which Kelly is a regular own because we have a lot of similar and you don't want to miss any of them, right?

Kelly Barner ([03:01](#)):

Absolutely. No, definitely. There's, there's plenty to listen to. There's plenty to watch. If you have even five minutes free in your day, I promise we will find a way to fill in.

Scott Luton ([03:11](#)):

They completely agree with you, Kelly. But today it's about driving innovation through the supplier experience and you hear about customer experience. You hear about user experience, all, all, all insert constant prior to X, and there's an experience community out there, supplier experience. And we've got two great guests. I'm gonna go. You ready to introduce them? Give them a swoosh. Let's do it. It is Quentin Roach, senior vice president supply chain and chief procurement officer at Molly's international and cost us Cielo, Yonis CEO, and co-founder at Hicks. Hey, good afternoon. Quintin and cost is how are you doing? Hello, Kelly, welcome guys. So much fun. Pre-show and as Kelly mentioned, part of it is some of that will carry over into this conversation, but we've got a lot of stuff to get through. Really appreciate both of your time. And, and, and you, uh, both being willing to share your expertise and your POV with our community. It's always a treat, but Kelly, we're going to kind of start with some of the easy stuff, right?

Kelly Barner ([04:11](#)):

You would think it would be easy. Let's assume these are easy questions. You never know.

Scott Luton ([04:15](#)):

Hey, the, the lightning round, we have a good time with kind of lightening the mood a little bit before we get into some, some supply chain leadership stuff. So we want to start with favorite snack food, whether it's healthy or otherwise. We've enjoyed Sandra McQuillan with Mon Lee speaking about some of the healthy food initiatives that Elise has been powering, but let's, let's keep it real for a second. So Quentin, what's your favorite snack food? Oh, I don't know. Scott. I'd have to start off with asking a sushi. A snack

Kelly Barner ([04:44](#)):

Is

Quentin Roach ([04:46](#)):

Cookies and Oreos earlier. Maybe a sushi Oreo. I'm not sure. Oh, that would be the most creative combination yet. But is there a particular type of sushi? That's one of your favorites? Oh, I actually tell you that's my favorite food, but to answer your question on snacks and I'll stick with our brands, it's wheat crackers and um, I think they're a great snack and a great treat and a little bit healthy too. I think I

agree. We love wheat thins around here with a sharp cheddar white cheddar cheese. It's one of our favorite treats. All right. Cost us. How about you? What's what's one of your favorite snack foods. We already broke into it earlier, but quick cliché with Oreos are identified with a seven-year-old who kind of built that into my life.

Kelly Barner ([05:32](#)):

So you buy them by the pallet is what you're saying.

Scott Luton ([05:38](#)):

Well, as Casa alludes to, we had a big conversation about Oreos and appreciate so to our community. There's so many different types of Oreos. I'd love for you all to weigh in. If you like a certain type of Oreo drop in the comments, or if you want to share what your favorite snack food is, we'll take that as well. Second question second and final questions. We're looking to get to know Quintin and costs a little bit better. So we've had no shortage of lessons learned right through the pandemic and into 2021. What's been when it comes to work-life balance, you know, work chases, us home, all of this home these days, and in perhaps ways never, never seen before what's been Quentin, one of your, one of your favorite things you've done to help balance that work and life demand here throughout the pandemic. Yeah.

Quentin Roach ([06:21](#)):

You know, it's interesting, Scott, I think like everyone, you know, now the new way of working and working from home, even blurs that line even further. So something that I've personally done as I've gone back to an old way of working for myself and that's to disconnect my work, access to my mobile device, and I don't have my work email or calendar on my mobile phone. I make sure that as I'm working from my home office, I do all of my work on my health, on the laptop and computer in my home office. But when I exit my home office, I don't revert to looking at my mobile device, uh, in order to, you know, stay, stay disconnected and to, you know, try to draw a little bit of a sharper line there. And I find that helps me quite a bit.

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

I love that Clinton and, and, uh, Kelly. I completely butchered that question cause it was about a survival tip equipment. Quit came through survival, as quiet as survival tip cost. The same question to you, what what's been your secret survival tip when it comes to maintaining that work-life balance.

Quentin Roach ([07:22](#)):

My secret survival to me goes to back to quilt, which my father gave me book 20 years ago, which has helped me a lot. And I think it goes like this. So it's start by doing what's necessary, then what's possible. And then you're doing the impossible and it's very, very simple, but it works and it works across life. And of course work because, so for me, that's something which I've just carried on with me and the, it makes sense. Hopefully

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

I love that. So Kelly, I'm going to, I'm going to share a couple of quick thoughts from our audience related to Oreos, but before I do Kelly, what's been, let me ask you, what's been your survival tip

Kelly Barner ([07:59](#)):

One step at a time. Right? And actually, so I also have young kids, so I get all of my wisdom, mostly from cartoon movies. So this particular piece of wisdom comes from Ana from Frozen. Uh, and her advice was do the next right thing in every single moment. You can only do one thing, just do the next right thing. And somehow, or other, you will get through your day having done what was necessary.

Scott Luton ([08:25](#)):

So well said. So will says one of our kids' favorites as well. Uh, Benjamin gold clang is back with us today. He's got some comments here about Oreos, the amount of joy I get from finally having a gluten-free double stuff. Oreo is just great, been a long way to get good gluten free foods, Benjamin and so much. So that Kelly brought one of her favorite bags right behind her as Elliot Davis. If I had to choose lemon Oreos or macho Oreos, which she had in Taiwan

Scott Luton ([08:57](#)):

Were the best I got to, I got to check this out and Amanda, our own Amanda Luton behind the scenes, golden, regular lemon and my new faith Hasan or his such an Oreo fan. It was awesome. Number one, top food I craved while pregnant. I made many grocery trips with our three kids, maybe when he had chips his door. Alright, but all blessings, but, um, Kelly, where are we going next?

