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**THE PROFESSIONALIZATION OF LOGISTICS:  
A MANAGEMENT SPECIALTY TO MEET 21ST CENTURY CHALLENGES**

**By**

**Ralph Linton Harper Jr.**

**A DISSERTATION**

**Submitted to**

**WAYNE HUIZENGA SCHOOL of BUSINESS and ENTREPRENEURSHIP  
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**In partial fulfillment of the requirements  
For the degree of**

**DOCTOR OF BUSINESS ADMINISTRATION**

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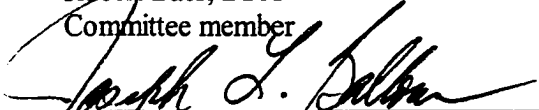

The Professionalization of Logistics:  
A Management Specialty to meet 21st Century Challenges

By

Ralph Linton Harper Jr.

We hereby certify that this Dissertation submitted by Ralph Linton Harper Jr. conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the Dissertation requirements for the degree of Doctor of Business Administration.

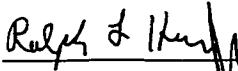
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## CERTIFICATION STATEMENT

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The Professionalization of Logistics:  
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ABSTRACT

A review of current management literature reveals the management skills and perspective needed to meet the challenges anticipated in the 21<sup>st</sup> Century include a cross-functional, multidimensional, life cycle approach emphasizing full integration of all enterprise infrastructure elements—technology, processes, and people. Since the early 1900s, the evolution of professional management specialty disciplines has been responsive to emerging practice needs. The existing management specialty discipline, which can address the identified 21st Century needs, is logistics—not the narrow transportation and distribution perspective, but a comprehensive logistics perspective. The Research Question investigated in this dissertation was “Has logistics practice evolved sufficiently to be recognized as a professional management specialty?” The theoretical basis for this research was the process for evolution from technical occupation to profession, described by Wilensky (1964) based on his historical examination of 18 occupations, which evolved to professions.

The research design for this study was an exploratory, empirical, non-experimental, cross-sectional, qualitative assessment, case study. Data collection consisted primarily of ex post facto documents review in two stages. In the first stage, the literature relating to professions and the professionalization process was reviewed to produce a characteristics profile of a profession. In stage two, 1,083 documents describing logistics practice and theory were analyzed to produce a descriptive profile of logistics practice and theory. Non-metric Multidimensional Scaling (MDS) techniques, specifically a modified Concept Mapping procedure with Pattern Matching using a 2-point qualitative scale were used to assess the current status of Logistics as a profession. The results indicated a “qualified yes” answer to the research question, since there was support for all seven attitudinal and all 12 structural antecedent dimensions identified. Of significance to logistics and management practitioners and to researchers in both fields, findings indicate a need to increase activities leading to professional self-regulation, logistics theory development, and educational activities for continued technical and managerial skill sets development. This study has extended the research of professionalization into the area of cross-functional, organizational boundary spanning, and technical management specialties.



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No words can express the extreme joy and sense of final accomplishment that completion of this dissertation means to me. The greatest sense of joy comes from knowing the friends and colleagues who have supported my efforts in completing this journey in learning. I want to use this space to acknowledge their help and extend my heartfelt thanks.

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## CHAPTER I. INTRODUCTION

### Background of the Problem

The management skills and perspective of the 20<sup>th</sup> century are not sufficient to meet the challenges anticipated for the 21<sup>st</sup> Century. The requisite paradigm shift described in the literature includes a cross-functional, multidimensional, lifecycle approach that emphasizes the full integration of enterprise infrastructure elements: technology, process, and people. A total systems integrated management approach, applied by logisticians in integrated logistics support and life cycle management, is even more important in our current business environment than in earlier times. This approach addresses the requirements for a cross-functional and multidimensional approach to business. It includes cost-effective acquisition of resources for projects and programs, including specialized intelligence and skill sets. It often does so within severe time constraints, necessitating temporal infrastructure arrangements between individual, entities, and processes. Focusing on this cost-effective requirement often overlooks the need for communication, coordination, and control functions among the components. Meeting this need requires the ability to visualize the overall scope of work, to define all the components, their interfaces and interdependencies, the individual and collective deliverables, as well as all life cycle activities, their costs, and performance tracking indicators throughout the project (Rivers, 1999).

Logistics methodology synthesizes acquisition theory; operational theory, supply chain management theory and uses related models, tools, techniques, and practices. No longer can business enterprises continue to use simple “vertically or horizontally” integration models as the basis for organizational infrastructure. Flexibility and adaptability for rapid response to opportunities requires “a multi-dimensional model and willingness to take on a variety of issues all at once.” (Schermerhorn, Hunt, Osborn, 1997, 231). A clear example of this trend is the evolution from Porter's Value Chain Theory (1985 and 1998) with the extended system concept in all the approaches to quality management to the relatively recent emphasis on supply chain management with Six Sigma tools and techniques for process improvement in all areas of business.

Since the early 1900s, the evolution of professional management specialty disciplines has been responsive to emerging enterprise needs. The current business environment is the result of a rapidly changing global and connected or digital economy. The current business paradigm shift toward flexible specialization with less hierarchical organization encompasses the life cycle of products and services, processes and systems, and projects and programs. Recent organizational downsizing plus continuous requirements for increased effectiveness and efficiency contribute to today's business climate. Thus “agility” in sensing and responding effectively and efficiently to business challenges is a critical capability for successful 21st Century enterprises.

Logistics practice offers a blended management and leadership approach based on an integrated synthesis of all methodologies, theories, tools, and techniques of management-related specialty disciplines currently available. Logistics theory provides a clear-cut approach for turning ideas into plans and those plans into actions producing

entities, which are effective, efficient, sustainable, improve-able, as well as retire-able and/or recycle-able. Today the multi-dimensional model used by logisticians provides the initial planning, funding, and controlling activities that help assure consumers or users will receive products and service which meet all system requirements and can be supported economically and expeditiously throughout its life cycle.

### Statement of the Research Problem

The Research Question to be investigated in this dissertation was:

"Has logistics practice evolved sufficiently to be recognized as a professional management specialty?"

In general there is no unanimous opinion in the logistics community, or among managers, regarding the management status of logistics or the trade versus professional status of logistics practitioners. In 1915 most educators, managers, and engineers were classified as non-professions, trades, or occupations. The online Bloomsbury Dictionary of Human Thought (1993) defines a profession as:

...an occupational group characterized by: the use of skills based on theoretical knowledge; prolonged education and training; professional competence ensured by examinations; a code of conduct; the performance of a service which is for the public good; and a professional association that organizes its members.

Professionalization also implies specific formal training, and thus substantial homogeneity of background. Faunce and Clelland (1967) viewed professionalization as one of three effects of technological change on occupation structure of the community. The other processes being used are industrialization, urbanization, and bureaucratization. David H. Maister (1997) observed that for professional firms; principles (or values) are the most effective management tools.

### Theoretical Framework

The theoretical basis for this research was the process of evolution from technical occupation to profession, described by Wilensky in 1964. He conducted an historical examination of 18 professions, which had evolved from a status of occupation. Professionalization refers to the process by which an occupation becomes a profession. The most significant differences between professions and non-professions are based on the definition of a professional. Wilensky found the evolutionary process typically includes creation of a full-time occupation, with an evolving knowledge base, specialized training programs, a national association, licensure, certification, and/or legal support, and a code of ethics. Begun (1979) observed that a profession is an occupation that has convinced society it has certain attributes, such as commitment, high education attainment, and a service orientation, that qualify it for legal recognition as a profession. Successful firms are clearly differentiated by a strict adherence to values and to professionalism.

### Scope of the Research

This qualitative study involved a non-experimental, qualitative, descriptive assessment, case study of logistics as a management specialty. Based on *ex post facto* review of the literature relating to professions and the professionalization process, a profile of characteristics defining a profession was developed. Evaluation of the documents describing logistics theory and practice produced a profile used to guide the data collection of statements from the formal literature to address the research question.



## Definition of Technical Terms

Some specific technical terms used in this research study include:

### Total Integrated Logistics Management Systems Approach

This refers to the underlying conceptual framework of logistics based on total systems theory. It is used to define system elements, their interdependencies and interactions, and the dynamic behavior of the system. It allows practitioners to predict the outcomes of planned interventions and make adjustments as needed.

### Life Cycle Cost Management

This refers to a costing approach taking into account all costs likely to be incurred both in acquiring and operating an asset, project, and/or program over its effective life (from inception to disposal) with consideration for the time cost of money. The objective is to choose the most cost-effective decision alternatives or strategic approaches yielding the least overall or long-term cost of ownership. Calculations range from simple to complex combinations of accounting and operations management techniques.

### Logistics

Generally this is managing materials and information flows between an organization and its customers and suppliers. More specifically, it is managing the chain of activities for total support of a product during its system life cycle. It involves the art and science of management, engineering, and performance of technical activities, which can be applied across industries and services.

## Logistics Infrastructure

The basic Logistics Infrastructure has not changed significantly since about 200 BC when Hannibal crossed the Alps. It defines the functional building blocks for the life cycle management of any system. This cycle progresses from research and development, to procurement/production, warehousing, distribution or inventory management, operations, including transportation, in-service use, and eventual maintenance, or overhaul. At the end of a system's useful life, it is reduced to reclamation, salvage, and disposal.

## Professional Organization.

This refers to the characteristics of a professional and then a group of professionals. A professional is a) involved in a useful and noble vocation, b) vocation requires expert knowledge, c) abandon selfish views and be a client advocate, and d) have a spirit of loyalty to fellow practitioners, their common cause, and should not allow any unprofessional act to bring shame on the profession. (Heubner, 1915). A professional organization is a collection of individuals a) belonging to one or more professional groups which define and achieve primary organizational goals; b) majority members are professionals; c) administrative hierarchy of authority lies within the firm, whereas authority in professional matters is placed in the hands of professional associations; d) the profession promotes norms of personal autonomy and altruistic action in all matters relating to use of the body of knowledge.” (Hall, 1968,139).

## Professional Certification

This is a voluntary process or organized procedure for measuring an individual's qualification to perform a particular function. Growth in the number of certification or specialty-certification programs for credentialing professional practitioners is increasing. This trend relates to general business emphasis on quality improvement and assurance.

## Assumptions and Limitations

Using a qualitative exploratory research design imposes a number of assumptions and related limitations on this study. First relates to the variables being investigated. Their qualitative nature requires measurement based on externally accepted sources. Thus the limitations of this study are directly related to the selection of those resources.

## Significance of the Problem

Results of this research are significant to logistics and management practitioners and researchers. Recommendations based on these findings suggest strategies to promote continued professional development of logistics as a management specialty. Recently general management adopted fragments of logistics theory and practice, most notably supply chain management. The comprehensive, multidimensional, integrated systems, life cycle perspective advocated to meet 21st Century management challenges already exists as total systems integrated logistics management. Dissemination of the results of this research is expected to increase general awareness of logistics. Furthermore; this is the first study to assess empirically the current professional status of logistics and has extended the research of professionalization to a cross-functional management technical specialty discipline.

## CHAPTER II REVIEW OF LITERATURE

### Overview

The challenges of the 21<sup>st</sup> Century cannot be met effectively with 20<sup>th</sup> Century theory and practice. To date fragmented aspects of logistics management concepts have been absorbed into current management practice. Furthermore, there is no unanimous opinion regarding neither the management status of logistics nor the status of logistics practitioners as an occupation versus a profession. The purpose of this study was to build on Harold L. Wilensky's (1964) research on professionalism, extending it to evaluate the evolution of logistics theory and practice. The Research Question investigated in this dissertation was "Has logistics practice evolved sufficiently to be recognized as a professional management specialty?"

The related literature was reviewed to address the following five purposes:

1. Describe the evolution of management from occupation to profession
2. Summarize research on professions and professionalization
3. Trace the evolution of professional management specialties
4. Describe the advancement of the logistics theories
5. Trace the evolution of logistics from occupation to profession

### Evolution of Management from Occupation to Profession

A review of 20<sup>th</sup> century literature on marketing, organizational management, logistics, and behavior theories reveals a wealth of information available to the management discipline. Recent changes in the business environment indicate that success in the 21<sup>st</sup> century management requires recognition of the impact of international

and digital markets. Professional and personal development activities, which promote innovative strategic management practice, must include awareness of these markets' impact on businesses, as well as a clear understanding of their dynamics. Including this knowledge with an integrated, cross-functional, technology-enabled, and life cycle focused perspective is what Drucker (1999), Porter (1998), Senge (1990), Peters (1999), and other management theorists and futurists tell us must happen to meet the Challenges of the 21<sup>st</sup> century.

In 1973, Henry Mintzberg (1998) presented ten rules of managerial task, that is an explanation of the models used by Blanchard (1996) and Hersey (1969) where boundaries are set which link organizational players to information. Mintzberg's groups the managerial function into eight basic types.

Foote, (1953), Vollmer, Miller (1962) Wilensky, (1964), Faunce and Clelland (1967) all have emphasized the professionalization of modern industrial society. They identify Professionalization as a major effect of social and technological change on the occupational structure of the community. Additional evolutionary processes identified are industrialization, urbanization, and bureaucratization. Faunce and Clelland, 1967).

Richard L. Simpson (1985) examined the social control of work, analysis of organization, the theories of contingency and resource dependence in relation to professions, factory work, office work, and other annual or low-status white-color work. To understand the affect on professionalism requires review contingency theory that evolved in the 1960's. Asserting that different technologies and environments pose different problems, contingency theory suggests professionalism would be more or less bureaucratic in the Weberian Sense. (Simpson, 1985)

Researchers have observed the evolution of management has required progressive skills for dealing with co-ordination needs (Udy, 1959), complexity of technical processes (Thompson, 1967), interdependence of work units (Williamson, 1975), and interdependence, (Weber, 1946, 1947). If the relation between the ends sought and the means to accomplish them is poorly understood, research supports the position that operating decisions tend to be indeterminate and left to the wisdom of workers at the front line, unfettered by rules (Burns & Stalker 1961; Thompson 1967; Hickson, 1969; Perrow, 1970; Galbraith, 1973; Van de Ven, 1976; Lawrence, 1981). An organization cannot pre-program all solutions and is likely to give workers discretion to use initiative to solve them, consulting and coordinating with whomever seems appropriate (Burns & Stalker 1961, Blau & Scott 1962, Woodward 1965, Perrow 1970, Haug & Sussman 1969, 1975, Child 1972, Scott 1981). If the environment is rapidly changing, unpredictable, and/or uncontrollable, workers or operating sub-units need to be free to act on their own initiative. Rules cannot cover all unexpected situations, and "going through channels" for situation-specific adaptive responses might be too slow. (Burns & Stalker, 1961; Chandler, 1962; Woodward, 1965; Lawrence & Lorsch, 1967; Thompson, 1967; Aldrich, 1979; Lawrence, 1981.)

Wilensky (1964, 148) explained the reasons an occupation is unlikely to be granted professional autonomy in terms of occupational control. The technical base of an occupation consists of a vocabulary that sounds familiar to everyone. If the base is scientific, it is so narrow that most people as a set of rules can learn it. Furthermore, an occupation has difficulty claiming a monopoly on its skill or even a roughly exclusive

jurisdiction. This explanation was based on Wilensky's analysis of engineers, whose tasks, although scientifically based, generally are subject to bureaucratic control.

Jamous and Peloille (1970) and Nilson (1979) made this same observation, which they called the indeterminacy/technicality (I/T) ratio. Using contingency theory explains that as an occupation develops, a professional skill is developed. The environment attempts to control the professional skill. Logistics is at this point now. Simpson (Simpson, 1985, 424) observed one professional development trend commonly mentioned in functionalist writings is a systematic theoretical knowledge base. This balance between art and science is like a double-edged sword, since the knowledge becomes too systematic, it eliminates indeterminacy.

A similar concept is the basis of the proletarianization thesis. Other researchers have observed that semi-professions and professions are becoming so technically rationalized that they are threatened with proletarianization. This causes professions to sink to the bottom of a bureaucratically defined division of labor (Oppenheimer 1973, Esland 1980, Larson 1980, McKinlay 1982).

#### Summary of Research on Professions

In 1915, Solomon S. Heubner, founder of the American College, gave a speech in which he identified four significant characteristics of a professional. They are: a) the professional is involved in a vocation useful and noble enough to inspire love and enthusiasm, b) the professional's vocation requires expert knowledge, in applying that knowledge, c) the practitioner should abandon selfish views and keep in mind the advantage of the client, and d) the practitioner should have a spirit of loyalty to fellow

practitioners, a spirit of helpfulness to their common cause, and should not allow any unprofessional act to bring shame on the profession. These characteristics have been reflected in all professional credos, codes of ethics and other similar kinds of statements. In general, professional associations and societies advocate the empowerment of its members both professionally and personally.

Wilensky (1964) conducted an historical study of 18 occupations and the processes for establishing them as professions. In this study he identifies the difference between a profession and an occupation, or trade. He made special note that the two most significant distinctions between professions and non-professions are based on the traditional definition of a profession. Professions have autonomous technical expertise and can provide ideal service. His operational definition for technical expertise was “preference in hiring given to those who have proven competence to an agency external to the hiring firm or the customer”, explaining “what counts is training for practice in an exclusive occupational jurisdiction.” (Wilensky, 1964, 138) This is differentiated clearly from On-Job-Training (OJT) skills acquisition.

### Characteristics of a Profession

Wilensky’s (1964) research findings suggest five specific characteristics of a profession. These characteristics also clarify the process of evolving from an occupation to a profession. They are:

1. Full-time Occupation and degree of autonomy in an area of technical specialization.
2. Specialized preparatory training program; not OJT acquired skills; the profession is responsible for conducting research that contributes to continuous advancement of theory and practice of the profession.



3. Specifically defined set of transferable skills based on systematic, evolving knowledge base.
4. Careers in the profession are regulated and supported by a colleague group; using licensing and/or certification as means of autonomous self-regulation.
5. Professional Code of ethics supported by the public trust; AKA the professions responsible for inculcation of new members with profession's skills and values, and policing it's own.

Gordon Lippitt (1983, 60) clarified the issue of power and influence as the degree of influence one has on clients, groups, organizations, and the flow of human events. This is similar to the concern for others exhibited by many people in the helping professions. On the professional level, constructive discussion regarding the specific issues surrounding the use of power and exercise of influence are lacking. In the US, power often is regarded in negative terms, although it is a critical component in any consultative relationship.

Geoffey P. Lantos (1985) observed that marketing employer surveys emphasize desirable characteristics for prospective professional candidates are oral and written communication skills, motivation and initiative, assertiveness, leadership skill, problem-solving skill, and enthusiasm. As, such cooperative learning and internship programs, marketing competitions sponsored by corporations and advertising trade groups bring students in touch with the working world. Seldom-used instructional methods to bring realism into the classroom probably gain wider use in the future. Lantos (1985, 40) suggests these include "field trips, experiential exercises, utilization of new-product samples and media kits, discussions of current business news, and classroom debates."

Practitioners have made research consistent observations on the characteristics of professions. Charles L. Brown (1979), president of the Institute of Internal Auditors, Inc, indicated in his inauguration acceptance speech:

...auditing will be recognized as a full-fledged profession when auditors are perceived as professional managers as well as professional auditors. Common characteristics of successful leaders are self-confidence, competence, hard work, sensitivity, open minds, intelligence, and good organization. The auditors of the eighties must be good auditors, good audit managers, good social auditors, and good leaders. The auditing profession is dynamic and the auditor's responsibilities are increasing rapidly. (Brown, 1979, 38)

Rose V. McCullough (1982) described role leadership traits as they contribute to being an effective professional and promoting agency growth. They are found in the Synergism of yielding, networking, enthusiasm, responsibility, goal-orientation, integrity, stability, and managerial ability. Stability involves not only firmness, but also a willingness to alter plans when necessary, especially in a service-oriented profession, yielding or flexibility is needed for productivity, communication, and interpersonal relationships. As an extension of yielding, networking is being willing to share information with others to facilitate decision-making. Enthusiasm sparks interest in co-workers and clients, while responsibility promotes initiative and good judgment. The goal-oriented leader provides guidance. Integrity, or trustworthiness, and stability establish reliability. Managerial ability is the supervision or direction of the business affairs.

In 1984 Paul V. Anderson noted that Colleges and universities often develop programs to educate students for careers as technical and scientific communicators by looking at descriptions of existing programs, reading articles that discuss program design in a general way, or getting advice from practicing professionals. A better way to

proceed is to create a model of what the profession does. While the field is very broad and no program could prepare students for all phases of it, it is important to be aware of all the various roles available to a professional in this field. A model of the profession describes the common aim toward which all-technical and scientific communicator's work. It then identifies the characteristic activities that all perform and the major features of the contexts within which these communicators pursue their common aim. A problem-solving model is presented to help educators define the goals of academic programs in the field. William W. Simmons (1977) pointed out that the professional would have to look at planning in the management area.

Planning is certainly one of the newer techniques in the Management area. The chief executive office and the corporate planner will be one and the same at the end of the next hundred years. Academic documentation of the planning function did not begin until the 1960's. Four areas that require immediate attention from the planning professional are the role of government in business, role of international business, galloping technology, and social responsibility.

The company logistics planner must become an integrated part of management eligible for promotion to president or chairman (Simmons, 1977, 19.) Understanding the role of government and participating in local, state and federal activities represents the second requirement in the planner's profile. The 21<sup>st</sup> century planner must consider integration of all elements, including: globalization issues, continuous technological changes, as well as human factor considerations. Preparatory training, and continuing education focuses must address these requirements.

Elliott Jacques (1989) described a stratified system theory. He identifies the most difficult task for managers as developing the new skills needed as they move from through the organizational development phases. Grant B. Harris and Steven S. Taylor (1998) pointed out in the 14<sup>th</sup> European Group for Organizational Studies (EGOS) Colloquium in the Netherlands that there is a link between Structuration Theory and Negotiation Order/Role Theories and that they are linked to Language or Communication and this is the least constructive and most problematic area of professionalization.

The Dreyfus and Dreyfus (1986) Model for Skills Acquisition can be applied to map the various routes of professional development Practice and Education. It describes five stages, which differentiate qualities of proactive knowledge and attendant behavioral specifications. The five developmental levels are novice, advanced beginner, competent, proficient, and expert. This individual practitioner skill set evolution paradigm parallels the evolution of occupation to profession. It also provides justification for placement testing and other forms of experiential and individualized learning plans for flexible professional development.

James W. Begum (1979, 376) observed that sociologists have concentrated on describing “the process of professionalization and the ideological product of that process and given little attention to evaluating the empirical consequences of Professionalization.” Ritzer (1977, 377) identified three general perspectives on professionalization, two of which support the idea that professionalization alters the price and content of occupational service.” Larson (1977) viewed professionalization as the process for translating special knowledge into social and economic reward. Begum (1979, 378) noted that empirical “studies, mainly by economists, support the ‘higher

prices' consequence but fail to examine the possibility that" content of services improvements offset the higher prices.

### Professional Organizations

Paul D. Montagna (1968) says that the professional belongs to professional organizations and went on to define what a professional organization is. His definition of a "professional organization is defined as an organization in which (a) members of one or more professional groups define and achieve the primary organizational goals (as compared with a professional association—a group organized to initiate and promote general professional objectives of the entire profession or segments thereof; (b) the majority of the people in the organization are professionals; (c) the administrative hierarchy of authority lies within the firm, whereas authority in professional matters is placed in the hands of the professional associations; (d) the profession promotes norms of personal autonomy and altruistic action in all matters relating to use of the body of knowledge." (Montagna 1968, 139)

### Professional Formal Training

Montagne, (1968), Wilensky (1964), and Landecerv (1951) implicitly state in their definition of professionalization that the major variables through which the predictors are realized imply specific formal training, and thereby substantial homogeneity of background. It also implies formal regulation of job performance and thus similarity in positions. To the extent that a job is a profession, the other members of the profession define techniques and standards of performance. Since reference to one's

group and its standards is indispensable in performing a professional job, the group's influence on action permeates a wide class of job situations. The need to be like other members of the profession in a number of attributes fosters a tendency to extend to other attributes creating an identity with the group.

David H. Maister (1997) points out that for professional firms; "Principles [or core values] are the most effective management tools. Successful firms are clearly differentiated by a strict adherence to values, i.e. to professionalism. Strict financial controls may get people into compliance, but they will never inspire the extra level of intensity and dedication that creates excellence. In too many firms, the only relevant measurement criterion is how busy you are (measured in billable hours or personal billings), and considerations of whether one actually enjoys one's work is irrelevant at best. Time-based billing causes individuals (and firms) to focus on the quality of work, and not at all on its caliber." (Maister, 1997, 210)

### Professional Certification

Wilensky's (1964) descriptions of the processes of certification and licensing indicate that both scientific and non-scientific systems can serve as a technical base for the professional. Stinchcombe (1959) points out that an operational test for technical expertise is that preference in hiring is given to those who have proved competence to an agency external to the hiring firm or consumer. Stinchcombe (1959) concurred that training for practice in an exclusive occupational jurisdiction is important. Furthermore, "there is no notion that the skill set can all be learned on the job" observed Army Brigadier General George Landis (Ret), Vice President of Integrated Logistics Support

(ILS) group for Raytheon Technical Service Company in his Workshop opening remarks at a Boston Chapter of SOLE- The International Society of Logistics. To demonstrate this, Raytheon rewards employees who pass the Certified Professional Logistics Examination by giving them a salary increase. He further asserted this credential represents a tangible contribution as a professional that the employee contributes to the corporate knowledge base.

Durkheim (1947, 208) pointed out “once an occupation has secured an institutional basis for practice (a professional school, strong organization, legal protection, etc.), it can enforce the notion that it is technical.” When the technical is combined with the licensing or certification the process is moving toward becoming a professional process. Wilensky observed

Licensing and certification as weapons in the battle for professional authority are the least important of these events---although legal protection is a hot issue in some newer professions such as social work and clinical psychology. The licensure law usually comes toward the end of the process. (Wilensky, 1964, 145)

In contrast to this observation, certification for career advancement and moving toward professionalism plays important roles in today’s market. Steve Alexander (1999) surveyed 470 Information Technology consultants on a number of issues. Based on 336 respondents, 83 percent of contractors believed certifications were either was very important or somewhat important to their prospects for career advancement. “Being certified in top technologies is still a key to getting higher pay in IT, but in most cases the cash benefits has declined to the level of a few thousand dollars per year.” (Alexander 1999, 72)

Jennifer Mateyaschch (1998) points out that the value of professionals certified increases as companies seek reliable workers. A Data quest study forecasts the demand for certified professionals will grow about 15 percent annually through 2003, despite the skills shortage, IT managers must be sure the people they hire can deliver. Companies are also realizing that certified professionals offer added value to their IT departments. “A recent independent survey of companies with Microsoft-certified professionals, for example, found that having at least one Microsoft-certified professional can help decrease IT cost by more than \$2,520 per server per year.” (Mateyaschch, 1998, 110)

Dick Thomas (1998) points out that many corporations use the National Defense Industrial Association (NDIA) Technical Information Division Certification Programs to develop their Configuration Data Management (CDM) professionals. An example is Lockheed Martin Company’s development of a corporate level configuration and data management handbook that is intended as a guide for use throughout the company. To meet these challenges,

CDM professionals must gain the additional skills and knowledge needed to enable their good performance in a more demanding and increasingly technical job environment. Receiving quality CDM training and becoming NDIA certified is proving to be a viable method of achieving increased capabilities. Obviously, training and experience are absolutely essential for the new millennium. (Thomas, 1998, 144)

Chuck Walter, CBA (2000) points out that, as a professional at work, the CBA certification has changed his career path and the CBA designation gives him a sense of accomplishment.

Elaborating on the National Association of Fund Raising Executives (NSFRE), Walter offered an excellent discourse on the value of certification:



Certification examination is perhaps best defined as an inner drive to pursue the highest possible achievement within the development profession. As you look through the want ads for positions open in the development field, more and more listings indicate that organizations prefer certified development officers. (Walter, 1999, 19)

Many organizations today know that an individual who can place "CRFE" behind their name has passed an examination covering all aspects of development. This also indicates a minimum of 5 years development experience, and the motivation to advance personally and professionally." (Walter, 1999, 20)

Certification is not an award for passing an examination. Certification is a commitment to yourself, your chosen profession, your peers, the organization you are employed by, and your community. The certification certificate is recognition for this commitment. The "CRFE" requires re-certification every three years. Included in this re-certification is how much additional education the "CRFE" has gained. "It takes into account how much you have become involved in your NSFRE Chapter, how much volunteer time you have committed to community service, your mentoring activities to assist others to advance, and what you have shared with the profession through publications and teaching. To me that's the difference between belonging to an organization and being a member of a profession." (Walter, 1999, 21)

Melissa Larson (1998), Senior Editor of Bus Management points out that the Logistics quality profession is at a crossroads. Behind us, shed like a snake's skin, lies the traditional, stereotyped view of a quality engineer: a glorified parts inspector who looks over workers' shoulders. Isolated and often resented, these professionals often worked in lonely laboratory outposts, without recognition or much support from management.

Beyond the crossroads, in the nearer future, stretches a new manufacturing workplace where, ideally, the quality professional will function as an elite member of the plant management team. He or she will need team building and personal-communication expertise—the so-called "soft" skills at least as much as a familiarity with statistical

process controls (SPC) techniques and the intricacies of ISO9000. Computer savvy and a general knowledge of new and emerging manufacturing and inspection techniques also will be required.

### Evolution of Professional Management Specialties

One thing appears certain. Only the rarest of individuals will be able to succeed in an any profession of the future with only a high-school degree. Some combination of university, community college, professional certification, vocational training, and continuing education will be essential. Comparably, Bob Weber (1996) points out that the “Parts Specialist certification offers a way for counter sales professionals in an automotive parts outlet to demonstrate their training and experience to both their customers and their employer. The National Institute administers the certification for Automotive Service Excellence (known by the shortened acronym, ASE) that is an independent, nonprofit organization that started building the stature of its certification program with professional repair technicians and customers alike over 25 years ago.

Today, the Accredited Systems Engineer (ASE) offers 31 different certifications in the automotive service arena, including two for counter professionals. The ASE offers Parts Specialists certification for counter professionals in two categories: Automobile Parts specialist (P2), and Medium/Heavy Duty Truck Parts Specialist (P2). Both tests are geared specifically to measuring the skills and knowledge required of a first rater counter professional working in the designated category. Those who have experience with both categories can take both tests, and become certified in both areas.

William C. Anderson (1999) noted the misconceptions, which can arise from of incorrect word usage regarding certification/credentialing for Engineering. Field Engineers use registered and licensed interchangeably. This contributes to the confusion since the two words have sharply different meanings to the public. Certification refers to a voluntary act following some organized procedure to measure an individual's qualification to perform a particular function. Accreditation is voluntary and it measures capability to perform, but it applies to institutions and programs, not individuals. With the increased number of certification and specialty-certification programs comes an increasing concern about this form of credentialing. The council of Engineering and Scientific Specialty Boards established four specialty certification categories:

1. Professional engineer
2. Graduate engineer
3. Engineering related
4. Engineering technician.

SOLE-The International Society of Logistics used the Certified Professional Logistician Program to certify the Logistician as a professional and recognizes the professional stature and ethics of logisticians within commerce, industry, defense, federal and local government agencies, and both academic and private institutions. The adoption of a certification program in October 1972 was a major step by SOLE to advance the accreditation of professionals in the logistics field. This certification recognizes the functional interrelationships within the professional responsibilities of logistics regardless of their occupation.

The title Certified Professional Logistician will be granted to individuals of proven competence in logistics who pass an examination designed to test their broad

knowledge of the entire logistics spectrum. The CPL examination itself is often ranked as the equivalent of a Masters Degree for logistics managers and practitioners. The CPL examination consists of four parts, each part consisting of 100 multiple-choice questions. The four parts of the exam are Systems Management, Systems Design and Development, Acquisition and Production Support, and Distribution and Customer Support. To qualify to take the CPL examination, applicants must submit an examination application showing they meet the eligibility requirements based on a combination of education and practical experience in the field of Logistics.

	<u>Option Educational</u>	<u>Experience</u>
A	No Formal Degree	9 Years
B	Bachelor's Degree	5 Years
C	Masters Degree	4 Years
D	Doctorate	3 Years

Experience requirements include, at a minimum, two years experience in at least two of the following fields (persons with doctoral degree may have experience in only one area) of Logistics: Systems Management, System Design and Development, Acquisition and Product Support, or Distribution and Customer Support.

The Certified Professional Logistician Qualification Review Board (CPL-QRB) administers the certification Program. The Board is responsible for reviewing the eligibility of applicants, conducting the examination itself, and notifying candidates of results. The Society uses Re-Certification as a form of self- policing

The practice of Logistics, like the technology they employ and support, has evolved at an ever-increasing rate since the founding of the Society. The Society itself, and the

recognition of professionalism through the Certified Professional Logistician program, has continued to grow and keep pace with changes in technology. Key to professional development and growth during this period has been participation in seminars and educational opportunities assisting in developing new skills, or honing existing ones.

Robert F. Hale (2000), the Air Force Comptroller, points out how Air Force Financial Professionals should consider professional certification.

Test-based professional certification is one aspect of our Air Force guidelines for professional development that was issued last May. Certification, along with appropriate education and on-the-job experience, are indicators of strong financial management skills. If you want to achieve professional certification, you have several options depending on your career goals. The Certified Public Accountant (CPA) exam may be appropriate. There are also certification exams for cost estimators. The Certified Government Financial Manager (CGFM) exam covers state as well as federal financial management. Finally, a new exam, the Defense Financial Management Certification (FMC) examination is also an option. (Hale, 2000, 2)

Wallace E. Olson (1999) points out the history of the certification of Public Accountants. The history began with persuading state legislatures to enact laws providing for examination and certification of public accountants and restricting the performance of opinion audits to those that successfully passed the examination and became certified. The American state-based approach to regulation of the profession was supplemented in the 1930's with the passage of the Federal Securities Acts giving birth to the SEC. The SEC was established to deal with the problems that caused the 1929 crash and the ensuing economic depression. "The profession successfully persuaded Congress and the SEC to rely on the AICPA to set accounting and auditing standards of the purposes of filing financial reports with the SEC." (Olson, 1999, 28)

Paul D. Montagna (1968) pointed out that, at the turn of the century, the “Big 8” International Public Accounting Firms used small, local partnerships to manage the bookkeeping and accounting of corporations. With the growth of their clients and federal taxation requirements and annual audit setup in the 1930’s, the firms set up offices with three separate hierarchies, one of professional public accountants, one of non-accounting management service experts and non-professional support staff. In the professional arena experts they “located most of the non-accounting specialists (engineers, mathematicians, social scientists, who inform and advise clients on data processing, operations research, general management, personnel, organizational structure, marketing, and other economic considerations. “ (Montagna, 1968, 140) He also found that the eight largest Public Accounting firms show a much higher measurement of these three variables than do the personnel agencies. Further investigation uncovered factors that indicate the determining variable of Professionalization.

For the accounting firms, professionalization is given a wider definition, which includes the attributes of a body of knowledge with a developed intellectual technique, supported by a formalized educational process with standardized testing and licensing, a code of ethics governing relations with colleagues, clients, and other external organizations, and a professional association to facilitate the maintenance and development of all of the former. (Montagna, 1968, 142)

Professional association and the maintenance of the CPA title use the integration of planning, measuring, testing and communications, or the total information system, to perform automated audits of its professionals who have obtained the CPA. It should be pointed out here that the SOLE-The Society of Logistics performs this same function for professional logisticians.

## Evolution of Professional Management

Professional cultural environment encompasses factors both internal and external for the professional that leads to the internalization of one's adherence to the use of the highest set of standards in determining ethical behavior. (Akaah, 1995; Allen & Davis, 1993, Bommer, Gratto, Gravander, and Tuttle 1987, Carlin and Strong, 1995). The professional cultural environment describes the overall professions' acceptance of responsibilities that are commonly shared by its members. (Chonko & Hunt, 1985 and Wilcox, Singhapakdi, Rao, & Vitell, 1986) This supports public interest identified as the aggregate well being of people in general and institutions the professional serves. Ethical codes attempt to operationalize the parameters of ethical conduct within the context of service to the public at large (Butler, 1993; Carlin and Strong, 1995). Ethical codes are designed to protect the public, but also assure the public of reasonable standards of practice, an essential part of reasonable standards of practice, an essential part of the process of insuring continued referrals of clients and the continuance of the profession (Bommer et. al., 1987).

The professional responsibility to society also creates a unique position for the professional in the way of special privileges and rights through their strongly differentiated roles. This differentiation creates a sense of self-validation (Carlin & Strong, 1995) and thereby constrains their professional values to a greater degree than nonprofessionals by setting even higher standards of restrictions and certification requirements. In describing the origination of the professional group Victor and Cullen's (1988) research looked at Ouchi's description of the original clan environment in which members accept common values and reciprocal monitoring. As members of a

professional society, professionals must meet higher standards set by the professional organizations of which they are members. In addition, the public they serve demands their characteristics and behavior meet a higher standard than nonprofessionals do.

Their membership in their respective professional associations serves to maintain their respective professional associations and to maintain their image as an expert in their field, a condition that enhances the perception of their expert opinions. (Allen & Davis, 1993) Codes of ethics clarify conflict resolution procedures that specify the grounds for complaints when either referral agent or client requests behavior, which the professional perceives as outside the boundaries of professional ethical behavior (Bommer et.al. 1987 Butler, 1993, Carlin & Strone, 1995). Ethical codes also allow professionals the opportunity for self-policing.

Carr-Sanders says, "a professional tradition raises the ethical standards and widens the social outlook." (3) This idealistic perspective has been challenged in recent years by research findings as well as consumer groups. Both have advanced the argument that economic self-interest is a primary motive for professionalization. The results of Begun's study (1970) supports the view that professions enjoy economic advantages by virtue of their autonomous position, furthermore, these advantages accrue beyond that which can be explained by improvements in the content of services delivered. Begun (1979) says the process of professionalization in optometry is similar to that attempted or achieved by many other occupations, the findings he reported may have to be relevant to analyses of the consequences of professionalization of other occupations." (Sanders, 1928, 386)



To understand the strategic and marketing view of the total organization one must understand the different languages used by different functions. Manufacturing people speak about throughput: Finance people, about leverage; Marketing people, about segmentation, Human Resources people, about empowerment; and Logisticians, about Life Cycle Costs. Workday language patterns vary across echelons of management as well as across functional specialties. Top-level (strategic) managers, have a jargon that is not plain to lower-level managers, and vice versa. Communications shortfalls sometimes occur, but not because terms used at one level are completely meaningless to people at another level, but because they are only clear enough to invite incorrect assumptions about their meanings.

Max Weber, the German sociologist, introduced the concept of bureaucracy in 1922 as the best way to organize people of authority, extensive division of labor, impersonal rules and rigid procedure to create a human machine. Today there is a shift toward a flexible specialization with less hierarchical organization in the organization. There is a multi-dimensional model used by the logistician that provides the initial planning funding and controls that help assure that the consumer or user will receive a produce that meets all system requirements and is supported economically, expeditiously throughout its life cycle. From 1927 to 1960, the Hawthorn studies were used to advocate participative management, greater attention to workers needs, and training in interpersonal skills. . In 1962, commenting on Maslow's hierarchy of needs, Chris Argyris () was the first to observe an inherent conflict between the needs of organizations and the needs of mature, healthy adults. Douglas McGregor (1960) introduced his well-known "Theory X" and "Theory Y" management styles in his 1960 book Human Side of

Enterprise. This theory set forth his management assumptions and motivation theory of need hierarchy and self-actualization.

