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The Carter Group Quarterly

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Offices & Partners

Chicago, IL	<u>Richard Burgess</u>
Atlanta, GA	<u>Gene Caudle</u>
Phoenix, AZ	<u>Janice Spiker</u>
Bordeaux, France	<u>Iain Martindale</u>
Mobile, AL	<u>Guy Carter</u>

Recent Positions Filled

Assa Abloy	IT Leader
Curries Doors	Dir. Operations
Ceco Doors	Dir. Operations
Bruker Nano	VP Operations/GM

Featured Positions

- **Healthcare Services CFO**
- **VP, Engineering (*Seismic/Construction Components*)**
- **Principal Engineer – Korea (Multiple)**
- **Member Technical Staff**

Please Contact for more info & other positions

PRESIDENT'S MESSAGE: GUY CARTER

I want to welcome you to our Executive Search newsletter and trust you find the information and articles relevant and timely.

Our firm has been conducting executive search assignments for over 18 years around the world and recognizes the value of networking, candor, and cultivating relationships.

We also believe professionals are more interested in reading material that has some relevance to them versus some company's approach to marketing.

This communications tool will try to keep you updated on those issues that matter for your career development. The world has changed significantly over the past few years and how you approach a career change or job search has drastically changed as well. In future editions we will share with you what works and what doesn't as it relates to finding or changing jobs. Also we will bring industry experts from a wide variety of professions to share their thoughts on what determines success. We trust you find this both interesting and useful. If you have any specific questions or suggestions, we welcome your comments.

Guy Carter, President

FEATURED ARTICLE

Supply Chain Management Today

By: Tom Nash, C.P.M., CPIM

Supply Chain Management can mean many things to many people. For me, I think it's helpful to consider the '5 Rights of Supply Chain' as a way to appreciate its importance to organization success... the right product/service (quality), in the right quantity, in the right place, at the right time and at the right cost to better serve the customer.

Leadership of an organization's supply chain can be viewed as an 'orchestration' of these '5 Rights' among the company's stakeholders (e.g. internal business partners, external business partners/suppliers, local community interests and customers). The challenges of leading this orchestration often mirror the complexities of running a business.

And not surprisingly, successful business people have a keen focus on better serving customers. Equally, they have a holistic mindset that connects the dots on how various parts of the business (e.g. supply chain) can enable better service to the customer.

In my experience, the best Chief Supply Chain Officers are business people first and supply chain experts second. And they need to be in order to effectively translate the complexities of the '5 Rights' into a practical and sustainable model of better serving customers and serving them at less cost. This 'and model', as opposed to an 'or model', is a critical distinction and is at the core of better supply chain management practice.

World-class Supply Chains are expert at both better serving the customer, as judged by the customer, and lowering cost. Not an easy job, particularly considering the many risks facing a company's supply chain and the financial imperative of continually lowering costs to better serve customers. But, if both of these business factors (risk and cost) are not adequately addressed, then the organization cannot survive.

Lastly, the financial impact of having a world-class supply chain cannot be overstated. Consider this; where else can an investor receive a 3X-7X Return on Investment (ROI)? And yet, the best supply chains typically deliver financial results in this ROI range; that is, for every dollar invested in supply chain, it typically generates \$3 to \$7 in return.

In summary, better practice companies view their Supply Chain as a strategic weapon and use it for competitive advantage. And maximum advantage occurs by engaging strategic suppliers in an integrated model to better serve the company's customers from the time the customer need is identified and all the way through product/service delivery to the customer and the customer's final satisfaction... the 5 Rights of Supply Chain, integrated.

Tom may be contacted at tomnash@earthlink.net and LinkedIn [LinkedIn/thomasnash](https://www.linkedin.com/in/thomasnash)

Each Newsletter we will ask an industry expert and friend of the firm, to provide an insightful article regarding current trends in business. We thank Tom Nash, a leading supply chain and strategic sourcing executive, for giving his time and insight for this newsletter.

Carter Group News

- The Carter Group is currently in the process of **updating our database!** We are contacting all candidates in our database to update contact information, The goal is to be finished by the end of the summer.
- The Carter Group and it's subsidiary, iMPACT placement have recently **updated our websites**. If you have any comments let us know!
- **TCG Growth Initiatives:** TCG is currently searching for executive in transition or interesting in consulting to become partners of the firm. See **Jason Carter** for details:
251-342 – 0999
Jason.carter@thecartergroup.com

Meet Our Partners: Iain Martindale

Born in Scotland, grew up in Germany, returned to England before graduating, to then join the Royal Air Force and fly fighter jets around the world as a first career. This became the scene setter to a series of leadership roles in a 30 year international corporate career that took Iain and his family from UK to Boston M.A., and then on to Singapore, Philippines, Taiwan, Japan, Korea, and China. Hav-



ing moved home 16 times, with family spread around the globe, he understands what flexibility, energy and focus mean in order to be successful in this dynamic world. He led organizational growth, change management and human capital development, at both start-up and mature operations, throughout Europe, USA and Asia Pacific, for multi-nationals in the manufacturing, automotive and high tech sectors. This re-

quired significant Executive and leadership recruiting capability to ensure organizational and company success across a range of cultures, economies, functions and languages. Iain became a Partner in The Carter Group in 2008, lives near Bordeaux in SW France, and provides the international footprint that drives success in our global operations.

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We would love to hear your thoughts:

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