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CMS Supply Chain Share Group Newsletter

2020 Fall Share Group Recap

Special points of interest:

- Hot Topics in Supply Chain
- Five ways that COVID 19 Changed Supply Chain
- Are you taking advantage of our Member Connect?
- How are your peers managing Zoom fatigue?
- Spring Share Group sessions and benefits of attending

Our **Let's Talk-Live Radio Show** format for the 2020 Fall Share Group sessions was a huge success!

We had over 100 attendees from 100 different companies participate in the Fall Supply Chain Share Groups.

Coronavirus—COVID19 was by far the most discussed topic for all of the Groups. We covered working from home, returning to the office, shifts in manufacturing, inventory levels, safety measures and more!

What were some of the other hot topics coming out of the groups?

- Fill Rates
- SKU Rationalization
- Carrier Capacity
- Appointment scheduling
- Customer Fines and Fees
- On-time Programs
- Performance Measurements
- Carrier Bid Management
- Amazon
- AI/Robotics and Emerging Technologies



Are these still the Hot Topics in Supply Chain? Join our upcoming Spring Share Group sessions to find out!

How COVID 19 Changed Supply Chain

At the close of 2020, and almost a year of managing through Coronavirus, we have seen many positive disruptions to the Supply Chain. We need to give thanks for these disruptions as they have energized the Supply Chain by providing much growth to many CPG companies. This growth has accelerated processes and Supply Chain capabilities have exploded.

Sales & Investment Bonanza:

The old adage is “Top line sales covers all evils.” It also drives investment. This year, on average, CPG companies are experiencing growth in the range of 10%. That is substantially ahead of the 1-2% most companies have been struggling to achieve over

the past 5-10 years and forecasted in their plans for 2020. Couple that with reduced promotions—the largest single company investment next to cost of goods—and the reduction in travel expenses, and the bottom line is also looking good, and companies have a rare bonanza for investment.

Mandatory SKU Rat:

For a long time, SKU rationalization has been on Supply Chain’s agenda to improve efficiency and counteract Marketing’s clout to expand this number to seek out marginal growth. To meet the immediate emergency demanded by the “Two-week stock up” in March

2020, companies had to focus on making hard decisions, “triaging” to meet America’s needs and “put food on the shelves”. Sourcing, manufacturing, customer out of stocks, allocation all came into play in making hard decisions to maximize the Supply Chain. With Fall spikes and rumblings around “stock up II”, the pressure on company resources to squeeze the most out of the system won’t allow this agenda topic to disappear. SKU Rat is on the agenda as companies decide whether to “pause”, re-evaluate and/or make space for new products consumers and customers “really need” in the new world of COVID.

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How COVID 19 changed Supply Chain continued

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Digital Savior:

Rapidly “pivoting to working virtually”, the coin of the realm was real time actionable data that could provide Operations (Customer Service, Warehousing, Transportation, Manufacturing) with visibility to make the best decisions for the customer and the company. Fortunately, many clients had already used the last five years to plan and invest in Digital Supply Chain resources and capabilities. This put an Operations Focus on IT. It provided a catalyst to develop new, much needed, capabilities in the face of roadblocks from an often overloaded and operationally out of touch centralized IT organization. Two key focus areas were around clients and the development of analytical and data visualization capabilities. There was a need to capture Control Tower End to End Supply Chain Metrics delivered real time to “virtual screens” for action by Operations. Realizing that enhanced Digital Capability is the essential component for accelerating future needs, Digital Energization will be the key to the future to meet the needs of consumers and customers and guide the transformation of the Supply Chain.

Network Re-Imagination:

For more than a decade, companies have struggled to manage the growth of eCommerce when it

represented only 1-2% of sales. There were also many challenges providing consumers with “the gift of the day” delivered to the front door—primarily by Amazon. The reality of the long-term forecasted growth exploded this year. This business is slapping us in the face with market’s shift to delivering direct to the consumer. CPG manufacturers may not be currently servicing brick and mortar retailers’ expansion of eCommerce with growth through home delivery and customer pick-up sales. Couple that with heightened service expectations from customers (at least 13 retailers have OTIF-type programs), and consumers (who can track their package from FedEx, Amazon, UPS, etc.) and Supply Chain becomes impacted. While the specifics may not yet be totally clear, flexibility and accountability will be critical to the network re-imagining and transformation companies embark on.

