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Sales and Operations Planning Conference

December 11-12, 2008 ● Dallas, Texas, USA
Gaylord Texan Resort and Convention Center

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*Institute of Business
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APICS and IBF Jointly Present Best of the Best Sales and Operations Planning Conference

Best
of the
Best

Best of the Best: A conference designed to provide in-depth education and practical answers from the supply and demand sides of sales and operations planning (S&OP). At **Best of the Best**, you will learn to introduce, plan, implement, and collaborate on S&OP at your organization. You'll also learn to expand and improve your organization's S&OP processes.

Learn to incorporate S&OP on the supply and demand sides of your organization, keeping your company's focus on returns while maintaining a long-term view.

At Best of the Best, you will learn to implement

- Collaboration across the supply and demand sides of your operation
- Dynamic risk and opportunity assessment and management
- Scenario planning and analysis
- Continuous improvement in today's dynamic environment

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Best of the Best General Sessions

1 Thursday, December 11

8:15 a.m. – 9:45 a.m.

Sales and Operations Planning: Structure, Processes, and Benefits

Tom Wallace, President

T.F. WALLACE & COMPANY

Understand S&OP's big picture: the mission, the nature of the process, and the rewards of successful implementation. Learn from three panelists who share how they implemented S&OP, found solutions to challenges, and benefited from successful S&OP implementations. This session serves as an introduction to **Best of the Best** sessions—what to expect and how to make the most of your conference experience.

2 Thursday, December 11

12:15 p.m.- 1:30 p.m.

Keynote Luncheon: S&OP as the Foundation for Improved Corporate Performance

Featuring: Roger Lindgren, CEO | V&M STAR

3 Friday, December 12

1:00 p.m. - 1:30 p.m.

General Session: Panel Discussion with Presenters

Larry Lapide, Ph.D., Director, Demand Management
Center for Transportation and Logistics | MIT

Best of the Best Sales and Operation
Planning Conference pricing:

Full Conference: \$1,395

APICS or IBF member price: \$1,295

APICS and IBF member price: \$1,195

Best of the Best Concentration Levels

Level I: Gain insights into the best practices, techniques, and tools of successful S&OP.

Level II: Delve deeper into S&OP and learn the skills needed to make the most of S&OP strategy.

Educational Sessions

Thursday, December 11, 2008

10:00 a.m.- 11:00 a.m.

Level I

How to Execute the Monthly Five-Step S&OP Process

Catherine Budd, Director, Global Supply Chain
DOW CHEMICAL COMPANY

Most companies using S&OP successfully have processes that are identical or very similar to the one at the Dow Chemical Company. This presentation guides attendees through the five-step executive S&OP process that the Dow Chemical Company installed to provide its leadership team with a routine, consistent, and common platform for strategic business discussions and decisions.

You will learn to

- Better understand the five key steps in the executive S&OP cycle
- Obtain inputs and deliverables at each step
- Realize the benefits of a common platform for communication in a dynamic business environment

Level II

Obtaining Management Commitment and Hands-On Participation

Terry Finnegan, Senior Business Manager
IMAGEPOINT INC.

During the last 40 years, virtually every new process that has appeared carried with it one caveat: top management's support is essential. Executive S&OP extends beyond management support. Top management must also carry out executive S&OP to return the desired results. This session examines a sure-footed way to gain and sustain management understanding, converting an uninformed commitment, to a fully informed commitment with low risk and low cost.

You will learn to

- Identify the proper role of top management in the S&OP process
- Convert uninformed management commitments into fully informed commitments
- Minimize risk and provide a learning curve for top management

11:10 p.m.- 12:10 p.m.

Level I

How to Do Forecasting and Demand Planning for S&OP

Scott Harrison, Vice President, Supply Chain
VALOR BRANDS

Effective S&OP requires consistent and accurate forecasting and planning processes. Results from these processes must be evaluated by defined criteria for senior managers and executives. How should an organization design, implement, and execute these processes in a way that can be easily integrated into the S&OP process? This session explores these issues through practical examples, enabling participants to assess their organizational performance.

