

President's Update

It gives me great honor to represent AIM/R as its President for the year 2010-2011. I have to take a moment and look back as to why I even got involved with AIM/R in the first place.

One of the owners of my company took me to my first AIM/R conference, I think it was in San Diego, and what I saw amazed me and awakened my soul for this business. AIM/R is a group of people who have passion, vision, and entrepreneurial skills. I knew some of the guys there because they called on my father's wholesale business that I left to become an independent manufacturers' representative.

The neatest part about my first conference was that I met people from all over the country. I had never been on the West Coast before and I did not realize that "bitchin" was part of everyday speech outside of marriage.

At that first conference most of the guys who were there were older than me, owners of their prospective companies and had many more years of experience than I had. Okay, I will let the cat out of the bag; I am 37 years

young and was 27 at my first AIM/R conference. I grew up in this business but on the wholesale side of things. I went to college, came out and thought that I would be a millionaire in less than five years. Of course that is what they told me in college. What a crock that was. My father should have sent me to some AIM/R conferences instead because this is where I really learned about business. I never heard a business professor say that he did not take a pay check for a month or two, or more recently, a year. I never heard a business professor say how hard it would be to let someone go that you had worked with over the years. I never heard a business professor tell me that when the economy tanks, you need to learn to swim all over again and all the stuff they taught us in college would not work.

Why do I say these things? Because it is AIM/R and its brethren that have created giants in our industry. I do not mean ugly, scary, mean and nasty giants, but giants within our industry. The brain trust within AIM/R is huge. The weirdest thing for me was

how open these giants of our industry were. It took a guy from Philly to ask me to join the board and after seeing the passion, vision, and openness that these guys shared, I had to join, and ironically was accepted as a director. I did not know that I was running unopposed. I was getting ready for my first AIM/R board meeting and I talked to a few guys that I knew. They said just sit on your hands and hold your tongue for the first meeting to get your feet wet and then you will see how it works. I went with all intentions of being quiet not saying anything and just being a sponge. When I arrived at the meeting I sat next to a guy from Texas who was also a director and he said "Howdy," just kidding. Within 10 minutes I saw a man of passion who was only about 5'2" tall sitting next to me who had a lot to get off his chest and after just



Mark Creyer
President

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2011 AIM/R Conference — Destin, Florida

At this year's AIM/R conference in March at the annual closing luncheon, I had the honor of getting up in front of the attendees and introducing the theme and location of the 2011 AIM/R conference. The location is the beautiful Sandestin Golf and Beach Resort in Destin Florida and the theme is "The Future's So Bright."

Based on membership feedback and some fairly tough economic times we also made a big decision and moved the conference from Spring to Fall. The dates for the 2011 conference are October 4, 5 & 6. Once you open your calendar you will also notice there is a change in the days of the week. The conference will be held Tuesday-Thursday of this particular week. We all think this is the perfect opportunity to get your spouses involved and give them a much needed break. The kids will just be back in school after a long summer off, and what better way to give your spouse a break than to take him/her away for a few days to a beautiful resort while you recharge your business battery learning and networking at the conference. Also, with the conference in the middle of the week, you can be back in time for Friday night football games or any other weekend activities. I know in the past we always said we did not want to be out of field during the week, but with all of the technology available today, we are never far from our customer and who really needs another weekend on the road anyway?

Back to the theme for the 2011 AIM/R Conference, "The Future's So Bright." Who would have known when I stood before the membership and gave this presentation so much would happen in less than 90 days? The economy in Greece goes belly up, the Euro is at a 10 year low, and of all things an offshore oil rig accident causing millions of gallons of oil to spill into the very gulf where we will be in less than 18 months. Trust me when I tell you I don't think about this spill everyday and what it is doing to our earth let alone the possible damage to one of the most beautiful beaches in our country and the destination for my conference. Yet, with all this happening I truly still believe "The Future's So Bright" and this is not just simple bravado. I believe this for many reasons and the number one reason is our organization and our members. While attendance was still off this year in Vegas, it was one of the best conferences I have been to and it was because of the people. The people that attended are some of the brightest minds in business today and every one of them is a true entrepreneur. Why would each and every one of us not want to take the time to network with the brightest and the best? Sure the venue is nice, but it's

The people that attended are some of the brightest minds in business today and every one of them is a true entrepreneur.

the people, the education and the energy that make this conference what it is.

