

Meet the 2016

30
UNDER
30

Rising Supply Chain Stars

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THOMASNET.com® is industry's leading platform for Actionable Information, Product Sourcing and Supplier Selection. By providing in-depth information on over 500,000 North American suppliers, and over 4 million industrial products, we help buyers and engineers connect with the right suppliers for their needs. Our legacy includes the "big green books" of the Thomas Register, and a commitment to facilitating better B2B relationships since 1896.

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SUPPLY CHAIN STARS

A THOMASNET.com® & ISM® Recognition Program

MEGAWATT STAR



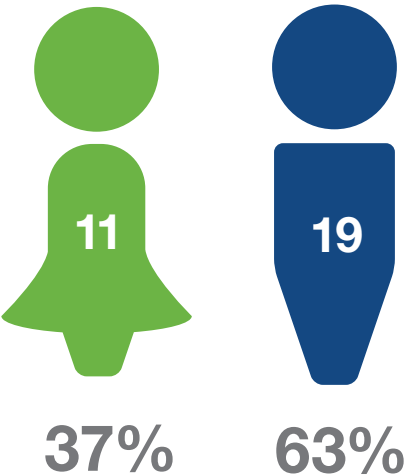
Meet the 2016 Rising Supply Chain Stars

Smarter. Better. Faster.

This is the future our 2016 30 Under 30 winners are continuously working toward. Representing the best qualities of their generation, they are the profession's future leaders who stand out from their peers in initiative and performance.

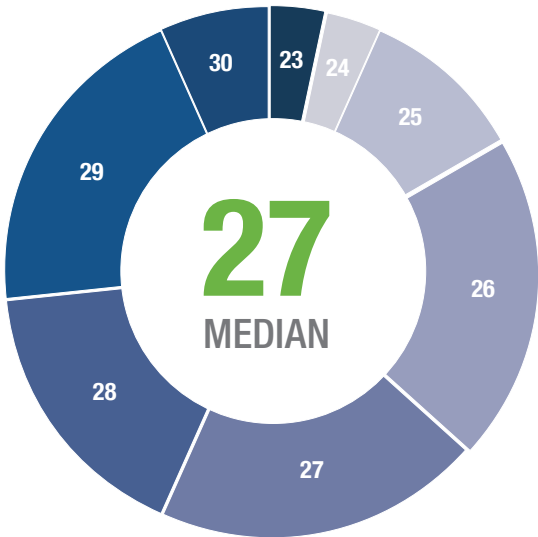


Gender Breakdown



The female to male comparison was 66% to 34% in 2014 and 43% to 57% in 2015.

Age Breakdown



The median age was 28 in 2014 and 27 in 2015.

In its third year, the 30 Under 30 Rising Supply Chain Stars program, a partnership between THOMASNET.com® and Institute for Supply Management® (ISM®), showcases the exceptional talent and remarkable achievements of 30 emerging supply management professionals*. Selected from hundreds of worthy nominees, the 2016 class is an impressive lineup who accomplish big things at their companies and exhibit limitless potential. They come from diverse backgrounds and work for companies ranging from small firms to multinational corporations, and while they represent a variety of different career paths, they share several commonalities — a love for what they do, an intense desire to perform at a high level and a drive to help their companies succeed.

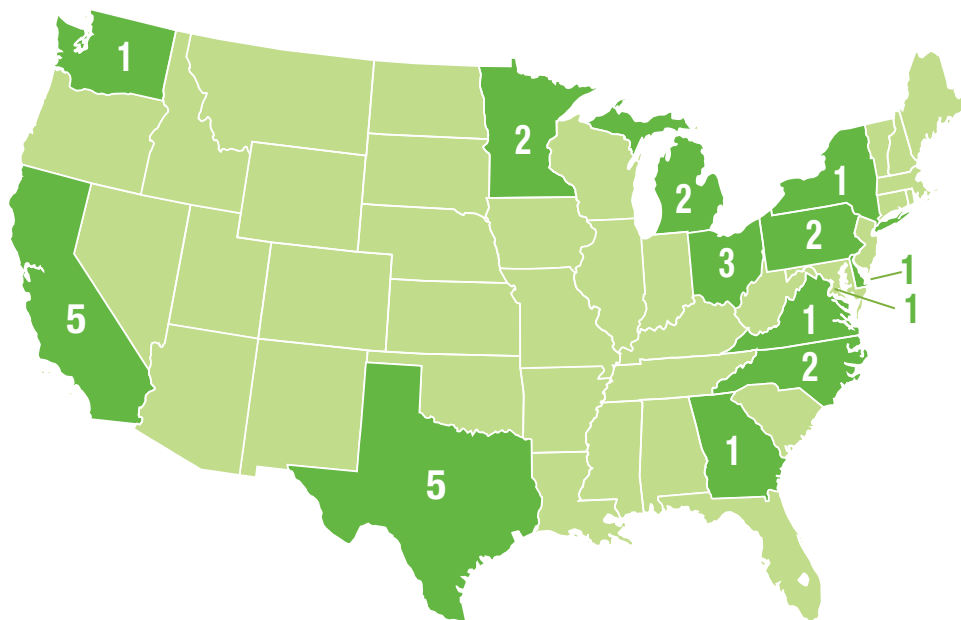
Our winners are technologically savvy and naturally inclined to harness innovations to work smarter. So don't judge them by the number of hours you think they should be clocking at their desk; instead, judge them by their net output. In fact, if they don't need to be in the office, they see no reason to be confined to it. They are communication nomads, who expect to have information at their fingertips and to be able to solve problems 24/7, whether they're visiting a client's plant in Singapore or climbing the side of a mountain in India. The digital information age has given them unprecedented freedom and resources, and companies are evolving

to meet their work and lifestyle expectations. Our talented young professionals treasure a balanced life; they don't mind putting in long hours or working weekends when necessary, but they expect reciprocity. And companies are evolving to keep their emerging leaders happy with innovative schedules and vacation policies, lifestyle-friendly campuses and other perks.

The 30 Under 30 stars are eager hard workers who are practical and results oriented. They are not content to wait for recognition based on seniority but rather seek recognition based on their merit. Mention the participation trophies of their youth, and they respond proudly they are team-oriented and collaborative, more so than any generation since World War II. They seek better all-around outcomes and overwhelmingly prefer win-win relationships with their suppliers as opposed to traditional one-sided outcomes. Succeeding responsibly is also important to many of them because they are conscious capitalists who view themselves as global citizens, and sustaining their planet is important to them.

Obsessed with efficiency, this year's winners have proven they can find a better way to do things and have channeled their energy to effect positive change to speed up and improve processes while reducing cost. And if there is

Where They Work



Beyond the continental U.S., one selectee works in Mexico, one in the United Kingdom and one in Angola.

Top 10 Words That Describe Their Job

Challenging
Collaborative
Dynamic
Fast Paced
Improvement
Innovative
Leading
Motivating
Rewarding
Strategic

not an app or a process to meet their current needs, these 30 high-performing individuals will be the ones to look to for a solution.

So join us in celebrating the achievements of this year's 30 winners, and see how they have individually advanced the concepts of smarter, better and faster in their work.

*Each winner receives a complimentary one-year membership to ISM® and a pass to the ISM2017 Annual Conference in Orlando, Florida. The Megawatt Winner and his nominator win an all-expense-paid trip to the ISM2017 Annual Conference.

Did They Plan on a Career in Supply Chain?

NO 60%

YES 40%

Industries They Work

Aerospace & Defense	2
Business Services	1
Automotive	2
Health care	1
Manufacturer — (Durable Goods)	12
Manufacturer — (Non-Durable goods)	1
Pharmaceutical —	1
Military or Government Agency	1
Non-Profit	1
Oil & Gas	4
Operating Services	3
Retail	1
Total	30

30UNDER30

2016

MEGAWATT STAR



DANIEL "DAN" KASKINEN

AGE 29

Strategic Sourcing Manager, Sonic
Automotive, Inc., Charlotte, North Carolina

Nominated by Jeff King, Procurement Director,
Sonic Automotive, Inc.

The “Intrapreneur”

You could say the automotive industry is in Dan Kaskinen’s blood. A self-professed motorhead, Kaskinen has been around cars since he was born. His parents own a used car dealership and repair shop, and his grandfather once owned a Chevrolet dealership. The car connection continued in college at Northwood University, where he studied automotive industry-focused supply management. When he graduated, no one was surprised when he went to work with a big dealer group before landing at Sonic Automotive, one of the largest automotive retailers in the United States.

The Rover

Explore. Experiment. Improve. Those are the three words that Kaskinen chose to describe his job. He first joined the procurement team in the newly created position of corporate procurement specialist, and after impressing management, he was promoted to his current role as strategic sourcing manager. He describes his job as a roving position because his manager lets him pick his own direction, with a mandate to increase efficiency. He applies himself as he sees fit to search for inefficiency, as well as innovate and improve processes or add ones where they don’t exist.

Due to the unorthodox nature of his position, Kaskinen could have encountered opposition to his recommendations from veteran employees. However, the company was in the process of modernizing and undergoing a culture shift when he arrived. People were more willing to have conversations and review processes to determine if they still made sense.

New Efficiencies

Much of Kaskinen’s work centers around standardizing what Sonic’s groups do and formalizing various processes. A wide variety of stakeholders and cross-functional teams see him as the go-to person when something has no “instruction manual.” He has saved the company US\$3 million since joining the group.

One of his lasting impacts was the creation of a formalized partner request process with a web portal on the Sonic home page and a submission database. Kaskinen also put together a formal RFP process and a support library containing the newly created contracts, forms and templates for future sourcing events. When there is a formal RFP, he’s behind the scenes capturing requirements and putting together the sourcing event. Kaskinen has managed \$13.35 million spend through formal RFPs so far.

What do you feel is the biggest misconception about millennials today?

“That we need constant feedback because we want a pat on the back. We want it because we’re ambitious and want to perform at a high level, so if we’re making a poor decision, we can take corrective action today — not next year.”

Kaskinen’s innovations have paid huge dividends for the various departments. He gives full credit for his success to his mentor and manager, Jeff King, who has coined the term “intrapreneur” to refer to Kaskinen. King quotes the VP of facility development saying of Kaskinen: “We are light years ahead today compared to where we were before.” With his reputation for delivering new efficiencies and cost savings, Kaskinen surprisingly feels little pressure. “I find my expectations are usually higher than anyone else’s,” he says. “If I’m going to do something, I’m going to do it. There’s no coasting.”

Unwinding

Kaskinen likes to relax by listening to a podcast or reading — he completed 28 books last year. On weekends, he and his wife like to meet up with other car fanatics or hit the road for an adventure in his restored 1972 Chevy Nova. On his bucket list is completing the Hot Rod Power Tour — a weeklong road trip featuring 2,500 cars and seven car shows — with his dad.



ANDREW BAGNI

AGE 29

Procurement Manager
General Dynamics Mission Systems
Fairfax, Virginia

Nominated by Flor Aguilar Kim, Director, Supply
Chain Strategy & Capture, General Dynamics
Mission Systems

What has been the most surprising thing about working in supply chain management?

"In business school, it was never as clear to me as it is now how connected supply chain management is to every aspect of the business."

