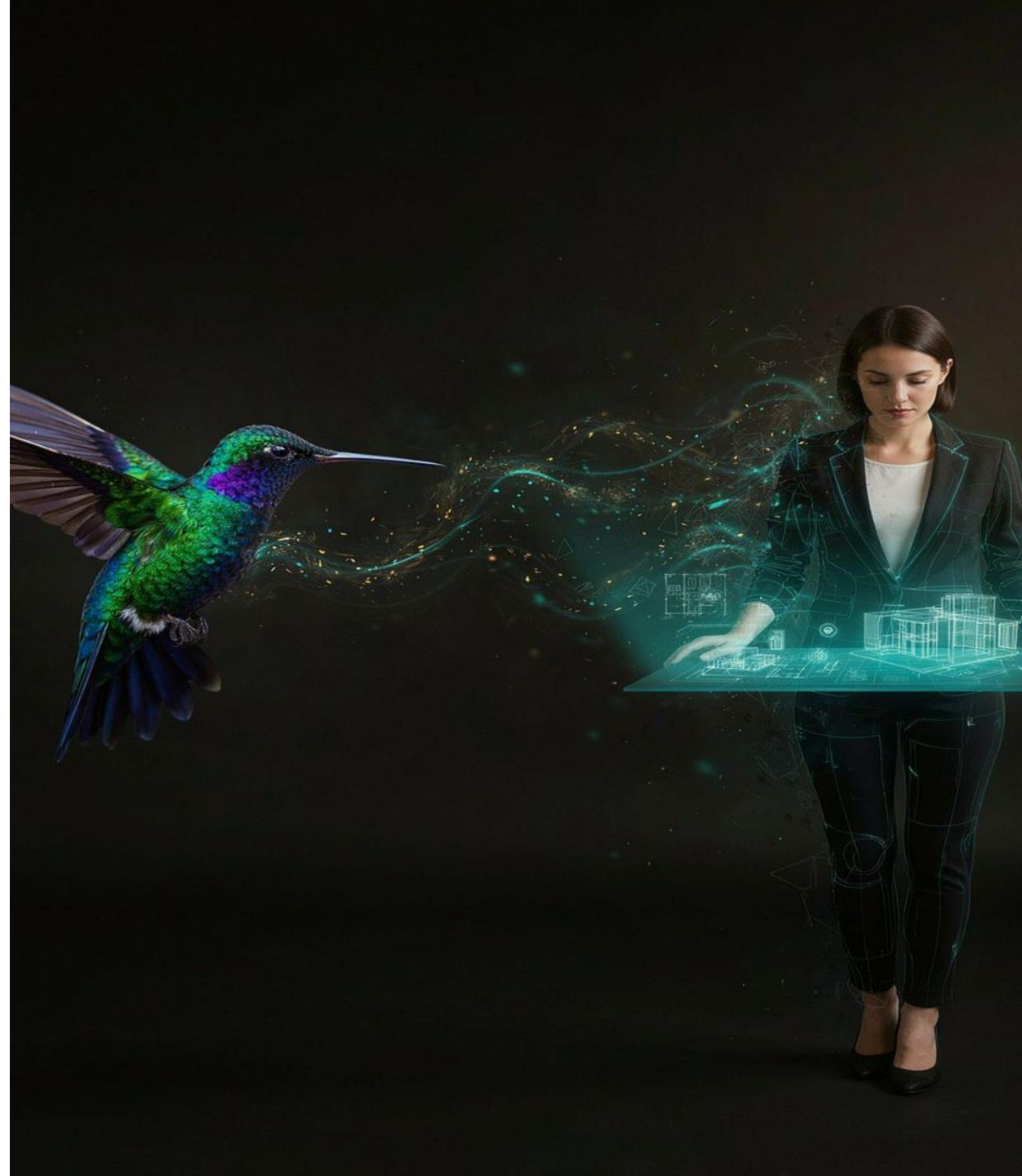


From Hummingbirds to Architects

Value chains designed not simply to survive disruption,
but to create value through it.

Arun Sudheendran
Procurement Director
McCormick Australia



2020 changed the operating system

Our supply chains did not fail because people were slow. They failed because the system was designed for a world that no longer existed.



We became expert
firefighters

Expedite

Escalate

Renegotiate

Repeat

Firefighting, however heroic,
is not a sustainable operating model





Enter- Hummingbird

- Macro-to-micro intelligence
- Consumer value-centric design
- Dynamic strategic sourcing
- Integrated P&L ownership

A hummingbird is one of nature's most extraordinary engines.

