

Speaker 1 ([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 ([00:33](#)):

Hey, good morning, Scott Luton with you here on supply chain. Now, welcome to today's show. We've got a great show in store. On this episode, we're talking with a former aviation industry leader. Who's gonna be reflecting back on his time in industry. So stay tuned is work hard to increase your supply chain leadership IQ, especially from an aviation standpoint. It quick program that before we get started here today, if you enjoyed today's conversation, be sure to find us and subscribe wherever you get your podcasts from. So you don't miss conversations just like this one. So again, our featured guests today spent 25 years with air Canada. He is now retired and loving life and he's up to some really cool things. So let's welcome in Mr. Peter. Boulay Peter, how you doing well? I'm doing great. Thanks for having me on Scott. I appreciate it.

Scott Luton ([01:20](#)):

It's so neat to finally be able to connect with you after all of our interactions on live streams and social media. And I love Greg and I, and the whole team here loves your passion for business and leadership and of course supply chain, because it just, it comes out and all the comments and all your contributions. So it's really rewarding to be able to sit here with you and learn more about your story. Uh, you guys, you put out some great content. There's, there's fantastic learning and information that's being put out. I actually commented on a LinkedIn post today, tagging yourself, Scott Kerryn, a couple of guys from the, from Freightways there's a wealth of information to be had and, and extrapolated from LinkedIn. And I'm loving it. It's it's, it's bringing me something to do on a daily basis and retired life. Well, you got a lot to bring to the table and all of the groups, uh, beyond ours, I'm sure are benefiting.

Scott Luton ([02:12](#)):

And that's exactly what we're gonna do today is pick your brain a bit on an industry that a lot of folks, even in folks in supply chain are, aren't going to, I don't know a whole bunch about, I got it. I'll be honest. The aviation industry, other than being a big plane nerd, which I am as an air force veteran love, love aircraft, but all the ins and outs around air cargo and just aviation in general look forward to learning. So I got my 17 pages of notes. Ready, Peter, you ready? I'm ready. Let's get it. All right. Let's do it. So before we talk, shop, so to speak, let's get know Peter bowler a little bit better. So as always, we love to know kind of where you grew up and he got to give us some of your anecdotes from your upbringing. Okay. So originally born in Germany, we immigrated to Canada in 1967 landing in the port of Montreal on May 11th.

Peter Bolle ([03:00](#)):

And it was 11 day ocean voyage that, that in of itself at barely, I wasn't barely four years old, but I remember some key items. And the majority of them were with my head in the sink or in the bathroom. So nothing nuff said there, how big of a ship was it stacker? So it was a pretty, like pretty significant ship, but ocean, you know, people are quite well, how bad could it be? Right. You know, people have gone on cruises. It's nice and flat and calm for the most part. But when you hit an ocean voyage, you're talking 50, 60, 70, 80 foot swells. And you're up, up, up, up, and you're heading back down again. And

there's just to this day, I sit on a sailboat. My buddy has a sailboat in the Harbor and out of no parole where we live and you know, we're talking and I just that little movement up and down, up and down, I go, dude, I got to take five. I'm heading to land. I'll be right back. It's not gonna end. Well here.

Scott Luton ([03:55](#)):

I've been deep sea fishing and it wasn't a tiny vessel, but it was still, it wasn't anything like, you know, a big ocean liner. And I didn't, I'd heard horror stories about folks getting sick, cause no one's going, you know, you're not, shortcutting the trip you're out there for the duration to your point. I was so worried about getting sick. I'd catch a fish and then go into a cabin and lay down and sleep until it was not turning to captain's chair again. So yeah,

Peter Bolle ([04:17](#)):

I can believe it. You know? And so when we, when we got to Canada, obviously I don't speak the language. My mom spoke the language cause she, she came here to, I do a stash at air, which is one of the local laboratories. My dad broke some spoken English. He was actually imported for his, his trade was a tool and die maker. I had nothing but the soccer ball, my grandmother gave me. So my little leather soccer ball, which I still have today was my translator with the local kids, you know, across the street, actually they were the wholesalers and they were also German. So that worked that well. So my soccer ball is what, what led before then we moved over to the West Island in dollar, grew up in an awesome community with a townhouse project, 365 units. There's about a thousand kids that run around then team hockey, street, hockey, baseball, pickup games, you know, as a youth, it was a great, great, great upbringing.

Peter Bolle ([05:11](#)):

And I, you know, my dad was German born in the forties, very strict, different. It's hard to relate to how they had to, to manage and, and make their way through life. So, you know, there was one day I said that I want to go to the drive-in movie with my friends. Oh yeah, no problem. Enjoy your night. I get home at like 1130 at night. I'm grounded. I said, what happened? What do you think grounded? How could I be grounded? I went to the movies. Well, you gotta be home by 10. Well, the second movie starts at nine. It's impossible to be home by 10, you know? So it, yeah.

Scott Luton ([05:43](#)):

So lots of discipline. Oh yeah. Boy household.

Peter Bolle ([05:46](#)):

Oh yeah, there was yeah, there was good discipline and, and rightfully so. Right. I, I, I watch our youth today and that's a different dynamic growing up in the seventies, eighties, there were the haves, the, the one at the haves and the have-nots. We were somewhere in the middle, you know, your, you had your one gift that Christmas and you had your family, family was big for us. You know, the only other family we had in Canada was my uncle with his son and daughter and his wife. So we had a very, very small knit community to this day. We have friends that we met upstairs when we were living in our apartment complex that Mr. Policy now he used to pound his foot on the floor while pain look piano, right? Pound, pound, pound away. My dad be pounded with the broomstick up to the ceiling. One day they met halfway down the stairs and we're lifelong friends and I with the family, that's wonderful known them for decades.

