

# GLOBAL SUPPLY CHAIN REVIEW

Published by the Global Supply Chain Leaders Group

**SPECIAL EDITION:**  
TOP 25 SUPPLY CHAIN  
EXECUTIVES OF THE YEAR



**25** INDUSTRY  
LEADERS



## Message from the President of GSCLG

As President of the GSCLG, I am delighted to present this year's awards edition of the Global Supply Chain Review. This month, the GSC Review showcases the Top 25 Supply Chain Executives of 2009. These individuals have made the most significant contributions to the advancement of the supply chain industry at the same time helping their companies' bottom lines.

We received over 300 nominations worldwide so these individuals represent the best of the best of our industry. We are extremely pleased to be able to present them to you and to share a brief bio on each recipient. These individuals are heavily involved with the most demanding, complex, and flexible supply chains for some of the world's most recognized and admired companies. Clearly, we are excited to see more international faces this year and we will do our best to keep searching globally in the years to come.



We celebrate supply chain leaders with vision, passion, and care for their customers and employees. These leaders provide the value shareholders' deserve; they ensure that their customers keep moving forward while dealing with global challenges affecting the day-to-day operations.

As we said in the last edition, if we recognize great performance and leadership potential, we will promote our capacity to lead both operationally as well as at the C-level. As senior-level supply chain leaders, the Top 25 Supply Chain Executives are recognized by their peers and by the industry. We hope to see many future CEOs come from their ranks.

We honor this year's Top 25 Supply Chain Executives and look forward to honoring many more like them in the future.

Sergio Retamal

Publisher, GSC Review

[www.gscreview.com](http://www.gscreview.com)

President, GSCLG

[www.gsclg.com](http://www.gsclg.com)

# Global Supply Chain Leaders Group Webinar Series Complimentary Training Programs

The Global Supply Chain Leaders Group (GSCLG) is pleased to provide you with access to our complimentary Import Compliance and Essentials of Export Controls webinars. The programs offer 10 hours of all-inclusive training and can be taken at your own pace. These programs provide you with a free-of-charge and time efficient opportunity to gain knowledge critical to your company's import and export operations.

## Import Compliance

**Module 1:** The Harmonized Tariff Schedule of the United States

**Module 2:** Duties & Tariff Engineering

**Module 3:** Import Compliance

**Module 4:** C-TPAT Security Awareness

## Essentials of Export Controls

**Module 1:** Export Control Basics

**Module 2:** Classifying your Item and Determining if you need a license

**Module 3:** General Prohibitions including Prohibited End-users and End-uses & activities

**Module 4:** Using License Exceptions

**Module 5:** License Application and Supporting Documentation

**Module 6:** Export Clearance and Record keeping

**Module 7:** Introduction to BIS Deemed Export Policies

**Module 8:** Overview of the Antiboycott Provisions of the Export Administration Regulations

This program is sponsored in part by PO Horizon and by Global4PL Supply Chain Services.

We hope you enjoy these training programs. All we ask is that you complete a short survey at the end.

Thank you for your continued support of the GSCLG. If you have topics for additional training programs please submit your ideas in the suggestion box at <http://www.gsclg.com/eCollege.php>.

To begin, please select: <http://www.gsclg.com/eCollege.php>



# Are Your Financial Supply Chain Goals on Target?

## Make your mark with *Global4PL Supply Chain Services*

Expert Resources  
Customizes Solutions  
Freight Post Audits  
Compliance Programs  
Financial Savings ROI  
Import / Export  
Training



**What We Do:** We help our clients save large amounts of money, improve efficiencies, and avoid costly errors in their global logistics operations.

**Who We Are:** We are a team of high-performance, hands-in industry veterans that come to the table with proven experience. We deploy experts in import / export compliance, multi-mode transportation, partner negotiations, third party logistics, and general operations management to implement innovative solutions with immediate, measurable results. Our resources, along with our supply base management techniques, collaborative communication infrastructure, and technologies frequently produce savings of 15% to 35% of a company's logistics spend.

## Customized Supply Chain Solutions to Help You Succeed

### See how our results speak for themselves

#### Transportation Cost Savings

We conduct a 1-2 day no-cost audit of your transportation spend and identify opportunities for cost savings in areas such as rate reduction, coding errors, commodity code reclassification, or service level requirements. At the conclusion of this audit, we present you with our findings and recommendations, including a quantifiable cost savings opportunity.

#### Client: Large West Coast contemporary clothing retailer

Concern: The client company was concerned that its global transportation expenditures were escalating and they could not pinpoint cost savings opportunities. The company also desired to establish a best-practices import compliance program to eliminate non-compliant entries and subsequent risk of fines and penalties.

#### Results:

Global4PL conducted a post-audit of recent freight invoices and shipments, and discovered transportation cost savings totaling over 27% net cost savings. Global4PL reviewed the company's import compliance program and documented required changes to achieve best-practices status, and identified classification changes to comply with US CBP regulations.

#### CBP, BIS, and SOX Compliance

We offer a comprehensive set of services to ensure compliance with import / export regulations and to improve the efficiency of your compliance processes. We develop and document a comprehensive import / export program proven to pass muster with CBP and / or BIS in the event of an audit or error. We will ferret out errors to avoid costly fines. We will identify any duty savings opportunities.

- Review existing operations
- Set up compliance programs
- File rulings
- Review products, classification, create databases
- Free trade agreements – qualifications / reviews
- Create policies and procedures
- Draft disclosures

#### Client: Mid-size computer company

Concern: The client company had a small logistics staff with limited import/export compliance expertise and a potential risk of non-compliance in import/export operations.

#### Results:

Global4PL compiled a best-practices import/export compliance program that detailed compliance procedures, documentation formats and record retention methods and requirements. Global4PL reviewed all products' HTS commodity codes and uncovered a classification error. Then, to rectify the past errors, Global4PL prepared thorough documentation of the errors, calculated duties owed to US CBP, and prepared the post-entry filing for submission to US CBP. The self-disclosure was accepted by US CBP with no assessment of penalties and no further action.

