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# GLOBAL SUPPLY CHAIN REVIEW

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2008  
AWARDS EDITION

BILL WATKINS  
CEO OF THE YEAR

AND:

THE 2008 TOP 25  
SUPPLY CHAIN  
EXECUTIVES

PLUS:  
ENVIRONMENTAL  
SUPPLY CHAIN  
PLANNING - EXPANDING  
THE ACCOUNTABILITY

Bill Watkins  
2008 CEO of the Year



# The Supply Chain Industry Can Lead The Way Toward An Oil Free Economy

We have watched the price of a barrel of oil rise from \$30 dollars, towards \$90 dollars and recently, to over \$130. Sadly, it may not be long until that price nears or tops \$200 dollars. The harsh reality is that we can continue to expect increases in the price of oil in the future, and a reverse in the direction of prices would be regarded as an aberration.

It is imperative that we, as an industry, rethink our supply chain and sourcing decisions. We must optimize order management and the movement of goods. We must be SMART in our decisions. The transportation industry, along with supply chain professionals, manufacturers, and retailers need to devise a workable plan. We cannot afford to be complacent for the next 10 to 15 years. We must be active participants and supporters, driving new programs towards reducing our dependence on oil.



How do we, as an industry, address this challenging situation?

**Vote** - We should urge the next president of the United States to mandate all government agencies to buy hybrid, plug-in hybrid, and other alternative fuel vehicles immediately. Taking this step would broaden the technology and help companies overcome some of the challenges that new technologies often face. This mandate is likely to cascade into other sectors.

**Lobby** - Encourage your legislators to invest in railroad infrastructure and nuclear energy. If we improve and expand our railroad infrastructure, we would decrease our reliance on fuel-dependent ground transportation and combat rising fuel costs. We should also encourage government to develop and implement nuclear energy technology. Nuclear energy has been successful in the past, and with new and more stringent safety guidelines, it can be successful again.

**Spend** - The industry can benefit from the influx of hybrid and alternative fuel vehicles as manufacturers build them at lower costs. Tell vehicle manufacturers that we won't buy any more traditional oil-based fuel vehicles, but that we will purchase vehicles running on new technology fuels. Buy hybrid vehicles for your entire sales staff. Offer incentives to employees that drive hybrids.

**Plan** - Increase the number of consolidations in our supply chains. Make use of tools to better streamline supply chain models. By buying less and spending less on shipping costs, we will use less fuel in the process. Relocate distribution centers near major ports of entry to reduce the amount of drayage.

**Compare** - Which vessel operators have the oldest fleets? Which carriers use the most fuel per container? What is the carbon footprint of each carrier? Make this information part of the RFQ decision process.

**Study / Experiment** - Our industry should study and experiment with alternative fuels for ocean vessels, airplanes, trains, and trucks, and then share the findings.

It is evident that we are in a crucial time for the U.S. economy. The supply chain industry has a unique opportunity to impact the future of this nation by the way we manage our supply chains. We can help free our country from dependence on oil by demonstrating leadership in embracing new fuel technologies. Not only will smart supply chain management practices pave the way for new technology fuels, our efforts will also help to reduce global warming. That opportunity is too big and too important to ignore.

Sergio Retamal  
President of GSCLG

# CEO of the Year



The Global Supply Chain Review is proud to honor and present the 2008 CEO of the Year Award to William D. Watkins. This award was selected by the Global Supply Chain Leaders Group (GSCLG) and the GSCLG Board of Directors. Bill was nominated and received the CEO of Year award due to his success as CEO, his efforts to create jobs and maintain U.S. competitiveness in a global economy, as well as his consistent involvement in community endeavors.

Bill Watkins, Chief Executive Officer of Seagate, joined the Seagate family in 1996 as part of a company merger with Conner Peripherals. While at Conner, he established the Conner Disk Division and managed it through a successful merger with Seagate. Between June 2000 and July 2004, Bill served as President and Chief Operating Officer responsible for global hard disk drive operations, and was elected to the Seagate Board of Directors in 2000. He was appointed to his current role as Chief Executive Officer in 2004. Bill Watkins received his Bachelors degree in Political Science from the University of Texas, graduating with honors. He currently serves on the Board of Directors of the Leukemia and Lymphoma Society, and the Silicon Valley Leadership Group. Additionally, Bill serves on the Executive Advisory Council for IDEMA (the International Disk Drive Equipment and Materials Association) and the Executive Advisory Board of the Juran Center for Leadership in Quality.

**We are pleased to name and to honor William D. Watkins the 2008 CEO of the Year. Congratulations Bill!**

# What Is Strategic About Supply Chain Management?

## Editor's Brief

By Gwendolyn Whitfield, Ph.D.

One of my first jobs as the new editor of the Global Supply Chain Review was to look at the results of the Executive Survey sent to members of the Global Supply Chain Leaders Group earlier this year. One data point that caught my attention was the number of people who said that supply chain management was important for their company's strategy. In fact, over 87% of the respondents said that supply chain management is either very important or extremely important to their company's overall business strategy. I found this very interesting and asked myself two fundamental questions. How is supply chain management strategic and why is it capable of providing long-term competitive advantage for those companies that make investments in their supply chain? I believe these are important questions that every supply chain executive and every chief executive officer should be able to answer.



