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Iowa Association of Business and Industry. "The Voice of Iowa Business since 1903" is the largest business network in the state (serving as Iowa's state chamber) with a long legacy of advocating for a competitive business climate in Iowa. ABI offers its nearly 1,500 member companies and their employees opportunities to network, learn best practices in lean processes, workforce, workers' compensation, controlling health care costs, employee drug testing, environmental issues and leadership. ABI works "to foster a favorable business, economic, governmental and social climate within the State of Iowa so that our citizens have the opportunity to enjoy the highest possible quality of life."

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A VIEW FROM THE TOP



Mark Hanawalt

ABI Chairman

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Employee recruitment critical to every company's success

At the conclusion of last month's meeting of the ABI Board of Directors, board members took a few moments to share brief reports on the status of their business. As you know, the board is composed of women and men from all corners of Iowa, with diverse industries represented.

Nearly all the board members talked about their company's growth and positive economic trends. Another issue raised by nearly all board members was the workforce. Recruiting and retaining good employees was certainly a part of the discussion. This has become a very critical issue for many Iowa businesses and is one that currently impedes the growth of several companies and will impede many in the future.

That is the focus of this edition of Business Record Iowa. If that topic is of interest to you, please read the feature article inside this edition. You will find some great ideas to help your company, and I hope that if you

have some best practices that work for you, you will share them.

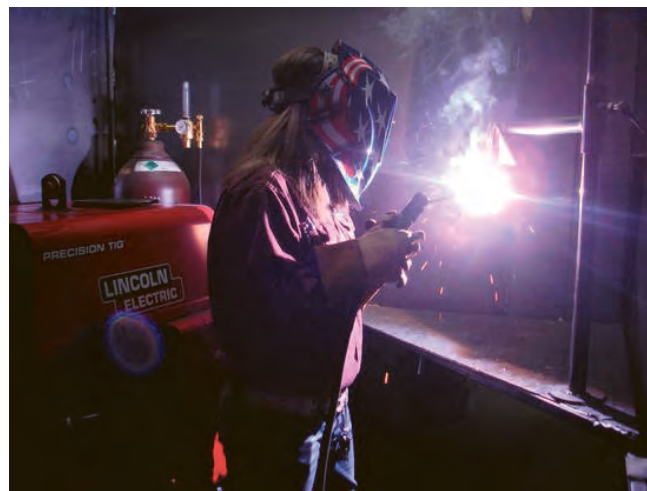
By the time you read this, the 2015 Taking Care of Business Conference will be less than two months away! Now is the time for you to finalize your plans to attend this year's conference, which is ABI's 112th annual gathering. There is no better investment you can make in your business than to attend this event in the Quad Cities June 10-12.

Your entire management team will find value in the conference. Do you want to hear internationally known speakers? You'll find them at this event. Do you want to see first-class venues, experience terrific Iowa hospitality and play golf at one of the finest courses in the nation? You can do all of that at the convention. Finally, do you want to interact with Iowa's top business people, network with your peers and make sales? That, too, is a part of the conference. Go now to www.aibtakingcareofbusiness.com and register!

POWERFUL PARTNERSHIPS

Iowa Lakes welding program recognized for career prep

Photo left: Iowa Lakes Community College Welding Instructor Emily Gottsche has helped grow the school's welding program and prepare students for the workforce.



Advancements in the Iowa Lakes Community College welding program are getting noticed by students and state leaders.

The program is this year's winner of the Career Preparedness Award from the Iowa Department of Education's Division of Community Colleges.

"Iowa Lakes, and in particular (welding instructor) Emily Gottsche, has demonstrated great success in addressing regional training and employment needs through their welding program," Eric St. Clair, a consultant with the Division of Community Colleges, said in a press release. "Their efforts have significantly increased the career readiness of students enrolled in the college's welding program and deserve recognition."

Iowa Lakes was able to use grant funding to update

and expand the welding program on its Emmetsburg campus, and graduation from the program has increased to 43 students in 2014 from 17 the year before.

