

MISSION

GO
BOLDLY.

Since our earliest days, Ambassador Enterprises has been driven by three simple motives: the building of God’s kingdom, the betterment of mankind and the establishment of financial sustainability. If you look, you’ll find it in our Mission Statement.

But words will only take us so far – and that’s not very far at all. We believe in action. In living out our mission statement on a daily basis. To practice our faith openly. To improve the lives of those around us. To build every future as if it was our own.

MISSION STATEMENT

Ambassador Enterprises is a philanthropic equity firm investing for the glory of God – the building of his kingdom, the betterment of mankind and financial sustainability.

A LETTER FROM THE PRESIDENT

THE IMPORTANCE OF “GO.”

With even a cursory review of Scripture, it is not hard to see that God wants us to put our faith into action. One indicator is that the word “go” appears in the Bible over 17,000 times. In the first chapter of James, we are told that our actions define who we truly are – our being and our going are inextricably linked.

Prior to our inception in 2006, God planted the seed of Ambassador Enterprises’ identity deeply into the heart of our founder and CEO, Daryle Doden. From day one, our mission statement has focused on what we consider the “Three Returns” our work should produce: “the building of God’s kingdom,” “the betterment of mankind” and “financial sustainability.”

If you know us personally or organizationally, you are already fully aware that our efforts and results are flawed. We recognize that as “doers of the Word,” we are now and always will be a work in progress. But we are pressing forward so that our being and our going will be increasingly aligned with the identity to which God has called us as an organization.

This report provides a closer look at the Three Returns targeted in our mission statement. While we are thankful and enthusiastic regarding the progress in 2017, we are looking forward to what lies ahead.

We thank you, our friends and partners, for helping us in our journey, and we humbly ask for your continued challenge when our being and going miss the mark.

With gratitude and anticipation,



Arlan Friesen, President



“For if you listen to the word and don’t obey, it is like glancing at your face in a mirror. You see yourself, walk away, and forget what you look like. But if you look carefully into the perfect law that sets you free, and if you do what it says and don’t forget what you heard, then God will bless you for doing it.”

James 1:23-25

BUILDING GOD'S KINGDOM

STORIES

AMBASSADOR SUPPLY

INNOVATIVE EDUCATION INTERNATIONAL

BOOKSHOUT

CORRECT CRAFT

NONPROFIT INVESTMENT STRATEGY

GO FAITHFULLY.

Ambassador Enterprises is built on a strong Christian foundation - a belief that we are called to a purpose that reaches far beyond dollars and cents. We actively seek organizations to partner with, working together to expand God's kingdom. Through these efforts, we are putting our faith into action, following God's command to "go into all the world" with the message of his truth and grace.

DRIVING A LEGACY FORWARD

In May of 2017, Ambassador Supply was looking to add to their network of building supply facilities in Ohio. They already had two busy lumber yards and a roll-formed steel plant, along with a hardware center, but favorable market conditions and a healthy bottom line presented a solid opportunity.

TRUSCO'S NEW CULTURE IS A "WORK IN PROGRESS," BUT THE RESULTS SO FAR HAVE BEEN ENCOURAGING.

Meanwhile, a small roof truss manufacturer in Doylestown, Ohio, was intently looking for a buyer. Founded in 1962, Trusco had built a solid reputation for outstanding performance and customer service. But as Trusco's founder moved further into retirement, he steadily decreased his involvement with the business. Performance and service declined, and the once healthy customer base began to erode. By 2017, Trusco was facing only two choices: find a buyer within 60 days, or close down.



A WORLD OF CHANGE.

INNOVATIVE EDUCATION INTERNATIONAL

None of Ambassador Enterprises' partners more fully embraces our call to "go boldly" than Innovative Education International (IEI). Currently working in Liberia, IEI has created a game-changing education model that has the power to transform the lives of children throughout the developing world. Using highly efficient, battery-powered laptops and mini servers, IEI delivers "digital classrooms" that make quality education possible in areas lacking electrical power, internet access and teaching resources.



IEI's mission is to bring hope and opportunity to youth through Christ-honoring programs that target the spiritual, educational, cultural and economic needs of the community. This focus on faith directly matches with Ambassador Enterprises' own mission of building God's kingdom.

This past year, Ambassador Enterprises continued to support IEI's mission in Sinoe County, a remote area of Liberia. Their K-12 education platform provides students with individualized computer-based learning that continually builds on each student's progress. They also deliver the gospel, along with employment opportunities to students in 11 secondary schools. According to the West African Examination Council (WAEC), in just three years, Sinoe County schools have improved from 11 out of 15 counties to be ranked first. In the same amount of time, graduation rates rose from 23% to 88%. This is the kind of faith-based success story IEI hopes to duplicate in more locations.

Ambassador Enterprises houses the U.S. offices of IEI at our Fort Wayne campus. We are proud to provide a headquarters, resources and leadership training to help IEI in their mission to change the world through faith and education.



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**AMBASSADOR
SUPPLY HAS
ALWAYS HAD
A CULTURE OF
'HIGH TRUST,
HIGH CARE, HIGH
PERFORMANCE'...**

Brad Crawford
CEO and President of
Ambassador Supply

Trusco quickly caught the attention of several suitors, including Ambassador Supply. The first was a large national organization that was eyeing Trusco's equipment and other material assets. Their plan was to purchase Trusco and take what they needed by dissolving the business. The second suitor was a large regional firm looking to absorb Trusco into their own operation, but they were only willing to provide current Trusco employees with 70% of their current salary and benefits.

