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Recognizing excellence in supply management.
Because of the critical role of supply management, businesses survive and thrive only when each supply chain is carefully and creatively managed. Foremost in the profession are individuals and organizations embracing leadership and creativity to manage complexity and risk.

The R. Gene Richter Awards for Leadership and Innovation in Supply Management were created to honor the vast professional contributions of R. Gene Richter, who was a pioneer in the field of supply management. He was a leader and innovator, and these awards are designed to capture the essence of his stellar career.

We are pleased to announce the winners of the R. Gene Richter Awards for Leadership and Innovation in Supply Management. Each winning department exemplifies the spirit of the awards and the determination of the awards’ namesake, R. Gene Richter. Winners’ profiles begin on page five.

The number and quality of applications received by ISM for the inaugural R. Gene Richter Awards for Leadership and Innovation in Supply Management exceeded our expectations. It is clear that the supply profession continues to grow in importance and sophistication, thereby making contributions to enterprise success.

Winners are recognized during the Annual R. Gene Richter Awards Banquet on May 8, 2006 in Minneapolis, Minnesota. Winners present their stories during the 91st Annual International Supply Management Conference and Educational Exhibit at workshop sessions that are open to all Conference attendees.

**Goals of the awards program:**
- Identify and share leadership and innovation in supply management practice within supply management departments.
- Provide recognition to supply management departments receiving awards.
- Promote supply management as a strategic contributor to the organization.
- Enhance the profession in the eyes of senior management.
- Demonstrate leadership and innovation practice through conferences, ISM publications, case studies and other media.
About the Awards

Category 1: Process
Submissions relate to leadership and innovation in transforming a supply-related process, such as sourcing or supplier relationship, cost, quality, inventory, transportation or project management. Examples include: improving cash flow and the financial supply chain; increasing cost-competitiveness; implementing a cost management process; the supplier performance management process; measuring and validating cost savings, reductions and avoidance; inventory and asset management; and social responsibility.

Category 2: Technology
Submissions relate to an innovation where technology was the key driver and source of substantial contribution to organizational success. Examples include: technology applications to the requisition-to-pay flowpath; online tools for purchasing-category strategy execution; online buyer-supplier collaboration; and new product or service development.

Category 3: People
Submissions relate to an innovation in attracting, retaining, developing or managing human capital to make a substantial improvement in supply's contribution to organizational success. Examples include: management development programs for supply; knowledge management initiatives; hiring and retention programs; skills and knowledge acquisition and enhancement programs; and training a global workforce to foster social responsibility.

Category 4: Organization/Structure
Submissions relate to the structure and organization of the supply process and function, and the results obtained because of significant and successful structural/organizational change. Examples include: a transition to a new structure (for example, from a highly decentralized to a centralized/decentralized structure); and development of a team-based approach for a specific activity such as new product/service development, strategic sourcing, a change in reporting lines, and/or the status of the chief procurement officer.

About R. Gene Richter
R. Gene Richter (1937-2003) was a leader and innovator in supply management and a galvanizing force in the field of procurement. Richter led the supply organizations at The Black & Decker Corporation, Hewlett-Packard Company and International Business Machines (IBM). All three of these organizations won Purchasing magazine's Medal of Professional Excellence. His thoughts, ideas and practices transformed modern thinking in the emerging procurement field. As a vice president at IBM starting in 1994, Richter's work radically and rapidly remade IBM and changed the course of its history. He was instrumental in altering the supply culture and practices to create an innovative supply management organization that was widely hailed as a key to IBM's turnaround. Leadership and innovation leading to transformation were the hallmarks of Richter's time at IBM.

The R. Gene Richter Awards for Leadership and Innovation in Supply Management were established to recognize innovative supply organizations that through strong leadership have dramatically increased their contribution to organizational success. Richter spread the message to eliminate complexity and maintain flexibility. These awards have been designed to capture the spirit of Gene Richter.
Based on the merits of the submissions, we have awarded one winner per category. In addition, we have selected two additional awards from a combination of categories warranted by the submissions. In support of the ISM mission “to lead supply management,” the Richter Awards Oversight Committee focused on identifying entries that demonstrated leadership and innovative thinking coupled with measurable organizational impact.

