



The

CONSTRUCTION EXECUTIVES REPORT

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The Construction Executives' Report is published by the International Builders Exchange Executives as a service to members.

Our website is: IBEEonline.com
Submissions, articles and other information for content is compiled from members of the organization.

Suggestions or submissions can be sent to :
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Looking Back at the Annual Meeting



San Francisco in June was a fantastic time to visit this city. The weather was warm, the fog was sparse, and members of the IBEE gathered at the Hilton San Francisco Fisherman's Wharf for what proved to be an excellent location for the IBEE's 2012 Annual Meeting. One member stated, "[I] loved being where we could walk easily to shopping, sites and restaurants."

The meeting kicked off with a Group Outing by *Taste of San Francisco*, a full day wine tour which brought members through Sonoma and Napa Valley along with photo stops along the Golden Gate Bridge and Treasure Island. Over 20 guests joined the group and enjoyed wine tastings, a guided tour during the chartered bus ride to the Valleys, and beautiful California weather. Upon returning, members had a few moments to freshen up and join the full group for the Welcome

Reception that evening. This was held in the Courtyard of the hotel where hors d'oeuvres, Ghirardelli chocolate, and an open bar were available for the members to enjoy while mingling with old and new friends.

On Thursday morning the sessions began with "The Executive's Role in Branding, Marketing and Selling" and "Putting Your Marketing Program on Autopilot" by Bruce Wilkinson of Maxim Consulting Group. Receiving an average of 4 out of 5 stars on the post meeting survey, these presentations got the educational section of the meeting off to a great start. Brenda Romano, COO of Virtual Builders Exchange, presented on "Project Reporting Analysis" highlighting her personal reporting of Virtual BX. Following her presentation, a panel of IBEE members, Michael Tollette and John DeVries, joined by Rex Klein of Barryhund Administrators, pre-



All photos courtesy of Ronald Hambley



sented a review of “New Virtual Competition.” Later that evening, members gathered on the second floor of Castagnola’s Restaurant, just blocks from the hotel for a networking reception. This casual and relaxed setting, overlooking the streets of Fisherman’s Wharf and the San Francisco Bay, was a perfect place for members to unwind after the first day of sessions.

On Friday, Dan Cowan lead the group in an engaging discussion which merged the overview of the Membership Survey results and the “Shop Talk” sessions. All members in attendance shared their opinions and views on a variety of topics. A copy of the survey will be provided to each member in the coming months. The morning continued with a high energy presentation by Bruce Anderson of Safety Center Inc. His presentation engaged everyone in the room. He reviewed the grim yet necessary details of disaster planning, getting everyone thinking about the “what if” decisions they need to make as a leader in their Exchange.

Lunch was held in the Courtyard on a beautiful afternoon in

the city. The afternoon concluded with presentations by Michael Tollette on the “New Age of Technology” and the two corporate sponsors of the meeting, Jeff Williams of Unishippers (Catering Sponsor) and Jack Pyros of Momentum Groups (Event Sponsor).

While many members returned home for the father’s day weekend, some remained for the Saturday Group Outing to Muir Woods. Members were taken on a scenic drive with photo opportunities featuring the Golden Gate Bridge, Tamalpais Valley and Mt. Tamalpais. Upon arriving at the Muir Woods National Monument guests enjoyed a guided tour viewing old growth coastal redwood trees and explored on their own through this beautiful area.

The International Builders Exchange Executives would like to give a special thanks to all of its sponsors for this event. If it wasn’t for each and every one of you, we wouldn’t have been as successful to hear feedback such as this; “As always, I came away with new ideas and felt it was a very beneficial to attend!”



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Member News

CCA Partner Association Award Presented with the Jake Thygesen Trophy Edmonton Construction Association

Established in 1931, the Edmonton Construction Association is the fastest growing local construction association in Canada, hosting the busiest plan room in the country. Facing stiff competition from outside sources, the association made a concerted effort to more actively lobby that public owners insist, no matter the Model of Construction, that LCAs have unfettered access to tender documents for their subcontractors and suppliers. The end result saw numerous owners and tendering authorities agree with this position. In addition, this association continued its lobby efforts surrounding the impending use of BIM as a new Model of Construction. ECA's has trained over 500 members BIM 101 in their hands on I-Room. The association runs a robust Learning Centre that is being used for seminars and workshops. It also stepped up its commitment to its local college by partnering with NAIT, the local college teaches classes on site in the association's Learning Center. In just four years ECA raised over 1 million dollars for their Education Fund and offers more than 60 annual scholarships in support of skilling up the industry.

