

Intro/Outro ([00:05](#)):

It's time for supply chain. Now broadcasting live from the supply chain capital of the country. Atlanta, Georgia heard around the world supply chain. Now spotlights the best in all things, supply chain, the people, the technologies, the best practices and the critical issues of the day. And now here are your hosts.

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

Good afternoon. Scott Luton, Kelly Barner with you here on supply chain. Now welcome to today's live stream. Kelly, how are you?

Kelly Barner ([00:41](#)):

Good morning, Ashley. Good afternoon. Now that it's noon least East coast us. Well, glad to be back.

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

We'll be back gotten so, so much great feedback from the first episode of Dow P, which we really enjoyed. And, and this is, uh, I should say the formal name, Kelly Dow P for procurement, which is a little play off of Alfred Hitchcock movie and dialed in on the topic. Evermore important topic of procurement and, and certainly its important role across global supply chain, but really across global business and Kelly, it's wonderful to partner with you and our friends over at buyers meeting point to make this happen. So tell me Kelly, after the first show, what was one of the key takeaways you had from our first live stream?

Kelly Barner ([01:29](#)):

I think the key takeaway that I had is just how big our community is. I was absolutely amazed at the number of people reaching out. I was thrilled watching the names of friends and colleagues go by even during the live stream and then hearing from folks that viewed it on demand afterwards. And it's, it's nice because a lot of businesses think of, you know, you have supply chain over here, you got procurement over there, but at the end of the day, it's, it's really a big, big interrelated community. And there's a lot of bonds between what people might otherwise divide into separate teams or functions. So it was, it was nice to hear from a whole range of people.

Scott Luton ([02:06](#)):

Yeah, certainly it takes a village to get business global business done these days. Hey, speaking on that, let's say hello to a few folks. Before we, we rattle off a couple of program notes and introduce our home run guests here today. Standby. We've got two incredible guests for the second edition of Dow P but in the meantime, ADEM is tuned in via LinkedIn. Great to see you here. Uh, Scott Hill is also good evening. We'd love to know where y'all at. We'd love to know where you are tuned in from, by the way. So Scott, good evening to you via LinkedIn Prerna via LinkedIn as well. Hello. Great to have you here. Peter. Peter is back. Totally stoked for this one. Hey Peter, who he says, who in there? Kelly,

Kelly Barner ([02:45](#)):

I demand enthusiasm.

Scott Luton ([02:49](#)):

Peter. Great to see you back. Look forward to connecting with you on Friday, Phillip, the one, all that Philip Addison art procurement, my mastermind. It looks like he's down in Orlando, Kelly. Yeah. Which is

Kelly Barner ([03:00](#)):

Warmer than Texas. So anybody that manages to join us from Texas good for you for having electricity and spending some of it on us

Scott Luton ([03:10](#)):

Muhammad via YouTube. Great to see you once again, you've been holding down the Fort, therefore it's on YouTube. Thanks so much. And he is, uh, via Saudi Arabia. So great to have you with us Muhammad. Let's see here, David and David is back. Of course, Dave, and thanks so much for tuning in yesterday as well. I enjoyed our \$20 bill discussion there AIJ tuned in via LinkedIn from India. Great to have you here. AIJ let's see or fine from Delaware via LinkedIn. Great to see you here are fun. And of course we can't do this without clay Phillips the dog behind the scenes, along with Amanda. And just to make that connection, he just graduated in December from the university of Georgia home and the Bulldogs. And uh, he, he and Amanda make things happen behind the scenes. Okay. So quick programming note, Kelly. Yes. If folks enjoy this conversation, I think there's two places I would direct them to. That would be supply chain now via podcasts, wherever you get podcasts from, but also art of procurement, right? Where y'all have a ton of wonderful procurement related thought leadership discussions.

Kelly Barner ([04:16](#)):

Absolutely. And this week in business history, which I recently got to to guest host, if you enjoyed the business and you enjoy the history, you will adore this weekend business history, the podcast. It's so fun.

Scott Luton ([04:29](#)):

Love that Kelly and, and you know, and you did, you did a masterful job and we talked about, or you talked about to kind of offer it up and historical point of view on the word robot. If you, if you're curious about where that word came from and while there's not going to be a lifetime special about certain elements,

Kelly Barner ([04:47](#)):

Be lifetime, not hallmark channel, but it might make it lifetime.

Scott Luton ([04:51](#)):

I'll change the networks on yet. All right, well, let's get down into and welcome everybody. Great to have you here. You're you're in for a treat. We've got two outstanding guests here today. Please join me and Kelly in welcoming Jeffrey Ostrander head of supply transactions, Western hemisphere for slumber J the world's leading Oldfield services provider. And if that isn't enough, we've got a second awesome guests, Ragnar Laurenson chief commercial officer at Hicks, which has been optimizing suppliers experience for all parties since 2011. Good afternoon, gentlemen, how are you doing great. Very good. I'm stoked. As they say awesome. Will Kelly. Let's see, we're going to start with our infamous lightning around, which has become less and less lightening and more and more rounds of questions. We've got two questions as we're going to kind of have our audience community getting to know you both a little bit better. So Jeff, I'm going to start with you, you know, these days of working from home offices and certainly working remotely we're are using a wide variety of platforms. Some we love some, I was just reading on

Twitter. There's a growing Anton communities for them, but negative vibes aside, I'll only name names either. What has been one of your favorite home technologies or, or electronic devices?

Jeffrey Ostrander ([06:14](#)):

Okay. Jeff one here. I'm going to give an answer. Like you have to give me a second to qualify it. Otherwise it's going to sound really ridiculous, right? Yeah. Okay. So, uh, hands down, number one COVID era, despite all the iPhones and watches and iPads and everything else we have at our fingertips is the good old fashioned coffee maker. And I'm going to qualify that. And the, and the reason I say that is because I'm living dead center, middle of coffee country. And this time at home has given me a chance to leverage what I learned about coffee since moving here. And the fact that just the slight different change of the bean changes the whole taste. So to be honest with you, I've been playing around with the coffee and the, and the beans and everything for the last a year. And we've been locked down since March rent. So I'm getting to the, I'm getting to be almost, almost professional, not there yet.

Scott Luton ([07:03](#)):

Wow. Now I love that Jeff, we're going to get some coffee tips from you maybe after today. Yeah, no kidding. And you know what? That's a great segue because as we learned in the pre-show Ragnar before, uh, becoming a business leader in the world of supplier experiences, he was a professional chef. So Ragnar. All right. So you got to give us a goods. What's been your favorite, uh, device or technology gadget or platform here in this era?

