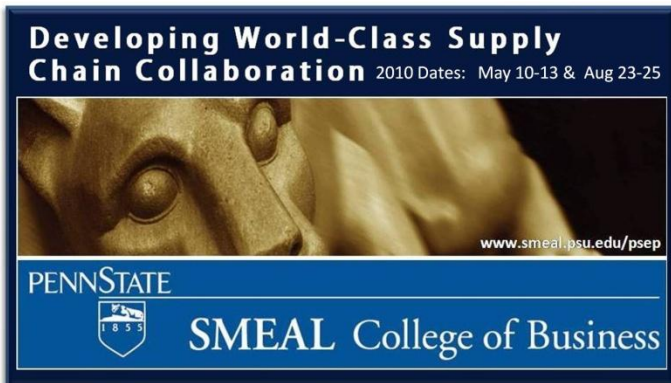


January, 2010

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Joe's Corner



Joe Andraski
President & CEO, VICS

Plan Your Work... ...Work Your Plan

John Charles and I worked at Nabisco for a number of years. JJ as he was known to most of us, constantly repeated, "Plan your work, work your plan". JJ was a regional VP for sales and I worked in the supply chain organization. JJ's words of wisdom ring in my ears many years after and I can't help but reflect on my experience, which is planning is usually the last on the to do list.

Here we are, years after the advent of Sales and Operations Planning, DRP, MRP, Demand Planning, these steps in mission critical planning are being addressed like it is new news. CPFR® has been proven to add value, has been around since the mid to early 90's and has a bit to go to hit critical mass.

My point is that while we lament over the cost of doing business, customer service issues, etc. we have yet to understand the value that planning brings. A plan need not be 100 percent on target, e.g., sales forecasting, to be making a major contribution to every organization. A plan allows us to track performance to the plan and determine specifically what needs to be fixed. Companies invest in the necessary technology to effectively plan, to improve forecasting and demand planning, then take the technology and modify it to reflect current business practices. There is no value add, if anything the organization becomes convinced that the technology is not adequate to meet their needs and then goes off on a tangent to find a solution to their problem. In the meantime any changes to the technology are compounded and expensive due to the changes that were made. Ugly scene.

Joe's Corner (Continued)

Consider your personal affairs. How well do you manage your personal budget, your calendar, the organization of your personal belongings? How much time is wasted on searching for your Blackberry, your favorite tool, etc. is your car serviced as it should be, or is it driven until there's a serious problem?

I'm sure you get my drift, i.e., if you don't plan your personal affairs; chances are you aren't managing your business responsibilities as effectively as you should. Planning your day, week, month; making a list of the to do's and due dates is critical to success. Adding learning to the list is important. Self education is critically important to be sure to be up to speed on what is taking place in your area of responsibility. Or understand what is taking place in related areas that can have an impact on your

company, your department, your personal goals. This takes time and effort and makes you a valued associate, one that is making a contribution to the success of the company.

It's time to look at planning as a mission critical exercise. The VICS CPFR® committee is now working on a white paper that addresses the linking of CPFR to S&OP. This is being driven by industry thought leaders who understand the value of both planning approaches and how the benefits are exponentially increased when buyers and sellers link the two, and put them to use.

Do yourself, your family and your employer a favor: make a new year's resolution to "plan your work and work your plan!"

Cheers, Joe

Learning to Celebrate Life

By Tom Mentzer ©



Dr. John T. (Tom) Mentzer is the Harry J. and Vivienne R. Bruce Chair of Excellence in Business in the Department of Marketing and Logistics at the University of Tennessee. He has written more than 190 papers and articles, and eight books. He was recognized in 1996 as one of the five most prolific authors in the Journal of the Academy of Marketing Science, and in 1999 as the most prolific author in the Journal of Business Logistics.

In a special note from Joe A., recalls his friendship with Tom Mentzer. Joe writes, "Tom Mentzer and I have known each other for many years. He has always been a friend and an academic who is totally dedicated to his students. If you never met Tom you can get a sense for his personality based on his last book, a caring and full of love person who respected everyone he met. We will miss him and his legacy of leading edge education."

A mutual friend to Tom and Joe, Joel Sutherland, describes Tom's latest book, "Tom has written an inspiring book of his life, his ordeal, and his beliefs that he'd like to be shared with anyone interested. It is basically about keeping your glass half-full (celebrating life) vs. half-empty (enduring life)."

