

# ***Eliminowanie niepewności w łańcuchu dostaw poprzez zwiększenie zdolności adaptacyjnych, współpracę i efektywne kosztowo zarządzanie***

Jarosław Raj  
Paweł Walczyński



## HUMAN TOUCH GROUP

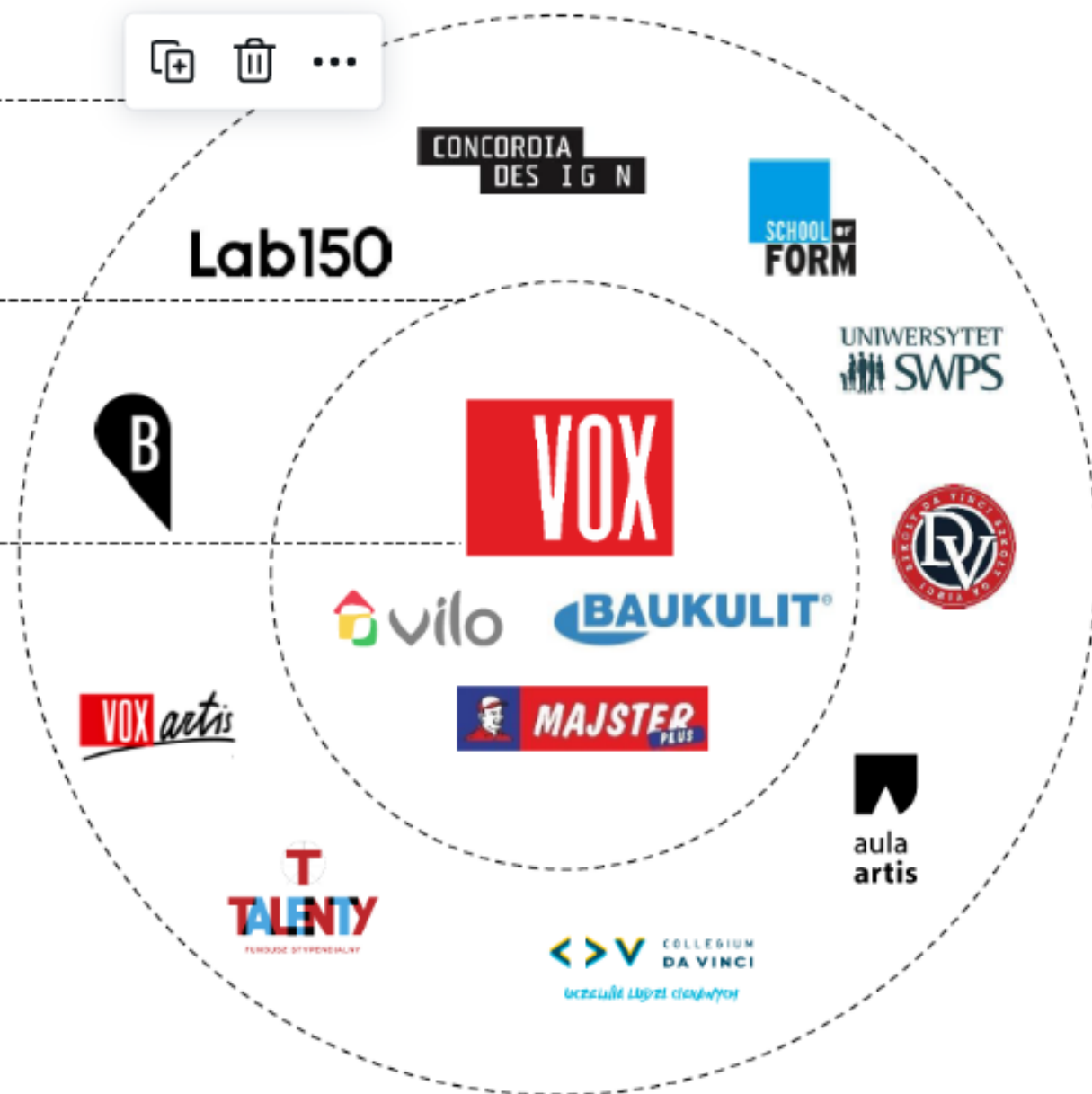
Zbiór firm i organizacji z obszaru biznesu, edukacji i działalności non-profit. Łączy je idea działania i kultura organizacyjna.

## GRUPA KAPITAŁOWA VOX

Tworzą ją marki działające w branży wyposażenia wnętrz i wykończenia domów. Dzielimy je na marki produktowe: VOX, Vilo, Baukulit oraz sieci sprzedaży: VOX i Majster Plus.

## MARKA VOX

VOX to kluczowa marka GK VOX. Jej głównym produktem jest wnętrze. Uzupełnia je portfolio komplementarnych produktów i usług związanych z wyposażeniem wnętrz i domów. Od blisko 30 lat tworzą ją trzy spółki: Składy VOX, Meble VOX i Profile VOX.



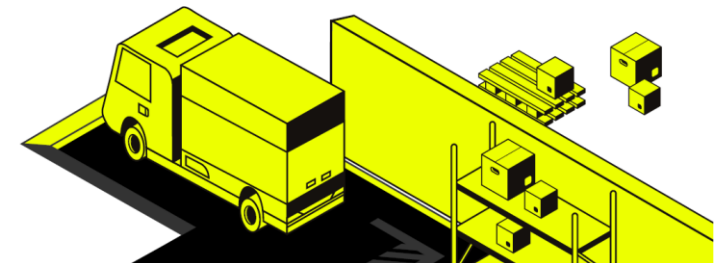
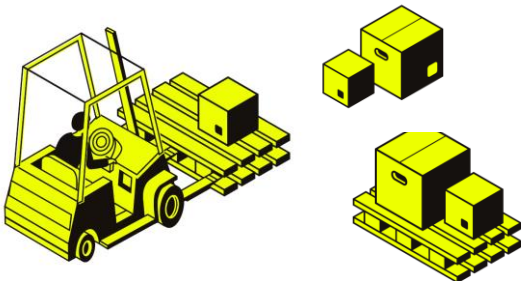
# VOXLOG



