

2007 Annual Meeting Recap

WASDA Members share the highlights of the 2007 WASDA Annual Meeting.

It seems like just yesterday we were looking out at the pristine beach-front view at the Marriott Marco Island, the site of WASDA's 2007 Annual Meeting. Over 200 attendees gathered for this meeting where, once again, WASDA provided opportunities for education, networking, socializing and an escape from the cold winter temperatures! Attendees returned to their businesses with tools to evaluate and implement effective sales compensation strategies, a deeper understanding of how current global factors may impact their businesses, and important contacts to follow up with to explore potential business relationships.

Seminars

WASDA Members had a chance to dig deep this year with speakers David and Lyric Hale during their presentation, "What Globalization Means to You." Participants gained valuable information on how current global trends will impact how they run their business, both now and in the future. The Sales Compensation Seminar, presented by Michael Marks, gave attendees a chance to reevaluate the structure of compensation for their sales forces. Mr. Marks provided tools and strategies to apply immediately upon their return to the office. For more information on sales compensation, see The Pay Plan Traps Article, in the pages that follow, written by Michael Marks' colleague and co-author, Mike Emerson.



Networking

The "new" Annual Meeting schedule (events in the morning with afternoons free) provided many opportunities for both formal and informal networking. For new members and first time Annual Meeting attendees, the First Timer and Welcome Receptions provided a chance to meet



continued on page 3

In This Issue

AI Bates Article	p. 8-10
Annual Meeting Recap	p. 1 & 3
Committee Corner	p. 4-5
Going Green	p. 10
Member News	p. 5
Message From the President	p. 2
New Members	p. 5
The Pay Plan Traps	p. 6-7
Scholarship News	p. 11

Bringing together all elements of the waterworks and sewer distribution industry for the purpose of promoting, educating and representing its participants.

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Message from the President

Greetings WASDA Members,

Greetings,

As the 2007 construction season begins, it brings us many of our old challenges, and as always, brings us new ones. WASDA continues to evolve and has become the premier venue for Distributors and Manufacturers in our industry. The slump in the housing market, strange weather patterns, continued consolidation and volatile raw material costs keep the landscape changing faster everyday.

WASDA continues its move to a more strategic organization. This evolution positions the organization and its members squarely at the front of our industry. It also allows all of us to adjust to the constantly changing landscape. The Board has decided to have a summer Board Meeting in Philadelphia. The additional Board meeting each year will allow WASDA to be more nimble in addressing the issues that come up during the year.

While committees have their own corner and will tell you what they are working on presently, I would like to mention that they are doing great job in moving the organization forward and put in a lot of work behind the scenes. I also would like to make a plea to all members to become more involved and join a committee. All committees could use your help. In volunteer organizations we talk about having members giving the three T's (Time, Treasure & Talent). Please consider giving more of yourself to the organization. Together we work to continue the success of WASDA.

The Board decided not to have a booth at the AWWA Exposition (ACE) in Toronto this year but is exploring the

feasibility of having a booth in Atlanta in 2008. Should you have a strong feeling on this matter please make sure to let a board member know your feelings.

Our Annual Meeting in Marco Island was a huge success. The attendance was another record turnout. The speakers were great and informative and I hope you got as much take home value as I did. The venue and schedule allowed for some great networking opportunities as well.

Before closing, I would like to thank all of you for your wonderful support and show of sympathy at my wife's passing. The donations by WASDA, Fernley & Fernley, and many member companies and individuals were wonderful. The generous contributions totaled over \$10,000 to fight cancer. Thank You.

I hope that 2007 brings health and prosperity to all of WASDA's members and their families. I look forward to seeing all of you in Chicago (Oct 7 - 9) at the Renaissance Chicago Hotel for our Partnership Forum. Until then, have a great summer.



Michael J. Dooley
WASDA President



Free Membership Materials

Have you purchased a new company truck or sales vehicle? Moved into a new office or showroom? Why not display your affiliation with the largest distributor association in the industry today with a WASDA "Members Ahead" bumper sticker, window sticker, or wall poster. Let your customers and vendors know of your place in the industry. They are free to current members, and all you need to do is cover the shipping. Contact Lindsay Groff (lgroff@fernley.com) to place your order.

