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For *Today’s Lighting Distributor* information (article submissions, advertising, etc.) contact:

Cathy Heldt, CRMA, Inc.
(NAILD Conference Planning & Publishing Headquarters)
19745 Keystone Road, Garnavillo, Iowa 52049
(515) 250-9221 • cathyheldt@gmail.com

For General (and/or conference) information contact:

Linda Daniel, NAILD Administrator
NAILD
2207 Elmwood Avenue, Suite B
Buffalo, New York 14216-1009
(716) 875-3670 • (716) 875-0734 fax
lmd@naild.org • www.naild.org

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Linda Daniel, NAILD Administrator
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**SPRING 2013 • TODAY’S LIGHTING DISTRIBUTOR • 3**
Valued Member,

Since this is my final presidential letter (and the first electronic version of the TLD) there are many things I would like to say and share that may be a bit removed from each other and to connect them more completely would take way too much space in this publication. So I will break them down and try and be succinct.

Moving Forward: It is hard to believe that my term as your President is almost over. We have accomplished a lot this year. We have met most of our goals and many more will come to fruition between the time this letter is written and the conference. I firmly believe that NAILD is successful because of all of its members and not just a few. Vendor and distributor alike, all contribute to what makes NAILD a strong and vibrant lighting community. Illuminating Technologies, my company, will be 20 years old this May. We have been members of NAILD for that same 20 years. As we have grown so has NAILD. I remember the first conferences where Gordon, Lynn and I knew almost no one, today there are the rare few I don’t know and will continue to build new working relationships with members. We have developed business models, programs, services and partnerships with NAILD members that have strengthened us all. (I have always used the word member as an inclusive term for both Vendor and Distributors because we are all in the same boat).

Our Industry: Our industry is going through a period of great change, again. LED and other solid state lighting and lighting systems are transforming at a staggering pace. The demand for controlling this technology is constantly refining and changing. We have gone from a $6.00 PAR to a $40.00 PAR. This has a huge impact on inventory costs. Fluorescent lamp technology is still improving. One company introduced an 84,000 hour rated life T8 lamp. You can bet others will eventually match it and someone will exceed it and the next leap will be made. These are good things for our association because the demand for knowledge is going to be what differentiates us as reputable lighting distributors from those who are not. Our customers are hiring people who are smart, demanding and thorough. They seek multiple sources of information in order to do what is best for their business. They will separate the informed from the uninformed quickly. As NAILD distributors we have a host of resources to find the best products for our customers and our vendors support us with the best access to information and products. I don’t know if you recall a conversation that took place on NAILD-Talk earlier in the year but it centered on the LED T8 Tubes and socket compatibility. The wealth of information that was provided by distributor and vendor alike, allowed people in that conversation to form a position on how they would approach that application if needed. Where else can you get so many shared ideas and positions? No place I know of.

Get Involved: NAILD membership . . . when you take advantage of its benefits, NAILD offers unlimited opportunities to help grow your business; you have others just like you to learn from, talk to and share with. You can’t just sit on the side lines and hope it comes to you. You have to engage people, network and participate. Some of the best conversations I have had are with my peers in competing businesses. You only get out of it what you put into it.

Service: At last year’s conference someone asked why we thank so many people . . . it takes so long. Well we thank people because it takes a team of people working very hard to make NAILD operate smoothly beyond what you see day to day. The board works very hard and devotes countless hours, as well as running their businesses, to make NAILD as successful as possible. By the time most people complete the entire board cycle from board member to immediate past president they may have served between 6-8 years. It is dedicated people who make this work and I appreciate them all. It is also important you know what they have accomplished for NAILD. I know that everyone on this board has or will accomplish great things during their service and for that they deserve our thanks. If you want to be help shape NAILD and where it goes from here than step up and ask to serve.

To the Board: Shannon Carr and Greg Ehrich have done a terrific job of managing and promoting the LS programs. In my opinion there is no other program that has such a complete knowledge base as the Lighting Specialist program. LS II is up and running and we will have our first graduating class very soon. Your LS II graduates will help you grow your sales as well as your reputation in the areas you do business. Sign up now and take advantage of this great learning opportunity. LS I is still the most awesome tool for basic lighting education in the market. I have seen nothing that comes close to taking a totally non-lighting person to a basic lighting knowledge level in 30 days. Every one of my new hires for the last few years has taken LS I before they even start our company training.

Membership growth is still extremely important to NAILD. We will be inducting some new members and re-inducting some returning members this year. We did lose a few members this year and we will miss them. Some are no longer in business and some are struggling with other issues. I do hope that those struggling companies will recognize that NAILD is a resource that can help

Continued on page 5
them when they are ready to come back. David Walker volunteered to chair membership and has done a great job. He took the base that Michael Colligan developed, tweaked it and dialed it in.

Marketing this year has been awesome and we are seeing some solid feedback on its effectiveness. Having a mechanism for tracking the success or lack of success for projects has helped us make the most of our efforts and dollars. Kevin Eagan has done a great job.

I would like to thank Pete Gray for his support and focus over the last two years. Bill Jacobs and Becky Phillips jumped in and have brought some great new ideas and fresh perspective to NAILD. I am looking forward to their continued service to NAILD. Greg Nefouse as Past Presidents’ Council Representative has provided much historical perspective and shared the thoughts of the past presidents as we have moved forward. Bill Goettsche leaves the board this year. Bill you have been a solid voice representing the vendors’ thoughts and ideas for NAILD’s growth and direction. You have a knack for cutting through the noise and getting to the point. Thank you for your service. Also leaving the board this year is Michael Colligan. Michael’s work on the board was like everything else Michael does . . . all in. Thank you for your contributions and your service to NAILD.

