

Sales Roundtable

CONFIDENTIAL

CRACKING THE EXECUTIVE CODE

Proven Strategies for Sales Success in Reaching Decision Makers in 2 Strategic Steps

presenter: Steve Schaefer, SalesStar

DATE	TIME	LOCATION
MONDAY MARCH 11TH	8:00 AM - 9:30 AM	VON BRESEN TRAINING CENTER WALKESSHA

REGISTER AT
IBAW.COM

Monday, March 11th

WI Monthly Business Meeting

The Real Impacts of Marijuana Legalization

ADDICTION • CRIME • WORKFORCE • BLACK MARKETS • SOCIETAL

FRIDAY, MARCH 15TH
 7 AM - 9 AM

WISCONSIN CLUB BALLROOM, 900 W. WISCONSIN AVE. MILWAUKEE

States that have legalized the use of Marijuana are experiencing unforeseen dangers within their communities.

Mike Nichols, President
 The Badger Institute

Patrick McIlheran, Director of Policy
 The Badger Institute

Register at
IBAW.com
 INDEPENDENT BUSINESS ASSOCIATION OF WISCONSIN

Friday, March 15th

INSIDE THIS ISSUE:

RADEWAHN
 LOYALTY REWARDED:
 HOW TO MAKE EXCLUSIVE
 OFFERS FOR YOUR CURRENT
 AND NEW AUDIENCE



MILLER:
 HOW DO YOU SELL A
 BUSINESS FAST?



KEATING:
 BUSINESS APPLICATIONS
 ON THE DECLINE YET
 REMAIN AT HISTORICALLY
 ELEVATED LEVELS



CRAIG:
 WHY DESIGN/BUILD IS THE
 SUPERIOR DELIVERY SYSTEM
 FOR YOUR NEW BUILDING



BOBOWSKI:
 LEADING THROUGH CHANGE



BREAKING BARRIERS:
WOMEN ENTREPRENEURS AND BUSINESS OWNERS

An informative morning of inspiration, insight, challenges, and networking with Wisconsin's top executives, entrepreneurs, and industry experts.

SPECIAL PANEL DISCUSSION
FRIDAY, APRIL 19TH
 7 AM - 9 AM

THE WISCONSIN CLUB BALLROOM, 900 W. WISCONSIN AVE, MILWAUKEE

Michelle Speck, CEO
 Columbia State

Veronica Eaton, Owner
 Fletcher Arms

Jessie Cannizzaro, CEO
 Weststone Plumbers

Executive Networking
 Plated Breakfast
 Free Parking in the WI Club Lot
 Buckets of Hot Coffee

REGISTER AT
IBAW.COM

WISCONSIN MONTHLY BUSINESS MEETING
 • Insightful Programming • Executive Networking

WE'RE ALL BUSINESS.

Experienced. Capable. Predictable. Responsive. All things you expect from your banking partner when navigating complex transactions. Ixonia Bank provides innovative financing solutions that exceed expectations.

Recent Projects Financed

\$8,100,000	Working Capital & Real Estate Financing
\$4,200,000	Acquisition Financing Utilizing SBA Programs
\$3,900,000	Capital Expenditure Financing for Growth
\$3,500,000	Acquisition Financing Utilizing SBA Programs
\$2,900,000	Partner Buyout & Working Capital Financing
\$1,950,000	Working Capital Financing
\$1,605,000	Industrial Manufacturing Acquisition
\$1,400,000	Working Capital & Real Estate Financing
\$1,050,000	Storage Facility Construction
\$733,000	Succession Plan & Working Capital Financing
\$695,000	Mixed Use Construction
\$430,000	Working Capital Financing
\$178,000	Affordable Multi-Family Acquisition

Member FDIC  Equal Housing Lender



Greg Larson
Chief Executive Officer



Mark Wierman
President



Dennis Sampson
Director of
Commercial Banking



Steve McGuire
Senior Vice President



Patrick Lubar
Vice President



Tyson Goecks
Vice President



Steve Kirst
Assistant Vice President



Cassandra Crandall
Treasury Management



Alex Fisher
Commercial Banking Officer

 **Ixonia Bank** The Business Bank Run By Business People

Milwaukee County 414.763.2428 | Waukesha County 262.567.7509 | Jefferson County 920.206.2000

Executive Director
[Steve Kohlmann](#)

President
[Scott Seroka](#)
[Seroka Industrial Branding](#)

President Elect
[Andy Oliver](#)
[Oak Hill Business Partners](#)

Secretary
[Scott Hirschfeld](#)
[CTaccess](#)

Treasurer
[Tony Palmen](#)
[Ace Worldwide Moving](#)

Directors
[Ann Hanneman](#)
[von Briesen & Roper, s.c.](#)

[Tom Parks](#)
[Annex Wealth Management](#)

[Jim Leef](#)
[ITU AbsorbTech](#)

[Jay Craig](#)
[MSI General](#)

[John Weber](#)
[Hypneumat](#)

[Lisa Mauer](#)
[Rickert Industries](#)

[Robert Gross](#)
[Gross Automation](#)

[Al Leidinger](#)
[Mathison Manufacturing](#)

[Mike Poludniak](#)
[Merrill Lynch](#)

IBAW Mission:

To advance business prosperity through insightful programming, executive networking and member-driven public policy and advocacy.

Sales Roundtable

Monday, March 11th, 2024 | Time: 8:00 am - 9:30 am

Location: Von Breisen Training Center, 20975 Swenson Drive, Suite 400, Waukesha



IBAW.com
INDEPENDENT BUSINESS ASSOCIATION OF WISCONSIN
SALES ROUNDTABLE

CONFIDENTIAL

CRACKING THE EXECUTIVE CODE

Proven Strategies for Sales Success in Reaching Decision Makers in 2 Strategic Steps

Presenter: Steve Schaefer, SalesStar

DATE	TIME	LOCATION
MONDAY MARCH 11TH	8:00 AM - 9:30 AM	VON BRIESEN TRAINING CENTER WAUKESHA

REGISTER AT
IBAW.COM

CRACKING THE EXECUTIVE CODE

Have you ever struggled to grab the attention of decision makers? Would you like to learn more about an extremely effective method that creates "cut through" to set meetings with top decision makers in your industry?