As an Ambassador Enterprises affiliate, Ambassador Supply had an entirely different approach. Yes, they needed the equipment and the employees of the Trusco team, but their other concerns were for the job security and future well-being of the employees, the small community that relied on Trusco for jobs, and the legacy of the founder and the business.

This "legacy approach" was more than enough to separate Ambassador Supply from the competition, and Trusco agreed to sell for an "assets only" price. On the first day, the Trusco employees discovered that this was not a normal buyout.

"Ambassador Supply has always had a culture of 'high trust, high care, high performance,'" said Brad Crawford, CEO of Ambassador Supply. "That made it easy for us to step in and begin building a new culture at Trusco, because that was exactly what they needed."

"Trusco had a culture based on longevity, so the trust was there, but poor communication left employees wondering if they would have a job the next day or not," explained Brad. "That affected their performance in a negative way."

Since the acquisition was finalized in May 2017, Trusco's culture has been steadily evolving. "We are very encouraged by the progress," said Randy Carman, Ambassador Supply's COO. "The Trusco team has been very supportive and is working hard to make things happen."

The first goal was to earn the trust of the Trusco employees. "We were simply honest with them," said Randy. "We acknowledged that the situation would require changes, but that we were going to do all we could to maintain things as much as possible - including salaries." As a result, all but four of Trusco's non-management-level employees stayed on the job.

LOOKING OUT FOR OTHERS. BOOKSHOUT

When Hurricane Harvey dumped more than 60 inches of rain on Houston in 2017, Ambassador Enterprises affiliate-BookShout-was compelled to help. Brittney Brown, BookShout's VP of Operations, asked for volunteers to travel from BookShout's Plano office to Houston for a day of volunteer work. More than half of the 20 BookShout employees jumped at the chance.

On site, the BookShout volunteers split up and pitched in wherever they could. They sorted and packed baby food, unloaded trucks loaded with supplies, and helped to organize the massive amount of donations into boxes for that night's delivery.

The day left the BookShout volunteers worn out, but fulfilled. "When the day was over, all of us were tired, sweaty and dirty," remembered Brittney. "But it was great to know that we helped. You can't always give money, but you can always donate time."

Brittney acknowledged that the volunteer day was influenced by BookShout being an Ambassador Enterprises affiliate. "Young start-up businesses like BookShout tend to look inside," she said. "Ambassador Enterprises inspires us to look outward and try to make a difference - it gives all of us a better perspective."

BookShout has made volunteering a part of their culture. They are already looking for another opportunity to serve, and plan to make it a quarterly event.

A CULTURE BUILT FOR SUCCESS.
CORRECT CRAFT

One of the most powerful elements of our relationships with our organizational partners is company culture. When we can invest in a business that matches our own values, the relationship has a strong foundation for success. Long-time affiliate Correct Craft is a perfect example.

Correct Craft designs, develops and manufactures marine products, including the well-respected Nautique boat brand, among many others. In business since 1925, Correct Craft is a recognized leader in the industry and currently operates in more than 60 countries around the world. The company has an outstanding reputation for quality products and exceptional customer service. Behind the strength of this reputation, Correct Craft just finished the best model year in their 92-year history, reporting overall revenue growth of almost 30% in 2017.

But it's their culture that truly defines Correct Craft as an organization. Their philosophy is built on three pillars: People, Performance and Philanthropy. Each of



these pillars leads to their goal of making life better, and ultimately, to building boats for the glory of God.

When not building boats, the people of Correct Craft are busy living their mission through philanthropy. Employees serve locally and travel throughout the world to help those in need. This emphasis on serving the greater good draws people to Correct Craft who have a natural instinct to help others, which in turn helps build and expand Correct Craft's positive work environment.

Ambassador Enterprises helps serve Correct Craft through a relationship built on mutual respect and similar goals, including expanding God's kingdom. Working together, we strive to generate significant positive financial returns so Correct Craft can continue to make both cultural and eternal impacts. That is what making life better is all about.

Ambassador Supply also deepened the sense of trust by empowering Trusco employees to have a voice in the day-to-day operations. They were encouraged to make suggestions to improve Trusco's work process to increase productivity and improve working conditions.

The new changes also meant instilling a culture of care internally at Trusco. Employees were encouraged to share any challenges they were facing on the job or even in their private lives. When these challenges were discovered, Trusco would respond as a company. Collections were gathered for employees with significant needs. Dinners were made for employees recovering from illness or surgery. These simple demonstrations of care have begun to strengthen employee relationships and opened new lines of communication across departments.



The "high care" culture has even begun to influence the community. In December 2017, Trusco launched "Operation Christmas Blessing," an initiative to brighten the holidays of five local families in need. Trusco employees broke into several teams, and each was assigned to buy gifts for one member of the chosen families - using company money, on company time. Next, after the traditional company Christmas party, employees and their families stayed and wrapped the gifts, preparing them for delivery. Finally, on the next Saturday, employees took the gifts to the families, wishing them a "Merry Christmas."



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REQUIRE CHANGES...

Randy Carman
COO of Ambassador Supply

As the "high trust" and "high care" components of the new Trusco culture take hold, the "high performance" is taking form. Improved employee confidence and open lines of communication have helped Trusco to find a new stride. They already project to increase revenue by \$2 million in 2018.

