

# SUPPLYHOUSE TIMES

Premier  
**150**  
listings

▶ Roundtable with Winsupply Local Company Presidents

▶ Quick pulse on product training



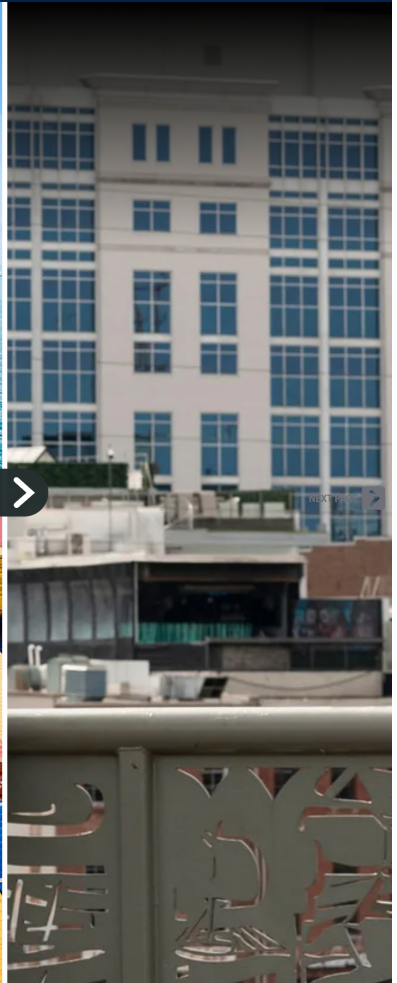
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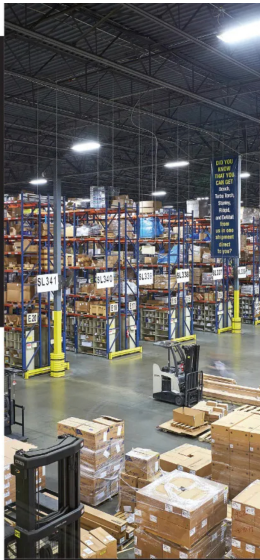


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# Table of Contents

# SUPPLYHOUSE TIMES

MAY 2022 VOL.65 NUM.3



◀ PREVIOUS PAGE

NEXT PAGE ▶



## 2022 Premier 150 Distributors list

Survey on fiscal year 2021 sales determines this year's top 150 PHCP-PVF distributors.

## Features

- ▶▶ **Tim Morales & Associates at 25**  
Alabama-based Tim Morales & Associates celebrates 25 years.
- ▶▶ **Roundtable with Winsupply local company presidents**  
Discussion dives into individualistic business model, spirit of opportunity and paying it forward. 
- ▶▶ **Quick Pulse: Training and education**  
Spot check with reps, contractors and manufacturers on product training trends.
- ▶▶ **Supply House Times Profile: Oatey unveils L. R. Brands**  
New branding for decorative product helps meet needs of booming bathroom market.
- ▶▶ **Pros and cons of a-la-carte, prepackaged and preassembled pump systems**  
Which is the best choice to meet needs of distributors and end-users?



## Columns

- ▶▶ **From the Editor**  
Natalie Forster
- ▶▶ **Heating Help**  
Dan Holohan
- ▶▶ **Build it Better**  
Charlie Parham
- ▶▶ **The Connected Distributor**  
Marshall Jones
- ▶▶ **From the ASA President**  
Bill Condron
- ▶▶ **The ASA Files**  
Mike Miazga
- ▶▶ **Showroom Dollars and Sense**  
Jeff Valles
- ▶▶ **Eye on Safety**  
Hannah Sesay



## Departments

▶▶ [New PHCP-PVF Products](#)

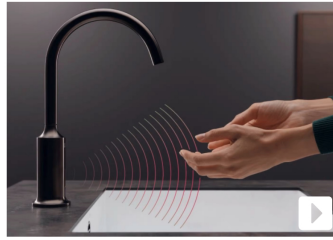
▶▶ [ASA News](#)

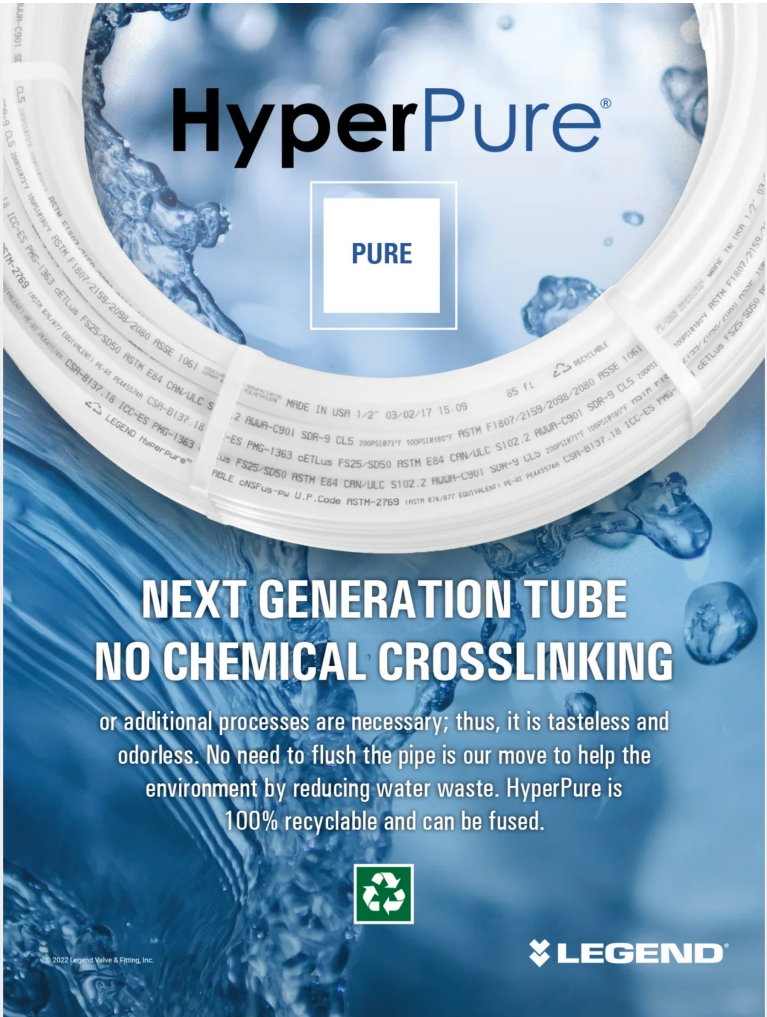
▶▶ [PVF Beat](#)

▶▶ [Movers and Shakers](#)

▶▶ [Down the Pipe](#)

▶▶ [Advertiser Index](#)





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# MULTIMEDIA SPOTLIGHT

◀ PREVIOUS PAGE

NEXT PAGE ▶

## PODCAST



### Mergers & acquisitions with The Beringer Group's Brad Williams

Multimedia Editor Brett Parker chats with The Beringer Group's Vice President Brad Williams about all things mergers and acquisitions. The two cover questions such as what a company should consider before selling, and they debunk some myths surrounding acquisitions.

## SOCIAL MEDIA



### Such a big group that you can't fit them all in a photo - with a record-setting number of new attendees.

American Supply Association (ASA)'s Women in Industry Division had a day full of amazing educational sessions followed by a fun night at Churchill Downs. #ELEVATE2022 #womeninindustry #WII #ASAWII

## ONLINE NEWS



### AD earns Top Workplace Award for fourth consecutive years.

For the fourth consecutive year, AD has been recognized as a Top Workplace in the Delaware Valley. The anonymous employee engagement survey, administered by technology partner Energage, LLC, measures 15 drivers of engaged cultures that are critical to the success of an organization, including alignment, execution and connection. The awards program, in partnership with The Philadelphia Inquirer, recognizes organizations that outperform in a crowded market, lead a people-first culture, and excel at attracting top-tier job seekers and new business.

# BETTER THAN BRONZE

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◀ PREVIOUS PAGE

NEXT PAGE ▶

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FROM THE EDITOR || NATALIE FORSTER



Contact Natalie

## Even better

Are all signs pointing up for PHCP-PVF supply chain?

The May issue is an exciting one. The first order of business is *Supply House Times'* annual Premier 150 distributors list. As you can predict, sales skyrocketed for many PHCP-PVF distributors throughout fiscal year 2021 — the total dollar number of sales reported from this year's survey (based on 2021 sales) increased more than \$22 billion dollars from the number that was reported in last year's survey (which was based on sales in 2020) — which is pretty darn good news.

Nearly 100% of respondents expect sales to increase throughout fiscal year 2022 as well. I can only image what total sales number increase I'll be reporting to you next year. Check out the Premier 150 rankings and comments from respondents [here](#).

Another reason I'm particularly excited about this month's issue is our new column, "**Build it Better**," authored by Pepco Sales and Marketing's CEO **Charlie Parham**. Charlie will be the voice of the manufacturers' rep each month, sharing insight, experience, advice and more. During our initial discussions planning for this column, Charlie said contributing a column is an opportunity to help others and give back to this great industry. He shares in his column that his personal mission is to "leave this world better than he found it," and sharing knowledge and engaging with the industry he loves is one way to do just that.

◀ PREVIOUS PAGE

NEXT PAGE ▶



The theme of "even better" shines through in one more area of this issue. At Winsupply's annual Local Company Awards Ceremony and Gala in Dallas this March, I had the chance to host a roundtable discussion with several local company presidents. I intended to ask supply chain and trends questions, but the conversation took a turn, and we ended up focusing on how each of these presidents had experienced the "Spirit of Opportunity" that Winsupply offers, and their mission is to pay it forward to others, leaving the company and industry even better than it was when they entered.

One more piece of good news. ASA's Women in Industry Division gathered for its annual ELEVATE conference in Louisville, Kentucky April 20-22. The conference had a record-setting number of new attendees — roughly 130 — as well as record-setting attendance over all. I assume this increase in new attendees reflects the increase of women overall within the PHCP-PVF distribution, rep and manufacturing sectors, as well as an increase in industry investment in growth and engagement with available opportunities — both things that will keep our industry getting even better.



At ELEVATE, Delta Faucet's Senior Director of National Trade Sales, **Suzanne Chreene**, took home the **Alice. A. Martin** Woman of the Year Award. As she humbly accepted her award, she spoke about how thankful she is to have influenced and impacted enough people in the industry to have been nominated for such an important award. She encouraged everyone in the room to do the same — continue helping newcomers, mentor and giving back — leaving the industry even better than you found it.

**Natalie Forster** is chief editor of *Supply House Times*. You can reach her at [forstern@bnpmedia.com](mailto:forstern@bnpmedia.com) or 224-201-2225.





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# Leaps and bounds

Premier 150 survey results are in for fiscal year 2021.

BY NATALIE FORSTER



PREVIOUS PAGE

NEXT PAGE

“Strong growth through uncertainty,” is how President of Utah-based Mountainland Supply, **Joseph Liddle** described fiscal year 2021. And his comment reflects the general consensus among respondents, as well as the actually reported sales numbers from this year’s Premier 150 Distributors Survey — sales in 2021 grew leaps and bounds over fiscal year 2020.

The annual list is based on a survey conducted by *Supply House Times* and BNP Media Market Research. The Premier 150 list ranks the top PHCP-PVF distributors by their reported sales for the previous year. This year’s survey is based on sales for fiscal 2021. Individual company sales are never disclosed and in some cases editor estimates are used if companies did not respond to the survey, which is made readily available through a number of different industry channels and partners, including via the American Supply Association (ASA), PHCP-PVF buying groups, regional distributor associations and via *Supply House Times’* various digital platforms.

To no surprise, 100% of survey respondents reported an increase in sales from 2020 to 2021. 97% of respondents say sales will again increase in 2022. According to the survey, there were 142 acquisitions completed in 2021.

Record-setting sales numbers are reflected when comparing last year’s top 150 list to this year’s, as many companies made large jumps upward in the rankings.

## Inflation fueling growth

Numerous respondents cited inflation as a key factor in their company’s overall sales number and performance.

“We experienced growth of 27% over 2020 driven by a robust economy within our industry. Of course inflation contributed at least 10% to this growth,” explained **Morris Cregger**, chairman of South Carolina-based Cregger Co. “It was a year unlike any I have ever experienced in my 57 years as manufacturers, distributors and contractors struggled with supply chain issues including labor shortages, inflation, delivery issues and lack of material. We are excited what 2022 has in store; we anticipate double digit growth for the fourth consecutive year.”

**Doug Riley**, CEO and president for Virginia-based Thos. Somerville Co. agreed, “Growth and Inflation led the way. We will see more of the same in 2022.”

A few respondents noted that delayed projects from 2020 came to fruition in 2021. “We benefited in 2021 from delayed 2020 projects, high demand and inflation,” said **Todd Ford**, CEO and president for Central States Industrial Supply. “The global economic and political landscapes facing us in 2022 could slowly begin to erode sales and margin in the second half of this year.”

**Ben Curwin**, corporate HVAC director for New York-based VP Supply Corp. agreed, saying built up work translated to sales growth in 2021. “Built up work, good retail demand, strong housing construction and inflation will help growth continue through 2022.”

Speaking on inflation, another industry source from the survey said: “With inflation, sales dollars are increasing far more than sales units. In 2022, we expect to continue to see inflation affect sales numbers for a good part of the year, but eventually it could slow. We will likely be affected by supply issues, so there is speculation that sales trends could weaken at some point.”

## Exceeding expectations

Despite some consistent challenges on the table, plenty of PHCP-PVF distributors reported major accomplishments from 2021.

**Joshua Rogers**, marketing executive for Tennessee-based Wholesale Supply Group said: “2021 was an amazing year for Wholesale Supply. We were up double digits in sales and profitability, we increased our outside sales team, completely remodeled our corporate showroom, and are opening a new store in Waynesville, North Carolina.”

Masters’ Supply out of Kentucky also made major gains square-footage wise. “We added a 80,000 square-foot distribution center to our operations, allowing us to grow the company in the next few years,” said President and CEO **Jack Bell**. “We anticipate another strong year in single family residential. We also expect our commercial work to be strong for the coming fiscal year.”

**Michael Abelin**, president and CEO for California-based Consumers Pine & Supply celebrated the company’s move to

an ESOP. "2021 was a very good year for Consumers Pipe & Supply; December 31, 2021 we became 100% employee owned."

Another industry source said: "We had a banner year in 2021 — best year in company history, and we are projecting to top it in 2022. All of this while we have been seeing record-long lead times for product."

In most cases, respondents say the record growth won't stop in 2022. **Kip Miller**, president and CEO of South Carolina-based Eastern Industrial Supplies said: "Sales for fiscal year 2022 are anticipated to increase by double digits."

It's always important to recognize partners who helped you achieve record growth. "We enjoyed a strong growth year, but it wouldn't have been possible without our supply chain and purchasing leaders, as well as our manufacturing partners, who continue to go the extra mile to keep our customers well supplied," said **Patrick Kenny**, vice president of marketing and eCommerce for Tennessee-based Kenny Pipe & Supply.

Alabama-based American Pipe and Supply's CEO **John Howe** says the company grew 22% year-over-year in 2021, and it expects similar growth from 2022.

**Brian Tuohey**, president of Connecticut-based The Collins Companies says 2021 was a fantastic "bounce back" year for the company, and he expects more positive return in 2022.

Jabo Supply out of West Virginia too had a good "bounce back" year, according to **Jay Bazemore**, vice president of sales and marketing. "We expect growth to continue in all of our major markets," he adds.

Some respondent mentioned specific markets being areas of growth.