In this excerpt from the book Tom writes about embracing situations even when times may get tough:

It seems that most, if not all, of what we do in life can be put in the categories of celebrating life or enduring life. The secret to a well-lived life is to do as much celebrating, and

as little enduring, as possible. I am not saying we should all be "party animals." Rather, take the little, mundane daily activities with a celebratory attitude and leave the enduring for another day. You will find that, over time, celebrating becomes the norm.

My own version of the "glass is half empty" story is there are actually three categories of people. The first sees the glass as half full, the second sees it as half empty, and the third wants to know who stole the rest of their drink. Since you can't change the glass or its contents, doesn't it make more sense to be the first guy? Of course, if you are the third guy, it doesn't hurt to keep an eye on your glass.

In many cases, the same event can go in either the celebrating or the enduring category – the good news is you get to choose. More on how to do that later, but an example should help.

Cancer is certainly not a celebrating event, but it can be the catalyst for many celebrating things that happen along the way. I have not enjoyed my cancer, nor the treatments it necessitated, but I had to find humor in the following story.

When I found out that for the next 11 months, I would have to stick a needle in my stomach three times a week and self-administer my first regimen of chemotherapy, it sounded like "enduring" all the way. But the first day, three very caring, and compassionate nurses set about training me to "get this done." The heck with "getting it done" ... let's have at least a moment of fun! As I looked into the half-circle of concerned faces, I said, "We don't have to train me. I have already figured out how to get through this." All three nodded seriously and one said, "That's great. There are different methods and whichever works for you is the right one. What were you considering and maybe we can offer some advice?"

Learning to Celebrate Life (Cont'd)

"Well," says I, "I am nervous about my ability to 'stick the needle in,' so I thought I would put the needle in my workbench vice, which is about stomach level to me, close my eyes, get a running start, and just run into the darn thing."

Now, three slightly green faces looked back at me, and you could tell each was thinking, "Forget about chemo. We need to get this guy into psychotherapy."

Then I couldn't hold a straight face and we all started laughing! We four had the blessing of a celebrating moment (enriched with several funny stories from the nurses of things others who had to do this had said to them) before we got on to the enduring of training yourself how to do an unpleasant, but surprisingly painless, experience. I still bump into these nurses from time to time and they tell me they still use this story to help other patients from this experience from "enduring" to "celebrating."

These are the observations of one traveler's celebrating and enduring experiences on the road through cancer. It is intended to help those who are going through similar enduring experiences (not just cancer, but any enduring situation – job loss, loss of a loved one, or any of the myriad "slings and arrows of outrageous fortune" that life throws at any of us) to turn as much of it as possible – with the right attitude – into celebrating experiences.

As one of my nurses along the way told me, "If you do have to walk through the Valley of the Shadow of Death, take a

flashlight with you."

It is also intended as a philosophy of life. That sounds pretentious and I hope I do not make it so. Merely, it is my interpretation of how to make each of our lives "a life well lived."

As a former minister of mine once said, "When people tell me they have never seen a miracle, I tell them they are just not paying attention." Celebrating means paying attention.

In every day, try to find at least one small miracle (the body of a wren does all the bodily functions of an elephant's body – I don't get to see many elephants, but every time I see a wren, I think, "There goes another miracle.") and one large miracle (great example: for another day, the earth continued to hurtle through the universe in a way that kept us all safe. For all of our knowledge and science, we still don't know why it does that).

Do this at the end of every day, and whenever you think of it during the day, and you will find yourself doing a lot more celebrating than enduring.

As you read this, keep in mind the following table. Think of the events in your life and the factors in column four that could make that event a reason for celebrating rather than endurance. As you do so, hopefully with the help of the hints that follow, you will find your attitude centering more on celebrating than enduring life.