According to Brad, this is what sets us apart in the marketplace. "As an Ambassador Enterprises affiliate, we're legacy buyers," said Brad. "We don't buy solely for financial or strategic reasons. We like to find companies with a strong past, and allow that legacy to go forward." ▲

MAKING LIFE BETTER.
NONPROFIT INVESTING

"The place where God calls you is the place where your deep gladness and the world's deep hunger are met." This quote from theologian Frederick Buechner fittingly describes the relationship Ambassador Enterprises has with our nonprofit partners. By using our resources and knowledge, we help these organizations achieve a healthy balance of performance and passion. In return, we gain satisfaction, knowing that we are helping to build God's kingdom.

Our nonprofit investment strategy is made up of three initiatives: growth platforms (investing to make an impact), catalytic initiatives (investing to solve systemic problems), and community engagement (investing to build relationships). Growth platform investments involve organizations that meet certain criteria in their efforts to successfully meet real needs.

Our Strategic Empowerment and Enterprise Development (SEED) Challenge is a good example of our catalytic initiatives. The annual "contest" encourages community organizations to join



forces and address an unmet need. In 2017, the SEED Challenge awarded \$100,000 to Love Church and Gateway Woods for their business and entrepreneurial programs that help prepare aged-out foster children for adult independence. SEED also invested \$25,000 in four other projects encompassing 11 organizations.

Ambassador Enterprises team members are the driving force behind our community engagement initiative. They actively seek new opportunities to work with area organizations who share our core values. From mission trips to countless volunteer hours, our team is dedicated to making a real impact in our community.

In 2017, we transformed the month of November into a Month of Thanks to help counter the consumer-focused atmosphere of the holiday season. We provided opportunities for philanthropy during the Month of Thanks, and our team members went above and beyond expectations with their personal engagement.

BETTERMENT OF MANKIND

STORIES

DIAKONIA

NORTHEAST INDIANA REGIONAL PARTNERSHIP

AMBASSADOR ENTERPRISES UNIVERSITY

THE SUMMIT

WAGNER-MEINERT LLC

RIVERFRONT DEVELOPMENT PROJECT

GO HUMBLY.

We believe in service. Looking past our own interests to see how we can also improve the lives of others. Some of the most exciting work we do is with affiliates who have the same vision. Together, we work to help communities in need to meet daily challenges and become strong enough to stand on their own far into the future.



BALANCING ACT

For Diakonia, an Ambassador Enterprises affiliate and the parent of three separate operating companies serving the materials handling industry, 2017 was going to be a very good year. The company's integration, fabrication and controls divisions expected to be awarded significant projects from their impressive and highly-valued lineup of parcel and e-commerce customers. These distribution facility conveyor system projects came with a demanding deadline - they needed to be completed before the all-important "Black-Friday" rush, ensuring that Diakonia's customers would be able to fulfill their orders.

But as the window for awarding project contracts came to a close, Diakonia leadership realized that the backlog of 2017 projects was significantly lower than the forecasts. For a variety of reasons, the company did not win projects they expected, and many other projects were put on hold or cancelled by customers. Diakonia knew that profitable growth is expected from every Ambassador Enterprises affiliate, and they worked hard to fill the capacity gap.

A LITTLE HOSPITALITY GOES A LONG WAY.

NORTHEAST INDIANA REGIONAL PARTNERSHIP

Bettering our community isn't possible without building up business which is why working with the Northeast Indiana Regional Partnership is a natural fit for Ambassador Enterprises. The Regional Partnership has a clear mission: build, market and sell Northeast Indiana to increase business investment. They work to create a bigger, bolder future for our entire region. That's a vision we can certainly get behind.

In 2017, Ambassador Enterprises found a unique way to help the Regional Partnership that led to something unexpected. During a four-month renovation of their Fort Wayne headquarters, the entire Regional Partnership team relocated to the Ambassador Enterprises campus. However, this temporary arrangement became about more than just sharing office space. Almost immediately, the two organizations understood how similar their missions are and began to find ways to collaborate. Cross-functional discussions took place around topics such as entrepreneurship, rural development, internships, marketing and more—setting the stage for exciting projects and further collaboration. Ambassador Enterprises even donated \$100k toward the construction of the Regional Partnership's new Board Room.

The Northeast Indiana Regional Partnership returned to their own downtown office, but left with a promising partnership with Ambassador Enterprises.



"We accepted several large projects from a new customer that emerged late in the process," remembered Ken Wood, Diakonia's leader. "Because we want to serve every customer on-time and with excellent quality, there was risk in accepting these projects so late in the game. However, we saw the opportunity to prove ourselves and gain an important partnership for the future."

THE TRUST AND PATIENCE THAT AMBASSADOR ENTERPRISES DISPLAYED HAS SIGNIFICANTLY IMPACTED THE CULTURE OF DIAKONIA...

Diakonia completed these new projects before the holiday rush, and as a result, the customer was able to meet its fulfillment obligations. However, the cost to meet these deadlines was high. The learning curve that comes with serving a new customer caused the project teams to fall short of Diakonia's high standards, and additional costs and resources were required. This prevented the company from meeting its annual budget.

HANDS-ON LEARNING.

AMBASSADOR ENTERPRISES UNIVERSITY

Education is a proven path for development and betterment of mankind, both individually and as a community, which makes it a natural fit for Ambassador Enterprises. After all, our entire culture is based on learning, self-discovery and peak performance.

Ambassador Enterprises University (AEU) was created to transfer knowledge and experience to leaders of all types: emerging, entrepreneurial, experienced and enterprising. With a variety of development opportunities, AEU's mission is to unleash peak performance through the collision of Passion, Experience, Ability, and Knowledge to model moral, relational and financial strength in the community.