The community college offers a variety of advanced training pathways for students, including a diploma program, certifications specific to their career goals and basic welding courses needed for another Trade and Industry program.

Iowa Lakes also offers continuing education opportunities and evening and daytime classes at an accelerated pace for students looking to quickly attain the skills needed to advance their careers.

Gotsche has also worked to create partnerships with area employers, such as Polaris Industries; Cozzini, LLC; and Kofab, Inc., among others.





◀ EVENT REWIND



Lisa Peterson, Tyson Foods, fills out a slip to talk with legislators during Iowa Business Day on the Hill.



House Majority Leader Rep. Linda Upmeyer speaks with ABI members during an IIPAC luncheon.



Sen. Jack Whitver speaks with Steve Boal and Roger Hargens, both of Accu-Mold.



Gerry Schnepf, Keep Iowa Beautiful, and John Gilliland, Gilliland Group at Morgan Stanley, discuss policy issues at the Capitol.



Scott Bailey, Advance Iowa, talks with Rep. Guy VanderLinden about ABI's legislative priorities.



Lisa Peterson, Tyson Foods, speaks with Rep. Chris Hall about important business issues.



ABI board members Larry Countryman, Wilson Trailer Co., and Tom Determann of Clinton talk about proposed legislation with Nicole Crain, ABI's Vice President, Government Relations.



David Radziej, Printing Industry Midwest, and Zach Dalluge, ABI's Policy and Regulator Affairs Coordinator, review key business issues.



Steve Boal, Accu-Mold, and State Auditor Mary Mosiman talk during Iowa Business Day on the Hill.



Nicole Crain, ABI Vice President, Government Relations, ABI board member Steven Bradford, HNI, and Zach Dalluge, ABI's Policy and Regulatory Affairs Coordinator, chat.



Lt. Gov. Kim Reynolds, center, speaks with members of ABI and NFIB during a reception for Iowa Business Day on the Hill.



Clarence Richardson, Marco, and ABI board member Michael Sadler, CenturyLink, talk with ABI President Mike Ralston about ABI's legislative priorities.



Connecting Statewide Leaders and Leadership Iowa

MARCH 5-6 | FAIRFIELD



Nicole Vivacqua, Fairfield Line Inc., Cheri Popp, CIPCO, and Deb Neyens, freelance attorney and writer, all 2011-12 LI graduates, chat after the Connecting Statewide Leaders forum.



Leadership Iowa alumni Wade Sheeler, Dave Wingert and Barb Baker, all from Grinnell Mutual, a program sponsor, pose for a photo during the LI session.



Chad Alley, Breiholz Construction Co., LI 2005-06, and Jessica Ledger-Kalen, Royale Concrete, LI 2009-10, discuss the Connecting Statewide Leaders forum.

Leadership Iowa University

FEB. 27-28 | CEDAR FALLS



Leadership Iowa University alumni Alec Packer, Tanner Westberg and Joe Noonan join the current class for a networking lunch at the University of Northern Iowa.



Students from the Leadership Iowa University 14-15 class sit down with HR professionals to review and discuss their resumes and cover letters.



The Leadership Iowa University 14-15 class finishes their year in the program with a final, two-day session in Cedar Falls.



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AHEAD OF THE CURVE

The Principal Financial Group hires hundreds of employees each year, including about 200 interns.

Like many companies, the Des Moines-based financial services giant looks at its interns as a pipeline of potential future leaders.

The Principal has several ways to recognize, reward and provide ongoing learning opportunities for its top interns, including participation in Leadership Iowa University (LIU). Such recognitions help show the company's dedication to the recipient and his or her success, said **Molly Cope, the company's campus relations manager**.

LIU is a personal and professional development program for Iowa college students uniquely designed to prepare them for a successful future.

