

GLOBAL MANUFACTURING & SUPPLY CHAIN  
PROJECT ADVISORY BOARD

# BUILDING RESILIENCE

FORESIGHT FOR A CHANGING WORLD



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## ABOUT THE REPORT

The Global Manufacturing and Supply Chain Special Interest Forum was formed by the Advisory Board Centre as a project based Advisory Board to explore the constraints and opportunities within the sector. Commencing in August 2020, the Project Advisory Board included living research gathered from 65 advisors with global expertise and industry consultation with Captains of Industry and key stakeholder groups representing over 60,000 businesses.

The Global Manufacturing and Supply Chain Advisory Board report, *Building Resilience - Foresight for a Changing World*, captures the key outcomes of the research and its importance for businesses, the advisory community who support them and the wider collaboration ecosystem.

## REPORT USAGE

The true value of research is realised when it is used to stimulate fresh thinking, robust discussion and informed action. We encourage you to use the report content to build conversations that are meaningful for you. The report is designed to provide value to key stakeholder groups with an interest in manufacturing & supply chain including:

- ⊕ The global professional advisory community supporting organisations with strategic insight and foresight at a board level.
- ⊕ The support ecosystem to understand the importance of their role in collaboration including:
  - Funders and Investors
  - Education & Institutions
  - Advisors & Directors
  - Industry Groups & Associations
  - Stakeholders & Community
  - Government

# FOREWORD

In August 2020, the Advisory Board Centre hosted the Megatrends Festival where the global advisory community explored key trends shaping the future. Throughout the various sessions, the "4 C's" driving the manufacturing and supply chain agenda were raised by Advisors across the globe- COVID-19, Corporate Social Responsibility, Climate Change and Consumer Behaviour.

As a call to action, the Advisory Board Centre established the Global Manufacturing and Supply Chain Project Advisory Board, with a 90 day scope to explore what is needed to elevate what is often a tactical discussion to a boardroom imperative to build resilience and drive performance in the sector.

Companies are looking to build resilience in their manufacturing and supply chain and build capacity to respond rapidly to future shocks and gain momentum with moonshot thinking.

Rapid political developments, a shift towards consumers buying niche products and global pandemics have revealed the weakness that lies at the heart of the current model of manufacturing and supply chain.

As the professional body for the global advisory community, the Advisory Board Centre recognises the valuable role of strategic Advisors to provide independent advice and drive critical thinking at a board level to lift end to end discussions about manufacturing and supply chain from operational to a strategic imperative for business owners and directors.

By harnessing the collective intelligence of the global advisory community, we can empower boards with thinking systems that support strategic foresights and informed decision making. I want to thank our community for lending their voice and their deep expertise to advance this important discussion.

## TO THE GLOBAL ADVISORY COMMUNITY

Organisational leaders and directors are facing an increasing amount of pressure to navigate the complex and uncertain operating environments.

With vast arrays of information arriving at a rapid pace, leaders are expected to act and make informed decisions swiftly. The current COVID-19 environment has shown the need for clear leadership, quality decisions and considered action. It's also highlighted the high price for getting it wrong. The tension between informed decision making and rapid response is heightened when the issues may fall outside of the domain expertise of the decision makers.

As independent professional Advisors, we must step forward to support organisations and the people within them to shoulder the burden, bring clarity and calm to the chaos and, above all else, restore faith in the principles of critical thinking, informed decision making and ethical engagement.

The standards we set and the quality of how we support organisations and the wider collaboration ecosystem creates a new benchmark of excellence. When we foster collaboration throughout the ecosystem we strengthen the fabric of the global economy.

Together, we raise the expectations that organisations have of their external Advisors. At the same time, we also raise the standard in how organisations operate, supporting them to improve their Advisor engagement. As we lift both sides of the equation, we are driving a meaningful impact for individuals, organisations and economies.



**Louise Broekman**  
Founder & CEO  
Advisory Board Centre

# EXECUTIVE SUMMARY

I previously worked for a local manufacturer in Brisbane, Australia whose mantra at the time was *"Certainty, in an uncertain world"*.

Reflecting on the Manufacturing and Supply Chain (MASC) Project Advisory Board, I feel this statement is somewhat apt. In a world where change is a constant, as an Advisory Board community we must be equipped with a better conversation framework that respectfully challenges and facilitates appropriate outcomes for the businesses we support.

With the impacts of COVID-19 front of mind, the global professional body for the Advisory Board sector is exploring the challenges facing organisations in the MASC sector to identify the support required to enable businesses to build resilience to counter inevitable future shocks.

Our virtual discussions across the globe have highlighted that for MASC businesses to successfully navigate through disasters of any form strength in cashflow, risk management and adaptability are key.

But what does this mean in practical terms? As Advisors, we need to be geared accordingly to have informed conversations, not from our own perspective but from that of the business leaders, and in turn explore their options with an independent lens.

Collaboration, as the new currency of COVID, can be a mechanism for bolstering agility and anti-fragility in the MASC sector.

Part of the "future proofing" toolkit of the Advisory Board sector must include access to supporting expertise and frameworks to reinforce the scaffolding and/or to incite "pivots" in direction, in anticipation of customer needs. This toolkit, coupled with the ABF101 Advisory Board Best Practice Framework™, enables us to gain the respect and ear of the business owner, and is what sets us aside in terms of our value proposition.

