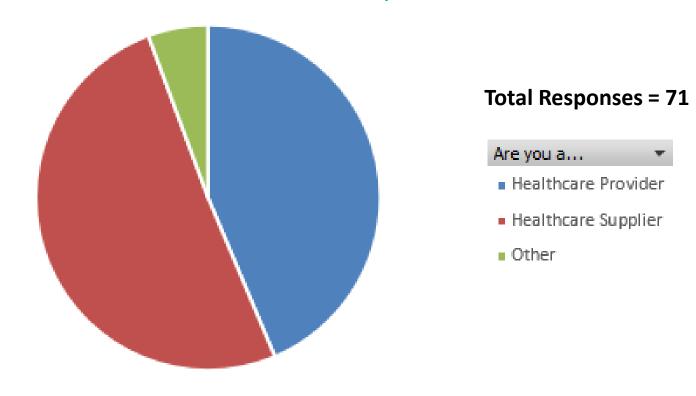


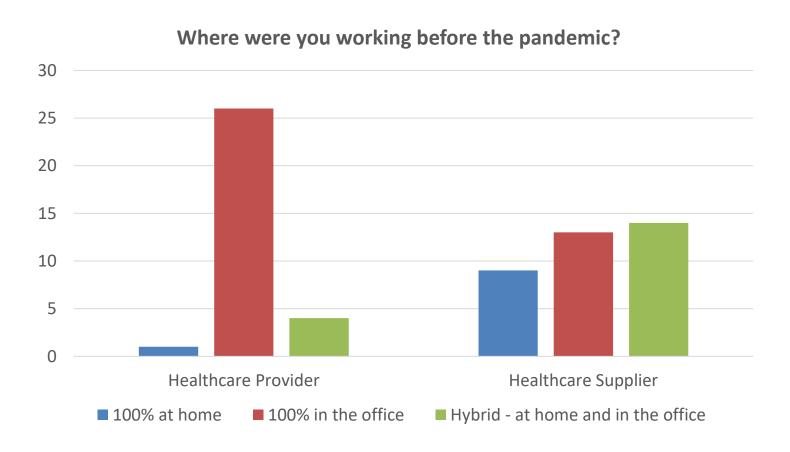
What's Next in Remote Work and Virtual Relationships?



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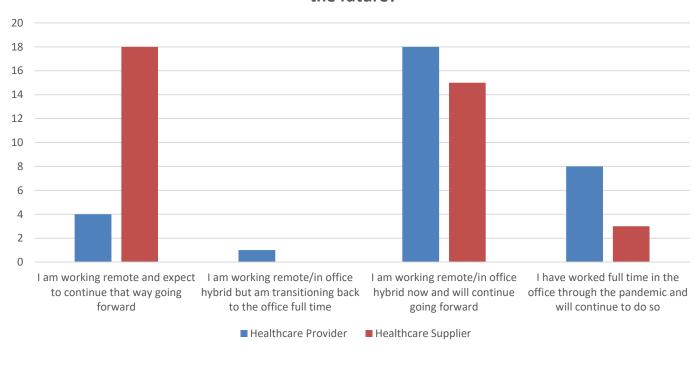
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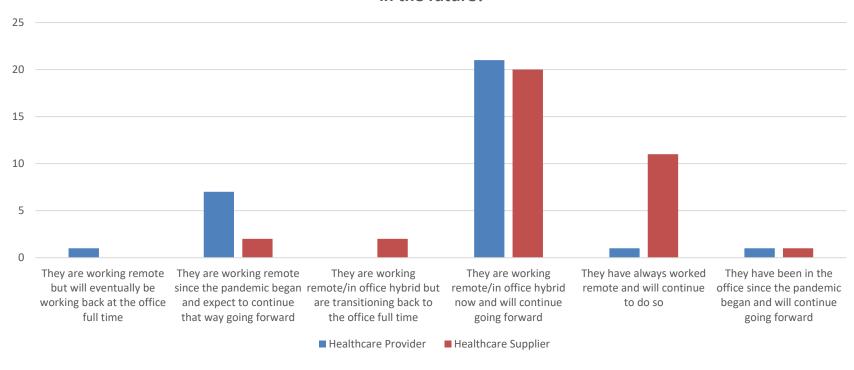
Where are you working now, and where do you expect to be working in the future?





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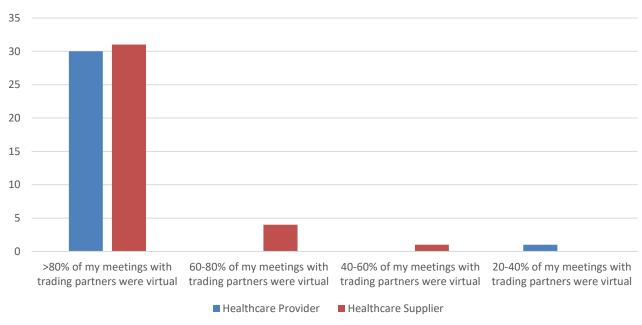
Where is your office team working now and where do you expect them to be working in the future?





