



Don't wait to be great... Collaborate!™

www.vics.org



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About VICS

Who We Are

VICS is the not-for-profit association that has been creating new best practices and standard solutions for the retail-consumer goods supply chain. For over 20 years, VICS' improvements have delivered billions of dollars in benefits to consumer goods companies, retailers and the firms that serve them.

VICS has a legacy of developing business guidelines and processes that have improved supply chain management effectiveness and efficiency, while increasing retail sales. VICS-created improvements include:

- EDI
- Bar coding in general merchandise
- Bar coding for shipping containers
- Floor-ready merchandise standards
- Bill of Lading standards
- Collaborative Planning, Forecasting & Replenishment (CPFR®)
- And numerous others.

All initiatives are created by its membership who have come to realize VICS' unique ability to provide a neutral, collaborative environment, where trading partners, competitors and service providers can come together to develop innovative ideas into practical business applications.

One of the key strengths of VICS is the diversity of its membership, who exchange ideas, concepts and practices and in doing so improve the retail supply chain through the development of business guidelines which are adopted by the retail industry. Total annual sales of VICS' members exceed \$2.3 Trillion making it one of the largest industry associations. Until recent years, VICS has historically focused on North America, but now global companies and associations have joined VICS to bring the best practices and valuable education to countries world wide. By employing the guidelines and processes developed by the various VICS volunteers, the retail industry has become a leader in supply chain practices, dramatically improving efficiency and effectiveness, taking billions to the bottom line over the last 20 years.

VICS Members ensure that they are employing the business practices that optimize performance. They also learn about emerging products or service offerings being developed for tomorrow's gains in efficiency. VICS is a unique organization where active involvement results in a combination of education, awareness and the practical application of VICS guidelines.

Our Mission & Objective

VICS' mission is to take a global leadership role in the development of business guidelines & specifications, facilitating implementation through education and measurement. Benefits can be measured in the improvement in retail supply chain efficiency and effectiveness, increased sales, service levels meet or exceed customer and consumer expectations.

Our Objective

VICS' overall global objective is to improve trading partner relationships in the extended retail supply chain, resulting in improved product availability to the consumer. When properly implemented, VICS guidelines, practices and specifications lead to better anticipation of and reaction to changes in consumer demand, resulting in improved sales, profits and the use of fixed and working capital.



Who We Represent

The VICS membership consists of companies who have proven that a timely and accurate flow of product and information between trading partners significantly improves their competitive position. It has been demonstrated that cross-industry commerce guidelines & processes facilitate better customer service while concurrently reducing variable and fixed costs. The participation of numerous small and large companies, has established that the implementation of VICS' business processes and solutions that achieve excellent returns that go far beyond initial expectations.

Why We Are Needed

Client experiences and studies performed by Kurt Salmon Associates demonstrated that companies which implemented VICS' business replenishment processes had dramatic results: increased sales, faster turns, improved inventory control and cost savings. While the results were impressive, the global pace of change continued to increase and now we find VICS' collaborating to develop the next generation of common solutions that will enable us all to more effectively manage an integrated supply chain where the parts are less sequential and increasingly collaborative, overlapping and global. For example, VICS has continued its value-add to the industry by having developed a new collaborative dimension to supply chain processes, i.e. Collaborative, Planning, Forecasting, and Replenishment (CPFR®).

By 2001, an AMR Research study revealed that retailers and suppliers jointly achieved higher sales with double digit inventory decreases, improved in stock at wholesale and on the retail shelf, at a lower overall logistics cost. At the same time, Kurt Salmon Associates estimated that "the benefits of CPFR® for just the apparel industry alone could conservatively total \$8.3 billion annually".

Our Guidelines

The following VICS Guidelines, developed by VICS Members, have been endorsed the VICS Board of Directors:

VICS Voluntary Guidelines

- Direct to Consumer Commerce Guidelines
- Guideline for Communicating Vendor-Compliance Guide Changes

VICS Logistics Guidelines

- Logistics Model
- Standard Bill of Lading (BOL)
- Standard Routing Guide Format
- LTL Bill of Lading B.I.G. (211)
- LTL Pick Up Notification Guideline (216)
- Motor Carrier Invoice Guideline (210)

VICS CPFR® Guidelines

- Collaborative Assortment Planning for Apparel & Footwear – A Business Process Guide
- DC Replenishment Collaboration - A Business Process Guide
- Implementing Successful Large Scale CPFR® Programs & Onboarding Trading Partners Business Process Guide
- Overview: Collaborative Planning, Forecasting & Replenishment VICS (CPFR®)
- Retail Event Collaboration - Business Process Guide
- Store Replenishment Collaboration - Business Process Guide

Hardlines Implementation Guidelines

- Bulk Products Implementation Guideline
- Gypsum & Panelized Products Implementation Guideline
- Lumber Implementation Guideline
- Nursery Stock Implementation Guideline

