



Supply Chain **YOU**

YOUR GUIDE TO A CAREER

IN SUPPLY CHAIN MANAGEMENT

PART OF THE **DESIGNING YOU** SERIES

SUPPLY CHAIN MANAGEMENT YOU

Your Guide to a Career in
Supply Chain Management

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FDR Publishers
2017

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Did you find a typo? Let us know! Please email the details to info@DesigningYOU.org and we'll correct it in the next edition.

Supply Chain Management YOU is dedicated to all of our past, present and future students. Be curious and never stop designing you!

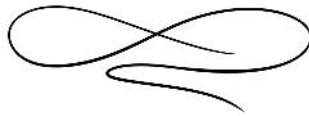


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INTRODUCTION

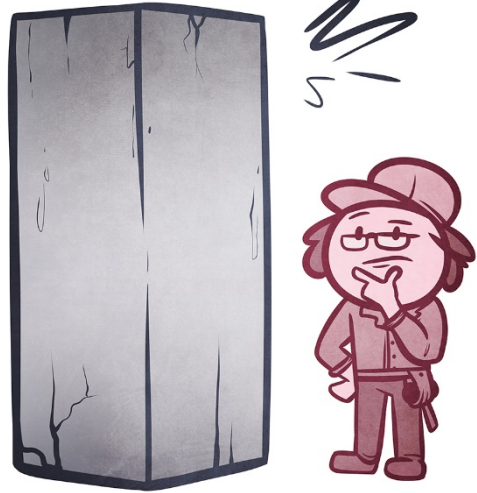
It's about Designing YOU

Supply Chain Management YOU is part of the *Designing YOU* book and podcast series. *Designing YOU* isn't just a series of books, it's a process of viewing yourself and your life more strategically.

It's about exploring and being curious.

It's about designing a map for making decisions big and small—a map that helps you address the relentless questions and unsolicited advice about your future you're getting right now.

This series of books is written for a specific time in your life. You're likely attending (or maybe have graduated from) college or university. Your future is starting to actually feel like *your* future. That's exciting and scary. Even if you think you know where you want to end up, there's no Google Map that'll get you there. Life is rarely that obvious. Each one of the roads on your journey offers detours, pit stops and often a few intriguing hitchhikers.



SO, WHO DO I WANT TO DESIGN?

“EVEN IF YOU THINK YOU KNOW WHERE YOU WANT TO END UP, THERE’S NO GOOGLE MAP THAT’LL GET YOU THERE.”

Now is the time to make some weighty, often intimidating, decisions for yourself. That's why building your own map right now is so critical.

Throughout the process of designing you, you'll need to be **intentionally curious**. Intentionally curious people look at the world—and their place in it—and wonder about the big picture:

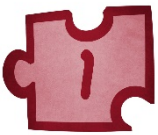
- How do things work together?
- How do these pieces connect?
- How can I influence things?
- How can I improve things?

Like any new skill, intentional curiosity takes practice. As you start to get curious about things, be humble enough to recognize that you don't know it all. Humility creates a hunger that can only be fed by answers.

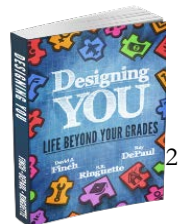
In *Designing YOU*, we answer some daunting questions you may be asking:

1. Why do I **like certain things** and not others?
2. How can I choose a program or courses at school that are **right for me**?
3. What questions should I ask in **interviews**?
4. Does **emotional intelligence** really matter?
5. How does my **gender impact** my life?
6. How can I find a **mentor**?
7. Am I more of an **artist or an analyzer**?
8. How can I tell **my story**?
9. How do I **prioritize and balance** all the things I want in life?
10. What should I do if **the world changes**?

Refer to the Appendix for a summary of the *Designing YOU* process.



Throughout *Supply Chain Management YOU*, you'll see a numbered puzzle piece. This icon will recommend you go to a specific step of the *Designing YOU* book or eBook for additional information.



For a limited time, go to DesignngYOU.org to download your complimentary eBook copy of *Designing YOU – Life Beyond Your Grades*.

SUPPLY CHAIN MANAGEMENT IS A COMPLEX WORLD OF OPPORTUNITY

Supply chain management is not a term people toss around in casual conversation, so it's no surprise to me that I'm constantly explaining it. Supply chain management (SCM) underpins everything we as consumers touch—from that apple you ate, to the shoes you're wearing, to the tech in your pocket. Each of these products is the output of a complex supply and distribution system managed by skilled SCM professionals.

There are considerable and diverse opportunities today in SCM for skilled graduates and a shortage of qualified candidates to fill them—in part because SCM is a bit of a mystery to most people. I fell into it by chance. I landed my first job after university with a large company as an inventory analyst—one of the many pieces of the SCM puzzle. My boss later told me that he hired me based on my size. I'm six feet six inches tall and he thought I'd be an asset to his rugby team. I excelled in the job, never played a second of rugby and began building a rich and diverse 40-year career in the world of supply chain management.

Over my career, I've encountered many supply chain professionals with similar stories. By reading this book you're already ahead of the competition. You'll get a glimpse into an SCM future being driven by artificial intelligence, drones, autonomous vehicles, robots and advanced 3D printing. To help you, we've also included direct quotes from Supply Chain Management alumni "Views from the Frontline" who reflect on their education and profession.

It's a future of opportunity!

Brian

Supply Chain Management YOU

Supply Chain YOU is a guided tour through the world of Supply Chain Management (SCM). By the end, you'll be able to confidently step in the direction of your future because you'll have a solid understanding of what you need for success in this industry now and long-term.

All aspiring SCM professionals are faced with the same crucial questions:

- What are the **different careers** in SCM?
- What **does it take** to be an SCM professional?
- What's the **future of the SCM** profession and what does this mean to me?
- How have other SCM professionals **got to where they are today**?
- And the inevitable... **how much money can I make**?



In *Supply Chain Management YOU*, we dig into answering each of these questions with intentional curiosity.

Step 1: Explore the SCM career landscape

To make the world of SCM feel as familiar as your school, we explore:

1. What are the **different careers** in SCM?
2. What **knowledge and skills** do I need?
3. What are the **major trends** in SCM and what do they mean for my future?

Step 2: Define your destination

Your destination is where you want to be in your career 10 years from now. We call this your 10-Year Professional Mission. Knowing your destination will help you make decisions, big and small, along the way. You'll define your destination by the end of this section, but it will evolve with you over time, too.

Step 3: Develop your Mission Map

Like any epic journey, this one will require some serious planning. You'll need to determine the knowledge and skills required to achieve your 10-Year Professional Mission and map

out a plan to achieve them. To inspire you as you plan this odyssey, we review 15 Mission Maps inspired by the career journeys of real SCM professionals.

Reflection and *Supply Chain Management YOU*

Living in the moment is essential to a good life—but so is personal **reflection**.¹ Taking thoughtful notes and noticing what works and what doesn't ensure you're always gathering new information, analyzing it and evaluating what to do next. You'll be reflecting with the goal of trying to connect it all together. To do this, you'll ask yourself questions in three basic categories: What? So What? And Now What?

What?

1. What happened?
2. Why did it happen?
3. What did you do? What did others do?
4. What was your reaction?

So What?

1. What were your feelings when it happened?
2. What are your feelings now? Are there any differences? Why?
3. How do you think others feel?
4. What was the impact of what you did?
5. What worked well? What didn't?
6. What did you learn? How did you learn it?

Now What?

1. What are the implications for you and others?
2. What would you do differently next time?
3. What information do you need to move forward?
4. Why is this learning important to you?
5. What actions are you going to take?

Your best tool for reflection is a *Designing YOU* journal. Though there is no shortage of digital tools to capture thoughts and information (smartphone, vlogs, blogs, Google Drive or a combination), we find that an old-fashioned handwritten notebook is the most effective for your *Designing YOU* work.



Going forward, when you see this symbol in the book, grab your journal and get to work. Remember to refer back to this list of questions as you reflect.²

There are no rules for when or how to use your journal, but consider it a catch-all for the thoughts flitting through your head that you don't want to lose. There's

View from the SCM Frontline

A career in SCM provides the opportunity to grow and learn on what it takes to make a business successful... as it incorporates all facets of business general management, design, accounting, sales, marketing, distribution, logistics, manufacturing and sourcing.

something rewarding about filling a little book with your questions, thoughts, ideas and interests.

In *Supply Chain Management YOU*, we try to avoid SCM jargon, but sometimes we just can't help ourselves. Fire up the [Canadian Supply Chain Sector Council](#)'s website while you read, and jot down any unfamiliar terms in your journal.

LIFE IN SUPPLY CHAIN MANAGEMENT

WHAT ARE THE DIFFERENT CAREERS IN SCM?

What is Supply Chain Management?

The supply chain is the lifeblood of a business, whether it's a mom and pop shop, a giant multi-national corporation with globe reach, or a non-profit agency. The supply chain manages the process of transforming inputs into valued output. It starts with finding the right materials and finishes with the delivery of and ongoing support for whatever the good or service is. SCM connects every part of a business and it's the difference between just having a great idea and actually executing a highly competitive product or service that delivers on customers' needs.³

Where an organization's supply chain gets really complex is that it requires the management and coordination of both internal and external partners. Let's consider as an example something likely in the purse or pocket of many of you today—the iPhone. In the mid-2000s, Apple CEO Steve Jobs was sitting in northern California with a bunch of his staff trying to figure out how they could build on the success of the iPod and out-BlackBerry the BlackBerry. Their big idea was the iPhone. But how could they take an idea scribbled on a whiteboard and deliver it to its first customer in 2008? Apple recognized that for the iPhone to succeed it had to be more than just a fancy piece of hardware; someone somewhere could make a cheaper knockoff of that. They had to design more than a smartphone; they needed a **whole product**.

The iPhone supply chain includes the iOS software, iTunes and Apple Music, the App Store, the multimedia conversations you can have via iMessages, the Genius Bar at your local Apple Store, Apple Pay, seamless



connectivity with your other Apple devices and the million-plus apps that customize your smartphone experience, to name a few. From a management perspective, the whole product is everything a consumer needs and expects to get when they buy the iPhone, plus the promise of everything it could become.

Understandably, the iPhone supply chain is a complex one. It starts with Apple's engineers, designers and marketers in California who define the vision for the product. This vision includes understanding the features and functionality different customers want, and what they'll pay for it. The supply chain then expands to include the designers and manufacturers of the hundreds of components that make up the physical phone. There are unique suppliers for the custom touchscreen, the custom battery, the radio and Bluetooth components and the casing for the phone. Interestingly, a supply chain often includes direct competitors. In Apple's case, Samsung supplies the iPhone's processor, LG the touchscreen and Sony the camera. There are over 200 component suppliers for the iPhone from thirty countries. The iPhone is assembled by contract manufacturers around the world. One plant in China employs up to 350,000 people and assembles, tests and packages 500,000 iPhones a day.⁵

The Council of Supply Chain Management Professionals:

Definition of SCM

SCM encompasses the planning and management of all activities involved in sourcing and procurement, conversion and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers and customers. Supply chain management integrates supply and demand management within and across companies. Supply Chain Management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model. It includes all the logistics-management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, finance and information technology.⁴

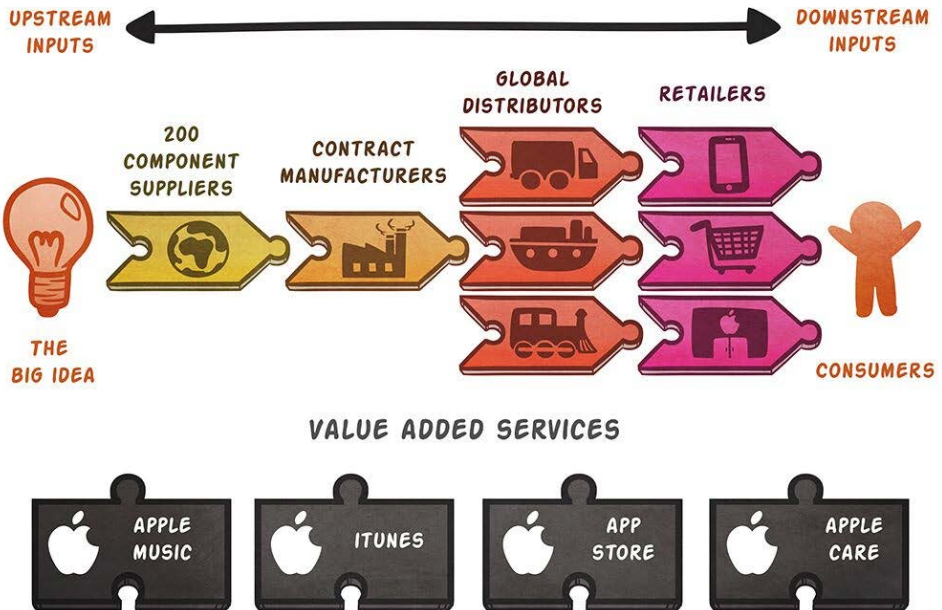
THEY HAD TO DESIGN MORE THAN A SMARTPHONE; THEY NEEDED A WHOLE PRODUCT.

The completed iPhone is then shipped on an ocean container and transferred to a railroad or trucking carrier to a centralized distribution centre for storage until someone buys it or a store needs to restock.

And that's only the hardware supply chain. Now consider the supply chain for their software, applications and content. This includes tens of thousands of app developers from around the globe. It also includes every musician, from U2, to Beyoncé, to every garage band who wants to distribute their music through iTunes. Finally, it includes every person involved in the processing of customer orders, delivery to the customer, and after-sales support including repair and recycling. Apple's supply chain is what makes Apple, Apple.⁶

IPHONE

FROM IDEA, TO YOUR POCKET

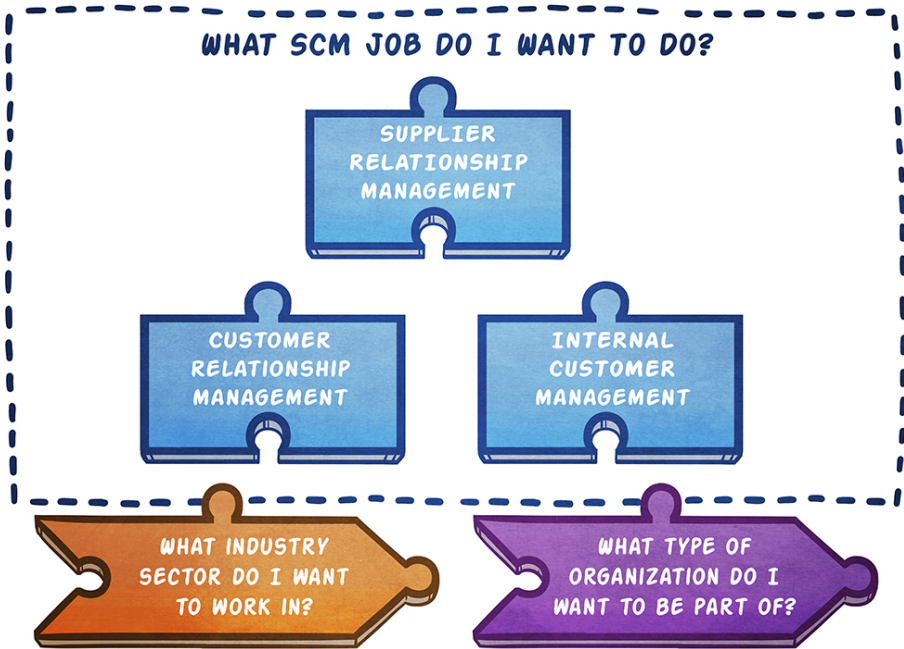


Customers are a key part of the modern supply chain. Today, products and services are developed for very specific customer segments. That means each of these unique products and services requires a unique supply chain that can deliver on the specific needs of a customer segment.

The Complex Role of Supply Chain Management Professionals

The fundamental role of any SCM professional is to maximize the efficiency and effectiveness of a supply chain and deliver a competitive advantage to their organization. However, the decentralized nature of modern supply chains makes this difficult and complex. In fact, there's rarely just one department or person responsible for all dimensions of a modern supply chain. It's helpful to think of all the jobs in SCM as existing on a spectrum. You can figure out your place on the SCM job spectrum by considering three key questions:

1. What **functional SCM job**—the actual job—do I want to do?
2. What **industry** do I want to work in?
3. What **size or type of organization** do I want to be part of?



Tackle these questions in the order that makes the most sense for you. For example, your passion may be fashion, so you’ll answer the industry question first. Or you may know in your heart you’re an entrepreneur and you’ll love to work in (or found) a startup, so you already know what organization size you’re looking for. Or you may be drawn to a career in product management, logistics or analytics, meaning you already know what functional job you want.

What functional SCM job do I want to do?

The functional SCM job is the actual job you want to do day in, day out. SCM jobs fall into one of three “career clusters” based on what part of the SCM process they are responsible for: customer relationship management, internal supply chain management and supplier relationship management. Each of these career clusters is filled with roles that tackle distinct SCM challenges. To be successful, an organization must ensure these three processes are aligned and integrated.

View from the SCM Frontline

SCM professionals can continuously adapt their knowledge, skills and experience to suit multidisciplinary environments, spanning across entirely different industries and sectors.

Customer Relationship Management Roles



Potential jobs
Marketing Director
Product Manager
Order Management
Pricing Strategy
Sales Management

Customer relationship management (CRM) includes all interactions between the business and the customer. CRM professionals stimulate customer demand and manage the transactional experience from start to end. That includes ensuring the customer's needs are met or exceeded. Roles in this category include marketing, pricing, sales, call centre and order management.

Internal Supply Chain Management Roles



Potential jobs
Strategic Planning
Forecasting & Demand Planning
Supply Chain Planning
Order Fulfillment
After-Sales Support

Internal supply chain management includes all activities required to fulfill all order requests in line with customer and business cost and timing requirements. Roles in this category include strategic planning, forecasting/demand planning, supply planning, order fulfillment (picking and packing of orders) and after-sales field support.

Supplier Relationship Management Roles



Potential jobs
Strategy Sourcing
Category Management
Contract Management
Negotiation
Purchasing

Supplier relationship management is focused on establishing and managing all upstream supply chain sources of product or services. These professionals are responsible for sourcing or selecting suppliers, supply chain transportation and distribution-related design decisions. Roles in this category include strategic sourcing/category management, contract management, negotiation, buying, and supplier collaboration in both product/service design and supply.

Not all functional jobs are created equal, even when they have the same job title. Just think—an SCM manager in a startup may be responsible for all three clusters; whereas, in a global company they may be responsible for a single aspect of a single role.

