



# The Career Evolution of the Supply Chain Professional

Survey shows steady progress up managerial ranks, increasing responsibilities, and strong compensation gains.

**SUPPLYCHAIN**  
MANAGEMENT REVIEW

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## Background

To better understand the career evolution of the supply chain professional, *Supply Chain Management Review* surveyed 185 top executives to learn more about their backgrounds, the skill sets required both today and in the future, and the pursuits that are most useful in propelling individuals on to a successful career in supply chain management.

As initial background on survey participants, the great majority of respondents to our survey are supply chain practitioners (84%) and male (91%). Their average age is 52. The highest percentage of respondents reside in the Midwest (38%). Yet many other areas are also well-represented with many living and working in New England (10%), the Mid-Atlantic (14%), Southeast (18%) and West (10%) regions. Most senior supply chain practitioners work in a high-ranking supply chain, corporate management or procurement capacity. (See slides 2, 3, 44)

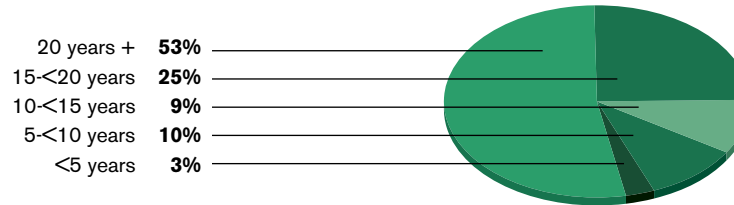
## The Career Path

Reflecting the maturity of our survey sample, many of the executives have reached the highest of rungs on the supply chain ladder and have achieved the status of president, owner, CEO, vice president, director, or other advanced managerial title. Also finding their way into the lexicon were less-common titles such as *Rationalization Engineer* and *Supply Chain Black Belt*. (Slides 6 - 14)

Longevity in the supply chain field is the norm for our survey sample and has paid dividends for them. More than one-half of those we studied (53%) have worked in the supply chain field for over 20

years and nearly four out of five (78%) have been employed in a supply chain capacity for more than 15 years. On average, these pros have worked in supply chain operations for 17 years. (Slide 4)

## Number of years employed in supply chain field

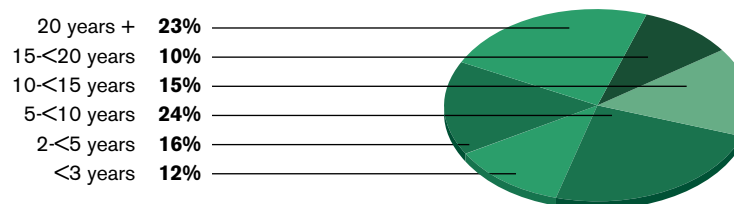


Source: Peerless Media Research Group

Average number of years: 17

As a further corroboration of the steadiness of these executives, nearly one out of four has been with their current employer for at least 20 years and one-third for at least 15 years. Overall, these high-level officials have been with their present company for an average of eleven years. (Slide 4)

## Number of years with present company



Source: Peerless Media Research Group

Average number of years: 10.8

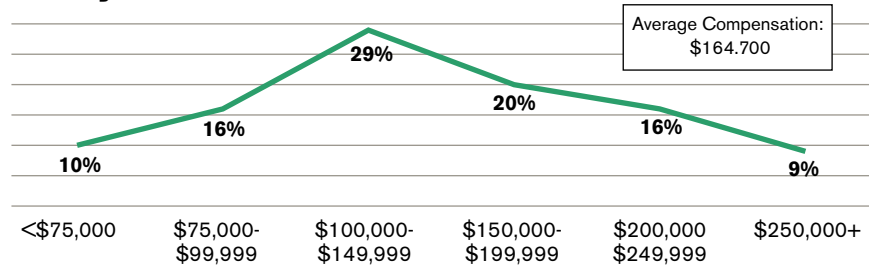
## The Career Evolution of the Supply Chain Professional

Over the course of their careers, supply chain professionals typically go through at least four different job positions (65%) with more than four in ten (42%) holding five or more different positions. Comparably, 43% have worked for at least four different employers in their career, suggesting that many job changes result in a move to a different organization. (Slide 5)

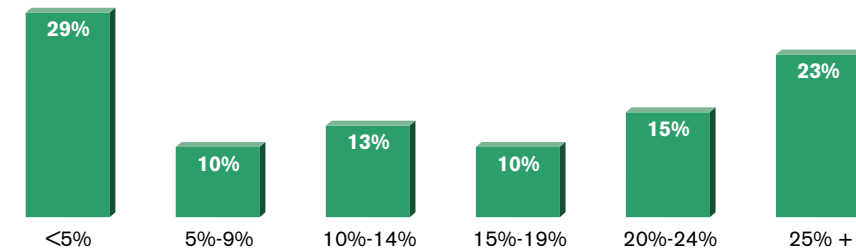
The supply chain trail has produced a substantial income for many executives in the supply chain pro-

fession. The average annual salary for supply chain professionals, including bonuses and commissions, is roughly \$165,000 with one out of four boasting a package in excess of \$200,000. For many, overall compensation includes a boost from bonuses or commissions which represents about 14% of executive's overall annual wages. Annual compensation in 2011 also contrasts quite favorably with 2010; nine out of ten saw their salaries either increase or, at the very least, stay on par with 2010. (Slides 15, 16)

### Salary



### Percent of compensation earned in bonuses, commissions, etc.



Source: Peerless Media Research Group

## No One Pathway Forward

While it may have been true at one time that all roads led to Rome, the same cannot be said of supply chain management. Our survey results reveal multiple pathways leading to a position in supply chain management—not all of them exactly straight line. One example among our respondents is the liberal arts graduate who began his career in materials management, then worked as an operations manager, which was followed by a seven-year stint as director of purchasing. For the past three years, he has been serving as director of supply chain management for a mid-sized company.



Asked about his greatest achievement, this manager singled out one particular accomplishment: Maintaining high service levels while lowering inventory levels and achieving double-digit percentage cost reductions. Our guess is that just about every manager working in the logistics/supply chain space over the past few years can relate to this. Our survey respondent cited commodity pricing as the biggest challenge, one that he has been confronting throughout much of his career.

For this industry veteran, among the key skills needed to succeed today are analytical capabilities, negotiating skills, and knowledge of international logistics. Membership in ISM has helped this person broaden his experience in these and other areas as he has journeyed on the supply chain path.

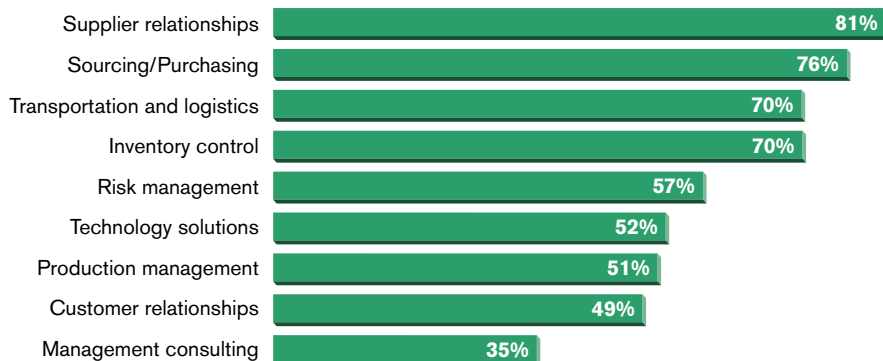
## The Career Evolution of the Supply Chain Professional

In reaching the higher levels of the supply chain hierarchy, the respondents travelled different paths—though most were supply chain related. Among respondents who are now at a top management level—CEO, President, COO, Vice President, etc.—many have risen through the ranks from operational positions involving procurement, supply chain, logistics and warehousing. A smaller number of executives rose through the ranks of sales. (Slides 6-14)

### Role and Responsibilities of Supply Chain Executives

High-ranking supply chain officials are typically heavily involved across areas that involve many phases of management, operations, and supply chain partner relations. Roughly three out of four are active in managing supplier relationships, sourcing and procurement, inventory management as well as transportation and logistics activities. Many are further responsible for the purchase and evaluation of information technology solutions, risk management assessments, production management, and customer relations. (Slide 19)

### Supply chain activities involved with



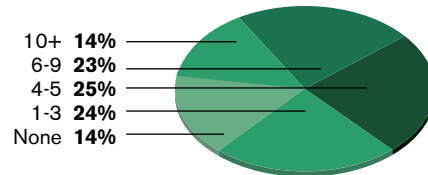
Source: Peerless Media Research Group

As the great majority of organizations (81%) participating in our study conduct commerce on an international level, it follows that, in nearly all instances, top supply chain executives (86%) play a key role in these global supply chain operations. (Slide 20)

In terms of managerial scope, these managers average eight direct reports with another 62 indirect reports. (Slide 17)

### Number of reports

#### Direct

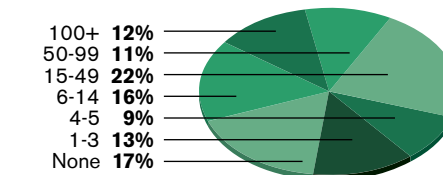


Average Number of Direct Reports: 8

Source: Peerless Media Research Group

### Number of reports

#### Indirect



Average Number of Indirect Reports: 62

## Rewards and Frustrations of Working in the Supply Chain

The executives we studied revealed that they have experienced a great sense of gratification and achievement in their work. Ranking high on the list of professional accomplishments are successes in building and creating effective, highly functioning supply chain systems and solutions; integrating supply chain functionality into the mainstream of the business; improving bottom-line performance through greater supply chain efficiencies; and increasing company profits and producing significant cost savings by negotiating more advantageous contract agreements with vendors.

Other executives pointed to the satisfaction gained through training co-workers and launching them on to successful careers or by adding business intelligence value and thought-leadership competency to their company. Here are a few of the accomplishments cited:

***“I converted our entire industry to the use of barcodes to scan their products out at the register.”***

*—VP Vendor Collaboration, Retail, 10-15 years in the supply chain field*

***“I reduced our bottom line by increasing efficiencies in our supply chain.”***

*—Plant Manager, Industrial Equipment, 20+ years in the supply chain field*

***“I established a highly responsive and flexible, Lean manufacturing system in a traditional MRP-driven, batch-oriented manufacturing operation that was historically unresponsive to customer needs and market conditions.”***

*—VP Operations, Medical Supplies, 20+ years in the supply chain field*

***“ . . . through developing my associates for positions of higher responsibility and teaching students about the career possibilities and opportunities in supply chain.”***

*—Corporate Director, Supply Chain Operations, 15-20 years in the supply chain field*

***“My greatest achievement was providing thought leadership and strategy for supply chain design on over fifty new product programs for a \$3B revenue global business.”***

*—Global Supply Chain Director, 5-10 years in the supply chain field*

## Military Experience as Launching Pad

For a number of professionals, their career in supply chain management started in the military. One survey respondent used his experience as a junior officer to land his first job as a distribution center supervisor. That led five years later to a position as logistics manager and ultimately to his current role as director of supply chain management with a salary in the \$100,000 to \$150,000 range.

Participation in professional associations is particularly important for this individual, who boasts more than 20 years of logistics/supply chain experience. He's a member of CSCMP, ISM, and APICS, noting that the affiliations with these groups provide benefits on multiple levels—networking, personal development, and exposure to best practices. The one subject he wants to become more proficient in is finance; this is the course he would take should he ever decide to go back to school.

Perhaps reflecting his early experience in the service, this Midwest-based professional takes great satisfaction in helping his people move from the supervisory to the managerial ranks. But with the successes he has experienced over his career, there have been frustrations, too. The biggest one: getting his colleagues in other functional areas of the organization to involve logistics in the entire product life cycle—not just when the goods are ready to be shipped.



## The Career Evolution of the Supply Chain Professional

The supply chain professionals surveyed appreciate acknowledgements from others within their organization as well as in their industry. And not unlike professionals in other fields, they are not shy about wanting the recognition for a job well-done. Respondents took pride in receiving such accolades as being named “Executive of the Year” for their company or being selected to an industry “Hall of Fame.” (Slides 21-27)

***“Being recognized in my company as a professional that brings value to the organization whether through improved inventory turns, solid contracts, and negotiating power to the table.”***

*—Director of Purchasing, Automotives, 20+ years in the supply chain field*

Conversely, working in supply chain operations is not without its frustrations, disappointments and personal setbacks, many of which have been fueled by market and organizational challenges.

Among the leading job challenges and aggravations: operating effectively in today’s complex global market; coping with a volatile economy; and having to deal with inferior suppliers. The list of frustrations also includes poor planning and business forecasting; operating with limited resources and outdated or

inadequate technology; cutting through corporate or government bureaucracies; job security and downsizing; and a perceived inability to effect positive change. “Selling” the benefits of the supply chain business to management was said to be one of the great challenges for supply chain administrators. Here are some other representative comments: (Slides 28-34)

***“The most frustrating part is dealing with the roller coaster cost issues of raw material pricing.”***

*—Director of Procurement, Manufacturing, 15-20 years in the supply chain field*

***“Sometimes we are asked as supply chain professionals to implement solutions driven by IT or other constraints that don’t fully meet our expectations for improvement.”***

*—Sr. Supply Chain Project Manager, 10-15 years in the supply chain field*

***“My greatest challenge is trying to convince Executive Management on the value and importance of SCM to the company and on all aspects of our business”.***

*—Director, Production Control & Logistics, Contract Manufacturing, 15-20 years in the supply chain field*

## Sales Meets SCM

The tension that can arise between sales and supply chain management could likely be eased if one side knew more about the other’s operations. One way to develop that understanding is to actually work in sales, as one of our survey respondents did for more than 20 years. This individual has had successively important roles as regional sales manager, sales and marketing manager, and head of OEM sales. (In fact, he was one of only a relatively small percentage of survey respondents who started out in sales.) Now he’s director of Global Supply Chain Operations for a major company.

This supply chain manager, in his fifties, received a bachelor’s degree in business administration, not specifically in logistics or supply chain management. But he does consider a degree in logistics/SCM to be advantageous for persons about to enter the workforce or considering a major. Among the advantages he sees in obtaining such a degree: the new hire will get up to speed faster because of his or her course work and will increase overall earnings potential. Our survey respondent would personally go for an MBA if he were to return to school.

Income for this West coast-based manager was in the \$100,000 to \$150,000 category, the category in which the majority of our respondents fall. His salary increased by 5 percent in 2010 and he has never been laid off.

