**Agile Supply Chain and the Marine Corps Fellows**

1

00:00:12.520 --> 00:00:15.930

From the nation's leading supply chain university program.

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00:00:16.020 --> 00:00:22.020

We welcome you to the Penn State Supply Chain podcast brought to you by the Center for Supply Chain Research.

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00:00:22.190 --> 00:00:23.340

Here are your hosts,

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00:00:23.350 --> 00:00:25.340

Steve Tracy and Irv Grossman.

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00:00:30.159 --> 00:00:33.759

Uh Welcome everyone to the uh Penn State Supply Chain podcast.

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00:00:34.250 --> 00:00:43.479

Today is episode 26 Agile Supply chain and our Marine Corps fellows in the ever changing landscape of higher education and military training.

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00:00:43.490 --> 00:00:50.889

Partnerships between academic institution and our armed forces have become increasingly crucial in Penn State.

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00:00:50.900 --> 00:00:56.400

We have one such partnership with the United States Marine Corps in the form of our fellowship program.

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00:00:56.790 --> 00:00:57.099

Today,

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00:00:57.110 --> 00:00:59.979

we're joined by two of our Marine Corps fellows,

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00:01:00.240 --> 00:01:02.500

Lieutenant Colonel Michael Adam Taylor.

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00:01:02.509 --> 00:01:02.959

So we're gonna,

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00:01:02.970 --> 00:01:06.389

I'm gonna be calling him Adam today and Major Sean o'rourke.

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00:01:06.430 --> 00:01:10.510

And we're gonna discuss Penn State's Marine Corps Logistics Fellowship program,

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00:01:10.779 --> 00:01:15.370

how it has hung their professional skill sets and helps to support their military strategy,

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00:01:15.379 --> 00:01:16.500

fragile supply chain.

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00:01:16.919 --> 00:01:19.720

So I welcome Lieutenant Colonel Taylor and major work.

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00:01:20.699 --> 00:01:21.639

Thanks for having us on.

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00:01:21.650 --> 00:01:22.319

Absolutely.

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00:01:22.330 --> 00:01:23.000

It's a pleasure.

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00:01:23.889 --> 00:01:26.260

So let me just start with sort of some basic questions.

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00:01:26.269 --> 00:01:27.010

Uh Gentlemen,

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00:01:27.099 --> 00:01:34.379

can you each share and you can go in order or in tandem if you like a little bit about your professional and your military backgrounds.

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00:01:34.819 --> 00:01:34.970

Yeah.

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00:01:34.980 --> 00:01:35.269

Sure.

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00:01:35.279 --> 00:01:35.830

I'll start.

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00:01:35.839 --> 00:01:36.589

As you mentioned,

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00:01:36.599 --> 00:01:37.220

Adam Taylor,

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00:01:37.230 --> 00:01:40.110

I've been in the Marine Corps for 19 years.

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00:01:40.389 --> 00:01:42.330

I am a supply officer,

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00:01:42.339 --> 00:01:42.360

um,

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00:01:42.370 --> 00:01:44.900

by trade as my military specialty.

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00:01:44.910 --> 00:01:49.550

I also have two additional military specialties as a recruiting officer in,

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00:01:49.559 --> 00:01:50.629

in civil affairs.

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00:01:51.190 --> 00:01:54.000

My previous job before I come to this fellowship,

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00:01:54.010 --> 00:01:56.809

I was a battalion commander for a combat logistics battalion.

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00:01:57.010 --> 00:02:02.370

Over 300 Marines were um responsible for providing logistical support to an infantry regiment.

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00:02:02.379 --> 00:02:03.580

Over 4000 marines,

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00:02:03.589 --> 00:02:06.250

anything outside of their organic capability?

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00:02:06.660 --> 00:02:08.190

I've deployed three times.

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00:02:08.199 --> 00:02:08.800

Uh Iraq,

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00:02:08.809 --> 00:02:14.039

Afghanistan into Germany supporting special operations in Africa lived all around the world.

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00:02:14.050 --> 00:02:16.539

This is my 11th P CS move.

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00:02:16.550 --> 00:02:17.570

Did you heard of Penn State?

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00:02:18.059 --> 00:02:19.639

And just enjoy what I do?

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00:02:19.649 --> 00:02:26.589

It's truly uh a great opportunity to serve this nation and to come here to Penn State and be selected is a phenomenal opportunity.

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00:02:27.029 --> 00:02:28.199

Uh My name is Sean o'rourke.

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00:02:28.210 --> 00:02:29.250

I'm uh from Minnesota,

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00:02:29.259 --> 00:02:29.850

Minneapolis,

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00:02:29.860 --> 00:02:34.039

originally I went to University of Minnesota and uh commission in the Marine Corps in 2008.

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00:02:34.270 --> 00:02:39.600

And I got the designation as an 0402 logistics officer which is the schoolhouse is in Camp Johnson,

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00:02:39.610 --> 00:02:40.399

North Carolina.

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00:02:40.410 --> 00:02:41.580

So after that,

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00:02:41.589 --> 00:02:42.610

I went on to first battalion,

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00:02:42.619 --> 00:02:47.110

eighth Marines and infantry regiment deployed twice to Afghanistan in the two year period there.

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00:02:47.119 --> 00:02:50.660

And I really kind of cut my teeth as doing motor transport operations,

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00:02:50.669 --> 00:02:52.839

running convoys and then doing kind of,

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00:02:52.850 --> 00:03:00.460

you know what we considered low level tactical logistics of pushing supplies out to some of the infantry units that are kind of on the cusp of the frontier.

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00:03:00.470 --> 00:03:05.220

Um doing combat operations at some of the more austere outposts and a couple of places in Afghanistan,

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00:03:05.229 --> 00:03:05.759

Koja Sola.

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00:03:06.179 --> 00:03:08.869

And um mo after that,

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00:03:08.880 --> 00:03:10.520

I got a tour in the Pacific.

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00:03:10.529 --> 00:03:13.410

Uh much more uh much more greener pastures.

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00:03:13.419 --> 00:03:19.199

I went up to Okinawa and uh was aboard the 31st me so did uh distributed logistics from a ship.

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00:03:19.210 --> 00:03:29.839

Um And I went over to third Maintenance battalion where I was a company commander for a depot maintenance company that essentially did secondary repairable for vehicles and worked on motor transport assets.

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00:03:29.850 --> 00:03:33.339

Some of the more heavy things that organizational maintainers can't do on their own.

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00:03:33.350 --> 00:03:43.369

Large organization did sort of dispatched operations and recovery operations throughout the Pacific for our various exercises that we did with multinational partners from there.

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00:03:43.380 --> 00:03:44.259

I went to the schoolhouse,

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00:03:44.270 --> 00:03:50.669

taught at logistics operations school and kind of made that next generation of logistics officers and motor transport operators.

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00:03:50.679 --> 00:03:51.309

And then from there,

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00:03:51.320 --> 00:04:03.000

I've kind of been in the training education pipeline for a while where I was at officer candidate school and really kind of took a step away from logistics for a while and focused more on just some of the academic development and what we're looking for in talent management for that,

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00:04:03.009 --> 00:04:06.429

those guys and then returned to logistics in the Marine aircraft wing.

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00:04:06.440 --> 00:04:07.419

And I was uh out in,

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00:04:07.740 --> 00:04:09.044

out in Marine Corps Station,

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00:04:09.054 --> 00:04:14.744

New River for a Marine Aircraft group of about 3006 flying squadrons of the MV 22 Osprey,

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00:04:14.774 --> 00:04:22.924

which was really a fantastic experience seeing how aviation logistics is just so different than a lot of the tactical ground logistics in the Marine Corps,

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00:04:23.255 --> 00:04:26.325

but overall very tactical experience,

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00:04:26.334 --> 00:04:28.644

not a whole lot of time outside of that realm.

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00:04:28.654 --> 00:04:33.125

So getting this experience to come here to Penn State is just a fantastic deal for me.

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00:04:33.540 --> 00:04:33.839

Well,

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00:04:33.850 --> 00:04:34.459

thanks Sean.

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00:04:34.470 --> 00:04:34.950

And uh,

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00:04:34.959 --> 00:04:36.369

I would be remiss if I did not.