*" Collaboration, as the new currency of COVID, can be a mechanism for bolstering agility and anti-fragility in the sector. "*

However, all of this is meaningless without an Ethics Framework to support our community. Ethics assists greatly in providing certainty. We discussed this in depth within our Advisory Board Thinking System and identified key ethical considerations and the underlying elements to enable successful collaborations.

The Project Advisory Board format has allowed us to create this living piece of research that has already been road tested by our community and beyond.

I thank you all for supporting me as Chair and I trust that we have done justice to your hard work and commitment in conveying *"the voice of the business owner"* to this report.

In the words of Jamais Cascio, a professional futurist who has been exploring the connection between environmental, technological and cultural change for over 25 years: *"Resilience is all about overcoming the unexpected. Sustainability is about survival. The goal of resilience is to thrive."*

Nassim Nicholas Taleb, a professor and author of the best seller, *The Black Swan*, takes this a step further with his concept of "Anti-fragility", (also discussed in one of our forums): *"which goes beyond robustness; it means that something does not merely withstand a shock but actually improves because of it."*

This is nothing short of an opportunity for the Advisory Board sector, to not only be a solid constant in the MASC ecosystem, but a connector, facilitator and platform to ensure and strengthen the support of all ecosystem participants – in other words, **to be THE driver for the MASC community to thrive.**



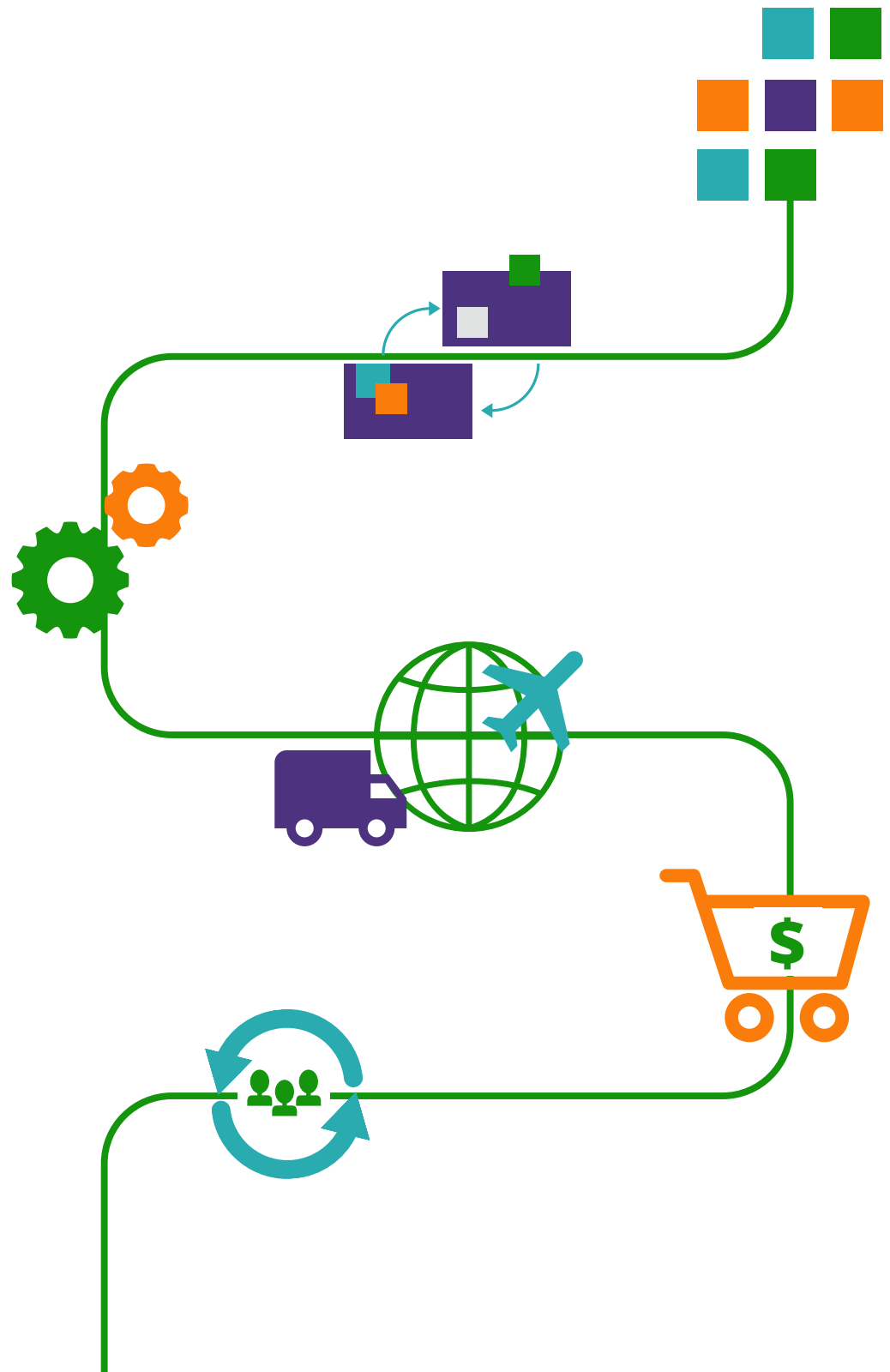
**Mary Goodwin**

Certified Chair

Global Manufacturing and Supply Chain Project Advisory Board

# REPORT FOUNDATIONS

The Global Manufacturing and Supply Chain Project Advisory Board charter provided a strong foundation to the implementation of best practice principles and targeted outcomes. This included agreed definitions for the sector and diverse representation of members.