Ambassador Enterprises University pours into the lives of leaders through multiple initiatives:

Accredited through Huntington University, the two-year MBA program delivers unique development experiences and challenges growing professionals through strategic, work-related projects. Through hands-on learning and intentional instruction from peers, professors and business leaders, participants are equipped with the tools needed to thrive in and impact today's marketplace.

AEU's entrepreneurial initiatives are driven to make a similar impact in the lives of entrepreneurs. Serving individuals ranging in age and experience from high school to senior business leaders, AEU hosts community events to encourage entrepreneurs and small business owners to consider their purpose, cultivate their talents and change their world.

AEU has a strong focus on professional development, homing in on self-discovery and team building, to train and equip leaders to achieve peak performance and growth. The desire is for leaders and teams to build what they have learned into their own cultures to create and promote a high-performing community.

Lastly, AEU's inaugural program focuses on the development of high school and college students. The summer Intern Experience focuses on four key areas of professional development: leadership, problem solving, project management and teamwork. Students gain a deeper understanding for how businesses function, as well as applicable key lessons for their lives as they transition from college into the professional world.

No matter the age or platform, AEU focuses on transferring knowledge, embracing innovation, and fostering personal and professional growth to inspire leaders to perform at a higher level.

BETTER TOGETHER.
THE SUMMIT

When it comes to working to better our community, it's hard to find a stronger example than The Summit. In 2011, Ambassador Enterprises purchased a historic, but underutilized, college campus and transformed it into a space dedicated to the betterment of individuals, organizations, and ultimately, our community as a whole.

Today, The Summit is a shared campus of socially minded organizations working together to make our community thrive. What began as an idealistic plan has developed into a successful reality where hope, ideas and opportunity take root. It is a living testament to sharing ideas, space and respect with various organizations and the people behind them.

Through guidance and oversight from Ambassador Enterprises, The Summit is making a real difference. The Summit's list of notable achievements for 2017 is long and varied. CookSpring, their shared professional kitchen for culinary entrepreneurs, expanded their space and gained 16 new members, as well as two new successful graduates. The Summit's onsite partners have grown considerably, with several new members and 227 people now employed.



Collaboration is key to The Summit. In the past year, their Collaborative Solutions Team incorporated new partners and sponsored signature events that helped connect individuals and families with resources and support of service organizations. In addition, they increased use of primary event space, more than doubling the number of booked events. What really stands out is that The Summit set a new record for donated event space - nearly \$17,000 to nonprofit organizations.

The Summit's hard work and dedication combined with resource support from Ambassador Enterprises has created a shared space for new ideas, innovative solutions and platforms for change. A space where people are able to work together for a better tomorrow.



During the year-end board meeting, management and the directors recognized that while there were indeed significant, long-term benefits from this "investment," there was also a desire to meet short-term financial expectations. Having that "both/and" view of the business (the strategies for long-term profitable growth along with executing short-term results) was an important reminder for both the board and for management.

Ken appreciates the emphasis on balancing long-term and short-term results. "I think it is unusual for a private equity investor to look beyond five years," stated Ken. "We need to perform each year, but some folks I talk to feel tremendous short-term financial pressure from their private equity investors. This may even come at the expense of what might be good long-term decisions."

With ownership, governance and management sharing the same balanced view of performance, the Diakonia team and the board anticipate unique opportunities for the company in 2018 - and beyond. Already, the new customer from 2017 has awarded Diakonia more projects, which Diakonia expects to execute more efficiently in 2018. Looking beyond next year, the continuing parcel and e-commerce wave will provide Diakonia's operating companies with many opportunities to grow. ▲

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WHEN SENIOR LEADERSHIP FEELS
LIKE THE INVESTOR IS TRUSTING US AND
KNOWS THAT WE ARE DOING THE BEST
WE CAN, THAT TRANSLATES TO BETTER
RELATIONSHIPS THROUGHOUT THE
COMPANY...”

Ken Wood
CEO of Diakonia

CONSISTENCY IS KEY.
WAGNER-MEINERT, LLC

Wagner-Meinert, LLC provides complete engineering, design, build, construction, and service in food process distribution and industrial manufacturing industries, specializing in processing, refrigeration and mechanical needs.

They are a great fit for Ambassador Enterprises because of their focus on service and excellence. Known for their expertise, Wagner-Meinert gains customer loyalty through repeated successful performance. They deliver exactly what their customers want time and time again. Through investment and financial leadership, Ambassador Enterprises is helping define a growth platform path, which allows them to continue to focus on what they do best.



GROW YOUR HOME.
RIVERFRONT DEVELOPMENT PROJECT

It's not very often that an opportunity comes along to change the future of your entire community for the better. Fort Wayne's Riverfront Development Project is one such opportunity. The main purpose of the ambitious project is strengthening the community through thriving spaces around the city's rivers.

Ambassador Enterprises believes in the vision of this project and knew we wanted to be involved right away. Our strategic investment came with the added opportunity for naming rights to the South Dock Amphitheatre, an open-air venue with seating for 850 people. We are excited to be involved in a gathering place for families and friends for generations to come.

ESTABLISH FINANCIAL SUSTAINABILITY

STORIES

AMERICAN LANDMASTER

DODEN LEGACY TRUSTEES

EARLY LEARNING MINISTRIES

AMBASSADOR SOLUTIONS INSTITUTE

VIA DEVELOPMENTS

AMBASSADOR FOR PROFIT BOARDS

AWP SPORTS

GO WISELY.

