

»Defining a New Generation

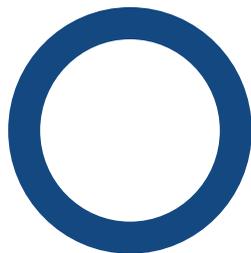


Meet the 30 under 30
Rising Supply Chain Stars



30 UNDER 30 INTRODUCTION

by MARY SIEGFRIED



nce characterized as entitled and protected, Millennials are becoming firmly established in today's workforce, where they are making their mark with their talent, technological prowess

and can-do attitude. Nowhere is that more evident than in the supply management profession, where

young professionals are working with practitioners from several other generations to help tackle the ever-changing supply chain challenges facing global companies.

There's little doubt Millennials will continue to have a huge impact on the business world because, as the Pew Research Center reports, more than one in three American workers are Millennials. Last year, the center notes, the

Millennial workforce in the United States surpassed that of Baby Boomers, whose ranks continue to thin as they retire.

With its focus on building relationships, continuous improvement and data analytics, the supply management profession is a perfect fit for Millennials, who often are team-oriented collaborators, tech savvy and welcome the challenge of tackling new projects. To showcase the young professionals in supply management, the Institute for Supply Management® (ISM) and THOMASNET® is recognizing 30 professionals 30 years or younger through the 30 Under 30 Rising Supply Chain Stars program.

The program, which debuted in 2014, highlights the accomplishments of rising supply management professionals, who are nominated for their outstanding achievements — both professionally and personally — by managers, mentors or co-workers. One Megawatt Winner is receiving additional honors. Each winner receives a complimentary one-year membership to ISM and a pass to the ISM2016 Annual Conference in Indianapolis. The Megawatt Winner and her nominator win an all-expense-paid trip to the conference. Today's workplace is distinct, as five generations —

ranging from the traditional generation born before 1945 to Gen Z, born 1996 or after — work together. While this interesting mix of generations can be challenging, many believe it offers professionals of all ages the opportunity to share skills and knowledge unique to each generation.

Clearly, the rising stars honored in the 30 Under 30 program highlight the contributions young professionals are making in supply chain organizations around the globe. Some came to the profession by chance, while others claim a lifelong curiosity about how products move through the supply chain. The common denominator among the group is a passion for the profession and commitment to making a difference in their companies and communities.

Some of their accomplishments include:

- Identifying opportunities to automate processes to help shippers move products more effectively
- Improving supply chain inefficiencies through better data analysis
- Reducing transportation costs by offering greater transparency of global volumes and costs
- Introducing new processes for improving inventory management

As the generational landscape of the business world evolves, Millennials may be supply management's greatest asset because of their commitment to mentoring and sharing their passion for the profession. Many of the program's rising stars mentor college students and young people coming into their organizations. They proudly tell other aspiring professionals that supply management is "the heartbeat of a company," and in a supply chain organization, "there will never be a dull moment."

Judging from the early accomplishments of these 30 stars, we believe you will realize that the future of the supply management profession is in good hands.

»Meet the 2015 Rising Supply Chain Stars

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A professional headshot of Amy Georgi, a woman with long, straight blonde hair, smiling warmly. She is wearing a black blazer over a light blue top. The background is a plain, light grey.

— 2015 Megawatt Winner —

»A Most Valuable Acquisition

Amy Georgi

AGE 30

*Program Manager, Supply Chain Acquisitions and Integrations,
Fluke Electronics, a Danaher Company, York, Pennsylvania*

Nominated by Jami Bliss, Director, Program Management, Global Procurement, Teva Pharmaceuticals



A SUPPLY MANAGEMENT SUPERSTAR IS BORN

“Amy is a standout agent of supply chain transformation,” says mentor Jami Bliss. Her career has been a shining example of intelligence, passion, innovation, and hard work. Joining Fluke Electronics out of college, Amy Georgi was assigned to a 6-month old factory, where she rapidly organized the supply base into a well-oiled machine. Impressed, management next asked her to spearhead a complex, three-phase move of a plant being divided into two facilities and, again, she knocked it out of the park. Georgi’s ability to assess situations quickly and achieve change eventually led to her being offered her current role as Supply Chain Program Manager for all Fluke acquisitions.

DISCOVERING HER TRUE CALLING

Originally, Georgi was going to be an accountant, like her father — until she spent a summer at his firm. When her daily highlight became talking to the UPS driver for a few precious minutes of human interaction, she concluded that perhaps accounting wasn’t for her.

Surveying majors at Arizona State University, she discovered supply chain management. As junior class president in high school, Georgi planned the prom. Being a public school meant complying with government purchasing practices, and she loved the process — evaluating bids, negotiating with vendors and writing a persuasive proposal to use a better, yet slightly costlier, site. Now the proverbial light bulb went off. “I was like, ‘Wait! People get paid to do this?’” she laughs.

Georgi excelled in her studies, was a 2006 recipient of the prestigious R. Gene Richter Scholarship and graduated from ASU’s Supply Chain Management program in 2007.

WHAT IS THE MOST DIFFICULT OR CHALLENGING PART OF YOUR JOB?

I work in acquisitions and integration. It is difficult to work closely with individuals for months or years and be called on to support a restructuring project and say goodbye.

MASTERING THE ART OF IMPROVEMENT

Holding a Master Black Belt in Danaher Material Processes, Georgi is a firm proponent of the kaizen continuous improvement philosophy. She has hosted numerous kaizen events and cultivated quite a following while spreading the “Danaher way.”

According to Bliss, one of Georgi’s most impressive accomplishments was her creation of standardized templates for procurement and supply chain activities for new acquisitions. The templates are scalable, regardless of organization size. This has ensured that training is consistent, policies are clearly communicated and savings and synergies occur at an unprecedented pace. In a recent integration, she re-sourced 91 percent of the components to Fluke’s preferred suppliers within 90 days of acquisition (without causing disruptions to manufacturing), a new company record.

TOO VALUABLE TO LOSE

At Fluke, a potential hiccup occurred in the middle of another three-phase plant move, when Georgi’s family needed to relocate for her husband’s education. The company did not have remote employees, but she had become so valuable in acquisitions that corporate procurement pushed for a policy change, and she’s been working remotely for the last four years.

A GUIDING HAND

Georgi is passionate about helping others, whether mentoring Fluke’s new hires or employees at acquired sites. She also works with girls ages 12-18 to develop goals and life plans. Her advice to young people is to find a company that is going to work them hard, but for the right reasons and not just for the sheer churn of working: “Talk to people who are in the role you will be pursuing and understand what their day-to-day (role) looks like. Is your job strategic or tactical? If it’s tactical, will it lead to a more strategic position?”

UNWINDING

When it’s time to relax with her family, Georgi says her passion is geocaching, an outdoor activity using GPS coordinates to hide and find items, a big hit with her 2-year old daughter who considers it a treasure hunt. She jokes that her other pastime is trying to coach up her anatomist husband’s negotiating skills to get him better deals on his lab equipment.



» Making No Bones About It

Kyle Alcorn

AGE 28

*Senior Buyer, Zimmer Biomet,
Warsaw, Indiana*

Nominated by Andrea Grable, Director of Global Sourcing,
Real Estate, Sourcing Processes, and Compliance, Zimmer Biomet

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CAPITAL VENTURE

While attending college in Warsaw, Indiana, the “Orthopedic Capital of the World,” Kyle Alcorn saw a big opportunity for a successful career in the orthopedics industry. After taking a temporary position with Biomet, one of the top orthopedic companies, his passion for understanding the big picture and determination to find process solutions rather than going for the quick fix impressed his superiors. He quickly earned a permanent buyer position and has been exceeding expectations ever since.

GETTING ON THE SAME PAGE

After Biomet’s acquisition by Zimmer, the two companies struggled with making sense of a vast amount of data drawn from 13 different source systems. Alcorn was tasked with easing the transition by heading a project to pull Zimmer and Biomet’s spend into one common Ariba Spend Visibility system.

GOING ONCE, GOING TWICE...

Alcorn’s role in eSourcing has allowed him to achieve significant savings for the company, and he now has a prominent role in its eAuctions. According to his nominator, “Kyle is our core expert on eAuctions and has been the catalyst in driving successful events beyond our expectations.” To date, his efforts have resulted in US\$10.1 million in savings, an average of 22 percent savings on everything auctioned. He is now in the process of training four others globally to run auctions.

MARK OF SUCCESS

Two of Biomet’s equity owners, Blackstone and KKR, recognized the company as a benchmark for its eAuctions and spend management, and Alcorn’s director states that he played a central role in both initiatives: “Kyle is a benchmark for the future sourcing professional, given his extraordinary data analytical capabilities, interpersonal and teamwork skills and ability to deliver results beyond the expected.”

A GOOD SUPPORT SYSTEM

When asked about his success, Alcorn says it stems from the support his manager and director gave him from day one and their desire to have him learn. He believes they saw potential in him that he hadn’t yet discovered and put him in positions that played to his skill sets and let him stretch and grow.

WORDS OF WISDOM

To succeed, Alcorn believes that young people need to have a willingness to take on tasks and a strong desire to learn. Coming out of school, in his opinion, it is easy for young people to think they have everything figured out, but there is a lot of accumulated wisdom from those who have gone before, so he says it is important to ask questions. “Learn, adapt, and be flexible for whatever task is thrown at you. Don’t worry if you’re nervous; it’s because it’s stretching you, and that’s a good thing.”

HITTING THE TRAILS

Mountain biking plays a big part of Alcorn’s life, and he sits on the board of 2nd Mile Adventures, an adventure ministry group. However, a new and even bigger passion for him and his wife is their 7-month old daughter, and while his mountain biking has taken a backseat to her, they look forward to getting her on two wheels as soon as she is ready.

DOES YOUR JOB HAVE A SIGNIFICANT IMPACT ON YOUR COMPANY?

Yes. The eSourcing activity I have led has delivered great savings. In some cases, we have achieved 40 to 60 percent savings.



» The Dean of Excellence

Danielle Amico

AGE 28

*Contract Administrator, Princeton University,
Princeton, New Jersey*

Nominated by Michael Karl,
Assistant Director – Facilities Procurement Office, Princeton University

EMBRACING OPPORTUNITY

“I think being able to adapt is very important,” says Danielle Amico, and adapt she has. Starting out her career in human resources, she spotted an entry-level position as a junior contract administrator for Princeton University, thought the requirements suited her skills and took the plunge. Even though she had no experience in procurement, she embraced the challenges before her, quickly mastered the required knowledge and has continued to tackle increasingly complex assignments. As her manager, Michael Karl, put it, she “has taken the Facilities Procurement Office by storm.”

