



2,000 Commandeer the Pier

Welcome to the windy city and our biggest World Congress ever!

We're proud to announce that this year's event boasts a record-breaking number of attendees. You'll have over 2,000 contracting professionals to network with this week. And networking is a huge aspect of this year's theme: *Enriching Our Community through Inspired Collaboration*. By coming together and learning from each other we make the contract management community even stronger. That's why every breakout session includes an interactive component. You also won't find any general session panels this year—our new Main Stage Discussions are much more lively, action-packed, and involve you, the audience member. You're sure to leave here inspired, reinvigorated, and ready to bring what you've learned back to the office.

We officially kicked things off yesterday with our Contract Management Career Fair, followed by opening keynote speaker, Vice Admiral David H. Lewis. Attendees then made their way to the exhibit hall for the official ribbon-cutting and opening reception, and then on to the NCMA Collaborate Kickoff with gorgeous rooftop views of the lake. (Have you heard about Collaborate, our exclusive members-only social networking and resource site? Check it out at www.ncmahq.org/collaborate.)

Hopefully you'll be joining us tonight for *NCMA Celebrates*, an evening of 1920s-style tomfoolery. It's being held at Untitled, a nearby speakeasy/supper club with the largest American whiskey collection in the world! Gatsby-inspired attire is encouraged, but not required. Stop by the registration desk to inquire about tickets—they're selling out fast!

For instant access to all the information you need to know about World Congress, including up-to-the-minute event updates, schedule information, exhibitor lists, speaker information, maps of the Navy Pier, FAQs, information on local attractions, and much more, download the official NCMA Events app via the app store on your smartphone or device.

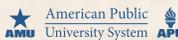
And while you're on your phone, post about World Congress on social media! Use hashtag #ncmaWC and share a little nugget of knowledge you've learned, pass on an interesting quote from a speaker, or post a selfie with our cutout of the Chicago skyline in the Livestream Lounge.

Once again, welcome to World Congress 2017—enriching our community through inspired collaboration! 

Photo above: Attendees of Sunday's Leadership Master Class: Summer Session.

Agenda Highlights

- 7:00AM–8:00AM Continental Breakfast with Exhibitors
Navy Pier, Festival Hall A
- 8:00AM–9:00AM Main Stage Keynote:
Omera Khan, Professor of Operations and Supply Chain Management, Aalborg University Copenhagen
Navy Pier, Aon Grand Ballroom
- 9:00AM–10:30AM Main Stage Discussion:
Speed Debate: NCMA Style
Navy Pier, Aon Grand Ballroom
- 10:30AM–11:15AM Refreshment Break with Exhibitors
Navy Pier, Festival Hall A
Sponsored by

- 12:30PM–2:00PM Networking Lunch
Navy Pier, Festival Hall A
- 2:00PM–2:30PM Coffee and Dessert with Exhibitors
Navy Pier, Festival Hall A
- 6:30PM–10:30PM NCMA Celebrates!
Untitled Supper Club
Sponsored by


Today's Weather

Partly Cloudy

75°



Exhibit Hall Hours Today

7:00AM–3:00PM

Social Media

-  www.twitter.com/ncma
-  www.ncmahq.org/flickr
-  www.facebook.com/ncmahq
-  www.ncmahq.org/linkedin
19,000+ members!
-  www.youtube.com/ncmahq
-  www.instagram.com/ncmahq

#NCMAwc

Conference Updates

Cancelled Sessions

It's Tough Creating a Winning Price Proposal

A04 ❖ BUSINESS ACUMEN

Fixed-Price Incentives—Are They Being Used Properly?

B02 ❖ ADVANCED CONTRACTING CONCEPTS & ISSUES

Updated Room Number

How We Bid: The Strategic Industry Decision-Making Process

B05 ❖ BUSINESS ACUMEN ❖ Room 309/311

Updated Session Title & Description

The Power of Relationships

B13 ❖ PROFESSIONAL DEVELOPMENT ❖ Room 306 ❖ Basic

Glenn Richardson, Leadership Coach and Executive Advisor, Career Partners International

Our workplaces, our organizations, and our contracting profession depends on each of us to be thoughtful and respectful in our interactions with others. Our relationships mold our experiences and have a subtle, yet powerful, impact. While building relationships isn't the only thing needed for success, the support of others has incredible virtues. Discover how to build and sustain relationships.

