



“The professional network for fluid power, automation and motion technology providers dedicated to significantly enhancing member and channel performance by delivering indispensable networking, education and success strategies.”



## A Message From FPDA President Richard Neels

This really isn't surprising news, but fiscal year 2009 was one of the most challenging years of my career (and I'm sure it was for most of you as well.) We've seen downturns in our industry before, but nothing like this one. But you know what? Throughout it all, and riding the ups and downs, we've survived. And, in discussions with many of you, it is clear, that as an industry, we are feeling much more optimistic about our future. Perhaps "cautiously optimistic" is a better term, but still, any optimism is better than none at all!

It is my belief that this sense of optimism is why many of you have decided to make the investment to attend this year's FPDA/ISD Summit in Palm Beach Gardens, Florida, October 5-8, 2010. Let's be honest – it's been a shaky past 18 months, and it's *definitely* time for us to gather together as an industry to learn some new ideas, see some new products, hear the latest news from some of our great distribution consultants, and take a pulse on the economy. I am sure you will agree there is no better way to further your business growth than by spending time with colleagues and receiving the latest breaking news. This will be a fantastic opportunity for us all. Our theme for the year is *Better Together : Teaming for Success*. This not only refers to the fact that we are meeting with the International Sealing Distribution Association, but It also refers to the fact that we are indeed better together - colleagues and competitors both - and we need to come together as never before to survive and thrive in this recovering economy. This three

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### **INTRODUCING THE ALL NEW FPDA WEBSITE – VISIT [WWW.FPDA.ORG](http://WWW.FPDA.ORG) TODAY!**

A whole new look awaits visitors to the FPDA Website. This user-friendly site will give you all the latest information on FPDA activities and programs. With easy to follow icons (like the one for the Annual Network Summit), you will be able to find the information you need with just a simple click. Check it out today!



**A Message From FPDA President Richard Neels (continued)**

day event has a robust agenda, featuring educational content, an exhibitor showcase, a full array of networking events, and an opportunity to spend quality time with business contacts on a premier golf course. I believe this meeting is THE place to further your professional development, learn from your peers, and make valuable connections. It is time and money well invested.

Here are some of my top reasons for attending:

**Education** – There will be sessions on marketing strategies, pricing strategies, economic updates, sales, branch and operations management, product profitability, green technologies, value-added selling... in short, the depth and quality of the programs is astounding.

**Networking** – Our evaluations typically rate networking as the most important benefit members get from an event like this. We are offering a variety of settings in which to connect and network, from receptions, to breaks, to the Peer-to-Peer Networking Session, to our closing party. I personally plan to take advantage of every opportunity to gain new insights from my peers.

**Supplier Showcase** – This represents a new opportunity for FPDA, and your chance to see the latest products and services in fluid power, automation & motion control, and sealing technologies.

**Sealing Distribution** – Here's a chance to learn more about mechanical and hydraulic seals, packing, gaskets, o-rings, and related fluid sealing products. I'm already asking myself what new opportunities could come from this.

In closing, don't miss this year's Summit – I guarantee you will go back to your company energized and enthused, with a wealth of ideas to help you manage your business more efficiently, productively, and profitably!

Richard Neels, FPDA President  
Hydraquip

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## FPDA SURVEY ON INDUSTRY ECONOMICS OFFERS A WEALTH OF DATA YOU CAN USE

FPDA has teamed with Cleveland Research to produce a monthly survey on industry economics. In the latest survey, we learned:

**FPDA Index Falls** – The FPDA Index fell from a reading of 72.2 in June to 63.4 in July. This indicated that the fluid power industry continues to expanding although at a slower rate compared with June. The broader ISM Purchasing Manager's index also softened to 55.5 in July versus 56.2 in June.

**Activity Remains Robust** – Sales growth was 28% on average in July which, while slower than the June growth rate of 32%, is still well above prior trend. Also encouraging is that nearly 40% of participants reported stronger sales in July compared with June and end market trends in July were relatively stable with June.