MAKING HER MARK

In her current role as a contract administrator, Amico co-led two highly effective process improvement initiatives. One involved developing and documenting a process for working with internal clients to establish ordering agreements for design and construction services. She also contributed significantly to the rollout of the Sourcing Director electronic bidding system by developing the process, RFx templates and document libraries for her office. In addition, she played a key role in developing the university’s first design-build construction template that was used on a US\$6.7 million renovation project, a contract she negotiated and administered.

IF YOU COULD START OVER, WOULD YOU STILL CHOOSE THIS PROFESSION?

Definitely. I love how every day is different. I enjoy working with my clients to help them get the best value for the services they need. I enjoy interacting with my suppliers and having a mutually beneficial relationship.

HIGH PRAISE

Amico’s consistently high performance has garnered attention. One director lauds her as the “Cal Ripken of dependability,” while the university architect enthuses that she is a “process improvement champion; innovativeness is part of her fabric.” He praises her helping his office put together a sizeable 10- to 30-year campus planning team involving a prime consultant and 15 sub-consultants, believing they could not have accomplished it without Amico’s “guidance and significant professional skills.”

A QUICK STUDY

Having jumped into procurement with both feet, Amico has not been one to waste time in her career. She completed her MBA from Rider University and earned her CPSM® designation from the Institute for Supply Management® only four months after meeting the eligibility requirements. As one identified with high-leadership potential, Amico also completed the University’s Management Development Certificate Program. A member of the ISM-New Jersey chapter affiliate, she has served as the treasurer for its Emerging Professionals Group since 2014.

JOB SATISFACTION

As well as the cost savings she generates through process efficiencies, Amico is proud when her clients (her project managers) reach out to her for assistance. She works hard to cultivate trusting relationships. “My challenge is to help them see me as a partner rather than an adversary, and when someone comes and seeks me out for advice, I know that I’ve done my job.”

OUTSIDE THE OFFICE

Amico likes to keep the pace up outside of the office and enjoys running, snowboarding and line dancing, as well as taking her beloved dog Megatron for walks with her husband.

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» The Auctioneer

Seth Blaustein

AGE 27

*Manager of Marketplace Development,
B-Stock Solutions, Redwood City, California*

Nominated by Melissa Gieringer,
Communications Manager, B-Stock Solutions

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BORN FOR THE JOB

You know the stars are aligned when your childhood hobby leads to your dream career. So it was for Seth Blaustein, who at age 12 began bidding for items on eBay for resale, something he did for the next 10 years. In college, he learned supply chain hands-on in a co-op program, and from there, it was only natural that he would end up at B-Stock Solutions, a startup that specialized in online liquidation auctions.

EXPONENTIAL GROWTH

Blaustein joined the young company when it had a handful of employees and clients. As a result, he learned the business by handling tasks across the spectrum. He has played a crucial role in the company's exponential growth and success, providing solutions for more than 200 retailers and manufacturers that have enabled them to recover substantially more from their customer returns and overstock merchandise. According to the VP of Sales: "Whenever we need to perform at the highest level — the most strategic accounts, the most difficult challenges — I turn to Seth. He delivers every time."

A NEW MARKETPLACE

One of Blaustein's biggest accomplishments was his contribution to creating, growing and sustaining B-Stock Supply, the company's branded B2B marketplace where hundreds of retailers, ranging from Fortune 500 organizations to small businesses, can efficiently sell their excess inventory using an online auction platform. In one case, he significantly improved a Fortune 100 client's recovery by determining which merchandise category groupings would have the greatest success.

Blaustein believes his attention to detail and ability to see the big picture was crucial to building B-Stock Supply. "I tend to be able to cover all my bases while considering the solution to a problem. That's helped me be more effective and avoid making mistakes — though I've never been afraid of making mistakes."

TRUE GRIT

Emblematic of Blaustein's determination to put 100 percent into everything he does was his decision, on a whim, to run in a half-marathon while in San Francisco. The amazing part — he'd never run in a race before and hadn't trained for it, yet finished in 95 minutes, well under the two-hour average for males for a 13.1-mile race. According to his nominator, when asked how he accomplished it, he responded: "I tried really hard; I'm gritty."

WHAT'S ON THE HORIZON?

Blaustein was recently promoted to Manager of Marketplace Development and, while he still manages the company's larger clients, his new focus is on making earlier-stage clients successful.

STAYING PLUGGED IN

Active by nature, Blaustein bikes to and from work and enjoys going to the gym in the middle of the day to refresh and recharge his brain. Instead of music, you'll find him listening to podcasts to become a well-rounded person.

**DO YOU FEEL THAT WHAT YOU
DO HAS A SIGNIFICANT IMPACT
ON YOUR BUSINESS?**

I'm able to use what I've learned from my first few years to contribute to process improvements, product enhancements and overall marketplace strategy.



»The Innovator

Michael Croasdale

AGE 26

Senior Project Manager, Source One Management Services, LLC, Willow Grove, Pennsylvania

Nominated by Carole Boyle, Marketing Content Strategist, Source One Management Services, LLC

DON'T BOX HIM IN

Michael Croasdale has always been interested in the economics and the nitty-gritty of how businesses operate, and got his first taste of supply chain-related activities while working in a warehouse during college. Being strategically minded and a people person, he undertook an internship at a consulting firm that specialized in strategic sourcing, eventually accepted a full-time position and has been charging hard ever since. As his nominator Carole Boyle notes, Croasdale is known at Source One as an out-of-the-box thinker who is trusted to deliver results — along with US\$20 million in savings for clients in his three years at the company. She attributes his ability to produce major results to his exceptional work ethic and ongoing engagement with senior colleagues about the strategic sourcing process and his desire to expand his category knowledge.

HARNESSING TECHNOLOGY

One of Croasdale's big wins involved a large subcontractor construction firm that had not actively engaged in strategic sourcing and had only recently

created a centralized procurement department.

For one project, he took it upon himself to source concrete and aggregate materials and pushed suppliers not to think on a per-project price, but to consider pricing as a preferred vendor. He says it was a difficult task, as most people selling rocks do not look at the big picture and thought the project was not implementable. A problem solver whose resourcefulness MacGyver would envy, Croasdale got to work. Taking Google Earth, he layered a routing and ordering guide over it. Buyers simply punch in the job address to see preferred suppliers' quarries and plants in proximity to their job site, and the guide also provides pricing lists and contact information. His innovation eliminated the need for a standard three-bid process, made ordering easy, reduced costs, improved efficiency and removed the risk of going with an unknown supplier based solely on its proximity.

Says Croasdale on his achievement: "I think it's a great example of the mindset of the younger generation to utilize technology for increased efficiency."

ADVICE TO ORGANIZATIONS ABOUT MILLENNIALS

Croasdale knows that older generations often see Millennials as the generation that doesn't have a strong work ethic, but he knows from personal experience that many of them are driven to succeed and will go above and beyond to take things to the next level. "Millennials might be looking at their smartphones all the time, but that doesn't mean they aren't working."

A RENAISSANCE MAN

Outside of the office, Croasdale has many different sides. The oldest of seven, he acts as a mentor to his brothers. As well as attending movies and concerts, he enjoys outdoor activities like hiking, camping, and fishing. You can also find him relaxing with an easel drawing or painting. But his ultimate stress remover? Gardening — he's reputed to have quite the green thumb.

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WOULD YOU RECOMMEND A CAREER IN SUPPLY CHAIN MANAGEMENT?

Yes, it's a field where you can really succeed. You'll get the opportunity to look at all areas of a business and see how it operates and take control of a piece of it. I find it very rewarding.



»Marathon Man

Robert Dennis

AGE 30

*Contract Administrator, Princeton University,
Princeton, New Jersey*

Nominated by Michael Karl,
Assistant Director – Facilities Procurement Office, Princeton University

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HITTING THE GROUND RUNNING

A seasoned runner, Robert Dennis has excelled in the supply management field by applying the principles of hard work and perseverance he learned as a Division I athlete at The College of William & Mary to his duties in the Facilities Procurement Office at Princeton University.

A NEW DIRECTION

After receiving a degree in finance and working as the manager of a running store for two years, Dennis sought new career opportunities. A close family friend needed to fill an entry-level position in Facilities Procurement at Princeton, and Dennis turned out to be a natural fit. His nominator says: “Rob eats, breathes and sleeps process improvement and is always looking for new and creative ways to conduct our business. He pushes our group to be on the cutting edge with respect to technology and procurement practices.”

MAKING HIS MARK

In his current role as a contract administrator, Dennis led a highly visible process improvement initiative and contributed significantly to the rollout of the Sourcing Director electronic bidding system by developing the process, RFX templates, and document libraries for his office. Working with his clients in the Office of Design & Construction and Housing & Real Estate Services, he developed a category management strategy for Princeton’s residential housing program. The result was a detailed plan for expansion of the qualified suppliers’ pool to ensure the University receives the most competitive pricing without compromising quality.

ALWAYS IMPROVING

Dennis believes higher education is one path to greater opportunities. In 2013, only a month after meeting the three-year supply management experience requirement, he received his CPSM certification from the Institute for Supply Management, and he is currently in the process of

obtaining a CPSD certification, which he states will benefit his current role immensely. Dennis has also completed coursework to receive an MBA from Villanova University, with an expected graduation in May 2016.

BIGGER AND BETTER THINGS

After years of working smaller renovations, Dennis has been entrusted with substantially larger contracts and is currently managing the US\$11 million renovation of Princeton’s recreational athletic facility. Being the athlete that he is, one side benefit of the renovation that Dennis looks forward to — using the brand-new locker room.

A BUSY YEAR

When Dennis has the opportunity to take a breather from career demands, he enjoys spending time outdoors with his fiancée. During the summer months, you’re apt to find him hiking and backpacking, but when the snow starts to hit the ground, skiing is his go-to outdoor activity. Along with his CPSD certification studies, his impending graduation, and an approaching marathon in New Jersey, Dennis is also getting married in July.