Participants learn about and visit companies throughout the state, hear from expert speakers on important issues that impact Iowa's future, participate in discussions with Iowa's top business professionals and partner with a business leader who serves as a mentor throughout the process.

The Principal selects two top interns to participate in Leadership Iowa University each year.

"What we find is that any monetary commitment is well worth it," Cope said. "What they learn and get out of the program is so beneficial to them and us. It strengthens our relationship with that intern. It exposes them to other industries and executives, and we want that diversity of thought. Leadership Iowa University helps students to start thinking globally, even at the intern level."

Jeff Konrad, an intern at The Principal who participated in the 2014-15 Leadership Iowa University class, said the program has helped him recognize different aspects of leadership he can apply in the future.

"I'm so appreciative to the company for recognizing me as someone who was suited for the program," Konrad said. "I have learned so much from the program, and I have met so many great people during the entire experience."

Send your interns to Leadership Iowa University! Contact Kay Neumann-Thomas at kthomas@iowaabi.org or visit www.leadershipiowauniversity.com for more information. The deadline to apply for the 2015-16 class is June 1, and the program begins on Aug. 9.



Leadership Iowa University students Jeff Konrad of Drake University and Jacob Martin of Wartburg College tour the Iowa Law Library during a trip to the Iowa Capitol.

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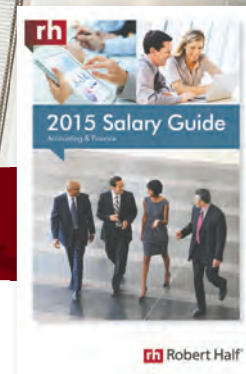
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DAVE ZROSTLIK
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Creative Recruitment: Rev-up your employment brand

Many Iowa companies plan to increase their staff over the next few months, but with unemployment rates as low as 2.9 percent in some parts of the state, competition for new employees will be fierce. That's why it is as important as ever for Iowa businesses to make sure their recruitment practices are up to speed.

Nearly one-fourth of Iowa companies plan to hire new employees in the second quarter of 2015, according to a new Employment Outlook Survey from ManpowerGroup. However, some industries, particularly manufacturing, continue to deal with a severe skills gap that makes finding the right employee difficult.

From a competitive standpoint, one of the most important long-term strategies a company needs to put in place is their human capital strategy, said Karen Miller, executive vice president of Manpower Central Iowa.

"If your business doesn't aggressively focus on securing and retaining top talent, you're putting your company at risk with decreased productivity, lack of innovation, and turnover," said Miller. "To address today's talent shortages, businesses need to reconsider their talent acquisition tactics."

The recruitment strategies from 10-15 years ago won't work anymore, Miller and others said. Many people consider the current job market an employee's market given the low unemployment rate and the high demand for high-quality, skilled employees.



That means business leaders have to think creatively and proactively when it comes to recruiting new workers.

Miller encourages businesses to look at nontraditional sources for employment, including veterans, immigrants, individuals with disabilities or rehabilitated offenders. "Many of these candidates have skills and qualifications employers need but often times are overlooked," Miller said.

Reaching students right away – as young as middle school or high school – can help put a specific career path or company on their radar early.

For Miller Products Company, an Osceola business that makes custom components for other manufacturers, a lack of qualified employees to fill positions has forced the company to turn down potential work.

Right now, in addition to selling the company's products to potential customers, Miller's sales and marketing manager, Kerry Richardson, is selling the company to potential employees.

Miller Products recently introduced a new incentive to attract computer numerical control (CNC) operators. Miller is offering to pay for a student to attend a CNC program at Des Moines Area Community College and provide a living stipend while he or she is in school. The student would work for Miller part time while attending school and join the company full time afterward.

"Essentially, we want to find a person, whether they are just coming out of high school or the military or they're in a job but aren't seeing growth and can't afford to live and go back to school, we think we have a solution for them," Richardson said.

Richardson is hopeful the program will help Miller, a company with about 40 employees, stand out in a market that includes much larger businesses with more name recognition.

