# DELTA/BRIZO COMPETITIVE TRAINING STUDY



Presented: June 2016

# **AGENDA**

- 1. Mission, Goals & Methodology
- 2. Overview of Interviewees
- 3. At-A-Glance Highlights by Brand
- 4. Competitive Comparison, Gap Analysis & Considerations
- 5. Next Steps
- 6. Appendix



# MISSION, GOALS & METHODOLOGY

What's the purpose?



### MISSION

To benchmark Delta Faucet Company's overall training program against the primary competitive set.

Identifying best practices and potential gaps in order to prioritize new and ongoing training efforts in support of a growing product portfolio and multi-brand strategy.

#### Competitive set included:

- American Standard/DXV
- Dornbracht
- Grohe
- Hansgrohe
- Kohler
- Moen
- Rohl



# GOALS

Supply Delta Faucet Company's executive team with a competitive training gap analysis.

Prioritization of suggested new and ongoing training efforts for use when developing new showroom training experiences.



### **METHODOLOGY**

Quantitative, voice-of-customer online survey was deployed in June 2016. Survey was distributed to nearly 500 Delta Faucet Company showroom event attendees, as well as those interviewed for the original research initiative in 2013. Additional phone interviews were conducted to dive deeper into responses.

Exploratory research, including online, industry associations, events, etc.



### **METHODOLOGY**

90 phone and online interviews were completed.

This survey is broken into 3 parts:

Outreach—How do other faucet brands gain the interest of the target audience?

Education—Which topics are covered by other faucet brands and what methods are being used (i.e. In-person, online, etc.) to conduct training?

Engagement—How do other brands measure and reward training program success?



### INTERVIEWEE OVERVIEW

Getting to know the "feet on the street."



### **INTERVIEWEES**

#### Respondent Job Titles:

Account Manager

Architect

**Branch Manager** 

**Brand Manager** 

Designer

Designer/Sales

**Director of Operations** 

**General Manager** 

**Operations Manager** 

Owner

**Plumbing Consultant** 

Plumbing Manager

President

**Product Specialist** 

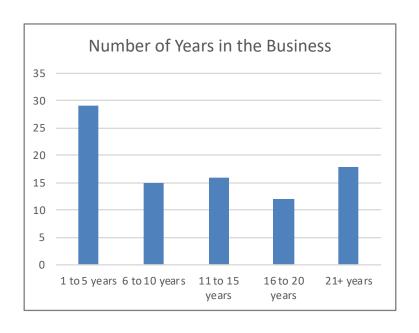
Sales

**Showroom Associate** 

**Showroom Consultant** 

**Showroom Manager** 

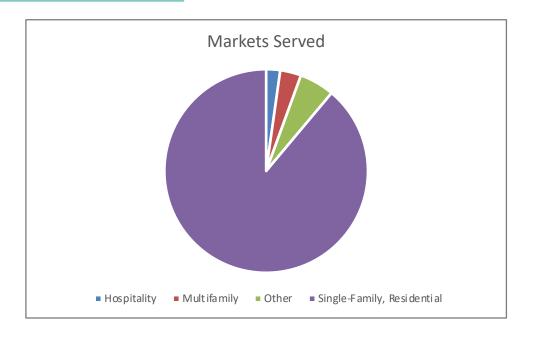
**Showroom Sales** 



The majority of respondents (29) have between 1 and 5 years in the business. The next highest (21+ years), accounted for 18 respondents.



### INTERVIEWEES



90 percent of respondents work primarily in the single family, residential segment.

Nearly half (45 percent) of respondents are not responsible for training colleagues and another 45 percent are responsible for training up to 10 colleagues.

### AT-A-GLANCE & HIGHLIGHTS

Top-level findings.



Raising the Standard.



| Evaluation Aspect              | Key Findings               |
|--------------------------------|----------------------------|
| Trade-Specific App             | Virtual Room Designer App  |
| Learning/Experience Center     | Product Design Center      |
| Videos (Training/Installation) | Yes                        |
| Rewards Program                | Yes, Plumber Specific      |
| Pro Site                       | Yes                        |
| Continue Education Courses     | Yes, HanleyWood University |
| Online Training                | No                         |
| Mobile Training                | No                         |
| Headquarters                   | Piscataway, N.J            |

#### **Key Highlights**

- New this year are fully interactive digital versions of American Standard's 2016 Residential and Commercial List Price Catalogs. Each digital book is loaded with live web links leading directly to product detail pages on americanstandard.com.
- All American Standard Selectronic Faucets and Flush Valves are backed by unparalleled after-sales care, support and service. If we are unable to trouble shoot your issue over the phone, American Standard guarantees a professionally trained and qualified Certified Response Technician on site within 24-48 hours.
- Only competitor that hosts courses on HanleyWood University.



#### **Virtual Room Designer App**



### Virtual Room Designer



The new Virtual Show Room from ATS is a free interactive room designer tool created to assist you during the design development stages of your residential or commercial project. Designed specifically for trade professionals in North America, it combines product research and coordination, while confirming code compliance and budget pricing, all at once. With one click, you will be able to create a schedule, generate cut sheets, prepare construction documents, owner presentations, and download individual or combined Revit families all for free.

START YOUR ROOM DESIGN



#### **Experiential Learning Center**

eNewsletters Products

Stock Index

**NATE Workforce Trends** 

**AHRI Shipping Data** 

Mgmt. Resource Shelf

Event Calendar Industry Links

**Mobile Apps** 



Designed to accommodate up to 24 participants at a time, the laboratory includes working

cutaway models of key products that allow specialized training on their unique features and

furniture into style families: traditional, transitional and contemporary. Product solutions for

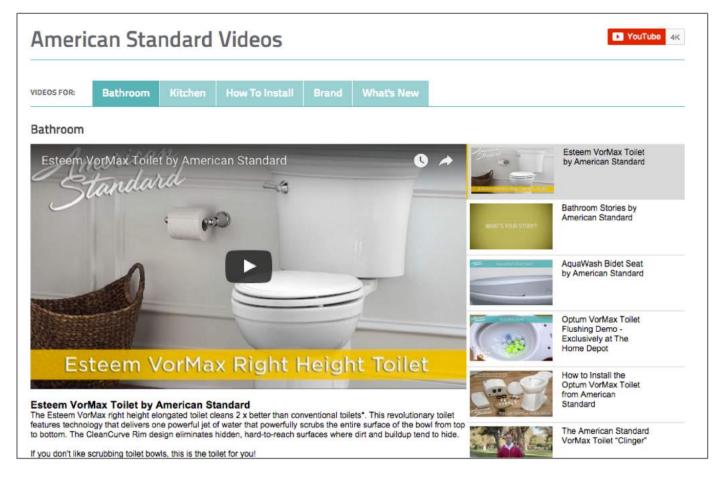
benefits. Participants can also compare products from across the plumbing sector to see

The laboratory and the adjoining product showroom, organize fixtures, faucets and

first-hand the competitive advantages of American Standard technologies.

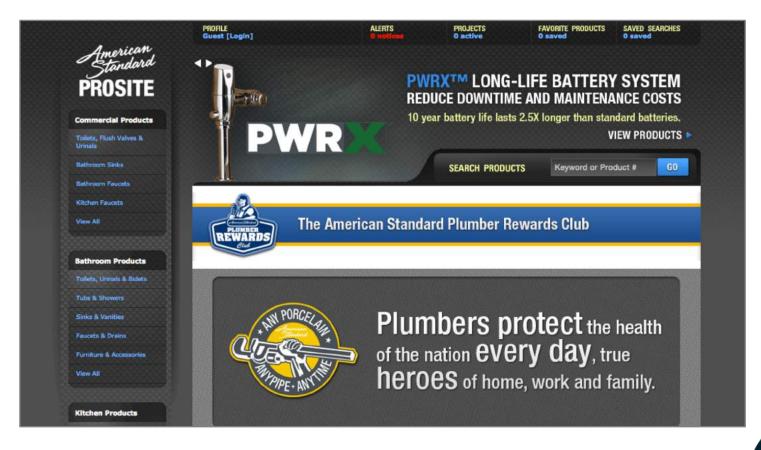


#### **Video Training**

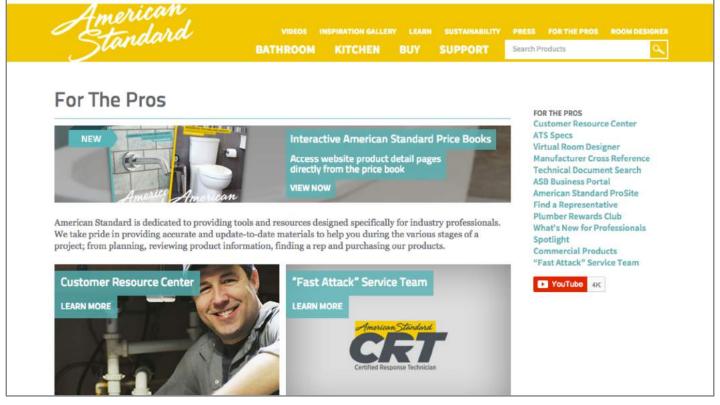




#### **Plumber Program**



#### **Professional Site**





#### **Continuing Education**





Culturing Life.



| Evaluation Aspect              | Key Findings |
|--------------------------------|--------------|
| Trade-Specific App             | No           |
| Learning/Experience Center     | Yes          |
| Videos (Training/Installation) | Yes          |
| Rewards Program                | No           |
| Pro Site                       | No           |
| Continue Education Courses     | No           |
| Online Training                | No           |
| Mobile Training                | No           |
| Headquarters (US)              | Duluth, Ga.  |

#### **Key Highlights**

- Interviewee feedback included statements that Dornbracht was hard to work with at times.
- Website lacks trade information.
- Sponsored the Global Spa and Wellness Summit, Mexico City, November 2015.
- Extensive video collection for kitchen and bath applications.



