The Top 6 Supply Chain Talent Breakthroughs, 2020

2020 Gartner
POWER OF THE PROFESSION
AWARDS

Gartner

Authors

Gartner's Power of the Profession Awards are based on submissions received by Gartner directly from the companies featured in this report and are believed to be accurate as of December 2019. Finalists featured were evaluated and compiled by the Gartner Supply Chain Research Team. The team wishes to thank Casey Logan, a writer at Gartner, for his contributions to this research.

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Executive Summary

The sixth annual Gartner Power of the Profession Awards recognize breakthrough talent successes in the supply chain community.

This year's submissions for the Supply Chain Talent Breakthrough of the Year award included a wide array of excellent initiatives that continue to build on the momentum established over the first five years. Each initiative deserves individual recognition, demonstrating significant investment and commitment to the broader inclusion and development of people as critical enablers of supply chain strategy and business performance. These initiatives benefit the greater social community and the environment, while delivering impressive results that benefit businesses, stakeholders and customers.

Success in this category is recognized through awards in each of the following three subcategories:

- **Talent Diversity Champion of the Year** recognizes supply chain talent programs that have resulted in a more diverse and engaged workforce throughout the supply chain organization.

- **Talent Payback of the Year** recognizes supply chain talent initiatives that have driven tangible revenue growth, cost savings, product innovation or outstanding customer satisfaction metrics.

- **Talent Partnership of the Year** recognizes supply chain talent initiatives that have extended capability development across the value chain, quantitatively driving value internally and/or externally with suppliers and partners.

The overall Supply Chain Talent Breakthrough of the Year award is presented to the program that demonstrates the greatest impact across all three subcategories. The six finalists for this prestigious award are highlighted within this report.

The six influential initiatives recognized for reaching the final round in the 2020 program are as follows:

- **Bayer's** Aprender Mas+ (Learn More+) program developed local people in Rojas, a small town northeast of Buenos Aires, Argentina. Bayer, in partnership with two nongovernmental organizations and the local municipality, established a skills school to offer free training targeted at local needs. The initiative has already developed the skills of more than 400 local people.

- **Cisco's** supply chain Global Inclusion & Talent Strategy initiative includes four pillars: stakeholder alignment, inspiring and engaging the employee community, attracting and developing diverse talent while actively driving inclusion, and diversity at all levels. Cisco's supply chain organization hired a dedicated leader and team to focus on increasing diverse representation, aligning inclusive practices and uncovering unconscious bias.

- **HP Inc.** has significantly enhanced its Supply Chain Academy to better prepare employees for the digital supply chain era. HP Inc. has augmented the program to include focused technical projects in areas such as robotic process automation and blockchain. It has also expanded the academy to non-supply-chain-function employees in organizations such as information technology and human resources.

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- **Intel's** supply chain organization, Global Supply Chain (GSC), plans and orchestrates Intel's value chain. Intel has been working since 2017 to increase GSC's data literacy. The main aim is to improve how people leverage digital information to enhance decision quality and speed. Programs employed newsletters, conference calls and on-the-job training, raising data competency by 20%.

- **Intermountain Healthcare** created a solution for hard-to-fill positions, particularly hourly roles, by using nontraditional sources. Without concerted efforts and creative thinking, jobs such as cleaning and landscaping can go unfilled in tight labor markets. (Facilities, particularly in healthcare, fall under supply chain.) Intermountain partnered with a local organization that strives to find work for people with disabilities and set up job-sharing arrangements, assessments and training programs.

- **Johnson & Johnson's (J&J's)** supply chain spearheaded Fast Track Ideas, a new global idea management system that focuses on creating transformational innovation in areas including new technologies, process improvement and building capabilities. This initiative has resulted in high levels of engagement and diversity. It has positively influenced employees by ensuring visibility across all J&J businesses and functions, resulting in an environment where people feel empowered and excited to work together to be the best supply chain.

The multitier judging process evaluated a record number of nominations. Congratulations to everyone for the impressive and insightful work.

Start
With Talent

Talent is a key differentiator in the competitive global business landscape. Those businesses that embrace and act on this reality lead the way in their respective industries, establishing themselves as employers of choice and setting the pace for others to follow.

Companies across industries around the world are converging on the same pools of talented people, creating an ecosystem in which businesses compete to reach the pinnacle or to maintain strong market share. Attracting the best employees requires more than competitive pay and a strong benefits package. In a tight labor market in many countries, wresting workers away from top-flight organizations is tougher than ever. Finding digital skills is a challenge as businesses make efforts to build digital dexterity in the workforce (see Figure 1). Workplaces value diversity and difference more than ever, understanding the competitive advantage that new ways of thinking can provide. The bottom line: Companies need to become much more creative in their recruiting and retention, and more innovative in the programs they deploy.

With digitalization rapidly transforming companies in many sectors, developing digital skills has become a key priority. What does this mean? Employees who have the ambition to work digitally use technology to their advantage, viewing it as critical to personal growth. Success in the digital space requires adaptability to tackle requirements that are, at times, unclear and frequently changing. More broadly, building digital businesses encompasses risk taking in pursuit of digital opportunities.

