

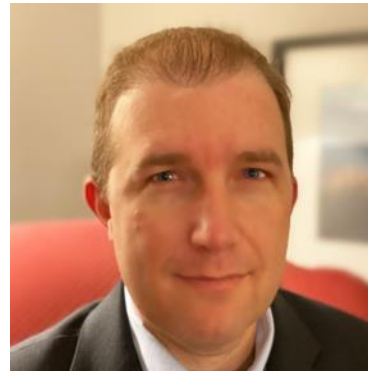
Supply Chains:

What Have We Learned From the Past So We Can Move Towards the Future?

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Jenny's Career Highlights

Wisconsin Native

- From New Berlin, WI

Graduate of U-W Madison School of Business

- BBA - Marketing Major; International Business minor

Target Corporation Veteran

- Merchandising, Logistics, Imports, Technology, Data

RateLinx Rookie

- Culture, Development, Client Engagement, Sales

UW Consortium Collaborator

- Bring people together to discuss supply chain



UW EBC Collaborative Learning Community (Members):

AE Business Solutions

Alliant Energy

Amcors Flexibles North America

American Family Insurance

American Girl

AriensCo

Associated Bank

Badger Meter

Brady Corporation

Brunswick Corporation

Church Mutual

CIG

Clarios

CNH Industrial

Colony Brands

Cree Lighting

CROPP / Organic Valley

CUNA Mutual Group

Delta Dental of Wisconsin

Demco

EDCi

Endries International

Exact Sciences

FarWell

GE HealthCare

Generac

Great Lakes Educational Loan
Services

Greenheck

Harley-Davidson

Hy Cite

Inpro

Jewelers Mutual Insurance
Company

J.J. Keller & Associates

Kohler Co.

Kohl's

Komatsu

KW2

Lakeside Foods

Lands' End

Laughlin Constable

Mason Companies

Master Lock Company

Medica

Menasha Corporation/ORBIS

MGE

Miller Electric Mfg. Co.

Milwaukee Tool

National Guardian Life Insurance
Company (NGL)

NeuGen, LLC

Northwestern Mutual

Oshkosh Corporation

pc/nametag

Plexus

Promega

Regal Rexnord

Regal Ware

Rockwell Automation

SAP

Sargento Foods

Schneider

Sentry Insurance

Snap-on

Sonic Foundry

Spectrum Brands

Springs Window Fashions

Sub-Zero Group, Inc.

TDS

U.S. Venture

UW Credit Union

UW Health

VF Corporation

Vollrath

WEC Energy Group

Werner Electric

Wick Buildings

Wisconsin Manufacturers &
Commerce

**Wisconsin Manufacturing
Extension Partnership**

Wm. K. Walther, Inc.

WPS Health Solutions

Zendesk



Matt's Career Highlights

Midwest Native

- From Fremont, MI but I have lived in WI longer!

