

# Supply Chain Transformation through Business Analytics

## VALUE ADDED SERVICES

sid@factua.studio

*At Factua our USP is industry-specific Business knowledge. We maximize the value addition delivered to our clients in Business Analytics, Marketing and Consulting through a strategic lens that focuses on the Stone Industry. This is how we ensure that their investment is worthwhile and that continuous improvement, therefore, drives consistent sales growth for them in the long run. With time we are constantly innovating with our services across Business areas, with a focus on delivering value-added integration that reinforces strategic positioning. We hereby present a wide range of services across Business functions that are personalized to help you achieve your goals and differentiate your value proposition.*

### 1. Business Analytics:

#### A. Long Tail Analysis:

AQS presents a personalized approach to understand your Business as a friend and help you grow based on your product-market fit. We start by analyzing your annual inventory data to understand your best sellers vs idle stock.

Let's take an example; if in year X, 25% of all your products are contributing to 65% of all total revenues, this means that 85% of your products are resulting in just 35% of your sales. This relation tells us that while 25% of the products may be fast-moving and profitable, there is a long tail of products that is either slow-moving or sitting idle. This is idle value that is costing you in terms of inventory, storage, inventory turnover ratio, and other overheads.

Let's take an extreme example to help you understand this better. Say a distributor makes 100% of his revenues by selling just 10% of his products. 90% is therefore idle stock. Our goal here is to ensure that 100% of sales comes from the maximum no of products, ie. at least 50-70%, with 30% left as strategic high-profit items, which have a higher degree of demand uncertainty.

Therefore, our goal is to help maximize the % of your products contributing to your overall sales. The benefits of this long tail approach are manifold, some of them are listed below:

- a) Your inventory turnover ratio can improve and you can maximize sales
- b) You can trim your long tail to include more profitable/fast-moving products in your inventory, and keep improving on this consistently, thereby driving up the value of your inventory and company.
- c) You can differentiate your value proposition for a selected pipeline of products that your customers associate with strongly and therefore grow market share for the most profitable products in your portfolio.

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d) Develop flexible supply chain sourcing alternatives to deliver maximum cost savings across product segments/ categories; For eg. Whites, Greys, Calacattas, Carraras, etc (For Quartz)- This is where we can help you minimize sourcing risk and maximize cost savings.

**Requirements-** We need Annual inventory data to be formatted as shown below or in a similar structure (excel) to conduct the analysis and derive insights.

| Name                       | SKU | Type | Category      | Sub Category | Group | Origin        | Slabs | Quantity | UOM | Sale Value  | Cost        | Avg. Selling Price | Avg. Cost |
|----------------------------|-----|------|---------------|--------------|-------|---------------|-------|----------|-----|-------------|-------------|--------------------|-----------|
| Brown Fantasy 3cm          |     | SLAB | Natural Stone | Marble       |       | India         | 176   | 9419.3   | SF  | \$48,391.51 | \$39,030.05 | \$5.14             | \$4.14    |
| Brown Fantasy Leather 3 cm |     | SLAB | Natural Stone | Marble       |       | India         | 146   | 8308.35  | SF  | \$47,147.64 | \$35,757.79 | \$5.67             | \$4.30    |
| Steel Grey P/L 3cm         |     | SLAB | Natural Stone | Granite      |       | India         | 118   | 7942.03  | SF  | \$35,818.67 | \$31,247.16 | \$4.51             | \$3.93    |
| Viscon White 3cm           |     | SLAB | Natural Stone | Granite      |       | United States | 96    | 6571.17  | SF  | \$44,397.25 | \$35,490.80 | \$6.76             | \$5.40    |
| River Blue 3 cm            |     | SLAB | Natural Stone | Marble       |       | India         | 98    | 5655.89  | SF  | \$30,903.04 | \$23,664.78 | \$5.46             | \$4.18    |
| Black Pearl P/L 3cm        |     | SLAB | Natural Stone | Granite      |       | India         | 74    | 4938.16  | SF  | \$14,198.27 | \$12,336.55 | \$2.88             | \$2.50    |
| Glacier White 3cm          |     | SLAB | Natural Stone | Granite      |       | India         | 48    | 3262.33  | SF  | \$21,531.38 | \$18,280.45 | \$6.60             | \$5.60    |
| Moon White 3cm P/L         |     | SLAB | Natural Stone | Granite      |       | India         | 46    | 3181.1   | SF  | \$14,951.17 | \$12,749.39 | \$4.70             | \$4.01    |
| Tan Brown 3cm              |     | SLAB | Natural Stone | Granite      |       |               | 46    | 3108.24  | SF  | \$14,132.23 | \$12,608.88 | \$4.55             | \$4.06    |
| Desert Brown 2cm           |     | SLAB |               |              |       | India         | 45    | 3052.4   | SF  | \$10,072.92 | \$7,652.72  | \$3.30             | \$2.51    |
| Pure White Quartz 2cm      |     | SLAB | Quartz        |              |       | China         | 46    | 2596.24  | SF  | \$22,287.94 | \$15,928.22 | \$8.58             | \$6.14    |
| White Ornamental 2cm       |     | SLAB | Natural Stone | Granite      |       | Brazil        | 36    | 2355.16  | SF  | \$17,130.72 | \$10,405.64 | \$7.27             | \$4.42    |
| Calacatta Oro 2cm          |     | SLAB | Quartz        |              |       | China         | 38    | 2105.42  | SF  | \$19,001.34 | \$18,538.30 | \$9.02             | \$8.81    |
| Astoria 2cm                |     | SLAB | Natural Stone | Granite      |       | India         | 24    | 1792.89  | SF  | \$19,319.56 | \$13,178.74 | \$10.78            | \$7.35    |
| Taj Mahal 2cm              |     | SLAB | Natural Stone | Quartzite    |       | Brazil        | 27    | 1765.11  | SF  | \$42,027.36 | \$29,245.90 | \$23.81            | \$16.57   |

