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A Fork In The Road - To Be or To Do?

By Anton Nieuwoudt

John Boyd was one of the 20th century's greatest military strategists. In fact, according to his biographer, Robert Coram, John Boyd made "more contributions to fighter tactics, aircraft design, and the theory of air combat than any man in US Air Force history." In spite of this Boyd never made it past the position of Colonel. Why was that?

In short, Boyd wasn't the classic soldier who would follow orders to a tee simply because they were orders. A military officer is expected to be well-disciplined, deferential to superiors, and a defender of the status quo - he was none of these.

Boyd constantly flirted with the very edge of outright insubordination, and he knew it. He was fond of saying, "You gotta challenge all assumptions. If you

don't, what is doctrine on day one becomes dogma forever after."

Many officers quit when they realise they won't be able to reach the top of the hierarchy. But Boyd hadn't joined the military to accumulate insignia on his uniform; he was driven by the desire to "change people's fundamental understanding of aviation" and sincerely wanted to make a significant, lasting contribution to warfare and the world. The Air Force was a highly imperfect channel to do so, but the best possible one. He understood that the best way to change an institution is oftentimes not to drop out and rail against it from the outside, but to stay in and work to transform it from the inside.

In business, as in life, there is a focus on teamwork, consensus-

building, and collaboration. Yet, the time comes for each of us when one must stand alone in making a difficult, unpopular decision; when you must challenge the opinion of superiors or tell them that you can't get the job done with the time and resources available. There will be moments when your entire career is at risk - where you will face Boyd's proverbial fork in the road. To be or to do.

What would you do when faced with the decision of choosing to pursue the right and meaningful or the popular?

Leadership is not a position...it's a choice
- Stephen Covey



Dr. MARTENS - RE-ENGINEERING A BUSINESS PROCESS

By businesscasestudies.co.uk

All organisations are faced with periods of evolution and revolution. As they prepare for a period of change, there will undoubtedly be immense upheaval. Within this environment of 'chaos,' it is important to examine the concerns of individuals and to constantly evaluate the effects of the changes. For this to happen, 'organisational diagnosis' should become an ongoing part of development. Analysing the results of the diagnosis provides the raw materials for a change strategy. Changes are then made and their impact measured and evaluated. These changes can then be fine-tuned.

The Dr Martens Air Cushion Sole was developed in post-war Munich for orthopaedic shoes by Dr Klaus Maertens. With his partner, Dr Herbert Funck, they patented the soles which became the top sellers in the comfort shoe market in Germany. In 1959, they decided to find a company to produce their soles for other countries. They selected a company in the village of Wollaston in Northamptonshire – R Griggs & Company Limited.

Griggs, founded at the turn of the century, was already a manufacturer of army and work-wear boots with a bias towards comfort. It began to make footwear with the Dr. Martens sole, which it branded AirWair and the Group's success in selling the shoes led the partners to license Griggs to make the sole for the rest of the world. Today, Dr. Martens is one of the world's best known brands and is manufactured and sold to distributors in over 70 countries. The Group employs over 3,000 staff working from in excess of 40 manufacturing sites.

Restructuring

During 1994, the main board of R Griggs Group Ltd decided that a major restructuring of its shoe making business should take place. Its aim was to improve control over its operational and selling activities across the world. Difficulties had arisen due to the popularity of the brand which far exceeded the Group's manufacturing capabilities. This re-organisation, which took place in April

1995, resulted in the consolidation of all manufacturing companies under the name of 'R Griggs & Company Limited' with all of the sales and distribution being controlled by 'Airwair Limited.' This case study focuses on the follow-up to this major upheaval. At an operational review in August 1995, a report showed that considerable confusion had followed the reorganisation. Key issues included:

- 1) unclear boundaries between managers and departments,
- 2) inadequate systems and the absence of meaningful management information,
- 3) lack of encouragement for local management to take ownership of issues under their control
- 4) lack of visibility of the number of orders and the available production capacity.

Operational Review

An operational review took place after the major re-organisation. Although it identified the main objectives of the re-organisation had been met, the review showed serious problems within business processes at operational levels, such as adverse effects on customer service, staff morale and general management control.

Re-structuring was always going to be a challenge for the R Griggs Company. In a constantly changing environment, it was important to develop the business so that products would be delivered on time. If it failed to deliver on time, the Company could lose business, despite the massive popularity of the brand. The Company's new target markets demanded flexibility and speedy response - just-in-time supply (i.e. goods produced and delivered just in time to be sold). Such a system had to be geared to response. This required state-of-the-art information systems so that promises made to large retailers could be fulfilled. It was, therefore, necessary to link all parts of the business process, irrespective of the size of the operation, at all levels, thus allowing data collection and evaluation.

Technology was a key element of the process re-engineering, as it allowed the R Griggs Company to improve its organisation and its response. Following the organisational review, it was vital to ensure that information technology was working to the best commercial advantage of the Group. Senior Management's major concerns were:

- 1) centralisation
- 2) late deliveries
- 3) order process reporting
- 4) supply chain management
- 5) production and capacity planning.

Centralisation

Centralisation is the allocation of the major responsibilities of an organisation to a central headquarters whilst avoiding central domination. Staff morale was affected when the restructuring took place as there was a feeling of lost customer contact and self-determination. It was felt that the headquarters would hand out instructions to the workforce who would have to cope with unachievable workloads and delivery schedules.

Management soon recognised that it was necessary to re-establish the team spirit which had helped the business in the past, by creating a sense of empowerment. This would make individuals more active in their organisation and encourage use of initiative. Motivated, committed and well trained people at all levels are needed to bring about successful changes. It was, therefore, important to empower individuals within the critical chain of order processing, manufacturing and despatch. Local management teams also needed to focus upon issues such as meeting delivery schedules and stock/inventory control. In fashion markets, products have short product life cycles. The Griggs Group needed to identify ways of responding to fashion products with short product life cycles in a way which would not leave them with large stocks of finished goods.

