



ANALYTICS & ACTION for CORONAVIRUS

WHAT TO DO NOW & WHAT TO DO NEXT

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COVID-19: How We Know What We Know

- tracking this since Jan 20
- 40-60hrs / week – hundreds of articles & videos
- news sources from USA, UK, India, Australia, China, Europe
- medical info: Johns-Hopkins, CDC, NE Journal, Lancet, papers
- real-time worldwide stats



US

Confirmed 431376

Infected 386118 / 89.5%

Deaths 14787 / 3.4%

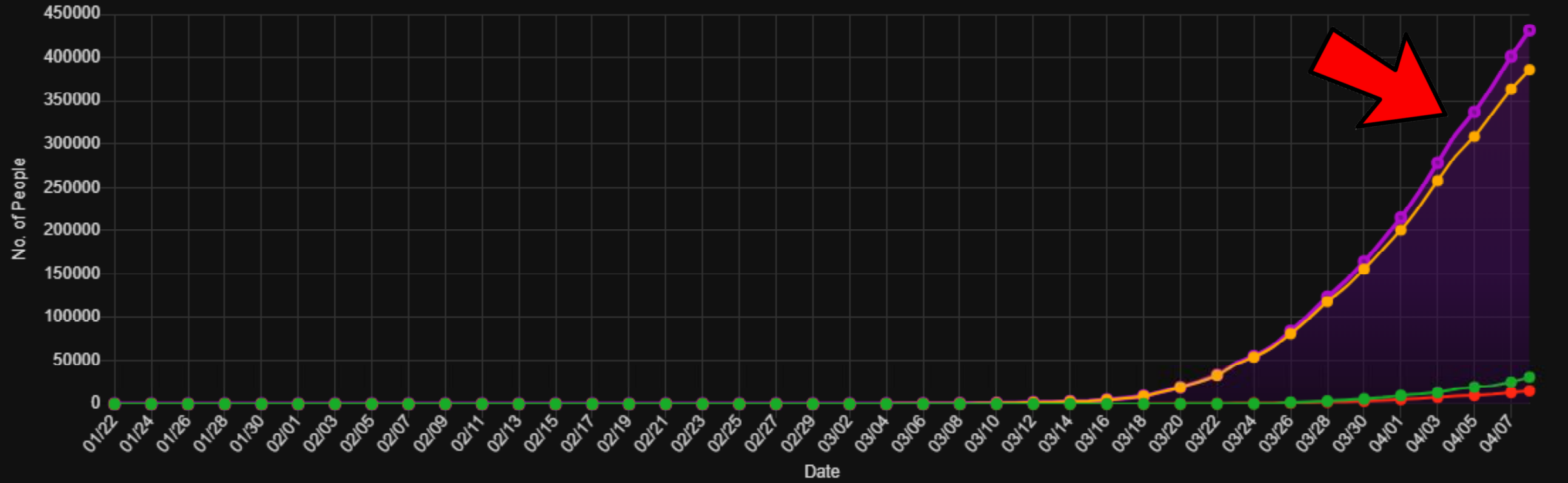
Recovered 30471 / 7.1%

CDRI: Cumulative

(Confirmed, Deaths, Recovered & Infected)



