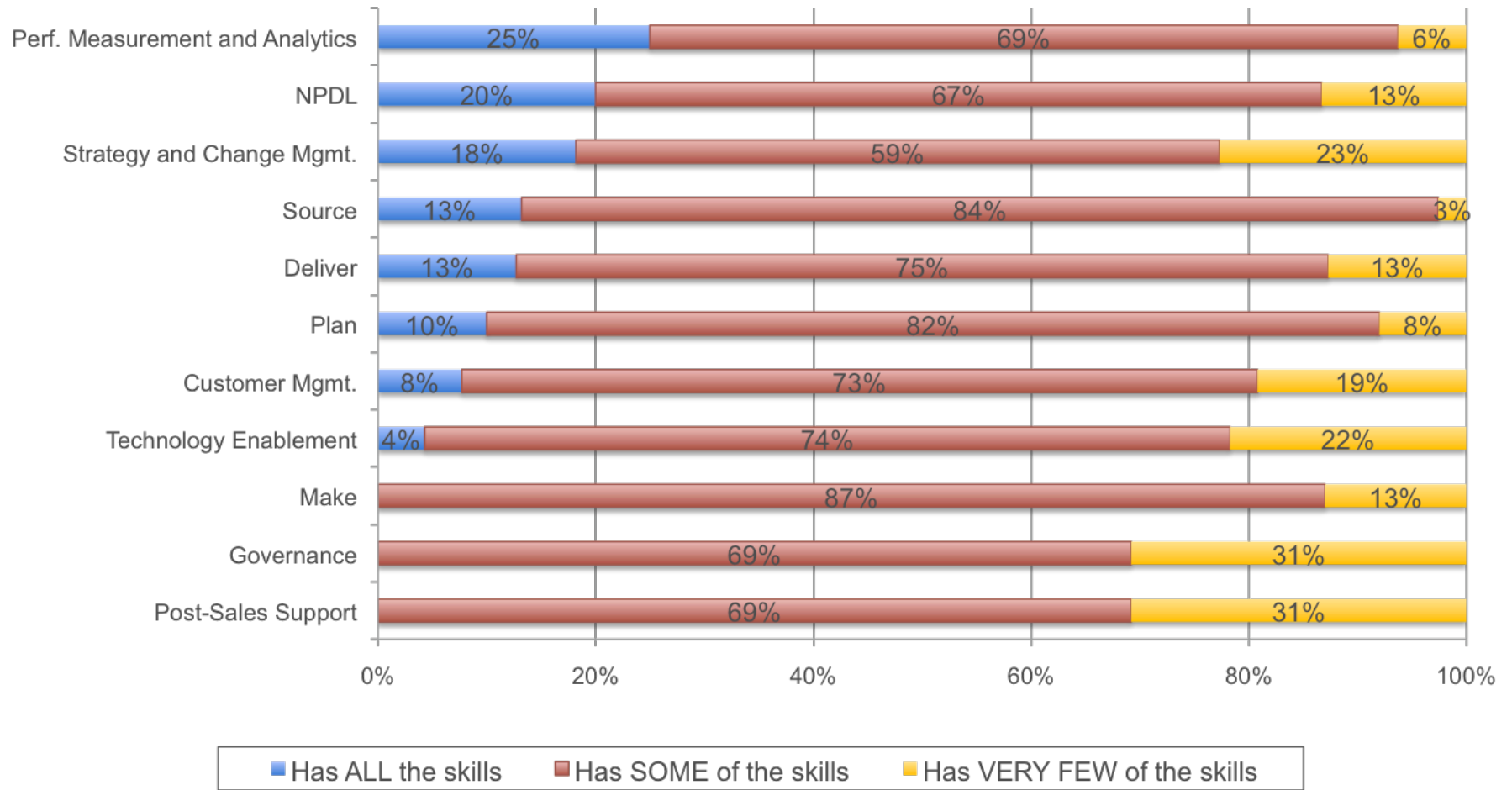


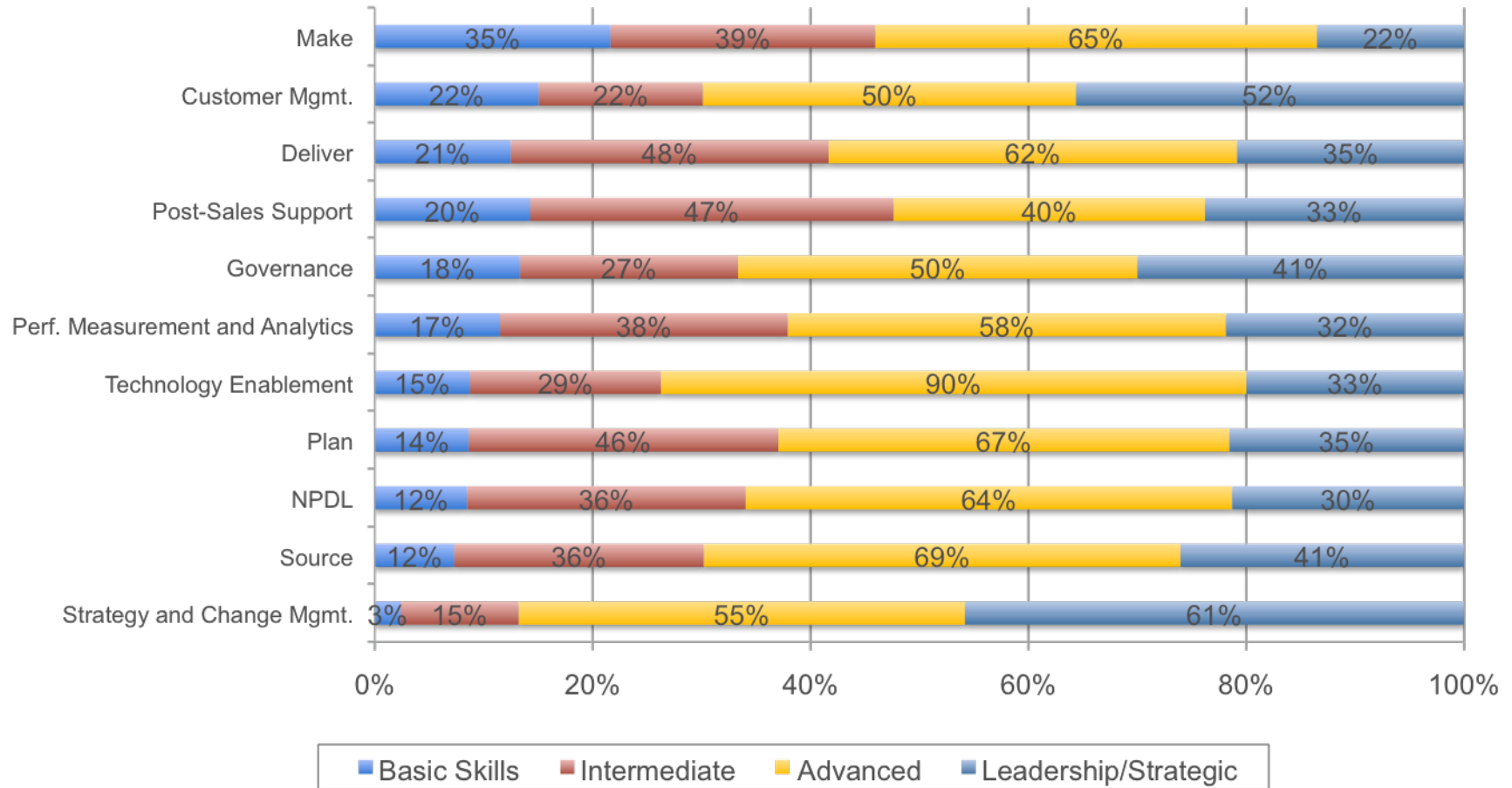
Supply Chain Talent: State of the Discipline

