

**THE PROBLEM WITH THE PERCEPTION OF SHRINK
IN THE RETAIL INDUSTRY**

THESIS

**Presented to the Graduate Council of
Southwest Texas State University
In partial Fulfillment of
The Requirements**

**For the Degree
Master of Science**

By

Darrell Scott Taylor

**San Marcos, Texas
August, 2001**

ACKNOWLEDGEMENTS

I would like to begin by thanking my wife for giving me the vision to see what is possible, the encouragement to go after my goals, and for the patience and sacrifices she made while I obtained them. I would also like to thank my parents for the ethics, upbringing and lessons in life that have taught me to first be significant and then be successful.

My deep appreciation to Bernie Denasio for his expertise, wisdom and mentoring in what has turned out to be a truly rewarding career. Words are inadequate to express my thanks for the gift you have given Lisa and me.

I am very thankful to the members of my thesis committee for their skill, counseling and patience in this endeavor. More than just a process to obtain a degree, this was truly an educational and enlightening experience.

This manuscript was submitted on June 29th, 2001.

TABLE OF CONTENTS

| | Page |
|--|------|
| LIST OF TABLES..... | VI |
| Chapter | |
| I. INTRODUCTION..... | 8 |
| A Presupposition That Shrink is a Significant Issue For Executives In The Retail Environment | |
| A Presupposition That Perception Can Be a Problem | |
| The Importance of Determining If a Perception Problem Exists | |
| II. THE SURVEY METHOD AND AN EXPLANATION OF SHRINK..... | 14 |
| Shrink Research Not Based Upon the Survey Method | |
| III. METHOD..... | 23 |
| Sample | |
| IV. RESULTS..... | 27 |
| V. CONCLUSIONS..... | 38 |
| Recommendations | |
| APPENDIX A..... | 46 |
| APPENDIX B..... | 50 |
| BIBLIOGRAPHY..... | 67 |

LIST OF GRAPHS AND TABLES

| | Page |
|---|------|
| Graph | |
| 4.1 Job Frequency..... | 27 |
| Tables | |
| 4.1 The Perceived problem of shrink..... | 29 |
| 4.2 Does Electronic Article Surveillance Have An Impact?..... | 30 |
| 4.3 Is There More Shrink In Higher, Medium Or Lower Income Neighborhoods?..... | 31 |
| 4.4 Is There a Relationship Between Daystock and Shrink?..... | 32 |
| 4.5 Upon What is the Primary Focus of Your Shrink Strategy?..... | 34 |
| 4.6 How Effective is Your Current Shrink Strategy?..... | 35 |
| 4.7 Descriptive Statistics for Shrink Perception..... | 36 |
| 4.8 ANOVA: Loss Prevention Professionals And Executives..... | 37 |

ABSTRACT

THE PROBLEM WITH THE PERCEPTION OF SHRINK

By

**Darrell Scott Taylor, M.S. Criminal Justice
Southwest Texas State University
August 2001**

SUPERVISING PROFESSOR: Dr. Wayman Mullins

Most retail companies suffer from the financial reality of doing business known as shrink. In the most basic sense, shrink or shrinkage is defined as “the dollar value associated with missing items due to poor management, controls, receiving practices, shortages, spoilage, theft and breakage” (Glossary of Supermarket Terms, 1998). Loss prevention professionals chartered with eliminating these losses, have very little research upon which to base their actions and may be implementing strategies using poor, misleading or incorrect information which uses perception to draw its conclusions.

CHAPTER 1

INTRODUCTION

Most companies suffer from the financial reality of doing business in the retail environment known as shrinkage or shrink. In the most basic sense, shrink is defined as “the dollar value associated with missing items due to poor management, controls, receiving practices, shortages, spoilage, theft and breakage” (Glossary of Supermarket Terms, 1998). The problem is however, when attempting to maximize profits through the elimination of shrink, what is the most profitable area to attack? Clearly there are areas that quickly come to mind when targeting shrink. Theft, whether internal or external is the traditional target of choice for many retailers as well as the one that raises the most passion. However, as purely a business decision and with limited resources, what areas provide the biggest return on investment, and how does a business know how to formulate its shrink strategy? This is the question which is very difficult to answer and upon which there is very little statistically significant research information available. The research which does exist often consists of a methodology involving survey questions which asks loss prevention professionals their perception regarding the cause of shrink in their environment. This type of research many times gives no information as to the potential for sampling error, and extent to which the sample means will differ from the population means. The

effects of this practice have, thus, been a discipline with the majority of its research, technology and processes invested and targeted on items which may or may not be the primary causes of shrink in terms of actual dollars. The survey information rather than reflecting fact may only reflect “conventional wisdom” on the part of the respondents. It is thus possible that by relying too heavily on survey information rather than statistically sound research, the loss prevention industry’s focus has remained narrowly targeted on dishonesty and, thus, the full potential of what is possible in terms of reducing shrink dollars has not been realized.

The research and data collection was initiated as a work project for H.E. Butt Food and Drug in an attempt to identify potential areas that shrink originates in the retail environment. It was the work on this project that stimulated the question of the role perception played in published observations on shrink. The purpose of this study was to identify attitudinal differences regarding the perceived causes of shrink in the retail environment between executives who manage the business, and the loss prevention professionals who execute the shrink strategies. The supposition tested was that perception between the loss prevention professionals and management executives would differ as to what areas should be focussed on in eliminating shrink. Specifically it was thought that individuals within the realm of loss prevention would consider theft and theft related behavior as the primary causes of shrink, while those within the executive areas would be more willing to consider process aspects as the primary causes of shrink in dollars.

Presupposition That Shrink is a Significant Issue For Executives in The Retail Environment

The National Retail Security Survey shows that U.S. retailers lost approximately \$29 billion dollars last year to shrinkage (Perrotta, 2001). In looking at just one section of the retail environment, the supermarket industry, the scope of the problem is seen. According to the 2000 Supermarket Shrink Survey, the average shrink rate for a supermarket with \$19.7 million dollars in sales annually is 2.34% as a percent of sales or \$462,618.00 a year. These numbers are even more significant when placed against the average gross profit margin for the supermarket industry which is approximately 1.10% as a percent of sales. Thus assuming a gross profit of 1.10% and a shrink rate of 2.34%, for every \$1.10% the average supermarket generates in profit it has already lost 2.28% of potential profit to unknown causes.

With issues such as these, many retail executives now see shrink control and recovery as a company's number one untapped profit resource, and a significant part of a profitable business strategy. As executives grapple with squeezing all possible excess out of an operation and streamlining efficiency and performance, attention is being turned to inefficiencies at the unit level. The leading cause for losses at the individual store level comes in the form of shrink (Williams, 2001). With every dollar of shrink that is recovered resulting in 100% contribution to bottom line profits, more and more energy and resources are being applied to this area. In addition to increased profits, those retailers that can reduce shrink also have a competitive advantage. Through the reduction of shrink, retailers can

reinvest the savings into being more price competitive, advertise more aggressively, and take more risks on trying new products and varieties.

A Presupposition That Perception Can Be a Problem

When the energy and focus to eliminate shrink manifests itself into a formalized and organized structure with specific goals and objectives, the resulting organization is commonly referred to as a loss prevention or asset protection department. Although tasked with preventing and eliminating these losses, the loss prevention professionals in this arena for the most part have very little statistically significant research upon which to base their actions, policies and processes. Inaccuracies in the diagnosis of the root cause or causes of shrink for a retailer can have a significant impact on the efficiency of the attack as well as the results of their strategy. It could be the case that a loss prevention department focussing on traditional areas of shrink such as shoplifting, could have a higher return for every dollar spent by focussing on other non-traditional areas with significantly less exposure to liability. There is evidence that there are departments and categories of product for retailers that sustain shrink losses and are completely outside the realm of deceptive behavior. For example, Todd Peter, Director of Perishables for Niemann Foods, stated that misidentification of produce goods alone at a retailer's checkout is a leading cause of loss, resulting in a shrink ratio as high as 1 to 2% of produce sales (Miller, 2000). This loss for a department that traditionally makes up on average 10% of supermarket sales, according to the 2000 Consumer Expenditures Study, can be significant (p60).

An incorrect diagnosis of the primary cause of shrink for a retailer can also cause a company to allocate resources for a strategy which may not produce the required return. Such a mistake, in addition to the financial cost, also has a long lasting personnel cost. Loss prevention management that “staffs up” with specialists in a specific discipline, counter shoplifting for example, when in reality there is more profit to be recovered in the implementation of an efficient process to control excess inventory through proper ordering, is not making the most efficient use of company assets. Thus the result of an inaccurate diagnosis can lead to the mobilization of an army equipped to fight the wrong battle or failing to change as the business needs change.

The Importance of Determining If a Perception Problem Exists

The importance of this research is based on the business principles of departmental efficiency and return on investment. Clearly it is in the best interest of both the retailer suffering the shrink problem, and the loss prevention department attempting to correct it to have a significant return in real dollars as a result of their efforts. With businesses looking for ways to make each component of their business as efficient as possible, many departments are being asked to do more with less and become more efficient in their actions. The loss prevention industry will not be immune from this evolution and must do more evaluative research into what other non-theft item cause shrink. Currently there is very little research built upon sound methodology which is available to the loss prevention

professional and retail executives that addresses any of the non-theft areas and potential causes of shrink in the retail environment. While not down playing the significance of internal and external theft as a factor and contributor to shrink, it is suggested that it is possible that other causes of shrink exist which should be addressed as part of a comprehensive shrink strategy. Thus, empirical research evaluating potential causes of shrink is needed by the retailing industry so that the proper resources can be allocated and those areas providing the largest return can be addressed.

CHAPTER 2

THE SURVEY METHOD AND AN EXPLANATION OF SHRINK

Surprisingly, although shrink is seen as one of the most important issues facing retailers today in the effort to make their stores profitable, there is very little information and research available outside the realm of theft and dishonesty. For example in the article titled "Where the Money Is" which appeared in Supermarket News and discusses targets to be attacked in combating shrink, only shoplifting and employee theft are considered (Williams, 2000). There is no mention of the possibility that proper ordering, product rotation, logistics or pricing play as contributors to shrink. Another such article with a limited scope for the potential causes of shrink is the article titled "Policing the Store" (Perrotta, 2001). In this article, although shrink in various departments such as market and seafood are discussed, no discussion of shrink outside the "theft" context takes place. The common thread that binds all the discussions together is the role theft and thus prevention/ detection through monitoring equipment plays for the retailer.

Even research which is tied to academia, such as the 1996 National Retail Security Survey conducted by the Security Research Project at the University of Florida, appears to focus on theft as the primary cause of shrink. This research

used a survey to collect data from 311 retail companies representing 26 different market segments by surveying loss prevention professionals. These professionals attributed 38.4% of their annual shrink loss to employee theft, 35.8% to shoplifting, 19.4% to administrative error, and 6.4% to vendor theft (Mathews, 1997). Although primarily focussed on the issues of theft and deceptive behavior, the University of Florida research does at least make an inference to the possible role "perception" may play in survey results. It stated for example that a change in the amount of shrink attributed to employee theft and shoplifting over the years could be "longitudinal variations" which "illustrate more of a perceptual shift among loss prevention professionals than a real change in deviant behavior" (Mathews, 1997, p. 71). It does not however apply this same concept to the entire survey methodology and examine how perception may skew the findings of the entire project.

Those experts in the discipline of shrink control which are cited in professional journals, are most often also the purveyors of equipment and technologies meant to prevent shrink due to theft. In the article "Exposing Shrink", which appeared in the December 4th, 2000 edition of Supermarket News, the president of a company which sells equipment and consults in the realm of loss prevention discusses the results of the 2000 Supermarket Shrink Survey (Orgel, 2000). This survey is produced by the National Supermarket Research Group upon which he also serves as director. Although some discussion is present on the areas other than theft, by far the majority of the discussion deals with employee theft and shoplifting for which his company sells equipment and software to prevent.

Also concerning, is that information which is presented in the professional journals dealing with shrink, limit their conversation to a very select group of well known research as the background for their discussion. These documents are the 2000 National Supermarket Shrink Survey and the 2000 Security and Loss Prevention Issues Survey. Both of these studies are typical of the current type of information available to retailers, in that the method of research, is built upon respondent answers to survey questions. This method, although very popular, does have questions as to the accuracy of respondent answers. For example in the book, "Survey Responses: An Evaluation of Their Validity", three general classes of reasons for response errors are given. These were:

"1) Inaccessibility of the information to the respondent. A respondent simply does may not have the requested information or may be unable to remember it. 2) Problems of communication. If the specific question lacks clarity, is complex, or is set within a context that creates ambiguity, the respondent may not understand what information is being requested. 3) Motivational factors. For various reasons, perhaps due to the sensitivity of the subject, the respondent may not be willing to supply accurate information and may deliberately conceal or distort the facts" (Wentland & Smith 1993, pp. 15-16).

The 2000 National Supermarket Shrink Survey and the 2000 Security and Loss Prevention Issues Survey are also the documents most often cited when discussing shrink in the retail environment (see "Shrink Has Shrunk, Exposing

Shrink, Tag Trappings”). Each survey asked respondents to describe their current shrink environment and the perceived causes attributed to their losses. Descriptive analysis is then performed on respondent answers and the results reported. Typical information that is given to the reader consists of potential causes for shrink and the percentage of the total loss which can be attributed to each. Departmental and commodity/category break down is also given as well as the associated losses.

The major findings of The 2000 National Supermarket Shrink Survey were that 55% of all store shrink is reported to come from the perishable departments of: meat, produce, deli, bakery and their respective derivative departments (National Supermarket Research Group, 2000). The survey also reported that 45% of all store shrink can be directly attributed to the non-perishable departments of grocery, dairy and health and beauty care (National Supermarket Research Group, 2000). Thus while perishable department sales may make up only a third of total store sales within the “average” supermarket, the perishable departments contribute over half of all store shrink dollars. Respondents were also asked to give their perceptions as to the causes of shrink and were asked to estimate a percentage of contribution for each. Within the survey, six (6) choices were given as possible contributors. These choices in order of importance for the respondents were: employee theft, shoplifting, back door receiving and dishonesty. (National Supermarket Research Group, 2000). The two major areas within the perishables department which make up the majority of this shrink are the meat department, with 25% of the shrink contribution of an

average supermarket, and the produce department, comprising 17% according to the respondents (National Supermarket Research Group, 2000). The only department exceeding these groups in percentage of total store shrink is the grocery department at 21%. (National Supermarket Research Group, 2000).

Another example of research within the retail industry based upon survey data is the 2000 Security and Loss Prevention Issues Survey. A product of the Food Marketing Institute or FMI, the data contained in this report was based upon 1999 figures and was meant to enable executives and loss prevention professionals to measure the costs and results of their security and loss prevention programs against those of other supermarkets.

Similar to the 2000 National Supermarket Shrink Survey, the 2000 Security and Loss Prevention Issues Survey reported theft as the primary cause of shrink within the supermarket industry. Breaking down this category even further, it was shown that employee theft remained a serious problem and reported that an average of 3.42 incidents of employee theft were detected per store by the respondents (Food Marketing Institute, 2000). The respondents believed that 46% of total store shrink was caused by employee theft (Food Marketing Institute, 2000). The other major categories cited as causing shrink by the respondents were shoplifting at 30.5%, and vendor theft at 10.6% of total shrink (Food Marketing Institute, 2000). Errors, markdowns, damages, improper ordering and spoilage were placed into an "other" category which respondents believed caused 12% of total store shrink (Food Marketing Institute, 2000).

The significant areas in which shrink exists is also somewhat different in the two surveys. The 2000 Security and Loss Prevention Issues Survey attributes Health and Beauty Care as the primary cause of shrink as a percent of retail sales at .59%. Produce and meat, which were very high on the list in the 2000 National Supermarket Shrink Survey, were only attributed .36% and .29% as a percent to retail sales respectively. The 2000 Security and Loss Prevention Issues Survey also asked respondents to identify the "top security concerns/problems" they were presently facing. Sixty-eight percent of the respondents identified internal theft as a concern and 57% identified shoplifting as a concern. Shrinkage not attributed to theft was only a concern to 23% of the respondents surveyed.

Shrink Research Not Based Upon The Survey Method

Dr. Tony Lee, a statistician working in the retailing industry, has conducted additional research on shrink within the retail environment. Unlike the previously cited research which relied upon survey information, Dr. Lee's research sampled over 300 retail facilities and several years of data. Using the statistical process of a linear regression analysis, Dr. Lee examined several variables that could be used to gain a better understanding as to specific variables which correlate with shrink for a specific department. In an interview, Dr. Lee stated that there are several factors that do directly correlate to shrink, and may be considered as potential points of consideration in a retailer's shrink strategy. For example, one of the strongest correlations found was the positive relationship between stock levels and shrink. In an analysis of the Home Health and Beauty Department, he

found a highly positive relationship, in that as the inventory level increased, so did the observed shrink for that department, $F(8, 1036) = 76.28, p < .0001$ (T. Lee, personal communication, March 13, 2001). Further breaking this department down into the specific commodity of “cosmetics”, there continued to be a positive relationship between inventory levels and shrink, $F(7, 869) = 22.77, p < .0001$ (T. Lee, personal communication, March 13, 2001). The grocery department, although not as strong as the relationship seen in the Home, Health and Beauty Departments, also had a moderately positive correlation between inventory levels and observed shrink, $F(10, 1258) = 14.77, p < .0001$ (T. Lee, personal communication, March 13, 2001). As one might expect, there was also an observed positive correlation between some perishable departments and inventory levels. Specifically, the Produce department had a very highly positive correlation between inventory levels and shrink, $F(11, 1037) = 131.29, p < .0001$ (T. Lee, personal communication, March 13, 2001).

These findings suggest that strong processes and policies outlining ordering guidelines and inventory levels could play an important part in any loss prevention strategy. While not suggesting that a direct causal relationship exists, Dr. Lee stated that it may be the case that relevant business knowledge which limits shrink due to excessive inventory for specific departments, while at the same time avoiding “out of stock” conditions which limit sales, could be fundamental to the business strategy of both the management executives and the loss prevention professionals.

Other findings of Dr. Lee seem to support the current paradigm and focus of theft as a significant cause of shrink. Using “average item price”, or the average retail cost of an item purchased in a specific department and store, as a proxy for income level and thus crime within a specific neighborhood, a negative correlation was observed. In the Home Health and Beauty category for example, typically thought of as a high theft department, as the average item price increased the observed shrink for that department decreased, $F(8, 1036) = 76.28$, $p < .0001$ (T. Lee, personal communication, March 13, 2001). Thus it appears that as neighborhood purchasing power increases, shrink decreases.

Other “non-traditional” areas examined by Dr. Lee were if correlations existed between shrink, and the number of “full time” employees working within a department at a specific location, and even the age of the facility itself. Not surprising, a negative relationship was seen many times between the percentage of full time employees within a department and shrink. Example of this were observed in both the cosmetics departments analyzed, $F(7, 869) = 22.77$, $p < .0001$ and the produce departments $F(11, 1037) = 131.29$, $p < .0001$ (T. Lee, personal communication, March 13, 2001).

Moderately positive relationships were observed between the age of a facility and the shrink rate for specific departments. In the seafood departments, for example, with a mean shrink of 10.21%, the greater the age of the facility in which the department was located, the greater on average the shrink rate for that specific location $F(8, 523) = 77.32$, $p < .0001$ (T. Lee, personal communication, March 13, 2001). These results could be explained by outdated refrigeration

equipment and frozen cases failing, as well as the highly perishable nature of the product.

CHAPTER 3

METHOD

The bulk of the research and results generated from this study will be evaluative in nature, focussed upon the perceptions of those working within the retail environment and the paradigms which exist. The question presented is if a difference in perception exists between loss prevention professional and executives as to the primary causes of shrink? Using the quasi-experimental method, those within the loss prevention community and those within the operational community in the retail industry were compared. This method involves no manipulation of an independent variable. It does however compare groups which are defined by a naturally occurring and nonmanipulated variable- in this case job classification. A single factor experiment, "job classification", was the subject variable within this methodology and the quasi-independent variable. The variable "job classification" had two levels. These were the job titles of loss prevention and executive.