Kelly Barner ([09:20](#)):

So I think first we're actually going to sort of stay in this space, but we're going to learn a little bit about what brought Quentin and costs us to where they are. And that's probably one of the best things about getting ready for these dialed pay broadcasts is we all get an opportunity to know each other a little bit better. So Quentin for all of our talk about FMCG, and we're going to spend some time on that in the first half of the live stream, you've worked in a lot of different industries. So if you would share with the audience, some of the different spaces that you've worked in and what the things you've noticed are that are different and what sort of seems to be universal between them.

Quentin Roach ([09:55](#)):

Yeah, absolutely. Thank you, Kelly. And let me just quickly say two other things. One is I love all the Oreo support. So I'd also say it's great to be back here with Costa aside and seen cost is probably, and probably even a year before the pandemic last in London at a Hicks event. And so I'm, I'm really happy to be here and I look forward to what costs us we'll share too. But certainly from my perspective, you know, I've had the privilege to work in about seven different industries already in my career, starting off in automotive and working even in healthcare, medical device, pharmaceuticals, uh, FMCG and even a bit in higher education and academia. So, uh, I've seen, uh, a lot of different cultures and a lot of different environments across those various industries. But what I would say is always common. Kelly is the focus on the customer or the consumer, no matter what that is for the company or the industry, having a great product or service, um, turning that out with, you know, a heavy focus towards quality and compliance on, on, on that product and service.

Quentin Roach ([11:03](#)):

And I think that's always been a key to the companies that I've been attracted to, uh, have been they're focused on the consumer or the customer as a priority, I would say from a work perspective and in particularly from a supply chain or procurement perspective, always important as the relationship building both internally and externally for the function and for the work, but also having a view that stays in to end and really having a broad perspective about how to create value within the enterprise.

Uh, and frankly with your suppliers and partners, I would also say it's always been important to set up what your priorities are and your focus areas would be regardless of the industry or the company. There's always a ton of things that couldn't be done and need to be done. And from a work perspective, being able to

Quentin Roach ([11:54](#)):

Prioritize, I've always found to be a really great priority. And then one last thing I'd say that that's been common is as people and a real belief, that there's nothing that replaces talent, you can have the best vision and strategy and approach. If you don't have the right talent and invest in the right people, um, you'll have a difficulty in delivering what you're focused on. So those are the things I think were common in terms of the way we work. You know, there's been a big difference in those industries and companies on the margins that we had, uh, think about those industries or even the ability to develop brand loyalty was a big differentiator, but, uh, those are, there are some really common things in the way we work in and, um, more common than different.

Kelly Barner ([12:38](#)):

Absolutely. And that notion of people is so critical, right? I mean, certainly we're going to talk about that in the context of supplier experience later, but right now everything is experience, right? It's customer experience, supplier experience, user experience. Um, I think maybe all the time we're all spending shut in is giving us a lot of time to think outward, you know, in terms of how our choices and processes and decisions affect the other people that, that we do in fact work with. So cost us, let me switch over and ask you a question. And, and this is funny. So you had shared with us when we were getting to know you, that you actually found it hits while you were in college. So my first little question is as someone who loves procurement, how does a college kid decide that procurement is cool enough to be their future? You can sort of weave that in, but more, more seriously. What was the core business problem you saw even as a college age student? And you said, yup. That's where I'm going to focus my time and talent.

Quentin Roach ([13:40](#)):

Well, I'd love to tell you, there was an aha moment in college oriented. This was a, probably had a lot of twists and turns, but reality was that we had a first customer and it, which was Novartis so big pharma in procurement at an exciting time for them because in 2000, 2001 pharma industry I'd say was behind back then, you know, and it was a change of really high margins to margins getting tighter and tighter and patents and things like that. So it was exciting to see that, but what kind of was the aha moment working with them, the then CEO, then the Zilla signed up to the UN global compact. So very relevant to things like sustainability today. And that was kind of where that started. And he went to their chief procurement officer who was a great mentor to me at the time and said, Oh, Marino, you have to go and get our 150,000 suppliers to comply and massive.

Quentin Roach ([14:40](#)):

It started with, you know, the fundamentals. Well, who are the suppliers? How do I contact them? And you know, it was quite old fashioned you paper and kind of letters to them, Excel questionnaires with email. And that kind of was that chain reaction, because what happened in the years to come was you saw a lot of these things and not more into where sustainability in ESG is today, but a lot of compliance, a lot of regulation. And for us, this has also started to transform where we started with data. So data is the foundation. We, we kind of realized that was the, the big challenge, which hadn't been solved. But

then we also saw that there was a need to fix the experience. Right? I know it being a supplier, myself, ourselves to big companies, all these new things, which are great. Uh, it adds a burden, right.

Quentin Roach ([15:26](#)):

So we started to figure out, you know, can we bring these things together? Yeah. So we didn't just learn and get excited about procurement. I probably would have, there's a lot of interesting things to solve, which haven't been solved. Right? Yeah. And at scale, right. If I could break in really quick for you shift gears here, Mark Preston totally agrees with Quentin. The value stream does not start at your receiving dock. You have to look at your suppliers value stream and build that relationship. And extension of your company will said, Mark and Martin has a lot of work with the association for manufacturing excellence, by the way. All right. So, Kelly, I think we're going to shift gears over to a really fast moving space, right?

Kelly Barner ([16:07](#)):

Yes, we are. Ah, good pun. Yes. Fast moving consumer goods. Uh, so FMCG and actually Tyrone, this is for you, I'm going to do my best this episode, not to be a necessary evil or actually an evil of any kind. So no acronyms that's one of the things procurement takes a lot of hits for it's. It's funny. Cause we talk about this snacking. So Quentin, I'm going to hold you to account for a quote that your CEO shared. And I think he speaks for the entire universe when he said, quote, snacking momentum was extremely resilient during the pandemic. I know that resiliency around snacking was existing in my household. We're now taking daily walks to try to recover from all that snacking resiliency, but even growth. Isn't always completely good. Right. So even huge demand. And we saw in some cases empty shelves or we saw in some cases, um, supply chain holdups, what opportunities and challenges did you see resulting from the changes in eating and shopping patterns we saw?

