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TEN DOLLARS



Connie, Dennis, Kevin & Norma Sullivan

Sullivan Industries, Inc.

Something Superior

INNERLOC

BROADHEADS



Connie, Dennis, Kevin & Norma Sullivan

SULLIVAN

INDUSTRIES, INC.

Something Superior

The ultimate measure of a product lies in whether it offers the user a real advantage. If it does, the product is superior.

"It was time we moved forward to manufacture, market and sell our own products," says Dennis Sullivan. "After years as a retailer, we knew the archery market. After years as a manufacturer of components for other archery companies, we knew how to produce quality products. It was inevitable that we would start our own archery equipment company."

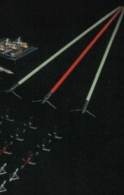
In 1981, Dennis and Connie Sullivan packed up everything they owned, and their young son Kevin, and moved from Florida to the Northeast Georgia mountains.

"We had always been avid outdoors people," explains Connie. "We hunted, fished, camped, boated, rode dirt bikes and just generally liked everything outdoors. In the early '80s we made several visits to the mountains of northeast Georgia, and simply fell in love with the area—its lakes, rivers and streams and the sprawling Chattahoochee National Forest that surrounded everything. The towns were small, rural, quiet and peaceful. It was a region that lent itself perfectly to the outdoor lifestyle we loved so much."

"But one thing the area didn't have," adds Dennis, "was a really good sporting goods store. We saw that as our opportunity."

With 12-year-old Kevin in tow, Dennis and Connie Sullivan came to Clayton, Georgia in 1981 to open a full-line sporting goods store, specializing in guns, archery and fishing. Dennis was a gunsmith and had hunted and fished all his life. He had also been an archer from a very early age. Son Kevin was taking after his father, and had recently developed an especially keen interest in archery.

By Bill & Sherry Krenz with Interviews by Danny Farris





Dennis and Connie Sullivan moved from Florida to the mountains of northeast Georgia in 1981 to start Sportsman Supply, a full-line sporting goods store specializing in hunting, fishing and everything for archers and bowhunters. They owned and operated that retail store for over ten years, learning the sporting goods business from the ground up.

learned firsthand about the role that quality plays in a product selection, and how that quality relates to customer approval. We learned about ordering and about shifting consumer demand. We learned about listening to your customers to track demand. And we learned about the need to promote what

"Our store, Sportsman Supply, wasn't the largest in Georgia by any means, but it was extremely well-stocked," says Connie. We carried guns, ammo, fishing tackle and bait, all manner of hunting gear, and everything for the archer and bowhunter. In fact, archery became our special passion. We set up an outdoor archery range next to the store with targets out to 50 yards, and we began actively promoting archery and bowhunting to the surrounding area. There was no local archery club, so we helped start one. We helped the club develop outdoor and indoor ranges. When 3D came along, we got everyone involved in that.

"Dennis and I became increasingly active in archery tournaments far and wide. Together, we won many state and regional archery titles. At one point, Dennis was the Georgia state champion five years in a row."

"We learned a lot owning and operating our own sporting goods store," states Dennis. "Connie and I had met years before when we were both working for Sears, so retail was no stranger to us. But actually owning your own store was a whole lot different. We learned about customer service and the importance of customer satisfaction. We

you offered. Those were enjoyable years for us."

In 1986, the Sullivans added another chapter to their business development.

"That year we got into what amounted to manufacturing almost by accident," says Connie. "We were very involved in the local archery club, and I always seemed to be the one selected to obtain the trophies for the tournaments. There weren't any trophy shops around, and I always had to drive quite a distance to get what we wanted. So Dennis and I opened Mountain Trophies, and it quickly became a hit in our rural community. The Little Leagues and even the schools came to us for trophies. We ordered parts, and did a lot of engraving and assembly. The trophy business helped to pick up some of the slack time in the retail store."

That unassuming move into trophies was to lead the Sullivans even deeper into the world of manufacturing.