## MANUFACTURING

The conversion of raw materials, parts or components into products or finished goods using a combination of labour, machinery, tools, and chemical or biological processes. It is a key stage within a Supply Chain. (1)

## SUPPLY CHAIN

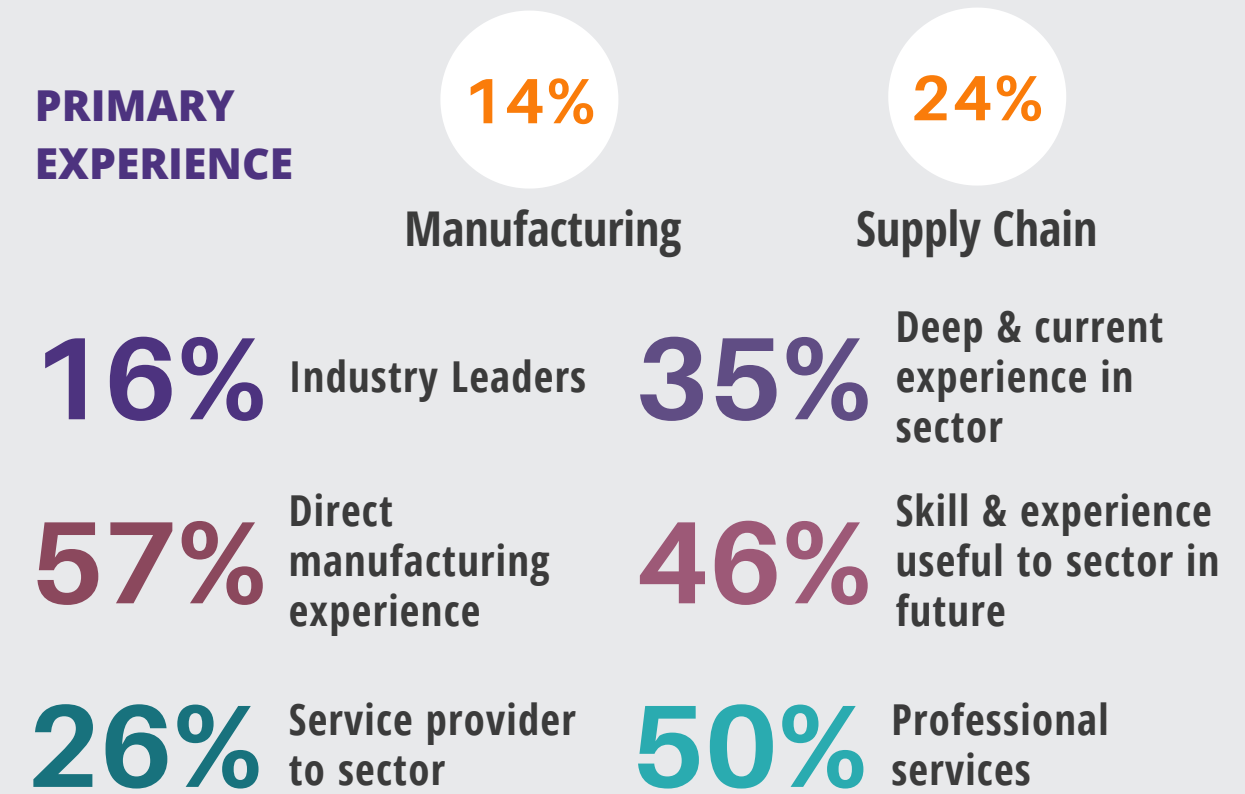
A cradle to grave series of stages to get a product or service from its original state to the customer and if required, back to the producer for the purposes of returns, reuse or recycling.

Typically, it comprises of vendors who supply raw materials, producers who convert the material into products (Manufacturers), warehouses that store, and distribution which can involve multiple different intermediaries, such as wholesalers, retailers, distributors, and even the internet, who bring the product to the ultimate user. (2)