Data for this study were obtained by means of a survey mailed to operational management executives and loss prevention professionals in the retailing industry, similar to the method used in both the 2000 National Supermarket Shrink Survey, and the 2000 Security and Loss Prevention Issues Survey (see Appendix A). The survey consisted of 17 "perception" questions which created

twenty-one variables for analysis. All surveys were mailed out with a letter explaining the nature of the research and an offer for a copy of the completed research in return for their participation, along with a stamped and addressed return envelope. Those receiving the survey were asked to read each question, circle the letter of the answer they felt was best, and return the completed survey within two weeks of the initial mailing. Respondents were asked to circle only one (1) answer unless otherwise instructed. An analysis was then performed on the results of the two groups by using SPSS statistical software. In addition to the descriptive statistics which were reported from the crosstabulation process, an analysis of variance (ANOVA) was also conducted. This was a single-factor, one way analysis of variance, with job classification represented at two levels (loss prevention and executive). The goal of the analysis of variance between the two levels was to help determine if any variance which was noted between the samples was real or simply due to chance.

Sample

The survey sample was drawn from those members belonging to the Radios Frequencies User Group as provided by Checkpoint Industries (see Appendix B). This organization consists of retailers from all over the world that use Checkpoint's Electronic Article Surveillance (EAS) systems in their facilities and thus represents a significant cross section of those retailers aware of shrink issues. For the most part, each retailer in the Radio Frequencies Users Group is represented by both an operational executive and a loss prevention professional thus making it an ideal source from which to obtain a sample. The sample size

for the mailing was 400 individuals belonging to this group. Due to the concern of having a limited sample size, an attempt was not made to randomize the sample which would have further reduced the number of potential respondents. The first 400 names were selected from the mailing list, without consideration given to company name or job title. Potential respondents represented segments of the retail industry such as mass merchants, discount stores, grocery and supermarkets, drugstores etc. Each potential respondent was mailed an identical survey asking questions as to their perception on the causes of shrink within their environment. The surveys however were coded so that it could be determined if the respondent was from realm of loss prevention professionals or the operational executive classification. Based on the job title given on the Radio Frequency Users Group mailing list, members were either mailed a survey with "thesis survey" or "survey" on the footer of the survey instrument. Those mailed the document marked "thesis survey" had job titles indicating CEO, vice-president or other executive position not within the realm of the loss prevention industry. All individuals having the job titles indicating loss prevention, asset protection, inventory control specialists etc, were mailed surveys marked with the footer "survey". Although it was initially hoped that a 10% response rate would be received, 107 surveys were returned or a response rate of 27%. Upon receiving the completed surveys, responses to each question were entered into a database using the SPSS statistical software.

In anonymously answering the survey, respondent's perception on the following areas were measured: (a) the respondent's perception on the definition

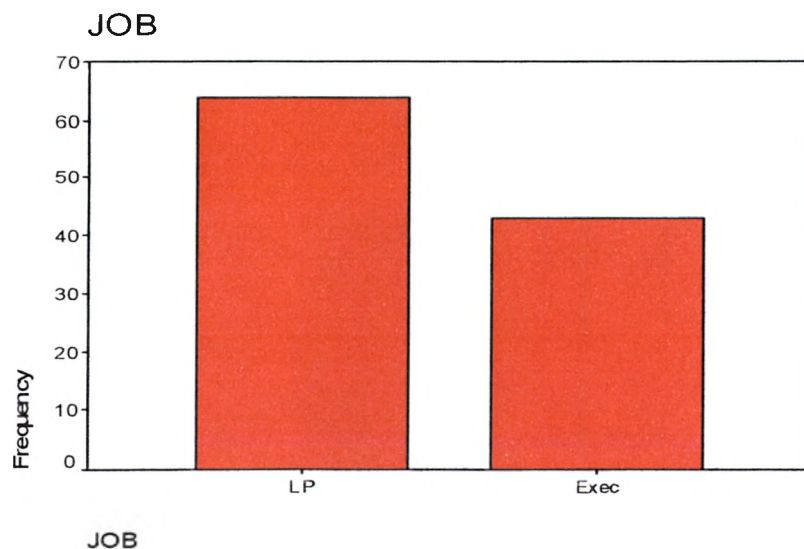
of shrink used by their company, (b) the single biggest cause of shrink in dollars, (c) the relationship between daystock and shrink, (d) the importance of shoplifting, employee theft, ordering accuracy, unnecessary stock, and damages, in the realm of shrink control (e) percentage of losses attributed to shoplifting, employee theft, damages, excess inventory, and checker errors, (f) the comparison of perishable vs non-perishable shrink, (g) the significance of an increasing ending inventory level, (h) perception of theft, (i) neighborhood income level and shrink, (j) electronic article surveillance effectiveness, (k) the correctness of their current shrink strategy, (l) their companies primary focus in eliminating shrink, (m) should a change in focus be made, (n) execution of standard operating procedures and shrink, and (o) effectiveness of their current shrink strategy.

CHAPTER 4

RESULTS

Looking at the frequency distribution for the subject variable for this study, it was found that out of the 107 respondents who returned the completed survey, 64 or 60% were classified as having job codes indicating they had responsibilities within the field of loss prevention. The remaining 43 respondents were classified as operational professionals or executives and comprised 40% of the 107 member sample based upon the job title according to the listing on the Radio Frequency Users Group membership list.

Graph 4.1



When respondents were asked to identify the definition which was closest to the shrink definition used by their company, 45% stated that the definition that was closest to what they used was, "Those losses attributed to damages, dishonesty, pricing and accounting". Upon breaking the sample into the loss prevention and executive categories, we see that, for the most part, the perceived definition remains consistent with the combined sample. Forty-five percent of the loss prevention portion of the sample also stated that "those losses attributed to damages, dishonesty, pricing and accounting" was closest to their definition of shrink, and 44% of the executive component of the sample agreed. Important, however, is that the second most common response between the two groups was not consistent. One third of the loss prevention portion of the sample used the narrow definition which was focussed on dishonesty, believing that shrink was "those losses attributed to shoplifting, employee theft and vendor theft", while 1/3 of the respondents classified as executive used the very broad definition that shrink is "the difference between what a company should receive for their purchases and what they actually receive". This more generalized definition with no causation indicated could signal some executives' willingness to think "outside the box" when developing strategies to combat shrink.

Table 4.1 The Perceived Definition of Shrink

| | | Definition | | | | |
|-------|------|--------------|--|--|--|--------|
| JOB | LP | | Shoplifting, employee theft and vendor theft | difference between what Co should and actually receives | damage theft, pricing, accounting | Total |
| | | Count | 20 | 15 | 29 | 64 |
| | | % within JOB | 31 3% | 23 4% | 45 3% | 100 0% |
| | Exec | Count | 9 | 14 | 19 | 43 |
| | | % within JOB | 20 9% | 32 6% | 44 2% | 100 0% |
| Total | | Count | 29 | 29 | 48 | 107 |
| | | % within JOB | 27 1% | 27.1% | 44 9% | 100.0% |

The biggest cause of shrink in dollars was believed by the sample as a whole to be theft related. Employee theft, was thought to be the biggest single cause of shrink in dollars with 80% of the respondents. When the respondents were asked if there were any items which they perceived had a greater impact on shrink than theft, 58% stated there was not. When respondents were separated by job classification into the executive and loss prevention groups, the percentage that believed that there were no items which would have a greater impact on shrink than theft was 58% and 59% respectively. Eighty-one percent of the loss prevention professionals and 64% of the executives believed that employee theft was the biggest cost to their company in shrink. Second in the realm of theft was shoplifting, in which 81% of loss prevention professionals and 64% of the

executives rank this form of theft as the second leading cause of shrink in their environment.

Electronic Article Surveillance (EAS) and its perceived effectiveness and impact on shrink was examined by the survey. As with other aspects of shrink due to theft, both the loss prevention professionals and the executive group were in agreement. Seventy percent of the loss prevention group, and 65% of the respondents classified as executives stated that EAS does have a significant impact on shrink.

Table 4.2 **Does Electronic Article Surveillance Have
An impact on Shrink?**

| | | | Yes | No | Not sure | Total |
|-------|--------------|--------------|-------|-------|----------|--------|
| JOB | LP | Count | 45 | 11 | 7 | 64 |
| | | % within JOB | 70.3% | 17.2% | 10.9% | 100.0% |
| | Exec | Count | 28 | 9 | 5 | 43 |
| | | % within JOB | 65.1% | 20.9% | 11.6% | 100.0% |
| Total | Count | | 73 | 20 | 12 | 107 |
| | % within JOB | | 68.2% | 18.7% | 11.2% | 100.0% |

The attempted correlation of shrink and neighborhood income level was one of the more sensitive issues examined in the research. Although conventional wisdom suggests that crime increases with a decrease in neighborhood income level, and most shrink can be attributed to either internal or external theft, both loss prevention professionals and executives did not follow this rational and found no connection between neighborhood income level and shrink. The impact of the income level of the neighborhood in which a retail establishment is located was not a good indicator of shrink according to the respondents. Fifty-six percent

of the loss prevention respondents and 47% of the executives stated that the income level of a neighborhood did not matter in the realm of shrink results. These results also contradicted the research conducted by Dr. Lee which as stated previously did find a negative correlation between neighborhood purchasing power and shrink. Thus the samples surveyed were either unwilling or unable to make any connection between neighborhood income level and shrink. This observation in particular raises significant questions on the accuracy of survey research when dealing with sensitive topics.

Table 4.3 **Is There More Shrink In Higher, Medium or Lower Income Neighborhoods?**

| | | | lower income neighbor hoods | medium income neighbor hoods | higher income neighbor hoods | does not matter | do not know | Total |
|-------|------|--------------|--------------------------------------|---------------------------------------|---------------------------------------|--------------------|----------------|--------|
| JOB | LP | Count | 16 | 3 | 4 | 36 | 3 | 64 |
| | | % within JOB | 25.0% | 4.7% | 6.3% | 56.3% | 4.7% | 100.0% |
| | Exec | Count | 19 | | 1 | 20 | 3 | 43 |
| | | % within JOB | 44.2% | | 2.3% | 46.5% | 7.0% | 100.0% |
| Total | | Count | 35 | 3 | 5 | 56 | 6 | 107 |
| | | % within JOB | 32.7% | 2.8% | 4.7% | 52.3% | 5.6% | 100.0% |

The existence of excess merchandise and the perceived problems it may or may not cause in the realm of shrink was another theme examined by the survey. Daystock, or the number of days in merchandise a retailer has on hand if sales were to continue but replenishment did not, was believed to have a positive relationship with shrink by 68% of the respondents. Thus the respondents believe that the amount of inventory a retailer has on hand positively correlates with and can impact shrink. Seventy-two percent of the executives and 66% of the loss prevention professionals believed that as daystock increased, so did the level of

shrink in their facility. Thus it appears that both executives and loss prevention professional understand the role "time" plays in any shrink equation. Time equals "exposure" to the various causes of shrink regardless of one's philosophical beliefs as to its primary cause. The results attributed to this variable appear to indicate a belief that inventory which is in excess of that needed to support daily sales, can result in exposure to shrink. Thus the less "days" of stock a retailer has, the less exposure and potential shrink.

Table 4.4 Is There a Relationship Between Daystock and Shrink?

| | | | there is a relationship | there is not a relationship | Total |
|-------|------|--------------|----------------------------|-----------------------------------|--------|
| JOB | LP | Count | 42 | 21 | 64 |
| | | % within JOB | 65.6% | 32.8% | 100.0% |
| | Exec | Count | 31 | 11 | 43 |
| | | % within JOB | 72.1% | 25.6% | 100.0% |
| Total | | Count | 73 | 32 | 107 |
| | | % within JOB | 68.2% | 29.9% | 100.0% |

In fact, the executive component of the respondents ranked improving ordering accuracy as third in level of importance for improving shrink after stopping employee theft and stopping shoplifting. Over half of both the loss prevention professionals at (52%) and half the executives (54%) attributed 10% of their shrink to excess inventory levels. Also consistent between the two groups is the belief that a store with a steady and unexplained weekly increase in ending inventory is in a potentially high shrink condition. Ending inventory is the amount of inventory represented in dollars a merchant has on hand at the end of each

week. If there is a significant increase over time which can't be explained and is not visible either on the sales floor or stockroom, a problem may exist. Seventy-two percent of all respondents believed that such a condition would be an indicator of high shrink. Loss prevention professionals (80%) and executives (74%) believed that sales to purchase ratios, or the comparison of what a retailer is purchasing vs what the retailer is selling, are useful indicators in the evaluation of a potentially high shrink condition.

An analysis of respondent's answers to survey questions was also conducted to determine the primary perceived focus and strategy of the sample in the realm of shrink elimination, and if they believed their focus to be in the proper areas. Specifically, an attempt was made to see if the sample and corresponding sub-groups perceived theft related items to be the primary focus of their company's emphasis in reducing shrink, or if broader foci, encompassing elements of management execution and inventory control, was involved. Once the focus had been determined, an attempt was made to determine if the respondents felt this focus was correct and the extent to which the respondent felt it was effective in reducing shrink. Seventy-three percent of the respondents believed dishonest acts were the primary focal point of their shrink strategy. Eighty-one percent of those respondents with the job classification of loss prevention perceived theft related items to be their primary focus, and 60% of the executives believed their primary focus in the realm of shrink was on theft.

Table 4.5

**Upon What is the Primary Focus
of Your Shrink Strategy ?**

| | | | focussed on dishonest acts | focussed on accuracy and accounting | focussed on inventory control/or dering | do not know | Total |
|-------|------|--------------|-------------------------------------|---|---|----------------|--------|
| JOB | LP | Count | 52 | 2 | 3 | | 57 |
| | | % within JOB | 91.2% | 3.5% | 5.3% | | 100.0% |
| | Exec | Count | 26 | 2 | 4 | 3 | 35 |
| | | % within JOB | 74.3% | 5.7% | 11.4% | 8.6% | 100.0% |
| Total | | Count | 78 | 4 | 7 | 3 | 102 |
| | | % within JOB | 76.4% | 4.0% | 6.7% | 3.0% | 100.0% |

Over half of the executives (51%) stated that they should also increase the emphasis in this area, while 54% of the loss prevention group believed they should maintain their current level of emphasis.

The final question on the survey asked the respondents to rate the overall effectiveness of their shrink program. All respondents were asked to rank their current effectiveness as: extremely effective, effective, marginally effective, or not effective. Seventy-two percent of those surveyed responded that they would rank their current shrink strategy as effective. There was also consistency between the loss prevention and executive components of the sample, in that 74% of the executives and 70% of the loss prevention professionals believed their current strategy to be effective. Twenty-one percent of the executives however ranked their shrink elimination strategy to be marginally effective.

Table 4.6 How Effective is Your Current Shrink Strategy?

| JOB | LP | | extremely | | marginally | Total |
|-------|--------------|--------------|-----------|-----------|------------|--------|
| | | | effective | effective | effective | |
| | LP | Count | 11 | 45 | 8 | 64 |
| | | % within JOB | 17.2% | 70.3% | 12.5% | 100.0% |
| | Exec | Count | 2 | 32 | 9 | 43 |
| | | % within JOB | 4.7% | 74.4% | 20.9% | 100.0% |
| Total | Count | | 13 | 77 | 17 | 107 |
| | % within JOB | | 12.1% | 72.0% | 15.9% | 100.0% |

Although there were some apparent differences between loss prevention professionals and management executives as to the percentages attributed to the potential causes of shrink, these differences were not significant. Consistent with earlier research, both the loss prevention professionals and management executives attributed perceived employee theft to be causing them the highest percentage of loss. There was only a 5.24% difference between the loss prevention professionals and management executives in the mean shrink attributed to employee theft $F(1, 104) = 2.641, P < .05$. Also consistent with previous research was the observation that shoplifting was perceived by both groups to be the second most costly category in terms of percentage of dollars attributed to shrink. The mean percentage of shrink attributed to damages was 10.89% for the loss prevention sample, and 10.54% for the executive sample, $F(1, 91) = .038, p < .05$. Excess inventory as a cause of shrink was observed to have a mean of 11.65% for the overall sample, and attributed 10.38% by the loss prevention professionals and 13.33% for the executive group, $F(1, 89) = 1.362, P < .05$. Shrink associated with checker errors, was attributed 10.02% for the loss

prevention professionals and 13.17% by the executive group, $F(1, 102) = 3.394$, $P < .05$.

Table 4.7 Descriptive Statistics for Shrink Perception

| | | | | | | 95% Confidence Interval for Mean | | | |
|---------------------|-------|-----|-------|------------------|------------|-------------------------------------|----------------|---------|---------|
| | | N | Mean | Std Deviation | Std. Error | Lower Bound | Upper Bound | Minimum | Maximum |
| Shoplifting | LP | 62 | 25.16 | 10.36 | 1.32 | 22.53 | 27.79 | 10 | 60 |
| | Exec | 43 | 23.95 | 13.48 | 2.06 | 19.81 | 28.10 | 10 | 70 |
| | Total | 105 | 24.67 | 11.69 | 1.14 | 22.40 | 26.93 | 10 | 70 |
| Employee Theft | LP | 63 | 45.71 | 13.88 | 1.75 | 42.22 | 49.21 | 10 | 70 |
| | Exec | 43 | 40.47 | 19.39 | 2.96 | 34.50 | 46.43 | 0 | 80 |
| | Total | 106 | 43.58 | 16.46 | 1.60 | 40.42 | 46.75 | 0 | 80 |
| Damages | LP | 56 | 10.89 | 9.00 | 1.20 | 8.48 | 13.30 | 0 | 50 |
| | Exec | 37 | 10.54 | 7.80 | 1.28 | 7.94 | 13.14 | 0 | 30 |
| | Total | 93 | 10.75 | 8.50 | .88 | 9.00 | 12.50 | 0 | 50 |
| Excess Inventory | LP | 52 | 10.38 | 10.47 | 1.45 | 7.47 | 13.30 | 0 | 50 |
| | Exec | 39 | 13.33 | 13.64 | 2.18 | 8.91 | 17.75 | 0 | 70 |
| | Total | 91 | 11.65 | 11.95 | 1.25 | 9.16 | 14.14 | 0 | 70 |
| Checker Errors | LP | 63 | 10.02 | 6.65 | .84 | 8.34 | 11.69 | 0 | 30 |
| | Exec | 41 | 13.17 | 10.83 | 1.69 | 9.75 | 16.59 | 0 | 60 |
| | Total | 104 | 11.26 | 8.63 | .85 | 9.58 | 12.94 | 0 | 60 |

The results were thus not convincing that a significant difference in perception exists between the loss prevention professionals and executives within the sample. An analysis of the variance which does exist has shown that no difference can be inferred in the population of loss prevention professionals and management executives. Thus, the supposition that there would be a significant difference in perception between loss prevention professionals and management executives was not observed.

Table 4.8 ANOVA: Loss Prevention Professionals and Executives

| ANOVA | | | | | | |
|------------------|----------------|----------------|-----|-------------|-------|------|
| | | Sum of Squares | df | Mean Square | F | Sig |
| Shoplifting | Between Groups | 37.039 | 1 | 37.039 | 269 | .605 |
| | Within Groups | 14176.294 | 103 | 137.634 | | |
| | Total | 14213.333 | 104 | | | |
| Employee Theft | Between Groups | 704.181 | 1 | 704.181 | 2.641 | .107 |
| | Within Groups | 27733.555 | 104 | 266.669 | | |
| | Total | 28437.736 | 105 | | | |
| Damages | Between Groups | 2.765 | 1 | 2.765 | .038 | .846 |
| | Within Groups | 6644.546 | 91 | 73.017 | | |
| | Total | 6647.312 | 92 | | | |
| Excess Inventory | Between Groups | 193.773 | 1 | 193.773 | 1.362 | .246 |
| | Within Groups | 12658.974 | 89 | 142.236 | | |
| | Total | 12852.747 | 90 | | | |
| Checker Errors | Between Groups | 247.201 | 1 | 247.201 | 3.394 | .068 |
| | Within Groups | 7428.789 | 102 | 72.831 | | |
| | Total | 7675.990 | 103 | | | |

CHAPTER 5

CONCLUSIONS

The purpose of this study was to identify attitudinal differences as to the perceived causes of shrink in the retail environment between executives who manage the business, and loss prevention professionals. The supposition for the research was that perception between those within the realm of loss prevention and those within the realm of business management would differ significantly. Specifically, the groups would differ in that those within loss prevention fields would gravitate toward theft-related behavior as the primary causes of shrink, while those within the business realm would have a broader concept of the causes of shrink, considering "return" as the primary deciding factor. If a significant difference in perception was observed, it would then support the concept that research based upon survey analysis would not be sufficient information upon which to build a shrink strategy and that the possibility of sampling error was significant enough as to make the results unreliable.

