CAREERS IN
LOGISTICS



Council of Logistics Management®

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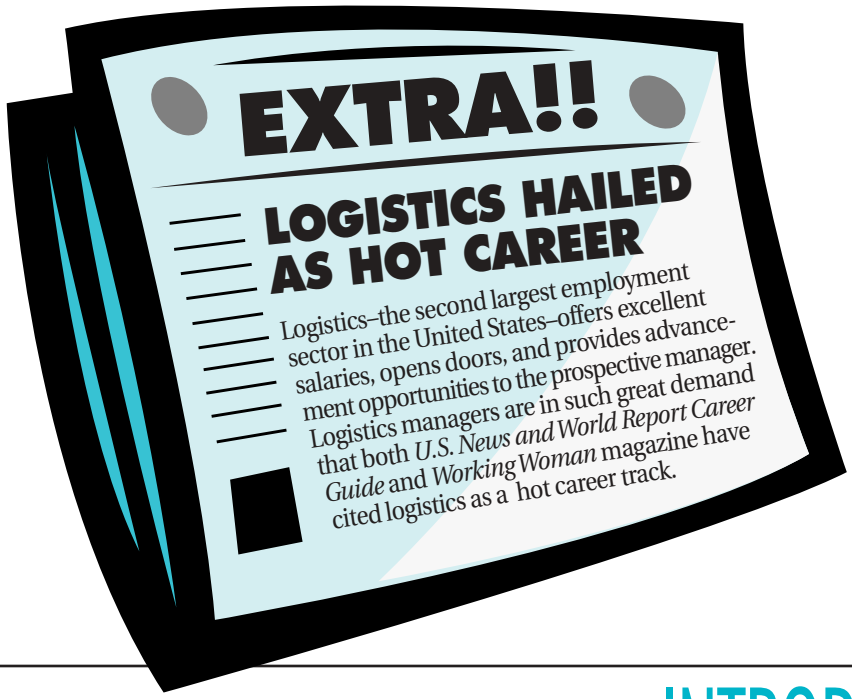
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INTRODUCTION

If this headline looks too good to be true, think again! Logistics management offers everything that you want in a career—job openings at all levels, excellent salaries, upward mobility, exciting responsibilities and worldwide opportunities within the function and throughout the company. This booklet is designed to provide you with an introduction to the field of logistics and an overview of the career opportunities that await you.

In order to make the best decision about a career, you need to understand your interests, abilities, and goals. You need to know about possible career options as well. This booklet will address many of your questions about logistics career options. It contains information related to the future demand for logistics managers, potential career paths that match your qualifications and interests, education and training requirements, and compensation levels.

The booklet is presented in a "Question and Answer" format so that you can access information quickly. However, we suggest that you take the time to read the entire booklet as it is full of valuable material. If you finish this booklet and still have additional questions, talk to your professors, career counselors, and logistics professionals in your area. They will help you determine if logistics management is the career for you!

Careers in Logistics was written by Brian Gibson, Marcia Gibson, and Steve Rutner of Georgia Southern University and published by the Council of Logistics Management (CLM). The information contained in the booklet is based on a combination of existing information and interviews with nearly 500 logistics professionals from all over the United States. This diverse group of 329 men and 150 women provided a great deal of insight regarding their career experiences for your review.

The authors and CLM would like to thank all of the companies, individuals, and CLM Roundtables (local chapters of CLM) who shared their time and expertise on this project. Special thanks are in order for the *Careers in Logistics* committee members—Rhoda Isaacs, R.I. James, Inc., Chairperson; Kelly R. Abney, Payless Cashways; Terry La Barge, Kraft Foods; Andrea Pike, Alrod International, Inc.; James Seber, Seber Logistics Consulting, Inc.; and Andrea Manning, Council of Logistics Management—for their dedication to producing an informative, high-quality booklet.

THE NATURE AND IMPORTANCE OF LOGISTICS

What is logistics?

Logistics is the universal thread or "pipeline" that plans and coordinates the delivery of products and services to customers all over the world (see diagram below). Logistics professionals manage and coordinate activities in this global pipeline to ensure an effective and efficient flow of materials and information from the time a need arises until it is satisfied and beyond. Some of the many activities involved in logistics include:

customer service	***warehousing***	***inventory control***
transportation	***materials handling***	***forecasting***
purchasing	***strategic planning***	

The goal of these logistics activities is to satisfy the needs of the ultimate consumer—you. Simply stated, logistics managers ensure that…

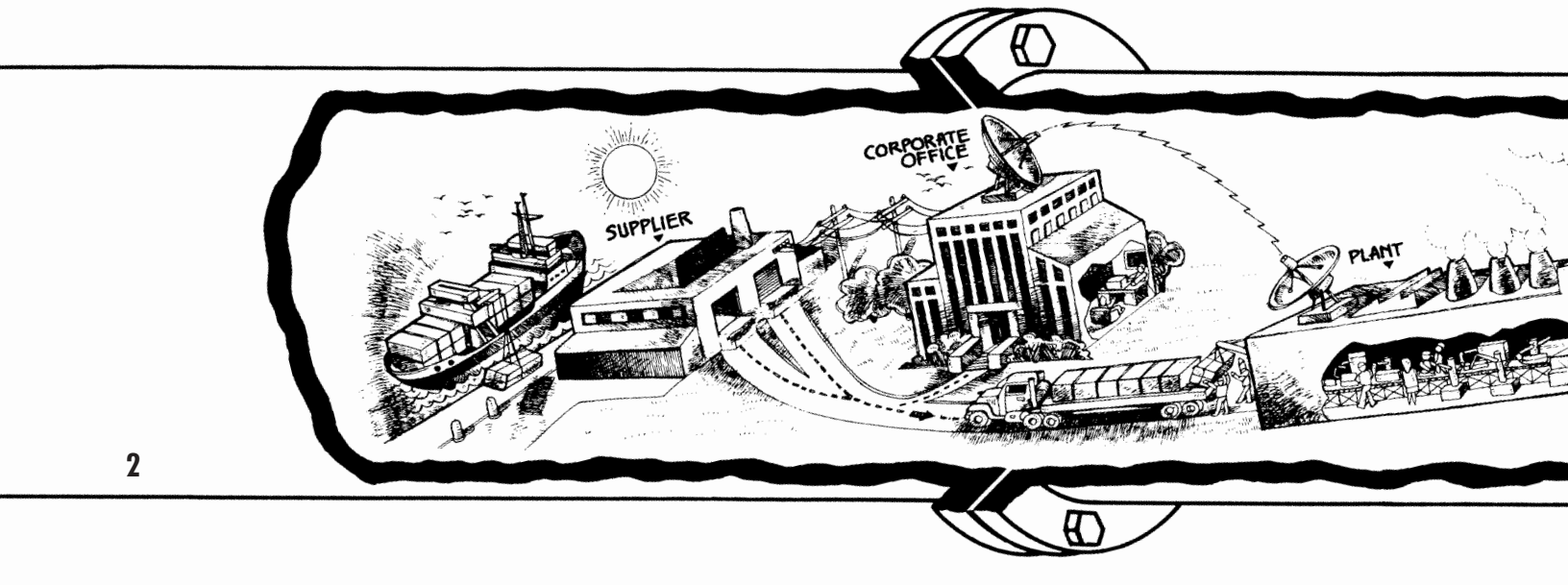
***...the right** product, **in the right** quantity, **in the right** condition, **is delivered to the right** customer **at the right** place, **at the right** time, **at the right** cost.*

A more comprehensive definition of logistics adopted by CLM includes inbound, outbound, internal, and external movements: "Logistics is that part of the supply chain process that plans, implements, and controls the efficient, effective flow and storageof goods, services, and related information from the point of origin to the point of consumption to meet customers' requirements."

Logistics is involved every time you purchase a product, whether it's food, medicine, or clothing. It doesn't matter how you shop—at a store, by mail order, through direct sales, or via the Internet—you are being served by the logistics pipeline outlined below. The items you purchase have been transported from manufacturers near and far to get to you—and logistics professionals have managed each of these journeys.

Consider the last shirt that you purchased. The cotton may have been grown and processed in Georgia. Then it was shipped to South Korea where it was spun into fabric. The bolts of fabric were sent to Guatemala for cutting and assembly. The completed shirt was then transported to the U.S. retailer that sold it to you. And, that's not all! The buttons, thread, packaging, and labels all went through similar international logistical paths to become part of your shirt as well.

Every product in your home has in some way been touched by this incredible field. Pick up a soft drink, styling gel, a computer, or a CD player and consider the path each of these items has traveled to get to you. You've been depending on logistics all of your life to provide the best that the world has to offer.



How important is logistics?

Logistics has a huge impact on the domestic and global economy. Logistics facilitates market exchanges, provides a major source of employment, and is a major purchaser of assets and materials. In the process of these activities, organizations in the United States spend nearly *$800 billion* on logistics each year—up from $678 billion in 1990. That is nearly three times the combined annual revenues of General Motors, IBM, and Proctor & Gamble! Worldwide, more than *$1.4 trillion* is spent annually on logistics and the amount will grow with the continued expansion of the global marketplace.

Logistics is of critical importance to human survival. The logistics system provides the continuous availability of food, water, medicine, and other key materials that you need to survive. A prime example is the food you ate at your last meal. It's very likely that the materials used to prepare that meal came quite a distance…perhaps from the other side of the planet! In order for that meal to fulfill your needs, you were dependent on logistics professionals to provide safe storage and transportation of those items.