The Great Communicator

The U.S. Army is part of the most technologically advanced fighting force in the world, and Andrew Bagni, a skilled communicator, plays a vital role in keeping its soldiers situationally aware, giving them a significant tactical advantage over potential foes. Bagni began his career with General Dynamics as a college intern and joined the supply chain management group after graduation, eventually supporting the strategic communications team in a dual role.

Mission Critical

As a procurement manager for General Dynamics Mission Systems (GDMS), Bagni is responsible for preserving two vital communications systems: HMS (Handheld, Manpack, Small Form Fit) and WIN-T (Warfighter Information Network — Tactical). The HMS program provides a critical lifeline for soldiers in the field, utilizing GDMS radios that extend voice and data communications to connect troops on the ground and in vehicles to the larger Army network. WIN-T is the backbone of the Soldier's Network system, delivering adaptable voice and data services wherever and whenever U.S. soldiers need them, without fixed infrastructure.

In his own career, Bagni finds communication an essential skill. "Communication encompasses all aspects of my job," he says. "If I'm unable to clearly and consistently spell out exactly what we're trying to do, I would not expect to be successful."

Vital Event

Bagni is now principal organizer of GDMS's Soldier's Network Supplier Days, a critical vendor event where current and high-potential suppliers gather for educational sessions to talk about programs, business opportunities and funding issues. This annual event solidifies the mutually beneficial relationship between GDMS and its supply chain partners. Bagni's efforts have been so successful, GDMS's president recently recognized him as the 2016 President's Award winner.

Certified by the Department of Defense as a Small Business Liaison Officer (SBLO), Bagni also serves in that role for GDMS and has established small business training and mentoring sessions for the SCM buyers to provide increased visibility in supplier diversity across the supply chain organization. He is actively involved in the small business community and says, "I work alongside a lot small businesses, and being able to guide them in the complex world of government contracts is extremely rewarding."

Bagni has had great success in fostering communication across GDMS's supply chain management community and established a monthly electronic newsletter named *SCM Connect* featuring the latest supply chain and company news.

When asked about the negative stereotypes about millennials, Bagni says he believes in letting his actions and accomplishments speak for him.

Maintaining Balance

In his down time, Bagni likes to hit the golf course during the summer and take nature walks with his fiancée. Being in the nation's capital, he takes advantage of the area's numerous museums and galleries. To combat the aggravation of D.C.'s notorious traffic, Bagni enjoys listening to a wide variety of audio books during his commute.

Pushing the Envelope

When it comes to success, Andrew Boone's winning formula is based on innovation, creating strong relationships and never giving up. Boone attributes his perseverance to his grandfather, a World War II veteran who later worked on ballistic missile programs before eventually working with NASA on the Apollo program. What he told his grandson: "When they knock you down when you are striving to achieve something, get back up. If you don't, innovation will never happen." It's a lesson he took to heart.

In Need of a Tune Up

When Boone began working with Graphic Packaging International's material handling equipment category, the company's fleet was in disarray. Hundreds of leases were expired, maintenance costs were through the roof and unreliable equipment was hindering production. Among GPI's 37 domestic sites, not one had a comprehensive picture of which assets were owned and which were leased. Diving in, Boone began tracking down assets and creating order. In doing so, he uncovered massive cost inefficiencies where equipment was being leased for a standard number of hours and months, regardless of use. This resulted in equipment being returned far too soon and other assets racking up massive overtime charges of more than US\$3.2 million — a real revelation for leadership. Negotiating with lessors, Boone managed to wipe out \$2.7 million of that liability.

Onward and Upward

Boone likes to push the needle. When he accomplishes a goal and hits a plateau, he views it as a jumping-off point for a subsequent challenge. His next challenge was to change how GPI leased equipment. Having interned in the finance and banking world, Boone knew how he wanted to structure new leases. Instead of achieving savings through an RFP of the industry-standard leasing structure, he wanted a vested partner to work with.

Boone's idea was to create a win-win relationship where both parties equally shared the value in the transaction. Leadership was skeptical but gave him the go-ahead. The tough part was finding a lessor to work with, because incumbent lessors were unwilling to change their current leasing structures. Finally, he secured an independent leasing company as a partner. By pushing this type of partnership strategy, GPI has formed valuable strategies with its suppliers outside of historical bidding models. Boone has created a best-in-class standard for material handling fleet management that reduced total cost of ownership per asset by 42 percent, saved the company \$6.1 million, improved working capital by \$250,000 and increased diversity spend by \$3.4 million.

Enthusiastic Problem Solver

Mike Smith, director of strategic sourcing and supplier diversity at GPI, says that Boone has a drive that is infectious to those around him: "He always shows excitement in every project he works on which helps to motivate the project teams."

Boone acknowledges that the two years he spent optimizing the fleet was stressful, but he loves challenges, particularly the tough ones. He admitted that long-time supply management personnel wanted to brush off his ideas because they had heard them before. But Boone never let that deter him, and in the end, he brought credibility back to supply management at GPI and is now a sought-after problem solver.



ANDREW BOONE

AGE 26

Manager of Finance and Planning
Graphic Packaging International, Inc.,
Atlanta, Georgia

Nominated by Mike Smith, Director of Strategic
Sourcing and Supplier Diversity, Graphic Packaging
International, Inc.

What advice do you have for young people entering the field?

"It's important to understand the way things are done, but to not let that lock you in. You need to take it to the next level and always look to innovate."



GERARDO CABRERA

AGE 23

Global Commodity Manager
Flex
Guadalajara, Mexico

Nominated by Ferenc Elekes, Global
Commodity Leader, Flex

If you could start over, would you still choose this profession?

“Yes, because you can see tangible results in the world. You know you were part of the process for creating a life-saving device, car or smartphone someone uses.”

The Go-Getter

Starting his career in the finance industry in 2011 while also attending the Universidad de Guadalajara, Gerardo Cabrera was involved in markets and commodity research, but it soon became clear he needed a new, more stimulating path.

He saw an open position as a commodity analyst within an electronic manufacturing service company and fell in love with the briskness and zest of dealing with supply chains. “I see myself as a dynamic person,” Cabrera says. “Finance has its ups and downs, but supply management has enough new challenges every day and is always evolving. You never get tired of it; it keeps you on your toes.”

Cabrera joined Flex, a multinational technological manufacturer, as an intern in 2014. It did not take long for management to recognize his exceptional capabilities, including his polished communication skills and the professional way he approached and resolved issues. Hired on permanently after only six months, Cabrera was assigned to manage the RFQ and negotiation process for Flex’s smaller suppliers. In 2015, the company promoted him to a global commodity manager, taking charge of approximately US\$25 million in spend per year.

Big Accomplishments

The 24-year-old Cabrera has already made his presence felt at Flex. During negotiations involving a co-sourcing program with one of the company’s major customers, he achieved a projected annual cost reduction of \$1.1 million. Cabrera also identified a potential new source and developed the supplier to become a strategic partner of the company. He also presented a \$500,000 annual additional cost savings initiative by using the components of the new supplier versus the existing supply base. Cabrera also strengthened relationships with suppliers who represented significant business for Flex but who had no previous significant engagement from the procurement department. He presented the business potential of these suppliers if they were more involved with the company, and increased collaboration, which resulted in mutual benefits.

His manager, Ferenc Elekes, says that Cabrera is “a very dedicated and results-oriented person. His ability to prioritize and focus on the right things make him successful and helps him to achieve exceptional results for the team.” He recalls when Cabrera worked at night for 10 straight days negotiating over the phone with international suppliers, as he could not travel for a face-to-face meeting.

A Spirit of Giving

Cabrera considers himself lucky to have two amazing mentors at Flex — senior managers Ferenc Elekes in Hungary and Kevin Zis in the U.S. — with vastly different management styles that he can pull elements from to add to his toolset. A mentor himself, Cabrera believes in giving back and has partnered with the Universidad de Guadalajara to act as a guest speaker and alumni tutor in business and supply management topics. He also does pro-bono consulting for small and micro businesses in his hometown.

Strong Support

When asked to reflect on how he has managed to achieve so much so early in his life, Cabrera says that he owes a great debt of gratitude to his parents for always being there and helping him push forward, particularly when things got tough.

The Transformer

Being the first in her family to go to college, the only thing Kiara Conde knew for certain was she wanted to work at one of the many oil and gas firms located in Houston. An accounting major, Conde soon realized days of endless number crunching was not in her future. Fortuitously, she took a supply management course where a professor opened her eyes to the many possible careers in the field.

Transformational Employee

Conde joined Shell's supply management organization as a contracting and procurement professional. She is currently working as a transformation analyst to help improve the performance of the unconventional wells business. Conde works with category managers, and her mission is to challenge the status quo and develop new, creative strategies for doing business more efficiently.

An example was her collaboration with a team of engineers to develop a should-cost model for wellheads. Conde realized from a spend analysis she conducted that category managers were focusing on equipment costs and not paying enough attention to service and maintenance costs — which were accounting for half of their spend. The should-cost model outlined what an optimal wellhead installation process should cost, giving category managers a benchmarking tool to identify waste. Subsequent negotiations incorporating the should-cost analysis resulted in a dramatic reduction in wellhead costs. Conde's supervisor, Yesim Jonsson, says, "Kiara consistently impresses Shell leadership at all levels with her proactive pursuit of opportunities to learn and deliver additional value to Shell."

Wheeling and Dealing

One of Conde's biggest wins occurred when she took advantage of historically low oil prices to reduce costs. Shell's contracting and procurement operational sourcing group held multiple low-value and low-risk contracts that previously had not been the focus of extensive supply chain analysis. Conde recognized that there was an opportunity to leverage additional savings. She identified high-potential targets and engaged a cross-functional team to initiate tenders and negotiations for about 100 contracts. Conde established weekly calls with the team to alleviate any bottlenecks and ensure a quick execution to take advantage of low market prices. The result was a major success that translated into millions of dollars to additional bottom-line savings for Shell.

Guiding Light

Conde is helping Shell in other ways too, serving as a campus ambassador for the University of Houston. She also co-founded an internship program to help interns feel connected and valuable. The program enhances their experience by creating networking and learning opportunities within Shell. It also enhances cross-business exposure and provides an internal support system with a goal of improving intern retention rates.

Keeping an Even Keel

Maintaining a healthy work/life balance is important to Conde. To avoid being a workaholic, she unplugs by leading exercise classes and running in local races. She also likes to travel and is a fan of Shell's 9/80 work week, which allows her to relax out of town without having to use vacation days.



KIARA CONDE

AGE 26

Transformation Analyst
Wells, Shell Exploration and
Production Company
Houston, Texas

Nominated by Yesim Jonsson, CP Manager,
Commercial Excellence, Shell Exploration and
Production Company

What is the most difficult part
of your job?

"Challenging the status quo and influencing
stakeholders to change existing ways of working."



ABHISHEK "ABHI" DAHIYA

AGE 29

Global Commodity Management
Senior Advisor
Dell Technologies
Round Rock, Texas

Nominated by Paul McCarthy, Director, Global
Materials, Dell Technologies

What skill is essential to your success in your job and within supply management?

"Influencing people. I could not have accomplished all that I have without it. Good or bad, change scares people. Even to help others, there needs to be a certain level of trust and consistency."