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**Edmonton
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2012 CCA Partner Association of the Year
“In recognition of outstanding Leadership in the areas of Industry Enhancement and Education”



IBEE Members are welcome to submit articles and announcements from their Exchange to be published in future issues of the CER.

Submit articles to info@ibeeonline.com.

Message from the President

Hello IBEE Executives. I am honored to be serving as President of IBEE for this year and look forward to working with you. I am amazed at how quickly the last nine years have gone. I first attended the IBEE convention in Las Vegas in 2003. At the time I was just getting back into the association business and truly enjoyed meeting my fellow IBEE Executives. The overwhelming welcome that I received was a wonderful start to my career with a Builders Exchange. Over the years, IBEE has been an invaluable source of information for me personally. My Exchange has benefited greatly from IBEE – be it from affinity programs, planroom best practices and information sharing. I hope that you feel the same and it is my and the board's goal to make sure that you are getting value out of your membership. Please feel free to contact me about any issue at any time.



As some of you may know, Jacquilyn Davis is taking on a larger role with IBEE after the sudden departure of Mike Thompson. She is well qualified to assume a more expansive role and has strong support from S&S Management's leadership.

Jacquilyn is leading the development of an active committee structure that will initially focus on membership and affinity programs. As all of you know from running your own groups, member participation makes associations strong. I encourage you to be involved in a committee, help select topics and/or lead discussions at our meetings, and most importantly help us reach out to new members.

I don't know about your Exchange, but we seem to be as busy as the weather is hot.

Our planroom is finally seeing resurgence in projects. We have also seen improved attendance at events and training functions have improved. Our members also seem to be more optimistic about the future. This seems to be consistent with macro industry trends that show a recovering market. I truly hope that your Exchange is having a successful year and you are having a great summer.

Best regards,

Aaron Hilger
President, IBEE
President, Builders Exchange of Rochester

Save the Date

FEBRUARY

6-8 2013

Marco Island,
Florida, USA
IBEE Mid Year
Meeting

Network with peers in
a relaxing setting at
the Hilton Marco Island
Beach Resort and Spa



The Executives Role in Branding and Marketing

In May 2012 at the annual meeting, Bruce Wilkinson with Maxim Consulting Group presented the keynote address titled “The Executives Role in Branding and Marketing.” The presentation was intended to lead off a series of discussions around developing business given the current dynamics of the marketplace. Following Mr. Wilkinson was a presentation by Brenda Romano of Virtual Builders Exchange who, coincidentally enough, had been implementing some of the same concepts presented and with outstanding results validating the ideas presented. Following is a summary of the presentation.

So what is the executive’s role in branding, marketing and selling the services of the organization? In order to answer that question we need to define these typical business terms and how they connect to strategy and what a proper strategy looks like. As a service organization to the construction industry, Builders Exchanges are reactive to the needs of the marketplace with a business “strategy” built around “being the best.” In other words, many Builders Exchanges compete head-to-head with their competitors and win at being whatever is best in their clients’ mind, which may translate into being the cheapest. The purpose of this article is to outline the executive’s role in the business development of the firm specifically in clarifying strategy and linking strategy through the branding, marketing and selling of the organization’s services.

