



2007 CAREER PATTERNS OF WOMEN IN LOGISTICS

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INTRODUCTION

This is a report on the eleventh annual survey of Career Patterns of Women in Logistics. The purpose of the study was to collect information about the Council of Supply Chain Management Professionals (CSCMP) female members. Specifically, we sought to obtain insight into the following questions:

What are the demographic profiles of female logistics executives?

What are the work environment profiles of the female logistics executives?

What are the career patterns of the female logistics executives?

What are the perspectives and attitudes of the female logistics executives?

What role has mentoring played in the development of the female logistics executive?

How do women view globalization?

These questions are addressed following a brief explanation of the methodology of the study.

METHODOLOGY

A listing of 873 female members was obtained in the late summer of 2007 from CSCMP. Of these, 862 had email addresses. This year, for the first time, the sample was augmented by two additional files from CSCMP. One contained 1301 non-members, of which 466 had email addresses, and the other was 1055 past members with 896 email addresses. In addition a few extra invitations, approximately 10, were sent by those in the original sample to co-workers or colleagues outside their firms. This constituted the sample of the study. A questionnaire was designed and posted on a web site. Of the 2224 email addresses, 187 were undeliverable for a final sample of 2037. First these women received an email indicating the nature of the survey and asking them to visit a web site to complete the survey. A second email request was sent approximately two weeks later. We did not attempt a mail contact to those whose email addresses were undeliverable. The results reported here are based on 234 usable responses, for a response rate of 11.5%.

The reader is cautioned to avoid generalizing the results of this survey to other women members of CSCMP or to women in the general practice area of logistics. The reader should note that the most frequently stated responses are listed in several of the figures. The “other” category was at times omitted to provide greater clarity for the major categories of responses.

WHAT ARE THE FEMALE LOGISTICS EXECUTIVES DEMOGRAPHIC PROFILES?

Respondents were asked about the extent of their experience in the logistics field and membership in CSCMP. Fifty two percent (52%) of respondents have been members of CSCMP for three years or fewer, as shown in Figure 1. A quarter of the respondents (25%) have attended one to three local roundtable meetings in the past year, and 63% indicated that they have not attended any local meetings. (See Figure 2.)

Respondents were also asked their ages, marital status, and levels of education. Most respondents are thirty-one to fifty years old (79%). Only 6% are thirty or under, while 15% are over fifty. (See Figure 3.) Figure 4 indicates that sixty-five percent (65%) of the respondents are married. The remaining responses were 18% single women who have never married and 17% divorced, in partnership, or not specified. Forty-eight percent of the respondents (48%) felt it was somewhat difficult or very difficult to balance a career and family. This is up slightly from 46% last year. Twenty percent (20%) felt it was not difficult at all or not very difficult. (See Figure 5.)

The highest degree attained for most respondents is at the undergraduate level (40%), followed by a graduate degree (38%), with 8% having additional certification. The MBA is the most frequent graduate degree, although other masters and doctorates are also represented as the highest degrees. (See Figure 6.)

WHAT ARE THE WORK ENVIRONMENT PROFILES OF THE FEMALE LOGISTICS EXECUTIVES?

Respondents were asked several questions about their work environment, including current title and responsibilities, their time spent on various activities, and salary. Respondents tend to be in the upper management levels as indicated in Figure 7. The largest category is managers (35%), followed by directors (21%), and vice-presidents (14%). Seven percent are at the head of their organizations. The “Other” category primarily consisted of consultants along with professors. The reader is again cautioned about generalizing results. This is a biased sample since CSCMP is the premier logistics organization and our respondents may not represent the general population of women in logistics.

The responsibilities of the respondents varied among primarily direct, advisory, and a combination of the two. Figure 8 indicates that 29% have direct responsibility for logistics functions, 29% have advisory responsibility, and 42% have direct responsibility for some logistics functions and advisory for others.

Thirty-seven percent of the logistics activities in respondents’ companies are structured as a combination of divisional and centralized organizations (37%). However, 20% had a centralized logistics staff, and 11% had a separate logistics division as indicated in Figure 9. Several

respondents (4%) felt that their whole firm performed logistics activities or provided other services. The other category is primarily universities and consultants.

Twenty-two percent (22%) of those responding had a female supervisor and 9% had a female for their immediate supervisor's supervisor. The difference between gender of supervisor and supervisor's supervisor compared with the 2006 results is up 10% from 12% of respondents indicating a female supervisor and down 4% from 13% for supervisor's supervisor, respectively.

Female logistics executives responding to the survey spend an average of 48.9 hours per week working on the job. More than one-half of respondents (58%) spend 76-100% of their time in the office. See Figures 10 and 11 for the distribution of time spent on job related activities. Respondents also travel. They average 35.1 nights away from home on business and take 1.4 international trips per year. See Figures 12 and 13 for additional detail. More than half of respondents (56%) engage in 1-7 days of training related to the general job requirements. (See Figure 14.)

The salary levels reported in Figure 15 were divided into quartiles. This was done to give the reader a sense of the ranges for the title categories of president, vice-president, director, manager, and analyst. The median is the middle salary for the quartile. The reader should consider that respondents are from varying industries, company sizes, and regions of the country and world when interpreting the salary levels. For example, the median salaries for managers ranged from \$72,000 in the first quartile to \$135,000 in the fourth quartile.

WHAT ARE THE CURRENT AND FUTURE CAREER PATTERNS OF THE FEMALE LOGISTICS EXECUTIVES?

Female executives responding to the survey tend to have a participative (42%) rather than a directive (20%) management style, while 37% felt it was more of a combination (Figure 16). The executives are much more likely (57%) to facilitate decision-making than to directly tell subordinates what to do (8%), but 34% felt they use a combination of approaches. (See Figure 17.) There appears to be a combination of taking the lead and building consensus. (See Figure 18.) The executives characterized their overall firm management environments as centralized (31%), decentralized (28%), and a combination (41%) of centralized and decentralized. (See Figure 19.)

WHAT ARE THE PERSPECTIVES AND ATTITUDES OF THE FEMALE LOGISTICS EXECUTIVES?

Most respondents (83%) are satisfied with their current positions as shown in Figure 20. They feel the opportunities for building a sound professional career in logistics are better (90%) today than ever before. (See Figure 21.)

The aspects of being a logistics professional that the respondents liked best are that many different areas of expertise are utilized and it is a fast-paced environment,. (See Figure 22.) The aspect that they liked least was the lack of senior management understanding of logistics, and the stress or pressure of the job. The other category contained a variety of different responses with no central themes (See Figure 23.) In both questions, respondents could only select one answer.

The respondents felt that several attributes contributed to their success. These included the softer management and personal skills as well as the analytical skills that are job-related. Dedication, hard work, and determination ranked first. Strong interpersonal skills, understanding the big picture, leadership skills, good communication, and analytical ability are all-important. Having a good education in logistics or operations and having a mentor were also a plus. (See Figure 24.)

The respondents indicated that if they had the chance to go back to school, they would be most likely to study supply chain management, international business, and finance. Respondents either agreed or strongly agreed that future logistics requirements will include a high level of information /technology skills. (See Figures 25 and 26.)

WHAT ROLE HAS MENTORING PLAYED IN THE DEVELOPMENT OF THE FEMALE LOGISTICS EXECUTIVE?

Most respondents (79%) reported that they have had a mentor at some point in their careers. (See Figure 27.) Thirty nine percent of the respondents (39%) have had only male mentors, while 24% had only female mentors, as shown in Figure 28. Over half (51%) of these mentors were immediate supervisors (Figure 29.) The mentors provided assistance in the form of advice, guidance, moral support, constructive criticism, understanding politics, networking, and help finding a job. (See Figure 30.)

Almost three-fourths of female logistics executives have been mentors (73%) to others (Figure 31.) Most have been mentors two to three times (66%), followed by 17% being mentors four to six times. (See Figure 32.)

HOW DO WOMEN IN LOGISTICS VIEW GLOBALIZATION PERSPECTIVES?

This year's special topic was on globalization. Almost two-thirds (64%) felt that their firms are prepared for globalization (Figure 33). However, almost three-fourths (73%) considered their firms to be primarily doing business nationally, possibly sourcing or selling internationally. Nine percent (9%) felt that their companies were more international, that is, they have a presence in more than one nation, but not integrated operations, ex. Franchises. The remaining eighteen percent (18%) of those responding classified their firms as global – a presence in more than one nation with integrated operations and a common supply chain structure. See Figure 34.

Respondents were then asked to list countries in which their firms do business. Figure 35 shows customers, suppliers, branches or subsidiaries, or 3PL services by selected countries and/or

regions of the world. Keys to success listed in Figure 36 include understanding different cultures (23%), establishing strong relationships with customers and suppliers (22%), and using global supply chain strategies (18%).

CONCLUSIONS AND IMPLICATIONS

The female logistics executive is well educated, works long hours, and travels. They attribute their success to a number of factors that are a combination of the softer interpersonal skills and the analytical skills needed for the position. The management style tends to facilitate decision-making.

The female executive respondents work in a global environment and view a number of factors as important to competing in a global economy, from understanding cultures to developing the right supply chain strategies.

The female executives continue to find their work environments to be supportive, positive, and challenging. They feel positive about their futures and the future of logistics.