**Growing Backlog Leads to Improved 2010 Outlook** – Despite the lack of continued acceleration in sales and orders growth rates, backlogs improved in July. This appears to be providing improved visibility through the 2nd half of the year which has resulted in improved projections for the full year. Beyond 2010 there is less certainty. In the September survey we will be asking for initial thoughts and projections for 2011.

The August Survey contains 28 pages of in-depth information including:

- A detailed analysis of end-user market trends
- Trends on bookings and orders
- Manufacturing sector indicators
- And more!

Approximately 30% of the FPDA distributors and manufacturers report their data monthly and identify this survey as an invaluable member benefit. If you had to purchase this data, it would be more than costly. But, it is provided to you free of charge as a member of FPDA.

You are encouraged to participate in this monthly survey. It only takes minutes of your time to supply the data and the wealth of information you can use from this report is priceless.

If you are not participating and would like to do so, send an e-mail to [info@fpda.org](mailto:info@fpda.org) with your contact information and we will be sure to include you on our list.

***"I continue to be impressed with the work done at FPDA to develop industry data that is meaningful to my business. I am especially pleased with the latest development of the monthly Fluid Power Index tracking orders, inventory, and sales compared and contrasted to the ISM. It is relevant, timely, and well presented. Way to go!" John Thornton GS Hydraulics, Inc.***

## Get on Board with FPDA Benchmarking

FPDA Distributors: Are You Participating in the Monthly Snapshot Survey?  
**Industry Sales, Orders, Inventory Data at Your Fingertips... When You Need It!**



Busy distributors need an accurate barometer for their own business, and for the overall fluid power industry, in terms of current sales, orders, and inventory value. The data needs to be accessible 24/7, and wouldn't it be nice if it was *FREE*?

FPDA members, with the aid of a custom-designed web-based program, can get what they need from the **FPDA Industry Snapshot Survey**. Easy to use, with instant results and guaranteed security of your data, the **Snapshot Survey** requires one-time initial set up of your Company Profile. Thereafter, by submitting three numbers (sales, orders, and inventory levels) on a monthly basis, you will be able to instantly be able to run graphs showing your current numbers compared to what others in the industry are doing (*see example below*). And the best part: FPDA distributor members may participate in the **Snapshot Survey AT NO ADDITIONAL FEE!**

Activating your Company ID will take very little time; once you are activated, you'll spend **less than five minutes a month** entering three figures—total sales, total orders, and inventory value for the month—to run the graphs of your choice.

As always, confidentiality of your data is of utmost importance. The Industry Snapshot Survey website is secure; FPDA staff has access only to Company IDs, but cannot access the actual data submitted by its members. Our technology partner on this project, Activant, has access to the data submitted, but not to Company IDs. This double-blind method ensures that no one can discern any one company's data. If you are not a current participation, activate your Snapshot Survey participation now, and get even more data than ever!

Here's how: **FPDA Distributor Members:** Simply send an email to [Snapshot@fpda.org](mailto:Snapshot@fpda.org) with your name, company name and e-mail address, and we will send you instructions for accessing the Snapshot Survey website and will assign your unique, confidential Company ID (which serves as your password to enter the Snapshot Survey website). You can log in and begin entering data instantly! E-Mail: [Snapshot@fpda.org](mailto:Snapshot@fpda.org)

## FPDA Member News



Deetag is pleased to announce their second USA location. On September 1, Deetag opened in a brand new 15,000 sq foot facility in Chambersburg PA. This facility is a production facility operating as a contracted Manuli OEM alliance facility. Eric Eiker is the Operations Manager and Josh Landis is working closely with Eric for a successful launch of this new production facility for Deetag. This brings the Deetag group of companies to a total of five warehouse/production facilities - three in Canada and two in USA.



## Beating the Recession: Profit Performance in a Down Year, Dr. Al Bates

By almost any measure that can be used, 2009 was a tough year. However, even in the midst of a difficult economy, profit opportunities continued to exist. Just as in good times, some firms didn't merely survive, they prospered. Understanding just how firms adapted to changing circumstances to keep generating adequate profits provides a basis for both immediate action and for future planning.

The recently completed **2010 FPDA** financial benchmarking study provides detailed financial and operating benchmarks for the industry. As always, the primary benefit of the report is that it highlights the distinction between the performance of the typical firm and the high-profit firm. The differences are important in normal times; they are critical in tough times.

