

SAPICS YOUNG PROFESSIONAL & STUDENT CONFERENCE 2026

# Advancing Supply Chain Careers through Professionalized Coaching

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PART 1 OF 2

# Supply Chain as a Career

*Why it matters, what it looks like in South Africa, and why coaching is the missing link*

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# Why Supply Chain Matters: The Stakes Are High

*Supply chains are invisible when they work – and devastating when they do not.*

## IN HEALTH SYSTEMS

**~500,000**

estimated deaths/year in Sub-Saharan Africa linked to counterfeit and substandard medicines (UNODC, 2023)

**10%**

of medical products in LMICs are substandard or falsified – rising to 19–50% in Sub-Saharan Africa (WHO)

**80%+**

of South Africans depend on the public health supply chain for essential medicines

*Medicine stockouts, cold chain failures, and procurement delays are not abstract logistics problems. They cost lives.*

## IN THE BROADER ECONOMY

**11–12% of GDP**

South Africa's logistics costs as a share of GDP – one of the highest ratios globally (Stellenbosch University Logistics Barometer)

**R480B+ turnover**

Estimated annual turnover of South Africa's logistics industry (GAIN Group / BusinessTech)

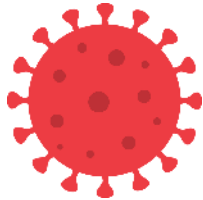
**500,000+ employed**

People working across supply chain, logistics, and procurement in South Africa (WifiTalents, 2026)

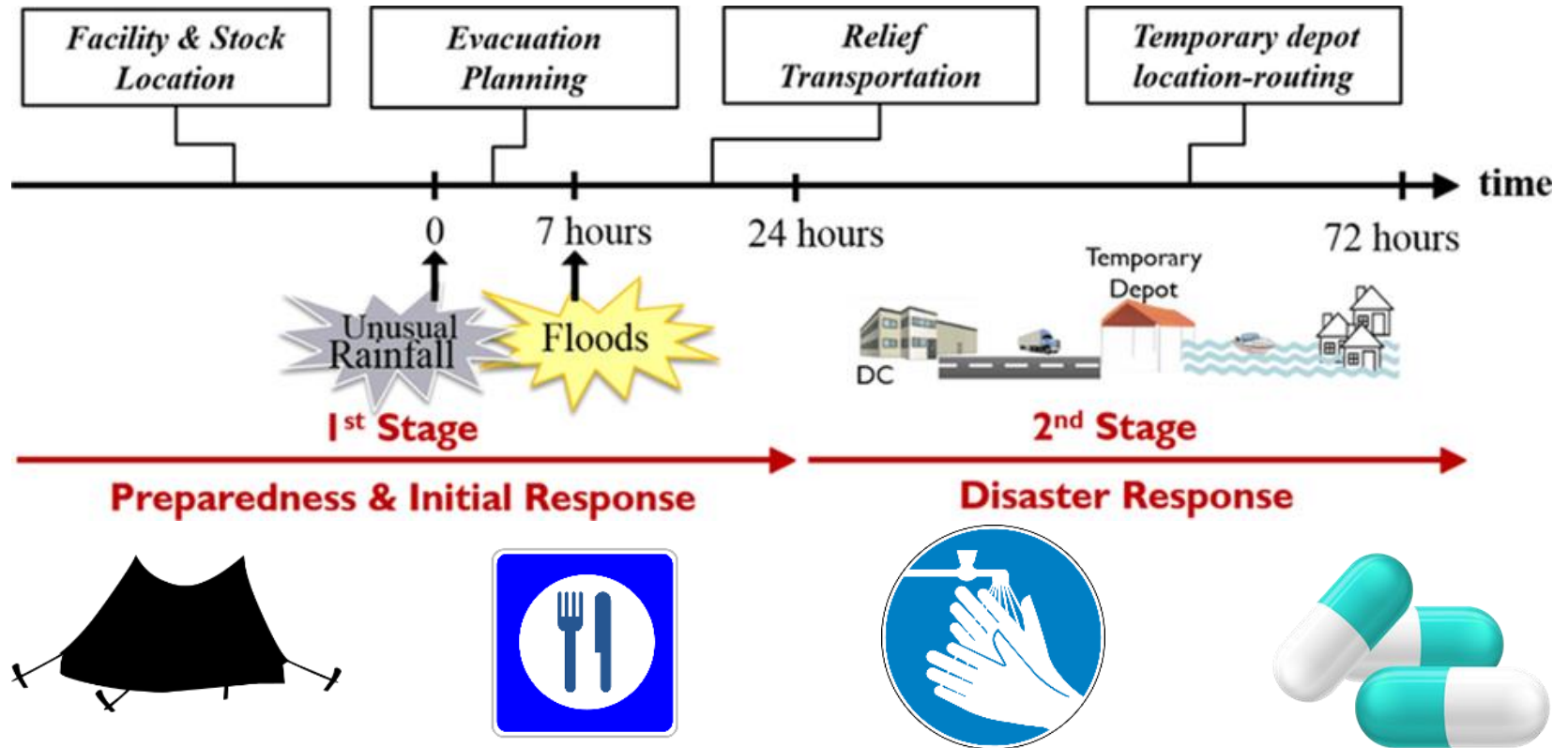
*Every industry – mining, retail, pharmaceuticals, FMCG – depends on well-functioning supply chains.*

