



CHAMPION OF
INDEPENDENTS



2025 REPORT

WELCOME

Now home to the industry powerhouses, **Do it Best and True Value**, we're proud to be the leading member-owned co-op serving independent hardware, building materials, and lumber dealers. As your partner, we're by your side—driving growth, profit, and long-term success. With nearly 80 years of experience, our purpose remains the same: to **champion our independents**.



04 CEO's Letter

Dan Starr highlights the unification of Do it Best and True Value, creating the industry's strongest network of independent home improvement dealers.

06 Chairman's Letter

Joe Taylor describes this transformative moment as one built to fuel dealer success, empowering growth through innovation, brand strength, and trusted relationships.

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With Do it Best as a partner, Kerry Higgins led Coulee Hardware through a transformation grounded in vision, innovation, and service expansion.

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Built on family, driven by purpose, and empowered by the unmatched support of Do it Best and True Value, Willis Qualheim shares how his business continues to expand through strategic growth.

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Driven by precision and efficiency, Scott Sommers explains how Hartville Hardware boosted performance through Do it Best's LBM Replenishment Buyer Program and Operations Excellence support.

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We celebrate members and retailers who exemplify growth, community impact, and forward-thinking retail through partnership and performance.

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A POWERFUL FUTURE

For nearly eighty years, Do it Best and True Value owners have anchored communities with a strong foundation and built a strong legacy. Today, as Do it Best Group, our unified company has an even bolder vision for the future.

By joining forces, United Hardware, True Value, and Do it Best are now the world's largest network of independent home improvement dealers. But we are so much mightier than the sum of our parts. Whether you measure by stores, by sales, or by growth opportunities—we are transforming the industry, together.

We offer unmatched flexibility in brand, providing the most options and best support in the industry, whether it's leveraging our national brands, highlighting regional and specialty brands, or empowering local and retailer-specific branding. We have owner-operators who show up every day and turn sweat equity into sales growth. We have the tools, technology, and analytics to help independent dealers win. And we have an operational structure built to drive your growth.

With our increased scale you can expect us to optimize our network, improve product pricing and availability, and bring more solutions to drive your success.

Because the future of home improvement retail is being built by each of us. We're fighting for independent retailers, one business at a time.



Dan Starr, Do it Best and True Value CEO



UNITED FOR GROWTH

This past year marked a defining chapter in the Do it Best story, one rooted in transformation, guided by purpose, and energized by possibility. As we continue our integration with True Value and build on the momentum of our strategic investments, one thing remains clear: We're championing the future of independent retail.

With a personal history tied to True Value and a legacy of growth through Do it Best, I've seen firsthand how both organizations empower retailers to succeed. United under a shared mission, we're expanding our reach, resources, and impact without ever losing sight of what matters most: our members.

From advanced ecommerce tools to stronger vendor relationships and more flexible branding options, every initiative is designed with one goal in mind: helping you thrive in today's landscape and lead with confidence tomorrow.

At the heart of everything we're building is a belief in the strength, ingenuity, and grit of independent retailers. Together, we're not just adapting to change, we're redefining what's possible and driving it.

Thank you for your continued trust and partnership. We're just getting started, and the future looks brighter because we're building it together.



Joe Taylor, Chairman of the Board



Owner, Pleasants Hardware & Taylor's Do it Center®



21 store
locations



2 iconic
brands



1 shared vision
for the future

COULEE HARDWARE

BUILDING A STRONGER FUTURE WITH THE POWER OF PARTNERSHIP

A Lifetime in Hardware and the Community

For nearly 40 years, Kerry Higgins has served his community through hardware retail, most recently as a member-owner of Coulee Hardware. But years ago, Kerry started as a teenager sweeping floors and stocking shelves after school. He then left Coulee and spent several years as a Do it Best territory sales manager. That experience gave him a unique perspective on the strength of the co-op model. Today, he co-owns the business with his longtime business partner, Teri Shattuck.



Stronger Together

"It's a real partnership," he says. "If it's good for us, it's good for the co-op and vice versa."

In a remote community, it's easy to feel isolated, but Higgins says the support from Do it Best changes that, "With Do it Best behind us, we're not alone. We're part of something bigger, and that's helping us build a stronger business and a stronger community every day."