Annual Meeting Recap

continued from page 1

seasoned WASDA Members to learn more about the Association and what to expect during their time in Marco Island. With afternoons and evenings free, attendees had a chance to meet with colleagues, check in

Capitol Steps, offered a chance for attendees to relax, kick back and enjoy themselves. No matter what side of the political aisle you reside, The Capitol Steps truly had something for everyone to laugh about.

“Very good balance between location, the property, good speakers, entertainment and free time.”



with the office and even get a little work done (excluding those of you we caught poolside!) By combining structured and informal networking opportunities, attendees had a chance to establish new relationships and foster existing ones.

“This was my first meeting. The networking with customers outside of the usual work environment is great!”

Socializing

After two days of education and networking, it was time to just have some fun! Aside from the local attractions that the Marco Island area provided, WASDA's closing dinner and show by the political satire performers, The



Annual Meeting 2008

If you were unable to attend the 2007 Annual Meeting, mark your calendar for 2008! Next year's Annual Meeting will take place Sunday, February 24 – Wednesday, February 27 at the Hilton Torrey Pines in La Jolla, California. You can't afford to miss this meeting!



Committee Corner

Membership Committee

It is a beautiful spring season this year after the long winter most of us endured. Now is the time to talk with others in our industry and discuss the benefits of belonging to the only trade association for our industry. This is the start of the growing season and we need to keep our organization growing. Each WASDA member needs to help recruit new members and retain existing members. Please remember, there is strength in numbers.

Our next event will be the Fall Meeting & Partnership Forum. The Partnership Forum is the best event for interaction between Distributor and Manufacturer Members. You can schedule meetings with vendors or distributors who you would like to start or further your relationship.

If you know of someone who is interested in joining WASDA, you may contact me or another committee member. We have resources available to recruit new members.

The Membership Committee is asking for representatives from both Distributor and Manufacturer Members in each area of the country (especially on the west coast) to volunteer. If you would be willing to help in your area and/or be part of the Membership Committee, please contact me either at (616) 656-8383 or at JohnSchulte@SchulteSupply.com.

I hope to meet new members in Chicago this fall!

John Schulte
Membership Committee Chair

Publications Committee

The Publications Committee is back at work following a very successful meeting in Florida. Our work continues to center around the 2007 Annual Survey, the new Membership Directory and new updates for the website.

I would first like to follow up on the 2007 Annual WASDA Statistical Survey (2006 information). The initial mailing was sent in March as most companies should have their financial data in place for use on the survey. A goal of 20% increased participation was set at the winter meeting and we look forward to new member participation. You are welcome to view a report from past years to see what it is all about. It is definitely the single most important tool for your bottom line that your membership in

WASDA can offer. New members, please contact our Committee or Lindsay Groff for more information.

You will also see a sleeker, more useful membership directory in 2007. We have streamlined the member company information making access to the information easier than ever. A copy will be mailed to all members this spring. Please take a moment to scan the new layout and let the Publications Committee know how it looks. It is your directory, and we need to know what the members would like to see in it.

Finally, we continue to work on the website to put real-time tools and information on the site. We are currently working on a "Best Practices" section for water and sewer material installation. Here you will find installation guidelines and information for many of the products your customers use everyday. We are seeking assistance from vendors and large distributors who may have these in-house and willing to share them with the WASDA membership. Please contact Lindsay Groff or Sarah Hagy if you have a "how to" product you would like to feature.

That's about all from the Publications Committee Corner; please contact me if you have some relative industry news or topic of interest for upcoming newsletters. I look forward to hearing from you.

Dave Putnam
Publications Committee Chair

Program Committee

The Program Committee is working on the final details of the Fall Meeting & Partnership Forum in Chicago. The meeting will be held October 7 – 9, 2007.

The Annual Meeting will be held at the Hilton La Jolla Torrey Pines in San Diego on February 24 – 27, 2008. Speakers and sessions will be announced shortly.

Final hotel arrangements are being made for the 2008 Fall Meeting & Partnership Forum and it is anticipated that the meeting will be held in Denver at the Grand Hyatt Downtown, the same hotel as 2006.