# Humanitarian Crisis

Humanitarian crises can occur due to armed conflict, natural disasters, famine, pandemic, and other major emergencies.



# Humanitarian Supply Chains



# South Africa's Health Supply Chain: A System at Scale

*South Africa operates the world's largest antiretroviral treatment programme. The supply chain behind it is one of the most complex on the continent. Beyond HIV, the same public supply chain must reliably move essential medicines, routine vaccines, malaria commodities, diagnostics, and reproductive health products.*

## NATIONAL LEVEL

- NDoH Affordable Medicines Directorate – oversees essential medicines selection, STGs, and national health product contracts
- Essential Medicines List & Standard Treatment Guidelines
- NDoH manages many national medicine contracts on behalf of provinces
- NHLS: 230 laboratories, 8,000+ staff, serving 80–85% of SA population

## PROVINCIAL & FACILITY

- Provincial depots: quantification, procurement, warehousing, distribution
- CCMDD: 6.5M registered patients, 3.14M active patients
- South Africa has the world's largest HIV treatment programme, with 5.9M people on ART
- Clinics with pharmacist assistants reported average medicine availability of 95%

## KEY PARTNERS & CHALLENGES

- PEPFAR support to South Africa was about US\$332.6M in 2024
- Global Fund and CHAI are major partners; CHAI says SA has saved >US\$2B on essential health products
- 400+ unique stockouts were reported in 72 facilities in North West in 2023
- Contraceptives were identified as the most prevalent stockouts nationally

# Supply Chain Careers in South Africa: Scale and Opportunity

South Africa's supply chain sector spans every major industry and is growing – but cannot find enough qualified people to fill its pipeline of roles.

**R480B+**

Annual logistics industry turnover in South Africa (GAIN Group / BusinessTech)

**19th**

World Bank Logistics Performance Index 2023 – Best in Africa

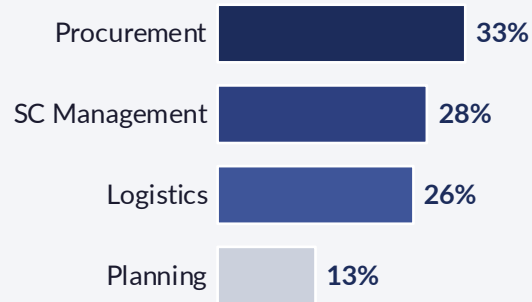
**65–66%**

of SA employers struggle to fill supply chain roles (UJ Skills Gap Survey)

