

PROFESSIONAL BIOGRAPHICAL PROFILE OF

CHARLES W. KING

EDUCATION

Charles W. King received his bachelor's and master's degrees from the University of Texas in 1956 and 1957 respectively. From 1957 until 1960, King was a marketing research analyst and section head with Humble Oil and Refining Company (now Exxon). In 1960, King initiated doctoral study and subsequently received his doctorate in business administration from Harvard University in 1964, specializing in marketing management and buyer behavior.

ACADEMIC APPOINTMENTS

King served on the faculty of the Krannert Graduate School of Management, Purdue University, from 1964 to 1980. In 1974, on leave from Purdue University, King joined the Faculty of Management Studies, the University of Toronto, as a visiting professor and served as an academic researcher and consultant in Canada until 1976. In 1976, King returned from his leave to the Krannert Graduate School at Purdue University.

In September, 1980, King joined the faculty of the University of Illinois at Chicago as Professor of Marketing. In that position, King serves as a senior leader in the academic teaching, research and service functions of the University. King also strives to develop regional and national dialogue and professional visibility across the business community, with particular focus on strategic planning, marketing management, and the network/multi-level marketing industry.

ACADEMIC EDUCATION AND MANAGERIAL DEVELOPMENT

King has established a 40 year career of University undergraduate and graduate education in marketing. Specific marketing courses have involved marketing management, strategic marketing planning, market positioning, and professional career planning.

King is an active educator in Management Development. He has designed, administered, and taught in literally hundreds of Management Development Seminars tailored to specific firms' and trade associations' educational needs around the world.

For the past nineteen years, King has been an evangelist as an educator in the network marketing field. His mission has focused on increasing the professionalism in the network marketing industry.

As a University educator, King has received numerous "Outstanding Teaching Awards" bestowed by his students and academic colleagues. In the business community, he is widely acclaimed internationally as a business trainer in management development and as a motivating and informative key-note speaker in a variety of marketing topics.

ACADEMIC RESEARCH

King views the marketing function as the management of social change in a continually changing competitive environment. The process of social change is the central focus of his academic research.

More specifically, King studies the adoption and diffusion of new concepts, particularly new products, in both industrial and consumer product contexts. Representative of his research are empirical studies across a variety of contexts such as new concept adoption among housewives, architectural concept adoption among architects, fashion adoption among male and female consumers, shopper adoption of new retailing concepts, and retail store imagery analysis.

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King's research focuses on the management of the social change process through strategic planning and strategic management of the marketing function within the firm. King has dealt with the dynamics of competitive market positioning in complex market structures. Research has been directed at monitoring company positions and tracking changes in positions and market structures over time.

GENERAL CONSULTING ACTIVITIES

Dr. King maintains an extensive consulting practice in the broad area of strategic planning, strategic marketing and management of the tactical marketing functions across a variety of industrial and consumer goods companies, trade associations, and public sector groups in the United States, Canada, Asia and the Middle East. A list of representative clients is attached.

Consulting engagements have included these broad types of client services:

- General industry structure analysis and trend monitoring, frequently conducted in conjunction with industry trade associations or industry colloquia.
- Keynote speaking to companies and industry groups on strategic planning, response to change, developing adaptive competitive strategies, market positioning, new directions in marketing, and other marketing related topics. Presentations can be tailored to reinforce specific meeting themes or industry situations.
- Management development activities ranging from seminar planning and design through training and program coordination and execution. Participants have included sales persons in sales training exercises through top executives in strategic management seminars.
- Special topic focused marketing research projects.
- Legal research and court testimony as an Expert Witness on marketing related litigation, with particular focus on network/multi-level marketing.
- Organizing, securing capital financing and management of entrepreneurial ventures with a strong marketing focus in Phase I: Company "Start Up" and Phase II: Company "Rapid Growth" stages of company start-up and early growth.
- Strategic and tactical "hands on" management consulting with top management of client organizations on competitive positioning and management of the marketing function.
- Professional association organization and management as Executive Director of the National Independent Contract Dealer Council(NICDC), a \$900 million dollar professional association of leading office furniture dealers, since 1995.

The "hands on" consulting activities have focused on the general development of marketing strategies and execution of detailed marketing programs and sales plans for new and established firms in both consumer and industrial product contexts. Strategic planning, program development, implementation and performance measurement projects have also been conducted for a range of trade associations and public sector institutions.

