

Disability Works

Leveraging Skills & Perspectives

Social Media

NLRB and Workplace Directives

Tech Trends

Moving Beyond Registration Portals

DiversityPlus

M A G A Z I N E

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BRIDGING THE PROCUREMENT AND SOURCING GAP

**BACK TO BASICS: UNDERSTANDING
STRATEGIC SOURCING**

**KEEPING PRICES DOWN AND
COSTS MANAGED IN THE
PHARMA INDUSTRY**

**TAKING CONTROL OF THE RISKS
ASSOCIATED WITH GLOBAL SOURCING**

**Doing Business with
Healthcare Companies**

Looking to Life Sciences
for Expanding Global
Opportunities

Going Overseas: Doing
Business in Pharma/
Healthcare Industry

Age-Old Question Still
Asked in Age of
Technology: Buy or
Build Innovation?



EDITORIAL

**NEW OPPORTUNITIES FOR
MWBEs IN TRUMP'S
INFRASTRUCTURE PLAN**



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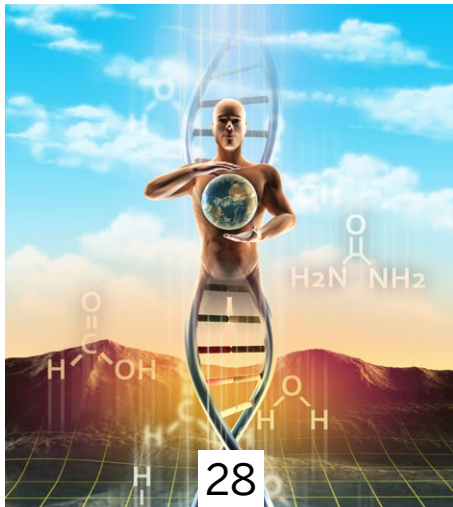


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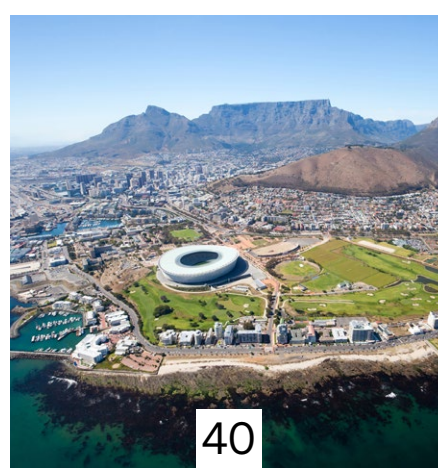
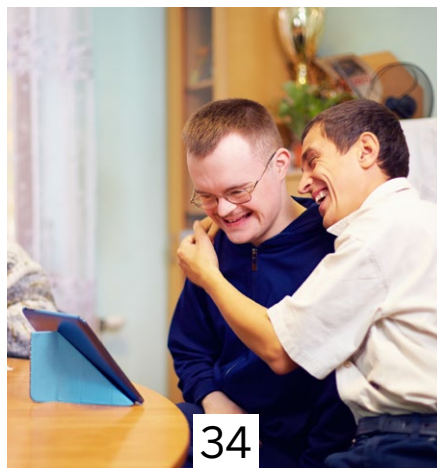
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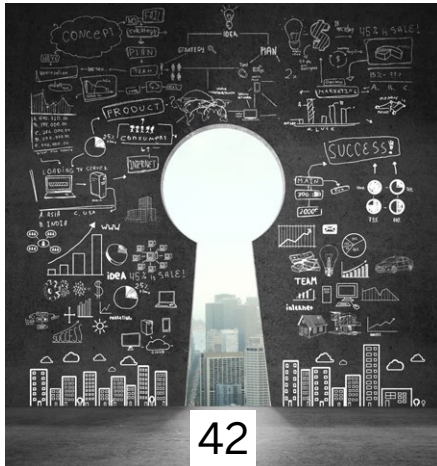
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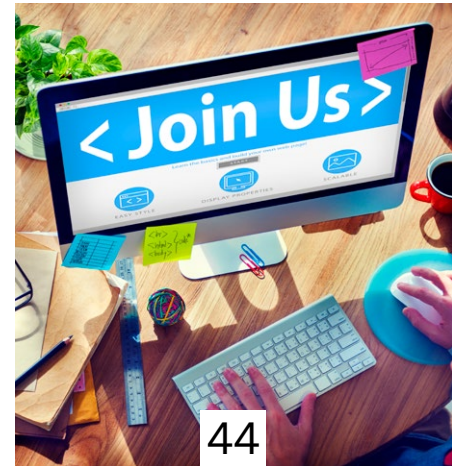


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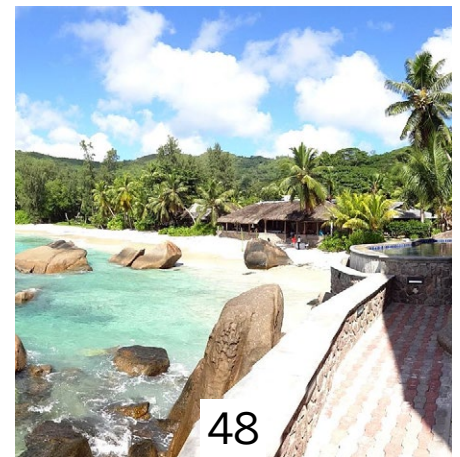


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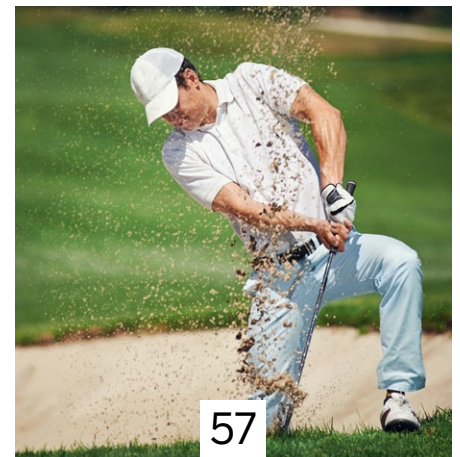
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Read the magazine that Global Supplier Diversity Executives, MWBEs, Supply Chain and Procurement Professionals go to for innovative ideas.

DiversityPlus
MAGAZINE



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DiversityPlus Magazine's primary mission is to bring cutting edge information to thoughtful corporate supplier diversity executives and diverse businesses to help create an environment for more contract opportunities. Equally important, is for corporations to understand the importance of helping their most innovative minority suppliers build scale and become sustainable over the long term.

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NEW OPPORTUNITIES FOR MWBEs IN TRUMP'S INFRASTRUCTURE PLAN

President-elect Trump has vowed to rebuild the U.S. infrastructure and improve the transportation system. Regardless of a person's political beliefs, it is impossible to argue with the fact the nation's bridges, roads, railways, tunnels, airports, and ports need repair, upgrading, and/or modernizing. It is time to look past the chaotic presidential campaign, and beyond the transition period to a new administration, and consider the opportunities that such an ambitious plan offers businesses, including Minority and Women-Owned Business Enterprises (MWBEs).

While the opportunities may not be specifically spelled out as benefiting MWBEs, the fact is that Trump is a strong supporter of small to medium-sized businesses (SMEs) because he understands they are the backbone of economic growth and innovation.

His infrastructure upgrading plan includes investing \$550 billion in a reliable and efficient transportation network with the utilization of technology a key element. Paying for the plan involves a mixture of generating \$1 trillion in private sector infrastructure investments over a 10-year period offset, tax credits, and lower tax rates on the return of corporate profits to the U.S. currently held overseas to avoid taxes. There is bipartisan support for upgrading the aging transportation and infrastructure systems, even if there is not agreement yet on how to pay for it.

Several industries will benefit with implementation, broadening opportunities for diverse businesses even more. They include transportation, construction, and green energy and building. Listing the green industry may seem surprising, giv-



en the fact Trump does not support climate change theories and generally has not been a supporter of the development of renewable energy sources. However, efficient use of energy to power lighting, subways, and other electrical needs to keep operating costs down will surely be a priority. Besides the industries mentioned, the huge federal projects will offer business opportunities in architecture, engineering, materials and supplies, maintenance, and much more. In addition to the infrastructure projects, Trump's "new deal" includes tax incentives for small businesses in inner cities and microloans for African-American business startups and hiring.

The projects are expected to create 3.3 million construction and other related jobs, and will generally fuel economic growth. Innovation in designs and materials will be critical to the success of the transportation and infrastructure projects, and innovation is driven by SMEs and diversity. Add deregulation to the opportunities created by the infrastructure plan, and a climate

for business startup and growth is nurtured. As businesses grow, so will employment. With a supportive federal government, the diverse entrepreneurial community can grow which will, in turn, help Trump meet another goal – revitalizing decaying inner cities.

From this point forward, it is uncertain how the infrastructure plan moves forward. Congress will have to approve the funding plan, but fortunately there is bipartisan support for upgrading at least a portion of the infrastructure. Some analysts do not think the private investment funding plan is realistic, while others believe it is workable. Congress will have to debate the plan once President-elect Trump becomes President Trump and formally presents his ideas. It is almost certain that some funding will flow to improvements because of the poor condition of the roads and bridges, and the need to upgrade and expand the transportation system.

MWBEs need to stay informed by attending federal workshops, networking with other suppliers and corporate representatives, joining diversity organizations like the National Minority Supplier Development Council, and contacting federal and state government representatives. Working groups are already making plans, and contacting them could net information and contacts. For example, there is a federally formed working group analyzing the feasibility of bringing Amtrak back to the Gulf Coast.

There is no question that Trump's infrastructure (and other) plans are ambitious, but it is encouraging to read them. There is an air of excitement surrounding the new administration because of Trump's vision for a thriving U.S. We encourage MWBEs to keep an open mind and watch for new opportunities because, in our opinion, they are coming.

MINORITY BUSINESS DEVELOPMENT IN THE AGE OF TRUMP

Along with millions of other coastal Americans, I am among the shocked. The outcome of the quadrennial franchise that selects the “leader of the free world” did not turn out the way regular consumers of political polls expected. It helps coming out of the fetal position if you accept the fact that you are not dreaming.

The new reality of a Trump administration, while hazy in terms of the economic impact, scares the bejesus out of Mexicans, Muslims, African-Americans, some women, the disabled, and millions of other Americans because of the candidate Trump’s rhetoric. One thing I know about entrepreneurs is that we are eternally optimistic, no matter what the circumstances. We are accustomed to making lemonade out of lemons. And we certainly have more than a basket of lemons to work with now.

I have spent much of the rest of the week thinking about what to expect next. During the campaign, Trump promised his base and Americans many things including:



Dr. Fred McKinney, Ph.D.
Managing Director,
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Business – Dartmouth College

- Rounding-up undocumented foreign nationals and sending them back to where they came;
- Building a wall to keep out further flows of foreign nationals from Mexico and Central America, and having the Mexican government pay for the cost of the barrier;
- Tearing up the North America Free Trade Agreement (NAFTA);
- Withdrawing from the Trans Pacific Partnership (TPP);
- Not honoring the Iran nuclear deal;
- Repealing and replacing the Affordable Care Act;
- Repealing Dodd-Frank;
- Reducing taxes on corporations;
- Reducing taxes on individuals;
- Forcing NATO countries to contribute more or face the prospect of U.S. military support;
- Encouraging the Russians to take the lead on the elimination of ISIS in Syria;
- Imposing tariffs on China;
- Taxing or prohibiting U.S. companies from “exporting” jobs to Mexico and other countries;
- Repealing major portions of the Consumer Financial Protection Act;
- Spending a trillion dollars on infrastructure;
- Appointing judges and the open Supreme Court seat with people committed to overturning *Roe v. Wade*;
- Eliminating the Common Core and reducing federal influence in public education;
- Replacing Federal Reserve Chairman Janet Yellen with someone more in sync with his monetary policy goals of higher interest rates;
- Increasing the population at Guantanamo;
- Bringing back torture; and
- Defunding Planned Parenthood.

The combination of significant policy changes in geo-political policy, macro-economic policy, and regulatory policy will have lasting impacts on the compact that defines America and our relationships to each other and the rest of the world. And perhaps as important as the campaign policy changes is the change in tone. The divisiveness, insensitivity, racism, sexism and cultural insensitivity expressed by candidate Trump is unmatched in presidential history.

President-elect Trump can reverse President Obama’s executive orders with executive orders of his own, and is likely to do so immediately after assuming the office. I suspect he will do this to satisfy his base. But I suspect he will go much further than ruling by executive order since the Republican Party controls both houses of Congress. Trump’s retrograde executive orders will be matched with legislation that solidifies his policies with the force of law.

There will be a political fight in Congress and on the streets where President Trump’s policies conflict with what many on the left feel should be issues that were settled many years or decades ago.

Trying to understand how this potpourri of sometimes conflicting policies will impact small and minority businesses is a difficult task. Cutting taxes on businesses, particularly small businesses, is generally a good thing. Reducing the amount of regulations small businesses must comply with will be welcomed by many small business owners. Increasing spending on infrastructure should expand economic activity, particularly in industries directly

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SBA Announces Funding for Women Veteran Entrepreneurship Training

Washington, D.C.

The U.S. Small Business Administration (SBA) Office of Veterans Business Development (OVBD) announced a \$300,000 funding opportunity for women- and veteran-owned businesses through its Women Veteran Entrepreneurship Training Program. SBA expects to make up to six awards through this program with a minimum award of \$25,000.

Successful applicants will be organizations with a demonstrated history of providing successful entrepreneurship training to female veterans, female service members, and female spouses of service members and veterans.

\$300,000

This funding opportunity is open to nonprofit organizations, local or state agencies, private sector firms, and institutions of higher learning. Beneficiaries of the program will include veterans, service-disabled veterans, members of the National Guard or Reserve Component, active duty service members, or female spouses of service members or veterans.

Women veteran-owned small businesses represent a burgeoning economic powerhouse in the military small-business community. As of 2012, female veterans owned 383,302 businesses, generating \$17.9 billion in sales. From 2007 to 2012, despite only representing 15.2 percent of the total number of all veteran-owned businesses, the number of women veteran-owned small businesses increased by 294.7 percent.

David Vitter Honors Lake Charles Marketing Firm During National Women's Small Business Month

Washington, D.C.

U.S. Senator David Vitter (R-La.), chairman of the Senate Committee on Small Business and Entrepreneurship (SBC), recently announced Healthy Image of Lake Charles, La., as Small Business of the Week, and will be submitting it into the Congressional Record.

"Every so often, an entrepreneur's passion and the needs of the market mix together to create the perfect storm for a business to thrive, which is exactly what happened for Kristy Armand and her team over at Healthy Image in Lake Charles," Vitter said.

"Kristy welcomed the opportunity presented to her and incorporated her experiences in healthcare and marketing to form her own successful business. During the last week of National Women's Small Business Month, I am pleased to honor Healthy Image as the Small Business of the Week, and I wish them the best in their continued growth



David Vitter (R-La.)
United States Senator

and success."

While working as a marketing director for a healthcare organization in the Lake Charles area, Armand recognized the demand for a local marketing agency that catered to a variety of businesses and jumped at the opportunity to provide unique marketing, image and communication strategies to her clients. After recruiting her former intern, Christine Fisher, the two women landed their first client in 2002.

PSEG Partners with Tyler Clementi Center at Rutgers University for LGBTQ Youth Empowerment

Newark, NJ

PSEG and the Tyler Clementi Center at Rutgers University have partnered to help provide incentives to New Jersey public high schools interested in offering the LGBTQ Youth Empowerment Initiative to their LGBTQ student population and allies.

Through a \$10,000 grant from the PSEG Foundation, the Tyler Clementi Center at Rutgers University will fund the LGBTQ Youth Empowerment Initiative. The initiative is designed to encour-

age New Jersey public high schools to apply for grants to partner with the Tyler Clementi Center on day-long youth events to help improve the health and well-being, academic performance, and graduation rates among LGBTQ students.

\$10,000

"We are proud to be part of such a critically important social initiative that will help school leaders feel empowered to speak to students about their needs and develop resources to help bridge the gap between trusted adults and LGBTQ students," said Ellen Lambert, president of the PSEG Foundation. "In both school and work environments, we strive to create inclusive cultures that allow everyone to succeed."

National Minority Supplier Development Council Honors Houston MSDC as Council of the Year

Chicago

At its annual Conference and Business Opportunity Exchange, held Oct. 23-26 in Chicago, the National Minority Supplier Development Council named its affiliate, the Houston MSDC, recipient of the coveted Regional Council of the Year. The award recognizes an exemplary affiliate council with programs, activities and accomplishments that establish it as a model of organization, operation and success.



Houston MSDC was honored during a gala awards dinner, which also recognized member corporations and Minority Business Enterprises (MBEs) for their contributions to NMSDC's goals in advancing business opportunities for minorities. Accepting the award on behalf of the Houston MSDC was its president, Ingrid Robinson.

In accepting, Robinson said, "The Houston Minority Supplier Development Council is honored to receive this award. It is truly a cooperative effort between our board of directors, corporate members and MBEs. They continually help us deliver innovative and high-quality programs designed to build capacity and increase business opportunities for our MBEs."

Joset Wright-Lacy, NMSDC's president, said, "The Houston MSDC sets the bar high for what all of our 23 affiliate councils aspire to accomplish for minority supplier development and diversity. Ingrid Robinson and her staff have shown us this year what a dedicated team can achieve in their work with both corporate members and minority business enterprises."