Together, they've built something far more than a hardware store—they've created a vital hub for the community they serve. Located nearly an hour from the nearest competitor, Coulee Hardware has had to be more than just a hardware store.

"Being in such a rural area, you have to carry everything," Higgins says. "So you're a combination of a hardware store, a home center, and maybe more than that."

That mindset has shaped a business model as diverse as the needs of the people who rely on it. Coulee Hardware functions as a huge part of the community, offering above and beyond what customers need and always ensuring they are Coulee's primary focus. The inventory spans everything from kitchen cabinetry and garden supplies to pet food and paint.

"It's about really listening to the customer base and reacting as quickly as you can to what they want," says Higgins. "You tailor your inventory to what they're looking for."

That flexibility and responsiveness have fueled steady growth. The store has expanded from 6,000 to 14,000 square feet, more than doubling its footprint and further establishing itself as a one-stop resource for the region.



"The store has **expanded to 14,000 square feet**, more than doubling its footprint and further establishing itself as a **one-stop resource for the region.**"

Transforming for the Future

Recognizing the need to modernize, Higgins and his team partnered with Do it Best to complete a store design project, a decision he describes as transformational.

With the support of the Do it Best team, Coulee Hardware reimagined its space. Two separate buildings were connected, entrances were added, and the store layout was completely redesigned to better support the customer experience.

“From merchandising strategies to retail design, they brought expertise that we simply wouldn’t have had access to otherwise,” Higgins says.

The result is a bright, organized, and welcoming store that reflects how today’s customers shop. “You can feel the difference the moment you walk in,” he adds.

Since completing the remodel, the investment is paying off.



“Do it Best brought expertise that we wouldn’t have had otherwise”



Service is the Standard

Coulee Hardware’s growth continues with a strategic investment: a new kitchen design center tailored to customers planning remodels and home renovations. The team already offered the right products, and now, they’re delivering a complete design experience.

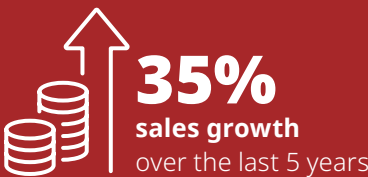
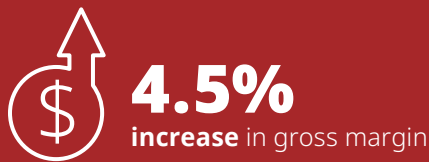
“We’re offering expert design services because that’s where the opportunity is,” says Higgins. “It’s not just about stocking shelves anymore. It’s about being a partner in the project.”

The idea was sharpened through their involvement in a Do it Best store improvement project, where the team evaluated merchandising, customer

engagement, and in-store experience with fresh eyes. That process helped them identify an opportunity to deliver high-value, consultative guidance in a category they already had the inventory to support. This move is a reflection of Coulee Hardware’s commitment to evolving with customer expectations and competing beyond price and convenience.

That forward-thinking approach hasn’t gone unnoticed. In 2025, Coulee Hardware was named Business of the Year by the Grand Coulee Dam Area Chamber of Commerce, a recognition that reflects both their deep community roots and their vision for the future. The award affirms what Kerry and Teri already know: with Do it Best behind them, there’s no limit to what a local hardware store can become. 

COULEE HARDWARE BY THE NUMBERS





QUALHEIM'S TRUE VALUE

BUILT ON FAMILY, POWERED BY PARTNERSHIP

When Willis Qualheim's parents bought the modest Coast to Coast Hardware in 1979, he didn't expect it to play such a large role in his life. He spent his childhood stocking shelves, helping customers, and learning the quiet but powerful lessons of local retail—how to listen, solve problems, and earn trust. Those early experiences didn't just stick. They set the foundation for what would become a multi-location success story built on persistence, people, and a strong connection to the community.



“We could’ve survived a liquidation, but the **Do it Best acquisition** gave us something much better—**tools to build for the future.**”



Growth Fueled by Grit and Smart Moves

What started in two cramped buildings has grown into a 53,000-square-foot facility on seven acres, complete with three bustling greenhouses. Today, Qualheim’s True Value spans three thriving locations, employs over 100 team members, and feels more like a family than a business.