Scott Luton ([06:36](#)):

I got to go back to something you shared about the soccer ball and how sports was, how you, you met and communicated with others and built relationships. It was a, that universal because sports is that universal bridge, right? It brings so many people together despite the rivalries and all that good stuff, but it really is. That's the beautiful thing about sports

Peter Bolle ([06:55](#)):

That's right. It, it absolutely is. You know, it teaches you so many lessons in life, how to get along with others, how to lead, how to follow, how to really collaborate with your teammates. And it, you don't need to know a language to be able to get along with other people, playing a sport, hockey, soccer. I coach I've been coaching soccer. Now my community for close to this season will be 26 years. We have a season right last year was cut short by COVID.

Scott Luton ([07:23](#)):

We all wish. And that there is a season amongst all kinds of sports. You know, we're big baseball fans around here and, you know, pitchers and catchers by the time this publishes, it'll be a few weeks later, but spring training's getting started and we're starting to kind of start to hear about how the different clubs are gonna be managing, you know, the games and how many people are going to let in. And, you know, we're all looking forward to getting back to as close to normal as we can, where folks can enjoy sports and enjoy each other's company in person. Right. As much as we've enjoyed the digital side. But, uh,

Peter Bolle ([07:55](#)):

And it's hard even look at even the Toronto blue Jays, they're not playing in Toronto because you have to travel across the border, right? So they're, they're setting up shop across the, across the border. Same for the soccer teams for MLS soccer. Um, there, the Canadian teams are setting up shop across borders so that they can manage a soccer season. It's really challenging the logistics of that. All this is it's off the charts,

Scott Luton ([08:21](#)):

Sports, there's a whole conversation to be had a whole series of, they had their big Tippet hat for coaching 26 years. I'm sure the impact you've had on all those, all those players. So we need good people like that, that donate their time. So thanks for that, Peter, for sure. All right. So kind of switching gears a bit in a minute, we're gonna talk about your candida and we're gonna dive deep there. But prior to your time at air Canada, I understand that you spent 15, 16 years with a wonderful company and team. Tell me more about that.

Peter Bolle ([08:48](#)):

The company at the time, the, uh, my neighbor then for jet, you know, once one summer day knocks on my door, he opened the door, say, Hey dad, how you doing? And he says, great, Peter. He says, what are you doing this summer? I said, I don't know, swim team soccer, you know, a little bit of football, pickup baseball. He says, no, no, no. You're going to come work for me in the warehouse. I said, okay, after the warehouse, I wa I was 16 years old. So I started in the warehouse. They they're basically, it was basically a family run business and he very quickly learned the owner, Mr. Hegg to I'm going to buy the product. Why don't I manufacture the product? Then I'll buy my own product, really sell it, make money on the manufacturing side, make money on the wholesale distribution side. And it was really a glorified rubber

business with rubber fittings, belting and supplying the mining industry, the construction industry. And yeah, it was great. I spent 16 years there from the warehouse, went to inventory control, went into procurement. We went into accounts payable, went to accounts receivable, went to cost accounting, the catalog development. So I really learned the whole core of that business, which helped me with my entrepreneurial way of thinking today.

Scott Luton ([09:54](#)):

So let me ask you what a wonderful first off, what a wonderful first kind of career stop. I know 15, 16 years in necessarily a stop, but did you to be trained in all of those different functional areas? Was it you asking or did your friend, what was his name? Dan for jet. Okay. W or did Dan say, Hey, you know, we're going to teach you all aspects of business who made that happen?

Peter Bolle ([10:16](#)):

Really? It was done, you know, the Dan Doug Dan helped me guided me Paul HEG, which was one of the local guys, uh, Ray Trombley, who was the VP of sales. And then I also went back to school. So, you know, I did it while I was in the summers and then life happened, you know, I had to help out at home. So I went back to work full time. So I spent two and a half years there full-time and make sure the roof was in place, make sure food was there and mum was working hard. And so I went back to John Abbott, college, got myself, a three-year diploma in business administration with a finance major. And the day I walked into the office, I said, look, I graduated, great. Here's your new chair? So that's when I went into, I went into the inventory control and provided all the recommendations for purchasing. And then, you know, Dan, that was a great close family friend. We met them long before we were, I was working or old enough to work. And, you know, he's taken me under his wing and really mentored me and guided me and helped me and, and gave me the early tools to think independently and not just follow

Scott Luton ([11:15](#)):

Sounds like what a great standard and role model for other, how other business leaders should approach their teams and the opportunities they should afford them. So what, what happened to the company? Are they still around?

Peter Bolle ([11:26](#)):

They are actually, they, interestingly enough, this is why it was only a 16 year career because they got bought, sold downsize, Rishi ranked. And then, you know, there was another senior purchasing guy equivalent to my purchasing years, but he had the gray hair. I had the blonde hair, so I went out the door, but the company today is called IME flex. They're here in San Laura. I almost had an opportunity to start with them early, uh, early summer, but that unfortunately didn't come to fruition. I was just having fun working around. I'm open to I'm. I was always open to a conversation. You never, never shut your mind to a conversation. It's it's one of the early tips I was given by people. Listen,

Scott Luton ([12:07](#)):

I love that. Okay. So now let's get to the Centerplate aspect of our conversation. And that's your time at air Canada? So let's start with what H how did you join? What, what may, what, where did air Canada no pun intended to hit your radar? How did that happen?

