



WOMEN IN MANUFACTURING

DR. MO LOCKWOOD
manufacturing manager, Thombert Inc.

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A VIEW FROM THE TOP



Lori Schaefer-Weaton

ABI Chair

*Agri-Industrial Plastics Co.,
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2017 Conference is a can't-miss event

You have read before that, taken collectively, ABI members and their employees pay more taxes, buy more goods and services, and donate more time and money to Iowa causes than any other single entity in the state. In our case, I am proud of the employees of Agri-Industrial Plastics and all they do for our community of Fairfield. It is that way with ABI members all over Iowa. They are involved in their community and their state. And that is as it should be.

You will hear much more about this quiet philanthropy in less than a month. That is when hundreds of ABI members from across the state and beyond will converge on Dubuque for the association's 114th annual gathering. The 2017 Taking Care of Business Conference will take place June 6-8, and you simply won't believe the incredible program in store for you.

At the conference you will find not one, but several internationally known speakers. You will see fabulous, first-class meeting and event venues. You will dine at terrific restaurants, play golf at one of the nation's finest courses and experience terrific Dubuque hospitality. Best of all, you will interact and network with Iowa's top business people. You do NOT want to miss this conference.

There is no better investment you can make in your business than to attend this event. Register now at www.iowaabi.org.

In the meantime, I hope you enjoy this edition of Business Record Iowa. The feature story this month is about a subject of personal interest to me: women in manufacturing. Thank you for your support for ABI.

NEED TO KNOW

Year of Manufacturing will help position Iowa's leading industry for even greater success

For 114 years, the Iowa Association of Business and Industry and its predecessor, the Iowa Manufacturers Association, have served as the voice of Iowa's manufacturing industry. Over time, ABI has evolved and grown more diverse in its membership, but the organization remains committed to serving manufacturers and the more than 200,000 Iowans they employ.

That is one reason the Year of Manufacturing is such an important initiative for ABI. In April, ABI leaders joined Gov. Terry Branstad and Lt. Gov. Kim Reynolds to formally kick off Iowa's Year of Manufacturing, an initiative aimed at increasing the state's manufacturing GDP to \$32 billion from \$29 billion over the next five years.

To do so, we should focus on three things: building a skilled workforce, promoting innovation and research and development, and improving global competitiveness.

ABI and its members are well-positioned to help turn this goal into a reality. Elevate Advanced Manufacturing has already made great strides in the effort to educate K-12 students, parents and educators on the great

manufacturing careers available in Iowa. It has done this by bringing students and teachers into manufacturing facilities and introducing new curriculum in classrooms.

The Year of Manufacturing initiative brings even more resources, including an online toolkit, educational opportunities for the manufacturing community and increased awareness of the resources available to assist Iowa manufacturers.

ABI IS PROUD TO PARTNER WITH THE CENTER FOR INDUSTRIAL RESEARCH AND SERVICE (CIRAS) AT IOWA STATE UNIVERSITY AND THE IOWA ECONOMIC DEVELOPMENT AUTHORITY TO HELP LEAD THIS EFFORT. WATCH FOR ACTIVITIES AND OTHER OPPORTUNITIES IN YOUR AREA OF THE STATE SOON.



AHEAD OF THE CURVE

Leadership Iowa

APRIL 6-7
CHARLES CITY & OSAGE

The Leadership Iowa class reconvened in Charles City and Osage for their sixth session to discuss economic development in Iowa. The class heard from several experts on the issue and saw first hand how innovative thinking can keep businesses thriving in rural Iowa. Participants learned how area high school students are making their mark on local economic development through the Big Iowa North program and took part in discussions with local business owners, as well as multiple community development partners.



AHEAD OF THE CURVE

Leadership Iowa University

APRIL 20-21 | CEDAR FALLS

The 2016-17 Leadership Iowa University program concluded with a two-day session in Cedar Falls. Students took part in interactive activities geared toward their personal communication and strengths as an individual. They met one-on-one with HR professionals, who provided valuable feedback on resumes and cover letters, as well as interview tips. The group traveled to Mill Race in Cedar Falls to gain some entrepreneurial perspective and finished their program at Amperage Marketing to test their creative thinking, as well as their on-camera skills.