### Typical Versus High Profit

The typical firm in the survey is the firm with financial results in the exact middle of the results for all participating firms. That is, on any given measure, half of the firms performed better than the typical firm and half performed worse.

The typical firm generates sales of \$15,988,271. On that sales base, it produces a pre-tax profit of \$351,742, which equates to a profit margin of 2.2% of sales. Stated somewhat differently, every \$1.00 of sales results in 2.2 cents of profit.

In both good years and bad, most firms tend to produce results that are relatively close to those of the typical firm.

The challenge when the economy slips is that being typical is only good enough for survival. They are well below the level necessary to reinvest in the firm for the future.

In contrast to the typical firm, the high-profit firm, operating with the exact same set of economic and competitive challenges, generates a profit margin of 5.6%. This means that even if the high-profit firm had the same sales volume as the typical firm, it would generate more profit for reinvestment in the firm which, in turn, will allow it to produce even more sales and profit. This is an on-going advantage which is amplified over time. Furthermore, it is an advantage which is almost always magnified in periods of recession.

### Getting Profits Up in a Down Market

Generating strong profit results is never an easy proposition. However, in a strong economy, some level of profit is almost guaranteed barring unusual circumstances. Firms can rely on sales growth to overcome poorly managed financial aspects of the business to remain profitable. With more difficult economic conditions, every aspect of the firm is under pressure and inefficiencies are more exposed.

Reaching high-profit performance is a matter of identifying what factors are most important to producing profit and then developing a plan to perform better in those areas. While other factors cannot be forgotten, they are given a strong dose of benign neglect. In benchmarking terms, the important items are called the critical profit variables (CPVs). The CPV results for the typical firm and high-profit firm are summarized in **Exhibit 1**.

Two notes of caution are always in order when comparing typical and high-profit firms. First, no firm produces superior results for every single CPV in either good times or bad. Successful firms manage their CPV performance so as to maximize overall profitability. Second, the CPVs that impact cash flow are **not** the ones that impact profit.

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### Cash Flow

In a soft economy, one phrase that is heard often is “cash is king”. This thinking leads firms to try to reduce assets—inventory, accounts receivable and fixed assets—to convert them to cash. This cash conversion process is both understandable and, perhaps, desirable. However, it suffers from two key limitations.

First, the factors that drive cash are not the same ones that drive profitability. Cash may be an issue in a recession, but profits are an even bigger issue. The cash challenge inevitably arises because there are no profits to invest back into the firm. A serious problem arises when the “cash is king” mantra causes firms to take their eye off of the profit ball.

Second, converting assets to cash often makes the profit challenge even worse. If firms liquidate operating assets, such as inventory or accounts receivable, too much, they lessen their ability to generate sales. In doing so, they have entered a death spiral.

For these reasons, this analysis focuses on profitability. If firms are going to be successful in the longer term, they can't just hunker down. They need to continue to build the base for the future. That base rests on higher profits.

### Profitability

In ensuring profitability in a soft market, four factors have the greatest potential impact on profit. These must be the center of planning attention. These factors are sales growth, gross margin, payroll expenses and non-payroll expenses. The firms that successfully control these four critical areas have a major financial advantage in slow times which tends to carry over into good times.

### Sales Growth

The absolute level of sales volume is seldom a profit driver. Large firms may achieve economies of scale and may have advantages in purchasing. However, these advantages are frequently offset by the tendency of large firms to become bureaucratic.

The real issue is sales growth. In a down market growth is a scarce commodity. Even growth, however, by itself, has been overrated. The pressing need in profit improvement is to focus on sales growth relative to expense growth. Ideally, firms should target sales increases somewhere between one to two percentage points *faster* than the increases in operating expenses.

In a growing market, maintaining the gap between sales growth and expense growth is not necessarily easy, but it does seem achievable. When sales are stagnant, or even declining, the degree of difficulty increases sharply. However, this sales to expense delta is always the key to profit.