Figure 1
Length of CSCMP membership

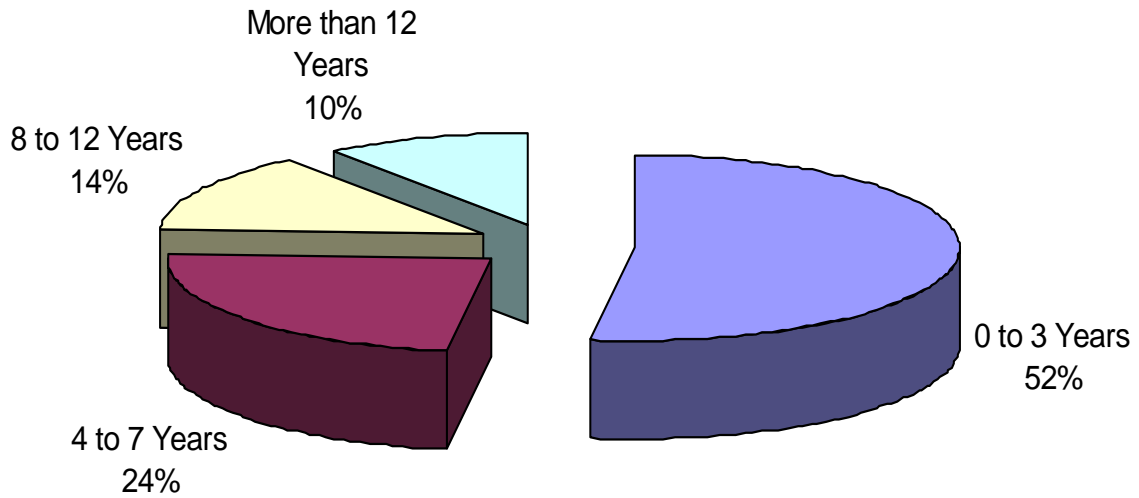


Figure 2
Number of Meetings Attended

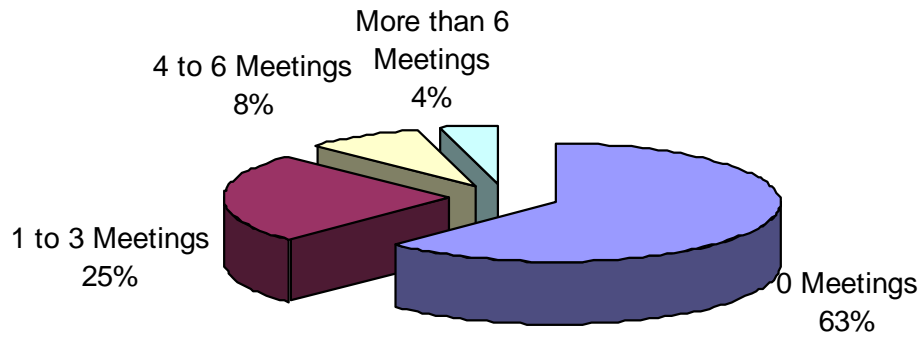


Figure 3
Age of Women CSCMP Members

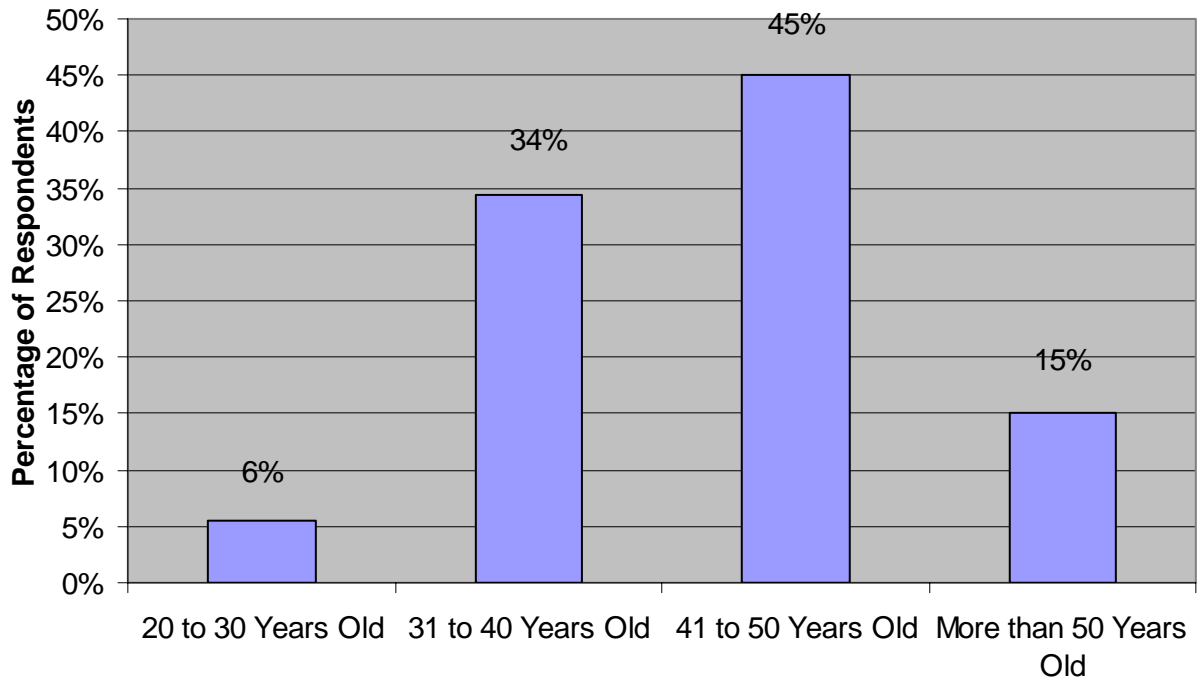


Figure 4
Marital Status

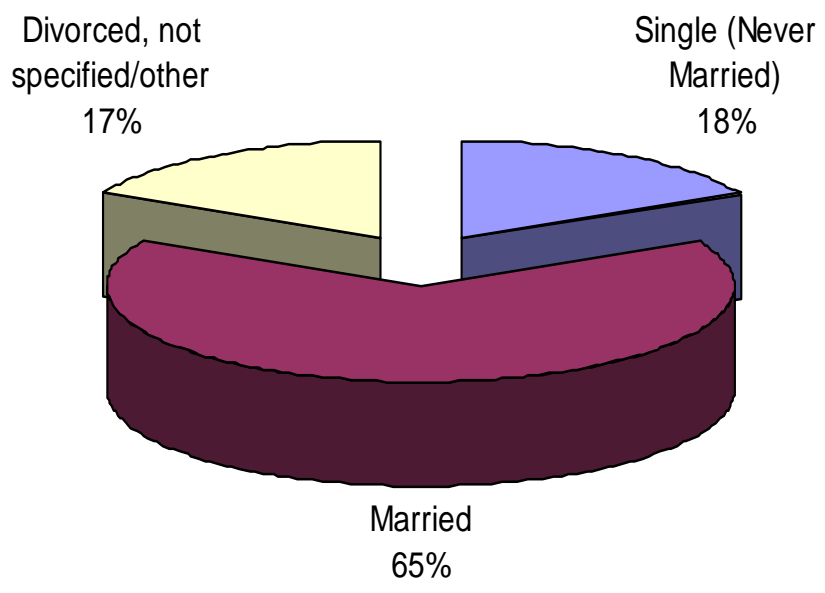


Figure 5
Balancing Career and Family

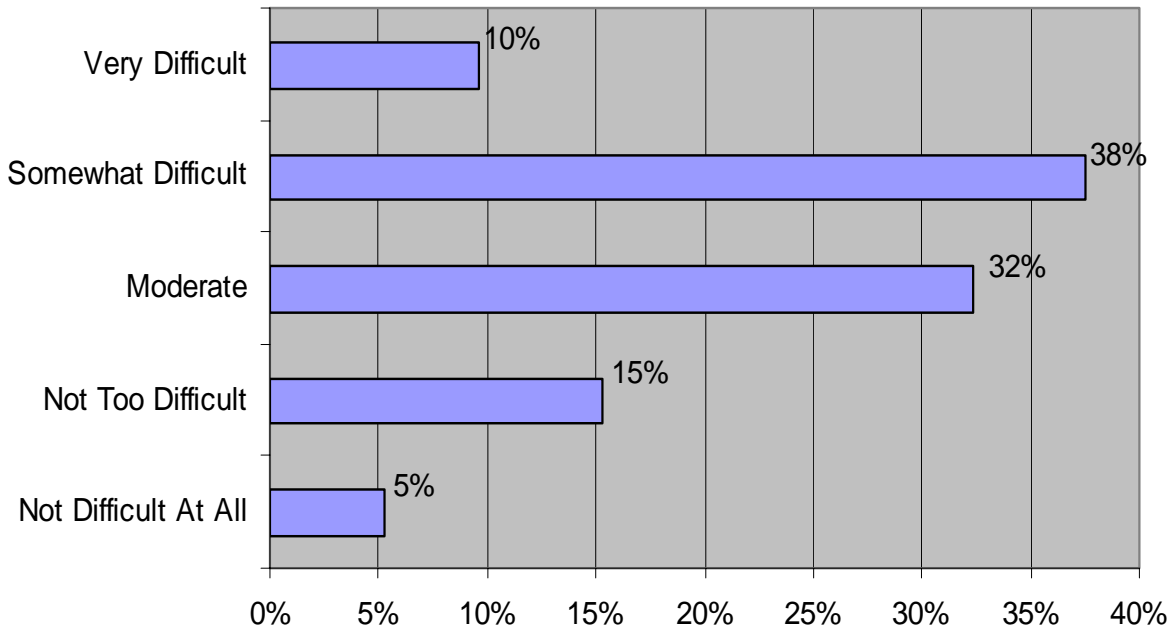


