



Procurement & Supply Chain Management Case Study:

Includes:

**Opportunity Marketing Piece
Skills Survey
Grading Sheet**

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COMPANY

MAPEI

POSITION

**VP of Purchasing and
Supply Chain
Management (SCM)**

LOCATION

Deerfield Beach, FL

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MAPEI

Parent Company

MAPEI is a leading, world-class multinational organization in the fields of adhesives and chemical products for the building industry. They are an innovative company in the development of flooring installation and concrete restoration products. MAPEI has 47 subsidiaries and 46 plants in 23 different countries as well as 7 R&D centers. They have been in business for seventy two successful years and remains a family owned and operated business. MAPEI is a privately held entity generating annual revenues of \$1.8 billion U.S. dollars with more than 4,200 employees worldwide. The company's worldwide laboratories work on more than 150 new projects each year, with a goal of producing one outstanding new product in each line annually. Additionally, they have continuously opened new branches and plants in all five continents over the years. This strategy keeps MAPEI one step ahead of the competition at all times.

MAPEI Americas

Company Information

MAPEI Americas is headquartered in Deerfield Beach, Florida. This facility was opened in 2000 to centralize the management of various operations. It comprises affiliates and subsidiaries in Canada, the United States, the Caribbean and South America.

More Information:

www.mapei.com

MAPEI Americas employs 1,150 men and women at fifteen locations throughout the region. Their current revenue is approximately \$400 million with an **annual growth rate in excess of 20% for the past ten years**. MAPEI Americas is excited with its continued projections of growth including the plan to build two more plants and expand two existing plants in North America within the next 18 to 24 months. They also plan to penetrate some of the Central and South American countries.

Corporate Philosophy

"Through quality management practices, MAPEI seeks to bring value to their customers, leadership and innovation to their market, excellence to their manufacturing practices, satisfaction to their employees and colleagues, and profitable growth to their company."

Environment

At MAPEI, concern for the environmental impact of their product is more than a trend; it is a fundamental part of their philosophy, corporate commitment and industrial responsibility.

Product Information

Products Overview

MAPEI currently offers three product lines. To stay on the cutting edge of innovation, MAPEI reinvests 5% of its annual sales revenue into the R&D of new products.

The company MAPEI stands for reliable, easy-to-use, technologically advanced systems for tile and stone installation, floor-covering installation and concrete restoration. They are committed to bringing their customers:

- Innovative products of outstanding quality
- Continuous product improvement through research and development
- Top-quality technical assistance, customer service and educational programs
- Product safety and environmental compatibility
- Strategic plant expansion that reflects local resources and construction requirements

Technologically Advanced Products

One exciting and well-received technological improvement recently undertaken by MAPEI is its High-Hydrated Cement Technology (HCTTM). Identifying a need in today's fast-paced world for completing speedy installations without compromising premium quality, MAPEI developed the only products on the market that meet this need. MAPEI's innovative HCT know-how makes possible the development of fast-setting, high-strength products that in just a few hours can exceed the performance traditional materials achieve after significantly more time.

On another front, the company incorporates BioBlock antimicrobial protection technology into select MAPEI products to help inhibit the growth of odor and stain-causing mold, mildew and bacteria in new and remodeled buildings. This technological innovation contributes strongly to the company's proactive attitude toward producing environmentally friendly products for the construction industry.

Most recently, MAPEI Global R&D has engineered an innovative new technology that significantly reduces dust generation from MAPEI products used on tile and stone installation jobsites. Performance testing has recorded a 90% reduction in the amount of dust released during production, pouring, mixing and use of products containing Dust-Free Technology. MAPEI selected *Ultraflex 2* professional-grade, polymer-

modified mortar as the first product implementing the new technology because it is the most widely used MAPEI tile installation product in the Americas.