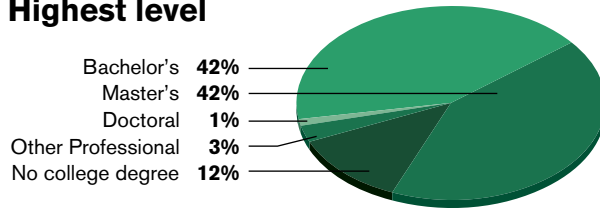


## Staying Informed and Current: Education & Professional Affiliations

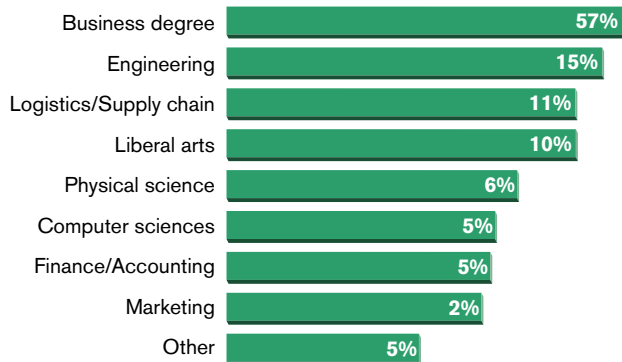
Given their positions and levels of responsibility, it's not surprising that the majority of these supply chain pros (90%) are college graduates. The most common degree held by these executives is business-related. Liberal arts is the next most commonly held degree. Nearly one-half of the respondents additionally hold a Masters degree. (Slide 35)

### Education

#### Highest level



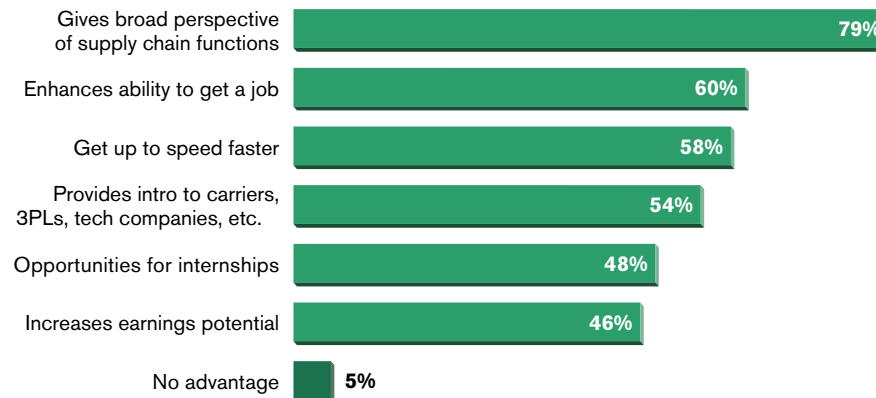
#### Degree



Source: Peerless Media Research Group

Even though only a relatively small percentage of respondents actually hold degrees in logistics or supply chain management, they viewed such training as advantageous to a career in the field—both for new entrants in the workforce as well as existing workers seeking to advance their careers. (In fact, only 5% felt that a degree in this discipline would hold little importance.) Among the perceived benefits of a degree in logistics/SCM: broad exposure to the basic supply chain practices and processes; introduction to the types of service and technology providers active in the field; advantage over other candidates in the job application process; and increased earnings potential over the course of a career. (Slide 36)

### Ways in which a degree in logistics/supply chain can help



Source: Peerless Media Research Group

## The Career Evolution of the Supply Chain Professional

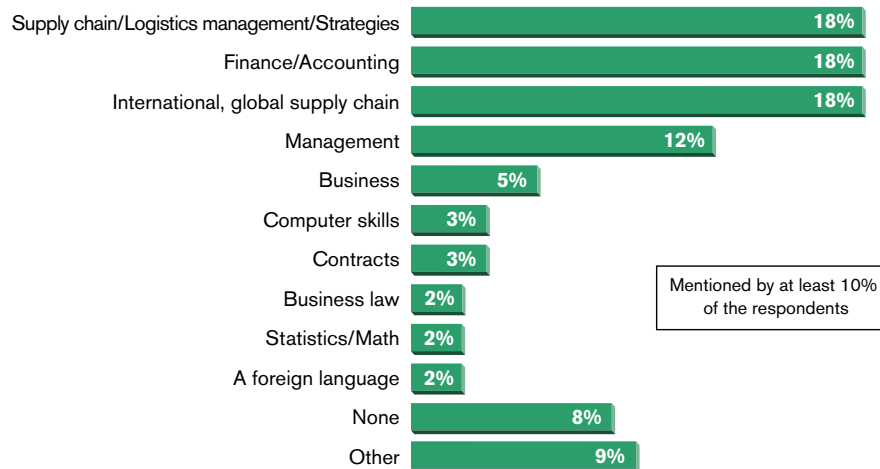
In addition, a background in business economics, general management and supply chain strategies are all considered useful experience for assuming advanced supply chain responsibilities. Proper industry certifications and understanding global business operations as well as multi-cultural ideologies are also considered advantageous.

Many respondents regularly take advanced education or training sessions to further support the proficiencies needed today. Nearly two-thirds took

work-related courses and seminars during the last year, specializing in supply chain operations and strategies as well as business management and management development skills. **(Slide 37)**

Respondents were further asked what course they believe would be most complementary to their own career. Classes in finance and accounting, logistics management and global business management were seen as being most useful. **(Slide 38)**

### One class or course that would be most helpful in career as a supply chain pro



Source: Peerless Media Research Group

## Education as an Earnings Barometer?

Our survey showed a correlation between education and earnings potential—the broad correlation being that the higher the education, the greater the compensation. One respondent's situation reflects that relationship, but on the lower side of the scale. That is, the individual does not have a college degree and, while he does carry the title of supply chain manager and has 15 years of experience, is earning less than \$75,000.



On a more positive note, though, this manager recognizes the role that education can play in career development and is taking action. Over the past 12 months, he has attended an executive development seminar and has taken college courses in procurement and financial management. And while he has not yet taken a course on the subject, he believes that training in public speaking would be beneficial to his career prospects.

This individual worked his way up from a delivery driver to warehouse manager and then to a shipping manager position for three years. The uneven economy has not adversely affected his employment status; he has never been laid off from a job. As supply chain manager at his Midwest company, this individual is involved a wide range of activities including production planning, purchasing, logistics, transportation, inventory control and supplier relationships.

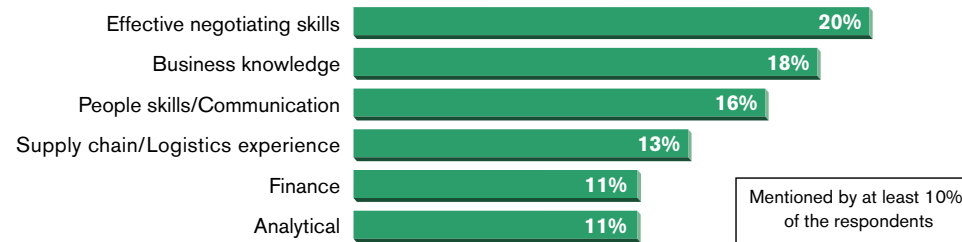
## The Career Evolution of the Supply Chain Professional

These seasoned pros believe that business acumen along with the ability to effectively communicate and work well with others would greatly benefit anyone entering the supply chain field. Being a practical and rational thinker, possessing analytical and problem-solving abilities, thinking strategically, and possessing strong negotiating skills are valuable assets, they said.

(Slide 39)

Two out of three supply chain pros are actively affiliated with supply chain-related professional associations. Membership in leading supply chain groups such as ISM, APICS and CSCMP are regarded as primary channels for maintaining a connection with the profession.

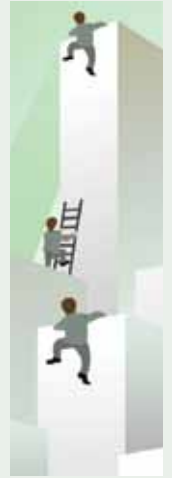
### Knowledge/skill sets that would be valuable for person entering supply chain field



Source: Peerless Media Research Group

### Reaching the Top of the Ladder

As president of a business specializing in supply chain management, this respondent succinctly summed up his responsibilities this way: "The buck stops here!" This individual's career progressed steadily, first as director of supply chain operations and then as vice president of supply chain, before landing his current position at the top.



Now that this individual is in a position to do so, he can directly address a frustration he has experienced throughout his career—namely, the perception by CEOs that supply chain management is mostly about squeezing suppliers on costs rather than developing relationships that lead to longer, mutual advantage. In a not-unrelated vein, he believes his greatest success has been to break down the organizational silos that can impede business progress.

Education has always been an important component of this executive's make-up. In addition to an undergraduate degree in engineering, he holds a masters in operations management. That emphasis on learning has continued throughout his career as evidenced by his CPIM (Certified in Production and Inventory Management) certification from APICS, a professional association in which he remains active. Were this individual to go back to college, accounting/finance would be the first course taken. His compensation in 2010 was in excess of \$250,000.

## The Career Evolution of the Supply Chain Professional

These associations serve as sources to help members keep current on supply chain practices and trends and to facilitate peer-to-peer networking connections. Most members use associations' websites (74%). APICS, in particular, was singled out as a valuable resource for obtaining professional certification in supply chain-related disciplines such as production and inventory and management. **(Slides 40, 41)**

*“APICS certification enabled me to enter the field prior to my undergraduate degree completion and APICS continuing education has improved my effectiveness as a practitioner and manager.”*

*—Manager, Major Subcontracts, 20+ years in the supply chain field*

In addition to trade associations, supply chain pros rely on a variety of resources for staying current on supply chain initiatives and activities. Trade publications and colleagues are valued sources. Many also utilize vendors' websites as well as websites of industry analysts/research companies. **(Slide 42)**

In general, many of these professionals maintain a high profile in the supply chain community and, as previously cited, are active with supply chain associations. In fact, one out of three has served as a committee member or officer with a trade group or served as a speaker (46%) at a conference or seminar. Many others (73%) have participated in a webcast, now popular events among supply chain pros. **(Slide 43)**

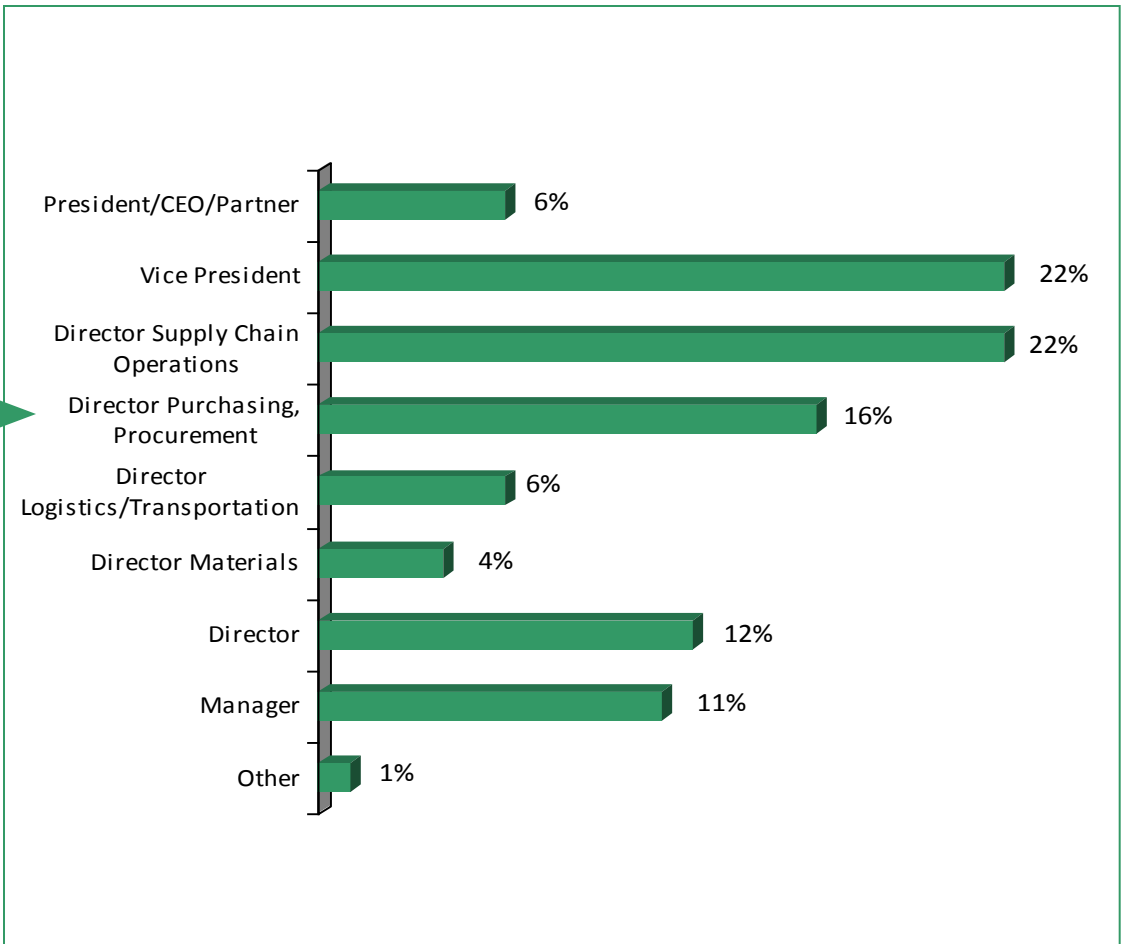
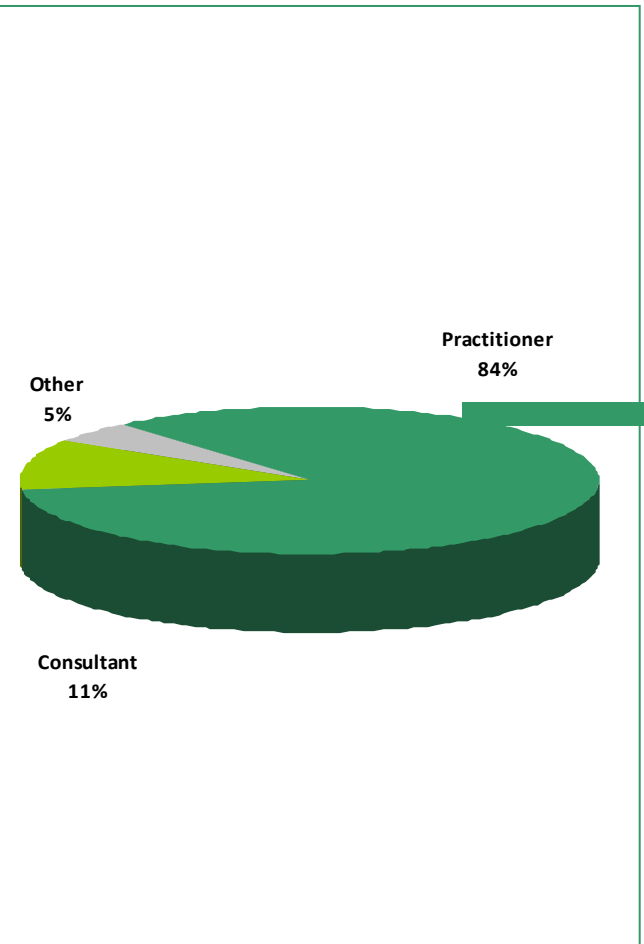
## Survey Methodology

This research was conducted by *Supply Chain Management Review* magazine in April, 2011 and was administered over the Internet among subscribers to *Supply Chain Management Review*.

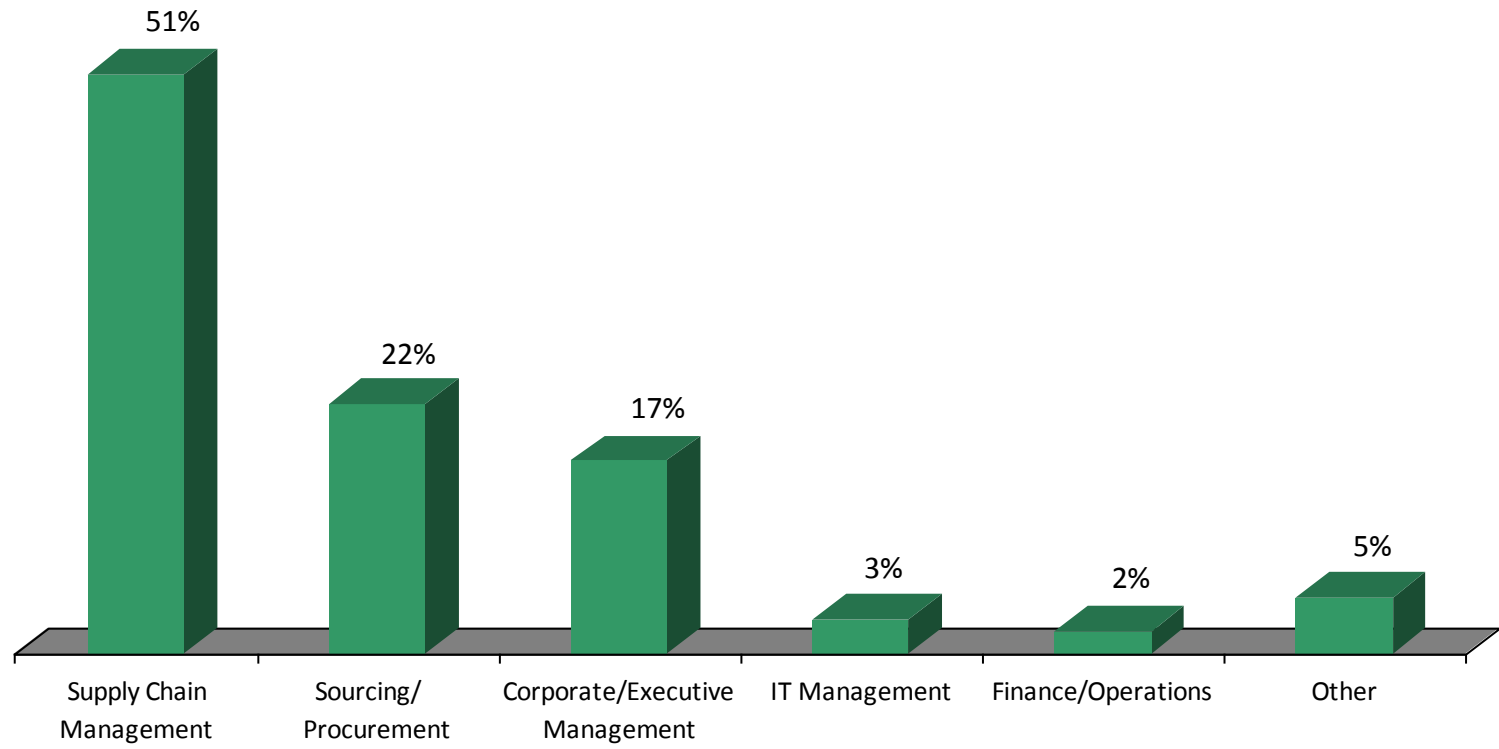
Findings are based on information collected among 185 supply chain executives.