#### **Experiential Learning Center**



#### Instruction & Training

We want the exciting content of our new instruction and training program to give you a better understanding of every aspect of Dornbracht, from product technology to bathroom design to brand communication.

To the training offering

#### TRAIN TO BECOME A DORNBRACHT EXPERT.

Training module

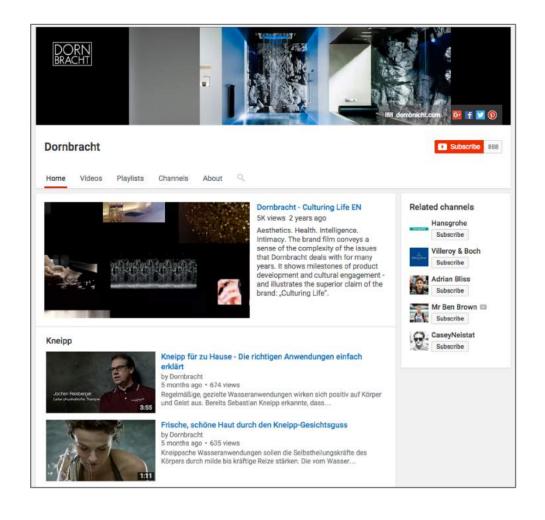
The Training module is both a showroom and a workshop. In the front part of the module, applications and highlights from Dornbracht's bathroom series are exhibited on a black display. In addition, there is a presentation of working ATT and RainSky E applications. A variety of kitchen products is installed in a working kitchen. The product display is supplemented by a Villeroy & Boch area, all in white. There is also an Alape product area.

More

- > Share
- > Print
- > Specialist dealership search
- > Contact



#### **Videos**







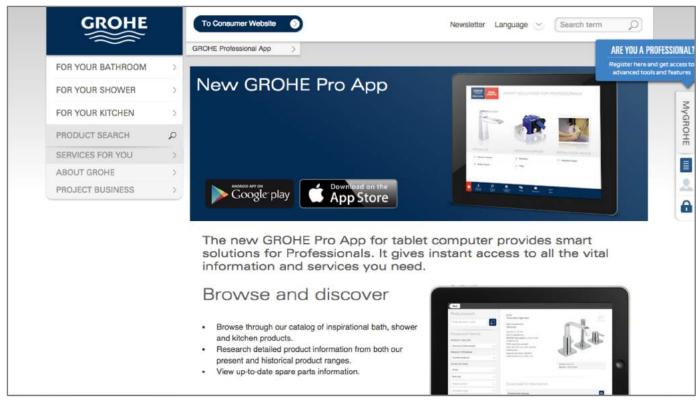
| Evaluation Aspect              | Key Findings           |
|--------------------------------|------------------------|
| Trade-Specific App             | GROHE Pro App          |
| Learning/Experience Center     | GROHE Live!            |
| Videos (Training/Installation) | Yes                    |
| Rewards Program                | Yes, Showroom Specific |
| Pro Site                       | Yes                    |
| Continue Education Courses     | No                     |
| Online Training                | Yes                    |
| Mobile Training                | No                     |
| Headquarters (US)              | New York City          |

#### **Key Highlights**

- The experience center is also a one-stop resource for industry professionals. Architects, designers, project specifiers and their clients are invited to tour the showroom with knowledgeable professionals and view GROHE's extensive product portfolio. New York-based GROHE Project Consultants are also available to share their extensive product knowledge and expertise.
- YouTube playlist dedicated to "Advice and Training" videos.
- Survey respondents mentioned the "Learn and Earn" program was a positive experience.

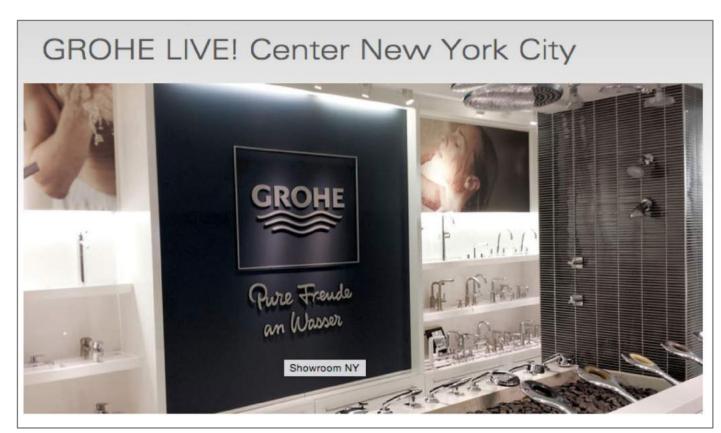


#### **Professional App**



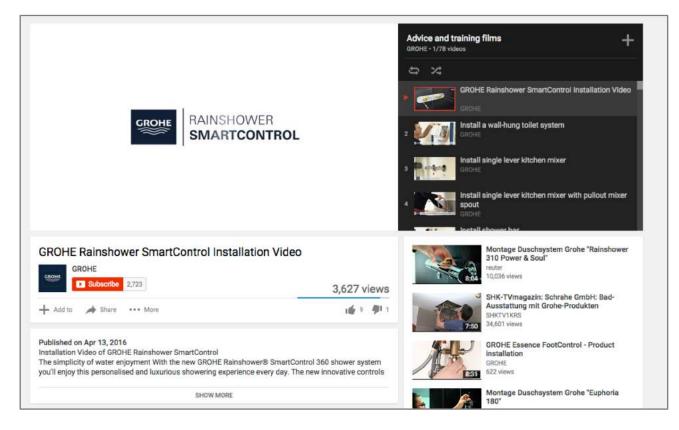


**In-Person Event: GROHE Live!** 



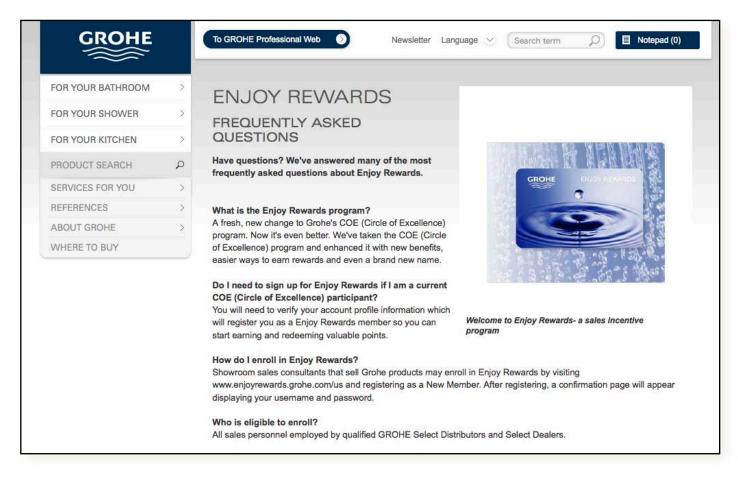


#### **Video Training**



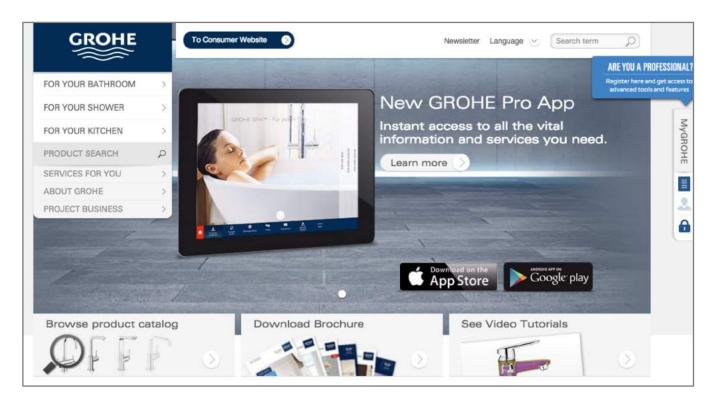


#### **Rewards Program**





#### **Professional Site**





#### **Online Training**

# It's All Touch and Go. Take our NEW Learn & Earn Now!

Enjoy greater convenience in the kitchen with GROHE Foot Control and Generation Touch faucets. Take our new Learn & Earn and get **250 points**.