Recovered Deaths Infected Confirmed





US

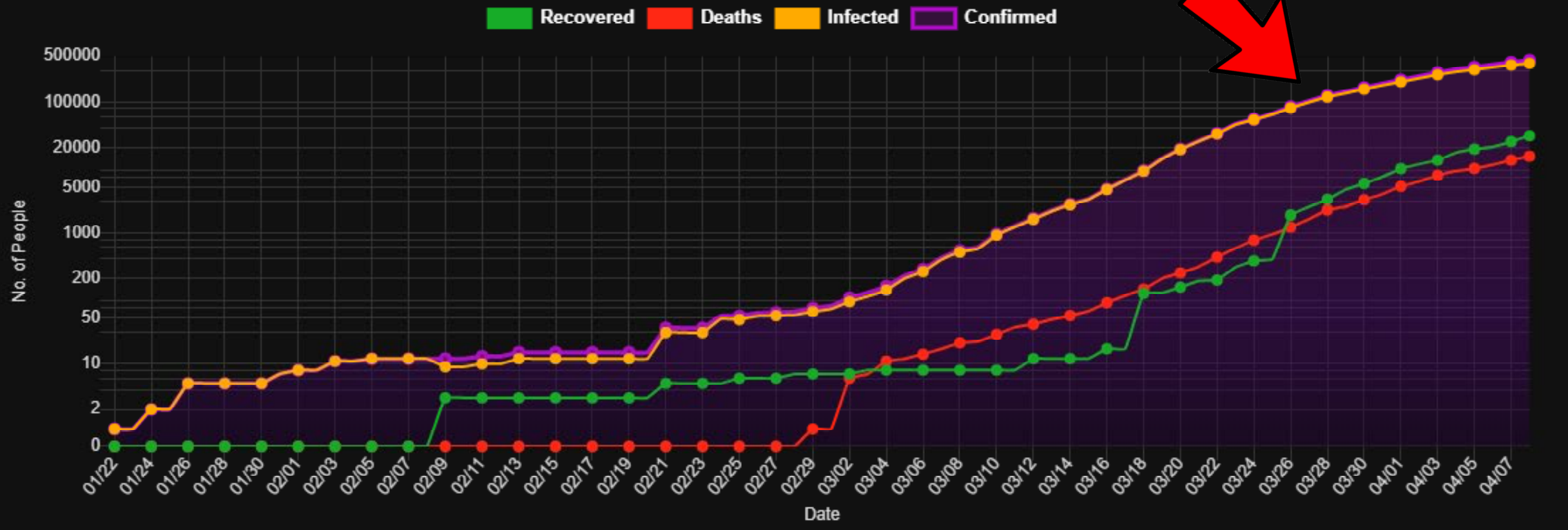
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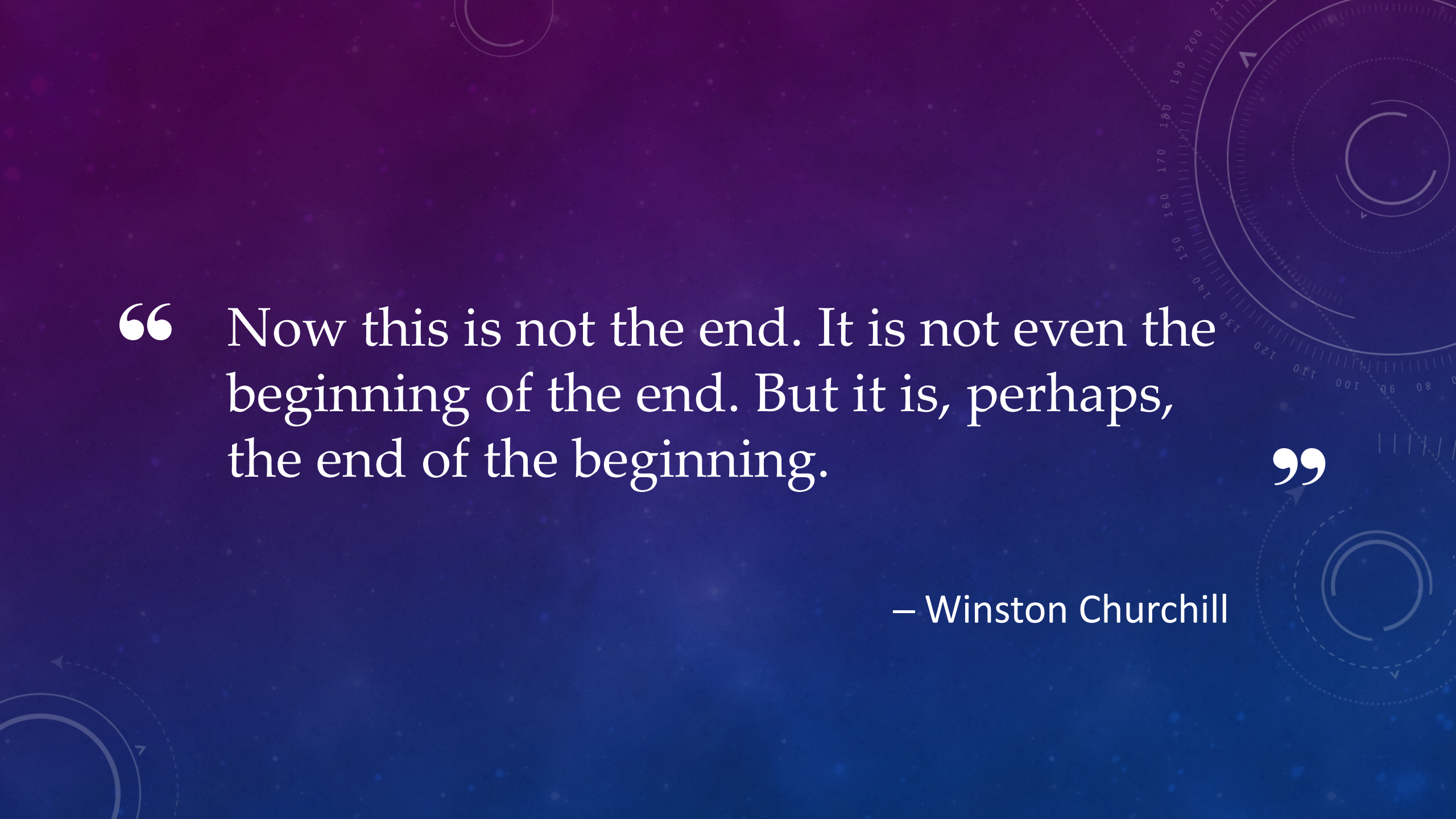
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The background is a dark blue gradient with a subtle pattern of white stars. Overlaid on this are several faint, light blue technical diagrams. These include circular gauges with numerical scales (e.g., 100, 110, 120, 130, 140, 150, 160, 170, 180, 190, 200, 210) and arrows, as well as concentric circles and dashed lines, suggesting a theme of engineering or technology.

“ Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning. ”

– Winston Churchill

COVID-19: Most Likely Course

- USA peak in May (will vary by state/province)
- significant decline in new cases through June
- repeated echoes through 2020
- most severe where widespread use of mass-transit

COVID-19: Expectations

- current state will drag out
- recovery will occur faster than expected
- post-crisis state will be different
- new “normal” will not be like what was
- be prepared for echoes

COVID-19: Company Impact - Three Scenarios

- complete lockdown
- drastic sales reduction
- essential business with volume increase

COVID-19: Rationalizing Your Business (General)

- be careful! – analyze closely for maximum benefit
- cut intelligently with targeted, strategic reductions
- if financial reserves are lean, make cuts early
- avoid incremental rounds

COVID-19: Rationalizing Your Business (Strategy)

- identify & protect valuable relationships
- protect talent
- shift focus to money-makers
- prepare for recovery

COVID-19: Rationalizing Your Business (Action)

- identify money-makers / chronic money-losers
- redeploy personnel / resources to money-makers
- cut personnel / resources supporting money-losers
- consolidate lines / inventory locations

COVID-19: Rationalizing Your Business (Opportunities)

- reduce inventory levels
- sell out / consolidate secondary lines
- upgrade business models
- use slack time to organize for restart

COVID-19: Organize Better Models

- most productive customer segments
- narrowed product focus
- intelligent pricing
- specialized sales organization & mechanisms

COVID-19: Recovery & Restart

- market reshuffle
- there will be a new normal
- face-to-face business will not return
- there will be echoes