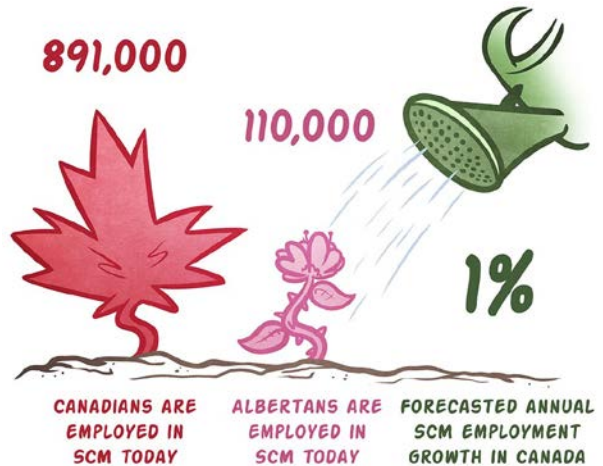
Whatever cluster you find yourself drawn to, you can benefit immensely by **exploring the full SCM spectrum**. For example, if you love the customer relations side, also spend some time in purchasing or product management. These are considerations you can build into your Mission Map later.

The point of you getting a depth and breadth of experience across the SCM spectrum is to create empathy. Any great SCM professional needs to genuinely be able to empathize with the challenges facing others in the supply chain. If you can't empathize with your colleagues or partners, it's easy to blame

others when things go off the rails instead of finding a solution.

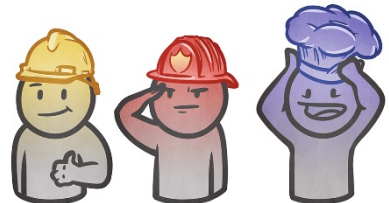
What industry do I want to work in?

Industry characteristics have a **huge influence over the day-to-day job of an SCM professional**. The supply chain is defined by the industry; just think about the difference in the supply chains of Tesla, Starbucks and Nike. Even within the same industry, think about the fundamental difference in supply chains between Tesla and Ford. Tesla, in fact, to deliver on their vision, had to first become a leader in developing advanced battery and power storage systems for their automobiles. As a leader in this area, they have emerged as a critical supplier to other supply chains.⁷ Industries or sectors within supply chain management typically fall into one of the following:⁸



- Manufacturing sector
- Wholesale sector
- Retail sector
- Distribution
- Service sector
- Public sector

Most people don't know what industry they love (or hate) until they've experienced it. If you're like most people and you're uncertain, then be sure to include opportunities in your Mission Map to get diverse industry experiences. Find those opportunities through things like internships, summer jobs and volunteer work. You may even find out that an industry you assumed was boring lights your fire. At the very least, you'll be able to put your assumptions to the test.



“MOST PEOPLE DON'T KNOW WHAT INDUSTRY THEY LOVE (OR HATE) UNTIL THEY'VE EXPERIENCED IT.”



Supply Chain Management YOU, when it's time to narrow in on a particular industry, we recommend you go to Step 4 of *Designing YOU* and complete the exercises in the section titled, "What Do You Love to Do?" Afterward, consider whether a particular industry would fit your responses. For example, if one of your answers was "I love cars," you may want to explore automotive SCM; or maybe it was "I like doing lots of different things." In that case, explore working in SCM consulting.

What type of organization do I want to be part of?

Like industry context, an organization's size and scope affect the daily job of an SCM professional. For example, an SCM manager for a small startup technology company with \$1 million in revenue is likely responsible for all aspects of their supply chain. In contrast, an SCM role for a company with 50,000 employees, operating in 100 countries and generating \$3 billion in annual revenue may be responsible for a single component in a single product.

View from the SCM Frontline

A successful career comes with commitment and investment in yourself. ... One should consider both education as well as learning from professionals in a job setting. Formal SCM education is very important ... at the same time co-op and other student job opportunities are also very important to help move from theory to practice and real-life application.



It's time to grab your journal for your first reflection. Think about each of the three questions and your early impressions of how you'd answer today. Does the job, the industry or size of an organization jump out as most important to you? Why? This early reflection on "why" is important. It should start to raise questions and assumptions that you can explore with further research.

THE FUTURE OF SCM

WHAT IT MEANS TO YOU

Careers in supply chain management are driven by the reality of growing global economies, competition, explosive technological advances, shortened product/service life cycles and the enhanced reliance on and availability of data. That complexity means businesses need to take both a short- and long-term perspective to stay competitive; the same applies to individuals. Organizations are looking more to their supply chains to meet and exceed customer expectations while successfully meeting strategic business goals.

SCM is one of fastest-changing careers today. Some powerful trends—from technology to globalization—are redefining SCM careers. **Many SCM jobs from a decade ago no**

longer exist or have evolved beyond recognition. It's essential you consider the SCM professional of tomorrow as carefully as the SCM professional of today. We won't pretend to predict how SCM careers will change over the next decade. That's not realistic. What you can do now is **go in with your eyes wide open** to the prevailing trends that'll influence SCM and reflect on how these could affect your mission. Consider the list of the following nine trends as a **starting point** for what you must always keep in mind as you define and live your 10-Year Professional Mission.

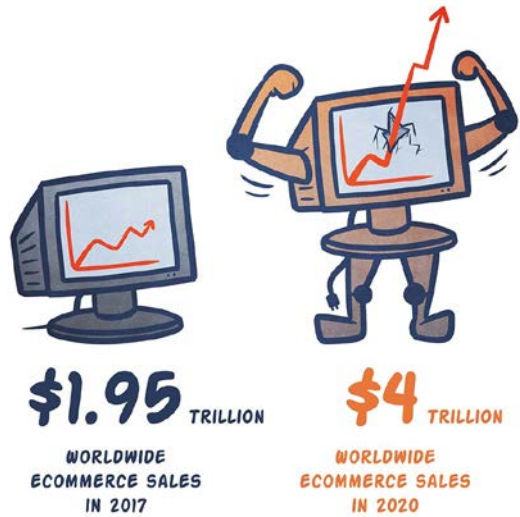
Trend 1: The Retail Revolution

Today many of us prefer to shop online from the comfort of our home than go to a brick-and-mortar store. Technology advancements over the past 20 years facilitated the creation of the “now economy,” in which digitally savvy consumers expect immediate gratification from their near-infinite retail options. Amazon is now the third-largest retailer in the world and closing fast on Walmart, which invested in e-commerce rather than relying on their brick-and-mortar stores alone.⁹

Online shopping will continue to explode and this has massive implications on SCM. Businesses are looking to take over vacated shopping malls as sites for their local distribution centers. Amazon has patented an airship warehouse concept. Yes, literally a flying blimp-like warehouse from which drones or other unmanned vehicles would deliver goods. Amazon is betting big on the continued growth of online shopping and their supply chains reflect this.

What it Means to YOU

The ongoing transformation of retail will force you to plan a career by looking forward, not backward. What this means is the skills for roles associated with a product's local distribution will be very different a decade from now. Most goods in 10 years will still have a tangible dimension and therefore someone (or something) will need to deliver them. So, exploring career opportunities (and the different skills) that focus on efficiently delivering goods the last mile—be it via drones, driverless cars, 3D printing or something we haven't even thought of yet—is critical to developing professional agility.



Trend 2: 3D Printing

We are just starting to see the impact of 3D printing on supply chains. For example, 3D printing will enable economical custom production. Just think about the potential to go online, customize a pair of shoes and pick them up in an hour. There will be no cost advantage in having these shoes produced overseas and transported across the world. This is how 3D printing will disrupt SCM. In industrial applications, 3D printing will revolutionize product design when prototypes can be produced in real time. 3D printing will also eliminate the need for companies to maintain spare part inventories, as parts will be produced on-demand. UPS has established pick-up sites where companies can provide engineering drawings and specifications to UPS, which then produces the required items (which so far includes engineering parts, functional prototypes, acting props, architectural models, fixtures for cameras, lights and cables) for literally just-in-time pickup or delivery.¹⁰



What it Means to YOU

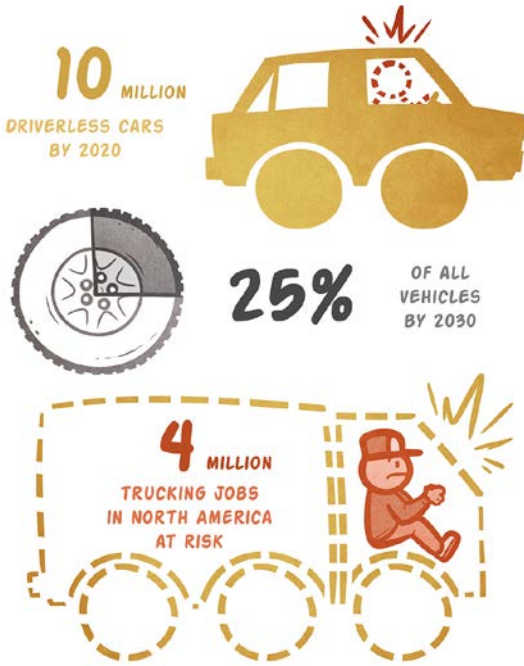
The potential impact of 3D printing on SCM and related careers is enormous. This technology disrupts every aspect of the supply chain from design to distribution and in doing so changes the economics of every business from manufacturing to transportation. As an industry, 3D printing is only in its infancy as designers explore the potential for new materials and processes. Anyone considering a career in SCM should invest their time developing the skills and expertise to harness the potential of 3D printing.

Trend 3: Autonomous Transportation

The hype of driverless cars—coming especially from Apple, Google, Tesla and Uber—is everywhere. Rarely a day goes by without a story about how these will fundamentally redefine transportation. There are still significant technological and public policy hurdles before they go mainstream, but it's no longer about if, only when and how these vehicles will hit the road. Autonomous vehicles are already being trialed on Australian roads through the Australian Driverless Vehicle Initiative and in northern Alberta's oilsands.

One of the projected benefits of driverless cars is a 90% reduction of traffic accidents. This fundamentally changes the economics for insurance, automotive repair and healthcare sectors. Autonomous transportation (combined with e-commerce and 3D printing) will

contribute to the redefining of transportation and distribution. The positive is increased efficiency; the negative is the loss of millions of jobs for trucking, taxi and public transportation sectors.¹¹



What it Means to YOU

Like other technological trends, autonomous vehicles will create both opportunities and threats for careers in SCM. Low-skilled careers, such as driving and dispatch, will ultimately be displaced by autonomous vehicles. However, high-skilled careers associated with the design and management of transportation and distribution systems will be in increasing demand. It'll be a bit like it was a century ago when demand for horse and buggy drivers was replaced by a need for people who could design and manufacture automobiles. Design your career in SCM for transportation and distribution systems of the future, not the present.

Trend 4: Integrated Supply Chains

In the past two decades, technological innovations led by the Internet have revolutionized how companies collaborate. The Internet facilitates real-time communication, computer access, customer interface, the elimination of intermediaries between the source provider and the end customer, and provides realistic access to global sources and markets. Companies such as Amazon, Google and Walmart are dominant today because they leverage the Internet to disrupt and refine their industry's supply chains. Walmart today is perceived as the world's dominant retailer, and its competitive position is rooted in how it has seamlessly integrated its thousands of suppliers into its supply chain to maximize efficiencies. These advanced "horizontal" supply chains composed of external suppliers, today possess many of the same characteristics as an internal "vertical" supply chain, where external suppliers have real-time seamless access to the purchasing company's systems.

View from the SCM Frontline

For first year students, make sure to apply the same level of attention and effort to each of your core supply chain courses. All SCM courses link to and support the overall business requirements. Start to develop your industry network through school supported activities and on your own.

What it Means to YOU

The once distinct line between buyers and suppliers is now blurred. In many cases suppliers are now collaborative partners from concept, to design manufacturing and after-sales support. In the next decade, this integrated supply chain will continue to deepen with advance of new technologies, such as local 3D printing, and local distribution systems, where a consumer will be unable to differentiate a company from its suppliers.

Trend 5: Consumer as Co-Creator

The voice of the consumer in a product's lifecycle is louder than ever thanks especially to social media. SCM professionals need to be engaged in all facets and functions of a business include marketing, product management, sales and operations. Over the next decade, the role of the consumer will expand dramatically with enhanced technologies and evolving consumer expectations. Because consumers are now active in a product's creation, the traditional concept of Business-to-Consumer (B2C) will be significantly displaced by One-to-One (O2O) over the next decade. The result will redefine the role of SCM in business.

What it Means to YOU

As a manager, the days of “build it and they will come” are over. You'll need to learn how to engage your consumer (and other people) constantly during the entire lifecycle of a product—sometimes including the consumer as a direct co-creator of products and services along with your brand. In doing so, they'll assume an increased ownership of the products they consume.

View from the SCM Frontline

Get involved – academic and nonacademic SCM activities. Work on developing your network. IF your school supports a co-op stream – take it! The ability to see and apply the classroom concepts in the real work is exceptional opportunity. It allows you to ‘kick the tires’ with roles and for the business to ‘test drive’ you.

This trend is spawning an entire sector of specialist analysts who have designed ways to engage better with consumers. The result is careers in analytics will demand complex skills far beyond being a good number cruncher. The market researcher of the future will look more like an anthropologist than a statistician.

Trend 6: Big Data and Analytics

“Big data”—referring to the collection, analysis and storing of lots of data—is not just a buzzword. The combination of the Internet and the exponential growth of computing power is both a threat and a major strategic opportunity for businesses. For example, big data in action includes point of sale (POS) devices that generate real-time or immediate notice of a sale, which is forwarded to the product or service provider and eliminates the need for a middle person in the supply chain. That real-time data allows managers to make

supply decisions that better serve customers without long response times or unwanted inventory.

A business's ability to analyze their ever-growing volume of data is the first step to capitalizing on the big data trend. The second, equally important step is responding to the results of that data analysis. Supply chain management and processes will be continuously challenged to support big data. Ultimately, big data will allow businesses to micro-segment their market to better meet consumer needs. Until technology advances allowed for analysis of all this data, businesses had to work at a more aggregated level, treating markets from an averaged, non-customized perspective.

What it Means to YOU

Being technologically complacent isn't an option. Big data equals big opportunities. The expanding size and complexity of data is increasing demand for systems that can manage and making sense of this data. Today, professional services represent around two-fifths of the \$10 billion revenue today in big data with IBM, Hewlett Packard Enterprise and SAP being the largest players.¹² Job opportunities in the future will be across all industry sectors including organizations looking for SCM professionals who will have the skills to transform big data into better decisions. To be one of these people, you should explore formal education and training in areas such as computing information systems and knowledge management. These are the people who will be able to ride the big data wave.

Trend 7: Data Security

Many of the technological advancements noted in the previous trends bring opportunity, but they also bring risk. For example, the advancements in big data, supply chain integration and autonomous transportation involve sharing of data that resides in virtual clouds. With that comes the need for appropriate risk management assessment and protective steps for that data. Consider the enormity of data breaches in recent years: the hack of 40 million of Target's customer accounts, the security failure in Jeep's Wi-Fi system that allowed a remote takeover, the WannaCry ransomware on Microsoft Windows that demanded payment from affected users in return for their data and the Equifax data breach of 200 million people's credit card details and other personal information. Data security has enormous implications for the management of a business's supply chain. Supply chain integration is based on trust. If this trust is broken, it will have a significant impact for both the buyer and the supplier. Simply stated, use of this software again provides threats and opportunities for both businesses and the people working within the respective supply chain functions.

View from the SCM Frontline

As a recent graduate I want to move around the business and work with various cross functional teams to uncover the key requirements and business drivers for each team and the overall business making sure all stakeholders requirements are aligned.

What it Means to YOU

The risk of data security is introducing a new dynamic to the supply chain. Professional service organizations such as IBM or McKinsey, who were on the periphery of SCM in the past, are emerging as leaders in redesigning and implementing advanced systems to maximize supply chain security and efficiency. Amazon is one of the world's largest providers of virtual data management systems. The question of data security is creating significant opportunities for skilled SCM professionals who specialize in the design, integration and management of secured data systems.

Trend 8: Globalization vs. Protectionism

Recent global events, such as the U.K.'s planned exit from the European Union ("Brexit") and an "America first" U.S. President Donald Trump, have some countries pursuing a protectionist trade agenda. Over the past quarter century, nations struck down many global trade barriers, allowing organizations' supply chains to benefit from efficiencies and expertise in other countries. Putting those walls back up will have a seismic impact on entire industries and companies. In fact, economic integration and free trade was pursued by the west following the Second World War on the premise that it was virtually irreversible, and once entrenched would insulate trade partners from future violent conflict. In the European Union context, this has proven true. If this protectionist pendulum shifts from rhetoric to fact (if Brexit happens and a Trump-led U.S. exits the North American Free Trade Agreement) the implications will have a dramatic impact on industry supply chains and broader society.

What it Means to YOU

The luxury of being an expert in a single area is over. The future will be defined by systems thinkers and as an SCM professional, understanding areas such as global politics and policy and their implications to your job, company and industry will be foundational and essential.

Just as specialized silo thinking isn't good enough, neither is a silo education or a silo career path. You need to be able to realize the result of an action across multiple functional areas within a business—financial, technological, operational, cultural and societal—and make evidence-based decisions. Not every SCM professional needs to be a programmer, but you'll be required to understand the constraints and opportunities that evolving technologies create and the implications to your role. Preparing for an interdependent future requires a Mission Map that leads you through a breadth of diverse experiences and contexts. If you can see how all the dots connect, you'll become infinitely more valuable to an organization.

Trend 9: Global Supply Chain Talent Shortage

The Canadian Supply Chain Sector Council reports there are over 25,000 unfilled SCM jobs today.¹³ Managers acknowledge that attracting, retaining and exercising top-notch talent is essential to the overall success of their business. There's a growing shortage of talented and capable supply chain management personnel.¹⁴ There are four main drivers of the talent shortage:

Changing skill requirements. Advances in e-commerce and technology require a new kind of SCM professional; one who combines tactical/operational skills with strong analytical, decision-making and managerial capabilities.

An aging workforce. The Baby Boomer generation has all but vacated business. The vacuum that this generation has left must be filled with considerably younger employees who possess the academic and experiential background to assume more senior responsibilities at a much younger age than in the past.

Competition. Competition within and cross industries is increasing as businesses poach supply chain talent from each other. Vacant positions are created as businesses try to catch up for not recognizing the evolving skill requirements earlier or having no sound succession plans in place.

Perception. There is a general lack of visibility as to what exactly is involved in SCM careers. Too many people think of all supply chain management roles as being mundane, tactical or short-term jobs.

What it Means to YOU

There's a strong consensus that the demand for qualified supply chain management professionals is growing. It's important to consider what will be required for new graduates entering the job market of 2027. People's skill sets and education are definite advantages, but businesses are looking for candidates who have demonstrated results when working in diverse team settings. Managers can teach skills more easily than they can teach results and experience.