Every business and organization has ups and downs. Each fluctuation has a powerful effect on the lives of customers, employees, families and even the surrounding communities. Ambassador Enterprises teams with affiliates to establish the principles and planning required to maintain financial health - no matter what the future holds.

TRACTION AND REACTION:

THE AMERICAN LANDMASTER MOVE

Early in 2016, American LandMaster (ALM) looked like a business on the rise. With three facilities spread across the United States, and more than 100 employees, their presence in the competitive utility vehicle market was growing rapidly.

But a quick stroll down the halls told a different story. The two production facilities in Roseland, Louisiana, were more than 900 miles from the company headquarters in Fort Wayne, Indiana. The distance was causing a lack of communication between the production teams in Roseland and the leadership in Fort Wayne. Secrecy and mistrust caused an epidemic of finger-pointing. "That set up one of our biggest challenges," said Pat Morello, President and CEO. "We had our engineering and general management teams here, and our manufacturing plant there. We really struggled with anything that required coordination in the plant."

Company-wide morale began to sink. Product quality began to suffer. ALM had turned into a company with big problems - but bigger potential.



FAITH IN LEADERSHIP.
DODEN LEGACY TRUSTEES

You may know Daryle Doden as the CEO of Ambassador Enterprises. Along with four others, he founded Ambassador Steel Corporation and then created Ambassador Enterprises from the sale of that company. He is a lifelong entrepreneur whose leadership is integral to each of his businesses. As such, it was necessary to build a plan with a “100-year vision” to ensure the continuation of the Three Returns mission for all of his holdings far into the future.

Daryle created the Doden Legacy Trustees, a nine-member group responsible for governing all Doden holdings once Daryle steps away from his leadership role. Comprised of three internal members within Ambassador, three external members with no ties to any Doden holdings, and three Doden family members, the Doden Legacy Trustees are responsible for ensuring that all Doden holdings continue to grow and prosper.

Maintaining Daryle’s example of leadership requires the Trustees to balance financial strength with strong faith and character. They must also continue the businesses practices, and life lessons that are ingrained in Ambassador Enterprises culture. Financially, spiritually, and relationally, Daryle Doden’s vision will live on through Ambassador Enterprises.



Ambassador Enterprises came to their four-year affiliate in August 2016 with a potential solution: consolidate all operations into a single location. Despite the encouragement of Ambassador’s Keith Wells, Organizational Effectiveness Team, ALM’s existing board was hesitant to consider any consolidation plans. With the future of ALM hanging in the balance, Ambassador began to build a new Board of Directors for ALM. The Chairman of the new Board was none other than Bill Yeargin, President and CEO of Correct Craft, the largest Ambassador affiliate.

AT THE FIRST BOARD MEETING
IN EARLY NOVEMBER, THE
TEAM PRESENTED THEIR
RECOMMENDATION.

“Bill came to me with a simple question,” remembered Pat. “He asked me ‘Are you going to move it or fix it?’”

Pat put together a project team known as “Project Phoenix,” made up of Tim Klage, AE’s CFO; Brad Miller, AE’s For Profit Portfolio Leader; and Keith Wells. The team established a project charter to determine the best course of action for ALM. They considered a wide range of scenarios before coming to the conclusion that made the most financial and strategic sense: ALM was going to have to move to a new facility. At the first Board meeting in early November, the team presented their recommendation. By December 30, the move was unanimously approved. Pat was nervous.



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WE REALLY
STRUGGLED
WITH ANYTHING
THAT REQUIRED
COORDINATION...

Pat Morello
CEO of American LandMaster

“I was afraid I was going to lose the business when I announced the move,” laughed Pat. “Almost 90% of my production employees had been with ALM for five years or less. No conventional solution would convince them to stay if the plant was closing.” That would mean ALM would be starting from scratch, training more than 45 new employees to build UTV’s, when they may have never built one in their lives. For a young company like ALM, the risk was enormous.

The solution came to Pat through a phone conversation with Daryle Doden, founder of Ambassador Enterprises. During the call, Pat shared his concerns about ALM with Daryle. Daryle’s advice was simple and to the point: “Pat, I know it’s going to cost more money, but don’t think about what you can’t do, think about what you can do - and do what is most pleasing to God.”

With the help of Marc Weber and Mike Barnhill, key ALM executives, Pat developed a three-tier retention plan: a quality incentive, a stay bonus for employees with less than one year of service, and a service agreement that paid long-term employees based on years of service. Nobody left. The ALM employees rallied around the legacy of their company, determined to move a healthy operation to the new facility in Columbia City, Indiana.

Ambassador’s influence reached far beyond the financial well-being of ALM. “After seeing the example of Ambassador’s God-first approach, ALM’s new mission statement comes as no surprise,” claims Pat. “At American LandMaster, we believe we are called to build carts and UTV’s to the glory of God. That vertical perspective is what helps us focus on making life easier for others.”

COLLABORATION AT ITS FINEST.
AMBASSADOR SOLUTIONS INSTITUTE

Ambassador Enterprises (AE) believes in working for a better community by combining resources, sharing knowledge and providing training. We firmly believe that once a company or organization is equipped with the necessary tools, they can work to better their organization and communities as well. That’s what makes collaboration integral to everything we do.

To help foster collaboration, Ambassador Solutions Institute (ASI) was developed. It operates with the mission to serve organization leaders by developing and delivering uniquely better solutions. ASI mobilizes Ambassador Enterprises’ resources to find better, smarter, more efficient solutions to specific problems organization leaders may face.