COVID-19: Five Analytics for Careful Action

- customer segmentation (High-Volume Accounts)
- profit deltas (Rank by Profit Delta)
- customer money-losing ratio (Customer Evaluation)
- products by growth / decline (SKUs by Qty Delta)
- vendor ranking (Vendors by Profit Delta)

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%

Rank by Profit Delta

Rank	Customer	Rev		GP		GM%		Exp		NBC		NBC Δ \$
		LY	TY	LY	TY	LY	TY	LY	TY	LY	TY	
1	Uniland Partnership of Del LP		416,423		64,806		15.6%		10,852		53,954	53,954 +
2	Alstom Signaling Inc	2,663	331,545	809	42,696	30.4%	12.9%	164	7,475	645	35,220	34,575 +
3	Cadema Corporation	76,311	219,866	16,482	51,645	21.6%	23.5%	2,171	7,070	14,311	44,575	30,264 +
4	Speedimpex U S A Inc	8,754	240,558	2,166	41,021	24.7%	17.1%	589	10,309	1,578	30,712	29,135 +
5	Columbia Communications...		220,224		30,259		13.7%		4,914		25,344	25,344 +
6	Ohio Machinery Co	370,350	485,156	72,830	104,308	19.7%	21.5%	16,266	23,628	56,564	80,680	24,116 +
7	Quadax Inc	165,902	7,780	38,556	2,309	23.2%	29.7%	60,050	3,885	(21,494)	(1,576)	19,918 +
8	Elwell Parker LLC	12,758	1,839	5,067	794	39.7%	43.2%	28,370	4,689	(23,302)	(3,896)	19,407 +
9	Janney Montgomery Scott...	28,517	84,302	7,229	26,901	25.3%	31.9%	715	2,028	6,514	24,873	18,359 +
10	Alphatech Inc	27,524	230,756	6,561	53,234	23.8%	23.1%	4,472	34,321	2,090	18,913	16,823 +
11	Caliber Learning Network, Inc	105,449	155,719	39,766	59,889	37.7%	38.5%	6,389	9,956	33,377	49,933	16,556 +
12	Sheraton Boston Corporation	239,356	8,021	(9,625)	(2,049)	(4.0%)	(25.5%)	16,407	7,555	(26,032)	(9,604)	16,428 +
13	Kilian Mfg Co	145,186	178,355	33,878	49,303	23.3%	27.6%	7,293	7,810	26,585	41,493	14,908 +
14	Jk Jewelry Inc		77,321		17,052		22.1%		3,189		13,863	13,863 +
15	Disc Graphics Inc	199,102	255,636	39,650	58,390	19.9%	22.8%	13,680	18,874	25,970	39,516	13,546 +
16	Schick Technologies, Inc	8,909	91,583	1,374	16,638	15.4%	18.2%	760	2,571	614	14,067	13,452 +
17	North American Fashions Inc	65,597	109,418	22,969	34,864	35.0%	31.9%	9,744	8,662	13,224	26,203	12,978 +
18	National Bur of Economic R...	18,218	141,703	4,119	22,382	22.6%	15.8%	2,047	7,903	2,071	14,479	12,408 +
19	Carey Limousine NY (Del C...	59,994	49	13,901	20	23.2%	41.7%	26,251	129	(12,350)	(108)	12,242 +
20	Superior Interlock Corp	38,736		10,527		27.2%		22,563		(12,037)		12,037 +
21	Dynamics Research Corpor...	198,770	323,356	34,776	50,553	17.5%	15.6%	6,396	10,290	28,379	40,262	11,883 +
22	I Party Retail Store	856,634	1,039,349	115,964	133,345	13.5%	12.8%	21,423	27,200	94,541	106,145	11,604 +
23	Equitrans L P	102,810	176,222	21,136	37,630	20.6%	21.4%	3,274	8,335	17,862	29,295	11,433 +
24	Hygenic Corporation	38,163	146,498	3,778	22,526	9.9%	15.4%	3,497	10,913	281	11,613	11,332 +
25	Janovic-Plaza Inc	2,290	76,665	841	19,692	36.7%	25.7%	167	8,521	674	11,171	10,498 +
26	Ocp Contractors Inc	36,362	60	8,409	26	23.1%	43.7%	19,002	184	(10,593)	(158)	10,435 +
27	Joshen Paper And Packagi...	58,851		(7,610)		(12.9%)		2,100		(9,710)		9,710 +
28	## Misc Sales ##	47,903	35,291	13,563	8,959	28.3%	25.4%	47,389	33,743	(33,826)	(24,784)	9,042 +
29	Plus Mark Inc		73,165		12,515		17.1%		3,996		8,518	8,518 +
30	Crucible Materials Corporat...	29,719		8,192		27.6%		16,686		(8,494)		8,494 +
31	Premier Seating Company	120,733	209,628	33,697	58,816	27.9%	28.1%	7,571	24,227	26,126	34,589	8,463 +
32	Dynasel Assoc Inc	34,000	72,437	4,575	13,087	13.5%	18.1%	2,485	2,826	2,090	10,262	8,172 +
33	Justice Resource Institute	51,251	66,215	16,570	24,965	32.3%	37.7%	1,898	2,286	14,671	22,678	8,007 +
34	Q-Panel Lab Products Corp		41,093		8,684		21.1%		895		7,790	7,790 +
35	T & J Development Co	16,160	38,040	5,593	17,858	34.6%	46.9%	7,511	12,044	(1,918)	5,815	7,733 +