Logistics greatly impacts our quality of life. The logistics industry employs people worldwide, providing a cost-effective means of distributing goods locally and globally. The more affordable the goods, the higher the standard of living for you. Consider the last pair of athletic shoes that you purchased. They were probably manufactured in Southeast Asia, yet the exact pair (the right size, color, and style) that you wanted was available for purchase the day you walked into the store.

Logistics affects our success in a wide variety of endeavors. Logistics greatly impacts activities other than the flow of industrial and consumer products. Here are just a few examples:

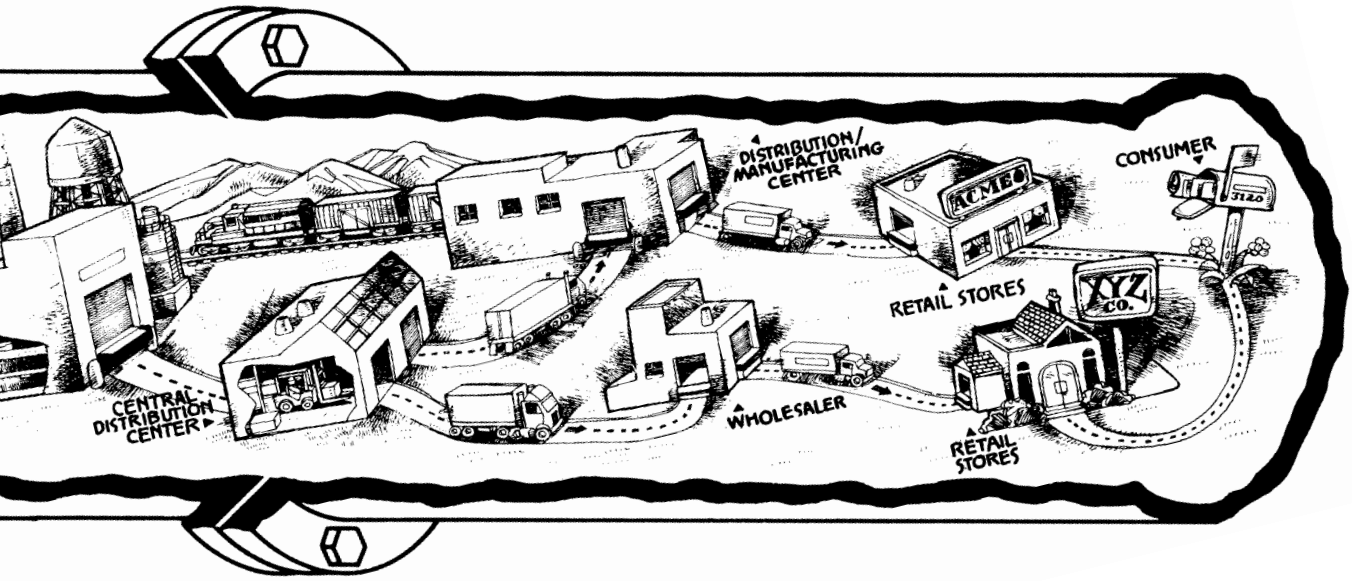
Relief organizations like the American Red Cross Disaster Service and the International Red Cross provide logistics support in life-threatening situations such as floods, hurricanes, and earthquakes. They operate like a huge mobile warehouse, setting up temporary facilities and shelters on a moment's notice to efficiently distribute food, supplies, and equipment to disaster victims.

The U.S. military relies on logistics to determine the feasibility of a mission—whether it is military or humanitarian in nature. Logistics also provides the flexibility to move personnel, equipment, and supplies wherever they are needed in the world.

Major productions like rock concerts and sporting events also require logistics. More than $25 million was spent on logistics for the Summer Olympic Games in Atlanta, Georgia. During the Games, more than 1,200 logistics staff members were needed to receive, set up, resupply, and recover assets at 143 competition venues, training facilities, and other sites.

"As a combat arms officer, I learned early on that it's the logisticians that get you to the battle and sustain you in the battle."

— General Colin Powell
Former Chairman,
Joint Chiefs of Staff



What is the role of logistics in the organization?

Logistics is critical to the success of every organization. Once considered an important, behind-the-scenes operational activity, logistics is now recognized as a strategic tool for creating customer value and loyalty. Companies like Wal-Mart, Coca Cola, and Nike attribute a great deal of their success to their global logistics systems. They realize that integrating activities within the organization and across the logistics pipeline, building strong relationships with product suppliers, and working with customer-focused logistics service providers are all critical to building a competitive advantage through logistics.

The scope of opportunities for logistics professionals is expanding. Logistics managers are involved in boundary and organization-spanning teams, strategic planning, alliance building, and a host of other activities that directly impact the success of their organizations worldwide. Because these roles are expanding, a career in logistics management can lead in many directions—including to the top of the company!

"The good news is that logistics is now becoming a boardroom function as opposed to a loading dock function."

— M. Anthony Burns
Chairman, President, & CEO, Ryder System, Inc.

Who works in logistics management?

The demand for logistics managers at all levels is excellent. *The Collegiate Employment Research Institute* reports that logistics is a field with more positions than graduates each year. *The Wall Street Journal* reports that senior logistics management talent is also in short supply. As logistics managers' roles and value have grown, the need for well-educated, talented professionals with a diverse array of skills has emerged.

The increasing importance of analytical, strategic, and technological activities also makes logistics an attractive career to more people. As a result, the number of minorities and women entering the field of logistics directly from high school, college, and from other fields is increasing rapidly. Another factor which contributes to the changing face of logistics is the value that organizations are placing on diversity today. Successful organizations realize that diversity gives them an edge in the highly competitive global marketplace. As a result they are recruiting a variety of people from all walks of life for their logistics management positions. This strategy is highlighted here by two companies:

"It makes good business sense to have a workforce that reflects the marketplace at large. We recognize the value that a diverse management team brings to our company—the ability to reach out to the entire world."

"We recruit from a wide pool because we need all the skills that are out there. The bottom line is that our organization wants people with excellent skills, regardless of their ethnic background, gender, or age."

According to recent surveys, women and minorities are discovering logistics and enrolling in degree programs across the nation. For example, at the University of Nevada-Reno, 45 percent of graduates are female, compared to zero just six years ago. The number of women and minorities in logistics management positions and professional organizations is on the rise as well.

Clearly, logistics is a discipline worthy of attracting the best and the brightest people from all walks of life. Anyone with the education, skills, and drive to succeed can build a prosperous career in logistics management.

"Logistics has evolved into a profession that values strategic thinking, analytical skills, and the use of technology-based tools. Those capabilities are gender and race independent. This field is fertile ground for talented individuals."

— Nancy Haslip
Director of Logistical Services
Bank Boston, N.A.
Past President, CLM

SALARY INFORMATION

Do logistics managers earn high salaries?

Earning potential for logistics managers is excellent! In addition to receiving outstanding salaries, logistics managers, receive a full range of valuable benefits and most are eligible for bonus pay. A recent study by William M. Mercer, Inc., indicates that more than 85% of logistics managers can earn incentive pay in addition to their base salary. It is also important to note that salaries for logistics managers have risen each of the last five years according to annual surveys conducted by the Ohio State University and Cahners Research.

The table below provides insight into the pay prospects for just ten of the many logistics management positions discussed throughout this booklet. The data reflects total cash compensation (base salary plus incentive pay) reported for each position.

Compensation Ranges for Logistics Management Positions

Position Type / Title	10th Percentile	Average	90th Percentile
First Level Management/Supervision			
Analyst (Freight Rate Specialist)	$28,500	$39,400	$52,300
Customer Service Manager	$35,200	$50,900	$70,300
Transportation Coordinator	$29,000	$35,700	$43,100
Warehouse Outbound Operations Manager	$36,700	$54,000	$78,400
Middle Level Management			
International Logistics Manager	$39,600	$69,200	$100,100
Inventory Planning & Control Manager	$50,900	$74,800	$105,200
Transportation Manager	$46,200	$76,100	$111,100
Warehouse Operations Manager	$56,400	$78,700	$ 99,900
Executive Level Management			
Director of Logistics	$85,000	$138,600	$221,100
Vice President of Logistics	$93,400	$182,200	$288,500

Source: *1997 Logistics and Supply Chain Management Compensation Survey Results*, prepared by William M. Mercer, Inc.

Please note that the table above only goes up to the 90th percentile for each position. It is possible for exceptional people to earn significantly more money than their peers. **For example, the top-earning logistics executives and consulting partners command compensation packages worth more than $500,000.**

Why are there such wide salary ranges?

The wide salary ranges reflect the fact that managers with the same title may have vastly different roles in their respective organizations. Some primary issues that contribute to compensation variation include:

Personal Factors	*Organizational Factors*	*Position Factors*
job performance	*industry type*	*scope of responsibility*
experience	*size of organization*	*staff size*
education level	*geographic location*	*budget*

How can I estimate my earnings potential?

If you are pursuing a bachelor's degree, you can look forward to starting salaries in the $25,000 to $40,000 range. The average starting salary for logistics graduates at five U.S. universities is $33,500. The 10th percentile salaries for the first level management positions in the compensation chart (page 5) represent your initial earnings potential in logistics.