VICS Floor-Ready Guidelines

- Color-to-Size chart
- Voluntary Guidelines for Floor-Ready Merchandise
- Internet Commerce Model
- LTL Pick Up Notification Process Flow (216)
- FTL Shipment Status Process Flow (214)
- LTL Shipment Status Process Flow (214)
- Small Package Shipment Status Guideline (240)
- Small Package Shipment Status Process Flow (240)



Executive Committee

Joseph C. Andraski
President & CEO
VICS

Tom Cole
Vice Chairman
Macy's, Inc.
Secretary

Cynthia DiPietrantonio
Chief Operations Officer
Jones Apparel Group
Co-chair

Jim Flannery
Managing Director of Customer
Business Development
Procter & Gamble

Bill Holder
Vice President & CIO
Dillard's Inc.
Co-chair

Randy Salley
Vice President, Supply Chain IT
Hewlett Packard

N. Arthur Smith
President & CEO
GS1 Canada
Treasurer

John Sullivan
Executive Vice President, CIO
QVC, Inc.

John R. Thompson
Senior Vice President & General
Manager
BestBuy.com
Best Buy Company, Inc.

Board of Directors

LeRoy Allen
VP Planning and Forecasting
Lowes Companies

Glen Bradley
Director, Third Party Logistics
Levi Strauss & Co.

Rick Campana
Vice President,
Corporate Marketing
UPS

Paul Chu
Managing Director
eBizprise Inc.

John DeFalco
Vice President, Supply Chain
Operations and Logistics
Liz Claiborne, Inc.

Steve Harmon
Vice President, Corporate
Transportation
Kimberly-Clark

David J. Hogan
Senior Vice President, Chief
Information Officer
National Retail Federation

John Karonis
Managing Director, Cpd, Na
Kurt Salmon Associates

Marie Lacertosa
Senior Vice President Supply
Chain Management
JCPenney Co., Inc.

Gary MacDonald
Senior Vice President Logistics
Hudson's Bay Co.

Steve Matheys
EVP, Global Commercial
Services
Schneider National, Inc.

Gary Maxwell
Senior Vice President of
International Supply Chain
Walmart Stores

Michael Rapken
Executive Vice President & CIO
YRC Worldwide

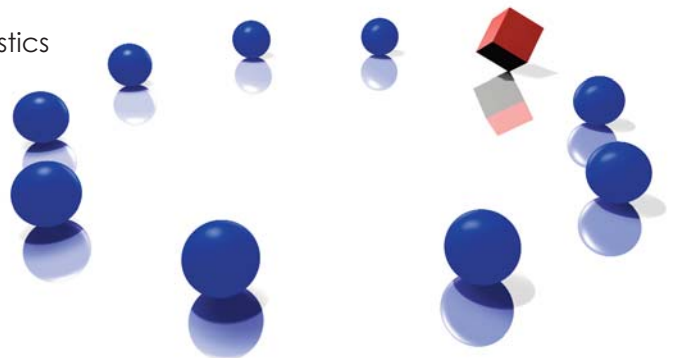
Therace Risch
Director, Target Technology
Services
Target Corporation

Dave Rush
Vice President, Supply Chain
Integration
Polo Ralph Lauren

Paul Singer
Senior Vice President, CIO
SUPERVALU

Larry Smith
Senior Vice President, Planning &
Replenishment
West Marine

David Spade
Partner & Global Services Leader
IBM



Our Committees

VICS committees address a variety of issues within the retail and manufacturer communities. VICS' committee meetings are open to all employees of VICS Member companies. Only VICS members may develop guidelines and specifications and vote for their approval.

Collaborative Material Standards Specifications (CMSS) Committee

Chair

- Bill Holder, Dillard's Inc.

Mission

Establish raw materials specifications for item identification and turn industry consensus into global standards with the involvement of buyers and sellers in the Apparel and Textiles Industry. The goal is to transform unstructured data into structured data format for raw materials and product specifications presentation and to enable enterprise systems integration for Business-to-Business communication with the aids of the best-of-breed technology.

Collaborative Planning, Forecasting & Replenishment (CPFR®) Committee

Co-Chairs

- Jim Flannery, Procter & Gamble
- Gary Maxwell, Wal-Mart Stores
- Larry Smith, West Marine

Mission

The mission of the CPFR® Committee is to develop business guidelines and roadmaps for various collaborative scenarios, which include upstream suppliers, suppliers of finished goods and retailers, which integrate demand and supply planning and execution. Improving sales, profits and the use of working capital are goals of CPFR.

The committee is continuing to improve the existing guidelines, tools and critical first steps that enable the implementation of CPFR. It is also developing guidelines for Apparel and the integration of category management with CPFR.

