

Verno's BEER BRIEF

THE WHOLESALE INDUSTRY'S LEADING
BEST PRACTICES PUBLICATION



ROUTING STRATEGY

HOW TO MAKE STRATEGY DRIVE YOUR ROUTING

Routing is a function wholesalers do only when necessary. Oftentimes, something major has to happen for a wholesaler to do a complete reroute. More often than not, wholesalers tweak their routes, making small adjustments. Over time, continued tweaking of routes can cause major route inefficiencies.

Delivery is the most expensive activity in the company. If you expand routing beyond delivery and include sales and merchandising routing then you are talking about 80% of the wholesaler's labor expense. In addition to the impacts on payroll, routing is a critical function for meeting the retailer's needs. You can change the account's sales rep and even their driver, but in many cases, don't change their delivery day unless you want major push-back from the retailer.

If routing impacts costs and it delivers what the retailer wants (replenishment), then how can routing not be strategy-driven? Decisions you make prior to routing or during the routing process are strategy-driven and determine what your routes will look like.

CONTENTS

P. 2 ROUTING STRATEGY
DEVELOPMENT
TOPICS

P. 12 CONCLUSION

NEXT ISSUE

DECEMBER 2022
ANNUAL BUSINESS
REVIEW

If a strategy doesn't drive your routing process, then the routers will drive the routing process based on their priorities, not necessarily the company's priorities. The routers will decide your strategy.

In this issue of the **Beer Brief**, we address routing topics to help you get to the basis of your routing strategy. The key is for management to take the time to make strategic decisions before a major reroute gets started. Failure to review one or more of these following topics can lead to a breakdown in the routing process and/or establish routes that don't support the wholesaler's overall business goals.

FEATURED TOPICS

- FINALIZE THE SALES MODEL
- COMPETITIVE POSITIONING OF SERVICES
- FIXED ROUTING VS. DYNAMIC ROUTING
- YEAR-ROUND VS. SEASONAL ROUTES
- PRIORITIZATION: DELIVERY VS. SALES
- ROUTING OFF-DAY DELIVERIES
- 24-HOUR VS. 48-HOUR DELIVERY
- FORMALIZED SERVICE POLICY
- LENGTH OF THE WORKDAY
- WORK WEEK SCHEDULE
- WORKLOAD ADJUSTMENTS
- MANAGING OVERTIME
- MERCHANDISING FREQUENCY
- TYPE(S) AND MIX OF TRUCKS
- BULK DELIVERIES
- SEPARATE VS. COMBINED
- OUT-OF-TOWN ROUTES
- TEL-SELL AND ONLINE ORDER DELIVERY
- FILLING MONDAY'S DELIVERY CAPACITY
- DELIVERY HELPERS

ROUTING STRATEGY DEVELOPMENT TOPICS

FINALIZE THE SALES MODEL

Your sales model (how you plan to go-to-market) will drive your routing. Some of the strategic decisions to make in the sales model include:

Sales Route Make-up:

- Channel-specific, geographic, or both
- The role of each of the wholesaler's reps in the account (sales, delivery, merchandiser, and management)
- Types and levels of the sales reps
- Service frequency
- How the sales model impacts delivery and merchandising
- The application and depth of inside sales and online ordering through the portal

COMPETITIVE POSITIONING OF SERVICES

Competitive positioning needs to be a specific decision made by the management team. Not everyone in your company will have similar beliefs when it comes to competitive positioning.

How you want to match up against the competition will have a major impact on routing and how resources will be used.

The customers can be broken down into groups by channel, size, growth potential, and where market share needs protection. For each customer group, the management team needs to decide the company's desired competitive positioning.

Three prominent strategies for competitive positioning include:

MATCH THE COMPETITION	Provide similar levels of service as the competition in <u>selected</u> accounts
BEAT THE COMPETITION	Provide a higher level of service than the competition in <u>selected</u> accounts.
LAG THE COMPETITION	Be willing to service accounts less frequently and in a different manner than the competition in <u>selected</u> accounts.

FIXED ROUTING VS. DYNAMIC ROUTING

Since COVID, more and more wholesalers are discussing the need for dynamic routing. If you don't know when accounts will buy or how much they will buy, operating fixed routes can be difficult, costly, and inefficient. In the old "normal" (pre-COVID), we often found that wholesalers with dynamic routes usually transitioned into fixed routes after a couple of months. On a daily basis, around 90% of the accounts would be on the same routes and the dynamic routes would morph into fixed routes.