You will learn to

- Answer key questions before implementing forecasting and planning for S&OP
- Determine design elements to include in forecasting and planning for S&OP
- Evaluate performance based on a set of key metrics

Level II

Resolving Conflict and Building Consensus Throughout the Monthly S&OP Process

Roger Lindgren, CEO
V&M STAR

Bob Stahl, President
R.A. STAHL COMPANY

Successful S&OP execution requires commitment from marketing, sales, finance, supply chain, planning, and product development. Each group has its own objectives, and S&OP can create an organizational battleground. The result can create contentious debate, unresolved issues, and a lack of clear direction on strategic decisions. This session discusses how a disciplined approach to processes can be effective in getting optimal cross-functional results, both in forecast consensus, and demand/supply discussions.

You will learn to

- Understand the primary root causes for conflict within monthly S&OP
- Create a process that drives fact-based forecasting assumptions
- Incorporate scenario planning and trigger points in conflict resolution

2:15 p.m.- 3:15 p.m.

Level I

How to Do Supply Planning and Resource Requirements Planning for S&OP

**Joe Shedlawski, CPIM, Principal,
Commercial Operations**

WYETH CONSUMER HEALTHCARE

Effective S&OP processes keep production plans and inventory projections in sync with capacity limitations in the short term and anticipate future resource constraints. Today's increasing supply chain complexity introduces additional resource constraints. The challenges are magnified by shorter product life cycles and intense competition. Fortunately, S&OP techniques and guidelines can be adapted to identify the key resources that address these challenges. This presentation reviews best practices for optimizing the planning of supply and resources within S&OP.

You will learn to

- Identify potential resource constraints throughout the S&OP planning horizon
- Anticipate, communicate, and resolve resource imbalances in S&OP
- Integrate supply and resource requirements planning throughout the S&OP process

Level II

Using S&OP in Companies with Lean Manufacturing

Bill Kerber, CFPIM, Principal

HIGH MIX LEAN

More and more, an effective operating strategy is required to be a competitive success. A good manufacturing strategy incorporates three key elements, which are S&OP, material procurement practices, and manufacturing technique. Each element must be evaluated and structured within the larger system. Greater predictability and effectiveness are ensured when the system is optimized to eliminate variability. This session shows how S&OP and lean six sigma techniques can be used to achieve superior operating results.

You will learn to

- Determine the role S&OP plays in lean manufacturing
- Evaluate how S&OP works with procurement practices in a lean operation
- Understand how S&OP links with postponement techniques

3:45 p.m.- 4:45 p.m.

Level I

How to Structure and Conduct the Monthly Pre-Meeting and Executive Meeting

**Joseph Shedlawski, CPIM, Principal,
Commercial Operations**

WYETH CONSUMER HEALTHCARE

Professionals who are responsible for arranging the agenda and content of the monthly pre-S&OP and executive S&OP meetings most likely experience the challenges of creating an environment that facilitates an effective, data-based decision process. Succeeding at this positively affects support and participation in future meetings. This session examines how pre-meetings and executive meetings can foster the data-based decision process.

You will learn to

- Develop effective pre-S&OP and executive S&OP agendas
- Incorporate the information formats needed to facilitate the decision process
- Determine the effectiveness of the meetings

Level II

Executive S&OP: A Powerful Communications Tool

**Amy M. Mansfield, Production Planning Manager
V&M STAR**

Effective communication can make or break the success of the S&OP process. Communication can enable listening and understanding across the demand and supply sides of the organization—up and down the chain of command. Executive S&OP is one of the most powerful communication tools available to companies today. This session examines how to utilize the executive S&OP process to facilitate and improve communication at all levels of the organization.

You will learn to

- Utilize the executive S&OP pre-meeting and executive meeting to facilitate open discussion leading to group consensus
- Improve overall company communication by removing silos and other impediments to data flow
- Focus the entire organization on achieving one set of numbers and goals

**Don't Forget to Attend
Best of the Best Events**

See page 8 for event details.

Attendee Reception

Thursday, 5:00 p.m.

**Exhibit Hall
Connections**

Thursday, 7:00 a.m.

Thursday, 1:30 p.m.

Friday, 7:30 a.m.

Educational Sessions

Friday, December 12, 2008

8:30 a.m.- 9:30 a.m.

Level I

How to Successfully Implement the S&OP Processes

Bob Stahl, President

R.A. STAHL COMPANY

S&OP is an essential set of management tools in which global operations, extended supply chains, and increasingly demanding customers are factors. Its primary component—executive S&OP—truly is top management's handle on the business. Gaining executive management's participation in S&OP requires looking beyond details to the big picture. This implementation path necessitates a solid understanding of the difference between volume and mix in balancing demand and supply.

