ISM Materials Management News

October 2009, VOL 5, ISSUE 5

DEPARTMENTS IN THIS ISSUE:

Materials Management **"Lessons of the Recession"**

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Purchasing **"Buyer Beware: Navigating Import Regulations in a Risky World"**

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Upcoming Seminar

MMG Leadership

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About ISM

Founded in 1915, the Institute for Supply Management™ (ISM) is the largest supply management association in the world as well as one of the most respected. ISM's mission is to lead the supply management profession through its standards of excellence, research, promotional activities, and education. ISM's membership base includes more than 45,000 supply management professionals with a network of domestic and international affiliated associations. ISM is a not-for-profit association that provides opportunities for the promotion of the profession and the expansion of professional skill and knowledge.

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CONTENTS of NEWSLETTER

DEPARTMENTS IN THIS ISSUE:

Lessons of the Recession

Bradley T. Petcavage
Alaska USA
Federal Credit Union

The Austrian Economist Friedrich Hayek is supposed to have remarked that "A recession is a terrible thing to waste". In concurrence with the Austrian outlook, Hayek viewed the economy as a living fluid entity, never in equilibrium and always seeking a more efficient state. Consequently, he viewed recessions as the market's attempt at self-righting, a natural corrective force responding to aggregate inefficiencies or, like a broken levy, a way of overcoming a period of constrictive forces applied to it. By careful study of a recession, we learn from the mistakes that lead up to it and possibly can prevent a subsequent one from occurring.

By now, most financial reporters and journalistic economists have all had their say on the causes of the current recession. They postulate that it was the result of anything from executive bonus-driven risk-seeking behavior to financial deregulation that occurred during the Reagan administration to countless other theories that have all had their five minutes of fame in the headlines of the *Wall Street Journal*, *the Economist*, or *The Financial Times*. All of these theories however, are short sighted and miss the true essence of Hayek's insight. Just as amputation of a gangrenous left leg of a diabetic won't necessarily save the right one in the future, fixing the immediate causes of the current market downturn won't necessarily prevent a more crippling rescission if we fail to address the root cause. It is time then, for a re-evaluation on how we think about the world market and what causes serious market downturns.

Since the Great Depression, economics in the world have changed considerably. In the US in particular we have seen a shift from gold backed to fiat currency, a consistent yearly increase in government spending and regulation of financial markets and most notably an annual increase in government deficit spending. This deficit spending is artificially funded by an increase in the monetary supply by the Federal Reserve. These actions were levied under the premise of preventing future market recessions, but as the past 70 years have demonstrated, they were wholly ineffective.

Recessions have persisted and consequently, the economic policies originating in the 1930's have not led to market stability. Instead they have led to an era of greater turbulence. In particular, the combination of both market contraction and inflation in the 1970's invalidated the theory that government deficit spending is the way out of a recession. Instead, the actions of both the federal government and the Federal Reserve have caused the rampant expansion of the government's market share and inflation. In the long run, both are bad for the market.

To a private manufacturing firm, the prospect of inflation translates into a decrease in the ability to invest. Since stationary monetary assets depreciate at a rate equal to inflation, the result is a decrease in the salability of investment bonds and a tendency to maintain insufficient monetary reserves. For example if we assume 3.5% average inflation over the course of 20 years, every dollar held in a reserve by a firm would be worth 49 cents. This means that in a twenty-year period the net cash assets of every company holding cash assets have depreciated by more than half. (In a fifty-year period, a short time for an established manufacturing firm, net cash assets would depreciate to less than 17% their original value.) Similarly an investment bond in any particular company appreciates at a given rate minus the average inflation, leading to a decrease in their desirability. This leads to a preference in holding corporate assets in inventories, products, raw materials and other non-monetary assets. The downside of this is greater vulnerability of the firm to changes in market fluctuations. Whereas as cash assets allow a firm to "switch gears" and change the type of production rapidly, a firm that holds assets in inventory and employs inflexible means of production finds itself pigeonholed at a great loss if the market changes preference from widget A to widget B faster than the firm can react. Compounded across the market, the disincentive to hold monetary assets exacerbates the natural business cycle and directly handicaps private enterprise as a whole.