"I find VICS meetings and guidelines to be the single best resource for retailers and suppliers for understanding how to improve people, processes and the implementation of technology. VICS working committees and meetings consistently bring together the best thought leaders, experienced senior executives and expert practitioners to drive initiatives that deliver sales and profits for its member companies."

Larry Smith
Senior Vice President, Planning & Replenishment
West Marine

Sub-Committees

- Content & Execution Sub-Committee
- Metrics Sub-Committee
- Internal Collaboration Sub-Committee
- Education Sub-Committee

Who should participate?

Senior Managers across functions:

- Merchandising and Sales
- Planning and Operations
- Transportation and Logistics
- Information Technology and Finance.



Floor-Ready Merchandise (FRM) Committee

Chair

- Joe Andraski, VICS

Mission

The mission of this committee is to promote effective and efficient supply chain practices by identifying opportunities and defining standards for speeding up product flow to the retailer's sales floor and enhancing the consumer's shopping experience, which should result in improved consumer satisfaction, increased sales, increased profits, and better use of capital.

Sub-Committees

- Hangers Sub-Committee
- Packaging Sub-Committee

Who should participate?

- VP Operations
- VP Distribution
- VP/Director Vendor Relations
- Appropriate subject matter experts (SME's) when topics to address are identified.

Logistics Committee

Chair/Steering Committee

- Steve Matheys, Schneider National, Inc., Chair
- Steve Harmon, Kimberly Clark
- Dave Rush, Polo Ralph Lauren
- John DeFalco, Liz Claiborne

Mission

The mission of this committee is to take a leadership role in defining and driving adoption of common processes for planning and enabling the efficient and effective flow of products, the effective use of service providers and the development and use of information to improve the performance of the retail supply chain while encouraging the use of GS1 standards. Goals, objectives, strategies and metrics are used to measure the relevancy and progress of the committee while providing implementation guidelines and educational opportunities. It encourages member companies to report the use of the logistics standard to the GCI Global Scorecard.

Sub-Committees

- Collaborative Transportation Management (CTM) Sub-Committee
- Distribution Center Bypass (DC Bypass) Sub-Committee
- Global Logistics Management (GLM) Sub-Committee

Who should participate?

- VP Supply Chain
- VP Logistics
- Global Supply Chain Manager or Director



Trading Partner Alignment and Compliance (TPAC) Committee

Chair

- Katy Keane, Big Lots

Mission

Identify the primary causes of compliance violations which impact the flow of products to the sales floor. Determine costs and reasons for vendor non-compliance with VICS guidelines. Assist suppliers in properly implementing VICS guidelines through training and education programs designed to ensure compliance with retailer requirements.

Who should participate?

- VP Operations
- VP Distribution
- VP/Director Vendor Relations
- Appropriate subject matter experts (SME's) when topics to address are identified.

"VICS is a truly unique organization in that it leverages retailers, manufacturers, and supply chain professionals in a collaborative manner to deliver common solutions that achieve effective and efficient global supply chains. The VICS organization provides the platform for thought leadership to address real world supply chain problems. I find the experience invaluable personally, and for my organization."

Steve Matheys
EVP - Sales, Marketing and
Customer Service
Schneider National, Inc.

VICS & AAFA Item-Level RFID Committee

Co-Chairs

- Bill Holder, Dillard's, Inc.
- Glen Bradley, Levi Strauss & Co.

Co-Sponsor

- Mary Howell, American Apparel & Footwear Association (AAFA)

Mission

The mission of this committee is to identify practical business applications and guidelines for the use of EPCglobal standards using RFID technology and the expected benefits, within the Apparel & Footwear retail supply chain. To this end the committee is developing and documenting process flows, creating a forum for sharing best practice information for practical applications and identifying potential benefits through case studies for item level tagging. VICS and the AAFA are co-sponsoring this committee. This committee is open to VICS and AAFA Members only.

Who should participate?

- Store Operations for Retailers
- IT Leadership
- Supply Chain Management



Our Current Initiatives

VICS AsiaPacific



VICS has a long and successful history of developing guidelines for the retail industry that have proven to result in effective and efficient forecasting of demand and movement of product from point of manufacture to the store. We are now able to engage the Asia Pacific business community in the developing and implementation of VICS guidelines through our office in Beijing, with eBizprise acting as VICS' Secretariat.

The education of the use of these guidelines will be a major area of focus for VICS AsiaPacific, as guidelines without education is a meaningless exercise. It is expected that manufacturers and up stream suppliers will become active in the development of VICS guidelines, which will be translated into Chinese. VICS AsiaPacific benefits from having experienced and talented professionals who bring the already well-established VICS solutions into China, and develop guidelines that are suitable for China sourcing and collaboration. VICS AsiaPacific will also act as a CPFR/Collaboration Certification center for Asia Pacific.

