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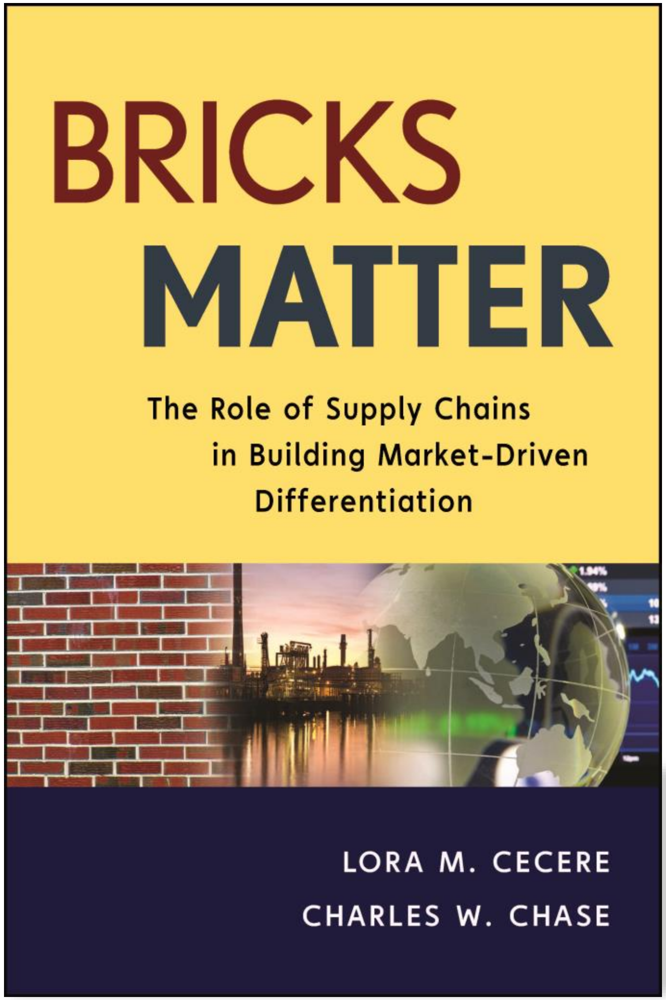
Supply Chain Insights™

Driving Innovation

Lora Cecere, Founder Supply Chain Insights

My Dilemma



17 Five-Star Reviews on Amazon

This is the new bible for all supply chain executives. It provides an insider's perspective that will prove incredibly valuable to even the most grizzled supply chain veteran. This is the next must-have business book.

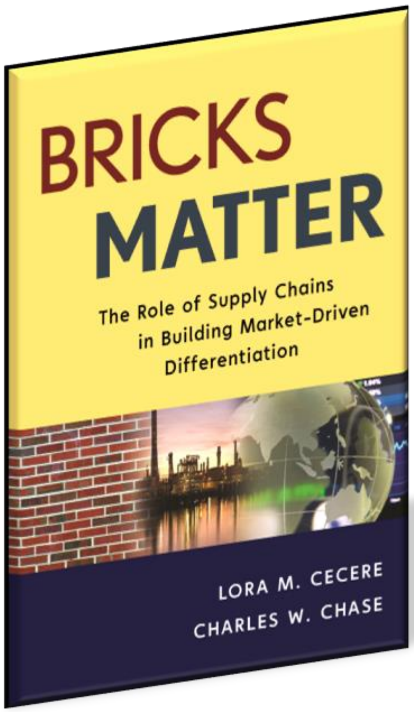
--Bruce Richardson, Chief Enterprise Strategist, Salesforce.com

Today, the worlds of social business and supply chain management have many degrees of separation. I enjoyed working with Lora to understand what the future transformation of digital marketing to digital business could look like.

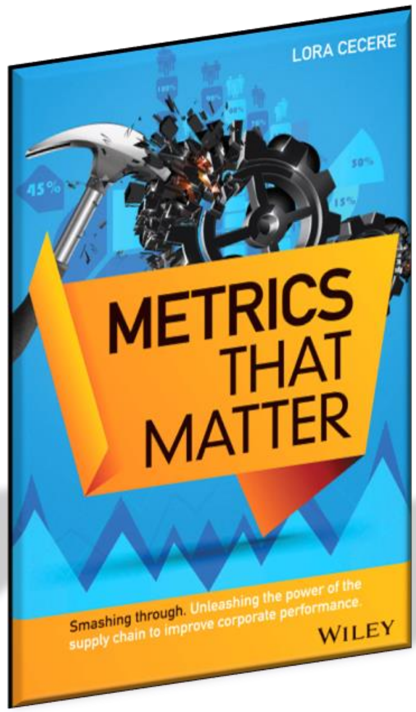
--Jeremiah Owyang, Research Director, Altimeter

http://tinyurl.com/bricksmatter

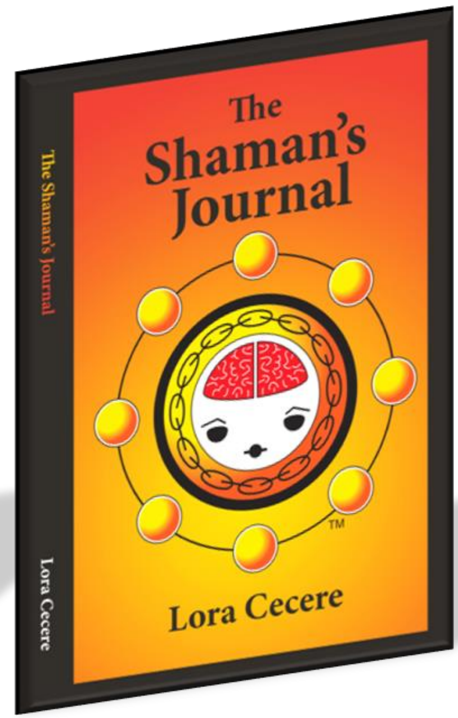
Supply Chain Matters: It is Not Well Understood



Wiley
December 2012



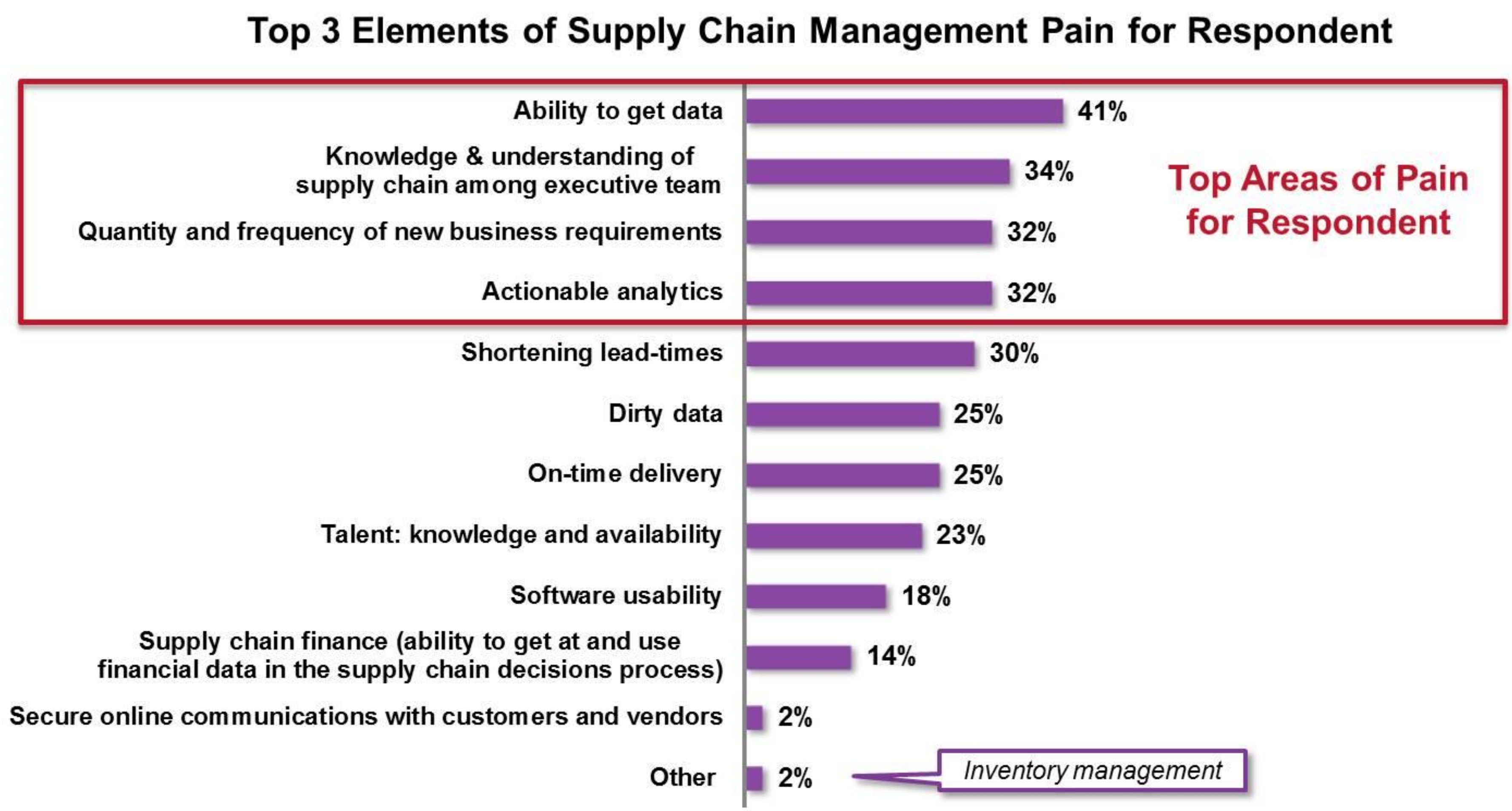
Wiley
Fall 2014



Self-publish
September 2014

The Challenge

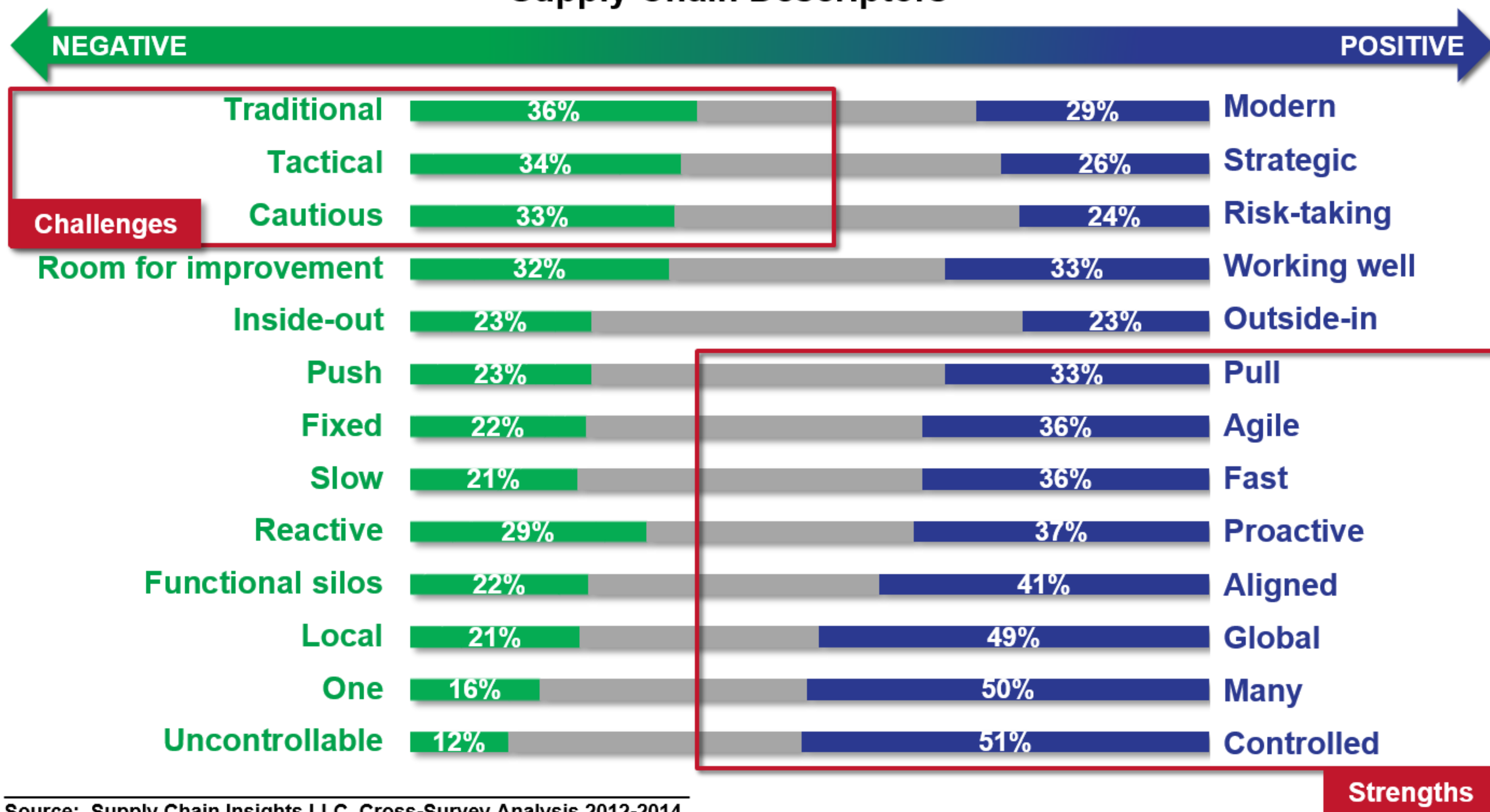
Current State



Source: Supply Chain Insights LLC, Logility (Aug-Sept 2012)
Base: Distributors, Manufacturers, Retailers (n=44)
Q5b. When it comes to supply chain management, which of the following are the top 3 elements of business pain for you personally? Select no more than 3.

Companies are not Happy, but They are Uncertain What to Do About It.

Supply Chain Descriptors



Source: Supply Chain Insights LLC, Cross-Survey Analysis 2012-2014
Base: Manufacturers, Retailers, Distributors, 3PLs answering the question (n=192-278)
For each of the following pairs of words, please pick the one word or phrase that best describes your company's supply chain. SCALE: 5-point scale with one word on either end.

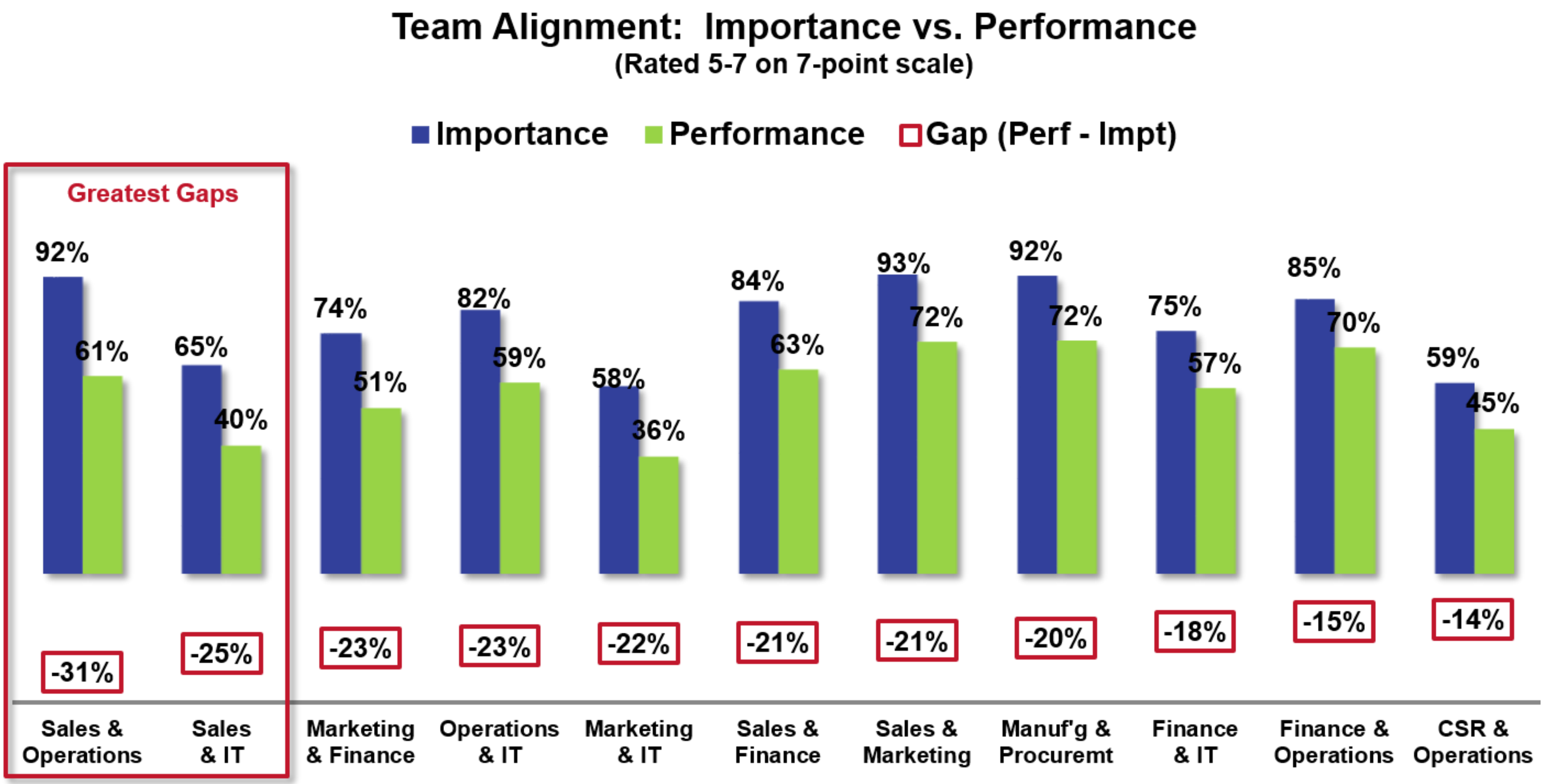
Functional Excellence is Not the Answer

Conflicting Objectives

Sourcing	Manufacturing	Logistics	Sales / Customer Service

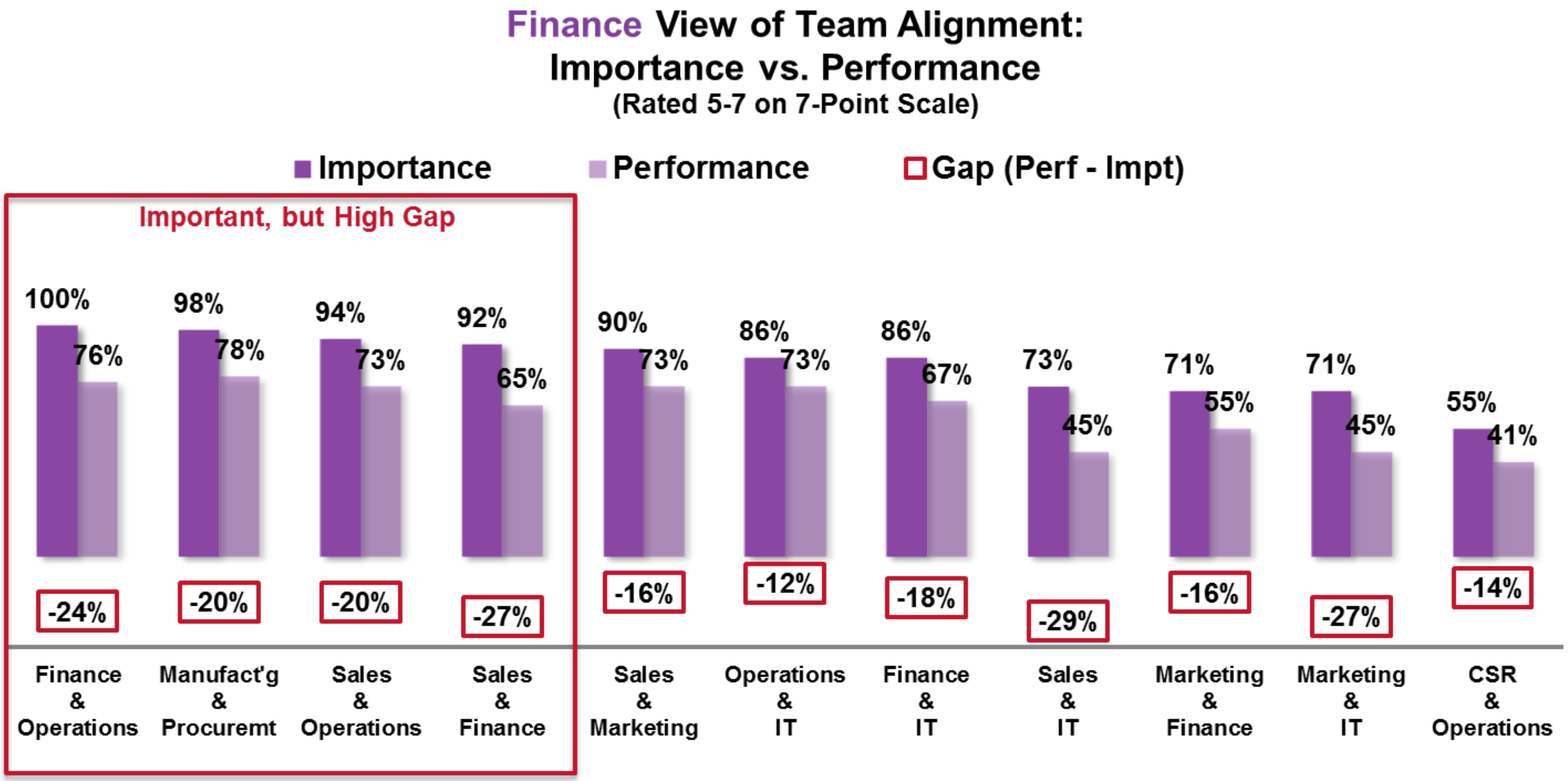
• Stable volume
• Large quantities
• Large lead time
	• Long runs
	• Stable volume
	• High buffer inventory (RM/FG)
		• Warehousing
		  • Less inventory
		  • Smooth flow
		  • Fewer SKUs
		• Transportation
		  • Full truck load
			• Availability
			• Flexibility
			• Responsiveness (order cycle time)