Looking Ahead to 2017, African-Americans Among Most Optimistic Consumers

Rockville, MD

Despite the economic and social challenges, African-Americans remain among the most optimistic consumer groups in the American economy. "African-Americans: Demographic and Consumer Spending Trends, 10th Edition," a recent report by market research firm Packaged Facts, found that nearly half (47 percent) of African-Americans think they will be better off financially 12 months from now, compared to just 37 percent of other Americans. Affluent blacks hold especially strong convictions about how their financial future will unfold, though the abiding optimism

of African-Americans transcends income levels.

The reasons for the steadfast confidence of African-American consumers are many and complex. To begin, despite the growing chasm between the very rich and the rest of American society, there are strong empirical reasons for African-Americans to believe that upward mobility remains achievable for them. As highlighted in the Packaged Facts report, key social and economic indicators point to a significant increase in the number of middle- and higher-income African-Americans over the past decade.

Thirty-Seven Percent of New Law Firm Partners are Women; Diversity & Flexibility Alliance's Report Finds Steady Increase



Washington, D.C.

The Diversity & Flexibility Alliance has announced that the percentage of women promoted to partnership in 2016 in the U.S. offices of many of the nation's largest law firms has reached a five-year high of 37.3 percent. This number has steadily increased from 33 percent in 2012, aside from a one-year dip to 32 percent in 2014, and is up nearly 3 percentage points from 34.4 percent last year.

The Alliance's "2016 New Partner Report" noted that Diversity & Flexibility Alliance member firms continued to outpace the national average with 38.3 percent of attorneys promoted to partnership being women.

"While law firms still have a long way to go before women have an equal place in leadership, we are seeing some positive trends in the overall percentage of women being promoted to partnership in 2016," said Manar Morales, president and CEO of the Diversity & Flexibility Alliance. "It is imperative that firms support and develop female talent by providing them opportunities to advance their careers, and creating an inclusive culture where women can advance to leadership positions."

Obama Administration Investments in Historically Black Colleges and Universities

Washington, D.C.

U.S. Secretary of Education John B. King Jr. recently spoke at the 2016 National Historically Black College and University (HBCU) Week Conference, highlighting the value of HBCUs and the importance of advancing their legacy in student success.

"The powerful current of excellence and progress is the story of America's HBCUs. And right now, a college degree matters more to the success of individual Americans, and to our nation, than ever before. Nearly eight years ago, President Obama set America's sights on a new North Star goal: to again have the world's best-educated population and most competitive workforce. HBCUs have been working hard to answer the call," recently said.

Kim Hunter Reed, Deputy Under Secretary of Education, also believes that HBCUs are important.

"HBCUs are an integral part of our cherished American culture. These institutions have had a glorious past, and we're committed to make sure that they have a glorious future. That requires our continued focus on strong academic preparation, expanded innovation and leadership development to strengthen overall student and campus success," Hunter Reed, said.



U.S. Secretary of Commerce Penny Pritzker Delivers Keynote Address at National Minority Supplier Development Council Conference

Washington, D.C.

In celebration of the 2016 Minority Enterprise Development Week, U.S. Secretary of Commerce Penny Pritzker recently delivered a keynote address at the National Minority Supplier Development Council (NMSDC) Conference in Chicago. Speaking to more than 2,000 CEOs and minority business leaders, Secretary Pritzker highlighted the remarkable growth of minority-owned enterprises that had taken place during the Obama administration and reaffirmed the Commerce Department's commitment to helping minority businesses overcome the challenges they still face in today's economy.

Pointing to the lack of diversity in America's fast-growing, high-tech fields as a threat to our nation's long-term competitiveness, Pritzker discussed how the Minority Business Development Agency's newly-launched Innovation Inclusion Initiative (I-3) will



Penny Pritzker

United States Secretary of Commerce

increase opportunities for minority entrepreneurs and businesses to compete in cutting-edge industries like the Internet of Things and advanced manufacturing. Additionally, Pritzker emphasized how minority-owned enterprises, which are twice as likely to export their products as nonminority firms, are uniquely positioned to benefit with the enactment of Trans-Pacific Partnership.

Wells Fargo Named Winner of USHCC Annual ERG Summit & Corporate Challenge

Washington, D.C.

The U.S. Small Business Administration (SBA) and the Milken Institute announced the Partnership for Lending in Underserved Markets (PLUM) Initiative, a groundbreaking collaboration to develop and test initiatives designed to more effectively provide capital to minority-owned businesses throughout the United States.

Maria Contreras-Sweet, SBA Administrator and the voice of small business on the President's Cabinet, said; "Increasing access to capital in underserved communities continues to be one of my highest priorities. Solving this longstanding and persistent chal-



lenge would open the door for new ideas, new visionary voices, and revolutionary business innovations from historically unexpected places. This new partnership with the Milken Institute brings together some of the brightest minds in this field with the local and national leaders and resources needed to create opportunity and transform the small business marketplace for the better."

When it comes to supplier diversity, **CVS Health** continues to excel.



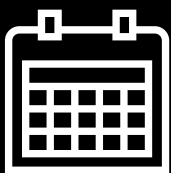
Leadership Commitment

“Our ability to deliver innovative, high quality health and pharmacy services to our customers and communities is closely tied to our partnerships with diverse suppliers and diverse-owned pharmacies. Reflecting the diversity of our colleagues, customers and communities in our supplier base is the responsibility of every colleague at CVS Health with purchasing authority.” — Larry J. Merlo, CEO CVS Health



Educational Assistance

CVS Health in partnership with Roger Williams University launch the Executive Learning Series for a 2nd year with 15 participants.



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Find more information about how the CVS Health Supplier Diversity Program is shaping the future of health care at www.cvshealthsupplierdiversity.com.

VALUE-BASED PROCUREMENT: COMPETITIVE DIALOGUE TAKES ROOT IN CANADA

Complex projects needing innovative approaches call for more flexibility in the procurement process. The competitive dialogue RFP process may provide the right value-driven alternative to the traditional formal competitive process.

BY SHANIQUA THOMAS

Just a few years ago, the term “competitive dialogue” would not have meant much to most Canadian procurement personnel. However, despite many reports, it is not a novel procurement process as it has been used in Europe and Canada for years. Yes, that’s right – Cana-

da, too. However, it is only now taking root in Canada because of the increasing complexity and rapid pace of change in the marketplace. In many cases, the fixed bid, formal competitive process is not generating the kind of innovation needed to meet changing needs, so new approaches are sought

– like competitive dialogue – a process which allows a confidential negotiation process with vendors before a final bid is submitted. While it promises to increase the value delivered by contracts, it also must meet Canadian procurement laws and statutory requirements. Finding the balance between a

procurement process, designed to find innovative solutions and not just low-bid vendors, and legal requirements can optimize value for the marketplace and the business while maintaining cost control.

UNDERSTANDING THE COMPETITIVE DIALOGUE PROCESS

Competitive dialogue is a procurement process that has been used in Europe since 2004, but was explicitly adopted in the European Union 2014 Public Procurement Directive. This represented the ratification of a process that emerged from industry practices across decades. The process is not entirely new to Canada, though many media reports would indicate that it is only recently arrived. However, the Canadian public works projects have mostly used the fixed-bid Invitation to Tender (ITT) format. It is a rigid process that awards contracts to the lowest bidder able to meet bid specifications. Though bidders can get answers to questions about specs, there is no negotiation process.

The competitive dialogue process or Dialogue RFP process is quite different. A pre-qualified, short list of potential bidders engage in private negotiations with those responsible for evaluating vendors before any bids are



submitted. This enables vendors or contractors to provide a more in-depth review of their solutions based on a better understanding of the contract requirements. At the same time the potential bidder and review team can explore alternative proposals as the negotiations reveal more information. During negotiations, the project details are refined, objectives and responsibilities clarified, and project risks defined. RFPs are issued to the suppliers deemed as likely to present the best options for consideration.¹

Supporters of the competitive dialogue process say that it is about finding innovative solutions to complex problems rather than finding low cost bidders. It allows for more flexibility in getting the best value. Opponents of the Dialogue RFP believe it is too time consuming, expensive, unpredictable, and prone to violating Canadian procurement laws. However, there are ways to reconcile the competitive dialogue process with legal requirements. In fact, the Dialogue RFP has been used for large Canadian public infrastructure and public-private partnership projects. For example, the City of Lethbridge used the Dialogue RFP in 2013 on two major infrastructure projects – a \$26 million expansion of police headquarters and a \$40 million community ice center. In 2012, The University of Toronto also used the Dialogue RFP for a Governments of Canada and Ontario initiative with IBM and a consortium of seven universities to develop a \$210 million research and development project. In 2009, the City of Brampton, Ontario used the competitive dialogue process for a southwest quadrant renewal plan.

Reconciling the competitive dialogue process with the law is clearly possible. The negotiated RFP process cannot violate restrictions on bid shopping in which a bid is used as a

negotiating tool to get a better price or contractual advantage before the contract is awarded. To meet this requirement, the negotiations with each vendor must be kept confidential. Another requirement is that the procurement process must include standardized evaluation criteria and maintain transparency. That too can be met in the negotiated RFP process by publicly identifying who is on the selection list of bidder and the selection criteria that was used.

The reasons to use the competitive dialogue RFP are growing as projects get more complex. The competitive dialogue process works well when the project is complex, the solutions are not identified, and the requirements cannot be described until the possible solutions are identified. As the utilization of the competitive dialogue increases, it is viewed as a way to spark innovative solutions to the health care challenges that Canada faces. Fixes to the system in the past have primarily focused on managing rising costs, and solutions have been mostly service reductions rather than efficiency improvements or new approaches to service delivery. An aging population, access to health care that is not uniform across geographies, inadequate health care services to meet population needs, lack of

SUPPORTERS OF THE COMPETITIVE DIALOGUE PROCESS SAY THAT IT IS ABOUT FINDING INNOVATIVE SOLUTIONS TO COMPLEX PROBLEMS RATHER THAN FINDING LOW COST BIDDERS.

capital for R&D and advanced technology, and lack of knowledge sharing plague the current health care system.

Ontario offers a good example of how the Competitive Dialogue RFP could benefit the system. Ontarians overwhelmingly agree that broad reform is needed while maintaining the publically-funded, single payer health care model. The Ontario Chamber of Commerce has taken on the challenge of transformation and names two guiding concepts – value and innovation. These are the same two guiding concepts of the Competitive Dialogue RFP process. The objectives of the Chamber's 2016 Health Transformation Initiative is to de-

termine how the private sector can be a productive partner in the transformation, find holistic and long-term solutions to health care challenges, and recognize that international best practices can apply to Ontario.

Almost half of Ontario's 2016 provincial budget goes toward health care spending, and demand for services is increasing as the number of seniors is growing rapidly. The health care system concentrates on disease management rather than health care, directing much of the spending to hospitals and doctor's office. The transformation needed is toward a system that offers preventative, wellness care, creating value in a healthier population. Innovation is found in technologies, new procedures and processes, and solutions yet to be identified. The Competitive Dialogue RFP is ideal for a procurement process which is focused on producing value and innovation by finding solutions that close gaps in health and wellness, quality of care, and funding.

Clearly, a single bidder is unlikely to solve such a massive transformation alone. What is needed are public-private partnerships that define success by outcomes achieved. The fixed bid process is just too rigid and limiting for the problem at hand.



BACK TO BASICS:



UNDERSTANDING STRATEGIC SOURCING

STRATEGIC SOURCING IS TAKING ON NEW MEANING IN A GLOBAL BUSINESS ENVIRONMENT. UNDERSTANDING ITS COMPLEX NUANCES IS A FIRST STEP TOWARD MAXIMIZING THE VALUE PROPOSITION.

BY **SHERRY BLOOM**



Today's

global business environment is filled with risks and challenges, and the quality and effectiveness of the supply chain has an enormous impact on how well risks are managed and challenges overcome as companies strive for sustainability. The sourcing function is a major contributor to a company's ability to meet strategic goals, to compete and to grow.

Like all business functions, sourcing had to adapt to the riskier complex global environment, and the new approach emphasizes sourcing as a value proposition that focuses on the Total Cost of Ownership, collaboration, and value creation. Creating the most value depends on understanding the underlying basics of strategic sourcing and maximizing sourcing and procurement's contribution to organizational goals and sustainability.

TRANSFORMING INTO VALUE CREATOR

The terms "sourcing" and "procurement" are frequently used interchangeably, but they are not the same functions.

Procurement is the entire process of finding suppliers, placing and confirming orders with suppliers, and verifying suppliers continue to meet contractual obligations after the contract is awarded.

Sourcing is one step in the procurement process. It can be argued that it is the most critical because the function encompasses finding and reviewing suppliers that meet conditions set for pricing, delivery, ethics, sustainability, social and environmental responsibility, and end product disposal. Sourcing has moved away from simply finding the cheapest goods and services to considering the life cycle of goods and services within the organizational context of mission, values, and sustainability.

Strategic sourcing is the next level of transformation for the sourcing function. Instead of a "search and find" function, it has evolved into a value-creating systematic approach for optimizing the supply base. It is not focused only on cost. Strategic sourcing contributes to the ability of the organization to achieve sustainability by considering the Total Cost of Ownership (TCO).

Expanding beyond price to TCO means strategic sourcing considers all

the costs associated with the goods and services concerning things like inventory maintenance, meeting specifications, use by internal processes, procurement policies and procedures, and maintaining availability. Strategic sourcing also considers all avenues for savings, so it is not necessarily the cheapest bidder who wins a contract or purchase order.

STRATEGIC SOURCING IS THE NEXT LEVEL OF TRANSFORMATION FOR THE SOURCING FUNCTION. INSTEAD OF A "SEARCH AND FIND" FUNCTION, IT HAS EVOLVED INTO A VALUE-CREATING SYSTEMATIC APPROACH FOR OPTIMIZING THE SUPPLY BASE.

CHANGING DYNAMICS

Moving away from finding the cheapest product or service to getting the best product or service for generating organizational value changes the dynamics of the entire procurement process. Successful strategic sourcing relies on collaboration with procurement professionals, function or unit heads, category managers, and suppliers. Key stakeholders in the process must be engaged for strategic sourcing to work.

Procurement has typically functioned in silos, while strategic sourcing drives cross-functional collaboration with sales, marketing, production, categories, finance – and any other corporate department that should contribute to the decision-making process – and with suppliers, customers, and even communities which the sourcing decision will impact.

For example, the environment or local employment or human rights are considerations. Corporate sustainability in a global business environment requires companies to consider a multitude of its practices that impact the environment, economic conditions at all levels, social



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practices, and ethical practices. From this perspective, strategic sourcing plays a critical role in protecting the corporate reputation, minimizing risks and achieving continuity of supply.

The strategic sourcing function strives to meet several goals. One is bringing category buying and management processes into decision-making in order to improve opportunities. This also enables sourcing to leverage spend and share best practices across the organization. Another goal is effective management of the value-to-price relationship in which costs are justified by things like product or service quality, supplier service levels, and/or the ability to meet customer requirements.

Strategic sourcing also considers whether supplier relationships and suppliers are enabled when it comes to things like contributing to problem-solving or innovation.

PHARMACEUTICAL INDUSTRY IN STATE OF TRANSITION

Strategic sourcing expands and improves the procurement function. In industries like pharmaceuticals, the transformation

of the sourcing process was triggered by a host of factors. They include new technologies, scientific discoveries in bio and genetics, super generic drugs replacing patent-protected drugs, a plethora of restricting laws and regulations, a changing healthcare insurance industry, and depleting global supplies of limited resources. Globalization has played a major role in drug production and in the availability of resources.

IN ITS TRANSFORMING ROLE, KNOWLEDGE-BASED STRATEGIC SOURCING MUST RELY ON LARGE AMOUNTS OF DATA THAT INCLUDES MARKET RESEARCH AND PERFORMANCE MEASUREMENTS.

The pharmaceutical industry is in the process of adapting, and strategic sourcing is at the center of the effort. Finding channels for new technologies, new materials sources, and new suppliers is the only way some pharmaceutical companies will survive or continue innovating. Meeting these goals requires strategic sourcing because collaboration among suppliers and pharma companies is necessary. Innovative alliances and partnerships with suppliers and other companies can create competitive advantages through shared technologies and R&D, both of which require suppliers.

Companies adopting strategic sourcing first set goals. For example, Procter & Gamble wanted to create green packaging and reduce product size. Once goals are set, with input from the purchasing and sourcing functions, strategic sourcing is crucial to meeting the goals while controlling costs.

In its transforming role, knowledge-based strategic sourcing must rely on large amounts of data that includes market research and performance measurements. For example, measures unique to the healthcare industry include replacing medical devices used once with devices that can be replaced with re-usable technology for significant savings. Strategic sourcing takes the life cycle of products and services into consideration.

Companies offering software and consulting services to specific industries, like Source One, are growing in number as sourcing gets more complex. Developing a full range of metrics is challenging because global sourcing is convoluted.

For example, Sonoco developed a policy on supply chain due diligence for the use of conflict-free materials. Conflict materials are those that come from countries that use the materials (usually gold, tungsten, tin, tantalum) to fund armed groups that violate human rights. How does a strategic sourcing group determine a source of materials adheres to the policy? How does sourcing measure the benefits of green sourcing which crosses many dimensions like greenhouse gas emissions, recycling and reuse, product content and safety, and reduction of scarce resources utilization?