**Thank you:** I want to thank you, our members, for putting the trust and faith of NAILD’s leadership in my hands for this past year. Everyone has different opinions and ideas on how NAILD should be run and the direction it should take. I certainly have mine and I feel confident I am leaving NAILD better off than I found it. I would encourage all of you who have opinions to seek a NAILD board position. We need diverse thinking, different ideas and your specific personality. If everyone thought the same way NAILD would never meet the needs of everyone. Over the past several years I can tell you the thinking on this board has been anything but flat. We need to keep that energy moving forward and we need people who want to see NAILD benefit every member. I leave NAILD in capable hands and the momentum we have created will continue to build as well as make NAILD better. Linda and Megan . . . what can I say other than thank you. You both do the day to day trench work. You are the infrastructure of NAILD; you keep NAILD organized and functioning. As your duties grow you are always there to take on the work and perform without waver.

Lastly I would like to thank my family. My mother and father raised me in this industry and have given me the experience and tools to be successful. Gordon, you have been a great sounding board. Sometimes saying nothing at all has helped the most. To my wife Lynn, I am grateful and thankful for your support during these past many years on the board. Your support during the long hours, many nights away, the frustrating moments and your particular views on stepping back and looking at the bigger picture have sustained me and kept me engaged. You are the best.

**See you all in Scottsdale!**
NAILD MEMBERS ROI
By David Walker, NAILD Membership Chair 2012/13

NAILD Members,

Wow! It seems like Christmas was yesterday! Where did January and February go? Is it just me, or does time move faster? Maybe it’s an age thing.

If that’s the case, I better start packing for the 36th Annual NAILD Conference in Sunny Scottsdale, AZ, March 17th – 20th. I’ll be there and I hope everyone reading this will be also. As I’ve said many times before, I’ve been attending conferences and trade shows in the electrical and lighting industry for thirty years and I have yet to attend one that can compare to “OUR” Conference. I always leave with more industry and technical knowledge, more business relationships, and better ideas on how to improve my company and my performance in the lighting industry. On top of that, I always have time to have some fun!

If you’re a current member of NAILD and haven’t registered for the conference, it’s not too late. If you are not a member, but interested in joining, please contact me (601.498.1149) or our Buffalo office (716.875.3670). I realize the economy is still not where we would all like it to be, and money is tight, but I think if you look at the ROI on joining and/or attending our annual conference, it will prove to be on the positive side of the ledger.

Please note that the NAILD conference is a full month earlier than most years due to a date conflict with another lighting show. All conference and membership information can be accessed at www.naild.org.

I look forward to seeing you there!

WELCOME GE LIGHTING
GE Lighting invents with the vigor of its founder Thomas Edison to develop energy-efficient solutions that change the way people light their world in commercial, industrial, municipal and residential settings. The business employs about 15,000 people in more than 100 countries, and sells products under the Reveal® and Energy Smart® consumer brands, and Evolve™, GTx™, Immersion™, Infusion™, Lumination™ and Tetra® commercial brands, all trademarks of GE. General Electric (NYSE: GE) works on things that matter to build a world that works better. For more information, visit www.gelighting.com.

WELCOME VIRIBRIGHT LIGHTING
Viribright Lighting is the leading Manufacturer of the latest technology LED replacement bulbs for residential and commercial applications. Viribright manufactures a full line of LED bulbs featuring innovative Isolated Phosphor technology, superior color quality Red Enhanced CRI, High Power Factor, enhanced color stability, and performance that delivers 85% energy savings. Our Benchmark Series product line includes A19, PAR Indoor and Outdoor, T8, PLC bulbs and the unique 0-100% VariDim lighting dimmer. Viribright is an ENERGY STAR Partner, and our LED lamps are U.L. Listed, Lighting Facts qualified, and Lighting Design Labs (LDL) qualified. Factory Direct (We are the Factory), Viribright provides cost leadership combined with cutting edge technology LED lamps stocked in 3 color temps, national merchandising, and a full range of POP distribution sales tools.

Viribright Lighting, Inc. is a subsidiary of Matrix Holdings Limited. Matrix Holdings Limited was established in 1979 and listed on the Hong Kong Stock Exchange since 1994. Matrix Holdings Ltd. has factories in China and Vietnam with a total of 20,000 employees worldwide.

EIKO ANNOUNCES RON CATTELEONA AS NEW GENERAL LIGHTING MANAGER
EiKO Ltd. is pleased to announce the addition of Ron Cattelona as the new General Lighting Manager. Based out of New Jersey, Cattelona will report to John Bouchard, Northeast Regional Sales Manager.

Prior to joining EiKO, Cattelona was an Account Manager at Facility Solutions Group, selling retro-fit lighting to end users and specifiers while developing and providing energy efficient strategies for commercial and industrial uses.

As the General Lighting Account Manager, Cattelona will collaborate with buying groups in the region, manage current and new sales representatives, work alongside other general lighting sales managers, as well as assist customers with lighting requests and technical questions.

Continued on page 8
One partner. Many solutions.

As the world’s largest and most advanced provider of lighting solutions, only Philips provides a leading-edge portfolio of LED solutions, lamps, ballasts, controls, luminaires, and more. Together with our distributor partners, we’re defining the future of lighting and bringing new levels of quality, efficiency, and sustainability to the lighting community. Come see how at www.philips.com.
Satco Announces Jeff Kosberg as SE Regional Sales Manager
Satco Products, Inc. is pleased to announce that Jeff Kosberg has joined the company and has been appointed to the position of Southeast Regional Sales Manager. Jeff will be managing the sales responsibilities for the following territories: Florida, Georgia and Alabama.

Jeff brings a tremendous amount of experience both in the residential and commercial marketplaces and will oversee the Builder / Specifications Sales channels.

For the last 14 years, Jeff was the Eastern Regional Sales Manager for Sea Gull Lighting Products. Prior to that, he was principle at Ark Lighting Sales, an independent decorative lighting rep agency based in the Philadelphia area. Earlier in his career, Jeff was the National Sales Manager overseeing Lighting Showrooms for Lutron and the Northeastern Regional Sales Manager for Juno Lighting.