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00:04:36.380 --> 00:04:40.679

Thank both of you gentlemen for your service to the country to the United States Marine Corps,

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00:04:40.690 --> 00:04:46.380

certainly on my behalf and certainly on behalf of the college and university and all of our podcast listeners.

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00:04:46.390 --> 00:04:49.260

So really appreciate listening to everything that you've done.

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00:04:49.269 --> 00:04:53.329

And I'm sure you have a lot more ahead of you in your careers with the United States Marine Corps.

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00:04:54.059 --> 00:05:02.049

So let's get into our main discussion here for those of you who don't know which I'm gonna make an assumption that most of our podcast audience doesn't.

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00:05:02.500 --> 00:05:08.000

Can you share a little bit about the Marine Corps Logistics Fellow program and how you were selected?

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00:05:08.480 --> 00:05:08.799

So,

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00:05:08.809 --> 00:05:11.059

every year for Lieutenant Colonels,

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00:05:11.070 --> 00:05:18.359

there's a top level school selection board and for majors there's a common on intermediate level education board.

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00:05:18.369 --> 00:05:28.170

And what they do is they take the top 20% of that population each year and they reward them with some sort of resident type of professional military education.

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00:05:28.440 --> 00:05:41.369

From being an executive fellowship to a Fortune 500 Company to do an foreign PM E with Norway or Australia or Canada or to do an academic fellowships like Sean and I are here at,

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00:05:41.380 --> 00:05:44.079

here at Penn State for Penn State.

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00:05:44.089 --> 00:05:47.470

Only logistics and supply officers are allowed to come here.

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00:05:47.480 --> 00:05:52.029

And then I can tell you from experience and talking to people who have previously been here.

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00:05:52.040 --> 00:05:56.239

It is the number one pick that everyone is trying to get.

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00:05:56.500 --> 00:05:56.720

And,

100

00:05:56.730 --> 00:05:58.149

and luckily for Sean and I,

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00:05:58.160 --> 00:06:02.839

we landed on our number one and we had the opportunity to be here but highly competitive,

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00:06:03.010 --> 00:06:05.040

um highly selective to,

103

00:06:05.049 --> 00:06:05.079

to,

104

00:06:05.089 --> 00:06:05.920

to be here.

105

00:06:05.929 --> 00:06:07.399

And um you know,

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00:06:07.410 --> 00:06:07.970

just again,

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00:06:07.980 --> 00:06:08.420

grateful,

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00:06:08.429 --> 00:06:10.239

great to be here for both of us.

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00:06:10.940 --> 00:06:15.119

So let me give our audience a little bit of background details on the program from our perspective.

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00:06:15.690 --> 00:06:24.700

So the fellows program condenses our masters of supply chain management degree into a one year hybrid program and it is done in in person.

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00:06:24.709 --> 00:06:25.040

Actually,

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00:06:25.049 --> 00:06:25.459

next year,

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00:06:25.470 --> 00:06:30.809

we'll be standing up the first instance of our master's degree program that we've had for gosh,

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00:06:30.820 --> 00:06:32.790

over two decades in person.

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00:06:32.799 --> 00:06:35.589

So Sean and Adam are gonna miss out on that,

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00:06:35.600 --> 00:06:41.429

but they also get to spend time and a combination of courses with our MB A students in the classroom as well.

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00:06:41.440 --> 00:06:41.720

And I,

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00:06:41.730 --> 00:06:42.640

I've had the privilege.

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00:06:42.649 --> 00:06:46.380

They probably haven't of having these two gentlemen in my classroom last semester.

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00:06:46.390 --> 00:06:49.799

But uh that was a fun experience and it always has been a fun experience for me.

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00:06:49.809 --> 00:06:54.399

I've had um every cohort of Marine Corps fellows for the last nine years.

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00:06:54.410 --> 00:06:56.149

And so that'll change in the,

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00:06:56.160 --> 00:06:58.700

in the fall with the standing up of our master's degree program.

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00:06:59.010 --> 00:07:02.619

But the program was designed to fast track two senior leaders,

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00:07:02.630 --> 00:07:05.429

senior officers and notice it's only two,

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00:07:05.440 --> 00:07:05.850

right?

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00:07:05.859 --> 00:07:09.190

So I'm sure this is a budgetary constraint for the Marine Corps.

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00:07:09.209 --> 00:07:11.029

But as Adam mentioned,

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00:07:11.040 --> 00:07:12.529

it's uh it's highly selective.

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00:07:12.540 --> 00:07:12.980

Now,

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00:07:12.989 --> 00:07:14.420

nearly every graduate,

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00:07:14.429 --> 00:07:20.179

I say nearly if not all have advanced one or several ranks since the completion of the program.

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00:07:20.649 --> 00:07:23.420

And uh I do have the privilege of being friends with our,

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00:07:23.799 --> 00:07:26.260

one of our very first Marine Corps fellows,

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00:07:26.269 --> 00:07:29.779

uh Lieutenant General Bob Rourke who's retired now.

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00:07:29.790 --> 00:07:31.739

And after he got his third star,

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00:07:31.750 --> 00:07:33.540

he worked in the Joint Chiefs of Staff,

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00:07:33.549 --> 00:07:34.970

both as the J four,

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00:07:34.980 --> 00:07:41.410

which is the senior logistician for the Department of Defense and later as the J one which is in charge of military personnel.

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00:07:41.640 --> 00:07:43.700

So Bob did OK for himself,

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00:07:43.709 --> 00:07:44.700

maybe someday.

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00:07:44.709 --> 00:07:48.299

Uh I can say that I knew General Taylor and General o'rourke,

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00:07:48.309 --> 00:07:52.850

but it has been true that this program has really helped a number of our Marine Corps fellows with their career.

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00:07:53.109 --> 00:07:53.309

So,

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00:07:53.320 --> 00:07:53.809

back to you,

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00:07:53.820 --> 00:07:54.170

gentlemen,

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00:07:54.179 --> 00:07:54.769

question,

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00:07:54.779 --> 00:08:00.010

have you adapted to uh academic life after all of your experiences in the military?

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00:08:00.019 --> 00:08:06.570

And have you had any particular challenges or unexpected benefits that maybe things that you didn't think about?

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00:08:06.989 --> 00:08:08.040

I can take this one?

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00:08:08.049 --> 00:08:08.329

Yeah,

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00:08:08.339 --> 00:08:09.329

I uh coming in,

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00:08:09.339 --> 00:08:15.540

you feel a little bit like Billy Madison walking onto a college campus after doing 16 to 20 years in the Marine Corps and you know,

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00:08:15.549 --> 00:08:19.739

being in that world for as long as you are and you come in and it's a little bit intimidating,

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00:08:19.750 --> 00:08:19.929

right?

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00:08:19.940 --> 00:08:21.769

Because you're surrounded with a cohort of,

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00:08:21.779 --> 00:08:21.929

you know,

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00:08:21.940 --> 00:08:22.529

for us,

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00:08:22.619 --> 00:08:23.720

the in person classes,

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00:08:23.730 --> 00:08:31.850

second year MB A students that have some work experience and they have a heavy academic background where they have school much more recently than us,

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00:08:31.920 --> 00:08:41.869

some international students that bring in experiences with over overseas corporations and us corporations combined and then the undergrads that are fresh out of the undergrad experience.

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00:08:41.880 --> 00:08:46.219

I'm taking a certificate in business analytics and haven't touched statistics.

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00:08:46.229 --> 00:08:49.559

I haven't opened a statistics textbook since my sophomore year of college.

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00:08:49.570 --> 00:08:51.890

And even then it was just basics and these guys,

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00:08:51.900 --> 00:08:52.159

you know,

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00:08:52.169 --> 00:09:00.070

they have math majors and statistics degrees and some workforce experience and it's a lot so acclimating to keep up with them at first,

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00:09:00.080 --> 00:09:01.979

it was very intimidating over time.

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00:09:01.989 --> 00:09:02.340

You find,

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00:09:02.349 --> 00:09:02.500

hey,

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00:09:02.510 --> 00:09:04.609

we got a lot more in common than we do different though.

