



Supply Chain Strategy Q&A Series 2015

This Q&A was created in association with the 3PL Summit and CSCO Forum, taking place this June 16-18 in Chicago

The executives featured in this and subsequent Q&As will all be at the event.

Senior supply chain executives working at a manufacturer or retailer can attend the event with a complimentary pass.

[Click here for more information on speakers, the agenda and complimentary passes.](#)

Introduction

This Q&A series explores the wider picture of supply chain trends and challenges. This is an easily digestible piece that should give readers food for thought when it comes to exploring their own operations and role in the supply chain industry.

Some questions focus more on the ins and outs of supply chain management (what executives do day-to-day, what their plans or the future are, the most important criteria when selecting a 3PL) and others intentionally focus on the bigger picture ‘unknown’ trends affecting the industry— big data and analytics, omni-channel developments, and 3D printing.

Contributors

- Nancy Marino, Partner, **Columbus Consulting**
- Chip Galley, Director Supply Chain, North America , **Delphi**
- Ed Ram, Senior Director Supply Chain, **Sagent Pharmaceuticals**
- Anonymous VP of Logistics at US Retailer
- Reuben Slone, Senior Vice President, Supply Chain and Logistics, **Walgreens**
- Mike Fleming, VP GISC & Operations, **Johnson Controls**
- Jim Hourigan, COO, **BuildDirect**
- Steven Schwartz , Regional Purchasing Manager, **Arkema**

The executives interviewed for this piece will be attending or speaking at the Chief Supply Chain Officer Forum , taking place in Chicago this June 16-18. They’ll be chiming in on similar topics during interactive sessions and workshops, so if you’d like to meet them in person, join us!

Senior supply chain executives can get a complimentary pass for the event. For more information, head to www.cscforum.com or contact me on the details below.

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- Anonymous VP of Supply Chain at a Hi-Tech Manufacturer
- Anonymous Director of Supply Chain at a Consumer Goods Manufacturer
- Dave Perillo, VP, Global Supply Chain Operations, **Panduit Corporation**
- Kevin Barry, COO, **Autosplice**
- Eric Allard , Head – Global Logistics, **Husky Injection Molding**
- Ben Smith, GM – Operations, **Williams-Sonoma**
- Anonymous Director at a Healthcare Company

All comments are the individuals’ own, and do not represent the views of their companies

Want to learn more?

6th Annual North American
Chief Supply Chain Officer Forum
June 16-18 2015 | Radisson Blu Aqua, Chicago



The North American 3PL Summit and Chief Supply Chain Officer Forum is the most elite gathering of C-level logistics and supply chain executives in North America.

The unique nature of the event is that it also brings together CEOs of North America's leading 3PLs, allowing the industry's most prominent leaders from both the customer and provider side, to debate their concerns and thoughts on the industry's future.

The topics discussed in this report – looking at cost cutting, eCommerce, big data, sustainability, S&OP etc. will all be live discussions taking place at the event

The Chief Supply Chain Officer Forum, June 16-18 at The Radisson Blu Aqua, Chicago

Join this year's event to explore the 'now' and the 'new' of supply chain strategy – pinpointing the core capabilities that you need to have in place before capitalizing on the opportunities present in the form of Intelligent Analytics, the 'new' eCommerce, M2M and the Internet of Things.



These Supply Chain Speakers Will Guide you Through the Next Generation of SCM

- Don Hnatyshin, SVP Chief Procurement Officer, **Jabil**
 - Reuben Slone, SVP Supply Chain, **Walgreens**
 - Sheila Taylor, VP Logistics, **Sam's Club**
 - Larry Hartley, SVP Supply Chain, **Office Depot**
 - Scott Spata, VP Direct Fulfillment, **Home Depot**
 - Kevin Jones, VP Inbound Transportation, **Walmart**
 - Vijju Menon, SVP Supply Chain, **Verizon**
 - Gautam Grover, VP, Logistics Services, **US Foods**
 - Neil Swartz, VP and GM Parts Operations, **Toyota North America**
 - Jim Tompkins, CEO, **Tompkins International**
 - David Wilkins, VP of Contracts and Supply Chain, **Raytheon Company**
 - Jim Hourigan, COO, **BuildDirect**
 - Kurt Doelling, VP SC, **Oracle**
 - Kehat Shahar, VP of Supply Chain Planning, **SanDisk Corporation**
-

