

Ajay & Gary Part 1

Hi. I'm your host, Ajay Bahl,

00:00:17:08 - 00:00:20:13

Corporate Vice President and head of
MEGA Verticals in HCL America

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and this is a platform where I bring to
you perspectives from the industry leaders

00:00:25:18 - 00:00:28:17

who are shaping the very future
of these industries.

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Today we have with us Gary Cantrell,

00:00:37:11 - 00:00:39:12

Gary has more than 30 years

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senior executive experience across
information technology, manufacturing

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and financial services,
including ten years with companies

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like Honeywell, Bank of America,

Textron, Jabil.

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He's a dynamic, cross-functional executive

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who's had leadership roles in program
management, finance and supply chain,

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including close to two decades
in the role of a CIO.

00:01:02:27 - 00:01:06:05

He's led the information technology
and business process transformation

00:01:06:14 - 00:01:11:10

on a global scale and is a strong
supporter of diverse talent development.

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Hi, Gary.

00:01:12:22 - 00:01:14:12

Welcome to this platform.
Thank you.

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Gary, you

00:01:16:29 - 00:01:19:24

have been in the manufacturing industry
for a very, very long time.

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Clearly, there are a lot of opportunities
for growth in the manufacturing industry

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today.

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Given the context of what
we're seeing in the marketplace.

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Would you like to give us with
some examples

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how this might work differently?

00:01:34:07 - 00:01:37:24

In the manufacturing industry, given
the technologies that are available today?

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Yeah, you know,
I think through this and I think

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probably the single biggest opportunity

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is around connecting the ecosystems
within especially large companies.

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We've got lots of legacy enterprise data.

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There's lots of data that's coming
off of the manufacturing lines.

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And in those instances where

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those have been integrated,
we've seen some good results.

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And I'll talk about that in a second.

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But I think from the from

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just a pure opportunity standpoint,
the manufacturing industry

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syncing those

two systems up, getting that data

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integrated or harmonized to some degree

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and being able to then take that data

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and use it to further digitize processes

and automate those,

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I think is just a huge opportunity

you're starting to see a lot of that.

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I think you've seen some of that

with even before the pandemic.

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You saw some of this

with optical inspection, where

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we started taking data off the line

and using that to replace

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the human operator that was going through

and checking anomalies, if you will.

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And we found out that we actually achieved
a very high level of accuracy.

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And I think that's progressed further
during the pandemic activity

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I think it's going to continue to grow.

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And I think once you get access to that
data, you open up the door for analytics,

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you open up the door
for additional machine learning,

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and eventually AI,
which again, bits and pieces are there,

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but it opens the door to all the new tools
that are coming out.

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And I think that's going to make

a fundamental change over the next

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few years.

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But where is the challenge for the CIO
or the CTO at this point?

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So when you really look at this work
for this

00:03:18:06 - 00:03:20:09

and you've been
you've been in those shoes.

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Yeah, I'm pretty sure it's not as easy
as, I'm glad you asked that

00:03:25:01 - 00:03:27:05

Yeah, it's not nearly as easy
as it sounds.

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It sounds great.
Hey, we just integrate the data.

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Well, you know,

00:03:30:01 - 00:03:33:12

if it was that easy, we would have
probably tackled that a few years ago.

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But I think it starts to get it
gets to be really complex.

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And the data harmonization
if you will, is the big challenge.

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And it's not it's not as you know, it's
not a quick resolution.

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It's not a silver bullet
to be able to make that happen.

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It's just a lot of heavy lifting and
you have to constantly chip away at it.

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And I think that gets back
to where you set your priorities

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and then focus on that

a piece of the time,

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because you've just got a massive amount
of industry structure,

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technology variation, platform variation
that you have to work your way through

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and especially I think in
some of the companies that you work,

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those are really,
you know, conglomerates which have

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presuming different types of technologies,

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more technology than you care to remember
at this point of time.

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Yeah, absolutely.

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And the other piece, there's more
technologies than meets the eye,

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because when you start peeling back,
you find a lot more but the other piece,

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there's a huge amount of capital expenditure

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that these companies
have put in over the year.

