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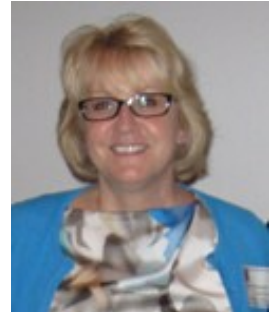
**Inside this issue:**

Feature Article	1
Upcoming Events	2
New Members	2
Profiles	3
PMAC's Year At a Glance	4

*Guest Column:*

**Gaining Competitive Advantage Through IT**

By Sheila Petcavage, MBA, C.P.M., Associate Professor  
of Business at Cuyahoga Community College and  
the 2013 S.Holmes Mansfield Award Recipient



**SHEILA PETCAVAGE, C.P.M.**

*The information revolution is changing the way we do business!*  
-Michael Porter

The use of technology is changing the way we do business. Technology provides a tool for supply chains to develop supplier partnerships and customer relationships. Supply chain managers use IT services to integrate information and material flows across the supply chain. Among growing global competition, integrated supply chains can help organizations build sustainable competitive advantage.

Effective use of IT can create a seamless flow of information sharing among supply chain members that can drastically reduce costs, improve quality performance, and smooth demand flow throughout the chain. Supplier relationships can improve as a result of inter-organizational systems supported by IT. Downstream customer relationships can benefit as well. Information systems can help manage customer complaints and build lasting relationships.

The information flow across the supply chain can result in up-to-date data being in the right place at the right time. Within the supply chain, information can be considered a source of competitive advantage (Li, Ragu-Nathan, Ragu-Nathan, Rao, 2006). Timely information can allow for closer control of operations or activities within the supply chain to increase an organization's flexibility in responding to market changes.

These supply chain practices have a direct impact on overall organizational performance; achievement of market and financial goals (Li et al., 2006). Through short-term goals of increased productivity, and reduction of inventory and cycle-times, supply chain managers contribute to the organizations bottom-line. Thus, a well-managed supply chain ultimately contributes to greater organizational performance. In addition, companies that have high performing supply chains can leverage this asset to achieve price, quality, delivery consistency, product innovation, or time to market advantages over its competitors.

Information technology is a powerful tool to gaining competitive advantage through your supply chain. Michael Porter states "information technology has a powerful effect on competitive advantage in either cost or differentiation" (2008, p.88). In essence, you can alter costs or differentiate your product at any point in the value chain. Take time to evaluate the role of information technology in your organization and value chain. Consider ways in which information technology can help you create competitive advantage. Then develop a plan for taking advantage of information technology in your supply chain (Porter, 2008).

**Sources:**

Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S., & Roa, S. S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, 34(1), 107-124. doi:10.1016/j.omega.2004.08.002

Porter, M. (2008). *On Competition*. Boston, MA: Harvard Business Review.

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Sheila is currently working on her Doctor of Business Administration in Global Supply Management through Walden University and will be part of the team delivering the 2-day **Supply Management Basics** workshop this Fall.

## Upcoming Events - For more info, visit [www.PMAC.org](http://www.PMAC.org)



### PMAC DINNER MEETINGS:

Supplier Diversity ~ September 12, 2013 ~ 5:30pm \* **Note - this is the 2nd Thursday of Sept.**

The Battle is Over and The Buyers Won! ~ October 17, 2013 ~ 5:30pm

Logistics: State of the Union ~ November 21, 2013 ~ 5:30pm

### DEVELOPMENT:

Supply Management Basics ~ 2 day Event co-sponsored by the ISM-Materials Management Group & PMAC ~ October 24 & 25, 2013 ~ Tri-C West ~ Parma

14th Annual ISM Indirect / Services Conference ~ December 5 & 6, 2013 ~ Phoenix AZ

### CAREER FAIR:

Cleveland State University Fall Job Fair ~ 9am to 2pm ~ October 11, 2013

Kent State University Fall Job & Internship Fair ~ Noon to 4pm ~ October 30, 2013

### FREE ISM WEB SEMINARS:

CPO Perspective: The SAP Procurement Journey ~ September 10, 2013 ~ 11:00am

Public Sector Procurement & Sourcing Excellence - Not for the Faint of Heart ~ October 10, 2013

Maximize Cost Savings through Analytics ~ October 15, 2013

### SPECIAL EVENT:

Reverse Trade Fair hosted by Northern Ohio Branch of Central Ohio Organization of Public Purchasers ~ November 7, 2013 ~ Lyndhurst OH

### MARK YOUR CALENDARS—SAVE THE DATE:

PMAC will mark its 100th Anniversary with a Gala Celebration Friday evening May 16, 2014

### Glossary of Key Supply Management Terms

**Supplier Diversity**—is a business program that encourages the use of: diverse-owned, women owned, veteran owned, service disabled veteran owned, historically underutilized business, and SBA defined small business vendors as suppliers. It is not directly correlated with supply chain diversification, although utilizing more vendors may enhance supply chain diversification.

