

President's Update

Spring is in the air and we have all mowed our grass at least once. Baseball games are being played, spring football games are being played, and girls' softball is in full swing. So I bet you are all wondering what your AIM/R board has been up to.

A lot has happened the past few months since our last newsletter. In October, we attended the ASPE show in Philadelphia and had a fantastic Manufacturers Advisory Committee (MAC) meeting. It was the first time we had this at ASPE, and we had an entirely different set of manufacturers at the meeting. We had the opportunity to discuss a different range of topics than we ever did before with commercial and industrial manufacturers in the room.

After the holidays we headed to ASHRAE and many national sales meetings where many of our members had time to network with one another. In March the EXCOM, two past presidents, and a LOT member converged on Texas to have a strategic planning meeting. This was an intense day and a half, and I know you are dying to hear

what came out of it. In my eight years on this Board I never saw so much passion for making this organization the best organization for its members.

We came out of this meeting with one goal and one vision. Our vision is to be the association professional reps come to, with a value proposition that is 24 hours a day, 7 days a week, 365 days a year. Most of you would say that this is a monumental task. We all agreed that this would not happen overnight, but if we planned and put projects on a timeline, we could accomplish this proposition. So I am sure that you are wondering what all is included in this 24/7/365 value proposition. Well, some things are already in place but need to be updated or at least communicated to the membership. MANA and the Board spent about two months making phone calls and e-mails to all of the membership to get our database as accurate as possible so that we can communicate via snail mail, fax, and e-mail. This is now functioning, and we all hope that everybody starts getting all of the information from us. We cur-

rently are partnered with MANA, PTRR, and SALES WISE to provide webinars. These webinars are great because you do not even have to attend them at the time specified, all you have to do is register and you can get the webinar at your leisure. We have worked with SHT to create the rep locator online so that it is no longer a static document but a living one that can be updated, changed, sorted, or even printed out if necessary.

When was the last time you were on our website? Have you used any of the resources? Well, check it out, as we are working on upgrading the website and adding additional tools, presentations, and videos so that you have a place to go get more education or maybe one of your questions answered. If anybody has any great articles or presentations



Mark Creyer
President

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that they feel could help the membership please send them to Linda at AIM/R and she will make sure that they get put on the website. AIM/R and MANA have also partnered in panel discussions throughout the country over the past few months, and we hope to bring one near you in the future.

Anyone who has been on the Board knows that we have an open invitation from The Wholesaler and Supply House Times to print articles in regards to the rep function or the industry in general. Rick Roote is passionately working on and pushing others to write articles so that we can get the AIM/R name in our industries' national publications. We will achieve this in 2011. You will not only see articles, but also advertisements for the upcoming conference as well as other developments to watch for. If anybody has a topic for discussion or would be willing to write an article, please contact Rick Roote, VP of Industry and PR.

In order for our 24/7/365 proposition to become a reality, we need to go back to some basic ideas. We need to communicate to the membership more than a few times a year. We are going to use social media, snail mail, e-mail, faxes, and even videos to accomplish this. We need to provide the membership with tangible information like white papers, articles, blogs, and other resources that are at your fingertips when you need them. We need

you to see the benefits of being part of this association. As some people have said, perceptions become realities, but the Board feels it is time to change the perceptions and start creating realities. The most important part of this proposition is you; we need you to get involved. When we look around the room or think of people, the wealth of knowledge that we have in our membership is priceless. We need to tap that and use it to help the rest.

Every year we discuss membership, namely how we are going to maintain existing members and get new ones. Well, we have a plan. Watch for details as we roll out some plans that we think everybody will get involved with.

In April we had a spring Board meeting at the KBIS show in Las Vegas. Since the conference has been moved to fall, we had to find another time and place to meet. As a Board, we went over the strategic planning meeting as well as all financial information. We put forth the vision that we want the entire Board to be passionately behind. The 24/7/365 needs to be on the tip of our tongues whenever we discuss AIM/R. We also met Charley Cohon, the new CEO of MANA and met Doug Bower, our new director. MANA presented their vision and plans on how they are going to handle AIM/R. We set up time lines and plans that we will monitor monthly.