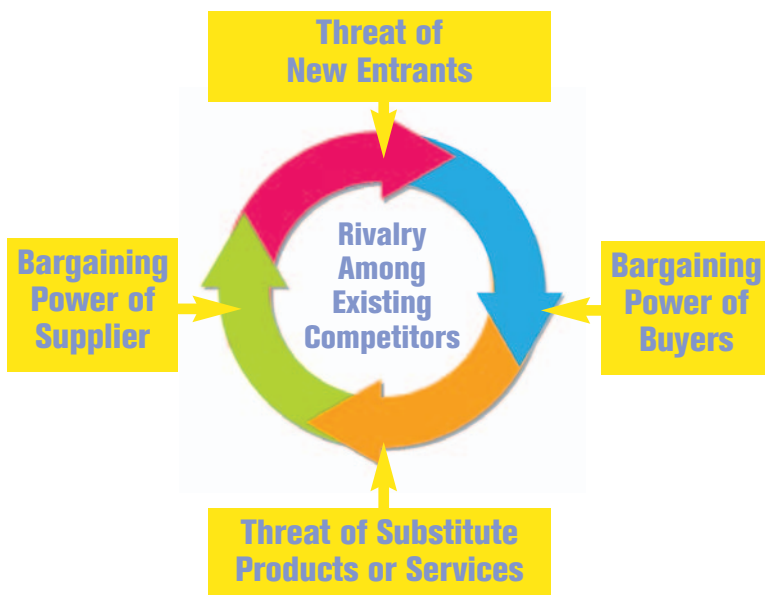
STRATEGY is the antidote to competition.¹ It defines how you create value and how you do this different than your competitors. It is also about who you are **not** and what you do **not** do. Effective strategy is not operational execution. Unfortunately many companies miss the mark when it comes to defining strategy. The executives retreat for a week-end and create a new “strategy” but instead have only developed or refined plans to improve their level of performance or expand into a new market. In the case of the Builder’s Exchanges, this may translate into how to capture business away from a competing service by out selling. We consider this level of planning to be more operational planning and, while important to develop and execute, operational plans do not get to the heart of a strategy.

Understanding the five forces that determine an industry structure is the key to defining an effective strategy. (See Figure 1, 2 alternatives for a list of the Five Forces) Each is

¹ Strategy definitions and concepts derived from *Understanding Michael Porter: The Essential Guide to Competition and Strategy* by Joan Magretta Copyright 2012, Harvard Business School Publishing

related to profit and the goal of an effective strategy should be profit with its two components, cost and price. For the not for profit exchanges, the goal of the strategy should be fulfillment of the charter. Either way, one must understand first how the industry works and creates value and then determine the gaps and opportunities that define your strategy. Many organizations base their strategy on a SWOT approach. SWOT stands for Strengths, Weaknesses, Opportunities and Threats and is a common method for creating a strategy but falls short in that the method is heavily biased by internal perceptions and does not typically yield a truly unique value proposition. By assessing the industry through the lens of the five forces, a unique value proposition can be developed. Admittedly, unique value propositions can seem difficult to find in a mature and consolidated industry. However, consider the airline industry. Their consolidation and maturity actually created opportunities for Southwest Airlines and JetBlue to carve out their unique value proposition as compared to their established competitors by changing the way they offered the service and targeting a specific segment of the customer base.

Ultimately, businesses compete for profits in the case of the for-profit exchanges or achievement of their charter in the case of the not-for-profit exchanges. The goal is not to serve everyone in the market but to identify the ideal customer who truly fits the unique offerings of the local exchange and keep them in



the exchange for years to come. So, if the strategy of the association considers the five forces presented in Figure 1 then it must also pass the five tests of a good strategy. These five tests are:

- Unique Value Proposition
- Tailored Value Chain
- Trade-Offs Different From Rivals
- Fit Across Value Chain
- Continuity Over Time

BRANDING is the marketing practice of creating a name, symbol or design that identifies and differentiates a product from other products. Simply put, your brand is your promise to your customer. It tells them what they can expect from your products and services, and it differentiates your offering from that of your competitors. Branding is not just a tangible logo; instead it is a collection of perceptions in the consumer's mind of your services and products. Ultimately, branding is the common link to the users experience, your unique value proposition and the public image of the organization.

MARKETING is how you get this message out via all the channels available for communication. From the American Marketing Association, "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." When marketing is done well it can propel an average product beyond its competitors.



Consider the story of Black and Decker and DeWalt. For years, Black and Decker was a preeminent tool manufacturer in North America. Black and Decker originally sold saws and drills with heavy metal cases that could handle the rigors of construction. Over time Black and Decker tools were made too lightweight for commercial construction and many professionals gave up their loyalty to this powerful old brand. Many switched to DeWalt, a new company created in 1992 to serve the industrial marketplace. This new manufacturer made tough tools and cool accessories that served the commercial marketplace well. Pretty soon the yellow and black brand was everywhere and even today other commercial tool makers struggle to compete against their dominance. Black and Decker seemed forever relegated to the homeowner's garage. The real story: DeWalt was created by Black and Decker and is a Black and Decker subsidiary to serve this market. Quality tools and a clear link between strategy, branding and marketing means that one can hardly walk into any jobsite and not see collections of DeWalt drills, saws and accessories. In other words, Black and Decker is still the preeminent tool manufacturer.