### **HANSGROHE**



# HANSGROHE

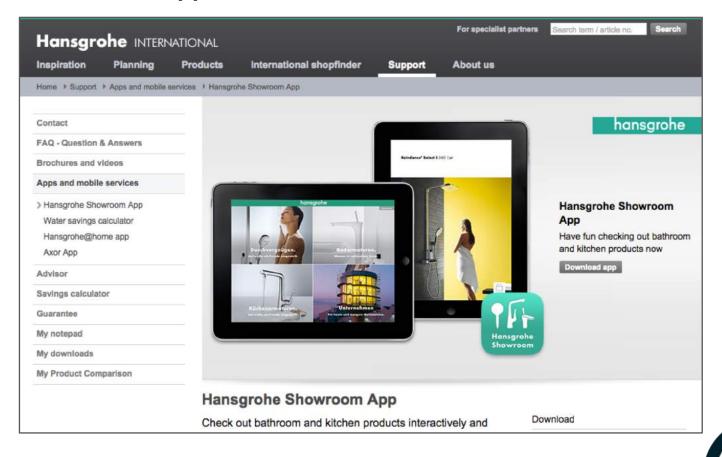
| Evaluation Aspect              | <b>Key Findings</b>    |
|--------------------------------|------------------------|
| Trade-Specific App             | Showroom App           |
| Learning/Experience Center     | Aquademie              |
| Videos (Training/Installation) | Yes                    |
| Rewards Program                | Yes, Showroom Specific |
| Pro Site                       | Yes                    |
| Continue Education Courses     | Yes                    |
| Online Training                | No                     |
| Mobile Training                | Yes                    |
| Headquarters (US)              | Alpharetta, Ga.        |

### **Key Highlights**

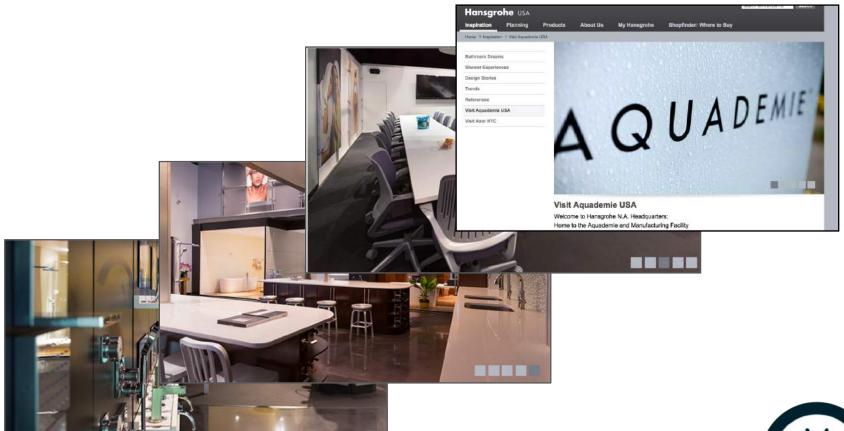
- Virtual tour of Aquademie available online.
- Scheduling for Aquademie can be done online through a dedicated email address.
- Videos on YouTube are probably the least helpful to a trade audience among other competitors.
- Only competitor to mention Houzz in a big way on its site.



### **Showroom App**



### **Experiential Learning Center**

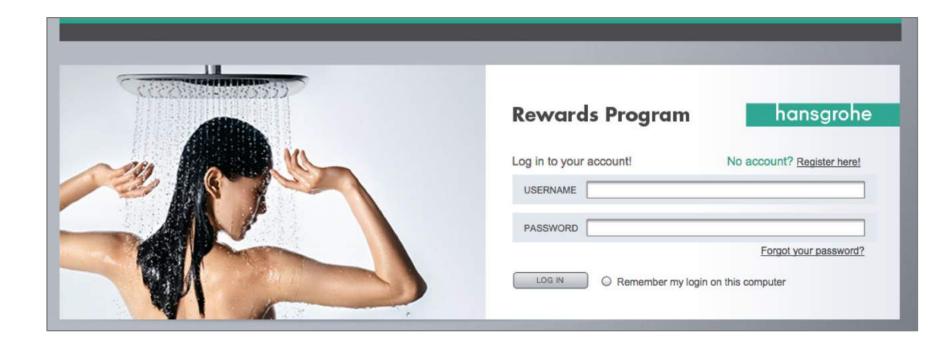




### **Mobile Training**

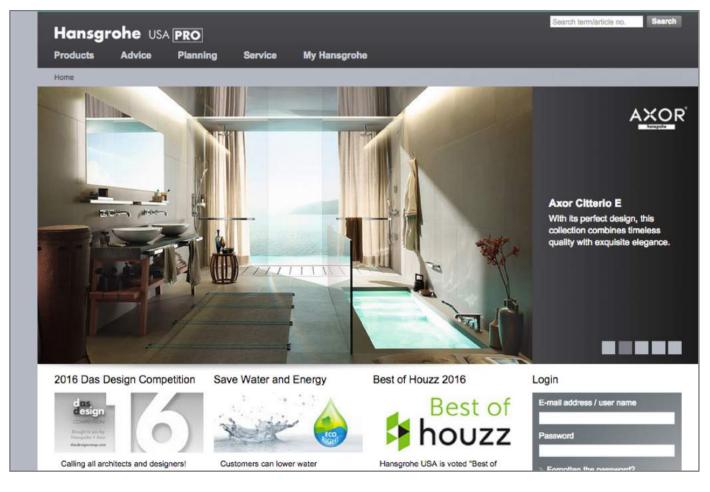


### **Showroom Rewards Program**



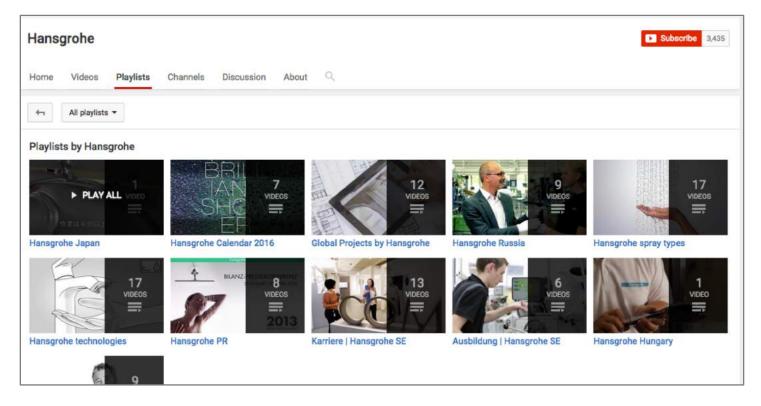


#### **Professional Site:**





### **Video Training**





#### **Continuing Education**





The Bold Look of Kohler



| Evaluation Aspect              | Key Findings              |
|--------------------------------|---------------------------|
| Trade-Specific App             | No                        |
| Learning/Experience Center     | Kohler Design Center      |
| Videos (Training/Installation) | Yes                       |
| Rewards Program                | Yes, Plumber and Showroom |
| Pro Site                       | Yes                       |
| Continue Education Courses     | Yes                       |
| Online Training                | No                        |
| Mobile Training                | Yes                       |
| Headquarters (US)              | Kohler, Wisc.             |

#### **Key Highlights**

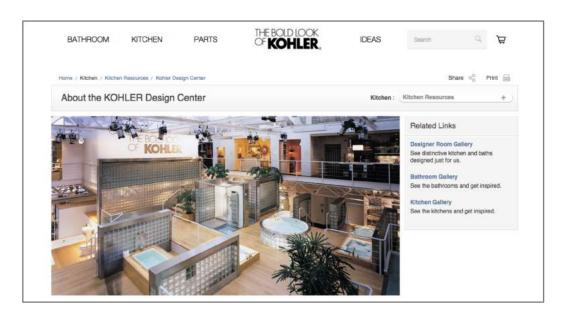
- Kohler University appears to be non-existent now.
- The "Industry in Action" factory tour is offered daily and gives guests an exclusive behind-the-scenes look.
- Retreat space is available for customized team-building trips.
- Pro site offers tons of resources and tools for trade pros.



#### **Design Center**

The 36,000-square-foot Kohler Design Center is a three-level showcase of innovative product design and technology, creative achievement, and American history.

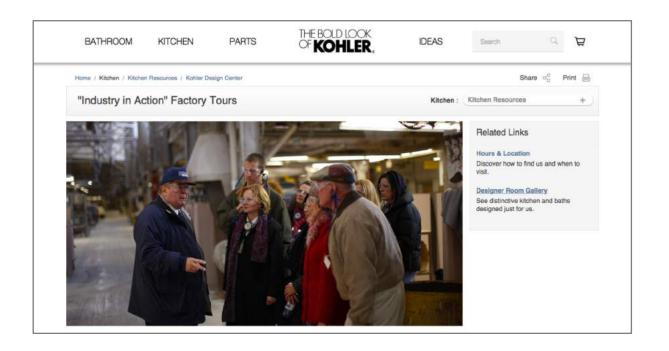
A source of inspiration for more than 150,000 consumers, builders, architects and designers each year.





