

Retail and Logistics Predictions: Hindsight is 2020, Foresight is 2021

2020 was a year of massive, unprecedented disruption, and even that feels like an understatement. COVID-19 fundamentally changed the world and no one was prepared for it—not for its arrival, its impact, or its duration.

Now, with the widespread distribution of the vaccine on the way, the world is faced with a new phase of disruption: Adjusting to the new normal.

Find out what the new normal may look like for the retail and supply chain industries. Seven industry leaders weigh in on what's to come.

PREDICTIONS & INSIGHTS

RETAIL IN 2021

Omnichannel is not longer optional

SUPPLY CHAIN RESILIENCE

With readiness comes resilience

LOGISTICS TECHNOLOGY

A new playbook requires new technology

BUSINESS STRATEGY

The new normal & where to go from here

FLEXE PREDICTIONS CONTRIBUTORS

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Co-Founder, Second Marathon
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Founder & CEO, Anvyl
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Co-Founder & CEO, FLEXE
- **Bob Spieth**
Former Supply Chain Executive and Board Member

ONE PREDICTION FROM 2020 WAS THAT IT WOULD BE THE YEAR OF THE SUPPLY CHAIN...

In many ways it was, but not in the way anyone expected. A pandemic-sized disruption was not in the forecast.

Supply chain disruptions are common, and they aren't usually predictable. Most leaders have contingency plans in place to manage a level of uncertainty, but not the level of COVID-19. Most supply chain disruptions are constrained by location and time, the pandemic isn't. It spans multiple regions and it isn't time-constrained—it's ongoing.

That unprecedented combination broke the supply chain. It exposed to the world how critical the movement of goods is, and it came in the way of empty toilet paper shelves and delayed eCommerce orders.

Looking ahead, if retailers and brands want to be resilient and thrive in the "new normal," they must fix what's broken and embrace change.

In this year's report, seven industry leaders provide insights about what to expect this year in four key areas:

- Retail in 2021: Omnichannel is no longer optional
- Supply chain resilience: With readiness comes resilience
- Logistics technology: A new playbook requires new technology
- Business strategy: The new normal and where to go from here



RETAIL IN 2021

OMNICHANNEL IS NO LONGER OPTIONAL

The companies that thrive in 2021 and beyond are those that embed agility, readiness, and customer-centricity into omnichannel operations.

2020 demonstrated the stark difference between physical retail logistics and eCommerce logistics. But, retailers and brands need both to meet consumer expectations.

This year, eCommerce sales are likely to decrease as physical stores begin to reopen and operate at fuller capacity, but sales volumes won't settle back to previous levels.

Forward-looking retailers and brands aren't abandoning omnichannel initiatives—they are accelerating them. Consumer expectations for fast, free delivery promises as well as alternative fulfillment methods like buy-online-pick-up-in-store (BOPIS) are growing, and putting strains on last-mile logistics, specifically capacity in fulfillment and carrier networks.

14,000 store closures in 2020—more than double the 6,200 closures in 2008¹

ECOMMERCE SALES DROP

Matt Hertz



2020 holiday eCommerce sales won't set a new baseline for next year's Q4. In fact, holiday sales in 2021 will not exceed 2020's (despite popular belief). On the one hand, I hope I am wrong. More eCommerce is better for everyone levered to its growth.

Online retail grew 49% YoY from Oct. 11 to Dec. 24, 2020 (Mastercard SpendingPulse)

However, I genuinely hope there's a modest pull-back that correlates with widespread vaccination. Consumers will then have greater willingness to purchase in-person and through traditional offline channels. Consumers having more options is a good thing, especially for retailers that cater to multiple sales channels. As the in-store option regains strength, we will see eCommerce sales drop—not to pre-pandemic levels, but digital retail won't look quite as strong in 2021 as it did in 2020.

AMAZON ACCELERATES ITS MARKET-SHARE GAINS IN 2021, DRIVEN BY EVEN FASTER DELIVERY

Karl Siebrecht



There's a common misconception that two-day shipping is fast enough for consumers. The reality is that before there was two-day shipping with Amazon Prime, 3-to-7-day+ shipping was fast enough because it was the fastest option. Now, Amazon's investment in 1,000 more suburban warehouses and commensurate promotion of next- or same-day shipping will once again adjust consumer views on what "fast enough" is.

However, providing Amazon-like delivery promises won't happen overnight. Differentiation and competitive advantage are typically based on a bundle of attributes. All successful companies combine areas of relative strength to outweigh areas of relative weakness. If a retailer has slower fulfillment speeds than their competitor, it just means that they've got to work harder and invest more in other areas of potential advantage like price, brand image, or convenience. Importantly, retailers that can get to parity on fulfillment speed create the opportunity for their other advantages to truly shine.