The results of this study indicate that for the sample used, the primary theme upon which the perceived shrink strategy should be based is theft. Employee theft was perceived as the primary contributor to shrink, and shoplifting came in a close second according to both the loss prevention and executive samples. This concept is also consistent with the research cited in both the 2000 National

Supermarket Shrink Survey and the 2000 Security and Loss Prevention Issues Survey. Thus theft is perceived to be the primary target to overcome when implementing a shrink strategy as per this sample. As previously noted however, no attempt was made to obtain a random sample due to the limited number of potential candidates available and the fear that doing so would limit the number of potential respondents to the point that statistical analysis would not be possible. The result of this however is the limited extent to which the observations may be generalized to the population of all loss prevention professionals and retail executives as a whole or the external validity of the observations for this study. In a “best case” scenario, a randomized sampling process would be attempted as suggested by Thomas D. Cook and Donald T. Campbell in “Quasi-Experimentation: Design & Analysis Issues for Field Settings”. Cook and Campbell state that “Formally Speaking, the most representative samples will be those that are randomly chosen from the population, and it is possible for these randomly selected units to be randomly assigned to various experimental groups” (75).

Although there is little variance as to the perceived primary causes of shrink between the loss prevention professionals and the executive sample, significant in this research and unknown in that research previously cited is the extent to which the results obtained are due to chance. Thus, although it appears that both loss prevention professionals and the executives in management believe that theft is the primary causes of shrink within their environment, the results were not significant enough to make a definitive statement as to what extent these results

represent the population of retailers as a whole. This fact is very important when considering the research and results of other documents reporting on shrink. In this research, with 107 surveys returned, a 27% response rate was received. In research of both the 2000 Supermarket Shrink Survey and the 2000 Security and Loss Prevention Issues Survey, far fewer respondents were used. In the 2000 Security and Loss Prevention Issues Survey, 67 respondents submitted data for the survey, and in the 2000 Supermarket Shrink Survey, 74 respondents submitted data. It should be noted that the combined respondents in both the 2000 Security and Loss Prevention Issues Survey, and the 2000 Supermarket Shrink Survey represented 18,809 retail locations. This figure was still significantly smaller than the number of retail locations represented in the current research.

On the surface, it does appear that both groups share common philosophies as to the causes of shrink, the processes to reduce its impact, and strategies to direct their actions. Thus, the findings from this research are consistent with the themes of theft seen in previous research. However if we conclude that the results of the current research are not significant due to the role chance may have played, we must also question the significance of other research unless information is given to suggest otherwise.

Also concerning is the apparent reluctance of both the loss prevention professionals and executives to make any connection between lower income neighborhoods and shrink. This single question may highlight one of the larger problems with the survey method as a platform for research and the validity of

the responses received. Was the sensitivity of the question overriding the accuracy of respondent answers? Wentland and Smith state that sensitivity had a negative association with response accuracy (1993). Respondents were more likely to make false claims, exaggerate socially desirable behavior or responses and minimize socially undesirable behavior on sensitive questions (Wentland and Smith, 1993). Thus in light of Dr. Lee's research and the overall theme that theft plays in the majority of the respondents' answers and shrink strategies, the responses on this question apparently were meant to be politically correct rather than accurate. If this is the case, how does this phenomena effect other equally sensitive areas of potential shrink causation in the realm of deceptive behavior and how can progress be made? This single aspect may be the most important reason and need for statistical research rather than using the opinion based survey method. To further expand on this problem, an appropriate follow up question may have been to ask if the respondents believed there to be a correlation between neighborhood income level and theft to compare the results to available crime and census data. Clearly one danger with the survey method, is the ability for human subjects to override what their culture, past experience, history, and intellectual reasoning tells them to be true, so that they can align their answers with the polictially correct answer of the times. A statistically sound research design will allow us to remove ourselves for the "political correctness" of our environment and influences and thus base shrink strategy upon scientific facts were true progress can be made.

Respondent access to information may have also been a key reason for the similar answers by both the loss prevention professionals and executives. An interesting observation would be to see how many respondents actually “researched” or referred to data from their company before answering the survey and how many simply answered based upon prior knowledge. Inaccessibility of information to the respondent has been identified as one of three general classes of reasons for response inaccuracies and errors (Wentland and Smith, 1993). If presented with a question in which the respondent did not know the answer or have easy access to information, the respondent may rely on “conventional wisdom” to answer the question thus skewing the data when attempting to determine a difference in perception between two different classes. A particular concern with those respondents classified as “executives”, this conventional wisdom may be a result of prior briefings, reports, and interactions with loss prevention professionals. Thus “executive” answers to the survey questions may reflect the information and data created by loss prevention professionals in the event they do not have their own personal experiences from which to draw. Previous research has established for example that respondents will offer a response, even if they are uncertain of the answer (Wentland and Smith, 1993). The reasons include trying to please the researcher and not wishing to appear uncooperative, uninformed or unaware (Sudman & Bradburn, 1974).

Recommendations

Research which indicates statistical significance is needed in the realm of shrink control for loss prevention professionals. The current reliance on the survey method and perception is creating a “critical mass” of professionals who feed upon each other’s ideas thus stifling any creativity or significant advancements in shrink reduction. Without sound methods of observation and research, the external validity of the observations from these surveys to those in the retail industry will always be questioned.

How do we move the loss prevention and retail industries into this scientific arena? One avenue may be to become less reliant upon that research sponsored and financed by those companies selling software, equipment and technology within the loss prevention community itself. Although clearly it is not an unheard of practice for research to be corporately funded, there must be some independent research not affiliated with any company or group in the loss prevention community available for retailers. It may be the case that as retailers put more and more emphasis on reducing shrink, those with more business skills than skills to preventing deceptive behavior will be the key individuals fighting the shrink battle. The result may be more research in both academic and business journals to fill the void currently left by the loss prevention community. These studies would not limit those items available for attack which to those items also within the skill set of the current loss prevention professional. The truly valuable research would be that which identifies retail shrink regardless of the cause. For example, interesting would be to see if the findings in this research in which two

components of the retail industry share the same concepts of causality for a problem also exist in other components of the retail industry and contribute to shrink. Gentle pushes and expectations such as these by the business community may not only change the skill set, background, and training of those looking to eliminate shrink dollars in the future, but may also change the type and quality of the research on the subject.

If it is assumed that theft is and always will be the primary cause of shrink in the retail environment, once sufficient action is taken to eliminate this problem, retailers will want to drill down to the next level. With so many variables having a potential impact on the shrink results of a retail location, many businesses have more “targets” than resources. Any research which can narrow the potential list of items which can have an impact on shrink can only help make the retailers efforts more efficient.

Even more important is the concept of being able to accurately predict the shrink results of a specific facility or location. Through sound research design, researchers will be able to find specific variables which directly correlate to shrink. Once these specific variables have been identified, they may be able to serve as a “dashboard” for the loss prevention professional who can monitor store results as they move from green to red zones and then take the appropriate action. This information may also significantly reduce the number of physical inventories required each year to establish losses due to shrink at a given location. Similar to that research conducted by Dr. Lee, variables which should be correlated to shrink include: the extent to which a location or

department exceeds its budgeted sale per labor hour ratio, turnover, sales per square foot, till shortages, price changes, and damage percentages.

It is my belief that with sound research, the loss prevention industry will expand its focus, placing significantly more resources into the process and operational causes of shrink. This move will impact not only the process and tools which they will deploy, but also the talent pool from which they will draw their members. More important will be the knowledge and management principals associated with the business aspects of the retail environment, and less important will be the requirement for legal and law enforcement type skills.

Retail Shrink Survey

Please read the following questions, and circle the letter of the answer you feel is best. Please circle only one (1) answer unless you are instructed otherwise. Once finished, please mail the survey back in the self addressed stamped envelope.

- 1. Which of the following is closest to the shrink definition used by your company?**
 - a) Those losses attributed to shoplifting, employee and vendor theft.**
 - b) The difference between what a company should receive for their purchases and that which they actually receive.**
 - c) Those losses attributed to damages, dishonesty, pricing and accounting.**

- 2. Out of the following, circle the letter of the one item you feel is the biggest cause of shrink in dollars.**
 - a) excessive inventory**
 - b) pricing issues**
 - c) damages**
 - d) employee theft**
 - e) shoplifting theft**
 - f) checker errors**
 - g) other**

(explain:_____)

- 3. Do you believe there is a relationship between “days stock on hand” and shrink? Circle the letter of your answer.**
 - a) yes**
 - b) no**

4. Using the numbers 1 through 5, put the following five items in order of importance with 1 being most important and 5 being least important. Use each number only once.

Stopping shoplifting _____
 Stopping employee theft _____
 Improving ordering accuracy _____
 Limiting unnecessary stock _____
 Eliminating damages _____

5. On the following chart, check the box for the percentage of shrink you believe is caused by each. The total for all five items should not exceed 100%.

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|------------------|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| Shoplifting | | | | | | | | | | | |
| Employee theft | | | | | | | | | | | |
| Damages | | | | | | | | | | | |
| Excess Inventory | | | | | | | | | | | |
| Checker Errors | | | | | | | | | | | |

6. Regarding the question above, are there any other sources of shrink not listed above, and if so what percentage would you assign to that source(s)?

Source _____ Percentage _____
 Source _____ Percentage _____

7. If your stores have perishable departments, do you believe there are more shrink dollars in the perishable or non-perishable departments? Circle the letter of your answer.
 a) perishable
 b) non-perishable
 c) Not applicable
8. Do you believe that a store with a steady and unexplained weekly increase in "ending inventory" is in a potentially high shrink condition?
 a) Yes
 b) No
 c) Do not know

9. Do you believe that “sales to purchase” ratios are useful indicators in the evaluation of a potentially high shrink condition?
- a) Yes
 - b) No
 - c) Do not know
10. Do you believe that there are items that have a greater impact on shrink than theft?
- a) Yes
 - b) No
 - c) Do not know
11. In your company, is there more shrink in stores located in:
- a) Lower income neighborhoods
 - b) Medium income neighborhoods
 - c) Higher income neighborhoods
 - d) Does not matter
 - e) Do not know
12. Does Electronic Article Surveillance (EAS) have a significant impact on shrink?
- a) Yes
 - b) No
 - c) Not sure
13. Do you believe your current strategy to eliminate shrink is focussed on the right areas?
- a) Yes
 - b) No
 - c) Do not know

14. Circle the letter of one of the following answers that most closely identifies the primary focus of your strategy to eliminate shrink.
- a) Focussed on dishonest acts such as employee theft and shoplifting
 - b) Focussed on pricing accuracy and accounting issues
 - c) Focussed on inventory control and proper ordering
 - d) Focussed on receiving and warehousing issues
 - e) Do not know
15. Considering your current approach to shoplifting and employee theft, do you believe you should:
- a) Increase the emphasis in these areas
 - b) Decrease the emphasis in these areas
 - c) Maintain the current level of emphasis
 - d) Eliminate these areas as a focus of resources
16. Do you believe that management failing to execute standard operating procedures causes:
- a) More shrink than shoplifting
 - b) Less shrink than shoplifting
 - c) About the same amount as shoplifting
 - d) Do not know
17. How would you rank the effectiveness of your current shrink elimination strategy?
- a) Extremely effective
 - b) Effective
 - c) Marginally effective
 - d) Not effective

APPENDIX B

| Organization Name | Name | Title | Address | City | State | Postal Code |
|-------------------------|-------------------|-------------------------------------|-----------------------------------|-------------|-------|-------------|
| Bruno's Inc | David Shoemaker | Sr VP Operations | PO Box 2486 | Birmingham | AL | 35201- |
| Bruno's Inc | Gary Estill | VP - Non-Foods | PO Box 2486 | Birmingham | AL | 35201- |
| Bruno's Inc | James Demme | CEO/President | PO Box 2486 | Birmingham | AL | 35201- |
| Bruno's Inc | Kevin Ofenloch | Director of LP | PO Box 2486 | Birmingham | AL | 35201- |
| Harps Food Stores Inc | Harlon Earp | VP - Operations | 918 S Gutensohn | Springdale | AR | 72762- |
| Harps Food Stores Inc | Roger Collins | President | 918 S Gutensohn | Springdale | AR | 72762- |
| USA Drug & Beauty | Dyler Custer | Dir Loss Prevention | 3017 N Midland Drive, PO Box 1637 | Pine Bluff | AR | 71613- |
| USA Drug & Beauty | Terry Viala | Vice President | 3017 N Midland Drive | Pine Bluff | AR | 71613- |
| Wal-Mart Stores Inc | Gary Pinkerton | Director LP, International | 702 Southwest 8th Street | Bentonville | AR | 72716- |
| Wal-Mart Stores Inc | John J Blevins | Regional Director, Loss Prevention | 702 Southwest 8th Street | Bentonville | AR | 72716- |
| Wal-Mart Stores Inc | Keith Aubele | Director LP, Supercenters | 702 Southwest 8th Street | Bentonville | AR | 72716- |
| Wal-Mart Stores Inc | Robert Hey | Director of Operations Development | 702 Southwest 8th Street | Bentonville | AR | 72716- |
| Wal-Mart Stores Inc | Ted Pearson | Regional Director, Loss Prevention | 702 Southwest 8th Street | Bentonville | AR | 72716- |
| Wal-Mart Stores, Inc | Tom Coughlin | Executive Vice President | 702 Southwest 8th Street | Bentonville | AR | 72716-8048 |
| ABCO | David Goodrich | SVP Operations | 3001 W Indian School Road | Phoenix | AZ | 85020- |
| ABCO | Denise Brownell | VP Loss Prevention | 3001 W Indian School Road | Phoenix | AZ | 85020- |
| ABCO | Ed Hill | President | 3001 W Indian School Road | Phoenix | AZ | 85020- |
| ABCO | Phil Hawkes | SVP Sales, Mktg | 3001 W Indian School Road | Phoenix | AZ | 85020- |
| Albertson's Inc | Gary Hunstiger | Sr. VP of General Merchandise Mkt | 15100 N 90th Street, #2166 | Scottsdale | AZ | 85260- |
| Albertson's Inc | Lyle Grafelman | Category Manager | 15100 N 90th Street, #2166 | Scottsdale | AZ | 85260- |
| Albertson's/Osco Drug | Dave Burleigh | District of Loss Prevention Manager | 3141 East Indian School Road | Phoenix | AZ | 85016- |
| Albertson's/Sav-on Drug | Peter Bartholomew | Director of Loss Prevention | 15100 N 90th Street, #2166 | Scottsdale | AZ | 85260- |
| Bashas' | Al Basila | EVP Ret Operations | 3131 E Indian School Road | Phoenix | AZ | 85016- |
| Bashas' | Denise Brownell | Director of Loss Prevention | 725 E Guadalupe Road | Tempe | AZ | 85283- |
| Bashas' | Doug Coleman | Sr Loss Prevention Agent | 725 E Guadalupe Road | Tempe | AZ | 85027- |
| Bashas' | Ike Basha | VP Retail Support | PO Box 488 | Chandler | AZ | 85244- |
| Bashas' | Mark Barnett | VP Merchandising | PO Box 488 | Chandler | AZ | 85244- |
| Bashas' | Mike Proulx | Dir. Operations | PO Box 488 | Chandler | AZ | 85244- |
| Bashas' | Wayne Manning | President | PO Box 488 | Chandler | AZ | 85244- |
| CSK Automotive | Ed Plueger | Director Loss Prevention | PO Box 6030 | Phoenix | AZ | 85005- |
| CSK Automotive | Ken Roscoe | VP Operations | PO Box 6030 | Phoenix | AZ | 85005- |
| Fleming | Ray Sprinkle | Director Sales & Marketing | PO Box 20511 | Phoenix | AZ | 85036- |
| Fleming | Richard McComic | Store Planning Manager | PO Box 20511 | Phoenix | AZ | 85036- |
| Fry's | Dennis Hood | President | PO Box 6016 | Phoenix | AZ | 85005- |

| | | | | | | |
|--------------------------------|------------------|----------------------------------|-------------------------|------------|----|------------|
| Fry's | Mike Donnelly | VP Merchandise | PO Box 6016 | Phoenix | AZ | 85005-6016 |
| Fry's | Mike Rawls | Security Coordinator | 3405 South 5th Street | Phoenix | AZ | 85040-1169 |
| Fry's | Steve McKinney | VP Retail Operations | 500 South 99th Avenue | Tolleson | AZ | 85053- |
| Hi Health | Scott Christesen | Director of Operations | 2428 E Karen Drive | Scottsdale | AZ | 85260- |
| Hi Health | Simon Chaplin | President | 2428 E Karen Drive | Scottsdale | AZ | 85260- |
| Petsmart | Bob Heard | Regional LP Manager | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Bob Moran | President | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Doug Lehn | VP Store Operations | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Fred Kramer | Regional LP Manager | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Jim Kerr | Regional LP Manager | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Jim Walsh | Sr VP Retail Operations | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Keith Fleckner | National Account Manager | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Mike Gray | Regional LP Manager | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Neil Watanabe | Executive Vice President & CFO | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Phil Murphy | SR VP Merchandising | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Tony Truesdale | VP Merchandising | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Petsmart | Wayne Boyer | Regional LP Manager | 19601 North 27th Avenue | Phoenix | AZ | 85027- |
| Popular Outdoor Outfitters | Norman Lipson | President | 4331 N 44th Avenue | Phoenix | AZ | 85031-2112 |
| Popular Outdoor Outfitters | Ritchie Lipson | VP Operations | 4331 N 44th Avenue | Phoenix | AZ | 85031-2112 |
| Safeway, Inc | Garnett Berg | Sr VP Div Mgr. | 2750 South Priest | Tempe | AZ | 85282- |
| Safeway, Inc | Gene Dew | Security Investigator | 2750 South Priest | Tempe | AZ | 85282- |
| Safeway, Inc | Howard Befort | VP Mktg Ops | 2750 South Priest | Tempe | AZ | 85282- |
| Safeway, Inc | Michael Wise | Dir. GM, HBC | 2750 South Priest | Tempe | AZ | 85282- |
| Safeway, Inc | Robert Folkes | Director of Security | 2750 South Priest | Tempe | AZ | 85282- |
| Smith's Food Drug Centers, Inc | Brent Farnsworth | VP Sales & Merchandising | 500 South 99th Avenue | Tolleson | AZ | 85353- |
| Smith's Food Drug Centers, Inc | Brent Kailing | VP Operations | 500 South 99th Avenue | Tolleson | AZ | 85353- |
| Southwest Supermarkets | John Flynn | Director of Loss Prevention | 2626 South 7th Street | Phoenix | AZ | 85034- |
| Southwest Supermarkets | John Williams | Sr. Vice President Operations | 2626 South 7th Street | Phoenix | AZ | 85034- |
| Southwest Supermarkets | Tony Goiao | President | 2626 South 7th Street | Phoenix | AZ | 85034- |
| Stabler's IGA | Tom Stabler | President | 929 Mill Avenue | Tempe | AZ | 85281- |
| TOSCO Marketing Company | Doug Hecker | AZ Region Ops Director | 1500 N Priest Drive | Tempe | AZ | 85281- |
| TOSCO Marketing Company | Jan Francis | Regional Loss Prevention Manager | 1500 N Priest Drive | Tempe | AZ | 85281- |
| TOSCO Marketing Company | Kevin Smith | Regional Investigator | 1500 N Priest Drive | Tempe | AZ | 85281- |