A group of respected supply management executives and academics set policy and direction for the awards with a vision to “create a prestigious supply management awards program to recognize leadership and innovation in supply management and further the understanding and importance of supply management to business success.” We believe they have successfully developed an awards program that acknowledges these successful supply chains.

The Selection Process
Applications are received by ISM via a special Web site. Each application is assigned to a team of evaluators. Evaluators rate the application against a set of five criteria. Those criteria are: (1) The initiative addresses a major organizational challenge; (2) The solution is innovative; (3) The supply management department exhibits leadership throughout the process; (4) The results have an impact on the organization’s performance; and (5) The results are supported by validation. ISM reviews the evaluator ratings to ensure ratings are not significantly out of scope across the team of evaluators. If out of scope, the application is assigned to additional evaluators.

After all applications have been rated, the top applicants in all four categories are identified. These applications are forwarded on to the Evaluation Committee for the next stage of the evaluation process.

The Evaluation Committee met in November of 2005 to discuss the top submissions for the 2006 awards. At this meeting, these select applications were reviewed against the award criteria set and the committee arrived at a recommended slate of winners to be passed along to the Oversight Committee for final review and approval. The Oversight Committee met in December of 2005 to review the recommended winners and approved the full slate of recommended winners as presented by the Evaluation Committee.

About the Judging Process
Three factors were key in guiding the judges’ selections. First, projects must address complex challenges for which new solutions would have organizational and/or supply chain impact. Second, top contenders must offer a truly innovative solution, rather than just a modest improvement over existing practices. Third, entries must be supported by rigorous data on real-world performance.

Judges looked for results that are measured, significant and sustainable. They may be hard or soft and projected or actual. The results may be measured against any recognized metric such as revenue enhancement, asset management, cost management, productivity, speed-to-market or competitiveness. Metrics are not confined to this list. While results may be projected or actual, judges place higher value on results that are supported by data. Results may be presented as percentages or the magnitude of change rather than absolute numbers. If appropriate and available, validation outside supply is welcome.
Johnson & Johnson Tackles Legal Costs with Unique Partnership

A partnership between a company’s supply management organization and its legal department is anything but common. But Johnson & Johnson, the broadly based manufacturer of healthcare products and related services, decided to tackle an initiative in September 2004 that would partner these diverse groups. The results were substantial first-year savings, customer satisfaction and the R. Gene Richter Award for Leadership and Innovation in Supply Management in the Process category.

World Headquarters Procurement decided to partner with Johnson & Johnson’s law department, creating the legal sourcing group. It initially focused on partnering with litigation, as it represents the most significant area of spending in the department.

Stephen Ogden, sourcing manager, heads up the three-person group which now includes a sourcing leader and an analyst. The group’s priority for the first year focused on the two major areas of expenditures within litigation — outside counsel and third-party expenses. Outside counsel includes law firms and lawyers the company uses to represent them, and the third-party expenses include services such as copying, court reporters and 3-D court animation.

Ogden knew he was breaking new ground but discovered early on that the law department was a positive, welcoming partner. “The support from the law department was tremendous. We could not have asked for a better business partner,” he says. “Overall it has been a great collaboration.”

The processes developed by the initiative that were designed to manage expenditures were:

- **Reporting Process:** A reporting database was developed from multiple systems to provide detailed information to support opportunity analyses, process design and negotiations. It is the backbone of the initiative.

- **Rate Change Requests:** Legal sourcing implemented a formalized rate change request process supported by analytics and a detailed law firm summary report, giving legal sourcing and the law department information supporting a rational negotiation approach to rates and discounts.

- **Case Budgeting:** Legal sourcing supported the implementation of additional budgeting processes to help in-house case managers to effectively evaluate and, if needed, challenge the budgets provided by outside firms.

- **Third-Party Services:** A policy now requires outside counsel to notify legal sourcing and the law department of any large expenses before engaging a supplier. Legal sourcing leads the identification, competitive bidding/ negotiation and implementation of preferred suppliers to support litigation.

- **Discovery Management:** Legal sourcing works with both in-house and outside counsel to select the appropriate provider to conduct document collections, reviews and productions as part of the discovery process. A bidding process was designed to help select suppliers for large discovery projects. A policy also was implemented requiring outside counsel to notify in-house counsel and legal sourcing of any significant discovery projects in order to allow for the evaluation of optimal management solutions.