### Gross Margin

The ability to generate adequate gross margin is always a major determinant of profitability. Financial success over the long term demands strong gross margin performance. In periods of slow growth, there are intense pressures on gross margin but most firms can still find opportunities for significant margin enhancement.

### Payroll Expenses

Payroll is by far the most important expense factor, which means that controlling payroll is essential to controlling expenses. In recent years payroll has rivaled gross margin in importance as a driver of profitability. This is because payroll expenses, especially the fringe benefit components, have increased relentlessly in both good times and bad over the past decade.

## FPDA UPCOMING EDUCATION EVENTS

Due to this year's successful webinars with Bob DeStefano of SVM E-business solutions and David Nour of the Nour Group, FPDA and AEA (Association Education Alliance) will be offering a series of Sales and Marketing webinars again this year. More details and online registration for these events and other educational offerings will be available soon on [www.fpda.org](http://www.fpda.org)!

Tuesday, October 5, 2010 – Web Analytics: How to Measure the Success of Your Website with Bob DeStefano of SVM

Tuesday, November 16, 2010 – How to Reach New Customers with Online Public Relations with Bob DeStefano of SVM

Thursday, Dec. 9th - 2010 Online Marketing Trends to Know Now with David Nour

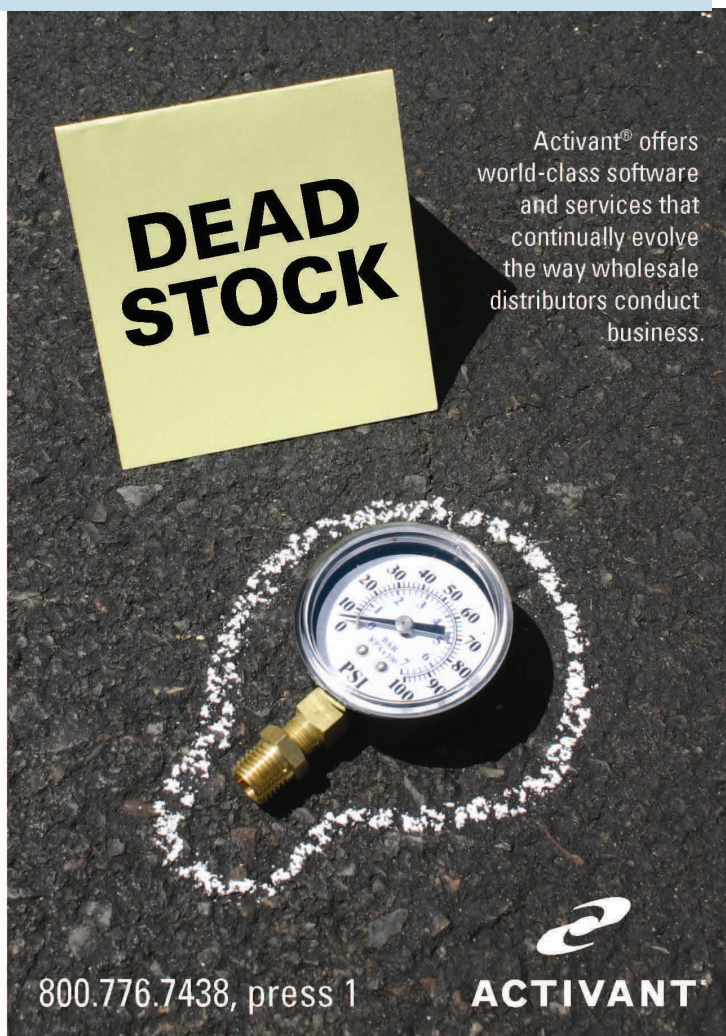
Thursday Jan. 13th , 2011 Online Sales Success – Lead Generation and Buyer Behavior with David Nour

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## **FPDA TO LAUNCH NEW CERTIFICATION PROGRAM AT FPDA-ISD JOINT SUMMIT!**

FPDA tested its new, comprehensive sales-based certification exam – the Motion & Control Sales Professional or M+CSP this summer with the pilot testing. This certification focuses not only on sales and business knowledge, but incorporates hydraulic, pneumatic *and* motion control technologies. It is designed to support overall sales effectiveness, integrating both the technologies *and* sales strategies needed to enable better consultative selling, and ultimately enhance your company’s credibility with customers.