You will learn to

- Get out of the "suicide quadrant"
- Develop proper and simpler assumptions
- Put it all together in a cohesive process, enabling top management to use S&OP as its handle on the business

Level II

Structuring and Implementing S&OP in a Global Business

**Alan L. Milliken, CFPIM, CIRM, CSCP,
Manager, Business Process Solutions**

BASF CORPORATION

Effective S&OP is required to sustain a competitive advantage in today's global business environment. BASF, the world's leading chemical company, uses S&OP to develop a businesswide strategy that continuously improves overall business performance. Over the years, BASF has expanded and evolved its S&OP process to manage all businesses effectively. This session provides information on how to develop, implement, and sustain a successful S&OP process in a global business.

You will learn to

- Structure global S&OP using people, process, technology, and enablers
- Examine the key factors for successful global S&OP implementations
- Sustain an effective global S&OP process

9:45 a.m.- 10:45 a.m.

Level II

S&OP Support for New Product Launches

Craig Faulkner, S&OP, Medical Products Division

W.L. GORE & ASSOCIATES

In the medical device world, the ideal product launch incorporates a holistic decision-making process, supply and demand balance, and unified strategy. Product launch

components include design verification, process qualification, pre-launch builds, fluctuating shelf life, FDA approval, packaging requirements, stocking orders, consignment inventory, sales, demos, and samples. Balancing supply with demand requires agreement on demand elements and true consumption, as well as communicated inventory strategy.

You will learn to

- Evaluate the relationship between S&OP and new product launches
- Consider key elements to balance supply with demand for a new product launch
- Enable rapid simulations and modeling with S&OP

10:55 a.m.- 11:55 a.m.

Level II

Technology as an S&OP Enabler

**Larry Lapide, Ph.D., Director, Demand Management
Center for Transportation and Logistics**

MIT

Today, companies source, manufacture, distribute, market, and sell products worldwide. Technology can be integrated into the global S&OP to help companies navigate complex, global, and large-scaled processes. This extends beyond installing software. Developing a plan for thousands of products made at scores of plants and sold in a hundred or more countries requires a sound process. This presentation covers the integrated technology architecture needed to enable S&OP and the software modules that make it up.

You will learn

- What role technology plays in enabling S&OP processes
- What type of S&OP technology architecture is needed
- Which modules enable the S&OP processes

9:45 a.m.- 11:55 a.m.

Level I

(Note: This two-part session begins at 9:45 a.m. and ends at 11:55 a.m.)

The Demand Management Game

Robert P. Burrows III, Managing Principal

Robert K. Burrows, Principal

ON-POINT GROUP, INC.

This is a hands-on exercise that helps participants examine how new and different "demand driven" is, the meaning of it, and how much organizational change it requires. The board game immerses participants in a virtual business using traditional techniques then "demand-based" tools to forecast, produce, and move a product to the market. Participants will enjoy this fun and intense learning experience.

You will learn to

- Evaluate why some traditional ERP systems approaches fail
- Determine which basic tools can significantly improve supply chain management
- Use the board game to educate coworkers

Featured Speakers



Catherine Budd

Director, Demand Driven Business Operations | DOW CHEMICAL

Budd is responsible for designing, developing, and implementing company-wide programs to balance demand, supply, and inventory. She has nearly twenty years of experience working in the Dow Chemical Company supply chain, scheduling, and inventory operations. Budd holds a bachelor's degree in systems engineering from the University of Virginia.



Robert K. Burrows

Principal | ON-POINT GROUP

Burrows is a principal with the On-Point Group focusing on network modeling, business performance measurement, and supply chain education, including rate-based planning and demand-based manufacturing. He has more than 12 years of experience in supply chain with emphasis on shop floor management. Burrows has also led training programs and developed custom educational curriculum for On-Point Group clients. He holds a bachelor of science from Grove City University.



Robert P. Burrows III

Managing Principal | ON-POINT GROUP

Burrows is the managing principal and founder of On-Point Group. He has more than 25 years of experience pioneering and working with demand-based systems. Burrows also has 15 years of experience improving strategic business units. He holds a bachelor of science from Iowa State University and a master of business administration from Case Western Reserve University.