Traditionally, the supply function was carried out with deeply ingrained assumptions about how to interface with suppliers and get the job done. The focus of the company was not necessarily on supply management, but on product positioning, marketing or capital structure. Maximizing supply management was, at best, an afterthought. In fact, just a couple of decades ago, some CEO's may not have been fully aware of the benefits of managing the supply chain as a strategic asset. Fortunately, technological opportunities and proven results are putting an end to viewing the supply chain as anything but strategic.

Before I weigh in with answers to the questions posed, let me begin by describing how the nature of competition has drastically changed over the last two decades, moving supply management beyond a functional-level tactic to a strategic capability ample enough to provide a competitive advantage. Some would argue that strategy is about positioning and others, the skillful use of resources and capabilities. Yet, few would disagree that at the heart of strategy is the ability to respond to a changing business environment. Opportunities and threats exist everywhere and firms must continually face new challenges to remain competitive. Successful firms have had to align and re-align efforts to build a competitive advantage in response to those threats and opportunities.

Much of the realignment has been caused by changes in technology. How successfully firms respond to technological opportunities will, in a large part, determine their ability to leverage resources and harness new markets. Gone are the days of established firms being able to sustain a competitive advantage in uncontested market space. To the point, companies like Dell and Wal-mart have steamrolled the traditional rules of competition by masterfully infusing their supply chains with technology. These two companies, among others, have taken full advantage of the opportunity to gain a competitive foothold with the strategic use of technology in their supply chains.

Initially, companies were eager to infuse technology into select aspects of their business, including electronic transactions, teleconferencing and merely having a web presence. However, companies quickly realized that these activities, alone, could not provide a rare, valuable and non-substitutable competitive advantage. Infusing the entire supply chain with technological capabilities, on the other hand, provides a real opportunity for differentiation. As such, the supply chain has become a massive interplay of internal and external functions and activities, involving purchasing, logistics and operations and supplier management. When combined with technology, the interplay of activities and relationships has the potential to create a sophisticated supply chain system capable of carving out a competitive position far above rivals who chose not to invest in their supply chain competence.

Supply chain management is strategic because the use of technology in supply chains makes it possible to go where no firm has gone before. With technology, firms are making dramatic

improvements in supplier communication and integration, replenishment and logistics management. With technology, companies are able to achieve higher levels of responsiveness, flexibility and efficiency than what was possible in traditional supply chains. With technology, businesses are able to integrate their operations, communicate with suppliers and provide up-to-date, real-time data for partners throughout the supply chain. This is possible whether the partner is in Hong Kong or Maine.

And if you're still not convinced, consider Porter's Five Forces Model. Heralded as a cornerstone in the field of strategic management, Porter clearly identifies the relative power of buyers as a crucial element for firm profitability. And we know, above average returns, the goal of strategic effort is the result of a sustainable competitive advantage. Supply chain management just might be the source of that advantage as technology enables it to manage relationships with suppliers. The increased use of strategic supplier partnerships is also ushering supply chain management center stage. But, Mr. Porter already knew that is where it belongs.

## About the Editor

### **Gwendolyn Whitfield, Ph.D.** **Assistant Professor of Strategy**

Ph.D., Western Michigan University  
M.B.A., Wayne State University  
B.A., Howard University

Dr. Whitfield specializes in business growth strategies, new-venture strategies and supplier management and diversity for small and medium sized firms and governmental entities. She is the author of numerous articles which has been featured in such publications as the *Journal of Supply Chain Management and Purchasing Today*.

Her research on Public Policy and Entrepreneurship in High Technology won an award from the Consulate of Sweden and the Swedish Institute. She has been an invited presenter at the Strategic Management Society, the Institute for Supply Management and the International Council for Small Business. In addition to serving as sales executive for a high-growth entrepreneurial firm, Dr. Whitfield served as director of operations, project manager, service leader and business consultant in both for profit and not for profit environments. Her functional area expertise includes strategic planning and budgeting, operations and human resource management and information technology training and she has helped manage budgets ranging from \$5 million to \$190 million. Dr. Whitfield is an invited speaker, consultant, and facilitator for corporations and governmental organizations and has been on the faculty of Pepperdine University since 2003.

# When Our Customers Talk. We Listen.

"In the first month we engaged Global4PL, we were able to implement three cost reduction projects which will result in millions of dollars in savings over the next five years"

JB Delaney  
Director, Supply Chain  
Infinera Corporation

Global4PL Supply Chain  
Management Consultants  
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**GLOBAL4PL**  
SUPPLY CHAIN SERVICES



# Global Supply Chain Leaders Group

# 25 INDUSTRY LEADERS



**TOP 25 SUPPLY CHAIN EXECUTIVES**

## 2008 Top 25 Supply Chain Executives

The Global Supply Chain Review is proud to present and honor the recipients of the **2008 Top 25 Supply Chain Executives Award**. This award is presented to selected leaders who have made exceptional contributions to the Supply Chain Management industry and to Supply Chain Management within their respective organizations. The Top 25 recipients were selected by the Global Supply Chain Leaders Group (GSCLG) based on member recommendations and by the GSCLG Board of Directors.