VICS Empty Miles Service

Powered by GS1 North America

A field tested solution to one of today's biggest supply chain challenges

With U.S. transportation costs nearing \$1.5 trillion, more than ever before shippers and carriers need to do something to stem the tide of increases and boost asset utilization. VICS, with support from GS1, is making it easier for companies to address a significant opportunity in this area – empty miles. The new VICS Empty Miles Service helps reduce empty trailers and carbon footprint by enabling supply chain collaboration on route planning.

Why Empty Miles Now?

- We are in the middle of tough economic times.
- Empty trucks are consuming time and fuel on return legs of dedicated freight lanes.
- Companies are paying a premium on outbound freight to cover returning empty trucks.
- Cost of truck operations are escalating and contributing to increased supply chain cost.
- Fuel costs may rationalize, but long-term they are going up.
- Truck shortages are highly likely over the next 18 months as the economy rebounds.
- Driver supply is both a short-term and long-term challenge.
- Government action has not produced any measurable motor carrier productivity gains in years.
- Sustainability is permeating corporate strategies.



www.emptymiles.org

RFID Item-Level Research

Conducted by



Sponsored by



Dillard's



P&G

Phase I - A feasibility study conducted by the University of Arkansas' RFID Research Center with participation from the Council of Supply Chain Management Professionals (CSCMP), the Voluntary Interindustry Commerce Solutions (VICS) Association, Dillard's, and Procter & Gamble, wherein passive Ultra High Frequency (UHF) Gen 2 RFID tags were applied to a variety of clothing and footwear items, generally offered for retail in the apparel/footwear industry, and tested for read rate success using various test scenarios. These test scenarios were compiled with a view to emulate, as practically as possible in a laboratory environment, normal store operations within the apparel/footwear industry. Overall, the purpose of the initial phase of this project was to explore the feasibility of RFID for apparel/footwear item level tagging. The project followed the general steps of: (1) identify the use cases where RFID may offer the most benefit; and (2) set up prototypes in a lab environment to investigate the feasibility of RFID for each use case. The major use cases investigated included product lifecycle management, inventory management, loss prevention, dressing room management, and point of sale.

Phase II - The purpose of this study with participation from the Council of Supply Chain Management Professionals (CSCMP), the Voluntary Interindustry Commerce Solutions (VICS) Association, Dillard's, and Procter & Gamble, was to determine the feasibility of Class 1 Generation 2 UHF RFID as a potential sales floor level theft deterrent system. To fully comprehend this feasibility, the technical performance capabilities of standard UHF RFID tags and readers were compared to two common existing electronic article surveillance (EAS) technologies - acousto-magnetic (AM) and radio frequency electronic article surveillance (RF-EAS) - at an exit door portal to provide a reference. A variety of baseline tests were performed on all the technologies, and then a series of shoplifting scenarios were investigated. The baseline tests were designed to provide some controlled feedback on the general functionality of the respective technologies; the shoplifting scenarios provided insight into the technologies' uses in a realistic, albeit simulated, environment (but were not designed to necessarily defeat the technologies). Overall, RFID performed satisfactorily in the baseline and shoplifting scenarios - enough to warrant further investigation of RFID as a theft deterrent system.

September 08 conference - Over 100 attendees heard Phase II results of the new research that was conducted at the University of Arkansas. The findings showed that the use of item-level RFID for electronic article surveillance (EAS) and managing price markdowns appears to be a promising practical application which could deliver substantial benefits. Inventory accuracy, reducing out of stocks, managing inventory more effectively and moving information efficiently through the supply chain.

Phase III

The ROI of item level RFID is currently being researched and will be completed by the end of 1Q09. VICS, CSCMP and UARK will release RFID Item-Level Webinars in January 2009 as part of the VICS Education Center. Visit www.vics.org/education for updates.



An Introduction to CPFR e-Course

Collaborative Planning, Forecasting and Replenishment (CPFR®) is an initiative that highlights the importance of collaboration and the benefits of a demand driven supply chain. Increased customer satisfaction, reduced inventories, improved profits and increased sales are just a few of the benefits that will be realized from implementing CPFR. This course was designed to introduce CPFR concepts and demonstrate the benefits and synergy of CPFR with other company initiatives such as Category Management and Sales and Operating Planning (S&OP). Whether you are a CPFR Practitioner or just wanting to learn more about CPFR, this course is for you.

What you will learn:

- What CPFR is and what its key benefits are
- Leading organizations' best practices and critical success factors for the new CPFR model
- How CPFR can positively impact performance metrics specifically customer service
- Relationship and benefits of CPFR to other industry initiatives
- How CPFR can improve internal collaboration

More e-Courses coming in 2009! TPAC Foundation Series

One of the leading causes of the cost of quality in the retail supply chain is the lack of industry education for suppliers. Because of this, the cost of quality has been absorbed by the supplier and the retailer. The VICS Collaboration Foundation Courses - an initial series of six courses that each run approximately 30 to 90 minutes - serve to provide a base education for suppliers in the retail supply chain and for those companies who are considering such a move.