Organizations are Not Naturally Aligned



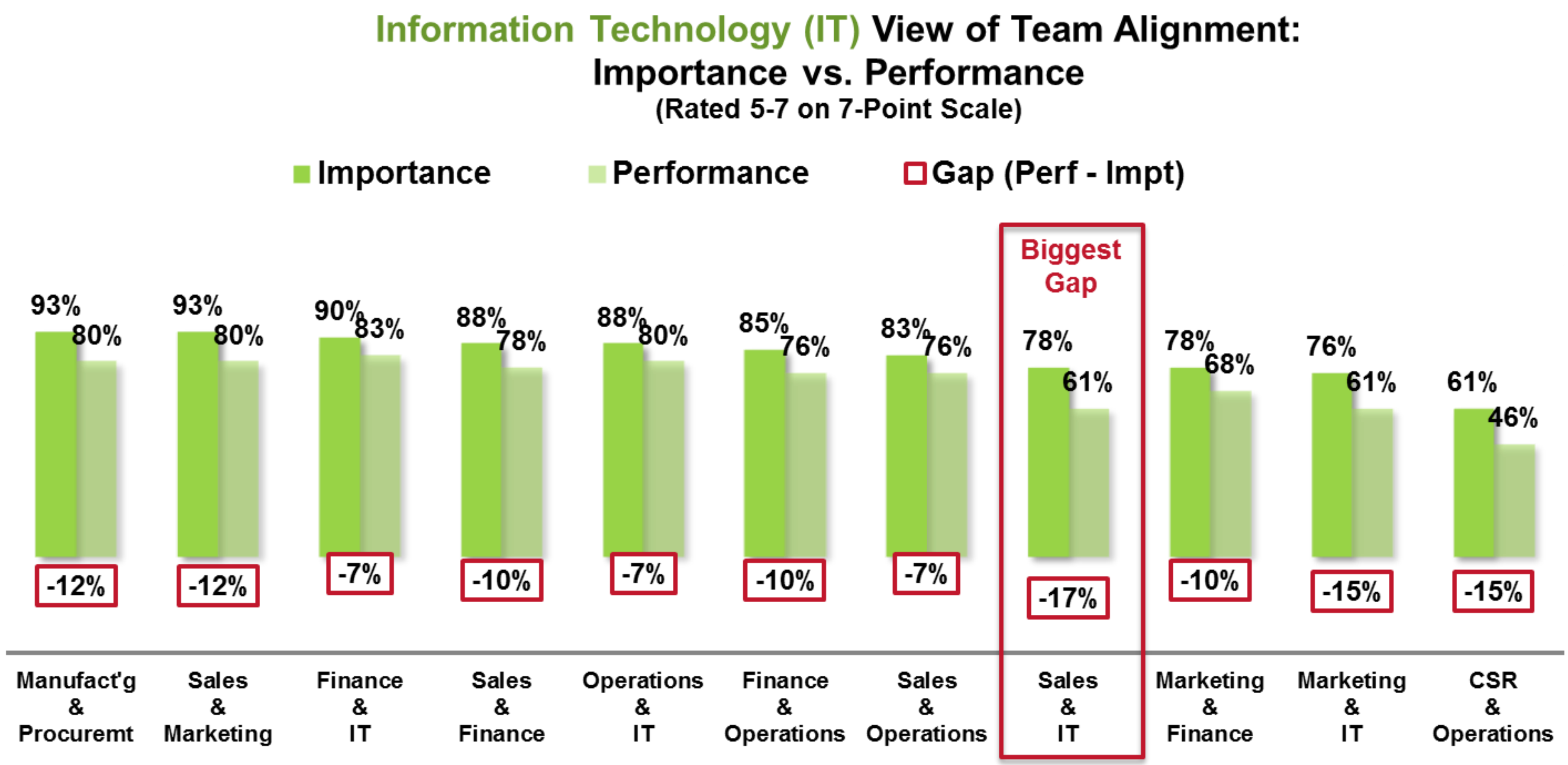
Source: Supply Chain Insights LLC, Cross-Survey Analysis 2012-2014
Base: Manufacturers, Retailers, Distributors, 3PLs answering the question (n=176) – Have IT system operational (n=526)
In your opinion, how important do you believe it is for each of the following pairs of teams to be aligned? SCALE: 1=Not at all important, 7=Extremely important
How aligned do you believe that these same pairs of teams actually are? SCALE: 1=Not at all aligned, 7=Extremely aligned

Finance



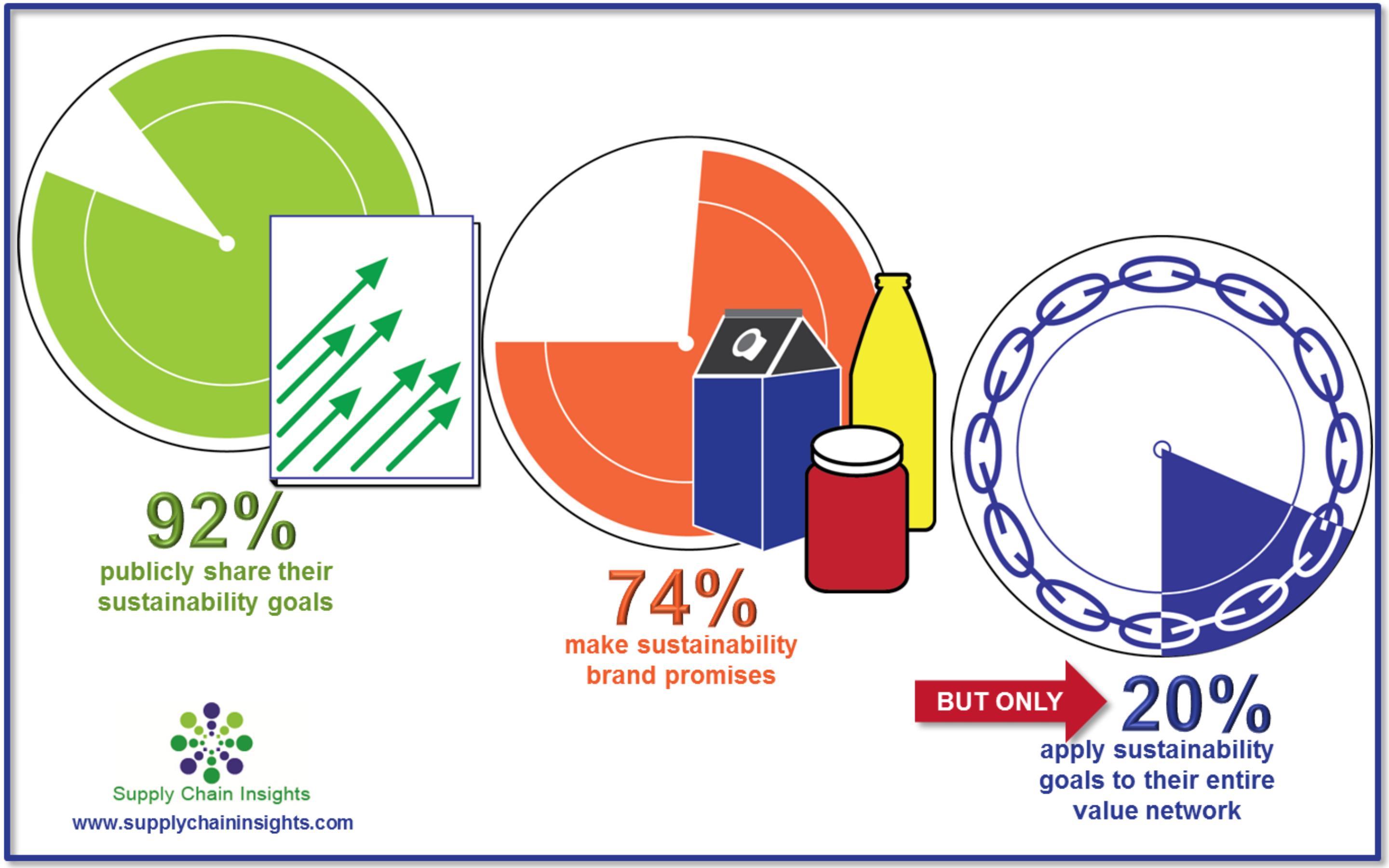
Source: Supply Chain Insights LLC, Alignment Survey (Mar - May 2013)
Base: Manufacturers – Finance (n=49)
Q22. In your opinion, how important is it for each of the following pairs of teams to be aligned within your company? SCALE: 1=Not at all important, 7=Extremely important
Q23. How aligned do you believe that these same pairs of teams actually are with your company? SCALE: 1=Not at all aligned, 7=Extremely aligned

Information Technology



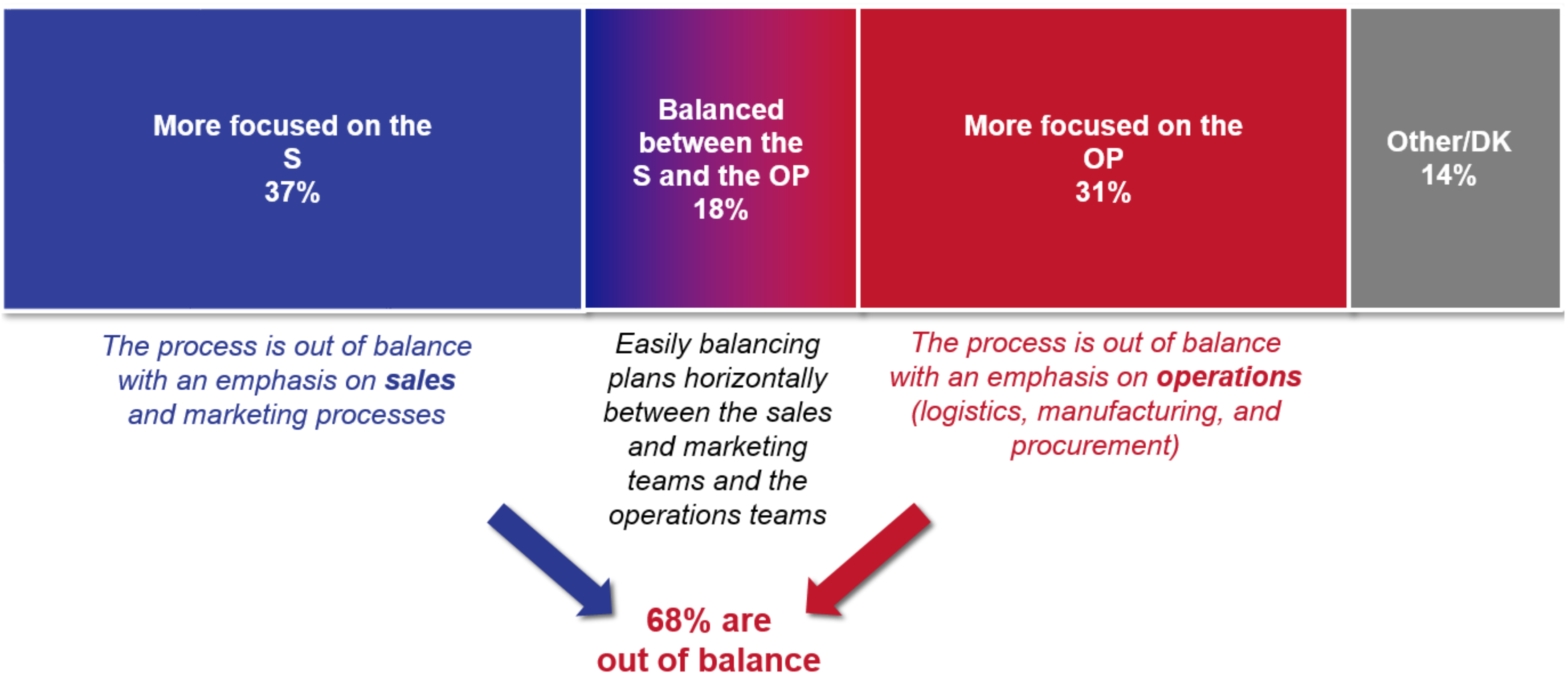
Source: Supply Chain Insights LLC, Alignment Survey (Mar - May 2013)
Base: Manufacturers – IT (n=41)
Q22. In your opinion, how important is it for each of the following pairs of teams to be aligned within your company? SCALE: 1=Not at all important, 7=Extremely important
Q23. How aligned do you believe that these same pairs of teams actually are with your company? SCALE: 1=Not at all aligned, 7=Extremely aligned

Lack of Alignment on Corporate Social Responsibility



S&OP Processes are Not Aligned

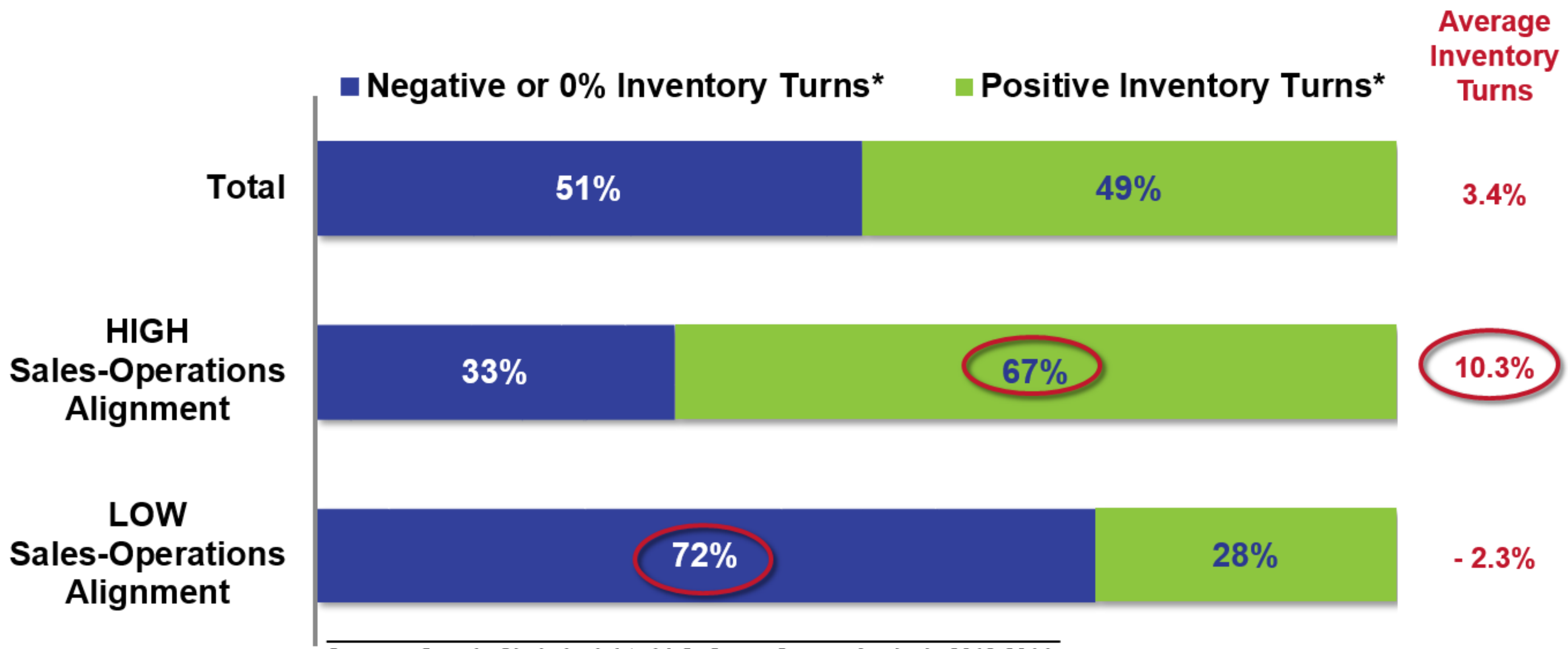
Ability to Balance the “S” and the “OP” in the S&OP Process



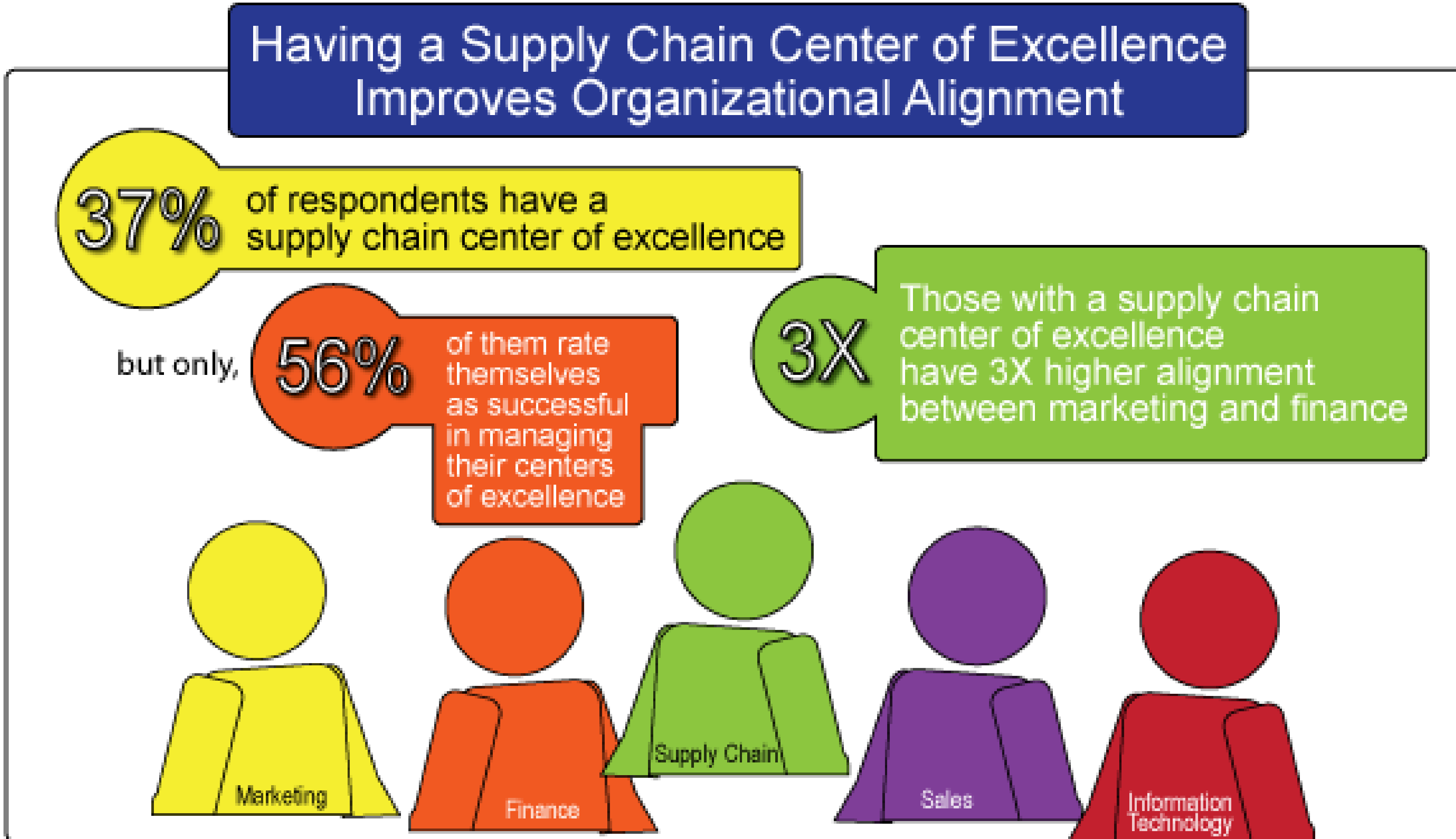
Source: Supply Chain Insights LLC, Global Summit Survey 2014 (July-August 2014)
Base: Supply Chain Insights Global Summit 2014 Registrants – and Have S&OP Process (n=51)
30B. How would you rate your [company’s][typical client’s] ability to balance the “S” and the “OP” in the evolution of the S&OP process?