Figure 1
**The Profile of
Digital Dexterity**

Working Digitally

Building Digital Business

Ambition

Ambition to Work Digitally
- Believes in technology's ability to augment personal tasks and activities
- Willing to take on new roles to support digitalization plans
- Views data and technology proficiency as critical to career advancement

Ambition to Build Digital Businesses
- Considers digitalization to be critical to company effectiveness
- Innovates and takes risks in pursuit of digital opportunities

Ability

Ability to Work Digitally
- Adapts to work on initiatives with unclear and changing requirements
- Works iteratively to improve outcomes
- Can work from anywhere with the right technologies

Ambition to Build Digital Businesses
- Collaborates across seniority levels to set company digitalization direction
- Identifies digitalization opportunities to improve department/function operations
- Obtains technologies independently to succeed on the job

Source: 2018 Gartner Digital Dexterity Survey

% of employees | n = 3,481

Valuing diversity and differences provides new ways of thinking, creating a talent differentiator that can translate into competitive advantage for those organizations that fully embrace this and execute on it.

One notable take-away is the notion that what a company does impacts more than just the company itself. That's particularly true when it comes to talent and talent development. Companies have a profound impact in the cities and towns in which they do business. Companies employ people, contributing to local economies. More broadly, companies can play a role in developing the workforce in those communities, even beyond the companies' walls.

Although this creativity and innovation is not limited by industry, healthcare and big technology, companies play prominently among this year's finalists. Themes at work are:

- Developing talent can impact communities.

- An ideal workforce is diverse and engaged.

- Ongoing education must be tailored to the changing nature of work.

- An ideal workforce can leverage data to enhance decision quality and speed.

- Partnering can be instrumental in filling roles in tight labor markets.

- An environment that empowers employees creates excitement and loyalty.

Leading organizations differentiate themselves by adopting talent strategies, including devising their own employee value proposition (EVP). This is composed of a set of attributes that the labor market and employees perceive as value they gain through employment. For example, as rewards, an organization might offer a day care center for parents with children and a fitness center for health-conscious employees, along with flexible work hours.

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Bayer Boosts Corporate Citizenship With Local Qualification, Employability

Challenge

Rojas, like many smaller communities in Latin America, faces challenges to drive economic and educational development. Bayer operates one of its biggest production facilities in the town northeast of Buenos Aires, Argentina. Bayer identified a critical community need: developing skilled labor.

Innovation

Bayer partnered with two nongovernmental organizations (NGOs) and the local municipality to establish a skills school called Aprender Mas+ (Learn More+) to offer free training targeted at local needs.

Impact

The Aprender Mas+ program has developed the skills of more than 400 local people, with 20 program graduates employed directly in Bayer's operations.

Business Challenge

Bayer wanted to create a sustainable positive impact in a community where it employs more than 700 people and relies on 170 local suppliers, including service providers and logistics companies. From a business perspective, Bayer wanted to boost the local pool of skilled talent from which it draws. More than that, though, Bayer wanted to take corporate citizenship to a new level by boosting local qualification and employability throughout the region.

Bayer deployed an initiative that delivers sustainable impact in one of the company's biggest operations in the world — the Maria Eugenia facility near Rojas in Argentina. Like many smaller communities in Latin America, this city faces important challenges to drive economic and educational development.

As an active corporate citizen, Bayer identified a critical community need — skilled labor is a key element to local businesses and institutions, including Bayer's operations. The fundamental question: How do you create a cycle of local community economic prosperity, which in turn would further develop the local talent pool? The answer: An innovative and impactful idea — the Aprender Mas+ (Learn More+) program. A skills schools was established in a partnership with two NGOs and the local municipality.

The Aprender Mas+ program is creating an impact by bringing the right methodology and knowledge together with a deep understanding of the local challenges. The first implementation of this program happened near Bayer's biggest seed production facility in the city of Rojas.

Research from a business consultant in 2016 brought important insights around Rojas' most pressing needs:

- The most critical areas were unemployment, health, education and environment.

- It was evident that limited job prospects brought anguish and despair. Respondents mentioned it as a long-term problem of the city.

- Very frequently, hiring was only temporary, which resulted in an unstable situation, creating uncertainty and promoting unemployment.

- The main economic activities were agriculture, livestock, agribusiness and, to a lesser extent, services and shops.

The level of qualification of the local population is a key success factor for overall employability. The 2016 research showed education as another critical need, the lack thereof creating a pernicious cycle.

Increasing education and employability would help the whole local economy, increase Bayer's local talent availability and create a powerful, sustainable solution for Rojas.

Talent Diversity

Bayer focused on understanding the local community's needs first, ensuring the impact would be felt beyond the factory gates. People with disabilities are included in the support activities of the trainings, enabling an inclusion benefit.

Talent Payback

About 370 students have graduated, and another 180 enrolled in 2019. About 40% of enrolled students are unemployed and another 35% are either employed or autonomous workers. This indicates that this program is a gateway for new jobs and furthers the careers of existing workers, growing the economy. Twenty program graduates work in Bayer's operation.

The program expanded the horizons of many of its students as they began new careers. In 2019, more than 400 students graduated from the program.

Talent Partnership

Partnerships with NGOs and the municipality informed methodologies and knowledge, increasing the program's effectiveness. Understanding the municipality's efforts avoided overlaps and helped program organizers to comprehend the most pressing needs.

Partnerships have been created with two NGOs (Oficios Foundation and Grupo Esperanza) and the local municipality, ensuring focus, the right methodology and infrastructure. Bayer has invested more than $300,000 in this initiative.

More than 30 courses have been created since 2017, ranging from sewing and computer skills for the elderly to welding and maintenance. The courses are free for the population and, as the students started graduating, the impact in the local economy could be seen.

What makes Aprender Mas+ unique is its proposal aimed at the community in the first place, creating partnerships critical to its success. By helping the local economy as a whole, the possibilities multiply, and Bayer can also fulfill its aspiration of being a responsible and active corporate citizen. The impact is much higher than Bayer's business scope. If more companies employ similar approaches, the overall impact in society is multiplied, addressing one of the most pressing challenges faced by business — being sustainable by bringing together solutions that can be perpetuated as they create direct value for business.