Some distributors felt the number of orders completed on time was unsatisfactory. They also felt that Griggs

The Dr Martens Air Cushion Sole was developed in post-war Munich for orthopaedic shoes by Dr Klaus Maertens. With his partner, Dr Herbert Funck, they patented the soles which became the top sellers in the comfort shoe market in Germany.

could not be relied upon to discuss problems relating to capacity, what could be made and for when. Griggs needed to engage proactively with customers and not simply take orders which could not be achieved. A number of distributors commented: 'we don't want a progress report, we just want our

shoes.'

However, there were several fundamental flaws in Griggs' current systems. Production schedules were not put into place until materials or imported uppers had been received and even if orders were well in advance, delivery dates were not due until 2 weeks before their arrival. This made it difficult for production capacity planning. At the same time, orders were difficult to trace once production had started. Orders could disappear from monitoring processes for 2 months or more.

There was a clear need to install interactive production planning and scheduling computer systems which could track and monitor an order against a plan. Supply chain management was outside the control of computer systems and was also in urgent need of support. As Griggs was constantly behind with its order book, it was difficult to appreciate the size of the problem. For example, if the backlog of orders was cleared, there would then be shortages of materials to make shoes.

A Materials Requirement Planning (MRP) system was needed to enable Griggs to take control of its supply chain. The aim of the MRP system was to provide a better way of managing diverse raw materials feeding many production sites. It was also necessary to look at stock holding policies so that the most efficient stock profile could be established together with new policies and practices for order management.

Production / Capacity Planning

Production capacity is what can be produced over a 39 hour week. Without a planning or scheduling system, it was impossible for Griggs to plan production efficiently. Staff were often losing customer orders until the first stage of production. Occasionally, urgent deliveries were rushed through as priority jobs. A production planning /scheduling system would help Griggs to gain control over the order book and work in progress.

The Review highlighted that systems were completely inadequate for the purpose of change. There was a clear need to develop a Management Information System to improve the control of the order book and deal with the production planning process. Dr. Martens' strong brand image provides Griggs with a platform for substantial growth. Without reengineering the business processes, capitalising on the brand name would be impossible. The way forward was to create a suitable fully integrated system to provide a sound basis for management control and performance measurement, not only of its own operation, but also that of its suppliers, distributors and product sales.)

Performance

Griggs began implementing the report's recommendations. The area which required the most urgent attention was that of late deliveries for customers. The major cause of poor delivery performance was the mismatch between sales and production capacity. (i.e. the amount of sales made and the ability to meet these sales.)

Between June 1995 and December 1996, a number of actions were taken to improve the situation. In June 1995, only 55% of orders were delivered on time. This continued to worsen through August where it reached 47% and finally bottomed out at 45% in September. This poor performance was due to making more sales than production capacity. It was pointless at this stage to continue taking orders and making delivery promises which could not be achieved in the short-term. This meant that either production capacity would have to be increased dramatically or the number of orders would have to be held in line with capacity for each month.

A decision was taken to ensure that orders taken would reflect the capacity for each month promised. This immediately improved the quality of service drastically from 45% in September to 67% in October and 84% in November. Throughout 1996, further improvements were made to achieve 86% in January 1996, with a remarkable 99% in December 1996.

The positive steps taken by Griggs to re-engineer its business processes, have enabled significant improvements in performance by reducing lead-time from in excess of 18 weeks to below 12 weeks over a six month period. Griggs has full control over work in progress and is able to provide feedback (such as progress of order to customers on a weekly basis). Griggs now has an accurate forecast of despatch date.

The Planning Department

In order to ensure that re-engineering was successful, the right quantity and mix had to be established to match the order book to customers' requirements. At the same time, it was important to establish an order routing system which would take account of the different capacities of the individual manufacturing plants. This would provide local manufacturing plants with an order portfolio to match their capabilities. Discussion and negotiation helped to establish how deliveries could be rescheduled. Two significant steps were taken: 1) The order intake for September 1995 was frozen, allowing manufacturing to clear the backlog in areas with restricted capabilities. 2) The available capacity mix was made known to the sales organisation. This helped provide a clear picture of possible supplies and any necessary adjustments to order intake and capacity.

The next step was to implement the electronic planning tool, 'AutoPlan,' which came on line on 17 May 1996. This further improved control over capacity, work in progress and strengthened communication links to sales. The ownership of order processing and production control was passed to local planning offices where control of order processing and work in progress were further strengthened.

In a fast moving environment, an electronic feedback loop allows a faster overview of operational activities. With the new tools of management in place, Sales, Central Planning, Supplies and Local Planning were best positioned to react to situations around them and to take advantage of the opportunities they presented.

Spreading Risk

Rather than have one key sub-plan site with 60% of the group production capacity, it was decided to spread the risk and liability of production scheduling equally across 8 Sub-Plan offices. This reduced risk by spreading the volume over separate locations and computer systems. Under the old structure, it was difficult for staff to understand the wider planning function. Staff training was, therefore, carried out to create a better understanding of the common goals and objectives for the planning process.

March 1996: To shorten manufacturing lead-times, customer orders were shown with the manufacturing site and the sub-plan office. This resulted in the ability to rough-cut plan orders immediately on their receipt, rather than wait for an expert to manually allocate them. In some cases, this reduced the time taken for an order to get from order intake to manufacturing site

from months down to one week.

April 1996: The availability of on-site manufacturing equipment determines the appropriate plant for production. A computer model was built which replicated decision making parameters and took into account the location and capacity of each plant. From this, it was possible to introduce AutoPlan into the equation.

May 1996: The time taken to process an order was then dramatically reduced. Once the orders were received by the Sales Department, they were put into the system and scheduled within 5 days.