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And it's not just where I've been, it's,

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you know, other folks
that we've dealt with in our supply base.

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And those technologies are still working
just fine.

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They're just not working in the context
that we need them to work in order

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to take the next step
in the industry 4.0 context.

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So yeah, it's I mean, huge lifting.

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A lot of innovation has to take place
in order to make that happen.

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So I think that's one of the pacing items
is how fast can we

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innovate with some of the new models
that harmonize the data?

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And we're seeing more and more of that
I think that's going to be the accelerant

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that's going to allow us to get that done.

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So I'm going to, you know,

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extend the part
that we just had around the pandemic.

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There's really been a big difference

pre and post

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pandemic in practically every company,
the way they've actually approached

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the market.

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I'm pretty sure that is absolutely
true for manufacturing companies as well.

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Now, how does

00:05:33:03 - 00:05:37:02

the pre and post pandemic differ?
When you look at micro

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and macro economic parameters,
for a manufacturing company?

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Yeah.

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So there's two let me talk about a couple
of macros and then a couple of micros.

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So starting with the macros, I think

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and we certainly had this when I was
at Jabil

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we certainly got surprised by the level
of virtualization we could do

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and the level of virtual collaboration
we could do in our processes.

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And I'll take that a step further
based on personal experience.

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That's
not just in the manufacturing industry.

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I think the manufacturing industry
is probably accelerate about five years

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on what they've been able to do

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using virtualization,
but I'm seeing it all over the place

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in all kinds of personal industries
like moving.

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It is another example

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Virtualization, you're really talking about,

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Being able to do things virtually.

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Yeah, absolutely

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So, it gets down to it
It's the hybrid work environment

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I'll probably catch a lot of flack
for this

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as being a believer because I,
I was one of the skeptics and pulled back.

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I was hesitant on this
but I've been amazed at how much

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virtual work, virtual collaboration

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and the next step virtual change
that the teams have been able to

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pull off

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and get the job done

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very effectively and very efficiently.

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Which I think is

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is extended way beyond anything
that anyone I talked to pre-pandemic.

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So I think and I think going post-pandemic
that's going to continue

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that's going to continue to accelerate,

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it's not going to slow down.

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The other thing I think we learned on
as a result of the pandemic

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and there was a lot of effort
going on on the supply chain side

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pre-pandemic and it was really around
supply chain transparency,

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trying to leverage some of the analytics
and partnership business transparency stuff.

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But I think what's happening
as a function of the pandemic

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was there's been a fundamental shift
in what we're doing with supply chains

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And pre-pandemic, it was all around

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Globalization and efficiency.

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And I think the teams did a fantastic job,

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they made tremendous progress.

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I'm going to talk

to a little more on that.

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Right. So clearly a macro economic trend.

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Clearly the focus is on trying

to look at efficiencies very differently

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from the supply chain perspective

rather than just focusing on efficiency.

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It's about the risk

that the geopolitical risk

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that is actually coming to the picture

because of it

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do you see manufacturing companies really,

you know,

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changing their supply chains

completely to de-risk themselves

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from political team that is that is that

can be the driver at this point of time?

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Yeah,

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I think they will try to reduce

the level of risk.

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I don't think they can eliminate the level

of risk or eliminate them or

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eliminate the risk.

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I think there's always going to be

an element of risk

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I think as a practical matter,
you can't onshore

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all the companies
can't onshore all the production.

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So I think that's why I stress
I think there's going to be a more

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balanced approach.

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I think there's going to be a lot
more attention to the critical components

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that have very limited supply chains

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and I think that's where a lot of the
a lot of the components

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you can you have multiple sources,
those kinds of things.

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There's a few that will get a lot
of attention and good example is chips.

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I mean, right now
it's affecting everything

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there's ample

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we thought there was ample supply,
but it's not just a supply issue.

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it's a type issue.

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It's not just chips.

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It's the right time, right chips
that we got to have.

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So I think you're going to see
a lot more focus on that.

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And that applies
to virtually all manufacturers that just

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you know depending on
what they're producing.

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And I think customers of

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the manufacturers.

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So those customers that do contract
manufacturing as an example,

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I think they're going
to be much more astute to it.