"Through Mountain Trophies, we met and became friends with a customer named Dick Frye," adds Dennis. "Dick and I were both interested in machine shop operations and Dick had a manufacturing background. Dick also happened to be neighbors with John Musacchia Sr., the founder of Muzzy Products. Dick knew that Muzzy was looking for someone to manufacture various components for their broadheads, and he hooked us up with Musacchia. We met and discussed what was needed. Then Kevin and I put our heads together and we designed the necessary machinery to manufacture exactly what Muzzy required. Dick Frye was very instrumental in getting us started."

"Dennis and Kevin have always been very mechanically inclined," Connie inserts. "Dennis could fix

anything and Kevin was completely rebuilding motorcycles and cars before he was out of high school. When they start talking about a motor or a machine, and the improvements they have in mind for it, it's almost like they have their own language."

"We did such a good job for Muzzy," inserts Dennis, "that they continued to give us more and more work over the years. During that time, we honed our manufacturing processes to ensure quality and consistency. The years we produced for Muzzy were very beneficial."



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The Sullivans' serious launch into manufacturing began in the basement of their home, where they developed all sorts of specialized equipment and machinery to produce quality broadhead components for various archery companies. In those early days, utilizing every square foot of available space was crucial.

that it was crucial that we develop something that was superior. We didn't want to offer just another me-too broadhead. That would have been too easy.

From 1987 through 1999, the Sullivans expanded their manufacturing capabilities as they continued to work as independent manufacturing contractors for Muzzy. They also branched out to manufacture components for other broadhead companies, sight companies, screw-machine houses, medical supply houses and testing-equipment houses.

By the early 1990s, Connie and Dennis were a busy couple. They owned and operated Sportsman's Supply, operated Mountain Trophies and managed a booming manufacturing concern.

"Something had to give," says Dennis. "The days weren't long enough and we were pulled in too many directions."

After much soul-searching, the Sullivans decided to devote their full energies to the manufacturing side of their business.

"In 1992, we sold the retail store and the trophy business," says Dennis. "Then we built a new manufacturing facility and jumped into that world with both feet. The building we put up was so large that we figured we'd never fill it. Things went exactly as planned for quite a few years.

"By the late 1990s, we were beginning to see that Muzzy, which was our biggest customer, was moving rapidly toward more in-house manufacturing, obsoleting their need for our capabilities. That caused us to reevaluate what we were good at.

"We concluded that we were very good at manufacturing quality parts and components, particularly broadhead components. We had lots of experience in that area."

Given that changing business climate, their reevaluation of their capabilities and their two decades in the archery industry, it was a natural that Dennis and Connie Sullivan, with help from their now-grown son Kevin, would begin formulating plans for their own broadhead company.

"We knew that to make things work, we would have to come up with our own broadhead design," says Kevin. "We all felt

We wanted something innovative and unique."

"For some time," Dennis remembers, "Kevin had been bouncing various ideas off of me for a superior broadhead. Late one Friday evening, Kevin called and rattled off his latest design idea. We batted the concept around, but eventually decided that what he was proposing would prove much too difficult to manufacture. We had no sooner hung up and I had gone back to what I was doing, when Kevin called again. He had a new idea."

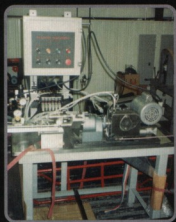
"My new idea was based on building a broadhead that would tightly

capture the blades inside the ferrule with a clamping action that would also force all of the components together in perfect alignment," says Kevin. "I knew this one would work, and we could build it."

At the time, Kevin was managing his own wood-floor finishing business, a business he had started when he was 19 years old. The very next morning, Kevin was in the Sullivan plant, making prototypes.

"In the following months," says Kevin, "Dad and I worked on refining the concept I had come up with. The basic idea, which we took to calling the Innerloc Broadhead, involved blades which were angled at the base to lock into the broadhead. But that was just the start. The tip and the broadhead body came together with opposing bevels that caused a clamping action to occur so that all of the components were forced into true alignment as the tip was tightened in place. Those opposing bevels aligned everything perfectly, and that delivered unprecedented consistency and accuracy from one Innerloc broadhead to the next. The other huge innovation involved was the long steel shaft that extended from the base of the tip all the way through the body of the broadhead to

As their manufacturing capabilities grew, the Sullivans eventually moved out of their basement and into a new building that they constructed for that purpose. In that new building, they continued to manufacture quality broadhead components, but also began producing medical rehabilitation frames and custom machinery for other manufacturing companies.



