

GLOBAL SUPPLY CHAIN REVIEW

Published by the Global Supply Chain Leaders Group

**FUEL COSTS:
IS IT TIME TO SIMPLIFY
SUPPLY CHAIN
OPERATIONS?**

**BEYOND BUYING:
THE CHANGING ROLE
OF SUPPLY CHAIN
MANAGERS**

**PLUS:
LEADER PROFILES:
Ed Collins of Crocs and
Jeff Chiu of Global4PL**



The Oil Prices Should Give Supply Chain Executives Pause

By Hannah Kain, President & CEO of ALOM

As oil prices skyrocket, supply chain executives across the world should pause.



We have built supply chains focused on the cheapest production location and the highest efficiency. But did we remember to include the full cost of doing business? Did our supply chain optimization take into account the systemic changes in transportation cost? Did we remember to factor in not just the dollar cost, but also the cost to the global environment?

Perceptive supply chain executives now realize that globalization brings its own set of complexities. We've gone from a focus on manufacturing cost, to a focus on landed cost. Our modeling has been based on transit time, cash burden, and fluctuating customer demand. However, our models did not anticipate that the very globalization that made the complex supply chain possible would also contribute to driving up oil prices, making some supply chain solutions prohibitively expensive.

International trade has grown 85 percent since 2005.

For almost half a decade, growth in international trade has been twice the growth in GDP. International trade has grown 85 percent since 2000. Supply chain executives are important players in this growth. Growth in trade requires transportation, yet more transportation drives oil scarcity. We've also neglected to factor in the demographic changes that we are driving: As we transfer production to developing countries, a middle class develops. This middle class starts to consume energy for cars and household appliances. While creating a better life for millions, our contributions have also driven up demand for oil and consequently oil prices.

With higher energy costs looming, maybe the time has come to contemplate making your supply chain simpler. It just may turn out to be more economical to have a more focused approach -- one that involves fewer suppliers, less transportation, more vertical integration, less vulnerability and reduced reliance on local subcontractors. The end result may be more sustainable for your business and for the environment.

It is time to ask whether sometimes simple is better than complex.

Beyond Buying

Supply-chain managers used to have one main job: purchasing stuff cheaply. They need a whole new skill set now.

By LARRY C. GIUNIPERO, ROBERT B. HANDFIELD AND DOUGLAS L. JOHANSEN

A rapidly changing marketplace is forcing suppliers and their clients to work more closely than ever before. And it's forcing supply-chain managers to do their jobs in a whole new way.

Traditionally, these managers have been little more than purchasing officers. They dealt with a relatively small group of familiar suppliers, and had few overall goals beyond squeezing out as many price cuts as possible.

EXTENDING THE CHAIN

Now, as companies globalize and outsourcing spreads, supply-chain managers must make decisions involving networks of partners in far-flung corners of the world. Meanwhile, a fierce competitive marketplace is driving companies to collaborate with suppliers to help them develop products more quickly and reduce waste in the supply chain. Technology is also pushing suppliers and clients closer, making it easier to keep tabs on orders and share information.

All of which means supply-chain managers are shouldering a lot more responsibility -- and need a new set of skills. To figure out what those new skills are, we held focus groups with top executives from 41 companies. In these discussions, several key themes emerged.

Specifically, supply-chain managers must be able to handle increasingly complex and critical technology. They must know how to source jobs globally, and be familiar with the ins and outs of various markets. They must have strong management skills, to handle everything from building relationships with suppliers to creating in-house teams to solve problems. And they must be trained in making crucial strategic decisions, such as when to turn to suppliers for help in lowering the total cost of a product.

Here's a closer look at those necessary skills and what they mean to an organization.

A VITAL LINK

Standard Practice: Traditionally, supply-chain managers have been little more than purchasing officers -- dealing with a handful of familiar suppliers and doing little strategic planning.

Growing Complications: As outsourcing spreads and companies globalize, these managers must deal with suppliers around the world -- and often must work closely with them to help design new products and eliminate waste in the supply chain.