WHAT IS THE MOST REWARDING OR SATISFYING PART OF YOUR JOB?

Being able to see design construction projects at completion is the most rewarding part of my role at Princeton University. Each project transforms from an idea through concept design and construction, all the way through completion.



» Modeling Success

Megan Donoghue

AGE 29

*Corporate Procurement Manager, FXI,
Media, Pennsylvania*

Nominated by Christopher Robert,
Director of Procurement, FXI

A SOUND PLAN

Megan Donoghue's decision to go into supply management was relatively easy. When declaring her major at Penn State, the school had the top-ranked supply chain management program in the country. She was confident she would find success because the field offered countless opportunities and spanned many different industries, and the skills she learned would allow her to transition easily between them.

CHANGING INDUSTRIES

Donoghue spent the first five years of her career in Boeing's Defense, Space and Security division, in planning-analysis and direct-buying roles before evolving into supplier management. With the government heavily auditing contracts, she developed a solid background in compliance and process.

Her next job saw Donoghue changing industries when she joined foam manufacturer FXI as a senior buyer: "My role was similar, but going from a huge corporation to a much smaller company meant my day-to-day functions were radically different." With FXI's less-rigid structure, she had more freedom to attain her process-improvement and cost-saving goals.

A WINNING MODEL

FXI does business across many different industries, involving home, health care, electronics, industrial, personal care and automotive markets. When the company decided which of its mattress covers to source externally, Donoghue played a significant role. She put in place a detailed supply management plan that combined sales forecasts, historical inventory levels and vendor lead times by SKU into one easy-

to-use model. In addition to implementing material requirements planning for over 1000 SKUs, the model reduced the risk of stockouts by taking into account sales promotions and other short-term events likely to impact sales forecasts. Her manager, Christopher Robert, says, "Without Megan's leadership in managing this complex model, we would have faced a significant challenge in managing this portfolio."

Donoghue's leadership was also instrumental when working with hundreds of vendors to secure highly favorable payment terms for FXI. She achieved a multimillion dollar working capital benefit and greater flexibility for the company in its payment options. The project's resounding success resulted in Donoghue and her team receiving the company's coveted Diamond Award.

BECOME A SPONGE

Donoghue's advice to those entering supply management: "Learn as much as you can about what you're sourcing, even if you think some details aren't important. It will give you a deeper understanding to let you be creative with identifying savings opportunities." Because FXI is involved in many different industries, it means that Donoghue, now a corporate purchasing manager, is always learning new things.

A USEFUL PROCUREMENT TOOL

As a purchasing manager for all indirect spend across 20 different FXI locations, Donoghue is often tasked with sourcing something her company has never procured before. This requires her to identify very specific suppliers, and she says THOMASNET® serves as her primary and initial resource to accomplish that.

OUTSIDE THE OFFICE

Recently married, Donoghue is contemplating getting her MBA, now that the hurly-burly surrounding the wedding has settled down.

She's a huge supporter of Penn State's THON, the world's largest student-run philanthropy committed to enhancing the lives of children battling cancer.



DOES YOUR JOB HAVE A SIGNIFICANT IMPACT ON YOUR ORGANIZATION?

Yes. Managing supplier relationships and implementing cost savings initiatives impacts the business' ability to operate and grow efficiently.



»Committed to Learning

Leah Elders

AGE 27

*Team Lead Inventory Analyst, ConAgra Foods,
St. Louis, Missouri*

Nominated by Natalie Andrasko,
Supply Planning Manager, ConAgra Foods

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PUTTING THE PIECES TOGETHER

Leah Elders views supply management as a puzzle – one that allows her to not only see how the pieces of a business fit together, but work on helping improve the company and its supply chain. During her four years in supply chain, she has tackled increasingly challenging roles in such areas as production supervision, focused improvement, continuous improvement, material planning

and inventory analysis.

“Her willingness to take on diverse roles and step outside her comfort zone are setting her up for a promising long-term career in supply management,” says her manager, Natalie Andrasko. In her current role, Elders is responsible for executing a new process of inventory obsolescence management. She says Elders has to manage millions of dollars of at-risk inventory and work with a cross-functional group to find the root cause.

ASK QUESTIONS

Elders is committed to continuous learning and believes she is able to tackle new, challenging projects because she asks questions. “One influential piece of advice I received was to ask why, and then ask why again, and then ask it again,” she says. “We are never going to continuously improve until we know the real reason why things happen or why they are done a certain way. We have to always get to the root cause.”

When Elders started at ConAgra, she was moved by the advice given by the executive vice president of supply chain at the time. “He told us to always be firm, fair and friendly,” she recalls. “That advice has stuck with me from that first day.”

Following that advice has helped her advance in her career: “I believe you have to be firm in your convictions and your pursuit of knowledge. You also have to be fair with people because they are our greatest resource, and be friendly by treating people with respect and friendship.”

BE THE THERMOSTAT

Working with cross-functional teams has taught her that no matter the circumstance, you have to control your attitude. “It is better to be the thermostat than the thermometer,” she says. “As a leader, you should set the temperature in the room, not just react to the temperature or the environment.”

When she is not working, Elders like to exercise and spend time with her husband, family and friends. She is actively involved in her church and the Big Brothers/Big Sisters program.

WHAT IS THE MOST REWARDING/SATISFYING PART OF YOUR JOB?

The most rewarding part of my job is definitely the depth and breadth of people I get to interact with on a daily basis. I learn so much from having a cross-functional team of partners to work on projects with and learn their roles and how they are affected by, and how they affect, the next “customer” in our company’s supply chain.



» Problem-Solving Buckeye

Logan Ferguson

AGE 26

*Improvement Leader, DuPont,
Wilmington, Delaware*

Nominated by Ann Farrell,
Manager, DuPont

THE MAIN COURSE

As a freshman at Ohio State, Logan Ferguson got a taste of his future career at a private lunch-and-learn with a senior majoring in operations management and a professional in the field. Liking what he heard, he jumped in with both feet, joined the Buckeye Operations Management Society and eventually received the Pace Setter Award, an accolade bestowed by the college of business on its top 2 percent.

TRANSLATING DATA

A problem solver with exceptional data analytics skills, Ferguson chose to work at DuPont, impressed with its strong Six Sigma culture. There, he has continued to excel.

He generated significant savings as the key buyer for the construction of a world-class facility. As an improvement leader, he has been involved in many critical projects, including leading two Six Sigma projects to optimize logistics and supply chain processes. Ferguson feels the most satisfying part of his job is being able to take complex sources of information and turn the data into a meaningful analysis that is critical to making key decisions in company strategy. It's an ability his nominator, Ann Farrell, lauds: "He is very skilled at interpreting information into a way that is easier for all to understand."

A THIRST FOR KNOWLEDGE

Ferguson believes his eagerness to learn fuels his success. "If you're not continuing to learn and grow, you're in the process of fading out." He has Six Sigma Green Belt certification and is currently in the home stretch of getting his Black Belt. He recently completed his CPSM certification.

IT'S NOT (ALL) ABOUT THE MONEY

Ferguson thinks the biggest misconception about Millennials is that job choice comes down to money. He believes fair compensation for one's work is significant, but that it is more important to be able to contribute to the organization's success and enjoy the process. "I also hold a lot of value for a company that respects a healthy work/life balance," he says, adding that making lots of money but not having time to relish life would make him unhappy.

GOOOOOOOOAAAAAL!

A soccer fanatic in the most positive sense, Ferguson plays in up to two leagues at a time. As a teen, he visited Old Trafford, the hallowed stadium of Manchester United, fervently supporting the team since. Newly married, he and his wife are active members of their church and recently helped disadvantaged families celebrate the holidays.



WHAT ADVICE WOULD YOU GIVE TO A YOUNG PERSON JUST STARTING OUT THEIR CAREER?

When you first start out, it's good to say yes to a lot of different things. That allows you to learn what you like and what you don't like. It also helps you to build a broader reputation within the organization rather than being a superstar who is unknown outside your small area.



»An Analytics Success Story

Christian Goehring

AGE 29

*Logistics Support Supervisor, Avnet, Inc.,
Chandler, Arizona*

Nominated by Marianne McDonald,
Vice President Global Traffic & Transportation, Avnet, Inc.

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PUTTING ANALYTICS TO WORK

Christian Goehring began working at Avnet, Inc., as a technology consultant. However, his attention quickly shifted to the logistics organization when he realized that transportation is core to the company, one of the largest global distributors of technology. He readily admits that when he joined the global transportation team, he wasn't aware he was working in a supply chain function.

With a master's degree in information management from Arizona State University in Tempe, Arizona, Goehring combines technology and his analytical skills to leverage big data to provide the best shipment solutions for Avnet's customers. "I didn't consider myself as being involved in the supply chain, but now I understand how vital transportation is to the success of Avnet's supply chain," he says.

FINDING SOLUTIONS

"Christian was able to profile the impact of transportation decisions and recommend actionable opportunities to reduce total transportation costs and improve supply chain efficiencies," explains his manager, Marianne McDonald. His work led to savings of more than seven figures, she adds.

Goehring says his strong analytical skills have helped him find the best solutions for customers and to search out cost savings for the company. "I also can see the impact of my work on the business, and that means a lot to me," he says. Solid analytical skills coupled with dedication and determination are what Goehring says help him "do the best job day in and day out."

A POSITIVE ATTITUDE

Currently, he is working with Avnet's global teams to standardize transportation processes. He also is developing an online dashboard to provide a global view of transportation volumes and costs. McDonald says Goehring has been asked to present his work to senior level executives, which he does confidently. "He always brings a positive attitude and energy to tackle any project that comes his way," she adds.

When he's not analyzing data, Goehring likes to play hockey and considers himself an avid fan of the sport.

WHAT IS THE MOST REWARDING/SATISFYING PART OF YOUR JOB?

The most rewarding and satisfying part of my job is being able to see the impact my decisions and contributions have on Avnet's financials. Working on the transportation side of the supply chain, I have a direct impact on Avnet's profitability, as reductions in freight expense contribute directly to bottom line dollars.