In just 10 weeks, eCommerce sales saw the same amount of growth that it had over the last 10 years(3), with more than \$1 in every \$4 being spent online by the end of the year.²

FAST AND FREE DELIVERY ISN'T EVERYTHING

Bob Spieth



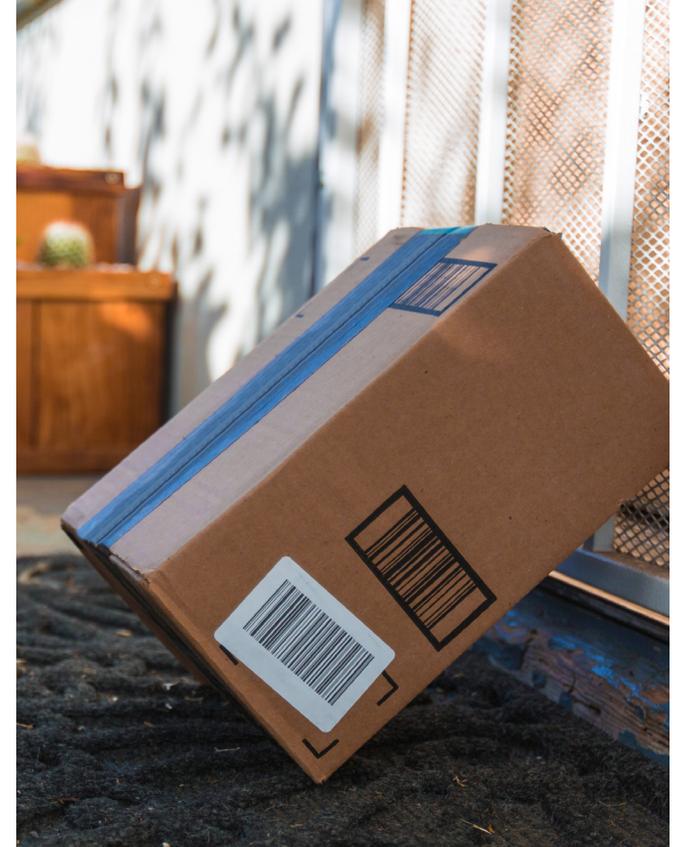
Consumers will almost always choose convenience—fast delivery over slow, and lower costs over high. Amazon and other mass merchandisers can give that to them.

There's a growing opportunity for brands to outweigh hypercompetitive delivery promises by curating eCommerce experiences that are engaging and immersive. Look at Peloton and Tonal. In the wake of gym closures, those brands built a massively loyal online community. It's not just a spin bike, it's an experience.

Retailers with the “endless shelves” offer the market fast, free, and convenient delivery promises, but brands that offer curated shopping experiences can positively impact their customers' spending and overall loyalty.

However, no matter the business, more sales are moving online, and that shift impacts logistics tremendously. It changes how we think about fulfillment centers, distribution centers, transportation and delivery, and the flexibility required to support omnichannel retail.

Retailers and brands that want to keep up must have the logistics network to support many different methods of getting their product to the consumer: Ship-to-store, pick-up-in-store, direct-to-consumer, as well as value-added services and experiences. Cost and speed aren't the most important elements here; curating the experience for that particular purchase is.



DELIVERY OPTIONS MATTER:

96% increase in level of importance of curbside pickup options for consumers—going from 27% before the pandemic to 53% after³

WHAT TO EXPECT IN 2021

RETAILERS THAT CAN'T COMPETE ON SPEED WIN BY SETTING PROPER EXPECTATIONS AND COMMUNICATING EARLY AND OFTEN

Jenny Bebout

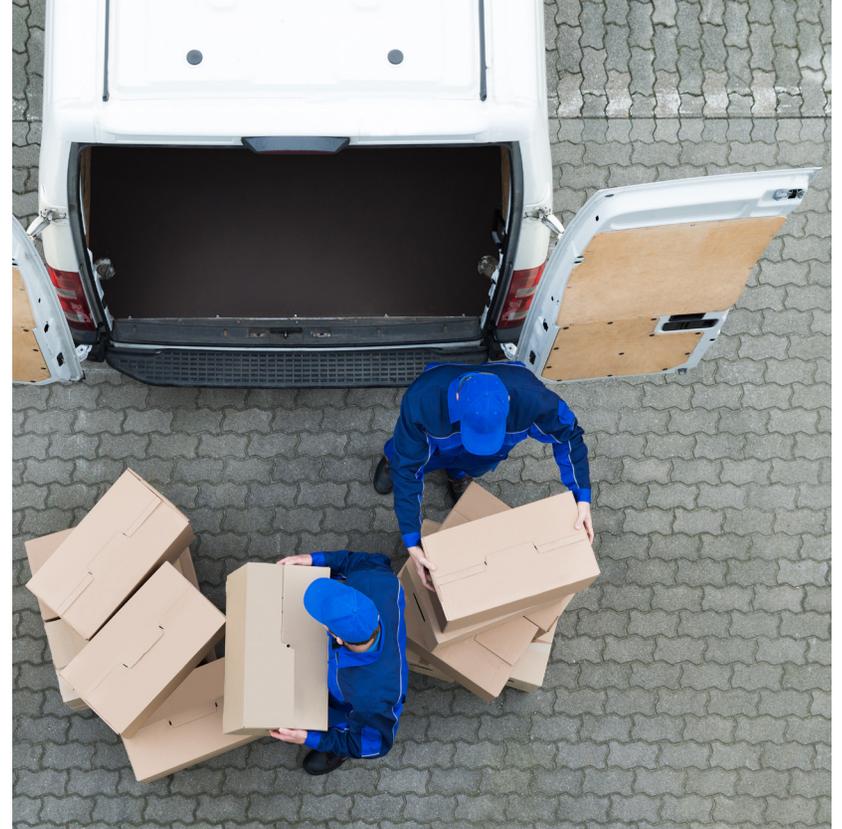


Consumers are willing to give retailers extra time to deliver packages, but in exchange, they demand accurate delivery dates before they buy, as well as frequent updates pushed to them about arrivals.