| | | | | | | |
|-------------------------|-----------------|------------------------------------|----------------------------|-----------------|----|------------|
| TOSCO Marketing Company | Rollie Trayte | Director Corporate Loss Prevention | 1500 N Priest Drive | Tempe | AZ | 85281- |
| Albertson's/Luck Stores | Ron Walker | Director of Loss Prevention | 6565 Knott Avenue | Buena Park | CA | 90620- |
| Albertson's/Sav-on Drug | Terry Sullivan | Division Loss Prevention Manager | 6565 Knott Avenue | Buena Park | CA | 90620- |
| Bugle Boy | John Dohery | VP Merchandising | 355 E Easy Street | Simi Valley | CA | 93065- |
| Bugle Boy | Preston Zeigler | Director of Loss Prevention | 355 E Easy Street | Simi Valley | CA | 93065- |
| Copeland's Sports | Eric Tomasi | Director of Operations | PO Box 1348 | San Luis Obispo | CA | 93406- |
| Copeland's Sports | Robin Rosario | Dir of Loss Prevention | PO Box 1348 | San Luis | CA | 93406- |
| Copeland's Sports | Tom Copeland | President | PO Box 1348 | San Luis Obispo | CA | 93406- |
| Food 4 Less | Dave Hirz | President | PO Box 54143 | Los Angeles | CA | 90054- |
| Food 4 Less | Tim Mulhall | General VP Store Operations | PO Box 54143 | Los Angeles | CA | 90054- |
| Gap Inc. | Keith White | VP Loss Prevention | 1 Harrison St | SAN FRANCISCO | CA | 94105-1602 |
| Gottschalks | Larry Gille | Dir. of Risk Management | 7 River Park East | Fresno | CA | 93729- |
| Gottschalks | Michael Geele | Sr. V.P. & CFO | 7 River Park East | Fresno | CA | 93729- |
| Gottschalks | Mike Droll | Director of LP | 7 River Park East | Fresno | CA | 93729- |
| HUB Distributing | Bob Schindler | Director of Loss Prevention | PO Box 5998 | Ontario | CA | 91761-1107 |
| HUB Distributing | Fred Ford | Senior VP Human Resources | PO Box 5998 | Ontario | CA | 91761-1107 |
| K V Mart Co | Jon Stokes, CPP | Director of Loss Prevention | 1245 E. Watson Center Road | Carson | CA | 90745-4207 |
| Longs Drug Stores | Bill Brandon | Sr. V.P. Southern Region | PO Box 5222 | WALNUT CREEK | CA | 94596-3858 |
| Longs Drug Stores | Dennis Miller | Director of Loss Prevention | PO Box 5222 | WALNUT CREEK | CA | 94596-3858 |
| Longs Drug Stores | Jim Famini | Sr. V.P. Bay Area Region | PO Box 5222 | WALNUT CREEK | CA | 94596-3858 |
| Longs Drug Stores | Ron Lovelady | Sr. V.P. Northern Region | PO Box 5222 | WALNUT CREEK | CA | 94596-3858 |
| Longs Drug Stores | Stephen Roath | President | PO Box 5222 | WALNUT CREEK | CA | 94596-3858 |
| Longs Drug Stores | Terry Burnside | Sr. V.P. of Merchandising | PO Box 5222 | WALNUT CREEK | CA | 94596-3858 |
| Macy's West | Gatenbein John | V.P. Director of Security | P O. Box 7888 | San Francisco | CA | 94120- |
| Macy's West | Scott Emery | Deputy Director of Security | P O Box 7888 | San Francisco | CA | 94120- |
| Mervyn's California | Andre Watson | Director AP Mervyns | 22301 Foothill Blvd | Hayward | CA | 94541- |
| Mervyn's California | Dan Allison | Mgr Logistics Mervyns | 22301 Foothill Blvd | Hayward | CA | 94541- |
| Mervyn's California | Debra Hager | Project Manager Source Tagging | 22301 Foothill Blvd | Hayward | CA | 94541- |

| | | | | | |
|-------------------------|------------------|---|-----------------------------------|-----------------|-----------|
| Mervyn's California | Keith White | Dir Asset Protection | 22301 Foothill Blvd | Hayward | CA 94541- |
| Mervyn's California | Mary Eli | Logistics Analyst-EAS | 22301 Foothill Blvd | Hayward | CA 94541- |
| Mervyn's California | Nils Carlson | Manager AP Mervyns | 22301 Foothill Blvd | Hayward | CA 94541- |
| Mervyn's California | Rachel McLean | Pkging Analyst Mktg | 22301 Foothill Blvd | Hayward | CA 94541- |
| Office Depot | Steve Degener | Divisional LP Director | 1485 Enea Court, Suite 1200 | Concord | CA 94520- |
| Petco | Cheryl Barry | Director of Loss Prevention | 9125 Rehco Road | San Diego | CA 92121- |
| Raley's | Bob Abel | Senior VP Store Operations | PO Box 15618 | WEST | CA 95605- |
| | | | | SACRAMENTO | 2696 |
| Raley's | Charles O'Bear | Director Security | PO Box 15618 | WEST | CA 95605- |
| | | | | SACRAMENTO | 2696 |
| Raley's | Jimmie Torres | Raley's Marketing | PO Box 15618 | WEST | CA 95605- |
| | | | | SACRAMENTO | 2696 |
| Raley's | Larry Nurse | COO | PO Box 15618 | WEST | CA 95605- |
| | | | | SACRAMENTO | 2696 |
| Raley's | Terry Tremelling | Director of Corporate Purchasing | PO Box 15618 | WEST | CA 95605- |
| | | | | SACRAMENTO | 2696 |
| Ralph's Grocery Company | Andy Small | Group VP Store Operations Northern Division | PO Box 54143 | Los Angeles | CA 90054- |
| Ralph's Grocery Company | Dave Hansen | Executive VP Operations | PO Box 54143 | Los Angeles | CA 90054- |
| Ralph's Grocery Company | Mike Water | Security Manager | PO Box 54143 | Los Angeles | CA 90054- |
| Ralph's Grocery Company | Ross Whipple | Dir Security Department | PO Box 54143 | Los Angeles | CA 90054- |
| Ralph's Grocery Company | Steve Smart | VP - General Merchandise | PO Box 54143 | Los Angeles | CA 90543- |
| Robinson May | Bob McCort | Vice President Los Prevention | 6160 Laurel Blvd | North Hollywood | CA 91406- |
| Ross Stores Inc | Michael Hamilton | Senior VP Store Operations | 8333 Central Ave | NEWARK | CA 94560- |
| | | | | | 3440 |
| Ross Stores Inc | Michael Keenan | VP Loss Prevention | 8333 Central Ave | NEWARK | CA 94560- |
| | | | | | 3440 |
| Safeway, Inc | Kent Rigggenberg | LP Director | 5918 Stoneridge Mall Road | Pleasant | CA 94588- |
| | | | | | 3229 |
| Save Mart Supermarkets | Jerry Sauer | Director of Loss Prevention | P.O Box 4278 | Modesto | CA 95352- |
| | | | | | 4278 |
| Shoe Pavilion | Linda Hickey | LP Director | 3200 Regatta Blvd , Suite 39 | Richmond | CA 94804- |
| State Brothers | Gayle Paden | Grp Sr VP of Administration | 21700 Barton Road | Colton | CA 92324- |
| The Disney Store Inc | Joe LaRocca | Director of Loss Prevention | 101 North Brand Blvd , Suite 1000 | Glendale | CA 91203- |
| The Good Guys Inc | Cathy Stauffer | VP Merchandising | 7000 Marina Blvd | BRISBANE | CA 94005- |
| | | | | | 1830 |
| The Good Guys Inc | Martha Johnson | Director of Store Operations | 7000 Marina Blvd | BRISBANE | CA 94005- |
| | | | | | 1830 |
| The Good Guys Inc | Michael Ramiez | Director of Loss Prevention | 7000 Marina Blvd | BRISBANE | CA 94005- |

| | | | | | |
|---------------------------------|--------------------|--------------------------------|-------------------------------------|----------------|---------------|
| The Men's Wearhouse Inc. | Don Botill | VP Store Operations | 40650 Encyclopedia Cir | FREMONT | CA 94538-2453 |
| Virgin Entertainment Group, Inc | Stephen Hamilton | VP Operations | 4751 Wilshire Blvd | Los Angeles | CA 90010- |
| Vons Companies, Inc. | Dick Gresswell | Director of Loss Prevention | P.O. Box 3338 | Los Angeles | CA 90051- |
| Vons Companies, Inc. | Doug Ratto | Director of GM/HBC | P.O. Box 3338 | Los Angeles | CA 90051- |
| Warner Bros Studio Stores | Jim Thibodeaux | Director of Loss Prevention | 3300 Pacific Avenue | Burbank | CA 91505- |
| Warner Bros Studio Stores | Peter J Lynch | Executive VP Operations | 4000 Warner Blvd | Burbank | CA 91522- |
| Wet Seal / Contempo Casuals | Ferrell Ostrow | Director of Loss Prevention | 26972 Burbank | Foothill Ranch | CA 92610- |
| Williams-Sonoma Inc | Ned Ludlow | Director of Loss Prevention | 100 North Point Street | San Francisco | CA 94133- |
| Safeway, Inc | Bob Perry | Corporate Director of Security | 6900 S Yosemite | Englewood | CO 80112- |
| Wild Oats Markets | Bill Navarre | National Director of LP | 3375 Mitchell Lane | Boulder | CO 80301-2244 |
| Wild Oats Markets | Jim Lee | President | 3375 Mitchell Lane | Boulder | CO 80301-2244 |
| Casual Corner Group | Kim Reynolds | Vice President, GMM | 100 Phoenix Ave | Enfield | CT 06082- |
| Casual Corner Group | Mike Myers | Vice President | 107 Phoenix Avenue | Enfield | CT 06082- |
| Warnaco, Inc | John Bernhart | Field Manager - Operations | 325 Lafayette Street | Bridgeport | CT 06601-7049 |
| William Carter Company | Jill Galea | Vice President Operations | 1000 Bridgeport Avenue | Shelton | CT 06484- |
| World Duty Free America, Inc | Ed Jankowski | VP of Operations | 63 Copps Hill Road | Ridgefield | CT 06877- |
| World Duty Free America, Inc | Larry Caputo | Vice President Corporate Legal | 63 Copps Hill Road | Ridgefield | CT 06877- |
| World Duty Free America, Inc | Ramone Bozquez | CEO | 63 Copps Hill Road | Ridgefield | CT 06877- |
| Giant Foods, Inc. | Jim Frazetti | VP Store Operations | PO Box 1804 D-723 | Washington | DC 20013- |
| Giant Foods, Inc | John Muzzi | Assistant Director of LP | PO Box 1804 D-723 | Washington | DC 20013- |
| US Postal Service | Kim Matalik | Retail Support | 475 L'Enfant Plaza, SW Room 4347 EB | Washington | DC 20260- |
| Brandsmart USA | Larry Hill | Director Asset Protection | 3200 SW 42nd Street | Hollywood | FL 33312- |
| Chico's Fashions | David Zeal | | 11215 Metro Parkway | Ft Myers | FL 33912- |
| Costco #92 | Mike Lonette | Warehouse Manager | 8300 Park Blvd | Miami | FL 33126- |
| Costco #92 | Richard Berkon | Regional Loss Prevention Mgr | 8300 Park Blvd | Miami | FL 33126- |
| Discount Auto Parts | Ed Gonzalez | Purchasing | 4900 S Frontage Road | Lakeland | FL 33815- |
| Discount Auto Parts | Joe Gonzalez | Director Internal Auditing | 4900 S Frontage Road | Lakeland | FL 33815- |
| Discount Auto Parts | Richard Melendez | Loss Prevention Director | 4900 S Frontage Road | Lakeland | FL 33815- |
| Eckerd Drug Company | Elliott Rosenblatt | Director of Compliance | 8333 Bryan Dairy Rd, PO Box 4689 | Clearwater | FL 34618- |
| Eckerd Drug Company | Enzo Cerra | Senior VP Merchandising | 8333 Bryan Dairy Rd, PO Box 4689 | Clearwater | FL 34618- |
| Eckerd Drug Company | J Michael Carter | Director - Loss Prevention | 8333 Bryan Dairy Rd, PO Box 4689 | Clearwater | FL 34618- |
| Eckerd Drug Company | Larry Ford | VP - Loss Prevention | 8333 Bryan Dairy Rd, PO Box 4689 | Clearwater | FL 34618- |

| | | | | | | |
|-----------------------------|-----------------|-----------------------------------|----------------------------------|-----------------|----|------------|
| Eckerd Drug Company | Lorraine Coyle | VP Beauty | 8333 Bryan Dairy Rd, PO Box 4689 | Clearwater | FL | 34618- |
| Eckerd Drug Company | Steve Pace | Director - Loss Prevention | 8333 Bryan Dairy Rd, PO Box 4689 | Clearwater | FL | 34618- |
| Mars | Debra Tharpe | Buyer Supervisor | 5300 N Powerline Road | Fort Lauderdale | FL | 33309- |
| Mars | Tim O'Connor | Director of Loss Prevention | 5300 N Powerline Road | Fort Lauderdale | FL | 33309- |
| Navarro Discount Pharmacies | Gabriel Navarro | Director of Purchasing | 5959 Northwest 37th Avenue | Miami | FL | 33142- |
| Office Depot | Frank Johns | Vice President of Loss Prevention | 2300 Old Germantown Road | Delray Beach | FL | 33445- |
| One Stop Auto Parts | Gerald Klein | | 1113 62nd Avenue North | St Petersburg | FL | 33702- |
| Publix Super Markets | Bill Fauerbach | VP Miami Division | PO Box 69 | Miami | FL | 33269-9030 |
| Publix Super Markets | Bob Moore | VP Operations (Atlanta) | PO Box 407 | Lakeland | FL | 33802-0407 |
| Publix Super Markets | Ed Crenshaw | President, COO | PO Box 407 | Lakeland | FL | 33802-0407 |
| Publix Super Markets | Eric Dybing | LP Manager | PO Box 69 | Miami | FL | 33269-9030 |
| Publix Super Markets | Jesse Benton | VP Operations (Jacksonville) | PO Box 407 | Lakeland | FL | 33802-0407 |
| Publix Super Markets | John Lee | Director of LP | PO Box 407 | Lakeland | FL | 33802-0407 |
| Publix Super Markets | Jom Lobinsky | VP GM Purchasing | PO Box 407 | Lakeland | FL | 33802-0407 |
| Publix Super Markets | Scott Gifford | Loss Prevention | 1936 George Jenkins Blvd | Lakeland | FL | 33815- |
| Publix Super Markets | Tim McLaughlin | VP Operations (Lakeland) | PO Box 407 | Lakeland | FL | 33802-0407 |
| Scotty's Home Centers | Drew Macpherson | | 5300 N Weaker Hwy | Winter Haven | FL | 33882- |
| Winn-Dixie Jacksonville | Bobby Walley | Security Manager | PO Box 44110 | Jacksonville | FL | 32231-4110 |
| Winn-Dixie Jacksonville | Butch Lunn | ICS | PO Box 44110 | Jacksonville | FL | 32231-4110 |
| Winn-Dixie Jacksonville | Tom Corey | ICS - EAS | PO Box 44110 | Jacksonville | FL | 32231-4110 |
| Winn-Dixie Miami | Jim Leeder | Security Manager | PO Box 408300 | Fort Lauderdale | FL | 33340-8300 |
| Winn-Dixie Miami | Rich Ehster | President | PO Box 408300 | Fort Lauderdale | FL | 33340-8300 |
| Winn-Dixie Miami | Robin Castillo | ICS | PO Box 408300 | Fort Lauderdale | FL | 33340-8300 |
| Winn-Dixie Orlando | Bob Blakely | Security Manager | PO Box 585200 | Orlando | FL | 32858-5200 |

| | | | | | | |
|--------------------------|------------------|--------------------------------|-----------------------------|-----------------|----|------------|
| Winn-Dixie Orlando | Dan LaFever | President | PO Box 585200 | Orlando | FL | 32858-5200 |
| Winn-Dixie Orlando | John McDaniel | ICS | PO Box 585200 | Orlando | FL | 32858-5200 |
| Winn-Dixie Stores | Al Rowland | President & CEO | 5050 Edgewood Court | Jacksonville | FL | 32205-3699 |
| Winn-Dixie Stores | Bill Doolittle | Director of Security | 5050 Edgewood Court | Jacksonville | FL | 32205-3699 |
| Winn-Dixie Stores | Charlie Van Pelt | Health Care Manager | 5050 Edgewood Court | Jacksonville | FL | 32205-3699 |
| Winn-Dixie Stores | Pete Sutton | Vice President General Manager | 5050 Edgewood Court | Jacksonville | FL | 32205-3699 |
| Winn-Dixie Stores | Roy Brocato | Senior Vice President | 5050 Edgewood Court | Jacksonville | FL | 32205-3699 |
| Winn-Dixie Tampa | Charlie Woolover | Security Manager | PO Box 440 | Tampa | FL | 33601-0440 |
| Winn-Dixie Tampa | Mark Sellers | President | PO Box 440 | Tampa | FL | 33601-0440 |
| Winn-Dixie Tampa | Steve Rhodes | ICS | PO Box 440 | Tampa | FL | 33601-0440 |
| Kroger Co - Atlanta KMA | Al Weatherford | Risk Management | 2175 Parklane Dr NE | Atlanta | GA | 30345-2809 |
| Kroger Co. - Atlanta KMA | Paul Smith | President | 2175 Parklane Dr NE | Atlanta | GA | 30345-2809 |
| Kroger Co. - Atlanta KMA | Roy White | Risk Manager | 2175 Parklane Dr NE | Atlanta | GA | 30345-2809 |
| Kroger Co. - Atlanta KMA | Saundra Linn | VP of Ops | 2175 Parklane Dr NE | Atlanta | GA | 30345-2809 |
| Kroger Co - Atlanta KMA | Tim Nelson | Operations Manager | 2175 Parklane Dr NE | Atlanta | GA | 30345-2809 |
| Pep Boys | Ray Wofford | Direct of Vendor Compliance | 2726 A Chandler Road | Decatur | GA | 30034- |
| Winn-Dixie Atlanta | Hank Warden | Security Manager | 5400 Fulton Industrial Blvd | Atlanta | GA | 30336- |
| Winn-Dixie Atlanta | Howard Hess | Senior Vice President | 5400 Fulton Industrial Blvd | Atlanta | GA | 30336- |
| Winn-Dixie Atlanta | Joe White | President | 5400 Fulton Industrial Blvd | Atlanta | GA | 30336- |
| Winn-Dixie Atlanta | Tom Pear | Inventory Control Specialist | 5400 Fulton Industrial Blvd | Atlanta | GA | 30336- |
| Hy Vee Food Stores, Inc | Andy McCann | Dir Operations | 5820 Westown Parkway | West Des Moines | IA | 50266- |
| Hy Vee Food Stores, Inc | Bob Carran | Asst VP of Administration | 5820 Westown Parkway | West Des Moines | IA | 50266- |

| | | | | | | |
|--------------------------------|-------------------|--|---|-----------------|----|------------|
| Hy-Vee Foods Store, Inc. | Charles Bell | Western Region VP | 5820 Westown Parkway | West Des Moines | IA | 50266- |
| Hy-Vee Foods Store, Inc. | Chuck Robertson | Eastern Region VP | 5820 Westown Parkway | West Des Moines | IA | 50266- |
| Hy-Vee Foods Store, Inc. | Dan Kozak | Dir Safety & Security | 5820 Westown Parkway | West Des Moines | IA | 50266- |
| Hy-Vee Foods Store, Inc. | Mike Caligiuri | VP General Merchandise | 5820 Westown Parkway | West Des Moines | IA | 50266- |
| Hy-Vee Foods Store, Inc. | Tim Hopson | LP Specialist | 5820 Westown Parkway | West Des Moines | IA | 50266- |
| Albertson's Inc. | Dale Hetherington | Director of Loss Prevention | 250 Parkcenter Boulevard | Boise | ID | 83706- |
| Albertson's Inc | Ken Johnson | Corporate Physical Security Manager | 250 Parkcenter Blvd | Boise | ID | 83706- |
| Albertson's Inc | Pat Steele | Exec VP Information Service & Technology | 250 Parkcenter Boulevard | Boise | ID | 83706- |
| Albertson's Inc. | Patrick McShane | Area Physical Security Manager | 250 Parkcenter Blvd | Boise | ID | 83706- |
| Albertson's Inc | Thom Imlay | VP of Front End Systems | 250 Parkcenter Boulevard | Boise | ID | 83706- |
| Albertson's/Jewel Food | Michael DePaola | VP of Loss Prevention | 1955 W North Avenue, Bldg F | Melrose Park | IL | 61060- |
| Albertson's/Osco Drug | Randy Ferris | Div Loss Prevention Manager | 3030 Cullerton Drive | Franklin Park | IL | 60131- |
| Bachrach | Randy Council | Director of Loss Prevention | One Bachrach Court | Decatur | IL | 65226- |
| Bachrach | Ron James | Vice President Operations | One Bachrach Court | Decatur | IL | 65226- |
| Crate & Barrel | Tim Morcolini | Director of Loss Prevention | 725 Landwehr Road | Northbrook | IL | 60062- |
| CUB Foods | Mike Carter | Sr Regional Director | 1 Corporate Lakes 2525 Cabot Dr, St 302 | Lisle | IL | 60532- |
| CUB Foods | Randall Thomas | Security Supervisor | 1 Corporate Lakes 2525 Cabot Dr, St 302 | Lisle | IL | 60532- |
| Dominick's Finer Foods | Mike Watt | Director Loss Prevention | 505 Railroad | Northlake | IL | 60164- |
| Eagle Food Centers | Bob Kelly | President | Rte 67 and Knoxville Road | Milan | IL | 61264- |
| Eagle Food Centers | Dave Norton | Sr VP - Retail & Operations | Rte 67 and Knoxville Road | Milan | IL | 61264- |
| Factory Card Outlet of America | Charles Cumello | President/CEO | 2727 Diehl Road | Naperville | IL | 60007- |
| Factory Card Outlet of America | Gary Rada | Sr VP & General Merchandise Mgr | 2727 Diehl Road | Naperville | IL | 60007- |
| Factory Card Outlet of America | Mike Sax | Loss Prevention | 2727 Diehl Road | Naperville | IL | 60007- |
| Follett College Stores | David DeVos | VP Store Design & Planning | PO Box 3488 | Oak Brook | IL | 60522-3488 |
| Glik Company | Jeff Glik | President | 3248 Nameoki Road | Granite City | IL | 62040- |
| Glik Company | Jim Glik | Vice President | 3248 Nameoki Road | Granite City | IL | 62040- |
| Glik Company | Joe Glik | Chairman & CEO | 3248 Nameoki Road | Granite City | IL | 62040- |
| Glik Company | Judy Glik | Vice President | 3248 Nameoki Road | Granite City | IL | 62040- |
| Sears, Roebuck and Co. | Allise Miller | Director Inventory Control | 3333 Beverly Road, Ec-312B | Hoffman Estates | IL | 60179- |