These are the challenges strategic sourcing faces, proving this function will play an ever larger role in the ability of corporations to meet goals and maintain profitability. **DP**



KEEPING PRICES DOWN AND COSTS MANAGED IN THE PHARMA INDUSTRY

BY GERALD DONALD

The pharmaceuticals industry is a good example of an industry that must resist supplier price increases and better manage costs. There is a myriad of strategies to achieve desired results.

The pharmaceutical industry procurement (including sourcing) function is transforming as it adapts to a rapidly changing environment due to the convergence of a host of changes, ranging from government regulations to globalization. It is an industry that has been heavily criticized by consumers and government regulators for its pricing of new drugs and technologies, even as the industry tries to develop new strategies for continuing very expensive R&D activities in order to bring desirable new products to the market.

Keeping prices down is challenging, especially when suppliers are raising their prices, so one way to resist price increases is to work the cost side of the equation. This creates excellent opportunities for innovative suppliers to bring new solutions to the strategic sourcing and procurement tables.

PRICING PRESSURES

The pharmaceutical sector has a challenge that most industries outside of the life sciences industry do not have to contend with – producing products that are lifesaving or improve the quality of health. It adds a very human consider-



ation which adds emotion in the form of higher marketplace sensitivity to price increases.

The recent incident involving Mylan Pharmaceuticals is a good example of the tightrope that pharma companies walk. The company announced a steep price increase for the EpiPen, which is used to treat allergy reactions. There is no competitor, but Mylan was expected to introduce a cheaper generic version very soon. The price increase was not well received, leading to consumer outrage, an eventual price reduction, and congressional investigations.

If pharma companies must limit price increases, how can they continue to generate enough profit to also cover R&D expenses and supplier cost increases?

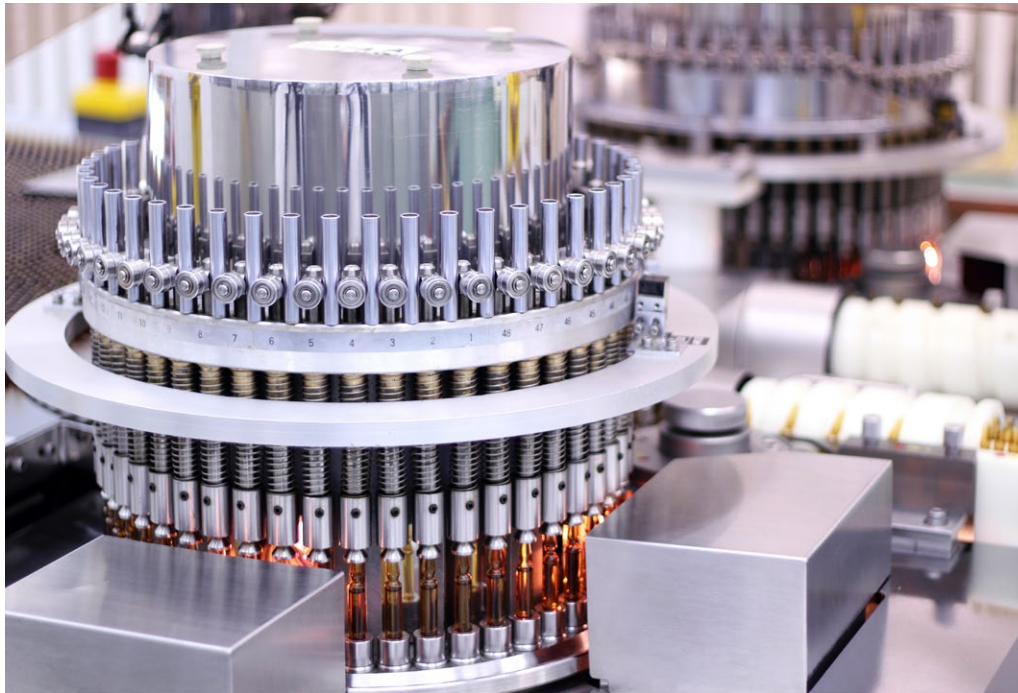
The pressures on the industry are complex. Challenges include insurance companies scrutinizing medicines more closely, covering generics first and increasing co-pays to consumers; resource shortages leading to supplier price in-

creases; increasing regulation forcing companies to incur implementation and monitoring systems; and global competition in international markets, especially in India and China. Supply chains are also longer and more complex.

Until the last few years, substantial growth in drug sales was the primary growth strategy for the bottom line. By itself, it is an unsustainable strategy because costs are rising too fast. Many of the raw materials used in the pharmacy industry are manufactured items that require heavy investments in R&D and specialized suppliers. Large pharmaceutical companies become dependent on these suppliers, and unfortunately these suppliers can stop supplying at any time with little or no notice, or raise prices per contractual agreements.

THE COST OF SUCCESS

Another supply chain issue is the growing use of emerging markets as a source of materials. The supply chain must add ad-



ditional steps to ensure that the suppliers deliver materials and end products with the right quality and that they meet all regulatory requirements in all countries involved.

In addition, patent expirations are a major threat to the bottom line. When generics are introduced to the market at a much lower cost, pharmaceutical companies lose control of pricing and the ability to continue recovering R&D costs.

In May 2016, the Tufts Center for the Study of Drug Development reported research that found it costs \$2.6 billion to get one prescription drug to market. It takes an average of 10 years of development. Development costs have risen 145 percent since 2003. Pharmaceutical companies have worked to improve efficiency in R&D, but the savings are more than offset by the increasing complexity of clinical trials, tests for insurers that are requiring data on drug effectiveness, and a greater attention placed on degenerative and chronic diseases.

Resisting supplier price increases has never been more important to the transitioning pharmaceutical industry, faced with this enormous variety of converging issues. All the challenges mentioned can lead to cost increases which leads to pricing increases, too.

If the typical strategy of routinely increasing prices is off the table, the next step is focusing on cost control. Sourcing

EVERY INDUSTRY IS IMPACTED BY TECHNOLOGY AND GLOBALIZATION, AND COST, QUALITY, AND SPEED TO MARKET ARE AMONG THE TOP FACTORS INFLUENCING BUSINESS SUSTAINABILITY.

and the procurement process become strategic functions because these functions have the ability to help the company meet its goals through cost containment, better demand forecasting, finding low-cost innovative suppliers, building global supplier networks, and establishing logistics for distribution of products into new markets.

The sourcing function can find low-cost alternatives, but risk management becomes a top priority. Procurement can renegotiate existing contracts and work with internal departments, including R&D, to find material and formulation substitutions that are less expensive. Procurement can also make excellent use of technology to improve data access and quality, streamline buying channels, and optimize demand management.

MIXING IT UP

It is not just the pharmaceutical industry that needs to resist price increases and implement cost initiatives or improvements. Every industry is impacted by technology and globalization, and cost, quality, and speed to market are among the top factors influencing business sustainability.

Purchasing can implement a number of strategies to reduce costs, such as lowering materials costs, reducing lead times or working capital requirements, and reducing waste. Better management of supply chains through quantitative performance measurements, structured negotiations, and relationship building with key suppliers is another strategy, turning some associations into partnerships or joint ventures.

Resisting price increases is also possible through improving on-time delivery, implementing Six Sigma and Lean initiatives, increasing cost transparency, training vendors, and negotiating further down the supply chain to Tier II or Tier III. Value engineering, where value is a ratio of function to cost, is yet another cost improvement initiative that promotes less expensive substitutions for materials and methods. In other words, it will take a mix of strategies to better manage costs.

To implement any or all of these strategies requires collaboration between procurement, internal departments and suppliers. Teamwork is essential to identify new solutions for managing costs without losing functionality. In supplier relationship programs, suppliers are collaborative and work together to develop better specifications, processes, technologies, and other improvements. Procurement professionals should be involved early in the process of identifying organizational needs and potential suppliers because they are the experts in sourcing and purchasing risk management and the evaluation of supplier capabilities.

Whether discussing the pharmaceutical industry or any other industry, there are multiple ways to resist price increases and focus on reducing costs. **DP**



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TAKING CONTROL OF THE RISKS ASSOCIATED WITH GLOBAL SOURCING

Global sourcing is a game-changing strategy that can enhance competitiveness, but it comes with many risks. Companion strategies include developing processes for identifying, minimizing and mitigating the risks.

BY PAUL LACHHU

Deciding to go global with the supply chain is not a decision made lightly. The longer and further a supply chain stretches, the greater the number and kind of risks. They range from natural disasters to logistics challenges to compliance issues. There are differences in culture and values, and language and government barriers.

How can a business mitigate such a wide range of risks? The first steps are identifying and prioritizing the risks in order to develop and prioritize mitigation strategies. There are no guarantees that new risks will not develop, but it is important to formally manage the ones that are identified as threats to business reputation and sustainability.

The complexity and interrelationship of the many risks associated with global sourcing sometimes seems to cause corporate inertia because it is just too difficult. The result is that risks grow until

they become real threats to business success.

RISKS INHERENT WHILE BUSINESSES GO GLOBAL

Businesses go global with sourcing for a variety of reasons. They include cost savings, gaining access to particular resources, gaining a foothold in new markets, accessing new technologies and skills, and developing strategic relationships for future business.

The reasons for developing a global supply chain may be well documented and analyzed, but the level of risk may not be fully appreciated if there is inadequate understanding and planning. A formal documented process for risk management is a necessity because disruptions can have severe consequences. A major study in 2005 of 800 supply chain disruptions, conducted by Hendricks and Singhal, found that company sales declined 93 percent, shareholder returns declined 33-40 percent, operating income declined by 107 percent, and the return on assets decline 114 percent.

Global supply chain risks are confronted every day by supply chain professionals, but they are often putting out fires because risks were never identified and prioritized, and responses never identified.

UPS Capital, a company providing supply chain finance and insurance services, categorizes risks as day-to-day and unpredictable major occurrences. The day-to-day risks include things like logistics or production problems, cyber security, and supplier issues. Catastrophic and unpredictable risks include events like terrorism and natural disasters.

PROACTIVELY PREPARING FOR CHALLENGES

The list of potential risks is long. Companies must deal with global customs that



can hold up shipments and deliveries; political instability; changes in currency exchange rates; supply chain disruptions or problems; loss of intellectual property; legal and compliance regulatory risks; quality risks; as well as normal risks associated with doing business.

The culture gap is a major risk because it embraces organizational differences. For example, Chinese businesses focus on rank, and that directly impacts meetings and workforce supervision. A Western company that does not focus on hierarchy or rank can easily offend to the point where a partner or a supplier fails to perform. Sourcing and procurement are challenged with managing the day-to-day risks with little guidance when there is no formal policy or set of response procedures.

Identifying the particular risks is first on the agenda, along with developing probability assessments for the purpose of prioritization. This is followed by the development of impact statements, and finally response and mitigation strategies.

One of the common practices in corporations is to focus on risks like product liability but not on supply chain risks. That is such a limited view of risks.

Companies should be asking themselves questions. What would they do if a natural disaster destroyed a supplier's production facility? How would the company prevent the loss of customers, such as through product substitution or being able to quickly ramp up production at another facility? If there is not a rapid response plan, the company is likely to experience serious financial consequences for a long period of time.

Strategic sourcing considers these kind of risks when locating suppliers, but it cannot do it alone. Sourcing and procurement professionals must work closely with executives and senior leaders to identify the top risks to operations and the ability to meet goals. Sourcing can be a major contributor to the discussion on alternatives and backup plans while researching and identifying potential suppliers.

Obvious risks are easier to identify. However, some risks are obvious but ignored, turning them into ethical questions.

For example, when the clothing factory collapsed in Bangladesh in 2013, it was discovered that government officials

commonly ignored human safety issues. Did the Western companies know this was the practice? The answer was: Yes. Ignoring the risks caused damage to the reputations of the designer clothing brands to this day, in addition to the temporary supply interruptions. Rather than ignoring the safety risks, the clothing brands should have conducted audits of suppliers and refused to do business with suppliers willing to risk human lives.

MITIGATION THROUGH ANTICIPATION, PRIORITY SETTING

Anticipating the risks makes it easier to mitigate them. For example, some companies avoid sole sourcing suppliers. They have a supplier in the home country who

gets guaranteed business, and a global supplier.

In the case of logistics, the supplier should have a verifiable backup plan in the event something should go wrong. If quality is determined to be a major risk, then stringent quality inspections before the shipment leaves the foreign country are essential. Waiting until the materials or products arrive locally increases the risk of loss.

Strategic sourcing and procurement deal with issues like lead times, demand management, and inventory levels. It is tempting to maintain excessive inventory levels in response to longer lead times, putting a strain on working capital. However, there are other options, such as es-



Identifying the particular risks is first on the agenda, along with developing probability assessments for the purpose of prioritization.

tablishing financing arrangements with a company like UPS Capital to borrow cash against inventory stored overseas or while still in transit. This can be critical operating cash.

Risk mitigation plans should focus on the highest risks to the supply chain. No business can identify every risk and put a mitigation plan in place for each one. It is not practical or affordable.

Each risk should be carefully assessed as to its potential impact on the business and the probability of it occurring. Then ask if, when and how can the risk be identified? What can be done to minimize its occurrence? What can be done to minimize its impact should it occur? **DP**

MAKING AN IMPACT: WOMEN AND MINORITIES AS STEM ROLE MODELS

The importance of role models is never questioned because of the positive influence they have on others. Imagine the impact on the world if more women and minorities were already in STEM leadership positions.

BY JOSEPH WARREN

The growing gap in the STEM labor pool is well-recognized, and great minds are trying to develop strategies to fill the pipeline. One approach is to get more young girls and minorities interested in STEM careers by introducing STEM activities in the elementary schools and adding STEM curriculum in the high schools. Offering the activities and classes is one step. Another critical step is connecting what is done in the schools to the real world by highlighting the STEM role models – the women and minorities who are in senior STEM leadership positions. When youth and young adults have role models they are better able to understand the real opportunities for success. Filling the STEM pipeline with diverse people is a solution to the STEM labor deficiency.

Following a Passion to Success, Despite the Barriers

At the June 2015 U.S. News STEM Solutions conference, a panel of mostly women and minorities discussed the path that led them to their careers. The title of the panel says it all: “STEM Role Models: Lighting the Way to Career Success.” Racquel Jemison is a senior chemist for Formulation Sciences of Core R&D at The Dow Chemical Company. While in college, she noticed that she was frequently the only African-American woman in the science classes. Instead of being discouraged, she saw it as an opportunity to stand out. Jose Romero-Mariona was 16 years old when he came to the U.S. from El Salvador. He now works at Command Center Pacific as a lead research scientist for cybersecurity, space, and naval warfare systems. He believes that supporting others like him is important. Stephanie Reeves was a Legos fan as a child. She created an art piece in the sixth grade, which the teacher call trash and crumpled it up. She decided at that moment to go into math and science and is now an engineering advisor for facilities engineering of San Joaquin Valley Business Unit at Chevron, a career path that was supported by a mentor.

Role models like the panelists can have an enormous influence on youth. They show that career paths can

unfold in a variety of ways, and that following a passion can lead to success. Unless more children and college students choose STEM careers, the U.S. will have an enormous labor shortage of labor which will affect the country’s ability to compete. Having a strong STEM focus in the educational system and in the workforce will be the only way the U.S. can maintain a competitive status through the development of new cutting edge industries. Innovation has always been the foundation of the country’s success, and it has become even more important in a global economy.

If women and minorities chose STEM occupations in the same percentage as their representation in the labor force, there would be no shortage of STEM professions. Just as important is the fact that STEM jobs will be the fastest growing set of occupations over the next 20 years and are higher paying jobs offering interesting and innovative work. Women in STEM jobs earn a third more than women in non-STEM jobs. This could be an important pathway for closing the wage disparity between non-minorities, and women and minorities.

Coming Out of the Shadows

Role models also inspire a new generation of innovators who have been kept in the shadows by conscious and unconscious bias. The women and minorities in senior STEM positions can demonstrate how they turned a private passion for math, science and technology into careers where they find solutions to critical problems like shortages of natural resources or hunger. STEM curriculums teach problem solving and critical thinking, which promote innovation. Diverse children who enjoy building robot models from Legos can look to role models to understand how their mechanical abilities translate into careers like robotics or other technology jobs.

Embracing diversity in STEM is important because some of the country’s best minds are found in diverse people. U.S. diversity conveys a competitive advantage if, and only if, the brain power is put to work. Under-represented people often have significant barriers to overcome their entire lifetime, from poor schools to workplace bias. When Jesse Jackson called out the big tech companies in 2014 for their lack of di-

In 2014 USA Today it was reported that top universities are graduating black and Hispanic engineering and computer science students at twice the rate that tech companies were hiring them.** The tech companies blamed a lack of diversity on a lack of diversity in the talent pool, and the graduation rates proved that argument was false. After Jackson started the national conversation on the lack of diversity in tech companies, they began issuing diversity reports, and only 2 percent of tech workers at seven Silicon Valley companies were black and 3 percent were Hispanic, but 4.5 percent of bachelor's degrees in computer science or computer

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LOOKING TO LIFE SCIENCES FOR EXPANDING GLOBAL OPPORTUNITIES

Despite expanding regulatory and market pressures, the life sciences industry will continue to grow. Innovative diverse businesses will find a wealth of expanding opportunities in the global marketplace.

BY DONNA BENJAMIN

The life sciences industry is not only huge; it holds the keys to advancing the quality of human life and the health of the environment. It is made up of a number of sectors that include pharmaceuticals, biotechnology, life-systems technologies, biomedical technologies, cosmeceuticals, nutraceuticals, biomedical devices, food processing and environmental sciences.

