
Speech Abstracts

Supply Chain Visions is a specialized consulting firm dedicated to assisting companies with supply chain strategy development, implementation and education. Supply Chain Visions has over 20 prepared presentations for trade events and company meetings. Kate Vitasek, Managing Partner, has given over 200 speeches at industry conferences, company meetings and universities on the topic of Supply Chain Management, Performance Management and Performance Based Logistics. Kate is a talented, dynamic and engaging speaker and is always well received.

Performance Management Speeches

- ❖ Assess Thyself! Conducting Self-Assessments Using the CSCMP Process Standards
- ❖ 12 Commandments of Performance Measurement
- ❖ Beyond Fill Rate: Perfecting the Perfect Order (and other Supply Chain Process Metrics)
- ❖ Benchmarking! 7 Steps to Making Your Benchmarking Effort Successful
- ❖ Finding Best Practices in Your Own Backyard
- ❖ A Measurement Metaphor: Understanding How to Create Measures that Help You Achieve Your Goals and Objectives
- ❖ Building Blocks of a Successful Performance Management
- ❖ Linking Strategy to Shop Floor Metrics – to Really Get Results.
- ❖ Applying the Balanced Scorecard to Supply Chain Management
- ❖ Inspire Your Suppliers – Supplier Scorecards
- ❖ Don't Measure What You Won't Change!
- ❖ Implementing Performance Measures
- ❖ What's The Point of Your Metric: Understanding Process vs Results Metrics and Knowing When to Use Them

Supply Chain Management Speeches

- ❖ Supply Chain Management 101: How Does Supply Chain Management Impact YOU
- ❖ What's the Right Supply Chain for Your Product?
- ❖ Supply Chain Mega Trends and their Impact to Businesses
- ❖ Solving the Supply Demand Alignment Mismatch
- ❖ Understanding the Lean Supply Chain: Beginning the Journey
- ❖ Measuring Success in a Lean Supply Chain
- ❖ The Five R's of An Effective Returns Management Strategy
- ❖ Assessing Quick Win Improvement Opportunities for Your Supply Chain
- ❖ Dematerialization of the Supply Chain
- ❖ For Closer Collaboration, Try Education

Performance Based Logistics (PBL) Speeches

- ❖ Performance Based Logistics: The Next Generation of Outsource Contracting
- ❖ Performance Based Logistics: How to Develop a Win-Win Solution When Outsourcing Logistics

Speeches can also be customized for your organization. For example, one popular speech is "Beyond Fill Rate: Perfecting the Perfect Order". An example of a customized speech would include reviewing your existing measurements, understanding how your firm is applying the perfect order, and providing a critique of your existing approach, and then facilitating break out sessions to help your team determine how they might change their approach and make improvements.

Performance Management Speeches

Assess Thyself! Conducting Self-Assessments Using the CSCMP Process Standards

Based on the Council of Supply Chain Management Professional's Supply Chain Process Standards

Many corporate leaders now recognize what supply chain professionals have always known – supply chain performance can have a significant financial impact on an organization's market share and profitability. However, too many people still fail to understand a fundamental point – improvement in performance is driven in large part by implementing improved processes. Evaluation requires more than benchmarking functional metrics and financial targets. Qualitative process targets should be reviewed as well.

This session will focus on how your company can best leverage CSCMP's Supply Chain Process Standards to self-assess your internal processes, define minimum performance expectations, and enable process benchmarking. Attendees will learn:

- ❖ A proven structured approach to assessing your own supply chain opportunities
- ❖ A framework for evaluating the risks and rewards of potential initiatives
- ❖ A diagnostic approach to understanding what needs to be improved to increase business value

12 Commandments of Performance Measurement

Based on the Monthly Column that is currently running in DC Velocity Magazine

No two successful performance management programs are the same, but all successful performance management programs share common principals. To help shed light on what separates a good company from a great company with regards to performance management, we have distilled our experience down to what we call the Twelve Commandments of Successful Performance Management. The session will review each of the 12 key tips companies can use to help them be more successful in their metrics program.

Beyond Fill Rate: Perfecting the Perfect Order (and other Supply Chain Process Metrics)

Based on an article that appeared in Distribution Business Management Journal

Your company is achieving a 99% fill rate from its distribution center. Is this good? Leading companies are starting to ask themselves this question and are learning the answer is more often than not is “no.” Companies have worked hard to get their fill rates up - often into the high 90th percentile – only to find that customers are still not happy. How can this be? The answer is simple. Just because a distribution center shipped product on time does not mean that it got to the customer on time to their expectations. What really matters in today's customer driven economy is “Did the customer get what they want, when they wanted it, how they wanted it?”