In 1961 the idea of two forms of organizational structure was introduced, that of mechanistic organization and organic organization profession. Integrated logistics management uses the organic type of structure. This gives the manager decentralized decision-making authority, open communications, and greater autonomy. In 1961, Rensis Likert observed the overwhelming superiority of a democratic leadership style, one of group-oriented and shared decision making compared to the authoritarian one-to-one leadership style. . Likert developed a leadership theory based on four systems: a) Exploitive/Authoritative, b) Benevolent/Authoritative, c) Consultative d) Participative. . These theories all continue to be used by logistics, marketing, and organizational managers today supporting Wilensky's (1964) process to become a professional. Blanchard and Hersey (1996), looking at Wilensky's differences between professionals and non-professionals you have to look at the division of labor in a formal organization as one method of separating the professional from the non-profession. David Strang and James N. Baron, (19607) in a study explored how professional standing affected job structures, sampled 46 occupations. The occupations ranged from the traditional independent professions such as physicians, lawyers and architects to occupations with weak claims to professional standing such as real estate agents, brokers, foresters and bookbinders. They found that professional standing affects job structure through lateral rather than vertical proliferation. Here it has been noted that occupation and organization can serve as competing bases for structuring and controlling work. (Kalebers and Lincoln 1988) When work roles were categorized very broadly the professional line of work did

not stand out, but when Strang and Baron (1990) examined a subset of predominantly white collar occupations that varied along dimensions of professional standing it suggested that job title proliferation is least prevalent in work roles, characterized by high prestige and specialized training. The established professions resisted elaborate job structures because these structures provide an alternative system of control that threatened their professional autonomy and hegemony (Strang and Baron 1970)

In 1969, Katz and Kahn presented the first comprehensive exposition of organization as an open system where the practitioners were prominent, summarized organization development, presented the theories practiced and values for the organization manager.

There were many statements of organizational management theory of values and assumption from the 60's. First Warren Bennis developed a theory that change agents share a set of values and goals and would effect the profession. He clarified some of the differences between mechanical and organic systems. Richard Beckhard described several assumptions about the nature and functioning of an organization. Robert Tannebaum and Sheldon Davis (1969) present their view "that a shift in values was occurring and listed them in Values in Transition in a paper Values, Man and Organization." The question concerns, which values respondents think, should be associated with organization development work today. The top five values considered most important were "(a) empowering employees to act, (b) creating openness in communication, (c) facilitating ownership of process and outcome, (d) promoting a culture of collaboration and (e) promoting inquiry and continuous learning." (4) The future of organizational development research will no doubt see the movement from

evaluation and validation studies to a theory-building and hypothesis-testing stage that will signify a more mature level of research. We have generally failed to produce a theory of change, which emerges from the change process itself. We need a way of enriching our understanding and our action synergistically rather than at one, or the other's expense, to become a science in which knowledge-getting and knowledge-giving are an integrated process, and one that is valuable to all parties involved. "We believe that a theory of planned change must be a theory of practice, which emerges from practice data and is of the practice situation, not merely about it." (Trannenbaum, 1969, 336)

Robert H. Miles in 1980 defines organizational design as meaning "the process of achieving a coordinated effort through the structuring of tasks, authority and work flow. (Miles, 1980, 18) Here one sees the link between the Logistics analyzed through his planning function. This definition draws attention to at least four points. The word design implies that this is a rational and conscious process on the part of managers to develop the most effective interactions and relationships within the organization. The process includes the consideration of important factors both external environment and internal technology and strategy to the organization. The result of the design effort is a structure or framework within the organization. The three steps in the process are: Grouping tasks through job specialization, departmentalization and line-staff relationships; Establishing influence mechanisms, such as authority, chain of command, span of control, decentralization and developing the most effective means of coordinating efforts. An effectively designed organization is one in which a framework enables the organization to achieve its goals? Employees know what their responsibilities are, whom they report to, and what degree of decision-making autonomy they have.

Using the organization as a basis Richard H. Hall (1968) pointed out the occupational groups that have the status of marginal professions are intensifying their efforts to be acknowledged as full-fledged professions. Some of the new occupations and ones not thought of as professions are using the process to professionalism. The structure of occupations includes such things as formal educational and entrance requirements. There is a second attitudinal element, which includes the sense of the person being called to the field and the extent to which the professional consults with his colleagues in performance of his work. The structure of the profession is revolving around a professional model. This model consists of a series of attributes that are important in distinguishing professions from other occupations.

William Kornhauser (1963) points out that a professional attribute that is both structural as discussed by Wilensky (1964) and attitudinal is the presence of professional autonomy. (Kornhauser, 1963) The compilation of the structural and the attitudinal aspects form the professional model. Hall (1968) identified these attitudinal attributes as:

The use of the professional organization as a major reference—this involves both the formal organization and informal colleague grouping as the major source of ideas and judgments for the professional in his work.

A belief in service to the public—this component includes the idea of indispensability of the profession and the view that the work performed benefits both the public and the practitioner.

Belief in self-regulation—this involves the belief that the person best qualified to judge the work of a professional is a fellow professional, and the view that such a practice is desirable and practical. It is a belief in colleague control.

A sense of calling to the field—this reflects the dedication of the professional to his work and the feeling that he would probably want to do the work even if fewer extrinsic rewards were available.

Autonomy—this involves the feeling that the practitioner ought to be able to make his own decisions without external pressures from clients, those who are not members of his profession, or from his employing organization.” (Hall 1968, 93)

Furthermore, to analyze the nature of the organizational structures found in the different organizations to determine the setting the organization requires “using a dimensional approach to deal with the concept of Bureaucracy.” (Hall, 1968, 94) This is based on the Weber Theory (1947) dealing with Bureaucracy and Rationality. Each occupation must be viewed regarding the degree of Bureaucratization on each dimension. The following dimensions were each treated as a separate continuum:

1. ”The hierarchy of authority—the extent to which the locus of decision making is restructured by the organization.
2. Divisions of labor—the extent to which works tasks are subdivided by functional specialization decided by the organization.
3. Presence of rules—the degree to which the behavior of organizational members is subject to organizational control.
4. Procedural specifications—the extent to which organizational members must follow organizationally defined techniques in dealing with situations, which they encounter.
5. Impersonality—the extent to which both organizational members and outsiders are treated without regard to individual qualities.
6. Technical competence—the extent to which organizationally defined “universalistic” standards are utilized in the personal selection an advancement process.” (Weber, 1947, 95)

Kurt Lewin (1947) identified three phases of change, unfreezing, changing and refreezing. The unfreezing step involves stimulating people to feel and recognize the need for change. Management needs to motivate people to search for new ways to relieve such problems as poor performance, absenteeism and apathy. The second step involves changing through the application of some technique or program. The change can be structural, technological or people oriented, or some combination of these.

Finally, “the refreezing stage includes reinforcement to ensure that the new attitudes, skills, knowledge or behavioral patterns are permanent.” (Lewin, 1947, 6)

Organizations big and small need to seriously address this issue on an almost constant basis to make sure that the company is up to speed when operating in a global marketplace. Schermerhorn, Hunt, and Osborn (1997) point out that

Unfreezing is the managerial responsibility of preparing a situation for change. It involves disconfirming existing attitudes and behaviors to create a felt need for something new. Environment pressures, declining performance, recognition of a problem, or awareness that someone else has found a better way, among other things, facilitate unfreezing. Many changes are never tried or fail simply because situations are not properly unfrozen to begin with. (Schermerhorn, Hunt, and Osborn 1997, 403)

In 1989 Noel Ticky and Mary Anne Devanna applied transformational leadership theory in organizational. Logistics-related functions. Transformational leadership is about change, innovation and entrepreneurship. Transformational leaders perform or take the organization through three acts on an ongoing basis. Transformational leadership is a behavioral theory because it focuses on the behavior of successful leaders. Studies conducted looked at successful leaders to determine the behavior they use to make their organizations successful. The focus of transformational leadership is at the top-level managers, primarily chief executive officers of large organizations.

The basic organizational behavior recognizes two alternative decision approaches that a manager can use, the classical and the behavioral. Classical decision theory views the manager as acting in a world of complete certainty. The manager faces a clearly defined problem, knows all possible action alternatives and their consequences, and then chooses the alternative that offers the best, or optimum, resolution of the problem. Clearly, this is an ideal way to make decisions. Classical theory is often used as a model

for the manager's decision-making. It is clearly applicable to examining program decisions in certain circumstances. Behavioral scientists are cautious regarding classical decision theory. They recognize that the human mind is a wonderful creation, capable of infinite achievements, but they also recognize that human beings have cognitive limitations. The human mind is limited in its information-processing capabilities. Information deficiencies and overload compromise the ability of managers to make decisions according to the classical model. As a result, it is argued that behavioral decision theory gives a more accurate description of how people actually make decisions. Behavioral decision theory states that people act only in terms of what they perceive about a given situation. Furthermore, such perceptions are frequently imperfect. Rather than facing a world of complete certainty, the behavioral decision-maker is seen as acting under uncertainty and with limited information. Managers make decisions about problems that are often ambiguous, they have only partial knowledge of the available action alternatives and their consequences, and they choose the first alternative that appears to give a satisfactory resolution of the problem. Herbert Simon refers to this model as a "satisfying style of decision making." (Simon, 1958, 137)

In the marketing area there are various schools that evolved in the early 20<sup>th</sup> century, according to Simon (1958) the commodity school, the functional school, and the institutional school. Later in the 20<sup>th</sup> century, the macro marketing school, the buyer behavior school, the managerial markets school and the system school of marketing emerged.

Marketing theories are in turbulent times as they try to develop a manageable theory that will answer the questions who, what, when and how. The primary question



for marketing the 20<sup>th</sup> century was how to develop a general strategy for marketing. Many schools of thought were present, but not many were very usable. Jacob wrote of marketing in 1978 that judging from papers which continue to be published in our most prestigious journals and from research reports which often form the basis for important marketing management and public policy decisions, it is all too apparent that too large a proportion of the consumer research literature (including marketing) is not worth the paper it is printed on or the time it takes to read.

### Advancement of the Logistics Theories

Integrated Logistics Management as a professional field is following a developmental path parallel to that of Management at the turn of the last century similar to marketing, operations, information, engineers and management. From an external perception this is movement from being a trade or vocation to a universally accepted valuable technical profession. The Total Integrated Logistics Management Systems approach, used by the Logistician in Integrated Logistics Support and Life Cycle Management, is even more important in our current business environment than earlier. This approach easily addresses requirements for a multidimensional approach to business, cost effective acquisition of resources for projects or programs (including specialized intelligence and skill sets), often with severe time constraints, which must be met through temporal infrastructure arrangements between individual entities.

While meeting the cost effective requirement, this increases the often overlooked need for communication, coordination, and control functions among the components, as well as an ability to visualize the overall scope of work, defining all the components,

their interfaces, individual and collective deliverables, life cycle activities and their costs, and performance through out the project. A Total Integrated Logistics Management System approach does just this and is more than just project management. This is the function of the Logistician with the acquisition theory, operational theory, and supply chain management theory which have unified the Logistics sub-disciplines, provide career paths (and cross-training) within Logistics sub-disciplines, as well as interrelationships with management related roles, clarify relationships between theory and practice.

The logistics manager must use physical production processes, products, process design, information systems, management technology and product material technologies as interdependent elements in their strategies to enable the three critical management tasks of problem solving, information management, streamlining of the cost factor, scheduling and performance goals.

#### Logistics Evolving from Occupation to Professional

The first use of “logistics in management was when Alexander the Great used planning during his reign as Macedonian Ruler.” according to (Van Mieghw, 1969, 67), Swiss Baron Antione-Henry Jomini in his 1838 Summary of the Art of War defined logistics as the practical art of moving armies. Glaskowsky, Hudson, and Ivie (1992) illustrate that as with other management concepts, the origins of the term Logistics as found in the military. They state, “evidently the term logistics is in the process and until logistics matures and shapes, content and emphasis it derives from the concrete environment we must accept it.” (Glaskowsky, Hudson, and Ivie, 1992, 324)

Thus, logistics is not susceptible to a single, simple, and permanent definition. It is a broad field of endeavor consisting of many interdisciplinary activities that, when applied together, constitute the art of science of logistics. Jones, Integrated Logistics Systems Handbook, adds logistics as an ancient art and emerging science. (Jones, 1978, 324) For most of this period, people have had difficulty in agreeing on its precise definition. Even today, the meaning of logistics is somewhat inexact.

Carl Henn (1967) further expounds on the definition of logistics as “the integrated design, management, and operation of physical, human, financial and information resources over the lifetime of a product, system, or service. In economic terms, it creates time and place utility in contrast to form utility.

Jones goes further in stating that logistics is a broad field of endeavor consisting of many interdisciplinary activities. The Greek word for logistics deals with mathematical calculations, while its French usage relates to the supplying, quartering and movement of troops according to the web page of SOLE-The International Society of Logistics. The United States gave the word a much broader definition, which is that of total support of a product during its system life cycle. SOLE goes further to define logistics as the art and science of management, engineering, and technical activities concerned with requirements, design, supplying and maintaining resources to support objectives, plans and operations of a firm. Related functions/activities must be performed, managed and organized as integrated systems and subsystems. The depth of knowledge implied for professional personnel involved in logistics is considerable – certainly more than one could reasonably expect to find within a single individual. The necessary systems viewpoint with proper attention to details suggests a team composed to experts.

Yet, teambuilding and other related team skills do not constitute a major portion of the required skill levels and training curricula in logistics programs. Glaskowsky, Hudson, and Ivie (1992) observe in Business Logistics: Physical Distribution and Materials Management that the use of clearly defined terms can provide time savings, but it has taken marketing, production scholars and executives six decades to organize their terminology in a usable, time-saving, and almost universally understandable form.

Logistics means different things to different people. In the United States, the term is recognized in many areas, but the meaning and definitions vary considerably from organization to organization. In countries outside of the United States, in many instances the term is not known, even though there are many activities that are directly comparable. Further, most countries are not organized to implement the integrated approach to logistics marketing management. In essence, logistics is still a relatively new term and is not generally recognized on a universal basis. However, concepts of logistics and the techniques employed to accomplish logistics functions are equally applicable throughout the world.

What are some of the Logistics Characteristics that can identify and define influencing skills? They are legitimization, knowledge, reference groups, competency, and openness in communication. The specific competencies that are required for professionals to influence people are a degree of personal security, situational skill, independence and courage of judgment, ability to abstract and conceptualize, mental flexibility, tolerance for ambiguity, ability to analyze and synthesize, and negotiation skills.

Logistics can be generalized as time and place utility, and value of resources, especially when in a theorized, or unapplied state. Integrated Logistics management, on the other hand, relates logistics to a specific system, product or service. In fact, in the absence of a system, product or service, there is no need for the application of Integrated Logistics. The term Integrated is a system, product or service. Logistics managers integrate these three areas. These essential building blocks include such items as maintenance planning, computer resources support, facilities, supply support, support and test equipment, packaging, handling, storage and transportation, manpower and personnel, training and training systems, and technical data. Integrated Logistics Management Teams are currently used as the mechanism to control and integrate these elements into a greater whole. Integration is essential between the logistics discipline and the other related disciplines that are essential to ensure a successful system. These disciplines include marketing management, cost – both design to cost and life cycle cost, systems engineering, software engineering, test and evaluation, and manufacturing management.

Logistics typically is considered to be an operational-level concern, but is often a production and operations sub-function. In some firms, logistics can be important enough to warrant a level of organization that is comparable to other main functions such as manufacturing and marketing. Many strategists seek to identify, develop and guard their firms' core or distinctive competence, that key skill that accounts for the most (and/or most defensible) value found in end products and services.

In identifying best practices among organizations, the benchmarking technique is frequently used. In benchmarking with others, an organization (a) determines how

leading organizations perform a specific process (es), (b) compares their methods to its own, and (c) uses the information to improve upon or completely changes its process (es). Benchmarking is typically an internal process; performed by personnel within an organization who already have a thorough knowledge of the process under review. The Logistician as part of their operation approach uses the Total Integrated Logistics Management Systems approach.

With the definition of management in mind one can discuss the antecedents and consequences of operational and behavior theory and their relationship in support of the proposition that Logisticians are professional. At the turn of the 20<sup>th</sup> Century Frederick Winslow Taylor's Principle of Scientific Management held that the task was designed so management was done correctly and motivation was, soldiering. This concept was the way to organize work.

Concurrent engineering is the term most U.S. Companies now use as the best practice to accomplish the needed interdisciplinary system integration. A full-time multidisciplinary permanent task force that remains in force throughout the duration of the project, and integrated for the specific timeframe of the systems life cycle should handle each new project. These are conceptual (also known as feasibility, definition, or need) phase, design and development phase, test and evaluation phase, manufacturing/production/construction phase, use (also known as deployment, operations and support) phase, and disposal/recycling phase. An examination of each of these phases in the systems life cycle reveals that logistics effort and tasks are an integral part of each phase in the systems life cycle as marketing should be. Product definition

throughout the systems life cycle remains the unifying theme and area of common interest among all participants. (Hueley, Church, Burke, Van Eynde, 1992)

Integrated systems management can be applied to all the products, systems and services within a geographic boundary, such as a nation. President Clinton, in the 1994 National Security Strategy, defines our national security as consisting of our military capability and an integrated economic capability. In its Joint Military Logistics Course the Industrial College of the Armed Forces identifies joint strategic level logistics as the application of national resources and our national industrial base to the achievement of national economic strategy.

Jim Jones (1978), in his Integrated Logistics Support Handbook, captures the essence of applied logistics by dividing it into two phases. “Phase I, referred to as Acquisition Logistics or Logistics Engineering, and includes everything that is done to plan and acquire support before a system is delivered to the user. Phase 2, referred to as Tactical/Operational Logistics or Product Support includes the things that are done to support the system while it is being used. He notes actions that occur during phase 1 dictate how well the system will be supported during phase 2.” (Jones, 1978, 324)

Commercial customers are more prone to replace their systems; and commercial manufacturers are more prone to facilitate system replacement. The market manager uses terms such as new and improved product, the newest and latest model, and the all-new model, commercial terms that belie this phenomenon. Longevity, however, still remains the bellwether of a good design.

The goal of acquisition logistics management and engineering is the concurrent fielding, and delivery of the product through the achievement of a cost-effective,

supportable product and a total system, but this cannot be done in a vacuum – it must work with the other related disciplines that contribute to the total system characteristics such as performance, manufacturability, testability, safety, marketing and cost.

Ben Blanchard addresses (1986) “product support in the commercial sector to include such activities as material flow, product distribution, transportation, warehousing, and the like. His more general definition in Systems Engineering and Analysis is well-suited to defining product support as the composite of all considerations needed to assure the effective economic support of a system throughout its programmed life cycle. Most modern manufacturers and marketing managers of durable goods realize the importance of a responsible product support organization and the cost of a dissatisfied customer. The goal remains excellent performance in service or at least satisfactory use.

Here one can see the idea confirmed that logistics management has to utilize the total integrated system of management for improvement to gain recognition of Logistics as a profession. Funds and assets are continually being reduced while there is even more pressure to increase profit margins. This intensifies the pressures exerted on the CEO’s of companies, government and military leaders.

Logistics managers have created a culture in their management approach to gain more flexibility and improve operations. They have to fulfill their responsibilities as stewards of the organizations.

### Summary

The literature on the topic of the various routes of professionalism is very rich and spans many years. Early research emphasis was placed on the functional factors and not



on a sequence that leads to the movement from a trade to a profession. The professional attribute as pointed out by Korhauser's 1963 study identifies the antecedents for the theoretical mode. The five characteristics of a professional defined by Wilensky (1964) serve as the independent variable and the perceived professional status of logistics as the dependent variable for this dissertation research. The research plan is outlined subsequently in Chapter III.

## CHAPTER III. METHODOLOGY

### Overview

Meeting the management challenges anticipated in the 21<sup>st</sup> Century will require a paradigm different from that of the 20th Century. This paradigm shift described in the literature includes a cross-functional, multidimensional, lifecycle approach, which emphasizes the full integration of enterprise infrastructure elements: technology, processes, and people. To date fragmented aspects of logistics management concepts have been absorbed into current management practices. Furthermore, there is no unanimous opinion regarding the status of logistics managers as practitioners or professionals. The purpose of this study was to build on the work of Wilensky (1964) and Hall (1968) and other research on professionalism, extending it to assess the current status of logistics theory and practice.

This chapter describes the research design and methodology used for this study. Specifically, it describes the research question and its theoretical framework; the research variables and their operational definitions, the population and sample, and the data collection and analysis procedures. Data collection used secondary data documents and reviewed them in a two-part approach. The first objective was to identify measurable dimensions for the profession, and the second part to develop a descriptive profile of logistics practice against these measurable dimensions. The plan to evaluate the current status of logistics as a specialized management profession is outlined subsequently.

### Research Question and Theoretical Framework

The specific research question addressed in this study was: "Has logistics practice evolved sufficiently to be recognized as a professional management specialty?" The theoretical basis for investigation of this question is the process of evolution from technical occupation to profession as described by Wilensky in 1964. This was supplemented with the attitudinal antecedents identified by Hall (1968). Description of logistics based on this profile relates to the external perception of being recognized as a valuable technical profession versus the perception of its being a technical trade or vocation.

The Dreyfus and Dreyfus Model for Skills Acquisition (Jan, 1986) described the process for acquiring or developing expertise. It was used to map various routes of professional development practice and education, which clarify the differentiated qualities of proactive knowledge and behavior performance specifications of professions versus trades or occupations. Begum (1979), Strauss and Corbin (1990) and others have suggested there are differences between researcher and practitioner objectives. While researchers are interested in predicating the relationships suggested in theory, practitioners are interested in predicating outcomes. This focus differentiation is important for evaluating a practice-oriented profession and is reflected in the design of this study.

### Research Design

The research design for this study was an exploratory, empirical, non-experimental, cross-sectional, qualitative assessment, case study. The case involved is

logistics as an emerging management specialty. A number of research designs were considered for investigation of this research question. One possible approach was a historical documents review comparing the evolutionary path of other management specialty professions with that of logistics. This was rejected since no comparable studies of other management specialty professions were found. Another possible approach was to review formal documents describing logistics theory and/or practice for statements supporting professional status. A third possible approach was to survey a group of exemplar professional logisticians regarding their perceptions of the professional status of logistics. The second possible approach was chosen with the third approach held as a contingency in the event the chosen approach did not produce a sample of sufficient size. In this situation a cross-sectional assessment or snapshot of the current professional status of logistics was determined based on the descriptive characteristics profile of professions. Figures 1 and 2 depict the attitudinal and structural dimensions of this profile.

Qualitative descriptive statements of logistics practice were extracted from the formal literature and grouped based on these categories and then analyzed using non-parametric multivariate statistics. Multidimensional Scaling (MDS) is a multivariate technique, which facilitates interpretation and detection of underlying structures. There are two forms of MDS: metric and non-metric. Within this category of techniques, is structured conceptualization, which can be used to develop the conceptual framework for an evaluation.

Strauss and Corbin (1990) point out that phenomenological inquiry, or qualitative research, uses a naturalistic approach that seeks to understand phenomena in context-

specific settings. Logical positivism, or quantitative research, uses experimental methods and quantitative measures to test hypothetical generalizations. Each approach has fundamentally different inquiry paradigms, as well as researcher actions, based on the underlying assumptions of each paradigm: Quantitative researchers seek causal determination, prediction, and generalization of findings. Instead, qualitative researchers seek illumination, understanding, and extrapolation to similar situations.

As pointed out by Eisner (1991, 53) three critical attributes of qualitative research are coherence, consensus, and instrumental utility. Coherence is measured by answers to the questions: "Does the story make sense? How have the conclusions been supported? To what extent have multiple data sources been used to give credence to the interpretation that has been made?" Related to coherence is the notion of "structural corroboration," also known as triangulation. Consensus refers to the condition in which the readers of a work concur that the findings and/or interpretations reported by the investigator are consistent with their own experience or with the evidence presented. Instrumental Utility is the most important test of any qualitative study's usefulness. A good qualitative study can facilitate understanding "a situation that would otherwise be enigmatic or confusing" (Eisner, 1991, 53).

Qualitative studies "must meet validity, objectivity, and reliability tests" as noted by Lincoln and Guba (1985, 300). Comparable criteria for judging the quality of quantitative versus qualitative research must be addressed. "Since there can be no validity without reliability, and thus no credibility without dependability, a demonstration of the former is sufficient to establish the latter" (Lincoln, Guba, 1985, 316).

The “confirmability” of the research, in a sense, refers to the degree to which the researcher can demonstrate the neutrality of the research interpretations, through an “inquiry audit,” or “confirmability audit.” This means providing an audit trail consisting of a) raw data; b) analysis notes; c) reconstruction and synthesis products; d) process notes; e) personal notes; and f) preliminary developmental information (Lincoln Guba, 1985, 320). Credibility is based on the richness of the information gathered and the analytical abilities of the researcher. These compare to the sample size and degree of transferability or similarity between the original situation and the situation to which it is transferred. This is the qualitative alternative to quantitative analysis hypothesis testing. Table 1 below presents a comparison of the conventional terms used in quantitative research approaches and the naturalistic terms of qualitative research approaches. Classification and definition of the variables in this research study follow.

Table 1. Comparison of Conventional and Naturalistic Terms

<b>Conventional terms</b>	<b>Naturalistic terms</b>
Internal validity	Credibility
External validity	Transferability
Reliability	Dependability
Objectivity	Confirmability

The administrative management theories of Henry Fayol (1925), Frederick Winslow Taylor (1911), and the Principle of Scientific Management Theory provide the basis for understanding the evolution of general management from a production line focus to becoming accepted as a profession. As described in detail in Chapter II, there

are both structural and attitudinal aspects of the evolution from occupation to profession. Combination of these two aspects formed the basis of the professional characteristics profile. The attitudinal changes identified as antecedents for professionalization based on the work of Hall (1968) are depicted below in Figure 1. Figure 2 depicts the structural changes identified by Wilensky (1964) as antecedents for professionalization. They are part of the basis for defining the variables in this study.

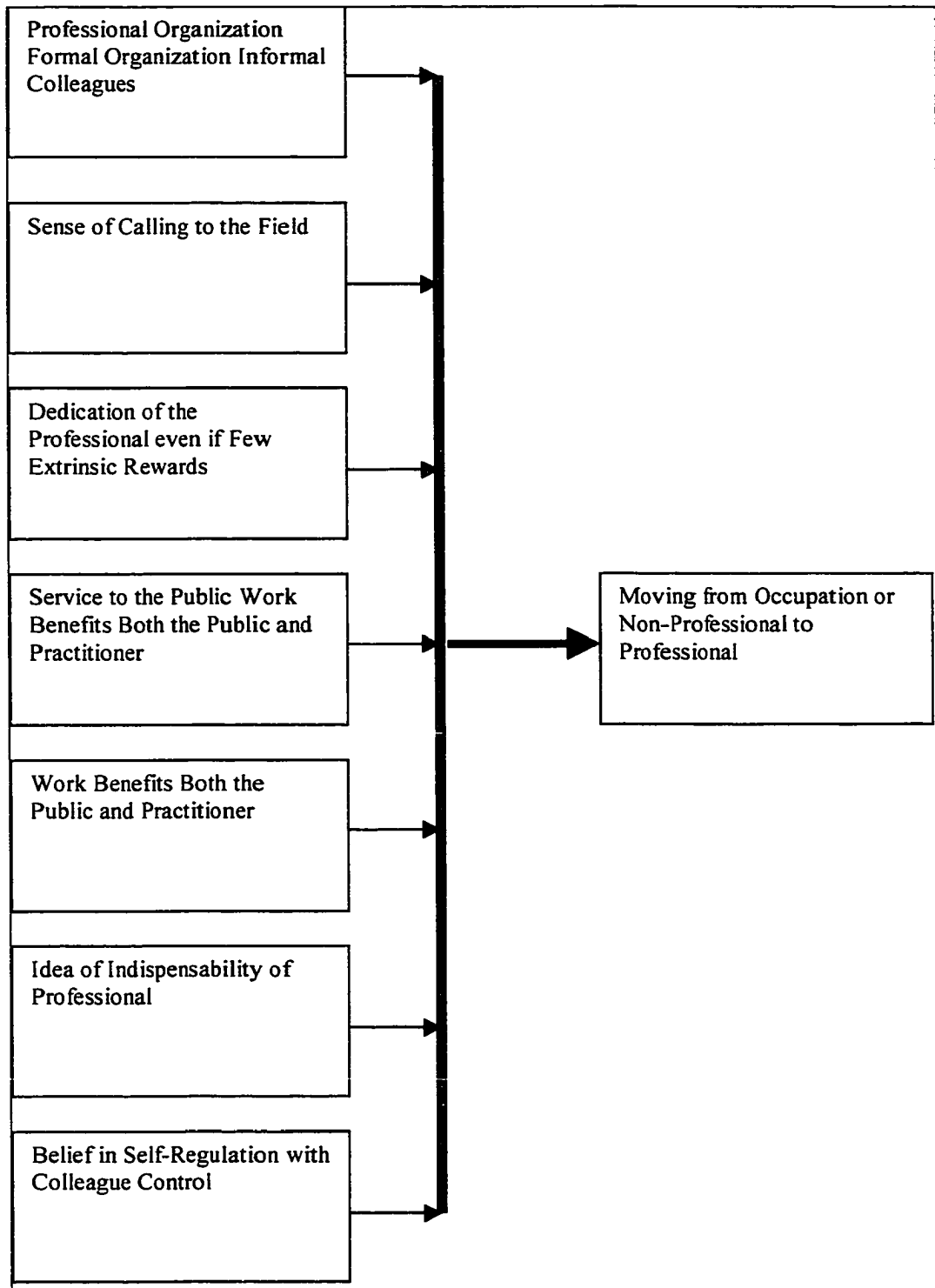
### Variables

The specific variables of interest in this study are professional status of logistics and the descriptive profile of a profession, specifically of management-related disciplines. Using a primarily exploratory qualitative research design, made traditional variable definitions for quantitative hypothesis testing not possible, so assessment of descriptive propositions was used instead. Classification and definition of the variables in this study follow.

### Control Variable

Management specialty discipline was treated as a control variable in this case. Documents to be reviewed were restricted to formal documents in the management literature describing logistics practice. This was addressed by using the keywords "logistics practice", "logistics profession", and "logistics professional practice": as search criteria for identifying the sample of documents to be reviewed.

Figure 1. Characteristics Profile of a Profession: Attitudinal Antecedents



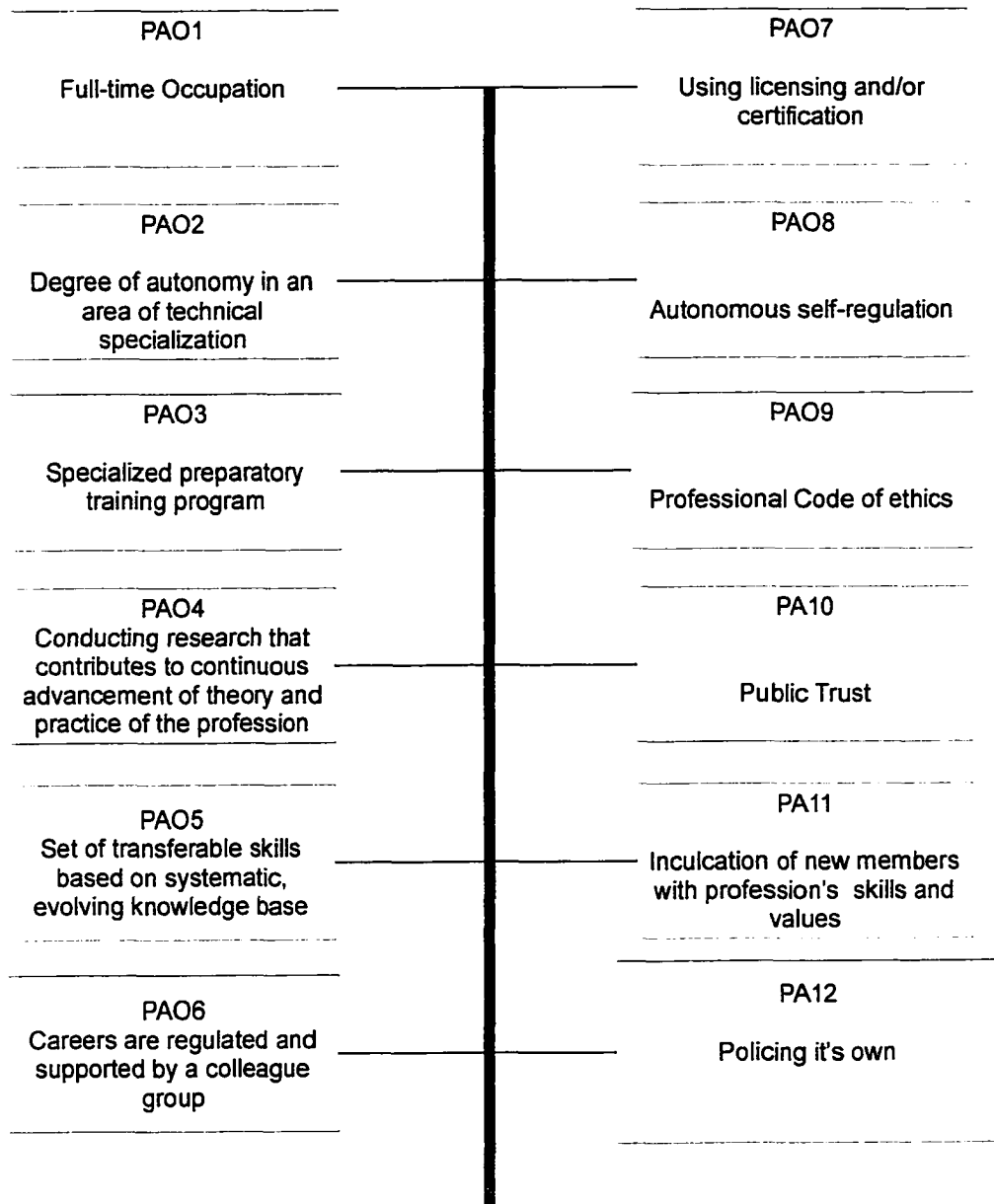


## Independent Variable

The characteristics of a profession identified by Wilensky in 1964, and Hall (1968) provided the basis for defining the dimensions of the independent variable “Characteristics Profile of a Profession”. The propositions assessed in this study to answer the research question are depicted in Figure 2 and listed below:

1. Full-time Occupation.
2. Degree of autonomy in an area of technical specialization.
3. Specialized preparatory training program.
4. Conducting research that contributes to continuous advancement of theory and practice of the profession.
5. Set of transferable skills based on systematic, evolving knowledge base.
6. Careers are regulated and supported by a colleague group.
7. Using licensing and/or certification.
8. Autonomous self-regulation.
9. Professional Code of ethics.
- 10 Public trust.
- 11 Inculcation of new members with profession’s skills and values
12. Policing its own.

Figure 2. Characteristics Profile of a Profession: Structural Antecedents



Logistics is a Professional Management Specialty

## Dependent Variable

The dependent variable in this study was professional status of the management specialty discipline, logistics. It was measured qualitatively in terms of seven attitudinal antecedents and 12 structural antecedents. Since this was an exploratory qualitative study, the measurement was based on a 2-point scale of presence or absence of statements supporting the individual profile characteristics. The incidence of support for each dimension was computed as a continuous variable, indicating the relative support for professional status based on that dimension of the descriptive profile. In this case incidence of support was measured as the number of documents containing reference to the characteristic relative to the number of documents reviewed, expressed as a decimal.

## Population and Sample

The population of interest was management specialty disciplines. The population frame was electronic database listings of management-related documents by topic. A purposive case sample consisting of the logistics management discipline was used to assess the research question. These were secondary data sources used to obtain descriptions of the current status of logistics practice and theory. The sampling unit of measure was artifacts, specifically documents from formal management literature. An electronic search of management databases using the key words "logistics practice", "logistics profession", and "logistics professional practice": identified the sample of documents to be reviewed.

Purposive sampling is a dominant strategy in qualitative research, which seeks information-rich cases for in depth study. Variations on this sampling technique include

combination or mixed purpose sampling, criterion sampling, and theory based or operational construct sampling. Confirming and disconfirming cases are used to elaborate and deepen the initial analysis providing information or confirmation of some emerging issues which are not clear, as well as seeking exceptions and testing variation. In the event the documents review sampling strategy produced an insufficient sample size or inconclusive data analysis results, a contingency plan was formulated. This plan involved conducting interviews of a purposive sample of exemplar logistics practitioners. This group would consist of Certified Professional Logistician Fellows. Critical attributes of this group include being credentialed in logistics and recognized by their peers as experts in the field.

#### Definition of a Profession: Basis for Data Collection

This study defined the profile dimensions of a profession based on a detailed review of the literature on professions and professionalization. This profile was used as the standard for assessing the current status of logistics as a profession. The preliminary profile description was refined based on Wilensky's (1964) five critical characteristics of a profile described in Chapter II. They are:

1. Full-time Occupation and degree of autonomy in an area of technical specialization.
2. Specialized preparatory training program; not OJT acquired skills; the profession is responsible for conducting research that contributes to continuous advancement of theory and practice of the profession.
3. Specifically defined set of transferable skills based on systematic, evolving knowledge base.

4. Careers in the profession are regulated and supported by a colleague group; using licensing and/or certification as means of autonomous self-regulation.
5. Professional Code of ethics supported by the public trust; a.k.a. the profession is responsible for inculcation of new members with the profession's skills and values, and for policing it's own.

Results of the detailed review of professions and professionalization literature identified additional characteristics. These additions were combined with the preliminary characteristic profile and depicted in Figures 1 and 2.

### Data Collection

To identify the sample of documents to be reviewed, an electronic search of management databases using the key words "logistics practice" was conducted, followed by another search using the key words "logistics profession" and "logistics professional practice". Data collection consisted of extracting descriptive statements about logistics practice related to the categories identified in the Characteristics Profile of a Profession:(see Figures 1 and 2). These statements were categorized as "supporting" or "not supporting" professional status. Given deployment of the contingency sampling plan, the responses from the sample of exemplar logistics practitioners were to be categorized in the same manner. Data collected by either sampling strategy described would produce a purposive sample and were to be analyzed as subsequently described.

### Data Analyses

Data Analyses employed Multivariate Statistics, specifically Multidimensional Scaling (MDS). MDS consists of a set of statistical methods that can be used to estimate parameters and to assess fit with various models. There are two basic forms of MDS:

metric and non-metric. The metric form requires data measured on a continuous scale, while the non-metric model accommodates data measured on discrete scales. An advantage of the non-metric models is that they permit the researcher to categorize and examine preference. A disadvantage is they are less robust, although they can be rigorous. In this case the non-metric form was used.

Correspondence Analysis (CA), a special type of MDS, is a descriptive/exploratory technique designed to analyze simple two-way or multi-way tables of categorized data to determine relationship or correspondence between the row and column variables. CA has been compared to factor analysis used for data measured on continuous scales. There are some differences in terminology, reflective of MDS's origin in the field of psychology. MDS measures corresponding to factors are called alternatively dimensions or stimulus coordinates. Detailed descriptions of the structured conceptualization process in general and as applied in this case follow. Pattern matching is a special case of MDS, CA applicable to research situations using a 2-point scale of measurement.

#### Concept Mapping--General Procedure

To address this special situation of determining the current status of logistics as a profession, the non-metric approach to concept mapping was used. The general procedure for developing concept maps is based on an adaptation of structured conceptualization described by Trochim (1985, 1993, 2001). He observed concept mapping is especially useful in developing conceptual frameworks, which can guide evaluation or planning activities. In the typical case, six steps are involved:

1. Preparation (including selection of participants for input and development of the focus for the conceptualization)
2. Generation of statements
3. Structuring of statements
4. Representation of Statements in the form of a concept map (using multidimensional scaling and/or cluster analysis techniques)
5. Interpretation of maps
6. Utilization of Maps

Concept mapping can be used with secondary data, such as written documents expressing opinions or anecdotal observations, as well as with primary data, such as input from interactive groups of individuals. The structure of this qualitative technique encourages staying on task; and producing results relatively quickly in an interpretable conceptual framework for evaluation. It yields a graphic or pictorial product, which simultaneously shows all major ideas and their interrelationships, especially for variables measured on more than two levels. The map or other graphic display facilitates communication of results and often improves group or organizational cohesiveness and morale when used with interactive groups. If the contingency sampling plan were deployed, this structuring would allow use of a relatively small homogenous exemplar group for the conceptualization process.