Halco Lighting Technologies’ Hires Human Resource Manager
Halco Lighting Technologies welcomes Maria Vasquez to the position of Human Resource Manager. Vasquez brings more than 13 years of HR experience to the Halco team. Her HR management experience includes serving as Human Resource Manager for the Security Services of Georgia and Human Resource Generalist for Trojan Battery Company. She most recently served as Human Resource Supervisor for Decostar Industries. Vasquez holds a Certified Professional in Human Resource (PHR) designation and is a member of the Society for Human Resource Management. In this position, her responsibilities will include all human resource functions and payroll for Halco Lighting Technologies.

Halco Lighting Technologies’ Announces New Hire
Halco Lighting Technologies welcomes Alex Chaet to the position of Product Analyst. Chaet will be reporting to Kristoff Byrd, Product Manager. In this position, he will be working as part of the product development team to help manage Halco’s expanding product offering. His responsibilities will include researching industry trends and new technologies as well as testing and analyzing Halco products.

Prior to joining Halco, Chaet worked for CNN Headline News, editing sports footage and highlights. He holds a Bachelor of Arts degree in Communications from the University of Georgia.

Halco Lighting Technologies’ Hires Assistant Warehouse Manager- Norcross
Halco Lighting Technologies welcomes Terry Porter to the position of Assistant Warehouse Manager. Terry’s more than 20 years of experience in warehousing, distribution and traffic management will be a tremendous asset to the Norcross warehouse operations. The newly created position of Assistant Warehouse Manager replaces and expands upon the previous Warehouse Lead position. We are excited about Terry joining us in this new role and look forward to his valuable contributions.

Atlanta Light Bulbs, Inc. Announces Doug Root Will Serve as CEO
Atlanta Light Bulbs, Inc. is pleased to announce that Doug Root will serve as the CEO effective December 1, 2012. Gary Root, founder; will now serve as President and Chairman of Atlanta Light Bulbs and is looking forward to a successful future under new leadership.

Doug Root moves to the CEO position from his successful tenure as the Director of Sales & Marketing, where he has worked to transition Atlanta Light Bulbs from a light bulb replacement business to a lighting solutions company.

Atlanta Light Bulbs, directed by Doug Root, wants to be at the forefront in new lighting technologies by educating consumers and clients about emerging LED technologies, innovative lighting controls, Department of Energy (DOE) legislation, and offering services, such as rebate assistance and ROI calculations.

Atlanta Light Bulbs, Inc. is a family firm that takes pride in educating consumers about the technological advances of their products, which has made them one of the largest suppliers of energy efficient lighting products and lighting solutions.

Since its incorporation in 1981, Atlanta Light Bulbs has served as a premier lighting source throughout Atlanta and the nation through its expansion to ecommerce with AtlantaLightBulbs.com in 1998. Headquartered in Tucker, Georgia, Atlanta Light Bulbs is a member of the National Association of Independent Lighting Distributors, National Association of Electrical Distributors, and a member of the Cox Family Enterprise Center.
NEW VENDOR MEMBERS

VIRIBRIGHT Lighting Inc.
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e-mail: jimh@viribright.com
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e-mail: steveb@fsgconnect.com
Bill Graham, CEO
Bob Graham, Chief Sales Officer
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e-mail: patti@thayerlightinginc.com
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Machesney Park, IL 61115
815.282.1112 voice
815.654.5917 fax
www.thayerlightinginc.com
NAILD OPR Study

By Scott Hackworth

In an effort to increase the overall value of the biennial OPR report, NAILD has contracted with Industry Insights, a Columbus, Ohio-based research firm that provides benchmarking studies for hundreds of industries.

Numerous reporting upgrades can be expected for this year’s results. Specifically, participants will receive access to the NAILD Research Portal that will provide final reports as well as graphical dashboards to clearly display how participants’ figures compare against others in the industry. Further, participants’ individual Company Performance Reports will be customizable, with the ability to export findings to Excel or PDF.

The survey will go live in March, and results should be available by June.

**Performance Dashboards**

The NAILD OPR Study will provide members with invaluable insights into the performance of the independent lighting industry, including KPI such as:

- Profitability
- Employee and Asset Productivity
- Returns from investments
- Inventory management
- Sales and Product mix information &
- Many other key metrics

As many industry members can attest, these results can provide an invaluable resource for analyzing your performance.

Information like this – specific to lighting distribution – is available only through your NAILD membership and your participation in the study.

**About Industry Insights**: Independent, third-party vendor with 35 years of experience conducting nearly 100 similar studies annually, receives 100,000 + confidential survey forms every year and takes extensive steps internally to ensure confidentiality – **Confidentiality**: Your information is processed in the strictest confidence on an anonymous basis by Industry Insights, Inc. It will be analyzed by Industry Insights for summary purposes and statistical tabulation. Rest assured, no one outside Industry Insights Inc. will have access to any individual company’s information.

Please feel free to contact Scott Hackworth of Industry Insights (shackworth@industryinsights.com; 614.389.2100 ext. 105) with any questions about the upcoming survey.

**Interactive CPR**

The NAILD OPR Study will provide members with invaluable insights into the performance of the independent lighting industry, including KPI such as:

- Profitability
- Employee and Asset Productivity
- Returns from investments
- Inventory management
- Sales and Product mix information &
- Many other key metrics

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Please feel free to contact Scott Hackworth of Industry Insights (shackworth@industryinsights.com; 614.389.2100 ext. 105) with any questions about the upcoming survey.
The following participants have completed the NAILD Lighting Specialist I On-line Courseware as well as the Hands-on requirement.

Automated Controls & Electrical Supply, LLC, Dale Bolser
Boettcher Supply, Inc., Blake Miller
Eco-Worx, Inc., Julio Acevedo
Halco Lighting Technologies, Alex Chaet
J.H. Larsen Company – Corporate, Ryan Perry
Lighting Supply Co., Joel Samonie
Lighting Supply Co., Brad Sovine
Lighting Supply Co., Ed Gohl
Lighting Supply Co., Stephen Guerra
Lighting Supply Co., Justin Giorlando
Lighting Supply, Inc., Ann Schuetz
Lighting Supply, Inc., Doug Stark
Pacific Lamp & Supply Co., Alex Borishkevich
Republic Companies, Michael Hancock
Warshauer Electric Supply Co., Shawn Renner

Each graduate receives their NAILD Lighting Specialist I certificate and pin. They are invited to use NAILD LS I appellation on their business cards.