If you are pursuing a Master's degree, you can anticipate salaries in the $45,000 to $80,000 range. The average starting salary for a logistics MBA graduate at four U.S. universities is $57,000.

If you already have significant experience as a logistics manager (or you want to forecast your future earnings), use the compensation formula in the box below to estimate your earnings potential. This formula was developed to demonstrate how salaries vary according to level of responsibility and three common factors.

Logistics Compensation Formula

$64,000 for a Manager, $86,000 for a Director, or $144,000 for a Vice President

+

$12 per $million of division revenue

+

$540 per year of experience

+

$19,000 for a Master's degree

Source: *The Ohio State University, 1997*

"...of all the major sectors of our economy, transportation and logistics offer the highest paid jobs in the nation."

— Rodney Slater
U.S. Secretary of Transportation

Here is how experience and education have impacted the salaries of three logistics managers:

"I earned $14.00 per hour as an intern for a major retailer at their distribution center. After graduation, I returned as an assistant manager and am currently earning $34,900."

"I started as a logistics analyst earning $25,000. Two years later, I was promoted to a logistics team leader position at $39,000 annually. Eighteen months later, I became a transportation manager with a chemical manufacturer with an annual salary of $48,000."

"After college, I worked for a transportation company in customer service for three years. I was making about $35,000 a year when I decided to go back to school for an MBA degree. I work for an automobile manufacturer in materials management/production control. My starting salary was close to $65,000."

Are benefits important to consider?

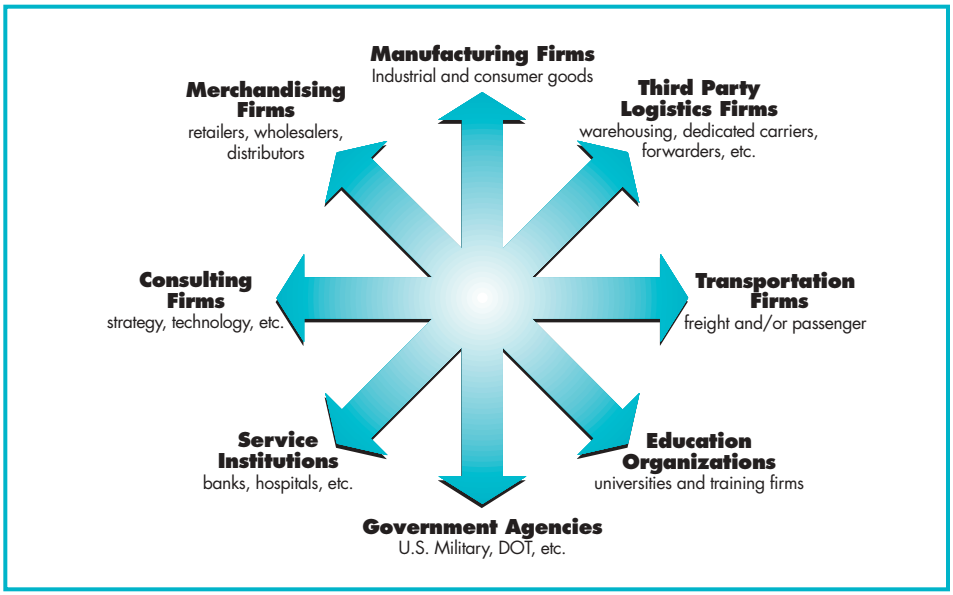
Absolutely! Employer-sponsored benefit programs can save you thousands of dollars in personal expenses. Thus, you should give great consideration to the benefits included in a compensation package. Logistics managers receive a wide variety of benefits such as insurance, 401K matching funds, and education assistance.

WHERE THE JOBS ARE

What kinds of organizations employ logistics managers?

Logistics involves so many critical business activities that nearly every Fortune 500 and Global 500 company can be considered a potential employer for logistics managers. The same can be said for smaller public and private companies around the world. From the largest automobile manufacturers to the smallest zipper producers, any company that purchases and/or sells products has a need for logistics professionals to manage the flow of product and information locally, nationally, and internationally. Service firms like hospitals and restaurant chains like McDonald's must also manage logistics activities.

Here is a sample of the types of businesses and organizations that you could work for as a logistics manager:



What is the most common career path in logistics?

No single career path dominates logistics management. In fact there are hundreds of potential career paths (seventeen of them are outlined in the Job Profiles section of this booklet). Your career path will be largely influenced by your skills, interests, and personal decisions. It will also be impacted by the size, type, geographic scope, and organizational structure of the firm that you choose to work for.

A broad base of business skills, knowledge of the logistics process, and relevant internship/work experience will give you ample opportunity to begin your career with a manufacturer, retailer, carrier, third party logistics firm, or other organization. You will likely begin as a management trainee, analyst, or first line supervisor. As you demonstrate your managerial capabilities, you can progress to logistics positions of greater responsibility. You may also decide to gain experience in other parts of the organization.

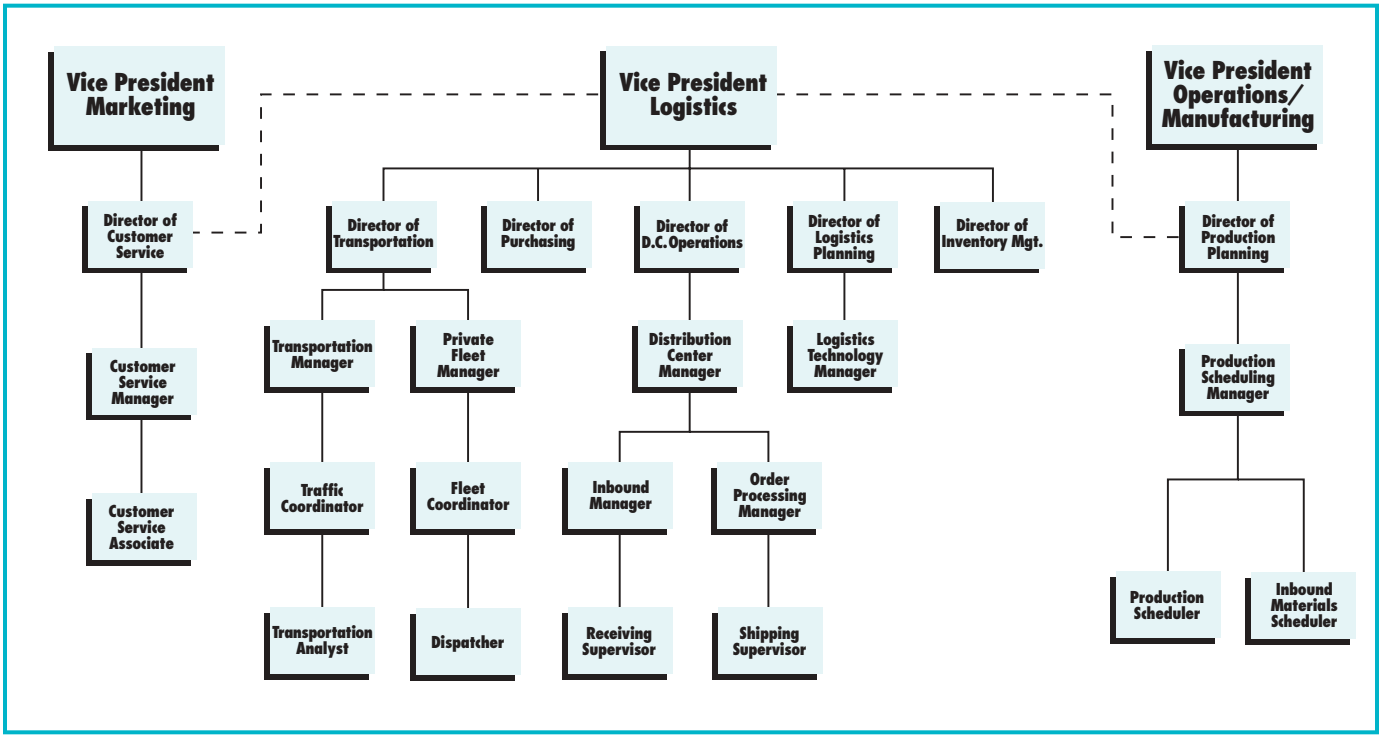
One key to your success in this field is flexibility. You will work with people throughout your company—logistics, manufacturing, and marketing. Depending on the size of your company, your initial responsibilities may deal with one or more logistics functions. Some positions will require you to specialize in a specific area of logistics. There are numerous opportunities

and career paths in this field—it is up to you to seek them out and develop the appropriate skills to be successful.

Your logistics career path can focus on a wide variety of functional areas. Some of these include:

- Logistics planning and analysis
- Transportation management
- Warehouse operations management
- Inventory planning and control
- Purchasing and materials management
- International logistics management
- Production planning and operations
- Supply chain management
- Customer service management
- Information systems and control
- Logistics services marketing and sales
- Logistics engineering

Any number of these areas can be combined under the responsibility of a single logistics executive. The organizational chart provided below highlights many of the logistics career paths that exist in manufacturing firms. With the exception of production planning, similar opportunities are available with merchandising firms. There is also an opportunity to build your career path by moving between logistics functions, moving into other areas of the organization, or by moving from one type of organization to another.



It is important to realize that not all organizations have a logistics department. Some organizations spread logistics functions across multiple departments. As a result, your career path may weave through marketing, manufacturing, operations, and/or specific product divisions. In these unique situations, you will still perform logistics functions and you may end up as the Vice President of Manufacturing or Marketing!