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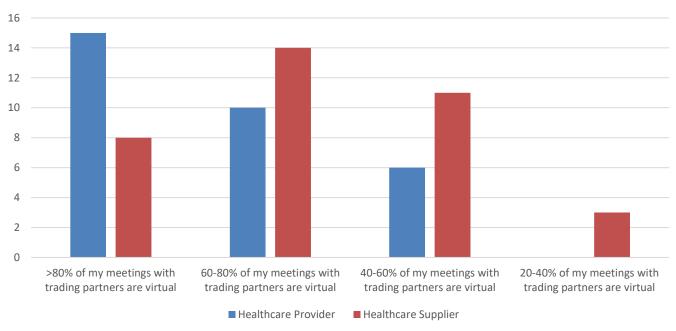
What percent of your meetings with trading partners were virtual (via phone or video) during the pandemic in 2020 and 2021?





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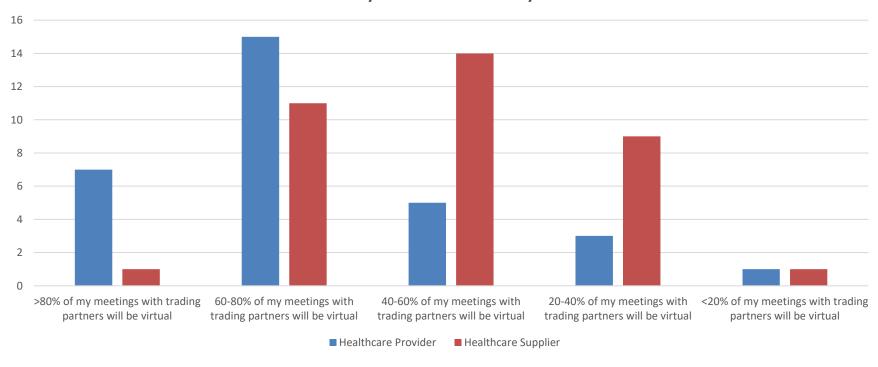
What percent of your meetings with trading partners are conducted virtually (via phone or video) today?





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What percent of your meetings with trading partners do you expect will be conducted virtually in late 2022 and beyond?





What's Next in Remote Work and Virtual Relationships?

Provider Comments on the ratio of Virtual to In Person meetings going forward:

As long as productive we will keep 50/50 Virtual and in person

Both have advantages

Critical meetings will occur in person (new relationship formation, major deals), along with engagement at conferences, otherwise remote

During the pandemic we've discovered how much work can be done virtually and will continue to do so for QBRs and routine touch points. We will likely continue to do product reviews in person

I definitely prefer virtual meetings by and large.

I don't believe there will ever be the same needs for sales activity to be as fully in person. I consider working meetings with strategic supplier partners to be where we will take advantage of in person meeting.

I find virtual meetings to be much more productive. All of the information is at our fingertips. There is no more, I will follow up when I get back to my desk

I think it will remain a mix. There isn't a need for 100% in face meetings but no one wants to be 100% virtual. I think it will depend on the content and intent of the meetings.

If the meeting is planned and with people who have previously met...I do not see a difference in meeting results

In person meetings are very rarely needed, but are incredibly useful for items such as brainstorming and relationship building. However they are very expensive and draining. It is a much more efficient and cost effective manner to conduct regular meetings virtually.

Large and strategic suppliers will be focus of in person meetings

Prefer in person however realize that zoom calls can be effective vehicles of communication for most meeting types

Probably like many others, we are waiting to see what the industry does. It has become a retention and recruiting element to offer full remote. My C-Suite leadership is not on board with with it, but we continue to have issues recruiting because of it. As long as many of our peer orgs continue to offer full remote, we may be forced to also adopt it. Suppliers we speak with are constantly asking to meet F2F and we have seen a change in this need. It will be interesting to see how this goes. I think we can continue to develop relationships in the virtual / hybrid world and that is more cost effective and efficient.

The pandemic proved to many that virtual meetings have been just as effective as in person and much less costly.

The prospect of mostly virtual meetings in the future is not ideal. It is hard to build solid working relationships via a monitor screen.

Very difficult to develop relationships



What's Next in Remote Work and Virtual Relationships?

Provider Comments on the ratio of Virtual to In Person meetings going forward, continued:

Virtual meetings save time and travel expense. We require all materials in advance for pre-read. We limit the meetings to 1 hour with focus on discussion not reading the deck

Virtual relationship management is here to stay. Future in-person meetings will be strictly for more in-depth strategic relationships between trading partners.

We are 3 days in the office and two days remote.

We have benefited by not having in person meetings with suppliers. We are still in fire fighting mode and need our supplier partners to focus on getting us product.