Graduate of Michigan State University Eli Broad Graduate School of Management

- MBA – Supply Chain and Information Systems concentration

Miller Brewing Company

- Transportation and Freight Payment

Kohler Company – Kallista Faucets

- Customer Service, Forecasting and Planning, Trade Compliance and DC Operations

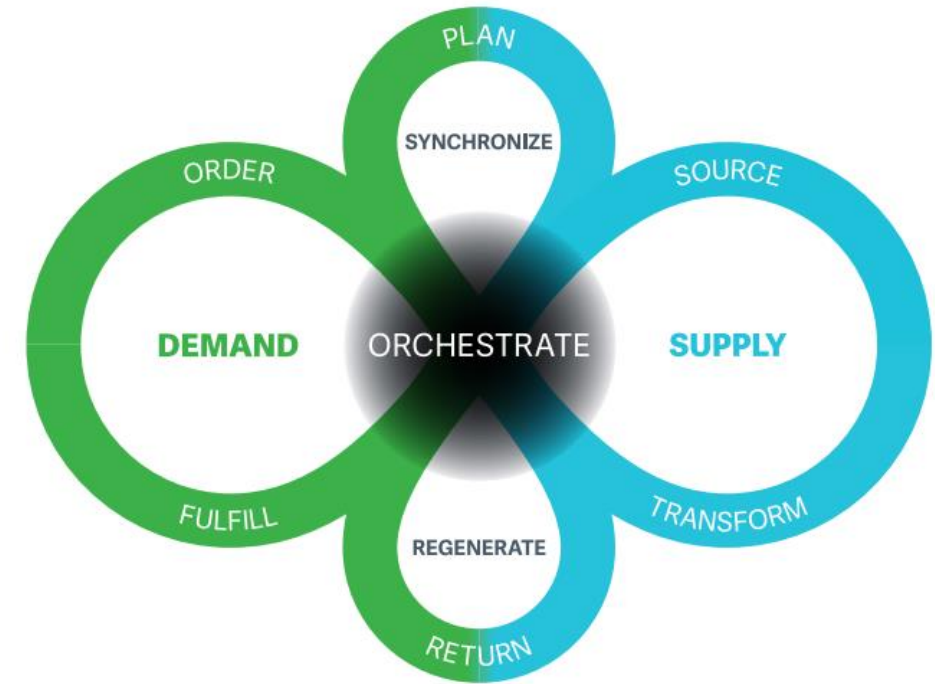
Sub-Zero Group Inc

- Transportation, Trade Compliance and DC operations



What have we learned?

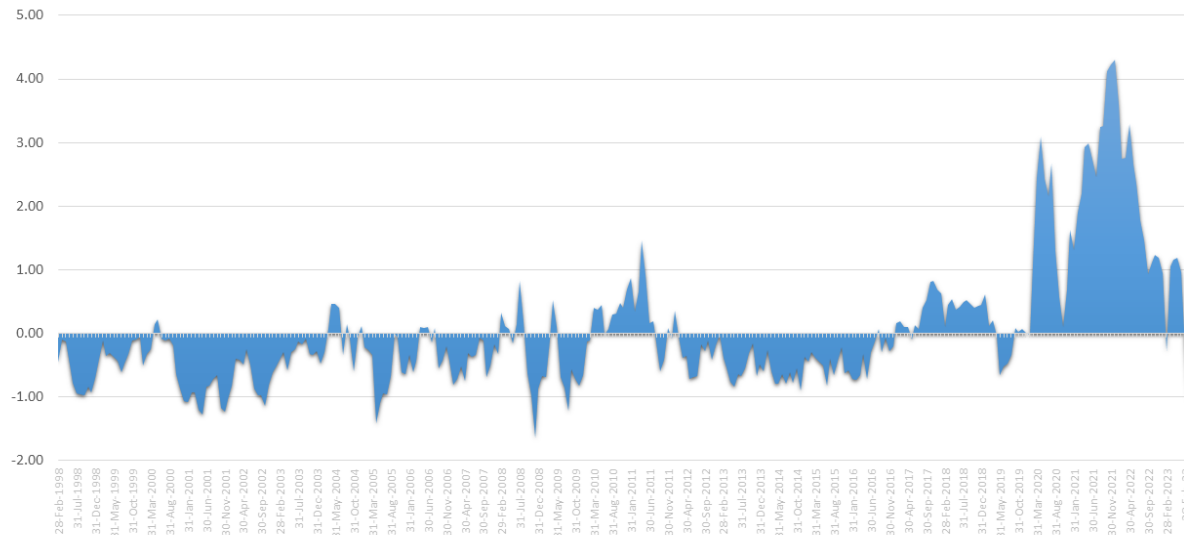
- The good news: The fundamentals of Supply Chain have not changed
- The volatility of demand (and supply) have changed due to changes in the global trade network but the formulas and principals still work



Same "SCOR" –
Supply Chain Operations Reference

What have we learned?

- The so-so news: Business is cyclical
 - Good times never last (neither do bad times) but the swings are coming more frequent
 - Knowing when and how to pivot is critical to survival.
 - Actionable data is the key
 - The Supply Chains that can see the change and act the fastest will win



**Supply Chain Global
Pressure Index
(1998 – 2023)**

What have we learned?

- The bad news: Black Swan events can and will continue to happen



Over the Decade, Same Problems With No Resolution

Top Five Elements of Business Pain for Respondents



Source: Supply Chain Insights LLC, Sales & Operations Study (Mar-May, 2019)

Base: HAVE A S&OP PROCESS -- Total (n=107)

Q37. When it comes to doing your job, which of the following are your top 5 elements of business pain? Please select no more than five.