Where do new logistics managers get started?

There are many potential starting points for a successful career in logistics. As discussed earlier, you can begin your career in many types of organizations, in numerous logistics activities, and virtually any location in the U.S. or the world depending on your skills and interests.

The career path profiles provided below are just three examples of how new logistics professionals can get started. Remember that many other opportunities exist for you to embark upon a career in logistics.

Manufacturers and merchandisers offer excellent employment opportunities for new logistics managers. The opportunities, training and assignments are varied. Some manufacturers and merchandisers have formal training programs while others use on-the-job training to prepare new logistics managers. Initial assignments may be in logistics operations, logistics planning and analysis, or manufacturing operations.

Here is an example of how one woman began her logistics career with a major retailer and now works for the U.S. division of an international pharmaceutical company:

"After earning a degree in logistics, I took a position working in a retail distribution center as an assistant manager. A year later, I was promoted to the position of shift manager. I was responsible for order processing accuracy, timely shipment flows, employee productivity, and cost control. After two years in that position, I returned to school full-time and earned a graduate degree. My MBA internship led to a logistics position with a large manufacturer. After spending one year coordinating the plant's inbound materials requirements, I was recently promoted to a production management position. After I learn more about the production side of the business, I expect to return to logistics as either a corporate materials manager or logistics manager."



Exceptional opportunities are emerging with third party logistics firms. Today, a growing number of manufacturing and merchandising firms are choosing to outsource their logistics activities. That's great news for the third party logistics firms but they need high-caliber, motivated people to manage the growth. Third party firms provide an excellent opportunity for you to start your career, take on new challenges, and advance your managerial skills.

Here's how one manager has built her career around this growing area of logistics:

"*I've worked for third party logistics firms for almost five years. My first two years were spent as a logistics analyst. I did a lot of data analysis and provided support for the development of client proposals. I was promoted to a logistics engineer position about a year later. I handled more complex aspects of proposals, developing materials handling requirements, transportation routes and schedules, and other processes. After two years as a logistics engineer I was promoted to my current position as project manager. I manage a team of analysts and engineers. I also handle a wide variety of tasks from building project budgets to making presentations to our clients.*

The next logical opportunity for me would be a business development director position. I could also make a move into operations as a site manager."



Motor carriers, railroads, air carriers, and ocean carriers also offer a wide array of career options. Transportation represents the largest portion of logistics cost and has a great impact on the overall success of a logistical system. If the challenge of providing customers with cost effective quality service sounds interesting, then transportation management is for you.

Here is one transportation career path that you could follow:

"I've worked for a national motor carrier ever since I graduated. I spent three months as a management trainee learning the basics. After that, I was a supervisor in a local terminal, dispatching drivers, supervising dock workers and preparing freight documents. After 18 months I transferred to a breakbulk terminal. I moved into sales for two years as a local account representative. That experience helped me land my current position. I manage a small terminal and have learned how to do everything—sales, daily operations, forecasting, budgeting, and performance analysis. I'm now positioned to go in a number of directions—operations manager at a large facility or national account sales."



What skills do logistics managers need?

As a logistics manager, you will work with people, processes, and information. Thus, you'll need a broad set of skills to build a successful career in logistics management.

Interviews with current logistics managers revealed that some of these skills and traits are universal while others are position-specific. You need to possess these universal skills to be successful in any logistics related position. They include:

- People skills
- Analytical skills
- Communication skills
- Computer skills
- Flexibility

JOB PROFILES

The following pages provide descriptions of 17 logistics management positions. These descriptions are based on hundreds of interviews with current professionals in the field, nationwide surveys, and materials provided by human resource managers and management recruiters from a wide range of industries. These positions can be found in organizations worldwide and may include responsibility for international activities.

Each profile is intended to give you an idea of what each position involves including:

- key responsibilities
- required skills
- potential career paths

Each profile is also accompanied by quotes from current managers regarding:

- daily activities
- what they like about their jobs
- how they contribute to the success of their organizations

Included in this booklet are the following Job Profiles:

Analyst
Consultant
Customer Service Manager
International Logistics Manager
Inventory Control Manager
Logistics Engineer
Logistics Manager
Logistics Services Salesperson
Logistics Software Manager
Materials Manager
Production Manager
Purchasing Manager
Supply Chain Manager
Systems Support Manager (MIS)
Transportation Manager
Vendor Managed Inventory Coordinator
Warehouse Operations Manager

Please note that many of the positions profiled are not entry-level jobs. These advanced positions are presented to give you an idea of the long-range opportunities in logistics management.

ANALYST



"My job is to analyze the movement of goods through the supply pipeline, monitor current processes, identify and analyze gaps, and develop process improvements. I am expected to use my skills in database management and spreadsheet analysis to help the organization increase cash flows, inventory turns, our customers' satisfaction, and employee productivity."

Description

Uses analytical and quantitative methods to understand, predict, and enhance logistics processes. Responsible for assembling data, analyzing performance, identifying problems, and developing recommendations which support the management of logistics. A transportation analyst's duties revolve around a specific logistics activity while a supply chain analyst is responsible for a broad range of activities. Employed by carriers, logistics services providers, manufacturers, or other supply chain members.

Related Positions

Planner, Project Specialist, Coordinator

Key Duties

- Gathers and interprets relevant data (costs, productivity, demand patterns, etc.)
- Investigates problems, finds root causes, and develops solutions
- Develops periodic performance reports and distributes them to stakeholders
- Monitors contract compliance of carriers and other logistics service providers
- Provides analytical support for projects, new business opportunities, and proposals
- Coordinates delivery schedules and other supply chain activities

Required Skills

Strong quantitative and analytical skills; familiar with logistics and production planning concepts (e.g., just-in-time, materials requirement planning); broad range of computer skills—database, spreadsheet, statistics applications, and logistics software packages; understand contracts and tariffs; self-directed; ability to communicate findings, make recommendations, and facilitate change; comfortable working with individuals at all organizational levels; project management skills.

Career Path

Many individuals begin their careers in logistics as analysts. The variety and complexity of an analyst's responsibilities increase as experience is gained. Successful analysts advance to the following positions: logistics engineer, senior analyst, project leader, manager of logistics analysis, logistics manager, operations manager.

In their own words

"I work with our marketing group to identify logistical issues as they develop promotional programs. I then help our distribution center managers prepare for each program. I have to ensure that there's enough capacity to handle these special needs."

Description

Works with client organizations to enhance logistics performance through strategic planning, process re-engineering, and/or information technology implementation. Develops and manages a wide range of projects including: global supply chain optimization, software selection and development, strategic sourcing, and logistics network design, among others. Helps clients develop the logistical tools, processes, and knowledge base needed to create customer value, build competitive advantage, and boost profitability worldwide.

Related Positions

Analysts, Project Managers, Logistics Engineers

Key Duties

- Identifies clients' problems, opportunities, and risks
- Gathers and analyzes relevant data
- Conducts client interviews and facility visits
- Develops and evaluates alternative strategies
- Develops reports and presents findings to clients
- Works with clients to implement solutions

Required Skills

Critical reasoning skills; ability to work well in team settings; attention to detail; project management skills; exceptional writing and presentation skills; ability to "think outside the box"; comfortable with deadlines; ability to manage people; financial and statistical analysis proficiency; inquisitive; persuasive; well organized; flexible; strong interpersonal skills.

Career Path

Individuals typically join consulting firms via one of two paths. Recent college graduates begin as analysts (Bachelor's degree) or associate consultants (Master's degree). Individuals with previous logistics management experience are sought for consultant positions. Success as a consultant leads to the following types of positions—senior consultant, project manager, principal, and partner/vice president.

In their own words

"I have developed excellent project management skills throughout my consulting career. I have learned how to systematically approach problems, analyze alternatives, and develop appropriate solutions within the time, financial, and resource constraints of a project."

"Consulting is a demanding profession. You will travel extensively, work under deadlines, and deal with new challenges in each project. However, it is very satisfying when your recommendations are implemented and the client's logistics system works more effectively than it ever did before. You also get paid very well for your services."

CONSULTANT



"Consulting is an exciting career. Every time that I get involved in a new project there are new issues to deal with and another opportunity to create value for a client. You learn something new on every project and you take that experience to the next one. But you have to look at each project individually and develop tailored solutions for each company that you work with."

CUSTOMER SERVICE MANAGER



"I oversee a staff of 65 employees that acts as a conduit between customers and our distribution operations. We serve as a central contact for our customers and provide a wide range of services to them—timely order processing, resolving stock shortages, reconciling invoices, etc. We also facilitate the movement of freight between our distribution facilities."

Description

Plans and directs activities of customer service teams to meet the needs of customers and support company operations. Develops procedures, establishes standards, and administers activities to assure accurate order entry, efficient shipment tracking, and timely delivery of products to customers. Also responsible for effective response to customer requests, problems, and special needs. Works closely with marketing and sales, logistics, and transportation departments to reduce order cycle times and improve fill rates while controlling the cost of serving customers.