# Results

### Job Title

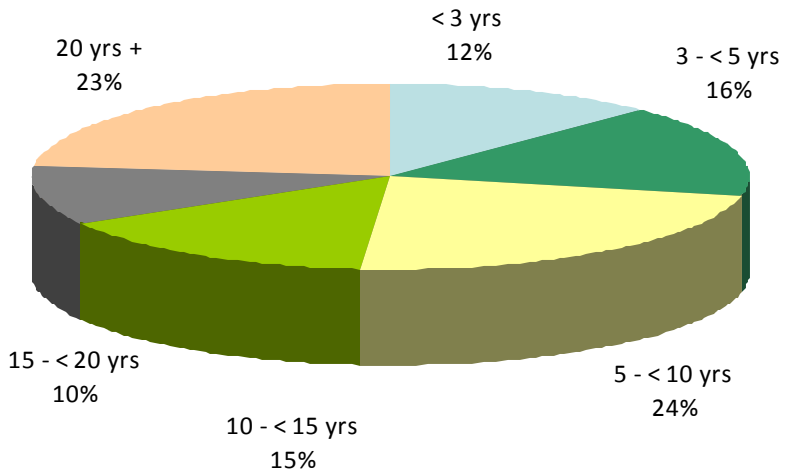


### Job Function

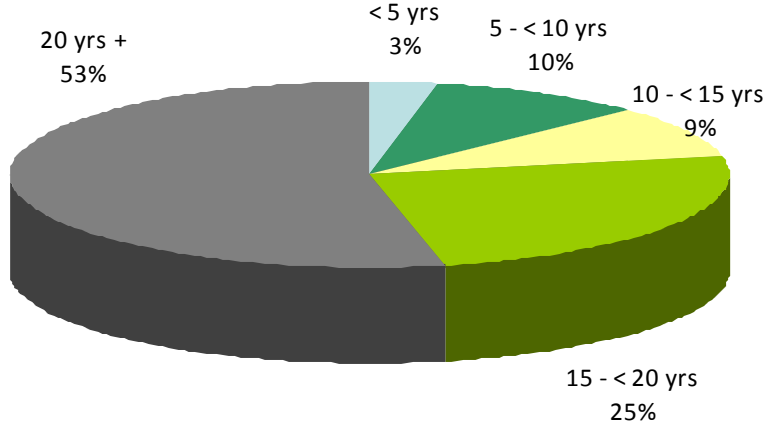


# of Years With Present Company

# of Years Employed in Supply Chain Field

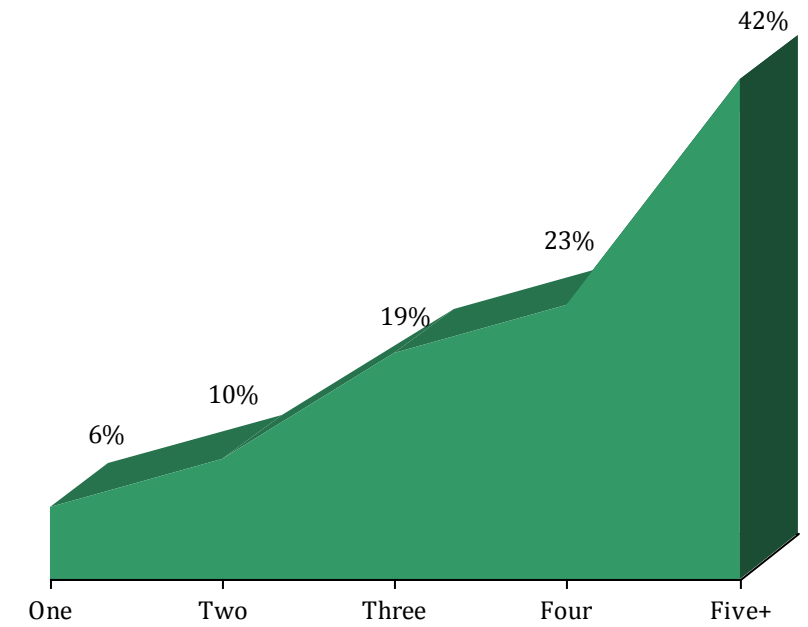


Avg. # of yrs: 10.8



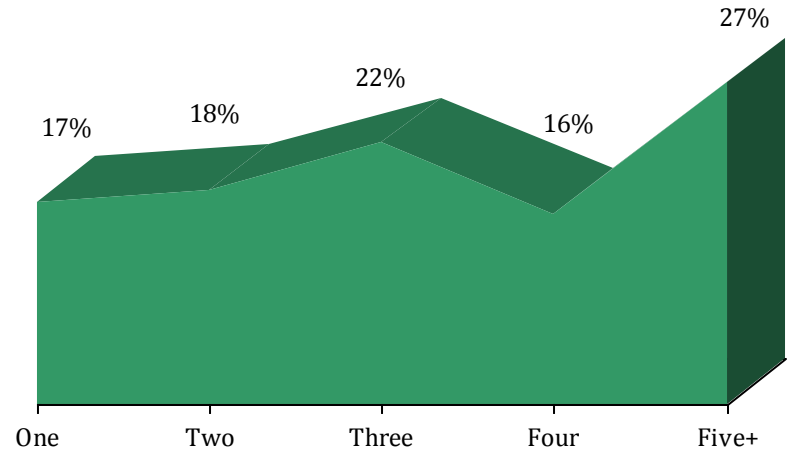
Avg. # of yrs: 17

### # of Different Positions in Supply Chain Field



Avg. # of positions: 3.9

### # of Different Employers



Avg. # of different employers: 3.8

## Career Path of a Supply Chain Professional

Current Job	Previous Job/# of years in position		Previous Job/# of years in position		Previous Job/# of years in position	
CEO	President	8	Vice President of Strategic & Financial Planning	4	Assistant Treasurer	3
CEO	CFO	6	CFO/President	2	CFO/President	6
CEO	CEO	5	Manager	5	Manager	6
CEO	VP	6	Gen. Mgmt	5		
Chairman	Leader Sourcing Policies and Compliance	14	Sourcing Leader Advanced Technology	4	Manager of Material Component Repair	8
Chief Supply Chain Officer	VP of Global Procurement	1.5	Director of Procurement	3	Director of Materials	2
President	Director of Purchasing	6	Director of Commissary Operations	4	Assistant Plant Manager	3
President	VP, Supply Chain	2	VP, Supply Chain	2	Director, Supply Chain	8
President	Executive VP Operations and IT	9	Senior VP Integrated Support Services	18	Manger Quality and Support Services	9
President	President /Corporate Management Sales/ Ops	7	Manager	5	Sales/ Marketing Associate	6
President						
President/COO	President		President		Vice President	
Principal	Project Manager	1	Principal	3	Director, Supply Chain Optimization	4
COO	PA.	9	SALES	9	CEO	9
COO	COO	9	COO	9	PA	9
Owner	Owner of small business	15	Materials Manager	5	Purchasing Manager	5
Partner	Director	2	Manager	2	Senior Associate	1
Principal/Owner	Director of Purchasing	6	Manager of Purchasing	6	General Manager of Purchasing & Material Control	3
VP						
Sr.. V.P. Operations	Operations Manager	2	Operations Manager	17		

## Career Path of a Supply Chain Professional

Current Job	Previous Job/# of years in position		Previous Job/# of years in position		Previous Job/# of years in position	
Senior Vice President Supply Chain Management	Vice President Material & Supply	8	Material Operations Manager	9	Production & Inventory Control Manager	3
Sr.. VP Operations	VP Engineering	7	Engineering	25	Sr. Project engineer	9
Sr.. Vice President Operations	Vice President Purchasing & Package Engineering	10	Sales Director	3	Director of Package Engineering	7
Div. Vice President	Director, Logistics Services	3	Director, Logistics E-Commerce	3	Logistics Integrator	2.5
Vice President - Supply Chain	President	14	Regional GM	4	GM	9
Vice President of Sourcing	Vice President of Operations	3	Global Sourcing Manager	1	Director of Supply Management	2.5
Vice president	Director	1	Director	2	Chief of staff	2
Vice President	Director	5	Operations Manager	5	Product engineer	6
Vice President	Director	6	Supply Chain Manager	6	Production Support	2
Vice President	Director	7	Sr. Associate	2	Project Manager	3
Vice President - Supply Chain Management	Vice President of Logistics	5	Corporate Operations Manager	5	Corporate Operations Assistant	3
Vice President - Vendor Collaboration	Director Vendor Relations	3	Director Merchandise Operations	3	Director Retail Store Communications	2
Vice President Purchasing & Global Sourcing	Director Gov't & Military Sales	5	Director Product Development	3	Director QA	5
Vice President Strategic Sourcing Management	Director Purchasing	4	Group Manager Purchasing	6	Group Manager Finance	4
Vice President Supply Chain Management	Vice President Supply Chain	3	Vice President Supply Chain	7	Director of Materials Management	5
Vice President, Operations	Director, Research and Development	2	Vice President, Manufacturing	5	Director, Operations	5
Vice President, Operations	Vice President, Logistics	3	Vice President, Distribution and Transportation	4	General Manager	3
Vice-President, Purchasing	Assistant Controller	13	Controller	2.5	Accounting Manager	4
Vice-President, Supply Chain Management	Vice-President, Demand Fulfillment	3	Director, Global Planning	3	Director, Function Service	2
VP	Mgr.	7	Mgr.	3		

## Career Path of a Supply Chain Professional

Current Job	Previous Job/# of years in position	Previous Job/# of years in position	Previous Job/# of years in position	Previous Job/# of years in position		
VP & COO / ISO Management Representative	VP Operations Quality	4	VP Operations	7	Director of Operations	2
VP Distribution	Asst DC Manager	1.5	Warehouse Manager	0.75	Transportation Manager	4
VP Forecasting and Purchasing	VP Operations Planning	1	VP Supply Chain Operations Planning and Distribution	5	Director Operations Planning	6
VP Global Supply Chain Operations	Consultant	4	Financial Analyst	2	Sales Person	3
VP of Global Sourcing & Logistics	VP of Operations	2	Director of Operations	2	Continuous Improvement Coordinator	3
VP of Operations The Americas	Network Vice President	1	Market VP of Operations	7	Director of Operations	2
VP Operations	Vice President	3	General manager	4	Sales Manager	5
VP Supply Chain Management	VP Production	9	Director, Production	14	Director, Distribution	6
VP Transportation	Director Merchandising	4	Merchandising Manager	5	Merchandiser	4
VP, Engineering and Real Estate	Director of Engineering	4	Manager, Distribution Technologies	5	Distribution Center Manager	1
VP, Global Supply Chain	Regional Director of Operations	5	State Director of Material Management	4	Procurement Officer	14
VP-Operations	Business Unit Manager	5	Materials Manager	5	Production & Inventory Control Manager	2
Director						
Corp Director of Purchasing	VP Purchasing	24	Director	6	Manager	3
Direct of Purchasing	Manager ob Purchasing & Inventory Control	10	Manager of Purchasing & Inventory Control	10	Material Manager	5
Director	Director	2	Director	7	Director	3
Director	CEO	2.4	Educator	4	Director	7
Director	Logistics Manager	5	DC Supervisor	5	First Lieutenant	8
Director	Senior Manager	7	Operations Supervisor	8	First Lieutenant	8
Director	Director	8	Sr. Manager	4	Manager	4

## Career Path of a Supply Chain Professional

Current Job	Previous Job/# of years in position	Previous Job/# of years in position	Previous Job/# of years in position	Previous Job/# of years in position	Previous Job/# of years in position	
Director	Director of Operations	1				
Director - S&OP	Manager - Operations Planning, Inventory	8	Manager - Customer Service	2	Manager - Production Planning	4
Director Global Logistics & Aftermarket Services	Sr. Mgr. SC Operations	1	Sr. Mgr. International Log	2	Sr. Mgr Global Indirect Procurement	3
Director of Distribution	Continuous Improvement Manager	2	Materials Manager	5	Distribution Manager	8
Director of Global Logistics	Director of Global Warehousing and Transportation	3	Manager of Leading Edge Logistics	2	Regional Supply Chain Manager Eastern Europe	2
Director of Global Procurement	Purchasing Manager	6	Purchasing Supervisor	3	Buyer	4
Director of Inventory Management						
Director of Materials	Materials Manager	5	Logistics Manager	3	Production Control Manager	4
Director of Operations	Director of Transportation	5	Transportation manager	5	Transportation Manager	3
Director of Planning	Production Planner	6	SPC Coordinator	1	Accounts Payable Clerk	3
Director of Procurement	Consultant	1	Senior Buyer	6.5	Instrumentation Buyer	1
Director of Procurement	Market Manager - Radcure Coatings	2	Manager of Investor Relations	2	Regional Key Account Manager - Sales	3
Director of Procurement	Purchasing Manager	6	Purchasing Agent	4	Sourcing Specialist	2
Director of Purchasing	Purchasing Manager	3	Purchasing Manager	7	Buyer/Merchant	3
Director of Purchasing	Purchasing Manager	5	Buyer	6	Inventory Control Supervisor	4
Director of Purchasing	Materials Manager	3	Director of Materials	3	Material Planner	3
Director of Purchasing	Supply Chain Manager	6	Purchasing Manager & Strategic Sourcing	2	Materials Manager	5
Director of Purchasing	Procurement Team Leader	7	Materials Supervisor	3	Purchasing Health, Safety, Environ. Coordinator	10
Director of Purchasing	General Manager	15	Purchasing Manager	2	Purchasing Manager	5
Director of Purchasing	Director of Operations	5	Operations Manager	3	Sore Manager	2
Director of Supplier Management	Director of Planning	3	Planner/Forecaster	2	Cost Analyst	1