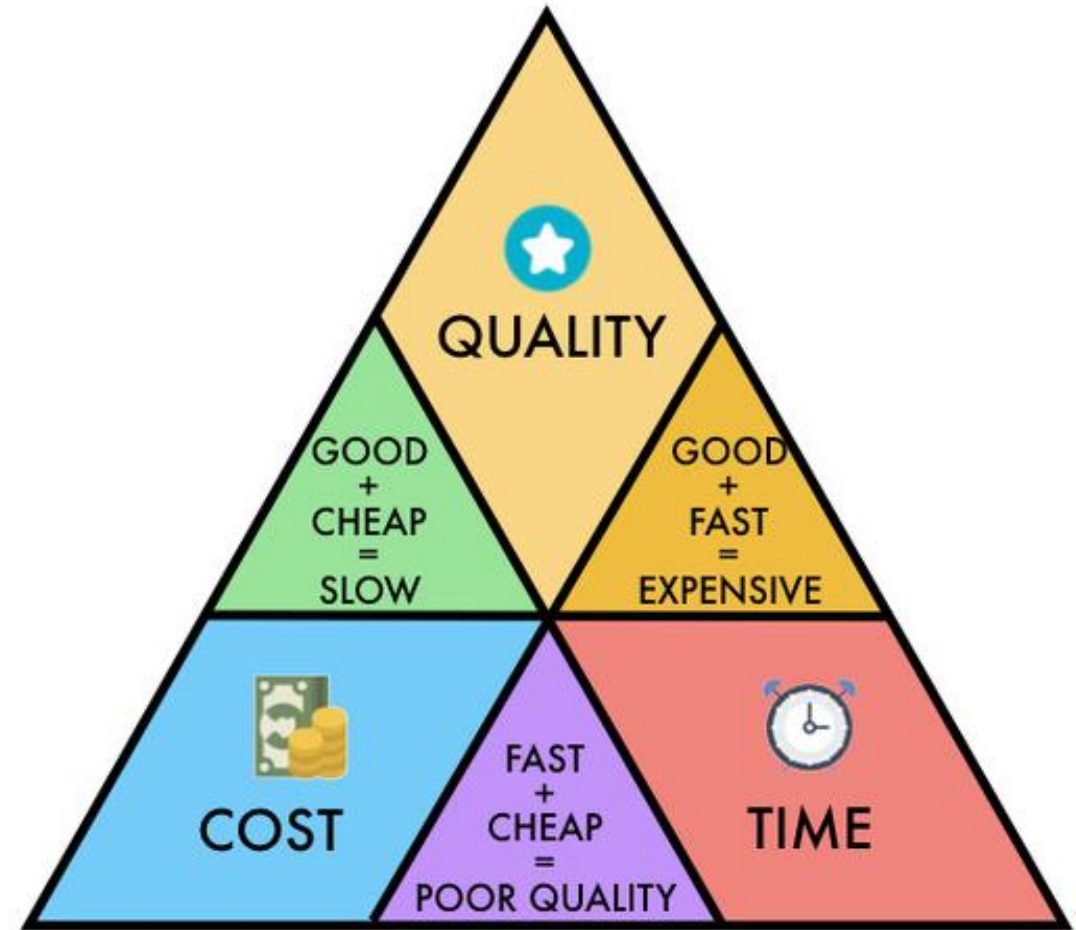
Preparing for the future

- Doing nothing is an option – but not a good one
- Better options:
 - ✓ Re-Shoring
 - Reduce lead times and trans-ocean exposure
 - ✓ Dual Region/Port-Sourcing
 - Reduce supplier volatility and regional/port instability
 - ✓ Reduce SKU's and stock locations
 - Reduce demand volatility by aggregating demand
 - Higher interest rates will drive up the cost of capital (and Inventory!)
 - ✓ Improve visibility up and down the supply chain
 - “Knowing is half the battle” – GI Joe
 - Project 44 and Four Kites are a good start but more development is needed
 - AI and Blockchain will transform the Supply Chain discipline in this area