Illustrative consulting engagements have involved:

- Identification of strategic business units(SBU's), definition of broad company goals and missions, operating objectives and strategies.

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- Development of detailed marketing programs and tactical sales and operating plans including specification of measures of effectiveness and monitoring procedures.
- Market potential analysis and research of buyer behavior by end-use market, by geographical area or appropriate target market criteria.
- Distribution channel analysis, evaluation, organization and management.
- Training and executive development directed at sales persons, retailers, industrial dealers and wholesaler operations and middle through upper managers.
- Organization of integrated educational programs tailored to specific companies focusing on specific strategies and company educational goals across marketing sectors, particularly in the direct selling/network marketing industry.
- Market and customer segmentation analysis, market testing, and customer profile analysis.
- Routine market monitoring of organizations' competitive positioning and dynamic tracking of changes in market structures over time.

ACADEMIC INVOLVEMENT WITH THE NETWORK MARKETING INDUSTRY

Since 1990, King has been actively involved in research and management education in network marketing, a rapidly evolving distribution channel growing out of the direct selling process. King is an internationally recognized speaker on network marketing as a legitimate and effective channel of distribution and as an outstanding entrepreneurial business venture.

More specifically, in his network marketing activities, King has made a number of important contributions.

Network Marketing Education in the University Curriculum. In 1991, after extensive due diligence research on the network marketing industry, King:

- Introduced network marketing as a major channel of distribution in the marketing discipline into the marketing curriculum at the University of Illinois at Chicago.
- Organized the course content around the conceptual framework of word-of-mouth communication and network marketing. The focus was on the strategies and tactics of managing a network distributor organization as an evolving distribution channel and as an entrepreneurial business opportunity.

The UIC Seminar in Network Marketing. In 1994, King, as co-founder, developed and conducted the UIC Seminar in Network Marketing, in conjunction with Mark Yarnell and Rene Reid Yarnell, multi-million dollar sales producers in network marketing, at the University of Illinois at Chicago. The program in network marketing designed for network marketing practitioners is the first ever sponsored by a leading institution of higher education in the history of the industry.

- The seminar applies the concepts of strategic planning and entrepreneurial management to the dynamics of building and managing a network marketing distributor organization.
- To date, the seminar has been held in November, 1994, March, 1995, July, 1995, November, 1995, March, 1996, September, 1996, March, 1997, May, 1997(South Korea), September, 1997(South Korea), May, 1998(University of Houston), February, 1999, December, 1999(Australia), October, 2000, October, 2001and March, 2002(Singapore), June, 2003(Colombia LA), October, 2003, July, 2004,(Colombia LA) and November, 2004.

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- In 2005, the UIC Seminar Program was conducted in Dubai(UAE), April, 2005, for a second time in Singapore, in May, 2005, and Taiwan in June, 2005.
- In 2006, the UIC Seminar in Network Marketing celebrated its 12th year with a UIC Seminar event conducted in Singapore, May, 2006.
- October 27-28-29, 2006, the UIC Seminar in Network Marketing returned to the United States and was conducted at the McDonald Corporation Training Center in Oak Brook, Illinois, a suburb of Chicago.

The October Seminar represented the 26th seminar event worldwide since its founding in 1994. The UIC Seminar is the longest running educational program of its kind tailored to the network marketing distributor community in the world.

- Dialog is underway with network marketing professionals to position the Seminar Program in several other foreign countries including Brazil, China, France, Germany, Hong Kong, India, New Zealand, the Philippines, Scandinavia, Spain, and Russia.

Research in Network Marketing. For several years, King has been working on organizing the body of information about the network marketing industry through:

- Collecting and organizing key public and proprietary information about the network marketing industry.
- Monitoring and documenting industry practices, trends and developments, and opportunities for industry collaboration.
- Conducting original and basic research on the network marketing distribution channel, the industry infrastructure and the consumer's buying processes and customer service needs.

The basic research has created:

- A comprehensive analysis of the current "state-of-information" relevant to network marketing in the academic literature and the industry trade press.
- Collection and synthesis of all available proprietary marketing research that the industry sponsors will release for broader analysis and interpretation.
- In-depth case studies of a representative sample of network marketing companies including the leading network marketing firms, some mid-sized organizations, start-up operations, and unsuccessful network marketing organizations.