Appendix to the Report

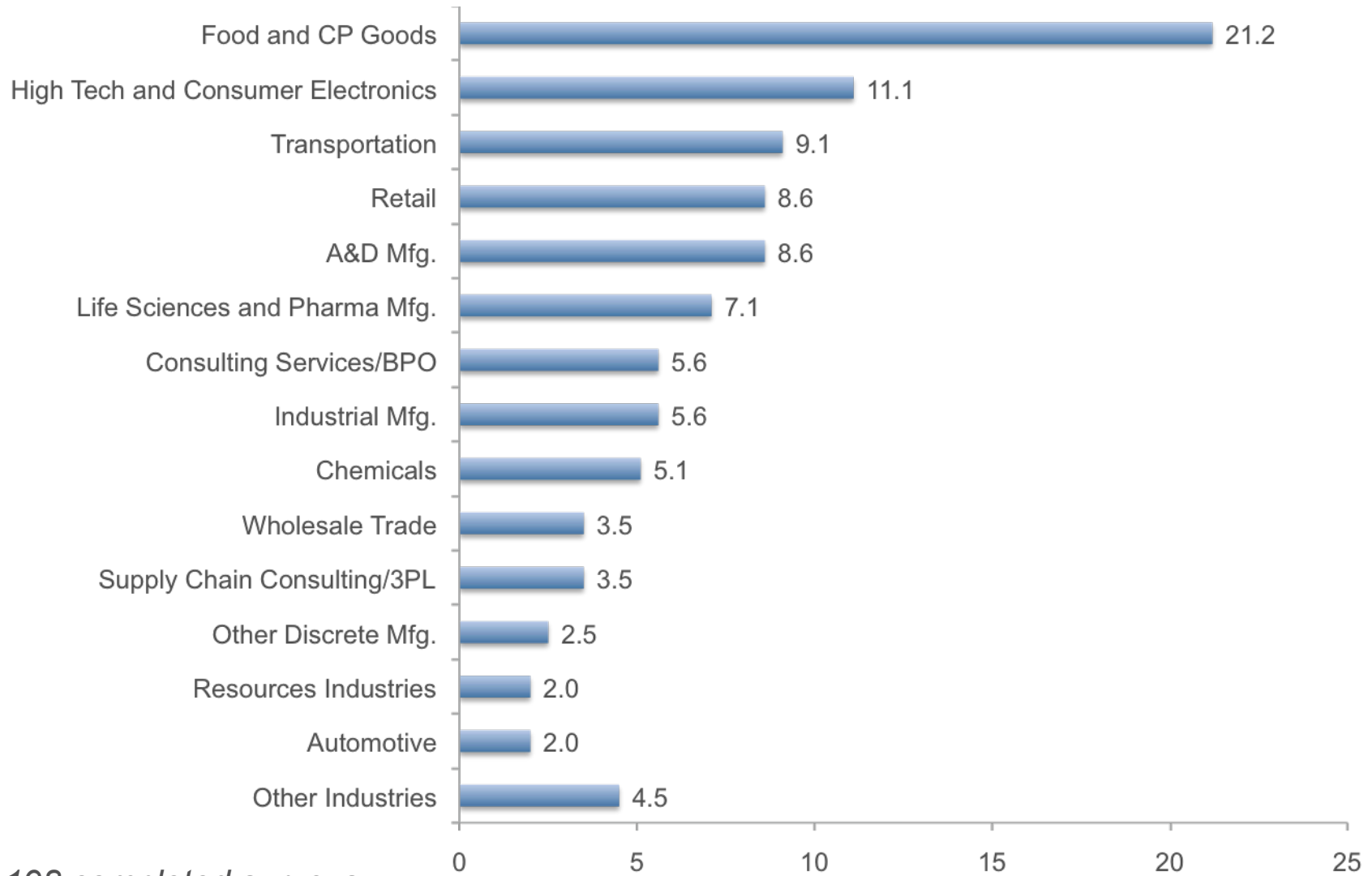
Skills available from the current talent pool