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00:09:04.619 --> 00:09:06.049

And I think that,

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00:09:06.059 --> 00:09:06.460

you know,

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00:09:06.469 --> 00:09:07.309

it took about,

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00:09:07.320 --> 00:09:10.049

I would say half a semester to kind of get stride and realize,

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00:09:10.059 --> 00:09:10.210

hey,

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00:09:10.219 --> 00:09:13.099

what we have in common and what I really need to get caught up on.

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00:09:13.109 --> 00:09:14.250

And once we've done that,

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00:09:14.260 --> 00:09:14.630

it's,

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00:09:14.659 --> 00:09:18.205

it's really just become such a rewarding experience to be surrounded by these folks.

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00:09:18.215 --> 00:09:20.244

And the staff here is just unreal.

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00:09:20.255 --> 00:09:20.565

Adam,

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00:09:20.575 --> 00:09:22.164

you want to add your own flavor to that?

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00:09:22.534 --> 00:09:23.085

Yeah,

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00:09:23.094 --> 00:09:25.484

I I would so just for context,

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00:09:25.494 --> 00:09:26.325

as I mentioned before,

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00:09:26.335 --> 00:09:28.734

I came from being a battalion commander and,

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00:09:28.744 --> 00:09:30.565

and Sean was an executive officer.

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00:09:30.575 --> 00:09:33.284

So our our jobs were extremely busy,

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00:09:33.465 --> 00:09:33.914

very,

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00:09:33.924 --> 00:09:36.789

very busy and to get here.

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00:09:36.840 --> 00:09:48.510

And based off the way that the curriculum is designed and the way the faculty teaches and having the opportunity just to sit and learn and think has has been instrumental because we haven't had that opportunity for ourselves.

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00:09:48.530 --> 00:09:51.760

As Sean mentioned from the faculty to the fellow of students,

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00:09:51.770 --> 00:09:53.400

not just the diversity of people are here,

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00:09:53.409 --> 00:10:02.590

but the diversity of thinking and the industry experience they brought in just surpass my expectations of what we're gonna be able to experience here.

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00:10:02.750 --> 00:10:05.140

The challenges you mentioned similar to Sean,

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00:10:05.340 --> 00:10:05.530

you know,

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00:10:05.539 --> 00:10:07.250

refreshing on a regression model,

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00:10:07.260 --> 00:10:11.109

maybe some normal distribution was a little bit uh had to refresh on those types of things.

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00:10:11.119 --> 00:10:13.000

But once you get into this curriculum,

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00:10:13.210 --> 00:10:16.409

just the help and the support of the faculty and staff it,

201

00:10:16.419 --> 00:10:16.530

it,

202

00:10:16.539 --> 00:10:17.969

it's been amazing and I,

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00:10:17.979 --> 00:10:19.169

I wouldn't change it for the world.

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00:10:19.179 --> 00:10:20.940

It's been a highlight of,

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00:10:20.950 --> 00:10:23.090

of my military career thus far.

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00:10:23.099 --> 00:10:23.409

So,

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00:10:24.099 --> 00:10:25.320

um it's been awesome.

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00:10:25.330 --> 00:10:26.739

Glad you gentlemen are having a,

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00:10:26.750 --> 00:10:29.419

a good experience and a challenging experience,

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00:10:29.429 --> 00:10:30.900

which is kind of what we,

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00:10:30.929 --> 00:10:32.479

uh what we really want.

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00:10:32.489 --> 00:10:34.880

Can you gentlemen talk about the curriculum?

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00:10:34.890 --> 00:10:35.400

Like,

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00:10:35.409 --> 00:10:42.419

how does the curriculum match up with the real world challenges that you face as military officers?

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00:10:42.429 --> 00:10:42.859

Right?

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00:10:42.869 --> 00:10:45.750

So it's a completely different perspective than our general audience.

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00:10:45.760 --> 00:10:46.859

But you know,

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00:10:46.890 --> 00:10:48.400

how is it influenced your,

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00:10:48.409 --> 00:10:52.169

your decision making your thinking the way you perceive,

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00:10:52.179 --> 00:10:52.500

you know,

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00:10:52.510 --> 00:10:54.719

logistics or supply chain in the military?

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00:10:54.729 --> 00:10:55.099

What,

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00:10:55.109 --> 00:10:55.469

what are,

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00:10:55.479 --> 00:10:57.099

what are some of the things that you're taking away from,

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00:10:57.109 --> 00:10:58.929

from my experience?

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00:10:58.940 --> 00:10:59.690

Uh So starting out,

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00:10:59.700 --> 00:11:04.250

I know I kind of talked through my background quickly but it's all been very low level tactical,

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00:11:04.260 --> 00:11:04.500

right?

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00:11:04.510 --> 00:11:04.659

It's,

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00:11:04.669 --> 00:11:07.075

it's interesting to think about the dynamic in the Marine Corps.

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00:11:07.085 --> 00:11:08.895

We're a very tactical organization,

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00:11:09.155 --> 00:11:11.075

the army and a lot of the other joint forces.

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00:11:11.085 --> 00:11:16.635

They dabble into operational level planning because they're just the scale and volume of those organizations are so much more.

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00:11:16.815 --> 00:11:17.335

But for me,

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00:11:17.344 --> 00:11:18.924

my history is only been,

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00:11:18.934 --> 00:11:19.195

hey,

237

00:11:19.205 --> 00:11:23.315

how do I get this set of supplies from this warehouse to these guys that are here?

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00:11:23.325 --> 00:11:23.955

Logistics.

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00:11:23.965 --> 00:11:26.710

You can see when you get to a program like this.

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00:11:26.719 --> 00:11:28.299

And I'm learning about things like,

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00:11:28.309 --> 00:11:28.469

you know,

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00:11:28.479 --> 00:11:29.789

manufacturing strategy,

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00:11:29.799 --> 00:11:31.070

procurement strategy,

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00:11:31.130 --> 00:11:33.130

supply chain modeling optimization.

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00:11:33.140 --> 00:11:34.229

These aren't things that,

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00:11:34.239 --> 00:11:34.609

you know,

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00:11:34.619 --> 00:11:37.580

even after 16 years in the Marine Corps that I've touched,

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00:11:37.590 --> 00:11:37.989

I've,

249

00:11:38.000 --> 00:11:41.950

I've done the job of tactical level logistics and keeping warfighter supplied on,

250

00:11:41.960 --> 00:11:42.169

you know,

251

00:11:42.179 --> 00:11:44.429

the front lines and they're keeping their jobs going.

252

00:11:44.489 --> 00:11:46.169

So the ability to come in and,

253

00:11:46.179 --> 00:11:46.549

you know,

254

00:11:46.659 --> 00:11:47.780

and academic and,

255

00:11:47.789 --> 00:11:48.900

and corporate vernacular.

256

00:11:48.909 --> 00:11:49.070

Hey,

257

00:11:49.080 --> 00:11:50.599

this is what they're doing in industry.

258

00:11:50.609 --> 00:11:56.239

This is best practices of what we found supply chains have done to make their business better and getting that lexicon.

259

00:11:56.250 --> 00:11:56.320

It,

260

00:11:56.330 --> 00:12:02.090

it really sets you up for success to be at the strategic level where both of us are going following this,

261

00:12:02.099 --> 00:12:08.150

uh this this experience so that you can apply that knowledge and kind of have parity with some of the folks that have been doing this for years.

262

00:12:08.580 --> 00:12:09.760

I I didn't go over my,

263

00:12:09.770 --> 00:12:12.289

my bio in as extensive detail as Sean did,

264

00:12:12.299 --> 00:12:12.520

but I,

265

00:12:12.530 --> 00:12:15.119

I have had the opportunity to be at the strategic level.

266

00:12:15.380 --> 00:12:20.109

I was a special operation planner where I dealt with the joint staff and looking at,

267

00:12:20.119 --> 00:12:20.289

you know,

268

00:12:20.299 --> 00:12:22.840

preposition assets across the globe and all that.

269

00:12:22.849 --> 00:12:25.460

And one thing I learned and as most people know in the military,

270

00:12:25.469 --> 00:12:26.080

it's a very,

271

00:12:26.090 --> 00:12:28.450

very slow process sometimes to get things done.