The Wholesaler magazine has been a long time supporter of AIM/R and for the past many years has sponsored our opening cocktail reception. Most of us know Mary Jo Martin, the Editorial Director, and in last month's *The Wholesaler*, Mary Jo was quoted as saying, "Each and every year, one of the events I most look forward to is the AIM/R Annual Management Conference. There is really something special about this group besides the fact that they are just an all around nice bunch of people. They are some of the hardest-working, most creative and entrepreneurial folks in our industry today."

This is what our conference is all about. This is why I am excited about the future.

Last year I was thrilled to see so many new faces. I spoke to one gentleman who had not been to the conference in a long time and brought his two sons who are coming up in the business. His main reason for coming was the LOT program. For those of you not familiar, LOT is an acronym for "Leaders of Tomorrow." This program has grown and has brought some new, young blood to the organization.

This year for the first time we are going to have the LOY (Leaders of Yesterday) round-table breakfast. This breakfast meeting will be a "don't miss." We will have a panel of AIM/R past-presidents that will discuss topics facing our businesses and industry today. Again, how can we not tap into some of the best and brightest business minds out there today?

We are still getting together the final agenda. Each time I think we are done another great topic or idea is given to me and I have to see how we can fit it all into three fun-filled days. Also, back by popular demand, is an AIM/R golf tournament the afternoon of the second day. The Sandestin Golf and Beach Resort in the panhandle of Florida offers some of Florida's best golf courses. We have had *many* people ask us to bring this back as part of the conference. But, please do not let this deter you if golf is not your thing. I have mentioned many times in this article the networking opportunities the conference offers and for those who don't golf, we will have many education and networking opportunities available throughout the day.

I also would like everyone to know we have listened to you regarding room rates and you will see this destination will have some of the lowest room rates in over 10 years. Thanks to the efforts of our own Linda McKee, I think we will have one bedroom, two bath suites with full kitchen, living area and bal-



Alan Guidish
Senior VP,
Industry & PR

cony for around \$175.00 a night. Believe me, your spouse will love this place.

And one last thing — the annual volleyball tournament. While I am normally a spectator (aka networker) during this annual event, it certainly has become a great way to unwind after a few days of education. This event which is always sponsored by our friends from Supply House Times has for many years been sort of a joke from a competition stand point with the West winning year in and year out. Remember the gentleman I mentioned earlier in the article who brought his two sons who are coming up in the business? What I didn't mention is that he is from the east coast and both of his sons are well past the 6' mark. Well, guess what, helping Dad run a rep firm is not all they are good at, as the East took the title of Volleyball champs from the

West. Many of us were not sure we would live to see such a feat. This year's volleyball tournament will be a "true" beach volleyball tournament, because we will be holding (God willing) the tournament on the pristine white sand beaches of Destin, Florida. I am sure the West is recruiting as I write, (Bill Godwin and Mike Smith). Along with the tourney we will be having a networking beach party to get in some last minute business before we all head back on Friday to our families and business.


So, now is the moment when you open your Outlook calendar and put in the dates of October 4, 5, 6 of 2011. Pick up the phone and tell your spouse you know he/she deserves a break and tell them to call the in-laws and arrange babysitter details and make the commitment to attend the 2011 AIM/R conference, because **"The Future's So Bright!"** ■

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meeting the guy, he turns to me when he had finished and said, "what do you think, Creyer!" I was flabbergasted but I gave my opinion and no one laughed or made fun or even said that it was a great idea.

What just happened? I made a friend for life at my first board meeting. You all know who I am talking about, Mr. Mike Parham who is currently our Chairman of the Board. He has been a role model, mentor and friend ever since my first board meeting. We have become good friends and have had a lot of fun together. Mike, as well as many other AIM/R members, has mentored me, given advice even when I did not want to hear it, and has challenged me to a make a difference in this industry. With my first newsletter article, I just want to say *thanks*, to all of you who have allowed me to become a giant like you.