August 1996: Implementing AutoPlan across all sites enabled Griggs to identify upper sites in the UK, the Far East or South America. Pre-determining the location of the upper source helps to improve the control of work in progress and lead performance world-wide.

January 1997: As a result of the implementation of the system improvements, Griggs achieved both a significant improvement in both customer-service levels and lead-time performance. This was further improved by the introduction of a link between Sales and Manufacturing businesses, enabling the electronic transmission of orders to further reduce time and eliminate any inputting errors.

Conclusion

All organisations make plans which are designed to fulfil their business objectives. These plans will usually depend upon the nature of the operation, the capacity, the required level of customer service, the time period and the organisation's hopes for the future.

The positive steps taken by Griggs to re-engineer its business processes, have enabled significant improvements in performance by reducing lead-time from in excess of 18 weeks to below 12 weeks over a six month period. Griggs has full control over work in progress and is able to provide feedback (such as progress of order to customers on a weekly basis). Griggs now has an accurate forecast of despatch date.

This case study shows that planning is an ongoing process of continuous improvement. Where changes take place, it is important to evaluate performance so that further modifications can be carried out where necessary. Over the last 12 months, production at Griggs has increased by a staggering 20.25%. With the new changes and systems in place, the company has forecasted an increased volume in excess of 40%, based on the 1995/6 figures, for 1997/8. - **RF**



HOW MANY SUPPLY CHAIN INNOVATIONS ARE TRULY REVOLUTIONARY?

By Jim Rice
(supplychain247.com, January 2014)

According to a recent study, most innovations in supply chain management build on existing achievements and reconfigure known methods and technologies rather than invent new ones and suggest inapt innovations can do more harm than good.

Revolutionary innovations capture the imagination and motivate people. But how many supply chain innovations (SCI) are truly revolutionary?

Not many, according to a recent study of SCI carried out by the MIT Center for Transport & Logistics (MIT CTL).

Most innovations in supply chain management build on existing achievements and reconfigure known methods and technologies rather than invent new ones. That doesn't mean SCI is unexciting or largely irrelevant. On the contrary, incremental change represents one of the most powerful weapons companies have to stay ahead of the competition.

And, of course, some SCI's do redefine markets. But in order to fully harness SCI, companies must distinguish between the steady and step-change varieties, and understand what it takes to implement them in terms of the organisation's strategic objectives. Inapt execution of an innovation can lead to costly missteps, particularly in today's fast-paced competitive environment. Recall, for example, how companies misjudged the potential of early-stage RFID applications.

Let's explore the nuts and bolts of SCI in an effort to help supply chain practitioners properly evaluate and exploit innovations. But first, let's take a closer look at the difference between "cool" innovations that bring drastic change and incremental advances that move companies forward at a steadier pace.

Contrasting Strategies

In his seminal work "The Innovator's Dilemma," thought leader Clay Christensen describes two types of product innovation: sustaining and disruptive. Sustaining innovations make products better through, say, lower prices or added features, thus

sustaining the enterprise's market position. Disruptive innovations change the product offering by redefining the value proposition.

SCI can be sustaining or disruptive, too. And although process innovations tend to follow a different path than those in the product world, there are some important parallels.

For example, our research indicates that sustaining SCIs improve the process, perhaps by lowering costs, shortening cycle times, and raising the quality bar. These innovations also help to sustain a company's competitive position.

Similarly, just as disruptive innovations change product offerings, so too do disruptive SCIs change the product process. More specifically, they are evident when an organisation challenges or changes the dominant design. While the supply chain does not actually alter the product, it can change how the offering is produced and delivered to customers.

The "dominant development" is a concept developed by MIT professor Jim Utterback to explain the evolution of

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product markets. Utterback's work highlights how product and process innovations follow different evolutions. Briefly, in the early stages of a new product, multiple variants of the process often emerge as process innovation increases. Eventually these variations coalesce into a common or dominant process design. Some time after that, the evolutionary pace trails off and the opportunities for significant change diminish until the next "Big Idea" comes along.

Some innovations can be both sustaining and disruptive. For instance, the Dell computer product line that was tailored to suit a clearly defined customer segment can be considered a sustaining innovation; it made demand more predictable and the supply chain more efficient. Yet, when Dell designed its supply chain to make-to-order and ship-direct at a time when virtually all other large manufacturers were producing to stock (i.e. the dominant design) and selling through retail, these constituted a disruptive SCI because the shift changed the process used for production and distribution.

Zara's strategy to co-locate its design and production centers in close proximity to end markets created efficiencies that made the apparel company's process quicker and more responsive; that was a sustaining SCI. At the same time, the coupling of a high-automation, near-market, fast-cycle time with a vertically integrated supply chain represented a disruptive SCI. The new model challenged the dominant design of low automation, remote manufacturing, long cycle time, and an outsourced supply chain.

The Wrong Fit

While many of us are captivated by SCIs that challenge the dominant design, in reality, most SCIs are sustaining. This is consistent with the time-honored operational goals of speeding up product introductions, lowering costs, and improving quality. These goals have been called many things including business process reengineering (BPR), continuous improvement, cost cutting, and kaizen.

The name is not important—but a clear understanding of the core processes is essential. Leaders tend to be inspired by disruptive SCIs (even though they often confuse them with product innovations), and demand dramatic change even when they lack a thorough understanding of the processes involved. In some cases senior executives may not appreciate that a sustaining strategy is the better choice, and requires a different approach to those needed for radical disruptive strategies.

Another stumbling block to achieving disruptive change is that embracing this type of SCI is very difficult. We believe that disruptive SCIs represent the supply chain

equivalent of Christensen's Innovator's Dilemma. On the one hand, market-leading supply chains have to operate at an economic scale, and be efficient as well as consistent. On the other hand, adopting a disruptive supply chain design tends to upset the status quo and undermine the supply chain's performance.