272

00:12:28.830 --> 00:12:32.919

And from your class specifically with strategic procurement and being able to,

273

00:12:33.219 --> 00:12:37.760

to be agile and shift suppliers and look at different tiers and things like that,

274

00:12:37.770 --> 00:12:46.280

that's not it's easier said than done when you're looking from a military perspective and all the um restrictions that you have to adhere to with cost and,

275

00:12:46.289 --> 00:12:48.599

and what that does to the mission and everything.

276

00:12:48.609 --> 00:12:54.280

So learning from industry perspectives of things that can be implemented into the processes that we currently have.

277

00:12:54.289 --> 00:13:04.039

I think it's just been amazing and looking at the jobs that we go to next and how we can apply those principles and hopefully instill that in some of our processes now,

278

00:13:04.049 --> 00:13:12.590

kind of flipping the script here a little bit when you think about the military experience and your role that you bring to the classroom uh with the learning environment.

279

00:13:12.609 --> 00:13:20.760

How do you think that plays into the both the classroom experience as well as for the other people that are in the classroom with you who,

280

00:13:20.770 --> 00:13:21.130

you know,

281

00:13:21.140 --> 00:13:27.090

I I know we do often have other people in our classrooms that have their prior military,

282

00:13:27.099 --> 00:13:27.510

right?

283

00:13:27.520 --> 00:13:29.520

But you're active duty military.

284

00:13:29.679 --> 00:13:30.070

So how did,

285

00:13:30.080 --> 00:13:33.719

how does that flavor add to the classroom experience from,

286

00:13:33.729 --> 00:13:34.200

from your,

287

00:13:34.210 --> 00:13:35.150

from your perspective?

288

00:13:35.440 --> 00:13:36.909

So from my perspective,

289

00:13:36.919 --> 00:13:36.929

I,

290

00:13:36.940 --> 00:13:47.010

I think we're bringing a lot to the table because we look at it from a different lens and how you have all this data and there's decisions that are made that have secondary or tertiary consequences.

291

00:13:47.020 --> 00:13:47.369

So it's,

292

00:13:47.380 --> 00:13:48.880

it's very strategic in nature.

293

00:13:48.890 --> 00:13:56.039

So we're looking at it holistically based off our experience and not just as Sean mentioned a tactical decision for now,

294

00:13:56.049 --> 00:13:57.130

what is it gonna do,

295

00:13:57.190 --> 00:13:58.380

gonna do later?

296

00:13:58.429 --> 00:13:58.760

So that,

297

00:13:58.770 --> 00:13:58.909

that,

298

00:13:58.919 --> 00:14:02.250

that's how I kind of look at what we bring to the classroom.

299

00:14:02.260 --> 00:14:02.450

You know,

300

00:14:02.460 --> 00:14:03.520

19 years experience,

301

00:14:03.530 --> 00:14:04.869

our bios are very different,

302

00:14:04.880 --> 00:14:12.130

but we've all been experienced different levels of logistics and supply that's been tied into some industry level.

303

00:14:12.140 --> 00:14:12.359

Um,

304

00:14:12.369 --> 00:14:13.210

as well.

305

00:14:13.640 --> 00:14:14.659

I'll also add to,

306

00:14:14.669 --> 00:14:15.200

I think,

307

00:14:15.210 --> 00:14:15.400

um,

308

00:14:15.409 --> 00:14:17.359

the military career in general,

309

00:14:17.369 --> 00:14:20.969

you're gonna have a diversity of experiences around your occupational specialty.

310

00:14:20.979 --> 00:14:21.200

And,

311

00:14:21.409 --> 00:14:21.599

you know,

312

00:14:21.609 --> 00:14:21.960

for me,

313

00:14:21.969 --> 00:14:24.010

I've been on the ground side working with vehicles.

314

00:14:24.020 --> 00:14:25.630

I've taught logistics at a schoolhouse.

315

00:14:25.640 --> 00:14:27.020

I've been on the Aviation Wing.

316

00:14:27.030 --> 00:14:38.974

So it's really interesting to hear from these people and student peers that have had work experiences in a very spec specific job and a very specific field and they just have this limitless knowledge and what they've,

317

00:14:38.984 --> 00:14:40.575

what they've done in those careers.

318

00:14:40.585 --> 00:14:40.655

It's,

319

00:14:40.664 --> 00:14:45.145

it's interesting to hear somebody that has just such a long experience in that and kind of getting from them.

320

00:14:45.155 --> 00:14:45.534

Hey,

321

00:14:45.655 --> 00:14:47.455

this is what it looks like on our side.

322

00:14:47.465 --> 00:14:47.635

It's,

323

00:14:47.645 --> 00:14:48.724

it's very helpful.

324

00:14:48.734 --> 00:14:49.015

Um,

325

00:14:49.025 --> 00:14:49.794

for both of us,

326

00:14:49.804 --> 00:14:52.125

I think it's a mutual benefit for them and us.

327

00:14:52.695 --> 00:14:53.565

Now you,

328

00:14:53.585 --> 00:14:53.614

um,

329

00:14:53.625 --> 00:14:58.015

you gentlemen are going to graduate from the fellowship program here in 2024.

330

00:14:58.205 --> 00:15:03.489

What are the takeaways from this experience that you're going to bring back to the Marine Corps?

331

00:15:03.539 --> 00:15:11.869

And how do you think what you've learned is gonna enhance or affect the US Marine Corps military operations and capabilities.

332

00:15:12.489 --> 00:15:12.510

I'll,

333

00:15:12.520 --> 00:15:14.380

I'll try to answer that the best that I can.

334

00:15:14.390 --> 00:15:14.500

So,

335

00:15:14.510 --> 00:15:17.109

Sean and I just found out where we're going to next.

336

00:15:17.119 --> 00:15:17.130

I,

337

00:15:17.140 --> 00:15:19.179

I'll be going down to logistics command in Albany,

338

00:15:19.190 --> 00:15:22.380

Georgia and he'll be going to installation uh and logistics in,

339

00:15:22.390 --> 00:15:23.039

in DC.

340

00:15:23.049 --> 00:15:28.780

So we have the opportunity to operate at the strategic level where we can implement some of,

341

00:15:28.789 --> 00:15:31.020

of the uh procedures and,

342

00:15:31.030 --> 00:15:31.200

and,

343

00:15:31.210 --> 00:15:32.619

and concepts that we,

344

00:15:32.630 --> 00:15:36.780

we have learned here depends on what portfolio that we'll get.

345

00:15:36.789 --> 00:15:37.109

You know,

346

00:15:37.119 --> 00:15:42.380

if we're in sustain mean we're looking at global supply chain and networks or webs and all that.

347

00:15:42.390 --> 00:15:45.380

And we can focus what we learned here on that portfolio.

348

00:15:45.429 --> 00:15:49.489

If we're looking at inventory management and accountability or demand forecasting,

349

00:15:49.500 --> 00:15:49.890

it just,

350

00:15:49.909 --> 00:15:54.940

it's gonna depend on when we get to our next unit on which concepts we can apply.

351

00:15:55.200 --> 00:15:56.549

But I will tell you though,

352

00:15:56.559 --> 00:15:58.049

just from an integration,

353

00:15:58.059 --> 00:15:58.590

when you,

354

00:15:58.739 --> 00:16:05.150

when you look at CPFR and bringing in different elements and departments into a process to make the supply chain better,

355

00:16:05.159 --> 00:16:08.330

just one example or things that I think from military perspective,

356

00:16:08.340 --> 00:16:12.659

we can definitely take from Walmart and other corporations that have utilized it uh to,

357

00:16:12.669 --> 00:16:14.409

to make the processes better.

358

00:16:14.590 --> 00:16:17.809

And then just from resiliency and agility in the,

359

00:16:17.820 --> 00:16:19.640

in the supply chain and,

360

00:16:19.650 --> 00:16:20.130

and how,

361

00:16:20.140 --> 00:16:22.450

how we execute that across the globe is,

362

00:16:22.460 --> 00:16:25.409

isn't that we're going to get into later is definitely something that,

363

00:16:25.419 --> 00:16:27.330

that definitely needs from my perspective,

364

00:16:27.340 --> 00:16:28.599

i improvement as we're,

365

00:16:28.609 --> 00:16:29.929

we are looking at improving it.