#### Logistics Practice Concept Mapping Six Step Procedure

The procedure used to develop the specific logistics practice concept map was based on an adaptation of structured conceptualization consisting of six steps:

**Step 1. Preparation.** During this step the specific focus for conceptualization was identified as the dimensions of a profession and finalized in the characteristics profile. Selection of participants for input was the identification of the formal management literature documents to be reviewed. The contingency sampling plan was not deployed

**Step 2. Generation of statements.** In this step the identified documents were reviewed to extract statements describing the practice and/or theory of logistics. The guide or standard for extraction of these statements was the focus of conceptualization from step 1: the dimensions of a profession.

**Step 3. Structuring of statements.** In this step statements identified in Step 2 were sorted into the categories represented by the dimensions depicted in the Characteristics Profile of a Profession. They also were rated as supporting or not supporting the professional status of logistics. Statements extracted from the documents must be related to at least one dimension and as many as apply.

**Step 4. Representation of Statements.** In this step, statements structured in Step 3 were analyzed using MDS Pattern Analysis. Results were summarized and plotted to produce the descriptive concept map representing support for the current status of logistics as a profession.



**Step 5. Interpretation of maps.** In this step a number of materials produced in Steps 1-4 were reviewed. They included all of the following that apply: the original Statement List (each of which is shown with an identifying number), the Cluster List (statements grouped by cluster analysis), the Point Map representation (statements as placed by multidimensional scaling), the Cluster Map (statements grouped by the cluster analysis), the Point Rating Map (numbered point map overlaid with average statement ratings), and the Cluster Rating Map (cluster map overlaid with average cluster ratings).

**Step 6. Utilization of Maps.** In this step the maps or graphic representations were used to assess the relative incidence of support for logistics as a specialty management profession. Traditional use of concept mapping is applied to qualitative comparison studies. It has been especially useful when variables are measured on more than two levels.

#### Specific Descriptive Research Questions

Since this was primarily qualitative exploratory research, formal hypothesis testing was not possible. Specific descriptive research questions were derived from the Step 1. Conceptualization focusing of the concept mapping procedure. They served as a guide to assess the current status of logistics as a profession Table 2 below presents those questions.

Table 2. Summary of Descriptive Research Questions

NO.	RESEARCH QUESTIONS
1	Is Logistics a full time occupation?
2	Do Logistics practitioners possess a degree of autonomy in their area of technical specialization?
3	Do Logistics practitioners receive specialized preparatory training or education beyond an On-the-Job training level?
4	Does Logistics conduct research that leads to continuous advancement its underlying theories?
5	Does Logistics have a set of transferable skills based on systematic evolving knowledge base?
6	Are Logistics careers regulated and supported by a colleague Group?
7	Is Logistics practice subject to licensing and/or certification?
8	Is Logistics practice autonomous and self-regulation?
9	Does Logistics have a professional code of ethics?
10	Do Logistics practitioners serve the public trust?
11	Do Logistics practitioners accept responsibility to inculcate new members of the profession with its special skills and values?
12	Does Logistics accept responsibility for "policing it's own" with regard to adherence to the code of ethics and/or the standard of practice?

### Conclusion

The research design for this study was an exploratory, empirical, non-experimental, cross-sectional, qualitative assessment case study. Data collection consisted primarily of reviewing secondary data sources conducted in two stages. In the first stage, characteristics defining the characteristic profile of a profession were synthesized from the literature relating to professions and the professionalization. In stage two, formal documents from management literature were analyzed to produce a

profile describing logistics practice. Multivariate Statistics, specifically, Multidimensional Scaling (MDS) techniques of Structured Conceptualization or Concept Mapping was used to develop the conceptual framework and Pattern Matching were used to assess the current status of logistics a profession.

Investigation of the Research Question: "Has logistics practice evolved sufficiently to be recognized as a professional management specialty?" was based on evaluating a set of specific descriptive research questions or propositions, derived from the conceptualization-focusing step of the concept mapping procedure. Results of this research are of significance to logistics and management practitioners and to researchers in both fields, since no similar study has been done. Based on these results, suggested strategies for the continued professional evolution of logistics as a management specialty are offered.

## CHAPTER IV PRESENTATION AND ANALYSIS OF RESULTS

### Overview

The paradigm shift described in the literature for meeting management challenges anticipated in the 21<sup>st</sup> Century includes a cross-functional, multidimensional, lifecycle approach, which emphasizes the full integration of enterprise critical infrastructure elements: technology, processes, and people. Logisticians apply a total systems integrated management approach during integrated logistics support and life cycle management. The purpose of this research study was to assess the current status of logistics theory and practice using the descriptive profile of a profession based on the work of Wilensky (1964) and Hall (1968).

This chapter presents the results of deploying the methodology described in Chapter III. Secondary data were collected via documents review conducted in two stages. The first stage produced a profile of the measurable dimensions of a profession, both attitudinal and structural antecedents. The second stage produced a descriptive profile of logistics practice based on a survey of 1,083 documents using the measurable dimensions from stage 1 as a data collection checklist... Results from deploying the plan to assess the current status of logistics as a specialty management profession as described in Chapter III follow.

### Research Question and Theoretical Framework

The specific research question investigated in this study was:

"Has logistics practice evolved sufficiently to be recognized as a professional management specialty?" As explained in detail in Chapter II, there are attitudinal and structural antecedents necessary for the evolution from occupation to profession. A Characteristics Profile of a Profession: was developed based primarily on the seven attitudinal antecedents identified by Hall (1968) and the 12 structural antecedents extrapolated from Wilensky (1964). This descriptive profile, depicted in Figures 1 and 2 was finalized based on a synthesis of the works of Heubner (1915), Durkheim (1947), Wilensky (1964), Hall (1968), Montagna (1968); Simmons (1977); McCullough (1982), Schermerhorn, Hunt, and Osborn (1997); Alexander (1999); and Walter (2000). . The dimensions of this profile guided the effort to answer the research question.

### Research Design

The research design deployed in this study was the same as planned--an exploratory, empirical, non-experimental, cross-sectional, qualitative assessment, case study. The case focused on logistics as an emerging management specialty. The fact that logistics is recognized as a separate subject category in the formal management literature databases substantiates it as an emerging management specialty. Assessment of the current status of logistics as a profession used the characteristics profile of a profession as a checklist or set of assessment criteria. Data analyses used a modification of concept mapping and pattern matching as special cases of multi-dimensional scaling techniques. These were appropriate for a descriptive/exploratory analysis designed to categorize

qualitative data measured on a 2-point scale to determine relationships or patterns.

Furthermore, this research design and the data analysis processes met the characteristics for qualitative research rigor identified by Eisner (1991) and Lincoln and Guba (1985). Specific aspects for each subsequently are described.

The confirmability level of this study was met through an audit trail established for the electronic review of the raw data followed by analysis of the data as described in the concept mapping steps: Setting the levels of testing for the focus statements used the confirmability audit trail. The coherence aspect of the logistics story makes sense when reviewing the professionalization process described by Wilensky (1964). Furthermore, it was the basis for developing the characteristics profile of a profession, used as a guide for data collection. The credibility richness of the information was reliable since the data items were extracted from credible professional journals and written by knowledgeable researchers and practitioners in the fields of logistics and management.

The dependability criterion of the study compares to the validity, reliability and objectivity test points of Lincoln and Guba (1985) based on their inference that to be a credible study there must be dependability. Hence the dependability is based on the quality of the documents used. This study established the assessment of professionalization outcomes for logistics, which can serve as a basis for transferability from logistics to other management specialties with similar evolutionary paths. Instrumental utility of this study relates to a better understanding of what logistics is and its organizational functions.

### Population and Sample

The population of interest was management specialty disciplines. The population frame was electronic database listings of formal management and logistics documents. A purposive sample of artifacts, or documents, was identified using electronic database search techniques. A total of 1,083 document citations resulted from deployment of the search procedures described in Chapter III. The electronic search using the key words "logistics practice" produced a total of 718 documents (See Appendix A). Using the key words "logistics profession" the search produced a total of 289 documents. (See Appendix B). A final search using the key words "logistics professional practice" produced a total of 76 documents (See Appendix C).

### Variables

#### Dependent Variable.

The dependent variable in this study was current status of logistics as a profession. As planned, it was measured qualitatively in terms of the seven-attitudinal antecedent dimensions and the 12 structural antecedent dimensions depicted in Figures 1 and 2. A 2-point scale of presence or absence of statements related to each of the individual profile characteristics. The incidence of support for each dimension was computed as a continuous variable, indicating relative support for professional status based on that dimension of the descriptive profile. . In this case, incidence of support was measured as the number of documents containing reference to the characteristic relative to the total number of documents reviewed, expressed as a decimal.

## Control Variable

Management specialty discipline was the control variable in this case. Documents reviewed were restricted to formal documents in the literature describing logistics practice and/or theory. Control measures were using the keywords "logistics practice", "logistics profession", and "logistics professional practice" to conduct an electronic search for documents. This search included the following databases:

1. ABI/Inform Global (pro Quest)
2. First Search PLUS
3. InfoTrac Total Access
4. Wilson Business full text (Wilson Web)
5. ACM Digital Library
6. Council of Logistics Management
7. End Notes Database

Table 3. summarizes the number of identified documents according the major professional management journals in which they appeared.

Table 3 Documents from Major Professional Management Journals

Journal Title	Number of documents
Journal of Business Research	9
The Academy of Management Review	4
Journal of Business Ethics	8
Journal of Marketing	4
American Journal of Sociology	7
Sub-Total	32
Other Journals	1051
<b>TOTAL DOCUMENTS</b>	<b>1083</b>



## Independent Variable

The Characteristics Profile of a Profession – depicted in Figures 1 and 2 present the criteria for defining the independent variable--dimensions of professional practice profile. No additional characteristics were identified as a result of the Stage 1 review of documents. . All seven attitudinal antecedent dimensions and all 12 structural antecedent dimensions initially identified for the profile were confirmed.

## Data Collection

Descriptive statements about logistics practice and/or theory were extracted from the documents identified for the sample. These statements were then analyzed using a modified concept mapping technique. . Results were sufficient, so the contingency plan to conduct exemplar interviews was not necessary. The population of exemplar logistics practitioners consisted of Certified Professional Logistician Fellows formally recognized by their peers as experts in the logistics field. This group consisted of 60 individuals, of which only 18 were active. Since this sample would have been smaller than the sample of documents, the documents sample was used. Therefore, the sampling unit of measure was formal documents describing logistics practice.

## Data Analyses

### Logistics Practice Concept Mapping Results

The Logistics Practice Concept Mapping Six Step Procedure described in Chapter III was used to develop the specific logistics practice concept map based on a situational adaptation of general structured conceptualization. Description of the steps follows:

**Step 1. Preparation.** During this step the specific focus for conceptualization was identified as the dimensions of a profession and was finalized as the characteristics profile. (See Fig 1 and 2) In this case, one modification of the concept mapping procedure was to use documents to provide viewpoints and opinions instead of using an interactive group of people. Selection of “participants” for input was the identification of the formal management literature documents to be reviewed. The contingency sampling plan was not deployed, so participants were not selected from the Certified Professional Logistician Fellows group. As described previously, sample selection was accomplished by conducting electronic document searches using three sets of focusing statement related key words: "logistics practice", "logistics professional", and "logistics professional practice". The Nova Southeastern University Libraries Data Bases searched included: First Search Plus, Wilson Web, ABI/Inform Global, CLM, Infotrac, and the ACM Digital Library. The results of searches are presented in Appendices A through C. The Databases identified were selected based on the control variable—management specialty. A purposive sample totaling 1,083 document citations resulted. The electronic search results were compiled in End Notes.

**Step 2. Generation of Statements.** In this step the identified documents were reviewed to extract statements describing the practice and/or theory of logistics. Since use of concept mapping in this case was exploratory and descriptive nature, the guide for extraction of the statements was the focus of conceptualization from step 1--the Characteristics profile identifying the dimensions of a profession.

**Step 3. Structuring of Statements.** In this step statements identified in Step 2 were sorted into the categories represented by the dimensions depicted for Characteristics Profile of a Profession (Figures 1 and 2). They also were rated as supporting or not supporting the professional status of logistics. Statements extracted from the documents had to be related to at least one dimension and as many as applied.

**Step 4. Representation of Statements.** In this step statements structured in Step 3 were analyzed using MDS Pattern Analysis. In this case, the variable dimensions were measured on a 2-point scale, with “0” indicating “no mention or no support” and “1” indicating “mention and support”. Since this measurement was less complex than the usual multi-point rating scale applications of concept mapping, another modification of the technique was to adopt more simplistic calculations. MDS techniques have been applied in archeology to assess a “similarities-based” mapping process such as this situation, although the content of the research was very different.

(<http://www.archaeology.usyd.edu.au/~myers/multidim.htm>) Data presentation was in the form of an “incidence matrix”. Results in the case were summarized as the number of documents in which a profile characteristic dimension was identified or mentioned relative to the total number of documents reviewed. Tables 4 and 5 below summarize the relative incidence representation scaling for the attitudinal and structural antecedents of the characteristics profile for logistics as a profession. These descriptive results were plotted to produce the graphic representation of support for the current status of logistics as a profession. Instead of the traditional mapping graphic display, another modification was made. Consistent with characteristics of the data, horizontal bar charts displayed the

dimensional map of observed relative incidence of support for the attitudinal and structural antecedents (see Figures 3 and 4).

**Step 5. Interpretation of Maps.** In this step a number of materials produced in Steps 1-4 were reviewed. They included:

1. The original characteristics statements list presented in Table 2.
2. The Cluster Lists depicting statements grouped by cluster analysis. Only two clusters were identified--attitudinal and structural antecedents depicted in Tables 4 and 5
3. Cluster Map depicting the relative incidence of statements grouped by the cluster analysis presented in Figures 3 and 4.

**Step 6. Utilization of Maps.** In this step the maps or graphic representations were used to assess the support for logistics as a specialty management profession. Traditional use of concept mapping is applied to multi-point qualitative comparison studies. In this case it was applied to a 2-point qualitative description study. Therefore more simplistic graphic representations were used in Figures 3 and 4 to depict the current professional status of logistics. Recommendations for a strategy to enhance logistics evolution from occupation to profession are based on these maps.

#### Specific Descriptive Research Questions

Since this was primarily exploratory research, formal hypothesis testing was not possible. Specific descriptive research questions were derived from the conceptualization focusing in Step 1 of the modified concept mapping procedure. They served as a guide to develop Table 5. Conclusions are based on assessing the relative incidence of support for each dimensional characteristic of the profile of a profession.

### Attitudinal and Structural Antecedents of Professionalization

Attitudinal antecedents are important for effective transition from occupation to technical profession as described in Chapter II. Using Figure 1 as a data collection guide, documentation of the requisite attitudinal antecedents for professionalization was extracted from the sample documents. Figure 3 and Table 4 present the results. The strongest attitudinal antecedents were: a) Belief in Self-Regulation with Colleague Control having 0.22 relative incidence, b) Idea of Indispensability of the Profession having 0.19 relative incidence, and c) Work Benefits Both the Public and Practitioner having 0.18 relative incidence. The weakest antecedent was Professional Dedication, even if few Extrinsic Rewards, with 0.07 relative incidences.

Table 4. Attitudinal Antecedents for Professionalization of Logistics

ANTECEDENT	n = 1,083 documents	
	INCIDENCE (#. Documents)	RELATIVE INCIDENCE
Professional Organization, Formal Organization, Informal Colleagues	126	0.12
Sense of a Calling to the Field	140	0.13
Service to the Public; Benefits to Both the Public and Practitioner	110	0.10
Professional Dedication even if few Extrinsic Rewards	80	0.07
Work Benefits Both the Public and Practitioner	190	0.18
Idea of Indispensability of the Professional	210	0.19
Belief in Self-Regulation with Colleague Control	240	0.22

In addition to attitudinal antecedents, structural antecedents are important for an effective transition from occupation to technical profession. They are summarized in Figure 2, Characteristics Profile of a Profession: Structural Antecedents.

Twelve propositions derived from the Characteristics Profile were evaluated to measure each structural dimension of professional practice. Figure 4 and Table 5 below present the results. Only three characteristics had relative incidence of less than or equal to 0.10 and they are related to the issue of autonomous or self-regulation of the profession. The three strongest characteristics (ranging from 0.21 to 0.30) were related to technical specialization, a unique skill set, and the full-time nature of the occupation.

Table 5. Propositions based on Professional Characteristics Profile for Logistics

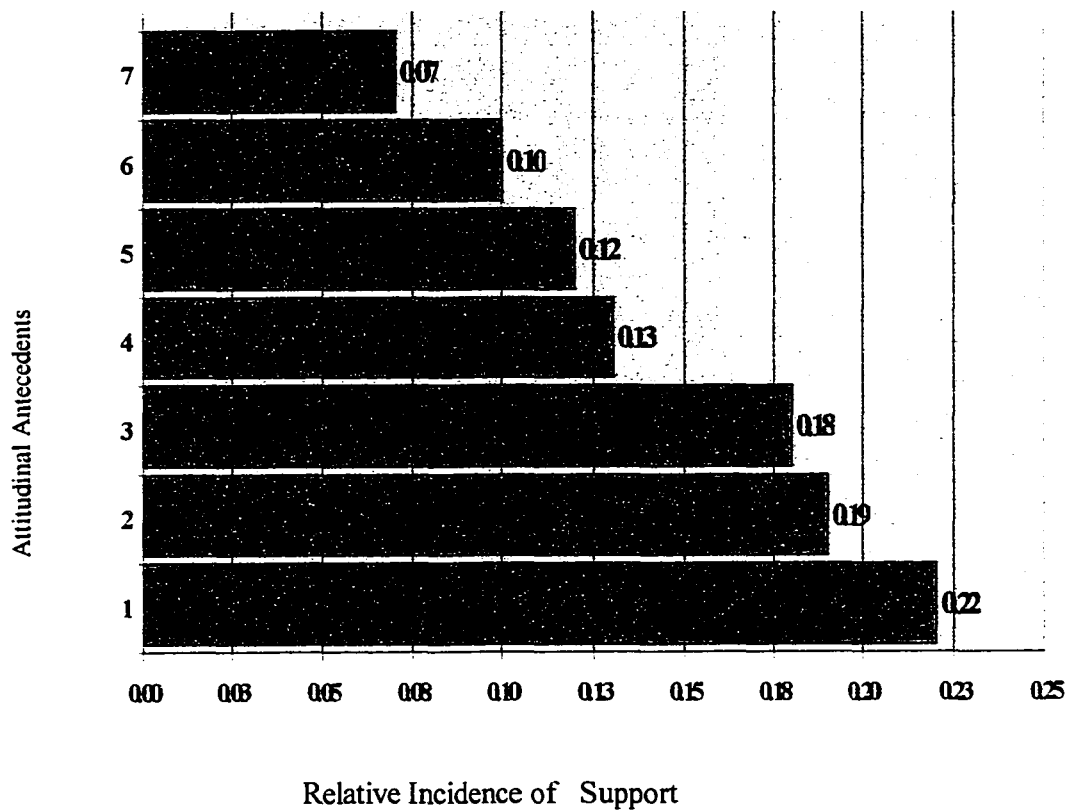
		n = 1,083 documents	
	Proposition	No. Documents	Fit
P1	Full-time Occupation	259	0.24
P2	Degree of autonomy in an area of technical specialization	186	0.17
P3	Specialized preparatory training program	325	0.30
P4	Conducting research that contributes to continuous advancement of theory and practice of the profession.	159	0.15
P5	Set of transferable skills based on systematic, evolving knowledge base.	230	0.21
P6	Careers are regulated and supported by a colleague group.	110	0.10
P7	Using licensing and/or certification.	156	0.14
P8	Autonomous self-regulation.	89	0.08
P9	Professional Code of ethics.	180	0.17
P10	Public trust	105	0.10
P11	Inculcation of new members with professional's skills and values.	123	0.11
P12	Policing it's own.	148	0.14

## Conclusion

The Research Question: "Has logistics practice evolved sufficiently to be recognized as a professional management specialty can be answered "qualified yes" based on the set of specific descriptive research questions presented in Table 5. Additional support for this conclusion is the attitudinal antecedent's results in Table 4 and the graphic depiction in Figures 3 and 4. None of the dimensions of a profession had a relative incidence of zero. This suggests the presence of all requisite antecedents, although some offer weak support for professional status. The significant attitudinal antecedents supporting professional status were belief in Self-Regulation with Colleague Control (0.22), idea of Indispensability of the Professional (0.19), and work benefiting both the Public and Practitioner (0.18.), while Professional Dedication, even if few Extrinsic Rewards, was the least supportive (0.07.). As might be expected, structural antecedents or specialty practice functions, offered stronger support for professional status of logistics. The strongest support comes from antecedents of Specialized Preparatory Training Program (0.30), the Full-Time Nature of the Occupation (0.24), and a Set of Transferable Skills based on a Systematic and Evolving Knowledge Base. (0.21), while Autonomous Self-Regulation was the least supportive antecedent (0.08.).

The strongest attitudinal antecedent corresponds with the weakest structural antecedent. This suggests the profession is positioned for a continued increase in its professional status. Results of this research have significance for logistics and management practitioners, as well as researchers in both fields. Suggested strategies for the continued professional evolution of logistics as a management specialty and directions for continued research are offered in Chapter V.

Figure 3. Logistics Profession Descriptive Profile: Attitudinal Antecedents



1 Belief in Self-Regulation with Control

2 Idea of Indispensability of the Professional

3 Work Benefits Both the Public and Practitioner

4 Sense of Calling to the Field

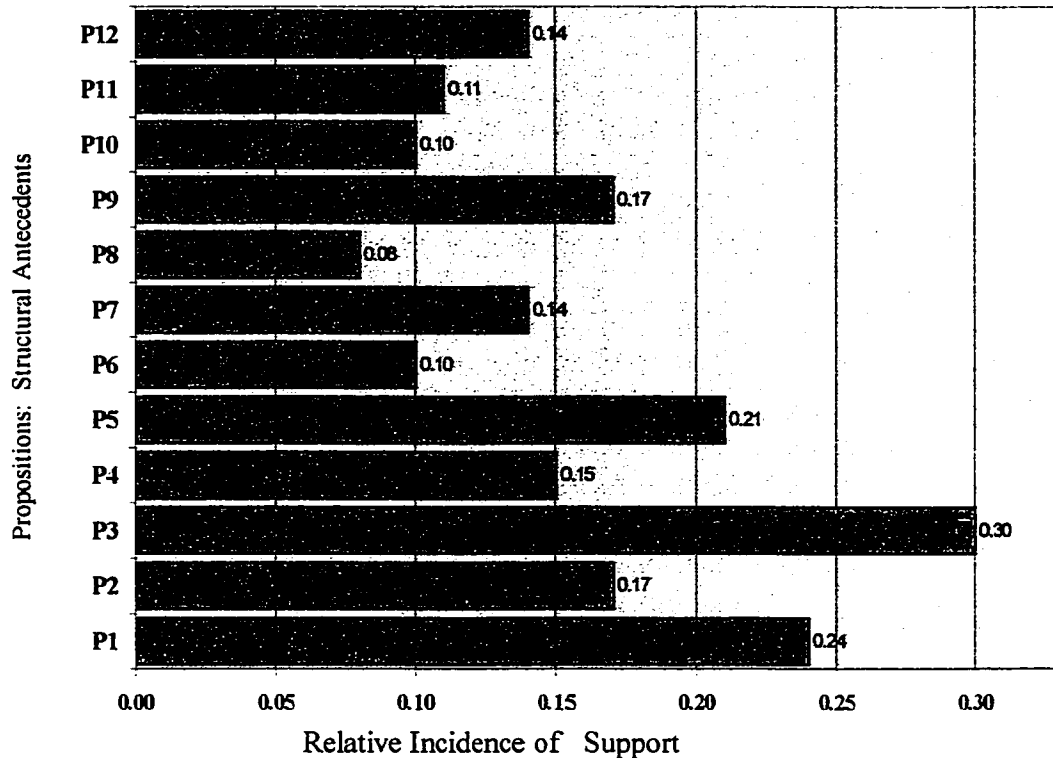
5 Professional Organization, Formal Organization, Informal Colleagues

6 Service to the Public; Benefits to Both the Public and Practitioner

7 Professional Dedication even if few Rewards



Figure 4. Logistics Profession Descriptive Profile: Structural Antecedents



P1 Full-time Occupation

P2 Degree of autonomy in an of technical specialization

P3 Specialized preparatory training program

P4 Conducting research that contributes to continuous advancement of theory and practice of the profession.

P5 Set of transferable skills based on systematic, evolving knowledge base.

P6 Careers are regulated and supported by a colleague group.

P7 Using licensing and/or certification.

P8 Autonomous self-regulation.

P9 Professional Code of ethics.

P10 Public trust

P11 Inculcation of new members with professional's skills and values.

P12 Policing it's own.

## CHAPTER V CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

### Summary

The purpose of this study was to evaluate the current professional status of logistics theory and practice as a management specialty. The research question investigated was, “Has logistics practice evolved sufficiently to be recognized as a professional management specialty?” It was investigated using an exploratory, empirical, non-experimental, cross-sectional, qualitative assessment, case study. Approach based primarily on the work of Wilensky (1964), Hall (1966), and Huebner, 1915. The population of interest was management specialty disciplines, specifically logistics, and the population frame was electronic database listings of logistics and management documents.

A purposive sample of 1,083 logistics practice related documents were identified using an electronic database search technique of Professional journal articles. Pattern Matching and a Modified Six Step Concept Mapping Procedure were used to assess the relative incidence of support for the professional status of logistics found in the formal management and logistics literature. Seven Attitudinal antecedent dimensions and 12 Structural antecedent dimensions for a successful transition from occupation to profession were assessed.

Results support a “qualified yes” answer to the research question. Of the seven attitudinal antecedent dimensions for the successful transition from occupation to profession, the three strongest support were: a) Belief in Self-Regulation with Colleague Control having 0.22 relative incidence b) Idea of the Indispensability of Professional having 0.19 relative incidence, and c) Work Benefits Both the Public and Practitioner having 0.18. Relative incidence. The weakest attitudinal antecedent was Professional Dedication, even if few Extrinsic Rewards, with 0.07. Relative incidence. These findings are consistent with a general perception of a steady increase in the desire for autonomous and self-regulation of the profession, as well as a decrease in the spirit of voluntarism among members of one of the oldest logistics professional societies.

The significance of belonging to a professional association has been documented by Wilensky (1964), Hall (1966) and others. Their contributions to the definition of a professional include: a) members of one or more professional groups which define and achieve the primary organizational goals [as compared with a professional association—a group organized] to initiate and promote general professional objectives of the entire profession or segments thereof; b) the majority of the people in the organization are professionals; c) the administrative hierarchy of authority lies within the firm, whereas authority in professional matters is placed in the hands of the professional associations; d) The profession promotes norms of personal autonomy and altruistic action in all matters relating to use of the profession’s body of knowledge.

Professionals need to update both their technical and managerial skill sets on a continuing basis. This is a current trend, which can be expected to increase in the future. Today’s business environment places increasing emphases on requirements for

collaborative practice, extended supply chain management, and pressures to decrease cycle time and cost while increasing value-added contributions to products and services. The skill sets of professional practitioners are expected to help meet these business needs. Professionals expect their professional organizations to help them to meet this business expectation. Professional Associations and Societies can and should play a significant role in the advancement of the profession as a whole, as well as its membership. This is the primary focus of the value-added nature of these associations and societies.

Of the 12 dimensions of structural antecedents for the successful transition from occupation to profession, the three with the strongest support for professional status (ranging from 0.21 to 0.30) relate to technical specialization, a unique skill set, and the full-time nature of the occupation. By contrast only three attitudinal characteristics have a relative incidence of less than or equal to 0.10. They are related to the issue of autonomous or self-regulation of the profession. This suggests a need to focus on increasing the self-regulation dimension and to strengthen the activities supporting and sustaining logistics' unique skill set with underlying systematic, evolving knowledge base the accompanying technical specialization and managerial skills associated with it.

### Conclusion

Professionals have been the focal point of research in the past, but not in the area of logistics. The logistics function is at best precarious, especially for those working in organizational boundary spanning roles. Most studies have looked at ethical behavior, where the professional represents the public, loyalty to their organization, and economic viability. The professional's responsibility to the Public Trust adds a component to the

ethical decision process. Researched in earlier work with management purchasing professionals, it was found to be the most used value in determining ethical decisions. No professional group today escapes the sharp criticism of both public and private opinion regarding their ethical actions and values. Unfortunately, many studies show individuals to have experienced or observed unethical behavior on the part of their peers. Concern over the impact of peer influence would seem to provide some semblance of regulation over professional ethical behavior.

Many articles have been written and many theories discussed regarding ethics as the underlying core value for any professional group. In general the same factors are related to the types of control for both professional and non-professional workers. There is a need for coordinated tasks and ethical relationship to the “means to the end” and solutions. As such, these attributes tend to account for key differences between professional behavior and non-professional behavior of individuals in the same occupation. Much of the literature dealing with professionals and non-professionals is based on an idea of organizational control. It is at this point that the integration of the structural and attitudinal aspects of professionalization is critical.

While there is a certain amount of overlap, the structural and attitudinal aspects of a profession are not exactly the same. One logistics group may have stronger professional attitudes than another logistics group. The attitudes are based on the socialization that takes place in the workplace and support, or non-support of a professional training program. There is no inherent difference in the relationships between the professional and the non-professional that can be clearly identified.

Formal educational specifications, as defined by logistics entry requirements, will support the level of professionalization in any organization. These findings suggest the basic foundation for the profession, such as level of education in field and association with professional organizations as a means for maintaining competence in professional practice. The number of logistics-related professional organizations has increased over the past few years. Appendix D provides a current listing of these. It is notable that many are linked with other boundary spanning discipline.

In logistics there are organizational contexts that threaten autonomy such as the fact that many supervisors are not adequately educated and trained, do not support moving the logistics function in the direction of professionalization. This is what T. Marshall called “A modern type of semi-professionalism.” (Marshall, 1939, 338).

Semi-professionalism in the logistics field has changed with improvement in affiliations with technical schools and established universities. There is a strong movement to improve the knowledge base of the profession. Some of the educational programs include the Stevens Institute of Technology Program in Integrated System Development and Operational Support; the University of Tennessee’ Integrated Supply Chain Management certification program; the University of Arkansas Logistics Institute program under Industrial Engineering; and the University of Houston program in Logistics Engineering. This movement in educational institutions with support from industry should increase the knowledge base in the logistics profession and foster its continued professional evolution.

### Implications for Continued Professional Evolution of Logistics

This research sought information previously unavailable regarding the status of logistics as a professional management specialty. While previous research established a relationship with other professions, none have used a specific model for logistics. Those few studies have presented a specific model of professionalism as defined by Wilensky (1964). This study extends the knowledge of the relationship between professionalism and non-professionalism. It contributes to the growing body of research to support education and certification in various fields to assure competency and work quality in those fields assuring continued advancement of the quality of work produced in the nation. It strengthens the existing knowledge about the effectiveness of logistics practices.

This study offers further evidence to support the ability to generalize, to different industries and professions, about the relationship between leader behavior and employees' commitment to the quality of their work and the organization. It provides useful insights to managers designing strategies that influence logistics employees' personal and organizational commitment, and subsequently impact organizations' effectiveness. Furthermore, it has contributed to the growing body of literature on logistics professional practices and adds to the cross-cultural and cross-functional research stream related to international markets. Globalization creates the need for cross-cultural studies to increase understanding of international management. This is more important today than ever before because the long-term success of many firms relies increasingly on their ability to operate effectively in different countries.

### Recommendation for Further Research

The results of this study lead to several recommendations for future research.

One limitation of this study was related to the qualitative design. Although at this point in the research stream, no other design would have been as useful; this initial exploration should serve as the springboard to extend research in this area. Results should be used to formulate hypotheses to be tested using quantitative research designs. Future qualitative studies should investigate rated perceptions on dimensions of logistics as a profession among various stakeholder groups. Additional studies should address the issue of culture to determine possible differences in logistics professionalization in different countries.

The concept of a professional's boundary spanning role is applicable to logistics. As such, it could provide a means of future research compared to other boundary spanning disciplines such as accounting. Future research might examine the importance of written principles such as codes of ethics, as a means of providing clear concise definition of professional ethical values. Terminology that clearly describes the expectations of the organizations to which professionals belong is essential to the professional organization for the understanding of the ethical implications of professional conduct in times of conflicts and concern over the changing professional environment in which they find themselves.

One clear weakness in the current status of logistics profession is the lack of an articulated theory or meta-theory, which links all the individual occupational specialties within the logistics field. Further Research should develop an integrating theory, which can unite the practitioners in the field and provide a touchstone for a unified approach to continued growth of the profession. It should offer a clear basis for education, training



and support of logistics as a specific area of professional management practice. This chapter presented the conclusions, implications for researchers and practitioners, and recommendations for future research that resulted from this study. The current status of logistics as a profession was assessed. Results of this study have demonstrated the need for further research on the effects of logistics leadership practices impacting organizational effectiveness in international settings. Continued professional evolution for logistics can be anticipated given a clear strategy emphasizing efforts to acquire more professional self-regulatory control and to extend the theoretical knowledge base of the profession. Efforts to extend the technical and managerial skill sets of practitioners through initial educational preparation and continued educational development will be important to sustain and advance logistics' professional status.

**APPENDIX A.**  
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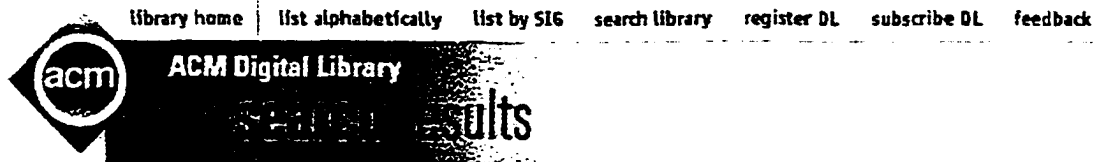
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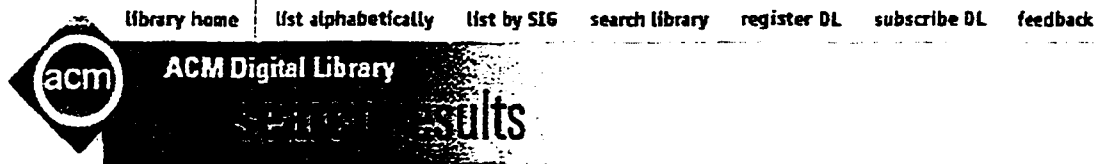
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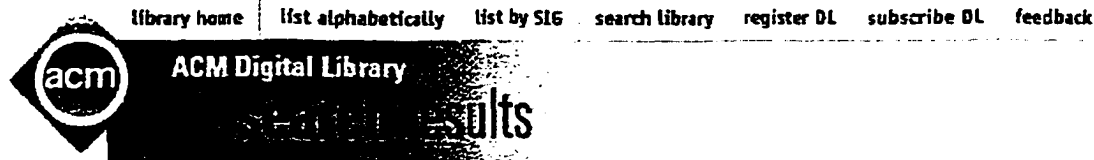
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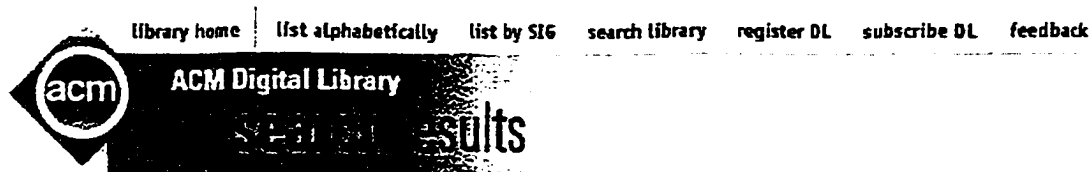
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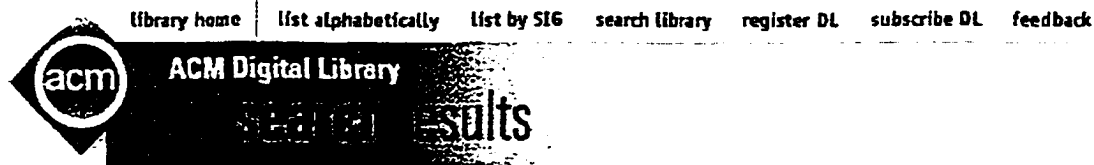
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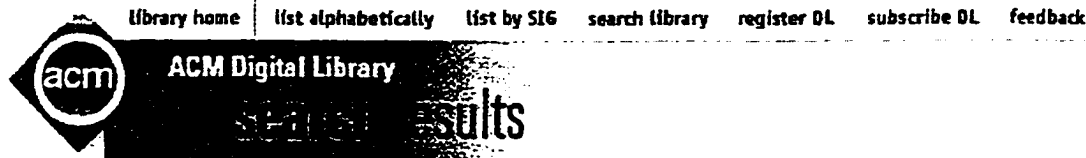
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6. Enterprise logistics and supply chain structure: The role of fit; *Gregory N Stock*; **Journal of Operations Management**, Columbia; Aug 2000; Vol. 18, Iss. 5; pg. 531
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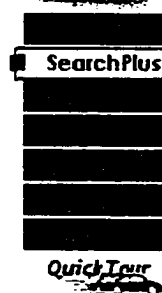
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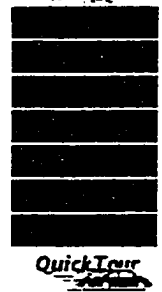
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◆ **Record 21 of 279** A private red ball express ; Augmented title: U.S. military increasingly relies on private carriers to move equipment and manpower ; Traffic World v 260 no4 [ieno5] Nov 1 1999. p. 43-4

◆ **Record 22 of 279** Freight claim exposure, part 2 ; Traffic World v 260 no4 [ieno5] Nov 1 1999. p. 24

◆ **Record 23 of 279** Supply chains: the post-Y2K frontier ; Augmented title: giants of shipping survey; cover story ; Logistics Management and Distribution Report v 38 no10 Oct 1999. p. 42-4+

◆ **Record 24 of 279** Why you should pay more attention to your logistics "make-up" ; Augmented title: cosmetics companies ; Global Cosmetic Industry v 165 no1 July 1999. p. 44-7

◆ **Record 25 of 279** Turning the wheels ; Augmented title: Hyundai Motor America decentralizing its supply chain with hub-and-spoke networks ; Traffic World v 258 no11 June 14 1999. p. 22-3

Record 26 of 279 Why your supply chain doesn't work ; **Logistics Management and Distribution Report v 38 no6 June 1999. p. 42-4**

Record 27 of 279 Planning the future ; Augmented title: distribution facility design flexibility and leasing of facilities ; **Traffic World v 257 no10 Mar 8 1999. p. 28-9**

Record 28 of 279 Follow the money ; Augmented title: BT Alex. Brown's annual transportation and aerospace investor conference, Naples, Fla. ; **Logistics Management and Distribution Report v 38 no3 Mar 1999. p. 112**

Record 29 of 279 Future competition: supply chain vs. supply chain ; **Logistics Management and Distribution Report v 38 no3 Mar 1999. p. 20-1**

Record 30 of 279 We can charts: building blocks for student-led conferences ; **The Reading Teacher v 52 no6 Mar 1999. p. 588-95**

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 51-3

Record 37 of 279 Face to face . . . with Robert Hutchinson  
 ; Augmented title: views on **logistics** and distribution; interview  
 ; Discount Merchandiser v 38 no12 Dec 1998. p. 10-11

Record 38 of 279 New demands for tomorrow's manager  
 ; Augmented title: W. Copacino, recipient of the Council of  
**Logistics** Management's 1998 Distinguished Service Award;  
 cover story ; Transportation and Distribution v 39 no12 Dec 1998.  
 p. 18-19