If anybody has any ideas or issues that they would like us to look into as a board, please send them to me so that we can respond and act on behalf of the membership as a whole. ■



DISCOVER ▲ CHALLENGE ▲ BUILD

ASPE CONVENTION & ENGINEERED PLUMBING EXPOSITION 2010
Produced by the American Society of Plumbing Engineers

ASPE

OCTOBER 30 - NOVEMBER 3, 2010
PENNSYLVANIA CONVENTION CENTER
PHILADELPHIA, PA

RING IN THE FUTURE OF ASPE

2010 ASPE Convention and Engineered Plumbing Exposition

October 30–November 3, 2010

The 2010 ASPE Convention and EPE will be held at the Pennsylvania Convention Center. The theme of this year's event is "Ringing in the Future of ASPE." Attendees will enjoy almost 50 technical education sessions presented by experts in the field of plumbing engineering in addition to the largest plumbing product exposition in the country. Rock-bottom room rates at the Downtown Marriott, Marriott Courtyard, Loews, and Hampton Inn already have been negotiated, so put the ASPE Convention and EPE on your calendar today!

Go to ASPE.org for more information

AIM/R is Working For You

Hello and welcome to summer. I hope all of you are doing well and finding ways to make each day one of value and prosperity for your companies and yourself.

I wanted to take a few moments of your time to let you know what AIM/R has been doing to enhance your AIM/R membership.

Several new projects are under way that will be discussed in this issue. The online Locator and digital edition of the rep directory is now available and a business-to-business sales tool to share with your sales staff and others will be presented each month by Growth Dynamics. These sales scenarios and solutions that AIM/R will be offering will come to you via email beginning in early July. This is truly a sales tool you will not want to miss.

So let us talk Locator. First of all, we have developed a real-time Locator for all of you. You can find it through the AIM/R website and keep all of your lines and personnel current at all times. Additionally, we have added a digital edition that will be out any day now. This will also allow you to print a version for yourself and your company. The digital edition will be accessible through the AIM/R website as well.

Some of you may ask why did we eliminate what was a very popular paper asset to AIM/R? In short, we needed to curb expenditures and we were looking at all areas to improve upon. The cost of the Locator was not only expensive to print, it also proved to be expensive for our management company to manage which in turn cost AIM/R. So we sought out solutions and were able to come up with the online version with the help of BNP Media.

As a lot of you may remember during our town hall meetings at our annual AIM/R conference in 2009 and again in 2010, we struggled on how we could move to a paperless directory to replace the Locator. Upon reviewing our organizational expenditures it had become apparent the Locator was a huge cost to us in many ways. The paper version was costing us around \$10,000 every year to print and distribute. Another cost incurred to us was the additional fees AIM/R was charged to manage the Locator.

So because of your many comments and suggestions during our conference, we are proud to be able to make the current paperless version become real. Locatearep.com is the new AIM/R directory.

How easy is it? Log on to AIM/R.net to find several helpful tips under the frequently asked questions section about the Locator on our home page. If you are already set up, you can click the locatearep link on the left hand side. Once into the link you can search fellow reps by zip code, product group, state and more. We will continue to add more benefits as time goes on. So thanks again for your input and patience.

The other benefit of the cost savings provided will be the sales scenarios and solutions coming to you in July via email from AIM/R and Growth Dynamics. Enjoy the new products and please let us know what you think. Have a great holiday and be safe in your travels. ■



Mike Parham
Chairman of
the Board

AIMR's 2010-11 Executive Committee

Front row, left to right: Alan Guidish,
Ken McGregor and Mike Parham.
Back row: Steve Fleming and Mark Creyer.
Rick Root and Brian Burke not shown.



The Importance of Planning Ahead

by Daniel E. Beederman and Ronald G. Silbert
Schoenberg Finkel Newman & Rosenberg, LLC

Planning for the future often is the last thing on the minds of business owners, whose energy and resources are being expended to cope with our current difficult financial times. While this issue is often relegated to the proverbial back-burner, it is something that is a necessary part of good business practice and management. While the day-to-day operation of any business is a considerable challenge, long-term planning for a family business or other closely-held business presents a number of challenging issues for the business owners and their advisors. This article will highlight some of the primary long-term planning issues for the closely-held business.