| | | | | | | |
|-------------------------------|-------------------|------------------------------------|--|-----------------|----|--------|
| Sears, Roebuck and Co. | Dennis Lamer | Technical Manager | 3333 Beverly Road, Ec-312B | Hoffman Estates | IL | 60179- |
| Sears, Roebuck and Co | Ed Barclay | VP Asset Protection | 3333 Beverly Road, Ec-312B | Hoffman Estates | IL | 60179- |
| The Outlook Group | Dennis Grabski | | 2025 South Branch Blvd | Oak Creek | IL | 53154- |
| Top Hits | Carl Rosenbaum | President | 1120 Larkew Drive | Wheeling | IL | 60090- |
| Ulta 3 Cosmetics | Bob VanderHaar | VP of Merchandising | 1135 Arbor Drive Windham Lakes Business Park | Romeoville | IL | 60446- |
| Ulta 3 Cosmetics | Dominick Archer | Director of Loss Prevention | 1135 Arbor Drive Windham Lakes Business Park | Romeoville | IL | 60446- |
| Ulta 3 Cosmetics | Marty Richner | Sr VP of Marketing & Merchandising | 1135 Arbor Drive Windham Lakes Business Park | Romeoville | IL | 60446- |
| Ulta 3 Cosmetics | Matt Strall | Director of Merchandising | 1135 Arbor Drive Windham Lakes Business Park | Romeoville | IL | 60446- |
| Ulta 3 Cosmetics | Ron Green | Director of Loss Prevention | 1135 Arbor Drive Windham Lakes Business Park | Romeoville | IL | 60446- |
| Ulta 3 Cosmetics | Terri Schulte | Group Merchandising Manager | 1135 Arbor Drive Windham Lakes Business Park | Romeoville | IL | 60446- |
| Walgreen Company | Marji Nelson | Manager, Corporate Purchasing | 200 Wilmot Road #2246 | Deerfield | IL | 60015- |
| Walgreens | Chet Young | Div VP General Audit/LP | 300 Wilmot Road, #3153 | Deerfield | IL | 60015- |
| Walgreens | Chris Kopeck | EAS Manager | 200 Wilmot Road | Deerfield | IL | 60015- |
| Walgreens | Doug Lemmons | Mgr -Loss Prevention Operations | 300 Wilmot Road, #3153 | Deerfield | IL | 60015- |
| Walgreens | Patrick Looby | Mgr -Vendor Item & EDI Services | 200 Wilmot Road | Deerfield | IL | 60015- |
| Walgreens | Steve Kroloff | Mgr -Loss Prevention Operations | 300 Wilmot Road, #3153 | Deerfield | IL | 60015- |
| World Duty Free America, Inc. | Scott Moskal | Regional Loss Prevention Mgr | 5207 North Rose Street | Chicago | IL | 60656- |
| Kroger Co. - Indianapolis KMA | Ben Carter | VP of Operations | 5960 Castleway Drive West | Indianapolis | IN | 46250- |
| Kroger Co - Indianapolis KMA | Dennis O'Connor | Manager Loss Control | 5960 Castleway Drive West | Indianapolis | IN | 46250- |
| Kroger Co - Indianapolis KMA | Don Becker | President | 5960 Castleway Drive West | Indianapolis | IN | 46250- |
| Kroger Co. - Indianapolis KMA | Ken Norris | Store Auditor | 5960 Castleway Drive West | Indianapolis | IN | 46250- |
| Marsh Supermarkets | Charles Barnard | Dir. Retail Ops , Spkt Div | 9800 Crosspoint Blvd | Indianapolis | IN | 65256- |
| Marsh Supermarkets | David Marsh | Director of Operations | 9800 Crosspoint Blvd. | Indianapolis | IN | 65256- |
| Marsh Supermarkets | Don Marsh | Chairman & CEO | 9800 Crosspoint Blvd | Indianapolis | IN | 65256- |
| Marsh Supermarkets | Doug Stong | Director, Safety & Security | 9800 Crosspoint Blvd | Indianapolis | IN | 65256- |
| Marsh Supermarkets | Douglas Dougherty | Vice President, CFO | 9800 Crosspoint Blvd | Indianapolis | IN | 65256- |
| Marsh Supermarkets | Frank Bryja | President, COO Supermarket Div | 9800 Crosspoint Blvd | Indianapolis | IN | 65256- |
| Paul Harris Stores, Inc | Ross McKinley | Senior Vice President | 6003 Guion Road | Indianapolis | IN | 46254- |
| Shoe Carnival, Inc | Steve McDaniel | VP Loss Prevention | 8233 Baumgart Road | Evansville | IN | 47711- |
| Sterk's Super Foods, Inc | Dick Sterk | | 5217 Hohman Avenue | Hammond | IN | 46320- |
| Sterk's Super Foods, Inc | Gary Brinkman | | 5217 Hohman Avenue | Hammond | IN | 46320- |

| | | | | | |
|---------------------------------|-----------------|-------------------------------------|-------------------------------|--------------|-----------|
| Dillons Food Stores | Larry Bulla | Security Supervisor | 2700 E 4th Street | Hutchinson | KS 67501- |
| Dillons Food Stores | Mike Allenbach | Security Investigator | 2700 E 4th Street | Hutchinson | KS 67501- |
| Dillons Food Stores | Steve Swartz | VP Retail Operations | 2700 E 4th Street | Hutchinson | KS 67501- |
| Duckwall - Alco Stores | Glen Shank | President | 401 Cottage Street | Abilene | KS 67410- |
| Duckwall - Alco Stores | Jim Shoenbeck | VP of Operations | 401 Cottage | Abilene | KS 67410- |
| Duckwall - Alco Stores | Pat Neal | Director Security | 401 Cottage | Abilene | KS 67410- |
| Payless ShoeSource | Jack Sink | Corporate Mgr., Loss Prevention | 3321 East 6th Street | Topeka | KS 66601- |
| Payless ShoeSource | James Thomas | VP of Loss Prevention | 3321 East 6th Street | Topeka | KS 66601- |
| Shepler's Inc | Ed Gerstenkorn | Director of Stores | 6501 West Kellogg PO Box 7702 | Wichita | KS 67277- |
| Westlake Ace Hardware | Howard Elsberry | President | 15501 West 99th | Lenexa | KS 66219- |
| Westlake Ace Hardware | Pat Kane | Director of Loss Prevention | 15501 West 99th | Lenexa | KS 66219- |
| Westlake Ace Hardware | Tom Terrell | Sr VP Of Operations | 15501 West 99th | Lenexa | KS 66219- |
| Kroger Company | S. Stucker | Asst. Risk Manager | 10168 Linn Station Road | Louisville | KY 40233- |
| Kroger Company | Steve King | Risk Management | 10168 Linn Station Road | Louisville | KY 40223- |
| Big Y Foods | Peter Pelc | Director of Loss Prevention | 2145 Roosevelt Avenue | Springfield | MA 01102- |
| Filene's | Jim Connolly | Vice President Loss Prevention | 426 Washington Street | Boston | MA 02108- |
| K-B Toys | Charles Alberts | Vice President, DMM | 100 West Street | Pittsfield | MA 01201- |
| K-B Toys | Earl Welliver | VP Security, Loss Prevention | 100 West Street | Pittsfield | MA 01201- |
| K-B Toys | James Mackenzie | Vice President, DMM | 100 West Street | Pittsfield | MA 01201- |
| K-B Toys | Patrick Barry | Senior VP Store Operations | 100 West Street | Pittsfield | MA 01201- |
| K-B Toys | Rick Wilson | Vice President, DMM | 100 West Street | Pittsfield | MA 01201- |
| K-B Toys | Robert Muller | VP Inventory | 100 West Street | Pittsfield | MA 01201- |
| K-B Toys | Tom Alfonsi | Vice President, DMM Electronics | 100 West Street | Pittsfield | MA 01201- |
| Shaw's Supermarket, Inc | David J. Dykes | Director Of Loss Prevention | PO Box 300 | South Easton | MA 02375- |
| Shaw's Supermarket's | Tom Farrello | Sr Vice President Retail Operations | PO Box 300 | South Easton | MA 02375- |
| Staples, Inc. | Hal Vlass | Dir. of LP Operations | 500 Staples Drive | Framingham | MA 01702- |
| Staples, Inc. | Paul Lunt | VP of Loss Prevention | 500 Staples Drive | Framingham | MA 01701- |
| Stop and Shop Supermarkets, Inc | Richard Marsili | Director of Loss Prevention | 1385 Hancock Street | Quincy | MA 02169- |
| METRO Food Markets | Michael Mays | VP of Loss Prevention | 5483 Baltimore National Pike | Baltimore | MD 21229- |
| Office Depot | Chuck Beckman | Division LP Director | 6623 Governor Ritchie Highway | Glen Burnie | MD 21061- |
| Royal Farms | Frank Shilling | Director of Operations | 3611 Roland Avenue | Baltimore | MD 21211- |
| Safeway Eastern Division | Tom Harris | Security Director | 4551 Forbes Blvd | Lanham | MD 20706- |
| Super Fresh Food Market | Darryl Adkins | Director of Loss Prevention | 1506 Woodlawn Drive | Baltimore | MD 21207- |
| Trak Auto | Robert Thomas | Senior VP Store Operations | 3300 75th Avenue | Landover | MD 20785- |
| Trak Auto | Tom Kubera | Director of Finance | 3300 75th Avenue | Landover | MD 20785- |
| World Duty Free America, Inc | David Hall | Corporate LP Director | 6691 Bay Meadow Drive | Glen Burnie | MD 21060- |
| World Duty Free America, Inc | Greg Sloan | Div. Director of LP | 6691 Bay Meadow Drive | Glen Burnie | MD 21060- |
| Hannaford Brothers | Mike Harris | Director of Security | 145 Pleasant Hill Road | Scarborough | ME 04074- |

| | | | | | | |
|-----------------------|----------------------|-----------------------------------|-----------------------------------|-----------------|----|--------|
| Hannaford Brothers | Thomas Perkins | Northeast LP Manager | 145 Pleasant Hill Road | Scarborough | ME | 04074- |
| ACO Hardware, Inc | Bob McAdow | Director of Loss Prevention | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | Bob Springer | President & COO | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | Dennis DaPra | Chairman & CEO | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | Joe Abdalla | Buyer, Hardware | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | John Cyrowski | Buyer, Paint | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | John Renders | Assistant LP Director | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | Ken Williams | Buyer, Garden | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | Mark McClaw | Buyer, Housewares | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | Pat Chapman | Electrical & Automotive | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | Pat Wooley | Buyer, Plumbing, Sports, Sundries | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| ACO Hardware, Inc | Ted Traskos, Jr | Buyer, Tools | 23333 Commerce Drive | Farmington Hill | MI | 48335- |
| Busch's | Dan Courser | VP Operations | 2240 South Main | Ann Arbor | MI | 48108- |
| Busch's | John Busch | President | 2240 South Main | Ann Arbor | MI | 48108- |
| Busch's | Kim Hall | Loss Prevention Manager | 2240 South Main | Ann Arbor | MI | 48108- |
| D & W Food Center | Doug Blease | Exec. VP Operations | 3001 Orchard Vista Drive, SE | Grand Rapids | MI | 49588- |
| D & W Food Center | Jeff Gietzen | CEO | 3001 Orchard Vista Drive, SE | Grand Rapids | MI | 49588- |
| D & W Food Center | John Rozsa | Director of Loss Prevention | 3001 Orchard Vista Drive, SE | Grand Rapids | MI | 49588- |
| D & W Food Center | Tom Combs | Senior Director Retail Ops | 3001 Orchard Vista Drive, SE | Grand Rapids | MI | 49588- |
| Dunham's | Jeff Lynn | President | 5000 Dixie Highway | Waterford | MI | 48239- |
| Dunham's | Peter Barrington | Dir of Loss Prevention | 5000 Dixie Highway | Waterford | MI | 48239- |
| Dunham's | Steve Sanders | VP Operations | 5000 Dixie Highway | Waterford | MI | 48239- |
| Farmer Jack | Craig Sturken | CEO | PO Box 33446, 18718 Borman Avenue | Detriot | MI | 48228- |
| Farmer Jack | Jon Belanger | Loss Prevention Director | PO Box 33446, 18718 Borman Avenue | Detriot | MI | 48228- |
| Farmer Jack | Tom Montgomery | VP Operations | PO Box 33446, 18718 Borman Avenue | Detriot | MI | 48228- |
| Kroger Michigan | Jim Perun | VP of Operations | 18334 Laurel Park Drive | Livonia | MI | 48152- |
| Kroger Michigan | Ken Koberstein | Risk Manager | 18334 Laurel Park Drive | Livonia | MI | 48152- |
| L&L Shop Rite | Bruce Cataleinch | Store Director | 1615 West Mount Hope | Lansing | MI | 48911- |
| L&L Shop Rite | Earson Bayraktar | Director of Operations | 4924 Sough Logan Street | Lansing | MI | 48910- |
| L&L Shop Rite | Stanley Leveandowski | President | 4924 South Logan Street | Lansing | MI | 48910- |
| Maurices Incorporated | Tom Jamar | Corporate Loss Prevention Manager | 105 W Superior Street | Duluth | MI | 55802- |
| MC Sports | Bruce Ullery | President | 3070 Shaffer SE | Grand Rapids | MI | 49512- |
| MC Sports | Eric Goldenberg | VP Operations | 3070 Shaffer SE | Grand Rapids | MI | 49512- |
| MC Sports | Gary Heckman | Loss Prevention Mgr | 3070 Shaffer SE | Grand Rapids | MI | 49512- |

| | | | | | | |
|-------------------------------|----------------------|----------------------------------|---------------------------------|---------------|----|------------|
| MC Sports | Kelly Nanasy | VP Finance | 3070 Shaffer SE | Grand Rapids | MI | 49512- |
| MC Sports | Warren Vanderwell | Retail Support Manager | 3070 Shaffer SE | Grand Rapids | MI | 49512- |
| Meijer, Inc | Bob VanderArk | Merchandise Manager | 2929 Walker NW | Grand Rapids | MI | 49544- |
| Meijer, Inc | Jack McCarthy | VP - Loss Prevention | 2727 Walker Drive Northwest | Grand Rapids | MI | 49504- |
| Meijer, Inc | Michelle Schmid | Mgr Fire Protection & Technology | 2727 Walker Drive Northwest | Grand Rapids | MI | 49504- |
| Murray's Discount Auto | Fred Cahill | LP Manager | 8080 Haggerty Road | Belleville | MI | 48111- |
| Murray's Discount Auto | John Broses | District Manager | 8080 Haggerty Road | Belleville | MI | 48111- |
| Murray's Discount Auto | Ken Charboneau | Operations Manager | 8080 Haggerty Road | Belleville | MI | 48111- |
| Murray's Discount Auto | Michael Klein | President | 8080 Haggerty Road | Belleville | MI | 48111- |
| Murray's Discount Auto | Tom Schuck | VP-Controller | 8080 Haggerty Road | Belleville | MI | 48111- |
| Pep Supplies Plus | Dave Barens | VP Merchandise | 37720 Amrheim | Livonia | MI | 48150- |
| Pep Supplies Plus | Jack Berry | Pet Supplies Plus | 37720 Amrheim | Livonia | MI | 48150- |
| Pep Supplies Plus | Robert Upthegrove | VP Operations | 37720 Amrheim | Livonia | MI | 48150- |
| Plumb's Supermarket | Roger Eikenberry | President | 1663 W Sherman Blvd | Muskegon | MI | 49441- |
| Plumb's Supermarket | Wayne Fetterly | Director Loss Prevention | 1663 W Sherman Blvd | Muskegon | MI | 49441- |
| Prevo's Market | Dan Prevo | President | 4146 US 31 South | Traverse City | MI | 49684- |
| Prevo's Market | Tim Rice | Operations Manager | 4146 US 31 South | Traverse City | MI | 49684- |
| Quality Farm Fleet | Alan Fansler | President | PO Box 3315 455 East Ellis | Muskegon | MI | 49445- |
| Quality Farm Fleet | Clark McCord | Dir Risk Management | PO Box 3315 455 East Ellis | Muskegon | MI | 49445- |
| Quality Farm Fleet | Wayne McCollum | VP Operations | PO Box 3315 455 East Ellis | Muskegon | MI | 49445- |
| Sav-mor Drug Stores | Jerry Katchman | COO | 43155 West Nine Mile Road | Novi | MI | 48376- |
| Sav-mor Drug Stores | Richard Grossman | President | 43155 West Nine Mile Road | Novi | MI | 48376- |
| Spartan Stores | Duane Dwyanenisinski | Manager - General Merchandise | 850 76st Southwest, PO Box 8700 | Grand Rapids | MI | 49518-8700 |
| Spartan Stores | Dwayne Niziski | Manager General Merchandise | 5296 Eastern Avenue, SE | Grand Rapids | MI | 49518- |
| Spartan Stores | James Myer | President, CEO | 5296 Eastern Avenue, SE | Grand Rapids | MI | 49518- |
| Spartan Stores | Larry Leeuwenburg | Manager Business Development | 5296 Eastern Avenue, SE | Grand Rapids | MI | 49518- |
| Super Kmart/Kmart Corporation | Dan Faketty | Director - Loss Prevention | 3100 West Big Beaver Road | Troy | MI | 48084-3163 |
| Tool Warehouse | Ann Marie Brown | Merchandising Manager | 1450 West Long Lake | Troy | MI | 48098- |
| Tool Warehouse | Karen Dameron | Vice President | 1450 West Long Lake | Troy | MI | 48098- |
| Tool Warehouse | Tom Wagatha | Executive VP | 1450 West Long Lake | Troy | MI | 48098- |
| Valuland Inc | Dave Hogoboom | VP Operations | 3030 Corporate Grove Drive | Hudsonville | MI | 49426- |
| Valuland Inc | Joe Barton | President | 3030 Corporate Grove Drive | Hudsonville | MI | 49426- |