**36%**

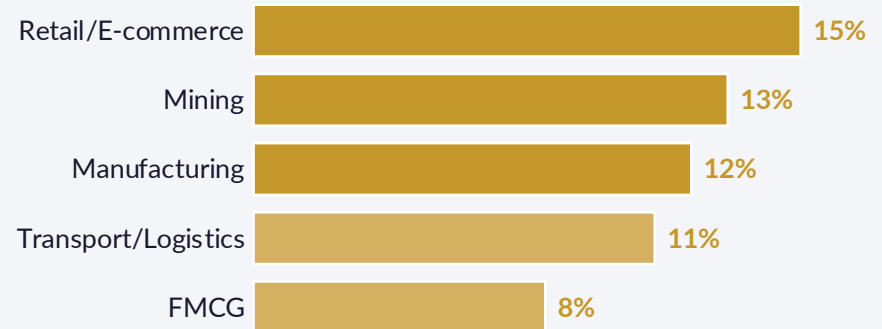
Salary premium for MCIPS-certified professionals (CIPS/Hays Guide, 2024)

## JOBS BY FUNCTION — Q3 2022 (563 job postings)



Source: People Shop / Logistics News SA, Q3 2022

## JOBS BY INDUSTRY — Top 5



Source: People Shop / Logistics News SA, Q3 2022

# Supply Chain Careers in South Africa: Scale and Opportunity

**84%**

of companies report  
difficulty finding skilled  
supply chain talent

**563**

job ads analysed- Procurement  
33%; SC management 28%;  
Logistics 26%; Planning 13%

**Post 2020**

E-commerce logistics demand  
has grown significantly

**These figures point to one clear conclusion:**

**South Africa does not have a supply chain demand problem. It has a talent pipeline problem.**

- Roles are growing across procurement, logistics, operations, and planning
- Demand is spread across retail, mining, manufacturing, transport, and FMCG
- For young professionals, the opportunity is real, but employability depends on building the right technical, digital, and professional skills early
- For health graduates, this opens pathways into procurement, commodity planning, warehousing, laboratory logistics and last mile delivery

# Why Health Graduates Should Consider Supply Chain

01

## System impact at scale

Public supply chains move far more than HIV medicines: essential medicines, chronic medicines, vaccines, malaria commodities, diagnostics, and reproductive health products.

02

## Health training matters

Pharmacy, nursing, laboratory, medical, and public health graduates bring product knowledge, quality awareness, and patient insight that supply chains need.

03

## Work is diverse

Roles span forecasting, procurement, warehousing, lab logistics, cold chain, information systems, and programme operations.

04

## Need is real

NHLS serves 80–85% of South Africa's population through 230 laboratories; vaccine cold chain must be maintained; contraceptives remain the most prevalent stockout nationally.

# Career Pathways in Supply Chain: From Entry to Impact

*Supply chain careers are accessible from almost any academic background – and lead to roles at every level of seniority, nationally and globally.*

## ENTRY LEVEL 0–3 years

- Supply Chain Coordinator
- Procurement Officer
- Logistics Analyst
- Inventory Clerk
- Junior Pharmacist (SC focus)
- LMIS / Data Entry Officer

## MID-LEVEL 3–10 years

- Supply Chain Manager
- Category Manager
- Warehouse Supervisor
- Health Commodity Planner
- Procurement Specialist
- Logistics Manager

## SENIOR LEVEL 10+ years

- Supply Chain Director
- Chief Procurement Officer
- Country Logistics Advisor
- VP / Head of Supply Chain
- Technical Advisor (USAID/PEPFAR)
- Consultant / Programme Adviser

Indicative salaries: Entry R250–400K | Mid R600–900K | Senior R1–2M+ p.a. | Sources: CIPS/Hays Salary Guide 2024; ERI SalaryExpert 2025

# How to Get Noticed and Stay Connected

Introduce yourself to key people (CV)

Join organisations and serve in them

Get to conferences and other key meetings

Seek out info from development / humanitarian media

Seek out a mentor in your field

Develop and maintain networks



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# Key Reflections for Career Success

Professional and technical integrity is everything

Excellent communication skills are what makes the difference

**Network, Network, Network**

Be the first person to cross the road at the first safe opportunity

If you do not plan it, it will not happen

Develop core managerial and soft skills competencies

Determine your core technical competency and continue to develop it

Know who is working in your area and what they are doing

Be intentional in your approach

If you do not document it, it never happened

Add something to your CV each six months

What skills do others need?