A Commitment to Quality

Over the years, MAPEI has been devoted to ensuring the quality of its products and services to meet customers' needs. In 1995 MAPEI Inc. began working toward ISO quality system certification, and in 1996 the company achieved its goal for the plants in Laval and Vancouver and for the warehouse located in Toronto. All the work was done in parallel with the ISO certification for MAPEI in Italy, which was completed in 1995. Then, in 1999, the spray-drying plant in Maskinonge received ISO certification.

Following in the footsteps of the European and Canadian divisions, MAPEI Corporation headquarters in Deerfield Beach, Florida, and the Fort Lauderdale manufacturing facility received ISO 9001-2000 certification. ISO 9001-2000 is the most comprehensive and demanding standard, developed to ensure continuous improvement and customer satisfaction. The company continues to work toward ISO certification for all its facilities in the Americas including Texas, Arizona, New Jersey, California and Wisconsin.

Products Lines

MAPEI can provide architects, builders and contractors "The Solution" for all flooring projects. This total solution means a single-source system for all floor coverings from the ground up... all fully guaranteed and compatible with all specified manufacturers.

Tile and Stone Installation Systems

MAPEI is the powerhouse of tile and stone installation systems. MAPEI's mortars, grouts and caulks are in widespread use and especially valued for installations where extreme temperature conditions pose concerns, and where fast-track construction is required. MAPEI carries adhesives and mortars for all tiles and stones, whether ceramic, porcelain, glass, marble, granite, slate or limestone, composite or agglomerate. An extensive line of grouts and color-matched caulks completes the installation systems.

- Surface Preparation Products
- Mortars
- Mastics
- Grouts

Rainer Blair

Management Information



President and CEO, MAPEI Americas

As president and CEO of MAPEI Americas, Rainer has responsibility for the North American, South American and Caribbean subsidiaries of the MAPEI Group. He is focused on significantly expanding the MAPEI Group in the Americas by streamlining production, creating operating efficiencies, driving innovation and building a world-class team. Prior to taking the helm at MAPEI Americas, Rainer worked for BASF for

16 years in a number of increasingly senior positions, including Senior Vice President of Plastics and Chemicals South America, CEO of BASF Argentina S.A. and Group Vice President for the Global Automotive Coatings business.

A graduate of Boston University, with a Masters in Business Administration, Rainer fulfilled a tradition of military service and was posted to Germany before beginning his career with BASF. He and his family have developed into truly global citizens through his numerous professional and personal assignments, speaking German, English and Spanish fluently.

Position Information

VP of Purchasing and Supply Chain Management

Location

Deerfield Beach, Florida (Broward County)

Reports To

President & CEO of MAPEI Americas, Rainer Blair

Position Description

This person will be viewed as a VP of the Company serving on the leadership team that will have an active role in the decision-making for Canada, the United States, the Caribbean and South America.

This individual will manage a staff that includes internal and field Managers and Operations staff. He/she will be responsible for the overall direction, coordination and evaluation of this department. This executive will also work cross-functionally with multiple departments to achieve objectives.

The VP will implement supervisory responsibilities in accordance with MAPEI's policies and applicable laws. The management responsibilities will include interviewing, hiring and training employees; planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Basic Function

The VP of Purchasing and Supply Chain Management is a key strategic leadership position for MAPEI Americas. He/she will direct and coordinate activities of the Purchasing and Supply Chain Management department for the Company.

In addition, this individual will assist the President and the senior management staff in formulating and administering organization policies and developing long-range goals and objectives. He/she will also serve as a member of management committees on special studies. He/she will be responsible for directing and coordinating the activities of material management and logistics for further attainment of goals and objectives.