Related Positions

Customer Order Manager, Post-sales Service Manager, Distribution Coordinator

Key Duties

- Directs and controls receipt of orders and their release to warehouse
- Establishes and monitors customer service performance standards
- Develops and maintains order management plans for key customers
- Manages promotional campaigns, return goods, and service programs
- Develops processes to identify customer problems and resolve them quickly

Required Skills

Excellent interpersonal skills—persuasive, empathetic, able to handle conflict and pressure; product knowledge; problem solving skills; creative; sense of urgency; attention to detail; strong communication skills; ability to manage people.

Career Path

Most customer service managers have experience in sales, logistics operations, and/or customer service supervision. Successful customer service managers may advance to customer service director or sales manager.

In Their Own Words…

"It's my department's job to initiate the 'perfect order.' If we don't provide a 100% fill rate on the first shipment, accurate pricing and billing, damage-free, timely delivery, and proper carton labeling, then we haven't served the customer effectively."

"I have learned to listen to customers and develop a strong appreciation for their perspectives. If I can answer their questions effectively and develop solutions to their problems, then they will remain loyal customers. That's the most important thing that I can do for my company."

INTERNATIONAL LOGISTICS MANAGER



Description

Works closely with manufacturing, marketing, and purchasing to create timely, cost-effective import/export supply chains. Responsible for handling the technical details of international transportation—multiple modes, complex documentation, and varying customs regulations, developing distribution strategies, and building relationships with logistics intermediaries. Serves as a troubleshooter, dealing with the problems inherent in moving freight long distances and holding inventory in multiple countries.

Related Positions

Import/Export Manager, International Transportation Manager

Key Duties

- Manages the performance of international carriers and logistics intermediaries
- Ensures compliance with international and U.S. laws related to import/export activity
- Evaluates trade-offs between transportation costs, inventory costs, and service levels
- Works with packaging engineers to effectively protect import/export goods
- Develops logistics strategies and processes for entering new markets

Required Skills

Knowledge of international commerce—international banking issues, sales and payment terms, customs regulations, and international supply chain processes; detail-oriented; negotiating skills; effective communication skills; fluency in a foreign language recommended; able to handle multiple tasks; awareness and appreciation of different cultures; diplomatic.

Career Path

Individuals typically gain experience as import/export coordinators, international transportation planners, or domestic logistics managers, prior to being promoted to international logistics manager. Success in this position leads to director of international logistics, director of international transportation, or vice president.

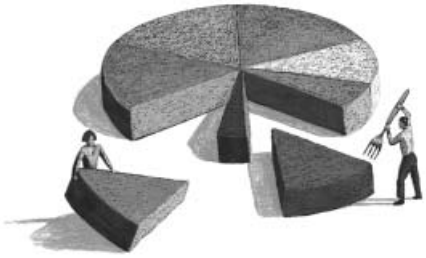
In their own words

"My position has given me the opportunity to travel and live abroad. This has helped me learn how the logistics issues differ from country to country. You have to understand each nation's import/export processes, regulations, and logistics infrastructure to make good decisions."

"I have to make sure that product flows across international borders just like it does from state to state—quickly and economically. The big difference is that it takes up to ten additional steps to get the product from one country to another. I have to monitor each of those steps to make sure the process works."

"As my company expands its international operations and marketing efforts, my role has expanded in scope. I spend about 30% of my time assisting in production planning decisions for our overseas factories and 35-40% of my time figuring out how best to get the finished product distributed to our markets. The balance of my time is spent on administrative duties and working with our sales group on global business development opportunities."

INVENTORY MANAGER



"A good inventory manager realizes that there is a real cost of carrying inventory. By managing the inventory proactively, you can have a positive impact on your organization's balance sheet."

Description

Develops and implements plans to optimize inventory cost and customer service goals at the plant, distribution center, and/or retail levels. Responsible for forecasting needs, analyzing movement patterns, product deployment, performance reporting, and resolving accuracy discrepancies. Works with purchasing and logistics managers to establish optimal order quantities, inventory targets, and turnover objectives.

Related Positions

Inventory Deployment Manager, Inventory Specialist, Materials Manager

Key Duties

- Manages inventory quality and accuracy assurance program
- Defines requirements for and develops, implements, and/or monitors inventory management system
- Coordinates physical inventory process and cycle counts
- Monitors inventory flow through system—especially expedites and advertised goods
- Develops stock location and order picking strategies to optimize work flow, space utilization, and labor productivity in distribution facilities

Required Skills

Extensive knowledge of inventory models, forecasting methods, and inventory control procedures; database management skills; spreadsheet analysis skills; understand DRP concepts; problem solving capabilities; understand logistics operations and inventory flows; understand inventory/accounting relationships; ability to prioritize needs.

Career Path

Individuals can prepare for inventory management positions as inventory planners, expediters, distribution operations supervisors, and other relevant positions. Successful managers advance to the Director level or branch out to purchasing, supply chain management, customer service, or logistics management opportunities.

In their own words

"You have to be able to see beyond what is in front of you to avoid getting caught off guard. Without some foresight and effective planning, you'll either have shortages of critical products or overages of the unimportant ones."

"Inventory managers work in a very dynamic environment. I have developed a great deal of expertise in quantitative forecasting and analysis thanks to the variety of computer tools that I have at my disposal. Still, there is an art to managing inventory and I enjoy the creative aspects of my position."

LOGISTICS ENGINEER

Description

Designs logistics processes, technology, and/or infrastructure to support the efficient and cost-effective management of products from their conception on the drawing board through production, distribution, and usable life cycle. Develops recommendations on such matters as timing of activities, location of operations, and the environmental and human factors that affect logistics performance. Works closely with customers, logistics service providers, logistics managers, and other supply chain members to develop innovative solutions to ongoing operating problems.

Related Positions

Logistics Specialist, Industrial Engineer, Internal Consultant, Process Engineer

Key Duties

- Assesses the effectiveness of current logistics and/or transportation processes, determines improvements, and coordinates institutionalized change
- Designs facility layouts to maximize space utilization, productivity, and safety
- Develops standard operating procedures and performance standards
- Investigates and implements new technologies and information systems

Required Skills

Project management skills; knowledge of computer-based design and analysis tools—route optimization, simulation, work measurement, spreadsheet, and database analysis; strong technical writing skills—proposal development and performance analysis; investigative nature; understand costing and pricing analysis; process oriented.

Career path

Most logistics engineering positions require a minimum of 2-5 years of experience in logistics planning and analysis, operations, management, and/or information technology. Successful engineers advance to the following positions: senior logistics engineer, project manager, consultant, logistics engineering manager.

In their own words

"I work on a cross-functional team that develops new business opportunities for my company (a contract logistics service provider). We work to create innovative transportation strategies, information management systems, and inventory deployment solutions for current and potential customers."



"The title 'Logistics Engineer' covers a broad range of activities in our company. Some of our engineers work with our distribution centers while others focus on transportation. We are asked to do a variety of things to optimize the movement of freight through our system. We develop new processes, complete data analysis, perform systems maintenance—we even do strategic planning."

LOGISTICS MANAGER



"Being a logistics manager is much like running a medium-size company within your own company. I am a general manager involved with personnel, trucks, real estate, and inventory. I need financial skills to manage the budget, people skills to deal with associates and customers, and the ability to prioritize in order to be successful in my position."

Description

Oversees a variety of logistics functions which include warehouse and distribution operations, forecasting, planning, logistics systems, customer service, and purchasing. Manages logistics personnel. Directs daily operations. Coordinates third party relationships with logistics suppliers and other members of the supply chain.

Related Positions

Distribution Manager, Operations Manager, Director of Logistics

Key Duties

- Directs personnel in performing day-to-day logistics operations
- Oversees teams that analyze strategic and tactical processes and costs
- Negotiates with suppliers, partners, and customers for services
- Manages order fulfillment process from order taking through delivery
- Ensures continuous process improvement and high quality services

Required Skills

Leadership and teamwork skills; strong written and verbal skills; technical skills including computers, quality programs, and logistics metrics; analytical/cost skills; negotiation skills.

Career path

Most logistics career paths eventually lead to a logistics manager position. Normally, it will take from five to seven years to become a mid-level logistics manager. Fifteen years or more is realistic to reach the senior executive level in larger companies.

In their own words

"You have to be enthusiastic about change to be successful. Change is the only constant in this field and you've got to be flexible to manage it effectively. You must be willing to learn and ready to take on new challenges each day. Logistics managers are problem solvers."

"It is absolutely vital to ensure that our logistics quality is as high as the product's quality to maintain our competitive advantage. We have developed quality programs for our distribution centers and transportation operations to ensure that every order is handled accurately, safely, and in a timely fashion. As a result of these programs our customer service ratings have improved greatly."

LOGISTICS SERVICES SALESPERSON



Description

Sells transportation, warehousing, and specialized services to other companies. Develops business relationships with potential and existing customers. Identifies potential contract logistics services that would benefit client companies. Integrates logistics systems, computer systems, and capacity to satisfy customer needs.

Related Positions

Account Executive/Representative/Manager, Sales Manager, Customer Service Agent, Transportation Broker

Key Duties

- Negotiates price and service levels with customers
- Initiates contractual agreements with customers
- Provides solutions to client logistics and transportation needs
- Sells equipment, software, and services to meet buyer requirements
- Educates potential customers on the benefits of various logistics solutions
- Coordinates various activities to ensure high levels of customer service

Required Skills

Presentation skills; written and verbal communication skills; computer skills; ability to listen to people; reasoning and problem solving capacity; negotiation skills; specialized knowledge of specific products/services; willingness to travel.