Bayer reinforced its commitment to corporate social responsibility by creating a dedicated Global Corporate Citizenship team within supply chain to manage topics of sustainability and community engagement. This team aims to ensure Bayer maximizes the positive social impact and sustainable practices globally as a core element of its strategy.

A few factors were critical to ensure the success of this initiative:

- **Connection to city needs:** By understanding what the local community needs first instead of Bayer's needs, the company ensured a greater impact.

- **Reliance on the right NGO partnerships and municipality:** Bayer could not have the same result without partnerships. Having the right methodologies and knowledge increased program effectiveness. Employing people with disabilities on the support activities of the trainings enabled an inclusion benefit. Understanding the municipality's efforts avoided overlaps and helped Bayer understand the most pressing needs by adding another dimension to the analysis.

- **Source of talent and engagement driver:** Every graduate is automatically considered for the recruitment talent pool for Bayer's operation. On top of increasing the pool of qualified labor, there is the added benefit of raising internal employee engagement. Working for a responsible company brings a sense of pride and purpose.

**Cisco Supply Chain:
More Than Numbers**

Challenge

Cisco strives to bridge the gap on inclusion, fairness and equality with the goal of fostering a culture that is diverse in thought, experience, age, gender and ethnicity.

Innovation

Cisco's supply chain is leading the way to inclusion and diversity with its Global Inclusion & Talent Strategy. It is transforming the culture from within through diversity and inclusion programs that include unconscious bias training and tools. Cisco's partnerships with universities and high schools enable it to attract and develop the supply chain leaders of tomorrow.

Impact

Within the first year of launching Global Inclusion & Talent Strategy, Cisco's supply chain saw an increase in employee engagement across regions, especially in leadership roles at employee development events. Development Day, its largest annual event, reached 51% global participation. The inaugural Manager Development Day surpassed 76% manager participation. At these events, leaders, employees and internal stakeholders attend customized inclusion and diversity training and engage in conversations about race, gender and biases. In one quarter in the past year, Cisco saw double-digit increases in hiring in multiple demographics with low representation.

Business Challenge

Cisco strives to foster a diverse, innovative workforce. This can't be done effectively when operating in regionally siloed cultures with low diverse representation across gender and ethnicity, as it once did. That's why Cisco's Supply Chain Global Inclusion strategy focuses on all levels of the organization, addressing the needs of all employees, including leaders.

Cisco's Global Inclusion & Talent Strategy is composed of four pillars: stakeholder alignment; inspiring and engaging the employee community; attracting and developing diverse talent while actively driving inclusion; and diversity at all levels of the organization. To strengthen the movement, Cisco hired a dedicated team to focus on increasing diverse representation, aligning inclusive practices from the top down and uncovering unconscious bias at all levels to unlock true inclusion in the workplace — the catalyst for diversity.

Cisco's intent is to be the bridge in everything it does, not just the networking solutions it provides, but also in including bridging the gap on inclusion, fairness and equality. With the goal of fostering a culture that is diverse in thought, experience, age, gender and ethnicity, Cisco trailblazed a new path with its Supply Chain Global Inclusion strategy. It made a conscious decision to help the business create a diverse, innovative workforce. Prior to supply chain operations' inclusion and collaboration initiative, the organization operated in regionally siloed cultures with low diverse representation across gender and ethnicity. Global in scope and focused on all levels of the organization, this program is designed to address the needs of employees as well as leaders. From unconscious bias training to engaging existing employees, Cisco is transforming the culture and employee pipelines from within. Cisco's partnerships with universities and high schools are enabling it to attract and develop the supply chain leaders of tomorrow.

Talent Diversity

Aligning with its Global Inclusion & Talent Strategy, Cisco developed an Inclusion Leadership Team composed of volunteers from across the organization. They created and implemented the strategy, providing opportunities for employees to participate, take ownership and be champions of inclusion. Crucially, they aligned a full-time supply chain leader at the director level — rather than from HR — with this initiative. The team aligns Cisco's employee engagement and development flagship events with inclusive leadership and empowers individuals to define, identify and execute strategies that make a difference in focus areas. The team also serves as a change and marketing vehicle to amplify the work of Cisco's supply chain women's organization (iWise), which creates community and connection for the women around the world who work in a male-dominated industry.

Cisco's commitment to full-spectrum diversity and inclusion, along with leader and employee development, inspired its Supply Chain Strong movement, which rallies employees, partners and the entire ecosystem to build a culture where everyone feels valued, respected and accepted.

Talent Payback

Within the first year of launching the Global Inclusion & Talent Strategy, Cisco saw an increase in employee engagement across regions, especially in leadership roles at employee development events.

Cisco expanded outreach beyond standard recruitment areas, partnering with schools in underserved Hispanic/Latino and African American communities on both coasts of the United States to educate high school students on supply chain topics. In addition, Cisco strengthened its global university program engagements by setting inclusivity guardrails for campus engagements and partnering with historically black colleges and universities (HBCUs). These complementary efforts have allowed Cisco to attract diverse supply chain talent and strengthen its recruiting pipeline into 2025 and beyond.