» Driving for Efficiency

Sarah Harse

AGE 28

*Category Analyst, Johnson & Johnson,
Raritan, New Jersey*

Nominated by John Perez,
Senior Category Manager, Johnson & Johnson

FINDING A SUPPLY CHAIN SOLUTION

A background in science and passion for seeking ways to work better, faster and more efficiently led Sarah Harse to a job that was the perfect fit for her — working as the primary procurement liaison to the Johnson & Johnson epidemiology team. She has forged strong relationships with leaders across the company and developed a category strategy for work in support of the team, a previously unmanaged area within Johnson & Johnson, says her manager, John Perez.

Harse says her first job out of college with a contract research organization made her realize that, although she enjoyed working in the pharmaceutical industry, she needed to build her business acumen to get ahead. While pursuing her MBA at Rutgers University, she was attracted to its supply chain management program: “At my first job, I was frustrated at the inefficiency, and I just knew things could be done better. I realized that supply management could help a business work more efficiently.”

WHAT ADVICE WOULD YOU OFFER THOSE THINKING ABOUT SUPPLY MANAGEMENT AS A CAREER?

I would tell them there is a tremendous amount of opportunity in supply chain. I’m learning new things every day. Sometimes you just have to take the leap because every role is what you make it.

MEETING THE CHALLENGE

After an internship at Johnson & Johnson, she was offered a full-time position. “The job allows me to leverage my past skills in running clinical trials and also pushes me to leverage my new supply chain skills,” Harse says.

She says one of her biggest challenges — and proudest moments — was working on remediating the performance of a supplier. “The business did not want to work with the supplier any longer. I knew I had to work with everyone involved to figure out what was not working, where the supplier was falling short and what we could do differently to help them be more successful,” she explains. In the end, Harse helped the supplier turn around and get a new contract in place. “It was not easy. I learned that we all have a tendency to point fingers, and we all need to look at how we can do things differently to deliver value for the Company and ultimately the patients we serve,” she says.

DEVELOPING LEADERSHIP SKILLS

Harse believes her time-management skills and drive to make the processes and procedures within procurement more efficient have helped her achieve success at Johnson & Johnson, where she has been for more than a year.

She is a member of the Procurement Leadership Development Program and was selected for the Johnson & Johnson Adaptive Leadership Seminar, which is sponsored by the office of the CEO to develop future leaders.

With an interest in health and wellness, Harse enjoys running and other outdoor activities as well as traveling.

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» Marching to His Own Beat

Daniel Kelly

AGE 27

*Assistant Operations Manager, Iowa State University,
Ames, Iowa*

Nominated by Paul Wedemeyer,
Colleague

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MAN WITH A MISSION

Daniel Kelly knew he wanted to be a problem solver, so when he arrived at Iowa State University to study business, focusing on supply chain management and operations seemed like the ideal course of action. After accepting a job at Iowa State, he has worked his way up the ladder. In his current role as an assistant operations manager, Kelly has had a significant impact on the performance of the dining department's warehousing and distribution system,

resulting in radically decreased costs.

DOUBLE DUTY

Kelly also took his skills to the Army National Guard, where he is a platoon leader in the 1133rd Transportation Company. A top graduate of his training class at the United States Army Logistics University, Kelly led his unit on missions across 16 states in 2015. In 2014, Gov. Terry Bransted awarded Kelly the Iowa Governor's Cup for outstanding achievement.

A BORN LEADER

Kelly possesses key qualities that have helped him succeed: strong leadership, a keen understanding of supply management and operations concepts, and principles in accounting and human resources. His ability to lead by example and create diverse teams impressed nominator Paul Wedemeyer, who notes that Kelly fostered a positive relationship between union employees and management "to create buy-in for change."

MAJOR VICTORIES

With an eye for creating new efficiencies, Kelly identified three key areas where change was needed most. He oversaw the transition of his department from a traditional warehouse to a modified cross-dock, redesigned local routes for increased efficiency and responsiveness, and consolidated and reorganized departmental assets to reduce waste. Kelly collaborated with a cross-functional team, and as Wedemeyer notes,

he "provided leadership beyond his grade."

Kelly's initiatives produced impressive results. On-hand inventory reduced by 64.3 percent. Inventory footprint waste was cut by 44.3 percent. Departmental expenses dropped by 5.7 percent. Paper retention decreased by 60 percent. The department removed over 30 tons of excess equipment and supplies from several storage nodes and donated 3 tons of uniforms, shoes and linen to a charity organization in Ghana.

A TACTICAL ADVANTAGE

Kelly attributes his successes to a willingness to tackle projects and tasks. He says he takes his cue from a college friend's philosophy: "Yes. Hell, yes! Or maybe we should talk about it," laughs Kelly. He points out that while it's not always practical to agree to do something, the secret is to try never to say no. "Always try to find a solution to make it work," he says.

AT EASE

When he has down time, Kelly likes to read and work on home-improvement projects. Keeping in shape is important to him, and he competed in the Bataan Memorial Death March, a marathon on White Sand Missile Range in New Mexico, five times.

WHAT WOULD YOU LIKE TO ACCOMPLISH IN THE NEXT 10 YEARS?

I would like to make one significant contribution to the supply chain field, either in the civilian sector or the government/military sector.



»Great Expectations

Aisha Khan

AGE 27

Global Change Management & Communications Lead, Spend Management Strategy, Johnson & Johnson, New Brunswick, New Jersey

Nominated by Stuart Sultman,
Associate Director – Global Agencies & Digital Procurement, Johnson & Johnson

ALWAYS EVOLVING

If one word were to describe Aisha Khan, it is adaptive. But one word would not be enough — innovative, spirited, intellectual and daring also come to mind. With a degree in finance and economics from Rutgers University, she went to work on Wall Street during the Great Recession — a challenging time to enter the financial world. She left to start her own business before returning to graduate school, where she rounded out her skill set studying supply chain management and marketing. Taking a position with Johnson & Johnson, she began her procurement career as a sourcing lead responsible for global digital category strategy and business engagement.

STEPPING UP TO THE PLATE

“Aisha Khan is a procurement leader of the future,” says nominator Stuart Sultman. In her time as a member of the Procurement Leadership Development Program, she exceeded expectations and delivered significant results. With procurement’s role in digital marketing still developing, the rapid pace of change creates high complexity. New to the space, Khan was not intimidated

and employed her intellectual curiosity to quickly become a subject matter expert. Sultman says she established credibility and developed strong relationships with her digital marketing business partners and earned a seat at the table.

AN OPEN MIND

When asked what advice she would give to students considering supply management, Khan tells them to be open-minded. “I think students feel a lot of pressure to know the right path to get the right job. However, in supply chain, the environment is changing so fast that the job that you’ll end up in probably doesn’t even exist today.” Her advice to students is to be flexible, follow their passions, and focus on being a constant learner. Khan herself recently took a fairly new position as a Change Management Lead in the Spend Management Strategy department. This position is in her wheelhouse, being consultative in nature with a goal of trying to elevate procurement from being a service provider to a valued and strategic partner to the business.

INTO THE LIMELIGHT

An innovator at heart, Aisha volunteered to give a TED talk on Johnson & Johnson’s TED X platform in 2014. She challenged how people think about innovation and described how to bring novel thinking to the workplace and life, regardless of the seniority of your role. Aisha also was chosen as Marketing Director for Johnson & Johnson’s 2015 TEDxJNJ Main Event, for which she received one of Johnson & Johnson’s highest employee awards, Standards of Leadership.

ON THE ROAD AGAIN

Aisha is a free spirit and a mold-breaker. Her passion for travelling led her to take up motorcycle riding two years ago and she absolutely loves it. When the weather warms up, you’ll find her touring the countryside on her Honda Rebel, looking for scenic hiking spots.

IS THERE A CAUSE ABOUT WHICH YOU ARE PASSIONATE?

I really care about women’s leadership and promoting young women around the world to pursue education in technical fields. As a member of the Procurement Women’s Leadership Initiative at Johnson & Johnson, I have had the opportunity to promote awareness on this topic and raise funds for female education around the globe.

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»The Oil Baron

Amrish Lobo

AGE 29

*Director, Global Logistics, Distribution & Customer Service,
Baker Hughes Inc., Houston, Texas*

Nominated by Lynn Fox, Director,
Global Completions Manufacturing, Baker Hughes Inc.

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A CHANGE IN DIRECTION

Having earned a mechanical engineering degree in Chennai, India, Amrish Lobo thought he would follow his father into the automotive industry. Introduced to supply chain management while pursuing a master's degree in industrial engineering at Purdue, his plans soon changed. He accepted a job in oil and gas and has skyrocketed to success. At 29 years old, Lobo is one of his company's youngest directors and heads the

combined international logistics, distribution, and customer service organization within global supply chain. He manages an organization of hundreds across the Fortune 120 company's global locations and is accountable for hundreds of millions of dollars in spend.

THE LIFEBLOOD OF BUSINESS

Lobo says that supply chain is an excellent option for Millennials looking for exposure to different areas of business, as it is the main artery of any organization, touching every aspect of the enterprise. "It has a tremendous impact on the bottom line," he says, adding that it helps one to gain an understanding of how elements of a business fit together. He also notes people with supply chain skills and knowledge have many choices regarding locations, industries, communities, and countries they can work in. A brilliant innovator, Lobo co-led the development and implementation of the company's global distribution model, leading to new efficiencies and millions in savings, while also managing its Dubai center. The company has also sent him to Europe, Asia, and Latin America to manage projects.

THE INGREDIENTS OF SUCCESS

"Amrish's success lies in his ability to close the gap between strategy and execution," says nominator Lynn Fox. Lobo believes it also stems from seeking out opportunity, being in tune with the corporate organizational strategy and delivering positive results. "Within supply chain, the triad of success is faster (time), cheaper (cost)

and better (quality). Any opportunity to optimize these leads to organizational success."

LOOKING TO THE FUTURE

Passionate about mentoring and connecting with young people, in 2013 and 2014 Lobo also co-managed the organization's prestigious Supply Chain Rotational Program for young, ambitious supply chain professionals.

RECHARGING HIS BATTERIES

"I'm not a very fun person outside the office," jokes Lobo. Apart from catching up on his reading or taking in a movie or occasional tennis game, he spends considerable time drawing out ideas that focus on step-level changes in business transformation. These ideas form the foundation of what his teams will work on during the following week. Being a firm believer in the efficacy of networking, he's also working diligently on his golf game.

DO YOU HAVE ANY WORDS OF ADVICE FOR YOUNG PEOPLE CONSIDERING A CAREER IN SUPPLY MANAGEMENT?