New Approach: Supply-chain managers must develop a new set of skills to meet these challenges, such as immersing themselves in technology, learning the nuances of vital markets around the world and figuring out the best ways to build crucial relationships inside and outside their companies.

MANAGING TECHNOLOGY

In the past, supply-chain management was seen as a silo -- a job cut off from the rest of the organization. Now technology is putting supply-chain managers at the hub of many crucial company processes, and managers must understand that technology and be able to implement it effectively.

Inventory-control software, for instance, is a common tool for supply-chain managers, allowing them to track parts and products as they move from suppliers to company warehouses and beyond. But the information that software gathers ends up being used by many departments inside the company. So the supply-chain manager must be able to integrate the inventory software with the rest of the company's computer systems. Moreover, as companies collaborate more closely with suppliers, supply-chain managers are often responsible for making sure their computer systems communicate properly with their partners' hardware.

FINDING SUPPLIERS GLOBALLY

Over the past decade, swarms of companies have turned to offshore suppliers, lured by big price savings and new technologies that let them easily stay in contact with their remote partners. In this new environment, supply-chain managers must be able to source materials, components and services on a global basis. And that requires a broad skill set that many managers simply don't have right now. Managers must develop deep "market intelligence" about global suppliers, regional market conditions, factors that drive cost and supply-and-demand dynamics – and they must be able to communicate all that to key stakeholders in the company.

For an idea of how important supply technology has become, consider the auto industry. Since the North American Free Trade Agreement took effect in 1994, supply chains have stretched north and south of the U.S. border. Auto makers have adopted a host of technologies -- everything from bar codes to Global Positioning System tools -- that allow them and their suppliers to track shipments.

The car makers' planners and supply-chain managers use the tracking information to keep production running smoothly. But a host of other groups inside the companies also rely on the data. Marketing and sales staffs, for instance, find the tracking information vital for customer service, since they can check schedules and provide more accurate assessments of delivery dates.

CHANGING WAYS

The percentage of surveyed supply-chain managers saying the following skills or approaches are required by the rapid transformation of their field

MANAGING TECHNOLOGY	
Electronic procurement/reverse auctions	39%
Integrated systems and collaboration	38
Integrated systems and collaboration	36

BUILDING TEAMS	
Strategic relationship management	85%
Cross-functional/virtual teams	43
Customer relationship building (internal/external)	33

FINDING SUPPLIERS GLOBALLY	
Outsourcing services	40%
Global sourcing strategies	23
Training approaches for global environment	21

BIG-PICTURE VIEW	
Strategic cost reduction	63%
Customer relationship building (internal/external)	46
Strategic vs. tactical orientation	42
Broader general business skills	35
Supply-chain business process focus	34

Managers must know, for example, the differences in legal and economic environments and trade practices in different countries, and they must have the ability to communicate across cultural barriers. Or, if they can't do all that themselves, they must hire people who can do the job for them. For instance, many managers are hiring Chinese students who get M.B.A.s in the U.S. to return home and negotiate deals with key suppliers. A number of consulting companies have also sprung up to supply this global market intelligence.

Furthermore, supply-chain managers must understand individual countries' sourcing strengths and logistics infrastructures -- and figure out how all of that affects the cost of products. China, for instance, has low labor prices but poor logistical infrastructure, which can raise the total cost and time required to get a product to market. Moreover, the quality of Chinese products -- and the problems of tracking who is producing what in the supply chain -- have become major problems for companies that outsource there. See, for instance, the recent concerns about the purity of the drug heparin.

A supplier from a higher-wage country might be a better bet than a Chinese company when all of those factors are tallied up. Because of difficulties like these, some U.S. companies are even bringing some of their Chinese operations back to the States.

Supply-chain managers must also learn to look at how currencies factor into the equation. Some currencies, such as the euro, fluctuate freely against the dollar, while others, such as the yuan, are maintained at a fixed rate against the dollar. So, for instance, a supply-chain manager must know enough about global economics to weigh the odds that the currency in a supplier's country will rise or fall -- and thus raise or lower the cost of a deal.

