

Benchmarking for Success

April 15th, 2018



Scott Hackworth, CPA | SVP



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Objectives

1

Benchmarking Initiative

2

ISA Committee and Industry Insights

3

Importance of Benchmarking

4

Survey and Reporting Tools

Benchmarking Initiative

A solid blue circle with a white outline, serving as a bullet point for the first item.

The Need for valuable data has never been greater

A solid grey circle with a white outline, serving as a bullet point for the second item.

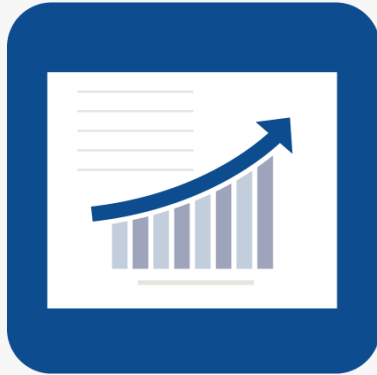
The goal is to help ISA members better asses performance

A solid dark blue circle with a white outline, serving as a bullet point for the third item.

Primary location for all of your data needs

ISA Benchmarking Platform

Annual Performance Report



ISA's Annual Performance Report (APR) helps you put into context your overall financial and KPI performance with your industry peer group. Accurate data, dynamic reporting and personalized results gives you the confidence to make informed decisions to take your business to the next level.

Top Line Pulse



ISA's Top Line Pulse is a monthly snapshot of how your top line measures up. Month and year-to-date comparatives against the market, your peer group and industry indexes of your choosing, help you assess your performance along the way.

Distributor Compensation Report



ISA's Distributor Compensation Report is a cross-industry analysis of wholesale-distribution salaries and benefits. Released every two years, this report captures all relevant employee information from the C-suite to the warehouse in a confidential and secure platform.

ISA Benchmarking Team



Bryon Shafer
General Manager
ASG (Jergens)



Karen Baker
COO
Horizon Solutions



Bill Henricks
COO
DGI/DoAll



Matt Schron
General Manager
Jergens Industrial Supply (Jergens)



Jeff Bigelow
President
Hubbard Supply



Jon Eames
President
N H Bragg



Edward Gerber
President & CEO
ISA



Tommy Thompson
EVP
Turner Supply

About Industry Insights

- We are a team of Statisticians, CPAs, and IT Professionals
- Objective third-party
- 35 years experience with survey research
- Survey research is not an “offshoot”
- Serve more than 200 associations
- **Extensive steps taken to ensure confidentiality**



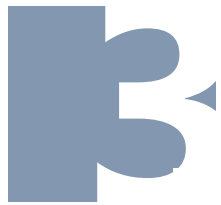
Confidentiality



Companies are assigned a confidential, Company ID Number



Data are coded and entered into a proprietary system



Results are reported only in aggregate form



We guarantee that confidential information will not be released to any person, company, or organization for any purposes.

Importance of Benchmarks

Measure Performance and Productivity

- a. Profit Metrics
- b. Return on Assets
- c. Employee Productivity

Gauge Health

- a. Liquidity
- b. Leverage (debt)

Ratios Create a Common Platform for Evaluation

Benchmarking Basics

- Ratios need to be “Benchmarked” against some standard (i.e., industry peers, company’s historical performance, etc.) to be meaningful
- Major deviations between your own firm’s performance and industry norms are not necessarily good or bad, but signals areas of further analysis
- **EVEN RELATIVELY SIMPLE ANALYSIS CAN RESULT IN SIGNIFICANT INSIGHTS ABOUT YOUR BUSINESS**



The goal is to turn data into information, and information into insight.

Carly Fiorina, former executive, president, and chair of Hewlett-Packard Co.

Benchmarking Cycle



- ✓ Look at your recent year-end information alongside key industry-specific statistics
- ✓ Identify areas you could improve
- ✓ Develop a strategy
- ✓ Each level requires more effort but the foundation is available

Where Are You?



- ✓ Assessment Phase
- ✓ Easiest Step
- ✓ Participating organizations will have their data populated into the system
- ✓ Utilize the available tools and evaluate your performance

Where Do You Want to Go?



- ✓ Goal Setting Phase
- ✓ More Involved
- ✓ Focus on the Profit Leaders
- ✓ Prioritize

How Do You Get There?



- ✓ Planning Phase
- ✓ Most Involved
- ✓ Conduct Interviews, Speak With a Consultant, etc.
- ✓ Goal of ISA Benchmarking is to help you develop an informed strategic plan

Hypothetical Case Study

	Your Company	APR High Profit Distributors
ABC Distributor		
Strategic Profit Model Ratios		
Profit Margin – Before Tax	1.0%	3.7%
Asset Turnover (i.e., Sales/Total Assets)	2.0	2.2
Return on Assets	2.1%	8.1%
Total Assets to Net Worth (Leverage)	3.0	1.8
Return on Net Worth	6.3%	14.8%
Employee Productivity		
Sales Per Employee	\$497,351	\$555,645
Total Payroll Per Employee	\$64,500	\$76,636
Total Payroll as % of Sales	16.5%	15.7%
Employee Turnover		
Executive/Senior Management Positions	0.0%	0.0%
Management Positions	8.0%	1.0%
Non-Management	15.0%	3.0%



Hypothetical Case Study

	Number of Employees		Total Annual Compensation	
	Your Company	Industry	Your Company	Industry
Executive Level Employees				
CEO/ President	1	1	\$215,000	\$230,000
Top Marketing/Sales Officer	1	1	\$115,000	\$155,000
Other Full-Time Employees				
Human Resources Manager	2	1	\$65,000	\$75,000
Operations/Whse. Manager	4	3	\$60,000	\$80,000

You
Years in Industry: 10
Years at Company: 8
Education: Bachelors
Structure: 70% salary

Industry
Years in Industry: 25
Years at Company: 15
Education: Masters
Structure: 25% salary