What’s Left to Conquer:

There are always new opportunities to pursue with two areas coming to mind: S&OP/IBP—Integrated Business Planning and Food-service. As the dust starts to clear, and companies get a chance to come up for air, assess the situation and plan for 2021 and the future, the next challenge is what needs to be attended to in all of this. S&OP/IBP has certainly been thrown a lot of curve balls

over the past twelve months that probably weren’t built into the process capability at the start of 2020. The past challenge of separate agendas and ownership (Sales, Marketing, Finance and most critical, Demand Planning for Supply Chain) were thrown out with forced new engagement and collaboration among functions. This, along with more realistic and “best for the business” decisions, are pluses that companies can incorporate into the process as it evolves. We have witnessed a huge hit to the Foodservice business for many restaurants (100,000 establishments closed) and the hospitality industry in general shutdown (2.5 million lost jobs—25% of U.S. unemployment). While reopened partially at various levels, lots of additional candidates will triage and potentially go out of business. Beyond managing through this decline, it’s time to plan now for the Foodservice business re-emergence. This will involve looking at and taking advantage of this business in a whole new way and with a whole new set of needs. Think of what we have done with Zoom, Teams, etc. that we never could have imaged 8-12 months ago.

One of the bright spots during COVID 19 was Supply Chain’s resiliency and success in delivering and keeping America stocked with consumer products throughout this pandemic. Congratulations to All!

Member Connect

Are you taking advantage of all of your Share Group member benefits aside from attending the Spring and Fall sessions? As part of your membership, we provide a roster of participants for each Share Group. The roster gives you the necessary contact information to connect with your peers to further discuss any of the topics from the Share Group sessions.

Have a question but aren’t sure who to contact? Just reach out and we will be happy to provide those connections for you. Remember that the same rules apply to one on one discussions as they do with the Share Groups...no discussions of Price, Promotion, Terms or Policies as they relate to specific customers and the marketplace.



Combating Zoom Meeting Fatigue



Many companies are incorporating fun and games to make Zoom meetings entertaining as a way to keep their teams energized and engaged.



You can scour the web and find numerous articles on how to combat Zoom meeting fatigue but we thought it might be helpful for you to hear what your peers are doing to make Zoom meetings more productive, collaborative and overall less exhausting. Many companies are incorporating fun and games to make Zoom meetings entertaining as a way to keep their teams energized and engaged. The following are some of the ideas provided by members of the Supply Chain Fall Share Groups:

- Hold company information meetings to keep everyone informed
- Block off certain days/times on your calendar for “no meetings”
- Hold Phone Check-In’s to reduce screen time
- Increase use of chat rooms to communicate instead of via Zoom
- Schedule meetings for when you are most alert

(i.e. in the morning vs. just after lunch)

- Routinely recognize and celebrate individual and team successes
- Hold training sessions for employees over Zoom
- Invite HR to provide programs for managing stress
- Start with an ice-breaker activity at your team meetings
- Host virtual Happy Hours
- Include families in virtual social events
- Have a joke contest to lighten the mood
- Schedule a Virtual Concert
- Hold virtual competitions (baking contests, photo contests, trivia, Bingo)
- Have “Guessing” Games (Ex: How many Jelly Beans in a Jar,)
- Hold virtual baby showers, wedding showers, farewell gatherings, or other events that you typically held at the office
- Have a lunch time virtual cooking class

What can you do outside of meetings to reduce stress for yourself or your employees?

- Send gift boxes or thank you notes to employees
- Increase use of rewards and recognition
- Send out “silly” emails to make your teams smile
- Use Apps that will reduce stress (Calm, Headspace, Yoga Apps, etc.)
- Take walks over lunch—focus on physical health
- Provide “Door Dash” lunches to employees
- Ensure team members have proper office equipment/work stations at home
- Provide flexibility with schedules to help manage work/life balance
- Put “things of comfort” at your workspace
- Take breaks throughout the day
- Stick to normal “working” hours and have a set log-off time.

Spring 2021 Meeting Plans and Sessions

Invitations have gone out for our CMS **“Let’s Talk-Live” 2021 Spring Share Group Sessions**. We had a very successful Fall season using our new “Talk Radio” style format. Part of it’s success was because of the pre-work that you, our members, put in to make it successful.

We are sure that you recognize the importance of send-
ing your topic submissions and pre-meeting surveys in advance so we can prepare the agendas and ensure that you are optimizing your Share Group sessions.

Your contributions, inquiries and commitment have helped us to serve you better via:

- Increasingly valuable Benchmarks and Insights
- Comprehensive Notes capturing the essence of the meeting discussions and details
- Timely & more efficient meetings and turnaround of Meeting Notes
- Enhanced Network & exposure to peer experiences due to the growing Member base
- More frequent E-Surveys for securing quick learnings and more consistent group engagement.

Watch your email for the Topics and Pre-Meeting Survey requests, which you will begin receiving approximately 6 weeks prior to your Share Group Session.