To break it down in the simplest terms, ASI provides our organization partners with a helping hand from a knowledgeable, reliable and dedicated advocate. ASI has proven that having someone in your corner who is truly invested in your success has a profound effect on organizations and the people who run them. Working together makes us all stronger, smarter, more connected...and simply better.



BUILDING FOR TOMORROW.
VIA DEVELOPMENTS

VIA Developments is focused on the long-term vision of developing and revitalizing real estate for the betterment of communities in which they serve. From creating brand new spaces to the redevelopment of existing property, 2017 brought VIA Developments a wide range of opportunities. Here are a few:

Electric Works | Senior Debt

This ambitious project will convert the vacant, 39-acre historical General Electric campus into 1.2 million sq. ft. of Class-A, mixed-use space. VIA Developments funded the senior debt, allowing the development to move forward.

The HW | Purchased July 2017

This historic 29,700-sq.-ft. building in the heart of downtown Fort Wayne, Indiana, is undergoing a total redevelopment. This active transformation by VIA Developments creates the new home of Ambassador Enterprises University and several other organizations. VIA Developments is additionally looking to creatively repurpose the HW's roof by converting it into a unique outdoor venue.

Gantry | Sold July 2017

Boosting the residential capacity of Cincinnati, Ohio, the Gantry is a three-building, mixed-use complex loaded with 181 upscale apartments and 8,000 sq. ft. of commercial space.

Park 10 | Completed

VIA Developments invested in this combination of flats and condominiums in the historic Chatham Arch neighborhood in Indianapolis, Indiana.

Kansas City Property | Sold

This 21.56-acre industrial property in Clay County, Missouri, was once an Ambassador Steel property.

Kokomo Property | Sold July 2017

The former satellite office of Ambassador Steel has become an integral part of the West Boulevard Professional Park, offering 6,200 sq. ft. of office space.

36-A | Finished December 2017

VIA Developments designed and developed this state-of-the-art facility for the Early Learning Ministry (ELM), serving more than 100 children in Auburn, Indiana.



“Ambassador drives relational effectiveness and a God-first culture,” continued Pat. “When we took that culture into our own operation, we became a uniquely better partner for our customers.”

Now, once a week, the ALM employees get together to share concerns and encouragement with each other. Once a month, Pat reads the ALM cultural statement to the entire staff, reinforcing and refocusing company efforts to live out their mission. “Ambassador’s culture is the key element to everything that is going on here at ALM,” said Pat. “It fixed the quality issues, it gives us a platform that fosters innovation – and it simplifies the business to keep us from going insane.”

Even now, the culture is radiating out into the UTV market. ALM distributors have noticed a difference and have praised ALM for standing on a culture of faith. “Our distributors have been with us for a long time,” said Keith. “They used to believe in the product, now they believe in the company.” ▲

EYES ON THE HORIZON.
AMBASSADOR FOR PROFIT BOARDS

Ambassador Enterprises is built for the long game – a 100-year legacy. Up until now, we have been successful in managing assets and working with affiliate organizations and leaders by relying on the leadership of our founder, Daryle Doden. But the reality is, the organization he established will be here long after he is gone. We needed to prepare boards to continue on in his absence.

We started with For Profit boards for our affiliates. Through research, trial and error, we carefully refined board procedures until they accurately reflected the standard of leadership Daryle had established. We then had a proven set of procedures that we could confidently pass on to our Non Profit boards.

The boards are starting at the base level, creating a foundation of accountability to the corporate-level operating board and eventually the Doden Legacy Trustees.

The establishment of these boards has resulted in more engaged and robust strategic leadership for our affiliates. Through the boards, our affiliate leaders enjoy more exposure to ownership and solid growth. The boards are also providing greater continuity, sustainability and scalability.

CHANGING THE GAME.
AWP SPORTS

One of the best ways to help grow the kingdom of God is through working with the next generation. AWP Sports is a sports performance organization focused on long-term development of athletes seeking purpose beyond just athletics. Working extensively with student athletes, AWP focuses on mentoring young people while working on faith, character and conditioning.

Ambassador Enterprises is thankful to be working with a company with core principles of faith, humility and passion. Much like the young athletes they work with, we see a bright future for this company of game-changers.