JAROSŁAW RAJ



PAWEŁ WALCZYŃSKI



**ŻYCIE JEST DO BANI**

**(LIFE SUCKS)**

# BANI

## WORLD



**BRITTLE**



**ANXIOUS**



**NON-LINEAR**



**INCOMPREHENSIBLE**









# V.U.C.A.

OLD

NEW

STABILITY

VOLATILITY

CERTAINTY

UNCERTAINTY

SIMPLICITY

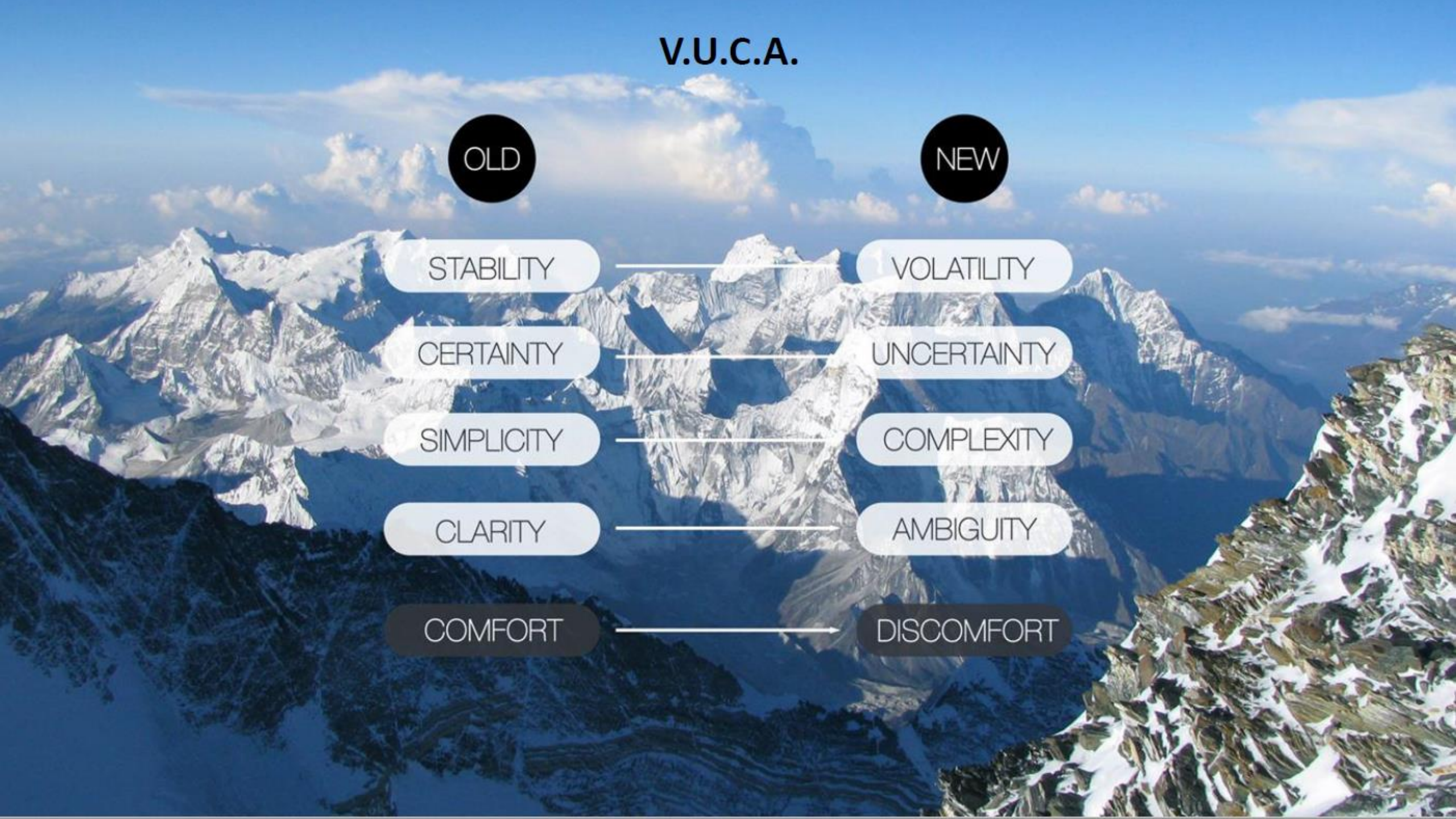
COMPLEXITY

CLARITY

AMBIGUITY

COMFORT

DISCOMFORT







# SUPER POWERS



# OLD AND NEW APPROACH TO STRATEGY & MANAGEMENT (SO TO DEAL WITH TURBULATIONS)

## **The New Approach to Strategy: Strategy as a Learning System**

<b>Old Way</b>		<b>New Way</b>
Situation changes periodically	→	Situation may change daily (& hourly...)
Once-a-year strategy offsite event	→	A continuous strategy conversation & process
Executive team does the strategy	→	Entire business ecosystem engages in strategic dialog
We largely follow formulas and templates	→	It's a fluid learning process
Strategy is set and then followed	→	Execution of strategy adjusts on a near-constant basis
Plans are agreements and artifacts	→	Planning is process and a conversation
Meeting face to face	→	Occasionally face to face, but often remote and virtual
We can anticipate a measure of stability	→	We know to expect major turbulence
Centralized decisionmaking	→	Distributed decisionmaking
Hierarchical organization	→	Networked organization
Business built around stability	→	Business built around adaptation
Focus on business execution	→	Focus on business learning to enable adaptive execution
Products and services innovation	→	Products and services innovation yes, but also business model innovation

**The net result: The game has changed, the way you play the game must also change.  
Strategy is now a learning system.**



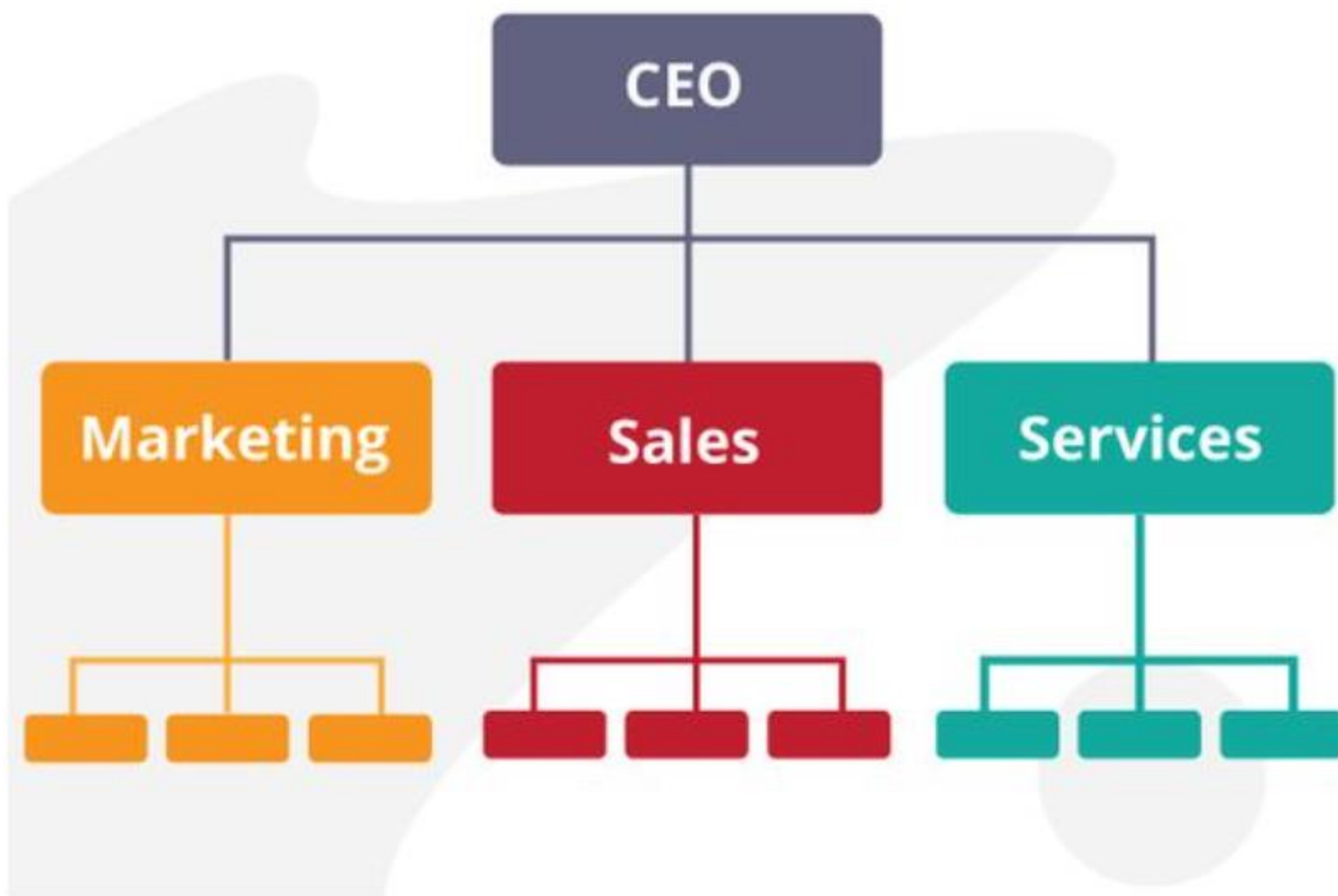
The latest Financial Times interview with the CEO of IKEA [Jesper Brodin](#) highlights the value of leveraging scenarios to address uncertainty.