"ONE REASON WE STRUGGLE IS BECAUSE THERE IS A **LIMITED NUMBER OF STUDENTS** IN THESE PROGRAMS RIGHT NOW **AND THERE'S A TON OF DEMAND** FOR THESE KIDS ONCE THEY'RE OUT."

Kerry Richardson, sales and marketing manager,
Miller Products Company



"One reason we struggle is because there is a limited number of students in these programs right now and there's a ton of demand for these kids once they're out," Richardson said.

For Miller Products and other companies in rural areas of the state, a smaller population base contributes to the challenge.

Reaching students early and making them aware of the variety of career opportunities available has been critical to Stellar Industries Inc.'s success. The Garner-based company manufactures hydraulic hooklifts and other service trucks.

A primary hope is that students will consider Stellar as a place to work in the future, whether it's as an accountant or as an engineer.

"We start early in the community and try to be very good volunteers for the school," human resources manager Leanne VanOort said.

Engineers from the company participate in science, technology, engineering and mathematics (STEM) activities with fourth- and fifth-graders and help with a high school robotics team.

Students are invited to tour Stellar, and VanOort gives presentations to students on how to prepare a resume and conduct a good job interview.

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A CUSTOM PUBLICATION FOR ABI



Employees from Hagie Manufacturing dressed up as superheroes to make the company stand out during a recent career fair.

Its community involvement and efforts to create a positive corporate culture have helped Stellar stand out as a great place to work.

Stellar has an Employee Stock Ownership Plan and profit-sharing opportunities. The company also offers a generous wellness plan for employees and their spouses.

Stellar is part of a captive insurance group, and when it receives money back from its workers' compensation premiums, Stellar returns it to the employees.

The fewer workers' compensation payouts the company has, the higher the return there is for employees.

"It's an incentive to be safe," Stellar President David Zrostlik said.

Such a reputation can be among a company's most valuable recruiting tools.

"Word spreads," Zrostlik said. "We try to be a good community citizen, and employees have been evangelists for us. That's been a good plan for us and seems to work out quite well."

Hagie Manufacturing Company, which builds innovative crop solutions, has worked hard over the past four years to build a vibrant corporate culture of its own.

When Alan Hagie took over as president and CEO of the Clarion-based company in 2010, he set out to change the overall attitude and climate in the workplace.

He and other company leaders sought help from Zappos, an online retailer known for its passionate workforce and quality customer service.



“WE TRY TO BE A **GOOD COMMUNITY CITIZEN**, AND EMPLOYEES HAVE BEEN EVANGELISTS FOR US. THAT'S BEEN A GOOD PLAN FOR US AND SEEMS TO WORK OUT QUITE WELL.”

David Zrostlik, President, Stellar Industries

Hagie created a list of family values that cover everything from passion and determination to respect, adventure and humility that all employees are expected to follow.

The company also made other changes, including a more casual dress code, flexible start times on the plant floor, free fountain beverages and fresh fruit, and an on-site cafeteria, which they found helped employees build relationships with one another.

Hagie focused on finding employees with the right attitudes and giving them the tools necessary to excel at their jobs, human resources director Dave Maxheimer said. Many employees with bad attitudes chose to leave.

Maxheimer said the changes have paid off in both the quality and the quantity of applicants he sees at Hagie.

The company had 3,000 applicants in 2013, and referrals from team members increased from 21 percent to more than 50 percent.

Maxheimer doesn't even pay attention to the area's unemployment rate anymore.

"It's about branding your company and using that resource," Maxheimer said. "You have to have a good workplace."

The company still does some active recruiting, and the HR team looks for creative ways to make Hagie stand out.

At college career fairs, employees dress up in Hawaiian-themed clothes or as superheroes. It's another way to set Hagie apart from larger employers with better name recognition.

"We've gotten to the point now where people know us," Maxheimer said. "We're uniquely different, and we're attracting the applicants that want to work for us and not a cookie-cutter company."