Ragnar Lorentzen ([07:34](#)):

Well, to be honest, I was going down the route of Jeffery. I'm extremely tempted to say my new egg cooker.

Scott Luton ([07:43](#)):

I know

Ragnar Lorentzen ([07:43](#)):

It is not innovative, but I love it. Uh, it switches on by itself with terms of biome itself and it's ready for when I want my lunch. Uh, but, uh, I, I just recently bought the Google nest family, loves it. Kids love it. You can ask questions, pops up answers. It's real educational. We can play music. And, um, I'm, I'm one of those had exercised a lot of them. I thought I was stupid enough to use this iWatch for, for exercise, but, and one of the things that really annoying about it is that you have to use this digital instrument for new. You've been running 10 K and you're trying to set a personal best to never have to fiddle with the stock. And then literally last week I figured out if you press both of the buttons, you can actually pause the time. So I think this is starting to rank as my favorite. I love that a kid in front of them,

Scott Luton ([08:37](#)):

You know what? You're making me hungry, uh, between coffee and eggs. Uh, let's have some late lunch. Uh, let's say low to a couple of additional folks before we pose. One more question to each of you, Anthony curvy is here via una and via LinkedIn. So great to have you here, Anthony. Hope you're doing well. Peter says he did procurement at air Canada, working with the roaster mother parkers at the time. So we're gonna learn a lot more from Peter we're interviewing him on Friday. Uh, fees is, uh, via Pakistan joining us on LinkedIn and then finally Jack from South Hampton UK. So Jack, great to see here

via LinkedIn. Okay. Next question. So Jeff, you are in Bogota and Ragnar. You're in London. So Jeff, what's your favorite aspect of living in that beautiful city of Bogota?

Jeffrey Ostrander ([09:24](#)):

No, absolutely. So hands down, it's the people, they take the cake here. It makes the whole place worth it, super welcoming to the folks like myself and American from the Northwest to landing gear, super, super outgoing, super friendly. Um, a very close second. Uh, it's a mountain city. It's high elevation, but in reality, one hour, you're in the sunlight. You're in the 90 degree weather and you can't pass that up.

Scott Luton ([09:49](#)):

I love that you paint, you're painting a picture and Jeff, we're gonna try and get some pictures from you in the days to come. All right. So Ragnar London, one of the, uh, the world's greatest cities and, and certainly economic capital's, what's your favorite part about living in the London area?

Ragnar Lorentzen ([10:04](#)):

Well, I think it's the combination. Yeah. I have a 14 minute tram drive straight into the central of London. So it's fairly central in the Southeast, right. But you have six enormous parts village, part pecking park. You have crystal palace part. You have, you know, you have the birthplace of Charles Darwin and a fantastic area of just half an hour drive from, from our house. But the secret, which most people don't know about, uh, our, our situation or where we place, there's a, a very hidden gem. Don't tell anyone it's called the synonym and Dollage forest or woods. And this is two minutes away from my house. And it was six years now, but still to this day, I can get lost me and my kids can be out there for a full day and just explore. And it's much bigger than people that expect them. It's such a central location. So I'll pick that one. Love that. That's extremely cool.

Scott Luton ([10:55](#)):

So, Kelly, what are we going to ask them in the lightening around next?

Kelly Barner ([10:59](#)):

We've talked about what is the same with procurement and supply chain quite a lot here on dial pay. But one of the things that's very unique about procurement is that almost no one intended to end up there. And I happen to know I've, I've worked with Jeff, we've been connected for years. I happen to know that like anybody else, he did not intend to end up in either procurement or supply chain. And so Jeff, you come to us from finance. So what part of either that experience or the education that you had to work in those roles, have you actually found to be most useful in the jobs that you've worked since?

Jeffrey Ostrander ([11:33](#)):

Hmm. Oh, that's a good one. I mean, to your point by day, I grew up in my education. I got my undergraduate in finance. I took my first role out of college in accounting and finance, to be honest with you, the, the easy go-to would be the analytics of it right down to the numbers, the, that, but to be honest with you where I've seen the biggest connection from that foundation in finance is translating the actual stakeholders needs, right? Because in the finance world, you're dealing with cashflow, you're dealing with the IBT. You're, you're looking at, um, things like working capital, and it's a thing we do as well. Right. But in many cases, and we get drawn into the savings. We get drawn into that aspect of the world. You lose sight of the bigger picture. And I think finance has always brought me back to center and say, wait, wait, wait, where's this going to hit in the cash? Where's this going to hit on the asset side? Or

what are we trying to do as a company? And does that match? I think for me, it's been the, the two lanes to keep me kind of at least going in the right direction. Yeah.

Kelly Barner ([12:25](#)):

And that's tough, right? Because you can say on the one hand, yes. I've gotten to the right answer. I have all the right numbers. I have the right ratios. I have the right analytics. What does that mean? And what are we supposed to do with that? Right. That's much harder. You have to have a much broader understanding in order to, to bring some actionable meaning to those numbers. So, similar question for you, Ragnar, although instead of talking about skills and work experience, let's talk more instead about personality traits. Cause I know you're someone that sort of really enjoys a startup fast paced, entrepreneurial type environment. When you think about the colleagues and the folks that you've worked with that environment, what are the characteristics, what are the personality traits that you see help people thrive and contribute the most in an environment like that?

Ragnar Lorentzen ([13:12](#)):

Sure. Can I just comment on, on, on what was said earlier, I think we need to get a bit more prouder on working in procurement and supply chain. You know, I think so many CPOs are saying, you know, I didn't plan this career, so you have to excuse me, but I'm still here. Uh, you know, we should vicious, we should feel proud about working at this function. One of the most important function in corporate, but back to your point, you know, in, in startups, you are essentially working in a high risk, low data environment. So that's the context we are typically driven by enormous vision and you efficient that you can materially differentiate, uh, you know, uh, value proposition to what is incumbent market solutions. And as I think, you know, some of the personality traits are similar to large corporates. So things like conscientiousness, for instance, you know, working hard, you know, being dependable.

Ragnar Lorentzen ([14:03](#)):

But I think in a, in a kind of a environment like startups, there's less visibility. There's less governance, the less processes, the less stuff kind of watching over you. So you really have to depend on the people that you have. So that's one important thing. I think the other thing given you are in a low data environment, you have to be very flexible than your mindset cons looking and trailing for less patches of snow is what I kind of pictured in my mind and looking for data points that can be validated and that you can build on from part, you need to be flexible enough to change the direction course. Correct. When needed. I was reading a Jordan Peterson video, who's big on personality traits or was it a couple of weeks or months ago? And he said, by the way, intelligence is the number one predictor of corporate success. This number two,

Jeffrey Ostrander ([14:52](#)):

The biggest predictable unsuccess or lack of success is, um, it's in the broader system. Now I think in a startup environment be a little bit paranoid or they come from extending the definition. Every time you get a confirmation that you're doing something well around the corner, it's all shattered again. Then you build yourself up, but resilience is probably the word I'm looking for. Yeah.