SELLING is simply closing the deal and getting the cash. From the American business dictionary, “selling is the last step in the chain of commerce where a buyer exchanges cash for a seller’s good or service, or the activity of trying to bring this about.” Without selling, the organization does not thrive or even survive so all the strategy, branding and marketing all point to this single aim.

With these terms properly defined, what is the executive’s role? The executive must clarify the strategy in the way defined above with a unique value proposition, tailored value chain, trade-offs from rivals, fit across the value chain and continuity over time. The real value is in the **planning process** even more so than the plan itself as the options and variations of the strategy are considered and the ultimate choices are made. The hard work comes after the strategic plan is developed especially in the context of significant change. The executive’s focus must be leading change through the development and execution of the overall business plan with supplemental marketing plans, organizational development plans, IT development plans and other plans as needed. Many executives and managers breathe a sigh of relief at the completion of the strategic plan thinking the hard work is done and, in fact, for many it is the end because that is where they stop. The plans sit and the process of planning earns its reputation for being a waste of time, something the big wigs do to justify their fat paychecks. As the plans are executed with dogged determination and inspired leadership, quality planning enables the executive to adjust course as reality plays out. While others will be meeting with potential new customers, calling prospects, and delivering the service, the leader must align the strategy with the day-to-day operations by:

- Leading and communicating the purpose of the strategy
- Hiring the right people (or the people to hire the people)
- Driving execution of the strategy through measurement and follow through
- Ensuring consistent messages across all channels and levels

Executing a marketing plan that clearly defines a series of marketing actions with clear goals.

In summary, effective strategy defines how you differentiate your offerings. Strategy drives the business planning process including the marketing plan. The marketing plan defines how the organization communicates the message of what they do, to who and what the results should be. The executive’s role is to lead and uphold the various plans and ensure there is connection and consistency between them.

Bruce Wilkinson is a Senior Consultant at Maxim Consulting Group and is responsible for leading the Management Consulting business segment. He works with construction-related firms of all sizes to evaluate business practices and assist with management challenges. Having worked in the industry for over 20 years, Bruce brings real life experiences, a passion for excellence and a blend of leadership and business process solutions to help his clients improve and succeed. Areas of specialization include: leadership development, training and development programs, strategic planning, project execution, productivity improvement and organizational assessments. Mr. Wilkinson is a nationally recognized, dynamic public speaker and published author.

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Looking forward



By: John Cary, Builders Exchange of Kentucky

Now that it has been one year with the Builders Exchange of Kentucky, it has become evident that the one constant is change. Specifically for us, we've changed in how we operate, how we provide services to our members, our sales techniques, and getting our message to the public.

Right now, the Board of Directors and key members of the Exchange staff are preparing for an intensive strategic planning session that will address areas in which we believe will better

position us for the future.

One area we will look at is our brand and how it is seen and marketed to the public. For over 85 years, the Builders Exchange has quietly built a solid reputation as a reliable plan room provider which allowed our organization to grow exceptionally well. Yet, when I started, it was repeatedly stated that we were the "best kept secret" for construction in Kentucky, a stigma that needs to be changed.

Now is the time for our association to brand itself as the official "voice and leader" in providing commercial construction information to our industry. Not just a plan room provider, but information in regards to training, market trends, and a facilitator of information from business experts in areas that will be beneficial to the industry as a whole.

