An Interview with Bill Sauter
Distributor Roundtable Discussion
What Suppliers Look for in a Distribution Partner
A Conversation with Kevin Gammonley
2015 Member Directory
Bill Sauter is a 35-year veteran of the building materials distribution business. He became president of OHARCO in 2002 and steered the company through the steep recession and ensuing recovery. OHARCO’s core values of relationships, respect and integrity have kept the company strong for more than 110 years and continue to sustain it today. Together with his team, Bill is guiding the firm through the tremendous changes and challenges the industry is undergoing today.

Q. What brought you to the industry and what do you find interesting or compelling about being in the building material distribution business?

A. In college I wrote a paper for a Marketing class based on an interview I had done with the CEO of Color Tile, a national retail floor covering chain. That prompted my interest in the building products industry. In fact, I started my professional career working for Color Tile. Then six years later, in 1984, I joined OHARCO as an outside sales associate selling to markets in Iowa, Nebraska and South Dakota, calling on lumber yards, countertop manufacturers, cabinet dealers, home centers and other retail outlets taking orders and promoting new products.

Q. How has the industry changed during your time in it?

A. In my early days as a sales rep, the standard sales cycle was to call on customers, offer new products and write orders. In those days manufacturers made products and brought them to market hoping they would sell.

Today, we are proactive about understanding where the market is heading and look to provide products ahead of the needs, trends and requirements. We conduct research to find out what the market will want in the future and we provide a broad range of products and value-added services. Now we take a much more consultative approach. Our goal is to add value so that our clients can better serve their customers by providing solutions, not simply products.

Consequently, our client relationships have evolved and changed over time. When we visit clients, we discuss their needs, their customers’ needs, and provide knowledge and education as a standard part of our service. We also call on architects and the design community to stay current with trends and to consult on larger projects, such as hospitals and commercial applications.

Today’s market moves very quickly and the window of opportunity for a product category to succeed is narrower. We work closely with our clients to understand and develop the market and to provide value-added solutions that drive business for them. We offer education classes and fabrication clinics. We also do extensive market research to help make our clients knowledgeable and ultimately more profitable, to develop and maintain a long-term relationship with lasting benefits for all parties.
Q. What are some challenges that distributors face today and how will they overcome these challenges?
A. Today’s market is constantly changing, driven by globalization, technology, and social media, which influence the entire supply chain. It has truly become a partnership, a team effort involving manufacturers, distributors, retailers and end users. We rely on each other to be successful and to stay ahead of the curve so that we can all stay relevant.

Q. What distinguishes the top distributors from the rest of the herd in today’s marketplace?
A. They listen better, communicate with their customers and think about how they can help their customers be more profitable and better serve their markets. Top distributors help energize and educate customers. They make the effort to understand their customers’ businesses because each one is different. Top distributors understand the nuances of markets, including the differences between rural markets and metro-based areas with variations in the regions, segments and industries served. They are attuned to impending changes due to design trends, air quality concerns, environmental regulations, etc. All of these are pushing industry members to improve and continually reinvent themselves.

Q. Talk about the impact technology is having on the industry.
A. Traditionally this industry has not been out in front when it comes to technology. It was essentially a craft industry. That has changed dramatically, and we are now becoming much more tech-driven. Technology is driving automation, supply chain data analytics, sales and marketing. It’s making us more efficient, progressive, connected and able to respond quickly.

Today, we use social media for training and data analytics for inventory management all throughout the supply chain. We use technology to provide the real-time responses that our customers expect. Technology is also bringing the industry closer together through collaboration and problem solving that enables us to come up with innovative new products, materials, fabrication methods, services, solutions. We have become a community on the move.

Q. What keeps you up at night with regards to the industry?
A. I’m a pretty good sleeper, but sometimes an inspiration or an idea makes me sit up and say “ah-ha!”

We all know that the industry is changing rapidly and we need to be thinking of ideas that help us go to market better, faster, more effectively, and serve our customers better. A solution, a new big idea, a better way to do something; those are the things that excite me.

Q. What do you talk about when you get together with colleagues and peers in the industry?
A. One concern that often comes up is the need for motivated, qualified talent to come into the industry. Ours is essentially a craft industry, and that requires trained, skilled craftspersons. In the past high school graduates may not have seen our industry as an exciting or innovative place to work, but I think this is changing. I see many community colleges and even universities starting to focus on creative design, advanced technology and workforce development, and this is prompting young people to look at this industry as a promising career path.