Kelly Barner ([15:17](#)):

I don't know. I think a little bit of productive, crazy helps in a startup environment. I've been a few small business situations where, you know, as long as you can stay enough near the lines, not even necessarily inside of them. I don't know. I think productive, crazy works. I'd take it.

Scott Luton ([15:34](#)):

I think, I think it's been a requirement over the last 15 months or so. Right.

Kelly Barner ([15:39](#)):

And if you don't have it, when you start, you definitely get it while you're there. That's right.

Scott Luton ([15:44](#)):

Well, Hey, really quick. I think we're going to be shifting gears here and talking about as Kelly eloquently, put it the craft of supplier management. I want to recognize just a couple of comments here. So Philip out of sun says 99% of procurement folks fall into procurement rather than choose it in college. It looks like while the agreement there, Peter says always love when asked by finance, what's my MPV on a consumable product. What is your perspective? Well, he's asking a questionnaire. What is your perspective, Jeffrey on NPV for consumables and why would I have been asked that question to me and PV was about a Balise decision. So Jeff feel free to comment there, or we can keep driving. Maybe we'll circle back to that later.

Jeffrey Ostrander ([16:24](#)):

And BB is always a great one, right? But especially to your point, you see, they'll always come up. If we're going to be buying or, or project-related nine times out of 10, I can be honest with you. They're not going to like this answer, but nine times out of 10, it's a stall tactic, right on finance. Like, listen, I'm not ready to make that call. I'm going to send you down the path of more data before I, or I get it. But in reality, again, it's just one of those other indicators, like many things, right? We all have our grandiose ideas and we have our projects. Uh, everyone has a list of what they want to try to accomplish. And NPV always comes back to, you know, what's the value of this actually going to deliver on, right? What's the actual value that you're trying to propose. And how does that stack up against everything else? I'm getting shuffled my way on the finance side of the font and I'm of course going to make a call on, but anyway,

Scott Luton ([17:02](#)):

That, so that we could have a whole live stream dedicated to MPV. We'll see mean maybe later this month as, Hey, good morning. Great to have you here. As you continue to pursue your MBA and jump into your supply chain profession. So great to see it. Okay. So Kelly, I don't want to get in the way of us talking about the craft of supplier management. Tell us more.

Kelly Barner ([17:24](#)):

Yeah. So we're, we're going to break this apart. Anybody that checked out the title, I always try very hard to use, correct punctuation. Those parentheses are there for a reason. So we're going to break this discussion of suppliers into two pieces. We're going to talk about the management of the suppliers and the relationships themselves. And then we're going to kind of drill down into the concrete information and process that go with that. So Jeff, starting off with you since we're going to be Ragnar, procurement, proud our suppliers have to be our partners. So what role do you see suppliers playing in the success of the overall organization? Not just procure

Jeffrey Ostrander ([18:02](#)):

No ads. That's a good, good question. So, uh, hands down on I'll I answer it and then I'll qualify it. So hands down, it's a hundred percent. Yes. For everyone on the call today that works for the product sales company. I hate to break it to you. You are an absolute based supply chain company. This is the nature of what you do if you're in the service industry. For sure. I hate to tell you, in many cases, you're on the critical path. Uh, so suppliers play an absolutely critical role in what you do at a very good example for my own team. Just the other day, uh, someone that's preparing themselves, uh, to go through the management track and she brought up a very good example and she said, listen, you know what happens when you're working in these crazy conditions like we do as a company, right? We're a service company in the oil and gas industry. We work in super remote places, super hot places. What happens when that supplier doesn't deliver the air conditioner? What happens to the work it's catastrophic? You know, what happens if we don't have the raw materials to build something on the product sales side? Right? Of course it's catastrophic. So in the end, absolutely suppliers play the fundamental piece of it, how you manage that. And it's going to depend on a lot of different things, but for sure that they're central to the whole thing.

Kelly Barner ([19:05](#)):

Do you think we really appreciate it? I feel like this is one of those areas where for years we've been talking about supply relationship management, but it's been a little bit of lip service, at least when you kind of bright paint it broadly, it's been more talking about relationships versus actually walking that walk. Do you think we're moving in the right direction in terms of getting the value from those relationships?

Jeffrey Ostrander ([19:27](#)):

Yeah. I think you hit on it. I think fundamentally as a practice and a domain of supply chain and people that understand the value that suppliers bring, it's always the ambition, right? You want that partnership. You want that supplier you can go to, but the reality on the ground is it's probably one of the most difficult, I would say disciplines and domains to get off the ground, right? Because again, you're competing against the better workforce, but the six seat, strategic sourcing, right? They've got the events and they can show you the savings. And of course they get all the attention, but in the green room, I was actually, I was doing a little second grade art. So bear with me for a second. But I go back to an old manager I had, and I'm going to give a hundred percent credit to this cause he's dynamic at making very complex things.

Jeffrey Ostrander ([20:09](#)):

Super simple. So if he's on the line today, Nivi is Mario for ya. This is, this is yours. But he used to draw this super simplistic diagram of supplier managers, right? So you have all this value you're creating, uh, from the sourcing organization, right? You're pushing that ball up the Hill. And if you're not taking care of those suppliers, you're not taking care of the end state of that. The ball eventually rolls back down. The value goes down. So supplier management was always the stop. It was the little chalk block if you're in the holding that ball up, right. And this is how he used to always explain it to the rest of the organization, which is still in my brain. That's why I thought of it this morning was it's exactly the same reason, right? It's they, the stock gap, they are the ones that keep the value in place of that supply base and the struggle for most people, whether you're a big company or a small one, and the small ones, odds are, you're a sourcing person, a supplier manager person and a procurement person in more mature organizations. You might actually have the luxury of having that domain split. And then you're, you're focused on prioritizing those resources. But to your point, absolutely fundamental. Is it oversold on ambition? Yes, of course. I think during that concept sales.