"The worst predictions of economic crisis and energy shortages from last year have not materialised. But it feels uniquely hard to predict the path ahead at the moment."

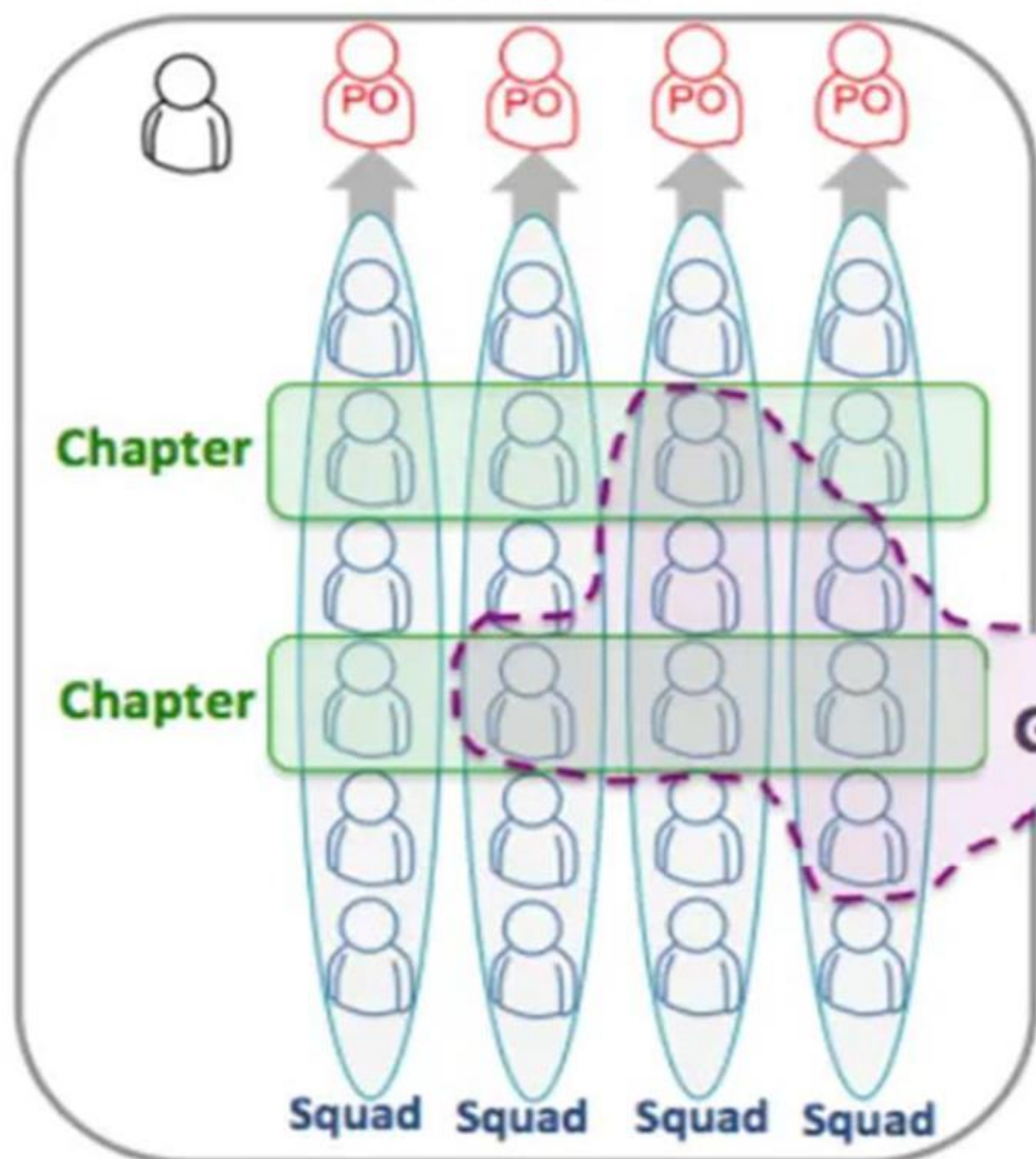
If you are familiar with the term [#VUCA](#) (Volatility, Uncertainty, Complexity, and Ambiguity), you will have realized that the world was a much simpler environment before it. Therefore, today, the realism of [#forecasting](#) and its usefulness in decision-making are being questioned.

Ikea, for instance, has changed tack. Instead of setting out specific goals for the year, it has a set of "scenarios" to give the business wiggle room as the outlook changes. It means acknowledging that widely different outcomes are possible.