More and more schools, colleges and universities are training students in craft professions, emphasizing the potential of technology and creative concepts in materials, manufacture, design, engineering and building at all stages. The industry itself is now seen as a good career with well paying jobs and interesting work.

Q. What is your overall vision for the industry and what do you think the future holds? Are you optimistic? Do you see big changes ahead?
A. I am excited about what the future holds for our industry. The distribution industry came out of the recession stronger, more forward leaning, and we are rapidly adopting the use of data and technology to make ourselves even more relevant and the entire value chain stronger. I see new talent entering our industry, bringing with them energy and enthusiasm, creativity and fresh perspectives. I see technology continuing to play a bigger role. I see a level of excitement in the industry today that I haven’t seen in a long time.
Distributor Roundtable Discussion

BY LEAH WHEELER

The distributor members of the NBMDA steering committee are leaders in their markets and in the building products distribution industry. These folks know their businesses, know their customers, know their markets, and they know how to deliver over-the-top service and value.

S&P asked each of the NBMDA steering committee distributor members to answer the following question: What is the one thing you do that you are most proud of to bring value to your customers?

Here’s what they had to say:

Table stakes: All the steering committee members were in agreement that customers today expect and demand high quality products, on-time delivery, competitive pricing and reliable customer service. “The standard is to have no mistakes, no delays, and no problems. These are table stakes, and in order to stand out and be known for best-in-class service, you have to take it to the next level,” said Craig Francisco, of the L.E. Smith Company. Daniels-Olsen\Metro Hardwoods’ Michael Donnelly concurred on this point. “No-hassle delivery, competitive price, consistent high quality, these are all expected. Beyond that, what you bring to the table are the intangibles that are embodied in your people.”

The human element: Marty Wojick, vice president of Atlantic Plywood, based in Woburn, MA, made this point: “The thing I am most proud of is our sales staff and their commitment to our customers.

We have a team of outside sales reps (OSRs), inside sales reps (ISRs), specifiers and category specialists that is talented, knowledgeable, and dedicated. Their average tenure in the industry is more than 15 years. The commitment of our people is what enables us to build and maintain strong relationships with our customers. It is a huge competitive advantage for us.”

It’s all about the customer: Industrial Plywood, located in Reading, PA, specializes in carrying high quality, high-end, hard-to-find plywood in stock. Andy Wernick, president of IP, stated: “We define our business as being customer oriented. We tell our people, ‘You may work for IP, but never forget that you really work for the customer.’ What this means on a daily basis is that we roll up our sleeves and get things done, period. We respond to inquiries promptly.
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“No-hassle delivery, competitive price, consistent high quality, these are all expected. Beyond that, what you bring to the table are the intangibles that are embodied in your people.”

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**We train the daylights out of our people:** Michael Donnelly, general manager of Daniels-Olsen/Metro Hardwoods, located in Sioux Falls, SD, noted three pillars that contribute to the superior value Metro Hardwoods provides to customers. “We have very strong partnerships with our vendors that we can harness to produce creative solutions for our customers. We also have a marketing culture which enables us to know our customers, from small mom-and-pops to large commercial clients. Every customer has different needs, and we see our role as helping each one of them maximize their business opportunities. It’s a consultancy relationship. We’re not just out there pitching products or selling lumber and plywood, but helping them find solutions. This all stems from the third pillar, which is the training and development of our people. We train the daylights out of our people because our fundamental philosophy is to be consultants to our customers. Our company is not a series of transactions only; we stand for something bigger.”

Fanatical dependability: Mike Strauss, chief supply chain officer of C.H. Briggs, home based in Reading, PA, summed up his company’s competitive edge succinctly. “In a word, it’s dependability. When we commit and make promises to customers, we are fanatical in meeting or exceeding those promises,” he said.

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**Reliable suppliers and a diversity of products:** Missy O’Daniel, vice president of sales at Web-Don, based in Charlotte, NC, pointed to the importance of products and inventory. “One important thing we do as a distributor is ensure that we carry top quality product lines. We make sure we deal with reliable suppliers and have a diversity of products, cutting edge as well as traditional, and that the products we carry are available, competitive and sustainable. Customers looking for innovative concepts, cutting edge designs and new materials, such as quartz, marble, laminates, recycled glass and stone in counter tops or cabinets, know that we will stand by these and all of our products.”