For suppliers, each sector represents a set of global opportunities in developed and emerging markets. Opportunities stretch across R&D, managing government compliance, cost control, technology, manufacturing, safety, and supply chain risk management.

As the life sciences industry faces increasing cost and market pressures, there is a strong demand for skilled and innovative suppliers and outsourcing partners who can help businesses within sectors achieve goals through supply-chain focused innovation.

CONVERGENCE OF RISKS

If there is any industry that has been seriously challenged from all sides, it is life sciences.

Consumers are more vocal about product pricing. The regulatory environment gets more complex each year. Supply chain vulnerabilities create enormous product liability and disruption risks, especially when utilizing global suppliers. R&D costs continue to increase, putting pressure on pricing. Product manufacturers are under pressure to increase efficiency, lower costs and reduce waste.

The list of factors goes on to include the risk of intellectual property infringement, the difficulty of developing and maintaining a strong pipeline of skilled employees, and volatile economic conditions. Also presenting a risk is the shift to outcomes-focused reimbursement systems, putting even more pressure on life sciences organizations to produce products that are more effective and contribute to the minimization of healthcare costs. An aging global population and recognition of the need to better manage chronic diseases is driving demand for targeted therapies.

Despite the complex set of challenges, each risk is also an opportunity for suppliers who can bring new ideas and approaches to the table. The supply chain for life sciences organizations can be complex, but that also presents opportunities.

Suppliers are providing goods and services, manufacturing, insurance, logistics, safety, quality control, sales organizations, and technology. The supply chain of large life sciences firms also include contract research organizations.

Improving operational efficiency across the supply chain has become critical to managing costs in an era when consumer and insurance resistance to high prices on innovative products is strengthening.

INTEGRATED BUSINESS MODELS CREATING NEW OPPORTUNITIES

There is general agreement that technology can offer some of the solutions. Suppliers can improve demand visibility, inventory control, and forecasting which contributes to customer cost control. That is the use of technology at its most basic level at this point.

Life sciences organizations are moving toward more integrated business models in which, for example, medical technology, biotechnology, and pharmaceutical companies become partners in R&D to minimize costs while maximizing efficiencies to bring costs savings. In fact, scientific advances in molecular and cellular biology have led to a convergence of life sciences, physics, and engineering.

Technology suppliers are essential to this value proposition because analytics are critical to visibility or transparency. Accenture stats found that 42 percent of pharmaceutical R&D executives characterize their companies as exploring digital. Accenture Consulting also started the HealthTech Innovation Challenge to bring together leading-edge startups and health/life sciences companies to address challenges like transparency, costs, and access. The invitation is extended to businesses around the world.

Four categories of solutions or products offer an important clue as the most important challenges faced by life sciences companies based on Accenture research. These categories include developing easier access to healthcare, adhering to a care plan and generating improved outcomes, keeping information private and secure, and getting consumers the health information and services needed at the right time.

Life sciences organizations are increasingly outsourcing information technology—related services. These include IT Outsourcing (ITO), strategic consulting services and Business Processing Outsourcing (BPO). ITO includes anything to do with



Suppliers with global delivery capabilities, the ability to develop a breadth of supply chain services, industry expertise in life sciences, and financial stability are prime candidates for selection.

able to recruit globally for the tens of thousands available entry-level jobs.

BRING OPPORTUNITIES WITH SOLUTIONS

Research by IDC Health Insights and reported in “IDC MarketScape: Worldwide Life Science Manufacturing and Supply Chain ITO 2013 Vendor Assessment” found that life sciences companies are seeking vendors who have deep and proven industry-specific expertise, ability to provide dedicated resources on an ongoing basis across sequential projects to maintain best practices, and proven understanding of regulations and compliance initiatives.

Though the research focused on ITO, the information is relevant to all

suppliers. The report evaluated 12 top suppliers in the life sciences industry and noted each vendor’s strengths and opportunities. Opportunities include things like flexible pricing contracts, and well-develop demand forecasting and track and trace technology.

Cross-company partnerships, global expansion, increased outsourcing, and the need for advanced risk management strategies in the life sciences industry have created an environment filled with opportunities for enterprising suppliers. As the life sciences companies focus on business solutions, they are relying more on vendors as partners.

Successful vendors are innovative and able to regularly invest in products and services, bringing state-of-the-art solutions. Coupled with the need for innovation is a desire to attract more diverse businesses. It is a double set of opportunities that can reap big results. **DP**

software applications, data integration, systems implementation, infrastructure development, and systems maintenance and support. Suppliers with global delivery capabilities, the ability to develop a breadth of supply chain services, industry expertise in life sciences, and financial stability are prime candidates for selection.

Another area of opportunity exists for staffing companies. The life sciences industry has a growing and expanding demand for employees with necessary skills. This is also an industry that is noted for its lack of diversity which discourages qualified diverse candidates from applying.

John Carese, executive director of the California Life Sciences Institute, says there is an enormous gap between demand and supply in California, and one reason is that life sciences companies are mostly recruiting applicants with four-year degrees when entry-level positions can be filled with community college graduates. There is a real need for Human Resources suppliers

GOING OVERSEAS: DOING BUSINESS IN PHARMA/ HEALTHCARE INDUSTRY

Going overseas to launch and develop a new business requires a different mindset. In the pharma/healthcare industry, it all requires the highest level risk management.

BY WILFRED SMITH

It is challenging enough to launch and develop a pharmaceutical or healthcare business in the home country due to the high risks involved and an ever stricter regulatory environment. Go overseas and everything gets that much more complex because no two countries have identical sets of laws and regulations, and it is more difficult to ensure high quality. Enter emerging markets, a source of new markets and thus revenues, and the risks are multiplied but so are the rewards, if the business can develop the right strategies for sustainability.

As the middle class continues to grow in emerging economies, the countries are prime target markets for expansion of existing businesses or the launch and development of new ones. However, some of the largest existing businesses have attempted to capture new overseas markets without success because they did not fully understand the importance of developing tailored strategies rather than a one-size-fits-all.

It is a lesson that applies to new businesses, too, if they want to achieve sustainability.

DISCOVERING POTENTIAL IN EMERGING MARKETS

There are three emerging market tiers targeted as markets with the most potential for growth. The first one consists of China, India, and Mexico. The second is Southeast Asia. A third is Africa. Growing prosperity, an increase in the rate of chronic disease occurrences, and a flattening market in developed economies make going overseas to do business in emerging markets a more common growth strategy.

Some markets are more advanced along the “emerging” spectrum, like China, while others are viewed as long-term opportunities, like countries in Africa. It is important to realize that developed markets also offer many promising opportunities as drug and healthcare costs skyrocket, and the need for better outcomes and access to the newest technologies grow. Opportunities in mature markets include generics, health nutrition products, and value innovation such as coordinated treatment protocols and integrated electronic medical records.

Launching a business in the UK or Germany is easier than launching one in China, India or Africa. Each market has a different regulatory environment and needs. New businesses that can provide metrics to European purchasing managers and prove product efficiency or the ability to improve outcomes will have a competitive advantage. In emerging markets, it may be a

healthcare delivery system that reaches an underserved population that is a top priority. New medical equipment, healthcare clinics and IT are just some of the opportunities in the growing markets.

Launching a new business requires a lot of research, of course, on markets, demographics and regulations. To jumpstart success, some countries have developed technology hubs to encourage businesses to invest in R&D.

Singapore, for example, developed a regional biotechnology research and development hub by partnering with seven insti-



tutes and five research consortia. More than 50 companies are utilizing the hub to do biomedical sciences R&D in drug discovery, and in translational and clinical research. Coming out of the hub is a flow of new therapies and technologies. Singapore also has several contract research organizations that support the pharmaceuticals growing outsourcing needs.

LOWER RISKS THROUGH HUBS, ASSESSMENTS

Businesses that want to go overseas should rely on hubs and other infrastructures because they lower risks. Getting approval to operate out of such hubs requires passing a complex application process, but businesses get the advantage of having the government's stamp of approval as innovators. Singapore, as do other countries, also offer initiatives that promote collaboration and provide funding.

However, no business should lose sight of the fact that succeeding in any foreign country in the pharmaceutical or healthcare industries requires developing a deep understanding of, and the ability to work within, the regulatory framework. Research institutes and universities, plus the government agencies, are go-to organizations. Non-governmental organizations can also make important partners who understand the culture and rules for operating in the country.

Business sustainability requires developing strategies for

maintaining quality, making efficient use of resources, and managing costs to compensate for lower prices and margins. The strategies used in the U.S. are likely ineffective in an emerging economy. For example, advertising is a common marketing strategy for selling products and services, but the government may assess a fine for certain marketing practices in some emerging economies.

At the same time, there may be financial incentives to start a business. They may be enticing, but without a thorough risk assessment, the incentives alone are not enough. Conducting a risk assessment includes assessing manufacturing processes, supply chain practices and local customs, in addition to research on regulatory requirements. It is likely that practices in emerging countries, in particular, are quite different from the U.S. Even in Europe, there will be some differences, though not as stark as in emerging economies.

Another risk needing careful assessment is the payment system for pharmaceuticals and healthcare services. In many underdeveloped countries, payments are out-of-pocket, which figures into revenue projections and product planning. Generics and technology can play into strategizing to minimize costs while delivering goods and services.

DUE DILIGENCE ACROSS BORDERS

Any business that launches outside its home country must, of course, conduct the typical research any business would complete as part of the due diligence process. Research on market segments, demographics, market needs, and in this case the health services infrastructure.

It can be a fatal mistake to assume Western medicine and practices can be imported into other countries without adaptation. For one thing, the market may not be able to afford Western products or services. Education levels, the methods of distribution of pharmaceuticals and healthcare services are likely vastly different, also.

Businesses that want to go overseas should rely on hubs and other infrastructures because they lower risks. Getting approval to operate out of such hubs requires passing a complex application process, but businesses get the advantage of having the government's stamp of approval as innovators.

As people in countries like India develop more affluent lifestyles, they are developing chronic diseases similar to those found in the U.S. However, the pharma and healthcare industries have invested billions in consumer education programs so that people understand treatments. That may not be the case in many foreign countries.

There may be high risk in entering global markets, but the rewards can be higher. Business sustainability depends on fully understanding the market and the differences between the new market and the familiar market.

The most important lesson new businesses can learn from past attempts by other companies that failed is this: Do a thorough market analysis and then develop strategic approaches that fit each market segment and not the market in general. **DP**





AGE-OLD QUESTION STILL ASKED IN AGE OF TECHNOLOGY: BUY OR BUILD INNOVATION?

Organizations can choose to develop their own technologies or utilize third-party suppliers. There are numerous challenges to take into consideration either way.

BY JAMES HSU

Technology advances faster than ever, and the next “best thing” is always around the corner. For businesses, new technology presents an interesting dilemma. How does the company maintain Information Technology (IT) resources that meet business needs without over or underinvesting?

There are two basic paths to choose from: building or buying IT. Building the technology in-house means staff must also maintain and upgrade it. Buying the technology places the responsibility for managing and adapting to innovation on the shoulders of the vendor.

The decision is not simple because there are critical factors to consider, including costs, security risks, reliability, and importance of the innovation to the ability of the business to stay competitive.

TECHNOLOGY NEVER STANDS ALONE ANYMORE

In IT, third-party suppliers are vendors who supply software and hardware which is independent of the company and original supplier of other technology. In today's complex technology environment, third parties play critical roles in business because of the rapid changes in technology that occur on a routine basis. Staying abreast of technology innovations is also difficult because of the complexity of technology such as the cloud, where software is developed and managed offsite.

When companies choose to use third-party suppliers, they must assume responsibility for ensuring products are in compliance with company policies and procedures, that risks are well-managed, and that the technology is regularly updated to state-of-the-art status. Service companies or third-party suppliers also have their challenges, such as dealing with customer

variabilities and integrating with existing technologies.

Should a company rely on third-party suppliers or manage its own technology?

Software applications have gone through a radical transformation process, moving from the desktop to the browser to mobile devices and the Internet of Things. The issue is not limited to which third-party supplier to utilize. No segment of IT is standalone today which means enterprise and service-oriented architectures must be able to manage connected computing platforms. Keeping scalable connectivity between the service-oriented architecture (SOA) and the new technologies is critical to maintaining agility.

While third-party suppliers offer benefits, enterprises must still find a balance between technology and control. The interconnectivity of programs also presents a challenge. Application program interface (API) is code that gives two software programs the ability to communicate with each other. As cloud computing has grown, APIs have the additional challenge of integrating a cloud provider's service with on-premises systems or other cloud services.

FOCUS ON DIGITAL TRANSFORMATION

Perhaps an even more important issue is digital transformation. It is a process which naturally embraces the use of more developers and business teams to contribute to the technology applications and architectures. Traditional IT delivery modules are centralized and quickly becoming outdated because they restrict the delivery of capabilities to business units due.

Digital transformation is the use of technology to improve performance and the reach of the enterprise. It uses analytics, social media, mobility, Enterprise Resource Planning, smart embedded devices, and other technologies like the cloud and apps to improve relationships with all stakeholders.

Digital transformation is not just concerned with implementing new technologies. It is a process of transforming a business to take advantage of the opportunities that new technologies provide. It considers what it will take to ensure the business is as efficient and productive as possible in its use of technologies and will lead to consideration of operational processes, customer interactions, and even the business model.

From the perspective of digital transformation, the traditional IT model in which an organization manages all of its own technology is not likely to be effective because it keeps IT self-contained. Costs, rather than efficiencies, become the overriding factor as to whether new technologies are implemented.

It is no secret that traditional IT departments are having trouble keeping up with the pace of technological change and

that not many companies are getting the full benefit of the technologies already in place. The reasons vary, but topping the list is lack of knowledge on how to use new technologies to improve operations. For example, sourcing and procurement professionals do not know how to use financial analytics to improve supplier negotiations.

One of the advantages of utilizing third-party suppliers is that contracts can include IT and departmental training, and enterprises that have undergone a digital transformation ensure there are sufficient resources for training enterprise-wide staff.

INTEGRATING NEW TECHNOLOGIES

Third-party suppliers may also be more efficient at integrating new technologies into the existing technologies, such as adding social media to a website, adding mobile or location-based services, or incorporating customer self-service through the utilization of digital tools. Other advantages of third-party suppliers include

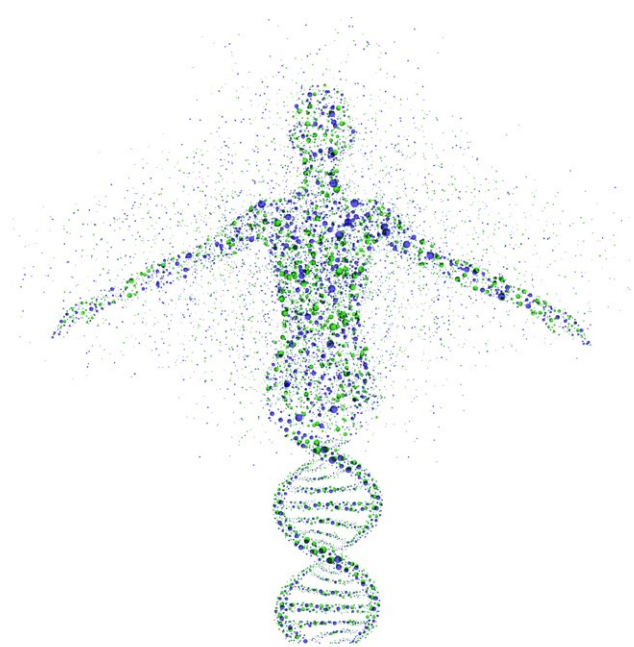
simplified administration of technologies, enhanced ability to stay technologically current on critical issues like security, access to technicians who regularly undergo state-of-the-art training, and in-depth knowledge of security challenges.

There is no guarantee a third-party supplier's products are hack-proof, but it is more likely an in-house built system has weaknesses, given the history of organizations experiencing hacking. However, the recent hacking of five cash-register providers involved hackers finding a weakness in a PoS system on vendors' servers, stealing customer passwords, and gaining remote access into the retailer's PoS computer. One of the companies was the technology giant Oracle, proving once again the sophistication of hackers. When

it comes to security, the build or buy discussion has to recognize there are always vulnerabilities to hackers, but hackers are always improving their sophistication. Can an over-worked, under-resourced in-house IT department stay on top of the hacking?

An organization may decide to build its own customized technology when the applications must be so specific that outside suppliers would charge too much for development and maintenance. In-house custom designs, however, require a large design team with different levels of software, application, and hardware expertise. Upgrades can be expensive in terms of downtime, especially when problems arise.

If an organization decides to utilize multiple third-party suppliers, it is important to remember that system integration is more complicated when multiple third-party suppliers are utilized. The bottom line is that each situation is different, so there is no pat answer when it comes to evaluating costs. **DP**



LEVERAGING SKILLS AND PERSPECTIVES OF DISABLED EMPLOYEES FOR COMPETITIVE ADVANTAGE

Employees with disabilities have unique skills and perspectives on managing tasks. Their creativity is a source of innovation for a broader market strategy.

BY JEREMIAH PRINCE

People with disabilities are entering the mainstream corporate workforce in greater numbers. Culturally speaking, the world of disability has been defined in terms of medical conditions that impair people physically, emotionally or mentally. There is a transformation of attitudes occurring as employers recognize that people with disabilities are as productive as those without impairments, if given a minimum amount of accommodation.