To further complicate the picture, taking the safer or more convenient sustaining option can be the wrong choice in some situations. For example, a CPG company attempted to enter an emerging market by using a high-volume production system for a highly sophisticated consumer product. The strategy was unsuccessful. Consumers could not afford to buy the product, sales volumes were too low to warrant the high-volume approach, and the production system depended on an underdeveloped supply base.

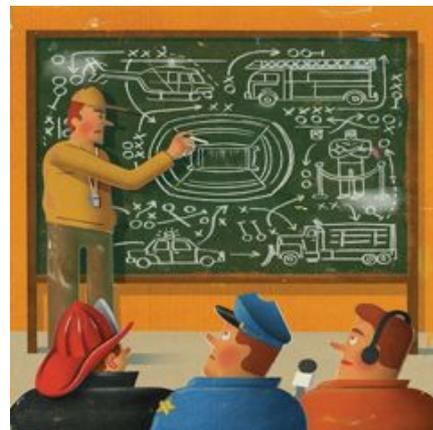
A radical departure from the dominant design was needed. That was one that required the company to design and manage a low-volume, emerging market supply chain for which it had no expertise. Fortunately, a local supply chain operative created a cost-effective, low-volume operation to serve the local market—much to the company's surprise.

The Cost of Confusion

The above example illustrates a broader and more serious outcome of misjudging the type of innovation required in a given competitive situation: The subsequent failure of an inapt innovation deters companies from pursuing market opportunities.

In the case of the CPG Company, making a lower quality product based on a low-volume supply chain probably never occurred to the organization. These leaders were forced to experience deep failure before they could see and embrace the potential that existed with a disruptive SCI. Most enterprises are not so lucky. Before pursuing an SCI, a company has to be clear about the objective; is the goal continuous improvement to maintain market position with a modest increase in margin or to disrupt the industry? Many managers get starry-eyed over the latter objective but actually need to target the former.

Corporate leaders intent on pursuing disruptive SCIs should prepare for a roller coaster ride because the disruptive forces unleashed may affect their company. Still, being aware of consequences like these can prepare the enterprise for the adventure. And as mentioned, the majority of SCIs tend to be sustaining. We ought to pursue these innovations aggressively and cheer their successes, whatever we call them. - **RF**



GAME PLAN: THE LOGISTICS OF PUTTING ON THE SUPER BOWL

By Allen St. John
(supplychain247.com, February 2014)

For a few hours on February 2, Frank Supovitz will be the most powerful man in America. He isn't worth billions, and he doesn't carry nuclear launch codes in his briefcase. It's just that virtually everyone in the country, including the President of the United States and an expected 1 billion people worldwide, will be watching as Supovitz does his job that afternoon.

Frank Supovitz runs the Super Bowl

As the NFL's senior vice president of special events, Supovitz wields immense power, but in a remarkably low-key way. A soft-spoken man of medium height and build, he smiles easily and makes a point of sending handwritten thank you notes. Last summer, in the run up to Super Bowl XLVIII, the 56-year-old looked even less formidable after a serious leg injury (playing, of all things, flag football) put him on crutches. The injury kept him off airplanes for several months, a huge hindrance for a guy simultaneously juggling preparations for three Super Bowls—next month's at the Meadowlands, 2015 and 2016.

On game day, Supovitz will ensconce himself in an undisclosed command post in the bowels of MetLife Stadium in East Rutherford. His job: Make sure the world's most-watched single sporting event comes off without a hitch. But as he well knows, hitches happen. Supovitz has coped with a torrential downpour knocking out power moments before Prince's halftime show (2007), fans pouring onto the field before the game was officially over (2008) and a major power outage at the Super Dome in New Orleans last year that shut down the

game for a seemingly interminable 34 minutes.

“The Super Bowl is a living, breathing organism,” Supovitz says. “It’s subject to surprises at any corner and any level.”

In Supovitz’s office at NFL headquarters on Park Avenue in Manhattan, binders bulge with hundreds of pages of Super Bowl bid specs, safety requirements and enough standard operating procedures to put the Pentagon to shame. Yet every Super Bowl is unique. Which makes Super Bowl XLVIII, well, more unique. It’s the first to be held in an outdoor stadium in a winter climate, and the first to parachute its two-week movable feast of parties and promotions into a destination as densely populated and sprawlingly developed as the New York/New Jersey metropolitan area.

There are compelling reasons to award a Super Bowl to a cold-weather metropolis—chief among them to expand the pool of host cities, which heightens competition and leads them to sweeten their bid packages, often by building what the NFL most covets: big, new, state-of-the-art stadiums.

That the Jets and Giants built MetLife Stadium, which opened in 2010, has a lot to do with why the 2014 Super Bowl will be played on Garden State soil. It helped that the greater metropolitan area is one of the wealthiest in the country. As a result, the league gave the nod. Now it’s fixing to take on Mother Nature like a fullback picking up a safety blitz.

“Every preparation has to be able to occur in the worst possible weather,” Supovitz explains. “We are very cognizant that we have to have a snow-removal plan that goes beyond plowing the highway approaches, the outdoor event sites and the pedestrian plazas. We have to have a plan to get the snow out of the seating bowl and off the field. If it’s not possible to admit people to the stadium because the snow arrived in great amounts at the last moment, we’ll have contingencies for that.”

As a hedge against nasty weather, the NFL has revamped Super Bowl Week in an unprecedented way. Media Day, which has become fan-centric in recent years, was moved from MetLife Stadium to indoors at Newark’s Prudential Center. MetLife’s formerly bare-bones security checkpoints will morph into heated Welcome Pavilions offering entertainment and merchandise—an idea, Supovitz confides, likely to find its way into future Super Bowls. The NFL will distribute 80,000 Warm Welcome care packages—featuring a commemorative seat cushion, hand warmer, muffler (like quarterbacks use), earmuffs, lip balm and a pack of tissues—one to each ticket holder.