You need to be a connector and start networking from day one — your network is your net-worth and will determine your future. You don't know who is looking for you and you don't know what other people have to offer unless you make those connections and find those opportunities.



» Making an Impact

Leonardo Lopez

AGE 27

*Buyer III, Johnson Controls, Inc.,
Norman, Oklahoma*

Nominated by Raul Gerhardus,
Senior Procurement Manager, Johnson Controls, Inc.

GAINING EXPERIENCE

While at an open house at the College of Business at Marquette University, Leonardo Lopez stopped to hear a presentation about the supply chain management program. “I learned that supply management is an engaging and involved field that gets to interact with so many other business functions,” he says. Lopez decided to join the program, and “I’ve never regretted it,” he adds.

He landed an internship with Johnson Controls, Inc., then was hired by the company as an associate buyer. Over the last five years, Lopez has worked his way up through the procurement organization, gaining a fuller understanding of the different aspects of the business. His early accomplishments include supplier streamlining and working capital improvement for temporary labor in the United States and Canada, says his manager, Raul Gerhardus.

WHAT IS THE MOST REWARDING/ SATISFYING PART OF YOUR JOB?

I would say the comfort of having trust in our leadership. In today’s environment, changes can occur quickly, and at times, it is difficult to understand them. These changes make work more interesting — there aren’t many dull moments when it comes to this job. I trust leadership’s decision-making for both the company and my personal growth.

E-AUCTION PROJECT

Lopez currently is working in direct procurement at the Norman, Oklahoma, plant, a move that allowed him to gain operational experience and a clear understanding of how various products are produced. At the plant, he worked on a complex e-auction project that resulted in savings of more than US\$700,000.

“It was one of the three most challenging projects of my career,” he recalls. “It was difficult and the timeline was minimal, but we had the cooperation of many people throughout the business function.” He adds: “We achieved a high level of savings, and it was a life-changing experience.”

ACCEPTING NEW CHALLENGES

Gerhardus says Lopez has accepted challenges that, at the time, were outside his comfort zone. “But he was able to obtain results in a relatively short period of time, taking full responsibility for the deliveries at each stage of the project,” he notes.

Lopez says a trait that has served him well in his career has been a willingness to accept a new challenge and to be open to different experiences. His short-term goals include finishing his MBA and obtaining his Certified Professional in Supply Management certification. His longer-term goals include managing global commodities at Johnson Controls, focusing on leadership development and taking an assignment abroad.

An overseas assignment would mesh with Lopez’s love of travel: “I’ve been to more than 30 countries and I love to travel and experience different cultures.”

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» Heavy Metal Superstar

Jessica Mayhew

AGE 29

*Sourcing Manager, Parker Hannifin,
Cleveland, Ohio*

Nominated by Alan Miner,
Division Supply Chain Manager, Parker Hannifin

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MASTERING HER TRADE

Jessica Mayhew has worn a lot of hats during her time in supply chain, starting as a planner and swiftly rising to her current role as Division Sourcing Manager, where she has excelled. Last year, she drove significant savings through launching creative commodity strategies using best-cost countries and new technology.

Mayhew helped locate and develop a new grey and ductile iron foundry in Mexico to support Parker's long-term source strategies. She also exceeded savings expectations on complex castings by championing an alternate casting technology, despite many believing it would not be successful.

PICKING HER PATH

Unlike many of her peers, Mayhew actively planned for a career in supply chain management since high school. She had an uncle in the field and, after he explained his job to her, she was hooked. Mayhew attended Penn State, one of the top universities for supply chain studies. After entering the field, she strived to diversify herself through experience in planning, buying, logistics, materials and sourcing.

A SHINING STAR

Mayhew's nominator, her former manager at Parker, is impressed with how she displays great leadership through all levels in the organization. He said others gravitate to her, even from outside her division. He goes on to note that she has thrived in very difficult environments that are typically male dominated. "Jessica displays all the desired characteristics you want in an employee. She makes every decision with the customer and company in mind with the highest ethical standards." In another colleague's opinion, her diplomatic nature is a key to her success.

NOT LOST IN TRANSLATION

Mayhew recognized global opportunities early and minored in Mandarin in college. After graduation, she worked with a local tutor to gain fluency, a skill that has proven to be a powerful advantage in localization efforts and negotiations.

AN EARLY WIN

Mayhew is particularly proud of her first management role, leading the materials team at a previous company. Working long hours and under a lot of stress, the team didn't feel like a team to her. She set about unifying its members by creating a positive work environment. Mayhew changed processes, engaged in team-building activities and even instituted a no complaining rule. The result? Metrics, supplier performance and cost savings all improved significantly as the team pulled together instead of hunkering down as individuals and hoping for the best.

WHAT'S ON THE HORIZON FOR YOU?

I want to keep developing my career at Parker. I want to help find ways to make our supply chain part of the strategic advantage of our company and continue to learn new things and face new challenges.



» Growing With the Team

Grayson Mitchell

AGE 25

*Area Sales Manager, Fiat Chrysler Automobiles,
Irvine, California*

Nominated by Shelley Stewart, Jr.,
Vice President and CPO, DuPont

FOCUS ON TEAMWORK

Like many up-and-coming supply management professionals, Grayson Mitchell believes his passion to learn and grow within his profession are the secrets to his success. But the Howard University graduate and 2012 Richter Scholar takes that mantra a step further, focusing on his drive to learn and develop within a team.

“Many people focus solely on themselves — which is great for personal development. However, I think it’s best to focus on aggressively developing with others,” he says. “The key is that no individual alone is stronger than the entire team. Working together drives success.”

GENERATING RESULTS

Recently accepting a new position as area sales manager for southern California, Mitchell works with area dealerships to ensure adequate product supply and to help increase sales to end-customers. His previous role was a

finished vehicle logistics supervisor at Fiat Chrysler’s U.S. headquarters in Auburn Hills, Michigan. Stewart says Mitchell’s passion for his work “generates outstanding results and has a positive organizational impact.”

Mitchell led the implementation of complexity reduction procedures for year-over-year model configurations, increasing plant build efficiency. He also managed the optimization of the rail loading process for a manufacturing plant, resulting in ongoing cost savings. “He certainly exemplifies the qualities and characteristics of a future leader in the field of supply management,” Stewart says.

LEARNING FROM FAILURE

Throughout his college and professional career, Mitchell says he has learned to embrace failure. “As my cousin, Jeffrey Robbins (Tyco Senior Manager — Marketing & Supply Chain), has always told me, ‘Through failure, you find the recipe for success.’ I know it may sound bizarre, but I actually love this concept,” he says. “By embracing failure, you learn more rapidly by being forced to push forward after taking two steps back. Simply put — it is the best learning tool by far.”

It’s also a lesson he shares with his mentees. He says some of his proudest moments are sharing in their success: “I recently received a call from one of my mentees who finalized an internship with Boeing. I could not have been more excited, as he is a true turnaround story. Someone who could have given up due to a slower start academically is now making great strides — both personally and for his professional career.”

Mitchell considers himself a sports fanatic, as a spectator and competitor. “I have been playing team sports since I was 3,” he says. “The very nature of athletic competition has increased my competitive spirit and my ability to find success while working as a team.” He also is active in community service and is fully committed to giving back to the community.



WHAT ADVICE WOULD YOU OFFER TO THOSE CONSIDERING A CAREER IN SUPPLY MANAGEMENT?

I would tell them that supply management focuses on many different areas of a business, and although the discipline is broad, it is literally the heartbeat of companies around the world. If you want to enter a field that is never boring, never repetitive (and) challenges you on a daily basis, supply management is your field.



» The Consolidator

Jeff Monroe

AGE 27

*Master's in Supply Chain Management Candidate,
Texas Christian University, Fort Worth, Texas*

Nominated by Mary Buenrostro,
Member of Board of Directors, ISM-Dallas affiliate

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MOLDING A DEPARTMENT

Jeff Monroe admits he's never satisfied with the status quo, which explains how in three years, he consolidated all procurement activities into one department for his former employer, Southern Botanical, Inc. of Dallas. Hired as an estimating intern in 2012, Monroe worked from the ground up to create comprehensive RFPs, develop an approved supplier list and create a solid supplier relationship with a 3PL provider to reduce

costs by 10 percent.

Monroe says that when he was promoted to procurement professional after his first year, the procurement process at Southern Botanical was "totally informal," and there was no real structure to the buying process. "My goal was to formalize a supply management process and to eventually make it a department," he says. "My biggest win was being able to do that."

MAKING AN IMPACT

Mary Buenrostro, who serves with Monroe on the board of directors of ISM-Dallas affiliate, says after he consolidated purchasing into one department, company profitability was greater in the following year than in the previous seven years combined. After Monroe was promoted to senior purchaser, she notes, he directed a purchasing team to achieve KPIs, including a 10 percent reduction in materials, and organized a support team focused on reducing loading/unloading time, resulting in labor cost savings forecast at US\$50,000 annually.

Monroe says his desire for continuous improvement drove him to encourage senior leadership to make changes in the supply management process. He says a significant impact on the business was taking supplier relationships to a whole new level, something that is unusual in the landscaping industry.

"Typically, supplier relationships are superficial and fail to ensure information sharing between the supplier and the company," he says. "There is significant cost savings that a company can experience if proper supply chain procedures are recognized and adhered to."

LOOKING TO THE FUTURE

Currently unemployed due to a reduction in force, Monroe says he is proud he was able to initiate and oversee several supply management projects that saved the company millions of dollars. Taking the time to find a company that is the right fit, he's focused on finishing his master's program and is studying for the second and third parts of the Certified Professional in Supply Management certification from the Institute for Supply Management.

In addition to spending time with his family and volunteering at his church, Monroe enjoys the outdoors, especially hiking and fishing.

WHAT DO YOU HOPE TO ACCOMPLISH IN THE NEXT 10 YEARS?

In the next 10 years, I'd like to help organize and oversee a world-class supply chain team. One thing that gives me the greatest satisfaction is remodeling something that is undervalued and making it into something powerful.



» The Natural-born Leader

Cara Navarre

AGE 29

*Operations Manager, Northrop Grumman,
McLean, Virginia*

Nominated by John Jordan,
Director of Supply Chain, Civil Division

AN EARLY START

While studying international business in college, Cara Navarre interned at Northrop Grumman and, after graduation, took a full-time position as a subcontracts administrator. Her natural abilities to lead, learn and develop relationships with suppliers quickly shone through.