58%

OF SCM EMPLOYERS
STATE THEY HAVE DIFFICULTY
SECURING EMPLOYEES WITH
THE NECESSARY SKILLS



6:1

FOR EVERY SIX JOBS
IN SCM, THERE IS ONLY
ONE NEW GRADUATE WITH
THE REQUIRED SKILLS

View from the SCM Frontline

Take a short-term approach to meeting long term goals. Look to short term assignments or tasks as a means of acquiring experience and knowledge will be foundational for future, longer term, career opportunities

Many of the jobs in SCM in the near-term are going to be blue-collar warehouse positions. For example, in January 2017 Amazon noted it will be creating 100,000 full-time jobs. Most of these jobs will be low-paying positions at one of the Amazon fulfillment centres. Technological advances in robotics in warehousing suggest that these new positions may not be sustainable.

Meaningful careers that are satisfying both intellectually and financially are tied to a relevant education. Obtaining a supply chain management degree on its own is a solid start; an undergraduate degree is the new entry-level requirement. Even better are differentiating degrees, double majors or minors in areas such as engineering, accounting and marketing (and others). However, formal and informal education in this era of SCM disruption will be a never-ending journey. Complacency will be a career killer. Commit to making professional and personal development a habit now so you'll be more agile in the future.

WHAT DOES IT TAKE TO BE AN SCM PROFESSIONAL?

A supply chain management skill shortage is forecasted due to both organizations' and individuals' inability to keep pace with the industry's rapid evolution.¹⁵ The successful SCM professional will need a combination of skills and knowledge from two clusters.

The first cluster is **core transferable skills**. Whereas SCM knowledge and skills are task-specific, core transferable skills can be used in lots of contexts. For example, being organized is a critical skill regardless of whether you're an accountant, a marine biologist or a creative director.

The second cluster is **SCM knowledge and skills**. These include the knowledge and skills required for an SCM job. For example, managing supply chain logistics, transportation and distribution.

In the charts that follow, look at the knowledge and skills that various SCM jobs might require. Don't worry if some of the knowledge and skills are unfamiliar at this point. You can refer to these charts later in *Supply Chain Management YOU* when you're identifying the current gaps in your knowledge and skills.

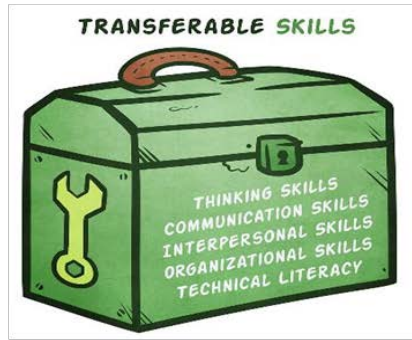
Core Transferable Skills

Core transferable skills are broken into five major clusters. Each cluster includes a series of specific skills that are more (or less) important for different jobs. Refer to the glossary in the appendix for detailed definitions of each skill.

Core Thinking Skills

Demonstrates thinking skills:

- Analytic thinking
- Transdisciplinary systems thinking
- Problem solving
- Adaptive thinking
- Intentional curiosity
- Thoughtful creativity



Core Communications Skills

- Ability to communicate effectively for different audiences using written, verbal, & non-verbal mediums
- Effective listening
- Persuasive storytelling
- Conflict resolution & negotiation

Core Organizational Skills

Evidence of organization skills:

- Self-starter
- Time management
- Follow through
- Perseverance

Core Interpersonal Skills

Evidence of interpersonal skills:

- Cross-contextual competency
- Effective leadership
- Self-confidence
- Work ethic
- Effective team player
- Emotional intelligence

Confident use of Digital Technology

Technology use is integral to functioning both personally & professionally. Most career pathways require using technology to communicate, problem-solve & conduct research. Note, this is different than task-specific technical literacy.

SCM Knowledge & Skills

SCM knowledge and skills are broken into four major clusters. Each cluster includes a series of specific knowledge areas and skills that are more (or less) important for different jobs. Refer to the glossary in the appendix for detailed definitions of each skill.

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Write compelling presentations & reports
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

JOB-SPECIFIC KNOWLEDGE & SKILLS



General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Leverage research to support insights
- Develop and manage forecasts
- Negotiate and manage contracts

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics
- Design, establish and managed related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

As you develop your Mission Map, you'll need to prioritize the knowledge and skills that best fit your professional mission. Many of the skills a digital strategist requires, for example, are distinct from the skills needed to be a channel manager or a market researcher (though there are lots that overlap).

To prioritize what experience and education you'll need, think about knowledge and skills for each job on a **four-level rating system**. Overall, you want to focus your limited time on the areas that offer maximum return.



<p style="text-align: center;">Level 1: Not required</p> <p>Depending on what career you're pursuing, there will be a bunch of knowledge and skill areas that you won't even require a "good at" to deliver on the vision of your supply chain management you.</p>	<p style="text-align: center;">Level 2: Good at</p> <p>"Good at" reflects an ability to engage and understand a topic but not be completely fluent (let alone an expert) in. For example, as a product manager, you may be good at understand operations and manufacturing processes, but you don't have to be an expert.</p>
<p style="text-align: center;">Level 3: Great at</p> <p>"Great at" reflects advanced knowledge or skill in an area. You may not be the best in your organization in this area, but you're close. For example, as a logistics manager you may not be a database specialist, but you should be great at integrating databases into the web system.</p>	<p style="text-align: center;">Level 4: Expert</p> <p>You need to be an expert in this knowledge area or skill. This is a "need to know," not a "nice to know." For example, as an operations manager you'll need to be an expert in all key skills related to operations management.</p>



At this stage, you might be asking yourself, **"How can I be good at all these things?" You can't be. Start by identifying your current knowledge and skills, with evidence to back it up.**¹⁶

Replicate the following table in your journal. List the skills you currently have and rate them using the four-level system above. Come up with **at least ten individual** knowledge areas or skills for SCM and for transferable skills. **The most important part of this exercise is the proof that you can do what you say you can do.** That evidence could be in the form of a certificate or associated work experience.

For example:

Cindy knows she is “great at” leadership (an interpersonal skill). Her evidence is that she was head bartender at the university pub with six staff reporting to her and experienced no staff turnover.

Marco is “great at” written communication. He has strong evidence of this since he publishes a popular blog for students at his university.

My Current Knowledge & Skills	Level Rating (1-4)	My Evidence Is...
My core transferable skills are...		
My SCM knowledge & skills are...		

Once you have completed this table, review it with family, friends and any current mentors you may have. Having a fresh set of unbiased and trusted eyes can often be an important reality check.

What’s a mentor?

A mentor is a trusted advisor on everything from school to jobs to volunteer opportunities and what clubs to join. This person may be a professional acquaintance or a friend. We recommend the best long-term approach is to build a team of mentors with diverse backgrounds and expertise (some professional, some personal). Dive into Step 3 of *Designing YOU* for advice on how to develop your mentor team.

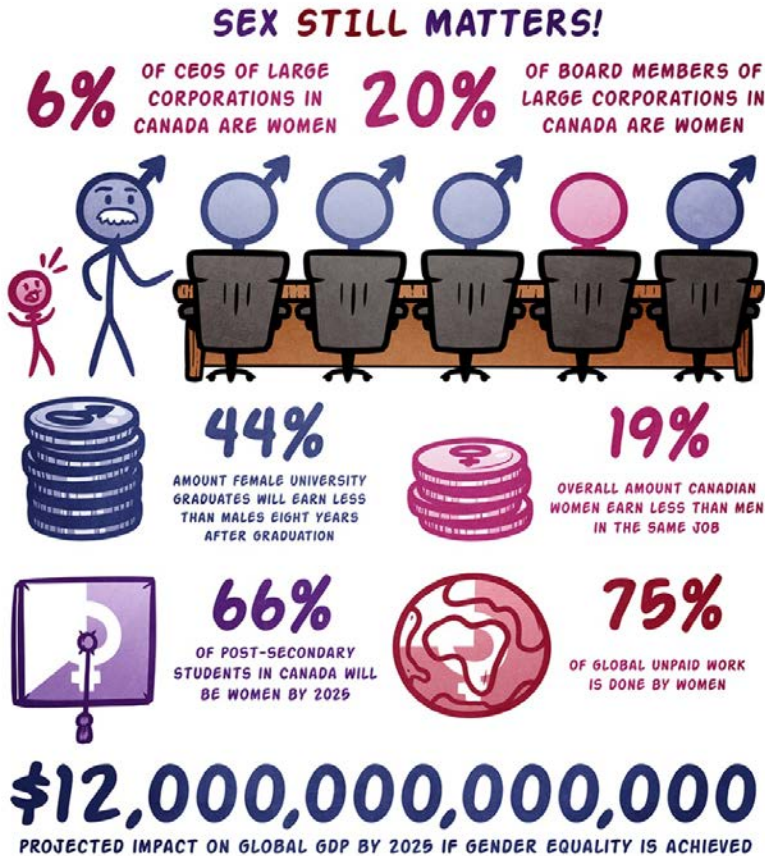
Does Sex Matter?



Though it’s not a “trend,” an important issue to consider when it comes to your career is sex. And by sex, we really mean gender here. The basic difference between the terms “sex” and “gender” is that **sex refers to biology**, while **gender refers to cultural and social perceptions of** (and biases toward) appropriate roles for different genders. There’s a load of complex research suggesting society plays a massive role in designing you based on their view of your gender.¹⁷ This research also suggests the brains of men and women are wired differently. Studies also show that we still treat men and women differently.

The guidance in *Supply Chain Management YOU* is applicable, regardless of your gender identity. As you launch your professional life, however, there are gender realities in the workplace worth understanding and incorporating into your thinking.

For example, research shows the value of building diverse teams; companies with gender balance on their boards and executive teams perform better than those without it.¹⁸ Yet, women remain drastically underrepresented in the senior ranks in many fields and equal pay for equal work remains elusive. In fact, the up to **80% of all SCM positions are held by men and 95% of SCM senior management positions are held by men.**¹⁹ Similarly, many employment fields remain so-called “pink ghettos,” where women are overrepresented, there’s little room for advancement and pay is often poor.²⁰ **The reasons behind this difficult reality are multifaceted.** They include women’s career choices, career disruptions (e.g. taking time off to raise children), stereotypes, discrimination and many other factors.²¹ **There’s no “quick fix.”** ²²



Society has not yet achieved true equality. This includes not only gender, but also areas such as sexual orientation, race, ethnicity or religious beliefs. Keep this all in mind when you're designing you.

For most of us, unconsciously or otherwise, our expectations of men and women are different. Sheryl Sandberg, the chief operating officer of Facebook, wrote a bestselling book called *Lean In*, in which she discusses how we all have **powerful unconscious biases about gender roles and gender behaviour**.²³ Think about it: The same behaviour that's viewed as strong, positive leadership from a man is often seen as negative and overbearing when it comes from a woman. For instance, more than 60,000 women and men were asked whether they preferred male or female managers. While slightly over half of respondents reported having no preference, the rest preferred male over female managers by a 2:1 ratio. Justifications for this preference tended to focus on negative stereotypes about female behaviour, such as women being too "emotional," "moody," "catty" or "dramatic."²⁴

It's human nature to notice other people's biases, while being blind to our own. Regardless of your gender identity, when you find yourself judging a woman for behaving aggressively, ask yourself whether you would be as critical of a man acting the same way. Also consider how prepared you are to challenge gender bias when you observe it happening around you. **Gender bias is deeply seated, so we all need to be self-critical to weed it out.**²⁵

We can be hampered if we think of "men's jobs" and "women's jobs." In *Supply Chain Management YOU*, you'll research potential jobs and conduct informational interviews to explore what sort of opportunities might be out there for a person of your skillset and interests. This process provides a prime opportunity to push beyond any (often unconscious) gender biases you



may have about your future professional life. The great thing about conducting informational interviews is you're exploring possibilities, which should include possible jobs that you might not consider at first because of your gender. **Don't rule out any role simply because it seems stereotypically more suited to another gender.**

Be sure to talk with people in non-traditional gender roles. Is their field of work improving for the underrepresented gender? Or are there still deeply entrenched barriers that are difficult to overcome? As part of this process, consider your own willingness to be in the minority in your field. Does the thought of being a trailblazer appeal to you?

With some research, you should be able to determine



whether the role in question is an opportunity to improve diversity and foster equal opportunities. For example, when investigating a particular industry or company, research their current leadership teams. If there is some degree of diversity, that's a promising sign for prospective women and minority candidates. If it's entirely white men, consider whether the organization is doing anything to encourage diversity. You may also want to check into the organization's work/life policies. Does the organization subsidize daycare? Top up maternity/parental leave benefits? Pay for fitness club memberships? In a competitive market for talent, you want to define a mission and join an organization that recognizes people as its most important asset.

Finally, **your 10-year Professional Mission might include a consideration about starting a family.** Since the biological reality remains

that females are the ones with the potential to give birth, "starting a family" means quite a different thing depending on your sex (unless you are adopting a child).

Having children is a particularly difficult thing to plan years in advance. In fact, even after a woman is pregnant, it's impossible to predict exactly when her maternity leave will start. **The more realistic approach is to expect to update your Mission Map down the road when you are ready to start a family.** Or as Sheryl Sandberg puts it, don't "lean out" of your career until you're actually pregnant. You might miss wonderful opportunities if you put too much focus on a possible future pregnancy that may or may not happen as planned.²⁶

Breaking the Gender SCM Gender Barrier

Denise's career started a District Manager where she led a team of retail store owners which also included auto mechanics. To maintain the retail properties, she regularly engaged a close network of suppliers. Over time she went on to lead a national retail chain. While in this role, she was the highest ranked female in the organization by two levels. In fact, looking back at her career, there were only a few females who had moved past entry level positions. She recognized that gender played a role. But she chose to focus on the issues which drove the business and not worry about things out of her control. She found that results trumped many of these other issues.

Denise believes in asking questions and not stopping until you have the answers. Moreover, she learned to work effectively with a variety of people at every level of the organization, and with all disciplines and educational levels. She became very comfortable with making tough choices, while focusing on keeping humor. Eventually, senior leaders began giving her unique challenges which included new geographical locations or the next level of management.

Her advice to any female considering SCM, if you truly believe that hard work and a strong work ethic is worth something, if you like to be where the action is, you crave variety, a good challenge and can cope with a little ambiguity, then don't worry whether you have all the skills to be successful. Because you don't. And you never will. Good leaders don't look to match exact task-specific skills to the job. More importantly, they look for core transferable skills that can be built on. Signing up for a career in SCM has the potential to be an incredibly wild and fun journey!!

The Last Word: Never Stop Asking Questions

Every great SCM professional knows research—competitive intelligence and environmental scanning—is core to identifying opportunities and threats. Consider these nine macro-level trends as a start and rigorously continue to evaluate other trends, both inside and outside of SCM.

Look at this type of market intelligence gathering as a daily task. **Follow lots of industry leaders on social media channels or blogs.** Find out what they're thinking about and the questions they're asking; remember to keep asking yourself the implications that emerging trends have on your life as an SCM professional.

DEFINING YOUR PROFESSIONAL MISSION

When you know your destination, you can use it to support your decision-making enroute. To define your professional mission, you'll consider your current and future experience, knowledge and skills, all of which create your unique value as a professional SCM professional.

First, make sure you've answered the questions from the start of *Supply Chain Management YOU*:

1. What **functional SCM job** do I want to do?
2. What **industry** do I want to work in?
3. What **size of organization** do I want to work for?



In your journal, consider these questions once again. Have your answers changed? Why? Why not?

WHAT'S YOUR 10-YEAR PROFESSIONAL MISSION?



You'll need to tap into that **intentional curiosity we talked about earlier**. **Great research starts with asking great questions**. Below are some **thought-starter questions** you may want to consider as you start exploring your professional mission:

1. What are the different types of careers in SCM?
2. How is the field of SCM changing? What's driving this change?
3. What parts of SCM are growing the fastest?
4. What type of education do I need to be successful in different SCM jobs?
5. What are the most important knowledge and skills for SCM jobs in each career cluster?
6. What's the starting salary for SCM jobs?
7. Do people stay in SCM for their entire careers?
8. What are the common entry-level positions in SCM?
9. How does the locale impact careers in SCM?
10. What international opportunities may exist in SCM?

Answering these big questions can't be rushed, so go slow and expect this part to take weeks or months to complete. Don't forget that predicting the future is hard and few of us get it right, so when doing your research, use **the principle of triangulation**: If you see or hear something from three credible sources then there's a very good chance you should pay attention and add it to your Mission Map.

Step 1: Conduct Secondary Research

Your secondary research, sources will include:

- government reports (e.g. employment studies, census data)
- annual reports of companies, periodicals (e.g. newspapers)
- other media (e.g. podcasts)
- scholarly journals
- commercial information (e.g. Canadian Supply Chain Sector Council)
- credible online publications (e.g. Scientific American, Fast Company).

This research will uncover industries, educational programs, people, books, websites, podcasts, companies and jobs in Supply Chain Management YOU, you've never heard of.



Replicate the following table in your journal and use it to track your research. Keep notes on the sources of your information and the nuggets you find. The invaluable part about existing information is that it can trigger questions. Jot down these questions for your informational interviews later.



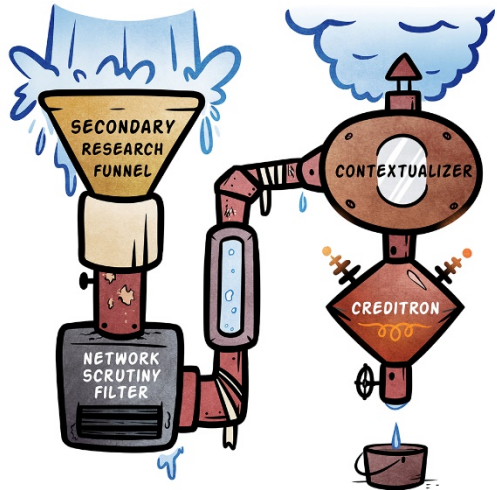
As a starting point to answering these questions, we suggest you follow the detailed research process in Step 4 of *Designing YOU*. Below is a condensed version of this process. Here's a sample table to see how you can identify opportunities:

Potential Opportunities	My Questions
Influence SCM	<ul style="list-style-type: none"> ○ How much can I get paid? ○ What type of education and experience do I need? ○ Do I need to move?
Autonomous Vehicles	<ul style="list-style-type: none"> ○ What type of education is required? ○ Are there internships available? ○ Where are these jobs?