Through Cisco's partnerships with high schools and universities, it deploys programs that have lasting results. Cisco partnered with the Cristo Rey High School in San Jose, California, to give yearlong internships to Hispanic/Latino students from 14 to 18 years old. Through this early outreach program, students are exposed to careers in supply chain, IT and operations, and they gain valuable experience working in a corporate environment. With Cisco's university partnerships, it works closely with 10 schools and targeted conferences, like Grace Hopper and Women of Color STEM, to recruit technically diverse talent, mentor students and develop curriculum. Cisco has also developed and hosted new events such as the Cisco Supply Chain National Case Competition and the annual Women in Supply Chain Symposium. These events provide opportunities to enhance students' supply chain knowledge and experience in real-world settings, generating interest in the supply chain industry and ensuring long-term, mutually beneficial partnerships. Leveraging social media to actively engage with students after events creates a familiar, approachable way to build relationships and support their supply chain management career journeys.

In the past year, Cisco was able to utilize its collective partnerships, and in one quarter alone, it saw double-digit increases in hiring in multiple demographics with low representation.

Talent Partnership

Cisco expanded outreach beyond standard recruitment areas, partnering with schools in underserved Hispanic and African American communities in the United States to educate high school students on supply chain topics.

When Cisco launched its Inclusion Leadership Team, it developed an inclusion champion network within supply chain operations. The Supply Chain Strong champion community is a virtual community where inclusion, diversity, fairness and equity are consistently messaged to the global employee community in Asia, India, Mexico and the Americas. Along with strong communication and change management strategy, Cisco involved multiple platforms in engaging employees that included live events, self-paced virtual training and a consistent cadence of messaging to key employees.

HP Inc.'s Supply Chain Academy Evolution to Digital Fitness Academy

Challenge

HP Inc. employees need more training to prepare for the digital supply chain era, which requires greater knowledge and additional cross-functional collaboration.

Innovation

HP Inc. has enhanced its Supply Chain Academy to include focused technical projects in areas such as robotic process automation (RPA) and blockchain. HP Inc. has expanded the academy to non-supply-chain employees in organizations such as IT and HR, and is asking these organizations to sponsor projects as well. It has shifted recruitment into the Supply Chain Academy — which is evolving to the Digital Fitness Academy — toward earlier-in-career employees who have grown up in the digital era and can bring new thinking to the organization.

Impact

About 20% of the early Supply Chain Academy graduates hold executive roles around the globe. About 25% of more recent graduates hold management roles around the globe. Supply chain employee engagement scores are in the top quartile of companies. Supply chain employee turnover is under 6%.

Business Challenge

In 2013, HP Inc. needed to develop its supply chain organization to drive innovation and prepare for the supply chain workforce of the future. This realization led to the formation of the HP Inc.'s Supply Chain Academy. With the integration of megatrends into HP Inc.'s supply chain development program, the company needed to shift the initial focus of the academy to augment the offering with several new digital capabilities for employees and greater cross-functional expansion. The Supply Chain Academy's evolution to Digital Fitness Academy is an initiative to reskill and upskill its supply chain and IT workforce to prepare for the digital transition in an era of increasing RPA and other emerging technologies.

HP Inc. has created significant enhancements to its Supply Chain Academy. To better prepare employees for the digital supply chain era, it has augmented its program to include focused technical projects in areas such as RPA and blockchain. Like the original Supply Chain Academy, the evolution to Digital Fitness Academy is an action-based collaborative experience, with participants developing partnerships with logistics, manufacturing, business planning, finance, HR, product development, marketing and IT, among other organizations. The transformation to the Digital Fitness Academy will help to propel HP Inc.'s workforce into the digital future.

Talent Diversity

Three efforts are foundational as HP progresses into the digital supply chain:

1. Opportunity for employees to self-nominate and apply, similar to a simplified college application. This allows the Supply Chain Academy to attract employees who are eager to be in the program.

2. Increased participation to groups from outside of supply chain. HP Inc. is including IT, finance, HR and customer service employees. This creates a diverse cross-functional learning opportunity and increases supply chain employees' interactions with these functions.

3. Extended opportunities to earlier-in-career employees who are critically important for digital supply chain efforts. These employees have spent more of their life in the digital age and bring new insights into the training program that allow HP Inc. to drive more effective hands-on projects.

The self-nomination process provides a higher level of engagement because the responsibility has shifted to the employee to participate. A selection committee reviews the applicants and fills each class with the best applicants, thereby increasing the program's cache. Employee surveys have provided positive responses to these developments, and graduates often operate within leadership roles in their organization after completion.

Talent Payback

Supply Chain Academy has been opened to a certain percentage of non-supply-chain functions as well as earlier career employees.

The impact of HP Inc.'s talent development programs can be seen through several metrics:

*   High employee engagement in HP Inc.'s global supply chain organization (Aon's top quartile of companies)

*   Low employee turnover in HP Inc.'s supply chain organization (under 6%)

*   Supply Chain Academy projects sponsored by various supply chain departments and evolving into ongoing efforts (These projects are an integral part of efforts to grow revenue over the past two years.)

Talent Partnership

The Supply Chain Academy team worked with HP Inc.'s chief supply chain officer to invite other functions to the program as well as have them sponsor projects of their own for participants to tackle. In recent years, HP Inc. has actively engaged these non-supply-chain functions for both applicants and the incorporation of sponsored projects. The project sponsorship has been critical since these organizations get a diverse team of six to eight employees to work on a business problem over a six-month period.

The aim of the Digital Fitness Academy is to upskill a workforce of high-potential influencers so that they can think about work differently. There are countless processes that can be made more efficient, and HP Inc. believes everyone has the skills to improve the processes around them. Participants have gone through a rigorous training program and regularly meet with internal subject matter experts as they approach their business problem.

