

First CHOICE.  Best CHOICE.

Do it Best Corp.



Do it Best Corp.




FIRST CHOICE. BEST CHOICE.



FIRST IN FUNDAMENTALS. BEST IN GOING BEYOND.

No matter the size of the business, or how large the goal, Do it Best exists to help our members grow and achieve their dreams. Not just the dreams of today, but the dreams of the future generations that will guide their businesses forward. Beyond buying power and streamlined distribution, we provide our members with a variety of programs and growth opportunities — many of which are featured throughout this report.

What do all of these opportunities have in common? They are centered around keeping Do it Best members top of mind with every customer and in every community they serve. As a cooperative of independent home improvement business owners focused on growth, we work to ensure that Do it Best will always be the first and best choice, now and for years to come. 

FROM THE PRESIDENT



Last year, I shared our long-term vision, stating that we want to be recognized in this industry as the first and best choice for independent home improvement, known the world over for our dedication to excellence and our commitment to helping our members grow. To be sure, that's been a big goal, one that has touched every aspect of our business. As we pursue a position of first and best choice, you should expect your company to consistently deliver better performance for members. But I want to zero in on two particular expectations that really capture the essence of what it means to be the first and best choice in the independent home improvement industry. First, all members should expect better bottom line results in their business, today and tomorrow. And second, members

should expect Do it Best to deliver as a partner who is easy to do business with.

As we pursue a position of first and best choice, you should expect to experience better results, both today and tomorrow. Each of you has a unique position in serving the market and executing for your customers. You should expect that Do it Best will partner with you in order to generate results in a given year that are better...better than if you had partnered with anybody else in the industry.

We also recognize that results extend beyond the current year. Through our partnership, we're committed to helping you build a stronger business for the long haul. We want

to make sure that Do it Best members enjoy a distinct advantage with us because it matters in their results. By partnering together, we strive to help you deliver a result that is better today, and a business that is stronger tomorrow. Providing you with product at competitive prices and delivered efficiently, while very important, represents the beginning of our relationship, but certainly not the entirety of it. There's so much more that we're able to partner with members on to drive better results. We also want to add value through your overall operation. We do that by helping you execute better at selling through the use of data to operate with intelligence, enhanced marketing strategies, and merchandising and assortment expertise, to name just a few.

“WE WANT TO BE RECOGNIZED IN THIS INDUSTRY AS THE FIRST AND BEST CHOICE FOR INDEPENDENT HOME IMPROVEMENT, KNOWN THE WORLD OVER FOR OUR DEDICATION TO EXCELLENCE AND OUR COMMITMENT TO HELPING OUR MEMBERS GROW.”

In addition to better results, you should also expect that we would be easy to do business with from a wholesale distribution standpoint. You should expect that it's an easy decision to choose Do it Best for your product, programs and service needs. It should be easy to find the right product and see the best way to buy, to conveniently place that order, maintain visibility on product through the supply chain, to see it delivered on time and with a high fill rate. All these steps that enable you in many ways to do what you do best.

In working to deliver on these expectations, it's important to add that we know we never reach the end. It's a constant pursuit. But we continue to move along that path — and quickly. We've made tremendous

headway over the last fiscal year to ensure we are delivering on your expectations.

We needed to deliver a healthy bottom line, which required focus, energy, dedicated action, and substantial and ongoing investment. Even now, we continue making those investments in order to ensure our competitiveness and to make sure we cement our position as your first and best choice. Reflecting on Fiscal Year 2018, we had a very healthy and growing bottom line, while we also directed additional investment back into the business. We spent differently than we did in prior years to support doing the right things to position the co-op for the coming years.

To support that increased level of investment, it required that we generate sustained growth — growth that outpaced what the economy could be expected to deliver organically. I am pleased to report that this year we reached a record \$3.7 billion in sales, up over 14% from the prior year. That included new milestones in all three sales areas we track — warehouse, directs and lumber. It's equally important for us to grow in a healthy manner with new members. Last year also saw a record number of new members and store conversions join the Do it Best family — helping to further fuel sales growth.

In this report, you'll meet members like you whose focus on growth helped deliver these strong results. Whether that was by enhancing current operations with retail performance initiatives or expanding their market reach through acquisition or new locations, they have built thriving, relevant businesses with even more promising futures.

I thank every Do it Best member for your hard work and dedication as we partner to help you grow and achieve your dreams. And we look forward to further establishing Do it Best as your first and best choice in 2019.

Dan Starr
President and CEO

CHAIRMAN'S LETTER

Holmes BUILDING MATERIALS



BUILDING FOR THE FUTURE.
After years of careful planning and preparation, Do it Best Chairman of the Board John Holmes (right) is ready to hand leadership of his family business over to his son Matthew (left).

When I accepted my grandfather's offer to join the family business 38 years ago, I never imagined that I would one day conclude my career with such a feeling of accomplishment. As I wrap up my time in this industry, I can't help but look back on the journey and the people who helped along the way.

I joined Holmes Building Materials — the business my grandfather started in 1957 — shortly after I graduated from LSU. It was a simple start with a rather humble business. By relying on a lifetime of training from my grandfather and father, and taking advantage of many Do it Best programs, the family business enjoyed steady growth.

As Holmes Building Materials expanded, so did our reputation in the industry. I was deeply honored to be asked to join the board of directors for Do it Best, and even more so when given the opportunity to serve as your chairman.

During my time as chairman, the board has faced a wide range of challenges and opportunities, from shifting consumer demands and market dynamics, to business consolidations and mergers. And of course, there have been other events that have tested our industry, like the rise of ecommerce and the departure of a long-time co-op competitor.

Through it all, I've seen us accomplish remarkable things. In the last two years, Do it Best has added more new members than ever before. We've introduced exciting new growth-focused programs, including Merchandising Essentials and The Color Bar™, and developed leading-edge marketing strategies like the Digital Dashboard.

I am perhaps proudest of the board's role in helping to facilitate and support leadership transitions within the company. I firmly believe that nothing is more important than succession planning for Do it Best members.

Let me put it another way: the home improvement marketplace is like a relay race, with every competitor striving to be in the lead. It only takes one mishandled baton to knock even the fastest team out of the lead, or put them out of the race altogether.

I experienced the importance of properly handling the baton from my earliest days in the business. When I walked into Holmes Building Materials for my very first Monday on the job, my grandfather cleaned out his office and handed the keys to my father. Then, years later, health issues forced my father to unexpectedly turn the business over to me. In both cases, there was no

succession plan — not even a discussion about the future. Fortunately, I was surrounded by the right people, and through hard work and many sleepless nights, we were able to find our stride and continue moving the business forward.

Vowing to never put my successors in a position of unexpected, unguided leadership, I created a four-step process for succession planning:

- 1) Identify a successor
- 2) Establish a plan together
- 3) Integrate your successor into the business
- 4) Step away

One of the perks of owning a fourth-generation family business is that successors are easy to find. My son Matthew had expressed interest in the business since his high school days, and he already knew Holmes Building Materials from the ground up. We talked many times, establishing a five-year plan, as well as a long-term, 10-year version to guide the transition. We also detailed goals for the business, including potential store expansions and new markets. Together, we identified the Do it Best programs that would help us reach those goals, and established a timetable for implementing them.

To integrate into the business, Matthew had to earn his leadership role internally. He started in sales, serving our most demanding customers. Once he produced strong sales numbers, he began working with the rest of the operational team, gradually taking over my responsibilities until he was running the business. His experience has allowed him to lead our growth without missing a beat. Today, Matthew continues to build our family business — and make succession plans of his own.

I have been honored to serve as your chairman. Together, we have built Do it Best into a contemporary, profitable, growing business. It's a business that is primed for the next generation of leaders. I encourage each of you to take a close look at your own business. Have you taken advantage of every product, program and service available to you as a Do it Best member? Are you achieving the growth you need to build a strong, healthy business for your successor?

