

The background is a dark blue gradient with a subtle pattern of small white dots. Overlaid on the left side are several concentric circles and a large circular scale. The scale has numerical markings from 140 to 260 in increments of 10. There are also several circular arrows, some solid and some dashed, pointing in different directions, suggesting a sense of motion or optimization.

Exploiting & Optimizing the Recovery

ACTION for MARKET SHARE GROWTH
Leveraging Analytics for Focus

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We're Beginning The “New Normal”

- market is re-emerging
- “V-shaped” recovery (in most markets)
- certain markets will never fully recover

Unusual Opportunities in Market Disruptions

- effect on downstream customers (in various sectors)
- disruption, market upheaval is realigning the market
- recognize & exploit
- now is the time to be the leader for target accounts

Customer Relationship Value

- identify your platinum account group (use WayPoint segmentation)
- identify target accounts for acquisition
- be ready to shift focus away non-strategic accounts
- focus your organization at all levels
- [Segmentation \(webinar\)](#)

High-Volume Accounts

	Customer	Rev	\$	GP	/inv	Exp		NBC		Type		Invoices		NBC		P2E	Days Since	Act Days
		\$		%		\$	%	\$	%			Total	Losing	realiz	lost			
1	Statoil Marketing & Trading...	800,191	265,750	33.2%	777	117,410	14.7%	148,339	18.5%	HPA	HLA	342	15.8%	89.3%	(17,770)	1.26	2	175
2	I Party Retail Store	1,039,349	133,345	12.8%	488	27,200	2.6%	106,145	10.2%	HEA	---	273	4.0%	82.1%	(23,117)	3.90	1	108
3	Presbyterian Ltc-1 Inc	496,373	135,431	27.3%	961	37,858	7.6%	97,573	19.7%	HEA	HLA	141	12.8%	93.9%	(6,393)	2.58	1	97
4	Ohio Machinery Co	485,156	104,308	21.5%	617	23,628	4.9%	80,680	16.6%	HEA	HLA	169	18.3%	89.2%	(9,763)	3.41	1	111
5	Parker Seal Group	540,933	116,400	21.5%	616	41,439	7.7%	74,961	13.9%	HEA	---	189	25.9%	90.7%	(7,660)	1.81	4	103
6	12th Street Associates LP	868,280	121,147	14.0%	520	50,439	5.8%	70,709	8.1%	HEA	---	233	29.6%	70.0%	(30,275)	1.40	11	125
7	Carland Industries Inc	219,076	78,880	36.0%	857	13,114	6.0%	65,766	30.0%	HEA	HLA	92	4.3%	94.8%	(3,582)	5.02	4	71
8	Private Indstry Cncl of Phila	265,390	79,818	30.1%	605	25,068	9.4%	54,750	20.6%	HEA	HLA	132	62.1%	74.9%	(18,386)	2.18	4	105
9	Uniland Partnership of Del LP	416,423	64,806	15.6%	842	10,852	2.6%	53,954	13.0%	HEA	---	77	10.4%	81.5%	(12,269)	4.97	4	40
10	Raytheon Company	173,862	58,181	33.5%	1,419	7,272	4.2%	50,909	29.3%	HEA	HLA	41	2.4%	86.0%	(8,312)	7.00	18	35
11	Caliber Learning Network, Inc	155,719	59,889	38.5%	1,051	9,956	6.4%	49,933	32.1%	HEA	HLA	57	5.3%	98.0%	(1,032)	5.02	11	48
12	Cadema Corporation	219,866	51,645	23.5%	1,099	7,070	3.2%	44,575	20.3%	HEA	HLA	47	0.0%	96.9%	(1,443)	6.30	11	43
13	Locke Insulators Inc	141,920	53,547	37.7%	878	10,412	7.3%	43,136	30.4%	HEA	HLA	61	13.1%	95.1%	(2,225)	4.14	0	55
14	Kilian Mfg Co	178,355	49,303	27.6%	542	7,810	4.4%	41,493	23.3%	HEA	HLA	91	3.3%	98.4%	(666)	5.31	2	65
15	Dynamics Research Corpor...	323,356	50,553	15.6%	395	10,290	3.2%	40,262	12.5%	HEA	---	128	19.5%	73.9%	(14,236)	3.91	2	72
16	Liberty Mutual Insurance Co	329,020	70,659	21.5%	477	30,430	9.2%	40,229	12.2%	HEA	---	148	25.7%	38.7%	(63,768)	1.32	4	87
17	Disc Graphics Inc	255,636	58,390	22.8%	471	18,874	7.4%	39,516	15.5%	HEA	HLA	124	7.3%	91.3%	(3,787)	2.09	2	87
18	Alstom Signaling Inc	331,545	42,696	12.9%	2,033	7,475	2.3%	35,220	10.6%	HEA	---	21	4.8%	99.8%	(53)	4.71	105	20
19	Premier Seating Company	209,628	58,816	28.1%	503	24,227	11.6%	34,589	16.5%	HEA	HLA	117	29.1%	69.1%	(15,483)	1.43	1	73
20	Kelley Steel Erectors Inc	234,377	53,485	22.8%	332	19,092	8.1%	34,393	14.7%	HEA	---	161	14.3%	75.6%	(11,091)	1.80	2	57
21	Speedimpex U S A Inc	240,558	41,021	17.1%	662	10,309	4.3%	30,712	12.8%	HEA	---	62	21.0%	59.1%	(21,258)	2.98	116	43
22	Equitrans L P	176,222	37,630	21.4%	509	8,335	4.7%	29,295	16.6%	HEA	HLA	74	8.1%	89.9%	(3,281)	3.51	4	52
23	Westover Companies	248,495	53,781	21.6%	270	27,317	11.0%	26,465	10.6%	HEA	---	199	22.6%	67.8%	(12,558)	0.97	4	111
24	North American Fashions Inc	109,418	34,864	31.9%	572	8,662	7.9%	26,203	23.9%	HEA	HLA	61	11.5%	94.6%	(1,500)	3.03	0	49
25	Columbia Communications...	220,224	30,259	13.7%	3,362	4,914	2.2%	25,344	11.5%	HEA	---	9	0.0%	78.2%	(7,053)	5.16	28	8