In a recent survey, Convey found that 89% of respondents said they'd give retailers more time to deliver packages due to the constraints caused by COVID-19.

We recommend retailers provide a delivery expectation as early as possible, even before a consumer hits the "buy" button. Providing an estimated delivery date (EDD) on the product page is a great first step and it can actually improve conversion. In the same study mentioned above, more than half of respondents (58%) say they're somewhat or much more likely to purchase if retailers provide an EDD in the shopping cart prior to starting checkout.

Communications about orders, considered transactional, have a higher open rate by consumers and provide an opportunity for retailers to differentiate through their brand voice and transparency during the last mile. Do your favorite retailers have your back when it comes to delivering your order on time and in one piece? This notion has quickly become table stakes.



89% of respondents said they'd give retailers more time to deliver packages due to the constraints caused by COVID-19.

WHAT TO EXPECT IN 2021

HIGH DEMAND IN ECOMMERCE CREATES LOW SUPPLY IN LOGISTICS CAPACITY

Rodney Manzo



Direct-to-consumer will continue to get bigger and bigger. That's not the prediction, that's just reality. It will, however, put immense strain on logistics and warehousing. The dramatic decrease in physical retail when regions were locked down made shopping a major

logistics problem—figuring out how to get things from point A to point B in unprecedented volumes.

Logistics networks weren't prepared for the surge in eCommerce, and there hasn't been a ton of opportunity to catch up since March. Transitioning to a direct-to-consumer-focused model doesn't happen overnight. Consider the space and requirements to implement pick-and-pack operations in a warehouse. In this environment, that's a nightmare.

Industry statistics show that U.S. average vacancy rates remain below 6% and every major market is under 10%.⁴

Air, freight, warehousing, and trucking are strained, and that's only going to get worse. As more and more enterprise retailers and brands shift to eCommerce, the competition increases. Capacity will come at a premium.

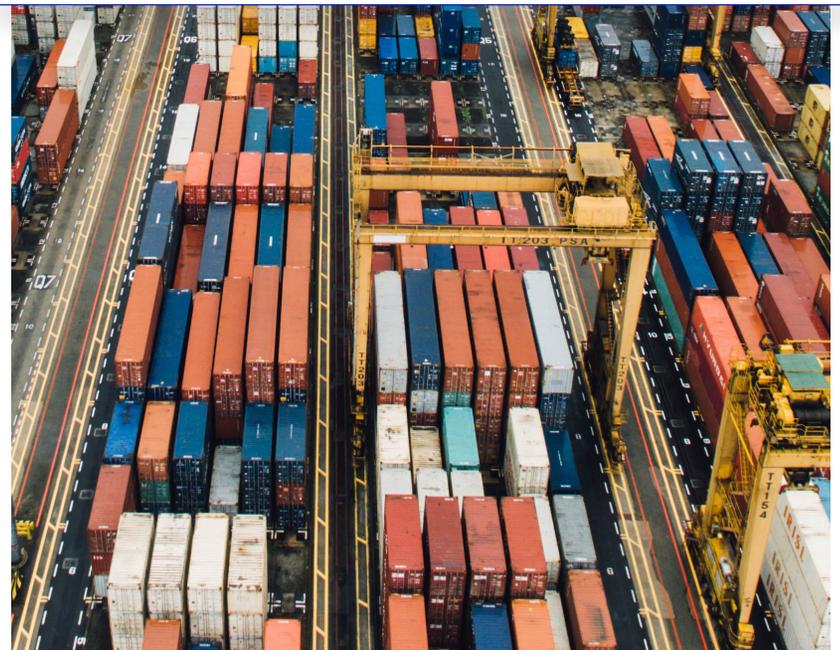
WHAT'S IN STORE FOR BRICK AND MORTAR?

Bob Spieth

Brick-and-mortar retail isn't the default buying channel for many consumers. It will have to earn its place again. It won't go away or even come close to going away, but it will materially shrink.

Shopping will bifurcate into either transactional or experiential. There will always be shoppers that enjoy going to a store, but online sales for everyday items that are more transactional in nature will continue to increase.

Shoppers will be able to choose what kind of shopping they want to do: What types of trips are less of an errand and more of an experience?





SUPPLY CHAIN RESILIENCE

WITH READINESS COMES RESILIENCE

The companies that thrive in 2021 and beyond are those that proactively integrate readiness and speed into their operations, instead of reacting to external pressure.

From end to end, the supply chain wasn't designed to be resilient; it was designed to be economically efficient. However, an economically efficient supply chain does not create resiliency. Supply chain resilience comes from redundancies and flexible solutions that make it possible to act fast, not lean.

Dr. Kevin J. Dooley, PhD., a professor of Supply Chain Management from the W.P. Carey School of Business at Arizona State University*, says, "Redundancy is counterintuitive for most supply chain professionals where their entire career focuses on optimization and efficiency. But, in terms of true supply chain resilience—redundancy is the efficient solution."

A new mindset and deep understanding that resilience isn't inefficient; it's the key to readiness and survival.