This session teaches how to use cross functional process metrics such as the Perfect Order Index to help your company achieve the overall performance that it needs. Specific examples will be provided of different supply chain process metrics. A case study will be provided.

Benchmarking! 7 Steps to Making Your Benchmarking Effort Successful

Progress, in life and in business, is critically dependent on two pieces of information. One must know where one is, and where one wishes to go. Benchmarking helps a manager determine his/her present location in comparison to others, and helps identify that desirable future state.

This presentation outlines a 7 Step Pathway to Benchmarking Success which can be customized to your individual company. There is nothing revolutionary in this approach – just real work and application of hard lessons – but it has proven successful for many companies. Participants will learn how to create their own “Benchmarking Roadmap”. In addition, a comprehensive list of benchmarking data sources will also be shared.

Finding Best Practices in Your Own Backyard

Based on an article that appeared in [Supply Chain Management Review](#)

Many companies are sitting on undiscovered collections of their own best practices. Internal benchmarking can readily unlock those valuable practices to help drive significant performance improvements. The beauty of internal benchmarking is that it can be accomplished quickly relative to conventional best-practices discovery. Internal best practices can often be borrowed more easily because of the greater commonalities between groups within one company.

In most companies, internal best practices remain undiscovered simply because methods for extracting and communicating them don't exist. This presentation provides an easy to follow framework for creating an internal benchmarking program and provides a case study of how one company achieved breakthrough results learning from themselves.

A Measurement Metaphor: Understanding How to Create Measures that Help You Achieve Your Goals and Objectives

Any doctor or emergency medical worker uses metrics every day as a critical way to link their actions to saving lives. Call 911 – and they track response time to the emergency. From the moment they arrive – metrics become a key to monitoring the patient's success; they are so important to understand they are called "Vital Signs" as they key indicators are vital indicators of keeping a person alive. If they are successful and you survive – the doctor may provide additional guidance on how create a healthier life – in essence creating "initiatives" and metrics with targets to help you work towards better health. The entire team is taking action to achieve the desired outcome – to save your life and get you a track for a healthier life.

Companies can learn a lot from how to align their metrics by understanding how to proactively measure the overall health of their business throughout all layers of their organization – and linking lower level diagnostic metrics to the desired outcome and goals of the firm. This presentation will provide a common sense and easy to use framework for how to identify the "vital signs" for your company – and more importantly how companies can align these to the lowest levels of their organization.

Building Blocks of a Successful Performance Management

Based on an article that appeared in the Council of Supply Chain Management Professionals, [Supply Chain Comment](#)

Performance metrics are a hot topic among today's supply chain and operations managers. However, too many people fail to understand a fundamental point: a performance metrics program is not the same as a performance management program. While it is true that performance metrics are a necessary and irreplaceable element in performance management, as a stand-alone initiative they are inadequate.

The challenge facing business managers is in taking performance metrics to the next level, and creating a viable performance management process grounded in fact. Whether you have performance metrics in place or not, this session will help you get the results you need by teaching you how to better use metrics for your organization. Helpful tips and insightful examples will be shared in this interactive session.

Linking Strategy to Shop Floor Metrics – to Really Get Results.

Based on a public workshop that is sponsored by the Warehouse Education Research Council

There is a difference between having good metrics and being successful at using metrics to improve your business. Many companies are just measuring things without actually using the metrics as a tool to help drive positive, significant impact in performance. The real leap (of faith and in results) comes when employees become BELIEVERS in the data and the metrics. When all is said and done if you can get the folks on the shop floor to be not only measuring the things that are important to the company's goals - but actually CHANGING their behavior to make a positive impact to that metric - it is one of the most powerful things that a company can have going for it. This presentation will offer a simple 5 step process companies can follow to help them link their shop floor metrics to their strategy to drive results.

Inspire Your Suppliers – Supplier Scorecards

Based on an article that appeared in the Council of Supply Chain Management Professionals, [Supply Chain Quarterly](#).