HP Inc. is leveraging its own internal talent, which has built hundreds of bots across the company as subject matter mentors for the supply chain and IT participants in the program. These individuals have learned how to architect and design data in fresh ways to provide insights for effective management decision making and automated work. This has direct cost savings as a result of the business problem solved, and exponential potential for improvements as HP Inc. shifts the way people think about how they work.

The program's next aim is to create a catalyst model associated with this new kind of thinking. Participants are expected to bring these new skills to their team, teach others and find additional opportunities for process improvement. The overarching goal is to develop thinking about improvements in processes as part of the fabric of the organization and as a new tenet of how HP Inc. works together going forward.

Intel Builds Supply Chain Strategic Advantage by Increasing Analytics Fluency and Skill Sets
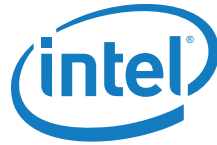
Challenge

Intel determined that the data analytic acumen and skill set of its global supply chain organization required improvement. Employees needed to be able to better leverage digital information to enhance decision quality and speed.

Innovation

In 2017, Intel began three efforts to increase the data analytic acumen and skill set of its global supply chain organization. These programs employed organizationwide newsletters, numerous small-group-focused training sessions and virtual conference calls with case studies. The initiative also included on-the-job training programs and dedicated data analytic teams who served as instructors, coaches and enablers.

Impact

The organization's data competency increased by at least 20% and empowered 225 employees globally. These programs have delivered more than 20,000 hours of efficiency and more than $30 million of gross margin impact through cost reduction or increased revenue. More than 500 reports and data visualizations have been published by this new community of empowered supply chain professionals.

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Business Challenge

Global Supply Chain (GSC) is Intel's supply chain organization of more than 3,500 employees that plans and orchestrates Intel's value chain. In 2017, Intel began three efforts. The objectives were to improve how professionals leverage digital information to enhance decision quality and velocity, in addition to the organization's ability to meet its own analytic needs without a strong dependence to a central IT group.

Intel is in the midst of a transformation from a PC-centric business to a data-centric business. As part of its strategy, Intel has acquired various businesses such as modems, field-programmable gate arrays (FPGAs), application-specific integrated circuits (ASICs) and custom processors. These acquisitions bring more product complexity, increase the share of outsourced manufacturing and create the need to implement new fulfillment models. It was clear that an increase in the adoption and deployment of analytics was necessary to manage this increased complexity, yet the competition to hire analytic talent is fierce. Employees who possess the analytic skills have many employment alternatives in technology businesses (versus hardware or manufacturing businesses), making retention a top area of concern.

As a response to these challenges, three approaches were started in 2017:

- Data Analytic Fluency program targeting midlevel commodity managers, but also involving senior-level management in its design

- Data Visualization program focusing on the customer-facing and supply-planning functions, involving all levels of the organization in both program design and execution

- Self-Service Analytics Training program highly focused on the supply-planning functions, targeting upskill entry-level to midlevel managers and providing them with an open-source-based technology developed by Intel's manufacturing organization

These three programs spanned the globe, training employees in the U.S., Europe and Asia, across seven countries in 20 sites.

Talent Payback

Three programs designed to increase technical analytic acumen and skills tackled three different areas.

The Data Analytic Fluency program focused on three areas:

- Increasing the foundational data analytics competency of the overall community of commodity managers. Over 2,500 participants (about 158 participants per event) attended, with 91% of these attendees providing positive feedback in online surveys. Surveys found there was a 20% increase in foundational competency across commodity managers and 30% growth in the perceived need to increase data and analytic fluency.

- Embedding employees with intermediate analytic skills into business groups. These were selected on the basis of analytic talent, desire and capability to learn, and subject matter expertise. After achieving an intermediate level, they began performing self-service analytics for their immediate teams. They are now the first line of defense for complicated data analytic requests.

- Developing infrastructure and processes, using a team of analytic leaders to track data analytic requests and provide the right tools to the 36 superusers, as well as governance structure to ensure corporate data security policies were followed.

The Data Visualization program focused on developing data storytelling skills. First, this program sought to build a small core of experts. Second, it established a working framework to tackle projects for senior and middle managers, composed of a subject matter expert who is closest to the business supported, a data engineer and the data visualization expert. Next, a cohort was formed with 11 employees, all embedded in operational groups. A total of 24 supply chain professionals have gone through the six-month program, spanning three main Intel geographies. The third cohort of 14 employees launched in late 2019.

The third program, Self-Service Analytics Training, focused on employees directly involved in supply planning operations with highly tactical data integration needs. Training was delivered in an intense one-week hands-on format, leveraging a data services system developed by Intel's manufacturing group. The program has delivered 14 one-week training sessions across seven global sites and trained 166 employees with 113 individuals signed up for future offerings. Alumni from these sessions have completed 82 projects in the last two years and with an equal number of projects in progress.

Intel GSC's push to increase the analytic and data fluency and skill set of its supply chain professionals has paid dividends. Data analytic projects completed by supply chain employees who have gone through these three programs have generated more than 20,000 hours of productivity gains. This has occurred by reducing the time employees spend on seeking information from various sources, copying or pasting information between files and applications, or conducting analysis on their personal computers and files. Employees rarely have to schedule second and third rounds of meetings to make decisions due to incomplete data. These projects have contributed to more than $30 million in either gross or operating margins.

Talent Partnership

Intel's Data Analytic Fluency program in GSC first sought sponsorship from senior leadership after having done initial benchmarking and fully framing the problem statement. After attaining sponsorship, a team was chartered with creating organization awareness, setting program objectives, and identifying learning platforms and measurement criteria of success. Throughout program implementation, the program leads provided a quarterly update to the program sponsors, reminding all attendees on what steps had been completed, where the program was at the time and next steps. Online resources supported the growing community of practitioners.