Peter Bolle ([12:23](#)):

Okay, so I had, I've had a great love for aviation since I was young. My dad had a machine shop backed on to the runway at Montreal Trudeau airport. So I watched planes come in and out and always wonder, wow, how does that have meaning to stay in the air? How does it land? You know, then fast forward 20 years, all of a sudden I lose my job at, uh, at associated. I take the fall off having an interview, uh, with Ingrid young and Jim Duncan. And they've tough even for stores. So I had two opportunities. I have one to go into stores and then one to go into accounts payables.

Scott Luton ([12:57](#)):

So this is a, both of these opportunities are with air Canada.

Peter Bolle ([13:00](#)):

Yeah. Yeah. And they were simultaneous. So, cause I was interviewing wanted to get in. Cause I thought, God, this is great. I can move their Canada. Awesome benefit package. Great, great company leader in the industry, you know, and again, varying, you can have a very, very position on that, depending on whatever your situation was. Right. But, you know, from, from my standpoint, it's one of the leading airlines in the world, you know, connecting people to wherever they want to go. And I thought, wow, this is so I started in supply accounts. So that's really where, where my career at air Canada started was paying invoices from running a, from running a purchasing organization, inventory control and insight sales to taking the invoice box, which was okay, listen to, you've got to start somewhere. Right. And I was not shy to start

Scott Luton ([13:45](#)):

Well, is it fair to say, cause you were doing, you learn some supply chain finance or manufacturing, finance industry finance in, in, uh, the first company, did you have to kind of learn how an enterprise, the size of air Canada at the time paid invoices and what those process processes were like is that, that was a big learning curve

Peter Bolle ([14:05](#)):

Actually, you know, with the systems that they were putting in, they had just moved from their legacy system map, call it map to a new ERP system called artose. So we were actually the Guinea pigs on, how does this, how is this payment process going to work? So there was a lot of tight communication and coordination with the buyers and the stores and stock keepers that would bring the inventory in, check it, qualify it, load it and invoice discrepancy. So I always made a point to understand how things work. I just didn't take somebody's word for it. Yeah. It's done this way. And I got a great story on that one we can talk about later, but you know, so I went down to stores and I said, okay. So I, I, you know, I'm Peter, I just started here. Uh, show me what you do down here to help me coordinate my invoice bouncing because I know what the buyers do. I go to see them clear it. So I was very proud of the fact that I never had a snag, meaning an invoice held up for longer than a day or two.

Scott Luton ([15:00](#)):

Sounds like you really critical thinking. You really knew you, weren't going to just follow instructions. You're going to really understand it and look for opportunities. Let me, so I think it's helpful context, what you share with the pre-show for our listeners air Canada at the time. I think this is if my timeframe, right, is this the 90 minute early nineties, maybe when you joined air Canada,

Peter Bolle ([15:21](#)):

January 30th, 1995 was the name of my career began.

Scott Luton ([15:25](#)):

All right. Perfect. So 1995 in, in rough terms, you're talking about passengers and associates number of associates. How big was air Canada when you joined?

Peter Bolle ([15:37](#)):

Okay. So that was our pre air Canada merger day. So we're roughly around 24,000 people at that time. No, in 99, 2000, we merged with Canadian, uh, which bolstered the head count to well into the thirties. Uh, you know, you'd talk in today's terms, COVID terms, you know, sadly there was, you know, there's been a significant reduction in the workforce where it's probably under 10,000 people. We're probably only flying maybe 10%. And you'll notice I keep saying the word, we sure it's hard to get that company out of my blood because I bled air Canada. I, I fought for air Canada. I worked hard for Canada and it's still part of my, my, my makeup. So it's, you know, w we're probably down to maybe 10, 15,000 passengers a day flown, and you still have that big cost bucket of aircraft and facilities. And, you know, yes, you've, we've shrunk. They have shrunk the labor component. Right. But the big cost bucket is an aircraft. That's several hundred million dollars and we're, we're taking delivery of new ones.

Scott Luton ([16:40](#)):

So on a much lighter note, let's talk about how your career evolved. So you started paying invoices. Yes, sir. Walk us through some of your, you know, your, your favorite and your critical positions from there.

Peter Bolle ([16:51](#)):

So from, from payment and invoices, Ingrid saw that, uh, she's the, she was my hiring manager. She saw that I had more potential than just ticking a box on paying invoices, sent me to Toronto to clean up a mess in Toronto, where I met Bruce bodily, my next phase of leadership within their Canada. And I was in the office in Toronto at about eight 30, nine o'clock at night. I heard a voice like yell out who's that? And he goes, bodily who's that? I went, Peter, it's just, you know, my heart's now palpitating a little and he goes, so we just got into a general conversation. And he says, well, yeah, what are you doing here? I said, well, Ingrid young sent, Oh, I know Ingrid sent me here to clean up the inventory, you know, the invoicing backlog. And so I gave him a bit of my brief history.