### B. Portfolio Optimization

Once the long tail of products is trimmed and the most profitable products have been identified within product segments, a product pipeline can be constructed for each product segment/ category- Quartz, Granite, Marble, etc. Each pipeline includes the products within each segment that are aligned based on profitability and product mix, that the company chooses to stock and sell in the future. The trick is to optimize the quantity accurately, and therefore maximize the resulting profits. This requires an optimization approach via linear programming, that forecasts an optimal demand/ reorder program across products within a segment, based on historical demand trends for the reorder period. This linear optimization model focuses on 2 main constraints- costs and storage space which vary from client to client.

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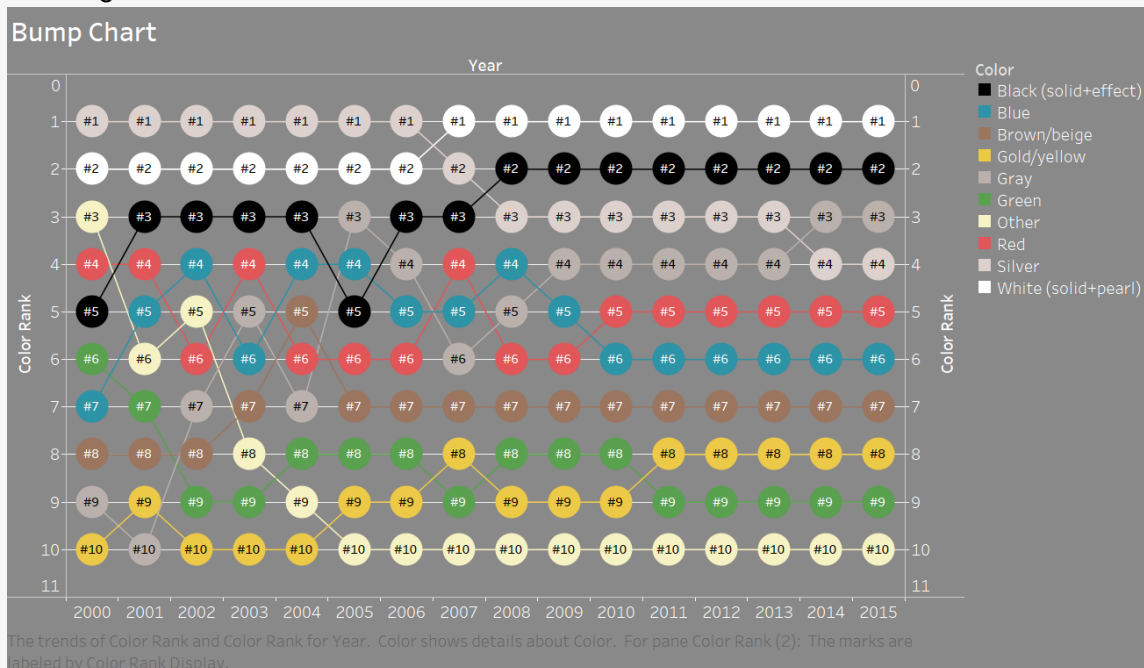
### Requirements:

- The inventory data in an excel format similar to the one mentioned on page 2.
- Constraints- Costs to invest into orders and the space available for the quantities to be ordered.

### C. Additional Business Insights and Business Intelligence:

These are insights and recommendations that can be provided to improve business decisions, based on the binding requirement that data made available is consistent with the required format to provide these insights.

- BUMP CHART-** To analyze the sales/ profitability of the top 10 best sellers over the years or selected categorical items.



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The complete solution

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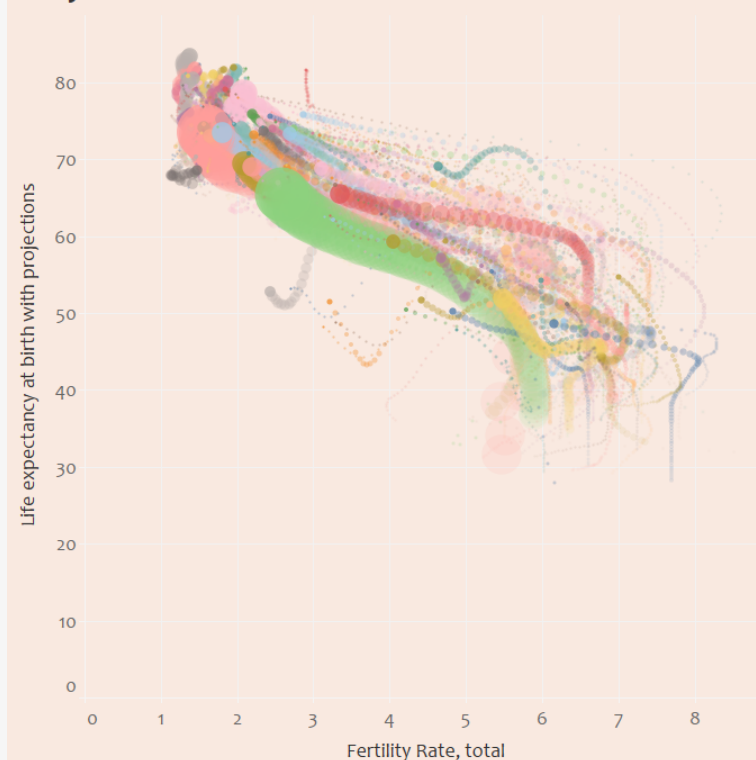
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b. **The Rosling analysis:** This gives us an idea of the sales performance of a product segment over the years. Hans Rosling, a famous Swedish scientist used this analysis to determine how the life expectancy and fertility rates are changing across countries over the years (countries are denoted by the color of the bubble). The size of the bubble denotes the population size. Extrapolating from this analysis we can represent the size of the bubble by the profitability of the product (per unit), and map the total annual sales value for a product segment on the X-axis and the total annual volumes for that product segment on the Y-axis.

**Life expectancy vs Fertility Rate by countries over the years**



Sum of Fertility Rate, total vs. sum of Life expectancy at birth with projections. Color shows details about Country. Size shows sum of Total population.

