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VOLUME LXX



added to the McSAM line up.

They include Custom Builder

of the Year and Remodeler of

Achievement Awards, which

are non-judged volume-based

recognitions, have been made

in six dollar volume categories

ranging from \$5 million to

trainer and sales coach Chad

Sanschagrin will be this year's

master of ceremonies. His

experience as a top-rated sales

professional for a national

homebuilder and overcoming

personal challenges inspired

him to develop effective train-

ing programs to help others

Executive leadership

over \$45 million.

More than 50 Sales

the Year.



Dallas Builders

BRIEFLY

The Multifamily Builders Council will feature Craig Johnson with Collin College at its April 4 lunch meeting. <u>RSVP</u>. The Dallas Division returns to Maggiano's at NorthPark Center for its April 6 lunch meeting. The program features a vendor panel. <u>RSVP</u>.

Learn to maximize your membership at the New Member Welcome Breakfast April 11. This free event is presented by StrucSure Home Warranty. <u>RSVP</u>.

Join the Young Professionals April 11 at 6 p.m. as they go onsite to the Collin College Technical Campus to learn about the school's construction management program. <u>RSVP</u>.

Dallas City Council member Cara Mendelsohn will present the program at the April 19 Professional Women in Building luncheon. <u>RSVP</u>.

McSAM Awards finalists revealed; awards gala tickets now available

<u>Finalists</u> have been announced for the 2023 Mc-SAM Awards presented by StrucSure Home Warranty. The awards gala will be held on Saturday, April 22, at the Statler Hotel.

Tickets are on sale now at <u>DallasBuilders.org</u>. Tables of 10 ae also available.

Awards will be announced in almost 70 categories, including two People's Choice Awards for Community of the Year and Builder of the Year. Approximately 350 entries were received this year.

New this year, several categories previously exclusive to the ARC Awards, were

Make the most of your member listing

The centerpiece of the Association's consumer website, <u>DallasBuilders.com</u>, is an interactive builder search tool that allows visitors to find Dallas BA members in the area, price point and style they are looking for. Thousands of potential homebuyers are visiting DallasBuilders.com each month. In this video, Scott Roberts of Creative Architects helps you make the most of your listing by explaining how to add a logo, search filters and more. succeed in their professional and personal lives. Sanschagrin founded Cannonball Moments, whose mission is to positively con-Continued on page 8

April 2023



Productive Rally Day Held March 29 Dallas BA members with Rep. Brian Harrison at the TAB reception following Rally Day. Rep. Harrison is the son of Dallas BA Past President Ed Harrison. Details inside.



The HomeFront Government Affairs News and Info

Dallas BA Tells State Legislators to Protect Texas Housing

The Dallas Builders Association journeyed to Austin and the Texas Capitol on March 29 as part of the Association's Rally Day. Joining other HBAs from around the state, the message to our Texas Legislators was clear; Protect Texas Housing.

The Dallas BA service area includes the districts of a quarter of the members of the Texas Senate and one-fifth of the Texas House. As priority bills of the Texas Association of Builders (TAB) and the Dallas BA have recently begun hearings, including two on Rally Day, the show of economic strength our members provided was as important as ever.

Association members and staff made the Representatives and Senators aware that as Texas experiences unprecedented growth, the demand for housing at a price that families can afford must be considered by policy makers. And the economic benefits that new home construction and remodeling brings to the state cannot be ignored. Homebuilding provides \$71.5 billion and 758,000 jobs in Texas annually.

Several needed pieces of legislation were the centerpiece of Rally Day conversations. Legislators were made aware of needed updates and reform to the Residential Construction Liability Act and the Statute of Repose so that construction defect disputes can be resolved, costly litigation avoided, and home builders who provide a strong written warranty have further protection from frivolous lawsuits. Dallas BA also asked state legislators to support legislation that ensures municipal and county development inspection fees are calculated in a manner consistent with the Texas Constitution and another that provides changes to the current building permit approval process timeline statute to protect homeowners from costly delays.

Just as important was the Association's request that legislators oppose efforts that will negatively affect housing affordability and attainability through restrictive, unnecessary, and burdensome land-use and housing policies that would be an overreach by government.

Rally Day participants had the opportunity to attend the opening of Rally Day on the Capitol steps and hear comments from Texas Land Commissioner Dawn Buckingham. Dallas BA was also joined by the Greater Fort Worth Builders Association for some lunch and fellowship before heading into the afternoon's meetings.