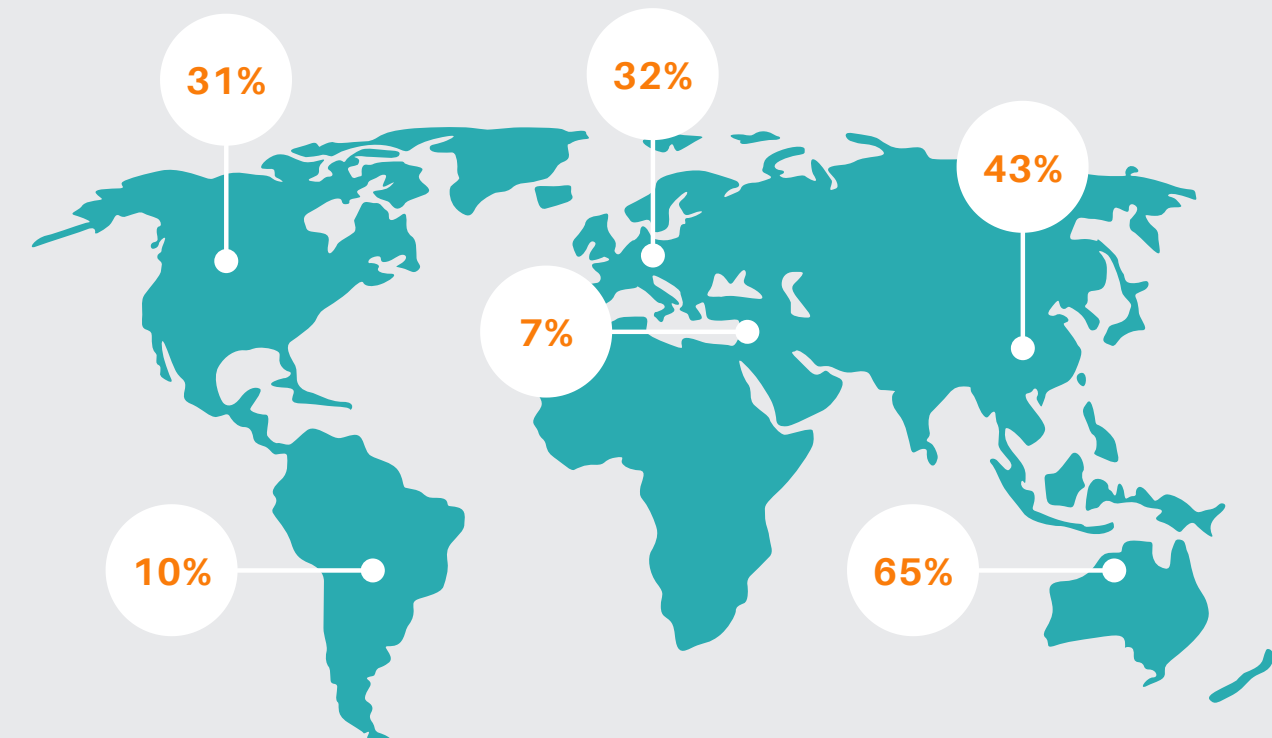
## ADVISORY BOARD REPRESENTATION

The Project Advisory Board included participants with varied specialised experience within manufacturing and supply chain.

### PRIMARY EXPERIENCE



### PARTICIPANTS WITH DIRECT EXPERIENCE IN OPERATING REGIONS



# STATE OF THE SECTOR

Understanding the macro-view of where the sector is heading and the opportunities and constraints this creates for organisations assists with accelerating the Advisory Board discussion and prevents rehashing established and well informed insights.

The Project Advisory Board deep-dived into extensive market research and reports to provide a basis for the state of the sector.

A cross-section of four reports provided the Project Advisory Board with an overview of current insights and operating trends for the sector.



## REALITY CHECK

The Advisory Board Centre identified a notable absence of the “role of the independent advisor” in assisting the sector with navigating a path to resilience. This gap gave rise to the specialised MASC Project Advisory Board to provide both thought leadership and practical guidance on these issues from the perspective of the business owner.

We have road tested our findings with an expert cohort with over 300 years of collective experience gained across different industries to deliver this report.

### Supply Chain Resilience - Raconteur.net (3)

#### OVERVIEW

A global re-think is occurring in the Supply Chain as a result of the pandemic with the manufacturing sector being severely impacted.

#### KEY FINDINGS

- Businesses resetting with sustainability and resilience in mind
- Direct correlation between payment certainty and supply chain resilience
- Supply chains are lacking adaptability
- Dual sourcing of raw materials and increasing inventory are top strategies for building resilience

### COVID19 and Supply Chain Recovery: Planning for the Future - McKinsey & Company (4)

#### OVERVIEW

How COVID-19 has affected global supply chains and the impact on certain industries.

#### KEY FINDINGS

- Pandemic not previously identified as a Supply Chain risk
- Supply Chains based on cost and efficiency (Just in Time)
- Resilience:
  - Vulnerabilities vs Events
  - Tiering of suppliers - risk
  - Can't afford NOT to invest
  - Most strategic use of limited resources
  - Transparency, collaboration and eco-system support

### Ten Ways to Success in Australian Manufacturing - Advanced Manufacturing Centre (5)

#### OVERVIEW

Success of manufacturers is being determined by supply chain capabilities. A Top 10 steps to success based on peer experience.

#### KEY FINDINGS

- Plan for change
- Network and collaborate with innovators, universities and businesses with other strengths
- Adopt technology
- Hire the right people/capability
- Government has important role
- Finding time to work “on” rather than “in” the business is difficult

### Building Resilience in times of Business Uncertainty - COUPA (6)

#### OVERVIEW

A success framework for building resilience with your business spend through visibility, mitigating supply chain risks, and investment at the right time.