Record 39 of 279 Copacino wins major CLM award ; Augmented  
 title: Council of **Logistics** Management's Distinguished Service  
 Award ; **Logistics** Management and Distribution Report v 37  
 no11 Nov 1998. p. 35

Record 40 of 279 European aerospace industry confronts supply  
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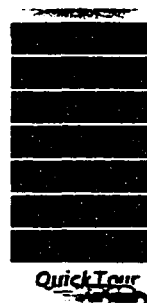
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
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 ; **Logistics Management and Distribution Report v 37 no10 Oct 1998. p. 119**

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 **Management and Distribution Report v 37 no10 Oct 1998. p. 30+**

◆ Record 43 of 279 DOT liability report supports shippers' stance  
 ; **Augmented title: recommends continuing full-value standard set by the Carmack Amendment ; Logistics Management and Distribution Report v 37 no10 Oct 1998. p. 21+**

◆ Record 44 of 279 The giants of information ; Augmented title:  
 **giants of shipping survey ; Logistics Management and Distribution Report v 37 no9 Sept 1998. p. 55-6+**

◆ Record 45 of 279 Designers realize that once is not enough  
 ; **BioCycle v 39 no9 Sept 1998. p. 78**

◆ Record 46 of 279 Integrating an internship into a market-driven psychology practice ; Professional Psychology, Research and Practice v 29 no4 Aug 1998. p. 390-3


Record 47 of 279 Time to rise above supply chain management  
 ; Augmented title: supply chain synthesis, a continuous  
 improvement process advocated ; Transportation and Distribution  
 v 39 no8 Aug 1998. p. SCF4-SCF6+

Record 48 of 279 Logistics performance measurement and  
 customer success ; Industrial Marketing Management v 27 no4  
 July 1998. p. 341-57

Record 49 of 279 Crossdocking: concepts demand choice  
 ; Material Handling Engineering v 53 no7 July 1998. p. 44-9

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◆  **Record 52 of 279** When you have a need for speed ; **Logistics Management and Distribution Report v 37 Feb 1998. p. 85**

◆  **Record 53 of 279** Who's leading the leaders? ; Augmented title: supermarkets' utilization of available IS technology; cover story ; **Supermarket Business v 53 no2 Feb 1998. p. 15-16+**

◆  **Record 54 of 279** Supply-chain management ; Augmented title: software employed by chemical firms ; **Chemical and Engineering News v 76 Jan 5 1998. p. 12-16**

◆  **Record 55 of 279** Logistics in the limelight ; Augmented title: supermarkets ; **Progressive Grocer v 77 Jan 1998. p. 17**

◆  **Record 56 of 279** The payoff! ; Augmented title: of supply chain management ; **Logistics Management v 36 Dec 1997. p. 37+**

◆  **Record 57 of 279** Satisfied customers ; Augmented title:

third-party logistics providers need to do better marketing job, study says ; Traffic World v 252 Nov 17 1997. p. 61

Record 58 of 279 Think strategically ; Augmented title: site selection for warehouses and distribution centers; panel discussion ; Distribution v 96 Oct 1997. p. 30+

Record 59 of 279 Those elusive best practices ; Distribution v 96 Sept 1997. p. 52

Record 60 of 279 It's about time ; Augmented title: supply chain management and time-based logistics offer opportunity for increased profits; cover story ; Logistics Management v 36 Aug 1997. p. 53+

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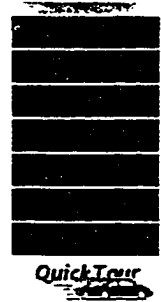
◆ Record 31 of 279 You've got mail ; Augmented title: third-party providers contract with U.S. Postal Service to provide business-to-residential Parcel Select service ; Traffic World v 257 no6 Feb 8 1999. p. 18

◆ Record 32 of 279 A tiger pounces ; Augmented title: IBM's Global Supply Chain Executive Conference, Orlando, Fla. ; Traffic World v 257 no4 Jan 25 1999. p. 42-3

◆ Record 33 of 279 Shippers: stand by for ISP98 ; Augmented title: standby letters of credit; International Standby Practices rules ; Traffic World v 257 no1 Jan 4 1999. p. 17

◆ Record 34 of 279 Cargo drilling: is it worth the cost? ; Augmented title: to detect drugs and other illegal cargo ; Logistics Management and Distribution Report v 38 no1 Jan 1999. p. 71

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- ◆ Record 62 of 279 12 best practices that are changing your job ; Augmented title: cover story ; **Distribution** v 96 no7 June 1997. p. 26-30
- ◆ Record 63 of 279 Shake-up or cock-up? ; Augmented title: another reorganization of the World Bank ; **The Economist** v 343 May 31 1997. p. 67
- ◆ Record 64 of 279 Europe 'ripe' for freight audit outsourcing ; **American Shipper** (Jacksonville, Fla: 1991) v 39 May 1997. p. 39-40
- ◆ Record 65 of 279 Martin T. Farris: a tribute ; **Transportation Journal** v 36 Spring 1997. p. 4
- ◆ Record 66 of 279 Follow-up care of children with elevated lead levels ; **American Family Physician** v 55 Mar 1997. p. 1406+
- ◆ Record 67 of 279 Talking trash ; Augmented title: views of J. Tierney; cover story ; **E: the Environmental Magazine** v 8



Record 68 of 279 [Do your part for an ethical supply chain](#)  
; Transportation and Distribution v 38 Mar 1997. p. 108



Record 69 of 279 [Helping the balance sheet](#) ; Traffic World v 249  
Feb 17 1997. p. 30



Record 70 of 279 [Quick response](#) ; Traffic World v 249 Jan 27  
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◆ **Record 72 of 279** Contract logistics trends: selective service providers ; Transportation and Distribution v 38 Jan 1997. p. 60-2+

◆ **Record 73 of 279** Weapons bazaar ; Augmented title: Pentagon's military surplus can end up in the wrong hands; cover story ; US News and World Report v 121 Dec 9 1996. p. 26-32+

◆ **Record 74 of 279** Whose contract terms and conditions prevail? ; Logistics Management v 35 Dec 1996. p. 43

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; Augmented title: cross-docking requires software packages,  
automatic-identification devices, and materials-handling  
equipment ; **Logistics Management** v 35 Sept 1996. p. 47-8+

└ **Record 78 of 279** Global contracts: how to get them ; Augmented  
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38 July 1996. p. 30+

└ **Record 79 of 279** JIT II: a purchasing concept for reducing lead  
times in time-based competition ; **Business Horizons** v 39  
July/Aug 1996. p. 54-8

└ **Record 80 of 279** Herb Johnson ; Augmented title: interview with  
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; **American Shipper** (Jacksonville, Fla: 1991) v 38 Apr 1996. p.  
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- ◆ **Record 83 of 279** EFR puts foodservice supply chain on a diet ; Augmented title: Efficient Food Service Response for restaurants ; Traffic World v 245 Jan 22 1996. p. 43
- ◆ **Record 84 of 279** How logistics drives customer service ; Traffic Management v 35 Jan 1996. p. 45-7+
- ◆ **Record 85 of 279** Emory University stresses connection between finance and logistics ; Augmented title: seminar examined economic value added ; Traffic World v 244 Nov 13 1995. p. 74
- ◆ **Record 86 of 279** Customer service and logistics supply chain: you can't have one without the other ; Traffic World v 244 Nov 13 1995. p. 42+

Record 87 of 279 Study says programs fall short ; Traffic World v  
 243 Sept 11 1995. p. 45

Record 88 of 279 Logistics management: how 20 best-practice  
 companies do it ; Harvard Business Review v 73 Sept/Oct 1995.  
 p. 11-12

Record 89 of 279 Full inclusion of students with learning  
 disabilities and its implications for teacher education ; The  
 Journal of Special Education v 29 Summer 1995. p. 234-44

Record 90 of 279 Western Publishing tops new logistics trend-  
 'category management' of competitors' goods ; Traffic World v  
 242 Apr 24 1995. p. 35-6

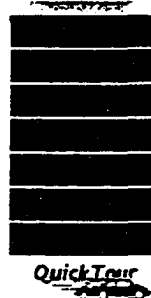
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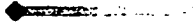
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- ◆ Record 93 of 279 Advance with reverse logistics ; Transportation and Distribution v 36 Feb 1995. p. 73-4+
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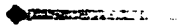
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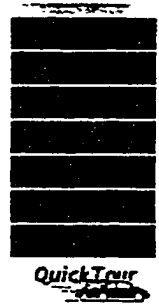
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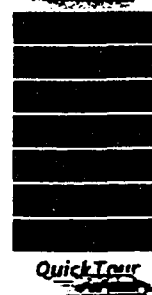
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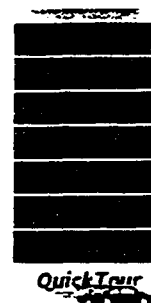
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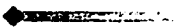
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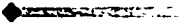
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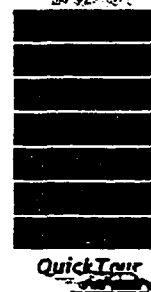
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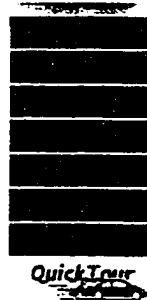
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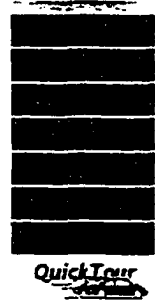
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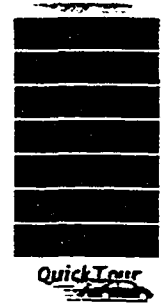
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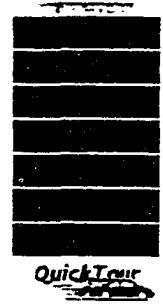
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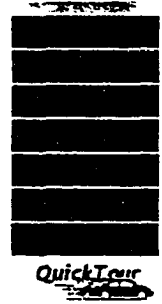
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Copyright Information

- ◆ Record 231 of 279 Customer service and logistics supply chain: you can't have one without the other ; Traffic World v 244 Nov 13 1995. p. 42+
- ◆ Record 232 of 279 Study says programs fall short ; Traffic World v 243 Sept 11 1995. p. 45
- ◆ Record 233 of 279 Logistics management: how 20 best-practice companies do it ; Harvard Business Review v 73 Sept/Oct 1995. p. 11-12
- ◆ Record 234 of 279 Western Publishing tops new logistics trend-'category management' of competitors' goods ; Traffic World v 242 Apr 24 1995. p. 35-6
- ◆ Record 235 of 279 Enhance supply chain effectiveness ; Augmented title: Michigan State Univ. program ; Transportation and Distribution v 36 Apr 1995. p. 82
- ◆ Record 236 of 279 Captain Hook steals the show ; Augmented title: distributing Buena Vista's films via Airborne's Proactive Monitoring System ; Distribution v 94 Feb 1995. p. 19

└ **Record 237 of 279** Advance with reverse logistics  
; Transportation and Distribution v 36 Feb 1995. p. 73-4+

└ **Record 238 of 279** Logistics managers offer practical roadmap to successful benchmarking, warn of pitfalls; Traffic World v 240 Oct 31 1994. p. 49-50

└ **Record 239 of 279** Contract logistics: it's all about costs  
; Purchasing v 117 Oct 20 1994. p. 56A3-56A6+

└ **Record 240 of 279** Conference of the future; Augmented title:  
forecast by shipping officials C. Rankin and C. Sayre; American Shipper (Jacksonville, Fla: 1991) v 36 Sept 1994. p. 6+

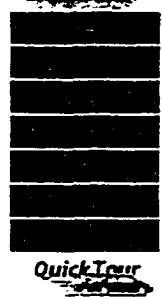
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Copyright Information

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- ◆ Record 242 of 279 [Pallet providers dealing from new decks](#) ; Augmented title: market for pallet rental and services is expanding ; Transportation and Distribution v 35 Aug 1994. p. 65-6+
- ◆ Record 243 of 279 [Relationships between service level measures for inventory systems](#) ; Journal of the Operational Research Society v 45 July 1994. p. 838-44
- ◆ Record 244 of 279 [Flex your labor muscle](#) ; Transportation and Distribution v 35 July 1994. p. 43-4+
- ◆ Record 245 of 279 [Seal your victory through logistics communication](#) ; Transportation and Distribution v 35 May 1994. p. 88+
- ◆ Record 246 of 279 [All change in Europe](#) ; Augmented title: shift from country-focused warehousing towards centralization ; Management Today Apr 1994. p. 83-4

Record 247 of 279 Many companies still don't get it ; Augmented title: KPMG Peat Marwick's survey of **logistics** strategy ; American Shipper (Jacksonville, Fla: 1991) v 36 Mar 1994. p. 51-2

Record 248 of 279 When the world got smaller ; Augmented title: editorial ; Journal of Direct Marketing v 8 Winter 1994. p. 5-6

Record 249 of 279 Distributing inventory: more speed, less cost ; Augmented title: high performance retailers ; Chain Store Age Executive with Shopping Center Age v 70 Jan 1994. p. 18MH-20MH

Record 250 of 279 Only 10% of companies satisfy customers ; Augmented title: study of **logistics** management **practice** on international scale ; Transportation and Distribution v 34 Dec 1993. p. 41-2+

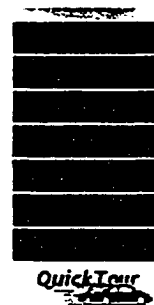
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- ◆ **Record 253 of 279** How green are your diskettes? ; Accountancy v 112 Aug 1993. p. 49
- ◆ **Record 254 of 279** Who's who in third party logistics ; Augmented title: cover story ; Traffic Management v 32 July 1993. p. 34-6+
- ◆ **Record 255 of 279** Improvements in business logistics practice push costs down as percentage of GDP ; Augmented title: R. V. Delaney's annual State of logistics report ; Traffic World v 234 June 21 1993 . p. 43-4
- ◆ **Record 256 of 279** Turn up the heat on ethics ; Augmented title: carrier contracts with logistics providers; editorial



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Record 258 of 279 Full inclusion of students with learning disabilities and its implications for teacher education; The Journal of Special Education v 29 Summer 1995. p. 234-44

Record 259 of 279 Family and community oral history; Reading Improvement v 31 Winter 1994. p. 221-3

Record 260 of 279 Low-income mothers' views on breastfeeding; Social Science and Medicine v 50 no10 May 2000. p. 1457-73

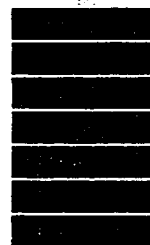
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◆ Record 262 of 279 Integrating an internship into a market-driven psychology practice ; Professional Psychology, Research and Practice v 29 no4 Aug 1998. p. 390-3

◆ Record 263 of 279 Shake-up or cock-up? ; Augmented title: another reorganization of the World Bank ; The Economist v 343 May 31 1997. p. 67

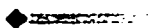
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◆ Record 265 of 279 Dr Strangelove calling ; Augmented title: Pentagon's Computer-aided Acquisition and Logistics Support (CALS) promotes technical standards for office automation ; The Economist v 319 May 4 1991. p. 65-6

└ [Record 266 of 279 Organization, practice, and procedure](#)  
; Journal of Transportation Law, **Logistics** and Policy v 66 no3  
Spring 1999. p. 376-7




└ [Record 267 of 279 Organization, practice, and procedure](#)  
; Journal of Transportation Law, **Logistics** and Policy v 66 no1  
Fall 1998. p. 107-10



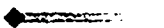
└ [Record 268 of 279 Organization, practice, and procedure](#)  
; Journal of Transportation Law, **Logistics** and Policy v 65 no2  
Winter 1998. p. 210-13



└ [Record 269 of 279 Outsourcing and you](#); Modern Materials  
 Handling v 55 no10 Sept 2000 p. 17



└ [Record 270 of 279 Information systems in logistics and transportation \(book review\)](#); Transportation Research Part A,  
**Policy and Practice** v 33A no6 Aug 1999 p. 478-80



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**Record 1 of 148 found.****Title**

Certification Maintenance Program Keeps Professional Skills Up-to-Date

**Periodical**

APICS-The Performance Advantage

**Date**

January 1998

**Page**

20

**Keywords**

APICS

certification maintenance program

**Abstract**

This article looks at the APICS Certification Maintenance Program, which is designed to allow a variety of lifelong learning experiences to qualify for continuing professional development.

---

**Record 2 of 148 found.****Title**

Certification Maintenance Journal Provides Organization of Professional Development Points

**Periodical**

APICS-The Performance Advantage

**Date**

February 1998

**Page**

22

**Keywords**

Certification Maintenance Journal

**Abstract**

This article discusses the promotion of development for CPIM (Certified in Production and Inventory Management) and CFPIM (Certified Fellow in Production and Inventory Management) professionals through participation in education, training, and

---

**Record 3 of 148 found.**

**Author**

Spoor, Leslie

**Title**

Giving in Receiving with APICS

**Periodical**

APICS-The Performance Advantage

**Date**

March 1998

**Page**

40

**Keywords**

APICS

Litton Industries

Certified in Production and Inventory Management

Certified in Integrated Resource Management

CPIM

CIRM

**Abstract**

Discusses how professional societies such as APICS can help further your career.

---

**Record 4 of 148 found.**

**Author**

Andel, Tom

**Title**

Strategize For The Enterprise

**Periodical**

Transportation and Distribution

**Date**

June 1996

**Page**

105-112

**Keywords**

warehousing  
information technology  
warehouse management system  
WMS

**Abstract**

Many warehousing professional adopt information technology for one simple reason: they have to. That's not a strategy, it's reactive management—and it's doomed to fail. Your warehouse deserves an information strategy. That means knowing which data to gather, how to report them, when to report them, and whom to them to. Those are some of the most difficult decisions in any information strategy, but they're key to your projects success. This article discusses investing in real time enterprise information systems fed by a warehouse management system(WMS) that will provide for a flexible information strategy.

---

**Record 5 of 148 found.**

**Author**

Thomas E. Hendrick, Craig R. Carter, and Sue P. Siefert

**Title**

Purchasing's Involvement in Time-Based Strategies

**Periodical**

International Journal of Purchasing and Materials Management

**Date**

Summer 1996

**Page**

2-10

**Keywords**

purchasing  
time based strategies  
benchmarking

**Abstract**

The authors of this article find several gaps between purchasing's current use and involvement in time-based strategies and what purchasing professional think their use and involvement should be. These gaps may be due to the fact that purchasing personnel have just begun to use these techniques in a process of continual improvement. Purchasing plays a critical role in time-based strategies, since efficiencies gained here will ripple through the remainder of the processes involved in total cycle time. The authors provide benchmarks that organizations can use to gauge their current use of time-based techniques and strategies.

---

**Record 6 of 148 found.**

**Author**

Gertz, Dwight L

**Title**

The Growth Imperative and the Logistics Professional

**Periodical**

1996 CLM Conference Proceedings

219

**Date**

1996

**Page**

43

**Keywords**

downsizing

profit

myths about growth

**Abstract**

We offer reviews somewhat spotty experience of downsizing U.S. industry and reports fewer than half of downsizing companies increased operating profit. He then proceeds to present and review seven commonly held "myths" about growth.

---

**Record 7 of 148 found.****Author**

Trunick, Perry A.

**Title**How Do You Build Value?**Periodical**

Transportation and Distribution

**Date**

December 1995

**Page**

29-32

**Keywords**

Nabisco

Council of Logistics Management

CLM

ethical behavior

**Abstract**

Joe Andraski, Vice President of strategic planning for the Sales and Integrated Logistics Company of Nabisco, Inc., this year's recipient of the Council of Logistics Management's Distinguished Service Award, tells how to add value to one's career and the logistics profession by such methods as:

-Staying up to date and developing sources of current information by participating and volunteering in various projects and industry initiatives.

-Becoming involved with universities and industry professional associations.

-Becoming a mentor using the counseling and coaching process.

Valuing your company, your family, yourself, and the importance of ethical behavior.

---

**Record 8 of 148 found.****Author**

Fawcett, Stanley E.; Vellenga, David B.; and Lawrence J. Truitt

**Title**

An Evaluation of Logistics and Transportation Professional Organizations, Programs, and Publications

**Periodical**

Journal of Business Logistics

**Date**

Vol. 16, No. 1, 1995

**Page**

299-313

**Keywords**

logistics management  
resources  
educational programs  
journals

**Abstract**

The field of logistics management has grown in importance in recent years. Part of this recognition results from the strength of logistics resources. This article evaluates logistics professional organizations, educational programs, and journals, and their impact on the logistics profession.

---

**Record 9 of 148 found.****Author**

Courtis, John K.

**Title**

JIT's Impact on a Firm's Financial Statements

**Periodical**

International Journal of Purchasing and Materials Management

**Date**

Winter 1995

**Page**

45-50

**Keywords**

JIT  
just in time  
inventory



cost  
productivity  
revenue growth

### **Abstract**

The financial statement implications of JIT adoption are far more than a decrease in inventory. With regard to income determination, there will likely be an initial downward impact on net income if a holding gain effect occurs. Once this effect has run its course, the consequences of improved productivity, cost reduction, and production and revenue growth will increase net income. With respect to asset balances, there will be positive impacts on cash, accounts receivable, and plant assets. With respect to liability and equity accounts, increases can be predicted in accounts payable, long-term debt or equities retained earnings. This creates several implications for professional purchasing officers.

---

**Record 10 of 148 found.**

### **Author**

O'keefe, Peter

### **Title**

How to Add Value

### **Periodical**

The Journal of the Institute of Logistics and Distribution Management

### **Date**

September 1993

### **Page**

2-4

### **Keywords**

value adding  
Institute of Logistics  
supply chain  
information technology  
customer service  
standards  
environment

### **Abstract**

The tasks facing logisticians today are very different from those which were faced only a generation ago. The development and progress of the Institute of Logistics has mirrored those changes and has, in many cases, actually heralded, promoted and encouraged the changes. One of the more visible changes influenced by the group has been the adoption of the concept of the supply chain. This article examines several changes in the logistics field that are important including: information technology, the single market, customer service, professional standards, and the environment. The key changes that will add value in the future and ways to manage change are also discussed.

---

**Record 11 of 148 found.**

### **Author**

Richmond, Bruce

**Title**

Radio Frequency Data Communication for Warehousing and Distribution

**Periodical**

Warehousing Education and Research Council

**Date**

July 1993

**Keywords**

distribution  
warehousing  
radio frequency data communications  
RFDC  
technology

**Abstract**

Intended to help distribution professional understand the range of technical options available for radio frequency applications as well as helping managers to decide if this technology will benefit their companies. Also, outlines practical approaches to implementing radio frequency data communications (RFDC) systems.

---

**Record 12 of 148 found.****Author**

Trunick, Perry A.

**Title**

Don't Overlook an Important Resource

**Periodical**

Transportation and Distribution

**Date**

September 1993

**Page**

68-72

**Keywords**

deregulation  
transportation brokerage  
shippers  
costs  
efficiency  
Transportation Brokers Conference of America  
TBCA

**Abstract**

The demise of deregulation, with the accompanying government attitudes toward relaxing enforcement, fostered an attitude that all restrictions on transportation brokerage had been lifted. As a result, some bad brokerage practices have presented problems for the shipping community. The good news is that the Transportation Brokers Conference of America (TBCA) was formed to

provide some direction and help to establish professional ethics and standards for the industry. Choosing intermediaries wisely and managing the relationships carefully will help shippers yield significant benefits. It is important not to overlook brokers and forwarders as tools to improve cost and efficiency.

---

**Record 13 of 148 found.****Author**

Richardson, Helen L.

**Title**

Logistics: a Career with a Future

**Periodical**

Transportation and Distribution

**Date**

October 1994

**Page**

41-47

**Keywords**

logistics management  
cost containment  
competitive advantage

**Abstract**

This upbeat article discusses the current situation faced by the logistics management profession. The offered sites sources showing that over 800,000 firms have yet to discover the field as a source of cost containment and competitive advantage. A framework for the professional development of both new entrants into the field, and those in mid career, is provided.

---

**Record 14 of 148 found.****Author**

Larson, Paul D.

**Title**

An Empirical Study of Inter-Organizational Functional Integration and Total Costs

**Periodical**

Journal of Business Logistics

**Date**

Volume 15, No. 1, 1994

**Page**

153-169

**Keywords**

integrated logistics management  
ILM  
functional integration  
survey

**Abstract**

Reports selected results from a survey of over 500 professional purchasing agents. Using structural equation modeling, a statistically significant relationship between inter-organizational function integration and lower total costs is reported.

---

**Record 15 of 148 found.**

**Author**

Pooley, John and Steven C. Dunn

**Title**

A Longitudinal Study of Purchasing Positions: 1960-1989

**Periodical**

Journal of Business Logistics

**Date**

Volume 15, No. 1, 1994

**Page**

193-214

**Keywords**

purchasing  
change

**Abstract**

Reviews the evolution of professional purchasing positions from 1960 to 1989 using an archival content analysis of job advertisements.

---

**Record 16 of 148 found.**

**Author**

Andel, Tom

**Title**

Screen Talent in and Trouble Out

**Periodical**

Transportation and Distribution

**Date**

April 1994

**Page**

36-38

**Keywords**

hiring

laws

EEOC

**Abstract**

New fair hiring laws as challenges to finding good job candidates. But following the rules will do more than keep you out of court. It will give you access to talented workers. You may not even know you are not in complete compliance with the rules because your honest intentions caused a disparate impact on a group of people. Don't wait until a lawsuit is filed against your company. Protect yourself by working with legal counsel, expert professional verification of job requirements, and the EEOC.

**Feature**

Hiring do's and don'ts list and resource list for more information is provided.

---

**Record 17 of 148 found.****Author**

Fawcett, Stanley E.; Vallenga, David B. and Lawrence J. Truitt

**Title**

An Evaluation of Logistics and Transportation Professional Organizations, Programs, and Publications

**Periodical**

Journal of Business Logistics

**Date**

Volume 16, No. 1, 1995

**Page**

299-314

**Keywords**

distribution

transportation management

value chain management

logistics management

**Abstract**

Discusses the importance of logistics and transportation pass disciplines that are very important to business and education.

**Feature**

TABLE: Criteria Used to Evaluate Professional Logistics and Transportation Organizations

TABLE: Breaking of Professional Logistics and Transportation Organizations

GRAPH: Use regarding Membership in Professional Organizations

TABLE: Criteria Used to Evaluate Logistics and Transportation Programs

TABLE: Ranking of Logistics and Transportation Programs

TABLE: Criteria Used to Evaluate Academic Logistics and Transportation Journals

TABLE: Rating of Academic Logistics and Transportation Journals

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**Record 18 of 148 found.**

**Title**

Professional Survival Skills: the Formula for Success

**Periodical**

APICS The Performance Advantage

**Date**

June, 1998

**Page**

22

**Keywords**

management  
people skills  
career success  
teams  
communication  
diversity

**Abstract**

Discusses many skills related management including teamwork, people skills, learning requirement plans, etc. that will be discussed at APICS '98.

---

**Record 19 of 148 found.**

**Title**

Hazmat Professional Response Relieves Irrational Public Fears

**Periodical**

Modern Bulk Transporter

**Date**

June 1998

**Page**

54

**Keywords**

hazmat  
hazardous materials  
safety  
fear  
National Tank Truck Carriers

**Abstract**

Points out that emergency response teams are not only read sponsored for public safety but are also responsible for relieving irrational fears and unwarranted negative publicity regarding hazardous materials.

---

**Record 20 of 148 found.**

**Author**

Clark, Terry

**Title**

Book Reviews

**Periodical**

Journal of Marketing

**Date**

January 1998

**Page**

114-123


**Keywords**

books  
reviews  
marketing

**Abstract**

Presents an essay that deals with reading books that can have an impact on your professional life.

---

Retrieval software: DB/Text *WebPublisher*, provided by 

Jump



Previous 20 Records

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---

**Record 21 of 148 found.****Title**Don Bowman Reaches out to the Media**Periodical**

Transport Topics

**Date**

August 10, 1998

**Page**

36

**Keywords**

National Truck Driver Appreciation Week

trucking industry

drivers

American Trucking Associations

DM Bowman Inc.

**Abstract**Discusses an article issued to the media by DM Bowman Inc. that aims to improve the image of professional truck drivers.

---

**Record 22 of 148 found.****Author**

Jenkins, Tim

**Title**Truckers Are Doers: They Merit Respect**Periodical**

Transport Topics

**Date**

August 10, 1998

**Page**

36

**Keywords**



**Abstract**

Takes a positive look at modern professional truck drivers.

---

**Record 23 of 148 found.**

**Author**

Bearth, Daniel P.

**Title**

Continental American in Chapter 7 Bankruptcy

**Periodical**

Transport Topics

**Date**

July 6, 1998

**Page**

5

**Keywords**

bankruptcy  
Continental American Transportation  
Professional Transportation Group

**Abstract**

Discusses Continental American Transportation's involvement in involuntary bankruptcy proceedings and investigations of recent transactions between that company and Professional Transportation Group.

---

**Record 24 of 148 found.**

**Title**

St. Onge, Ruff and Associates

**Periodical**

Grocery Distribution

**Date**

July-August 1998

**Page**

10

**Keywords**

executive positions

**Abstract**

Comments on St. Onge, Ruff and Associates' appointment of Wayne Davis as manager of refrigeration engineering. Also announces Nathan C. Tollinger's receiving of his professional engineering license in structural engineering.

---

**Record 25 of 148 found.**

**Title**

Truck Driver Institute Certifies Four Training Schools

**Periodical**

Modern Bulk Transporter

**Date**

August 1998

**Page**

14

**Keywords**

training  
trucking industry  
drivers  
schools

**Professional** Truck Driver Institute of America

PTDIA

American Institute of Technology

National Tractor Trailers School

M. S. Carriers Inc.

**Abstract**

Comments on the certification of four inaugural truck driver training schools under the certification standards of the Professional Truck Driver Institute of America (PTDIA).

---

**Record 26 of 148 found.**

**Title**

Truckers, Suppliers Unite for "18 Wheels of Hope"

**Periodical**

Transport Topics

**Date**

August 24, 1998

**Keywords**

trucking industry  
food drives  
charity  
Feed the Children  
Association of Professional Truck Drivers of America  
APTDA

**Abstract**

Takes a look at the "18 Wheels of Hope" charity food drive. This food drive will consist of a convoy that will deliver 500 truckloads of food to Nashville, TN for the Feed the Children charity. This will be the largest the food drive in U.S. history.

---

**Record 27 of 148 found.**

**Author**

Saccomano, Ann

**Title**

Pacer Buys Two

**Periodical**

Traffic World

**Date**

August 24, 1998

**Page**

52

**Keywords**

acquisitions  
manufacturing  
retail  
Pacer International Inc.  
Professional Logistics Management Company Inc.  
3PL Corp.

**Abstract**

Discusses Pacer International Inc.'s acquisition of logistics companies Professional Logistics Management Co. Inc. and 3PL Corp. Pacer is a multi-modal transportation and logistics company based in California.

---

**Record 28 of 148 found.**

**Title**

Professional Profile: Delphi Automotive Systems

**Periodical**

Purchasing

**Date**

August 13, 1998

**Page**

47

**Keywords**

professional profile

executive positions

John W. Bullock

**Abstract**

Presents a profile of John W. Bullock, senior buyer and coordinator for the Divisional Equal Partner Program of Delphi Automotive Systems.

---

**Record 29 of 148 found.****Title**Joint Development Yields Better Box**Periodical**

Purchasing

**Date**

August 13, 1998

**Page**

6458

**Keywords**

professional profile

executive positions

Integrated Packaging

**Abstract**

Takes a look at Integrated Packaging president Joseph Wilson.

---

**Record 30 of 148 found.****Title**Supplier Manages Projects and Second Tier**Periodical**

Purchasing

**Date**

August 13, 1998

233

**Page**

64S10

**Keywords**

professional profile

suppliers

executive positions

Taylor Brothers Construction Co.

**Abstract**

Takes a look at the career of Taylor Brothers Construction Co. Inc. CEO. Thomas Harmon.

---

**Record 31 of 148 found.****Title**

TMI Ads to Help Driving Schools Recruit Students

**Periodical**

Transport Topics

**Date**

September 7, 1998

**Page**

16

**Keywords**

training

education

schools

driving

trucking industry

Professional Truck Driver Institute of America

PTDIA

MultiMedia Recruiting

Truckload Management Inc.

TMI

**Abstract**

Truckload Management Inc. has agreed to operate services to advertise for schools who have Professional Truck Driver Institute of America (PTDIA) certification.

---

**Record 32 of 148 found.****Title**

Professional Transportation Group

**Periodical**

Transport Topics

**Date**

September 7, 1998

**Page**

55

**Keywords**

earnings

income

revenue

Professional Transportation Group

**Abstract**

Discusses the earnings information from 1997 and 1998 for Professional Transportation Group.

---

**Record 33 of 148 found.**

**Title**

Leaman CEO Wins Logistics Award

**Periodical**

Transport Topics

**Date**

September 7, 1998

**Page**

58

**Keywords**

awards

logistics awards

transportation

supply chain management

Chemical Leaman Tank Lines

Leaman Logistics

The Center for Logistics Research

Pennsylvania State University

Robert D. Pashek Award

**Abstract**

Comments on the presentation of the 1998 Robert D. Pashek Awards to J. Stephen Hamilton. Hamilton is the president and CEO of Leaman Logistics. The award is given to the logistics professional who made significant contributions in the practice and development of logistics and transportation.

---

**Title**

PTDIA Certifies Four Schools

**Periodical**

Transport Topics

**Date**

September 7, 1998

**Page**

81

**Keywords**

training

drivers

schools

certification

Professional Truck Driver Institute of America

American Institute of Technology

M. S. Carriers

National Tractor Trailers Schools

**Abstract**

Comments on the certification of four driver training schools by the Professional Truck Driver Institute of America.

---

Record 35 of 148 found.

**Author**

Fitzgerald, Kevin, R.

**Title**

Why AMR Wins This Year's Medal of Excellence

**Periodical**

Purchasing

**Date**

September 15, 1998

**Page**

17

**Keywords**

awards

purchasing

manufacturing

supply chain

supply chain management

AMR Corp.

**Abstract**

Discusses how AMR Corp. won the Purchasing Magazine Medal of Professional Excellence through the use of superior supply chain management. Describes how supply chain management is important in purchasing as well as manufacturing.

---

**Record 36 of 148 found.**

**Title**

Professional Profile: GE Medical Systems

**Periodical**

Purchasing

**Date**

September 15, 1998

**Page**

32

**Keywords**

professional profile  
GE Medical Systems  
Eddie C. Maxie  
product development  
purchasing

**Abstract**

Takes a look at Eddie C. Maxie, general manager, global sourcing at GE Medical Systems in Milwaukee. Looks at his professional background and duties as well as the role of purchasing at GE.

---

**Record 37 of 148 found.**

**Author**

Avery, Susan

**Title**

AMR Lands the Medal

**Periodical**

Purchasing

**Date**

September 15, 1998

**Page**

36-44



**Keywords**

awards  
 medals  
 purchasing  
 supply chain management  
 supplier involvement  
 consortium buying  
 Medal of **Professional Excellence**  
 Purchasing Magazine  
 AMR Corp.  
 American Airlines

**Abstract**

AMR Corp. has been presented with the Purchasing Magazine Medal of **Professional Excellence**. This article takes a look at the purchasing practices at AMR and describes why the company was chosen to receive the medal.

**Feature**

GRAPH: What AMR Buys  
 CHART: Outside Purchases  
 GRAPH: Prices from Suppliers No Longer Track with the PPI  
 GRAPH: AMR Has Reduced Its Supply Base Dramatically since 1995

---

**Record 38 of 148 found.****Title**

PTDIA Certifies Schools under Revised Standards

**Periodical**

Transport Topics

**Date**

November 2, 1998

**Page**

3

**Keywords**

trucking industry  
 drivers  
 education  
 schools  
 certification  
**Professional Truck Driver Institute of America**  
 PTDIA  
 Certification Commission

**Abstract**

Announces the certification of 12 truck driver training schools by the **Professional Truck Driver Institute of America's Certification Commission**.

---

**Record 39 of 148 found.**

**Title**

The 1998 Motor Carrier Professional Services Directory

**Periodical**

Transport Topics

**Date**

November 2, 1998

**Page**

30

**Keywords**

literature

motor carriers

Motor Carrier Professional Services Directory

American Trucking Associations

ATA

ATA Information Center

**Abstract**

Describes a directory of motor carriers from the ATA Information Center. The 1998 Motor Carrier Professional Services Directory lists 400 companies in over 100 categories.

---

**Record 40 of 148 found.****Title**

DNA Elects Officers and Gives Awards

**Periodical**

Transport Topics

**Date**

October 12, 1998

**Page**

21

**Keywords**

awards

executive positions

elections

officers

Delta Nu Alpha Transportation Fraternity

DNA

T.V. Volk Memorial Award

**Abstract**

Discusses the appointment of several officers at Delta Nu Alpha Transportation Fraternity. Also comments on the presentation of the T.V. Volk Memorial Award for the 1998 Transportation Professional of the Year.

---



Report



Previous 20 Records

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**Record 41 of 148 found.****Title**Massachusetts**Periodical**

Transport Topics

**Date**

November 9, 1998

**Page**

65

**Keywords**

charities

St. Jude's Children's Research Hospital

Northeast Professional Truck Driver's Charity Challenge

**Abstract**Looks at the Northeast Professional Truck Driver's Charity Challenge in which \$20,629 was raised for the St. Jude's Children's Research Hospital.

---

**Record 42 of 148 found.****Title**Audit Tire Management System Offered by IMI**Periodical**

Modern Bulk Transporter

**Date**

October 1998

**Page**

101

**Keywords**

equipment

tires

costs

International Marketing Inc.

IMI

**Abstract**

Presents information about the Audit Professional Tire Management System from International Marketing Inc. (IMI). This system was designed to reduce tire costs and to organize tire information.

---

**Record 43 of 148 found.**

**Title**

ATA Offers Motor Carrier Services Directory

**Periodical**

Logistics Management and Distribution Report

**Date**

October 1998

**Page**

113

**Keywords**

literature  
directories  
motor carriers  
American Trucking Associations  
ATA

**Abstract**

Announces the availability of the "1998 Motor Carriers Professional Services Directory" from the American Trucking Associations' (ATA) Information Center.

---

**Record 44 of 148 found.**

**Title**

Help from OSHA

**Periodical**

Industry Week

**Date**

November 1998

**Page**

11

**Keywords**

safety  
health  
OSHA

**Abstract**

Discusses how small companies without professional safety and health consultants can get help from OSHA in identifying job hazards.

---

**Record 45 of 148 found.**

**Title**

Professional Transportation Group

**Periodical**

Transport Topics

**Date**

November 23, 1998

**Page**

13

**Keywords**

earnings

revenue

income

**Professional Transportation Group**

**Abstract**

Discusses some of the 1998 earnings figures for Professional Transportation Group.

---

**Record 46 of 148 found.**

**Title**

PTG Resignation

**Periodical**

Transport Topics

**Date**

November 23, 1998

**Page**

14

**Keywords**

executive positions

resignations

**Professional Transportation Group**

**Abstract**

Announces the resignation of Peter C. Roth from the position of CFO at Professional Transportation Group.

---

**Record 47 of 148 found.****Title**

APICS Web Site Offers Online Tools for Professional Growth

**Periodical**

APICS The Performance Advantage

**Date**

December 1998

**Page**

18

**Keywords**

Internet  
Web sites  
APICS  
growth

**Abstract**

Provides a list of features that can be found on the APICS Web site. These features are designed to be resources for professional growth.

---

**Record 48 of 148 found.****Title**

Employer of the Year

**Periodical**

Transport Topics

**Date**

December 7, 1998

**Page**

33

**Keywords**

awards  
Employer of the Year  
Business and Professional Women's Organization  
K&J Trucking

**Abstract**

Announces the naming of K&J Trucking as the Employer of the Year by the Business and Professional Women's Organization of Sioux Falls.