#### Logistics Strategy

We conduct a complete review of your supply chain management that spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. We provide a complete assessment of your inbound & outbound distribution, warehousing, and reverse logistics functions, both domestically and internationally. We identify inefficiencies and opportunities for cost savings.

#### Client: Large telecommunications manufacturer

Concern: The client company modified its supply chain footprint as the market and strategies shifted over time.

#### Results:

Global4PL executed the project to rationalize the company's logistics strategy and to optimize the revised supply chain strategy. Global4PL's assessments (including geopolitical and process risks) and solutions improved the company's intra-Asia shipping efficiency. Global4PL set up customized import / export compliance programs, having met with officials at contract manufacturers and conducted packaging redesign which resulted in 53% overall cost savings without compromising engineering requirements. Global4PL revamped transportation provider relationships, resulting in 20% reduction in transportation costs. Global4PL developed and implemented an operational strategy to minimize EU VAT charges (including reverse logistics considerations). Last, but not least, Global4PL provided a supply chain visibility tool (PO Horizon™) that tracks product movement at the part number level.

*"In the first month we engaged Global4PL we were able to implement three cost reduction projects which will result in millions of dollars in savings over the next five years".*

**JB Delaney**

Director, Supply Chain  
Infinera Corporation



Contact Global4PL today.

E-mail us at [info@global-4pl.com](mailto:info@global-4pl.com) or call us at 866.475.1120 to arrange your free assessment.

[www.global-4pl.com](http://www.global-4pl.com)



# Global Supply Chain Leaders Group

# 25 INDUSTRY LEADERS



## TOP 25 SUPPLY CHAIN EXECUTIVES

## 2009 Top 25 Supply Chain Executives

The Global Supply Chain Review is proud to present and honor the recipients of the **2009 Top 25 Supply Chain Executives Award**. This award is presented to those who have made exceptional contributions to the Supply Chain Management industry and within their respective organizations. The recipients were selected by the Global Supply Chain Leaders Group (GSCLG), based on your nominations and by the GSCLG Board of Directors.

We are honored to present the 2009 Top 25 Supply Chain Executives Award winners below, and invite you to enjoy their individual biographies.



**Scott Brown**  
Manager, Supply Chain  
Analysis & Design  
**Plexus Corporation**

Scott Brown has more 28 years of Operations, Materials and Supply Chain experience, at Plexus, and previously with OshKosh B'Gosh. Mr. Brown was a past speaker at three APICS international Conferences, the APICS Atlantic Coast Symposium, and local APICS Chapters. He was responsible for the global strategic direction of Supply Chain analysis, design, and operational capabilities, tactical deployment of Supply Chain analysis and design tools, development of the research and science behind all Supply Chain tools including OPDM (optimal procurement and deployment modeling), and ISLM (inventory service level modeling) at Plexus.

He provided Plexus with the capability to quantitatively and qualitatively optimize customer supply chains to enhance ROIC and customer service to required levels at the same time. He provided insight into aspects of supply chain design as they impact Plexus procurement, manufacturing, and fulfillment processes. Mr. Brown was also the principal architect for development of all Supply Chain tools used at Plexus.

Mr. Brown is the recipient of the Supply & Demand Chain Executive Magazine "Pro-to-Know" Award in 2006, 2007, 2008, and 2009. He also received an award for his work at Plexus on Supply Chain and Inventory Optimization tools and strategies.



**Greg Bryan**  
Executive Vice President,  
Transportation  
**AmeriCold Logistics**

Greg joined AmeriCold in May of 2002 and is responsible for Americold's Transportation group and the National Customer Service Center.

Prior to joining AmeriCold, Greg served as the General Manager of Transportation at Ryder Integrated Logistics where he was responsible for leading Ryder's 3rd Party non asset based global transportation group. During his tenure, the annual transportation buy grew to over \$1.5 billion annually. Prior to his tenure at Ryder, Greg held key management positions in the startup of LogiCorp, a logistics management company later purchased by Ryder. He has also held key leadership positions in transportation at Ford New Holland and Union Carbide.

A native of Pennsylvania, Greg holds a Bachelor of Science in Logistics and Masters of Business Administration degrees from the Pennsylvania State University.



**Didier Chenneveau**  
Chief Supply Chain Officer  
**LG Electronics Inc.**

As the Chief Supply Chain Officer (CSCO) for LG Electronics, Didier Chenneveau has global responsibility for the company's supply chain management. He is based at LG's headquarters in Seoul, Korea.

Before joining LG in 2008, Mr. Chenneveau was Vice President of Americas Operations for HP's Imaging and Printing Business, based in San Diego, USA. He has also worked for HP in Europe,

running its Consumer PC business as well as serving in various financial and operations management roles. Prior to HP, Mr. Chenneveau worked for Caterpillar.

Didier Chenneveau is a native of France and citizen of Switzerland. He is an alumnus of EM-Lyon and INSEAD. He is and a board member of EPCglobal.



**Jeff Chiu**  
Vice President of Compliance  
**Global4PL**

Jeff Chiu is Vice President of Compliance at Global4PL, a logistics consulting and execution company that helps companies reduce costs, improve compliance, and achieve their full operational potential. Jeff heads all import / export engagements and is a recognized expert in the compliance field. He is a licensed US Customs Broker and possesses over 13 years of experience in import/export operations and compliance, with emphases on internal CBP and BIS audits, commodity classification, tariff engineering, trade programs, rulings and training.

Jeff's past roles involved managing and executing import and export operations for companies such as Cost Plus World Market, MyCustoms, Inc., Coppersmith, Inc., Clearfreight, Inc., and Tower Group International, Inc. He is one of the few professionals in the country who has implemented C-TPAT (Customs-Trade Partnership Against Terrorism), ISA (Importer Self-Assessment), ACE (Automated Customs Exchange), CCATS (Commodity Classification Automated Tracking System), VAT (Value Added Tax - EU), remote filing, and alternative recordkeeping programs. As an expert and mentor in the import / export field, Jeff has developed and conducted extensive training on a broad range of import and export compliance topics for merchants, vendors, and buying agents. His expertise also extends to commodity and rulings-specific training. His speaking style is engaging and he has the ability to make dry subjects interesting for his audiences.