366

00:16:30.140 --> 00:16:31.409

Um over the last five years,

367

00:16:31.830 --> 00:16:32.900

I'll add to I,

368

00:16:32.909 --> 00:16:33.530

you know,

369

00:16:33.539 --> 00:16:33.729

like,

370

00:16:33.739 --> 00:16:34.320

like I said,

371

00:16:34.330 --> 00:16:37.760

I spent so much time just kind of doing tactical level stuff.

372

00:16:37.770 --> 00:16:41.450

The the curriculum here really excels at giving,

373

00:16:41.460 --> 00:16:49.460

taking a concept and saying here's what this concept is and you need to understand it broadly and then giving you the skills to meet some of the elements of that concept.

374

00:16:49.469 --> 00:16:49.650

You know,

375

00:16:49.659 --> 00:16:50.330

for example,

376

00:16:50.340 --> 00:16:53.020

we want to talk about optimizing a supply chain network.

377

00:16:53.210 --> 00:16:53.460

You know,

378

00:16:53.469 --> 00:16:54.049

you understand,

379

00:16:54.059 --> 00:16:54.179

hey,

380

00:16:54.190 --> 00:16:56.250

what does it mean to pick the right supply chain partners?

381

00:16:56.260 --> 00:16:58.400

How do you make your distribution networks correct?

382

00:16:58.409 --> 00:16:58.500

You know,

383

00:16:58.510 --> 00:16:59.700

what are the good ways to do that?

384

00:16:59.869 --> 00:17:02.280

And then you get some of the skills that we've never touched,

385

00:17:02.289 --> 00:17:02.520

you know,

386

00:17:02.530 --> 00:17:04.819

you may not touch it for 16 years in the Marine Corps.

387

00:17:04.829 --> 00:17:06.060

Like here's how you can do,

388

00:17:06.199 --> 00:17:06.489

you know,

389

00:17:06.500 --> 00:17:08.619

a linear model that helps you optimize that.

390

00:17:08.630 --> 00:17:09.290

Here are some,

391

00:17:09.349 --> 00:17:10.859

some skills that you know,

392

00:17:10.869 --> 00:17:14.900

will allow you some tools and frameworks that you can pick the right partners from.

393

00:17:14.910 --> 00:17:16.619

Here are some ways that you can help manage,

394

00:17:16.630 --> 00:17:16.790

you know,

395

00:17:16.800 --> 00:17:17.890

a tier three supplier,

396

00:17:17.900 --> 00:17:20.380

tier two supplier and those skill sets.

397

00:17:20.390 --> 00:17:20.729

I mean,

398

00:17:20.739 --> 00:17:22.699

you think about the position I'm going to next,

399

00:17:22.709 --> 00:17:25.290

I'll be going to installations and logistics headquarters,

400

00:17:25.300 --> 00:17:28.189

Marine Corps and those things in the corporate world.

401

00:17:28.199 --> 00:17:30.430

That is what makes successful supply chains.

402

00:17:30.439 --> 00:17:32.109

And I think that's a tremendous value.

403

00:17:32.819 --> 00:17:33.079

Now,

404

00:17:33.089 --> 00:17:34.619

I know both of you gentlemen,

405

00:17:34.630 --> 00:17:36.750

we were talking just about graduation.

406

00:17:36.869 --> 00:17:45.599

You're both in the process of researching and writing your master's thesis without betraying too much confidence or getting us into trouble.

407

00:17:45.609 --> 00:17:55.209

Can you just talk about the subject matter that you've chosen and how you are planning on attacking that particular topic and what you hope to have as an end result.

408

00:17:55.699 --> 00:17:58.209

We've been thinking a lot about industry 5.0.

409

00:17:58.219 --> 00:18:09.150

And one of the kind of the best part about this experience here is we've been exposed to so many of the emerging trends that supply chains have learned and throughout academia and the corporate world that we say,

410

00:18:09.160 --> 00:18:09.510

hey,

411

00:18:09.520 --> 00:18:11.089

how can we bring this to the Marine Corps?

412

00:18:11.099 --> 00:18:11.270

You know,

413

00:18:11.280 --> 00:18:19.030

how does an organization like the Marine Corps remain a competitive advantage by taking some of the things companies like Walmart have done?

414

00:18:19.040 --> 00:18:19.349

You know,

415

00:18:19.359 --> 00:18:20.920

and what we've said is ok.

416

00:18:20.930 --> 00:18:23.089

Industry 5.0 we've done a lot of these things.

417

00:18:23.099 --> 00:18:25.290

But are we man trained and equipped?

418

00:18:25.300 --> 00:18:29.489

Are we optimized personnel wise through our training functions and our,

419

00:18:29.599 --> 00:18:34.010

our equipment and gear set to actually be able to employ this the way we should.

420

00:18:34.140 --> 00:18:36.260

So the questions that we're seeking to answer is,

421

00:18:36.270 --> 00:18:36.349

you know,

422

00:18:36.359 --> 00:18:39.510

what does the industry 5.0 Marine look like?

423

00:18:39.520 --> 00:18:43.180

What skills do we maybe not have that we need to start developing and get better at,

424

00:18:43.189 --> 00:18:49.709

to operate in this changed environment to use these tools like A I machine learning additive manufacturing,

425

00:18:50.020 --> 00:18:51.290

digital twins that,

426

00:18:51.300 --> 00:18:53.430

that we can stress test our supply chains.

427

00:18:53.439 --> 00:18:55.060

What kind of marine do we need for that?

428

00:18:55.069 --> 00:18:58.410

What are given the budget that we have and the constraints to operate?

429

00:18:58.420 --> 00:18:58.599

You know,

430

00:18:58.609 --> 00:19:00.069

what do we need to do?

431

00:19:00.079 --> 00:19:01.349

What can we make our,

432

00:19:01.359 --> 00:19:03.650

our dollar the most effective if we purchase,

433

00:19:03.660 --> 00:19:03.829

you know,

434

00:19:03.839 --> 00:19:05.420

what programs are going to be the best.

435

00:19:05.459 --> 00:19:07.540

And I think that's one of the focuses.

436

00:19:07.900 --> 00:19:09.000

You pick a topic yet,

437

00:19:09.010 --> 00:19:10.000

Adam or so we're,

438

00:19:10.010 --> 00:19:12.800

we're working on the paper together and,

439

00:19:12.810 --> 00:19:13.060

and,

440

00:19:13.069 --> 00:19:14.160

and just to add on that,

441

00:19:14.170 --> 00:19:15.219

as I mentioned earlier,

442

00:19:15.229 --> 00:19:17.369

coming from a combat logistics battalion,

443

00:19:17.380 --> 00:19:20.050

we worked on autonomous drones.

444

00:19:20.060 --> 00:19:24.920

Our sister battalions were working on autonomous uh boats and things like that and,

445

00:19:24.930 --> 00:19:26.520

and our training was limited,

446

00:19:26.530 --> 00:19:27.469

our equipment was limited.

447

00:19:28.239 --> 00:19:30.719

So we're looking at from a lens as we move forward and,

448

00:19:30.729 --> 00:19:30.880

you know,

449

00:19:30.890 --> 00:19:33.760

contest environments against near peer adversaries.

450

00:19:33.770 --> 00:19:33.920

It's,

451

00:19:33.930 --> 00:19:35.599

it's critical that we,

452

00:19:35.609 --> 00:19:40.589

we adopt and adapt to these emerging technologies from a Marine Corps perspective.

453

00:19:40.599 --> 00:19:43.239

And we're going to research on what we currently have,

454

00:19:43.250 --> 00:19:49.760

how its main trip that man train and equip as Sean mentioned to see if we're postured for success in the future,

455

00:19:50.459 --> 00:19:53.849

I'm not even sure what a peer adversary is anymore,

456

00:19:53.859 --> 00:19:54.130

you know.

457

00:19:54.140 --> 00:19:55.369

So as you,

458

00:19:55.380 --> 00:19:56.449

as you both know,

459

00:19:56.459 --> 00:20:04.449

I'm a former army officer and I'm old and so my training was all about the Soviet Union.

460

00:20:04.459 --> 00:20:04.939

Right.

461

00:20:04.949 --> 00:20:07.239

And defending the f the gap against,

462

00:20:07.250 --> 00:20:07.760

you know,

463

00:20:08.369 --> 00:20:13.030

very traditional that none of that applies anymore right now.