"Demand for residential and multifamily housing remains very strong in all markets we serve. Commercial opportunities are also in demand," said **Mike Plasier**, CEO of Iowa-based Plumbing & Heating Wholesale. "Industrial opportunities will remain strong in some markets for both remodel and new facility construction. Hospitality opportunities appear to be coming back strong as well."

**Bryan Rose**, general manager for Kentucky-based Toole & Rose Supply agrees. "2021 was a great year for large industrial construction projects. 2022 will follow the previous year."

### Consistent challenges

All of the talk about growth did not come without mention of the persistent challenges PHCP-PVF distributors navigated in 2021: Low supply, high demand, lack of labor, COVID-19 and price fluctuation.

**Sam Williams Jr.**, chairman of Gateway Supply Co. out of South Carolina, summarized the top challenges well. "2021 was a challenge for all of distribution," he said. "Getting and keeping qualified people to work, obtaining material and keeping up with price increases was difficult. Quarter one of 2022 looks be a mirror of 2021, but maybe with even more challenges."

**Wilson Teachey**, president of North Carolina-based Hubbard Supplyhouse said the challenges prompted leadership to get back to the core of who they are. "Last year was a comeback from COVID year and a get to know the new norm year," he noted. "The transition was a bit tough for our team. Our leadership and management team has gone back to the core of who we are, focusing on core values to hire and promote the right people to the right seat."

One industry source put it well, saying, "2021 was a constant battle between keeping up with growing demand and managing with low supply."

**Jeremy Trimpe**, assistant controller for Missouri-based American Metal Supply Co. mentioned price increases as a continued area of concern. "We saw significant price increases across the board in 2021," he said. "We project sales volume to be consistent in 2022, but the price of materials with have big impact on total sales and profit dollars."

Despite the unknowns, **Drew Roberts**, CEO for South Carolina-based ProSource Supply is encouraging, noting the industry is sure to keep growing no matter what. "While there are certainly many unknowns such as the impact of interest rates, gas prices and the Russian invasion, we still expect a strong year in 2022. I would expect that the dramatic sales increases we all experienced last year might moderate some, but I do expect the industry to keep growing."

PREMIER 150 TOP SALES RANKING

PREMIER 150 SEGMENT LEADERS

\$500 million or more

\$100 million - \$499.9 million

\$50 million - \$99.9 million

\$49.9 million and under

SALES TRENDS

# The Rankings

## \$500 MILLION OR MORE

% of Business

Search...

Rank	Company	City	State	# of Branches	# of Showrooms	# of Employees	% P&H	% PVF	% HVACR
1	Ferguson Enterprises (ASA)	Newport News	Virginia	1,470	247	29,000	N/A	N/A	N/A
2	Watsco	Miami	Florida	670	N/A	5,700	N/A	N/A	N/A
3	Winsupply (ASA)	Dayton	Ohio	625	N/A	7,600	41.0%	9.0%	18.0%
4	Group Deschenes	Montreal	Quebec, Canada	187	19	2,950	N/A	N/A	N/A
5	*Core & Main	St. Louis	Missouri	300	N/A	3,000	N/A	N/A	N/A
6	MRC Global (ASA)	Houston	Texas	260	N/A	3,200	N/A	N/A	N/A
7	Hajoca (ASA)	Lafayette Hill	Pennsylvania	410	N/A	3,500	N/A	N/A	N/A
8	*Interline Brands	Jacksonville	Florida	N/A	N/A	N/A	N/A	N/A	N/A
9	F. W. Webb Co. (ASA)	Bedford	Massachusetts	104	48	3,050	40.0%	15.0%	20.0%
10	Distribution NOW	Houston	Texas	245	N/A	4,400	N/A	N/A	N/A
11	*Emco Corp. (ASA)	London	Ontario	283	N/A	N/A	N/A	N/A	N/A
12	MORSCO (ASA)	Fort Worth	Texas	172	N/A	2,500	N/A	N/A	N/A
13	*Edgen Murray	Baton Rouge	Louisiana	270	N/A	N/A	N/A	N/A	N/A
14	*Wolseley Canada (ASA)	Burlington	Ontario	220	N/A	2,500	N/A	N/A	N/A
15	R.E. Michel Co.	Glen Burnie	Maryland	315	N/A	2,046	5.0%	5.0%	85.0%
16	*Trane Supply	Davidson	North Carolina	N/A	N/A	N/A	N/A	N/A	N/A
17	*Noble (ASA)	Ontario	Canada	N/A	N/A	N/A	N/A	N/A	N/A
18	Munch's Supply (ASA)	New Lenox	Illinois	74	N/A	1,050	6.3%	8.4%	63.6%
19	Locke Supply Co. (ASA)	Oklahoma City	Oklahoma	192	1	1,400	33.5%	N/A	26.5%
20	*Russell Sigler	Tolleson	Arizona	N/A	N/A	700	N/A	N/A	N/A
21	Southern Pipe & Supply (ASA)	Norcross	Georgia	N/A	N/A	N/A	N/A	N/A	N/A
22	Keller Supply Co. (ASA)	Seattle	Washington	95	30	1	60.0%	20.0%	20.0%
23	Coburn Supply Co. (ASA)	Beaumont	Texas	58	26	975	41.0%	20.0%	27.0%
24	*Mingledorff's	Norcross	Georgia	N/A	N/A	N/A	N/A	N/A	N/A
25	*PACE Supply (ASA)	Rohnert Park	California	20	4	150	N/A	N/A	N/A

PREVIOUS PAGE

NEXT PAGE

**Keys To Rankings:**

P&H = plumbing and hydronics PVF = pipe, valves and fittings; municipal waterworks; PVF controls

HVACR = heating, air conditioning, refrigeration and controls  
NA = Not Available

Source: *Supply House Times*/BNP Media Market Research 2022

\* Editors' estimate

All sales ranked in U.S. dollars

(ASA)= American Supply Association member

BACK TO PREMIER 150 STORY

PREMIER 150 TOP SALES RANKING

PREMIER 150 SEGMENT LEADERS

\$500 million or more

\$100 million - \$499.9 million

\$50 million - \$99.9 million

\$49.9 million and under

SALES TRENDS

# The Rankings

## \$100 MILLION - \$499.9 MILLION

% of Business

Search...

Rank	Company	City	State	# of Branches	# of Showrooms	# of Employees	% P&H	% PVF	% HVACR
26	Chicago Tube & Iron (ASA)	Romeoville	Illinois	7	N/A	385	N/A	45.0%	N/A
27	Dakota Supply Group (ASA)	Plymouth	Minnesota	46	N/A	718	24.8%	12.7%	15.8%
28	Famous Enterprise (ASA)	Akron	Ohio	45	10	800	40.0%	10.0%	40.0%
29	Etna Supply Co. (ASA)	Grand Rapids	Michigan	24	6	473	50.1%	38.0%	1.0%
30	U. S. Air Conditioning Distributors	City of Industry	California	N/A	N/A	N/A	N/A	N/A	N/A
31	Standard Plumbing Supply (ASA)	Sandy	Utah	96	52	715	N/A	N/A	N/A
32	The Granite Group Wholesalers (ASA)	Concord	New Hampshire	47	N/A	636	42.0%	20.0%	22.0%
33	First Supply (ASA)	Madison	Wisconsin	29	18	650	39.0%	24.0%	17.0%
34	Mountainland Supply (ASA)	Orem	Utah	31	8	730	15.0%	29.0%	26.0%
35	Consolidated Supply Co. (ASA)	Tigard	Oregon	18	10	504	N/A	N/A	N/A
36	Winston Water Cooler Management (ASA)	Dallas	Texas	39	4	521	28.0%	55.0%	3.0%
37	Cregger Co. (ASA)	Irmo	South Carolina	43	10	410	51.0%	N/A	42.0%
38	Sid Harvey's	Garden City	New York	77	N/A	495	N/A	N/A	100.0%
39	Industrial Piping Specialists	Tulsa	Oklahoma	16	N/A	230	N/A	100.0%	N/A
40	*Habegger Corp.	Cincinnati	Ohio	N/A	N/A	N/A	N/A	N/A	N/A
41	Gustave A. Larson Co.	Pewaukee	Wisconsin	55	N/A	473	1.0%	N/A	99.0%
42	Goodin Co. (ASA)	Minneapolis	Minnesota	15	7	495	49.0%	24.0%	26.0%
43	National Wholesale Supply (ASA)	Dallas	Texas	44	N/A	415	N/A	N/A	N/A
44	AC Pro	Fontana	California	27	N/A	500	N/A	N/A	100.0%
45	The Macomb Group (ASA)	Sterling Heights	Michigan	18	N/A	410	5.0%	90.0%	5.0%
46	Hydrologic Distribution Co. (ASA)	Pinellas Park	Florida	12	N/A	267	95.0%	N/A	N/A
47	Williams Distributing Co. (ASA)	Grand Rapids	Michigan	27	5	550	10.0%	N/A	68.0%
48	Koch Air	Evansville	Indiana	11	N/A	256	2.0%	N/A	96.0%
49	General Plumbing Supply (ASA)	Edison	New Jersey	20	13	420	78.0%	10.0%	12.0%
50	*Pierce-Phelps	Blue bell	Pennsylvania	N/A	N/A	N/A	N/A	N/A	N/A
51	Thos. Somerville Co. (ASA)	Upper Marlboro	Maryland	20	6	350	62.0%	14.0%	24.0%
52	G. W. Berkheimer Co.	Portage	Indiana	27	N/A	412	N/A	N/A	100.0%

PREVIOUS PAGE

NEXT PAGE

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**\$50 MILLION - \$99.9 MILLION**

% of Business

Search...

Rank	Company	City	State	# of Branches	# of Showrooms	# of Employees	% P&H	% PVF	% HVACR
93	Deacon Industrial Supply Co. (ASA)	Harleysville	Pennsylvania	3	N/A	98	N/A	100.0%	N/A
94	William F. Meyer Co. (ASA)	Aurora	Illinois	8	2	135	100.0%	N/A	N/A
95	Puget Sound Pipe and Supply Co. (ASA)	Kent	Washington	9	N/A	180	N/A	100.0%	N/A
96	Thermal Supply	Seattle	Washington	N/A	N/A	N/A	N/A	N/A	N/A
97	George T. Sanders Co. (ASA)	Wheat Ridge	Colorado	18	N/A	190	80.0%	5.0%	15.0%
98	*J. H. Larson Co. (ASA)	Plymouth	Minnesota	N/A	N/A	N/A	N/A	N/A	N/A
99	Meier Supply Co.	Conklin	New York	17	N/A	165	N/A	5.0%	95.0%
100	Lee Supply	Indianapolis	Indiana	N/A	N/A	N/A	N/A	N/A	N/A
101	S.W. Anderson Sales	Farmingdale	New York	N/A	N/A	N/A	N/A	N/A	N/A
102	*Robert James Sales	Buffalo	New York	N/A	N/A	N/A	N/A	N/A	N/A
103	City Plumbing & Electric Supply Co. (ASA)	Gainesville	Georgia	9	N/A	142	60.0%	N/A	N/A
104	Ameripipe Supply (ASA)	Dallas	Texas	8	N/A	161	0.4%	92.0%	N/A
105	Wool Plumbing Supply (ASA)	Sunrise	Florida	8	9	125	100.0%	N/A	N/A
106	*Charles D. Jones Co.	Denver	Colorado	N/A	N/A	N/A	N/A	N/A	N/A
107	Lehman Pipe and Plumbing Supply (ASA)	Miami	Florida	2	N/A	72	30.0%	70.0%	N/A
108	American Pipe & Supply (ASA)	Birmingham	Alabama	5	N/A	90	30.0%	30.0%	20.0%
109	Metropolitan Pipe & Supply Co. (ASA)	Somerville	Massachusetts	1	N/A	85	50.0%	50.0%	N/A
110	Hubbard Supplyhouse (ASA)	Fayetteville	North Carolina	11	8	135	85.0%	5.0%	5.0%
111	*Harry Cooper Supply (ASA)	Springfield	Mississippi	N/A	N/A	N/A	N/A	N/A	N/A
112	ProSource Supply (ASA)	Greenville	South Carolina	7	7	140	80.0%	5.0%	N/A
113	*WSM Industries	Wichita	Kansas	N/A	N/A	N/A	N/A	N/A	N/A
114	Wholesale Supply Group	Cleveland	Tennessee	32	32	250	40.0%	15.0%	10.0%
115	M&M Energy Supply Co.	Oklahoma City	Oklahoma	14	N/A	93	N/A	100.0%	N/A
116	Dealers Supply Co.	Forest Park	Georgia	16	N/A	94	N/A	N/A	100.0%
117	Central States Industrial Supply (ASA)	Omaha	Nebraska	4	N/A	101	N/A	100.0%	N/A
118	Masters' Supply (ASA)	Louisville	Kentucky	9	8	135	60.0%	30.0%	5.0%
119	A&B Valve and Piping Systems	Houston	Texas	N/A	N/A	N/A	N/A	N/A	N/A
120	Grove Supply	Warminster	Pennsylvania	N/A	N/A	N/A	N/A	N/A	N/A
121	*City Pipe & Supply	Odessa	Texas	N/A	N/A	N/A	N/A	N/A	N/A
122	Smardan-Hatcher Co. (ASA)	Fountain Valley	California	6	1	105	93.0%	7.0%	N/A
123	*Republic Plumbing Supply (ASA)	Norwood	Massachusetts	N/A	N/A	N/A	N/A	N/A	N/A
124	Team Air Distributing	Nashville	Tennessee	N/A	N/A	N/A	N/A	N/A	N/A
125	Worly plumbing Supply (ASA)	Columbus	Ohio	4	4	88	100.0%	N/A	N/A
126	DASCO Supply	Whippany	New Jersey	N/A	N/A	N/A	N/A	N/A	N/A
127	Mid-City Supply Co. (ASA)	Elkhart	Indiana	9	6	140	35.0%	20.0%	35.0%
128	Capitol Group (ASA)	Springfield	Illinois	N/A	N/A	N/A	N/A	N/A	N/A
129	Lute Supply (ASA)	Portsmouth	Ohio	11	2	81	10.0%	5.0%	75.0%
130	Rubenstein Supply Co. (ASA)	Oakland	California	4	1	72	90.0%	N/A	10.0%

PREVIOUS PAGE

NEXT PAGE

**Keys To Rankings:**

P&H = plumbing and hydronics PVF = pipe, valves and fittings; municipal waterworks; PVF controls

HVACR = heating, air conditioning, refrigeration and controls  
NA = Not Available

\* Editors' estimate

All sales ranked in U.S. dollars

(ASA)= American Supply Association member

Source: *Supply House Times*/BNP Media Market Research 2022

BACK TO PREMIER 150 STORY

PREMIER 150 TOP SALES RANKING

PREMIER 150 SEGMENT LEADERS

\$500 million or more

\$100 million - \$499.9 million

\$50 million - \$99.9 million

\$49.9 million and under

SALES TRENDS

# The Rankings

## \$49.9 MILLION AND UNDER

### % of Business

Search...