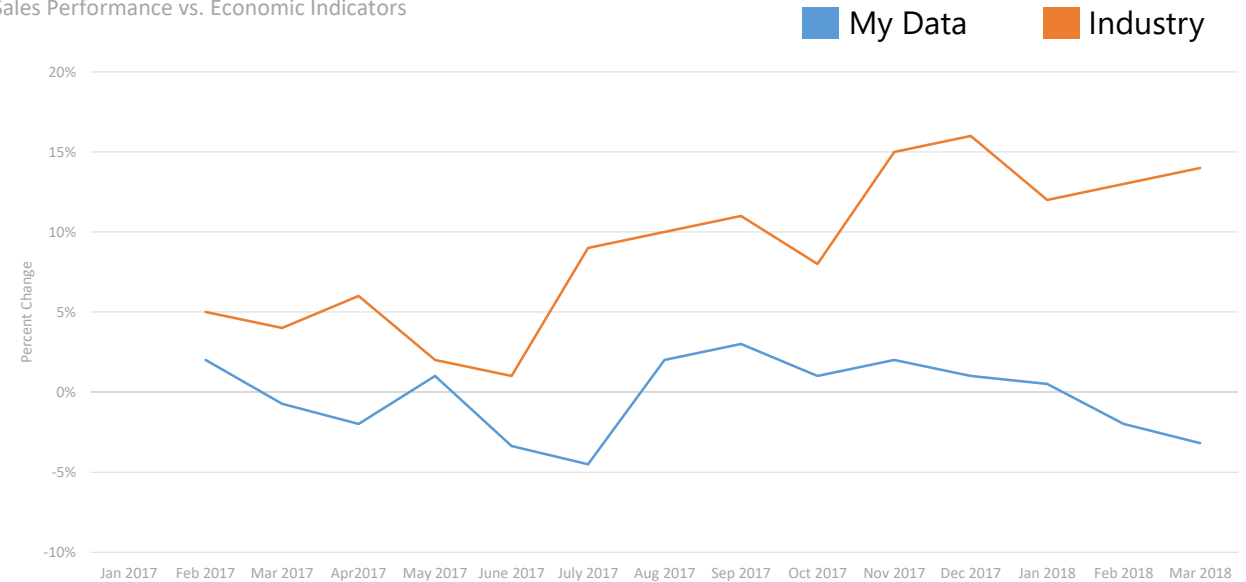
Hypothetical Case Study

Sales Performance

	Total Annual Compensation	
	Your Company	Industry
Sales Employees		
Director of Sales	\$90,000	\$125,000
Sales Manager	\$80,000	\$120,000
National Accounts Manager	\$75,000	\$115,000

Top Line Pulse

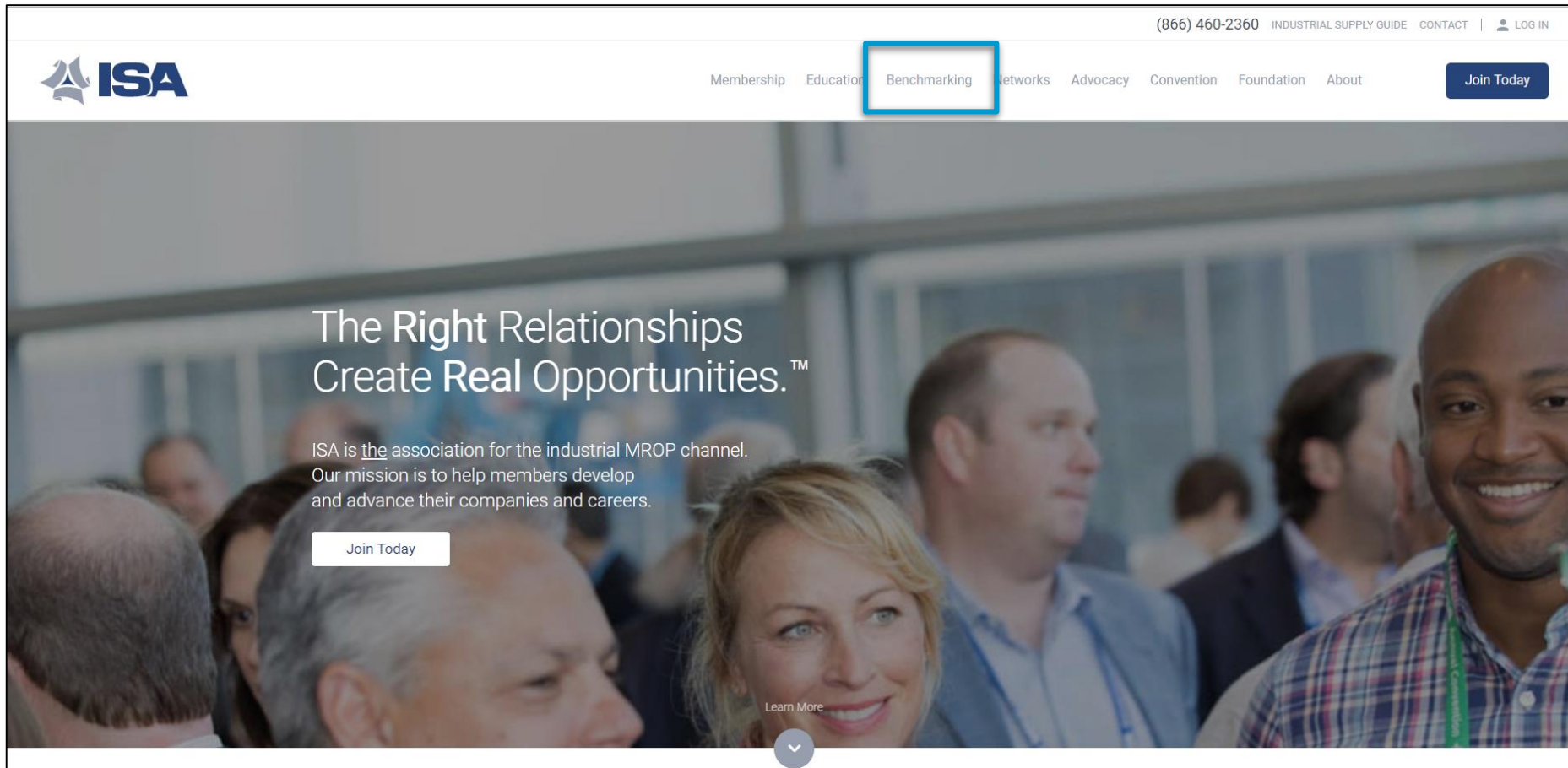
Sales Performance vs. Economic Indicators



Hypothetical Case Study

- Important to use available information to develop identify strengths, weaknesses, and improvement opportunities
- ISA's benchmarking studies are designed to work in conjunction
- In 5 minutes, we identified key issues and possible opportunities
- A simple analysis can result in significant dividends

Surveys and Reporting Tools



www.isapartners.org



Analytics that Fuels Growth

Change the way you assess performance
with actionable business intelligence.