"Learn from the people further down the path from you and make their hindsight your foresight"⁵

* Dr. Dooley is also the Chief Scientist of the Sustainability Consortium at the Julie Ann Wrigley Global Institute of Sustainability

COMPANIES THAT MADE IT THROUGH 2020 DID THINGS DIFFERENTLY

Yossi Sheffi



They pivoted, adjusted, adopted new digital tools, etc. The trick will be to analyze why things could be done so fast and with such flexibility, and then not lose this following the pandemic. Companies proved that things CAN be done, approved, or implemented much faster and with less bureaucracy than before. After understanding processes during the pandemic, companies must strive to keep this agility going forward.

COMPANIES BUILDING FLEXIBILITY INTO THEIR BUSINESS ARE BEST-POSITIONED TO SURF NEXT YEAR'S INEVITABLE EBBS AND FLOWS

Matt Hertz



2020 taught us the need for resiliency, redundancy, and contingency across the business. Many brands are now re-thinking where they source products, how much inventory they keep on-hand stateside, and who their logistics service providers are (carriers and fulfillment). Identifying potential points of failure in a business will go a long way in ensuring strength.

SILOED THINKING HAS TO GO

Harshad Kanvinde



Resiliency really comes down to a company's ability to improve orchestration of planning and operations among itself and its customers, suppliers, and partners. One of the biggest challenges I see in achieving that is the siloed thinking and decision making within the companies. Companies must do more to drive alignment between the customer and the supply chain side of the house, have supply chain segments designed and operated to deliver on customer promise, and have the customer promise designed and communicated in a way to make supply chain execution profitable.

WHAT TO EXPECT IN 2021

PERHAPS THE BIGGEST DISRUPTION TO BUSINESS IN 2021 IS DRIVEN BY ONGOING UNCERTAINTY AND THE NEED TO BE READY

Karl Siebrecht



Most of us would predict that 2021 will see fewer massive shocks than 2020 (let's hope so!), but uncertainty around the what and when of our "new normal" will abound.

I believe that the one thing every business should do to maximize their chances of success is adopt and operationalize a rapid test-and-learn mindset. The pandemic showed many companies that it is possible to move fast to mitigate disruptions and solve difficult problems. Decisions weren't mired in process or bureaucracy because there wasn't time for it.

Companies that can replicate this approach in a more permanent way, those that can operationalize and scale up the ability to rapidly test new ideas, learn from the ideas that fail, and move aggressively on the ideas that work will see the most success.





LOGISTICS TECHNOLOGY

A NEW PLAYBOOK REQUIRES NEW TECHNOLOGY

Meeting consumer demands, expanding sales channels, and building resilience into operations requires new, technology-first logistics solutions.

The typical sales cycle for B2B technology is months-long. Not last year. Business disruptions had to be mitigated quickly. Retailers and brands removed the red tape and lowered the barrier to entry for new technology. Businesses quickly realized that technology-first logistics solutions deliver results, fast.

The future of logistics is digital and flexible. Moving forward, modern logistics solutions will support more strategic initiatives to digitally transform the supply chain. Businesses can create dynamic logistics networks, unlock flexibility and end-to-end visibility faster, and drive more accurate, data-driven decisions.

FIRST, INVEST IN THE PEOPLE—HIRE THE BEST TECH TALENT, THEN INVEST IN TECHNOLOGY

Bob Spieth



It's evident that new technology solutions are needed, but without the right talent, new solutions will fail.

It's amazing that it's 2021 and data still does not flow really cleanly. Logistics is all about moving physical goods from one location to the next. That inherent fact means things can only be moved so quickly, which makes it even more amazing that technology hasn't caught up to enable better workflow. Too much time has passed to have so little flexibility—that pain point will only get worse as time goes on.

SEE AROUND THE CORNER WITH TECHNOLOGY

Rodney Manzo



If you solely rely on people, then nothing can be predicted; you can only react to a piece of news and make guesses about the future.

Technology makes the news. It identifies issue gaps and weaknesses in a plan—it creates redundancy and flexibility where there wasn't any. If there's bandwidth, now is the time to implement technology and get partners that unlock flexibility. Only through technology can a business truly be resilient.

That said, relying on technology-first solution providers and building out a new tech stack requires a new mindset. Supply chain and logistics leaders must overcome inertia, and that can feel really risky. But, no one making a product today has ever been in this kind of situation. Nobody. You need a different playbook.

2021 IS ABOUT 3 THINGS: CONNECTIVITY, AUTOMATION, AND INTELLIGENCE.

Rodney Manzo

Connectivity breaks down silos and provides visibility across the supply chain, automation eliminates manual processes and makes it easier to be faster and make better decisions, and intelligence is what helps companies see around the corner. All of these things are critical in 2021 and the years ahead, and all of them are only made possible through technology.

SUCCESSFUL DIGITAL TRANSFORMATION IN LOGISTICS RESTS ON THREE PILLARS: END-TO-END VISIBILITY, PREDICTABILITY, AND ORCHESTRATION OF ACTIONS AMONG DIFFERENT PLAYERS IN THE SUPPLY CHAIN

Harshad Kanvinde



We will see significant growth in the virtual consolidation of logistics assets in 2021. Platforms like FLEXE, Convoy, and others that bring individual assets of several different asset-owners under one virtual roof will see further growth. Historically, almost all global industries have supported only 3-5 big competitors that offer broad-range services, with several niche players offering specialized services, e.g. automobiles in the US had its Big-3. Same goes with airlines. Logistics, on the contrary, remains much more fragmented. I believe that instead of the traditional M&A activity, virtualization is the way this industry will see asset consolidation happen.