Rank	Company	City	State	# of Branches	# of Showrooms	# of Employees	% P&H	% PVF	% HVACR
131	ILLCO (ASA)	Countryside	Illinois	8	N/A	95	N/A	N/A	N/A
132	Penco Corporation (ASA)	Seaford	Delaware	7	1	90	55.0%	4.0%	40.0%
133	Epting Distributors	Lexington	South Carolina	13	N/A	120	N/A	N/A	N/A
134	Consumers Pipe & Supply Co. (ASA)	Fontana	California	5	N/A	48	N/A	100.0%	N/A
135	CMC Supply (ASA)	Roanoke	Virginia	6	5	98	N/A	N/A	N/A
136	Central Plumbing Specialties/Grande Central Showroom of NY (ASA)	Yonkers	New York	4	5	96	N/A	N/A	N/A
137	Central Pipe Supply (ASA)	Pearl	Mississippi	3	N/A	67	N/A	100.0%	N/A
138	Traeger Brothers and Associates (ASA)	Miami	Florida	4	N/A	58	2.0%	92.0%	N/A
139	Next Plumbing Supply	Deerfield Beach	Florida	N/A	N/A	N/A	N/A	N/A	N/A
140	Central Arizona Supply (ASA)	Mesa	Arizona	N/A	N/A	N/A	N/A	N/A	N/A
141	The Collins Companies (ASA)	East Windsor	Connecticut	8	N/A	85	N/A	100.0%	N/A
142	Coastal Supply Group (ASA)	Staten Island	New York	6	1	67	50.0%	5.0%	40.0%
143	Plumbing & Heating Wholesale (ASA)	Sioux Center	Iowa	9	1	82	45.0%	5.0%	50.0%
144	Jabo Supply (ASA)	Huntington	West Virginia	5	N/A	80	N/A	100.0%	N/A
145	Lion Plumbing Supply (ASA)	Miami	Florida	N/A	1	40	65.0%	15.0%	N/A
146	*Raritan Group (ASA)	Edison	New Jersey	N/A	N/A	N/A	N/A	N/A	N/A
147	Kasa Supply	Surrey	British Columbia	N/A	N/A	N/A	N/A	N/A	N/A
148	Toole & Rose Supply	Carrollton	Kentucky	1	N/A	19	5.0%	90.0%	5.0%
149	Total Home Supply	Pine Brook	New Jersey	1	N/A	8	15.0%	N/A	85.0%
150	Reeves-Wiedman Co. (ASA)	Kansas City	Missouri	24	N/A	75	N/A	N/A	N/A

PREVIOUS PAGE

NEXT PAGE

**Keys To Rankings:**

P&H = plumbing and hydronics PVF = pipe, valves and fittings; municipal waterworks; PVF controls

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\* Editors' estimate

All sales ranked in U.S. dollars

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Source: *Supply House Times*/BNP Media Market Research 2022

[BACK TO PREMIER 150 STORY](#)

PREMIER 150 TOP SALES RANKING

PREMIER 150 SEGMENT LEADERS

\$500 million or more

\$100 million - \$499.9 million

\$50 million - \$99.9 million

\$49.9 million and under

SALES TRENDS

# Segment Leaders

## PLUMBING & HYDRONICS

Search...

Rank	Company
1	Ferguson (ASA)
2	Winsupply (ASA)
3	F. W. Webb Co. (ASA)
4	Group Deschenes
5	Keller Supply Co. (ASA)
6	Coburn Supply Co. (ASA)
7	Hydrologic Distribution Co. (ASA)
8	Locke Supply Co. (ASA)
9	Consolidated Supply Co. (ASA)
10	Etna Supply Co. (ASA)
11	General Plumbing Supply (ASA)
12	Hirsch Pipe & Supply Co. (ASA)
13	Plumbing Distributors (PDI) (ASA)
14	Cregger Co. (ASA)
15	Famous Enterprise (ASA)
16	The Granite Group Wholesalers (ASA)
17	Goodin Co. (ASA)
18	First Supply (ASA)
19	Thos. Somerville Co. (ASA)
20	Dakota Supply Group (ASA)
21	The Portland Group (ASA)
22	Texas Plumbing Supply (ASA)
23	Pacific Plumbing Supply Co. (ASA)
24	Kenny Pipe & Supply (ASA)
25	William F. Meyer Co. (ASA)
26	Winston Water Cooler Management (ASA)
27	Torcco (ASA)
28	Gateway Supply Co. (ASA)
29	Robertson Heating Supply (ASA)
30	Connor Co. (ASA)
31	Central Supply Co. (ASA)
32	Irr Supply Centers (ASA)
33	Trumbull Industries (ASA)
34	Wool Plumbing Supply (ASA)
35	Northeastern Supply (ASA)
36	George T. Sanders Co. (ASA)
37	VP Supply Corp. (ASA)
38	Supply New England (ASA)
39	APR Supply Co. (ASA)
40	Hubbard Supplyhouse (ASA)
41	R.E. Michel Co.
42	ProSource Supply (ASA)
43	Worly plumbing Supply (ASA)
44	Smardan-Hatcher Co. (ASA)
45	Aaron and Co. (ASA)
46	Mountainland Supply (ASA)
47	City Plumbing & Electric Supply Co. (ASA)
48	Rubenstein Supply Co. (ASA)
49	Munch's Supply (ASA)
50	Masters' Supply (ASA)

## PIPE-VALVES-FITTINGS

Search...

Rank	Company
1	Ferguson (ASA)
2	MRC Global (ASA)
3	Winsupply (ASA)
4	Group Deschenes
5	Industrial Piping Specialists
6	F. W. Webb Co. (ASA)
7	The Macomb Group (ASA)
8	Chicago Tube & Iron (ASA)
9	Winston Water Cooler Management (ASA)
10	Etna Supply Co. (ASA)
11	Eastern Industrial Supplies (ASA)
12	Keller Supply Co. (ASA)
13	Coburn Supply Co. (ASA)
14	Western Waterworks Supply Co.
15	Mountainland Supply (ASA)
16	Deacon Industrial Supply Co. (ASA)
17	Puget Sound Pipe and Supply Co. (ASA)
18	Consolidated Supply Co. (ASA)
19	Independent Pipe & Supply (ASA)
20	First Supply (ASA)
21	Ameripipe Supply (ASA)
22	The Granite Group Wholesalers (ASA)
23	Goodin Co. (ASA)
24	M&M Energy Supply Co.
25	Central States Industrial Supply (ASA)
26	Munch's Supply (ASA)
27	Dakota Supply Group (ASA)
28	R.E. Michel Co.
29	Lehman Pipe and Plumbing Supply (ASA)
30	Consumers Pipe & Supply Co. (ASA)
31	Central Pipe Supply (ASA)
32	Kenny Pipe & Supply (ASA)
33	Famous Enterprise (ASA)
34	Traeger Brothers and Associates (ASA)
35	The Collins Companies (ASA)
36	Metropolitan Pipe & Supply Co. (ASA)
37	Jabo Supply (ASA)
38	Thos. Somerville Co. (ASA)
39	J. H. Larson Co. (ASA)
40	Aaron and Co. (ASA)
41	General Plumbing Supply (ASA)
42	Northeastern Supply (ASA)
43	American Pipe & Supply (ASA)
44	Masters' Supply (ASA)
45	Connor Co. (ASA)
46	Central Supply Co. (ASA)
47	APR Supply Co. (ASA)
48	The Portland Group (ASA)
49	Toole & Rose Supply
50	Supply New England (ASA)

## HVACR

Search...

Rank	Company
1	Watsco
2	Ferguson (ASA)
3	R.E. Michel Co.
4	Winsupply (ASA)
5	Munch's Supply (ASA)
6	F. W. Webb Co. (ASA)
7	Sid Harvey's
8	Gustave A. Larson Co.
9	AC Pro
10	Koch Air
11	Group Deschenes
12	G. W. Berkeheimer Co.
13	Locke Supply Co. (ASA)
14	Shearer Supply
15	American Metals Supply Co.
16	Williams Distributing Co. (ASA)
17	Lohmiller & Co. (Carrier West)
18	Famous Enterprise (ASA)
19	American Refrigeration Supplies
20	Coburn Supply Co. (ASA)
21	Refrigeration Sales Corp.
22	Cregger Co. (ASA)
23	Keller Supply Co. (ASA)
24	HVAC Distributors
25	Robertson Heating Supply (ASA)
26	APR Supply Co. (ASA)
27	Mountainland Supply (ASA)
28	CCDM Group (ASA)
29	Meier Supply Co.
30	Irr Supply Centers (ASA)
31	The Granite Group Wholesalers (ASA)
32	Goodin Co. (ASA)
33	Dakota Supply Group (ASA)
34	Dealers Supply Co.
35	Connor Co. (ASA)
36	First Supply (ASA)
37	Aaron and Co. (ASA)
38	Thos. Somerville Co. (ASA)
39	Northeastern Supply (ASA)
40	Wolff Bros. Supply (ASA)
41	Gateway Supply Co. (ASA)
42	The Portland Group (ASA)
43	VP Supply Corp. (ASA)
44	Lute Supply (ASA)
45	General Plumbing Supply (ASA)
46	ILLCO (ASA)
47	Penco Corporation (ASA)
48	Mid-City Supply Co. (ASA)
49	Plumbing & Heating Wholesale
50	American Pipe & Supply (ASA)

PREVIOUS PAGE

NEXT PAGE

All sales ranked in U.S. dollars. Editor's estimates not included in category rankings due to incomplete company data.

Source: *Supply House Times*/BNP Media Market Research 2022

BACK TO PREMIER 150 STORY





PREMIER 150 TOP SALES RANKING

PREMIER 150 SEGMENT LEADERS

- \$500 million or more
- \$100 million - \$499.9 million
- \$50 million - \$99.9 million
- \$49.9 million and under

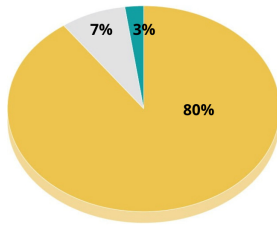
SALES TRENDS

## SALES TRENDS

### FOR PREMIER 150

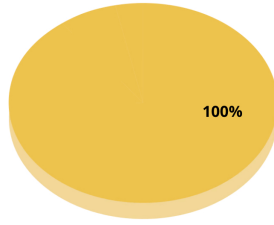
(Year-To-Year Comparison And Projection)

2020 VS. 2021 SALES  
(Projected)



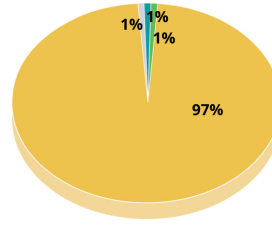
- Sales will increase in 2021
- Sales will stay flat in 2021
- Sales will decrease in 2021

2020 VS. 2021 SALES  
(Actual)



- Increased sales in 2021

2021 VS. 2022 SALES  
(Projected)



- Sales will increase in 2022
- Sales will stay flat in 2022
- Sales will decrease in 2022
- Don't know

◀ PREVIOUS PAGE

NEXT PAGE ▶

\*Totals may not add up to 100% due to rounding.

Source: Supply House Times/BNP Media Market Research 2021

[BACK TO PREMIER 150 STORY](#)



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# TIM MORALES *and* ASSOCIATES AT 25

## TMI celebrates 25 years, citing teamwork and embracing technology as keys to success.

BY NATALIE FORSTER

"We all wake up in the middle of the night thinking about one more thing you could have done the day before. You make note of it and wake up ready to get after it the next day."

That's how Mobile Alabama-based rep firm Tim Morales & Associates' (TMI) Founder and President, **Tim Morales**, describes the competitive spirit that keeps himself and his team going every day.

Growing up in a home with 10 children — seven of them being brothers — Morales is no stranger to competition, or family business for that matter. Morales' parents — Joe and Grace Morales — started a rep firm in Nashville, Tennessee in the 1950s —J.H. Morales Sales Corp.

Having been literally born into the plumbing business, Tim Morales took over the family's Mobile, Alabama warehouse after attending Auburn University, and then years later in 1997, founded his own rep firm (TMI). Although TMI is celebrating its 25<sup>th</sup> year in business in 2022, Morales says the company's story and foundation dates back to even before he was born.

"It's something I grew up in; this industry is my passion," he says. "TMI was built on the decades-long foundation my parents had in this industry."

In addition to his parents — Morales notes two mentors from the PHCP-PVF industry who helped shape how he operates today.

"**Jim Mansfield** of Red White Vale and Sioux Chief's **Mike Stallings** were both major influences on my management style. Both were heavily focused on the trades," Morales says. "Although transactionally reps work for the manufacturer, we ultimately serve the trades."

"Jim and Mike also put a great deal of emphasis on working with the design community," he says. "So I learned from them very early on that you can help those communities and you can learn from them too."

At this stage in his career, the family-like relationships he's made with members of these communities is one of Morales' greatest achievements. "My coworkers and friends in the contracting and design communities make this business fun," he says. "Meeting people every day and the obligation I have to pay it forward and give back to this industry are reasons why I do what I do."

### It's all about the team

TMI has approximately 20 employees, both part-time and full-time, that cover Tennessee, Louisiana, Mississippi, Alabama and the Florida Panhandle and represent more than 25 manufacturer lines.

Over the past 25 years, TMI has learned a thing or two about growing and maintaining a rock star team.

**Richie Sherer**, vice president of sales, points out TMI has tapped into a unique resource to build a strong, knowledgeable team — folks who have retired from their full-time careers in the PHCP-PVF supply chain.

TMI's Territory Manager Kim Costner showing Mr. Steam and TOTO USA product at the Nashville Home & Remodeling Show.

"A lot of valuable knowledge has retired from our industry," he points out. "We have a group of part-time people we affectionately call the 'Gray Squad.' These are people who have worked for manufacturers or wholesale business all their life — or even been owners of wholesale businesses. So they have a lot of knowledge; we embrace those guys and get them to come work with us. We learn from them and they've been a huge asset to our efforts."

For more information, contact TMI at [info@timorales.com](mailto:info@timorales.com) or call 800-845-2222.

**Jessica Kolaitis**, CPMK, vice president of operations, handles all of TMI's day-to-day operations — accounting, inventory control, marketing and more. Morales' says Kolaitis is "the glue that holds us together."

Kolaitis is also a good example of Morales' hiring strategy. Just over 10 year ago, Kolaitis was looking to get out of her background college athletics and connect with Tim through a mutual friend. "About three months after I connected with Tim he called and offered me a job."

Morales says almost all of TMI's employees were found through "someone who knows someone."

"If you're looking for talent to add to your team, more than likely someone in your network knows someone that could be a fit," he says. "That's one of the great values of networking with our industry associations such as ASA, SWA and AIM/R — your network is always growing."

Morales, Sherer and Kolaitis all agree that the team TMI has built is hands-down what the three are most proud of.

"I'm most proud of the team we've built, the culture we have and the experience we've all gained," Morales says. "When you build a company from the ground up, you aren't always confident you'll get to the point of having a strong team who works well together and motivates each other, but I can proudly say we've achieved that."

Sherer echoes Morales' pride, adding he couldn't imagine working anywhere else, and the team at TMI has been a blessing in his career.

Kolaitis says she's especially proud of the customer service team at TMI. "They've effectively adapted their roles over the past couple of years," she says. "No matter what issues arises, someone on our team will find an answer, so I'm really proud of how they have addressed these challenges."

### Embracing technology

TMI is never shy to embrace new technology. In fact, the company was ahead of the curve when COVID hit with having a large portion of its employees already working remote.

Kolaitis points out that although the company was prepared to work remotely, keeping the company culture in tact was both a challenge and a top priority.

"Celebrating the small successes has been a great way to keep everyone connected and motivated," she says. "For example, if we get a customer compliment or if we are celebrating an achievement, we'll share it with the whole team. Small things like that have made a big difference in keeping the culture positive and uplifting."

Morales points out that TMI began embracing technology more than 10 years ago, as it was open to remote work and employees before it became the norm.

"Not only does being open to remote work expand your pool of candidates, it helps immensely with work-life balance," he says. "We have always been and always will be a family-first business. If someone needs to go do something with their kids or for their family, you won't get a challenge from us. Not everyone thrives in a cubicle environment."