Specific Responsibilities

The following highlights the specific responsibilities of this position for the VP of Purchasing and Supply Chain Management to be performed personally or through subordinate managers:

- Create item specific forecasts over a rolling time span to be used for ordering and inventory management purposes
- Coordinate integrated processes among Operations, Purchasing, Logistics, Inventory Control and outside suppliers to execute the planning/replenishment process
- Review analysis of activities, costs, operations and forecast data to determine Purchasing and Logistics Departments' progress toward stated goals and objectives
- Lead reengineering efforts as it relates to supply chain planning and execution systems
- Establish strategic material management and logistics plans to achieve corporate objectives for products and services
- Develop and execute comprehensive material management and logistics plans and programs, both short and long range, to support sales and revenue objectives of organization
- Research, analyze and monitor financial, technological, and demographic factors to capitalize on market opportunities and minimize effects of competitive activity
- Establish key performance metrics and benchmarks relating to supply chain planning/forecasting
- Measure actual performance against goals on regular basis and present results to senior management
- Utilize computer techniques for analysis, simulation or information systems and documentation

Experience/Skills

To perform effectively in this position, this person will need to have the following knowledge, skill and/or ability in the area of Purchasing/Supply Chain Management:

- Ten to fifteen years of product specific forecasting in a manufacturing environment, ideally gained directly in the setting materials business for flooring or the building chemicals/chemical (formulations) industry, however also attractive if gained in a related industry such as the chemical industry dealing with consumer specialty applications (compounding/customized chemical/specialties businesses)

- Depth of understanding in integrated supply chain and logistic concepts with the ability to communicate supply chain objectives and convey the benefits to the organization
- Extensive knowledge and experience implementing Planning and Forecasting systems
- Excellent analytical skills with the ability to define problems, collect data, establish facts and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables
- Excellent team building and extensive cross-functional project management experience that has involved business decisions with technical considerations, along with the ability to strategically influence across business lines in the technical, operational and commercial areas

Personal Characteristics/Skills

He/she will have personal characteristics reflecting the following qualities and related skill set:

- Professional, mature and unassuming demeanor with the intellectual capacity that ensures credibility to the Purchasing/Supply Chain Management function when dealing with the parent organization, senior management as well as cross-functionally throughout MAPEI Americas
- High energy level, inspiring ambition and self directed persona, capable of functioning autonomously, demonstrating a propensity to take initiative to proactively drive business P&L and the Company forward, appreciating the short and long term business and financial implications of decisions and recommendations to the organization
- Adaptive, progressive leadership style, able to effectively lead in a dynamically changing and growing organization, being decisive, motivational and expectant of results; yet participative, positive and responsive to individual needs
- Strong interpersonal skills, highly organized and an excellent communicator to effectively work with and through others at all levels, demonstrating an openness to invest in people and serve as a mentor to assist others in achieving new heights of self-actualization
- Highly sensitive and interested in the nuances of cultivating an effective team in a culturally diverse organization, with a sense of diplomacy and commitment to creating synergy among locations

- Superior listening, communications (verbal and written) and presentation skills, able to effectively communicate in a positively assertive manner, respectfully challenging ideas when appropriate; outstanding persuasive skills with a collaborative, enthusiastic and amicable persona
- Extremely intelligent, organized and results-oriented with a sound business approach, demonstrating discipline and a passion towards excellence and an ability to prioritize and deliver on key business initiatives that are both strategic and tactical in focus
- Highly visible and approachable style creating an environment of being extremely fair, consistent and honest with a willingness and ability to be hands-on to facilitate achieving objectives in a fast paced environment
- High level of integrity, as a representative of the company, with a strong work ethic and willing to make a long term commitment to an organization to see the results of their programs and policies implemented

Education

This position requires an undergraduate degree with a strong preference for a Master of Science degree and an MBA, ten to fifteen years of related experience and/or training, or equivalent combination of education and experience.

Deerfield Beach, FL

Area Information



Broward County, Florida is conveniently located between Miami-Dade and Palm Beach Counties, in Florida's southeast region. It's 1,211 square-miles of tropical landscape and 23 miles of Atlantic Coast beaches, with an average temperature of 83 degrees, makes the Greater Fort Lauderdale area a desirable place to live and work. Broward County is home to 1.6 million residents, and another 3.4 million reside in Miami-Dade and Palm Beach Counties.