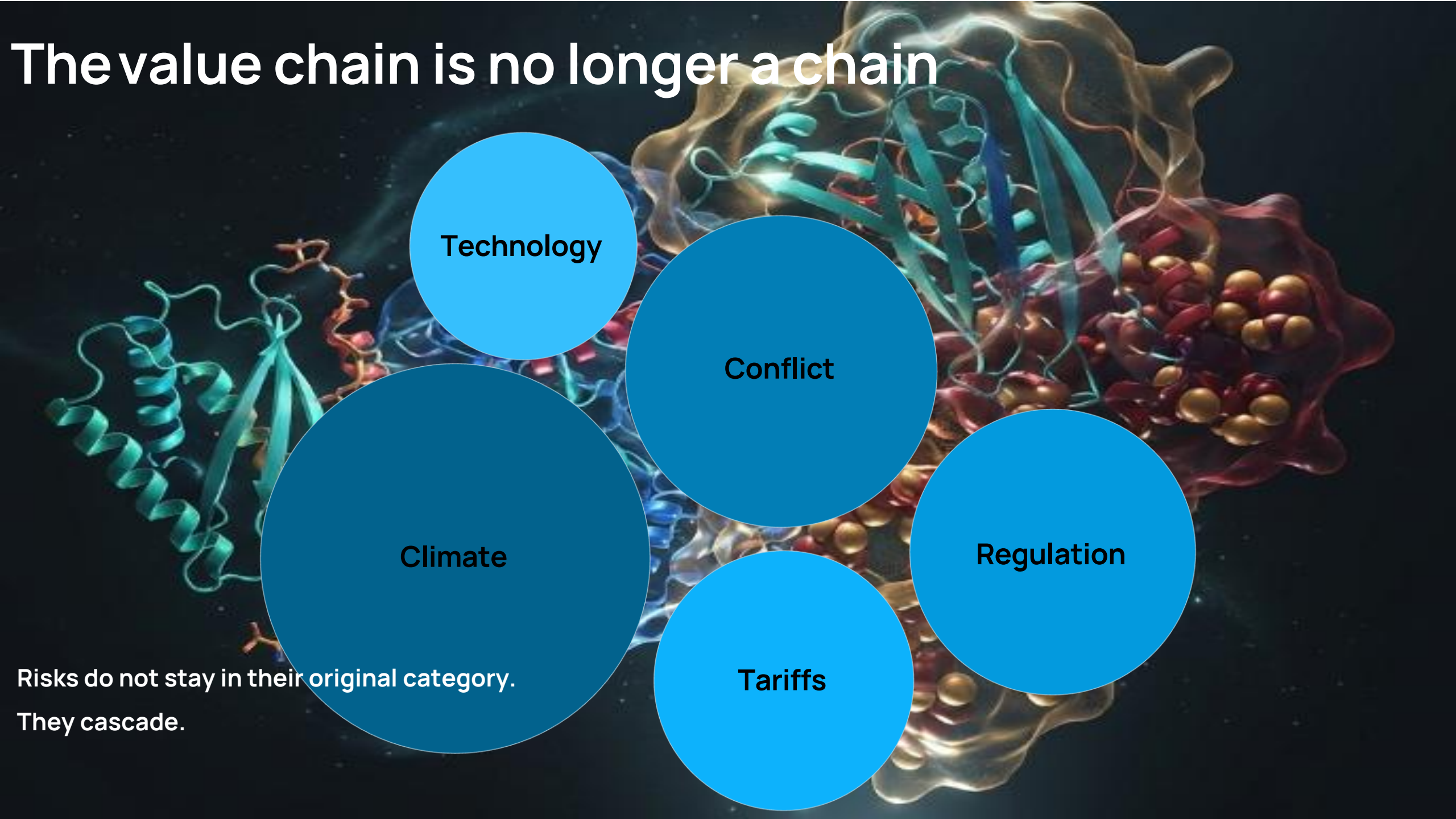
It can move forward, backward, sideways, and hover with remarkable precision and efficiency, even in unstable conditions.

Hummingbird gave us Speed & Agility

Agility is no longer a differentiator. It is the minimum cost of entry



The value chain is no longer a chain



Technology

Conflict

Climate

Regulation

Tariffs

Risks do not stay in their original category.
They cascade.

From crisis response to systemic architecture

Responding to risks → Designing for risks



A practical framework for emerging risk



The maturity question changes everything.

A risk register records danger. A maturity model reveals readiness.