Congratulations!

2013–2014 NAILD Board of Director Candidates

Tony Collins, Hatch Lighting
I first came into the lighting industry in 1985, working for a NYC-based distributor focused on lamps, lighting and energy conservation. After several years in distribution I joined Appleton Electric in the NYC office and stayed with them for seven years before leaving to run the sales department of a large independent distributor. Following the sale of that company I joined ULT/Magnetek, first on the OEM team and later as director of distribution sales. I joined Hatch Lighting in January 2011 to create and lead the distribution sales arm of Hatch. I believe my experience in both the distribution and manufacturer ends of our industry give me a unique understanding of the challenges that each faces, and an ability to help explore and take advantage of opportunities to mutual benefit.

Cory Schneider, Lighting Unlimited
I grew up in Phoenix Arizona, went to the University of Arizona and received a BS degree in Optical Sciences and Engineering. After working in sales in the fiber optic communication industry for 3 years in NY and CA, I decided to move back home and work for the family business, Lighting Unlimited and have been trying to modernize and grow the company since then. In the 5 years I have been here we have doubled the revenue and added 6-8 more employees. Currently we are moving from a completely paper based company to a computerized, paperless company. It is fun to build on the company that my father started 20 years ago.

My first NAILD meeting was 5 years ago in Scottsdale where I met a lot of my father’s friends and other great contacts who since have become friends who have helped our company grow. Every NAILD conference, we come away learning something new from other members/classes/OCCs that help our business. I want to join the board to learn more about the lighting industry and work with and learn from other professionals to help grow our business.

Robin Watt, Derick Associates
Born in Kingston, Jamaica with a name that seemed to make the lighting business my destiny, I attended my first NAILD conference in Indian Wells, CA just two months after entering the industry. There, I was told that the door closes behind you once you enter the industry. I certainly hope this is true.

Technological advances in lighting sharpened dramatically in the last couple of decades with the advent of CFL’s and more recently LED. It is true to say that Thomas Edison would not recognize his creation today – the lowly light bulb is no longer lowly or even a light bulb anymore; it is a technological marvel that has placed the industry at the forefront of green energy initiatives on a global scale.

On the frontline of this industry are all the distributors and dealers who carry the message to the end user – informing, educating and saving them money each and every day. Where then, would we be without NAILD and its value proposition of education, networking and technology? No other organization provides more comprehensive information on the latest trends, legislation, advances and issues that impact our business in such an effective and meaningful way.

At Derick, I was expected to hit the ground running and the single largest factor that enabled me to do this was the intensive learning curve realized at that first conference. Since the lighting industry seems bound to remain a dynamic, fast paced entity, our association and that value proposition only becomes more relevant with each step forward.

The development of the LS II curriculum is testimony to the fact that this organization is determined to keep pace with the industry itself and support its members by continuing to be the leading education resource. I believe this is a message that needs to be broadcast, and I would be honored to do so in service as a member of the board.
NAILD 2013 Schedule of Events
– at a Glance –
Scottsdale Hilton Resort & Villas • www.scottsdaleresort.hilton.com
For more information on the conference visit naild.org or email conference@naild.org

SUNDAY, MARCH 17
Board Meeting
Welcome (Luncheon) by Blake Hunt, LC, NAILD President
New Member Introductions
Candidate Speeches
Committee Reports
Keynote / General Session
Lighting Pitfalls & Bloopers: 56 Ways the Lighting Project can go Sour – Dean Brockob, LC
Vendor Booth Set-up
Presidents’ Council & Executive Board Meeting
New Member Social by the Pool
Opening Dinner/St. Patrick’s Celebration by the Pool
Hospitality (all welcome)

MONDAY, MARCH 18
Buffet Breakfast/Product Showcase Presentation
Product Sprint
Open Floor Trade Show
Buffet Luncheon/Product Showcase Awards
OCCs (20-minute appointments at booth)
Hospitality (all welcome)

TUESDAY, MARCH 19
Buffet Breakfast
OCCs (20-minute appointments at booth)
OCCs (20-minute appointments at booth)
Buffet Luncheon
Educational Track Sessions
  • LED Update Today: Smooth Sailing, Bumps in the Road or Train Wreck – Dean Brockob, LC
  • NAILD PAR Study – Scott Hackworth
  • NAILD LS II Workshop – Paul Hafner, LC
NAILD Networking
NAILD Dinner/Fun Night
Hospitality (all welcome)

WEDNESDAY, MARCH 20
Buffet Breakfast & Distributor Meeting
Buffet Breakfast & Vendor Meeting
Combined Vendor / Distributor Meeting
Educational Track Sessions
  • Turning Buyers into Investors – Jason Bader
  • A Case Study Approach to Successful Social Media Marketing – Tim McMahon, Jr.
  • Succession in the Family Business: Planning, Preparation, & Execution – Stan Mandel
Educational Track Sessions
  • Finding the Balance: Managing Inventory in a Tough Economy – Jason Bader
  • 3 Innovative (and Virtually FREE) Ways to Share Your Message and Drive New Leads! – Tim McMahon, Jr.
  • Simplifying the Sales Process – Paul Hafner, LC
Closing Buffet Luncheon
General Business Meeting
New Membership Plaque Presentation
Board Elections
Installation of Officers
Passing of Gavel
Golf Tournament
Networking by the Pool
Hospitality (all welcome)

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Thank you to our current Sponsors for their continued generous support and active participation.

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Luxor is a revolution in LED landscape lighting control. Its ZD Technology provides both zoning and dimming capabilities, so designers can preset designated vignettes, as well as daily illumination sequences for both facade and function. Don’t just light your next project, bring it to life. With Luxor, it’s easier than ever.

*The intersection of art and engineering.*
Do You Own a Business – or a Job?