**Billy Crotty**  
Senior Vice President  
of Supply Chain Management  
**Superior Communications Inc.**

As Senior Vice President of Supply Chain Management, Billy Crotty oversees Superior Communications' Sourcing, Procurement, and Product Development departments. One of his primary responsibilities involves cultivating and maintaining relationships with OEM and ODM partners to ensure both customers and consumers are provided with the most complete accessory solutions. Billy joined Superior in 2007 and brings over 20 years of experience in supply chain management, sales, business development, engineering, strategic planning, and product management. Prior to joining Superior, he served as COO at Cellon International, a leading mobile handset design company based in China.

Graduating from UCL Ireland with a Bachelors of Science degree in Production Engineering, Billy went on to earn an MBA from the Babson School of Business in Wellesley, Massachusetts. During his spare time, Billy's enjoys playing golf, sailing, and is an avid fan of rugby.



**JB Delaney**  
Director of Supply and Demand  
**Infinera Corporation**

As Director of Supply and Demand, JB Delaney is responsible for the company's global supply chain and logistics operations, including order fulfillment, import / export, supply planning, and international / domestic transportation.

Mr. Delaney has over 20 years experience in supply chain and manufacturing. Before joining Infinera in 2007, he held various senior leadership positions in consulting, operations, professional services delivery, and product management at companies such as Brocade Communications, Sun Microsystems, CSC Consulting, and Ingersoll-Rand.

Originally from Connecticut, Delaney resides with his wife, Nora, in San Jose, CA. He holds a BA from the University of Pennsylvania and an MBA from the Helsinki School of Economics and Business Administration.



**Tom Golden**  
WW Trade Compliance Manager  
**Verigy Inc.**

Tom Golden possesses over 25 years of supply chain management experience, specializing in Logistics and Trade Compliance startups and operations. He began his career with Hewlett-Packard in the Santa Clara Valley, operating several business related logistics warehousing solutions, before joining the Inkjet Printer startup in Vancouver, Washington. He later went on assume responsibilities as Hewlett-Packard's WW Trade Compliance and Logistics Risk Assessment Program Manager where he and his team were responsible for conducting multi business group trade and regulatory assessments in support of a \$60B a year, enterprise platform function.

For the past 8 years Tom served as a WW Logistics and Trade Compliance Manager at Agilent Technologies, followed by his new role, after Verigy's spin off from Agilent, as Verigy's WW Trade Compliance Manager. Originally from the west coast, Tom now lives and works in the Hilton Head South Carolina area, along with his wife Terry. Tom holds a Bachelors Degree in Operations Management as well as being certified as a professional accountant.



**Cristián A. Godoy**  
Supply Chain Planning Manager  
**Laboratorio Chile S.A.**

Cristián A. Godoy is the Supply Chain Planning Manager at Laboratorio Chile S.A., a pharmaceutical company based in Chile. Cristián is in charge of the Planning Deputy Management, Production Control and Delivery and Consumables Warehouse areas. He administrates and plans 1,500 presentations and more than 8,000 items, combining different strategies, having as objectives the Company's strategic pillars.

Under his direction, he has broken several production and supply records including more than 95% of medical samples per monthly cycle, 93% of monthly commercial necessities, and unresolved invoicing at minimal levels and several records in the productive areas allowing the time

improvement and the subsequent decrease in costs. Mr. Godoy is also responsible for the system application development that has substantially decreased cycle time of the plant to exceptional levels.



**Michael A. Grier**  
Senior Manager of  
International Logistics  
**Avon**

Michael A. Grier is the Senior Manager of International Logistics for Avon Products. He is responsible for all inbound air, ocean and Customs compliance operations for North America and is based in their US Center of Excellence located in Rye, NY. Mike oversees a portfolio of carriers responsible for moving Avon's Non-Beauty goods into the US, Canada, and the Caribbean Markets.

He joined Avon in 1991 as a management trainee and has held numerous roles in Customer Service, Sales Operations, Inventory Management, Supply Chain and most recently, Logistics. Mike has been recognized with numerous company awards, is a frequent speaker at industry events, and was recently announced as the Canadian Industrial Transportation Association's 2008 Supply Chain Executive of the Year.

He is a proud father of two, and enjoys skiing, golf, and reading when not commuting between his home in Montreal, Quebec, and his office in New York.



**Roger Deaton**  
Director, Telematics Supply Chain  
**Laird Technologies**

Since 1986 Roger Deaton has dedicated his professional career to developing and improving supply chains from early in his career in the US Navy, through his own business, and currently with Laird Technologies' Telematics Division.

Laird Technologies is a \$1.3 billion provider of industry-leading electronic systems and component solutions. Telematics sales are 75% tier-one automotive; the rest support the fast-growing M2M (machine to machine) market - using Wi-Fi/Wi-Max, Bluetooth, cellular, and other



developing RF protocols.

Mr. Deaton has a keen sense in developing talent and is often put in global supply chain management positions. Currently, Roger Deaton oversees and directs the global contract manufacturing, component supply base, logistics, Laird factories, research and design sites, and warehousing in Asia, Europe and North America.

Roger has risen quickly through the ranks at each of his career positions by developing and implementing best practices in procurement, logistics, warehousing and commodity strategies. Most recently with Laird Technologies he led the team to rapidly deploy S&OP and implementation and integration of Laird's first global ERP system (QAD). These programs have saved the company valuable time and money by bringing visibility and transparency to the entire team.

Mr. Roger Deaton currently holds a BA in Law from Columbia College and will earn his MBA in September from the University of Phoenix. Roger has held the CPP certification through IOPP and is a member of ISM.



**John Ferris**  
Vice President of Operations  
**Force10 Networks, Inc**

John Ferris is a seasoned operations and finance professional with over 20 years experience in high technology environments. John initially joined Force10 as the senior finance employee, at which time he implemented the company's ERP system and basic financial and administrative systems. Upon assuming responsibility for Operations, he led the group from the introduction of the initial product through rapid growth. Through supply chain management, process and quality effort and logistical improvements the company saw significant margin improvements. John holds an MBA from Kellogg Graduate School and a BA from Cornell University.



