



638 West 39th Street / P.O. Box 419264 / Kansas City, MO 64141-6264 * 816-561-5323 / FAX 816-561-1249 / www.SWAssn.com

Services & Solutions for Successful Equipment & Hardware Retailers!

August 2009

TO: SOUTHWESTERN ASSOCIATION EQUIPMENT DEALERS

SUBJECT: COST OF DOING BUSINESS STUDY

The 2008 SouthWestern Association Cost of Doing Business Survey (CODB) has been compiled.

Thanks to the many members who participated in our survey this year, the Report continues to take on new significance in assisting dealers to:

- Compare their financial performance to that of all dealers (regardless of lines or manufacturers represented);
- Assist in the valuation process of their businesses for estate planning, buy/sell agreements; sales, mergers/consolidation purposes;
- Utilize benchmarks in the survey so that dealership goals and budgets can be established for future years.

Finally, your SouthWestern Association must continue the tradition of generating this type of survey so that trends in business can be established and information can be gleaned that will help dealers improve financial performance in future years.

Once again, SouthWestern Association's Certified Public Accountants – Curt Kleoppel, CPA, CVA, Bob Charbonneau, CPA, CVA and Lonnie Finch, CPA, CVA – took the information provided by dealers and compiled the results into a Study that we are proud of and one that will be a useful tool in the management of your dealership(s).

The completed survey results are priced as follows:

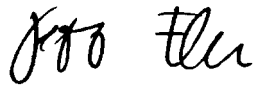
- SouthWestern members who did not submit financial information - \$99 per survey.
- Nonmembers who submitted financials - \$199.
- Nonmembers - \$399.

Please complete the attached order form to receive your copy of the 2008 Cost of Doing Business Study.

If you have any questions or comments, please contact your Association offices at 800-762-5616.

Thanks for your continued support!

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Flora". The signature is written in a cursive, flowing style.

Jeff Flora
Chief Executive Officer

Enclosure



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GET THE INSIDE STORY!

Yes! Send me a copy of the SouthWestern Association 2008 Cost of Doing Business Study.

Name _____

Company _____

Address _____

City, State, Zip _____

Phone _____ Fax _____

Email _____

SouthWestern members who did not submit financial information - \$99.

Nonmembers who submitted financials - \$199.

Nonmembers - \$399.

Enclosed is my check.

Please charge my: Visa MasterCard American Express

Card No. _____

Expiration Date _____ Security Code _____

Cardholder Name _____

Authorized signature _____

**Return form to: SouthWestern Association
P.O. Box 419264 • Kansas City, MO 64141-6264
Or fax with credit card information to: 816-561-1249**

Questions? Call Curt Kleoppel at 816-561-5323 or 800-762-5616