This year's conference is going to be great. Great location, great speaker,

great networking opportunities and something very special that will be unveiled for the first time at a conference. I am sure Alan Guidish will have a lot to write about, but the Board is extremely excited about this year's conference.

Last but not least, I have to put some personal opinions in my article. AIM/R needs to have some perceptions changed. We are not just a conference; we do not go out of town to beautiful places and eat and play golf; we are not a clique of a few people that are unwilling to share what we have learned over the years. These perceptions have become a reality. This Board is going to change these perceptions and prove to you that AIM/R is an investment, not just a conference. We need to be the place where professional people come to be educated, get problems solved, and add value to every member in the association. We need to become the association where you come to network either through social networking, face-to-face, or a phone call. We need to become the place where education is foremost, and every member gets something from the conference but also has other opportunities to get fresh and new ideas and questions answered. We need to be the place where you come to help others who may be having a problem or situation that you have already gone through. We need to link those people together. We need to be the place where you come to get what you need to succeed in your business as well as in your personal life. In all of these statements you will notice a three-letter word, y-o-u: it all starts with you. We can provide webinars, conferences, social media, blogs, advice, etc. and etc., but you have to take advantage of what is being put together for you.

Great plans can be made, but without execution and accountability they will fail. We are going to push and hold each other accountable over the next year. Join us as we embark on making our 24/7/365 value proposition a reality. ■



The 39th Annual Conference Sandestin Resort, Destin Florida

October 11-12-13, 2011 | The Future's So Bright

The annual conference is shaping up to be a great opportunity for AIM/R members and friends to improve business skills and perhaps peek into the future. The emphasis is on business development centered on the rep firm, shared best practices, networking and the future of the US economy.

Here are some specifics:

Day One — October 11

This day is spent with manufacturers. The objective for the day is business development and networking. It will include the following educational opportunities:

General Session- Manufacturers and Reps

Breakout Sessions:

- Mergers and Conflicts
- The Training Paradigm Shift
- Managing the Manufacturer Relationship
- “Why are you always calling me about price?”

Day Two — October 12

The rest of the conference is reps only. Day two is spent learning about the future and more business development issues. We start the day with our *Town Hall Meeting*. AIM/R wants your feedback and this is your opportunity to speak out. Then we hear from Alan Beaulieu. He will be sharing economic data and the forecast for the US economy. *This session is not to be missed*. Then we move into breakout sessions:

Breakout Sessions:

- Asset Protection
- Managing Human Resource Issues
- How to Call on Secondary Markets
- Succession Planning at Your Agency
- Robinson Patman

Day Three — October 13

This day is dedicated to improving your business. We start off with a Past Presidents' Panel. This is a chance to learn from 75 years of rep management experience. It promises to be a very interesting session.

Then we try something new, *The Rep Café*. This is the chance for you to address concerns about your business with your peers in small breakout groups. This is “networking on steroids.” It is a proven concept that is used by many executive boards to share business solutions. *A not-to-be-missed session*.

We then move into Breakout Sessions:

- Leaders of Tomorrow — iRep Technology for Today's Rep
- Health Care Changes and How They Will Affect Your Company
- Onboarding — Four Critical Elements for Success or Failure in a New Sales Rep.



Alan Guidish
Senior VP,
Conference

Then we finish with our annual volleyball tournament on the beach.

You will leave this, the 39th Annual Conference with new tools and information to apply to your business. AIM/R is committed to the success of your business and this conference is part of that commitment.

Plus, the venue is spectacular. All of the features you and your family will enjoy are right at hand. Think of a great beach, good restaurants, spectacular pool, entertainment and water sports all within walking distance or a tram ride. This is a great place to spend your free time at the conference.