ACTIVITY: Small-group exercises examining the characteristics of professional vs. personal relationships, networking, followed by debriefings.

Combating the Busyness Epidemic: Feeling Better about our Time

C13 ❖ PROFESSIONAL DEVELOPMENT ❖ Room 313/314 ❖ Basic

Dominick Belfiore, CFCM, Chief Executive Officer, Moving the Stone LLC

Michelle Currier, CPCM, CFCM, Fellow, Professor of Contract Management, Defense Acquisition University

Our nation is experiencing an epidemic of mass proportion. It knows no bounds of generation, industry, geography, or gender. We are being afflicted with busyness. What can we do to address the symptoms and find a cure? Join us as we find clarity, identify our priorities, and establish systems so that we start feeling better about our time and shake the epidemic of busyness.

ACTIVITY: Together we'll work through finding the sources of this epidemic, determining how we can fight it, and creating systems that will allow us to feel better and recover from the busyness epidemic.

Room Change for Wednesday's Breakfast

7:00am–8:30am

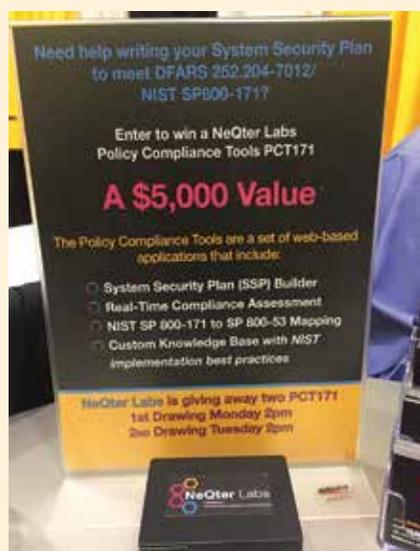
Aon Grand Ballroom, Navy Pier

Breakfast with CMLDP Graduation and Awards Presentation



NeQter Labs (Booth #907) is giving away two of their Policy Compliance Tools. This device helps companies write System Security Plans to aid in NIST SP800-171 compliance, a \$5,000 value.

The drawings will be held today and tomorrow at 2:00 pm.



New Exhibitors

Otto Trading Inc.
Booth 109

Sword & Shield Federal
Booth 825

Updated Exhibitor Booth Numbers

Unistar-Sparco Computers, Inc.
Booths 226 & 127

GSA FEDSIM
Booth 424



Our exhibitor **Distributed Solutions, Inc.** (Booth #306) will be holding a raffle today and tomorrow for a chance to win a \$50 Amazon gift card. Enter the raffle by completing their online survey via the link in the padfolio in your conference bag.

Skyscrapers & Funny Papers

Livestream Lounge



When you need a moment to relax between sessions, head to the Livestream Lounge, located next to Registration outside the Exhibit Hall. Watch the live social media feed on the big screen and see your own posts come up in real time when you use the World Congress hashtag, #NCMAwc. Commemorate your time at World Congress with a selfie in front of our giant cutout of the Chicago skyline! You can even do some networking over a quick game of Cornhole.

Annual Community Service Project, Festival Hall A

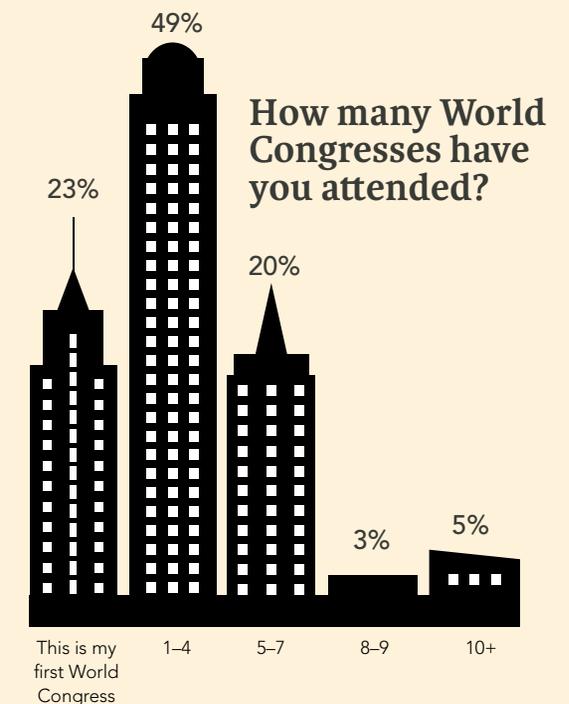
These next few days, take a moment to participate in the movement to alleviate childhood hunger. We've partnered with Blessings in a Backpack to give back to the local community this World Congress. Thank you to the following sponsors: Appian, ContractWorks, Distributed Solutions, Inc., iT1 Source, M-Files, and National Joint Powers Alliance. Visit each of their booths to gather backpack items and help us reach our goal of assembling 1,000 backpacks for the children of Chicago!