Kelly Barner ([21:15](#)):

Yeah. No. And, and it's an exhausting effort. I mean, any relationship, right? Every single person listening procurement or not is in some type of relationship doing a good job is exhausting. I love the visual Jeff. I'm thinking like, wow,

Jeffrey Ostrander ([21:30](#)):

Heard you guys last week, right? It's a t-shirt slogans. I think you there's, your you're not doing your SunnyD screen-share

Scott Luton ([21:38](#)):

You weren't doing yourself enough justice, Jeff that's at least fourth grade, at least fourth grade, uh, artwork, not second calling my teacher, but Hey, if we could share just a couple of comments really quick from the community, uh, before we switch over to Ragnar here, Peter says, Hey, KPIs, service SLS, make them smart, or they will not serve any purpose. David is a big fan of mother parkers. See if I get your name wrong, I apologize as you, Oh, if we want to have the best suppliers of the market, we also want to be the best customers to them. This is the root of a long-term and productive partnership along the supply chain. And then finally it looks like we've got lots of agreement around what, what Joe just said, love this thinking process. As Leah says, reminds me of the idea of any relationship I being a good communicator requires being a good listener as well. Okay. A lot of good thoughts here. So Kelly, where are we going next?

Kelly Barner ([22:36](#)):

So I think we're going to come to Ragnar, to me, this is such an important topic because everyone, again, thanks. Maybe they're being a customer of choice when they're not actually. So I would love to hear your thoughts about what you have either seen change maybe over the last decade or so in terms of supplier relationship management or some really effective, meaningful practices that you're seeing companies carry out today.

Ragnar Lorentzen ([23:01](#)):

Yeah, sure. I'm in trying to keep it simple here. The biggest change from my perspective is that subpar management has gone from serving only the few strategic top suppliers. They might account for 50% or more of your spend, but they would typically only be a couple of percent of your supply base parades or doesn't exist in procurement. Actually there isn't the notion of 2080, it's more like 90 10 or even 95 five. So the biggest change now is that companies are thinking as the supply chain as a strategic entity, an extension of their own corporations, and they want to have been managed this at a strategic level. Now I was just reading her earlier in interview with Dan Battelle, the CPO of Schneider electric, who voted the greenest company on the planet at the moment of any company above a billion that he predicts already now.

Ragnar Lorentzen ([23:54](#)):

And in the future, 75% of the innovations coming into two Snyder who is revolutionizing sustainability and energy management is going to come from startups and emerging ecosystem. It's staggering to think about that. This is completely changed from how it used to be. Yeah, you got your big idea. You know, I don't want to pull on your hair Jeffrey [inaudible], you know, or, or, you know, somebody, a competitor that is not necessarily the case anymore. So that mindset is changing. Um, he also quoted some, some figures that, uh, the new kind of startup world is worth already \$2 trillion, more than a G

seven country on average. And if you look at the VC investments going into this and we're taking on VC investment ourselves as a company, it's 300 billion a year into emerging startups and procure tech and supply chain. It's like the, now the second most invested in area behind FinTech.

Ragnar Lorentzen ([24:53](#)):

So it's anchoring in that type of information. Now, SIM supplier information, isn't the most sexy topic, but it's going through a similar journey like the other domain areas like thing, customer, employee, shareholders, product materials, type of thing, where the first thing you typically have a very decentralized way of dealing with them. More scattergun type of approach. And the transformation come try to get hold of their data, which is difficult. Then you have customers and suppliers and you know, a lot of different product groups. So that's the transformation. And then so on, right? The various going now is to more, more domain specific experience management. You have to have customer experience management platforms. You have employee experience management platforms, you have product experience management forums. We predict that this is going to have to become more of a supplier experience management. The first you need to get control of the data. Once you have that, you can then extend workflows to manage the whole supply life cycle, but in a much more coherent way.

Kelly Barner ([25:51](#)):

I think particularly when we're talking about okay, building a supplier experience, absolutely right. That's, that's critical. We do need to care what the experience is for them, because it allows that chock block Jeff, to be in exactly the place we needed to be. But then you bring in sort of the wild card of the startups. And even though there's more potential return in terms of the innovation that they offer, even disruptive innovation. Now we're back to this point about productive, crazy, right? So if, especially if you're a large enterprise and you're trying to draw all this value from your supply base, you do sort of have to figure out how to build a structure that helps those companies that don't have the type of existing framework or processes or oversight that even mid-sized companies typically have. It does create a unique kind of challenge if you want to achieve both the supplier experience and with these somewhat, you know, radical startups at the same time,

Scott Luton ([26:47](#)):

A lot, a lot of good exchanges here. Let me add Shawn's 2 cents. He agrees using concepts and materials and reducing the volume on containers will assist in the process. And then Joe, I'm going to see not the cover y'all up, but really quick, not in his eyes, respect agreements, don't delay payments, be clear on communication and planning, ask for opinions and a lot more. So I love that, that spirit of what Joe's talking about, where it really Ragnar to distill your comments from the pre-show. It's good for all parties. It's not one sided, right? That's what I love really about many of these disciplines that we're all talking, speaking to supplier management or supplier experience, customer experience, employee experience, right? These true disciplines that have really been developed behind those phrases, where everyone wins, if we get it right in it, and it creates a more holistic view of the enterprise. So I think we all,

Ragnar Lorentzen ([27:44](#)):

Well, I mean, collaboration, it's often thought about it's joined product development. That is something super, you know, innovative type of thing, but it doesn't have to be, uh, yeah. You know, I thought operational level, what you'd want to do is, um, kink the relationship and make it smooth and collaborate around these things. You want to have an open communication channel. You want to pull in your supply base into joint value chain objectives, like sustainability and, you know, compliance and

other types of initiatives. And still only on a subset of the supply chain, it's going to be more NPD, you know, collaboration type of thing. But collaboration is a lot of different things. Not only what we fought in was

Scott Luton ([28:24](#)):

Well said, well said, Hey, couple of quick and Kelly we'll get back. I promise. I'm trying to, uh, so demo is, is with us here today. DEMA, great to have you as part of the stream, as Leah says, imagine our large corporations adopting a startup that take under their wing. And really to that comment there, I'm not sure what you are seeing, but we're certainly seeing here in this ecosystem, we're part of corporations being much more willing to engage in the risks that can be associated with using startups early stage company. It's really finding those, those meaningful, disruptive ways of, of, you know, solving old new challenges. So I love to see that. All right, so Kelly, as always our community brings it, they're coming in hot today. I love that. Where are we going next?

Kelly Barner ([29:08](#)):

So I think next we're going to move over more into the information side and Ragnar as you've commented, supplier information management, not the sexiest topic, maybe. So let's take a non-sexy approach and define it. How would you talk about supplier information management? What effect does that mean to you in practice?

Ragnar Lorentzen ([29:30](#)):

Well, let's cover the definition first. Let's be a bit boring. Uh, and then I'll, I'll have to be a bit practical, but you've got a series for that, right?