Quentin Roach ([17:13](#)):

Yeah, that's a great question, Kelly. And frankly, as, as you mentioned, Dirk's quote, we've been very fortunate in terms of how the new ways of, of living have gone with regards to the pandemic and the changing behaviors of consumers. You know, we're blessed to have some tremendous, tremendously great brands and brands that people frankly leaned on and turn to during the pandemic. And so, you know, we've seen great spikes and, and a great majority of our brands. We've had a few as well known in our candy and gum area where, uh, we have some recovery to do, but some of our great

Quentin Roach ([17:50](#)):

Brands like Oreo that was spoken about, and many of our other brands like Philadelphia cream cheese and others have had tremendous demand from consumers and frankly, an opportunity for us to even take market share in some of these category areas. I think it's been a great thing for us as a company. You know, our, our focus is to have the right snacks at the right place made in the right way for our consumers and this pandemic we've been able to do that with great resiliency across the supply chain and the commercial organization, uh, in serving our consumers from a supplier perspective, it has put a lot of demand, not only into our own manufacturing facilities, but across our external manufacturing partnership network. And even down to our suppliers to manage the demand spikes up and down, fortunately, a lot of them up, but that comes with a lot of the volatility and the swings in demand of them within the window of, of our standard lead times.

Quentin Roach ([18:46](#)):

And so that's been a challenge, but we've been blessed with a couple aspects. One is we have great supplier relationships. Um, those that have served not only, uh monthly's, but our suppliers and their sub tier suppliers and allowing them to continue their business and drive their business forward even during this time. But we've relied a lot on the data analytics capabilities we put in place so that we could see the demand signals changing and then carry that all the way through to the supply side, as well as monitoring our suppliers to make sure we understood supply signals and the stability of our suppliers, um, and what we needed to do adjust around those aspects as well. So we've seen a lot of that demand, spike and reliance on relationships and data drivers for us over the last year or so,

Kelly Barner ([19:33](#)):

If we look at those relationships and data, though, it certainly sounds like from a team perspective or in your company culture, you've been investing in those relationships for a long time. Did you find that the investments in data quality and digitalization of processes and technology that you had made in advance of 2020 also helped you on that journey? Did you, were there any surprises where you figured out, Oh, we thought we had fully digitize this process and we hadn't. We need to go back and take another look. Where would you say that balance fell out between relying on the digital versus

Quentin Roach ([20:10](#)):

No, I, I think it's, it's a great catch, you know, I would say first and foremost, we're not where we need to be fully, right. We're on our journey with regards to our technology roadmap and our data capabilities and really driving our data analytic capability into the true data insights that inform our actions and, and identify the opportunity. So we're still on that journey, but, uh, investments we made prior to the pandemic certainly paid off. I would say it's paid off in both areas locally in terms of reliance on some really strong relationships. But also there was a big movement inside of the company inside of the broader chain and specifically inside of procurement, around data capabilities and the launch of new tools and capabilities for our people, which reads labeled our idols program. And it's been out in some of the trade and professional professional areas already on what idols is doing internal to the company and what capabilities it's even allowing us to do with our suppliers.

Quentin Roach ([21:09](#)):

So those early on investments prior to the pandemic certainly have paid dividends. And I would say, you know, it helped us with the identification of where inventory inventories, where helped us understand areas where we were going to be within the lead time that we needed to take some extra effort in by, by the data and informing us of that. But last way, I would say that our technology also showed us where we were still short, right, where we didn't have the visibility we needed in certain category spend areas or where we didn't have the technology link between ourselves and the suppliers that made the ease or frictionless, uh, business transaction, whether it was through the quoting process or the invoicing process where we still had suppliers that marked on our right platforms. And so it did it identify opportunities for us to further improve, uh, even from where we were prior to, and during the Panda, if I can cut it on that note there, thank you for sharing Quintin and Kelly, by the way, I just realized you don't have one bag behind or is behind it.

Quentin Roach ([22:13](#)):

You've got three. Well done. You got to hit nicely hidden back there. I want to share a couple of comments here from the audience related to, and when we're talking supplier experience, driving innovation through supplier experience. So in our, in our community, if you're a supplier or if you

manage suppliers would love to get your y'all's thoughts throughout the session here today. Peter Boulay says a great question. I used to often ask my suppliers at QPRs was how do you perceive us as your customer? For me, it was most always informative. And I asked them to be straightforward and not sugarcoat. If there were any issues we needed to address excellent comments there. And on a different note, Tyrone who typically holds down the Fort for us, he's on LinkedIn today. So Tyrone up, his funds you up the government procurement us is a super challenge. He says, if corporate procurement is a squid or an octopus with eight or 10 tentacles, government procurement is a Nautilus with Nandi tentacles. Interestingly enough, Gary Smith is with us who heads up public sector, supply chains. Maybe he can speak to that. All right. So Kelly, where are we headed with Costas next?

Kelly Barner ([23:15](#)):

We're actually going to kind of look at the other side of what we just discussed with Quentin cost is you've been in a position to work with a number of companies across industries. Seeing them look at their own investments in digitalization may be disruption to their operations or their business processes. What did you see companies realize over the last 12 months that you probably could have spent hours and days trying to convince them off, but it was suddenly apparent once they were living through some of the unique challenges we saw last year.

Costas Xyloyiannis ([23:50](#)):

Yeah, no. I mean, there's definitely things which are across the board, right? So we saw a lot of people caught out on missing the fundamentals. And I can parallel that, you know, with, with benefits from customers of ours that had invested in digitalization, right? It was, you know, who do I contact at my suppliers? Do I know where they're delivering the goods from, right. This tends to be actually tribal knowledge is what I call it. Right. You know, someone somewhere in the business knows who the right person to contact, but that's not how you need to operate in today's day and age, you know, you've gotta be fast, right. And that shouldn't take, you know, hundreds of procurement people trying to figure out who to contact to have a view of what's going on in my supply chain. So I think we definitely saw people missing the fundamentals.