Conversely, inflation is to the advantage of governmental spending. It acts essentially as a hidden tax on private spending. Consider the recent stimulus package. Here the Federal Reserve at the request of Congress minted $700 billion in extra cash and introduced it into the market at the will of the government. The government then traded the new cash for services rendered by non-governmental agents, private corporations, direct individual payments or wages paid to new government employees. This transfer of new dollars into the market increases the total amount of dollars in the market without increasing the buying power of the sum. The effect is that the individual dollar has less buying power. So, contrary to what the Republicans would have you believe, the stimulus package won't be paid by "our children and grandchildren", it is being paid *right now, by anyone who held assets prior to the "stimulus".*

Indeed the effect of any deficit-backed government spending, the stimulus package in particular, is not of stimulating the economy by increasing demand as is suggested by the backers of the plan, but an indirect effort to increase the total market share of the government.

Therefore, the actions of the Federal Reserve and the US government since the Great Depression have served to increase the market share of the government. The direct result of which is inflation, which leads to the destabilization of private enterprise by delaying the market signaling mechanism given by the price of privately held assets. This destabilization leads to an exacerbation of the business cycle, causing sharper troughs or contractions in market activity. These downturns are increased by the delay in market signaling which decreases the amount of time a firm has to react to a market fluctuation, a firm whose liquidly is artificially low due to the depreciation of its monetary reserves. This results in a greater number of firms failing during a particular market downturn.

Given the history of the last 70 years, it is likely that during the next such downturn, the reaction will be to demand more government intervention. This will result in further destabilization of private enterprise and the government increasing its market share. Considering the inherent inefficiencies in bureaucracy, it is likely that increasing the government's share of the market is detrimental to total market productivity. I refer the interested reader to Hayek's *The Road to Serfdom* for more information on the ratchet effect of government market encroachment and its consequences.

The question remains of what a manufacturing business is to learn from this recession. It is impossible to predict where the next downturn will happen in the market, but it is certain that another will come. The lesson therefore is a business model based on flexibility. The corporations hardest hit by the last recession were not small firms, but large ones, the auto industry in particular. These businesses were not "too big to fail", but too big to avoid failure. It is apparent then, that the company most likely to survive the next recession will be the one that can react faster than its competitors to changing market conditions.

Buyer Beware: Navigating Import Regulations in a Risky World

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94th Annual International Supply Management Conference, May 3-6, 2009

Abstract. Supply management professionals involved in international and global sourcing play a critical part in the successful importation of materials from foreign suppliers in a risky environment challenged with terrorist possibilities and rigorous and ongoing customs regulations. The Department of Homeland Security's Custom and Border Protection Department oversees 327 United States ports and has extended its control parameters to overseas countries. Bringing goods into the U.S. has never been more challenging. American organizations must realize it is the "importer of record" ultimately accountable for the importing process.

Supply Management's Contribution. Organizations throughout the United States jumped at the opportunity to offshore. Unfortunately, many discovered after several years of effort that the savings were negligible and have now brought their manufacturing and service back home.

Several factors played a role in this lessons learned exercise.

1. Many organizations did not have an accurate picture of their own in-house costs to manufacture the product or provide the service.

2. Many organizations did not take the time to perform a thorough country study and identify the requirements and costs to do business outside of the United States.

3. Organizations did not capture all of the components that make up "total landed costs" and, therefore, did not make offshoring decisions on accurate total costs information and analysis.

These additional costs are as follows:

- Inland transportation
- Export licensing and documentation
- Maritime insurance
- Fumigation of wooden pallet*
- Seals*
- Container screening*
- 10+2 documentation*
- Customs-Trade Against Partnership procedures*
- Port fees
- Province taxes
- Packaging requirements
- Overseas inspection
- Ocean/Air freight
- Letters of Credit*
- The Lacey Act documentation*
- Cambodia documentation*
- Import documentation*
- Port fees
- Customs broker fee
- Freight forwarder fee
- Import licenses*
- Customs duties*
- Customs document review*
- Harbor maintenance fee
- Bonded warehousing as needed
- Pipeline inventory
- Additional communication
- Inland transportation
- Overseas supplier visits
- Disposal charges

Supply professionals will play a significant role in making the next "go-around of outsourcing to overseas countries" cost-effective. Supply professionals, if aware of the demands of global sourcing, will provide a concise and accurate "total landed cost" prior to the decision to outsource. Secondly, they will be able to communicate and oversee the creation of accurate documentation and secure shipping by their suppliers so that there is no delay at customs or confiscation of goods for not meeting import regulations.

This paper discusses import requirements today and also emphasizes the importance of staying current on new regulations more and more frequently issued by the Customs and Border Protection Agency in their effort to secure the borders.