Step 2: Analyze SCM Job Postings

Job postings are easy to find online and are invaluable for identifying emerging opportunities and trends in the areas that you love. They can also expose you to the types of jobs that exist in your areas and companies of interests. Also:

1. It's simple to collect a large and diverse sample. Review a **minimum of 25 job postings** in a specific area you love to ensure an effective comparison.
2. Many job postings are archived and are accessible via www.archive.org/web, so you can assess trends over time.
3. The extra work you put in to summarize the job postings can help you identify trends and themes that may not be obvious to others.



When you're summarizing job postings, it's helpful to collect information on several major areas of employment that you're interested in. Use a spreadsheet program such as Microsoft Excel or Google Sheets to track the answers to the following questions:

Company Details

1. Industry
2. Size of company (e.g. number of employees)
3. Location (the location may reflect culture, language and compensation)

Job Details

1. Title
2. Level of position (titles can be misleading)
3. Responsibilities (e.g. does it mention what they'll be doing?)

Qualifications

1. Education (do they specify a major?)
2. Professional experience (years and type of experience)
3. Professional credentials (does it mention specific credentials are required?)

4. Industry engagement (does it mention if active involvement in a professional association is important?)
5. Personal attributes (does it mention the importance of any specific interpersonal or communication skills?)
6. Are each of the qualifications “required” or “preferred”?

Below is a sample of a summary table of job postings related to the job of a sales manager.

Professional Mission	Major Themes	So What?
<p>Distribution Manager</p>	<p>75% require a university degree. 50% request education associated with SCM.</p> <p>All jobs ask for previous experience in sales with the majority asking for a minimum of five years.</p> <p>50% ask for distribution or sales experience in a specific industry sector. Only one posting specified themes associated with organization size and scope. In that case, it was related to experience managing a global sales force.</p> <p>70% ask for experience in management.</p> <p>60% ask for experience using customer relationship management (CRM) software.</p>	<p>I must complete my university degree and pursue minors in both SCM and marketing.</p> <p>I need to break into sales or distribution while in school to build evidence of expertise.</p> <p>I should get diverse distribution expertise in different industry contexts and narrow this expertise within five years.</p> <p>I need to learn CRM! I'll look for online CRM training.</p> <p>It remains unclear how a sales manager role will evolve over the next decade.</p>

Step 3: Networking and Talking to Real SCM professionals

The next step is to immerse yourself in the industry by meeting and interviewing real SCM professionals. These people can tell you what the next ten years of SCM may look like. It's important that you do the work in Steps 1 and 2 first so that you go to your interviews armed with enough information to get a deeper level of knowledge.



In Step 4 of *Designing YOU* we walk through a detailed process on how to network, book interviews, and get the most value out of these meetings. Each interview will raise new themes or questions that you'll want to explore and test in future interviews.



One useful approach to determine what you're trying to learn from these interviews is to notice the assumptions you're making about the field, industry or job, and then use the interviews to test these assumptions. For example, your earlier work may have uncovered design as a possible career path. To dig deeper into design, you would list a set of assumptions and how you might validate them. For example:

My Assumption	How I Can Test This
To be a distribution manager I need to have worked in sales.	Explore what courses are required. Interview SCM professionals about the skills they use every day.
I need a degree or diploma in supply chain management to be able to break in.	Search past job postings to look for qualifications. Interview a broad range of SCM staff to explore their pathways and what they look for today when recruiting.

How do I book an interview?

The first rule of an informational interview is respect. **Every person you want to interview is doing you a favour.** Most of these interviews won't exceed 30 minutes, so they need to be laser-focused. Consider the following:

1. **Connect through a mutual contact.** For example, "Hamid Zakari suggested I contact you because of your expertise in..."
2. **Make it personal.** Demonstrate you know something about them through your digging. For example, "I see you also studied accounting at the University of..."
3. **Be persistent and keep asking.** As you're the lowest priority in their inbox, you'll likely have to send a couple of reminders. Be polite and persistent and if they say no, ask them for anyone else that they could suggest. This'll ensure you'll have a return on your effort.

4. **Make it easy for them.** Offer to work to their schedule and meet them at their office or anywhere they'd like to meet. This interview is for you—not them. Don't be surprised if the interview is a month or more out. Professionals are busy people.

What should you ask?

In addition to the questions above, below are some more thought starter questions to consider asking during your interviews (there is an expanded list in the appendix of *Designing YOU*):

1. What does your current job entail? What does a typical day look like?
2. What kind of decisions or issues are you often faced with in your job?
3. What type of training or education prepared you for your current job?
4. What's the best part of your current job?
5. What's your least favourite part of your current job?
6. What courses at school best prepared you for your career in SCM?
7. If you could go back to school and start all over again, would you do anything differently?
8. Did you do a co-op or internship in college/university? Would you recommend this? Why?
9. Are there specific extracurricular activities that might help me prepare for a career in SCM?
10. What jobs and experiences have led you to your present position?
11. When you reflect on your career so far, what would you do more of? What would you do less of?
12. When you look at people who have succeeded in SCM, what characteristics do they tend to have?
13. What would you suggest is the most important thing someone entering SCM should know?
14. If you were going to do it all over, would you become an SCM professional again?
15. What do you wish you'd known before you became an SCM professional?

Consider this only a start

Ideally, this interview is not simply a one-off. A core objective of this process is for you to **build your professional network** and identify mentoring candidates. Following the interview, ensure you send a note thanking the interviewee for their time. Personalizing the note by identifying some key themes they highlighted shows you were paying attention and

reinforces the value of the time they spent with you. In your note, ask if they'd be open to keeping in touch so you can reach out with any additional questions.

Step 4: Defining your Professional Mission

Once you've completed your informational interviews, you should be closer to defining your professional mission. There are three stages to defining your mission:

What's Your "What"?

For the first stages, let's go back to the original three questions we asked.

1. **What** functional SCM job do I want to do?
2. **What** industry do I want to work in?
3. **What** size of organization do I want to work for?



Your research should have inspired you to be able to **answer at least two of these three questions**. In addition, you should have a sense of priority. Replicate the table below in your journal.

Here is the challenge—you need to project yourself 10 years into the future. These aren't just questions for next week or next year... but a 10-year target.

The 10-Year "What"	Your Mission	Priority
I want to be a...		
I want to work in....		
I want to work for...		

Here's a sample.

The 10-Year "What"	Your Mission	Priority
I want to be a...	Transportation Manager	1
I want to work in....	Railway or Air	2
I want to work for...	CP Rail or WestJet	3

What’s Your “Why”?

The limitation with the above exercise is that it tells us what you want to be, but not **why anyone would want to hire you** compared to other candidates. Therefore, the next step requires you to articulate “why you?” compared to others. This will allow you to create your unique value proposition—in other words, what makes you the best choice for the job. Remember, you’re projecting 10 years into the future here. To do this, complete the table below:

Your Professional Mission	
For...	Who’s your target industry or company?
That...	What’s their specific need that isn’t being met?
I am...	What’s your functional SCM job?
Who...	What’s your specific skill or knowledge that’ll satisfy their need?
Unlike...	Who are your competitors who are also trying to satisfy this need?
I...	What unique skills and experience do you have that’ll differentiate you from all the other employees?

Here’s a sample of how these questions might be answered.

Your Professional Mission	
For...	A national sporting goods retailer.
That...	Needs to leverage both data and dynamic content.
I am...	A person with a mix of proven analytical skills and ground-level distribution experience.
Who...	Is both a data scientist and a salesperson.
Unlike...	Those who are either data analysts <i>or</i> salespeople.
I...	Am a seasoned professional in data analytics with ground-level distribution experience.

In answering these questions, consider the things you love to do and what you're good at combined with real opportunities in the marketplace for you to make a living. If all those elements are there, you've just defined your professional mission! If you have trouble answering these questions, it probably means that you'll have to go interview more people or find some additional information. Be honest with yourself.

What if I get stuck?

Remember, getting to the point where you can articulate your professional mission is hard but important. **Don't be in a rush to move on and don't be frustrated if you conclude you don't have any unique value yet.** At the start of this process, this is understandable.

View from the SCM Frontline

It's important to determine which facet of SCM and business in general best suites your personality and interests. The ability to learn, grow and change career directions with the SCM sector.

A key goal of this process is to identify the knowledge and skills that'll make you unique and valuable in the future. The difference between the you of today and the you of tomorrow is the gap that forms the foundation to your Mission Map.

Articulating your 10-Year Professional Mission Statement

Now, you'll condense your answers to these six questions into a concise **10-Year Professional Mission Statement. Keep it under 100 words.** Your mission statement offers a simple description of the future you. Having this mission statement allows you to check if you're spending your precious and limited resources (time and money) on a meaningful purpose.

Here's the trick to an effective mission statement: It can't be constrained by history, the status quo, your comfort zone or your current identity. Your 10-Year Professional Mission Statement is about defining your professional identity; it will be a big part of your personal identity.

At this stage, you don't have to fully understand how to achieve your mission, but you should be able to see some of the major milestones along the way. Below is an example:

"In 10 years, I will be a director of SCM for a major fashion brand. I will be an expert in branding, market segmentation and emerging industry trends. I will be a sought-after public speaker and a mentor for emerging talent in fashion SCM."

Defining your 10-Year Professional Mission is hard and it's a house of cards. When it all comes together it feels great, but sometimes the littlest unexpected thing (good or bad) can disrupt it all.



For this reason, we encourage you to **map out at least three** 10-Year Professional Missions based on **three distinct "what if" scenarios** using the table below. When you're considering the possibilities for your "what ifs," be aspirational. For example, "what if" in one of your scenarios you stay in the city you grew up in, but in another scenario, you move to New York? What if in another scenario, you decided to stay as a consultant for the next decade? But in a third

scenario, you decided to go to a large multi-national company? The system-wide implications of one “what if” may be massive or small, but through “what if” planning you can start to understand life’s trade-offs. (We are only considering the professional mission “what ifs” here. In *Designing YOU* we challenge you to think about all the other potential “what ifs” that could influence your future, such as relationships.)

The goal of reflecting on these “what ifs” isn’t intending to paralyze you, but to inspire you. Instead of being crushed when circumstances get in the way of achieving your chosen professional mission, you’ll know that it was only one of many possible scenarios.

“What If” Scenario A: _____	“What If” Scenario B: _____	“What If” Scenario C: _____



As part of the “what if” reflection, engage your mentors for input. Refer to Step 3 of *Designing YOU* if you don’t have a mentor yet.

Don’t Forget About Everything Else

If you’ve come this far, you have a pretty good sense of what your professional mission looks like. Maybe you aspire to be the global buyer for Fashion House, or a director of SCM at Tesla. Your professional mission should be audacious. Your ambition should highlight the gaps between the you of today and the you envisioned in your 10-Year Professional Mission.

However, there’s one problem. You’re more than just a paycheck; you have relationships and other passions that extend beyond a career. This is **everything else in our life that is important and only you know what those things are.**

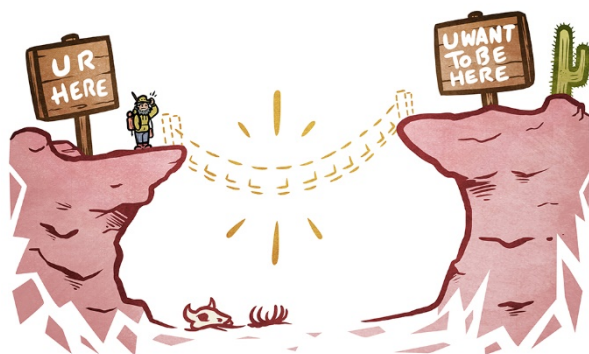
Over your lifetime, you and the world around you will continuously change. This re-iteration process is common. It’s a sign of a great SCM professional; an SCM professional who doesn’t fall in love with a single idea, but rather one who is prepared to change and adapt when the evidence tells them it’s time.



At this stage, we recommend you head to Step 5 of *Designing YOU* and test your professional mission relative to **everything else** in your life.

GETTING FROM HERE TO THERE

Your 10-year mission is aspirational and ambitious. It's a little scary, but it's supposed to be. The ambitiousness in your 10-year mission highlights gaps between the you of today and you in ten years. If your mission is the destination, then the gap is the journey—it is the actions required to reach your destination.



The map to get you from here to there involves a series of complex and interdependent activities. In this section, you'll build the Mission Map to get you to your 10-Year Professional Mission.

Link Your Professional Mission to Knowledge and Skills

To create your Mission Map, you'll first need to understand the critical skills core to your 10-Year Professional Mission. Then we'll address the gap between here and there.

First, recall the three career clusters we introduced earlier: creation, communication, delivery and integration. At the highest level, any jobs that fall under a specific career cluster require **a common set of knowledge and skills**. You probably saw this trend in the research you did earlier when certain knowledge areas or skills such kept appearing over and over. This is because certain knowledge areas and skills are critical to specific career clusters. So, if you want a career in the "creation" cluster, there are minimum skills you'll need to develop. **On the next page, we break down the critical SCM knowledge and skills required by the three career clusters.**

Refer to our four-level ranking system from "not required" to "expert" and rank the knowledge and skills relevant to your 10-Year Professional Mission. By the time you're ten years into your career, you'll need to be at least "great at" (and often an "expert" in) each of these areas.





The next step in developing your Mission Map is a **professional gap analysis** so we can plot your journey. **Complete the Mission Map Table 1** below, which considers the following four questions:

1. What are the specific priority knowledge and skills (both SCM and transferable) required to achieve your 10-year mission?
2. What is your evidence these priorities are important (e.g. interviews, research)?
3. What is the required level you'll need to achieve in 10 years?
4. What is your best guess of your level today?

The third and fourth columns represent your professional gap. **There should be A LOT of gaps. Your Mission Map will allow you to close these gaps over time.**

Mission Map Table 1 – Mission Map Gap Analysis

Specific Priority Knowledge and Skills	Evidence this is Important	Required Level in 10-Years	My Level Today
Data analytics	7 of 10 interviews. 70% of job postings.	Expert	None

Be sure to share your results with your mentors.

From the SCM Frontline

When I joined supply chain management I didn't realize this breadth of opportunities for diverse career paths from specialists to senior management in various industries, which makes supply chain management career a long-term proposition.

Bridging the Gap

For most twenty-somethings, ten years may as well be 100 years. As a result, a lot of people get frozen by the daunting task of looking ahead ten years. One of the biggest barriers to moving forward is the question:

What is the first *real job* I should get after graduation?

There's a problem with this question. "Real life" doesn't begin after graduation. It's happening right now.

The development of your foundational knowledge and skills is happening in the context of five professional types of **building blocks experiences**:

1. education & learning
2. employment experiences
3. volunteer experiences
4. contextual experiences
5. relationships

The knowledge and skills you defined as critical to your 10-Year Professional Mission can't all be learned by accident. Rather, they need to **be the outcome of an intentional development process**. In other words, the expertise you'll possess in ten years, whether it be leading a produce management team or being a sought-after specialist in logistics, won't be a fluke.

PROFESSIONAL YOU BUILDING BLOCKS



Let's review each of these experiential building blocks. In your journal, **consider the sample questions based on the current you and the you 10 years into your career.**



Education and learning refers to traditional forms of education (like university or college) and other forms of lifelong learning ranging from professional development courses to awesome podcasts and books.

Questions to explore:

1. What should I major and minor in?
2. What specific courses should I take?
3. Do I need to go to graduate school?
4. What certifications will I need?
5. What podcasts should I listen to?
6. What books should I read?



Employment experience means every job you'll ever have—full-time and part-time alike—that contributes to your skill development (even beyond SCM). While in school, this could include co-op terms, internships, and part-time and summer employment.

Questions to explore:

1. What type of internships or co-op positions should I take while in school?
2. What could be my first job in SCM when I graduate?
3. How can I get employment experience, so I can become knowledgeable across all three career clusters?
4. How much time should I spend in various jobs?



Community experience includes all those volunteer and extracurricular activities that contribute to your knowledge and skill development. This might include involvement in clubs, teams or community organizations.

Questions to explore:

1. How can volunteer roles support the development of my key knowledge and skills?
2. How can volunteering support my networking?
3. What types of organizations align with my values?
4. Do I want to assume a leadership position in an organization?



Contextual experience includes international experiences, industry experiences, organization size and scope, and travelling experiences.

International experiences: Paid or unpaid international work experience.

Questions to explore:

1. What are the benefits to doing a semester abroad?
2. How can working internationally contribute to my SCM knowledge and skills?

3. How is working internationally in SCM different than international SCM?

Industry experiences: Specific industry sector experiences throughout your career.

Questions to explore:

1. How could my choice of industry sector change my job as an SCM professional?
2. Should I get experience in both product and service SCM?
3. I'm not very technical; does this mean I'm at a disadvantage if I want to be a technology SCM professional?

Organization size and scope: The size of an organization can have a significant impact on the scope and depth of a role.

Questions to explore:

1. How does working for a startup help me?
2. What are the benefits and risks of me building an entire SCM career in a single large company?
3. Should I take a job at a large global multinational organization to meet my goal of working internationally?

Travelling experience: International experience and exposure to diverse cultures can contribute to your personal and professional development.

Questions to explore:

1. How can travelling internationally contribute to my knowledge and skill development?
2. If I take time out of my career to travel, am I risking being passed by people who don't?
3. Can I blend my desire to backpack around the world with a desire to work internationally in SCM?



Relationships captures three major categories—mentors, networking and personal relationships.

Questions to explore:

1. How can mentors help me get ahead?
2. How can my professional network contribute to knowledge and skill development?
3. My professional mission is part of my life—but it's not my whole life. How can I ensure I maintain successful and fulfilling personal relationships while still pursuing my professional mission?

Sample Mission Maps

Before you develop your own Mission Map, we'll review 15 sample Mission Maps based **10 years into a career**. Each map is a summary based on interviews and surveys of real people and their real experiences in SCM and in life.

There is never just one single map to get from here to there. **Consider these sample Mission Maps more of a compass than a GPS**. They won't tell you exactly how to get from here to there, but they'll point you in the right direction, tell you where to start and offer example attractions along the route.

THERE IS NEVER JUST ONE SINGLE MAP TO GET FROM HERE TO THERE. CONSIDER THESE SAMPLE MISSION MAPS MORE OF A COMPASS THAN A GPS.

Below are the 15 Mission Maps included in *Supply Chain Management YOU*.

Customer Relationship Management Jobs Internal SCM Jobs

Marketing Analyst

Director of Marketing

Product Marketing Manager

Director of Sales

Expeditor

Director of Operations

Senior Inventory Analyst

Materials Manager

Transportation Manager

Supplier Relationship Management Jobs

Purchasing Manager

Contract Manager

Category Manager

Shipping/Receiving Manager

Production/Manufacturing Supervisor

Quality Assurance Inspector

Information Technology – Analyst

Project Management – Operations

The “10 years into a career” bit is important because **the real people behind these Mission Maps all started in a place like you**. It was their diverse experiences that made them what they became.