**James R. Kellso, P.E.**  
Senior Supply Chain Master  
**Intel Corporation**

Jim has over 37 years of supply chain and industrial engineering experience. He has worked

for 16 years in Industrial Engineering automation and consulting and the last 21 years at Intel in a variety of automation and supplychain positions. He holds an industrial engineering degree from the University of Michigan. He has been a licensed professional engineer for over 30 years and holds the title of Senior Supply Chain Master at Intel and Senior Supply Chain Management Professional from the CSCMP.

Last year, Jim co-led the Low Cost Supply Chain program at Intel and has just recently returned from his third sabbatical. Jim's passions include education, supply chain integrated strategy, and the ability to use analytics to solve complex supply chain problems.

Jim has 11 children, 13 grandchildren (soon) and enjoys horseback riding, tractor time at the ranch, and being at the ranch in general.



**Jim Macaulay**  
Global Procurement Officer  
**Steelcase Incorporated**

Jim Macaulay is the Global Procurement Officer for Steelcase, the global leader in the office furniture industry. Steelcase provides furniture, services and insights to help people have a better work experience. Jim joined Steelcase in 1993 as Vice President, Controller and later served as Vice President, Supply Chain Management for Steelcase North America before assuming his current role as Global Procurement Officer. Jim graduated from the Kellogg School of Management at Northwestern University in 1984. He worked at PepsiCo from 1984 to 1989 and at Carlson Companies from 1989 to 1993 before joining Steelcase in 1993.



**Valentine E. Manfrin**  
Logistics & Supply Chain Manager  
**Louis Vuitton Latin America & South Africa**

Mr. Manfrin started his career at Caterpillar, Macro del Plata, planning the maintenance and repairs of mining trucks and machines at Bajo la Alumbrera mine in Argentina. He then had production planning experience at Interpack (joint venture with Tetra Pack) where he was involved in the implementation of a program to optimize the

production planning process of the factories. In 2002 he joined Louis Vuitton Latin America and South Africa occupying several positions in the Supply Chain department. In 2005 Mr. Manfrin moved to Sao Paulo, Brazil and is now the Logistics and Supply Chain manager, head of department for Latin America and South Africa region managing 23 stores in 10 different countries. During his work at Louis Vuitton, he participated in the implementation of Brazil and Mexico distribution warehouses and in the optimization of the whole supply chain by reducing lead-times and improving product availability at stores.

Mr. Manfrin graduated from Instituto Tecnológico de Buenos Aires (ITBA) as an Industrial Engineering, and holds a post graduation degree in Integrated Logistics Management from Universidad del Salvador and Georgetown University Washington DC (joint degree). He has recently completed his studies for an Executive MBA at Insper Business School.



**Michael A. Massetti**  
Vice President, Supply Chain  
**Advanced Micro Devices  
Incorporated**

Michael joined AMD as Vice President, Supply Chain in December, 2008. Michael is responsible for global supply planning, inventory management and control, order management, fulfillment, and the supply chain management infrastructure program.

Michael came to AMD from Tekelec where he was Vice President, Global Procurement & Quality since August 2006. In that role, Michael led a centralized global team covering all spend categories and managed all contract manufacturing, OEM hardware, and software. He drove the transformation of procurement from transactional-based to an advanced sourcing function - achieving double digit cost reduction, delivery performance, and quality improvements, while reducing cost of poor quality by over 50%.

Michael began his career in 1979 at IBM's Microelectronics Division where he started in mixed signal integrated circuit development. He built IBM's first field applications organization in 1993 as IBM entered the merchant semiconductor

market. Michael's final position with IBM was Senior Program Manager for the PowerPC product line. Michael received his BSEE from the University of Notre Dame in 1979. He received his MSEE (1984) and MBA (1987) from the University of Vermont. Michael completed NTL's Mastering Executive Leadership, GAP leadership training at Lucent, Dell's Executive Leadership Program, and Strategic Marketing at the University of Michigan. Michael has been a guest lecturer at the University of Texas (Program Management) and Rutgers University (Supplier Relationship Management) and has spoken at several conferences on supply chain topics.



**Patrick McGivern**  
Senior Vice President,  
Global Supply Chain & Operations  
**VeriFone Incorporated**

Patrick McGivern is the Senior Vice President of Global Supply Chain Operations, with responsibilities for management of VeriFone's end-to-end supply chain functions, including sourcing, manufacturing, and end customer fulfillment and service.

Mr. McGivern joined VeriFone in 2005. Previously he was with Palm, Inc., for six years, where he worked to scale the supply chain to support over \$1B in sales and launch industry leading consumer and wireless products. Earlier, he was with Motorola for more than 10 years in successive operations positions.

He graduated from Michigan State University's Eli Broad business school with a BA in Materials Logistics Management.



**Shekar Natarajan**  
Director of Supply Chain Operations  
**Pepsi Bottling Group  
Incorporated**

Presently a Director of Supply Chain Operations for the Pepsi Bottling Group (PBG), Shekar Natarajan is spearheading a change and transformation initiative to completely modify the company's logistics and delivery systems. His primary responsibilities range from repurposing PBG warehouses, increasing storage and driving productivity to delivering improved returns on invested capital and reducing reliance upon direct

labor. He also owns and manages existing logistics and warehouse systems and is leading the development of new inventory management and supply chain execution systems.

Earlier in his career, Shekar served as a Supply Chain Network Manager for Coca Cola Bottling Company where he was responsible for conceptualizing, developing, and deploying solutions for network design and optimization, logistics optimization, distribution planning and strategic sourcing. Prior to joining CCBC, he briefly worked at Alliance Rubber Company as a corporate development specialist.