Peter Bolle ([17:38](#)):

I just started this like three months after I'd started air Canada. And he goes, what are you doing? Paying the invoices. I said, well, there's no other positions open right now. And as luck may have, they were just moved. Some people out of the buying positions to support a program that we were managing for Northwest converting, a bunch of Alitalia aircraft into the Northwest configuration, basically gutting them, rebuilding them recertifying. And then off to the races, they went back flying for Northwest. They were actually DC nines. So he goes on, I'll sit tight, I'll have a position for you shortly. Two weeks later, I'm in, I'm a material assistant. That was the classification at the time, basically a buyer, you know, for class 40 ground support supplies, uh, electrical, hazardous material, and such.

Scott Luton ([18:24](#)):

So clearly your skills were speaking for you. It was, it was building a reputation where folks were trying to recruit you and get you on their team or within their department of the company. Huh? So to speak. Yeah, for sure. So after that buyer role, where where'd you go next?

Peter Bolle ([18:41](#)):

Well, then we went into us really strategic procurement. I've been in, I've been in the strategic sourcing, strategic procurement side of air Canada since the Canadian, just, just prior to the air Canada Canadian merger in 99, 2000, which really is where we evolve into a category management type procurement model from a siloed procurement model. Meaning we had buyers in Montreal, Toronto, Winnipeg, Vancouver, Calgary, they were buying their product at the exact same number, 40 cobalt drill from possibly four different sources. You know, it leads back to the conversation that you all had a couple of weeks back on the bucket. Well, I call this a bucket, you call it a pale. Right, right. So, you know, and it was a great conversation. That one, because I'm just, it's like hit me in the head. I'm going, yeah. I know what that's all about. You know, I know, I know where's the soccer ball

Scott Luton ([19:30](#)):

We needed to bridge these conversations together.

Peter Bolle ([19:32](#)):

Right? Exactly.

Scott Luton ([19:34](#)):

You got ask. So w we got to do Kelly Barner, proud dot P for procurement. So anyone, listen, y'all any love procurement, be sure to check out that series. But so Peter would talk, there's two things I want to ask you about. You mentioned procurement and sourcing, and there's lots of different views on, you know, comparing and contrasting those two words and roles and functions. What's what's P Peter bullae. How do you compare and contrast procurement and sourcing?

Peter Bolle ([20:03](#)):

So, you know, procurement can be categorized simply as the act of buying the product. Sourcing can be categorized as I go to the gentleman or lady that do the act of buying the product and say, what are your major pain points with your suppliers? Your supply chain, your product is their delivery. As you got the right quantities, right time, can we pool those needs and issue an RFP to market and then do a sourcing event and then take it all under contract? Because that's really what our, our strategic team does. We, we work in the category, we go to market to how our number of suppliers that we need, and then come back and bring the recommendations internally, do the contract loaded up into the system and then procurement or buyers continue process. It was one of the big, the big initiatives that we started with arrow exchange, air Canada, and a couple other suppliers created a company in Dallas called arrow exchange that, uh, Al cause rack brilliant man, brilliant man runs today. It just hit 20 year anniversary. So it was very coincided, very close to when strategic procurement came in play. And that was the whole, the whole drive of that. And airlines have massive cash burdens on inventory, right? Everybody's running carries units the same product, right? So it's, it gave us a mechanism to connect all the airlines to all of our suppliers and see what supply is out there within the airlines cost buckets that they could lend, borrow repair or purchase.

Scott Luton ([21:30](#)):

So thank you for walking me through that and our listeners. I think the second question, you're, you're, you're speaking to it already, and that is kind of how the procurement profession has really become much more strategic in recent years for organizations that really get it and will enable that to happen.

Right. And, and, and take advantage of it. Right. Yeah. I agree. Fully agree. Yeah. Speak to that for a second.

Peter Bolle ([21:53](#)):

So, you know, it was interesting. I actually had a side conversation with Kelly just the other day, because she had put up a post, a post, you know, category management, is it going away? Yes or no. And I'm like, Oh my God, if somebody wants to throw category management in the garbage there, I don't think they fully understand how to, how to create value or bring benefit into the category of spend, you know, there's it, there's marketing, there's a maintenance for, for an airline standpoint, their supply chain, you know, supply chain is a category in itself, trucking cold, uh, you know, cold chain. We, we have caterers that supply our food, put it on the aircraft at every single airport that we fly into. Now, within Canada, we had to develop and we had the cold chain set up that I just finished doing an RFP on about two years ago, had selected a new service provider to work through that. And they're still in the, in the contracting process with that service provider. So I can't speak to the name of that, but they're doing, they absolutely did a spectacular job consolidating 15 of my suppliers into one distribution outlet, put it on a truck and then send it just in time, really, because we only hold two days of inventory, airport locations to get it there for the next day's flights. So it's complicated, intricate yet has to flow seamlessly and nobody's aware of it.

Scott Luton ([23:15](#)):

Yeah. I love that. What a great example, we're going to get you and kill it together. Maybe we'll own livestream. I bet we could have a fascinating conversation really quick. Before we continue on with your career at air Canada, you've got a model right behind you, once you, for folks that might be watching it, what it, what aircraft is that?

Peter Bolle ([23:35](#)):

That's the, uh, the Dreamliner Boeing seven 87, the lady, the latest beauty in the fleet.

Scott Luton ([23:42](#)):

All right. So as we start to wind down your career at air Canada, what were, what were some of your final roles there before you retired?