Ogden points out that legal sourcing has saved/avoided $8.7 million in its first year of collaboration. The use of RFPs and negotiations for third-party services alone saved $3 million, he says.

“There was a challenge in getting the resources and then gaining credibility, and we were able to do that,” Ogden says. “I think J&J has a legal sourcing group that will exist for the foreseeable future.”

**A Winner’s Snapshot**

**Company:** Johnson & Johnson

**Award category:** Process

**Size:** $50.5 billion in revenue; 115,600 employees

**Web site:** www.jnj.com

**Company description:** Johnson & Johnson is the world’s most comprehensive and broadly based manufacturer of healthcare products, as well as a provider of related services for consumers, pharmaceutical, medical devices and diagnostics markets. The more than 200 Johnson & Johnson operating companies sell products in 57 countries throughout the world.

**Project focus:** Developing and implementing a legal sourcing strategy.

**Key individuals:** Stephen Ogden, legal sourcing manager; Andrea Grable, director of procurement; Miesha Burton, legal sourcing leader; Leslie Scaria, analyst; Jeff Gabriele, independent consultant.
KLA-Tencor Supply Management Transforms from Support to Strategic Operation

Transforming the supply management department at KLA-Tencor from a support function focused on transactions to a strategic organization with a cross-functional focus that would impact the company at all levels was a challenge that it welcomed. The organization introduced and implemented processes that changed the way supply management operated, and the results include product cost reductions of more than five to 10 times what was achieved in the past, a 10-point improvement in supplier performance and a three-time reduction in the supply base.

The supply management organization at KLA-Tencor is the winner of the R. Gene Richter Award for Leadership and Innovation in Supply Management in the Process category. KLA-Tencor, based in Milpitas, California, is ranked second among the top 10 semiconductor equipment manufacturers in the world.

Scott Paull, chief procurement officer, explains that the company is made up of 20 highly autonomous divisions. He admits there was little support for centralizing functions so, in shaping a new supply organization, he had to be aware and sensitive to that culture. “We had to learn the culture of the company and not fight it, but leverage it,” he notes.

A supply chain management process was designed around five “pillars” or building blocks that include strategic sourcing, commodity councils, building negotiation expertise, implementing performance-based contracts and deploying formal supplier management, including supply-base rationalization and supplier scorecards.

The transformation relied on “strong executive sponsorship, skill assessment training, tool development and demonstration of value throughout the roll-out.” But the real challenge was in integrating the processes “into the fabric of the business” and setting up sound cross-functional processes between supply management and engineering.

The supply management organization focused on including sourcing in the company’s well-established product life cycle management (PLC). Now, for example, before a product can exit the investigation phase, a strategic sourcing state is required — an important step because typically procurement was not included until much later in the process.

The value of this effort was realized when KLA-Tencor assembled a PLC team to identify the next generation of its wafer handler. The result of having a supply manager with a strong engineering background as part of the team was a robot for the wafer handler that was “commoditized” rather than customized, explains John O. Proverbs, senior director, strategic sourcing. “Rather than rely on a specialized robot, we now rely on a commodity specific robot, and we were able to incredibly reduce price, availability and performance over time,” he explains.

Other process innovations include designing a supply management audit process around the company’s quality maturity model, rolling out a long-term performance-based standard corporate supplier purchase agreement, developing formal cross-functional and cross-divisional commodity councils, and implementing a comprehensive supplier scorecard system.

Although the supply organization at KLA-Tencor has come a long way in the past several years, Paull says, “We are never going to claim victory because every year we are going to continue to improve processes and raise the bar.”

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A Winner’s Snapshot

Company: KLA-Tencor
Award category: Process
Size: $2 billion in revenues; 5,500 employees
Web site: www.kla-tencor.com
Company description: KLA-Tencor is a leading supplier of process control and yield management solutions for the semiconductor industry.
Project focus: Transforming the supply management organization from a support to a strategic function.
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Winner: Technology

**Fluor Hanford’s Sourcing Wizard Saves Time, Money**

Supply management organizations today are always looking for ways to cut back on the time their staff spends on routine purchasing transactions while at the same time meeting internal customers’ supply needs. That was the challenge Fluor Hanford’s supply chain operations faced, and the answer came in the form of a Web-based material sourcing wizard search application.