You need to look at the variability in the timing of when accounts order and how much they order and determine whether dynamic or fixed routing will best serve your company and customers.



YEAR-ROUND ROUTES VS. SEASONAL ROUTES

Wholesalers that have large seasonal volume variations know that the number of stops and cases will substantially fluctuate for three to four months of the year. You will need to decide whether to deploy fixed routes and tweak them daily, or transition to modified routes during the seasonal months when the volume is significantly different than the rest of the year.

Just because you have seasonal routes doesn't mean you are laying off drivers during the seasonal months. Seasonal routes mean that your team recognizes the change in workload from high season to low season, and they are adjusting how and where resources are used to be more efficient.

Drivers that are not needed on daily routes during the low season can serve in different roles that still add value to the company. Some examples of how delivery manpower can be utilized in the low season include helping on routes that are intentionally built up to justify two people on the route, assisting on resets, and training/onboarding the less experienced drivers.

ROUTE PRIORITIZATION: DELIVERY VS. SALES

Most wholesalers would agree that routing delivery first is the right way to route. The wholesalers that are more sales and service driven will usually want sales routed first. Why should delivery be routed first? Here are some of the big reasons:

- **Delivery is the most expensive function in the company.** Routing delivery first increases the probability of the delivery routes by being more efficient.
- **It is easier and less expensive for a sales rep to make small route adjustments to fit into the delivery route's schedule.** To have a delivery truck trying to follow or accommodate sales reps calling on their accounts will hinder delivery efficiency.

Example: On any delivery route, two or more sales reps' orders will be feeding cases and stops to the same one or more routes. If a wholesaler is channel-specific with sales segmented into on- and off-premise, then in the same shopping center there may be a liquor store and a bar. If you route sales first, the on- and off-premise reps may not be calling on the accounts in the shopping center on the same day. Instead of the delivery driver going to the shopping center once and delivering to both the bar and the liquor store on the same day, the driver will need to go to the same shopping center two days.

- **The goal is to make delivery more efficient while minimizing the negative impact on sales.** Routing delivery first doesn't mean delivery can dictate sales. Routing needs to be a collaborative effort between delivery and sales.



ROUTING OFF-DAY DELIVERIES

The first step when it comes to off-day deliveries is to determine the company's off-day delivery policy. Similar to the overall service policy, if your off-day delivery policy is loose, not documented, or if off-day deliveries aren't measured, then you don't really have an off-day delivery policy. In today's competition for drivers, we find it's best to have a strict off-day delivery policy and manage the number of stops assigned to drivers.

If your off-day delivery policy allows only the A accounts (B accounts for AB) to get off-day deliveries if certain conditions are met, then how will off-day deliveries be made? If the routes are all built to fill the driver's day, then making an off-day delivery will more than likely be on overtime or at least require more hours than the driver planned to work that day. Should the delivery routes be built with some available flex time that is intended to be used for off-day deliveries? Or, will a separate truck or van be used for off-day deliveries?

There are pros and cons to each of these off-day delivery options. Your off-day delivery policy will determine how many off-day deliveries (if any) you will have/allow, and how you plan on handling off-day deliveries will impact your routing strategy.

We find it best to have a strict off-day policy and then you will have to deal with much fewer off-day deliveries. Off-day policies should be driven by upper-level management.

24-HOUR VS. 48-HOUR DELIVERY

Often the warehouse order-building team wants some or all of the market to be serviced with 48-hour delivery (48HD). This gives the order-building team the ability to pick more orders during the day and potentially eliminate the late picking shift. If you fall into this line of thinking, the question to ask is, "Do you need to have the entire territory serviced in 48 hours or just a portion that is required to get the earlier pick shift started and kept busy until later when other orders start flowing in?"

48-hour deliveries can make sense. It depends on the problem you are trying to solve (e.g. eliminate the late shift where it is hard to staff and retain employees or provide the reps with more time-to-sell, etc.). We plan on dedicating an entire future **Beer Brief** to the pros and cons of 48HD.

FORMALIZED SERVICE POLICY

The service policy needs to be formal and documented, with little left up to interpretation. If your service policy is informal and has a lot of "back doors" that provide too much situational discretion and personal preference, then you really don't have a service policy. Also, it's important to note that the service policy includes delivery frequency, sales frequency, type of sales model application, and merchandising frequency in routed stores.