Peter Bolle ([23:49](#)):

Well, again, it was the strategic procurement. I had moved into all I purchased most of the categories. So the only thing for the easiest way, for me to say what I maybe not have purchased as fuel for an aircraft, a brand new aircraft, labor agreements, and major it, who did that. We have a team within our strategic procurement team that manages the, it needs. So there was a separate CIO that headed up the, it, we have now the vice president of, uh, aircraft programs and leasing, which is Nikisha, who was my previous senior director. He now manages the aircraft procurement. And then there's a team within strategic that manages all of the field procurement. You know, years ago, we did a project XM airlines, and this, this leads to changes within their lines that you just see a new paint scheme, right. But inside the cabin, there's new seats, new flight entertainment, new power, new carpets, new wall laminates crossed the caged cross, the entire fleet. You know, I went to a company to move 300 container loads of ocean shipments for all my seating products that were coming from Ireland and the UK, and then traffic tech did an unbelievable job coordinating 300 container loads of product. Really? It was brilliant. Yeah.

Scott Luton ([25:00](#)):

You know, so you mentioned fuel earlier. Uh, whenever I hear aviation and fuel, it always makes me think about, do you remember about 10 years ago that they may still be in the business? I haven't, I haven't done my homework lately, but Delta announced is getting into the oil refinery business, but because of fuel concerns and kind of where we're headed and the price points, and they acquired refineries and the air and aviation company, it was so fascinating and a big, bold, disruptive move, a move on a big scale. Yeah. I wonder what I wonder if they steal, they still are involved.

Peter Bolle ([25:37](#)):

I, I think they, they may have probably very quickly discovered that moving people safely from point A to B is where their key business should lie. Being in the fuel industry, fuel manufacturing and refining. I leave that to the professionals.

Scott Luton ([25:55](#)):

Yeah, here we go. There we go. All right. So now let's talk about, as you retired, what year did you retire from air Canada?

Peter Bolle ([26:03](#)):

Uh, last may of May 1st, uh, 2020 was my retirement date.

Scott Luton ([26:06](#)):

First off. Congratulations. Uh, despite the challenges of the industry that you alluded to earlier, the challenges of course, the air Canada has experienced, I mean, over 25 years of, of clearly being a big part of the family and being passionate about what you do day in and day out for a company like that, a big, huge tip of the hat to you, who, as you reflect back on those over 25 years, 25 years. And I want to say four months, I had that right. Close right about there. Exactly. I don't want to shortchange anybody.

Peter Bolle ([26:37](#)):

That's okay. 25 years. It was good. That's a huge milestone in the, in the airline industry.

Scott Luton ([26:42](#)):

I would argue in industry. Yeah.

Peter Bolle ([26:44](#)):

Yeah. So

Scott Luton ([26:46](#)):

You've already mentioned some of your colleagues and some of your leadership team members, but who's maybe one or two folks you haven't mentioned yet that you really just, it was a pleasure to work with. I work with sod or, or clubs,

Peter Bolle ([26:58](#)):

You know, there there's, there's some that love them, hate them. But, uh, Gordon young Gordon young is into the, the details of everything that has to happen in a project. So he was a very integral part of the,

of the project management team on project XM, which was coordinating all the products, all the materials. And, you know, we, we would have some really good spirited discussions. And we learned very early on how to really well work, work well together and bounce off each other. And that was to do it in his office, not during the meeting, you know, we had the one really challenging meeting and I said, you know, I, at one point I, I stopped answering the questions and I said, Gordon, I said, how about we pick this up in your office? And, you know, we had a good laugh after that. It was brilliant.

Scott Luton ([27:48](#)):

You illustrate a really important point. And you know, we just, Amanda, my, my dear wife and I had just finished rewatching the Sopranos. It's been years since we'd watched him. And, you know, as we would not get work each night, we've got that plane in the back graft after the kids have gone to bed. For sure. But what's interesting is there's always business like business takeaways in anything. But if you remember any, any time Tony supper, and as they're in there, they're, they're organized crime meetings when the bosses who always had to position themselves. Right. And, and always, you know, as they're negotiating key mom with Tony would always say, Hey, let's talk a second. When there was a disagreement, they didn't want to air it out in a meeting. And there's, one-on-one sidebars where they got through some of the big breakthroughs, even if it was a bad deal, you know, at the end of the day, it's still those private sidebar conversations that you're alluding to are, can be really powerful,

Peter Bolle ([28:40](#)):

Right? They, they totally are because now you can actually speak very openly. And frankly, and that's really how I would characterize, characterize myself. And my suppliers would characterize me that the same way. Tough, hard, fair,

Scott Luton ([28:54](#)):

Tough, hard, fair. I love that. And, uh, Gordon young was, was some, you look back on having some spirited discussions as you put it. Yeah.

Peter Bolle ([29:02](#)):

And we're still in contact today. You know, I, and I, for me, building relationships for me is the most important, really the most important skill that you can, you can have as a person, I every year for the last 15 years or longer, maybe now, I don't know when I hit the first send button, you know, I sucked everybody out of my contact list. I put them in the BCC. I said, you know, it's a holiday message from Peter Bowly manager at air Canada. And I send out my thoughts and reflections of the year and each year, you know, it, it changes. And it, it gave me pause to think about, okay, so what happened this year that I was grateful for? Oh, my daughter was, or a grandson was born or a granddaughter was born. What do I need to reflect on what losses that I have this year?