Annual sales at Qualheim’s True Value in Shawano rose from \$3.5 million to \$8.5 million through smart, strategic decisions, such as acquiring a competitive Ace store that was previously located across the street. This acquisition allowed for the launching of new departments and the expansion of product lines. Every decision was made with long-term success in mind.



At the heart of that growth is a strong partnership—first with True Value and now with Do it Best.

“I’ll admit, I was surprised when the acquisition was announced,” says Qualheim. “But that initial uncertainty quickly turned into real optimism. We could’ve survived a liquidation, but the True Value acquisition gave us something much better—tools to build for the future.”

With access to integrated warehouse systems and tools like CareerPlug, Qualheim’s can now leverage a range of programs and support solutions that were previously unavailable. As a business that has long depended on True Value for impactful marketing efforts, aligning with Do it Best opens the door to significantly greater growth potential through expanded marketing support and resources.

Powered by People, Informed by Data

What sets Qualheim’s apart isn’t just size or sales—it’s a people-first approach to business. With support from Do it Best and True Value, the team customizes strategies to fit each store’s unique market, avoiding cookie-cutter solutions.

“We build custom planograms, lean on technology that fits our needs, and learn from other retailers doing great things,” says Qualheim. “It’s not one-size-fits-all, and that’s exactly why it works.”

Access to real-time data and marketing tools has made the partnership truly collaborative, empowering the team to make smart, informed decisions without losing their local touch.




Growing With the Next Generation

Even after decades of steady growth, Qualheim’s True Value isn’t slowing down. The team is deep into a major remerchandising effort, fine-tuning assortments, and elevating the customer experience. But perhaps the most meaningful shift is happening behind the scenes: Willis’s daughters have officially joined the business, ushering in a third generation of leadership.

“It’s exciting to see them bring new energy while respecting the legacy that got us here,” he says. “Success isn’t one-size-fits-all either. Each store, each town—we treat them like the unique communities they are.”

With Do it Best and True Value as partners, Willis feels well equipped for what’s next. From operational tools to shared expertise, the support strengthens their independence rather than compromising it.

“Do it Best isn’t here to change the heart of the business,” he says. “They’re here to help it grow.” 

“Success isn’t one-size-fits-all either. **Each store, each town—we treat them like the unique communities they are.**”



HARTVILLE HARDWARE & LUMBER

WORKING SMARTER TO WIN BIGGER

Reimagining Efficiency to Fuel Growth

Running a high-volume building materials operation means constantly juggling urgent tasks: inventory needs, customer expectations, vendor coordination, and countless day-to-day decisions. For Scott Sommers, president of Hartville Hardware & Lumber, the question wasn't whether his team was working hard—but whether they were working *smart*.

"We started asking ourselves: how can we better invest our time and our talent?" Sommers reflects.

That willingness to reassess their processes is what continues to fuel Hartville's growth. Over the past year, the team has partnered with Do it Best to rethink two of the most labor-intensive parts of their business—procurement and operations—unlocking time, boosting efficiency, and sharpening their focus on customer experience.





“We identified and made shifts to create efficiencies for our team, for better service, and for future growth.”

Smart Buying: More Strategic, Less Stressful

For years, Hartville managed its lumber purchasing in-house. With three high-volume yards and lumber making up more than half of the company's sales, it was a massive responsibility—resting on one highly experienced team member.

“We had an excellent buyer,” Sommers says. “But the day-to-day tasks and demands were pulling him away from other high-value, strategic work.”

That realization led Hartville to adopt the Do it Best LBM Replenishment Buyer Program. Instead of replacing internal buying expertise, the program enhances it. A dedicated Do it Best replenishment specialist uses POS data, sales trends, and market insights to help execute a collaborative, dealer-defined strategy.

“You stay in control of pricing, margin, and inventory goals,” Sommers explains. “But you gain a trusted partner who handles the daily tasks so your team can stay focused on growth.”

The results? Improved inventory performance, reduced manual workload, and more time for strategic leadership. With the program, Hartville freed up resources to deliver more value to their business and their contractors.



Operational Excellence

At the same time, Hartville tapped into another Do it Best offering: the Member Operations Excellence Consulting program. Spearheaded by respected LBM operations expert Scott Morrison, the consulting service is designed to help dealers unlock hidden efficiencies across their operations—from layout design to logistics.