The 15 Mission Maps are composed of the following sections:

Job Title & Sector: Pay attention to the sector or industry.

Job Description: What this hypothetical person does in their role.

Salary Range: What this position earns in Canada in 2017 dollars.

Priority Knowledge and Skills: The knowledge and skills required to be an “expert at,” “great at,” and “good” at in year 10 in this position.

The Tip: Something so important about this person's role they had to tell you about it.

Building Block Experiences: This section is broken down by the five professional building blocks and examines how each contributed to this professional's knowledge and skill development.



Regardless of your 10-Year Professional Mission, **read and reflect on all the samples below** and take lots of notes. You may not be interested in being a creative director, but you may find it interesting how a person may have started in the non-profit sector; you may not aspire to be a director of sales, but you may find it valuable how someone used extracurricular experiences to develop their networking skills.



Marketing Analyst

SALARY RANGE (2017): \$50,000-\$72,000

I am the eyes and ears of any good marketing team. I find out what people want and what people have, both the buyer and the seller. I take the business strategy from concept to reality. To do this well, I must focus on what a plan can achieve and how, and enjoy implementing strategies on the foundational level of a marketing team. Information is my trade and being aware of trends and consumer behaviors is the basis of my job.

The Tip: Your school major will not differentiate you academically, but your minor can. Pick your minors with a clear intention of signaling interest and expertise.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Arts (psychology) with minors in statistics and SCM ● Master of Science (marketing) ● Completed AMA Digital Marketing eLearning Certificate Module ● Became TED Fellow 	<p>When it comes to numbers and data analytics, people trust credentials. This required me to spend more time in a classroom. But once I had the credentials, plus deep experience, I became both unique and valuable. I'm part analytics guru, part anthropologist, part salesperson. To be great, I need to persuade senior people to act on my recommendations because if they don't, I'm just another data nerd.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> ● Worked as a bartender during university ● Experiential marketing experience from summer jobs ● Pursued sales position out of university to understand role of data and metrics ● Transitioned to a corporate marketing analytics position five year into career ● Transitioned to agency in year 10 to apply both marketing and analytical skills in advising clients 	<p>Front-line experience interacting with real customers (e.g. hospitality, promotions) early in my career offered a lens into consumer psychology. I love analytics and evidence, which led me into data-driven decision-making roles. This gave me expertise in using data to persuade and influence decisions. After a decade on the corporate side, I had the skills and legitimacy to move agency side to advise diverse clients on the role of evidence-based decision-making.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> ● President of analytics club in university ● Alumni mentor following graduation ● Involved in local TEDx for nine years, including two years as board chair 	<p>Real-world experience opened me up to people, stakeholders, responsibilities, and industries. I got out early and often and met different people with different perspectives. I found that making a difference in my community made a giant difference to my career trajectory.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● President of the analytics club in university introduced me to diverse people and experiences 	<p>My club experience developed the core skill of how to lead a team. This experience, combined with my love for analytics, was foundational to my career.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Inquisitive personality contributed to proactive networking and pursuing diverse career mentors (at all levels) 	<p>I built relationships with senior stakeholders early on. I found people naturally like to share their knowledge and impact others, so I made sure they knew the difference they made to me.</p>



Director of Marketing

SALARY RANGE (2017): \$100,200–\$127,500

I market technology to big companies. To do this well, I need to know the fundamentals of our business and translate this into value for a very select group of decision-makers in our clients' big companies. I also need to understand the competitive landscape and invest in opportunities to build our firm's reputation as a capable and trusted thought leader.

The Tip: Context is everything in marketing and SCM. Move around early in your career to discover what you really love and hate.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Customer Relationship Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Apply principles of CRM • Manage a sales process • Compelling presentation & report writing • Develop & execute a distribution strategy • Leverage e-commerce • Develop & execute a merchandising strategy • Leverage co-operative marketing • Provide customer support • Develop & execute a pricing strategy <p>Internal Supply Chain Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Collaborate with partners in product/service design • Manage inventory and warehousing • Manage order fulfillment • Manage transportation logistics 	<p>General Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Manage budgets • Manage projects • Negotiate contracts • Conduct competitive analysis • Conduct environmental scan • Leverage contextual knowledge • Analyze data & leverage business intelligence • Develop and manage forecasts • Manage business intelligence and analytics • Negotiate and manage contracts <ul style="list-style-type: none"> • Design, establish and manage related contracts • Identify and develop strategic sourcing relationships • Establish strategic and tactical SCM plans and processes
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Business degree. Major in marketing and a minor in SCM • Diploma in finance from local college • Certificates in web and social media analytics • <i>Freakonomics</i> by Steven Levitt and Stephen Dubner. • Industry publications 	<p>My formal education in marketing and SCM provided a depth of product, pricing, promotional and operational expertise. This, combined with training in finance and digital media, gave me the foundation to work in an increasingly convergent marketing communications world. I need to learn something new every day.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Retail sales experience while in school • Account coordinator at a marketing agency for a summer. Was offered a full-time position at graduation. • Marketing project manager at a regional company (with exposure to B2B and B2C) 	<p>Working at an agency allowed me to better manage third parties. Having junior roles (including retail sales) early on gave me the ability to understand the full marketing cycle. My project management experience allowed me to appreciate how it all worked together.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • An executive at a school club • Participated in charitable organizations including the Food Bank 	<p>This allowed me to gain exposure to a variety of perspectives and learn from others about what motivates people. It also improved my work ethic and I learned how to enjoy intrinsic motivators.</p>

Contextual Experiences: <ul style="list-style-type: none"> ● Attended marketing conferences to be exposed to how brands are solving problems 	It's important for me to be well-rounded because this role is more generalist than specialist, plus I need to be able to influence others.
Relationships: <ul style="list-style-type: none"> ● Learned how to “play nice in the sandbox” with managers from other disciplines ● Developed effective working relationships with executives ● Sought out an internal champion within the organization who could support my initiatives via back channels 	I found that earning the respect of peers who may not always value the marketing discipline was a core skill. I needed to learn how to speak their language and translate my activities into things they appreciate.



Product Marketing Manager – Technology

SALARY RANGE (2017): \$97,400–\$121, 900²⁷

I love my job because I get to work with almost everyone who has a role in bringing cool new products to market. For example, the product designers ask me for insight on what features our product should have; the manufacturing people need guidance on the cost limitations to build our product; and the salespeople need support in translating the features into benefit statements they can sell to our clients. Positioning our products in the marketplace and crafting messages that drive demand are some of my favourite parts of this role that’s both technical and creative.

The Tip: Be different and do one thing every year that causes people to ask, “So, why did you do that?”

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics
- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Engineering with a major in marketing and a minor in SCM • Master of Business Administration (marketing) • Professional Project Management (PMP) certification via the Project Management Institute • Regularly listen to a range of product marketing and product management podcasts 	<p>I find that the blend of technical and business education offers me an enormous advantage because I straddle engineering and marketing. I think great product marketing managers need to know how to ask the hard questions—whether it be to the engineering team or sales team.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Retail sales specialist • Sales coordinator for enterprise software • Enterprise support specialist for an enterprise software company • Business development manager for a small startup • Marketing manager in a start-up • Product marketing manager in a start-up • Product marketing manager (following the acquisition by a global company). 	<p>This pathway provided me a background in selling and customer experiences essential to understanding a product’s marketing needs. To succeed in this job, I needed diverse experiences in sales, marketing and technology. It was key that I was proactive in mapping out the knowledge and skills I would need, and how to go out and get them.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Organize events for a technology association • Mentor junior staff 	<p>Volunteering creates great opportunities for me to build relationships and diversify my contextual experiences.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Travel whenever I can • Attended a technology camp in California • Attended a start-up weekend in Waterloo 	<p>I was intentional in trying to identify unique contextual experiences that expanded my knowledge and skills.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Had both marketing and technical mentors to guide development 	<p>My mentors were critical to keeping focused and on-track. Diversity is important.</p>



Director of Sales – Sporting Goods

SALARY RANGE (2017): \$130,400 - \$165,800

Some of my friends tell me that I have the best job in the world because I get to sell what I love: the best sport in the world. I'm living the dream, but it's long hours and hard work. For every "yes," I'll get 50 prospects saying "no." But it's the single "yes" that gets me up every day. I'm a manager, a motivator and a mentor to my sales team. My clients are my partners; results data is always top of mind, and my reputation for delivering on what I promise is my life blood.

The Tip: If the most interesting thing about you is something you read in a textbook, you're probably not a very interesting (or unique) person. Go live life and have stories to tell.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts
- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Arts (Sociology) with a minor in SCM ● Diploma in finance via Coursera ● Sales training from Mike Weinberg's Sales Simplified course ● Dale Carnegie relationship selling course 	<p>I knew a university degree was integral to break into the business. Doing a minor in SCM helped me to understand some key financial principles that led me to a diploma in finance. In sales, I find I need to always push myself and my staff to learn something every day.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> ● Two sales internships for minor league teams ● Customer service representative for a major league team ● Account manager for a major league team ● Director of sales & marketing for a minor league team ● Director of sales for a major league team 	<p>I found performance creates opportunities. The early stages were super hard work and I needed to persevere through rejection. I found most people didn't have this driven resiliency, and because I did, I built a network and a reputation that have become my greatest assets.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> ● Was in membership role for student club ● Fundraising lead for local chapter of KidSport ● Coach youth sports 	<p>Volunteer activities introduced me to people outside of my industry and network. This created the ability to develop and expand my skills and give me proof I have them. My volunteer work has been an important foundation for building a sense of humility.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● Have travelled to 18 countries 	<p>Exposure to diverse cultures reinforced my humility because it showed me the world is big and what I know is so small.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Had a professional mentor in first job out of university ● Play pickup hockey with people in my industry ● Client networks and personal relationships 	<p>Success in sales is about building strong relationships and networks. I recognize all relationships must be win-win. Sales can involve long hours (early mornings and late nights), so I need to have strong personal relationships who value this part of me.</p>



Category Manager

SALARY RANGE (2017): \$74,000- \$104,000

I excel at making complex things simple. My job is to take purchasing to the next level through establishing cross-functional teams that will allow for a more complete focus on establishment of purchasing relationships to provide for optimal business results. Organizing is my craft, and my passion lies in doing just that. The companies that I work for offer a lot of different goods and services, my job is to categorize them into groups that make sense.

The Tip: In a world of hype for big data and analytics, people forget communication is about real people. Get out from behind your screen and talk to someone different every day.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Customer Relationship Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Apply principles of CRM • Manage a sales process • Compelling presentation & report writing • Develop & execute a distribution strategy • Leverage e-commerce • Develop & execute a merchandising strategy • Leverage co-operative marketing • Provide customer support • Develop & execute a pricing strategy <p>Internal Supply Chain Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Collaborate with partners in product/service design • Manage inventory and warehousing • Manage order fulfillment • Manage transportation logistics 	<p>General Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Manage budgets • Manage projects • Negotiate contracts • Conduct competitive analysis • Conduct environmental scan • Leverage contextual knowledge • Analyze data & leverage business intelligence • Develop and manage forecasts • Manage business intelligence and analytics • Negotiate and manage contracts <ul style="list-style-type: none"> • Design, establish and manage related contracts • Identify and develop strategic sourcing relationships • Establish strategic and tactical SCM plans and processes
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Business Administration (General Management) with a minor in SCM • Halfway through completing my MBA. 	<p>Category management is a highly competitive space. I started my MBA after working for seven years. I realized this was essential for me to get to the next level of management. The best thing is my company is sponsoring my MBA. Consider education a life-long challenge.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • While in university I worked as a salesperson for a large electronics retail. • Did internship with a large department store and moved around into different departments. This was my introduction to category management. • At graduation, hired by the same department store I did my internship at. I started as a sporting goods category manager and moved into electronics. 	<p>Start your career now! If you wait until you graduate, you will already be far behind. Reading about how to do something is important but doing it (and failing) is your real education. My career has spanned a lot of experiences and all with a clear purpose. My retail experience and internship both set me up for getting my job as a category manager.</p>

<p>Community Experiences:</p> <ul style="list-style-type: none"> ● I am active in the local chapter of the Supply Chain Association of Canada (SCMA) and facilitate a Lean In Circle. My passion is engaging women in this field. Part of my volunteer work is speaking at local high schools about the importance of females pursuing careers in technology. ● 	<p>I have been passionate about the issue of women pursuing careers in SCM. Speaking at high schools inspires me as much as I suspect it inspires them.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● Passionate traveler. My personal goal is 30 by 30. Thirty countries by age 30. ● Did a three-month temporary posting with my current company in their NYC. This opened my network. 	<p>Travel taught me the reality that “context matters.” For me, this recognition has triggered an intrinsic and authentic curiosity in people.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Built a diverse mentor team of marketers, finance people and business leaders over the years. Much of my mentoring team are intentionally women, because being an ambitious 	<p>My mentors coached me to avoid specializing too early and to get out of the cubicle and into the field. I owe them a lot for pushing me.</p>



Expeditor

SALARY RANGE (2017): \$55,000-\$91,000

I am a key piece of supply chain management within a company. I am the person who handles where products are and where they need to be. I ensure that people receive the things that they need on time and know what is happening if they don't. I am an orderly person and understand complex systems that need a great deal of attention. My company relies on me to bridge gaps in product movement and satisfy the consumer and the supplier.

The Tip: All managers are storytellers. But storytelling is a skill you need to learn and practice. Take courses and find opportunities to practice your storytelling.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge

- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (Sociology) minor in SCM • Voracious consumer of psychology resources including the Hidden Brain podcast 	<p>My education in sociology, combined with SCM training gives me a valuable combination of understanding human interaction and the processes to deliver on our operational commitment. When I thought about my education “mix,” I focused on making it my unique asset.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Summer job with tourism bureau while in university • Managed student union website at school • Started career as a project coordinator for a non-profit foundation • Recruited as a project coordinator for one of the largest railway companies in North America. After two years, I was promoted to my current role as an expeditor. 	<p>What I do every day is the intersection of what I’m good at, what I love to do and making a living. I love working with people and I love managing details. In the past decade, I had diverse experience in tourism, non-profit and now rail. In my current role, I still have a steep learning curve before I pursue a new challenge.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • On the board of local non-profit • Lead content curation for a local marketing association’s digital channels 	<p>I learned a lot by doing. I gained proficiency with the tools I need for my job, but also learned what resonates with different audiences.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • I am a voracious consumer of popular culture and the factors that drive trends 	<p>It sounds silly, but I focused on becoming famous in my organization for being the person who knows what’s going on with everyone. This is part of my unique value proposition.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Seeks mentors who are opinion leaders with diverse experiences 	<p>I need to be social and easy to get along with because if I am, people will let me into their world and allow me to document their stories and trust I will act in their best interest.</p>



Director of Operations

SALARY RANGE (2017): \$94,000-\$151,000

I am a master of communicating, I manage every detail of a business' day-to-day functions. I plan, organize, direct and control the operations, often production, functions of my business. My attention to detail is unparalleled, and I enjoy managing a great deal of factors which go into a finished product. I am responsible for driving and managing all manufacturing and order fulfillment activities at the facility while maintaining efficient production in desired quality and quantity. I delegate tasks to people and ensure that a company is functioning a peak efficiency.

The Tip: Do co-op work experience. Period. This forces you to get out of a classroom and apply yourself.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Commerce (human resources) with a minor in SCM ● Diploma in finance from local college ● Listen weekly to Under the Influence Podcast 	<p>I always wanted to manage people. The challenge is, it's what many aspire to. This role is at the forefront of change in many organizations, so to compete I need to be current. Leveraging education and learning is critical to be one step ahead of my competition.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> ● Did a co-op work term at a large packaged goods company. This company offered me a position upon graduation. ● Was on a structured development plan with my company and in five years worked in human resources, sales, finance and operations. I found my HR and finance background positioned me well in operations ● Following the development plan, was promoted to operations coordinator and three-years later as the operations manager. 	<p>My big break happened by deciding to do a co-op. This single decision defined my career. It showed me what I love to do and what I am good at. It also allowed me to demonstrate this to others. I didn't always love the jobs I was assigned to do, but I realized that to become a manager, I was accountable to the whole business. Finally, my commitment to the organization built my personal brand equity—I have an excellent professional reputation.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> ● Board of my local chapter of Supply Chain Management Association (SCMA). ● Chaired fundraising committee of my child's pre-school 	<p>Volunteering not only allows me to contribute my skills to my community, it broadens my network and relationships. The diversity of these relationships forces me out of my comfort zone.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● Becoming a parent 	<p>Balance requires discipline and perspective. I've become a better manager because I've internalized the principle of "don't sweat the small stuff."</p>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Cold-called a HR manager in my first year of university. This cold call led to my internship and 13 years later this HR manager is both a mentor and a friend. 	<p>All relationships require risk taking. The biggest challenge was that first phone call I made. I realized that if I didn't make the call, someone else would. I took a leap and never regretted it.</p>



Senior Inventory Analyst

SALARY RANGE (2017): \$38,000-\$60,000

I am an operations research analyst who work in the retail, wholesale, and distribution sectors, where they maximize production by keeping the right materials on hand to maximize industrial production. My job is to manage inventory and forecast demands and I manage all functions that pertain to replenishment of store inventory and maintenance of perpetual inventory for the store.

The Tip: Education doesn't end when you get a degree. SCM is moving so fast, always look for unique professional development opportunities – from podcasts to books to online courses.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Customer Relationship Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Apply principles of CRM • Manage a sales process • Compelling presentation & report writing • Develop & execute a distribution strategy • Leverage e-commerce • Develop & execute a merchandising strategy • Leverage co-operative marketing • Provide customer support • Develop & execute a pricing strategy <p>Internal Supply Chain Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Collaborate with partners in product/service design • Manage inventory and warehousing • Manage order fulfillment • Manage transportation logistics 	<p>General Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Manage budgets • Manage projects • Negotiate contracts • Conduct competitive analysis • Conduct environmental scan • Leverage contextual knowledge • Analyze data & leverage business intelligence • Develop and manage forecasts • Manage business intelligence and analytics • Negotiate and manage contracts <ul style="list-style-type: none"> • Design, establish and manage related contracts • Identify and develop strategic sourcing relationships • Establish strategic and tactical SCM plans and processes
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Science (Chemistry) with minors in statistics and finance • Diploma in business analytics from Penn State via Coursera 	<p>I knew a university degree was integral, but I didn't know what I wanted to study. I was strong in sciences and specifically chemistry. Chemistry set me up to move into pharmaceuticals because I understand the fundamentals of the business. Doing a minor in statistics helped me to understand some key financial principles that led me to a diploma in business analytics.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • President of statistics club during university • Hired as marketing analyst for a large pharmaceutical company out of university • Transferred from marketing to operations in an inventory analyst. I was promoted to senior inventory analyst after three years and now have a staff of four 	<p>I found performance creates opportunities. The early stages were super hard work and I needed to persevere through rejection. I found most people didn't have this driven resiliency, and because I did, I built a network and a reputation that have become my greatest assets.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Was in membership role for student club • Fundraising lead for local chapter of KidSport 	<p>Volunteer activities introduced me to people outside of my industry and network. This created the ability to develop and expand my skills and</p>

<ul style="list-style-type: none"> • Coach youth sports 	<p>give me proof I have them. My volunteer work has been an important foundation for building a sense of humility.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Have travelled to 11 countries 	<p>Exposure to diverse cultures reinforced my humility because it showed me the world is big and what I know is so small.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Had a professional mentor in first job out of university • Play pickup hockey with people in my industry • Client networks and personal relationships 	<p>Success in any business is about relationships. I recognize all relationships must be win-win. My job can involve long hours (early mornings and late nights), so I need to have strong personal relationships who value this part of me.</p>



Materials Manager

SALARY RANGE (2017): \$72,000-\$101,000

I oversee the brass tacks of supplies within a business. I design, direct and control all inventory related processes in support of meeting business service, cost and timing requirements. Whether it's products leaving for consumers, or inventory being stored somewhere, I handle it. I work on the most physical level of supply chain management, dealing only in the real people, places, and things, that run a business. Money, time, and products are the three things which I deal in, and I enjoy dealing in.