Peter Bolle ([29:48](#)):

How does that, how is that going to affect me? You know, one of my first bosses, but Walter passed away from cancer. It's quite some time ago, a great colleague from a supplier that I was on the phone with every single day for 30 minutes as he drove into work, as I sat at my desks. Okay. So what challenges do we have today? What do we need to overcome? What did we do well yesterday? What do we need to work on? And what's in the bucket for next week. We talked every single day. He was 52 years old, passed away of cancer. So, uh, sorry, let's try not to get emotional, but these, these are the things that impact you as a person. You need to understand how you're going to deal with them. And I

would share them with my contacts and I always got back some really, really powerful messages. So I could, you know, I, so I built and nurture those relationships where there was no response. Often it was no longer with the company. Email is no good, but relationships, the relationship I've commented in your, in your streams relationship matters. Right?

Scott Luton ([30:49](#)):

Yeah. I love that as words to live by for sure. All right. Moving right along. What's one thing, one thing that folks, whether they're in supply chain or regardless, what sector or industry that they're in, what's one thing that they need to know about the aviation industry.

Peter Bolle ([31:07](#)):

It's complex. It is really complex. You know, we, as passengers, we get up three hours before a flight, get in our car cab bus train, get to the airport, check through, drop our luggage. We sit in the waiting room, right? We get on a plane. We go from point a buddy, get off and life is done, right? That's the same flight. The pilots are there. Hour, hour and a half, two hours beforehand, flight China, transatlantic transpacific flight. They're trying to book lanes to understand where they're going to fly. You've got catering. You have galley preparation. You have refueling, you have the icing possibly in the, in the colder regions. You have the whole airport machine working, right? Oh, we're moving the gate. The planes no longer are going to be a gate one. That's going to gate five. Make sure we get the announcement out and move the gate setups. If you have to move the Gates setups to another gate, it's a complex machine from a supply chain. You know, w we talked about a little bit earlier, just our food supply chain is a spider web of trucks. I have one truck hitting the road every day, going to Vancouver. So there's three trucks on the road to Vancouver while the first one is arriving. It's incredible.

Scott Luton ([32:17](#)):

It really is a orchestrated symphony. Just the sheer alignment across all those things you just described. Nailed so well that most to your point, most passengers just, they don't show up. It's like clockwork and it's just all taken for granted. Yeah.

Peter Bolle ([32:36](#)):

But it was actually a good documentary. I don't know how to find it. Maybe I'll try to look in Google up the link, but it's, it's the day in a flight from Montreal to Frank.

Scott Luton ([32:45](#)):

Oh, you got to up, it was on,

Peter Bolle ([32:47](#)):

On TV like years and years ago. I've watched it a few times and it's just, it does bring a little bit more to light. Yeah.

Scott Luton ([32:54](#)):

You gotta share that. Uh, my family watched a PBS series. I mean, it's like a four or five installment, all about airports and air travel and including some of the things behind the scenes, but also the improvements, you know, the, of course, Atlanta Hart, uh, Hartsfield-Jackson international, uh, is here and it's, it is fascinating. It is absolutely fascinating. I phone in and out of Atlanta. And it's a,

Peter Bolle ([33:16](#)):

I mean, you'd have to take the train from one end to another end. It's like, okay, how big is this joint?

Scott Luton ([33:21](#)):

Seriously, seriously, I'm going to tell them myself a little bit, but my family would take us a as vacation when I was kids to the airport. Just because it was so intriguing, you know, so foreign for us. Um, but it is really impressive. All right. One of our favorite questions here, uh, supply chain now to talk about your Rica moments, right? We've, we've had no shortage of them do a year like 20, 20 and into 2021. But you know, whether it's a recent one or one, you know, through someone's journey, you've already shared what's, uh, what was a critical Eureka moment for you?

Peter Bolle ([33:53](#)):

You know, and this one, actually, it's not even a work-related Eureka moment. This was from my childhood. When we used to travel constantly back and forth to Germany. Every summer we used to spend the summers in Germany, lived with my grandmother, you know, with the aunts, the uncles, my cousin and I, his name is Peter as well. We're walking down the street and you know, we're talking, not minding our own business and moving along our way, we get home. And my grandmother standing in the doorway and she always had a smile on her face for the most part. You know, she, you know, she went, they went through some tough times out there taking care of the family and she looks at us to follow him today has called how was file Hilda? She says, you didn't wave. Hello. Wow. When did that happen? Well, you were walked by buyer. I said, I don't walk by anybody. She goes, no, no. She was on the other side of the street. So the lesson was walk with your head up, pay attention to your environment and always extend a hand in a hello and a greeting. You know, there's nothing better than a hi hello with a genuine smile. And if you ask the question, how are you be prepared to engage? I love that. So to me, that was the, and that was taught to me at nine, 10 years old by my grandmother.

Scott Luton ([35:09](#)):

Well, you know, so this is the first time that you and I are pseudo meeting. You know, we're still remote obviously, but it's so funny that you shared that Eureka moment, because I can see that play out in how you approach your social media relationships and the conversations you're part of genuine is the word you use and you have it in spades. So clearly that a moment early in your life with your grandmother stuck with you, as you said, even into today. So yeah, for

Peter Bolle ([35:38](#)):

Sure. I, you know, on a work-related Eureka moment is, you know, you, you craft the clearly design specification requirement. The internal customer delivers that to you. You, you evaluate, you talk them about them. So you clear, you ask your five whys. Why this, why that, why, why, why you have that all clear in your mind? You bundle it, you send out the RFP, you negotiate. Exactly. And some of what they wish. And then a month later, I go, well, you should've known it was too good to be true. This is what you wanted. Right? I give you exactly what you wanted. So it doesn't matter. The true Eureka moment is be true to yourself. Be true to your craft. Be true to your customer. And what happens down the road is out of your control, focus on what's within your control, the rest. It simply doesn't matter.