Mr. Efficient

Abhishek "Abhi" Dahiya's path to supply management was more indirect than most. Working as an engineer in India, he was exposed to a client's supply chain. It fascinated him that a big company was spending heavily to develop its supply chain. The use of technology to modernize it also piqued his interest. Feeling the limited potential of his current role, he set out to learn more about supply management — and wound up getting an MBA.

At computer giant Dell, his primary job is to facilitate activities globally and to prevent and mitigate material shortages at the company's manufacturing facilities.

High Praise

Dahiya believes technology is underutilized and has set out to change that. At Dell, he developed an inventory dashboard that helped reduce factory backlog by 37 percent. Manager Paul McCarthy says, "Abhi's influential skills, strategic insight and analytical capabilities make him extraordinary." He cites Dahiya's transforming the reporting framework from a Microsoft Excel-based system to a database and creating an online portal that saved more than 10 hours per week per person for a team of 45.

Dahiya helped reduce the impact of a port strike by coordinating inventory readiness with buyers and logistic partners. On another project, he coordinated a global team of four directors, three senior managers and eight senior advisors to work on seven initiatives across seven manufacturing locations, resulting in a backlog reduction of 10 percent. His hard work has earned Dahiya two Dell Champions awards, given to the top 2 percent of performers in each organization. In addition, he also graduated a two-year key talent program and has earned other internal awards for exceptional performance. Currently, Dahiya has taken on additional responsibilities as chief of staff for his director's team, which adds budget, travel, staff and HR management responsibilities. Despite the added workload, he has maintained his organized approach and time management skills. In the future, he looks to expand his skills to include category and people management.

Quality Time

When asked how he's able to maintain good work/life balance, Dahiya says, "By being efficient. My father once told me to never take your work home, and I try to follow that advice." A true millennial, he has automated all his redundant tasks so that he spends most of his time on strategic initiatives. Dahiya makes sure to finish his work before heading home so he can give his undivided attention to his family and friends.

A Man of Many Interests

A history buff, Dahiya spends many hours absorbing books. He lives an active lifestyle and likes to hike with his wife and dog, explore Austin and travel. A budding cook, he loves to experiment with new recipes and cuisines. Having discovered volleyball, he is now part of a competitive league. And always the teacher, he Skypes with his niece in India on weekends, instructing her in computer programming.

Being a huge *Game of Thrones* fan, Dahiya admires talented actor Peter Dinklage for how he has overcome social prejudices over his dwarfism while remaining supremely confident. It's a confidence that Dahiya seeks to emulate.

Global Connector

When you are Amanda DeCook and you have intelligence, an “anything is possible” attitude and the work ethic to back it up, being a successful supply management leader seems preordained. Her nominator, Jami Bliss, senior director of global procurement at Teva Pharmaceuticals, certainly thinks so. A winner of the prestigious R. Gene Richter scholarship, DeCook completed her bachelor’s degree in supply chain management from Michigan State University in just 2½ years, and still managed to have three internships. Since then, Bliss has watched her grow from an eager and exceptional young student into an accomplished leader in the supply management field.

Bliss points to an early example of DeCook’s potential — when she worked together with a client to bring down the cost on machined parts to make its program more economically feasible. Onsite constantly for four months and often working on the weekend, DeCook eventually recommended two new suppliers and generated savings of 15 percent on a US\$220 million market basket.

Signature Style

Collaboration has become DeCook’s signature style at A.T. Kearney. She was offered an opportunity to transfer to A.T. Kearney’s Sydney office in Australia to help build the procurement consulting team, where she became a major contributor.

DeCook’s continued success led her firm to sponsor her MBA fulltime at London Business School, where she kept challenging herself to progress in the supply management profession. She interned for Tate & Lyle and volunteered in Tanzania to conduct a supply chain health-care assessment for a nonprofit foundation.

DeCook has continued her collaborative style at A.T. Kearney’s London office. She had the opportunity to conduct a negotiations training workshop to help prepare a client’s teams for FTL logistics negotiations across Europe. Team members in Poland could not attend the workshop, so DeCook travelled to their manufacturing site, well off the beaten path, and prepared them for five supplier negotiations. Her efforts were so successful that the team enthusiastically scheduled an additional five supplier negotiations, with members preparing on their own. DeCook’s coaching was so impactful that client leadership asked: “What did Amanda do in Poland? They are on fire!”

Career Advice

For young people thinking about entering supply management, DeCook’s advice is to intern as often as possible in different functions. Her first internship was at John Deere and she was tempted to stay, but she accepted other opportunities and fell in love with consulting. “Nothing comes close to that real-world experience,” she says. “Try the role first and see if you love it.”

On the Horizon

When talking about her successes, DeCook thanks her parents for teaching her that anything is possible when you work hard. A small-town girl at heart who bleeds Spartan green, DeCook has made her way in the larger world and is ready to take on new challenges and embark on new adventures, including her upcoming wedding. When asked if she had any luck in sourcing it, she laughed in response and replied: “Not really. It’s kind of a monopoly!”



AMANDA DECOOK

AGE 27

Sourcing Associate
A.T. Kearney
London

Nominated by Jami Bliss, Sr. Director, Global Procurement, Teva Pharmaceuticals

What skill is essential to success in your job and within supply chain?

“Communication! Supply chain is the linking of people, products and ideas around the globe. You need to be a connector.”



SARAH DIPIETRO

AGE 26

Supply Chain Analyst
3M Company
St. Paul, Minnesota

Nominated by Stephanie Bedard, Associate,
A.T. Kearney

How do you deal with stressful situations?

"I take stressful situations as a chance to learn something and step out of my comfort zone."

A Born Leader

Sarah DiPietro's interest in supply management began after she was selected to the Broad Freshman Program at Michigan State University. Attending a seminar about supply chain courses and career options, she realized many of the principles and disciplines were things she strove for in life: problem solving, communication and efficiency. She was hooked.

Professional Life

Joining manufacturing giant 3M, DiPietro spent three years as a sourcing analyst and led strategies for three main manufacturing areas with more than US\$65 million in spend. While in sourcing, she chartered a cross-divisional strategy using Lean Six Sigma, with a savings opportunity of more than \$500,000 across three divisions.

As a supply chain analyst, DiPietro is responsible for the global supply chain of two product portfolios (industrial adhesives and tapes) within 3M's largest heartland division. She also ensures strong performance metrics across inventory dollars, SKU management, turns, plant production and back orders. In this role, DiPietro successfully managed a project to investigate and implement changes to 3M's lines-on-time metric for her entire division, which required intensive data analysis, cross-functional collaboration and best practice establishment. Ultimately, she achieved an immediate improvement to metric.

She also presented five recommendations for larger-scale improvements to the entire division, as well as to plant managers at a special conference. She has coached others on those methods; her mentees are implementing and running similar projects in plant locations around the U.S.

DiPietro is proud of her ability to successfully flex across supply management roles and to work in a global context with a wide range of products and markets.

Wise Advice

3M has also trusted DiPietro as a Michigan State recruiter. Reflecting on her college experience, the former Richter Scholarship winner's advice to students is to talk to people in the industry to see what various jobs entail and to get a feel for how they can progress. "Keep thinking ahead and learning what the real world is about and make sure you like what you are going to be doing," she says.

A Person of Influence

According to nominator Stephanie Bedard, DiPietro's most powerful strength is her ability to lead and influence people. DiPietro says that when she leads a team, she wants members to feel they can make an impact and be heard. Her brand of engaging leadership relies on respect and strong interpersonal skills learned from her parents, who are her role models: "I always tell them 'I hope someday that I'm as cool as you!'"

Living the Wild Life

When DiPietro and her husband Justin get away to relax — they *really* get away. Remote camping enthusiasts, they make an annual visit to the Boundary Waters, a vast network of waterways and bogs straddling the U.S.-Canadian border. They drive 20 miles down a dirt road and then hike deer paths — carrying their canoe — to get to their campsite. DiPietro loves to fish and has earned Master Angler status. Her biggest catch is a 35-inch pike.

A Change of Plan

After receiving his mechanical engineering degree, John Fowler didn't see himself being content designing machines — he knew his passion was with people development and leadership. Fowler's parents had suggested engineering as a course of study because it has a lot of career options. In fact, his father started as an engineer before being pulled into supply management.

Fowler followed his lead until a family friend told him about Halliburton's supply chain management program, a fast-paced, 2½-year leadership development program that places candidates in business-critical roles within manufacturing, procurement, materials and logistics for six-month rotations. At the end of each rotation, program candidates present accomplishments to Halliburton's supply management senior and executive leadership. Fowler jumped at the opportunity. After completing a summer internship at Halliburton, he loved it and knew it was where he wanted to start his career.

Fast Track to Success

Fowler's first rotation was a diversification project in drill bits manufacturing. He was responsible for the collaboration of two cross-cultural teams to create a transition plan to dual source manufacturing of specialty drill bits previously made only in the Eastern Hemisphere. The successful roll out of this project lowered manufacturing expenses by nearly US\$240,000 per year and reduced costs for Western Hemisphere customers. His second rotation focused on establishing a secondary source for the recycling of hazardous materials. He removed the reliance on a global sole-source supplier through the ramp up of an additional supplier's capability and defined a standard global recycling process to ease the tension of recycling hazardous materials. With the addition of another supplier, recycling costs were lowered by around \$550,000 a year. In Fowler's third and fourth rotations, he was a production supervisor for the machining of completion tools in Singapore, which is home to one of Halliburton's largest manufacturing facilities. Responsible for a team of 39 and its daily operations, Fowler drove process improvements and scrap reductions for an annual ROI of \$741,000.

He enjoyed his time in Singapore, visited numerous countries, and is now in the process of learning Mandarin. He discovered that video games is a professional spectator sport in Asia — and though he likes to play to relax, he's going to stick to supply management.

His final rotation was in a facility transition plant where he was project manager for the downsizing of a facility in preparation for an additional business to share the space. The value generated from successful completion of this project delivered a savings of nearly \$3 million.

Point of Pride

Having started the program with four others, Fowler is proud of being the only one to complete it. He now works as a production supervisor within Halliburton Manufacturing for completion tools, overseeing a team of 11. He wants to continue his journey down a leadership path and to accept even more challenging assignments.



JOHN FOWLER

AGE 26

Production Supervisor
Halliburton
Spring, Texas

Nominated by Michael Tomaro, Director
Warehouse Operations, IDLife, LLC

What advantage do you think millennials have in the workplace?

"We have a history of learning quickly. We adapt to change well; in fact, we almost desire it which can be good for organizations, especially under a continuous improvement culture."



JONATHAN "JON" FUTRYK

AGE 28

Senior Sourcing Specialist
Crown Equipment Corporation
New Bremen, Ohio

Nominated by Jeffrey Jacoby Purchasing
Manager, Indirect Spend, Crown Equipment
Corporation

What is the most rewarding part of your job?

"Endless opportunities. I get to work on a wide variety of projects with different departments and functions within the organization. No day is ever the same."

Indirect Success

After originally majoring in accounting at Miami University in Ohio, Jon Futryk was still considering other programs when he decided to attend a meeting to learn about a new major, operations and supply chain management. When he saw the broad range of opportunities that it offered, he changed his major.