---

**Record 49 of 148 found.**

**Title**

Trackpad to Be Distributed

**Periodical**

Parcel Shipping and Distribution

**Date**

December 1998

**Page**

32

**Keywords**

agreements

equipment

tracking

parcel services

Trackpad

A2B Tracking Solutions

UPS Professional Services

**Abstract**

Discusses an agreement between A2B Tracking Solutions and UPS Professional Services for the use of Trackpad, a product that expedites delivery of parcels after mail center receipt.

---

**Record 50 of 148 found.**

**Author**

Schulz, John D.

**Title**

Feds Seed Driver Recruitment Program

**Periodical**

Modern Bulk Transporter

**Date**

November, 1998

**Page**

42



**Abstract**

Announces the naming of K&J Trucking as the Employer of the Year by the Business and Professional Women's Organization of Sioux Falls.

---

**Record 49 of 148 found.**

**Title**

Trackpad to Be Distributed

**Periodical**

Parcel Shipping and Distribution

**Date**

December 1998

**Page**

32

**Keywords**

agreements  
equipment  
tracking  
parcel services  
Trackpad  
A2B Tracking Solutions  
UPS Professional Services

**Abstract**

Discusses an agreement between A2B Tracking Solutions and UPS Professional Services for the use of Trackpad, a product that expedites delivery of parcels after mail center receipt.

---

**Record 50 of 148 found.**

**Author**

Schulz, John D.

**Title**

Feds Seed Driver Recruitment Program

**Periodical**

Modern Bulk Transporter

**Date**

November, 1998

**Page**

42

**Periodical**

Transport Topics

**Date**

December 28, 1998

**Page**

21

**Keywords**

publishing

employment

magazines

trucking industry

Careers in Trucking

**Professional** Truck Driving Institute

PTDI

Main Street Communications

**Abstract**

Discusses the hiring of Main Street Communications to publish a new magazine called Careers in Trucking from the Professional Truck Driving Institute (PTDI).

---

**Record 53 of 148 found.****Title**Professional Profile**Periodical**

Purchasing

**Date**

December 10, 1998

**Page**

35

**Keywords****professional** profile

purchasing

purchasing management

Frank R. Callaghan

AlliedSignal

**Abstract**

Presents a **professional** profile of Frank R. Callaghan, purchasing manager, benefits, for AlliedSignal Inc.

---

**Record 54 of 148 found.**

**Title**

Get Certified to Buy Energy

**Periodical**

Purchasing

**Date**

December 10, 1998

**Page**

37

**Keywords**

energy

purchasing

certification

training

Certified Energy Procurement **Professional Exam**

CEP

Association of Energy Engineers

**Abstract**

Announces a three-day training program from the Association of Energy Engineers regarding certification for the procurement of energy in a course called the Certified Energy Procurement **Professional Exam (CEP).**

---

**Record 55 of 148 found.****Title**

PTG Complete Financing Deals

**Periodical**

Transport Topics

**Date**

January 18, 1999

**Page**

7

**Keywords**

financing

stocks

bonds

**Professional Transportation Group**

PTG

**Abstract**

Announces that **Professional Transportation Group** has raised \$500,000 from the private sale of 9% convertible bonds and warrants for the purchase of up to 1.1 million shares of its stock.

---

**Record 56 of 148 found.****Title**

APICS '98: An Unmatched Professional Development Experience

**Periodical**

APICS The Performance Advantage

**Date**

January 1999

**Page**

16

**Keywords**

conferences

APICS

APICS International Conference and Exposition

success

education

best practice

Saturn Car Corp.

Gibson Guitar Corp.

**Abstract**

Discusses some of the topics and displays that were on hand at the 1998 APICS International Conference and Exposition.

---

**Record 57 of 148 found.****Title**

Welch Leads New Board of Directors into Office

**Periodical**

APICS The Performance Advantage

**Date**

January 1999

**Page**

19

**Keywords**

board members

APICS Board Of Directors

Golden Gate Chapter

APICS

**Abstract**

Discusses the professional career of Richard P. Welch, the president of the newly elected APICS Board of Directors.

---

**Record 58 of 148 found.****Title**

Dixie Truckers Opens Clinics for Drivers

**Periodical**

Transport Topics

**Date**

January 4, 1999

**Page**

21

**Keywords**

trucking industry

truck stops

medical services

drug testing

alcohol testing

counseling

Dixie Truckers Home

Mobile Lab Services

**Abstract**

Discusses a new medical services package that independent truck stop Dixie Truckers Home will begin to provide for professional truck drivers.

---

**Record 59 of 148 found.****Title**

EazyImage Professional

**Periodical**

Modern Bulk Transporter

**Date**

January 1999

**Page**

59

**Keywords**

automotive industry

Internet

EazyImage Professional

BRINK Kiosk Corp.

**Abstract**

Briefly reviews EazyImage Professional, a product that allows automotive aftermarket users to publish digital images on the Internet.

---

**Record 60 of 148 found.**

**Title**

Global Manufacturers' Resource Guide

**Periodical**

Industry Week

**Date**

January 18, 1999

**Page**

21-98


**Keywords**

manufacturers  
global manufacturing  
resource guide  
financial services  
best practice  
market development  
site location

**Abstract**

Provides information for global manufacturers. Information provided covers manufacturing worldwide, financial/professional services, best practices, operations, market development/site location, and knowledge base.

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Retrieval software: DB/Text *WebPublisher*, provided by 

Jump



Previous 20 Records

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**Record 61 of 148 found.****Title**PTDIA Commission Certifies Training Schools**Periodical**

Refrigerated Transporter

**Date**

January 1999

**Page**

14

**Keywords**

trucking industry

education

training

schools

**Professional Truck Driver Institute of America**

PTDIA

Certification Commission

**Abstract**Takes a look at the certification of several inaugural truck driving training schools by the Professional Truck Driver Institute of America (PTDIA) Certification Commission.

---

**Record 62 of 148 found.****Author**

Johnson, Jeff

**Title**Near Perfection: America's Road Team 1999**Periodical**

Transport Topics

**Date**

January 25, 1999

**Page**

8

**Keywords**

trucking industry  
safety records  
trucking industry promotions  
America's Road Team  
American Trucking Associations  
ATA

**Abstract**

Takes a look at the members of the America's Road Team for 1999, a group of **professional** truck drivers who share a near-perfect safety record and a common desire to promote the trucking industry.

---

**Record 63 of 148 found.****Title**

Professional Transportation Group

**Periodical**

Transport Topics

**Date**

February 1, 1999

**Page**

29

**Keywords**

executive positions  
promotions  
Professional Transportation Group

**Abstract**

Briefly discusses the promotion of Susan P. Dial to the position of chief financial officer at Professional Transportation Group.

---

**Record 64 of 148 found.****Title**

Professional Transportation Group Ltd.

**Periodical**

Traffic World

**Date**

February 8, 1999

**Page**

49



**Keywords**

executive positions

Professional Transportation Group Ltd.

**Abstract**

Announces that Susan P. Dial has been appointed as chief financial officer at Professional Transportation Group Ltd.

---

**Record 65 of 148 found.****Title**Jane C. Beatty**Periodical**

Traffic World

**Date**

February 1, 1999

**Page**

49

**Keywords**

executive positions

promotions

Ray &amp; Berndtson

**Abstract**

Announces the promotion of Jane C. Beatty to partner in the business and professional services practice at Ray & Berndtson.

---

**Record 66 of 148 found.****Title**New and Improved P.Log.**Periodical**

Canadian Transportation and Logistics

**Date**

January 1999

**Page**

11-12

**Keywords**

logistics management

learning

education

distance delivery

Canadian Professional Logistics Institute

**Abstract**

The Canadian Professional Logistics Institute launched an initiative to enhance and refocus its professional designation, the P.Log. [Read this article to learn more.](#)

---

**Record 67 of 148 found.**

**Title**

Aldrich

**Periodical**

Purchasing

**Date**

January 14, 1999

**Page**

37

**Keywords**

professional profile  
purchasing  
chemical industry  
Nick Jawdosiuk, PhD  
Sigma-Aldrich Chemical Co., Inc.

**Abstract**

Gives a professional profile of Nick Jawdosiuk, PhD, who is a purchasing specialist for biochemical manufacturer and distributor Sigma-Aldrich Chemical Co., Inc.

---

**Record 68 of 148 found.**

**Title**

Professional Profile: Honda

**Periodical**

Purchasing

**Date**

February 11, 1999

**Page**

37

**Keywords**

purchasing  
purchasing managers

**Abstract**

Takes a look at the professional background and career of James Wehrman, the purchasing senior manager at Honda of America Manufacturing.

---

**Record 69 of 148 found.**

**Title**

The Manitoba Trucking Industry Education Advisory Committee

**Periodical**

Traffic World

**Date**

February 22, 1999

**Page**

24

**Keywords**

trucking industry

training

accreditation

Canadian Trucking Human Resources Council

Manitoba Trucking Industry Education Advisory Committee

MTEAC

**Abstract**

Announces that the Manitoba Trucking Industry Education Advisory Committee is at credited for the delivery of professional driver training programs produced by the Canadian Trucking Human Resources Council.

---

**Record 70 of 148 found.**

**Title**

Professional Transportation Group

**Periodical**

Traffic World

**Date**

February 22, 1999

**Page**

24

**Keywords**

agreements

full truckload business

**Abstract**

Briefly comments on an agreement in which Professional Transportation Group and Timely Transportation will handle some of Dedicated Transportation Service's exclusive-use, full-truckload business.

---

**Record 71 of 148 found.**

**Title**

Dave Wirsing At a Glance

**Periodical**

Traffic World

**Date**

March 1, 1999

**Page**

29

**Keywords**

executive positions  
professional profile  
background  
Airforwarders Association  
Dave Wirsing

**Abstract**

Provides a professional profile of Dave Wirsing, the new executive director of Airforwarders Association.

---

**Record 72 of 148 found.**

**Author**

The Price Waterhouse Change Integration Team

**Title**

The Paradox Principles: How High-Performance Companies Manage Chaos, Complexity, and Contradiction to Achieve Superior Results ISBN # 0-7863-0499-5

**Periodical**

1998 Book Display

**Date**

October 11-14, 1998

**Page**

15

**Keywords**

books  
CLM Annual Conference  
Book Display  
industry information  
management  
The Paradox Principles

**Abstract**

Available from Irwin Professional Publishing.  
Phone: 800/634-3966  
Price: \$24.95

---

**Record 73 of 148 found.****Author**

The Price Waterhouse Change Integration Team

**Title**

Better Change: Best Practices for Transforming Your Organization ISBN #0-7863-0854

**Periodical**

1998 Book Display

**Date**

October 11-14, 1998

**Page**

2

**Keywords**

books  
CLM Annual Conference  
Book Display  
directories  
industry information  
best practice

**Abstract**

Available from Irwin Professional Publishing.  
Phone: 800/634-3966  
Price: \$9.63

---

**Record 74 of 148 found.****Title**

Professional Profile: Donnelly

**Periodical**

Purchasing

**Date**

March 11, 1999

**Page**

47

**Keywords**

professional profile  
procurement  
executive positions  
Donnelly Corporation  
Jeffrey Wincel

**Abstract**

This article presents a professional profile of Jeffrey Wincel, the vice president of procurement and materials for Donnelly Corporation, a company that supplies automotive mirrors, windows, door handles, and interior trim and lighting on an international basis.

---

**Record 75 of 148 found.**

**Title**

Professional Group Adds Business

**Periodical**

Transport Topics

**Date**

March 15, 1999

**Page**

40

**Keywords**

trucking industry  
Professional Transportation Group  
Timely Transportation  
Dedicated Transportation Services

**Abstract**

Announces that Professional Transportation Group and its subsidiary, Timely Transportation, have agreed to handle exclusive-use, full truckload business lanes for Dedicated Transportation Services.

---

**Record 76 of 148 found.**

**Title**

Sage Corp.

**Periodical**

Transport Topics

**Date**

March 15, 1999

**Page**

45

**Keywords**

education  
trucking industry  
drivers  
training  
Sage Corp.  
Pennsylvania Truck Transportation Alliance  
**Professional** Truck Driver Institute

**Abstract**

Discusses a **professional** tractor-trailer driver training program that is being offered by Sage Corp. and the Pennsylvania Truck Transportation Alliance.

---

**Record 77 of 148 found.****Title**

Truck Driver Institute Certifies Four Schools

**Periodical**

Refrigerated Transporter

**Date**

February 1999

**Page**

85

**Keywords**

education  
training  
trucking industry  
drivers  
schools  
Certification Commission  
**Professional** Truck Driver Institute of America  
PTDIA  
American Institute of Technology  
NS Carriers Inc.  
National Tractor Trailer School Inc.

**Abstract**

Discusses the certification of four inaugural truck driver training schools by the Certification Commission of the **Professional**

---

**Record 78 of 148 found.**

**Author**

Geiselman, Sandra L. (moderator), Vice President Logistics, Pfaltzgraff Co.; Albanese, Matthew J., Principal, Management Recruiters; Gorfinkle, Gayle, Partner, Executive Search International; Isaacs, Rhoda, President, R.I. James, Inc. and Alex C. Metz, President, Hunt, Ltd.

**Title**

Business Issues As We Approache Millennium: A Recruiter's Perspective

**Periodical**

1998 CLM Annual Conference Brochure

**Date**

October 11-14, 1998

**Page**

25

**Keywords**

Annual Conference  
Conference Sessions  
industry information  
business issues  
recruiters

**Abstract**

This session features a panel discussion of seasoned executive recruiters. This will be a free-flowing, question-and-answer session. The moderator will start the session by posing the following questions to the panelists:

-What does a logistics professional need to think about to leverage his/her career?

-What advice would you give to someone starting a job search, e.g., some basic interviewing techniques?

-What are your clients' expectations of you today versus what was expected three years ago? What further changes do you see over the next three to five years?

The session will then open for questions from the floor.

---

**Record 79 of 148 found.**

**Author**

Bearth, Daniel P.

**Title**

Perks for Training at Approved Schools

**Periodical**

Transport Topics



**Date**  
March 22, 1999

261

**Page**  
8

**Keywords**  
trucking industry  
training  
education  
**Professional Truck Driver Institute**  
PTDI

**Abstract**

This article describes some of the extra job benefits that could be received by graduates of the training courses that has been certified by the **Professional Truck Driver Institute (PTDI)**.

---

**Record 80 of 148 found.**

**Title**

Four Training Groups Ask U.S., Canadian Governments to Shut down CDL Mills.

**Periodical**

Modern Bulk Transporter

**Date**

March 1999

**Page**

12


**Keywords**

commercial driver license  
CDL  
training  
Commercial Vehicle Training Association Inc.  
CVTA  
Association of Publicly Funded Truck Driving Schools  
APFTDS  
**Professional Truck Driver Institute Inc.**  
PTDI  
United States  
Canada

**Abstract**

This article discusses why several trucking industry training groups have asked the U.S. and Canadian governments to fault operation of commercial driver license (CDL) mills. The groups have also called for recognition of drivers who have obtained quality training.

---

Retrieval software: DB/Text *WebPublisher*, provided by 

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**Record 81 of 148 found.****Title**Ruan Driving School Certified**Periodical**

Modern Bulk Transporter

**Date**

March 1999

**Page**

22

**Keywords**

trucking industry

training

education

drivers

schools

**Professional Truck Driver Institute of America**

PTDIA

Certification Committee

Ruan Transportation Management Systems

**Abstract**

Announces that the Des Moines, Iowa driver training school love Ruan Transportation Management Systems has been certified by the Certification Committee of the **Professional Truck Driver Institute America (PTDIA)**.

---

**Record 82 of 148 found.****Title**Air Brake Manual Assists in Compliance**Periodical**

Modern Bulk Transporter

**Date**

March 1999

**Page**

119

**Keywords**

literature  
 trucking industry  
 air brakes  
 safety  
 compliance  
 Canadian Trucking Alliance  
 CTA

**Abstract**

Announces the availability of a pocket size pamphlet from the Canadian Trucking Alliance (CTA) called " Stopping Safely: Air Brake Pocket Manual for Professional Drivers."

---

**Record 83 of 148 found.****Title**

Motor Carrier Services Directory Available

**Periodical**

Modern Bulk Transporter

**Date**

March 1999

**Page**

126

**Keywords**

literature  
 motor carriers  
 services  
 directories  
 Motor Carrier Professional Services Directory  
 American Trucking Associations  
 ATA

**Abstract**

Price commentary about the 1998 Motor Carrier Professional Services Directory that is available from the Information Center of the American Trucking Associations (ATA).

---

**Record 84 of 148 found.****Title**

Air Products Operates Distinct Relationship with Its Carriers

**Periodical**

Modern Bulk Transporter

**Date**

**Page**

36-39

**Keywords**

carriers  
relationships  
chemical industry  
Air Products

**Abstract**

This article discusses how Air Products of Allentown, Pennsylvania, has found success through close professional relationships with its tank truck carriers.

---

**Record 85 of 148 found.**

**Title**

OTA Selects Drivers for Road Knights Team

**Periodical**

Modern Bulk Transporter

**Date**

April 1999

**Page**

61

**Keywords**

trucking industry  
drivers  
OTA Road Knights Team  
Ontario Trucking Association  
OTA

**Abstract**

The Ontario Trucking Association (OTA) has named 10 professional truck drivers to its 1999-2000 OTA Road Knights Team. This article provides the names of those drivers.

---

**Record 86 of 148 found.**

**Title**

Ruan Driving School Receives Certification

**Periodical**

Refrigerated Transporter

**Date**

**Page**

16

**Keywords**

education

training

trucking industry

certification

Professional Truck Driver Institute America

PTDIA

Ruan Transportation Management Systems

Des Moines

**Abstract**

Announces that the driver training school of Ruan Transportation Management Systems was recently certified by the Certification Committee of the Confessional Truck Driver Institute America (PTDIA).

---

**Record 87 of 148 found.**

**Title**

Air Brake Manual Assists in Compliance

**Periodical**

Refrigerated Transporter

**Date**

March 1999

**Page**

49

**Keywords**

safety

regulations

air brakes

literature

compliance

Canadian Trucking Alliance

CTA

**Abstract**

Provides a brief review of a new pamphlet from the Canadian Trucking Alliance (CTA) called "Stopping Safely: Air Brake Pocket Manual for Professional Drivers." This manual discusses how to make sure the vehicle's air brake system is in compliance.

---

**Record 88 of 148 found.**

**Title**

**Periodical**

Refrigerated Transporter

**Date**

March 1999

**Page**

59

**Keywords**

trucking industry  
commercial driver licenses  
CDLs  
Commercial Vehicle Training Association Inc.  
CVTA  
Association of Publicly Funded Truck Driving School  
APFTDS  
Truck Training Schools Association Ontario  
TTSAO  
**Professional Truck Driver Institute Inc.**  
PTDI

**Abstract**

Because commercial driver's license (CDL) mills are under scrutiny for being places that teach students how to pass examinations without actually learning how to properly operate a vehicle, many training and trucking organizations has asked the U.S. and Canadian governments to stop operation of "CDL mills."

---

**Record 89 of 148 found.**

**Title**

EasyImage Program Aids Internet Sales

**Periodical**

Refrigerated Transporter

**Date**

March 1999

**Page**

65

**Keywords**

imaging  
automotive industry  
Internet  
online sales  
BRINK Kiosk Corp.  
EasyImage **Professional**

**Abstract**

**Record 90 of 148 found.**

**Author**

Abry, George

**Title**

ATA to House Hero Hall Of Fame

**Periodical**

Grocery Distribution

**Date**

March/April 1999

**Page**

34

**Keywords**

trucking industry  
Hall of Fame  
Goodyear North American Highway Hero Hall Of Fame  
American Trucking Associations  
ATA  
United States  
Canada

**Abstract**

Reports that the Goodyear North American Highway Hero Hall Of Fame has found a home at American Trucking Associations' (ATA) headquarters in Alexandria, Virginia. The Hall of Fame will recognize professional truck drivers from the U.S. and Canada.

---

**Record 91 of 148 found.**

**Author**

Johnson, Jeff

**Title**

Career Training Grant Starts to Pay Off

**Periodical**

Transport Topics

**Date**

March 29, 1999

**Page**

**Keywords**

training  
trucking industry  
truck drivers  
Department Of Labor  
**Professional** Truck Driver Institute  
PTDI  
American Trucking Associations  
ATA

**Abstract**

Takes a look at a new cut driver program being sponsored by the U.S. Department of Labor, the **Professional** Truck Driver Institute (PTDI) and American Trucking Associations (ATA).

---

**Record 92 of 148 found.****Title**

**Professional** Offers Online Booking

**Periodical**

Transport Topics

**Date**

March 29, 1999

**Page**

33

**Keywords**

Internet  
booking  
tracking  
airfreight  
carpet industry  
**Professional** Transportation Group  
Timely Transportation  
PosiTrac

**Abstract**

This article takes a look at PosiTrac, a new program from **Professional** Transportation Group that offers users booking and tracking capabilities through the Internet.

---

**Record 93 of 148 found.****Author**

Shulz, John

**Title**



**Periodical**

Traffic World

**Date**

May 10, 1999

**Page**

26-27

**Keywords**

trucking industry

truckload carriers

earnings

Jeff Transportation

JB Hunt

Werner Enterprises

U.S. Xpress

M. S. Carriers

USA Truck

Boyd Bros.

Professional Transportation Group

Smithway Motor Xpress

Transfinancial Holdings

KLLM Transport Services

**Abstract**

This article presents 1998 earnings figures from several truckload carriers.

---

**Record 94 of 148 found.**

**Title**

Volvo Tractors Will Go On-line

**Periodical**

Refrigerated Transporter

**Date**

May 1999

**Page**

48

**Keywords**

trucking industry

Internet

partnerships

trucks

Volvo Trucks North America Inc.

Park 'N View

PNV

**Abstract**

Takes a look at a partnership formed between Volvo Trucks North America and Park 'N View in which the two companies will design the first Internet-ready truck for professional drivers.

---

**Record 95 of 148 found.**

**Title**

Summary of Logistics Organizations Issued

**Periodical**

Refrigerated Transporter

**Date**

May 1999

**Page**

65

**Keywords**

literature

logistics industry

trade organizations

logistics management

Council of Logistics Management

CLM

**Abstract**

The Council of Logistics Management (CLM) has published a summary of more than 80 trade and professional organizations of interest to logistics management personnel.

This summary, which appears in the spring issue of the Council of Logistics Management's Logistics Comment newsletter, provides name and address of the chief elected officer and chief operating officer of each organization listed. It outlines objectives of each organization, shows current level of dues, and lists an approximate number of members.

Single free copies of the issue of Logistics Commitment that contains the summary are available to those who contact the Council of Logistics Management, 2805 Butterfield Road, Suite 200, Oak Brook Illinois 60523; phone 630-574-0985.

---

**Record 96 of 148 found.**

**Title**

Do You Think Your Company Is a Great Place for a Purchasing Professional to Work?

**Periodical**

Purchasing

**Date**

March 25, 1999

**Keywords**

purchasing  
careers  
jobs  
employment  
Purchasing Magazine

**Abstract**

Reports that Purchasing Magazine is looking for companies with big gray environment for purchasing professionals. The magazine is planning to print an article about what makes a company a great place to work for purchasing professionals.

---

**Record 97 of 148 found.**

**Title**

Welch Allyn

**Periodical**

Purchasing

**Date**

March 25, 1999

**Page**

37

**Keywords**

professional profile  
material managers  
executive positions  
Joseph White  
Welch Allyn

**Abstract**

This article provides a professional profile of Joseph White, materials manager of Welch Allyn, which is a manufacturer of medical instruments.

---

**Record 98 of 148 found.**

**Title**

Kelly Services Has Created Kelly General Contractor Services, a New Outsourcing Service

**Periodical**

Purchasing

**Date**

March 25, 1999

**Page**

83

**Keywords**

outsourcing

employment

staffing

Kelly General Contractor Services

Kelly Services

**Abstract**

Discusses the establishment of Kelly General Contractor Services, in outsourcing service that helps customers manage all aspects of professional and technical temporary staffing.

---

**Record 99 of 148 found.****Author**

Abry, George

**Title**Driving Schools Receive Certification**Periodical**

Transport Topics

**Date**

April 12, 1999

**Page**

3,34

**Keywords**

education

training

drivers

schools

certification

Professional Truck Driver Institute

**Abstract**

The Professional Truck Driver Institute recently certified courses at 11 truck driver training schools and re-certified 10 under new standards. Read this article of for a list of schools with new certifications.

---

**Record 100 of 148 found.****Title**Pacer Int'l Acquires 2 Logistics Firms

**Periodical**  
Transport Topics

273

**Date**  
September 14, 1998

**Page**  
18

**Keywords**  
acquisitions  
**Professional Logistics Management Co.**  
3PL Corp.  
Pacer International

**Abstract**  
Briefly discusses Pacer International's acquisition of the assets of Professional Logistics Management Co. and 3PL Corp.

---

Retrieval software: DB/Text *WebPublisher*, provided by 

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Previous 20 Records

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**Record 101 of 148 found.**

**Title**

The Ohio Trucking Association

**Periodical**

Transport Topics

**Date**

May 17, 1999

**Page**

27

**Keywords**

awards

honors

safety

Safety Professional of the Year

Driver of the Year

Ohio Trucking Association

United Carriers Corp.

Manfredi Motor Transit

**Abstract**

Announces that the Ohio Trucking Association honored Philip D. Patterson as the 1998 Safety Professional of the Year. Richard J. Greer was named as Driver of the Year.

---

**Record 102 of 148 found.**

**Title**

Occupational Safety Software Consolidates Information into One System

**Periodical**

Grocery Distribution

**Date**

September 1998

**Page**

49

**Keywords**

safety  
 software  
 consolidation  
 occupational safety  
 Windows  
 Occupational Safety Professional  
 Locnar Software Engineering

### Abstract

Describes an occupational safety software system that allows companies to access past and present employee incident data. Available from Locnar Software Engineering.

---

### Record 103 of 148 found.

#### Author

Bernard J. LaLonde, Professor Emeritus, The Ohio State University  
 James M. Masters, Executive Director, MLog Program, Massachusetts Institute of Technology

#### Title

Career Patterns in Logistics

#### Periodical

1998 CLM Annual Conference Brochure

#### Date

October 11-14, 1998

#### Page

34

#### Keywords

CLM Annual Conference  
 Council of Logistics Management  
 Conference Sessions  
 Industry Information  
 Current Research and Surveys

### Abstract

This session will present the results of Ohio State University's 27th annual Survey of Career Patterns in Logistics. The session provides a general perspective on the progress and current status of corporate logistics practice, as well as a view of the status of logistics as a profession. In this study, senior logisticians who are members of the Council of Logistics Management share their unique insights on logistics organizations and operations. The survey results develop a profile of today's logistics executive in terms of educational background, professional experience, workload and compensation, and will include an analysis of the most important problems and opportunities that logistics executives will face in the next decade, as well as the approaches they will use to deal with the challenges ahead.

---

### Record 104 of 148 found.

#### Author

Roger W. Kallock (moderator), Deputy Under Secretary of Defense for Logistics, Department of Defense

Robert D. Lake, CEO - Americas and Asia Pacific, NFC PLC

Mary Lou McHugh, Assistant Deputy Under Secretary of Defense for Logistics, Department of Defense/Office of Secretary of Defense

John F. Phillips, Former Deputy Under Secretary of Defense for Logistics, Department of Defense

Richard F. Powers, President, Insight, Inc.

### **Title**

Department of Defense (DoD) Logistics: Private Sector and the DoD are Ineffective at Sharing Proven Logistics Concepts and Implementation Experience

### **Periodical**

1998 CLM Annual Conference Brochure

### **Date**

October 11-14, 1998

### **Page**

41

### **Keywords**

CLM Annual Conference

Council of Logistics Management

Conference Sessions

Industry Information

Debate

### **Abstract**

For years, the Department of Defense (DoD) has been a leader in many logistics-related areas such as material handling and parts distribution. Now, despite DoD logistics expenditures exceeding \$70 billion annually, there is general agreement that massive savings are possible. With the private sector regularly exercising "just-in-time" logistics in many industries such as automotive and electronics, why aren't these concepts readily adaptable to the DoD in place of current "just-in-case" philosophies? This panel will address several ways professional logisticians in both the DoD and the private sector can improve service to the nation's future war fighters while dramatically reducing costs and investment.

---

### **Record 105 of 148 found.**

### **Author**

Peter Eichler, Member of the Board, Rhenus AG & Company

Jurgen Graf, Director Warehousing and Distribution, Adolf Worth GmbH & Company KG

Everth Larsson, Professor of Engineering Logistics, Lund University

Norbert Schmidt, Research Associate, Universitat Erlangen-Nurnberg

### **Title**

Built on Logistics: The Power of Logistics in the European Building and Construction Industries

### **Periodical**

1998 CLM Annual Conference Brochure

### **Date**

October 11-14, 1998

### **Page**



**Keywords**

CLM Annual Conference  
 Council of Logistics Management  
 Conference Sessions  
 Industry Information  
 European Logistics Strategies

**Abstract**

The building and construction sector in Europe, as in other parts of the world, ranks among the largest sectors of developed economies. Massive movements of materials and goods occur in this sector, causing critical economic and ecological effects. But the application of advanced logistics is still rare.

In this session, research conducted by Lund University in Sweden and the University of Erlangen-Nurnberg in Germany is presented concerning the potential for professionally managed logistics in various segments of the building industry.

The speakers will also discuss a case study on the successful application of professional logistics management at one of the largest construction sites in Europe of recent years located in central Berlin.

Wurth AG, a distributor of supplies to the building industries and trades, will present its advanced replenishment approaches for small supplies distributed to hundreds of thousands of small contractors and craft shops all over Europe.

---

**Record 106 of 148 found.****Author**

Hermann Englberger, Research Associate, Technical University-Munich  
 Ulrich Muller-Steinfahrt, Director, Forverts (Nurnberg, Germany)  
 Andreas Otto, Research Associate, University Erlangen-Nurnberg  
 Ralph Reiochwald, Professor of Management, Technical University-Munich  
 Yosef Sheffi, Director of the Center for Transportation Studies, Massachusetts Institute of Technology

**Title**

Expanding Horizons for the Logistics Profession in Europe: Claiming New Areas of Application for Logistical Know-How

**Periodical**

1998 CLM Annual Conference Brochure

**Date**

October 11-14, 1998

**Page**

52

**Keywords**

CLM Annual Conference  
 Council of Logistics Management  
 Conference Sessions  
 Industry Information  
 European Logistics Strategies

**Abstract**

Professional logistical know-how has applications beyond the more traditional task of making goods and information flow. Each member of this panel of experts will make brief presentations on the following topics and then discuss some European and American ideas on how new areas of application for logistical know-how are being discovered:

- The Logistics of Knowledge Flows" - how logistics may be applied to administrative, research and development (R&D), and

product development processes in large industrial organizations

- People Logistics - the potentials of transferring industrial logistical know-how into the field of people transit systems, illustrated through the case of an innovative system of commuter logistics that is currently being tested in the area of Erlangen, Germany

- The Logistics for Telework and Home Office Work - demands and opportunities for new applications of logistics from the expected explosion of telework and home office work.

- An American Perspective on Innovative Applications of Logistical Know-How

---

## **Record 107 of 148 found.**

### **Author**

Mark L. Fessler, Regional Director, UPS Professional Services Inc.

J. Braxton Vick, Senior VP, Southeastern Freight Lines Inc.

Gary L. Whicker, VP of Engineering Services, J.B. Hunt Transport Inc.

### **Title**

Evaluating Shipper Performance: How to Become a Carrier-Preferred Shipper

### **Periodical**

1998 CLM Annual Conference Brochure

### **Date**

October 11-14, 1998

### **Page**

78

### **Keywords**

CLM Annual Conference

Council of Logistics Management

Conference Sessions

Industry Information

Managing Carrier/Shipper Interface

### **Abstract**

Panel members will present their own perspectives on specific actions that shippers can take to make their business more attractive to a potential carriers, including:

- what a shipper can do to take costs out of your system

- what shippers inadvertently do that significantly adds cost to your way of doing business

- what the three best/worst practices of your most/least desirable customers are

- what information a shipper can provide to help you more accurately price their business

The objective of this session is to educate shippers on what steps they can take to improve their working relationships with carriers and be considered a preferred customer.

---

## **Record 108 of 148 found.**

### **Author**

Rebecca Maddox, President, Capital Rose

### **Title**

**Periodical**

1998 CLM Annual Conference Brochure

**Date**

October 11-14, 1998

**Page**

83

**Keywords**

CLM Annual Conference  
Council of Logistics Management  
Conference Sessions  
Industry Information  
**Professional Development**

**Abstract**

Change in today's corporate world is accelerating at a phenomenal pace, demanding all the while that the corporation reinvent itself on a continual basis. But before a corporation can understand how to reinvent itself, individuals need to understand this concept from an intimate perspective: you cannot reinvent an organization if the individuals within the organization are not self-renewing. This speaker will show you how to identify and utilize your own unique competitive advantages, as well as strategies for overcoming the personal barriers and obstacles that often present themselves during the course of change.

---

**Record 109 of 148 found.**

**Author**

J. Howard Shelov, President, J. Howard Shelove and Associates

**Title**

Lovers or Clients: Selling Succeeds

**Periodical**

1998 CLM Annual Conference Brochure

**Date**

October 11-14, 1998

**Page**

83

**Keywords**

CLM Annual Conference  
Council of Logistics Management  
Conference Sessions  
Industry Information  
**Professional Development**

**Abstract**

You can be the best technician in the world and know more than anyone, but if you can't sell yourself or your ideas, you run the risk of being relocated to the Jurassic Park for poor, tired logistics professionals. On the other hand, if you can relate to people

**Record 110 of 148 found.**

**Author**

Bill Butterworth, Bill Butterworth Company

**Title**

Bringing Back the Balance in Life

**Periodical**

1998 CLM Annual Conference Brochure

**Date**

October 11-14, 1998

**Page**

84

**Keywords**

CLM Annual Conference  
Council of Logistics Management  
Conference Sessions  
Industry Information  
**Professional Development**

**Abstract**

Life has often been compared to a race, yet many folks never go the distance because they are trying to run life's marathon as if it were a sprint. Burnout, injury, and fatigue are only a few of the hazards to be negotiated in a lifestyle out of sync. Life has also been described as a walk on a tightrope. Trying to balance professional commitments, personal life, family issues and community activities can throw us off the high wire if we are not attentive to the demands placed on us. This speaker will highlight three of the most common reasons why we tend towards imbalance - the hazies, the lazies and the crazies. He will define these terms and provide a practical antidote for each of them. He promises that, even in the busiest of worlds, it is possible to have balance in your life.

---

**Record 111 of 148 found.**

**Author**

Laurie Beth Jones, President, Jesus CEO Foundation

**Title**

The Path - Creating Your Mission for Work and for Life

**Periodical**

1998 CLM Annual Conference Brochure

**Date**

October 11-14, 1998

**Page**

84

**Keywords**

CLM Annual Conference  
 Council of Logistics Management  
 Conference Sessions  
 Industry Information  
**Professional Development**

**Abstract**

In a world where - everyday - we are forced to make decisions that lead us either closer to or further from our goals, no tool is as valuable in providing direction as a mission statement - a brief, powerful and focused statement of purpose that can be used to initiate, evaluate and refine all life's activities.

This speaker will walk you through the step by step process for developing your own individual mission statement that will give your life a whole new direction and purpose. You will visualize what your life will look like once you've achieved your mission and identify the specific actions you must take to realize the life you'll define for yourself. This speaker will provide essential tools for anyone seeking a clearer, more meaningful journey - in the workplace, at home, and in life!

---

**Record 112 of 148 found.**

**Author**

Michael A. Regan, President, Tranzact Systems Ltd.

**Title**

Dream Great Dreams

**Periodical**

1998 CLM Annual Conference Brochure

**Date**

October 11-14, 1998

**Page**

84

**Keywords**

CLM Annual Conference  
 Council of Logistics Management  
 Conference Sessions  
 Industry Information  
**Professional Development**

**Abstract**

Former NBA star, Bob Love, exhorted young people to, "Dream great dreams! Don't let anyone ever tell you that you can't do great things!" But have you noticed how few people seem to have any dreams? Are Bob's words even relevant to the lives of people in corporate America?

Do you ever dream or does life just happen? Have the pressures of life worn you down? Are you frustrated by years of working in an overburdened, understaffed, and underappreciated area with no hope for a better, brighter future?

Rejoice! It doesn't have to stay that way. You can change course by creating and pursuing your dreams today. If you're thinking, "Get real! We live in the real world, and in the real world, dreams are for kids," then maybe you're overlooking one of the values of dreams. Individuals who have accomplished great things have one thing in common: they all started with a dream. This

**Record 113 of 148 found.**

**Author**

Wills, Gordon and Matthew Wills

**Title**

Re-engineering Knowledge Logistics

**Periodical**

International Journal of Physical Distribution and Logistics Management

**Date**

Vol. 28 No. 9/10, 1998

**Page**

682

**Keywords**

BPR  
Knowledge Workers  
Logistics

**Abstract**

Describes key elements of total logistics systems and their cycle times for requisite service levels at least cost. Shows how these constructs originally emerged from military necessity but have more recently been driven for commercial and manufacturing advantage. Analyzes the traditional logistics cycle in academic and professional publishing and then demonstrates how the application of a total logistics system approach with the emerging capabilities of electronics totally transforms the performance of the system, reducing cycle time by 75 percent. Significantly re-engineers the five key elements of logistics systems - facilities, unitization, communications, inventory and transportation - and rewrites the cost/benefit equation of service levels. Explores the opportunities for backward and forward integration by traditional librarians and publishers respectively in the re-engineered total system.

**Feature**

Chart: Logistics of knowledge flows in traditional publishing  
Chart: Logistics of knowledge flows in electronic publishing

---

**Record 114 of 148 found.**

**Title**

CNF's O'Brien Award Presented to 5 Employees

**Periodical**

Transport Topics

**Date**

July 13, 1998

**Keywords**

Awards  
Employees  
CNF Transportation  
Leadership

**Abstract**

Five employees of CNF Transportation received the Raymond F. O'Brien Award of Excellence for demonstrating exceptional personal and professional leadership during the year.

---

**Record 115 of 148 found.**

**Title**

CLM Chief to Receive Top Award from AST&L

**Periodical**

Transport Topics

**Date**

July 27, 1998

**Page**

18

**Keywords**

CLM  
Council of Logistics Management  
Awards  
American Society of Transportation and Logistics

**Abstract**

The American Society of Transportation and Logistics named CLM Executive VP George Gecowets its 1998 Outstanding Transportation/Logistics Executive in North America. The award recognizes Gecowets' "lifelong commitment to raising professional standards in the logistics industry."

---

**Record 116 of 148 found.**

**Author**

Carlson, Roger W.

**Title**

Developing a Security Policy

**Periodical**

Warehousing Forum

**Date**  
May 1999

284

**Page**  
1

**Keywords**  
Security  
Policies  
Procedures  
Warehouse Security  
Hiring Process  
Personnel Security  
Truck Drivers  
Warehouse Workers

**Abstract**

A good security program must be proactive, not reactive. All employees need to be aware that the best warehouse is a productive operation which is secure and safe. Security may be more difficult today than ever before. Therefore, a warehousing professional must be constantly alert to the problems and opportunities for improving security procedures. Article includes detailed model security procedure outlining the hiring process, physical security procedures, internal security procedures, and personnel security policy.

---

**Record 117 of 148 found.**

**Title**  
Profile of the Purchasing Professional

**Periodical**  
Purchasing

**Date**  
June 15, 1999

**Page**  
74

**Keywords**  
Purchasing Professionals  
Employee Profiles

**Abstract**

Purchasing Magazine's 1999 profile of the purchasing professional reveals some shifts in responsibilities for purchasers that are bound to have significant long-term effect on purchasing pros and the future success of their companies.