Customer Segments

Type	Customers	Revenue		Gross Profit		Expenses		NBC		Invoices		Neg %	PIP	Lost	Eff %
HEA	66	8.3%	11,713,824	57.4%	2,377,066	52.7%	732,277	23.1%	1,644,789	122.7%	4,543	32.9%	21.4%	2,107,276	(462,487) 69.2%
HPA	40	5.0%	3,868,628	19.0%	1,076,504	23.9%	716,587	22.6%	359,917	26.8%	3,236	23.5%	42.5%	613,746	(253,829) 33.4%
PDA	28	3.5%	2,297,183	11.3%	517,183	11.5%	867,756	27.4%	(350,574)	(26.2%)	2,419	17.5%	77.6%	146,744	(497,318) (167.8%)
Reg+	258	32.4%	1,299,615	6.4%	341,766	7.6%	152,685	4.8%	189,082	14.1%	1,168	8.5%	22.3%	277,928	(88,846) 55.3%
Reg-	404	50.8%	1,223,730	6.0%	198,329	4.4%	700,949	22.1%	(502,620)	(37.5%)	2,423	17.6%	79.7%	72,514	(575,134) (353.4%)
Total	796	100.0%	20,402,979	100.0%	4,510,848	100.0%	3,170,253	100.0%	1,340,595	100.0%	13,789	100.0%	46.5%	3,218,209	(1,877,614) 29.7%
HLA	45	5.7%	5,101,206	25.0%	1,485,678	32.9%	408,342	12.9%	1,077,336	80.4%	2,289	16.6%	19.1%	1,210,992	(133,655) 72.5%

What Customers Want (Really!)

- appropriate product / service offering
- convenient ordering
- range of delivery options
- competitive pricing
- fast, easy problem resolution
- "Customer Experience"
- [What Customers Want \(webinar\)](#)

Differentiated Experience for Platinum Group

- concierge customer service
- direct access and speedy response for bids
- problem-solving team
- special access
- special pricing

New (and Old) Ways of Selling

- identify needs of customers emerging from pandemic phase one (be ready for phase two)
- selling is different, ending "relationship selling"
- telepresence / telemarketing
- provide "on demand" sales presence
- work to increase use of EDI / eCommerce

Minimum Order Quantities

- directly improves order size
- slows creation of dead inventory
- re-energizes benefits of quantity breaks
- invest now to capture growth opportunities
- sustains improved cash-flow & increased profit rates
- [MOQs \(webinar\)](#)