464

00:20:13.040 --> 00:20:13.180

You know,

465

00:20:13.189 --> 00:20:13.510

we,

466

00:20:13.520 --> 00:20:14.310

we watch TV,

467

00:20:14.319 --> 00:20:14.910

we watch the,

468

00:20:14.920 --> 00:20:15.030

uh,

469

00:20:15.040 --> 00:20:16.630

conflict in the Ukraine,

470

00:20:16.640 --> 00:20:17.670

the use of,

471

00:20:17.680 --> 00:20:17.689

uh,

472

00:20:17.699 --> 00:20:18.910

the use of drones,

473

00:20:18.920 --> 00:20:22.219

the use of crowd sourced videos to identify.

474

00:20:22.229 --> 00:20:22.859

Like,

475

00:20:22.869 --> 00:20:27.479

to me it's just so much has changed just in my lifetime.

476

00:20:27.489 --> 00:20:27.810

And I,

477

00:20:27.819 --> 00:20:29.170

I was actually an army officer,

478

00:20:29.180 --> 00:20:30.410

not that long ago,

479

00:20:30.420 --> 00:20:30.849

right?

480

00:20:30.859 --> 00:20:31.310

I mean,

481

00:20:31.319 --> 00:20:32.550

more than a decade now,

482

00:20:32.560 --> 00:20:33.569

but it's,

483

00:20:33.579 --> 00:20:35.479

it's amazing like how much has changed.

484

00:20:35.489 --> 00:20:37.699

So I'm not even sure what a peer adversary is anymore,

485

00:20:37.709 --> 00:20:38.290

right?

486

00:20:38.300 --> 00:20:39.869

Or even if there is such a thing.

487

00:20:39.880 --> 00:20:42.650

So uh I know you gentlemen know this because you're registered for it.

488

00:20:42.660 --> 00:20:43.380

We've got a,

489

00:20:43.459 --> 00:20:53.410

the CS cr is hosting a leaders forum about agile supply chains and I can't help but think that this directly relates to what you're doing here and take backs to the Marine Corps.

490

00:20:53.819 --> 00:21:01.520

Can you share what you think about supply chain agility and how that applies from a military standpoint to answer your question.

491

00:21:01.530 --> 00:21:02.189

The need for Jilly,

492

00:21:02.199 --> 00:21:03.099

the supply chain is,

493

00:21:03.109 --> 00:21:05.300

is critical to operational success.

494

00:21:05.310 --> 00:21:05.540

I mean,

495

00:21:05.550 --> 00:21:08.609

due to the rapid technological advances,

496

00:21:08.619 --> 00:21:11.040

the contest environment that we're more likely fight in.

497

00:21:11.050 --> 00:21:14.239

If we go into a conflict ever evolving threats,

498

00:21:14.250 --> 00:21:17.699

the traditional supply chain is almost inadequate.

499

00:21:17.709 --> 00:21:20.680

The old uh hub and spoke model that's linear,

500

00:21:20.689 --> 00:21:20.880

you know,

501

00:21:20.890 --> 00:21:22.150

as we look at a supply web,

502

00:21:22.160 --> 00:21:22.719

now,

503

00:21:22.989 --> 00:21:23.160

the,

504

00:21:23.170 --> 00:21:23.339

you know,

505

00:21:23.349 --> 00:21:29.280

interrelated connections that allow provide flexibility in different distribution options or,

506

00:21:29.290 --> 00:21:30.609

or where we need to be at.

507

00:21:31.000 --> 00:21:31.180

And,

508

00:21:31.189 --> 00:21:33.119

and with those benefits of the agility,

509

00:21:33.130 --> 00:21:33.979

it allows us to,

510

00:21:33.989 --> 00:21:36.500

to increase our mission readiness to respond,

511

00:21:36.640 --> 00:21:38.900

it increases our operational tempo.

512

00:21:39.069 --> 00:21:44.020

It reduces the vulnerability by having multiple suppliers and partner relationships across the globe.

513

00:21:44.040 --> 00:21:44.619

So there's,

514

00:21:44.630 --> 00:21:45.989

there's many benefits of it.

515

00:21:46.000 --> 00:21:48.619

And I think we've learned throughout um you know,

516

00:21:48.630 --> 00:21:51.180

the last 20 years and in wars in the Middle East,

517

00:21:51.189 --> 00:21:55.459

we're able to pretty much put sticks and supply wherever we wanted.

518

00:21:55.680 --> 00:21:57.359

That's not the case anymore.

519

00:21:57.530 --> 00:21:58.010

And having a,

520

00:21:58.020 --> 00:22:03.160

a agile supply chain that's interconnected where whether it's software technology,

521

00:22:03.170 --> 00:22:04.660

uh partner nations,

522

00:22:04.670 --> 00:22:11.500

you name it to be able to reach out and have stuff now is critical to us being successful or,

523

00:22:11.510 --> 00:22:13.339

or it slows operational tempo and,

524

00:22:13.349 --> 00:22:15.479

and um in operations.

525

00:22:15.489 --> 00:22:15.619

Now,

526

00:22:15.630 --> 00:22:17.199

that's from a conflict perspective,

527

00:22:17.209 --> 00:22:20.180

obviously from a disruption perspective as well.

528

00:22:20.199 --> 00:22:27.780

We learned during COVID that we needed to increase our agility from where it was getting our vaccines in our P pe equipment.

529

00:22:27.900 --> 00:22:28.319

Uh just,

530

00:22:28.329 --> 00:22:30.089

just basic things we needed.

531

00:22:30.180 --> 00:22:35.800

And we've adapted to that and we have a plan from at least from the Marine Corps side installations.

532

00:22:35.810 --> 00:22:41.239

Logistics 2030 that gets after creating a lot of these things um to ensure that we're agile for,

533

00:22:41.250 --> 00:22:42.180

for a future fight.

534

00:22:42.189 --> 00:22:43.109

If that does happen,

535

00:22:43.560 --> 00:22:44.640

kind of looking at it.

536

00:22:44.650 --> 00:22:48.829

I had the opportunity to attend the last uh supply chain leaders forum that happened here at Penn State.

537

00:22:48.839 --> 00:22:54.280

And it was just a fantastic experience just to see some of these organizations and the creative ways they're using,

538

00:22:54.430 --> 00:22:54.660

you know,

539

00:22:54.670 --> 00:22:59.849

talent and technologies and new processes to make their supply chains more agile,

540

00:22:59.859 --> 00:23:00.449

you know,

541

00:23:00.819 --> 00:23:03.300

to use an old haggard uh tagline,

542

00:23:03.310 --> 00:23:06.589

the Marine Corps needs to be the most ready when the world is the least ready.

543

00:23:06.599 --> 00:23:08.939

And it's one of those things that our,

544

00:23:09.170 --> 00:23:10.390

our success,

545

00:23:10.400 --> 00:23:11.170

obviously,

546

00:23:11.180 --> 00:23:13.359

we spend a lot of time figuring out how we could be more,

547

00:23:13.439 --> 00:23:16.199

more efficient in day to day operations and in garrison.

548

00:23:16.209 --> 00:23:16.770

But for us,

549

00:23:16.780 --> 00:23:18.150

agility is what our,

550

00:23:18.160 --> 00:23:19.400

our call tag is.

551

00:23:19.540 --> 00:23:21.229

We need to be able to be ready to go.

552

00:23:21.239 --> 00:23:21.890

And we,

553

00:23:22.229 --> 00:23:25.640

we've been successful for many years using tried and two practices,

554

00:23:25.650 --> 00:23:25.760

you know,

555

00:23:25.770 --> 00:23:27.099

creating redundancy,

556

00:23:27.130 --> 00:23:27.810

creating,

557

00:23:27.819 --> 00:23:28.000

you know,

558

00:23:28.010 --> 00:23:31.150

lean methods and just muscling our way to make things happen.

559

00:23:31.380 --> 00:23:32.680

But there's just so many,

560

00:23:32.689 --> 00:23:33.989

we are failing ourselves.