We are honored to present the 2008 Top 25 Supply Chain Executive Award winners, below, and invite you to enjoy their individual biographies.



**Hugh Aitken**

Vice President of Worldwide  
Customer Fulfillment  
**Sun Microsystems**

Hugh Aitken is the Vice President of Worldwide Customer Fulfillment. He has worked in high technology since 1980 covering many aspects of the business. In October 2001, Hugh was appointed VP of Worldwide Customer Fulfillment as part of the Worldwide Operations re-organization where he was tasked with leading implementation of a new corporate supply chain architecture code named CFIT (Customer Fulfillment In Transit). The program, implemented in 2004, was ground breaking and industry leading and already on target for projected ROI's of \$35-50M over three years.

Hugh was awarded the Commander of The British Empire (CBE) in June of 2005, in appreciation of his services towards The Scottish Technology Industry and his leadership in events which have generated over £1.5 million in donations for children's charities.



**Eng. Rodrigo Sagredo Arias**  
Director  
**SOF-HAR Consultoria &  
Engenharia, Brazil**

Since 1995, Rodrigo Sagredo Arias has dedicated himself to his company, SOF - HAR Consultoria & Engenharia. His company provides consult and coordination to companies regarding required engineering procedures for import into Brazil. Prior to starting his own company, Rodrigo worked for IBM in Brazil from 1979 to 1994 in engineering and development of new products. Before joining IBM, he worked in Chile for engineering and information companies Cibercom and ESI.

Rodrigo holds a Civil Industry Engineering degree from the Catholic University of Chile. He

represented the Brazilian Technical Standards Associates, CB-3. IEC/TC-74, in its international meeting to approve the first release of the IEC-950 Standard in 1989. In 1988, Rodrigo was part of the Organization of the International Seminar of Product Safety in Rio de Janeiro, Brazil.



**Alan Bishop**

Global Logistics Director  
**SanDisk**

After twenty-three years managing various aspects of European supply chain operations for Raychem and Tyco in the United Kingdom, Alan relocated to California and joined SanDisk. SanDisk owns and manages its vertically integrated supply chain from start to finish. As market leader in flash memory, SanDisk is challenged by supply routinely moving between constrained to excess and responds quickly to changing conditions through short-cycle time operations. Initially, Alan focused on developing fulfillment operations in China and Taiwan, supplying SanDisk's OEM customers. A few years later he became part of a team that established supply chain fulfillment operations for the rapidly growing retail business. In the last four years Alan has developed and directed the world-wide logistics team. During this period, he has introduced responsive logistics processes that strike a balance between low cost, short-cycle and delivery reliability.

During his career in the United Kingdom, Alan held a variety of roles including the management of supply chain functions in support of utility, defense, telecommunication, commercial and medical markets. Alan holds a Masters degree in Systems Engineering from Warwick University in the United Kingdom. Alan applies the system engineering disciplines in the development of supply chain processes.



**Gregg Brandyberry**  
Vice President Procurement,  
Global Systems and Operations  
**GlaxoSmithKline**

Gregg Brandyberry is responsible for the development and implementation of web enabled decision support systems, electronic sourcing and eProcurement. He oversees Supplier Diversity, Procurement Compliance and the electronic bidding and negotiation of over \$4.0 Billion in spend through a best practice sourcing organization called Global eSourcing. In 2003, under Gregg's leadership, GlaxoSmithKline was awarded the prestigious Charter Institute of Procurement and Supply award for "Best Use of Technology by a Procurement Organization". In 2005, AT Kearney identified GlaxoSmithKline as having deployed a global best practice portfolio of electronic procurement tools (2005 Assessment for Excellence in Procurement).

Gregg has worked with GlaxoSmithKline since 1993 (starting with SmithKline Beecham Clinical Laboratories). Prior to this, Gregg worked in the automotive, electronics and textiles industries in a variety of roles including quality, materials management, procurement and operations. He actively supports the advancement of the Procurement function, by his participation as a trustee for The Center of Strategic Sourcing Leadership, and as member of Procurement Magazine's Editorial Advisory Board. Gregg holds a deep commitment to Supplier Diversity and participates on the International Advisory Board of The National Minority Supplier Development Council and as a board member of the PA, NJ, DE Minority Supplier Development Council.



**John Brooks**  
Director of Distribution &  
Transportation  
**Philips**

John Brooks is a logistics professional with over twenty-five years experience in managing distribution centers and transportation operations for major US and internationally based companies. John joined Philips in 2000 and in his current position as Director of Distribution & Transportation with the Forwarding and Distribution organization,

assists all Philips business units with US domestic transportation and outsourced logistics operations needs (3PL). John is a member of CSCMP and a graduate of Georgia Southern University.