Prohibited Articles: Counterfeit articles; obscene, immoral, or seditious materials; products of convicts or forced labor; endangered species of birds and animals, including skin, tusks, feathers, fur, and products made from them; lottery tickets; white or yellow phosphorous matches; and switchable knives.

Restricted Merchandise: A license or permit from the responsible agency is necessary to import:

Alcoholic beverages
Animals and animal products
Certain drugs

*Import regulations on these items
Firearms and ammunition
Fruit and nuts
Meat and meat products
Milk, dairy, and cheese products
Plant and plant products
Poultry and poultry products
Petroleum and petroleum products
Trademarked items
Vegetables

If a company must apply for a license for producing the product here in the United States, then they will need a license to import the materials. Penicillin and cocaine/heroin for pharmaceutical manufacturing, alcohol, firearms, ammunitions, radioactive materials, and radiation-producing products all require import licenses.

Today, an increasing number of goods and products such as textiles, clothing, automobiles, boats, radios, television sets, and medical devices, are subject to special standards, declarations, certification, marking or labeling requirements.

Other merchandise must be examined for fitness for use, freedom from contamination, or may be subject to quotas on the quantity imported.

Lead in paint and painted furniture and toys is banned if lead content is more than 0.06 percent in the product.

The Office of Foreign Assets Control (FAC) generally prohibits the unlicensed importation of merchandise – except information and informational materials – of Cuban, Iranian, Iraqi, Libyan, Serbia, Sudan, or North Korean origin. Goods may not be imported from or through commercial entities owned or controlled by the governments of Cuba, Iran, Iraq, Libya, or North Korea, or owned or controlled by any commercial entity in those areas, regardless of the location of the organization. Also, goods may not be transported by vessels or aircraft owned or registered by those governments or organizations in the above countries.

Art materials, cultural property, hazardous/toxic/flammable materials, household appliances, toys and children's articles, and some electronic products must comply with applicable regulations of other agencies.

Organizations importing hazardous chemicals must register with the Environmental Protection Agency and all food, beauty, and pharmaceuticals must be registered with the Food and Drug Administration.

Due to the recent increase of contamination in food products, all those U.S. supply chain stakeholders must register with the FDA even if they are only a third-party warehouse never taking ownership of the goods.

United States Agencies Important to the Import Process: Customs and Border Protection; Bureau of Alcohol, Tobacco, and Firearms; Animal and Plant Inspection Service; Department of Agriculture; U.S. Fish and Wildlife Service; Food and Drug Administration; Environmental Protection Agency; Consumer Product Safety Commission; Drug Enforcement Agency; U.S. Department of Commerce; Center for Food Safety; U.S. Department of Energy; U.S. Public Health Service; U.S. Department of Interior; U.S. Department of Justice; Nuclear Regulatory Commission; Federal Trade Commission; International Trade Commission; U.S. Department of State; U.S. Department of Transportation; U.S. Department of Treasury.

The Customs and Border Protection Agency oversees all importation to the United States and works closely with the above government agencies in seeing that all imports meet noted requirements.

Customs Advance Inbound Cargo Manifest Regulations: The Treasury Department of the United States of America on December 2, 2002, implemented a regulation obliging all maritime transporters to present to the now Customs and Border Protection Agency the manifest for export cargoes to the U.S. 24 hours before the goods are to be loaded at the port of origin. Exceptions to this regulation are bulk cargo and break bulk cargo/non-containerized goods, loose cargo, bound, packed up or bound. CBP personnel the manifest and may send a “Do Not Pack or Load” statement on questionable containers.

Seals: The Customs and Border Protection Agency requires that all containers after packing be closed and sealed with one of the specified locks/seals. This seal number is then noted on the bill of lading as well as in the “10+2” requirements. The CBP requires that the container be sealed off by a party certified by the CBP. If the supplier/shipper is not registered as a certified contact, they are not permitted to apply the seal.

The Import Process: An importer may make his/her own customs clearance of goods imported for personal use or business or if under $2000. This is an informal entry. All other imports (formal entry) must be handled by a customs broker. Customs brokers are well educated in importing and exporting regulations and tariffs, must pass a rigorous examination, and be licensed by Customs. Formal entry requires the posting of a surety bond to ensure that the import duties will be paid.

The clearance of goods involves a number of steps: entry, inspection, appraisement, classification, and liquidation. Entry includes the arrival of goods at a port and the presentation of documentation for clearing goods through Customs. Goods must be entered in a timely manner meaning 15 calendar days of arrival. Entry at the first port of arrival may be for consumption, for entry into a bonded warehouse, or for transportation in bond to another port for consumption or warehouse entry. Consumption means goods will be released eventually to the importer of record.