“I truly enjoy helping people,” she says. Her goal was to help suppliers understand what was required of them to eliminate problems down the road. It is this mindset, combined with her other exceptional qualities, which has helped her to excel during her years with the company.

“Cara is one of brightest young stars at Northrop Grumman,” says nominator John Jordan. “She is the kind of person that cares deeply about what she does and is dedicated to ensuring work products are of the highest level.”

HEADING DOWN UNDER

Navarre soon became involved in international aspects of the business when Northrop sent her to Australia three times in one year (“It was great for my United miles,” she says, chuckling). She worked with the Australian Defence Material Organisation to assess its supply field to determine which companies would be capable of participating in projects abroad, including in the U.S. She gained valuable experience from this project and received cross-sector exposure as Northrop bestowed an award for corporate supply chain excellence on her team.

WHAT IS THE BIGGEST MISCONCEPTION ABOUT MILLENNIALS TODAY?

That we aren't loyal to companies and only stay for a couple years. I think the key is finding new opportunities within the same company so Millennials don't "get bored".

PROUD MOMENT

After two years outside supply chain, Navarre returned as a sector subcontracts administrator and had a significant win. She was responsible for managing the process for vetting international suppliers, which would sometimes require up to 14 approvals. Before Navarre started, there was minimal formalized process or standardized training, which meant spending considerable time walking people individually through the process.

She streamlined it and adopted a scaled approach based on the supplier's risk level, reducing the average number of approvals to four, then trained the entire sector supply chain and contracts organization.

TRANSFERABLE SKILLS

Her advice for young people entering supply chain is to give it time because, she says, “your first role might not be what you ever had in mind.” But, in her opinion, it can be a great experience and pay dividends down the road. “They might not realize it at the time that the skills they're using could be applied to many different fields,” she says. She adds that she is using the skills honed as a subcontract administrator in her current role.

A NEW POSITION

Recently, the skills Navarre learned through supply chain management helped her secure the position of Operations Manager for the Office of the Sector President after an extremely competitive interview process.

CONSTANTLY ON THE MOVE

Outside the office, Navarre enjoys outdoor activities and spending time with family and friends. She has a passion for running, particularly in races, and has completed a full marathon. One of the causes she cares deeply about is spinal cord injury research, and she participates in and fundraises for the World Run for Those Who Can't at every opportunity.

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» Seeking Perfection

Chinedum Nweze

AGE 24

*Supply Management Specialist, John Deere,
Davenport, Iowa*

Nominated by Larry Anderson,
Manager Central East Regional Procurement Center, John Deere

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A CHANGE IN PLAN

Highly inquisitive and a perfectionist by nature, Chinedum Nweze entered Michigan State as a finance major. Taking a required supply chain course, he enjoyed the subject and had a moment of clarity — it just made so much sense to him — so he eventually switched his major to supply chain management and logistics. He interned at John Deere and, after graduation, accepted a position with the company, where he is midway through a three-year rotational program.

One of the main reasons that Nweze says he chose supply management is its relevancy, and how big it will be in the future. He believes the field still has much untapped potential, though it is developing rapidly as more companies realize its strategic value.

RISING TO THE CHALLENGE

Working for a top-tier company with a well-established supply chain process, Nweze said one of his biggest challenges is identifying opportunities to reduce cost without compromising quality. He was recently involved in a project that helped reduce cost by more than US\$120,000 by improving quality and reducing waste and parts consumption. He proudly attributes the company's ability to generate a substantial profit to projects like his: "I had a direct impact on that profit, even in a down year."

A STRING OF SUCCESSES

His manager, Larry Anderson, points to three other significant projects where Nweze played a key role. He created improvements in John Deere's Small Diverse Supplier spend, driving it up in several classifications and getting buyers to consider small diverse suppliers for capital projects. For another project, he performed a root cause analysis to eliminate invoice errors and developed a process that was adopted as a best practice across the company. In the third project, Nweze developed an e-catalog for service providers, even though other buyers had stated it was impossible.

LOOKING TO THE HORIZON

In the short term, Nweze wants to add a Six Sigma Black Belt to his Green and Yellow belts. He wants to have a role as a project manager at John Deere and believes that after five years of work experience, he will be ready to get the most out of an MBA.

ON THE MOVE

When he's not working, you can probably find Nweze traveling, either in the U.S. or abroad; he likes to see how people do things differently and how he can learn from them. He's also very passionate about the growing negative impact industrialization is having on the environment, and aspires to help alleviate social, gender, and racial inequality.

WOULD YOU RECOMMEND A CAREER IN SUPPLY MANAGEMENT TO SOMEONE UNDER 30?

Yes, I would, because it offers the opportunity to have a direct impact on your organization's bottom line. You are challenged to think outside the box and critically analyze data in order to arrive at the most efficient and effective solutions.



»A People Person

Caitlin O'Toole

AGE 27

*Associate Commodity Manager, Stryker,
San Jose, California*

Nominated by Danielle Hansen,
Senior Global Sourcing Manager, Stryker

PRIDE IN MENTORING

Caitlin O'Toole has been recognized for the key role she played on a product launch team as well as several projects that resulted in substantial cost savings during her 4½ years in supply management at Stryker. But if you ask her about her proudest accomplishment, she will tell you it's one that doesn't relate to her day-to-day work.

Clearly a "people person," O'Toole takes great pride in an intern she mentored one summer. "It was amazing to watch her grow," O'Toole says. "She had a great experience that summer. And at the end of her senior year, she accepted a full-time job at Stryker and now runs the shipping team as a supervisor — a role I previously held." She adds: "It was great to be a part of her success. I also learned so much from her."

DO YOU BELIEVE THAT WHAT YOU DO HAS A SIGNIFICANT IMPACT ON YOUR BUSINESS?

Yes. Fostering and maintaining supplier relationships and conducting supplier business reviews ensures that we continue to partner in creating innovative, high-quality medical devices and technology. Negotiating and implementing supply contracts ensures we are sourcing medical equipment our customers need most. It also allows our company to identify and target opportunities to improve our supply chains.

BUILDING PARTNERSHIPS

O'Toole says the most rewarding part of her job is the interaction and relationship building with both internal and external customers. She led the sourcing activities of a recent Med Device acquisition, says colleague Danielle Hansen. "It included adding 12 suppliers to the approved supplier list, working with suppliers on FDA registration, assessing, updating and creating legal agreements, developing commodity strategies and onboarding suppliers to Stryker in a short period of time."

O'Toole says her success in working with suppliers and internal business customers is due to an understanding that all are critical to making a project work. "I know that it's not always about cutting costs," she explains. "It's about maintaining relationships and leveraging partnerships. Invest time in relationships and learn how your cross-functional partners work."

BE OPEN TO LEARNING

As an associate sourcing manager, O'Toole saved Stryker more than US\$1.2 million in cost avoidance, and she continues to negotiate and create innovative supplier opportunities for additional project cost savings, Hansen says. O'Toole is a member of the Stryker Women's Network Planning Committee and completed the Stryker Future Leader Program. O'Toole believes her people skills and openness to learning have helped her achieve success in her various supply management positions.

She likes spending time with family and friends, and especially enjoys sports, cooking, baking, reading and traveling.

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» Rethinking an Industry

Max Pike

AGE 28

*Director of U.S. Operations, Haven,
San Francisco, California*

Nominated by Renee DiResta,
Vice President of Business Development, Haven

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QUESTIONING THE STATUS QUO

Max Pike says he has always been fascinated with how things move within cities and around the world. He studied public transportation in college and expanded into the world of logistics while working at a consulting firm after graduation. As the head of U.S. operations for Haven, a technology startup in the freight market, he is working to change how business is conducted in the shipping industry.

His inclination to challenge the status quo has helped him in his new role because he is focused on rethinking the way the shipping industry works. Pike says, "In this industry, the most costly words in business are: 'This is the way we've always done it.'"

His goal is to use technology and big data to find new ways to improve logistics operations, drive down costs and provide better transparency.

GROWING THE BUSINESS

Pike has identified opportunities to automate processes to help shippers move products more effectively and provide carriers and shippers with better pricing data and shipment booking, says colleague Renee DiResta. "He has reduced response time for Haven's customer base by more than 80 percent, leading to a better operational process," she says. "His dedication also has resulted in dramatic growth in the U.S. customer base over the past year."

THE NEXT BEST THING TO A CRYSTAL BALL

"It can be quite challenging dealing with unforeseen supply chain problems, such as an extreme weather event, a spike in the price of a particular commodity, an issue with clearing customs or a delay caused by a labor dispute at a port," says Pike. However, as he points out, by using technology to automate the shipping process, his company helps customers react more nimbly to these types of issues. "Other industries, from hotels to airline travel to heavy machinery rentals, have benefitted from the creation of online exchanges. We are working to facilitate the same development for the world of logistics and shipping," he says.

CHOOSING SUPPLY MANAGEMENT

When encouraging young people to consider supply management as a career, Pike says he emphasizes that it's a dynamic, challenging and exciting profession. "When the discussion focuses on taking manufacturing overseas or looking at inventory issues, getting those issues right or wrong rests with logistics," he explains. "If customers can't get orders when they want them, or if a company has too much money tied up in inventory, those are supply management and logistics concerns."

He adds: "If you want to have an impact on all other functional areas in a business and learn about the drivers of marketing, sales and finance, supply management should be your choice."

WHAT DO YOU HOPE TO ACCOMPLISH IN THE NEXT 10 YEARS?

I plan to help grow Haven into the largest marketplace for transacting shipments. Because we're working to bring transparency and improve the speed of transactions rather than trying to extract a margin from shippers, Haven will help to fundamentally transform the way that organizations ship their goods.



»The Deliverer

Michael Raezler

AGE 29

*Purchasing and Supply Management Specialist,
U.S. Postal Service, Washington, D.C.*

Nominated by Mark A. Guilfoil,
Manager, Mail and Operational Equipment, U.S. Postal Service

A MAN OF MANY QUALITIES

The Postal Service is renowned for its dependability, and the same can be said of Michael Raezler, one of the youngest team leaders in its supply management organization. Considered a rising star, he has been on an accelerated career path since joining its ranks. According to his nominator, Mark A. Guilfoil, Raezler is a reflection of the high values the Postal Service seeks in its acquisition professionals — being innovative, rational, reliable, open minded, professional, positive, genuine, and forward thinking.