VICS CPFR® One-Day Workshop

This workshop will offer practical, hands-on approach to position and implement the latest Collaborative Planning, Forecasting and Replenishment (CPFR®) practices. It will offer a new and unique perspective about the opportunities offered by integrating CPFR and Category Management. The workshop will look how this "blended" strategy will deliver increased consumer value by influencing decisions about merchandising, pricing, promotions, assortment planning and planogramming.

What you will learn:

- How to get an instant CPFR ROI!
- At least 5 solid ways to reduce cost and increase customer service using CPFR®
- A quick start approach by anchoring CPFR® to current initiatives and processes
- How to breakdown internal department silos for increased collaboration
- How to analyze your current category management practices and identify opportunities for collaboration





The certification course is primarily designed for retailers, vendor service providers, consultants and technology companies. Category management, sales, marketing, operations, and supply chain professionals will benefit from the course. The content is prepared and presented around core principles and content that will allow participants to maximize the learning experience in a case-driven environment of best practices. Certification will be earned upon successful completion of course material and passing a formal examination administered by VICS. Each CPFR section will include a formal outline of the core principles, interactive class exercises that focus on applying the knowledge shared in the session, and a feedback period where teams present back to the group. This proven participative learning technique helps the student retain the practical elements of the training, and facilitates networking and shared learning through constructive interaction.

Included in the 3-day program are:

- Current case studies
- Business Process Guide for Implementing Successful Large Scale CPFR® Programs and Onboarding Trading Partners (August 2007)
- Business Process Guide for Collaborative Assortment Planning for Apparel & Footwear
- CPFR® Capability Assessment
- Certification Examination followed by a frameable certificate signed by VICS President & CEO, Joe Andraski

Benefits for a company:

- A company will benefit by taking a leadership role in introducing CPFR best practices internally and to its trading partners.
- Collaborate and improve trading partner strategies.
- Access, analyze and understand disparate data sources and emerging trends.
- Understand how collaboration between trading partners enhances business results by allowing you to focus on delivering consumer value.
- Strengthen relationships with trading partners.

Benefits for Individuals:

- Learn how collaboration leads to increased profits, reduced costs and improved efficiency.
- Find out how CPFR provides thorough, accurate information that improves decision-making.
- Learn how leading companies integrate CPFR® with category management to maximize customer service and ROI
- Identify at least five ways to reduce costs and enhance customer service.
- Leverage CPFR best practices with your existing initiatives, such as supply chain management.

May 19-21, 2009
Hosted by
GS1 US
Lawrenceville, NJ

Endorsed by
CSCSR
Center for Supply Chain Research
CSCMP
Council of Supply Chain Management Professionals

Bring 3 & Get 4th FREE!

To register online or to learn about our hosting opportunities, please visit www.vics.org/education



VICS 2009 Meetings & Events Calendar

Date	Meeting/Event	Location
Mar 12	VICS Website Tutorial	Webcast
Mar 31-Apr 1	VICS CPFR® Committee, New Ways of Working Together & TPAC Committee Joint Meeting Hosted by Procter & Gamble	Cincinnati, OH
May 6	VICS TPAC Committee Meeting	TBD
May 13	VICS CMSS Committee Meeting	TBD
May 19-21	VICS CPFR® 3-Day Certification Program Hosted by GS1 US	Lawrenceville, NJ
Jun 2-5	U Connect 09 Orlando World Center Marriott	Orlando, FL
Jun 2	VICS Board of Directors Meeting U Connect 09	Orlando, FL
Jun 3	VICS 12th Annual Collaborative Commerce Achievement Awards Sponsored by Hewlett-Packard	Orlando, FL
Jun 11	VICS Website Tutorial	Webcast
Jul 14-15	VICS GLM/DC-Bypass/CTM Sub-Committees Meetings	Chicago, IL
Sep 20-23	CSCMP Annual Global Conference 2009	TBD
Oct 6	VICS Board of Directors Meeting	TBD
Oct 14-15	VICS GLM/DC-Bypass/CTM Sub-Committees Meetings	TBD
Oct 20	VICS CPFR® Committee Meeting	TBD
Dec 9	VICS Website Tutorial	Webcast

Complete meeting/event details and hosting options are available at www.vics.org/meetings-events

VICS 12th Annual Collaborative Commerce Achievement Awards



About the Awards

The VICS Collaborative Commerce Achievement Awards rank among the most prestigious in retailing, consumer goods, and related industries. We invite your nominations for each of six awards. The competition is open to all companies - including VICS members and those that should be - across retail, consumer goods, and related third-party providers such as logistics and technology companies.

