# SALIENT

## Salient **Direct-to-Store Distributors & Manufacturers of Consumer Products**

Performance Management Suite

**Making the connection** between profit and growth in relationship to any area of your business.

Thank you for your interest in Salient Corporation. My name is Guy Amisano. I founded Salient 21 years ago for the sole purpose of helping business managers get better visibility and control over their market spending. As general manager of a mid-sized beverage company back in the 1980's, I found a way to see which customers were converting my promotions to real growth and profitability.

I saw that getting true visibility meant organizing everyday sales data into a really fast system that could sort through millions of details and give me a simple picture of the dynamics of my marketplace, answering the most basic questions: "When I deal, do I grow the business, make money, both or neither? When I push one product, does it hurt sales of other products? Which customers, products or deals are worth time and money and which aren't?"

The answers to these questions would help me know where I should focus time and money. I could know better how often to stop; which mix of brands would generate the highest margin return and just how much inventory to send into the store to maximize my results. The result was Salient Trade Performance Management, a complete system for processing the data of everyday business activity into better and better trade execution.

Since then, we have extended the Salient system beyond its original trade management mission. Today, we bring together all of the data that relates to your business, from automated processes, specialized systems for routing and space management, even the Internet, and then form it into a comprehensive solution for measuring and managing your entire enterprise.

On the following pages, you'll see how. Thank you again for your time.

Guy Amisano
Founder and CEO
Salient Corporation

- Promotions
- New Product SKUs & Product Mix
- Distribution Gaps
- Price Points
- Supplier Rebates / Agreement Dollars
- Detailed Sales Results
- Pay for Performance
- Point of Sale
- Capital Assets
- Displays
- Retail Scan Data / Syndicated Data

- Price Book Management
- Retail Negotiation Support
- Shelf Space Facts
- Price to Consumer / Cost to Retailer
- Targeted Goals
- Ordered vs. Delivered
- Quotas
- Commissions Plus
- Incentive Plans by Activity Type
- Account Call Activities
- Sales to Third Parties

- Route & Driver Productivity
- Time & Labor
- Fleet & Fuel Management
- Inventory Availability
- Forecast Accuracy
- Location Intelligence (Geo)
- Census
- Exploded Cost Components
- Off-Invoice Dollars
- Aging / Accounts Receivables Balances
- Weather Conditions

## Create an organized source of performance information:

### 1.
**BOLT ON**

Reach into existing systems to leverage data
— no IT changes required.

### 2.
**PRECISELY MEASURE VALUE ADD**

Immediately drill down into data sets and metrics
— no support or waiting necessary.

### 3.
**MAKE INFORMATION ACTIONABLE**

Take immediate, fact-based action
— guesswork no longer required.

# Where do
# I invest

time & money for the best possible return?

# Salient Trade Performance Management answers the most important question in business.

**Score the Market**

Make the marketplace entirely transparent with Salient. Capture actual profit and growth from sales transactions and make their value instantly visible to every manager, every day.

Now, every manager can continuously separate profitable from unprofitable activity and direct time and attention to those customers, products and events that deliver the best returns.

**Enable Improvement**

Know how promotions, discounts, product mix and deals affect profit and growth. Optimize SKU mix and display inventory for maximum sell-down, minimum over-stocking and minimum category cannibalization.

## A Radical New Way to Deal with Information

Eliminate waiting time, hassle, guesswork and dependence on staff for answers with Salient. Give managers the autonomy they need to get necessary information quickly and easily, without losing time from their jobs.

# The Foundation for Profit and Growth

**Salient Trade Performance Management**

Everything your professionals need to control the drivers of top-line performance: sales, revenue, cost, discount, margin and allowance.

Salient Trade Performance Management bolts on to your existing systems and automatically computes volume, revenue, cost and margin for every transaction, every day... and then rolls up these values to provide instant graphical views of business performance from every market perspective. Give managers a self-serve toolkit for instant sorting and drilling through sales data to find the lists of problems and opportunities they can address in the short term.