All of the particulars will be available in the conference brochure, which will be on the web site and mailed to you. So make sure you look for e-mails from AIM/R as well as snail mail.

See you there.

Remember: *The Future's So Bright*. ■



Call Reports or Timely Verbal and Written Communication?

by Joseph W. Miller

For more than half a century, AIM/R and MANA have championed the cause of multi-line, independent sales representatives by taking a firm stand against principal-mandated call reports. We continue to feel that regular reports of daily activities submitted on the manufacturer's form with entries such as "purchasing agent sick; left literature" are somewhere between counterproductive and useless. However, this position, coupled with the standard argument that regular reporting is sure to jeopardize the independent contractor relationship, has led to some misunderstandings between agents and their principals that we would like to clarify.

The Need for Regular Communication

First, if you are not regularly reporting significant opportunities and problems at your key accounts to all of your principals, you are making a serious mistake in our opinion. And *some* of this communication has to be in writing. Everyone has too much to do today, and written communication via fax, letter or e-mail might be the only way that you can get the attention of someone who spends 50 percent of his/her time in meetings. More important, with "information overload," one of the key business problems today, you may only be able to get the other party to

do exactly what you want them to do via the written word. However, not all communication can or should be of the written variety.

Oral communication is often an enriched form of educating the listener, especially when there is no time for carefully outlined, written reports. The point is that crisp, regular and concise communication between field salespeople and the principal's office is absolutely essential in today's super-competitive environment. The successful AIM/R rep of the 21st century will be logging all key information from each call into his/her laptop or PDA and sharing relevant information with



principals. The principal, in turn, will do a much more complete job of keeping the rep posted on everything that is done at the factory related to the agent's accounts. Information will be transmitted almost instantaneously because the customer wants information fast; and he or she writes the paycheck in the final analysis.

An excellent example of what we're writing about comes in the form of one Midwestern rep firm that obviously believes in the written word. This agency's personnel not only communicate verbally and in writing with agency management, but this same information often feeds directly to the principals. None of the agency's manufacturers demand this — agency management just believes in the practice. It also should be noted that this agency also believes in sharing its written business plan with its principals.

As another example, consider the agency that sells HVAC or irrigation equipment to the new construction market on a project-by-project basis. It can take a several sales calls and many months for this agency to get a major project order. The "decision maker" is often a committee from various departments of the end user and their consulting-engineering firm. The entire sales process is very complex and often involves multiple principals as well as assistance from agencies in other territories. The agency owner finds that the only way to keep everyone in the case up to date is through written communication. This is not mandated by the principals, but all agree that it is necessary in order to maximize the chance for booking an order.

For a moment, let's consider that your agency is in the opposite position of the aforementioned. You call on industrial distributors selling commodity plumbing products on a very short sales

cycle. Is there any reason to use written communication here?

Let's also assume that the CEO of your principal is an engineer by trade and is accustomed to viewing business in a very analytical way. He appreciates a documented case rather than casual conversation. You can call the factory and report to your sales manager that you are about 10% high on everything that closed that week in the hope that it will be communicated to the CEO and that he will believe it ("Those darn reps always say we're 10% high when they lose an order!"). Or, you can create a short, factual written report and e-mail it in. Which approach has the most credibility? Furthermore, which report lends itself to the precise, statistical analysis that is necessary for both your firm and the principal to determine trends in your territory and at the national level? After all, if your competitor is suddenly running amok on pricing, a strategy must be created to counteract it.

The IRS and the Independent Contractor

As for the IRS and its view of the independent contractor relationship, IRS issued a training manual some time ago that counsels employees to look at behavioral control, financial control and the intent of the parties when determining what the relationship is between the two parties. It is difficult to imagine a multi-line agency being anointed an "employee" by the IRS,

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just because it chose to write a timely account of key activity to its principals. This does not constitute behavioral or financial control.