**Jeff Chiu**  
Director of Compliance  
**Global4PL**

Recently honored as one of the top "2008 Pros to Know" by Supply & Demand Chain Executive Magazine, Jeff Chiu has over eleven years of experience in import operations and compliance. Jeff is Director of Compliance at Global4PL, a supply chain management consulting company that assists clients to reduce costs and achieve their full operational potential. As a licensed U.S. Customs Broker, Jeff Chiu's experience has emphasized internal Customs audits, commodity classification, tariff engineering, trade programs, and training. Considered an expert in Customs topics, Jeff Chiu is a sought-after lecturer who has also lead Customs operations for Fortune 100 companies. He has managed in-house Customs brokerage departments for one of the largest importers in California, renegotiated contracts that have lead to multi-million dollar savings, and conducted extensive broad ranged Customs training for merchants, vendors, and buying agents.



**Shawn Curran**  
VP North American Transportation  
**Gap Inc.**

Shawn Curran has over twenty years of progressive experience in the Logistics industry. His previous roles have included Industrial Engineering, Distribution Center Operations, Brand Management and Transportation. As Vice President of North American Transportation for Gap Inc., Shawn oversees an operation that manages more than 400,000 deliveries to over 3,000 store locations every year. The company's NA Transportation operation includes distribution campus transportation management, load control center operations, third-party pool operations, transportation procurement and customer service.

their three kids live in Cincinnati, Ohio. Shawn served as past president of the Tri-State Chapter of the Materials Handling Management Society and was also a founding member and vice chair of the Northern Kentucky Business Leadership Network from 2004-2005. He holds an MBA from Xavier University in Cincinnati, Ohio and a Bachelor of Technology degree in Mechanical Engineering from the University of Dayton. He, his wife Amy, and their three kids live in Cincinnati, Ohio.



**Sandy Emerson**  
Manager Supply Chain, InterMarket  
Business Group  
**Nestle Purina PetCare**

Sandy Emerson, in her current role, works to streamline operational elements of exporting Pet products to Nestle affiliates across sixty-five countries by leveraging her root cause problem solving approach coupled with process re-engineering. Most recently she has led InterMarket design for the Nestle/SAP Globe system implementation for NPP. Sandy previously worked as Senior Manager of Operations for the Walt Disney Company managing product planning and distribution.



**Scott Figura**  
Vice President, Supply Chain,  
National Fulfillment Organization  
**Coca-Cola Enterprises**

Scott Figura, a member of GMA, DSD Subcommittee and CSCMP, Atlanta Chapter, is responsible for National Product Availability, Centralized Club Store Channel Order management and the execution of all non direct store delivery activity. Scott was instrumental in the development of CCE's Customer Supply Chain department.

Scott joined CCE in 1995 as a part of Coca-Cola Bottling Company of New York, where he was a plant manager in the New England and New York areas. He held several production, quality, warehouse and transportation roles including Regional Vice President of Operations for the Northeast. He later served as North American Director of Remanufacturing for Sales and Marketing Equipment, then went on to work on the company's global SAP ERP project as the Director of Supply Chain Process Development with implementations in Europe. Scott started his career as an officer in the United States Navy as

an Engineering and Operations officer, and received his Bachelors Degree in Industrial and Systems Engineering at the University of Florida.



**Tony Fitzpatrick**  
Vice President, Supply Chain and  
Process Re-engineering EMEA  
**Baxter Healthcare**

Tony Fitzpatrick, of Baxter Healthcare since 1999, oversees Supply Chain functions and processes with their European Program Office. As Vice President he is also responsible for Technical Services operations, Business Process Improvement and large systems re-engineering initiatives.

Tony provided leadership to the EMEA Quality organization on an interim basis and was recently responsible for EMEA activities to support the sale of Fenwal to Texas Pacific Group. He has been responsible for leadership of regional Environmental, Health and Safety organizations, and was the recipient of the CEO Leadership Award in 2003. Tony holds a Bachelors in Aeronautical Engineering from Manchester University, and a Masters in Numerical Computation from the University of Manchester Institute of Science and Technology.



**Theo Fletcher**  
Vice President of Import Compliance  
and Supply Chain Security  
**IBM Corporation**

Theo Fletcher is responsible globally for establishing relationships with government officials, and maintaining the internal processes necessary to ensure efficient, compliant and secure importing of IBM's goods into the one-hundred and seventy countries where IBM conducts business. Theo joined IBM in 1970 with an extensive executive background in Finance & Planning and Procurement. He was Pricing Director for IBM's Services Business, where he led his team in establishing the financial structure and pricing for IBM's first outsourcing contract. He went on to be named Financial Planning Director for IBM United States. In 1994, Theo joined IBM's Global Procurement organization as Director of Financial Planning and Controller, and was later named Director of Global Sourcing in 2000. He

has held other positions including Vice President of Global Procurement Operations and Vice President of Supply Chain Compliance, Security and Diversity. He was named to his current role in July 2005.