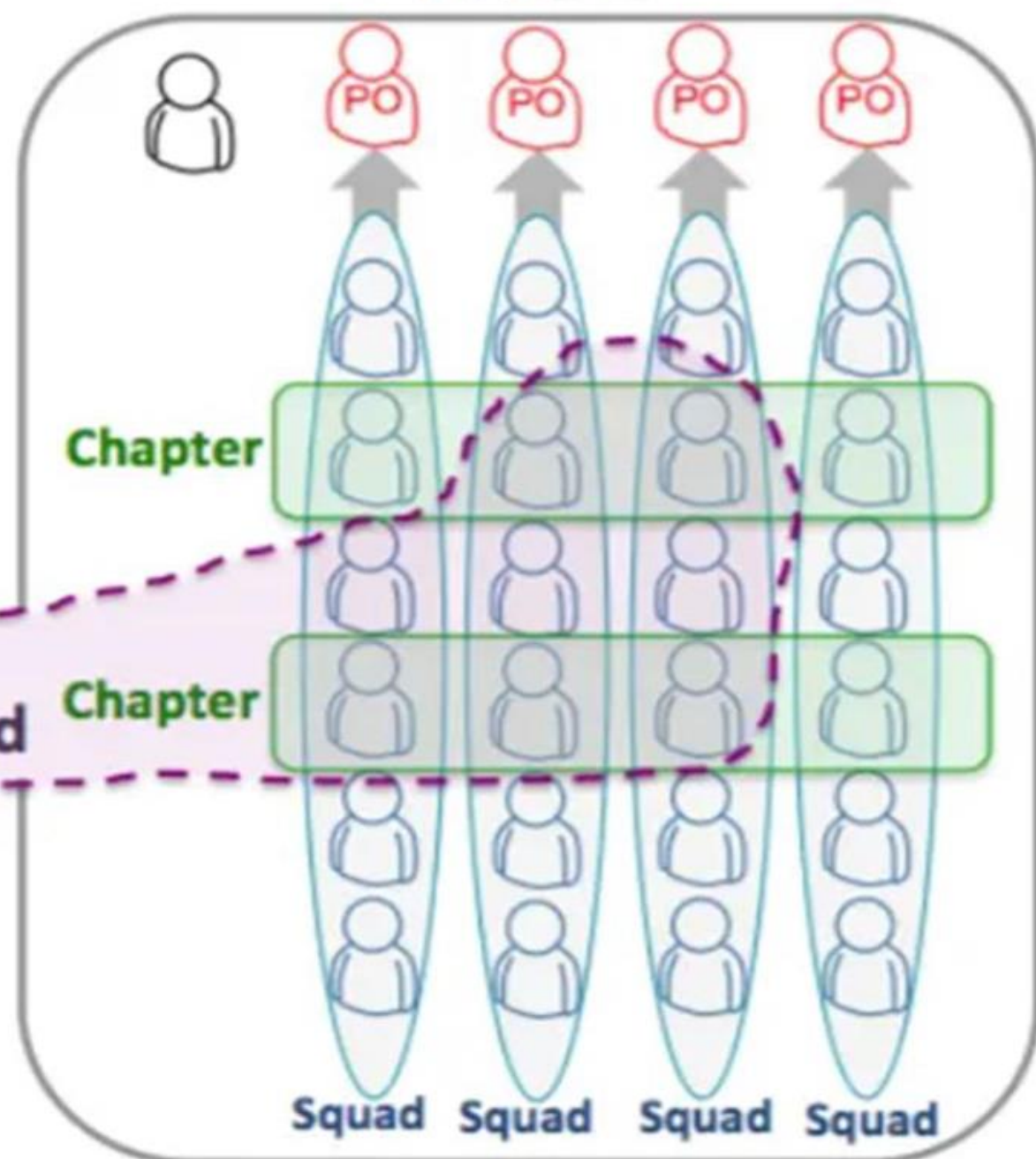
# FUNCTIONAL



# Tribe

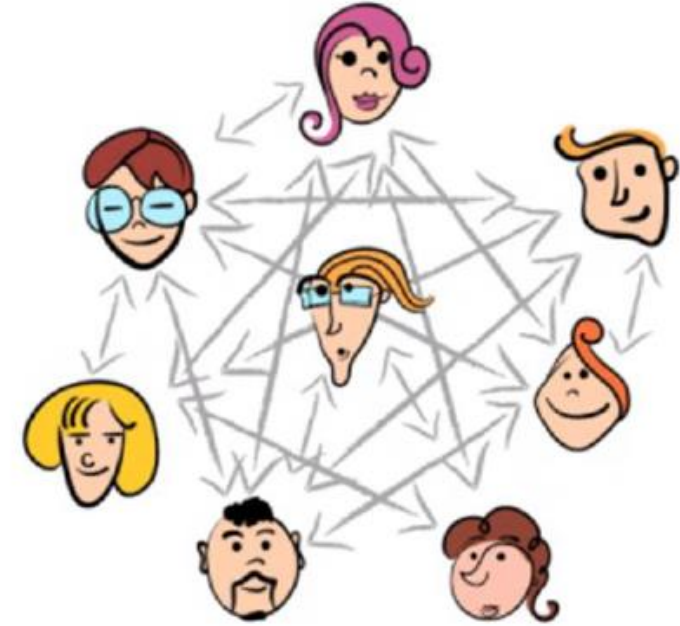
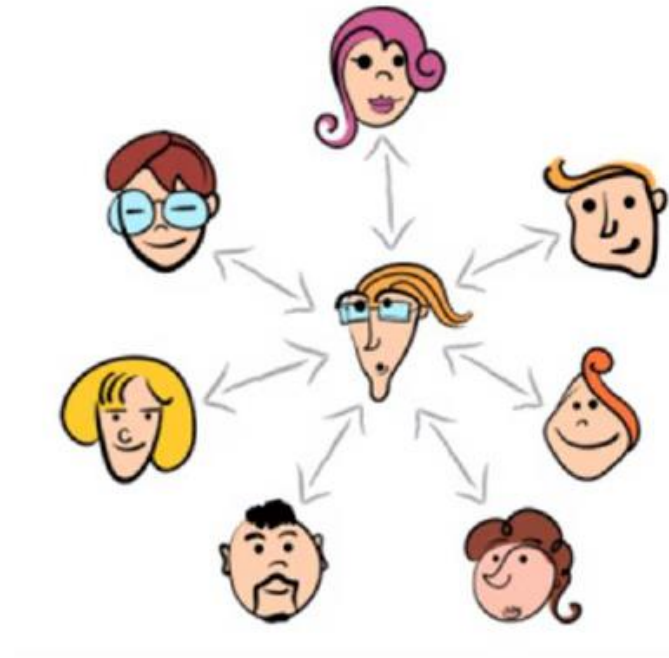


# Tribe





# COMMUNICATION

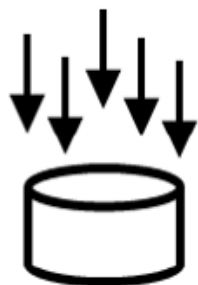


Extensive analysis by Dr Burke and colleagues from Colombia University has identified **nine behaviours** that make up learning agility