The exam includes eight sections - six technical (mechanical, electrical, pneumatic, hydraulics, electro-mechanical, and automation), along with integrated sales and business sales. “Integrated sales” reflects the candidate’s ability to design and trouble-shoot customer solutions, while “business sales” focuses on general business knowledge, sales profitability, and the sales process.

To provide even more value, a report is provided to the candidate’s manager detailing scores for each of the eight sections of the exam, comparing the passing score for each section, as well as the overall exam score and passing score. Managers are encouraged to use these reports in the ongoing development of their employees. Thus, for candidates who don’t pass the exam, it will be clear which topics will require further study – and for candidates who do pass, there may be areas for further development based on new target markets or new assignments planned for that employee.

The exam process is simple. Exams are all on-line, hosted by FPDA’s testing partner the National Occupation & Competency Testing Institute (NOCTI) and participants access the exam via the internet from their offices. Exams are ordered on-line from FPDA by the candidate’s manager; access information and passwords are sent directly to the manager, followed by exam results once the exam has been completed. Candidates successfully completing the exam are awarded an M+CSP Certificate.

The test includes approximately 95 multiple choice questions. Exams are accessed on-line, and participants need to complete the exam within a two hour window. Candidates are allowed to reference any materials they choose during the tests, but should be encouraged to study them prior to the exams. Recommended resources are listed below. All test questions will be multiple-choice, with only one correct answer per question.

**Be on hand at the FPDA-ISD Joint Summit for the official launch of this new program!**



## 2010 Industry Summit

PGA NATIONAL RESORT | Palm Beach Gardens, FL | October 5-8, 2010

**ARE YOU REGISTERED FOR THE MAIN EVENT?  
FPDA-ISD JOINT SUMMIT  
OCTOBER 5-8, 2010  
PALM BEACH GARDENS, FLORIDA**

When you think of The Main Event, you might think about a boxing match, a movie, or perhaps the Frank Sinatra comeback concert. But this year's Main Event is the FPDA-ISD Joint Industry Summit which will take place October 5-8 at the PGA National Resort in Palm Beach Gardens, Florida.

This is THE main event for the fluid power marketplace in 2010! FPDA and the International Sealing Distribution Association have combined forces to create a compelling and dynamic event designed to provide unparalleled educational programming and maximum networking opportunities. This all new effort will double your networking opportunities.

This action-packed program includes:

### **Educational Offerings:**

- The all-new University of Industrial Distribution-in-a-Day featuring three of the best distribution minds: Michael Marks, Mike Workman and Jim Pancero. Choose from among six programs: Branch and Operations Management, Improve Your Sales Force, Pricing Strategies, Product Profitability, Increase Your Competitive Advantage and Marketing Strategies.
- Get the latest economic scoop from Dr. Bill Conerly and learn what the recover means for industrial distribution.
- Create a value-added organization with the tips you will gain from Tom Reilly, a leading sales consultant and motivator.
- Explore the opportunities that Green Technologies offer the fluid power industry.
- 

### **Supplier Showcase:**

- Manufacturers will showcase their latest offerings on Thursday afternoon during this unique Networking
- Always mentioned as the greatest benefit of FPDA meeting attendance in post-meeting surveys,

FPDA and ISD will offer a variety of opportunities to gain insight from your colleagues:

Participate in the Peer-to-Peer Exchange facilitated by Mike Workman. An open forum for sharing and idea generation like none other! Meet your colleagues, new and old, each evening at cocktail events and parties which will provide a relaxed, enjoyable environment for networking with your industry peers. Invest your time in this unique forum this October. We guarantee you will take home a wide array of new ideas and tools which you can immediately put to use in your company. To register, just visit [www.fpda.org](http://www.fpda.org).

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**Non-Payroll Expenses**

Most non-payroll expenses usually require only minor adjustment. Unfortunately, numerous expense categories must be examined and adjusted. Controlling non-payroll expenses will probably always involve examining every expense category with the goal of identifying options making modest improvements.