Narrow down from a market-wide view to a list of under-performing customers or to a single package within a single customer location. Drill into pricing history to see elasticity, lift and cannibalization - all within a minute or so. Mix high-margin brands into displays with low-margin brands. Reduce over-stocks (and out-of-date bring-backs), multiplying value by making delivery and warehouse operations less costly as well. Even without direct control over pricing or promotional event timing, small adjustments become possible in product mix or display inventories that can deliver significant improvements in a customer's value over time.

Salient systems deliver clear feedback on every business transaction.

**Balance This:**
Balance price
(and all of your other investments)
against volume and profit.

Profit

Growth

Price

# Salient Trade Performance Management
## Balance Price Against Volume & Profit

### Promotions

See, graphically, how promotional discounting, product mix, deal duration and frequency affect profit and growth. Enable managers to optimize SKU mix and display inventory for maximum sell-down, minimum over-stocking and minimum category cannibalization.

### New Product SKUs & Product Mix

Track the effects of new products on vendor and category performance and show how much a new product is worth. Easily see which products can or can't support their carrying, distribution and marketing costs.

Measure market penetration, trial, and retrial of new products. See the effect new products have on existing product lines, and how successful salespeople are at getting products into the marketplace. Have multiple visual perspectives to best judge the useful life cycle of products and product lines. Measure sell-thru and potential sell-thru of active customers to find opportunities for new placements.

### Distribution Gaps

Generate actionable lists of products or customers using exception tests. Measure new account growth and retention.

### Price Points

Test merchandising and pricing strategies with minimal risk. Immediate feedback allows in-time corrections.

### Supplier Rebates / Agreement Dollars

Match rebate information with sales data down to the SKU and store, irrespective of time or data source, for a more reliable picture of profitability. Correlate investments in retail agreements with sales performance for a truer read of value added.

### Detailed Sales Results

Make complicated sales activity logical and coherent. Easily track such performance specifics as "actual vs. assigned sales rep," "returns and reason codes," and much more.

### Pay for Performance

Does an increase in sales volume have expected effects on profits? Measure the whole performance equation: volume, growth and margin contribution — enabling wholesalers to build comp and bonus plans based on actual value added by each person.

### Trade Performance Management

– Sales Volume
– Revenue
– Discounted Dollar Amount
– Discounted Volume
– COGS
– Supplier Rebates
– Margin
– All Customers and their Attributes
– All Products and their Attributes
– All Sales Reps and their Attributes



### Performance Management Suite

Retail Execution
Sales Force Performance
S&D Operations
Inventory & Supply Chain
More You Can Do

"Volume used to be king. It's not anymore.
It's profitability and margin. Salient has a great product.
It's quick. It's easy. It's just virtually maintenance free.
Would I recommend it to others?
In a heartbeat."

Dan Welsh
Controller
Pastega Beverage

It is essential to

# know what is being invested

and how it affects each account.

# Retail Execution

Extend trade performance
management all the way to the store.

## MARKET INVESTMENTS

### Point of Sale

Continuously monitor, at the store level, permanent POS and paper POS material costs vs. sales and margin.

### Capital Assets

Track coolers, vendors, fountain machines and other expensive assets. Know where they are, how many there are and how long they are there.

### Displays

Negotiate more and better displays and display positions. Spot opportunities for improvement. See where display activity is falling off before too much time passes by.

## FULL CATEGORY MANAGEMENT

### Retail Scan Data / Syndicated Data

Evaluate optimal retail mix and make well-grounded recommendations to retail buyers by leveraging third party syndicated data with sales figures.

### Price Book Management

Match up what you are allowed to sell with what they are allowed to buy. Cross reference current pricing for each SKU and generate easy price lists for each account. Show customers what's been authorized, but not purchased.

## RETAIL NEGOTIATION SUPPORT

### Retail Negotiation Support

Make the best use of space in any store and show retailers the benefits of the space allotted to brands in the category. Easily show how much revenue, profit and volume brands are contributing to a customer's bottom line.

- Design optimal plans in terms of product mix, placement, and space.
- Get facts for negotiation with retailers for additional facings or displays.

### Shelf Space Facts

Bring facing, pricing, plan-o-gram and capacity facts from multiple sources together and then put them in context with sales data for shelf-space decision support. Measure true profitability down to the inch.