Deron Johnson
Program Committee Chair

continued on page 5

Committee Corner

continued from page 4

Government Relations Committee

The WASDA Board of Directors voted in favor of membership in the Clean Water Council and to become a sponsoring organization of the Americans for Pure Water (APW) public awareness/media campaign. The Clean Water Council (CWC) is chaired by the National Utility Contractors Association, (NUCA) and is a construction industry-based coalition that is taking a lead role toward promoting the passage of water infrastructure legislation. In joining the CWC, we partner with such organizations as the American Society of Civil Engineers, the Water and Wastewater Equipment Manufacturers Association and the Associated General Contractors of America.

Check out the Americans for Pure Water website <http://www.americansforpurewater.com/>

The CWC initiated this campaign to supplement and energize ongoing CWC lobbying efforts to restore infrastructure funding. While the CWC focuses on increasing Clean Water State Revolving Fund Appropriations and authorization, the APW campaign focuses on getting the public involved. The goal of the campaign is to generate local media attention in target areas to highlight the direct connection between failing infrastructure and current problems with public health, environmental quality

and the USA's overall quality of life. The campaign doesn't engage in policy issues. It simply makes the point that real and immediate action by congress is needed.

In March, I attended a meeting on Capitol Hill along with the Directors of NUCA with a Congressman who has pledged to take the initiative formulating a plan to create an infrastructure trust fund in the near future. Additional meetings will take place in May in Washington D.C. I look forward to updating all WASDA Members in the very near future with more specific details.

Peter Krainock
Government Relations Committee Chair

Marketing Committee

The Marketing Committee has finalized a mailer to go out to potential new members. We are hoping to attract several new members to participate in the Partnership Forum in October. We are also investigating the possibility of having a booth at the ACE in Atlanta in 2008. Any ideas or thoughts on WASDA's participation would be appreciated.

Dave Yoder
Marketing Committee Chair

Member News

"Cathey and Michael Norris of **MDN Enterprises** are pleased to announce the opening of their South location in Beasley, Texas. We've got you covered "North & South" for your complete water, power and drainage supply needs."

Reed Manufacturing has appointed Brian Gunderson as Regional Sales Manager. Brian has over 30 years of industry experience with over 25 years of selline pipe and vises.

Reed Manufacturing has also appointed Matt Harvey as Regional Manager. Matt has 10 years of sales experience including 3 years of pool industry sales working with contractors and wholesalers.

New Members

Distributors:

C & M Pipe & Supply
Corix Water Products
HD Supply Waterworks
Mainline Supply Company
Pacific Pipeline Supply

Manufacturers:

J & S Valve
MARS Company
PipeLife Jet Stream, Inc.
S & B Technical Products

The Pay Plan Traps

Mike Emerson, Indian River Consulting Group

There's a famous, if fairly crude, quote by Lyndon Johnson that starts with a graphic description of grabbing someone, and then saying, "Their hearts and minds will follow." Although I don't believe Johnson was ever a wholesale distribution executive, his style is very similar to that employed by many who are. The "hearts and minds will follow" doctrine seems to be employed quite often when it comes to outside sales compensation practices albeit with the grab in a different place, the wallet.

Outside sales representatives are most distributors' most potent weapons in the battle for sales growth; however, they are also the most expensive. It's no exaggeration to say that your company's fate relies heavily on their performance. Considering their importance and cost it is no wonder that great efforts are made trying to improve a sales forces' effectiveness through their pay plan.

Intuitively, attempting to influence sales representatives by modifying pay structures makes sense. Outside sales representatives are typically among the most highly compensated in the company and have most likely selected the profession for that reason. If the old adage, "sales reps are money motivated" is true, changing how sales representatives earn their incomes should change their behavior and ultimately the results they achieve. The latest research has validated that restructuring sales compensation programs can have this effect, **but only if certain prerequisites are in place.**

The recently released study, [What's Your Plan? Smart Salesforce Compensation in Wholesale Distribution](#), from the Distribution Research & Education Foundation (DREF), concludes that most companies fail to realize tangible benefits from redesigning their sales compensation programs because the basic foundation is missing. They attempt to implement a new plan with:

- Poorly defined or communicated objectives
- Inadequate sales management
- An imprecise approach

Redesigning a sales compensation program without addressing these fundamental issues essentially guarantees failure.

