

BUILDING YOUR DBE BENCH FULL TRANSCRIPT

AUDIO DESCRIPTION TRANSCRIPT

NARRATOR: An opening sequence of titles says, "PG&E's Supply Chain Responsibility Department presents this, Prime Supplier Academy, Supplier Diversity Workshop, Building Your DBE Bench." The speaker is Sheila O. Bright. She is President of TheBrightOne Consulting. Miss Bright is a middle-aged woman with shoulder length, tightly curled hair and glasses. She wears a light colored print blouse with a burgundy sweater and brown wide leg pants. She talks in front of an audience sitting at long tables in a carpeted conference room. Behind her is a projector screen that shows PowerPoint slides as she discusses them. A football heads towards us in slow motion, and right before it hits us, two man's hands reach out and catch it. A title screen says, "What is a bench player?" A PowerPoint slide appears with the heading, "The DBE Supplier Bench." The bullet points are highlighted in yellow as she discusses them. A rectangle with video footage of workers in different contexts appears in the bottom right of the screen. A PowerPoint slide appears with the heading, "The Supplier Bench. Your role is to Commit to..." The bullet points are highlighted in yellow as she discusses them. Behind Miss Bright on the projector screen, a PowerPoint appears with the title, "Building Your Bench." It has five bullet points. The first bullet point is plug into industry trends. As she discusses this first bullet point, there is a montage of quickly edited video footage showing images of data moving on computer screens, people working at computer screens, moving bar graphs on a computer screen, arcs of light connecting around the globe as seen from space and people using mobile phones. A PowerPoint slide appears with the heading, "Plug Into Industry Trends." The bullet points are highlighted in yellow as she discusses them. The next PowerPoint slide appears on the projector screen behind the speaker. The heading reads, "No company supply chain needs analyze end to end." The slide shows a flow chart with arrows connecting rows of beige and blue boxes. The boxes in beige read, "Network marketing, sales R&D, operations, end of life solutions." The blue boxes represent potential opportunities for diverse supplier solutions and they're labeled, "Transportation, loyalty programs, research surveys, inventory solutions, employee training and reverse logistics." On the PowerPoint screen behind Miss Bright, the third bullet point on the building your bench slide is circled in red. It says, "Gather specific supplier requirements,." The next slide shows three categories, "Meet, vet and build relationships." They are each circled in red as she discusses them. The next PowerPoint slide appears on the projector screen behind the speaker. The heading reads, "Commit to supplier development." She reads the slide. The next PowerPoint slide appears on the projector screen behind the speaker. The heading reads, "Technical assistance program." As she reads sections of the slide, they are circled in red. The next PowerPoint slide appears on the projector screen behind the speaker. The heading reads, "Commit to supplier development." The slide shows a list of upcoming industry trade shows. The next PowerPoint slide appears on the projector screen behind the speaker. The heading reads, "PG&E supplier development mentoring program." On the PowerPoint slide are four tables. The four titles are, "Cross functional team, executive mentorship, technical assistance and PG&E prime supplier engagement." The PG&E logo fades in. The screen reads, "Together, Building a Better California."

VIDEO TRANSCRIPT

Sheila O. B.: So fall means football to me. We're building a bench of diverse suppliers for your future supply chain needs. And what's important to all of the teams, no matter who you root for, is that they all have bench players and they're very important. What is a bench player? These are players, and in your case suppliers, that are ready now, or they're ready in the future. They are suppliers that are going to give you solutions to needs you don't even know you have for today, but maybe for tomorrow. They're strong performers. That's all you want, right? And you may want to develop them further to keep them in the supply chain and keep them competitive. They may have unique synergies lining you up for what's coming next. Everyone has suppliers now. They're filling a need. Every now and then, some of those suppliers aren't filling your need, and you need someone else, or you get new business, or new products come, new trends are coming. That's what you're going to be meeting these suppliers later to find out what do you do and what can you do for me tomorrow? And maybe you can even form an alliance with some of these suppliers depending on what solution you're looking for. A supplier bench can assist you with technologies to come in and disrupt your supply chain, disrupt your business. Maybe a product is going out, end-of-life. You need someone to help put that product or solution to bed. They can fill gaps caused by unexpected growth or a new client footprint. They can perhaps bring you a sustainable solution in addition to maybe an engineering solution. They also have a sustainable supply chain to make your supply chain more sustainable, which makes PG&E happy. And of course, they are going to help you grow diversity in the supply chain. So your role... to your supplier bench is to understand what your supply chain needs are now and in future. Meet and vet these suppliers, and vet, I mean assess them. Decide are they good for your business? Maybe now, maybe not now, maybe later. Build knowledge about the breadth of their solutions. One of the ahas and things I learned is when I thought I knew what a supplier did, I really didn't. There was so much more. Your role is also to commit to supplier development to ensure diverse suppliers are in tomorrow's supply chain. And of course, you want to grow your qualified bench players that may come in with just a little bit of business. If they're really, really good, grow them into strategic suppliers one day. So there is a playbook for building your bench. Let's first plug into industry trends. Information about what's coming down the pike is everywhere, and you need to be tuned in and it's fast and it's getting faster. Your CPO, your CEO sends out communiques, don't hit that delete button as soon as you see your CEO sent some email out. Check it out. There may be something very important that you need to know. Join professional organizations. If you're not involved with some, get involved with them because you get amazing information. It keeps you on the cutting edge. Subscribe to newsletters and alerts. Other ways you can stay in touch of trends coming down the pike are get in touch with your procurement organization. You need to be plugged in. That's how you're going to know where the contracts are, how you can get in front of them. Communications department, your team that puts out communiques, they know things because they write them and they get them from on high. Join supplier diversity organizations, councils and chambers and plug into the Interweb. They have lots of information out there and Ted talks, I love it. But one thing you need to do is find out what does our supply chain look like. How is it organized, where are the opportunities? If you look in the blue, that tells you where, "Hmm, that's