Then join us for an interactive session on Strategic Messaging at the next Sales Roundtable on March 11th with **Steve Schaefer** of SalesStar!

*Note: Sales Roundtable is a free event but you must be an IBAW member to attend.



**Register at
IBAW.com**



“ ... Sales Roundtable is a great place to send my sales and marketing team, it's easily worth the price of membership on its own. ”

Wisconsin Monthly Business Meeting

Friday, March 15th, 2024 | Time: 7:00 am - 9:00 am

Location: Wisconsin Club Ballroom, 900 West Wisconsin Ave. Milwaukee



The Real Impacts of Marijuana Legalization
ADDICTION • CRIME • WORKFORCE • BLACK MARKETS • SOCIETAL

FRIDAY, MARCH 15TH
7 AM - 9 AM
WISCONSIN CLUB BALLROOM, 900 W. WISCONSIN AVE. MILWAUKEE

States that have legalized the use of Marijuana are experiencing unforeseen dangers within their communities.

Mike Nichols, President
The Badger Institute

Patrick McIlheran, Director of Policy
The Badger Institute

Register at **IBAW.com**
INDEPENDENT BUSINESS ASSOCIATION OF WISCONSIN

Legalization of marijuana in Wisconsin is a real possibility in the years ahead. Three neighboring states have already legalized adult recreational use: Illinois, Minnesota and Michigan. In an effort to help Wisconsinites better understand the implications of legalization elsewhere, the Badger Institute is releasing a series of policy briefs.

Badger Institute President **Mike Nichols** and Policy Director **Pat McIlheran** will present research on the impact of legalization on the workforce in other states and also mention findings thus far on cannabis use disorder, crime and rates of use.

LOCATION	THE WISCONSIN CLUB 900 W. WISCONSIN AVE. MILWAUKEE
7:00 AM	CHECK IN, COFFEE & NETWORKING
7:30 AM	BREAKFAST & PROGRAM
9:00 AM	PROGRAM ENDS



**Advanced registration & payment is required.
Please, no walk-ins.**

[Register at IBAW.com](https://www.ibaw.com)



Why Design/ Build Is The Superior Delivery System For Your New Building

Jay Craig, Senior Project Manager, MSI General Construction



In the realm of construction and project management, the design/build approach stands as a beacon of efficiency, collaboration, and innovation. Unlike the more cumbersome design-bid-build method where design and construction are handled by separate entities, design/build integrates both aspects under one roof, fostering seamless communication, enhanced creativity, and streamlined project delivery. This holistic approach has garnered widespread recognition for its manifold benefits across various industries.

Seamless Collaboration

One of the primary advantages of the design/build model is the seamless collaboration it fosters between designers, architects, engineers, and builders. By bringing all stakeholders together from the project's inception, this approach encourages open communication, rapid decision-making, and a shared vision. Designers work hand-in-hand with builders, ensuring that creative concepts are not only aesthetically pleasing but also practical and feasible within the project's constraints. This cohesive teamwork minimizes the risk of misunderstandings, conflicts, and costly delays that often plague projects employing a more cumbersome delivery method.

Accelerated Project Delivery

Design/build is renowned for its efficiency in delivering projects within tight timelines. With design and construction teams operating in tandem, there's no lag time between the completion of design documents and the commencement of construction. This concurrent workflow significantly accelerates the project timeline, reducing overall delivery schedules and allowing clients to realize their vision in a shorter timeframe. Moreover, the integration of construction expertise during the design phase enables proactive problem-solving and value engineering, further expediting the construction process.

Cost Savings and Budget Control

By consolidating design and construction services, the design/build approach offers inherent cost savings and greater control over project budgets. With a single entity responsible for both design and construction, clients benefit from streamlined communication, eliminating the need for extensive coordination among multiple parties. This efficiency translates into reduced overhead costs, minimized change orders, and enhanced cost predictability throughout the project lifecycle. Additionally, the early involvement of builders enables the identification of cost-saving opportunities and value engineering solutions without compromising quality or design integrity.

Article continues ↓

Enhanced Innovation and Creativity

Design/build encourages a culture of innovation and creativity by fostering collaboration and cross-disciplinary exchange. Unlike the segmented nature of the more cumbersome approach, where designers may be detached from the practical realities of construction, design/build teams work collaboratively to explore innovative solutions and push the boundaries of conventional design. This integrated approach allows for greater flexibility in adapting to evolving project requirements, embracing emerging technologies, and implementing sustainable practices that optimize performance and minimize environmental impact.

Single-Source Responsibility

One of the most compelling advantages of the design/build model is single-source responsibility™. With a single entity assuming responsibility for both design and construction, clients have a clear point of contact throughout the project lifecycle. This eliminates the finger-pointing and disputes that often arise in the more cumbersome method, where multiple parties are involved, each with its own set of contractual obligations. Design/build fosters a sense of trust and transparency, as clients have a single partner vested in delivering their vision on time, within budget, and to their satisfaction.

In conclusion, the design/build approach offers a myriad of benefits that transcend the limitations of the more cumbersome design-bid-build method. From seamless collaboration and accelerated project delivery to cost savings, enhanced innovation, and single-source accountability, this integrated approach embodies efficiency, creativity, and client-centricity. As the construction industry continues to evolve, embracing the principles of design/build is paramount for delivering projects that not only meet but exceed client expectations in today's dynamic and competitive landscape.

Jay Craig is a Senior Project Manager for MSI General Construction. He can be reached [by email here](#).

Save The Date - Registration Opens Soon!

BREAKING BARRIERS: WOMEN ENTREPRENEURS AND BUSINESS OWNERS

An informative morning of inspiration, insight, challenges, and networking with Wisconsin's top executives, entrepreneurs, and industry experts.