Shareholder, Operating or Partnership Agreement

The primary device for the governance of the closely-held business is the shareholder agreement for a corporation (along with the corporate by-laws and sometimes a voting trust agreement), the operating agreement for a limited liability company, or the partnership agreement for a partnership (collectively referred to as a “Management Agreement”). The Management Agreement is used to cover many facets of a business operation, including who will be elected as the directors, officers, managers, or managing partners, whether a majority vote or larger percentage of the equity interests will be required to approve certain decisions, and to impose restrictions on transfers of equity interests, which usually involve a right of first refusal in the event an equity interest holder wants to sell or transfer his or her interest to another party.

Buy-Sell Provision

Another significant aspect of any Management Agreement is a “buy-sell” provision that provides for the

purchase of the equity interest upon the death, disability or retirement of an equity owner and a formula or method for establishing a purchase price. This is often the most difficult aspect of any Management Agreement, requiring the selection of one of various valuation techniques, such as an appraisal, the use of book value or adjusted book value, a formula for determining fair market value, or sometimes a fixed price that is subject to adjustment from year to year. For sales representatives, the valuation of their company can present even more difficulties because many accountants, appraisers and business advisors simply have little or no experience in working with sales reps, and do not understand that a service business dependent on commissions can have significant value, even if all of its sales representative agreements can be terminated on 30 days’ notice. This issue becomes even more complex when a sales representative company has both commission-based and buy-sell income. In all instances, the valuation method has to meet various criteria, including a fair price for the equity interest, a value that will pass Internal Revenue Service scrutiny, and a price that the company or surviving equity owners can afford to pay without jeopardizing the ongoing successful operation of the business.

Buy-Sell Funding Techniques and Estate Taxes

Providing funds for the buy-sell agreement and/or for the payment of estate taxes upon the death of an equity owner is an essential issue for most

closely-held businesses. Life insurance is often used to provide liquidity, and its use requires a determination of whether the entity, or the equity owners, or an irrevocable life insurance trust will own the life insurance. In addition to life insurance, installment payments are typically used to allow funds to be paid over a period time and avoid draining the company of funds needed for operating expenses, and to avoid having the company use its bank line of credit to finance an equity purchase.

For federal estate tax purposes, Code Section 6166 allows the installment payment of estate taxes attributable to the closely-held business if the value of the equity interest represents at least 20% of the voting interests in the company and the equity interest is at least 35% of the value of the adjusted gross estate of the deceased equity owner. The installments can be spread over a period of up to 15 years, with interest only for the first 5 years. A special 2% interest rate applies to the first \$1.3 million of taxable value (For 2010, there is no estate tax).

Succession Planning

Another essential element of planning for the closely-held business is succession planning. Not only is this issue important for owners of sales rep agencies, but it also is often critical for the company’s principals (manufacturers) who want assurance that their reps will have continuity and that there will not be any disruption to the sale of their products. For family-owned businesses, where children or grand-

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children are part of the existing and/or future of the company, succession planning often involves various gifting techniques to transfer equity interests to the family of the equity owner while retaining voting control in the senior family member. Gifting of minority interests is often used, allowing gifts that are discounted based on the transfer of minority non-controlling interests and using recognized valuation concepts that allow a marketability discount for the equity interests in a non-publicly traded company. Succession planning is equally important, if not more so, for a business whose future does not include the next generation of the existing ownership. Clearly, one of

the most difficult obstacles is to find the right person(s) – whether existing employees or other candidates, including competitors with whom a merger or buy-out may be possible. Non-voting equity interests are sometimes used as part of a succession plan to transfer equity in a company while the current owner(s) retain(s) voting control. For family-owned businesses, other more sophisticated transfer techniques are available and include a gift to a grantor retained annuity trust or an installment sale of an equity interest to an irrevocable grantor trust, either of which can be used to transfer larger equity interests without incurring a gift tax if a transfer exceeds \$1 million in value.

Conclusion

Planning for the closely-held business requires attention to matters which are not necessarily part of the day-to-day operation of the business but which will become critically important at some point in every business. There is an interplay of management issues, restrictions on the transfer of equity interests, succession planning, and buy-sell arrangements that require the use of legal, tax, financial and insurance advisors who are familiar with the legal and tax issues applicable to such arrangements and with the particular needs of the closely-held business, as each business has a unique set of circumstances. ■

TECH BIT #6

Set Up Meetings Without So Many Emails

So you need to have a meeting or conference call with 10 people.