You might think Supovitz and his crew have been poring over long-range forecasts, from computer models to the Farmer’s

Almanac and comedian Bill Cosby’s big toe (the latter two predicting snow). You’d be wrong. “None of that really matters,” he says. “You know it could snow. You know it could be icy. You have to prepare for it as though it’s 100 percent certain.”

As much as Supovitz frets about a blizzard, he can take comfort that football games—including great ones like the 1967 NFL Championship Game now known as the Ice Bowl—have been played thrillingly in the worst weather imaginable. But the Bruno Mars extravaganza that will light up halftime at Super Bowl XLVIII? That’s another matter. Under the best of circumstances, a Super Bowl halftime show is a high-wire act.

The stage, loaded with lights and special effects, needs to be assembled and trundled onto the field in less than eight minutes by volunteers on foot—tires could damage the precious turf. After the headliner blasts the known universe with 12 minutes of megahits, the stage has to be broken down and pushed off the field in under seven minutes as the second-half kickoff looms. Add the potential for snow, ice and swirling wind, and you can see why Supovitz and his team decided to ditch the status quo.

“We started working with the designers and producers of the halftime show more than a year ago to reinvent how it might be staged, so less will have to move onto the field during that eight minutes,” he explains. “A significant amount of the staging will actually be built into the wall of the stadium right behind the team benches, with a lot of the bells and whistles already installed. It won’t look like a halftime stage because it will be disguised by décor. It will look like it’s naturally there every Sunday.”

Then there’s the minor matter of moving a small city’s worth of visitors around an already congested metro area. “The number one challenge is the geographic footprint of the region,” says Al Kelly, 54, the American Express exec-turned-CEO of the Super Bowl Host Committee. “Everything is complicated by the fact that we’ve got a dozen or more counties, separated by the river. We’re moving a lot of people to and fro.”

So what’s the solution? “I learned a boatload about mass transit,” Kelly says with a laugh. He isn’t kidding. With the Super Bowl in mind, New Jersey Transit lengthened the lower platforms at Lautenberg Station in Secaucus by 120 feet to accommodate double-decker trains 10 cars long instead of the usual eight. It also expanded the number of bus slots from four to 14.

Road-widening and construction of a new Route 3 bridge over the Passaic River, just west of the stadium, was planned before the Super Bowl bid, and is scheduled to be

completed this summer. Kelly says the ongoing roadwork will be coordinated to keep all lanes open for the game. Also hanging fire is the makeover of the multicolored Xanadu mall next to the stadium—promised in 2010 by Governor Chris Christie, who called it the “ugliest damn building in New Jersey, and maybe America.”

On a normal game day, MetLife Stadium and the rest of the sports complex can accommodate almost 29,000 cars. On Super Bowl Sunday, the number of parking spaces will be reduced to 11,000. Tailgating will be restricted. The acres of lost parking will be transformed into a security perimeter plus parking for satellite trucks and other support vehicles and the Welcome Pavilions with their security checkpoints.

The loss of fan parking is less a problem than it would be for a typical game, because most ticket holders are expected to fly in, then arrive at the stadium by public transportation. The area’s three large airports routinely handle Thanksgiving and Christmas crushes of up to 1.2 million travelers, so the anticipated Super Bowl influx of 400,000 should be a relative breeze.

Kelly is more concerned with VIPs. Recently expanded facilities at Newark Liberty Airport can handle up to 75 large private jets. Other private planes will touch down at small airports like Teterboro and Essex County in Fairfield. VIPs love arriving in limos, but drivers of those status symbols (and of so-called black cars and taxis) will have to buy access permits and remain in a secure lot until their passengers are ready to be picked up. “There’s a lot of messaging that has to go on,” Kelly concedes.

As mayor of East Rutherford, James Cassella makes \$7,000 a year to run a town with a population of 8,913. But he’s poised for a promotion: In February, he’ll be the mayor of the Super Bowl. A Republican now in his fifth term, Cassella, 67, knows this game will be different for the town that lends MetLife Stadium a mailing address. And not entirely in a good way. According to Cassella, East Rutherford will bear a disproportionate burden. Starting the Wednesday before the game, the town’s police resources will go on Super Bowl duty, with officers from the records and detective bureaus pitching in to patrol the streets.

“We deal with this continually, 20 weekends a year,” says police chief Larry Minda, “so nothing that will happen at the Super Bowl will catch us by surprise.” The town’s Emergency Medical Services and fire department (both volunteer) will also be all-hands-on-deck. If that Cosby-predicted snowstorm happens on the

weekend of the game, Cassella will be looking at paying crews double-time to plow the streets near the stadium posthaste. Neighboring towns like Secaucus and Carlstadt will be in the same pickle. And they all will be doing it without help from the folks running the game.

“The NFL does have somewhat of an attitude,” he says. “‘You’re getting a Super Bowl. You should be honored.’ And they’re not giving you any money to do this.” Nor is Paul Aronsohn, mayor of Ridgewood, feeling the love. The NFL designated his town, along with Montclair, an “official town of interest.” This odd appellation, like something slapped on a terror suspect, was meant to be a plum. But from Aronsohn’s perspective, Ridgewood has gotten all pit and no fruit. “We’ve done everything we can to be a part of this, and we really want to work with the NFL,” he says. “But it just doesn’t seem like it’s a two-way street.” For his part, Cassella remains sanguine. He’s hoping for a quiet, snow-free day that won’t wreak havoc with the town’s \$25.2 million budget. “We’re okay with this,” he says. “For 20 dates every season, we deal with football games. But I’ve said this from day one, that the NFL and Fox, which is covering it, will make this Super Bowl a New York event. MetLife Stadium is in East Rutherford, in Bergen County, in the state of New Jersey. And that shouldn’t be forgotten.”