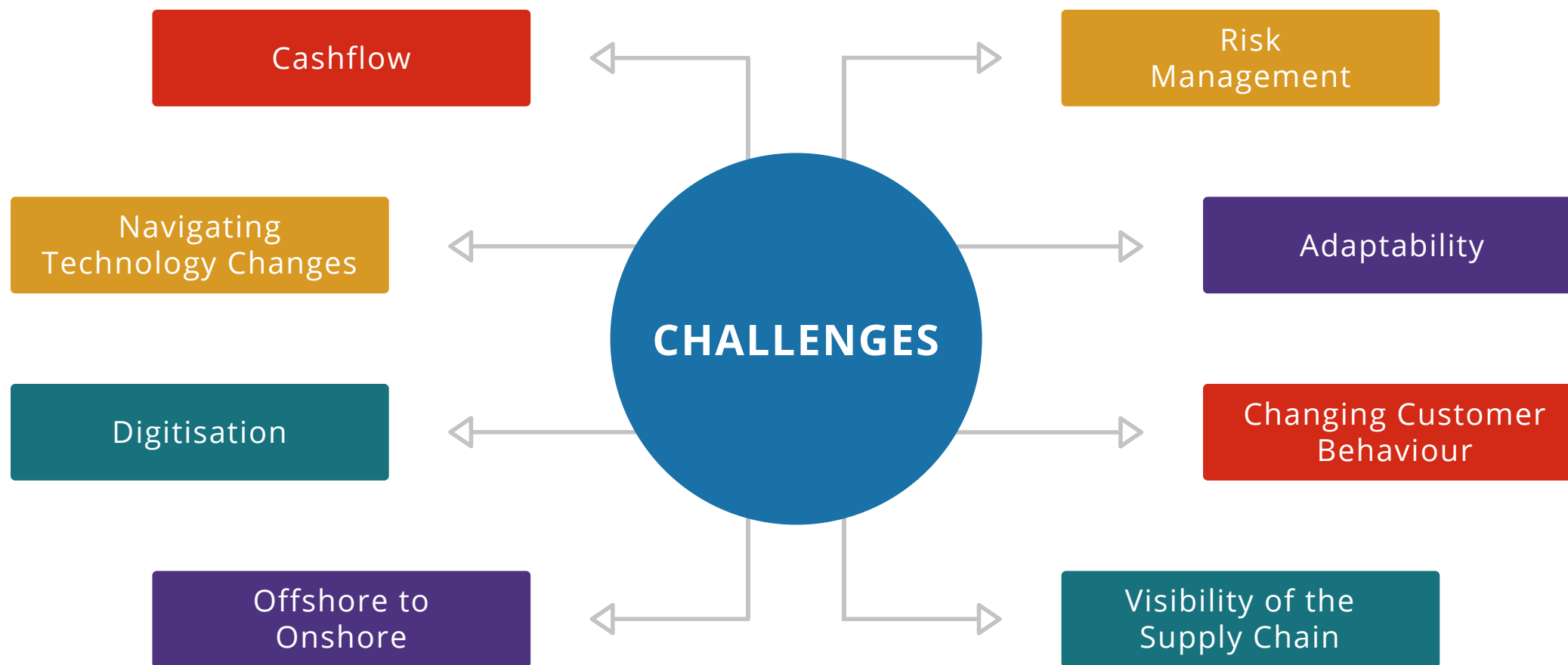
#### KEY FINDINGS

- In uncertain times, “cash is king”
- Better decisions based on data
- Monitor the health of suppliers and flag supplier risk
- Just in Case supply chain strategy rather than Just in Time
- Digitise and improve working capital management
- Technology providing comprehensive in terms of supplier risks and peer data



# SECTOR CHALLENGES

The Project Advisory Board evaluated challenges for the manufacturing and supply chain sectors to consider. There were 8 key challenges identified as areas for Advisors and boards to consider.



## INSIGHTS



Deepak Subramanian  
Unilever Vice-President  
Homecare  
Captains of Industry Panel

*"You can look at the agenda of the board meeting and then figure out what role supply chain is playing. If supply chain is only coming in when there's a quality problem or a supply problem, that's a missed opportunity. Businesses can benefit from more integrated thinking."*



## FORESIGHT PRACTICAL APPLICATION FOR ADVISORY BOARD PROFESSIONALS

### CONSISTENT BUT TAILORED

Road-testing our findings highlighted the value of the differing experiences of our "thinking system". While there was acknowledgement that these are the major challenges, it was identified that the significance of the challenge may be different for each business i.e. not a one size fits all approach.

### LIFTED THINKING

The numbering and ranking of these challenges became less important as opposed to lifting our thinking and our conversations beyond our own experiences. We benefited from fresh perspectives and respectful debate to explore the various challenges for the sector. The identified challenges are supported by over 300 years of collective expertise.

### TARGETED ACTION

Geared with these road-tested insights, our discussions can be more focused on the optionality of solutions. The advisory community can use this information to garner feedback from our business owner counterparts and help them determine their priority focus areas at speed without undermining quality.

# SECTOR SUPPORT REQUIRED

The Project Advisory Board consultation and research highlighted points of fragility with the current operating and strategic decision making environments. Organisations will benefit from additional, practical support from the ecosystem.



## MANUFACTURING

- Responding to changes in customer behaviour
- Health checks on supply chain resilience
- Strategic procurement and supply chain expertise
- Frameworks for collaboration with supply market
- Frameworks for integrated business planning



## SUPPLY CHAIN

- Strategic procurement and supply chain expertise
- Frameworks for collaboration with supply market
- Responding to changes in consumer behaviour
- Health checks on supply chain resilience
- Optimised risk management plans
- Frameworks for integrated business planning
- Navigating regulatory frameworks

## INSIGHTS



Louise Broekman  
Founder and CEO  
Advisory Board Centrer

*"We've researched the difference between high performing organisations and low performing organisations, and one of the key triggers for success in high-performing organisations was around collaboration. The conversation is more about "we" rather than "me". It requires an intentional mindshift to open the conversation wide enough around collaboration and community."*



## FORESIGHT PRACTICAL APPLICATION FOR ADVISORY BOARD PROFESSIONALS

### CAPABILITY

The Advisory Board sector can contribute experienced and independent insight in terms of:

- A road map for problem solving through the ABF101 Framework
- Knowledge and experience of the Advisory Board community
- Focused priorities and accountability for action

### TOOLS & FRAMEWORKS

The sector requires key tools and frameworks to address the highlighted challenges and build resilience for the future. The Advisory Board sector is geared to facilitate these discussions and to enable effective collaboration with the support ecosystem using the ABF101 Framework as a foundation.