1

Nascent

2

Progressing

3

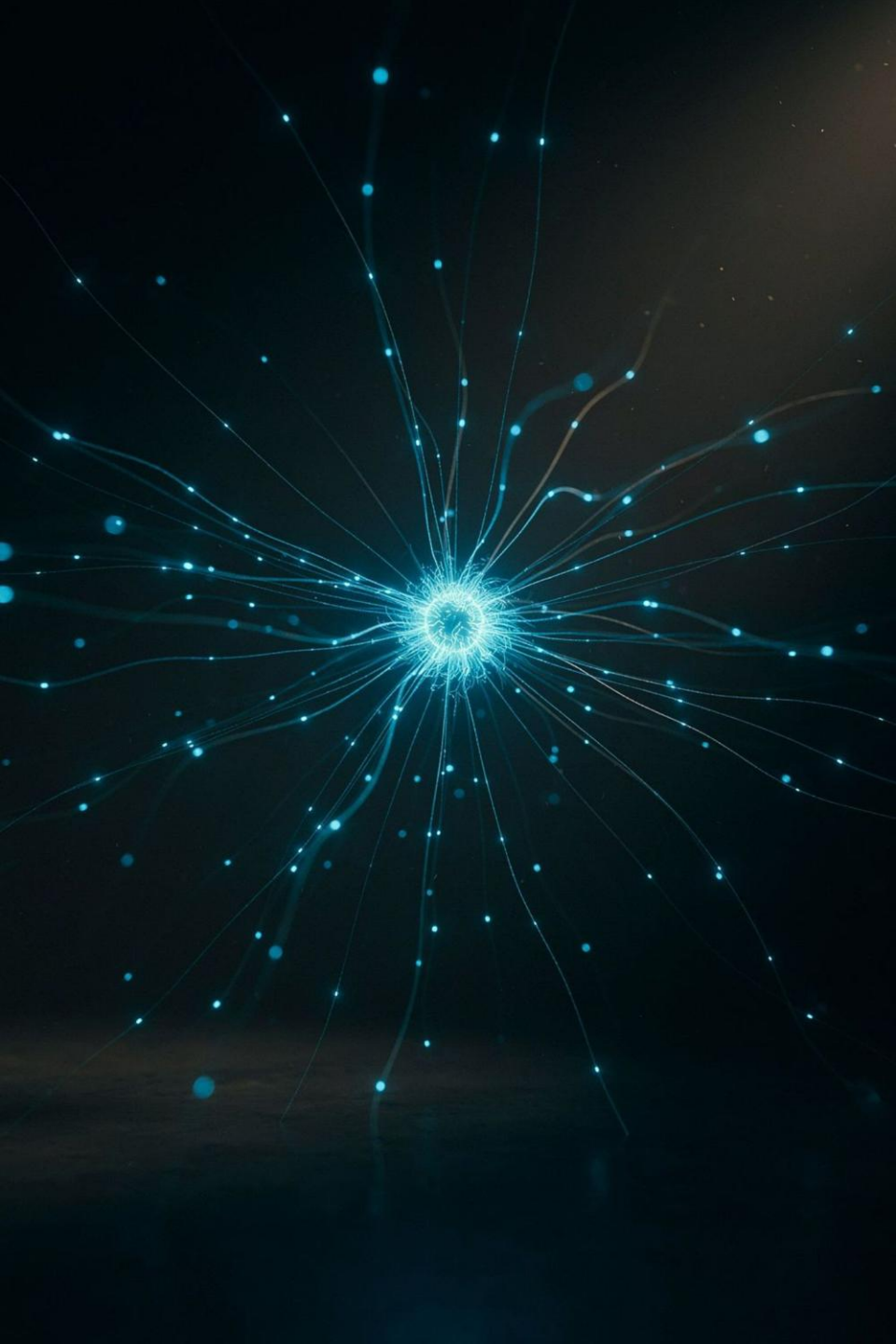
Established

4

Leading

5

Pioneering



AI turns noise into options.