Event	Celebrate	Endure	Helpful Hints
			Laugh
			Cry
			Remember the Blessings
			All of life is a gift
			The Good Times – Memories of the Past ... Hope for the Future
			Recognizing the Blessings among the Curses
			Angels among us
			Be an angel
			Have a purpose
			Attitude
			Faith
			Rocks You Can Cling to

Read Tom's complete work at http://committees.vics.org/communications/celebrate_life/

VICS at 2010 NRF's Big Show

I've lost track of the number of years that VICS has had an exhibit at the annual NRF conference. This year's conference was just great with the number of individuals that visited our booth who had so many kind compliments. We had so much to talk about based on the work of the committees, to include VICS Empty Miles, Item Level RFID, Trading Partner Alignment and Compliance, VICS Asia Pacific, Collaborative Transportation Management, Global Logistics Management, DC by Pass, Sustainability and VICS CPFR®



Given the challenges that we all faced in 2008 and 2009 it's very rewarding to have made the progress that VICS enjoyed, largely attributed to the support of a great Board of Directors, super volunteers and a strong relationship with the academic community. The visibility we enjoyed by being on the NRF exhibit floor proved to be very worthwhile. Face time with retailers, suppliers and service providers was a great opportunity. We were able to speak to the challenges facing the industry and small, inexpensive steps that can be taken, to include education. With the dramatic action that had to be taken, companies find themselves with their organizations with inexperienced teams being challenged with understanding business practices and trading partner requirements. On the job training is valuable, but if the individual is unaware of various standards that have been developed by GS1 or the guidelines that have been developed by VICS, there is no way to be effective. Product will not get to the shelf and operating costs will sky rocket. We had numerous questions from the trade which we were able to

address and provide information that will sure to be useful.

There was a lot of interest in China and how to work with suppliers to bring products to the USA. We were able to explain that VICS Asia Pacific is viable, with offices in Beijing, and is actively educating suppliers, retailers and service providers. The VICS AP executive committee, made up of the leading companies in apparel, electronics and Hardlines has created a 2010 action plan. To say that there's interest and excitement in VICS AP is an understatement.

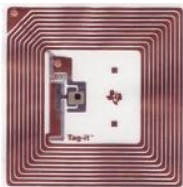
We look forward to our next major conference, which is the GS1 US-VICS UConnect conference that takes place this June. This year, the U Connect Conference will be celebrating its 10th anniversary at the JW Marriott San Antonio Hill Country Resort from June 7-10.

VICS, as co-host of the U Connect Conference and a participant in the conference planning committee has represented the needs of its members, developing sessions on collaborative business processes, sustainability, CPFR, trading partner compliance and other topics relevant to improving business processes between trading partners.

Come learn how to Build a Visible, Secure and Sustainable Value Chain. U Connect 101 pre-conference sessions provide basic level education on bar codes/GTINs, electronic commerce/EDI, global data synchronization and EPC-enabled RFID. There will also be over 70 sessions and interactive workshops covering intermediate and advanced level topics within the conference. Register through March 31st and save up to \$180 on the U Connect Combination Package (U Connect 101 and U Connect Conference). To register now and learn more, visit www.uconnectevent.org. We are looking forward to seeing you in San Antonio!

Item-Level RFID Committee Meeting at the "Show"

The RFID Committee meeting that was held January 12th at the NRF conference was attended by 100



retailers, suppliers, and service providers. Bill Hardgrave, a chaired professor at the University of Arkansas acted as host and moderator. Randy Dunn of ADT led a round table discussion of key

questions that the industry has to address to move item level RFID forward. ADT also

sponsored the luncheon that followed the meeting. We also were very fortunate to have an outstanding panel, moderated by Professor Hardgrave, and made up of; Dillard's, Bloomingdales, J C Penney, Macy's, Wal-Mart, American Apparel and Levi Strauss. The panel expressed their opinions and ideas as to the future of item level RFID and the next steps that the industry needs to take. The entire committee agreed to designate 2010 the year of the Supplier. The research being conducted by Professor and his team at the UARK is supported by AAFA, CSCMP,

GS1 US, EPCglobal, and VICS. We are now entering the third phase of the research, which has proven that the technology works and that there is a strong ROI. We are thankful that Dillard's, Procter & Gamble, Macy's/Bloomingdale and J C Penney were willing to participate in pilots that were the foundation of the work of this committee. What is indicative of the importance of item-level RFID is that we have continued the momentum over what has been a very difficult time with the economy, which has had a serious impact on the retail industry.

The committee volunteers will develop a strategy that will cover the rest of 2010, with specific goals, objectives and metrics. We are indebted to our volunteers who devote their expertise, energy, and time to this very important, game changing technology. It's onward and upward with our partnership with the University of Arkansas, Professor Hardgrave and his very capable team. Plan on attending the October RFID Conference, with details to follow.