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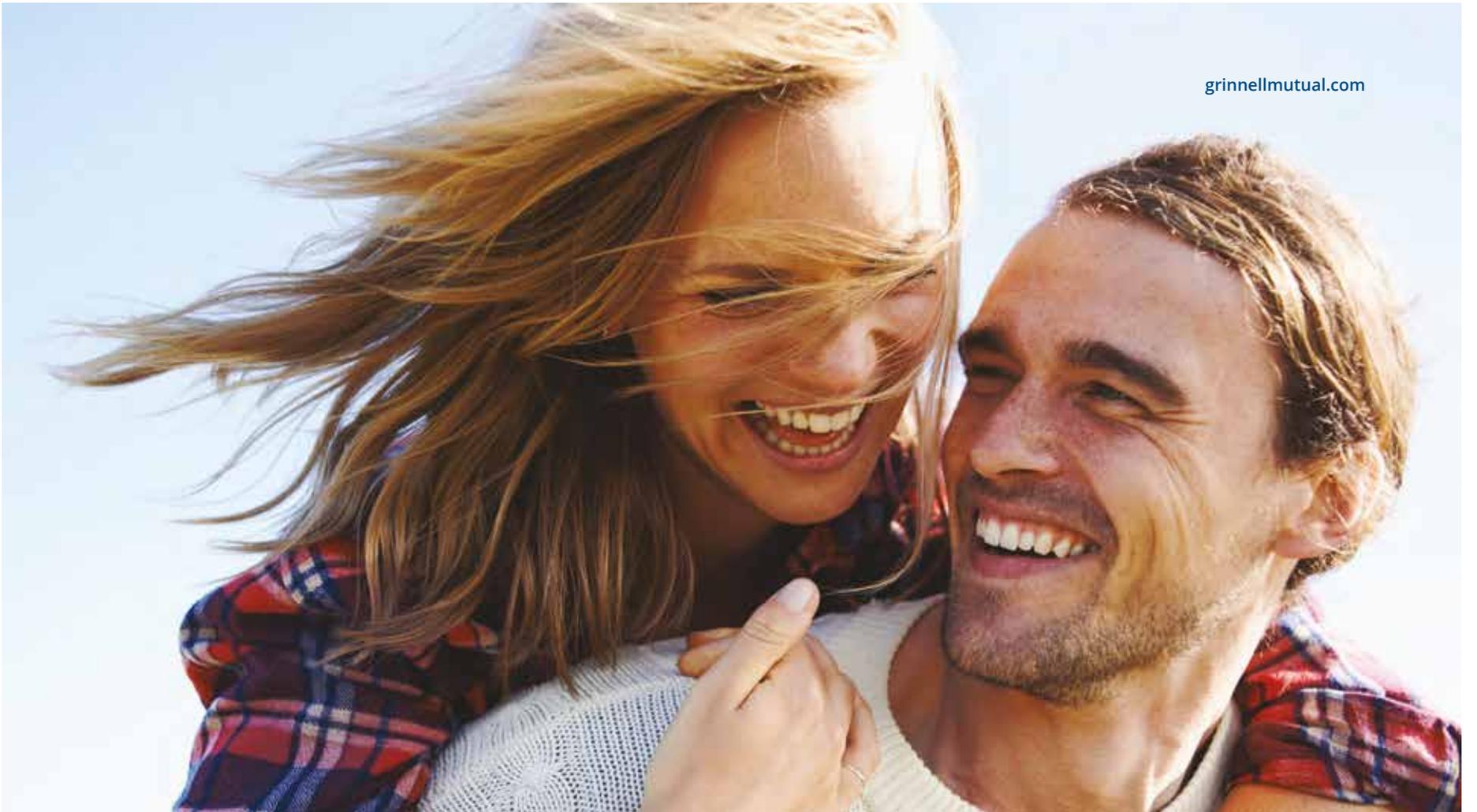
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DR. MO LOCKWOOD
manufacturing manager, Thombert Inc.