What are the HOT topics to know about?

# The Reality for Most Young Professionals

*Research helps explain why early careers often feel uncertain:*

**01** South African studies show a mismatch between what students think industry values and what employers actually require, especially soft skills and workplace readiness

**02** Research also shows that graduates may be academically prepared, but still need training, development, and practical exposure to perform effectively at work

**03** More recent supply chain career pathway research, including South Africa, argues that young professionals need skills training and supportive environments to enter and progress in the field

**This is why opportunity alone is not enough.**

**Young professionals need structured support to reflect, decide, and act.**

**That is where coaching becomes essential.**

*Sources: Luke & Heyns, 2019; Okeke Uzodike & Naudé, 2018; Brown et al., 2025*

# Why Coaching is the Missing Piece?

*"Knowing the career landscape is necessary – but not sufficient. Without structured support to reflect, plan, and act, most professionals default to the path of least resistance rather than the path of greatest impact."*

## **The Information Gap**

Most early career professionals know they need to develop – but do not know which skills to prioritize, which roles to target, or how to close the gap between where they are and where they want to be.

## **The Confidence Gap**

Career decisions in supply chain require navigating complex trade-offs: sectors, credentials, geographies. Expert coaching builds decision-making confidence grounded in sector knowledge.

## **The Action Gap**

Plans without accountability rarely happen. Structured coaching – with sessions, tools, and homework – converts intention into a 12–24 month action plan with specific steps and timelines.

PART 2 OF 2

# Coaching for Career Development

*What expert coaching delivers – and how Jenga Rise puts it into practice in South Africa*

Sanjay Saha | CEO & Founder, Bee Skilled Global

# What Structured Career Support Looks Like

## What Structured Career Support Looks Like

- Not just advice
- Not just training
- Not just networking

## It is a **guided, structured process** that helps you:

- Understand yourself
- Explore options
- Identify gaps
- Build a clear career plan

## **Career support can come through training, mentoring, or coaching.**

They are complementary, but not interchangeable.

Mentoring shares experience, perspective, and networks.

Coaching is a structured process focused on reflection, decision-making, and action.

Because both are valuable but different, it is important to distinguish coaching from mentoring clearly.

# Career Coaching vs. Mentoring: Understanding the Difference

*Both coaching and mentoring are valuable – but they serve different purposes. Knowing which you need changes how you develop.*

Dimension	COACHING	MENTORING
Focus	Structured, goal-directed process	Relationship-based knowledge transfer
Timeframe	Fixed programme (6–12 weeks)	Ongoing, often informal
Direction	Coach guides – coachee drives	Mentor shares experience and advice
Expertise	Coach is a trained facilitator	Mentor is a senior sector expert
Outcome	Concrete career action plan	Insight, inspiration, network access
Best for	Clarity, decision-making, planning	Exposure, role-modelling, guidance

*Jenga Rise is a structured career COACHING programme – not mentoring. It produces a concrete, time-bound career development plan for every participant.*

# What Expert Coaching Provides: The Career Support Framework

*Expert coaches in supply chain bring both facilitation skill and sector knowledge – a combination that generic career services cannot replicate.*

## 01 Self-Awareness

### KNOW YOURSELF

Structured tools – MBTI, competency assessments, reflective questionnaires – help you understand your current profile, strengths, and development areas.

## 02 Career Exploration

### KNOW YOUR OPTIONS

Sector-specific career maps connect your skill profile to realistic roles you may not have considered – nationally and internationally.

## 03 Gap Analysis

### KNOW YOUR GAPS

A rigorous comparison between where you are and where you want to be – covering knowledge, experience, qualifications, and soft skills.