Customer Evaluation

	Customer	Rev		GP			NBC		#	Neg%	Invoices		Threshold		P2E	
		\$	/inv	\$	/inv	GM%	\$	%			Losing	Making	\$	%	\$	Losing
1	Statoil Marketing & Trading...	800,669	2,441	267,218	815	33.4%	151,766	19.0%	328	16.5%			14.4%	1.31		
2	I Party Retail Store	1,027,155	4,280	140,619	586	13.7%	113,675	11.1%	240	4.6%			2.6%	4.22	I	
3	Presbyterian Ltc-1 Inc	486,765	3,833	126,724	998	26.0%	88,563	18.2%	127	13.4%		14	7.8%	2.32	I	
4	12th Street Associates LP	870,040	4,531	126,129	657	14.5%	77,470	8.9%	192	35.9%		203	5.6%	1.59		
5	Ohio Machinery Co	485,532	3,597	99,718	739	20.5%	75,980	15.6%	135	23.0%			4.9%	3.20	I	
6	Parker Seal Group	539,449	3,192	115,753	685	21.5%	73,880	13.7%	169	29.0%		29	7.8%	1.76		
7	Carland Industries Inc	218,561	2,665	79,279	967	36.3%	66,412	30.4%	82	4.9%		37	5.9%	5.16	I	
8	Private Indstry Cncl of Phila	281,346	2,181	85,733	665	30.5%	61,642	21.9%	129	63.6%			8.6%	2.56	I	
9	Uniland Partnership of Del LP	428,059	6,586	69,998	1,077	16.4%	59,867	14.0%	65	12.3%		328	2.4%	5.91	I	
10	Liberty Mutual Insurance Co	344,234	2,917	88,126	747	25.6%	59,839	17.4%	118	32.2%			8.2%	2.12		
11	Raytheon Company	172,747	4,799	57,890	1,608	33.5%	50,482	29.2%	36	2.8%		55	4.3%	6.81	I	
12	Caliber Learning Network, Inc	152,455	2,877	58,613	1,106	38.4%	48,581	31.9%	53	5.7%		170	6.6%	4.84	I	
13	Cadema Corporation	219,866	4,780	51,534	1,120	23.4%	44,732	20.3%	46	0.0%			3.1%	6.58	I	
14	Speedimpex U S A Inc	240,558	4,296	54,664	976	22.7%	44,438	18.5%	56	23.2%		199	4.3%	4.35	I	
15	Royco International Inc	768,808	2,106	118,631	325	15.4%	44,332	5.8%	365	46.3%		61	9.7%	0.60		
16	Dynamics Research Corpor...	324,582	3,005	53,577	496	16.5%	43,411	13.4%	108	23.1%		44	3.1%	4.27	I	
17	Locke Insulators Inc	137,683	2,550	51,766	959	37.6%	41,233	29.9%	54	14.8%		59	7.7%	3.91	I	
18	Kilian Mfg Co	173,981	2,175	48,076	601	27.6%	40,190	23.1%	80	3.8%		210	4.5%	5.10	I	
19	Disc Graphics Inc	254,120	2,118	58,779	490	23.1%	40,048	15.8%	120	7.5%			7.4%	2.14		
20	Premier Seating Company	215,893	2,018	61,560	575	28.5%	38,874	18.0%	107	31.8%			10.5%	1.71		
21	Kelley Steel Erectors Inc	236,784	1,579	55,741	372	23.5%	37,506	15.8%	150	15.3%			7.7%	2.06		
22	Alstom Signaling Inc	331,545	15,788	42,696	2,033	12.9%	35,220	10.6%	21	4.8%		214	2.3%	4.71	I	
23	Westover Companies	248,290	1,372	60,565	335	24.4%	35,106	14.1%	181	24.9%			10.3%	1.38		
24	Equitrans L P	186,195	2,738	38,528	567	20.7%	30,406	16.3%	68	8.8%			4.4%	3.74	I	
25	Columbia Communications...	221,570	31,653	31,444	4,492	14.2%	26,615	12.0%	7	0.0%		12,684	2.2%	5.51	I	
26	Janney Montgomery Scott...	84,302	9,367	26,901	2,989	31.9%	24,873	29.5%	9	0.0%			2.4%	12.27	I	
27	North American Fashions Inc	102,444	2,009	32,740	642	32.0%	24,033	23.5%	51	13.7%			8.5%	2.76	I	
28	Justice Resource Institute	66,257	4,141	25,110	1,569	37.9%	22,909	34.6%	16	0.0%			3.3%	10.40	I	
29	Interdigital Communication...	167,565	16,757	26,089	2,609	15.6%	20,731	12.4%	10	30.0%			3.2%	3.87	I	
30	American Steel & Wire Corp	172,073	1,550	34,941	315	20.3%	20,293	11.8%	111	40.5%		319	8.5%	1.39		
31	## Counter Sales ## - Staff	431,774	806	77,751	145	18.0%	20,124	4.7%	536	49.8%			13.3%	0.35		
32	Alphatech Inc	231,009	1,925	53,365	445	23.1%	19,309	8.4%	120	20.0%		249	14.7%	0.57		
33	Kepeco Inc	172,134	2,074	36,128	435	21.0%	18,623	10.8%	83	27.7%			10.2%	1.06		
34	Westwood Companies Inc	55,910	1,300	24,449	569	43.7%	18,212	32.6%	43	32.6%		231	11.2%	2.92	I	

