

The background of the slide features a stylized illustration of a warehouse interior. In the foreground and midground, there are numerous stacks of shipping containers in various shades of blue and grey. A forklift is visible in the center, positioned between the stacks. The overall color palette is dark blue and grey, with some lighter blue highlights. A series of thin, wavy lines in blue, green, and red cross the middle of the image, separating the logo area from the main text area.

CLIMBING THE **LADDER**:  
A PATH TO **SUPPLY CHAIN** AND LOGISTICS C-SUITE





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Morai Logistics Inc. is a 3rd party logistics provider with an operating agency agreement representing Mode Transportation. We are a powerhouse logistics team based in the Greater Toronto Area and do business throughout North America, including Mexico. Our team is dedicated to our terrific clients and we strive to take the chaos out of your supply chain. We are always on the lookout to do exceptional work with remarkable people and companies!







# CLIMBING THE LADDER: A PATH TO **SUPPLY CHAIN** AND **LOGISTICS** C-SUITE

DISCUSSION ON EFFECTIVE LEADERSHIP TRENDS IN 2018 STIMULATES FURTHER INVESTIGATION INTO WHAT IT TAKES TO BECOME AN EFFECTIVE SUPPLY CHAIN AND LOGISTICS **C-SUITE EXECUTIVE**.

The term “C-Suite” describes leaders who hold senior executive positions within a business or organization. According to Investopedia, these positions may include ‘chief executive officer (CEO), chief financial officer (CFO), chief operating officer (COO), and chief information officer (CIO)’. Alternatively referred to as C-Level, the qualifications of an effective leader outlined above remain consistent with those who hold these positions. However, this year there is an increased emphasis on a commitment to corporate culture, people management, strategic thinking and active leadership.

This eBook uncovers current C-Suite trends, current challenges facing C-Level execs, and the core attributes required to be an effective executive leader.



# C-SUITE AT A GLANCE

The role of a C-Suite executive is integral to supply chain functionality and with that comes with an incredible amount of accountability. The Wall Street Journal reports that this year, companies are willing to invest more in C-Level salaries in order to ensure the following objectives are met:

- Stabilize costs associated with distribution and production.
- Application of supply chain automation.
- Negotiation to achieve 'bottom-line savings'.
- Acquiring global trade.

Increased consumer demands as a result of globalization and ecommerce market growth, applies an incredible amount of pressure on organizations across a variety of industries.





Logistics and Supply Chain reporter, Jennifer Smith, shares ISM's director of research and publications, Paul Lee's take on the need for executive leaders.



THE C-SUITE IS BECOMING MORE AND MORE CONCERNED WITH NOT ONLY GETTING COSTS RIGHT, BUT ALSO THAT THERE ARE NO DISRUPTIONS IN THE SUPPLY CHAIN



Combating these demands while facilitating, developing and managing processes that deliver immediacy, visibility and speed, are all C-Suite executive requirements. Making your way into the C-Suite chair is not impossible, however, no road to success is easy or transparent.







# CHALLENGES AT THE C-LEVEL

There are a variety of challenges facing professionals who hold positions within the C-suite. These include the existence of gender gaps and a lack of consistency in perspective as it pertains to the function of supply chain executives.

**[ A ] GENDER GAP**

**[ B ] PERSPECTIVES ON FUNCTIONALITY**



# [ A ] THE GENDER GAP

The number of women in high-level positions still remains lower in comparison to men, and the salary gap also remains considerably wide.

**RESEARCH FOUND THAT COMPARED TO A  
MEDIAN SALARY OF USD \$108,000 FOR MEN,  
WOMEN STILL EARNED LESS AT USD \$88,000.**

Yet, there is information that says that an organization that has females in its C-Suite and senior management are financially more-sound. Women must be motivated to break traditional roles and aspire to develop the confidence to excel in c-suite.