Dr. Mo Lockwood was one of only two female students in her engineering class at the University of Iowa. She has seen the number of women in manufacturing grow substantially over her career.



WOMEN IN MANUFACTURING

Manufacturing for years had been viewed as a dirty, tough job that was primarily for men.

That image has changed with advancements in technology, safer working conditions, and marketing to attract both youth and women to the industry.

Several women are at the helm of major manufacturing facilities in Iowa and have helped transform the image of the industry from once a “man’s world.”

“I haven’t felt held back because I’m a female, and I know many other females who run manufacturing companies,” said Sherri Hotzler, president and chief executive officer of Vantec Inc. in Webster City, who came to manufacturing from a career in cosmetics and pharmaceutical sales and merchandising. Her parents started Vantec in 1983, and she had worked in the plant running injection molding machines as needed when she was in high school.

Mo Lockwood, the manufacturing manager for Thombert Inc. in Newton, was one of two female students in her engineering class at the University of Iowa. When she looked back on those days, she recalled how small the percentage of women in engineering and manufacturing was but remarked on how much it has grown.

“It used to be a novelty of how I got hired,” Lockwood recalled. “Everyone was curious about the female engineer, and there was a lot of emphasis on me being a female engineer. ... But pretty soon it became that I was judged on my abilities, capabilities and results. It became a non-issue pretty quick.”

RECRUITMENT OF YOUTH, WOMEN IMPORTANT TO INDUSTRY

A high school career counselor encouraged a then-teenage Lockwood to consider engineering as a career because of her interest in math, science and shop class.

“I really had no idea what engineers did, but I knew they made good money,” Lockwood said.

The summer before her senior year, Lockwood became sold on engineering as a career when she was invited to participate in an engineering program at Notre Dame University. She was drawn in by the way employ-

ees worked with equipment and found new ways to improve efficiencies and optimize systems.

It’s a fascination she still has about manufacturing today.

“It’s challenging and interesting work,” Lockwood said. “It’s engaging and all about problem solving: something to help a customer’s needs or an employee’s needs to make it safer or easier to work. There’s always a new opportunity or new things to work on.”

She received a bachelor’s degree in industrial engineering from the University of Iowa and started her career as an industrial engineer at Rubbermaid in Centerville. Through the years, she worked to find new ways to make layouts and product flow more efficient as a division project engineer and managed various departments within the company.

She later went to work at Thombert Inc. in Newton, where she has been the manufacturing manager for 18 years. She serves as one of four members of the company’s leadership team.

Sarah Dvorak took the minimum number of manufacturing classes that were required for her mechanical engineering degree from Iowa State University.

“I thought I didn’t want anything to do with manufacturing,” said Dvorak, vice president of operations for Kreg Tool Co. in Huxley.

That quickly changed as she began her career at Fisher Controls International in Marshalltown. Once she learned more about manufacturing and saw the challenges and the problem-solving skills required, she was hooked. She liked the speed of the work and thought it better utilized the engineering skills she had and what she enjoyed about engineering.

“I really enjoyed going to the shop floor and asking (the employees) what was causing a problem and reworking it,” Dvorak said.

She said it’s important to inform young women in high school about career opportunities they could have in the science, technology, engineering and mathematics areas (STEM). As young women are encouraged to pursue those subjects, more will come to manufacturing.

Because of Lockwood’s internship experience, she understands how important it is that teens receive hands-on and visual experience when it comes to engineering and manufacturing, so they can see firsthand how it works.



“FROM WHAT I’VE SEEN, THE GENERAL ATTITUDE OF PEOPLE IN UNDERSTANDING IT REALLY DOESN’T MATTER IF YOU’RE A MAN OR A WOMAN IN TERMS OF WHAT JOB YOU’RE DOING IN MANUFACTURING HAS CHANGED. IT’S WHO’S BEST IN A JOB.”

MARY LANDHUIS, *president, Lisle Corp.*

Thombert is actively involved with the Newton school district to share information about manufacturing jobs and to hire teachers during the summer and provide them with experience to share in the classroom.