Kelly Barner ([29:37](#)):

No, we need Chris. I do think

Ragnar Lorentzen ([29:42](#)):

Your definition is supine information is the ability to collect information, manage information, and make that information reducible across the entire enterprise and across any application. Yeah, maybe a little bit, uh, kind of high flying, but, uh, but I think that is a good, good definition, but if you tried to make it a bit more practical, what a SIM solution would require to be able to do is one, it needs to be able to collect all the information on behalf of all the data stakeholders and all the applications across your whole enterprise. And this starts with the onboarding and the prequalification or the supplier. This is where you have a unique chance to collect the right information and the right format that all other systems is going to require. So that's number one, and you need to be able to do it, but a single platform rather than some of our clients have 17 while they're not clients yet, but you know, with us, but some companies have up to 20 different supplier platform versus crazy to meet your supply chain with crazy

Kelly Barner ([30:47](#)):

Inefficient and very fractured. Right?

Ragnar Lorentzen ([30:51](#)):

Well, think about it. All these platforms would be collecting data for different purposes. They're not thinking about the enterprise needs. So when someone at the enterprise level, trying to make sense of

the data and try to make it interoperable, it's really difficult. And companies are tried at all. They tried to clean data, you know, six months cleaning cycle and it's all dirty again and all day and try to manage it in all different types of way, which this is generally not working, including things like data lakes, which is trying to harmonize the data after the fact that you have to collect it when it comes in. So that's number one. The second thing is you need to be able to manage the life cycle of that information in this single solution as well. And this now started to get quite complicated. What is really supplier is it is the ultimate parent, is that the country level legal entity, is that the manufacturing location?

Ragnar Lorentzen ([31:41](#)):

Is it the purchasing location? This is the invoice location. There are all these types of things are very, very complicated. So you need a very sophisticated solution that can manage all this, this life cycle activities from onboard to extend, to blocking, to reactivation, to change this to this information as well. So that's number two. The third thing is that you need to be able to do this on behalf of all other systems pointers. I don't know. Do you just use a single system for all this data that is obviously not the purpose and all different systems will have a different data, needs their data stakeholders, and you need to convert that data and manage the data on behalf of these in a seamless way so that you can create what we would refer to as data interoperability.

Kelly Barner ([32:24](#)):

And we've got, I mean, you talk about the scale of that, right? And it very quickly becomes apparent just how complex of a task that is to do well. So obviously there's the people portion, right? Cause we do want at least that five or 10% to be relationships. There's the technology that you have to have to achieve scale, but then what about automation? So where into this, do we bring automation versus just saying, okay, really well-structured database. We have to kind of bring the processes into alignment with those databases and technology that exists. Any thoughts about what you're seeing, where companies are drawing the lines between the people, the technology, and then automation, that's helping them, that's working on their behalf.

Ragnar Lorentzen ([33:06](#)):

Yeah, that's the question for me personally? Well, I can be a very important enabler, I think, to kind of drive or the automation when I'm still not a hundred percent there. I think if you have a single solution that can manage all your information, that gives you a lot of headway, you still need some human interventions, particularly around the workflow. Um, I think there's been a lot of, uh, innovations now in doing data validation and checking. So you don't need humans to do this. You can do address validation, you can do validation, you can do legal entity validation, you're telling match VAT type of checks. And that can all be automated today. Yeah. I think there's a lot of innovation in document checks. This is, this is kind of the big one. Yeah. If you can inject that someone hasn't signed their ISO certificate with Donald duck or that it is a realized unless they are, unless they are exactly, there will be a, that would probably be one of the final kind of hurdles to create full automation. And that would set us up for a future, hopefully in the next two to three years where human intervention is a matter of managing by exception. So when, you know, you need to manage something that doesn't make sense, maybe if you've been needs to go into Vietnam that,

Kelly Barner ([34:21](#)):

And then I think we've got this big challenge, right? And we understand like Jeff from your picture, the upside of being able to put that truck block in place and get that little circle up the value Hill, that's sort

of the goal. That's not something that procurement can do alone. It's not something that supply chain can do alone. It's not something operations, marketing sales, right. It's gotta be sort of everybody doing it together. And the breadwinner, you talked about that interoperability of the data of the processes of the value that we get from it. How do we practically Jeff given the size of this challenge work cross-functionally so the data has to be cross-functional. The technology has to be, cross-functional certainly the goals and objectives for what we're trying to achieve have to be cross-functional it's a massive, massive challenge given the different functional roles that you've been in. What would you say that we need to be focused on doing to move in that cross-functional direction?

Jeffrey Ostrander ([35:19](#)):

Yeah. So the most important thing, I think I've learned on data and really the last 10 or so years it's it's around it's its own practice. Right? And I think once organizations realize this, that you can, you have to have someone that's really looking at the governance, really looking at what you're trying to drive from that data, right? Because the value chain for me use procurement as an example, right? Procurement is a creator of data. We produce a ton of data, right? That we want to be consuming all the other places. The fact of the matter though, is, is that we're really dependent as well. If you look at the end to end procurement and use an example of something simplistic crime, you saw it in the comments before, you know, one of the fundamental relationships we have with our suppliers is paying them, right?

Jeffrey Ostrander ([35:56](#)):

The interconnectivity of paying a supplier goes well beyond the procurement and the procure to pay team hailstone. Right? If you work in a, in a multi-country or even multi-county in the U S you're talking about tax schemas, you're talking about tax exemption, uh, all these other factors, master data wise that play into that same procurement transaction, which could prevent the ultimate payment, right? So you're forced them to start to realize that recognize that I'll call it workflow before we say we're functional and we're disciplined. But in reality, everything is a workflow procure thing. It's a good example of that. So when you recognize that you have a discipline that requires managing it in the right way and taking the same approach, then it's really facilitating, right. What backbone do you have? Are you a, a single ERP shop or are you a multi ERP shop or two right now in point, uh, do you have an overlay or another system on top of all those two to you, your interconnection and, and make the world turn and that's become super fundamental. If you're a small time company or a small company, you may have less complexity to wrestle with. If you're a large organization, of course it comes with much, much more complex. And to your point, faster and faster and faster, the size and scale, this becomes a country of all the discipline, multi geography issues that you need to resolve. So until you embrace it as a practice and have that same mindset, you're going to struggle.

Scott Luton ([37:13](#)):

So Jeff, let's stick with you for a moment here. Let's talk about, uh, bottom line impact and things like, uh, business objectives, like risk that we've heard. And we're going to keep hearing a lot more about compliance, of course, efficiencies and all those things that tend to be, uh, achieved through improved supplier information management. Can you speak to some of those things and perhaps where do you see the biggest opportunity for enterprises that really get it right?