A lot has changed technology-wise in the past 25 years. Morales says no matter what's developing technologically, one thing that won't change is the No. 1 priority — to serve the customer base.



TMI was recognized in 2022 for record sales with supplier partner Sioux Chief. Tim Morales (middle) is pictured with Sioux Chief Regional Sales Manager Kevin Ismert (left) and Executive Vice President Rex Boer (right).

An advertisement for Merit Press Technology. The top half features the company name "MERIT PRESS TECHNOLOGY" in large, bold letters. Below the name is a QR code and a small cartoon character. The middle section shows a collection of various metal fittings, pipes, and valves. To the right of the fittings is a list of product features: "4 Path Leak Before Press System", "CopperPress with VPR Band (Visually Indicates Pressed Ring)", "Color-Coded Box, Bag &amp; Band to Easily Identify Sealing Element", "Both Alloys Carry a 50-Year Warranty", "Consistent Wall Thickness", and "Installation is Quick and Safe". At the bottom right, there is a logo for "MasterSpec" and contact information for Merit Press Technology, including a website and phone number.

"Technology is evolving at an exponential rate. The only thing we can do is embrace it and get on board," he says. "Our job is to be proactive to make sure we engage with the technology in an effective way that serves our customers."

Morales also cites being proactive as an important way to tackle today's supply chain issues and complex marketplace.

"It's about being proactive in an evolving world. If there's a problem in the supply chain, you can't just sit back and wait until the problem hits the customer," he says. "You have to get out in front of it and communicate to your customer, let them know there's an issue and develop a plan to address it."

As eCommerce continues to develop, Morales says there's no point in feeling threatened by it, because it's not going away.

"Don't be a victim of technology and eCommerce," he says. "We've acted proactively in this environment by helping our distributors access and load manufacturers' content and data onto their platforms."

Sherer points out that TMI uses the "don't be a victim" mentality often. "If there's a problem, just deal with it," he says. "If I get bad news late in the evening, I'm going to call that customer first thing in the morning and work together to find a solution."

## Muscle memory

One of the major keys to success for any PHCP-PVF rep is adding value for its supplier and distributor partners. Morales says that as a multiline rep part of TMI's value is the synergy it offers with the lines it represents.

"There are a lot of products that can't be installed without one another," he explains. "So if you get a call from a fab shop needing a lot of torches, you need to be able to offer them copper fittings to go along with it."

Morales adds that it's important to recognize the synergy among contractors and designers. "The contractor that installs the backflow preventer is the same contractor that installs the enclosure. It's also important to recognize on the design side that the same civil engineers are going to specify both products as well," he says.

In addition to continuously providing solutions and value, Morales says successful reps of the future need to sell upstream.

"We as reps tend to focus our sales downstream to hit our sales numbers and monthly obligations, but there's a constant influx of people new to the industry on the manufacturing side, and sometimes we fail to go back upstream and point out the value we're delivering."

Short term goals for TMI are clear: Meeting sales obligations, focusing on employee development and retention and remaining profitable.

"At the end of the day, we're here to make money and to help those we work with pay their bills, put their kids through school, etc.," Morales says. "But the long term goal is to make sure these practices and the foundation we've built over the past 25 years are like muscle memory."

Sherer says continuing to develop strong talent and relationships will always be a goal for TMI. "Anyone can be your partner in good times, but who will be there during the 2008s and the 2020s?" He says.

"We will look for new ways to serve our customers. We will remain flexible and adapt to challenges," Morales says. "We will instill the leadership techniques we've learned to set the company up for another successful 25 years. At the end of the day, our goal is to be an easy resource for our wholesale customers, a solution for our designers and contractors and the most efficient, cost-effective path to market for our manufacturing clients."



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## Roundtable with Winsupply Local Company Presidents showcases pay it forward mentality, entrepreneurship and individuality company-wide.

During Winsupply's annual awards gala and vendor showcase, in Dallas, Texas this March, *Supply House Times* Chief Editor **Natalie Forster** sat down with four Winsupply Local Company presidents and the President of Winsupply Inc., **John McKenzie**. The intention of this roundtable discussion was to gain a pulse for the marketplace, talk technology in the warehouse and tackle supply chain disruption, but the conversation took on a mind of its own, revealing a whole new story altogether: The unique business model behind the Winsupply Family of Companies.

The Winsupply Family of Companies is made up of more than 600 locations nationwide, each owned and operated by a local president. The company's slogan is "Spirit of Opportunity," and if you'd listened in on this roundtable, you'd understand it's much more than just a slogan. These roundtable participants did not hold back in sharing their passion for the opportunity and impact Winsupply has had on both their careers and lives altogether:

- **John Knab**, president and owner, Winsupply of Tampa;
- **Troy Drinkard**, president and owner, Winsupply of Dallas;
- **Jake Spitzlberger**, president and owner, Winsupply of San Diego;
- **Adam Van Lear**, president and owner, Winsupply of Austin; and
- **John McKenzie**, president, Winsupply Inc.

A few minutes into the discussion, the participants were asked to describe Winsupply's unique business model. Spitzlberger jumped in to share how he learned of the opportunities for growth to ownership the company offered, noting that after visiting a career fare in Nebraska and hearing from a handful of local company presidents, he "knew within five minutes that's what I wanted for my life."

"Almost all of the presidents I met that day started as a truck driver or in the warehouse," he said. "This model is set up so that I get to lean on hundreds of years of experience, giving me confidence to make decisions, along with the support and data I need to succeed at my company. If you do what we do and don't have a support system to call on, it can become a lonely and stressful place really quick."

Everyone at the roundtable agreed that the size and scale of Winsupply doesn't mean the family-like culture isn't prominent. Van Lear, who's been a president for eight years, initiated a peer group of about 10 local company owners, stretching from Ohio to San Diego.

"I wanted to gather a group of us who desired to grow, learn from each other and push each other," Van Lear said. "We meet once a quarter, have a text chain that never stops and numerous phone calls. We do life together; we truly are family to one another."

McKenzie emphasized the importance of formal and informal peer groups within Winsupply's model.

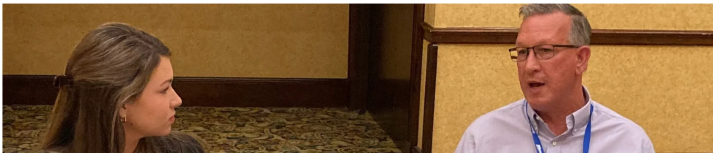
"It's a phenomenal structure that allows the individual entrepreneurs and owners to create informal peer groups supported by formal peer groups" he said. "Although there are different geographies, and are in different industries, we all have the same purpose, which is to help encourage capable entrepreneurs succeed."

Knab noted how invested each and every local owner is in their company, fueling nation-wide investment in the success of each Winsupply company.

"A big part of the success of each of these owners is that we're invested; they're running their own business and just like any mom and pop entrepreneurial business, they're invested in its success," he said. "And it is a bigger family. Anyone is always willing to help someone else."

Last year, Winsupply launched a president scholarship program which acts as both a recruiting and mentorship vehicle for potential owners to learn from current owners and either take over a company or start their own.

"There's so much informal mentoring that happens as well," McKenzie pointed out. "We have interns coming right out of college and interns who aren't even 18 years old yet; we'll take anyone with potential and mentor them. We know our culture is different, so we hire for culture and teach skill later."







### Complete autonomy

Although it's a national company, Winsupply doesn't use the word "corporate," it refers to its headquarters team in Dayton, Ohio as the "Support Services Team."

The Support Services Team makes sure the local owners know that help at Winsupply is unlimited, as long as they're willing to ask.

"All of us at Winsupply Inc. headquarters focus our energy every single day towards supporting the owners," McKenzie said. "We have only one desire: That each of these entrepreneurs has the opportunity to achieve the highest level of success."

McKenzie added that the individual owners have complete autonomy in their operations, and are treated as completely independent companies — owners can even invite whoever they want to sit on their boards, purchase inventory from wherever they want, have their own balance sheet, create their own hours of operation, and the list goes on.

"It's hard for people to believe how we operate," he noted. "These owners' companies are completely autonomous, and Winsupply in Ohio has little to nothing to say about it. The owners' decisions and reaction to the market matter; they are each experts in their market and have the ability to make the decisions that are best for their companies."

McKenzie always says, "Branches are for trees — we don't have branches, we have companies, and they're treated as such."

Unlike a traditional corporate structure, Winsupply Inc. doesn't work from a top-down mentality.

"In a traditional corporate structure you'd have orders and decisions being made from the company's president just because they said so," McKenzie pointed out. "The Support Services team is simply there to support the local company owners."

**"Winsupply Inc. has no other desire than to invest in infrastructure that allows for the unlimited growth of the organization, granting the local companies the opportunity to grow without limitation."**

*– John McKenzie, president, Winsupply Inc.*

### Life changing

The phrase "life changing" was heard many times throughout not only this roundtable discussion, but during the Annual Local Company Awards Ceremony and Gala as well. During acceptance speeches, countless award winners referenced their choice to join Winsupply and become a company owner as life changing.

"I had been in the army for four years and knew nothing about plumbing or wholesaling, but six months into being with Winsupply, I wrote a check for what was most of the money I had as a 27-year-old with a two-year-old daughter to purchase my ownership," Van Lear shared. "It has absolutely changed my life."

Some local owners took a leap of faith to purchase ownership in their companies, while in other cases, Winsupply took a leap of faith in supporting entrepreneurs who had immense potential.

Spitzlberger shared that coming out of college, where he worked four jobs to help support his family, he had an opportunity to play pro football in Europe after graduating. "I was seriously considering giving up that dream to take a job with a manufacturer to have a steady income," he explained. "I had an offer from **Terry Okamoto** at Winsupply of South Denver to go the traditional route with Winsupply, starting in the warehouse, but I turned it down to accept the offer at the manufacturer to start out making more money for my family right away."

Winsupply saw potential in Spitzlberger, so not only did they offer him a sign-on bonus to cover the immediate expenses he was worried about, but they told him to go play football for a year and then come join the Winsupply team afterwards.

"For this, I am forever indebted to Winsupply, and I have a drive to never let them down," Spitzlberger said. "At 24 I wrote a check to buy ownership in my company. Winsupply has changed my life in a drastic way. It gives me the ability to live freely and lead others to take advantage of the same opportunities."

### Pay it forward

Because of the local company owners' passion for the Spirit of Opportunity Winsupply embodies, they want to pay it forward to the next generation of potential entrepreneurs and company owners, whether that be financially and/or through mentorship.

McKenzie said he's seen the pay it forward mentality transcend through Winsupply for decades.

"You hear people who've created success and financial freedom for themselves, their family and their employees develop this burning desire to pay it forward to someone else," he said. "There's this self-accountability within these owners where since this business model has changed their life, they want to replicate that experience for as many people as possible."



The pay it forward mentality doesn't just apply to the presidents of the companies. "The Win model not only supports the president level, but it supports throughout every level of the business and our employees," Van Lear said. "On a

daily basis, we're able to create change for any position in our company, for people that are willing to do the hard work and help build the business."

Drinkard shared a story of a time he heard a local company president asking around to find a newer local owner who needed help financially to buy their shares, simply because someone had loaned him hundreds of thousands of dollars to do so years before, and he felt it was time to pay it forward.

McKenzie pointed out that the Winsupply model and culture becomes a part of people's lives.

"It quickly changes from it's about *me* to it's about *we*," he said. "The only promise Winsupply Inc. makes to a person is that you get the opportunity to be the best version of yourself. We guarantee you get the opportunity and support; what you do with it is up to you."

Winsupply Inc. achieves a lot of attention for its multitude of acquisitions, but according to McKenzie, the fuel behind each and every move the Support Services team makes, is to offer the highest level of success for the local companies.

"Winsupply Inc. has no other desire than to spend the next few years investing in an infrastructure that allows for the unlimited growth of the organization. Much of what we do out of the Support Services group is build our distribution network, technology, human capital initiatives, training, logistics and innovation," he said. "We do these things because we want the organization to naturally grow, granting the local companies the opportunity to go grow without limitation."

**Natalie Forster** is chief editor for *Supply House Times*.

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- Up to 85 GPM
- Ion Genesis Controller
- (2) 12 volt Batteries
- Longer run times than 55ACi Deluxe*

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# Oatey introduces L. R. Brands

BY NATALIE FORSTER

◀ PREVIOUS PAGE

NEXT PAGE ▶



**SHT: Tell us about the history of the L. R. Brands idea and name?**

**CO:** L.R. Brands is part of Oatey Co., which was founded in 1916 by Lee Roy Oatey, who went by the name L.R. Oatey. Named after our founder, L.R. Brands pays homage to our century-long heritage of delivering high-quality behind-the-wall products for tradespeople, even as we expand our footprint in the front-of-wall, designer-focused space.

**SHT: What went into the decision to create L. R. Brands?**

**CO:** For more than 100 years, Oatey Co. and its brands have been trusted for their world-class products in the rough plumbing space. As we continue to innovate and grow, we're expanding our footprint in the showroom/decorative space. L.R. Brands serves as the umbrella for us in the showroom, under which our QuickDrain and 1916 Collection brands fall.

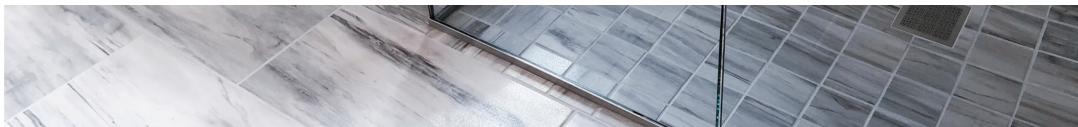
**SHT: What can distributors, contractors and end users expect out of L. R. Brands?**

**CO:** L.R. Brands is a carefully curated collection of bathroom accessories and products that take your design to the next level. From elegant total shower solutions to freestanding tub drains, L.R. Brands is the home for design-minded individuals. Those who can appreciate that when it comes to bathroom design, the difference is always in the details.

At L.R. Brands, we are just getting started. Many will be familiar with our QuickDrain products, which now fall under the umbrella of L.R. Brands – featuring innovative total shower solutions, linear drains, decorative covers and finishes and more. We also recently introduced 1916 Collection, a portfolio of thoughtfully designed, exceptionally engineered bath accessories, including the recently launched Freestanding Tub Drain, that enhance both of the form and function of every bath experience.

You can expect that our 1916 Collection will continue to grow as we add additional bathroom accessories that expand our presence in the showroom and decorative market.





**SHT: Describe the 1916 collection and what it includes.**

**CO:** 1916 Collection is a portfolio of thoughtfully designed, exceptionally engineered bath accessories, including the recently launched Freestanding Tub Drain, that enhances both the form and function of every bath experience. The Freestanding Tub Drain is an excellent example of what we plan to achieve through 1916 Collection: it's the simplest, most convenient way to install a freestanding tub, taking the guesswork out of a cumbersome process, improving efficiency and lowering costs. We plan to further expand and grow the 1916 Collection in the years to come.

**SHT: How does this new subsidiary affect Oatey's path as a company moving forward?**

**CO:** At Oatey, we are laser-focused on our purpose to Deliver Quality, Build Trust and Improve Lives. That means we're dedicated to staying connected with our end-users, understanding their pain points and delivering thoughtful, well-engineered solutions that make their lives easier. With the addition of L.R. Brands, we are positioned to continue to deliver compelling new products both behind and in front of the wall, with a particular emphasis on the showroom space.