---

**Record 118 of 148 found.**

**Title**  
Industry Professional Certification Wins Endorsement by Several Tank Truck Managers



**Periodical**

Modern Bulk Transporter

**Date**

June 1999

**Page**

57

**Keywords**

Bulk Carriers

Tank Trucks

Certification

**Abstract**Advantages of professional certification as covered during the recent NTTC Council meeting in St. Petersburg, FL.

---

**Record 119 of 148 found.****Title**Training Grant Delivers the Drivers**Periodical**

Transport Topics

**Date**

August 23, 1999

**Page**

5

**Keywords**

Driver Training

Federal Grants

Labor Department

Job Training

**Abstract**A program to transform displaced factory workers into truckers is seeing success as 30 graduates of the program move forward in their new careers. The program is a joint effort of the US Department of Labor, American Trucking Associations, the Pennsylvania Motor Truck Association, the Tennessee Trucking Association and the Professional Truck Driver Institute.

---

**Record 120 of 148 found.****Title**Developing a New Packaging System

**Periodical**

Parcel Shipping and Distribution

286

**Date**

August 1999

**Page**

28

**Keywords**

Packaging Systems

Framed Art

**Abstract**

Designing an adequate packaging system for the safe transport of framed art is a challenge many shippers are faced with daily. This article describes how packaging engineers at UPS Professional Services developed a new system to minimize damages, thereby increasing quality and customer satisfaction.

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Retrieval software: DB/Text *WebPublisher*, provided by 

Report



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**Record 121 of 148 found.****Author**

Knemeyer, A. Michael  
Murphy, Paul R.  
Poist, Richard F.

**Title**

Opportunities for Women in Logistics: An Analysis of Student Perspectives

**Periodical**

Transportation Journal

**Date**

Fall 1999

**Page**

34

**Keywords**

Logistics Careers  
Women  
Logistics Management  
Gender Management  
Logistics Students

**Abstract**

Investigates the perceptions of current logistics students with respect to five gender management topics relevant to the field of logistics. More specifically, the authors focus on the views of future logisticians in terms of perceived gender differences in the areas of (1) employment opportunities; (2) job responsibilities; (3) starting salaries; (4) internship opportunities; and (5) opportunities compared to other business disciplines.

**Feature**

List: Professional organizations included in survey  
List: Gender management issues examined  
Table: Summary analysis of student perspectives  
Table: Cross-tabulation analysis of demographic variables

---

**Record 122 of 148 found.****Title**

Looking Back to Prepare for the Future

**Periodical**

**Date**

January 2000

**Page**

4

**Keywords**

Warehouse Management  
Distribution Center Management  
Trends

**Abstract**

Brief editorial provides an overview of the evolution of this publication and changes that have taken place in the industry since its inception 35 years ago. Mentions the Council of Logistics Management and the Warehousing Education and Research Council as sources for professional development.

---

**Record 123 of 148 found.**

**Title**

Logistics Analyst Pay Up 5.5%; Inventory Staff Gets Less Than 4%

**Periodical**

Inventory Reduction Report

**Date**

December 1999

**Page**

7

**Keywords**

Salary Survey  
Logistics Career  
Inventory Management  
Compensation

**Abstract**

Detailed statistics from the 1999/2000 Geographic Report on Professional and Scientific Personnel Compensation from Watson Wyatt Data Services.

**Feature**

Table: 1999 Logistics Analyst salary, compensation data

---

**Record 124 of 148 found.**

**Title**

Inventory Control Remains Key Function as Technology Sweeps Logistics Profession

**Periodical**

Inventory Reduction Report

**Date**

January 2000

**Page**

7

**Keywords**

Inventory Control

Technology

Logistics Careers

**Abstract**Presents findings from The Ohio State University 1999 Survey of Career Patterns in Logistics.**Feature**

Graph: How logistics executives view their degree of authority over their various responsibilities

Graph: Percentage of respondents who have indicated what they like best about being a logistics **professional**

Sidebar: Women in logistics voice opinions

**Record 125 of 148 found.****Title**Legal Assistance Offered to Brokers and Forwarders**Periodical**

Journal of Commerce

**Date**

March 22, 2000

**Page**

7

**Keywords**

Trade Law

Legal Assistance

Imports

Exports

Roanoke Trade Services

**Abstract**Roanoke Trade Services offers a Regulatory Defense Contract, a legal defense package which allows a custom house broker or freight forwarder to have access to **professional** advice in the event they are fined or penalized by US Customs, the FMC or another government agency.**Feature**

Table: How to avoid penalties, seizures

---

**Record 126 of 148 found.****Title**

Uncovering Landed Costs

**Periodical**

American Shipper

**Date**

February 2000

**Page**

24

**Keywords**

Landed Costs

International Trade

Logistics Costs

Electronic Commerce

Online Logistics

**Abstract**

If carriers and shippers think fulfillment in the domestic marketplace is difficult, international e-commerce presents complexities and obstacles that can drive even the coolest logistics professional batty. Central to the new service portfolio is a trade concept called "landed cost" - the total cost of buying, selling and distributing goods from one nation to another. United Parcel Service, Federal Express and DHL Worldwide Express are giving landed costs an Internet-based 21st century twist.

**Feature**

Graph: International air express shipment growth 1992 - 1999

List: Electronic commerce - summary findings from a survey of 621 companies in 12 countries

---

**Record 127 of 148 found.****Title**

Stand Out in the Crowd: Continue Your SCM Education

**Periodical**

Inbound Logistics

**Date**

February 2000

**Page**

32

**Keywords**

Supply Chain Management

Education

**Abstract**

The more education, training and professional development you get, the more you will strategically leverage your career. This article provides a complete guide to deciding what kind of education and training is right for you.

---

**Record 128 of 148 found.**

**Title**

State of the Art Facility

**Periodical**

Transport Topics

**Date**

March 13, 2000

**Page**

12

**Keywords**

Driver Training

Driving Schools

Truck Industry

Houston Community College

**Abstract**

Profiles a three-year-old professional driving school that is the centerpiece of the Houston Community College campus.

---

**Record 129 of 148 found.**

**Title**

TCA Has to Decide What to Do With Driver Training Certification

**Periodical**

Transport Topics

**Date**

March 27, 2000

**Page**

37

**Keywords**

Driver Training

Certification

PTDI

Professional Truck Driver Institute

**Abstract**

The Professional Truck Driver Institute is heading into uncertain waters as its president departs for the private sector and the organization develops a plan to stand on its own two feet.

---

**Record 130 of 148 found.**

**Title**

Driver Finishing School

**Periodical**

Business Trucking

**Date**

May 2000

**Page**

2

**Keywords**

Professional Truck Driver Institute

Driver Training

Trucking Industry

**Abstract**

The Professional Truck Driver Institute adopts driver-finishing standards to improve the quality of drivers completing their training.

---

**Record 131 of 148 found.**

**Author**

Kambil, Ajit

Eselius, Erik D.

Monteiro, Karen A.

**Title**

Fast Venturing: The Quick Way to Start Web Businesses

**Periodical**

Sloan Management Review

**Date**

Summer 2000

**Page**

55

**Keywords**



### **Abstract**

Established companies stand the best chance of getting a jump on e-commerce if they look outside their ranks - for both venture capital and the scaling-up experience of incubators and professional service firms.

### **Feature**

Sidebar: Internal corporate venturing and investment: alternatives to fast venturing?

Table: Fast venturing stages and roles

Sidebar: Incubators in action

Diagram: Level of management attention

Table: Questions to test your new-venture orientation

---

## **Record 132 of 148 found.**

### **Title**

PTDI Urged to Expand Training Certification

### **Periodical**

Transport Topics

### **Date**

July 3, 2000

### **Page**

3

### **Keywords**

Professional Truck Drivers Institute

Certification

Driver Training

### **Abstract**

A 16-member transition committee recommended that the Professional Truck Drivers Institute improve its oversight of the truck driver training programs that the organization certifies and expand its certification program beyond those schools preparing students for careers in the truckload segment.

---

## **Record 133 of 148 found.**

### **Title**

Lumpers Turn Pro: Firms Supply Labor for Unloading

### **Periodical**

Transport Topics

### **Date**

July 10, 2000

**Page**

16

**Keywords**

Refrigerated Transport

Dock Lumping

Lumpers

**Abstract**

Progressive Logistics Services is one of a handful of businesses that are bringing professional management and technical know-how to the largely cash-based and sometimes unruly world of independent laborers known as lumpers.

---

**Record 134 of 148 found.****Title**

European Scientists Link Long-Distance Driving to Infertility

**Periodical**

Transport Topics

**Date**

July 24, 2000

**Page**

26

**Keywords**

Europe

Truck Drivers

Fertility

**Abstract**

A study by French researchers, published in the journal Human Reproduction, is the first study to provide some answers to questions about fertility problems among truckers and other professional drivers.

---

**Record 135 of 148 found.****Title**

Professional Driver Crisis Squeezes Tank Truck Carriers in Icy Embrace

**Periodical**

Modern Bulk Transporter

**Date**

August 2000

**Page**

**Keywords**

Driver Shortage  
Tank Truck Carriers  
Bulk Carriers

**Abstract**

At least 5,000 tractor-tank trailer rigs sat idle last year because their companies couldn't find enough qualified drivers to put behind the wheel, says Buddy Sexton, president of Quality Carriers Inc. of Tampa, Florida. And that's just the number he estimated from talking to colleagues. The true number may have been much higher.

---

**Record 136 of 148 found.****Title**

Preferred Transportation to Be Client of PTG

**Periodical**

Transport Topics

**Date**

August 21, 2000

**Page**

8

**Keywords**

Preferred Transportation Services  
Agreements  
Professional Transportation Group

**Abstract**

An August 10 agreement between Preferred Transportation Services and Professional Transportation Group means PTG will handle the back office functions of accounting, billing and information services for PTS, a truckload carrier that specializes in crossborder hauling to Mexico.

---

**Record 137 of 148 found.****Title**

ATA Councils Restructured With Focus on Advocacy

**Periodical**

Transport Topics

**Date**

October 30, 2000

**Page**

15

**Keywords**

ATA  
 American Trucking Associations  
 Restructuring

**Abstract**

ATA's focus on advocacy has resulted in a number of changes among the federation's professional councils over the past year.

**Feature**

Table: ATA councils

---

**Record 138 of 148 found.****Title**

CLM Place Inventory Control at Center of Logistics Profession

**Periodical**

Inventory Reduction Report

**Date**

December 2000

**Page**

2

**Keywords**

CLM  
 Council of Logistics Management  
 Inventory Management  
 Logistics Careers  
 Surveys  
 Ohio State University

**Abstract**

Highlights from the Ohio State University 2000 Survey of Career Patterns in Logistics as presented at CLM's 2000 Annual Conference.

**Feature**

Sidebar: How women in logistics see themselves, their jobs and their profession  
 Graph: Attributes contributing to **professional** success of female logistics executives  
 Graph: How logistics executives view their area of responsibility  
 Graph: How logistics executives allocate their time

---

**Record 139 of 148 found.****Title**

TCA Urges Training Certified by PTDI

**Periodical**  
Transport Topics

297

**Date**  
November 20, 2000

**Page**  
4

**Keywords**  
TCA  
Truckload Carriers Association  
Driver Training  
Trucking Industry

**Abstract**  
The Truckload Carriers Association passed a resolution encouraging members to hire drivers who have passed training courses certified by TCA's Professional Truck Driver Institute.

---

**Record 140 of 148 found.**

**Title**  
CES Conference to Exhibit Workstyle Technology

**Periodical**  
Transport Topics


**Date**  
November 20, 2000

**Page**  
20

**Keywords**  
International CES  
Conferences  
Consumer Electronics

**Abstract**  
More than 110,000 industry professional are expected at 2001 International CES January 6-9 in Las Vegas.

---

Retrieval software: DB/Text *WebPublisher*, provided by 

Report

Previous 20 Records

---

**Record 141 of 148 found.****Title**What's a Material Handling Professional Worth?**Periodical**

Supply Chain Yearbook 2001

**Date**

January 2001

**Page**

152

**Keywords**

Compensation

Salaries

Materials Handling

**Abstract**The average salary of materials handling professionals is nearly \$72,000, says this recent survey.**Feature**

Graphs: Current salary, years of experience, most recent salary increase, years in present job, most important function assigned, importance of knowledge of information technology, current title, age, and gender

US map: Salaries by region

---

**Record 142 of 148 found.****Title**Salaries Rise for Distributors**Periodical**

Supply Chain Yearbook 2001

**Date**

January 2001

**Page**

154

**Keywords**

### **Abstract**

According to Industrial Distribution's 13th Annual Salary Survey, pay continues to rise across the board in distribution, though some workers are moving ahead faster than others.

### **Feature**

US map: Median salary by region

Table: **Professional** profile; median compensation by job title; median salary by experience

---

## **Record 143 of 148 found.**

### **Title**

What It Takes to Get Ahead

### **Periodical**

Supply Chain Yearbook 2001

### **Date**

January 2001

### **Page**

156

### **Keywords**

Compensation

Salaries

Warehousing

### **Abstract**

Possessing a college education is paying off quite nicely for warehouse executives.

### **Feature**

Graph: Salaries 1998-2000

Table: Profile of a warehousing **professional**

Table: Current total annual salary in 2000

Graph: Job title

Tables: Age; time with company; gender; type of facility managed; years of experience and number of direct reports

---

## **Record 144 of 148 found.**

### **Title**

Second Annual Survey of the Canadian Logistics **Professional**

### **Periodical**

Canadian Transportation and Logistics

**Date**

February 2001

**Page**

12

**Keywords**

Logistics Careers

Surveys

Canada

**Abstract**

From job responsibilities and salary levels to incentive plans and job satisfaction, Canada's logisticians tell all. Find out how you measure up against your peers.

**Feature**

Table: Logistics job functions

Chart: Logistics professionals' position in business organization

Chart: Level of education

Chart: Average hours in a work week

Chart: Mean and maximum salaries by position, company size, geographic location and age

List: Additional forms of recognition

Table: Number of employees managed

Chart: Female representation in management

Graph: Satisfaction with current job

---

**Record 145 of 148 found.****Title**The Certified Professional Logician Program**Periodical**

Army Logician

**Date**

March-April 2001

**Page**

17

**Keywords**

Military Logistics

Certification

CPL

Certified Professional Logician

**Abstract**

Detailed information on the Army's CPL examination. Logisticians who attain CPL designation demonstrate a sound understanding of logistics fundamentals that will help them make more informed recommendations and decisions.

---



**Title**

SCM Education Resources

**Periodical**

Inbound Logistics

**Date**

February 2001

**Page**

36

**Keywords**

Logistics Careers  
Supply Chain Management  
Education

**Abstract**

You know you need to further your logistics education and career development but what's your next step? This special section offers career solutions, education information, and URLs to universities, colleges and associations offering professional development seminars and courses.

---

Record 147 of 148 found.

**Title**

Wearing Many Hats

**Periodical**

Canadian Transportation and Logistics

**Date**

February 2001

**Page**

26

**Keywords**

Logistics Careers  
Logistics Management  
Leadership

**Abstract**

Looking to make a career move? Those who have tried the market are finding that being a specialist doesn't cut it anymore. The skills demanded of today's logistics managers stretch from technological know-how to communication and teamwork.

**Feature**

Table: Skills and attributes required to succeed in logistics  
Table: Degrees earned by logistics managers  
Table: **Professional** designations earned by logistics managers

---

**Record 148 of 148 found.****Title**

Institute Adds 13 Schools to Driver Certification List

**Periodical**

Transport Topics

**Date**

April 9, 2001

**Page**

17

**Keywords**

Driver Schools

**Professional Truck Driver Institute**

Driver Certification

**Abstract**

Thirteen more facilities have been added to the roster of schools with courses certified by the Professional Truck Driver Institute in Alexandria, VA.

---

Retrieval software: DB/Text *WebPublisher*, provided by



Report

---

**Record 1 of 5 found.**

**Author**

La Londe, Bernard J. and James M. Masters

**Title**

The 1996 Ohio State University Survey of Career Patterns in Logistics

**Periodical**

1996 CLM Conference Proceedings

**Date**

1996

**Page**

115

**Keywords**

25th annual survey of career patterns in logistics  
survey

**Abstract**

This paper presents the results of the 25th annual survey of career patterns in logistics. Using a mail survey and responses from almost two hundred logistics executives, the paper presents results of i.) the firms are structured and organized in their control is the logistics function ii.) the typical demographic profile of the successful logistics executive iii.) the factors which will shape the future direction of the logistics function iv.) direction of current trends in **logistics practice**.

---

**Record 2 of 5 found.**

**Author**

La Londe, Bernard J. and James M. Masters

**Title**

The 1992 Ohio State University Survey of Career Patterns in Logistics

**Periodical**

1992 CLM Conference Proceedings

**Date**

October 11-14, 1992

**Page**

**Keywords**

Logistics Research Group  
Ohio State University  
survey  
America  
logistics careers

**Abstract**

For the last twenty-one years, the Logistics Research Group at The Ohio State University has performed an annual survey of the career patterns of senior logistics executives in major American corporations. The purpose of this work is to establish baseline information regarding the status of the logistics field as a profession, as well as to gain an understanding of how firms have integrated the logistics function into their organizational structures and to determine the specific responsibilities of a logistics executive in a typical firm. In addition, in recent years they have broadened the scope of the survey to include logistics executives' attitudes and opinions about future trends in logistics practice and problems facing the discipline. This paper reports the findings of the 1992 Survey of Career Patterns in Logistics that specifically addressed the following questions: (1) How have successful firms structured, organized, and managed their logistics functions?; (2) What is the demographic profile of the logistics executive?; (3) What factors will shape the future direction of the logistic function within American corporations?; and (4) What significant changes in logistics practice will occur by the year 2000?

---

**Record 3 of 5 found.****Author**

Logistics Research Group, Ohio State University

**Title**

Driven by New Information Technologies

**Periodical**

Distribution

**Date**

November 1993

**Page**

62-69

**Keywords**

survey  
career patterns  
logistics executives  
logistics structure  
demographics  
downsizing  
centralization  
outsourcing  
third party logistics  
information technology

**Abstract**

For the last 22 years, the Logistics Research Group at The Ohio State University has performed an annual survey of the career patterns of senior logistics executives in major American corporations. This work establishes baseline information regarding the

status of the logistics field as a profession, and provides an understanding of how firms have integrated the logistics function into their organizational structures. The 1993 study specifically addresses the following questions: (1) How have successful firms structured, organized, and managed their logistics functions? (2) What is the demographic profile of the logistics executive?, and (3) What factors will shape the future direction of the logistics function within American corporations? More specifically, how are downsizing, centralization, outsourcing, and new information technology changing logistics practice? The survey results are presented here in four major categories: organizational profile, operational profile, demographic profile, and an executive report on trends in logistics management.

---

#### **Record 4 of 5 found.**

##### **Author**

Bernard J. LaLonde, Professor Emeritus, The Ohio State University

James M. Masters, Executive Director, MLog Program, Massachusetts Institute of Technology

##### **Title**

Career Patterns in Logistics

##### **Periodical**

1998 CLM Annual Conference Brochure

##### **Date**

October 11-14, 1998

##### **Page**

34

##### **Keywords**

CLM Annual Conference

Council of Logistics Management

Conference Sessions

Industry Information

Current Research and Surveys

##### **Abstract**

This session will present the results of Ohio State University's 27th annual Survey of Career Patterns in Logistics. The session provides a general perspective on the progress and current status of corporate logistics practice, as well as a view of the status of logistics as a profession. In this study, senior logisticians who are members of the Council of Logistics Management share their unique insights on logistics organizations and operations. The survey results develop a profile of today's logistics executive in terms of educational background, professional experience, workload and compensation, and will include an analysis of the most important problems and opportunities that logistics executives will face in the next decade, as well as the approaches they will use to deal with the challenges ahead.

---

#### **Record 5 of 5 found.**

##### **Author**

Sankaran, Jay

##### **Title**

Freight Logistics in the New Zealand Context

**Date**

Volume 30, Number 2, 2000

**Page**

145

**Keywords**

Freight Logistics

Transportation

Deregulation

Shipping

New Zealand

**Abstract**

It is well known that within an economic region, shippers' practice of logistics is shaped significantly by various factors, such as transportation regulations. The precise purpose of this paper is to describe these factors and their influence on logistics practice in the New Zealand context. Discusses the various modes of domestic freight transport, as well as the deregulation and privatization of the transportation sector of the New Zealand economy. Also examines international shipping and airfreight in the context of New Zealand's foreign trade. Identifies three sets of contextual factors (structural, regulatory, and developmental) that, in the New Zealand situation, shape shippers' practice of freight logistics.

**Feature**

Map: New Zealand displaying the two main islands and principal towns


Table: Some salient statistics on New Zealand

Table: Summary statistics on domestic freight volumes in NZ, 1989-1990 (the most recent year for which data for all modes are available)

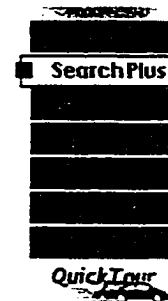
Map: Illustrating the dominant freight pattern across the Tasman Sea

Table: Shippers' practice of freight logistics in the New Zealand context

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Retrieval software: DB/Text *WebPublisher*, provided by 

**APPENDIX B.**  
**Data Collection Search “Logistics Professional”**



◆ OmniFile Full Text Mega 1/99-5/01 UPDATED MAY 07 ◆ OmniFile Full Text Mega 1/98-12/98 ◆ OmniFile Full Text Mega 1/97-12/97 ◆ OmniFile Full Text Mega 1/96-12/96 ◆ OmniFile Full Text Mega 1/95-12/95 ◆ OmniFile Full Text Mega 1/93-12/94 ◆ OmniFile Full Text Mega 1/91-12/92 ◆ OmniFile Full Text Mega 1/87-12/90 ◆ OmniFile Full Text Mega 1/82-12/86 ◆ Readers' Guide Full Text 1/95-5/01 UPDATED MAY 07 ◆ Readers' Guide Full Text 1/91-12/94 ◆ Readers' Guide Full Text 1/83-12/90 ◆ Humanities Full Text 2/84-5/01 UPDATED MAY 07 ◆ General Science Full Text 1/95-5/01 UPDATED MAY 07 ◆ General Science Full Text 5/84-12/94 ◆ Wilson Business Full Text 1/97-5/01 UPDATED MAY 07 ◆ Wilson Business Full Text 7/82-12/92 ◆ Wilson Business Full Text 1/93-12/96 ◆ Education Full Text 6/83-5/01 UPDATED MAY 07 ◆ Social Sciences Full Text 2/83-5/01 UPDATED MAY 07 ◆ Book Review Digest 1/83-5/01 UPDATED MAY 04 ◆ Index to Legal Periodicals 8/81-5/01 UPDATED MAY 04 ◆ Applied Sci&Technol FT 1/96-5/01 UPDATED MAY 07 ◆ Applied Sci&Technol FT 10/83-12/95 ◆ Library Lit&Info Sci FT 12/84-5/01 UPDATED MAY 04

◆ **Search Results: 40 Records**  
**Search: logistics professional**

◆ **Full Text Only**  
 ◆ **Peer Reviewed**

◆ **Previous 10**    ◆ **Print**    ◆ **Email**    ◆ **Citation Display**  
 ◆ **Next 10**    ◆ **Save**    ◆ **Show Marked**    ◆ **Full Display**

Copyright Information

◆ **Record 1 of 40** This is not your father's warehouse ; IIE Solutions v 32 no1 Jan 2000. p. 31-6

◆ **Record 2 of 40** Keeping ahead of the Jones' knowledge ; Transportation and Distribution v 40 no1 Jan 1999. p. 45+

◆ **Record 3 of 40** Unusual logistics ; Augmented title: shipping baseball bats, the world's largest mirror and Honduran hurricane relief ; Transportation and Distribution v 40 no1 Jan 1999. p. 41-2+

◆ **Record 4 of 40** Goodbye HTML, hello XML ; Augmented title: standards for documents on the World Wide Web ; Logistics Management and Distribution Report v 37 no3 Mar 1998. p. 97

◆ **Record 5 of 40** High technology: dream or nightmare? ; Augmented title: pros and cons; cover story ; Distribution v 96 Dec 1997. p. 30-1+

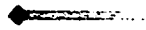
◆ **Record 6 of 40** Transport conference report ; Augmented title: topics addressed at the 126th annual meeting of the Transportation Research Board in 2047 ; The Annals of the American Academy of Political and Social Science v 553 Sept



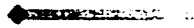
1997. p. 180-5



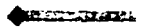
Record 7 of 40 From printers to information appliances  
; Transportation and Distribution v 38 Mar 1997. p. 94-6+



Record 8 of 40 What's the buzz? ; Logistics Management v 36  
Feb 1997. p. 43-6



Record 9 of 40 Making the most of a merger ; Augmented title:  
blending logistics operations ; Transportation and Distribution v  
38 Jan 1997. p. 36-8+



Record 10 of 40 The salary gap gets wider ; Augmented title:  
**logistics professional** salary survey; cover story ; Logistics  
Management v 35 Apr 1996. p. 43-5+



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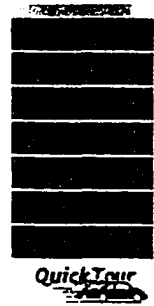
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◆ OmniFile Full Text Mega 1/99-5/01 UPDATED MAY 07 ◆ OmniFile Full Text Mega 1/98-12/98 ◆ OmniFile Full Text Mega 1/97-12/97 ◆ OmniFile Full Text Mega 1/96-12/96 ◆ OmniFile Full Text Mega 1/95-12/95 ◆ OmniFile Full Text Mega 1/93-12/94 ◆ OmniFile Full Text Mega 1/91-12/92 ◆ OmniFile Full Text Mega 1/87-12/90 ◆ OmniFile Full Text Mega 1/82-12/86 ◆ Readers' Guide Full Text 1/95-5/01 UPDATED MAY 07 ◆ Readers' Guide Full Text 1/91-12/94 ◆ Readers' Guide Full Text 1/83-12/90 ◆ Humanities Full Text 2/84-5/01 UPDATED MAY 07 ◆ General Science Full Text 1/95-5/01 UPDATED MAY 07 ◆ General Science Full Text 5/84-12/94 ◆ Wilson Business Full Text 1/97-5/01 UPDATED MAY 07 ◆ Wilson Business Full Text 7/82-12/92 ◆ Wilson Business Full Text 1/93-12/96 ◆ Education Full Text 6/83-5/01 UPDATED MAY 07 ◆ Social Sciences Full Text 2/83-5/01 UPDATED MAY 07 ◆ Book Review Digest 1/83-5/01 UPDATED MAY 04 ◆ Index to Legal Periodicals 8/81-5/01 UPDATED MAY 04 ◆ Applied Sci&Technol FT 1/96-5/01 UPDATED MAY 07 ◆ Applied Sci&Technol FT 10/83-12/95 ◆ Library Lit&Info Sci FT 12/84-5/01 UPDATED MAY 04

◆ **Search Results: 40 Records**  
**Search: logistics professional**

- *Full Text Only*
- *Peer Reviewed*

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- *Next 10*    ➤ *Save*    ➤ *Show Marked*    ➤ *Full Display*

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- ◆ **Record 11 of 40** How do you build value? ; Augmented title: views of Nabisco logistics official and Council of logistics Management Distinguished Service Award recipient; cover story ; Transportation and Distribution v 36 Dec 1995. p. 29+
- ◆ **Record 12 of 40** The next generation of logistics managers: fearless communicators ; Transportation and Distribution v 36 Oct 1995. p. 84-5
- ◆ **Record 13 of 40** Beyond modalism ; Augmented title: view that modal distinctions are less relevant than shipment time distinctions ; Transportation and Distribution v 36 Oct 1995. p. 72
- ◆ **Record 14 of 40** Experts' advice to the 'rightsized' down and out: be perky, flexible, network and expand horizons ; Augmented title: tips for logistics, transportation and traffic executives ; Traffic World v 240 Nov 21 1994. p. 24
- ◆ **Record 15 of 40** CLM meeting probes future of logistics ; Augmented title: 30th annual meeting of the Council of Logistics Management, Wash., D.C. ; Traffic Management v 32 Dec 1993. p. 53+

- ◆ [Record 16 of 40 Canadian organizations seek to end gap in logistics education, implementation ; Traffic World v 236 Oct 4 1993. p. 40-1](#)
- ◆ [Record 17 of 40 12% of Harper revenue from logistics service ; American Shipper \(Jacksonville, Fla: 1991\) v 34 July 1992. p. 65](#)
- ◆ [Record 18 of 40 Select financially healthy suppliers ; Augmented title: carrier selection through analysis of financial ratios and trends ; Transportation and Distribution v 33 Jan 1992. p. 21-3](#)
- ◆ [Record 19 of 40 Education: the antidote to tough times ; Augmented title: continuing education; editorial ; Traffic Management v 30 Sept 1991. p. 11](#)
- ◆ [Record 20 of 40 Professional logistics management means added profits, shippers told ; Traffic World v 222 Apr 23 1990. p. 14-15](#)

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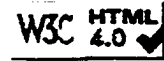
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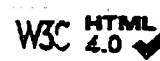
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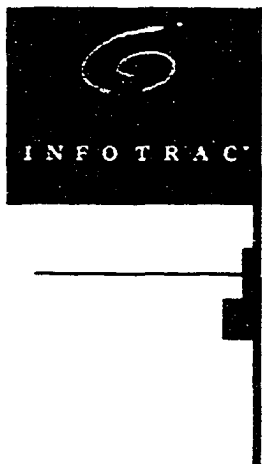
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**APPENDIX C.**  
**Data Collection Search “Logistics Professional Practice**

## Sample from End Notes Data Base

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**APPENDIX D.**  
**Logistics Professional Associations**



# Trade & Professional Associations

(Alphabetical by Associations)

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

*Disclaimer: The Council of Logistics Management does not take responsibility for the content found on other trade & professional association links.*

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## A

### Air Transport Association of America

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** The Air Transport Association of America was the first-and today remains the only-trade association for the principal US airlines. In that capacity, it has played a major role in all the major government decisions regarding aviation since it founding, including the creation of the Civil Aeronautics Board and the development of the air traffic control system. ATA has 23 US airline members and five foreign airline associate members which transport more than 95 percent of all passenger and cargo traffic in the US.

**Number of Members:** 28

**Web:** <http://www.air-transport.org>

**E-Mail:** [challet@air-transport.org](mailto:challet@air-transport.org)

**Chief Executive Officer**

Carol B. Hallett

President & CEO

Air Transport Association of America

1301 Pennsylvania Avenue, NW Suite 1100

Washington, DC 20004-1701

(202) 626-4000

FAX: (202) 626-4166

**Chief Operating Officer**

Same as above

### Airforwarders Association, Inc.

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** The mission of the Airforwarders Association is to assist the air forwarding industry in promoting and enhancing its services. In support of this mission, the following strategies have been adopted: - to promote a positive image and prominent position for all air freight forwarders - to raise the consciousness of the role that forwarders play in air transportation - to study and facilitate ways in which the forwarding industry can improve and expand services to shippers - to provide a forum for improved communication among the forwarding industry and with airlines, trucking companies, and government agencies

**Number of Members:** 220

**Dues:** Corporate due are on a sliding scale based on the number of employees.

**Web:** <http://www.logcity.com/airfwdrasn>

**E-Mail:** [airfwdrasn@aol.com](mailto:airfwdrasn@aol.com)

**Chief Executive Officer**

Richard Mc Crady (Chairperson)

CEO

Flightmasters/Seamasters

750 South Plaza Drive, Suite 323

Mendota Heights, MN 55120

(651) 454-1177

FAX: (651) 454-3640

E-mail: [richm@flightmasters.com](mailto:richm@flightmasters.com)

**Chief Operating Officer**

David E. Wirsing  
Executive Director  
Airforwarders Association, Inc.  
1200 18th Street, NW, Suite 901  
Washington, DC 20036  
(202) 466-1317  
FAX: (202) 466-0226

**American Association of Port Authorities (AAPA)**

**Type:** A trade association in which membership is extended on both an individual and corporate basis.

**Purpose/Objective:** The American Association of Port Authorities (AAPA) is the alliance of ports of the Western Hemisphere. The association promotes the common interests of the port community, and provides leadership on trade, transportation, environmental, and other issues related to port development and operations. AAPA furthers public understanding of the essential role fulfilled by ports within the global transportation system. AAPA serves as a resource to help members accomplish their professional responsibilities.

**Number of Members:** 350

**Dues:** .

**Web:** <http://www.aapa-ports.org>

**E-Mail:** [info@aapaa-ports.org](mailto:info@aapaa-ports.org)

**Chief Executive Officer**

J. Robert Bray (Chairperson)  
Executive Director  
Virginia Port Authority  
600 World Trade Center  
Norfolk, VA 23510  
(757) 683-8000  
FAX: (757) 683-8500

**Chief Operating Officer**

Kurt J. Nagle  
President and CEO  
American Association of Port Authorities  
1010 Duke Street  
Alexandria, VA 22314-3589  
(703) 684-5700  
FAX: (703) 684-6321

**American Marketing Association (AMA)**

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** The American Marketing Association is an international professional society of individual members with an interest in the study, teaching, or practice of marketing. AMA's principal roles are to urge and assist the professional development of members and to advance the science and practice of the marketing discipline.

**Number of Members:** 50,000

**Dues:** \$135 per person per year

**Web:** <http://www.ama.org>

**E-Mail:** [info@ama.org](mailto:info@ama.org)

**Chief Executive Officer**

Frank Haas (Chairperson)  
Ogilvy & Mather  
AmFac center/700 Bishop Street, Suite 400  
Honolulu, HI 96813  
(808) 526-2461  
FAX: (808) 521-7296

**Chief Operating Officer**

Dennis Dunlap  
Chief Executive Officer  
American Marketing Association

311 South Wacker Drive, Suite 5800  
Chicago, IL 60606  
(312) 542-9000  
FAX: (312) 542-9001

**Remarks:** Membership is based on an interest in the ethical practice of marketing.

## American Moving and Storage Association, Inc.

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** The American Moving and Storage Association is the leading trade association of the moving and storage industry.

**Number of Members:** 3,300

**Dues:** Corporate dues are in a sliding scale based on revenue.

**Web:** <http://www.moving.org>

**E-Mail:** [jharrison@moving.org](mailto:jharrison@moving.org)

**Chief Executive Officer**

James L. Wilson (Chairperson)

Group Executive Vice President, Business Development

UniGroup, Inc

1 Premier Drive

Fenton, MO 63026-2535

(636) 349-2705

FAX: (636) 349-8707

E-Mail: [jwilson@unigroup.com](mailto:jwilson@unigroup.com)

**Chief Operating Officer**

Joe Harrison

President and CEO

American Moving and Storage Association, Inc.

1611 Duke Street

Alexandria, VA 22314

(703) 683-7418

FAX: (703) 683-8208

## American Productivity and Quality Center (APQC)

**Type:** A trade association in which corporations hold membership.

**E-Mail:** [codell@apqc.org](mailto:codell@apqc.org)

**Chief Operating Officer**

Carla O'Dell

President

American Productivity and Quality Center

123 North Post Oak Lane

Houston, TX 77024

(713) 681-4020

FAX: (713) 681-8578

## American Society of Transportation & Logistics

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** To establish, promote, and maintain high standards of knowledge and professional training; to formulate a code of ethics for the profession; to advance the professional interest of members of the organization; to serve as a source of information and guidance for the fields of traffic, transportation, logistics, and physical distribution management; and to serve the industry as a whole by fostering professional accomplishments.

**Number of Members:** 1,500

**Dues:** Sustaining: \$280.00 Educator: \$ 85.00 Certified \$100.00 Associate: \$ 65.00/\$85.00 Affiliate \$ 65.00 Full time Student: \$25.00

**Web:** <http://www.astl.org>

**E-Mail:** [info@astl.org](mailto:info@astl.org)

**Chief Executive Officer**

George A. Yarusavage (President)  
 Director of Technical Logistics  
 NBC Olympics  
 3 Landmark Square, Suite 401  
 Stamford, CT 06901  
 (203) 964-8645  
 FAX: (203) 964-8688  
 E-mail: [george.yarusavage@nbc.com](mailto:george.yarusavage@nbc.com)

**Chief Operating Officer**

John Youngbeck  
 CEO  
 American Society of Transportation and Logistics  
 229 Peachtree Street, Suite 401  
 Atlanta, GA 30303  
 (404) 524-3555  
 FAX: (404) 524-7776

**Remarks:** American Society of Transportation and Logistics offers a five-part certification examination and correspondence courses on topical subjects; publishes quarterly journals and newsletters; and holds regional educational workshops and an annual meeting.

**American Trucking Associations, Inc.**

**Type:** A trade organization in which corporations hold membership.

**Number of Members:** 4,500

**Dues:** Dues for motor carriers are assessed on the basis of revenue; private carrier dues are based on fleet size, and supplier dues are based on revenues generated from the trucking industry.

**E-Mail:** [wmcormick@trucking.org](mailto:wmcormick@trucking.org)

**Chief Operating Officer**

Walter B. Mc Cormick  
 President and CEO  
 American Trucking Associations, Inc.  
 2200 Mill Road  
 Alexandria, VA 22314  
 (703) 838-1866  
 FAX: (703) 684-5751

**APICS-The Educational Society for Resource Mgmt**

**Type:** A professional organization in which membership is extended on both an individual & corporate basis.

**Purpose/Objective:** Founded in 1957 as the American Production and Inventory Control Society. APICS-The Educational Society for Resource Management has evolved to meet the changing needs of business by providing broad-based individual and organizational education focused on integrating resources for improved productivity. To reflect this mission, the society is now known as APICS-The Educational Society for Resource Management. APICS-The Educational Society for Resource Management offers a full range of cost-effective, results-oriented education options for the manufacturing and service sectors including conferences and seminars, books and publications, and professional certification programs.

**Number of Members:** 13,300 corp. members & 56,700 individual members

**Dues:** \$95.00 per person per year, plus chapter dues. \$500.00 for corporate membership.

**E-Mail:** [j\\_raynes@apics-hq.org](mailto:j_raynes@apics-hq.org)

**Chief Executive Officer**

Carol A. Ptak (President)  
 IBM  
 PO Box 178  
 Lakebay, WA 98349  
 (206) 587-7843  
 FAX: (253) 884-1913  
 E-Mail: [captak@ibm.net](mailto:captak@ibm.net)  
**Chief Operating Officer**  
 Jeffrey W. Raynes, CAE

Executive Director and COO  
APICS-The Educational Society for Resource Management  
5301 Shawnee Road  
Alexandria, VA 22312  
(703) 354-8851  
FAX: (703) 354-8785

### Argentina Logistics Management Association

**Type:** A professional organization in which individuals hold membership.

**Chief Operating Officer**

Mario Severi  
Executive Director  
Argentina Logistics Management Association  
Adolfo Asina 1170 P5 of 511  
Buenos Aires, 1088  
ARGENTINA  
(541) 384-9096  
FAX: (541) 384-9120

### Asociacao Brasileira De Logistica (ASLOG)

**Type:** An organization in which membership is extended on both an individual & corporate basis.

**Purpose/Objective:** Asociacao Brasileira De Logistica works in cooperaton with the private sector and various official organizatons to further the understanding and development of the logistics concept. The organization sponsors formal activities, research, roundtables, and discussions designed to improve the theory and understanding of the logistics process and the science of managing logistics systems as well as offering courses, tours, and publications of interest to logistics personnel.

**Number of Members:** 44 corporate members and 657 individual members

**Dues:** \$150.00 per person per year. \$1,100.00 for corporate membership.

**Chief Executive Officer**

Marco Dias  
Executive President  
Asociacao Brasileira De Logistica  
Rua Gandavo 41  
Sao Paulo 04023-000  
BRAZIL  
(55) 11-570-9060  
FAX: (55) 11-573-1902

**Chief Operating Officer**

Kamal Jean Charles Nahas  
President  
Asociacao Brasileira De Logistica  
Rua Gandavo 41  
Sao Paulo 04023-000  
BRAZIL  
(55)11-570-9060  
FAX: (55) 11-573-1902

### Asociacion de Ejecutivos de Logistica de Guatemala

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** To develop skills in the logistics field through training and education.