Every recession eventually ends. Once it does, many firms will return to their “business as usual” routine. They would be well advised, however, to remember both the challenges and opportunities associated with this recession. A company that can build their profit base in a down market will enjoy a major advantage on the upside.

**Exhibit 1**  
**The Critical Profit Variables**

	<u>Typical</u>	<u>High Profit</u>
<b>Performance Results</b>		
Net Sales	\$15,988,271	\$15,285,974
Profit Margin (pre-tax)	2.2%	5.6%
<b>The Critical Profit Variables</b>		
Sales Change	-26.8%	-20.3%
Gross Margin	28.0%	27.4%
Payroll Expense	18.5%	16.5%
Non-Payroll Expenses	7.1%	5.3%

**SAVE THE DATE!**

**THE 2011 UNIVERSITY OF INDUSTRIAL DISTRIBUTION**

**MARCH 7-10, 2011**

**MORE DETAILS AVAILABLE SOON!**

**Do You Have Some Exciting Company News That You Would Like To Share?**

**Please send it in to the FPDA Office to be included in the next FPDA Newsletter!**

## NEW PROGRAM FOR FPDA MEMBERS!



**Integrated Shipping Solutions, Inc.**  
www.integratedshipping.com

### FPDA Small Parcel Value Program

#### **Announcing the FPDA Small Parcel Value Program**

FPDA would like to announce an affiliation with Integrated Shipping Solutions, Inc. The objective of this affiliation is to save members of FPDA a significant amount of money on their small parcel shipping costs, by allowing professional consultants to negotiate shipping discounts on individual members' behalf. ISS is currently saving association members millions on their small parcel shipping. As a FPDA member, you can now take advantage of their expertise at a special reduced rate.

#### **About Integrated Shipping Solutions, Inc.**

Integrated Shipping Solutions, Inc. was founded by two former UPS business development people to level the playing field for small parcel shippers. ISS representatives spent years negotiating shipping contracts on the carriers' behalf.



Now ISS representatives leverage their intricate knowledge of the small parcel carrier pricing structures, as well as competition to get your company the best deal in the market today. ISS negotiates with the three major small parcel carriers on your company's behalf and you choose which carrier you use. Typical ISS clients remain shipping with their current incumbent carrier, at a significantly reduced rate. Whichever carrier you choose to use, you can be assured that your new carrier agreement is truly optimized by experts in the industry.

#### **Why Your Company Does Not Currently Have the Best Small Parcel Pricing Now**

Account executives employed by shipping companies are compensated on net revenue paid into the company by their customers. Their commission pay depends on every dollar you pay. Therefore, it is in the best interest of the account executive to hold back all, or as much discount as possible, to retain/win your business. Account executives rely on the simple fact that you, the customer, have **no frame of reference** for recognizing a good shipping rate. Thus, all the negotiating power lies in the hands of the account executive. This is how ISS and the knowledge of our associates expedite the process, and level the playing field for you. ISS knows what incentives you really qualify for. Shipping companies want to keep you uninformed, because an uninformed consumer equals higher margins and more commissions for them. *ISS negotiates with your best interest in mind. Carriers simply do not.*

#### **Free Consultation & Shipping Analysis**

Contact ISS to discuss your current small parcel shipping situation and how they can save you money. Members should announce that they are members of FPDA, and they will be directed to Brett Stubblefield or Derrick Olson, the owners and founders of Integrated Shipping Solutions, Inc. They will discuss with you exactly how the service works, your current situation, and the next steps to start saving your company money on small parcel shipping. For more information, visit our website, [www.integratedshipping.com](http://www.integratedshipping.com).