Does this mean that, once the foundation is in place, the details of the plan don't matter? No. There are several common traps, some of them currently quite trendy, that can doom a pay plan to failure even after the fundamen-

tal management issues have been tackled. This article covers two such pitfalls.

Trap 1: Managing Activities with the Plan

Many companies become so frustrated with their sales force that they resort to paying directly for activities instead of results. These companies make the fundamental mistake of disconnecting the payouts with the revenues that fund them. There are ways to include activities into sales compensation programs but it must be done carefully.

A company needs to be sure that the revenues funding compensation, i.e. gross profit dollars, are tightly coupled to the performance factors that affect payouts. Generating quotes, performing demonstrations, filing reports, attending training courses, etc., may be very important, but if incentives or bonuses are paid for these without having some type of overall funding mechanism, there is no guarantee that the results produced by these activities will produce acceptable profit after payouts have been made.

One way of incorporating activity performance into a sales compensation program is to fund incentives through commissions or bonuses based on gross profit, but use activity performance factors to determine the payouts. For example, if your existing sales compensation program utilizes a commission, consider reducing the existing commission rate by 25% and channeling these funds to a quarterly bonus. Sales reps collect the bonus based on their activity performance. If the primary incentive mechanism for your sales force is a bonus, reducing above quota payouts 50% unless additional objectives are achieved can also raise the importance of secondary objectives without jeopardizing profits.

Of course, you should implement any such changes to your pay plan with great care. To be effective, the new plan must be properly packaged and communicated to your sales force as a win/win proposition. It is not possible to over-communicate when you are dealing with people's income.

Using the pay plan to encourage specific activities is probably the biggest tip off that inadequate sales management exists. The DREF study emphasizes that pay plans should be used to align the incentives of the sales reps with your company's objectives, not to micro-manage the sales force. In our experience, attempting to control behavior at this level through compensation is counter-productive.

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Association News

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It is the sales manager's responsibility to hold sales representatives accountable for doing what they said they were going to do. A sales manager and sales representative should jointly set goals for an upcoming period of time and develop action plans to achieve them. When that period is over, the manager and rep review how successful they were in achieving these goals. If such accountability does not exist in your organization, a new pay plan will not create it for you.

Trap 2: Percentages Don't Keep the Lights On

This may not be the first time you've heard this phrase, but many wholesale distributors get into trouble by favoring percentages over dollars in their sales compensation programs. Of course, gross profit dollars are not the only consideration; any company can easily increase gross profit all the way to bankruptcy by dropping a few points of margin. However, gross profit dollars can easily become the victim when trying to incorporate other factors by the use of percentages.

The most common percentage that finds its way into sales compensation programs is gross profit percent. Many companies use a tiered commission structure where the commission rate increases as gross profit percent increases to discourage sales representatives from cutting prices. This is a proven technique, but companies get into trouble by not modeling possible scenarios.

An Example:

Setup:

Let's say that a sale at 20% gross profit pays a 20% commission rate and that a sale at 25% gross profit pays a 25% commission rate.

Scenario Part I:

*Now let's assume that a \$1,000 sale is made at the 20% gross profit level. This would generate \$200 of gross profit from which the rep would earn \$40 ($\$1,000 * 20% * 20% = \40), leaving the company with \$160 to pay the bills and generate some profit.*

Scenario Part II:

Here's the scary part, using the same math but looking at a \$700 sale at 25% gross profit, here's what happens. A gross profit of \$175 is generated which

means the sales representative is paid \$43.75 (\$3.75 more than the previous sale), leaving the company with \$131.25 to pay the bills (\$28.75 less than the previous sale).

Result:

A sales representative earns more for selling less and generating less for the company.

Fundamentally, any percentage that finds its way into a sales compensation program outside of a commission rate should be considered suspect. Remember, a percentage consists of two numbers, a numerator and a denominator. Typically, when companies use a percentage as a factor in a sales compensation program, they intend for the numerator to increase, e.g., percent of business to new customers. However, it doesn't take sales representatives long to figure out that decreasing the denominator can just as easily improve the percentage.