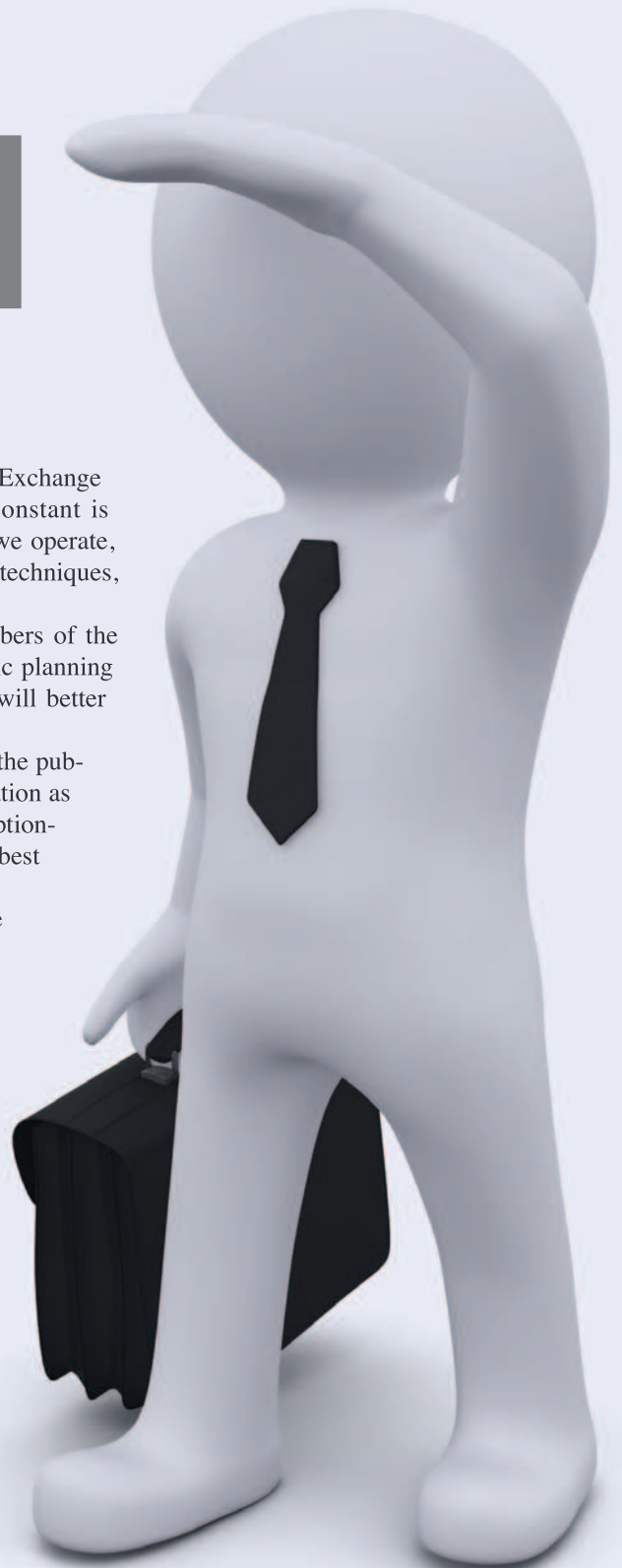
The second area will be our membership growth for the Exchange. As we all know, the economy has had a negative impact on many associations resulting in lower membership participation. Our belief is the day of being the "order taker" is no longer relevant in our area. We are actively trying to create strategic partnerships with other organizations whose members can benefit from our plan room operations (virtual and physical) plus receive reliable information and other services provided by the Exchange.

Also, as we have seen companies go beyond what were then their normal geographic areas for work, we too must focus on the "hot spots" in Kentucky and make our presence known. Once again, stop being the "best kept secret" and start marketing our product for effective membership expansion.

This leads to another key point that will be addressed for our strategic planning session, marketing and branding the Exchange. A few years ago, I heard a notable businessman once state his philosophy on success, "early to bed, early to rise, work like hell and advertise." I believe that idea is relevant to the Builders Exchange of Kentucky's membership growth. The need to create a cost effective and strategic marketing plan and utilizing the various electronic media outlets will help us get our message out consistently and reach a larger population.

Finally, at our strategic planning session, we will address issues such as future board leadership, implementation of our new 501 c3 foundation, social networking opportunities for our membership and investing in capital expenditures.

As a former Boy Scout professional, the slogan of "being prepared" is most appropriate as we plan for our future growth.



The Reluctant Board of Directors



By Ed Rigsbee, CSP, CAE

Membership organizations absolutely deliver ROI (return on investment) to their members. What are you afraid of, is the question I frequently find myself asking non-profit organization governing board members. I have observed, over the years, an alarming propensity of board members being remiss in their fiduciary responsibility to their organizations. Fiduciary encompasses more than simply financial good sense; also trust, loyalty, and prudence are crucial elements. I'll get into this in a bit.

Do you really believe that your member value proposition is so low that you are afraid to measure it, is frequently my follow up query. I am truly amazed at the levels of fear board members exhibit in the area of articulating the value their organization delivers to its members. Many have such a deep-seated fear of revealing the ROI truth—that the number would be so low, thereby giving current membership justification to abandonment. In my experience, reality is almost always the exact opposite. Organizations do deliver great ROI; they just have no clue as to how to measure it.