A frequent speaker at national and international conferences, Shekar was the keynote speaker at Movimat 2008, the largest Latin American logistics show. The Government of Brazil formally recognized him for the content and insights he provided for developing and managing supply chain processes. Shekar received a MS in Industrial Engineering from Georgia Institute of Technology after earning his Bachelors of Technology in Mechanical Engineering degree in India. He is certified as a Project Management Professional, Six Sigma Black Belt, Supply Chain Professional, Logistics Professional and a Fellow in Production and Inventory Management (CFPIM).



**Lalit Panda**  
SVP, Supply Chain and  
Information Systems  
**Harman International Consumer  
Division**

Lalit Panda, Sr. V.P. of Supply Chain and Information Systems at the Consumer Division of Harman International Industries, Inc., a manufacturer of high end audio electronics and loud speakers with brands such as Harman-Kardon, JBL, Infinity, Mark Levinson, Revel, etc., is an accomplished global Supply Chain and IT leader.

At Harman, Lalit's responsibilities included Procurement, Inventory Control, Distribution, Transportation as well as all IT applications and infrastructure including SAP, global network and IT support etc for its Consumer Division. He has led many initiatives including global IT consolidations, distribution network optimization, global supply chain application development,

logistics and IT outsourcing initiatives, web based vendor management and order fulfillment and run facilities in China, India, EMEA and the US.

Prior to joining Harman in 1999, Lalit managed logistics and procurement for Sony Corp. at their Middle East and North Africa HQ in Dubai, U.A.E., spanning 23 countries. He has also worked for Coats Viyella plc, a leading global textile manufacturer, developing logistics systems.

Lalit has Masters degrees in business and logistics from the Massachusetts Institute of Technology and the Indian Institute of Management, Ahmadabad and has an undergraduate degree in Engineering from the National Institute of Technology in India and a Six Sigma Black Belt from Georgia Tech.



**Ranjan Prasad**  
Director of Operations and  
Supply Chain  
**SunLink**

Ranjan is responsible for managing and expanding SunLink's end-to-end supply chain operations, which include inventory management, procurement, demand planning, logistics, and information technology. Ranjan brings a wealth of international supply chain and discrete manufacturing experience to SunLink. He has been instrumental in helping SunLink extend its competitive advantage by developing its first virtual global supply chain, which has reduced costs and increased quality and on-time delivery.

Prior to SunLink, Ranjan worked at Cisco as a Supply Chain Manager where he managed and designed a demand-driven replenishment supply chain. He also held various engineering and management positions at Cisco that enabled him to architect, manage and deploy complex manufacturing processes. Ranjan received a BS in Industrial Engineering from Cal Poly, San Luis Obispo, and a MS in Engineering Management from Santa Clara University.



**Sarath Ravipati**  
Regional Procurement Manager  
**Chevron Corporation**

Sarath Ravipati is the Regional Procurement Manager Americas for Chevron Global

Downstream Procurement. His team is responsible for managing over \$1B in spend across Latin and North America. In December 2005, Sarath was selected to lead the Chevron Procurement organization for Africa-Pakistan managing the operations from Cape Town, South Africa. Over his seven years with Chevron he has held various strategic procurement positions. Sarath led strategic sourcing projects across the automotive, telecommunication and logistics industries as a Manager in the Chicago office of AT Kearney. Sarath has 20 years of supply/chain procurement experience and specializes in leading and developing procurement organizations to reach world-class standards.

Sarath holds a Bachelors of Science degree in Chemical Engineering from Cornell University, a Masters in Engineering Management from Northwestern University and an MBA from Northwestern University - Kellogg School of Management.



**Cindy Reese**  
Sr. Vice President for Worldwide  
Operations  
**Sun Microsystems Incorporated**

As Sr. Vice President for Worldwide Operations, Cindy Reese runs Sun's supply chain managing more than \$3B dollars in direct procurement spend along with Sun's manufacturing and logistics programs, which are recognized by the industry for delivering high quality and cost effective product execution to Sun's global customer base. Previously, as Sr. Vice President for Systems Operations, Reese was responsible for overseeing the manufacturing, supply chain management and operations engineering for the company's Systems products.

Cindy Reese's career spans more than 25 years in operations with experience in procurement, strategic materials management, manufacturing, distribution, and logistics. Since joining Sun in 1999, Cindy has held many leadership roles including: VP Storage Operations, VP Scalable Systems Manufacturing Operations, VP High End Operations, Executive Lead for the StorageTek integration, and various Director positions.

Prior to joining Sun, Cindy was VP of Worldwide Materials with Silicon Graphics (SGI) and held

executive leadership positions at RightWorks and Convergent Technologies.

Cindy's outstanding leadership has been recognized by prestigious awards such as the YWCA tribute to Women in Industry (TWIN) Award, which she has received twice - in 1995, while at Silicon Graphics, and most recently in 2003 for her achievements at Sun Microsystems, along with Executive Leadership Awards from Convergent Technologies, SGI and Sun.



**Mark Shandley**  
Vice President of Supply Chain  
Management  
**Flextronics Consumer Digital**

Mark Shandley is the Vice President of Supply Chain Management at Flextronics Consumer Digital with responsibility for the end-to-end Supply Chain, Procurement, Sourcing and IT Tools supporting large OEM and ODM business.

Prior to joining Flextronics, Mark worked as Managing Director of a North American Based Contract Manufacturer specializing in PC Manufacturing and Wireless LAN devices. He also held positions in Supply Chain Management for such companies as Apple Computer, AMPEX and CONVEX Computer Corps. With over 28 years in the Supply Chain field at Fortune 500, high-tech startups, he directed teams and suppliers on the most innovative of Supply Chain development activities including the first Demand Pull Software in 1987.

In his current role, Mark led Supply Chain Development for Asia and has led several teams to redesign supply chains from higher cost regions for Flextronics' customers. He has also worked to establish more efficient and responsive supply chain designs in low cost regions in Asia for large OEMs.

Mark has served on the Board of Directors for the American Production and Inventory Control Society of North America and has delivered many speeches on Supply Chain throughout Asia, Europe, and the Americas.



**Isael Soto**  
 Vice President of Supply Chain  
 and Field Operations  
**Pivotal Systems**

Isael Soto has over 20 years of semiconductor capital equipment industry experience. His roles have included Post-Sales Service Support, Sales and Marketing with international assignments in Asia and Europe.