Fluor Hanford’s initiative to improve material support through automated internal visibility and Web-buying has made it a winner of the R. Gene Richter Award for Leadership and Innovation in Supply Management in the Technology category.

Fluor Hanford has been a prime contractor to the U.S. Department of Energy since 1996, managing several major nuclear waste clean-up activities at the Hanford site in southeastern Washington state. Its employees and facilities are spread out over 586 square miles at a half-dozen major project offices.

With an annual procurement volume of about $200 million, the supply organization realized it could better serve its end users by putting more purchasing power right into their hands.

“We didn’t want our staff to be doing all the transactions, because we wanted them to focus on more strategic work,” explains Rich Meyer, director, supply chain operations. The goal was to develop a system that would allow workers in the field to order needed supplies through an easy-to-use, one-stop-shopping system, he says.

Meyer says the supply organization outlined goals for the system, partnered with its IT department and the result was the sourcing wizard, all for under $26,000.

The system merged descriptive information from many internal sources for a single standard view. It was developed to be a first entry point for end users who need an item or part. The application:

- Searches through the organization’s entire inventory.
- Displays on-hand material stock first, encouraging reutilization of existing materials.
- Provides a user-friendly, intuitive method of searching that required little training.
- Provides a wide variety of search criteria such as part number, model number, manufacturer or word strings.
- Directs field employees to pre-established, negotiated agreements.
- Omits passwords or permission for use — it is open to all users at all times.

Meyer says the automated system has helped the organization better control inventory. “It’s always a challenge to get people to use what we already have on site, but now this application directs them to existing inventory first,” he says.

Another improvement that resulted from supply management’s efforts was an electronic commerce agreement (ECA) that was developed with the assistance of its suppliers. Some of the components of the ECA are terms and conditions, pricing and payment agreements, software system requirements with Web site criteria and dispute resolution.

Meyer points to the fact that the initiative has increased the use of existing material and saved the organization about $300,000 in the past 12 months from redundant buying, reduced transaction costs by $2 million per year, reduced unit prices by 10 percent to 60 percent (depending on commodity) and eliminated the majority of low-dollar, high-volume material purchases from going through supply management as the testament to its success.

**A Winner’s Snapshot**

**Company:** Fluor Hanford

**Award category:** Technology

**Size:** $7.9 billion contract (1996-2006) with the U.S. Department of Energy; 3,500 employees

**Web site:** [www.fluor.com/government](http://www.fluor.com/government)

**Company description:** Fluor Hanford manages several major activities for the Department of Energy at the Hanford site in southeastern Washington state, including dismantling former nuclear processing facilities.

**Project focus:** Developing a Web-based search application that would give end users in the field a simple, quick, efficient tool for obtaining materials quickly and cost-effectively.

**Key individuals:** Rich Meyer, director, supply chain operations; Chris Hopkins, senior business systems analyst; Mike Taylor, senior acquisition specialist; Brianne Eakman, college intern.
Rockwell Collins Takes Supplier Portal to the Next Level

The supply management organization at Rockwell Collins decided to take its SupplyCollins.com portal, a successful Web-based tool for suppliers, to the next level by adding applications that would automate three key purchase-to-pay processes — request for quotes quote receipts, total cost of ownership analysis and automated purchase orders. The organization’s new electronic request for quote and automated purchase orders (eRFQ/APO) application is the winner of the R. Gene Richter Award for Leadership and Innovation in Supply Management in the Technology category.

The eRFQ/APO creates an electronic request for quotes and sends an e-mail to suppliers, notifying them that a quote is ready to complete. The notification contains the urgency of the request for parts needed quickly. Suppliers log on to SupplyCollins.com to complete the quote, and once the quote deadline is reached, the system enters all submissions into a total cost of ownership analysis. Once the system selects the winner, it initiates the automated purchase order.

Phil Krotz, director, lean management, says the application has moved resources from day-to-day tactical work to more value-added strategic efforts, which is a goal for Rockwell Collins’ supply organization.

The eRFQ/APO application is a logical “next step” to SuppyCollins.com, which was launched in 2003 and is the “foundation on which all Web-based supply chain applications at Rockwell Collins are built,” Krotz explains. Based in Iowa, Rockwell Collins is a leader in the design, production and support of communication and aviation electronics for commercial and government customers.