The company's commitment to finding employees passionate about working at Hagie begins with a rigorous application process.

Candidates must answer a series of questions, including some that require basic research about the company. There's typically a phone interview, a round-robin discussion and a peer interview to see how people will fit into a team environment.

The process has helped ensure that Hagie gets employees with the right fit and has helped the company cut its first-year turnover in half.

"Our process is kind of demanding, but we will not sacrifice the quality of candidates because we need somebody here to do the job," Maxheimer said.



Identifying the right candidate can be a time-consuming and even painful process for some companies, but it's critical to finding employees that can fit in well with a company long term, said Jennifer Erickson, president and co-founder of Results Group, LLC.

Erickson and her team work with companies to identify not only the skills a certain position will require, but also how the person who fills that role should behave. They determine whether the position requires someone who is detail-oriented and concerned about quality or whether they need someone who is proactive or reactive.

Job candidates take an assessment up front to determine if they are employees the company might be interested in. The rigorous process emphasizes quality of candidate over quantity.

"A lot of companies have moved to behavioral-based interviewing but they are really just scratching the surface," Erickson said. "The new buzzword in HR today is engagement. Engagement is a combination of the employee being the right fit behaviorally for the position, bringing the talent to the table to be successful in the position and being fed motivationally by the position and the company culture."

In addition to helping a company find the ideal candidate, this process also does a better job of outlining expectations for both the employee and the employer, which can contribute greatly to finding a candidate who will be successful, Erickson said.

"Employees want to do a good job," Erickson said. "The big problem is, they don't know what's expected and companies have a hard time really laying out the expectations of a role in that organization. It really goes back to defining what success looks like in that role."

The process can pose challenges for employers, particularly those who want the hiring process to move quickly. However, when implemented correctly, Erickson said, the process is highly successful.



“A LOT OF COMPANIES HAVE MOVED TO **BEHAVIORAL-BASED INTERVIEWING**, BUT THEY'RE REALLY JUST SCRATCHING THE SURFACE. THEY NEED TO LOOK AT CANDIDATES' **MOTIVATORS AND THEIR NATURAL TALENTS.**”

Jennifer Erickson, *president and co-founder, Results Group, LLC*

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EXPERT ADVICE

Strategies to Address the Talent Shortage

Anyone who has tried to hire great talent knows all too well that the talent shortage continues. With unemployment low and baby boomers retiring in more significant numbers, employers are looking for new ways to get and keep great employees. To be optimally effective, an organization's talent strategy must be multifaceted, addressing both the attraction of new talent and the retention of productive workers. Key organizational strategies for addressing the talent shortage include:

STRATEGY #1:
BUILD THE TALENT SUPPLY

Employers focused on growth cultivate future pipelines of talent. For some employers, local high schools and even middle schools provide rich opportunities to connect with future employees. Presentations, internships, one-day job shadows or on-site tours can help to introduce students to a new employer and maybe even a new career.

Extend the impact of an initial presentation or meeting by offering visible support to school teams or charity drives, or supporting contests or scholarships. Remember, simply making the introduction doesn't guarantee job interest. What is it that will appeal to the group you're targeting – your products, where they are used, your company's brand, career paths, flexible work schedules?

STRATEGY #2:
FIND NEW ACCESS TO YOUR TALENT SUPPLY

Create innovative outreach programs both in terms of the populations targeted and the specific conversations held. Veterans may represent a terrific talent group to your organization. One key will be outlining how their military-learned skills might transfer to your organization. For example, a geospatial information technician in the Army may find her skills translate well to your jobs in technical diagrams, budget management or process analysis. The key is to assist in that translation.

In addition to veterans, specifically targeting women, disabled individuals or other underrepresented populations can provide you great sources of talent. Plus, don't overlook your local community or technical college. What type of relationship/visibility do you have there? Could the institution help you promote available internships or include you in job fairs or other days of learning?