### Price to Consumer / Cost to Retailer

Determine price elasticity and retailer profitability with the integration of price to consumer (PTC) information in context with your wholesaler price – the retailer's cost.

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## + Retail Execution

– POS: Costs and Quantity by Type
– Display: Price, Position, and Quantity
– Retail Scan Data: competitor price and volume
– Price to Consumer
– Number of Facings
– Shelf Facing Capacity
– Space: linear, square ft., inches
– Plan-o-grams



"The Salient solution has helped us become much smarter manufacturers."

Randy Bates
Executive Vice President
of Sales and Marketing for Golden Flake

## Sales Force Performance

### Targeted Goals

Translate strategy into tactics. Compare forecasted budgets or targets with the actual numbers to see where sales are off track and who is accountable for discrepancies. Have the knowledge needed to take action before too much time is lost.

### Ordered vs. Delivered

Combine facts on pre-sold vs. actual sold, and associated reason codes, with returns tracking to improve order fulfillment.

### Quotas

Measure progress toward meeting short- and long-term goals. Rather than running occasional reports, easily uncover differences in actual vs. quota, by route and by month for each sales rep (pre-sell locations) or driver (peddle locations), at any time.

### Commissions Plus

Track the actual daily contribution of each salesperson by integrating (and secure, if desired) the commission amount made by each sales rep. Allocate incentive dollars to total expense amount associated with each customer to better measure customer-level profitability.

### Incentive Plans by Activity Type

Break down pay for performance incentive plans by activity type, such as money for placing a display, establishing new accounts or hitting distribution goals. This enables managers to build compensation and bonus plans based on actual value added by each person and evaluate the best way to motivate and compensate based on performance objectives.
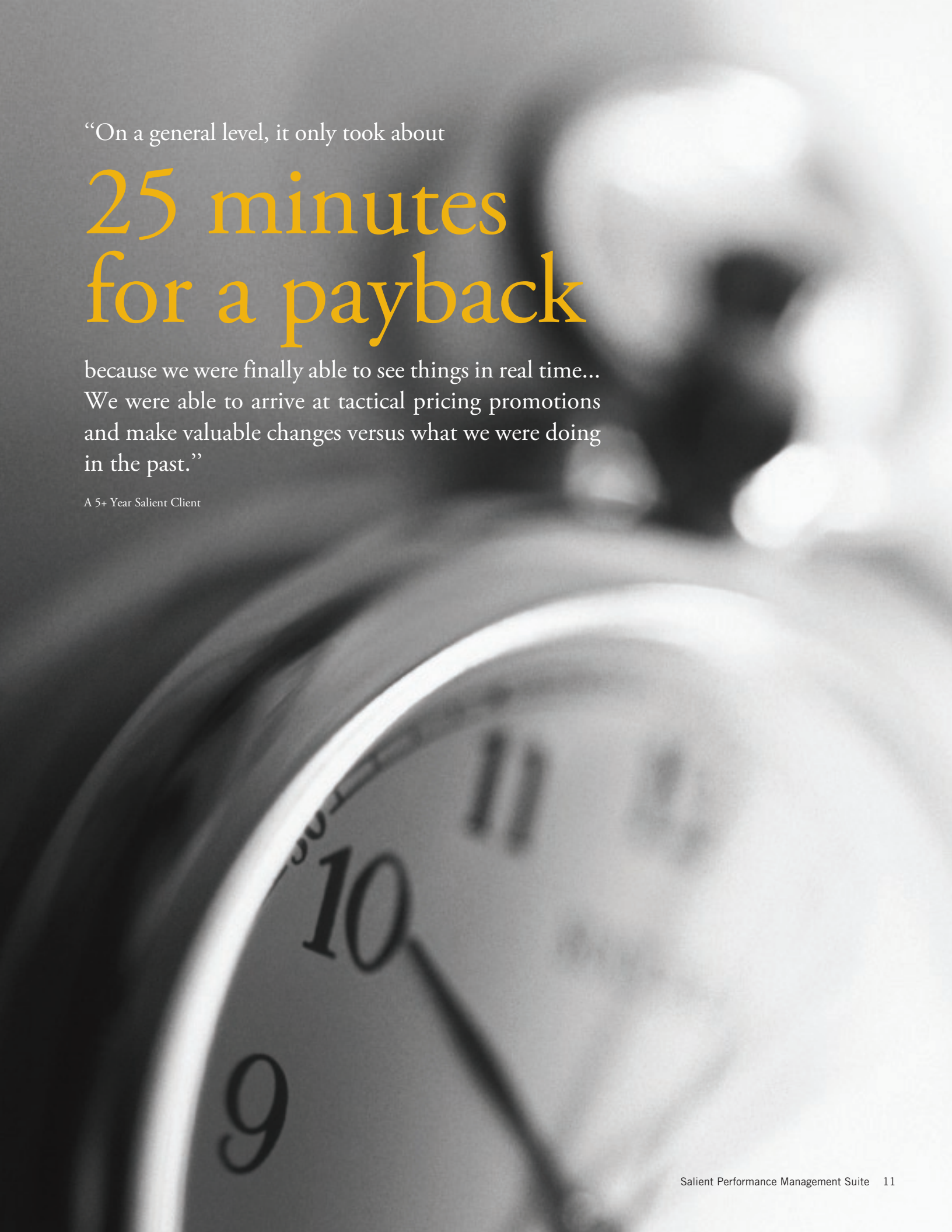
### Account Call Activities