BIG-PICTURE VIEW

As the job of supply-chain management gets more complex, managers must be trained to think of overall company strategy -- and shareholder value -- as they do their job. They must resist the temptation to make decisions that satisfy short-term needs at the expense of long-term organizational goals.

In particular, they must learn that price savings are not the holy grail. Usually, supply-chain managers have focused on getting the lowest price when picking suppliers. But increasingly, the managers in our focus groups said, it's more important to examine the total cost of the deal. Purchasing from suppliers with a lower price may not be the smartest move.

Think about the costs associated with purchasing a vehicle. If you're just looking at the purchase price, a gas guzzler may seem like a better deal than a hybrid. But over the long term, associated costs -- such as fuel and maintenance -- may be higher for the gas guzzler, making the hybrid a better investment. Similarly, purchasing from a supplier with a lower price may not be the best move if that supplier ends up bringing in higher additional costs, including waste in the production process, or high expenses for storage, transportation and packaging.

Supply managers must also be able to understand -- and take advantage of -- the benefits they can derive from supplier relationships to achieve organizational goals. For instance, they must know when to turn to suppliers for help with developing new products and standardizing parts and processes to lower production costs.

"We can no longer support all the resources necessary to design and implement solutions, and so we need the expertise of a key group of suppliers," said one executive we interviewed. "Bringing them into the design process early enough so they can see the parameters of a particular piece of equipment, understand what the cost issues are, understand what our target pricing is and what we have to do to get to that target cost can free up a great deal of creative energy from the suppliers in terms of contributing to solutions that can reduce costs."

As part of that, supply-chain managers must learn to be more transparent in their dealings with suppliers -- a big change from the days of keeping critical information close to the vest to get leverage for price cuts. For example, managers should be frank with potential suppliers about the selection process, to give them a chance to lay out the best case for their services and build a lasting relationship.

Beyond implementing all those new approaches, supply-chain managers must sell these changes to the rest of their own organization, since the benefits don't always appear directly on the company's income statement. Supply managers must draw attention to a supplier's problem-solving efforts or higher level of service, for instance, even if the benefits can't be easily quantified.

BUILDING TEAMS

Even as relationships with outside suppliers are getting more complicated, relationships inside companies are getting trickier, as well. As companies downsize and shed middle managers, the remaining bosses are left with more employees to oversee. Meanwhile, teams are becoming a favored method of dealing with the heavier workload, as employees from different parts of a company are brought together to handle a task, and then sent back to their respective departments.

So, supply managers must become more adept at traditional managerial functions. Planning, communications, team-building and relationship-management skills are necessary for success. Managers must also learn how to integrate outside suppliers into internal teams -- a critical move as companies and partners collaborate more closely.

Finally, and perhaps most important, supply-chain managers must always keep learning. They must consciously pursue their career development, building knowledge and skills that will enable them to excel and create competitive advantage for their companies.

--Dr. Giunipero is professor of marketing and supply-chain management at Florida State University's College of Business. Dr. Handfield is Bank of America university distinguished professor of supply-chain management at North Carolina State University's College of Management and director of the Supply Chain Resource Cooperative. Mr. Johansen is a doctoral student at Florida State University's College of Business. This has been reprinted under licensing with the Wall Street Journal.

Look for the next edition of the GSCLG Update in May!

The edition will include:

I. "The Global Supply Chain Leaders Group (GSCLG) 2008 Supply Chain Excellency Award goes to..... "

The Global Supply Chain Leaders Group (GSCLG), which serves the senior leaders of supply chain management in business, government, and industry on a worldwide basis, will publish the winner of the 2008 Supply Chain Excellency Award.

The award, which was created to honor CEOs who have made a significant contribution to the advancement of the Supply Chain Industry, will be presented on an annual basis to one or more individuals. The 2008 recipient will be awarded during the Annual Global Supply Chain Leaders Group Dinner on June 5 in San Francisco.