### RISK MANAGEMENT & DE-RISKING

Based on "thinking system" discussions, there is evidence of a lack maturity in risk management with an emphasis on cost considerations over redundancy. The Advisory Board sector can facilitate discussions to address priority issues and lift the conversation to ensure appropriate awareness and accountability at the Board room level and below.

### VISIBILITY & DIGITISATION

Visibility of all elements of the supply chain is critical. Sharing the best options for digitisation makes for easier decision making when businesses are time poor and resource limited.

### ADAPTABILITY & AGILITY

The ability to respond nimbly and adapt rapidly to change pressures is even more paramount. Understanding the businesses we support can help us determine if this is a driver or an outcome.





# SECTOR ECOSYSTEM COLLABORATION MAP

The Project Advisory Board highlighted points of fragility in current operating and strategic decision making environments. Developing and implementing personalised strategies to effectively support the sector to achieve positive, long term outcomes is not a one-size fits all approach and cannot be simplified into a few dot points. It will require deliberate and informed decision making supported by meaningful action from each part of the support ecosystem to consciously acknowledge and advance the economic and social impacts of the sector.

### GOVERNMENT

To support and endorse a principles based industry framework for collaboration and provide mechanisms for businesses to operate competitively. Collaborate with industry in developing policy to ensure a practical understanding of the unintended consequences of implementation including cost of compliance and red tape.

### STAKEHOLDERS AND COMMUNITY

To actively participate, listen, contribute and be part of proposed solutions. To provide feedback to industry in terms of operations, addressing social impacts as well as barriers to supporting local businesses.

### INDUSTRY GROUPS AND ASSOCIATIONS

To be an effective medium between industry and Government increasing appreciation for key challenges and advocating for investment. to bring together like partners from diverse industries to collaborate, disseminate learnings, best practice and providing support for studies and research.



### FUNDERS AND INVESTORS

To facilitate speed to market through providing ethical and financially secure pathways that enable creative and innovative outcomes that align with purpose.

### EDUCATION AND INSTITUTIONS

To build capacity by developing relevant courses that encourage a collaborative mindset and transferability of skills beyond traditional boundaries as well as upskilling the current and next generation of workers to continually improve, transform and future-proof our industries.

### ADVISORS AND DIRECTORS

To awake the potential in the business, beyond business as usual, through providing thought leadership, direction and support based on a shared vision powered by critical thinking and accountability for agreed outcomes.



### FORESIGHT PRACTICAL APPLICATION FOR ADVISORY BOARD PROFESSIONALS

When contemplating **RESILIENCE** or **ANTI-FRAGILITY** in the sector, understanding the collaborative role of the support ecosystem is paramount. A strong **ETHICAL FRAMEWORK** must underpin the ecosystem to allow each part to contribute in a transparent and independent manner to achieve optimal outcomes for individual businesses and the sector as a whole.

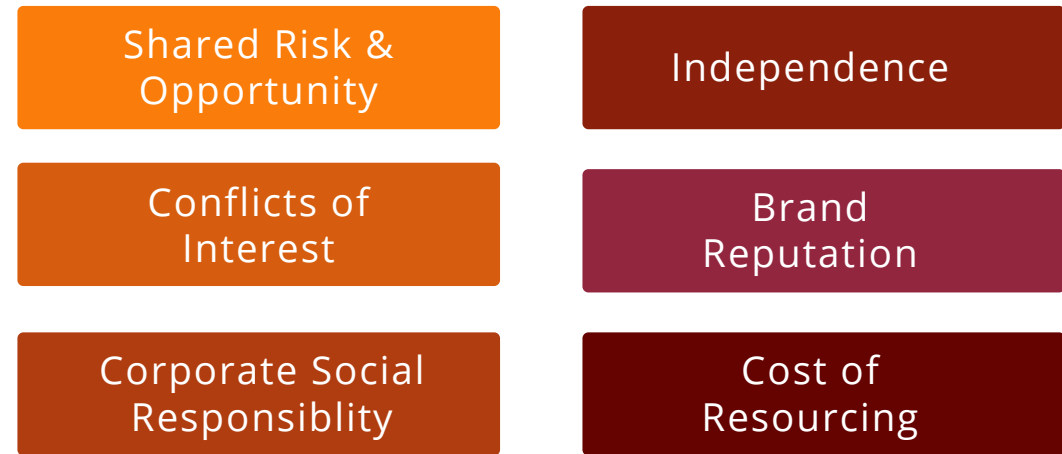


# ETHICAL CONSIDERATIONS FOR COLLABORATION

The Project Advisory Board identified primary elements of an Ethics Framework to reduce friction and enable successful collaboration amongst all parts of the ecosystem. While application will be contextualised to the specific collaboration environment, organisations will benefit from a "frank and fearless" discussion of each area with collaboration partners to create mutual success.