Level of competency desired

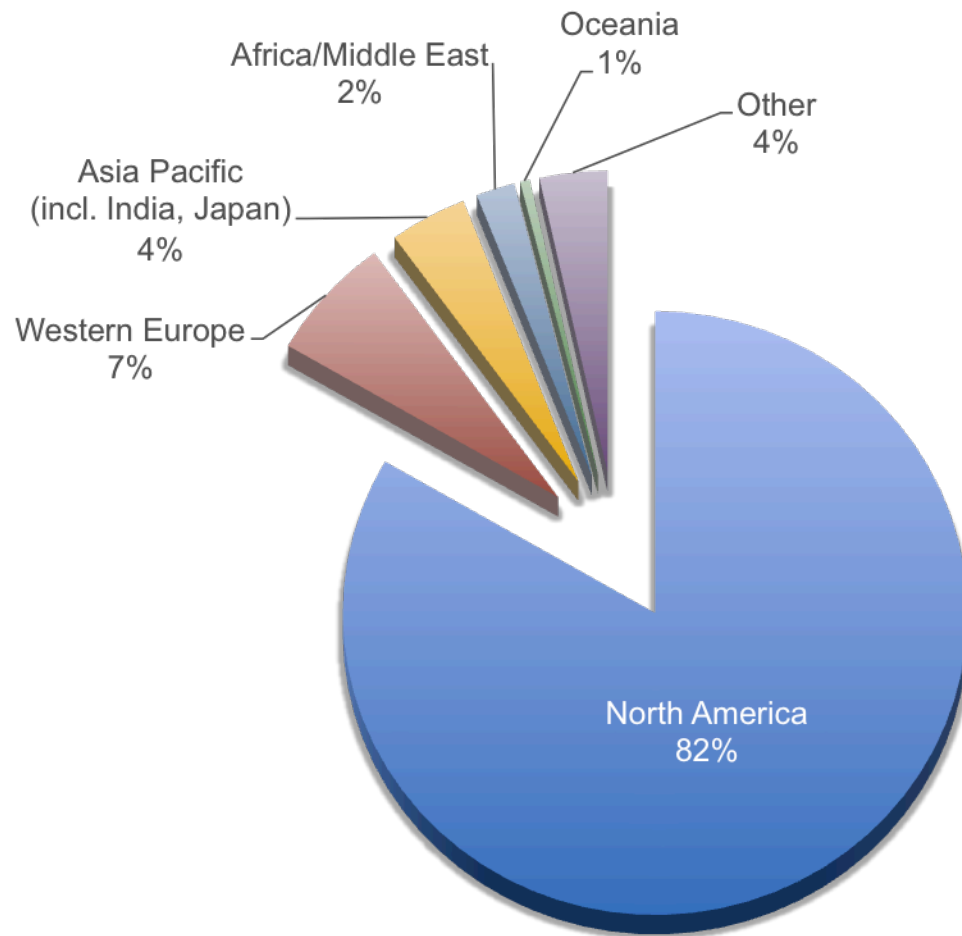


Industry breakdown



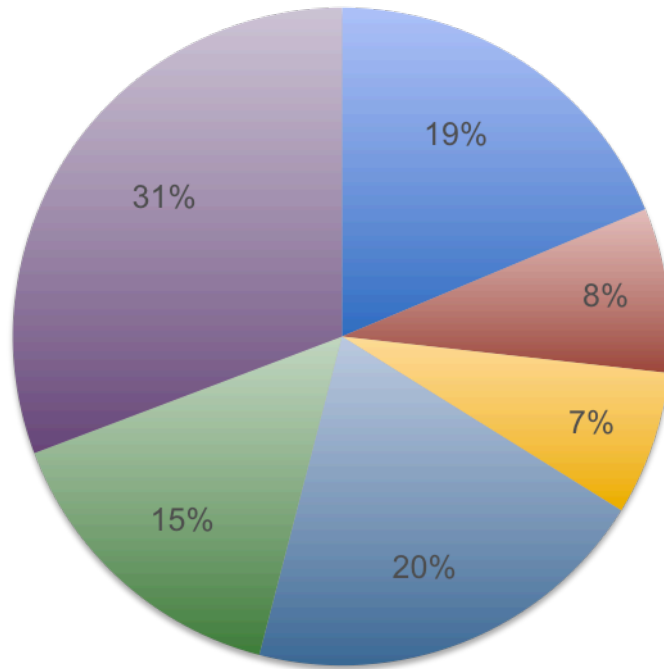
198 completed surveys

Geography



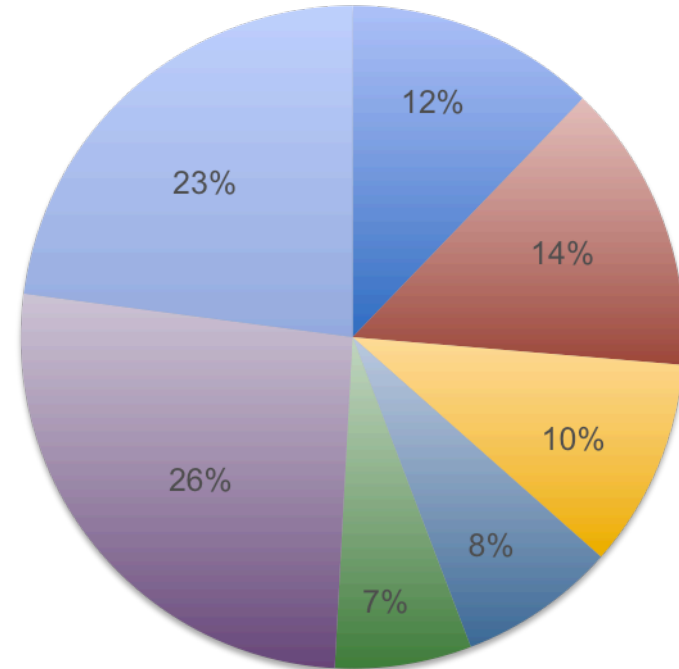
Company characteristics

Total Revenue



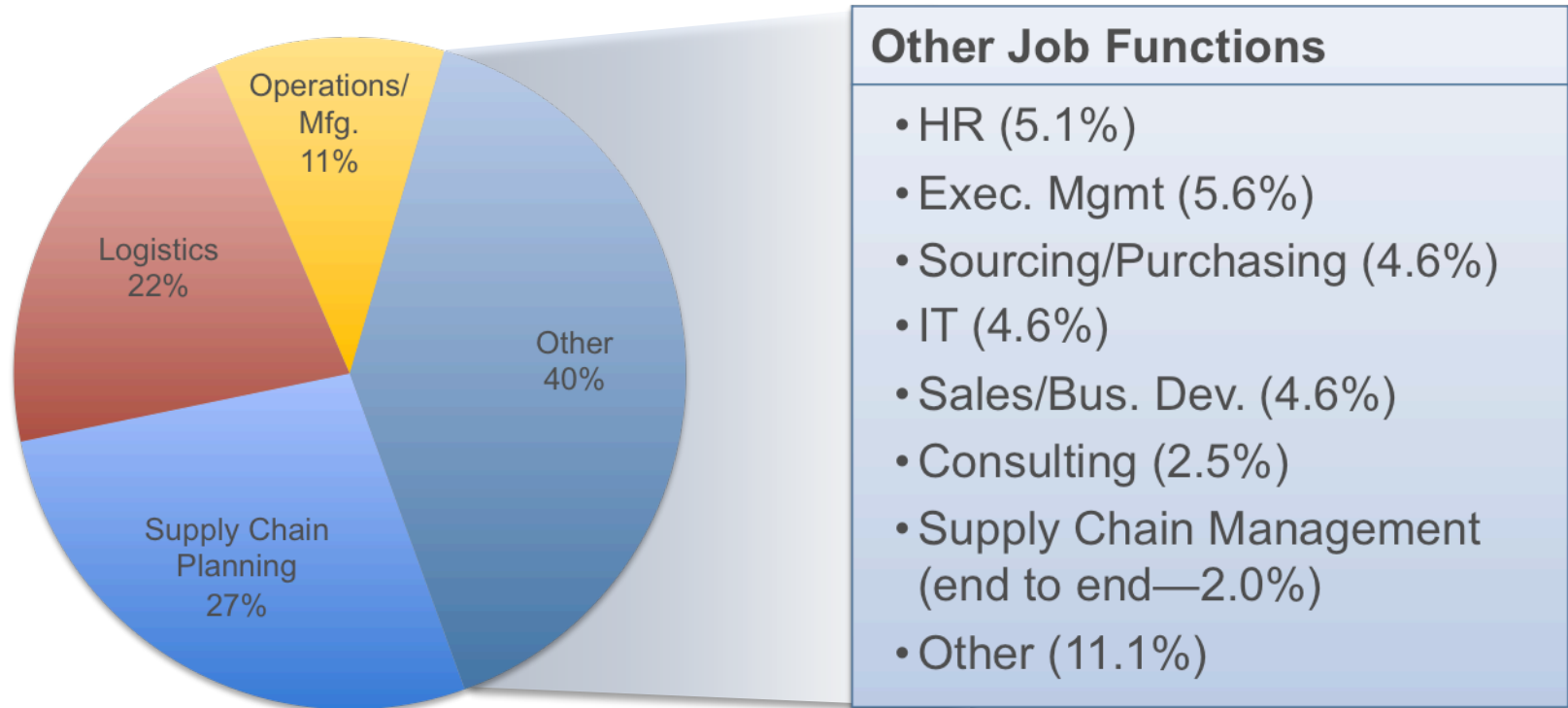
- Less than \$250 million