It is a step in the right direction, but the new attitude still fails to recognize that people with disabilities have unique skills and perspectives that can be leveraged to access a broader customer market with new products and services that serve people with and without disabilities. A culture of inclusion in the workplace can generate creative thinking and innovation among all employees, creating a remarkable competitive advantage.

TAKING OWNERSHIP OF BUSINESS SUCCESS

Employers hiring people with disabilities offer relevant accommodations so employees can be as productive as possible.

One of the challenges the disabled face is that non-disabled tend to focus on their disabilities rather than their skills and abilities, unique perspectives, and ability to think creatively.

True inclusion means everyone brings their whole selves to their place of employment, requiring a culture that encourages every employee to take ownership of the success of the business and the employer to provide opportunities to contribute creativity.

It is a matter of accommodation. Accommodation costs money versus accommodation offers a chance to test market new products, or accommodation inside the company versus accessing a potential global market the size of China in terms of population.

Oded Ben Dov developed a video game that uses eye tracking technology. After demonstrating on Israeli TV how it worked, he got a call from someone who said he cannot move his legs or hands and wondered if Dov could develop a smartphone that he could use. Dov went on to invent a smartphone for people who cannot use their hands and is sold through his company Sesame Enable.

There are now companies selling a compartment, similar to a luggage carry-all that is placed on top of the car. However, this roof box or roof rack holds a wheelchair and a hoist controlled by a remote-control device. What looks like a typical luggage carrier was turned into a product that makes it much easier for the disabled, and in some cases their caregivers, to load, unload and access a wheelchair.

Voice recognition technology helps millions of people, disabled and not-disabled, better manage their lives. It is used in smartphones, Bluetooth headsets, vehicles and televisions. It enables people to make hands-free calling, browse the Internet without typing, and buy prod-



ucts with voice commands. Despite the millions it helps, there are approximately 9 million disabled people in the U.S. who cannot take advantage of the technology because they have voice disabilities like stuttering, spasmodic dysphonia, and dysarthria. There are admittedly many hurdles to cross to develop voice recognition systems that can process atypical speech patterns, but the company that succeeds has a whole new market to access.

ENDLESS OPPORTUNITIES

Products and services designed for the general consumer market can lead to new products and services for the disabled, and vice versa. The opportunities are endless, ranging from new mechanical devices to mobile applications that ac-



commodate disabilities. The companies that generate innovation internally to serve a broader market are finding new sources of growth. And, who can understand how technologies can improve the quality of life better than someone with a disability?

There are three ways to look at the market opportunities: the disabled, senior citizens who experience many of the same challenges faced by the disabled, and the general market. In the U.S., one-in-five Americans have some type of visual, hearing or mobility disability. Globally, there are more than 1.3 billion disabled people. Both groups have friends and family who can also use new products and services that simplify life on many levels.

A go-to-market strategy is a plan for reaching customers and creating a

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competitive advantage. With input from people who are disabled, a business can define the target market and identify existing customers or new customers who would most benefit from the products and services developed. The value proposition is defined for the targeted customers.

Google Accessibility is the gold standard of an initiative meant to ensure the greatest accessibility of its products. There is an accessibility team to monitor the accessibility of Google products and product teams to “incorporate accessibility principles into the design and release of products.” The Google Impact Challenge: Disabilities program “advances ideas and emerging technologies that increase independence and opportunity for people with disabilities.” Researchers work with people from all backgrounds and people with various abilities to better understand customer daily lives.

Though smaller companies may not be able to have such an elaborate system, the core principles apply to all businesses that want to move beyond hiring people with disabilities as a compliance or CSR strategy to fully including them in business success.

MOVING BEYOND ASSIMILATION

Hiring a disabled person without giving them opportunities to fully participate in business success equates to lost opportunities. Creating a culture of inclusion in which everyone brings their whole self to work does not equate to assimilation in which people tend to keep their identities as low key as possible to avoid standing out. A culture that inspires creativity connects people to their work, and people to people, and the joint effort to business success.

People with disabilities add a broader perspective to project teams, should feel free to share their perspectives on working and living with a disability, and have opportunities to contribute creative thinking on topics like reaching the disabled persons market, or adapting technologies for the disabled to general consumer use or vice versa.

People with disabilities should have an equal voice, be able to bring their best ideas, and not simply be accommodated. Helping all employees find purpose in their work supports innovation because it connects the employee’s role to business growth and competitiveness. **DP**

LEADERSHIP DEVELOPMENT DEVELOPS STRATEGISTS AND RELATIONSHIP BUILDERS

Successful leaders today must be transformational, meaning they can successfully lead ongoing change processes. It is a very different business environment requiring very different development approaches.

BY **DAVE DESOUZA**

Disruptive change is the status quo for markets today, and businesses cannot respond with the same strategies they used when change was slow and anticipatory. Companies must be able to transform themselves quickly, efficiently and effectively in order to stay competitive. It is one of the biggest challenges facing all sizes of businesses, and it requires transformational leaders who can successfully lead the change processes.

Leaders must be able to deal with uncertainty, work with high-performing cross-cultural and/or global teams, and encourage problem-solving through the consideration of multiple viewpoints. They must be strategists who can lead change from within to meet external changes. The development process should produce transformational leaders who can make what they learn “sticky” over the long-term.

NEED FOR A NEW TYPE OF LEADER

Organizations across industries are realizing that the type of leadership on which it relies determines its ability to adapt to change. Leaders must be able to develop an engaged workforce that internalizes the corporate mission and goals and to collaboratively produce innovation. Additional complexity is added due to globalization and multiculturalism bringing new challenges, perspectives, and viewpoints. Customers are more diverse and more influential as technology shifts the balance of power from producers to consumers.



The world in general is less predictable due to technology, climate change, political turmoil and emerging economies. Businesses face myriad challenges like cost control, continually changing consumer bases with different needs, globalization forcing new operational approaches, and disruptive technology. The traditional transactional leadership style is inadequate.

If a new type of leader is needed, then a new type of leadership development is also needed. A transformational leader develops critical capabilities that are more suitable for today's business environment.

One capability is the ability to incorporate multiple perspectives when viewing situations, which encourages creative thinking and innovative problem-solving. Today's leaders must have the ability to see one's action objectively, include others in a collaborative role during the change process, and regularly tap into the value-creating ideas of the workforce and other stakeholders. Leaders must also have the ability to execute strategic transformations on a regular basis rather than as one-off responses.

COMPANY'S CULTURE IMPACTS INNOVATION

Developing adaptive leaders who are able to innovate within an ever more complex set of problems and circumstances is influenced by the organization's culture.

Leadership development is done within a context of developing an innovative culture where everyone takes ownership of their work and applies innovative thinking to solve problems. A few leaders cannot manage the ongoing change processes required to remain competitive, so they must build an engaged workforce that internalizes the corporate vision and goals, and pursues creative thinking in a collaborative environment.

It is the leader who fosters the organizational dialogue that includes diverse people and perspectives, synthesizing the input into new ideas. Innovation leaders take ownership of problems and inspire others to do so also, serving as a catalyst for the creative, collaborative change process.

LEADERSHIP DEVELOPMENT PROGRAMS EVOLVE

Clearly, leadership development programs must change along with the organization. Historically, the focus of such programs has been on growing a leader's self-awareness through coaching or mentoring. The new approach is to take leaders out of their comfort zones, presenting them with real-life problems and challenging them to work collaboratively on solutions.

Leaders must learn to inspire meaningful cross-cultural teamwork in pursuit of goals that benefit the business, and apply thinking that challenges the status quo. Personally, leaders become more open-minded and learn to appreciate and then consider multiple viewpoints. The whole person is developed – not just certain characteristics deemed most important. Leadership characteristics are improved while at the same time the leader's ability to develop specific context-driven competencies is expanded.

In a global business setting, helping leaders adapt to multiculturalism is complex, and it is not a new topic.

Henry Mintzberg and Jonathan Gosling published "The Five Mindsets of a Manager" in the Harvard Business Review, introducing the concept of worldly leadership. The authors were futuristic thinkers in that they presented the idea that leadership is not so much a set of competencies as the ability to look at situations, problems and challenges through different perspectives.



Leaders in this model concentrate on “being” instead of “doing.”

Global leaders who develop this ability will use every cultural real-world experience to discover new ideas and will develop “relationship competence,” a concept introduced by T. T. Manning in his article “Leadership across cultures: Attachment style influences,” published in the Journal of Leadership & Organizational Studies (2003). His premise is that the most important skill that leaders need in a global environment is one where he or she can bring out the best in people and develop trust. Too often, organizations rely on leaders who are technical specialists and organizational experts rather than relationship builders who empower people to succeed around the corporate mission and values.

LEADING THE CHANGE

Numerous development models are used to form leaders who excel in the environment that exists today. Some companies, like Unilever and Deloitte, have developed their own programs. Coaching is usually reserved for executive, senior, and unit heads, but one of the important differences today is that transformational leaders must permeate the organization.

Many eLearning programs are available that offer a wide range of training for leadership development at every level of the organization. They include Skillsoft, DDI, Harvard Business School's Executive Education programs, and the Center for Creative Leadership.

What is different today compared to the past is that leadership development must focus on the ability of leaders to drive innovation, manage ongoing change processes, and build relationships in a culturally diverse environment. It is no longer focused on simply building self-awareness, which is a personal internal development process. **DP**

ENGAGING VETERANS FOR WORKPLACE SUCCESS

Employers are recruiting, hiring and training veterans in greater numbers, but it takes a supportive culture, leadership and meaningful engagement to ensure veterans succeed in the workplace.

BY ROYSTON ARCH

Employers have heeded the call to hire veterans in recognition of the important contribution their skills can make to organizational success. However, hiring veterans is only one step in a successful talent management process because people must be willing to stay with the company for both the employee and employer to realize the full benefits.

For veterans, staying can be problematic for a number of reasons. In fact, the Chamber of Commerce Statistics indicate a typical veteran will change jobs twice within the first three years of employment.

Reversing this trend is crucial to the well-being of veterans; to veteran success in the workplace; and to the employers investing resources in the recruitment, hiring and training of veterans. It takes a supportive organizational culture, leadership and meaningful engagement of veterans to change the attrition statistics.

UNIQUELY ENGAGING

Every employee should be engaged, but not every employee is engaged in the same way. Employers recognize that engaging African-Americans, women, or other diverse employees requires unique approaches because their life experiences and perspectives are different. For veterans, the military experience often overshadows all other life events.

Many people who served in the military (or still serve as reservists or in the National Guard) are idealists who learned through training and deployment that camaraderie and a got-

marginalized. So much attention is given to hiring veterans, but not enough attention is given to retaining them. Quickly fitting into a corporate culture where individuality or autonomy are valued can be difficult at first for a veteran who spent years supporting a culture that values intense teamwork.

How does a veteran who managed a team of highly skilled artillery specialists, with the freedom to do whatever it took in terms of resource utilization and time to succeed but operating under strict rules, adapt to a corporate culture where a budget and deadlines limits activities?

There is even a difference in how teams function. Military teams have strict operating rules, while corporate teams are encouraged to think creatively by not placing too many restrictions on its members. These are the kind of challenges veterans face and employers can help them overcome.

NOT ALL THE SAME

A culture that does not value diversity is a culture that will not support veterans. Along with celebrating diversity based on race, gender and ethnicity, the workplace should celebrate the transitioning veteran.

The civilian workplace culture is going to be very different from the military culture in many ways, including language, reward systems, promotions systems and organizational structures. A mistake that employers can avoid is assuming that veterans can immediately adapt behavior to fit the civilian culture.

Stereotyping is another factor influencing veteran success.

A CULTURE THAT DOES NOT VALUE DIVERSITY IS A CULTURE THAT WILL NOT SUPPORT VETERANS. ALONG WITH CELEBRATING DIVERSITY BASED ON RACE, GENDER AND ETHNICITY, THE WORKPLACE SHOULD CELEBRATE THE TRANSITIONING VETERAN.

your-back attitude were of the utmost importance for endurance and achieving the mission. They have spent years acculturating to a regimented, hierarchal system where rank matters. Veterans also respect leadership or people who care about their followers. All of this boils down to a need for unique employee engagement of veterans in the civilian workplace which depends on successful communication, leadership, and a corporate culture that is supportive of a diverse workforce.

When skilled veterans join a workforce, many quickly feel

Movies and frequent discussions about post-traumatic stress disorder (PTSD) have led people to believe that most veterans have mental issues because of experiencing combat. That makes coworkers and managers fear sudden outbursts or even violent behavior. The truth is that approximately 80 percent of military jobs are non-combat positions. Approximately 15-30 percent develop PTSD, depending on the war the veteran was involved in, but PTSD certainly does not mean a person is ready to fall apart at any point.

SEE FULL POTENTIAL

Helping veterans succeed at work requires a mix of strategies, beginning with management training.

Prudential, an insurance company, developed instruction-

al videos which train managers on topics like veteran stereotyping, effectively communicating with veterans, and understanding the veteran experience. Management training should cover topics like responding to veteran issues like PTSD, policies on employee harassment, dealing with interpersonal conflicts in a productive manner, and training all employees to overcome the myths about veterans that seem to follow them around.

Prudential also has a veteran employees resource group for networking and mentoring by experienced veterans. ERGS also become a source of information for managers, providing insights into the challenges veterans are experiencing, and offer a “team” of people with common experiences.

Veterans also expect strong and ethical leadership, which engages veterans to help them achieve their potential. Engagement is a broad term, encompassing a lot of approaches, but in general it means developing an employee who is enthusiastic about work, takes ownership of the job, believes the work is important to the business mission, and takes positive action to advance the organization’s success. Several studies on the best way to engage veterans found that vets are like other employees. They want honest opportunities to utilize skills and abilities, and they want meaningful work.

Managers must be able to see the veteran’s full potential, capitalize on the unique skills and competencies that veterans possess, and help the veteran understand how their abilities and experiences align with the job they are expected to perform. It requires ongoing feedback and encouraging veterans to discuss the challenges they are facing.

Veterans are trained to be team members, relying on each other to accomplish job goals. In the civilian workforce, the ability to work independently, as well as on teams, is important to employers.

Hiring veterans is just a first step. Helping veterans feel included and taking steps to ensure their unique skills are adapted to the needs of the business is critical to retention. The reality is that many of the strategies for reducing veteran attrition rates apply to all employees but should be adjusted to meet the unique needs of veterans. Onboarding, work-life balance, and professional development opportunities are important to everyone in the workforce, including veterans.

Veterans also need increased access to feedback, and managers should invite regular suggestions and questions from veterans. In many ways, the real success of veterans depends on a foundation of effective two-way communication. **DP**



SLOVENIA PUTS OUT WELCOME SIGN FOR FOREIGN INVESTMENTS

Generally overlooked in the past, Slovenia is one of the most successful newly joined European Union countries. It has a strategic location, plentiful natural resources, and an excellent infrastructure, and is open for foreign investments.

BY WILLIAM BELL



The Republic of Slovenia has many enviable characteristics, including its strategic central location in Europe, a solid growing economy, large reserves of natural resources, well-developed infrastructure, and a welcoming business environment. The Slovenia government is actively working to increase the country's presence in the global market, creating additional ways for foreign investors to take advantage of opportunities.

This is a country aggressively pursuing inward FDI, and it should be considered by businesses of all sizes that are interested in going global.

BY THE NUMBERS

Forbes ranked Slovenia as no. 20 on its list of best countries for business in 2016. At the time the list was developed, the country had 3 percent GDP growth rate, \$29,900 GDP per capita, and a 6.9 percent positive trade balance. For comparison purposes, the U.S. was ranked as no. 22, and had a 2.4 percent GDP growth rate, a \$54,400 GDP per capita, and a minus 2.2 percent trade balance.

Slovenia's status is remarkable when considering the population is approxi-

mately 2 million, and the U.S. population is 321.4 million. The World Bank ranks Slovenia as one in 2016 for trading across borders.

Underlying the numbers is a country with a flourishing economy due to growing domestic production and significant growth in the inward inflow of foreign direct investments (FDI).

According to Bank of Slovenia research, the largest inward FDI segment is manufacturing (32.5 percent), followed by wholesale and retail (23 percent); financial and insurance (15.4 percent); real estate (7.2 percent); information and communication (5.4 percent); professional, scientific and technical activities (3.7 percent); transportation and storage (3.7 percent); and electricity, gas and steam supply (3.3 percent). Some of the world's largest corporations have invested in Slovenia – Goodyear Dunlop, Renault, Deloitte, McDonald's, Microsoft, PricewaterhouseCoopers, Henkel and many others.

Most inward FDI is currently flowing from European countries, accounting for over 80 percent. There are enormous opportunities for U.S. firms of all sizes in the automotive industry, pharmaceuticals, electronics, electrical and optical

equipment, life science, tourism, energy, products made from plastic materials, and business and financial consultancy. In particular, Slovenia wants to grow its high-tech sector and especially in R&D. To bring employment to economically disadvantaged regions, the Slovenian government established special facilities and special incentives to make the locations, like the Prekmurje region close to the Hungarian border, attractive to foreign investors.

The European Innovation Scoreboard 2015, prepared by the European Commission, recognized Slovenia as the fastest growing innovation follower among a group of countries that also includes France, Austria, Ireland, Belgium, Luxembourg, the United Kingdom and the Netherlands. Additionally, the country ranks as no. 24 among the top 50 innovative economies per the 2016 Bloomberg Innovation Index.