During his senior year, his procurement class was doing capstone projects, and one of the participating groups was Crown Equipment Corporation, one of the world's largest industrial forklift manufacturers. Crown's director of purchasing, Ben Rhinehart, led one of the groups. Unfortunately for Futryk, he was not in that group. But he was a strong student, and after his professor spoke highly of him to Rhinehart, Futryk had an interview with Crown. The company was so impressed, he was offered a position as a sourcing specialist — the first time Crown hired someone directly out of college.

Making an Impression

Futryk knew he had a lot to learn. Jumping right in, he was put in charge of direct materials for forklifts. His manager also wanted him to get experience in indirect with capital equipment. For many years, Crown had weak procurement processes for capital-equipment acquisitions. The purchasing department would be the last to hear about capital projects, and Futryk was charged with changing that. However, he was young and still new to the company. When he showed up to meetings to represent purchasing, other attendees assumed he was a student co-op, and at one executive approval meeting, a vice president asked him politely what school he attended. "Looking back, it was pretty funny," he says, chuckling. "And now we work together on a regular basis."

Futryk persevered and worked hard to create opportunities and build relationships with internal stakeholders. Once he became a trusted advisor, he made sure he stayed involved and managed new relationships carefully. And once indirect spend had a place at the table, he worked to optimize it. The company has seen the value of getting purchasing involved early on, and Futryk's responsibilities have grown with his success. He has been invited to present purchasing strategy updates to Crown's global technology conferences for machining, fabrication, weld and assembly.

Jeffrey Jacoby, Futryk's manager, says, "Jon is highly internally motivated to succeed at everything he sets out to do."

A Good Foundation

Futryk thanks his parents for providing an upbringing that made professional success possible, especially their advice to be humble, always do the right thing and to work hard to get the job done whether someone is watching or not.

His own advice to those entering the field is to get involved early and attend career fairs during their freshman and sophomore years. As an intern or emerging professional, he says to take on responsibilities, ask a lot of questions and find a mentor.

Down Time

When he is not working, Futryk likes to hit the gym, hang out with friends and play sports. Having traveled around the world to visit suppliers for Crown, he likes to plan his own travels and visit new places with close friends.

All In

A born planner and negotiator, Anthony Garwood says he started at Michigan State University without a clear vision of what he wanted to pursue. The light went on when he opened the door to an information session hosted by the Supply Chain Management Association. By the end of the session, he had found his calling.

As Tania Santiago, Garwood's nominator, says of her fellow former Richter Scholarship winner: "Since he first declared supply chain management as his major as a student at Michigan State University in 2008, Anthony has been all in."

Upon graduation, Garwood began working at Abbott Laboratories, where he took part in a two-year rotational program, excelling in every single rotation. During one rotation with the medical optics division, he led a global cross-functional team to qualify a new label material used for primary packaging. Under a tight deadline, he united members from three sites, each with a different culture and priorities, to execute his project and avoid an impending plant shutdown.

After 3½ years at Abbott, Garwood joined GE Aviation, where he has excelled as a lead commodity management specialist. In this role, he is responsible for supplier selection, development, total cost out, cash management and compliance in a highly-regulated industry for printed circuit board assemblies used in computers that go into aircraft. He oversees an annual spend of US\$70 million.

Garwood has distinguished himself and George Gramas, his direct supervisor, writes that in "a short 18 months since joining GE, Anthony has delivered and pipelined \$6 million in deflation and over \$15 million in total cost out/avoidance." For his efforts, Garwood was recognized with the prestigious GE Belief Award and has garnered six Above and Beyond Awards.

Important Qualities

Garwood hopes to continue having a positive impact on the organization and on the individuals around him. He believes that success in supply management requires two important qualities: building strong relationships and collaboration. He says he has always enjoyed developing new relationships and working to solve complex problems. "The whole mind-set of working together to drive better results for the team and customer really appeals to me," he says. It is not hard to see where his knack for nurturing relationships comes from. Garwood recalls how his father would wake up at 4:30 a.m. to go to the gym so he could be back and ready for work to cook breakfast for his children before school.

The Recruiter

An enthusiastic champion of supply management, Garwood leads recruiting efforts at his alma mater, Michigan State. He had an article published in *Inside Supply Management*® magazine about the impact his rotational program had on his career. Also, he serves on the student engagement committee for the ISM-GGR Affiliate, of which he is the Treasurer. When it comes time to relax, Garwood likes nothing more than to spend time with his wife, family and friends, followed closely by competing in local leagues in multiple sports.



ANTHONY GARWOOD

AGE 27

Lead Commodity Management Specialist,
GE Aviation
Grand Rapids, Michigan

Nominated by Tania Santiago, Director, Latin America Indirect Procurement, Teva Pharmaceuticals

If you could start over, would you still choose this profession?

"Without a doubt! A degree in supply chain allows an individual to work for nearly any company, in any industry."



COREY GUSTAFSON

AGE 27

Senior Buyer
Deluxe Corporation
Shoreview, Minnesota

Nominated by Kevin Konold, Senior Strategic
Sourcing Manager, Deluxe Corporation

What do you feel is the biggest misconception about millennials today?

“That we are entitled. I think millennials just want to make an impact and are willing to push for the opportunity.”

Member of the Board

With a degree in graphic communications management and an emphasis in supply chain management, Corey Gustafson was prepared for his role as a buyer for Deluxe Corporation, one of the largest check printers in the U.S. that has diversified into business services and other products. Says Gustafson: “People find my degree title confusing, but it’s essentially printing management.” When he first arrived as a fresh-faced 23-year-old, Gustafson had to overcome the skepticism of veteran plant workers, but an ability to speak the language of manufacturing and understanding printing processes helped him build credibility quickly.

Gustafson has mastered his profession and driven cost savings of more than 10 percent in commodities he currently manages. He has achieved this through several methods, including RFPs, supplier and marketing collaboration events and lean events. Gustafson achieved his Deluxe Bronze Lean certificate based on creating a simple RFP template for all strategic sourcing buyers. He managed to reduce the RFP length by 71 percent and the time it would take to revise the template by 88 percent. He earned the first phase of his Deluxe Silver Lean certification based on a minimum lot size-reduction project that resulted in a 26 percent reduction in reorder quantities that increased inventory turns, lowered on-hand inventory dollars and carrying cost. This process was then used to look at other slower-moving inventory items to achieve the same benefits.

Tech Master

Kevin Konold, Gustafson’s manager, is impressed with his drive and considers him a power user in the new spend analytics tool the company deployed. He has embraced the new technology and has developed customized reports that the rest of the sourcing team uses to streamline searches. Gustafson sees himself as a quintessential millennial from the standpoint that he is tech savvy and uses that trait to become more efficient. Due to his system knowledge, ability to work cross-functionally and eagerness to help, Gustafson will be assisting the on-boarding of new buyers and senior buyers. This year, he is taking on other commodity categories, in which he will quadruple the spend he manages. He has also been tapped to take Deluxe leadership training classes to start a more formalized approach to his professional development.

Gustafson also leads a cross-functional commodity team that develops the strategy that links the marketing vision on products to their production and management through the fulfillment supply chain. He regularly presents his commodity strategy to the senior leadership team to keep it informed of the industry and any developments in the category.

Youth Movement

A member of the Institute for Supply Management®’s Twin Cities affiliate, Gustafson is proud to be its youngest board member. He also sits on the Professional Development and Membership Committees and is active in recruiting other millennials. He recently created a benchmarking

survey for members to help them measure their current strategic sourcing priorities and maturity levels against peers.

Off Duty

A hard worker, Gustafson believes it is important to maintain a good work/life balance. To relax, he enjoys live music and outdoor activities like snowboarding, fishing and hiking.

Critical Support

“The most rewarding part of my job,” says Nick Imison, “is knowing that I am providing support to the war fighters.” Working for Northrup Grumman, a leading defense contractor, he takes pride in coming up with innovative ways to support the needs of U.S. service members in the most cost effective, efficient and value-added ways possible.

As a subcontract administrator in the global supply chain, Imison manages five subcontractors for autonomous systems. In his 2½ years with the company, he has developed process improvements to streamline the system and make the product more affordable. Working closely with one of the major subcontractors and the Defense Contract Management Agency, Imison implemented a process to reduce government source inspections (GSI) and turnaround time on repairs. The new method shortened the approval process by nearly two weeks, saving between US\$75,000 and \$100,000.

He also established a standardize procedure for prioritizing repairs over production. Beforehand, non-priority production units were shipped ahead of repairs, resulting in unnecessary delays in repair of government assets in the field. More recently, Imison led a critical multimillion-dollar competitive effort and, per his manager, did an outstanding job integrating the team through the proposal and evaluation phase and final source selection. The program was awarded to the most competitive supplier within a compressed timeline and under budget.

Unleashing Creativity

Imison believes young supply management professionals need to rediscover the creative spark from their early childhood. In his opinion, by high school, they have been conditioned to abandon creativity and think within established parameters. He argues that supply management needs open minds and innovators who aren't afraid to push boundaries because one problem might have 12 different solutions, some better than others. “The most challenging part of my job is finding efficient ways to solve the various problems within our complex supply chain system,” he says.

Collaboration. Collaboration. Collaboration!

Imison believes collaboration is the key to efficiency. As nominator Lori Jones says, “Nick does an excellent job collaborating with the team.” She pointed out how he recently volunteered to take over responsibility for two major subcontractors to help another employee's workload. Imison doesn't think his age has inhibited his success: “You just have to prove yourself. Working hard and getting results helps build trust and establish a team mentality.”

Loud and Clear

Though Imison believes in keeping his work and personal lives in balance, he doesn't hesitate to put in long hours when needed. He says the skill he's most capitalized on is his ability to communicate effectively. “We sometimes operate in silos and do not work with other functions as well as we could, and this creates inefficiencies,” he says. He believes that being able to communicate effectively with suppliers and in-house functions removes roadblocks and eliminates mistakes.

When it's time to reestablish the work/life balance, his favorite thing to do is to head to Europe, which he does twice a year to visit family, ski the Alps and enjoy great food and wine.



NICHOLAS “NICK” IMISON

AGE 24

Subcontract Administrator 1,
Northrop Grumman Systems Corp.
San Diego, California

Nominated by Lori Jones, Subcontracts Manager,
Northrop Grumman Systems Corp.

What is the biggest misconception about millennials?

“That we are all entitled — a ‘me’ generation. There are plenty of us who put our heads down and get to work.”



ELAINE JOLLIFF

AGE 30

Purchasing and Supply Management
Specialist Contracting Officer & Team
Lead MTE CMT
U.S. Postal Service
Washington, D.C.

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

What advice do you have for a student looking to enter supply management?

"You don't need to know what you want to do right away. Try to get into an organization that allows you to try different roles in supply management, so you can find what you love to do."

Delivering Big Wins

You can hear the smile in Elaine Jolliff's voice when she talks about her job, her team and their accomplishments. She takes great pride in her role at the U.S. Postal Service, where she leads the mail transport equipment (MTE) team responsible for the equipment used to move mail within or between facilities. She manages an annual spend over US\$118 million and has helped transform her team into a high-performing group.