561

00:23:34.000 --> 00:23:35.890

If we don't continue to look to,

562

00:23:35.900 --> 00:23:36.099

you know,

563

00:23:36.109 --> 00:23:37.719

industry and academic partners,

564

00:23:37.729 --> 00:23:38.119

how,

565

00:23:38.130 --> 00:23:38.319

how,

566

00:23:38.329 --> 00:23:39.979

how we can do this better in the future?

567

00:23:39.989 --> 00:23:42.319

What are the new things that we have not yet tapped into?

568

00:23:42.329 --> 00:23:43.359

And this for,

569

00:23:43.369 --> 00:23:43.829

you know,

570

00:23:43.839 --> 00:23:45.839

a great opportunity for us to digest some of that,

571

00:23:45.849 --> 00:23:48.959

make some contacts and find ways that we can make ourselves better.

572

00:23:49.550 --> 00:24:02.569

I would have to assume just this is more of an outside person looking in is that the United States Marine Corps needs to be the most agile of all the services just based on the mission and what you're required to do.

573

00:24:02.579 --> 00:24:04.729

So I could see where it kind of fits.

574

00:24:04.739 --> 00:24:06.770

Not that the other services don't need to be agile,

575

00:24:06.780 --> 00:24:07.510

of course they do,

576

00:24:07.520 --> 00:24:08.520

but you particularly,

577

00:24:08.530 --> 00:24:11.969

you're always on the balls of your feet right from a mission standpoint,

578

00:24:12.430 --> 00:24:16.130

as you look ahead to the mission of what the Marines actually do.

579

00:24:16.209 --> 00:24:21.300

How do you envision taking your experience and knowledge that you gain here?

580

00:24:21.310 --> 00:24:21.540

The,

581

00:24:21.550 --> 00:24:21.800

you know,

582

00:24:21.810 --> 00:24:29.560

the the thesis that you're writing your interaction with others to create a more agile supply chain for the Marine Corps.

583

00:24:29.569 --> 00:24:30.219

Like how do you,

584

00:24:30.229 --> 00:24:32.140

how do you see translating that,

585

00:24:32.489 --> 00:24:39.839

that new knowledge and experience back into just the specific ability to be more agile or my next job kind of,

586

00:24:39.849 --> 00:24:42.300

as I mentioned is a very headquarters uh job,

587

00:24:42.310 --> 00:24:44.310

I'll be going up to look at kind of the corporate level,

588

00:24:44.319 --> 00:24:47.810

enterprise level of the Marine Corps and we'll be looking at programs and we say,

589

00:24:47.819 --> 00:24:47.880

hey,

590

00:24:47.890 --> 00:24:49.550

what do we acquire that makes us there?

591

00:24:49.560 --> 00:24:49.810

So,

592

00:24:49.819 --> 00:24:50.140

you know,

593

00:24:50.150 --> 00:24:54.400

the exposure to some of the capabilities I think allows us to shop around for,

594

00:24:54.410 --> 00:24:54.599

you know,

595

00:24:54.609 --> 00:24:57.579

best in class things and optimized practices.

596

00:24:57.709 --> 00:25:08.390

One of the things that I think would have been the most beneficial to me since I've been here that I see the immediate application for is uh kind of the intersectionality of the science behind uh supply chain management.

597

00:25:08.719 --> 00:25:10.459

We do a lot of art and you know,

598

00:25:10.469 --> 00:25:13.099

the art of it like what's the operationalization of it?

599

00:25:13.109 --> 00:25:16.000

And and when we talk about it in Doctrine in the Marine Corps.

600

00:25:16.010 --> 00:25:18.579

But here there's really Penn State.

601

00:25:18.589 --> 00:25:23.569

The program here has a fantastic way of creating scientific methods to say this is what the research says.

602

00:25:23.579 --> 00:25:25.660

This is the research way that is proven.

603

00:25:25.670 --> 00:25:27.439

This is this is a method that you can take.

604

00:25:27.449 --> 00:25:29.660

So you look at something like network optimization.

605

00:25:30.040 --> 00:25:32.430

A lot of times we we find ourselves as marines.

606

00:25:32.439 --> 00:25:32.650

Well,

607

00:25:32.660 --> 00:25:32.770

hey,

608

00:25:32.780 --> 00:25:33.609

let's figure it out.

609

00:25:33.619 --> 00:25:40.859

Let's let's let's let's muscle this thing in and let's make it work and we'll use the austere resources that we have to make this thing function.

610

00:25:41.130 --> 00:25:43.430

But there's all sorts of tools out there.

611

00:25:43.439 --> 00:25:45.589

You look at things like gams that I didn't know existed.

612

00:25:45.599 --> 00:25:45.829

You know,

613

00:25:45.839 --> 00:25:52.880

there's ways that you can do this with finesse and save the Marine Corps money and create a more agile supply chain by making better use of resources.

614

00:25:52.989 --> 00:25:56.500

And that to me is the most um applicable skill set.

615

00:25:56.510 --> 00:25:57.790

I've picked up so far.

616

00:25:58.030 --> 00:26:06.329

I would just like to add the Marine Corps sent us here for a reason and they want essentially a payback with the education that we received here.

617

00:26:06.660 --> 00:26:07.010

And they,

618

00:26:07.020 --> 00:26:09.390

they're strategically putting us in places where,

619

00:26:09.400 --> 00:26:11.550

where we can make impacts and,

620

00:26:11.560 --> 00:26:17.300

and taking the knowledge that we learned here from whether it's data analytics or demand forecasting wherever that is,

621

00:26:17.310 --> 00:26:29.560

and whatever portfolio we have is how I think we can create change and discuss the things we learned here in the concepts to put it into the procedures that are now because a lot of times you have just like any other organization,

622

00:26:29.569 --> 00:26:40.219

you have a silo of thinking or decision making and bringing that all together with what we learned here to see what right can look like and apply that to the military supply chain is,

623

00:26:40.229 --> 00:26:40.530

is,

624

00:26:40.540 --> 00:26:41.319

is crucial.

625

00:26:41.329 --> 00:26:44.260

And I think that's what Sean and I both look forward to doing after leaving here.

626

00:26:44.930 --> 00:26:45.109

Well,

627

00:26:45.119 --> 00:26:46.910

I'm glad you brought up return on investment.

628

00:26:46.920 --> 00:26:48.489

So I'm gonna make a shameless plug here.

629

00:26:48.500 --> 00:26:52.589

I hope this podcast ends up on General Banter's laptop sometime.

630

00:26:52.599 --> 00:26:53.010

Hey,

631

00:26:53.020 --> 00:26:53.430

look,

632

00:26:53.719 --> 00:26:54.260

you know,

633

00:26:54.270 --> 00:26:55.439

he's the one who sang here,

634

00:26:55.449 --> 00:26:56.650

I assume right at some point,

635

00:26:56.660 --> 00:26:57.819

buck stopped somewhere.

636

00:26:58.119 --> 00:26:59.829

And uh for those of you don't know,

637

00:26:59.839 --> 00:27:04.380

General Banta is the deputy commandant for installation and logistics for United States Marine Corps.

638

00:27:04.390 --> 00:27:05.530

I have never met him,

639

00:27:05.540 --> 00:27:06.900

but I heard nice things about him.

640

00:27:06.910 --> 00:27:14.819

I did know pretty much the last five DC Ils and I think four of those five were all graduates of this program.

641

00:27:14.829 --> 00:27:17.380

So we have a bit of a track record with that status.

642

00:27:17.390 --> 00:27:24.204

But I hope this ends up on his desk so he can actually hear that you gentlemen weren't just here on vacation in Beautiful State College,

643

00:27:24.214 --> 00:27:24.915

Pennsylvania.

644

00:27:24.925 --> 00:27:30.375

You're actually doing some really hard work and you're bringing some real cool skill sets back to the United States Marine Corps.

645

00:27:30.385 --> 00:27:31.055

When you're done.

646

00:27:31.064 --> 00:27:34.944

I want to turn it back over to you for some final thoughts that you'd like to share with our listeners.

647

00:27:34.954 --> 00:27:38.275

Anything that I didn't ask or anything that you would like to,

648

00:27:38.285 --> 00:27:38.295

uh,

649

00:27:38.415 --> 00:27:41.295

to add to uh to the flavor of this podcast.