No matter how you define your vision for growth, you can be sure that Do it Best is ready to help you realize it. Together, we will continue to prepare our businesses for the next generation of independent leaders.

In this report, you will meet fellow Do it Best members who are successfully priming their businesses for the future. I know you'll find their stories to be great examples of why Do it Best is the first and best choice for growing your business and achieving your dreams.

“ I FIRMLY BELIEVE THAT NOTHING IS MORE IMPORTANT THAN SUCCESSION PLANNING FOR DO IT BEST MEMBERS. ”

JOHN HOLMES
CHAIRMAN OF THE BOARD

GROWTH THROUGH STORE IMPROVEMENT
& RETAIL PERFORMANCE

AIMING TO PLEASE.
As Do it Best member-owners, Eli Bliffert (right),
along with Todd and Ritsa Kirschner (below),
know the value of creating a superior
customer experience.



ELI BLIFFERT
BLIFFERT LUMBER & HARDWARE



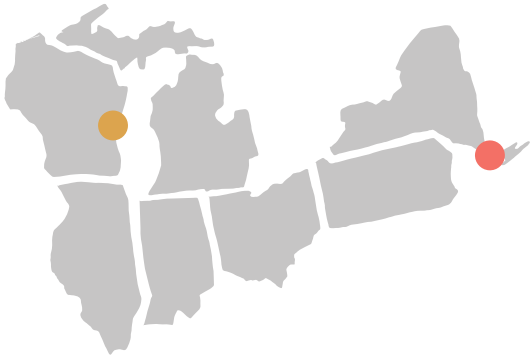
TODD AND RITSA KIRSCHNER
TRIO HARDWARE

BLIFFERT LUMBER & HARDWARE
MILWAUKEE, WI

Member since 2007
7 Locations

TRIO HARDWARE
PLAINVIEW, NY

Member since 1996
1 Location



FROM BETTER
TO BEST.

TODD AND RITSA KIRSCHNER AND ELI BLIFFERT HAVE ALL BENEFITED FROM THE
KNOWLEDGE AND EXPERT ADVICE AVAILABLE AS DO IT BEST MEMBER-OWNERS,
ENABLING THEM TO BUILD ON THE MOMENTUM OF THEIR SUCCESS.



EXPERTISE IS FREE.

Every member of the Trio Hardware team is trained to provide the right answers as well as the right products.



AS BIG AS YOU WANT TO BE

TODD AND RITSA KIRSCHNER'S STORY.

Todd and Ritsa Kirschner's success story actually traces its roots to 1944, when an entrepreneur named Bernie Carlow opened a hardware store in The Bronx, New York. When Bernie relocated his store to Plainview in 1963, Trio Hardware was born. With help from his son Bruce, Bernie built his business to be the community's go-to hardware store — where personal service would never be extinct.

At the time, Trio Hardware fulfilled its role as a “has it all” store by investing in inventory and customer service rather than floor space. Bernie and Bruce filled their 1,100-square-foot location from floor to ceiling with product, and relied

on 3 employees to provide quality service to their customers. In 1987, they relocated within their strip mall, expanding the store's footprint to 3,100 square feet and bringing their staff to a dozen.

Trio Hardware proved to be a hearty business, managing steady growth in spite of a major recession and even a devastating fire. When Bruce and his wife Francesca rebuilt, the Carlows elected to hand day-to-day operations over to their store manager, Todd Kirschner, who had been with the business since 1990.

Over the next two years, Todd fearlessly tried new promotional techniques and added new products in an effort to break away from the competition. “A nut is a nut, a bolt is a bolt,” says Todd. “It's all how you portray the nut and bolt, and how you make it look flashy that brings in sales. I was the new kid in town doing everything new and shiny.”

“THE STORE DESIGN TEAM WAS UNBELIEVABLE. THEY WERE WITH US FROM THE BEGINNING — A TRUE PARTNER THROUGHOUT THE PROCESS.”

His vision helped drive dramatic growth, increasing annual sales from \$800,000 to \$1.3 million. Todd's efforts earned the attention of the NRHA, who recognized him as a Young Retailer of the Year in 2009.

Under Todd's guidance, Trio Hardware continued to make the most of every inch of floor space, routinely ranking in the top ten Do it Best locations for sales per retail square foot. In 2013, Trio Hardware received the Indie Award as “America's Best Independent Business” from Independent We Stand, a national organization that celebrates small, locally owned businesses across the country.

When Todd and his wife Ritsa bought Trio Hardware in 2017, they remained committed to the Carlows' winning formula — have what customers need when they need it. That meant adding even more new products to the already-crammed shelves.

Todd relies on the Do it Best spring and fall markets to keep up with the industry's latest offerings. “I go to the markets and get involved — I'm always talking to vendors about what's new,” says Todd. “I go with an open mind. Even if you think you would never use it, odds are good that one of your customers would.”

Even though the Kirschners were happy with Trio Hardware's long-time location, they realized their plans for future growth and expansion no longer fit within the

WARM GREETINGS.

Trio Hardware worked closely with the Do it Best Signature Store Design team to create a welcoming atmosphere for arriving customers.



existing floor space. As their ideas were taking shape, a new local shopping development approached them with an opportunity to nearly double the size of their store. The new 6,000-square-foot site was conveniently located just a mile from their current location. This new store would be designed and built from scratch. Todd and Ritsa quickly agreed, and they turned to the Do it Best Signature™ Store Design team for help in making their vision a reality. The Kirschners worked closely with the Store Design team from the beginning. They began by surveying their existing customers to find out what product lines they really cared about, as well as what they would like to see in a new store.

“While the survey confirmed what we already knew, it also helped us avoid over-investing in new products that our customers simply weren’t interested in,” says Todd. “That saved us from spending thousands on products our customers weren’t even asking for.”

Todd and Ritsa then created a wishlist for the new location, integrating their own ideas with the survey responses from their customers. They took their list to the Do it Best team to draw up the plans and get the process underway.

“The Store Design team was unbelievable,” says Todd. “They were able to get in touch with the developer’s architect and hash out how to get the best of our design and their design into

one building. They made what could have been a very stressful situation much easier, and the final result is exactly what we needed and wanted. Most importantly, they were with us from the beginning — a true partner throughout the process.”

The toughest challenge of relocating was reassuring their long-time customers that they were not moving out of the community. After all, Trio Hardware had established a strong reputation as a locally owned retailer for the past 70-plus years — not just by having what customers wanted when they wanted it, but also by donating time and merchandise to local churches, charities and schools. As a sign of just how deep their roots run in the community, when Todd and Ritsa turned to social media to post an open invitation to their customers to help them move, the response was overwhelming.

“We had almost 100 families show up to help the first day, and just shy of 80 families the second day,” remembers Todd. “We also had the robotics and science clubs from the local high school come, we had the Boy Scouts, we had the Girl Scouts, we had a soccer team, we had a baseball team — it was like everybody we sponsor was here to help us move.”

Today, Trio Hardware continues to grow steadily. Todd and Ritsa recently enhanced their already outstanding product mix by adding 11,000 more items — ensuring that, as always, if Trio Hardware doesn’t have it, you don’t need it.

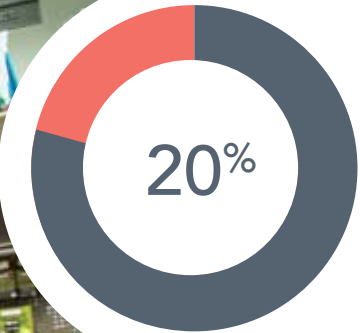
For Todd, the finishing touch to his big-inventory approach is the Best Rewards™ program. “Whenever a customer asks me how I’m different from another store, I immediately say, ‘Best Rewards,’” he explains. “I tell them that they get a \$10 in-store credit for every \$200 they spend, and they get \$5 just for signing up. It’s a great retention tool for us.”