REACHING INTO AND OUTSIDE SLOVENIA

Slovenia's location makes it an excellent locale to establish a base for doing trade with other European Union countries. There is Hungary to the north, Austria and Italy to the west, Croatia to the east,

and 29 miles of coastline on the Adriatic Sea.

The government has been working to develop a business friendly environment, improving the ease of doing business and offering special financial and fiscal incentives. The Slovenian Public Agency for the Promotion of Entrepreneurship surveys foreign businesses in Slovenia on an annual basis, and the top reasons firms chose Slovenia for investment is the expertise and high skills of the labor force, the high quality of export goods manufactured in the company, good prospects for forming long-term relationships with suppliers and customers, easy market access to services, and location. Other advantages include the unrestricted transfer of profit and capital repatriation, low taxes, and ease of setting up a business.

There are some barriers to foreign investments, including strict employee dismissal requirements that make it difficult, but not impossible, to fire an employee. Privatization has been slow but is accelerating, but the bureaucracy is greatly streamlined.

However, export.gov, the U.S. online agency, has found Slovenia to have high business ethics and a strong commitment to doing quality work. If interested in establishing a business in Slovenia that will hire employees, it is important to do thorough research on all business laws, including labor laws. Once established as a business, a foreign-owned firm has the same rights as domestic companies.

Another option is to export goods to



Slovenia. The U.S. Embassy in Slovenia has a commercial section dedicated to promoting the export of U.S. goods and services to Slovenia. The office is located in Slovenia's capital city of Ljubljana. Embassy professionals can help U.S. companies find partners and customers. Other useful contacts can be made at the Chamber of Commerce and Industry of

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INCENTIVES.

Slovenia and closer to home the Embassy of Slovenia in Washington, D.C.

READY TO ASSIST

Several other government agencies and organizations can be extremely helpful to foreign businesses interested in investing in Slovenia.

The organization called Invest Slovenia was created to assist investors when it was determined the country was in need of a high-level agency to promote FDI. The country takes pride in the fact it is not promoting itself as a low-cost manufacturing location but rather as an innovation-driven economy. Invest Slovenia works with SPIRIT Slovenija.

SPIRIT is the acronym for Public Agency for Entrepreneurship, Internationalization, Foreign Investments and Technology. Both organizations are frequently present at large trade shows. They offer many complimentary services, including assistance with networking, site selection, and guidance on desired investments.

The OECD Better Life Index ranks Slovenia above average in education, skills, environmental quality, work-life balance and personal security. Slovenians embrace community and well-being, take pride in their cultural heritage and cultural activities, and participate in year-round outdoor activities.

Business people who choose to live in Slovenia with their families experience a high quality of life. The beautiful natural environment includes thermal spas and a section of the Alps. There are museums, medieval castles, and fine food and local wines.

Combine the revamped business-friendly environment with the natural environment and local culture, and Slovenia becomes a top location deserving of further investigation. **DP**



BRIGHT IDEA: DEVELOPING AN ORGANIZATION'S INNOVATION MINDSET

Creating a climate that fosters an innovation mindset is the best way to generate the inspiration leading to breakthrough ideas. It requires leaders who are coaches to employees at all levels of the organization.

BY INGRID JOHNSON

Organizations frequently claim in their marketing campaigns they are innovative leaders creating products and services that make life nicer. In many cases, the innovation is a one-time wonder, and it is years later before another innovation appears.

In today's competitive marketplace, innovation cannot be a periodic creative idea that is tested and marketed for years. That is a sure path to falling behind competitors. Instead, businesses need to develop a culture that nurtures an innovation mindset in everyone from the CEO to the lowest level of employees, and embraces external stakeholders like suppliers and customers.

Coaching leaders in the art of developing an innovation mindset can help businesses move toward this goal. A coaching culture is key to generating innovation because it encourages people to contribute creative ideas and invests in providing outlets for turning ideas into reality.

TURNING THE MIND'S LIGHTS ON THROUGH INNOVATION

An innovation mindset, from an organizational perspective, is a culture that encourages, nurtures and acts on op-



portunities to produce innovation. It is a climate created by a robust framework which encourages people to think and act differently to capture opportunities at the micro and macro levels to achieve extraordinary success.

Achieving this state is no longer an option as the emergence of enterprising young entrepreneurs, able to out-compete large companies, has proven. These entrepreneurs are not limited in their thinking by organizational boundaries and processes.

Chances are that asking corporate leaders if they are innovative will get a resounding "yes" as an answer. In reality, senior leaders and managers are likely discouraging new ideas every day, creating missed opportunities, because they

do not understand the innovation mindset and remain locked into confining processes and infrastructures.

Coaching an organization to develop an innovation mindset requires first recognizing the behaviors that keep new ideas in the dark. One of the most obvious is a senior and mid-management group that has kept barriers to new ideas in place. In these situations, the business model and framework for idea generation is loaded down with requirements for proof, precedents, lengthy hierarchical reviews, lack of resources, and leaders who simply do not know how to nurture innovation.

Coaching leaders to an innovative mindset is a critical first step because it is the top-to-bottom managers who en-

ATION-WIDE INNOVATION MINDSET

courage and nurture employee minds that regularly discover and realize new possibilities. All managers are necessarily participants because the innovation mindset should embrace suppliers as well as employees.

Does the sourcing and procurement function have a framework in place that enables suppliers to bring new ideas to the table? Do employees from the bottom up contribute to innovation, and do leaders pull those ideas into the light for further consideration? Does R&D have a lock on innovation, discouraging others from contributing?

EMPOWERED BY A COACHING CULTURE

Coaching people to become good leaders with an innovation mindset is central to developing a culture of innovation, and good leaders coach their employees and teams and encourage stakeholders, like suppliers, to recognize opportunities. They feel empowered to start conversations to increase the rate of innovation in a collaborative manner. Leaders who coach their employees and key suppliers encourage the active involvement of people in defining desired outcomes and how to reach those outcomes.

One of the key characteristics of an innovation mindset is that people are not bogged down in daily activities and failing to think outside the box, and they understand the dynamism of creative thinking. Once desired outcomes are determined, the leader continually helps people progress toward their goals through excellence in operations.

To foster the innovation mindset, leaders assemble diverse cross-functional teams comprised of people with different backgrounds, skills and experience. There is a process in place to capture ideas. However, companies like Apple, L'Oréal, and AT&T make use of technology to give all employees opportunities to share innovative ideas, through the creation of online innovation forums and

Employee Resource Groups. AT&T has a process in place in which all employees can submit new ideas that bubble up to leaders through review by other employees. Everyone at AT&T is thinking in terms of new opportunities.

The 3M Corp. was awarded the National Medal of Technology by the U.S. government in recognition of the company's innovation. The company has integrated a variety of opportunities for stakeholders to generate new ideas. They include Innovation Centers where customers can explore new opportunities and solutions to problems, and a techni-

cal council and technical forum where scientists can share knowledge and contribute to technology projects. A variety of forums are networked so that the right people are included in new ideas needing development.

As innovation mindset requires, 3M measures current results but also fosters thinking focused on future outcomes. In fact, 30 percent of each division's revenues are expected to be derived from products introduced in the prior four years. This approach sends a clear message that innovation generated by creating thinking is highly valued.

SEARCHING FOR THE BIGGER PICTURE

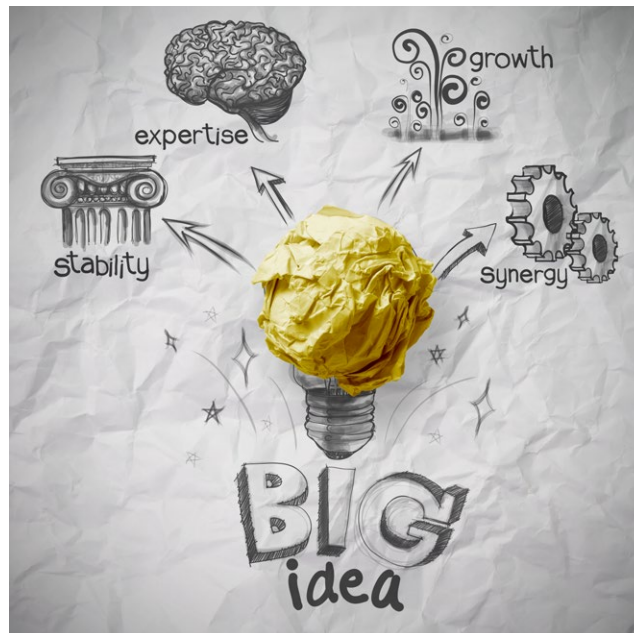
Leaders are coached in developing an innovation mindset, which in turn is used to create a coaching culture throughout the organization. Innovation cannot flourish unless leaders have the right response to employees who generate new ideas.

Accenture defined three stages of a coaching culture: foundational, progressive and pioneering. At the foundational level, leaders react defensively; at the progressive level, leaders listen to others with interest and empathy; at the pioneering level, leaders search for the bigger picture (new outcomes). At the pioneering level, coaching is integrated into all organizational interactions, including between leaders and employees, and

leaders and suppliers.

The innovation mindset is closely tied to a coaching culture that is designed to take advantage of new ideas and opportunities. Leaders at all levels are coached first to become internal coaches to individuals at all organizational levels.

Developing an innovation mindset built on a coaching culture requires an investment of resources and a framework that fosters new ideas. However, get it right, and the innovation mindset becomes a self-perpetuating idea manufacturer that contributes to business success. **DP**



ONE OF THE KEY CHARACTERISTICS OF AN INNOVATION MINDSET IS THAT PEOPLE ARE NOT BOGGED DOWN IN DAILY ACTIVITIES AND FAILING TO THINK OUTSIDE THE BOX, AND THEY UNDERSTAND THE DYNAMISM OF CREATIVE THINKING.

MOVING BEYOND REGISTRATION PORTALS: TECHNOLOGY ENHANCES SUPPLIER DIVERSITY

Technology was first used to create supplier registration portals but is increasingly used to manage the lifecycle of supplier relationships. For Supplier Diversity, technology can play a crucial role in creating and growing a successful program through enhanced supplier discovery and communication.

BY DAVE DESOUZA

Getting a supplier diversity program up and running seems to be the easy step for many companies that struggle with finding and managing diverse suppliers in a way that brings the greatest value proposition. Too many companies rely mostly on spend reporting as the core of their supplier diversity program, when they should be focused on managing diverse supplier relationships for innovation.

Supplier diversity should not simply be a numbers game which tracks spend and counts businesses because that perspective fails to take full advantage of the innovation and creativity that diversity brings to the supply chain.

Technology is offering new approaches that enable companies to attract diverse suppliers and manage supplier relationships to create value for the supplier and the supplier's customer. Technology tools include supplier discovery programs, internal and external communication systems, mobile, data and analytics, supplier performance tracking, and streamlined vendor payment systems, to name a few advantages.

REMOVING THE SUPPLIER DIVERSITY SILO

Technology companies have taken an interest in supplier relationship management, and so it is not surprising that companies are developing new tools that enhance supply chains. Supplier diversity programs continue to be treated as silo programs in many cases. It is unfortunate because that kind of approach tends to limit the inclusion and/or contributions

of MWBEs and may explain why so many companies continue to struggle with finding and keeping diverse suppliers.

Supplier diversity should be integrated into the broader sourcing and supplier management programs, and technology is leading businesses down that path by making it easier to include the broader set of stakeholders in the supply chain management process.

Supplier diversity needs to be systemic rather than a separate siloed program that always seems to operate on the fringes of the sourcing and procurement operations. That is the only way parity can be achieved. Organizational leaders should consider supplier diversity as a natural process. Increasing transparency of diverse suppliers on a multi-tier level throughout the organization is a step in the right direction.

The organizations moving toward integrating supplier diversity in the sourcing and procurement function are using software programs that provide data and analytics at the department level. Three advantages of this approach are being able to inform unit and department heads of available diverse suppliers, to hold managers accountable for meeting performance goals, and to recruit in the process of identifying potential diverse suppliers.

MINORITY VENDOR OFFERS TECHNOLOGY SOLUTION

The use of technology to enhance supplier diversity has moved beyond just gathering and analyzing spending and statistics though.

One way to understand the technology-driven changes is to look at a vendor offering state-of-the-art solutions.

ConnXus is a minority-owned business headquartered in Mason, Ohio. The company offers a cloud-based supplier diversity platform which was developed in response to corporate challenges in identifying new, qualified diverse suppliers. Rod Robinson, founder and CEO of ConnXus, developed the company's innovative products in response to supplier diversity processes across organizations that struggled with incomplete databases, expensive software that was not getting the job done, and fragmented resources that prevented identification and management of diverse suppliers.

ConnXus offers cloud-based buyer solutions. The suite of buyer solutions includes SMARTSCRUB for Tier 1 data enrichment and dashboard reporting. The feature that makes this solution unique is the ability to match the corporate accounts payable files against the ConnXus robust database, enabling the client to validate supplier classifications. The ConnXus database has more than 1.7 million diverse suppliers and certifications for MWBEs, veteran-owned, and LGBT-owned vendors.

ConnXus clients using the platform can access the large database when searching for diverse suppliers, which greatly simplifies the sourcing process and streamlines the effort to integrate supplier diversity into the broader sourcing and procurement functions. The other products in the suite include Tier 1 Spend Report, Registration Portal with a supplier self-update capability, and TIERTRACKER which captures prime supplier direct and indirect spend with diverse vendors. Tiertracker goes beyond just reporting spend. It includes the ability to filter spend



by demographics and ad-hoc reporting.

The ConnXus+ supplier services gives suppliers greater access to opportunities. It requires membership, but the program offers numerous benefits, including reducing research time. Suppliers can access buyer-posted RFP, RFQ and RFI opportunities, and get email notifications for opportunity matches.

The company CVMsolutions also offers technology-based client and supplier solutions, including supplier discovery and data enrichment and analysis. These companies are used as examples only of the type of real-world technology available already.

BRINGING INNOVATION TO THE TABLE

Technology is used in other ways to enhance supplier diversity.

For example, one of the challenges

small-to-medium sized suppliers face is maintaining good cash flow. Utilizing technology to speed up payments through purchase-to-pay systems, trade financing, and e-invoicing can create new opportunities for diverse suppliers.

Also growing in use and importance is supply chain collaboration systems. Supplier networks and platforms are new technology-based models of collaboration, and offer a value proposition for supplier diversity programs through supplier enablement, better supply chain risk management, and enhanced transactional connectivity. They enable suppliers to bring innovation to the table separate from the standard sourcing and procurement process, opening up avenues for diverse suppliers who would not have a communication path otherwise for presenting innovation. That contributes to the integration of

diverse suppliers into strategic sourcing and procurement processes.

There are innovative companies, some minority- or women-owned, who understand the issues faced by diverse suppliers and are developing solutions for the buyer and supplier sides. The new technologies offer the promise of taking supplier diversity to a new level through enhanced supplier discovery, improved payment systems, more opportunities for collaboration on innovation, and much more. The new programs are also mobile enabled, which significantly improves buyer-supplier communication on critical issues like inventory management.

Each of the tools also enhances relationship management processes with diverse suppliers. While the technologies are already in use, the projections are that 2017 and beyond will bring many more. **DP**

THE NLRB AND SOCIAL MEDIA IN THE WORKPLACE

Since 2010, the NLRB has been issuing rulings concerning employee rights and social media. Employers need to understand the NLRB perspective and rulings to minimize employee complaints.

BY JOSHUA FERDINAND

One of the unexpected complexities of social media has been its use by employees, in and out of the workplace, to make negative comments about the workplace, co-workers, or employers. In 2010, the National Labor Relations Board (NLRB) entered the picture when employees began formally protesting employer actions taken against them in response to social media postings or activities the employers deemed unacceptable.

Since then, a number of NLRB rulings have been issued that make it clear that employees have the right to engage in protected activity under the National Labor Relations Act (Section 7) and that includes the use of social media. The rulings have been controversial, often protecting an employee's right to publicly post harsh criticism of an employer, but employers are bound to adhere to the decisions and guidance or face a myriad of employee complaints and fines.

Understanding the NLRB perspective and decisions is necessary in order to develop appropriate policies and procedures.

THE FINE LINE: A CHILLING EFFECT

Over the last six years, the NLRB has been dealing with a plethora of employee complaints in which they claimed their protected rights were violated through inappropriate employer actions taken as a result of the employee's use of social media. The NLRB applies the National Labor Relations Act (NLRA Act or Act) in its consideration of employee complaints. The NLRA Section 7 protects employee discussions about wages, working conditions, hours, union organizing, and communication for mutual aid and protection. One of the important concepts is whether employer policies or actions chill protected speech under the Act.

It has been made clear through a series of rulings that communication through social media has the same protection under the NLRA as face-to-face communication. The evolution of NLRB rulings on social media cases is complex, consisting of the case decisions, three NLRB Acting General Counsel reports, and guidance given to regional offices of the NLRB.

The rulings are too many to list here, but a common theme runs through all the decisions. Employers naturally believe they have the right to prevent employees from making derogatory remarks about their employer, the workplace or coworkers.

The NLRB makes it clear that employees have the right to engage in "protected concerted activity," and employers cannot restrict it in any way. Protected concerted activity, Section 7 of the NLRA ACT, allows employees to discuss the terms and con-



ditions of employment with coworkers, including wages, working hours and work performance. Individual employee complaints are not considered concerted activity. In some situations, employees were fired or disciplined in some other manner after posting comments on Facebook, Twitter, or other sites.