It Takes Both

After analyzing the pay practices of nearly 600 wholesale distributors and comparing sales compensation structures with market share performance, I can unequivocally state that a sales compensation structure alone cannot make a company successful. However, a poorly constructed compensation program can exacerbate sales performance problems and destroy the effectiveness of your most powerful selling asset, the outside sales force. The pitfalls described above are two of the more common mistakes, but they are far from the only ones. There is simply no shortcut to carefully designing, modeling, communicating and implementing a sales compensation program. Lay the basic sales management foundation first, but don't ignore the rest of the building.

Mike Emerson (memerson@ircg.com) is the Compensation Practice Manager at Indian River Consulting Group. He and Michael Marks are co-authors of the Distribution Research and Education Foundation (DREF) study, What's Your Plan?: Smart Salesforce Compensation in Wholesale Distribution. IRCG is an experienced based firm specializing in Distribution. Started in 1987 by J. Michael Marks, IRCG has specialists who consult with distributors and suppliers to make the changes necessary to maintain competitive advantage. You can contact them by calling 321-956-8617, or visit www.ircg.com for more information.

Order Amount	\$1,000	\$700
Gross Profit Rate	20%	25%
Gross Profit Dollars	\$200	\$175
Commission Rate	20%	25%
Commission to Sales Rep	\$40	\$43.75
Gross Profit to Company	\$160	\$131.25

Profit Improvement Report

Prepared for WASDA
Vol. 16, No. 2
June, 2007

All Sales Volume Is Not Created Equal

By Dr. Albert D. Bates
President, Profit Planning Group

Sales solves all problems. Wait, make that sales solves most problems. Actually, sales solves a lot of problems, but creates a lot more. The understanding that “nothing happens until somebody sells something” causes otherwise rational individuals to undertake some bizarre sales-generating activities. It is enough to give sales a bad name.

This report will examine how sales volume can help or hurt financial performance for the typical WASDA member. It will do so by addressing two issues:

- **Good Sales Versus Bad Sales**—A financial review of how sales volume works through the business. Particular attention will be given to how the type of sale influences expenses.
- **Targeting Good Sales**—A discussion of the inherent difficulties in motivating employees to focus on good sales.

Good Sales Versus Bad Sales

Just as there is good and bad cholesterol, there are good and bad sales, depending upon the impact that the sale has on expenses. More than anything else this expense impact is dependent upon whether the firm generates sales from existing customers and products or new ones.

- **Good Sales**—This includes any form of sales growth that

can be achieved without a commensurate increase in expenses. The most notable examples are inflation which automatically increases sales, greater penetration of existing accounts and raising the firm’s fill rate (even though carrying more inventory may be required).

- **Bad Sales**—This includes any sales growth that requires a significant expense increase to generate the sales growth. This would include targeting new customers, expansion of the product line by adding more SKUs or product categories and opening new branches.

Exhibit 1 reviews the income statement for a typical WASDA member. It shows the firm in its current state and reviews two very different sales growth scenarios. In both scenarios sales have increased by 5.0%. This sales growth figure could be the result of any combination of organic growth, inflation, additional products or branches or any other activity that generates more sales volume. The exhibit is saying nothing about the source of the sales growth as of yet.

Exhibit 1			
The Impact of a 5% Sales Increase Under Two Assumptions Regarding Payroll			
	Current Results	Scenario 1	Scenario 2
Dollar Performance			
Net Sales	\$25,000,000	\$26,250,000	\$26,250,000
Cost of Goods Sold	19,625,000	20,606,250	20,606,250
Gross Margin	5,375,000	5,643,750	5,643,750
Expenses			
Payroll and Fringe Benefits	3,000,000	3,090,000	3,210,000
All Other Expenses	1,250,000	1,312,500	1,312,500
Total Expenses	4,250,000	4,402,500	4,522,500
Profit Before Taxes	\$1,125,000	\$1,241,250	\$1,121,250
Percent of Sales Performance			
Net Sales	100.0 %	100.0 %	100.0 %
Cost of Goods Sold	78.5	78.5	78.5
Gross Margin	21.5	21.5	21.5
Expenses			
Payroll and Fringe Benefits	12.0	11.8	12.2
All Other Expenses	5.0	5.0	5.0
Total Expenses	17.0	16.8	17.2
Profit Before Taxes	4.5 %	4.7 %	4.3 %

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A Managerial Sidebar: A Checklist for Expense Leveraging

Any action that causes sales to grow faster than expenses is normally thought of as expense leveraging. However, the concept can be expanded to include sales remaining constant while expenses decline.