“We spend a lot of time doing activities with the schools so they can see manufacturing, learn about the job opportunities and see both the women and men at Thombert, and maybe help them understand it’s not this old stereotype of men and ugly work and tough work,” she said. “I think that’s been very effective.”

For example, Thombert has moved more of its machines and heavier work to automation to benefit all employees, Lockwood said.

“No one, whether man or woman, should have to exert their body,” she said. “We have many long-term employees whose shoulders are worn out, and physically, it’s taken a toll on them. We’re not automating to attract more females, we’re automating because it’s the right thing to do.”

Hotzler agreed that STEM careers need to be promoted in school districts and that students need to receive tours of manufacturing companies and learn about the new technology with robotics and other things that would pique their interest.

“College might not be for everyone,” she said. “They could get out sooner and make money in manufacturing and STEM (careers) rather than get out of college with a lot of debt.”

TABLES TURN AS MORE WOMEN ENTER THE INDUSTRY

Lockwood estimated 5 percent of workers were women working in various capacities when she arrived at Rubbermaid. That number had increased to 45 percent by the time she left the company. About 20 percent of the employees at Thombert are women, but that number continues to increase, she said.

“There’s still such an opportunity for us to get even more women, and we think it’s important because of the unique perspective that women bring,” Lockwood said. “I think everybody has different needs and perspective and viewpoints, and I think it makes us that much richer in collaboration when we have women and men and people of different cultures working together.”

At Dvorak’s first job, about 10 percent of the workforce were women. That number grew to about 20 percent at her second position, and is now about 40 percent at Kreg. The number of women in manufacturing will continue to grow as more women enter the engineering field and assume management positions at companies, she said.

The Women’s Business Enterprise National Council certified Vantec as a Women’s Business Enterprise at a customer’s request, Hotzler said.

At the time the company went through the process, it had more women working for Vantec than men, which was a coincidence. As a result, the company was featured in the trade publication *Plastics News* in a feature called “Women Breaking the Mold.”

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Lisle Corp. was started by the men in Mary Landhuis' family. She has served as president of the company for seven years.

Landhuis grew up with a good base knowledge of manufacturing, but her interests led her to a marketing and communications job in Chicago right out of college. She returned to Clarinda in 1999 to work in national sales for the company, which had acquired EZ Way, a manufacturer of medical devices and equipment for patient transfer.

She described her career as an evolving process as it has been for many of the company's employees who have been promoted from within.

"From what I've seen, the general attitude of people in understanding it really doesn't matter if you're a man or a woman in terms of what job you're doing in manufacturing has changed," Landhuis said. "It's who's best in a job. The overall attitude toward opportunities and equal opportunities for men and women has changed.

"I think there's been greater encouragement for females to further their education in the manufacturing field and the various areas," she continued. "The more you can inspire someone and give them the opportunity to understand something, then they can take on a greater role in the manufacturing field."

Hotzler has taken on more and more roles, and says she's always felt comfortable working with men and within the industry. She's part of the Young Presidents' Organization, which has only 7 percent female membership, and she was the first chairwoman of the subset Manufacturing Excellence Network. In her role, she led a mission for the group to Japan to study manufacturers that supply to Toyota. Out of more than 5,000 events within the network, her group's won as the best.

"I was the only woman in a whole bus-full of men, and it was my event essentially that I started with two other gentlemen," she said. "It was quite

noted and quite irregular that a woman led a group of 35 men in Japan when there's not one single YPO in Japan."

Lockwood said the stereotype of manufacturing as a men's field has been replaced as the image of manufacturing from a dirty, tough and hard place to work also has shifted.

"I think as we get people looking at it and considering it, people see it's really high-tech," Lockwood said. "There's a lot of opportunities. It's not running a machine. There are all kinds of jobs. ... I really think women are starting to see the opportunities there and taking the chance on it to see if it's for them."