The American Apparel RFID Case Study



VICS member, Avery Dennison, recently published a case study which focused on clothing manufacturer, American Apparel.

Business Problem:

The need to replenish items on the sales floor the instant they are sold required American Apparel, the Los Angeles-based apparel manufacturer to reinvent its inventory management process. In 2007, the company embarked on RFID pilots at a number



of its New York City retail locations. The result: American Apparel RFID inventory management pilot stores achieved the Holy Grail of retail—99+% on-floor availability of all the items stocked. In addition, work-hours required for restocking have been reduced, efficiencies in back room stock replenishment have increased and customer service has improved.

American Apparel is the largest clothing manufacturer in the United States.

It is best-known for making basic cotton knitwear, such as t-shirts and underwear, but in recent years has expanded its product line to include tank tops, vintage clothing, dresses, pants, denim and accessories for men, women, children and babies.

American Apparel's practice of stocking only one of each SKU on the sales floor allowed the company to offer customers many more items in the same square footage. However, it did not provide for safety stock on the sales floor. This resulted in sales floor in-stock levels of approximately 90% and created two distinct challenges:

Challenge 1—Ensure that 100% of the items in the store were available on the sales floor. The sales floor inventory and the stockroom inventory needed to be separate, accurate and instantly updated. "Sales associates should be on the floor talking to customers, not in the back searching through boxes or behind check-outs counting clothes," noted Zander Livingston—RFID Director, American Apparel.*

Challenge 2—Stockroom associates required reliable and instantaneous information about items needed for the sales floor so that replenishment could occur within minutes of a sale.

The Solution:

Livingston was brought on board in 2007 to help American Apparel reclaim its "lost 10%." This refers to inventory that was supposed to be on the retail floor but was "lost" in the sea of merchandise in the stockroom.

For each of the pilot stores, Livingston chose a complete item-level RFID inventory tracking solution consisting of:

- RFID inlays, printers and tags from Avery Dennison
- RFID handheld and portable readers and antennas from Motorola,
- In-store inventory tracking software
- Step two involved establishing four RFID stations at key in-store locations to track inventory such as the backroom, and the travel from and to the sales floor.

Results:

Through the use of an item-level RFID inventory management system, American Apparel has been able to address their two key challenges. With four RFID stations, item-level RFID tags and accompanying software, each store has a unique, easy to understand computer model that clearly identifies which items are missing from the sales floor. RFID scanning verifies incoming shipments, avoiding concealed shortages and ensuring that incoming merchandise is accurately entered into inventory. The stockroom is divided into zones and the location of each piece of merchandise is part of the inventory data. Because RFID tags do not require a line-of-sight to be read, a whole store inventory that once required 120 work-hours to complete can now be accomplished in 15 work-hours. Inventory accuracy and visibility for the sales floor and the stockroom are routinely at 99%

RFID scanning at the point of sale is used to generate a live replenishment list which is then transmitted to the stockroom. By receiving merchandise into "zones" within the stockroom and storing that information by item, the live replenishment list can now guide associates quickly to the correct area to retrieve the needed item. To further drive efficiencies, items that are not available (out of stock) do not display on the replenishment list... so no time is spent looking for items unnecessarily. If an item cannot be visually located, a quick scan of the assigned zone via a hand-held RFID reader will normally locate the stray item in seconds. Items are removed from the live replenishment list only after they have been verified for accuracy and are physically present on the sales floor.

Bottom Line:

- **Inventory accuracy and visibility for the sales floor and the stockroom are routinely at 99%.**
- **99% visibility of store inventory has facilitated inventory reductions of up to 15%.**

* Zander Livingston was a panelist at the recent RFID Committee meeting held at the NRF in January, 2010.

Where is the Tipping Point?

A recent whitepaper published by Accenture, "Past the Tipping Point" and written by Robert Gosier, David Simchi-Levi, Jonathan Wright, and Brooks A. Bentz outlines the impact high oil prices have on traditional supply chain management principles.



Most supply chains were designed in an era of low fuel prices and abundant sources of supply. Global sourcing and manufacturing decisions traded off longer transport distances for cheaper labor.

Inventories were kept low, with materials shipped in smaller batches via faster but more fossil-fuel-intensive modes. Distribution models emphasized consolidation, with fewer facilities and longer transport distances. Each of these supply chain strategies depended on (and assumed) reasonably priced transportation.