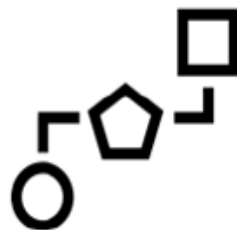


**Typical  
approach**

Gather  
substantial data



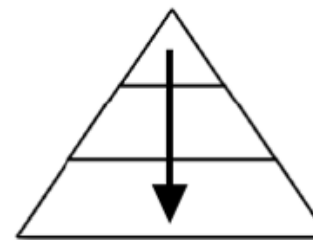
Look for  
patterns



Create  
business plan



Start  
implementing



Error prone  
and  
impractical

**Scientific  
approach**

Define the  
problem



Break down  
and prioritize



Analyse and  
synthesize



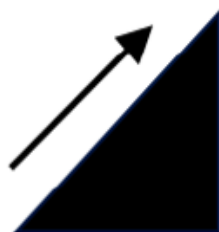
Recommend  
and hand over



Scientifically  
correct –  
practically  
wrong

**Behavioural  
approach**

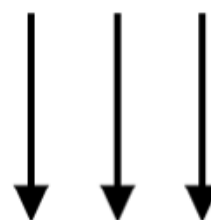
Broaden  
perspective



Facilitate  
debiased  
decision



Deep dive  
selectively

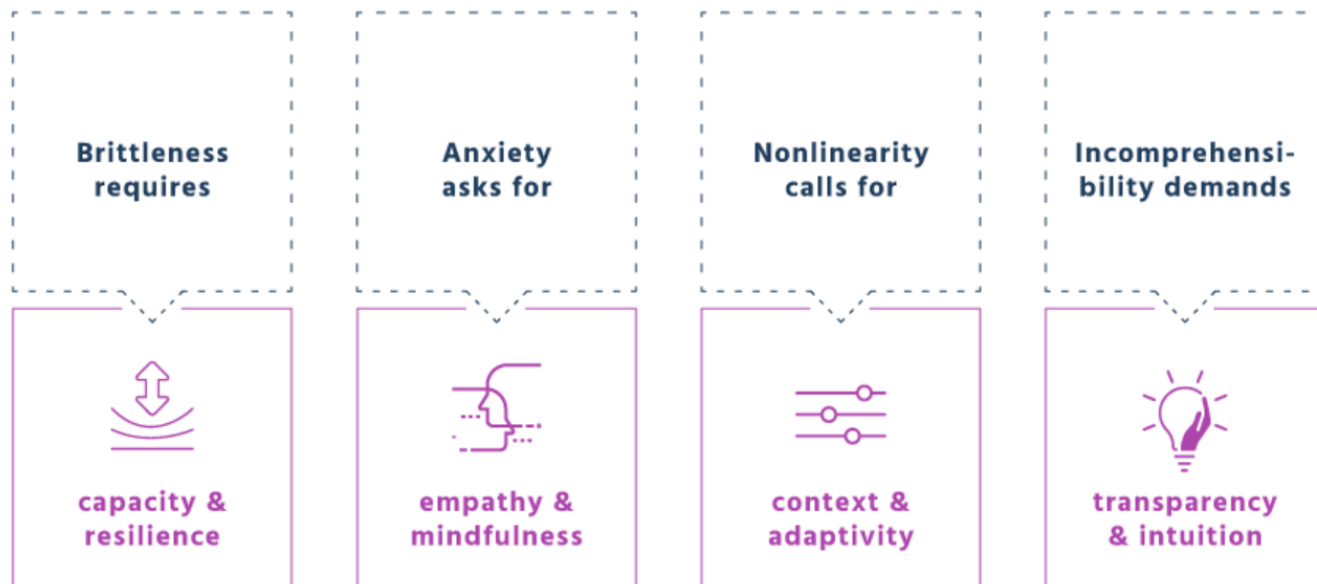


Prepare to be  
wrong



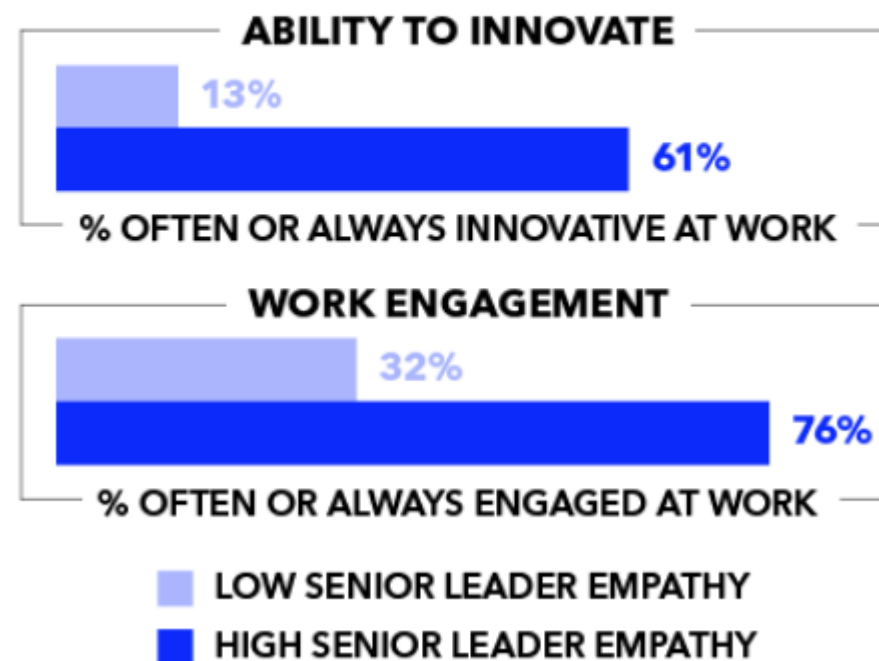
Solid, fast and  
practical





<https://stephangrabmeier.de/>

## How **Senior Leader** Empathy Impacts Employee Innovation and Engagement



[www.catalyst.org](http://www.catalyst.org)

**Compared with people at low-trust companies, people at high-trust companies report:** 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout.

Gallup finds this leadership habit magically develops rich, high-performance relationships.

***The manager must now hold one meaningful conversation per week with each employee – 15 to 30 minutes, usually about goals, customers and wellbeing.*** This prevents employees from morphing into gig workers.

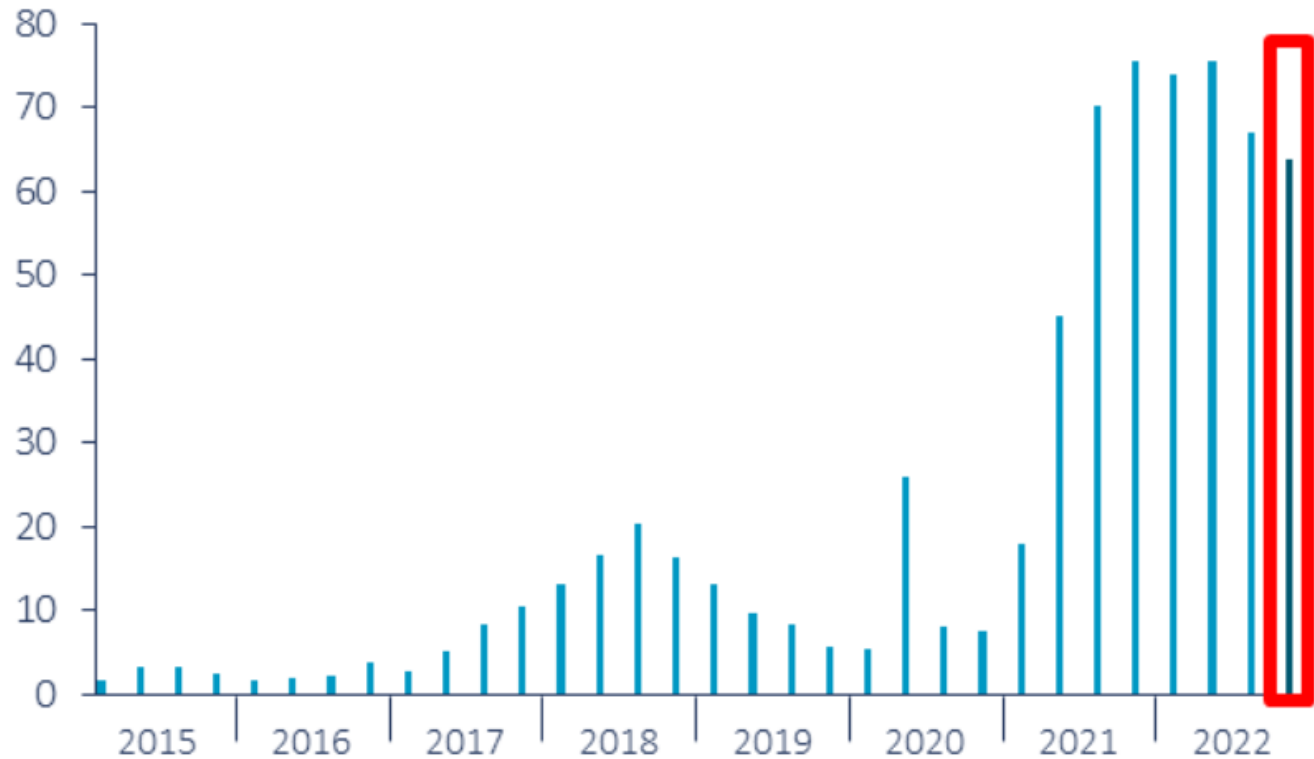


AND WHAT IT MEANS  
FOR SUPPLY CHAINS....