The Awards are designed to identify and reward excellence in supply chain collaboration. Winners of the VICS Achievement Awards are decided by votes of the VICS Board of Directors.

The VICS Awards recognize industry leaders who demonstrate leadership and who rise above their peers in pursuit of productivity. The 2009 Awards Ceremony will be held at the U Connect 09 conference in Orlando, Florida.

The VICS Collaborative Commerce Achievement Awards honor outstanding companies for their strategic thinking and leadership and for their implementation of VICS and GS1 Standards that have resulted in more effective supply chain initiatives.

Award Categories

Retail Excellence - presented to a retail company that has developed, implemented and/or improved internal systems and practices proven to improve supply chain efficiency.

Supply Side Excellence - presented to a consumer goods manufacturer or wholesale distributor that has developed, implemented and/or improved systems and practices proven to improve supply chain efficiency.

Sustainability Excellence - presented to a company that has improved environmental sustainability in its own operations and/or supply chain.

VICS CPFR® Implementation Excellence - presented to two companies, a retailer and supplier, which have worked collaboratively to create true end-to-end supply chain integration and cooperation utilizing VICS CPFR®. Please note that two companies, a retailer and a supplier, must be nominated together.

Supply Chain Excellence - presented to a company that has achieved excellence integrating supply chain practices (Planning, Forecasting, Order Management, Transportation, Inventory Control, Distribution, Stocking, etc.) resulting in improved customer services, reduced cost and speed to market.

Best Third-Party Technology Provider - presented to a systems provider that has developed and/or implemented systems and practices proven to be cost-effective and resulted in supply chain improvements.

Best Third-Party Service Provider - presented to a transportation, warehousing or distribution operations provider that has developed and/or implemented systems and practices proven to be cost-effective and resulted in supply chain improvements.

Roger Milliken Career Achievement Award - presented to an individual nominated by the VICS Executive Committee for demonstrated leadership, selfless support and utilization of GS1 Standards and VICS Solutions

VICS Membership Advantages

About VICS Membership

Membership in VICS offers large and small companies, unique resources and a competitive advantage in the current rapidly changing business environment. Implementing VICS' business processes and commerce standards achieves the greatest results when done with a commitment and desire to make changes that will improve the bottom line. VICS provides the forum for meaningful communication with customers, competitors, service providers and peers to connect with the people and ideas to make this improvement happen. VICS' knowledge resources for members include a newsletter containing interviews, case studies, surveys, and original work by other VICS members.

VICS membership provides direct access to a one-stop source for valuable information that a firm can use to improve the efficiency and effectiveness of its supply chain. With the amount of "churn" in business today, it's difficult to keep up. Companies that aren't moving forward, or who don't know how to adapt to technological change, are moving backward. VICS provides a unique opportunity for companies to share best practices, work together to eliminate unnecessary costs, and improve the position of their own companies and the industry. Our membership list is a virtual Who's Who, and membership is growing by several companies a month. Find out why these companies have made the commitment to intelligent business strategies, and why they believe in VICS.

Join VICS to learn how our members, whose sales volume collectively generate \$2.3 trillion annually, have grown through pioneering VICS' business processes and standards that increased sales, eliminated inefficiency, and got them closer to their customers.

With your membership, you will receive:

- Information-packed VICS newsletters containing original interviews with key VICS member executives relating their first-hand experiences developing next practices of which the rest of the industry will learn in the year ahead
- Private members-only access to case studies, presentations, and detailed reports on committee activities
- The ability to showcase your firm's individual or collaborative achievements through VICS' communication channels and member networking
- A copy of all current VICS Guidelines and documents, including the VICS CPFR® Guidelines version 2.0
- A copy of VICS Collaborative Transportation Management (CTM) Guidelines, that holistically applies collaborative business processes to minimize logistics inefficiencies from the sources of supply to the retail selling floor Active collaboration with decision-makers at visionary companies who are working on Supply Chain Issues.

Membership Types

Sponsoring Member

If your organization is a general merchandise retailer or supplier, you can be eligible to become a Sponsoring Member of VICS. Based upon your company's annual sales, your membership fee and annual dues will vary. As a continuing Sponsoring Member, your company's name will appear on VICS membership lists which are widely distributed, you'll be eligible to become a member of VICS Committees, you'll be able to attend periodic update meetings, and you'll receive a kit containing all recently published VICS materials. As a continuing Sponsoring Member, you will also be eligible to fill a vacancy on the VICS Board.