#### **Industry and Factory Tours**

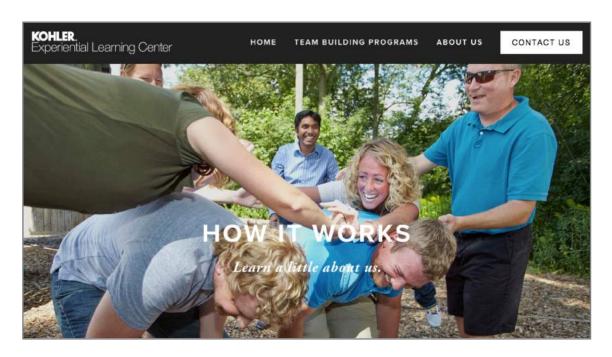
The "Industry in Action" factory tour is offered every weekday morning, and offers guests an intimate glimpse of everything from vitreous china lavatories to the production of massive 6-foot cast iron tubs.





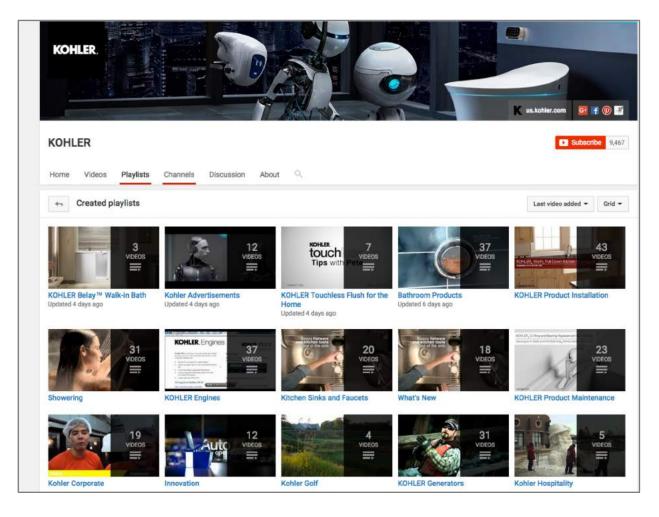
### **Experiential Learning Center**

Immerse your team in a retreat tailored to your company's unique needs and personality. From hands-on activities to focused personality assessments, we'll create exactly what your team needs to refresh, rethink and reengage.





### **Video Training**





Kohler. Advantage: Know More than the Other Guy.

Program is specific to professional plumbers. Program includes:

- New product alerts
- In-depth training
- Trade exclusive hotline
- Special promotions
- Resources (catalogs, installation videos, testimonials, service parts, spec sheets, etc.)
- Trade-specific texts send "Advantage" to 564537

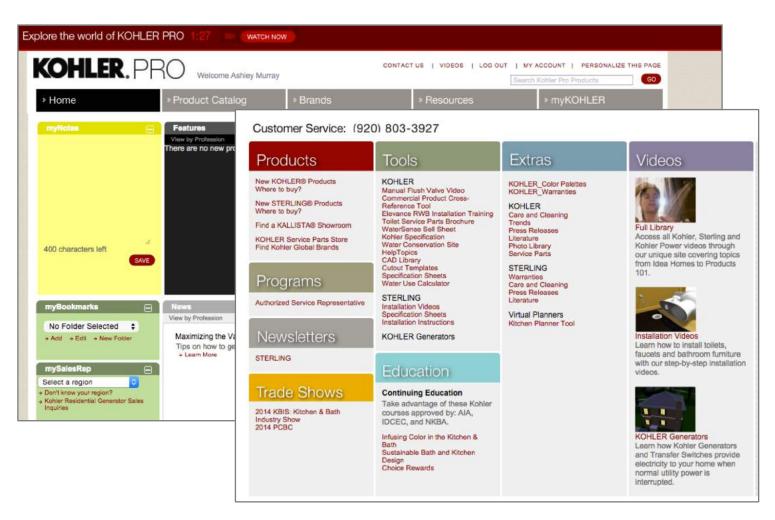


**Showroom Program: Bold Rewards** 

| BOLD REWARDS |   |  |
|--------------|---|--|
|              | WELCOME TO KOHLER BOLD REWARDS! Please sign in to experience the all new 2016 KOHLER BOLD REWARDS program |  |
|              | Username Password Submit  |  |
|              | Save username/password?  THE BOLD LOOK IV ALLIC TA STEPLING   |  |
|              | For help / assistance please call 1.877.221.1072 or email rewards@kohlerpromotions.com                    |  |
|              |   |  |



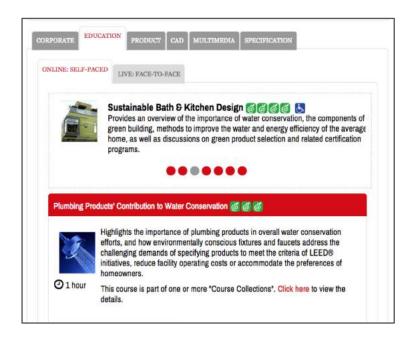
#### **Professional Site: Kohler.PRO**





#### **Continuing Education**

- Plumbing Products' Contribution to Water Conservation
- Spa-Inspired Shower Solutions
- Sustainable Bath and Kitchen Design
- Toilet Flushing Technologies for Residential and Commercial Applications
- Universal Design: The New Normal
- Commercial Restroom Design
- Luxury for Kitchen & Bath





#### **Mobile Training**

The KOHLER toilet-equipped section of the trailer simulates the company's toilet test lab, and gives visitors a behind-the-scenes view of the rigorous quality testing all KOHLER toilets undergo.

The showering area showcases Kohler's cutting-edge DTV+ and DTV Prompt digital valving platforms, and Kohler's advanced spray technologies through functioning showerheads and handshowers.



Buy it for Looks. Buy it for Life.®



| Evaluation Aspect              | Key Findings                 |
|--------------------------------|------------------------------|
| Trade-Specific App             | No                           |
| Learning/Experience Center     | No                           |
| Videos (Training/Installation) | Yes                          |
| Rewards Program                | Yes, Contractor and Showroom |
| Pro Site                       | Yes                          |
| Continue Education Courses     | Yes                          |
| Online Training                | Yes                          |
| Mobile Training                | No                           |
| Headquarters (US)              | North Olmsted, Ohio          |

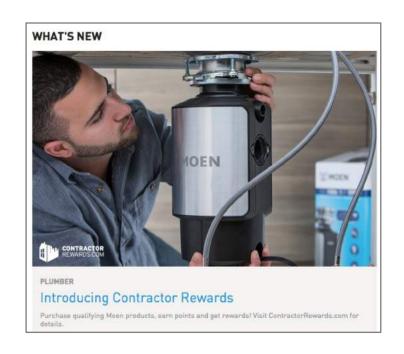
### **Key Highlights**

- Only competitor with a specific video training portion on its website.
- Only competitor to offer a tool specific to builders—Margin Calculator.
- The new web experience for the trade brings trade pros exciting new ways to work faster and smarter, which includes the complete line of Moen products, breakthrough ideas and inspiration, plus expert advice that can help you serve customers better. The site actually tailors itself to the registered pro. By indicating a profession, a personalized Web page appears with a content stream designed specifically for the role.



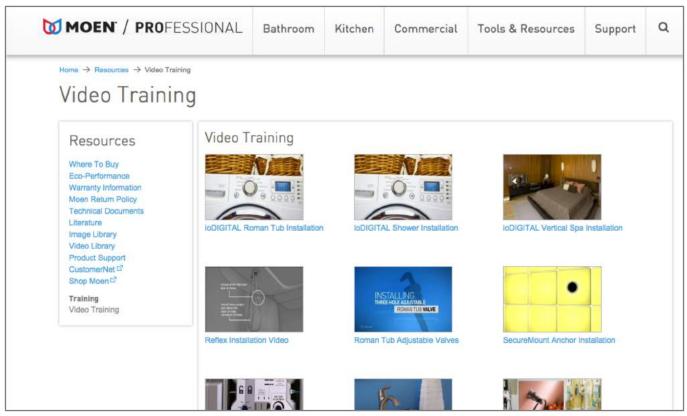
#### **Contractor Rewards**

An online rewards program that introduces new products to contractors and also rewards their ongoing brand loyalty. Members benefit from business-building resources, connections to other industry professionals, and exclusive rewards.





### **Video Training**





### **Showroom of Distinction™ Program**

Focuses on helping our wholesale partners capitalize on opportunities that maximize profitability. By recommending Moen before any other brand in your showroom, you'll take advantage of exclusive program benefits.

#### **Cash Flow Rewards™ Program**

This illustrious reward program incentivizes consultants when they sell high-margin Moen SKUs.