Trio Hardware’s success proves that with the right blend of business savvy and help from Do it Best, your dreams don’t have to be limited by square footage. ●

SELLING WITH A SMILE.
At Trio Hardware, a little humor goes a long way to create a comfortable, memorable customer experience.



“WHENEVER A CUSTOMER ASKS ME HOW I’M DIFFERENT THAN ANOTHER STORE, I IMMEDIATELY SAY, ‘BEST REWARDS.’ IT’S A GREAT RETENTION TOOL FOR US.”



MAKING ROOM FOR MORE.
Todd and Ritsa took advantage of their new space, adding 11,000 items to their shelves — increasing their product mix by 20%.





ADDITION BY ADDITION.

Eli Bliffert turned to Do it Best to help him add hardware and retail customer services to his successful lumberyards.

Today, member-owner Eli Bliffert continues the company's strong tradition of growth, guiding the business from two lumberyards in 2004 to seven in 2018. He is on track to surpass \$100 million in annual revenue this year for the first time in the company's history.

That growth didn't come quickly or easily, however — and Eli is quick to point out that it may not have come at all if not for the help of his Do it Best Retail Performance team. Shortly after taking a more prominent leadership role at the company, Eli reached out to the Do it Best team to help him with a problem. Even though Bliffert Lumber & Hardware was growing, it wasn't profitable.

"At the time, it was just me and my office manager handling purchasing, payroll, inventory — all of it," he recalls. "Cash flow was terrible. It was all very frustrating."

Do it Best recommended the Retail Performance team to Eli, and they quickly identified some issues — as well as opportunities — common to growing businesses.

Internally, Eli worked closely with the Do it Best finance team to help him get the company's business operations in order and more efficient. They served as consultants as Eli hired a new CEO and filled other crucial positions to get a better handle on the day-to-day operations. This enabled Eli to do what he does best — focus on growing the company and expanding its customer base.

"Up to that time, I didn't even know how to read an expense report or a profit-and-loss statement," says Eli. "The Retail Performance team helped me immensely — I'm convinced that without their help, Bliffert Lumber & Hardware wouldn't be where it is today."

The Retail Performance team also opened up a wide range of opportunities for LBM growth available to Eli as a Do it Best member — and the results speak for themselves. In the past four years alone, Bliffert Lumber & Hardware has doubled its revenue.

Eli recognizes the impact his partnership with Do it Best has had on the company's strong growth track. "I can't tell you how supportive the Do it Best lumber traders are. I wouldn't be anywhere near where I am today without their help," he says. "My Do it Best traders are looking out for me because we're both part of the same co-op. We're on the same team. The mills aren't out to help me grow. Distributors aren't out to help me grow. But the Do it Best lumber traders in Burnsville are telling me where to find the best price because we all benefit from it. My growth is their growth."

As his LBM operations grew, Eli worked with his Retail Performance team to recognize and seize additional opportunities to add hardware to certain locations.



A SOLID FOUNDATION.

Bliffert Lumber & Hardware's strong reputation for excellent service in the LBM market presented a solid foundation for expansion into the retail hardware business.



SUCCESS IS JUST THE START

ELI BLIFFERT'S STORY.

Bliffert Lumber & Hardware in Milwaukee, Wisconsin, is a fifth-generation business with seven locations and more than 165 employees. They're also an outstanding example of a business that continues to adapt and grow, even after 100-plus years.

Today, Bliffert Lumber & Hardware utilizes a wide range of Do it Best consumer-focused programs, including Best RewardsSM and The Color BarTM. They currently feature The Color Bar in two of their locations, with plans to add a third. “It definitely gets more attention than what we had before,” says Eli. “It makes you stop.”

He’s also a big participant in the spring and fall markets. In particular, he values the seminars and Education Day sessions available to help him meet the day-to-day challenges of running his business.

“All this information and access to experts in many different fields — I can’t know everything, but I don’t need to,” he explains. “I’ve got someone who can tell me — a true partner who is as invested in our success and growth as I am.”

Eli is not shy about sharing the secrets of his success — his co-op partner — with anyone. “I find myself converting my competitors to Do it Best, and I’m just fine with that,” he admits. “It helps build the brand and it helps build the co-op — and the co-op has been very, very good for me and our business.”

“I’VE GOT A TRUE PARTNER WHO IS AS INVESTED IN OUR SUCCESS AND GROWTH AS I AM.”

MUTUAL FEELINGS.

Eli Bliffert credits a large part of his success to the proactive service of the Burnsville LBM regional office team of (left to right) Kathy Larson, Julie Tieg, Ed Deiss, and Dawn Jauch, along with Kirk Miller in Fort Wayne (not pictured). At the same time, the team enjoys working with Eli. “It’s a pleasure to work with members like Eli who truly appreciate the insights, consultation and services we offer,” says Kathy Larson. “Eli has leveraged the co-op’s resources to grow his business — it’s rewarding to be a part of that.”



AISLES OF ANSWERS.
Do it Best supports Bliffert Lumber & Hardware’s commitment to top products and expert guidance. For example, The Color BarTM has performed so well for Eli that he has plans to add The Color Bar to a third location in the coming year.



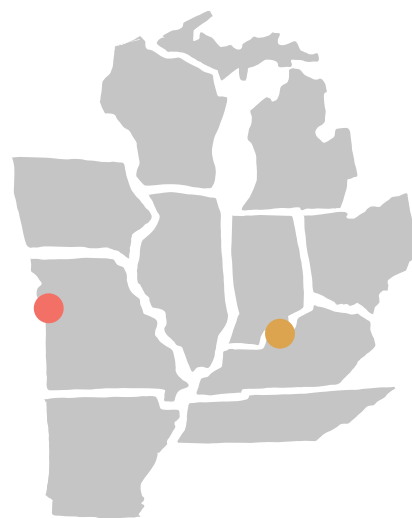
GROWTH THROUGH EXPANSION
& NEW LOCATIONS

EUSTON HARDWARE
KANSAS CITY, MO

Member since 2000
4 Locations

LIMEBERRY HOME & HARDWARE
FLOYDS KNOBS, IN

Member since 2011
2 Locations



KEVIN EUSTON
EUSTON HARDWARE

SERVE MORE, GROW MORE.



SCOTT AND HEATHER LIMEBERRY
LIMEBERRY HOME & HARDWARE

THINKING BIGGER. (Left) Scott and Heather Limeberry recently added a new home and hardware location, complementing their successful lumber operation—now operating two locations in Floyds Knobs and Corydon, Indiana. (Above) Kevin Euston runs Euston Hardware, now four locations strong with the addition of a new store in the heart of Kansas City, Missouri.

MEET KEVIN EUSTON AND SCOTT AND HEATHER LIMEBERRY, MEMBER-OWNERS WHO HAVE DEDICATED THEIR LIVES TO THE HOME IMPROVEMENT INDUSTRY. WITH SUPPORT AND GUIDANCE FROM DO IT BEST — ALONG WITH A LOT OF HARD WORK — THEIR BUSINESSES NOW REACH MORE CUSTOMERS THAN EVER BEFORE.



“OUR FIRST REBATE FROM DO IT BEST WAS ABOUT EIGHT TIMES WHAT WE HAD EVER RECEIVED FROM TRUE VALUE.”

A WINNING RETURN POLICY

KEVIN EUSTON'S STORY.

Kevin Euston, owner of Euston Hardware in Kansas City, began working in his parents' True Value hardware store in 1971 at the age of 15. It's the only job he's ever had. After high school and college, Kevin returned and eventually took over the family business.

In 1999, Kevin decided that a change in co-op partnerships was needed to ensure the growth of his business. “It was between Do it Best and Ace, and Do it Best simply had much more to offer,” says Kevin. “They ran things to the advantage of the member — our first rebate from Do it Best was about eight times what we had ever received from True Value.”