| | | | | | | |
|-------------------------------|----------------------|-----------------------------------|---------------------------------|---------------|----|------------|
| MC Sports | Kelly Nanasy | VP Finance | 3070 Shaffer SE | Grand Rapids | MI | 49512- |
| MC Sports | Warren Vanderwell | Retail Support Manager | 3070 Shaffer SE | Grand Rapids | MI | 49512- |
| Meijer, Inc | Bob VanderArk | Merchandise Manager | 2929 Walker NW | Grand Rapids | MI | 49544- |
| Meijer, Inc | Jack McCarthy | VP - Loss Prevention | 2727 Walker Drive Northwest | Grand Rapids | MI | 49504- |
| Meijer, Inc | Michelle Schmid | Mgr. Fire Protection & Technology | 2727 Walker Drive Northwest | Grand Rapids | MI | 49504- |
| Murray's Discount Auto | Fred Cahill | LP Manager | 8080 Haggerty Road | Belleville | MI | 48111- |
| Murray's Discount Auto | John Broses | District Manager | 8080 Haggerty Road | Belleville | MI | 48111- |
| Murray's Discount Auto | Ken Charboneau | Operations Manager | 8080 Haggerty Road | Belleville | MI | 48111- |
| Murray's Discount Auto | Michael Klein | President | 8080 Haggerty Road | Belleville | MI | 48111- |
| Murray's Discount Auto | Tom Schuck | VP-Controller | 8080 Haggerty Road | Belleville | MI | 48111- |
| Pep Supplies Plus | Dave Barens | VP Merchandise | 37720 Amrheim | Livonia | MI | 48150- |
| Pep Supplies Plus | Jack Berry | Pet Supplies Plus | 37720 Amrheim | Livonia | MI | 48150- |
| Pep Supplies Plus | Robert Upthegrove | VP Operations | 37720 Amrheim | Livonia | MI | 48150- |
| Plumb's Supermarket | Roger Eikenberry | President | 1663 W Sherman Blvd | Muskegon | MI | 49441- |
| Plumb's Supermarket | Wayne Fetterly | Director Loss Prevention | 1663 W Sherman Blvd | Muskegon | MI | 49441- |
| Prevo's Market | Dan Prevo | President | 4146 US 31 South | Traverse City | MI | 49684- |
| Prevo's Market | Tim Rice | Operations Manager | 4146 US 31 South | Traverse City | MI | 49684- |
| Quality Farm Fleet | Alan Fansler | President | PO Box 3315 455 East Ellis | Muskegon | MI | 49445- |
| Quality Farm Fleet | Clark McCord | Dir Risk Management | PO Box 3315 455 East Ellis | Muskegon | MI | 49445- |
| Quality Farm Fleet | Wayne McCollum | VP Operations | PO Box 3315 455 East Ellis | Muskegon | MI | 49445- |
| Sav-mor Drug Stores | Jerry Katchman | COO | 43155 West Nine Mile Road | Novi | MI | 48376- |
| Sav-mor Drug Stores | Richard Grossman | President | 43155 West Nine Mile Road | Novi | MI | 48376- |
| Spartan Stores | Duane Dwyanenisinski | Manager - General Merchandise | 850 76st Southwest, PO Box 8700 | Grand Rapids | MI | 49518-8700 |
| Spartan Stores | Dwayne Niziski | Manager General Merchandise | 5296 Eastern Avenue, SE | Grand Rapids | MI | 49518- |
| Spartan Stores | James Myer | President, CEO | 5296 Eastern Avenue, SE | Grand Rapids | MI | 49518- |
| Spartan Stores | Larry Leeuwenburg | Manager Business Development | 5296 Eastern Avenue, SE | Grand Rapids | MI | 49518- |
| Super Kmart/Kmart Corporation | Dan Faketty | Director - Loss Prevention | 3100 West Big Beaver Road | Troy | MI | 48084-3163 |
| Tool Warehouse | Ann Marie Brown | Merchandising Manager | 1450 West Long Lake | Troy | MI | 48098- |
| Tool Warehouse | Karen Dameron | Vice President | 1450 West Long Lake | Troy | MI | 48098- |
| Tool Warehouse | Tom Wagatha | Executive VP | 1450 West Long Lake | Troy | MI | 48098- |
| Valuland Inc | Dave Hogoboom | VP Operations | 3030 Corporate Grove Drive | Hudsonville | MI | 49426- |
| Valuland Inc | Joe Barton | President | 3030 Corporate Grove Drive | Hudsonville | MI | 49426- |

| | | | | | | |
|-------------------------------------|-----------------|--|---------------------------------------|--------------|----|------------|
| Valuland Inc | Todd Meyering | Dir of Security Operations | 3030 Corporate Grove Drive | Hudsonville | MI | 49426- |
| Bachman's | Michael Bonk | VP Administration | 6010 Lyndale So. | Minneapolis | MN | 55419- |
| Bachman's | Todd Waite | Mgr Loss Prevention | 6010 Lyndale So | Minneapolis | MN | 55419- |
| Best Buy Co., Inc. | Mike Marolt | Vice President Loss Prevention | 7075 Flying Cloud Drive | Eden Prairie | MN | 55344- |
| Dayton Hudson Corp | Kevin Norris | Director AP DSD | 700 on the Mall 10th Floor | Minneapolis | MN | 55402- |
| Dayton Hudson Corp | Steve Persian | Mgr AP DSD | 700 on the Mall 10th Floor | Minneapolis | MN | 55402- |
| Design Services Group | Thomas Ryan | President | 6533 Flying Cloud Drive, Suite 100 | Eden Prairie | MN | 55344- |
| Design Services Group | Vicktoria Ernst | Sr Equipment Applications Specialist | 6533 Flying Cloud Drive, Suite 100 | Eden Prairie | MN | 55344- |
| Design Services Group (Supervalu) | Eric Hewitt | Equipment Applications Specialist | 6533 Flying Cloud | Eden Prairie | MN | 55344- |
| Fingerhut Corporation | Steve Danner | Merchandise Manager | 53 McLeland Road, B7 | St Cloud | MN | 56395-2076 |
| Gander Mountain | Alan Tague | Director of Loss Prevention | 4567 W 80th Street | Bloomington | MN | 55437- |
| Golf Galaxy | Craig Dansky | LP Manager | 7725 Washington Avenue | Edeb Prairie | MN | 55344- |
| Kowalski's Companies | Bob Kowalski | Marketing/Safety/Security | 1261 Grand Avenue | St. Paul | MN | 55105- |
| Mid-States Distributing Company Inc | Carl Wolander | Chief Operating Officer | PO Box 64537 | St Paul | MN | 55164-0537 |
| Nash Finch Company | David Richards | VP Corporate Retail Stores | 7600 France Avenue South | Minneapolis | MN | 55435- |
| Northwestern Book Stores | William Wright | VP Retail Division | 3255 Spring Street, NW | Minneapolis | MN | 55343- |
| Northwestern Book Stores | William Wright | VP Retail Division | 3255 Spring Street Northeast | Minneapolis | MN | 55413- |
| Petters Company | Steven Moore | Director of Loss Prevention | 7585 Equitable Drive | Eden Prairie | MN | 55344- |
| Rainbow Foods | John Webster | Dir. of Security & LP | 8000 Excelsior Blvd | Hopkins | MN | 55343-2094 |
| Snyder's Drug Stores, Inc | Dave Leonard | Assistant VP Operations | 14525 Highway 7 | Minnetonka | MN | 55345- |
| Snyder's Drug Stores, Inc | Michael Pan | President | 14525 Highway 7 | Minnetonka | MN | 55345- |
| Snyder's Drug Stores, Inc | Phillip Perkins | VP Marketing | 14525 Highway 7 | Minnetonka | MN | 55345- |
| SuperValu | Jim Koskan | Risk Management | PO Box 990 | Minneapolis | MN | 55440- |
| SuperValu | Michael Jackson | Sr Vice President Operations Retail Food | PO Box 990 | Minneapolis | MN | 55440- |
| SuperValu | Rick Elkin | Category Manager Corporate Retail | PO Box 479 | Minneapolis | MN | 55440- |
| SuperValu, Inc. | Dale Peleski | Director of Loss Prevention | PO Box 990 | Minneapolis | MN | 55440-0990 |
| SuperValu, Inc | Ken Kroening | VP Retail Financial Services | PO Box 990 | Minneapolis | MN | 55440-0990 |
| Target Corp | Anne Markle | Director of West Region | 1000 Nicollet Mall, NM1-08L | Minneapolis | MN | 55403- |
| Target Corp | Bob Westiman | AP Project Manager | 700 on the Mall 10th Floor | Minneapolis | MN | 55402- |
| Target Corp | Brad Brekke | Director of Investigations AP | 1000 Nicollet Mall B Box 9411 TPN-08L | Minneapolis | MN | 55440- |
| Target Corp | Carol Martinson | Director of AP Technology & Systems | 700 on the Mall 10th Floor | Minneapolis | MN | 55402- |

| | | | | | | |
|-----------------------------------|--------------------|--|--|-------------|----|------------|
| Target Corp | John Wells | Mgr Systems & Technology | 700 on the Mall 10th Floor | Minneapolis | MN | 55402- |
| Target Corp | King Rogers | VP AP | 1000 Nicollet Mall B Box 9411 TPN-08L | Minneapolis | MN | 55440- |
| Target Corp | Pam Punt | Merchandise Protection Coordinator | 1000 Nicollet Mall-08L | Minneapolis | MN | 55403- |
| Target Corp | Tim Jakubik | AP Project Manager | 700 on the Mall 10th Floor | Minneapolis | MN | 55402- |
| Target Corp | Tom Christenson | AP Project Manager | 700 on the Mall 10th Floor | Minneapolis | MN | 55402- |
| Target Corp | Tracy Garbe | AP Protection Specialist | 335 6th Street | Minneapolis | MN | 55402- |
| Target Corporation | Brad Brekke | VP AP Target | 1000 Nicollet Mall PO Box 9411 TPN-08L | Minneapolis | MN | 55440-9411 |
| The Musicland Group | Gary Kasper | Corporate Shortage Control Manager | 10400 Yellow Circle Drive | Minnetonka | MN | 54426- |
| The Musicland Group | O. Keith Wanke | Vice President Loss Prevention | 10400 Yellow Circle Drive | Minnetonka | MN | 54426- |
| Thrifty White Stores | Clifford Wallace | President & CEO | 10700 Hwy 55 | Plymouth | MN | 55441- |
| Thrifty White Stores | Kevin Hoffman | Corporate Mgr. Store Operations | 10700 Hwy 55 | Plymouth | MN | 55441- |
| Thrifty White Stores | Robert Narveson | Director Operations | 10700 Hwy 55 | Plymouth | MN | 55441- |
| Thrifty White Stores | Tim Erdle | Corporate Manager | 10700 Hwy 55 | Plymouth | MN | 55441- |
| Colonel Day's Levi's Emporium | Dave Wise | Vice President | 8027 Forsyth | Clayton | MO | 63150- |
| Famous-Barr | John Lillard | Vice President Loss Prevention | 601 Olive Street | St Louis | MO | 63101- |
| Famous-Barr | Paul Goggin | Senior Vice President | 601 Olive Street | St Louis | MO | 63101- |
| Life Uniforms Co | John Lynch | Director of Operations | 700 Rosedale Avenue | St Louis | MO | 63112- |
| O'Reilly Automotive | Barry Sabor | Loss Prevention Manager | 233 Patterson | Springfield | MO | 65802- |
| O'Reilly Automotive | David O'Reilly | CEO & Chairman of the Board | 233 Patterson | Springfield | MO | 65802- |
| O'Reilly Automotive | Greg Henslee | Co-President | 233 Patterson | Springfield | MO | 65802- |
| O'Reilly Automotive | Larry O'Reilly | COO & Chairman of the Board | 233 Patterson | Springfield | MO | 65802- |
| O'Reilly Automotive | Ted Wise | Co-President | 233 Patterson | Springfield | MO | 65802- |
| Schnuck Markets, Inc. | Bill Bredenkoetter | Sr VP Store Operations | 11420 Lackland Road | St Louis | MO | 63146- |
| Schnuck Markets, Inc | Ken Jacobsmeyer | Director of Loss Prevention | 11420 Lackland Road | St Louis | MO | 63146- |
| Schnuck Markets, Inc | Mike Panneri | Manager Security & Safety | 11420 Lackland Road | St Louis | MO | 63146- |
| The May Department Stores Company | Gabriela Bohn | Vice President Corporate Planning | 611 Olive Street | St Louis | MO | 63101- |
| The May Department Stores Company | Lonnie Jay | Senior Purchasing Planning & Reporting | 611 Olive Street | St Louis | MO | 63101- |
| The May Department Stores Company | Michael Omahem | Senior Purchasing Agent | 611 Olive Street | St Louis | MO | 63101- |
| The May Department Stores Company | Robert Noeth | Vice President Loss Prevention | 611 Olive Street | St Louis | MO | 63101- |
| Veterans Canteen Service | James Donahue | Dir. Veterans Canteen Services | #1 Jefferson Barracks Road, Bldg 25 | St Louis | MO | 63125- |
| Veterans Canteen Service | Russ Rouck | Chief of Retail Operations | #1 Jefferson Barracks Road, Bldg 25 | St Louis | MO | 63125- |
| Food Lion | Dewey Preslar | Director of Rick Management | P O Box 1330 | Salisbury | NC | 28145- |

| | | | | | | |
|----------------------------|-------------------|----------------------------------|------------------------------|------------------|----|------------|
| Food Lion | Tom Smith | President & CEO | P.O. Box 1330 | Salisbury | NC | 28145- |
| Harris Teeter Stores, Inc. | John Hutchens Jr | VP Operations Support | PO Box 33129 | Charlotte | NC | 28233-3129 |
| Harris Teeter Stores, Inc | Larry Nivens | Sr VP Merchandising | PO Box 33129 | Charlotte | NC | 28233-3129 |
| Harris Teeter, Inc. | Bill Alford | Director of Loss Prevention | 701 Crestdale Drive | Mattews | NC | 28105- |
| Harris Teeter, Inc | Fred Morganthall | President | 701 Crestdale Drive | Mattews | NC | 28105- |
| Harris Teeter, Inc | Karen Stout | VP-Operations | 701 Crestdale Drive | Mattews | NC | 28105- |
| Ingles Markets, Inc | Anthony Frederico | VP HBC & Non-Foods | US 70 East | Black Mountain | NC | 28711- |
| Ingles Markets, Inc. | Robert Ingle | CEO | US 70 East | Black Mountain | NC | 28711- |
| Ingles Markets, Inc | Robert Ingle II | VP Operations | US 70 East | Black Mountain | NC | 28711- |
| Ingles Markets, Inc. | Vaughn Fisher | President | US 70 East | Black Mountain | NC | 28711- |
| Kerr Drug Inc | Harold Hodnett | Manager of Loss Prevention | 2522 So. Tri-Center Blvd | Durham | NC | 27713- |
| Kerr Drugs | Bill Baxley | VP of Merchandising | 2522 S Tri Center Boulevard | Durham | NC | 27713- |
| Kerr Drugs | Joe Maile | Director of Loss Prevention | 2522 S. Tri Center Boulevard | Durham | NC | 27713- |
| Lowes Foods, Inc | Claude Verville | VP Loss Prevention & Safety | Highway 268 East | North Wilkesboro | NC | 28659- |
| Lowes Foods, Inc. | Harry Demuth | VP Merchandising | 1381 Old Mill Circle | Winston Salem | NC | 27103- |
| Lowes Foods, Inc. | Margaret Urguhart | President | 1381 Old Mill Circle | Winston Salem | NC | 27103- |
| Lowes Foods, Inc. | Moe McKnight | Director of Loss Prevention | 1381 Old Mill Circle | Winston Salem | NC | 27103- |
| Lowes Foods, Inc. | Roger Henderson | VP Operations | 1381 Old Mill Circle | Winston Salem | NC | 27103- |
| Rose's Stores, Inc | Mark Manning | Director of Loss Prevention | 218 South Garnett Street | Henderson | NC | 27536- |
| Winn-Dixie Charlotte | Arnold Leonhardt | ICS | PO Box 411208 | Charlotte | NC | 28242-1208 |
| Winn-Dixie Charlotte | Darryl Fitzgerald | President | PO Box 411208 | Charlotte | NC | 28242-1208 |
| Winn-Dixie Charlotte | Gary Baratini | Retail Operations Superintendent | PO Box 411208 | Charlotte | NC | 28242-1208 |
| Winn-Dixie Charlotte | Jack Bolen | Security Manager | PO Box 411208 | Charlotte | NC | 28242-1208 |
| Winn-Dixie, Raleigh Div | Sherwood Jenkins | ICS | 833 Shotwell Road | Clayton | NC | 27520- |
| Nash – Finch Company | Dan Smith | Division Loss Prevention Manager | 3030 Main Avenue | Fargo | ND | 58103- |
| Vanity | Jim McLeod | CEO | PO Box 547 | Fargo | ND | 58107- |
| Vanity | Rick Olson | VP | PO Box 547 | Fargo | ND | 58107- |
| Nash – Finch Company | Carl Davis | Division Loss Prevention Manager | PO Box 344 | Omaha | NE | 68101- |

| | | | | | | |
|---------------------------------------|--------------------|--------------------------------------|------------------------------------|-------------|----|-------------|
| Richman Gordman 1/2 Price Stores, Inc | Richard Podlesak | Director of Asset Protection | 12100 West Center Road | Omaha | NE | 0344 68144- |
| A & P | Marene Allison | VP of Loss Prevention | 2 Paragon Drive | Montvale | NJ | 07645- |
| A & P | Ray Shute | Director of Loss Prevention | 2 Paragon Drive | Montvale | NJ | 07645- |
| A & P/Superfresh | Loretta Bovell | Director of Loss Prevention | 707 Railroad Avenue | Florence | NJ | 08516- |
| Babies R Us | Bob Serenson | Director of Loss Prevention | 461 From Road | Paramus | NJ | 07652- |
| Babies R Us | George Hines | LP Coordinator | 461 From Road | Paramus | NJ | 07652- |
| Babies R Us | Pat Sohenbaum | Buyer | 461 From Road | Paramus | NJ | 07652- |
| Bed Bath & Beyond | Bill Plate | Director of Loss Prevention | 650 Liberty Avenue | Union | NJ | 07083- |
| Bed Bath & Beyond | Jim O'Connor | Director of Loss Prevention | 650 Liberty Avenue | Union | NJ | 07083- |
| Big Y Foods, Inc. | Michael Hourigan | Corp Manager Loss Prevention | 2145 Roosevelt Ave, PO Box 7840 | Springfield | NJ | 01102-7840 |
| Grand Union | Jesse Johnson | Loss Prevention Manager | 201 Willowbrook Blvd | Wayne | NJ | 07470- |
| Grand Union | Kevin Cronin | VP Merchandising Meat & Poultry | 201 Willowbrook Blvd | Wayne | NJ | 07470- |
| Grand Union | Larry Joseph | Vice President Asset Protection | 201 Willowbrook Blvd | Wayne | NJ | 07470- |
| Grand Union Company | Mark Conlan | Director Inventory Control | 201 Willowbrook Blvd | Wayne | NJ | 07470- |
| Grand Union Company | Mark Mosenbocker | Vice President | 201 Willowbrook Blvd | Wayne | NJ | 07470- |
| Grand Union Company | Robert Smith | Corporate VP | 201 Willowbrook Blvd | Wayne | NJ | 07470- |
| Kids R Us | Stuart Rosenthal | Director of Loss Prevention | 461 From Road | Paramus | NJ | 07652- |
| Linens' N Things | Bill Giles | Chief Financial Officer | 6 Brighton Road | Clifton | NJ | 07015- |
| Linens' N Things | Ellen Bird | Loss Prevention | 6 Brighton Road | Clifton | NJ | 07015- |
| Linens' N Things | Frank Rowan | Executive Director Financial Control | 6 Brighton Road | Clifton | NJ | 07015- |
| Linens' N Things | Jeff Kaufman | VP Merchandising | 6 Brighton Road | Clifton | NJ | 07015- |
| Linens' N Things | Kelli Woelfel | Director, Financial Control | 6 Brighton Road | Clifton | NJ | 07015- |
| Linens' N Things | Mimi Naso | Senior Financial Control Analyst | 6 Brighton Road | Clifton | NJ | 07015- |
| Linens' N Things | Steve Silverstein | Executive VP Merchandising | 6 Brighton Road | Clifton | NJ | 07015- |
| MSS-Delaware, Inc. | David Geltzer | Senior Vice President Merchandising | 35 Continental Drive | Wayne | NJ | 07470- |
| MSS-Delaware, Inc. | Jay Eaton | Operations Manager | 35 Continental Drive | Wayne | NJ | 07470- |
| Pathmark Stores, Inc | Jeffery Richardson | VP Security & Loss Prevention | 301 Blair Road, A-205, PO Box 5301 | Woodbridge | NJ | 07095- |
| The Great Atlantic & Pacific Tea Co | Dominick Faustini | Director of Loss Prevention | 90 Delaware Avenue | Patterson | NJ | 07503- |
| The Wiz | Bob Molloy | Vice President of Loss Prevention | 2045 Lincoln Highway | Edison | NJ | 08817-3375 |
| The Wiz | Kristina Coscio | Assistant Loss Prevention | 2045 Lincoln Highway | Edison | NJ | 08817-3375 |
| Toys R Us | Dan Hlavaty | VP Loss Prevention | 461 From Road | Paramus | NJ | 07652- |