The Tip: Go travel internationally. Go do a semester abroad. Go volunteer overseas. You'll realize it's a *really* big world. Once you realize this first hand, complacency is not an option.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics
- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (sociology). Did one semester abroad. • Master of Science SCM and Logistics, Cranfield University (UK) • Avid listener of SCM podcasts. Supply Chain Brain is a current favourite. 	<p>SCM is fast and changing; stagnation is a career killer. My goal was to break into international SCM, which led me to pursuing an MSc in the UK. The classroom learning combined with the cultural context of this experience created my unique value proposition. Few days go by when I don't have a reason to refer back to my time in the UK.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Retail telecommunications sales during university • Following my undergraduate degree, I worked for three years as an inventory management coordinator for a telecommunications firm • Following the MSc, moved into a SCM management position at a small technology start-up • My product line was acquired by a larger systems integrator and my position was relocated to London 	<p>My employment pathway was intentional. I built my technology sales credentials early at home, but with a vision of working in a global technology company. My international MSc in Supply Chain & Logistics (combined with my sales experience) was my differentiator.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • International travel and assignments makes active engagement in my community difficult 	<p>This is a part of me I had to sacrifice, but with my recent three-year appointment in the UK, I want to become engaged in the community.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Doing an international exchange program in high school sowed the seed for building an international career 	<p>It sounds like a cliché, but the exchange program I did in high school was life-changing. After this, the question wasn't "if," it was "how" I'll build a global life.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Focused on building international networks 	<p>I have a genuine passion for other people's stories. This interest is reciprocated. I consider my international relationships a constant opportunity to learn from others.</p>



Transportation Manager

SALARY RANGE (2017): \$50,000-\$93,000

I am the core component of a transport company. My job covers every aspect of the business, be it documenting, scheduling, tracking, and so on. Anything that has to do with getting goods and services from point A to point B and what they do there is my job. I can micromanage any number of miniscule factors to complete my job, and I can succeed even through the difficulties of balancing many factors with time, quality, and cost targets.

The Tip: Refine your skills through volunteering in your community. This is an accessible way to build evidence that you can do what you say you can do. Once you prove it, someone will hire you to do it.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts
- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Business Administration (minor in SCM) ● Completed co-op program ● Completed multiple courses in logistics and transportation 	<p>My first co-op placement was as a logistics coordinator for a local trucking company and my second This inspired me to build a career in transportation.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> ● Did a summer working for the local transit authority. In this role, I discovered the complexity of well-designed transportation systems. ● Completed a co-op placement with a local trucking company. ● Over the past decade, I have worked for two large logistics company and most recently was promoted to a management role. 	<p>Transportation is a huge field. From my summer jobs to my co-op and my first decade, I intentionally explored different roles and organizations. I soon discovered, a job title is only a job title and not the job. The job is defined by the organization, its scope, mission, culture and people.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> ● Volunteer operations manager for a local children’s charity ● Board member of local chapter of the Supply Chain Management Association. 	<p>Engaging in these activities was intentional. They offered an opportunity to develop skills and build a network while giving back to my different communities.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● Mission-focused travel 	<p>I don’t go on holidays. I go to make a difference. Every trip I take must have a mission.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Actively network with influential community leaders—in both the private and public sectors 	<p>For me to succeed in this job, I needed to passionately build and cultivate networks. I am strategic, intentional and patient. I recognized I needed to invest in relationships for the long haul and focus on reciprocal benefits.</p>



Shipping/ Receiving Manager

SALARY RANGE (2017): \$55,000-\$68,000

I manage the goods that come into and leave a location. This includes receiving, shipping and recording the movement of all related materials, equipment and services for the business. I work on a much smaller scale compared to other management jobs in this field, determining necessary packaging, inspecting incoming goods, managing paperwork and tracking, etc. Everything coming into or leaving my location is my concern.

The Tip: Don’t get a mentor. Get *mentors*. No single person has all the answers. I find the real learning isn’t in what they agree on, it’s what they disagree on. This is where you can really start to ask hard questions.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Customer Relationship Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Apply principles of CRM • Manage a sales process • Compelling presentation & report writing • Develop & execute a distribution strategy • Leverage e-commerce • Develop & execute a merchandising strategy • Leverage co-operative marketing • Provide customer support • Develop & execute a pricing strategy 	<p>General Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Manage budgets • Manage projects • Negotiate contracts • Conduct competitive analysis • Conduct environmental scan • Leverage contextual knowledge • Analyze data & leverage business intelligence • Develop and manage forecasts • Manage business intelligence and analytics • Negotiate and manage contracts
<p>Internal Supply Chain Management</p> <p>Knowledge & ability to:</p> <ul style="list-style-type: none"> • Collaborate with partners in product/service design • Manage inventory and warehousing • Manage order fulfillment • Manage transportation logistics 	<ul style="list-style-type: none"> • Design, establish and manage related contracts • Identify and develop strategic sourcing relationships • Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in SCM. 	<p>I followed my passion into a degree in English and did a minor in SCM. I took my first SCM course as an elective because it fit my schedule and then I realized SCM is the backbone for most business. As a practitioner, I continue to focus on learning through professional development opportunities.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Part time laborer working midnight shifts unloading transport trucks and then loading daily delivery trucks for each of the city routes 	<p>As a first exposure to supply chain management, the opportunity to see how a very tight time line of 8 hours was organized and managed to ensure that the respective material was received, process and reloaded to ensure customer expectations were met in a cost-effective manager. The lessons learned here have stuck and referenced throughout my SCM career.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Since my second year of university, I spend one week a year volunteering overseas. For 	<p>A passionate professor in university introduced me to this field school program where I still spend one week a year abroad on project work.</p>

<p>the past four years, I've coordinated the trip.</p> <ul style="list-style-type: none"> ● I lead a community book club 	
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● Worked in both big and small organizations 	<p>My contextual experience offered me an ability to reflect on how to maximize my impact.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Developed a diverse team of mentors inside and outside of SCM. This includes senior people in management to entrepreneurs to professors. 	<p>The diversity of my mentors often creates internal conflict and challenges. This is a good thing. I think building a uniform mentor team of people “just like me” may be comforting, but I found it to be a poor strategy. I now use mentors to challenge what I think I know.</p>



Production Manufacturing Manager

SALARY RANGE (2017): \$62,000-\$86,000

I create things and I manage people who create things. Production is my trade, I am the first step of supply chain management, and it is my job to manage every aspect of every lower level of production. I organize, direct, control and evaluate all production related processes and results through the management of the respective layers of production managers and supervisors. Management is my passion, and this is where I shine.

The Tip: Think big. Regardless of who you work for, you are always your own boss.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

- Design, establish and manage related contracts
- Identify and develop strategic sourcing

- Manage inventory and warehousing relationships
- Manage order fulfillment
- Manage transportation logistics
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Business Administration – Co-op (marketing) with a minor in SCM • Master of Business Administration (finance) • Completed multiple courses in finance at local college • Certificate in digital design 	<p>I am committed to lifelong learning. During my co-op program in university, I was exposed to the pace and diversity of agency life. I need to remain active in becoming technically literate in emerging digital technology and design. I took a single finance course, and this led to the completion of my part-time MBA (paid for by my employer). I try to find a balance between creativity and analytics.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Obtaining an entry level production assembly position which lead to a move into production scheduling 	<p>The ability to build off the experiences and understandings that were obtained as a production assembler, through to production scheduler laid a solid foundation for how to effectively move into the actual production management responsibility – for both output and the people that actually performed the related production roles.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Board, national marketing association • Campaign chair, university capital campaign • Active as mentor in alumni association • President, marketing club during BBA 	<p>Being in a leadership position in a university club taught me key networking skills. This led to me securing a co-op agency role. I was intentionally active in the industry association and my university’s capital campaign with a goal of meeting new young talent.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Took a six-month sabbatical and travelled through Africa and Australia 	<p>I am all in our all out. Taking a sabbatical gave me the “me time” I needed to recharge my batteries. I plan to build this into my mission map throughout my career,</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Had a senior mentor early in my career • My spouse has taken time out from their career while our children are in preschool 	<p>My career map isn’t for everyone because it can create personal and professional stress. Balance is difficult, but my spouse and mentor are my rocks. They push me back on course when I lose balance and perspective.</p>



Quality Assurance Inspector

SALARY RANGE (2017): \$50,000-\$99,000

My job is to test products for my company. Every field has standards that must be met by companies and the products they produce, I’m the one to make sure that these standards are met. As a Quality Assurance Inspector, I handle and manage a variety of tasks relating to the quality of products, because of this, my attention to small details is unparalleled.

The Tip: Become an evidence-based manager. The days of managing by intuition are over.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Computer Information Systems. Minor in SCM.
- Completed Quality Assurance Certificate from local polytechnic
- Microsoft Certified Solutions Developer
Have completed courses in the following areas: C/C#, .NET, MS PowerShell, MS Visual Studio, Team Foundation, and Test Manage

My major in CIS introduced me to the importance of discipline and process. I took an elective in project management that soon became a minor in SCM. I commit to a minimum of three professional development courses per year. Most are related to maintaining currency in the latest software and platforms.

Employment Experiences:

- Did an internship as a system integrator as a data analyst
- At graduation, hired by transportation company as a junior business process

My experience has been diverse, but I learned early on the importance of quality assurance. If this is done poorly, it can not only sink a product, it can sink a company. I tell people my job is to protect the integrity and reputation of my company.

improvement analyst ● Promoted to Quality Assurance Analyst. Responsible for software testing prior to implementation across corporate network.	
Community Experiences: ● I am passionate about ensuring socio-economic constraints don't limit access to technology. I volunteer for a local charity who raises funds to buy technology for local schools. So far, we have distributed 2400 tablets to children in 64 different schools.	I go to local schools and train teachers and children on how to use different technology platforms. There is no greatest reward than seeing the "light bulb" go on for a child who has never used a tablet before.
Contextual Experiences: ● Played varsity basketball in university.	I developed a strong work ethic and a reputation for getting things done no matter what. The discipline required in a high-performance team sport taught me the importance of coordination and leadership.
Relationships: ● Sought to foster good working relationships with all the people I became dependent upon for deliverables. They need to know me well enough to understand my intentions.	I understand motivation and how or why people do what they do. I need to know how to read people and know who's having a bad day and how to deal with that, so I always get the best out of them.



Information Technology Analyst

SALARY RANGE (2017): \$50,000- \$76,000

I am the brains of my business. People need information, and I get it for them. I create information systems which help my company improve their efficiency, something which is more important in supply chain management than in most other fields. I work with and even train internal stakeholders, as while as review my company to ensure that processes related to my field are being properly applied.

The Tip: Do a work-term experience. Period. This forces you to get out of a classroom and apply yourself. This opens your world

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management	General Management
Knowledge & ability to: <ul style="list-style-type: none"> ● Apply principles of CRM ● Manage a sales process ● Compelling presentation & report writing ● Develop & execute a distribution strategy ● Leverage e-commerce ● Develop & execute a merchandising strategy 	Knowledge & ability to: <ul style="list-style-type: none"> ● Manage budgets ● Manage projects ● Negotiate contracts ● Conduct competitive analysis ● Conduct environmental scan ● Leverage contextual knowledge

- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Information Systems (BIS) with a minor in statistics
- Master of Business Administration (strategic management)
- I better understand the science of human decision making and motivation by reading books like Kahneman’s “[Thinking Fast and Slow](#)” and Ariely’s “[Predictably Irrational](#)”

Systems analysis is one of the core courses in the BIS program. It provided me with an understanding of the methods and tools for business analysis. I realized that I may need some statistical skills to analyze organizational and user requirements data, so I decided to take a minor in statistics. The combination of business, computing and statistical skills has been instrumental in my success as a business analyst, while an additional MBA with a concentration in strategic management enables me to understand how to harness organizational human, financial and other assets to gain a strategic advantage, using information systems as a strategic vehicle. Organizations highly value my multi-disciplinary background.

Employment Experiences:

- Retail sales specialist at large electronics retailer. Expanded this role into a technical support specialist role.
- Did summer job as an IT business analyst for local health authority
- First job following graduation was in a customer support role for a large telecommunications company. Promoted to client care specialist.
- Recruited to become an IT analyst for an Australian-owned agribusiness firm. I am currently at the Canadian office, but my goal is to pursue a career pathway to Australia.

This pathway provided me the background in selling and customer experiences essential to understanding user requirements. Client relationships have been key to my ability to relate with information system users, understanding their needs and exploring ways by which information systems could make their work more effective and efficient. It was key that I was proactive in mapping out the knowledge and skills I would need and how to go out and get them.

Community Experiences: <ul style="list-style-type: none"> • Founding president of the Business Analytics Club at my university. I have remained active as an alumni mentor. 	It was an incredible experience founding a club and using it as a bridge into the professional community. It gave me a reason to “warm” call professionals and invite them to come to speak at our events.
Contextual Experiences: <ul style="list-style-type: none"> • I did a semester abroad at the University of Melbourne in Australia. This opened a world of potential for me. 	I always considered myself ambitious, but my semester abroad reframed my definition of what’s possible in an international context.
Relationships: <ul style="list-style-type: none"> • During my semester abroad, I met my future wife. She followed me back to Canada to study. We have committed to defining careers that provide our family a route back to Melbourne. 	You never know when you are going to find “the one.” My “one” just happened to be Australian. Having a career mission and a plan is good but being agile and adaptable enough to adjust when life happens is essential. Remember, all plans are created to be changed.



Project Manager – Operations

SALARY RANGE (2017): \$66,000-\$102,000

I use my strong people skills, both in communication and negotiation, to manage a project from beginning to end. My job starts with the creation and approval of a project and lasts for the management of that project. Including recruiting team members, making decisions, balancing aspects of a project, and meeting requirements around time and cost. My detail-oriented personality allows me to create and complete a variety of projects for my company in a variety of areas. Managing people, money, and tech, are just a few of the skills I could need to succeed as a Project Manager.

The Tip: Pick external certifications that align with your mission and build a plan to achieve these one by one. They not only signal expertise, they signal intentionality and focus.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics
- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (political science) with a minor in SCM • Professional Project Management (PMP) certification via the Project Management Institute • Follow the Project Management topic and articles in the Harvard Business Review 	<p>My major in political science introduced me to the importance of policy and process. I took an elective in project management that soon became a minor in SCM. At graduation, I committed to completing my PMP certification in five years.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Server in university • Residence leader in university • Marketing coordinator for a national telecommunications company • Transitioned to project coordinator role in the engineering department • Became an operations project manager 	<p>I learned how to be flexible and thrive within ambiguity. I learned how to rely on others, and to be relied upon. I got comfortable in a fast-paced environment with high potential for the unexpected. My experience allows me to control my emotions, so stressful situations don't escalate. I always practice the best ways to check in with people and how to defuse tension.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Local charity event coordinator 	<p>I manage a team of volunteers. From this, I learned how to get tasks done with disparate individuals who aren't acting under traditional rewards or penalties.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Was a varsity athlete in university in a team sport and was voted captain in my final year 	<p>I developed a strong work ethic and a reputation for getting things done no matter what. The discipline required in a high-performance team sport taught me the importance of coordination and leadership.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Sought to foster good working relationships with all the people I became dependent upon for deliverables. They need to know me well enough to understand my intentions. 	<p>I understand motivation and how or why people do what they do. I need to know how to read people and know who's having a bad day and how to deal with that, so I always get the best out of them.</p>



Purchasing Manager

SALARY RANGE (2017): \$54,000-\$74,000

I am the person that determines what products get to store shelves, in catalogues, and online. My job is to the footwork, the research and create the deals to buy large quantities of products for their companies, and then sell them to customers, or use them to create new materials that they then sell to customers.

The Tip: Move around different sectors. I've worked retail, industrial and now technology. My role has changed with the industry.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Compelling presentation & report writing
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

General Management

Knowledge & ability to:

- Manage budgets
- Manage projects
- Negotiate contracts
- Conduct competitive analysis
- Conduct environmental scan
- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Commerce – Finance with a minor in SCM
- Diploma in finance from local college
- *Freakonomics* by Steven Levitt and Stephen Dubner.

My formal education in finance provided a depth of product, pricing, and promotional expertise. This, combined with training in finance and digital media, gave me the foundation to work in an increasingly convergent SCM communications world. I need to learn something new every day.

Employment Experiences: <ul style="list-style-type: none"> ● Retail sales experience while in school ● Did an internship as a purchasing coordinator at an industrial supplier. Was offered a full-time position at graduation. ● Recruited as a purchasing manager for a technology company. Currently has a staff of six. 	<p>Having junior roles (including retail sales) early on gave me the ability to understand the full SCM cycle. My project management experience allowed me to appreciate how it all worked together.</p>
Community Experiences: <ul style="list-style-type: none"> ● An executive at a school club ● Participated in charitable organizations including the Food Bank 	<p>This allowed me to gain exposure to a variety of perspectives and learn from others about what motivates people. It also improved my work ethic and I learned how to enjoy intrinsic motivators.</p>
Contextual Experiences: <ul style="list-style-type: none"> ● Attended SCM conferences to be exposed to how brands are solving problems 	<p>It's important for me to be well-rounded because this role is more generalist than specialist, plus I need to be able to influence others.</p>
Relationships: <ul style="list-style-type: none"> ● Learned how to “play nice in the sandbox” with managers from other disciplines ● Developed effective working relationships with executives ● Sought out an internal champion within the organization who could support my initiatives via back channels 	<p>I found that earning the respect of peers who may not always value the SCM discipline was a core skill. I needed to learn how to speak their language and translate my activities into things they appreciate.</p>



Contract Manager

SALARY RANGE (2017): \$82,000-\$138,000

Every large business needs goods and services to function. I oversee purchasing these goods and services. My job is to establish processes to ensure purchased products and services meet the established business requirements for cost and quality. I ensure that terms and conditions are met to business requirements and lay out contracts for the seller to abide by. Anything that my company buys control, in this way I am essential to regulating budget and company initiatives.