Both SupplyCollins.com and the eRFQ/APO are designed to “present one voice” to suppliers, Krotz says, so if a supplier is working with Rockwell Collins’ procurement organization, whether in Iowa or Florida, there is a single process and a way of doing business that is understood by everyone.

The application was developed within Rockwell Collins over a nine-month period by a cross-functional team consisting of representatives from the company’s procurement divisions and its IT department.

Krotz points out that since the release of eRFQ/APO, the volume of transactions that occur without touching human hands, from quote release to final payment, has climbed from 46 percent to 70 percent. It also has generated more than 70,000 eRFQs and more than 50,000 purchase orders.

A Winner’s Snapshot

Company: Rockwell Collins
Award category: Technology
Size: $3.45 billion in sales; 17,000 employees
Web site: www.rockwell.com
Company description: Rockwell Collins is a leader in the design, production and support of communication and aviation electronics for commercial and government customers.
Project focus: Automating three areas of the procure-to-pay process: request for quote and quote receipt, total cost of ownership analysis and automated purchase orders.
Key individuals: Mike Barron, manager, procurement; Michelle Bell, buyer; Bob Brus, director, procurement; Dave Clymer, manager, e-enabled supply chain; Mike Dautremont, principal business integration analyst; Fred Gomez, principal programmer analyst; Marcia Gomez, buyer; Darlene Hartkemeyer, senior buyer; Gretchen Lickiss, senior material administrator; David McDonald, senior buyer; Cindy Mentzer, senior subcontract administrator; Betsy Morrison, senior business process analyst; Vidyasagar Puranam, IT application development; Sam Slingluff, senior project specialist; Steve Springer, manager, procurement; Valerie Turcotte, buyer; Jesus Villa, senior buyer.
Recognizing excellence in supply management.

**Winner: People**

**Personnel Development: A Commitment at BP**

Companies that are successful at accomplishing their goals do so by aligning supply management with business strategies. For London-based BP p.l.c., the period following a series of mergers and acquisitions activity gave the company an opportunity for introspective evaluation. With a focus on its internal capabilities, BP developed an organic growth agenda whereby procurement was identified as a key lever for delivering business value. John Manzoni, group managing director and chief executive of refining and marketing put it this way: "There is a direct link between the skills of our procurement professionals and our ability to capture value." To support this agenda and develop the necessary skills for value creation, the company implemented the Capability Accelerator Program. Manzoni has seen the payback of this investment in the development of procurement professionals through contributions to the bottomline. In addition to benefiting BP, the program has also earned the company a 2006 R. Gene Richter Award for Leadership and Innovation in Supply Management in the People category.

The heart of the program is comprised of eight core modules that address most skills gaps. The modules cover a variety of topics, including living strategy and program management, communication and engagement, internal performance management, financial decisionmaking, strategic sourcing and supplier management. While the module offerings are impressive, it is the people-centric structure of the program that makes it unique.

What would normally be three years of personal development for the program’s participants is compressed into a rigorous six-month period. The target audience included 140 senior members of the global refining and marketing (downstream) and corporate and functions (indirect) procurement community, a group responsible for managing nearly one-half of the company’s third-party spend.

Each participant was independently assessed against role model job profiles, covering comprehensive skill sets. Based on the outcome of the assessments, a tailored learning plan was developed for each individual, listing the modules deemed appropriate and relevant for the participant.

A critical component of the program and an essential part of the modular experience is hands-on expert coaching and peer learning groups. Coaches were selected to be experts in both their subject matter and coaching skills. Coupled with the hands-on coaching was the establishment of peer learning groups. The groups served as a networking opportunity where procurement professionals from diverse backgrounds, each with different business challenges, came together to solve common procurement issues across BP.

The program was rolled out in three waves beginning in July 2004. Since the final wave’s completion in September 2005, BP has issued several surveys to participants, line managers, stakeholders and coaches to gauge the effectiveness of the program. Nearly 50 percent of the responses indicated a perceived significant improvement in the skills area. The remaining responses indicated some improvement with evidence of application, for an average score of 3.3 on a four-point scale.