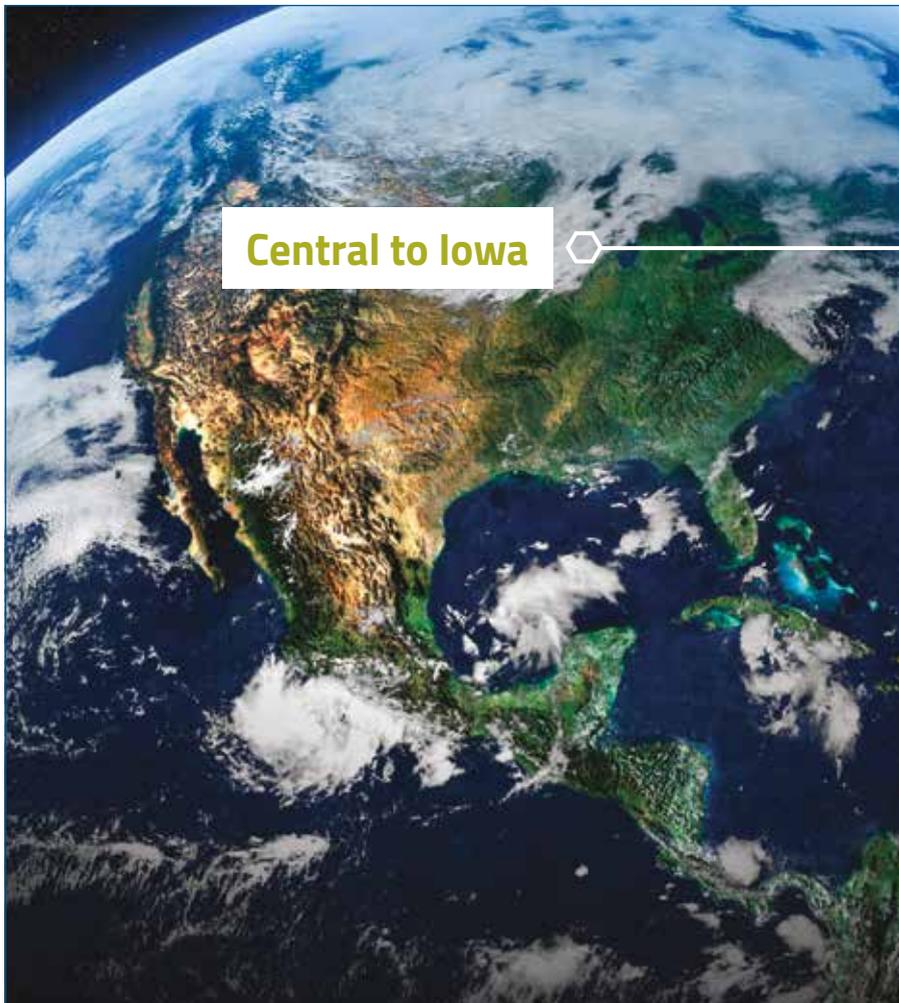
While there are women's leadership peer groups that support each other, these female manufacturing executives say they learn as much from their male counterparts.

Lockwood said both male and female mentors are important to those moving up in leadership positions, and that everyone has a responsibility to ensure a company has a diverse workplace.

Landhuis said the female leader connections she's made within the Iowa Association of Business and Industry have been helpful as well as those within the Southwest Iowa Advanced Manufacturing Sector Board. She has seen an increase in female leadership and membership in both groups.

Hotzler also is part of the women's network in YPO and is on the board of directors for the National Association of Manufacturers. She values all of her connections.

"I have a lot of other women resources I can talk to if needed, but it's not as much about women as having resources to reach out to for manufacturing," she said.



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MARY ANDRINGA

Chair of the Board, Vermeer
35 years in manufacturing

How did you first get involved in manufacturing, and what attracted you to the industry?

Growing up, my father started a manufacturing company, Vermeer, in our hometown. However, as I grew I pursued a career in teaching. During a visit home to see my parents, one of my brothers urged me to attend a sales meeting. It was at this meeting that I engaged in the products that our company was designing, producing and distributing throughout North America and to some international locations. Following the meeting, I talked to my dad about getting involved in the business, and he was very supportive. It was because of the opportunity at Vermeer that when my husband finished his medical residency we decided to move back to Central Iowa. That allowed me to become involved in the family business. I started with a few projects in marketing and HR. But once I got involved, I realized how much I loved the manufacturing/production part of the business.