Figure 6
Educational Background

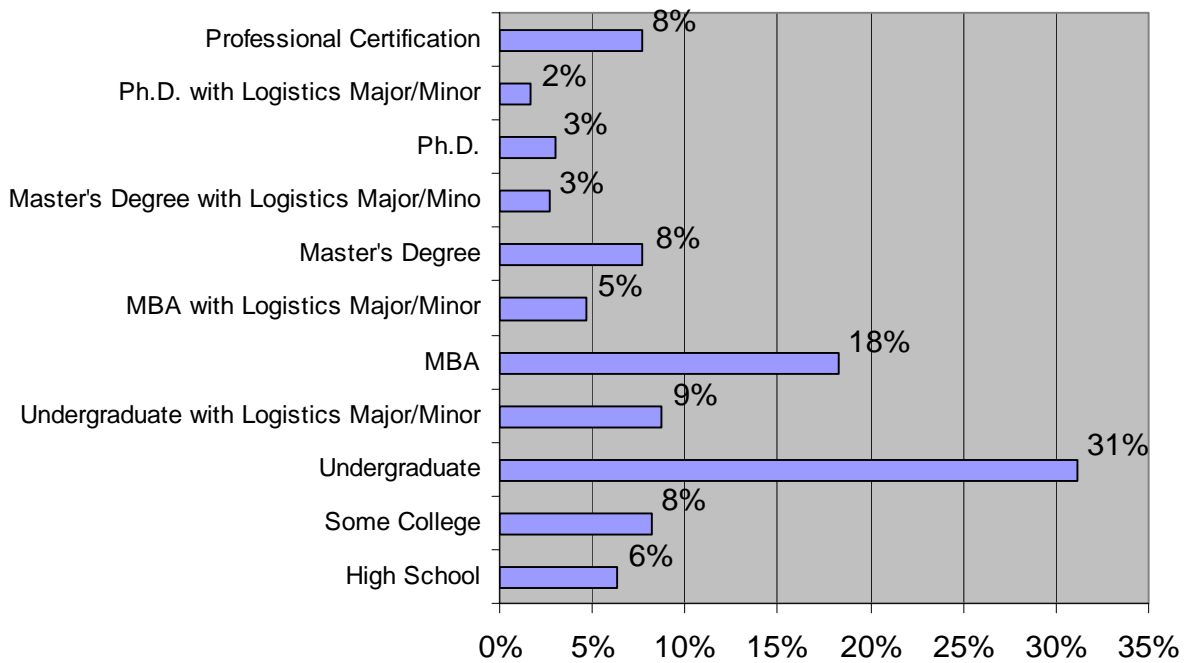


Figure 7
Current Position

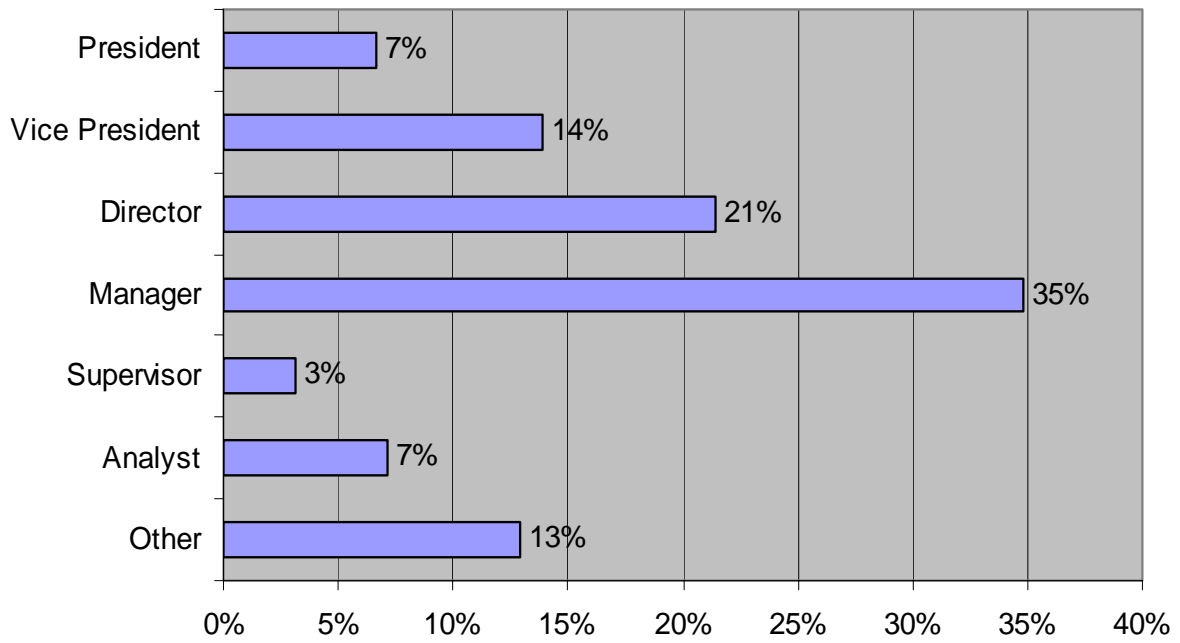


Figure 8
Position Responsibility

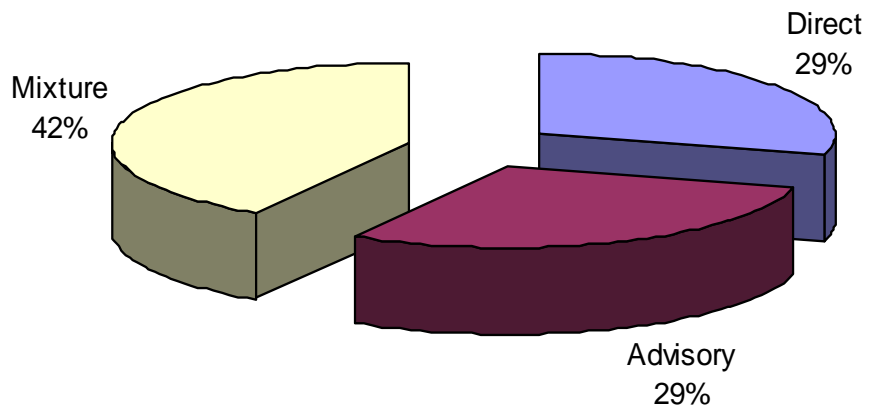


Figure 9
Firm's Organization of Logistics Activities

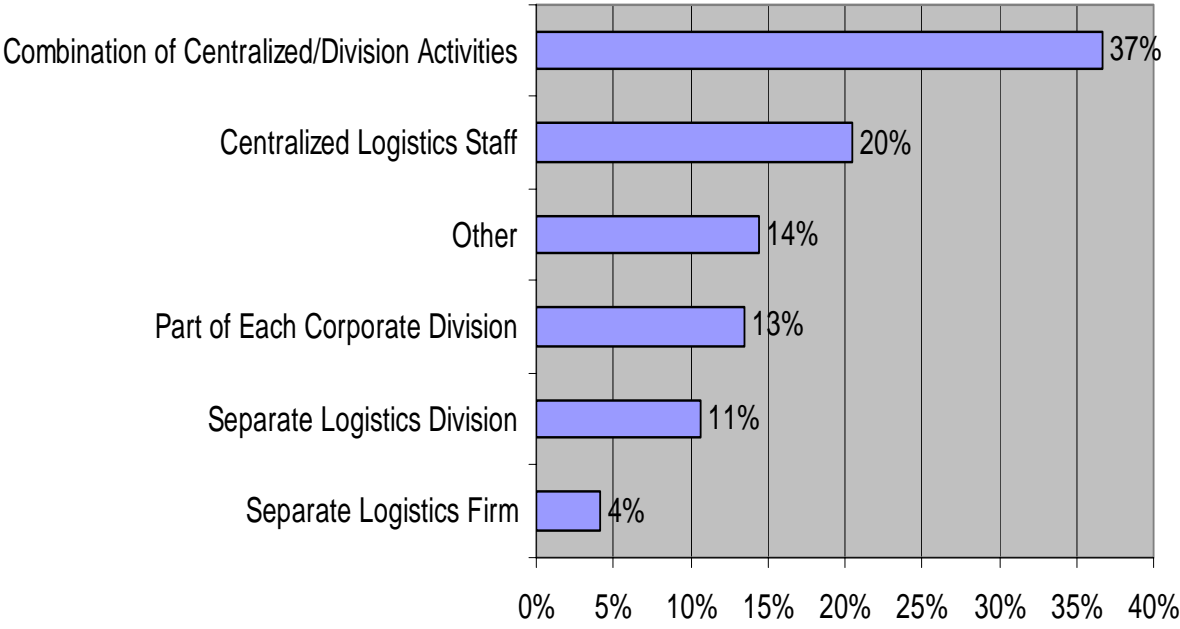


Figure 10
Hours spent on job related activities per week