Companies with Higher Sales-Operations Team Alignment Show Higher Inventory Turns

Relationship Between Sales-Operations Team Alignment and Inventory Turns (2006-2013)



Source: Supply Chain Insights LLC, Cross-Survey Analysis 2012-2014
Base: Manufacturers, Retailers, Distributors, 3PLs answering the question and have required financial data -- Total (n=150), High Sales-Operations Alignment (n=39), Low Sales-Operations Alignment (n=36)
Alignment question: How aligned do you believe that these same pairs of teams actually are? SCALE: 1=Not at all aligned, 7=Extremely aligned (High = 5-7; Low = 1-4)
Inventory turns: based on corporate annual reports of companies answering question (2006-2013)
"Negative = -68%-0%, Positive = 1%-108%
O Significantly different than other subgroup at a 90% or higher level of confidence



Source: Supply Chain Insights LLC, Alignment Survey (Mar - May 2013);
Base: Manufacturers – Total (n=105), With Supply Chain Center of Excellence (n=39);
Report: www.supplychaininsightscommunity.com/docs/DOC-1443

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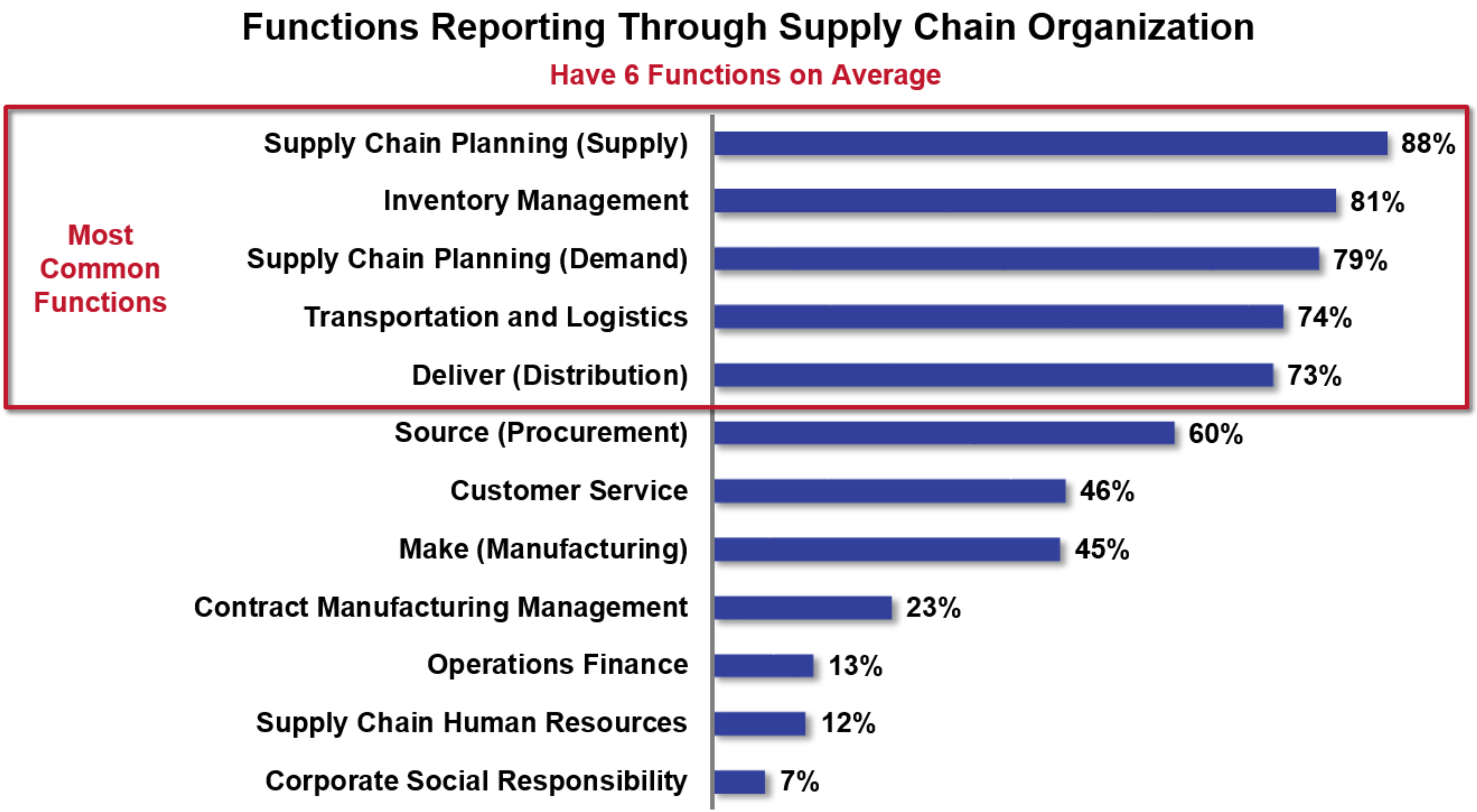
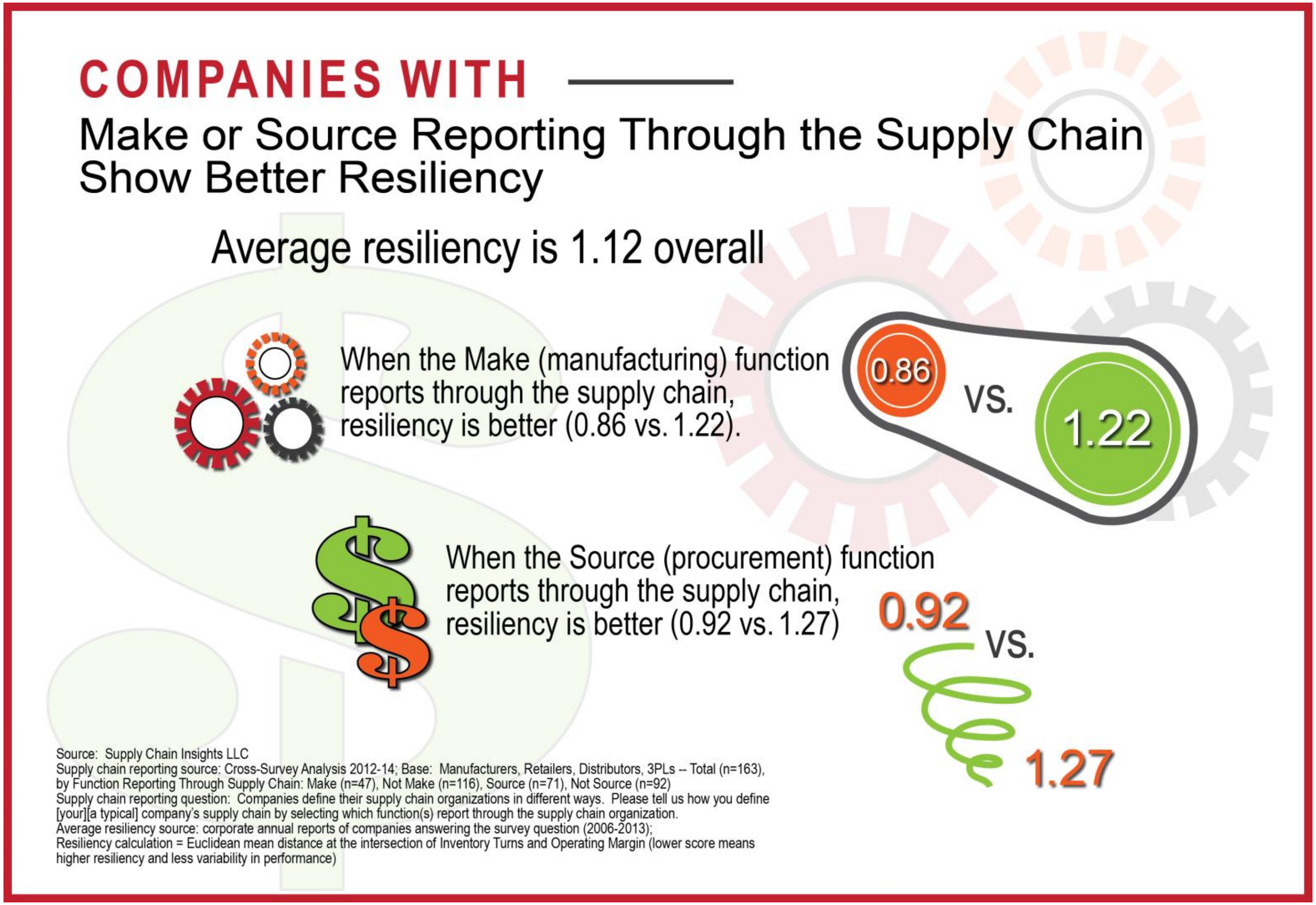
Supply
Chain

Reporting Relationships



Source: Supply Chain Insights LLC, Cross-Survey Analysis 2012-2014
Base: Manufacturers, Retailers, Distributors, 3PLs answering the question (n=755)
Companies define their supply chain organizations in different ways. Please tell us how you define [your][a typical] company's supply chain by selecting which function(s) report through the supply chain organization. Please select all that apply.

An End-to-End Focus Matters

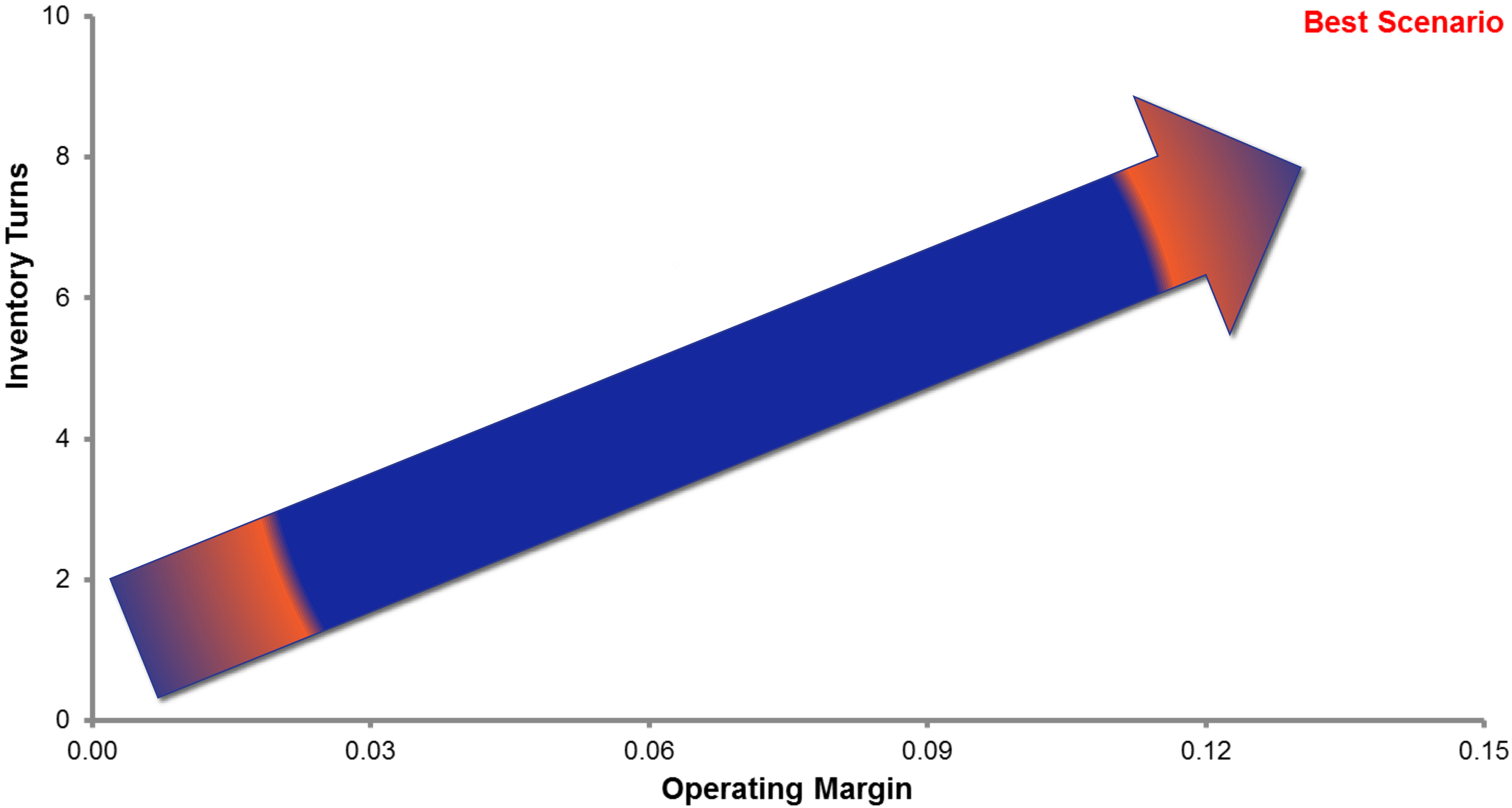


Driving Supply Chain Excellence

Our Belief

**A Supply Chain
is a Complex System
with Complex
Processes
with Increasing
Complexity**

The Promise

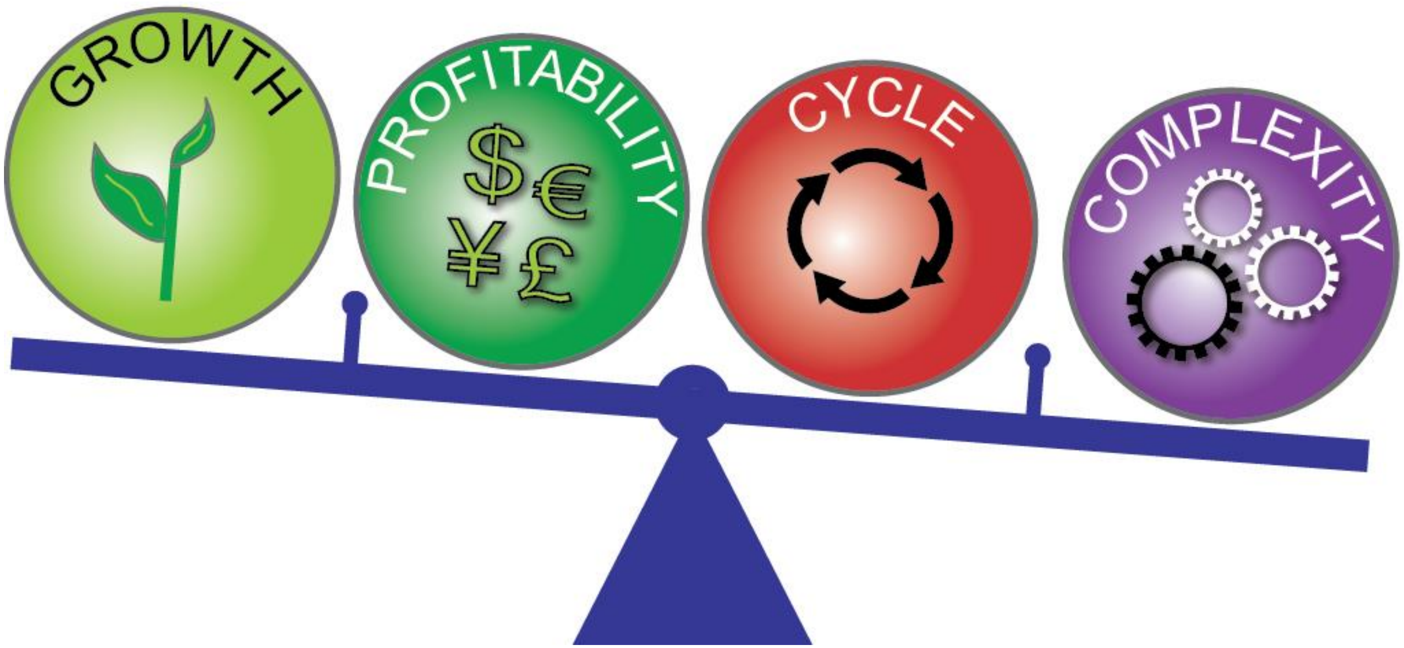


Source: Supply Chain Insights LLC

Desired Corporate Performance

- Resilient and predictable
- Balanced across the set of metrics to maximize value
- Showing year-over-year strength against peer group

The Supply Chain Effective Frontier: Second Representation



In most supply chains, complexity has risen throwing the supply chain out of balance. We find that nine out of ten companies are stuck at the intersection of inventory turns and operating margin.

Industry Overview

Industry Snapshots (2000-2012)						
Industry		**Operating Margin**	**Inventory Turns**	**Cash-to-Cash Cycle**	**Revenue per Employee (K$)**	**SG&A Ratio**
Pharmaceutical Industry	(n=24)	0.19 ↑12%	3 ↓8%	139 ↓1%	462 ↑98%*	27% ↑24%*
Medical Device Industry	(n=6)	0.16 ↓56%	3 ↑2%	141 ↓4%	270 ↑59%*	28% ↓3%^
Retail Apparel Industry	(n=3)	0.14 NC"	5 ↑1%"	9 ↑627%"	532 ↓26%^	19% ↑15%^
Brand Apparel Industry	(n=3)	0.13 ↑44%	4 ↑5%	91 ↓15%	254 ↑82%*	36% ↑14%^
Consumer Packaged Goods	(n=14)	0.13 ↑17%	5 ↑4%	45 ↓45%	333 ↑82%*	34% ↓15%*
Combined Food & Beverage Industry	(n=32)	0.11 ↑11%	8 NC	41 ↓26%	455 ↑122%*	19% ↓30%*
Chemical Industry	(n=7)	0.10 ↓45%	5 ↑5%	89 ↓16%	458 ↑118%*	14% ↓32%^
Hospital Industry	(n=6)	0.07 ↓11%"	11 ↑53%"	-84 ↓3215%"	165 ↑68%*	12% ↓-54%*
Mass Retail Industry	(n=33)	0.05 ↑20%	8 ↑17%	47 ↓17%	482 ↑173%*	19% ↓4%*
Automotive Industry	(n=39)	0.04 ↑67%	15 ↑5%	44 ↓37%	616 ↑199%*	8% ↓30%*
Grocery Retail Industry	(n=37)	0.04 ↓33%	12 ↑12%	-7 ↓88%	358 ↑31%*	16% ↓16%*

Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2012
Industry Average comprised of public companies (automotive industry: NAICS 336112), (brand apparel industry: NAICS 31522% where % is any number from 0-9), (combined food & beverage industry: NAICS 3112% where % is any number from 0-9, 311320, 311520, 311821, 311941 & 312111), (chemical: NAICS 325188 & 325998), (consumer packaged goods: NAICS 3256% where % is any number from 0-9), (grocery retail industry: NAICS 44511), (hospital industry: NAICS 62211), (mass retail industry: NAICS 452% where % is any number from 0-9), (medical device industry: NAICS 339112), (pharmaceutical industry: NAICS 325412), (retail apparel industry: NAICS 44812% where % is any number from 0-9) reporting in One Source with 2012 annual sales greater than $5 billion
"Calculated from 2001-2012 due to data availability; *Calculated from 2002-2012 due to data availability; ^Calculated from 2003-2012 due to data availability; NC=no change

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Intersection of Operating Margin and Inventory Turns

Percentage of Companies Demonstrating Consecutive Improvement on Both Inventory Turns and Operating Margin (2000-2012)			
Morningstar Sector	**2 years only**	**3 years only**	**4 years only**
Chemical (n=22)	32%	9%	0%
Communications Equipment (n = 94)	33%	13%	2%
Consumer Electronics (n=11)	18%	0%	9%
Pharmaceutical (n=17)	12%	6%	0%
Household & Personal Products (n=27)	37%	7%	0%
Packaged Food (n=48)	25%	6%	2%
Packaging & Containers (n=19)	26%	0%	0%
Semiconductors (n=76)	33%	5%	1%
Specialty Chemical (n=48)	31%	8%	2%

Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2012

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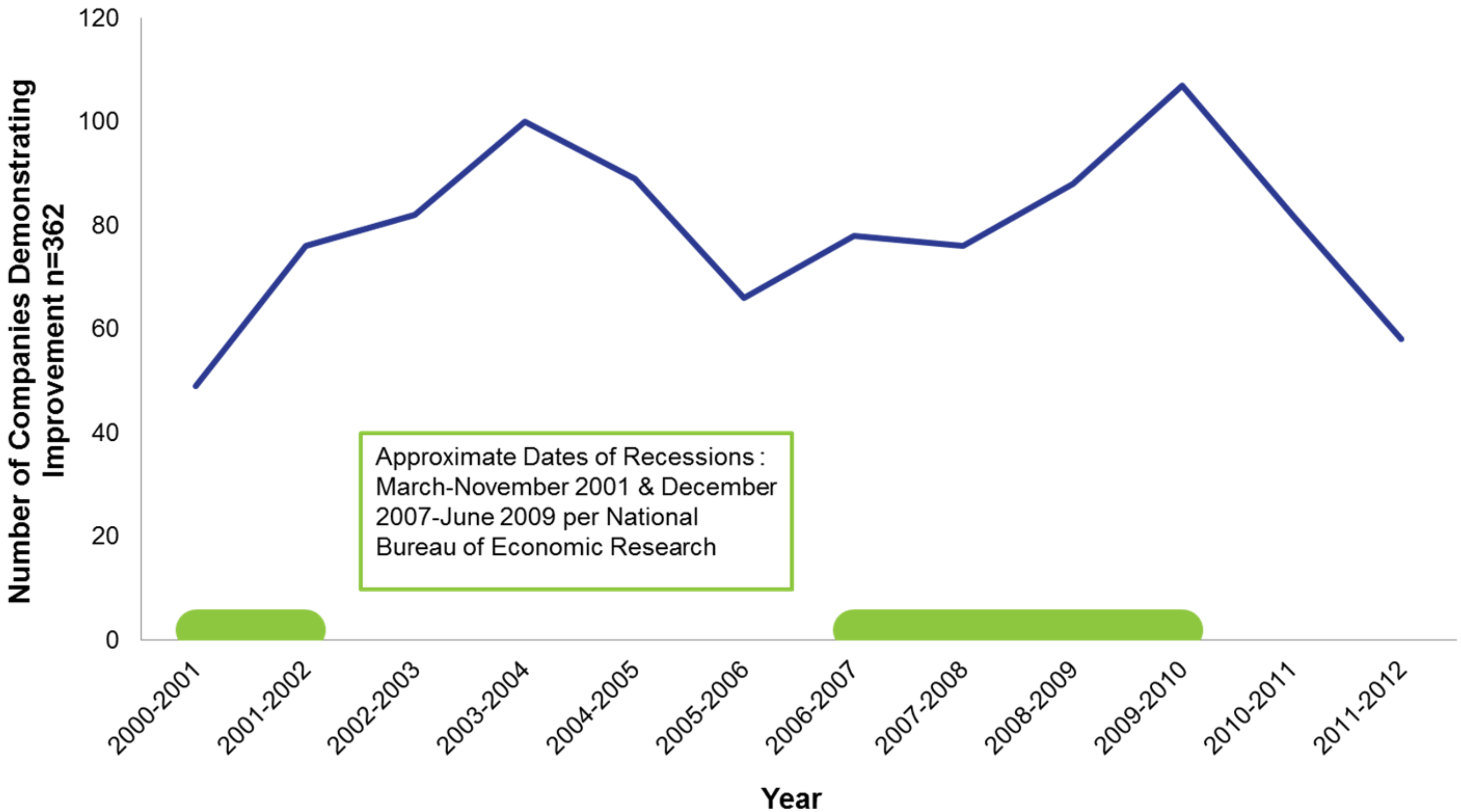
Companies Get More Serious With A Recession



Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2012, National Bureau of Economic Research
Morningstar peer groups: chemical, communication equipment, consumer electronics, drug manufacturers- major, household & personal products, packaged food, packaging & containers, semiconductors, specialty chemicals available at Ycharts.com

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Mining 20 Years of Financial Data

Financial Metrics			
Growth	**Profitability**	**Cycle**	**Complexity**
Common Shares	Cash	Cash-to-Cash Cycle	Altman Z
Employee Growth	Cash Change in Period	Days of Finished Goods	Capital Turnover
Employees	Cash on Hand	Days of Inventory	Current Ratio
Market Capitalization	Cash Ratio TTM	Days of Payables Outstanding	Quick Ratio
R&D Margin	Cash Ratio Quarter	Days of Raw Materials	Return on Assets
R&D Ratio	Cash Ratio Year	Days of Sales Outstanding	Return on Equity
R&D to COGS Ratio	Cost of Goods Sold	Days of Work in Progress	Return on Invested Capital
Revenue	EBITDA	DPO/DSO	Return on Net Assets
Revenue Growth	Free Cash Flow Ratio	Finished Goods Inventory	Revenue per Employee
Revenue Growth TTM	Gross Margin	Inventory	Working Capital Ratio
Revenue TTM	Gross Profit	Inventory Turns	
SG&A Margin	Net Profit Margin	Receivables Turns	
SG&A Ratio	Operating Cash Flow Ratio	Raw Materials Inventory	
SG&A to COGS Ratio	Operating Margin	Work in Progress Inventory	
	OPEX Ratio		
	Pretax Margin		

Source: Supply Chain Insights LLC

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Correlations to Market Capitalization

Morningstar Sector	Discount Stores	Medical Care	Pharmaceutical	Household & Personal Products	Chemical	Packaged Food	Communication Equipment	Medical Devices	Percentage of Industries Demonstrating Correlation per Metric
Number of Companies	11	38	43	31	25	56	96	78	
Formula Correlation (r^2)	0.93	0.72	0.63	0.63	0.62	0.42	0.40	0.18	
Mean Absolute Percent Error	55	33	86	59	73	76	92	77	
Current Ratio (CR)		X	X		X		X	X	63%
Days of Inventory (DOI)	X	X	X	X	X	X	X		88%
Days of Payables Outstanding (DPO)		X		X	X	X	X	X	75%
Days of Sales Outstanding (DSO)	X	X		X	X	X	X	X	88%
DPO/DSO (DPODSO)	X		X				X	X	50%
Free Cash Flow Ratio (FCF)		X	X	X			X		50%
Operating Margin (OM)	X	X	X		X	X			63%
Return on Assets (ROA)						X	X		25%
Return on Invested Capital (ROIC)	X			X	X	X	X	X	75%
Return on Net Assets (RONA)						X	X		25%
SG&A to COGS Ratio (SGAC)		X		X			X	X	50%
Working Capital Ratio (WC)	X	X		X			X	X	63%
Year-over-Year Revenue Growth (YOY)							X	X	25%

Source: Supply Chain Insights LLC
Equations based upon data from 2006Q1 to 2011Q4
Note: The number of companies is the number listed in the Morningstar sector when the peer group was defined between March and June 2013. The number of companies included in the analysis may be smaller due to data availability issues.

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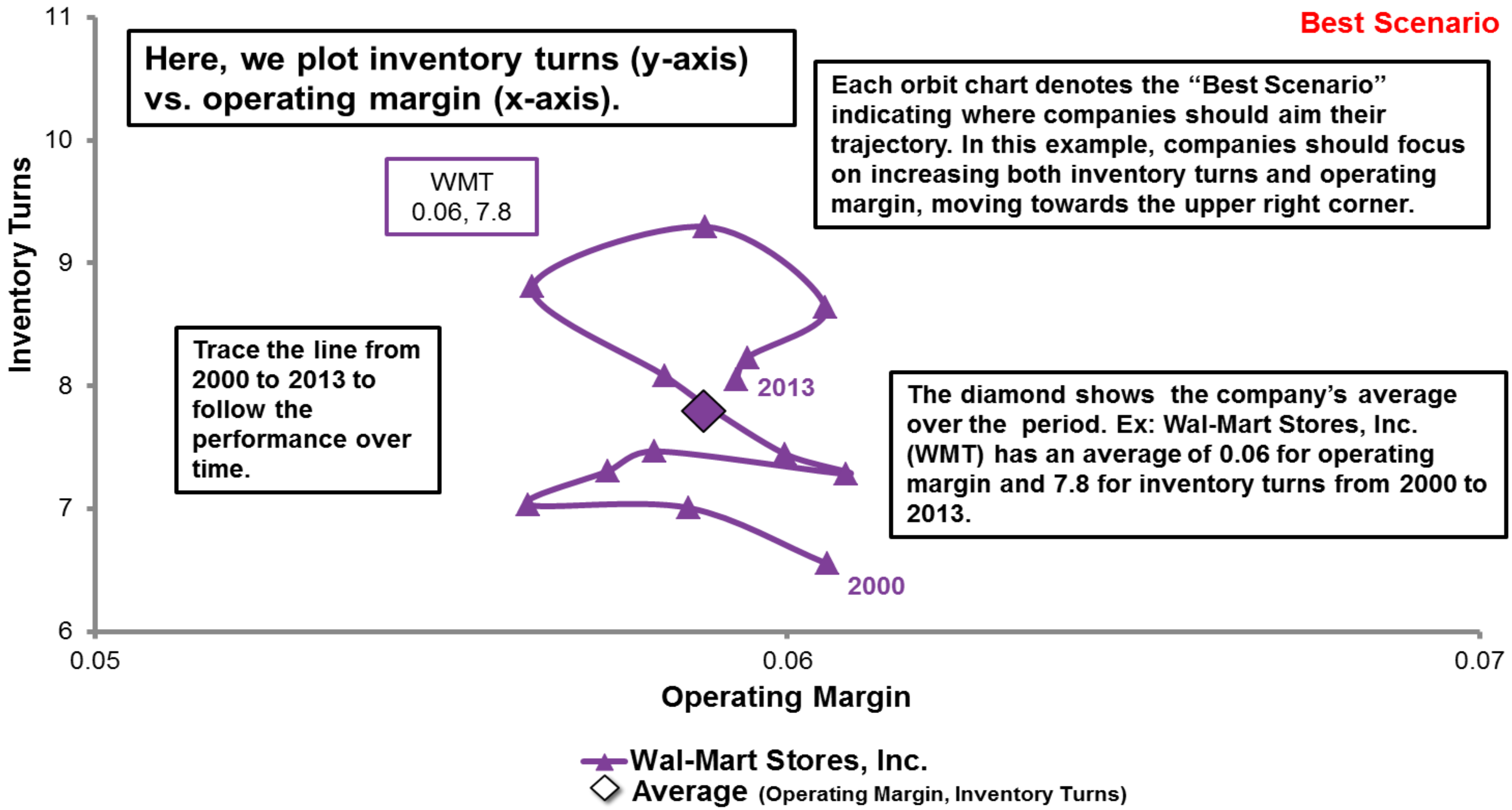
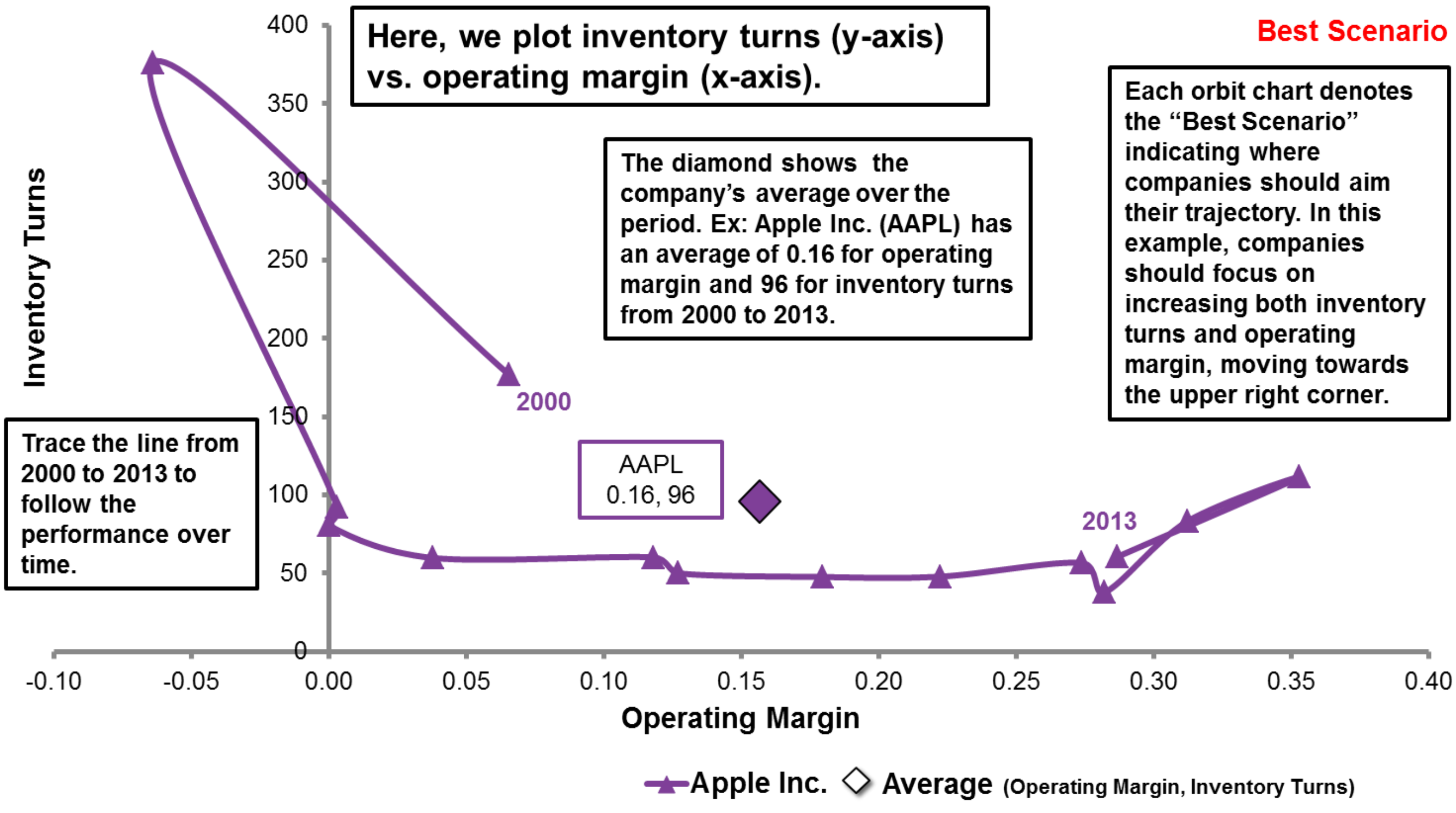
Orbit Chart: Wal-Mart (Inventory Turns and Operating Margin)



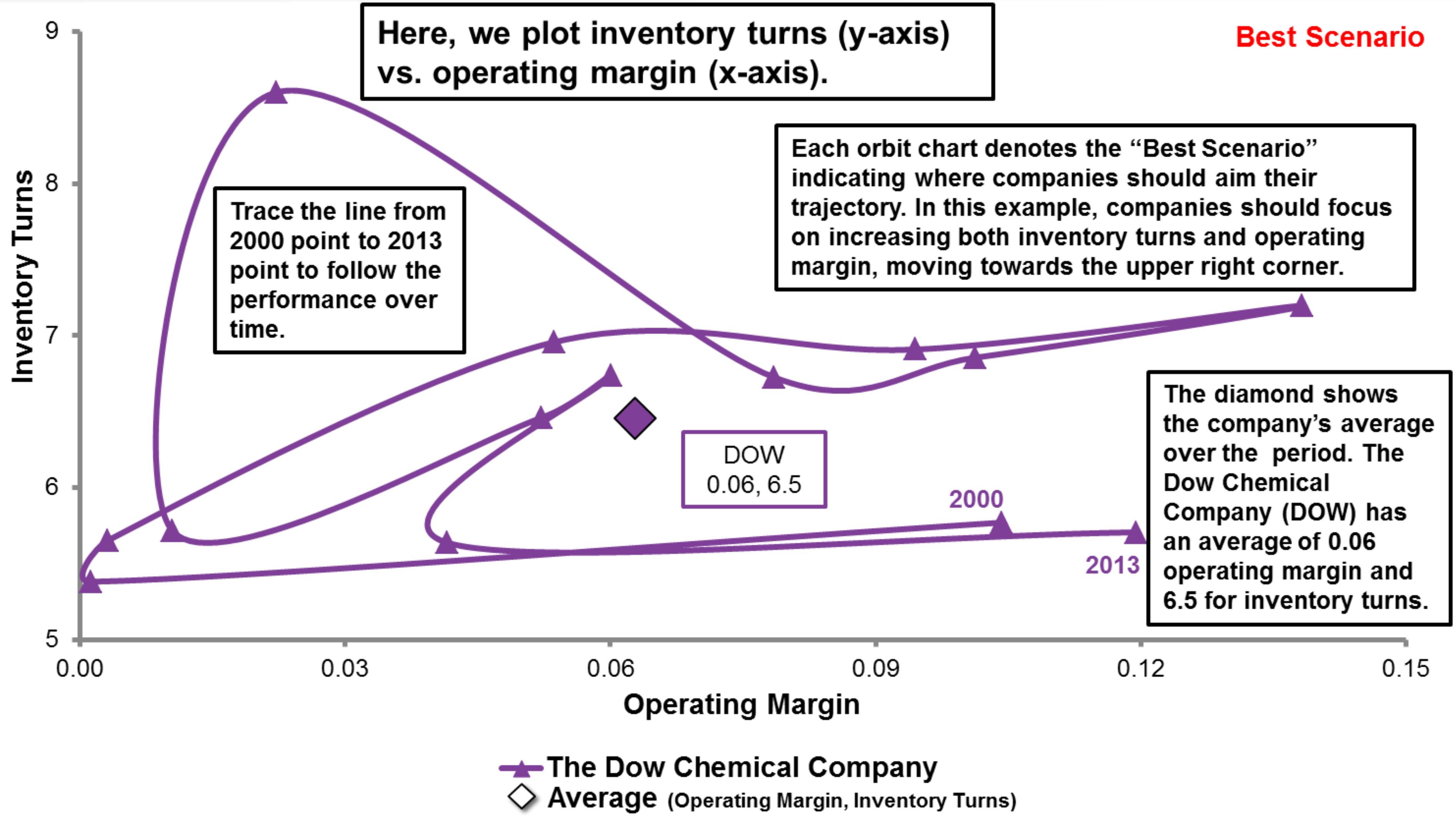
Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2013 from One Source

Orbit Chart: Apple
(Inventory Turns and Operating Margin)



Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2013 from One Source

Orbit Charts: Dow Chemical Company



Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2013 from One Source

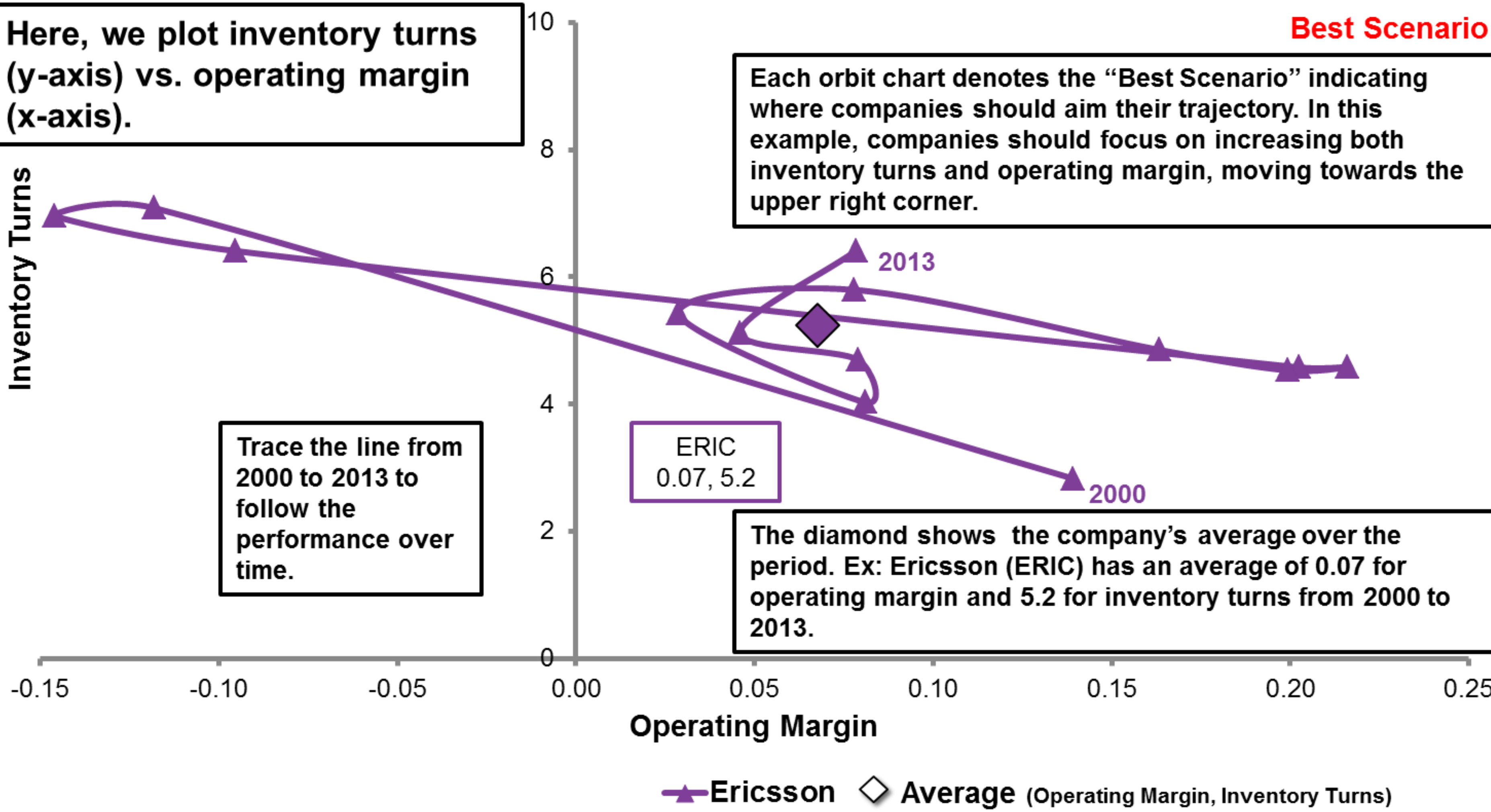
Ericsson

Here, we plot inventory turns (y-axis) vs. operating margin (x-axis).