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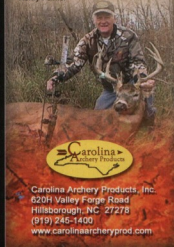
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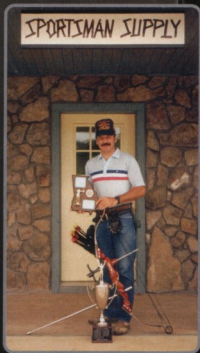
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In the late 1980s, Connie and Dennis Sullivan were deeply immersed in archery. They helped start a local archery club and competed in local, state and national tournaments far and wide. At one point, Dennis was the Georgia state archery champion five years in a row.

the base of the head. Most conventional broadheads feature a steel tip mounted onto a softer aluminum ferrule. When those broadheads impact something hard, like bone, the aluminum ferrule often bends and penetration is severely reduced. With the Innerloc design, all impact energy is transferred down the length of the internal steel shaft to the base of the broadhead and the arrow shaft. In that process, the ferrule stays straight and strong, and penetration is actually improved. It's also why Innerloc broadheads are so durable."

In 1995, the Sullivans applied for a patent on their Innerloc broadhead concept. For the next year and a half, they worked tirelessly to further refine the broadhead's basic design and close in on proper weights, dimensions and their manufacturing processes.

"When we were finally ready to begin producing Innerloc broadheads," Connie recalls, "the designs were finalized, lots of testing had taken place and the new, specialized Innerloc machinery was up and running. That's when we realized just how much more we had to do. What was left were things that we had absolutely no experience with. On that list was creating a marketable company logo, deciding on product colors, designing and ordering packaging, coming up with a multi-tiered pricing schedule, figuring out where and how to get bar codes, creating a website and developing a comprehensive marketing, advertising and sales campaign."

In January of 1997, the Sullivans attended their very first archery trade show.

"We had never exhibited at a show like that before," says Kevin. "To say that we were nervous would be an understatement. We didn't really know what to expect. We wondered how other broadhead manufacturers would view us. Would they be friendly or confrontational?"

"What we quickly learned, however, was that the archery industry is mostly a pretty friendly place," says Connie. "No one likes more competition, but dealers and other exhibitors mostly welcomed us. There was a lot of



interest in our new broadheads and the advantages they offered. That helped. Just like in retail, offering quality products legitimized what you were doing and represented the first step in customer satisfaction. Today, many of our competitors are now our dear friends."

Kevin sold his wood-floor finishing business long ago and joined his parents fulltime in the broadhead business. Dennis is president of the company. Kevin is vice president, Connie is operations manager and Norma is in public relations. Today, Sullivan Industries offers a full line of broadheads and a new lineup of bowfishing products. The huge building they put up in 1993—the one so big they'd never fill it up—is now bursting at the seams. And as this story is being written, that building is being expanded significantly.

"Today, we offer 26 different Innerloc broadhead models," says Connie. "There are 2-, 3-, 4- and 5-blade models in a wide variety of weights, from 75 to 145 grains. In other words, there's a tough, accurate Innerloc broadhead for everyone."

"For some years," adds Kevin, "we held off in offering an expandable Innerloc broadhead, even though we knew the market wanted it. That's because we wanted to get it right. We wanted something that was going to be better—some-

thing that would address the problems long associated with expandable heads. We worked and worked on that. It would have been much easier to have simply offered another rubber-band-type, flopping-blade expandable. But we wanted something superior.

"Real innovation doesn't just happen, and it can rarely be forced or rushed. Eventually, in 2004, we introduced the Innerloc EXP, an expandable broadhead with clear advantages. There are no rubber bands or O-rings to fail on the Innerloc EXP! Instead, we created Cliploc Blade Control. Cliploc preloads a carefully calculated amount of tension that holds the blades in place when closed or open. It also features a cutting tip that projects out in front of the closed blades to combat the tendency of some expandables to jack-knife upon angled impact. At the back of the Innerloc EXP, a reversible collar allows the archer to set the broadhead's cutting diameter to either 1 1/8 or 1 1/16 inches, depending on the bow, the archer and the game pursued. Blades can be quickly changed, and practice blades that won't cut up your practice target are available."