| | | | | | | |
|-----------------------------------|--------------------|--|------------------------------------|--------------|----|------------|
| Toys R Us | David Liskiewicz | Loss Prevention Manager | 461 From Road | Paramus | NJ | 07652- |
| Toys R Us | Phil Foussekis | Director Loss Prevention Operations | 461 From Road | Paramus | NJ | 07652- |
| Vitamin Shoppe Industries | Larry Paul | Vice President Operations | 4700 Westside Avenue | North Bergen | NJ | 07047- |
| Vitamin Shoppe Industries | Mike Lynch | Vice President Operations | 4700 Westside Avenue | North Bergen | NJ | 07047- |
| Wakefern Food Corp | Dave Sylvester | VP- Loss Prevention | 600 York Street, PO Box 506 | Elizabeth | NJ | 07207-0506 |
| Smith's Food Drug Centers, Inc | Monty Moore | Security Supervisor | 200 A. Tranway Boulevard Southeast | Albuquerque | NM | 87123- |
| Smith's Food & Drug | Wally Pidcock | Security Supervisor | 1515 East Tropicana | Las Vegas | NV | 89119- |
| Barnes & Noble | Gary Johnson | Director of Loss Prevention | 120 Fifth Avenue | New York | NY | 10011- |
| Barnes & Noble College Bookstores | Stephen Welk | Director, Loss Prevention | 33 East 17th at Union Square | New York | NY | 10003- |
| Big V Supermarkets | Bud Reade | Director of Loss Prevention | 176 North Main Street | Florida | NY | 10962- |
| Big V Supermarkets | Kevin Sternecker | VP Strategic Planning | 176 North Main Street | Florida | NY | 10962- |
| Calvin Klein | Frank Randall | | 205 West 39th Street | New York | NY | 10018- |
| Chase Pitkin Home & Garden | Robert Harrison | Manage-Loss Prevention | 3131 Winton Avenue South | Rochester | NY | 14623- |
| Coach | Kristin Suchy | Retail Operations | 516 West 34th Street | New York | NY | 10001- |
| Duane Reade | Charles Stecher | Director of Loss Prevention | 440 Ninth Avenue | New York | NY | 10001- |
| Lerner New York | Donna Wenz-Weber | Purchasing Director | 450 W 33rd Street #460 | New York | NY | 10001- |
| Lerner New York | Kevin Katchmar | Director of Security | 460 W 33rd Street | New York | NY | 10001- |
| Lerner New York | Koko Hashim | Vice President Fashion Director | 450 W 33rd Street #460 | New York | NY | 10001- |
| Lerner New York | Scott Watson | Director of Purchasing | 460 W 33rd Street | New York | NY | 10001- |
| Loehmann's Incorporated | Peter Levy | Director of Loss Prevention | 2500 Halsey Street | Bronx | NY | 10461- |
| Macy's East | Kathryn Bufano | Executive Vice President, GMM | 151 W 34th Street | New York | NY | 10001- |
| Macy's East | Kevin Morrissey | Executive Vice President, GMM | 151 W 34th Street | New York | NY | 10001- |
| Macy's East | Maryann Cadmus | Director Loss Prevention | 151 West 34th Street | New York | NY | 10001- |
| Macy's East | Peter Sachse | Executive Vice President, GMM | 151 W 34th Street | New York | NY | 10001- |
| Macy's East | Thomas Roan | Group Vice President Security & Operations | 151 W 34th Street | New York | NY | 10001- |
| Modell's Sporting Goods | John Osborne | Director of Loss Prevention | 498 7th Avenue | New York | NY | 10018- |
| Nautica Retail USA | Charlie Casale | Dir of New Store Development | 40 West 57th Street, 3rd Floor | New York | NY | 10019- |
| Nautica Retail USA | Shannon Crisman | Dir of New Store Development | 40 West 57th Street, 3rd Floor | New York | NY | 10019- |
| Pergament Home Center | James Selwood | VP Loss Prevention | 101 Marcus Drive | Melville | NY | 11747- |
| Price Chopper Supermarket | Dave Proper | Director of Loss Prevention | 501 Duanesburg Road | Schenectady | NY | 12306- |
| Price Chopper Supermarkets | Robert A. Hunt | Director of General Merchandise | 501 Duanesburg Road | Schenectady | NY | 12306- |
| Saks Fifth Avenue | Rosamaria Sostilio | Director of Loss Prevention | 360 31st Street | New York | NY | 10022- |
| Saks Fifth Avenue | Sherri Wilson-Gray | Executive Vice President Marketing | 12 E 49th Street | New York | NY | 10017- |

| | | | | | | |
|---------------------------|-----------------------|--|--|---------------|----|------------|
| Saks Fifth Avenue | Thomas Matthews | Vice President Corp Loss Prevention | 360 31st Street | New York | NY | 10022- |
| Saks Fifth Avenue | Tony Caccioppoli | Director of Loss Prevention | 360 31st Street | New York | NY | 10022- |
| Salant Corporation | Ronald Vorisek | Director of Stores | 1114 Avenue of the Americas - 17th Floor | New York | NY | 10036- |
| The Penn Traffic Company | Steve Middleton | Director Asset Protection | PO Box 4737 | Syracuse | NY | 13221- |
| Tops Markets, Inc | Gary Geittler | Director of Loss Prevention | 6363 Main Street | Williamsville | NY | 14221- |
| Trans World Entertainment | Dale May | VP-Loss Prevention | 38 Corporate Circle | Albany | NY | 12203- |
| Waldbaum's | Phil DeGorter | Director of Loss Prevention | PO Box 9025 | Central Islip | NY | 11722-9025 |
| Waldbaum's | Salvatore Grosso | Director of Loss Prevention | PO Box 9025 | Central Islip | NY | 11722-9025 |
| Wegmans Food Markets | Brian Scanlon | Director of Loss Prevention | 1500 Brooks Avenue, PO Box 844 | Rochester | NY | 14692- |
| Wegmans Food Markets | John LaPierre | Business Group Manager | 1500 Brooks Avenue, PO Box 844 | Rochester | NY | 14692- |
| Western Beef | Frank O'Hara | Director of Loss Prevention | 47-05 Metropolitan Avenue | Ridgewood | NY | 11385- |
| Abercrombie & Fitch | Kristin Paulas | Director of Purchasing | 4 Limited Parkway | Reynoldsburg | OH | 43068- |
| Abercrombie & Fitch | Michele Donnan-Martin | Vice President, GMM | 4 Limited Parkway | Reynoldsburg | OH | 43068- |
| Abercrombie & Fitch | Tim Moore | Director of Security | 4 Limited Parkway | Reynoldsburg | OH | 43068- |
| Bath & Bodyworks | Al Martinez | Director of Loss Prevention | 3 Limited Parkway, East | Reynoldsburg | OH | 43068- |
| Consolidated Stores Inc. | John Postlethwaite | Manager Assets Protection | 300 Phillips Road Dept 80023 | Columbus | OH | 43228-0512 |
| Consolidated Stores Inc | Michael Scheerer | VP Asset Protection | 300 Phillips Road Dept 80023 | Columbus | OH | 43228-0512 |
| Discount Drug Mart, Inc. | John Wright | President | 211 Commerce Drive | Medina | OH | 44256- |
| Discount Drug Mart, Inc | Parviz Boodjeh | Chairman of the Board | 211 Commerce Drive | Medina | OH | 44256- |
| Dots, Inc | Carol Dunn-Pollar | Mgr. Loss Prevention | 30801 Carter Street | Solon | OH | 44139- |
| Dots, Inc | Chris Wildman | Divisional VP of Loss Prevention | 30801 Carter Street | Solon | OH | 44139- |
| Dots, Inc. | Rick Bunko | CFO | 30801 Carter Street | Solon | OH | 44139- |
| Drug Emporium | Joel Arnold | Director - Merch. & Operations | 155 Hidden Ravines Drive | Powell | OH | 43065- |
| Drug Emporium | Randy Dermotta | Manager Internal Audit | 155 Hidden Ravines Drive | Powell | OH | 43065- |
| Elder Beerman Corp | David Matson | Vice President, Asset Protection | 9045 Lebanon Parkway | Centreville | OH | 45458- |
| Express | Joe Reisinger | Director of Security | 1 Limited Parkway | Columbus | OH | 43230- |
| Express | Paul Raffin | Executive Vice President Merchandising | 1 Limited Parkway | Columbus | OH | 43230- |
| Express | Roger Rawlins | Controller | 1 Limited Parkway | Columbus | OH | 43230- |
| Express | Ron Staab | Director Distribution | One Limited Parkway | Columbus | OH | 43218- |
| Fabri-Centers of America | James R Billman | Director of LP & Internal Audit | 5555 Darrow Road | Hudson | OH | 44236- |

| | | | | | |
|------------------------------------|-----------------|-----------------------------------|--------------------------------|---------------|---------------|
| Finast Supermarkets | John Mares | Manager – LP | 17000 Rockside Road | Maple Heights | OH 44137- |
| JoAnn Stores, Inc | James Billman | Director Loss Prevention | 5555 Darrow Road | Hudson | OH 44236- |
| Kroger Co. | Bruce Lucia | President | 4111 Executive Parkway | Westerville | OH 43017- |
| Kroger Co | David Daniels | VP Merchandising | 4111 Executive Parkway | Westerville | OH 43017- |
| Kroger Co. | David Dillon | President | 1014 Vine Street | Cincinnati | OH 45202- |
| Kroger Co. | Greg Menz | Manager, POS Systems | 1014 Vine Street | Cincinnati | OH 45202- |
| Kroger Co. | Jim Sheets | Risk Management | 4111 Executive Parkway | Westerville | OH 43017- |
| Kroger Co. | Lawrence Braun | Director, Admin & Store Systems | 1014 Vine Street | Cincinnati | OH 45202- |
| Kroger Co | Lawrence Hunter | Risk Management | 4111 Executive Parkway | Westerville | OH 43017- |
| Kroger Co | Michael Heschel | Executive Vice President | 1014 Vine Street | Cincinnati | OH 45202- |
| Kroger Co. | Nancy Noyes | VP Operations | 4111 Executive Parkway | Westerville | OH 43017- |
| Kroger Co | Thomas Murphy | Vice President Info Systems | 1014 Vine Street | Cincinnati | OH 45202- |
| Kroger Co. - Cincinnati/Dayton KMA | Art Wulfeck | Risk Management | 150 Tri-County Parkway | Cincinnati | OH 45246- |
| Kroger Co. - Cincinnati/Dayton KMA | Robert Hodge | President | 150 Tri-County Parkway | Cincinnati | OH 45246- |
| Kroger Co - Cincinnati/Dayton KMA | Tom Bruce | VP of Operations | 150 Tri-County Parkway | Cincinnati | OH 45246- |
| Lane Bryant | Chris Hansen | Vice President Marketing | 5 Limited Parkway | Reynoldsburg | OH 43068- |
| Lane Bryant | John Talamo | Director of Security | 5 Limited Parkway | Reynoldsburg | OH 43068- |
| Limited Stores | John Culler | Director of Purchasing | Three Limited Parkway | Columbus | OH 43218- |
| Marc Glassman, Inc | Dee Dee | Sr Buyer | 5841 West 130th | Cleveland | OH 44130- |
| | Cotsman | | | | |
| Marc Glassman, Inc | Keith Yaughner | VP of Purchasing | 5841 West 130th | Cleveland | OH 44130- |
| Marc Glassman, Inc | Kevin Yaughner | Vice President Operations | 5841 West 130th | Cleveland | OH 44130- |
| Marc Glassman, Inc | Marc Glassman | President & CEO | 5841 West 130th | Cleveland | OH 44130- |
| Medic Discount Drug | Buddy Graf | Director of Loss Prevention | 701 Beta Drive | Cleveland | OH 44143- |
| OfficeMax, Inc | William Titus | Vice President of LP | PO Box 228070 | Cleveland | OH 44412-8070 |
| OfficeMax, Inc | John Voytilla | Dir LP Field Operations | PO Box 22870 | Cleveland | OH 44122-8070 |
| Phar-Mor | | Vice President of Loss Prevention | 20 Federal Plaza W, PO Box 400 | Youngstown | OH 44501-0400 |
| Phar-Mor | Scott Gorley | Senior Director HBC | 20 Federal Plaza W, PO Box 400 | Youngstown | OH 44501-0400 |
| Phar-Mor | Warren Jeffery | Sr. VP Store Operation | 20 Federal Plaza W, PO Box 400 | Youngstown | OH 44501-0400 |
| Rite Aid | Ron Clark | RVP LP West Coast | 3109 SE Cedar Hills Blvd | Beaverton | OH 97005-1340 |
| Seaway Food Town, Inc | Jack Wolf | Director of Operations | 1020 Ford Street | Maumee | OH 43537- |
| Seaway Food Town, Inc | Jerry Wilkinson | Director of Purchasing | 1020 Ford Street | Maumee | OH 43537- |

| | | | | | | |
|--------------------------|--------------------|--|-------------------------------|--------------|----|------------|
| Seaway Food Town, Inc | Richard B. Lott | CEO & President | 1020 Ford Street | Maumee | OH | 43537- |
| Structure | Jeffrey Johnson | Vice President Marketing | 2 Limited Parkway | Columbus | OH | 43230- |
| Structure | Mike Frownfelter | Director of Security | 2 Limited Parkway | Columbus | OH | 43230- |
| Superior Label | Marty Rucidlo | Director of Sales & Marketing | 7500 Industrial Row Way | Mason | OH | 45040- |
| The Kroger Co. | Cleve Gorman | Vice President Re-Engineering | 104 Vine Street | Cincinnati | OH | 45202- |
| The Kroger Co. | Gene Wolverton | | 4111 Executive Parkway | Westerville | OH | 43017- |
| The Kroger Company | Kevin Husted | Director, Risk Management | 1014 Vine Street | Cincinnati | OH | 45202-1100 |
| The Limited | Tom Clements | VP Distribution | One Limited Parkway | Columbus | OH | 43218- |
| The Limited Stores | Israel Fishman | Director of Security | 3 Limited Parkway | Columbus | OH | 43230- |
| The Limited Stores | Jennifer Pritchard | Vice President, DMM Women's Apparel | 3 Limited Parkway | Columbus | OH | 43230- |
| The Limited Too | Julie Fogg | Director of Security | 3885 Morse Road | Columbus | OH | 43219- |
| The Limited Too | Nancy Hoffmann | Vice President, GMM | 3885 Morse Road | Columbus | OH | 43219- |
| The Limited, Inc | Dave Haughk | Senior Manager Internal Audit | Three Limited Parkway | Columbus | OH | 43216- |
| The Limited, Inc | Wade Buff | Vice President Internal Audit | Three Limited Parkway | Columbus | OH | 43216- |
| Value City Stores | Dan Reilly | Vice President | 3241 Westerville Road | Columbus | OH | 43224- |
| Value City Stores | Michael Tanner | Chief Operating Officer | 3241 Westerville Road | Columbus | OH | 43224- |
| Value City Stores | Robert Tavenner | Vice President of LP | 3241 Westerville Road | Columbus | OH | 43224- |
| Victoria's Secret Stores | Kay Isaacson | Executive Vice President Merchandising | 4 Limited Parkway | Reynoldsburg | OH | 43068- |
| Victoria's Secret Stores | Phil Stube | Director of Security | 4 Limited Parkway | Reynoldsburg | OH | 43068- |
| May's Drug Stores, Inc | Bob Berman | VP Merchandising | 1437 S Boulder | Tulsa | OK | 74119- |
| May's Drug Stores, Inc | Gerald Heller | President, CEO | 1437 S Boulder | Tulsa | OK | 74119- |
| May's Drug Stores, Inc | James Moomaw | VP Operations | 1437 S. Boulder | Tulsa | OK | 74119- |
| Fred Meyer, Inc. | David Campisi | Sr. VP Apparel Division | PO Box 42121 | Portland | OR | 97242- |
| Fred Meyer, Inc. | Ken Thrasher | President | 3800 SE 22nd Avenue | Portland | OR | 97202- |
| Fred Meyer, Inc. | Scott Bringnurst | VP Corporate Director of Loss Prevention | 3800 SE 22nd Avenue | Portland | OR | 97202- |
| Safeway, Inc | Armando Navarro | Director Security | 16300 Southeast Evelyn Street | Clackoma | OR | 97015- |
| Albertson's/Acme Markets | Shawn Thompson | Director of Loss Prevention | 75 Valley Stream Parkway | Malvern | PA | 19355- |
| American Sales Co | Jim Wonderly | Director of Marketing | 4201 Walden Avenue | Lancaster | PA | 14086- |
| C2 Communications | Cathy Cush | | 4 Laurel Circle | Newtown | PA | 18940- |
| Electronics Boutique Inc | Birch Hall | Loss Prevention Manager | 931 S Matlack Street | West Chester | PA | 19382-5521 |
| Giant Foods, Inc | Michael Knight | VP Of Merchandising | 1149 Harrisburg Pike | Carlisle | PA | 17013- |
| Giant Foods, Inc | Nancy Rollins | Director of Loss Prevention | 1149 Harrisburg Pike | Carlisle | PA | 17013- |
| Giant Foods, Inc | Steve Davis | Vice President | 1149 Harrisburg Pike | Carlisle | PA | 17013- |

| | | | | | | |
|--------------------------|-----------------|---|--------------------------------|--------------|----|--------|
| Giant Foods, Inc | Tim Reardon | Vice President | 1149 Harrisburg Pike | Carlisle | PA | 17013- |
| Kaufmann's | Terry Tulk | Divisional VP, Director of Security | 400 Fifth Avenue | Pittsburgh | PA | 15219- |
| Pep Boys | Bob Thomas | Director of Shortage Control | 3111 West Alleghany Avenue | Philadelphia | PA | 19132- |
| Pep Boys | Sam Rowell | Assistant VP of Loss Prevention | 3111 West Alleghany Avenue | Philadelphia | PA | 19132- |
| Rite Aid | Bill Bergen | VP Category Management | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Bill Chapman | RVP LP East Coast | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Bill Miller | LP Equipment Sup. | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Bill Renz | VP Category Management | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Bob Rabold | VP Category Management | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Bryan Shirliff | VP Category Management | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | James Mastrain | Sr Exec VP Category Mgt & Mkt | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Jerry Cardinale | Sr VP Category Management | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Marty Tassoni | Sr VP Category Management | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Mary Sammons | President & COO | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Murray Todd | Sr VP Store Ops & Procurement | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Rite Aid | Rod Kautz | VP Category Management | 30 Hunter Lane | Camp Hill | PA | 17011- |
| Urban Outfitters | Mike Marguis | Director of Inventory Management | 1809 Walnut Street | Philadelphia | PA | 19103- |
| Weis Markets, Inc | Dale Hurst | VP Store Operations | PO Box 471 | Sunbury | PA | 17801- |
| Weis Markets, Inc | Ed Rakoskie | Vice President | 1000 South 2nd Street | Sunbury | PA | 17801- |
| Weis Markets, Inc. | Karl Beagle | Director of Loss Prevention | PO Box 471 | Sunbury | PA | 17801- |
| CVS | Jon Roberts | Product Protection Manager | One CVS Drive | Woonsocket | RI | 02895- |
| CVS Corporation | Dah Nelson | Executive Vice President Marketing | 1 CVS Drive | Woonsocket | RI | 02895- |
| CVS Corporation | Jack DeAlmo | Vice President Loss Prevention / Store Operations | 1 CVS Drive | Woonsocket | RI | 02895- |
| Bi-Lo, Inc | Chris Caudwell | Buyer (HB&A) | 208 Industrial Boulevard | Mauldin | SC | 29662- |
| Bi-Lo, Inc | James Wiles | Director of Loss Prevention | PO Box 99 | Mauldin | SC | 29662- |
| One Price Fashions | Danny Watkins | Director of Loss Prevention | 1875 East Main Street | Duncan | SC | 29334- |
| Kroger Co. Memphis KMA | Bill Platten | VP Operations | 800 Ridge Lake Blvd | Memphis | TN | 38120- |
| Kroger Co. Memphis KMA | John Bays | VP Operations | 800 Ridge Lake Blvd | Memphis | TN | 38120- |
| Kroger Co. Memphis KMA | Mike Rossi | Security Supervisor | 800 Ridge Lake Blvd | Memphis | TN | 38120- |
| Kroger Co. Memphis KMA | Richard Tillman | President | 800 Ridge Lake Blvd | Memphis | TN | 38120- |
| Kroger Co. Memphis KMA | Tim Davey | Risk Manager | 800 Ridge Lake Blvd | Memphis | TN | 38120- |
| Kroger Co. Nashville KMA | Dwyane Duhon | Risk Manager | 2620 Elm Pike | Nashville | TN | 37214- |
| Kroger Co. Nashville KMA | Rich Stern | VP Merchandising | 2620 Elm Pike | Nashville | TN | 37214- |
| Kroger Co. Nashville KMA | Ron Spurlock | VP Operations | 2620 Elm Pike | Nashville | TN | 37214- |
| Kroger Co. Nashville KMA | Tom Rech | President | 2620 Elm Pike | Nashville | TN | 37214- |
| Service Merchandise | Bill Murrin | Director of Prevention Service | 7100 Service Merchandise Drive | Brentwood | TN | 37027- |
| Service Merchandise | Jeffery Cochran | VP Loss Prevention | 7100 Service Merchandise Drive | Brentwood | TN | 37027- |