Craig Faulkner

Sales & Operations Planning, Medical Products Division | W.L. GORE & ASSOCIATES

Faulkner leads S&OP efforts for W.L. Gore & Associates' medical products division stroke business unit. Faulkner has more than 20 years of experience in manufacturing and operations and has successfully implemented several S&OP processes. His other experience includes, global inventory management, distribution requirements planning, master scheduling, and decision support development. He has also optimized the relationship between S&OP, lean, and ERP systems. Faulkner holds a bachelor of science from the University of Arizona.



Terry Finnegan

Senior Business Manager | IMAGE POINT INC.

In his role as senior business manager, Finnegan is responsible for the Franchise Food Business Unit at ImagePoint. He has more than 10 years of experience in global auto manufacturing, management consulting, and high volume foodservice distribution. Finnegan also co-leads S&OP implementation at ImagePoint. He holds a bachelor of science from the University of Tennessee and a master of business administration from the Thunderbird School.



Scott Harrison

Vice President, Supply Chain | VALOR BRANDS

Harrison oversees the development and execution of sales and operations planning functions for Valor Brands' supply chain. Harrison's expertise includes inventory planning, capacity planning, demand forecasting, and supply chain design/management. Harrison has held leadership roles with Paragon Trade Brands and Procter & Gamble. Those roles included demand planning, customer service, manufacturing management, and information technology. He holds a bachelor's degree from the University of Maine.



Bill Kerber, CFPIM

Principal | HIGH MIX LEAN

Kerber provides lean transformation consulting as principal of High Mix Lean. Kerber's extensive lean education experience includes being a faculty member of the Lean Enterprise Institute and teaching the University of Michigan's lean certification program. Kerber also helped found the South Central Tennessee chapter of APICS.



Larry Lapide, Ph.D.

Director, Demand Management | MIT CENTER FOR TRANSPORTATION & LOGISTICS

Lapide managed the launch of MIT's Supply Chain 2020 Project, researching the future of supply chain management. Lapide has extensive experience as a consultant, high-tech manager, and software market analyst. He is a frequent presenter at supply chain events and has written numerous publications. Lapide holds a master of science in electrical engineering from MIT and a Ph.D. from The Wharton School and is on the IBF board of advisers.



Roger Lindgren

CEO | V&M STAR

Lindgren is responsible for leading V&M Star as the company's chief executive officer. With nearly 40 years of experience in the steel industry, Lindgren has implemented V&M Star's various continuous improvement initiatives to study and improve safety practices, production methods, and other aspects of operations. Lindgren holds a bachelor's degree and a master's of business administration from the University of Minnesota.



Amy Mansfield

Production Planning Manager | V&M STAR

Mansfield is production planning manager for V&M STAR, Division of Vallourec & Mannesmann Tubes. She has more than 20 years of experience in the planning and inventory management fields, including successful implementation of advanced planning and scheduling systems and on-time delivery standards. Mansfield facilitates both the pre-S&OP and executive-S&OP monthly meetings. Mansfield holds a bachelor's degree from Hiram College.



Alan Milliken, CFPIM, CIRM, CSCP, CPF

Manager, Business Process Solutions |
BASF CORPORATION

Milliken is a member of BASF Corporation's Business Process Solutions group. His experience includes production, quality and process control, and operations planning. He is NAFTA regional coordinator for BASF's global supply chain/logistics competency system, APICS Southern Alabama Chapter vice president of education, and an IBF board of advisors member. He holds a bachelor's degree in engineering from Auburn University and a master of business administration from Clemson University.



Joseph F. Shedlawski, CPIM

Principal, Commercial Operations |
WYETH CONSUMER HEALTHCARE

Shedlawski oversees policies, practices, and metrics to maximize cost effectiveness and customer service for Wyeth Consumer Healthcare. He has more than 25 years of experience in pharmaceuticals, vaccines, and consumer products. He has implemented S&OP processes for vaccines and consumer businesses. Shedlawski holds a bachelor of science from Bucknell University and a master of business administration from Iona College. He served as president of the APICS board of directors.



Bob Stahl

President | RA STAHL COMPANY

Stahl is president of the R.A. Stahl Company and leads the T.F. Wallace & Company's consulting practice. He has more than 30 years of experience developing processes for manufacturing, logistics, and supply chain management as an educator, writer, and consultant. Stahl specializes in sales & operations planning and supply chain management practices. Stahl's books include, *Sales & Operations Planning – The Executive's Guide*, *Sales Forecasting – A New Approach*, *Building to Customer Demand*, and more. He holds a bachelor of science from Villanova University.



