

## Inspiring Women Case Study

### Emma Gough

- **Could you introduce yourself and your current role?**



Hello I am Emma Gough and I am Contract Manufacturing & Stock Manager for Pepsico UK & Ireland. Pepsico includes the core brands of Walkers, Quaker, Tropicana and Pepsi – along with a wide range of other products, including Snack a Jacks and SunBites. My role involves 3 main areas:

- Supplier Planning for the 20 suppliers of contract manufactured goods
- Responsibility for the stock in the physical network including capacity planning and sourcing from the Six UK Pepsico factories
- Change Management for introduction of new products to the range, including the planning of volumes and how the new product can be handled and stored. This role also includes the effect on existing products in the network

- **What do you enjoy most about your job?**

I like the variety that I get in this job. I also enjoy working in Supply Chain as it touches all parts of the business from raw materials to the end customer. I have found it fascinating learning how the retailers (our customers) work.

- **What was your first job?**

I did a degree in Engineering, Economics and Management. My first job was Graduate Trainee with Rugby Cement a manufacturer of heavy industrial cement and aggregates. I was in the environmental department designing the height of chimneys to prevent pollution from cement works.

- **How many years have you worked in Logistics/Supply Chain?**

My first role in Logistics was also with Rugby Cement, I was Raw Materials Manager for one of the UK's largest cement works. This included a mix of road and rail transport as well as 70% via an underground pipeline which had its own challenges.

- **Over the course of your career, what variety of roles have you worked in?**

Following the above role I moved to Manufacturing Operations at Rugby Cement and ran a cement works before moving to Pepsico into a Manufacturing role at a Doritos factory. These two manufacturing roles had a number of similarities despite the product difference. I then had various roles at Pepsico including a Research & Product Development role, Finance Manager and Demand Planning Manager before moving to my current role.

- **How Many years have you worked in Logistics Partners**

I have moved in and out of Logistics/Supply Chain roles over the last 16 years.

- **Thinking back over your career, what have been the key steps forward you have made?**

I think that the key to my career has been the breadth of experience and business knowledge I have gained by working in such a number of functions from engineering, R&D and manufacturing to supply chain, logistics and finance. I think this breadth is important for logistics/supply chain roles. If I don't know how to do something I know someone else who does. It has also been interesting how previous experience becomes useful later on. For example rail integration experience gained at Rugby Cement has recently been helpful 14 years later in my current role with Pepsico.

- **How have you come to recognize the importance of these developments later on?**

My career was not really planned it kind of happened. But I now recognise that the platform of knowledge I gained and my flexibility in changing roles has work out well and enabled me to achieve my current role.

- **Have there been any times where being a woman has been an advantage or disadvantage in your career?**

While at Rugby Cement, a traditional heavy industry company, I believe being a woman was an advantage. As long as I did a good job I stood out in a male dominated environment. At PepsiCo being a woman does not give an advantage or a disadvantage. I think women bring a different perspective to a team, which can be very positive. I see being a woman as a selling point rather than an issue. In some male dominated industries female managers are in the minority. As a result, I have occasionally had situations where women are not used to women managers and can have a problem with reporting to another female, but when this has happened, I've found that discussing the issue means that any concerns can be quickly dealt with.

- **Are there any areas of experience or skills, which you believe are vital to career success generally?**

As I said before my knowledge of all areas of the business has been a great help. I also think having a good understanding of the finance of a business becomes more important the more senior you become. Finance is not mystical so do not be afraid to get involved and learn to understand what the accounts are saying and the affects finance has on the business in general and your role in particular.

- **What has been the highlight of your career so far and why?**

Managing the Raw Materials for the cement works was definitely a highlight because the job was self-contained. It was a really substantial role for someone of my age (27) and it was a role I had complete control over I could really get my arms round the whole job!

- **Has networking played a role? (Informal groups and/ official gatherings) How has this benefited you over the years?**

Networking is something I often shy away from, I probably should do more in this area. In previous roles though I always found belonging to professional bodies is useful for gaining knowledge that can't be learnt on the job.

- **How would you advise members of Women in Logistics to get the most out of their personal and professional networks?**

To do as much networking as you can.

- **Of the successful women you have worked with, what would you say are the important qualities that support their career development?**

Self confidence is very important; women probably suffer from a lack of confidence more than men. When I first started working I was given some advice "If you see something worth doing, don't wait to be asked go and do it. Someone will always tell you if you shouldn't be doing it!" You need to grab all opportunities, as that is how you broaden your experience. It is also important when managing staff to be honest; you do not need to be cruel but sometimes knowing the truth will help them develop. It is key not to get "hung up" on being a woman and a minority.

- **What is your vision for women in the logistics industry of the future?**

Pepsico are very progressive with their people management allowing flexible working. This not only suits men or women who have children but also men or women who do not have children but have other interests or responsibilities outside of work. I am sure that in some other areas in the transport industry it is a lot more uncomfortable for women and I would like to see schemes similar to PepsiCo in all Logistics employers.

Overall my vision is that we will all be "People in Logistics", and it will not make a difference if you are male or female.

- **What are your career aspirations for the future?**

Pepsico Is a good company so I would like to progress my career with them. I would also like to stay in supply chain and continue to develop my functional knowledge.