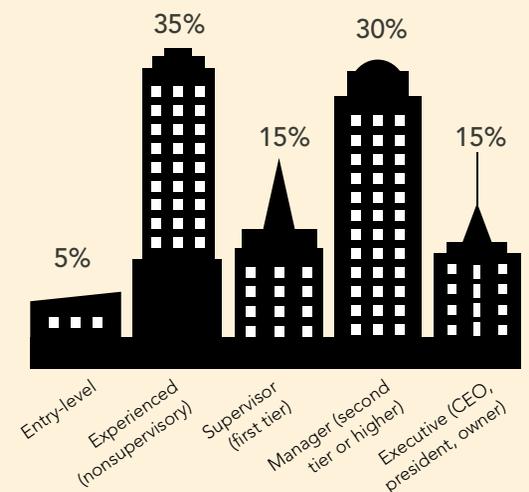
NCMA Booth, Festival Hall A

While you're roaming the aisles of exhibitors, definitely stop by the NCMA booth. If you're new to NCMA or to the World Congress experience, NCMA staff will be on hand to answer your questions. If your phone's low on power, plug into the charging station while you peruse the NCMA bookstore. Our two new titles are making their debut: *Contract Management Body of Knowledge, Fifth Edition* and *Desktop Guide to Key Contract Terms and Conditions*. And as always, we'll have raffle prizes, games, candy, and sarcastic ribbons to give your badge some flair!

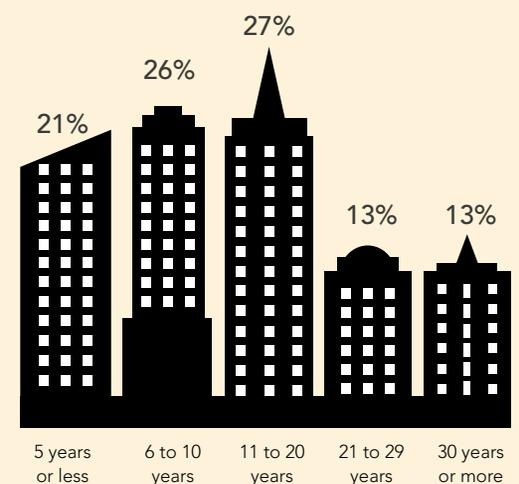
World Congress 2017 Attendee Snapshot



What's your job level?



How many years have you worked in the contract management industry?



BREAKOUT SESSION HIGHLIGHT

Many people of all ages don't identify with the stereotypical characteristics of their generation. Are you one of them? Want to move beyond the generational labels and talk about real organizational change? Check out this session:

You Just Have to Do It! Best Practices for the Next Generations

WEDNESDAY, 9:45AM

G13 · PROFESSIONAL DEVELOPMENT · Room 307 · Intermediate

Michelle Currier, CPCM, CFCM, Fellow, Professor of Contract Management, Defense Acquisition University

For organizations to not only survive but thrive, organizations have to think differently in hiring, on-boarding, employee assignments, reward systems, retaining employees, and succession planning. Hear from a panel of leaders and Generation Zers sharing their experiences, obstacles, and best practices. We need to move beyond stereotypes and talk about real organizational change.

ACTIVITY: Through video clips and a fun debate, attendees will answer the question "What Would You Do?"

Q&A With Our Monday Keynote



We chatted with this morning's main stage keynote, **Omera Khan**, professor of operations and supply chain management at Aalborg University Copenhagen, about future trends and challenges in supply chain management.