[Go to Benchmarking Site](#)

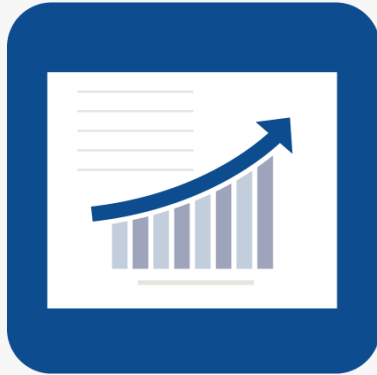
[Learn more](#)



www.isapartners.org

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Distributor Compensation Report

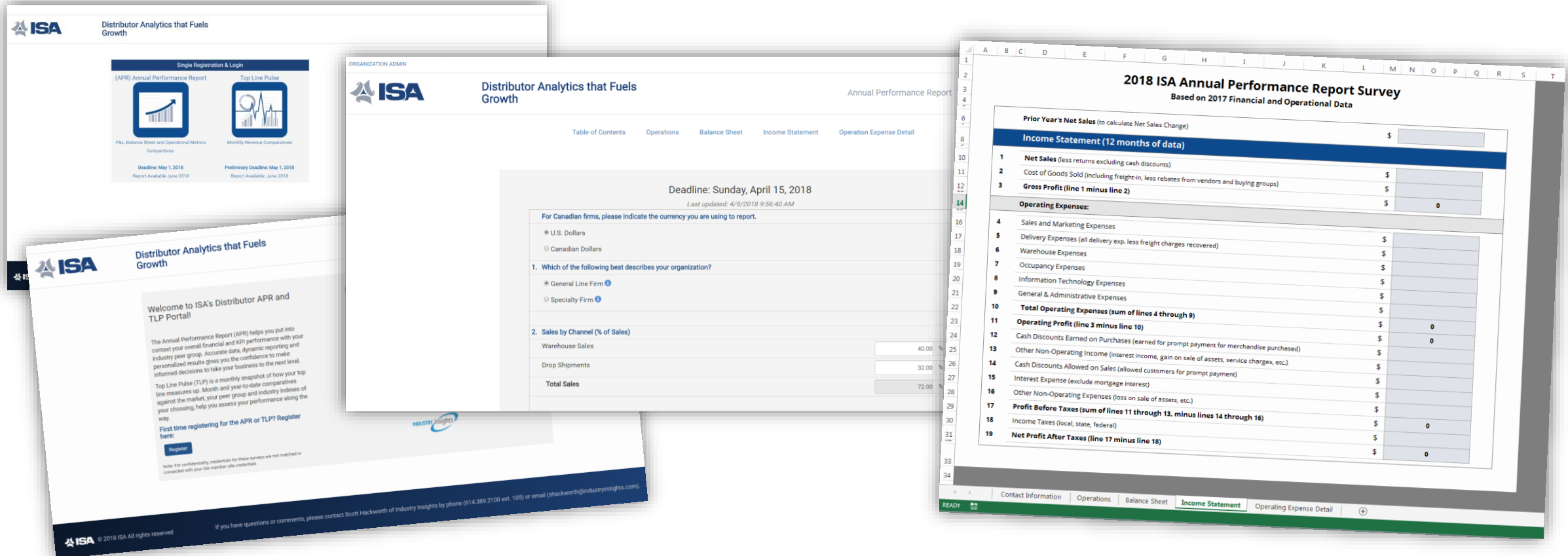


ISA's Distributor Compensation Report is a cross-industry analysis of wholesale-distribution salaries and benefits. Released every two years, this report captures all relevant employee information from the C-suite to the warehouse in a confidential and secure platform.

Annual Performance Report

Survey

Use the Online Form – or complete with an Excel version and upload to the site.



ISA Distributor Analytics that Fuels Growth

Single Registration & Login

(APR) Annual Performance Report | Top Line Pulse

PA&L Balance Sheet and Operational Metrics Comparatives | Monthly Revenue Comparatives

Deadline: May 1, 2018 | Preliminary Deadline: May 1, 2018

Report Available June 2018 | Report Available June 2018

ORGANIZATION ADMIN

ISA Distributor Analytics that Fuels Growth

Annual Performance Report

Table of Contents | Operations | Balance Sheet | Income Statement | Operation Expense Detail

Deadline: Sunday, April 15, 2018
Last updated: 4/9/2018 9:56:40 AM

For Canadian firms, please indicate the currency you are using to report.

* U.S. Dollars
* Canadian Dollars

1. Which of the following best describes your organization?

* General Line Firm
* Specialty Firm

2. Sales by Channel (% of Sales)

Channel	% of Sales
Warehouse Sales	40.00
Drop Shipments	32.00
Total Sales	72.00

2018 ISA Annual Performance Report Survey
Based on 2017 Financial and Operational Data

Line	Description	Amount
1	Net Sales (less returns excluding cash discounts)	\$
2	Cost of Goods Sold (including freight-in, less rebates from vendors and buying groups)	\$
3	Gross Profit (line 1 minus line 2)	\$ 0
Operating Expenses:		
4	Sales and Marketing Expenses	\$
5	Delivery Expenses (all delivery exp. less freight charges recovered)	\$
6	Warehouse Expenses	\$
7	Occupancy Expenses	\$
8	Information Technology Expenses	\$
9	General & Administrative Expenses	\$
10	Total Operating Expenses (sum of lines 4 through 9)	\$
11	Operating Profit (line 3 minus line 10)	\$ 0
12	Cash Discounts Earned on Purchases (earned for prompt payment for merchandise purchased)	\$ 0
13	Other Non-Operating Income (interest income, gain on sale of assets, service charges, etc.)	\$
14	Cash Discounts Allowed on Sales (allowed customers for prompt payment)	\$
15	Interest Expense (exclude mortgage interest)	\$
16	Other Non-Operating Expenses (loss on sale of assets, etc.)	\$
17	Profit Before Taxes (sum of lines 11 through 13, minus lines 14 through 16)	\$
18	Income Taxes (local, state, federal)	\$ 0
19	Net Profit After Taxes (line 17 minus line 18)	\$ 0

READY | Contact Information | Operations | Balance Sheet | **Income Statement** | Operating Expense Detail

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If you have questions or comments, please contact Scott Hackworth of Industry Insights by phone (614.389.2100 ext. 105) or email (shackworth@industryinsights.com).