SPECIAL PANEL DISCUSSION

FRIDAY, APRIL 19TH

7 AM - 9 AM

THE WISCONSIN CLUB BALLROOM, 900 W. WISCONSIN AVE. MILWAUKEE

- ✓ Executive Networking
- ✓ Free Parking in the WI Club Lot
- ✓ Plated Breakfast
- ✓ Buckets of Hot Coffee



MODERATOR



Steve Kohlmann
IBAW Executive Director

Register at:
IBAW.COM

WISCONSIN MONTHLY BUSINESS MEETING

• Insightful Programming • Executive Networking

How Do You Sell A Business **FAST?**



Tammie Miller, Managing Partner, TKO Miller

When selling your business, time is always of the essence. We often tell sellers that there is a greater likelihood of something happening to make your buyer lower their price versus increasing it during a transaction. It is in the seller's best interest to move as quickly as possible.

But what if time is a critical factor and you need to sell your business very quickly?

Selling a business is a complicated process but there are ways that you can increase the speed with which it happens.

As an aside, there are many brokers who advertise a sale in "weeks" or some other very short period. I would avoid these groups because they use dangerous short cuts - usually selling businesses on websites. Companies can sell very quickly because these super-fast business brokers are often selling them for below market values and then taking high fees.

Assuming you want full value for your business, here are some things you can do to speed up the process:

- Have a complete set of financial records - ideally audited or reviewed by an accounting firm. Have records going back 3 to 5 years, as well as current financial statements. Also have a complete list of current customers. Other documents to assemble and review include leases, patents, loans, contracts, and any valuation or environmental reports.
- Enter into negotiations with a neutral perspective. One of the biggest time wasters in a transaction is either side starting the process substantially in their favor, knowing all along that they will eventually compromise. Of course, you negotiate during a sale process, but if both sides start closer to the middle, you will save time. This applies to the purchase price, but also terms and conditions in the Purchase Agreement.
- Hire M&A professionals. You don't want anyone learning how to sell a business on your dime. Things will move most quickly when you have qualified people with a long track record of success on your team. Make sure your lawyer is a transaction attorney experienced in M&A. This will save you from having to create documents from scratch. Make sure you hire a qualified investment bank or M&A advisor. Use your advisors' knowledge to determine what "market" prices, and terms and conditions are. This, will allow you to negotiate from a position of strength while also being realistic. In addition, investment bankers come with knowledge about buyers that will be important. To move quickly, you need to know who the buyers are and how to get ahold of them.

Article continues ↓

- Skip the Letter of Intent (LOI) - a letter of intent is a term sheet that you negotiate with a party regarding final purchase terms. They are generally not binding (with the exception of both parties agreeing to keep the potential transaction confidential and an exclusivity provision). These documents generally outline the terms of the transaction but discussions can become quite complex. If you are really short on time, you can save your negotiating for the purchase agreement.
- Note: if both sides are really dug in and negotiating unreasonable positions, a LOI can save you time because it gives the attorney that drafts the purchase agreement a document of items both parties have agreed to. If however you have established a price and basic terms between the parties and feel that you can reasonably work through the remaining issues in a purchase agreement, the LOI might not be necessary.
- Talk to your professional advisors about messaging around the speed of the transaction. It is helpful to be upfront about your desire to sell quickly. You may want to establish an aggressive timeline that you share with potential buyers. Some of them will bow out of a sale process immediately once they know they are unable to meet your time restrictions. This saves you from entertaining those buyers. For the buyers that remain, they will be aware of your schedule upfront and will enter into the transaction knowing that speed is of the essence.
- Have documentation and support for any addbacks to EBITDA. To increase EBITDA, many sellers include addbacks or one-time expenses to the bottom line. These are generally expenses that a new owner would not incur. They can be a tricky part of due diligence if you don't have proper documentation. It is difficult to add back one-time set up expense for a new CRM system if you haven't kept track of consultant expenses, down time, one-time fees, etc.

Remember the average time for a lower middle market business sale is approximately 9 months. This means that even a very fast transaction, done well, is still going to take you 5 or 6 months. There are many reasons as a seller, it is advantageous to move quickly during a sale, and sell your business fast (confidentiality and momentum are key). In order to drive the pace of the deal, you will need to be organized and have the right advisors.

Tammie Miller is a Managing Partner at TKO Miller here in Milwaukee. She can be reached [by email here.](#)



Loyalty Rewarded: How to Make Exclusive Offers for Your Current and New Audiences

Abby Radewahn, Keystone Click



If you're learning how your business's marketing should change while you scale, then you know that in marketing (and usually with clothes too, let's not kid ourselves), one size definitely does not fit all.

As marketing managers and decision-makers overseeing the growth of burgeoning businesses, we understand that the key to success lies in the ability to speak directly to specific audiences. Tailoring your efforts is a necessity for a successful marketing strategy.

Why is it so crucial to hone in on the demographics, psychographics and behaviors of your target audience? The answer is simple but profound: relevance and resonance. In the constantly flooding marketplace, consumers are bombarded with content and offers and referral programs and emails and pop-ups, oh my! Amidst the noise, it's the brands that speak directly to their customers' needs, desires and aspirations that really stand out.

In this blog, we'll guide you through the complex terrain of audience-centric marketing. We'll delve into how to create and communicate exclusive offers, and how you can tailor them for both new and existing marketing audiences. Whether it's your goal to capture the hearts (and dollars) of fresh prospects or deepen the loyalty of your existing customer base (Why not both?), crafting compelling offers will be the linchpin of your strategy.

Creating an exclusive offer for your existing audience

Exclusive offers serve as catalysts for [driving consumer engagement, loyalty and ultimately, conversion](#). By nature, exclusivity triggers a sense of urgency and excitement among customers, compelling them to take action and seize the opportunity that's in front of them. Whether it's a limited-time discount, an invite-only event or early access to products or services, exclusive offers tap into the innate human desire for special treatment and status, which fosters a deeper connection between brands and their audience.