**ETHICS & BEST PRACTICE**



**FORESIGHT**  
PRACTICAL APPLICATION FOR  
ADVISORY BOARD PROFESSIONALS

## CONSIDERATIONS

- Clear agreements
- Alignment of expectations
- Right partners
- Due diligence
- Formalised principles
- Protocols for independence
- Charter
- Ethical Frameworks
- Clear parameters for sharing
- Respect for IP protection
- Clear, agreed position re: sharing of costs; dispute resolution etc.
- Transparent communications
- Balanced number of participants
- Independence of Chairs
- Global cohort of expert Advisors

## INSIGHTS



Nicolas Villegier  
Tradentry  
Captains of Industry Panel

*"Manufacturing and supply chain can shift from an enabler to a driver of strategy. Collaboration will come from good governance, organisational design, simplification and talking to your supply chain people in a way that is a little bit less about cost and speed."*

*"You will find answers that will augment the product design which will benefit the customer."*

## BARRIERS TO ADDRESS

- Lack of clear shared vision
- Lack of shared objectives
- Lack of quality of relationships
- Divergent goals and expectations
- Unequal partnership
- Lack of trust
- Lack of relationship continuity
- Lack of competency
- People issues
- Lack of innovation
- Arguments about costs and resources
- Inability to review and adapt





# ELEVATED THINKING AT A BOARD LEVEL

The Project Advisory Board, supported by the Captains of Industry panel and wider industry consultation, advocated for supply chain to be recognised as a strategic topic for boardroom table discussion. Executives and boards will benefit from accessing specialist knowledge and insights from independent Advisors to support critical thinking, robust discussion, ethical collaboration and informed decision making.

## INSIGHTS



Robert Bruce  
Fmr Amazon & Vistaprint Executive  
Captains of Industry Panel

*"More than ever, boards need to be looking further into the future than a traditional three to five years."*

*"The race to reduce our impact on climate change, will radically reshape the way we think about manufacturing and supply chain. This includes different consumer behaviors and different ways we buy product. It's going to be a fundamental shift."*

*"What we're seeing in the market is a pivot towards technology supporting innovation in supply chain. It has to provide boards with the level of visibility to ensure that the operations and the business are actually dealing with the right types of suppliers, ensuring that those suppliers themselves have the right CSR and sustainability goals that represent the goals of your organisation."*

*"An organisation has to have the ability and the visibility within their supply chains to pivot in times of uncertainty."*

## INSIGHTS



Milos Lekovic  
Coupa, Director of Alliances ANZ  
Captains of Industry Panel



## FORESIGHT PRACTICAL APPLICATION FOR ADVISORY BOARD PROFESSIONALS

### CAPABILITY STATEMENT

The Advisory Board Centre State of the Market Report 2019 (7) identified the growing trend of Advisory Board variations. In particular, the report highlights the widening of the Advisory Board sector as a thinking system to solve problems of the future.

Accessing capability is crucial in this approach where targeted conversations in an Advisory Board setting informs strategy and decision making of Directors as a result. The scope and context can vary.

Considerations for Advisory Board Composition include:

- Project Advisory Boards for commercialisation strategies, businesses expanding into new markets, seeking advisors on the ground
- Board of Directors seeking unbiased and expert opinions for a Technical Advisory Board to debate and problem solve in areas such as Manufacturing, Supply Chain, Cyber Opportunity.
- Consultative Advisory Board where organisations seek diverse market insight into Corporate Social Responsibility and Sustainability

The Advisory Board Centre in its independent capacity seeks to support organisations to gain clarity in their problem-solving framework and provide access to leading thinkers.

# ADVISORY BOARD METHODOLOGY

The Global Manufacturing and Supply Chain Project Advisory Board adopted the ABF101 Advisory Board Best Practice Framework™ and included the living research methods detailed below.



## CLARITY OF SCOPE

### Clearly articulated approach outlining purpose, roles and responsibilities, process, timing and boundaries

We established a Global Manufacturing and Supply Chain Project Advisory Board Charter, participant guideline and meeting structure to support the strategic priorities.



## INDEPENDENCE

### The Project Advisory Board has independent, diverse representation

Participation in the Project Advisory Board was sought via the Advisory Board Centre global community and included 67 participants over the 90 day period. We engaged in knowledge building through a living survey approach and collaborative thinking system for participants to evolve their thinking.



## FIT FOR PURPOSE

### Members are profiled and selected to fulfill the scope and meet the objectives

Collaborating with the Chair, a "Today Statement" was developed with goal establishment for purposeful conversations. Member capability and experience, including currency of knowledge within the sector was mapped to established relevant experience and transferable skills to bring to the Project Advisory Board.



## STRUCTURE AND DISCIPLINE

### Structure is clearly outlined with protocols to establish, manage and review effectiveness

The Project Advisory Board structure had a clearly defined 90 Day Plan including structured and scheduled meetings enabling research findings to be explored, interpreted and challenged. Participants were supported with Participant Guides, Agendas and Meeting Preparation handouts to focus discussions. A continuous feedback loop was established via research and other communication channels to allow robust discussion while maintaining focus.



## MEASUREMENT

### Measured on an ongoing basis for impact and scope alignment

Final outcome to meet the objective of the project included Captains of Industry Panel to road test findings and explore critical thinking at a global scale and co-creation of the report with the Advisory Board Centre global community.

# CONTRIBUTORS - CAPTAINS OF INDUSTRY PANEL



## **Louise Broekman, Advisory Board Centre Founder & CEO**

Louise is an award winning Entrepreneur, researcher and business advisor. Louise has received recognition from Industry and Government at a local and national level for her contribution to the Australian business sector.

In 2004, Louise established an Advisory Board for her own business which has provided her with first hand experience in how a well run Advisory Board can positively impact CEOs. Since 2012, Louise has served as Chair for commercial Advisory Boards. She is an in-demand speaker and is regularly called upon as the leading voice for Advisory Boards in the Asia Pacific region.