**SHT: What are the most prominent trends you're seeing in residential bathroom design and products? Are there trends on the rise that you expect to see develop over the next year or so?**

**CO:** Now more than ever, homeowners are interested in investing in their bathrooms to make spa-like, oasis spaces in their own homes. This trend impacts demand for a variety of products, ranging from smart home technology in the bathroom to curbless wet room experiences and freestanding tubs. Often, these trends intersect nicely with universal design and aging-in-place solutions that homeowners are prioritizing during renovations. Despite the fact that we're getting back to a "new normal" in the wake of COVID, we don't anticipate these trends waning anytime soon – homeowners have a new appreciation for their residence and the experiences they create for themselves at home.

**SHT: What are the top wants and needs of contractor customers and end users in the bathroom sector? What things should distributor/showroom partners be doing to best work with you to help meet those needs?**

**CO:** There are a few key things that have been a top priority for contractors and end-users over the past couple of years: Product availability and efficiency/ease of use. It goes without saying that supply chain challenges and disruptions related to the pandemic have impacted the entire industry, and contractors and end-users of all types want to ensure the product they need is available to them when they need it. At the same time, with such high demand for new builds and renovations, contractors, in particular, are looking for product solutions that help them complete a job efficiently without sacrificing quality.

To help meet these needs, it's critical for manufacturers and distributors to continue to have open lines of communication, remain flexible, and keep the end-user front and center to ensure we are working together to deliver relevant solutions that help them get the job done, no matter what.

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# THE PROS/CONS OF A-LA-CARTE, PREPACKAGED AND PREASSEMBLED PUMPING SYSTEMS

BY JEFF WILDER

PREVIOUS PAGE

NEXT PAGE ➔

Images courtesy of Franklin Electric

## Which is the best choice to meet the needs of distributors and end users?

When it comes to stocking pumping equipment and components for your customers, having what they need — when and how they need it — goes a long way in delivering quality customer service. When a contractor requests a pumping system, there may be no time to wait for “one more component” to arrive. Yet, from an inventory perspective, keeping an ample supply on-hand of all parts and configurations can also pose its own challenges: inventory control, complex ordering and overhead management, invoicing issues, and more.

ATTRIBUTES	A-LA-CARTE	PREPACKAGED	PREASSEMBLED
FLEXIBILITY	★★★	★★	★
ORDERING/INVOICING	★	★★★	★★★
COST OF PRODUCT	★★★	★★	★
SKU MANAGEMENT	★	★★★	★★★
LABOR/TIME	★	★★	★★★

GOOD: ★ BETTER: ★★ BEST: ★★★

From a distributor's perspective, there are several variables to consider when looking at how to manage your pumping inventory. Does an a-la-carte system make the most sense and provide the most ease? Or is it better to offer pre-packaged or preassembled systems? How do these system options benefit contractors – and can those benefits enhance a distributor's customer service levels?

Consider the following questions when evaluating the pros and cons of using an a-la-carte, prepackaged or preassembled pumping system:

### How important is flexibility to your customers?

A-la-carte ordering is often the most common supply method for distributors, and for good reason. It offers the flexibility to get what's needed when and how it's needed, ordering only so much of an item and filling inventory holes as they develop. For end users, this flexibility extends to their purchasing needs as well. They can grab a part as its required without needing to get an entire system. When a customer does need a more complex pumping system, they can customize it to their needs — with each piece being specified a-la-carte.

However, this flexibility comes with some drawbacks for both distributors and their customers. Purchase orders are often long, complex and itemized – meaning extra accounting and inventory oversight both in and out the door. Items can arrive in separate shipments, in multiple boxes and may not include everything at once. When gathering items for a customer order, the same complex issues apply – warehouse personnel must manually pick/pull each SKU, document it and confirm it. There's no standard packaging or easy way to deliver the total order. This includes supplemental materials such as specification sheets and installation instructions which must be gathered and accounted in the order. Is it possible to streamline ordering and invoicing?

One option to overcome some of these a-la-carte challenges is for distributors to create prepackaged, customized systems for their customers. These can carry a single line on a purchase order and offset the picking and shipping issues associated with having to pull an entire order. Since the system is prepacked at the distributor, customization is also still possible. Distributors can offer several a-la-carte line items within the prepackaged system – bridging the gap between simplified ordering and customization needs. Distributors can make modifications before selling the system to contractors while still saving on the number of SKUs they need to keep within their inventory and the time required to pick individual components. However, for the







contractor, there is still one major drawback: installation. These prepackaged systems will still require internal assembly, meaning more time onsite for contractors and more hands-on time with each system.

### Which system creates the greatest time savings for distributors and installers?

When it comes to saving time on installation, preassembled packages offer the biggest advantages. Preassembled packages deliver all the streamlined purchasing and delivery benefits of a prepacked system with the added benefit of easier installation since much of the assembly is handled by the manufacturer. This also means less margin for error on the jobsite since components are assembled in a more controlled environment. It can also deliver cost savings on installation; as skilled labor becomes harder to find and more expensive, preassembled units can equate to back-end savings.

For the distributor, upfront ordering is also easier: the package arrives together from the manufacturer on a single purchase order in a single package. There's no searching or waiting for multiple parts or shipments, and no need to pull and package components. Everything is prepackaged and ready to distribute to contractors as needed.

With no options for customization, preassembled package systems may not be for everyone. They do offer benefits in many application situations, especially if timing is tight for a basin install. For example, if the system is being used in a sewage lift station, the easier pump installation that comes with a preassembled package can equate to big time savings. In these situations, basins are installed by the plumber prior to concrete pour with varying heights depending on distances and required drops for the intake piping. The discharge and vent locations are then known for the rest of the plumbing as the framing and final indoor plumbing is completed at a later point. In this type of situation, preassembled packages require less work for final pump installation since vent connections are easier to make. This equates to less time on site for the overall plumbing contractor -- whether it's a new build or replacement system install. New builds also typically require standard residential pump sizing, so not much customization is needed, making preassembled packages a more viable and smart choice.

In contrast, with sump lift stations, an a-la-carte option might be more appropriate. Not all sump lift station locations require a sump pump, but a general contractor will still typically install a standard basin early in the construction project when drainage tile is installed and before concrete is poured. Typically, the plumber is called in much later, so any pump that's required is selected at the end of the project. These pumps are then very easy to install since they don't require any attachment to vents or other plumbing fixtures. Only outdoor discharge is required, and this is normally just a hole drilled to get outside. In these situations, the installation time savings associated with a pre-packaged or pre-assembled pump is less of an important consideration.

### What's the right mix?

A-la-carte, prepackaged and preassembled pumping systems all offer benefits in various situations. The bottom line is each is a viable and important part of a distributor's overall offering. Knowing which makes the most sense in a variety of situations can help distributors and contractors maximize the benefits of each when it matters -- whether the contractor is looking for customization, streamlined ordering or simplified installation.

**Jeff Wilder** has been a Plumbing Product Manager at Franklin Electric for several years. His background includes 10 years of mechanical engineering experience, with seven of those in hydraulics seals and three in electric motors/controls and project management.

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◀ PREVIOUS PAGE

NEXT PAGE ▶

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**BUILD IT BETTER || CHARLIE PARHAM**



Contact Charlie

# Build a better rep firm for the future

Pepco Sales & Marketing's Charlie Parham introduces his new column.

Build it better. Like most simple concepts worth doing, the execution is what challenges us.

My name is Charlie Parham, and I run Pepco Sales and Marketing with my business partner, **Heath Williams**. We are a manufacturer's representative firm located in Texas. In addition to our state, we cover the Oklahoma, Arkansas, Louisiana and New Mexico territories. We specialize in plumbing, mechanical, HVAC, waterworks and irrigation lines for both residential and commercial industries.

I am excited to begin a column for *Supply House Times* writing as a voice for manufacturer's reps. I see this column as an opportunity to serve and build up our industry. I believe it is important for manufacturer's reps to strive to be better business people with healthy, robust companies, acting as first-class stewards of the products we represent. We are professionals who make the manufacturer's rep model attractive to the industry by offering manufacturers a valuable alternative to having their own sales force. Reps "Build it Better" each day through our passion, connection to the territories we serve, and deep desire to serve all channels in our markets.

◀ PREVIOUS PAGE

NEXT PAGE ▶



Through this platform, I will share my insights, experience, interviews from industry influencers and lessons from trusted sources. So whether you are a rep, a manufacturer or any stakeholder in the industry, you will be able to see what reps do, the innovation and fresh ideas we bring to the table and why you want to continue to invest in our business model.

An active, engaged, network is key to manufacturer's reps performing at high standards and it is my hope that this column will encourage conversations and connections throughout the country.

So, why **Build it Better**?

With "Build", I want to honor construction as the beating heart of our industry. Building is inspiring from the first sketches of a building through the planning, contracting, construction, and finish out. Driving past downtowns or suburban neighborhoods and recognizing those projects that have the products we represent gives me, as I am sure it gives all reps, a burst of fresh energy. Inspiration, passion and excitement come from participating in the building process. Providing our support, knowledge, and service throughout the hard work it takes to make a construction site rise from the ground is a reason to stand proud. Building is fun. Building is rewarding. Building is the ultimate creative process.

Creating physical structures is just one part of what we build. Building is also about creating and producing a business, a territory or a relationship. As a business owner I build something every day focusing on improving the capabilities of our team to serve our manufacturers and customers. But everyone is building something every day. This leads us to the next element of "Build it Better."

employees, the proposal you're working on, the manufacturer you have in town. It's the training you're doing, the product you're presenting, the feedback you're giving.

"It" is a reminder that any possibility is open to us. Look around you — "it" is everywhere. It's your pen, your computer, the email you're writing, your new hire, your oldest employee. It's the proposal you're working on, the manufacturer you have in town. It's the training you're doing, the product you're presenting, the feedback you're giving. Through the column, I hope to encourage each one of us to look inside ourselves and inside our company and identify our "it". Why? Why look for our it? Why build it at all? The core value is to improve each and every day, leading us to the final piece of

"Build it Better."

"Better" speaks to commitment and investment in continuous improvement and in always seeking to go one step ahead. Better is awareness that change is rarely done in leaps and bounds or fits and starts. Better is an incremental process to which we have to pay active and steady attention each and every day. Better is day by day and inch by inch. Better gives us hope, vision and drive.

Taken together, "Build it Better" is my cause and mission with this column. We integrate the concept of build it better whether it's creating a better building, forming a stronger relationship, or creating the future. My goal with "Build it Better" is to provide aspirational and practical knowledge by sharing my experiences, best practices, failures, challenges and passion. It's a concept we need to integrate into what we are doing, because we believe every day brings a new challenge and a new chance to "Build it Better".

Finally, my personal mission is to leave this world better than I found it. Sharing what I know and engaging with the industry I love will help me do just that. I look forward to hearing from you all and value your feedback, thoughts, opinions and passion.

**Charlie Parham** is CEO of Dallas, Texas-based [Pepco Sales and Marketing](#). You can reach him on twitter [@cmparham](#) or at [linkedin.com/in/charlieparham/](https://www.linkedin.com/in/charlieparham/).



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Contact Marshall

# What do I do if Google can't answer my question?

The best answers come from peer networking.

Every year since 1977, the president of the Specialty Tools and Fasteners Distributors Association (STAFDA) receives a Every day over 8.5 billion Google searches occur. That's one search for every person on the planet. Where did I get those numbers? Google, of course. To me it's surprising the number of queries isn't higher based on my propensity for Googling. Over the years it's become a reflexive response whenever I don't know an answer. Today I made eleven searches on my laptop (outside the dozens for this article) and four on my mobile. One was "How much caffeine is in a chocolate bar?" While the search proved inconclusive, the chocolate bar was delicious.

## What kinds of questions can Google answer?

In addition to providing caffeine counts, Google has become the go-to source for nearly every question we face. According to searchenginejournal.com (which I didn't even know was a thing until a Google search uncovered it) the following are some of the top search terms for 2021:

- NBA;
- DMX;
- Gabby Petito;
- Brian Laundrie;
- Mega millions;
- AMC stock; and
- Stimulus check.

Statista.com claims the most consistently Googled question is "What to watch" with 7.5 million queries per month. Popular shows, sports stats, and the lottery numbers are wonderful sources of questions for a search engine. And in usually less than .42 seconds you'll have at least four million results to sift through.

◀ PREVIOUS PAGE

NEXT PAGE ▶



## What are questions we shouldn't trust to Google?

The short answer is any question where the answer really matters. Whether the subject is personal in nature or business related if the stakes are high, Google probably isn't your best option. Since the first search in 1996 (or it might have been in 1998 depending on which search result you trust) I believe Google has become the largest management consultancy in the world. Millions of businesspeople seek its advice on daily basis. Whether folks are interested in finding a job or starting a business their journey often starts with a Google search.

It's great to use Google to get the ball rolling, but it's just not enough. When you type in a question that matters the search usually results in creating more questions than providing real answers. Often the articles it does fetch are just opinion disguised as fact (don't worry this article is purely opinion, and it's not disguised as anything). If you want to know if a new hairstyle is right for you, or if your latest business idea has a chance of succeeding, or whether switching suppliers is the right call for your company then you need more than a search engine. What do I do if Google can't answer my question?

I do think this is a question that matters. To illustrate Google's shortcomings on answers that count, here is Google's top response to "What do I do if Google can't answer my question?"

*Make sure your device recognized the question correctly. Ask your (Google) Assistant the question again. Say "Hey Google, repeat the question" to make sure your Assistant understood you correctly. If it's still not recognizing the question, try to speak slower or try another question. <https://support.google.com/googlenest/answer>*

You may get a different response than I did based on your search history, location, buying patterns, favorite color and other factors Google bakes into their algorithm. It's clear in my case that Google really didn't understand my question and taking its advice to repeat the question or to speak slower isn't going to provide me with the right answer.

If Google isn't the place to seek answers that matter, where do we go? It depends. Sorry for the consultant's answer, but it's true.

There's not a single source for the right solution to a complex or important question. Instead, the best answers are generally found through a variety of sources. Personal friends, co-workers, suppliers, customers, business professionals such as accountants or lawyers, your boss, or your team are all great resources to utilize.

While these sources may not return four million results in less than a second, they're often close by and easy to ask for help.

One group missing from the list above is your peers. People who share similar responsibilities for companies like yours. A network of peers is a fantastic source of ideas and feedback for exploring challenges or opportunities. They've lived in your shoes and share the same daily struggles you do. The work of building out this group starts with locating your counterparts. Trade association conventions such as ASA's NETWORK, industry conferences and continuing education programs are all places to find your people. You'll discover these peers are able to provide you something far more special than Google's algorithms can.

**Marshall Jones** is a founding partner of Connected Peers Organization and an [ASA CONNECT](#) Virtual Peer Networking Community moderator. Connected Peers brings together key employees in Distribution's leading companies to solve common challenges through online facilitated experience sharing. ASA CONNECT offers a solution that provides professionals in vital job functions an ability to meet online in monthly peer-to-peer facilitated sessions. You can contact Marshall at [marshall@connectedpeers.com](mailto:marshall@connectedpeers.com) and find out more about their work at [www.connectedpeers.com](http://www.connectedpeers.com).



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◀ PREVIOUS PAGE

NEXT PAGE ▶



FROM THE ASA PRESIDENT || BILL CONDRON



Contact Bill

## NETWORK2022: Worthy of your time

We all have tremendous demands for our time and attention. I know when I am invited to attend a conference like NETWORK, I always stop to evaluate whether it will be worthy of my time.

Is it worth being away from my family and my business? Is it an effective use of my time where I will find value and tangible results? Knowing these are the expectations we all put on our work travel, we pushed hard to create a conference at this year's NETWORK that we believe is worthy of your very valuable time.

For the first time this year, we assembled a committee of volunteer members to review last year's highly successful NETWORK program in Las Vegas (attended by more than 700 people) and challenged them to find ways to exceed that success this year.