Costas Xyloyiannis ([24:38](#)):

We also saw this notion of customer of choice becoming more important. Right. You know, it's fine when there's abundant supply, but what happens in a constrained supply environment, which everyone then found themselves in, right. So things which they took for granted. And I think it showed how fragile, right. You know, very large corporations and the dependency on the supply chain. So I think we've seen a different behavior around customer of choice. And how do you become customer of, uh, of choice and to the point which was brought up, uh, I forget who asked the question, but we're also seeing people, customers looking at, you know, uh, uh, supplier NPS, right? So net promoter score, you know, if in a constrained supply environment, would you prioritize me over someone else? So pretty, pretty interested in topics which, uh, which are coming out, which I think are very exciting because we need to borrow from other spaces like customer and employee experience. I think more can be done and looking at the way these relationships work in a more modern way, I would say, right, you can't create value by constantly looking at that cost out eventually quality and other things will suffer or sustainability can the supplier survive. So yeah, not a lot of interest in topics across industries. Yeah.

Scott Luton ([25:52](#)):

Kelly, uh, you know, one quick observation, we talked a lot about this at NRF is how much leveraged consumers have gained in recent years. Right. Well, I would argue the same thing, good suppliers, great suppliers that deliver. And, and, and those that you've asked for, you know, I've, I've been in certain industries where suppliers have no leverage, but it seems like good quality service, uh, suppliers have accumulated a little extra leverage in these days as well. So where are we going with, uh, we're going to stick with costs, I believe. Right.

Kelly Barner ([26:21](#)):

Uh, we are one last question for you. Cost us. Um, what, and this is a very big question. So just general thoughts. What have you noticed about the speed of business where we are today? You know, cause certainly we talk a lot about data quality, but we often talk about data quality for the sake of trust, because if someone has an opportunity to make a tough call, right, or an opportunistic call, we want them to trust that data so that they can make the decision at the right speed and either avert a problem or build a competitive advantage, any observations around the general speed of, of business and how that's being enabled by the solutions we have in place.

Quentin Roach ([27:04](#)):

Yeah. So I think here, there was a requirement from companies to be able to move to move quickly, right? So that's a, that's more apparent. And, and you know, this man, you know, new suppliers potentially because you find out my current supplier can't, uh, can't deliver or existing supplier, but shipping goods from somewhere else, the manufacturing companies, by the way, and the, that kind of agility, which was required. So the speed of the, you know, being able to onboard quickly, um, without having to circumvent compliance promises, right? Cause this is also what happens. You know, you, you, you can do things quickly, but reality is you also have to do things correctly because you have to manage risk. You have to manage a whole host of things. So being able to add automation, so you have good data and can do things at scale enables greater speed.

Quentin Roach ([27:54](#)):

And also to the earlier point, you have to have the fundamentals in place. You can't be spending time understanding where goods coming from, where are they manufactured? A lot of companies, for example, only maintain things like where invoices are paid to, right? This is not the right information to have on hand. So the ability to connect the dots also between systems and being able to have that kind of readily available allows you to decide quickly and confidently Kelly, if you don't mind, I think some really great points. And I think, you know, it is a challenge and it's the greatest opportunity we have. And that's how do you build the right data integrity, right? And how you build the trust in the data. Right. Just importantly, as I mentioned earlier, it's again, then taking that data and being able to have the right skill sets around analytics and the right skill set to really move that data, to helping to deliver the insights and the actionable insights that we need to, to drive decision-making.

Quentin Roach ([28:53](#)):

But I think that's, that's the biggest opportunity that still remains. And I think it's an ongoing one. So I don't see it as a, a shortfall to current capabilities or current systems or, or anything like that. I think this is an ongoing continuous improvement aspect of how we look at consumer commerce and the data that flows through not only the physical flows, but the virtual flows and how we're using that, going back into the data from there to drive actions going forward. And I think that's a really big opportunity for all of us

in the profession and all of all of those suppliers and partners in the business that are helping with technology and helping as well.

Kelly Barner ([29:30](#)):

Well, and in particular, you guys, I know, describe it at mandolins as from the shelf back to the field, right? Which sounds logical, right? You're, you're starting with the consumer and you're working your way all the way back down through the supply chain. But I think where a lot of procurement individuals and teams might actually struggle with that idea is you're dealing with certainly demand signals, but you need to get that to flow back through Mongolia all the way back down into the supply chain. And I have to think that connecting those two very separated points has to be influencing your data strategy. Is, is that playing a role in terms of how you manage the data?

Quentin Roach ([30:12](#)):

Absolutely. We're really trying to make sure that we move from kind of just having the end to end view and coming from, you know, as you said, from the shelf back to the field, really looking at it through, um, the actual physical flows, the data flows, how they all match together and how they continue to start with the demand signals and the supplies coming in from both ends to determine how we work across our entire value stream. Um, and there's a lot of work going on with regards to this and, and some of it driven by the pandemic, but frankly, um, the majority of it driven by the strategy that we're under with regards to the supply chain transformation underway here at Mondelez international and at the center of that is a centralization of our analytics team to help us work through how do we get better and better at this every day, uh, in looking from a shelf back to the field in view, but all of the aspects, physical, virtual data, et cetera, are all important in how we do that work going forward.

Kelly Barner ([31:14](#)):

Absolutely. So, Kelly, I think you're going to quote the famous philosopher Greg white here, right? Yes. I know we're gonna, we're gonna tag one of our good friends here at supply chain. Now he's the host of tequila, sunrise. You're welcome, Greg. He, he said one of the things very casually in a conversation to me in 2020 that truthfully has informed a lot of how I've approached supplier management now in 2021. And he said with regard to 2020, that now is not the time to make new friends now, whether he meant to be deep or not. If you're in procurement, if you're in supply chain. Yeah. That's a harsh reality. You've either been a good friend and you have fence to lean on or you've not, and nobody will help you out, but it's a really difficult time to bring in new people to help you dig out of the hole. So Quinten from that perspective, talk to me a little bit about what supplier experience means specifically at mandolins. And then we'll talk a little bit about some of the processes and technology that you're using to bring that about.