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We are on their team. Craig Francisco, chief operating officer of The L.E. Smith Company, in Bryan, OH, agrees about the importance of going beyond customers’ expectations when it comes to product, basic service and accurate delivery. “One way we do this is by offering marketing support and providing education to customers about products that can help them increase sales or grow a particular line. We offer best practices, ensure our website has rich, value-added content so they can learn and steer their customers to this info, and even create marketing pieces for them. We are right there on their team with them.”

Make every customer feel important and valued. Mike Steck, president of Alpine Sales, located in Columbia SC, spoke for many of his colleagues when he said, “I don’t think there is one single thing, but rather a multitude of things that we do that add value for our customers. Each customer is different in their respective needs. Our primary job as distributors is to understand what the customer wants to accomplish with their business and then help them achieve that goal. Product training, competitive pricing, and timely delivery are tools to help make them successful, but the key ingredient is to understand their business and become a partner to help sustain and/or grow their business. The ability to distinguish what is important to each individual customer is the key to both our successes. And to deliver that service or product in the same fashion we would expect it to be delivered to us. The bottom line: we try to make every customer feel important and valued.”

“Customers today expect and demand high quality products, on-time delivery, competitive pricing and reliable customer service. The standard is to have no mistakes, no delays, and no problems.”

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A supply chain partnership is a mutual investment. Building materials suppliers look for distributors who are committed to maintaining strong, positive, long-term relationships. They expect their distribution partners to have confidence in them and their products, and to convey this meaningfully to their customers. They want to work with partners who understand the importance of mutual success and who demonstrate this in a variety of ways.

Face time Clete Massi, National Sales Manager for Knape & Vogt, stressed the importance of face time. “We look for channel partners who are willing to allow our reps to get in the car and ride along with their OSMs. If we can spend a day or even half a day interfacing with them and some of their customers, it sends a powerful message. It not only builds rapport and puts a focus on our products, but it also gives us an opportunity to address any issues that may be out there, answer questions and help resolve customers’ problems, educate and discuss plans and goals. At the same time, it’s important that management send a top-down message that validates those kinds of efforts and shows the importance of the products through their investment of time and resources in things like training and product knowledge, inventory management and infrastructure.”
“It takes solid financial strength to be able to support technology and maintain sophisticated logistics, inventory management, and billing platforms; commit the time and resources to training and professional development; and to stock and store the product line, not to mention investments in sales and marketing and overall quality presentation.”

STEVE BRANT, WESTERN SALES MANAGER FOR BLUM

Financial and representational stability:
Blum, Inc. Western Sales Manager Steve Brant highlighted the critical importance of distributors’ financial stability. “We want channel partners who have the financial wherewithal to be there for the long term. This enables them to invest in things like training, inventory, infrastructure and systems that support a professional presentation and a quality operation.

The inventory investment alone for a new branch can be in the range of $60,000 to $80,000,” he said. “It takes solid financial strength to be able to support technology and maintain sophisticated logistics, inventory management, and billing platforms; commit the time and resources to training and professional development; and to stock and store the product line, not to mention investments in sales and marketing and overall quality presentation.”

Another factor Brant cited as essential for top distributors is a stable workforce. “Our line is a complicated one, and understanding it requires commitment and knowledge so we offer a lot of training. If we invest in a person and spend 20 or 30 hours training them and they leave the distributor, that investment is lost. Moreover, continuity of representation is extremely important to a customer’s experience when they purchase our products.”

In addition to financial and representational stability, Blum also noted the importance of clear communication channels and respectful, professional interactions at all levels.

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**Essential intangibles:** While some of these aspects are subjective and hard to quantify or measure, virtually all suppliers agree the intangibles are important. “We are looking for professional distributors that reflect the quality and value of our product line in their essence,” said Jeff Winters, Kessebohmer’s North America Sales Manager. “There’s a certain attitude, a vibe in the work environment. Are the employees happy? Is the warehouse clean and neat? Do you have a sense that everyone is committed to customers and customer service? Are people well trained and cross trained? Is the support staff knowledgeable and experienced?”

Kessebohmer, a German manufacturer of high quality, high-end interior storage solutions, shifted from exclusive distribution relationships in the U.S. and Canada to a regional distribution model eight years ago. The company launched its first regional distributorship in February 2014 and added a second one in November of that year.

“Obviously, geography was a key factor in our selection process, since we wanted to have distributors located near where the business is. However, too much duplication in the same geography could create a cannibalization problem, and we wanted to avoid that. We also looked at distributors’ current product mix to make sure that it included other premium brands and lines, but not our direct European competitor.