Known as the Venice of North America, Fort Lauderdale contains numerous canal neighborhoods with direct access to the Intracoastal Waterway. Residents can choose between oceanfront, canal front, downtown or suburban communities. Just minutes from the beach is the Riverwalk Arts and Entertainment District in downtown Fort Lauderdale, home to cultural attractions, shops, parks and restaurants such as the Broward Center for the Performing Arts, Museum of Discovery and Science with its

AutoNation 3D IMAX Theater, Florida Grand Opera, Old Fort Lauderdale, Stranahan House and the Museum of Art.

The Broward county park system has grown to include 17 regional parks, four nature centers and 21 natural area sites for a total of more than 6,500 acres. Golfing, fishing and boating are among the many leisure activities enjoyed by both visitors and residents.

Broward County has the nation's largest fully accredited school system, 11 colleges and universities and 4 career and technical centers. The medical needs of this county are served by nearly 40 hospitals and clinics.

Broward County's workforce is diverse, their atmosphere is pro-business and their tax structure is one of the nations most advantageous. The region is well equipped to serve international markets with 3 international airports, 4 deep-water seaports and a user friendly cruise port. The top-rated Fort Lauderdale-Hollywood International Airport features over 600 flights a day with non-stop service to more than 40 cities.



Florida's elected officials work regularly as partners with business to expand the state beyond its tourism wellsprings, and as a result, it has become a major player in many high-tech industries. Several incentive programs have been developed to draw IT businesses to the state. High-tech infrastructure has earned Southeast Florida the name "Internet Coast".



Amid the hustle and bustle of urban activities that make up the greater Ft. Lauderdale is Deerfield Beach, the location of the MAPEI Americas Headquarters. Known for its serene beaches, Deerfield Beach is the pride of Broward County. Deerfield Beach, Florida is an upbeat ocean side community of just over 60,000 lying along the Atlantic Ocean, just South of Boca Raton and 20 miles north of Fort Lauderdale, Florida.



In the year 2000, Deerfield Beach received Florida's coveted Blue Wave Award for having one of the most pristine beaches in the state of Florida. This award is based on specific criteria, which include excellence in water quality, beach conditions, safety services, public information and habitat conservation. Temperatures remain tropical throughout most of the year in Deerfield Beach with summers averaging 85 to 92 degrees and winters between 70 and 75 degrees. More than fifty golf courses dot the area, and all types of fishing is available, including deep-sea, drift boat and fishing off the picturesque 920-foot public fishing pier. It also has some of the best parks in

South Florida including Pioneer Park, Constitution Park, Westside Park and Mayo Howard Park. The City of Deerfield Beach provides customer-oriented services, which create a quality of life that, encourage residents and employers to enjoy South Florida and prosper in an ever-growing international economy.

Links

Local Media

- Sun Sentinel
- Observer Online

Travel

- Broward International Airport
- Miami International Airport
- Palm Beach International Airport

Golf

- Broward County Golf Course Listings

Recreation, Restaurants and Shopping

- Cove Restaurant and Marina
- Butterfly World
- Little Havana Restaurant
- Weston Town Center
- Sawgrass Mills Retail Center
- Town Center at Boca Raton
- Museum of Discovery and Science
- Broward Center for the Performing Arts

Community Sites

- My Florida
- Deerfield Beach
- Visit Florida
- Broward County

Schools

- Broward County Schools
- Florida State University
- St. Thomas University
- University of Florida
- North Broward Prep
- University of Miami

Sports

- Florida Marlins
- Miami Heat
- Florida Panthers
- Miami Dolphins



For more information contact:

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If you have open positions in your organization, give us a call and put our people and our process to work for you.



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**Skills Survey for:
VP of Purchasing and Supply Chain Management**

Please type your answers in blue.

