

Division Metrics Proposed

\$ From Financial System	Estimates from External Sources	Collected Through SharePoint Design	Critical Leading "Right Activities"	Critical New Process Compliance Measures
--------------------------	---------------------------------	-------------------------------------	-------------------------------------	--

Hard Measures - Division Productivity Metric

Sales Agency total Revenue	\$280,000,000
Sales Agency total Commission Rev	\$180,000,000

Collect Data Quarterly

Weighted Score for Division	Division	Headquarter Revenue	Retail Services Revenue	Total Revenue	Profit	% of Total Sales Agency Revenue (1)	Market Opportunity (2)	HQ Market Share	Division Rev / Market Opportunity	\$ Profit per \$1BB of Market Opportunity
63.5	SouthEast	\$13,000,000	\$9,000,000	\$22,000,000	\$6,500,000	7.86%	\$40,000,000,000	7.22%	0.055%	\$162,500
84.2	NorthWest	\$3,700,000	\$8,680,000	\$12,380,000	\$1,300,000	4.42%	\$12,000,000,000	2.06%	0.103%	\$108,333
92.7	WalMart	\$11,300,000	\$7,500,000	\$18,800,000	\$6,000,000	6.71%	\$35,000,000,000	6.28%	0.054%	\$171,429

DATA HAVE BEEN ALTERED TO PROTECT CLIENT CONFIDENTIALITY

- * "Customer Touchpoint" is defined as someone on whom we make a face-to-face headquarter call and/or an indirect/subgroup call
- 1 Assumes \$280 million annual revenue for Sales Agency (Includes headquarter sales and retail services)
- 2 Defined as the total sales of the retailers that the division calls on (adjust to include only Target's Grocery business, adjust for CVS as a developmental customer, etc.)
- 3 Customer is defined as someone on whom we make a face to face call, and, who sends orders to the division
- 4 Indirect customer is defined as someone on whom we make a face to face call, and we receive orders through the wholesaler
- 5 We are not differentiating between AEs and CMs because of the difficulty of doing so. Division managers count as headquarter call personnel only if they have a client line on their desk. In some instances, we may count a
- 6 Admins includes only admin personnel. It does not include receptionists, warehouse person, HR coordinators, etc.
- 7 Spoke markets are defined as a field person working either from their house or a non-hub office
- 8 Customer manager: Anyone who is not in a hub office is considered a CM, regardless of their duties
- 9 Customer call is defined as a face to face call - may be tough to get - we do not track every single call we make
- 10 Would like to break down by type of store if possible (wallmart, mass drug, grocery, other - see ABC SWR)
- 11 \$ Sales is total dollars on the orders processed through XYZ SWR

Action Items

- Jim and Tom meet to figure out how to collect data
- Meet again to work on how to use
- Tom will look into how other industries have addressed this problem

Minutes3/13/2006

Action:

SMSA data is best source for market data

Tom will follow up with Jim Norred on how to get SMSA data

Bruce suggests some way to account for % of market held by wallmart - group would like to have the data - can't figure out how

Would like to have number of deductions handled per year per admin, but probably too difficult to collect the data

Jim will ask April, et. al to populate the template with best data available

Jim & Tom - look at initial data, graphs, clean up, copy to Ray and Bruce

Next meeting: Ray, Jim, Bruce - try to meet in Dallas next week

Next meeting: Tom will get meeting planner out for next meeting, sometime first week of April

Number of Retail Stores(10)	# of Manufacturer Clients	# of Direct Retailer Customers (3)	Market Oppty / Direct Retailer Customer	# of Indirect Retail / Wholesale Customers (4)	Total Retailer Customer Touchpoints in Division*	Market Oppty / Total Customers	# Spoke Markets (7)	# of AEs	Rev per AE	# of CMs (8)	# Personnel Making Calls on Headquarters(5)	HQ Rev / # of People Making Calls	# of Admin (6)	Rev per Admin
11,185	115	9	\$4,444,444,444.44	6	15	\$2,666,666,667	3	10	\$1,300,000	10	20	\$650,000	17	\$764,705.88
9,234	70	4	\$3,000,000,000.00	25	29	\$413,793,103	9	7	\$528,571	12	19	\$194,737	13	\$284,615.38
14,997	136	1	\$171,428.57	13	14	\$12,245	13	12	\$941,667	9	21	\$538,095	8	\$1,412,500.00

fraction of a person as a Customer Manager.

# of Analysts (Customer on-site included)	# of Category Management Requests	# of Orders	\$ Sales (11)	\$ Sales / Order	Rev per Order	% of Untouched Orders	# of Promo Contracts Created	# of New Item Contracts Created	Forms (Contracts) Created in XYZ SWR	SharePoint Usage	% of Profit Objective Attained	Total Customer Calls (9)
4		32,761		0	\$397	74.50%						
3.5		10,301		0	\$359	82.70%			n/a?			2610
9.5	n/a	23,927		0	\$472	87.20%						1890