At the same time, any manufacturer or principal who still insists on a regular, weekly call or activity report as a means of "controlling" the rep force should either stop that practice or use direct factory salespeople. The most productive reps avoid manufacturers who count the number of calls as the only criterion for agency productivity. Direct sales employees are delighted to write any kind of report that is demanded. In the meantime, their competitor's independent rep will be communicating with his principal on important issues only — and booking twice as many orders! ■



Joseph W. Miller was MANA's president/CEO from 1998 through 2006, and was heavily involved in the management of AIM/R. He has over 30 years of manufacturing and sales agency man-

agement experience, including general management experience with divisions of Fortune 500 companies as well as ownership of a successful sales agency selling process equipment and piping systems to energy-related markets. Joe is currently retired and volunteers one day a week at AIM/R headquarters.

Protecting Your Business From Product Liability Claims

by Daniel E. Beederman, AIM/R's Legal Counsel

An AIM/R member recently asked me how to protect his company from products liability claims for personal injuries (including wrongful death) and/or property damage caused (allegedly) by products sold by his company.

In response, I explained that there is no sure way for a sales rep to avoid being included as a defendant in a products liability lawsuit, for lawyers tend to include all persons that had any involvement in the subject transaction, no matter how remote. However, while there is no sure way to avoid such exposure, there are ways to try to minimize the effect that such claims can have on your business. Therefore, a sales rep needs to find the most efficient and effective ways to defend or extricate itself from such a suit, which otherwise could result in the investment of significant time and resources.

As some of you may recall from the seminar that I gave on products liability issues at AIM/R's 2004 Annual Conference, I characterize the means to accomplish that goal as the "three I's" — namely, Indemnification, Insurance and Incorporation, all of which can serve to insulate your company, at least to some degree, from significant exposure. Prior to examining each of these points, it is important to note that the prosecution and defense of products liability claims — like all legal actions — are dependent upon the applicable statutes and case law of the jurisdiction in which a case is brought. As such, what follows is more a summary of general concepts and recommendations, rather than specific legal advice.

Indemnification

It is good business practice to try to include an indemnification provision in all of your rep agreements. Such a provision should cover both products

liability and intellectual property (patent and trademark) infringement claims. The following is an example of such an indemnification provision:

"The Company [the principal] shall be solely responsible for the design, development, supply, production and performance of its Products and the protection of its patents, trademarks and trade names, and other intellectual property. The Company shall indemnify, defend, and hold Representative harmless from and against, and shall pay all losses, costs, damages, or expenses whatsoever, including, without limitation, reasonable attorneys' fees and costs, which Representative may sustain or incur on account of (i) any infringement or alleged infringement of patents, trademarks, trade names, or other intellectual property of any third party, (ii) any breach of warranty in any way resulting from the sale of Products, (iii) any injury or death to any person or damage to any property or both caused or allegedly caused by any Products. The Company shall also include Representative as an additional insured on its product liability insurance policy. This section shall survive the expiration or earlier termination of this Agreement."

Principals should not object to such language since they are the ones who design and manufacture their products, who prepare the instructions for use of their products, and who package and label their products. Moreover, an astute principal will recognize that such a clause allows it and its attorneys to exercise control over its sales rep or former sales rep in such litigation because there would be a unified defense. Also, it is important to assure that the

protection afforded by such a contractual provision survives the termination of the rep agreement because claims could arise years thereafter, depending upon the applicable statute of limitations. Without an indemnity provision that survives the termination of the rep agreement, a sales rep may be brought into litigation involving products it sold for a former principal who otherwise would not have a contractual obligation to reimburse its former rep for defense costs, such as attorneys' fees.

Insurance

Most manufacturers, especially those whose products are inherently dangerous, have their own products liability insurance policies. Therefore, in addition to an indemnification clause, a sales rep agreement also should require the principal to add its sales rep as an additional insured under its products liability policy.