When supplier compliance programs just aren't good enough to foster long term supplier partnerships, leading retailers turn to supplier scorecards. For many retailers supplier performance management has largely consisted of tactical efforts, through chargeback programs. Scorecards can help you shift your suppliers focus from the tactical to the strategic, aligning suppliers around your corporate goals. A robust supplier scorecard process can lead to more strategic supplier relationships that can provide a clear competitive advantage to retailers. This presentation will discuss essential elements of supplier scorecards, what and how much to measure and discuss a practical framework for linking metrics to corporate strategy. Best practices in supplier performance management will be reviewed. A case study will be provided.

Applying the Balanced Scorecard to Supply Chain Management

In the early 1990s, Robert Kaplan and David Norton caught the business world's attention with their Harvard Business Reviews articles advocating that business success was driven by more than merely making the numbers. Study after study has shown that companies that use a balanced set of financial and non-financial strategic measures outperform their less-disciplined rivals in both performance and management. But it appears that Corporate America remains unconvinced. Surveys indicate that less than half of all organizations set any types of goals for the "soft" issues—those related to managing people, suppliers, customers and innovation. That's risky, because if you don't keep score, you have no way of knowing whether you're keeping up with the times.

This presentation will help shed light on how to apply the Balanced Scorecard concepts to Supply Chain Management. It will share a simple framework as well as suggest some good "balanced" metrics that almost any supply chain manager can leverage.

Don't Measure What You Won't Change!

Based on an article that appeared in [Logistics Today](#) magazine

Many companies fall into a classical measurement trap – they have many performance measures but have not linked them to actionable plans to drive progress towards the company's goals. They establish measures for the sake of measures, but have not thought through how they will be used to manage the business. When establishing measures, two key questions must be answered before proceeding:

- ❖ Will I change my behavior, or ask our people to change their behavior, based on this measure?
- ❖ Does the potential benefit to be gained from this information exceed the cost of obtaining it?

This session will offer a detailed methodology for evaluating the appropriate cross-functional measures, performing root cause analysis and implementing action plans to improve performance.

Implementing Performance Measures

Performance measurements done well can generate the information required by supply chain managers to make intelligent, informed operating decisions quickly in the face of changing business conditions. Done poorly, the manager can be buried in useless data, starved for critical information, or both.

This session presents a step-by-step approach for the alignment of measurement to strategy, and implementation of key process measures for the supply chain. We will review methods for the practitioner for simplifying and improving performance measurement within the firm and across the supply chain, and lessons learned during implementation. The presentation will focus on the following areas:

- ❖ Key Performance Measures (KPI's) and Critical Success Factors (CSF's)
- ❖ Alignment to Strategy
- ❖ Defining Common Measures
- ❖ Benchmarking

What's The Point of Your Metric: Understanding Process vs Results Metrics and Knowing When to Use Them

Based on an article that appeared in APICS Performance Advantage magazine

Supply Chain Management is a metrics-driven discipline. Inventory performance, delivery performance, obsolescence, and cycle times are all numbers that are near and dear to the practitioner. We understand what they mean; unfortunately many companies just don't know how to use them. The reason? There are two types of metrics: process and results and many companies don't understand how to use them properly to drive overall improvements.

This session will teach how a company how to best manage their business with process metrics, and evaluate their business using results metrics. Examples will be provided to further increase attendees' learning's.

Supply Chain Management Speeches

Supply Chain Management 101: How Does Supply Chain Management Impact YOU

This is a customized speech tailored to various audiences. It can range from 1 hour to a 2 day workshop – depending on the companies desires, with the goal to provide an overview of supply chain management and how it can relate to a certain company, function or profession.

What's the Right Supply Chain for Your Product?

Not all products look alike. Not all supply chains operate alike. Yet few companies have developed a complete product profile upon which they can base their channel and distribution strategies that best suits the product. This presentation will show how companies can better review their products and understand what types of channels and operating solutions work best for different types of products. Two case studies will be provided.

Supply Chain Trends and Impact to Businesses

Based on the 8 Mega Trends highlighted by the University of Tennessee

Globalization is driving change in today's ever more complex and extended supply chains. There are some common trends and resulting impacts that supply chain professionals need to be aware of and more importantly be addressing so that they can remain competitive.