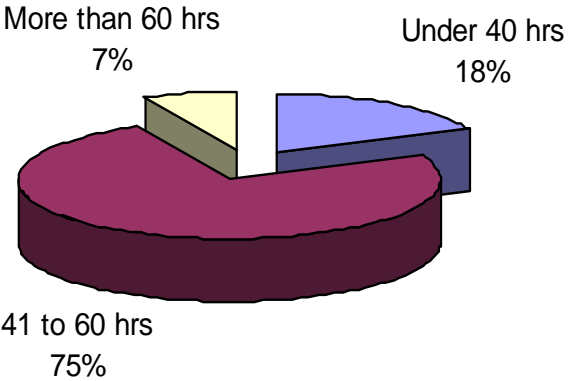


Figure 11
Percentage of Time Spent in the Office

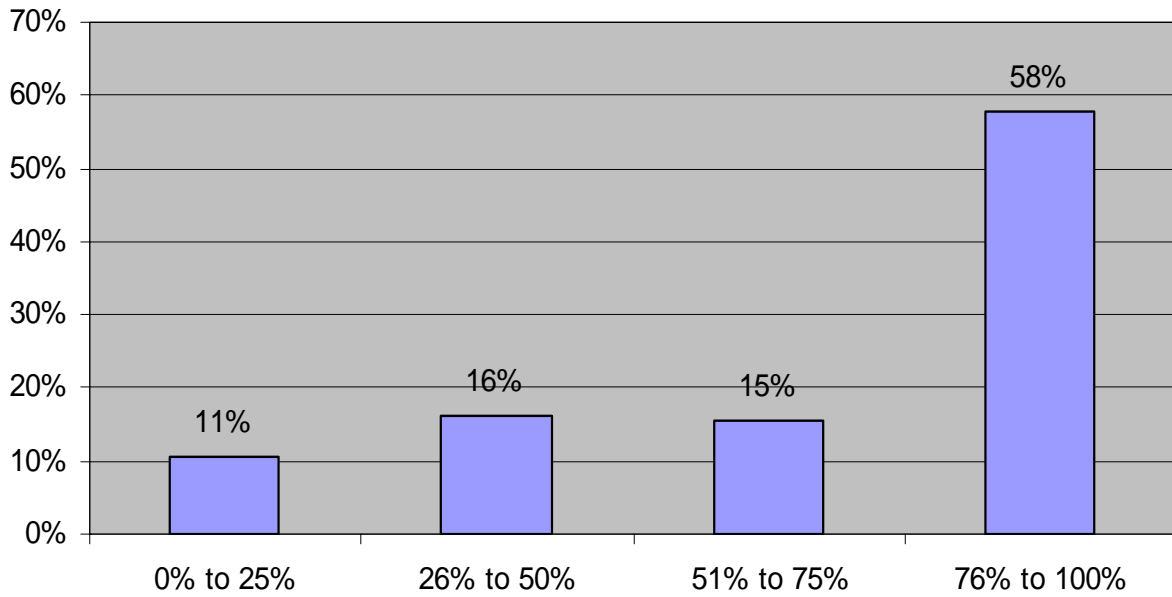


Figure 12
Number of Days Spent Away on Business Trips

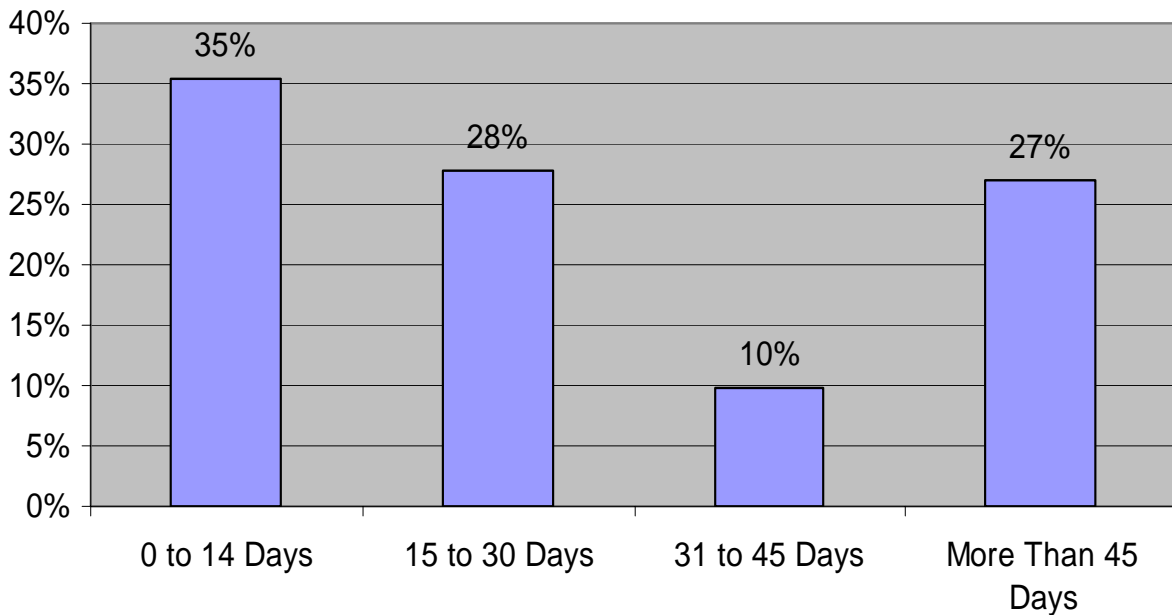


Figure 13
International Trips per Year

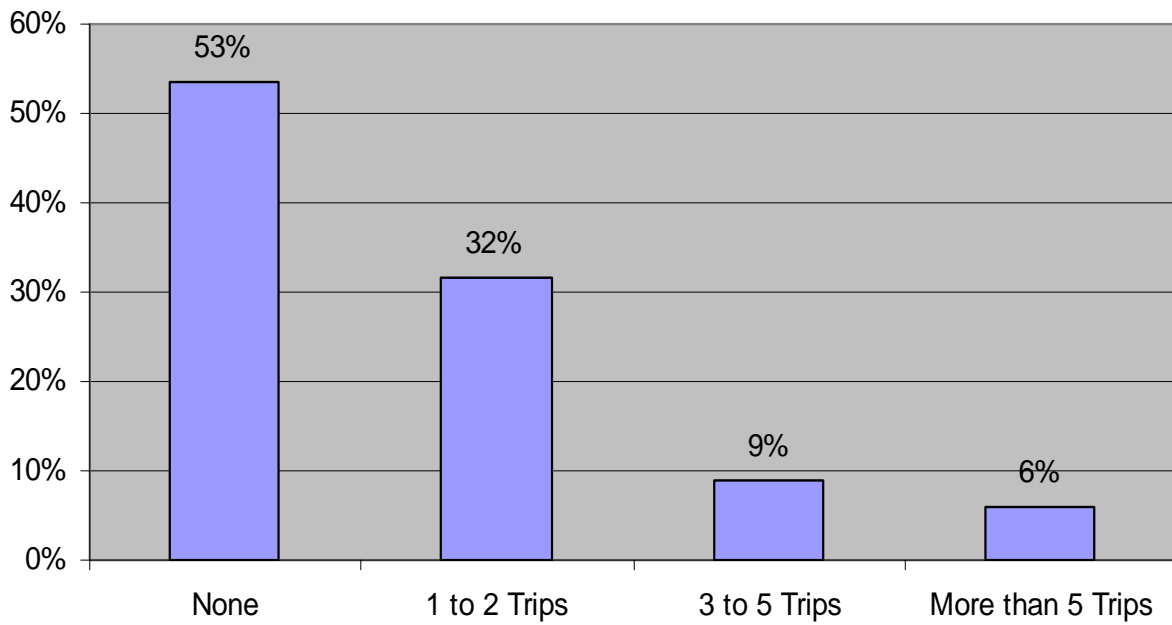
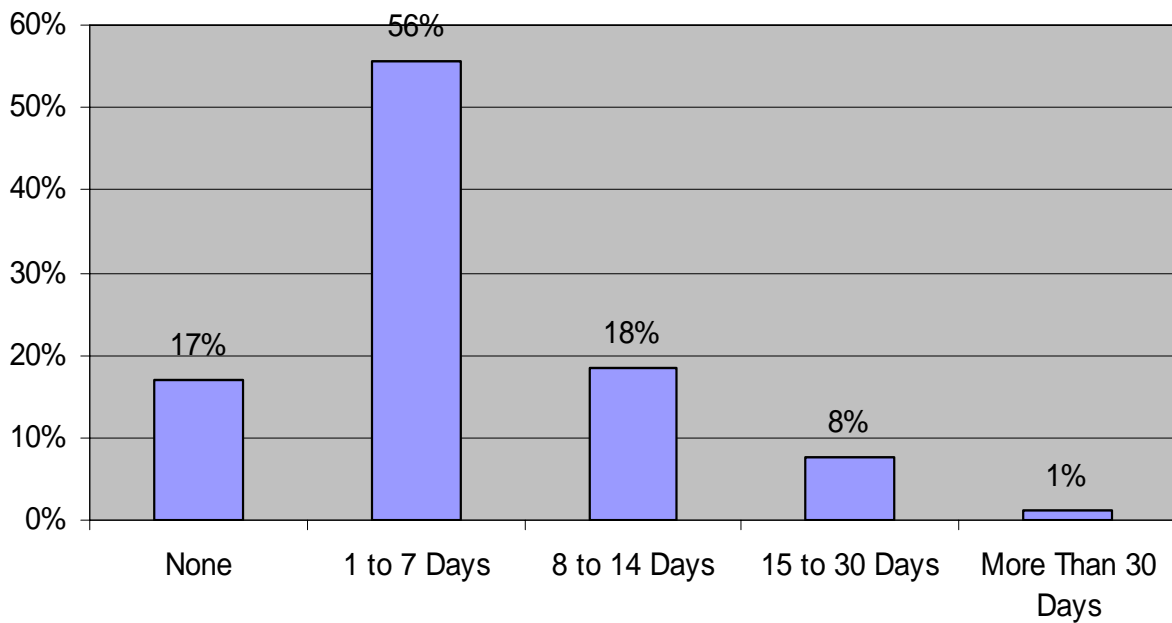
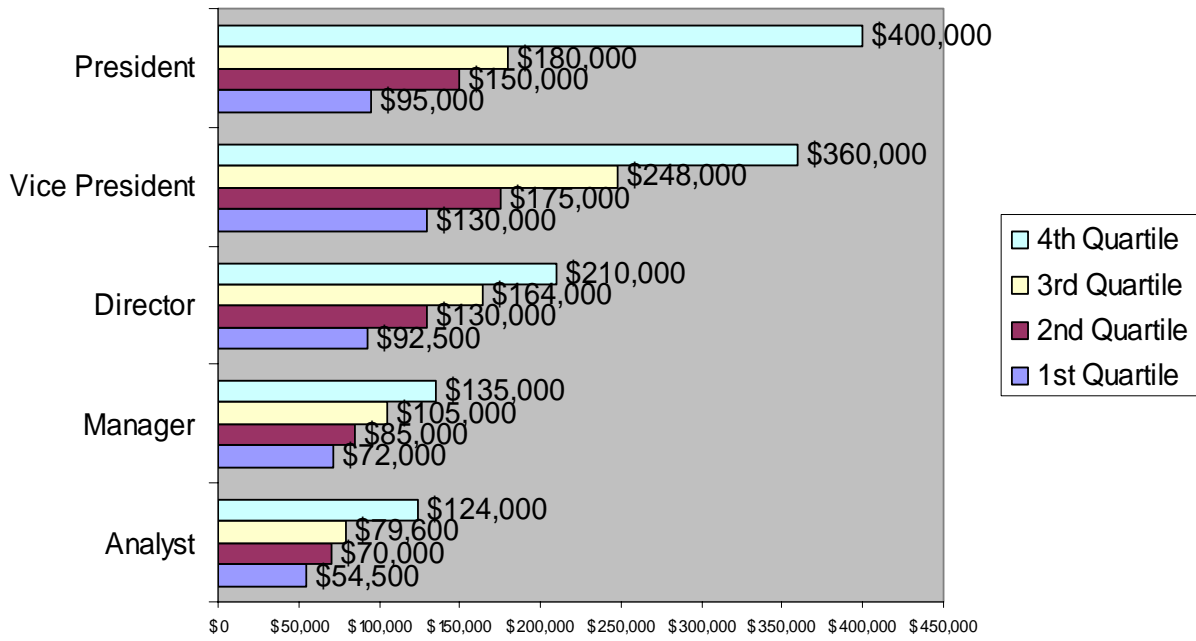