At the Core of Member Recruitment and Retention

I have been using my proprietary version of the active qualitative research method for over a decade to help associations and societies prove to their members and prospective members that membership is a good decision. I can categorically state that I have never worked with an organization that failed to deliver more real-dollar value than they charged for membership.

Unfortunately, out-dated and erroneous thinking obfuscates board members' ability to engage in fulfilling their fiduciary responsibility to their organizations. What I mean by this is simply that board members of non-profit organizations are just as responsible to the members as they are to the organization. This means that some board members will find it uncomfort-

able (but it is absolutely necessary) to stretch their awareness and understanding of available organizational growth and management tools—like proving ROI.

At the core of any membership organization is the criticality of proving that membership is a good personal or business decision—based on the organization's stated mission. Most membership organizations, especially trade associations and professional societies deliver far more real-dollar value than they realize—but unfortunately rely on the fictitious MasterCard commercial phrase, believing that membership is: **PRICELESS**. FYI; membership is not priceless, unless of course it is free. Priceless sold to the Baby Boomers, but does not sell to the GenY stakeholders in your industry. The GenY crowd only buys ROI.

Let's Talk Real Measurement

I applaud organizations in which staff members have gone through the soft research process of comparing member benefits value to what might be available in the marketplace or by other organizations. However there is a problem with this process. It is a simple problem. People believe that which they help to create. If staff did it alone, the research numbers are generally a no-sale, or fail to pass the all-important "smell test." Staff-driven is an excellent first step but it does fall short of being an effective member recruitment tool.

When a reasonable sampling of members are facilitated through the active qualitative research method for determining what they believe to be the yearly sustainable real-dollar ROI of membership, the organization and its members can tout—our members have told us...

As an example, after three years and six qualitative research sessions, the American Society for Quality can confidently state that their members have told them that for every dollar invested in membership, members get over \$50 back in real-dollar value. Can your organization make such a claim?

Selling Membership—Whose Job is it?

Membership is everybody's business, not just the members, not just the staff, but member recruitment must be a partnership among both. Each group inherently has several advantages and disadvantages in their quest to recruit new members. As an example, members can access colleague prospects far easier and faster than can staff, conversely staff generally has more dedicated resources and tends to be more consistent in selling membership. However, when there is a cooperative effort, a partnership, among staff, board of directors, and members, the machine is literally unstoppable. Neither group can successfully go it alone.



Fiduciary Responsibility to Help the Organization Grow

I cannot tell you how many times an executive director has called me after attending one of my member ROI workshops and stated that they could not get their board to agree to doing, or budgeting for, the ROI research project they desired to launch. Was it that the executive director was awful at selling the value of determining the real-dollar ROI that the organization delivers? Or, might it have been that the board members were so petrified that if they measured the member ROI they wouldn't make the grade?

Either way, the board members individually, have a fiduciary responsibility to the organization they govern to seek out and engage the available cost-effective tools to help and allow their organization to grow and prosper, thereby serving the organization's stated mission. It saddens me, inadvertently as may be, how many board members shirk this responsibility of loyalty to their organization.

Release the Fear; It Doesn't Become You

I believe that every membership organization should go through the process of determining the yearly sustainable real-dollar value it delivers to members. The next natural step might be to explore possibilities, strategies, and tactics for increasing the real-dollar value of membership. Do this because it helps in the long-term growth effort, but do not overlook the important immediate step of creating new tools to support the efforts of staff and members in their endeavors to evangelize and recruit new members.

My recommended tool is a simple, single-sheet, tri-fold brochure that lists the real-dollar value and various benefits (not features) of membership to the different membership stakeholder categories (vendors, allied, related professions, customers). The propensity of information gained through an active qualitative research method will be the core of this brochure. You want a tool that will dazzle your prospects with brilliance rather than to baffle them with bulk—the pounds of paper you mail out that they will never read. I believe in this tool at such a high-level that I will give you my brochure template at no charge, just email your request to ed@rigsbee.com.

Additional articles on this subject are available at www.rigsbee.com/associationarticles.htm

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Ed Rigsbee, CSP, CAE, is one of only a handful of persons on the planet that hold both the Certified Speaking Professional and the Certified Association Executive credentials. As the author of several books on business partnering, Ed has been speaking professionally for over two decades, offering audiences around the globe business growth through alliance strategies. He has also been the executive director of a public non-profit charity for nearly a decade. In application to the above article, for over a decade Ed had been helping organizations to prove their ROI through his proprietary version of the active qualitative research method. Ed is both your "ROI Guy" and your "Chief Member Recruitment Evangelist." Contact him at www.rigsbee.com.