Isael is currently at Pivotal Systems, a startup in Pleasanton, CA, serving the semiconductor capital equipment industry by providing sophisticated sensor technology. Isael is currently responsible at Pivotal Systems for defining and executing an outsourcing manufacturing strategy in addition to defining the long term Supply Chain and Field Operations infrastructure to sustain Pivotal's global customer base. Prior to joining Pivotal Systems, Isael was part of KLA-Tencor's Global Services and Support team, responsible for services sales in North America. Isael's additional leadership roles at KLA-Tencor were in M&A Integration and Global Product Support. Isael successfully led the Service & Support Integration activities of acquisitions and led various Technical Support organizations.

Prior to KLA-Tencor Isael was at Lam Research Corporation in Service Management and Service Marketing roles. Isael began his career at Applied Materials, holding positions within Field Operations, Business and Account Management.

He holds a BS in Electronic Engineering and an MBA from the University of San Francisco.



**Bill Weidert**  
 Senior Director,  
 Service Supply Chain  
**Cisco Systems Incorporated**

Bill Weidert is Senior Director, Service Supply Chain, for Cisco Systems and currently provides aftermarket support, parts and field engineering for Cisco networking products throughout Latin America. Receiving his MBA in 1976 from the University of Colorado, Bill has worked in the high tech industry in Silicon Valley for over 25 years. He began his career in purchasing at Spectra-Physics in San Jose.

From that role he moved onto being a line supervisor, warehouse supervisor, planner, master scheduler, and finally customer service manager. From Spectra he moved to Acuson in Mountain View, CA, where he took on the role of Field Service Manager providing global field support for the company's ultrasound products.

In 1995 he joined Cisco Systems as Inventory Planning Manager for Service. He then moved on to assuming responsibilities for global repair and depot expansion, warehousing, distribution, and central operations. Assuming responsibility for expanding support in Latin America in 2003, Bill has built up a highly leveraged team providing support for 2-hour, 4-hour, and next business day contracts necessary for network uptime requirements.

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**Gray Williams**  
 Vice President - Worldwide  
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**Logitech Incorporated**

Gray Williams is responsible for Logitech's Worldwide Supply Chain where he directs all aspects of demand management, supply planning, transportation, logistics, order fulfillment, and customer service. He is currently driving new strategies and key improvement programs at Logitech that deliver lower total supply chain costs, optimal inventory levels, and best-in-class customer satisfaction.

Prior to joining Logitech in January 2003, he was Vice President, Supply Chain Operations for the CommWorks Division of 3Com. Prior to 3Com, he held various senior operations management positions at Hewlett-Packard, Motorola, NEC Electronics, AMD, and US Robotics. He has over 30 years of experience in the electronics industry.

Williams has received the Malcolm Baldrige National Quality Award for four years as an Examiner and Senior Examiner. He is Certified in Production and Inventory Management (CPIM) with APICS, and has also been a Certified Purchasing Manager (CPM) by the Institute for Supply Management (ISM). He currently serves on the Executive Advisory Board of the University of Wisconsin's Grainger Center for Supply Chain Management.

In 2008, and again in 2009, he was selected as one of the Top 25 Supply Chain Leaders by the Global Supply Chain Leadership Group (GSCLG).

Gray is a Phi Beta Kappa graduate of Purdue University's School of Management where he received his BS in Industrial Management.

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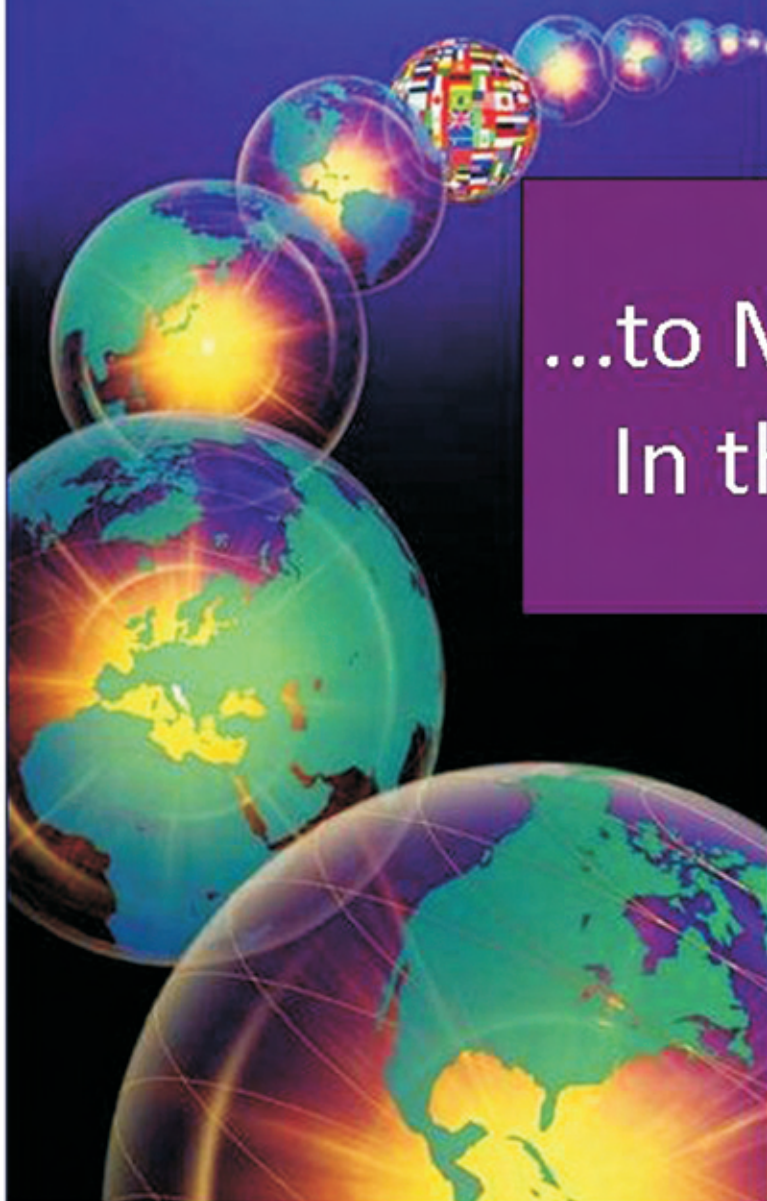
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# IT Outsourcing: China Grasps for the Lead

China presents a major threat to India in the global IT outsourcing industry.