## 04 Obstacle Navigation

### KNOW YOUR BARRIERS

Coaches help identify systemic, organizational, and personal barriers – financial, cultural, geographic – and develop strategies to address them.

## 05 Values Alignment

### KNOW YOUR DRIVERS

Understanding your professional values relative to sector expectations ensures career choices are sustainable and personally meaningful.

## 06 Action Planning

### KNOW YOUR NEXT STEPS

Coaching support culminates in a concrete, time-bound plan with specific actions, resources, milestones, and accountability for the next 12–24 months.

# The Missing Link in South Africa

*South Africa has industry demand and training institutions, but the transition into supply chain careers is still fragmented.*

**01** Few formal entry pathways and weak career visibility discourage young people from pursuing supply chain careers.

**02** Employers continue to struggle to fill supply chain roles, especially at tactical and strategic levels.

**03** Research shows a mismatch between graduate preparation and employer expectations, especially in soft skills, practical exposure, and workplace readiness.

The missing link is structured career support that connects education, employability, and progression.

*Sources: Global Health: Science and Practice, 2025; Luke & Heyns, 2019; Allden et al., 2018*

# Introducing Jenga Rise: Coaching for Supply Chain Career Development

## What is Jenga Rise?

A structured career coaching programme designed specifically for early career supply chain professionals with 0–5 years of experience. It combines expert coaching, structured reflection tools, and produces a concrete, personalised career action plan.

- Delivered fully virtually over 6–8 weeks
- One launch workshop (group) + 6 one-on-one coaching sessions per participant
- Standardised tools: competency assessment, gap analysis, obstacle identification, values alignment
- Hosted on the HIVE eLearning Platform (Bee Skilled Global)
- Coaches recruited locally, trained by Bee Skilled, matched to participants
- Outcome: A 12–24 month personalised career development plan