Name:

Date:

1. Outline University Degree(s) with date(s):
(Please provide the name, location, and phone number of each institution **and provide your birth date** so we can conduct degree confirmation checks.)
2. Please outline your years of experience working in Purchasing and/or Supply Chain Management.
3. Describe your experience working with polymer chemicals and/or monomers.
4. Have you ever worked in the flooring or the building chemicals industry (if so, please describe)?
5. Describe your strategy for implementing Planning and Forecasting systems.
6. Give us an example where you have developed, executed, and quantified long-range goals and objectives in terms of Purchasing and/or Supply Chain Management.
7. How many years of management experience do you have? Describe the number of people, their experience levels, and their educational levels.
8. Describe your level of experience with Microsoft Office software as well as integrated purchasing systems.
9. Do you fluently speak and/or write any languages other than English (if so, please list)?
10. Tell us about your personal sports interests, hobbies, and/or free time activities.
11. If asked one of the following questions during an interview, how would you answer?

Why are you considering this opportunity? (or)

What has motivated you to consider a job change at this time?

12. If we were to speak to your current boss when doing references, how do you believe he/she would describe your performance and your strengths and weaknesses?

References

Please provide three to six references. The first priority is past bosses, then customers, then employees, then peers.



Example: Bob Smith, currently Director of Purchasing at ABC Chemical 412-123-4567, Email: bob.smith@abcchem.com

Bob was the Purchasing Manager, my direct boss, while I was a Purchasing Rep. at ABC Chemical.

We will NOT contact any references until after completing the interview process and not without notifying you first.

- 1)
- 2)
- 3)

Our grading sheet is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidate's are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The grading sheet will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the grading sheet process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A's.

			
Candidate Comparison-Grading Sheet		Grade: _____ Grader's Name: _____	
Candidate Name: _____			
Client Name: Mapei		Hiring Manager's Name: Steve Smith	
Position: VP of Purchasing & Supply Chain		HR Rep's Name: Jennifer Jones	
Attribute	A/B/C	Comment	
1. Education A = B.S./B.A. in tech. or business + MBA B = BS/BA in tech or business C = Degree in something else			
2. Experience working in Purchasing and/or Supply Chain Management. A = Yes, 10-15 yrs B = Somewhat, 5-9 yrs C = Very little, 0-4 yrs			
3. Exp. working with polymer chemicals and/or monomers A = Yes B = Somewhat C = No			
4. Experience working in the flooring and/or the building chemicals industry A = Yes, 5-10 years B = Somewhat, 3-4 years C = Very little, 0-2 years			
5. Exp. implementing Planning and Forecasting systems A = Yes B = Somewhat C = No			
6. Exp. developing, executing, and quantifying long-range goals and objectives in terms of Purchasing and/or Supply Chain Management. A = Yes B = Somewhat C = No			

Our grading sheet is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidate's are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The grading sheet will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the grading sheet process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A's.

7. Management experience? How many reports? A = Yes, 5 or more B = Somewhat, less than 3 C = Very little, if any		
8. Exp. with Microsoft Office software as well as integrated purchasing systems A = Yes B = Somewhat C = No		
9. Fluently speak and/or write any languages other than English A = Yes, more than 2 B = Some, only 1 C = No		
10. Communication abilities A = Speaks clearly. Strong written and verbal communication. B = Good written and verbal communication skills but could be better. C = Strong accent. Speaks quickly. Needs serious improvement		
11. Compensation: 150K to 175K with a 20% bonus A = 150K to 175K B = 130K to 150K or 175K to 185K C = below 130K or over 175K		
12. Job Changes/Stability Total Number of Job changes: Total number of yrs working: Average number of yrs at each job: A=Avg. yrs = 5-10 B=Avg. yrs = 3-5 C=Avg. yrs >3		
Grading Point System: A's = 4 B's = 3 C's = 2 Bonus Points = 1 Now add up the numerical value of each grade and then divide by the total number of grades		Total Points Divided by ___ grades = Avg. Grade