Jeffrey Ostrander ([37:38](#)):

Oh, for sure. So hands down, like I said before, right? Data is the King. It's been the King for a long time. It's just now finally, I think it's getting center stage and it translates everything. If a, if an organization

gets their arms around this data, there's so many things to your point risks, right? And we'll use risk in a few different ways. You have the operational risks, right. Uh, you know, how do I validate to the point of right now, how do I go back and sustain my data to ensure that I'm not working with a denied third party? I want to make sure that someone's not on a list that shouldn't be on. And I'm still using that because I don't have a process in place to check that. How do I know that? Uh, and again, for many people in the U S or, or people outside of the us, right?

Jeffrey Ostrander ([38:14](#)):

It's been super dynamic on simple things like embargoes, which can change overnight right tomorrow. It's a new one. So what does that impact to me, if you have master data aligned in a way that lets you answer those questions, right? One of the, one of the most common ones. So they bring it back to more straight procurement. If I go back and think about some of our recent tragic events, right? Where we actually shut down areas of manufacturing or costs of raw material, right? The most common question you get out of the C-suite is what does this mean to us? What happens if this price of steel doubles? What am I looking at? What's the damage? How long does that damage? And what's the amount I'm going to pay for that and with goals, right? And if you look at procurement data, you're harnessing that, right.

Jeffrey Ostrander ([38:52](#)):

You're harnessing what I buy the part number level, you know, in a, in a perfect world and manufacturing system, you know, your components that are steel based. Imagine what that gives you as a procurement organization to answer the, C-suite say, I'll tell you that it's going to be X amounts as a result, but even better to your point, Scott, where do we go from here? Right. Think about that analysis like you have in some of the automotive industries that can just turn off notes. My supply note in China is off. My new nose are activated. And now this is my new lead times. This is my new cost structure, dah, dah, dah, for people outside of that level of sophistication, of course this is the grail, right. We're searching for that aspect. Right. But if I take it back just quickly on my side, it goes back.

Jeffrey Ostrander ([39:33](#)):

We've said that a few times we talk about user experience, right? Every one of us has in the procurement industry has for sure, had someone in the executive team come to you and say, why can't I buy it? Like the Amazon approach. That's nice. Use the interface. What am I going to see my instant tracking? What am I going to see? My payment completely checked off that experience from our users, whether it's internal or external, that user experience, this is what data is eventually going to drive us to. Right? And the ability to consume it, produce it and link it, which is the point raised a few times a day. How do we link it to all these other these groups? Right. And I think that is the power on the supply chain and procurement front that's in front of us, right? We get data, master data rights. We link that. We link ourselves to the business and we link it internally to manage the supply chain the way it should be managed. But as many of us that have been in the industry long enough, this has been the, the ultimate roadblock, right. Is how do we link those up in a way that is dynamic?

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

Love it, optimizing the answer to the question. So what, uh, I love that let's share a couple of comments for a, uh, get a Ragnar to chime in as well. Uh, Mike gave her of this find your well paying on time is critical. Peter says a new OTP used to be on time performance. Now it's own time payment. As Leah says, I have noticed how sometimes the longevity of data is cut short, mostly because of unclear focuses

when first constructing that collection process or building that database, but also the upkeep of a database, both of y'all have spoken to. And then finally Mike says, Hey, you could set up a commodity buy or sell algorithm to preform much like many of the trading computers on the stock exchange. Mike that's well above my pay grade. So sounds fascinating. All right. So Ragnar, I want to bring you in here and of course, feel free to piggyback on, on anything that Jeff shared, but what we want to talk with you about in particular next is we're all hearing and we'll continue to hear about digital transformation.

Scott Luton ([41:24](#)):

You Kelly. I was catching up with our dear friend, Kevin L. Jackson, this morning that leads our digital transformer series, you know, global businesses in any chain and well beyond or grappling with digital transformation. Others are getting better, are acting and executing on that much more effectively, effectively than other companies, but Ragnar given all the moving and shaking and, and the challenges and, and the ambiguity, you know, I love what Jeff was just saying, Joe, I could, I can picture the clarity that he was offering, that he spoke to giving executives that clarity. But, but goodness, there's not enough of that. So what, when, when, when companies get digital transformation, right? What does that look like in terms of the people, the technology that the change management approaches?

Ragnar Lorentzen ([42:07](#)):

Well, if we have another hour or two, can you do what triangles can you draw? It, it looks like fourth grade now, but obviously it would be, I have to be a very short answer to this, but, um, yeah, I love that one by the way. Um, need some context potentially, uh, to explain it,

Scott Luton ([42:32](#)):

The question on the t-shirt

Ragnar Lorentzen ([42:35](#)):

Well, I think Jeffrey is kind of saying it right. It needs an extreme alignment across the organization. Uh, and, um, this is what's happening now with a few companies. I think you've looked at fortune two thousands. You know, you're looking at percentages, maybe double digit of companies that have reached this internal alignment. We almost have to assume that it's there from a people perspective. Now you need very heavy business people with broad, soft skills to run the transformation like this people that can community communicate with senior people. People can build trust with stakeholders, you know, people that can do some of the hard management project management skills, of course, as well, but are strong communicators. Uh, you know, in, in, in essence, from, from a technology point of view, you need something highly flexible. Now, again, these early several companies, they are getting quite fed up with very inflexible software and, uh, you know, imagine companies like slumber BearShare or in our client, they could use for instance, of hundreds of the operating companies, lots of VRPs lots of different product companies that are operating quite decentrally the only way you're going to achieve success is to give them what they want.

Ragnar Lorentzen ([43:49](#)):

Now cannot introduce another enterprise solution on top of them and say, don't worry about it. This is for the sake of, uh, you know, this is for the sake of everyone, but unfortunately we're going to have to suffer a little bit the, how you do your business. And if the proof is there that money people have been suffering over production of these types of software. So this is changing now with software. I think, you know, Gardner has never caught Madrid country in a low-code software and thinks that it can more be

fitted into the corporate environment rather than the corporate environment used to be a kind of fitting into the limitations of the software. So I think that is really important because as you run the change, you have to focus on the fact that, although this is a corporate, we're doing this because it's going to benefit also you, you need to be able to listen to their requirements and be very, very detailed and empathetic about what they need to achieve whilst at the same time, being very clear about the benefits that this will have for everyone.