“Scott's approach is hands-on,” Sommers says. “He walks the yard, talks to the team, objectively measures your performance, and helps you see what's holding you back, whether you're building a new yard from scratch or making your current yard more efficient.”

Morrison and the Hartville team tackled everything from delivery truck loading patterns to forklift travel routes and credit return processes.

These insights sparked immediate operational improvements:



Increased daily deliveries without adding staff or trucks



Faster inventory turns and higher fill rates




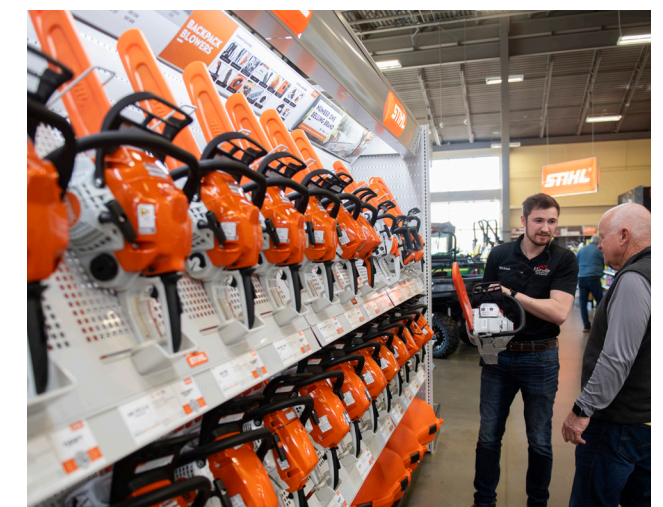
Streamlined workflows that reduce labor intensity and improve customer service

“We identified and made shifts to create efficiencies for our team, for better service, and for future growth,” says Sommers.

The Bottom Line

A continuous improvement mindset, paired with strategic support from Do it Best, has helped Hartville move from reactive to proactive and operate better.

“Our partnership with Do it Best has helped us create an environment where we use our data and implement metrics to work smarter, rather than just trying to pedal faster without a plan,” Sommers says. “And that gives us the freedom to do more of what we do best.” 



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CHAMPION OF INDEPENDENTS



True Value

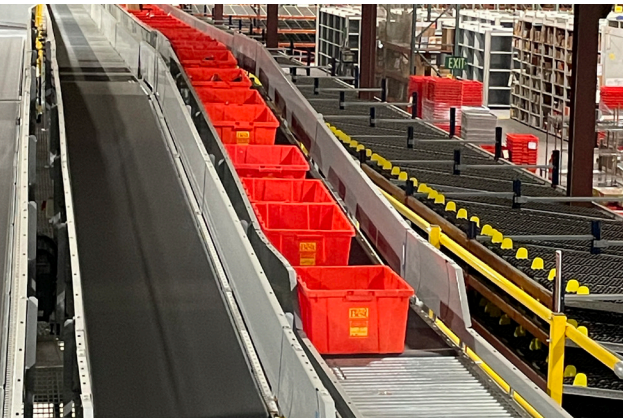
“This has been a year of big moves and bold decisions powered by our core belief in the power of independence. We’ve united three great companies under the shared purpose of delivering the best tools, systems, support, and strength in the industry so you can grow your business your way.”

— Dan Starr, Do it Best and True Value CEO

Built for What’s Next

Across the country, independent home improvement dealers are navigating big changes from shifting customer habits and rising costs to tougher competition. We’re not just weathering the storm—we’re pressing forward with urgency and purpose. We’re turning disruption into opportunity, making bold moves, and building real momentum. Every action we’re taking is designed to fuel your growth and strengthen your position.

We’ve claimed our place as the Champion of Independents, and now we’re accelerating into a new era of independent home improvement with clear focus, aggressive execution, and unwavering commitment to your success.



Strategic Growth Backed by Bold Moves

In just over a year Do it Best completed two of the most significant moves in our industry. First, the acquisition of United Hardware marked our first in over two decades, expanding our reach and distribution capacity across the Great Plains. Then came the acquisition of True Value, the iconic, legacy brand with operational scale mirroring Do it Best. These moves weren’t just about growth. They were about putting more power into the hands of independent business owners.

Now, with a broader dealer network, a fortified supply chain, and a well-known global brand, we’ve strengthened our position as the industry’s leading distribution partner—we’re stronger together.