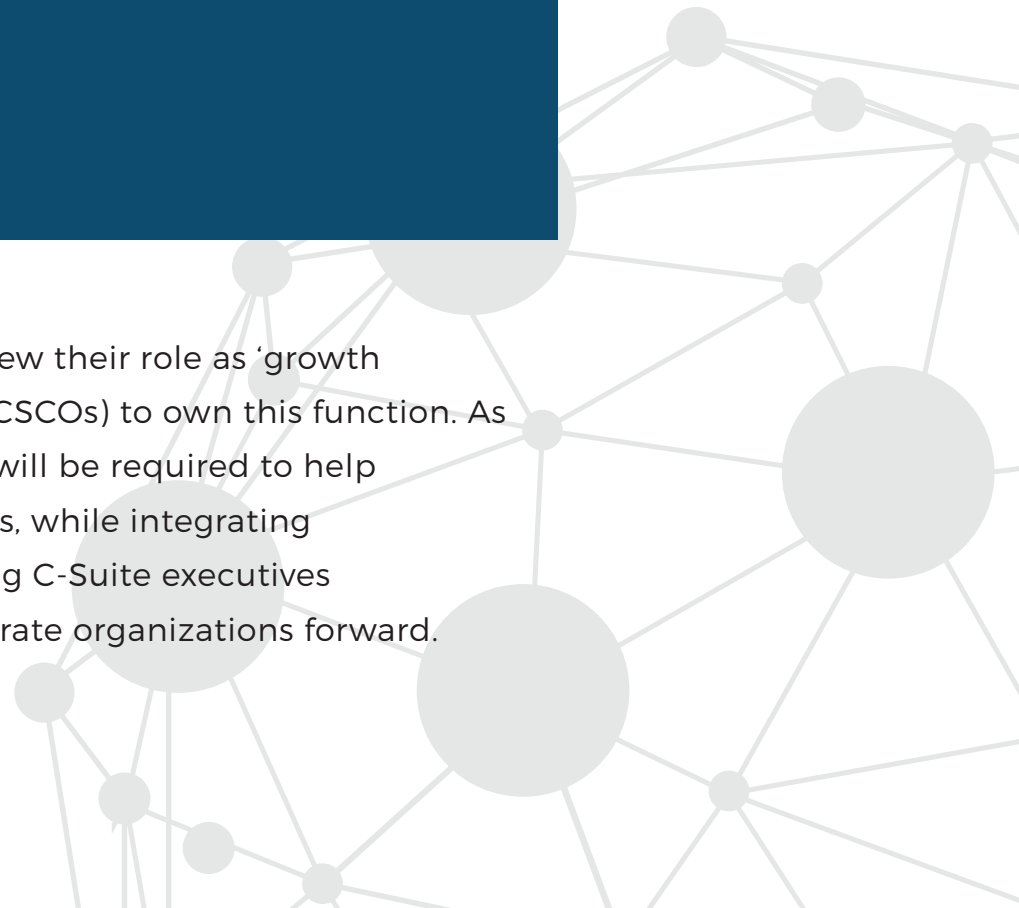


# [ B ] PERSPECTIVES ON FUNCTIONALITY

There has been considerable debate on the overall function of a C-Suite executive. The challenge associated with a variance in perspective manifests in executives being unable to fulfill the requirements of their role. According to Business Wire, a survey that included the input of 900 supply chain executives, felt that their function as a chief executive was:

- **60% AS COST EFFICIENCY DRIVER**
- **68% AS SUPPORT FUNCTION**
- **48% AS COMPETITIVE DIFFERENTIATOR**
- **53% AS GROWTH ENABLER**

Although a slightly less percentage of executives view their role as 'growth enablers', experts urge chief supply chain officers (CSCOs) to own this function. As the digital landscape continues to expand, CSCOs will be required to help accelerate supply chains to meet industry demands, while integrating technology. Therefore, it's important that upcoming C-Suite executives understand the core competencies that will accelerate organizations forward.





# CORE C-SUITE PERSONALITY TRAITS

## 1 - THE CULTIVATOR

An effective executive leader must cultivate a corporate culture throughout the organization, which means understanding what their employees need and value. According to Forbes, forward-thinking businesses must place company culture as a top priority and create 'a structure that places significant decision-making power into the hands of employees on the ground'.