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The complete solution

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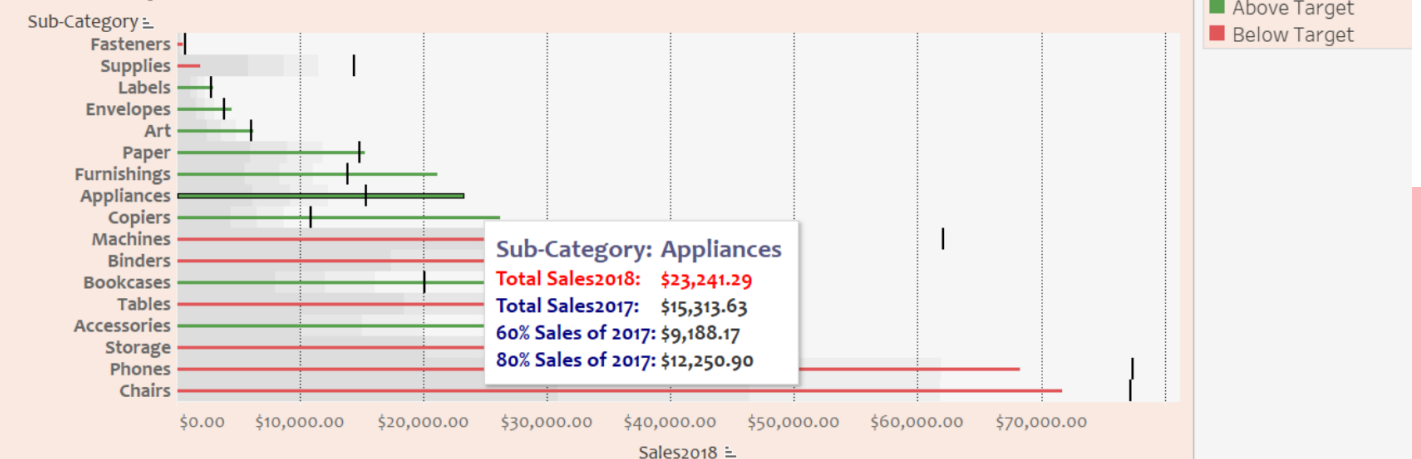
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- c. The Bullet graph: This analysis tells us about the sales performance of each product segment and provides us insights based on set targets and historical figures as shown. Targets can be varied to fit individual Business preferences.

### Bullet Graph



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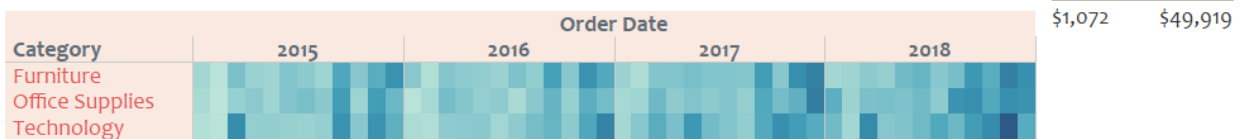
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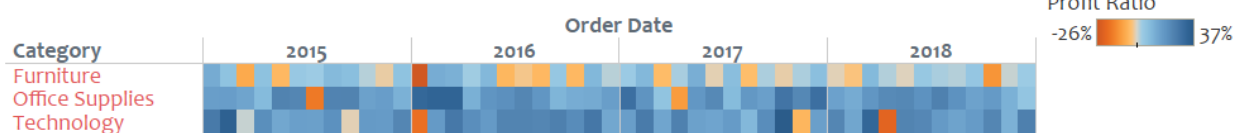
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- d. **Heat Map:** This analysis gives us various insights for sales performance across product segments over the years. This helps us identify seasonal trends and develop re-order programs, discounts, and other promotions prescribed for maximum sales and success.

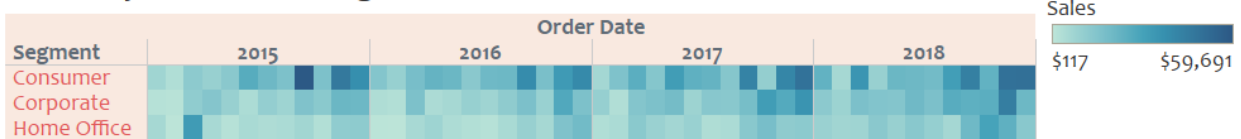
### Sales by Product Segment- Time Series



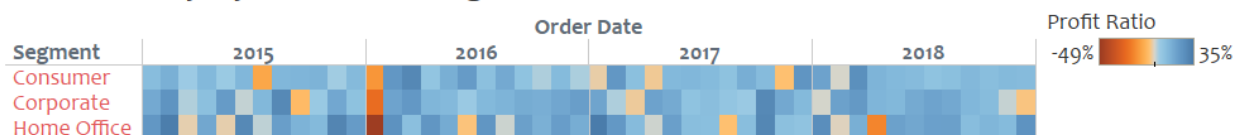
### Profitability by Product Segment- Time Series