We have found QBR's and other meetings to be more effective virtually. We can limit the time spent selling versus discussing actual business performance.

we have recruited many staff who are a plane ride from the office. future state would be perhaps 2x a year for team building/training, and mission critical vendor meetings

We will continue to be a hybrid. there ae certain meetings that are more productive bringing our partners in for live discussion, demos, etc. However, the short sales meeting and business reviews can be effective virtually.



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Supplier Comments on the ratio of Virtual to In Person meetings going forward:

As a supplier our experience has been virtual mtgs are much less effective. We consistently see customers not turning on cameras, distractions, etc. as compared to "live" mtgs. We are anticipating a 50/50 ratio based more on geography vs need.

Expect the majority of customer meetings to be virtual going forward. Those that require strategic collaboration will likely be in person.

I anticipate 70-30 in person vs virtual

I believe that virtual meetings will continue as they are a more economical and good use of time (eliminating travel), however, you cannot substitute the value of in-person interaction.

I don't believe we will ever be back to 80%+ In Person meetings with many providers not in their office. In many cases the providers have given up their office space their teams are 100% virtual

I think, if anything, we are truly learning about the value of the relationship in our business partnerships. Virtual lends itself to a more transactional relationship, which we all should be fighting against.

In person meetings will continue to increase. Providers / Customers will utilize a blend of virtual and in person meetings moving forward. Covid created an environment and validated that we can accomplish a significant amount of activity in a virtual platform. Virtual activity will test relationships over time...... and make it more difficult to start and expand relationships for some that are in new roles or suppliers introducing new technologies.

Pre-pandemic, some of the meetings scheduled with partners could have been done virtually, but during the pandemic and post-pandemic, many meetings that require in person attendance are now being performed sub-optimally virtually. I also think that virtual interaction with staff has caused a loss of efficiency and extended project timelines.

Sad but the healthcare providers are controlling it more than the suppliers. People work best with people in person. Virtual can work for some things.

Starting to see in-person really pick up and seeing those meetings be very valuable. While virtual meetings can be very effective with some partners, it is really difficult to be effective when people don't get on camera and are multitasking.

Starting to see some business travel but do not expect lie customer meetings to return to pre-pandemic levels ever.

Virtual are great for specific item catch-ups but can't build a partnership.



What's Next in Remote Work and Virtual Relationships?

Supplier Comments on the ratio of Virtual to In Person meetings going forward, continued:

Virtual business will make in-person events like SMI even more important to participate with.

Virtual engagement is here to stay. I believe we will see some continued movement back toward in-person meetings, but now that virtual engagement is more comfortable for all parties, it will be the initial form of engagement for our teams.

Virtual is here to stay for the majority of meetings between suppliers and providers. We anticipate more Internal meetings will be in-person for collaboration and cultural purposes, however striking the right balance is difficult. We are also finding employees want to relocate and work virtually, which makes it difficult to enforce return to office policies and retain talent.

Virtual meetings will be around forever.

working very effectively. Improved productivity for all involved



What's Next in Remote Work and Virtual Relationships?

And now for the answers to the FUN question...What is your dream car (page 1 of 2)??

1955 Mercedes SL 300 Gullwing

A decked out Mercedes camping van with satellite internet that allows me to work wherever I want in the world...backwoods, peak of a mountain, parked on the beach and watching a sunrise...

Mercedes ML350

Mercedes SL550

Porsche

Porsche 911

Range Rover

White Range Rover

1965 GTO

1969 Pontiac GTO

Jeep International Harvester SCOUT Convertible

Lamborghini Urus

I love my Lexus!

McClaren

Alfa Romeo Giulia Quadrifoglio

Aston Martin

Audi A5 Convertible

Audi R8

My Audi E-Tron

Austen Healy

1967 Austin Healy 3000 MKIII (to be exact)

Bentley

BMW M5

Bugatti

1969 Chevy Camaro

CORVETT CONVERTIBLE

Corvette

Hard not to dream about a new Corvette Stingray



What's Next in Remote Work and Virtual Relationships?

And now for the answers to the FUN question...What is your dream car (a few more fun answers)??

An electric car that looks like a 1970 Chevelle and generates a realistic V8 sound. An electric restored model of a 1970 mustang.

Anything that James Bond would drive.

Car??? No, I dream of something that floats.....

Don't have a dream car, but my new 2022 Ford Bronco was built last week and I am waiting for delivery.

Electric GWagon

Free one
I'd rather ride a horse!
Moon buggy - ideally on the moon .
not a car guy, sorry
retire where you don't need a car :)
What ever has 4 wheels and can get me from point a to b safely.
Until gas prices come down, I'd rather walk!

1965 Shelby Cobra Tesla Tesla Model S Tesla Roadster 2.0 1970 Ford F-150 three speed on the column. Ford F-150

Vw bug convertible WRX STI