A graduate of Michigan State University's top-ranked supply chain management program, Raezler initially planned to be an accountant, a job for which he showed great promise. However, the idea of staring at numbers all day seemed mind-numbing. After taking a supply chain management class and excelling, he found his true calling.

SEIZING OPPORTUNITY

In his time with the Postal Service, Raezler has capitalized on the variety of supply management and purchasing experiences offered by a large, public organization. He has worked within four different purchasing- and commodity-related areas, including supply chain strategies, IT hardware and software purchasing, automation and material handling, and mail transport equipment.

Raezler negotiated a five-year, enterprise-wide software licensing agreement that saved the Postal Service US\$30

million. Another significant win came shortly after his promotion to team lead, when he negotiated and finalized a settlement agreement with a vendor, potentially avoiding millions in contract claims. He also quickly performed a total cost of ownership to select the best-qualified supplier as a replacement, for which he received a Vice President's Award from the Postal Service's V.P. of Supply Management.

MARKED FOR SUCCESS

Guilfoil believes great things are ahead for Raezler. He is in the Postal Service's Corporate Succession Program, a small pool of high-performing candidates identified as successors to senior executive management. He has consistently shown initiative and worked hard to deepen his knowledge and improve his skill sets, and in 2015, he obtained his MBA from Marymount University.

Raezler attributes his success to a strong internal drive and an aversion to missing deadlines. He also gives credit to great people around him, including his manager, Rajeev Thampan, and his team members.

TRY IT BEFORE YOU BUY IT

For those contemplating a career in supply management, Raezler suggests taking advantage of a rotational program that gives practical experience rather than relying on theoretical knowledge to determine one's career path: "Purchasing was my least favorite class in college, so I wouldn't have known that I actually liked it if one of my rotations had not been in purchasing."

He would encourage students to pursue a supply management career with the federal government because it is a high-demand profession that provides the opportunity to make an impact on national programs and initiatives.

A GREAT VIEW

A true Michigan State fan, Raezler enjoys playing sports in addition to watching the Spartans on the gridiron and hardwood. He is in several softball leagues, and he can see the Washington Monument from his favorite field.



WHAT'S THE MOST REWARDING PART OF YOUR JOB?

The most rewarding part of working for the Postal Service is knowing that my work has a direct impact on the services our organization provides to the American public.



» Precision Performance

Ross Scott

AGE 28

*Supply Chain Solutions Manager, Sandvik,
Auburn Hills, Michigan*

Nominated by Jeff Green,
Vice President Supply Chain Management, Sandvik

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AHEAD OF THE PACK

As nominator Jeff Green says, “Ross Scott, at just 28 years old, has more supply chain skills and experiences than many seasoned professionals.” Scott is an integral part of Sandvik, a world leader in industrial tool manufacturing, making significant contributions both individually and as a team member.

THE GO TO EXPERT

Scott’s excellent performance record at Sandvik and his ability to break down and solve complex problems means he is called on to lead critical projects. He has been tasked with improving a complex supply chain for a new oil/gas product that has suffered from late deliveries and quality issues. His team is identifying broken processes, root causes, solutions, then implementing them in a prioritized way. As of February 2016, he has been tapped to manage the new Supply Chain Solutions team that will identify gaps across the supply chain and make sustainable changes for the long term, on a global basis.

ALTERING THE BLUEPRINT

An alumnus of Michigan State University, Scott graduated with an engineering degree, but interned in supply chain at Caterpillar and Boeing and knew that was where his career was heading. After returning to Michigan State for graduate school, he obtained his master’s degree in supply chain management, all while juggling a young family and his career at Sandvik. He graduated with a 4.0 GPA.

A MAN WITH HIGH STANDARDS

When asked what characteristic is the cornerstone of his success, Scott says, “One of the things I always try to do is work hard — that’s priority number one. But also it’s always been important to me to produce high-quality work.” Just meeting minimum expectations is not in his playbook. Scott is a perfectionist by nature, and

his wife tells him he is his own worst critic. He would tend to agree, but says it is part of what makes him a supply management winner: “Always try to deliver to people more than they were expecting.”

WORDS OF WISDOM

“My advice to students going into supply chain is to get a broad experience across all of the functions, such as purchasing, logistics, and planning,” Scott says. He also says to find a company that puts a high value on supply management and uses it to drive business in a strategic way, as some companies are much further ahead in the game.

TWO-WHEEL ENTHUSIAST

When it’s time to unwind, Scott looks forward to spending time with his wife and young ones, 2-year-old Charlotte and 4-month-old Andrew. Though his time is more limited these days, his main hobby involves staying on two wheels as much as possible, whether it is racing a dirt bike, cruising on his Harley, or hitting the trails with his mountain bike.

HAVE YOU FOUND A BENEFIT TO BEING A MENTOR?

Yes, being a mentor has been a positive experience for me. It has allowed me to help another young professional develop and advance in his career while helping me refine my teaching and interpersonal skills.



» Be Bold and Confident

Kayla Six

AGE 26

*Strategic Sourcing Manager, Anthem, Inc.,
Thousand Oaks, California*

Nominated by Greg Antoniono,
Director of Strategic Sourcing, Anthem, Inc.

FOLLOWING GOOD ADVICE

When asked to offer advice to other young supply management professionals, Kayla Six is quick to respond: “Don’t be afraid to be bold and go outside your comfort zone. And ask questions so you can learn from those around you.” The strategic sourcing manager at Anthem, Inc., has taken that advice to heart.

During her four years in procurement, Six has been the enterprise-wide strategic sourcing lead for multiple business areas and spend categories simultaneously, according to her manager, Greg Antoniono. “Kayla’s ability to gain mastery of technically complex areas of sourcing, manage demanding internal clients and still drive innovation and great results — 37 percent savings in a mature category is just one example — is extraordinary.”

With a bachelor’s degree in liberal arts, Six has learned a great deal about supply management while on the job. She says her “hunger and eagerness to learn” are reasons for her success: “Also, I work with incredibly collaborative teams at Anthem, so I always know I have the support I need.”

WHAT IS THE MOST REWARDING PART OF YOUR JOB?

In my four years of sourcing, I have never experienced two days that were the same, never managed two identical projects. There is always something new, which makes sourcing an incredibly exciting field.

LEADING THE TEAM

She is most proud of negotiating an integrated voice-response contract, which had to be coordinated and collaborated with more than 40 business owners to implement consolidation and create a joint-governance model between Anthem and the supplier. The project had to assure compliance to regulations, drive innovation, address current issues and opportunities and track service level agreements, Antoniono explains.

“It was one of the first projects that I led,” Six says. “There were several stakeholders and competing priorities. But it was a chance for me to get my name out there and to know that I can go from start to finish with a major project. It is good to have that one in the books.”

LEARNING FROM OTHERS

Six says she encourages herself and other team members to ask questions and be confident, but not brash. “I will even go to a supplier and ask what they do, why they do things the way they do and to tell me more about their processes and procedures,” she says. “It’s important to move forward confidently and to learn from the experiences of others. What you learn is invaluable.”

She enjoys her work in strategic sourcing and is excited about changes in the year ahead. “There is a lot of buzz in the industry, and I look forward to working and growing in my position.”

She also enjoys hiking and other activities with her husband and young son.

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» Seeking to Lead Conrad Smith

AGE 27

Subcontracts Program Manager, Northrop Grumman Aerospace Systems, Rancho Bernardo, California

Nominated by Christopher Herbers,
Subcontracts Program Manager, Northrop Grumman Aerospace Systems

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AN EARLY CURIOSITY

As a young boy, Conrad Smith enjoyed going with his father to watch the huge container ships pulling into the busy ports of Long Beach and Los Angeles. "I always wondered where they were going or where they came from," he recalls. That early curiosity sparked an interest in supply management that led Smith to his position as a subcontracts program manager at Northrop Grumman Aerospace Systems in

Rancho Bernardo, California. It also prompted him to attain a master's degree in supply chain management from the University of San Diego.

TACKLING A CHALLENGE

In his position with Northrop Grumman, he is responsible for managing the subcontracts team for Unmanned Air Vehicle programs and working cross-functionally with the respective program managers. "He is willing to tackle challenging tasks that aren't typically part of subcontracts' responsibilities and has excelled in all of them to date," says his manager, Christopher Herbers.

Smith, who was an offensive lineman at the University of San Diego during his undergraduate years, credits his success in supply management to solid time-management skills and a willingness to accept a challenge. "When you are working in supply management, you are dealing with a number of different tasks on a daily basis, and time-management skills are critical," he says. "And I enjoy a challenge. I always welcome the opportunity to take on a new challenge in supply management, and it has opened many doors for me."

LEADING BY EXAMPLE

His opportunities at Northrop Grumman Aerospace Systems have included graduating from its Global Supply Chain Leadership Development Program and attending the Integrated Product Team Lead Development Seminar. He says he is proud of being selected for the programs because one of his goals is to excel at leadership.

Smith has continually shown to be an effective leader, Herbers says: "On one of our major projects, he represented the Subcontracts organization in a cross-functional team that included other business units such as legal, logistics, program management and engineering. It gave him the opportunity to demonstrate his leadership characteristics as well as his ability to manage a cross-functional team spread across multiple geographic locations."

HOW DO YOU GIVE BACK TO THE PROFESSION AND THE COMMUNITY?

I enjoy mentoring other employees.

I also mentor a student-athlete from the University of San Diego.

I welcome the opportunity to offer guidance on college as well as life in the work force, as the mentoring

I have received has been instrumental to my success.



» Experienced Beyond His Years

Andrew Tasselmyer

AGE 26

*Improvement Leader, DuPont,
Wilmington, Delaware*

Nominated by Ann Farrell,
Sourcing & Logistics Manager, DuPont

ABILITY TRUMPS EXPERIENCE

With only three years of supply management experience, Andrew Tasselmyer already has played a key role in several major team projects at DuPont, from streamlining its corporate card program to facilitating the knowledge transfer from a third-party consultancy. Tasselmyer's ability to tackle pivotal projects has impressed his manager, Ann Farrell. "Andrew demonstrates outstanding leadership skills despite only three years of experience in the sourcing and logistics function," she says.