- \$250 million - \$499.9 million
- \$500 million - \$999.9 million
- \$1 billion - \$4.9 billion
- \$5 billion - \$9.9 billion
- \$10 billion or more

Total Employees

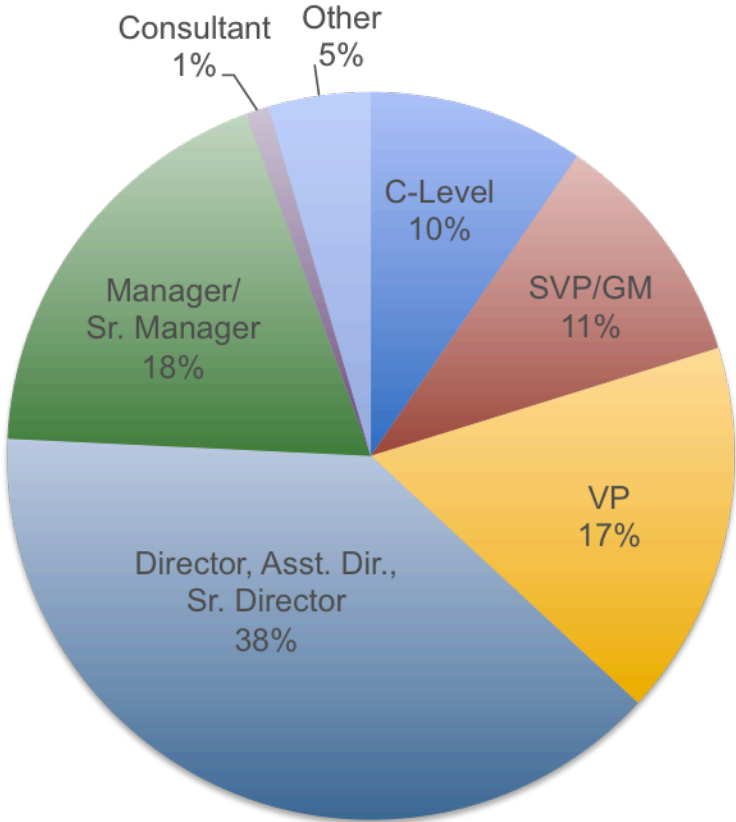


- Fewer than 100
- 100 - 999
- 1,000 - 2,499
- 2,500 - 4,999
- 5,000 - 9,999
- 10,000 - 49,999
- 50,000 or more