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And you're going to see
a lot more dialouge around

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they're going to be putting a lot

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more pressure on the manufacturers to go okay,
how are you protecting my supply chain?

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And they'll take a bigger hand
in that if history proves correct.

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Changing gears a little bit,

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Industry 4.0, right,

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It is.

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You know, we've seen it go from a high to being...

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much more pragmatic
about what it can do and what it means for

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organizations and people.

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What in your mind
is next for industry 4.0?

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Yeah, I think

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we've seen a lot of point solutions
come out of industry 4.0

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and I think folks have done
a fantastic job with that.

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And I think that like any big project,
if you can get some small wins,

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it helps a lot.

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It helps build confidence.

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And it also kind
of helps folks see the vision

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I think we're at a stage now where and in
especially after the pandemic

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so not to keep going back to that,

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but just the lessons learned that we had

from the pandemic experience

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where we just figured out
how to do things.

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I think that's going to really accelerate
what we're doing with industry 4.0

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in the bigger context,

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I think that the companies
that are going to be really successful

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and I know in the past,
like last couple of lives,

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we've spent a lot of time
focusing on the roadmap what are we trying

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to accomplish, what outcomes, what
business outcomes do we want to achieve?

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The technology side is complicated enough,

and there's a lot of back

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end stuff that we talked about earlier
we have to tackle,

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and that's going
to be messy in its own right.

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But that in and of itself doesn't
necessarily provide business value

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which is part of the challenge.

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But I think if we can get alignment
between the business and the enterprise

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providers, IT is a great example
on, okay, where are we trying to get to?

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What business value
are we trying to get out of this?

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Are we trying to recycle time?

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We're trying to virtualize

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we trying, I know everybody's
going to have that front and center.

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So I think that's going to be the part

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that they got to get aligned on
and get the roadmap.

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Then I think once you kind of get there,
you got to start breaking

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that down into some tactical project
like I was talking about.

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So you go on the line.

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I look at some of the activities
that have been done with pulling data off

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of some of the older manufacturing devices

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and working with the operational teams

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and then trying to integrate that
with the enterprise systems.

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We've had some good wins there

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and we had some fairly quick wins there,
but they were point wins.

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Now, to do that in a broader context,
I think is is really

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what's going to take us to the next step.

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But do you see that evolution happening
for all the manufacturing companies?

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Is this really going to be an option
or something just necessary for survival?

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And how quickly will this shift
entire shift happen?

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I don't think it's going to be an option.

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I think it's you're going
to have to do this to survive.

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I don't think it's going to be a two year
survival trend.

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But I think you start looking
five to seven to ten years out.

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I think the companies that embrace
industry 4.0 they embrace,

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you know, digitizing the processes,
virtualizing, automating.

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Those are the companies
that are come out ahead.

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I think that the other part of this is,
is that the companies

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who don't try to do it on their own
and realize that they need partners

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to help do that are going to be the ones
that are going to get there first,

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they're going to get
there the most efficiently or

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most productively,
and they're going to be the big winners.

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And I think you mentioned partners.

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So what role do partners really play for
for a company in this journey?

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Yeah, great question,
because I'll look at this the way I did

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the last couple of CIO jobs I had.

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When I look for a partner, I look for

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someone

who's going to have skin in the game.

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And I don't care whether I'm looking
at an integration partner, systems

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integration partner, software partner,
manufacturing hardware partner.

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It doesn't really matter.

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I think anyone who's coming in and doing
something with me that's strategic,

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I want them to have some skin in the game.

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I want them to bring an expertise
to the table.

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I want them to bring some experience
that is valuable that they can use

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to help me drive
where I'm going, help drive my roadmap,

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help me unlock the business
value piece of it.

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And, you know, given their exposure to
multiple customers, multiple industries,

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they should bring a wealth of knowledge
there.

00:14:10:24 - 00:14:12:08

They also ought to bring some resources

00:14:13:13 - 00:14:16:06

In in a lot of cases, they
have good resources

00:14:16:06 - 00:14:18:23

that can focus on the problem
they're helping me solve.