## THEORETICAL FOUNDATIONS

ALT

Adult Learning Theory  
*Knowles, 1980*

CCT

Career Construction Theory  
*Savickas, 2005*

SCCT

Social Cognitive Career Theory  
*Lent, Brown & Hackett, 1994*

CBL

Competency-Based Learning  
*Miller's Pyramid / Bloom's Taxonomy*

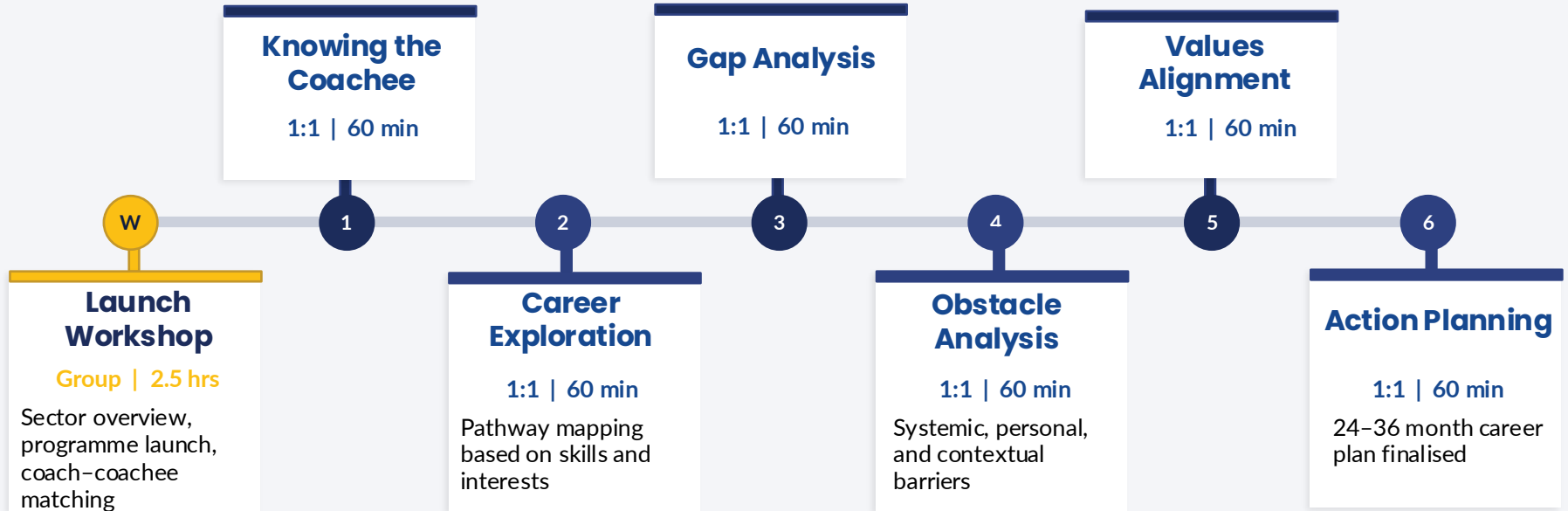
TTM

Behaviour Change Model  
*Prochaska & DiClemente, 1983*

*Designed to bridge the gap between education, employment, and career progression.*

# The Jenga Rise Coaching Journey: Seven Steps to a Career Plan

Every participant follows the same structured journey – from programme launch through to a personalised, actionable career development plan.



**OUTCOME:** A personalised, time-bound career development plan covering the next 24-36 months – with specific actions, resources, and milestones.

# Results from Nigeria Pilot

*Jenga Rise was piloted in Nigeria with program running over 6–8 weeks, using trained national coaches.*

**86%**

Achieved significantly greater clarity on their career direction

**100%**

Gained confidence in making career-related decisions

**100%**

Developed a structured personal development plan

**71%**

Had already begun implementing their plans (training, networking, volunteering)

## What else the pilot validated:

- 8 national coaches trained, 4 actively delivered – validating the local coach model and scalability of the programme.
- Virtual delivery worked effectively across participants at different locations and career stages.
- Dual value confirmed: individual career development AND strengthened national coaching capacity.

# Launching Jenga Rise South Africa: June–July 2026

*In partnership with SAPICS, Bee Skilled is bringing Jenga Rise to South Africa – targeting 50 entrants or early-career supply chain workers.*

## PROGRAMME DETAILS

<b>Launch</b>	June–July 2026
<b>Cohort size</b>	50 entrants or early-career supply chain workers
<b>Eligibility</b>	0–5 years experience, any supply chain sub-sector
<b>Format</b>	Fully virtual, 6–8 weeks
<b>Delivery</b>	1 group workshop + 6 individual coaching sessions
<b>Platform</b>	HIVE eLearning Platform (Bee Skilled Global)
<b>Partnership</b>	SAPICS × Bee Skilled
<b>Coaches</b>	Experienced South African supply chain experts

## INVESTMENT MODEL

**USD 30 / R500**

Participant contribution per person

**USD 120 / R2,000**

Sponsorship sought per person

## WHY THIS MATTERS FOR SOUTH AFRICA

- Directly addresses the 65–66% supply chain employer skills shortage
- Strengthens a national supply chain coaching and development network
- Accessible to professionals from ANY discipline entering supply chain
- Grounded in tested evidence from the Nigeria pilot (2024)

# Your Career in Supply Chain Starts Here.

Take the next step today – whether as a participant, a coach, or a sponsor.

## FOR PARTICIPANTS

### Register for Jenga Rise SA

- Express interest at the Bee Skilled stand today
- Applications open: June 2026 cohort
- Open to new entrants or workers with 0-5 years experience from any background



## FOR COACHES

### Become a Jenga Rise Coach

- 15+ years supply chain experience required
- Full coach training provided by Bee Skilled
- Contribute to developing the next generation of the sector



## FOR ORGANIZATIONS

### Sponsor the Programme

- USD 6,000 funds the full 50-person cohort
- Brand visibility with SAPICS and Bee Skilled
- Directly invest in South Africa's supply chain talent pipeline