## Career Path of a Supply Chain Professional

Current Job	Previous Job/# of years in position		Previous Job/# of years in position		Previous Job/# of years in position	
Director of Supply chain	Director of supply chain	3	Director of supply chain	2	Materials manager	2
Director of Supply Chain	Director of supply Chain/Supply Chain management	3	Materials Manager	4	Supply Chain manager	3
Director of Supply Chain Logistics & Distribution	Operations Manager	3.5	Director of Engineering	7	Distribution Engineering Mgr	4
Director of Supply Chain Management	Director of Purchasing	7	Materials/Operations Manager	2	Materials Manager	6
Director of Transportation	Global Transportation Manager	4	Traffic Administrator	4	Distribution Supervisor	3
Director of Transportation	Shipping Supervisor	10	In Military			
Director Quality & Logistics	Director Logistics & Transportation	5	Program Manager Transportation	8	Manager corporate Traffic	6
Director Strategic Supply Management	Manager, Manufacturing	10	Supervisor Manufacturing	2	Press Operator	13
Director Supply Chain Execution Systems	Manager Distribution Systems	3	Project Manager, Supply Chain Execution Systems	2	Manager Distribution Systems	2
Director Supply Chain Management	Purchasing Manager	2	Supply Chain Manager	3	Commodity Manager	2
Director Supply Chain Management	Senior Manufacturing Supervisor	4	Aviation Logistics Officer	12		
Director Supply Chain Management	Purchasing Manager	3	Purchasing Director	5	Purchasing Manager	5
Director Supply Chain Systems	Project Manager	5	Application Manager	8		358
Director, Business Systems	Regional Operations Director	1	Director, Business Systems	7	Director of Finance - Latin America	3
Director, Customer Supply Chain	Operations Manager	6	Supervisor	5	Transportation Manager	3
Director, Global Logistics	Director of Imports / footwear and apparel retailer	5	Regional Manager / full service 7 state office for a Singapore based ocean carrier	8	Import Manager	4

## Career Path of a Supply Chain Professional

Current Job	Previous Job/# of years in position		Previous Job/# of years in position		Previous Job/# of years in position	
Director, Global Materials	Senior Manager	1	Senior Manager SCM	4	WW Materials Manager	5
Director, Logistics Systems	Business Analyst	2	Operations Manager	2	Inbound Manager	5
Director, Materials Management, Americas	Director, Global eWest Project - global SAP implementation	2	Materials Manager, North America Region	5	Master Scheduler, North America Region	5
Director, Production Control & Logistics	Director/Production Control & Logistics	2	Asset Manager	3	Production Planner	2
Director, Purchasing	Director, Distribution	3	Supply Coordinator	3	Buyer	8
Director, Purchasing	Purchasing Manager	2	Contracts Manager	5	Purchasing Agent	4
Director, SCM	Managing Consultant	6	Director, Global Logistics and Strategic Sourcing	3	Purchasing Manager, America's	2
Director, Strategic Sourcing	Director	3	Manager	7	Vice President	4
Director, Supplier Diversity & Procurement Operations	Procurement Operations	2	Director, Staffing & Human Resources Information Systems	10	Manager, Compensation & HRIS	3
Director, Supply Chain and Distribution	Plant Manager	5	Operations Manager	5	Production Superintendent	2
Director, Supply Chain Management	Purchasing Manager	7	Purchasing/Subcontracts Manager	2	Commander, Purchasing Squadron (Air Force)	23
Director-Supply Management	Director-World Sourcing	5	Manager-Project Procurement	2	Operations Manager, Service Development	3
Director, Supply chain	Purchasing Manager	3	General Supervisor Materials	4	Warehouse Manager	3
Executive Director Global Supply Management	Director, Manufacturing Engineering	5	Plant Manager	3	Program Manager	3
Executive Director of Purchasing	Sr.. Director Operations	3.5	Director of Forecasting and Planning	3	Director of Planning	3
Executive Director-Logistics	Vice President-Logistics	3	General Manager--Logistics	5	Director Operations--Logistics	5
Consultant/Manager/etc						
Corp Manager of Safety, Health, & Env. Sustainability	Divisional Mgr, EHS	8	Environmental Hygiene Engineer	1		

## Career Path of a Supply Chain Professional

Current Job	Previous Job/# of years in position		Previous Job/# of years in position		Previous Job/# of years in position	
Commodity Manager	SAP Business Systems Analyst	3	Senior Buyer	1	Commodity Manager	5
Commodity Manager	Director of Supply Chain	7	Procurement Manager	2		
Consultant	VP Market Intelligence	3	VP Cost Excellence	4		
Consultant	Inventory Control Manager	10	Production & Inventory Control Manager	6	Materials Manager	1
Assistant General Manager Business Services Division	Procurement Officer	8	Procurement Officer	7	Utility Engineer	5
Category Supply Manager	Engineering Manager	3	Operations Manager	2	Technical Support Manager	2
G.E.	G.M	7	President	14		
General Manager	Operations Manager	3	Distribution Manager	3	Materials Manager	5
Global Directors, Strategic Sourcing	Director, Global Commodity Mgmt	4	Divisional Purchasing Mgr	2	Purchasing Mgr, Europe	3
Global Supply Chain Director	OEM Sales Director	12	Sales & Marketing Manager	7	Regional Sales Manager	3
Global Supply Director	Engineering Manager		Program manager	3	Vendor Development Engineer	15
HPMO Supply Chain Planner	Supply Chain Planner	3	Manager, Planning & Distribution	3	Production Planner	5
IS Manager	Accounting	7	Sales	8		
Logistics Systems Manager	OTC Distribution Implementation Mgr	3	Medical Device ERP Systems Implementation Mgr	3	KC Health Care SAP Implementation Mgr	2
Manager IS Development	Director Supply Chain	3	Vice President Product Supply	2	Vice President Operations	5
Manager VAVE	Purchasing manager	3	Materials manager	2	Director Of supplier Development	2
Manager, Global Warehouse & Technology	Logistics Strategist	3	Manager, Package Truck & 3PL Operations (Corporate Sourcing & Logistics)	3	Logistics Manager - Medical Products	5
Manager, Major Subcontracts	Subcontracts Program Manager	3	Director of Manufacturing, Procurement, and Logistics	4	Sr.. Consultant	1

## Career Path of a Supply Chain Professional

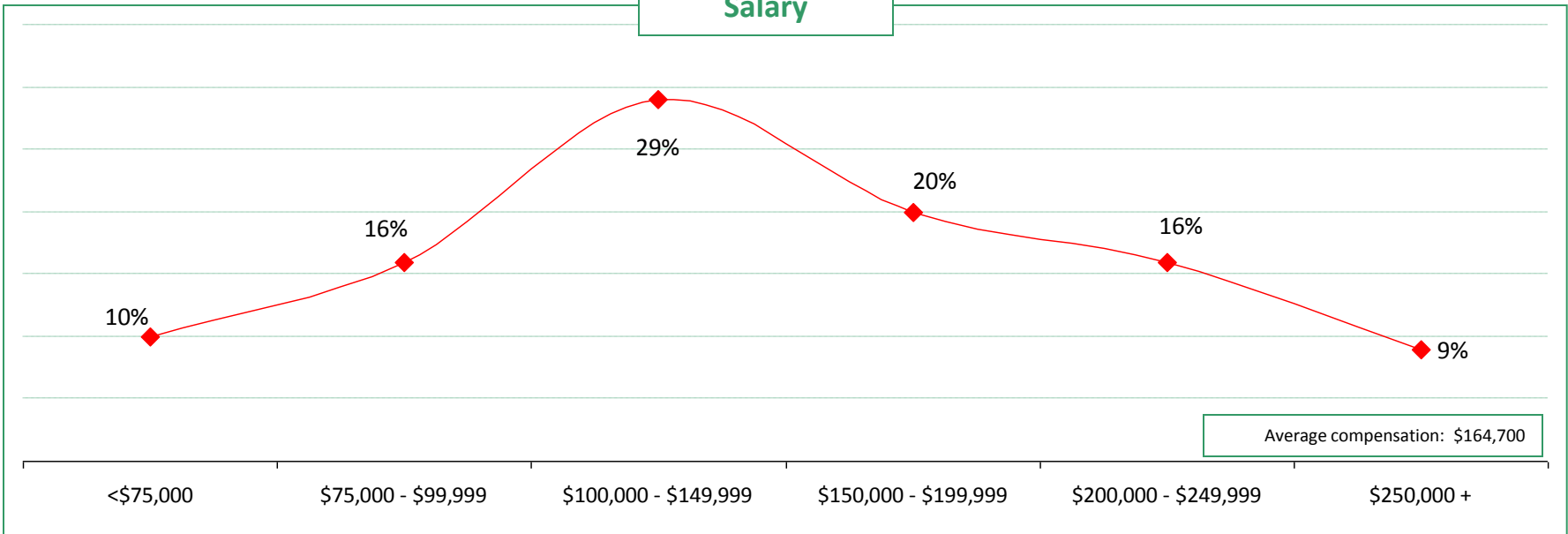
Current Job	Previous Job/# of years in position		Previous Job/# of years in position		Previous Job/# of years in position	
Manager, Materials Management and Logistics	CPO	3	Director of Materials	3	Materials Manager	17
Managing Director	Manager of Purchasing	10	Manager of Strategic Projects	14	Senior Vice President	4
Managing Principal	Vice President	6	Director Global Supply Chain	3	Manager	3
Manufacturing Process Specialist	Supply Chain Manager & Warehouse Manager	5	Director of Planning & Purchasing	1	Warehouse & Quality Manager	13
Mfg. Supply Chain Manager	Industrial Engineer	7	Tool Expediter	1	Methods Analyst	3
Mgr Supplier Partner Sourcing	Materials Mgr	10	Materials Mgr	5	Production Scheduling/ Mgr	4
Operations Manager	Plant Manager	9	Materials Manager	1	Materials Manager	5
Order Operations Group Manager	Warehouse Supervisor	1.5	Warehouse Group Leader	2	Receiving Clerk	1
Plant Manager	Warehouse Manager	10	Facility Manager	6	Warehouse Operations	3
Procurement Director	Director Subcontracts	4	Procurement Manager	8	Operations Manager	1
Project Manager	Operations Team Lead	3	Operations Planner/Specialist	2		
Property Manager	Construction Management	10	Contractor	4	Property Management	1
Purchasing Director	Branch Manager	2	Product Coordinator	4	Division Manager	12
Purchasing Director	Director of Logistics	6	Purchasing director	5	Purchasing Director	4
Purchasing Director	Purchasing Manager	4+	Area Material Team Leader	3	Purchasing Manager	15
Purchasing Team Leader	Sr.. Buyer	4	Buyer	1	Sales Clerk	3
Rationalization Engineer						
Regional Vice President	Operations Manager	1	Operations Manager	4	Operations Manager	4
Senior Manager, Supply Chain Optimization	Manager, Supply Chain Planning	3	Materials Manager	3	Planner / Scheduler	3
Senior Materials Agent	Director of Materials	7	Purchasing Manager	11	Purchasing Agent	3
Senior Materials Manager	OEM Sales Manager	2	General Manager	5	General Manager	3
Sr. Director	Director Distribution	1	Director Production Planning	6	Sr. Manager Production Planning	3

## Career Path of a Supply Chain Professional

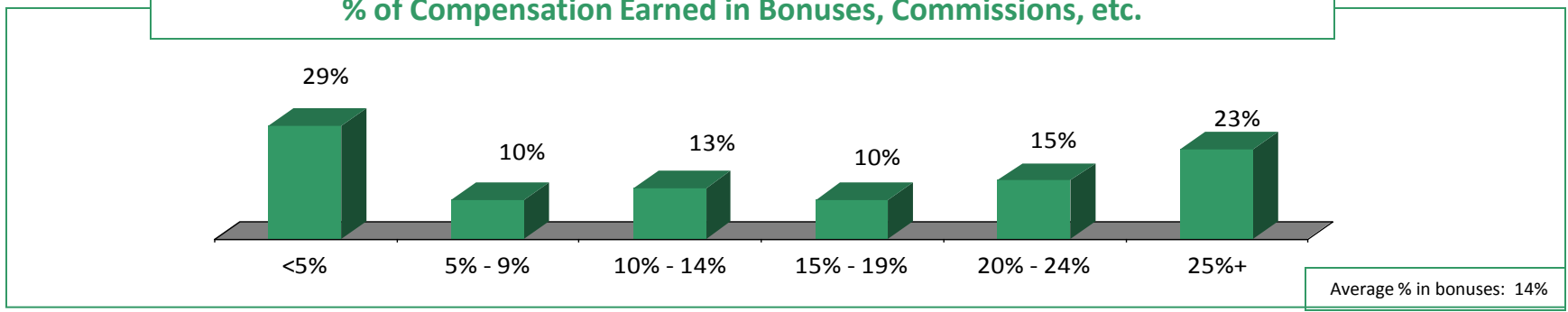
Current Job	Previous Job/# of years in position		Previous Job/# of years in position		Previous Job/# of years in position	
Sr. Manager customs	Director Customs	10	Customs Compliance manager	28	NA	
Sr. Supply Chain Project Manager	Purchasing Agent	4	Sr.. Buyer Specialist	2	Sr. Manufacturing Engineer	3
Strategic Buyer	Operations Manager	2	Supply Management Specialist	2	Cost Management Specialist	2
Supply Chain / Purchasing Executive						
Supply Chain Black Belt	SC Manager	7	Business Process Consultant	5	Operations Analyst	5
Supply Chain Director	Director of Materials	5	Director of Global Supply	4	Director of Corporate Procurement	3
Supply Chain Director	Sr.. Director Supply Chain	5	Director Purchasing and Planning	4	Materials Director	3
Supply Chain General Manager	Managing Director	3. 5	Senior Vice President Supply Chain Management	5	Director Purchasing	4
Supply chain integration	Procurement manager	7	Training manager	2	Supply Officer	2
Supply Chain Manager	Shipping Manager	3	Warehouse Manager	3	Delivery Driver	3
Supply Chain Manager	Warehouse Manager	2	Warehouse Foreman	2	Delivery Truck Driver	2
Supply Chain Manager	Production Planner	4	Forecast Analyst	2	Marketing Coordinator	2
Supply Chain Manager	Materials Manager		Sr. Buyer			
Supply Chain Manager Transportation	Independent Logistics Consultant	1	Director of Carrier Pricing	1	Transportation Planning Manager NA	3
Supply Chain Manager	Production Planner	2	Warehouse Engineer	4	Industrial Engineer	3
Supply Planning Leader	Process/Product Development Engineer	15	Production Foreman	3		
Technical Assessment Manager	Senior Analyst	8	Senior Analyst	6	Senior Engineer	11
	Branch Manager	2	Logistics Manager	2		