Even better, exclusive offers have the ability to instill a sense of value and appreciation with customers,

positioning your brand as one that rewards loyalty and advocacy. The exclusivity factor can help set your brand apart, forming genuine relationships with your audience. By leveraging exclusivity, you can incentivize repeat purchases that work towards creating a community of brand advocates who eagerly champion their offerings to others.

Types of exclusive offers for you to try

Discounts/promotions that are linked to specific customer segments

Tailoring discounts and promotions to specific customer segments allows businesses to cater to the diverse needs and preferences of their audience. Whether it's offering a special discount to first-time customers, students, seniors or members of a particular profession, targeted offers demonstrate that you understand and value your customers' unique needs and desires. By personalizing discounts, businesses can increase the likelihood of conversion while fostering a sense of appreciation and loyalty among their audience segments.

Early access to new products or services

Providing early access to new products or services is a powerful way to reward your most loyal customers and generate excitement within the community. By granting exclusive access to upcoming releases or beta versions of new products, brands not only make customers feel valued but also leverage their enthusiasm to generate buzz. By creating a sense of belonging among early adopters, your customers become influential advocates for your brand.

Personalized rewards based on loyalty and engagement

Recognizing and rewarding loyalty is [essential to build long-term relationships with customers](#). Personalized rewards like points, discounts or exclusive perks, can be tailored based on a customer's past purchases, frequency of engagement or referral activity. By acknowledging and incentivizing desired behaviors, your business can encourage repeat purchases and increase retention.

Advocacy-based offers that harness the power of word-of-mouth marketing

Article continues ↓

Advocacy-based offers leverage the influence of satisfied customers to attract new prospects and reinforce your brand's credibility. By incentivizing customers to refer friends or family members, share positive reviews or create user-generated content, you can increase your reach and credibility through authentic word-of-mouth.

Limited-time experiences or perks for loyal customers

Offering limited-time experiences or perks exclusively for loyal customers is another strategic way you can deepen relationships and make your customers feel special. Whether that means hosting VIP events, providing access to members-only content or offering personalized consults and tips, you'll strengthen loyalty and affinity. By treating loyal customers like valued insiders, you can cultivate a sense of belonging among your existing audience.

Advocacy-Based Offer Strategies for Existing Audiences

Creating referral programs with sweet rewards

Ever had a great experience with a brand that made you want to shout it from the rooftops? That feeling is exactly what referral programs capitalize on. Referral programs offer cool incentives for customers who spread the word. This looks like discounts, freebies or cash back for sending new customers to the brand.

Sharing real stories with user-generated content

User-generated content is influencer marketing at its finest. It's like getting a high-five from real customers and hearing from people like them is one of the most resonant content types for any audience. By highlighting user-generated content on your social and other marketing channels, you'll not only increase reach but authenticity with your audience.

Encouraging customer reviews and testimonials with rewards

Creating a rewards program is one strong way to encourage reviews and user-generated content without investing in formal influencer marketing. Consider programs like points per dollar spent, punch cards and the like.

Hosting exclusive events or webinars

Hosting exclusive events or webinars is another way to deepen engagement. By providing access to industry experts, insider info or sneak peeks of what's next, you reward your most loyal customers and build community.

Influencer marketing

When you work with an established influencer, you get to tap into their already established, loyal audience. By partnering with them, you'll drive engagement with content that already has deep trust baked in.

How to ensure your offers resonate

First and foremost, your offers should align with your brand's values and mission. If not, your campaign will seem inauthentic and gimmicky. Discounts and perks aside, customers want you to stay true to yourself. When you make sure all of your marketing efforts are aligned appropriately, you deepen trust, too.

Next, be sure to keep your audience's motivations at the forefront. You want to sell them water when they're thirsty, not saltines. That means you have to pay attention to where they're going or what they're doing when they are looking for a product or service like yours. Show up there. Think about the teeth whitening ads on your dentist's ceiling tiles.

Finally, as always, simple is always better. Make sure your links are always live, your discount codes aren't over-complicated and it's easy for fans to share user-generated content about your business. By streamlining their process, you tear down the barriers to advocacy that may be holding your audience back.

Creating an exclusive offer to reach new audiences

Grabbing the attention of a brand-new audience is one of marketing's biggest challenges. It's no small feat, especially when all of your competitors are vying for a piece of the spotlight. Next, we'll be covering the nitty-gritty of how to create special offers that really speak to the fresh faces you want to reach.

We're not talking about throwing out discounts and hoping for the best - we're digging deep into what makes your new audience tick. We'll chat about how to segment your audience, peek into what they really care about and how to create the offers that will make them sit up and take notice.

Researching and Understanding Your New Audience

Start by conducting market research - think of it as your detective work. Dive deep into surveys, focus groups and interviews to find out what makes your audience tick. We want to know all about their hopes, dreams and the stuff that keeps them up at night. This helps us uncover their motivations and goals.

Make sure you cover demographics like age, gender, location of residence, etc. That'll give you basic targeting data for ads down the road. Make sure you're also gathering psychographic data like values, pains and interests.

Finally, look around at your competition. Learn from their wins (and their oopsies, too). By peeking into their playbook you can sniff out trends, opportunities and how they're engaging their own audience.

Make your audience feel like VIPs in 3 steps

Highlight the unique benefits of joining your community or subscribing to your services

This is where you show your audience what makes you stand out from the crowd. Whether it's access to exclusive content, insider tips or a supportive community of like-minded people, make sure your audience knows how much you value them

Offer limited-time introductory offers

One of your most powerful marketing tools is creating a sense of urgency. Nothing gets a consumer's heart racing like a ticking clock. That's why Black Friday is so successful! With introductory and limited-time offers, you can do just that regardless of the season.

Provide early access to new products or exclusive content

Being the first to know about something cool is a great feeling that you can give your biggest brand fans. And, giving them early access makes them feel like VIPs.

Building Trust and Credibility with Prospects

Use social proof

Whether you use testimonials, reviews or case studies, let your happy customers do the hard work for you! Gather up stories of your business changing people's lives for the better.