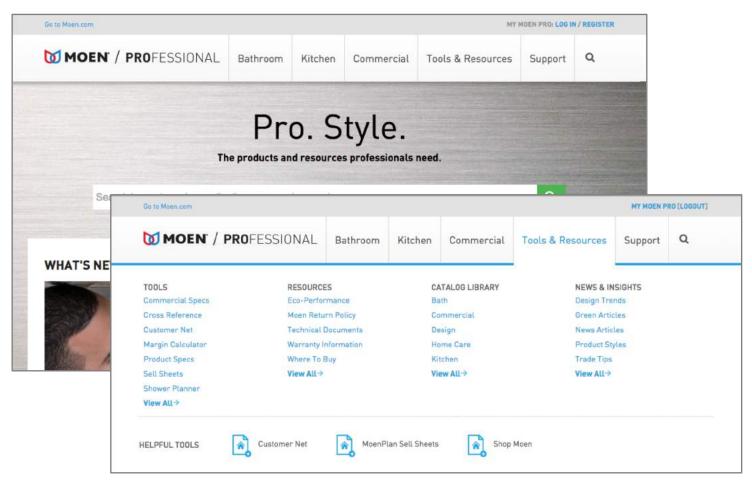


### **Gallery Merchandising Solution (New 2014)**

Blending consumer-focused features with the latest technology, the best-in-class promotional displays in the Gallery merchandising solution better inform customers about Moen's complete offering of products during their design selection process. Gallery also allows showroom consultants to better service their clientele with the help of an exceptionally curated, easy to navigate, wall of fixtures.

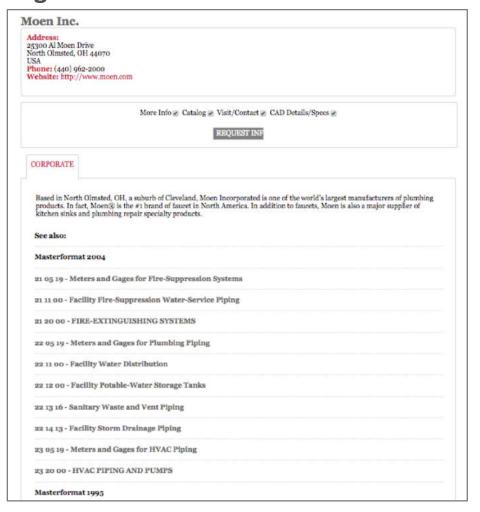


#### **Professional Site**





### **Continuing Education**





### **Online Training: A Dynamic Online Destination**

Breakthrough ideas and inspiration, plus expert advice that can help you serve your customers better.

Easier, faster ways to customize sell sheets for presentations, download specs, and be inspired with gorgeous new product photos and installations.



### **Margin Calculator for Builders**



#### Manage Multiple Plans

From one home development to a dozen home models, your Moen Sales Associate will help you develop a report for a project of any scale.

#### Edit Markups and Margins

Work with your Moen Sales Associate to modify the markup in your project and estimate your upgrade margins.





### Break Down Costs for Customers

Show your customers how small their upgrade costs will be when the price is divided over the life of the mortgage.



Authentic Luxury to the Kitchen & Bath



| Evaluation Aspect              | Key Findings                |
|--------------------------------|-----------------------------|
| Trade-Specific App             | No                          |
| Learning/Experience Center     | A.I.V. Training, Merch Mart |
| Videos (Training/Installation) | Yes                         |
| Rewards Program                | Yes, Showroom Specific      |
| Pro Site                       | No                          |
| Continue Education Courses     | No                          |
| Online Training                | No                          |
| Mobile Training                | No                          |
| Headquarters (US)              | Irvine, Calif.              |

### **Key Highlights**

- Experience center in Chicago's Merchandise Mart.
- Refer to themselves as a manufacturer of "the decorative plumbing and hardware."
- Offers an Authorized Showroom Program that aligns business plan with a partner that offers products and programs that are not only smart, but profitable.
- Training is based on three core principals:
  - Authenticity
  - Innovation
  - Value



#### **In-Person Events**



#### **Hospitality Giants**

ROHL participated in the fourth annual Hospitality Giants Conference, hosted by *Interior Design*. This year's conference was held in Nashville, TN. ROHL Eastern Regional President, Mark Rohl, joined 75 interior designers for the two-day conference. Popular topics during the event were focused on the changing downtown area and the booming hospitality market that's driving the growth.



#### Design Chicago - Deco

On October 6, 2015, ROHL participated in Design Chicago, the Midwest's largest luxury residential design event and conference. Held at the Design Chicago Merchandise Mart, ROHL welcomed nearly 100 interior designers, architects and industry professionals to its showroom in LuxeHome for a standing room only "Afternoon Tea with CADS." Hosted by ROHL Western Regional President, Greg Rohl, the event was part of the launch of the new ROHL Perrin & Rowe® Deco Bath Collection, which was inspired by the London Art Deco movement in the 1920s. ROHL collaborated with the Chicago Art Deco Society (CADS) to present a panel discussion on the history of the period and its influence on modern design. The distinguished panel included leading art deco design experts and historians, as well as Karman Hotchkiss, Executive Editor of Better Homes & Gardens Special Interest Media.



### A.I.V. Training at Headquarters





#### ROHL

#### **Dealer Extranet**





## ROHL

#### **Authorized Showroom Program**

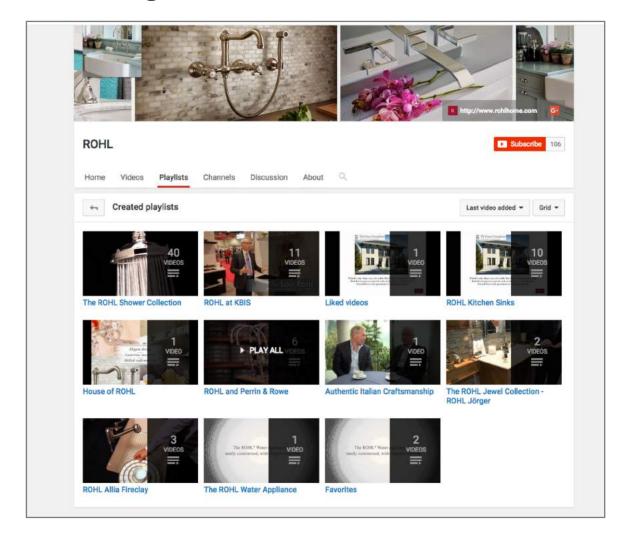






## ROHL

#### **Video Training**





# COMPETITIVE COMPARISONS, GAP ANALYSIS & CONSIDERATIONS

So, how do we measure up?



### COMPETITIVE COMPARISONS













Rohl

| Trade-Specific App                          | Yes            | No     | Yes             | Yes             | No                       | No                          | No              |
|---|----------------|--------|-----------------|-----------------|--------------------------|-----------------------------|-----------------|
| Learning/Experience Center                  | Yes            | Yes    | Yes             | Yes             | Yes                      | No                          | Yes             |
| Videos (Training/Installation)              | Yes            | Yes    | Yes             | Yes             | Yes                      | Yes                         | Yes             |
| Rewards Program                             | Yes<br>Plumber | No     | Yes<br>Showroom | Yes<br>Showroom | Yes<br>Plumber, Showroom | Yes<br>Contractor, Showroom | Yes<br>Showroom |
| Pro Site                                    | Yes            | No     | Yes             | Yes             | Yes                      | Yes                         | No              |
| Continuing Education Courses                | Yes            | No     | No              | Yes             | Yes                      | Yes                         | No              |
| Online Training                             | No             | No     | Yes             | No              | No                       | Yes                         | No              |
| Mobile Training                             | No             | No     | Yes             | Yes             | Yes                      | No                          | No              |
| Have you received manufacture-led training? | 11% Yes        | 5% Yes | 20% Yes         | 41% Yes         | 53% Yes                  | 42% Yes                     | 16% Yes         |
|   |                |        |                 |                 |                          |                             |                 |



### COMPETITIVE COMPARISONS















| Training Delivery Methods<br>Utilized | Literature, Display     Visits from Reps     Websites, Videos                  | Visits from Reps     Literature, Display                            | Literature, Display     Visits from Reps     Website, Videos   | Visits from Reps     Literature, Display     Corporate     Experience Center/Tour | Visits from Reps     Literature, Display     Websites, Videos    | Literature, Display     Visits from Reps     Websites, Videos    | Visits from Reps     Literature, Display     Articles in Trade     Pubs                         |
|---------------------------------------|--|---|--|---|--|--|---|
| Rewards for Training                  | Cash, Rebates<br>CEU Credits<br>Trips  | Other (Lunch)<br>Swag   | Cash, Rebates<br>Swag<br>No Rewards Given  | Cash, Rebates<br>Trips<br>Swag  | Cash, Rebates<br>Trips<br>Swag                                   | Cash, Rebates<br>Swag<br>Trips                                   | Cash, Rebates<br>Swag<br>Entertainment  |
| Most valuable training topics         | Toilet Flushing     Features/Functions/ Benefits     New Product Introductions | Rep Interactions     Phone Calls     Company     Background/History | Showering Systems     Valve Training     New Products  | Aquademie     Factory Tours     Rep Visits  | New Products     Factory     Shower Installation                 | In-person Events     New Product Intros     Valves               | New products     Product Background     Stories     Trips to Plant                              |
| Least valuable training topics        | Company History     Faucets     Water Savings                                  | n/a   | History of Company     Lack of In-Person     Opportunities     Online Training is     Poor, Bad Local Reps | History     Faucets     How to Understand SKUs                                    | New Product     Reviews     History     Lead Time                | Garbage Disposals     Online Training     White Papers           | Made Up Stories     About Their Products     Product Upselling     Product     Differentiations |
| Special tools or programs             | Generous spiff Program     e-Learning     Rep Training                         | One-on-one Time with<br>Reps at KBIS                                | Learn and Earn Videos     e-Learning     Rep visits  | Aquileia     e-Learning     YouTube videos  | Earn and Learn     Trip to Kohler     Traveling Kohler     Truck | Custom Shower Guide     Hands-on Training     Incentives Program | Product Knowledge Sessions  |