Under Kevin's leadership, Euston Hardware has grown into a successful four-store operation serving several Kansas City communities. While Kevin is all about forward progress, his fourth and newest location is a step into his past.

Twenty years ago, increased rent and deteriorating conditions at the Red Bridge shopping center left Kevin with few options, so he reluctantly shut the store down. Leaving the community was hard. He had lived there and knew it was a good market.

Flash forward to the present when a recent multi-million-dollar reinvestment breathed new life into the shopping center. The new owners knew about Kevin's former location and enticed him to return. Kevin immediately reached out to Tom Hartman, his Do it Best territory manager. “Tom lives in the Kansas City area, so he knows our business,” says Kevin. “He did a lot of the legwork for us — I can't imagine doing something like this without him.”

Tom quickly put together market surveys, site analysis and other research to confirm what Kevin already felt — Red Bridge was a solid market. Now, after a year in business, the new location is solidly beating pro forma projections.

NOW, AFTER A YEAR IN BUSINESS, THE NEW LOCATION IS ALREADY SOLIDLY BEATING PRO FORMA PROJECTIONS.

With help from Do it Best, Kevin's business continues to grow and shows no signs of stopping. He is currently remodeling one of his other stores and has his eye on several additional opportunities.

“I have considered opening another new store,” says Kevin. “I have friends my age who are getting ready to retire, and here I am opening new stores — I must be crazy,” he laughs.

From old locations, to new locations — to new, old locations — Do it Best is helping Euston Hardware grow from the past, far into the future. ●

A DESTINATION FOR PAINT.

Territory Manager Tom Hartman and Retail Performance Manager Tom Morgan helped Kevin add The Color Bar™ to his new Red Bridge location, immediately establishing Euston Hardware as the community's go-to paint retailer.





PLAY TO WIN. Scott Limeberry's friendly sales competition with his wife keeps him and his team at the top of their game.



DOUBLING DOWN

SCOTT AND HEATHER LIMEBERRY'S STORY.

When it comes to helping member-owners find the right way to expand, Do it Best has more than one way to get the job done. Just ask Scott and Heather Limeberry, third-generation lumber dealers.

The Limeberry's business is truly a team effort. Scott runs the original Limeberry Lumber & Home Center that his grandfather started in Corydon, Indiana, in 1959. Heather oversees the newly added Limeberry Home & Hardware in nearby Floyds Knobs.

The couple admits there is an open competition between the two locations. "He may beat me in overall sales, but I've got him in margins," laughs Heather.

To keep the friendly competition tight, Scott takes full advantage of the Do it Best reload centers. "Buying lumber out of the reloads is huge," says Scott. "The competitive pricing and quick delivery is really valuable for us."

Scott and Heather's growth story began several years ago, when they wanted to build on the success of Limeberry Lumber & Home Center by diversifying and expanding into a new market. The opportunity presented itself when they bought an underperforming location at a shopping center in Floyds Knobs.

Working on a tight timetable, and wanting to keep the store open, Scott and Heather found the support they needed through the Retail Performance program

and the expert guidance of Retail Performance Manager Alison Farrington. "Alison's experience and knowledge were invaluable. She really coached us through a potentially overwhelming project," said Heather. "She would bring us ideas, and even nudged us off the ledge a couple times when we needed that push."

"BUYING LUMBER OUT OF THE RELOADS IS HUGE. THE COMPETITIVE PRICING AND QUICK DELIVERY IS REALLY VALUABLE FOR US."

Soon the new store was up and running. By using a single co-op provider for all their lumber and hardware needs, Scott and Heather are able to divide and conquer.

Both stores rely heavily on Do it Best programs to keep customer traffic flowing. "It would be so hard for the two of us to come up with ads every month," says Heather. "To get all the marketing together, pull all the images and handle distribution — Do it Best handles all of that, and it's great."



THE ORIGINAL. Scott runs the location his grandfather started in Corydon, Indiana.



The support Scott and Heather receive has made it easy for them to confidently take on new programs. "We recently asked Do it Best for new ways to make our stores the first place customers think of for their projects," recalls Scott. "They didn't just recommend adding the Best Look® paint line, they came in and helped us become experts on Best Look paint."

Heather added, "We received in-store training and ongoing support from Do it Best staff who check in on us. And we have someone to call, and that's valuable — with so much knowledge and experience behind us, we really can be the go-to paint experts our customers are looking for."

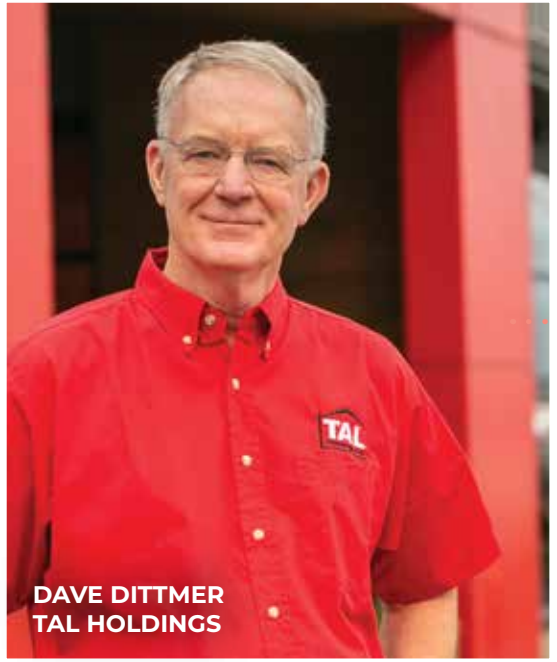
Across the country and around the world, Do it Best is helping members reach new markets and move into new communities to expand their opportunities for success. ●



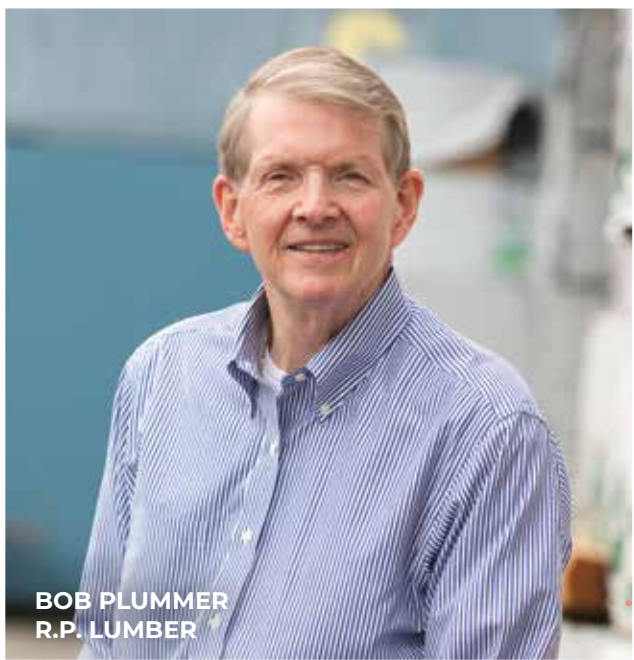
THE NEW MODEL. Heather is in charge of the couple's new venture in Floyds Knobs, Indiana.