We look for distributors who have a strong local presence; carry adequate inventory stock close to their customers; have a good number of reps on the street; and are in tune with their market. We like to see a smaller, more focused product mix. It’s a plus if they have their own local delivery trucks because we’ve found that that truck driver often has the most direct personal contact with customers, and it’s better if he represents the distributor than if he’s a FedEx or UPS driver. He is likely to treat the product better and know the customers better.”

**Family values and work ethic:** “We are particularly drawn to distributorships that are family-owned or have a tradition of family ownership or at least have a family orientation,” Winters said. He cited Charles McMurray Co., a Fresno-based distributor of household hardware goods and laminates serving California, Nevada, and Southern Oregon, as an example. “The company holds quarterly sales meetings that conclude with a company meal for employees and their families. As a supplier, I was invited to join. It seems like a simple gesture, but it was impressive and spoke volumes about the company’s deep-rooted family values,” he said.

“Another thing that impresses me about Charles McMurray is that they don’t leave until every order is processed and out the door. Many distributors have a cut-off point, maybe 2:00 or 3:00 in the afternoon, after which orders go out the following day. Not so with Charles McMurray,” he said. “They don’t shut the doors for the day until every order is completed. You might think that this means employees often stay late, but it motivates them to keep on top of things and maintain the pace throughout the day. That way if a late order comes in, they are not backed up and they don’t push it to the next day. That’s over the top, in my opinion.”
It’s just a fun place to work!

The Charles McMurray Company is a wholesale distributor of cabinet, door and surfacing products based in Fresno, CA. Founded in 1946, the firm is a third-generation family-owned business and an acknowledged standout among materials distributors.

What is the ‘secret sauce’ that has made the Charles McMurray Company successful over the course of nearly seven decades? “It’s not any one single thing,” says Charlie McMurray, CEO, who together with his father, Lou, and brother, Jed, runs the company. “We do everything possible to make it easy for customers to do business with us. We are laser-focused on customer convenience, and that goes for every department from warehouse to delivery, customer service to accounting.”

“The thing I’m most proud of is that our employees enjoy working here, and, as a result, they stay with us for a long time,” says Charlie. The Charles McMurray Company has an average staff tenure of 15 years.

“Because we’re a family company, we treat our employees like family. We pay a competitive wage, and more importantly, we make this a fun, energetic and cooperative place to work. Our employees are excited about coming to work every day and they know they are empowered to make the best decisions for our customers.”

“I am very proud of our ability to retain good folks, and it truly is a win all the way around for our company, our customers, our suppliers and our employees. Because our people stick around, we’re able invest heavily in training, and continue to focus on creating the most convenient place for our customers to do business.”
A CONVERSATION WITH
Kevin Gammonley ON THE
VALUE OF MEMBERSHIP
IN THE NBMDA

Kevin Gammonley is executive vice president of the NBMDA (the North American Building Material Distribution Association). During his 24 years as an association management professional, he has worked closely with executives from both distributor and manufacturer member firms within the building and woodworking materials industry.

NBMDA’s mission is to develop and promote the effectiveness of distribution processes to improve member profitability and growth. According to its website, www.nbmda.org, the organization represents the leading wholesale distributors of specialty building products and woodworking materials. Distributor members operate more than 900 distribution centers throughout the U.S. and Canada and have a collective purchasing power of over $25 billion.

“Our goal is to help make distributors a stronger component of the supply chain, to help them be more efficient, productive, and profitable,” says Gammonley. “We do this in a variety of ways: through education and training; dissemination of information about new methods, new products and new technologies; and by facilitating exchange and communication about best practices, value-added customer service, and current and upcoming trends.

NBMDA represents a network of distributors, manufacturers, and firms that provide services to distributors, all dedicated to pursuing the association’s mission of developing and promoting the effectiveness of distribution processes to improve member profitability and growth. Membership in NBMDA allows distributors to keep a finger on the pulse of the industry, to focus on what they are good at, and concentrate on their local markets while still maintaining a strong connection to other parts of their industry.

“Our value proposition is built around enhancing the wholesale distribution process. As distributors help to pull products through the supply chain, NBMDA addresses trends and best practices related to their relationships upstream with manufacturers and also downstream with customers and purchase influencers, such as architects and designers who spec, develop and stimulate demand,” Gammonley says.