Six different newsletters have been sent quarterly to the entire supply chain organization, where program progress and results are shared, creating organizational awareness. Both the Data Visualization and the Self-Service Analytics Training programs also sent quarterly newsletters providing information on training sessions delivered, training sessions being offered and aggregate value delivered, thus sustaining organizational awareness.

In all these programs, all workshops and cohort alumni are supported by an Analytics Community of Practice and a network of supply chain professionals who are growing their analytic and data fluency. The Analytics Community of Practice is an opt-in program in the GSC group, with cross-organizational leadership, executive sponsorship by GSC's vice presidents, biweekly hourly sessions and an online community portal. These alumni can bring in their questions ranging from SQL to visualization color schemes to domain-specific data definitions used in a specific project. By providing community peer-to-peer support, professionals continue growing their overall analytic and data fluency.

Notable projects, those that delivered significant hours of efficiency savings or quantifiable gross margin impact, are invited to the biweekly sessions, and those involved showcase their work and the business value delivered. This, in turn, sparks new ideas in members of the community while providing an incentive to deliver business value for the peer recognition that it attains, sometimes equally or more valued than the recognition from their direct managers.

Perhaps most important for all three programs has been the strong alignment with GSC's overall strategic goals and how they are measured. Two metrics in particular are tracked closely: gross margin contribution and productivity (hours of workload reduction). The organization has identified specific individuals who track these metrics for the organization and seek standardization in how they are calculated. These two metrics are used as

success criteria in all three programs to increase the analytic and data fluency of employees and are reported out in newsletters. All those who go through a six-month cohort, or a one-week boot camp are aware of these metrics and are eager to report out on the value they have delivered and how they have contributed to the organization's goals.

Program leads recognize that it is sometimes hard to translate a highly useful data visualization, algorithm or report. Therefore, it also measures other quantitative indicators, such as total number of unique users accessing the analytic object and how frequently the object is accessed per year. For example, the self-service content developed by alumni of the third analytic program observes 5,200 "hits" per week on its published content from 190 unique users. The Data Visualization program has more than 300 unique users accessing its content every month.

Intermountain Healthcare: Where Disabled People Are Enabled and Minorities Feel Like Majorities

Challenge

Intermountain Healthcare (Intermountain) had difficulty filling positions to clean linens and perform landscaping in a tight labor market.

Innovation

Intermountain partnered with a local organization that strives to find work for people with disabilities alongside nonprofits. In addition, Intermountain set up job-sharing arrangements, employee assessments and training programs for current employees that led to a talent pool that can better serve its business customer and is better positioned to achieve industry certifications.

Impact

Intermountain's Central Laundry would not be able to operate sufficiently without its workforce of 82 ethnically diverse and/or employees with disabilities, who clean 240,000 pounds of linens annually. In all, this equates to 20 million pounds of linen at about $0.40 per pound cost, impacting $8 million in production.

The Central Laundry caregivers speak 24 languages, which represents the amount of diversity within its operations. Although productivity numbers are not differentiated based on ethnicity, the average annual output in pounds of linen is 240,000 pounds per person. Since most of the 82 central laundry caregivers are ethnically diverse, or are provided through Columbus Community Center, one could say that the Central Laundry would be incapable of operating without its ethnically diverse and disabled populace.

Business Challenge

Intermountain's Central Laundry and Supply Chain Center facilities require a reliable workforce that is satisfied by what can sometimes be rote work. In a state with low unemployment, these supply chain areas can struggle to attract and retain employees who can fulfill the company's mission. These include jobs handling soiled or clean linen and jobs such as landscape improvement or floor mopping.

Intermountain created an innovative solution for hard-to-fill positions by using out-of-the-box thinking and nontraditional sources. Jobs such as handling soiled and clean linen and environmental jobs, such as cleaning or landscaping, can go unfilled without concerted efforts and creative thinking. In addition, Intermountain set up job-sharing arrangements, caregiver assessments and training programs that led to a pool that can better serve its business customer and is better positioned to achieve industry certifications.

Talent Diversity

Intermountain's supply chain had the idea to work with the Columbus Community Center and local refugee placement nonprofits to match individuals wanting employment with jobs that needed to be done. Dedicated individuals bring their enthusiasm, energy and commitment to doing the best job possible. Intermountain permanently hires one person per year from the Columbus Community Center. Even those who are not hired acquire work skills or perhaps graduate to another job that suits them.

Research shows that assembling a team with diverse ethnic, gender, orientation and philosophical backgrounds will result in better problem solving and idea generation, among other things. The Intermountain supply chain organization brings together many elements of diversity to assure the whole department is better than its individual parts. It does this by making every effort to recruit nationally, even for interns, and choose candidates who represent different perspectives.

Intermountain's supply chain will keep positions open for a longer length of time if the candidate pool lacks diversity. Although statistics are not available, the supply chain has many female leaders.

Talent Payback

Intermountain took steps to improve first-year retention using a regular check-in process that assures a supervisor meets with every direct report at least quarterly. A check-in is a timely, future-focused, open dialogue conversation in which leaders and employees connect to discuss contributions to team results and desired growth opportunities. First-year turnover saw a 5% decrease in 2019. The tactic remains as part of an overall retention strategy.