NOTE:
All these options come with benefits but also trade-offs

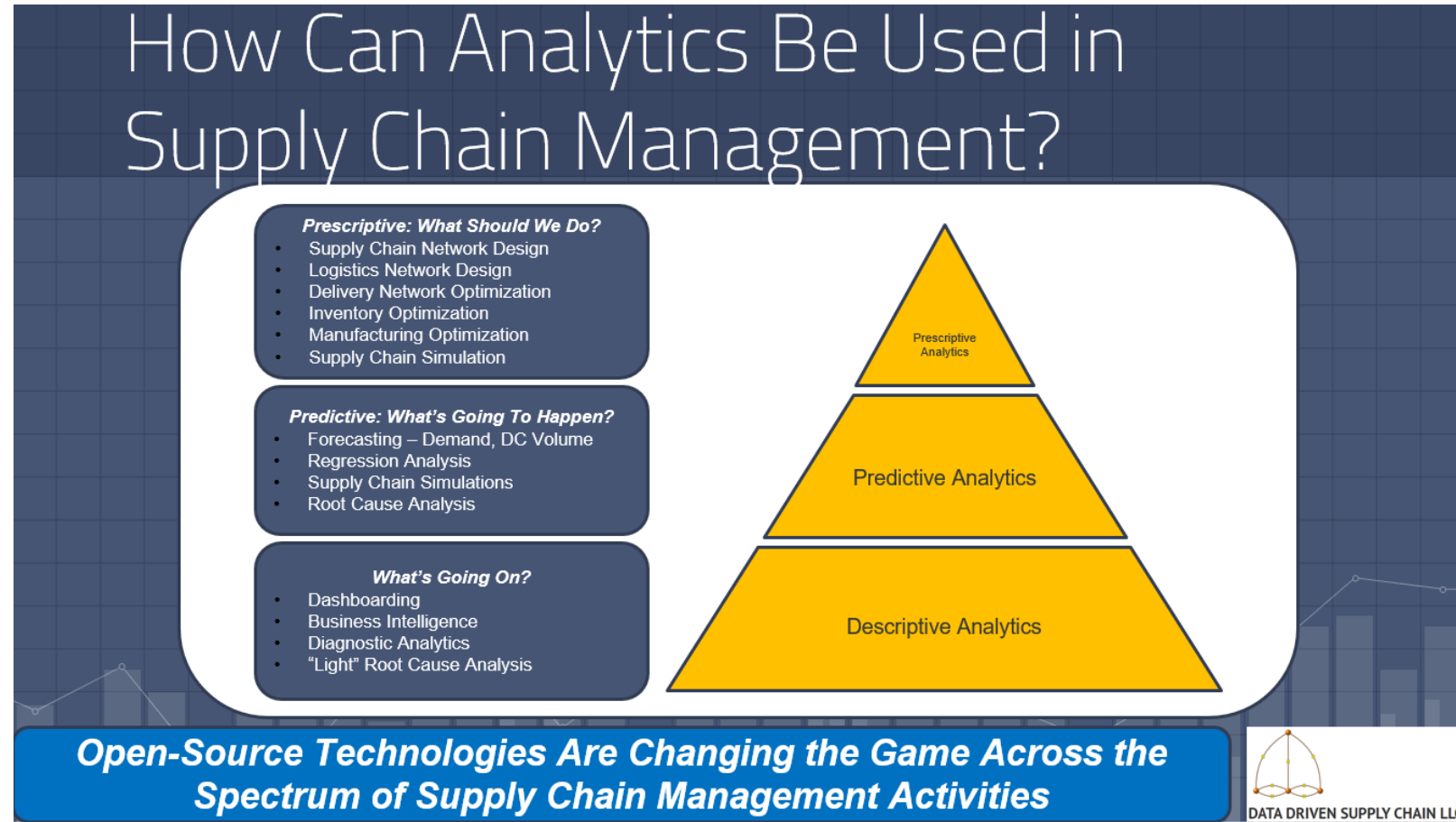
Preparing for the future

- Final considerations
 - ✓ Understand the cost and benefits of each option
- Strength in one means sub-optimizing another area
- Cannot be strong in all three
- ***Q: Which way has your supply chain moved?***



Preparing for the future

- Final considerations
 - ✓ Leverage data to drive decisions



Preparing for the future

- Final considerations
 - ✓ Determine the sequence of options to move into before you need to move



Effective Collaboration – Coordinate, Communicate, Anticipate

From This:



To This:



Thank you!



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