The emails start. Who is available when? Is this option or the other better for most people? If everyone is hitting reply all, then hundreds of emails could be generated.

What a pain!

There are web-based alternatives:

- www.setameeting.com
- www.whenisgood.net

You log in, set the parameters of options for when to meet, and the email addresses of who is attending. They get an email with a link to a custom preference page. They give their preferences, the website keeps track of the “votes.” When everyone is done (or as many as you want), you take the best option and send out the invite.

So is next Tuesday at 9 a.m. good for you?

Gregg Marshall, CPMR, CSP, is a speaker, author and consultant. He can be reached by email at gmarshall@repconnection.com, or visit his website at www.repconnection.com.

Before you set a meeting, setameeting.com Status: Logged In
Welcome back Gregg Marshall!

View My Meetings | New Meeting | Address Book | Log Off

Set a Meeting | Register | Meet SAM | Contact

Meeting | Where | Dates | Times | Who | Options | Review | Done!

Select the days where you have blocks of times available by clicking on the DATES below. You will be asked to enter TIMES on the next screen.

Choose dates: Selected Dates:

February 2008							March 2008						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
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Examining the Rep's Value Proposition

by Jack Foster, Editor, *Agency Sales* magazine

Several years ago, Debra Woods was faced with the task of justifying the continued use of her company's network of independent manufacturers' representatives. She quickly offered a convincing value proposition that tipped the scales in favor of retaining reps. Her experience serves as a valuable lesson to others faced with the same dilemma.

Woods, who is currently the national sales manager for Control Instruments Company, Fairfield, New Jersey, details the scenario that involved a company she previously worked for. "The company had a national sales manager and regional sales managers, each of whom managed three independent rep firms in their respective regions," she explained. "Their decision to scrutinize and consider eliminating their reps all came down to trying to save money. That's obviously an argument we've all heard before. It fell to me to examine the positives vs. the negatives of using reps."

According to Woods, "The company figured we already had the sales managers in place. Why couldn't they sell and serve the business we had? Approximately 50 percent of our business was rep-based. The thinking was that by eliminating reps, we could save in the neighborhood of a quarter of a million dollars annually and thereby increase our cash flow."

Measuring the Rep's Value

Though that kind of thinking could be considered positive, Woods found that a more detailed study of the situation revealed the rep's real value proposition. "We were a company involved in component sales. As a result, all the customers we served had need of different components. That translates into a lot of knocking on doors."

As an example of what the manufacturer would face in the absence of its rep sales force, Woods cites the business the company had in New England. "In the six New England states alone, we had about \$8 million in business. Without our reps, that means we would have one person knocking on all the doors in those states to accommodate the business. That just wasn't going to happen. Conversely, if you've got three rep firms — each with four salespeople — selling the same area, you've got 12 feet on the street working for you."

Then she mentioned all the "opportunity selling" that would be missing with the absence of field reps. "Because reps have all the relationships in the territory, they take advantage of their time with the customer to develop future sales. They are constantly looking for additional business. Without reps, we easily would have been missing more than \$20 million in future sales. No seeds would have been planted for the future."

Woods notes that when this was explained to upper management, made up largely of financial people, their reaction was one of surprise. "All they did was look at the bottomline. They always groused about the size of the checks they had to write for our reps. They really didn't have an appreciation for the 'opportunity selling' we were concerned with." Woods has always appreciated the value of sending large commission checks to reps. "It's really quite simple.

The more we pay them, the more we as a manufacturer are making. I manage reps and sales managers for a living. I want them to make more money than I make. And, when all expenses are considered, bonus and commission checks are only a fraction of our expenses."

When all was said and done, "The end result was that the company I was with decided that instead of looking to get rid of all their reps, they decided to take a close look at those reps who were producing the most for us. That's something we would continue to do on a biannual basis. Once we determined who those top performers were, we wanted to do all we could to ensure that we get and retain as much of their mind share as possible."