Tom Wallace

President | T.F. WALLACE & COMPANY

Wallace is a writer and educator specializing in S&OP. His experience includes teaching extensively throughout North America, Europe, and Australia. He has written 12 books, including *Sales & Operations Planning: the How-To Handbook*, *Sales & Operations Planning: the Executive's Guide*, and *Sales & Operations Planning: the Self-Audit Workbook*. He is a distinguished fellow of the Ohio State University's Center for Operational Excellence. Wallace currently serves as an at-large member of the APICS board of directors and the IBF board of advisors.

APICS and IBF Present

Best of the Best

General Session Speakers:

Thursday, December 11—Tom Wallace

Friday, December 12—Larry Lapide, Ph.D.

Keynote Luncheon Speaker:

Roger Lindgren, CEO

V&M STAR



Learn to execute S&OP best practices,
register at www.ibf.org/apicsibf.cfm.

Events and Sponsors

EXHIBITING OPPORTUNITIES

Exhibit Space Still Available

Exhibit at the Best of the Best Sales and Operations Planning Conference

APICS and IBF are offering a limited number of table-top exhibitor slots at Best of the Best. Ensure your products and services get in front of these supply and demand decision makers. Exhibit at Best of the Best to:

- Network with attendees during exclusive attendee networking sessions in the exhibit hall
- Have one-on-one demonstration time with attendees
- Receive on-site and pre-show recognition for your support of Best of the Best

Contact info@ibf.org to exhibit at the Best of the Best Sales and Operations Planning Conference.

BEST OF THE BEST EVENTS

Learning Lunch

Thursday, December 11

2:15 p.m. – 1:30 p.m.

S&OP as the Foundation for Improved Corporate Performance

Roger Lindgren, CEO

V&M STAR

Attendee Reception

Thursday, December 11

5:00 p.m. – 6:00 p.m.

Network and unwind with colleagues and explore the picturesque Gaylord Texan Resort and Convention Center. Enjoy the scenery of Lake Grapevine and hospitality only the Lone Star State can deliver at the **Best** of the **Best** Attendee Reception.

More Best of the Best Networking

Exhibit Hall Connections

Take a moment. Talk with industry experts. Get answers. Network with colleagues. **Best** of the **Best** gives you a chance to connect to your profession.

Thursday, December 11

7:00 a.m. – 8:00 a.m.

1:30 p.m. – 2:15 p.m.

Friday, December 12

7:30 a.m. – 8:30 a.m.

Visit the Best of the Best Exhibitors.

Don't miss your chance to find answers, network with colleagues, and have one-on-one time with experts in the Best of the Best Exhibit Hall.

Best of the Best Sales & Operations Planning Conference

December 11-12, 2008 ● Dallas, Texas, USA
Gaylord Texan Resort and Convention Center

Wednesday, December 10, 2008

5:00 – 7:00 p.m. Registration

Thursday, December 11, 2008

7:00 – 10:00 a.m. Registration Open

7:00 – 8:00 a.m. Networking Breakfast in Exhibit Hall

8:00 – 8:15 a.m. Welcome and Opening Remarks

8:15 – 9:45 a.m. General Session: **Sales & Operations Planning: Structure, Process, Benefits**

9:45 – 10:00 a.m. Refreshment Break

10:00 – 11:00 a.m. LEVEL I: **How to Execute the Monthly 5-Step S&OP Process**
LEVEL II: **Obtaining Top Management Commitment and Hands-On Participation**

11:10 – 12:10 p.m. LEVEL I: **How to Do Forecasting and Demand Planning for S&OP**
LEVEL II: **Resolving Conflict and Building Consensus throughout the Monthly Process**

12:15 – 1:30 p.m. Keynote Luncheon: **S&OP as the Foundation for Improved Corporate Performance**

1:30 – 2:15 p.m. Exhibit Hall Networking Session

2:15 – 3:15 p.m. LEVEL I: **How to Do Supply Planning and Resource Requirements Planning for S&OP**
LEVEL II: **Using S&OP in Companies with Lean Manufacturing**

3:15 – 3:45 p.m. Refreshment Break

3:45 – 4:45 p.m. LEVEL I: **How to Structure and Conduct the Monthly Pre-Meeting and Executive Meeting**
LEVEL II: **Executive S&OP: A Powerful Communications Tool**