**Yunus Kathawala, PhD, and Christoph Heeren**

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<http://gbr.pepperdine.edu/093/itoutsourcing.html>

Rough economic times make the outsourcing of information technology (IT) an even more critical area of discussion for businesses. Recently, there has been a great deal of debate on whether a shift in the global outsourcing of IT is occurring. India has long been known for its dominance in the field; however, China, which plays a leading role in the outsourcing of manufacturing, is making strong headway in the industry and may soon pose a major threat to India's supremacy.

New management models and business strategies have evolved since the onset of globalization. One such corporate strategy is global outsourcing, which is receiving more attention than ever due to its effectiveness in cutting costs. Global outsourcing can be defined as a strategy that allows corporations to redesign, redefine, and reshape organizations by transferring the management and/or day-to-day execution of a business function to an external service provider. Used responsibly, it can generate enormous benefits. There are two countries that stand at the forefront of the global outsourcing movement: India, which is considered the mecca for outsourcing IT services, and China, which has a strong reputation in the outsourcing of manufacturing work.

India made the decision to focus on IT expertise early on; it also made developing competency in the English language a nationwide priority, thus increasing its competitive advantage in the global marketplace. India's economy has developed through the promotion of internal consumption rather than on exports.

India's top 10 IT companies make up approximately 45 percent of the entire global market. Companies like Tata, Infosys, and Satyam enjoy worldwide reputations and attract and land multinational deals every year. In addition to English language competency and IT expertise, trust in those companies, and in India as the go-to-country for IT outsourcing, has grown because the nation successfully combines low labor costs with Western management skills.

China has long been known for its low cost of labor and its evolving infrastructure, and the country has attempted to develop its economy by focusing on exports as opposed to growth through internal consumption. China is a classic example of an emergent economic power. Since opening its doors to globalization, China has efficiently utilized its resources, which mainly focused on cost advantages. Conscious of its deficit in technological expertise, China concentrated on a practical business-manufacturing.

The government, aware of the value of diversification, has continuously sought other strategies to ensure growth and has undertaken efforts to support other economic sectors, particularly its IT industry. In 2008, it handled approximately \$1.6 billion in IT outsourcing services and about \$14.2 billion in software exports. Japan, for one, outsources many of its IT needs to China.

## **China versus India**

China's international deals focus mainly on product development, but it has conducted a great deal of testing for IT projects as well. China has mostly handled low-end, relatively uncomplicated IT applications, but it can and does manage mid-sized applications, primarily orders from Japan and Korea. The country desperately hopes to land multinational deals in order to prove itself as a leader in IT outsourcing. As such, the Chinese government is making a significant effort to heighten the IT industry's appeal to foreign companies and investors.

Currently, standardized IT services are outsourced to China and the more complex IT services are entrusted to India. This pattern will likely continue until China develops its IT industry and addresses its major weaknesses. The issues cited most often in the literature are the level of IT expertise of Chinese workers and concerns about intellectual property rights.

While many people claim that conditions for IT outsourcing in China are not as ideal as those in India, this statement was far truer in the past than it is today. India itself is aware of the rising Chinese competition and the country's business experts expect that it will not be long before the Chinese improve their deficiencies in order to attract more customers.

## Infrastructure

**China:** The government has built entire cities and towns dedicated to the IT industry, presenting almost perfect conditions for companies. The most prominent example is Shenzhen, one of the fastest-growing cities in China and a preferred location for foreign investors. Moreover, the government offers tax deductions, financial support, and subsidies for new establishments. Large companies, such as TCL, China's largest electronics manufacturer, have established themselves in Shenzhen.

**India:** India is considered to have a fairly weak infrastructure and many external companies claim that it is insufficient and inferior to China's. In addition, the public interest sometimes prevents changes. In China, however, once a decision is made by the government, it is implemented quickly, as with IT infrastructure expansions.

## Market Structure

**China:** Unlike India, China does not have many large IT companies. Market experts often note that the highly fragmented nature of the IT industry in China needs to change as small companies are riskier and less reliable partners than major players. Many people argue that China's IT market needs to consolidate in order to become more competitive.

In today's economy, companies must also be very cautious about political instability in foreign countries. Political instability and slow progress in providing data security in China have been causes of concern. As the industry matures, however, it is thought that fragmentation will decrease due to international interests, and laws will improve to guarantee safety.

**India:** Recent headlines about the Indian IT industry have been a source of alarm. At the beginning of 2009, it was revealed that the Satyam company had accounting discrepancies and the resulting negative publicity has affected the entire industry and raised the question of whether such problems could have occurred in China. Many foreign companies and investors see their businesses as endangered due to these revelations as it showed that regulations and laws in India were not as developed as expected.

To deal with the impending threat of China, Indian companies are also starting to acquire Chinese IT companies, opening the door for India's involvement in the burgeoning market. In 2005, India invested nearly \$50 million in the Chinese IT industry, mainly comprised of stakes in Tata and Infosys.

## Quality/Track Record

**China:** One of the major concerns for foreign companies interested in investing in China is the country's lack of protection for intellectual property in the form of trademarks, copyrights, or patent laws. However, the government has already made dealing with piracy and other investor concerns a priority. Since China's inclusion in the World Trade Organization in 2001, the nation has updated its laws to fulfill international demands and in 2004, China announced stricter laws on intellectual property rights. Penalties for defiance of these laws have been raised significantly since then.

**India:** India has more Capability Maturity Model (CMM)-certified companies than China. CMM is a program that determines the quality of software processes in organizations. While all of India's top 30 companies are CMM certified, only 6 of the 30 top companies in China are certified, clearly showing the gap that the country will have to fill within the next few years.