There is often a very fine line between what is and what is not “concerted.” NLRB decisions in the last couple of years have addressed the use of specific language. For example, the case of Pier Sixty, a New York City catering company, involved a server using his iPhone to send an expletive-laden message about his supervisor to his Facebook page. The message ended with a directive to “Vote YES for the UNION.” The caterer was fired after being told his Facebook post violated company policy and was egregious, inappropriate and defamatory. The NLRB found that the post was concerted activity, and despite the foul language, was legally protected. One of the reasons the language was protected was because supervisors often used profanity when speaking to staff. Context does matter.

EMPLOYERS SHOULD AVOID BLANKET PROHIBITIONS CONCERNING WHAT EMPLOYEES CAN WRITE ON SOCIAL MEDIA. INSTEAD, THE EMPLOYER MUST BE VERY SPECIFIC ABOUT WHAT THE EMPLOYEE IS NOT ALLOWED TO REVEAL, SUCH AS TRADE SECRETS AND DATA.



CONFUSION REIGNS

In a recent 2016 case, Chipotle had a corporate policy under “Confidential Information” that said the “...improper use of Chipotle’s name, trademarks, or other intellectual property is

prohibited.” The NLRB General Counsel alleged that the policy violated Section 7 rights because it would, in effect, prohibit employees from displaying the logo with a big red “X” over it while engaging in protected concerted activity, such as a protest against working conditions. An administrative law judge did not agree and reasoned that employers can protect their proprietary interests.

However, the NLRB ruled in a different case that a social media policy cannot prohibit employees from using an employer logo in any manner.

The takeaway is that a social media policy can prevent improper use of a logo if the restriction is narrowly defined to protect employer property rights and does not limit the use of the logo when the employees is conducting protected activity.

Confused? Employers are struggling to develop social media policies that protect employer rights without violating employee rights to conduct protected activity. One of the first steps an employer should take before drafting social media policies is to read the three Acting General Counsel summary reports which provide guidance on social media policies based on findings in dozens of cases brought to the NLRB. Another step is to have an attorney versed in NLRB cases review all social media policies before they are issued to employees.

WALKING A FINE LINE

The overriding principle of all the NLRB cases is that social media policies cannot prohibit the kinds of activities that are protected by federal labor law. An employee’s complaints about an employer on social media are only protected if they are made in relation to group activity among employees.

Employers should avoid blanket prohibitions concerning what employees can write on social media. Instead, the employer must be very specific about what the employee is not allowed to reveal, such as trade secrets and data. Employees are allowed to talk about anything to do with their employment situation. Employers cannot tell employees who they are allowed to “friend,” demand access to accounts or passwords, or make overbroad statements that can be construed to limit an employee’s rights as defined by Section 7.

A recent case involving Chipotle’s social media policies has many details in it that offer instruction as to what is protected concerted activity and what is not. In general, policies cannot be subjective, rely on disclaimers for legal protection, or infringe on Section 7 conveyed employee rights. Understanding the NLRB’s perspective, driven by the NLRA Act, can make it easier all around.

SEYCHELLES: WHERE TOURISM AND ENVIRONMENTALISM DEVELOP A FRIENDSHIP

Seychelles is an enchanting archipelago filled with talcum-powder beaches and rare plants and wildlife. It is also sinking due to climate change, threatening one of the world's most pristine environments.

BY PAMELA GRANT

Off the coast of east Africa, on the Indian Ocean, sits an archipelago of breathtaking granite and coral islands in the Indian Ocean. They are islands that contain natural treasures, but they are also the poster child for the impact of rising oceans due to climate change. The 115 islands of Seychelles have been called magical, beautiful, a haven for marine life, and one of the most ecologically interesting places on the face of the earth. Unfortunately, the islands also serve as an example of the tremendous

loss of environment that is occurring as a result of climate change and rising oceans. For now, the white beaches lapped by the azure ocean waters, lush tropical jungles, unique biodiversity, and idyllic lifestyle are intact, making the islands an ideal destination for ecotravelers.

WATERS RISING AND WARMING Seychelles' residents support themselves mostly through tourism and tuna fishing. Unique environmentally, it is also unique culturally. Seychelles has a matriarchal society, and French and Seychellois Creole are the official languages, reflecting a history of French settlement in the 18th century and the importation of African slaves. In 1976, the archipelago became the Republic of Seychelles, a country now focused on preserving its natural environment. One-third of the marine territory

and one-half of the land area is already protected. The largest city by far is the capital city of Victoria on the island of Mahé which has almost 23,000 residents. Other main cities have populations under 4,200 people, so between the small population and the large area of protected lands, it is truly easy to escape. Mahé is the main island and along with the neighboring islands of Digue and Praslin, forms the cultural and economic hub.

Climate change is having a measurable impact on the islands in several ways. The start of the seasons is changing, and fishing has been pushed further out due to changes in the water temperature. Coral bleaching is a consequence of abnormally high water temperatures, and salt-water intrusion of coastal buildings is getting to



Coco de Mer



Hawksbill sea turtle



Anjouan Scops Owl



Black Paradise Flycatcher



Mahe island

be a more common occurrence. Eco-travelers have an unusual opportunity to visit a pristine natural environment and assist with preservation efforts through their choice of activities.

DAZZLING IN EVERY WAY

Everyone agrees, Seychelles' tropical beauty is breathtaking. A visit to the splendid Morne Seychellois National Park is a natural choice to start a visit because it encompasses 20 percent of Mahé's land area and is filled with coastal mangrove forests, holds the highest mountain called Morne Seychellois, and has an extensive trail network, making it possible to visit deep inland. It is also an excellent location for viewing the wonderful flora and fauna

flourishing in its natural habitat, like the Seychelles Scops Owl and the Jellyfish Tree, both once thought to be extinct. Several of the islands have sanctuaries where wildlife spotting is a joy. The giant Aldabra tortoises lumber freely around the Curieuse Marine National Park, and Bird Island, the northernmost island, is appropriately named because it is home to spectacular birds like the white fairy tern and black noddy tern, white-tailed tropical birds that nest at the foot of cedar trees, and millions of sooty terns that nest on open grass land. Watch where walking though because giant tortoises are slowly making their way around the island at will. The national bird, the Seychelles Black Parrot, is easily spotted on its native island of Praslin. The most unusual indigenous plant visitors see is the Coco de Mer which grows 100 feet tall and 40-pound bi-lobal seeds.

There are reserves on all the main islands, including the Aride Island Nature Reserve on the tiny island of Aride; the Sainte Anne Marine National Park near Victoria, extending over six islands, where green turtles feed on sea grass meadows; and the Veuve Reserve on La Digue Island, the only spot in the world where visitors can see the endangered Black Paradise Flycatcher. There are plenty of four-and five-star luxury resorts and self-catering apartments. To make the stay a bit more cultural, stay in a family-run guesthouse and get to know some of the residents.

Hiking is not the only way to experience Seychelles. Snorkeling and scuba diving are popular activities that open up a whole world of ecotourism. In fact, there are ways to enjoy the sight of vividly colored tropical fish and coral reefs while contributing to marine conservation. Organizations like Go Eco bring volunteers

together to enjoy the stunning biodiversity while collecting data for research purposes. Whether hiking or doing water activities, visitors are bound to end up on one of the beaches that are so dazzling white they are almost blinding. The large Anse à la Mouche beach is on a calm bay on Mahé. The Anse Bonnet Carré on La Digue is only accessible by foot, so visitors are almost guaranteed privacy while enjoying the shallow warm waters. The Anse Georgette on Praslin Island is another stunning powder-soft sand beach, and this one is ideal for swimming. This is just a sample of the many beaches that drive eco-tourists to say, "So many beaches...so little time."

GET TO KNOW THE CREOLE CULTURE

There are other things to do besides laze on a beach in the warm sun. Mingling with the people and getting familiar with the unique culture of Seychelles is an experience, too. Roam the colorful Victoria market and talk to the locals while browsing the booths filled with fruits, vegetables, and local crafts. At the Domaine de Val des Prés on Mahé, experience the Creole culture in craft workshops, a typical 20th century working class home, architecture, food, and gifts solely made from coconut. It is one attraction of the Patrimwann, a name given to four attractions highlighting the Creole heritage. The other attractions are the Las Bastille, the Kreol Institute, and the Ecomuseum.

So many places on earth have been damaged by over development, and Seychelles was on its way to being one of them. Fortunately, the government chose to move in the direction of environmental protection, and that means a spot of paradise is preserved. We can only hope that the climate will cooperate too. DP



Seychelles Black Parrot



Scuba diving



Fishermen carry tuna on the beach

ICELAND'S CUISINE IS WORLD APART IN THE FRIGID NORTH

A culinary excursion in Iceland is unique, leading diners to try unusual foods like sheep's head, minke whale and puffin. The food reflects the connection Icelanders have with the sea and land.

BY JOHN JACOBS

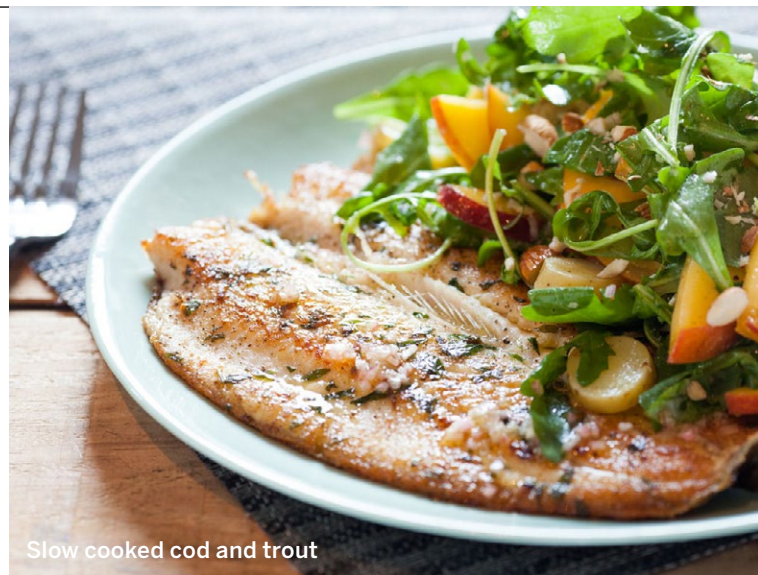
Ask random people what they know about Iceland, and the typical answers will be “it’s frigid” and “there are invisible elves.” The country remains an enigma to most because of its relative isolation in the North Atlantic Ocean and an unforgiving climate that, up till recently, discouraged tourists except for the hardiest. Harsh winters and isolated living conditions meant Icelanders had to eat what was available and develop food preservation methods that enabled them to make it through long, cold winters. Today, the food heritage is a fascinating mix of unusual foods prepared and cooked in ways that reflect a history of hardy survival like sheep’s head, fermented shark (Hákarl), and skyr.

The traditional foods of Iceland are interesting, often unusual, and sometimes controversial. In the last category falls whale meat, particularly minke whale meat. Iceland has a flourishing whaling industry, minke whale is not endangered, and Icelanders eat whale meat in a variety of ways. It is important to remember that people who first ate whale meat were in survival mode, and whale meat provided protein. Today, Iceland imports much of its fresh fruits, vegetables and other foods it cannot produce, but this raises the price of food considerably. Therefore, it makes practical sense to continue eating whale meat which is sourced locally. Whale is consumed as steaks, seared filets and kebabs. Sometimes, it is cured and then seared which removes some of the heavy fish oil flavor.

The sea has been a major source of protein for centuries. At fine dining establishments, menus have more traditional dishes like slow-cooked cod and trout. However, one of the favorite traditional foods of older Icelanders is Hákarl or shark. This unusual food is made from Greenland shark that is first buried and then allowed to ferment while hanging for up to five months. The final product has an extremely strong ammonia smell and fish oil flavor. The Greenland shark cannot be eaten fresh because it has natural chemicals that are poisonous to humans. It is fascinating that someone along the way centuries ago figured out how to safely eat Greenland Shark. Hákarl rep-

resents the ingenuity of people living in a harsh environment. They had to find ways to preserve food, and many traditional foods are preserved in unusual ways (like Hákarl) or smoked, pickled, dried, or soured. Harðfiskur is dried fish which is usually haddock or cod. The fish jerky is protein rich and is often chased down with a shot of Iceland’s form of schnapps called Brennivin or “The Black Death.”

Whale meat is not the only food still consumed today that is a bit controversial. Lundi or puffin meat is a delicacy. The bird is quite cute, but it is also plentiful in Iceland, so it is not surprising that it became a food source. Puffin meat is usually smoked and cured, or boiled in milk



Slow cooked cod and trout



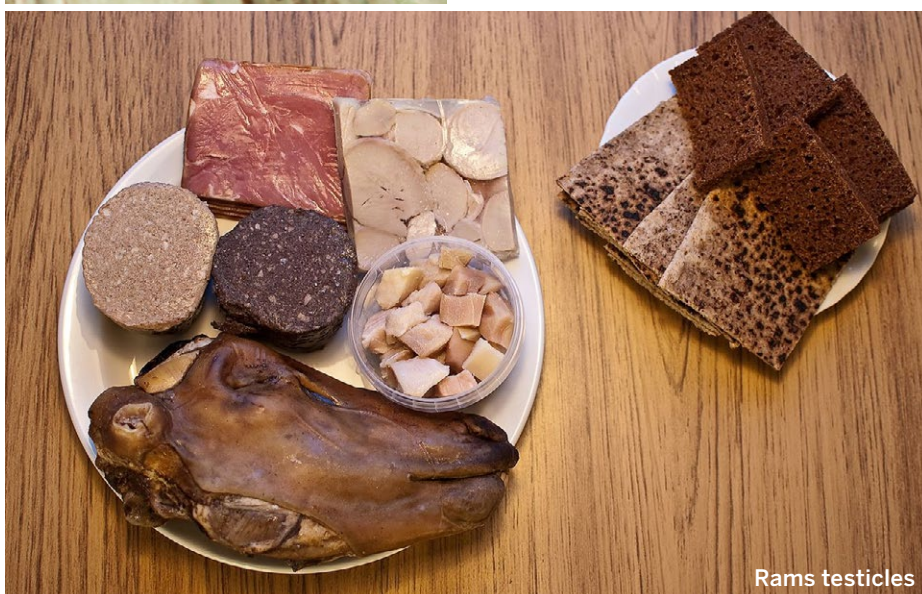
Svið



Skyr



Puffin meat



Rams testicles

the only way to go whether making it at home or buying one at a kiosk. Everything means loading the hotdog on a bun with ketchup, onions, sweet brown mustard, raw and fried onions, and remoulade sauce. The hotdogs are made with beef, pork and lamb, and there is agreement that the lamb is what gives this national food an unusual flavor. These are not ordinary hotdogs.

One of the foods Icelanders eat throughout the day is skyr, which is a fat-free soft cheese made out of pasteurized skimmed milk and a bacteria culture. It reminds people of yogurt but is richer and thicker. Skyr is a healthy food that is used in many ways – as a breakfast food, snack, topping, sauce and drink. That is how much Icelanders love this particular food.

Iceland's food may have some unusual national dishes, but the country offers a chance to experience a food culture entirely different from foods in North America. A meal may consist of caramelized potatoes and purple cabbage served with lamb, or Plokkfiskur which is a fish pie made with cod, haddock or halibut, and potatoes. A treat is Pönnukökur or crêpe-like pancakes. They are regularly served at any meal. The sun does not shine in Iceland for two months, and when it finally begins to reappear, it is time to celebrate. Townspeople make and share the beloved pancakes, which can be filled with home-made jams, with pure joy.

Of course, the holidays bring a whole new set of interesting recipes. At Christmas, Icelanders may make Humarsúpa, a lobster or langoustine bisque soup, wild grouse, venison instead of reindeer meat, caramel-glazed potatoes (always served during the holiday), crisp flatbread (another tradition), and of course, an Icelandic white Christmas cake. Some people say the food in Iceland is not the high point of a visit, but others beg to differ because it is so different in so many ways. **DP**

sauce, and is served in many restaurants. Other traditional foods that non-Icelanders might find odd include rams testicles, seal floppers and Slátur. Slátur includes blood pudding and liver sausage.

Visitors to Iceland are sometimes a bit shocked by the residents' love of boiled sheep's head. Yes...sheep's head. The brains are removed and the head is boiled. The favorite parts of this delicacy are the eyeballs, tongue, ears and cheeks. This dish is called Svið which means "singd" in reference to the process used to remove the hair. The head is often served with potatoes and turnips. Lamb is a common meat with Hangikjötur smoked lamb being a favorite. Iceland's sheep feed on grass and plants in the highlands during the summer months which makes the



Kjötsúpa

meat tender and delicious. Lamb is also used in meat soup or Kjötsúpa. Chunks of lamb meat are boiled with potatoes, rice, carrots, turnips, onions and a mixture of herbs.

Of course, not all Icelandic foods are so unusual. Iceland's visitors find the Icelandic hot dog or pylsur delightful. Ein með öllu or "one with everything" is



Fish jerky

MIT SLOAN'S LEADERSHIP CLUB GETS A MODERN-DAY MISSION

CAMBRIDGE, Mass.

Today's ever-changing leadership questions inspired the MIT Sloan Leadership Club to reevaluate its mission.

"We need to think about the impact of the digital economy on people," said Lea Peersman Pujol, MBA '17, one of the club's three co-presidents. "We are now leveraging different kinds of technologies. What does it mean for the future?"