Job function

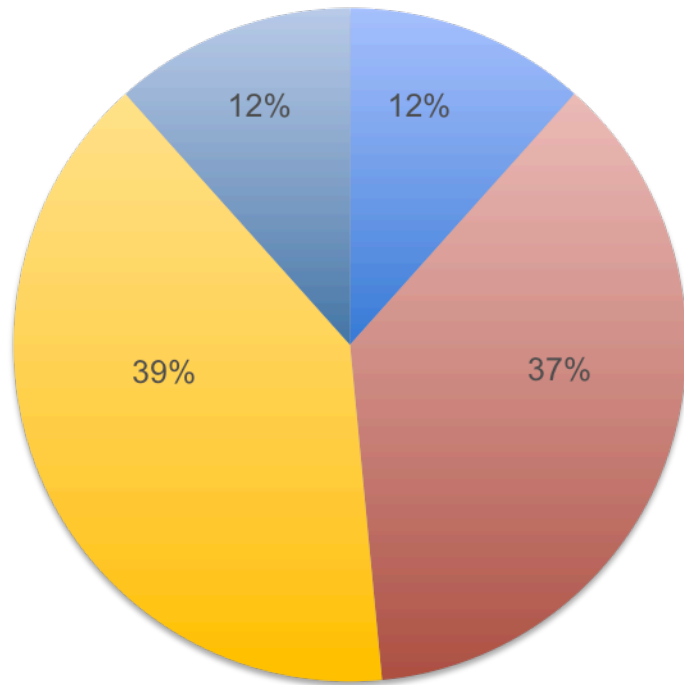


Job level



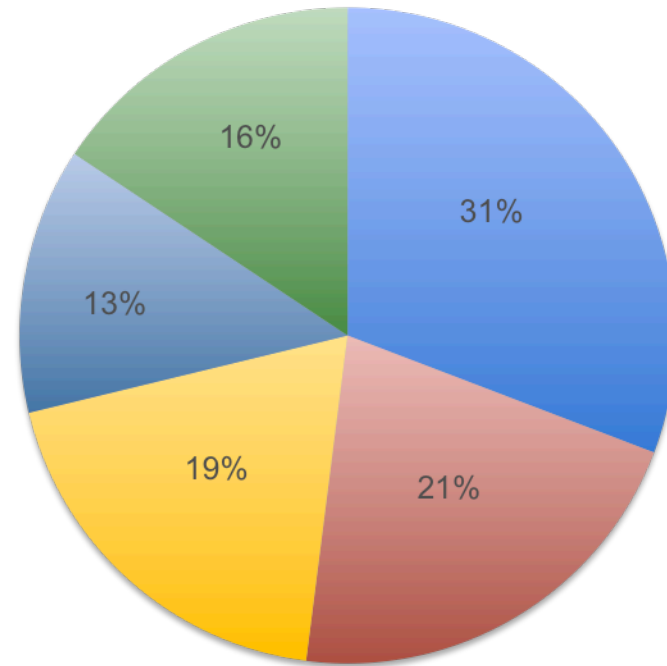
Span of influence

How Participate in Hiring Decision



- Solely responsible for decision
- Leader of a group responsible
- Member of a group responsible
- Otherwise participate/provide advice

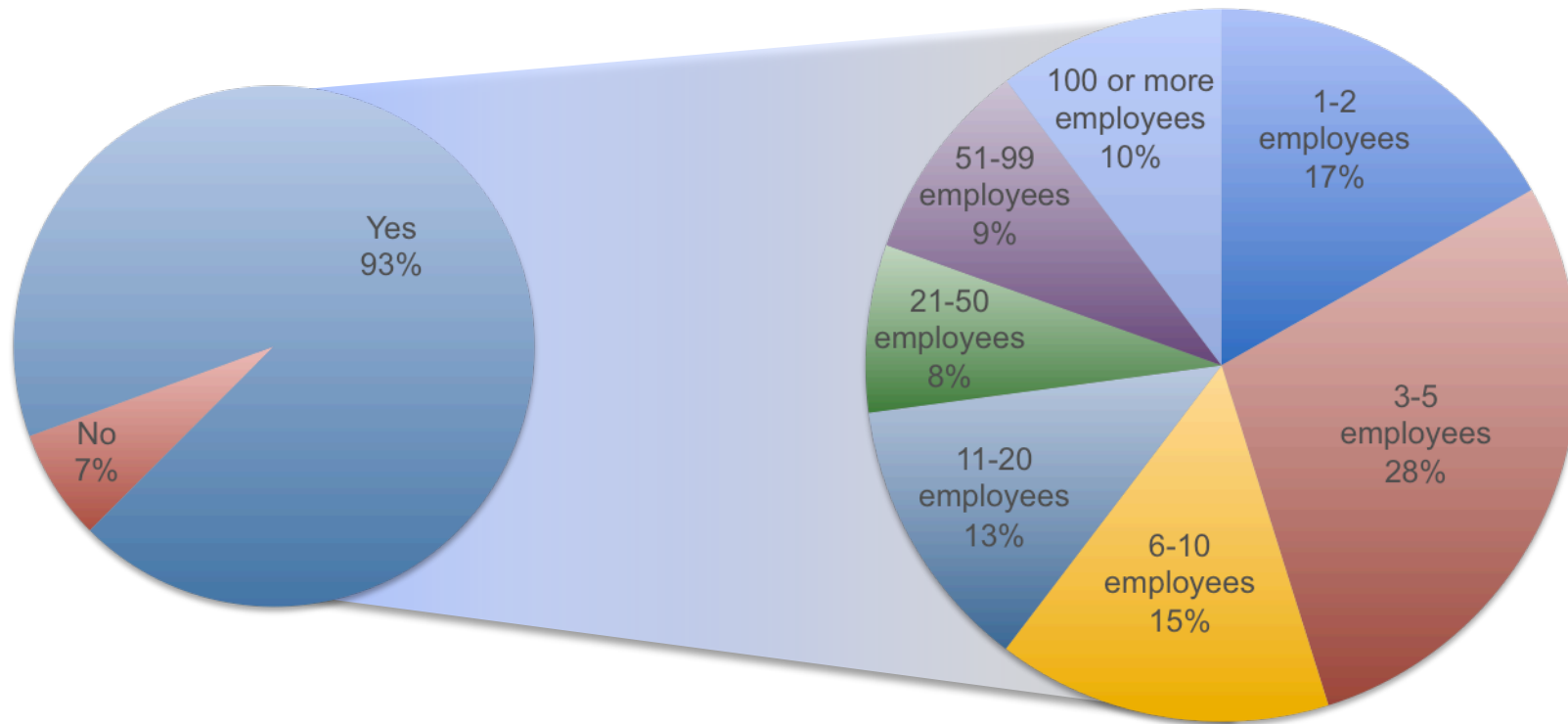
Span of Influence



- Enterprise-wide worldwide
- Enterprise-wide country level
- Subsidiaries/divisions
- Sites or locations
- Dept./work groups