Since COVID, we are seeing more and more wholesalers taking a harder line on service frequencies and being more strict with enforcing the service policy. Whether you need to take a hard line on service frequency or not will depend on your overall strategy and how you prioritize accounts, your budget, and competitive positioning.

LENGTH OF THE WORKDAY AND WORK WEEK SCHEDULE FOR SALES, DELIVERY, AND MERCHANDISING

LENGTH OF THE WORKDAY

When we work with a wholesaler, one of the first decisions we ask them to make is the number of hours they expect the sales reps, drivers, and merchandisers to work on a daily basis. The number of hours you plan your people working has a direct impact on routes. This decision also has a direct impact on staff turnover, overtime, and the quality of work performed by each team member.

If upper management believes limiting daily work schedules to eight hours is critical for merchandiser retention, but the routing and field management teams route the merchandisers for ten-hour days (5 days per week), then there is a major disconnect.

We can safely say that the length of the workday has shrunk considerably over the past 10 years. If you still look at long workdays as a badge of honor, you need to adjust the way you think.

WORK WEEK SCHEDULING

The second question is, “What is the work schedule?” Do you want drivers and merchandisers (and order builders) working five eight-hour days (5x8 schedule) or four ten-hour days (4x10 schedule)? The length of the workday has a major impact on routing. Just as important, how you design the work week impacts hiring and retention. We have found that the 4x10 work schedule is a competitive advantage when it comes to hiring and also contributes to reduced turnover.

WORKLOAD ADJUSTMENTS

What constitutes a reasonable workday for a driver, merchandiser, or sales rep? For example, let's say you decided you want your drivers to work 4x10 days and you want the driver's work day to be plus or minus 30 minutes (between 9.5 hours and 10.5 hours).

When routing is taking place, the routers decide what a reasonable daily workload looks like. Usually, it's a combination of total service time, cases, stops, and miles driven. It makes sense to get input from team members that are closest to the work to develop guidelines for determining reasonable workloads.

Each route will vary from the targeted workload but the team doing the routing must know the workload expectation of management. If management doesn't oversee the decision on the targeted daily workload then don't be surprised when some delivery routes consistently go out with 300 cases, some delivery routes are consistently working 12+ hours one or two days a week, or sales reps only have five scheduled stops on Friday.



MANAGING OVERTIME

Is overtime the exception or the norm? If you think that building routes that will intentionally exceed the work schedule (5X8 hours or 4X10 hours depending on your strategy), you must weigh the overtime decision against the following:

- Are you building in overtime just to make sure workers can earn more money? Is it enough to improve retention?
- Is 10% overtime less expensive than carrying additional personnel?
- Is it more important to keep the workday as close to the intended length without any overtime?

These decisions should come from management and will impact routing as well as retention. Similar to other questions previously covered, if you don't make this decision, the people doing the routing will make it for you, whether or not it aligns with the direction you wanted.

MERCHANDISING FREQUENCY GUIDELINES

Earlier we talked about the service policy including how often accounts will be seen by a routed merchandiser. This section covers merchandising frequency portion of your routing strategy.

It's common for a sales rep to push for a second delivery because the rep wants the store merchandised (by the driver) before the weekend. That's a pretty expensive pull-up! Also, often a merchandiser can go into a routed merchandising stop and only works 10 cases (and does not tell management about how few cases are being worked), or some merchandisers will question wholesaler management on the need for a specific merchandising stop.

We often see all stores in a particular chain merchandised at the same frequency, regardless of volume and need. In the c-store channel, it's common for all stores within a chain to not receive merchandising support other than on the sales call day or the delivery day, even though the account's shelves are half empty going into the weekend. In larger c-stores, lost volume from half-empty shelves going into and over the weekend more than justifies scheduling a Friday or over-the-weekend merchandising stop.

Times are changing. Not all grocery stores or c-stores are equal or require the same frequency of service. Wholesaler managers must be able to talk with chain decision-makers and explain to them that all their stores aren't equal in terms of volume and merchandising needs.

In the case of grocery stores, this may mean telling chain management that certain stores in their chain will be worked seven days a week while other stores in their chain will be worked five days a week. In c-stores, where wholesalers have been reluctant to provide any merchandising support other than on the sales call day or the delivery day, it's time to tell the chain that certain volume stores in the chain need additional merchandising support while other stores in the chain do not.



What's your plan for determining and verifying the need and frequency for merchandising support? This decision will impact your routing strategy.

Additionally, if your drivers are spending 2 or 3 hours delivering one large c-store:

- Those drivers won't stick around if they have a steady diet of 2+ hours in a c-store.
- Having a delivery truck and driver tied up at a large c-store for 2+ hours is a poor utilization of equipment and personnel.