In addition to his role with IBM, Theo is an active member of several organizations including but not limited to the Executive Leadership Council, World Customs Organization, Business Alliance for Customs Modernization, the National Minority Supplier Development Council, and the Business Consortium Fund.



**Donna Freeman**

Vice President of Sourcing and Procurement

**ThyssenKrupp Elevator Manufacturing, North America**

Since 2000, Donna Freeman has maintained sourcing and procurement responsibilities for direct materials, indirect materials, and logistics for ThyssenKrupp. In 2005, she gained additional responsibility over Order Management and Scheduling to develop a true Supply Chain mechanism through the manufacturing facility. Prior to joining ThyssenKrupp, Donna spent over twenty years working for Vermont American Corporation & Robert Bosch GMBH. With that company, she held numerous positions, focusing on suppliers, customers, operations and quality.

With expertise in supplier strategy, negotiation, cost reduction and inventory management, Donna has a B.S. in Business Administration from Gardner-Webb University in Boiling Springs, NC.



**Danny Garst**

Vice President of Supply Chain Management Operations

**Philips Consumer Lifestyle North America**

Danny Garst is responsible for strategy development and implementation and has operational responsibility for Supply Chain NAFTA. He is a member of the Philips CE Global Operations Council, where Supply Chain policies and Ways of Working are set and agreed upon. Prior to his current position, Danny served as Vice President of Logistics-Supply Chain and IT for Consumer Electronics. He managed transportation, warehousing,

distribution and customer service for Philips Electronics, and also managed Operational Supply Chain Planning and Supply Chain process improvement. Danny successfully transitioned his division to a completely outsourced 3PL operation and the implementation of Global Planning (i2) in the Region and Juarez, Mexico.

Danny rejoined Philips in 1998 as General Manager of TV Logistics, responsible for managing supply planning and goods movement, inventory optimization and television customer service. While in this position, Danny successfully directed the implementation of SAP, which streamlined logistics, finance and all legacy systems for the North American Region. He has been a speaker at Council of Logistics Management (CLM) meetings and is a member of the Council of Supply Chain Management Professionals (CSCMP) and the Georgia Tech Executive Supply Chain Forum. Danny has a Bachelor of Arts degree in Business Administration from East Tennessee State University.



**Steven A. Harmon**

Vice-President Transportation  
**Kimberly Clark**

Steve Harmon is Vice-President Transportation for Kimberly Clark. He is an officer of the corporation responsible for transportation services within the company's supply chain. He has been with Kimberly Clark for 30 years and has held numerous positions of increasing responsibility in supply chain management at various manufacturing and corporate locations in North America and Europe.

Steve serves on the Board of Directors for the Voluntary Interindustry Commerce Standards Association and chairs the Global Logistics Committee. He is a graduate of the University of Memphis.



**Bill Kennedy**

Senior Director of Distribution  
**Cost Plus World Market**

Bill Kennedy possesses twenty-five years of supply chain management experience,

specializing in distribution center start ups and operations. He began his career with Apple Computer in Santa Clara Valley, operating their West Coast distribution center, as well as a Project Lead designing and implementing a new supply chain transaction system for Apple USA. He later went on to work for Ryder Logistics, managing numerous supply chain operations throughout the US for customers such as Hewlett Packard, Samsung, Whirlpool, Apple, and AT&T.

For the past five years, Bill has been with Cost Plus World Market, a \$1 Billion specialty retail company with over three-hundred stores in thirty-four states. He recently managed a move into a new 1,023,000 sq ft facility in Stockton, CA. Bill is a native San Franciscan and holds a BS in Business Management from Santa Clara University.



**Raymond Lee**  
Vice President of Operations and  
Information Technology  
**Brocade Communications  
Systems, Inc.**

As Vice President of Operations and Information Technology, Raymond Lee is responsible for the company's global supply chain and IT operations. Supply chain operations include order fulfillment, component sourcing, manufacturing strategy, and logistics. IT operations include technology solution delivery, development, and data center operations.

Before joining Brocade in 2001, Lee held various senior leadership positions in IT, operations, professional services delivery, and product management at companies such as Walker Digital, IT Solutions (now known as Keane), and Ingersoll-Rand.

Lee holds a BS in Computer Science and Economics from the University of Wisconsin as well as an MS in Computer Science and an MBA in Finance and Operations from Indiana University.



**Robin P. Moore**  
Vice President, Supply Chain  
Planning and Analysis  
**Michaels Stores**

Graduate of Texas A&M University with a B.S. in Industrial Engineering, Robin began her career at Rockwell International in the

engineering department where she received the Sustained Superior Performance Award. She later joined J.C. Penney Co, and started her career path in retail distribution. With J.C. Penney, Robin was responsible for Logistics Analysis and Initiatives created to ensure the Supply Chain was optimal. In the last ten years, Robin has been part of the Michaels Stores family. At Michaels, Robin has developed Supply Chain financial roles including budgeting, reporting, forecasting, strategic sourcing cost analyses and strategic planning. Along with peers, Robin established a ground breaking Hybrid distribution network that redefined distribution's role as the company distributor, resulting in substantial savings for the company and their vendor community.