Cloud computing and advanced analytics, including AI/ML, will continue to play a pivotal role in enabling better granular visibility, better predictability and scenario planning, and better collaboration and decision support.

LOGISTICS AS AN ASSET-INTENSIVE AND ASSET-FIRST INDUSTRY, ONLY SUPPORTED BY TECHNOLOGY, DOESN'T WORK ANYMORE

Karl Siebrecht



This asset-dominant structure was rigid. Now, the dynamic between fixed assets and technology is starting to flip. Logistics is starting to become a technology-first industry that is supported by assets, and this is unlocking new levels of scalability and flexibility. Digital transformation is much further along in most other sectors of the economy, but 2020 showed us that this transformation in logistics will likely happen at a much more rapid pace.



BUSINESS STRATEGY

THE NEW NORMAL

Hindsight is 2020 and there are many takeaways from last year's events. Businesses can embrace those learnings and ready themselves and their customers for what's next.

The future is not the same for every business. The focus may be opening physical stores, or it may be building out eCommerce, but the same is true for all: Retailers and brands must figure out how to meet customers where they are and they must invest in the technology and solutions that enable that.

THE BIGGEST AREA OF OPPORTUNITY IS INVESTING IN NEW LINES OF BUSINESS

Yossi Sheffi



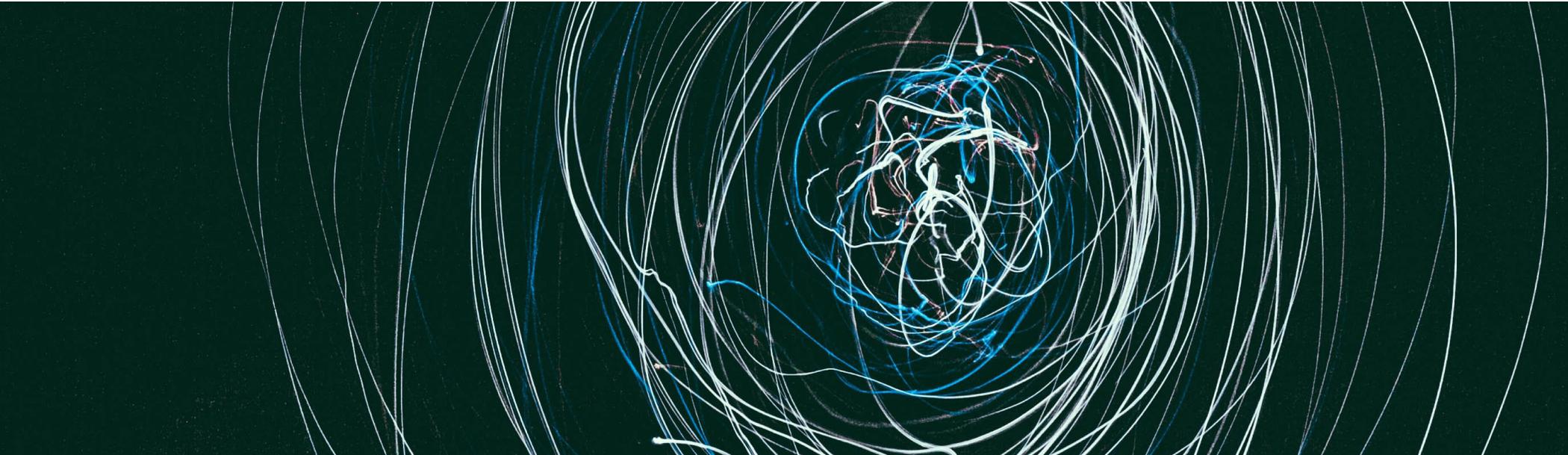
The natural tendency in a recession and tough times is to play defense. However, this is typically the best time to invest and start new businesses, get into new markets, launch new products, etc. Starting a business during a recession means that though it starts lean, it then grows as the economy improves.

ARTIFICIAL INTELLIGENCE (AI) AND MACHINE LEARNING ARE STILL TOP OF MIND FOR A LOT OF COMPANIES

Rodney Manzo



The supply chain technology market is in high demand, and the movement of goods is super critical because consumer behaviors are more erratic than they've ever been. To match the speed of the market, acquisition initiatives are at the forefront of innovation strategies. In November 2020, Coupa announced its acquisition of LLamasoft, which is a perfect example of how supply chain companies are modernizing solutions by adding AI to their stack. Bundling capabilities by way of acquisition is the fastest way to expand offerings if the money is there to do it.



THERE IS GOING TO BE A RENEWED FOCUS ON TRADITIONAL METRICS, BUT IT WILL TAKE TIME

Matt Hertz



So much focus this year was simply on staying above water, getting products manufactured and available for sale as quickly as possible, and ensuring it can be fulfilled and delivered to customers in a timely manner.

All of that meant throwing a lot of traditional metrics out the window. Inventory on-hand, cadence of purchase orders, paying for air freight vs. ocean, to name a few. As society begins to settle (one hopes), I believe the traditional model of lean supply chain and “just-in-time” production will revert back, but it will take time.