Sullivan's newest broadhead innovation is the amazing Stainless Extreme.


"We clearly saw that more and more bowhunters were


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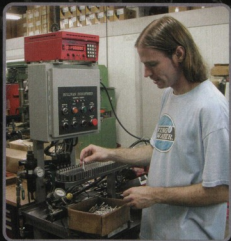
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Below: Sullivan Industries' J.O. Ramey adjusts a computer-operated CNC machine in the Sullivan facility. This machine is capable of making many of Sullivan's components.

Right: Josh Owens loads ferrules into an automated slotting machine that was designed and built by Sullivan Industries.



opting for shorter, tougher, more accurate broadheads, particularly with especially fast bows," details Kevin. "By going to a shorter broadhead, we were able to utilize different materials, namely super-strong stainless steel, for every part of that

broadhead. The new Sullivan Stainless Extreme is 100-percent stainless steel. That makes it one of the strongest, best flying and penetrating broadheads ever offered."

"Another expansion that we are extremely proud of," says Dennis, "is the work that we did recently with Hoyt to help them develop their exceptional Fuse line of broadheads. They're great people to work with and we're honored to be a part of that."

In 2006, Sullivan Industries debuted an all-new lineup of innovative Innerloc bowfishing points and arrows.

"I've been avidly involved in bowfishing since I was about 10," says Kevin. "In all that time, I've been generally dissatisfied with every bowfishing point I've ever purchased. Most blew too big a hole through the fish and didn't hold well enough. The basic idea for a superior fish point came when we were developing the Innerloc EXP expandable broadhead and grew into the Innerloc Grapple Fish Point.

"The Innerloc Grapple offers several advantages over conventional fish points. The Grapple delivers exceptional accuracy, deep penetration through water and fish, and very little initial damage to the fish as the arrow passes through, at which point it offers extreme holding power. The Innerloc Grapple also solves the problem of tips vibrating loose on fish arrows in boats. Motorized boats set up a lot of vibration, and that vibration quickly loosens most bowfishing points on most fish arrows. The Grapple features a vibration-dampening polyurethane insert located inside of the point's tip that locks the tip in place on the point.

"To go with the Innerloc Grapple fish point, we developed three new fish arrows. The Glass Max is a quality fiberglass fish arrow. The Glow Max is a glow-in-the-dark fish arrow designed for night fishing. The new Hybrid Max is essentially a fiberglass shaft bonded inside of an aluminum arrow shaft, and the result is an ultra-durable fish arrow designed for maximum water penetration for deeper shots and bigger fish."

For 25 years, the Sullivan family has operated a business centered on



Above: Jeremy McCoy inspects Innerloc broadhead tips as they come off one of Sullivan's custom-built, tip-producing machines.

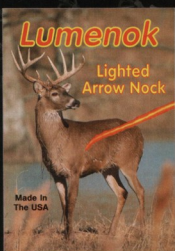


Left: Maghon Boissonneault (front) and Sandra Berry ensure that the packaging of Sullivan products is perfect.

offering quality archery products. They started in retail, learning the industry from the ground up. They slowly transitioned into manufacturing components for other archery companies, and eventually into the design, manufacturing, marketing and selling of their own archery products. They've done it all.

"I suppose that if we were forced into outlining the keys to our success, particularly in manufacturing," says Connie, "we'd put innovation, quality and customer service at the top of our list. Everything starts with an idea for a better product—something that offers genuine advantages over the competition. Next comes quality. Products must be made with the best materials, the best workmanship and the best quality control. And finally, there's customer service. The products must be backed with friendly, helpful customer service and support."

The Sullivan family has long been in the business of delivering customer satisfaction. At the core of their success are indeed products that offer real advantages to their customers. Those products, and this company, are something superior. For more information, Circle #114 or call Sullivan Industries at (706) 782-5863.



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