I am proud and excited about the program they have prepared for this year's conference in Chicago (Nov. 9-11 at the Fairmont Millennium Park). Eleven educational sessions presented by highly regarded thought-leaders as well as panel sessions of industry experts are sure to create takeaways well worth your time.

Also, there will be a return of the highly popular "Great Ideas" roundtables, where last year in Vegas attendees walked away with more than 100 best practices to improve their businesses. And a glimpse at the 2023 economic forecast from ASA's Chief Economist **Dr. Chris Kuehl** will help make this year's conference extremely valuable.



NETWORK2022, which will include the return of the popular Great Ideas Roundtable sessions, takes place Nov. 9-11 at the Fairmont Millennium Park in Chicago. Photo by Bob Levy/ASA.

You will find in this year's NETWORK program brochure (head over to [www.asa.net/networking/NETWORK2022](http://www.asa.net/networking/NETWORK2022)) that we will be exploring several exciting and diverse topics such as the impact of artificial intelligence (AI), winning the talent game, and navigating the supply chain woes. In addition to this strong educational offering, there will be more than two days of networking opportunities to help expand your peer networks.

We all find the educational seminars to be valuable. However, we also know that some of the best takeaways and insights are found in the casual conversations that happen with industry friends and peers throughout the conference. The education is valuable. The networking is invaluable.

I know you have many choices of how to spend your time. I believe that as you review the strong and exciting program that we are offering you and your teams, you will agree that NETWORK2022 will be very worthwhile.

I look forward to seeing you in Chicago to celebrate our industry conference, together.

Be well,  
Bill

**Bill Condron** is president and CEO of Concord, New Hampshire-based The Granite Group and is the 2022 ASA president.

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## ASA Platinum Supplier Partner Spotlight: Kohler

Since the onset of the pandemic, supply chain disruptions have affected the kitchen and bath industry, creating challenges in manufacturing.

In response to these challenges, our teams collaborated by reconfiguring production lines to support products in high demand to ensure customers continued to receive the level of gracious service synonymous with Kohler. Our network of manufacturing and distribution centers have allowed us to move forward and remain dedicated toward continuous improvement.

With home buying at an extreme high, there is an increased desire to remodel the home to make the space the buyers' own; by offering a range of design styles and finishes, Kohler encourages personalization in the home. In addition to the desire for personalization, there is a higher prioritization around wellbeing and moments of serenity.

◀ PREVIOUS PAGE

NEXT PAGE ▶

In addition to the desire for personalization, consumers are prioritizing wellbeing for themselves and the planet. By understanding choices and how they can impact others, consumers look to make small choices that can make a big difference. Kohler's Believing in Better mission highlights our company's commitment to a better planet, better communities and better lives.

THE BOLD LOOK  
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Kohler is proud to offer environmentally friendly products, including WaterSense EPA-certified faucets and fixtures. Kohler continues to be committed to water conservation and sustainability, while also always making strides to improve the level of gracious living by providing exceptional products and services. Kohler also encourages associates to become involved in causes they are passionate about, working collaboratively to provide opportunities to make a positive impact in our community.

Navigating the implications of the pandemic, we've continued virtual trainings and workshops, offering a source of support and information to associates. We champion our wholesale and showroom partners, and appreciate the work done by all for continued success.

In addition to ongoing beneficial customer programs, we are excited about the continuation of new merchandising offerings that ensure the latest in design and innovation are on display for consumers. We are also looking forward to being in-person with our customers as associates and consumers begin to feel once again safe to gather for events.

Our relationship with ASA continues to be of utmost importance during these challenging times. Especially as consumers look to upgrade their existing home products, we depend on ASA professionals to help with managing fluctuating production needs, and to continue best operational practices. We are thankful for our partnership and are optimistic in looking to the future.

# Submit your data for the 2022 ASA Operating Performance Report

*Inflation starting to creep into numbers; Inventory levels on the rise.*

Respondents to ASA's monthly sales report reported a median sales increase of 27% for February 2022 vs. the same February 2021 timeframe. These results reflect another month of robust performance compared to the same month a year ago, though compared to January 2022 totals, the median sales growth was a more modest 4.5%, reports Industry Insights, which prepares the report for ASA distributor members.

Respondents reported calendar year-to-date sales growth of 25%. For the trailing 12 months ending February 2022, respondents reported strong sales growth of 23.4%.

Industry Insights notes the trailing 12-month totals should be viewed with caution.



◀ PREVIOUS PAGE

NEXT PAGE ▶

### Industrial PVF

Industrial PVF distribution firm respondents to the monthly sales report showed a median sales increase of 33.5% for February 2022 vs. February 2021. On a trailing-12-month basis, industrial PVF respondents reported a median sales increase of 27.4%. Inventory rose 32.93 for February 2022 vs. February 2021, while the three-months-average days sales outstanding decreased slightly to 49.3 for industrial PVF respondents.

### Economic indicators

The final "Real GDP" figure for the fourth quarter of 2021 was revised down slightly to 6.9% growth. Total wholesale sales for January grew 21.8% year-over-year, while inventories grew 17.8% vs. the prior year. Housing starts increased in February, but housing permits declined after four consecutive months of increases. The unemployment rate for February dropped to 3.8% and initial claims for unemployment decreased in February, remaining below 300,000 for the fifth consecutive month and trending closer to the 200,000 mark.

### What ASA distributor members are saying:

Some comments from ASA member distributors that participated in the monthly sales report:

- "Business remains very strong. We are in a better inventory position relative to a few months ago."
- "Costs continue to rise. Employment is stable, but below historical highs. After factoring inflation, sales are below the prior year. The overall outlook appears good, but many uncertainties remain."
- "Demand is still strong, but we are worried that inflation will cause everyone to hold off on projects."
- "Inflation, supply chain and workforce challenges continue."
- "Runaway inflation and material shortages continue to put significant pressure on our business. Fortunately, these issues persist for everyone."

## ASA part of coalition supporting Colorado HB 1358 pending language clarification

*Bill addresses lead levels in drinking water in Colorado schools and child care centers.*

The American Supply Association is part of a coalition that supports Colorado House Bill 1358, *Clean Water in Schools And Child Care Centers*, and is offering technical amendments that clarify the intent of this bill.

In a letter to Colorado Public & Behavioral Health & Human Services Committee Chair **Dafna Michaelson Jenet** and committee member **The Honorable Emily Sirota**, the coalition, which also includes International Association of Plumbing and Mechanical Officials (IAPMO), NSF International (NSF) and Water Quality Association (WQA), notes that lead contamination of drinking water poses known health risks, and even low levels of lead exposure can cause permanent cognitive deficits and behavioral difficulties in children.

To reduce the presence of lead in drinking water and combat these potential health threats, the U.S. Environmental Protection Agency (EPA) and Centers for Disease Control and Prevention (CDC) suggest using point-of-use filters tested and certified to comply with the U.S. national standard for water filters.

As such, HB 1358 appropriately requires drinking water filters to meet nationally recognized industry standards for lead reduction, NSF/ANSI Standard 53 for lead reduction and NSF/ANSI Standard 42 for Class 1 particulate reduction.

### Language clarification

Given that the bill also includes a use of lead-free fittings, the coalition suggests including the definition of "lead-free" from the federal lead law as outlined by EPA. These industry standards are referenced in building and plumbing codes throughout the country and provide uniform and consistent requirements in the marketplace designed to protect public health.



The coalition also recommends that the products used in remediation efforts be certified by a third-party certifying body accredited by the American National Standards Institute (ANSI) National Accreditation Board (ANAB). This clarification will ensure the filters and fittings meet the relevant NSF/ANSI American National Standard for drinking water treatment units for lead reduction and perform as intended.

This recommendation aligns with federal government agency guidelines to remove lead from drinking water. It also underscores the need for independent product testing and certification as a critical step to ensuring that products meet the performance, health and quality assurance required by these regulations.

The coalition adds that third-party product certification can help the state provide consumer confidence that water filters and filtration systems will function as they claim, and help eliminate concerns that consumers may purchase and install either non-complying products or counterfeit products available on the market. It is important to note that there are numerous organizations accredited by the American National Standards Institute to provide this service. Lastly, the coalition stresses the importance of noting that federal guidance by EPA and under the federal Lead & Copper Rule establishes an action level for lead to be 15 parts per billion (ppb). Although there is no "safe" level of lead, water filtration devices certified to NSF/ANSI standards for lead reduction have been verified to reduce lead to 5ppb or less, the coalition points out.

Currently, certifying bodies accredited through ANAB test and certify water filtration devices to remediate lead to 5ppb as prescribed under the standards NSF/ANSI 42 and NSF/ANSI 53 for lead reduction. There may be devices and filtration systems that claim to remediate lead below 5ppb, however, this is currently outside of the established and adopted NSF/ANSI standards against which products are tested and certified.

Therefore, the coalition recommends changing the 1 parts per billion requirement in the bill to 5 parts per billion to better align with the requirements for water filters to meet the latest version of industry standards. Along with requiring third-party certification, this change will help ensure that filtration devices used in remediating lead have been verified to do so.

The coalition strongly supports the intent of HB 1358 and appreciates the opportunity to collaborate on this vital water quality legislation.

PREVIOUS PAGE

NEXT PAGE

## Make your hiring/recruitment process easier: Engage with ASA's free PROJECT TALENT platform

ASA's PROJECT TALENT careers recruitment platform is a free benefit to all ASA member companies — distributors, suppliers, manufacturers reps, master distributors and service providers.

PROJECT TALENT, part of ASA's long-term Building One Future initiative, features two key components that member companies can put to immediate use in their hiring/recruitment journeys.



PREVIOUS PAGE

NEXT PAGE

The Supply Industry Careers website ([www.supplyindustrycareers.com](http://www.supplyindustrycareers.com)), where ASA member companies are encouraged to post open jobs, is promoted extensively through many media venues including Facebook, Instagram, Twitter and Snapchat, as well as email marketing to technical high school career counselors, post military career advisors, unemployment career advisors, career/tech ed specialists and community college career specialists around the country. The organic and paid social media campaigns are targeted to the geographic areas of the country where ASA member companies have locations, as well as in specific geographies where there are sizable U.S.-based military installations.

The [SupplyIndustryCareers.com](http://SupplyIndustryCareers.com) website is a free, valuable tool for ASA member companies to post jobs and gain exposure to a diverse audience, including hourly workers, new college graduates, technical workers and military members transitioning to the civilian workforce.

The second exclusive ASA-member benefit component of this program is the Recruiters Toolbox that provides members with a vast array of tools and assets to help elevate their local recruitment efforts.

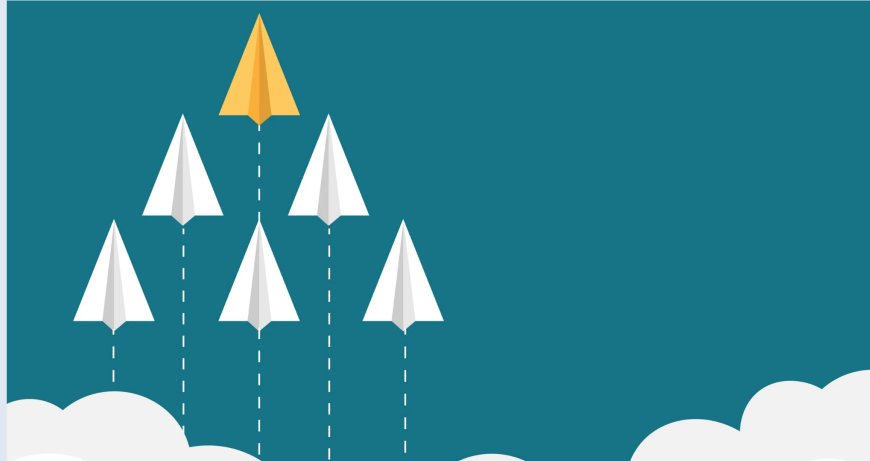
Whether you need examples of well-written job descriptions, stock photos to help with your social media or brochures to assist with developing an internship program, the Recruiters Toolbox offers templates and branded material to help you succeed—all free and ready at the click of a button for ASA member companies.

For more information on PROJECT TALENT, [click here](#). To arrange a tutorial of all PROJECT TALENT has to offer, contact ASA's Mike Miazga at [mmiazga@asa.net](mailto:mmiazga@asa.net).



# SASA Association Partner Spotlight: Federated Insurance

*Creating a risk management culture at your business.*



◀ PREVIOUS PAGE

NEXT PAGE ▶

Establishing and promoting a culture of risk management can have a significant impact at your business. Emphasis on workplace safety and loss prevention — from senior management to frontline employees — can help businesses run more efficiently and avoid errors that could dent or break your bottom line.

Every injury, lawsuit, poor hire and missed opportunity to plan ahead can lead to losses. Insurance can help pay for some of the direct costs of a loss, such as property damage, medical bills and legal expenses, but your business is responsible for some related expenses such as: hiring and training new employees, lost productivity, low morale, damaged reputation and potentially higher insurance premiums. With this in mind, prioritizing safety, good judgment, and a solid risk management plan can help protect your people and your profits.



### It starts at the top

A risk management culture is more than just documented policies on a piece of paper. Management should be committed to upholding safety and risk mitigation across the board, and that commitment should have a ripple effect on everyone — from the most senior, veteran employee to the newest hire. You can lead by example, by:

- Encouraging open communication
- Introducing new employees to your risk management culture and company expectations
- Enforcing and reinforcing safety policies
- Investing in risk management resources

### Take control and enforce safety policies

With the knowledge that many claims are preventable, it's important to create and enforce policies related to safety, conduct and hiring. Designating a risk manager to address these critical practices is one way to take the reins. Consider the risks of not enforcing a risk management plan. It may be tempting to disregard certain infractions with the hope that an incident won't occur, but that could lead to serious repercussions down the road. A single individual failing to follow your safety practices could be costly, lead to long-lasting effects and could lead to low morale among employees who must deal with the consequences.

### Consider the financial Impact

Hidden claims expenses can quickly add up. Additionally, losses can impact your workers compensation experience modifier rate, which may lead to higher insurance costs. Although fully committing to a risk management culture requires an investment, potentially including money, time or additional personnel into your safety program, this is a case where you may be better off safe than sorry.

Knowing that your business is well-equipped with the right risk management culture solutions can allow you to address emerging challenges and various market conditions, all while maintaining a positive, productive work environment.

Continue fostering a risk management culture at your business — both for the safety of your employees, and the well-being of your business as a whole. For more risk management culture resources and other risk management topics to explore, reach out to your local Federated Insurance marketing representative today.





# ASA thanks its 2022 Supplier Partner Program members



PREVIOUS PAGE

NEXT PAGE



# ASA thanks its 2022 Sustaining Supplier Partner Program rep members

## ASA THANKS OUR 2022 SUSTAINING SUPPLIER PARTNERS\*



\*Supplier Partners as of April 30, 2022

◀ PREVIOUS PAGE

NEXT PAGE ▶



◀ PREVIOUS PAGE

NEXT PAGE ▶

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Contact Mike

# Statistics matter

## Annual benchmarking report gives PHCP-PVF distributors data needed to improve operations.

Spring has not been kind to travel softball in my neck of the woods this season. As I write this, we have played exactly three games — two in 40-50-mile-per-hour wind gusts 40 miles from home and one less than two hours after it rained with temperatures in the 40s — only because two stubborn guys (one who may or may not be the author of this column) refused to say no and got a soaked field ready to play in record time on a dreary, cold Friday night.