Brands are nervous and remain uncertain about the macro environment. Stocking excess product or rushing manufacturing is the new insurance policy that eCommerce brands have to ensure a stable end-to-end experience for customers. After 2020, everyone is doing whatever they can to maintain a modicum of stability—at almost any cost.

BUSINESSES WILL GET MORE CREATIVE

Jenny Bebout



As a founder, I get excited to see older, more established businesses acting like startups—getting a little scrappy and more creative. With the red tape removed, decisions can be made faster, and it becomes possible to innovate quickly.

But amidst all of the uncertainty, there are three things supply chain leaders must think about:

Rethink your store space. We’re hearing a lot about these “dark stores” and turning a store into an automated, hyper-local fulfillment center to get items to shoppers quickly, which includes BOPIS and curbside pickups. It’s about optionality: options you can give your customers, and also the options you have to utilize resources differently.

Look at your data. Every business has a level of data. Combining that with real-time insights can help alleviate last-mile bottlenecks that will probably come your way.

Communicate. It’s so critical to provide the right delivery estimates when shoppers are buying from you. You must keep the promise you make and build empathy into the customer relationship. That isn’t just about having the right technology to calculate delivery promise; it’s also about training your teams to continually support customers, no matter what.

VALUE-ADDED SERVICES ARE ON THE RISE

Bob Spieth



There are a few companies, like DoorDash and goPuff, that are delivering more than just food by adding convenience stores, CVS, PetSmart, and more to the menu. Consumers can run fewer errands with those kinds of options.

Another is how furniture companies have evolved their business models over the last few years. Even prior to the pandemic, we've been moving towards a service-driven economy. The pandemic just accelerated the shift.

As consumers find less value in going to different stores, we'll continue to see more integrated services that bundle purchasing options together. It won't all fall to Amazon; consumers will be able to shop more locally, with the brands they choose, without making individual trips.

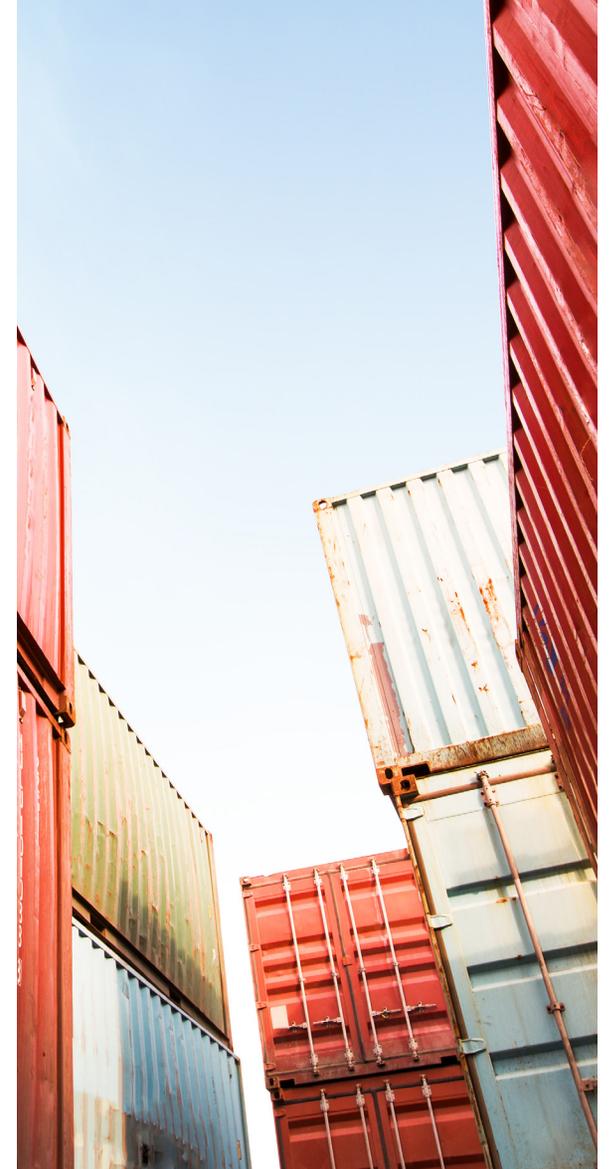
INVEST MORE IN BUILDING FLEXIBILITY IN THE SUPPLY CHAIN

Harshad Kanvinde



2020 nudged many companies toward taking flexibility in their supply chain more seriously. Companies will be served well by being more purposeful about supply-chain flexibility. They must invest in technology, people, and process innovations that allow them to:

- Scale fast by driving better and faster integrations with suppliers and partners
- Gain better visibility into their end-to-end supply chain
- Better orchestrate planning and operations among their suppliers and partners



IS SUSTAINABILITY BACK?

Opinions differ about environmental sustainability initiatives. Last year's events make it difficult to predict where retailers and brands will (or will not) invest.

Yossi Sheffi



Sustainability efforts take a hit. Most consumers will focus on pocketbook issues and will not pay more for sustainable products; companies will focus on revenue, costs, and resilience. There will be less emphasis on sustainability efforts (also, as consumers will not be willing to pay, companies will not invest). Finally, governments spent so much money on the COVID fight that they will focus on rebuilding their economics.