II. The Top 25 Supply Chain Executives Award will be announced in our May GSCLG Update.

GSCLG Leader Profile: Ed Collins

Ed Collins is Senior Director of Global Logistics for the wildly popular Crocs™ shoe company: www.crocs.com.



He is that rare breed of senior supply chain management (SCM) executive that has served as a mentor to many and led innovation for some of the most respected brands in the world.

After a 20-year career in manufacturing and distribution with **IBM**, Ed moved from consultant to **UPS** to VP Business Development for **UPS Supply Chain Services**. In 2001, he was one of the initial senior managers of iSuppli, applying market intelligence to electronic component sourcing and SCM. Later, he joined privately held OIA Global Logistics, best known for its innovative supply chain solutions for neighboring **Nike** Corporation. As Chief Operating Officer (COO) for **OIA Global Logistics**, Ed Collins instituted an SCM practice, delivering unique buy-move-sell processes for leading apparel and footwear clients sourcing and manufacturing in Southeast Asia and China. He serves on the Advisory Board of www.logisticsfinance.com, which innovated, financing for these solutions.

He holds a BS in Business Administration from San Jose State University, completed IBM's Executive Management Development Program through the Amos Tuck School at Dartmouth College, is a highly sought speaker at major SCM industry events, (including GSCLG, CSCMP and APICS) and a co-holder of a US Patent on Logistics Cost Optimization Modeling.

2008 GSCLG INTERVIEW HIGHLIGHTS:

How important is supply chain management (SCM) to your company's overall business strategy?

Extremely Important. Crocs, Inc. is extremely focused on the design, manufacture and distribution of our unique footwear products and accessories. Within SCM, that translates to emphases on implementation of 'next-generation' systems in Distribution, Logistics and Trade Compliance to handle our growth.

To what extent do these initiatives directly support your company's core strategy?

We believe that the distribution of the product is a competitive and margin value that other footwear companies of our size do not enjoy.

How has the amount of time/effort/money your company spends on supply chain initiatives changed over the past few years?

As you might expect, our investment in systems has increased in tandem with and response to, our growth over the past few years. The company grew quickly and our former model was a bit 'strained at the seams'. And we're continuing that investment, bringing in strong middle managers to ensure proactive response to continued growth and necessary systems and process capabilities to stay out in front. We're well on track with integrating WMS to TMS and ITLS systems to our ERP and CRM, now with the proper scope and capacity we will continue to invest in the right tools and team.

GSCLG Leader Profile: Ed Collins

Are there initiatives to address the market's increasing focus on 'green' supply chain and reduced carbon footprint?

Yes, predominantly in sustainable packaging, our regional manufacturing strategy and our recently announced SolesUnited program. These initiatives are 'extremely important' within Crocs. Our master outer cartons and inner boxes are 90-100% post-consumer (OCC) recycled content throughout the world. We have also instituted regional manufacturing initiatives to shorten the distance products move to market. The SolesUnited program reclaims worn out Crocs™ shoes, which are then sorted, cleaned, ground into new material, and manufactured into new recycled shoes. Once manufactured, the shoes are distributed to those in need throughout the world. Our ability to reclaim and recycle Crocs™ shoes aids in reducing the number of shoes filling landfills.

How would you rate your company's SCM performance today? (vs. your vision of ideal?)

I'd rate our performance as 'Satisfactory' right now. We have very good relationships with our transportation and sub-contract suppliers. And our investment and work in systems will put us on track.

You mentioned a competitive advantage in distribution and logistics. To what do you attribute your success?

I attribute it very directly to strong, collaborative relationships with our service providers. With our size, scope and growth, obviously their performance is key to our success - and we've been quite demanding. We're very 'hands-on' with them, with multiple meetings every week with key providers. Then there are weekly reviews around systems and process initiatives. It's a very collaborative environment.

What are and what do you think SHOULD be your key SCM priority for the coming 2-3 years?