What do you enjoy most about your job and working in manufacturing?

I have enjoyed many aspects of manufacturing over the last three decades, but one of the most satisfying has been involvement in our Lean Journey, or Continuous Improvement. Known as the Toyota Production System, it focuses on workplace organization, eliminating waste in processes and pain points for team members. The process works and continues to be applied to both manufacturing production areas and all business processes at Vermeer.

How have you seen perceptions of the manufacturing industry change over time?

I believe that the perceptions of manufacturing change as more people are exposed to what manufacturing is today. It is why we at Vermeer have implemented a number of activities and programs to connect with K-16 schools. As young people see the opportunities in today's manufacturing, they often change their perception.



JONI CAMPIDILLI

Vice President, Sales and Marketing,
Percival Scientific Inc.
14 years in manufacturing

What do you enjoy most about your job and working in manufacturing?

I enjoy learning about the different research that happens around the world. Percival Scientific is a global leader who helps research professionals around the world create better science. We partner with labs across the world to accelerate research that will impact our climate, human health and food production. The fact that Percival chambers are used to help feed the world is very gratifying. There are new challenges and opportunities every day to create a product that helps a researcher create better science.

How have perceptions of women in manufacturing changed over time?

We hire the most qualified people, and we have seen an uptick in women applying for positions at Percival, with roughly 30 percent of our applicants being female. We also offer competitive internships, with 50 percent of the applications we receive through that program being women.

How do you encourage the next generation, particularly girls, to consider careers in manufacturing?

There are many opportunities for women interested in manufacturing. Last year we were excited to offer our first STEM Internships. One of these internships was awarded to a young woman from the Mechanical Engineering Department at Iowa State University. This year we have expanded our participation in the STEM program and will be bringing a young woman from Iowa State's Industrial Engineering Program (who will be working in the manufacturing department) and another young woman from Iowa State's Supply Chain Management program (who will be assisting us in the safety department).



KELLAN LONGENECKER

Avon, Iowa, Plant Site Manager, General Mills
15 years in manufacturing

How did you first get involved in manufacturing, and what attracted you to the industry?

Manufacturing is a unique environment where people and equipment come together to create or transform materials and ingredients into exceptional products. I chose manufacturing due to the diversity of available career options and the limitless possibilities. It was a field that would allow me to solve problems and be a part of the creation of a product. I wanted to see the “How It’s Made” TV show every day on the manufacturing floor.

What do you enjoy most about your job and working in manufacturing?

There are many aspects of my job that I enjoy, but a few items rise to the top. First, the industry of manufacturing is flexible, adaptable and constantly changing. No two days are exactly the same. Manufacturers know that to be successful we need to continuously improve the existing ways of doing things. There is a culture of never being satisfied with the status quo. Innovation and technology improvements enable change, which is part of the variety within the manufacturing setting.

The creation of a product is an important aspect that I appreciate about my job. Many Iowans are aware of the magnitude and scale of General Mills, but fewer Iowans associate the plants located in Cedar Rapids and Carlisle as key contributors to their household pantries or eating occasions with products like Cheerios, Betty Crocker dessert mixes, and flour used in their favorite products from La Mie Bakery or Scratch Cupcakery!

How do you encourage the next generation, particularly girls, to consider careers in manufacturing?

There’s no shortage of opportunities to get involved. Some of the most rewarding moments I’ve had with young girls or high school students have been in mentorship relationships or simply having a conversation. I’ve personally enjoyed speaking to high school students, conducting science and engineering experiments with students during conferences, becoming an ambassador for Elevate Advanced Manufacturing, advocating for ways to close the skills gap, and serving on boards promoting advanced manufacturing.

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EXPERT ADVICE

NONCOMPETES: Does Selective Enforcement Really Matter?