One of the organization’s strengths is that it attracts the most successful and innovative firms in the industry. “We continually look for ways to enhance this component of the supply chain, connect distributors with the supplier base, including current and potential future suppliers, and provide forums for relationships to strengthen. It goes beyond simply networking and encompasses the exchange and sharing of information at all levels of the distributorship covering topics such as sales, marketing, inventory management, warehousing, credit and financial management, and much more.”
McKeever Inc. talks about the Chemcraft Mobile Product App

We traveled to El Cajon, CA, just outside of San Diego to talk with Dan McKeever, owner of McKeever Inc, and Rob Olivarez, his Finish Specialist from Chemcraft Distributor E.B. Bradley.

McKeever Inc. was founded in 2005 and produces architectural millwork, cabinetry and custom woodwork for commercial and residential customers.

“We’ve had a long relationship with Rob and E.B. Bradley,” said Dan McKeever “They’ve been with us from the beginning.”

“As Dan said, we’ve been with McKeever since about 2005, but only in the last couple of years have we been supplying their coatings.” said Rob Olivarez. “We also provide them product training and technical support. Because of the Low VOC regulations here in Southern California, one of the most important things we supply is product documentation. We make sure they have what they need for the inspectors and regulators.”

“It’s a real challenge keeping up with all the VOC data for the products.” said McKeever, “We need to have the information readily available for inspections and for submitting new project bids.”

“The Chemcraft App has made it a lot easier. It’s the same information as before, but now it’s at Dan’s or someone else in the facilities fingertips.” said Olivarez.

“On new jobs, we have to show product data up front, and the mobile app makes it easy for us to pull that information up.” said McKeever, “It works out pretty well for us. The app is a very good thing to have. It’s easy to use, and you can find what you need quickly.”

“From a distributor side of things, I really like the tools that Chemcraft has brought to market to benefit the end-user.” said Olivarez “The app is a great example of that. To put product information, how-to videos, a troubleshooting guide in an easy-to-use app is great. While this is all information that I have readily available to give to our customers, there are just times when they need it faster. It’s a great tool.”

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Visit chemcraft.com to locate your nearest distributor.
Membership in NBMDA enables distributors to align with top tier suppliers through events and communication. And associate membership in the NBMDA is a cost-effective, efficient means for manufacturers nationwide to stay connected to the distributor community. As a result, they are able to develop and provide products ahead of the need and before the products become commoditized. The value derived from these connections also benefits architects, designers and end-users because they can align themselves with top distributors and tap into the knowledge, technologies, products, trends and best practices that are available.

Gammonley praised the caliber of the organization’s members. “The members of NBMDA are leaders of their own companies as well as industry and marketplace leaders,” he said. “They are an impressive group of people, hard-working, forward-leaning, and they have a real service orientation. Many of our members represent family-owned companies that have achieved market leadership and success through vision and effort. What has made them successful in their businesses is what makes the organization strong.”

“It’s an exciting time for the building material and woodworking distribution channels,” Gammonley notes. “Macro trends such as globalization, environmental regulations, building standards, advances in technology and innovative new marketing strategies using social media are having huge impacts on the channel and industry overall. The good news is that in recent years the industry has gone through a difficult time and emerged stronger, more aware and more focused,” he said.

The other good news is that NBMDA offers many ways for distributors to stay connected to their peers, competitors, service providers, trading partners, industry thought leaders and experts on distribution management and strategy, and also provides resources, such as branch management education, sales training, leadership development through webinars, conferences and convention as well as online training tools.

In November of this year, NBMDA will partner with the NAFCD (North American Association of Floor Covering Distributors) to hold the fifth joint NAFCD + NBMDA Annual Convention & tabletop Networking Forum in Orlando, FL.
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NBMDA ... An organization dedicated to supporting the leading wholesale distribution firms who serve the woodworking and kitchen and bath industries.

NBMDA members operate from 800+ distribution centers located throughout the United States and Canada.

NBMDA distributors primarily handle:

- Board & Panel Products
- Decorative Surfaces
- Hardware
- Production Supplies including Adhesives, Coatings & Finishes

NBMDA distributors support the unique needs of:

- Cabinet & Case Goods Manufacturers
- Fabricators
- Kitchen & Bath Retailers
- Architects & Designers

NBMDA provides distributors and their suppliers with:

- Facilitated opportunities to strengthen their trading partner relationships
- Education and training across the spectrum of distribution management topics
- Insights into the leading trends and best practices that impact distributor productivity and profitability