However, when oil reached \$135 and above per barrel and gasoline exceeded \$4 per gallon, conventional supply chain thinking was thrown a significant curve. Suddenly, "green" alternatives became much more feasible and redesigning supply chain strategies with an emphasis on resource allocation, reductions in energy consumption, and miles driven were the rage. But just because oil prices seem to have normalized in the near term (albeit for an uncertain time period) doesn't mean that new challenges don't loom ahead. It's incumbent on managers to fully understand the impact of the supply chain decisions they make and, perhaps more importantly, understand the choices available.

The whitepaper examines 5 areas of supply chain management through the lens of high oil prices and limited supply. A new measurement process is required to navigate in the future: Managing for sustainability. The whitepaper identifies the "flaws" that maintaining traditional thinking can have on supply chains and points to adaptability and flexibility as the keys to managing the paradigm shift.

Network Strategy:

A great deal of network modeling is focused on consolidating warehouses and manufacturing plants. However, now it's important to understand the impact of rising fuel costs with a push toward more facilities located closer to the customer.

But network strategy's implications are more profound than "more, larger and nearer." High fuel prices could also signal the need to reconsider relying on long-term (e.g., "five-year") network strategies. With costly energy and unpredictable labor rates, the mantra must be flexibility. A dynamic (rather than static) supply chain strategy becomes more important in the face of rising oil prices.

Sourcing and Procurement:

Record-high fuel prices fundamentally change most companies' net landed cost calculations. But even more important, record prices demand that every company excel at net landed cost calculations. A wide variety of needed changes in sourcing and procurement won't be effective without landed-cost expertise.

Planning and Forecasting:

Most organizations manage thousands of products, numerous DCs, varying customer requirements, and maybe even a stratified hierarchy of service levels. When an urgent financial situation occurs (like higher fuel prices), scores of things happen that make the planning and forecasting exercise different, more complicated and more essential.

Planning and forecasting goals (maximum accuracy, minimal error) won't change in the face of rising fuel costs. However, the function's considerations, parameters and interactions (e.g., with refocused sourcing, procurement, transportation, warehousing and network design organizations) will change a lot. Moreover, planners and forecasters are also on-point to understand the impact of fuel-related shifts in consumer behavior—like gas-conscious customers who choose to make fewer shopping trips miles to a large home center store but more purchases per trip. Or people opting to patronize a neighborhood hardware store rather than travel 25 miles to a large home center store.

Transportation:

Organizations for which transportation represents a high percentage of cost of goods sold will obviously be more focused on this goal than other types of companies. Chances are good that such a strategy will involve some retreat from fuel-intensive modes such as road and air, and toward slower but more economical choices such as rail and water. In fact, a deep understanding of intermodal options and opportunities could become a core tenet of supply chain mastery.

But even companies that "keep their eyes on the road" should plan on a fundamental repositioning of transportation resources. For some, the key will be realignment of store-service contracts—pushing, for example, for more factory-direct shipments, larger inventory minimums or wider delivery windows that let the shipper hold freight until a truck is full. Organizations may also consider working together to consolidate shipments to low-density areas.

Distribution:

Every facet of distribution—receiving goods and materials, managing inventory, preparing orders for shipment to consumers and retailers—is affected by rising fuel prices. Accordingly, every characteristic of a distribution operation could change as well: order size and frequency, number and location of facilities, facility size and optimal inventory levels.

Required: Creative, Out-of-the-Box Thinking:

VICS believes companies must seek out solutions to the problem of increasingly higher levels of energy demand that do not result in higher cost or negative

Tipping Point (Continued)

impact on the environment. We've developed a powerful, online backhaul solution that enables a collaborative business process for identifying transportation efficiency opportunities between trading partners.

The Empty Miles portal allows subscribers to easily match empty miles and loads online with pre-qualified partners; reduce carbon dioxide production and drive down particulate matter emissions; and drive fuel costs down while reducing wear and tear on equipment and our highway infrastructure.

VICS Empty Miles Featured in *Supply Chain Management Review*

SUPPLYCHAIN MANAGEMENT REVIEW

The January 27, 2010 edition of *Supply Chain Management Review (SCMR)* features an article written by Joe Andraski, CEO of VICS; Bob Carpenter, CEO of GS1 US; and Art Smith, CEO of GS1 Canada. The article addresses the question of how logistics carriers deal with the inevitable "empty miles" problem that robs them of fuel while polluting the environment.