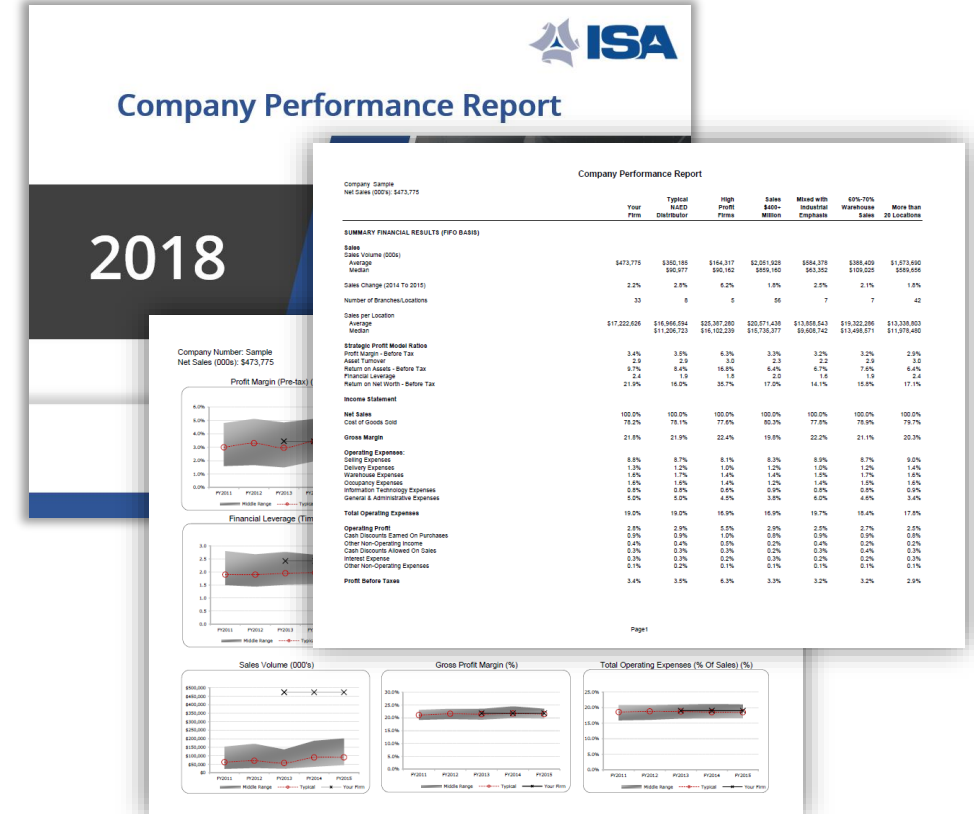


APR Reports and Online Tools

Sample Industry Report



Sample Company Performance Report



APR Reports and Online Tools

Report Card

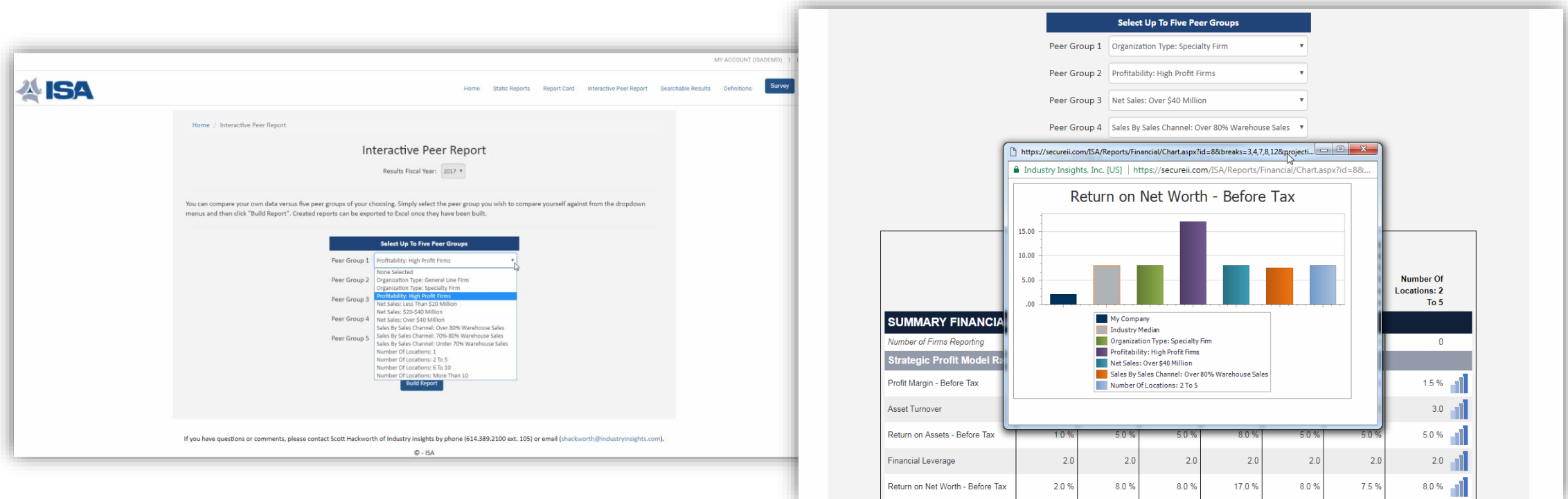
The report card is designed to provide users with the ability to “grade” their key performance measures against similar companies in order to identify potential improvement opportunities.

All Responses ▼				Export to Excel
STRATEGIC PROFIT MODEL RATIOS	Your Data	Industry Median	Status	
PROFIT MARGIN	0.0 %	1.0 %	Weak	
ASSET TURNOVER	4.0	4.0	Good	
RETURN ON ASSETS (PRE-TAX)	1.0 %	5.0 %	Weak	
FINANCIAL LEVERAGE	2.0	2.0	Good	
RETURN ON NET WORTH	2.0 %	8.0 %	Weak	
INCOME STATEMENT	Your Data	Industry Median	Status	
SALES GROWTH	7.0 %	31.0 %	Weak	
SALES VOLUME	\$ 7,527,312	\$ 6,956,504	Good	
GROSS MARGIN	29.0 %	24.0 %	Good	
TOTAL OPERATING EXPENSES	27.0 %	24.0 %	Fair	
OPERATING PROFIT	1.0 %	1.0 %	Strong	
PROFIT BEFORE TAXES	0.0 %	1.0 %	Weak	

APR Reports and Online Tools

Interactive Peer Report

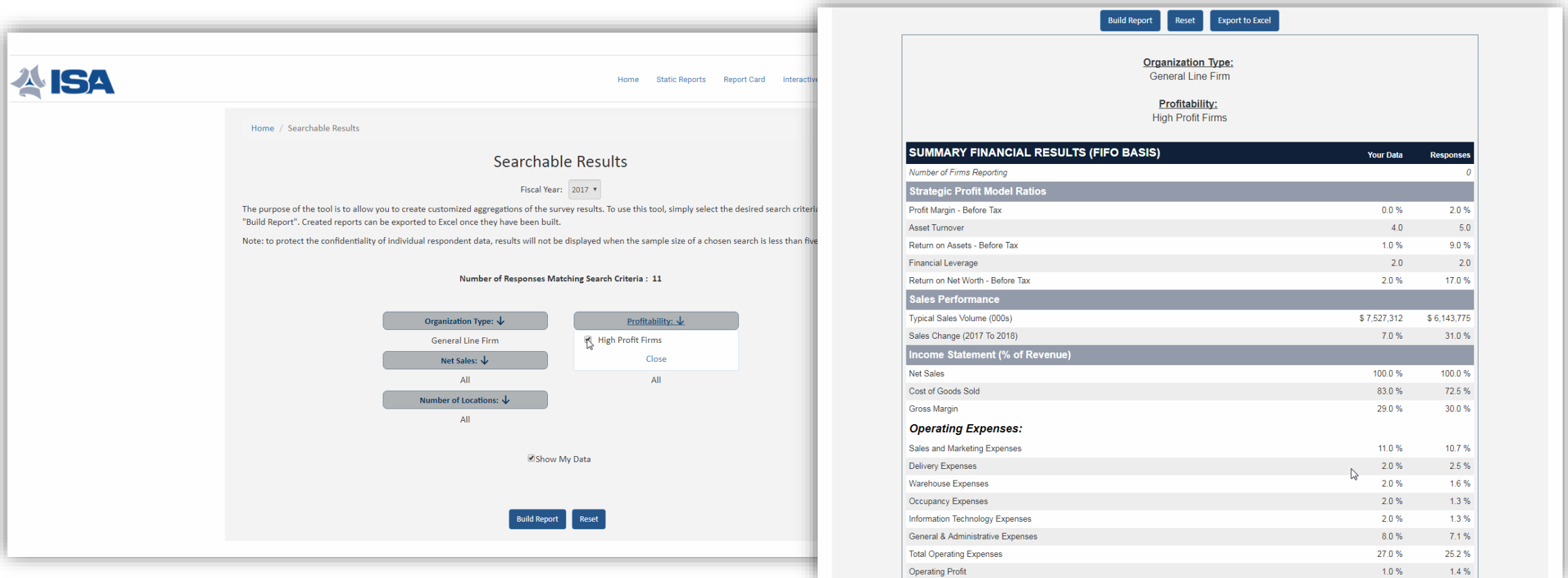
This tool allows users to create customized Company Performance Reports on demand. Users may select up to 5 data cuts to compare their figures against.