- War in Ukraine
- Embargoes/sanctions
- Cosmic inflation - fuel, energy
- The ebbs and flows of workers from Ukraine
- Inventory management - increases, buffers, lack of warehouses
- Deteriorating economic situation
- The offensive of Chinese suppliers
- Constantly changing decisions

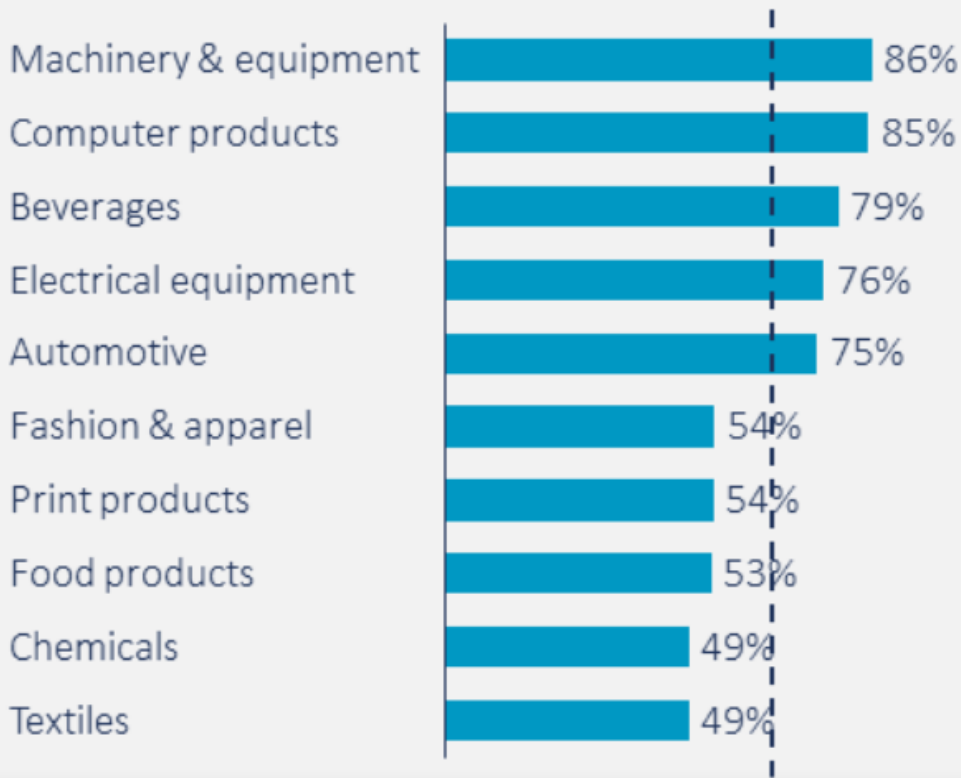


Quarterly ifo index for the shortage of products in manufacturing<sup>1</sup>  
 % of German companies reporting bottlenecks



<sup>1</sup> Source: ifo business surveys, 2022,

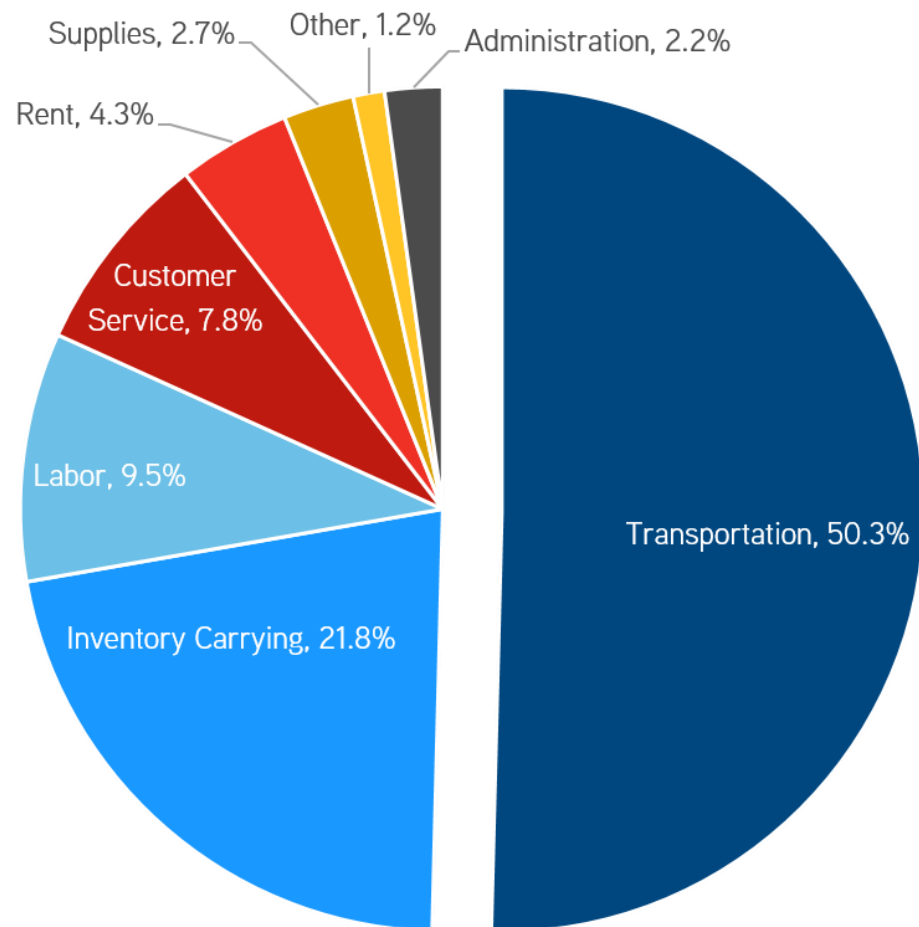
ifo shortage indicator<sup>1</sup>  
 Top 10 industry segments impacted, Oct 2022