A special thanks to our Dallas BA Rally Day Partners, listed below.

Thank you to all of our members who participated in Rally Day.

Advocacy Efforts Here in the Region Along with the mad dash to get needed legislation passed in Austin, is



HOME BUILDER Dallas Builders www.DallasBuilders.org

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BARCIE VILCHES, Editor

the hectic municipal election season that Dallas BA has been monitoring even before filing deadlines earlier in the winter.

There are multiple key races for city council seats where our industry needs to weigh in. From Dallas to Denton to Collin County and elsewhere, elections will happen in early May that will impact how local regulations are

decided on home building.

David Lehde Director of Government Affairs

Members who have not done so already, can participate in the advocacy process via participation in HOMEPAC of Greater Dallas, the non-partisan action committee made up of Dallas BA members.

Members with questions can contact the Director of Government Affairs at David.Lehde@DallasBuilders.com.











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SOLARB RD.

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COOLER ATTIC. COOLER HOUSE.

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Milestone Anniversaries



A.A. Porter Lighting Fixture Co. – 75 Years Cole Talley with A.A. Porter Lighting Fixture Company Inc. accepts a Membership Milestone plaque commemorating 75 years of continuous membership in the Dallas BA. A.A. Porter is the Association's third longest tenured member.



John Lively & Associates – 25 Years

John Lively and Raven Hayes with John Lively & Associates proudly display their 25-year Membership Milestone Award.

D Magazine – 25 Years

Dallas BA Executive Officer Phil Crone presents a 25year Membership Milestone plaque to Christine and Gillea Allison with D Magazine in recognition of continuous membership in the Associa-

> **40 Years** Sumeer Homes, Inc.

35 Years Hillwood Communities

25 Years IronWood Connection

20 Years Bailey Family Builders



10 Years Snavely Forest Products

5 Years J. Anthony Custom Homes J. Anthony Custom Homes - Michelle Prutch J. Anthony Custom Homes - Jennifer White First National Bank Mortgage McCraw Oil & Propane Troy Miller Custom Homes



Services held for Blake Christie

Services were held March 24 for Dallas BA member Blake Christie of Christie Homes, who was killed March 17 after the plane he was piloting crashed in Lubbock. He was 26.

In lieu of flowers, his family requests that memorials be made to Blake Christie's Flight Scholarship (c/o City Bank, 5219 City Bank Parkway, Lubbock, TX 79407) to assist in training future pilots.

"Following Blake's sudden and tragic passing, I've heard from several industry professionals who were close to him and had the utmost respect for him and his family who build homes in several parts of the state," said Dallas BA Executive Officer Phil Crone.

"That's a testament to the impact he was making personally and professionally and his promising career that was sadly cut short. The Dallas BA is collectively praying for the Christie family and hope they can find peace and comfort during this incredibly difficult time."

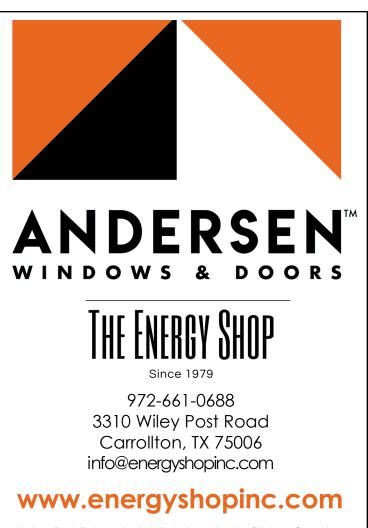
Blake had many passions; one was flying.

He received his pilot's license when he was 16. He flew "Old Blue" anywhere and everywhere.

Another passion was building houses. He built his first home in 2015 as a senior in high school. He started Christie Homes later in 2016 where he built in Lubbock and then moved his business to Lavon in 2021.

Blake was an outdoor enthusiast, enjoying water skiing, snowboarding, fishing and hunting.

Survivors include his wife, Brittany Christie, and their son, Briggs.



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Upcoming Classes: Spring Presented by STRUCSURE

Certification Class: Marketing and Sales for Building Professionals -April 5

This course provides an overview of the many types of marketing and sales tools to help build a unique brand and positive reputation. It includes exclusive resources for learning more about the sales and marketing techniques described.

This course is required for the CGB and CGR professional designations.

Time: 9 a.m. – 4 p.m.