"What we wound up doing was retaining our top-performing reps and terminating those who weren't selling for us. We further rewarded good performance by expanding the territories of many of the top-performing reps."

Rep Brings Value

As she looked back, Woods offered, "If anything, I've learned even more how valuable independent reps are for a manufacturer. The rep brings value to the manufacturer's table. The rep has the sales organization in place in the territory that the manufacturer doesn't have to recreate for himself. On top of that, perhaps the most valuable asset the rep has is the relationships in the field."

“Then there’s all the overhead the manufacturer doesn’t have to pay. The rep is responsible for his own travel, entertainment, meals, insurance and other related expenses. That’s all paid for by the commission checks we pay the rep. And, we’re not even talking about the selling opportunities that are presented to the rep that normally wouldn’t be there for the direct salesperson.”

With all the positives firmly established, Woods was quick to note that working with reps isn’t without challenges, the largest of which is to become the reps’ emotional favorite and to encourage them to continue to grow the business as much as they can.

Speaking to becoming a rep’s emotional favorite, Woods maintains that this can only be accomplished over time. “If there’s loyalty on both ends of the relationship, you can accomplish that goal,” she says. “You instill a sense of loyalty by saying what you’re going to do, and doing what you say. Once a rep sees that, they’ll respond. An integral part of achieving that loyalty can come with the existence of written contracts, spelling out exactly what is expected of each party.”

Encouraging Growth

When it comes to encouraging reps to grow their businesses, Woods says she’s very aware of the many apprehensions about growing too much. “I’ve heard all the stories about the rep who grows the business too much and the manufacturer decides it’s a good time to go direct. That’s not the way we operate. But that brings us back to doing what you say and saying what you do. If you cover all those contingencies in a written contract and then exhibit a sense of loyalty with your reps, you won’t have any problems with them growing the business. The rep will respond by feeling that the manufacturer really wants us to continue to grow the business and they’re going to reward us for it.”

This approach appears to work well for Woods’ present company, Control Instruments, in that it boasts a lengthy tenure in its rep-manufacturer relationships. According to Woods, “Aside from reps who might be new to us, our average time of working with rep firms is 12 to 13 years.”

Something else Woods has learned over the years is the value of communication between manufacturer and

rep. The best way to communicate, she maintains, is by keeping it simple.

“I make every effort to call each of our reps once a week. It’s gotten to the point with many of them that when the phone rings, they’ll say, ‘Here’s our Friday call.’ If that’s what I do, what I like in return from our reps is what we call a prospective business forecast. If there’s quotable business out there, on a monthly basis I want them to provide me with an update of the potential for that business. That’s something I use and it’s a huge help to me in my forecasting efforts. On the other hand, if they don’t provide me with that information and something comes in and results in a split commission, I’ll let them know they never told me about it.”

“I also require an action plan at the end of the year. That provides me with a status of the business in their territory and allows us to agree on target numbers for the next 12 months.”

Woods adds that she loves reps who are proactive when it comes giving her status reports. “When they tell me what’s going on, we’re able to agree on what we have to do to support them to get the job done. Reps who do that easily get my mind share.” ■

CPMR Graduates

Richard Coleman, Grant Hanson Associates
Scott Cooper, Cooper New England Sales, Inc.
Bob Danielson, Battersby Danielson and Associates
Jeffrey H. Davis, Promarc Sales, Inc.
Colin Fein, Associated Marketing Inc.
Mario Fernandez, Engineered Concepts
Darren Foster, Rocky Mountain Integrated Solutions
Joel Golmont, Smith & Stevenson
Peter Gould, The Gould Company
Brian Green, Green Sales, Inc.
Darrell Hoffpauir, A. H. Deveney & Company

Abid Khaleel, Elkay Manufacturing
Timothy Kincaide, R. D. Kincaide, Inc.
Richard C. Michel, Michel Sales Agency
Joe Murphy, H.O.K. Sales
William P. Orris, Harry Warren, Inc.
Chad Padilla, Socha Company
Michael A. Purcell, Elkay Sales, Inc.
Brant Rosten, Massey Johnson Associates
Jon Schroeder, Schroeder Sales Company
James W. Wardell, Cope-Wardell-Ammon, Inc.

Welcome New AIM/R Members!