Figure 14
Days per Year Spent in Company Sponsored Training



**Figure 15
Salary Profile**



**Figure 16
Management Style Directive vs Participative**

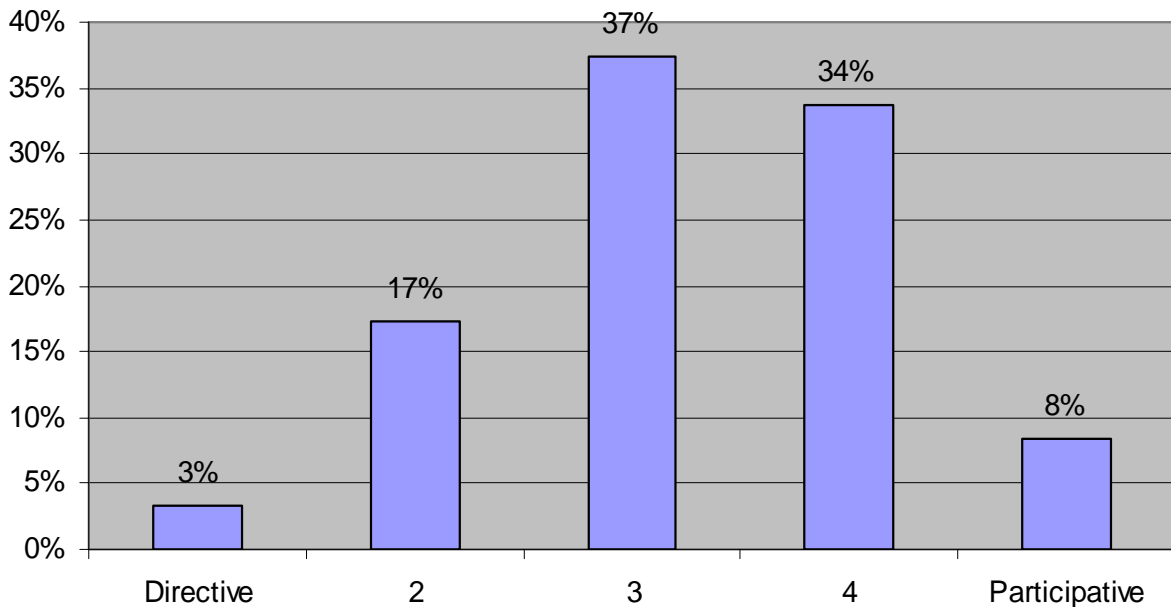


Figure 17
Management Style
Tell Subordinates What to Do Vs. Facilitate Decision-Making

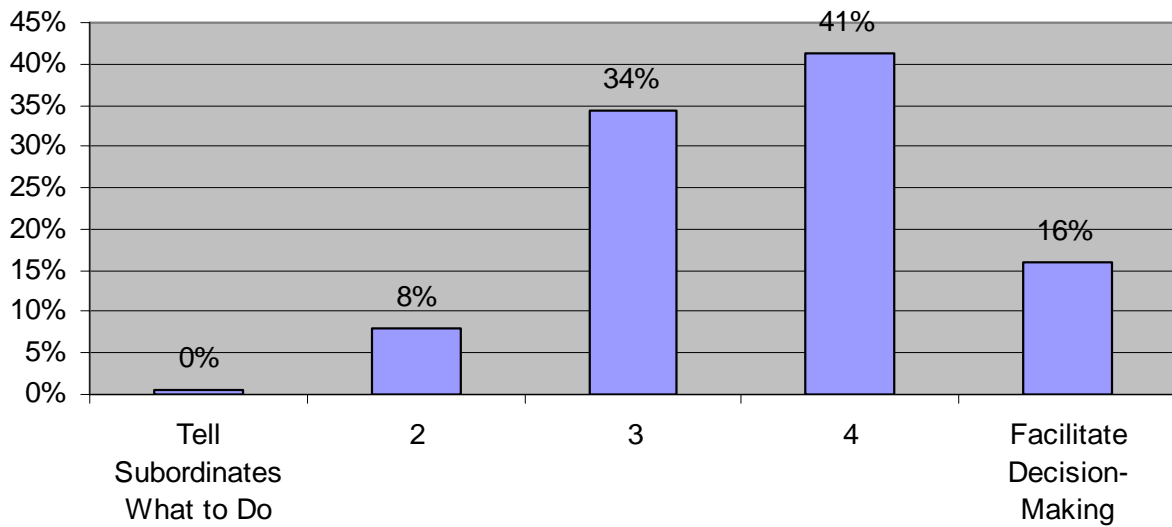


Figure 18
Management Style
Taking the Lead vs. Decide by Consensus

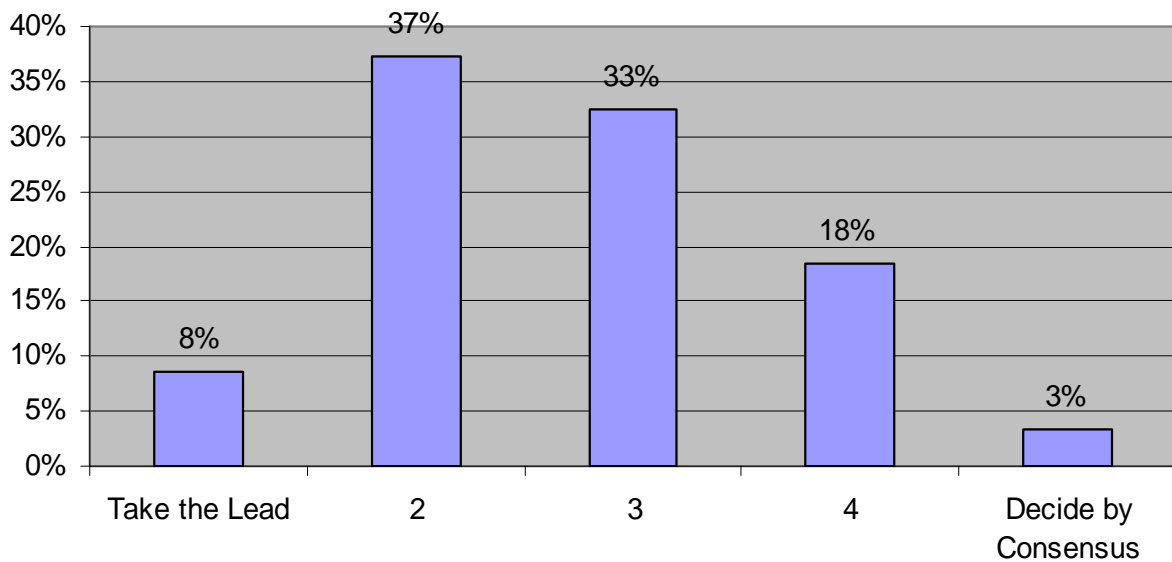


Figure 19
Management Style of Firm
Centralized vs. Decentralized

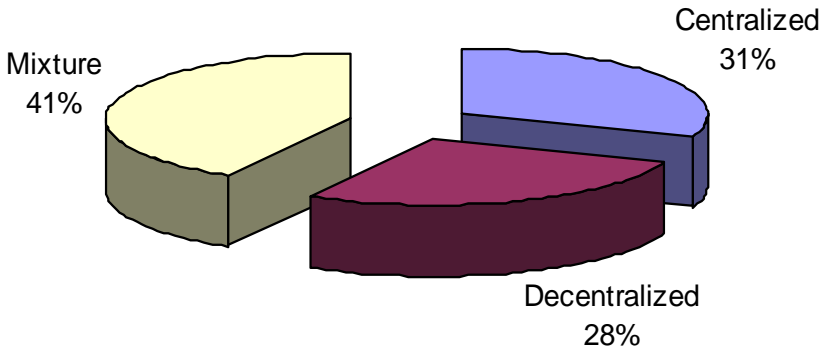


Figure 20
I am generally satisfied with my current position.