Problem Solver

In October 2013, Jolliff began serving as a contracting officer and team leader. Despite a rocky relationship between the purchasing team and its internal business partners (IBPs) and instability in the flow of MTE, she eagerly took on the challenge and created an environment of frequent communication with the IBPs to develop solutions.

During her first year as a team lead, Jolliff successfully tackled the chronically unstable flow of MTE during the peak holiday season. She also collaborated with other functions and the military to source a new lightweight plastic pallet, realizing a savings of \$4.7 million. When the supplier for plastic tubs was unable to meet capacity, Jolliff led redesign discussions and sourced a cardboard alternative. She also initiated discussions that led to the redesign of plastic lids and priority mail sacks, resulting in savings of \$116,000 and \$1.2 million, respectively. In 2016, two refund initiatives that demonstrated her outside-the-box thinking resulted in combined savings of nearly \$3.5 million.

Jolliff loves working for the government because it's about fulfilling the agency mission. When she's negotiating with suppliers, she feels like she's working for the American people.

Team Oriented

"It's not about me," Jolliff says. "It's all about team success." She has built an environment of trust, collaboration and innovation, and works to understand what motivates team members. "Elaine does an excellent job in keeping her team highly engaged," says her manager, Mark Guilfoil.

That collaborative relationship has resulted in her team obtaining a perfect score on all major program surveys since 2013. An IBP says: "The current MTE supply management team is probably the best purchasing team I have worked with in my 35 years at USPS."

On-the-Job Training

Having married and started a family earlier than most of her peers, Jolliff doesn't think of herself as a stereotypical millennial. While her colleagues were pursuing their MBAs and studying at night, she was taking care of her kids. Even staying late to work was difficult. She learned early on how to be flexible

and multitask in demanding situations. She finished tasks or prepared for the next day during her long bus commute or after the children were asleep. But she wouldn't trade the experience because, while exhausting, it was critical to her development.

Jolliff is the youngest minority woman in her workplace who is both a contracting officer and a team lead. "When I go into meetings I'm one of the youngest, and sometimes I'm the only female," she says. "I am proud of that."

Leap of Faith

A positive force at Zipline Logistics, not only is Teddy Lee Knox effective at delivering on customer transportation needs, she is critical to finding solutions to the company's challenges and consistently growing its top accounts. What amazes people who interact with Knox is finding out that she never studied supply management in college. Knox was looking for a new position when a friend mentioned Zipline Logistics, a third-party logistics provider, was hiring. Even though the position had little to do with her communication major, it offered exactly what she was looking for — a fast-paced, interpersonal career at a young company that would allow her to grow with it. The ownership group liked Knox so much, it asked her to start immediately and help with projects until her peer training class began six weeks later, and Knox agreed. She and Zipline Logistics took this leap of faith together and haven't looked back.

It's All In the Mind

Described by her team as extremely organized, innovative and proficient with all things logistics, Knox admits learning an entire industry in six weeks was daunting. But she remembered a line that her dad used when she was a kid at soccer practice: "Whatever the mind can conceive and believe, it can achieve."

"Being a kid," she says, laughing, "I didn't realize he was quoting from the book *Think and Grow Rich*; I honestly thought he made it up." Regardless, the attitudes and patience that her parents instilled in her gave her the foundation to succeed. She learned she could take any situation and make it positive — if she got knocked down, she got up and found a better way.

After Knox began working on one of Zipline Logistics' most promising client accounts, handling all its outbound shipments, both businesses grew. With her strategic insight, that promising account has burgeoned into one of Zipline's top clients, with an average annual increase in orders of 36 percent and a 32 percent annual increase in income from 2011-16. Knox has been a cornerstone of that growth.

She attributes her success to adaptability and empathy, which goes a long way with customers. "I learned I had to be a chameleon. I have to understand where everyone is coming from: the shippers, drivers, receivers — everyone has a different point of view."

A Natural Teacher

Knox takes it upon herself to identify operational efficiencies that can help her team. She loves to build tools or discover tricks to streamline work processes like creating templates to eliminate the unnecessary recreation of repeat orders for customers. She even created an onboarding guide for employees of a client company. Frequent turnover at that client was creating inefficiencies, so to get new employees to speed, Knox created a well-thought-out guide to help them adjust quickly.

Mother to All

As well as being mother to a 15-month-old girl (with another baby on the way), the 29-year old Knox is known around the office as "Mom" for her nurturing ways and mild — especially for one who works with truckers — language. Also, she always has Band-Aids and Tylenol in her purse, ready to dole out.



TEDDY LEE KNOX

AGE 29

Strategic Operations Manager
Zipline Logistics
Columbus, Ohio

Nominated by Bethany Cramer, Director,
Zipline Logistics

Who is your supply management hero?

"My coworkers. I have seen them manage some crazy issues and situations, and they are always there to help me."



PETER LAFAVE

AGE 25

Strategic Sourcing Consultant
Anthem, Inc.
Thousand Oaks, California

Nominated by Gregory Antoniono, Director,
Strategic Sourcing, Anthem, Inc.

What has been the most surprising thing about working in supply management?

“I’ve been surprised at the many hats the role requires you to wear. No project or day on the job is ever identical. It’s one of the best things about this role.”

Dark-Horse Candidate

A few years ago, if you’d told Peter LaFave he would be managing the entire brand and direct marketing categories for Anthem Inc., a Fortune 50 company, he might not have believed you. He had zero background in business, having graduated from Thomas Aquinas College, a Liberal Arts school with courses based on reading, analyzing and debating the great books in a seminar setting. From there, he ventured into politics, where he worked on a national political campaign in New Jersey. But the high stress, long hours and nomadic lifestyle of the job quickly lost its luster for a young man who was preparing to propose to his girlfriend and settle down.

A Change of Scenery

LaFave applied for an internship at Anthem while in college but was not accepted into the program. Yet the company was impressed enough to contact him later for a job interview. With the political campaign over, he interviewed on short notice — coincidentally, on the same day he had planned dinner and a beach-side marriage proposal, to which he was extremely late after the interview due to Los Angeles traffic (don’t worry; she said yes).

Though he had no experience in supply management, LaFave had faith in himself, an ability to listen and build relationships and a manager, Gregory Antoniono, who took him under his wing. LaFave is now responsible for creating strategies, influencing decision-makers, managing and negotiating deals and building relationships with both VP-level internal constituents and external executives at major ad agencies. He currently manages over US\$150 million in annual spend. Antoniono notes that his former protégé has assumed leadership roles on complex deal negotiations, along with strategic partnerships and high-priority special projects such as sponsorships. He also points out that LaFave consistently exceeds his cost-saving goals by 15 percent or more.

Relationship Builder

LaFave’s accomplishments are possible because of his ability to build successful relationships. One of his most notable achievements was the establishment of a strategic relationship with one of the four top ad agency holding companies. LaFave recognized this major opportunity to develop this partnership after finding that Anthem spent nearly \$50 million with marketing companies under this single media parent.

LaFave’s responsibilities are high-impact, and he’s driven numerous strategic, non-traditional sourcing projects that are highly sensitive or confidential and conducted sponsorship negotiations with professional athletes and teams from the NFL, NBA, NHL and MLS.

Asked about the challenges of sourcing marketing, LaFave acknowledges that it’s a “funky area” that continues to evolve and open up new worlds as programmatic media and streaming and digital content continue to supersede traditional advertising.

“One of the challenges is that it’s not black and white like sourcing hard goods,” he says. “Sourcing marketing services is complex. The challenge is fun because it varies. I love this category.”

Keeping Perspective

A proud native of Pittsburgh, Lisa Marie never does anything halfway. While earning degrees in two majors at Duquesne, she completed four internships and excelled in a study abroad program at the National University of Ireland Galway. It was her first experience working with an international team, which serves her well today, as she is responsible for coordinating teams in Hungary and Brazil.

As a university student, Marie received numerous awards, including the prestigious R. Gene Richter Scholarship and the Pittsburgh Traffic Club Scholarship. She was also awarded the highest honor given by Duquesne's school of business.

Hitting the Ground Running

Marie joined the Alcoa Inc. team and has progressed through four positions, with increased responsibilities. She has executed various projects through strategic category management, delivering over US\$10 million in productivity savings over three years.

Taking an expatriate assignment in Australia early in her career, Marie took on a dual role, leading the regional inventory program and being a track lead on Alcoa's global inventory program. Culturally, it was difficult for her at first because people tended to focus on her age instead of her accomplishments, but she persevered and finally hit her stride. Marie is a relationship builder who is also big on facts and data. "I try to understand the person and the situation, to see it from their perspective," she says. "It's about building a business case but also respecting their experience while trying to get them to see it my way."

In her global role, Marie developed tools and processes that the company deployed across all regions. In her regional assignment, she optimized and ultimately reduced indirect storeroom inventory holdings by 18 percent. In 2015, Australian operations achieved a five-year low for indirect storeroom inventory holdings.

Marie says her time in Australia was life-changing and gave her a new perspective. Until then, when asked to define herself, she always did so through her work. Australia helped change her perspective, which allowed her to achieve balance and map out a life outside of work, one full of adventure and travel.

Back in the U.S.

Returning home, Marie joined the global shared services team tasked with executing the separation of Alcoa into two companies — Alcoa Corporation and Arconic Inc. In this role, she has supported more than 100 global projects to duplicate the shared services' functions for both companies.

Marie is active in the workplace as an executive board member of Arconic Next Generation Network (NGN), designing and organizing professional and social events to connect leadership with future leaders. She has also collaborated with human resources to create a cross-functional program to enhance career development.

She also inaugurated the role of student board member on the ISM-Pittsburgh affiliate board and created a program between Duquesne and ISM-Pittsburgh to ensure affiliate events are accessible to students and meaningful to their professional development.



LISA MARIE

AGE 28

Manager, Transformation
Arconic (formerly Alcoa Inc.)
Pittsburgh, Pennsylvania

Nominated by Nancy Richter, President, R.
Gene and Nancy D. Richter Foundation

What advice do you have for someone entering supply management?

"Be patient. Opportunity comes from hard work — and having trust when it is appropriate. There are endless opportunities. You just have to create them for yourself."



BRIAN MEYER

AGE 28

Sourcing Leader — Minerals and
Global Components
Owens Corning
Toledo, Ohio

Nominated by Brian Wahl, Sourcing Leader —
Roofing, Owens Corning

What skill is essential to success in your job and within supply management?

“Execution. You have to have the initiative and drive to get things done; without it, you won’t get much accomplished.”

A Chip Off the Old Block

Brian Meyer had a great role model when it came to a career in supply management — his father, who has managed several plants during his own career. Meyer inherited his parents’ strong work ethic and gift of gab. He always admired his dad and learned a lot from him, especially about the profession. However, it wasn’t until he worked at one of his dad’s former plants and met employees who still relished their time working for him that he realized how strong — and important — his father’s leadership skills were. Skills that Meyer seeks to emulate.

Top Talent

Joining Owens Corning, Meyer was tapped to attend its Strategic Sourcing Leadership Development Program, a three-year rotation targeting top talent with high potential. In one rotation, he covered for the commodity leader while she was on maternity leave. Meyer confidently embraced the challenge of managing a complex commodity, gaining global experience that serves him well in his current role.