By Jason Bader, Principal

Over the years, I have watched several different management styles. Some business owners, or senior managers, have their finger in every slice of the pie. Others have adopted a more passive approach to ownership; even to the point of becoming an absentee owner. I am not going stick my neck out and say that one approach is right and another is wrong. Rather, I will gear my comments toward what is sustainable and what is not. If I could further the point, I would have to include – what is sellable and what is not.

Since I have been teaching and coaching, I have run across several distribution owners looking to hang up the cleats after a long and relatively prosperous career. They rode the waves and weathered the storms. Miraculously, they are still standing – a little tattered, but wiser just the same. Many of them have pulled me aside in confidence asking me if I knew anyone interested in buying a business like theirs. They have reached the time to cash out and need some help finding a suitor. While there are suitors out there, the biggest question remains: is the business ready to sell?

One particular example comes to mind. For the sake of anonymity, let's call the owner Dave. Dave is the owner of a small industrial supply company doing around 5 million annually. Dave has been in business for over 25 years and continues to be the face of the company to the customers. He is the lead sales person and the relationships reside with him. There are other sales people, but none of them have even close to the book of business held by Dave. At a convention, Dave pulled me aside and asked me if I knew anyone interested in buying a business like theirs. They have reached the time to cash out and need some help finding a suitor. While there are suitors out there, the biggest question remains: is the business ready to sell?

Regardless of your intentions to sell or stay in the business, every business should be a sellable entity. By sellable, I mean that the business should be able to function without the owner in a daily operating role. Here is a little test. Can you go on vacation for 1 month without any noticeable drop in revenue? Will you come back to chaos and a mountain of tasks? If you can leave your post for a month, and the business machine continues to churn, it's a good bet that you are the owner of a sustainable business. Have I struck a chord?

The first step in creating a sustainable business is become willing to delegate responsibility. For self-professed control freaks, this is no easy task. Let's face it, this is your baby. It's hard to let go. Unfortunately, this type of behavior tends to result in high blood pressure and rides in ambulances. Delegation means that sometimes tasks will be done differently than you would have done them. You have to be ok with this. Remember, the end result is what we are looking for.

Years ago, I read a book on the management philosophy of the US Marine Corps. What I took away was the concept of managing by the end result. In one of the examples, the end result was to paint a corridor. A micro-manager would give the men the paint, brushes and tape. He would then tell the men where to start, when to use a brush versus a roller and the most effective stroke pattern. In the end result philosophy, the officer would give the men the paint, brushes and tape. Then he would explain to them that the corridor needed to be painted. The end result was the same, but the delegation style was very different. I guess that it also helps when you can tell team members to drop and give you 20.

Once you have become comfortable with delegation by the end result, the next step is to build a solid bench

Every team member needs professional development.

Continued on page 15
of talent. Quit hiring the lowest common denominator into the organization. Minimum wage and a heartbeat is not going to get you where you want to go. Since many organizations value the internal promotion philosophy, they need to pay particular attention to the way they attract entry level employees. I urge companies to develop a recruiting versus hiring mentality. In recruiting, you sell the candidate on the benefits of working in your organization. In recruiting, you are going for a higher caliber of candidate so you need to have something to offer. Monetary compensation is not always the highest priority for upwardly mobile candidates. Many are more interested in a strong progression. In order to get into this frame of mind, you might want to take a look at couple of my recent articles: Are You Hiring or Recruiting New Employees? and Building a Solid Bench of Talent.

Once you have begun the process of upgrading your talent, it is time to work on your management structure. Some business owners pride themselves on a flat organization meaning that there are few layers of management. I see this as an excuse to retain control and an inability to let go of the daily operation. Managers are there to oversee the daily functions of the organization. As a company matures, the owner should strive for fewer direct reports. The structure could be defined by functional responsibilities (sales, operations, finance), business unit or territory. The proper structure will depend on the make-up of the entity. Regardless of the structure, the goal is to allow the owner more time for strategic vision. Rather than focus on where the company is today, the focus is on where we want to be in the future.

Every team member needs professional development. Managers are interested in end results. Leaders are interested in the people that generate those results. Leadership skills are a critical element to developing a sustainable management team. Learning how to coach and mentor are not always innate skills. Sometimes they need be learned. Although this may sound incredibly self-serving, many owners would do themselves a great service by bringing in a business coach for a period of time. This professional has seen several different operating environments and has less emotional attachment to organization. They will help you develop the best structure for your organization and keep you accountable to the change. Without some outside accountability, many business owners slide back to being professional fire fighters.

I would be remiss in not mentioning how an outside board of directors can help drive the owner to be more visionary. Much like a business coach, the job of the board is to provide some measure of accountability and guidance to the executive team. Be careful not to load the board with family members, the family accountant, the family attorney and family friends. Members should be proven business leaders with the ability to give objective feedback. There is a perception that boards are only for big companies. This simply isn't the case. Every organization, large or small, can use a little outside perspective.

Making modifications to your structure is not an overnight task. It may take a long time to mentally give up control. By reviewing this article, my sincere hope is that it gives you pause to think. Is your management style reactive or proactive? When was the last time you took a real vacation from the company? Do you own a business or just a high paying job? If you need help getting started, or are just looking for a sounding board, remember that I am just an email away. Good luck.
Tom Farin (Pegasus Lighting):
I attended a NAILD webinar that Dr. Jack Curran presided over. Dr. Curran gives very insightful presentations about LEDs. I took advantage of that opportunity to ask him the following two questions:

"Have you found ANY LED T8 lamps that are good replacements for fluorescent T8 lamps?"

"If not, do you see them ever becoming a viable substitute for the fluorescent version?"

Dr. Curran’s Response:
The problem I see with LED T8 replacements is not the quality. While there is some junk out there, there are also good suppliers as well. Rather than quality, the major issues I see with LED T8 replacement lamps are:

Cost – Except for very special circumstances, it is hard to see a reasonable rate of return on an LED T8 that costs $50 - $60 when you can purchase a fluorescent T8 for $1 – $2 that will last 20k – 40 k hours (assuming low on/off duty cycles).