If Supovitz has the most high-profile job on Super Bowl Sunday, the man who’ll sit next to him in the command center has the most nerve-racking one. That is Jeffrey Miller, the NFL’s chief of security. He spends the pre-game months in the land of the worst-case scenario. “You’re only limited by your imagination,” he says grimly, when asked what keeps him up at night. He knows he must prepare for everything from a terrorist attack to a crazy with a grudge and a gun, from dirty bombs to chemical weapons—enough trauma for a whole season of *Homeland*. In fact, the U.S. Department of Homeland Security designates the Super Bowl a SEAR-1 (Special Event Assessment Rating 1), which is one notch below the two quadrennial political conventions. That puts a remarkable array of resources at Miller’s disposal.

“There are easily more than 50 different agencies and entities who are part of the process in one way or another,” he says. They range from the 40-officer East Rutherford Police Department to the Secret Service. In between floats a sea of acronyms—FBI, ATF, NSA, CIA—along with the New Jersey State Police, the lead law-enforcement agency. Military resources could include F-17 fighter jets and Blackhawk attack helicopters ready to scramble from locations such as McGuire Air Force Base, 70 miles south.

Miller is reluctant to talk about the largely invisible military presence, but his now-retired predecessor, Milt Ahlerich, will. “The protection from the air?” Ahlerich says. “I don’t know that I’d want to come to the game if that wasn’t in place.” The high-level measures begin with erecting a hardened barrier of fencing, concrete roadway dividers (developed at Stevens Institute of Technology in Hoboken in the 1950s and known as Jersey barriers) and the stout, waist-high posts called bollards that block vehicles but let pedestrians pass. “People who have been to the stadium but are new to Super Bowls will say, ‘Wow, what’s all this?’” Miller says.

On game day, everyone will be screened with walk-through and hand-held metal detectors, pat-down searches, explosive-sniffing dogs and x-ray equipment. As at regular NFL games, backpacks will be banned and carry-in items will have to be placed in small, transparent pouches. Ten days before kickoff, Miller, Supovitz and their teams will hunker down in the command post to run a series of worst-case simulations. “Game-day simulations will help you deal with a crisis, but not necessarily avoid a crisis,” says Supovitz. “They are designed to create a sense of teamwork, certainty and confidence in working through problems together. They will not prevent a toxic waste spill. They will not prevent a blackout. What they will do is help you understand how to solve these problems when they’re presented to you.”

The location of MetLife Stadium is a mixed blessing. On one hand, its relative isolation makes it simpler to secure than urban sites like the Superdome in New Orleans and Lucas Oil Stadium in Indianapolis. “It’s a little bit easier to do a secure perimeter when you don’t have parking garages and a post office and a courthouse intruding on that space,” Miller explains.

On the other hand, the reliance on mass transit is worrisome. A fully loaded NJ Transit train or a bus crawling through traffic in the Lincoln Tunnel make shudderingly tempting targets. “Certainly there’s a lot of transportation fears,” Miller says. “You’re always concerned about something happening in that regard.” The proverbial lone gunman is also on his mind. He mentions the November incident at Garden State Plaza in Paramus in which a disturbed 20-year-old sprayed bullets in the air, creating chaos among shoppers, before killing himself. “That’s a very frightening prospect,” Miller says solemnly. “In a free society, it’s just not possible to have 100 percent safety.”

Violence is not the only public safety concern. Super Bowl cities usually see prostitution spike the week before the game. Sister Pat Daly and her fellow Dominican

Sisters of Caldwell have joined a grassroots effort by the New Jersey Coalition Against Human Trafficking to contact managers at area hotels and heighten their awareness of the problem.

“It started with Catholic nuns in Dallas and Indianapolis, and now it’s a huge, huge network of volunteers,” Daly says. “There’ll be over 300 volunteers reaching out to over 1,000 hotels from Fairfield County to the Philadelphia area. We wanted to not only make them aware, but let them know what to look for. It could be happening right in front of their eyes.”

“The Super Bowl is a living, breathing organism,” Supovitz says. “It’s subject to surprises at any corner and any level.”

Eighteen megawatts. That amount of electricity will power 12,000 homes—or one Super Bowl. Keeping the juice flowing is yet another Supovitz obsession. “I learned an awful lot about how electricity is delivered to a stadium over the last year,” he says. “An education I probably would never have received had the lights not gone out at the Super Dome.”

PSE&G has been on a mission to make sure there is no repeat. “The halftime show, the tents, a lot of the broadcast—they’re going to be on generators,” says Bill Labos, PSE&G director of asset reliability. “A building has a certain power load, and the generators will [provide] anything above and beyond what’s normal.” PSE&G installed two new transmission lines to back up the primary line, which runs from its East Rutherford substation to the substation at the sports complex. Each back-up line (in power biz argot, a death row feed) can carry the entire Super Bowl load if the primary were to fail. The system was given a stress test in September. Under a full 18-megawatt load—lights, escalators, scoreboards, HVAC, everything in the sports complex running full blast for several hours—nothing failed but a minor circuit breaker in the Izod

Center and a controller that drives a scoreboard in the stadium.

“Neither would have affected the game,” says Labos, a 41-year veteran. “We’ve actually taken infrared cameras and gone inside all the switch gear, looking for temperature differences that would indicate that wires are loose or incorrectly connected. We just wanted to make sure there wasn’t a guy who had accidentally dropped a screwdriver inside a panel that could trip the entire system out.”

Like Supovitz, PSE&G has done its own blizzard prep. The critical objects are the little white ceramic insulators you see on the cross arms of utility poles. “What’ll happen in an ice storm,” explains PSE&G president Ralph LaRossa, “is that sometimes the insulator will be dirty and it will [short circuit].” PSEG has been inspecting every insulator on every pole carrying power to the stadium. “You’ve got a thousand you’ve got to check,” LaRossa says.