Forbes also outlines the benefits corporate culture has on the overall success of a business. They include:

- **FOSTERS A POSITIVE BUSINESS IDENTITY.**
- **REDUCES TURNOVER AND INCREASES TALENT RETENTION.**
- **CONTRIBUTES TO POSITIVE BRAND IDENTITY.**

As the workforce transforms, upcoming generations are placing growth, development and coaching as an important consideration. Rather than sitting a part from employee interactions, the cultivator must work toward investing in the success of their employees.



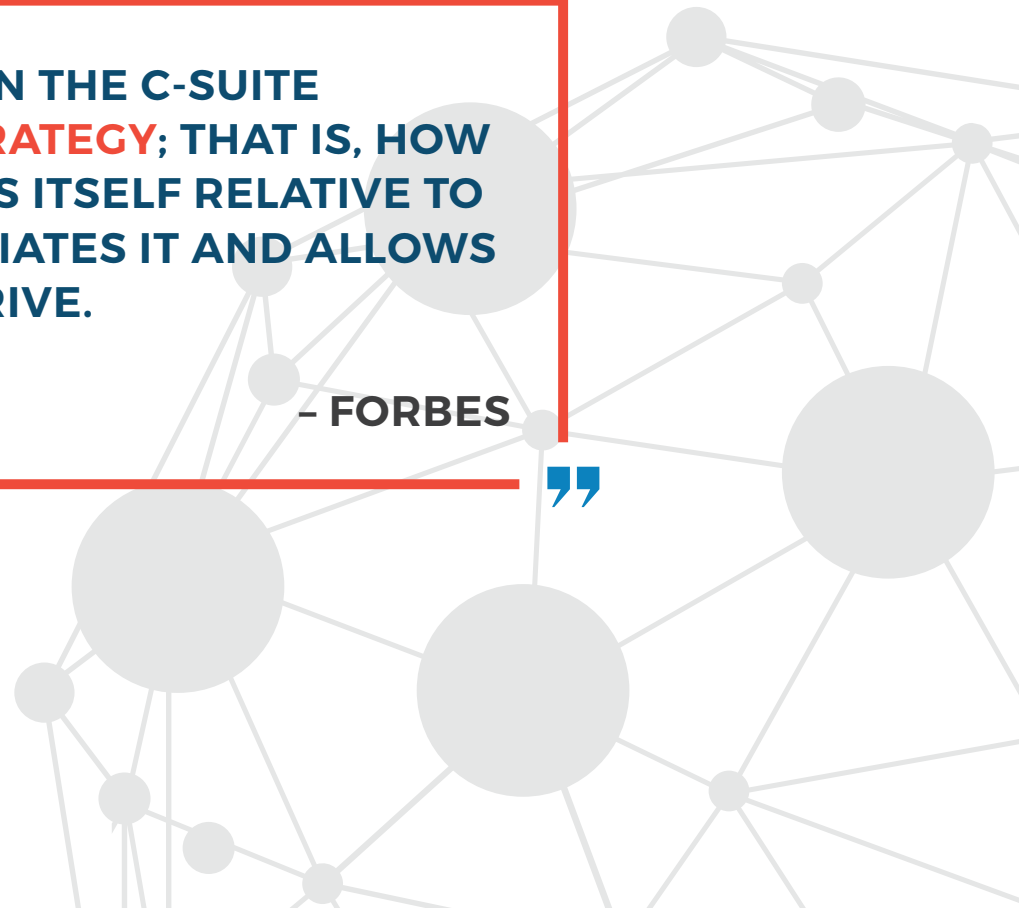
## 2 - THE VISIONARY

A growth enabler must be a visionary and exhibit strategic thinking to take the initiatives of their department or organization to the next level. Forbes attests to the growing need for leaders to display curiosity and an active commitment to learning and questioning what they don't know. In addition, staying ahead of the competition is a central focus for effective leaders.