We are pleased to welcome the following rep firms that have joined AIM/R since January 1, 2010

DOBBIN SALES, LTD.

Bruce Laing, CPMR
Vaughan, ON, Canada

EQUIPCO, LTD.

Robert Parkinson
Coquitlam, BC, Canada

FINNEGAN AGENCY

Bill Finnegan
Springfield, PA

MAPLES SALES & SERVICE, INC.

Grant Maples, Jr.
Denver, CO

AIM/R Calendar of Events

ASPE (American Society of Plumbing Engineers)

Oct. 30-Nov. 3, 2010
Pennsylvania Convention Center
Philadelphia, PA

AHR Expo

January 31-February 2, 2011
Las Vegas Convention Center
Las Vegas, NV

KBIS

April 26-28, 2011
Las Vegas Convention Center
Las Vegas, NV

AIM/R's 39th Annual Management Conference

October 4-6, 2011
Sandestin Golf and Beach Resort
Destin, FL

AIM/R Manufacturer Members

AIM/R agency members are encouraged to urge all of their principals to become associate members. Take a look and see if all of your principals are here. If not, urge them to join!

ACCUMETRIC / BOSS PRODUCTS

AIM METALS & ALLOYS LP

AMT BVBA

ANAHEIM MANUFACTURING

ANVIL INTERNATIONAL, INC.

APOLLO VALVES

a Division of Conbraco Industries, Inc.

AQUATIC

ARROW INDUSTRIES

BASCO MANUFACTURING CO.

BEMIS/CHURCH SEATS

BRADFORD WHITE CORP.

BRASS CRAFT MANUFACTURING

CASH ACME

CIMBERIO VALVE CO., INC.

CLIMASTAR AMERICAN HEATING SYSTEMS

COMPANY

COOPER B-LINE

CRANE-STOCKHAM/JENKINS

DANZE, INC.

DAWN INDUSTRIES, INC.

DELANY PRODUCTS

DELTA FAUCET CO.

ELKAY SALES, INC.

ELKHART PRODUCTS CORP.

ESCO

EZ ROUTE, LLC

FALCON STAINLESS, INC.

FERNCO, INC.

FLORESTONE PRODUCTS CO.

FLUIDMASTER, INC.

FOREMOST GROUPS

FROET INDUSTRIES LLC

GASTITE

GERBER PLUMBING FIXTURES LLC

GT GLOBE INDUSTRIES LLC

HAWS CORP.

HERITAGE PLASTICS, INC.

HOLYOKE FITTINGS, INC.

IAS CORP.

INSULATION SOLUTIONS, INC.

IPS CORP.

JACUZZI LUXURY BATH

KROWNE METAL CORP.

LEGEND VALVE & FITTINGS, INC.

LIBERTY PUMPS

MAAX BATH, INC.

MAINLINE BACKFLOW PRODUCTS,
(USA) INC.

MARATHON INTERNATIONAL

MCC USA, INC.

MIDLAND METAL

NEOPERL, INC.

NOMACO INSULATION

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OATEY SUPPLY CHAIN SERVICES

OMEGAFLEX

OUR COUNTRY HOME, INC.

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PRIER PRODUCTS, INC.

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RED-WHITE VALVE CORP.

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RONBOW MATERIALS CORP.

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STEVENS PUMP CO.

SUPER GREEN TECHNOLOGIES

T & S BRASS & BRONZE WORKS, INC.

THE KEENEY MFG. CO.

TOPP INDUSTRIES, INC.

TURBOTORCH-THERMADYNE

INDUSTRIES, INC.

WARD MANUFACTURING

WATERGROUP

WELLS SINKWARE CORP.

WHIRLPOOL CORPORATION

WOHLER USA, INC.

ZOELLER PUMP CO.

Counseling Service

AIM/R's association headquarter's staff has experience on both sides of the desk — manufacturing management and sales agency management. These people are available for counseling on agency-principal issues and agency management issues at no charge.

AIM/R's toll-free number is: (866) 729-0975.

2010 Conference a Great Success!

by Ken McGregor, 2010 Conference Chairman

Over 130 members attended the 38th annual AIM/R Conference in Las Vegas, Nevada last March. Considering our current economic times, we feel it was well attended. The change in format, including our manufacturer members at the gala dinner, was tremendous.