That strength shows up in real ways—better buying power, more efficient deliveries, more product availability, and more support at every step. Because when the co-op grows, every retailer benefits.



Restoring Operational Excellence at True Value

Restoring the strength of the True Value brand meant starting with what mattered most: operational excellence. We’re cutting inefficiencies, rightsizing operations, overhauling forecasting, expanding inventory, and building a faster, more responsive supply chain.

“We’re rebuilding from the inside out to restore trust where it matters most—among retailers and vendors,” says True Value President Dent Johnson. “It’s all to build a bigger, stronger company that serves the needs of every independent home improvement dealer out there.”

Retailers are already feeling the difference—and so are their customers.

“This is more than an operational rebound. It’s a return to form for one of the industry’s most recognized names and a promise to independents that we’re building something they can count on,” adds Johnson.

“This is more than an operational rebound. It’s a **return to form for one of the industry’s most recognized names** and a promise to independents that **we’re building something they can count on.**”

A Future-Ready Focus

Now, we're building on that foundation, accelerating our momentum, and turning early progress into long-term advantages to deliver even more for our members and retailers.

We're completing the integration of our systems, teams, and tools to capture the full benefit of our shared scale. We're expanding and strengthening vendor partnerships, improving costs, and investing in exclusive private label programs that drive higher margins.

We're also leading the industry in ecommerce. Beginning next year, True Value retailers will join Do it Best members on a unified platform that enables local pickup, delivery, and ship-to-home options—with profits routed back to the nearest store. We manage the tech, design, and marketing. Retailers maintain control of pricing, promotions, and merchandising.

And whether you operate under a powerful national brand or your own local identity, we have the solutions, resources, and expertise to help you win. Our flexibility in store branding means you can choose the approach that best connects with your customers while still leveraging the full strength of our buying power, marketing, and operational support.

And that's just the beginning.

In 2026, we'll relaunch Destination True Value, a modern store design that connects brand story to every aisle and enhances the shopping experience. We're also kicking off a national brand awareness campaign to reignite consumer recognition and loyalty.

"These updates are more than cosmetic," says Do it Best President Nick Talarico. "From forecasting and pricing to assortment planning, we're using data smarter so dealers can make faster decisions and stay ahead of trends. We're investing in logistics and digital tools, everything it takes to help independents not just survive, but lead."

"Together we're building something **stronger, more innovative, and more resilient** than ever before"

Built by Independents, Built for Independence

As the industry continues to evolve, so do the expectations of the customers our dealers serve. By staying rooted in our values and bold in our execution, we're equipping retailers to lead.

"This has been a year of big moves and bold decisions powered by our core belief in the power of independence," says Do it Best and True Value CEO Dan Starr. "We've united three great companies under the shared purpose of delivering the best tools, systems, support, and strength in the industry so you can grow your business your way."

Together we're building something stronger, more innovative, and more resilient than ever before.

We're ready. And so are you.

We are the Champion of Independents. 

INDUSTRY AWARDS

This year's Industry Awards recognize those who have gone above and beyond growing their businesses, serving their communities, and embracing the tools and strategies that define the future of retail.

40 Under 40

LBM Journal



Ashley Guest
Marketing Manager
Harbin Lumber
📍 Georgia & South Carolina



Faren Harding
Sales Training and Support Specialist
Bliffert Lumber
📍 Wisconsin



Candice Huston
Operations Manager
Nations Best, Calaveras & Sonora Lumber
📍 California



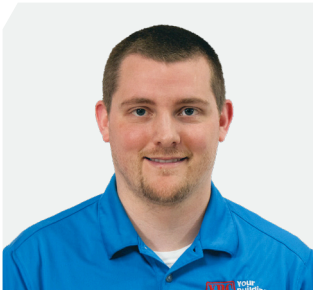
Tyler McFadden
Purchaser
Ivey's Building Materials
📍 Louisiana