Quentin Roach ([32:17](#)):

Yeah, that's a really good point. And one that I mentioned a bit earlier, um, around, uh, you know, our focus on supplier partnership excellence even before the pandemic and some of the great relationships that we had actually served us tremendously well, uh, as we found ourselves in the pandemic and some of the volatility that was required and we had suppliers that stepped up in massive ways to partner with us and deal with the ambiguity and the volatility that we saw going into the pandemic and throughout the pandemic. And even to some degree, we still see a bit today. Those partnerships have really centered around everything from our strategic partners and those that we have large relationships with

and our ability to, to, to, to focus with them as, as cost to set in some ways as customer of choice, when constraints were in place and really relied on our relationships to help us do some tight periods.

Quentin Roach ([33:09](#)):

We did some things with suppliers as well, who found themselves in tight periods. And we were able to be flexible and either in short supplier or taking extra supply because of the demand. So it has gone both ways and we've always tried to keep it mutual, but I think the strategic part of this also has to go through every supplier of ours. And so it's not just about the strategic and large relationships, but we have to make ourselves the customer of choice. So how are we making doing business with mandolins easier and more efficient and more effective every day? Are we putting in place the right technology interfaces with each other? Are we having the right communications, even starting all the way back to being really clear about what our supplier expectations are about opening up the right tools and capabilities with our suppliers and having the right connection points with them.

Quentin Roach ([33:57](#)):

And then even to the point of new suppliers. Cause I think Greg's probably right. A heavy reliance on who, you know, but I think one of the great essence of the work is in those spaces like costs as mentioned, sometimes your current supplier said they couldn't make it through. So we were new processes to say, how do we bring on a new supplier, making sure first and foremost that we do it in a compliant way. But what we actually found in and throughout the pandemic is we were able to work much faster with much greater agility, really cross-functionally inside the company in ways that we didn't think existed before the pandemic. And I think that's the great learning opportunity for us that the crisis, how did we make sure we were able to stay compliant, but get rid of some of those things that we thought weren't possible to do. And we were able to do them more quickly and that included being open to new suppliers, listening, driving innovation, driving sustainability, and value creation. Even with new folks, even though we might've depended on our, our most trusted relationships and suppliers, most heavily, we found opportunities to bring new partners on board and really quick ways.

Scott Luton ([35:10](#)):

Gosh, there's so much in what Quentin just shared there. I got my 17 pages notes in early that customer of choice is such a powerful phrase. I remember being a supplier in a manufacturing space. We all probably can relate. Sometimes you get phone calls from customers that you look forward to, even if it was a big probably working through. And we can all probably remember some of those phone calls. So you, you never like to get in, regardless of what it was we're going to talk about. And a lot of that goes to how they, how dedicated they were to being a customer. So I love, I love that Quintin share a couple of quick comments and costs I'm coming for you. We're going to be talking about friction here in just a minute. Sylvia fashionably late in Charleston. Hey, welcome to the conversation though.

Scott Luton ([35:47](#)):

Sylvia. Great to have you Caven says hashtag supplier relationship management. SRM is the name of the game today. Victor, good morning from the West coast. Hope this finds you well, Victor, I think up in the Portland area, Azalia says taking inventory on these relationships and customer satisfaction helps us put perspective on what we offer as an organization, as well as defining customer needs needs are evolving. And sometimes it's human nature to forget, to be consistent in asking these questions and evaluating our relationships. Marriages can fail because of this. Just imagine the intimacy loss between industry and consumer Kelly as Aaliyah, man, that that sounds like something Shakespeare would write. I know

after have to get her back in the fold again. I know absolutely. So let's now let's talk about friction for a second here. And by the way, we've got to say hello to Jeff Andrew, who was with us last, uh, last week. Hope this finds you well, Jeff, all right. So cost let's talk about friction. So for better or for worse, one of the causes of friction between companies and suppliers of course, is the technology, right? Technology can bring us all together, but at sometimes it can cause this right here to happen, right? And to our listeners might be listening to replay. That was, that was butting of heads there. So what should be, should be in a perfect world, the standards for a frictionless digital supplier experience cost us.

Costas Xyloyiannis ([37:08](#)):

Well, one also pick up on one comment which Quentin made around, you know, end to end and working cross-functionally because I think that oftentimes when it comes to suppliers is forgotten and that is also where the friction comes, right? It's not just procurement dealing with suppliers. There's a lot of other functions which will touch the supplier before, after in consuming their services and materials. But you need to think end to end. And when you look at that supplier experience end to end cross-functionally that's where, where things start to make more sense. So, you know, technology, one, one of the issues in friction is many systems, right? And as I said, it could be in procurement, but you have different systems for direct versus indirect different systems around quality and compliance, different systems for sustainability, different systems for innovation. There's a lot of processes which now different parts of the business are doing with their suppliers, right?

Costas Xyloyiannis ([38:02](#)):

And there's nothing wrong with many systems by the way, because we're, we're a fan and we're pushing that and you will, you'll have seen that best of breed is kind of here to stay. And the reason for that goes that if you want great digital experiences, the same way as it happened in the consumer side, you don't go with a one size fits all that does not deliver that great experience. Right. Great experience comes with well thought through, you know, specific use cases which are tailored to that particular need, right? So, you know, the need for great experience has been means a lot of, lot of systems, but that's, that can now be made to work together. So we're looking and seeing is, you know, come up with a unified portal, which is going to guide the experience right on board once, you know, onboard, but end to end, not just for procurement or for quality or for compliance or for supply chain, do it in a way which is onboard and for the enterprise, right.