Offer a satisfaction guarantee or hassle-free return policy

By making it easy for customers to get their money back, you show them how much you believe in your products or services. It also goes to show your authenticity and integrity as a brand by giving new customers an escape hatch.

Provide transparent and informative communication

Your brand's values and mission should be front and center for all of your messaging. When you give your customers a peek behind the curtain, you build trust with customers who

haven't made a purchase decision yet. Through honest and informative communication, you show that you're not in it just for the sales - you want to build meaningful relationships and have a positive impact.

Engaging new audiences with advocacy-based offers

Implement referral programs with incentives for both new customers and their referrers

We'll say it again: let your biggest fans do your marketing for you! And do it with a referral program. Offer sweet incentives not only to new customers but those who refer them like discounts, credits or cash back. That way, everyone wins and your audience grows.

Encourage user-generated content and social sharing

The most influential people in your audience's ecospheres are the ones they know personally. That means that if you can harness some type of word-of-mouth, your brand awareness will skyrocket.

Collaborate with micro-influencers

Influencer marketing is expensive, but micro-influencers can often get you more bang for your buck, especially for small businesses. When micro-influencers speak, their audience listens, which gives your brand big credibility. Be careful to choose an influencer with an audience that's as close as possible to the audience you want to target.

Tailoring marketing efforts to specific audiences isn't just a nice-to-have - it's essential for marketing success. By understanding the unique needs, preferences and pain points of your target audience, you can create personalized experiences that resonate deeply to drive meaningful engagement. Try crafting tailored messages, designing custom offers or being choosy about your marketing channels to cut through the noise and connect with your audience on a deeper level. By demonstrating that you understand and value your audience's individuality, you build trust and foster loyalty that drives business growth.

Learn more at [keystoneclick.com](https://www.keystoneclick.com) or call 414-810-6650



DINING

A Fresh Approach,
Led by Our New Chefs



VIP SERVICES

Amenities You Deserve, including
the Best Shuttle Service Around



MEMBER EVENTS

A Full Calendar of Classy,
Fun & Delicious Events



PRIVATE EVENT SPACES

Customized Care for
Your First Class Event

PRIVACY • LUXURY • CONVENIENCE

**WE'D BE HONORED TO SERVE YOU -
IT REMAINS OUR HIGHEST PRIORITY.**

LEARN MORE ABOUT MEMBERSHIP:

**SHAYNE DONOHUE
MEMBERSHIP SALES MANAGER
414-271-9466 OR SDONOHUE@WISCONSINCLUB.COM**

900 W. WISCONSIN AVE, MILWAUKEE, WI 53233

Leading Through Change

Steve Bobowski, Dale Carnegie Training



Dear Carnegie Coach Bobowski:

My company is going through a major restructuring and I have been chosen as one of the people to lead my department through the change. What are some things that I can do to help the department through these major changes?

Jason

Dear Jason,

Navigating a major restructuring within your company is undoubtedly a challenging endeavor, especially when tasked with leading your department through such significant changes. Rest assured, by adhering to key principles and processes from Dale Carnegie Leadership Training for Managers, you can effectively guide your team through this transitional period. Here are some **actionable** strategies to consider:

- **Be Honest and Convinced So You Can Be Convincing:** Transparency is paramount during times of change. By consistently speaking the truth and providing honest updates, you foster trust and credibility among your team members. For example, when communicating changes in organizational structure or processes, be straightforward about the reasons behind the decisions and their potential impact on the department.
- **Take Responsibility:** As a leader, it's essential to take ownership of decisions made by the company, even if they are difficult or unpopular. Avoid deflecting responsibility and instead demonstrate accountability for the direction of the organization. For instance, when addressing concerns about restructuring, acknowledge the company's need to adapt to market conditions and emphasize your commitment to leading the department through these changes.
- **Always Start with the Positive:** When faced with criticism or questions, strive to identify and acknowledge the positive aspects first. Starting your response with a positive observation helps create a constructive dialogue and fosters a more receptive atmosphere for addressing concerns. For example, if an employee raises concerns about job security, acknowledge their dedication to their work before addressing the potential impact of restructuring on their role.
- **Come Prepared:** Anticipate questions and concerns that may arise from your team members and come prepared to address them proactively. While you may not have all the answers, being prepared demonstrates your commitment to open communication and instills confidence in your leadership. For instance, before a departmental meeting, take time to review key talking points and potential FAQs related to the restructuring.
- **Listen:** Actively listen to the questions, feedback, and concerns expressed by your employees. Creating a culture where individuals feel heard and valued is essential for maintaining morale and engagement during times of change. Even if you cannot immediately address every concern, ensure that employees have a platform to voice their thoughts. For example, schedule regular team meetings or open forums to encourage open communication and dialogue.

Benefits of Following These Recommendations:

By implementing these principles and processes, you can effectively lead your department through the challenges of restructuring while fostering a culture of trust, transparency, and resilience.

Make It A Great Day!