00:14:19:06 - 00:14:22:03

I can free up my resources
to go work on other projects.

00:14:22:21 - 00:14:25:14

And that's that's
what I expect to see out of a partner.

00:14:25:14 - 00:14:28:02

And that's where I think partners
bring a tremendous amount of value.

00:14:28:29 - 00:14:30:16

You just can't do it all yourself.

00:14:30:16 - 00:14:35:02

And you don't want to try to outsource
the whole thing and have partners

00:14:35:02 - 00:14:37:06

do it all because they just don't
understand your business.

00:14:38:05 - 00:14:38:23

But I think if you

00:14:38:23 - 00:14:42:07

get the right partner in there, you build
a good collaborative relationship

00:14:42:22 - 00:14:45:11

that has an element of openness
and transparency.

00:14:45:14 - 00:14:47:28

Can be hugely valuable
and help you move a lot faster.

00:14:48:11 - 00:14:50:27

I know you mentioned that,
you know, you would value

00:14:51:25 - 00:14:55:02

partners bringing in experience
from other industries. Yes.

00:14:56:03 - 00:14:59:02

You know, manufacturing in a lot of ways
is a very different industry.

00:14:59:10 - 00:15:01:17

Which areas of manufacturing.

00:15:01:17 - 00:15:03:23

And, you know,
we integrate this all from native.

00:15:03:23 - 00:15:06:09

There are various value chains
that being part of manufacturing,

00:15:06:23 - 00:15:10:07

which areas can benefit
most from other industries and

00:15:11:09 - 00:15:13:25

where they would be value to
to really make sure that,

00:15:13:25 - 00:15:16:19

you know, you're getting the expertize
from other industries and manufacturing.

00:15:16:27 - 00:15:17:24

Yeah.

00:15:18:01 - 00:15:21:16

So I use a manufacturing, a big footprint.

00:15:21:19 - 00:15:23:20

I use an example from long ago

00:15:26:05 - 00:15:26:23

a while back

00:15:26:23 - 00:15:30:19

we were working on aerospace, airplanes
and stuff like that.

00:15:30:19 - 00:15:35:23

And we started talking about lean
six sigma and we questioned

00:15:36:05 - 00:15:38:21

how we were doing some of the designs.

00:15:39:18 - 00:15:42:02

And at the time

we had been bringing in some folks

00:15:42:02 - 00:15:44:10

from other industries,

namely the automotive industry.

00:15:45:23 - 00:15:47:10

And we said, well,

00:15:47:10 - 00:15:50:11

gosh, I mean, an impeller is an impeller.

00:15:51:04 - 00:15:55:20

If we can use this process in automotive why

can't we use this process in aerospace?

00:15:56:07 - 00:15:58:18

And that was a little bit of heresy.

00:15:58:18 - 00:16:01:01

But at the end of the day, after a lot of,

you know,

00:16:02:05 - 00:16:05:17

food fights and all that kind of stuff,

we found that there was a lot of stuff

00:16:05:17 - 00:16:10:24

that we could that we could do differently
that was more efficient,

00:16:11:08 - 00:16:14:17

that did not impact
performance did not impact quality.

00:16:15:05 - 00:16:18:08

And that was a function
of that cross-fertilization

00:16:18:08 - 00:16:21:16

about and I think

00:16:21:16 - 00:16:25:06

if I look ahead
and we start looking at going more digital

00:16:25:28 - 00:16:29:14

and we get into the virtualization
and automation side of things,

00:16:30:22 - 00:16:33:24

I think there's a
there's a lot more that we can learn from

00:16:35:27 - 00:16:37:11

some of the

00:16:38:24 - 00:16:39:22

some of the companies

00:16:39:22 - 00:16:43:13

that are asset like, yeah,
just the way they do it

00:16:43:19 - 00:16:47:14

and that I think that's going to add
huge benefit as well.

00:16:47:21 - 00:16:52:03

And it's just not it doesn't all fit not
one size fits all doesn't 100% translate.

00:16:52:12 - 00:16:55:19

But if you get those nuggets out of there
that are beneficial, then I think

00:16:56:02 - 00:16:58:10

that's hugely that.