Light Output – While there are many suppliers of LED T8 lamps, the overall light output from these lamps is typically less than the corresponding fluorescent version. If you look at the Lighting Facts data base, of the 327 LED-based T5/T8/T12 replacement lamps listed, only 6 have light output greater than 2500 lumens. Compare that with the typical light output of the T8 fluorescent, which depending on color temperature ranges from 2800 to 3200 lumens.

Fixture Performance – How an LED T8 lamp performs is very dependent on the type of fixture in which it is used. Some fluorescent troffers are designed to take the light shining up into the fixture and bounce it out at high angles to illuminate the walls of a room. If you use an LED T8 in those fixtures, there is next to no light shining up into the fixture. Consequently there is no light coming out at high angles and nothing to light the walls. You get what I call a cave effect – lots of light on the floor but nothing on the walls.

One major application where LED T8 are excellent is in freezer/refrigerated cases in grocery stores. Unlike traditional fluorescents, LEDs love the cold and don’t radiate heat into the case, saving on HVAC requirements and increasing product shelf life for produce. So that particular application I see as quickly converting over to LED lighting.

Other than that, I don’t know of any LED T8 lamps with performance equal to the fluorescent, when you take all three of these elements into account. If you have a particular application where the cost of replacing the lamps is very high (e.g. $200/hr electricians; a chemical plant where replacing lamps requires shutting down sections of the plant, etc.), LED T8 lamps may be good candidates. A different situation – I know of a case where a hospital required all interior lighting to have no mercury. For that particular lighting project, LED T8s worked well, but that is not a common occurrence, in my opinion.

I think as manufacturers figure out how to bring the cost of LED T8 lamps down into the $10 – $15 dollar range, the story will be different. Also, I think as lighting controls become more common in everyday lighting systems, the ability of LED T8 lamps to turn on/off with minimum loss of life will give them an advantage over fluorescent.

If you want to get an idea of the range of T8 lamps out there, I’d suggest you check out the Lighting Facts web site http://lightingfacts.com/content/products and set the lamp type filter on T5/T8/T12 replacement lamps. As I think I mentioned in my talk, I would not touch a product that does not have a Lighting Facts label on it.
CASE STUDY
Helix Architecture + Design - Kansas City, MO

The Project
Founded in 1992 and located in the heart of the Crossroads in Kansas City, Missouri, nationally recognized firm Helix Architecture + Design focuses on people instead of structures. By captivating the idea that great architecture and design transforms the world and its people, Helix's unique business platform begins and ends with the people who live, work, or play in the places they create.

Implementing sustainable practices, Helix recently remodeled to include top quality LED retrofit lamps throughout their office. Officially launched in August 2012 and completed in January 2013, the upgrade was designed to reduce energy consumption and maintain quality lighting throughout the office. The project involved the upgrade from the firm's previous PAR30 and MR16 halogens to more efficient LitespanLED® replacement lamps from EiKO Ltd.

In addition, Helix has been very pleased with seamless transition from old to new and the quality of light in the office.

The Solution
The solution came in the form of LitespanLED® replacement lamps from EiKO Ltd, including LED 6WMR16 and 15WPAR30 retrofit lamps. Fulfilling one of the Helix's main priorities to conserve energy while maintaining illumination quality, EiKO's extensive line of LitespanLED® replacement lamps have light levels that are adjustable to suit individual preference (perfect for conference room settings), savings of up to 80% of current electricity costs (compared to incandescent and halogens), and come with an average lifespan of 35,000 life hours, saving time and energy by requiring fewer replacements.

LitespanLED® replacement lamps are CE and RoHS Certified, UL listed, and contain zero mercury; a feature to help assure Helix of their investment in a highly-sustainable and environmentally friendly lighting solution.

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BEFORE:
50W PAR30 Halogen

AFTER:
LED 15W PAR30 30K

BEFORE:
50W MR16 Halogen

AFTER:
LED 6W MR16 27K
The People:
“Bruce Yarnell and Jacob Hothen of Yarnell Associates, Architectural Lighting Design, worked closely with Kathy Kelly and Mike Huele of Helix Architecture + Design and Curt Anderson, LC of EiKO Ltd to outline a path of investigation regarding the feasibility of an LED retrofit for the Helix offices. One of the main priorities for everyone involved was to ensure that the quality of light and dimmability was not compromised, while at the same time, guaranteeing energy efficiency and maintenance benefits.”

Hours of Operation
- Hrs/Day 12
- Days/Wk 5
- Weeks/Yr 52
- Annual Hour Total 3,120

Existing & proposed hours to remain same.
$/k/Wh used in calculations $0.099

Return on Investment
- Retrofit installation costs $2,470*
- Annual Savings $1,884
- Years to Payback on Investment 1.3 years**

*See attachment for info on Retrofit installation costs.
**Years on Payback investment is without KCPL Rebate assistance

Conference Room B

BEFORE
50W MR16 Halogen

AFTER
LED 6W MR16 27K

Helix Fireplace

BEFORE
50W PAR30 Halogen

AFTER
LED 15W PAR30 30K

Conference Room B

Helix Fireplace
**Blind Test:**
Guided visual comparisons (in the form of photos of the lamps along with the measured reactions), were created to test various quality issues seen by the naked eye. Characteristics that were evaluated included lamp aesthetics, color temperature on skin tones, color rendering of standard color swatch sheets, color consistency within the beam on a white board, evenness of the beam, beam smoothness at the edges and dimming qualities using a quality dimmer.

A second test was then taken on-site to the offices of Helix Architecture + Design, where EiKO re-lamped an entire conference room from existing PAR30 halogens and MR16 lamps, to retrofit lamps from their new line of LitespanLED® GEN3 PAR30 3000K and MR16 2700K. Helix’s entire team of architects then critiqued the solution, including dimming capabilities with their existing dimmers for further evaluation.

Foot candles were taken during the on-site test to fulfill one of the main priorities of Helix; to conserve energy while maintaining illumination quality. Although tests were strictly visual, they were top-notch for the lay person’s impression of the top manufacturers – bringing EiKO to the forefront of continuously providing top quality products.

