



# APICS2013

**Advancing Global and  
Virtual Supply Chain Team  
Performance**

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## AGENDA

- Introduction
- Supply Chain Perspective
- Why global and virtual teams are increasing
- Virtual Teams Research Survey
- Top issues in managing global and virtual teams
- Dealing with cross-cultural and virtual team communication challenges
- Best practices in managing global/virtual teams
- Conclusion and Q&A

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## Introduction

### 3 Stages of Globalization

1. Colonization (Countries being the agents of globalization)
2. Multinational (Large MNCs being the agents of globalization)
3. Individuals and small groups (global and virtual teams) leading globalization

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## Supply Chain Perspective

- Human Capital and Talent - Material
- Talent Acquisition - Sourcing and Procurement
- Near term future is uncertain – Master Schedule and Pipeline
- Demand for Talent – Can be a Bottleneck in hot regions
- Flexible and adaptable – Material Substitution

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## Global and virtual teams are increasing

Companies are increasingly challenged to align and manage international teams to achieve desired business goals. Viable business reasons facilitating the increased usage of global teams include:

- Endless pressures to boost workforce profitability and performance
- Collaboration across functions (operations, supply chain, HR, finance etc.) on enterprise initiatives
- Increased global business and political risk and uncertainty
- Changing workforce demographics, mobility and talent trends
- Utilization of outsourcing, shared services and contractors to lower costs and improve productivity
- Rising costs of health care and pensions
- Technology innovations (SaaS, cloud, virtual teams etc.) that enable new ways to work

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## Virtual/Global Teams Survey

Research Survey confirms an increase in the utilization of virtual teams due to:

- Organizations managing global projects today are navigating increased business and political risk
- Cross-functional (business/technology) teams implementing global projects are being constantly challenged to 'do more with less'
- Outsourcing of manufacturing and logistics continues to grow, especially in the energy and chemical sectors

Survey performed by Chronos Consulting

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## Top Issues in managing global and virtual teams

Organizations should be aware of the following issues when their projects managers lead globally dispersed teams:

- Managing social and professional interpersonal issues across distances
- Navigating disparate locations, geographies, time-zones and between cultures
- Building trust and a shared sense of purpose with virtual teams

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## Dealing with cross-cultural and virtual communication challenges

Cross-cultural communication issues can delay and sometimes disable projects if not handled properly. This is particularly applicable when managing global/virtual and cross-functional (business/technology) teams across multiple functions. Following are some important points to consider:

- Communication style differences
- Different attitudes toward conflict
- Cultural variances in task completion and hierarchy
- Decision-Making

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## Best practices in managing global/virtual teams

Operating in a virtual/global team setting is very different from operating in a traditional work environment.

1. Acquire top management support
2. Define a clear vision for the project
3. Address cross-cultural and virtual communication issues
4. Establish team norms and values
5. Develop a collaborative environment
6. Encourage and reward openness and innovation

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Thank you. Questions?



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- For more information, please go to:
- <http://www.chronosconsulting.org/dl/Chronos%20Consulting%20FSC%20White%20Paper.pdf>

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## Survey



[www.tinyurl.com/kmd5lrs](http://www.tinyurl.com/kmd5lrs)

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