Align client-interaction events to see associated costs of on-site visits and total call frequency in context with all the other sales facts. Automatically associate call events with the types of calls identified in your systems: delivery, route sales call, shelf set, old code date, display or sales objective, check rotation, retailer requests, etc.

### Sales to Third Parties

Monitor products sold in all territories, to all accounts, whether serviced in house or by a third party.

> "We especially like the ability to monitor profit performance of individual sales people, and recently decided to base part of their compensation on margin delivered. This is phenomenal."

Ellen Morgan
Data Systems Manager
Royal Crown Bottling Corp. (7-Up Bottler)

"On a general level, it only took about

# 25 minutes for a payback

because we were finally able to see things in real time... We were able to arrive at tactical pricing promotions and make valuable changes versus what we were doing in the past."

A 5+ Year Salient Client

## S&D Operations

### Route & Driver Productivity

Determine how to optimize volume, revenue and margin per driver, per stop.

One can extend this capability using load sheet sales and time and date stamp information from handhelds to measure per hour productivity. Gain visibility into customer face time (stop time) vs. non-value-added time (windshield time), run time (overall route time), and more.

### Time & Labor

Use information on hours spent per customer location to measure cases delivered per hour.

### Fleet & Fuel Management

See how much each job or trip really costs by integrating data from fuel cards and odometer readings to provide a complete picture of fuel costs and efficiency. Incorporate fuel consumption costs into pricing strategies and budgets. Track fuel costs, fuel taxes, fuel volume (gallons), and mileage for every vehicle (cost per gallon & mpg). Roll up results to reveal fuel efficiency at every level — by driver, vehicle make, vehicle model, route, region, etc.

## Inventory & Supply Chain

### Inventory Availability

Better balance market demands with the supply chain by bringing sales and inventory facts together. Get fast answers to some of the most important questions:

- What is on-hand or on-order?
- What is today's product pipeline?
- Where are our stock shortages?
- Are we prepared for promos?

Better manage alignment and consistency in planning operations related to sales.

### Forecast Accuracy

Perform "What-If" forecasting by bringing transaction-level data from Salient into Microsoft Excel®. Measure variance to actual sales and create better synchronization between sales and operations.

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+ S&D Operations
– Fuel Costs
– Fuel Volume in Gallons
– Mileage
– All Vehicles and their Attributes
– Hours Worked by Route Employee
– Allocated Employee Labor Expense
– Cases Delivered Per Hour
– Avg Rev, Vol, and Margin per Stop
– Avg Rev, Vol, and Margin per Invoice

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+ Inventory & Supply Chain
– Ending Inventory Balance (Inventory On-Hand)
– Beginning Inventory Balance
– Transfers In
– Transfers Out
– Breakage
– Purchase Order Quantity (Inventory On-Order)
– Forecasted Revenue (or price), Volume, Cost, and Margin

SALES — Customers, Space, Products, Deliveries, Inventory, People

# More You Can Do

## Location Intelligence (Geo)

Select performance criteria, such as volume, revenue, margin, etc., and then map customers and locations meeting those criteria to see regional or geographic trends in performance. The maps are easy to read, representing data attributes with variations in color and size.