Robin leads a team of associates that includes Industrial Engineering, Supply Chain Management, Small Parcel Management and Supply Chain Analysts that ensure POG/Merchant and Vendor support to ensure requirements are met to produce a smooth flow of product through the network. These partners support the Merchants through developing ideas for reducing costs and improving flow through the Supply Chain. Robin's organization drives improvement in cost and service throughout the Supply Chain.



**Ramesh Murthy**  
President - Supply Chain &  
Inventory Management  
**CVS Pharmacy**

In his current role since June 2005, Ramesh Murthy is responsible for all inventory management, procurement, and replenishment of front store and pharmacy products. Additionally, he is responsible for merchandise operations, merchandising and marketing technologies, and supplier collaboration. His leadership extends to include RFID and related technologies, especially as they relate to merchandising and supply chain applications. Prior to joining CVS Pharmacy, Ramesh held the position of Chief Operating Officer of Retail Solution, Inc., responsible for day-to-day activities, as well as technology strategy, new product development, sales, marketing, and finance. He was vital to the growth of Retail Solutions from a handful of CPG clients to over one-hundred and fifty CPG and eighteen retail clients. Ramesh has held other

various executive and management roles in consumer products and management consulting.

Ramesh is a member of the Board of Governors of GS1 and is active in EPC Global and GS1's global healthcare efforts. He received a B.S. in Biomedical and Electrical Engineering from Rensselaer Polytechnic Institute, and a M.S. in Biomedical Engineering from Boston University.



**Mark Servidio**

Vice President - Logistics & Environmental Supply Chain Planning

**Sharp Electronics Corporation**

Mark Servidio is Vice President of Logistics & Environmental Supply Chain Planning for Sharp Electronics Corporation. In his five years with Sharp he has been active in environmental issues, including speaking on environmental issues at a number of national and international venues. Sharp Electronics Corporation is a member of the US EPA SmartWay Transport Partnership Program and has won the SmartWay Excellence Award two years in a row.

Mark has twenty-five year experience in Supply Chain and holds a B.S degree in Business Administration from Southern Vermont College in Bennington, Vermont and a MBA in Marketing from The University of Bridgeport in Connecticut. He is married and has a darling six month old baby boy.



**Tom Shrump**

Senior Manager - Foodservice Supply Chain Services

**Heinz North America**

Tom Shrump has over nineteen years experience at Heinz North America in Supply Chain. His previous roles included Transportation, Warehousing, Order to Cash, and Logistics Operations. In his current role as Senior Manager - Supply Chain Services, Tom is responsible for building key customer partnerships that lead to the development and execution of mutually beneficial supply chain programs.

Tom is a member of CSCMP and WERC and is currently a planning member for the 2008 IFDA Distributors Conference. He holds a BS degree from the University of Pittsburgh. He, his wife

Heather, and their two kids live in North Huntingdon, PA.



**David Sondergeld**

Supply Chain Portfolio Exec,  
Group IT Director  
**Safeway Inc.**

A proven leader in both corporate and the entrepreneurial world, David has enjoyed and continues to enjoy a wide variety of technical, business, and industry experiences. While the majority of his career has been focused on technology and the design, support and maintenance of large scale corporate applications, he has also enjoyed career roles on the Vendor side, leading a professional services team, consulting, running his own management and software consulting company as well as running a small US based import sales and operations firm. While diverse in background David has focused the latter part of his career in strategy and planning, program execution and the life cycle maintenance of Supply Chain Systems in the Grocery, Specialty Apparel and Discount Retail Markets.

Originally from the east coast, David now lives and works in the San Francisco Bay Area along with his wife Shelley and sons Owen and Kyle.



**Gregory J. Stein**

Director, Global Trade Compliance  
**NetApp**

Greg Stein has been designing and managing complex, global supply chains over a long, distinguished career. Experienced from every side of Supply Chain, he brings a balanced perspective to his role, and is always focused on customer success. In 2005, Greg led NetApp in building products and a supply chain operations strategy for a new SMB business unit. Recently, he has been tapped to lead and expand NetApp's Global Trade Compliance function.

Greg brought this entrepreneurial mentality to NetApp from his two years with wireless start-up, IXI Mobile. As VP Operations with IXI Mobile, he leveraged his global experience from Flextronics, where he was VP of Logistics, Transportation, and Trade Compliance. Prior to joining Flextronics, Greg managed Cisco

systems' Supply Chain Logistics organization during nine years of rapid growth. He is a passionate industry advocate, consults to academia, and has sat on several high-tech, consumer electronics, and wine logistics company Advisory Boards. Greg holds a B.A. degree from the University of California at Berkeley, where he also attended the doctoral program in liberal arts and international trade.