## **Deepak Subramanian, Unilever Vice-President Homecare, SEAA & Global Head, Fabric Enhancers Category**

Deepak Subramanian is currently the Global Head of the Fabric Enhancers Category for Unilever as well as the Vice-President for Unilever's Homecare division in South-East Asia, Australia & New Zealand and is based in Singapore. He joined Unilever as a Management Trainee in 1995, after completing his B.A.(Honors) in Economics from St. Stephen's College, University of Delhi.

In a career spanning 25 years with Unilever, he has worked across sales & marketing and more recently in board-level general business management roles, bearing full P&L responsibility and revenue growth accountability. During this time, he has built significant strategic business and consumer insight by leading multi-million growth, turnaround and start-up business verticals, both in operational roles in local markets and in regional/global roles driving strategy and innovation. He has lived and worked in India, Asia and Europe and his international experience has helped him gain a strong perspective on how consumer goods companies and business executives must evolve to thrive in these volatile times.

He is a Mentor/Advisor to Antler, 500-startups, She-1k (early stage VCs), a graduate of the Executive Programme at Singularity University and a Certified Chair from the Advisory Board Centre, Australia.



## **Robert Bruce, TeamAssurance Advisor Operational & Supply Chain Excellence**

Robert is an innovative and agile Global business leader and a lean transformation specialist with extensive experience in a number of industries including consumer goods retail, technology, supply chain, manufacturing, aerospace and automotive.

Robert is passionate about creating a frictionless customer experience from the digital through to the physical and building high-performance cultures. Robert headed up the digital/physical entry of Amazon and Vistaprint (Cimpress) into Australia.

Robert is a Certified Chair from the Advisory Board Centre and former Vice President on the Board of Directors for the Association of Manufacturing Excellence Australia.



## **Mary Goodwin, Certified Chair - Manufacturing and Supply Chain Advisory Board**

Mary is a strategic, collaborative leader and trusted advisor who is energised by working with others and enjoys connecting with people. As a practitioner and consultant, she is known for her strategic strength which enables her to quickly identify customer pain points and the root causes of the problem to deliver bespoke, cost effective solutions without reinventing the wheel.

This ability is built on deep experience gained across several industries in the private, public and not for profit sectors and is coupled with a track record in delivery of outcomes for anything she touches. With over twenty five years' of experience canvassing private, public and not for profit sectors, working in senior supply chain leadership roles in local, national and global organisations such as Queensland Government, Local Councils, InfosysPortland, RSL Queensland, Thread Together, Stanwell Corporation, Suncorp, and IncitecPivot, her achievements are driven and guided by organisational priorities, positioning her to be a sought after voice to contribute to and lead strategies and business cases involving mergers, viability of organisations and transformations.



## **Nicolas Villeger, Tradentry Founder and Managing Director**

Nicolas has lived in Tokyo since 1996 and is a former Tesla, Coach, Estee Lauder President in Japan. He counts close to 25 years of business and brand management experience in the Asia region, building and expanding operations for international luxury retail corporations.

With market entry as a core expertise, he played a leading role in Coach direct expansion in Asia, drove the development of Tesla in Japan and its introduction in Korea. In 2017, he setup his own strategic advisory company, Tradentry, supporting boards and entrepreneurs with their retail growth expansion into the Japanese market.

Nicolas is an Advisor to the Board of Electric Visionary Aircrafts. He holds an Advanced Masters Degree in Management of Innovation from CentraleSupélec (France), Certified Chair from the Advisory Board Centre and governance qualifications with the Board Director Institute of Japan.



## **Milos Lekovic, Coupa Director Alliances ANZ**

Milos is an experienced Spend Management Leader having spent the last 20+ years in Selling and Implementing solutions from Ariba and Coupa. In his current role at Coupa, Milos is responsible for working with existing channel partners and building new relationships to drive value for Customers, Partners and Coupa. Coupa is a fifth time leader in the Gartner Magic Quadrant Report for Procure 2 Pay Suites.

# CONTRIBUTORS - LIVING RESEARCH & CONSULTATION

The Global Manufacturing and Supply Chain Project Advisory Board included deeply experienced advisory professionals within the global advisory community. We thank them for their valuable contribution including participation in living research, robust discussions, meaningful collaboration and the supportive role they provide to organisations. The views and considerations in this report may or may not reflect the individual views, advisory perspectives and experiences of contributors. This demonstrates the value of an Advisory Board setting in regards to optionality, debate and diversity of views and experience.

## ADVISORY BOARD CONTRIBUTORS

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## PROFESSIONAL CREDENTIALS

Advisory Board Centre professional members obtain credentials to demonstrate their commitment to best practice, ethical engagements and currency in their professional development and market engagement. To learn more about the Advisory Board Centre credentials, visit [www.advisoryboardcentre.com](http://www.advisoryboardcentre.com).





# REFERENCES

- (1) Wikipedia, Investopedia and Business Dictionary
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- (5) Ten Ways to Success in Australian Manufacturing – Insights from peers, the public and AMGC 2020;; Advanced Manufacturing Centre
- (6) Building Resilience in times of Business Uncertainty – a framework for Finance and procurement Leaders 2020; Coupa
- (7) State of the Market Report 2019; Louise Broekman; Advisory Board Centre

## HOW TO REFERENCE THIS REPORT

Building Resilience: Global Foresight for a Changing World - Global Manufacturing and Supply Chain Advisory Board, November 2020; Louise Broekman & Mary Goodwin, Advisory Board Centre

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