Part of your merchandising strategy needs to cover if and how you will address driver time in large c-stores. Will you have two-person delivery routes? Will you have a chaser merchandiser work specific stops for the driver? Will the sales rep be required to go back and help the driver in these large c-stores?

TYPE(S) AND MIX OF TRUCKS

Today we work with numerous wholesalers that are implementing plans to convert their delivery fleet to end loaders with lift gates. Some of the reasoning behind this is that they want to cut down on workman's comp claims caused by side-to-side trucks. Just as important, they also want to make the job easier for the driver. They know drivers are in high demand and by changing the fleet they hope to decrease their turnover.

We also work with wholesalers that are experimenting with smaller trucks that don't require CDL-A licenses. Wholesalers know there is a shortage of CDL-A drivers and they want to know if these smaller routes are a viable option for part of the territory. So, the questions are, "What is your fleet plan?" and, "Do the routes being built align with that plan?"

BULK DELIVERIES

Bulk delivery is a very efficient delivery method. It does require coordination between delivery drivers and merchandisers. Even in accounts where the driver works the delivery stop (e.g. large liquor stores), there is great efficiency in pulling up and being able to bring pallets directly into the account.

What is your strategy for bulk delivery? Are you just going to bulk deliver grocery and large format stores? Will you bulk deliver any stop that has a large enough volume and has the capacity to handle pallets taken into the account?

Will you bulk deliver large volume stores even if the pallets can't be taken all the way inside the account? Will bulk deliveries only be made by dedicated bulk routes or can any route with the right equipment be given bulk deliveries if their accounts are bulk-friendly?



OFF-PREMISE, ON-PREMISE, AND DRAFT: SEPARATE VS. COMBINED

Some wholesalers still separate on-premise delivery from off-premise delivery. Many wholesalers have decided to combine on- and off-premise delivery once they saw the efficiencies that can be gained. There are still wholesalers that run separate draft delivery routes. Some on-premise managers argue that in the summer months, the draft can get warm if it's not in a draft delivery truck. We find that in most markets, the draft should be combined on the package trucks.

One key way to increase profits in the beverage distribution business is to increase gross profit per delivery combined with management of controllable expenses. The way you increase gross profit per stop is to increase the size of the delivery (ex. combine package and draft, and/or reduce excess delivery frequency) and product mix.

If draft is separate from the package on-premise, then combining them would increase the size and gross profit of the stop. If on-premise and off-premise are combined, the geographic efficiency would be significant. You would essentially be creating account density, which can mean less drive time and fewer routes.

If you are running on- and off-premise delivery separately and/or draft and package delivery separately, talk to some of your fellow wholesalers that have combined them and then evaluate your options. Your strategic decision will impact routing.

OUT-OF-TOWN ROUTES: TOWNS VS. STOPS

Most wholesalers would agree with out-of-town routes are best managed by towns, not stops. Certain towns are delivered on certain days of the week. If a driver has to drive 50 minutes to get to their first stop, and there are only 12 stops in the town, all the stops in that town will receive deliveries on the same day.

If a town has enough stops and volume to justify two trips per week - say Monday and Wednesday - then all the accounts in that town will have assigned delivery days of either Monday or Wednesday.

There are other logistics questions when it comes to out-of-town routes. For example:

- Will the driver drive from the warehouse to the delivery area each day?
- Will you cross-dock?
- Will you shuttle trucks to the delivery area?



TEL-SELL AND ONLINE ORDER DELIVERY (SMALL ACCOUNTS)

Tel-sell accounts don't always place orders on the day and the week they are assigned - their orders are variable. Similarly, accounts placing their orders online should still be assigned a set delivery day and be held to that day.

If tel-sell or online accounts want orders on the wrong day or the wrong week, what is your policy?

- Which accounts, if any, will get the delivery when they want it?
- Will you charge these accounts an off-day delivery fee?
- Who in your company will make the final decision on whether or not the delivery will be made?

FILLING MONDAY'S DELIVERY CAPACITY

Your sales team needs to meet with delivery management to determine if delivery wants more cases or stops on Mondays. This decision will be based on whether your delivery operation is case-constrained or stop-constrained on Monday as well as each day of the week.

Filling Monday's delivery capacity provides benefits to all aspects of the wholesaler's operation.