Steve



Business Applications on the Decline, Yet Remain at Historically Elevated Levels

Ray Keating, Chief Economist, SBE Council

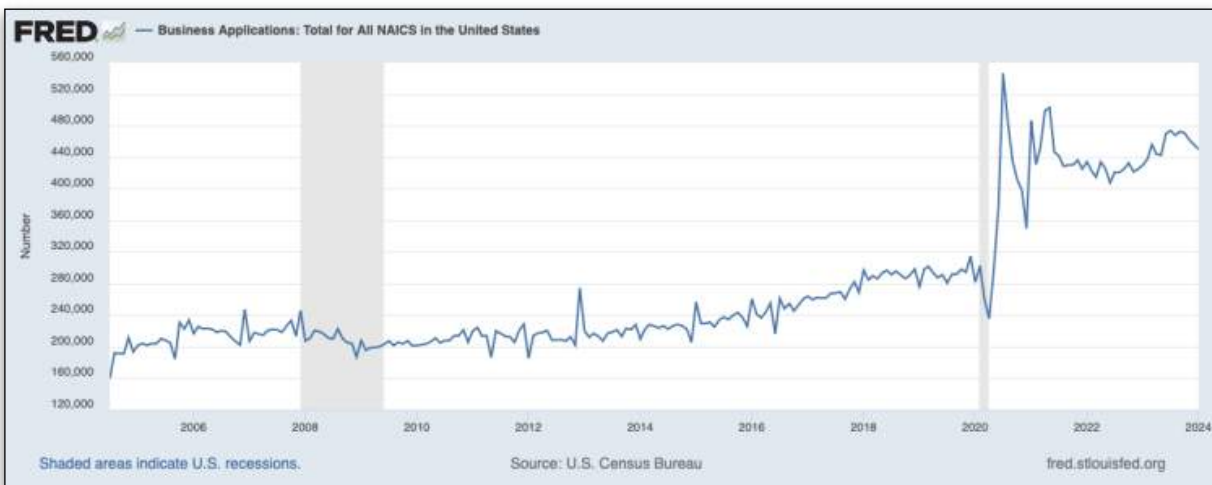


How about a little back-and-forth on the latest U.S. Census Bureau “Business Formation Statistics” [report](#)?

First, business applications (i.e., “business applications for tax IDs as indicated by applications for an Employer Identification Number (EIN) through filings of the IRS Form SS-4”) declined by 1.3 percent in January, and that included a 2.5 percent decline in high-propensity (i.e., applications likely to turn into businesses with employees) applications.

For good measure, new business applications have been on a general decline since July of last year.

However, before we get too distressed over these declines, new business applications have persisted at elevated levels since the pandemic, as noted in the following chart. So, taking everything into account, it’s not even close: the news remains positive in terms of new business applications.



Source: Federal Reserve Bank of St. Louis, FRED

As SBE Council [noted](#) recently, we’ve also seen an increase in business establishment births coupled with this increase in business applications. That’s another thumbs-up.

However, fulltime self-employment has stagnated, as noted in another recent SBE Council [analysis](#). This trend, as well as the decline in business applications, warrants close monitoring.

One has to wonder: What would the overall picture on entrepreneurship in the U.S. look like if we were seeing a different policy agenda in Washington, D.C.?

That is, substantive and permanent tax and regulatory relief, opening global markets vs. protectionist measures, and reining in the size and scope of government. These would all serve to boost the incentives and ability to start up and grow businesses, and provide a sound foundation upon which business applications can be transitioned into actual businesses.

Raymond J. Keating is chief economist for the Small Business & Entrepreneurship Council.



More Than Metal Fabrication... Much More.

We've moved beyond the role of traditional sheet metal fabrication; working with plastics, composites, laminates and other material. Contact **Mathison Manufacturing** for your toughest engineering and manufacturing challenges - a trusted partner for engineering product solutions. We have the resources and expertise in SolidWorks and Design for Manufacturability (DFM).

Tired of rising costs, labor difficulties, and supply chain issues? Talk to a trusted and experienced partner who will take lead on your projects. Let's have a conversation.

Specialists in:

Embedded Technologies • Medical Systems • Aerospace & Aviation • Lighting & Signage • Green Energy
Food & Beverage • Water Purification • Agriculture • General Manufacturing & Assembly • Inventory Management

W246S3245 Industrial Ln
Waukesha, WI 53189-7379
Office: 262-542-7296
Email: info@mathisonmfg.com

Visit us on the web at:

Mathisonmfg.com

UNIVERSITY OF WISCONSIN OSHKOSH ONLINE DEGREES

100% ONLINE

NO GRE OR GMAT REQUIRED

GRADUATE

APPLIED BIOTECHNOLOGY
CYBERSECURITY
DATA SCIENCE
INFORMATION TECHNOLOGY MANAGEMENT
SUSTAINABLE MANAGEMENT



UNDERGRADUATE

APPLIED COMPUTING
ASSOCIATE OF ARTS AND SCIENCES

UWO
UNIVERSITY OF WISCONSIN
OSHKOSH

IN
COLLABORATION
WITH

UNIVERSITY OF WISCONSIN
**extended
campus**

(920) 424-0234

UWO.SH/ONLINE

OCE@UWOSH.EDU

IBAW / DALE CARNEGIE PRESIDENTS CIRCLE

**A LEADERSHIP PROGRAM FOR CEOs,
PRESIDENTS, AND BUSINESS OWNERS**



As the CEO, President, or Owner you are asked to produce more results with fewer resources, meet and exceed competition, innovate and motivate. This creates very difficult teams and leadership challenges. Leaders must encourage teamwork, bottom-up idea generation, alignment, loyalty and above all commitment. Rather than direct and dictate, leaders must inspire and motivate!

The Presidents Circle:

The IBAW and Dale Carnegie Training have developed an exclusive Leadership program for IBAW members only. The Presidents Circle combines peer group engagement and highly targeted executive Dale Carnegie Training among peers to help you achieve significant results. These results will be achieved by providing insights, peer challenges, and developing leadership skills which are aligned with your organization and which will help drive agendas. By combining corporate mission, vision and values with our unique methodology employees will begin supporting a world they helped create. Ultimately, the only sustainable competitive advantage is the innovation, motivation, and creativity of the employees of an organization. Establishing a strong leadership culture provides the environment where innovation and creativity can flourish.