Each orbit chart denotes the "Best Scenario" indicating where companies should aim their trajectory. In this example, companies should focus on increasing both inventory turns and operating margin, moving towards the upper right corner.

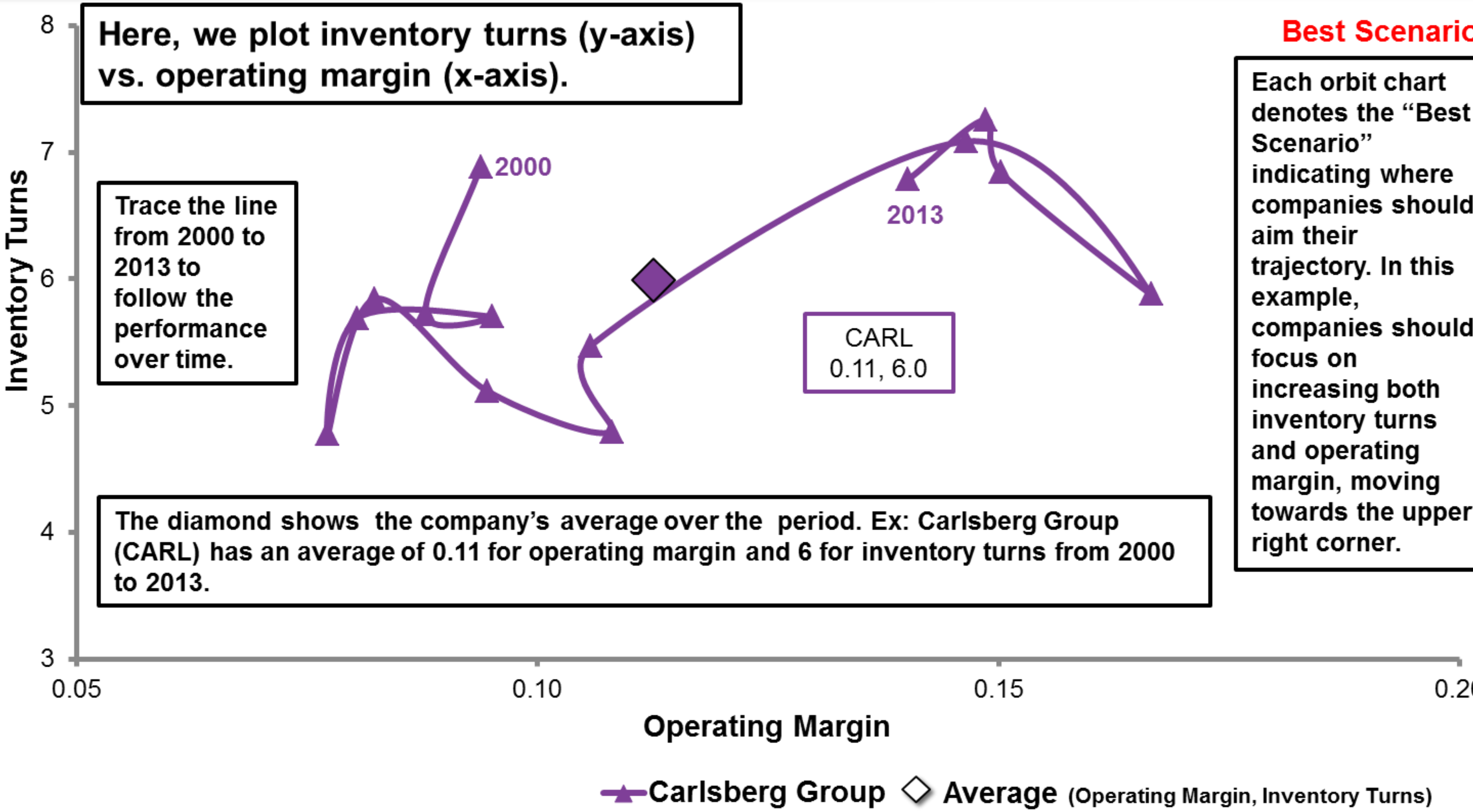
Trace the line from 2000 to 2013 to follow the performance over time.

The diamond shows the company's average over the period. Ex: Ericsson (ERIC) has an average of 0.07 for operating margin and 5.2 for inventory turns from 2000 to 2013.



Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2013 from One Source

Carlsberg



Here, we plot inventory turns (y-axis) vs. operating margin (x-axis).

Trace the line from 2000 to 2013 to follow the performance over time.

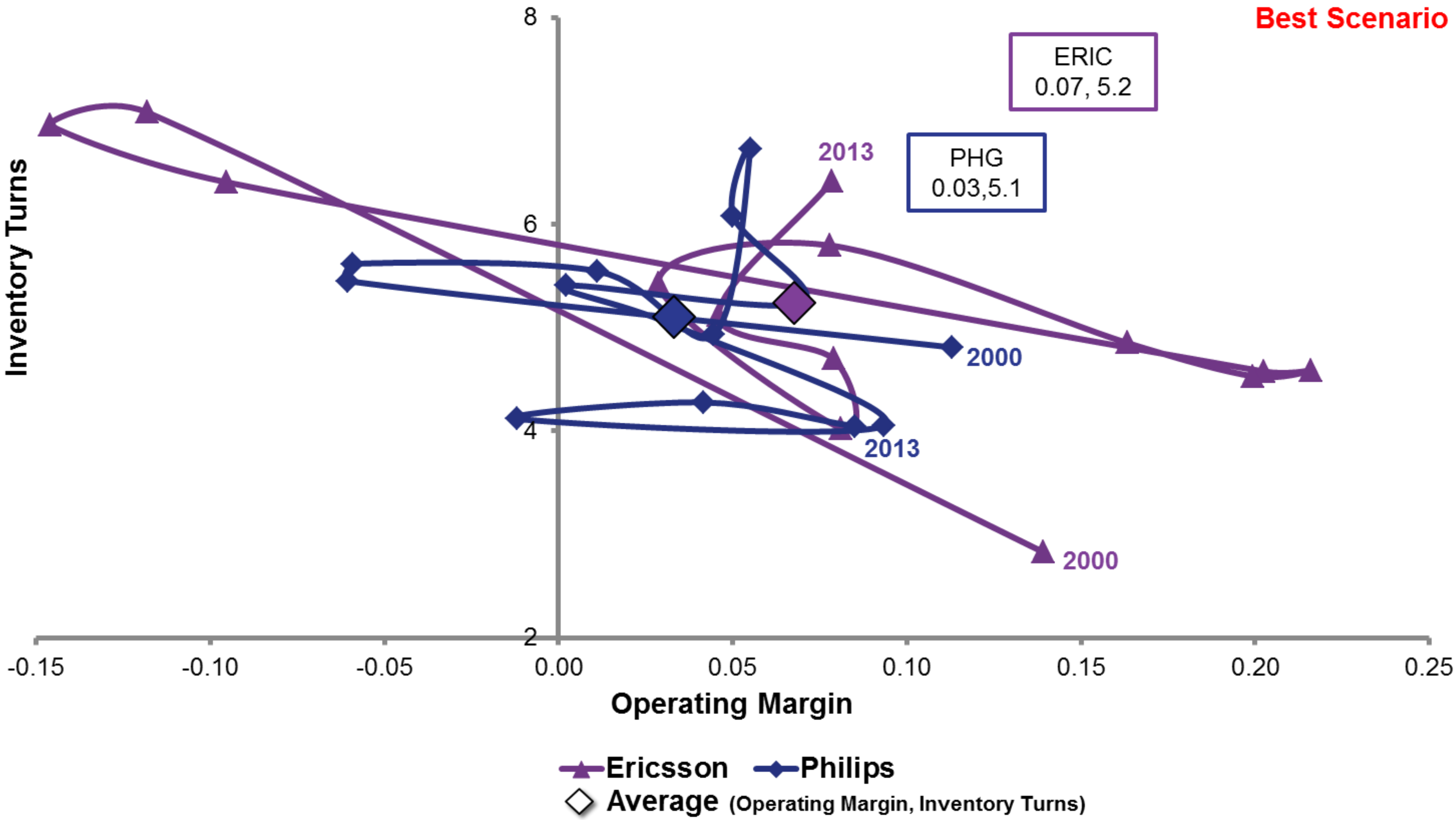
The diamond shows the company's average over the period. Ex: Carlsberg Group (CARL) has an average of 0.11 for operating margin and 6 for inventory turns from 2000 to 2013.

Best Scenario

Each orbit chart denotes the "Best Scenario" indicating where companies should aim their trajectory. In this example, companies should focus on increasing both inventory turns and operating margin, moving towards the upper right corner.

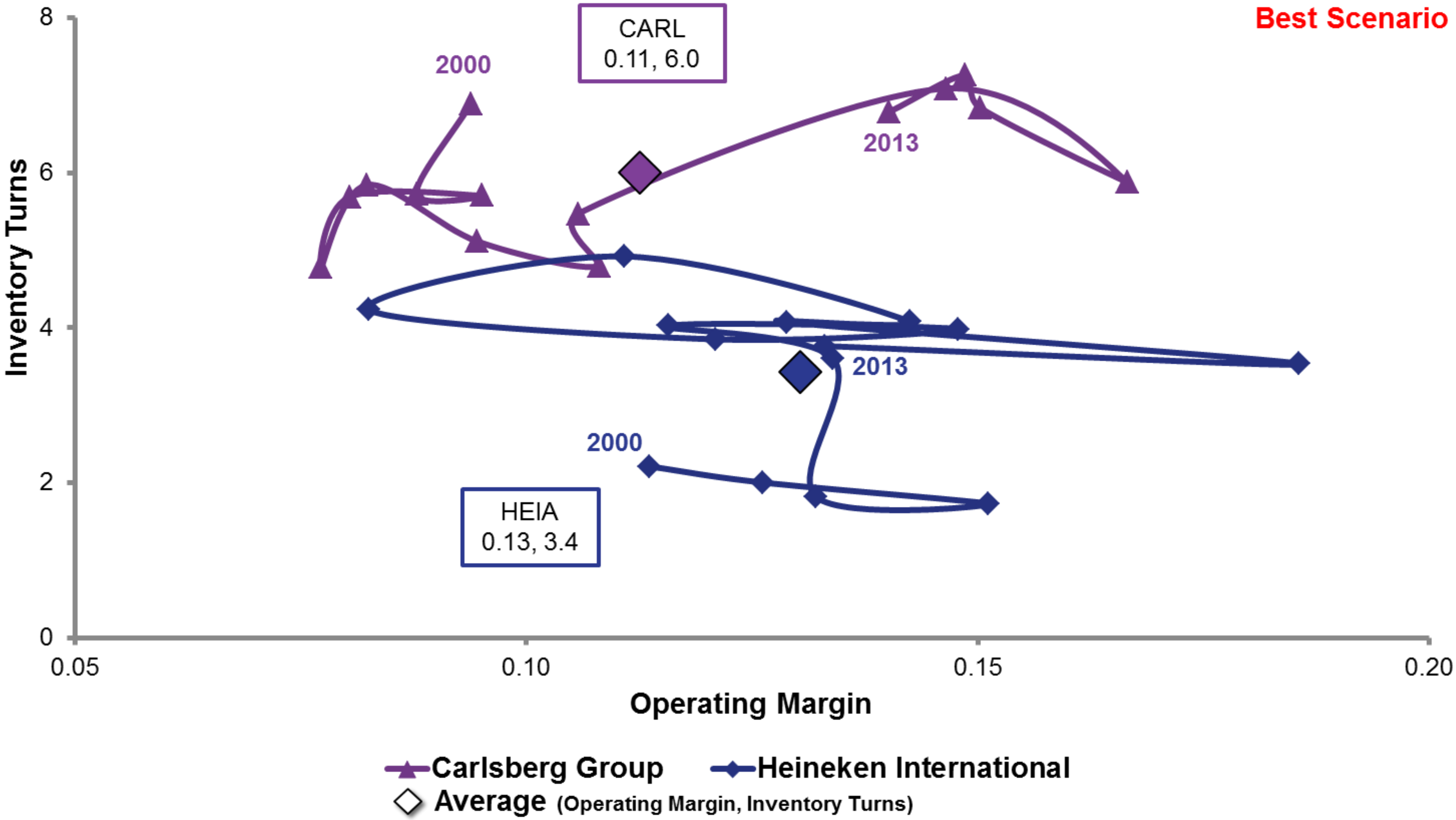
Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2013 from One Source

Inventory Turns vs. Operating Margin (2000-2013)



Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2013 from One Source

Inventory Turns vs. Operating Margin (2000-2013)



Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2013 from One Source

Supply Chain Metrics That Matter Reports

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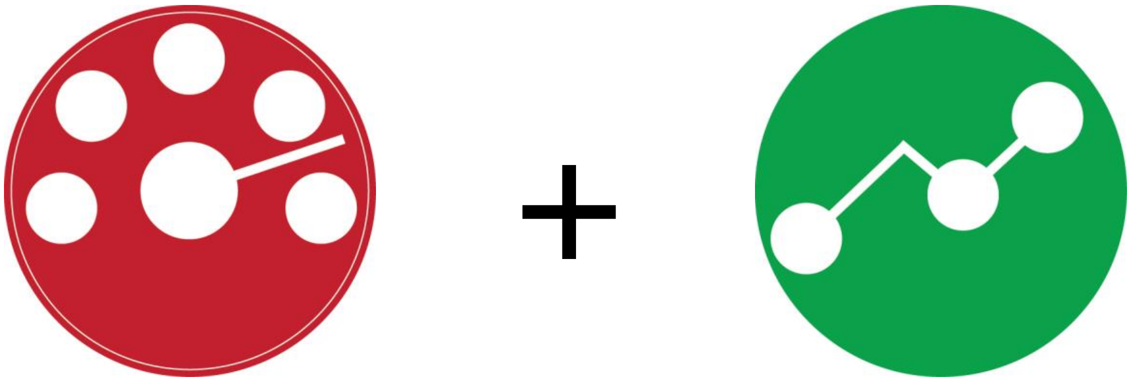
Our Answer? For Supply Chain Excellence?



Performance Improvement

Mining 20 Years of Financial Data

Financial Metrics			
Growth	**Profitability**	**Cycle**	**Complexity**
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SG&A to COGS Ratio	Operating Margin	Work in Progress Inventory	
	OPEX Ratio		
	Pretax Margin		

Source: Supply Chain Insights LLC

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Supply Chain Index: A Measure of Supply Chain Improvement

SUPPLY CHAIN INDEX

A new way to measure relative supply chain performance by industry, based on the components of balance, strength and resiliency.

Overall Ranking per Company

- **Balance**: Return on Invested Capital & Revenue Growth Vector Trajectory
- **Strength**: Inventory Turns & Operating Margin Vector Trajectory
- **Resiliency**: Inventory Turns & Operating Margin Mean Distance

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What is Resiliency?

Tightness of the Pattern on the Orbit Chart for Operating Margin and Inventory Turns

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Resiliency 2000-2012

Mean Distance Analysis of Orbit Chart Performance (Inventory Turns & Operating Margin)					
Industry	Median	Mean	Maximum	Minimum	Standard Deviation
Medical Device Manufacturing (n=108)	0.7	**1.9**	51.9	0.2	5.5
Consumer Packaged Goods (n=133)	0.8	**2.8**	118.6	0.2	11.9
Cereal Food (n=209)	2.1	**5.3**	141.1	0.1	13.2
Pharmaceutical (n=489)	1.0	**9.7**	1556.1	0.2	75.9
Chemical (n=181)	1.2	**9.8**	644.2	0.2	59.3
Consumer Electronics (n=120)	1.6	**11.8**	697.8	0.1	68.8
Contract Manufacturing (n=1,087)	1.5	**15.1**	10253.2	0.1	313.5
Communications Equipment (n=431)	2.0	**35.7**	9915.0	0.2	484.4

Source: Supply Chain Insights LLC, Corporate Annual Reports 2000-2013 as available
Based on cooperative work between Arizona State University & Supply Chain Insights LLC
Industry Average comprised of ALL public companies (cereal food: NAICS 3112% where any % is any number from 0-9), (chemical: NAICS 325188 & 325998), (communications equipment: NAICS 3342% where % is any number from 0-9), (consumer electronics: NAICS 33431% where % is any number from 0-9), (consumer packaged goods: NAICS 3256% where % is any number from 0-9), (contract manufacturing: NAICS 33441%), (medical device manufacturing: NAICS 339112), (pharmaceutical: NAICS 325412) reporting in One Source

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Food

Performance and Improvement								
	Operating Margin		Inventory Turns		ROIC		Supply Chain Index Rankings	
Company	**2006-2013**	**2009-2013**	**2006-2013**	**2009-2013**	**2006-2013**	**2009-2013**	**2006-2013**	**2009-2013**
Conagra	.07	.08	4.96	5.35	6.26%	6.58%	16	2
Campbell Soup	.16	.16	5.83	5.91	12.81%	12.82%	19	16
Danone	.14	.14	8.71	8.78	6.63%	6.90%	21	19
General Mills	.17	.17	6.76	6.74	9.12%	9.67%	8	9
JM Smucker	.14	.15	4.32	3.95	6.14%	6.08%	5	4
Hershey	.16	.17	5.68	5.90	14.14%	15.55%	1	1
HJ Heinz	.14	.14	5.1	5.29	13.64%	13.91%	5	12
Kellogg	.15	.15	7.2	6.97	12.54%	12.48%	14	13
Nestle	.13	.14	5.07	5.24	9.11%	7.93%	9	5
Food Average of 21 Companies	0.16	0.17	6.49	6.73	9.69%	9.70%		

Food

Performance and Improvement								
	Operating Margin		Inventory Turns		ROIC		Supply Chain Index Rankings	
Company	2006-2013	2009-2013	2006-2013	2009-2013	2006-2013	2009-2013	2006-2013	2009-2013
Conagra	.07	.08	4.96	5.35	6.26%	6.58%	16	2
Campbell Soup	.16	.16	5.83	5.91	12.81%	12.82%	19	16
Danone	.14	.14	8.71	8.78	6.63%	6.90%	21	19
General Mills	.17	.17	6.76	6.74	9.12%	9.67%	8	9
JM Smucker	.14	.15	4.32	3.95	6.14%	6.08%	5	4
Hershey	.16	.17	5.68	5.90	14.14%	15.55%	1	1
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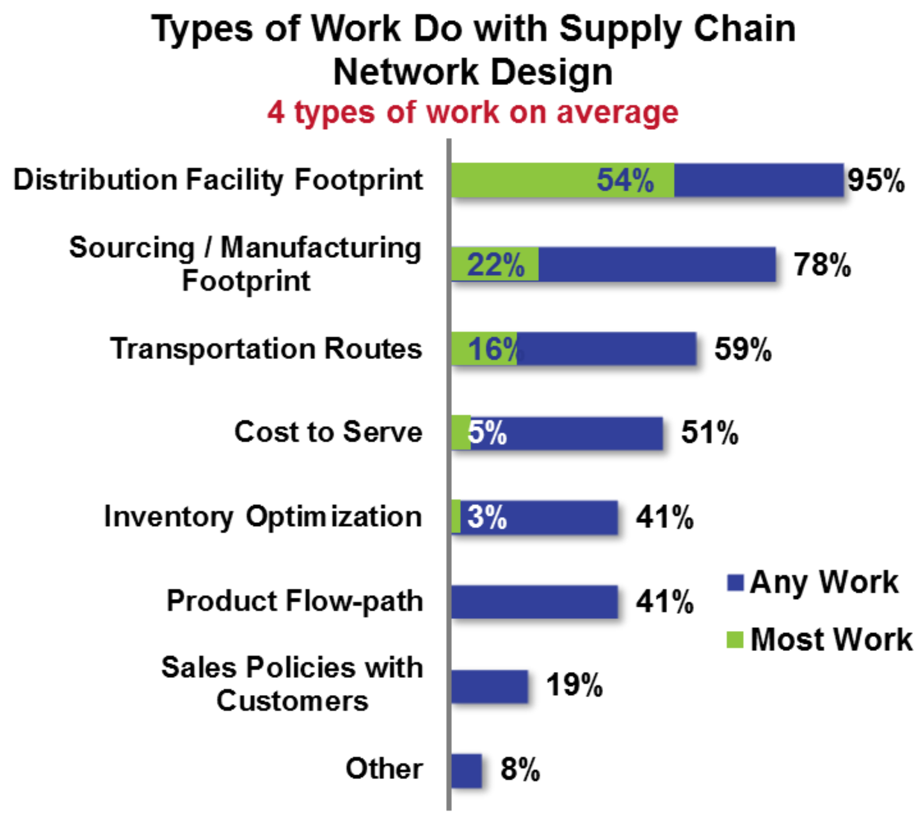
Supply Chain Insights™

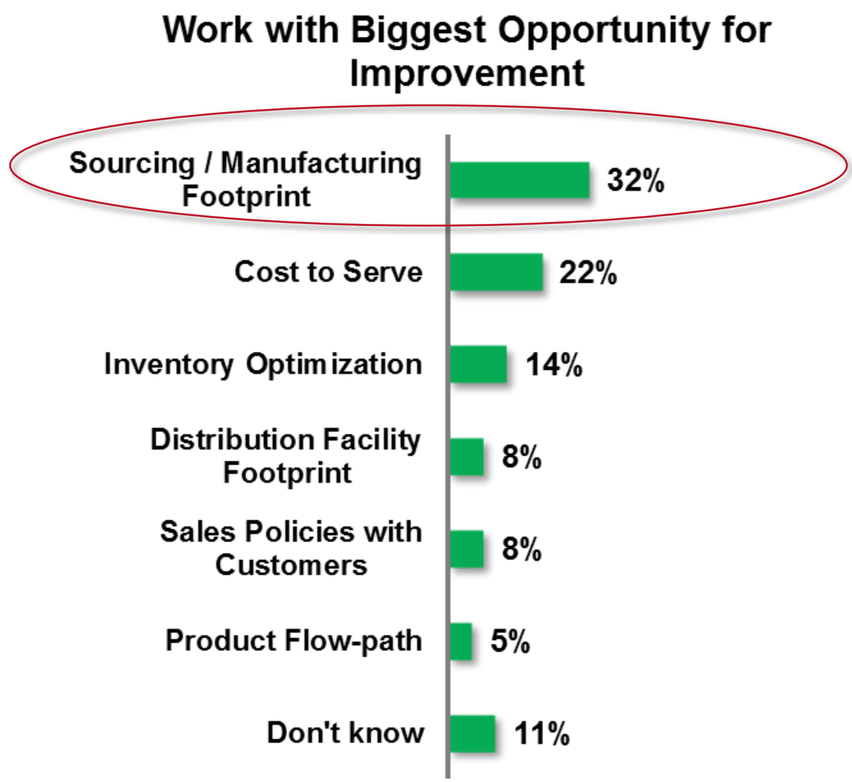
Think Differently. Drive New Outcomes. Spark Innovation.