## Welcome New Members

Dustin Banks

Kristie Beck

Melinda Boykin, CPSM

Mark Evangelista, MBA, CPPO, C.P.M.

Russell Gann

Thomas Gerity, CPSM

Mike Hakes

Brendan Jeter

Svetlana Kravchenko

Lydia McKenzie

Pavlin Nikolov

Phillip Ostrom

Harold Wherley, C.P.M.

Susan Wolf

Purchasing Specialist

Director of Sourcing

Director of Procurement

Purchasing Manager

Senior Procurement Manager

Purchasing Manager

Sr. Sourcing Specialist

Senior Buyer

Global Commodity Manager

Category Manager II

Procurement Manager

Manager, Supply Chain

Tooling Buyer

Purchasing Agent

Parker Hannifin

Aerexchange Ltd

Case Western Reserve University

Lake Metroparks

PolyOne Corporation

Mickey Thompson Tires

PNC Bank

Stock Equipment Company

Goodyear Tire & Rubber

Progressive Insurance

Newport Tank Containers, Inc.

Kaiser Permanente

Bendix Commercial Vehicle Systems, LLC

Beckett Corp



## Meet Christine Lang PMAC's new Membership Chair

**Christine Lang** is the Procurement and Facility Associate for Emerald Performance Materials, which produces and markets technologically advanced specialty chemicals for a broad range of food and industrial applications.

At Emerald, she is responsible for all purchasing related activities for the corporate office, as well as leading all multi-site Indirect Spend strategic sourcing projects.

During the past two years, Christine's activities in this area resulted in \$1 million of cost savings, ensured contract compliance, and enhanced supplier relationship management.

Along with corporate Indirect Spend purchasing projects, Christine oversees Emerald's Supplier & Resource master databases including the Supplier Performance Improvement process, which is a key component of the Quality Management System at seven US manufacturing sites. In addition, she is responsible for sourcing

& managing the corporate travel program with an annual spend of \$1.5 million.

Prior to joining Emerald, Christine held several positions with Nestle, BP, Cleveland Clinic and American Greetings within a variety of functional areas.

Christine earned her Bachelor of Science in Marketing and Economics from West Chester University. While working full-time at BP, she completed her MBA from Lake Erie College. She has been active in Toastmasters and has achieved the level of Certified Toastmaster. Currently, she is pursuing her CPSM as part of her career development goals for advancement in Strategic Sourcing Management.

Christine resides in Solon with her husband of 25 years and their two children. She is active in her church and local community. She loves spending time with her family and friends and enjoys traveling and taking long hikes in Cleveland's beautiful Metroparks.

Christine welcomes the opportunity to use her knowledge gained throughout her career to serve as a member on the Board of Directors for the Purchasing Management Association of Cleveland.



Christine Lang  
Procurement & Facility  
Associate  
Emerald Performance Materials



### TO THE 2013 WINNER OF THE S. HOLMES MANSFIELD AWARD: **SHEILA PETCAVAGE, MBA, C.P.M.**

*The purpose of the S. HOLMES MANSFIELD AWARD is to maintain a continuing and deserved recognition of our first president's service to our Association and to the purchasing profession, and to provide similar honor and recognition to others who have made outstanding contributions to the growth and welfare of our Association.*

#### **31-Year PMAC Member ~ Tenured Professor ~ Author ~ Industry Veteran ~ Student**

While accurate descriptors of this year's S. Holmes Mansfield Award winner, those words under-represent Sheila Petcavage's accomplishments and her value.

As Eugene Burns, C.P.M. summarized in his nomination of Sheila, "*Sheila is dedicated to developing and promoting the Procurement Profession. She is always (by nature) pleasant and approachable as she helps others grow and succeed in their attaining academic, professional, and personal excellence. She has published two books, twenty plus articles and presented over a dozen seminars promoting and enhancing the logistics of purchase ethics and JIT Management. Sheila joined PMAC in 1982 and has been a consistently active and highly contributing member throughout all thirty (30) years.*" (Sheila served 3 years as a PMAC Board Member and 16 years across 8 different Committees. She also worked in the Procurement profession for 15 years before launching her career as an Educator.)

**HEARTY CONGRATULATIONS & SINCERE THANKS TO YOU SHEILA!**



Past Recipients Dr. Ken Killen (L) and Joe Shannon (R) congratulate 2013 Recipient Sheila Petcavage.