The consignee is responsible for identifying the classification of the goods in accordance with the Harmonized Tariff Schedule of the United States (HTSUS). This is highly complicated process best done by a professional or through contacting the Customs and Border Protection Agency for guidance.

The goods are then examined or inspected to determine the value of the goods for Customs purposes and duties, proper markings and country of origin labeling. CBP requires that goods be legibly marked in a conspicuous place and with the English name of the country of origin. There are specific rules noted in the “Code of Federal Regulations: Title 19 for markings and exempted items. The shipment is inspected for prohibited articles and that the quantity listed on the invoice is correct. The customs agent also confirms that all requirements of other federal agencies have also been met including authenticity and safety. If goods meet all of the above, then the customs agent identifies any additional duties and then proceeds to liquidate the entry meaning release the goods to the consignee.

Import Documents: CBP requires a bill of lading, airway bill, or carrier's certificate (naming the consignee for customs purposes) as evidence of the consignee's right to make entry, a commercial invoice obtained from the seller showing the value and description of the merchandise, entry manifest (Customs Form 7533) or Entry/Immediate Delivery (Customs Form 3461), packing lists, if necessary, and other documents necessary to determine whether the merchandise may be admitted into the United States. CBP requires different forms for NAFTA imports as well as for imports from countries with which the U.S. has trade agreements.

Informed Compliance Publications: The CBP offers informative information on its web site, www.cbp.gov. The Informed Compliance section provides importing guidelines for many products such as Agglomerated Stone, Colored Bubble Glass, Coffee, Gaskets, and many more items.

Quotas: The CBP has established quotas for many products imported into the United States in an effort to prevent dumping and leveling the competitiveness of these imports. The absolute quota defines the quantity of the product allowed into the U.S. during a specific period of time. The tariff-rate quota does not limit quantity at any time but after a certain quantity poses a higher duty rate. Animal feeds, candies, chocolates, cotton, dairy products, peanuts, sugar, and textile products are goods with quota limits.

Made in America: The Federal Trade Commission offers very detailed guidelines for labeling goods "Made in America." These can be easily downloaded from their web site. www.fdc.gov. In summary, if the bulk of the conversion of the product is performed in the United States regardless of where the components were made, then the product may be labeled "Made in America."

Marking and Labeling: Guidelines require labeling on clock movements working on jewels, gold and silver ingots or bars for purity, annual energy expenditure for appliances, handling and disposal for hazardous substances, and content and percentage of cotton, wool, polyester, etc. for textile products.

Country of Origin: All products imported into the United States must be labeled clearly with country of manufacture unless specifically exempted in the *Customs Regulations of the United States.* COO guidelines may be found in the C.F.R. Title 19 Part 134.1(b) and identifies the Country of Origin as that country in which substantial conversion of the product occurs. A COO form must be submitted at time of entry.

Wood Fumigation and Certification: CBP requires that all wood products such as pallets be heat treated or fumigated with methyl bromide in accordance with their published guidelines and marked with an approved international mark certifying that treatment. All imports (with certain exceptions) will be denied entry if wood packing material does not conform to these guidelines and marking requirements. The only option for non-compliant materials is to be immediately exported. There is no fumigation of untreated wood at U.S. Ports. The fumigation process must now be performed by a certified foreign supplier due to the discovery of pallets of goods with counterfeit stampings.

The exceptions include:

- WPM made entirely from Canadian origin wood, which is exempt from the treatment and marking requirements,
- Manufactured wood materials such as fiber board, plywood, whisky and wine barrels, and veneer,
- Pieces of wood that are less than 6 mm (0.24 in.) in all dimensions,
- Sawdust, wood wool, wood shavings, produced as a result of sawing or shaving wood into small slender and curved pieces less than 6mm in all dimensions,
- WPM used for most Department of Defense shipments imported by either the Department or DOD contractors,
- Firewood, mesquite wood for cooking and small, non commercial packages of un-manufactured wood for personal cooking or personal medicinal purposes coming directly from Mexican Border States.

U.S. origin WPM exported prior to fumigation MAY NOT be re-imported without first being treated overseas.

10+2 or Importer Security Filing and Additional Carrier Requirements: A new regulation implemented in late 2008 requiring importer of record to provide to the CBP electronically 24 hours before the cargo is loaded onto the vessel the manufacturer's name and address, the seller's name and address, container stuffing location, name and address of the consolidator stuffing the container, buyer's name and address; ship to's name and address, import of record number, consignee number, country of origin of the goods, the harmonized tariff code to the 6th digit, the vessel stow plan, and container status.