With my daughter's team, we like to look at statistics that might not leap off the page like batting averages, earned-run averages and fielding percentages do. For example, in one of those games we were called out on strikes six times! As we pointed out, that's two free innings for the other team's defense. In fact, I pointed to a house beyond the left field area and said the other team could have went to the front door, asked what's for supper, stayed for two innings and come back to no damage being done.

We also like to keep track of bunting — successful bunts and bunts that result in base hits. As the pitches become faster (we found out in one of those games 56-58 miles per hour from 43 feet makes a unique sound when it smokes the catcher's mitt in a 40-mile-per-hour wind), bunting becomes much more important.

Statistics also play a big role in the day-to-day existence of PHCP-PVF distributors whether that be in customer-service-centric areas such as on-time delivery rates, in-stock percentages and rate of product turns. On the financial ledger side, the fine print most certainly can make a difference on a company's bottom line.

Here at ASA, we produce on a yearly basis what has become known as the gold-standard in benchmarking reports, the Operating Performance Report. In its fourth decade of being produced by ASA business intelligence partner Industry Insights, the OPR is a nearly 100-page book stuffed with data to compare your PHCP-PVF distributor company against other firms in the industry.



I have the 2021 report in front of me as I am typing this and happened upon a hypothetical individual company report Industry Insights uses as an example of how to interpret various parts of the book (each company does get an individual company report/report card).

In this particular sample, a five-year trend is shown (provided you participated in the last five reports), showing your yearly performance in categories such as sales per employee, payroll to gross margin, turn-and-earn profitability index, bad debt expense as a percent of credit sales, and the list goes on and on.

You are also given a synopsis of your firm's ratios compared to the appropriate industry averages. In this sample instance, the firm's number on net profit before tax to net sales is compared to all responding firms to the study and to all PVF firms responding to the study.

If you wanted to know the average invoice size in dollars for PHCP-PVF firms, it's in there. How about percentage of industry inventory considered dead stock? In there. I would run out of room listing all the categories covered.

If you have either participated in the survey or not participated, but purchased it, you know the value of having that OPR book to benchmark your company against the industry.

If you have never heard about OPR or have, but are not sure how to go about participating, head over to the ASA Business Intelligence section at [www.asa.net](http://www.asa.net) (Click here) and have a look.

The deadline to turn in your company's data is June 3 and the massive OPR book will be available to participants July 11. Non-participants can purchase the report, but at a much higher price point. Data is confidential and ASA never sees any of it.

### Compensation/benefits report

Also of benchmarking note, as you are reading this in May, the bi-annual cross-industry compensation report will soon be available (in the May 13 neighborhood). This report is done in conjunction with multiple distribution-related trade associations, giving members an overall view of compensation and benefits levels across the distribution industry.

The last time this particular report was done at the start of the pandemic in 2020, 905 distribution companies representing more than 10,000 locations participated in the survey.

The cross-industry report will be delivered free of charge to all ASA distributor companies that participated in the survey, and ASA distributor companies that did not participate in the survey can still purchase it for a fee.

There is that old adage that numbers don't lie/tell the whole story. That tends to prove true in sports (have to get those bunts down in fair territory) and in business.

Take advantage of these two critical benchmarking functions ASA offers and use that data to its fullest in your company's excellence journey.

◀ PREVIOUS PAGE

NEXT PAGE ▶



# What If Water Heaters Had Tinder® Profiles?



← PREVIOUS PAGE

NEXT PAGE →



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Contact Dan 

# Service is never easy

But it is always commendable.

We live in Bethpage, NY, a suburban Long Island town, known for the now-gone Grumman (maker of fine canoes and lunar landing modules) and a golf course that breaks hearts (Bethpage Black). I don't play golf, which is why I'm so peaceful.

Since I retired, we own just one car. My biggest problem these days is having to constantly adjust the driver's seat, since The Lovely Marianne is about half my size, but I can deal with that.

Our one car is in our driveway and no cars park in front of our house, which makes it easy for the service tech that shows up to give our heating system its annual physical. The challenge for that poor soul is when he opens our boiler-room door. We don't have a basement. Our boiler and related hydronic doodads are shoehorned into a room the size of a small closet. The room has an out-swing door and no shelter from the storms. It's very difficult to change anything in that dog's breakfast of a boiler room. There's piping in there that's tighter than the inside of a baseball. If you wanted to change your mind about something you'd have to step outside to do so. It's that tight.

So I always tip very well. I know that service, regardless of the free parking just steps away from the boiler room, is never easy.

I asked some friends in the industry, who work in cities, how they manage to do what they do, what with the traffic, lack of parking and high-stressed inhabitants. What they had to say made me shiver.

One said, "The big city near me is Philadelphia. I don't go there, for any price. It's a logistical nightmare. The traffic is ridiculous and parking is impossible. You need someone to literally ride shotgun with you. There's plenty of work in the suburbs. I don't know how they do it in NYC."

Being a native New Yorker, I also don't know how they do it in NYC. An NYC contractor told me that his company has a guy on retainer who does nothing but go to court to deal with their parking tickets. "He beats down enough of them to make it worth our while," he said.

A contractor in Western-Massachusetts said, "I did a few jobs in downtown Boston. I had to leave the house by 4:30 at the latest, then I fought traffic on the Massachusetts Turnpike for 90 miles. I parked a few blocks from the job (I was lucky to get a spot). And of course, I had to run out and feed the parking meter all day. I couldn't put the truck in a garage because of the roof racks.



The traffic delays in Seattle cause havoc and can add hours to a service call. Traveling within the city could easily add one- to two hours per call and will eat up any profit if not accounted and charged for.

"So once I parked, I had to load all my tools on a hand truck and strap it all down. (don't forget anything). Then I dragged it through the snow-covered sidewalks all the way to the job, which was on the 34th floor. It was quite a wait for the elevator.

"Now I could start working, knowing that if I left for lunch, or even a short break there was no job box, so I could kiss my good tools goodbye."

"When I was done, I repeated the moving-in process, but in reverse. I got home after 6 PM. I worked 13-1/2 hours and got paid for just eight hours because 'good customers' don't like to pay for travel time."

"I only had to do this once or twice a year for a week or two. I'm so glad I'm retired."

Service is never easy.

A contractor in Seattle said, "The traffic delays in Seattle cause havoc and can add hours to a service call. Customers are told that there is a trip fee and they often are resistant to paying the charge. Traveling within the city could easily add one- to two hours per call and will eat up any profit if not accounted and charged for. Parking is never easy downtown, as the city reduced the amount of spaces by installing bike lanes."

"Oh, and then there are the customers who have not maintained or serviced their equipment in 10 years, and wonder why it doesn't work, or why it's so expensive to fix."

Never easy indeed. So why not leave the big city behind and go do service out in the country, where the air is pure and the parking is easy?

I once asked a friend who did service in beautiful Saranac Lake, NY, which is tucked away in the Adirondack Mountains and is the coldest place I ever visited. Even sunlight freezes in Saranac Lake. If you're in the heating business, you have to

and is the coldest place I ever visited. Even during the week in January later. If you're in the heating business, you have to love this town, right? It should be a place where service is both easy and profitable. Right?

"How's the parking?" I asked.

"Never a problem!" he said.

"Traffic?" I asked.

"Pfff," he remarked.

"So service is easy?" I questioned.

"Well, not so easy. You have to carefully time things around here," he said.

"What do you mean?" I asked.

"Well, I may do a job on an island this winter. It's out there in the middle of the lake. Water-access only. I have to get my backhoe out there," he explained.

We were in his shop and I looked at his backhoe. It was very big.



A contractor in Boston said, "I did a few jobs in downtown Boston. I had to leave the house by 4:30 at the latest, then I fought traffic on the Massachusetts Turnpike for 90 miles. I parked a few blocks from the job, I was lucky to get a spot."

"How will you get that beast out there?" I asked.

"I'll have to drive it over when the lake freezes," he said.

"What if the ice breaks?" I asked.

"While I'm driving the backhoe?" he questioned.

"Yes," I replied.

"I suppose I'll die," he said. "But I probably won't. I should be okay. The timing is important, though. If I get stuck out there too long and the ice starts to melt, my backhoe will be on the island for all of next summer, and that's going to screw me up."

"Oh," I said.

"Did I ever tell you about the boiler job we did last summer?" he asked. "It was out on another island. We had to wait for the boiler to arrive at the wholesaler. Then we had to make arrangements with the customer and accommodate their schedule. From there, we moved the boiler onto a barge."

"A barge?" I asked. "Yes, the kind Grumman makes. It's a big aluminum job. Oh, and we also put in a couple of four-wheelers and a big sled," he said.

"You needed all of that to do a boiler job?" I asked.

"Well sure, because once we got over to the island we had to figure out how we were going to get the boiler off the barge and up to the house," he said. "That's where the two four-wheelers and the sled come in."

"And then you had to get in down the basement?"

"Right, but from there it was just all the usual stuff. Piping? You know. Oh, and you have to be sure you didn't forget anything. It's a long way back to the shop," he explained.

None of this bothered my country friend. It was just how it did things. It wasn't easy. It just . . . was.

The thing I love about this trade and its people, though, is that no matter what, and no matter how, and no matter where, they always seem to get it all done.

Service is never easy.

But it is *always* commendable.

**Dan Holohan** can be reached at [dan@heatinghelp.com](mailto:dan@heatinghelp.com). He loves hearing from you!





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## Women in leadership: A game-changing advantage

Studies show female characteristics make for strong leaders.

Being a woman in the plumbing/PVF world can be both exciting and challenging. Although we continue to witness more and more women in senior leadership roles including Presidents, CEOs, Vice Presidents, and CFOs of wholesalers, manufacturers and rep agencies than ever before, we are still in a predominantly male industry. Women continue to face obstacles, which are not always because of a societal bias but a conditional learned behavior that we need to acknowledge and overcome. Men and women are different, and that is very important. As women we need to own the advantages that are seemingly innate and question the behaviors that have been societally learned, but have ultimately held us back from leading efficiently. It is time for more women to demonstrate our ability to lead alongside our male counterparts.

Starting with the “seemingly innate,” **research has shown** that many of the characteristics that make women strong leaders are empathy, encouragement and shared vision.

### Empathy is an advantage

Women in power positions possess the ability to lead with empathy and express that openly to their employees. Women are socially conditioned to be more empathetic. We naturally assume the caretaker and peacekeeper role. The upcoming generations value reserving time for their mental health & family life more than previous generations and are looking for employers who are understanding of each of their unique situations. Establishing an emotional connection can create loyal employees. Additionally, women can often see each position in a disagreement when assuming the peacekeeper role and facilitate an agreeable outcome.



### Nurturing comes naturally

A trait of a great leader is to lift up those around you. Women have been proven to become more of a coach and mentor than their male counterparts. We are fostering the next generation of leaders and making companies more inclusive and flexible. This helps employees to feel both valued and heard which in turn leads to retention and respect.

### Shared Vision

Have you ever been in a company where the President or CEO’s door was always closed? When the leaders of your company do not share their vision their employees cannot have trust and excitement for the future. Women tend to bring others along and invite and encourage feedback. This type of leadership helps people to become actively engaged in planning the future of a company and improve in the day-to-day operations.

With the great resignation seeping into every industry all of these qualities show how important it is to bring a woman to the table. Research shows that employees want to feel connected, that they are serving a purpose, and they want to know where the company is headed and how it will benefit themselves and future generations. Women leaders tend to have all those qualities in mind which helps to secure success for the future.

**Studies have shown** that there are three behaviors that are more prevalent in women than men which undermine a woman’s effectiveness to lead. The good news is that these behaviors can be unlearned.

### Staying small serves no one

Many women are taught at a young age to be nice, be polite and don’t be too loud; which later translates into being bold, direct and aggressive, which are all traits that have defined strong leaders in the past. Truth be told there is nothing of value to shrinking oneself to make another feel less insecure around you; by showing up and letting people know you are there you are unconsciously giving other people the permission to do the same thing. This action alone helps other women rise up and ask for what they need.

opportunity to even the playing field or perhaps change it all together.

Unnecessary apologies can undermine your authority and your career

Studies have shown that many women apologize frequently because we have a lower threshold than men of what we consider offensive. This is something to look at more closely. Pay attention to how often you say sorry in a short time period. You may be amazed at what you find. When you over apologize you are minimizing your presence and your contribution. Practice self awareness and only say you're sorry when you truly have made a mistake that has impacted someone or your team. Do not apologize when you are challenging an idea, injecting your thoughts or requesting something from your team. An unwarranted apology can diminish your impact and your people's trust and those traits are hard to recover.

### Lead with confidence

As women we are often promoted on performance while men are promoted on their potential. According to a [Hewlett Packard report](#) when applying for a position women will not apply unless they have 100% of the requirements where a man will apply when they have only 60%. Why is this? Because a good deal of women have a hard time with self-confidence. To change this statistic we need to own what we do and how we do it well. Self-promotion sounds scary but telling your story sounds necessary. We have done the work, educated ourselves with the solutions and have results to show both successes and failures - owning our story is how people learn and grow.

The moral of the story here is we are making strong strides. With 100,000 jobs opening up in the next decade we have the opportunity to even the playing field or perhaps change it all together. Own your story, know your worth, and keep learning and the future has endless possibilities.

**Kala McDonald** is the vice president of HR and finance at ASA distributor member The Collins Company and chair of ASA's Women in Industry division. **Kelsey Richter** is a showroom specialist for ASA Sustaining Supplier partner Battersby Danielson Azbell (BDA) and is on the Women in Industry division executive council.

# NEW

## PHCP-PVF PRODUCTS

◀ PREVIOUS PAGE

NEXT PAGE ▶

Oatey Co.

CPVC cement



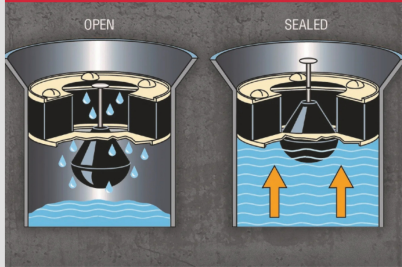
Jones Stephens

Tankless water heater service kits



General Pipe Cleaners

Flood guard



Milwaukee Tool

Drum machine



California Faucets

Preconfigured shower kits



Goulds Water Technology

Cast-iron effluent pump



Dornbacht

Touch-free faucets



SunTouch

Connected thermostat



RIDGID

Pipe inspections



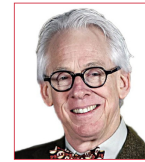
Asahi America

Butterfly valves





SHOWROOM DOLLARS AND SENSE || JEFF VALLES



Contact Jeff

# Wow the crowds

## 10 ideas for stand-out showroom displays.

Since we last chatted masks are being heaved into the trash, doors are being unlocked and people are starting to enjoy the world outside of their screens. What an opportunity for a brick and mortar showroom to shine brighter than any pixel.

“ I was reading all these reports that were down on retail brick-and-mortar, saying it’s all about online...I think brick-and-mortar is an amazing opportunity to use our stores and our store staff as a vehicle to truly engage with the community in a way no other retailers are doing.”  
*— Jim Brett, President, West Elm*

◀ PREVIOUS PAGE

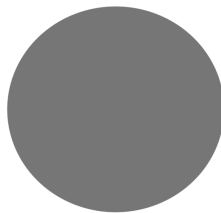
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During the pandemic, designers, builders, homeowners and plumbers entered showrooms masked up and head down. They were focused on making selections. They wanted to get in, get it done and get out. Now, they can enter a showroom whenever they want, with or without an appointment. And as big a pain as unannounced drop-ins are, we would love have folks stop by. So let’s knock their socks off.