Where do you see general trends for the global supply chain and beyond? How can companies prepare themselves?

All trends can be seen under the umbrella of supply chain risk. The biggest underlying trend entailing new trends will be the fact that we have to acknowledge that the world is getting faster and faster. Thomas E. Friedman, the author of the famous book from 2005, *The World is Flat*, recently held a lecture titled, "The World is Fast." The development from "The world is flat" to "The world is fast" is putting enormous pressure on the value chain—from a supply as well as from the demand side.

The first trend is caused by **volatility**. Volatility of interest rates, currency fluctuations, political instabilities, and volatile price indexes force companies to be prepared. Increased turbulence and volatility are characteristics of the "new" normal operating environment. Twenty years ago, our operating environment was quite stable from a supplier and a demand side. Looking at the present and beyond, turbulence and volatility will continue to be a struggle for many companies. Those that do not embrace this as the new normal will fail to adapt and miss out on making the fundamental transformations that are required to succeed in this environment.

Sustainability is another trend. Consumers have become increasingly aware of the societal, environmental, and ethical implications of their purchasing decisions. They are more committed and expect brands to provide more transparency of the resource footprint, as well as a whole host of other ethical issues. In the Western world, this could mean that supply chains become more local and companies may prefer to invest in local-to-local alternatives, especially for transportation. A business's location needs to be considered. If the business is located in Asia, does this entail taking the entire supply chain to Asia? A sustainable supply chain will force companies to rethink how they design, source, make, and deliver in a manner that is accepted by consumers and governments. Companies may well develop clusters of activities in these locations rather than just taking one view for all, which may also help to deliver in real time.

Increased **complexity** is a trend that companies must manage. Whether the complexity comes from a too-wide product range, too many suppliers, or too many components, in order to serve the demand successfully, we must seek ways that allow us to reduce complexity while at the same time giving customers precisely what they desire. Managers should focus on micro-segmenting the supply chain to deliver to demand. How can complexity in processes,

in the supply chains, within the range, in delivery be reduced? A good starting point is a more flexible supply chain that is more work-in-progress. Risks might be reduced if the production is shifted toward a production on demand rather than making finished products.

If we think about trends that are affecting us globally, we have to consider **economic and population growth in emerging markets**. It is directly connected to growth in consumption and an increasing spending power. Most supply chain models are generally designed to be Western-centric. To capitalize on growing markets, these

business models have to be adapted. A more Asian-centric mindset is required. The BRIC economies (Brazil, Russia, India, and China) are the ones that particularly companies in the Western world need to focus on. It is a known fact that the infrastructure to reach all this population is currently not very good. Supplying these markets is a challenge. How can remote locations in Brazil or Mexico be reached? Nestlé, as an example, has set up pop-up stores on barges to supply remote communities in the Amazon River region.

Reshoring/ Nearshoring is a trend that is becoming quite significant and could also be linked to the trend of 3D printing, for example. 3D printing is going to help facilitate reshoring/nearshoring as it offers new opportunities and allows mass customization,

resulting in a more flexible supply chain that meets customer requirements at multiple locations with multiple transportation models at different times. The supply chain can adapt easily to changing circumstances and can meet customer demand within a day or two. If 3D printers are available in customers' homes, we are seeing a very different supply chain: Consumers start becoming producers or "prosumers." What does this mean for the companies? Plan, source, make, deliver will always be there, but probably no longer in a physical sense, but rather virtual. This implies a need for very strong partnerships covering the entire spectrum of the supply chain from *plan, source, make, deliver*, and also re-manufacturing, recycling, etc.

As product lifecycles are getting shorter, **product clockspeeds** will determine the number and the nature of the supply chains. Supply chains need to be aligned by product and functional segments. The winners of the future will have the same number of distinct supply chains as there are numbers of product clockspeeds. From a fashion/textile point of view, this has already been considered in the past; fashion is more of a pioneer in this context compared to other industries. The world is fast now, but for the fashion supply chains, it has already been fast for 15–20 years. But even in fashion,

We must recognize that the new normal operating environment is one that is characterized by a higher level of turbulence, volatility, and uncertainty. Embrace it!