Our members interacted with the manufacturers on the first day discussing topics which are pertinent to our mutual relationships. We discussed succession planning, rep best practices, reps performing customer service functions for the manufacturer, and survival tactics the manufacturers and reps are doing to get through our current economy.

On the second and third day we held breakout sessions including topics on health care and HSA's, succession planning and taxes, legal aspects of customer or principal bankruptcies, surviving an IRS audit, consignment vs. buy sell vs.

commission sales, and more.

Our keynote speaker, John Selio, talked about identity theft and demonstrated for the membership how easy it is to be scammed by involving the audience in a game.

Our LOT, "Leaders of Tomorrow," group held break outs discussing converting to a paperless office.

For those of you who attended, by all accounts it has been stated that this was one of the best conferences we've had regarding the agenda and facilities.

For those of you who did not attend, we encourage you to consider attending our annual conference next October 2011 in Destin, Florida.

See you there. ■



Ken McGregor
President Elect,
2010 Conference
Chairman

CPMR ❖ Arizona State University January 9-13, 2011 ❖ January 8-12, 2012

Certified Professional Manufacturers Representative (CPMR) is for anyone providing outsourced sales functions to manufacturers, regardless of industry. It is a professional designation earned by an individual, not a firm.

The CPMR program is executive education for firm owners and managers. Participants invest one week annually for three years on campus at Arizona State University. Attendees gain knowledge and insight into operating a business more effectively and profitably.

During the three years of CPMR programming, designation participants create an international network of colleagues with a common body of knowledge and mutual ethical standards. Reaching beyond a single industry and across the profession, the CPMR designation identifies individuals that are committed to being on the leading edge.

Since 1989, the Foundation has offered money back to anyone that was not satisfied with their experience in CPMR 101. *No one has ever asked.*

Still have questions? Call Susannah Hart at 303.463.1801 or visit www.mrref.org.

CSP is Enrolling Now For 2010

Finally, a seminar your sales force will be glad they attended! Three days of instruction, interaction and role-play will energize attendees and increase their productivity and profitability. After the written and verbal exams, successful graduates will thoroughly understand consultative selling and be able to do it, too!

CSP (Certified Sales Professional) complements the CPMR designation nicely. An owner/manager that is selling to customers will be pleasantly (and profitably) surprised by the CSP tools. Effective goal setting, time and territory management, and much more are covered in this intense, interactive program. Anyone calling on customers will find great value in the CSP program.

September 14-17, 2010 — Minneapolis, MN ❖ October 12-15, 2010 — Phoenix, AZ

For details call Sales Certification Headquarters at MRERF 303-463-1801 or visit www.mrref.org.

AIM/R Members Subscribe To This CODE OF ETHICS

The Association of Independent Manufacturers' Representatives, Inc. is a trade association of multiple-line, field sales professionals organized to:

- ◆ *Promote, protect and improve the multiple-line representative function and provide benefits and services to its members; and*
- ◆ *Create and foster a spirit of mutual respect and esteem among members and others within the industry and other industries; and*
- ◆ *Educate the industry and other industries as to the advantages of doing business through multiple-line, field sales professionals.*

In furtherance of these objectives, the Association develops and participates in programs and activities for multiple-line, field sales professionals designed to elevate ethical standards, improve business operations and provide more efficient service to principals, customers and the industry. To implement these goals, the members of AIM/R are expected to:

- ◆ *Represent only those lines they can effectively market and sell.*
- ◆ *Maintain a fiscally-stable firm.*
- ◆ *Operate a well-managed firm.*
- ◆ *Never degrade, malign or make false representations of a fellow representative.*

Manufacturers: Are You Looking for Well-Qualified, Performance-Committed Representatives?

Find them quickly, easily and cost-effectively with AIM/R's two exclusive marketing services . . .

The AIM/R Locator

A directory of PHCP representatives by territories covered, type of products handled, type of customers sold to/through and complete details about their companies.

Instant Hot Lines

A one-time fax or email that provides immediate information on *your line, only*, to reps in specific territories or throughout North America.

**Call AIM/R at:
(866) 729-0975**

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