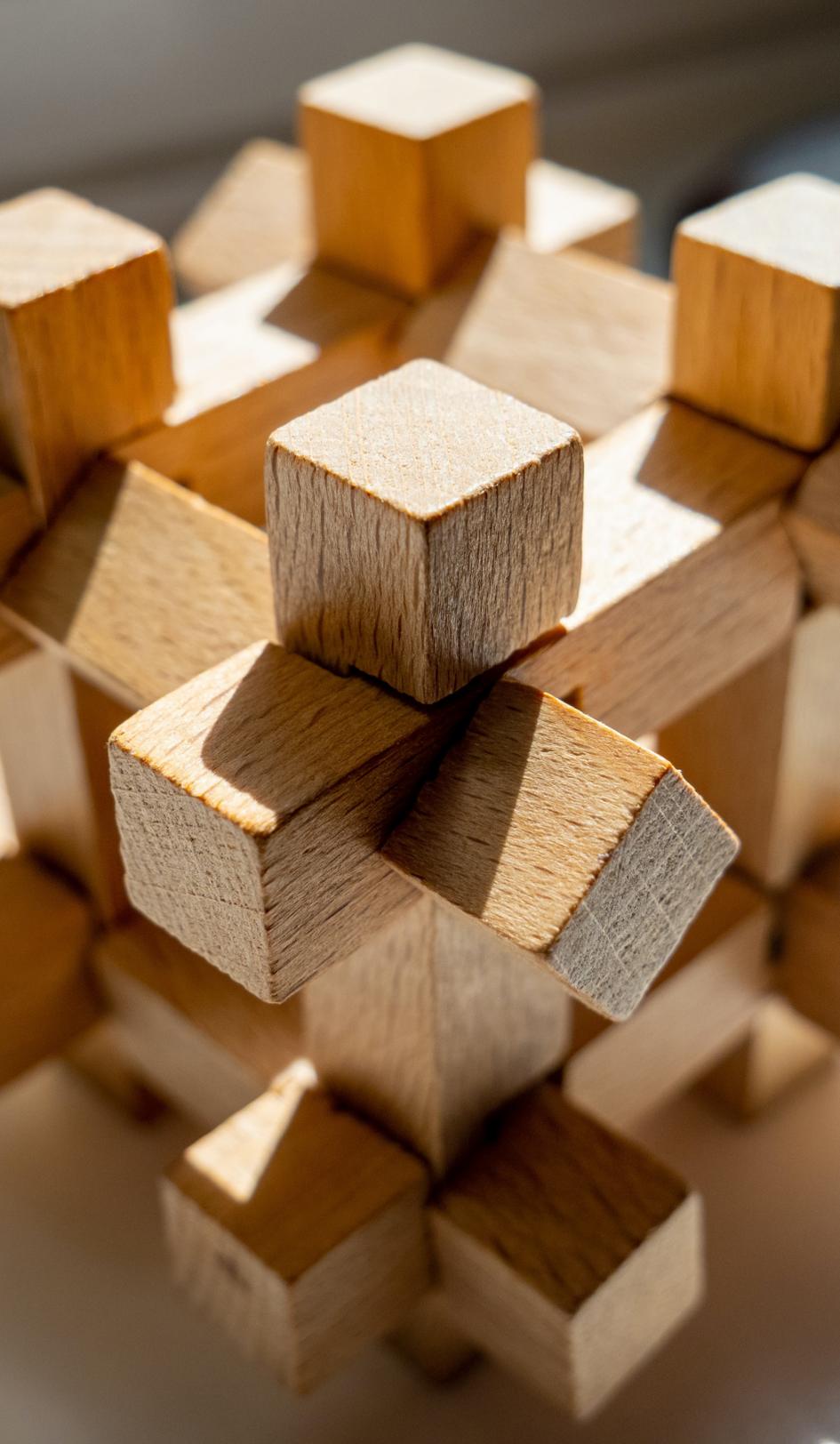
Rodney Manzo



Sustainability accelerated in 2020; it just wasn't headline news. Sustainability initiatives were overshadowed by COVID. Most conversations I have with brands on packaging lead with the need for sustainability. Brands (and their customers) despise styrofoam and plastics. They prefer less packaging and waste, and they desire materials that are environmentally friendly.

The pandemic has demonstrated how quickly our environment can rebound when used less and how wasteful we can be—recycling all of those eCommerce boxes can be eye-opening. Beyond customer-focus, the impact of not doing what's right for the environment and ecosystem is becoming top of mind for brands—especially as consumers use social channels to hold businesses accountable.





FORESIGHT IS 2021

FROM CHAOS COMES CREATION

No one was ready for 2020, but massive disruption ignites change. The acceleration of eCommerce and omnichannel retail makes for an exciting future in logistics and supply chain. So many innovative ideas will stem from the tough challenges that were and will need to be solved.

We learned that omnichannel options are no longer nice-to-haves, business readiness and flexibility enables resilience, new logistics technologies deliver results, and the new normal is just around the corner.

The forward-looking retailers and brands are already hard at work to improve operations, use technology to work smarter, and create entirely new experiences and categories for retail, logistics, and the customers they serve.

Logistics isn't easy; it's a puzzle. And we love that.

ABOUT THE AUTHORS

JENNY BEBOUT

Co-Founder and Director of Product at Convey



With a BFA from Kansas State University, over fifteen years of UX and entrepreneurial experience, Jenny has done everything from interactive design and engineering to strategic marketing to SaaS product building.