| | | | | | | |
|---|-----------------|---------------------------------|-----------------------------------|-------------|----|------------|
| H. E. Butt | Bernie Denisio | Dir. Security Loss Prevention | 646 S Main St, PO Box 839999 | San Antonio | TX | 78283-3999 |
| H. E. Butt | Frances Grey | Category Manager | 646 S Main St, PO Box 839999 | San Antonio | TX | 78283-3999 |
| H. E. Butt | Glenn G. Murray | Dir. Shrink Elimination | 646 S Main St, PO Box 839999 | San Antonio | TX | 78283-3999 |
| Horizon Pharmacies Inc. | Bob Mueller | COO | 531 West Main Street | Denison | TX | 75020- |
| Horizon Pharmacies Inc. | Darin Hertzberg | Director of Loss Prevention | 531 West Main Street | Denison | TX | 75020- |
| Horizon Pharmacies Inc. | Rick McCord | President | 531 West Main Street | Denison | TX | 75020- |
| Hortex Drug Distributors d.b.a. Drug Emporium | Ted Canning | President & CEO | 2201 Preston Road, Suite B | Piano | TX | 75093- |
| Hortex Drug Distributors d.b.a. Drum Emporium | Jeff Anon | VP of Operations | 2201 Preston Road, Suite B | Piano | TX | 75093- |
| JC Penney Co. | John McNamara | Director, Loss Prevention | 6501 Legacy Drive | Plano | TX | 75024- |
| JC Penney Co. | Stan Duba | Facilities Security Manager | 6501 Legacy Drive | Plano | TX | 75024- |
| JC Penney Co. | Tom Zablocki | Loss Prevention Manager | 6501 Legacy Drive | Plano | TX | 75024- |
| JC Penney Private Brands, Inc | Rhonda Allen | | PO Box 10001 | Dallas | TX | 75301- |
| Lamajak Inc. | Kevin Malone | Director of Loss Prevention | 2145 Chenault | Carrollton | TX | 75006- |
| Lamajak Inc. | Rod Cochran | Security Director | 2145 Chenault | Carrollton | TX | 75006- |
| Michaels Stores, Inc | Bryan DeCordova | CFO | 8000 Bent Branch Drive | Irving | TX | 75063- |
| Michaels Stores, Inc | Duane Hlemeniz | Executive VP of Operations | 8000 Bent Branch Drive | Irving | TX | 75063- |
| Michaels Stores, Inc | Larry Fine | Executive VP of Merchandising | 8000 Bent Branch Drive | Irving | TX | 75063- |
| Michaels Stores, Inc | Leo Anguiano | VP of Loss Prevention | 8000 Bent Branch Drive | Irving | TX | 75063- |
| Minyard Food Stores | Delbert Duncan | Sr VP | 777 Freeport Parkway, PO Box 518 | Coppell | TX | 75019- |
| Minyard Food Stores | Gary Lohrke | Director Risk Management | 777 Freeport Parkway, PO Box 518 | Coppell | TX | 75019- |
| Minyard Food Stores | JL Williams | President | 777 Freeport Parkway, PO Box 518 | Coppell | TX | 75019- |
| Minyard Food Stores | Rodney Lee | Risk Manager | 777 Freeport Parkway, PO Box 518 | Coppell | TX | 75019- |
| Minyard Food Stores | Susan Caldwell | Risk Manager | 777 Freeport Parkway, PO Box 518 | Coppell | TX | 75019- |
| Office Depot | Terry Nichols | Divisional LP Director | 1000 W Airport Freeway | Irving | TX | 75062- |
| Oshman's Supersports USA, Inc | Chris Lauritzen | Dir. - Loss Prevention | 2302 Maxwell Lane | Houston | TX | 77023- |
| Radio Shack | David Lofquist | Assistant Controller | 300 West 3rd Street, Suite 500 | Fort Worth | TX | 76102- |
| Radio Shack Loss Prevention Service | Steve Hodgkins | Assiatant Director | 100 Throckmorton, Suite 1600 | Fort Worth | TX | 76102- |
| Radio Shack Tandy Cable Products | Lyn Stier | Production Manager | 1924 8th Avenue | Fort Worth | TX | 76110- |
| Randall's Food Markets, Inc | Don Johnsey | VP & Internal Audit - LP | PO Box 4506 | Houston | TX | 77210- |
| Randall's Food Markets, Inc | Tom Scott | Director - Security | 3663 Briarpark 77042, PO Box 4506 | Houston | TX | 77210- |
| Sally Beauty Co | Michael Povendo | Vice President, Loss Prevention | PO Box 490 | Denton | TX | 76202- |
| Stage Stores, Inc | Lee Bland | Corp LP Manager | 10201 Main Street | Houston | TX | 77025- |

| | | | | | | |
|--------------------------------|--------------------|-------------------------------------|---------------------------------|----------------|----|------------|
| Tandy Security Services | Gil Hays | Tandy Security Systems | 300 West 3rd Street, Suite1000 | Forth Worth | TX | 76102- |
| Tandy Security Systems | Mary Frances Stowe | Manager of Administration | 300 West 3rd Street, Suite 1000 | Fort Worth | TX | 76102- |
| Tom Thumb | Karl Langhorst | Dir. Loss Prevention | 14303 Inwood Road | Dallas | TX | 75244- |
| Tuesday Morning Inc. | Jim Figueredo | Director of Loss Prevention | 14621 Inwood Road | Dallas | TX | 75244- |
| Weiner's Stores, Inc. | Brett Rowley | Dir. Asset Protection | PO Box 2612 | Houston | TX | 77252- |
| Whole Foods Market | Chris Yost | National Operations Accounting Coor | 601 N Lamar | Austin | TX | 78703- |
| Flying J. Truck Stops | Richard Peterson | | 50 West 990 South | Brigham City | UT | 84302- |
| Flying J Truck Stops | Rick L. Foy | Department Mgr. POS Development | 50 West 990 South | Brigham City | UT | 84302- |
| Smith's Food Drug Centers, Inc | Bob Searle | Security Supervisor | 1550 South Redwood Road | Salt Lake City | UT | 84101- |
| Smith's Food Drug Centers, Inc | Jeff Abate | VP Operations | 1550 South Redwood Road | Salt Lake City | UT | 84101- |
| Smith's Food Drug Centers, Inc | Jim Hallsey | Executive Vice President | 1550 South Redwood Road | Salt Lake City | UT | 84101- |
| Smith's Food Drug Centers, Inc | Jim Rynearson | Security Supervisor | 1550 South Redwood Road | Salt Lake City | UT | 84101- |
| Smith's Food Drug Centers, Inc | Ron Mutz | Corporate Director of Purchasing | 1550 South Redwood Road | Salt Lake City | UT | 84101- |
| Smith's Food Drug Centers, Inc | Ron Parise | SR VP SW Regional Manager | 1550 South Redwood Road | Salt Lake City | UT | 84101- |
| Advanced Auto Parts | Bill Bergin | VP of Loss Prevention | 5673 Airport | Roanoke | VA | 24012- |
| Advanced Auto Parts | Bill Meadors | Assit. VP Distribution | 5673 Airport | Roanoke | VA | 24012- |
| Advanced Auto Parts | John Parrich | VP - Quality Practices | 5673 Airport | Roanoke | VA | 24012- |
| Advanced Auto Parts | Ray Smith | VP of Loss Prevention | PO Box 2710 | Roanoke | VA | 24001- |
| Circuit City Stores, Inc | Alan Winik | Manager, Product Service Relations | 9950 Maryland Drive | Richmond | VA | 23233- |
| Circuit City Stores, Inc. | Dawn Bowen | Buyer, Corporate Purchasing | 9950 Maryland Drive | Richmond | VA | 23233- |
| Circuit City Stores, Inc. | Donna Coker | Loss Prevention Manager | 9950 Maryland Drive | Richmond | VA | 23233- |
| Circuit City Stores, Inc. | Joan Pinoos | Loss Prevention Manager | 9950 Maryland Drive | Richmond | VA | 23233- |
| Circuit City Stores, Inc. | Ronn Jones | Dir Corporate Purchasing Manager | 9950 Maryland Drive | Richmond | VA | 23233- |
| Circuit City Stores, Inc. | Shelia Roach | Reverse Logistics Project Analyst | 9950 Maryland Drive | Richmond | VA | 23233- |
| Farm Fresh Supermarkets | Dave Eller | Dir of Loss Prevention | 7530 Tidewater Drive | Norfolk | VA | 23505- |
| Kroger Co. Mid Atlantic KMA | Larry Lacroix | Director Merchandising | PO Box 14001 | Roanoke | VA | 24038-4002 |
| Kroger Co. Mid Atlantic KMA | Leonard Terranova | VP Operations | PO Box 14001 | Roanoke | VA | 24038-4002 |
| Kroger Co Mid Atlantic KMA | Pete Williams | President | PO Box 14001 | Roanoke | VA | 24038-4002 |
| NACDS | Gene Bailey | Industry Affairs | PO Box 1417-D49 | Alexandria | VA | 22313-1480 |
| NACDS | Lance Clark | Industry Affairs | PO Box 1417-D49 | Alexandria | VA | 22313-1480 |
| NACDS | Steve Perlowski | Industry Affairs | PO Box 1417-D49 | Alexandria | VA | 22313-1480 |

| | | | | | | |
|-------------------------------|--------------------|---------------------------------------|-------------------------------|-----------------|----|------------|
| Navy Exchange Service Command | Fritz Hirschert | Loss Prevention Director | 3280 Virginia Beach Boulevard | Virginia Beach | VA | 23452-572 |
| Navy Exchange Service Command | Jim Hyatt | Loss Prevention Specialist | 3280 Virginia Beach Boulevard | Virginia Beach | VA | 23452-572 |
| S & K Menswear | Barry Mitchell | Assistant VP Dir of Inventory Control | PO Box 31800 | Richmond | VA | 23294-1800 |
| The Kroger Company | Jim Reeves | Risk Manager | 3631 Peters Creek Road, NW | Roanoke | VA | 24019- |
| Virginia ABC | John Beauchamp | | 2901 Hermitage Road | Richmond | VA | 23261- |
| Vitamin Super Store | Bruce Kudevizv | VP -- Finance | 3000K Northwest Suite 105 | Falls Church | VA | 22042-1206 |
| Nordstrom's | Drew Murphy | VP of Loss Prevention | 500 Pine Street | Seattle | WA | 98101-1742 |
| Nordstrom's | Linda Schantz | VP Logistics | 500 Pine Street | Seattle | WA | 98101-1742 |
| Nordstrom's | Sherene Huntzinger | Corporate Supply Chain Manager | 500 Pine Street | Seattle | WA | 98101-1742 |
| Safeway, Inc | Kathleen Smith | Director Security | 1121 124th Avenue Northeast | Bellevue | WA | 98005-2101 |
| Starbucks Coffee Company | Don McKinnon | VP of Music & Entertainment | 2401 Utah Avenue South | Seattle | WA | 98134- |
| Starbucks Coffee Company | Phil Hummel | Compliance Manager | 2401 Utah Avenue South | Seattle | WA | 98134- |
| TOSCO Marketing Company | Jim Walker | Reg. LP Safety Manager | 3977 Leery Way NW | Seattle | WA | 98107- |
| Blain's Supply | Gary Hilt | Dir of Loss Prevention | 3507 E Racine Street | Janesville | WI | 53546- |
| Brodbeck Enterprises Inc | Gary Fritz | VP Marketing | 1035 East Highway 51 | Platteville | WI | 53818- |
| Brodbeck Enterprises Inc | Rick Taggart | CFO | 1035 East Highway 51 | Platteville | WI | 53818- |
| Brodbeck Enterprises Inc | Robert Brodbeck | Sr VP Operations | 1035 East Highway 51 | Platteville | WI | 53818- |
| Brodbeck Enterprises Inc | Tom Hinman | Director Loss Prevention | 1035 East Highway 51 | Platteville | WI | 53818- |
| Brodbeck Enterprises Inc | William Brodbeck | President/CEO | 1035 East Highway 51 | Platteville | WI | 53818- |
| Famous Footwear | Jeff Sunday | Controller | 7010 Mineral Point Road | Madison | WI | 53717-1701 |
| Famous Footwear | Jon Grander | Manager of Loss Prevention | 7010 Mineral Point Road | Madison | WI | 53717-1701 |
| Gilmore's Piggly Wiggly | Doug Gilmore | Owner | 810 Park Avenue | Beaver Dam | WI | 53916- |
| Jockey International | Donna Steigerwaldt | Chairman/CEO | 2300 60th Street | Kenosha | WI | 53140- |
| Jockey International | Edward Emma | President/CEO | 2300 60th Street | Kenosha | WI | 53140- |
| Jockey International | Paul Yoo | CFO | 2300 60th Street | Kenosha | WI | 53140- |
| Kohl's Department Stores | Barbara Brooks | Mgr of LP Operations | N. 56 W 17000 Ridgewood Drive | Menomonee Falls | WI | 53051- |
| Kohl's Department Stores | Doug Baldwin | Director Inventory Control | N 56 W 17000 Ridgewood Drive | Menomonee | WI | 53051- |

| | | | | | |
|--------------------------|---------------------|--------------------------|------------------------------------|--------------------------|-----------|
| Kohl's Department Stores | John Odenbach | VP Loss Prevention | N. 56 W. 17000 Ridgewood Drive | Falls Menomonee Falls | WI 53051- |
| Kohl's Food Stores | Jeff Brzynski | Dir Loss Prevention | 11100 W Burleigh Ave, PO Box 295 | Wauwatosa | WI 53222- |
| Lands End | Bradley Johnson | Sr. VP/CAO/CFO | 1110 Brequette Street | Dodgeville | WI 53533- |
| Lands End | Dave Dyer | President/CEO | 1110 Brequette Street | Dodgeville | WI 53533- |
| Lands End | Stephen Orum | Exec VP/COO | 1110 Brequette Street | Dodgeville | WI 53533- |
| Mega Marts Inc. | Bill Beres | VP/CFO | 150 W Holt Street | Milwaukee | WI 53207- |
| Mega Marts Inc. | Gary Fryda | President/CEO | 150 W Holt Street | Milwaukee | WI 53207- |
| Mega Marts Inc. | Robert Glisch | VP Operations | 150 W Holt Streett | Milwaukee | WI 53207- |
| Mega Marts Inc. | Wayne Becker | VP, Merchandise Mgr. | 150 W Holt Street | Milwaukee | WI 53207- |
| Menards | Richard Gilhousen | Gen Mgr Data Processing | 5114 Old Mill Plaza | Eau Claire | WI 54703- |
| Mills Fleet Farm | Charlie Mills | | 1300 S Lynndale Drive | Appleton | WI 54912- |
| Mills Fleet Farm | Hugh Leasum | Dir of Loss Prevention | 1300 S Lynndale Drive, PO Box 1199 | Appleton | WI 54912- |
| Mills Fleet Farm | Robert De Grace | VP of Operations | 1300 S Lynndale Drive, PO Box 1199 | Appleton | WI 54912- |
| Oshkosh B' Gosh | Christine Augsburg | Loss Prevention Manager | 112 Otter Avenue | Oshkosh | WI 54901- |
| Oshkosh B' Gosh | David Omarchinski | VP/CFO/Treasurer | 112 Otter Avenue | Oshkosh | WI 54901- |
| Oshkosh B' Gosh | Douglas Hyde | Chairman/President/CEO | 112 Otter Avenue | Oshkosh | WI 54901- |
| Oshkosh B' Gosh | Michael Wachtel | Exec VP/COO | 112 Otter Avenue | Oshkosh | WI 54901- |
| Pierces Supermarkets | John Stone | Owner | 615 Hwy 36 | Baraboo | WI 53913- |
| Rogans Shoes | Pat Rogan | Owner | 2913 Carlisle Avenue | Racine | WI 53404- |
| Roundy's Foods | Pat Barnes | Dir of Retail Operations | 150 West Holt Ave | Milwaukee | WI 53207- |
| Schultz Sav-O Stores Inc | Mary Zenisek | Program Administrator | 615 South 8 Street, Suite 800 | Sheboygan | WI 53081- |
| Shultz Sav-O Stores Inc. | James Dinkelman | President/CEO | 2215 Union Avenue | Sheboygan | WI 53081- |
| Shultz Sav-O Stores Inc | John Dahly | Exec VP, CFO | 2215 Union Avenue | Sheboygan | WI 53081- |
| Shultz Sav-O Stores Inc. | Robert Hobart | VP/Director MIS | 2215 Union Avenue | Sheboygan | WI 53081- |
| Shultz Sav-O Stores Inc | William Jacobson | VP/Dir. Franchising Ops | 2215 Union Avenue | Sheboygan | WI 53081- |
| The Copps Corporation | Darrell Scherwinski | Exec VP Retail Division | 2828 Wayne Street | Stevens Point | WI 54481- |
| The Copps Corporation | Don Copps | Exec VP Merchandising | 2828 Wayne Street | Stevens Point | WI 54481- |
| The Copps Corporation | John Daman | Dir of Loss Prevention | 2828 Wayne Street | Stevens Point | WI 54481- |
| The Copps Corporation | Michael Copps | CEO | 2828 Wayne Street | Stevens Point | WI 54481- |
| The Copps Corporation | Timothy Copps | President/COO | 2828 Wayne Street | Stevens Point | WI 54481- |
| Ultra Mart, Inc | Robert Farrell | President | W173 N9170 St Francis Dr | Menomonee Falls | WI 53051- |

BIBLIOGRAPHY

- Cook, T.D., & Campbell, D.T. (1979). Quasi-Experimentation: Design & Analysis Issues for Field Settings. Boston, Mass: Houghton Mifflin Company.
- Donegan, P. (2000, December). Putting perishables under the microscope. Grocery Headquarters, 39-45.
- Food Marketing Institute (1998). Language of the food industry. Retrieved January 30, 2001 from the world wide web: http://www.fmi.org/facts/Figs/glossary_search.cfm
- Food Marketing Institute. (2000). 2000 Security and Loss Prevention Issues Survey. Washington, DC: Loss Prevention Services.
- Johnson, K. (2000, September 15). Scanner Equality. Supermarket Business 55, 182.
- Mathews, R. (1997, February). Loss Prevention: It's later than you think. Progressive Grocer.
- Miller, L. (2000, October 23). Retailers try to fix produce price problems. Supermarket News, 64, 67.
- The National Supermarket Research Group. (2000). 2000 Supermarket Shrink Survey. Scottsdale, AZ:
- Orgel, D. (2000, December 4). Exposing Shrink. Supermarket News. 48, 26-27.
- Perrotta, P. (2001, March 26). Policing the Store. Supermarket News. 49, 25-27.
- Sudman, S., & Bradburn, N. (1974). Response effects in surveys. Chicago: Aldine.
- Wentland, E.J., & Smith, K.W. (1993). Survey Responses: An Evaluation of Their Validity. San Diego: Academic Press.
- William, M. (2000, November 27). Tag Trappings. Supermarket News. 48, 17, 20.
- Williams, M. (2000, September 11). Where the money is. Supermarket News, 48, 37-39, 41.

VITA

Darrell Scott Taylor was born in San Antonio, Texas on April 16, 1968, the son of Darrell James Taylor and Diana Taylor. After completing his work at Tom C. Clark High School, San Antonio Texas, in 1986, he entered Southwest Texas State University in San Marcos, Texas. Also attended were St. Mary's University in San Antonio and The University of Texas at San Antonio where he received a Bachelor of Arts degree in criminal justice. In the following years, he was employed in the Field of Loss Prevention by H-E-Butt Food and Drug where he is currently the Director of Loss Prevention for the Central Texas Region. In August of 1997, he entered the Graduate School of Southwest Texas State University, San Marcos, Texas.

Permanent address: 2731 Grimes Ranch Road
Austin, Texas 78732

This thesis was typed by Darrell Scott Taylor.