Cost: \$199 Member/\$299 Non-Member

Hvbrid

Instructor: Tim Lansford, CGB, GMB, CGR, CGP, CAPS, CGA, CSP, CMP, MASTER CSP, MASTER CGP, MIRM, Blast Seminars and Luxury Homes of Texas.

Register for Marketing and Sales for **Building Professionals.**

LEADERS Program - April 12 -Dec. 13

Registration for the DBA LEAD-ERS program will close soon, with only 20 students accepted. The program helps members advance their career by learning and utilizing key leadership skills. This comprehensive yearlong program is aimed at advancing industry leaders throughout the DFW metroplex and is designed for all levels.

Over the course of 10 months, participants will attend monthly sessions focusing on cultivating leadership traits and applying this knowledge to daily business operations.

Topics to be covered include project management, spokesperson training, team leadership, communication techniques and precision thinking. Participants will learn everything from critical path analysis to overcoming presentation anxiety to effectively dealing with conflict.

The program will feature guest speakers throughout several sessions.

Time: 10 a.m. to 3 p.m.

Cost: \$795 Member/ \$995 Non-Member.

Facilitator: Tim Lansford, CGB, GMB, CGR, CGP, CAPS, CGA, CSP, CMP, MASTER CSP, MAS-TER CGP, MIRM, Blast Seminars and Luxury Homes of Texas. Registration and details.

Certification Class: Basics of Building Professionals - April 26

Learn about the residential construction process from the ground up. Those in housing and constructionrelated fields will learn what it takes to build or remodel a home. With that knowledge, you will learn how to build more effective and profitable relationships with the builders and remodelers you work with.

This course is required for the CGA, CGP and Master CSP professional designations.

Time: 9 a.m. – 4 p.m.

Cost: \$199 Member/\$299 Non-Member

Hybrid

Instructor: Tag Gilkeson, CAPS, CGA, CGB, CGP, CGR, CMP, CSP, GMB, Master CGP, Master CSP, Tag & Associates. LLC.

Register for Basics of Building

@ProjectSite Series: Luxurious Outdoor Rain and Shading Solutions for High-End Residential Projects - April 27

This class and tour will examine the different motorized rain and solar protection options available to home builders. Discuss new design trends used to expand the outdoor living



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experience and associated health benefits. In addition, learn how to select the right solution for the task including basic pre-construction planning.

Time: 10 a.m. to 1 p.m. Cost: \$35 Member/ \$55 Non-Member. Register for Luxurious Outdoor Rain/ Shading Solutions.

Certification Class: CAPS I - Marketing & Communicating with the Aging in Place Client - May 2

Millions of Americans are living longer and more active lives. Because they are embracing newly found and changing lifestyles, they need to revitalize their home environment. This course equips participants with the knowledge and tools to effectively market and sell services to the agingin-place (AIP) market.

Time: 9 a.m. to 4 p.m. with lunch provided

Cost: \$199 Member/ \$299 Non-Member.

Hvbrid Master Instructor: Donny Mack, CAPS, CGP, CGR, GMB, Beaver

Builders Register for CAPS I.

Certification Class: CAPS II - Design Concepts for Livable Homes - May 3

This course enables participants to identify common challenges and understand attractive design concepts that create a safe and comfortable environment for clients who want to age in place (AIP) as well as individuals who have a condition that requires home modifications oraging-in-place (AIP) market.

Time: 9 a.m. to 4 p.m. Cost: \$199 Member/ \$299 Non-Member. Hybrid Master Instructor: Donny Mack, CAPS, CGP, CGR, GMB, Beaver Builders

Register for CAPS II.

Certification Class: CAPS III - Details & Solutions for Livable Homes - May 4

This course builds on the CAPS I & II courses by introducing design solution techniques, innovative products and best practices for product installation for CAPS professionals to use when creating livable spaces in

which to age in place. Participants will engage in hands-on activities from real case studies to apply material learned in all CAPS courses.

Time: 9 a.m. to 4 p.m. Cost: \$199 Member/ \$299 Non-Member. Hybrid Master Instructor: Donny Mack, CAPS, CGP, CGR, GMB, Beaver Builders Register for CAPS III.