Our **“Let’s Talk-Live” Talk Radio** format provides a great opportunity for others within your company, or friends in the industry, to join in the fun of our Share Groups. **If there is someone that you would like us to invite to a session, please let us know and we will reach out to them.**

See Page 5 for a list of all Spring Share Group sessions.



2021 Spring Supply Chain Share Group Sessions

Meeting	Session 1				Session 2				Session 3			
	Date	Day	Start Time EST	End Time EST	Date	Day	Start Time EST	End Time EST	Date	Day	Start Time EST	End Time EST
Digital Supply Chain	3/16	TUE	3:00	5:00	3/17	WED	10:30	12:30	3/17	WED	3:00	5:00
Customer Logistics	3/30	TUE	3:00	5:00	3/31	WED	10:30	12:30	3/31	WED	3:00	5:00
Warehouse	4/21	WED	3:00	5:00	4/22	THU	10:30	12:30	4/22	THU	3:00	5:00
Customer Supply Chain	5/4	TUE	3:00	5:00	5/5	WED	10:30	12:30	5/5	WED	3:00	5:00
Customer Service	5/18	TUE	3:00	5:00	5/19	WED	10:30	12:30	5/19	WED	3:00	5:00
Transportation	5/25	TUE	3:00	5:00	5/26	WED	10:30	12:30	5/26	WED	3:00	5:00

Benefits of Attending the Share Group Sessions

Everyone knows that attending the Share Group sessions is an important part of your Share Group membership and you walk away with valuable feedback, insights and benchmarks. **What are some other benefits of attending the sessions?** We have a few examples of what our members have shared with us:

- Personal Development
- Participation as a criteria for Personnel Evaluations
- Exposure to Industry Peers & Leadership
- Rotational Training & Learning
- As a foundation for Internal Cross-Functional Meetings
- Corporate sharing/distribution of Lessons Learned
- Networking Opportunities
- Securing Insights & First-hand Experiences about available Resources & Systems
- And, much, more!

What are some of the other ways that you benefit from attending the Share Group sessions? Click on the envelope to send an email letting us know!



We Love Feedback!

Here is what members are saying:

- “A quick note to say how much I enjoyed and learned at the recent virtual Share Group. The format was the best virtual conference I’ve attended! I found the discussions to be frank, engaging and the moderators kept things moving and positive. Keep up the great work!”
- “Your Share Groups are saving us millions... the input from the industry helps us to avoid incurring unnecessary outside consultative support, and the Groups help to ensure we are heading down the right path (or not). The experiences shared amongst the members around their initiatives, potential resources, use of systems available allows us to make critical decisions with greater confidence.”

- “Thanks again to you and the rest of the CMS team for developing a format so the Share Group meetings can continue during these unusual times. Appreciate all the efforts prior, during and after the meeting your group is doing.”

And from one member who didn't want any distractions keeping them from attending:



Thank you for your involvement and for being part of the CMS Share Group family.

We are looking forward to hearing from you during our Spring Sessions!

[Chris Booth](#), [Mark Duss](#), [Paul Fowler](#), [Jon Halls](#), & [Linda Potvin](#)



CMS Consulting provides **meeting management, facilitation** and **guest speaker arrangements**. In addition, we conduct timely **email survey** recapping for members on **key topics** of interest.



CMS Consulting has worked with CPG Executives since 1992



NEW!

We have extended our services to facilitate your meetings via our **“Let’s Talk – Live”** format. This is perfect for brainstorming sessions or collaborate meetings across multiple internal functions. Keep us in mind should the opportunity arise!



Share Group Overview

We offer the following Share Groups and a network of over 100 participating companies:

- **Category Management**
- **Customer Logistics***
- **Customer Service***
- **Customer Supply Chain Services***
- **Digital Supply Chain***
- **Medical Devices Supply Chain***
- **Transportation***
- **Warehouse***
- **Broker Management**
- **C-Store**
- **Dollar/Club**
- **Drug Channel**
- **eCommerce**
- **Retail Management**
- **Revenue Growth Management**
- **Sales Finance**
- **Sales Leadership**
- **Sales Operations/Planning**
- **Sales Training**
- **Shopper Digital Marketing**
- **Trade Marketing Optimization**
- **Vice President, Sales**
- **Walmart Business**

***Supply Chain Groups**

In our **25 years** of Share Group management, our members have told us that this simple formula adds value to our sessions:

- **Group-directed agendas**
- **Open discuss forum**
- **Voluntary member presentations**
- **Meeting Notes**
- **E-Surveys**



To join a group, please contact:

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