Costas Xyloyiannis ([38:50](#)):

End to end, that will also speed up things for the organization, but also decreases the friction, right? Imagine a supplier having to be onboarded and 10 different systems, you know, that is not efficient for them. So you can really do some, some basics. The other element comes in communication channels. I know that as a supplier, but who do I communicate to get to find out something right? That often is not something which is quick to do, right? You get bounced around, you start with who, you know, equally, you know, how you are communicated to right single channel. It goes back to that central portal and communication point drives better engagement in an efficient way, right? They don't have to hear 10 different messages from different functions. And then I would say, provide as much self service as possible. We are also seeing that as consumers and I love to draw on what happens in the consumer space and also in the customer space, because I think procurement and suppliers are kind of following a, at a, at a later pace, but self-service, you know, you want to go, you don't want to go in branch to your bank, right?

Costas Xyloyiannis ([39:50](#)):

You're going to go online and do all of those things. And I think the same thing is going to go with suppliers, right? You know, can they change their bank details, ask you for a tax exemption certificate, check the status of their invoices, provide you, you know, trade compliance information, all these things in a, in a self-serve manner. So I think little things actually can remove a lot of friction. You know, sometimes people I think are thinking too strategic around removing friction, right? Suppliers not everyone's going to be super strategic, but you can do a lot to just make their life very easy. And a lot of more efficiency for the organization,

Scott Luton ([40:25](#)):

Well said there, uh, costs. We're going to talk about Vilfredo Pareto here in just a second. I want to share a couple of comments here. Jonathan Townsley supplier optimization is key to driving value for the business and customer. Jonathan will put and great to have you here as part of live stream, hope you and the family are doing well. Let's see. And this has already got some key takeaways and she probably just like me and Kelly after hearing Quintin and cost us here. Some takeaways so far, supplier management supplier relationships are very important. Growth is not always good. Apply data analytics to get signals and demand changes, and understand suppliers. The earlier you start with your data and technology journey, the better large corporations have large supplier dependencies. And finally, Aaron Peterson's with us. Aaron. He says, he feels like a sponge here. Just take it all in.

Scott Luton ([41:10](#)):

So happy to be here for this Quentin. Thank you. And Aaron we're, we're keeping our eye on your big announcement. You owe us a big announcement, uh, each year from last live stream. Okay. So cost is the Fredo. Pereda was an Italian economist from, from centuries and centuries ago, the parade of principle, right, 80, 20 and beyond, but a fascinating figure in history. You know, a lot of companies will segment their base into the good old 80, 20 rule or some other different ways, different factions. How do you find that to be an effective strategy? And would you recommend that or maybe something else?

Costas Xyloyiannis ([41:43](#)):

So, so here I would also, again, lean on what Clinton said. I would not, I think it's no longer a cut in it, right? You have to think of all of your suppliers. That's not to say there isn't mechanisms to, to prioritize, but I don't think it's a it's 80, 20 anymore. And I always challenge this 80 20 rule because a lot of people focus on the 80% without knowing the a hundred percent. And obviously there's a flow in that. You know, you can't know what 80% is. If you don't have visibility of the, of the a hundred percent

Scott Luton ([42:13](#)):

You make bill Frito. Very proud with that comment there Costas no, no, no. You're saying that you can't, uh, if you don't get a hundred percent, you can't really nail down the

Costas Xyloyiannis ([42:23](#)):

Exactly. So I think, you know, for me, this doesn't cut it and I also draw on parallels from, from business. So I think, you know, when you also look at employees and employee structure showing you have your best employees, but the business runs on middle management, so to speak, right? And I draw on this kind of parallel for, for suppliers and supply chain and procurement. You know, you are not running your entire business off of your, your top suppliers whilst they're very important to have high impact. Your business is running with that whole middle tier as well. And you need to set them up for success. Um,

I've drawn on a, on a great analogy here in the sense that look at employee experience. So 50 years ago it was, you know, you're lucky to have a job, you know, shut up and get on with it.

Costas Xyloyiannis ([43:07](#)):

It was, and now it's, you know, the war for talent, right? It's all about great employee experience, do whatever you can. And it was just logical that they're not a resource, right. You know, if you make it very easy for them to operate, they will give you their best work. And I don't get why, why are we not looking at ways to apply the same philosophy within suppliers and supply chain? Why do we think that cost out and not looking at more creative ways to improve supplier experience and how that will deliver value to the whole organization? And I think, you know, mandolins and FMCG, these companies are actually leading in this area. I would say they have the most maturity and reliance on suppliers, right. You know, it's the nature of the industry that they're really taking this to heart and leading the way

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

Goodness there cost is. I'll tell you and Quintin y'all should take your show on the road. You're quite a one-two punch. We're getting a lot of comments that we can't get to all of them, but really appreciate what you're sharing. Kelly. Won't stick with Quintin here and Quintin, you know, it's not when it comes to suppliers and what, what we're trying to do with suppliers or as customers, it's not just about doing what we're trying to do now and just do it smoother. We're trying to innovate and drive innovation. And you've already kind of alluded to some of the things, but what else are some models priorities when it comes to real meaningful non-cliché innovation? Yeah. Let me, let me say Scott. I think something that cost us a shared throughout his comments is really important and that's this idea of what our technology

Quentin Roach ([44:32](#)):

Ecosystem looks like. Right? And this idea that we have separate business use cases that have formulated the capabilities and tools we have in the organization, or we've looked gone out and bought best of breed, kind of, uh, capabilities and tools across many areas of our work. Um, the real key then is to understand how those work together and how we integrate them, what our ecosystem looks like today and how we draw a technology roadmap to the future, um, uh, with all of those capabilities still being delivered, but in a more integrated way, because I think what costs said about having to onboard a new supplier to 10 different systems is the difficulty, right. Even if they're the best in breed and have the best use cases, if you're not able to bring everyone together and truly get that in an integrated way, I think you fall short of what your ideals are around these tools and capabilities and making them truly frictionless.