***ISS is an absolute no-risk service, as ISS is only paid a percentage of actual realized savings we are able to achieve for our clients. ISS has a positive impact on cash flow from day 1.***

**Integrated Shipping Solutions**  
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Brookfield, WI 53005  
P: (262) 786-9707  
F: (262) 786-1176  
[info@integratedshipping.com](mailto:info@integratedshipping.com)

Complete the following and mail or fax to:



**FPDA BOOKSTORE ORDER FORM**

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 Annapolis, MD 21403  
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 410-263-1659

ITEM	QTY.	NON-MEMBER PRICE	FPDA MEMBER PRICE	TOTAL
FPDA Employee Comensation Report – Volume 1		225	150	
FPDA Employee Comensation Report – Volume 2	x	325	250	=
FPDA Compensation Reports (Vol. 1 and 2)	x	475	300	=
FPDA Profit Report	x	200	100	=
	x			=
	x			=
	x			=
	x			=
			<b>SALE TOTAL</b>	\$
			<b>SHIPPING</b>	\$
			<b>TOTAL DUE</b>	\$

U.S. orders add \$5.00 Canadian orders add \$10.00.  
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**Better Together: Teaming for Success**

FPDA has found a winning combination. In 2010, we will be combining forces with the International Sealing Distributors Association for a 2010 INDUSTRY SUMMIT at the PGA NATIONAL RESORT in PALM BEACH GARDENS, FLORIDA – meeting on October 5 – 8, 2010.

**Here's how it can help your company:**

There will be an exciting Industry Summit Guide produced for onsite distribution at the Summit. In addition to a full roster of attendees from both associations, the Summit Guide will include a Directory of all member companies of both associations – providing a powerful impact for your company with heightened exposure to new markets and new customers.

Included with this flyer is the important data survey for your company. The new information which you provide will be compiled into the 2010 Summit Guide for distribution to all attendees from ISD and FPDA. In addition, a copy will be mailed to key contacts from member companies of both groups to keep as a reference document and buying guide on their desks throughout the year. Meeting attendees will focus on your latest products and services. And, after the Summit, this Guide will provide your company with access to the top decision makers in the seals and gaskets industry, as well as the fluid power and motion control industry.

We are excited to offer your company the opportunity to advertise and to reinforce your message to all ISD and FPDA members. We also offer you the opportunity for full color advertising. Just select your advertising options from the available listings on this form.

**On behalf of the FPDA member company listed below, I authorize the placement of an ad, as noted, in the 2010 Industry Summit Guide.**

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Individual Contact: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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Charge a total of: \$ \_\_\_\_\_ to my:

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Expiration Date: \_\_\_\_\_ Verification Code: \_\_\_\_\_

Name on Card: \_\_\_\_\_

Signature: \_\_\_\_\_

Or, please bill me.

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 FPDA, Attention Editor  
 105 Eastern Ave, Suite 104, Annapolis, MD 21403  
 or by fax to: (410) 263-1659

Questions? Call Nicole Weber, Editor  
**(410) 940-6347** or email [nweber@fpda.org](mailto:nweber@fpda.org)

**2010 Industry Summit**

PGA NATIONAL RESORT | Palm Beach Gardens, FL | October 5-8, 2010

**Standard Black & White Rates**

Please check box and fill in amount

- Summit Guide Ad - 1/6 page - \$350.....\$ \_\_\_\_\_
- Summit Guide Ad - 1/4 page - \$450.....\$ \_\_\_\_\_
- Summit Guide Ad - 1/3 page - \$600.....\$ \_\_\_\_\_
- Summit Guide Ad - 1/2 page - \$750.....\$ \_\_\_\_\_
- Summit Guide Ad - 2/3 page - \$900.....\$ \_\_\_\_\_
- Summit Guide Ad - Full page - \$1150.....\$ \_\_\_\_\_
- Business Card Ad - \$250.....\$ \_\_\_\_\_

**Full-Color Options**

Please check box and fill in amount

- Add Full Color to any size ad - \$500.....\$ \_\_\_\_\_

**Special Placement Options**

- Back Cover - \$1000.....\$ \_\_\_\_\_
- Inside Back Cover - \$500.....\$ \_\_\_\_\_

**Computation Section**

Directory Ad selection from above.....\$ \_\_\_\_\_

Four Color Option - \$500.....\$ \_\_\_\_\_

**Add special placement**

- Inside Back Cover - \$500.....\$ \_\_\_\_\_
- Back Cover - \$1000.....\$ \_\_\_\_\_

**Grand Total.....\$ \_\_\_\_\_**

**DEADLINE FOR INSERTION ORDER AND COPY:  
August 2, 2010**