Ragnar Lorentzen ([44:47](#)):

I love this, uh, took a note of, of a KPI here, which could potentially be on-time payments. For instance, we are getting some new KPIs from our community as well around maybe starting to collect the supplier NPS score. How well the supplier actually like to work with us marketing has been using this for a long time. Um, why not? You know, procurement can do that as well. And in fact, Mondelez is thinking about it. I think they're a little bit worried about the scores they're thinking about maybe introducing a KPIs obsess as this and, and there would be other KPIs around how can we maybe reduce the cost of service to our supply chain in working with us? Because if you have 20 old supplier facing platforms, you have to fill in all information time and time again. And it's, it's really difficult. What can, um, kinking of that supply chain mean in terms of added benefit to the supply chain half? You know, part of it can potentially come back to you, but starting to tracking those metrics, I think will give a lot of commitment to the supply chain that you're taking this seriously. And we'll also have, you know, we can bring some positive reinforcement to the sort of reason for why you're transforming this, uh, as well.

Kelly Barner ([45:52](#)):

And that actually goes back to your point, Ragnar about bringing in those startups. I mean, if there's one thing, right, that anybody's going to take away from this it's that you can't bring in a bunch of startups and say, you're really important. We want your disruptive innovation and then not pay them on time. Little star. You cannot do that. You gotta, if anything, you pay them early that right, they've got no cash flow, no capital. And the more disruptive they are probably the less access to capital they have. And so that becomes that much more important. If you think you're going to bring in these smaller companies.

Ragnar Lorentzen ([46:27](#)):

Another thing here, I think for big companies to think about is what is their attitude in working with smaller organizations? I feel sometimes that big companies then, because you're small, we have, we can dictate everything, you know, we can call the shots and you will just align. You're just happy. Should they happen for doing business with us that mind change, that mindset needs to be changing as well? I think

Scott Luton ([46:50](#)):

Great point. And I should also want to add beyond the startup aspect of what you are talking about. We saw it happen with more established companies and, and middle stage companies that were key parts of aviation supply chains. For example, that's all Boeing, Boeing, and other companies expedite payments to protect that supply chain as it was waiting to get the clearance for the, um, the max program back. And by the way, they've got some 400 aircraft in inventory. Can you imagine managing that inventory? Uh, Holy cow, but by the way, Ragnar nicely done. That was a big question and, and really, uh, very well done in, in three or four minutes time. Uh, I want to pose this question and we're hearing a lot about, and this, if it's a curve ball, we can always take it offline, low code, no code and how it's impact really across industry as it. Lee has got this question here and I'm going to pose it and feel

free to weigh in. And again, we can always save it. She says, Hey, do you think software will need to be more customizable or possibly created in-house any comments from all three of y'all on that question, Jeff, go ahead.

Jeffrey Ostrander ([47:57](#)):

Yeah. Yeah. No, for me, it's fundamental. We talk about digitalization, you know, talk about our company for a second, but we've embraced it, right? We embrace the, the localized coding, the simplistic coding. You've got lots of platforms out there, right? You got your automation anywhere as you've got your other, uh, power BI tool sets, office 365, all of these for someone that's not technically savvy, right? The traditional coding, the folks like us that maybe played around with access and some databases and our own internal coding, right. But the new generation, they adopt these new tools fantastically they're quick to assimilate solutions, right? And I think Office 365 is a good example of this, where you can create so many real time agile solutions with no real significant infrastructure that are solving real problems. And I think this is the fundamentals when you have the mindset.

Jeffrey Ostrander ([48:44](#)):

And it's been said several times today, right? I mean, putting the mindset in place about digitalization and about process improvement, it's on the ground. It's not the executive saying this must be better and you're going to be more efficient. No, you need the guys that are doing the work to say, you know, what, why am I doing this work? And if we just have this solution that it would fix, and as you give them the tools to do that on top of it, then odds are, you're going to see a lot of quick wins in a very short line,

Scott Luton ([49:05](#)):

Excellent point that the old adage with them, what's in it for me, it's still alive. And well, these days

Ragnar Lorentzen ([49:11](#)):

I on this, it's probably driven, but some context is what I'm sensing. Um, when you get a question like this, you know, companies, 20, 30 years ago, they, they built software in house and then enterprise software were developed. And that was a generally a very positive thing. But I think a lot of companies now in the last 10, 20 years have seen themselves a little bit fed up by not fitting in and having to customize the software. And you ending up with a beast that you have to manage yourself. So companies are now increasingly being pushed into thinking, do we need to develop some in-house tool again, because that gives us the flexibility to change this. Then it's going to be cheaper. Sure. There's going to be a maintenance type of element to it. And we're not hiring experts either. But I think this is where no. And low code kind of comes in where you can buy the tool, set off the shelf, and then you can build the skill internally to be able to configure and change ongoingly. And this is kind of the key trend that we are seeing a big adoption for in the market.

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

Excellent. And I think we're going to hear a lot more about that and we love the democratic, the democracy democratization, easy for you to say democratization of technology. Yeah. And Jeff, I'm here to humor you, my friend, I'll tell you look around, you'll see me butcher all kinds of names, but really it's a, it's such an empowering force. And I think in many, in so many ways, it's such a force for good. It's going to advance us all and empower folks regardless of department and function and longevity in the industry. So I appreciate y'all both addressing as Leah's question. Okay. One more quick comment here from Philip. Payment's getting a lot of attention here as a small business. I'd estimate

that at least three fourths of invoices are paid late. Well, Hey, our controller here at supply chain, now Vicky white is on it. And, uh, and uh, I fear for any of our suppliers. I'm kidding. Yeah. Well, what a great conversation here today, w wide ranging rag aren't to your point, we never have enough time to dive into, um, so many of these elements that come to the surface, but Kelly, before we bid a due to, uh, Jeff and Ragnar, what do we want to wrap up on here today?

Kelly Barner ([51:23](#)):

So I think for me, this works into be served. What I think is going to be part of the introductory dial P merchant line. Right? Nice. If we think about Ragnar's point procurement proud, think about the nature of this conversation. There's no complaining about procurement, not having a seat at the table. There's no complaining about savings. We're looking at the top line, right? These are yes, procurement supply chain conversations, but these are company wide, broad objective, right? Business continuity, profitability type conversations. And I think when you can take something that big and complex and boil it down into the diagram, right. It, we have to have these enormous goals, but they have to be very clear, very easy to explain, very easy to understand, because that's sort of where the rubber is going to meet the road. So I think what a fantastic conversation, which went way beyond supplier information, but I think you have to that's, that's the goal. It's not just about the data it's it's so what right. And I think we got there

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

Agreed nothing just about anything these days. So, all right. Well, we really enjoyed this conversation. We've got to make sure our community knows how to connect with both of y'all. Right. So Jeff, Ostrander, let's start with you. Uh, how can folks connect with and compare notes with him? Yeah,

Ragnar Lorentzen ([52:41](#)):

For sure. LinkedIn always easiest. Uh, I know there's been a lot of run up to this show. I've gotten a lot of, uh, to Kelly's point as a big community. A lot of people touch your face already. So, so great on that. Always easiest.