The major trends according to current University of Tennessee research are:

1. Supply Chain Metrics and Key Performance Indicators
2. Collaboration and CPFR/S&OP
3. Lean/Six Sigma Applied to the Supply Chain
4. Managing Complexity, SKU proliferation and New Product Introductions
5. Managing Out Cost and the Impact to Working Capital
6. Supply Chain Systems and Technology
7. Network Optimization
8. Global Supply Chain Implications

This presentation will provide a review of each Supply Chain Mega Trend and provide real examples of how companies are responding to these trends. The impact these trends have on organizations, industries and the economy will be addressed. Future factors, such as transportation shortages and rising costs, government regulations and increased security as well as infrastructure issues that will influence supply chains will also be addressed. Specific trends may impact one industry more than another so this presentation will be customized based on the major interest and focus of the intended audience.

Solving the Supply Demand Alignment Mismatch

Based on an article that appeared in [Supply Chain Management Review](#)

Most of us are familiar with the constant pressures of trying to align supply and demand. It is the recurring challenge how to minimize stock-outs while minimizing inventory levels. The problem is complicated by the fact that demand for each individual product can vary widely.

Solving the problem requires a careful matching of supply and production capacity with demand. Yet few companies have developed a complete demand profile upon which they can base a manufacturing and distribution strategy that best suits the product. Instead, the use of enterprise resource planning (ERP) systems has encouraged companies to implement make-to-stock practices. ERP systems make it easy for companies to drive their entire shop floor operations by simply loading in a forecast, or putting orders into their manufacturing production schedule (MPS). But, because forecast accuracy averages usually do not exceed 70% in most industries, using the forecast as a build plan for a manufacturing requirement planning (MRP) system inevitably leads to too little inventory and stock-outs or too much inventory, resulting in costly write-offs. The goal is to make the right products at the right time.

This presentation Includes 3 case studies and will show how companies can better align supply and demand by applying two simple principles:

- ❖ Using both the volume, variability of demand and value for SKU profiling.
- ❖ Aligning product manufacturing and distribution with the demand profile through a mix of build-to-stock, build-to-order, and make-to-order strategies.

Understanding the Lean Supply Chain: Beginning the Journey

Based on a research report [Understanding the Lean Supply Chain](#), issued by APICS Spring 2005 and refreshed in 2008

Lean manufacturing's impact on businesses today cannot be ignored. Lean principles have enabled firms to be more flexible and profitable. Yet, to truly be lean, firms must extend these principles beyond the bounds of the normal manufacturing process and to their supply chain partners. This has led many to attempt to identify the key principles of lean that apply to the supply chain, as well as how these principles should be adopted to build adaptive, flexible, and creative supply chains.

That lean and supply chain management should begin this merger should not come as a surprise. Supply chain professionals the world over have been tasked with reducing waste, increasing turns and building greater flexibilities into their supply chains. Some of these areas overlap lean. This report will clearly articulate the key attributes of the lean supply chain. In addition, this report will provide clear benchmarking data as to the current state of the lean supply chain. Six major attributes of the lean supply chain will be presented in this report: demand management, cost and waste reduction, process standardization, industry standardization, cultural change, and cross-enterprise collaboration. Each attribute will be defined and benchmarked.

Measuring Success in a Lean Supply Chain

Based on a research report [Understanding the Lean Supply Chain](#), issued by APICS Spring 2005 and refreshed in Spring 2008

Lean manufacturing's impact on businesses today cannot be ignored. This has led many to attempt to identify and implement the key principles of lean that apply to the supply chain. But how is success measured as these principles are adopted to build adaptive, flexible, and creative supply chains? This speech builds upon the findings in the [Understanding the Lean Supply Chain](#) report.

The six major attributes of the lean supply chain will form the framework for this speech: demand management, cost and waste reduction, process standardization, industry standardization, cultural change, and cross-enterprise collaboration. Metrics related to each attribute will be presented and discussed. An industry related example relating to each attribute will be presented. The speech will also present general information on benchmarking and discuss places where companies can obtain quantitative and qualitative benchmarks.

The Five R's of An Effective Returns Management Strategy

Based on an article that appeared in Reverse Logistics Association

Managing returns is big business. However, for most companies, managing returns is just a big headache that most executives hope would just disappear. Unfortunately for logistics professionals the returns headache is a \$100 billion migraine. Leading experts advocate that most companies are overlooking their reverse logistics supply chain and are missing opportunities to improve margins as well as customer satisfaction and loyalty.

This retail industry focused session will center on how logistics managers can effectively manage all five of the critical elements of returns – or the 5 “R’s”: *Retail Management, Relationship Management, Returns Management, Repair Management and Recovery Management*. Each of these areas is discussed in detail to help practitioners better understand how leading companies are rethinking their returns practices to become not only more efficient, but also how they are leveraging their returns practices to help improve overall customer service and loyalty. Specific examples will be provided of different supply chain process metrics and best practices in returns management.