#### GAP ANALYSIS/CONSIDERATIONS

- Training playlist on Delta YouTube page.
- "Showroom on Wheels" to expand new DFC Discovery Center showroom experiences.
- "Showroom in a Box" type tool to expand new DFC Discovery Center showroom experience.
- Onboarding assistance for new showroom reps—create brand ambassadors from day 1.
- Potential triple points/rewards for first-year showroom associates.
- Review how literature/display materials and website/videos are packaged/provided to trainees. How can we do it better?
- Increase course offering to include more business— and selling-related content.

# INTERVIEW HIGHLIGHTS & VERBATIMS

Direct from the interviewees.



#### HIGHLIGHTS & VERBATIMS

- Overall, interviewees were complimentary of the Delta and Brizo training they'd received.
- Interviewees are excited about training and want to be recognized for their efforts/successes.
- In-person training by the manufacturer goes a long way in the eyes of the showroom sales associate. This one-on-one time helps to create brand ambassadors.



#### HIGHLIGHTS & VERBATIMS

- Moen paid for my entire team to stay at the Peninsula and have a spa service so my sales team could understand how our clients live and what their expectations are. They took us to dinner at Gibson's and brought in a luxury trainer to talk about upper clientele's lifestyles etc. At my previous employer Moen paid for a series of classes at an offsite lead by the head of the concierge association (head concierge at the four seasons) to cover etiquette for different culture among other topics. Was really helpful.
- Most vendors are not focused on providing the technical aspect side of the business. I find
  myself requesting technical training from manufacturers instead of it being at the forefront.
- I think getting showroom sales people to the factory, or headquarters is key in solidifying a relationship with that salesperson. Hearing the info directly from the source makes that salesperson feel connected to the company and important.
- I feel that there should be more training on the how-to install side of things. I was at Hansgrohe and Delta and have to say from all the people I talked to while there, there was hardly anyone who had the confidence in themselves to actually install a faucet by themselves in their home.



## HIGHLIGHTS & VERBATIMS

- I believe giving out a hand book for training is a good idea followed up by a completion certification or a test to ensure trainees are qualified with knowledge pass or fail. This will create an industry standard in the faucets world.
- Not so much on training, but the Delta website is not as intuitive as some of the other manufacturer's websites, such as Kohler and Moen. I often find myself looking at these websites, not because their product is necessarily better, but because the user experience is easier to navigate.
- Sales consultants are creatures of habit and support brands that they feel support them if they have any questions or issues. Regular rep visits is also crucial for a brand to stay top of mind.



#### **NEXT STEPS**

Where do we go from here?



#### NEXT STEPS

- Determine where research gaps are and follow up with any additional information.
- Share Houzz trade strategy, if appropriate.



#### **APPENDIX**

All the supporting stuff.



| This      | survey is broken into 3 parts:   |
|-----------|--|
| Part      | 1—You and your training preferences.   |
|           | 2—Your training experience with American Standard/DXV, Dornbracht, Grohe, Hansgrohe, ler, Moen and/or Rohl.  |
| Part      | 3—Your most useful training experiences.   |
| We a      | appreciate your thoughtful responses.  |
| * 1. Ho   | ow many years of experience do you have in your industry?  |
|           |  |
|           |  |
| * 2. W    | hat is your current job title?   |
|           |  |
|           |  |
|           |  |
|           |  |
|           | hat's your primary focus? Please select one of the following.  |
| <u></u>   | Single family, residential   |
| () s      | Single family, residential Multifamily   |
|           | Single family, residential   |
|           | Single family, residential  Multifamily  Hospitality   |
|           | Single family, residential  Multifamily  Hospitality   |
|           | Single family, residential  Multifamily  Hospitality   |
| * 4. If y | Single family, residential  Multifamily  Other (please specify)   you're responsible for training others in your company, how many individuals do you train?                           |
| * 4. If y | Single family, residential  Multifamily  Other (please specify)  you're responsible for training others in your company, how many individuals do you train?  n/a  1 to 10              |
| * 4. If y | Single family, residential  Multifamily  Hospitality  Other (please specify)  you're responsible for training others in your company, how many individuals do you train?  n/a  1 to 10 |
| * 4. If y | Single family, residential  Multifamily  Other (please specify)  you're responsible for training others in your company, how many individuals do you train?  n/a  1 to 10              |

| Please rate each of   | Very ineffective | Somewhat effective | Effective | Very effective |
|---|------------------|--------------------|-----------|----------------|
| Literature, display materials   | 0                |                    |           | 0              |
| Articles in trade publications  |                  |                    |           |                |
| Newsletters - email or otherwise  |                  |                    |           |                |
| White papers  |                  |                    | 0         | 0              |
| Websites, videos  |                  |                    |           |                |
| eLearning   |                  |                    |           |                |
| Webinars, podcasts  |                  |                    |           |                |
| Social media, apps  |                  |                    |           |                |
| Visits from<br>manufacturer's<br>representatives                            |                  |                    |           |                |
| Corporate experience<br>center and/or factory<br>tours                      |                  |                    |           |                |
| Traveling presentations (road shows) and/or exhibits                        |                  |                    |           |                |
| Conferences,<br>conventions, trade<br>shows, industry<br>association events |                  |                    |           |                |
| ther (please specify)   |                  |                    |           |                |
|   |                  |                    |           |                |



|  | Very ineffective      | Somewhat effective  | Effective  | Very effective  |
|--|-----------------------|---------------------|------------|-----------------|
| Cash, rebates  |                       |                     |            |                 |
| Swag   | 0                     | <ul><li>O</li></ul> | 0          | 0               |
| Required Continuing<br>Education Units (CEUs)          |                       |                     |            |                 |
| Certification  |                       |                     |            |                 |
| Entertainment  |                       |                     |            |                 |
| Trips  |                       |                     |            |                 |
| . Please rate your inter                               | rest in the following | PRODUCT topics.     | Interested | Very interested |
| Styles, aesthetics                                     |                       |                     |            |                 |
| New product introductions                              | 0                     | 0                   | 0          | 0               |
| Warranties   |                       |                     |            |                 |
| Quality control  |                       |                     |            |                 |
| Reliability  |                       |                     |            |                 |
| Functionality, features                                | 0                     |                     |            |                 |
| Price, value   |                       |                     |            |                 |
| Other (please specify)                                 |                       |                     |            |                 |
| ). Please rate your inter                              | rest in the following | TECHNICAL topics.   |            |                 |
|  | Not interested        | Somewhat interested | Interested | Very interested |
| Installation   |                       |                     |            |                 |
| Codes and standards,<br>ADA, government<br>regulations | 0                     | 0                   | 0          | 0               |
|  |                       |                     |            |                 |
| Technology, innovations                                |                       |                     |            |                 |
| Technology, innovations  Manufacturing processes       |                       |                     |            |                 |

| upply chain efficiency   |   | Not interested         | Somewhat interested | Interested | Very interested |
|--|---|------------------------|---------------------|------------|-----------------|
| asign tools  | ndustry trends  |                        |                     |            |                 |
| arketing tools   | Supply chain efficiency                                 | 0                      |                     |            |                 |
| oubleshooting, stormer service.  Please rate your interest in the following SALES TOOLS/PROGRAMS.  Not interested Somewhat interested Interested Very interested lestyle selling Somewhat interested Somewhat  | lesign tools  |                        |                     |            |                 |
| proving customer rovice, relationship anagement  Please rate your interest in the following SALES TOOLS/PROGRAMS.  Not interested Somewhat interested Interested Very interested feetlyle selling Somewhat interested Interested Somewhat interested Somewhat interested Interested Somewhat interested Somewhat interested Interested Somewhat interested So | Marketing tools   | 0                      |                     |            |                 |
| Please rate your interest in the following SALES TOOLS/PROGRAMS.  Not interested Somewhat interested Interested Very interested festyle selling Sanging difficult solomers Somewhat interested Somewhat intere | roubleshooting,<br>sustomer service                     |                        |                     |            |                 |
| Not interested Somewhat interested Unterested Very interested feetyle selling Somewhat interested Somewhat | mproving customer<br>ervice, relationship<br>nanagement | 0                      |                     |            | 0               |
| feetyle selling anaging difficult solomers Solom | . Please rate your int                                  | erest in the following | ng SALES TOOLS/PROG | RAMS.      |                 |
| anaging difficult softwares  |   | Not interested         | Somewhat interested | Interested | Very interested |
| vercoming client | ifestyle selling  |                        |                     |            |                 |
| alling to close - from art to finish   | Managing difficult<br>customers                         | 0                      |                     |            |                 |
| art to finish  | Overcoming client objections                            |                        |                     |            |                 |
| er (please specify)  | Selling to close - from<br>start to finish              | 0                      |                     |            |                 |
|  | her (please specify)                                    |                        |                     |            |                 |
|  |   |                        |                     |            |                 |
|  |   |                        |                     |            |                 |
|  |   |                        |                     |            |                 |
|  |   |                        |                     |            |                 |
|  |   |                        |                     |            |                 |