### Compensation

#### Salary

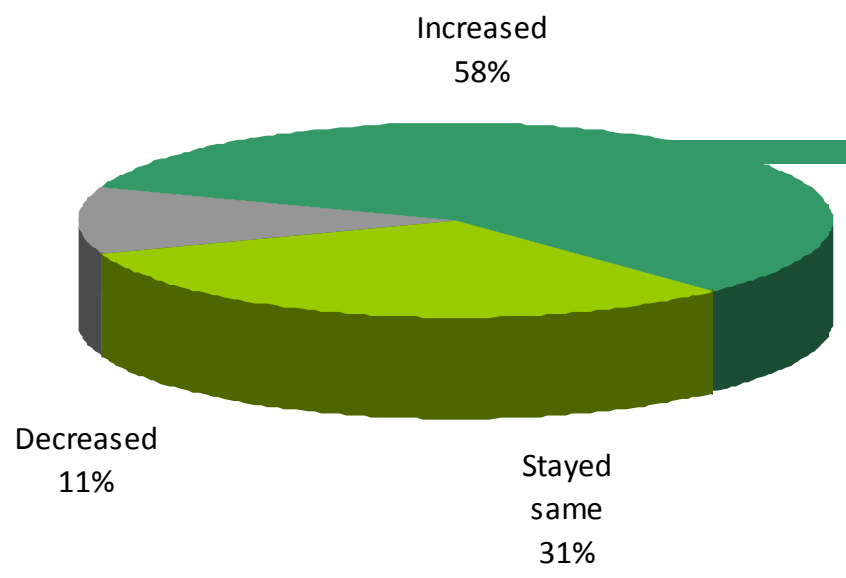


#### % of Compensation Earned in Bonuses, Commissions, etc.

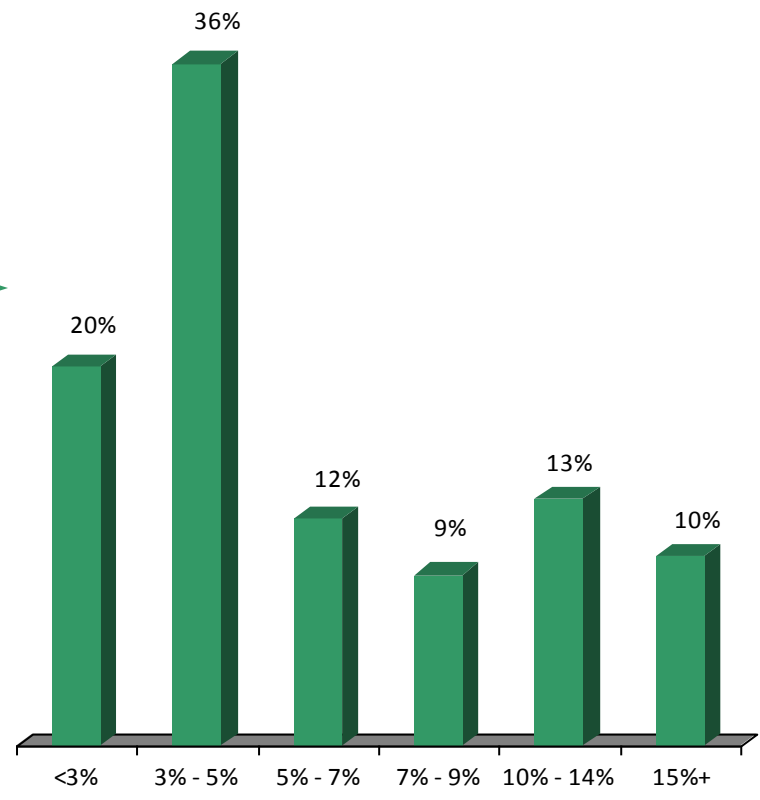


# Compensation

Overall Compensation in 2011 vs. 2010

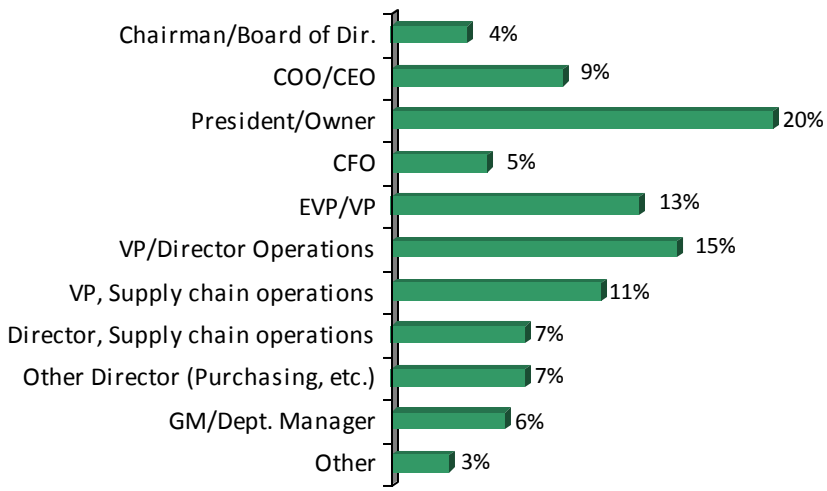


% Increase in 2011 vs. 2010



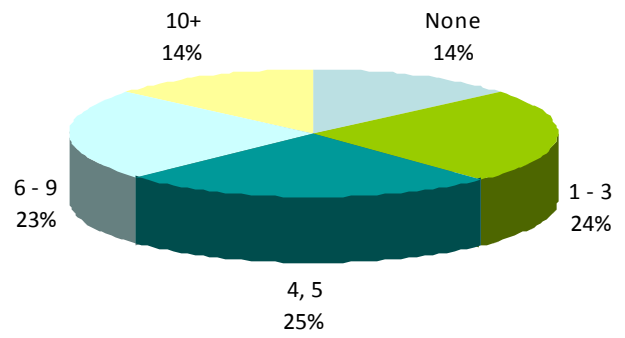
Avg. increase: 8%

Title of Person to Whom Report



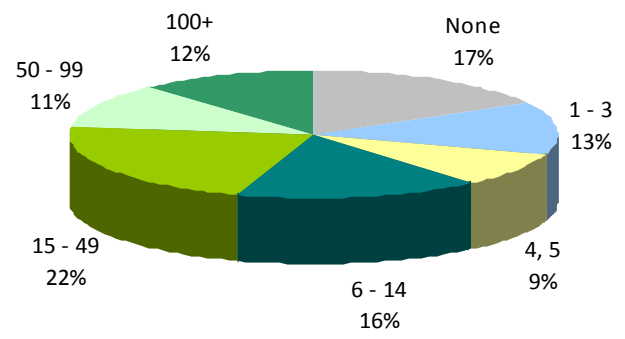
Number of Reports:

Direct



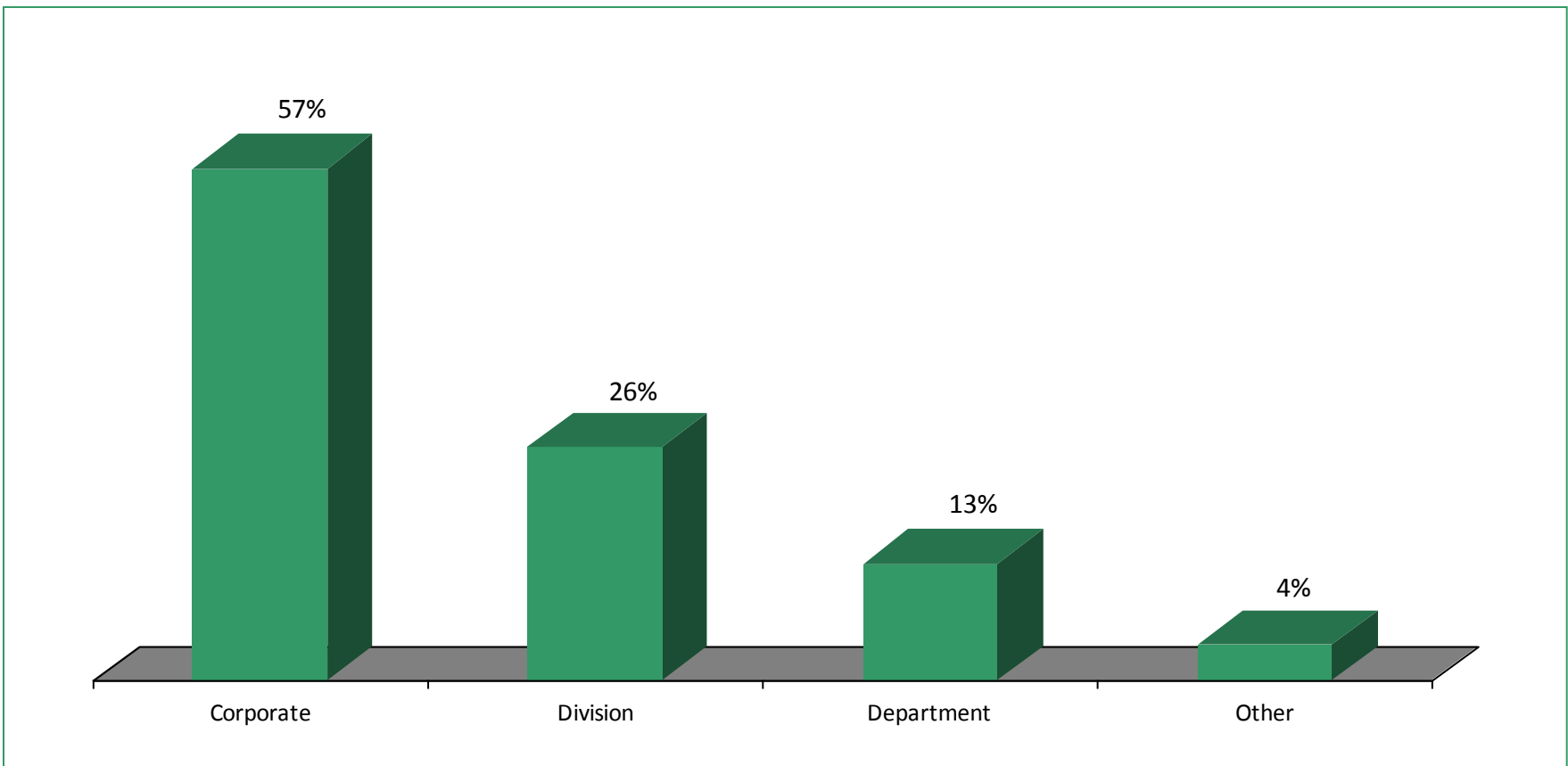
Avg. # of reports: 8

Indirect

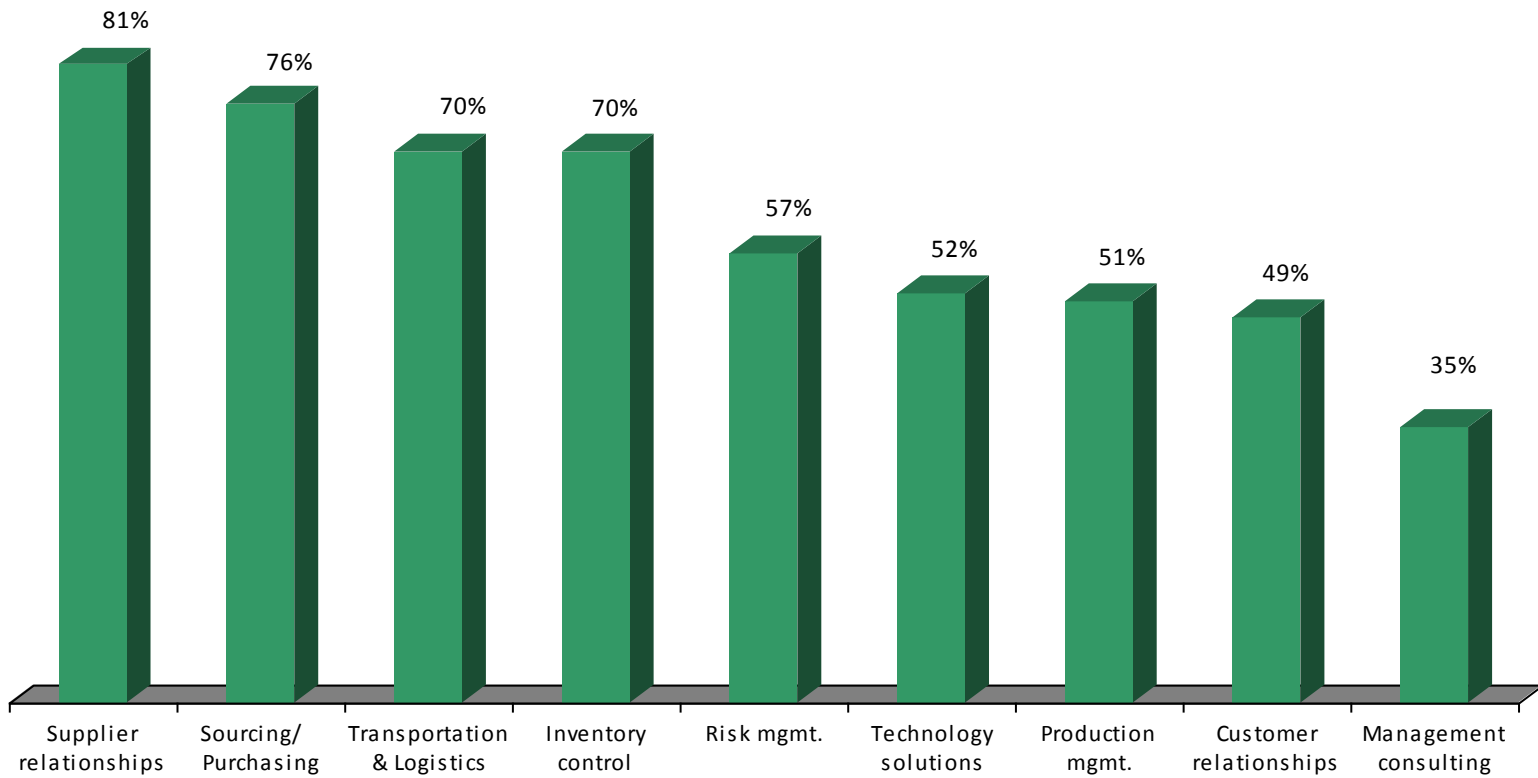


Avg. # of reports: 62

### Level of Responsibility

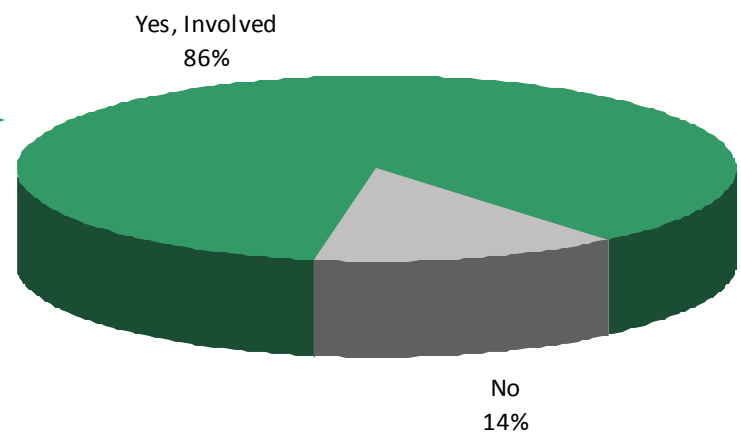


### Supply Chain Activities Involved With



### Organizations Conducting Business on a Global Level

### Personal Involvement in Global Supply Chain Decisions



## Greatest Achievement, Reward, Sense of Satisfaction as a Supply Chain Pro

### *Added functionality to our supply chain/Improved supply chain efficiencies*

Elimination of annual physical inventory

Developing new processes.

Playing a key role in the design of the SAP Supply Chain system for Kimberly-Clark

My ability to bridge the gaps between supply chain supporting functions such as engineering, operations, sales, etc to create a more robust supply chain process

A presentation, encompassing the changing role of Supply Chain Management and the opportunities available, delivered to a national buying group of distributors.

Implementing Sales and Operations Planning

Developed, implemented and lead a Supply Chain Optimization process that became a corporate standard.

Getting the materials delivered on time and in the right quantity and quality.

Improving SC processes

Migrating 5-day operations to support 6 and 7-day processing

Converting the entire industry to the use of barcodes to scan their products out at the register

IMPROVING COMPANIE INVENTORY TURNS WHILE ALSI IMPROVING FILL RATES

Integrating transportation management in with the other functions of a company's supply chain

Fully understanding the supply chain from beginning to end. From sourcing of materials to final shipment to the customer.

Integrating Lean and EHS principles into the extended Supply Chain organization

Get it all to work together

Improving Security of Supply for key High Risk RM's, and lowering total cost of ownership for the portfolio

Lining out the raw material supply chain through standardization, forecasting, and constant measuring.

Inventory reduction and cash flow maximization projects

## Greatest Achievement, Reward, Sense of Satisfaction as a Supply Chain Pro

### *Added functionality to our supply chain/Improved supply chain efficiencies*

Maintaining high service levels while significantly lowering inventory levels and achieving double-digit percentage cost reductions.

Successful implementation and intergeneration of the company's current Warehouse Management Software.

Design and build a highly automated distribution center

Creating value across Supply Chain that can be shared with suppliers and company

Implementing a wms and transforming how the dc operated

Embedding Supplier Diversity as a core function within our supply chain process

Process development and implementation for perfect launch

Both functional performance and management of all direct supply chain functions, in addition to several related functions (engineering and finance).

Contributing to the growth of the organization by improving the Supply Chain

Implementing an ERP system

SAP site project leader

Working with the supply chain to reduce lead times on made to order components from 3 to 4 weeks to 8 to 24 hours.

To be able to successfully transfer various supply chain processes from one industry to another such as from Aerospace & Defense to Gold Mining.

Ability to architect the SC to fit the business model of the day or economic cycle.

Restructured the supply chain, saving \$11 million in EBITDA improvement, enabling a company to recover from bankruptcy.

Implementing Supply Chain at present company

Implementing S&OP

A well run cost effective logistics system

Establishing a highly responsive and flexible, Lean Manufacturing system in a traditional MRP driven, batch oriented manufacturing operation that was historically unresponsive to customer needs and market conditions.