Quentin Roach ([45:29](#)):

I think from the supplier experience, that's a part of it as well in terms of making sure that as we look at our supply partners, that we're really looking at them in the sense that they are a part of an integrated and interdependent network that ultimately serves the consumers that we have. And that includes our internal manufacturing and supply capabilities, as well as our external ones and all the way back to, again, to the field of understanding even our sub tier suppliers and their capabilities, their connect connectivity, and how easy it is to make sure that we're efficiently doing business. So that's a big part of what we're trying to do is going back on all of our expectations with our suppliers, all of our capabilities back towards and through innovation, through sustainability, through quality and compliance, and really driving with our suppliers, a holistic look of moving beyond a procurement function to a true supplier

management and the supplier engagement function, really looking at all aspects of our work together from product and process and trying to deliver on the totality of, of CSR corporate, social, environmental responsibility as well in going through economic inclusion and diversity, having an impact on the communities in which we operate.

Quentin Roach ([46:50](#)):

Those are the big things that we want to try to build into our supplier management function and ultimately to our supplier partnerships and our supplier experience,

Scott Luton ([46:58](#)):

Man, very holistic, uh, all big picture, uh, approach there where it seems like to me, Quintin, everyone can win. And, and as mandolins makes gains, suppliers are going to make gains right along with them. And that those are kind of relationships I can harken back that, that I really enjoy back to those phone calls you want to get right before we move on. I think we're going to wrap with talking talent and Quentin. I love what you shared earlier, but before we do, I want to share a couple of comments. I also want to give Kelly while I'll share these comments. Kelly Costas y'all have any piggyback comments on what Quentin just shared. There would love to take that. Let's share a couple of these. Let's see reca Lee punch says, thank you for all this valuable information and discussion very well. We'll see a well received.

Scott Luton ([47:41](#)):

Hello from South Florida. Hope this finds you well record. Thanks so much for joining us here today. Aaron says businesses that take the time and resources to think about and invest in, in, in supply chain, supplier, relationship management. Now we'll be better prepared for the future overall as well as for the next crisis that we inevitably will face together. One of the big force that every 3.7 years, I think we're going to see a major crisis. I hope that I hope they are very wrong there. We'll see. I think that Quintin's quote is this one here. Amanda grabbed onboard a supplier end to end, not just for procurement, but for the entire enterprise, simple but powerful advice. I want to share Victor going back to getting into procurement. He says we don't usually seek out a procurement career. We tend to fall into procurement and then fall in love with it. How about that, Kelly?

Kelly Barner ([48:30](#)):

Hey, I mean, that worked for me. Everybody should feel that way.

Scott Luton ([48:33](#)):

There's a ton of comments. We're not going to get, get all of them, but I want to share this one as well. It's just says supplier criticality is a first key segmentation. Going back to what we're talking with, costs us about the 80 20 rule and beyond what is important to your business. Then it's a matter of their relative position in either the four box or six box management approach. So much, so much thought leadership and POV to get to today, Kelly and cost us and Quintin tough to fit it all in an hour. But Kelly, I'll start with you based on what Quentin just shared and, and, uh, costs us to share. What's what's the key thing to kind of keep front and center.

Kelly Barner ([49:08](#)):

You know, I think the thing isn't, this extends across everything that we've discussed, you can't fake actually caring about any of this, right? And I think this combines Quentin, all of the things that you

discussed around partnering with suppliers, or if need be supplementing suppliers that are having trouble producing and cost us your point as well about the fact that sometimes maybe we overthink the supplier experience thing. Maybe it's the simple source of friction like Philip I'd said. I think when he joined us last time, he pointed out, just pay your suppliers on time, right? It's not that complicated, but it makes an enormous difference. It's those small, consistent, common sources of friction. If we can attack those first, that's where an awful lot of the value comes from. It's figuring out where those sources of friction are in your organization.

Scott Luton ([49:59](#)):

Very well said. All right. So looking at time, I didn't realize it was 1253, so I want to protect Quentin and cost his time here. I want to get your quick comment on talent and really ensuring we've got not only an apt workforce pipeline coming into the industry, but make sure we have, you know, opportunities for all regardless of walk of life. So cost is if we could start there one succinct bullet point around, you know, making sure we've got enough talent coming into the industry to fuel global supply chain and make sure we're providing opportunities for all your thoughts.

Costas Xyloyiannis ([50:31](#)):

So I think to be honest, Quinton's gonna going to have better, a better insights on this in terms of talent for global supply chain Scott. But I can see that it's across the board, you know, in any industry, most businesses today are people businesses, right? So, and you know, I draw on the, the example I gave earlier. It's all about employee experience and you know, it's a war for talent, right? I know that in my organization that, you know, to move the needle forward, so it doesn't matter the size or the function. You, you totally rely on the best people and also providing an environment where they can do their best work. Right. I think there, the two go hand in hand,

Scott Luton ([51:07](#)):

Well said and cost us. I'll just disagree with you. Uh, B both are sharing golden nuggets here today and quit. And I'm going to get your take here in a minute, but more folks need to hear your story cost. You, you founded this, this global player when you're still in college. And, and, and the awareness of the opportunity that is in global supply chain helps bring people in. As Azelia says, I'm voting for Quintin, they pass process in the next election, POTUS the VP. I love that Isley Quintin, your take on, you know, keeping talent coming in and make sure we provide opportunity for all.

Quentin Roach ([51:37](#)):

Yeah. And I think Scott I'll be quick and, but cost, this has being a bit coy, right? I mean he and his team are doing a great job of one of the most fundamental capabilities we need in the future. And that's around data and technology and how we made sure that supply chain professionals, procurement professionals in this case, will it become adept not only at the technology and the data analytics capabilities, because that's, what's gonna to drive the insights and the action planning and the opportunity identification for the future. But I think broader in terms of talent, we have to make sure that within procurement, within supply chain or generating great business leaders of the future with great functional skills, but great business acumen as well. I think that's, what's going to be important is making sure that we are developing people with future capabilities, not only for the work we need today, but a workforce that can take advantage of the opportunities that the future is going to present and how we have that forward looking view on talent. Just like we need to have forward looking view on many things in our organization and get predictive about what it's going to take to be successful in the

future. I think that's one of the biggest talent opportunities for us in this profession, in the broader supply chain as well.