Sense

Connect

Simulate

Recommend

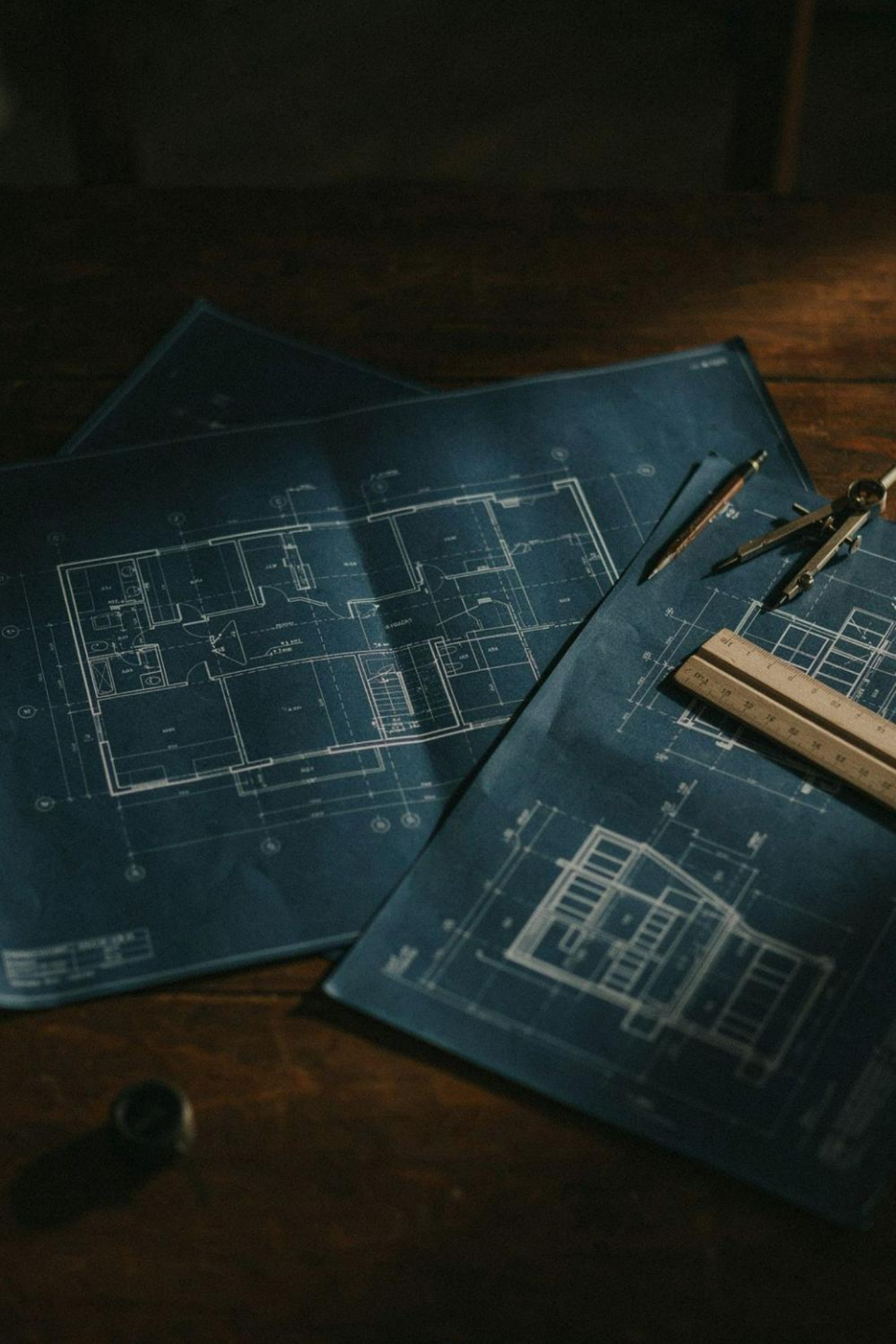
AI does not replace judgment.
It gives judgment more time, more context, and more choices

The best response begins before the headline.

- Predesign options, owners, decision threshold, governance models
- Activate Playbooks
- Preparatory Design is the competitive advantage

The value is not in predicting every risk event perfectly.





ESG is not a reporting layer

It is design architecture.

Supplier Ecosystems

Product & Packaging
Design

Climate & Nature Risk

Human Rights &
Traceability

Enterprise Resilience

The most sustainable supply chain is not the one that reports risk best.
It is the one designed to absorb, adapt, and create value through risk.

Sense earlier. Design smarter. Lead together.



Sense Earlier

Detect weak signals before they become crises



Design Smarter

Architect resilience into every value chain decision



Lead Together

Cross-functional leadership drives systemic change

The great liberation of procurement talent

More headspace for Human Judgement, Creativity, Influence and Cross Functional Leadership



The future of procurement is not about procuring better.

It is about understanding the business better.

Architecting commercially intelligent value chains.

And orchestrating ecosystems to elevate the business.

Procurement talent must be upskilled to move from Hummingbirds to Architects



Do not wait for the next storm to upgrade the system

Hummingbirds taught us to survive the storm. The Architects will help us design what a storm can't shake.