The club is exploring this and other ideas with the debut of The Future of People Conference, planned on Dec. 3 at the MIT Media Lab. The conference is the launch of the Future of People initiative, and the larger goal is to democratize future thinking so more people, organizations, and communities feel they can have a voice and a role in it, Peersman Pujol said.

Supported by an array of sponsors, including the MIT Initiative on the Digital Economy, the conference's schedule included a "wake up and dance" party orchestrated by Berklee College of Music students, followed by discussions of how science and technology are impacting the future of the human body, mind, and society as a whole. Additionally, various sessions allow the sharing of views of scientists, designers, futurists and other community members.

"This conference will be an opportunity to ask the bigger questions about science and technology's effect on humanity, to bridge the gap between generations, to identify and tap unconventional talent, and to empower a new kind of leader capable of enabling inclusive innovation," Peersman Pujol said.

Speakers include author David Brin, scientist Aubrey de Grey, and investor and Discovery Institute co-founder George Gilder.

The conference's FastForward Chal-

lenge asks participants to research and prototype a futuristic scenario in response to the most pressing issue they envision in the future. Provocative examples include, "Are computers going to outsmart us?" or "Are women still going to have babies in the future?"

Peersman Pujol said the storytelling involved in the FastForward Challenge is an important element in motivating people.

"It's like when you were a kid and your mom is telling you a story. If it's a good one, the lesson behind the story will stick—it will shape your mind," she said.

Although Peersman Pujol is leading the conference, the MIT Sloan Leadership Club is a group effort with her two co-presidents, Lissy Alden and Rebecca Minsky, both MBA '17. The co-presidents share a focus on inspiring leadership learning outside the classroom.

come to MIT Sloan for an education in entrepreneurship and analytics, leadership is an essential skill for everyone.

"Taking the time to reflect and develop these skills, while we have the opportunity to do so at Sloan, can be really meaningful and important for future success—even if people don't want to actually pursue careers in this specific space," Minsky said.

"Leadership is now considered a big word, but it's actually really hard to manage talent through this digital transition, so we are proposing a modern definition of leadership through smart activities," Peersman Pujol said. The club provides resources that enable students to make time to learn about themselves from peers and other experts.

The club's Inspirational Leadership in Action speaker series brings in well-known leaders like Jan Mühlfeit, former



Lissy Alden, Rebecca Minsky, and Lea Peersman Pujol

Founded in 2013, the club was revitalized when the three new co-presidents came on board last year.

"We felt [the club] needed a little bit of a face-lift because more and more workplace conversations about human capital issues [such as building productive and collaborative workplaces] don't just sit with human resources. They sit with every leader in an organization," Alden said.

Minsky said that while many students

chairman of Microsoft Europe, to discuss their experiences. Students can expand their creative thinking skills in the club's Strategic Creativity workshop, and share personal stories in the Leadership Student Speaker series. The group also organizes salons in which students meet for a meal for small group discussions focused on individual, organizational, and societal levels of leadership.

DIVERSITY AND INCLUSION IS THE KEY TO BUILDING A RESILIENT CULTURE THAT HELPS COMPANIES AND COMMUNITIES THRIVE.

NEW YORK

If you are a coffee fan, you may already know Bonnie St. John. In 2006, she was quoted on a Starbucks cup during its “The Way I See It” campaign: “I was ahead in the slalom. But in the second run, everyone fell on a dangerous spot. I was beaten by a woman who got up faster than I did. I learned that people fall down, winners get up, and gold medal winners just get up faster.”

St. John is the first African-American woman to win medals in skiing at the Winter Paralympics competition, a Rhodes scholar, author and a White House fellow.

During a recent thought leadership discussion for employees, we invited St. John into a conversation with Pat David, our head of diversity. St. John shared with our employees topics that touched on disability, prejudice, her history with sports and more.

“You have to be nimble and you have to be able to get up fast, and diversity



gives us so much for flexibility, strength, creative ideas, and innovations. Resilience is the ultimate competitive factor in the future.”

In high school, she was bused into La Jolla, Calif., from National City as part of a diversity program. A school friend in-

vited her on a skiing trip where she fell in love with the sport. She spoke glowingly of that friend, thinking not many other people would have extended the invitation to an amputee. “She had a bigger vision for me than even I did,” said St. John..

From there she would eventually rise to the 1984 Winter Paralympics competition, where she won a silver medal and two bronze medals. She said that being at the games was an eye-opening experience because for the first time people would come up to her asking for autographs, instead of asking if she needed help.

It contrasted to her experiences in school, afterwards — despite graduating from Harvard magna cum laude and studying economics as a Rhodes Scholar in Trinity College, Oxford. St. John said she felt pressured to hide her disability. “It felt like I was only allowed to attend as long as I didn’t need help,” she said.

St. John said that despite the status she had reached in business and life — she worked in the Clinton administration as the Director for the National Economic Council and works as an advisor and keynote speaker — she faced pressure as both a person with disability and a black woman. She is now dedicated to lecturing on topics of diversity and self-improvement.

“It’s not just about recruiting and bringing people in. It’s really about maximizing people that are there and not trying to turn them into clones of everybody else in order to succeed but to really embrace that diversity.”

Read the magazine that Global Supplier Diversity Executives, MWBEs, Supply Chain and Procurement Professionals go to for innovative ideas.

DiversityPlus
MAGAZINE



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USBLN Conference Focuses on Innovation and Disability Inclusion

The US Business Leadership Network (USBLN) held its week-long annual conference during September 2016 at the JW Marriot Orlando Grande Lakes hotel in Orlando, Florida. Once again it was a rousing success. The conference offered a series of dynamic, interactive sessions that discussed critical topics around disability inclusion in the workplace, marketplace, and supply chain. Sessions were held on unconscious biases, inclusively designed products, developing a personal brand, sustaining diverse ability across the enterprise, digital accessibility for people with disabilities, service disabled veterans, and so much more.



There were also sessions on topics like using technology to transform business results, developing strategies for business development, serving the disability market, disability suppliers in the supply chain, and indirect buying, all from the perspective of leveraging diversity to improve competitiveness. The subject of technology played a big role as presenters led discussions on the exciting innovations offered by diverse businesses. The sessions were organized as student, workplace, or marketplace tracks.

The large number of in-depth sessions offered conference participants is a testament to the quality of speakers, panelists, and session moderators from business and government who readily shared their experience and knowledge, while encouraging conference participants to innovate and develop new strategies. They represented major corporations like Northrop Grumman, PNC Financial Services, UPS, AT&T, TD Bank, and a host



of other businesses across industries. Throughout the week, USBLN also offered plenty of networking opportunities, a Biz2Biz Expo, and Business Exchange MatchMaker Meetings.

Capping the event-filled conference was the USBLN 2016 Annual Leadership Dinner which celebrates disability in business and names eight people and businesses that have done outstanding work in the disability inclusion community. PNC was named the Top Corporation for Disability-Owned Businesses, and U.S. Representative Tony Coelho, author of the ADA, won the Global Disability Leadership Award. Read about the rest of the award winners, and the outstanding work that USBLN does in the disability arena, on the USBLN website at www.usbln.org. Get ready to feel inspired!



GNEMSDC Conference & Expo Offers Exciting MBE Business Opportunities

The Greater New England Minority Supplier Development Council (GNEMSDC) held its 2016 Business Opportunity Conference & Expo at the Mohegan Sun Casino and Resort in Connecticut on September 7-8, 2016. True to its name, the event focused on offering real opportunities for developing and growing businesses. The event agenda included business development, business matchmaking, and business pitch opportunities in an area called the “Bear’s Den.”

The GNEMSDC conference proves just how much valuable information can be packed into two days. Opening with a power breakfast, the first session of the first day was a workshop for GNEMSDC Corporate Members who participated in roundtable discussions on MBEs, diverse spending, and diverse suppliers.

This was followed by general sessions discussing inorganic growth as a strategy to grow MBE businesses and developing strategic partnerships between MBEs and corporations. Jabes Rojas, Deputy Chief of Staff for Access & Opportunity, Office of the Governor, the Commonwealth of Massachusetts was the keynote speaker during lunch the first day, reflecting the close working relationship of GNEMSDC and Connecticut.

The GNEMSDC Business Opportunity Conference & Expo is about taking action to get results. On the first day, corporations scheduled 15-minute appointments with MBE suppliers to discuss future business opportunities. The day ended with the Shining Star Awards Reception which recognizes an MBE and corporate member for their exceptional contributions to the GNEMSDC. On the next day, the “Bear’s Den” sprung into life, a place where MBEs can present their companies to an investment panel consisting of a full range of funders – angel investors, bankers, and private equity professionals. Also on the second day, the Expo was buzzing as MBEs set up booths to showcase their products and services, and networked with exhibiting and attending corporate representatives.

Closing out the event was keynote speaker William M. Jennings, President & Chief Executive Officer, Bridgeport Hospital and Executive Vice President, Yale New Haven Health System. This is the largest supplier diversity event held in the Northeast.



MINORITY BUSINESS DEVELOPMENT IN THE AGE OF TRUMP

or indirectly tied to that investment.

While there is some lack of clarity on the impacts on small business, large businesses have been responding positively. Wall Street after an initial shock has shown its support of these policies with the Dow Jones increasing 5.4 percent in the three days since the election, the biggest weekly gain since December 2011. There were also double-digit increases in bank stocks, brokerage firms, insurance companies and in several industrial commodities. Markets expect the economic policies of a Trump administration to be good for equities and bad for bonds. It appears the era of historically low interest rates and low inflation rates is coming to a close, and there will be increasing deficits. (The pressure of deficits is likely to put increased pressure on non-military federal spending.)

The question is: Will the social aspects of what many feel is a racially ignorant administration outweigh the potential positive impact of President Trump's expansionary fiscal policy on minority, women and other diverse small businesses?

Political tenor is important in business, particularly where we are talking about small and minority businesses. The president sets a tone that not only impacts the direction of federal policy, the president signals to the private sector what is important. The priorities set by the federal government translate directly to corporate leadership. While it is not always the case that the president's tone dominates the behavior of corporate leaders, that tone does matter.

An example of where presidential priorities shape corporate priorities that should not be taken for granted is the impact this election will have on corporate supplier diversity. We were already in an era where many corporations were pulling back on their commitments to supply chain diversity. Will the new administration signal that they support this reduced emphasis on supplier diversity, or will corporate leaders push back and demonstrate renewed commitment to supplier diversity, for all of the reasons supplier diversity is important?

What's next is not clear, but there is clarity on what the diverse business com-



munity should be doing. First, we must realize that there are over 15 million diverse businesses. There is great diversity within this population, including political diversity. This community of business owners needs to rededicate itself to being profitable, philanthropic, and positive; the three p's.

The "business of America is business" and the business of business is making a profit. Diverse businesses more so than ever must become obsessed with making their businesses profitable. It is only because of profits that you are able to survive and sustain your vision. Being marginally profitable or being a breakeven business is not good enough in trying times. (Check out Roberta Flack's version of "Tryin' Times" from forty years ago and it sounds hauntingly relevant today.)

Secondly, diverse business owners must also rededicate themselves to their philanthropic passions. If you support the reproductive rights of women, a cleaner global environment, healthcare for the poor, education for inner city children, or any of the dozens of spaces that require your treasure and time, now your help is needed. We know how philanthropic diverse entrepreneurs are. We are arguably philanthropic to a fault. In my research on diverse businesses, I find that the over-

whelming majority of diverse business owners get into business for reasons that include things like community development, family development, role modeling, and other motivations in addition to making a buck. My belief is profits first, but business owners should give until it hurts.

And finally, diverse business owners must remain positive. We must do this for the health of our own enterprises and we must do it because so many others are watching and depending on us to continue to make a positive difference in their lives. So many people in minority communities are depressed with the results of this election. (Over 51 percent of minority Clinton voters are not only upset, they believe the election of Trump is not legitimate.) Now is not the time to give in to this depression. My grandfathers (and parents) were cotton-pickers in rural Arkansas in early part of the last century. Their grandparents were slaves. These generations of black men and women faced odds far greater than what we face today, and they survived and created us. We owe it to future generations to straighten up our backs, cast our gaze forward and continue to struggle for a better, more just, and more human society and world.

PLAYING OFFENSE IN GOLF AND BUSINESS IS A WINNING STRATEGY

Some say that there is no such thing as playing defense in golf, meaning good offensive play is the only way to win. Is this a competitive perspective that businesses can benefit from adopting?

BY VINCENT PANE



Playing

defense in football is an excellent strategy for preventing the other team from scoring, but football is not golf. Defensive football team players can chase down the offensive team's players, tackle them to the ground, and sometimes walk away with the ball in a turnover.

Golfers do not have this privilege. There are no tackles or turnovers, so the best defense in golf is an offense – meaning the golfer should take the lead and defend that lead rather than try to chase a leader down.

In business, playing catch-up with competitors, a defensive move, is a difficult strategy to pursue because it means there is lost innovation and market share. So once again, the best defensive strategy is to consistently play offense.

CONTINUE PLAYING OFFENSIVELY IN GOLF AND WORK

Is there really any defense in golf? Think of a golfer who has been shooting better than usual and is now ahead. As he/she goes to swing, you cannot drop a flag and ask for a timeout, like they do in football. You cannot yell at the player to rattle him/her, ask for instant replay of a successful shot in the hopes it is not counted, or lunge at the golfer right before the swing.

All you can do is stand there quietly and hope the golfer makes a serious mistake, like knocking the ball into the trees. When that does not happen, you must trudge on and hope the final score is not too embarrassing.

In fact, golfers who do try to play defensively usually cheat themselves. Adam Scott had a 3-point lead at the 2012 Open

Championship and only four holes to go. When play was over, he was the runner-up and not the winner. The experts analyzing the loss believe the bogey on the last holes were the result of making defensive swings. Scott was in a position to win, but in an attempt to defend his lead, he began making defensive swings and putts. Instead, he should have continued playing offensively to stay in the lead.

The eventual winner was Ernie Els who won by one stroke by choosing to play offensively. Els made a hard birdie putt on the final green – so hard it hit the back of the cup. If he had missed, the putt would have rolled way past the hole.

Scott did go on to win the 2013 Masters, but surely the 2012 loss still rankles a bit.

HIT HARD AND FAST

Businesses that play defense with competitors are much less likely to win. Like a golfer, business leaders must be leaders who aggressively go for the hole-in-one, which means maintaining a laser focus on the market in order to understand and meet customer needs.

Companies like Apple, Virgin, Coca-Cola, Pepsi, General Electric, IKEA, UPS, FedEx, Netflix and others are always introducing new products that are designed to grow market share. These companies know exactly how they are positioned in the market, so launching a new business line is usually successful. Like the golfer Els, they hit hard and fast to stay in the lead.

Moving fast, a euphemism for being innovative, is critical in today's market. Companies that hesitate to adopt new technologies or to utilize technologies like big data and big analytics, will see their competitors identify early trends or introduce innovative products and services. Much has been written about companies like Blockbuster, now out of business, and BlackBerry, working on a comeback, as being followers and not leaders.

Businesses must be able to look ahead and determine what it will take to grow and succeed in the future, and not just today. When Tiger Woods was winning major tournaments, he was always focused on the shot in front of him and the next shot. He played to his strengths, and that is what businesses must do to succeed.

Playing defense in business can take many forms. It could be scrambling to

catch a competitor who upgraded product features, introduced new innovative products, captured a major client, or expanded into a targeted market segment. The problem is that the competitor has set the pace for timing, allocation of resources, and customer expectations. A golfer playing defense is not putting his or her full effort into the swing or strategy. That is precisely what is going on when a business finds itself playing defense.

ONLY THE BOLD SUCCEED

There are ways to play like Els and hit hard to play offensively even when behind.

For example, a competitor introduces a new product, but you have a product that can be upgraded and deployed across a wider market. The upgrade must improve the value proposition for customers. Sometimes playing offense in golf gets difficult because the course is so difficult and filled with traps.

In business, the market can get rough because of economic conditions, or technology makes it too easy for competitors to enter.

It is the bold who succeed. Bubba Watson shot what is described as a miracle shot in 2012. He went for a wedge shot during a sudden death playoff to win his first green jacket at the 76th Masters tournament at Augusta National. If Watson had chosen to play defensively, Louis Oosthuizen may have won. Instead, Watson refused to back down or give up when Oosthuizen was owning the tournament. Watson birdied holes 13-16 to force a playoff, but he hooked a drive into the trees at the second hole during the playoff. Instead of giving up, he hit a sweeping hook under the leaves to land his ball within 10 feet of the pin. Oosthuizen missed par.

Watson has a reputation for taking shots that other golfers will not try. Watson does not play defensively. He plays offensively, and in his play is a message for businesses. **DP**

MOVING FAST, A
EUPHEMISM FOR
BEING INNOVATIVE, IS
CRITICAL IN TODAY'S
MARKET.



DON'T THINK YOUR BUSINESS STANDS A CHANCE OF SIGNING ONE OF OUR CONTRACTS?



NEITHER DID THEY.

Last year more than 800 contracts were signed by minority and women-owned businesses with the Port Authority, including construction, engineering, janitorial, carpentry, and more. The 2014–2023 capital plan calls for spending \$27.6 billion — which means even more direct and subcontract opportunities will be available for MWBEs.

Visit www.panynj.gov/supplierdiversity and see if there is a business fit for you.

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