Every Super Bowl leaves a legacy, be it a stunning, game-saving play or a mishap like last year’s blackout or Janet Jackson’s halftime wardrobe malfunction in Houston in 2004. It’s Jack Groh’s job to make sure Super Bowl XLVIII leaves no physical footprint. As NFL environmental director, Groh makes epic amounts of stuff safely vanish.

After the Lombardi Trophy is hoisted in the winning locker room, Groh will find a new home for an estimated 5 to 7 miles of fabric and vinyl used as drapery and bunting; scores of rolls of indoor/outdoor carpet used to line corporate tents and media centers; construction materials and leftover merchandise.

“In New Orleans,” he says, “they remanufactured the fabric and vinyl into tote bags, beanbag chairs, shower curtains, evening gowns, even palazzo pants. Here, we’re still hunting for the right combination of folks who can reuse it. People say, ‘Isn’t it a shame all this stuff gets thrown out after the Super Bowl?’ Actually, very little of it sees a landfill.”

In addition to spearheading a massive tree-planting project in 10 New Jersey counties, Groh has been gathering biodiesel to run generators at the stadium and overseeing construction of the Super Bowl’s first on-site composting operation. “Stuff that often goes into the waste stream at other events,” he says, “doesn’t go into the waste stream at the Super Bowl.”

The moment the last person and vehicle exit MetLife Stadium on February 2, people like Supovitz and Miller will shift focus to next year. So will Groh, who also thinks in a longer time scale. Thousands of years from now, as he sees it, archaeologists will study landfills and unearth our refuse. He hopes his efforts will make them think just a little better of us. - **RF**



SEVEN WAYS LEADERS MAINTAIN THEIR COMPOSURE IN DIFFICULT TIMES

By Glenn Llopis
(forbes.com, January 2014)

Leaders need to show more composure than ever before in the workplace. With the change management requirements, increased marketplace demands and intensifying competitive factors that surround us, leaders must have greater poise, agility and patience to minimise the impact of uncertainty. How leaders respond to these and other growing pressures is an indicator of their leadership preparedness, maturity and acumen.

The composure of a leader is reflected in their attitude, body language and overall presence. In today’s evolving business environment, it is clear that leadership is not only about elevating the performance, aptitude and development of people – but more so about the ability to make people feel safe and secure. Employees have grown tired of working in survival mode and thus want to be part of a workplace culture where they can get back to doing their best work without the fear of losing their jobs.

I worked with a colleague that lacked composure and was always in a panic. Though he had tremendous credentials, he lacked the ability to remain calm and thus often made his employees feel uneasy. His leadership role was just too big for what he was capable of handling. He was often too dramatic and the smallest of problems launched him into crisis management mode. Needless to say, his wasn’t an effective leadership that could deal with real crisis and change. Because he was unable to reinvent himself and adapt to the unexpected, his tenure was short-lived.

The 21st century leader sees adversity through the lens of opportunity. Rather than panic, a leader with composure takes a step back and begins to connect the dots of opportunity within adverse circumstances. These types of leaders quickly detect the causes of adversity and solve for them immediately. They then enable the opportunities previously unseen that could have avoided the adversity to begin with. Many times crisis results when composure

is missing.

The next time a problem arises, ask yourself if you or your leader could have shown a greater sense of composure and avoided the problem from surfacing.

When leading – especially during times of uncertainty and adversity, crisis and change – you must avoid showing any signs of leadership immaturity or lack of preparedness that will make your employees feel unsafe and insecure.

Here are seven ways to maintain leadership composure during the most pressure-packed moments:

Don’t Allow Your Emotions to Get in the Way

Seasoned leaders know not to wear their emotions on their sleeves. They don’t yell or get overly animated when times get tough. These types of leaders have such emotional self-control that even their body language does not give them away.

When you allow your emotions to get in the way, employees interpret this as a sign you are not being objective enough and too passionate about the situation at hand. Strong-willed leaders can maintain their composure and still express concern and care, but not to the point that their emotions become a distraction – or that they can’t responsibly handle the issues at hand.

Don’t Take Things Personally

Leaders shouldn’t take things personally when things don’t go their way. Business decisions and circumstances don’t always play out logically because office politics and other dynamics factor into the process. As a leader, remain calm and don’t get defensive or think that you always must justify your thinking and actions.

When you begin to take things personally, it’s difficult to maintain your composure and make those around you believe that you have things under control. In fact, when leaders take issues too close to heart, they allow the noise and politics around them to suffocate their thinking and decision-making capabilities.

Keep a Positive Mental Attitude

Employees are always watching their leader’s actions, behavior, relationships and overall demeanor. During the most difficult of times, leaders must maintain a positive mental attitude and manage a narrative that keeps their employees inspired and hopeful. This is where your leadership experience and resolve can really shine – by staying strong, smiling often and authentically exhibiting a sense of compassion.

Leaders set the tone for the organisation they serve. A positive attitude can neutralise chaos and allow a leader to course correct through any negativity. Employees feed off the attitude of these leaders during times of uncertainty. Keep a positive

mental attitude and never stop moving forward. Stay focused on building positive momentum for the betterment of the healthier whole

Remain Fearless

When leaders project confidence, they instill it in others. During uncertain times, leaders must remain fearless and project a cool persona that communicates composure to those they lead.

I've been through ups and downs in my career and have learned that when you begin to fear adverse circumstances, you not only put yourself in a position of vulnerability, but it becomes extremely difficult to act rationally and objectively. When you panic, you mentally freeze and your mind loses focus.

When you begin to get fearful, ask yourself: What is the worst possible thing that can happen? If you are objective about it and have the will and confidence to face it, you will eventually realise that the situation is manageable and can be resolved. Faced with adversity several times over, your fears will eventually vanish and uncertainty will become your best friend.

Respond Decisively

Leaders who maintain their composure will never show any signs of doubt. They speak with conviction, confidence and authority – whether they know the answer or not! With their delivery alone, they give their employees a sense that everything is under control.