These Leading 3PL Speakers will Share Insight on the Future of Logistics

- John Costanzo, President, **Purolator**
- Chris Taylor, GM Chicago, **Uber**
- Brad Jacobs, CEO, **XPO**
- Hervé Montjotin, CEO, **Norbert Dentressangle**
- James Welch, CEO, **YRCW**
- Jose Ubeda, SVP, **Expeditors**
- Tom Sanderson, CEO, **Transplace**
- John Carr, CEO, **MiQ**
- Scott McWilliams, Executive Chairman, **OHL**
- Chris O'Brien, CCO, C.H. **Robinson**

Senior supply chain executives working at a retailer or a manufacturer can attend the event with a complimentary pass. To apply for a guest pass, head to:

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For more information about the CSCS Forum and the 3PL Summit, including agenda topics, latest speakers and sponsorship opportunities, visit www.cscsforum.com or contact the event director, **Sarah Reynolds** on sreynolds@eft.com

- 1 Speaking to your role, what are the main challenges that you face/will face: A) Day-to-day
B) Over the coming 12 months

Nancy Marino: My concern over the short and long term is the political stability of many of the sourcing regions and the strength of the USD. My primary focus is on the global supply chain and as many of the production countries face unrest and as the dollar fluctuates it leads to price and delivery instability.

Chip Galley:

- A) West coast port congestion
- B) Balancing logistics cost pressure with inventory concerns

Ed Ram:

- A) LTL Freeze Protection Outbound Shipments in the U.S.A... Apparent lack of quality, cost competitive service providers. During periods of heavy need, a shortage of assets that can provide Freeze Protection. Lack of freight movement on the weekends for LTL and small parcel as a normal course of business without incremental charges.
- B) Inbound Shipments from overseas arriving without Temperature Excursions.

Anonymous VP of Logistics at US Retailer:

- A) Continuing to drive total cost –to-serve lower.

Reuben Slone: The main challenge we face at Walgreens is the same challenge that is common across all Supply Chains today: how to give our customers what they want, when and where they want it—and doing all of that at an optimal cost. Today’s customers have more and more options, and in order to remain successful, we must proactively adapt to meet their demands.

Jim Hourigan:

- A) Final mile delivery to our customers, how do we continue to increase efficiencies (lower costs) while improving service
- B) Scaling our organization, how do we scale our company and retain our culture

Steven Schwartz:

- A) Meeting my internal customers’ requirements in the time frame they request things. Our Centralized Purchasing Group is only three years old, and as we publish validated savings, etc.. we gain some headcount, but we are still too thin in count to accommodate all requests
- B) First response = same as above. The second challenge is to develop projects to meet my targets while involving more people than the low-hanging fruit (easier to accomplish alone) projects we took on in years one, two and three

2 How do you think supply chain has evolved to move beyond being a support function, towards having a true strategic role in providing competitive differentiation? What qualities does a supply chain leader need to have to help to promote supply chain as a strategic differentiator?

Nancy Marino: Sourcing today is strategic and aligned with corporate business goals in that performance drives margin, growth and product diversification. To be a leading global brand/retailer a company needs to invest in infrastructure, and have a long-term vision for growth and market positioning with product teams aligned to the business and merchandising teams.

Chip Galley: The best supply chain leaders are those that have worked in the facilities that they now support. I.e manufacturing plant, warehouse, supermarket etc. They understand the type of waste a poor supply chain can cause and can implement fresh ideas to mitigate disruptions, excess material, limit variation and eliminate waste.

Ed Ram: A cost effective, speedy Supply Chain will provide a strategic advantage. Supply Chain leaders need to have cross functional and deep experience in order to be able to provide that vision.

Anonymous VP of Logistics at US Retailer: We have found that improvements in our supply chain and operations groups can lead directly to quantifiable revenue increases and improvements in customer satisfaction. While we always focus on maintaining a low cost to serve and continuous improvement initiatives to lower that cost, we also focus on service levels and new innovations that improve our ability to satisfy demand, as well.