Any business can install factory displays side by side, set a few toilet, cabinet, mirror and faucet looks and declare the space a decorative plumbing showroom. Factory displays have their place but it is those showrooms that go beyond this simple formula that will stand out in the post pandemic market. The showrooms working to create a unique voice will create a dynamic brand in their market. So let’s get your customers talking about you.



Envision all the magnificent store window displays you have seen. All the colors, sparkles and embrace all the weirdness and gravity defying images. These off the wall creations still presented products and in a manner that people remembered.



Your first step to adding WOW, is to find a few underperforming spaces in your showroom that you will transform into bold product and brand statements. If at all possible, one of these spaces should be immediately visible when a person enters your showroom. Now that we have the spaces, take everything you know about plumbing showrooms vignettes and flush it from your mind. Simply installing a mockup bathroom on a six by eight foot wall is below boring and will likely be go unnoticed. It’s time to have fun and show the market that your showroom, your product mix, your team is the always thinking different.

Your mind is now free and fertile. I would like you to envision all the magnificent store window displays you have seen. All the colors, sparkles and embrace all the weirdness and gravity defying images. These off the wall creations still presented products and in a manner that people remembered. People lined up outside Lord & Taylor’s to tour their amazing Christmas windows and the original Sherle Wagner showroom window would stop design savvy New Yorkers in their tracks. Now is your time to turn heads.

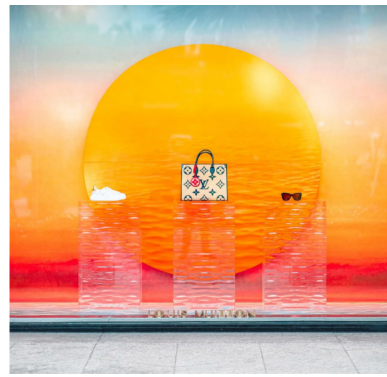
These spaces are now your canvas to channel this memories into show-stopping sets. They are not simply “look at this beautiful product,” They are “hey, look at this” spaces. Spaces that you and you team can have fun designing and working into their sales routine. They need not be expensive, but they need to be fun and present ideas, styles and applications that are being ignored.

**Here are some tips and ideas to help you get started:**

1. The over arching story to all these WOW vignettes is: We think different. Let’s us help you create great spaces;
2. Think in bold and stark coloring. You are not building out a “livable” space. You are creating a dynamic, eye-catching statement;
3. Use wild wallpaper;



4. Focus on one topic, such as single hole faucets, finishes, pedestals. This helps your customers see different looks other than what is popular or their go-to look;
5. Try to never create an application that would be used in the real world;
6. Use props;
7. Set towel bars on the wall holding towels with interesting texts;
8. Set one — yes just one — faucet on the wall and have mannequins staring at it;
9. Set a beautiful wallpaper depicting a view with a tub with wheels perpendicular to that wall;
10. Error on the side of outlandish. Take the idea as far out as you can and take one step back if you have to.



The key to success is to find a way to stand out — to be the purple cow in a field of monochrome Holsteins."

— Seth Godin from *Purple Cow*

These settings will also pay well on social media. They can be used multiples times with little tweaks. Again, have fun designing it and applying it to your business.

Strong, eclectic displays have a lifespan of six to nine months, depending upon your customer flow. When you finish building one out start thinking about its replacement. Another rule of thumb for our industry, is that these displays should not be seasonal. If you set a Christmas display, it has to compete with all the other Christmas displays, it has only a three month life and must be replaced in the first week of January. It is important to keep your display themes bold, fun and directly related to your business.

If you would like to dig deeper...

- 16 Tips for Creating Stunning Store Window Displays, by Meaghan Brophy and Brigitte Hodge, [fit-small-business.com/store-window-displays/](https://fit-small-business.com/store-window-displays/)
- How to Create Window Displays that Turn Heads and Drive Sales (With 12 Real Examples) by Ana Cvetkovic, [www.shopify.com/retail/window-displays](https://www.shopify.com/retail/window-displays)
- Purple Cow: Transform Your Business by Being Remarkable by Seth Godin, [www.goodreads.com/book/show/641604.Purple\\_Cow](https://www.goodreads.com/book/show/641604.Purple_Cow)

And please feel free to reach out to me on LinkedIn.

**Jeffrey Valles** is a Decorative Plumbing and Hardware Association Lifetime Fellow. Contact Jeff at [jwvals@gmail.com](mailto:jwvals@gmail.com).

The views expressed in this column are strictly those of the author and do not necessarily represent *Supply House Times* or BNP Media.



Contact Hannah

# Hazmat training for different roles

## ASA safety committee training for hazardous materials.

Personnel working with hazardous materials in the United States may be required to have specific training to meet both client and regulatory requirements. The agency enforcing the regulations can further break out the hazardous materials training requirements based on the associate's type of work.

The Pipeline and Hazardous Materials Safety Administration (PHMSA) enforces hazardous materials transportation operations with oversight by the Department of Transportation (DOT). The Occupational Safety and Health Administration (OSHA) under the Department of Labor (DOL) enforce general operations, emergency response, and waste clean-up operations. The Environmental Protection Agency (EPA) enforces hazardous waste management and disposal operations.

This discussion reviews each area and provides a breakdown of the training requirements, frequency and applicability.

### Hazmat Transportation

Hazmat training is required for all personnel who can impact the safety of hazardous materials during their transport. All personnel responsible for the safe transport of hazardous materials must understand the hazmat transportation rules and regulations. Hazmat training is a requirement for personnel who perform any of the following tasks:

- Read and interpret regulations;
- Supervise hazmat shipping operations;
- Classify or name hazardous materials for transport;
- Package shipments or load trailers/containers;
- Place hazmat marks and labels on shipments;
- Load or unload vehicles;
- Prepare or sign hazmat shipping papers;
- Deliver packages; and
- Personnel who train crews to handle hazardous materials.



### Hazmat training requirements include five specific topics to comply with DOT regulations found in 49 CFR 172.704:

1. General hazmat awareness;
2. Function-specific hazmat training;
3. Hazmat security awareness;
4. Hazmat safety training; and
5. Hazmat security plan training (if applicable, based on materials shipped).



New personnel responsible for the safe transport of hazardous materials must be trained within 90 days of hire date. Until the training is complete, the new hire must work under supervision. Additionally, every associate responsible for the safe transport of hazardous material must repeat refresher training at least once every three years.

### International Shipments- IATA and IMDG

In some cases, personnel may be required to perform tasks that affect the international transportation of hazardous materials. For example, the transportation of hazardous materials by air requires training in the International Air Transport Association (IATA) Dangerous Goods Regulations. Likewise, transportation by vessel requires training under the International Maritime Dangerous Goods (IMDG) Code. IATA training is required every two years, while IMDG training is required every three years.

### General Hazmat Operations

General hazmat operations consist of two main areas under OSHA, HAZCOM and HAZWOPER.

### OSHA Hazard Communication

Hazard communication (HAZCOM) training is required for all employees who work with or may be exposed to hazardous chemicals within their job function. This training teaches employees to recognize and use hazard labels and Safety Data Sheets to protect themselves and their co-workers from chemical hazards on the job. HAZCOM training is required within 30 days of hire date and must be repeated annually. Specific requirements for HAZCOM training are found



six (6) months of employment and required to be repeated annually. Regulatory requirements for HAZWOPER can be found in 29 CFR 1910.1200.

## OSHA HAZWOPER

HAZWOPER stands for "Hazardous Waste Operations and Emergency Response." HAZWOPER was put in place to protect personnel who perform emergency response or contaminated site clean-up involving hazardous substances, including EPA hazardous wastes, CERCLA hazardous substances, DOT hazardous materials, and biologic agents. HAZWOPER training requirements are complex, consisting of a minimum of 24 hours, as well as additional amounts and types of training for different levels of emergency responders, site clean-up workers, and workers at specific hazardous waste processing facilities.

### Who Needs HAZWOPER Training?

Clean-up site workers, those who work at hazardous waste treatment, storage, and disposal facilities (TSDF), and emergency responders receive HAZWOPER training. While all three groups of personnel need 24-hour HAZWOPER training, the information covered during the 24 hours will vary based on an associate's specific responsibilities under the HAZWOPER Standard (see below). Each of the three main categories has its own set of training requirements.

1. **Clean-up site workers** are workers directly involved in a hazardous substance or hazardous waste clean-up activity, for instance, people who work at "EPA Superfund" sites.
2. **TSDF workers** are personnel who work at permitted hazardous waste facilities that treat, store, and dispose of hazardous waste. Personnel covered here would only include those workers involved with the TSDF operation.
3. **Emergency responders** are employees who respond to emergencies involving hazardous substances. This includes people like firefighters but also facility employees who handle on-site emergency response for their employer. It is important to note that if an employee performs emergency response at clean-up sites or TSDFs, they will fall into the first two categories.

Emergency responders are broken out into five categories:

**Level 1** - First responder "awareness level" - Employees who do not do any active response, only sound the alarm that something is wrong.

**Level 2** - First responder "operations level"- Employees who will respond defensively to a release to protect nearby persons, property, or the environment. These employees would take measures to contain the spill from spreading further.

**Level 3** - "HAZMAT technician"- Employees who will respond offensively and will aggressively try to stop the release. These employees would try to plug the leaking drum.

**Level 4** - "HAZMAT specialist"- Employees who support technicians, including technical knowledge and guidance, and act as liaisons to government authorities.

**Level 5** - "On-scene incident commander"- Employees who assume control of the incident scene beyond the first responder awareness level.

HAZWOPER refresher training must be completed annually and consists of eight hours of topics relevant to the associate's job function. Beyond the classroom training, employees may be required to complete additional hands-on/field training to meet the HAZWOPER requirements.

### EPA- RCRA Hazardous Waste Training

Hazardous waste training is required for all "hazardous waste personnel" within six months of hire or assignment to the facility. US EPA defines "hazardous waste personnel" as all persons who work at, or *oversee the operations of, a hazardous waste facility and whose actions or failure to act may result in noncompliance with the requirements of the RCRA regulations.*"

Typical responsibilities for hazardous waste personnel include:

- Identify or count hazardous waste;
- Choose hazardous waste containers;
- Mark or label containers;
- Handle or move waste or waste containers;
- Inspect containers;
- Operate a waste-generating process;
- Manage waste in satellite areas; and
- Read and apply Federal or state hazardous waste regulations.

Training requirements for RCRA Hazardous Waste are based on the category of the Generator. There are three (3) categories of RCRA Hazardous Waste Generators:

**Large Quantity Generator (LQG)** is a facility that generates more than 1000 kg (2,200 pounds) of hazardous waste or more than 1 kg (2.2 pounds) of acutely hazardous waste in a given month. Hazardous waste personnel at large quantity generator facilities must complete a program of annual RCRA refresher training (40 CFR 262.17(a)(7)). At a minimum, training "must be designed to ensure that facility personnel are able to respond effectively to emergencies by familiarizing them with emergency procedures, emergency equipment, and emergency systems."

**Small Quantity Generator (SQG)** is a facility that generates less than 1000 kg (2,200 pounds) of hazardous waste and 1 kg or less of acutely hazardous waste per month. For small quantity generators (SQGs), US EPA requires that all hazardous waste personnel are "thoroughly familiar" with the RCRA regulations. To ensure personnel fully understand their responsibilities and have up-to-date training, annual training for SQG personnel is a best practice.

**Very Small Quantity Generator (VSQG)** is a facility that generates 100 kg or less of hazardous waste per month. There is no specific training required for VSQG personnel, however employees should be familiar enough with the requirements to manage hazardous waste in compliance with regulations safely.

As discussed above, hazardous materials training requirements can be difficult to navigate. It is recommended to reach out to a Safety professional for further clarification.

**Hannah Sesay** is the vice president of health and safety for Ferguson and is a member of the American Supply Association Safety Committee which provides the Eye on Safety column each month.





# FERGUSON INDUSTRIAL

◀ PREVIOUS PAGE

NEXT PAGE ▶

## WOLSELEY INDUSTRIAL GROUP BECOMES FERGUSON INDUSTRIAL

Wolseley Industrial Group announced it has officially changed its name to Ferguson Industrial. The business has been operating as part of Ferguson for the last 15 years, but kept Ferguson's parent company former namesake, Wolseley, until now.

The brand transition was a strategic decision to maximize growth potential and create efficiencies across all Ferguson customer groups, the distributor explained. The new name also allows the Industrial business to leverage the Ferguson brand, organizational structure, resources and capabilities. However, there will be no impact to day-to-day business operations.

"The Wolseley Industrial Group name has served us well, but we're proud of the transition we have undertaken and the future we have as Ferguson Industrial," said **Daniel Hogge**, vice president of Ferguson Industrial. "It will be business as usual for our customers, and our specific industrial focus will continue as always – to be a trusted advisor providing quality PVF and MRO products, as well as supply chain solutions while bringing industry-leading capabilities in support of our diverse Industrial customer base."

The transition to Ferguson Industrial will happen over the next 12 months. This will include changing the color palette from red to blue, in addition to changing the website, all marketing collateral, logos, advertisements, signage and vehicles.



## WINSUPPLY HOLDS 2022 ANNUAL CONFERENCE: AWARDS VENDORS AND LOCAL COMPANIES

Winsupply welcomed more than 1,800 attendees to its annual meetings and vendor showcase in Dallas, Texas. The conference was held March 13-18 at the Gaylord Texan Resort and Convention Center.

Vendors and Winsupply Local Company presidents attended annual meetings, president and manager meetings, vendor one-on-one meetings, a town hall with the Winsupply leadership team and training sessions on various topics. The vendor showcase had more than 200 exhibitors in attendance. The conference also included an awards gala, featuring country singers Clint Black, Sara Evans and Sixwire.

Newburgh Windustrial Supply Co. took home the award for company of the year.

"It was such a phenomenal week, allowing our Winsupply Local Companies to come together to both celebrate and strategize with our best vendors and Support Services staff," Winsupply Local Company Group President **Rob Ferguson** said. "Never in my tenure here at Winsupply have I seen so much excitement for growth and the Spirit of Opportunity. I could not be happier with all that we accomplished during our time in Dallas."

### The 10 vendor winners and their respective industry category include:

- National Account Manager of the Year – Chuck Schwabe, Liberty Pumps
- Turf Irrigation – Hunter
- Industrial – NIBCO
- Pumps – Liberty Pumps
- Electrical – Encore Wire
- HVAC – Diversitech
- Waterworks – A.Y. McDonald

- Plumbing Showrooms – Elkay
- Plumbing Rough-In – Charlotte Pipe
- Plumbing Finished Goods – A. O. Smith

**The top performing local companies in their respective industry plus individual award winners included:**

- Company of the Year – Newburgh Windustrial (NY)
- Spirit of Opportunity Award – Mike Larkin
- Plumbing – Central Oklahoma Winnelson (OK)
- HVAC – Winsupply San Antonio (TX)
- Industrial – Winsupply C. Phoenix (AZ)
- Electrical – Odessa Winlectric (TX)
- Waterworks – Kansas City Winwater (KS)
- Pump – Cedar Rapids Winpump (IA)
- Turf Irrigation – Wyatt Irrigation Santa Rosa Branch (CA)
- Fire Fabrication – West Coast Winsupply (FL)
- WSS Company of the Year – Central Oklahoma Winnelson (OK)
- Best Turn-around – Dallas Winwater (TX)
- Rookie of the Year – Lincoln Winwater (NE)
- Digital Company of the Year – Winsupply Tampa Bay (FL)

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## **MATCO-NORCA ANNOUNCES PRICE INCREASE**

Due to continued and unprecedented escalation in raw materials and transportation costs, Matco-Norca announced the implementation of a 21% price increase on Schedule 90 PVC pipe nipples.

Increases were slated to go into effect April 1.