REGISTER FOR ALL 3 CAPS CLASSES AT A DISCOUNT

Building a Better House Series: Energy Code Training - June 15

Learn about a new opportunity to comply with the Texas Energy Code The HERS® Index. HB 3215 updated the state's universal energy code compliance pathway to allow builders to use the HERS Index (in addition to 2018 IECC backstops) for energy code compliance across the state, in lieu of the state energy code or any stretch code adopted by municipalities. This one-hour class will teach you what HB 3215 means for Texas building professionals

Time: 11:30 a.m. to 1:30 p.m. Cost: \$35 Member/ \$55 Non-Member. Register for Energy Code Training.

Certification Hybrid Class: Understanding Today's New Home Buyer - June 21

This course will explore the dynamics of personalities, generations, cultures, and their relationship to today's home buyer. It will examine how different buyer profiles choose to look for new homes all the way to making their home buying decision.

This course is required for the CSP professional designation.

Time: 9 a.m. to 4 p.m. Cost: \$199 Member/ \$299 Non-Member.

Hybrid

Instructor: Tim Lansford, CGB, GMB, CGR, CGP, CAPS, CGA, CSP, CMP, MASTER CSP, MASTER CGP, MIRM, Blast Seminars and Luxury Homes of Texas.

Register for Today's Buyer.

IMPORTANT: Certification classes require 48-hour advance registration. If you plan to attend in person you will need to bring your laptop and charger, no exceptions.



Parade of Homes[™] set for May 6

The Dallas Builders Association will hold a one-day Parade of Homes[™] May 6, showcasing highend custom homes in the Dallas area. Featured homes are situated in several neighborhoods in Dallas, including Preston Road North Estates, Bluffview, Preston Hollow, West Highland Park,

"Each home in this scattered site tour will be fully decorated and landscaped, featuring the very finest in innovative home building and custom craftsmanship," said Dallas BA President John Porizek of M/I Homes of DFW. "Visitors will be able to tour these luxury homes, experiencing state-of-the-art technology, energy efficiency and architectural design."

The Parade benefits Operation Finally Home, which provides custom mortgage-free homes to combat wounded U.S. military veterans. The Dallas BA's eighth Operation Finally Home project was recently completed in Irving for U.S. Navy Corpsman Luisa Velez and her son. A ninth project is in the planning stages and will also be built in Irving.

Participating builders are Alexander Hunt Distinct Homes, Classic Urban Homes, Keen Homes, R.A. Millenium Properties and Richard Miller Custom Homes. A sixth builder is expected to be added to the line up.

Architectural designs showcased at the Parade are a mix of modern and transitional styles.

"Today's homeowners desire a balance between large open spaces with lots of glass connecting the indoors to the outdoors. Outdoor living spaces are also a hot item in today's designs," notes Parade Chairman Mark Alexander of Alexander Hunt Distinct Homes. "This is a universal theme throughout these homes."

The Parade will be open May 6 from 10 a.m. until 5 p.m. Tickets are



Included in the 2023 Parade of Homes will be this 3,135-sq.-ft. midcentury mopdern design built by Classic Urban Homes.

now on sale and are \$25 for ages 12 and older and are available at <u>Parad-eofHomesDallas.com</u>.

Helvex, a leading manufacturer of high efficiency bathroom and kitchen fixtures, is a Parade partner. Other Parade <u>partnership opportunities</u> are available.

Volunteers will also be needed to help our at each home during the event.





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Nebraska Furniture Mart hosts After Hours



Cole Baker, Grand Openings, wins a KitchAid stand mixer, presented by host Casey Anderson of Nebraska Furniture Mart.



Justin Waggoner, iFoam Insulation of Denton, win an Oriental rug.



Casey Anderson presents Gail Murphy, Wynne/Jackson Inc., with her door prize: a 72" LG OLED TV.



Jake Murillo, V Luxury Homes, is happy to have won a bathroom vanity.



Casey Anderson of Nebraska Furniture Mart congratulates Emilie Thalacker, Pella, who won a denim area rug.

NFM's Casey Anderson presents guest Clint Eastep, Arrow Building Solutions, with a JBL Bluetooth

Andre Shelokovskiy, 360 Painting,

Dennis Jaqlinski, N3 Luxury Liv-

ing, with his prize: a JBL Party-

Box1000 Bluetooth speaker

speaker.

wins wall art.



Jesus "Zeus" Fajardo, Zeus Demolition & Hauling, is delighted with the KitchenAid Mixer he won at After Hours.



Manuel Duran, Stair Solutions, is also the winner of a KitchenAid Mixer during door prize drawings held by Casey Anderson of NFM.



Meagan Barron, Fairway Independent Mortgage, wins a gift basket.