Career path

This job is often an entry level position after college. Many operations people move into sales to broaden their understanding of logistics after gaining two to three years of experience. Success in this position may lead to sales management or a move into operations as a logistics manager.

In their own words

"The best thing about my job is the fact that it touches just about every department within a company. You get a chance to interact with marketing, finance, operations, etc. It helps you to better understand the entire business."

"I enjoy my job because I get to go out and meet customers at distribution centers, retail outlets, and manufacturing facilities. It is important to learn about my customers' operations so that I can match our service capabilities to their needs."

"The most important thing that I do is educate potential customers about our company and the benefits of contract logistics. I try to build their interest level and get them thinking about outsourcing opportunities. If I succeed, then my company has an excellent chance of gaining a new customer."

"Good written and oral communication skills are critical to my success as an account representative. I have to be an effective listener and a good observer to understand the client's needs. I must also be able to get my point across to people clearly, concisely, and accurately."

LOGISTICS SOFTWARE MANAGER



"There is a small group of logistics software specialists and the demand for our skill sets is exceptional. Whether you want to work for a large organization or independently, there are more job opportunities than you can imagine."

Description

Manages components of distribution technology including warehouse operations systems, electronic communication and order taking systems, and support systems. Designs analytical tools to increase and measure productivity. Develops decision support systems to analyze and optimize logistics and transportation systems.

Related Positions

Computer Information Systems Manager, Systems Coordinator

Key Duties

- Incorporates software solutions into logistics arenas such as warehousing, production planning, customer service, and transportation
- Integrates logistics software information into corporate databases
- Assists in communicating with all members of the supply chain
- Provides computer system support to users
- Evaluates potential computer solutions for purchase and implementation

Required Skills

Extremely good technical/computer skills and knowledge; understanding of logistics operations including warehousing functions, statistical process control and other Total Quality Management (TQM) techniques; problem solving skills; ability to manage people.

Career path

This job title has a variety of career paths. Many Information Systems graduates move directly into these positions after college. The remaining individuals move from mid-level logistics management positions to logistics software manager positions.

In their own words

"This job gives me the opportunity to work with the latest tools such as the Internet and electronic commerce. I develop new information management skills every day. That puts me and my company on the cutting edge of technology."

"My department provides the organization with performance data analysis, real-time customer communication capabilities, and information tools to help manage the business more effectively. We use information to increase productivity, improve customer service, and cut costs in our effort to be a world class organization."

MATERIALS MANAGER

Description

Manages raw materials and/or components inventory needed for manufacturing. Responsible for inbound inventory levels. Coordinates with purchasing, manufacturing, and suppliers to ensure reliable, cost efficient delivery of the raw materials to create a production plan. Often responsible for receiving, warehousing, scheduling, and inbound transportation.

Related Positions

Materials Planner, Materials Analyst, Director of Materials

Key Duties

- Forecasts needs based on historical data
- Employs Materials Requirements Planning (MRP)
- Directs inbound raw materials and components
- Manages inbound inventory levels, turns, and costs
- Supplies manufacturing needs, often in a Just-In-Time environment

Required Skills

Trade-off analysis between costs, measurement tools, and manufacturing's needs; interpersonal skills; analytical forecasting tools; ability to employ MRP and JIT planning; ability to manage detailed projects; computer skills.

Career path

Entry-level management positions may require four to six years as a materials planner or analyst. Success as a materials manager may lead to positions as logistics manager or production/operations manager.

In their own words

"My job puts me in a different situation every day. One day I'm making forecasts and the next I'm dealing with suppliers to manage inventory issues. There are always new challenges, new ways to do things, new processes to try."

"This job is very challenging and very important because we support a just-in-time manufacturing system. I have learned how to work with routing and scheduling software to analyze the impact of new suppliers and route changes on our system. I work closely with our dedicated carrier to monitor performance and manage change effectively. And, I am constantly searching for ways to take costs out of the system."



"I have a high visibility position that has a direct impact on my company's success. My team manages the inventory and inbound flow of materials so that the production line never slows down or stops due to a lack of materials. We work closely with suppliers and carriers to ensure that our manufacturing operations have everything they need to be productive."

PRODUCTION MANAGER



"Production managers have to be able to deal with a diverse group of people in a manufacturing operation. Tact, diplomacy, and flexibility are three traits for success. You need people skills, patience, and common sense to keep the associates motivated, quality high, and the production line running at full capacity."

Description

Supervises production in a manufacturing setting. Responsible for manufacturing engineers, production associates, machine operators, and other plant equipment operators. Coordinates production scheduling, quality control, labor requirements, material requirements, and finished goods inventory. Manages costs within the production department.

Related Positions

Operations Manager, Production Coordinator

Key Duties

- Manages production personnel: machine operators and supervisors
- Employs total quality management (TQM) strategies to improve product quality
- Coordinates with Materials Department to schedule daily production
- Forecasts future production needs: labor and raw materials
- Plans and oversees preventive maintenance on plant machinery

Required Skills

Ability to interact and manage people; scheduling and forecasting abilities; knowledge of statistical process control and other TQM techniques; self-motivated; understanding of role in the overall corporate goals.

Career path

Many people work two to four years as an Operations Planner/Analyst, Team Leader, or Production Coordinator prior to becoming a Production Manager. Success as a Production Manager may lead to Plant Manager.

In their own words

"I have to work closely with our logistics group to perform well. I communicate our production forecasts and schedules to them to ensure that the right materials come in the front door and the finished product gets out the back door. A smooth flow is the key to meeting our production goals and cost targets."

"I like coming to work each day because there's never a dull moment. I spend most of my time on the plant floor trying to prevent problems, remove bottlenecks, and promote quality. I like the fact that I can see what we make and how well we perform against plan every day."

PURCHASING MANAGER



Description

Directs the buying activities for a company, government agency, or organization. Responsible for identifying global sources of materials, selecting suppliers, arranging contracts, and managing relationships. Coordinates with materials management and manufacturing to ensure timely delivery of the proper materials. Provides analysis to increase levels of service at reduced costs.

Related Positions

Acquisitions Manager, Buyer, Purchasing Specialist

Key Duties

- Requests and evaluates bids for parts and services
- Negotiates agreements with possible vendors
- Manages and monitors contracts with existing suppliers
- Coordinates other supply functions within the company
- Oversees supplier certification programs

Required Skills

Negotiation skills; cost analysis; ability to read, understand, and help write legally binding contracts; written communication skills; proficiency with spreadsheets; personal confidence; ability to react to change; understanding of import/ export processes.

Career Path

Entry-level purchasing managers typically have three to five years as an expediter or buyer. Success as a purchasing manager may lead to employment as a logistics manager or materials manager.

In their own words

"Purchasing people are involved in every part of the business. We are the 'answer group' when it comes to dealing with suppliers. We help other parts of our company interact with outside companies more effectively and solve supplier problems quickly."

"I find myself becoming more involved with supply chain issues every day. My job no longer focuses exclusively on quantity discounts. That just leads to excess investment in inventory. I have to work with suppliers and customers to integrate our purchasing, manufacturing, and logistics activities. If we can collectively smooth out demand patterns, the flow of product will improve and the delivered cost will go down."

"When your efforts result in an 18 percent lead time reduction, a 50 percent reduction in inventory levels, and a 90 percent plus fill rate, you've done your job as a purchasing manager. You've saved your company thousands of dollars and created customer value."

"A purchasing manager can impact the bottom line directly. If you negotiate a cost reduction for production materials or logistics services, you can positively impact two organizations. Your company will be more profitable and you'll be able to pass cost savings on to your customers."

SUPPLY CHAIN MANAGER



"I meet regularly with our customers and suppliers to work on product flow problems. We look for opportunities to share information and move products through the supply chain more effectively so that the ultimate consumer is served well at a low cost. These efforts impact not only my company's bottom line, but the bottom lines of our suppliers and customers as well. The value we create can mean a big competitive advantage for our supply chain."

Description

Reviews existing procedures and examines opportunities to streamline production, purchasing, warehousing, distribution, and financial forecasting to meet product distribution needs. Directs activities to limit costs, improve accuracy, customer service, and safety. Makes decisions regarding the movement, storage and processing of inventory.

Related Positions

Director of Logistics, Material Operations & Transportation, Logistics Manager, Manager Inventory and Capacity Planning, Product Supply Director

Key Duties

- Develops customized strategies providing high customer service levels and reduced cost
- Responsible for the physical custody and overall safeguarding of the inventory
- Responsible for the efficient flow of product from supplier to customers
- Provides information, analysis, and recommendations on overall operations

Required Skills

Broad knowledge of the supply chain: inventory management, distribution center operations, transportation, and supplier operations; expertise in facility layout, cost control, cost/benefit analysis, productivity improvement, and work simplification; strong leadership and people management skills; computer literacy required, systems development knowledge desired; background needed in problem-solving, analysis, logistics strategy, or organizational planning; and presentation skills.

Career Path

Supervisory experience in materials handling, facility layout, planning or distribution is needed. Success in supply chain management may lead to: vice president of operations, director of materials management, or director of logistics.

In their own words

"Because our customers want more than a 'one-size-fits-all' solution, I have to be creative and think outside the box. So I work with a variety of people (both inside and outside of my organization) looking for methods of doing business in a whole new way."