The *SCMR* article goes on to state that every supply chain professional today has two huge challenges, with sometimes conflicting remedies. What if you could address both of these with one solution?

Challenge 1: Improving profitability. All businesses are struggling with the effects of the sluggish economy—that is, meeting sales and profit objectives. Many companies are seeking the means to optimize efficiency while monitoring extraordinary amounts of tactical data via GPS or satellite tracking systems. Every penny per mile in productivity can add to shippers' bottom lines, and help to put carriers' operating ratios in the black.

Challenge 2: The pressure to "go green." With cost optimization an important part of the equation, industries have begun to realize the significance of working toward the reduction of their environmental footprint. This issue has become a focal topic on the national and global levels. During the recent climate conference in Copenhagen, the Obama administration joined global leaders to initiate a major step in the federal stance on CO2 emissions reductions. In December 2009, the U.S. Environmental Protection Agency (EPA) announced a CO2 "endangerment finding" where carbon dioxide posed a danger to the environment and health of Americans.

Macy's has been using Empty Miles successfully since its inception. Kevin Locascio, Macy's Director of

Shuttle Operations, states achieving results is "just a matter of commitment. We are dedicated to this program and its ability to support operational efficiency." Ever since, the Macy's team has aggressively led the charge to get at empty miles transportation savings and incredible CO₂ reductions. Locascio added that "VICS Empty Miles creates an opportunity for us to limit the environmental impact of our day-to-day business operations." Locascio and his Macy's colleagues have been tireless in contacting the other subscribers of the service to set the stage for continuous leading-edge process and system improvements. To date, Macy's and trading partner Schneider National have realized significant transportation savings; for each initial lane opened, Macy's reduced annualized transportation costs by an average of \$25,000. "Any opportunity that allows a carrier or shipper to minimize transportation costs is an opportunity worth looking into," stated Locascio. He sees VICS Empty Miles as an integral part of how they deal with trucks going forward. "We will continue to strengthen our carrier relationships and leverage Empty Miles to eliminate inefficiencies and drive our commitment to sustainability," he said. The Macy's and Schneider National case study is available on the www.vics.org website and shows how Schneider National improved sustainability by eliminating 62 tons of carbon dioxide, 147 tons of particulate matter and 1.5 tons of nitrous oxide while saving over 5,500 gallons of diesel fuel.

In summary, the age-old problem of empty miles now has a viable fix and significant results from the VICS collaborative transportation solution support its effectiveness. "Filling empty miles with the VICS service is good for the economy, it's good for the environment, and it's healthy for those companies that know how to leverage it and leverage it effectively," summarized Steve Matheys of Schneider National.

For more information, contact Tony Galli at tgalli@vics.org or visit www.emptymiles.org.



VICS Meetings & Events

Interested in hosting a VICS meeting? Click [here](#) to find out how

Date	2010 Meetings/Events	Location
Feb 2-3	VICS Board of Director's Meeting & VICS Board Dinner Hosted by ADT	Boca Raton, FL
Feb 17-18	VICS Logistics CTM/GLM & DC Bypass Sub-Committee Meetings Hosted by Council of Supply Chain Management Professionals (CSCMP)	Lombard, IL
Feb 22-25	PSU: Supply Chain Collaboration Program Details & Registrations	State College, PA
Mar 24-25	VICS CPFR Committee Meeting Hosted by JDA	Rockville, MD
April 21-22	20th Annual R. Hadley Waters Supply Chain Symposium <i>Profitable Sustainability: The New Supply Chain Business Model</i> Penn State University	University Park, PA
May 11- 13	VICS CPFR® Certification Program Details	Lawrenceville, NJ
Jun 7-10	U Connect 2010 Annual Conference	San Antonio, TX
Jun 8	VICS Board of Directors' Meeting	San Antonio, TX
Jun 8	VICS Annual Achievement Awards Ceremony & Dinner Sponsored by Hewlett-Packard	San Antonio, TX
Aug 23-25	PSU: Supply Chain Collaboration Program Details & Registrations	State College, PA
Sept 26-29	CSCMP Annual Global Conference 2010	San Diego, CA
Nov 9 -11	VICS CPFR® Certification Program Details	Lawrenceville, NJ

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