Denver Brown, 360 Painting, also wins a Bluetooth speaker.



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⊘ AVOID THE COURTHOUSE

Rich Buquet, Habitat for Humanity, wins camp chairs & an Odyssey portable grill

Chad Sanschagrin to emcee McSAM Awards

continued from page 1

tribute to the well-being of others by helping them reach their potential so they can invite and welcome an abundance of love, health, success, and joy into their lives.

He has delivered keynote presentations at over 400 events in more than 40 states and seven countries. He is currently writing his first book.

Partnership opportunities are available starting at \$500 and up to \$5,000.

Market directly to decision makers including volume builder CEOs, division presidents, custom builders, remodelers, and sales and marketing



Chad Sanschagrin

professionals.

Contact Dallas BA Director of Meetings and Events Misty Varsalone, 214-615-5012, for partnership information.

Dallas BA welcomes Kris Cox to staff team

Kris Cox has joined the Dallas BA staff as an administrative assistant. She will manage the Association's membership database including adding new members, making profile changes and running reports.

Kris is also responsible for general office duties including answering phones, ordering supplies and assisting with class/event registrations. She will prepare new member welcome packets and renewal certificates.

Before relocating to the DFW area, for the past 15 years, Kris and her husband Kyle owned their own design/ build custom home company in the Texas Hill Country, where Kris was the office administrator and bookkeeper.

She holds a degree in exercise and sports sciences from Texas Tech University. Kris worked in the fitness industry until the family moved to Boerne, and her husband needed help in his office. She soon realized that her organizational skills and love for numbers were exactly what was needed to build the company.

Their two children also graduated from Texas Tech, and now live in Plano. Their son, Keaton Cox, is a civil engineer with Dallas BA member Kimley-Horn and Associates, Inc.

Kris grew up in Lubbock, the oldest of four girls (her sisters are triplets). She enjoyed watching the Dallas Cowboys with her dad every Sunday, and going deer and elk hunting in Colorado. She escapes to the Colorado Rocky Mountains as often as she can. She enjoys spending time with her husband, exploring all of the good Mexican food restaurants in Dallas.



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Langford Custom Homes Ben Langford 972-835-0706 **BUILDERS - RESIDENTIAL** Spike: Lupe Garcia, Lone Star Framing & Construction, LLC

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Hoffmann and Reynolds Earn Spike Awards

Congratulations to two Dallas BA builder members who have earned Spike Club awards for membership recruitment. Alan Hoffmann, left, with Hoffmann Homes has reached the Green Spike level for bringing in 50 new members, and Kelly Reynolds with Keen Homes is the Association's newest Life Spike. He has recruited and retained 25 members.

Construction Monitor				Single Fam Year-to-Date Builder		
			1 Highland Homes	126	\$51,379,967	
Dallas Building Permit Summary				2 M/I Homes	79	\$35,982,076
Year-to-Date 03/22/2023				3 Landon Homes	64	\$23,421,700
Residential	Permits	Value	Units	4 Trophy Signature	67	\$22,371,906
Single Family Homes	1,950	\$667,001,486	1963	5 Bloomfield Homes	58	\$20,739,315
Duplexes & Twin Homes	54	\$14,188,454	108	6 First Texas Homes	58	\$20,283,099
Apartments & Condos	68	\$187,563,235	2157	7 K Hovnanian Home		\$17,687,775
Other Residential Structures	93	\$5,768,261	0	8 Lennar Homes	79	\$16,646,158
Swimming Pools & Spas	418	\$27,723,512	0	9 Tshh LLC	33	\$12,135,092
Garages & Carports	36	\$3,127,402	0	10 CB Jeni Homes	25	\$10,755,282
Res Rmdl, Addn, Int Fin	677	\$42,531,689	0	11 American Legend	18	\$10,393,724
Reroof Residential	157	\$7,971,930	0	12 J Anthony Propertie		\$10,120,791
Total Residential Const	3 453	\$955 875 968	4 228	13 David Weekley 14 LGI Homes	23 56	\$9,930,850
Total Residential Const	3.403	aabb.675.806	N.220		29	\$9,915,670
				15 Pulte Group 16 MHI Partnership	29	\$9,713,045 \$8,726,495
				17 Dr Horton-Texas Lto		\$8,726,495
Delles Delletes Dennik Ommersen				18 Drees Custom Hom		\$8,639,975
Dallas Building Permit Summary				19 Hallmark Land	16	\$8,464,987
Week 12 - 03/16/23 to 03/22/23 (permits over \$20,000)				20 Taylor Morrison	17	\$8.397.314
Residential	Permits	Value	Units	21 D R Horton Texas L		\$7,487,830
Single Family Homes	115	\$33,320,945	115	22 Pulte Homes	25	\$7.004.112
Demolition	23	\$34,400	0	23 Toll Brothers Inc	11	\$6.291.850
Grading & Dust	3	\$20,000	0	24 Grand Homes	15	\$5,682,282
Footing & Foundation	50	\$414,019	0	25 Beazer Homes	13	\$5,650,200
Duplexes & Twin Homes	16	\$3,330,000	32	26 Toll Southwest Llc	10	\$5,642,175
Other Residential Structures	10	\$716,688	0	27 Meritage Homes of	16	\$5,452,300
Swimming Pools & Spas	31	\$1,590,700	0	28 History Maker Hom	es 17	\$5,274,320
Garages & Carports	2	\$167,000	0	29 Tradition Homes	7	\$5,065,321
Res Rmdl, Addn, Int Fin	64	\$3,585,136	0	30 Perry Homes	10	\$4,742,125
Reroof Residential	24	\$744,474	0	31 Shaddock Homes	13	\$4,398,453
Total Residential Const	338	\$43,923,360	147	32 Hamra Homes LLC	11	\$4,395,738
				33 Oak National Holdin	as 21	\$4,203,865