Intentional Design

Focus

Supply Chain Network Modeling and Design Work

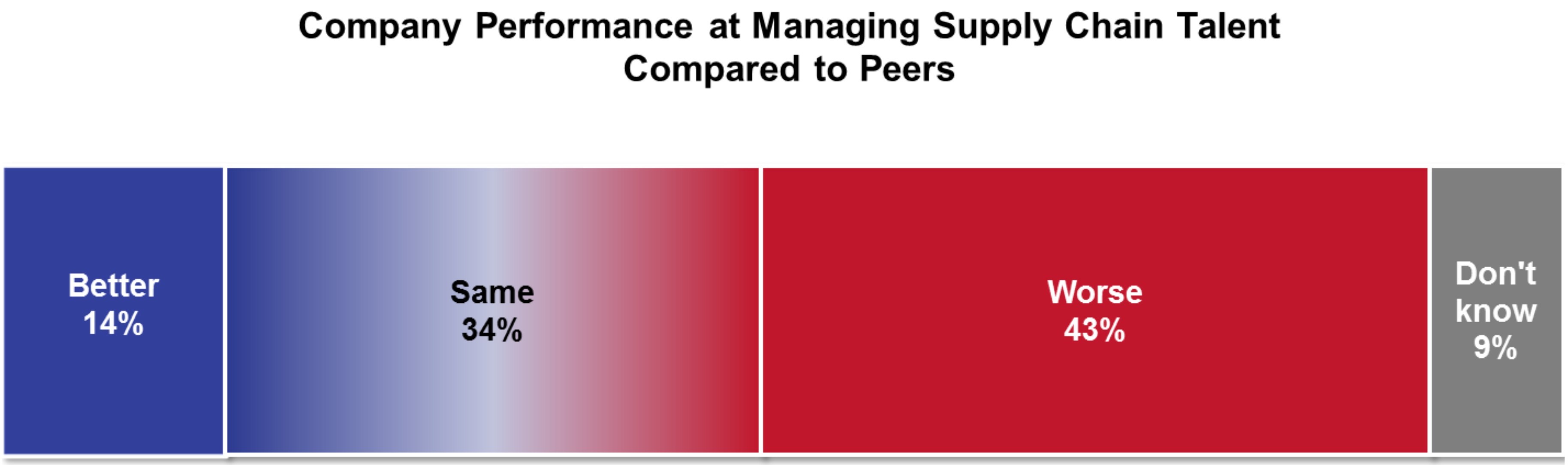




Source: Supply Chain Insights LLC, Network Design Technology Study (May-June 2014)
Base: Manufacturers, Retailers, Wholesalers / Distributors / Co-operatives, and Third Party Logistics Providers who use supply chain network design tools (n=37)
Q14. Which of the following types of work does your company currently do with supply chain network modeling and design? Please select all that apply.
Q15. In which area does your company currently do the most work? Please select just one.
Q16. Where does your company have the biggest opportunity for improvement? Please select just one.

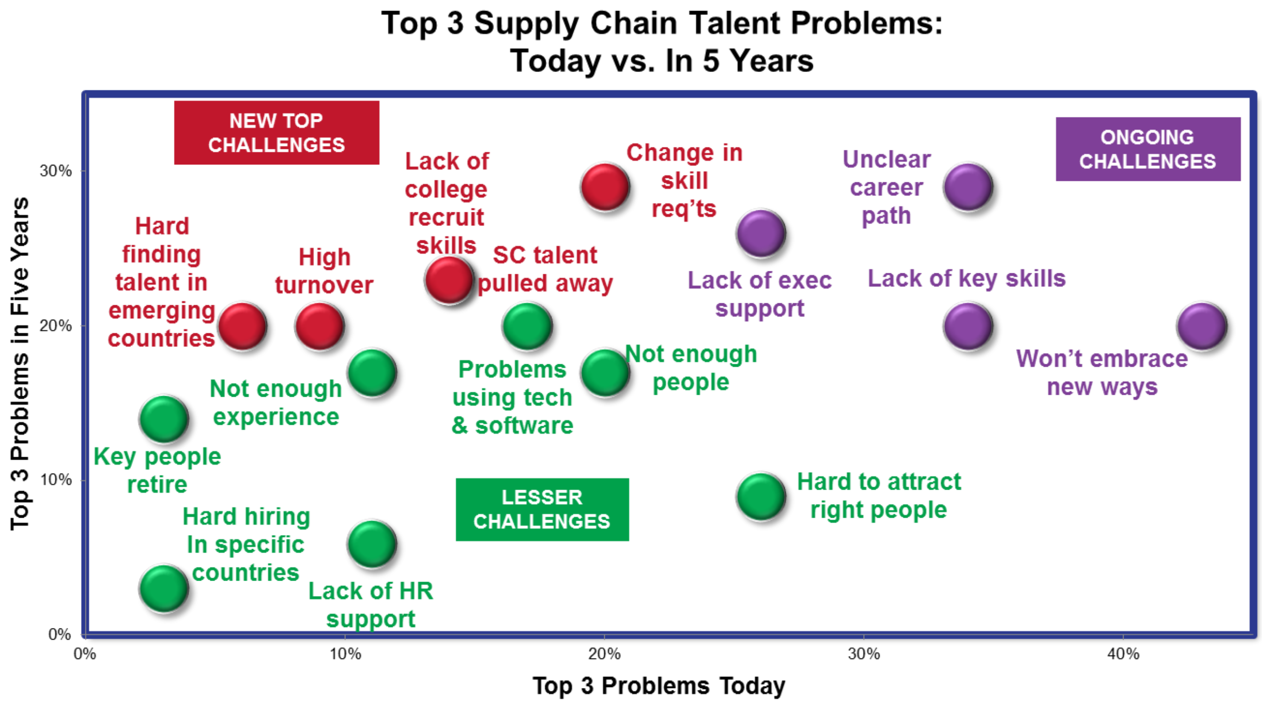
Talent Development

Self-Assessment



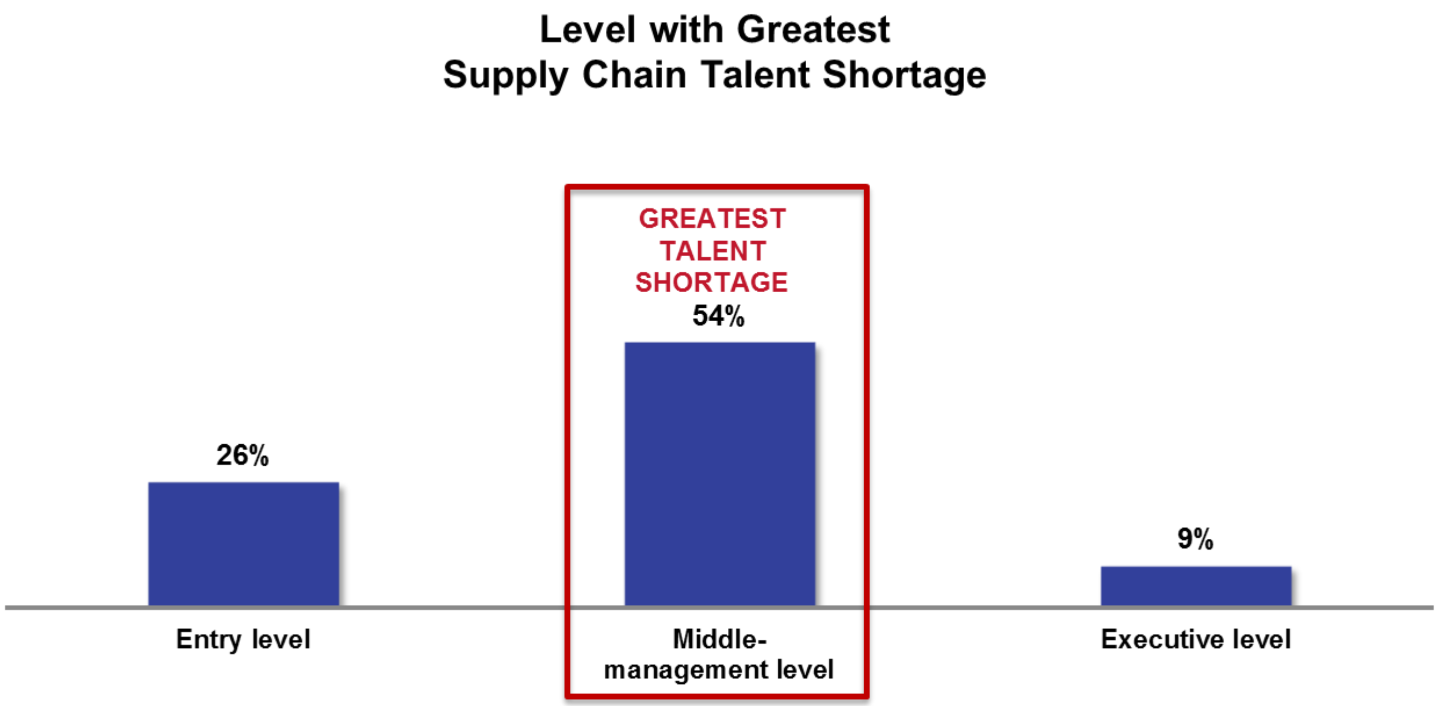
Source: Supply Chain Insights LLC, Talent (June - August 2014)
Base: Manufacturers, Retailers, Distributors, and 3PLs in Supply Chain Management (n=35)
Q4. Overall, how well do you think your company performs at managing supply chain talent compared to its peers? Please think about all aspects of talent management – recruiting/hiring, training, retaining, etc.

Challenges



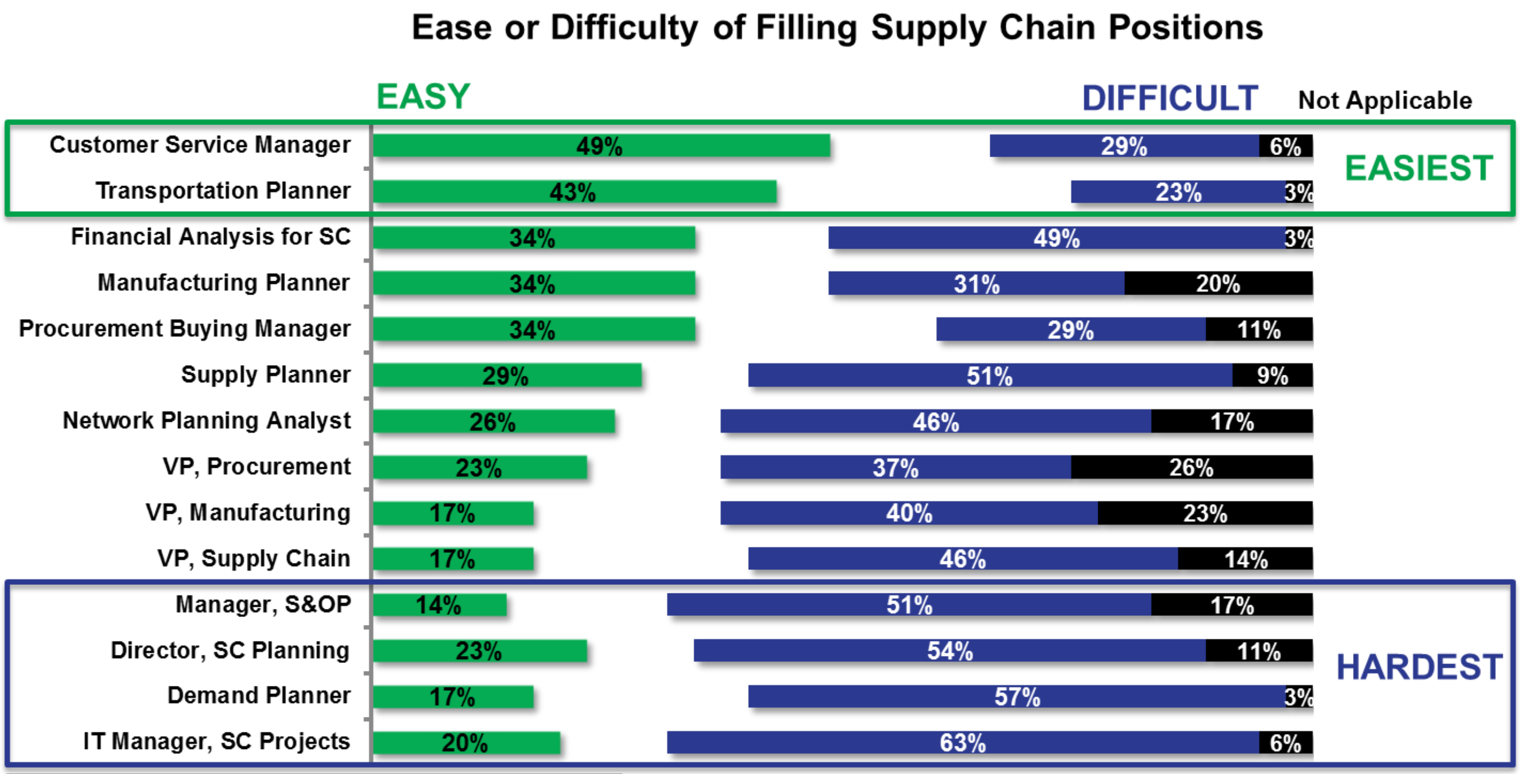
Source: Supply Chain Insights LLC, Talent (June - August 2014)
Base: Manufacturers, Retailers, Distributors, and 3PLs in Supply Chain Management (n=35)
Q5. Which are the top 3 issues facing your company when it comes to supply chain talent? And what do you think will be the top 3 issues in 5 years? Please select no more than three for each column
NOTE: Scales are truncated to highlight differences

Greatest Issue



Source: Supply Chain Insights LLC, Talent (June - August 2014)
Base: Manufacturers, Retailers, Distributors, and 3PLs in Supply Chain Management (n=35)
Q13. To the best of your knowledge, what employee level is currently experiencing the greatest talent shortage at your company? Please answer only for supply chain management positions.
Don't know / Other not shown

Easiest Supply Chain Positions to Fill: Customer Service & Transportation



Source: Supply Chain Insights LLC, Talent (June - August 2014)
Base: Manufacturers, Retailers, Distributors, and 3PLs in Supply Chain Management (n=35)
Q14. How difficult do you believe it is for your company to fill each of the following supply chain-related positions? Your best estimate is fine.

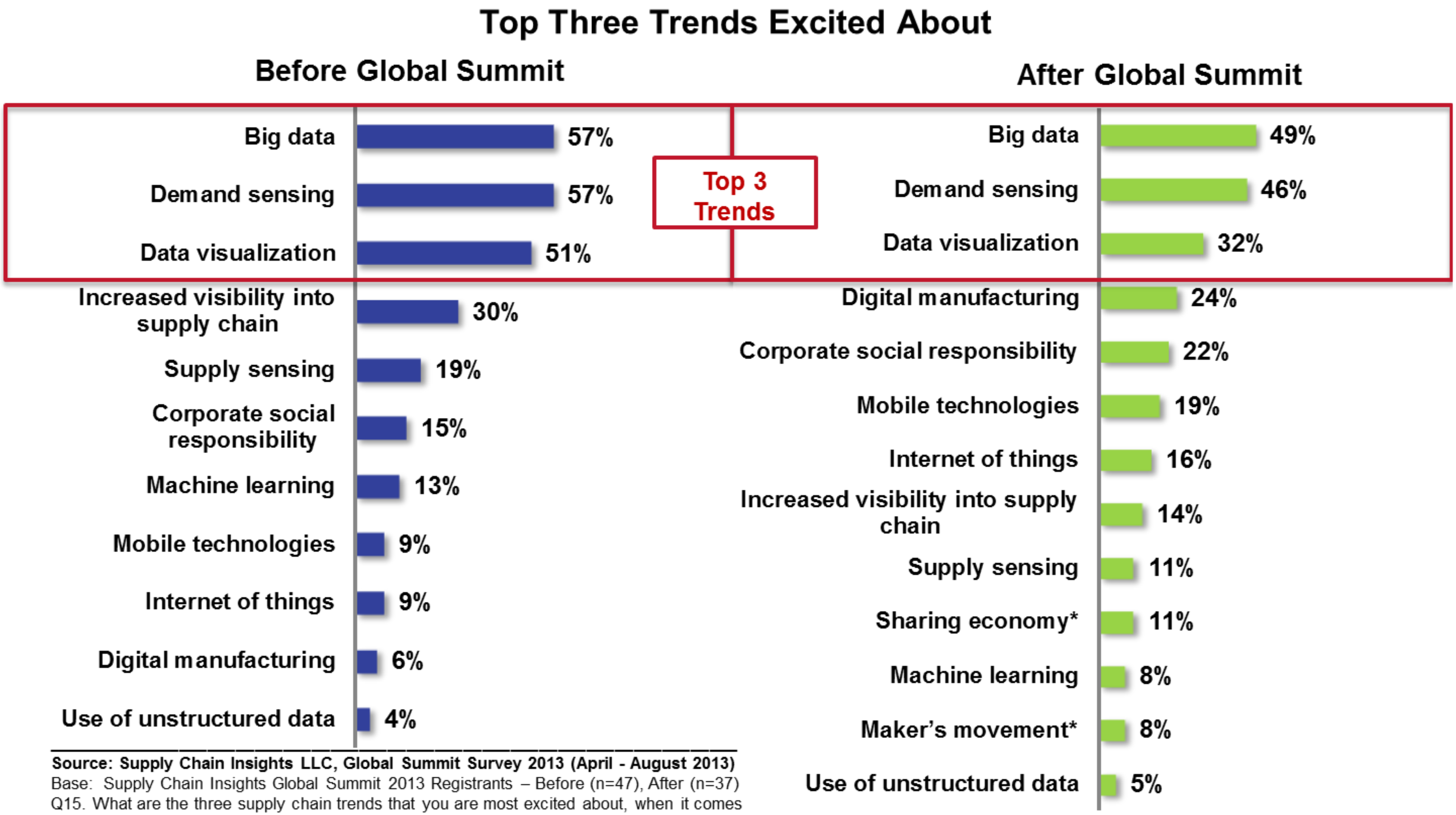
Digital Printing

Co-Production with 3D Printers

3-D Printing of Human Organs

Business Intelligence

IT Trends Excited About (Top 3)



Source: Supply Chain Insights LLC, Global Summit Survey 2013 (April - August 2013)
Base: Supply Chain Insights Global Summit 2013 Registrants – Before (n=47), After (n=37)
Q15. What are the three supply chain trends that you are most excited about, when it comes to driving supply chain excellence by the year 2020?
*Not asked in Pre-Event survey

Definition

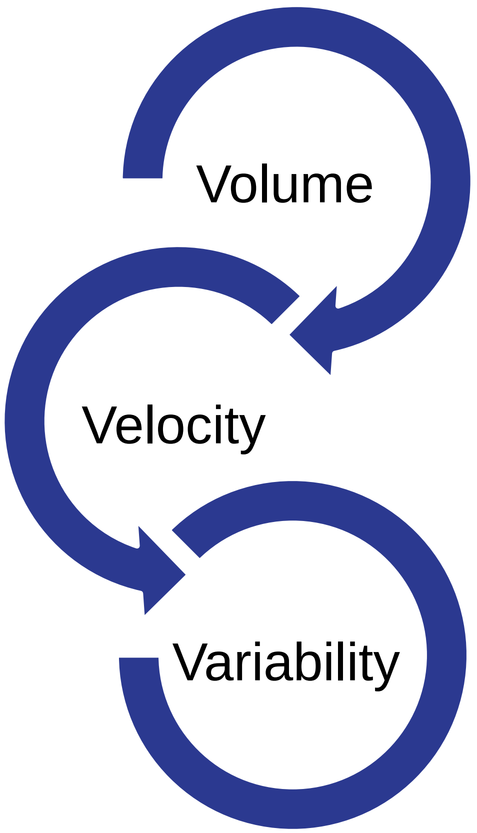
Structured Data
- Transactional
- Time phased data