Reuben Slone: Advanced Supply Chain organizations recognize they must align themselves to the business and drive shareholder value by creating economic profit. Today's most effective Supply Chain leaders think end-to-end, inspire their teams, influence their stakeholders, and have an aptitude for both technology and business.

Mike Fleming: C-Level executives are recognizing the value of a supply chain in competitive ways well beyond traditional, financial measures. While we still may be early in fully leveraging its true value, I do believe the world around us is shining a big spotlight on the opportunity and creating accelerated interest. We're experiencing a growing emergence of companies spawn simply through the proposition of a better supply chain ... a better way to serve the customer Amazon is a most basic example.

Jim Hourigan:

- A)** The best and most admired companies in the world have the best supply chains - that is not a coincidence and therefore leading companies recognize supply chain plays a very strategic role in most if not all organizations.
- B)** A supply chain leader must have the ability to project enthusiasm and be able to tell the story – decision makers want context that is backed up by facts.

Steven Schwartz: My focus is always on delivered cost, whereas previous sourcing at the plant level typically assumed freight cost as a relative constant. Purchasing strategies now involve many options, such as planning out methods

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to encompass shipping of multiple releases at the same time, having suppliers ship milk run shipments to multiple plants, optimizing order quantities, shipment timing, etc.— all to take advantage of better and lower cost shipment options.

Anonymous VP of Supply Chain at a Hi-Tech Manufacturer:

A) How:

- i. SC team is getting involved much earlier in the New Product Development (NPI) process; even enabling joint development with suppliers. Gone are the days when Engineering designs and Suppliers built; more and more companies are moving toward Joint Design & Development with Suppliers
- ii. SC team are bring new innovation back to the company or product team by providing the right interface between Suppliers & Product Development teams

B) SC leader needs to have a good understanding of product development, vision to deploy latest tools & technologies and the courage to take calculated risks

Anonymous Director of Supply Chain at a Consumer Goods Manufacturer:

I think there is a greater understanding of the value supply chain can add in terms of cost reduction, service and competitive advantage. A supply chain leader needs to be able to articulate and quantify the benefits of a well-run supply chain. So an understanding of the downstream impact of supply chain strategies and the ability to financialize that impact is critical. An effective leader needs to ensure that the company's supply chain strategy is aligned with the overall company goals - whether they be volume growth, customer service/fill rate improvement,

or inventory reduction. And be flexible enough to modify the strategy as the company goals change.

Dave Perillo:

- A)** I think the progression towards a higher value proposition varies by industry with technology companies moving faster towards C level acceptance
- B)** A strong vision, passion to drive change, ability to align supply chain execution model with strategic business/market plans, adaptability and flexibility, strong analytical and systems skills combined with an unwavering passion to drive positive bottom line results

Kevin Barry: In my industry (electronics), supply chain costs are more than 80 % of the cost structure. It is the business. An effective leader needs to have a holistic view of cost, schedule, quality and people.

Eric Allard:

- A)** It has been the center piece of some recent global success. Walmart is the first example/ Dell Computers/Amazon - all of these giants have mastered the supply chain. Their business model differentiator is the supply chain.
- B)** VOC. Voice of customer management; they start the process by putting themselves in the clients' feet and target the clients' expectations. After this, the negotiation skills and optimization of the networks are aligned to the key qualities a SCM network delivers.

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Ben Smith: Particularly in the e-commerce and retail sector, supply chain functions are as important as ever in playing a customer facing role. Today, your supply chain and distribution solutions are a characteristic of the product you sell. Cost, speed to market and delivery choices are as much a consumer consideration as the value and quality of the product itself. As a supply chain leader in an omni-channel environment, I must ensure that we are forever evolving, continuously improving whilst managing complex cost pressures and most importantly, listening to our customers.