APR Reports and Online Tools

Searchable Results

This application allows more specific information than any single report could reasonably provide. Using the program, users can create their own data cuts to create benchmarks that most closely match their organization.



The screenshot displays the ISA Searchable Results application. The interface includes a navigation bar with the ISA logo and links to Home, Static Reports, Report Card, and Interactive. The main section is titled "Searchable Results" and features a "Fiscal Year" dropdown set to 2017. A note explains the tool's purpose: to create customized aggregations of survey results for benchmarking. Below this, it states that 11 responses match the search criteria. Search filters are provided for Organization Type (General Line Firm), Net Sales (All), and Number of Locations (All). A "Profitability" filter is also shown, with "High Profit Firms" selected. A "Show My Data" checkbox is checked. At the bottom, there are "Build Report" and "Reset" buttons.

Organization Type:
General Line Firm

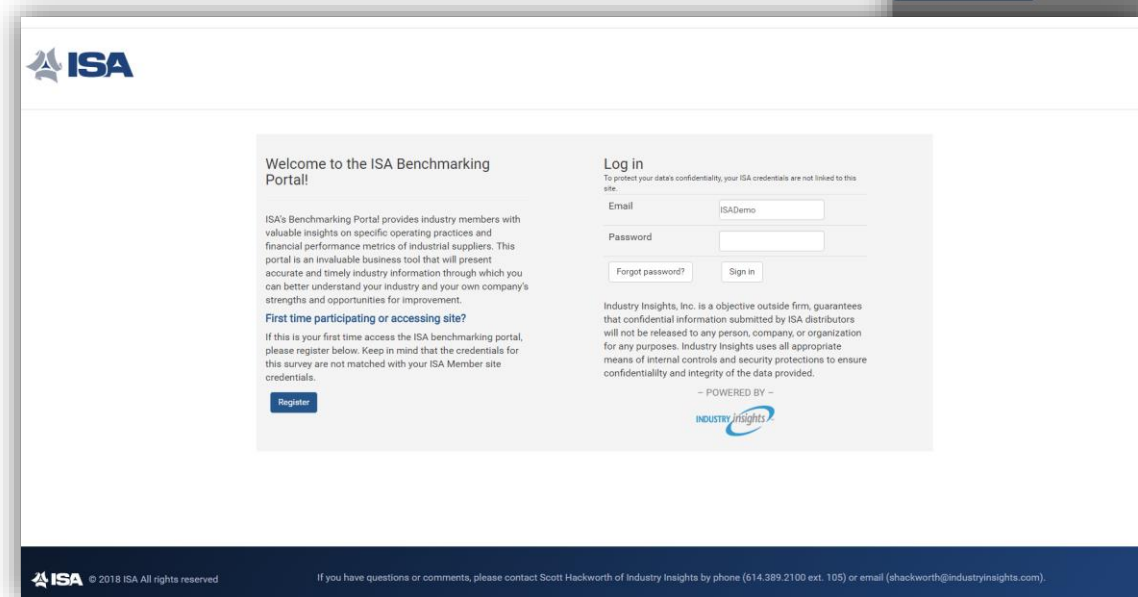
Profitability:
High Profit Firms

SUMMARY FINANCIAL RESULTS (FIFO BASIS)		
	Your Data	Responses
Number of Firms Reporting		0
Strategic Profit Model Ratios		
Profit Margin - Before Tax	0.0 %	2.0 %
Asset Turnover	4.0	5.0
Return on Assets - Before Tax	1.0 %	9.0 %
Financial Leverage	2.0	2.0
Return on Net Worth - Before Tax	2.0 %	17.0 %
Sales Performance		
Typical Sales Volume (000s)	\$ 7,527,312	\$ 6,143,775
Sales Change (2017 To 2018)	7.0 %	31.0 %
Income Statement (% of Revenue)		
Net Sales	100.0 %	100.0 %
Cost of Goods Sold	83.0 %	72.5 %
Gross Margin	29.0 %	30.0 %
Operating Expenses:		
Sales and Marketing Expenses	11.0 %	10.7 %
Delivery Expenses	2.0 %	2.5 %
Warehouse Expenses	2.0 %	1.6 %
Occupancy Expenses	2.0 %	1.3 %
Information Technology Expenses	2.0 %	1.3 %
General & Administrative Expenses	8.0 %	7.1 %
Total Operating Expenses	27.0 %	25.2 %
Operating Profit	1.0 %	1.4 %

Top Line Pulse Application

Reporting

Data is entered securely either directly through the application home page or users may opt to receive text notifications. The text feature allows respondents to simply report their monthly sales figure via text messaging.



Welcome to the ISA Benchmarking Portal!

ISA's Benchmarking Portal provides industry members with valuable insights on specific operating practices and financial performance metrics of industrial suppliers. This portal is an invaluable business tool that will present accurate and timely industry information through which you can better understand your industry and your own company's strengths and opportunities for improvement.

First time participating or accessing site?

If this is your first time access the ISA benchmarking portal, please register below. Keep in mind that the credentials for this survey are not matched with your ISA Member site credentials.

[Register](#)

Log in

To protect your data's confidentiality, your ISA credentials are not linked to this site.