Announcing the IBEE Job Board



The International Builders Exchange Executives would like to announce the return of the IBEE Job Board, now available on www.IBEEonline.com.

The IBEE Job Board is a Web-based career center that connects job seekers with prospective employers in the Builders Exchange industry. The new Job Board, powered by career services leader *Job Target*, can be found at www.ibeonline.com.

Visit the Job board today to search and post jobs, view and upload a resume, set up personalized account and much more.

Setting up an account is **free** for employers and job seekers.

Single 30-Day Job Posting

\$50.00

Single 30-Day Job Posting with exposure on the Construction Job Board Network

\$400.00

The Construction Job Board network includes:

American Design Drafting Association (ADDA)
 American Institute of Building Design
 American Road and Transportation Builders Association (ARTBA)
 American Subcontractors Association (ASA)
 JobsInWelding.com
 ConstructionJobNetwork.com
 Associated Builders & Contractors - Baltimore
 Associated Builders and Contractors of Georgia
 Associated General Contractors of Alaska
 Associated General Contractors of California
 Associated General Contractors of Metropolitan Washington DC
International Builders Exchange Executives (IBEE)
 Construction Association of Michigan
 The Construction Specifications Institute (CSI)

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 MonkeyBoard.com
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 Syracuse Builder's Exchange
 U.S. Green Building Council (USGBC)
 Flow Control Career Center
 Greater Baton Rouge Industry Alliance (GBRIA)
 National Demolition Association
 Construction Marketing Association
 AsphaltJobs
 American Society of Professional Estimators (ASPE)
 National Association of Women in Construction (NAWIC)

IBEE RS Means Affinity Program

We would like to remind our members of our affinity program with RS Means and how the program can benefit your exchange. The following list gives a general breakdown of the terms of the agreement and ordering and shipping process:



- IBEE is the authorized buying/marketing group for member exchanges of IBEE
- IBEE Members have two RSMeans distribution options available: Inventory Stocking or Customer Drop Shipment

Inventory Stocking

IBEE Members who choose to maintain an inventory of RSMeans products will receive a 45% discount on all RS Means publications ordered by your exchange and for your respective members. You will be able to resell the materials to your membership at whatever discount you choose, thereby generating non-dues revenue for your exchange. For example, when you purchase items at 45% discount if you resell at a 25% discount to your members, you are earning a 20% reseller profit.

Inventory may be returned for full credit provided it is in saleable condition and it is received by RSMeans on or before March 31 of the subsequent

Customer Drop Shipment

IBEE Members who elect not to inventory products may have RSMeans ship products directly to the IBEE Members customer. In the case of drop shipment RSMeans will invoice the IBEE Member who will be responsible for collecting payment from the IBEE customer. IBEE Members receive a 25% discount for participation in the drop shipment program.

Order forms and price lists will be sent annually or upon request from the Trade Sales Department.

This program is for publications and CostWorks CD products only. Member exchanges place orders directly with RS Means Trade Sales Department. If you wish to order, contact the RS Means Trade Sales Department at 1-800-448-8182 and identify yourself as a member of the IBEE, as the Trade Sales Department will maintain a complete list of IBEE Member participants.

RS Means has waived the normal shipping and handling charges that they normally place on all orders not prepaid, but they will include actual UPS freight, IBEE will invoice members quarterly for a 5% commission on purchases.





The IBEE's Mission, Vision and Strategic Goals

IBEE MISSION

The International Builders Exchange Executives (IBEE) serves as a catalyst for the exchange of ideas and experiences to advance and enhance the role and effectiveness of construction association and plan room executives and their organizations. The IBEE also aims to assist the construction industry in obtaining information, services, and support at the local level.

VISION

The IBEE is a representative organization of Construction Association Executives and their organizations, dedicated to the pursuit of excellence in Construction Association and Plan Room services through cooperation and participatory action.

IBEE STRATEGIC GOALS

- Increase awareness and enhance the image of Builders Exchanges and their services among owners and design firms;
- Provide a forum for managing executives to share information, enhance management skills, develop professional standards and explore new methods;
- Provide tangible services, resources and support that will improve Exchange operations and member service at the local level;
- Identify common problems and seek solutions that benefit IBEE members and the construction industry they serve.



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