The Tip: Is great to be a big picture thinker, but remember the real value is in managing the small stuff well.

PRIORITY KNOWLEDGE AND SKILLS:

Customer Relationship Management Knowledge & ability to: <ul style="list-style-type: none"> ● Apply principles of CRM ● Manage a sales process ● Compelling presentation & report writing ● Develop & execute a distribution strategy ● Leverage e-commerce 	General Management Knowledge & ability to: <ul style="list-style-type: none"> ● Manage budgets ● Manage projects ● Negotiate contracts ● Conduct competitive analysis ● Conduct environmental scan
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- Develop & execute a merchandising strategy
- Leverage co-operative marketing
- Provide customer support
- Develop & execute a pricing strategy

- Leverage contextual knowledge
- Analyze data & leverage business intelligence
- Develop and manage forecasts
- Manage business intelligence and analytics
- Negotiate and manage contracts

Internal Supply Chain Management

Knowledge & ability to:

- Collaborate with partners in product/service design
- Manage inventory and warehousing
- Manage order fulfillment
- Manage transportation logistics

- Design, establish and manage related contracts
- Identify and develop strategic sourcing relationships
- Establish strategic and tactical SCM plans and processes

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (psychology) with a minor in SCM • Completed an extension certificate in contract management from a local college • Professional Project Management (PMP) certification via the Project Management Institute 	<p>During my undergraduate degree, I had full intention of going to law school but then took a course in SCM and contract management. I discovered, that what I really loved wasn't law but the managing the contracts for large deals. This led to me completing a certificate in contract management and securing my PMP certification.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Student ambassador in university and led high school student tours • Completed an internship at a law firm during my undergraduate year. • Upon graduation, was hired as contracts coordinator for a small oil services company. • Recruited as a contract coordinator for a large integrated energy company. This role included managing staff. • Promoted to contract manager job with my current firm. 	<p>Community relations is a senior role that requires years of industry experience. To build to this role, I needed to spend time learning both the energy and contract management business. Contract management is about managing details and having a depth of experience to ensure contracts are designed to support the business and minimize risk.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Volunteer for a local environmental organization, managing fundraising events 	<p>I coordinate events for local non-profits, allowing the refinement of my event management skills from promotion to execution.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • I did a six-month international posting in Dubai. 	<p>My temporary assignment in Dubai was an eye-opening experience about the cultural and organizational challenges facing global business.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Built a diverse mentor team of lawyers, accountants and communicators over years 	<p>My mentors coached me to avoid specializing too early and to get out of the cubicle and into the field. I owe them a lot for pushing me.</p>

CONSOLIDATING YOUR MISSION MAP

This is it. Now that you’ve been inspired by the sample Mission Maps, it’s time for you to connect the dots and put it all together in a concise and actionable plan. To develop your Mission Map, refer to the knowledge and skill gaps you identified in Mission Map Table 1 and link these to professional building blocks. In the sample below, data analytics was identified as a gap. **To close this gap, we identified four possible building block activities.** Executing these activities is your Mission Map.

You might find it useful to create a checklist based on the activities you’ve identified as key to your mission. See the appendix for a Mission Map checklist designed to be accomplished during a four-year university program.

Mission Map Table 2 – Linking to Professional Building Blocks

Knowledge or Skill Gap	Professional Building Block Activities Required
Data analytics	Education: Do my minor in statistics. Employment: Internship or summer job in an SCM role. Community: Join analytics club at school. Relationship: Secure a mentor who is immersed in analytics.

Mission Map Finale

You’ve put in the work and now it’s time to write down your Mission Map in your journal. Follow the template below. This information includes the concise 10-year mission statement from earlier and the professional building block activities from Table 2 above.

What is your final 10-year mission statement?

What are the priority knowledge and skills you’ll need to achieve your mission?

Expert	Great at	Good at

What are the building block experiences you'll need to achieve your mission?

Now map out priority building block experiences you'll need to achieve your mission. In the near-term (years 1-3) these should be more refined. For example, these may include specific courses or volunteer opportunities you'd like to pursue. In the longer-term (years 7-10) your building blocks will be more aspirational.

Experiences	Years 1-3	Years 4-6	Years 7-10
Education & Learning Experiences			
Employment Experiences			
Community Experiences			
Contextual Experiences			
Relationships & Mentors			

ADAPT AND CHANGE

“THE MEASURE OF INTELLIGENCE IS THE ABILITY TO CHANGE.”

–Albert Einstein

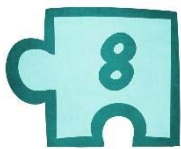
During our interviews with working professionals for this series, we’d ask a common

question: “What advice would you give your 18-year-old self?” The most common answers were to be proactive

and develop a plan but **embrace opportunities** when they come. In other words, planning to be a VP of SCM in ten years is important, but always **be prepared to adapt and change** as you grow and learn.



This principle of evolution is essential. Your 10-Year Professional Mission in your 30s will look very different from the 10-Year Professional Mission in your 20s. Regardless of where you are on your 10-year Mission Map, don’t sit back. Life inevitably will throw you a curveball. You’ll find new skills, new interests, opportunities and relationships. But that’s why this process is so important and fun.



Adapting, learning and growing are your only options. At certain times in your life, your professional mission may be most important, and at other times it may be your relationships, your health & wellness or your spirituality. How and where they each fit in depends on how you define success at any moment in time. Stepping back and reflecting on everything else important in your life gives you a solid foundation to make those big (and small) decisions in life.

Recall, you considered several “what if?” scenarios before arriving at your 10-Year Professional Mission. That same exercise is practical throughout your life. When you’re faced with a change in life, use it as a reason to wonder “what if?” and revisit your 10-Year Professional Mission. If you have a job opportunity on the other side of the world, consider what your 10-Year Professional Mission might be if you went for it. If you lose your job in a recession, consider “what if?” scenarios around going back to school, or starting your own business, or taking time off with the kids. “What if?” is your best tool against sticking to a path simply because you’re already on it.

AT A GLANCE

1. *Supply Chain Management YOU* is based on three steps: (1) Explore; (2) Define your professional mission; (3) Designing your Mission Map.
2. To design you, you need to be intentionally curious.
3. Start a journal so you can reflect every day on the process of designing your life in SCM.
4. A career in SCM is influenced by three big questions:
 - What functional SCM job do I want to do?
 - What industry do I want to work in?
 - What size of organization do I want to work for?
5. It is critical for you to get a team of professional mentors.
6. When plotting your 10-Year Professional Mission, you must focus on the development of SCM knowledge and transferable skills.
7. SCM is influenced by prevailing trends—from technology to demographics—that are redefining that it means to be a SCM professional. Reflect on how these trends may influence your mission and the knowledge and skills that'll be valued in the future.
8. Commit to doing rigorous research when defining your 10-Year Professional Mission. Be patient and remember to triangulate your research from credible sources.
9. When you think you've defined your 10-Year Professional Mission, reflect on everything else in life and how you define success. Don't be afraid to stop and change if your professional mission doesn't align with all these other important factors in your life.
10. Designing your Mission Map is based on connecting three questions:
 - What's your 10-Year Professional Mission?
 - What skills are critical to your 10-Year Professional Mission?
 - What professional choices and experiences (building blocks) create the critical knowledge & skills demanded by your professional mission?
11. Once you've answered these questions, build a map to deliver on your professional mission:
 - Evaluate your 10-Year Professional Mission scenarios and be ready to change directions if the evidence tells you it's time.
 - Borrow from the sample Mission Maps included in *Supply Chain Management YOU*.
 - Engage your mentor(s) for feedback. They are the experts.

APPENDIX

KNOWLEDGE AND SKILLS GLOSSARY

Core Transferable Skills

Core Thinking Skills

Analytical thinking: The ability to deconstruct issues (and data) into smaller, more manageable pieces, use evidence and reasoning to identify unique relationships and weigh the costs and benefits of the alternative actions discovered.²⁸

Transdisciplinary systems thinking: In the future, it won't be good enough to be an expert in just one specific area. The ability to understand and apply knowledge from across disciplines and can think like the experts in those disciplines will be essential. Transdisciplinary systems thinking is highly dependent on being intentionally curious beyond one's natural area of expertise.

Problem solving: Problem solving often leverages analytical thinking. Effective problem solving is made up of four inter-related skills:

- The ability to identify vital questions and problems and communicate them clearly.
- The ability to gather and evaluate relevant information.
- The ability to think open-mindedly, recognizing and assessing assumptions, implications and practical consequences.
- The ability to come to well-reasoned conclusions and solutions, testing them against relevant criteria and standards.

Adaptive thinking: The ability to successfully adjust to changes in circumstance or environment. Adaptability includes learning and growing from experience.

Intentional curiosity: The ability to be curious with a purpose and identify and explore a deeper meaning than what is being overtly expressed. Intentionally curious people look at the world (and their place in it), see big questions, are humble enough to acknowledge they don't know it all and seek to understand the unknowns.

Thoughtful creativity: Bringing a fresh voice or approach that helps projects stand out in a noisy SCM environment, yet in a way that is appropriate for the corporate culture of an organization, client and brand.

Core Communications Skills

Written communication: The ability to share information and explanations with a target audience in writing in a persuasive, engaging and influential way. This includes grammar, tone, vocabulary and style.

Verbal communication: The ability to share information and explanations with a target audience by speaking in a persuasive and influential way. This includes vocabulary, tone, pace, volume and articulation.

Non-verbal communication: The ability to indirectly imply meaning through non-verbal cues that subtly influence a target audience. This includes body language, such as gestures, expressions, stance, eye contact, proximity and appearance.

Effective listening: The ability to commit full attention to what other people are saying, taking the time to understand points being made and ask questions when appropriate, without interrupting at improper times.

Persuasive storytelling: The ability to leverage a story, supported by evidence and delivered with conviction, to influence the attitudes or behaviour of a specific audience. The persuasiveness of a story may be influenced by the mediums used to tell it (speech, video, visual, text). For example, an accountant may be influenced by a logical argument supported by statistics; whereas a graphic designer may be influenced by a story that possesses depth and emotional appeal.

Conflict resolution and negotiation: The ability to resolve conflict or create common ground and reach an agreement to settle a topic that creates friction between individuals.

Core Interpersonal Skills

Cross-contextual competency: The ability to work well no matter the context. The contextual setting can include the culture, socio-economic conditions, organization size, industry type and team composition in which one is working. Having cross-contextual competency requires adaptive thinking and communication skills to operate effectively across contexts and with diverse people.

Effective leadership: The ability to guide others to complete a task through charisma, rank, intellect, will or experience. A leader's influence may be formal (e.g. a boss) or informal (e.g. social influence). Effective leadership includes three elements: the ability to establish a clear goal; the ability to communicate this goal to others; and the ability to balance the interests of others to engage them to deliver on this goal.

Self-confidence: To trust in oneself and in one's skills, abilities and knowledge.

Work ethic: To find value in a job well done and understand the importance of doing high-quality work with the discipline and determination to complete any assigned task.

Effective team player: The ability to cooperate with others to work towards a common goal.

Emotional intelligence: The ability to identify, assess and influence one's own feelings and the feelings of others. Emotional intelligence requires a mix of self-awareness and empathy towards others. There are six recognized dimensions to emotional intelligence: emotional management, self-awareness, optimism, motivation, empathy and social skills.²⁹

Core Organizational Skills

Self-starter: The discipline and ambition to start a task, regardless of difficulty, with limited guidance from others and be self-reliant under pressure.

Time management: Efficiently and effectively managing one's own time, the time of others and deliverables for projects. Time management also includes the ability to manage and filter vast levels of information to make timely decisions.

Follow-through: The discipline to stay effective and committed to complete a task or project.

Perseverance: The ability to remain persistent in overcoming all obstacles to achieve a goal. Obstacles are broad and may include previous failure, criticism, physical pain or injury. Perseverance is not, however, blindly sticking to a goal when all credible evidence says it is unachievable.

Core Technical Literacy

Confident use of digital technology: The ability to effectively use digital technology to access, manage, integrate, evaluate, create and communicate information. Most career pathways require using technology to communicate, collaborate, solve problems and conduct research, so understanding how to navigate an increasingly automated world is vital. Note that this broad technical literacy is different from task-specific technical literacy.

Job-Specific Knowledge & Skills

Customer Relationship Management

Apply principles of customer relationship management (CRM): The ability to use computer systems to identify, target, acquire and retain customers, and sell the most relevant products or services to them. Leading CRM systems include Microsoft Dynamics and Salesforce.

Manage the sales process: The ability to rigorously manage sales teams or channels and the sales process itself to achieve a defined objective. Sales management includes planning, execution and post-sales support. Requires an in-depth understanding of consumer psychology, organizational power structures and decision-making processes.

Compelling presentation & report-writing skills: The ability to bring SCM data to life through in-person presentations and digital reports, to bring about a shared understanding and compelling reasons to change behaviour. Data alone doesn't change minds; an emotional hook and narrative are also required. Infographic creation and interpretation can also help bring meaning to information.

Develop a distribution strategy: The ability to create and execute a plan to get a company's product or service to its customers. Distribution may be direct (e.g. company-owned stores) or may be via third-party retailers or distributors.

Leverage e-commerce: The ability to plan and execute sales online. Understand the strengths, weaknesses and capabilities of various e-commerce platforms and internal finance software tools.

Develop and execute a merchandising plan: The ability to plan and execute promotional activity at the point of sale (in-store and online). Merchandising may include: display techniques, free samples, product demonstration, pricing, special offers, e-commerce catalogues and galleries and other point-of-sale methods.

Leverage co-operative marketing: The ability to develop and execute a strategy to combine SCM strategies with another organization, including complementary companies or competitors, for mutual benefit. For example, beer companies may collaborate to promote responsible drinking or to co-operatively promote their local craft beers at a regional or national level.

Provide customer support: The ability and desire to meet and exceed all customer expectations. The design and implementation of all business process must adhere to the fact that the starting and ending point for all business transactions is with the customer – external and internal. Customers should be delighted by how they were treated through the whole spectrum of their business transaction.

Develop pricing strategy: The ability to identify the best price for a product or service by factoring in a variety of aspects that influence the market, including overall SCM objectives, consumer demand, product features, competitors' pricing and trends in the market and economy. A full product cost analysis may also be required.

General Management

Measure return on investment (ROI): The ability to calculate the financial benefit of a product or service for either the customer purchasing it or the company offering it for sale. For example, “with a \$50,000 annual investment in X, you will save \$90,000 a year in labour costs.”

Manage a budget: The ability to develop and stick to a comprehensive forecast of costs and income for a project or department.

Manage projects: The ability to apply knowledge, skills, tools and techniques to deliver on a project's goals within defined resources and scope. Influencing others to meet deadlines and goals is essential.

Conduct competitive analysis: The ability to evaluate the different SCM strategies behind a company's performance and that of its competitors, identifying the specific factors that cause the difference.

Conduct environmental scan: The ability to monitor a company's internal environment (e.g. inside a company) and external environments (e.g. market conditions) to identify opportunities and threats that may influence strategy. Incorporates contextual factors such as industry context, organizational structure and culture.

Leverage contextual knowledge: Keeping current on a wide range of local and global trends including shifts in business, industry, society, SCM, technology, environment, entertainment, design, politics, culture, etc. to help place any SCM data and findings in a meaningful context.

Ability to analyze data & leverage business intelligence: The ability to evaluate data using analytical and logical reasoning to support decision-making. This includes understanding the math behind the numbers generated through research and SCM activities. It also includes formulating the right questions, manipulating data, comparing results and ensuring the validity of findings.

Leverage research to support insights: Possess a foundational knowledge of the sciences behind human persuasion. Incorporates the ability to use different research methods, including secondary, qualitative and quantitative research, to identify trends in behaviours to increase the appeal of a product or service for a specific consumer.

Ability to use analytics tools: Bring appropriate familiarity to SCM research and analytics software. For example: a general understanding in statistical software tools such as SPSS, R, Tableau or SAS may be enough to collaborate with data analysts on research design and interpretation. A deeper fluency and confidence with survey tools such as SurveyMonkey, Google Surveys or Qualtrics will also be essential. Understanding different quantitative and qualitative data collection methods including social media scraping, questionnaires, mobile surveys, interviews, e-commerce trends and platform-use analytics will be required.

Develop and manage forecasts: Understand the basics of forecasting techniques, quantitative and qualitative to be able to select and apply the appropriate technique for a particular situation. Forecasts are essentially error prone and therefore must be constantly monitored and adjusted as required on a continuous basis. This is an extremely important skill set given that all aspects of business, including supply chain management are driven by forecasts.

Negotiate and manage contracts: Negotiation is an interpersonal decision-making process necessary whenever we cannot achieve our objectives single-handedly. In the supply chain context this will involve both the negotiation and establishing of contracts for all required inputs, upstream suppliers, and the shipment of products or services to downstream customers. Successful negotiators must possess the ability to build value, to claim value and finally to build trust.

Internal Supply Chain Management

Collaborate with partners in product service design: Possess the curiosity to really understand what it takes to deliver a service that meets and exceeds the most demanding of all customers. The ability to deliver this level of service begins with establishing the design for the respective service elements. Inclusion and collaboration with the appropriate supply partners, up and down stream, provides for results that meet and exceed the noted customer expectations.

Manage inventory and warehousing: A broad range of jobs and responsibilities are covered here. Beginning with establishing the required levels of inventory that a business requires to ensure optimal customer service traded off against achieving overall business operating efficiencies. Possessing a solid understanding of a business's capabilities to meet customer demand and then translating these factors into the appropriate distribution and handling plan. Constant monitoring of all appropriate key performance indices in route to meeting and exceeding customer and business expectations.

Manage order fulfillment: Order fulfillment is defined as the steps involved in receiving, processing and delivering orders to end customers. An activity that is fully connected with forecasting, inventory management and warehousing responsibilities – where the rubber meets the road. The business requirements of meeting customer expectations while continuing to support business’s operating requirements has not changed, only gotten more challenging. The evolution from basically a brick and mortar to online customer demand has placed significant pressure in this area.