Typically, there is no additional cost to the principal, and its insurer should not object unless the sales rep is providing services to the customer, such as assisting in the design, application and/or installation of the principal's products, or giving instructions as to their use. The more a rep's "fingerprints" are on the principal's products, the greater the possibility that something the rep did (or did not do) was an independent or intervening factor in causing the injury or damage at issue. Not surprisingly, in such instances, a principal's insurer may balk at including the rep as an additional insured. This is especially problematic when the rep is required to provide such services as part of its sales responsibilities. Hence, when asked to provide such ad-

While there is no sure way to avoid such exposure, there are ways to try to minimize the effect that such claims can have on your business.

ditional services, a rep needs to make sure that it is fully indemnified under the terms of its rep agreement, and also that it is covered as an additional insured under its principal's policy. Another alternative is for the rep to obtain its own policy, provided the cost is not prohibitive. If none of these options are available, then there still may be some creative ways to lessen the impact of such claims through the use of strategic business planning.

Incorporation

As a general rule, business entities, such as corporations and limited liability companies ("LLC"), shield their owners from personal liability for business debts and claims. Such protection, however, is not available to reps who operate their business either as a sole proprietor or through a general partnership. In those instances, the owner's personal assets are at risk in every transaction. That is why all reps should operate their businesses through a corporate (or LLC) structure. However, even then, the owner's investment in the assets of the rep agency can be jeopardized by a significant products liability claim, for the protections afforded by an insurance policy and/or indemnification provision are only as good as the amount of coverage and/or the financial well-being of the indemnitor.

While contractual provisions may lessen a rep's exposure, they certainly will not eliminate it. There are many instances when a manufacturer has so many products liability claims resulting from its products that it may seek bankruptcy protection, which likely would negate any contractual indemnification protection. Therefore, when insurance coverage and/or indemnification are not available or are inadequate, especially in connection with selling products that are inherently

dangerous, such as boilers and valves, another possible measure of protection and insulation from potential liability may be achieved through the strategic use of separate business entities. In essence, the rep would divide its business operation into two entities, with one serving the traditional sales rep function for its principals, while the other would provide service-related functions to the principal's customers, for which it would have a separate contract and receive a separate fee. Obviously, in order to avoid being deemed a sham, the service-related entity would have to be a fully funded and operational company with its own defined business function. If it is merely sharing office space and personnel with the sales rep agency in a somewhat nebulous relationship, the claimant's attorney likely would contend that one was merely the alter ego of the other. Clearly, this is a complex and potentially problematic and expensive option. It would require the rep and its attorneys to expend a significant amount of time to fully analyze and implement this strategy. However, if there is a sufficient amount of risk associated with the service business to justify the operation of separate business entities, then doing so could add yet another layer of protection to the rep agency, its commission income and assets, from products liability claims.

While no amount of strategic planning, contract drafting or insurance coverage can prevent your company from being a defendant in a products liability lawsuit, such measures certainly can assist in lessening the impact of litigation. ■

Dan Beederman invites AIM/R members to send him legal questions or issues that can be covered in future newsletters. Also, as a reminder, Dan provides 20-minute free legal consultations to AIM/R members. Contact Dan at 312/648-2300 ext. 303 or by e-mail at daniel.beederman@sfnr.com.

AIM/R Calendar

2011 Events

June 13-14

NCWA, Indianapolis, IN

June 21-22

Valve World Expo Americas
Houston, TX

June 26-28

SWA, Hilton Head

August 16

PVF Roundtable, Houston, TX

September 13-16

Network ASA, Las Vegas, NV

September 22-23

WSA, Napa, CA

October 4-7

GreenBuild, Toronto, Canada

October 11-13

AIM/R Management Conference
Destin, FL

October 14-16

DPHA, San Jose, CA

October 22-26

HARDI Annual Fall Conference,
Grand Wailea Resort, Maui, HI

November 7-10

A-D North American Meeting
Las Vegas, NV

November 15

PVF Roundtable, Houston, TX

2012 Events

January 23-25

AHR Expos, Chicago, IL

April 27-29

KBIS, Chicago, IL

October 27-31

ASPE, Charlotte, NC

CPMR

Indiana University-Purdue University Indianapolis (IUPUI)