|                   | t 2—Your training experience with American Standard/DXV, Dornbracht, Grohe, Hansgrohe,  |
|-------------------|---|
| Koh               | ıler, Moen and/or Rohl.   |
| 12.               | Have you received manufacturer-led training from AMERICAN STANDARD/DXV?   |
|                   | Yes   |
|                   | No  |
|                   | If you answered no to question 12, please move to question 18. If you answered yes, what training cs from AMERICAN STANDARD/DXV have been most valuable? Why? |
|                   |   |
| 14.               | If yes, what training topics from AMERICAN STANDARD/DXV have been least valuable? Why?  |
|                   |   |
|                   |   |
| 15.<br>app        | If applicable, which training delivery methods does AMERICAN STANDARD/DXV utilize? (check all tha   |
|                   | Literature, display materials   |
| Н                 | Articles in trade publications  |
| Н                 | Newsletters - email or otherwise  |
| П                 | White papers  |
|                   | Websites, videos  |
| П                 | eLearning   |
| П                 | Webinars, podcasts  |
| $\overline{\Box}$ | Social media, apps  |
| П                 | Visits from manufacturer's representatives  |
| П                 | Corporate experience center and/or factory tours  |
| П                 | Traveling presentations (road shows) and/or exhibits  |
|                   |   |
| $\bar{\Box}$      | Conferences, conventions, trade shows, industry association events  |

| Cash, rebates  Swag  Required Continuing Education Units (CEUs)  Certification  Entertainment  Trips  Other (please specify)  7. If applicable, please describe any special tools or programs provided by AMERICAN STANDARD/DXV help you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?  D. If yes, what training topics from DORNBRACHT have been least valuable? Why? | apply)               |  |
|--|----------------------|--|
| Required Continuing Education Units (CEUs)  Certification  Entertainment  Trips  Other (please specify)  7. If applicable, please describe any special tools or programs provided by AMERICAN STANDARD/DXV shelp you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | Cas                  | n, rebates   |
| Certification  Entertainment  Trips  Other (please specify)  7. If applicable, please describe any special tools or programs provided by AMERICAN STANDARD/DXV shelp you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | Swa                  | 9  |
| Entertainment  Trips  Other (please specify)  7. If applicable, please describe any special tools or programs provided by AMERICAN STANDARD/DXV shelp you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?  | Req                  | uired Continuing Education Units (CEUs)  |
| Trips  Other (please specify)  7. If applicable, please describe any special tools or programs provided by AMERICAN STANDARD/DXV shelp you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | Cert                 | fication   |
| Other (please specify)  7. If applicable, please describe any special tools or programs provided by AMERICAN STANDARD/DXV help you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | Ente                 | rtainment  |
| 7. If applicable, please describe any special tools or programs provided by AMERICAN STANDARD/DXV help you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | Trips                |  |
| help you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | Othe                 | er (please specify)  |
| help you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   |                      |  |
| help you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   |                      |  |
| help you learn, train your employees and/or sell to your clients.  8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | 7 If on              | plicable, places describe any special tools or programs provided by AMEDICAN STANDADD/DVV    |
| 8. Have you received manufacturer-led training from DORNBRACHT?  Yes  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?  |                      |  |
| Yes  No  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   |                      |  |
| Yes  No  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   |                      |  |
| Yes  No  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   |                      |  |
| Yes  No  No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   |                      |  |
| No  9. If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?  | 8. Hav               | e you received manufacturer-led training from DORNBRACHT?                                    |
| If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | Yes                  |  |
| If you answered no to question 18, please move to question 24. If you answered yes, what training pics from DORNBRACHT have been most valuable? Why?   | ,                    |  |
| pics from DORNBRACHT have been most valuable? Why?   |                      |  |
| pics from DORNBRACHT have been most valuable? Why?   |                      |  |
| D. If yes, what training topics from DORNBRACHT have been least valuable? Why?   | ) No                 | u answered no to question 18. please move to question 24. If you answered ves, what training |
| D. If yes, what training topics from DORNBRACHT have been least valuable? Why?   | 9. If yo             |  |
| D. If yes, what training topics from DORNBRACHT have been least valuable? Why?   | No<br>No<br>9. If yo |  |
| If yes, what training topics from DORNBRACHT have been least valuable? Why?  | No<br>No<br>9. If yo |  |
| 0. If yes, what training topics from DORNBRACHT have been least valuable? Why?   | No<br>No<br>9. If yo |  |
|  | 9. If yo             | om DORNBRACHT have been most valuable? Why?  |
|  | 9. If yo             | om DORNBRACHT have been most valuable? Why?  |
|  | 9. If yo             | om DORNBRACHT have been most valuable? Why?  |
|  | 9. If yo             | om DORNBRACHT have been most valuable? Why?  |
|  | 9. If yo             | om DORNBRACHT have been most valuable? Why?  |
|  | 9. If yo             | om DORNBRACHT have been most valuable? Why?  |
|  | 9. If yo             | om DORNBRACHT have been most valuable? Why?  |
|  | No<br>19. If yo      | om DORNBRACHT have been most valuable? Why?  |
|  | No<br>9. If yo       | om DORNBRACHT have been most valuable? Why?  |
|  | No<br>19. If yo      | om DORNBRACHT have been most valuable? Why?  |



|         | Literature, display materials   |
|---------|---|
|         | Articles in trade publications  |
|         | Newsletters - email or otherwise  |
|         | White papers  |
|         | Websites, videos  |
|         | eLearning   |
|         | Webinars, podcasts  |
|         | Social media, apps  |
|         | Visits from manufacturer's representatives  |
|         | Corporate experience center and/or factory tours  |
|         | Traveling presentations (road shows) and/or exhibits  |
|         | Conferences, conventions, trade shows, industry association events  |
|         | Other (please specify)  |
| 22.     | If applicable, how have you been rewarded for training by DORNBRACHT? (check all that apply)  Cash, rebates   |
| 22.     | Cash, rebates   |
| 22.     | Cash, rebates<br>Swag   |
| 22.     | Cash, rebates Swag Required Continuing Education Units (CEUs)   |
| 22.     | Cash, rebates<br>Swag   |
| 22.     | Cash, rebates Swag Required Continuing Education Units (CEUs) Cartification   |
| 22.     | Cash, rebates Swag Required Continuing Education Units (CEUs) Certification Entertainment   |
| 22.<br> | Cash, rebates Swag Required Continuing Education Units (CEUs) Certification Entertainment Trips   |
| 22.     | Cash, rebates Swag Required Continuing Education Units (CEUs) Certification Entertainment Trips   |
|         | Cash, rebates Swag Required Continuing Education Units (CEUs) Certification Entertainment Trips Other (please specify)  If applicable, please describe any special tools or programs provided by DORNBRACHT to help you |
|         | Cash, rebates Swag Required Continuing Education Units (CEUs) Certification Entertainment Trips Other (please specify)  |
|         | Cash, rebates Swag Required Continuing Education Units (CEUs) Certification Entertainment Trips Other (please specify)  If applicable, please describe any special tools or programs provided by DORNBRACHT to help you |
|         | Cash, rebates Swag Required Continuing Education Units (CEUs) Certification Entertainment Trips Other (please specify)  If applicable, please describe any special tools or programs provided by DORNBRACHT to help you |

|       | Yes<br>No   |
|-------|---|
|       | NU  |
| 25. I | If you answered no to question 24, please move to question 30. If you answered yes, what training |
| topi  | cs from GROHE have been most valuable? Why?   |
|       |   |
|       |   |
|       |   |
| 26. I | If yes, what training topics from GROHE have been least valuable? Why?                            |
|       |   |
|       |   |
| 27    | If applicable, which training delivery methods does GROHE utilize? (check all that apply)         |
|       | Literature, display materials   |
|       | Articles in trade publications  |
|       | Newsletters - email or otherwise  |
|       | White papers  |
|       | Websites, videos  |
|       | eLearning   |
| П     | Webinars, podcasts  |
|       | Social media, apps  |
|       | Visits from manufacturer's representatives  |
|       | Corporate experience center and/or factory tours  |
|       | Traveling presentations (road shows) and/or exhibits  |
|       | Conferences, conventions, trade shows, industry association events                                |
|       | Other (please specify)  |
|       |   |
|       |   |
|       |   |
|       |   |