Turn on existing highlight rules to instantly spot locations with high costs, low volumes, unusual changes, etc. Look at all locations at once or focus on a subset by attribute (for example, all convenience stores), or any sales characteristics (for example, customers who bought product A).

Show averages and totals for distinct areas within the map. Shades of color indicate whether a region, state, county, town, or other area has unusually high or low results. Set performance criteria, then instantly map locations that pass or fail… drill into individual locations for deeper analysis.

## Census

Compare valuable information about the people and households in each territory with sales numbers to better understand market penetration. Match demographics by zip code with territories to reveal vital per-capita rates and monitor the effect of local demographic changes on sales. All census data is the most current offered by the Census Bureau. Examples include: population, race, gender, age, family classifications, housing types and income. Salient can provide a service to help. Use this information to stitch together various franchise maps of franchise territories by brand.

## Exploded Cost Components

Drill into components of cost, on- or off-invoice, to precisely measure product cost, route profitability, distribution and more. For example, explode the bill of materials to see the cost of raw materials for any time frame.

## Off-Invoice Dollars

Spread off-invoice expenses or revenues to the appropriate customers or products for more precise tracking of profitability with the Salient allocation utility.

## Aging / Accounts Receivables Balances

Help customer representatives collect the money that's due when it's due. Seamlessly integrate A/R information to show A/R balances, invoice amounts, paid amounts, outstanding balance vs. revenue or margin, contact information and more.

- Compare A/R balances to revenue, margin, or any other sales measure;
- Make the appropriate people aware of and responsible for past-due accounts;
- Quickly identify the riskiest accounts and provide all information required for immediate action; and
- Elevate A/R to a Key Productivity Indicator (KPI) status within the company, including it in executive targets and sales management performance evaluations.

The following metrics are brought to the forefront for oversight and decision support: invoice amount, paid amount, adjustment amount and A/R balance.

## Weather Conditions

Are sales sluggish because of colder than usual temperatures? Were deliveries slowed because of a bad storm? Get the answer. Daily weather updates from the National Oceanic and Atmospheric Administration (NOAA), combined with sales activity provide another tool to assess performance. Weather information can be collected from any weather station in the world – providing reasons for performance. Collect information from one or two specific weather stations, or track an entire geographic region. Indicators show the amount of rain, snow, and wind, as well as visibility and temperature.

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## + More You Can Do

– Longitude and Latitude (Geo)
– Demographics: population, race, gender, age, family classifications, housing types and income
– Cost Components – precise breakdown depends on client needs
– A/R balances, invoice amounts, paid amounts, outstanding balance vs. revenue or margin
– Allocated off-invoice expenses or revenues (breakdown depends on client needs)
– Weather Conditions: amount of rain, snow, and wind, as well as visibility and temperature

## Salient Enterprise Monitor™

Integrate data from every level and function across the enterprise to provide comprehensive measurements of productivity and connect strategic vision to activity.

Achieve a state of constant, current and actionable intelligence that joins data directly to action and enables continuous improvement of the many decisions, processes and capital spending that happen every day.

Customers

People          Space

**SALES**

Inventory          Products

Deliveries

**Next Action:**
To discuss what Salient can do for you, and to consider a low-cost, quick-start solution for a fast-track answer to your most pressing current issue, call (607) 739-4511, or email the Salient Management Institute at smi@salient.com.

"Answers are available on the spot – practically as fast as the questions are asked... Seat-of-the-pants management is becoming a thing of the past. Within seconds, gut feelings can be documented or substantiated."

A 13+ Year Salient Client

"It's a magnificent tool that allows the sales team to

# get knowledge faster,

which, in turn enables them to be more accountable for their individual business."

A 13+ Year Salient Client

"Better information, faster information and a more informed sales force — you can't put a dollar figure on that."

An 11+ year Salient Client


"We can get all of the data we need from a basic sales transaction in a format that makes sense to us."

Andrea Lutes
Weinstein Beverage Company


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