After graduating the program, Meyer was promoted to the roofing and asphalt mineral sourcing lead position, where he directly managed a significant spend across the company’s 14 roofing plants. His strategies and project execution yielded over US\$6 million in cost savings and another \$3 million in working capital improvement.

Success led to additional leadership responsibilities, including the raw material sourcing role for the acquisition of a global roofing company. Meyer successfully integrated its sourcing function and team members within the larger global organization. He also integrated two new strategic sourcing team members from India and China, and they delivered more \$2 million in cost savings for 2016, with a projected \$5 million in additional savings this year. In 2016, his team has delivered \$4.8 million in working capital improvement with a line of sight to another \$2 million in 2017.

Age is a State of Mind

Meyer’s nominator, Brian Wahl, notes he is extremely mature for an emerging professional and capable of communicating at all levels of the organization. During the early part of his development program, he successfully led a production shift of 40 seasoned employees. At 23 years old, he was managing people, many of them twice his age, with years of line experience. He set about building credibility and earning respect by showing genuine interest in others’ work, listening to them and helping them improve. He also established a good rapport with his group leaders. “Building these relationships helped immensely when we had to have tougher conversations down the road,” he says.

Asked what advice he would give college students pursuing supply management, Meyer says to get as much experience outside of the classroom as possible — for example, working in an unpaid program with experience on projects a few hours a week. That will lead to internships, which in turn will lead to a job.

Off the Clock

Avid travelers, Meyer and his wife haven’t been able to do much exploring lately due to their busy schedules and impending birth of their first child. Meyer, a tad nervous, is doing what he does best, getting prepared — this time by reading lots of books about babies.

All In the Family

Matt Montana's interest in the energy and utility industry began with his father, who has spent more than 30 years at Pacific Gas and Electric Company (PG&E), California's largest utility, starting in the mail room and working his way up to expert category lead. When the younger Montana heard about an opening at PG&E, he took a chance to follow in his father's footsteps and left his job at a solar company for a contract position. As a contractor, he performed sourcing and planning duties while learning the intricacies of PG&E's supply chain. In the fast-paced, highly regulated utility industry, supply management professionals must go the extra mile to learn about commodities they purchase and how those products impact the organization and its customers. A quick learner, he excelled in his job, and it took just eight months for Montana to be hired on permanently as a sourcing specialist.

Making a Difference

Known for his professionalism, approachability and collaborative spirit, Montana tackles every opportunity with a mind-set that there is always something he can do to make a difference or add value. He places an emphasis on preparation, making sure he has the most important information and a clear understanding of the situation at hand. "Matt does a good job of trying to objectively understand the big picture," says his manager, Sanjesh Sharma. He adds that Montana's success lies in his authenticity and ability to communicate clearly and actively listen, which has allowed him to forge strong relationships with suppliers.

Strategic Victory

In 2016, Montana initiated a strategic sourcing event for the company's gas meters, an annual spend category of about US\$15 million. He worked closely with stakeholders to understand their requirements and goals before developing a sourcing strategy. The gas meter supply chain at PG&E is complex due to the strict performance specifications of the meters and compatibility issues. Montana researched and learned about the various product offerings available in the market and how PG&E could leverage the current market conditions. The result: a savings of \$2 million over the next two years. PG&E also added a second supplier for rotary gas meters, which had been sole sourced previously, and got favorable terms. Montana has implemented supplier scorecards for the meter suppliers to measure supplier performance and continuous improvement.

Montana's experience has served as a catalyst to strategically evaluate other components of PG&E's metering infrastructure and how supply chain efficiency can be improved. He expects to apply the same principals and conduct RFPs for other critical components.

In September 2016, PG&E recognized Montana with the Shared Services Stewardship Moment award, given to someone who has acted as a steward for the company by providing innovative solutions to partners.

All About the Kicks

In his spare time, Montana enjoys scouring internet auction sites for rare sneakers to add to his collection. This hobby has already been passed down to his 15-month-old son, Levi, who has more than 10 pairs of shoes, despite still learning how to walk.



MATTHEW "MATT" MONTANA

AGE 28

Category Lead, Senior
Pacific Gas and Electric Company
San Ramon, California

Nominated by Sanjesh Sharma, Gas Portfolio
Manager, Pacific Gas and Electric Company

Do you feel what you do has a significant impact on your business?

"The work that I have done in supply chain has not only saved the company money, but more important, helped ensure that our customers are receiving safe and reliable service."



BARBARA NOSEDÁ

AGE 29

Global Sourcing Associate, External Manufacturing Supply Integration, LifeScan
Johnson & Johnson
Chesterbrook, Pennsylvania

Nominated by Gordon Macphee, Global Director External Manufacture, Johnson & Johnson

What skill is important for emerging professionals to develop?

"It's really important to be able to influence people when you have no authority. You have to be able to back your recommendations up with data and turn it into a story of what they are going get out of it."

International Professional

According to nominator Gordon Macphee, Barbara Nosedá is truly a rising star — and a global one — in supply management. Hailing from Switzerland, she left home to study abroad at 19, graduating from The Hong Kong Polytechnic University, where she was recognized for her excellence. Upon graduation, she began working for a Hong Kong shipping company, dealing primarily with South American customers, before earning her master's degree from Thunderbird School of Global Management in Arizona.

Nosedá joined LifeScan, a Johnson & Johnson company, in March 2015 as a member of the Procurement Leadership Development Program (PLDP), a highly selective two-year leadership program for recent MBA graduates that gives them a deep insight into the business and prepares them for future leadership.

Unlimited Potential

Since joining LifeScan, Nosedá has been involved in external manufacturing and supply integration for the diabetes care company. Her "magnificent leadership" as described by Macphee is often on display. One challenge it helped her meet includes leading a cross-functional rapid response team working across multiple external partners to ensure consistent supply of critical products to millions of customers.

Nosedá also demonstrated calm under pressure as she helped her teams navigate through a product regulatory reclassification. She researched the implications of the reclassification and spearheaded the effort to ensure that all functions and suppliers understood the impact of the new regulations on design and timeliness, as well as ensure all components were compliant. She led the identification of viable alternatives and negotiated with suppliers to support the new requirements. Macphee adds that she wasn't afraid to ask questions or challenge experts or persons in authority, forging her own path when there was no direction.

A World of Meritocracy

Nosedá is involved with the Procurement Women's Leadership Initiative at Johnson & Johnson, a group dedicated to the professional development of women; she believes opportunity should be gender neutral and based on ability. Having previously worked with cultures not used to taking a young woman's recommendations seriously, Nosedá has worked to overcome preconceived notions about her abilities. The lessons and skills she learned through those experiences have continued to serve her well.

Renaissance Woman

A native speaker of Italian, Nosedá is also fluent in Spanish, French, German and English. An avid reader, to keep her language skills sharp, she reads publications of multiple languages — but not in the language of the country where she is living.

Nosedá recently relocated to the U.S. A basketball fanatic, she likes to hit the court regularly. And while the 5-foot-2 Nosedá won't be dunking on anyone, she's been playing for 10 years and is excited that her new apartment complex has a court where she can test the local talent.

Supply Management DNA

Even though Jeff Novak's father worked in supply management, he never envisioned following in his footsteps. But somewhere along the way, the younger Novak realized he had developed an affinity for it. Maybe it was the passion his dad had for efficiency or how he was always negotiating, even something as simple as the cable bill. When Novak chose Penn State, the fact that it had the top-rated supply chain program in the country seemed to be a sign.

Graduating with a degree in supply chain management and information systems, Novak joined U.S. Steel to manage the process control & automation commodity. A quick learner, he identified areas for improvement in the competitive bidding process and implemented changes. When three key team members left the team — including the team manager — Novak's portfolio increased to include IT hardware, software and special projects. Showing confidence and initiative, he shouldered responsibility for the team and effectively managed a more senior employee and ensured the team and company objectives were exceeded.

Unshakeable Confidence

Novak believes that confidence is a game changer: "It is essential to believe in what you are doing and embrace anything that comes along the way. You could have all the data in the world, but if you cannot present it in a confident fashion, it will be difficult to succeed."

In the global procurement organization, Novak has managed several spend categories, including IT, industrial plant services and corporate services. Through strategic category management, Novak has executed projects resulting in over US\$16 million in savings. He was the lead negotiator in four supplier summits which resulted in 15 percent savings on \$13.5 million spend. He secured direct concessions from three automation suppliers and replaced an IT hardware supplier, saving 10 percent. Novak fundamentally changed U.S. Steel's printing and duplicating process; through kaizen activities, he determined best practices and drafted an RFP to outsource it and save over \$500,000. On top of that, he also drafted an RFP for disaster recovery services, replacing a supplier of 20 years and saving more than 30 percent.

In negotiations with tier-one suppliers, Novak has successfully employed well-developed strategies and minimized or eliminated supplier price increases.

"Jeff has played an integral part in U.S. Steel's IT strategic direction," says Chuck Balawajder, U.S. Steel Vice President and CIO.

In Perspective

Novak currently manages the IT & Services team, with commodities ranging from IT hardware and software to plant services to corporate services. His quick rise illustrates the confidence U.S. Steel has in him.

"Ten years ago, I was shooting hoops in my driveway," Novak says. "Today, I manage a team of three with a portfolio of \$350 million. If my next decade is as good as my last, I will be in excellent shape."



JEFF NOVAK

AGE 26

Lead Commodity Manager
U.S. Steel Corporation
Pittsburgh, Pennsylvania

Nominated by Ryan Piaggese, Director, Capex & Services Procurement, U.S. Steel Corporation

What has been the most surprising thing about working in supply management?

"There are so many moving parts in managing a project. I was surprised how many different stakeholders may be involved."



ANDREW PAULSEN

AGE 26

Senior Buyer
SpaceX
Hawthorne, California

Nominated by Andrea Jarrett, Senior
Procurement Manager, SpaceX

What is the most rewarding part of your job?

“Seeing the products you are working on launching into space. It puts everything into perspective on the greater mission and purpose of why your job matters.”

Shooting for the Stars

Sometimes, things are just meant to be. While getting his supply chain management degree at Michigan State, Andrew Paulsen became deeply interested in the burgeoning space industry. SpaceX, Elon Musk’s aerospace manufacturing and space transportation firm, was on the top of Paulsen’s short list, and when he inquired about openings, the company was looking for someone with his skill set.

The Future is Now

As the world’s fastest growing provider of rocket launch services, SpaceX currently has more than 70 future missions on its manifest — including resupplying the International Space Station — representing more than US\$10 billion in contracts. Designing, manufacturing and launching advanced rockets and spacecraft requires precision parts and components. Paulsen is the commodity lead for castings and forgings and manages one of the highest-risk commodities for the business. Technically minded and supply management-savvy, Paulsen has helped transform the castings commodity at SpaceX into a strategic organization focused on the reduction of risk and the amplification of innovative designs and production processes.

Paulsen dedicates himself to the creative use of supply management and procurement principles. He created and drove the company’s first commodity strategy and currently leads a cross-functional commodity team that consists of planning, supplier quality, procurement and engineering. This team is responsible for both tactical and strategic results. Each part he manages has a sourcing strategy and associated risk review. The commodity strategy he created is the template now being used across other teams, and his work has helped amplify company performance across all commodities.