Email:

Password:

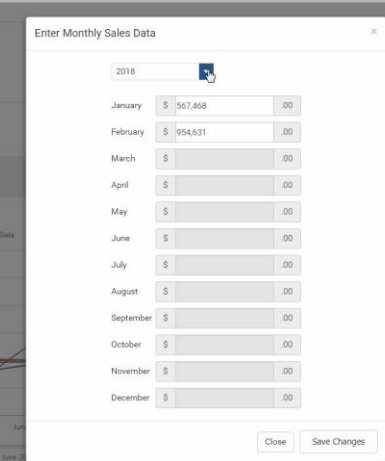
[Forgot password?](#) [Sign in](#)

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~ POWERED BY ~



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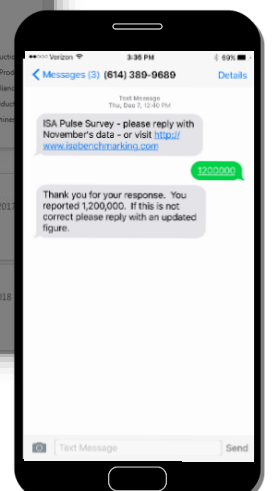


Enter Monthly Sales Data

2018

January	\$ 567,868	.00
February	\$ 954,631	.00
March	\$.00
April	\$.00
May	\$.00
June	\$.00
July	\$.00
August	\$.00
September	\$.00
October	\$.00
November	\$.00
December	\$.00

[Close](#) [Save Changes](#)



Messages (3) (614) 389-0680

ISA Pulse Survey - please reply with November's data - or visit <http://www.isabenchmarking.com>

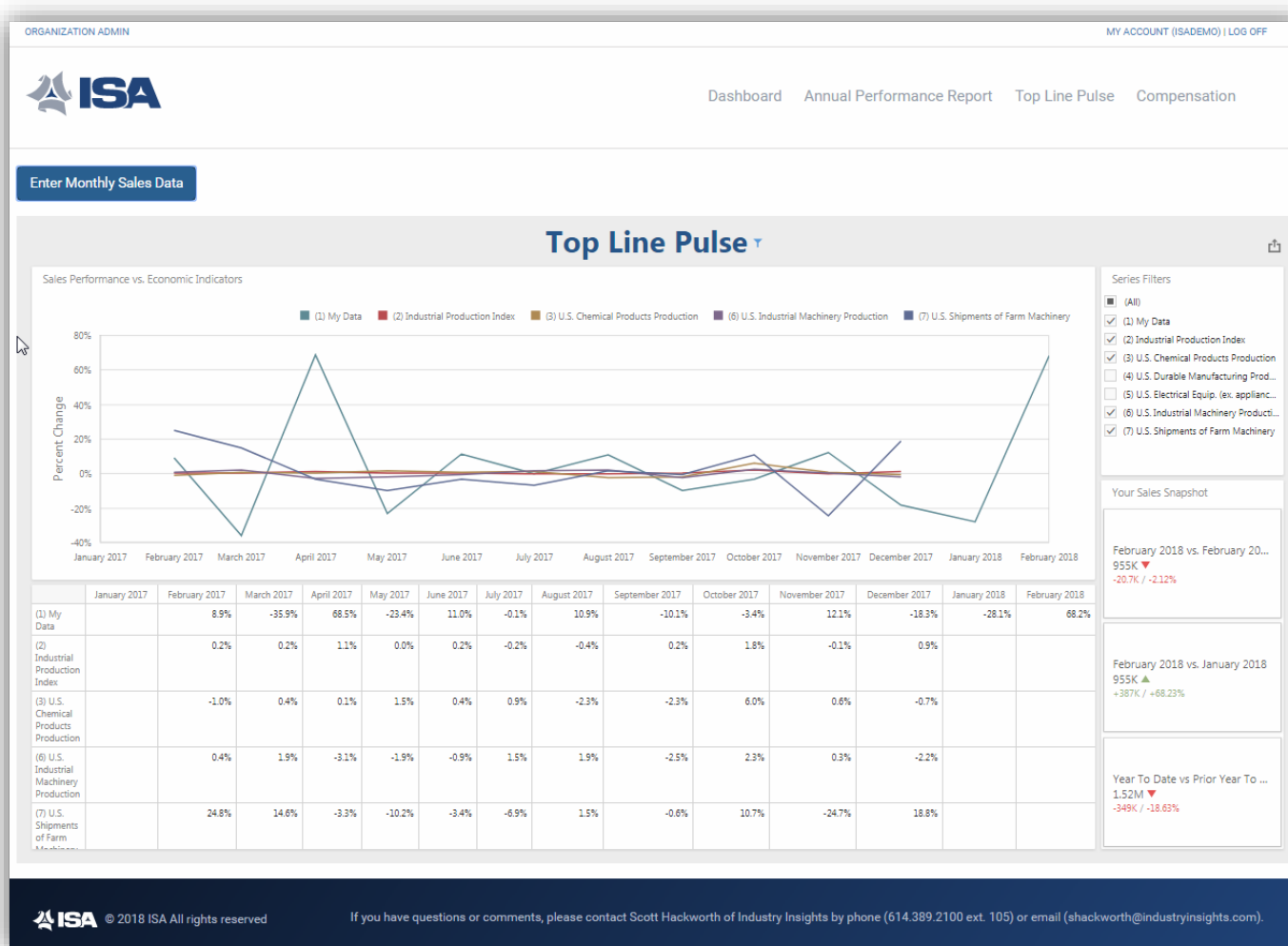
Thank you for your response. You reported 1,200,000. If this is not correct please reply with an updated figure.

1200000

Text Message Send

Top Line Pulse Application

Interactive Online Results Dashboard



Filter Options Include:

- Your Company Data
- Industry
- Industry Indexes (e.g., Industrial Production Index)

Monthly Sales Snapshot

Shows your current month sales figure:

- Vs. Prior Month
- Vs. Same Month Prior Year
- YTD vs. Same Month Prior YTD

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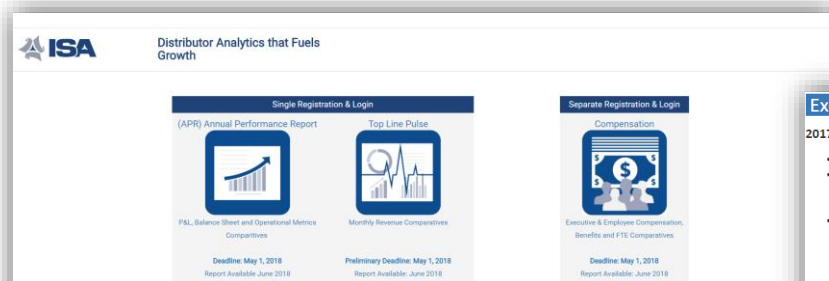
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Distributor Compensation Report Survey

Use the Online Form – or complete with an Excel version and upload to the site.



ISA Distributor Analytics that Fuels Growth

Single Registration & Login

(APR) Annual Performance Report

Top Line Pulse

P&L, Balance Sheet and Operational Metrics Comparatives

Monthly Revenue Comparatives

Deadline: May 1, 2018
Report Available: June 2018

Separate Registration & Login

Compensation

Executive & Employee Compensation, Benefits and FTE Comparatives

Deadline: May 1, 2018
Report Available: June 2018

Welcome to the Cross-Industry Compensation Portal!

The Cross-Industry Compensation Benchmarking Portal provides industry members with valuable insights on specific operating practices and financial performance metrics of industrial suppliers. This portal is an invaluable business tool that will present accurate and timely industry information through which you can better understand your industry and your own company's strengths and opportunities for improvement.