	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
	skuUM	ttlQty	ttlRev	ttlGP	ttlExp	ttlNBC	lineRev	lineGP	lineExp	lineNBC	unitRev	unitGP	unitExp	unitNBC	GM	NBCrate	pickQty	pickTimes
325	EA	6	14	1	14	(13)	\$2.34	\$0.21	\$2.32	(\$2.11)	\$2.34	\$0.21	\$2.32	(\$2.11)	9.0%	(90.0%)	1	6
326	EA	4	9	1	3	(2)	\$4.64	\$0.30	\$1.53	(\$1.23)	\$2.32	\$0.15	\$0.77	(\$0.62)	6.5%	(26.5%)	2	2
327	EA	452	1,274	298	393	(96)	\$11.28	\$2.63	\$3.48	(\$0.85)	\$2.82	\$0.66	\$0.87	(\$0.21)	23.4%	(7.5%)	4	113
328	EA	32	85	18	15	3	\$21.30	\$4.62	\$3.86	\$0.76	\$2.66	\$0.58	\$0.48	\$0.10	21.7%	3.6%	8	4
329	EA	60	158	29	15	14	\$31.58	\$5.83	\$3.04	\$2.79	\$2.63	\$0.49	\$0.25	\$0.23	18.5%	8.8%	12	5
330	EA	72	190	32	11	21	\$94.76	\$16.16	\$5.44	\$10.72	\$2.63	\$0.45	\$0.15	\$0.30	17.0%	11.3%	36	2
331	EA	60	149	17	3	13	\$148.64	\$16.81	\$3.34	\$13.46	\$2.48	\$0.28	\$0.06	\$0.22	11.3%	9.1%	60	1
332	EA	62	171	34	24	9	\$171.12	\$33.81	\$24.48	\$9.33	\$2.76	\$0.55	\$0.39	\$0.15	19.8%	5.5%	62	1
333	EA	63	169	42	21	20	\$168.57	\$41.72	\$21.42	\$20.31	\$2.68	\$0.66	\$0.34	\$0.32	24.8%	12.0%	63	1
334	EA	144	410	92	14	78	\$410.10	\$92.43	\$14.10	\$78.33	\$2.85	\$0.64	\$0.10	\$0.54	22.5%	19.1%	144	1
335	EA	4	34	5	11	(6)	\$8.50	\$1.16	\$2.66	(\$1.50)	\$8.50	\$1.16	\$2.66	(\$1.50)	13.7%	(17.6%)	1	4
336	EA	422	3,711	613	751	(138)	\$17.59	\$2.91	\$3.56	(\$0.66)	\$8.79	\$1.45	\$1.78	(\$0.33)	16.5%	(3.7%)	2	211
337	EA	3	24	2	2	(0)	\$23.57	\$1.56	\$1.69	(\$0.13)	\$7.86	\$0.52	\$0.56	(\$0.04)	6.6%	(0.5%)	3	1
338	EA	232	2,061	346	240	106	\$35.53	\$5.96	\$4.13	\$1.83	\$8.88	\$1.49	\$1.03	\$0.46	16.8%	5.2%	4	58
339	EA	8	63	4	2	2	\$62.85	\$4.16	\$2.20	\$1.96	\$7.86	\$0.52	\$0.28	\$0.24	6.6%	3.1%	8	1
340	EA	13	102	7	3	4	\$102.13	\$6.76	\$2.72	\$4.04	\$7.86	\$0.52	\$0.21	\$0.31	6.6%	4.0%	13	1
341	EA	290	1,449	252	520	(268)	\$10.00	\$1.74	\$3.59	(\$1.85)	\$5.00	\$0.87	\$1.79	(\$0.92)	17.4%	(18.5%)	2	145
342	EA	1,048	5,238	934	916	18	\$19.99	\$3.56	\$3.50	\$0.07	\$5.00	\$0.89	\$0.87	\$0.02	17.8%	0.3%	4	262
343	EA	24	120	21	16	5	\$29.89	\$5.26	\$3.90	\$1.36	\$4.98	\$0.88	\$0.65	\$0.23	17.6%	4.5%	6	4
344	EA	476	4,395	793	795	(2)	\$18.47	\$3.33	\$3.34	(\$0.01)	\$9.23	\$1.67	\$1.67	(\$0.00)	18.0%	(0.0%)	2	238
345	EA	112	1,023	182	116	66	\$36.53	\$6.49	\$4.13	\$2.36	\$9.13	\$1.62	\$1.03	\$0.59	17.8%	6.5%	4	28
346	EA	6	52	6	4	2	\$52.18	\$6.43	\$4.00	\$2.43	\$8.70	\$1.07	\$0.67	\$0.41	12.3%	4.7%	6	1
347	EA	610	6,227	1,106	1,046	59	\$20.42	\$3.62	\$3.43	\$0.19	\$10.21	\$1.81	\$1.72	\$0.10	17.8%	1.0%	2	305
348	EA	240	2,445	429	253	176	\$40.75	\$7.14	\$4.21	\$2.93	\$10.19	\$1.79	\$1.05	\$0.73	17.5%	7.2%	4	60
349	EA	30	310	55	21	34	\$62.08	\$10.90	\$4.16	\$6.74	\$10.35	\$1.82	\$0.69	\$1.12	17.6%	10.9%	6	5
350	EA	542	3,488	615	1,014	(399)	\$12.87	\$2.27	\$3.74	(\$1.47)	\$6.44	\$1.14	\$1.87	(\$0.74)	17.6%	(11.4%)	2	271

Expand Delivery Options

- add choices in multiple time-frames
- include paid premium delivery
- manage delivery as a profit-maker
- [Analyze & Profit from Delivery \(webinar\)](#)

Implement System Changes

- order picking tickets to favor Platinum accounts
- first call on inventory
- increases fill rates

Optimize Warehouse Efficiency

- organize for pick/pack
- reduce walk times
- measure & manage value / hour

Summary

- Unusual Opportunities in Market Disruptions
- Customer Relationship Value
- What Customers Want
- Differentiated Experience for Platinum Group
- New (and Old) Ways of Selling
- Minimum Order Quantities
- Expand Delivery Options
- Implement System Changes
- Optimize Warehouse Efficiency

Q4 Brief: Follow-Up

- slide deck
- video
- Bruce Merrifield's eCommerce series
- our contact info

WayPoint Analytics

- market leader in Cost-to-Serve & Profit analytics
- turn-key with costing rules and expert-designed reports
- works with any system
- analytics for sales, operations, purchasing, manufacturing
- advisory and planning

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