Cambodia: The Customs Border Protection Agency has identified that there are two ports in Cambodia that are centers for terrorists. Any ships that have stopped at either of those two ports or taken on cargo from smaller ships stopping at those ports will be detained outside of the ocean territory of the U.S. for boarding and inspection by the Coast Guard. This could cause a serious disruption or delay in the importing and supply chain process.

The Lacey Act: The CBP now requires all importers of products that include wood in any format certify that wood used in the product was not harvested from restricted and endangered forests.

There are many more regulations and considerations in the import process. Knowledge of these and inclusion in total cost estimates and in developing foreign supply relationships will provide future success in offshoring initiatives.

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NEGOTIATIONS WORKSHOP 2009

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ISM MATERIALS MANAGEMENT GROUP
AND
NAPM-Utah, Inc.

Location: Hilton Garden Inn
250 West 600 South, Salt Lake City, Utah

Date: November 13, 2009
Time: 8:00 am to 4:30 pm

Fee: $299 for ISM Members and $399 for Non Members

SPEAKER

Dr. Ken Killen, C.P.M. is a very popular speaker and is a 20 year member of National Speakers Association. He has a way of adding the "light touch" to normally dry material. He can explain complex ideas in simple terms. This unique ability is the reason (over 40 years) for his popularity as a professor, speaker, and business trainer. From 1988 to 2003 he averaged presenting over 40 all day workshops per year. Besides the U.S., he has presented workshops in such international locations as: Bogotá, Caracas, Dubai, Jakarta, Kuala Lumpur, Mexico City, Penang and Singapore.

Before he began his teaching career, he worked for two major corporations, where he gained experience in general management, purchasing and transportation. He has since been a consultant to business, government, and health care organizations.

His management text (Published by Houghton Mifflin) was, also, published in Russia by the government when they were still under communist rule.
He is co-author of: "Managing Purchasing: Making the Supply Team Work" and "Purchasing Manager's Guide to Model Letters, Memos and Forms." Killen is, also, co-editor-in-chief of the "Purchasing Handbook" (5th edition) He has written numerous articles on negotiations, business ethics, management and purchasing.

Dr. Killen is the recipient of many awards, including:

- J. Shipman Gold Medal Award
- NAPM Akron Speaker of the Decade
- Ted Thompson Purchasing Educators Award
- Ken is currently the Past Chair of ISM's Materials Management Group.

NEGOTIATIONS WORKSHOP ©

By
Dr. Ken Killen, C.P.M.
800.685.1219

The program that follows is specifically designed for buyers and sellers

In a recent ISM survey of skills needed in the 21st century; purchasing manager's ranked "*ability to negotiate" third.* What is true of purchasing is also *true of sales.*

This presentation is content rich with practical time tested techniques that work. In addition, you will come away stimulated, motivated and entertained. You will solve case problems, participate in negotiation planning exercises, and participate in carrying out negotiations.

How to Negotiate Price and More…

7:45 - 8:00 Registration, Continental Breakfast, Introduction

8:00 – 9:30 Approach, Role, and Goal in Negotiations

- **When to use the win/lose and win/win approach**
- **The role of negotiation in a partnership (or strategic alliance)**
- **The seller's goal in negotiations**
- **The buyer's goal in negotiations**

9:30 – 9:45 Break, Snack

9:45 - 10:30 Winning Strategy, Plan, Steps, Open, Close, Counter

- **Why many negotiations are won or lost before they start**
- **How to plan a winning strategy and tactics**
- **The steps to follow during the negotiation**
- **How to open the negotiations**
- **How to close – getting the agreement**
- **How to have power and how to counter power with skills**

!0:30 – 11:00 Cross Cultural Negotiations

- **How to prepare for cross culture negotiations**
- **How to handle gender differences in negotiations**

- **The differences in the way cultures approach negotiations**
- **The differences in the way women and men approach negotiations**

11:00 – 12:00 **Apply the techniques -- role play**

- **How to prepare yourself for the new negotiation arena – the new rules**
- **7 sales tactics to watch out for or use**
- **7 purchasing tactics to watch out for or use**
- **Partnering – win / win vs. win / lose – when to use each**
- **The buyer's role, The Seller's role**
- **Profile of a successful negotiator**