- Will filling Monday's delivery capacity be a mandate to sales or an "ask" for sales to help as much as they can?
- Which accounts will be moved to Monday delivery?
- What is the sales department's role in filling Monday's capacity?

DELIVERY HELPERS

Do you have a strategy for how and when you will use helpers on routes? The following are some delivery strategy options to consider:

- You will not use helpers
- You will only use helpers during the peak seasons
- You implement a standard that states the daily case volume required for a route to qualify for a helper.
- You plan on using helpers on selected routes and those routes will be built knowing they will have a helper all the time (bigger truck and more cases on the route to justify the helper).
- You plan on providing helper assistance to routes but only on certain, qualified stops. The helper doesn't ride in the cab with the driver. The helper/merchandiser meets the driver at a large stop and works the stop, and then moves on to work other large stops with the same or different drivers.



- You have out-of-town routes with long stem times that need helpers. You plan to hire helpers from the area where the truck will deliver (instead of having a helper ride from the warehouse to the area being delivered and then ride back to the warehouse).
- You pay drivers a commission based on how many cases they deliver with a provision that lowers the commission when a driver uses a helper.
- You align a driver's pay (ex. commission-type pay) to specific routes at the desired compensation level. Do you change the route to make the targeted driver compensation level, or do you change the pay to match the route (i.e. change the base pay)?

GUIDELINES FOR ADJUSTING ROUTES

It is normal for routes to need modifications between reroutes. New accounts open and accounts close. Accounts' volumes change. Sales may ask to change an account's frequency or route day. These are causes for permanent route changes. Also, on a daily basis, routes may need to be adjusted. For example:

- Small loads may be consolidated into other routes.
- Absenteeism may cause a route's stops to be spread among a handful of drivers.
- One route's volume may be too large and one or more stops may need to be assigned to other routes.

If permanent and daily route changes are going to happen, what are your guidelines and priorities that govern the route change process and decision-making? If you are overly customer service-focused, you will be relatively loose with permanent route changes. If your daily delivery management team believes that all routes go as planned, then consolidating small routes on a specific day may not occur.

- Do you have a minimum number of cases a route must leave with and, if a route fails to meet the caseload minimum standard, then it will be consolidated into other routes?
- If sales wants to permanently change a stop's frequency or day of the week, who has the final approval (sales or operations)?
- If you have a stock-out in the warehouse and the product comes in, what is your policy on which accounts will be redelivered with the product that was out of stock? I.e. Which accounts will get off-day deliveries with the previously out-of-stock product? Which accounts will need to wait until their next scheduled delivery day to get the product?

All of these route adjustment decisions need to be driven by your overall business strategy. If your strategy isn't driving these decisions, then there is no assurance of alignment between how you want to manage your service and delivery and how it's actually managed. This misalignment may derail your company's results from your desired competitive positioning, your overall expense management, the length of the workday, and many other concepts we discussed in this *Brief*.



CONCLUSION

I am sure we missed a couple of key route strategy questions. Some of you are probably thinking, "Verno really complicated a simple thing like routing!" The bottom line is that when a wholesaler is undergoing a major reroute, all of the topics we discussed in this Brief will need to be addressed.

Some strategies will be directed by management. Some will be influenced by the person on the ground doing the routing or by sales managers that push hard enough to get what they want. Some of these discussion topics will require data and lengthy conversations before strategic decisions are made, while others may result in no changes at all. How you did routing in the past should not be how you do routing moving forward. Failure of management to drive the strategy portion of routing can result in routes that miss the mark in terms of efficiency, costs, and customer service.

Do you want your strategy to drive and manage the routing process or do you want the routing process to determine your strategy? Before you answer that question, remember: Routing manages the most expensive functions in your company and provides your accounts with what they value the most (replenishment).