Improving Supply Chain operations, metrics and strategy for my last company, making the department a competitive area for winning business

Implementation of advanced planning systems in several business units with outstanding financial results

## Greatest Achievement, Reward, Sense of Satisfaction as a Supply Chain Pro

### *Saved company money/Reduced costs*

Reducing Cost

Achieving significant cost reductions!

Multi Million Dollar cost reductions on government contracts.

Improvement in efficiency, significant profit increase

Reducing bottom line by increasing efficiencies in supply chain

Improving the bottom line performance of the company every year for the last 10 years

Tangible cost savings throughout my career and high service levels to my internal customers.

All through my career my actions impact the bottom line and i can see that day to day in what i do

Providing cost savings through innovative changes in design or materials.

Developing significant category savings  
 Designing and implementing multi-faceted category strategies

Being able to save money through creative contracting allowing for the funding of projects that had been previously unfunded.

Achieve \$3 million in cost reductions

Cost cutting and bringing faltering suppliers up to our standards making it a win-win scenario for both sides.

Consistent Cost reduction

SAVING LOTS OF MONEY & STREAMLINING PROCESSES

Advancing the technology and design of our distribution centers to drive significant cost savings and throughput increases.

## Greatest Achievement, Reward, Sense of Satisfaction as a Supply Chain Pro

### *Integrated our supply chain into our business plan*

Leveraging Supply Chain technology to enable strategic business goals.  
Coaching and mentoring team members to help them meet their career goals.

Improving efficiencies within the organization.

Seeing an improved method of handling the day to day operations.

Being part of development programs that blossomed into production programs.

Understanding and learning the entire business due to the affect that the supply chain has on the company and its products.

Improving business results

Building current supply chain system at present employer

### *Built a global supply chain*

Created a benchmark pan-Asia Icl consolidation GDSM program, i.e., as a retail importer

Successfully built a global strategic sourcing organization. Established a global commodity mgmt structure and process. Being part of the core team that had major role in successfully turning around Remy's business, effectively managing supply base during Remy's Ch 11 restructuring process.

Working in a global environment

Setting up our planning team at our China office.

Working with a supplier to get critical orders off the production line and too the proper global destination with deadlines looming.

Transferring contract manufacturing from Canada to China, which included localizing component supply chain.

Developing an integrated global supply chain team from the ground up

Transforming our purchasing local purchasing area into a global sourcing team with offices in China, India, Haiti, Central America, and Pakistan

Creation and development of an global sourcing strategy.

## Greatest Achievement, Reward, Sense of Satisfaction as a Supply Chain Pro

### *Improved supplier, vendor relationships*

Working relationship with vendors (partners)

Establishing supplier, buyer, end user teams

Significantly improved supplier performance

Building supplier relationships and creating long term agreements.

Supplier relations that enabled company to acquire materials for the largest project we ever booked

Strategic sourcing agreements, and partnerships with Suppliers.

Developing suppliers around the world and therefore improving the local economies and lives of others

Growing any supply chain partner to take on more modern SC practices - kanban, JIT, EDI, 6 Sigma, etc.

### *Developed talent/Training*

Working with students/executives in an educational environment

Prepare others to gain positions in supply chain management through my teaching

Helping people

increasing delegation of authority levels

Watching the success of my employees as they moved from supervisory to managerial ranks.

Developing my associates for positions of higher responsibility. Teaching students about the career possibilities and opportunities in supply chain.

The opportunity to develop some really good people, bringing more than a few from ok to good and good to great

Helping employees be successful at their jobs.

Developing purchasing and commodity management professionals that have succeeded and advanced in their own careers.

Development of others who are now in leadership positions themselves

Training others to be professionals

Identifying and developing talent within the organization that progress to leadership positions.

Developing a Supply Chain Department for a growing company

The development of people on my staff that have moved onto to very rewarding careers.

## Greatest Achievement, Reward, Sense of Satisfaction as a Supply Chain Pro

### *Added value/Brought thought leadership*

Acquired MBA, Life Time Certification CPIM. Certified Purchasing Manager. Designed current purchasing system. Author a book published by Prentice Hall- A PURCHASING MANAGERS GUIDE TO SELECTING SUPPLIERS.

Developing the knowledge, experience, connections to advance personally, professionally and to provide expertise in procurement at all levels; providing value

Providing guidance which has moved our company to a high level of customer service and inventory accuracy.

Being Recognized in your company as a Professional that brings value to the organization whether through improved inventory turns, solid contracts, and negotiating power to the table.

### CREATING OUT-OF-THE-BOX SOLUTIONS TO IMPORTANT PROBLEMS

Taking a customer problem and being able to resolve it

Working with some very talented individuals who have helped me grow in my knowledge and experience in different areas

Learning and contribution across a very wide range of issues and functions

Well-liked and respected in my industry. Felt I have improved and been vital part of every organization I have been employed for.

Bringing value to my companies---Logistics is still viewed as a cost function. And it's always the warehouse fault---It's poor planning up-line

Providing thought leadership and strategy for supply chain design for over 50 new product programs for a \$3Bn revenue business globally.

The opportunity to have 10+ assignments in my career, experiences in all aspects of logistics and being recognized as subject matter expert in my field.

Working as a CPO for a \$1B company where it Was easier to create change than in a multi billion dollar company with a greater set of bureaucracy

being recognized for excellence in the field by way of increasing responsibility for the company

I have two.

- (1)Sole Purchasing professional for a paper recycling manufacturer buying heavy equipment and bulk chemicals. I held this position for 15 years.
- (2)Area Material Team Leader for Fortune 100 Company for 3+ years. Position was for the New York Metro Area.

## Greatest Achievement, Reward, Sense of Satisfaction as a Supply Chain Pro

### *Added value/Thought leadership*

Awarded Superior Material Management Recognition by my present company. First and only time ever awarded in 2000.

Managing operations group

Winning my company's President's Excellence award for outstanding results in two major projects; one of which created a fully integrated outsourced 3PL solution and the other totally transformed our factory inbound and receiving processes. Both of these efforts helped achieve huge strides in customer service, flexibility and cost.

Gradually learn all the functions of the supply chain environment to the point of reaching a management position.

Finding alternative solutions to a supply problem by having an intimate knowledge of our products and our ability to manufacture them.

Made a difference

It is the same with every position held. It is the opportunity to bring in new and innovative processes that streamline the operation and reduce supply chain and operating costs while improving the overall productivity and customer satisfaction.

Moving through the organization and contributing to the success of the organization and the knowledge of the entire enterprise grew.

### *Grew/Consolidated our business*

Opening new distribution centers.

Establishing professional purchasing dept. in a small, growing company.

Growing a company

Bringing in new businesses or operations to a facility

Improving operations, and starting up new ones.

Repeatedly being tasked with starting up new warehouses and warehouse layout optimization. Also achieving APICS CSCP certification.

Consolidated 78 D.C. down to 22, negotiated a shut down union contract and closed our main facility in the North, designed and relocated the operation to the South.

Grew new division from \$0 to over \$200M in less than 5 years and sold it. Created world class SCM team and results showed.

## Greatest Frustration, Disappointment as a Supply Chain Pro

### *Lack of automation*

Constructing reports in Excel

All the tactical aspects, the lack of automation, and the lack of support staff.

Physical Inventory results from a manual system.

### *Lack of support/Resources*

Resources and getting decision makers to see the future of our business model

Lack of top-level support of supply chain metrics, initiatives, and goals, with a focus instead on driving sales at the expense of supply chain congruity.

Lack of resources to complete objectives.

Not enough resources allocated by upper management

Lack of resources to accomplish goals

Lack of company desire to commit resources to move beyond existing DP/IT hardware/software

Inadequate funding and resources to drive improvement, achieve world class performance.

Not enough time to complete some projects

### *Inability to affect change*

Implementing changes

Engineering. Lack of any attempt to be part of the process to improve both service and cost.

That making changes seemed to take more time than they should.

Trying to achieve results in a very decentralized organization

Too slow of pace of change directly related to employees not having the proper skill set to implement and manage change.

### *Downsizing/Layoffs*

The economic climate of the last two years have shifted focus from growth to cost reductions and short term needs

Most frustrating part was when I had to downsize team when the global economy slipped into recession.

After leaving a company for an on another opportunity and seeing all the hard work and gains to be stripped away and the company sold off.

Having to sell division to pay for a company wide ESOP.

Eliminating jobs

Getting laid off after only 8 months. Downsizing.

Pay cuts

## Greatest Frustration, Disappointment as a Supply Chain Pro

### Lack of corporate leadership

Dealing with bureaucracy.

Multiple buy-outs and with it every executive thinks that they are a supply chain expert, when most could not be a successful buyer. It basically comes down to the biggest frustrating is dealing with incompetent and disrespectful executives. Hopefully, the downturn in the economy will weed out a lot of the "Peter Principal" executives.

Bringing alignment between leaders from different lines of business that have different motivations.

Lack of leadership support for safety and sustainability

Weak leadership in a company that fails to understand the value of managing their supply chain as an integrated unit.

Working with incompetent executive leaders who focused on themselves rather than serving others

Lack of leadership and clarity of strategy

Management controls that prevent doing the job effectively

Management wanting lower costs but fantastic quality

Corporate red tape

### Under-appreciated

Getting upper management to understand the importance of the supply management function

Working in a dead end job at a dead end company

When you do the job right, few crisis, lack of appreciation and value.

Recognition is mostly negative - something that didn't work out well. If it worked out well, it usually isn't that visible

Not being recognized/rewarded for making a difference

Having Procurement recognized for the value that it brings to an enterprise.

Having to deal with people further up the chain that just don't care about doing a good job.

Being brought into a situation very late in the process to find a solution.

General lack of respect for the function within my company and industry

Challenges; recognition; rewards

NOT ENOUGH RECOGNITION OF MY SUCCESSES

Career advancement opportunities. Contributions/importance of supply chain often overlooked.

No respect

I have two:

(1) Being frustrated with salary.

(2) Not being recognized for my accomplishments because I am a woman.

## Greatest Frustration, Disappointment as a Supply Chain Pro

### *Job or business-related issues*

Most challenging: Combining purchases across divisions

Rapid growth of the business to keep materials flowing

Government regulations sometimes prevent standardization and best value procurement making us unable to build long term relationships with vendors

The bureaucracy of the restrictive Government procurement policies.

Not able to reengineer Demand Management at my prior company

Forecasting and inventory management

Implementing a completely new ERP system -- very challenging

Difficulty in reducing shortages

Lack of desired visibility in some supply chains, particularly those originating overseas

Working in a global environment

Getting people to continue their education

Rising costs!

Replacing incumbent SC partners for lack of performance. the challenge of ramping down with one while ramping up with another.

Getting paid the market value of my services

Instability in the supply chain

Reengineering SC processes

Working with union employees.

Providing ways to save time while producing more reliable products.

## Greatest Frustration, Disappointment as a Supply Chain Pro

### *Job or business-related issues*

Losing what were otherwise good suppliers who just didn't make the grade.

As I progressed in my career, being further away from technology and solutions.

Economic failure of customers.

Economy

Having to deal with market forces that drove material prices to levels that impaired the company's ability to make money.

PRICE INCREASES

The inability to control commodity pricing.

Manufacturing supervision - boring role

Affect change to keep pace with demands by the enterprise.

Commodity prices

The needless complexity of some systems

Bureaucratic and highly regulated industries who don't understand how lean manufacturing and just-in-time techniques can greatly improve quality, customer responsiveness and the bottom line

Working as an expat in our China office and reporting back to the corporate office

Managing poorly performing suppliers whose executives are not qualified to run their company.

Forecasting

Managing out poor suppliers

Glass ceiling; continuing to report to Manufacturing.

Dealing with the roller coaster cost issues of raw material pricing.

The most frustrating part of the job is that whenever there are issues in manufacturing the materials are pointed at, even before any trouble shooting is done on the equipment.

## Greatest Frustration, Disappointment as a Supply Chain Pro

### *Management doesn't understand the supply chain*

Having partners in the supply chain being purchased by large corporations with different opinions on how to do business.

The common view by CEO's that supply chain is only about squeezing suppliers margins rather than working across the broader business and technical relationships to drive a more efficient supply chain with reasonable profitability for the entire chain.

Lack of upper management to understand the function and the importance of distribution

Building an understanding about the benefits supply chain can bring to the customer.

Most companies are still very orientated towards Marketing. Therefore, Supply tends to be less important voice however is constantly required to delivered savings and optimize functions.

Lack of upper management buy in that customers come first

Inability to convince upper management of the benefits of implementing Lean manufacturing and Managements refusal to run a pilot line.

Being part of the C level

Converting the organizational mind set away from strictly manufacturing

The lack of understanding by others in the organization of the complexity of managing the supply chain

Supply chain continues to grow in importance but not necessarily in relative executive leadership positions of importance

Lack of support by management. Politics and favoritism

Current boss doesn't value purchasing

LACK OF ORGANIZATIONAL UNDERSTANDING/RESPECT OF THE VALUE OF WE CAN BRING TO THE TABLE BY BEING INVOLVED EARLY IN NEW PRODUCT DEVELOPMENT/BUSINESS DECISIONS

Trying to convince Executive Management of the value and importance of SCM to the company and business aspects.

Working with colleagues who lack an understanding of Supply Chain dynamics

Lack of management support for structured employee training

Convincing stakeholders that the benefits of sharing information up and down the supply chain, including competitors, outweighs the risk of jeopardizing business.

## Greatest Frustration, Disappointment as a Supply Chain Pro

### *Management doesn't understand the supply chain*

Satisfying the business' view of Purchasing effectiveness.

Attempting to supervise eleven hourly and staff people as a young material supervisor without proper training. Much was accomplished but not without some bitter fights

Upper management not seeing supply chain management as a critical function

Working with Upper Management brought in from the outside

Having to continually justify why Supply Chain should be at the same level as Operations.

Reluctance on the part of some management to embrace change.

Lack of knowledge and skills of peers!

Our structure of decentralized purchasing

Continuing to re-educate my corp. partners on the need to involve logistics in the entire product life cycle.

Continuing to "sell" the importance of a tightly integrated supply chain organization - silo busting.

Lack of executive mgt oversight and management of the demand management process. Inability to sell executive mgt on the need and value of a robust S&OP process.

Supply chain is often a "no win" area when other professionals do not provide good inputs. Buyers and salespeople move around (change jobs) at the speed of light.

Conflicting goals in organizations where at times Manufacturing only considers Supply Chain as a service...not a partner.

Lack of knowledge by most top management of the values and profit contributors that can be created by proper material management programs.

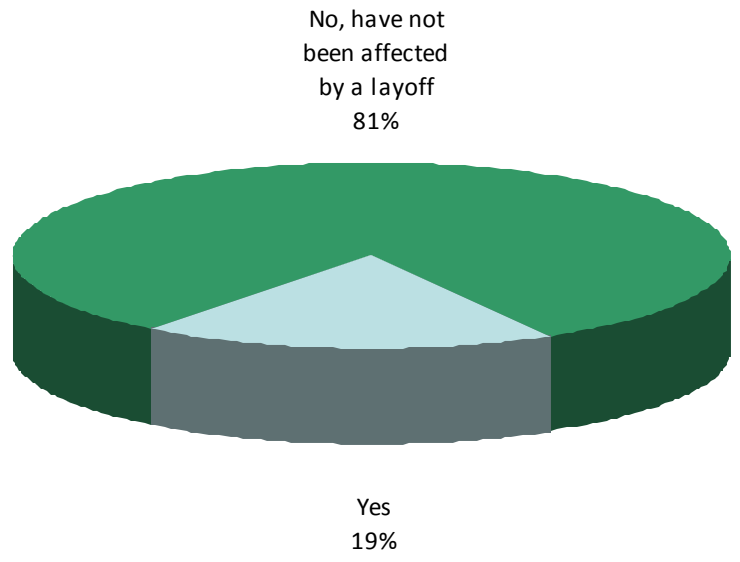
Working with upper management that is not competent

Management not supportive or ready for change.