We're working on the right things and making good progress: systems installation, integration and training. Hiring and training key resources in the newer geographies. Managing metrics.

What do you think SHOULD be your key SCM priority for the coming 5-10 yrs?

It all boils down, short-term and long-term to systems and people, with clear metrics around all of it.

What do you see as the biggest challenge to achieving supply chain excellence?

The biggest challenge in achieving supply chain excellence is people. The US particularly, needs to take on the challenge of 'internationalizing the logistics workforce.' I serve on some academic advisory boards and am continually amazed at the narrowly domestic thinking of otherwise successful students... The systems, documentation, logistics requirements of an increasingly global economy dictate a need for global thinking and international understanding. Internationalizing the logistics workforce is the biggest challenge and biggest opportunity facing us.

Do you know someone we should profile?

If you know of someone that we should know about - please submit his/her name and contact information to: profiles@gsclg.com

Does your company's Transportation and Supply Chain operations need a tune up?



“In the first month we engaged Global4PL, we were able to implement three cost reduction projects which will result in millions of dollars in savings over the next five years. In addition, we are now able to respond more quickly to our international customers' demands, as we continue to build our business outside the USA. Global4PL has been one of the most cost-efficient service providers that I have ever engaged.”

JB Delaney

Director, Supply Chain, Infinera Corporation, a digital optical communications company

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GSCLG Leader Profile: Jeff Chiu

Jeff Chiu is Director of Compliance for Global4PL Supply Chain Services: www.global-4pl.com

He possesses 11-plus years of experience in import operations and compliance, with emphases on internal Customs audits, commodity classifications, tariff engineering, trade programs, and training. He is a professional that underscores integrity and ethics every day.

After spending the first few years of his career in brokerage firms where he honed his skills as a licensed US Customs broker, Jeff made the move from being the service provider to the client. During his tenure as the Customs Operations & Compliance Manager at U.S. retailer Cost Plus World Market, Jeff developed an in-house import operation which was responsible for the entire company's import transactions. Programs developed under his watch included - self-filing, tariff engineering, compliance, and self-assessment - all of which amounted to millions of dollars in supply chain savings. Over the years, Jeff has spoken at a number of industry events, on topics such as the Importer Self-Assessment program, the retail supply chain, and on the US Harmonized Tariff Schedule.



Jeff is currently a partner in the start-up consulting firm, Global4PL Supply Chain Services, where he has the opportunity to preach his message of compliance while at same time, practice his passion for teaching.

2008 GSCLG INTERVIEW HIGHLIGHTS

How important is it that a compliance officer has a strong personal code of ethics?

It's extremely important, given the title of the position. A compliance officer who has a strong ethical sense in his or her personal life will naturally bring that same code ethics to the workplace.

What is the importance of having a corporate compliance policy?

It is not just about having a "Corporate Compliance Officer" and placing a solid individual into that position. The entire senior management team must embrace and reinforce the idea of compliance in all aspects of its business. A company's

To what extent does your personal code of ethics influence your consulting of clients?

As a consultant, I understand my role is to make recommendations and that ultimately, the

decision on which course of action to take rests with my clients. I imagine as if I were the sole leader of the client's organization. If everyone were to look to me for direction, how would I conduct myself? I know that whatever solutions I propose, I must be able to sleep at night if I were the decision maker.

How has the importing community taken to C-TPAT over the years?

The number of importers applying for C-TPAT has steadily grown each year. CBP has allocated additional resources to process the growing number of applications, certifications, and validations. In fact, CBP has already begun repeat validations for importers that have rather large and complex supply chain models. Not only does a C-TPAT member enjoy benefits of shorter clearance times at the border and overall improved security in its supply chain, it is also being a good corporate citizen.

GSCLG Leader Profile: Jeff Chiu

What will CBP's 10+2 Security Filing requirements mean to importers?

The Customs Modernization and Informed Compliance Act shifted a significant burden of Customs compliance to the importer. An importer that has taken on this shared responsibility will not find the new 10+2 Security Filing requirements to be a burden; it represents an information-gathering exercise. The challenge for the importer is to be able to provide these data elements earlier in the supply chain. For those companies that have shied away from their responsibilities, it is now time to develop and / or shore up their internal compliance programs.