Regarding talent development, in early 2019, Intermountain hired a consultant to perform a talent assessment for caregivers in its Purchasing and Category Management departments — about 100 caregivers in total. The goal was to identify areas of skill in three areas: competencies, attributes and knowledge/skills. For leaders, a fourth category was added for skills expected of leadership.

Individual competencies per job description were identified, and three evaluations ensued:

- The person being evaluated would rate their skill level.

- The manager would do the same, per individual.

- The third-party consultant performed interviews with each person to validate the first two assessments.

The result gave a numerical score in each of the three, or four, areas, which led to identifying gaps, and in turn, tactics to close the gaps for each individual and the team as a whole. Each person created an Individual Development Plan (IDP) that becomes a part of their personal goals. The IDP provides the basis for the manager to follow up quarterly.

Talent Partnership

To assist with uncomplicated work, Intermountain collaborates with Columbus Community Center to place 15 to 20 people per day who have some type of disability. They may have cognitive or physical challenges, but this work is within their capabilities. Other collaborative resources are LDS Family Services and Catholic Community Services of Utah, which help employ the refugee population that relocates to Utah. This is a win-win — hiring capable individuals, often with only a basic understanding of the English language, as they settle into a new environment.

Central Laundry caregivers come from all over the world. Central Laundry has a wide variety of caregivers who bring in, clean, fold and prepare linens for patients. Sometimes those employed are transitioning from a homeless or refugee status, while another group comes from Columbus Community Center, a local nonprofit that provides opportunities for those with disabilities.

A supply chain liaison fully integrated himself into the Columbus Community Center organization, with regular visits and even getting elected to serve on the board. Other companies can take this same approach, as organizations that serve those with disabilities are in every major city.

The company's Category Management (sourcing) department often seeks to draw on the talented individuals in the Purchasing department when a position opens. To facilitate the cross-functional teamwork, Category Management and Purchasing began a job-sharing program where a Purchasing team member spends six months in an immersive learning/training situation with CM. The results are many, including cross-functional expertise and understanding, enhanced employee morale and friendships, and a shortened learning curve when the time comes to hire.

Through initiatives to reduce first-year caregiver turnover, a concerted effort was orchestrated. In addition to check-ins, engagement opportunities are sought and introductions to co-workers are made. First-year turnover saw a 5% decrease the first year the efforts were made (2019). Since the improvement was notable, the tactics remain as part of an overall retention strategy.

Johnson & Johnson: Bringing Innovative Ideas to Life With Visibility, Speed and Passion

Johnson&Johnson

Challenge

Johnson & Johnson wished to tap into its global talent, engage people at all levels, and be able to bring their ideas to life with speed, visibility and passion.

Innovation

Johnson & Johnson launched Fast Track Ideas, a global idea management system within J&J Supply Chain. This initiative has positively influenced its talent by ensuring visibility across all segments and functions, resulting in an environment where employees feel empowered and excited to work together to be the best supply chain.

Impact

In the first two years of deployment (2018 to 2019), Johnson & Johnson identified $2.6 million in cost improvements, $16 million in inventory reduction, a $10 million idea pipeline and $2.2 million in ideas related to product sustainability. Value included 76 safety catches, reduction in plastic use in products, water savings and improvements in quality processes worth $3 million in savings.

Business Challenge

In an effort to build a culture of innovation, J&J Supply Chain had developed many ways of generating ideas, including crowdsourcing, hackathons and design-thinking sessions. At issue was the absence of a way to capture and track the ideas, prioritize, and optimally develop them to successful outcomes. Without transparency to ideas across the organization, effort was frequent duplicated.

Fast Track Ideas has resulted in strong engagement and diversity among segments, sectors and cultures. This capability has positively influenced talent by ensuring visibility across all J&J segments and functions, resulting in an innovative environment where employees feel empowered and excited to work together to be the best supply chain. Employees have indicated that the initiative has helped them believe that anyone in the company has the ability and opportunity to influence change.

Fast Track Ideas was created to engage a diverse population of employees from all levels of the organization. Idea submission and collaboration is occurring with manufacturing plant personnel and administrative associates, all the way through to senior leaders within J&J Supply Chain. Fast Track Ideas is a global, multilingual system primarily focused on segments and functional areas within supply chain, but also supporting large J&J initiatives such as sustainability. The Fast Track Ideas leadership also champions the capability/ platform among other J&J functions such as HR, finance, R&D, global services and procurement (for use with suppliers).

Talent Diversity

Fast Track Ideas is an end-to-end process designed to capture ideas from a diverse population of people and move the ideas quickly through a process that increases the likelihood of success. When launching this capability globally, J&J was looking to increase openness, collaboration and the level of interaction among supply chain employees around the world. Opportunities for engagement in the system include ideation, collaboration and serving roles such as moderator or subject matter expert. The ideas chosen from a challenge are nurtured and grown

by small teams utilizing design thinking principles to make the ideas as transformational as possible.

One key lesson is that ideas need to be treated completely differently than projects. It is important to engage a diverse crowd and encourage participation through either idea submission, voting on ideas or collaboration during submission or in the further development of the idea prior to implementation.

An idea management system is a new global capability for J&J Supply Chain. Prior to the introduction of Fast Track Ideas, ideas were generated on a local level, documented in minutes to a meeting or spreadsheets, and frequently unacted upon. A process did not exist for obtaining input from others, seeing what became of the ideas or quantifying success.

When launching this capability globally, the goal was to increase openness, collaboration and interaction among supply chain employees globally. Opportunities for engagement in the system include ideation, collaboration and serving roles such as a moderator or subject matter expert. The chosen ideas from a challenge are nurtured and grown by small teams utilizing design thinking principles to make the ideas as transformational as possible.