**PURCHASING  
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CLEVELAND**

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**MEMBER HONORS:**

Mark Evangelista, MBA, CPPO, C.P.M., named '2013 Public Purchaser of the Year' by the Central Ohio Organization of Public Purchasers

**SPECIAL THANKS:**

To our 2012 - 2013  
Committee Volunteers:

Randall Arnst  
Joseph Barmann, C.P.M.  
John Bauman, CPSM  
Eugene Burns, C.P.M.  
Joseph Ferritto, C.P.M.  
Kevin Fox, CPSM  
Sandra Keske, C.P.M.  
Ken Killen, EdD, C.P.M.  
Christine Lang  
Lynn Milicevic, C.P.M.  
Paula Novak, C.P.M.  
Dennis Okocha, C.P.M.  
Bob Pryatel, C.P.M.  
Chuck Verderber, C.P.M.



**PMAC's Year At-A-Glance - Please join us!**

| DATE                                                                            | FOCUS                                                    | SPEAKER                                                                                                   | TOPIC                                                  |
|---------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| September 12, 2013<br><b>2nd Thursday</b><br>Networking &<br>Dinner Meeting     | Supplier Diversity                                       | Anthony C. Peebles, MBA<br>President of Northern Ohio Minor-<br>ity Supplier Development Council          | Supplier Diversity                                     |
| October 17, 2013<br>Networking &<br>Dinner Meeting                              | Career Development                                       | Kordell Norton, CSP<br>Revenue Mechanic                                                                   | The Battle is Over and<br>The Buyers Won!              |
| <b>October 24 &amp; 25, 2013</b>                                                | <b>Supply Management<br/>Basics</b>                      | <b>Dr. Kenneth Killen,<br/>Dr. Richard Pinkerton,<br/>Sheila Petcavage,<br/>Joe Shannon, &amp; Others</b> | <b>Multiple Topics to be<br/>covered</b>               |
| November 21, 2013<br>Networking &<br>Dinner Meeting                             | Logistics                                                | Joe Brady<br>Principal Owner<br>Supply Chain Edge                                                         | Logistics "State of the<br>Union"                      |
| December 2013                                                                   | <i>No Dinner Meeting</i>                                 |                                                                                                           | Happy Holidays!                                        |
| January 16, 2014<br>Networking &<br>Dinner Meeting                              | Legal                                                    | Greg Chemnitz<br>Chief Counsel<br>Materion                                                                | Legal Perspectives on<br>Procurement                   |
| February 13, 2014<br><b>2nd Thursday</b><br>Networking &<br>Dinner Meeting      | Sales & Operations<br>Planning (S&OP)                    | Seema Phull<br>Principal, North Find Group                                                                | S&OP: What It Is and<br>Why You Should Do It           |
| March 20, 2014<br><b>TRADE SHOW &amp;<br/>Dinner Meeting</b>                    | Commodities                                              | Brian Habavich<br>Sr. Vice-President, Fellow-McCord                                                       | Energy Markets 'State of<br>the Union'                 |
| April 17, 2014<br>Dinner Meeting &<br><b>Board Elections</b>                    | Supplier Relationship<br>Management /<br>Risk Management | David Fitzgerald<br>VP, Supply Chain<br>TECT Power                                                        | Managing Supplier<br>Relationships and<br>Supply Risks |
| May 16, 2014<br><b>FRIDAY EVENING</b><br><b>100th GALA and<br/>Awards Night</b> | <b>Honoring our Past, Creating our Future!</b>           |                                                                                                           |                                                        |

**OCTOBER's SPECIAL EVENT IS SPONSORED BY THE ISM® MATERIALS MANAGEMENT GROUP  
in conjunction with PMAC**

**CALENDAR AND SPEAKERS ARE SUBJECT TO CHANGE.**

Please check Event Calendar at [www.PMAC.org](http://www.PMAC.org) for updates and registration information.

**CERTIFICATION RELATED NEWS - DEADLINE APPROACHING:  
CPSM® BRIDGE EXAM FOR C.P.M.s**

Certified Purchasing Managers (C.P.M.s) in good standing need only to successfully pass the Bridge Exam to earn the CPSM® professional designation. **NOTE: The last (business) day to register for the Exam before the ISM office closes for 2014 year-end is December 18th, 2014. The last day to complete the Exam is December 31, 2015.**

PMAC is developing a CPSM® Bridge Certification Readiness Course (CBCR). If interested in helping or attending, email [Info@PMAC.org](mailto:Info@PMAC.org) or call the office at 216-255-6730. We'd love to help you prepare!