THE NEW PROFESSIONALS: The Rise of Network Marketing as the Next Major Profession. King, as a synthesis of his industry research, wrote a book, **THE NEW PROFESSIONALS: The Rise of Network Marketing as the Next Major Profession**, co-authored by James W. Robinson, industry analyst and professional writer. The book was published by Prima Communications in 2000.

The book traced the changing demands of the work environment and challenges and expectations of the new professional asking "Is that all there is?" entering Decade 2000. The book provided a factual description of the evolution of direct selling and network marketing, documented the current structure of the network marketing industry and presented some futuristic forecasts about industry directions in Decade 2000.

Based on the positive audience readership of the book, King has continued his research. King is updating the book to reflect the significant changes in the network marketing industry since 2000. The publication is scheduled for release in the Winter, 2010--Spring, 2011.

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CONSULTING ACTIVITIES TAILORED TO THE NETWORK MARKETING INDUSTRY

With the entry into network marketing research and education in 1990. Dr. King focused specialized consulting on the network marketing industry. Clients have included industry leaders, mid-sized companies and “start-up” entrepreneurial ventures in non-competing product/service categories.

Consulting engagements have included these types of client engagements:

- Development of company positioning strategies, business plans and “start-up” business modeling.
- Organizing, securing capital financing and management of entrepreneurial ventures with a strong marketing focus in Phase I: Company “Start Up” and Phase II: Company “Rapid Growth” stages of company start-up and early growth ventures.
- “Special topic” focused marketing research projects.
- Keynote speaking to company management and distributor groups tailored to specific meeting themes or company situations.
- Legal research on the network marketing industry and court testimony as an Expert Witness on marketing related litigation and serves as an Expert Witness in litigation. A list of Expert Witness engagements, with particular focus on network/multi-level marketing, are presented in Appendix I.

CONSOLIDATION, MERGER AND ACQUISITION IN THE NETWORK MARKETING INDUSTRY

Over the past several years, there has been a process of company consolidation developing in the network marketing industry. No single industry leader has 10% market share of total global industry sales of \$114 Billion(US\$). A number of consolidations have occurred or are underway.

In 2007, Dr. King was retained by AL Global, a network marketing company to assist in its consolidation strategy. The on-going consulting engagement has involved:

- Identification of potential small to medium sized companies who were candidates for acquisition/consolidation.
- Evaluation of each candidate company’s product mix and its compatibility with the product portfolios of the consolidator.
- Collection and analyze of relevant financial information and company profitability.
- Evaluation of the candidate company’s sales history, key distributor leadership and growth potential.
- Research of the company management, organizational structure and sustainability over time.
- Review of the candidate company’s “back-room” infrastructure: customer service support, order processing and fulfillment capabilities, supplier relations, etc.
- Presentation of a recommendation regarding acquisition to the consolidator.
- If the acquisition is launched, organization of a transition process for integrating the acquired company, product line and management staff into the consolidating organization.

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- Consultation as a strategic planner and facilitation in the integration of the buyer-seller management cultures in the early months of the consolidation.

The on-going consolidation process is underway with one acquisition completed in 2007 and in the process of integration.

Additional consolidation programs are in process for implementation in 2010-2011.

DIRECT SELLING EDUCATIONAL INSTITUTE INTERNATIONAL(DSEII©).

Because of the dramatic growth of the direct selling/network marketing industry worldwide and the demand for professional education for the direct selling/network marketing practitioners, for the broader society and the legislative regulators working with the industry, King organized the Direct Selling Educational Institute International(DSEII©).

The Direct Selling Association(DSA) and the World Federation of Direct Selling Associations(WFDSA), both headquartered in the United States, are recognized as industry leaders representing network marketing company interests and initiatives.

The focus of the Direct Selling Educational Institute International(DSEII©) is on professional education for the direct selling/network marketing practitioner.

Structure of the Institute. The Direct Selling Educational Institute International(DSEII©) is organized as a not-for-profit educational foundation headquartered in Chicago, Illinois under the direction of Charles W. King and Sandra E. King, co-founders.

Mission. Increase professionalism of the direct selling/network marketing industry across developing international markets focusing on;

- Direct selling/network marketing distributor practitioners.
- Direct selling/network marketing practitioners, company management and legislative regulators working with the industry.