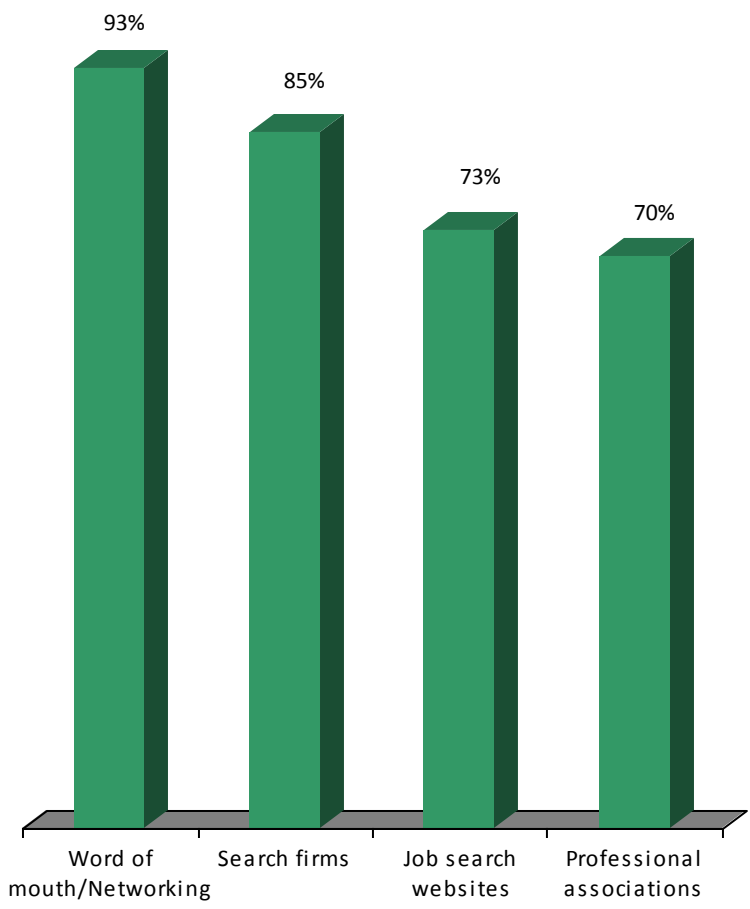
Lack of consistent cooperation, commitment from senior level execs to support supply chain initiatives.

Acceptance or understanding of importance SCM plays within the organization; impact to bottom line.

### Personally Affected by a Layoff/Downsizing in Last 5 Years

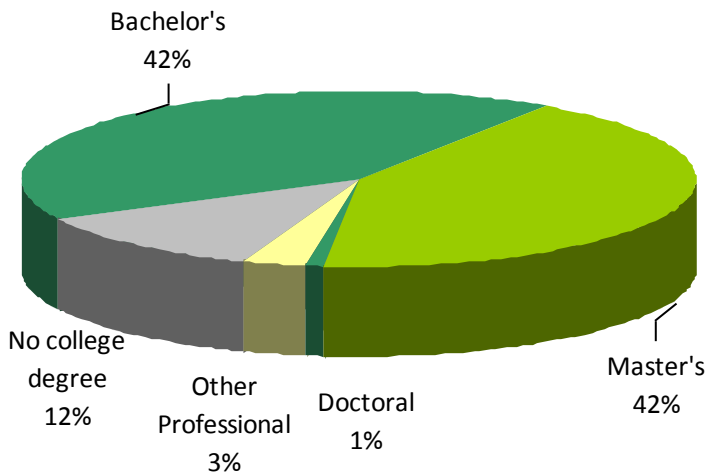


### Common Approaches for Seeking Employment

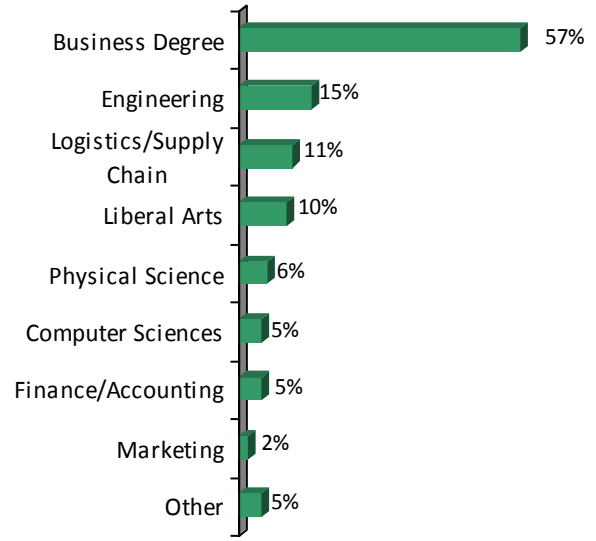


### Education

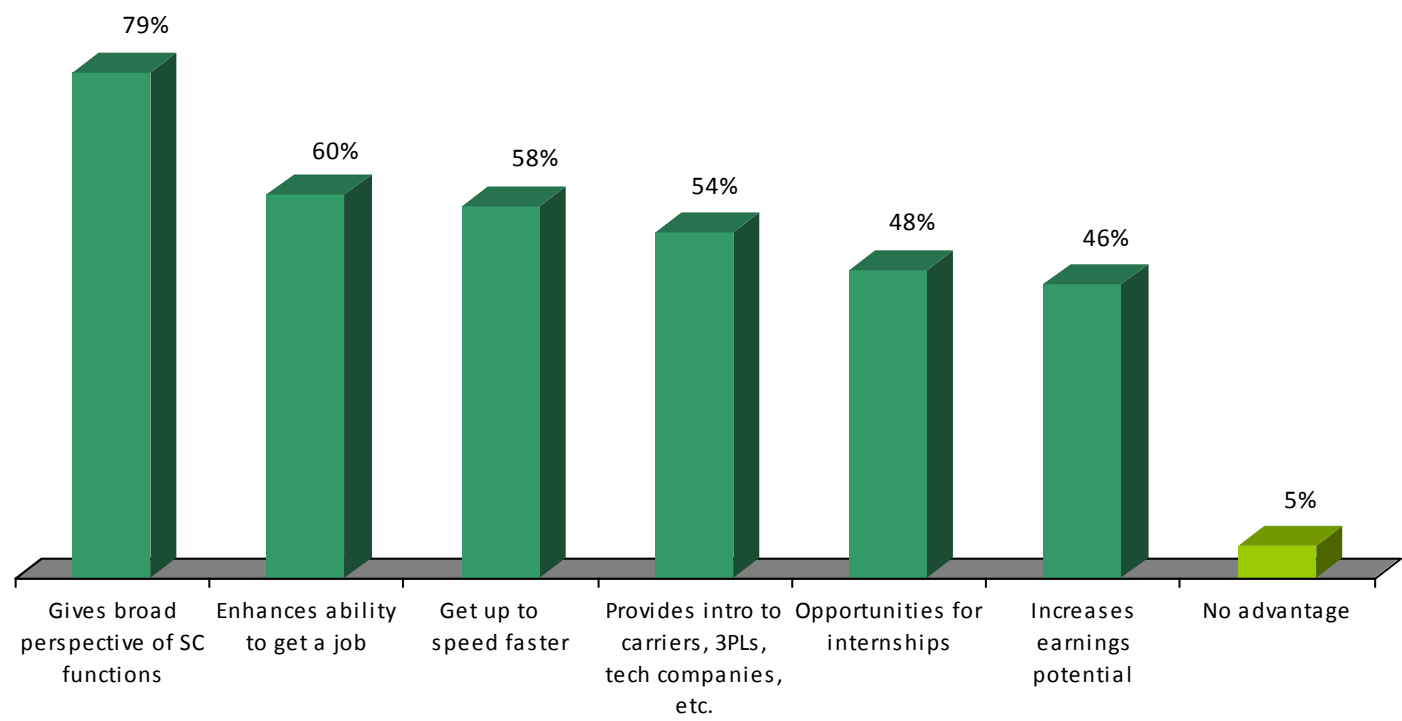
#### Highest Level of Education



#### Degree

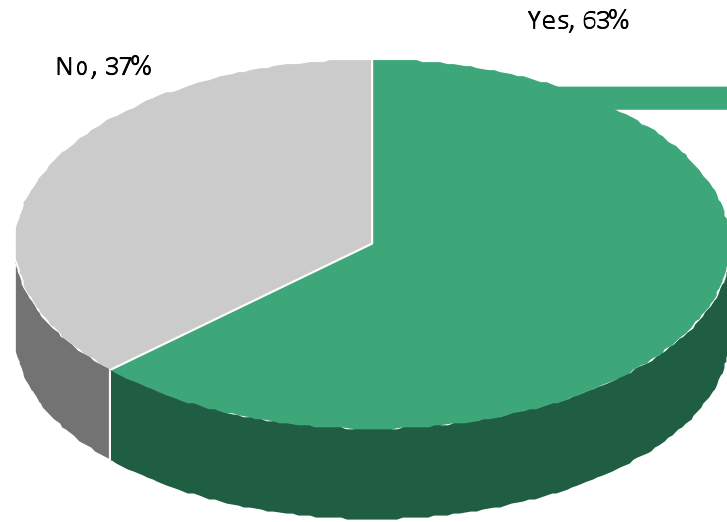


### Ways in Which a Degree in Logistics/Supply Chain Can Help

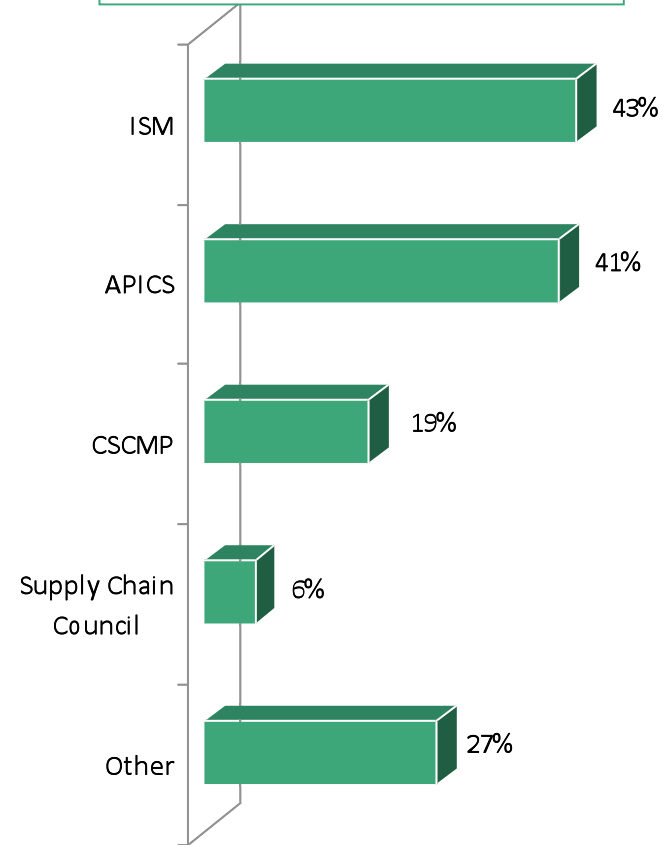


### Professional Associations

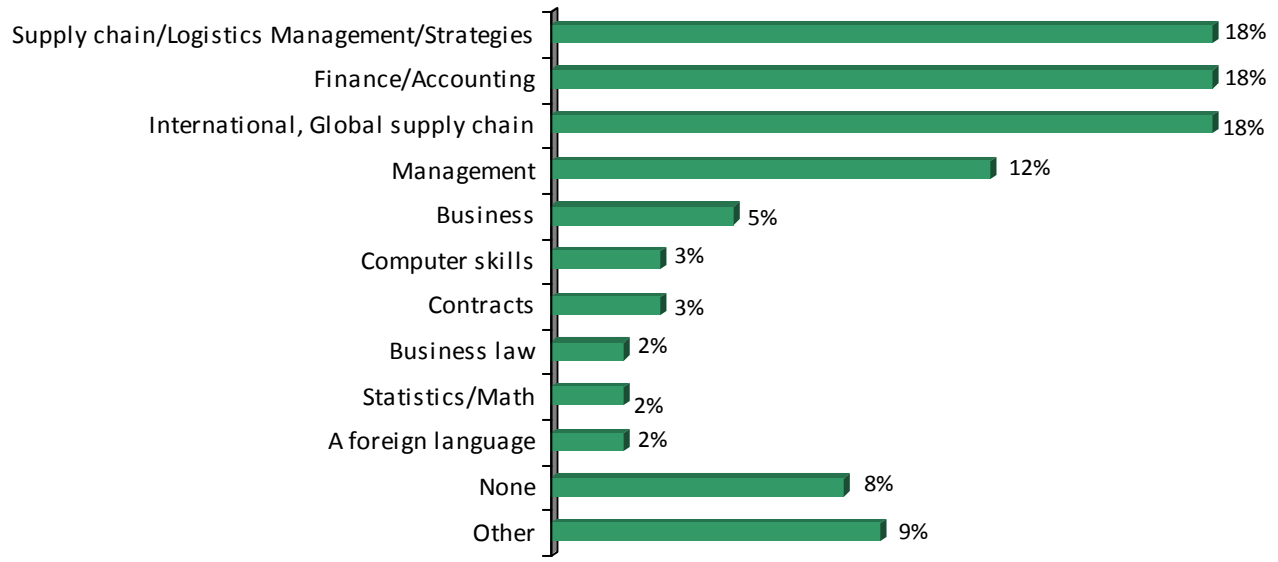
Membership or Affiliations with a Job-related Professional Association



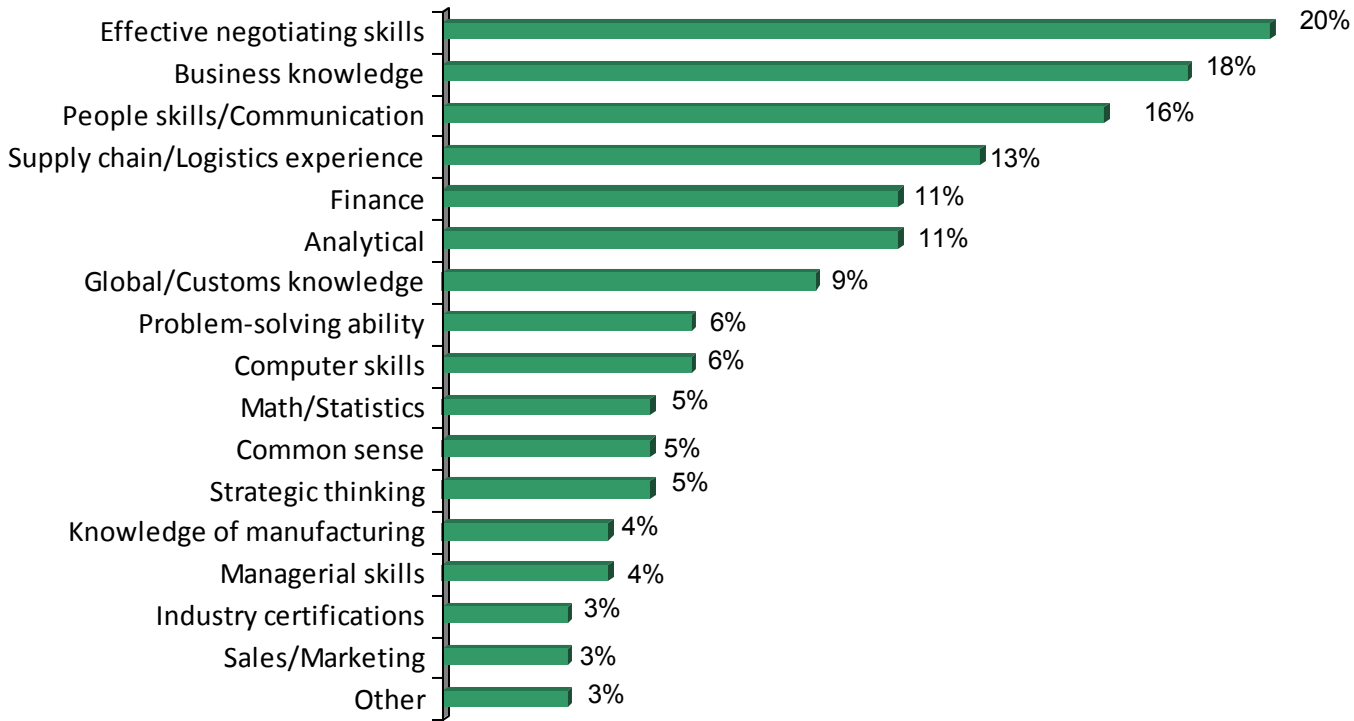
Which Association(s)?