## Labor Availability

**China:** Two serious issues linger in China-English language and IT skills. English is obligatory in interacting with foreign businesses, and while the Chinese educational system tries to emphasize the advancement of English, the population still seems to be lacking in this area. In 2005, about 0.77 percent of China spoke English, compared to 10.66 percent of the population in India.

In addition, the country's IT expertise is not yet at a desirable level. Although many students graduate with IT degrees from universities every year, the majority of China's IT professionals still have less than five years' experience. Employees will require more training in order for China to become a competitive global force.

**India:** India has the disadvantage of higher labor costs than China. Although India has been known for its large pool of talented, low-cost workers, its wages have jumped by 25 percent since the onslaught of globalization.

## Conclusion

As China continues to develop, there will be fewer reasons for an external company to avoid establishing itself there. In fact, it may be that in order to stay competitive and decrease additional costs, companies will be obliged to outsource their IT needs to China. The country's potential has already been recognized by companies like IBM and Hewlett-Packard, both of which have established major presences there. If the IT industry develops as expected, China could capture opportunities worth \$56 billion by 2015.

India's acquisition of Chinese companies is a direct indicator of China's growing IT outsourcing power. The country is trying to entrench itself in the Chinese IT industry because it anticipates China's future capabilities. Many authors argue that China and India should consider working together in the field of IT- China would gain access to important IT expertise, while India would benefit from cheaper labor costs and a better infrastructure.

Today, India still has the lead over China in IT outsourcing and its advantages over China are still distinct. While China will almost definitely become an important force in the IT industry, the country still needs more time to develop its competencies. Many think that the Chinese IT industry will have to consider acquiring or partnering with foreign IT companies in order to grow and compete. Lenovo's acquisition of IBM is an example of how Chinese companies can expand and "go global." China's leading software company Huawei Technologies has also established joint ventures with Western companies such as IBM, Siemens, 3Com, and Symantec.

## About the Authors:

**Yunus Kathawala, PhD** is a professor of management at the School of Business at Eastern Illinois University in Charleston, Illinois. He holds a doctorate from the University of Georgia. His research interests are in the areas of supply chain, small businesses, international business applications, and web-based and distance education, and he has been published in the *European Business Review*, the *International Journal of Service Operations Management*, and the *International Journal of Business and Globalization*.

**Christoph Heeren** will graduate as a German transfer student from Eastern Illinois University Lumpkin School of Business in August 2009. He worked as a research assistant for Dr. Kathawala in the field of operations management. Born in Luxembourg and raised in Tokyo, Singapore, and Hong Kong, he will be completing his MBA degree at the University of Cologne in Germany with majors in business policy and logistics.

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# Supply Chain Contracts: Read Before You Sign

**By Ronald C. Chauvel, Esq.**

Many transportation agreements include voluminous small print boilerplate terms that are presented and executed without much review or negotiation. These contracts are often presented by large entities as basically "take it or leave it" agreements. Such agreements are utilized by steamship companies, air freight carriers, forwarders, logistics providers, railroads, and overnight carriers. They are the norm in the industry today.

Transportation agreements are generally executed by agents, employees, or others well down the chain of command. Oftentimes, transportation contracts are executed at the dock, warehouse, distribution center, railhead or similar site. One wonders whether the real decision makers employed by the shipper or others are aware of the terms agreed upon.

Generally, everything works out fine and there are no problems. However, sometimes issues arise and in those rare cases the parties are almost always shocked to learn that onerous and one-sided contract provisions will be strictly enforced.

For instance, the owner of a valuable Arabian horse sends the animal to a farm. At some point, the owner calls the farm and requests that the horse be shipped back to the owner. The farm arranges the transportation and a ranch hand signs a bill of lading that limits the carriers liability to \$100. The carrier is negligent somewhere along the line and the horse has to be euthanized.

Or, a shipper ships containers of refrigerated fruit to another country via steamship. The steamship bill of lading includes a provision that all disputes must be submitted for resolution to a forum in Hamburg, Germany. The refrigeration unit on the ship fails and the fruit is destroyed. The steamship line takes a hard line and fails to agree to fair compensation to the shipper.

Many overnight and express carriers require agreements that foreclose rate audits or disputes, even where the rates assessed are inaccurate or exceed agreed upon charges. If the shipper does not raise the rate issue within a set number of days (which can be as little as 10 or 15 days after the shipment or billing), then the shipper is contractually prohibited from seeking a refund. The shipper may end up paying excessive rates as it does not realistically have the ability to audit within such time limits.

These are very real cases, and there are hundreds and hundreds of other examples where the small print in transportation contracts has resulted in unfair and damaging results.

So, what can be done about these issues? Most importantly, make sure that contracts are reviewed in advance so that you know what the terms state. If the terms are too one-sided or unacceptable, then attempt to negotiate changes. If the other side refuses to negotiate, then consider another source for your shipping needs.

Smaller shippers may not have the leverage to persuade large transportation entities to revise or negotiate agreements. But, they may be able to make alternative arrangements to protect their interest, such as obtaining insurance for losses that will not be covered. Larger shippers generally do have such leverage and should exercise their market power before issues and losses arise. Even better, large shippers may be able to develop and impose on the other side their own more reasonable agreements.

Even the most vigilant shipper will from time to time be confronted by vexing and large dollar issues in the complex legal environment that applies to domestic and international transportation of freight. In these instances, if the applicable contract seems grossly unfair, make sure to seek expert advice. The courts are not always willing to strictly enforce unfair and unreasonable provisions.

## About the Author:

**Mr. Chauvel** practices with the firm of Greene, Chauvel, Descalso & Minoletti in San Mateo, California. He practices transportation law and may be reached at 650/573-9500 or at [ron@greenechauvel.com](mailto:ron@greenechauvel.com).

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## **How to reach us:**

2953 Bunker Hill Lane  
Suite 400  
Santa Clara, CA 95054  
800.354.8579

## **Web Site:**

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