Specific Strategies: The Direct Selling Educational Institute International(DSEII©) will:

- Identify or respond to potential direct selling/network marketing practitioners seek to establish professionalism of the direct selling/network marketing industry in their respective regional markets.
- Qualify the potential sponsors in terms of direct selling/network marketing industry credibility, experience, organizational ability, financial support and legislative regulatory relationships in the specific regional markets.
- Work with the qualified potential sponsor in specific regional markets to:
 - Establish dialog between the Direct Selling Educational Institute International(DSEII) and legislative regulators to educate them about the credibility of the direct selling/network marketing industry and its potential role in the economic development in the particular regional markets.
 - Develop communications packages tailored to the informational needs of the legislative regulators in the particular regional markets.

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--Organize direct selling/network marketing promotional programs and direct selling/educational seminars tailored to particular regional markets.

The Direct Selling Educational Institute International(DSEII). To support the international expansion of his network marketing education and consulting practice, in August, 2007, Dr. King launched the Direct Selling Educational Institute International(DSEII)©. The DSEII established its first regional partnership with the Direct Selling Educational Institute(DSEI) in Dubai© in conjunction with Poorya Montasera, Director, and Niousha Ehsan, Marketing Manager, network marketing entrepreneurs in Dubai and the broader United Arab Emirates(U.A.E.)/Middle East.

After over eight months of planning and implementation, the Direct Selling Educational Institute(DSEI) in Dubai© sponsored the Direct Selling Festival in 2008. The event, the first of its kind ever sponsored in the Middle East, involved:

- The International Exposition of Direct Selling Companies in the Middle East and potential other entrants from around the world was held at the Jumeirah Beach Hotel in Dubai, U.A.E.
- The Direct Selling Educational Conference for Direct Seller/Network Marketing Practitioners/Distributors under Dr. King's direction held at the Jumeirah Beach Hotel in Dubai, U.A.E.

The Direct Selling Festival was an outstanding success!

- 65 direct selling/network marketing companies and support suppliers from 12 countries exhibited in the International Exposition.
- An estimated 5,000 people visited the International Exposition.
- Over 250 direct selling/network marketing distributors participated in the Direct Selling Educational Conference.

Future Direct Selling Educational Institutes Institute(DSEII)©. Despite the worldwide economic recession, (DSEII)© is currently exploring network marketing educational Seminars in Colombia(SA), Malaysia, and Mexico in 2010-2011.

DUBLI NETWORK AND DUBLI.COM—NETWORK MARKETING ENTRANT INTO THE UNITED STATES--2009

Dr. King has been retained to serve as program developer and Director of the DubLi Academy,a comprehensive, integrated education program for all DubLi Network distributors worldwide. DubLi Network and DubLi.com represent a European based e-commerce network marketing company that entering the United States In 2009.

The DubLi Academy will be a "state-of-the-art" network marketing educational platform designed for DubLi Network Business Associate(BA) leaders.

It will be delivered in person-to-person educational seminars and through Internet educational programming.

APPENDIX I
A list of Expert Witness Engagements
1987--2008

- 2008 Quixtar, Inc. v. Signature Management Team, LLC
Case Consultation
- 2007 Sharon Brandt v. Via Viente US, Ltd.
Case Consultation and Expert Witness Preparation
- 2006 Carl F. Reardon et al. v. Kalhari Development, LLC et al.
Case Consultation and Expert Witness Preparation
- 2005 Nugenfx Corporation v. Viogenix Corporation, et al.
Case Consultation and Expert Witness Preparation
- 2003 Nikken, Inc
Case Consultation and Expert Witness Preparation
- 2002 State of Kansas v. GasUpUSA
Service: Case Consultation and Expert Witness Preparation
- 2002 Shoen v. Wellness International Network, Ltd.(WIN)
Service: Case Consultation and Expert Witness Preparation
- 2002 Matthews v. Connelly, et. al.
Service: Case Consultation and Expert Witness Preparation
- 2001 Amway Corporation v. Proctor and Gamble Company
Service: Case Consultation and Expert Witness Preparation
- 2001 Abney v. ServiceMaster Corporation, et. al.
Service: Case Consultation and Expert Witness Preparation
- 2001 Steven Little v. I-Link, Inc.
Service: Case Consultation and Expert Witness Testimony
- 2001 State of Kansas, ex rel., v. Renaissance The Tax People
Service: Case Consultation and Expert Witness Testimony
- 1999 Proctor and Gamble Company v. Amway Corporation
Service: Case Consultation and Expert Witness Preparation
- 1998 International Heritage, Inc.
Service: Case Consultation and Strategic Planning Toward Compliance with Relevant State and Federal Regulations
- 1997 Destiny Telecom International.
Service: Case Consultation and Strategic Planning Toward Continuing Compliance with Relevant State and Federal Regulations
- 1997 State of California v. Nu-Concepts in Travel, Inc., Jetaway Travel Corporation
Service: Case Consultation and Expert Witness Preparation of Declaration for Court Review
- 1997 State of California v. Tele-Sales, Inc.
Service: Case Consultation and Expert Witness Preparation of Testimony for Court Review
- 1996 State of Kentucky v. Travelmax International
Service: Case Consultation and Expert Witness Testimony in Court