Anonymous Director at a Healthcare Company:

- A)** Examples across many industries are illustrating that a much more flexible and nimble supply chain can provide a competitive advantage in the commercial market place today. Amazon, Wal-Mart, and many other companies have invested in this way.
- B)** The most important quality is a positive, servant-leader attitude. Any leader can lead from the front with a “can-do” spirit, but without the ability lead by serving the managers in a dynamic way through difficult, as well as changing environments, their tenure is often short-lived. To show an entire business the strategic advantage supply chain can have on the company and in the market place, this leader must have the vision to see the possible future state of their supply chain, show senior leadership the necessary investments needed, and then execute flawlessly. If all three aspects can be done well, then the transformation of this supply chain can occur and be promoted within the industry after

execution. The challenge within most large corporations today, is that there are too many leaders with many different approaches that can be confusing the overall company leadership, since supply chains can look much different in the various businesses in a company. The key is to find ways to show the value to be mined by collaboration between, areas within the company and with partnership with valued suppliers.

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- 3** There has been a lot of talk around new technologies and the impact that they're going to have on supply chain over the next few years. Think big data and analytics, 3D printing, Internet of Things, drones... Coming from an industry that is typically slower to adopt such 'hype' technologies/innovations, what impact do you see these particular innovations having on your supply chain and the industry as a whole? Executives could comment on just one technology or all of them.
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Nancy Marino: The most significant trend for the supply chain today is 3D printing which is positioned to dramatically lower the cost for development as samples can be developed with greater accuracy and corrections to fit and styling communicated immediately to the production factory and overseas merchandising/sourcing teams.

Chip Galley: I believe that the first automotive supplier to truly understand and integrate big data into their entire enterprise will have a tremendous advantage over its competitors. From sales & revenue forecasting thru the manufacturing footprint decisions, supply chain planning to supplier strategic sourcing etc. The velocity and accuracy of the data moving through your enterprise will eliminate all forms of waste, known and unknown.

Ed Ram: Big Data creates to have full visibility of all links in the Supply Chain for the past. This provides the opportunity to identify areas for improvement and to prioritize those initiatives. Big Data also enable the creation of trending models which helps in predicting the future with more accuracy. It can only help in optimizing inventory and service provider selection.

Anonymous VP of Logistics at US Retailer: More data will definitely help to drive better decision-making, and we are making investments to make sure that we capture data throughout the entire supply chain from internal sources and from our 3PL partners. There are opportunities to drive improvements in the supply chain that don't require fancy 'big data' analytics, but can be attacked even through simple descriptive analysis. That said, in the future there are opportunities for more automated analytics and predictive analytics to be a part of our supply chain, as well. I don't see drones and 3D printing being a short-term benefit for us, though.

Reuben Slone: A big trend I'm watching right now is inventory visibility—how we can leverage information to respond to, and even shape, customer demand.

Mike Fleming: Largely speaking, traditional supply chain success has rested on a well-structured, consistent and tightly managed set of procedures, processes and systems. Big data analytics which quickly connects disparate information and leads to fast decision making is relatively new to our structured world of supply chain. The challenge ahead is how we organize, balance and optimize living in both world to ensure both control and speed.

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Jim Hourigan: We currently use data and analytics within our supply chain and will be increasing our use to drive even more efficiencies into our system. Our view is that there will be major advances in supply chain efficiencies as companies continue to adopt the use of advanced analytics to optimize their supply chain. This will be forced by pure tech companies disrupting various segments of the supply chain.

Steven Schwartz: As mentioned above, our Centralized Purchasing effort is only three years in existence, so our "new" technologies are more aligned with catching up to what has been available, but has until now been neglected. My current role is Goods & Services Purchasing, and although Logistics is handled by another group, it pains me to see that we still source a lot of our own freight. Our best freight rate options are limited to improve only by what we know – with all of the 3PL and 4PL knowledge available, we are just now starting to evaluate and leverage better/alternate options.

Anonymous VP of Supply Chain at a Hi-Tech Manufacturer: Analytics and a data-driven approach has been a key differentiator for us. We are starting deploy tools to build a "Should Cost" model for each commodity we source, enabling us to deliver the lowest cost for the product from the start. We are deploying tools to automate the RFP process.

Dave Perillo: Information and speed drive success. Having more data compiled in the right format to enable key and critical decisions will enable more controls and process discipline that will reduce costs and increase velocity in the supply chain...the internet of things will continue to drive more quantum leap opportunities, connecting data at all points in the supply chain will facilitate accelerated decision making capability.