650

00:27:41.824 --> 00:27:43.734

I'll go ahead and start one.

651

00:27:44.329 --> 00:27:45.709

Just thanks for having us on and,

652

00:27:45.719 --> 00:27:46.439

and again,

653

00:27:46.449 --> 00:27:48.439

this has been an amazing opportunity.

654

00:27:48.449 --> 00:27:48.500

I,

655

00:27:48.510 --> 00:27:49.939

I would just say to the listeners,

656

00:27:49.949 --> 00:27:50.109

you know,

657

00:27:50.119 --> 00:27:52.160

I always focus on improving the supply chain,

658

00:27:52.170 --> 00:27:53.069

making things better.

659

00:27:53.270 --> 00:27:55.959

Don't accept things the way they are and,

660

00:27:55.969 --> 00:27:57.520

and your recommendations matter.

661

00:27:57.530 --> 00:28:00.449

I think the creativity and innovation moving forward are,

662

00:28:00.459 --> 00:28:02.270

are crucial to us getting better.

663

00:28:02.280 --> 00:28:07.079

Um and being agile and in everything that we do thing I'd like to add in.

664

00:28:07.089 --> 00:28:07.859

Um just,

665

00:28:07.939 --> 00:28:08.180

you know,

666

00:28:08.189 --> 00:28:19.489

coming to Penn State and the day I found out I was coming to Penn State was one of the coolest moments in my Marine Corps career and that's on top of deployment that's on top of swimming off the back of an LHD in the middle of the South China Sea.

667

00:28:19.689 --> 00:28:22.650

Uh It's coming here was so exciting because,

668

00:28:22.660 --> 00:28:22.989

you know,

669

00:28:23.000 --> 00:28:23.239

hey,

670

00:28:23.250 --> 00:28:23.640

this is a,

671

00:28:23.650 --> 00:28:24.920

this is an elite program.

672

00:28:24.930 --> 00:28:25.130

You know,

673

00:28:25.140 --> 00:28:27.900

this is a supply chain degree from here means something to people.

674

00:28:27.910 --> 00:28:34.979

And the value that you get out of this has immediate return on investment and future return on investment that I probably haven't even read in the future too.

675

00:28:34.989 --> 00:28:36.670

And coming here,

676

00:28:36.680 --> 00:28:38.920

I found out very quickly why it's the program.

677

00:28:38.930 --> 00:28:39.660

It's the staff,

678

00:28:39.670 --> 00:28:47.579

they've been super welcoming to us and just the amount of information that I've been able to learn over the course of a year that they've helped me get to.

679

00:28:47.589 --> 00:28:48.300

Like,

680

00:28:48.310 --> 00:28:48.780

it's,

681

00:28:48.790 --> 00:28:49.810

I can't say enough,

682

00:28:49.819 --> 00:28:53.650

like I the things that I'm able to use in a sentence and talk about comfortably now,

683

00:28:53.660 --> 00:28:57.219

I didn't even know existed last year at this time when I was worried about like,

684

00:28:57.229 --> 00:28:57.459

you know,

685

00:28:57.469 --> 00:29:00.939

marine's dental readiness across uh the Cross Marine Square Station,

686

00:29:00.949 --> 00:29:01.449

New River.

687

00:29:01.459 --> 00:29:06.109

So kudos to the team here and just a fantastic opportunity for both of us.

688

00:29:06.349 --> 00:29:07.030

So uh when,

689

00:29:07.040 --> 00:29:08.239

when I got selected summer,

690

00:29:08.250 --> 00:29:09.900

Sean had some people call me and they said,

691

00:29:09.910 --> 00:29:10.130

hey,

692

00:29:10.140 --> 00:29:11.079

be a B student,

693

00:29:11.089 --> 00:29:12.140

take some time off,

694

00:29:12.150 --> 00:29:12.390

just,

695

00:29:12.400 --> 00:29:14.069

just relax when you get there.

696

00:29:14.079 --> 00:29:15.280

And you know,

697

00:29:15.290 --> 00:29:17.459

you think about that and soon as you get here,

698

00:29:17.469 --> 00:29:21.150

you do quite the opposite because it's such a great education from,

699

00:29:21.160 --> 00:29:25.969

from the faculty and staff that you just want to get more and more and more.

700

00:29:25.979 --> 00:29:29.060

So I just uh appreciate everything that this institution has,

701

00:29:29.069 --> 00:29:32.739

has given to us and we look forward to the next five or six months here.

702

00:29:33.420 --> 00:29:33.959

Well,

703

00:29:34.130 --> 00:29:39.939

I know by experience because I've had all of the Marine Corps fellows for the last 89 years in my class.

704

00:29:40.119 --> 00:29:42.869

There is no relaxing in Professor Tracy's class,

705

00:29:42.880 --> 00:29:43.270

right?

706

00:29:43.349 --> 00:29:48.390

And I saw you both laughing as they say that um you're in graduate school,

707

00:29:48.400 --> 00:29:48.719

right?

708

00:29:48.729 --> 00:29:49.479

This is chess.

709

00:29:49.489 --> 00:29:50.550

This ain't checkers.

710

00:29:50.560 --> 00:29:55.119

So uh and I'm pretty sure my colleagues again who are all graduate faculty,

711

00:29:55.329 --> 00:29:55.939

you know,

712

00:29:56.069 --> 00:29:57.199

uh it's the same experience.

713

00:29:57.209 --> 00:30:03.670

So whoever told you that Adam really came from a very naive perspective of what it's like to be in grad school.

714

00:30:03.680 --> 00:30:05.390

My final thoughts in closing here,

715

00:30:05.400 --> 00:30:10.030

we are certainly very proud of all of our master's degree supply chain management graduates,

716

00:30:10.040 --> 00:30:14.020

but we're particularly proud of our Marine Corps fellows as a cohort again,

717

00:30:14.030 --> 00:30:14.839

going back many,

718

00:30:14.849 --> 00:30:15.709

many years,

719

00:30:15.819 --> 00:30:18.189

they've all been wonderful people to have here.

720

00:30:18.199 --> 00:30:19.640

They've all done great work.

721

00:30:19.709 --> 00:30:22.189

They've all gone back into the Marine Corps again.

722

00:30:22.199 --> 00:30:26.400

I talked about the track record for promotion within the Marine Corps,

723

00:30:26.410 --> 00:30:27.849

having gotten their degrees here.

724

00:30:27.859 --> 00:30:31.510

And I know that they've all done great work in the Marine Corps too.

725

00:30:31.660 --> 00:30:36.689

We love to keep in touch and I'm still in touch with many of our former Marine Corps fellows for our podcast audience.

726

00:30:36.699 --> 00:30:36.910

Again,

727

00:30:36.920 --> 00:30:40.760

just to remind you today's guests were Lieutenant Colonel Michael Adam Taylor.

728

00:30:40.770 --> 00:30:41.869

He goes by Adam.

729

00:30:42.020 --> 00:30:46.670

He's a University of West Florida graduate and soon to be a graduate of Penn State University.

730

00:30:46.680 --> 00:30:50.099

So he's going to have his Penn State pet and Major Sean o'rourke,

731

00:30:50.109 --> 00:30:52.780

who's a graduate of Minnesota again,

732

00:30:52.790 --> 00:30:54.810

going back into the Marine Corps as well.

733

00:30:54.819 --> 00:30:57.150

Soon to be a graduate of our master's degree program.

734

00:30:57.160 --> 00:30:57.630

Gentlemen,

735

00:30:57.640 --> 00:30:59.849

thank you for your service to the country again.

736

00:31:00.020 --> 00:31:10.900

Thank you for joining us today and soon to be congratulations on being a graduate Marine Corps fellows and master's degree holders from the Meal College of Business and the Department of Supply Chain Information Systems.

737

00:31:10.979 --> 00:31:11.979

Thanks again for having us.

738

00:31:11.989 --> 00:31:12.530

This is great.

739

00:31:12.790 --> 00:31:13.369

Absolutely.

740

00:31:13.380 --> 00:31:14.189

Thank you very much.

741

00:31:17.810 --> 00:31:24.630

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742

00:31:24.689 --> 00:31:27.239

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743

00:31:27.250 --> 00:31:30.180

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744

00:31:30.260 --> 00:31:36.119

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