RECOGNIZING SUCCESS

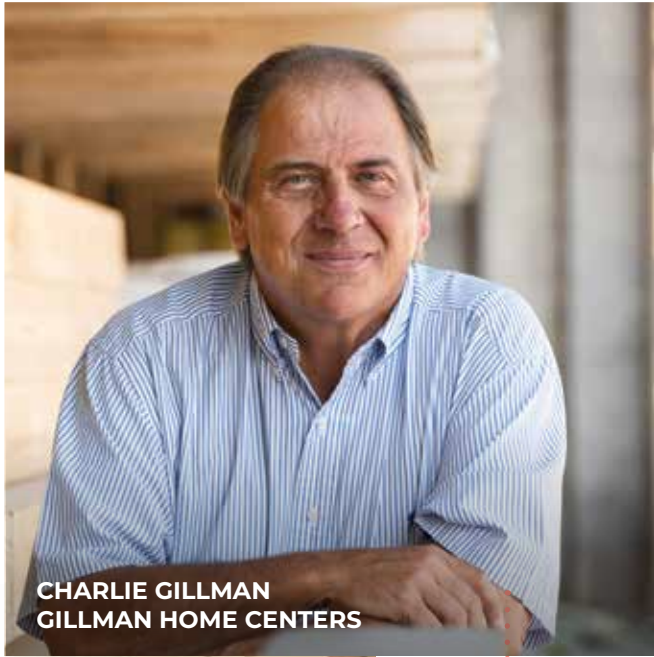
Scott and Heather's hard work has not gone unnoticed. *LBM Journal* recognized the couple as one of their 2018 Entrepreneurs of the Year. They credit their co-op's clear member-first mentality with getting them the industry recognition. "Do it Best was instrumental in our selection for this honor," says Scott. "Tim Boes, our territory manager, is constantly supporting us. He's as focused on our growth and success as we are."



DAVE DITTMER
TAL HOLDINGS



BOB PLUMMER
R.P. LUMBER

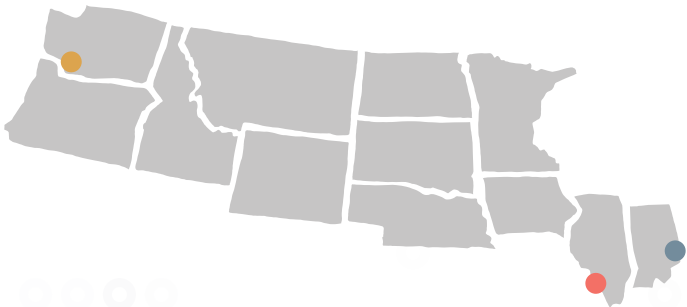


CHARLIE GILLMAN
GILLMAN HOME CENTERS



MEET THE NEW BOSSES.
Dave Dittmer (above left), Bob Plummer (left), and Charlie Gillman (above right) know a good opportunity when they see it, and with help from Do it Best, they take full advantage.

- TAL HOLDINGS**
VANCOUVER, WA
 Member since 2010
 8 Locations
- R.P. LUMBER**
EDWARDSVILLE, IL
 Member since 1978
 70+ Locations
- GILLMAN HOME CENTERS**
BATESVILLE, IN
 Member since 2000
 12 Locations



WHETHER YOU'RE STARTING FROM SCRATCH, STARTING OVER, OR STARTING IN A NEW MARKET, AN ACQUISITION GROWTH STRATEGY CAN HELP YOU ACHIEVE YOUR DREAMS. BUT WITHOUT THE RIGHT RESOURCES, SUPPORT AND GUIDANCE, IT COULD TURN INTO A NIGHTMARE. DAVE DITTMER, CHARLIE GILLMAN, AND BOB AND DONNA PLUMMER SHARE A VERY SIMILAR SUCCESS STORY — ONE WHERE DO IT BEST MEMBERSHIP MAKES IT POSSIBLE TO GROW THROUGH ACQUISITION WITHOUT LOSING ANY SLEEP.



“ WHEN WE STARTED THINKING ABOUT ALL OF THIS, WE WERE LOOKING AT 10-12 LOCATIONS. OUR THOUGHT PROCESS IS BEYOND THOSE NUMBERS NOW BECAUSE OF THE SUCCESS WE’VE HAD. ”

The newly reformed business, now christened TAL Holdings, developed a plan for calculated, strategic growth with Tum-A-Lum Lumber’s rich history as a solid foundation. “We had a 110-year-old company with a strong customer base and employees with many years of experience,” says Renee. “We were able to maintain all of that, and yet we really started a new company.”

Beginning in 2015, Tum-A-Lum Lumber’s location in Hood River, Oregon, underwent a major remodel. Dave and his team worked closely with the Do it Best Retail Performance team to ensure the project ran smoothly.

Do it Best staff arrived onsite to study the existing store layout and inventory. They also thoroughly measured shelving, displays, aisles, floor space and other critical components. Equipped with this information, they worked closely with TAL Holdings to create a thorough plan for the newly remodeled store. The final design featured floor-to-ceiling windows to bring in more natural light and take advantage of the location’s scenic surroundings. The building itself was also re-engineered to remove support columns, making the retail space more open and accessible. The changes did not go unnoticed — in 2016, the Hood River location received the ProSales Excellence Award for Facility Design.

But the beauty of Hood River goes deeper than just windows and fixtures. The Tum-A-Lum store team includes a professional cabinet designer and windows experts, as well as professional paint and contractor sales experts. Renee also chose to install The Color Bar™ in their paint department, as well as include an expanded design center.

BRINGING BACK A LEADER.

Dave Dittmer has skillfully leveraged Tum-A-Lum Lumber’s 100-year reputation with contemporary ideas like The Color Bar™ to return a regional market leader to relevance.



REBOUNDED AND ASTOUNDING

DAVE DITTMER’S STORY.

The story of TAL Holdings LLC begins with Tum-A-Lum Lumber. It is a comeback story that reaches all the way back to 1906. That’s when Mr. J.M. Crawford, an entrepreneur, set out to open lumberyards in small towns throughout the Pacific Northwest.

The venture Mr. Crawford undertook would spawn more than 50 lumberyards throughout Oregon and Washington in the early 20th century — the business was thriving. The next several decades, however, brought the Great Depression and two World Wars. Small-town economies faltered and by the 1960s, Tum-A-Lum Lumber operated just 14 locations.

By 2013, there were just four locations left, three in Oregon and one in California.

That’s when Dave Dittmer took over as CEO, and Renee Coffman joined the company as the new consumer business development manager. Over the next two years, Tum-A-Lum Lumber would consolidate their operations, closing the single geographically disconnected location in Susanville, California, and focusing on strengthening the three remaining locations.



SELECTION WITH A SIDE OF SERVICE.

The strength of TAL Holdings lies in a highly trained leadership team combined with a full range of easily accessible materials and products.





SELECTION THAT SELLS.

Backed by the product quality and service of Do it Best, Tum-A-Lum Lumber is re-establishing itself as the go-to home improvement store in the communities it serves.

The success of the Hood River location presented a new challenge for TAL Holdings — to maintain the roots and relationships Tum-A-Lum Lumber had built with customers and vendors, while creating a dynamic new business model that would drive steady growth.

**“WE KNEW THAT THE DO IT BEST
HARDWARE, RETAIL SUPPORT,
MERCHANDISING SUPPORT, AND
STORE CONVERSION SUPPORT WERE
SUPERIOR TO ANY OTHER CHOICE.”**

In 2016, TAL Holdings moved to make their first acquisition, and it was a big one. They looked to purchase

Marson & Marson, a four-location business in North Central Washington served by another buying group. Dave realized that they had reached a crossroad. “This was our first acquisition, and it had to be right,” recalls Dave. “We needed to make sure that every decision we made was the right decision for the future of seven locations, not just three.”

That concern led TAL Holdings to begin a three-month audit of who the LBM and hardlines partner would be for the combined Tum-A-Lum Lumber and Marson & Marson yards. While they were already Do it Best members, they wanted to be sure they chose the provider that would be best able to support their growth initiatives well into the future. “We went through an extensive survey,” says Dave. “We evaluated plans, programs and past performance.”

In the end, Do it Best came out the clear winner — and not just because of the strength of their LBM program. It was

the full range of capabilities that won the day. “We knew that the Do it Best hardware, retail support, merchandising support and store conversion support were superior to any other choice,” says Renee.