MODERATOR
Steve Bobowski

2024 SCHEDULE

- 1-26: Leading with Integrity
- 3-22: Leading Others to Accomplish Results
- 4-26: Enhancing Your Leadership Competence
- 5-24: Engaging Followers
- 6-28: Communicating with Authority
- 7-26: Guiding Performance
- 8-23: Increasing Self-Awareness
- 9-27: Inspiring Confidence in Your Leadership

Fast Track Your Personal & Business Expertise!
More information at IBAW.com

FREE ENTRY
FREE EVENT

POWERED BY
IBAW Dale Carnegie

Program Specifics:

- Meetings with other IBAW CEOs/Presidents/Business Owners
- 10 monthly meetings
- Dale Carnegie Executive Leadership Training workshop each session.
- Round Table Issues Discussed and Resolved
- Guided Yearly planning
- Accountability among peers.
- Business Results

The President's Circle will help you achieve results by:

- Providing training among peers
- Creating and sustaining change initiatives
- Ensure continuous improvement and bottom-line impact
- Align the organization behind a common vision
- Develop a habit of fact-based decision making at every level.
- Strengthen and implement strategic planning
- Create a value based culture to ensure loyalty
- Build energy and trust up and down the organization to insure customer loyalty.

Commitments:

- Attend meetings
- No cost for meetings, a benefit of IBAW membership
- Referrals or 3 enrollments





IBAW SALES ROUNDTABLE

2nd Monday of the Month

8:00 am - 9:30 am

Free & open to IBAW members only
Register at IBAW.com

Sales can be a tough road of ups, downs, potholes and a few bumps.

But it can also be fast paced, exhilarating and rewarding.

If you're in sales, you know there are things only other sales people understand; the thrill of scoring the big account, the uncertainty of "let me think about that.", the frustration of phone calls or emails that don't get returned. IBAW's **Sales Roundtable** is a support and knowledge resource for sales professionals, business owners, marketing and branding experts who are charged with driving sales.

Join us to discuss the strategy, tactics, inspiration, and motivation to increase sales. It's a **FREE** benefit of your membership!

Who should attend:

- Sales professionals of any level.
- Business owners
- Sales Managers
- Marketing & P.R. Professionals



Magazine Content Needed - Consider Submitting an Article!

The IBAW magazine is in need of content, we rely on our members and sponsors to supply us informative articles. The digital magazine is sent out to over 650 contacts statewide and the magazine is parked on the web where, on average, it gets over 1100 views.

Consider writing an article on a timely business related topic to your particular field of business. This is an **outstanding** opportunity for you and your company to gain exposure and increase your brand awareness to a statewide audience. There is no cost to submitting an article.

Contact [Steve Kohlmann](#) for details.

Articles submitted by our members & sponsors.

2022 Policy: A Pro-Entrepreneurship, Pro-Small Business Agenda

Ray Keating, Chief Economist, SBE Council

Americans and our economy, along with the rest of the world, were hit by what proved to be a deadly pandemic in early 2020. That was nearly two years ago, and more than 821,000 lives have been lost due to COVID-19 in the U.S. alone (according to the Johns Hopkins [Coronavirus Resource Center](#) as of December 29, 2021). Perhaps now might be a good time to start advancing constructive policies that will actually support economic, income and employment recovery and growth.

Private Investment and Business Growth are Critical to Recovery


As we continue to work to regain some true normalcy, entrepreneurship, business and private investment have played, and will continue to play, central roles in this effort. But you might miss that if you just paid attention to our politics. Indeed, even during a pandemic, it's kind of been politics as usual, and sometimes in the worst, most divisive and pandering sense.

Among the strange undertakings by politicians have been efforts to impose higher taxes and to increase regulatory burdens, including price controls on pharmaceuticals and radical antitrust actions against leading technology firms.

These tax and regulatory actions are billed as being focused on big business - by the way, that doesn't make them any less harmful to the economy - but entrepreneurship and small businesses most assuredly would be damaged, including due to the fact that investors would see reduced opportunity for returns on investments that rank high in terms of risk and uncertainty.

Other counter-productive measures include protectionist trade policies, which only serve to raise costs for U.S. businesses (after all, nearly all imports are inputs to U.S. businesses) and consumers, while also reducing global opportunities for U.S. entrepreneurs, businesses and workers.

And then, of course, there's been a major push to jack up government spending. While many problems exist with such spending escapades, ultimately shifting resources away from the private sector to government is a recipe for more waste and inefficiency, and slower growth.



Finally, the Federal Reserve has been running loose money without precedent since the summer of 2008, that is, for more than 13 years. But now as we face red hot inflation, the Fed still seems to hold little interest in doing its primary job of maintaining price stability.

This is a policy mix seemingly designed to restrain or undermine our recovery.

Policies Must Work to Support the Private Sector

In recent [congressional testimony](#), I offered a framework for a very different direction on economic policy. Here is that agenda as outlined:

Avoid tax increases and provide tax relief.

Talk of tax increases seems to everywhere of late. So, why not raise taxes? Well, let's consider the fundamental problems with tax increases for the economy.

First, taxes drain resources from the private sector so they can be used in government. The problem here is that when resources are taken and used by government, it means they are being spent according to political incentives - such as being subject to special interest lobbying, being doled out according to the preferences of politicians, often being spent in ways that undermine work and risk taking in the economy, and being utilized to enhance power, staff and budgets in government. This, of course, means resources are being used far less efficiently than in the private sector - which in contrast is disciplined by prices, profits, losses, competition and consumer sovereignty.

Second, taxes affect incentives. Most troubling are taxes that affect incentives for the undertakings that drive economic growth, as has been emphasized here, entrepreneurship and investment, as well as working and saving. So, taxes that raise the costs and reduce the returns on such activities tend to be the most economically destructive taxes, and these include income taxes and capital gains taxes.

So, higher taxes always come with economic negatives. But raising taxes as entrepreneurs, businesses, investors and workers struggle to leave the pandemic economy behind, and get us back on a track of robust growth, is particularly misguided.

The policy focus needs to move away from counter-productive efforts to raise taxes, and instead look to

Article continues ↓

Articles by national speakers

Legislative Fix Moving Ahead for Wisconsin's New Manufacturing & Agricultural Credit

Jim Brandenburg, CPA, MST - Sikich LLP



In IBAW meetings and publications in recent years we have introduced you to Wisconsin's new tax incentive - the Wisconsin Manufacturing and Agriculture Credit (referred to as the "MAC"). The MAC came about in 2011 to provide an incentive for Wisconsin manufacturers and agricultural companies to remain and grow here, and also perhaps to have out-of-state companies move here. It was scheduled to begin in 2013, and when fully phased-in by 2016 it would essentially exempt any Wisconsin manufacturing and agricultural income from Wisconsin income tax. The MAC was championed by Representative Dale Kooyenga and Senator Glenn Grothman in the legislature.