VICS Membership Advantages (continued)

Membership Types (continued)

Sponsoring Member

Annual Sales	One-time Membership Fee	Annual Dues
Less than \$20 Million	\$1,500	\$2,000
Greater than \$20 Million	\$7,500	\$4,000

Associate Member

If your company is a vendor of retail automation products or services (e.g., manufacturers of point-of-sale and other in-store equipment, consulting groups, software package developers etc.), you may become an Associate Member. Based upon your company's annual sales, your membership fee will vary. As a continuing Associate Member, your company's name will appear on VICS membership lists which are widely distributed, you'll be eligible to become a member of VICS Committees, you'll be able to attend periodic update meetings, and you'll receive a kit containing all recently published VICS materials. As a continuing Associate Member, you will also be eligible to fill a vacancy on the VICS Board.

Annual Sales	One-time Membership Fee	Annual Dues
Less than \$20 Million	\$7,500	\$4,000
Greater than \$20 Million	\$15,000	\$4,000

Trade and Standards Association Member

Trade associations (generally 501(c)(3) or 501(c)(6) corporations) may become a Trade and Standards Association Member by invitation by VICS. Trade and Standards Association Membership will be continued on an annual basis by invitation. Your association's name will appear on VICS membership lists which are widely distributed, you'll be eligible to become a member of VICS Committees, you'll be able to attend periodic update meetings, and you'll receive a kit containing all recently published VICS materials. As a continuing Trade and Standards Association Member you'll also be eligible to fill a vacancy on the VICS Board.

Academic Membership

If you are an Associate Professor or above at an accredited college or university, you may become an Academic Member for a membership fee of \$300. Plus an annual fee of \$300.

"Members of VICS continue to benefit in increasingly meaningful ways that ultimately benefit the consumer. In the past, solutions such as EDI, CPFR, etc. were effective in helping us all enable a more effective, efficient and faster global supply chain. The global pace of change continues to increase and now we find the VIC's members working together to build upon existing solutions and also collaborating to develop the next generation of common solutions that will enable us all to more effectively manage an integrated supply chain where the parts are less sequential and increasingly collaborative, overlapping and global."

Jerry Black
CEO
Kurt Salmon Associates



VICS Members

Sponsoring Members

3M
AAA Hangers
Academy Corporation, Inc.
Accessory Corp., The
Acme Distribution Centers, Inc.
ADT Sensormatic
Alcoa Consumer Products
Alfred Dunner, Inc.
Alliance Hangers
American Express
Ann Taylor
Army & Air Force Exchange Service
AutoZone
Baby Togs, Inc.
BASF Corporation
Belk, Inc.
Bernard Chaus, Inc.
Best Buy Co., Inc.
Big Lots Stores, Inc.
Bon-Ton Department Stores, Inc.
Boscov's Department Stores, Inc.
Brown Shoe Company, Inc.
Buxton Co.
Byer California
Cabela's, Inc.
Cadbury Adams USA, LLC
Canadian Tire Corporation, Ltd.
Capco Wai Shing, LLC
Carhartt, Inc.
Chunshui Plastic Hangers Co., Ltd.
Colgate Palmolive Company
CVS Caremark | CVS/pharmacy
Dannon
Defense Logistics Agency
Dick's Sporting Goods
Dillard's, Inc.
DIY Hangers
Donna Karan International
Ecko Complex, LLC
E.J. Brooks
Elizabeth Arden
E.R.A. Display Co., Ltd
Ermenegildo Zegna Corp.
Erum (Hong Kong) Limited
Esquel Enterprises
Estee Lauder Companies
Evergreen Plastic Bags Trading Co.
FedEx Freight
Fila USA, Inc.
FineLine Technologies
Fishman & Tobin, Inc.
Fountain Set
Garmin International
Gerson & Gerson, Inc.
GlaxoSmithKline
GOH International Ltd.
Haggar Clothing Company
Haiyan Plastic Hanger Co.
Hanesbrands, Inc.
Hangerlogic, Inc.
Hangers Plus
Hangers Unlimited, Inc.
Hart Schaffner Marx
H.H. Brown Shoe Co., Inc.
Hewlett-Packard Co.
Ho Fat Hangers & Button Products Co., Ltd.
Holt Renfrew & Company Limited
Hudson's Bay Company
International Paper
Intelligrated Systems, LLC
ITT Corporation
JCPenney
Jiangyin Zhenghuangde Plastic Co.
Jockey International, Inc
Johnson & Johnson
Jones Apparel Group
KDS Accessories
Kane Warehousing, Inc.
Kids Headquarters
Kimberly Clark
Kohl's Department Stores
Kraft Foods North America
Lance, Inc.
LCBO
Levi Strauss & Co.
LG Electronics
Li Ning (Beijing) Sports Goods Commercial Co, Ltd
Liz Claiborne
Louisville Bedding Co.
Lowe's Companies, Inc.
LVMH Perfumes & Cosmetics Services
Macy's, Inc.
Maersk, Inc.
Maidenform
Mainetti Group
Mark Bric, Inc.
Material Concepts, Inc.
Meijer, Inc.
Meyer Corporation
Microsoft Corporation
Michael Kors, LLC
Milliken & Co.
Motorola, Inc.
Mountain Valley Recycling, LLC
National Retail Systems, Inc.
Nestlé
New Wide Group
Nike, Inc.
Nintendo of America, Inc.
Nordstrom
Nygård International Partnership
Oxford Industries, Inc.
Ozburn-Hessey Logistics
Panasonic
Paxar Corp.
Perry Ellis International
Phillips-Van Heusen Corporation
Plasti-Form
Polo Ralph Lauren
Poly-Pak Industries, Inc.
Procter & Gamble
QVC, Inc.
R.G. Barry Corporation
R-Pac International Corp
Reckitt Benckiser
Research in Motion (RIM)
Retail Brand Alliance, Inc.
Russell Corporation
Saks Fifth Avenue
Salton, Inc.
Samsung Electronics America
Sauder WoodWorking Company
Schneider National Carriers, Inc.
Schering-Plough Healthcare Products