Eric Allard: I think it is important to follow and keep an open mind on new technology and data, - the internet will only enhance the SCM world and we need to be ready to be able to slice and dice all the new information. The issue now is that many decision makers now are not aware of new technologies and tools, therefore we need to keep an open mind when it comes to this subject.

Ben Smith: To quote P Drucker: "If you cannot measure it, you cannot manage it", which brings me to 'Big Data'. Data is one of the most important tools for me to be a confident leader and without adapting to big data analysis I may not be as effective or strategic as our competitors. To me, big data is an absolutely critical tool to any supply chain in order to future proof your business operations.

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Anonymous Director at a Healthcare Company:

Regarding Big Data and analytics:

1. The biggest issue remains to be total landed cost of the investment for cloud based and other solutions in the area of Big Data and Analytics. Many providers have been unsuccessful because the initial cost is too high to project the total benefit to a potential customer.
2. Increasing Velocity is the second issue, whether speed to implement or speed to getting to results, most solutions are taking way too much time from concept to successful outcomes. Innovators that can bring value quickly typically are more successful compared to ones that promise more far reaching end-to-end platform solutions.
3. The third aspect being scrutinized is measuring on-going value to the client. Many solution providers can help short-term in a specific project, but it may have a very short life if ongoing, and new, innovative solutions aren't identified over the first period of activity within a client company. Sometimes there is little business strategy developed collaboratively.

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- 4** (If applicable) Is your company intending on integrating online/offline internet and store shopping capabilities and delivery options into the supply chain? Please share with us how your company is evolving in the new “omnichannel” retail environment.
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Nancy Marino: Omni or retail anywhere is a requirement for success, as the customer wants the experience of the brick and mortar store, but the agility of ordering when and where they want. Retail stores are becoming shipment points for the customer pick up or shipping points for delivery to the customer. Keeping merchandise in a distro facility is not an option today as inventory needs to be accessible to the customer and not held in a remote facility.

Reuben Slone: Omni-channel has been a focus for Walgreens for several years, and it's one of the many things that make our offering so convenient for our customers. Our intention is to work in a customer-centric way, and to connect all of our experiences, so whether a customer is shopping in our stores, on one of our websites, or on their mobile device, they get what they're looking for, in a consistent way.

Jim Hourigan: We are a pure online retailer – we are increasing the number of delivery options we offer.

Steven Schwartz: We are a chemical company that has been formed and continues to grow by acquisition – there are no new greenfield plants in the US, we grow through purchasing existing facilities from Dow, DuPont, etc. That said, our relationships with our big suppliers are good and most are two way, as we both buy and sell to each other. We have numerous B2B setups in those relationships. The rest of our customer base is very scattered and divergent in needs and requirements,

so we tend to be more aligned into a standard Customer Service taking orders from customer type organization. On the supply chain side. We are improving on electronic communications on overseas shipments, but those are handled by the respective Business Units (we have 13 BUs) and not through the Centralized Logistics, so not all best practices are immediately shared as we would like.

Dave Perillo: N/A from a retail perspective. However, E-Commerce continues to evolve business systems and Go To Market strategies for all companies. Innovate or die.

5 Visibility is one of the on-going conundrums for supply chain executives. What is it going to take to make end-to-end visibility a reality in your organization?

Nancy Marino: Having the ability to view where inventory is at any time for use in any channel is the goal of most companies today. The key to visibility is the role of the planning team which must lead a cross functional team in order to delivery results short term.

Chip Galley: For us it goes back to big data. Knowing what the end customer is willing to pay for, understanding how that market mix and penetration gets back to our manufacturing floor and then to our supply base is the key. Right now the data is too slow and its accuracy is suspect.

Ed Ram: Big Data with the right applications and individuals. Use of sensor devices that can track shipments from end to end point providing real time location and environmental data.

Mike Fleming: There are few, if any, technical barriers affecting our ability to achieve true visibility for any supply chain today. The ability to achieve true visibility today is probably based largely on foresight of its value by an organization's leadership and simple prioritization.