The MAC, however, had some problems for individual taxpayers when it was drafted and this glitch was recently identified. Here is the issue in a nutshell: the MAC would reduce a taxpayer's Wisconsin individual income tax, but then would trigger a Wisconsin minimum tax for nearly the same amount. Thus, there may be little, if any, net savings for the MAC in 2013 (a "MAC Attack?"). The legislature is trying to remedy this situation now so that taxpayers can realize the proper tax savings with the MAC on their 2013 Wisconsin individual tax returns.

Legislative Update: It seems that all key legislative leaders are now on board to correct this issue. It was approved by the legislature's Joint Finance Committee last week. The Senate and Assembly will be in session in March and voting on final passage for several bills, one of which is this tax bill with the MAC correction. It looks like the legislative timetable will have the bill passed near the middle of the March, before going to the Governor. Thus, a best guess now is that the bill would be enacted into law somewhere in the latter half of March, 2014.

MAC Attack Options: For any of our individual taxpayers taking advantage of the MAC, this may present some filings logistics. Here are the possibilities:

1. Best case scenario - in some cases the taxpayer's share of the MAC for 2013 will be used and not result in a Wisconsin Minimum Tax. A taxpayer in this situation could go ahead and claim the MAC and file their 2013 Wisconsin individual return. There would be no need to wait for the legislation to pass.
2. Next, a taxpayer has generated a MAC for 2013, but it will trigger a Wisconsin Minimum Tax. The taxpayer in this case could wait until the law is changed (and then wait a little for the WDR to update its computer processing systems) and then file their Wisconsin tax return and claim the MAC, and not incur the Wisconsin Minimum Tax. This could present a tight timeline for the April 15 deadline, and you may need to file for an extension.
3. Similar case as #2, but this taxpayer could file their Wisconsin individual return with the MAC, but also incur and pay a Wisconsin Minimum Tax for 2013. Then, once the corrective law is enacted go back and file an amended 2013 Wisconsin tax return to obtain the proper tax benefit of the MAC. You would not need extend, but you would need to amend.

We'll keep you posted as this legislation moves forward.

If you have any questions, please contact Jim Brandenburg or Brian Kelley at Sikich, LLP in Brookfield (262)754-9400.

Meeting Recaps











Gold Sponsors




Silver Sponsors





Bronze Sponsor




Photography Provided by IBAW Member:



Thank you to our sponsors for making this event possible!

Get Connected. Get Inspired. Get Informed.



THANK YOU TO OUR SPONSORS.
Click on their name to visit their website.

[Ixonia Bank](#)

[ITU AbsorbTech](#)

[Mathison Manufacturing](#)

[North Shore Bank](#)

[Sikich](#)

[Lauber Business Partners](#)

[von Briesen](#)

[Oak Hill Business Partners](#)

[Boerke Co.](#)

[Rickert Industries](#)

[Insperty](#)

[Merrill Lynch](#)

[Lauber Business Partners](#)

[Saturn Lounge](#)

[The Rauser Agency - Robertson Ryan & Assoc.](#)

[Crux Commercial Partners](#)

[Trans International](#)

[Pro-Active Engineering](#)

[Annex Wealth Management](#)

[Red Elephant Chocolate](#)

[Hypneumat Mfg](#)

[Lemberg Electric](#)

[Wisconsin Lutheran College](#)

[InCheck Solutions](#)

[Beyond Vision](#)

[Gross Automation](#)

[Town Bank](#)

[Ollenburg, LLC](#)

[Signature Bank](#)

[Titus Talent Strategies](#)

[CCB Technology](#)

[Keller Construction](#)

Sponsors support helps IBAW continue to bring insightful programming to small business owners.

Help keep Wisconsin business strong!

Ask about becoming a sponsor today!

THERE'S ROOM AT THE TABLE



As an advocate for small business, the IBAW offers intimate meetings on relevant topics such as Leadership, HR, Sales, and Political Issues.

Business Leaders...Leading Business

Join us.

"I almost always come away from an IBAW meeting with useable material that helps me with my business. Many times, a speaker will give me something that applies to ITU AbsorbTech. Other times, it is a conversation over breakfast that gives me value."

Jim Leef, President & CEO, ITU AbsorbTech

"Being involved with a business organization like the IBAW is critical for small business owners in Wisconsin for growth and to have a voice with government."

Rich Meeusen, Former CEO, Badger Meter.



Education • Networking • Political Advocacy

www.ibaw.com / 262-844-0333 / IBAWOffice@gmail.com



Membership Application

Name _____ Company _____

Address _____ City, State, Zip _____

Phone _____ Email Address _____ Website _____

MEMBERSHIP INVESTMENT

IBAW membership is based on the number of full time employees in your company.

Number of employee in your company	AMOUNT
1 - 15 Employees\$350.00	
16 - 25 Employees\$500.00	
26 - 49 Employees.....\$600.00	
50 or more Employees.....\$750.00	
Add SPECIAL OPTION: Prepay breakfasts meetings. Get 12 for the price of 10! \$320.00	
Amount Enclosed	

MEMBERSHIP BENEFITS apply to your entire team.

- **Monthly Sales Roundtable** - free with membership
- **Monthly 5 Star Breakfast Program**
- **C Level Peer to Peer Networking**
- **Monthly Digital Statewide Magazine** - free with membership
- **Informative workshops**
- **Business Behind the Scenes Tour**
- **Legislative Updates & Representation** from Madison & Washington D.C.

...AND MORE!

Paying By Check? Please make check payable to IBAW. **Want to pay credit card?** If you would like to pay by Visa, MasterCard or American Express, you can pay online at IBAW.com or by calling the IBAW office at 262-844-0333.