Visibility is maintained between the original ideas and realized impact to ensure those who conceived and developed the idea receive the recognition for the innovation. The idea repository contains more than 29,000 ideas; ideas remain indefinitely in the system, available at any time for those innovators who are looking for an idea to solve a problem or to help drive a local strategy.

J&J has employed several mechanisms to drive diversity and high engagement in the system.

First, it uses a decentralized approach to governance. The system is led by a team having responsibility across supply chain to ensure diversity of the crowd and visibility of ideas to senior leaders within the organization. The core working group is composed of global supply chain communities representing different sectors, functions and topics. These communities are responsible for establishing challenge roadmaps linked to their local strategy, as well as to the

supply chain strategy. They are also responsible for driving communication of challenge opportunities, providing rewards and recognition for engagement and empowering innovation champions to engage employees across the globe.

Second, J&J has established goals and objectives for the core working group that include metrics for diversity and engagement. Dashboards have been created for each community and the overall system to visualize the data in an easily accessible manner on the Fast Track Ideas system and are reviewed periodically at core team meetings.

Last, access to the Fast Track Ideas system is critical to drive good engagement levels. The system is accessible across all levels of employees through the use of smartphones, as well as utilization of specialized software to allow access for those workers who do not use a computer in their job. Open challenges and a link to the idea repository is provided on the landing page of the Fast Track Ideas Knowledge Center. This includes an active community discussion forum, job aides, training presentations and information on how to start a Fast Track Ideas challenge.

J&J routinely monitors ongoing involvement across segments, sectors and functions by using dashboards created from data in the system. In the first two full years of deployment, Fast Track Ideas provided supply chain employees the opportunity to participate in more than 100 challenges, resulting in 11,500 ideas. In this time frame, more than 22,000 employees visited a challenge, with more than half (12,500) of those contributing their own idea or voting or commenting on another's idea. Engagement rates as high as 60% have been achieved in specific challenges.

In one functional area alone, a regional role was developed for emerging talent to create visibility, the ability to work in global virtual teams, refine communication and build an intrapreneurial mindset. This practice resulted in the career acceleration of four team members, with two members making a cross-regional move from a local to plant leader role and two members moving into another J&J sector.

J&J supply chain was recognized internationally by Planview Spigit, the software supplier underlying Fast Track Ideas, for its outstanding levels of employee engagement at its annual conference in 2019. It won the Best Employee Engagement Program award for a customer who not only caught, but kept, the attention of the user base through creative tactics when launching challenges/communities.

Talent Payback

J&J has achieved payback in the form of talent development as well as financial and nonfinancial impact. The Fast Track Ideas system provides those who would like to develop or flex their innovation muscle many opportunities to do so and to be recognized for their contribution. Rewards and recognition for idea generation and impact have been useful for employees to not only reach their innovation goals and objectives, but also help them develop skills necessary to enhance their career. Fast Track Ideas has helped demonstrate that employees at any level can be innovative.

Ideas have resulted in major cost savings, quality improvements and enhanced product sustainability. It has been an instrumental tool used to address areas of improvement identified through the annual J&J Credo (employee values and sentiment) assessment. In order to ensure sustainability, J&J has put resources behind this system, including core team leadership, a governance team and a knowledge center.

A decentralized approach governs Fast Track Ideas. The system is led by a team with responsibility across supply chain to ensure diversity of the crowd and visibility of ideas to senior leaders within the organization. The core working group is composed of supply chain communities representing different functions and topics. These communities are responsible for establishing challenge roadmaps linked to their local strategy, as well as to the supply chain strategy. These communities are responsible for communicating challenge opportunities, providing rewards and recognition for engagement, and empowering innovation champions to engage employees across the globe.

Payback has also been made possible by making the system accessible to employees in manufacturing plants around the world who do not typically have access to computers in their jobs. The system is accessible through the use of smartphones, as well as utilizing specialized software to allow access on a single computer on the manufacturing floor.

Links to open challenges are provided on the landing page of the Fast Track Ideas Knowledge Center. The knowledge center is an area available to all employees to not only access open challenges and learn how to use the system, but also share best practices and celebrate achievements. It includes an active community discussion forum, job aides, training presentations and information on how to start a Fast Track Ideas challenge. This area can also be used to access the idea repository that includes every idea submitted in a challenge. This allows those who wish to work on an innovative idea to see what ideas others have had in the past and potentially take it forward. This fosters a spirit of collaboration and innovation across the organization.

Finally, J&J has connected Fast Track Ideas with other institutionalized programs across supply chain, including the latest project management software. Establishing Fast Track Ideas as the primary means of idea generation and capture fosters familiarity with the process, provides a central repository to search for ideas and increases alignment with the supply chain strategy.

Conclusion & Recommendations

Breakthroughs start with a vision. Well beyond that, though, breakthroughs are the culmination of the work of people who have been empowered by their organizations to create meaningful change.

The Power of the Profession Awards honor this journey and strive to inspire the entire supply chain community by sharing these stories.

The finalists for the Supply Chain Talent Breakthrough of the Year award add to the rich legacy created by their predecessors. Each initiative represents a resolve to improve, as well as the tenacity it takes to achieve breakthrough accomplishment. In this spirit, supply chain leaders responsible for people development can view this year's finalists for inspiration in this way:

- Take time to review and reflect on your organization's approach to talent development.

- Use the case studies within this report as an informal benchmark.

- Share the success stories of this year's breakthrough finalists with your team. This step can be the catalyst for initiatives that could become one of next year's finalists.

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