potentially where some diverse suppliers can bring added value to my business." You do need to have some idea of where are the supply chain opportunities. Gather specific supplier requirements. So here's some ideas of generically and you'll know more supplier requirements. So building your bench, you meet, vet and build relationships. You want to find out what's their value proposition for you? One thing I learned, let them do the talking and then ask them, "What's your value proposition for me? Where are you going to save me money? Where are you going to help me get to the marketplace?" You tell them, "I don't have a contract right now in my back pocket." Vet them. Okay, vetting, you have to have the profile. You've got to have a snapshot of who the supplier is, their basics. You have to have some kind of vendor management service. Follow up with them in 60, 90 and 120 days. Research your opportunities, match capabilities to their requirements and then note which ones are potential bench players for you. And then building relationships, what does that mean? What you want to do for those that you're interested in? Set up a telephone call, set up a video call. Have them give you a 10-minute presentations. Client referrals. Who is the client that looks most like your company? Have them give you a case study, one-pager. What was the problem? What was the solution that you provided them? How did you make them better? Did you save on money? Did you up their technical capabilities? Meet their leadership, as I said, that's very important that you know who the rest of the leadership and your doing this over time, over those 120 days. And then make introductions to other companies if you can't use them or you will, but maybe you want some other company, you find some synergies. And the more you know that company, the more you can advocate for them internally and externally. Supplier development and I think some of you talked about investing in your diverse suppliers. Investing in those suppliers is investing in yourself. Supplier development is a process of working with suppliers on a one-on-one basis to improve their performance for the benefit of you. This is how PG&E does it. They have a very in depth technical assistance program, their TAP program. They know that diverse suppliers are not going to stay competitive in their supply chain unless they are safe. Thus, they're running workshops all the time for their diverse suppliers, so they're safe, so they're green, so they're global. Somehow can go global. They're cyber secure and they give scholarships. If your company may not have the resources to run all of these in depth trainings for diverse suppliers, get them a scholarship. PG&E has a very good mentoring program and they would like you to emulate that because that's the only way you're going to prepare your bench for the future. PG&E's mentoring program, they have select suppliers that they have working with their top executives, that they do one-on-one mentoring with, that they pay for a SWOT analysis for that company, because they're investing in that company because that supplier's performance impacts their own supply chain. They also do internal assessments. They go and meet with supply chain professionals to get a peek at PG&E supply chain now and in the future. So it's very detailed, but again, it's a way they keep their bench ready. Another important thing to do, and again, if you don't have the resources, do scholarships, mentoring programs, take your DBE bench with you. Have them go to your industry shows, have them go to one of the supplier diversity conferences with you. Those workshops are excellent. So commit to supplier development. Once you are out and about, equipped with your opportunities, equipped with a picture of your supply chain, equipped with what's coming down the... buzzwords like blockchain or a AI, you could just throw that out. Are you guys involved with any AI?

Are you prepared for that coming down the road? Commit to supplier development because, of course, it's really a commitment back into your own supply chain. That's for improved performance, affordability. You heard all of those future changes are about saving money, of course. So this is your playbook. This is what you do with all those perspective suppliers that are looking to do business with you. But you're on a mission. You're on a mission to find the ones that are qualified for you that's going to make your supply chain better and make you ready for future challenges coming to the supply chain.