64 % = Industry average



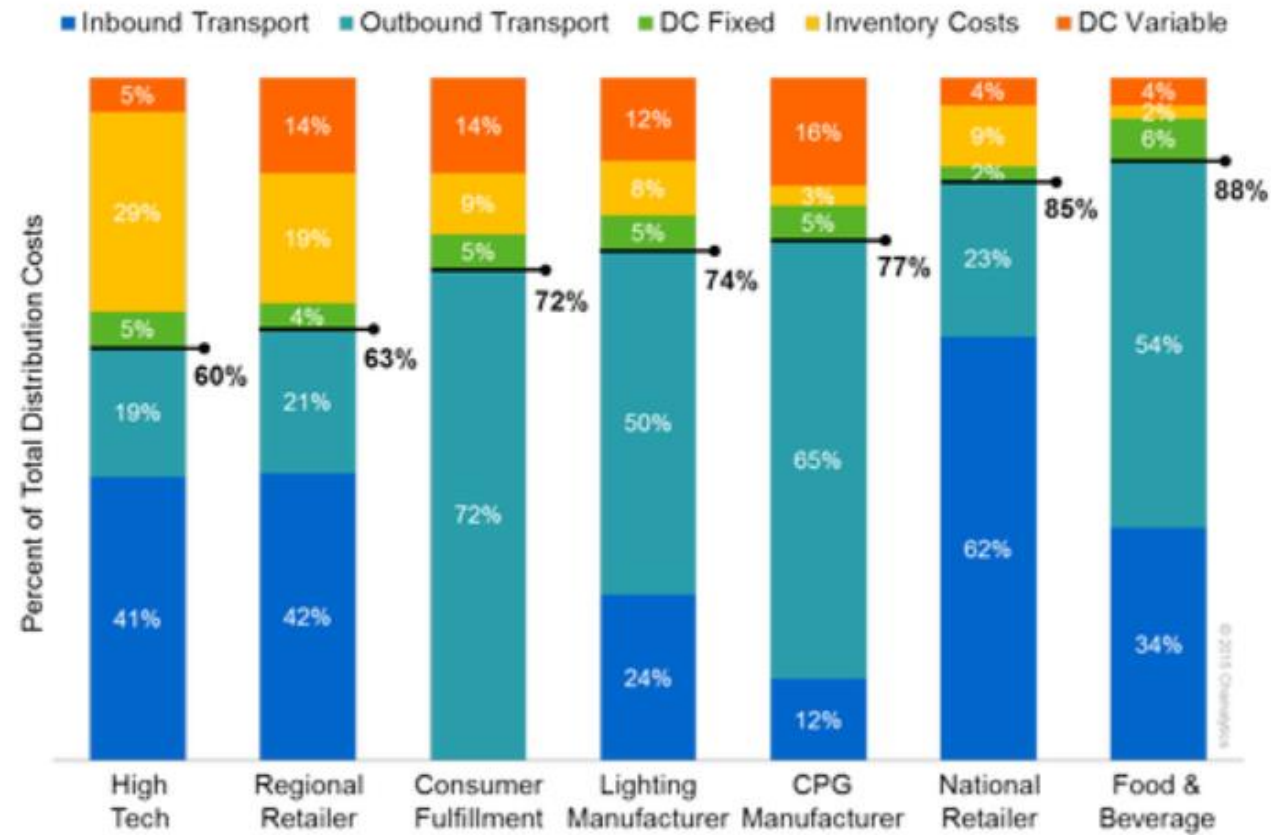
## Supply Chain Cost Breakdown



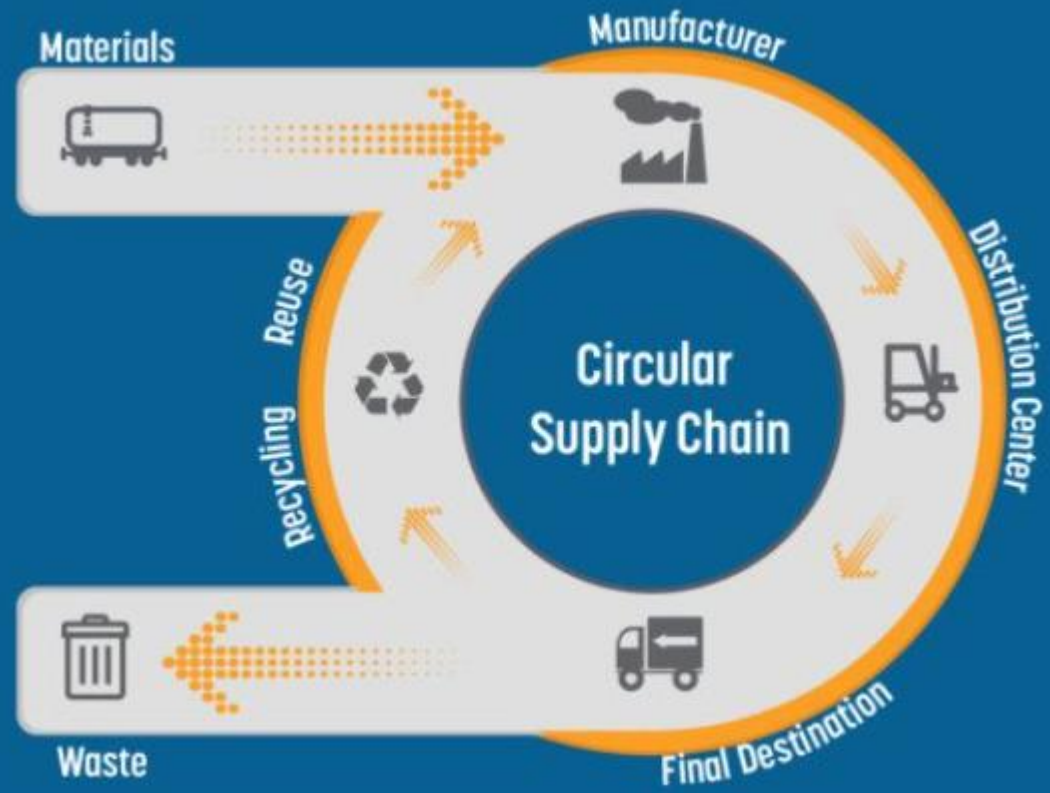
ROBINSON MUIR (US)

## Cost drivers vary by industry

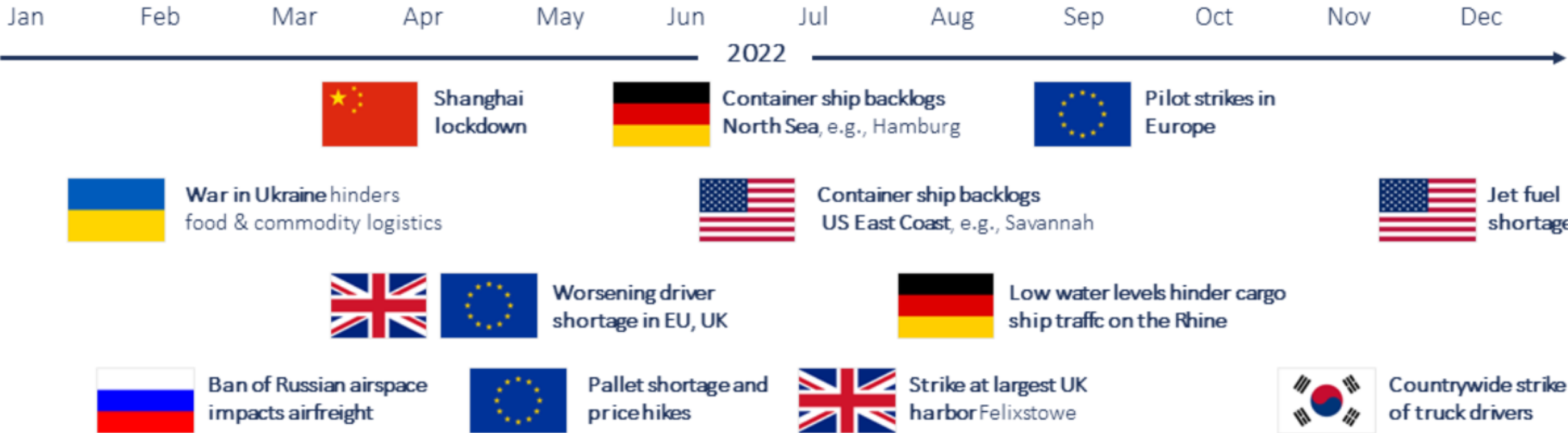
### SUPPLY CHAIN COST DRIVERS BY INDUSTRY