**Number of Members:** 50

**Dues:** This information is provided upon request.

**E-Mail:** [byron\\_cristales@colpal.com](mailto:byron_cristales@colpal.com)

**Chief Executive Officer**

Edwin Fernandez  
President

Asociacion de Ejecutivos de Logistica de Guatemala  
 Ruta 5, 9-21 Zona 4  
 Edificio Camara de Industria  
 5to Nivel, Guatemala City  
 GUATEMALA  
**Chief Operating Officer**  
 Byron Rene Cristales  
 Executive Director  
 Assn de Ejectivos de Logistics de Guatemala  
 Avenida del Ferrocarril 49-65  
 Zona 12  
 Guatemala City, GUA 01012  
 GUATEMALA  
 (502) 477-5511  
 FAX: (502) 479-4075

## Asociacion De Logistica Empresarial (ALEM)

**Type:** An organization in which membership is extended on both an individual and corporate basis.

**Purpose/Objective:** Asociacion De Logistica Empresarial (ALEM) works to promote the professional development of its members in the logistics field through technical training, infield investigation, intercompany experiences, benchmarking and project developments which might contribute to the logistics area.

**Number of Members:** 25 corporate members and 50 individual members

**Dues:** \$100.00 per person per year.

**E-Mail:** [ernestomolina@colpal.com](mailto:ernestomolina@colpal.com)

### Chief Executive Officer

Edgar Penaloza (Chairperson)

Venezolana De Pinturas

PO BOX 94

Valencia

VENEZUELA

(58) 41-322182

FAX: (58) 41-338057

### Chief Operating Officer

Ernesto Molina

President

Asociacion De Logistica Empresarial

PO Box 172

Valencia 2001

VENEZUELA

(58)(41) 576 203

FAX: (58)(41) 575 748

## Asociatia Romana De Logistica

**E-Mail:** [cuncev@incertrans.ro](mailto:cuncev@incertrans.ro)

### Chief Operating Officer

Ioan Cuncev

President

Asociatia Romana De Logistica

Calea Grivitei, 393

Sector 1, Cod 78341

Bucuresti

ROMANIA

40 (1) 666-4531

FAX: 40 (1) 224-1370

## Assn Chilena Proveedores de Servicios Logisticos

**Type:** A trade association in which corporations hold membership

**Number of Members:** 25 corporate members

**Dues:** \$800.00 per corporation per year

**Web:** <http://www.achilog.org>

**E-Mail:** [valenzuela@loginsa.com](mailto:valenzuela@loginsa.com)

**Chief Executive Officer**

Cristian Valenzuela (President)

c/o Asociacion Chilena de Proveedores de Services Logistics (ACHILOG)

Don Carlos 2986 of 4

Santiago

CHILE

(56) 2 334 0827

FAX: (56) 2 231 1629

E-mail: [valenzuela@achilog.org](mailto:valenzuela@achilog.org)

**Chief Operating Officer**

Cristian Valenzuela

President

ACHILOG Asociacion Chilena de Proveedores de Servicios Logisticos

Don Carlos Carlos 2986 of. 6

Las Condes

Santiago

CHILE

(562) 334-0827

FAX: (562) 231-1629

## Assn for Transp Law, Logistics and Policy (ATLLP)

**Type:** A professional organization in which membership individuals hold membership

**Purpose/Objective:** The purpose of ATLLP is to equip our members with the necessary tools to be vital resources for their companies, firms, customers and clients who compete in a constantly changing and increasingly global transportation and logistics marketplace.

**Number of Members:** 1,400

**Dues:** \$95.00 per person per year; \$25.00 for students; \$65.00 government employees and university faculty

**Web:** <http://www.transportlink.com/atllp>

**E-Mail:** [atllp@aol.com](mailto:atllp@aol.com)

**Chief Executive Officer**

Stephen L. Day (President)

Betts, Patterson & Mines, P.S.

800 Financial Center

1215 4th Avenue

Seattle, WA 98161-1090

(206) 292-9988

FAX: (206) 343-7053

E-mail [sday@bpmlaw.com](mailto:sday@bpmlaw.com)

**Chief Operating Officer**

E Dale Jones

Executive Director

Association for Transportation Law, Logistics and Policy

19564 Club House Road

Gaithersburg, MD 20879

(301) 670-6733

FAX: (301) 670-6735

## Associacao Portuguesa De Logistics (APLOG)

**Type:** An association in which membership is extended on both an individual and a corporate basis.

**Purpose/Objective:** The Associacao Portugeusa De Logistica contributes to the improvement of professional skills and knowledge through education.

**Number of Members:** 85 individual members and 150 corporate members

**Dues:** Dues are \$67.00 per person per year, \$500.00 for corporate membership.

**E-Mail:** [aplog.apalinhos@mail.telepac.pt](mailto:aplog.apalinhos@mail.telepac.pt)

**Chief Executive Officer**

Jorge Marques Dos Santos (President)

Director

Sonae Participacoes Financeiras

Estrada 249-1 Venteira

Amadora 2726-510

PORTUGAL

(351) 21 417-9885

FAX: (351) 21 417-4581

E-mail [jmsantos@somae.pt](mailto:jmsantos@somae.pt)

**Chief Operating Officer**

Ana Maria Palinhos

Executive Director

Associacao Portuguesa De Logistica

Praca Felix Correia No 2

Amadora 2720-228

PORTUGAL

(351) 21 499-0740

FAX: (351) 21 495-4404

## Association of American Railroads

**Type:** A trade association of railroad companies.

**Purpose/Objective:** The Association of American Railroads serves two major purposes for its members. It provides industry support on matters that require cooperative handling to better enable the railroad to operate as a national system in the areas of operation, maintenance, safety, research, economics, finance, accounting, data systems, and public information. It also provides leadership for the industry, working with committees made up of representatives of member railroads on matters affecting the progress of the industry as a whole.

**Number of Members:** 70

**Dues:** Dues are assessed on the basis of revenues.

**E-Mail:** [ehamberger@aar.org](mailto:ehamberger@aar.org)

**Chief Executive Officer**

Edwin L. Harper

President and CEO

Association of American Railroads

50 F Street NW

Washington, DC 20001

(202) 639-2400

FAX: (202) 639-2286

**Chief Operating Officer**

Edward Hamberger

President & CEO

Association of American Railroads

50 F Street NW

Washington, DC 20001

(202) 639-2100

FAX: (202) 639-2286

**Remarks:** Members account for 79 percent of rail mileage and haul approximately 93 percent of the nation's rail traffic. They employ 91 percent of the nation's rail workers.

## Association of Management Consulting Firms (AMCF)

**Purpose/Objective:** To contribute to the development and better understanding of the art and science, practice, and role of management consulting; and to conduct research for the development and improvement of the practice of management, and disseminate the results of such research in the public interest.

**Number of Members:** 50 corporations

**Dues:** AMCF corporate dues are on a sliding scale based on gross revenues.

**Web:** <http://www.amcf.org>



**E-Mail:** [bkovacs@amcf.org](mailto:bkovacs@amcf.org)

**Chief Executive Officer**

A.W. "Pete" Smith, Jr., Chairperson  
 President  
 Smith Consulting  
 813 Carrie Court  
 McLean, VA 22101  
 (703) 288-9056  
 FAX: (703) 980-6783  
 E-mail [awsmith@msn.com](mailto:awsmith@msn.com)

**Chief Operating Officer**

Elizabeth Ann Kovacs  
 President and CEO  
 Association of Management Consulting Firms  
 380 Lexington Avenue, 17th Floor  
 New York, NY 10168  
 (212) 551-7887  
 FAX: (212) 551-7934

**Remarks:** AMCF membership is attained only by independent management consulting firms that meet the highest requirements of professional practice. Membership is limited to firms of a specified minimum size that have demonstrated their ability to serve clients with the highest standard of objectivity, integrity, and competence. Applicants for AMCF membership are subject to an intensive and objective investigation of their capabilities and references. Those firms that are accepted pledge themselves to adhere to the association's rigorous code of ethics and standards of professional practice, which are continually enforced by an ethics committee of their peers. Professionalism in management consulting is the essence of AMCF and membership in the association has become a respected hallmark among both the providers and users of management consulting services.

## Associazione Italiana di Logistica (AILOG)

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** AILOG is a professional organization for managers who work in the field of logistics. Its mission is to promote the exchange of experiences and collaboration between members in order to increase their logistics skills; to improve the effectiveness of the logistics function in trade and industry; to further the professional development of members in the art and science of logistics management; and provide a forum for the exchange of ideas among logistics practitioners. Education and training are also focal points of AILOG activities with the aim to enhance the professional skills of the logistics manager. AILOG is one of the founder members of the European Logistics Association

**Number of Members:** 1,000

**Dues:** \$190.00 per person per year.

**Chief Executive Officer**

Giovanbattista Marini  
 Consulting Engineer  
 Via Menabrea 2  
 20159 Milano  
 ITALY

(392) 688-3915

**Chief Operating Officer**

Giovanna Caccia  
 Secretary  
 Associazione Italiana di Logistica  
 19-20124 Milano  
 ITALY  
 (392) 6671-0622  
 FAX: (392) 670-1483

## ATA Information Technology & Logistics Council

**Type:** An organization in which membership is extended on both an individual and a corporate basis.

**Purpose/Objective:** The ATA Information Technology & Logistics Council is an organization of logistics professionals which exists to promote the industry and to create value for members through education and advocacy.

**Number of Members:** 500 individual members

**Dues:** \$450.00 per person per year

**E-Mail:** [ckirk@trucking.org](mailto:ckirk@trucking.org)

**Chief Executive Officer**

Karen Brigham (President)

Director of Technology

Prime, Inc.

PO Box 4208

Springfield, MO 65808

(417) 866-0001

FAX: (417) 866-4904

**Chief Operating Officer**

Carl T. Kirk

Vice President, Maintenance

ATA Information Technology & Logistics Council

2200 Mill Road

Alexandria, VA 22314

(703) 838-1766

FAX: (703) 684-4328

**B**

**C**

## Canadian Association of Logistics Management(CALM)

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** The Canadian Association of Logistics Management is a not-for-profit organization of business professionals interested in improving their logistics and/or distribution management skills. It works in cooperation with the private sector and various organizations to further the understanding and development of the logistics concept. It does this through a continuing program of formal activities, research, and informal discussion 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 within the profession.

**Number of Members:** 1,000

**Dues:** \$270.00 per person per year.

**Web:** <http://www.calm.org>

**E-Mail:** [dlong@istar.ca](mailto:dlong@istar.ca)

**Chief Executive Officer**

Alan Saipe (Chairperson)

Vice President, Business Transportation Services

KPMG Consulting LLP

Commerce Court West, Suite 3300

Toronto, Ontario M5L 1B2

CANADA

(416) 777-8247

FAX: (416) 777-8818

E-mail [asaipe@kpmg.ca](mailto:asaipe@kpmg.ca)

E-Mail: [dougdoust@compuserve.com](mailto:dougdoust@compuserve.com)

**Chief Operating Officer**

J David Long

President

Canadian Association of Logistics Management

590 Alden Road, Suite 211

Markham, Ontario L3R 8N2

CANADA

(905) 513-7300  
FAX: (905) 513-1248

## Canadian Wholesale Drug Association (CWSA)

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** THE CWDA: · provides a forum where its members can learn about new developments in the area of supply chain management and logistics and discuss issues on a formal and informal basis · conducts education programs and provides up-to-date information about new trends in health care delivery which may impact the health care system and the pharmaceutical and health care products distribution system in Canada · facilitates senior level communications links with its members and associates, as well as with governments, other health care associations and industry groups, third party payers and customers.

**Number of Members:** 94

**Dues:** Dues are on a sliding scale based on volume sales.

**Web:** <http://www.cwda.com>

**E-Mail:** [chris@cwda.com](mailto:chris@cwda.com)

### Chief Executive Officer

Claudio Bussandri (Chairperson)

President and CEO

Medis Health and Pharmaceutical Services, Inc.

8625 Tran-Canada Highway

Saint-Laurent, Quebec M4S 1Z6

CANADA

(514) 745-2100

FAX: (514) 745-2300

### Chief Operating Officer

Christina Bisanz

President and CEO

Canadian Wholesale Drug Association

5255 Yonge Street, Suite 505

Toronto, Ontario M2N 6P4

CANADA

(416) 222-3922

FAX: (416)222-8960

## Centro Espanol De Logistica (CEL)

**Type:** A professional organization in which membership is extended on both an individual & corporate basis.

**Purpose/Objective:** CEL is a not-for-profit organization of companies, academies, and others interested in the logistics field. By offering training courses, journeys, roundtables, visits, and publications, it seeks to improve the standard of individual and corporate skills in the area of logistics management.

**Number of Members:** 600 corporate members and 100 individual members

**Dues:** \$450.00 per company per year, and \$120.00 per company per year.

**Web:** <http://www.cel-logistica.org>

**E-Mail:** [miriera@cel-logistica.org](mailto:miriera@cel-logistica.org)

### Chief Executive Officer

Antonio Ballesteros Gomez (Chairperson)

Strategic Planning Director

Bristol-Myers Squibb

PO Castellana 114,4

Madrid 28046

SPAIN

(34) 91 562 4267

FAX: (34) 91 564 0910

### Chief Operating Officer

Mireia Vidal

Executive Director

Centro Espanol De Logistica

Travessera de Gracia, 15, 1st, 1st

Barcelona 08021

SPAIN  
34 (93) 201 0555  
FAX: 34 (93) 208 0864

## China Natl Association of Mats. & Equipment Trade

**Type:** A trade organization in which corporations hold membership.

**Purpose/Objective:** CAMET is a social organization conducted by the Ministry of International Trade. Its aim is to serve the enterprises of materials and equipment trade, strengthen the relations between the government and enterprise, safeguard the enterprises' legitimate rights and interests, organize the distribution to enable their comprehensive and group superiority, promote the reform and development of China's materials and equipment industry, and produce a better service for our country's socialist modernization construction.

**Number of Members:** 340

**E-Mail:** [lusha@netease.com](mailto:lusha@netease.com)

### Chief Executive Officer

Ma Yimin (Chairperson)  
C/O China National Association of Materials and Equipment  
25 Yuetan North Street  
Beijing 100834  
CHINA  
(8610) 6839 1672  
FAX: (8610) 6834 1671

### Chief Operating Officer

Xu Miaowen  
Secretary General and Vice Chairman  
China National Association of Materials and Equipment  
25 Yuetan North Street  
Beijing 100384  
CHINA  
86 (10) 6839 2228  
FAX: 86 (10) 6839 2433

## Containerization and Intermodal Institute (CII)

**Type:** An organization in which membership is extended on both an individual and corporate membership

**Purpose/Objective:** Since 1960, the Containerization and Intermodal Institute has been the voice of the international intermodal industry. CII is the oldest professional trade association dedicated to the movement of international cargo by containers.

**Number of Members:** 21 individual members, 99 corporate members

**E-Mail:** [cii@bsva.com](mailto:cii@bsva.com)

### Chief Operating Officer

Barbara Yeninas  
Executive Director  
Containerization and Intermodal Institute  
195 Fairfield Ave, Suite 4D  
West Caldwell, NJ 07006  
(973) 226-0160  
FAX: (973) 364- 1212

## Council of Logistics Management

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** The mission of the Council of Logistics Management is to provide: \* leadership in developing, defining, understanding, and enhancing the logistics process on a worldwide basis \* a forum for the exchange of concepts and best practices among logistics professionals \* research that advances knowledge and leads to enhanced customer value and supply chain performance \* education and career development programs that enhance career opportunities in logistics management The Council of Logistics Management is an open organization which offers individual membership to persons in all industries, types of businesses, and job functions involved in the

logistics process. In recognition of diversity, the Council of Logistics Management will give priority to actively involving individuals from currently under represented populations in its activities. The Council of Logistics Management will operate on a not-for-profit, self-supporting basis, with emphasis on quality and in a cooperative manner with other organizations and institutions.

**Number of Members:** 15,000

**Dues:** \$250 per person per year

**Web:** <http://www.clm1.org>

**E-Mail:** [mmcintyre@clm1.org](mailto:mmcintyre@clm1.org)

**Chief Executive Officer**

John Thomas Mentzer

Distinguished Professor of Logistics

The University of Tennessee

310 Stokely Management Center

Knoxville, TN 37996-0530

(865) 974-1652

FAX: (865) 974-1932

Email: [jmentzer@utk.edu](mailto:jmentzer@utk.edu)

**Chief Operating Officer**

Maria A. McIntyre

Vice President of Operations

Council of Logistics Management

2805 Butterfield Road, Suite 200

Oak Brook, IL 60523

(630) 574-0985

FAX: (630) 574-0537

**Remarks:** As with any professional organization, membership in the Council of Logistics Management is on an individual basis. The membership belongs to the individual and not to his or her company. It is not transferable. The Council of Logistics Management, as an organization, is not aligned with shippers, carriers, warehouse operators, material handling equipment manufacturers, consultants, or any other similar industrial grouping. Because its members have widespread and varying interests within the logistics industry, the Council will not get involved in legislative or similar matters in which industrial segments have contrary interests.

## D

### Delta Nu Alpha

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** To be a service organization providing educational opportunities to those having a professional interest in transportation, logistics, and related fields. To serve as a sustaining resource for future needs of the industry.

**Number of Members:** 1,500

**Dues:** \$75.00 to \$125.00 per person per year, \$35.00 for students. Must have enrolled in or completed one year of traffic, transportation, or related education, or possess practical experience in transportation or a related field. In addition, regions and chapters have nominal dues added.

**E-Mail:** [jplummer@wmgt.org](mailto:jplummer@wmgt.org)

**Chief Executive Officer**

Gary Nichols

President

Contract Freighters, Inc.

4701 East 32nd Street

Joplin, MO 64804

(417)623-5229

FAX: (417) 782-3723

E-mail: [gnichols@cfi-us.com](mailto:gnichols@cfi-us.com)

Web site: [www.cfi-us.com](http://www.cfi-us.com)

(815) 964-3301

FAX (815) 965-9197

E-Mail: [holicrea@ix.netcom.com](mailto:holicrea@ix.netcom.com)

**Chief Operating Officer**

Judy Plummer  
 Executive Director  
 Delta Nu Alpha  
 530 Church Street, Suite 700  
 Nashville, TN 37219  
 (615) 251-0933  
 FAX: (615) 244-3170

**Remarks:** Membership is open to anyone who is interested in transportation. Members are able to meet with others in their profession or related professions. Delta Nu Alpha was designed to provide the novice, as well as the executive, with a forum in which to learn more about his or her chosen profession. Local chapters meet a minimum of eight times a year.

**Deutsche Gesellschaft fur Logistik e.v.**

**Type:** An organization in which membership is extended on both an individual and a corporate basis.

**Purpose/Objective:** The purpose of the organization is to promote scientific and practical research and development in the field of logistics, with particular consideration of industry, commerce and services, and educational programming.

**Number of Members:** 800 individual members and 200 corporate members

**Web:** <http://www.dgfl.de>

**E-Mail:** [dgfl-ev@t-online.de](mailto:dgfl-ev@t-online.de)

**Chief Executive Officer**

Wolfgang Zwillich (Chairperson)  
 Member of Board  
 Siemens AG  
 PO Box 3220  
 Erlangen 91050  
 GERMANY  
 E-Mail: [wolfgang-zwillich@er19.siemens.de](mailto:wolfgang-zwillich@er19.siemens.de)

**Chief Operating Officer**

Harry Hahn  
 Management Board  
 Deutsche Gesellschaft fur Logistik e.v.  
 Joseph-von-Fraunhofer-Str 20  
 Dortmund 44227  
 GERMANY  
 (49) 231 9700 120  
 FAX: (49) 231 9700 464

**Distribution Mgmt Association of the Philippines**

**Type:** trade association in which corporations hold membership.

**Purpose/Objective:** The purpose of this organization is to achieve the effective distribution of products and materials by improving the quality of service; assisting in the development of government policies; and developing the distribution management profession.

**Number of Members:** 75

**Dues:** \$190.00 per corporation per year

**E-Mail:** [dmap@i-manila.com.ph](mailto:dmap@i-manila.com.ph)

**Chief Executive Officer**

Ike Castillo (President)  
 c/o Distribution Management Association of the Philippines  
 P.O. Box 13254 Ortigas Center  
 Pasig City 1605  
 PHILIPPINES  
 (632) 671-8670/4793  
 FAX: (632) 671-4793

E-mail: [dmap@i-manila.com.ph](mailto:dmap@i-manila.com.ph)  
**Chief Operating Officer**  
 Ed Sanchez  
 Executive Director  
 Distribution Management Association of the Philippines  
 PO Box 13254 Ortigas Center  
 Pasig City 1605  
 PHILIPPINES  
 63 (2) 671-8670  
 FAX: 63 (2)671-4793

## E

### Eno Transportation Foundation, Inc.

**Type:** Private operating, non-profit foundation endowed in 1921 by William Phelps Eno.

**Purpose/Objective:** Pursuant to Mr. Eno's mandate, the Foundation provides a responsive and credible institution and resource for transportation betterment facilitated through safe, efficient and environmentally sound systems and services. In support of its role, the Foundation: (1) monitors transportation trends, developments, and related problem areas, with counsel from its board of advisors; (2) maintains effective lines of communication with transportation leaders and their trade and professional organizations; (3) develops information for dissemination to all modal interests, the media, and the general public; (4) undertakes and manages selected research projects, studies, and seminars; (5) works to advance the development of transportation leadership; and (6) provides a forum for discussion of transportation public policy matters.

**Number of Members:** N/A

**Dues:** N/A

**Web:** <http://www.enotrans.com>

**E-Mail:** [dkulash@enotrans.com](mailto:dkulash@enotrans.com)

**Chief Executive Officer**

Lawrence D. Dahms (Chairperson)

Executive Director

Metropolitan Transportation Commission

Joseph P. Bort Metro Center

101 Eighth Street

Oakland, CA 94607

**Chief Operating Officer**

Damian J. Kulash

President and CEO

Eno Transportation Foundation, Inc.

One Farragut Square S, Suite 500

Washington, DC 20006-4003

(202) 879-4700

FAX: (202) 879-4719

### Express Carriers Association (ECA)

**Type:** A trade organization in which corporations hold membership.

**Purpose/Objective:** The mission of the Express Carriers Association is to develop business between carriers, shippers and vendors of products and services to the transportation industry.

**Number of Members:** 70

**Dues:** \$495.00 per corporation per year.

**E-Mail:** [iceone@erols.com](mailto:iceone@erols.com)

**Chief Executive Officer**

Cheryle F. Williamson

Executive Director

Express Carriers Association

PO Box 4307

Bethlehem, PA 18018

(610) 740-5857  
FAX: (610) 710-3174  
E-mail: iceone@erols.com

**Chief Operating Officer**

Don Weeres  
President  
spee-Dee Delivery Service  
4101 Clearwater Road  
St. Cloud, MN 56302-1635  
(320) 251-6697  
FAX: (320) 251-1846

**F****Food Distributors International (IFDA)**

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** Food Distributors International is an international trade association. Its members comprise food distribution companies that primarily supply and service independent grocers and retail throughout the US and Canada. Its function is to collectively serve the interests of wholesale grocers, food service distributors, co-op wholesalers, and cash-and carry operations. FDI's mission is to provide services that will enhance the competitiveness, productivity, and profitability of its members.

**Number of Members:** 232

**Web:** <http://www.fdi.org>

**E-Mail:** [dennis@fdi.org](mailto:dennis@fdi.org)

**Chief Executive Officer**

Robert J. Emmons (Chairperson)  
Chairman

Smart & Final, Inc.  
524 Chapala Street  
Santa Barbara, CA 93101  
(805) 564-6700  
FAX: (805) 564-6729

**Chief Operating Officer**

Dennis Madsen  
VP Education & Operational Services  
Food Distributors International  
201 Park Washington Court  
Falls Church, VA 22046  
(703) 532-9400  
FAX: (703) 538-4673

**Food Marketing Institute (FMI)**

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** The Food Marketing Institute (FMI) is a not-for-profit association which conducts research and facilitates education, industry relations, and public affairs on behalf of its 1,500 members including their subsidiaries-food retailers, wholesalers, and their customers in the US and around the world.

**Number of Members:** 1,500

**Dues:** Dues are on a sliding scale based on sales.

**E-Mail:** [fmi@fmi.org](mailto:fmi@fmi.org)

**Chief Executive Officer**

Michael Wright (Chairperson)  
Chairman, President and CEO  
Supervalu, Inc.  
PO Box 990  
Minneapolis, MN 55440  
**Chief Operating Officer**



Timothy Hammonds  
President and CEO  
Food Marketing Institute  
655 15th St NW Suite 700  
Washington, DC 20005  
(202) 452-8444  
FAX: (202) 429-8282

## G

### German Society of Logistics

**E-Mail:** [dgflew@t-online.de](mailto:dgflew@t-online.de)  
**Chief Operating Officer**  
Harry Hahn  
Management Board  
German Society of Logistics  
Joseph von Fraunhofer Str 20  
Dortmund, 44227  
GERMANY  
49 (231) 9700-121  
FAX: (231) 9700 464

### Grocery Manufacturers of America, Inc.

**Type:** A trade association in which corporations hold membership.

**E-Mail:** [cmm@gmabrands.com](mailto:cmm@gmabrands.com)

**Chief Executive Officer**

Logistics Contact:  
Christopher Clark  
Manager, Industry Affairs  
Grocery Manufacturers of America, Inc.  
1010 Wisconsin Avenue NW  
Washington, DC 20007  
(202) 337-9400  
FAX: (202) 337-4508

**Chief Operating Officer**

C. Manly Molpus  
President and CEO  
Grocery Manufacturers of America, Inc.  
1010 Wisconsin Avenue NW #900  
Washington, DC 20007  
(202) 337-9400  
FAX: (202) 337-4508

## H

### Health & Personal Care Distribution Conference Inc

**Type:** An industrial transportation trade association.

**Purpose/Objective:** H&PCDC addresses concerns common to the shippers of drugs, medicines, toilet preparations, and health and personal care products. It represents their views in Washington and before state and federal agencies and courts. It also provides seminars and educational speakers at its meetings.

**Number of Members:** 70

**Dues:** Vary with company sales

**Web:** <http://www.hpcdc.org>

**E-Mail:** [moranhpcdc@aol.com](mailto:moranhpcdc@aol.com)

**Chief Executive Officer**  
Oscar Perez (President)  
Director Customer Service  
Pfizer, Inc.  
1855 Shelby Oaks Drive North  
Memphis, TN 38134  
(901) 387-5225  
FAX:(800) 434-3181  
E-Mail: perez@pfizer.com

**Chief Operating Officer**  
William Moran  
Executive Director  
The Health and Personal Care Distribution Conference, Inc.  
1090 12 Street  
Vero Beach, FL 32960  
(561) 778-7782  
FAX: (561) 778-4111

## Health Industry Distributors Association

**Type:** A trade association in which corporations hold membership

**Purpose/Objective:** Health Industry Distributors Association is the leading business trade association of healthcare distributors.

**Number of Members:** 600

**Dues:** Corporate dues are on a sliding scale based on revenues

**Web:** <http://www.ghv.com>

**E-Mail:** [swkhida@aol.com](mailto:swkhida@aol.com)

**Chief Executive Officer**

Daniel Moskowitz  
Chairman of the Board  
NeighborCare/Genesis Health  
7 East Lee Street  
Baltimore, MD 21202  
(410)385-4000  
E-mail: dan.moskowitz@ghv.com

**Chief Operating Officer**

S. Wayne Kay  
President & CEO  
Health Industry Distributors Association  
66 Canal Center Plaza, Suite 520  
Alexandria, VA 22314-1591  
(703) 549-4432  
FAX: (703) 549-6495

## Household Goods Forwarders Association of America

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** Household Goods Forwarders Association of America (HHGFAA) represents movers and forwarders who handle commercial and government shipments of household goods. Founded in 1962, HHGFAA is dedicated to fostering an industry-wide commitment to the highest standards of international household goods moving services. HHGFAA works closely with the Congress, US Department of Defense, federal agencies and others to ensure an environment that allows our industry to respond quickly and efficiently to the needs of America's commercial and governmental shippers.

**Number of Members:** 1,600

**Dues:** Active \$3,000.00 per year; associate \$500.00 per year.

**E-Mail:** [hkgfaa@aol.com](mailto:hkgfaa@aol.com)

**Chief Executive Officer**

Heino Preissler (Chairperson)  
Vice President

Air Van Lines International, Inc.  
 PO Box 3447  
 Bellevue, WA 98009  
 (425) 762-7500  
 FAX: (425) 453-0892  
**Chief Operating Officer**  
 Terry R. Head  
 President  
 Household Goods Forwarders Association of America  
 2320 Mill Road  
 Alexandria, VA 22314  
 (703) 684-3780  
 FAX: (703) 684-3784

## Hungary Assn of Logistics

**Type:** A professional organization in which membership is extended on both an individual & corporate basis.

**Purpose/Objective:** The main objective of HALPIM is to contribute to increased economic efficiency in the purpose's field of interest, and develop the professional standard of the logistics profession within the Hungarian trade, industry, and public administration. HALPIM helps establish contact between professionals in the field; supports the dissemination of new ideas; keeps in contact with other organizations at the international level, and publishes its own logistics newsletter.

**Number of Members:** 30 corporate members and 150 individual members

**Dues:** Dues are on a sliding scale based on individual and company income.

**E-Mail:** [halpim@matavnet.hu](mailto:halpim@matavnet.hu)

### Chief Executive Officer

Huba Ujvarosi (President)

Chief Executive

Hauszmann Au3

Budapest 1119

HUNGARY

(36) 1 204-5658

FAX: (36) 1 204-5637

### Chief Operating Officer

Attila Chikan

Co-President

Hungary Association for Logistics

Veres Palne u. 36

Budapest 1053

HUNGARY

(36) 1 317-2959

FAX: (1) 317-2959

I

## Institut International De Mgmt Pour La Logistique

**Type:** A professional organization in which corporations hold membership.

**Purpose/Objective:** The purpose of the association is to: - Promote the development and use of logistical organization methods through education and research - to participate in the development of procedures concerning international trade - to train high-level managers in the field of logistics - to introduce young people to the methodical, instrumental, and practical foundations of the field of logistics

**Number of Members:** 60

**Dues:** Corporate dues are on a sliding scale based on the number of employees.

**E-Mail:** [francis-luc.perret@epfl.ch](mailto:francis-luc.perret@epfl.ch)

### Chief Executive Officer

Bernard Secretan (President)

General Director

Galenica Holding

Untermattweg 8  
 CH-3001 Bern  
 SWITZERLAND  
 (4131) 990 31 11  
 FAX: (4131) 990 31 12  
**Chief Operating Officer**  
 Francis Luc Perret  
 Director  
 IML-EPF-DGC  
 CH-1015 Lausanne  
 SWITZERLAND  
 41 (21) 693-2465  
 FAX: 41 (21) 693-5060

## Institute of Industrial Engineers (IIE)

**Type:** An organization in which membership is extended on both an individual and corporate basis  
**Purpose/Objective:** The purpose of IIE is to advance the general welfare of mankind through the resources and creative abilities of the industrial engineering profession, and to encourage and assist education and research in the art and science of industrial engineering.

**Number of Members:** 22,000 individuals and 9 corporate memberships

**Dues:** \$125.00 per person per year. \$800.00+ per corporation.

**Web:** <http://www@iienet.org>

**E-Mail:** [jpowers@iienet.org](mailto:jpowers@iienet.org)

### Chief Executive Officer

Richard Hansen (President)  
 Institute of Industrial Engineers

25 Technology Park

Norcross, GA 30043

(770) 449-0461

FAX: (770) 263-8532

### Chief Operating Officer

John Powers

Executive Director

Institute of Industrial Engineers

25 Technology Park

Norcross, GA 30043

(770) 449-0461

FAX: (770) 263-8532

## Institute of Logistics and Transport

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** To provide a focus for the emergence and professional excellence and development in logistics and transport. To provide services to members, including library and information services, regional activities, career advice, and educational facilities.

**Number of Members:** 23,000

**Web:** <http://www.iolt.org.uk>

**E-Mail:** [enquiry@iolt.org.uk](mailto:enquiry@iolt.org.uk)

### Chief Executive Officer

John K. Welsby (President)

C/O Institute of Logistics and Transport

80 Portland Pl

London W1N 4DP

UNITED KINGDOM

44 (0) 207 467-9400

FAX: 44 (0) 207 467-9440

E-mail: [enquiry@iolt.org.uk](mailto:enquiry@iolt.org.uk)

### Chief Operating Officer



3111 SW 27th Avenue  
PO Box 330669, Coconut Grove  
Miami, FL 33233-0669  
(305) 443-9696  
FAX:(305) 443-9698

**Remarks:** The International Air Cargo Association (TIACA) is a worldwide organization which brings together all elements of the air logistics industry together into a single, dynamic force for progress and growth in the ever expanding arena of world trade and economic development. TIAC's members include all major components of the industry-- air and surface carriers, forwarders, shippers, vendors, manufacturers, airports, countries, financial institutions and consultants. TIACA also represents regional, national and local air cargo associations, service providers to the industry, and educational institutions and their students involved in air cargo training.

## International Customer Service Association (ICSA)

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** ICSA is dedicated to promoting the development and awareness of the customer service profession through networking, education, and research.

**Number of Members:** 3,100

**Dues:** Dues are \$195.00 per person per year.

**E-Mail:** [icsa@sba.com](mailto:icsa@sba.com)

### Chief Executive Officer

Wilma Brewer  
Director Customer Service  
Hach Company  
5600 Lindberg Drive  
Loveland, CO 80537  
(800) 360-4272  
FAX: (312) 245-1084  
E-mail: [icsa@sba.com](mailto:icsa@sba.com)

### Chief Operating Officer

Brenda Anderson  
Executive Director  
International Customer Service Association  
401 North Michigan Avenue  
Chicago, IL 60611-4267  
(312) 321-6800  
FAX: (312) 245-1084

## International Safe Transit Association (ISTA)

**Type:** An organization in which membership is extended on both an individual and a corporate basis.

**Purpose/Objective:** ISTA is a nonprofit organization of companies and professional individuals which: provides leadership in developing, advancing, and disseminating transport package performance testing on a worldwide basis Provides a certification process for the identification of transport packages that meet ISTA criteria Provides forums for the timely exchange of theories and best practices within the transport packaging industry Provides networking and interfacing opportunities for members to share their knowledge and expertise Provides education and training programs that enhance career opportunities in transport packaging Promotes involvement of companies and individuals from around the world and from all segments of the distribution process in ISTA programs and activities that provide intellectual capital diversity

**Number of Members:** 20 individual members; 680 corporate members

**Dues:** \$65.00 per person per year; corporate dues are \$475.00

**Web:** <http://www.ista.org>

**E-Mail:** [echurch@ista.org](mailto:echurch@ista.org)

### Chief Executive Officer

Stephen R. Pierce (President)  
Eastman Kodak Company  
PEGD, 1-205/KP  
Rochester, NY 14650-3067

(716) 477-4483

379

**Chief Operating Officer**

Edward A. Church  
Executive Director  
International Safe Transit Association  
1400 Abbott Road, Suite 310  
East Lansing, MI 48823-1900  
(517) 333-3437  
FAX: (517) 333-3813

**Remarks:** The activities touch on several areas which we believe to be, in most companies, under the jurisdiction of the top logistics executive: effective distribution packaging; manual and mechanical handling of distribution packages at shipping and receiving locations; manual and mechanical handling of distribution packages at transfer points and in warehouses and distribution centers; liaisons with carriers; damage claims resolution; and the effects of packaging on transportation and insurance rates. Our concern in the materials handling area is with the transportation and distribution environment. We need to know what happens to packages as they carry a product from point of manufacture to point of use or sale. A body of knowledge related to the distribution environment is necessary for us so we can maintain our preshipment testing procedures requirements.

## International Society for Inventory Research

**Type:** An organization in which membership is extended on both an individual and corporate basis.

**Purpose/Objective:** The Society, which is a professional, not-for-profit organization, provides those engaged in inventory research with an opportunity to exchange views and experiences on an international and interdisciplinary basis. The Society's mission is to provide an appropriate and comprehensive framework for the dissemination of research results attained in the member's country and to take the initiative in the development of research and higher education.

**Number of Members:** 300 individual members and 45 corporate members.

**Dues:** \$35.00 annually for individual members, \$175.00 annually for corporate members.

**E-Mail:** [isir@mercur.bke.hu](mailto:isir@mercur.bke.hu)

**Chief Executive Officer**

Sven Axsater (President)  
Department of Industrial Engineering  
Lund University  
PO Box 118  
Lund S-22100  
SWEDEN  
(4646) 222-3387  
FAX: (4646) 222-4619  
E-Mail: [sven.axsater@ie.lth.se](mailto:sven.axsater@ie.lth.se)

**Chief Operating Officer**

Attila Chikan  
First Vice President and Secretary General  
International Society for Inventory  
Research  
Veres Palne u. 36  
Budapest H-1053  
HUNGARY  
Phone and FAX: (36) 1 317-2959

## International Society of Logistics

**Type:** A professional organization in which individuals and corporations hold membership.

**Purpose/Objective:** The International Society of Logistics is a not-for-profit, international organization devoted to scientific, educational, and literary endeavors to enhance the art and science of logistics technology, education, and management.

**Number of Members:** 7,500 individual member and 25 corporate members.

**Dues:** \$130.00 per person per year. Corporate dues are on a sliding scale based on the number of employees.

**E-Mail:** [solehq@erols.com](mailto:solehq@erols.com)

**Chief Executive Officer**

Donald E. Desrochers

The International Society of Logistics

8100 Professional Place, Suite 211

Hyattsville, MD 20785

(301) 459-8446

FAX (301) 459-1522

E-mail: [solehq@erols.com](mailto:solehq@erols.com)

## International Warehouse Logistics Association

**Type:** A trade association in which membership is extended on both an individual and a corporate basis.

**Purpose/Objective:** To promote the general interests of persons, firms, and corporations engaged in the public merchandise warehousing industry, and to promote a high standard of business ethics therein; to collect and disseminate statistical and other information pertinent to the business of its members; to conduct research into ways and means of improving efficiency in the conduct of the business of its members; to advise its members of national legislation and regulations affecting them; and in general, to engage in all activities for the benefit of its members.

**Number of Members:** 600 corporate members

**Dues:** \$200.00 per person per year. Corporate dues are on a sliding scale based on square footage.

**Web:** <http://www.warehouselogistics.org>

**E-Mail:** [jhoiland@warehouselogistics.org](mailto:jhoiland@warehouselogistics.org)

**Chief Executive Officer**

F. Perry Ozburn (Chairperson)

CEO

Ozburn-Hessey Logistics

PO Box 40667

Nashville, TN 37204-0667

(615)401-6400

FAX: (615) 255-8344

E-mail: [pozburn@ohlogistics.org](mailto:pozburn@ohlogistics.org)

**Chief Operating Officer**

Joel R. Hoiland

President and CEO

International Warehouse Logistics Association

1300 West Higgins Road, Suite 111

Park Ridge, IL 60068-5764

(847) 292-1891

FAX:(847) 292-1896

**Remarks:** The International Warehouse Logistics Association is a merger of the American Warehouse Association and the Canadian Association of Warehousing and Distribution Services.

## Intl Association of Refrigerated Warehouses (IARW)

**Type:** A trade organization in which corporations hold memberships.

**Purpose/Objective:** To advance the interests and welfare of the refrigerated warehousing, transportation, distribution, and logistics businesses; and to elevate and improve industry standards and promote better understanding of its functions within the food distribution industry and among the general public.

