

My thoughts on Tim Brown --

Where do I begin???

So many adjectives to describe Tim it's almost a disservice to begin with any one...they are all equally significant and it would be an injustice to all of them to pick the 1<sup>st</sup> one.

So, I will start at the beginning. The very beginning. Before Tim and I were even thinking about careers.

My father, Horst, graduated from the Faculty of Dentistry at the University of Toronto in 1962 and at that time, Tim's father Roy, had a company to service dentists. Upon graduation, my father bought a practice from a Dr Morton at 1 Bloor St East and Roy outfitted my father's newly acquired practice with cabinetry and a filing system. That was the beginning of a relationship, both professionally and personally, that lasted for over 5 decades.

I remember a party at my parent's house when I was 9 years old that my dad held for colleagues and friends. Roy was there and my dad introduced me to him. I remember feeling somehow special to be included in this group of professionals that had a very congenial and charismatic way about them. Roy shook my hand, made eye contact and made me feel acknowledged, even though I was just a "kid". I never forgot that first meeting with Roy.

Fourteen years later when I graduated in 1978 from the Faculty of Dentistry and attended my first ODA convention, I saw the booth for ROI Corp and recognized Roy who was there. I summoned up my courage to approach him. I introduced myself: "Hi, I'm Walter Vogl", and I didn't need to say anything more. Roy remembered me and extended a welcoming hand. He spoke highly of my dad and at the same time made me feel valued. I will never forget the graciousness Roy had and the fact that he made me feel included in the "dental fraternity" despite being overly wet behind the ears.

Skip ahead over years of practice, from associate, to cost sharing partner, to owner of the dental practice in 2001 (that I started in as the associate in 1979). In 2008, ROI Corp did a Goodwill appraisal of my practice, Goodwill prior to incorporating as a PC. We hadn't met yet, but Tim signed off on the appraisal and that was a glimpse into the future.

In 2019, I began dealing with medical issues that exacerbated through the COVID-19 challenges. I did all that I could to manage the challenges, but I was not able to maintain the cash flow to meet all the practice expenses. In 2020, I realized that it was time to consider selling my practice and continue working as an associate because I could not see a viable solution on my own. I contacted ROI Corp and scheduled a meeting to discuss plans moving forward.

That is when I first met Tim. It was (without exaggeration) a life changing event for me. Tim presented himself with confidence, empathy, professionalism, understanding, affirmation of my accomplishments and a positive energy that allayed my concerns and gave me a vision moving forwards. He quickly appraised the estimated value of my practice with a walk through of the office and asking a few key questions. I was immediately impressed with his style, confidence and a clear understanding of dental practice values based on decades of experience.

Then we started talking about more personal topics: our life dreams, our failures, our values and the importance of family. Then we started talking about family values and how his father and my father had a special relationship that transcended professions and lasted decades and how he and I share the same history.

It is rare to meet someone that shares such similar strong family values, who has yet an undiscovered shared history until a significant life event happens to bring those 2 worlds together. That is what happened on that fateful day when we connected on a professional and human level.

Tim reappraised my practice and listed it on the ROI Corp website in September 2020. Over the next few years, I hired 2 associates and had several offers to purchase. After meeting prospective purchasers and getting patient feedback

regarding treatment by the associates, I was never confident that the associates or potential buyers would keep my dedicated staff and continue the patient centered care that I had established.

Throughout these many engagements to sell the practice and my subsequent refusals to sell, Tim continued to support my decisions (despite losing out on handsome commissions) and basically kept me on track to being true to myself and my values, despite the pressures I felt to sell. He was there for me when I was at my lowest and continued to support me, rather than make his commission, over a period of 4 years.

Tim has proven himself to be a man of virtue, uncompromising ethics, loyalty, expertise in his field, incredible business acumen, supportiveness, accountability and above all integrity in a time when, unfortunately, so many of these values are swept aside in order to profit.

I am forever grateful to have Tim as a mentor, advisor, broker par excellence and having had the patience to continue to put time and energy into selling my practice, years after other brokers would have simply given up. I don't think that Tim even broke even on his broker fees after 4 years of marketing my practice. He was always there for me in my darkest times, always encouraging me and giving me hope, which he ultimately delivered.

More importantly, Tim is the brother that I never had growing up. Words cannot express the gratitude and admiration I have for Tim. He is an Outlier in the very best sense of the meaning.

-- Walter Vogl DDS