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

Love that. Peter, a lot of good stuff here. So let's talk about the, kind of the path ahead. So you're involved in a shortage of things before, before we talk about promo link up, I think it's called, let's talk about your acting. So folks may not know about your acting. So Peter, tell us about that.

Peter Bolle ([36:43](#)):

Uh, you know, a few years back, my first movie was a pawn sacrifice with Leo Schreiber and, um, Toby Maguire. It's a, the, the Bobby Fisher story with Spassky in the, in the, uh, the Olympics, you know, so a friend of mine says, you know, they're looking for somebody, you mind if I have my agent call you? I said, yeah, sure. You know, so the agent calls me. She says, you know, I'm looking at your picture, your, and again, the COVID hair, doesn't quite demonstrated. It's usually a little, it was always a little bit tighter, a little bit Dolph, Lundgren types. She goes, yeah. You know, I think you would make a good tournament official. I said, you want the Russian official? Yes, I can do that for you. She goes enough, said you don't need to speak.

Peter Bolle ([37:23](#)):

So, you know, I got, I got a, I got a part I'm in the Russian tournament, the official, but what's facet. And I love movies. I enjoy movies, all my favorite, favorite movie, Forrest Gump, wow. Box of chocolates. You never know what you're going to get. I love Tom Hanks. I love that movie. And from the outside, you know, you enjoy, you appreciate you learn. You, you maybe pick up a couple of lessons in a movie. And this is why I like Gumps so much is because there are so many lessons and learnings in that movie to take away from. But to watch it actually filmed, we were probably filming a, uh, in the movie itself. It's probably three, four minutes sequence within the movie of Bobby Fischer, doing some chess moves. My hand is actually capturing a closeup, crumpling up some paper, but that took 12 hours to film. Wow. From the front, it's all points of the compass. They got to move the camera and go tear down the set, rebuild the set. It is unbelievable to watch it and to be part of. So I've done a few other things in the interim. You know, I did a Christmas special. I was on a TV show, all fun. It's interesting seeing the back end of it. And you understand why it takes two years to bring out a

Scott Luton ([38:33](#)):

Movie amazing. It really, it's a craft. We're talking about supply chain, Mina craft, but you know, make movies. And that love that attention to detail and chasing the passion and the vision you have for a certain certain scene or certain exchange. It's amazing. So, and I love, I appreciate you sharing your experiences there and Hey, if we ever need a tough judge, you're going to be the first person we call. So let's talk a little bit. Great. Let's talk about promo link. So tell them about what this venture is and your role and what is it?

Peter Bolle ([39:05](#)):

Interestingly enough. So a couple of weeks ago, lifelong friend of mine, Sharky tracking calls me up. He says, Pete, I says, I have no bandwidth to work on something. I need your help guidance direction. So I'm always open to sharing experiences, helping putting connections together, pulling people together. So I said, sure, you know, pass it by me. If I can help you get guide, you direct you and see how you can make this work. I gladly to help you out. I need, you know, he's such a, such a great person gives of himself into the community, into the, uh, palliative care center for the West Island donates tons of money. So of course, I'm going to help you shark you. What is it? So he flips me the product brief and I'm like, Oh wow, this is amazing. This is good. This is going to change hand sanitizing around the world.

Peter Bolle ([39:51](#)):

Everybody has to buy this hand, sanitizer little buckets, batteries, throwaways, all kinds of issues around that hand, sanitizer it's empty. Most times this is a brand new unit that you can now sell advertising on. So it takes the cost bucket of hand sanitization moves it into the revenue bucket for airlines, for retailers, for convention centers, take a convention center, right? You have the Atlanta convention center, you got 4,000 guys exhibitors coming in. They're all going to need a little sport in the hand, clean up, sanitize the fingers before they hit the booth. Right? Right. Now you can promote your product before the people get to the booth on the sanitizer. Dripless the product is unbelievable and it's, it's brand new three months, four months in the market, got to love it.

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

And, and it's here to stay, you know, hand sanitizers is it's not new. It's been around for a while and folks have been passionate about it for a while, but now it's off the charts. It's just like all other shortages we've seen. It's just this part of life now in a very meaningful, yeah.

Peter Bolle ([40:54](#)):

I'll flip you the link for promo links. So you've got the website as well. The product is called extra safe. So let's all, let's all have a good day and be extra safe.

Scott Luton ([41:05](#)):

Alright. Let's uh, as we start to wind things down, yes, sir. You know, a lot of feedback we've gotten as we sit on these one-on-one interviews and especially in the last 18 months or so it's routines have been changing regardless of what chapter life you're in. I mean, it has as much to do about that as it does around the pandemic environment that we were just talking about. How have any of Peter bullies routines changed here lately?

Peter Bolle ([41:28](#)):

That's a great question. So, you know, my, my fiance and I bought a new house, moved into it December, 2019. So her two daughters, my daughter, myself, her obviously into the new home, they moved 30 kilometers out of the city where they grew up and enjoy their entire youth. So already, as they said, you're bringing me to learn, you know, we're now going to live in Darnia. So I said, you're going to grow to love Narnia. Like, you know, they went through that closet. They loved learning. So we're thinking, you know, great, good start. Can't wait till summer. COVID Bo have to think about retiring because the job market's shrinking at air Canada elect to retire to, I got enough. Am I going to have enough? You know, we had plans. I had to build a shed, put in a pool. I cut in three new gardens.