Recently, Mack Brown, the former coach of the University of Texas (UT) football team, was put under a lot of pressure to resign as a result of his team underperforming in 2013. Though the University handled his forced resignation poorly – considering Mr. Brown had coached the team successfully for the past 16 years – his decisiveness the day he announced his resignation made you feel that his transition out of the job was a positive thing for the university. Human nature will tell you that he must have been hurting inside, but his decisiveness and presence of mind made those that were watching him speak believe that the future looked bright for UT football.

Take Accountability

Leaders are most composed during times of crisis and change when they are fully committed to resolving the issue at hand. When you are accountable, this means that you have made the decision to assume responsibility and take the required steps to problem solve before the situation gets out of hand.

When leaders assume accountability, they begin to neutralise the problem and place the environment from which it sprung on pause – much like New Jersey Governor

Seven ways leaders maintain their composure in difficult times:

- 1) Don't allow your emotions to get in the way
- 2) Don't take things personally
- 3) Keep a positive mental attitude
- 4) Remain fearless
- 5) Respond decisively
- 6) Take accountability
- 7) Act like you've been there before

Chris Christie did when he announced that he did not have any prior knowledge of the decision his aides made to close down access lanes to the George Washington Bridge. Though there may be legal woes to come, the manner in which he handled the initial news conference (temporarily) neutralised the crisis – as he answered all of the reporters' questions and took full responsibility and accountability to punish the perpetrators and keep something like this from happening again.

Act Like You Have Been There Before

Great leaders know that one of the most effective ways to maintain composure during difficult times is to act like you have been there before. Leaders that act to show they have been through the problem solving process numerous times before are those with strong executive presence who approach the matter at hand with a sense of elegance and grace. They are patient, they are active listeners, and they will genuinely take a compassionate approach to ease the hardships that anyone else is experiencing.

Just ask any technical support representative. When you are on the phone with them, their job is to make you feel that even your most difficult challenges can be easily resolved. They are there to calm you down and give you hope that your problem will soon be solved. Pay attention to their demeanor and how they are masters at soothing your frustrations. They always act to show that they have been there before; their composure puts your mind at ease.

It's easy to lose composure during times of crisis and change if you let concern turn into worry and worry turn into fear. By maintaining composure, the best leaders remain calm, cool and in control – enabling them to step back, critically evaluate the cards that they have been dealt and face problems head-on. A show of composure also puts those you lead at ease and creates a safe and secure workplace culture where no one need panic in the face of adversity.

As the saying goes, "Keep Calm and Carry On!" - **RF**

Note - All credit goes to the particular author and/or publication of the articles shared in this publication

Result focused logistics and supply chain advisory services

By Anton Nieuwoudt / Niels Rudolph

dasRESULTAT is a results focused logistics and supply chain management advisory company with greater than 30 years combined experience in various functional areas of logistics and supply chain management across diverse industries.

Our primary objective is to support our clients to reduce operational costs and increase their service offering to their clients through optimising their supply chain, by offering a wide range of services based on our own practical experience.

dasRESULTAT stands under joint leadership of Anton Nieuwoudt and Niels Rudolph.

Leadership

Anton has close to 15 years experience in logistics- and supply chain management across various industries.

Prior to co-founding dasRESULTAT as a boutique logistics and supply chain advisory company, Anton was at Accenture where he was involved in various projects in the Retail, Mining, FMCG and Energy sectors. Here he was able to expand and apply his fulfillment, supply chain management, supplier management, project management and business consulting expertise.

Anton also worked at DB Schenker where he gained experience in integrated logistics management, spare parts logistics as well as inbound- and outbound logistics solution implementation.

Anton holds a Bachelors degree in Marketing from the Rand Afrikaans University and a Masters degree in Logistics Management from the University of Johannesburg.

Niels has more than 20 years experience in logistics- and supply chain management mainly within the 3PL industry.

Prior to co-founding dasRESULTAT as a boutique logistics and supply chain advisory company Niels founded ORAscm as a specialised logistics consultancy company. He also worked at DB Schenker and PriceWaterhouseCoopers in Germany as a project consultant.

Niels spent the largest part of his career at DB Schenker in various roles in Germany, Singapore, Malaysia and South Africa. During his last role at DB Schenker

in South Africa, Niels was responsible for logistics development, reporting directly to the CEO. Here he applied and expanded his knowledge to develop logistics solutions across the local automotive, high-tech and retail industries.

Niels holds a Diplom Betriebswirt (BA) from Staatliche Berufsakademie, Mannheim (Germany).

Functional experience

Our functional experience include among others warehouse design & management, transportation management, inventory management, demand planning, supply planning, supply chain planning, supplier relationship management and project management.

Industry exposure

We have had exposure to industries such as retail, automotive, consumer goods and services, petrochemical, mining and defense aerospace.

Core offerings

Through our core offerings we can support our clients to achieve strategic, tactical and operational results. These offerings cover areas such as Strategic Supply Chain Planning, Fulfillment, Sourcing & Procurement, and Project Execution.

Credentials

Since founding the company in the fourth quarter of 2012 we've been involved in various projects.

Our primary engagement has been with a leading global third party logistics company. Here we've been tasked to support them in their turn-around of their contract logistics department, transportation management strategy and operating model design, Africa business development strategy, and procurement strategy development.

Secondary engagements during our first year of operations included a warehouse performance assessment at the Cape Town operations of a global apparel company, supporting a logistics service transition at a German automotive manufacturer, providing warehouse implementation support for an agricultural equipment manufacturer, operational advisory for the set-up and management of a facility responsible for the storage and distribution of commercial, passenger and industrial tires. - **RF**

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dasRESULTAT is a result focused logistics and supply chain management advisory company.

We partner with our clients to identify and unlock practical and sustainable solutions.

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