Q&A With Our Monday Keynote

silos have to be broken down and an integration of the process is needed to respond quickly to customer demand.

These trends should not be viewed in isolation; the combined impact of the trends creates even new trends, risks, and opportunities.

What developments are coming from the demand side? What challenges can we expect?

Shared information, facilitated by social media, will be the main challenge. Companies have to deal with increasing data volumes and need to use it for their own purposes. Besides a rapid adoption of supply chain technology capabilities, they have to learn how to collaborate with their networks. It is not a one-to-one approach anymore; instead, it's a one-to-many approach. Information is delivered in real time to thousands of businesses. Customers are sharing their latest purchases. Today, companies must capture this data, but not all are readily equipped. A close-loop feedback process with a breakdown of internal silos is needed. Traditional enterprise resource planning (ERP) systems and portals could become the technology of the past. Using information shared on social media platforms to better inform the supply chain team is key for the relevant stages in the design/procurement/service cycle. We will move from a production-oriented to a service-oriented supply chain.

The new "normal" environment is unpredictable and very uncertain. Consequently, current forecasting methods are very much outdated. Capabilities will therefore be determined by:

- ~ How to get visibility of what the consumers are actually favoring in real time?
- ~ How to incorporate this information into the supply chain and service their demands?

There will be a lot more co-creation between consumers and producers and better collaboration in the value chain. The detailed knowledge of the individual consumer or the respective customer segments and how to service them will be important.

What is your vision of the future of supply chain management?

The supply chain of the future will be faster, virtual, collaborative, and transparent. It will consist of more advanced technology to make, move, and remanufacture. Technology will aid the speed of manufacturing, availability, and awareness of products. Shifting centers of gravity in supply chains will force us to redesign our supply chain models, and further developments in social media will challenge us to rethink our marketing and retailing strategies, for example. The future supply chain could be seen as an information demand chain, where information on demand is captured, packaged, and shipped in real time as much as possible—using the skyway rather than highways to reach even the most remote locations.

We may see the rise of supply chain clusters in some industries to support more local to local sourcing. Here, academia, industry, and governments are aligned in the common goal to support the regeneration of lost local industries.

Future enterprises will require experts to track all the demand signals not only from end-customers, but also from what is trending on

popular social media sites. We can call these people supply chain gurus, social media gurus, or cloud gurus. Despite the name we give them, we need to invest in a team of people who can filter the demand signals and report to the respective supply chain functions. They are not replacing supply chain managers, procurement managers, or sourcing managers; they can be viewed as a vital addition. We need a team dedicated to this that can react immediately.

More generally, we must recognize that the new normal operating environment is one that is characterized by a higher level of turbulence, volatility, and uncertainty. Embrace it! We must develop the skills and capabilities that allow us to be fast, flexible, resilient, and give us the options to adapt to situations so that newer and more interesting opportunities emerge.

If we take the textile and fashion supply chain as an example, there are large elements of the supply chain that cannot be sped up. Unless you 3D print, you probably cannot weave or knit fabrics any faster than the conventional machines are already doing it today. Large parts of the supply chain will remain the way they are. But we have to think about how to source, plan, and deliver smarter than ever before. This is the challenge. Micro-segmentation is one idea how we try to go back to basics. How have things been done before in a less complex environment? The world is changing—we just have to be prepared to be disrupted and see the opportunities! **DN**

The image shows the cover of the book 'Mastering Contract Management: Contract Management Body of Knowledge (CMBOK) 5th Edition' published by NCMA. The cover features a dark background with several interlocking gears of different colors (green, blue, red, grey). Inside the gears are icons of people. A person in a dark suit is shown from the back, pointing towards the book cover. The text on the cover includes 'MASTERING CONTRACT MANAGEMENT' at the top, 'CONTRACT MANAGEMENT BODY OF KNOWLEDGE (CMBOK)' in the middle, and 'NCMA 5th Edition' at the bottom.

Check out the new fifth edition of the *Contract Management Body of Knowledge (CMBOK)* at the NCMA Booth in the Exhibit Hall.

WWW.NCMAHQ.ORG/BOOKS

Spot the Difference

Can you spot the SEVEN differences in these images of Chicago at sunrise? The answer will be in tomorrow's *Daily News*.