**ADDITIONAL AFTER SHOTS**
Halco Lighting Technologies® introduces their new ProLED MR16 Series lamps to replace standard 10W, 20W, 35W and 50W Halogen MR16 lamps.

The new form factor – available in 3W, 4.5W, 6W and 8W – maximizes efficiencies and provides uniform beam distribution. With all light levels available in Flood, Narrow Flood, Spot and Wide Flood beam angles, the versatile MR16’s size and shape allow the lamp to be used in traditional MR16 fixtures including those with gimbal rings. Featuring a long life of 40,000 hours, these 2700K lamps have easy-to-understand product codes that correlate to the ANSI codes of the equivalent Halogen lamp. With 82 CRI, they are dimmable down to 5% and backed by a 5-year limited warranty.

Universal Lighting Technologies is rounding out its comprehensive family of high efficiency ULTim8 ballasts with the introduction of a new high (HEH) ballast factor model with programmed start technology. Ideal for retrofit or new construction, new ULTim8 HEH Programmed Start Ballasts are designed to provide energy-saving performance in high ambient temperature applications.

Like the low (EL) and normal (HE) ballast factor models, ULTim8 HEH Programmed Start Ballasts feature an ultra-fast start time of less than 700 milliseconds, making them ideal for use with occupancy sensors and other energy-saving techniques involving frequently switched applications. With true parallel lamp operation, when one lamp fails, the others continue to operate normally so that troubleshooting and lamp replacement is a snap. Plus, lamps will auto-restrike as a standard feature, allowing replacement of lamps without recycling power. And anti-striation control ensures better lighting quality when using energy-saving F32T8/ES (25 or 30 Watt) or F28T8 (28 Watt) lamps.

ULTim8 HEH Programmed Start Ballasts offer a three-year warranty when operated at 90° C max case temperature.

With the new ULTim8 HEH Programmed Start Ballast, the ULTim8 family now covers all instant start, programmed start, high lumen, and high bay applications for T8 ballasts. The entire ULTim8 line is designed to provide up to 6-percent energy savings over standard electronic T8 ballasts and as much as 40-percent energy savings over T12 ballasts. All ULTim8 ballasts are RoHS and CEE compliant, and they’re part of the NEMA Premium Electronic Ballast Program, which identifies the most energy-efficient T8 fluorescent ballasts on the market today.

Lutron Electronics is introducing a higher power LED driver that significantly expands the

NEW LUTRON TECHNOLOGY ENABLES DIMMING OF ANY LED DOWNLIGHT

As LEDs continue to gain prominence in residential and commercial applications, so increases the need to dim these energy-efficient sources. Lutron Electronics is introducing a higher power LED driver that significantly expands the

Continued on page 21
capabilities of its already popular A-Series driver family. With this introduction, users can easily control LED downlights intended for use in high ceilings and in areas that require more light. The new 50W Hi-lume® A-Series LED driver is designed for use with higher power LED modules, including Philips Fortimo 3000lm and Xicato 3000lm models, among others.

Featuring smooth, flicker-free performance, the new 50W driver provides LED dimming from 100% down to 1%. The driver also has a calibration point temperature of 70˚C, enabling exceptional performance in demanding applications – atriums, houses of worship, high ceiling commercial and residential applications – without requiring a fan.

In an industry of evolving LED module designs, Lutron provides driver solutions that meet every design need:

• Full compatibility – support constant-current and constant-voltage outputs over a wide range of current and voltage levels for driving LED loads
• Provide constant-current reduction (CCR) and pulse-width modulation (PWM) dimming options for constant current loads

Featuring a hanging plate and hooks for fast, tool-free wiring, the ceiling mounted GLED model has a 5 ½” low profile design that’s ideal for garages with restricted ceiling clearance. The pendant mounted GPLED model offers additional installation options for garages with higher ceilings.

The GLED and GPLED both feature a vandal-resistant prismatic polycarbonate lens that produces a smooth striation-free light distribution. The fixtures have excellent thermal management due to superior heat sinking and integrated air-flow fins. They are constructed of a precision die-cast aluminum housing and doorframe with high-temperature silicone gaskets and a chip and fade-resistant polyester powder coat finish. The GPLED is UL listed for wet locations. The GLED is also suitable for wet locations with a covered ceiling.

Like all RAB LED fixtures, the new garage luminaires come with a five-year bumper-to-bumper warranty and have a 100,000-hour LED lifespan based on IES LM-80 results and TM-21 calculations.

RAB Lighting recently announced the introduction of a new line of low profile, high performance LED garage luminaires available in ceiling and pendant mount configurations. The fixtures, which are offered in 78 Watt and 52 Watt versions, yield greater light output than the 250W and 175W metal halide fixtures they’re designed to replace. As a result, fixture count can be reduced by up to 25%.

The fixtures boast impressive efficacy and color rendering index (CRI) ratings and are included on the DesignLights Consortium (DLC) Qualified Product list. With DLC qualification, the fixtures are eligible for an extensive range of utility rebate programs offered throughout North America.
US Lamp Awarded Grant
US Lamp, Inc. of Green Bay, WI, a wholesale lighting distributor specializing in high efficiency lighting solutions, was recently awarded a $300,000 grant through Wisconsin Public Service. This grant was awarded to US Lamp for the 2013 calendar year to promote energy conservation lighting improvements for WPS electric customers. These customers are defined as retail and small to medium size industrial, including food manufacturing. These monies are used to target, promote, and develop high efficiency lighting solutions and controls for these WPS retail and industrial customers. These monies can be utilized as enhanced incentives-in addition to Focus on Energy incentives, for marketing development, and for engineering to develop lighting solutions for specific applications. Focus on Energy is Wisconsin utilities’ statewide program for energy efficiency and renewable energy.

Halco Lighting Technologies’ Donates Linear Lamps to Support Local High School Program
Halco Lighting Technologies’ partners with a local high school – donating ProLume® F54T5/850/HO/ECO/IC 5000K 54W HO lamps to Kell High School Robotics Team in Marietta, Georgia.