TAL Holdings now had to convert their four newly acquired stores into the growing enterprise. The process started with the Do it Best Signature™ Store Design program. The Do it Best team helped Dave and Renee choose a strategy for their stores that integrated the existing Marson & Marson brand with the familiar Do it Best identity.

The monumental task of switching out SKUs, reorganizing aisles and displays, retagging thousands of items, and more had Renee turn to the Do it Best Retail Performance team once again. “They had a conversion team that came out and measured everything and helped us develop brand new planograms,” says Renee. “New counters, new flooring, new gondolas — they changed the layout of the stores easily and quickly.”

With full support from Do it Best, TAL Holdings expanded from three locations to eight, more than doubling their size — and they did it all in just three months.

Encouraged by the relative ease of the process, TAL Holdings already has plans for more acquisitions in the near future. “Our strategic growth plans are now driven by diversification,” says Dave. “We want to expand our geographic footprint to reach different markets. We want to add other services, such as a nursery and drywall.”



PERSONAL BUSINESS.

Tum-A-Lum Lumber’s strong customer relationships are based on a genuine interest in providing the right solution — with a smile.

“When we started thinking about all of this, we were looking at 10-12 locations,” he adds. “Our thought process is beyond those numbers now because of the success we’ve had — and they’re a lot of fun with Do it Best as a partner.”





FULL SHELVES, FULL SERVICE.

Charlie Gillman built his business to provide customers with a complete inventory of both hardware and lumber, making Gillman Home Centers the first and only store they need.

AGGRESSIVE IN GROWTH

CHARLIE GILLMAN'S STORY.

Charlie Gillman has built his 12-location home center business on two straightforward principles: if you watch your pennies, the rest will fall into place; and treat people the way you would want to be treated. When he became a



Do it Best member-owner in 2000, he found a partner that shared his passion for stewardship and service.

"The biggest things I like about Do it Best are they're as financially responsible as I am — maybe even more so —



DOING IT THE RIGHT WAY.

When it comes to customer service, Gillman Home Centers follow the principle of "Treat others the way you would want to be treated."

and they are very responsive," says Charlie. "I remember when I signed my membership agreement, then-President Mike McClelland looked at me and said, 'Charlie, if you ever need something, just call.' I said, 'You mean that?' And they do."

From a business standpoint, Do it Best and Gillman Home Centers share another common bond. Gillman Home Centers are designed to be full service, offering a comprehensive range of hardware and lumber. And Do it Best is the only full-service co-op in the home improvement industry.

"Gillman's is unusual because we have a huge walk-in business, but we also have a huge contractor business," says Charlie. "Do it Best is the only co-op capable of supplying us with all the inventory we need as a single source."

Gillman's ability to stock his 12 locations with the strongest possible inventory levels, combined with a single partner capable of supporting his stores, makes a powerful combination. Add in a friendly, customer-first approach, and Gillman Home Centers are unbeatable.

As a result, Charlie is not afraid to go toe-to-toe against the big box stores.

When it comes to acquisitions, Charlie is equally fearless, and maintains an aggressive growth strategy. "If there's an opportunity that makes sense, we need to do it," he says. "If you stop growing, you're going to get run over."

Each time Charlie starts an acquisition, he looks to the Do it Best Retail Performance and Signature™ Store Design teams to quickly integrate his newest location. The process is well-practiced and efficient, and as quickly as possible the new Gillman Home Center location is ready to go, from the stock on the shelves to the associates on the floor.

“DO IT BEST IS THE ONLY CO-OP CAPABLE OF SUPPLYING US WITH ALL THE INVENTORY WE NEED AS A SINGLE SOURCE.”

"I have read that God put us here for one reason, to be the best we can be," says Charlie. "When Mike Melchi, my territory manager, comes into one of my stores, I look to him to tell me how to be better — because I believe we can always be better." ○



BUY, BUY AGAIN

BOB AND DONNA PLUMMER'S STORY.

In 1977, Bob and Donna Plummer bought an abandoned lumberyard in Staunton, Illinois. The business had been shuttered for more than 10 years, and the area was facing a down economy. But the Plummers set to work, and soon the fledgling business began to grow. Today, R.P. Lumber is a full-service home center and building materials supplier with more than 70 locations throughout Illinois and Missouri.



POWERFUL PARTNERSHIP.

Supported by Territory Manager Jason Williams (left), Bob Plummer's team at Do it Best has helped build a successful, growing business.

"The success was due to dedicated employees, customers, suppliers and banks," says Bob. "We've been really blessed."

It only took one year into their new business for Bob and Donna to become Do it Best member-owners. They recognized that by joining the co-op, they were partnering with a team that was as interested in full-service as they were.

"Do it Best has always brought quality products and competitive prices to our stores," says Bob. "But we really appreciate the wealth of knowledge they provide in technology, advertising and store planning — it's a win-win situation."

"WE REALLY APPRECIATE THE WEALTH OF KNOWLEDGE THEY PROVIDE IN TECHNOLOGY, ADVERTISING AND STORE PLANNING—IT'S A WIN-WIN SITUATION."


One look at the Plummers' strategic plan reveals ambitiously aggressive growth. They aim to add five new locations every year, but some years they have opened as many as 12 new locations.

"Four to five stores a year is where we like to be, but it's more about recognizing the right opportunities," explains Bob. "If a bigger opportunity looks right for us, we're going to explore the opportunity."

With such an aggressive approach, R.P. Lumber looks to Do it Best program experts to make the job as fast and efficient as possible. With each acquisition, Bob works closely with the Do it Best Retail Performance team to change out the interior and exterior designs quickly while maintaining consistency from location to location.

Bob sees even more opportunities on the horizon. "I regularly hear from long-time family businesses who are looking toward retirement, and simply don't have a next generation interested in continuing in the industry," says Bob. "These are healthy businesses with solid customer bases; they're just looking for someone to keep it going."

No matter where the market takes them, Bob and Donna know that the next generation is waiting in the wings to take over R.P. Lumber. Already they are giving their son Jason a larger role in the business, preparing him to compete with big box stores and other regional competition. Daughters Jennifer and Julia are also involved in the family business. Jennifer helps to handle special events and HR at R.P. Lumber, while Julie manages two family-owned Berkshire Hathaway realty offices. "Being willing to go into new markets and try new things will go a long way to keeping the next generation interested in the business," says Bob.

The Plummers have achieved their success by adhering to three strong principles: work hard, be smart, and get help when you need it. Every step of the way, Do it Best has been a dependable partner, giving R.P. Lumber vital expertise, products and resources to help the business grow. 

A GROWING REPUTATION.

Despite their size, R.P. Lumber still focuses on the knowledgeable, one-on-one service that box stores can't match.



GROWTH THROUGH INTERNATIONAL PROGRAM EXPERTISE

MASTERS OF THE MALL.

Stanley Co, General Manager of Handyman Do it Best (left); Robina Gokongwei-Pe, President and CEO of Robinsons Retail Holdings, Inc. (middle); and Willy Co, Vice Chairman of Handyman Do it Best (right), introduced hardware to mall-centric Filipino consumers.

HANDYMAN DO IT BEST® HARDWARE QUEZON CITY, PHILIPPINES

Member since 2001
149 Locations



IF YOU HAVE EVER BEEN TO THE PHILIPPINES, CHANCES ARE YOU HAVE SHOPPED AT A STORE OWNED BY ROBINSONS RETAIL HOLDINGS, INC. THIS PUBLICLY HELD COMPANY INCLUDES A DIVERSE PORTFOLIO OF OVER 1,700 BUSINESSES INCLUDING SUPERMARKETS, DEPARTMENT STORES, CONVENIENCE STORES, ELECTRONICS, APPLIANCES, BEAUTY SPECIALTY STORES, COFFEE SHOPS, TOYS, ONE-PRICE CONCEPT STORES — AND, OF COURSE, HARDWARE STORES.