Erik Diks



Selected logistics disruptions 2022 (not exhaustive)





# PICK

Better

Faster

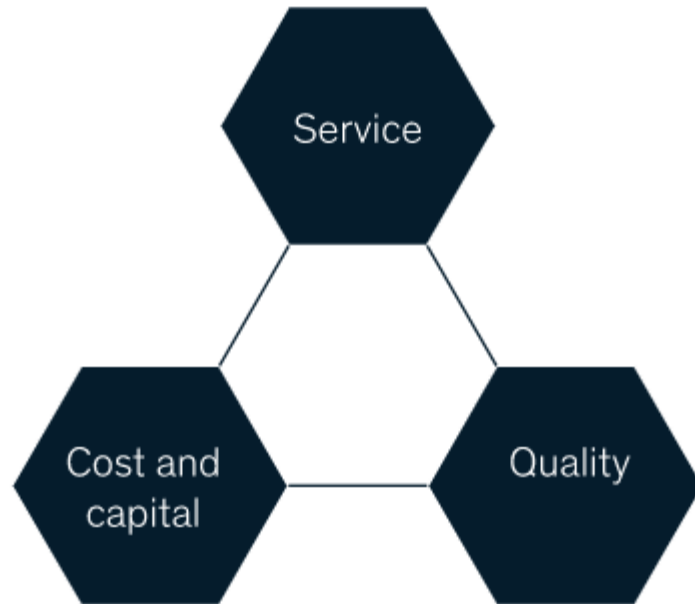
Cheaper

~~TWO~~

# THREE

## Next-normal supply chains are significantly more complex.

Traditional supply chain  
strategy areas of focus



Next-normal strategy with  
new areas of focus

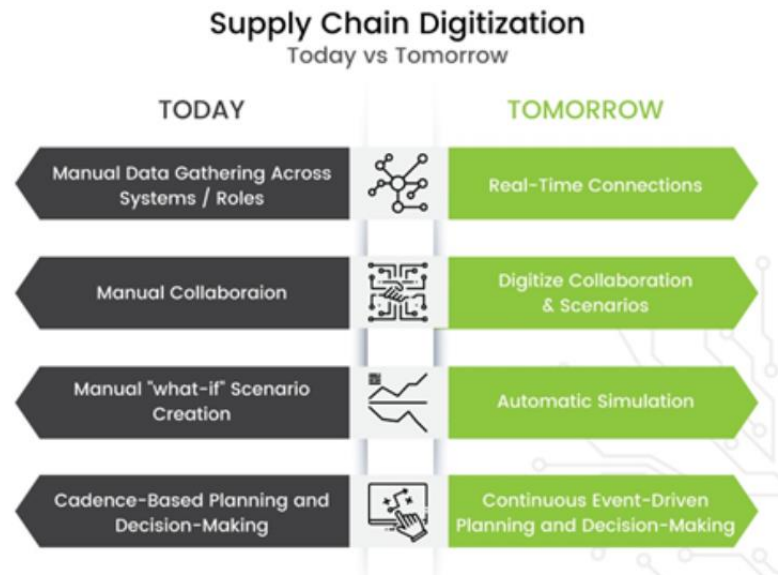
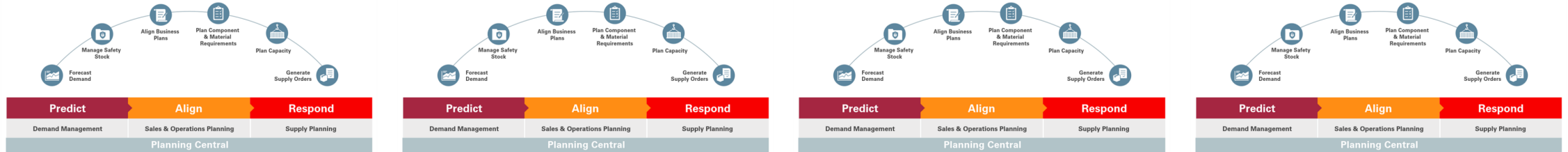


# TODAY





# TOMMOROW



Investments into emerging technologies like blockchain and advanced analytics to drive insights and improve decision making will become essential for organizations that want to advance their supply chain resilience.

Dr. Muddassir Ahmed, Ph.D

## Agility and resilience levers by type

### Anticipate and mitigate variability up front

- Proactively redesign supply chain
- Use advanced-analytics-based demand sensing
- Leverage demand shaping
- Enhance labor planning
- Accelerate process automation

### Build structural agility into supply chain

- Use postponement and modularization
- Leverage integrated planning and collaboration
- Create labor flexibility through automation and upskilling
- Build asset flexibility
- Increase proximity to customers
- Build logistics flexibility through third-party logistics contracting
- Adjust comanufacturing allocation

### Ensure operational reactivity

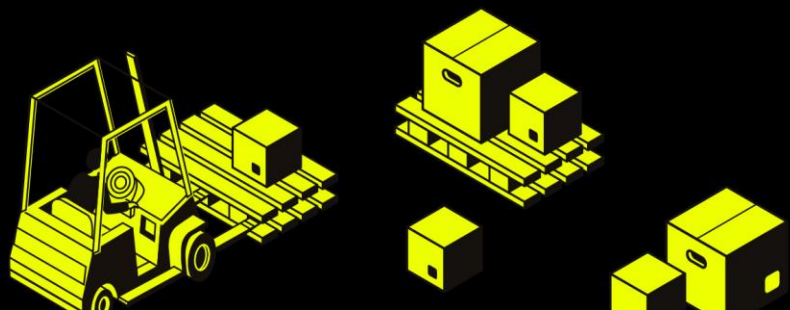
- Install autonomous end-to-end (e2e) planning
- Achieve product-launch excellence
- Adopt dynamic inventory placement with digital twin
- Activate real-time e2e proactive responsiveness (eg, via a control tower)
- Digitize the plant
- Conduct freight capacity optimization
- Deploy agile teams



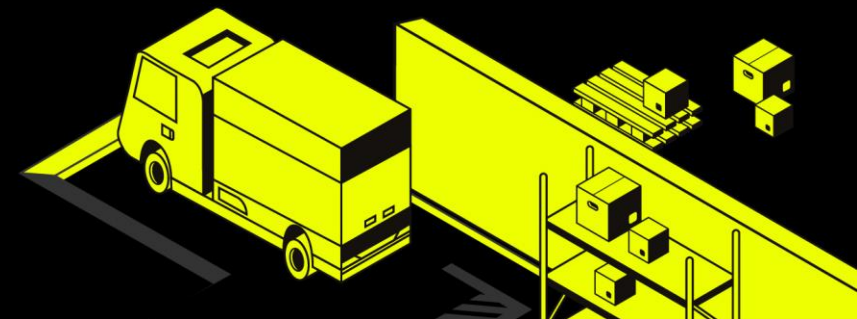


# SUPER POWERS





VOXLOG 



DZIĘKUJEMY