- 1996 Federal Trade Commission v. Fortuna Alliance, LLC, et al.
Service: Case Consultation
- 1996 Byrd et al v. Sprint
Service: Case Consultation and Expert Witness Testimony in Court
- 1995 State of Iowa v. Fortune in Motion
Service: Case Consultation and Expert Witness Testimony in Court
- 1995 Earth Science v. Breaking Thru.
Service: Case Consultation
- 1993 FemCare, Inc. v. Schering-Plough Health Care Products, Inc.
Service: Case Consultation
- 1987 Facit, Inc. v. Krueger, Inc.
Service: Case Consultation, Depositions, Expert Witness Testimony in Court

APPENDIX II

Representative Consulting Clients

Acme Office Group
Aerospace Corporation
AL Global
AM International, Inc.
American Can Company
American Management Association (AMA)
American Marketing Association (AMA)
Amkey Corporation
Amway Corporation
Analysts, Inc.
Arthur D. Little, Inc.
Avon Corporation
Babener and Associates, Attorneys
Barter Corporation
Bel'Air
Blue Cross/Blue Shield Associations of America
Blue Cross/Blue Shield Association of Illinois
Blue Cross/Blue Shield Association of Indiana
Booz Allen & Hamilton
Borg Warner, Inc.
Bow Lane Capital Corporation
Breaking Thru
Breden Company
Business and Institutional Furniture Manufacturers Association (BIFMA)
Cambridge Clothes (Canada)
CAMCO, INC.
Canadian Business Equipment Manufacturers Association (CBEMA)
Canadian Department of Industry Trade and Commerce
Canadian Department of Regional Industrial Expansion (DRIE)
Canadian Department of External Affairs
Canadian Pharmaceutical Marketing Association (CPMA)
Casual and Summer Furniture Manufacturers Association (CSFMA)
Cell Tech
Center for Enterprise Development
Chicago Convention and Tourism Bureau
CHICAGO SUN TIMES
Cincinnati Bell Information Systems (CBIS)
Columbia Communications, Inc., CASUAL LIVING Magazine
Commercial Solvents Corporation
Computer land, Inc.
Co-op Implements, Ltd. (Canada)
Corning Glass Works
Creative Impressions, Inc.
Credit Card Software Systems Group (CSS)
Cyclean, Inc.
Engineering Enterprises, Inc.
Excel Communications/TeleGlobe
Dailies, Ltd. (Canada)
Dart Industries
Destiny Telecom International
DIRECT SELLING Magazine--Korea
R.R. Donnelly, Inc.

APPENDIX II
Representative Consulting Clients
(Continued)