Steven Schwartz: Leadership understands that we need full visibility to garner the highest successes. We are seeing more and more tools and shared data to assist in getting there.

Anonymous VP of Supply Chain at a Hi-Tech Manufacturer: We are starting to deploy tools and technologies to enable us to see data or analysis real time e.g.

we are exploring deploying a tool that would monitor risks around the world and give us a warning in case there is a danger of supply chain disruption.

Anonymous Director of Supply Chain at a Consumer Goods Manufacturer: If upper management is not bought in, then getting support and input from other groups like sales, marketing, and finance will be difficult.

Kevin Barry: A lot of our manufacturing is outsourced, so we have put visibility into our contract manufacturing partners' ERP systems as well as our own. We have a "glass pipeline" across multiple tiers.

Eric Allard: New ERP (Microsoft Dynamics global platform) and TMS+ and trade compliance models.

Ben Smith: The cloud has had a huge impact in end-to-end visibility, in real time, when and where you need it so in order for absolute end-to-end visibility of not just supply chain but your business as a whole, you need to have all systems in the cloud.

Anonymous Director at a Healthcare Company: By far one of the biggest challenges due to the impact of M&A and integration challenges. It is going to take a concerted and aligned effort within our company and across the industry to properly socialize the complexity and cost to properly make end-to-end visibility. Most companies of Fortune 250 or larger size simply are not prepared for the cost and are resistant to real internal change needed to accomplish this challenge.

6 Comment on the transportation aspect of your supply chain – how have your transportation needs been met, what key thing(s) can a logistics provider do to help you achieve your business goals?

Nancy Marino: Logistics is the most stable part of the supply chain today. As contracts are negotiated in advance and most companies have implemented ERP and AP solutions which has enabled greater accuracy for projecting the needs of the logistics teams to negotiate rates for either sea or air contracts.

Chip Galley: Logistic providers need to develop a model for ultimate flexibility and responsiveness for the lowest cost possible. Think direct door to door taxi cab service for ocean to hub to rail to hub to bus service price.

Ed Ram: There are a lot of transportation providers. They need to ensure that they have dependable equipment and trained, full staffing. They need to provide cost competitive routing with weekend service at no incremental charge. They also need to ensure that the temperature control instructions on the BOL adhered to without deviation.

Anonymous VP of Logistics at US Retailer: We leverage 3PLs for our inbound transportation needs and ground carriers for our returns logistics. Key for us managing total cost of the supply chain and visibility of shipments in-transit.

Reuben Slone: We've developed open and collaborative relationships with all of our external partners—I expect our providers to know our business, our strategy and our priorities, so we can work together to achieve our outcomes.

Jim Hourigan: We feel that the traditional transportation service providers are moving too slow in adapting to the changes in home delivery. This is leading to new and different models that will drive the changes required by customers.

Steven Schwartz: We are not always taking advantage of what the better Logistics providers offer because of the manner in which we tend to treat things as one-off transactions. As mentioned above, our Supply Chains are aligned by BU, so certain groups tend to be more forward thinking and willing to look at newer opportunities provided.

Anonymous VP of Supply Chain at a Hi-Tech Manufacturer: Yes, we have a strong logistics team that manages all aspect of transportation for us .

Dave Perillo: Freight costs continue to be a significant focus.

Kevin Barry: Consolidate my highly fractured localized warehousing and transportations function.

Eric Allard: Solution lead time issue and managing visibility. Management of vendor fuel surcharge process.

Ben Smith: Particularly in Australia, transportation is years behind the US in technology and service offering. In a recent move to be able to cost effectively

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offer a national white glove delivery service, I needed to sell the idea to transport companies about creating an industry solution for white glove delivery that has the handling capabilities of a removals business but visibility and technology of a modern top tier freight carrier, in an effort to drive a cost effective solution where there is not yet volume to support it. Logistics providers need to be even more flexible than ever in today's environment where technology is moving at such a fast pace. For any retailer to be in the game, their logistics partners need to quickly adapt and change to new consumer demands, cost pressures and technology.