5:00 – 6:00 p.m. Best of the Best Attendee Reception

Friday, December 12, 2008

7:00 – 8:30 a.m. Registration Open

7:30 – 8:30 a.m. Networking Breakfast in Exhibit Hall

8:30 – 9:30 a.m. LEVEL I: **How to Successfully Implement the S&OP Processes**
LEVEL II: **Structuring and Implementing S&OP in a Global Business**

9:30 – 9:45 a.m. Refreshment Break

9:45 – 10:45 a.m. LEVEL I: **Demand Management Game**
LEVEL II: **S&OP Support for New Product Launches**

10:55 – 11:55 a.m. LEVEL I: **Demand Management Game, continued**
LEVEL II: **Technology as an S&OP Enabler**

12:00 – 1:00 p.m. Lunch

1:15 – 3:30 p.m. General Session: **Panel Discussion with Speakers and Moderator Larry Lapide, Ph.D.**

Accommodations and Travel

Where to Stay

Gaylord Texan Resort and Convention Center

1501 Gaylord Trail
Grapevine, TX 76051
Phone: (817) 778-2000

Best of the Best Sales and Operations Planning Conference attendees receive a special discounted rate of \$179 per night for single or double rooms at the Gaylord Texan Resort and Convention Center.

To receive the discounted rate, please call the Gaylord Texan Resort and Convention Center at (817) 778-2000 and be sure to mention the Best of the Best Sales and Operations Planning Conference when reserving your room.

Rooms are limited, so reserve your room today.

Parking at the Gaylord Texan Resort and Convention Center

Overnight Valet: \$24.00
Valet Day: \$15.00
Daily Self Parking: \$10.00
Overnight Self Parking: \$12.00



Getting There

Directions from Dallas-Fort Worth International Airport

By Car

Take the north exit out of Dallas-Fort Worth International Airport toward I-635/U.S. 121. Continue north on U.S. 121 and take the Bass Pro Drive exit. Turn left onto Bass Pro Drive. Continue straight past Embassy Suites (on your right side of the road). Turn left onto U.S. 26 and continue straight through the Fairway Drive traffic signal. Continue straight approximately one third mile to the next light. Turn right into the Gaylord Texan Resort and Convention Center entrance on Gaylord Trail.

Additional driving directions are available online at gaylordhotels.com.

By Shuttle Bus

Super Shuttle offers exclusive shuttles to and from Dallas-Fort Worth International Airport to the Gaylord Texan Resort and Convention Center. The cost is \$12 per person each way. At Dallas-Fort Worth International Airport, each baggage claim has a kiosk to call the Super Shuttle dispatcher to arrange for pick up.

Find answers. **Network** with colleagues. **Talk** one on one with experts.
Visit the Best of the Best Exhibitors

ABOUT APICS

APICS The Association for Operations Management is the global leader and premier source of the body of knowledge in operations management, including production, inventory, supply chain, materials management, purchasing, and logistics. Since 1957, individuals and companies have relied on APICS for its superior training, internationally recognized certifications, comprehensive resources, and worldwide network of accomplished industry professionals.

APICS is pleased to announce the latest benefit to APICS members—the *Operations Management Body of Knowledge Framework* (OMBOK). More than 50 years in the making, the OMBOK defines the scope of the operations management field and positions APICS' vast body of knowledge to help you understand the foundation of your profession. The OMBOK also provides a dynamic resource to understand the state of operations management.

APICS members receive a free electronic copy of the OMBOK.
Join APICS today. Visit apics.org.



ABOUT IBF

The Institute of Business Forecasting & Planning (IBF) is a membership organization recognized worldwide as the premier full-service provider of forecasting and planning education, benchmarking research, training, certification, and advisory services. For almost three decades, the IBF has been helping businesses improve their forecasting and planning performance in an effort to enhance their growth and improve their bottom line.

Having some of the world's most well known global companies as its members, the IBF is constantly finding and disseminating better ways to manage demand, improve supply chain efficiency, and increase organizational performance. By becoming an IBF member, you can ensure that you stay current with proven best practices, ascend in your career, and bring your organization to world-class levels in performance. The IBF is a pioneer in developing a Business Forecasting & Planning Certification program that can help boost your credentials, as well as give management greater confidence in its people. The IBF has two levels of the certification program: Certified Professional Forecaster (CPF®) and Advanced Certified Professional Forecaster (ACPF®).

Join IBF today. Visit ibf.org.



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Forecasting & Planning**

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Join APICS and IBF at the Best of the Best Sales and Operations Planning Conference.

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