**THE CORE OF STRATEGIC THINKING IN THE C-SUITE CENTERS AROUND **COMPETITIVE STRATEGY**; THAT IS, HOW A FIRM OR BUSINESS UNIT POSITIONS ITSELF RELATIVE TO ITS COMPETITORS, WHAT DIFFERENTIATES IT AND ALLOWS IT TO ATTRACT CUSTOMERS AND THRIVE.**

**- FORBES**

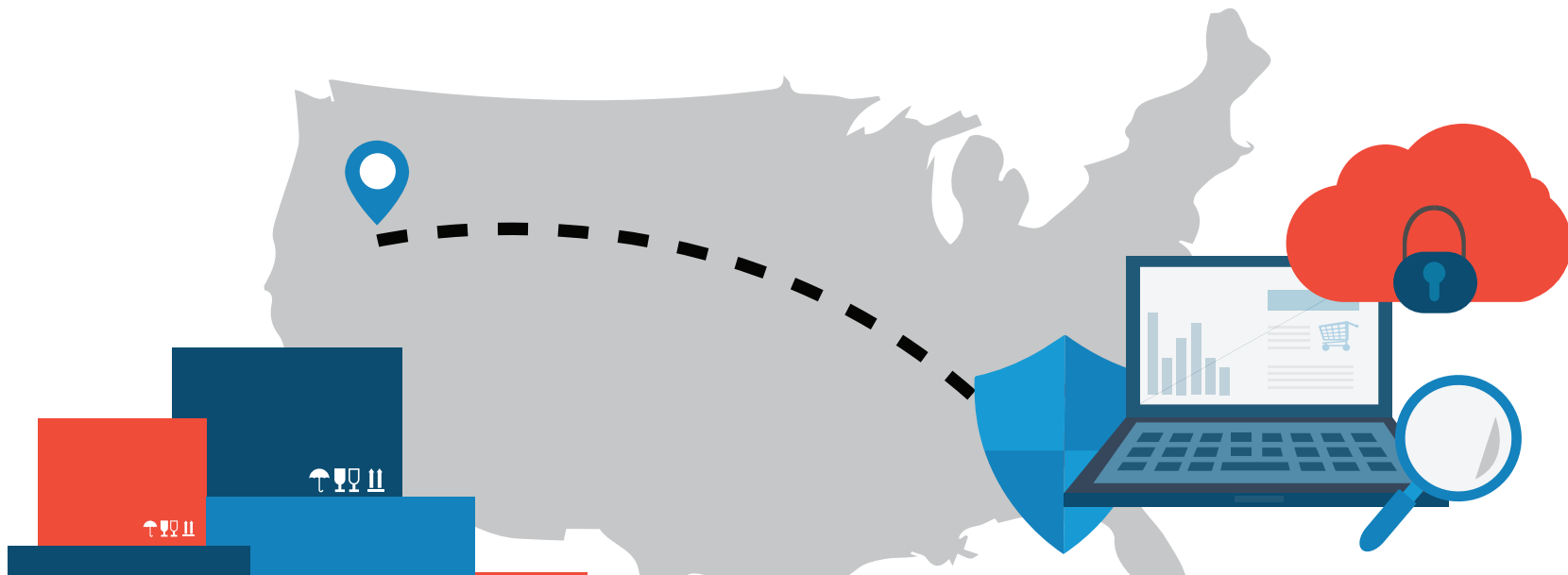




### 3 - THE DIGITAL INNOVATOR

Information Age identified that although '62% of executives' have implemented digital initiatives, the 'difficulties, costs and realistic benefits' make them reluctant to follow through. The importance of working with CIOs, as presented by Gartner's 2018 CEO survey, is also highlighted as a recommendation for future C-suite executives.

Emerging digital platforms will continue to develop and integrate throughout all facets of every organization. By embracing a digital culture and organizational structure, C-suite executives can lead their organizations into the future. From a transforming workforce that seeks remote opportunities, to supply chains delivering visibility across the shipment lifecycle, executives must recognize this need.





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