First time participating or accessing site?

If this is your first time access the Cross-Industry Compensation portal, please register below. Keep in mind that the credentials for this survey are not matched with your Member site credentials.

Register

Log in
To protect your site.

Email

Password

Forgot password

Industry insights

information

person, company

appropriate

confidentiality and integrity of the data provided

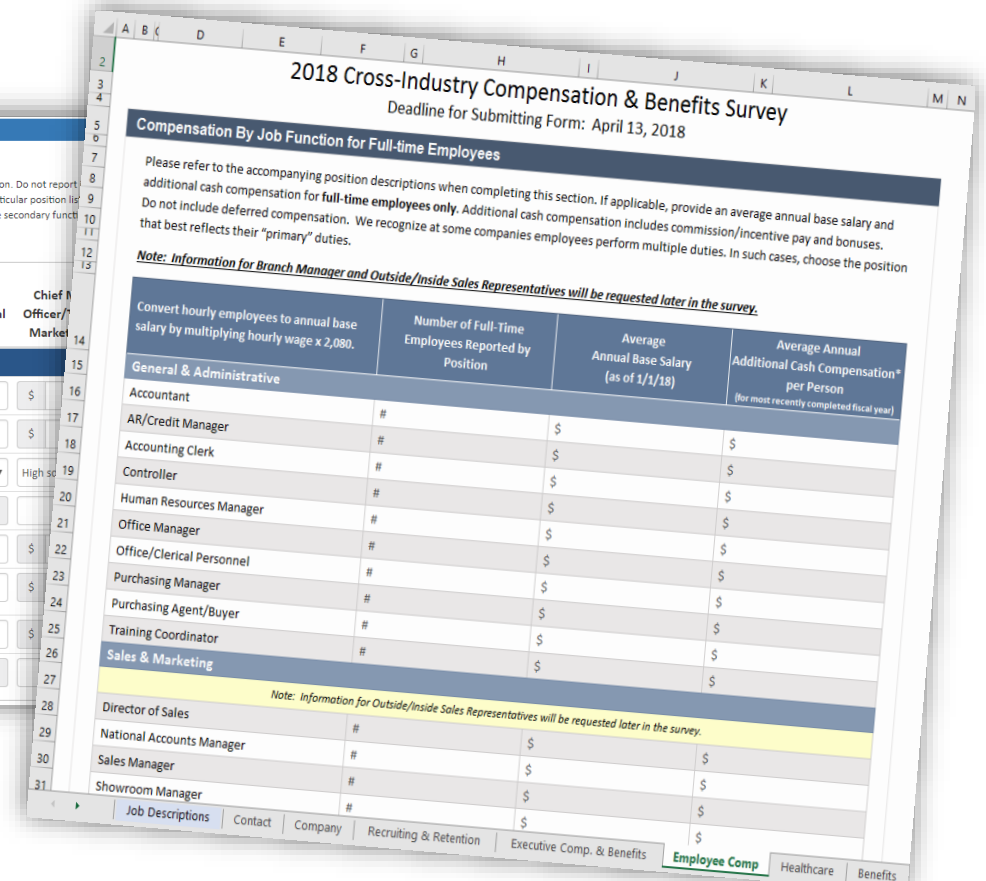
Executive Compensation and Benefits

2017 Executive Compensation

- Report each top executive in the most appropriate position. If an executive has multiple roles, use the single most applicable position. Do not report more than one position.
- Please refer to the enclosed position descriptions as a guide for employee classifications. If you do not employ a person for the particular position listed, please leave the position blank.
- NOTE: If the same person fulfills more than one of the following functions, place the person under their primary function and leave secondary functions blank. Figures as full figures, rather than abbreviations (e.g., "\$5,000" not "\$5K")
- Canadian firms, please report in Canadian Dollars.

	Chief Executive Officer/President	Chief Operating Officer/Executive Vice President/General Manager	Chief Financial Officer/Top Financial Officer	Chief Marketing Officer
Years in industry	\$	\$	\$	\$
Years with the company	\$	\$	\$	\$
Highest level of education	High school	High school	High school	High school
Percent of equity owned	%	%	%	%
Base salary	\$	\$	\$	\$
Bonus/incentives/commissions (enter 0 if none)	\$	\$	\$	\$
Total Compensation	\$	\$	\$	\$
Change in total compensation (2016 to 2017)	%	%	%	%

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INDUSTRY INSIGHTS



2018 Cross-Industry Compensation & Benefits Survey
Deadline for Submitting Form: April 13, 2018

Compensation By Job Function for Full-time Employees

Please refer to the accompanying position descriptions when completing this section. If applicable, provide an average annual base salary and additional cash compensation for **full-time employees only**. Additional cash compensation includes commission/incentive pay and bonuses. Do not include deferred compensation. We recognize at some companies employees perform multiple duties. In such cases, choose the position that best reflects their "primary" duties.

Note: Information for Branch Manager and Outside/Inside Sales Representatives will be requested later in the survey.

Convert hourly employees to annual base salary by multiplying hourly wage x 2,080.	Number of Full-Time Employees Reported by Position	Average Annual Base Salary (as of 1/1/18)	Average Annual Additional Cash Compensation* per Person (for most recently completed fiscal year)
General & Administrative			
Accountant	#	\$	\$
AR/Credit Manager	#	\$	\$
Accounting Clerk	#	\$	\$
Controller	#	\$	\$
Human Resources Manager	#	\$	\$
Office Manager	#	\$	\$
Office/Clerical Personnel	#	\$	\$
Purchasing Manager	#	\$	\$
Purchasing Agent/Buyer	#	\$	\$
Training Coordinator	#	\$	\$
Sales & Marketing			
Note: Information for Outside/Inside Sales Representatives will be requested later in the survey.			
Director of Sales	#	\$	\$
National Accounts Manager	#	\$	\$
Sales Manager	#	\$	\$
Showroom Manager	#	\$	\$

Job Descriptions | Contact | Company | Recruiting & Retention | Executive Comp. & Benefits | **Employee Comp** | Healthcare | Benefits

Distributor Compensation Report

Results

Position: CEO

Net Sales: [Input Field]

Region: [Input Field]

State: [Input Field]

FTE Size: [Input Field]

Company Age: [Input Field]

Advanced Filters:

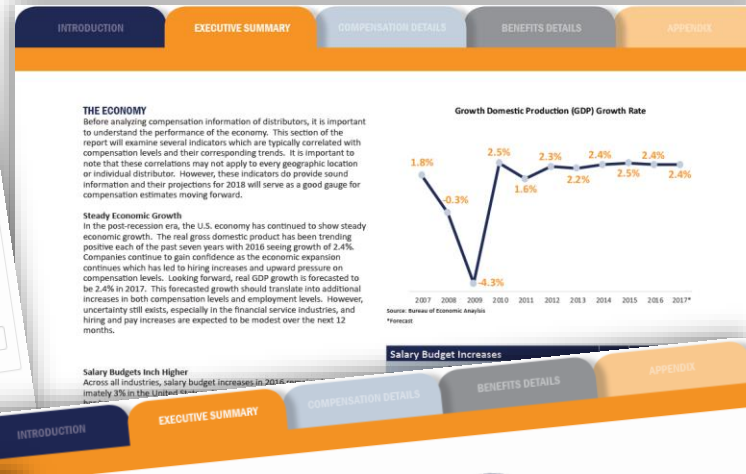
- Number of Branches: [Input Field]
- Industry: [Input Field]
- Company Type: [Input Field]