As a co-founder of Convey, Jenny became an alumna of Techstars in 2014. Since day one, she has a track record for using her product and design skills to deliver a top-notch customer experience, defining product vision and strategy for the company.

It's no surprise that Jenny's setting the world on fire has given her a love of fireworks, campfires, candles, and BBQs. You can also find her paddle boarding on Lady Bird Lake and going on adventures with her husband, Dan.

[Jenny's LinkedIn](#)

MATT HERTZ

Co-Founder of Second Marathon



Matt has spent his career building, scaling, and managing complex eCommerce supply chain operations. He launched Second Marathon in October 2017 as a way to broadcast what he was doing "in-house": helping brands solve supply chain challenges. Prior to that, Matt began his operations career as part of the founding teams at Rent the Runway and Birchbox. He then joined Shyp as a VP, overseeing relationships with the broader eCommerce ecosystem. Subscribe to [Sent Items](#), his newsletter on eCommerce + logistics.

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HARSHAD KANVINDE

Leader - Global Supply Chain Practice at Slalom



Harshad is a leader in Slalom's Strategy and Supply Chain practice. He helps clients in several industry sectors, including CPG, Aerospace,

Automotive, and Technology, address their thorniest strategic problems through strategy development, business model innovation, and digital transformation. Prior to Slalom, Harshad worked at Amazon in their Fulfillment by Amazon (FBA) business, where he led product development and operations for the North American supply chain, focusing on inventory allocation and transportation initiatives to improve seller experience, increase product selection on the platform, and reduce outbound shipping cost. Before Amazon, Harshad worked at Ernst & Young (EY), where he helped start a Joint Venture (JV) business with Procter & Gamble (P&G) to commercialize P&G's manufacturing and product development know-how. Harshad created the pricing strategy, the product roadmap, and the go-to-market strategy for this business. Additionally, he led the manufacturing transformations based on the productized know-how at companies that licensed the Intellectual Property from the 'EY-P&G' joint venture.

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RODNEY MANZO

Founder & CEO, Anvyl



Rodney Manzo is an experienced leader in supply chain and operations with a demonstrated history of launching products around the world. Prior to founding Anvyl, he was the Senior Director of Supply Chain at Harry's Grooming and a Global Supply Chain Manager at Apple. Rodney is skilled in Operations Management, International Supply Chains, Cost Negotiations, Analytical Skills, Systems Engineering, and Team Building. He is a strong operations professional with an undergrad degree from West Point and a MBA focused in Finance/Operations from Columbia Business School.

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YOSSI SHEFFI

Director of the MIT Center for Transportation and Logistics (CTL)



Dr. Sheffi is an expert in systems optimization, risk analysis, and supply chain management. He is the author of the textbook *Urban Transportation Networks: Equilibrium Analysis with Mathematical*

Programming Methods (1985) and four other award-winning management books. His latest book is *The New (Ab)Normal: Reshaping Business and Supply Chain Strategy Beyond Covid-19* (October 2020). Outside academia, Dr. Sheffi consulted with numerous governments and leading manufacturing, retail, and transportation enterprises all over the world. He founded/co-founded LogiCorp (acquired by Ryder in 1994); PTCG (acquired by Sabre in 1996); e-Chemicals (acquired by AspenTech in 2001); Logistics.com (acquired by Manhattan Associates in 2003), and Syncra Systems (acquired by Oracle in 2004). Dr. Sheffi has been recognized in numerous ways in academic and industry forums and won dozens of awards, including the 1997 Distinguished Service Award given by the Council of Supply Chain Management Professionals.

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KARL SIEBRECHT

Co-Founder & CEO of FLEXE



Karl is a seasoned technology executive with leadership experience in both startups and large, global corporations. Prior to co-founding FLEXE, Karl was CEO of AdReady, a Seattle-based advertising technology company. He is also a founding Board member of EnergySavvy, a SaaS-based solution for

energy efficiency management. Previously, Karl was President of Atlas at aQuantive, before its \$6B acquisition by Microsoft. Earlier in his career, he was a Manager at Bain & Company in Boston and a Diving Officer in the U.S. Navy.

[Karl's LinkedIn](#)

BOB SPIETH

Former Supply Chain Executive and Board Member



Bob has served in leadership roles in the logistics and retail industries. He was previously COO at Qurate Retail Group and at Zulily, with responsibility for all operations including supply chain, logistics, and customer experience. Prior to that Bob was President at OHL (now Geodis) leading the Contract Logistics business unit. Over his 14 years there, he helped build it from a small regional company to a \$1.2 billion company with a global presence. Earlier in his career, Bob served with McKinsey & Company and as an Officer in the U.S. Army. Bob earned his bachelor's degree in physics from Princeton University and his MBA from Harvard Business School.

[Bob's LinkedIn](#)



ABOUT FLEXE

FLEXE is reinventing warehousing and fulfillment to optimize the global delivery of goods. As the on-demand warehousing and fulfillment leader, FLEXE provides flexible logistics programs so forward-looking retailers and brands can create dynamic eCommerce fulfillment networks and resolve warehouse capacity constraints. Founded in 2013 and based in Seattle, FLEXE is dedicated to transforming the logistics industry and helping customers future-proof their supply chains with flexible logistics models that scale and adapt to meet market demands. For more information, please visit <https://www.flexe.com/>.

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