DrinkACT.com
DubLi Network.com
DubLi.com
E.I. Dupont de Numbers
Dwight's Energy Data, Inc.
E-Income Center
Eaton (Canada)
S. J. Elector Systems, Inc.
Elks Stores (Canada)
Engineering Enterprises, Inc.
EXHIBITOR Magazine, The Exhibitor's Show
Faber, Inc.
Fortuna Alliances, LLC
Fortune in Motion(Canada)
M. B. Foster & Associates (Canada)
FemCare, Inc.
GasUpUSA
General Electric Corporation
General Foods (Canada)
General Motors, Inc.
Genesco
Glaven Security Hardware Specialists
Godfrey & Kahn, S. A., Attorneys
B. F. Goodrich Aerospace
Government Financial Officers Association (GFOA)
Great Lakes Chemical Corporation
Gypsum Drywall Contractors of Northern Illinois
Hall Erickson, Inc.
Hamilton Gray, Inc.
Hanover Consumer Cooperative Society
Health Care Convention and Exhibitors Association(HCEA)
Herman Miller, Inc.
Hitchcock Publishing Company, OFFICE PRODUCTS DEALER Magazine
Honeywell-Bull Ltd., Information Systems (Canada)
IBM
Independent Order of the Foresters(IOF)
Indianapolis Power and Light Company
Inland Container Corporation
Institute of Association Management Companies (IAMC)
Integrus, Inc.
Interior Design Nutritionals (IDN)
International Heritage, Inc.
International Institute for Management (Yugoslavia)
International Systems Dealers Association (ISDA)
Interstate Insurance Group of the Fireman's Fund
ip20 Furniture Company (West Germany)
Jetaway Travel Corporation
A.T. Kearney Management Consultants
Kaire Neutraceuticals, Inc.
Krueger, Inc.
Label Graphics, Inc.
Labor Management Cooperative Committee (LMCC)
Lakewood Publications. High Performance Marketing Seminar Program
Lear Siegler

APPENDIX II
Representative Consulting Clients
(Continued)

Liquidity International, Inc.
Lyon Metal Furniture Corporation
Management Analysis Center, Inc. (M.A.C.)
Maritz, Inc.
Mazda Motor Corporation (Japan)
McCormick Place
Mannatech, Inc.
Merchandise Mart
MIDCON Marketing Corporation
Mortgage Banking Center.com
MPI Label Systems
National Association of Casual Furniture Retailers (NACFR)
National Association of Quality Assurance Professionals (NAQAP)
National Association of Quality Assurance Professionals (NAQAP)
Educational Foundation
National Association of Realtors (NAR)
National Council of Independent Contract Dealers (NCICD)
National Furniture Retail Merchants Association (NFRMA)
National Independent Contract Dealer Council(NICDC)
National Office Products Association (NOPA)
John Nuveen & Co., Incorporated
Nikken
Nu-Concepts in Travel, Inc.
Nu Skin International, Inc.
Nutrition for Life International(NFLI)
OAO Corporation
Office Furniture Dealer Alliance(OFDA)
Olympic Pant and Sportswear Company, Ltd. (Canada)
Parkway Transportation, Inc.
Personal Creations
PLAYBOY Enterprises
Premark Corporation(Tupperware)
Pressure Sensitive Tape Council
Prima Publishing Company
Purdue University
Realtors National Marketing Institute (RNMI)
E.S. & A. Robinson (Canada)
Renaissance The Tax People
Retail Floorcovering Institute (RFI)
Rollins College, Grummel Graduate School
Saint Fencing Company
Sears Roebuck and Company
Selz, Siebolt & Associates, Inc.
Service Electrohome, Ltd. (Canada)
ServiceMaster, Inc.
Sharon Brandt, Via Viente US, Ltd.
Sonnenshein Nath & Rosenthal, Attorneys
Southern Furniture Manufacturers Association (SFMA)
Sprint
Stow Davis Furniture Company
Strategic Telecom Systems(S.T.S.)
Stylette Plastics, Casual Furniture Division

APPENDIX II

Representative Consulting Clients

(Continued)

SUCCESS Magazine, United States
Syconex Corporation
Tag and Label Manufacturers Institute (TLMI)
Tandem Productions, Inc.
Tele-Sales, Inc.
Texas Instruments, Inc.
Tenneco
The Geneva Group
The TITANS
TimeMed Labeling Systems, Inc.
Together for Kids(TFK)
Travelmax International
UIP Engineered Products
United States Department of Energy
University of Illinois
University of South Florida
University of Toronto
University of Wisconsin at Madison
Wallace Computer Services
Waste-To-Energy Associates
Weber, Hilmer and Johnson
M. G. West Company
Wellness International Network, Ltd.(WIN)
Westinghouse Electric Corporation, Architectural Systems Division
White Furniture Company
Willson Office Specialty (Canada)
Winstead Schrest & Minick, Attorneys
WorldVentures