**Vanita Wells**

Vice President of Support and Services  
**OQO, Inc.**

Vanita Wells is Vice President of Support and Services at OQO, Inc., a San Francisco start-up that is the creator of the world's smallest Windows Vista® computer. Vanita directs all customer-facing operational functions at OQO from order management, logistics & distribution, reverse logistics & repair, to customer & technical support. She also oversees OQO's information technology group, supporting the information management needs of the fast-growing organization. Vanita was a key member of the leadership team that developed OQO's virtual supply chain business model and she continues to enhance OQO's operational capabilities by implementing programs that result in increased customer satisfaction, comprehensive performance metrics, and streamlined service partnerships.

In addition to holding strategic positions in operations at Handspring, Inmac, and Apple, Vanita previously founded and led Eclipse Group, Inc., an innovative operations-focused professional services firm that served clients from start-ups to multinationals. She was named the 2006 Executive of the Year by the San Francisco chapter of the Council of Supply Chain Management Professionals, and in 1999 she was awarded the Woman of Achievement Award by the Women's Fund. Vanita holds BS and MS degrees in Industrial Engineering and Engineering Management from Stanford University.



**Gray Williams**

Vice President - Worldwide Supply Chain  
**Logitech**

Gray Williams is responsible for Logitech's Worldwide Supply Chain where he directs all aspects of demand management, supply planning, transportation, logistics, order fulfillment, and customer service. His organization is currently driving key improvement programs at Logitech that deliver lower total supply chain costs, optimal inventory levels, and best-in-class customer satisfaction. Prior to joining Logitech in January 2003, he was Vice President, Supply Chain Operations for the CommWorks Division of 3Com. Prior to 3Com, he held various senior operations management positions at US Robotics, AMD, NEC Electronics, Motorola, and Hewlett-Packard. He has over thirty years of experience in the electronics industry.

Gray has served the Malcolm Baldrige National Quality Award for four years as an Examiner and Senior Examiner. He is certified in Production and Inventory Management (CPIM) with APICS, and has also been a Certified Purchasing Manager (C.P.M.) with the Institute for Supply Management (ISM). Gray is a Phi Beta Kappa graduate of Purdue University's School of Management where he received his B.S. in Industrial Management.



**Kevin Wrenn**

Senior Vice President, PC Business & Operations  
**Fujitsu Computer Systems Corp.**

Kevin Wrenn has been with Fujitsu for nine years and was named Senior Vice President PC Business & Operations in April 2007 following reorganization designed to integrate and align the PC business to meet industry challenges head-on. Previously, Mr. Wrenn held a number of executive positions including Senior Vice President Operations & Quality. In 2000, he was named Vice President of Operations for Fujitsu PC Corporation. In his current role, Mr. Wrenn leads the mobile PC business unit and is responsible for operations that support both mobile and server product offerings.

Responsible for successfully creating Fujitsu Computer Systems supply chain strategy, Mr. Wrenn has enabled Fujitsu Computer Systems to become the most profitable Fujitsu company on the globe. The model's reduced energy and freight costs earned him industry recognition and numerous invitations to speak as a subject matter expert. As SVP of Quality, Mr. Wrenn's commitment to quality execution and ownership helped Fujitsu Computer Systems Corp. receive twelve Best Practice nominations by external auditor, BSI, in just two years. Prior to joining Fujitsu, Mr. Wrenn held operations and financial management positions in computer related industries from PCs to automatic test equipment for Compaq Computer Corporation, Microcom, Inc., and Teradyne Inc. He received his Bachelor of Science degree in Accounting from the University of Southern New Hampshire and a Master of Business Administration from Suffolk University in Boston.

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### Who We Are:

GSCLG is an association of senior Supply Chain executives, magazine editors, selected consultants, and other Supply Chain thought leaders built on the foundation of local chapters, who come together to share and enhance their rich intellectual capital for the benefit of its members and their organizations.

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Strategic direction for the organization is provided by GSCLG's elected Executive Board. GSCLG's standing committees are key to developing initiatives that fulfill the strategic goals of the association. Supporting the organization and fulfilling day-to-day management responsibility is GSCLG's leaders staff.

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**By: Mark Servidio, VP – Logistics & Environmental Supply Chain Planning, Sharp Electronics & Buddy Polovick , US Environmental Protection Agency, Office of Transportation and Air Quality SmartWay Transport Partnership**

Regardless of where one stands on the subject of climate change, we are all impacted by rising energy prices and our dependence on foreign oil. Since carbon-based energy fuels our economy and carbon dioxide (CO<sub>2</sub>) is the by-product, any effort to reduce fuel use will also reduce greenhouse gas emissions. Further reductions in fuel use can also reduce nitrous oxide (NO<sub>x</sub>) and particulate matter (PM) emissions. Saving fuel, therefore, is a win-win position both for the economy and for the environment. The freight sector is a significant contributor to greenhouse gases, and it is imperative that industry's logistics and supply chain sectors become involved in environmental awareness. As logistics and supply chain professionals, we can be a significant part of the solution and also help to make our businesses more profitable.

Before I inform you on what my company is doing on a global level, I would like to share some background. I will then discuss what Environmental Supply Chain Planning is at Sharp Electronics, and what we are doing in conjunction with the US Environmental Protection Agency.

Personal and commercial transportation accounts for 2/3 of the country's oil consumption and 1/3 the CO<sub>2</sub> emissions.