There are numerous actions that assist with expense leveraging. The following are the most commonly discussed:

- **Sales per Order Line**—If the average line value on an invoice can be increased, then for the same level of expense, the firm generates more profit.
- **Lines per Order**—The idea of putting one more line on every order creates more sales, but only a little more expense.
- **Order Accuracy**—Any error of any sort on an order dramatically increases the firm's costs. It also has a negative impact on customer perceptions.
- **Fill Rate**—When the firm is out of stock it goes to a lot of effort for no sales. A higher fill rate is always beneficial from a sales viewpoint. In most cases, the additional carrying costs of a higher fill rate are readily covered by the profit on higher sales.
- **Order Frequency**—If firms can work with their customers to plan purchasing requirements with greater accuracy, then the same sales can be generated with less activity. This is good for the company and is also good for its customers as they spend less time receiving orders.

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In both scenarios the gross margin percentage has held constant at 21.5% of sales. The firm continues to buy and sell items at the same relative price points as it did before. The result is that both cost of goods sold and gross margin increase at the same 5.0% rate that sales increases.

Further, non-payroll expenses have also increased by 5.0% in both scenarios. This is a correct assumption regarding the long-term trend in non-payroll expenses. It is tenuous in the short run, but is useful in illustrating the concept.

The real key in the exhibit is the extent to which payroll (and associated fringe benefits) has to grow to support the increase in sales. In Scenario 1, sales have increased by 5.0% while payroll and fringe benefits have increased by an arbitrary 3.0%. There is a 2.0 percentage point positive difference between the two growth rates. The firm has engaged in what is commonly called expense leveraging, at least with regard to payroll.

The result is that pre-tax profits increase by 10.3%, from \$1,125,000 to \$1,241,250. It is a classic example of using sales to leverage expenses. Profits are increased even while payroll is rising at a modest rate. Both the company and its employees are benefiting from the sales growth.

Conversely, the second scenario in the exhibit presents the opposite situation. Sales continue to grow at the same 5.0% rate, but payroll expenses increase by an equally arbitrary 7.0%. The sad result is this increase in sales actually reduces profits.

The exhibit supports two major inferences, one of them counter-intuitive, the other intuitive to the point of being self-evident. Both of the conclusions need to

be an essential part of management's thinking about profitability.

First, the counter-intuitive conclusion: slow sales growth can be highly profitable. Sales growth of only 5.0% has the potential to deliver 10.3% profit growth if expenses can be controlled. In far too many distribution firms, a plan to produce both a low level of sales growth and improved profits would be met with derision, though. Real men and real women increase their sales at double digit rates. To achieve anything less is to admit failure.

Second, the self-evident conclusion: sales and expenses must be planned jointly. Too often they are not. In the two scenarios, the sales manager will receive either accolades or brickbats for delivering the same 5.0% sales growth. This is because the 5.0% growth rate that was achieved either did (accolades) or did not (brickbats) meet the sales goal. The sales goal is set in isolation without concern as to the expenses required to meet the goal.

What needs to be brought into the calculation is whether the sales came from high-expense activities or low-expense activities. The sales plan must move beyond the amount of sales and also look at the source. It is the difference between profits going up and profits going down.

Targeting Good Sales

From a financial impact, the figures in the exhibit are exciting. They provide an absolute and unerring sense of direction for the firm. From a motivational perspective, though, the numbers are decidedly unexciting. In fact, bad sales growth is probably more exciting than good sales growth. Two challenges have to be dealt with in motivating employees to emphasize good sales over bad.