Halco ProLume lamps were installed in the team’s Kell Robotics Innovation Center, an after-school student research and development center that encourages student interest in STEM (science, technology, engineering and math). The Innovation Center is designed to host field projects that schools and science exploration centers are not properly equipped for. Halco’s lamp donation improved the lighting throughout the center to create a more efficient workspace.

Replacing Kell’s existing outdated 75W 96” T12 cool white lamps with TCLP Compliant 54W T5 High Output lamps provided longer life and increased energy savings – approximately 25% – from a more efficient lighting system. Ideal for high bay fixture applications like the Kell Robotics Innovation Center, Halco’s High Output lamps maintain excellent lumen maintenance up-to 94% over the life of the lamp. Coupled with a 24,000 hour lamp life, up-to twice the life of the previous T12 system, the new installation reduces maintenance costs.

“Halco is proud to contribute our ProLume T5 High Output linear lamps to such an impactful, local group,” says Kim Cook, President and COO. “The Kell Robotics team has taken great strides to support their mission of developing the next generation of leaders eager to solve problems and reach their career potential. We’re excited to have the opportunity to support the Kell team.”

Atlanta Light Bulbs, Inc. Supports Superstorm Sandy Relief Effort
Atlanta Light Bulbs, Inc. is donating $2,500 to benefit the disaster relief efforts for the victims of Superstorm Sandy. In keeping with its commitment to its customers and to community investment, Atlanta Light Bulbs, Inc. continues its support of the American Red Cross with this donation, funded by a portion of November AtlantaLightBulb.com online sales. The donation will go to support the American Red Cross’ efforts over the past month to provide food, water, shelter, relief supplies, healthcare, and other assistance to people affected by Superstorm Sandy. On December 6th, 2012, Doug Root (CEO) and Bobby Jackson (National Sales Manager) presented Mike Brown, of the American Red Cross, a check for $2500.

Satco Supports Local Relief Efforts after Superstorm Sandy
Satco Products, Inc. recently announced the results of their fundraising efforts following Superstorm Sandy. The fund drive began soon after the storm hit and a full picture of the destruction was realized.

“The devastation caused by this storm has prompted everyone at Satco to think about our neighbors in need. Being a local business, almost every employee at Satco knew someone directly or indirectly affected by the storm. We wanted our relief efforts to help as many of our neighbors as possible, as quickly as possible during these trying times.” noted Bill Gildin, President.

Satco established an initial donation of $10,000, and then set a goal of $5,000 of employee contributions which Satco matched by $2 for every $1 contributed, totaling an additional $15,000. Satco employees from all over the country contributed. The employee goal was reached early-on, and Satco has contributed beyond the target of $25,000 to three local Long Island charity organizations: The Five Towns Community Chest, The United Way of...
Universal Dimmers...The Smart Solution to Your Challenge.

As consumers shift to more energy efficient bulbs, Leviton has the smart solution. Our new Universal Dimmers are designed to work with incandescent, dimmable LED and dimmable CFL bulbs. Available in two of our most popular styles, Illumatech® and the newly designed SureSlide®, Universal Dimmers provide full-range dimming, smooth start-up and the perfect balance of energy-savings and ambiance! Visit us at leviton.com/universal.

THE FUTURE IS ON®
Long Island, and Pocket Change to Make a Change, all received funds as a result of Satco’s fund raising efforts.

UNIVERSAL LIGHTING TECHNOLOGIES ACHIEVES PLATINUM STATUS IN IDEA’S “BANDS OF EXCELLENCE” PROGRAM
Ballast & Systems Manufacturer Reaches Highest Level for Exceptional Marketing Support

Universal Lighting Technologies has reached IDEA’s Platinum Band, the most prestigious level of IDEA’s Bands of Excellence program. Owned by the National Electrical Manufacturers Association (NEMA) and the National Association of Electrical Distributors (NAED), IDEA established this program to recognize manufacturers for providing exceptional marketing support to its trading partners.

Platinum status indicates that Universal Lighting Technologies is taking full advantage of the Industry Data Warehouse (IDW) to provide product specs, attributes, images, and descriptions within the online system. Launched in April 2012, the IDW allows distributors to download information and share it with their customers via the web, print catalogs, and other materials.

NAILD Mission Statement:
Providing the opportunity to grow your business profitably. Through education, networking and technology, NAILD continues to be extraordinary in the lighting industry.

CALENDAR OF EVENTS

2013
March 17 – 20
NAILD 36th Annual Conference
Hilton Scottsdale Resort & Villas
Scottsdale, AZ
www.naild.org

April 9 – 12
IMARK
www.imarkgroup.com

April 21 – 23
NAILD Post Conference Board Meeting
Courtyard Marriott Philadelphia Airport
Philadelphia, PA

April 23 – 25
Lightfair International
www.lightfair.com

May 4 – 7
NAED
Boston Marriott Copley Place – Boston, MA
www.naed.org

2014
April 6 – 10
NAILD 37th Annual Conference
Hyatt Pier Sixty-Six
Fort Lauderdale, FL
www.naild.org

For more information on NAILD visit www.naild.org or call 716.875.3670.

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The Philips Lighting Technology Center
732.563.3600
Halco’s ProLED BR40, BR30 and R20 reflector lamps feature a smooth white lightweight design for a seamless ceiling line in residential and commercial recessed applications. The Energy Star rated 11W BR30 is 83% more efficient than a 65W incandescent lamp. ProLED reflector lamp line includes Energy Star options and is damp location rated, ICAT approved and backed with a 5-year limited warranty.
Witness the next generation in LED lighting at EiKO with our groundbreaking line of LITESPANLED® Replacement Lamps and Fixtures — saving you time, energy and money.

Don’t forget, EiKO has two LC Certified members on staff to assist you on how to apply lighting principles & techniques successfully.

eiko.com
23220 W 84th St, Shawnee, KS 66227
Phone: 800-852-2217

EiKO CERTIFIED GREEN