SYSTEMS SUPPORT MANAGER (MIS)

Description

Provides analytical support in the management of logistics information planning and processes. Oversees the design, development, and implementation of data gathering and reporting methods and procedures. Functions as the technical coordinator and internal consultant regarding the needs and requirements of data processing. Provide technology solutions to resolve user problems.

Related Positions

Management Systems Specialist, Senior Programmer/Analyst, Director Corporate Information, Director Information Technology

Key Duties

- Establishes appropriate systems methods through project planning, analysis, program development, and execution to achieve effective solutions
- Develops and maintains quality documentation for systems and programs
- Installs software systems and hardware architecture
- Supervises team of programmer/analysts supporting logistics systems

Required Skills

Working knowledge of multiple computer programming languages, systems analysis and design, database design, and hardware; effective project management: detailed project plans, objectives, control methods, and coordination of project team efforts; strong design, code and test skills; knowledge of all aspects of physical product distribution; ability to communicate in public; good people skills.

Career Path

Programmers and systems analysts may advance to senior or lead systems analyst, or project management positions in larger organizations. Leadership ability is needed for managerial positions. Possible advancement opportunities include Vice President for Information Systems or work as a Consultant.

In their own words

"This is a challenging and ever-changing area of logistics. There's never a dull moment in my job. I find it very rewarding."

"You can never have enough computer skills. The more programs I can use effectively, the better I am able to serve my company and our customers."



"I had experience with a lot of computer languages before I took this job, which has been helpful in creating my company's proprietary programs. We use these programs to substitute information for inventory which saves the company money. It's great to see the impact I personally am able to make within the company."

TRANSPORTATION MANAGER



"This position requires a good mix of education and experience. You need to know about everything from computers to managing people. For example, I have developed some expertise in activity-based costing—even though I'm no accountant—because it helps me make better decisions."

Description

Directs the effectiveness of private, third party and contract carriage systems. Manages staff and operations to assure timely and cost efficient transportation of all incoming and outgoing shipments. Plans and assures adequate equipment for storage, loading, and delivery of goods. Responsible for scheduling, routing, budget administration, freight bill presentation, and contract negotiations. Works with international carriers and freight forwarders to streamline the flow of goods across international borders and through customs.

Related Positions

Manager of Hub Operations, Transportation Coordinator, Traffic Manager

Key Duties

- Ensures that operations are conducted safely and within the law
- Manages fleet and drivers
- Solicits, evaluates, and analyzes contractual bids
- Negotiates and administers dedicated carrier agreements
- Budgets and controls expenses
- Determines economical traffic patterns and specifies routes

Required Skills

Working knowledge of carrier operation, shipment routing, and distribution methods; experience in industrial transportation operation, consolidator systems and techniques; must have understanding of the complexities of legislation: Department of Transportation (DOT), state, federal and Interstate Commerce Commission (ICC) regulations; ability to formulate and implement contracts; expected to understand costing, performance measurement and inventory control; ability to work under pressure; strong management and computer skills.

Career Path

Transportation managers usually have experience as fleet supervisors, distribution center supervisors, or logistics analysts. Success leads to the position of corporate transportation manager, followed by director of transportation or vice president of logistics.

In their own words

"The thing that I like the most about my job is that I see tangible results each day. Each time one of my drivers delivers a load on schedule, another customer has been satisfied and we've done our job."

"Developing strong relationships with carriers is my primary role. I look for carriers that provide exceptional service levels and are totally committed to customer satisfaction. I work closely with them to develop mutual goals, monitor performance, and make adjustments as needed. We share responsibility for the end results."

VENDOR MANAGED INVENTORY COORDINATOR



Description

Vendor Managed Inventory (VMI) Coordinators utilize sales activity information and product demand history to generate forecasts, make adjustments, and plan for inventory replenishment via standard electronic data interchange (EDI) documents. VMI managers facilitate activities such as adjusting the production cycle to meet customer inventory needs (and increase product sales), which in turn improves cash flow, reduces customer returns and refusals, and improves customer service.

Related Positions

Vendor Relations Manager, Manager Quick Response and Vendor Compliance, Manager of Finished Product Inventory and Warehousing

Key Duties

- Develops policies and procedures for standardized UPC codes, price files, and inventory levels with customers
- Serves as liaison between merchandising, vendors, and operational areas
- Develops demand forecasting based on promotions, replenishment needs, and transportation costs
- May be responsible for inventory management within the customer's environment

Required Skills

VMI managers must be trusted by the customer, therefore this field requires a team player who enjoys collaboration and logistics strategy; knowledge in areas such as planning, purchasing, freight management, accounts payable and/or storage are needed; strong presentation and meeting facilitation skills required; problem solving, forecasting, manufacturing, and sales knowledge are necessary; good computer systems skills necessary for EDI transfer.

Career Path

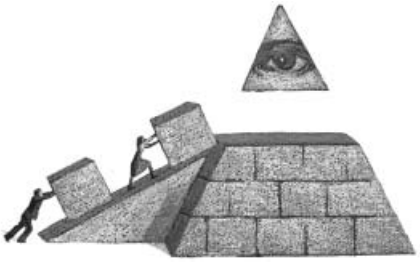
Previous work experience in EDI administration, inventory, or purchasing can lead to opportunities in VMI. Success within VMI can lead to opportunities as logistics, supply chain, or vendor relations managers.

In their own words

"I know I am working in a cutting-edge area of this industry—not many organizations are ready yet to put their inventory in the hands of their suppliers. It's exciting to know that I am one of the pioneers in this new way of doing business!"

"I have a lot of responsibility. I set up new vendors on our VMI program— from approving them, to implementing the program, and monitoring their inventory. This program helps reduce risk and improve cash flow for my company."

WAREHOUSE OPERATIONS MANAGER



"You have to be able to communicate ideas clearly to deal with a diverse workforce. To be successful, be open to employee suggestions, and listen!"

Description

Directs the efficient and cost-effective operation of commercial or industrial distribution center(s) or warehousing facilities. Manages inbound activities related to the receipt and storage of goods, inventory management, and claims. Oversees outbound activities related to order-filing, stock replenishment, and shipping. Responsible for budgeting, customer service, facility and equipment operation. Administers overall inventory management, productivity, accuracy, and loss prevention programs to ensure that customer requirements are met.

Related Positions

Director of Logistics, Distribution Supervisor, Distribution Center Manager, Warehouse Manager, Warehouse and Delivery Manager, Director of Warehouse Operations.

Key Duties

- Coordinates inbound and/or outbound activities
- Implements safety, security, housekeeping, and sanitation programs
- Responsible for accurate inventory and productivity levels
- Hires, supervises, schedules, and trains personnel
- May manage documentation and flow of imported goods through bonded warehouses

Required Skills

Broad knowledge of material handling, warehouse operations and transportation systems required; knowledge of the Occupational Safety and Health Administration (OSHA) safety rules required; skills with an emphasis on communication (training, team building, negotiation skills, interdepartmental interaction), leadership and supervision (motivation, directing) and management (planning, budgeting, projecting revenues, analyzing accounts); computer proficiency.

Career Path

Work experience as a Distribution Supervisor, Production Supervisor, Logistics Specialist can lead to this area. Success may lead to opportunities in: Logistics Management, Facility Management, Transportation Director, or Director of Operations.

In their own words

"You need to be aggressive, have common sense, and be practical in this job. It's important to get hands-on experience and specific training before just jumping in."

"Being a warehouse manager gave me the opportunity to manage people early in my career. I learned quickly that you are only as successful as the team that you manage. I've developed an ability to motivate others, resolve conflict, and keep the overall goal in sight—all at the same time."

EDUCATION AND TRAINING REQUIRED

Is a college degree essential for a career in logistics management?

Recent studies consistently reveal that the majority of the logistics managers surveyed hold at least a four-year degree and an increasing number have earned graduate degrees. To achieve this goal, effective planning is needed. The time for career planning is *not* after college graduation!

- Take advantage of on-campus resources. Seek help from your logistics faculty, academic advisors, and career services center—early and often during your college years.
- Build a strong grade point average, take leadership roles in organizations, and use elective hours to sharpen your computer and communication skills.
- Obtain internships and relevant work experience to maximize your opportunities.
- Use CLM activities, other professional organizations, and logistics-related resources to learn more about the industry and to network with logistics professionals.

Organizations hire entry-level logistics managers from a variety of majors. However, a growing number specifically recruit students who major in logistics. This reflects the growth and quality of logistics, transportation, and supply chain management degree programs. These programs provide a strong foundation in key concepts, strategies, and processes of logistics.

If you know that this field is in your future, a business degree with a major in logistics will provide a vast array of career opportunities. More than 50 universities offer logistics-related degrees or courses. Information regarding these programs can be found on the CLM web site (**www.clm1.org/course/**).

How important is a graduate degree?

Some organizations (e.g., consulting firms and large manufacturers) specifically seek candidates with an MBA degree or other relevant graduate degrees. This is especially true for technical and quantitative positions—logistics engineering, planning, and systems development.

While graduate level work is not a requirement for many logistics management positions, it can be very valuable over the course of your career. A graduate degree can enhance your logistics management expertise as well as improve your strategic planning, financial management, and analytical skills. Such skills translate into upward mobility, career flexibility, and increased earnings potential according to recent research.