Hiring characteristics

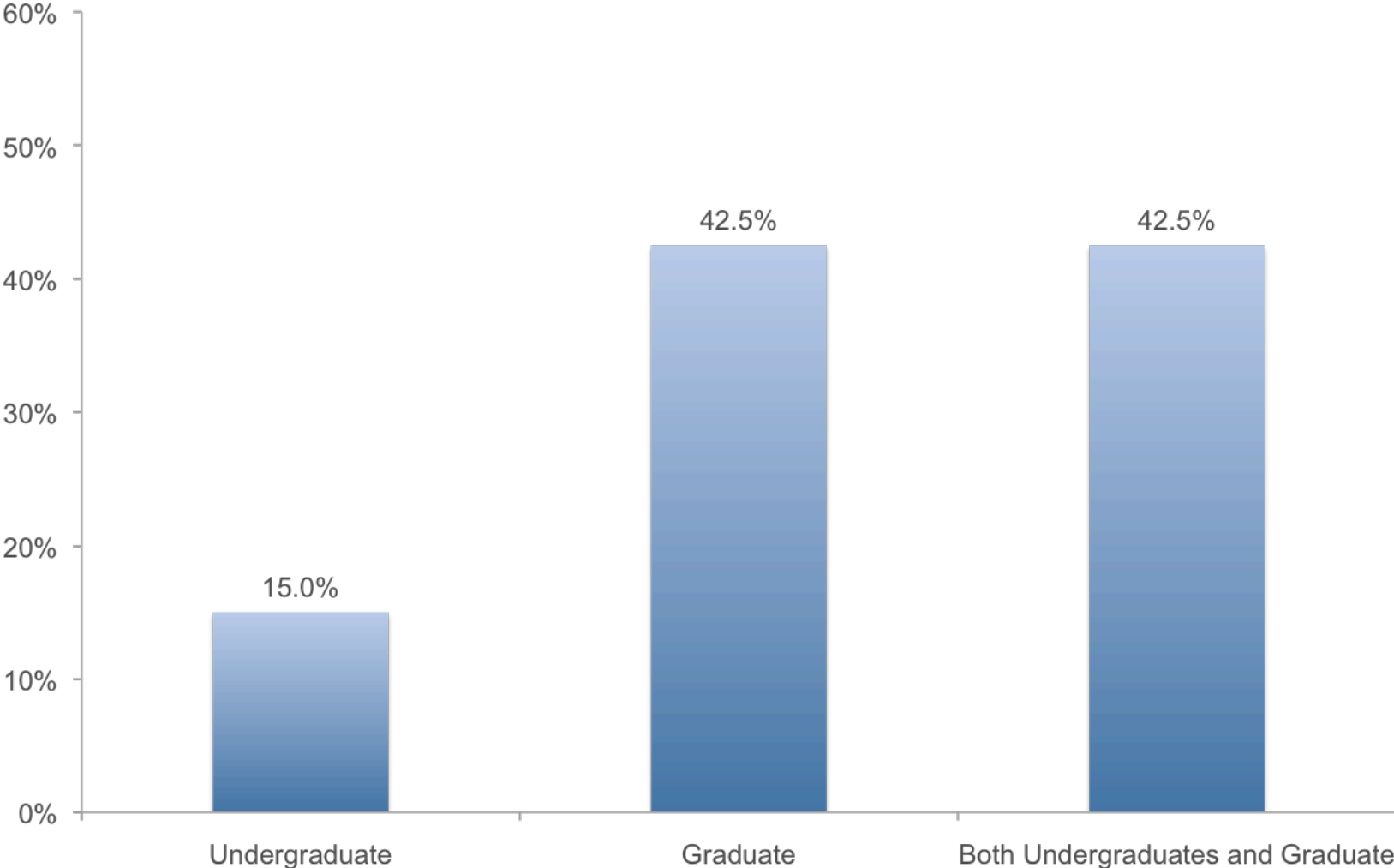
Hired in the last three years?



Major stations of attribute model defined

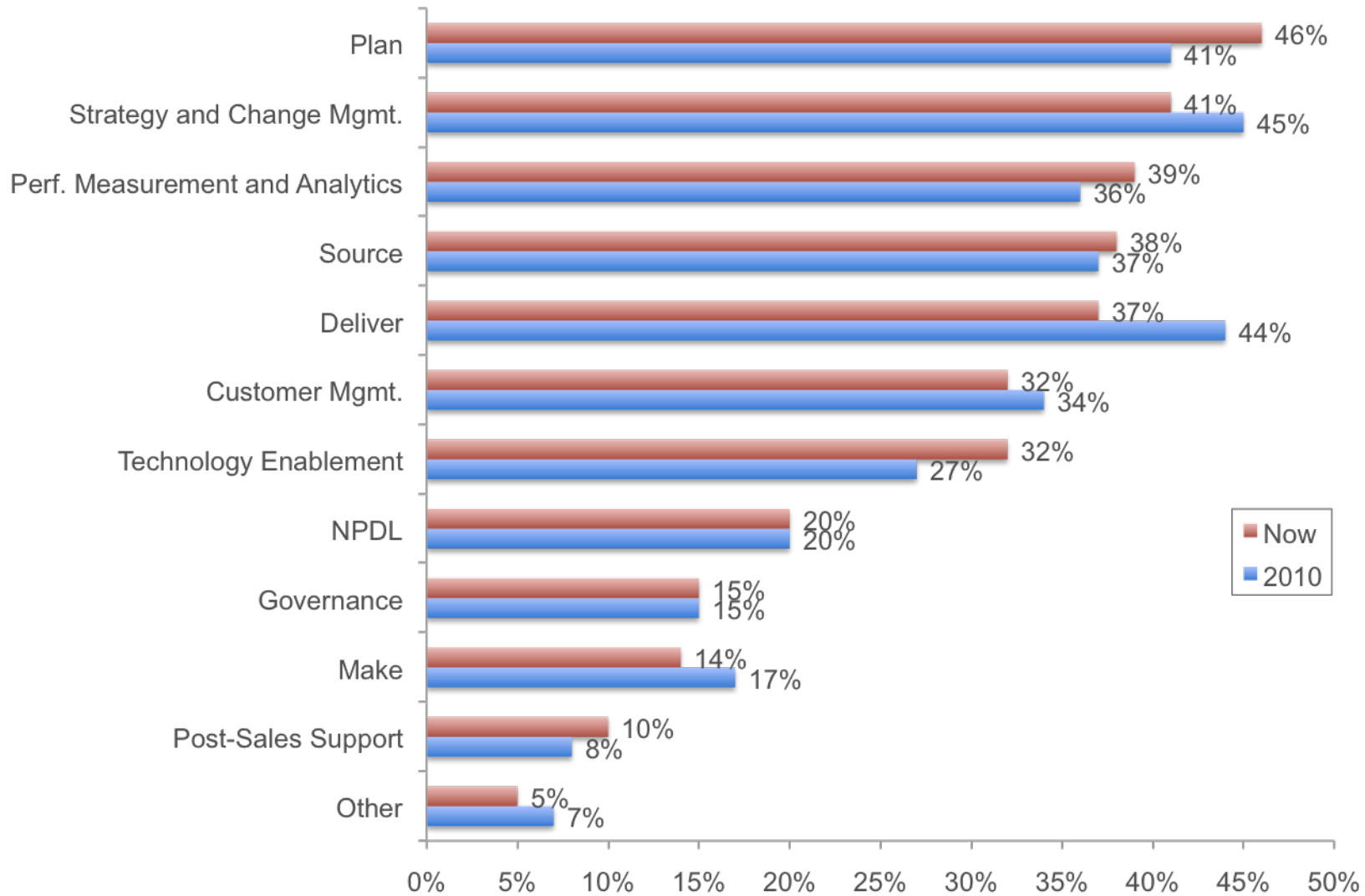
Count	Element	Element	Definition
1	New Product Development and Launch (NPDL)	Functional	Processes that focus on a new product and service innovation that span research and development as well as cross-functional implementation.
2	Plan	Functional	Processes that balance aggregate demand and supply to develop a course of action, which is best meet sourcing, production, and delivery requirements.
3	Source	Functional	Processes that procure goods and services to meet planned or actual demand.
4	Make	Functional	Processes that transform product to a finished state to meet planned or actual demand.
5	Deliver	Functional	Processes that provide finished goods and services to meet planned or actual demand, typically including order management, transportation management, and distribution management.
6	Customer Management	Functional	Processes that support the understanding, partnership, and creation of value between the extended supply chain and the customer.
7	Post-Sales Support	Functional	Processes associated with supporting consumer post-purchase activities that include maintenance, repair, inquiry, or returning product.
8	Governance	Enabling	Organizational structure and processes that establish standard data elements, common operating and reporting practices that ensure supply chain consistency, stability and ethical practices.
9	Performance Measurement and Analytics	Enabling	Structure and processes that inform support and identify if key activities meet business plan objectives or if corrective action is required. Activities that support deep business intelligence and allow the ability to identify and capitalize on trends.
10	Technology Enablement	Enabling	Evaluation, selection, implementation and maintenance of critical technologies that facilitate the achievement of each key facet of the value chain.
11	Strategy and Change Management	Enabling	Activities and leadership that provide supply chain vision and support key changes necessary to achieve long-term business plan objectives.