SKUs by Quantity Delta

	SKU	SKU Description	Qty			GP		GM		NBC	
			Last Yr	This Yr	Δ%	This Yr	Δ%	Last Yr	This Yr	This Yr	Δ%
1	26079	USA GOJI 4 PACK HIMAL...		580,995	-	37,532	-	18.6%	33,938	-	
2	15468	CUTTING DIE	74	77	+4.1%	(10,348)	+76.5%	(74.7%)	(16.4%)	(15,726)	+67.6%
3	25723	SW2000 AUTOMATIC CO...		2	-	31,775	-	18.9%	29,034	-	
4	25602	13" 1500' 13 MIC STRETCH		46,224	-	34,845	-	12.0%	28,343	-	
5	19808	PREPAY & ADD SHIPPIN...	3,683	501	-86.4%	(9,519)	+57.4%	(12.7%)	(9.3%)	(11,901)	+65.2%
6	25052	ROAD WARRIOR 20X12X...	2,545	5,412	+112.7%	31,188	+253.5%	36.7%	54.7%	29,053	+263.1%
7	25323	48" PANTRY 96X48 150#...	5,693	17,482	+207.1%	30,495	+340.1%	35.1%	46.0%	23,309	+294.8%
8	20693	SAMPLE	235	(79)	-133.6%	(6,894)	+73.4%	(235.9%)	(10.5%)	(12,748)	+57.4%
9	13629	48X96 SHEET 32-ECT C/K...	4,136	74,662	+????%	33,524	+425.0%	43.1%	21.1%	19,741	+515.3%
10	25615	30-3015 23X17X36 .001		638,250	-	18,563	-	15.6%	16,282	-	
11	24568	9PKBX121220 12X12X20...	3,694	25,182	+581.7%	20,938	+662.2%	31.6%	33.2%	17,446	+641.8%
12	26201	8X7-3/4X10 D/C RSC 32-E...		196,050	-	17,583	-	18.3%	15,069	-	
13	15516	20" 5000' 80 GA STRETCH	589	1,424	+141.8%	34,262	+186.9%	29.4%	36.5%	21,726	+222.1%
14	24980	2014566 50" .002 BLUE P...	295,040	393,747	+33.5%	44,513	+53.2%	29.6%	34.6%	39,939	+54.9%
15	26445	WHITE PLASTIC 30355885B		2,990	-	14,234	-	48.5%	13,687	-	
16	25936	FURTHER NOTICE 1-3-07:...		8,720	-	15,657	-	17.9%	13,610	-	
17	10252	LDN CONT 54X54X56 O.D.	573	1,055	+84.1%	25,235	+109.6%	29.5%	29.6%	24,927	+110.7%
18	23901	2-3/8X15/16X4-1/16 :	30,640	140,160	+357.4%	15,532	+653.9%	24.0%	41.5%	14,947	+690.4%
19	16633	INBOUND PREPAID SHIP...	32	1	-96.9%	(30)	+99.8%	-????%		(36)	+99.7%
20	24631	20-1000A TRAY 72 COUNT	3,992	3,990	-0.1%					(103)	+99.1%
21	25639	16 CELL ASSEMBLED PA...		161,422	-	12,540	-	13.9%	11,772	-	
22	23741	44CR04 IN-WIN FM END...	1,578	3,094	+96.1%	22,636	+139.8%	21.3%	23.2%	19,828	+135.7%
23	20581	16" 1500' 16.5 MIC CAST	96	1,030	+????%	19,879	+????%	16.0%	34.5%	11,649	+????%
24	25442	29-1/2" X 900' KRAFT PAP...	32	338	+????%	12,785	+886.9%	28.7%	26.8%	11,432	+887.9%
25	24198	AVNET 1U FOAM 2-PC SET	167	1,044	+525.1%	13,634	+437.9%	21.1%	20.3%	12,004	+447.0%
26	26112	19998 3 SHELF WEEKEN...		9,619	-	10,782	-	24.5%	9,609	-	
27	10232	D CONTAINER W/PALLET	223	504	+126.0%	14,528	+183.7%	37.6%	40.0%	14,318	+185.0%
28	25232	SH869 LRG CORNER PR...	144,900	362,700	+150.3%	12,929	+500.7%	12.4%	21.8%	10,208	+729.4%
29	25750	PETSMART BROWN PAG		10,041	-	9,977	-	16.5%	8,720	-	