Paulsen manages more than 35 suppliers and millions of dollars in direct material spend. He has led negotiations on both commercial items and terms and conditions with senior leadership at his suppliers and saved millions in direct material savings and cost avoidance.

More Than Meets the Eye

Paulsen considers SpaceX to be a unique organization with plenty of bright, millennial talent driving its success. He admits that when he first meets a new supplier to discuss its manufacturing process, his relative youthfulness raises the eyebrows of industry veterans, but surprise quickly gives way to respect because of his proficiency. Paulsen’s components are critical to SpaceX’s launch vehicles and demand a high level of technical expertise, and he personally manages the introduction of new tools and design for manufacturability exercises.

A Change of Address?

Recently, founder Elon Musk announced the company’s long-term goal of sending colonists to Mars. Andrea Jarrett, Paulsen’s manager, says SpaceX will need his invaluable abilities to secure a long-term, interplanetary supply chain.

When asked in jest if his travel plans could include a possible spaceship voyage to Mars, Paulsen thought about it for a second. “I don’t know if I’d be on the first one,” he laughed. “But I’d definitely consider it.”

Cool Customer

For a self-described “low-stress guy” who doesn’t let pressure weigh on him, Blake Pryor thrives in high-pressure conditions. “Bottom of the ninth, two outs with the tying run on base — I live for those situations,” he says. “It’s what gives me a thrill at work.”

Rapid Progression

Pryor has been a prime contributor since joining Chevron in 2011. He started as a contracts analyst in the global contracts group in Houston and quickly moved to a business-analyst role, supporting, then managing large-scale sourcing efforts for multiple global business units. Most recently, Pryor was promoted to supply chain management advisor in the Southern Africa Strategic Business Unit (SASBU) in Luanda, Angola, where he is focused on internal company business improvement and optimization. He reports to the business unit’s general manager for SCM and is the youngest member on the business unit supply management leadership team.

Marked for Success

Pryor has been recognized for his work on the global category team in Houston and during his tenure in Angola. His creative thinking and leadership have helped the company achieve organizational goals during challenging times in the oil and gas industry. At Chevron, Pryor has been in high-demand situations, and according to his manager, Mark Robicheaux, he has excelled. Pryor was selected for his current role after having early successes with complex tasks and important negotiations in facilities engineering, drilling, mid-sized capital projects and logistics. In his first few years with the company, he led and participated in efforts to negotiate savings of more than US\$200 million through a wide range of sourcing efforts and direct negotiations. In 2016, he renegotiated a product service line and delivered another \$16 million per year in cost reductions.

In 2015, Pryor co-designed a full commercial and contractual evaluation process that ultimately helped establish a disciplined, sustainable cost management culture in his Angola business unit. The new evaluation process was used to audit key business unit contracts to identify waste, improve work processes, recover overpaid expenditures and implement procedures to streamline work. The effort resulted in over \$28 million in savings, and the evaluation methodology has been shared globally as a best practice. Pryor has helped other business units implement the process by sharing best practices and lessons learned.

While always seeking mentoring for himself, Pryor also engages in both formal and informal mentoring in Angola and is respected by people at all levels in the facility.

A New Efficiency

Pryor does not define hard work by the amount of sweat on one’s brow. Instead, he believes in simplifying complexities wherever possible, harnessing technology to cull meaningful data from a sea of information and streamlining processes to work more efficiently. He acknowledges that, like many millennials, he is impatient but he views it as a positive that reflects his drive to work smarter. A friend’s father once told him to use his impatience to effect change, and he took it to heart. “It was some of the best advice I’ve ever received,” he says.



BLAKE PRYOR

AGE 29

Supply Chain Management Advisor
Chevron
Luanda, Angola

Nominated by Mark Robicheaux, Strategic
Procurement & Contracts Manager, Chevron

How can millennials counteract the stereotype of being lazy?

“Understand expectations. Sometimes people work hard but deliver a poor product because they did not understand the task. This can be misconceived as laziness.”



BERNADETTE QUIRICONI

AGE 30

**Fortive Business System Leader
Fluke Corporation
Everett, Washington**

Nominated by Amy Georgi, Program Manager,
Fluke

What has been the most surprising thing about working in supply management?

"The impact of true teamwork on success. There is always someone else you are impacting, and you need to think through the unintended consequences."

A Natural-Born Problem Solver

Bernadette Quiriconi believes her inclusiveness and ability to communicate honestly has helped her succeed. When she began her career at Fluke, she was in the unusual position of being the only person under age 25 hired in the Cleveland facility in many years. Mindful of the experience gap but confident in her abilities, she set about ensuring her opinion was part of the conversation, while being respectful. Rather than dictating, she listened to others and asked if they'd thought about alternate angles or if they were familiar with new processes and technologies. Soon, the age gap was a non-factor. Her knowledge and inclusive approach paid dividends, and she was soon a trusted asset.

Seizing Opportunity

Quiriconi realized early in her career that she could elevate the importance of the supply management field and add value by being flexible and taking every change as an opportunity. After just a few months at Fluke, she was appointed master scheduler. Fluke's biomedical business spanned two sites, one in the Seattle area and one in Cleveland, and on-time delivery of product to customers had fallen below 70 percent, and the company spent upwards of US\$400,000 in expedited freight between the two facilities in 12 months. Using her analytical skills along with problem-solving techniques, she identified key changes. Armed with data and facts, she got buy-in from stakeholders — a formidable task for a recent graduate — and within weeks had formulated a plan. Within two months, she'd eliminated the delivery backlog, raised on-time delivery rates to 96 percent and reduced the expedited freight cost by more than 70 percent.

A Team Player

Transferred to the Seattle facility, Quiriconi was soon plastics operation manager. Improving the operation and cutting costs, Quiriconi strove to bring more work in-house and set out to prove the value of the plastics unit. Her team's morale was low over worries that their work would be outsourced, and it was important to her that they took pride in their work. She demonstrated that not only was their product of equal or superior quality, it was more cost effective. Her team's level of engagement and morale shot up. Hearing her team tell her it was the first time in decades they had felt safe and important is one of her biggest wins.

Several months later, Quiriconi discovered a supplier was in financial trouble. She advised the leadership team about the risk and presented a full emergency transition plan and timeline on how her team could bring the manufacturing in-house. Shortly after, the supplier shut its doors. She and her team insourced 85 tools totaling \$1.1 million in annual spend in less than two months with zero impact to factories and zero impact to revenue.

Nominator Amy Georgi, the 2015 30 Under 30 Megawatt winner, says she admires Quiriconi's tenacity and ability to remove ego from the equation. Quiriconi has recently been promoted to be a Fortive Business System leader, an internal consultant leading kaizen activities across Fluke within supply management, transportation logistics, procurement, planning and other areas.

Thinking Outside of the (Sand)box

After working two years at a Big Four accounting firm, Sara Robichaux wanted something more fulfilling. Robichaux's mother-in-law had a career in supply management and, after learning more about the field from her, it triggered her interest. When she interviewed at Apache Corporation and better understood the different aspects of supply management, she realized she had found her new career.

A Quick Learner

With only two supply chain management classes under her belt, Robichaux joined Apache as an entry-level analyst. She knew communication was key, so she asked questions, attended meetings and went above and beyond to fulfill her commitments. She specialized in the pressure pumping and sand category — an area with an annual spend of more than US\$400 million. She is now considered a subject matter expert on hydraulic fracturing sand sources, pricing, logistics and other related market intelligence. She leads a team of technicians, analysts and logistics specialists to source, buy and provide logistics coordination for the pressure pumping needs of Apache's entire onshore U.S. operations.

An Innovative Mind

Robichaux's many accomplishments include co-establishing and managing an initiative to unbundle and direct source hydraulic fracturing equipment and services from commodities, which was unprecedented in the company's history. She also established direct sand mine relationships and made decisions on a per-well basis, analyzing and making recommendations for logistics. She negotiated some of the company's first frac sand contracts, achieving savings of 25 to 40 percent. Robichaux also conducted and shared research of emerging proppant industry matters. Her efforts saved Apache tens of millions of dollars in 2015.

Impressively, she accomplished this while managing 55,000 truckloads, which equates to 2.6 billion pounds, of proppant to Apache wells in 2015 and 20,000 truckloads last year.

In 2014, Apache handpicked high-performing staff to join a newly formed unconventional oil and gas region. Robichaux was one of four supply management employees asked to move to the new group and was integral in creating a new supply chain management department.

The people she has worked with have been very supportive and open to her new ideas on improving processes. It's an approach she fosters with new hires, encouraging them to think outside of the box. "I tell them I'm open to changing processes — even if I created them," she says.

Hitting the Pavement

An avid runner, Robichaux and her husband travel around the country to run in half-marathons. Unlike most couples, they like to run together. She says it is a fun way to spend quality time together given their busy schedules. Running helps her reduce stress, and it's not unusual for her to go on a 5-mile run to relax in the mornings before work or during her lunch hour.



SARA ROBICHAUX

AGE 29

Strategic Sourcing Category Lead
— Services
Apache Corporation
Houston, Texas

Nominated by Mark Hood, Supply Chain
Director, Apache Corporation

What one skill is essential to success in your job and within supply management?

"Communication is king. It's the key to success, and it will make or break things on so many levels depending on if it's there or not."



MICHAELA ROMANIAS

AGE 26

Asset Scheduler
DuPont
Wilmington, Delaware

Nominated by Al Schyman, Global Sourcing
Leader, Industrial Biosciences, DuPont

How do you deal with stressful situations?

“Immediately address the issue and start problem solving.
Ensure that you are communicating well.”

The Volunteer

After entering the Smeal College of Business at Penn State, Michaela Romanias explored different majors in a freshman seminar class. Tasked with presenting supply chain and information systems to the class, she found herself really selling the major. In fact, she did such a good job, she chose to major in it herself.

Upon graduation, she landed a job at DuPont as a buyer. Her role, until recently, was as a raw materials buyer and global category manager in DuPont’s sourcing and logistics function, managing US\$45 million of annual spend. On top of her own duties, she stepped up to fill the role of an experienced executive buyer. Through category management, she developed and executed global buying strategies by establishing category playbooks for two key raw material categories, enzymes and preservatives. During her time in the role, she delivered over \$3 million in year-over-year savings.

Romanias went beyond the scope of her duties to streamline the industrial biosciences raw material approval process. Romanias took the initiative to lead a cross-functional team as well as document and optimize the process, which led to increased efficiency and improved time to commercialization.

Among other accomplishments, she led an initiative to analyze the accounts payable position and presented \$10 million of opportunities for improvement to business leadership.

Age is a State of Mind

Just 22 years old when she started at DuPont, Romanias says her youthful appearance sometimes caught suppliers off guard on a site visit. Being prepared and going in with confidence levelled the playing field and went a long way to overcoming preconceived notions.

Her advice for young people entering the field is to take initiative: “You are not always going to be told how to succeed or how to solve a problem — taking initiative, doing your best and not being afraid to think outside of the box will take you far.”

New Challenge

Wanting to expand her supply management knowledge and step outside of her comfort zone, Romanias recently changed roles at DuPont and now is an asset scheduler, where she is more hands-on with production, determining the product mix and scheduling the appropriate production at various plant sites.