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Al Bates Article

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- **Wanting What We Don't Have**—The grass is always greener on the other side of the fence. Adding customers implies the firm is moving forward. It is a natural progression in life. Penetrating existing accounts is boring. The value of customer penetration needs to be explained.
- **Degree of Difficulty**—Generating sales from new accounts is probably more difficult than generating additional sales from existing ones. However, it is seldom viewed that way. After all, customers are already buying “everything that they want” from us. Trying to generate incremental sales from existing accounts seems somewhat self-defeating. This negative perspective must be defeated.

The reality is that selling existing products to existing customers is always the most effective way to engage in expense leveraging. It needs to be given a much greater priority in sales planning. New opportunities should not be overlooked, but they should be balanced with efforts to grow organically.

Moving Forward

In the future sales planning must begin to incorporate the idea of driving additional sales from the base of customers and products already in place. That must be done not only from a financial perspective, but from a sales management perspective.

About the Author:

Dr. Albert D. Bates is founder and president of Profit Planning Group, a distribution research firm headquartered in Boulder, Colorado.

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Think Green

Going Green – Adapted from NBC4.com. For full information, visit the link below:

<http://www.nbc4.com/goinggreen/12917348/detail.html>

CAR & GAS

Even if you can't buy the most environmentally friendly car, there are still plenty of things you can do to get from one place to another with minimum energy. Getting to work, school and running errands all add to your energy budget. To go green you don't have to give up transportation, just use it a bit more wisely.

Work From Home

Instant messaging and video conferencing now allow you to hold conferences or even take online classes. This means you save time and gas.

Use Public Transportation

Trains, buses, boats, car pools and your own feet.

Drive Economically

Even if you can't afford a fancy hybrid, there are plenty of cars that get great mileage. A car that gives you another 10 more miles to the gallon puts \$1,000 dollars a year back in your pocket!

Drive Smart

Properly inflate your tires, change your air filter and drive 55 mph on the highway.

Friendly Fuels

Using bio fuels goes way beyond ethanol. Look for environmentally friendly oil car fluids and, of course, read how to use and dispose of them properly.

Car Air Conditioning

It's practically standard on modern cars. Use it wisely. At higher speeds, open windows create drag and lower your mileage. Roll them up and use the air and recirculation. At slower speeds and around town, roll down your windows and catch a cool breeze.

Drive Thru

Avoid the drive thru. Instead of idling in line with your engine running for several minutes, save the gas by parking and going inside for your order.

Car Wash

Commercial car washes can be more efficient than home washing. Check to make sure that they clean and recycle the water.



2007 Matt Stager Memorial Scholarship Fund

Thank you to the following companies that have generously donated to the Fund. These donations go directly toward granting scholarships to the children of WASDA member's. Thank you!

Atlas Utility Supply Company
Everett J. Prescott, Inc.
The Ford Meter Box Co., Inc.
Groeniger & Company
Harco Fittings
HD Supply Waterworks
Mueller Co.
Schulte Supply, Inc.
Smith-Blair, Inc.
Water Works Supply

The deadline for student applications was April 2, 2007. Applicants will be notified in the beginning of June.

To contribute to the Matt Stager Memorial Scholarship Fund, please contact:

Matt Stager Memorial Scholarship Fund
c/o WASDA
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WASDA WELCOMES YOUR INPUT

MEMBERS OF WASDA ONLY, please use this form to provide WASDA with news about your company and input on issues you'd like to see covered in *Connections*.

Member News

List any recent employee promotions, branch openings, strategic alliances, acquisitions, etc.:

Topic Suggestions

Are there any issues you'd like to see addressed, such as market conditions, improving your operations, international issues, business technologies, ISO certification, etc., in a future issue of *Connections*? Suggest an article and author or submit an article yourself.

Quality Kudos

Has your company recently been recognized for its "quality" efforts: ISO certifications, favored distributor, special awards, etc.? Share your success with other WASDA members by listing the information here:

WWW Update

Since the printing of the directory, if your company has acquired a new website or email and would like to publish the update in *Connections*, please list it here:

Submitted by:

Name: _____ Title _____

Company: _____ Phone: _____

Your e-mail address: _____ Company e-mail address: _____

Return this form by fax to: WASDA • Lindsay Groff • 215-963-9785