Unstructured Data
- Social
- Channel
- Customer Service
- Warranty

Sensor Data
- Temperature
- RFID
- QR codes
- GPS

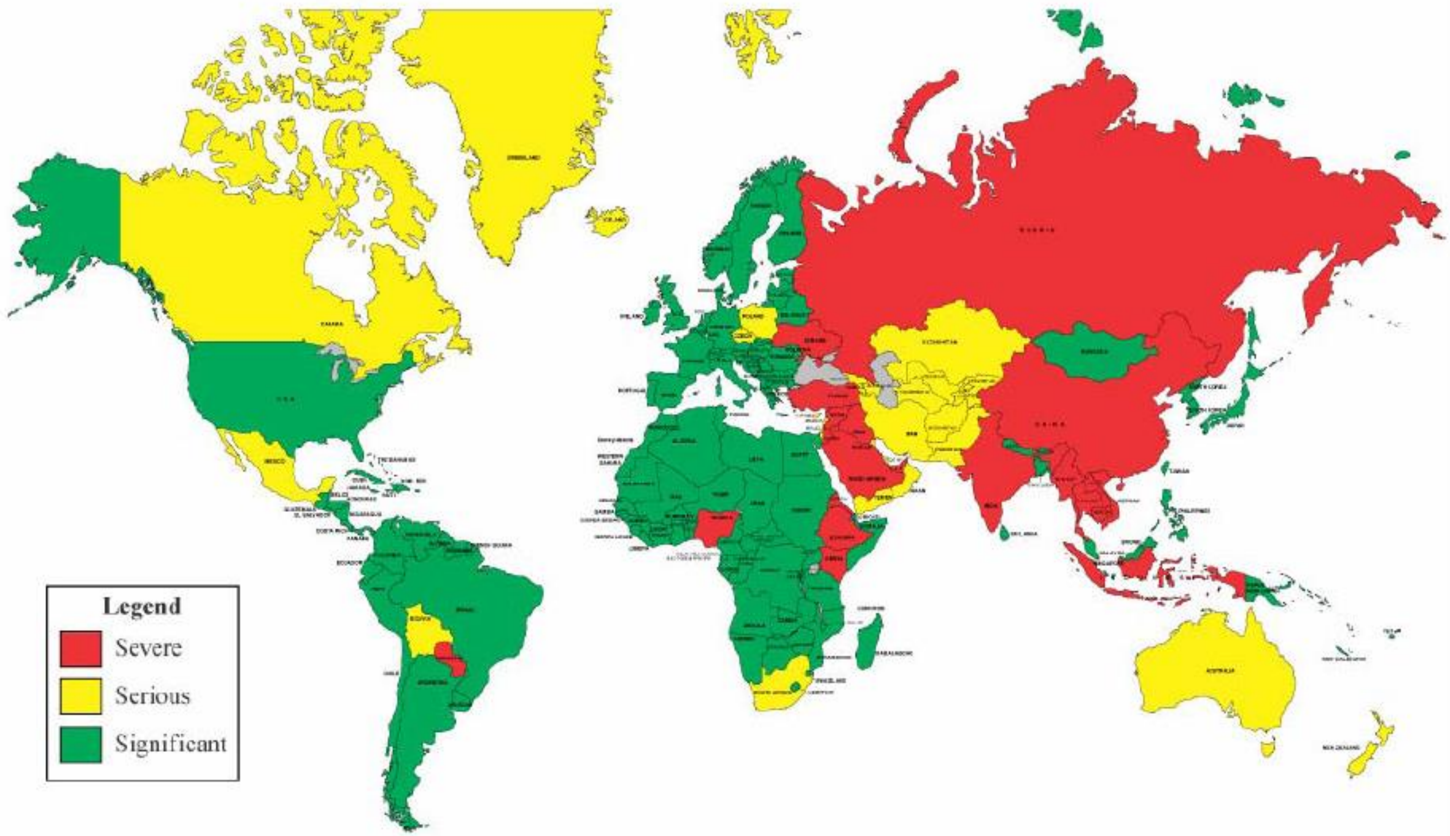
New Data Types
- Mapping and GPS
- Video
- Voice
- Digital Images

Challenges:

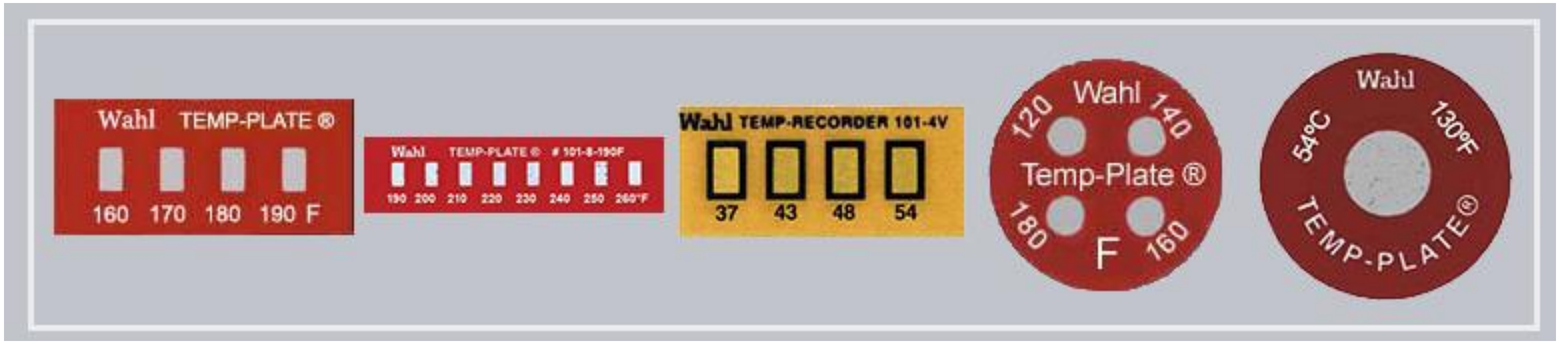


10 % of Products Sold are Counterfeited

Global Counterfeiting Hotspots



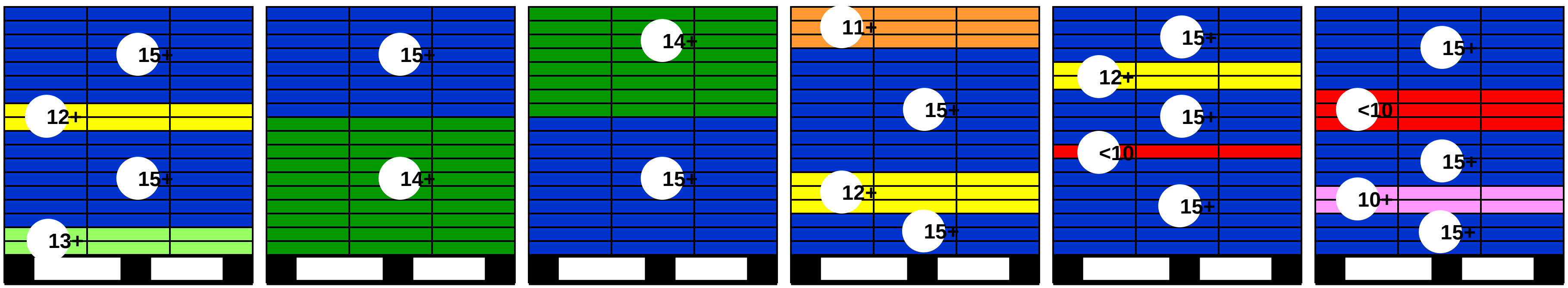
Temperature Sensitive Labels



Building Export Pallets – Group by First In or Shelf Life?

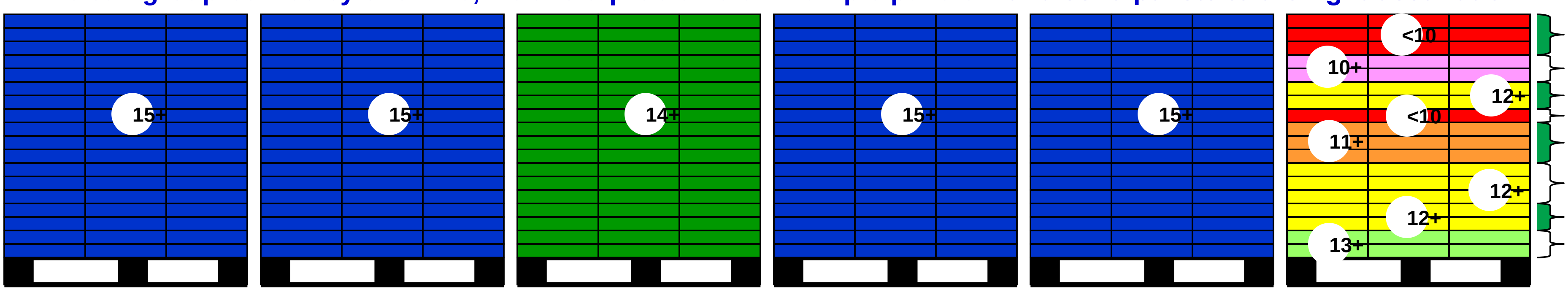
ALL GOOD BERRIES, BUT - they have different remaining shelf life when received from growers

Currently berries come in from growers, pass QC, and are put on export pallets on a First In Basis (traceability control) WHICH RESULTS IN MIXED SHELF LIFE ON MULTIPLE PALLETS….



Having different remaining shelf life mixed on pallets, causes problems later. Sending short shelf life berries on longer delivery cycles turns Good Berries into BAD Berries for the retailer and others. More yellow & red pallets in Philadelphia & Southern California ~ More shrink at the retailer ~ Lower customer satisfaction

If we can group berries by shelf life, we avoid problems on multiple pallets – and send pallets to the right destination…



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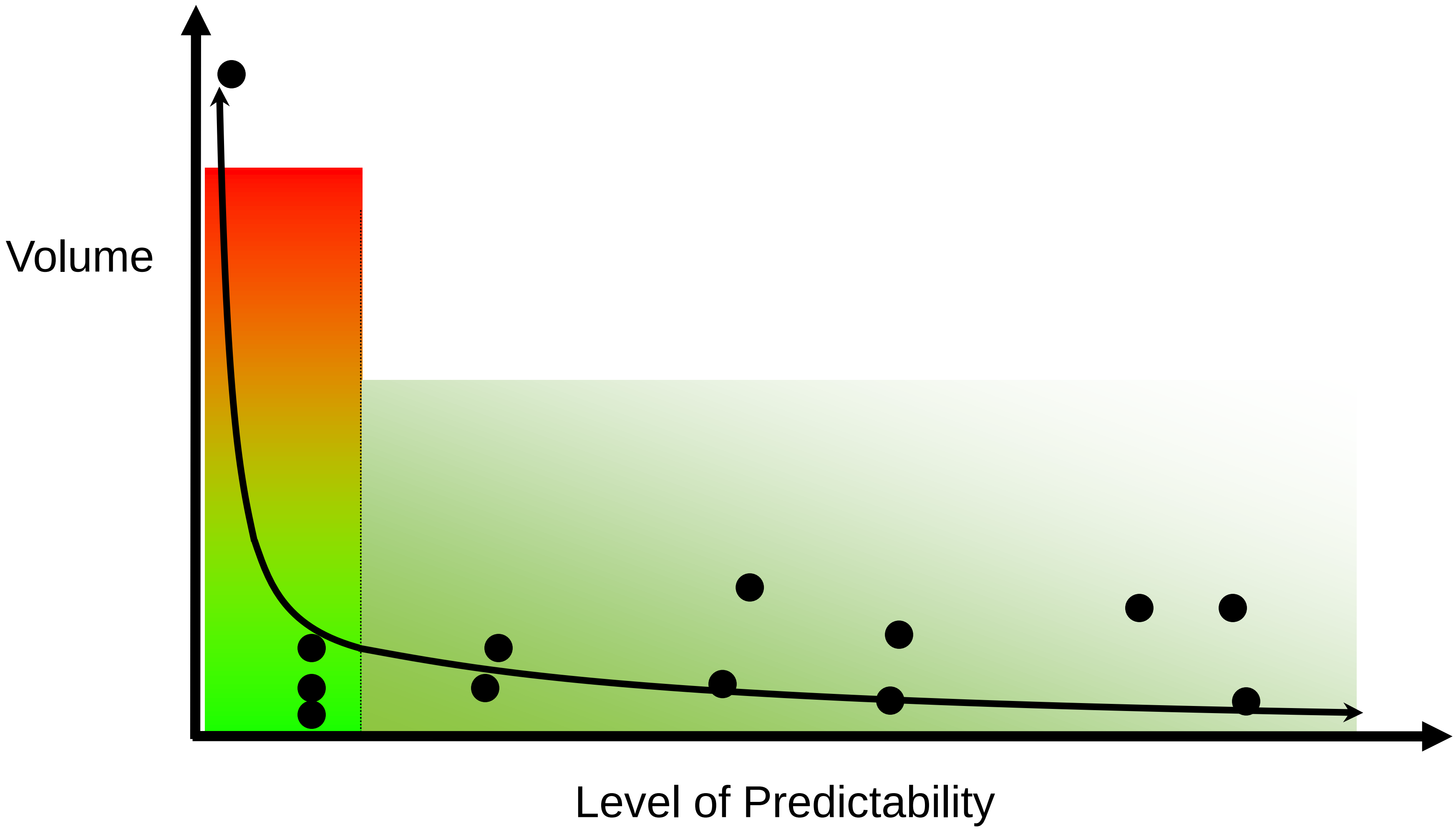
Demand Sensing

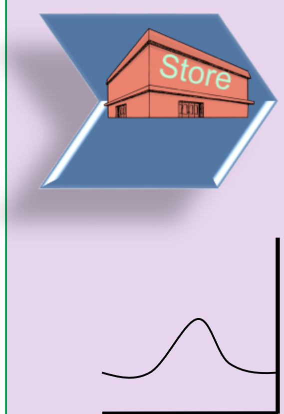
The Long Tail of the Supply Chain: Growing Complexity



Predictability based on forecast accuracy vs Actual Order Profiles

Data Latency and Distortion Across the Network

Store

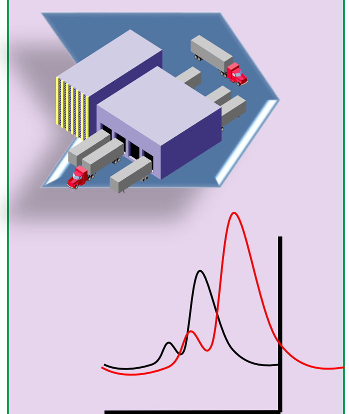


Trivial

Instant

Variable

Retailer DC

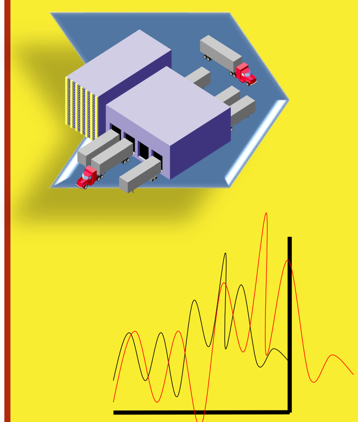


Easy

3-10 Days

7-20 Days

Manufacturer DC

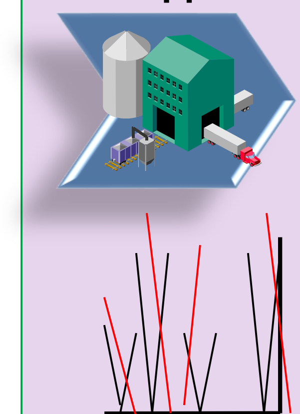


Difficult

10-20 Days

20-45 Days

Suppliers



Almost Impossible

20-50 Days

45-80 Days

Demand Signal

Accurate Weekly Forecasting is ...

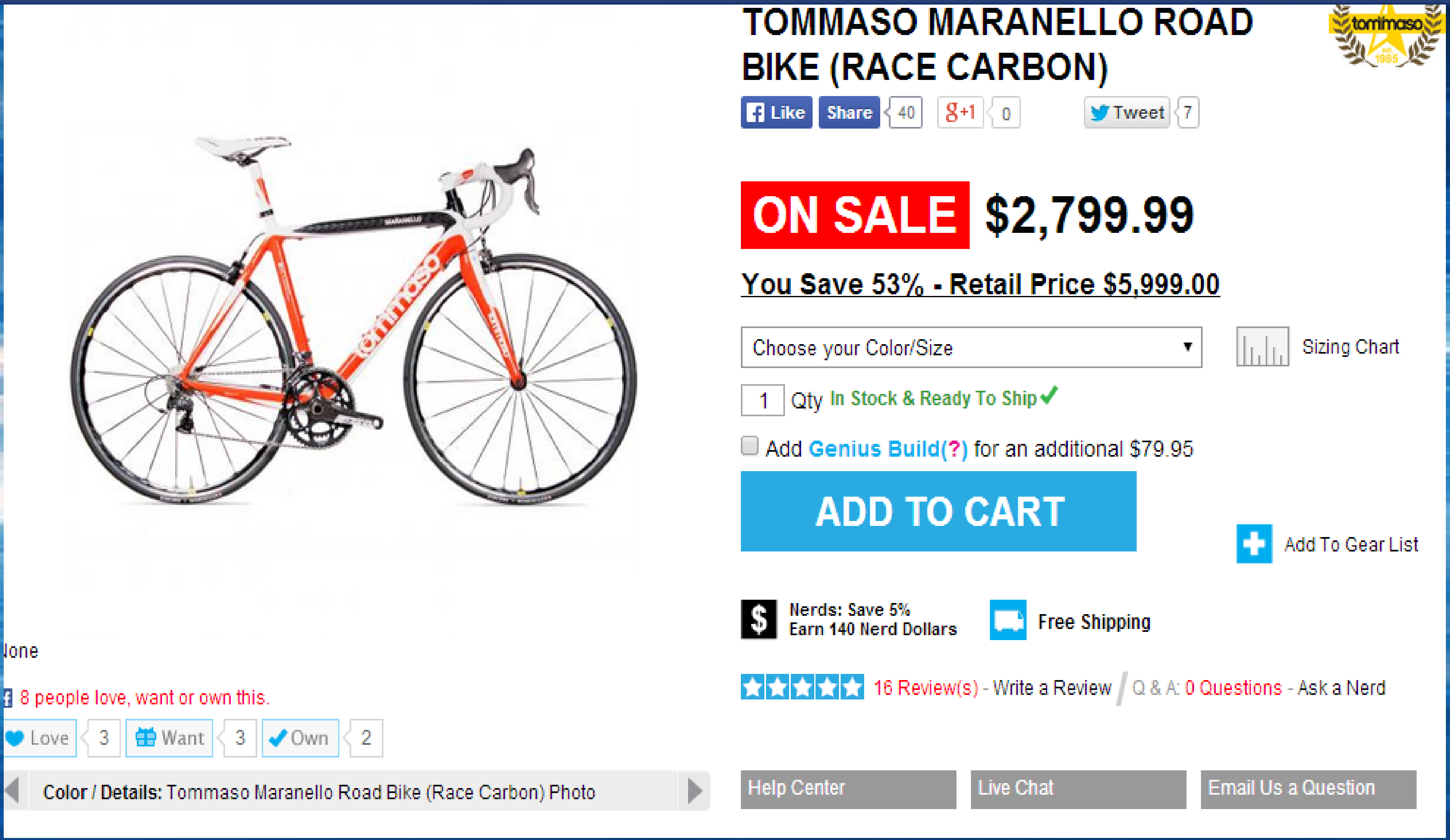
Delay from Purchase to Signal

***Red** Represents Emerging Economies with Distributor Trade*

Social Integration

Opportunity
at the Intersection
of the Social and Interest Graph(s)

Ratings and Reviews: Giantnerd.com



Listening: Newell Rubbermaid

Overall Rating
1 out of 5

Appearance

Durability

Quality

Ease of Use

Written by: Eliz

Waste of Money

Date: July 11, 2008

I was so disappointed in the Produce Saver. I purchased the 14 c and the 5 c sizes. I filled both with clean, freshly torn romaine lettuce and also filled a regular Tupperware with the same lettuce. After 2 days, the lettuce in the Produce Saver is limp, wet, and starting to turn brown. The lettuce in the regular Tupperware container is crisp and delicious. The Produce Saver has done just the opposite that it claims to do. I would like a refund as I will not use again.