Manage transportation logistics: Begins with assessing a business’s total shipping requirements, inbound and outbound, as compared with the available shipping capacity over the same time frame. The next level of discussion centres on the specific available capacity for the given modes of transportation. The ability to manage the long-term requirements allows businesses to more successfully manage the short term, tactical, transportation execution.

Establish strategic and tactical SCM plans and processes: First and foremost, ensure there is a thorough understanding of the overall business strategic direction. The strategic direction must be fully communicated to all levels of the organization; being the foundation of all performance metrics- group and individual. The respective tactical planning and decisions will enable the respective departments and individuals to develop, document and execute the required tactical activities that will meet or exceed the noted business strategic directions.

Identify and develop strategic sourcing relationships: Each sourcing decision directly flows from and supports the business strategic planning. Once the “make versus buy” analysis and discussions have identified that outsourcing or buying a particular product or service is optimal, the appropriate supplier must be found. Starting with a clear definition of exactly what is to be purchased, a list of appropriate suppliers is compiled. A request for quote or request of proposal is sent to each of the potential suppliers. A response is received on or before a predetermined date. Each supplier’s responses are vetted against the specific requirements identified by the sourcing team. Examples of requirements may include price, geographical location, regulatory constraints, competitive history, technological capabilities, and business compatibility. Ultimately a decision is made as to which supplier best meets the overall business requirements for the product or service that has been identified.

Design, establish and manage related contracts: This activity flows directly from the above two discussions. It is essential for both the seller and the buyer to ensure that all activities and requirements that will be transacted are fully identified, explained. And incorporated in a contract. Included in this list of requirements is a detailed discussion on how disputes are to be resolved. Business terms and conditions are included in the contract formation and negotiation. Contracts are a living document that require regular periodic review on all agreed upon performance metrics. This allows for timely identification and corrective actions if and when the planned outcomes are not in line with the contracted results.

SCM CAREER RESOURCES

The Government of Canada tracks careers and emerging skill needs in extensive detail. This is a powerful source to start to better understand different roles in SCM:

Government of Canada Job Bank: <https://www.jobbank.gc.ca/home-eng.do>

The Supply Chain Management Association of Canada (SCMA) has excellent resources to provide you support

SCMA National Job Bank

http://www.scmajobs.ca/scma-career-link/index_en.htm

SCMA Alberta Job Bank

<http://scma.com/ab/careers/job-postings>

SCMA – Postsecondary Programs

<http://scma.com/en/>

How to Get the Most out of Your University Experience

Building Blocks	Year 1 – Explore	Year 2 – Engage	Year 3 - Lead	Year 4 – Transition
Education & Learning	<ul style="list-style-type: none"> ❑ Meet with academic advising to map out courses. ❑ Explore all your student learning resource and student counselling resources and workshops. ❑ Be intentionally curious. Explore different courses with a goal. ❑ Narrow down what you like and what you are good at via Designing YOU. ❑ Book meetings with professors. ❑ Go to career development workshops. 	<ul style="list-style-type: none"> ❑ Select a major or specialization. ❑ Select a minor. Think interdisciplinary. ❑ Build relationships with professors. ❑ Pick electives with intentionality. ❑ Explore other learning and skill development opportunities via books, podcasts and online courses. ❑ If your program doesn't have a work term, explore a co-op placement. 	<ul style="list-style-type: none"> ❑ Meet with advising and map out your courses to graduation. ❑ Balance your courses – both course and content - to get the most out of them. ❑ Explore doing a project with a professor. ❑ Attend graduate school fair to explore your options. 	<ul style="list-style-type: none"> ❑ Leave your educational options open by finishing with solid grades. ❑ Turn your course work into evidence. ❑ Explore graduate school options and entrance requirements.
Employment	<ul style="list-style-type: none"> ❑ Get a part-time job focused on transferable skill development. ❑ Plan a summer job that test drives potential career paths. ❑ Start a LinkedIn profile. ❑ Explore all the career resources from the Alberta government. 	<ul style="list-style-type: none"> ❑ Get promoted at work and manage people. ❑ Test drive different contexts in your summer job. ❑ Join targeted LinkedIn groups and take targeted courses via Lynda. 	<ul style="list-style-type: none"> ❑ Identify skill gaps you need to close. All your jobs should be focused on targeted skill development. ❑ Have employers provide recommendation via LinkedIn. ❑ Summer jobs may be a gateway to a job post-graduation. 	<ul style="list-style-type: none"> ❑ Turn your employment experiences into employer benefits on LinkedIn. ❑ Ask for more responsibility at work. ❑ Get letters of references from all your employers. ❑ Build your professional network through your employer.
Community	<ul style="list-style-type: none"> ❑ Just say YES to every opportunity! ❑ Join clubs to meet people with similar interests. ❑ Explore volunteer opportunities on campus and in the community. ❑ Get involved in intramural sports. 	<ul style="list-style-type: none"> ❑ Take a leadership position in a club. ❑ Volunteer for a professional association linked to your professional mission. ❑ Organize an event on campus or in the community. 	<ul style="list-style-type: none"> ❑ Sit on the executive of student club. ❑ Pick something to lead in the organization you are engaged in. ❑ Build your professional network via a professional organization. 	<ul style="list-style-type: none"> ❑ Leverage your club executive role to build your professional network. ❑ Mentor new students through programs like the Peer Health Educator program.
Contextual	<ul style="list-style-type: none"> ❑ Start informational interviews to explore different career options. ❑ Explore Healthy Campus opportunities through Wellness Services. ❑ Explore diversity programs on campus. ❑ Explore international opportunities. 	<ul style="list-style-type: none"> ❑ Conduct more informational interviews to explore different contexts. ❑ Do a semester abroad or work overseas in the summer to explore different contexts. 	<ul style="list-style-type: none"> ❑ What contextual experiences are you lacking? Fill these gaps through class, employment or volunteer experiences. 	<ul style="list-style-type: none"> ❑ Get your post-graduation plan into place. Be opportunistic to build your experiences.
Relationships	<ul style="list-style-type: none"> ❑ Start to build a mentoring team. ❑ Join a professional association. 	<ul style="list-style-type: none"> ❑ Tap your mentors for informational interviews. 	<ul style="list-style-type: none"> ❑ Tap your mentors for support in building out your discipline-specific skills. 	<ul style="list-style-type: none"> ❑ Ask your mentors to advise on your post-graduation career path. ❑ Join university alumni association.

YEAR 1

10-YEAR MISSION FRAMEWORK

YEAR 10



EDUCATION
AND
LEARNING



EMPLOYMENT
EXPERIENCE



COMMUNITY
EXPERIENCE



CONTEXTUAL
EXPERIENCE



RELATION-
SHIPS



— THE DESIGNING YOU PROCESS —

Supply Change Management YOU is just one piece of your life design puzzle. YOU are designing YOU. You're both the product and the product manager. Great products don't happen by accident. Great products have a map, and more importantly, they have a champion: the product manager.

The product manager is the architect of the circuits that makes up YOU. Without that PM, the entire system faces the risk of failure due to being poorly designed, costing too much, running too slow, or being obsolete in the market.

There can only be one product manager in your case—only you can create your plan, be nimble enough to change it, launch it and tell the world your story.

“Great products don't happen by accident. Products have a map, and more importantly, they have a champion: the product manager.”

Designing YOU follows an eight-step process. This process isn't new or revolutionary. In fact, almost every product manager follows a similar map to develop the products you use every day. We've just adapted it to design you.



Step 1 — Becoming your product manager walks you through the seven key attributes of a product manager and why you must adopt these to become the champion of your life. A great product manager:

1. Is intentionally curious.
2. Thinks about the whole.
3. Is empathetic.
4. Gets feedback early and often.
5. Relies on evidence, not simply intuition.
6. Is resilient.
7. Is accountable.



Step 2 — Exploring the Current YOU is about reflecting on the you that you are today. It involves exploring your current personality, knowledge and skills. We all live our lives in the bubble that's our home community, family and friends, so a big part of this step is getting out of that comfort zone and being inspired by the world and the people around you. This inspiration is your launching pad for the Whole YOU.



Step 3 — Building your mentor team focuses on the team effort required to design you. We explore the value of your relationships and from

this you'll form your **mentor team** of experts who will support and guide you through the *Designing YOU* process.



Step 4 — Defining the future Professional YOU explores career options. First, you'll evaluate what you love to do and what you're good at, then you'll explore how to leverage it to make a living. By the end of Step 4, you'll start to have a vision of the future Professional YOU. **This is the point where *Computing YOU* goes deep into designing your professional mission in the constantly-changing world of computing disciplines.**



Step 5 — Defining the Whole YOU is when you'll discover how your professional mission fits into your Whole YOU. The Whole YOU is about how you define success. You'll think about where you want to live, the people you want to be around, the importance of your bank account and other factors important to you. The alignment of all these factors is the Whole YOU.



Step 6 — Defining your roadmap is possible after you've identified your definition of success in Step 5. The map allows you to implement the Whole YOU. Every decision you make in pursuit of your destination now has a purpose. There are many paths to this destination, some direct, others slower and scenic. We encourage you to take some of the scenic drives and explore. In fact, taking a side route may change your destination and guide you toward a different Whole YOU. This is the value of exploring, adapting and changing.



Step 7 — Telling your story recognizes that having the best product that no one has ever heard of or cares about is called “going out of business.” Your story is how you'll connect to the audience you care about and how you'll make them care about you. You'll figure out what you can offer the world and develop a strategy to communicate it. Your story must be so compelling that they can't wait to be part of what happens next.



Step 8 — The Whole YOU 2.0 and beyond is about the ever-evolving you. The book *Designing YOU* and the tools you learn within it aren't only useful in your current stage of life. To be always relevant you must constantly update yourself and adjust to new realities. As your mission changes and you decide to try new things and develop new skills, the guidance contained in *Designing YOU* can be there for you.

ABOUT THE AUTHORS



Dr. Brian Fleming – DoM, MBA, HBA, CPIM, CLTD: Brian’s career includes 33 years of senior supply chain management positions - purchasing, warehousing, logistics, manufacturing positions with 3M Canada and Nortel and private consulting. Brian is in his thirteenth year at the Bissett School of Business, Mount Royal University as an associate professor helping to develop and deliver the undergraduate BBA supply chain management program

which is now available in both classroom and online formats. Brian’s 2014 doctoral dissertation topic focused on supply chain management practices and opportunities within Calgary’s Nonprofit Sector. Brian is active at the local and national levels in supply chain management education, reviewing and conducting education sessions.



Before becoming a university professor **David J. Finch** spent almost two decades in product management and marketing roles primarily in the technology sector. After working away in cubicles and on airplanes for some giant companies like Bell Canada and Rogers Communications, David followed his own dream and co-founded a sports marketing agency.

Starting his own marketing agency taught him the importance and limitations of having a plan. Big companies, he realized, like having a plan, but big companies are terrible at actually following them because they’re so big. Small companies aren’t great at making plans, but they’re agile and adaptable.

After twenty years in these different roles asking questions, David decided it was time to find some answers, so he pursued his PhD in management and became a university professor. It turns out being a university professor is less about finding answers and more about asking better questions. As he started asking those better questions, it struck him that education and product management have a lot in common. Each year, universities and colleges churn out really expensive products called students; some of these products find an audience, but many don’t. This led to the question, “What if students started to manage their lives as if they were product managers?” This was the inspiration for the *Designing YOU* series and *Supply Chain Management YOU* career guide.

NOTES

(In case you want to dig deeper!)

- ¹ For a fascinating TED Talk on the power of being open and empathetic, see Ash Beckham: *We're all hiding something. Let's find the courage to open up.*
https://www.ted.com/talks/ash_beacham_we_re_all_hiding_something_let_s_find_the_courage_to_open_up
- ² For further information on the benefits of journaling, see: Slatcher, R. B., & Pennebaker, J. W. (2006). How do I love thee? Let me count the words: the social effects of expressive writing. *Psychological Science*, 17(8), 660-664.
- ³ For an excellent definition check out the Canadian Supply Chain Sector Council video that provides a brief overview on the vastness of careers in supply chain management - <http://www.supplychaincanada.org/en/videos> .
- ⁴ Refer to CSCMP, 2017, p. 187.
- ⁵ Refer to: https://www.nytimes.com/2016/12/29/technology/iphone-china-apple-stores.html?mcubz=0&_r=0
- ⁶ It has been noted that businesses no longer compete on the merits of their product or service offerings recognizing that “it is my supply chain versus your supply chain” (Tomkins & Harmelink, 2004, p. 4). Simchi-Levi et al. (2008) go as far to say that “in some industries, supply chain management is perhaps the single most important factor determining the success of a firm” (p.11). “The competitive playing field gradually evens off, leaving companies to battle supremacy in the trenches of operational [supply chain management] execution” (Gardner, 2004, p. 13). A coordinated supply chain, ensuring alignment with product or service characteristics enables customer requirements to be met or exceeded while meeting all of the business’s financial objectives.
- ⁷ Refer to an article on Tesla’s transformation as a major supplier of advanced batteries <https://electrek.co/2017/05/08/tesla-battery-director-gigafactory-supply-chain/>
- ⁸ Refer to: <http://cscsc.vcglobalconsulting.com/cscsc/> and <http://www.supplychaincanada.org/assets/u/SectorFactsandFiguresEnglish.pdf>
- ⁹ Refer to: <https://www.forbes.com/sites/laurengensler/2017/05/24/the-worlds-largest-retailers-2017-walmart-cvs-amazon/#1a0e095320b5> For infographic growth refer to: Refer to <https://www.emarketer.com/Article/Worldwide-Retail-Ecommerce-Sales-Will-Reach-1915-Trillion-This-Year/1014369>
- ¹⁰ For growth forecasts on 3D printing refer to:

<https://www.theupsstore.com/print/3d-printing>

<https://www.idc.com/getdoc.jsp?containerId=prUS42211417>

<https://www.forbes.com/sites/louiscolombus/2017/05/23/the-state-of-3d-printing-2017/#2a90c48d57eb>

- ¹¹ For additional information on autonomous vehicle forecasts refer to:
<https://www.forbes.com/sites/oliviergarret/2017/03/03/10-million-self-driving-cars-will-hit-the-road-by-2020-heres-how-to-profit/#5722d7317e50>
- ¹² Refer to: <https://www.statista.com/statistics/254266/global-big-data-market-forecast/>
- ¹³ For further information refer to: <http://www.supplychaincanada.org/en/>
- ¹⁴ Refer to a study by DHL on the emerging SCM skill crisis:
http://dhl.lookbookhq.com/ao_thought-leadership_talent-gap
- ¹⁵ Refer to
http://www.dhl.com/en/press/releases/releases_2017/all/logistics/a_global_talent_shortage_crisis.html
- ¹⁶ In Step 2 of Designing YOU, we go deep into exploring your personality, emotional intelligence and inventory of your knowledge and skills. If you haven't explored these areas yet, now is a good opportunity to give you a sense of where you stand
- ¹⁷ For additional information on how men and women's brains are wired differently, see:
<https://www.theguardian.com/science/2013/dec/02/men-women-brains-wired-differently>
- For additional resources on gender related issues in the workplace, please see the following:
- [OECD Report on Closing the Gender Gap in Canada.](#)
- [Viser Gender Equity Report.](#)
- A bestselling book by Sheryl Sandberg: <http://leanin.org/>
- An excellent podcast on gender issues is:
<http://www.stuffmomnevertoldyou.com/podcasts/>
- In addition, it is important to note that issues related to transgender inequality are emerging in the workplace. For additional information, see:
<https://othersociologist.com/2014/12/01/transgender-women-inequality-work/>
- ¹⁸ For more information, see Noland, M., & Moran, T. (2016, February). Study: Firms with more women in the c-suite are more profitable. *Harvard Business Review*.
<https://hbr.org/2016/02/study-firms-with-more-women-in-the-c-suite-are-more-profitable>
- ¹⁹ Refer to: <https://www.fronetics.com/the-supply-chain-gender-gap/>

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- ²⁰ For more information, see: Berinato, S. (2010, April). Is a woman's MBA worth less? *Harvard Business Review*. <https://hbr.org/2010/04/the-pay-gap-and-delusions-of-p>
- ²¹ For additional reading see:
- Eagly, A.H., & Carli, L. L. (2007). *Through the Labyrinth: the Truth About How Women Become Leaders*. Boston, MA: Harvard Business School Press
- http://www.salon.com/2016/04/13/its_not_choices_its_pure_sexism_women_get_paid_less_for_one_reason_theyre_discriminated_against/
- ²² Infographic: Yes Sex Matters! Please see: the Organisation for Economic Co-operation and Development (OECD) study on Closing the Gender Gap available at: <https://www.oecd.org/canada/Closing%20The%20Gender%20Gap%20-%20Canada%20FINAL.pdf> Also, please see the *Visier Insights* Gender equity report: <https://www.visier.com/lp/visier-insights-gender-equity-report/>
- Please see, *McKinsey Global Institute* (2015) report - the power of parity: <http://www.mckinsey.com/global-themes/employment-and-growth/How-advancing-womens-equality-can-add-12-trillion-to-global-growth>
- Finnie, Ross (2015). *Barista or Better? New Evidence on the Earnings of Post-Secondary Education Graduate*. A summary of this study is available at: <https://www.thestar.com/news/canada/2016/07/26/higher-education-does-lead-to-higher-incomes-university-of-ottawa-study.html>
- ²³ For more information and resources associated with *Lean In*, refer to <https://leanin.org/>
- ²⁴ For more information, see: Elsesser, K. M., & Lever, J. (2011). Does gender bias against female leaders persist? Quantitative and qualitative data from a large-scale survey. *Human Relations*, 64(12), 1555-1578. <http://hum.sagepub.com/content/64/12/1555.full.pdf+html>
- ²⁵ McKinsey & Company has an online psychological test you can take to measure whether you have an unconscious gender bias: <https://esurveydesigns.com/wix/p46257077.aspx>
- ²⁶ This section on gender is borrowed from the gender impact of designing you by Leah Hamilton and Laurie Stretch. For more detailed reading on this topic please head to *Designing YOU*. At the end of each step, Laurie and Leah provide their insights into the gender issues and how to factor them into your thinking during this step.
- ²⁷ Unless otherwise noted, the salary ranges are adapted from the *Randstad 2017 Canadian Salary Guide*. Exact salary ranges are based on 2017 dollars for the senior-level position in Calgary, Alberta, Canada. For further information refer to: <https://www.randstad.ca/salary-guides/salary-guide-professionals/>
- ²⁸ For additional information on evidence-based management, see: <https://www.cebma.org/>
- ²⁹ Step 2 of *Designing YOU* goes deeper into EI, including an assessment. For further information, see: Goleman, D. (2004). What makes a leader? *Harvard Business Review*, 82(1), 82-91.