Sponsoring Members (continued)

Sears Holdings Corp.
Sewing Collection, Inc.
SML Group
Sony Electronics, Inc.
Sourcing Solutions International,
LLC
Staples
Sun Wing Hanger & Button Mfg.,
Ltd.
SUPERVALU
T Mobile USA
Target Corporation
The Scotts Company
The TJX Companies, Inc.
TIC Group USA, LLC
Tommy Hilfiger
UPS
USA TACOM
Unilever
Uniplast Industries, Inc.
VF Corporation
Visconti Garment Hangers
VTECH Communications, Inc.
Wai Yip Plastic Mfg.
Walgreen Co.
Wal-Mart Stores, Inc.
Warnaco
Waterford Wedgewood, USA
West Marine Products, Inc.
West Point Home, Inc.
William Carter Co.
Wise Well Plastic Factory Limited
Wolverine World Wide, Inc.
Wrigley
Yantian International Container
Terminals
YRC Worldwide Corporation

Associate Members

7thOnline, Inc.
Accenture, LLP
Agentrics, LL
Alix Partners, LLC
Avery Dennison
Checkpoint Systems
CommerceHub
Corporate Synergy Development
Dlcentral Corporation
eBizprise, Inc.
Edifice Information Management
Edgenet – Big Hammer
Global eXchange Services
IBM
Inovis Corporation
JDA Software Group
Kurt Salmon Associates
Manhattan Associates
Oracle Corporation
PRTM Management Consultants,
LLC
PTC
RedPrairie
Seeonic, Inc.
Shiloh Technologies
SPS Commerce
Vision Chain, Inc.

Trade & Standards Associations

American Apparel & Footwear
Association
China National Textile and Apparel
Council
EPCglobal US
GS1 Canada
GS1 US
National Retail Federation (NRF)

"VICS is a unique organization in that it brings together a diverse set of retailers and manufacturers who work to develop common solutions for a more effective and efficient supply chain. It is the diversity of thought, and the diversity of experiences – crossing verticals, distribution channels and business types – that enables VICS to deliver value to its members. Personally, I also enjoy working with the great people who do the difficult work. In the end, these participants make VICS what it is. An organization that has produced solutions – Like VICS EDI, CPFR®, Standard Bill-of-Lading – that work."

Jim Flannery
Managing Director of Customer
Business Development
Procter & Gamble



VICS Membership Application

You may complete this form and follow the fax instructions at the bottom or complete it online at http://www.vics.org/join/company_signup/

* Required Field

Membership Level

* YES, my company would like to join VICS as a:

- Sponsoring Member (\$7,500 fee – greater than \$20M annual sales) - Retailer/Supplier
- Sponsoring Member (\$1,500 fee – less than \$20M annual sales) - Retailer/Supplier
- Associate Member (\$15,000 fee – greater than \$20M annual sales) - Retail Automation Vendor/Solution Provider/ Consultant
- Associate Member (\$7,500 fee – less than \$20M annual sales) - Retail Automation Vendor/Solution Provider/Consultant
- Academic Member (\$300)

Company Information

Company Name _____
Company URL (e.g. <http://www.example.com>) _____
Company Address _____
City _____ State _____ Zip/Postal Code _____
Zip/Postal Code _____ Country _____

Primary Contact Information

First Name _____
Last Name _____
Title _____
E-mail address _____
Telephone # _____ Fax # _____

VICS is hereby granted permission to post our Company Image or Logo on the VICS Website:

Yes No

Signed: _____

Please note: Images must be no larger than 200 pixels wide by 200 pixels high, 24k or less, and either GIF, JPEG, or PNG format. Please e-mail your company's logo to Jo Ann Fiordland at jfiordland@vics.org

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