**Number of Members:** 860

**Dues:** Dues are based on the company's gross refrigerated space

**Web:** <http://www.iarw.org>

**E-Mail:** [iarw.org](mailto:iarw.org)

**Chief Operating Officer**

J. William Hudson

President

International Association of Refrigerated Warehouses

7315 Wisconsin Avenue, Suite 1200N



Bethesda, MD 20814  
(301) 652-5674  
FAX: (301) 652-7269  
e-mail: iarw.org

**Remarks:** The IARW aggressively promotes more efficient distribution services, aids members in adopting new technology, and advises members of legislation and regulations affecting the food industry.

## J

### Japan Institute of Logistics Systems (JILS)

**Type:** An organization in which membership is extended on both an individual and a corporate basis.

**Purpose/Objective:** To contribute to the development of the national economy and to develop activities relating to the modernization of logistics; to promote logistics systems in the commercial field; to conduct seminars, workshops, and conferences, and to sponsor overseas tours that are of interest to logistics management personnel.

**Number of Members:** 860 corporate members and 60 individual members.

**Dues:** The dues are \$250.00 per individual per year; \$1,000.00 per corporation per year.

**Web:** <http://www.logistics.or.jp/jils/>

**E-Mail:** [kakuta@logistics.or.jp](mailto:kakuta@logistics.or.jp)

**Chief Executive Officer**

Fumio Sato

Chairman

Toshiba Corporation

C/O Japan Institute of Logistics Systems

Sumitomo Higashi-shinbashi Bldg 3 Goukan

1-10-14 Hamamatsu-cho Minato-ku

Tokyo 105-0013

JAPAN

(81) 3 3432-3291

FAX: (81) 3 3432-8681

(

**Chief Operating Officer**

Kunio Kakuta

Executive Vice President

Japan Institute of Logistics Systems

Sumitomo Higashi-Shinbashi Bldg 3 Goukan

1-10-14 Hamamatsu-cho Minato-ku

Tokyo 105-0013

JAPAN

81 (3) 3432-3291

FAX: 81 (3) 3432-8681

## K

### Korea Logistics Society

**Type:** An organization in which membership is extended on both an individual and a corporate basis

**Purpose/Objective:** The mission of the Korea Logistics Society is to contribute to the establishment of an efficient logistics system in Korea and East Asia. It also tries to contribute to the effective logistics management of global companies. Its main activities are publishing journals, conducting seminars, workshops, and conferences. The Korea Logistics Society also organizes domestic and foreign onsite tours, and emphasizes the exchange of information and experiences between academic professionals and practitioners.

**Number of Members:** 360 individual members; 70 corporate members

**Dues:** The dues are \$30.00 per individual per year; \$100.00 per corporation per year

**E-Mail:** [hichin@suji.kmi.re.kr](mailto:hichin@suji.kmi.re.kr)

**Chief Executive Officer**

Mun Kyu Yoon  
 Professor  
 Soonchunhyang University  
 Asan P.O Box 97  
 Choongchungnam-do 366-745  
 Asan  
 KOREA  
 (0418) 530-1162  
 FAX: (0418) 544-8148  
 E-mail: yoonmk@asan.sch.ac.kr  
**Chief Operating Officer**  
 Hyung In Chin  
 Vice President  
 Korea Logistics Society  
 154-10 Samsung-dong  
 Kangnam-gu  
 Seoul, 135-090  
 KOREA  
 (02) 3404-3007  
 FAX: (02) 3404-3039

## L

### Logistics Association of Australia-LAA

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** The LAA is an association representing the interest of those involved in logistics. This includes warehousing distribution, purchasing, marketing, sales, customer service, and materials managers. The aim of increasing the professionalism of members is achieved by acting as the representative body for managers engaged in logistics functions; providing opportunities for interaction and sharing of experiences with other professionals; conducting monthly meetings to discuss topics and issues of interest; and providing opportunities for learning through participation in seminars, site visits, and tertiary courses.

**Number of Members:** 2,000

**Dues:** \$100.00 per person per year in Australia, \$50.00 per person per year in other countries.

**Web:** <http://www.logadmin.asn.au>

**E-Mail:** [logadmin@logassoc.asn.au](mailto:logadmin@logassoc.asn.au)

**Chief Executive Officer**

David Doherty (National President)

Logistics Association of Australia

PO Box 943

Auburn NSW 1835

AUSTRALIA

61 (2) 9649 1757

FAX: 61 (2) 9649 3794

**Chief Operating Officer**

Keith Campbell

Executive Manager

Logistics Association of Australia

PO Box 249

Parramatta NSW 2124

AUSTRALIA

61 (2) 9635-3422

FAX: 61 (2) 9635-3466

### Logistics Institute of New Zealand

**Type:** An organization in which membership is extended on both an individual and corporate basis.

**Purpose/Objective:** To assist in creating a better understanding of logistics awareness, training, and education in

New Zealand through actively promoting the philosophy and concepts of logistics, both internally and externally to the wider business community, public, and government departments, and to be seen as the authoritative body promoting logistics in New Zealand.

**Number of Members:** 400 individual members and 12 corporate members

**Dues:** This information is confidential.

**E-Mail:** [geenz@iprolink.co.nz](mailto:geenz@iprolink.co.nz)

**Chief Executive Officer**

Tim Munro

Chairman

C/O Logistics Institute of New Zealand

PO Box 345

Manurewa

NEW ZEALAND

(64) 9 267-1106

FAX: (64) 9 267-9075

E-mail: [geenz@iprolink.co.nz](mailto:geenz@iprolink.co.nz)

**Chief Operating Officer**

Michael G. Grace

Executive Secretary

Logistics Institute of New Zealand

PO Box 75-345

Manurewa

NEW ZEALAND

64 (9) 267-1106

FAX: 64 (9) 267-9075

## Logistiikka--Finnish Association of Logistics

**Type:** An organization in which membership is extended on both an individual and corporate basis.

**Purpose/Objective:** The Finnish Association of Logistics is a not-for-profit organization of logisticians. The objective is to promote the art, science, logistics education and research to our members.

**Number of Members:** 4,000 individual members and 150 corporate members

**Dues:** Approximately \$50.00 per person per year.

**E-Mail:** [kari.litja@logy.fi](mailto:kari.litja@logy.fi)

**Chief Executive Officer**

Paul Salminen

President

Managing Director

Logistiikka--Finnish Association of Logistics

Katajanokankatu 5 D 14

Fin-00160 Helsinki

FINLAND

(358) 179 567

FAX: (358) 177 675

**Chief Operating Officer**

Kari Litja

Executive Vice President

Logistiikka--Finish Association of Logistics

Katajanokankatu 5 D 14

Fin-00160 Helsinki

FINLAND

(358) 179 567

FAX: (358) 177 675

## M

### Maria Association, Ltd.

**Type:** A professional organization in which individuals hold membership.

**Chief Operating Officer**

T. Sokolova

Executive Manager

Center for Commercial Information

Maria Association, Ltd.

Val Moscow 125047

RUSSIA

7 (095) 258-1237

FAX: 7 (095) 975-2027

## Material Handling Equipment Distributors Assn.

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** To educate distributor members in the methods and practices necessary for them to become the most efficient medium through which materials handling equipment manufacturers distribute their products; to educate manufacturers and suppliers on the value of distributors in the distribution of material handling products; to enhance the professional image of the distributor members in the marketplace and to endeavor in every way to make the material handling industry better tomorrow than it is today.

**Number of Members:** 700

**Dues:** Corporate dues are on a sliding scale based on gross sales; flat fee for supplier/associate members

**Web:** <http://www.mheda.org>

**E-Mail:** [connect@mheda.org](mailto:connect@mheda.org)

**Chief Executive Officer**

Tim Hilton (President)

President & CEO

Carolina Handling LLC

3101 Piper Ln

Charlotte, NC 28241

(704)357-6273

FAX: (704) 329-3858

E-mail: [thilton@carolina-handling.com](mailto:thilton@carolina-handling.com)

**Chief Operating Officer**

Liz Richards

Executive Vice President

Material Handling Equipment Distributors Association

201 US Highway 45

Vernon Hills, IL 60061-2398

(847) 680-3500

FAX: (847) 362-6989

## Material Handling Industry (MHI)

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** Material Handling Industry is a not-for-profit umbrella organization. Since 1945, MHI has been the primary source of information on the industry. MHI members are leading the way, bringing the nation's manufacturing, users, and educators together to provide lasting solutions to today's productivity challenges through better material handling. MHIA gives its member companies a greater voice in shaping the destiny of the industry both nationally and internationally. MHIA sponsors trade events to showcase the products and services of its member companies and to provide material handling educational opportunities.

**Number of Members:** 200 Product Sections/Councils 650 MHIAD

**Dues:** Dues vary depending on divisional affiliations

**Web:** <http://www.mhia.org>

**E-Mail:** [jnofsinger@mhia.org](mailto:jnofsinger@mhia.org)

**Chief Executive Officer**

William R Michaels

Chairman

Pinnacle Automation

26546 N Alma School Rd #115

Scottsdale, AZ 85255  
(480) 563-8499  
FAX: (480) 473-2124

**Chief Operating Officer**

John B. Nofsinger  
CEO

The Material Handling Industry  
8720 Red Oak Boulevard, Suite 201  
Charlotte, NC 28217-3992  
(704) 676-1190  
FAX: (704) 676-1199

## Materials Handling and Management Society

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** The Materials Handling and Management Society is a professional society dedicated to enhancing the professional stature of its members and their fields on all levels through promoting public recognition of material handling and material management as vital professional business activities, and providing members with activities and information which facilitate acquiring increased knowledge and skills in the areas of material handling and material management.

**Number of Members:** 1,000 +

**Dues:** \$60.00 per person per year. Members must be directly involved in the field of material handling or material management in their occupations.

**E-Mail:** [bcurtis@mhia.org](mailto:bcurtis@mhia.org)

**Chief Executive Officer**

Mike Flamer  
President

Dorfman Group  
12005 East Mission Lane  
Scottsdale, AZ 85259  
(480) 860-8820  
FAX: (480) 860-0888

**Chief Operating Officer**

Bobbie S. Curtis  
Executive Director

Materials Handling and Management Society  
8720 Red Oak Boulevard, Suite 201  
Charlotte, NC 28217-3992  
(704) 676-1183  
FAX: (704) 676-1199

## N

### National Assn. of Purchasing Mgmt, Inc. (NAPM)

**Type:** An educational and research organization in which individuals hold membership.

**Purpose/Objective:** The National Association of Purchasing Management is committed to providing national and international leadership on purchasing and materials management. Through its 181 affiliated associations and over 44,000 members, the association provides opportunities for purchasing and supply management practitioners to expand their professional skills and knowledge, and works to foster a better understanding of purchasing and supply management concepts.

**Number of Members:** 44,000

**Dues:** Dues are \$90.00 per person per year, plus local affiliate dues.

**E-Mail:** [pnovak@napm.org](mailto:pnovak@napm.org)

**Chief Executive Officer**

Richard V. Bradshaw (President)  
Director of Purchasing Property Management  
Boston University Medical Campus  
Boston, MA 02118  
(617) 638-4341  
FAX: (617) 638-4547

**Chief Operating Officer**

Paul Novak  
Executive Vice President  
National Association of Purchasing Management  
PO Box 22160  
Tempe, AZ 85285-2160  
(480) 752-6276  
FAX:(480) 752-7890

**Remarks:** Members of the National Association of Purchasing Management are recognized as world class professionals. NAPM and its affiliates serve as centers of excellence in establishing and maintaining best in class professional standards of competency and conduct for its members, and in matters pertaining to research, education, and certification.

**National Assn. of Wholesaler-Distributors (NAW)**

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** The National Association of Wholesaler-Distributors (NAW) is composed of Direct Member companies and a federation of national, regional, state, and local associations and their members firms which, collectively, total more that 45,000 companies. NAW's core mission is to advocate its members' interests on national policy issues which affect the entire wholesale distribution industry. In addition to its government relations program, NAW's scope encompasses the activities of the Wholesaler-Distributor Political Action Committee (WDPAC), the Distribution Research & Educations Foundation (DREF), and the NAW Service Corporation (NAWSC).

**Number of Members:** 1,000

**Dues:** Dues are on a sliding scale based on annual merchant wholesale distribution sales.

**E-Mail:** [naw@nawd.org](mailto:naw@nawd.org)

**Chief Executive Officer**

J. Michael Moore (Chairperson)  
Director  
Applied Industrial Technologies  
74 West Long Lake Road, Suite 103  
Bloomfield Hills, MI 48304  
(202) 872-0885  
FAX: (202) 785-0586

**Chief Operating Officer**

Dirk Van Dongen  
President  
National Association of Wholesaler-Distributors  
1725 K Street NW  
Washington, DC 20006  
(202) 872-0885  
FAX: (202) 785-0586

**National Defense Transportation Association (NDTA)**

**Type:** An organization in which membership is extended on both an individual and a corporate basis.

**Purpose/Objective:** The National Defense Transportation Association (NDTA) is an educational and professional, nonprofit organization for transportation and related discipline professionals from the military, other government agencies, and the private industry, dedicated to defense transportation preparedness.

**Number of Members:** 7,890 individual members, 198 corporate members

**Dues:** Dues vary, based on the category of membership.

**E-Mail:** [ndta@ndtahq.com](mailto:ndta@ndtahq.com)

**Chief Executive Officer**

Jeffrey C. Crowe (Chairperson)  
Chairman, President and CEO  
Landstar System, Inc.  
4160 Woodcock Drive  
Jacksonville, FL 32207

**Chief Operating Officer**

Lt. Gen Edward Honor, USA (Ret.)  
President  
National Defense Transportation Association  
50 S. Pickett Street, Suite 220  
Alexandria, VA 22304-7296  
(703) 751-5011  
FAX: (703) 823-8761

**National Private Truck Council (NPTC)**

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** The National Private Truck Council represents the concerns and issues of corporate trucking-- companies that use "in-house" or dedicated truck fleets to support distribution of their products and services.

Members benefit from NPTC's work on a wide variety of issues, including federal and state taxes and regulations, safety, and environmental issues. NPTC counsels agencies on regulatory and rule-making proceedings and, when appropriate, participates in court cases. NPTC publishes a monthly management magazine, Business Trucking , two monthly newsletters, Safety & Compliance News, and the Legislative Regulatory Update, along with a monthly fax, Private Line Fast Fax.

**Number of Members:** 850

**Dues:** Corporate dues for fleets are \$650; allied dues range from \$660.00 to \$8,250.00.

**Web:** <http://www.nptc.org>

**E-Mail:** [mcquaid@nptc.org](mailto:mcquaid@nptc.org)

**Chief Executive Officer**

Daniel P. Smith (Chairperson)  
Corporate Director, Transportation  
Smart & Final  
P.O.Box 512377  
Los Angeles, CA 90051-0377  
(323) 869-6238  
FAX: (323) 869-6293  
E-mail: [daniel.smith@smartandfinal.com](mailto:daniel.smith@smartandfinal.com)

Cenex Harvest States  
PO Box 64089/Station 562  
St. Paul, MN 55164-0089  
(651) 451-5466  
FAX (651) 451-5185

**Chief Operating Officer**

John Mc Quaid  
President and CEO  
National Private Truck Council  
66 Canal Center Plaza, Suite 600  
Alexandria, VA 22314-1591  
(703) 683-1300  
FAX: (703) 683-1217

**Remarks:** NPTC has a not-for-profit affiliate, the Private Fleet Management Institute (PFMI), established to give a clear focus to education and research activities, and allow corporations, foundations, and government agencies to sponsor industry studies, and research projects. The Certified Transportation Professional (CPT) Program (a program administered by PFMI) was established to validate and recognize the professionalism and knowledge of those in the field of private fleet management. Certification is awarded on the basis of professional experience and passing a two-part exam.

## National Tank Truck Carriers, Inc. (NTTC)

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** NTTC represents the tank truck industry before Congress and various federal agencies, including the Department of Transportation, Environmental Protection Agency, and OSHA. NTTC provides its members information on legislative, regulatory, and operational developments that affect their businesses. NTTC also serves as an industry spokesman and resource to carriers, shippers, regulators, the new media, financial community and the general public.

**Number of Members:** 400

**Dues:** Corporate dues are on a sliding scale based on gross revenue.

**Web:** <http://nttc@juno.com>

**E-Mail:** [nttc@juno.com](mailto:nttc@juno.com)

**Chief Executive Officer**

Robert Schurer (Chairperson)

President

Transport Service Company

908 North Elm Street

Hinsdale, IL 60521

(630) 952-2322

FAX: (630) 920-6806

**Chief Operating Officer**

Clifford J. Marvison

President

National Tank Carriers, Inc.

2200 Mill Road

Alexandria, VA 22314-4677

(703) 838-1960

FAX: (703) 684-5753

## National Wholesale Druggists' Association

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** The mission of the NWDA is to secure safe and effective distribution of healthcare products, create and exchange industry knowledge affecting the future of distribution management, and influence standards and business processes that produce efficient healthcare commerce.

**Number of Members:** 400

**Dues:** Corporate dues are on a sliding scale based on revenue.

**Web:** <http://www.nwda.org>

**E-Mail:** [ronald\\_streck@ndwa.org](mailto:ronald_streck@ndwa.org)

**Chief Executive Officer**

Ken Couch (Chairperson)

President

Smith Drug Company

P.O.Box 1779

Spartanburg, SC 29304

(864) 582-1218

FAX: (864) 582-0333

E-mail: [kcouch@prodigy.net](mailto:kcouch@prodigy.net)

**Chief Operating Officer**

Ronald J. Streck

President and CEO

National Wholesale Druggists' Association

PO Box 2219

Reston, VA 20190-0219

(703) 787-0000

FAX: (703) 787-6930

**Remarks:** Maintains ten standing committees; sponsors an annual meeting and marketing and productivity/



technology conferences; and publishes an annual membership directory, operator survey, bimonthly newsletter, and various monthly bulletins and newsletters.

## Natl Customs Brokers and Forwarders Assoc/ America

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** National Customs Brokers and Forwarders Association of America, Inc; is the trade association representing the licensed customs brokers, international freight forwarders, and international air cargo agents located throughout the US.

**Number of Members:** 600+

**Dues:** Dues are on a sliding scale based on number of employees

**E-Mail:** [breilly@ncbfaa.org](mailto:breilly@ncbfaa.org)

**Chief Executive Officer**

Peter H. Powell, Sr. (President)

CEO

CH Powell Company

One Intercontinental Way

Peabody, MA 01960

(978) 535-7073

FAX: (978) 535-7028

E-mail: [chpowell@chpowell.com](mailto:chpowell@chpowell.com)

**Chief Operating Officer**

Barbara Reilly

Executive Vice President

National Customs Brokers and Forwarders

Association of America, Inc.

1200 18th St NW Suite 901

Washington, DC 20036

(202)466-0222

FAX: (202) 466-0226

## Nat'l Industrial Transportation League (NITL)

**Type:** Carriers and other service providers are eligible for associate status.

**Purpose/Objective:** The NITL is the oldest and largest broad-based shippers' organization in the U.S. Founded in 1907, The National Industrial Transportation League is a voluntary organization of shippers, shippers' associations, boards of trade, chambers of commerce, and other entities concerned with the purchasing of freight transportation services. It is the only nationwide organization representing shippers of all sizes and commodities using all modes of transportation to move their goods via intrastate, interstate, and international commerce.

**Number of Members:** 1,700 members

**Dues:** Membership dues and associate fees are based on gross sales.

**Web:** <http://www.nitl.org>

**E-Mail:** [ermett@nitl.org](mailto:ermett@nitl.org)

**Chief Executive Officer**

Gerry Mayer

Manager, Transportation

J.C. Penny Company, Inc.

PO Box 10001

Dallas, TX 75301-4213

(972) 431-2526

FAX: (982) 431-2571

**Chief Operating Officer**

Edward M. Emmett

President

The National Industrial Transportation League

1700 N. Moore Street, Suite 1900

Arlington, VA 22209-1904

(703) 524-5011

FAX: (703) 524-5017

## Nat'l Society of Professional Engineers (NSPE)

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** NSPE is the national society of engineering professionals from all disciplines that promotes the ethical and competent practice of engineering, advocates licensure, and enhances the image and well-being of its members.

**Number of Members:** 60,000

**Dues:** National dues \$88.00. Member dues include chapter, state and national with totals ranging from \$92.00 to \$274.00.

**Web:** <http://www.nspe.org>

**E-Mail:** [pnatale@nspe.org](mailto:pnatale@nspe.org)

**Chief Executive Officer**

J. David Waugh (President)

President

The National Society of Professional Engineers

1420 King Street

Alexandria, VA 22314

(703)684-2856

FAX: (703) 519-3763

E-mail: [waugh@enr.sc.edu](mailto:waugh@enr.sc.edu)

**Chief Operating Officer**

Patrick J. Natale

Executive Director

National Society of Professional Engineers

1420 King Street

Alexandria, VA 22314

(703) 684-2856

FAX: (703) 519-3763

## Norwegian Assn Purchasing & Logistics

**Type:** A professional organization in which individual and corporations hold membership.

**Purpose/Objective:** This Organization's purpose is to raise the professional standard of members and others engaged in the profession. For many years and in many ways, NIMA has tried to gain the attention of official school authorities in order to get purchasing and logistics placed on their schedule.

**Number of Members:** 2,350 individuals; 50 corporate members

**Dues:** \$100.00 per person per year; approximately \$500.00 per company per year

**Web:** <http://www.nima.no>

**E-Mail:** [arne.hauge@nima.no](mailto:arne.hauge@nima.no)

**Chief Executive Officer**

Peter J. Tronslin (Chairperson)

Director

Statoil

4035 Stavanger

NORWAY

(47) 518-08080

FAX: (47) 518-07042

E-mail: [pjt@statoil.no](mailto:pjt@statoil.no)

**Chief Operating Officer**

Arne Hauge

Managing Director

Norwegian Assn Purch & Logistics

PO Box 2602, St. Hanshaugen

0131 Oslo

NORWAY

(47) 222-01400

FAX: (47) 222-00650

E-mail: [arne.hauge@nima.no](mailto:arne.hauge@nima.no)

**Remarks:** NIMA was founded in 1915 as the first association of logistics and materials management in the world. It now has 11 local branches all over Norway.

## Ntl Customs Brokers & Forwarders Assn. of America

**Type:** A trade in which corporations hold membership.

**Purpose/Objective:** National Customs Brokers and Forwarders Association of America, Inc. is the trade association representing the licensed customs brokers, international freight forwarders, and international freight forwarders, and international air cargo agents located throughout the U.S.

**Number of Members:** 600+

**Web:** <http://www.ncbfaa.org>

**E-Mail:** [breilly@ncbfaa.org](mailto:breilly@ncbfaa.org)

**Chief Executive Officer**

Peter H. Powell, Sr. (President\_  
CEO

CH Powell Company

One Intercontinental Way

Peabody, MA 01960

(978) 535-7073

FAX: (978) 535-7028

E-Mail: [chpowell@chpowell.com](mailto:chpowell@chpowell.com)

**Chief Operating Officer**

Barbara Reilly

Executive Vice President

National Customs Brokers and Forwarders Association of America, Inc.

1200 18th Street NW, Suite 901

Washington, DC 20009

(202) 466-0222

FAX: (202) 466-0226

## O

### Office Furniture Distribution Assn., Inc. (OFDA)

**Type:** A trade and professional organization in which furniture manufacturers hold membership.

**Purpose/Objective:** OFDA is a not-for-profit office furniture shippers' association whose object, as stated in its constitution, is to promote the common interests of its members with regards to transportation and distribution management development through educational articles, seminars, programs, and presentations of views to regulatory agencies concerning these common interests. These common interests include rules, regulations, ratings, rates, and packing requirements of carriers as they relate to the transportation of office furniture.

**Number of Members:** 50

**Dues:** Corporate dues are \$200.00 per year.

**E-Mail:** [kmassoc@splusnet.com](mailto:kmassoc@splusnet.com)

**Chief Executive Officer**

Russell Matthews (Chairperson)

Corporate Traffic Director

LA-Z-BOY Chair Company

1284 North Telegraph Road

Monroe, MI 48161

(313) 241-3822

**Chief Operating Officer**

Kenneth E. Miller

Managing Director

Office Furniture Distribution Association, Inc.

PO Box 326

Petersham, MA 01366-0326

(978) 724-3267

FAX: (978) 724-3507

**Remarks:** OFDA now allows associate members to join who are carriers for or suppliers to the office furniture industry.

P

Q

R

S

## South African Institute of Materials Handling

**Type:** An organization in which membership is extended on both an individual and a corporate basis.

**Purpose/Objective:** The South African Institute of Materials Handling is a not-for-profit organization which promotes, advances, and maintains technical competence in all aspects of materials handling and logistics through its members and worldwide affiliated bodies. It also directly accredits educational diplomas and issues certificates and diplomas to successful candidates in the fields of storemanship, materials handling, and supply chain management. Following the introduction of the government skills tax in 2000, a parallel occupational education and training quality assurance body (ETQA) will be quality-assuring identified standards and qualifications for a range of occupations within materials handling and logistics.

**Number of Members:** 600 individual, 45 corporate, 750 student members

**Dues:** \$30.00 per person. Corporate dues \$250.00 per branch operation.

**Web:** <http://www.saimh.co.za>

**E-Mail:** [saimh@global.co.za](mailto:saimh@global.co.za)

### Chief Executive Officer

Michael J. Craddock (Chairman)

Director of Accreditation

Education and Training Quality Assurance Body

PO Box 293

Jukskeipark, Gauteng 2153

SOUTH AFRICA

(27) 11 793-6518

FAX: (27) 11 883-0716

E-mail: [saimh@global.co.za](mailto:saimh@global.co.za)

Pneuveyor C.C.

PO Box 68470

Bryanston 2021

South Africa

(27) 11 706-3475

FAX (27) 11 706-3475

E-Mail: [lesb@fuller.co.za](mailto:lesb@fuller.co.za)

### Chief Operating Officer

Michael R. J. Baker

National Chairman

South African Institute of Materials Handling

PO Box 787549

Sandton, Gauteng 2146

SOUTH AFRICA

27 (11) 883-0339

FAX: 27 (11) 883 0716

## Supply Chain Council Inc

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** The Supply Chain Council was incorporated in 1977 as a global, not-for-profit trade association with membership open to all companies interested in improving supply chain efficiencies through the use of the Supply Chain Operations Reference-model.

**Number of Members:** 550

**Dues:** \$1,750.00 per corporation

**Web:** <http://www.supply-chain.org>

**E-Mail:** [bill@hakanson.com](mailto:bill@hakanson.com)

**Chief Executive Officer**

James Vogelsang (Chairperson)

United States Enrichment Corporation

102 Fulton Court, Information Age Park

Puducuh, KY 42001

(270) 744-1035

FAX: (270) 744-1036

E-mail: [vogelsangje@pgdp.usec.com](mailto:vogelsangje@pgdp.usec.com)

**Chief Operating Officer**

Bill Hakanson

Executive Director

Supply Chain Council Inc

303 Freeport Road

Pittsburgh, PA 15215

(412) 781-4101

FAX: (412) 781-2871

## Swedish Materials Administration Forum (SMAF)

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** The main objectives of SMAF are: \* to establish a bridge and unite common interests of different functions in the field of materials administration within a company and the society in general \* to stimulate activities within the materials administration field and emphasize high quality work \* to stimulate research and other similar activities within the materials administration area \* to support education and training of materials administration staff by presenting courses of our own and arranging seminars and conferences in order to inform members of industry trends and current developments in materials administration \* to develop and support an integrated overall view of the concept of materials and administration \* to present to the press and other groups of interest a wide picture of the development within the materials administration field and to stress the importance of materials administration in the total economy of the society \* to stimulate and support activities related to contact with international organizations dealing with materials administration, logistics, and materials handling

**Number of Members:** Approximately 450

**Dues:** \$100.00 per person per year; companies or other types of organizations active within the field of logistics can be accepted as supporting members; dues quotes not available at this time.

**Chief Executive Officer**

Annica Sundberg

Operating Manager

Swedish Materials Administration Forum

Box 608

Nacka S-13121

SWEDEN

(46) 8 718 1280

FAX: (46) 8 718 0025

**Chief Operating Officer**

Karl-Erik Sandstrom

Director Group Public and Market Relations

Bilspedition AB

Box 8013

Spanga S-16308

SWEDEN

46 (8) 621-3100

FAX: 46 (8) 795-6375

## Swedish National Assn. of Purchasing and Logistics

**Type:** A professional organization in which individuals hold membership

**Purpose/Objective:** To raise the professional standard of members and others engaged in the profession and to

support training and education at the college and university level.

**Number of Members:** Approximately 2,800

**Dues:** \$80.00 per person per year.

**E-Mail:** [silf@silf.se](mailto:silf@silf.se)

**Chief Executive Officer**

Svante L. Axelsson (President)

Vice President

Telia AB Business Systems

SE-123 86 Farsta

SWEDEN

(46) 8 713 6459

FAX: (46) 8 713 6559

E-Mail: [svante.1.axelsson@telia.se](mailto:svante.1.axelsson@telia.se)

**Chief Operating Officer**

Olwyn Ottenbring

Secretary General

Swedish National Association of Purchasing and Logistics

PO Box 1278

SE-164 29 Kista

SWEDEN

46 (8) 752- 1690

FAX: 46 (8) 750-6410

## T

### Thai Logistics and Production Society (T-LAPS)

**Type:** A organization in which membership is extended on both an individual and corporate basis.

**Purpose/Objective:** To enhance the profession of logistics and supply chain management in Thailand

**Number of Members:** 335 individual members and 10 corporate members

**Dues:** \$17.00 per person per year; \$56.00 for corporate membership

**E-Mail:** [krizz@consultant.com](mailto:krizz@consultant.com)

**Chief Executive Officer**

Pricha Pantumsinchai, Dean

VP Chief Editor TLAPS Newsletter

Thai Logistics & Production Society

29/126 Ladprao 41 Rd

Bangkok 10900

THAILAND

66 (2) 541-8581

FAX: 66 (2) 541-8581

E-mail: [tlaps@usa.net](mailto:tlaps@usa.net)

**Chief Operating Officer**

Krizz Chantjiraporn

President

Thai Logistics and Production Society

29/126 Ladprao 41 Road

Bangkok 10900

THAILAND

(662) 229 4255

FAX (662) 541 8581

**Remarks:** TLAP's annual conference is held in May of each year.

### Transportation Consumer Protection Council

**Type:** A trade association in which corporations hold membership.

**Purpose/Objective:** To serve the shipping public by providing high quality educational programs and materials,

promoting and representing the interest of the entire shipping community in issues relating to the transportation of goods in today's deregulated environment.

395

**Number of Members:** 460

**Dues:** \$395.00 per corporation per year

**E-Mail:** [augello@transportlaw.com](mailto:augello@transportlaw.com)

**Chief Executive Officer**

Deborah Salhus (Chairperson)  
Director, Prevention and Claim Services  
Bay Area Piggyback, Inc.

560 Lennon Lane  
Walnut Creek, CA 94598-2415

(920) 932-1313

FAX: (920) 932-8661

E-Mail: [debjester2@aol.com](mailto:debjester2@aol.com)

**Chief Operating Officer**

William J. Augello  
Executive Director  
Transportation Consumer Protection Council

120 Main Street  
Huntington, NY 11743-6906

(516) 549-8984

FAX: (516) 549-8962

## Transportation Intermediaries Association (TIA)

**Type:** A professional and trade association in which corporations hold memberships.

**Purpose/Objective:** TIA is the leading education and policy organization for transportation intermediaries in the US and Canada. Originally established in 1978 as a trade association of property brokers, TIA expanded its membership in 1995 to include all aspects of third party transportation service providers: property brokers, domestic freight forwarders, intermodal marketing companies, perishable commodities brokers, air and international freight forwarders, and logistics management firms. All TIA members are required to sign a national Code of Ethics as a condition of membership. TIA offers certified transportation broker educational programs to qualified intermediaries to ensure professionalism and commitment to the transportation industry.

**Number of Members:** 750 corporations

**Dues:** Corporate dues are on a sliding scale based on gross annual revenue.

**Web:** <http://www.southlandexpress.com>

**E-Mail:** [voltmann@tjanet.org](mailto:voltmann@tjanet.org)

**Chief Executive Officer**

Robert Pulley (President)  
President

Southland Logistics, Inc.  
P.O. Box 653

Lawrenceburg, TN 38464

(931) 762-6509

FAX: (931) 762-9698

E-mail: [rpulley@southlandexpress.com](mailto:rpulley@southlandexpress.com)

**Chief Operating Officer**

Robert A. Voltmann  
Executive Director and CEO  
Transportation Intermediaries Association (TIA)

3601 Eisenhower Avenue, Suite 110

Alexandria, VA 22304

(703) 329-1894

FAX: (703) 329-1898

## Transportation Research Board (TRB)

**Type:** An organization in which membership is extended on both an individual and corporate basis.

**Purpose/Objective:** To advance knowledge concerning the nature and performance of transportation systems by

stimulating research and disseminating the information derived from research.

**Number of Members:** 2,200 individuals 200 corporations 4,000 com mbrs

**Dues:** Committee membership size is limited. Nominations require individual expertise in the subject matter of a committee and approval by committee chairperson and TRB Executive Director. Individual and organizational membership; payment of required fee

**Web:** <http://www.nas.edu/trb>

**E-Mail:** [bskinner@nas.edu](mailto:bskinner@nas.edu)

**Chief Executive Officer**

Sharon D. Banks (Chairperson)

General Manager

AC Transit

1500 Franklin Street

Oakland, CA 94612

(510) 891-4862

FAX: (510) 891-7157

**Chief Operating Officer**

Robert E. Skinner, Jr.

Executive Director

Transportation Research Board

2101 Constitution Avenue NW

Washington, DC 20418

(202) 334-2936

FAX: (202) 334-2920

## Transportation Research Forum

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** The purpose of the Transportation Research Forum is to provide an impartial meeting ground for carriers, shippers, government, officials, consultants, university researchers, suppliers, and others seeking an exchange of information and ideas related to both passengers and freight transportation.

**Number of Members:** 400

**Dues:** \$75.00 per person per year

**E-Mail:** [rob@enotrans.com](mailto:rob@enotrans.com)

**Chief Operating Officer**

Robert Ritter

Executive Director

Transportation Research Forum

One Farragut Square South, Suite 500

Washington, DC 20006-4003

(202) 879-4701

FAX: (202) 879-4719

**Remarks:** There are 14 regional chapters in the US. Another six chapters are related to special interests in transportation and do not have a geographical focus. These concentrate on transportation matters in their respective fields.

## Truckload Carriers Association

**Type:** A trade association in which corporations hold membership.

**Number of Members:** 1,000

**Dues:** Corporate dues are on a sliding scale based on revenue.

**Web:** <http://www.truckload.org>

**E-Mail:** [tca@truckload.org](mailto:tca@truckload.org)

**Chief Operating Officer**

Lana R. Batts

President

Truckload Carriers Association

2200 Mill Road

Alexandria, VA 22314



(703) 838-1950  
 FAX: (703) 836-6610

## U

### Uruguayan Logistics Association (URULOG)

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** To promote logistics in Uruguay in order to obtain this objective, our association organizes several activities about material handling, port, supply chain, warehousing, transport, and others.

**Number of Members:** 100

**E-Mail:** [urulog@montevideo.com.uy](mailto:urulog@montevideo.com.uy)

**Chief Operating Officer**

Fernando Frugoni

Vice President

Uruguayan Logistics Association

Av Rivera 2203/601

11600 Montevideo

URUGUAY

59 (82) 307-6873

FAX: 59 (82) 400-2100

### US Chamber of Commerce Logistics Council

**Type:** An organization in which membership is extended on both an individual and corporate basis.

**Purpose/Objective:** To advance knowledge concerning the nature and performance of transportation systems by stimulating research and disseminating the information derived from research.

**Number of Members:** 160,000 corporations

**Dues:** Corporate dues are on a sliding scale based on revenue.

**Web:** <http://www.chamberbiz.com>

**E-Mail:** [comahony@uschamber.com](mailto:comahony@uschamber.com)

**Chief Executive Officer**

Jane Sanders

Vice President, Business Information  
 and Development

US Chamber of Commerce

1615 H Street NW

Washington, DC 20062

(202) 463-5381

FAX: (202) 463-5608

E-mail: [jsanders@uschamber.com](mailto:jsanders@uschamber.com)

**Chief Operating Officer**

Chamain O'Mahony

Director, Information Resources

US Chamber of Commerce

1615 H Street NW

Washington, DC 20062

(202) 463-5381

FAX: (202) 463-5608

E-mail: [comahony@uschamber.com](mailto:comahony@uschamber.com)

## V

### VDI-FML

**Type:** An organization in which membership is extended on an individual and/or corporate basis.

**Purpose/Objective:** The purpose of this organization is to promote the science and development in the fields of

material flow, transportation, and logistics; to exchange experience among members and external experts; to cooperate with industry, commerce, and educational institutions; and to set and publish technical rules and standards.

**Number of Members:** 4,067

**Dues:** Membership dues are \$120.00 per person per year.

**E-Mail:** [fml@vdi.de](mailto:fml@vdi.de)

**Chief Executive Officer**

Heimo Thomas  
Deutsche Post AG  
Generaldirektion Postdienst  
Postfach 30 00  
D-53105 Bonn  
GERMANY  
(49) 228 182 3400  
FAX: (49) 228 182 6917

**Chief Operating Officer**

Kurt Redeker  
Executive Secretary  
VDI-Gesellschaft Foerdertechnik  
Materialfluss Logistik (VDI-FML)  
Postfach 10 11 39  
40002 Dusseldorf  
GERMANY  
49 (211) 6214-231  
FAX: 49 (211) 6214-155

## Vereniging Logistiek Management

**Type:** An organization in which membership is extended on an individual and corporate basis.

**Purpose/Objective:** To promote the knowledge and dissemination of information about integral goods flow control. There is a wide variety of educational programs. Other activities include national and regional meetings and excursions.

**Number of Members:** 900 corporate members 800 individual members

**Dues:** Membership dues are \$170.00 per person per year. Corporate dues are on a sliding scale based on the number of employees.

**Web:** <http://www.vlmnet.nl>

**E-Mail:** [vlm@worldonline.nl](mailto:vlm@worldonline.nl)

**Chief Executive Officer**

A. Edelman  
President  
Vereniging Logistiek Management  
PO Box 23207  
3001 KE Rotterdam  
NETHERLANDS  
31 (10) 436-4155  
FAX: 31 (10) 436-4625

**Chief Operating Officer**

M.P. Pagie  
Executive Director  
Vereniging Logistiek Management  
PO Box 23207  
3001 KE Rotterdam  
NETHERLANDS  
31 (10) 436- 4155  
FAX: 31 (10) 436-4625

## W

### Warehousing Education and Research Council (WERC)

**Type:** A professional organization in which individuals hold membership.

**Purpose/Objective:** WERC's purpose is to provide education and to conduct research concerning the warehousing process; and to refine the art and science of managing warehouses. WERC will foster professionalism in warehouse management. It will operate exclusively without profit and in cooperation with other organizations and institutions.

**Number of Members:** 4,000

**Dues:** \$195.00 per person per year

**Web:** <http://www.werc.org>

**E-Mail:** [sbova@werc.org](mailto:sbova@werc.org)

**Chief Executive Officer**

Robert B. Silverman (President)

President

Gross & Associates

167 Main Street

Woodbridge, NJ 07095-2104

(732) 636-2666

Fax (732) 636-2799

E-mail: [rsilverman@grossassociates.com](mailto:rsilverman@grossassociates.com)

**Chief Operating Officer**

Steven Bova

Executive Director

Warehousing Education and Research Council

1100 Jorie Boulevard, Suite 170

Oak Brook, IL 60523-2243

(630) 990-0001

FAX: (630) 990-0256

**X**

**Y**

**Z**

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**Contact**

Council of Logistics Management

2805 Butterfield Road, Suite 200

Oak Brook, Illinois 60523

Phone: (630) 574-0985

Fax: (630) 574-0989

E-mail: [clmadmin@clm1.org](mailto:clmadmin@clm1.org)

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