; review helpful to you? Yes No (Report as inappropriate)

esponse from Rubbermaid:

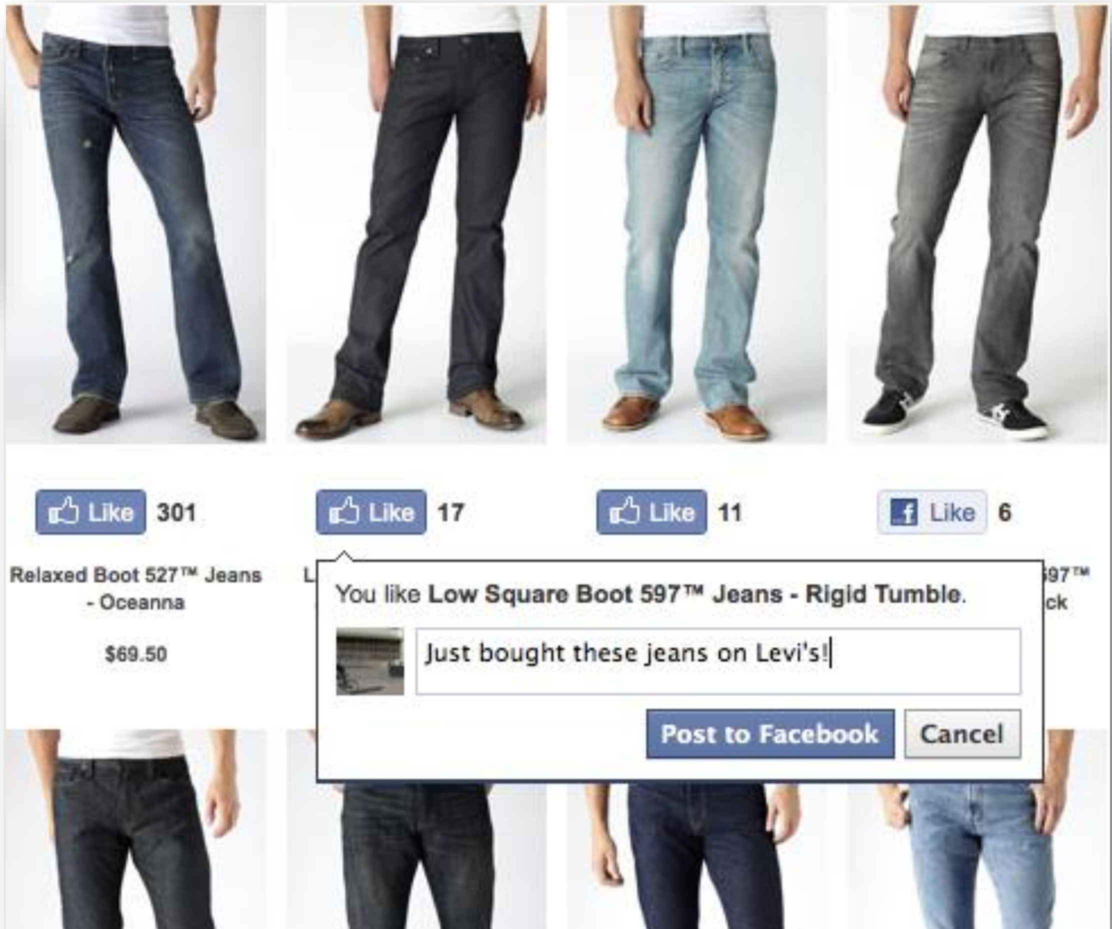
/ Product Management Team, July 28, 2008

'e are sorry to hear your experience with Produce Saver was not positive. You entioned that you used Produce Saver to store torn lettuce. This product wever is best for un-cut produce that is still in the same form as when you irchased it. Additional information on the best ways to use Produce Saver can : found in the Use & Care Instructions link on this page or at: tp://blog.rubbermaid.com/home/2008/07/produce-saver-.html

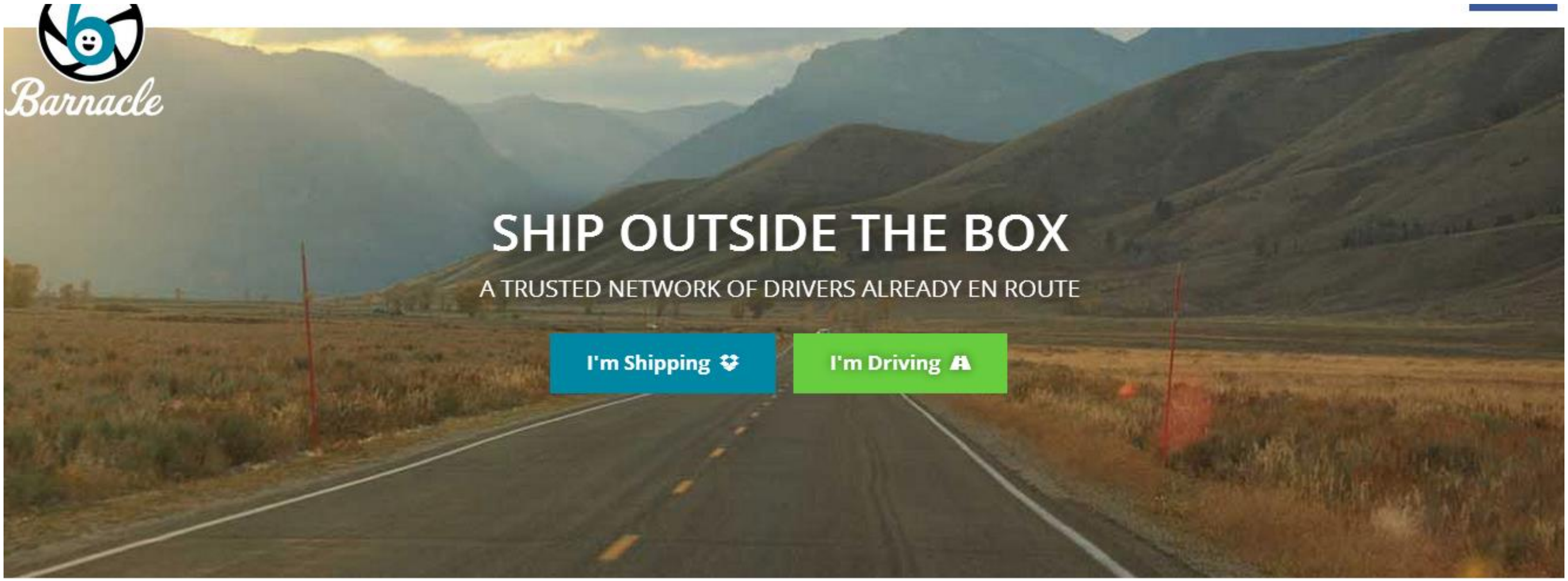
iis review:

#Future15SB @bwdumars

Levi's uses the Like button so shoppers can share products on their Facebook wall (1/2)



Collaborative Shipping: GoBarnacle

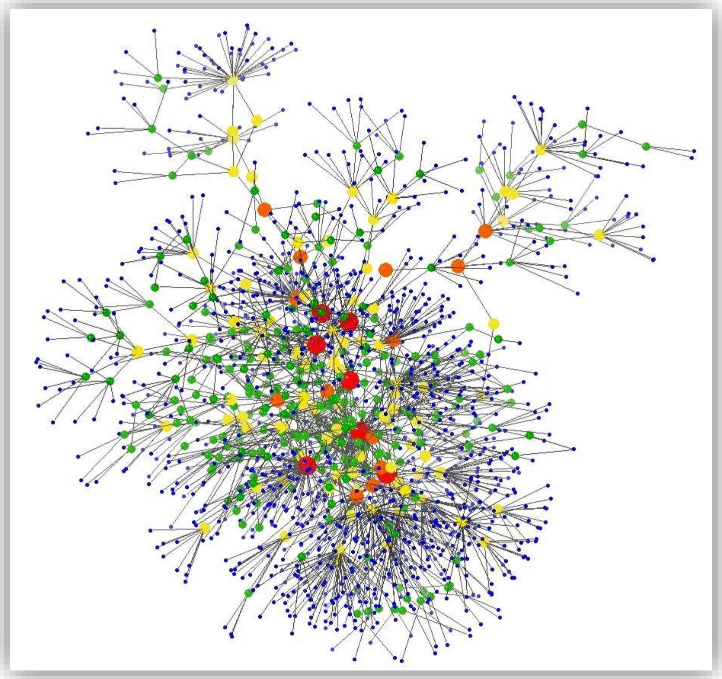


Supply Chain Insights™

Learning Systems

What is an Ontology?

- An Ontology is a state-of-the-art way of modeling real-world, complex business problems by forming a highly-interconnected knowledge base of concepts and relationships.
- Fundamentally different than the regularity enforced by traditional, relational databases.
- Allows for subtle relationships – e.g., usually, rarely.
- When paired with rules and an inference engine, enables the underpinnings of cognitive reasoning.



Analytics

Sense. Act. Learn.

Cognitive

Highly automated solutions that get smarter over time

What should we do about it? Sensitivity Analysis.

Prescriptive

Collaborate for maximum business value, informed by advanced analytics

What will Happen? Exception Management.

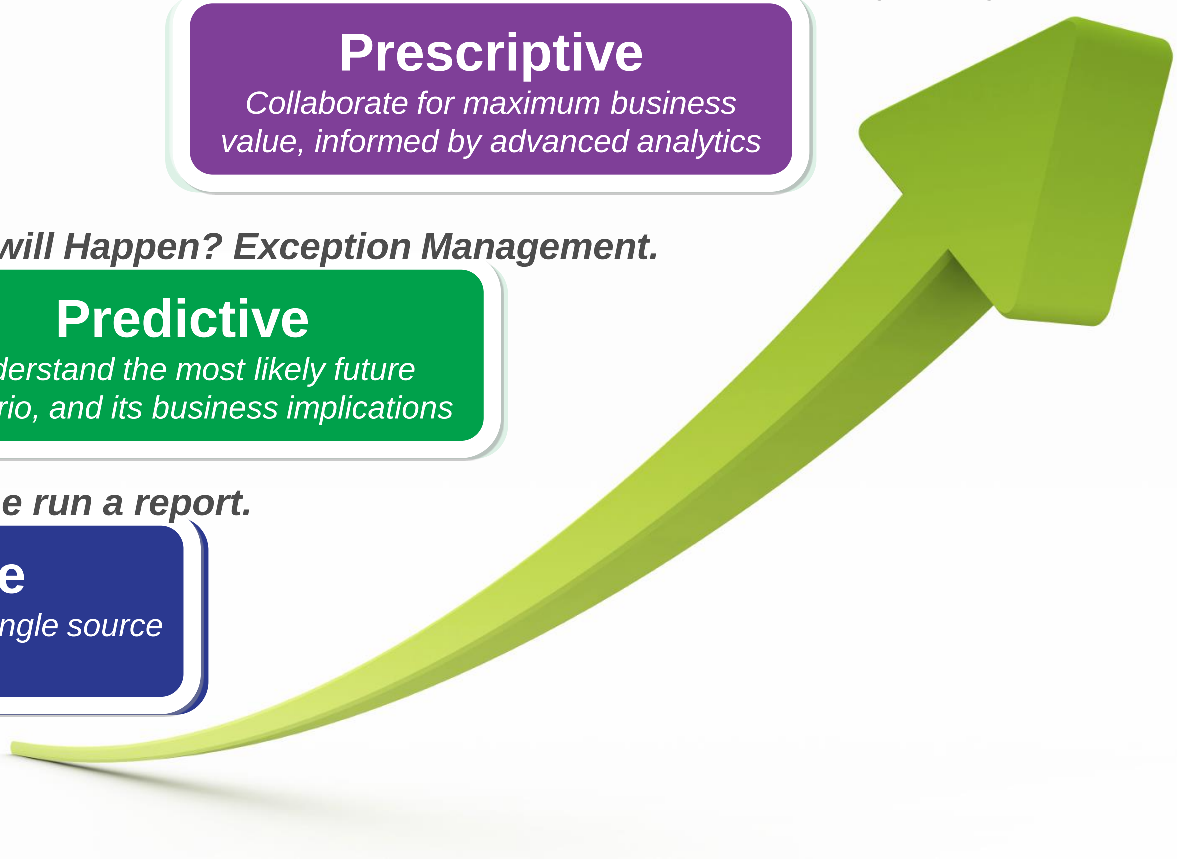
Predictive

Understand the most likely future scenario, and its business implications

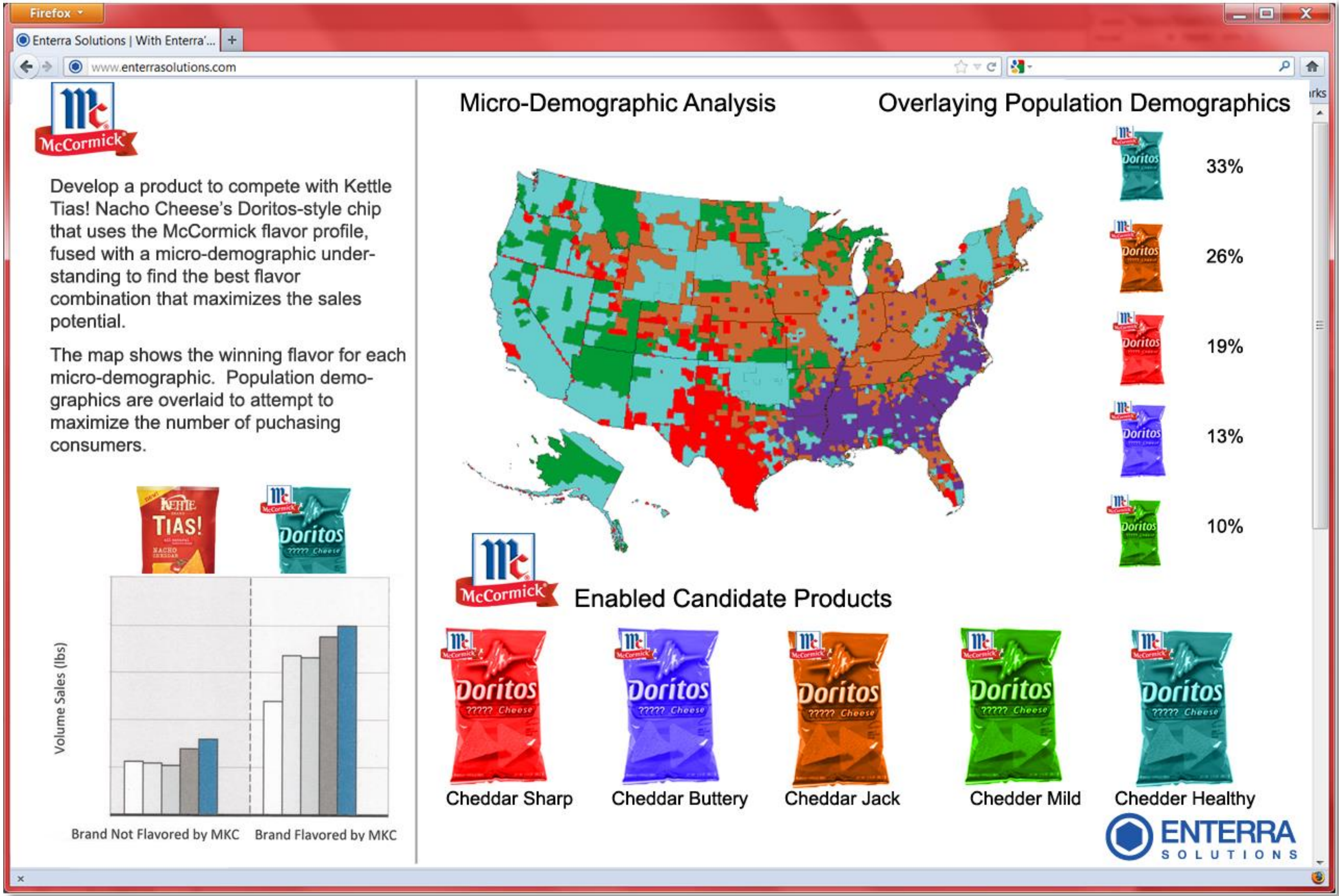
What happened? Let me run a report.

Descriptive

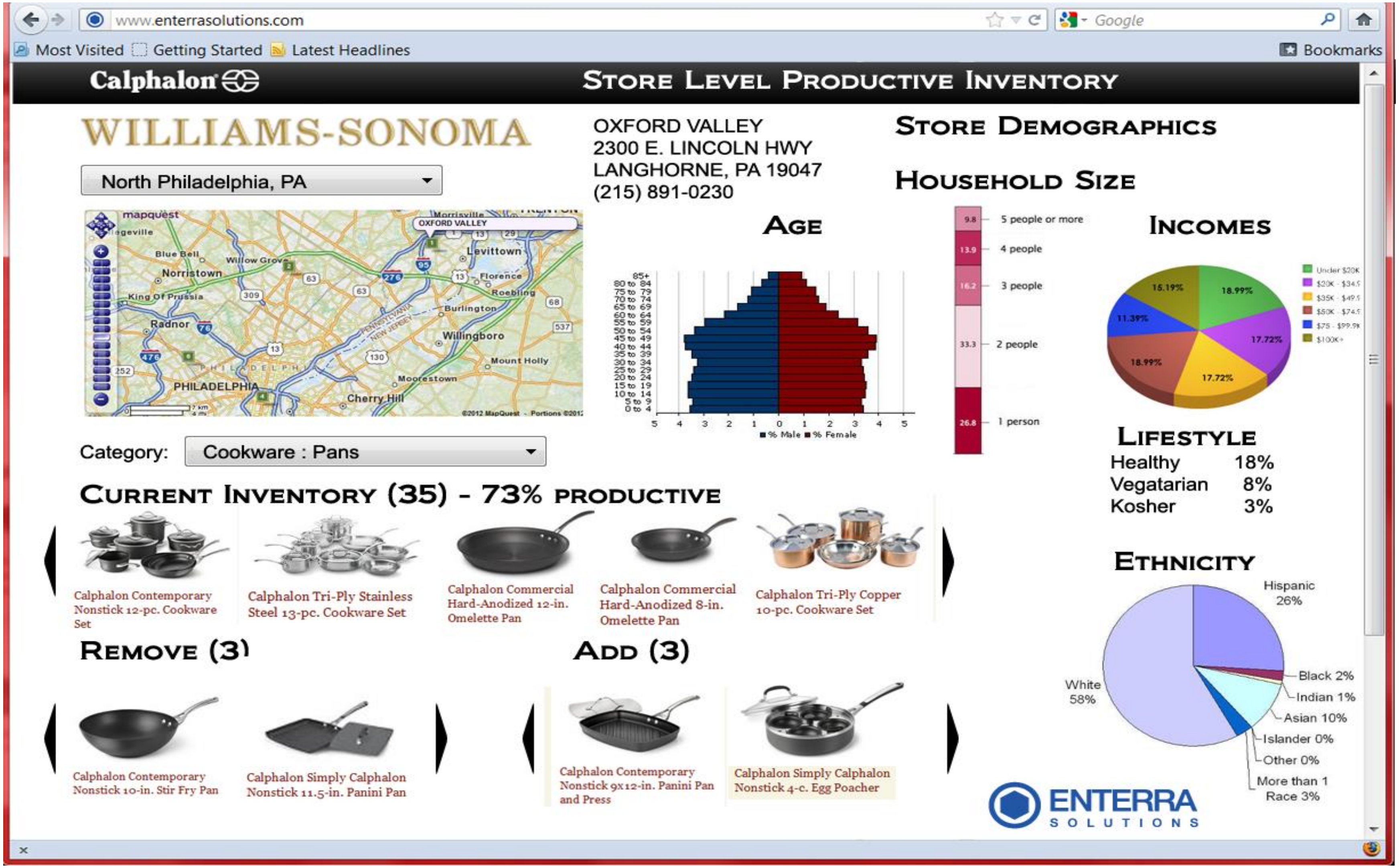
Get in touch with reality, a single source of the truth



Flavor Preference by Demographics



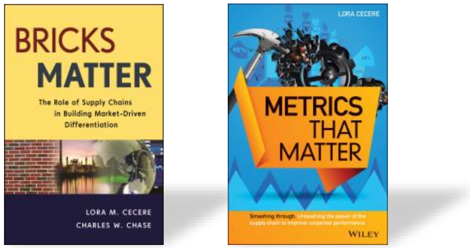
Tailored Assortment



Wrap-up

About Lora Cecere

- Founder of **Supply Chain Insights**
  - Invited to be a “LinkedIn Influencer”
  - Invited to write a guest blog for Forbes
  - Author of 2 books: *Bricks Matter* (2012) and *Metrics That Matter* (to publish Fall of 2014)



- Partner at **Altimeter Group** (leader in open research)
- 7 years of Management Experience leading Analyst Teams at **Gartner** and **AMR Research**
- 8 years Experience in Marketing and Selling Supply Chain Software at **Descartes Systems Group** and **Manugistics** (now JDA)
- 15 Years Leading teams in Manufacturing and Distribution operations for **Clorox, Kraft/General Foods, Nestle/Dreyers Grand Ice Cream** and **Procter & Gamble.**

Contact Information:

- **Email:** lora.cecere@supplychaininsights.com
- **Blog:** www.supplychainshaman.com (6000 pageviews/month)
- **Forbes:** http://www.forbes.com/search/?q=lora+cecere
- **Twitter:** lcecere (4800 followers)
- **LinkedIn:** linkedin.com/pub/lora-cecere/0/196/573 (7000 in the network)

#sciwebinar