Many companies use restrictive covenant agreements (including noncompetition, nonsolicitation and nondisclosure agreements) to protect their businesses from unfair competition and customer poaching. Much has been written about these types of covenants, their use as a restraint on employee activity both during and post-employment, and their enforceability. We often find employers have asked their employees to sign these restrictive covenant agreements, but when it comes to enforcement, they tend to be selective. Sometimes, this selectivity is driven by the cost of enforcement or the desire to maintain a friendly relationship with a departing employee in hopes that a business advantage can be gained. Sometimes, selectivity is merely a result of apathy.

For a company to successfully enforce a non-compete, it not only needs to prove the terms do not unreasonably restrict the employee and do not prejudice the public interest, but perhaps most significantly, that the terms are reasonably necessary for the protection of the employer's

business. Is the agreement really necessary to protect the employer's legitimate business interest if the employer isn't regularly taking steps to enforce the agreement against individuals who are violating?

Maybe. Selectively enforcing your restrictive covenant agreements can undercut your ability to stop employees' competitive activity, even activity that is otherwise prohibited under a restrictive covenant agreement. However, business needs sometimes require it. Therefore, in addition to distinguishing and documenting the reasoning behind the company's decision to enforce (or not), perhaps the company should ask: What is the purpose of our agreement? Is the agreement reasonably tailored to protect only that which is needed?



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BY THE NUMBERS

\$29 billion

The amount contributed annually by manufacturing to Iowa's economy. Gov. Terry Branstad and Lt. Gov. Kim Reynolds recently kicked off the "Year of Manufacturing," with a goal of strengthening the industry and increasing Iowa's manufacturing GDP to \$32 billion by 2022.

86 percent

Manufactured goods account for nearly nine-tenths of the state's total exports. Machinery accounts for the most exports (\$3 billion), followed by processed foods (\$2.7 billion) and chemicals (\$1.6 billion).

224,000

The number of Iowans employed in manufacturing. The industry accounted for 11 percent of Iowa's total employment in 2014.

6,100

The number of manufacturers in Iowa. A large fraction (49.7 percent) are small proprietorships or partnerships with no paid employees other than the principals. Forty-five percent are small or medium-sized enterprises with fewer than 500 paid employees, and 5 percent have 500 or more employees.



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SOURCES: IOWA GOVERNOR'S OFFICE, CENTER FOR INDUSTRIAL RESEARCH AND SERVICE (CIRAS)

Top 5 Prevention Tips for Busy Leaders

As a busy business leader, the demands associated with growing your company, overseeing operations and leading your team might often take priority over your own health and well-being.

The following are tips to help you minimize your risks and feel your best:

1. Eat real food. Don't make this complicated. Listen to your body, eat when you are hungry and plan ahead. When left to what's available fast, chances are great it'll be highly processed junk food. Have healthy options with you — nuts, seeds, cheese sticks, jerky, plain popcorn, etc. For meals, make sure you're eating complex carbs (greens, whole grains, fruit), protein and a healthy fat (olive oil, avocado, nuts, coconut oil, etc.).

2. Schedule time to exercise. If it's not on your calendar, it's not happening. Give yourself permission to take care of you. Keep it simple. Walking (especially out-

side) is a great stress reliever and doesn't increase your appetite.

3. Sleep. Shut it down already. Leave the phone in the kitchen, turn off the TV, read a fiction book and relax. Your body needs seven to nine hours daily.

4. Drink more water. Don't like plain water? Try adding True Lemon or True Lime. Water drinkers average 70 to 90 fewer calories per meal — that adds up!

5. Go to the Doctor! We get it. You're busy. A head-to-toe physical exam that includes a thorough medical review, extensive bloodwork, an advanced stress test and cardiac scoring is a wise and valuable investment. Programs like the Iowa Clinic's Executive Health Physical are specifically designed for busy business leaders and offer all those services and more in a one-day exam.

The bottom line: You're in charge. Lead by example. Take time to take care of you.



Dr. Sim Palagummi

M.D., the Iowa Clinic

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www.iowaclinic.com/center/executive-health



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Iowa Community Foundations is an initiative of the Iowa Council of Foundations.