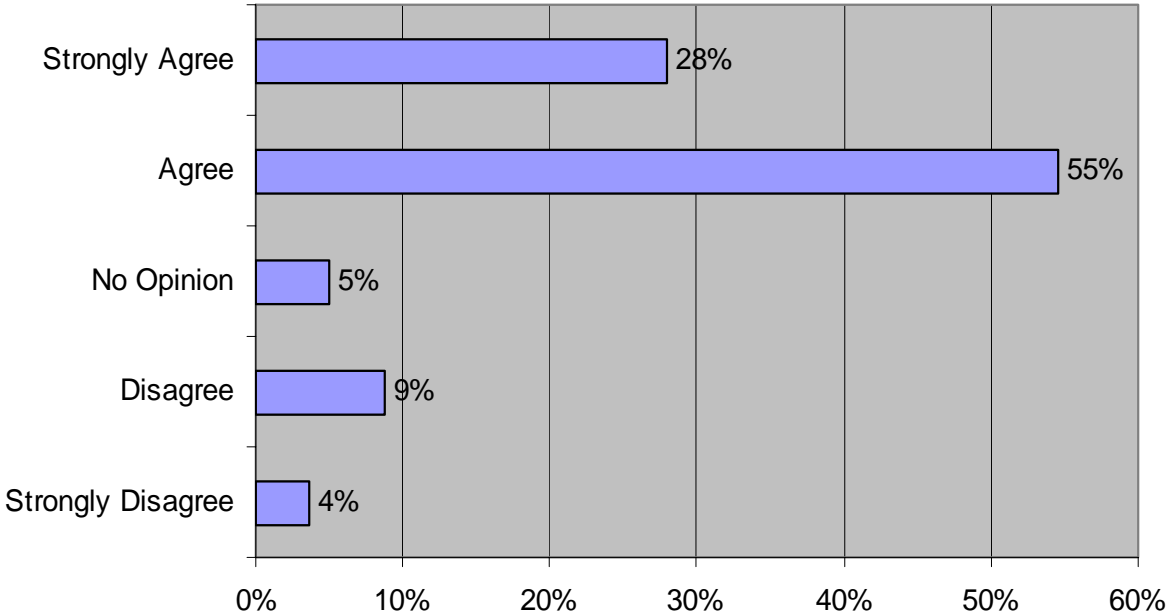


Figure 21

The opportunities for building a sound professional career in logistics are better today than ever before.