Chris Routhe
VP of Operations
Millard Lumber
📍 Nebraska



Abeer Saeed
Merchandise Manager
Do it Best
📍 Indiana



James Strattman
Branch Manager
Your Building Centers
📍 Pennsylvania



Stokely Wischmeier
President
Hopson Lumber Co
📍 Missouri

Beacon Awards

The Hardware Connection



Randy Andes
Retail Beacon
Randy's Do it Best Hardware
📍 Virginia



Kerry Higgins
Best New Store Under 20,000 SF
Coulee Hardware
📍 Washington



Peter Grebeck
Retail Beacon
Peter's True Value Hardware
📍 Michigan



Dave and Lori Ables
Best New Store Under 20,000 SF
Three Sons Hardware True Value
📍 Minnesota

Digital Beacon Awards

The Hardware Connection



Sullivan Hardware & Garden
Beacon Award for Digital Excellence (top award)
📍 Indiana



Valu Home Centers
Best Individual Social Media Post
📍 New York



Taylor's Do it Center & Pleasants Hardware
Best Social Media Campaign
📍 Virginia



Taylor's Do it Center
Best Website or Ecommerce Experience
📍 Virginia



Valu Home Centers
Outstanding Community Engagement
📍 New York

Young Retailers of the Year

NHPA



Brookelyn McClellan
Hardware Sales
📍 Washington



Matthew Spinks
Lumber King Building Supply
📍 Kentucky & Tennessee



Mitchell Stadtlander
Cedar Mountain True Value
📍 Utah

Dealer of the Year

LBM JOURNAL



Lumber King Building Supply
Annual Sales of \$10-\$50M
📍 Kentucky & Tennessee

Top Gun

NHPA



Ryan Ringer
Gold Beach Lumber
📍 Oregon

Top Women in Hardware

Hardware + Building Supply Dealer

Business Excellence



Michelle Bohm
Bliffert Lumber
📍 Wisconsin



Diane Christofora
Woodstock Hardware
📍 New York



Janet Daake
Enyart's Hardware
📍 Indiana



Tina Green
Nation's Best
📍 Texas



Leah Nelson
Caldwell True Value
📍 Idaho



Carmen Perry
Lumber King Building Supply
📍 Kentucky



Tonya Thorson
Hilltop Lumber
📍 Minnesota



Cameon Viebrock
Lake Chelan Building Supply
📍 Washington



Lauren Wilson
Do it Best
📍 Indiana



Jennifer Zerwer
True Value
📍 Illinois

Top Women in Hardware & Building Supply

Hardware + Building Supply Dealer

Rising Stars



Sarah Berry
Randy's Hardware
♥ Virginia



Sara Brewer
S. W. Collins Co.
♥ Maine



Caitlin Fitzsimmons
Atlantic Do it Best Hardware
♥ New York



Ellen Harmon
Rosebud Building Products
♥ South Dakota



Serena Harmon
Rosebud Building Products
♥ South Dakota



Danielle Hoover
Your Building Centers
♥ Pennsylvania



Deidre Hubbard
Hubbard's Hardware
♥ Minnesota



Joni Konwinski
Mead Lumber Company
♥ Nebraska



Amber Massengale
Lumber King Building Supply
♥ Tennessee



Madison Ptomey
Nation's Best
♥ Texas



Alexis Reifenstuhl
TAL Building Centers (Browne's Home Center)
♥ Washington



Naomi Rennaker
True Value
♥ Indiana



Abeer Saeed
Do it Best
♥ Indiana

Hardware All Stars

Hardware + Building Supply Dealer

Samson Hardware
♥ Fairbanks, AK

Mount Ida True Value Home Center
♥ Mount Ida, AR

Calaveras Lumber
♥ Angels Camp, CA

Wagner Hardware
♥ Wilmington, DE