May 20-25, 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 IUPUI. 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 2011

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 13-16, 2011 | Minneapolis, MN ❖ September 19-22, 2011 | Dallas, TX
October 25-28, 2011 | Chicago, IL**

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

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
ANAHEIM MANUFACTURING
ANVIL INTERNATIONAL, INC.
APOLLO VALVES
a Division of Conbraco Industries, Inc.
ARROW INDUSTRIES
BASCO MANUFACTURING CO.
BEMIS / CHURCH SEATS
BRADFORD WHITE CORP.
CASH ACME
CIMBERIO VALVE CO., INC.
CRANE - STOCKHAM / JENKINS
DANZE, INC.
DAWN INDUSTRIES, INC.
DEAN FLOYD LLC
ELKAY SALES, INC.
ELKHART PRODUCTS CORP.
ESCO
FERNCO, INC.
FLORESTONE PRODUCTS CO.
FLUIDMASTER, INC.
FOREMOST GROUPS
FROET INDUSTRIES LLC
GT GLOBE INDUSTRIES LLC
G&W PRECISION CO.
GASTITE
GERBER PLUMBING FIXTURES LLC
HERITAGE PLASTICS, INC.
HOLYOKE FITTINGS, INC.
IPS CORP.
INSULATION SOLUTIONS, INC.
JACUZZI LUXURY BATH
JAY MARKETING, INC.
THE KEENEY MFG. CO.

KROWNE METAL CORP.
LEGEND VALVE & FITTINGS, INC.
LIBERTY PUMPS
MCC USA, INC.
MAAX BATH, INC.
MARATHON INTERNATIONAL
MIDLAND METAL MFG.
NEOPERL, INC.
NOMACO INSULATION
OASIS INTERNATIONAL
OATEY SUPPLY CHAIN SERVICES
OMEGAFLEX
OUR COUNTRY HOME, INC.
PLASTIC TRENDS
RAIN HARVESTING
RAYWAL NORTH AMERICA
RED-WHITE VALVE CORP.
REED INSTRUMENTS, INC.
REED MANUFACTURING CO., INC.
RONBOW MATERIALS CORP.
SAUERMANN N.A. CORP.
SAVE ENERGY US, INC.
SCHWANK USA, INC.
SEISCO INTERNATIONAL LTD.
SMITTY PAN MFG. CO.
STEVENS PUMP CO.
T & S BRASS & BRONZE WORKS, INC.
TOPP INDUSTRIES, INC.
TURBOTORCH-THERMADYNE
INDUSTRIES, INC.
VENT CAP SYSTEMS
WARD MANUFACTURING
WHIRLPOOL CORPORATION
WOHLER USA, INC.
ZOELLER PUMP CO.

Welcome New AIM/R Members!

We are pleased to welcome the following rep firms that have joined AIM/R since January 1, 2011

FRANCER INDUSTRIES, INC.
Hal Francer
East Weymouth, MA

MIDWEST SALES & MARKETING, INC.
Matt Rodamer
New Berlin, WI

NEW-TECH MARKETING
Jeff Butt
Romeoville, IL

SAWTOOTH SALES
Doc Warner
Seattle, WA

URELL, INC.
Roger Urell
Watertown, MA



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.

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 . . .

Locatearep.com

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 e-mail that provides immediate information on *your line, only*, to reps in specific territories or throughout North America.

Call AIM/R at:

(866) 729-0975

2010/2011 AIM/R Officers & Directors

Chairman: **Mike Parham**

President: **Mark Creyer**

President-Elect: **Ken McGregor, CPMR**

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Education: **Brian Burke, CPMR**

Industry & PR: **Rick Root**

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