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**A Winner’s Snapshot**

**Company:** BP p.l.c.

**Award category:** People

**Size:** More than $300 billion in revenues; 102,900 employees

**Web site:** www.bp.com

**Company description:** BP is one of the world’s largest energy companies. Its business is about finding, producing and marketing the natural energy resources on which the modern world depends.

**Project Focus:** Investment in developing the skill sets of key members of the procurement community through expert on-the-job coaching, delivered in a programmatic way, with the objective of unlocking increasingly complex sources of value in support of the business strategies.

**Key individuals:** Keith Crichton, program director; Mike Pietrone, Americas lead; Amos Rogers, Americas; Simon Pridmore, Europe; Lebu Mabota, Europe/Africa; Brett Murray, Asia Pacific.
DaimlerChrysler Consolidates Global Procurement

In 1999, DaimlerChrysler's international procurement services (IPS) department was on a mission to become recognized as a best-in-class global procurement organization for non-production material and services.

Belonging to DaimlerChrysler AG’s global procurement and supply organization, IPS is responsible for the procurement of non-production material and services (NPM) in Germany, and for the Chrysler Group in the United States and Canada.

IPS decided that creating a global procurement organization would help bring its mission to fruition. To achieve this goal, the current decentralized and fragmented structure had to be transformed into one consolidated organization. Therefore, a strategic development of IPS from 1999-2005 focused on a consolidation of the DaimlerChrysler global non-production material procurement responsibility. The goal was the sustainable increase of the added value, especially to realize new global savings opportunities. This initiative required major structural changes and the alignment of the entire organization.

The added value of the new IPS strategy resulted in:
- An 80 percent increase in purchasing results regarding spot buys in global or regional commodities.
- A 30 percent increase of the manufacturing facilities’ purchasing results.
- A 77 percent to 80 percent increase in internal customer satisfaction.
- The implementation of global tools for supplier evaluation and development.
- The implementation of one common global IT solution in order to realize a common database as well as a common workflow.

These savings are a result of global and regional bundling, the implementation of innovative procurement tools and increased collaboration between plants and headquarters.

IPS’ initiative to consolidate its global procurement organization has earned it the 2005 R. Gene Richter Award for Leadership and Innovation in Supply Management in the Organization/Structure category.

“It was only with the commitment, the support and the active involvement of all employees that IPS was able to become the successful global organization that it is today,” says Heinrich Reidelbach, Ph.D., vice president of IPS. “This transformation went smoothly because so many employees were willing to try something new.”

With a plan to integrate additional locations into IPS and the Global NPM Network in 2006, Daimler Chrysler will increase its span of control over 95 percent of the worldwide NPM procurement volume.
About Institute For Supply Management™

As the oldest and largest supply management institute in the world, the mission of the Institute for Supply Management™ (ISM) is to lead supply management. ISM defines supply management as the identification, acquisition, access, positioning and management of resources the organization needs or potentially needs in the attainment of its strategic objectives. By executing and extending its mission through education, research, standards of excellence, influence building and information dissemination — including the renowned monthly ISM Report On Business® — ISM continues to extend the global impact of supply management. ISM’s membership base includes more than 40,000 supply management professionals in 75 countries. Supply management professionals are responsible for trillions of dollars in the purchases of products and services annually. ISM is a member of the International Federation of Purchasing and Supply Management (IFPSM).
Our Sponsors

**Platinum**

Procuri's On Demand Supply Management solutions and services enable businesses to reduce costs and improve supply performance. More than 325 global enterprises are using Procuri's On Demand sourcing, contract management, and supplier management solutions to negotiate millions of dollars in cost savings and to drive continuous improvements in corporate compliance and supplier performance.

SAS is the leading provider of business intelligence software and services that give you The Power to Know® by transforming massive amounts of data into intelligence. With SAS® Supplier Relationship Management, you can gain comprehensive insights about your purchases, suppliers and performance to improve strategic sourcing decisions. Learn more at www.sas.com.

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ADR International is one of the world's pre-eminent consultancies specializing in purchasing and supplier management. We help organizations to improve purchasing capability and reduce supplier prices by creating and delivering tailored purchasing improvement programs. ADR has developed purchasing diagnostic tools to enable businesses to quickly and objectively evaluate their current purchasing performance, including ADR's Purchasing PRISM® and our Web-based Purchasing DNA. Our award-winning training programs give our clients the tools for best-practice purchasing. The substantial savings we achieve for our clients, our results-driven approach and growing global client base are testament to our proven purchasing expertise.