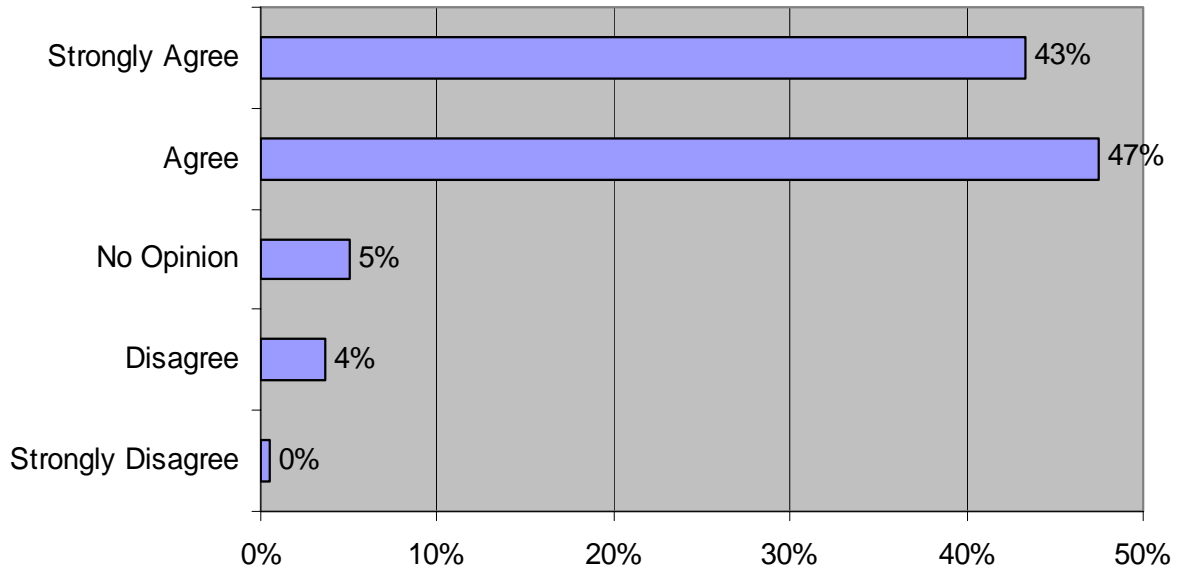


Figure 22

What is Liked Best about Being a Logistics Professional

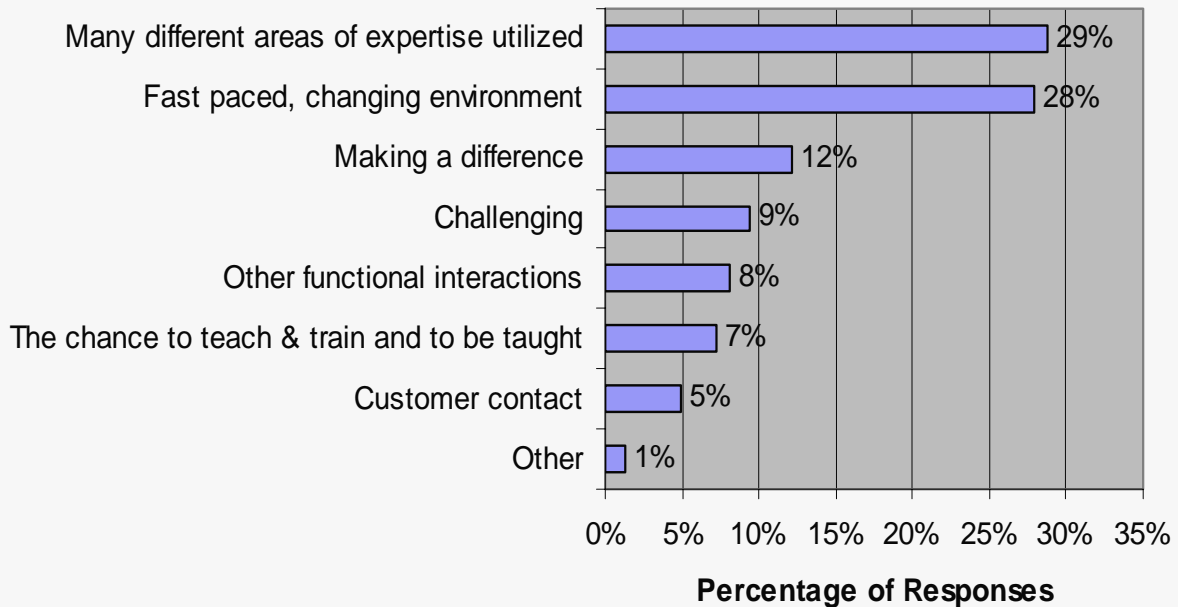


Figure 23
What is Liked Least about Being a Logistics Professional

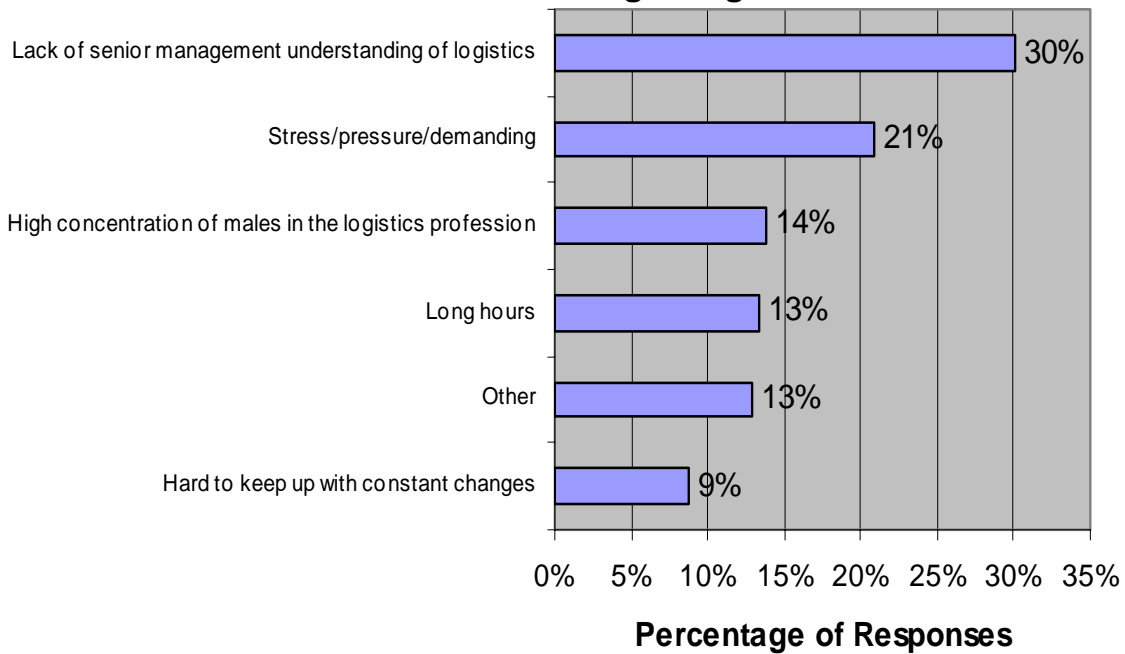


Figure 24
Characteristics that Contributed Most to Success

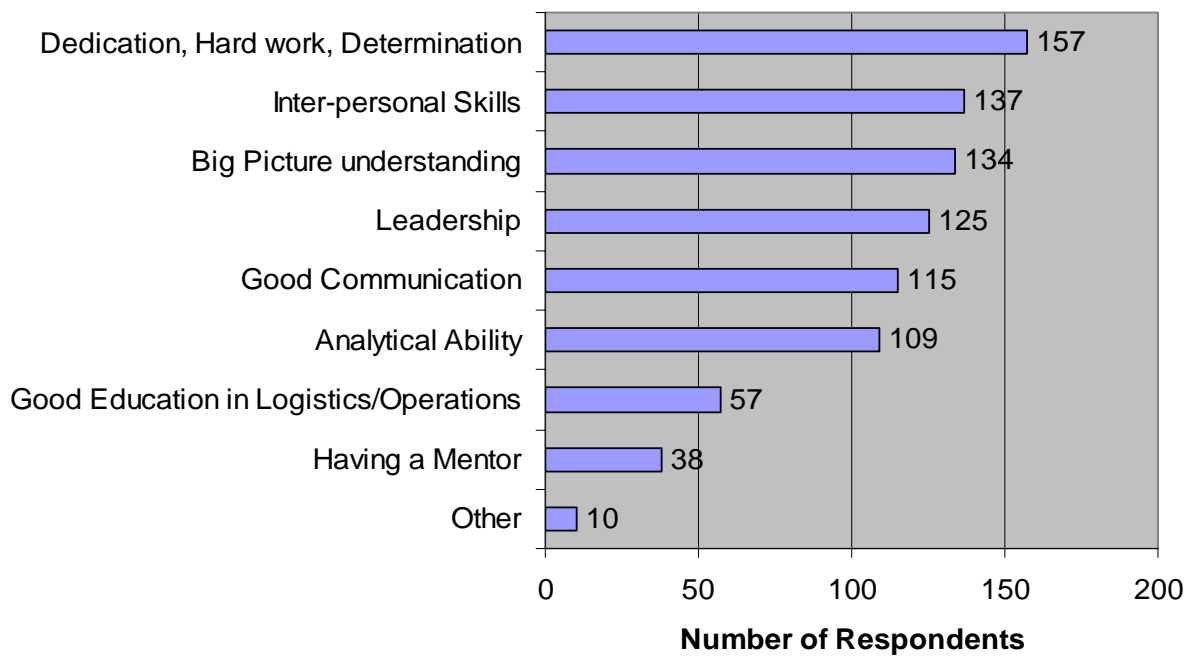


Figure 25
If you could return to school, what topic would you choose to study?

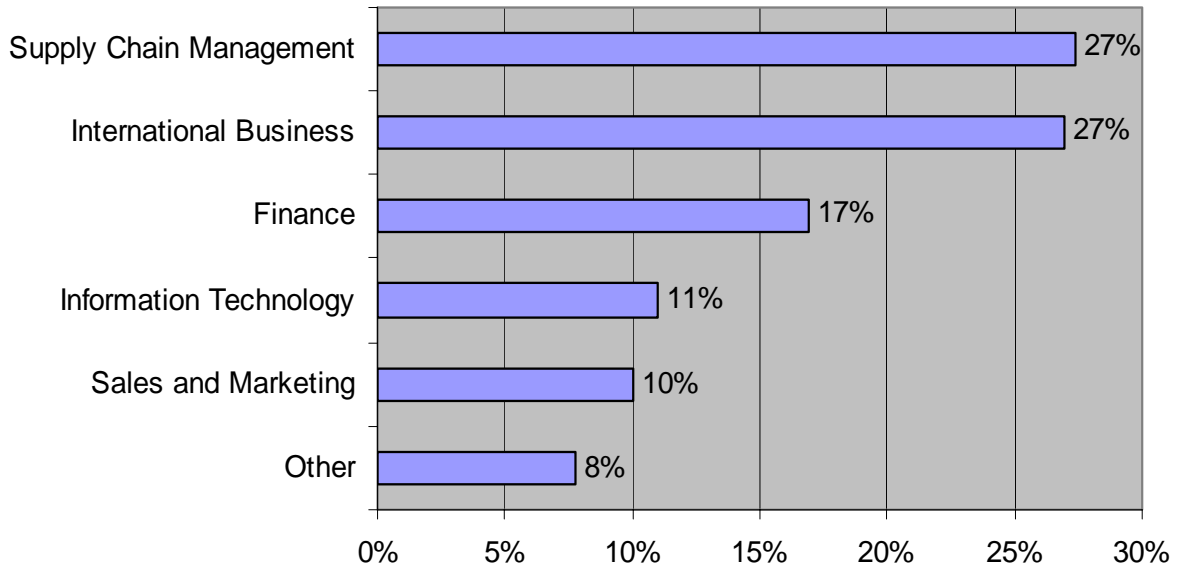


Figure 26
Future logistics requirements will include a high level of information/technology skills

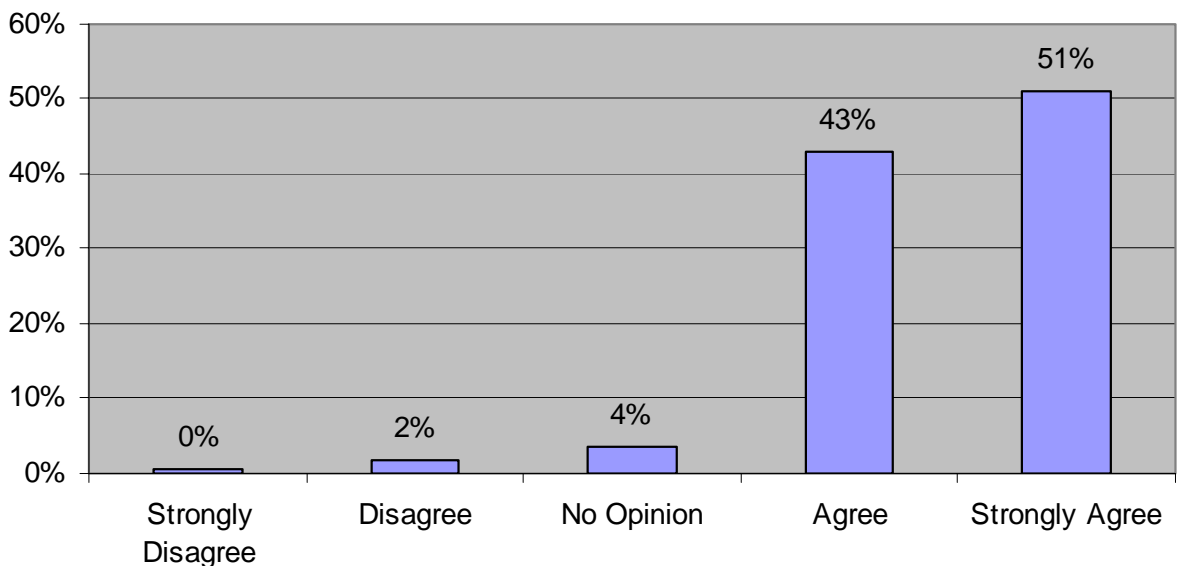


Figure 27
Have you had a Mentor?