| Ca                    | sh, rebates  |
|-----------------------|--|
| Sw                    | ag   |
| Re                    | quired Continuing Education Units (CEUs)   |
| Ce                    | rification   |
| En                    | tertainment  |
| —<br>□ Tri            | ps   |
| Oti                   | ner (please specify)   |
|                       |  |
|                       |  |
| 29. If a              | ipplicable, please describe any special tools or programs provided by GROHE to help you learn, trai  |
| your e                | mployees and/or sell to your clients.  |
|                       |  |
|                       |  |
|                       |  |
|                       |  |
| 30. Ha                | ve you received manufacturer-led training from HANSGROHE?  |
| 30. Ha                |  |
|                       | •  |
| Ye                    | •  |
| Yes No                | ou answered no to question 30, please move to question 36. If you answered yes, what training  |
| Yes No                |  |
| Yes No                | ou answered no to question 30, please move to question 36. If you answered yes, what training  |
| Yes No                | ou answered no to question 30, please move to question 36. If you answered yes, what training  |
| No No 31. If y topics | ou answered no to question 30, please move to question 36. If you answered yes, what training from HANSGROHE have been most valuable? Why? |
| No No 31. If y topics | ou answered no to question 30, please move to question 36. If you answered yes, what training  |
| No No 31. If y topics | ou answered no to question 30, please move to question 36. If you answered yes, what training from HANSGROHE have been most valuable? Why? |
| No No 31. If y topics | ou answered no to question 30, please move to question 36. If you answered yes, what training from HANSGROHE have been most valuable? Why? |
| No No 31. If y topics | ou answered no to question 30, please move to question 36. If you answered yes, what training from HANSGROHE have been most valuable? Why? |
| No No 31. If y topics | ou answered no to question 30, please move to question 36. If you answered yes, what training from HANSGROHE have been most valuable? Why? |
| No No 31. If y topics | ou answered no to question 30, please move to question 36. If you answered yes, what training from HANSGROHE have been most valuable? Why? |
| No No 31. If y topics | ou answered no to question 30, please move to question 36. If you answered yes, what training from HANSGROHE have been most valuable? Why? |

| Literature, display materials   |
|---|
| Articles in trade publications  |
| Newsletters - email or otherwise  |
| White papers  |
| Websites, videos  |
| eLearning   |
| Webinars, podcasts  |
| Social media, apps  |
| Visits from manufacturer's representatives  |
| Corporate experience center and/or factory tours                                  |
| Traveling presentations (road shows) and/or exhibits                              |
| Conferences, conventions, trade shows, industry association events                |
| Other (please specify)  |
| Swag Required Continuing Education Units (CEUs) Certification Entertainment Trips |
| Other (please specify)  |
| Other (please specify)  |



|     | Yes   |
|-----|---|
|     | No  |
| 37. | If you answered no to question 36, please move to question 42. If you answered yes, what training |
|     | cs from KOHLER have been most valuable? Why?  |
|     |   |
|     |   |
|     |   |
| 38. | If yes, what training topics from KOHLER have been least valuable? Why?                           |
|     |   |
|     |   |
| 39. | If applicable, which training delivery methods does KOHLER utilize? (check all that apply)        |
| П   | Literature, display materials   |
|     | Articles in trade publications  |
| П   | Newsletters - email or otherwise  |
|     | White papers  |
|     | Websites, videos  |
|     | eLearning   |
|     | Webinars, podcasts  |
|     | Social media, apps  |
|     | Visits from manufacturer's representatives  |
|     | Corporate experience center and/or factory tours  |
|     | Traveling presentations (road shows) and/or exhibits  |
|     | Conferences, conventions, trade shows, industry association events                                |
|     | Other (please specify)  |
|     |   |
|     |   |
|     |   |
|     |   |
|     |   |

| Cash, rebates                                  |   |
|--|---|
| Swag   |   |
| Required Continui                              | ing Education Units (CEUs)  |
| Certification                                  |   |
| Entertainment                                  |   |
| Trips  |   |
| Other (please spe                              | cify)   |
|  |   |
|  |   |
|  |   |
| 42. Have you recei                             | ved manufacturer-led training from MOEN?  |
| 42. Have you recei                             | ved manufacturer-led training from MOEN?  |
|  | ved manufacturer-led training from MOEN?  |
| Yes No 43. If you answered                     | wed manufacturer-led training from MOEN?  d no to question 42, please move to question 48. If you answered yes, what training have been most valuable? Why? |
| Yes No 43. If you answered                     | d no to question 42, please move to question 48. If you answered yes, what training   |
| Yes No 43. If you answered                     | d no to question 42, please move to question 48. If you answered yes, what training   |
| Yes No No 43. If you answered topics from MOEN | d no to question 42, please move to question 48. If you answered yes, what training have been most valuable? Why?   |
| Yes No No 43. If you answered topics from MOEN | d no to question 42, please move to question 48. If you answered yes, what training   |
| Yes No No 43. If you answered topics from MOEN | d no to question 42, please move to question 48. If you answered yes, what training have been most valuable? Why?   |
| Yes No No 43. If you answered topics from MOEN | d no to question 42, please move to question 48. If you answered yes, what training have been most valuable? Why?   |
| Yes No No 43. If you answered topics from MOEN | d no to question 42, please move to question 48. If you answered yes, what training have been most valuable? Why?   |
| Yes No No 43. If you answered topics from MOEN | d no to question 42, please move to question 48. If you answered yes, what training have been most valuable? Why?   |
| Yes No No 43. If you answered topics from MOEN | d no to question 42, please move to question 48. If you answered yes, what training have been most valuable? Why?   |



|   | Literature, display materials  |
|---|--|
|   | Articles in trade publications   |
|   | Newsletters - email or otherwise   |
|   | White papers   |
|   | Websites, videos   |
|   | eLearning  |
|   | Webinars, podcasts   |
|   | Social media, apps   |
|   | Visits from manufacturer's representatives   |
|   | Corporate experience center and/or factory tours   |
|   | Traveling presentations (road shows) and/or exhibits   |
|   | Conferences, conventions, trade shows, industry association events   |
|   | Other (please specify)   |
|   | Dollars, rebates<br>Swag   |
|   | Required Continuing Education Units (CEUs)   |
|   | Certification  |
|   | Entertainment  |
|   | Trips  |
|   | Other (please specify)   |
|   |  |
|   |  |
|   | If applicable, please describe any special tools or programs provided by MOEN to help you learn, train remployees and/or sell to your clients. |
| , | , , , ,  |
|   |  |
|   |  |
|   |  |

|       | Yes  |
|-------|--|
| 3     | No   |
|       |  |
|       | f you answered no to question 48, please move to the next page. If you answered yes, what training<br>is from ROHL have been most valuable? Why? |
| topic | S HOIT NOT IE HAVE BEEN HIOSE VALUABLE! WITY!  |
|       |  |
|       |  |
| 50. I | f yes, what training topics from ROHL have been least valuable? Why?   |
|       |  |
|       |  |
|       |  |
| 51. l | f applicable, which training delivery methods does ROHL utilize? (check all that apply)  |
|       | Literature, display materials  |
|       | Articles in trade publications   |
|       | Newsletters - email or otherwise   |
|       | White papers   |
|       | Websites, videos   |
|       | eLearning  |
|       | Webinars, podcasts   |
|       | Social media, apps   |
|       | Visits from manufacturer's representatives   |
|       | Corporate experience center and/or factory tours   |
|       | Traveling presentations (road shows) and/or exhibits   |
|       | Conferences, conventions, trade shows, industry association events   |
|       | Other (please specify)   |
|       |  |
|       |  |
|       |  |
|       |  |



|     | Cash, rebates  |
|-----|--|
| _   | Swag   |
| _   | Required Continuing Education Units (CEUs)   |
| _   | Certification  |
| _   | Entertainment  |
| _   |  |
| _   | Trips  |
|     | Other (please specify)   |
|     |  |
|     |  |
|     | If applicable, please describe any special tools or programs provided by ROHL to help you learn, train |
| /00 | r employees and/or sell to your clients.   |
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|   | manufacturers, what other companies provide useful training? Describe.               |
|---|--|
| 54. Besides faucet  | manufacturers, what other companies provide useful training? Describe.               |
|   |  |
|   |  |
| 55. Of all of the ma  | anufacturer-led training you've received, which company's training did you find most |
| useful? Why?  |  |
|   |  |
|   |  |
| 56. Do you have ar  | ny other thoughts or input regarding industry training observations or desires?      |
| oo. Do you navo u   | y called disease of impact regulating mades y damling observations of accesses.      |
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|   |  |
| 57. In the event we   | e need to follow up to clarify a comment, please provide your first and last name,   |
| 57. In the event we company, email an                       |  |
|   |  |
| company, email an   |  |
| company, email an<br>First/Last Name:                       |  |
| company, email an<br>First/Last Name:<br>Company:           |  |
| company, email an<br>First/Last Name:<br>Company:<br>Email: |  |