Assessing Quick Win Improvement Opportunities for Your Supply Chain

Based on the Book Supply Chain Process Standards published by the Council of Supply Chain Management Professionals

Most managers know their companies have opportunities for immediate improvements. But the hard part for many is determining which items are quick winners and getting the extra resources to work on them. This session will show an easy-to-follow method for assessing opportunities in your operations. A case study will be provided to show how one company worked effectively with summer interns as a key to getting the extra resources they needed to tackle such improvement projects.

Dematerialization of the Supply Chain

Based on an article that appeared in DC Velocity magazine

For decades marketers have worked to perfect packaging as a technique to attract the interest of consumers. Conventional wisdom holds that eye-catching packaging and physical presence drives sales. So why are supply chain leaders choosing to move away from a materialized world to a “dematerialized” supply chain with smaller or totally eliminated physical product and presence? Were the marketers wrong, or has technology merely shifted the economic tradeoffs? This presentation will go over the strategy, best practices and barriers of how companies can use a dematerialization approach to help take costs of their supply chain.

For Closer Collaboration, Try Education

Based on an article that appeared in Supply Chain Management Review, January/February 2007

The critical differentiator in the global economy is shifting from mass production and manufacturing to knowledge. Success now depends increasingly on the ability to identify, develop, and leverage skills, knowledge, and relationships — not only within an organization but across a network of partners. Nowhere is that more vital than in supply chain networks. Just as a company educates and develops its own employees to enhance performance, it needs to extend that effort to its supply chain partners as well. This is the process called collaborative education, and it has the proven ability to enhance supply chain returns and drive truly dynamic partnerships.

This speech will discuss the five levels of collaboration between supply chain partners and present a framework for collaborative education. All organizations — especially those that have already outsourced or are about to outsource critical supply chain management activities — should think of their suppliers and outsourcing partners as extensions of their own businesses. The focus of this speech is to explore the how to get these partners on board and aligned with the company's strategic direction, because if they are not then by default they are holding you back.

Performance Based Logistics (PBL) Speeches

Performance Based Logistics: The Next Generation of Outsource Contracting

Based on an article that appeared in MIT's Supply Chain Newsletter

As the outsourcing trend continues – more and more companies are turning to a new approach known as Performance Based Logistics for developing contracts with their suppliers. The concept of PBL is fairly straightforward. Instead of paying a supplier for a particular inventory item or service, companies pay for an overall performance outcome with the ultimate goal to increase availability and/or decrease the logistics footprint and cost of capital for the organization.

So what are the benefits of shifting from traditional support to a PBL approach? Thought leaders agree that a PBL approach creates a win-win situation for everyone involved. For the contractor it is an opportunity to increase revenue by charging for value added services rather than just selling individual parts or services. For the company outsourcing, it is a chance to decrease costs and the logistics footprint of the organization. PBL has been such a huge hit that the US Department of Defense has recently made it their preferred contracting method for purchasing support for their large systems. Attendees of this presentation will learn what PBL and how it works. Two case studies will be provided followed by some tips on determining if a PBL approach is right for you.

Performance Based Logistics: How to Develop a Win-Win Solution When Outsourcing Logistics

Pay for performance logistics contracts are becoming a popular method for increasing your outsource partner's effectiveness. The concept has been so effective for the Department of Defense that they recently mandated that future logistics contracts use pay for performance contracts. This session will teach how to leverage a pay for performance contract for your organization. A case study will be provided showing one example of how GE worked with the Navy's Jacksonville depot to increase availability from <50% to 92% and decreased backorder to zero while reducing costs by \$79 million (13.8%) for the F/A-18 aircraft engines.

Our Approach

The Supply Chain Visions philosophy is to “teach a company to fish” rather than bring in herds of consultants costing thousands of dollars which generally wind up as “Vinyl Binder” studies that sit on a book shelf. Instead Supply Chain Visions works to “coach” client employees/teams through the projects they are tackling by embedding our consultants as part of the client team, serving an educational role as much as a consulting role. This unique approach leaves the client team better able to enact genuine and enduring change in the organization in support of strategic objectives.

Please feel free to contact Supply Chain Visions to discuss your requirements or email us at info@scvisions.com.