To build your talent supply, consider external perceptions of your organization's brand. Every interaction someone has with your organization – viewing an ad, accessing a website, talking with an employee or your help desk, driving past your building's exterior, reading news about your organization – contributes to their impression of your brand. That brand can either make it easier or harder to recruit the talent you want. Think about all the touch points someone might have with your brand and if their experience aligns with your desired brand.

STRATEGY #3:
DETERMINE 'FIND' VS 'BUILD' AKA TEACHABLE FIT

To some degree, employers cannot find replacement talent because the skills deemed as required are not present in large numbers. Finding a replacement for "Joe" who has 30 years of experience with an individual just like him may not be realistic. ManpowerGroup pioneered the concept of "Teachable Fit" or hiring and promoting those who may not possess all the necessary technical skills but do have the right mindset, aptitude and capability to develop into the position – in essence their Learning Quotient. The question becomes which core competencies are required, which are teachable and how will you enable that knowledge transfer to occur? Pull jobs apart to understand where you can be flexible and where aptitude can fill in for proven experience. For example, maybe specific mechanical knowledge isn't as important as analytical aptitude and a desire to learn. If so, you might also expand where you find such talent. Sports car clubs? Technical schools? Aircraft enthusiast groups?

STRATEGY #4:
MITIGATE THE DEMAND FOR NEW TALENT

How does your organization reward, recognize and promote the growth of its current employees? Investing in existing talent can generate enhanced productivity and decreased turnover. Plus, it can serve as a terrific proof-point of employee investment to potential candidates. Learning and development opportunities are regularly cited as key strategies for employee engagement. Promoting a learning environment, offering on-the-job training and nurturing creative exchanges can mitigate the need for new talent and cause current talent to spread great word-of-mouth endorsements.

Manpower has identified the gap between employees "aging out" and a workforce not yet ready to take their place as the "double squeeze." To boost the efficacy of junior employees, employers may want to look at enhanced management programs, mentoring programs with senior employees, group projects with both junior and senior employees and offering senior employees flexible work schedules rather than retirement. Identifying those critical senior employees, having conversations about their motivators and outlining win-win strategies can keep you from scrambling later.

Another tactic to lessen the need for new talent is applying flexible workforce models, adding temporary help when you need to ramp up. This model can enable your high performers to stay focused on those areas that maximize their input, while providing the organization sufficient agility to handle spikes in demand.



Karen Miller
Executive Vice President,
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CAPITOL BUSINESS

Iowa Business Day highlights companies' state contributions

Business leaders from across Iowa joined Gov. Terry Branstad at the Iowa Capitol on March 10 as he officially declared the day Iowa Business Day in recognition to the important contributions Iowa companies make to the state.

Dozens of ABI and NFIB Iowa members participated in the proclamation signing and took time to meet with legislators to emphasize the important role their organizations play in their communities and in the state.

Iowa is home to more than 80,000 businesses, which employ more than 1.2 million Iowans. The proclamation emphasized the positive impressions consumers have of businesses: 87 percent of U.S. consumers agree that businesses are critical to the overall economic health of the country, and 97 percent of consumers agree that it is important for people to support the businesses that they value in their community.



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"The Leadership Iowa program has proven to be one of the best business investments I've made. I've extended my personal and professional network, increased my knowledge of issues facing Iowans, and have had the opportunity to gain a new perspective on how business is done in our state."

Lawrence Cunningham, Publisher & General Manager
Iowa State Daily Media Group, lawrence.cunningham@iowastatedaily.com
Leadership Iowa Class of 2009-10

Help us build the 2015-16 Leadership Iowa Class!

ABI is seeking Iowans from across the state willing to take a leadership role in improving their organizations, their communities and our state.

Nominate a leader you know by May 1!

Visit www.leadershipiowa.com to fill out a nomination form.



Your organization. *Your voice.* Your investment.

Iowa needs pro-business lawmakers to help our state's economy thrive.