What would you say to a company that is considering applying for C-TPAT or for the Importer Self-Assessment program?

When a company makes a commitment to either or both of these programs, it makes a commitment for the long term. There will be a significant amount of work involved, but both programs will be rewarding. It's a given that a company needs to allocate adequate manpower to such programs. A company also needs to be able to accept truths - the ability to perform audits and accept the any resulting black marks - and then commit the necessary resources to reduce or eliminate those deficiencies.

Module 1: The Harmonized Tariff Schedule of the United States & Import Classification

Module 2: Import Compliance

Module 3: Possibly Duty Free

Module 4: C-TPAT Security Awareness

Module 1

April 2, 8 AM- 12 PM

Introduction
GSCLG
Structure of the HTSUS
General Rules of Interpretation
Additional U.S. Rules of Interpretation
General Notes
Free Trade Agreements (CBP Publication)
Note to Exporters
Section Notes
Chapters 1-97
Chapter Notes
Headings
Subheadings
Suffixes
Article Descriptions
Units of Quantity
Rates of Duty - Column 1 - General, Special and Column 2
Chapter 98
Chapter 99
Special Statistical Reporting Numbers
Chemical Appendix
Pharmaceutical Appendix
Intermediate Chemicals For Dyes Appendix
Statistical Annexes - A, B, and C
Alphabetical Index
Change Record
Exercises
Customs Modernization Act
Reasonable Care
Resources
HTSUS (Print or Online)
Local CBP Office
CBP Rulings
Explanatory Notes
Questions & Answers

Module 2

April 9, 8 AM- 12 PM

Introduction
GSCLG
Customs Modernization Act
Reasonable Care
Senior Management Commitment
In-house Customs Department
Buyers, Middlemen, Sellers / Vendors, Manufacturers
Customs Brokers
Terms of Sale
Valuation
Country Of Origin
Marking Requirements
Classification
Documentation
Entry Process
Post-Entry Process
Recordkeeping
Audit Trail - Forward & Reverse
Import Compliance Programs
Are You Ready For The Importer Self-Assessment?
Other Government Agencies
Resources
CBP Local Office
CBP ISA Web Site
Importer Self-Assessment Handbook
Title 19 Code of Federal Regulations
CBP Rulings
Summary
Questions & Answers

Module 3

April 16, 8 AM- 12 PM

Introduction
GSCLG
Imports Into The United States
HTSUS
General Notes
Classification
Column 1 General Duty Rates
Column 1 Special Duty Rates
19 CFR Sections
Free Trade Agreements (CBP Publication)
Tariff Engineering
Bonded Warehouses
Foreign Trade Zones
ATA Carnets
In -Transit Goods
US Goods Returned
Special Legislation
HTSUS (Print or Online)
CBP Local Office
Summary
Questions & Answers

Module 4

April 23, 8 AM- 12 PM

Introduction
GSCLG
What is C-TPAT?
Goals of C-TPAT
Benefits of C-TPAT
C-TPAT Application
Security Profile
Certification
Validation
Purpose of Training
Terrorist Threat to Supply Chain
Employee's Role
Today's Message
Security Issues
Business Partner Requirements
Container Security
Physical Access Controls
Personnel Security
Information Technology Security
CBP Statement
Resources
Summary
Questions & Answers

Instructor:

Jeff Chiu, CHB

Director of Compliance Global4PL



Where:

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- Obtain member discounts on GSCLG conference attendance and network with the most innovative people in the industry

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- One pre-conference workshop at annual conference
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- Website company profile and link

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- Discounted advertising

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- Website company profile and link
- Discounted advertising

6. Media Partner Membership

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- Four pre-conference workshop at annual conference
- Listing in sponsor directory distributed at all GSCLG specialty conferences
- Website company profile and link
- Discounted advertising

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