Scott Luton ([52:51](#)):

Outstanding. Thanks so much, Jeff. And, uh, Ragnar, I think you mentioned earlier, mandolins international, one of the leading food manufacturers in the world, Quintin Roche, their chief procurement officers will be joining us for the March edition of down P and I think I'm a member of the Hicks team will be joining us as well. So we, we look forward to that. All right. So Ragnar, same question you, how can folks connect with you and the Hicks organization,

Ragnar Lorentzen ([53:16](#)):

Obviously through our website, that would be one thing personally on LinkedIn. That would probably be the easiest as well. We're very excited around supplier experience management than the people are having around data management. So if anyone wants to have a debate, whether you like it or load our ideas would welcome that discussion, then feel free to get in touch

Scott Luton ([53:35](#)):

Outstanding. So Kelly, I've got 27 pages of notes here today. I believe in. And I'm going to give you a pop quiz once we switched Jeff and Ragnar out. So stay tuned for that. No kidding aside, what a really, really enjoyed meeting both of y'all. We should record recorded as always the pre-show discussion, but we'll

have to have you back. So Jeff Ostrander head of supply transactions, Western hemisphere for slumber J great to see Jeff and Ragnar Laurenson chief commercial officer with Hicks. Thanks to you both.

Kelly Barner ([54:05](#)):

Thank you guys.

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

They hate a swoosh was own time. Kelly, please don't make me say democratization ever again,

Kelly Barner ([54:14](#)):

Or Schlumberger or pics or Ragnar's last name. We took on a big challenge. This show.

Scott Luton ([54:21](#)):

No kidding. And for someone pointing to myself that can get his kids' names wrong pretty regularly. I'm really glad Ragnar and Jeff had a great sense of humor. And man, talk about that to your point earlier, we didn't, it is a very broad and hopefully it really practical and informative conversation at was on my end.

Kelly Barner ([54:41](#)):

No, I thought it was as well. I mean, and seriously, I, I made the point when we talked a little bit about the wrap-up. I am so proud that we're able to have these conversations. I'm thrilled with the points and the questions that we got from the audience. And I think we're really starting to think big. And it's, it's about thinking about expansive challenges, but it's also about thinking company-wide, I mean, nothing that's worth doing can be done entirely within any one function anymore. And so the more we tie everything to. And so what you know, okay, what's the number 12. So what, what do we do with that? What's our, what's our next step. To me, that's an indication that we're focused in the right place.

Scott Luton ([55:20](#)):

Point. Excellent point. Uh, let's share a couple comments here. So David, Hey, thanks for that great show today guys float so well together, David, we got to get you on. We'd love to get you on a live stream here. Uh, soon Adrian says, Hey, late payments Philip artists, and can have evil ripple effects.

Kelly Barner ([55:36](#)):

That's an excellent point because small suppliers have small suppliers, right?

Scott Luton ([55:41](#)):

Yeah. I appreciate the feedback from Azalia and Sean as well. And Phillip says, Hey, it looks like I need to hire Vicky. No, you

Kelly Barner ([55:48](#)):

Can't have her. Uh,

Scott Luton ([55:50](#)):

So, um, but lights are flickering around here. So we're gonna have to wrap up quick. I'm hoping that our local power company is not challenged, not encountering some of the challenges that other parts of the country, but we've got just a couple of quick events. I want to share Kelly while I pull this up. Let's make sure we, that folks know the date of the next dial P next month. But in the meantime, while you track that down, want to invite the community to join us for our webinar tomorrow, we were touched on digital transformation today. We're going to be focused on supply chain transformation tomorrow with Connexus and we'll Berry from Mars global. So y'all join us for that 1:00 PM. Eastern time, Thursday, we're talking so much about startups unexpectedly today, Kelly Thursday, it's going to be take your shot. It's

Kelly Barner ([56:35](#)):

Going to be my calendar. I can't wait for this.

Scott Luton ([56:38](#)):

Uh, hopefully, you know, you'll have to, you'll have to sit in on it as a judge in a future edition. Uh, but big, thanks to Shane riser and Carrie Davis who are our co-producers for this new show on tequila sunrise. So don't miss that Thursday at 12 noon, 30 minutes, three pitches, three judges, three founders all in 30 minutes time. So stay tuned for that. And of course you can learn a lot more about any of this@supplychainnow.com, including previous episodes of Dow P. And we're going to have a library of them by the time we're setting. But Kelly, when is the next P labs?

Kelly Barner ([57:13](#)):

We're actually lucky. It's real easy. So today's February 16th, March 16th, same time, slightly different place. 12 noon Eastern third, Tuesday of every month dial P runs live. I'm going to paint the town. Right?

Scott Luton ([57:27](#)):

Love it. All right. So as we wrap here, before I sign off, is there any one big key takeaway that you want to share or do you want to challenge our community with one big challenge? Kelly? The floor is yours.

Kelly Barner ([57:41](#)):

Okay. I'm going to issue a challenge and this is all around taking the supplier attitude and making it actionable. Pick one supplier, ask them a challenging question. You don't already know the answer to and listen to what they say. That's sounds simple. That's a challenge. Listen to what that supplier has to say.

Scott Luton ([58:04](#)):

Love that. Don't be thinking about how you're going to respond real listened intently, and see what they're trying to, what they're communicating and maybe what they're trying to communicate too. Right?

Kelly Barner ([58:12](#)):

And if you're lucky, it'll be hard to hear. That's how, you know, you're getting a valuable response. If it's hard to hear what that supplier has to say,

Scott Luton ([58:18](#)):

Love that. What a great note to wrap up on Kelly Barner, always a pleasure. Where can folks learn more about buyers meeting point

Kelly Barner ([58:25](#)):

Can either visit me at [buyer's meeting point.com](http://buyer's.meetingpoint.com) or like Ragnar and Jeff, you just look me up on LinkedIn. I will be glad to hear from anybody, let us know what you think of the show.

Scott Luton ([58:35](#)):

Awesome. Thanks so much big. Thanks of course, to our guests, Ragnar and Jeff big, thanks to Amanda and clay behind the scenes. And most importantly, big thanks to Kelly and our community that showed up and brought it once again here today. So stay tuned, hope to see you back in February for what should be an equally interesting and intriguing follow-up conversation. So with that said, be sure to check us out [supply chain now.com](http://supplychainnow.com) Scott Luton on behalf of our entire team here, wishing our listeners and our community and all of you out there, nothing but the best. Hey, do good. Give forward. Be the change that's needed on that note. We'll see you next time here on supply chain.

Speaker 1 ([59:13](#)):

Uh,