12:00 – 1:00 **Lunch**

1:00 -- 1:30 **Apply the techniques continued**

- **How to use price / cost analysis**

1:30 -- 2:30 **Success strategy, Power tactics**

- **How to prepare negotiation strategy**
- **Develop a strategic diagram for success**
- **When to change strategies – using power tactics**
- **Deciding which tactics to use during the negotiation**

2:30 -- 2:45 **Break, Snack**

2:45 – 4:15 **Negotiations Best Lessons**

- **The difference between winners and losers**
- **Profile of a successful negotiator**
- **Power in negotiations**
- **Global negotiations – handling cultural difference**

4:15 -- 4:30 **Summary and Evaluation**

Dr. Ken Killen, C.P.M. Speaker, Trainer & Consultant

North America's Award Winning Purchasing and Negotiations Speaker
He is known for his expertise and great stories.

Dr. Killen is a very popular speaker and is a member of both the Ohio Speaker's Forum and National Speakers' Association. He has a way of adding the "light touch" to normally dry material. He can explain complex ideas in simple terms and can show you how to turn theory into practice. This unique ability is the reason (over the past 30 plus years) for his popularity as a speaker, teacher and industrial trainer.

Dr. Killen is a Professor Emeritus of Purchasing and Management. For over thirty years he headed up one of the largest college purchasing programs in the United States. Before he began his teaching career, he worked for two major corporations, where he gained experience in Purchasing, General Management and Sales. He has since been a consultant to business, government, and health care organizations, as well as corporate trainer.

Dr. Killen is co-author of: "*Managing Purchasing: Making the Supply Team Work*" and "*Purchasing Manager's Guide to Model Letters, Memos and Forms*".

He is co-editor-in-chief of the "*Purchasing Handbook*" (5th edition) and his management text was published in English and Russian. Ken has written over 175 articles and was a consulting editor for "*Purchasing World*" and "*Midwest Purchasing*" magazines. He has also written a monthly column for "*Purchasing Management Bulletin*" on successful negotiations. In addition, he has written, directed and appeared in two television courses: "*The Principles of Management*" and "*Human Relations in Management*".

Dr. Killen is the recipient of many awards, including:

- *Sixth District Professional Development Person-of-the-Year*
- *NAPM Akron Speaker of the Decade*
- *Lyle E. Treadway Award (6th District Purchasing Manager of the Year)*
- *Ted Thompson Purchasing Educators Award*
- *PMAC S. Holmes Mansfield Award (Purchasing Manager of the Year)*
- *J. Shipman Gold Medal Award (NAPM's highest honor)*

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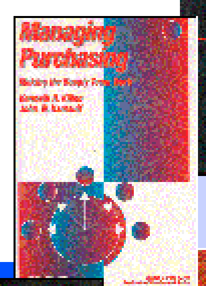
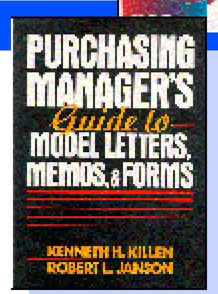
- ***Negotiations***
- ***33 Ways to Drastically Reduce Purchasing and Materials Cost***
- ***World Class Purchasing: 30 Critical Success Factors***
- ***Supply Chain Management (Partnering/Strategic Alliances)***
- ***C.P.M. REVIEW MODULES 1 through 4***
- ***Basics for Buyers***
- ***How to Drastically Reduce Inventory***
- ***Legal Aspects of Buying and Selling***
- ***Care and Feeding of Suppliers***



Purchasing Keynote Speeches

- ***Buyer/Seller Ethics***
- ***Management Myths and Realities***
- ***Selling As The Buyer Likes It***
- ***How To Handle Hardball Negotiations***
- ***The Best Lessons I Ever Learned About Purchasing***
- ***How To Make The Supply Chain Work***
- ***7 Mistakes Purchasing Managers Make***



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NEGOTIATIONS CONFERENCE 2009

RSVP and Payment Form

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Location: Hilton Garden Inn, Salt Lake City, Utah 84101

Date: November 13, 2009
Time: 8:00 am to 4:30 pm

Fee: $299 for ISM Members and $399 for Non Members

Name/Title: ____
Company Name: ____
Address: ____
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ISM Member Yes / No, ISM ID# (if known) ______________________

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(Or Fax registration form to 801.535.6618 to pay at the door)

Full payment must be received by Tuesday, November 10, 2009
Or Fax RSVP along with name and company info to pay at the door.
Questions may be directed to Karl Harward 801.535.6451 or by email:
karl.harward@slcgov.com

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