Total NO<sub>x</sub> emissions in US in 2004 were estimated at 6.3 million tons with 56% coming in the sector of freight. Particulate Matter (PM) estimated at 305,000 tons with 32% coming from the area of freight.

Sharp Corporation (Japan), Sharp Electronics USA, and the Environmental Supply Chain community are all working on ways to proactively combat these areas of environmental concern.

**Sharp Corporation ( Japan) and Sharp Electronics USA** are working with members of the environmental supply chain community to confront these areas of environmental concern. With its headquarters in Osaka, Japan, Sharp is working towards being an environmentally green

company and has introduced what it calls a 'Super Green Strategy'. All Sharp manufacturing sites have gained ISO14001 Environmental Management System certification and the corporation has established intra-company guidelines for the production of environmentally conscious product designs.

The company has embraced the philosophy of Environmental Supply Chain Planning which looks at the logistics and supply chain as it relates to the environment, and not just in terms of cost. It is looking at ways of reducing the movement of products by selling directly from factories; it is trying to use modes of transport which will result in the lowest attainable carbon footprint; and it asks its customers to consider combining orders or using weekly shipments where possible. Other corporate initiatives include the use of correct packaging to prevent product damage and subsequent return, and the implementation of a 'planning from the right place' concept which aims to reduce inter-facility transfers.

Sharp's key environmental project, however, is its participation in the SmartWay Program, a **US Environmental Protection Agency (EPA)** initiative which the company signed up to in 1994. The program covers freight movement by truck, rail and sea, and was set up to establish incentives for fuel efficiency improvement and greenhouse gas emission reductions. By 2012, the initiative aims to reduce, between 33-66 million metric tonnes (mt) of CO<sub>2</sub> emissions and up to 200,000 mt of NO<sub>x</sub> emissions each year. It is also hoped that the scheme will result in annual fuel savings of up to 150 million barrels of oil.

Under the terms of the voluntary program, freight carriers can apply to become a SmartWay Transport Partner, and shippers then pledge to use SmartWay carriers. In signing up to the programme, carriers must measure their current environmental performance using the SmartWay Transport Fleet Logistics Energy and

Environmental Tracking (FLEET) Performance Model for carriers and then commit to improving their performance within three years. In return, shippers must then assess the current proportion of goods dispatched with SmartWay Transport Partner Carriers using the FLEET Performance Model for Shippers. This model allows a company to quantify the percentage of freight they ship or receive with fleets that are members of the SmartWay Transport Partnership, and it also has the capability to help shippers estimate the CO<sub>2</sub>, NO<sub>x</sub>, and PM emissions generated from their entire shipping operations.

For shippers to become SmartWay Transport partners, they must commit to ship at least 50% of their goods using SmartWay carriers, and also assess and commit to improving facility transport emissions within three years.

For Sharp USA, its response to joining the SmartWay Program was to establish an action plan with goals which included having strict pick-up times on Less-Than-Truckload (LTL) shipments, implementing a no-idle policy on trucks when waiting to be loaded, and receiving Customs-Trade Partnership Against Terrorism (C-TPAT) certification.

For Sharp USA, the results of SmartWay membership have been positive. In 2004/5, 28% of the 85 carriers it used were SmartWay members, and this had risen to 90% by 2006/7. Yet again, in 2004/5 33% of a total of 127,841 mt was shipped with SmartWay carriers which rose to 98% in 2006/7. The adoption of a non-idle policy and increased usage of intermodal means of transport also resulted in a reduction between 2004-2007 of CO<sub>2</sub> emissions (918.2 mt), PM (0.8 mt), NO<sub>x</sub> (18.5 mt), and a saving of 82,005 gallons of diesel fuel. Sharp also won the 2006 and 2007 SmartWay Excellence Award, the only shipper to have won it twice.

The next step is for more ocean carriers to sign up to SmartWay. This will require a commitment to using low sulphur bunker fuels and looking for other fuel improvements, as well as a commitment to engine improvements such as the use of slide valves, fuel injection, and exhaust gas recirculation (EGR). A move to using scrubbers, catalysts, bonnets and other aftertreatments should also be on the agenda, as well as considering other innovations such as cold-ironing, speed reduction and hull coatings.

As a company, Sharp is receiving more and more enquiries from consumers asking what we are doing to address environmental issues. Some 52 freight shippers and 15 shipper-carriers have now signed up to the SmartWay scheme, and we must all be committed to finding long term solutions and introducing more sustainable operations. We would like to see a SmartWay transport programme introduced across the European Union (EU), but it is important that companies aim to exceed the current requirements which have been mandated and that they realize that their competitors are also aware of these issues so that they must take a lead in tackling environmental concerns in order to stay ahead.

As I have noted, it is important that a company not just meet the current requirements which have been mandated, but go beyond that. I am hoping to see, in the not so distant future, a SmartWay Transport Program adapted in the EU. I would also like to see an International Standard set for Ocean Carriers as it relates to greenhouse gases.

With your help and participation we know we will not have to wait long.



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