Anonymous Director at a Healthcare Company:

1. Willingness to move from supplier to partner. Successful providers of transportation services will need to do much more than traditional point a-b services.
2. Partnering in shared win-win outcomes to mutual business advantage will differentiate the good from the great partnerships with client shippers.
3. Find ways to strive for total customer satisfaction. Ideal outcomes usually mean that the key partnerships are continually improving processes and driving increased value in a very visible way. Both cost and needed, not wanted, service expectations come to mind.

7 Finally, on a lighter-hearted note, what is it about your job that you love? What's your driver?

Nancy Marino: I love the business of the business...the challenge, the people and the ability to drive change and process.

Chip Galley: Knowing that we have not scratched the surface yet on eliminating all of the waste in the supply chain keeps me going.

Ed Ram: The challenges of moving products from point A to B, anywhere and under any conditions. Improving how Supply Chain works, including forecasting and demand planning. Lastly, getting to work cross functionally with a variety of people both internally and externally.

Anonymous VP of Logistics at US Retailer: Working with great people and solving complex problems to deliver results for our customers.

Reuben Slone: My driver is leading and motivating our people. There's a Ghandi quote I live by, and that's: "There go my people. I must follow them, for I am their leader." It's my job to empower my team and stand behind them – that's what drives me forward every day.

Mike Fleming: At the end of the day, it's all about winning. What I love about my job is the satisfaction in advancing the ball with the team each and every day, no matter how big or small the achievement may be. I like watching this momentum build upon itself to the point where it's frankly hard to stop.

Jim Hourigan: The number 1 driver is our NPS score – it tells us whether or not we are meeting our customers' expectations. We ask every customer for feedback and to grade their experience with us – I read every customer feedback - first thing I do every morning.

Steven Schwartz: With my experience and training, I look to see the whole picture. I like the challenge of looking at everything and putting all of the data, needs, time requirements, etc., together and making the puzzle fit together. Every opportunity is a new opportunity to learn and a new challenge. I get to do something different almost every day, not just repeat things over and over again

Anonymous VP of Supply Chain at a Hi-Tech Manufacturer: I want to deploy the latest technologies & tools that would enable the organization to be more productive, improve response time and deliver exceptional value for the organization. SC to be a key differentiator vs. our competitors is my aspiration.

Anonymous Director of Supply Chain at a Consumer Goods Manufacturer: I love finding broken processes within the company and fixing them. I love sharing information cross-functionally and seeing the impact when people finally get visibility to the information they need to do their jobs well.

Dave Perillo: Transformation and demonstrating positive bottom line performance results.

7 Finally, on a lighter-hearted note, what is it about your job that you love? What's your driver?

Eric Allard: I was a service provider for +23 years of my career . I am now a client or a buyer of the services logistics providers offer, being able to clearly formulate my employer's manufacturing logistics requirements and translating these requirement into the logistics and trade compliance language the service providers understand. Additionally being the client now of my past employer proves to be great fun!

Ben Smith: No two days are the same in supply chain which means regardless of your industry there is always a new challenge. To be an effective supply chain leader you have to be constantly learning and adapting to the ever changing and more demanding market you're in. I am always learning something new, so I am always improving my skill set, which whether big or small, is incredibly satisfying.

Anonymous Director at a Healthcare Company: Being part of a great company makes this easier, but really for me, it is such a joy to work with so many talented colleagues, within our company and especially within our supply base. The driver that moves it from a job to a profession that is loved is the need that it is still obvious to improve to a top-tier supply chain in the industry. This drive keeps me coming back for more and more great projects and programs to pursue and become the best in industry.

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 - Larry Hartley, SVP Supply Chain, **Office Depot**
 - Scott Spata, VP Direct Fulfillment, **Home Depot**
 - Kevin Jones, VP Inbound Transportation, **Walmart**
 - Vijju Menon, SVP Supply Chain, **Verizon**
 - Gautam Grover, VP, Logistics Services, **US Foods**
 - Neil Swartz, VP and GM Parts Operations, **Toyota North America**
 - Jim Tompkins, CEO, **Tompkins International**
 - David Wilkins, VP of Contracts and Supply Chain, **Raytheon Company**
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- James Welch, CEO, **YRCW**
- Jose Ubeda, SVP, **Expeditors**
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