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CALENDAR OF EVENTS



JUNE 6-8

Taking Care of Business Conference

Dubuque

JUNE 6-8

Leadership Iowa, Session VIII, Graduation

Dubuque

JUNE 25-29

Business Horizons

Central College | 812 University St. | Pella

AUG. 28

Executive Open

Des Moines Golf and Country Club
1600 Jordan Creek Parkway, West Des Moines

SEPT. 19

Legends in Manufacturing Awards Dinner

Prairie Meadows Event and Conference Center
1 Prairie Meadows Drive, Altoona

SEPT. 20

Advanced Manufacturing Conference

Prairie Meadows Event and Conference Center
1 Prairie Meadows Drive, Altoona

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



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POLICY WORK CONTINUES AFTER SESSION'S END



Nicole Crain

Senior Vice President,
Public Policy

nrcrain@iowaabi.org

The 2017 legislative session was historic for economic growth in Iowa. Legislation was passed and signed into law that will place Iowa employers and the hundreds of thousands of individuals they employ at a competitive advantage. Although the Legislature has adjourned, the work for ABI and its 1,500 member companies is just beginning.

This spring, ABI hosted regional meetings throughout the state to provide a recap of the session and help companies understand how legislation passed in 2017 will affect the employer community. Topics discussed included workers' compensation reform, employment legislation, budget challenges, tax credit proposals and income tax reform. If you were not able to attend a regional meeting and would like to host an ABI public policy staff member to speak with businesses in your area, let us know. We would be happy to come to your community.

Additionally, take time this summer to invite your local legislator to your place of business. Give them a tour and provide them an opportunity to meet your employees and ask questions about your operations. Legislators vote on many bills each year, and although ABI educates them on the impact the legislation has on the ability to create jobs and keep businesses in Iowa, those things are only realized if they are able to connect with you personally. If you need help setting up a meeting with your legislator, please let us know and we will connect you.

At ABI, we are always thinking ahead for ways to help Iowa businesses succeed. Next month, the Capitol Business column will feature other ways for you to get involved with ABI public policy efforts. It's never too early to begin preparations.

In the meantime, make sure to mark your calendars for our August committee meetings, where we'll begin preparations for the 2018 legislative session. For more ways to get involved visit our website at www.iowaabi.org.



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You only have one life. Participating in The Iowa Clinic Executive Health Program may be one of the most important things you do for yourself and your family.

EMBARRASSED EXECUTIVE



Deborah Rinner
Vice President, Chief Learning Officer
drinner@tero.com

Q. “My new organization values frugality. Yet my new role necessitates taking clients out and building solid relationships. When I entertain for business, is there a way I can demonstrate polish, yet keep things informal and inexpensive?”

A. Being a good business host is tied more to your imagination and knowledge of your client than to your expense account. Good entertaining is executed by being attentive to your clients; it’s not about how much money you spend.

Developing relationships is important. Yet people don’t remember how interesting you are but how interested you are in them.

Finding out what someone values will be a guide for creating memorable yet affordable client experiences. It can be as simple as attending a sporting event their child participates in, or contributing a small donation for a cause they support, or meeting them for a cup of coffee midday to catch up or a simple glass of wine at the end of a workday. Is there a community event that your client may like to attend? Hosting them to attend a community event is dual purpose. It’s business entertainment that also helps support the community.

A tip a seasoned executive gave once resonates how simple it can be to create a memorable experience. When dining with others, he always made it a practice to order and pay for two or three desserts to be shared at the table after the meal (along with extra plates and flatware). His theory was that people tend not to order dessert, and yet the communal aspect of trying a few new tastes and sharing made for a beautiful recency point at the conclusion of the meal. We know from the research on primacy and recency that people remember what we do and say first, and what we do and say last. The desserts leveraged this, and made a lasting favorable impression without breaking the bank.

It isn’t about how much you spend in the time you have with others, but how you spend the time. William James said, “The deepest principle in human nature is the craving to be appreciated.” Nothing indicates appreciation as much as attentive time. Time spent being with someone and time spent recognizing and honoring what is important to them, not you, will reap solid dividends with respect to meaningful business relationships.

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