At ABI, we take seriously the responsibility to vet candidates and provide valuable election resources.

We need your help. Have you made your contribution to IIPAC yet?
Do so today to help us maintain our strong voice for Iowa business in legislative matters.

Visit bit.ly/iipac to donate.



CALENDAR OF EVENTS



APRIL 17

2015 ABI Legislative Update Teleconference (members only)

Teleconference
9:00 AM - 9:30 AM

MAY 6

May Board Meeting (invite only)

Waverly
10:00 AM - 12:00 PM

MAY 7

Connecting Statewide Leaders

Dubuque
3:30 PM - 6:00 PM

MAY 15

2015 ABI Legislative Update Teleconference (members only)

Teleconference
9:00 AM - 9:30 AM

JUNE 10-12

2015 Taking Care of Business Conference

Waterfront Convention Center | Quad Cities

AUGUST 31

ABI Executive Open

Des Moines Golf and Country Club | 1600 Jordan Creek Parkway |
West Des Moines
12:00 PM - 6:30 PM

SEPTEMBER 30

Iowa's Advanced Manufacturing Conference

Prairie Meadows Event Center | 1 Prairie Meadows Drive | Altoona
9:00 AM - 3:00 PM (registration will begin at 8:00 AM)



Visit www.iowaabi.org and click the "Events" tab for details on upcoming events.

JOIN US

ABI conference brings economic opportunities to QC



ABI Chairman Mark Hanawalt speaks to members of the press and local leaders about the Taking Care of Business Conference during a press conference at the Hotel Blackhawk.

When the ABI Taking Care of Business Conference comes to the Quad Cities June 10-12, it will bring with it hundreds of business executives from across the state who are eager to learn about the region, interact with local leaders and take advantage of the rich cultural opportunities the Quad Cities area has to offer.

Deere & Co. Chairman and CEO Sam Allen will help welcome the group to the Quad Cities, where they will also hear keynote speeches from authors Ken Blanchard and Patrick Lencioni and from Dan Houston, president and chief operating officer at The Principal Financial Group.

“We want the entire region to take advantage of this opportunity and of the great programming we have to offer.”

— Mark Hanawalt, ABI Chairman

The conference, now in its 112th year, is returning to the Quad Cities for the first time in three decades, and local business leaders and elected officials are taking notice.

“This is all good news to the Quad Cities,” Davenport Mayor Bill Gluba said during a news conference announcing the event.

ABI representatives and local leaders visited the Quad Cities recently to promote the benefits of the conference for area business people and the region as a whole.

More than 600 business leaders from across Iowa will converge on the area for the Taking Care of Business Conference. That makes it a one-of-a-kind networking opportunity for business professionals hoping to build new relationships or encourage companies to expand to into the Quad Cities.

“We want the entire region to take advantage of this opportunity and of the great programming we have to offer,” ABI Chairman Mark Hanawalt said.

Conference attendees will also participate in a series of workshops hosted by Iowa business leaders in the areas of marketing, human resources and leadership. The Taking Care of Business Conference is truly meant to be a valuable learning experience for every member of a company’s management team.

ABI has worked with the Quad Cities Chamber of Commerce and the Quad Cities Convention & Visitors Bureau to highlight some of the best venues and activities the region has to offer.

In addition to tours of Alcoa, SSAB and Deere Harvester Works, participants will have the opportunity to golf at TPC Deere Run, visit the Figge Art Museum and take a bike tour of the Rock Island Arsenal.

You don’t want to miss this unique educational and networking opportunity. Visit abitakingcareofbusiness.com today to register.

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ARE YOU AN ABI MEMBER? CHANCES ARE THE ANSWER IS YES.

ABI is Iowa’s oldest and largest business network, representing almost **1,500 businesses** of all types and sizes employing **over 350,000 Iowans** in all **99 counties**. If you are not sure if your organization is a member of ABI, contact **Dorothy Knowles** at 515-235-0568 or dknowles@iowaabi.org.





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