Gulf Coast Hardware
♥ Englewood, FL

HPM Building Supply
♥ Hilo, HI

L.L. Green's Hardware
♥ Hailey, ID

R.P. Lumber
♥ Edwardsville, IL

Cottin's Hardware & Rental
♥ Lawrence, KS

Melaco Sisters Hardware & Supplies
♥ Cut Off, LA

Kent Island True Value
♥ Chester, MD

Gill-Roy's Hardware
♥ Flushing, MI

Koch's Hardware Hank
♥ Milaca, MN

East Mississippi Lumber Co.
♥ Starkville, MS

Mead Lumber
♥ Omaha, NE

True Value Home Hardware and Variety
♥ Overton, NV

HHC Supply
♥ Albuquerque, NM

Zoller Hardware
♥ Cashiers, NC

Lugbill Supply Center
♥ Archbold, OH

G. W. Hardware
♥ Woodburn, OR

Jerry's Paint and Hardware
♥ Narragansett, RI

Paradise Home Center
♥ Union, SC

Thune True Value Hardware & Appliance Center
♥ Mitchell, SD

Choice Hardware & Home Center
♥ Nephi, UT

Village Hardware True Value
♥ Williston, VT

Randy's Hardware
♥ Timberville, VA

Wilco
♥ Vancouver, WA

Rexroad Supply Co.
♥ Gassaway, WV

Charlie's Hardware
♥ Mosinee, WI

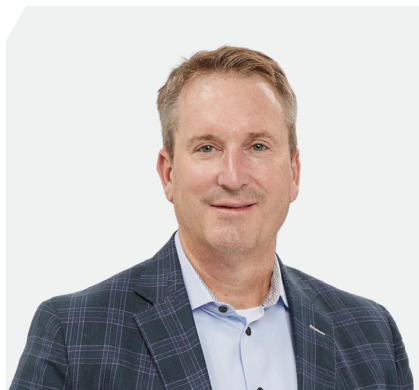


LEADERSHIP

BOARD OF DIRECTORS



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PRESIDENT OF DO IT BEST



DAN STARR
CEO



DENT JOHNSON
PRESIDENT OF TRUE VALUE

Do it Best

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- GREG FULLER**
VP OF SALES AND BUSINESS DEVELOPMENT
- GARY FURST**
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- TY SORDELET**
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VP OF MERCHANDISING
- MARIANNE THOMPSON**
EVP OF TRANSFORMATION AND INTEGRATION
- KEN WIDNER**
VP OF INFORMATION TECHNOLOGY & CIO

True Value

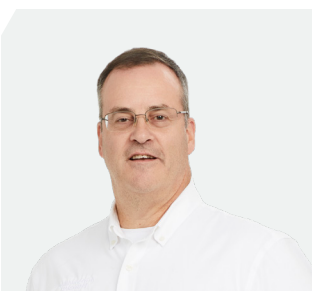
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- TIM MILLER**
SENIOR VP OF LOGISTICS AND DISTRIBUTION
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- STEVE ROSE**
VP OF DISTRIBUTION
- MATT SAINES**
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- ROB SCHMIEDEL**
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- KEN SORG**
VP OF SUPPLY CHAIN
- CELESTE STEVENS**
VP OF HUMAN RESOURCES
- JOHN VANDERPOOL**
SENIOR VP OF MANUFACTURING



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CHAIRMAN
Pleasants Hardware and
Taylor's Do it Center®
📍 North Carolina and Virginia



DAVID STURDIVANT
VICE CHAIRMAN
Russell Lands
📍 Alabama



ROB GARDINER
TREASURER
Damariscotta Hardware
and Randolph Hardware
📍 Maine



TIM POST
SECRETARY
T & M Hardware & Rental
📍 Ohio and Pennsylvania



JASON BLAIR
TAL Building Centers
📍 Washington



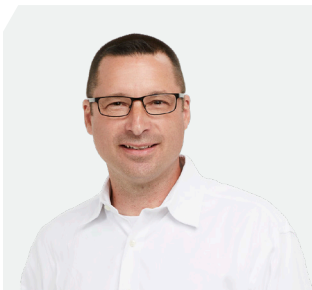
SHARONA EISERER
Wood Shed Lumber & Hardware Supply
📍 Missouri



LEE NABORS
Nabors Home Centers
📍 Mississippi



DIANA NEWTON
Bay Hardware, Lunada Bay Hardware &
South Bay Hardware
📍 California



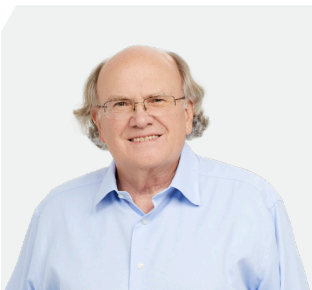
SCOTT PESAVENTO
Hemlock Hardware
📍 Connecticut



RYAN RINGER
Gold Beach Lumber
📍 Oregon



SCOTT SOMMERS
Hartville Hardware & Lumber
📍 Ohio



BOB VAUGHAN
Alamo Lumber Company
📍 Texas