Community Presence

To keep herself grounded during the work week, for the last four years Romanias has volunteered to tutor a disadvantaged elementary school child once a week during lunch time. Romanias is there to help with schoolwork or just be a friendly face and positive role model.

Romanias participates in activities for Days of Caring, an initiative at DuPont that encourages reaching out to the community. She is involved in numerous other charitable causes. Romanias also has another thing to keep her busy — planning her wedding.

Seeing the Big Picture

Growing up in the southern Indian city of Vijayawada, Subhash Segireddy wasn't aware of supply management as a profession until he entered the workforce after earning an undergraduate degree in electrical engineering. His first job was managing electrical commodity suppliers in a sourcing function for Tata Motors. He enjoyed the sourcing and supply chain aspect of the job and decided to pursue his master's degree in supply chain engineering at Georgia Tech. Since graduating, he has made great strides in the field.

A High Performer

Hired by Cisco, Segireddy was chosen for a highly selective supply chain leadership development rotational program, which added immensely to the depth and breadth of his knowledge. He is currently working on the supply chain network strategy and analytics team at Cisco. The team of four is responsible for supply chain network optimization, considering factors like risk, costs, compliance, fulfillment lead times, tax, and customs and expansion to help Cisco select emerging markets. He enjoys working on high-impact, high-value projects, and says that being entrusted to help shape the fortunes of a multibillion dollar company is a big honor. Segireddy says the initiatives he has been involved in have helped him gain the trust and respect of stakeholders to develop and lead increasingly high-impact, strategic projects.

Colin Chummers, Segireddy's director, says: "He comes with a unique mindset to the team with a blend of strategy and analytics while looking out for external macroeconomic factors that might impact our supply chain." He adds that Segireddy is able to understand the big picture while being able to work through the details of a strategy. He also commends Segireddy for displaying a high level of maturity in working with large cross-functional and cross-cultural teams, noting he has worked successfully on projects in Norway, India, the Netherlands and the U.S. Chummers points to a transformational project that Segireddy is leading in Europe for Cisco's supply chain that is relatively new to the high-tech industry. This project is aimed at providing world-class customer fulfillment by leveraging the Internet of Things (IOT) technology to foster innovation in supply chain.

A Man of the World

Maintaining a proper balance is important, so when asked how he manages the high stress of his position, Segireddy says he plans his schedule so he can carve out time for hobbies (which now include surfing), sports and enjoying the company of his social circle.

An avid traveler, Segireddy has journeyed to 24 countries and always has one or two vacations planned. Iceland is next on his itinerary.

Paying It Forward

Thankful for the many opportunities that life has afforded him, Segireddy seeks to reinvest his good fortune in others. He personally funds the education for two low-income high school students from his home city and takes great interest in their development. In the future, he would like to provide for the educational needs of a greater number of deserving students.



SUBHASH SEGIREDDY

AGE 27

Supply Chain Program Manager –
Network Strategy & Analytics
Cisco Systems
San Jose, California

Nominated by Colin Chummers, Senior
Director, Cisco Systems

What trait has helped you succeed in your career?

"Thinking outside of the box and always pushing things beyond the limit. If it's estimated that a project will take three months to complete, I want to see if it's possible to complete it in a month with the team's collaboration."



RUCHIR SUD

AGE 28

Finished Vehicle Logistics
Operations NAFTA
FCA US LLC
Auburn Hills, Michigan

Nominated by Luca Kolcaj, Manager Finished
Vehicle Logistics Operations, NAFTA, FCA US LLC

Would you recommend supply management as a career?

“Yes. Supply management is the engine of a company with a realm of opportunities to discover and develop your career niche.”

From Start to Finish

Born in New Delhi, Ruchir Sud left India with his family when he was 5 years old. Growing up in the U.S., he attended Wayne State University in Detroit, pursuing a degree in the medical field. In his third year, Sud noticed a supply management poster promoting an automotive conference. Intrigued, Sud attended the information session, and his passion for supply management was kindled.

Sud is grateful for being able to study under Dr. John C. Taylor, chair of the marketing and supply chain management department at Mike Ilitch School of Business at Wayne State University, who opened his eyes to the intricacies and possibilities of a well-run supply chain. After completing his bachelor degree in supply chain management, he went on to earn a master's degree in industrial engineering.

Rolling on Out

For Sud, an internship in 2011 led to a full-time offer from FCA US LLC. His current title is finished vehicle logistics operations for North America, where he oversees operations of vehicles in 68 sites, from the time they exit the plant until they arrive at the dealership.

Described by his manager, Luca Kolcaj, as an extremely reliable team member whose performance is unparalleled, Sud has exceeded expectations and is known for his enthusiasm, passion and strong work ethic. He has been instrumental in his team's success, and, in fact, many departments within FCA US view Sud as their go-to problem solver.

Some of Sud's most noteworthy accomplishments include managing multiple carriers and service providers while successfully leading his team in reducing outbound inefficiencies to the budget by 47 percent in 2016. He was also responsible for coordinating and leading a successful operational transition to integrate a major western railroad in the U.S. and Canada and coordinated and launched the transition and implementation of a 3PL provider for FCA's tracking-and-tracing service.

Road to Success

Sud has a passion for innovation and is leading a cross-departmental team on a connected vehicle logistics project. In his previous role in material planning and scheduling, Sud led the automation process for scheduling, material and manpower planning. He increased efficiencies by 15 percent and introduced market research strategies after identifying and exploring emerging opportunities in inbound logistics, which led to a savings of 17 percent on one route by utilizing regression analysis.

Sud demonstrates what he considers one of the most positive millennial traits: He uses technology to learn and lay the foundation to complete a task, then conducts analysis, gathers feedback and comes up with a plan.

Sud's parents instilled the values of goal setting and responsibility, which he seeks to pass along when tutoring children and young adults in math and science. Sud feels he is an innovative teacher, finding unique ways to reach students. He once used a basketball court as an aid to teach geometry principles.

A Big Heart

“The most rewarding part of my job,” says Jaime Todd, “is working for a company whose main purpose is to help and support others. I always feel proud when I tell people that I work for the American Red Cross.”

Other than her analytical nature, there is nothing in Todd’s background that would lead one to guess she would have ended up working for the supply management team at the American Red Cross — except her lifelong commitment to helping people. Coming out of school as a double major with degrees in history and political science, she wanted to move into the nonprofit sphere, but had no firm idea what that entailed. When she saw a posting for an analyst position with the Red Cross, she contacted a woman she knew who worked for the organization, who thought Todd would be an excellent fit and suggested that she apply immediately.

Quick Learner

Todd had no idea what to expect when she first started, and in her nearly two years with the Red Cross, she has had to learn on the fly. Still, she has excelled, adding that, “the most surprising thing about working in supply management is how integral of a position we play in the day-to-day events of the organization.” Todd loves the challenge of working for a nonprofit because the employees must wear many hats due to the small staff and limited bandwidth.

Her nominator, Thomas Nash, head of supply management at the American Red Cross, is impressed with what Todd has accomplished in the short time she has worked for him. She created the first-ever toolkit for category managers, giving them benchmarking and analytic tools from CAPS Research, Gartner, Hackett, Spend Matters and others, and then trained the category managers on its use.

She led the effort to create a supplier risk framework. That included establishing the Supplier Risk Council involving leaders from all the business units and functions. She was also tasked with developing a supplier risk policy and procedure, sponsored by the CEO and CFO offices, which was a first for the American Red Cross and an accomplishment of which she is proud. Todd was also instrumental in finding a supplier diversity tool that easily tracks tier-one and tier-two supplier diversity spend and uncovers new suppliers.

Nash adds, “Jamie is not only a quick study and a team player, but she is simply a joy to work with. Her colleagues and stakeholders are highly complementary of her professionalism; not only the quality of her work but also her ability to actively listen to others.”

A Giving Person

In her down time, Todd can still be found helping people. She volunteers as a tutor teaching fundamental math skills to disadvantaged kids to prepare them for more advanced math. She also volunteers at her local library. For fun, Todd is about to start yoga teacher training. Her other form of exercise is trying to control her loveable, yet energetic, 1-year-old golden retriever on walks and hikes. As he weighs 90 pounds, she finds this easier said than done.



JAIME TODD

AGE 27

Business Analyst, Supply
Management
American Red Cross
Charlotte, North Carolina

Nominated by Thomas Nash, Head of Supply
Management, American Red Cross

If you could start over knowing
what you know now, would you still
choose this profession?

“Yes, but I would pursue a supply management/
procurement background in school.”



TIANHOU "TIAN" ZHONG

AGE 25

Senior Analyst, Global Strategic Sourcing
Coach, Inc.
New York, New York

Nominated by Nicholas Ammaturo, Director,
Global Procurement, Coach, Inc.

What do you think millennials bring to the table?

"We know technology and get things done in a more efficient manner. We may not look like we're working hard, but our net output is higher."

The Go-to Expert

Arriving in the U.S. from Nanchang, China, when he was 11 years old, Tian Zhong says his non-traditional parents fostered his growth by giving him freedom to pursue his personal interests, which included technology. Before long, he became known as a go-to tech guru. And that grew him into the person he is today: a leader, a problem solver and an achiever.

Zhong is a firm believer in excellence, the driver of all his successes. Prior to graduating from Rutgers University's Supply Chain Management Program, Zhong demonstrated his leadership capabilities through organizing the school's successful meet-and-greet program, which involved bringing 500 some supply management talents together with more than 50 talent-seeking companies.

Money Saver

After working at JPMorgan Chase for three years after graduation, Zhong was ready for new challenges, so he switched to the fashion world. He selected Coach Inc. because he believed that he could bolster the company's rapidly expanding procurement department, which has grown from three to 30 members since he joined. Within a few weeks, he led a global travel process improvement initiative that drove savings of US\$3 million on Coach's total travel spend of \$26 million. Zhong drove the analysis and immediately added value by outlining scenario-based savings potential for Coach's executive leadership. During this process, he led an RFP for a new travel management company, which resulted in savings of more than \$900,000, and brought new technologies to improve Coach's corporate traveler experience. Furthermore, he led a global airline RFP that generated significant rate savings and market cost avoidance of more than \$600,000. From there, he went on to being an instrumental player in updating Coach's corporate T&E policy, where he ran an industry-wide benchmark on a similar retailer's airline cabin policy and helped executive leadership understand where Coach's policy stands among its peers. Through this benchmark and savings analysis, the team convinced executive leadership to modify the policy and align it with best-in-class travel practices.

Nicholas Ammaturo, director, global procurement for Coach, is amazed at what Zhong has accomplished: "(Zhong) motivates others around him to work towards a common goal delivering value to the organization as well as their own careers. He can adapt to multiple audiences, from working with analysts to preparing presentations for a CEO audience."

Tech Guru

Zhong always ponders on how to make things better, more intuitive and more simplified. From trying to build the perfect smart home and being the fixer of everyone's technology woes, Zhong and technology are almost synonymous. His biggest career achievement to date is the creation of a fully automated negotiations tool for use by corporate travel buyers. This tool, which simplifies the arduous process of hotel negotiations by automating a significant portion of the required work, was instrumental in achieving over \$5 million in savings on the program in a fraction of the originally required time. Zhong is always looking for ways to improve processes through technology and simplification and his team is always going to him with questions.

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