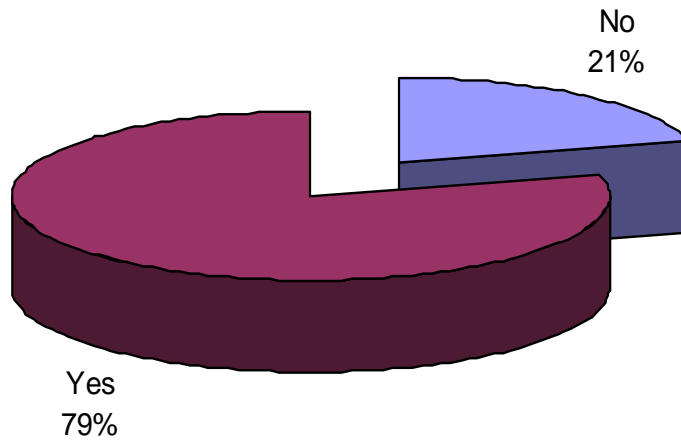


Figure 28
Gender of the Mentor

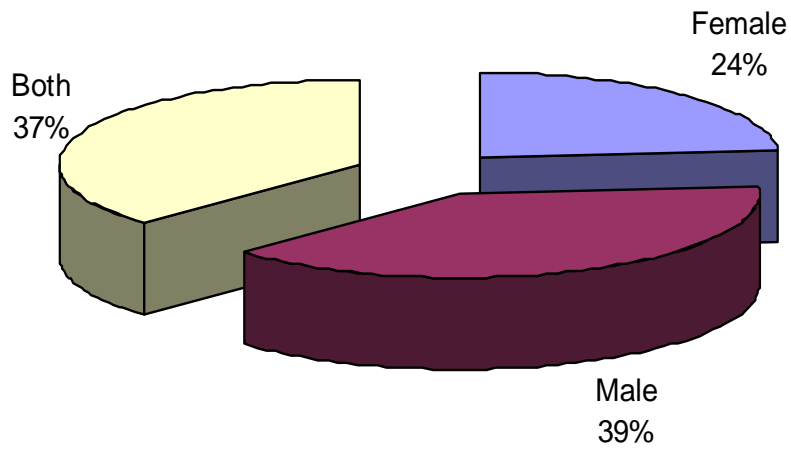


Figure 29
Mentor Type

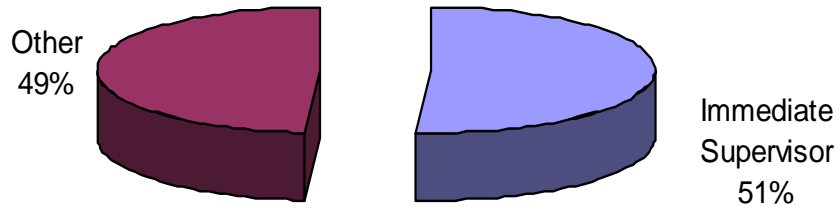


Figure 30
Help Provided by Mentors

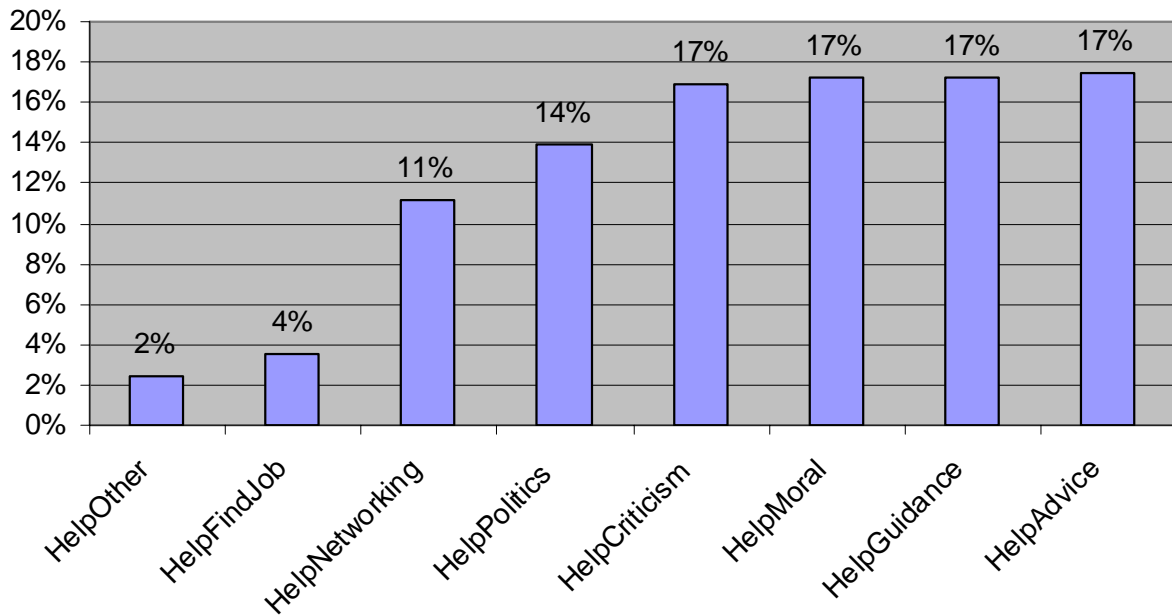


Figure 31
Have you been a Mentor to anyone?

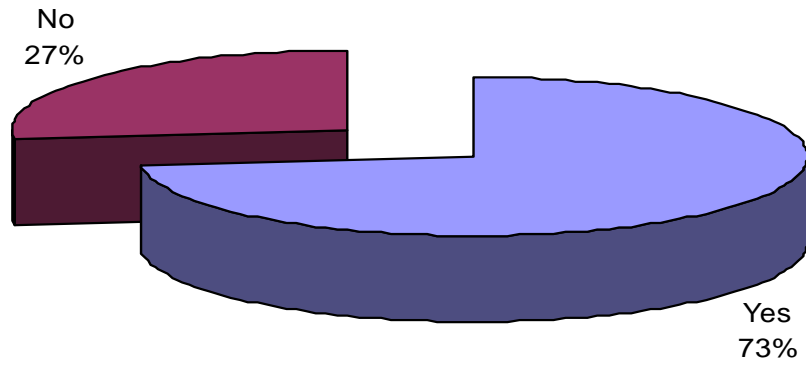


Figure 32
How many times have you been a Mentor?

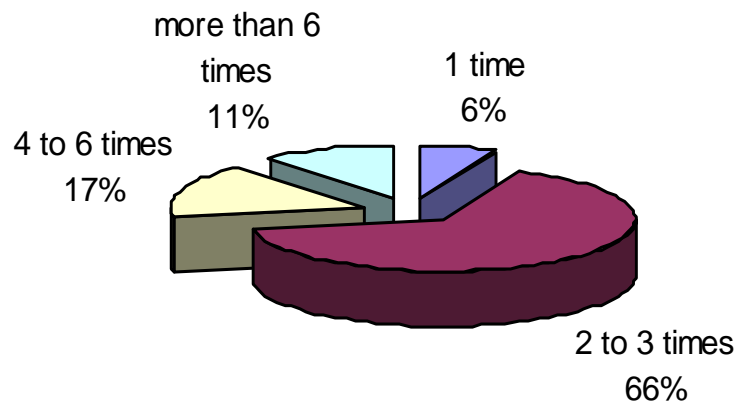


Figure 33
Do you consider your company prepared for the changes of globalization?

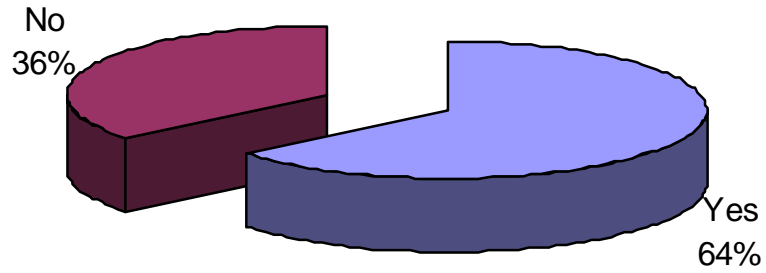


Figure 34
Company Description

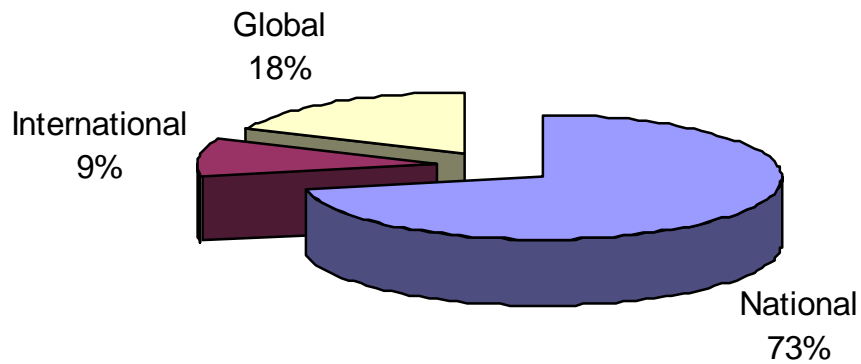


Figure 35
International Business Relationships

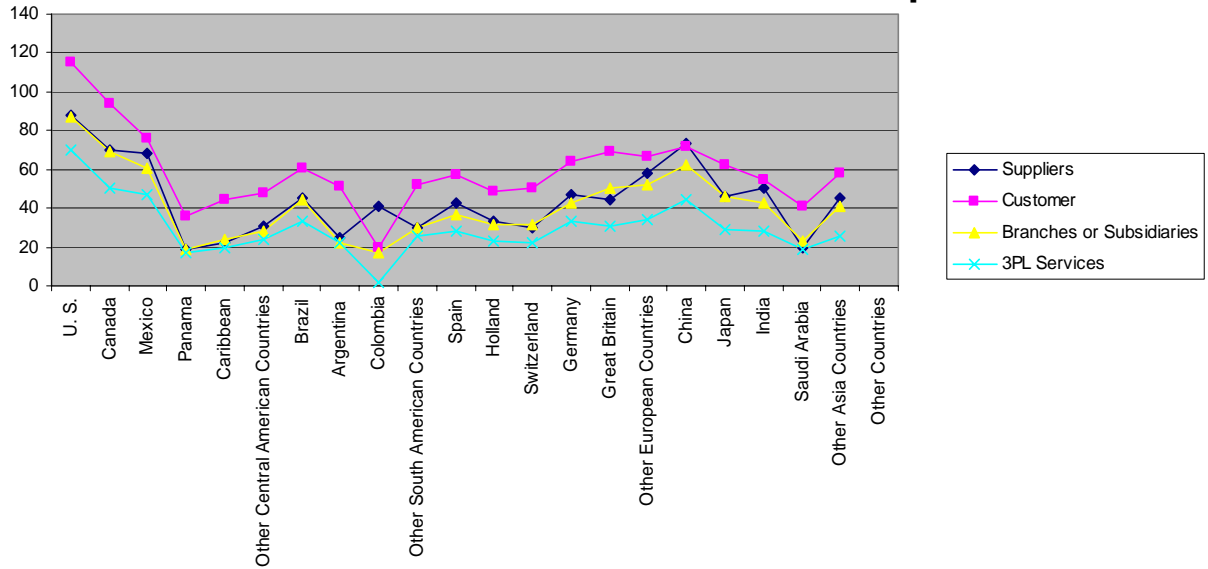


Figure 36
Keys to success in a global firm