Membership Size:

- Less than 50,000
- 50,000 to 249,999
- 250,000 to 499,999
- 500,000 to 1 million
- Greater than 1 million

Metro Size: [Input Field]

Show My Data



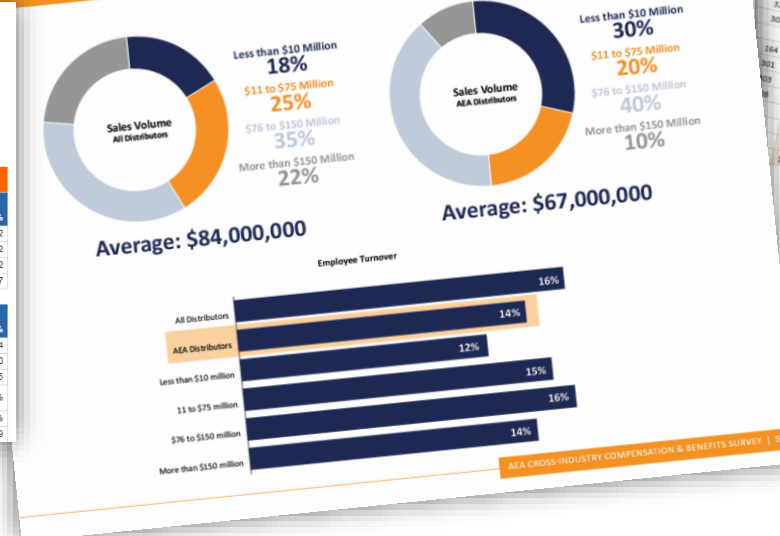
CEO

Company Profile

	Your CU	Responses	%	Average	10%	25%	Median	75%	90%
Net Sales	\$1,254,000,000	1,315		\$792,597,280	\$55,842,741	\$124,500,000	\$300,000,000	\$918,497,851	\$1,725,600,422
Prior Year Net Sales	\$1,113,000,000	1,315		\$527,313,363	\$28,281,917	\$66,582,947	\$198,425,118	\$601,478,500	\$1,256,274,512
Member Base	93,929	1,315		59,093	6,148	11,688	28,000	75,795	130,102
Full-Time Equivalent Employees	8,347	1,315		8,167	715	2,133	5,282	8,226	10,387

Compensation Information

	Your CU	Responses	%	Average	10%	25%	Median	75%	90%
Current Annual Base Salary	\$340,000	1,315		\$279,501	\$110,456	\$154,942	\$236,608	\$385,396	\$519,924
Bonus (bonus eligible only)	\$58,000	1,266		\$50,730	\$3,923	\$10,000	\$31,741	\$71,888	\$151,000
Bonus (all respondents)	\$58,000	1,315		\$50,438	\$0	\$4,252	\$23,000	\$61,000	\$138,615
Bonus as a % of Base (bonus eligible only)	17.1 %	1,266		16.8 %	2.5 %	5.9 %	13.6 %	22.3 %	36.3 %
Bonus as a % of Base (all respondents)	17.1 %	1,315		14.2 %	0.0 %	2.8 %	10.8 %	19.8 %	32.7 %
Base + Bonus	\$398,000	1,315		\$329,939	\$117,646	\$164,390	\$261,800	\$453,715	\$653,419



ACTION

EXECUTIVE SUMMARY

COMPENSATION DETAILS

BENEFITS DETAILS

APPENDIX

EXECUTIVE OFFICER (CEO):

Annual Base Salary												
# of Respondents	Median	Average	75th Percentile	90th Percentile	Median	Average	75th Percentile	90th Percentile	Median	Average	75th Percentile	90th Percentile
1,406	\$125,000	\$132,500	\$88,775	\$159,000	\$25,000	\$26,500	\$17,755	\$31,800	\$150,000	\$159,000	\$106,530	\$190,800
821	\$136,000	\$144,160	\$96,587	\$172,992	\$27,200	\$28,812	\$19,317	\$34,598	\$163,200	\$172,992	\$115,905	\$207,590
580	\$101,000	\$107,060	\$71,730	\$128,472	\$20,700	\$21,412	\$14,348	\$25,694	\$121,200	\$128,472	\$86,076	\$154,166
128	\$115,000	\$121,900	\$81,673	\$146,280	\$24,380	\$24,380	\$16,335	\$29,256	\$138,000	\$146,280	\$98,008	\$175,536
308	\$138,000	\$146,780	\$98,008	\$175,536	\$27,400	\$29,256	\$19,602	\$35,107	\$165,800	\$175,536	\$117,609	\$210,643
284	\$86,000	\$94,940	\$63,208	\$113,208	\$17,800	\$18,868	\$12,642	\$20,566	\$106,800	\$113,208	\$75,849	\$135,850
202	\$106,000	\$112,360	\$75,281	\$134,832	\$21,200	\$22,472	\$15,056	\$26,966	\$127,200	\$134,832	\$90,337	\$161,798
193	\$123,000	\$130,380	\$87,355	\$156,456	\$24,600	\$26,076	\$17,471	\$31,291	\$147,600	\$156,456	\$104,826	\$187,747
8	\$180,000	\$190,800	\$127,836	\$228,960	\$36,000	\$38,160	\$25,567	\$45,792	\$216,000	\$228,960	\$153,403	\$274,752
597,000	\$102,820	\$108,889	\$73,384	\$119,400	\$20,564	\$21,677	\$13,778	\$24,677	\$116,400	\$123,384	\$82,667	\$148,061
\$120,000	\$127,200	\$85,224	\$152,640	\$24,000	\$25,440	\$17,045	\$30,528	\$144,000	\$152,640	\$102,269	\$183,168	\$183,168
\$175,200	\$185,712	\$124,427	\$222,854	\$35,040	\$37,142	\$24,885	\$44,571	\$210,240	\$222,854	\$149,312	\$267,425	\$267,425

AEA CROSS-INDUSTRY COMPENSATION & BENEFITS SURVEY | 9

Survey Details

- Visit www.ISAPartners.org/benchmarking
- Access the ISA Benchmarking Dashboard
- Click on "Register" to create an account (password retrieval available for past users)
- Note: Credentials used for these studies are not matched with your ISA credentials
- Reach me or my team with any questions.

Deadline to Participate: May 1, 2018



Industrial Supply Association
April 15, 2018

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