Scott Luton ([52:48](#)):

Well said, Clinton, uh, gosh, uh, y'all all, you're bringing it so reliable. Uh, Thomas says he agrees with Azelia like Quintin said, it's about being a customer of choice and, and, you know, Kelly, uh, beyond just lip service there, I hear real action. And what Quintin is conveyed here. And, and that is, that's one of the best parts of this story here today. But Quintin and cost is we have approached the end of our time. Thanks so much for your time over the last hour, let's give you a chance to make sure folks know how to connect with both of y'all and cost us to start with you.

Costas Xyloyiannis ([53:23](#)):

Yeah. So I think easiest when I'm active on

Quentin Roach ([53:26](#)):

LinkedIn. So I don't do a lot of social media with LinkedIn. I do, I find it relevant. So everyone who I'm interested to hear, by the way people's use on the content, you know, we can speak out on it. So just ping me on LinkedIn

Scott Luton ([53:39](#)):

And to make it easy. We've got your LinkedIn profile in the show notes, along with Quintin and Quintin. How can folks compare notes with you?

Quentin Roach ([53:46](#)):

I would say the same thing. You can always reach out on LinkedIn and I try to stay active and up-to-date there. Don't do a great job of it all the time, but I try to, and I would last to say as well on mandolins international.com, we have a supplier portal and supplier page there, and we take comments and input there as well and happy to connect with folks and happy to learn from others as well. So

Scott Luton ([54:08](#)):

Outstanding well on behalf of Kelly Barner and our entire supply chain now team, thank you both. We've been talking with Quintin Roche, senior vice president supply chain and chief procurement officer with Mondelez international and cost is Cielo Yana, CEO. And co-founder at Hicks. Thank you to you, both you guys, You know, we were having so much fun, um, um, taking notes and trying to make sure we, we cover all the great things we want to share with, with our PO's to Quintin and cost us and look down. It's almost time. I hate that.

Kelly Barner ([54:40](#)):

When you think about procurement Scott, the time just it's just, where does it go? We could just stay here all day. We could never leave.

Scott Luton ([54:48](#)):

I agree with ya. And, and what a, what a great one, two punch. I agree with Quentin cost. This was, was being coy. It there's so much more to that story that I bet can inspire and bring people into technology, which is certainly the here and here now, and future supply chain along with great talent. That makes it

happen. So, all right, so Kelly, I'm going to ask you, like I like asking Greg and Kerryn and everyone else, all you gurus, what's been your favorite item that Quintin or cost us, or maybe one of our community members shared here today.

Kelly Barner ([55:20](#)):

I think my big takeaway wasn't actually anything that anybody said it was that you can sit back and listen to cost us and listen to Quentin and think to yourself, especially since we raised talent, right near the end, you can't teach that you can't train that into someone. A person is either in the right role and cares about what they're doing cares about their work cares about their company or they don't, and no amount of training or instruction or education is going to change that. And so surrounding yourself with people who care and want to work hard and enjoy their work, look at what you can do when you put two people and the organizations that they represent, like cost us and Quentin together. I mean, that is like next level,

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

You know, hearing from Quentin and, and hearing kind of one of the leaders behind a brand that everyone knows brand brands. Everybody knows it's gonna make those Oreos tastes even better. I mean, really because of the culture. And Quinton's, uh, we've heard from several leaders from model ease and, and you, you know, whenever you interview a senior leader, what they say, they really just, they tend to exhibit the culture that you know, that organization and bodies, and, and it's really interesting and intriguing to hear what Quintin and the team are doing over at mandolins. So I got to share this right before we go here. So, so Peter lay is a regular part of our live streams, and he has recently added YouTube to a 60 inch plasma TV. And he's talking about how it's enhanced his user experience. So love that Peter and keep it coming. Okay. So Kelly, always a pleasure. How can folks connect with you and the buyers meeting point team and art of procurement? How can folks connect with y'all

Kelly Barner ([56:58](#)):

Absolutely easiest ways. Just find me on LinkedIn. If you find me, I'll send you to a buyers meeting point. I'll send you to art of procurement. I'll send you to supply chain. Now I might even send you to Greg. Maybe he'll have some extra wisdom. He will certainly impart.

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

I'll tell ya a level of Greg I'm interviewing him Thursday in particular on his supply chain technology experience that, um, you would always get to share our stories since we're interviewing someone else. And I'm looking forward to that. So it's just been fun to do that with you and, and him and Kerryn everyone else. So everyone, we've got one more announcement here from Aaron. All right, Scott, he says, this is Erin Peterson. I can't make my announcement until April. I'll have to speak with HR to see exactly what I can and can't say in my announcement, but I promise very soon and I actually have doubled the great news. Hey, how about that? I right. So Erin,

Kelly Barner ([57:51](#)):

Well, if you want to break it on dial P third, Tuesday at noon Eastern, I'd be honored to help you break your news.

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

Love that. Uh, we met Erin and the contingent from Morgan state university out at a trade show last February, February, 2020, and had a great time interviewing him and others. So great program there. All right. So Kelly, if folks want to learn more, make sure you all connect with Kelly. We've got her information in the show notes. If you like, what you heard here today, be a part of all of our conversations. You can learn more@supplychainnow.com. Join us on dial P every third, Tuesday, 12 noon, Eastern Tom. You can also check us out at our standing livestreams, Mondays and Thursdays at 12 noon, Eastern Tom as well. Kelly, all pleasure's all mine here today. Really enjoyed Quintin and cost us. Thanks so much to them and their teams. Big, thanks to my partner in crime, Kelly Barner, everyone. Hope you have a wonderful day. Hey, do good gift forward. Be the change that's needed on that note. We'll see you next time here on supply chain now. Thanks, bye.

Intro/Outro ([58:51](#)):

Thanks for being a part of our supply chain. Now, community check out all of our programming@supplychainnow.com and make sure you subscribe to supply chain. Now anywhere you listen to podcasts and follow us on Facebook, LinkedIn, Twitter, and Instagram. See you next time on supply chain. Now.