Average recruits hired by level

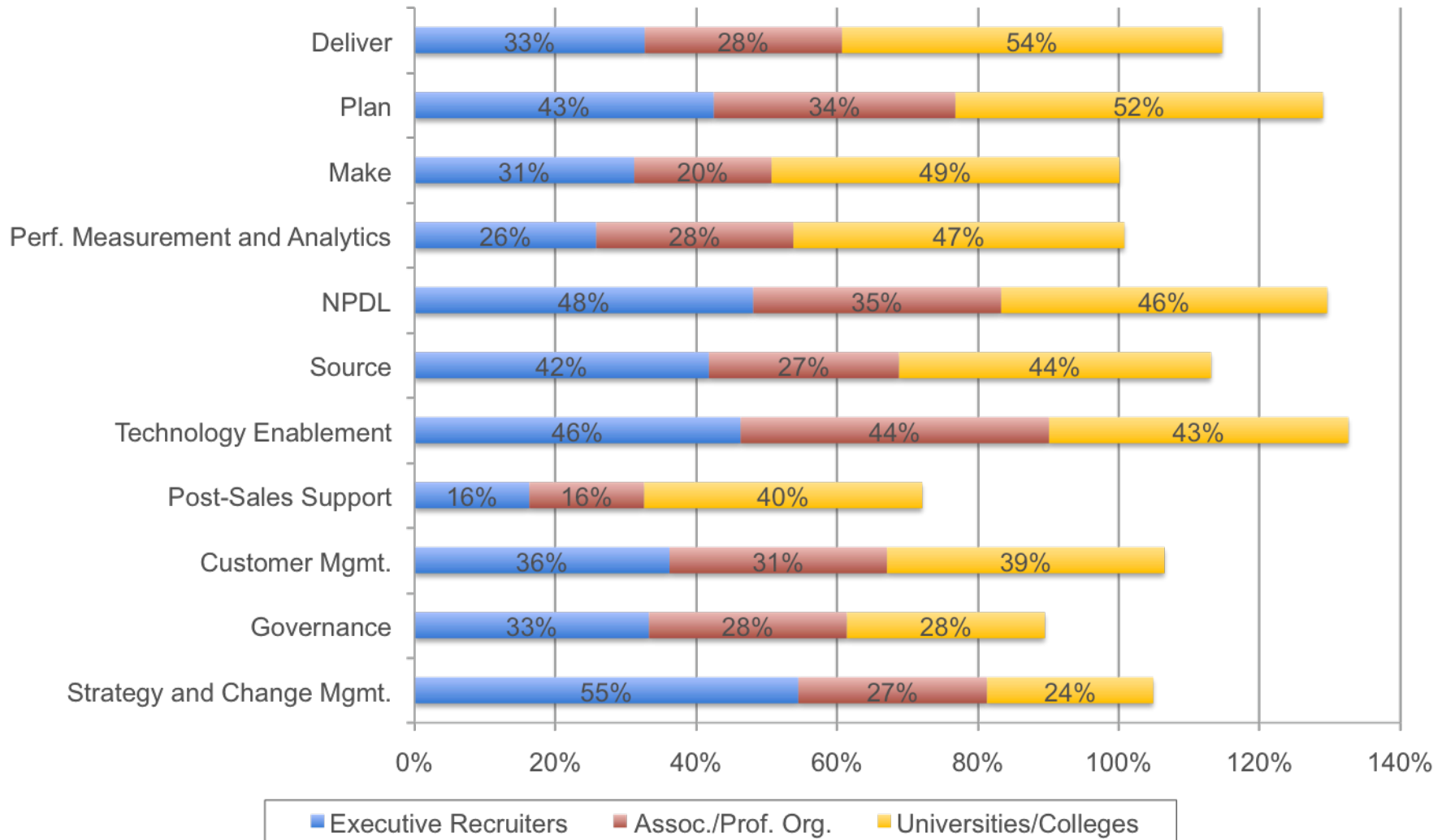


n=40

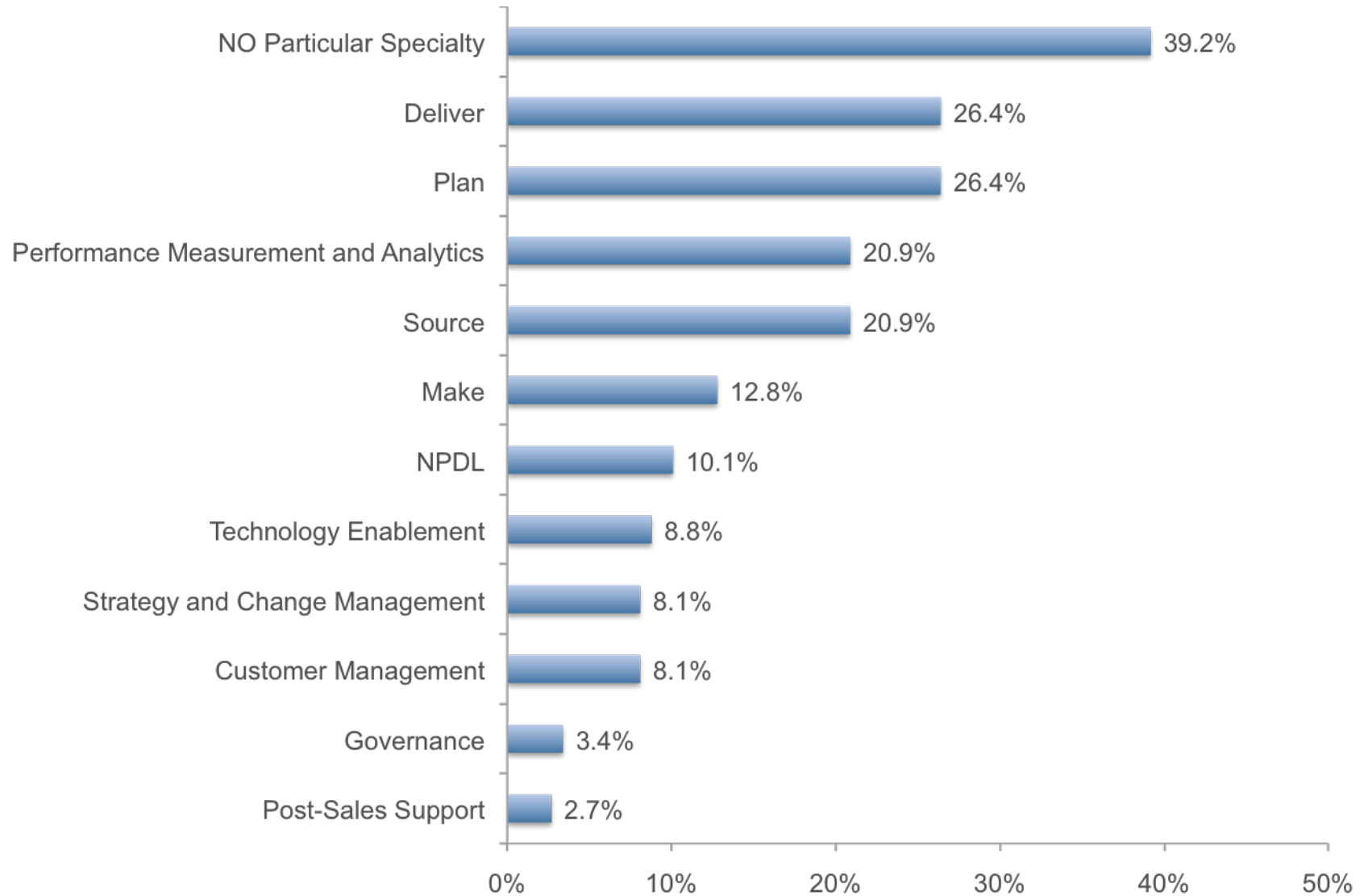
Critical skills priorities



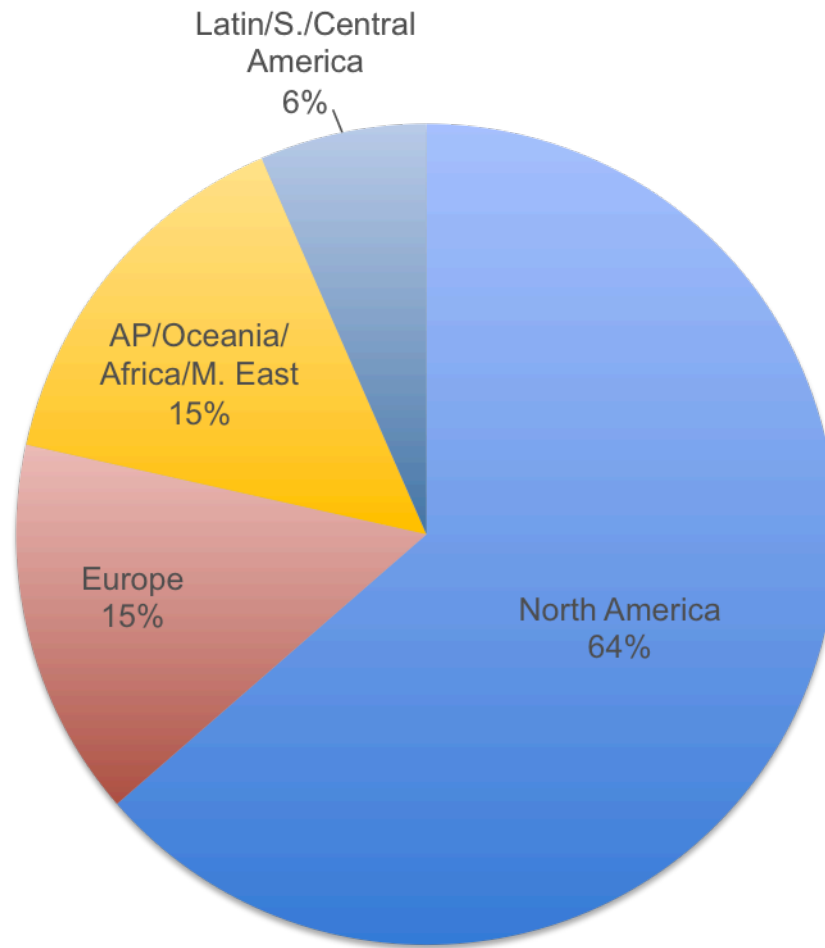
Primary sources for recruitment



Supply chain specialty areas recruited for at universities



Regions reach out to universities



AMR Research is the No. 1 research firm focused on the intersection of business processes with value chain and enterprise technologies. More information is available at www.amrresearch.com.

Your comments are welcome. Reprints are available. Send any comments or questions to:

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