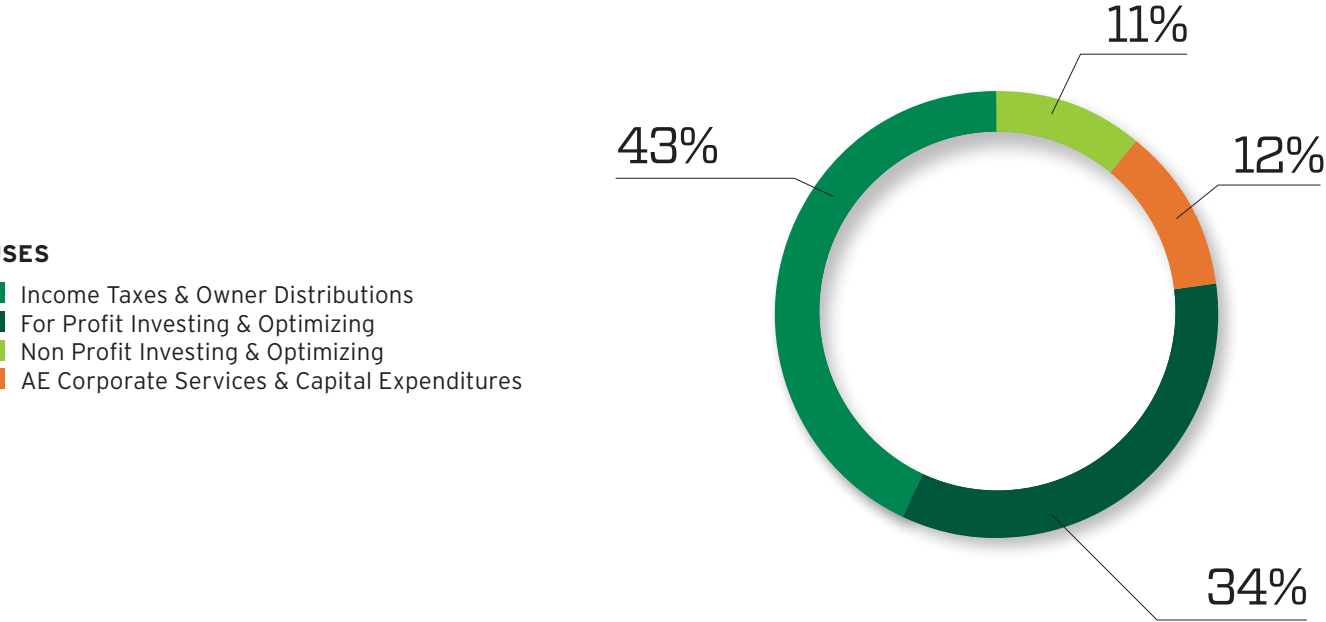
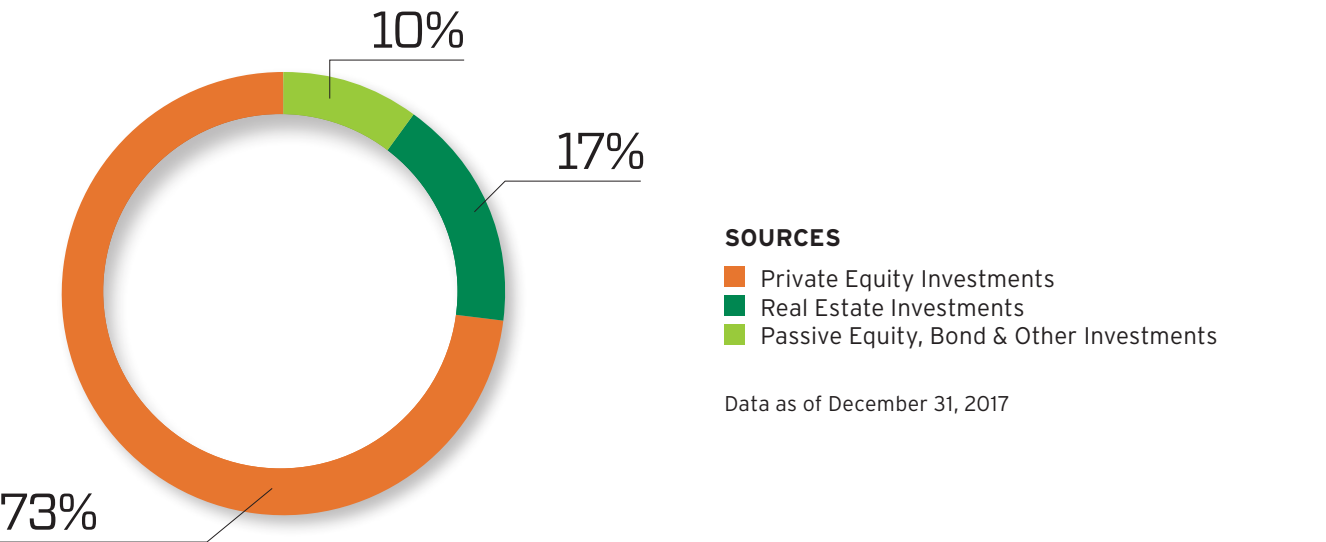
GROW AS A COMMUNITY

GO TOGETHER.

The outward-focused, servant mentality of Ambassador Enterprises requires employees to expend mental, physical and spiritual energy. As a result, opportunities to build strong relationships and encourage teamwork are a vital part of the Ambassador Enterprises culture.

TREASURY & FINANCE

FULL-TIME STAFF Through December 31, 2017



CEO
Daryle Doden

PRESIDENT
Arlan Friesen

CFO
Tim Klage

FOR PROFIT PORTFOLIO
Curtis Brown
Leslie Clark
James Couchman
Trevor Derby
Tim Fletcher
Hollis Garrett
Dustin Heimann
Bryce Isch
Ben Joseph
Brad Miller
Shon Steger

NON PROFIT PORTFOLIO
Brian Best
Christophe Dessaigne
Kiersten Gamby
Tiffany Gardner
Emily Musser
Lynne Smith
Myles Smith

PEOPLE & CULTURE DEVELOPMENT
Alisa Biggins
Kasey Gibson
Heather Klage
Carleen Lesser
Bethany Pasztor
Maddie Schwartz

AMBASSADOR ENTERPRISES UNIVERSITY
Gabe Clark
Barbara Dyrzcz
Fayth Glock
Matthew Lesser
Jill McBain
Carianne Sobey
Ben Westfall

MARKETING & BRAND DEVELOPMENT
Blake Douglas
Jerod Hevel
Ryan Woldman

IT SERVICES
Eric Emley
Jason Linstromberg
Travis Stauffer

VIA DEVELOPMENTS
Jacob Biggins
Rachel Bobilya
Paige Eavey
Amy-Lynn Graf
Zach Lesser
Laurie Mitchener-Oncheck

LEGAL
Jared Doden

TREASURY & FINANCE
Tia Decker
Layna Diehl
Katelyn Mantey
Jason Rice
Lindsey Tomer

AMBASSADOR SOLUTIONS INSTITUTE
Rhoda D'wis
Ross Gamby
Paul Gilbert
Gracia Reed
Janie Waldron
Adrienne Wampole



SERVICE & CELEBRATION

Throughout the year, employees experience a wide range of activities designed to foster relationships, recognize a job well done and be a part of the community.