Vendor by Profit Delta

Rank	Vendor	Revenue		Gross Profit		Gross Margin		NBC		NBC Δ \$
		Last Yr	This Yr	Last Yr	This Yr	Last Yr	This Yr	Last Yr	This Yr	
1	Excalicorp	677,788	990,099	113,135	167,008	16.7%	16.9%	95,837	136,240	40,403
2	Union Aerospace Corporation	70,246	247,498	14,267	65,332	20.3%	26.4%	5,849	46,069	40,220
3	Fidelity Republic Bank	86,619	401,595	18,770	65,093	21.7%	16.2%	16,684	53,798	37,115
4	Drax Corporation	369,602	1,176	55,655	221	15.1%	18.8%	(35,227)	(838)	34,389
5	Monsters, Inc	4,754	289,756	902	34,845	19.0%	12.0%	828	28,343	27,514
6	Praxis Corporation	1,125,093	1,364,359	186,849	229,219	16.6%	16.8%	122,921	148,377	25,456
7	Magic, Inc	57,385	130,823	18,397	42,983	32.1%	32.9%	18,061	42,291	24,229
8	Warpe, Wistfull, Kubitschek...	57,877	168,616	12,302	37,208	21.3%	22.1%	10,897	32,590	21,694
9	Prolaps	12,752	54,762	(10,087)	13,006	(79.1%)	23.7%	(10,517)	10,013	20,530
10	Trade Federation	182,338	109,974	(19,395)	(6,314)	(10.6%)	(5.7%)	(35,315)	(15,027)	20,288
11	Springshield	27,923		10,465			37.5%	(16,064)		16,064
12	Ch Lavatory And Sons	45,945	144,260	13,627	52,384	29.7%	36.3%	6,322	20,713	14,391
13	Transhemispheric Airlines	7,567	94,496	1,994	17,229	26.4%	18.2%	1,799	14,938	13,139
14	Milton, Chadwick And Waters	(11,659)	67,489	(26,901)	(10,049)	(230.7%)	(14.9%)	(31,714)	(18,764)	12,950
15	Wastenot Industries	137,314	167,011	32,503	45,542	23.7%	27.3%	25,922	38,515	12,593
16	Incom Corporation	188,090	120,194	58,472	45,769	31.1%	38.1%	(37,425)	(27,932)	9,493
17	Jlb Credit	110,416	126,581	17,908	26,938	16.2%	21.3%	7,751	16,941	9,190
18	Frobozzco International		28,051		10,104		36.0%		9,140	9,140
19	Compuglobalhypermegamet	7,240	41,326	2,982	15,055	41.2%	36.4%	2,300	10,920	8,620
20	Dryco	221,226	224,914	65,676	73,965	29.7%	32.9%	53,731	62,058	8,327
21	Connex	23,202	5,672	2,466	(56)	10.6%	(1.0%)	(8,576)	(491)	8,085
22	Sunshine Carpet Cleaners	136,306	208,667	15,935	24,635	11.7%	11.8%	12,244	19,909	7,664
23	Cyberdyne Systems	77,438	138,622	22,817	27,581	29.5%	19.9%	17,030	24,226	7,196
24	Bigweld Industries	92,865	100,686	91,815	99,076	98.9%	98.4%	90,191	96,715	6,524
25	Flowers By Irene	37,353	84,494	5,456	14,775	14.6%	17.5%	1,255	7,745	6,490
26	Aesir		45,863		7,247		15.8%		6,467	6,467
27	Tume Construction	32,837	90,662	7,236	14,884	22.0%	16.4%	(4,594)	1,867	6,462
28	Phillips Broadcasting		28,475		6,180		21.7%		5,697	5,697
29	Inc	82,102	6,865	10,479	3,434	12.8%	50.0%	(10,408)	(5,018)	5,389

COVID-19: Sales Will Change

- traditional out-bound sales significantly reduced (evolving into online & telesales)
- eCommerce will play a much bigger role
- more EDI

COVID-19: Action Items

- short-term: rationalize strategically & intelligently
- use analytics to target action
- organize for the recovery (improve market position)
- prepare to emerge as a different organization
- prepare for echoes

COVID-19: 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