### ONE Class That Would be Most Helpful in Career as a Supply Chain Pro

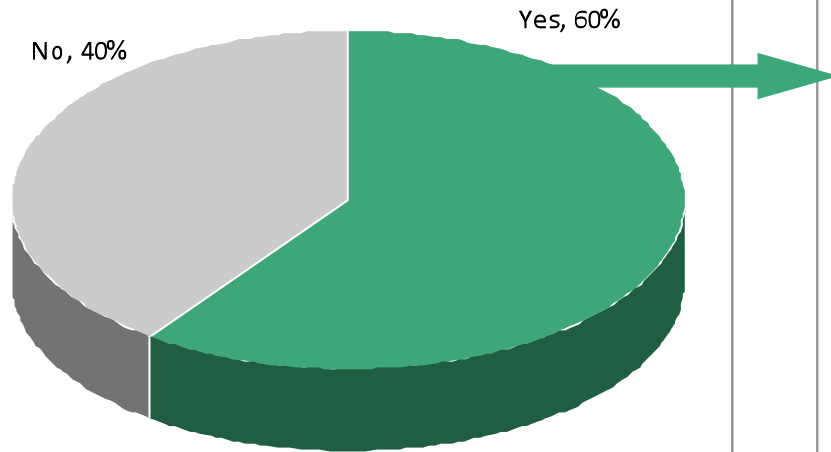


### Knowledge/Skill Sets That Would be Valuable for Person Entering Supply Chain Field

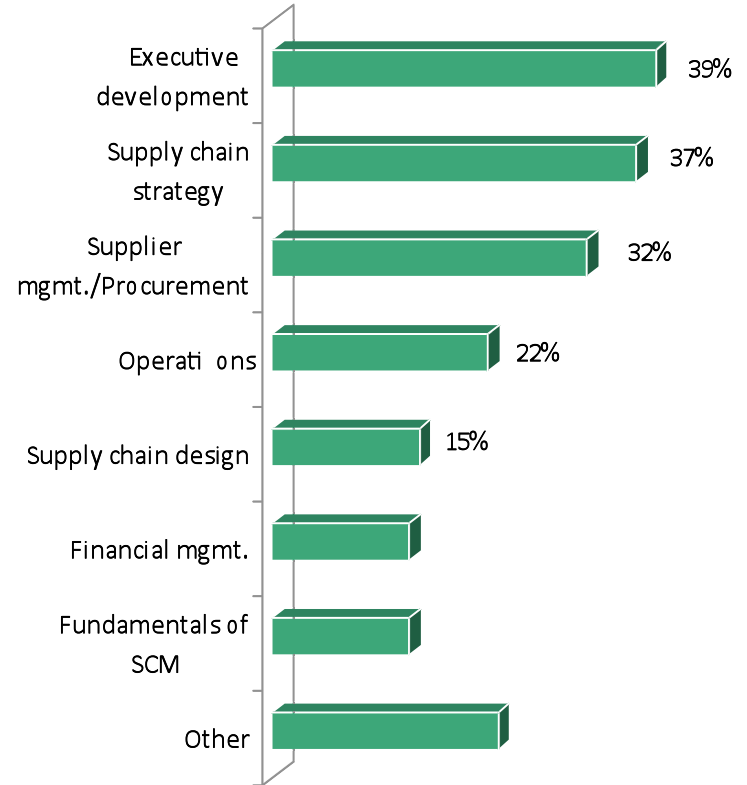


Professional, Continuing Education

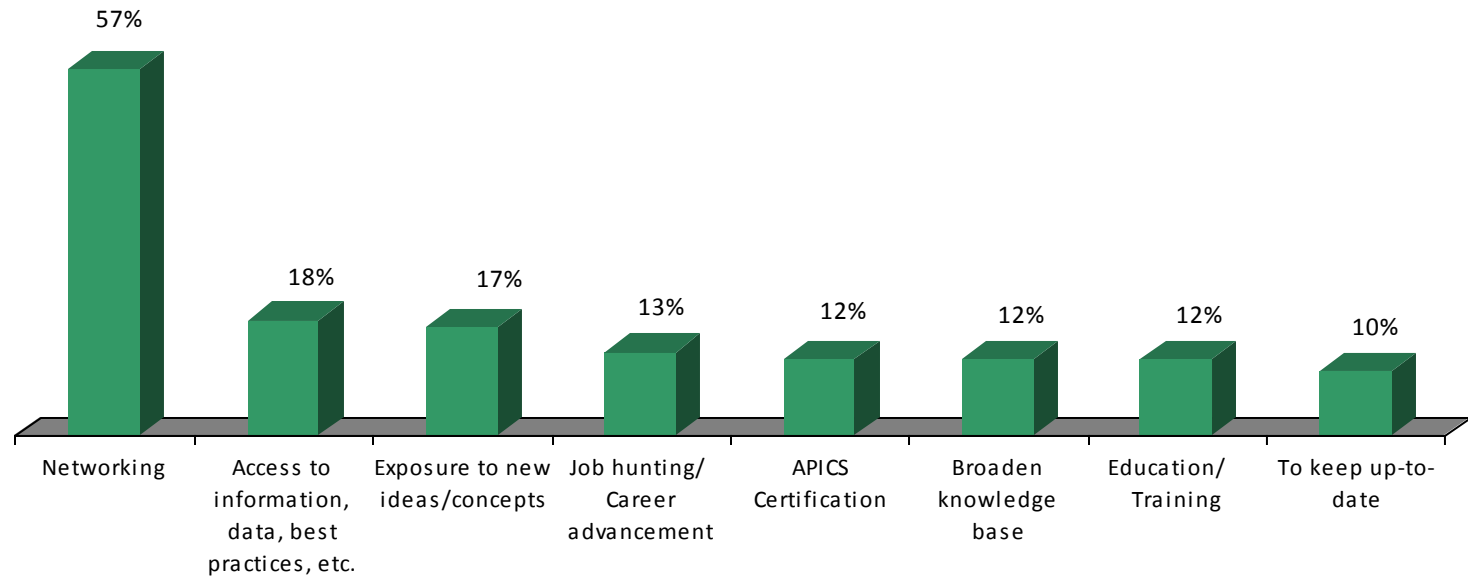
Taken Professional Education/Continuing Education, Training in Last Year



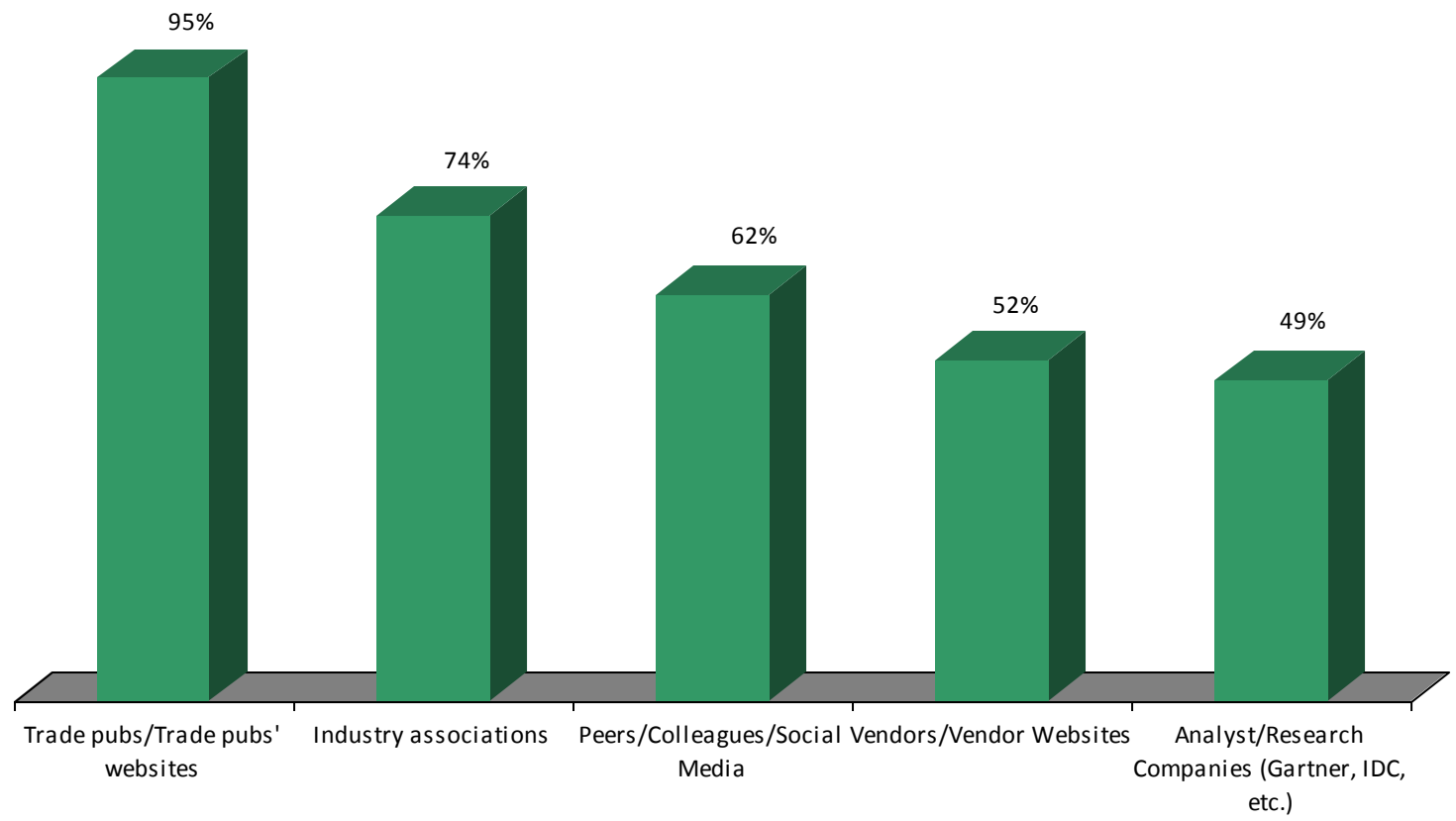
Focus of Courses Taken



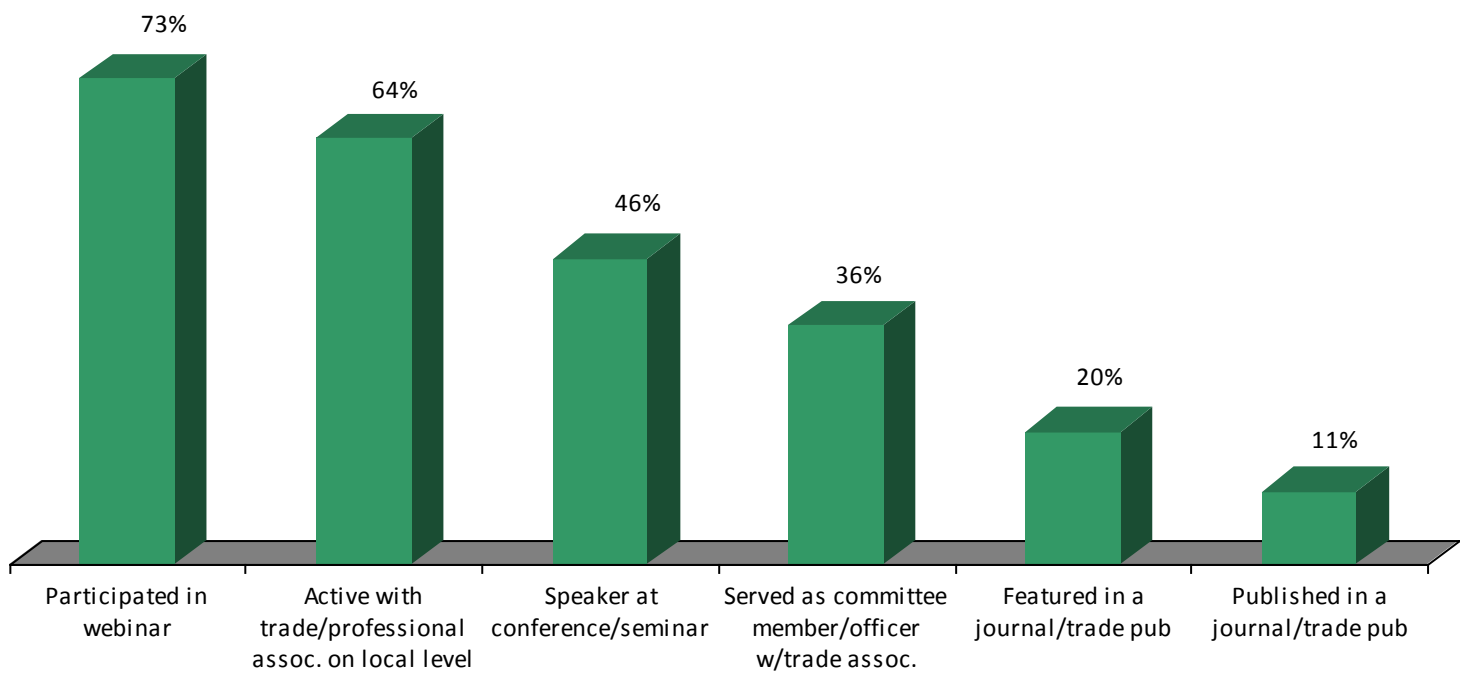
## How Professional Associations Help a Supply Chain Career



### Key Information Sources

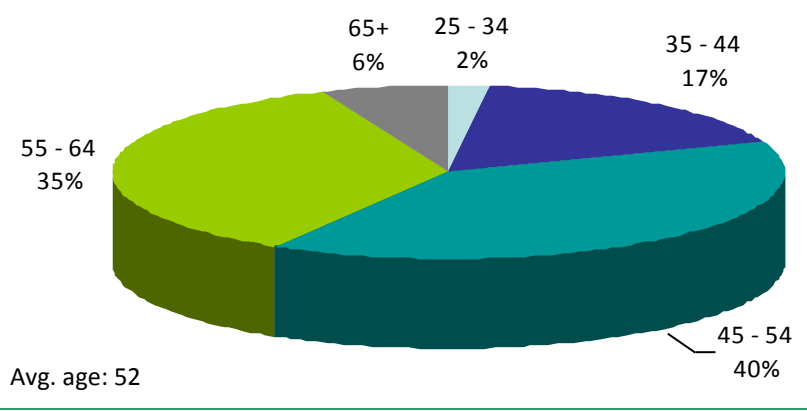


### Activities Participated In

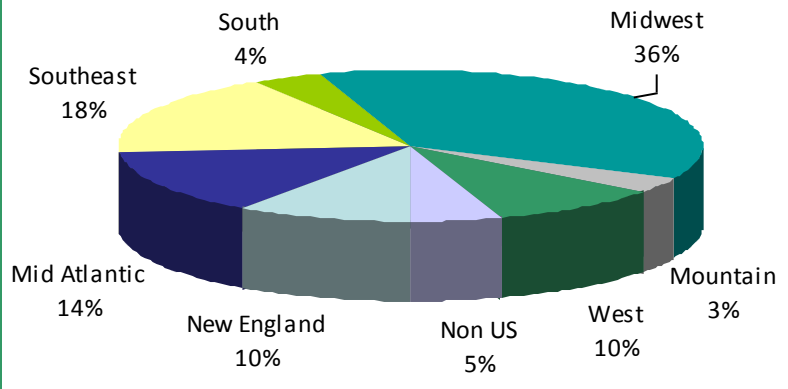


### Respondent Demographics

Age



Region



Gender