In 1994, Robinsons Retail Holdings, Inc. was a privately held company owned by the Gokongwei family, and they saw an opportunity to enter the Philippines' emerging do-it-yourself home improvement market. Led by President and CEO Robina Gokongwei-Pe, Robinsons

had a vision for a store that broke the mold of the typically austere hardware store common in the country. Under the name Handyman Hardware, the new stores would provide customers with a fun and exceptional shopping experience.



A WINNING COMBINATION.

Handyman Hardware delivers high-quality products Filipino customers demand at the prices that keep them coming back.

Willy Co, Vice Chairman of Handyman Do it Best, took on the job of creating this network of new stores. Willy's understanding of Filipino hardware customers and Robina's experience in retail provided good insights into what kind of store Handyman Hardware should be. They knew that customers in the Philippines are especially demanding. They expect the highest possible quality and value, as well as a wider variety of products to choose from. It didn't take long for Robina and Willy to choose Do it Best as their co-op partner in the new venture.

“WE ARE ALWAYS LOOKING TO BRING HANDYMAN HARDWARE TO UNDERSERVED COMMUNITIES IN THE RESIDENTIAL AND PROPERTY MARKETS.”

The first Handyman Do it Best® Hardware location opened in Quezon City, introducing customers to the concept of buying affordable, high-quality hardware in a shopping mall environment. Public response was overwhelming, and Handyman Do it Best Hardware locations began to sprout up in malls throughout the country. Today, Robina, Willy and General Manager Stanley Co oversee a powerful network of 149 Handyman Do it Best Hardware locations, and the chain has been credited with making DIY a part of mainstream life in the Philippines. In fact, Robinsons Retail Holdings, Inc. has become so popular they moved to become publicly traded in one of the largest IPOs ever released in the Philippines.

Handyman Hardware's formula of wide selection, high quality and low prices produces margin pressures, so high sales volume is their key to success. “We consider Do it Best to be a crucial partner in growing our business,” says Willy. “They make it possible for us to differentiate ourselves from the other players through the use of the Do it Best brand, the sheer assortment of high-quality products, and competitive prices.”

Maintaining a high volume of merchandise at lower prices is daunting enough for a business located in the US, but Handyman Do it Best Hardware's island location makes it even more of a challenge. Do it Best Territory Manager Roy Resendez and his stateside support team solved that problem by custom-tailoring programs with direct access to suppliers in China. This move dramatically reduced shipping and other expenses, giving Willy the flexibility he needs to offer his customers a wider selection of the products they're looking for, at prices that make Handyman Hardware a formidable competitor.

The Handyman Do it Best Hardware business model resonates well with customers and has experienced steady growth while seeking out new opportunities. “Our sales consistently achieve a compound annual growth rate of 17%,” Robina reports. “We also see where there is plenty of room to expand our product mix, especially in housewares, lighting and pet ware.”

Stanley also sees additional opportunities in new communities. “The Filipino middle class is growing, and that means more construction and DIY activity,” he says. “We are always looking to bring Handyman Do it Best Hardware to underserved communities in the residential and property markets.”

Never one to miss an opportunity, Robinsons Retail, Inc., regularly uses Handyman Do it Best Hardware to supply products to their other businesses. The relationship with Do it Best has evolved into a solid plan that focuses on aggressive growth throughout the region. “Robinsons Retail, Inc., and Do it Best are two organizations united by their focus on growth,” said Tom Barfell, Director of International Sales for Do it Best. “With that kind of shared vision, the opportunities in Southeast Asia are unlimited.”

From the largest market leaders to the smallest family ventures, the Do it Best model has been proven time and again to be one of the most effective ways to help members to grow businesses that are built to last. ○

GROWTH THROUGH INDUSTRIAL/COMMERCIAL EXPERTISE

SERVICE THROUGH SELECTION.

BUSINESSES SERVING THE INDUSTRIAL/COMMERCIAL MARKET FACE CHALLENGES ALL THEIR OWN. QUANTITIES ARE HIGH, SPECIALTY TOOLS AND SUPPLIES ARE THE NORM, AND DEADLINES ARE COMPRESSED. IN ORDER TO SURVIVE AND GROW, COMMERCIAL DISTRIBUTORS DEPEND ON STRONG, RELIABLE PARTNERSHIPS.

Elko Tool and Fastener's relationship with INCOM Distributor SupplySM proves that with the right relationship, success in the industrial/commercial market is not just possible, it's inevitable.

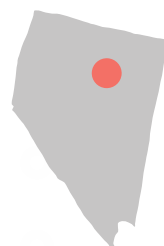
Elko Tool and Fastener, Inc., (ETF) in Elko, Nevada, is a full-service mine supply company. Since 1996, they have provided northeast Nevada with one of the region's largest selections of bolting, tools, lubricants and other vital resources. ETF has built a solid reputation for responding to customer requests quickly and efficiently. This high level of customer service requires a partner that can help maintain the vast inventory without delays or hassles. ETF found that partner in INCOM.

"We joined INCOM in 2016 because our customers require a wide range of products, and those products have to be available when they need them — without a huge cost," says Robert Collyer, the second-generation owner of ETF. "Their expertise means that we don't need to spend a lot of time explaining what we need — they already understand what our customers need."



**ELKO TOOL AND FASTENER
ELKO, NV**

Member since 2016
1 Location



**GAIL AND ROBERT COLLYER
ELKO TOOL AND FASTENER**



DIGGING OUT SUCCESS.

Member-owners Gail and Robert Collyer have found success by keeping up with the needs of Nevada's busy mining business communities.

Robert's customer base is demanding, and their standards are high. His reputation relies on providing the products they ask for by name. Through his relationship with INCOM, Robert can serve as an exclusive source for Channellock® products. "Stocking Channellock is a necessity," says Robert. "My customers swear by Channellock's performance, toughness and affordability. INCOM's pricing allows me to carry a comprehensive Channellock lineup at competitive prices and healthy margins. To be an exclusive Channellock distributor with that kind of selection and savings gives us a real advantage over the competition."

Robert also takes full advantage of the INCOM ecommerce solution to make ordering from his website

"PRODUCTS HAVE TO BE AVAILABLE WHEN THEY NEED THEM — WITHOUT A HUGE COST."

fast and easy for his customers. He is able to assign unique logins to each customer, directing them to a site featuring special pricing and product mixes tailored to their regular ordering habits. "INCOM makes it as easy as possible for my repeat customers to complete their orders and see new specials without wasting time," says Robert. "It really helps us fulfill our promise of excellent personal service and consistent savings — that's good for our customers, and great for our business." ●

2018 YOUNG RETAILER OF THE YEAR WINNERS



DIANA NEWTON

Vice President

Bay Hardware, Lunada Bay Hardware
Seal Beach & Palos Verdes Estates, CA
Multiple-store retailers

DIANA NEWTON


After pursuing her dream of being a math teacher, Diana's love of a challenge brought her back to the home improvement industry. She discovered the hardware sector offered something her fiercely independent nature found irresistible: the chance to succeed or fail based on her own merits. And she didn't just succeed, she rescued two stores from the brink of closing.

While working at the family hardware store near Chicago, the opportunity arose to buy a small hardware store near Los Angeles in the coastal town of Seal Beach. Bay Hardware had been so poorly managed with understocked shelves and inconsistent pricing that it was a wonder the store was still in business. But where others saw disaster, Diana saw potential.

After acquiring the store at the end of 2009, Diana immediately started a complete overhaul. She added thousands of new items, more than doubling the store's inventory. Bay Hardware quickly became a destination where customers and contractors could get everything they needed. Sales shot up by \$100,000 her first year,

customer count rose, and margins increased due to her pricing changes. Sales in Seal Beach are now up 65% from when she took over.