Tasselmyer says his interest in supply chain stems from the "passion and enthusiasm" of his supply management professor during his freshman year at the University of Maryland. Tasselmyer planned to major in marketing, but the professor's interest in supply management rubbed off, and he graduated with dual degrees — marketing and supply management.

WHAT DO YOU HOPE TO ACCOMPLISH IN THE NEXT 10 YEARS?

I would like to be known as someone who did more than just affect numbers or improve business operations. In 10 years, I would like to have developed deep connections with the people I work with and the community I live in, and to be known as a friend, mentor and advocate that made a positive difference in the lives of people.

TACKLING COMPLEX PROJECTS

Today, he has no regrets about his choice. He talks with enthusiasm about leading a comprehensive RFI and RFP process to identify a single card issuer capable of consolidating DuPont's T&E and purchasing card programs. "It was a complex landscape, with 16 different banks providing cards to employees all over the world," he says. The team identified one supplier to cover the company's global needs, and Tasselmyer says he was then asked to help implement the program.

"Knowing that my work was recognized within the global team and that they trusted me to carry it through the implementation phase was rewarding and reassuring," he says.

Farrell says Tasselmyer also led a cross-functional project team to revise and document a North American strategy for outsourced management of natural gas supply at more than 50 U.S. plants. "His focus and energy enable him to take on a large volume of work activities and responsibilities," she adds.

JUST SAY YES

Tasselmyer believes the traits that have helped him achieve success early in his career are persistence and a willingness to say yes: "The secret is to say yes to projects and learn from each one. Also, never give up; you have to stick with your projects and see them through to the end."

When he's not working, Tasselmyer enjoys writing and recording his own music, which he says is therapeutic and a great stress reliever.

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» The Deal Maker

Leandra Taylor

AGE 26

*Contracting and Procurement, Deepwater Projects,
Shell Offshore Inc., Houston, Texas*

Nominated by Kathryn Conrad,
Geismar Refinery Contracting and Procurement Lead, Shell Chemical Company

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HER TRUE CALLING

"I've wanted to be in procurement since I was 19 years old," says Leandra Taylor, "mainly because it fits my personality so well!" A born wheeler and dealer, Taylor is "The Deal Maker" to her family and friends — in fact, her best friend refuses to go car buying without her. Taylor was two weeks into her first supply chain class in college when her professor explained there is a function whose purpose is saving money and finding ways to be more efficient. That was all she needed to hear, and a week later, she declared her major.

DELIVERING VALUE

Taylor's nominator says, "Leandra relentlessly seeks opportunities to deliver additional value to Shell." That characteristic was evident when she recognized the need to revamp the bid-evaluation process for tank construction services. With limited data and time, she initiated a total cost of ownership analysis, and her efforts resulted in a 50 percent reduction in total cost of tank procurement. She saw an opportunity for replication and shared what she'd learned with colleagues supporting the same category.

TAKING CHARGE

She is also known for going above and beyond her role. When a project at her refinery had stagnated for a year due to a warranty dispute, Taylor assumed a project management role outside of her responsibilities to resolve the issue. This was a high-profile project in terms of company reputation, public perception, and community relations. With the warranty set to expire, Taylor worked quickly to negotiate a final settlement, mended the relationship with the vendor, and secured an additional five-year warranty. The general manager of the refinery and the Houston Port Economic Alliance recognized Taylor for her support and leadership.

A WORLD CITIZEN

Taylor believes firmly in helping others to succeed both

personally and professionally. Though comparatively young herself, she feels accountable for developing the next generation of leaders. On a personal level, she spends time mentoring three first-generation university students from disadvantaged backgrounds. Within her company, she leads a team of 15 to manage the commercial recruiting at her alma mater, representing Shell on the Business School advisory board. Also, she contributes her time and finances to two international organizations to support the education and protection of disadvantaged children in India and Indonesia.

ADVICE TO MILLENNIALS

In Taylor's opinion, good grades will only get you so far, so she challenges students to develop their soft skills by taking leadership roles in student organizations. She also suggests joining groups like the Institute for Supply Management as an excellent way to network with senior supply management professionals. She promotes this further by serving as the membership chair for the ISM-Houston affiliate, where she leads a team of four to deliver an ambitious growth target for 2016.

PROUDEST MOMENTS

The same day she found out she was a 30 Under 30 winner, Taylor received a VP Award recognizing her for her efforts in recruitment and talent retention within Shell Procurement. There were over 60 nominations and Taylor was one of three to receive the 2015 Leadership Role Model Award.

WHAT'S THE MOST REWARDING PART OF YOUR JOB?

I feel most gratified when I'm able to instill a commercial mindset within my business stakeholders.



» Looking Forward to Tomaro

Michael Tomaro

AGE 25

*Director of Warehouse Operations, IDLife,
Dallas, Texas*

Nominated by Robert Cassin,
Mentor

A GIFTED PROBLEM SOLVER

A graduate of Purdue University's nationally ranked top-ten engineering school and former professional with Halliburton's prestigious Supply Chain Management Program, Michael Tomaro uses his strategic mindset and critical thinking ability to drive results that connect to the bigger picture. He believes that supply chain management was the perfect place for him to leverage both his technical engineering and business knowledge to optimize processes that significantly impact the organization as a whole.

MOLD BREAKER

Social and outgoing, Tomaro doesn't fit the Hollywood stereotype of the introverted engineer. He is a dynamic leader who is skilled at developing individual relationships and acknowledging ideas, opinions and contributions. In early 2015, he was chosen to head up a cross-functional team tasked with transforming a manufacturing facility into a plant designed for remanufacturing used assemblies and components. Under his leadership, the team was able to develop and deploy the new process with a projected financial benefit of US\$3.17 million in the first year.

DO YOU HAVE ANY ADVICE FOR A YOUNG PERSON ENTERING THE SUPPLY CHAIN FIELD?

I think it's important to take the reins of your own development. Many opportunities will present themselves, but many more will need to be sought out.

A HEALTHY CONCERN

As his nominator notes, health and safety are an integrated part of Tomaro's approach. Whether by hosting simple toolbox safety talks or implementing larger safety initiatives like tiered inspections and safety metric tracking boards, he can be found actively advocating for health and safety. He also demonstrated a commitment to improving environmental-related operations while at Halliburton and personally designed a filtration system at a manufacturing facility that reduced test oil consumption by 15,000 gallons (90 percent) annually. He applied the same principles to a water system, resulting in a reduction of 100,000 gallons (80 percent) in annual water usage.

ON THE HORIZON

Tomaro loves what he does because there is so much opportunity, and in his opinion, the sky is the limit for growth and exposure. Based on his leadership and change agent skills, Tomaro was recruited in early 2016 to his current position as Director of Warehouse Operations for a rapidly growing startup company. He has consciously patterned his life after his father, who worked hard to continuously develop himself personally and professionally. "I'm going to take the opportunity to improve my skill set and develop competencies in both breadth and depth, and by doing that, doors will continue to open." He is currently pursuing a professional engineer's license as well as certifications in Lean and Six Sigma, and Tomaro sees either an MBA or a master's in engineering in his future.

A MOTORIZED ADVENTURER

Having raced rally cars for a while, Tomaro decided he needed a new hobby. With a natural inclination to explore, he took up overlanding, a pastime that involves off-road travel to remote destinations in a purpose-built vehicle. The journey is the principal goal, and the self-reliant nature of the hobby appeals to him. He's in the process of exploring different state and national parks around the country.

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»Ascending to New Heights

Debbi Wan

AGE 27

Strategic Sourcing Manager, Global Manufacturing Operations, Cisco Systems, Inc., San Jose, California

Nominated by Akwasi Peprah,
Vice President, Procurement Services, LevaData Inc.

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LIFELONG FASCINATION

Unlike most kids, who just play with toys, Debbi Wan was an inquisitive child and wanted answers. How were they made? How did they get to the store? Watching distributors come and go in her parents' small grocery store further stoked her curiosity. It was only natural that she would study supply chain in college as part of a triple major, with marketing and sustainability.

QUICK OFF THE MARK

Wan's nominator raves about her going above and beyond. Joining her new group as an analyst, she noticed the sourcing team was using offline documents for tracking, an inefficient practice because only one manager could update the file at a time. Wan enhanced the spreadsheet and determined it would not be scalable. Going beyond her original assignment, she leveraged a contact from a previous position to design and develop a robust web-based tool to solve the issue. Still not content, she led the charge to develop an efficient way to view sourcing analytics that gave greater visibility and improved collaboration, allowing for aggressive pricing on new products and substantial savings.

END-TO-END UNDERSTANDING

To highlight Wan's unique approach as a sourcing manager, an internal stakeholder mentions her crucial contribution to the development and manufacturing partner selection of a product within Cisco's solution portfolio. Wan partnered with the lab team to assist in assembly and packaging of the product. This gave her a 360-degree perspective critical to sourcing efforts in the final stages, as well as an unparalleled understanding of what it takes to produce, package, and ship the product. Her nominator says proudly, "I tell Debbi that one day she is going to be my boss."

THE GREATER GOOD

Wan also excels at the human element of her job. Her goal is to strengthen the supply chain by improving people's knowledge and helping them succeed. She routinely reaches out to newer team members and recent graduates to offer support and advice, knowing that a subtle idea can completely change the trajectory of a career. She also dedicates herself to the development of women at Cisco and mentors students in the community, inspiring them to excel in the fields of science, technology, engineering, and math.

NO OBSTACLE TOO HIGH

Life isn't just about work, so when she is not in the office, you might find Wan cooking, hiking, or slacklining. Her most extreme pursuit involves securing herself to a rope and scaling a sheer rock face. For Wan, this hobby epitomizes the idea that success does not come overnight; one must keep working at it. Asked if her team worries about her gravity-challenging hobby, Wan laughs and says she'll ask at the next meeting.

WHAT IS THE PROUDEST MOMENT IN YOUR CAREER?

I'm very grateful of how things have played out so far, but I think it's definitely yet to come. Every time I think I've hit my peak, the passion and fascination I have for the field of supply chain reminds me that there is more to aspire to and a higher route to climb.

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Founded by THOMASNET® and Institute for Supply Management® in 2014, the 30 under 30 Rising Supply Chain Stars program is designed to recognize individuals who have demonstrated leadership, innovation, collaboration, and other outstanding attributes.

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