Here's what logistics professionals say about the value of the MBA degree:

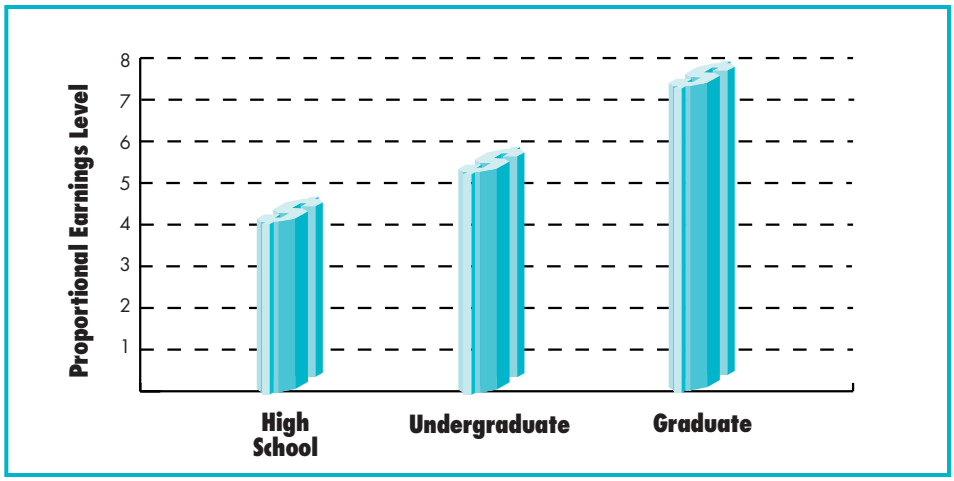
"I'm pursuing an MBA even though it's not needed for my current position. If I ever change jobs, the degree combined with my experience will provide a lot of options and opportunities."

"An MBA degree is very helpful to a logistics manager. I'd recommend that you get 2-3 years of work experience before going back to school. It will help you relate what you learn to what you do."

"I wouldn't qualify for my current position without a graduate degree. It also gave my career a real jump start. I'd need to work for ten years to have my current responsibilities and salary with just an undergraduate degree."

What if I haven't completed a college degree?

For individuals interested in entering the logistics industry prior to obtaining a degree, it is worth noting that many of today's professionals started out in entry-level positions and advanced to their current status over many years. This can be done by obtaining experience, on-the-job-training, and continuing your education. **A recent compensation study revealed that nearly 93 percent of the organizations surveyed provide financial support to help defray college tuition and related costs.**



It is important to note that your career options and earnings potential may be limited if you do not continue your education beyond high school. As the graph from a recent study highlights, an experienced logistics manager with a graduate degree earns nearly twice as much annually as his/her counterpart with a high school degree. Education does pay off!

What type of experience/training should I obtain?

New managers don't survive on logistical knowledge alone. In today's organization, you must possess cross-functional skills. Therefore, you'll need a broad education that encompasses all facets of managing a business. Courses in operations, marketing, statistics, quantitative analysis, finance, and accounting will provide you with additional tools for success. International business and humanities courses can also improve your capabilities.

Experience also impacts your ability to obtain a logistics management position. Employers seek candidates that have participated in internship or co-op programs. Related work experience is also highly regarded.

Here is what logistics managers think about experience:

"We believe that a formal college education, coupled with industry experience, is an exceptional and vital combination. It builds a strong logistics foundation for the new professional entering the industry."

"Internships are invaluable. You learn how companies work—roles, relationships, and reporting structures. You're also exposed to realities that can't be explained by textbooks."

Hands-on experience provides you with many benefits. You will get a taste of what working in logistics is like. This may help you confirm that a career in logistics matches your interests and talents. You will have the opportunity to sharpen your analytical skills, participate in challenging projects, and gain supervisory experience. Finally, you can earn good money and/or academic credit in the process!

Here is what recent graduates have said about supplementing education with experience:

"Good grades are not enough. If you want a shot at the best opportunities in logistics, you also need a substantial summer internship or a relevant summer job."

"My internship was great. I got the chance to apply my knowledge to real-world problems. And, at the end of the summer, I received an offer for a full-time position after graduation."

What should I do if I already have a degree?

New technology and logistics strategies are emerging quickly—so stay up-to-date! Here's how:

- Become an active member in professional associations
- Participate in professional development and training programs
- Subscribe to periodicals and journals
- Attend conferences and trade shows
- Enroll in continuing education.

Where can I go for additional information?

To learn more about this exciting and growing field there are a number of sources that you can turn to. First, visit your school guidance or career services office. Your counselor should have books such as the *Occupational Outlook Handbook*, *The Guide to Occupational Employment*, and the *Dictionary of Occupational Titles* available for you to review. It is also likely that the counselor can help you find the addresses and phone numbers of logistics professionals in your community. Give them a call. Many managers would be happy to talk to you about their career experiences.

The Internet offers a wealth of information regarding this industry. Many companies now provide employment information on their web sites. You can begin at the CLM web site (**www.clm1.org**). In addition to learning more about the organization, you will find information on the following topics:

- CLM membership
- CLM Student Intern Program
- CLM Graduate Scholarship Program
- CLM Employment Clearinghouse Service
- List of logistics-related associations
- Database of university courses and programs

Two other web sites that provide quick access to important logistics information are Freightworld (www.freightworld.com) and LogisticsWorld (www.logisticsworld.com). Freightworld is a directory of more than 3,600 logistics-related web sites. Just click on the name of a company, university, agency, or association and you will be sent directly to their home page. LogisticsWorld provides similar access to thousands of web sites and a logistics search engine to help you access information on virtually any logistics topic.

Another good resource for career-related information is the National Association of Colleges and Employers (NACE). NACE publishes a number of resources on careers and employment and also has an extensive Internet menu called "Jobplace." If you want to know who is hiring college graduates within this industry, you may want to consult the NACE web site (www.jobplace.org).

"Logistics is *the* hottest career out there. It links every functional area in a corporation and is vital to its success. Talk to a logistics professional and see what all the excitement is about."

— June S. Youngs
Vice President of Logistics
Hasbro, Inc.

COUNCIL OF LOGISTICS MANAGEMENT

The Vision

The Council of Logistics Management is the preeminent worldwide professional association of logistics personnel.

The Mission

The mission of the Council of Logistics Management is to serve the evolving logistics profession by developing, advancing, and disseminating logistics knowledge.

The Definition of Logistics

CLM defines logistics as that part of the supply chain process that plans, implements, and controls the efficient, effective flow and storage of goods, services, and related information from the point of origin to the point of consumption to meet customers' requirements.

Background

The Council of Logistics Management is an organization of professionals who are interested in improving their logistics management skills. It is primarily interested in furthering the understanding and development of logistics concepts and practices. It does this by providing a continuing program of formal activities, research, and informal discussions designed to develop the theory and understanding of the logistics process, promote the art and science of managing logistics systems, and foster professional dialogue and development about the profession.

We operate on a not-for-profit, self-supporting basis, with emphasis on quality, and in a cooperative manner with other organizations and institutions. We are an open organization which seeks to involve individuals representing a wide variety of ethnic, geographic, experiential, and thought-process backgrounds in our programs and activities, thereby assuring that the organization benefits from and develops the diversity of its members. We have an enthusiastic membership that communicates with one another to share knowledge and expertise. Members view their interactions with the Council as a true partnership which is professionally and personally fulfilling.

The Goals

The Council of Logistics Management is a not-for-profit organization of professionals which:

- provides leadership in developing, defining, understanding, and enhancing the logistics process on a worldwide basis
- provides forums for the exchange of concepts and best practices among logistics professionals
- provides research that advances our knowledge and leads to enhanced customer value and performance within the supply chain
- provides education and career development programs that enhance career opportunities in logistics management
- promotes involvement of individuals with the broadest possible backgrounds in Council programs and activities, thereby assuring that the organization benefits from and develops the diversity of its members.

For More Information

In addition to this booklet and our web site (www.clm1.org), CLM publishes a variety of helpful documents which provide detailed information about the field of logistics. Call or write to:

Council of Logistics Management
2805 Butterfield Road, Suite #200
Oak Brook, Illinois 60523
(630) 574-0985

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NCPDM

The Council of Logistics Management was founded in 1963 as the National Council of Physical Distribution Management. In 1985, the name was changed to the Council of Logistics Management.

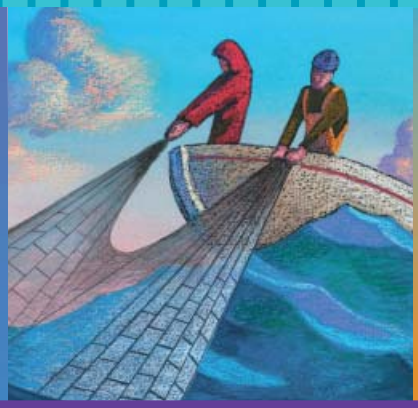
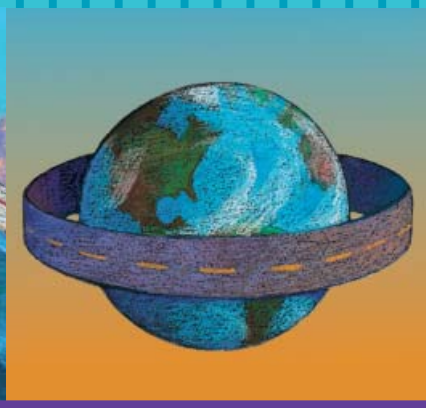
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