Peter Bolle ([42:18](#)):

So I kept myself busy, played a lot of golf. I love to golf as you know, so kept ourselves busy. But the family now is all hunkered down because in Quebec and it's different than the different provinces in Canada, but we all had different regulations, different lockdowns, different shutdowns. You know, we're under curfew right now. I have to be in my house at eight o'clock at night until five o'clock in the morning. There's no, unless you got to walk. The dog movie theaters are just opening up. Restaurants are still shuttered since October. It's fascinating and everybody has to support everybody. So I went to my local guy, that's got it. He has his own restaurant [inaudible] and I bought gift certificates. So I bought a whole whack of \$25 gift certificates, handed them out to my neighbors, you know, as a thanks. It's been a great summer, everybody, you know, we didn't get to really spend time.

Peter Bolle ([43:07](#)):

Cause we're looking forward to meeting. We had some great neighbors, never got to meet him except for cross the fence. So I handed those things out. You know, the, the alumni foundation that I I'm president of, we hold an annual golf tournament. That's our one key fundraiser we do about \$12,000 a year fundraising that goes to the oldest grant and friends foundation. And with the Lindsey place, alumni foundation, couldn't do that. So many adjustments. And that's really where you just need to say, you know, as my mum said, if it's meant to be, it's meant to be right. It's not in your control. Don't worry about it.

Scott Luton ([43:40](#)):

All right. So final question before we make sure folks know how to get in touch with you. You just mentioned that. Was it Lindsay place,

Peter Bolle ([43:46](#)):

Lindsey place, high school foundation. Alumni foundation. Yeah. We set that up in 2005 following our reunion 25th reunion. So we started sponsoring awards and whatnot.

Scott Luton ([43:57](#)):

Does that use the support that the current students there are more?

Peter Bolle ([44:01](#)):

Yeah, no, it's the alumni basically. It's a fundraising effort and we currently sponsor three bursaries for \$400 a piece. You know, the, the school needed new updated blackboards basketball nets. So, you know, the school to buy was \$16,000. Principal came to us, said, you think you can shop fab. These cause my Pete Knauf who owns North industries, he's, he's an engineer designer about quasi engineer. He designs and invents. So he basically reverse engineered the basketball nets. We bought the plexiglass, made the frames, got them, powder-coated put our name on it and hung them in the, uh, in the gym. Sadly, the school is going to close this year. Uh, it's politics, like that's a whole other three hour discussion and I'm not going to get there, but, well,

Scott Luton ([44:48](#)):

I love, I love any, any of those hammer meet nail opportunities to serve others. And it sounds like even if the school is closing, you heard about a need, you know, made it happen. So I love that. All right. So let's make sure you're a wonderful interview. Great conversationalist that you've been there, done that. I love your sense of humor. I'm magic. I have a few folks that want to connect with you. How can folks connect with Peter Best

Peter Bolle ([45:11](#)):

Way is LinkedIn LinkedIn? I'm on that. It's on my phone. It's on the laptop. Reach out, say, hi, hello. You know, I, and I engage. I discuss, you know, I, I ignore the guys that Nerf takes on with the bit point conversations, but not, you know, and I've met some fantastic people since, since watching your live streams, engage in the stream and I've met great people out of it.

Scott Luton ([45:37](#)):

Yeah. The people, the comments to comradery, kindred spirits, the, the, the intellect and, and, and the insights you gain. I mean, all of that it's really become my favorite part that, that lives from interaction with all these wonderful people. So I appreciate what you do to help drive that and to help, uh, make it engaging. And I love that we had an opportunity to take a deeper dive, you know, behind your journey and learn more Swift. Do it again soon, Peter,

Peter Bolle ([46:03](#)):

I look forward to it. Thank you so much for the opportunity. You guys, Amanda Clay, Greg, the whole clan is just awesome content. I can't stream it loud enough from the mountain. Well, thank you so much. Play on the promotion. Well done.

Scott Luton ([46:19](#)):

Oh man. They get kick. Get a kick out of that. But we've been talking with Peter bullae again, a 25 year veteran of air Canada, either. He's retired, although it's very active retiree and love loving life. And so y'all keep your finger on the pulse of, and your eye out for promo link. We'll try to get a link in the show notes for that, but Peter, all the best. And we look forward to reconnecting again real soon.

Peter Bolle ([46:42](#)):

Thank you. Take care. Have a good day. You

Scott Luton ([46:43](#)):

Bet. All right. So, uh, to our audience, hopefully you enjoy this conversation as much as I have. We've been working on nailing this down for quite some time, and it's really rewarding to sit down with Peter bullae, but Hey, connect with him on LinkedIn, for sure. And if you like conversations like this, make sure you have venture over to supply chain now.com new website, getting rolled out in March. You're gonna be at, you'll be able to search for things at your fingertips in a way that we hadn't been able to do for a couple of years now, but we'll have lots of conversations just like this women. Maybe, maybe not just like this one, but, uh, lots of smart people, lots of entertaining guests. I'll look for that. On behalf of our entire team here at supply chain. Now Scott Luton, sin eight, challenging you to do good, give forward, be the change that's needed. And on that note, see you next time here on supply chain. Now, thanks for your,

Speaker 1 ([47:32](#)):

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. [inaudible].