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STAY FOCUSED

HOME OF THE WEEK ACCEPTING SUBMISSIONS

The Home of the Week presented in partnership with The Dallas Morning News, is open to multifamily builders and land developers in addition to single-family builders. The feature will highlight homes (in all stages of completion), apartment/condo complexes and master-planned communities. These projects will be promoted in both the print and online Dallas News, on DallasBuilders.com and on social media.

This service is FREE to Dallas BA builder members.

Open to Multifamily Builders and Land Developers

dates May - July

Currently filling feature

INTERESTED? Contact Holly Pemberton at 214-624-3176 or Holly.Pemberton@DallasBuilders.com







SEVEN REASONS YOU NEED TO UPDATE YOUR PROFILE NOW The centerpiece of the Association's consumer website. DallasBuilders.com, is an interactive builder search tool that allows visitors to find Dallas BA members in the area, price point and style they are looking for. Thousands of potential homebuyers are visiting DallasBuilders.com each month (almost 7.000 in January). Make sure you get seen.



Builder Search



Add a Company Description



Let people know all about your company and the products and services you offer by adding both short and long descriptions in your Member Profile. The short description shows up on the search results page and the longer one is visible when someone clicks on your listing

IMPORTANT! Unless you have entered your information on cities, type of construction, price range and more whenever a consumer uses these filters in their search, you won't show up.



Help Visitors Find You



When your website is added to your Member Profile a live link will show up on your listing. And don't forget to add social media links and as many key words as you want. These are used when a visitor uses the Advanced Search option.





Add Your Logo

Your logo is your company's brand, so it's important that you display it as often as you can. When you add your logo to your Member Profile, it shows up on the search results page and draws visitors





Add Photos



Give visitors a sneak peek of the type of homes you build by adding photos to your Dallas BA Member Profile. You can add up to 10 photos!





It's Easy to Do! And Free!

Simply log in to your member profile to start adding all the elements that will help your company stand out. A step-by-step walkthrough is linked below. Or contact DallasBA staff for assistance





Award Winning Website

DallasBuilders.com is an award-winning website that has received top honors from both the Texas Association of Builders and the National Association of Home Builders



How-To Update Your Member Profile

Sold out Spring State of the Industry Summit features two panels



Dallas BA President John Porizek of M/I Homes moderates a panel of builders and developers: Adam Auensen, Tonti Properties; Adam Lingenfelter, Lingenfelter Custom Homes; Andrew Pieper, Hillwood Communities and Frank Murphy, Wynne/Jackson. Panelists gave an outlook for the reamainder of 2023 and discussed the issues that will define the Dallas area's economy and construction industry in the months to come.



The second panel featured municipal staff Sam Eskander, Dallas; Dustin McAfee, Celina; Scott McDonald, Denton; and Wayne Snell, Irving. Dallas BA Executive Officer Phil Crone, who moderated the city panel, said "Partnerships are critical to working through some of the processes that allow the North Texas area to be the largest housing market in the country."



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