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- Diversity Vendor Consolidation

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**Bronze**

Fieldglass, a leading provider of contingent workforce management solutions, combines technology innovation with industry expertise to provide business solutions for such industries as financial services, healthcare, manufacturing, pharmaceutical and telecommunications. Fieldglass solutions are based on its award-winning InSite application, designed to optimize an organization's contingent labor procurement and management process. For more information about Fieldglass, visit www.fieldglass.com.

Perfect Commerce is the largest provider of On-Demand Supplier Relationship Management (SRM) solutions and provides connectivity to trading partners via The Open Supplier NetworkSM (The OSNSM). The company is the leading On-Demand SRM solutions provider with more than 500 clients (101 in the Fortune 500), 200,000 users and 11,500 suppliers.

Rearden Commerce, Inc. is the world's largest online marketplace for services of all kinds. Through Rearden's online personal assistant, employees purchase services from a trusted network of over 130,000 global services suppliers based on personal preferences and company policies. Rearden Commerce is headquartered in San Mateo, CA. For more information, visit www.reardencommerce.com
The unique trophies for the R. Gene Richter Awards for Leadership and Innovation in Supply Management were designed exclusively for ISM by renowned artist C. R. “Randy” Buck. Buck is believed to be the only American marine artist who excels in three mediums. He designs a premier line of fine jewelry, he’s a painter (the first artist to be awarded the cover of a Congressional Report) and he has won numerous awards for his figurative and game fish sculptures. With the ocean as his inspirational muse, Buck creates fluid yet precise masterpieces that reflect his artistic soul. The trophies for the R. Gene Richter Awards for Leadership and Innovation in Supply Management include double arcs on a black granite base of patinized poured bronze. These unique sculptures capture the essence and prestige of the awards and ISM is proud to present them to our first six winners.
In Their Own Words

Award winners tell their stories during workshop sessions at the 91st Annual International Supply Management Conference and Educational Exhibit. Each award-winning organization has the opportunity to explain the thought processes, mechanics, philosophy and elbow grease that went into the successful development and implementation of its award-winning endeavor. Discover lessons learned, pitfalls and winning strategies all in the words of the people who participated in moving their supply management departments to the top. ISM is honored to include the winners of the R. Gene Richter Awards for Leadership and Innovation on our Conference slate.

All workshop sessions on Tuesday, May 9, 2006.
2:30–3:30 p.m.

Session HH SCM Innovation: Using the Culture to Change the Culture, presented by KLA-Tencor Corporation
Session HI Optimizing the Value Added of Global Procurement: A Case Study for the Procurement of Non-Production Material and Services, presented by DaimlerChrysler
Session HJ Fluor Hanford – Linking “Worlds” in the Supply Chain, presented by Fluor Hanford
Session HK BP Capability Accelerator Program: Creating a Step Change in Procurement Expertise, presented by BP International
Session HL Legal Sourcing, presented by Johnson & Johnson
Session HM Performance-Driven Supply Chains in Aerospace & Defense, presented by RockwellCollins

All workshops repeat 3:50 pm – 4:50 pm. Sessions IF-IK

In Their Own Words

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ISM has developed a simple Web-enabled platform for you to use to submit an application. Your application will be submitted electronically to www.ism.ws/RichterAwards/. You will be able to upload documents in standard format files.

Direct questions to: Scott Sturzl, C.P.M., Vice President – Education, at 800/888-6276, extension 3105 (or if calling from outside the United States, 480/752-6276, extension 3105), or by e-mail at richterawards@ism.ws.

**Key Dates**

- **Monday July 3, 2006** ............................................................ Application period opens
- **Friday, September 29, 2006** ................................................. Entry deadline
- **January 2007** ................................................................. Winners notified
- **Monday, May 7, 2007** .......................................................... Awards Dinner, ISM Annual International Supply Management Conference and Educational Exhibit in Las Vegas, Nevada
- **Tuesday, May 8, 2007** ......................................................... Award winners present workshops at the ISM Conference in Las Vegas, Nevada

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