2022	2021	2020	2019
MANAGEMENT COMPENSATION	SUPER MERCH SALES MODEL	CREATING A GROSS PROFIT CULTURE	MANAGING OUT-OF-CODE
CENTRALIZED SALES SUPPORT	RETAILER ONLINE ORDERS	THE NEW BEER WHOLESALER	IMPROVING EMPLOYEE RETENTION
48-HOUR DELIVERY	WHOLESALER JOINT VENTURES	LONG-RANGE PLANNING	SALES COMPENSATION WATCHOUTS
SPANS OF CONTROL	ORDER BUILDER COMPENSATION	BRAND MANAGER'S JOB DESCRIPTION	MANAGING SALES PFP
ADVISORY BOARDS	SALES REP PFP OBJECTIVES	INCREASING PICKER PRODUCTIVITY	SKU RATIONALIZATION
SMALL FORMAT DELIVERY OPTIONS	MANAGING SPECIAL EVENTS	COMBINING NAs AND BEER	KOI BENCHMARKS
LONG-RANGE PLANNING	ONLINE ORDERING STRATEGY	MINIMIZING OFF-DAY DELIVERIES	THE GM JOB DESCRIPTION
ROUTING STRATEGY	CHANNEL-SPECIFIC SALES	SALES PRACTICES IMPROVE WSE	THINGS TO STOP DOING
	ANNUAL BUSINESS REVIEW	SUCCESS WITH LESS FROM SUPPLIERS	2020 ANNUAL BUSINESS REVIEW
2018	2017	2016	2015
LENGTH OF THE WORKDAY	PREPARING NEXT GEN OWNERS	EXECUTIVE BONUS PROGRAMS	RETAINING EMPLOYEES
PROTECTING TS DRAFT	NEXT GEN OWNERS CAREER PATHS	WAREHOUSE EFFICIENCY KILLERS	ROUTING PROJECT CHECKLIST
SALES REP CAPACITY	POLICIES FOR MANAGING SUPPLIERS	MANAGING RESETS	SPANS OF CONTROL
EMPLOYEE FEEDBACK	SHARING FINANCIALS WITH EXECs	WHY INTERNAL PROJECTS FAIL	THE NEW SALES SUPERVISOR
KEY ACCOUNT MANAGER'S ROLE	DELIVERY MANAGEMENT SELF-TEST	EMPLOYEE SURVEYS	4-DAY WORK WEEKS
AUTHORITY LEVELS	SALES REP COMPENSATION	MANAGING MERCH. FREQUENCY	DELIVERY ROUTE COST REDUCTION
THE SUPERVISOR POSITION	MERCHANDISER SAVINGS	JOB DESCRIPTIONS	MANAGING CRAFT ROI
DELIVERY MINIMUMS	DEVELOPING STRATEGY	SALES GO-TO-MARKET SELF-TEST	SALES BEST PRACTICES
2018 BEER BUSINESS REVIEW	2017 ANNUAL KOI REVIEW	2016 ANNUAL KOI REVIEW	2015 ANNUAL KOI REVIEW
2014	2013	2012	2011
HR'S STRATEGIC ROLE	2013 BEER BUS. SURVEY/FORECAST	SALES ANALYST POSITION	THE NEW OPERATIONS EXECUTIVE
SUPER MERCH. SALES MODELS	SERVICE POLICY STRATEGY	SUPPLIER SERVICE POLICY	MERCHANDISING SCORECARDS
MIXING SOFT DRINKS & BEER	CYCLE COUNTING & INV. CONTROL	WAREHOUSE TURNAROUND	USING BREAK EVEN ANALYSIS
BEING SCALABLE	MANAGING INTERNAL PROJECTS	POS SERVICE GUIDELINES	CAREER PATHS
TOTAL SIGN SHOP COST	ACQUISITION READINESS	SKU DELETIONS, PART 1	SUSTAINABILITY
HOW WHOLESALERS MAKE MONEY	MANAGING COSTS	SKU DELETIONS, PART 2	SUCCESSION PLANNING
DISCOUNT/DRUG STORE STRATEGIES	2014 BEER BUS SURVEY/FORECAST	SOCIAL MEDIA SURVEY	MASTER BUSINESS STRATEGY
VERNO'S 2015 BEER BUS SURVEY	ACQUISITION INTEGRATION	DON'T CALL ACCOUNT LIST	ORGANIZATION STRUCTURE
2014 ANNUAL KOI REVIEW	2013 ANNUAL KOI REVIEW	2012 ANNUAL KOI REVIEW	2011 ANNUAL KOI REVIEW

ON-SITE CONSULTING SERVICES

Contact Joe Verno at [303-807-5176](tel:303-807-5176)
or JoeVerno@VernoConsulting.com
to discuss scheduling an on-site
consulting engagement.

EXAMPLES OF SERVICES INCLUDE BUT ARE NOT LIMITED TO:

- Go-to-Market Strategies
- Organization Structure
- Portfolio Management
- Warehouse Labor
- Management Systems
- Organization Structure
- Service Policy Design
- Compensation Design
- KOI Systems
- Inventory Control Systems
- Management Scorecards
- Strategic Planning

LEARN MORE AT: VERNOCONSULTING.COM