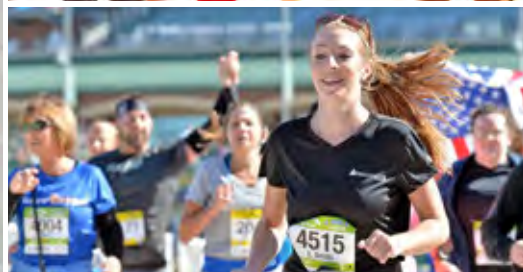
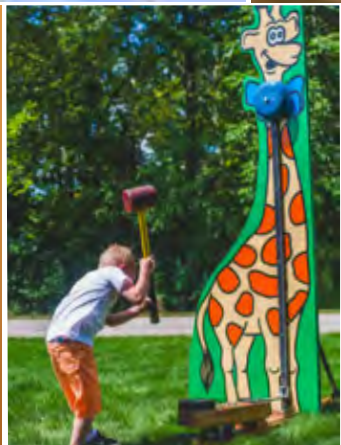
Employees are treated to a number of special events, including monthly birthday celebrations and casual Fridays. Company-wide social events, such as Bring Your Child to Work Day and the Amazing Fall Fun Farm, help employees and their families build deeper relationships. Ambassador Enterprises also leased a suite at the Fort Wayne’s Memorial Coliseum for employees to enjoy events with their families or establish community connections.

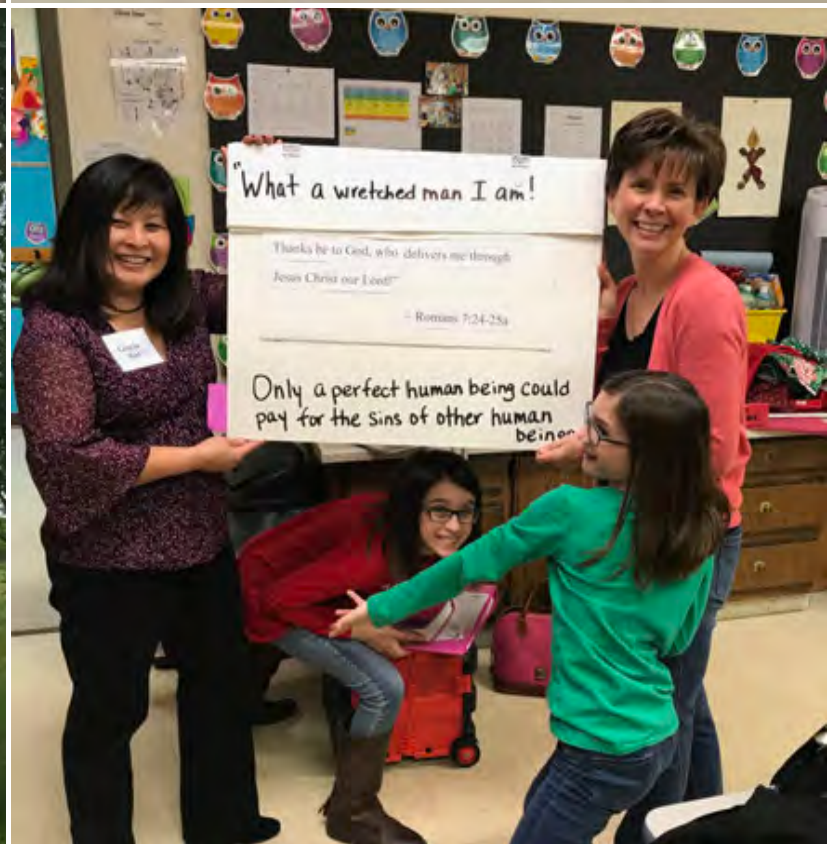
The main event for families is the annual Company Picnic. The 2017 event was themed the “Step Right Up AE Carnival.” The full-day event featured bingo, a cornhole tournament, a balloon artist, caricatures, carnival games and a giant s’mores bar.

The holidays brought the annual Thanksgiving luncheon, and the biggest event of the year, the employee Christmas party. This year, Ambassador Enterprises celebrated Christmas in downtown Indianapolis. The festivities included overnight accommodations, tickets to the Crossroads Classic College Basketball Tournament, an ugly sweater competition, and the traditional Pass the Parcel game.

Of course, it is also important to experience the joy of giving back to the community, and Ambassador Enterprises offers employees plenty of opportunities throughout the year. In 2017, employees held a blood drive for the American Red Cross. They also participated in the Fort4Fitness Fall Festival Run and Spring Cycling event.

This commitment to providing an inspiring, supportive and healthy work environment helped Ambassador Enterprises to earn the ranking as Indiana’s 46th Best Place to Work among small companies. It was their first time participating in the competition. ▲







FOR MORE INFORMATION
PLEASE CONTACT:

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