Not only did Diana engineer a stunning turnaround at Bay Hardware, she repeated the feat at nearby Lunada Bay Hardware. After her family purchased the store in 2013, Diana had her work cut out for her. The store had no computer system, just a lone cash register and price stickers on what few items populated the shelves. Diana brought in a point of sale system, completely revamped the layout of the store, fixed the pricing, and bolstered the inventory. Diana's tireless efforts tripled sales within the first two years.

"I really love what I do," Diana says. "This industry is constantly evolving, so there are always new challenges and new opportunities. I love that no two days are ever the same. I love that I can come up with ideas and see the successful results of my efforts. Every day I wake up and I feel like I have a purpose, a reason for being here." 



NATE LUDWIG

General Manager

Dazey's Building Center
Three locations in northern California &
southern Oregon
Multiple-store retailers

NATE LUDWIG


Nate Ludwig's success in the home improvement industry is nothing short of astounding. He didn't simply rescue a failing store; he took a defunct retail operation and turned it into a burgeoning regional empire in the Pacific Northwest.

After proving himself as both a contractor and a manager at a successful lumberyard, Nate was the perfect choice for Dazey's to resurrect a decrepit building center they purchased in 2015 in the tiny town of Garberville. The business Nate inherited was a dilapidated facility that had been closed for close to a year. Nate took the helm and quickly overhauled the entire store and its inventory. A key to Nate's success is recognizing the customers in his area. Seeing the local booming agriculture market, he turned his focus to serving those customers.

By gearing his inventory to serve local farmers, Nate immediately achieved unprecedented results. The store

had previously registered \$1 million in annual sales for many years. In Nate's first year in 2015, he hit \$4 million. After adjusting his inventory based on sales his first year, Nate increased sales to \$7 million for 2016. In 2017, he surpassed \$10.5 million. Nate delivered a whopping 950% sales increase in just three years!

Nate also made 2018 the boldest year for expansion in Dazey's history when he simultaneously converted two stores in different states. Both the new hardware store in Medford, Oregon, and the lumberyard in Willow Creek, California, benefited from Nate's retail prowess. By revamping the product selection and targeting the right customers, sales for these two stores are anticipated to double or triple in the next several years.

"My efforts at Dazey's are not about dollars and cents," Nate asserted. "It's about pouring in time with the people here. I want to give them a better future." 

2018 MEMBER AWARDS

ENTREPRENEURS OF THE YEAR

LBM Journal



SCOTT & HEATHER LIMEBERRY
Limeberry Lumber & Home Center
Corydon, Indiana



JASON WEHRUNG
Wehrung's Do it Best® Lumber & Hardware
Ottsville, Pennsylvania

YOUNG RETAILERS OF THE YEAR

NRHA



NATE LUDWIG
Dazey's Building Center
Garberville, CA



DIANA NEWTON
Bay Hardware
Seal Beach, CA

BEACON AWARDS

The Hardware Connection



CHARLIE GILLMAN
Gillman Home Centers
Retailer Beacon Award
Batesville, Indiana



ELLIOT & BRENDA MASSEY
Agricola Do it Best® Hardware & Lumber
Best New Store
Lucedale, Mississippi

INDEPENDENT PRO DEALER OF THE YEAR

NLBMDA



ADAM HENDRIX
Chic Lumber
St Peters, Missouri

4 UNDER 40

ProSales



CHRIS RIVERS
Parker Building Supply
of Texas and California

TOP GUN

Hardware Retailing



ANGELA MERRITT
Ederer's Do it Best® Hardware
Plain, Wisconsin

EXCELLENCE AWARDS

ProSales



TUM-A-LUM LUMBER
Natalia Dittmer
Marketing
Hood River, Oregon



HPM BUILDING SUPPLY
Tracie Foglia
Education
Hilo, Hawaii



US LBM
Wendy Whiteash
Education
Buffalo Grove, Illinois

HARDWARE ALL STARS

Hardware + Building Supply Dealer

ACTION DO IT BEST® HARDWARE
Wilmington, Delaware

ALL AMERICAN DO IT CENTER®
Tomah, Wisconsin

BERNARDSVILLE HARDWARE DO IT BEST®
Bernardsville, New Jersey

BOEHS BUILDING SUPPLY
Fairview and Helena, Oklahoma

BUILD-RITE DO IT CENTER®
Rawlins, Wyoming

CANAAN HARDWARE
Canaan, New Hampshire

CHRISTOPHER'S HARDWARE
Sandy Spring, Maryland

GREER'S DO IT BEST® HARDWARE
Tremonton, Utah

JACK'S COUNTRY STORE
Ocean Park, Washington

JOHNSON HARDWARE & RENTAL
Johnson, Vermont

KINCAIDS DO IT BEST®
Fairfield, Illinois

METZGER'S DO IT BEST® HARDWARE
Los Alamos and White Rock, New Mexico

PALMETTO HOME CENTER
Summerville, South Carolina

S & J HARDWARE
Garrison, North Dakota

WASKO DO IT BEST® HARDWARE
Keosauqua, Iowa

WOYDZIAK DO IT BEST® HARDWARE
Lyons, Kansas

BOARD OF DIRECTORS



• • • Front row, left to right

TREASURER
BRIAN BUSWELL
ALL AMERICAN
DO IT CENTER®
Tomah, Wisconsin
Member since 1994
3 locations

VICE CHAIRMAN
BRAD MCDANIEL
MCDANIEL'S DO
IT CENTER®
Snohomish, Washington
Member since 1998
1 location

CHAIRMAN
JOHN HOLMES
HOLMES BUILDING
MATERIALS
Baton Rouge, Louisiana
Member since 1995
2 locations

SECRETARY
KARENA REUSSER
MODERN HOME
& HARDWARE
Woodsfield, Ohio
Member since 1981
1 location

• • • Back row, left to right

TIM POST
T&M HARDWARE &
RENTAL CENTER™
Ellwood City, Pennsylvania
Member since 2001
6 locations

TOM NOBLE
NOBLE SALES
Rockland, Massachusetts
Member since 1998
20 locations

DOUGLAS MANS
MANS LUMBER
& MILLWORK
Canton, Michigan
Member since 1968
2 locations

ROBERT ASHLEY
TRIPLE "A"
BUILDING CENTER
Canton, New York
Member since 1992
3 locations

JEFF PARDINI
HILLS FLAT LUMBER
Grass Valley, California
Member since 1997
2 locations

MICHAEL COHEN
PANAMA DO IT CENTER®
Panama City, Panama
Member since 1989
25 locations

JIM LEHRER
BROWNSBORO
HARDWARE & PAINT
Louisville, Kentucky
Member since 1997
2 locations

ELI BLIFFERT
BLIFFERT LUMBER
& HARDWARE
Milwaukee, Wisconsin
Member since 2008
7 locations

EXECUTIVE TEAM



• • • Left to right

MIKE ALTENDORF
Vice President of
Information Technology

GARY FURST
Vice President of
Human Resources and
General Counsel

RICH LYNCH
Vice President
of Marketing

TIM MILLER
Vice President
of Logistics

NICK TALARICO
Vice President of Sales and
Business Development

STEVE MARKLEY
Vice President of
Merchandising

DOUG ROTH
Vice President of Finance
and CFO

GARY NACKERS
Vice President of Lumber
and Building Materials

2018 FISCAL YEAR IN REVIEW

**\$3.7 BILLION
AND GROWING**



GROSS MEMBER
PURCHASES

\$3.7 BILLION

**\$108.5
MILLION**

REBATE



15 YEARS
RUNNING

REBATE OVER

**\$100
MILLION**

1.96%

OPERATING
COSTS



For a digital copy of this report and our detailed financial statement,
go to the About Do it Best Corp. page at www.doitbestcorp.com.

PHILOSOPHY

Serving others as we would like
to be served

MISSION

Making the best even better™

GOAL

Helping our members grow and
achieve their dreams™

First CHOICE.  Best CHOICE.
Do it Best Corp.

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