### Sales by Customer Segment- Time Series



### Profitability by Customer Segment- Time Series



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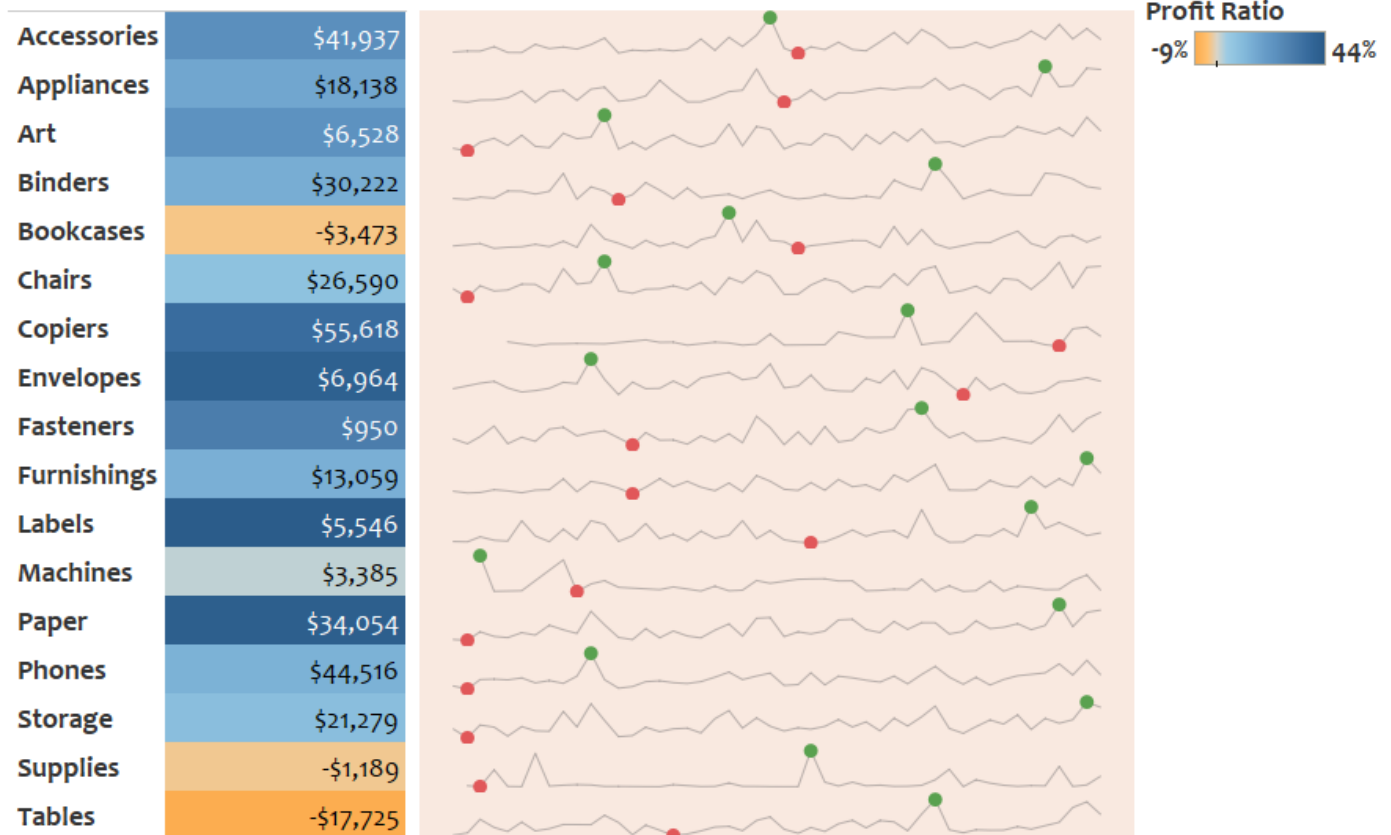
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- e. **Sparklines:** This is an analytical approach that can be used as a tool to predict seasonal patterns and profitability. It can also help in long-tail analysis across segments as shown below.

Profit Ratio and Sparkline for individual products



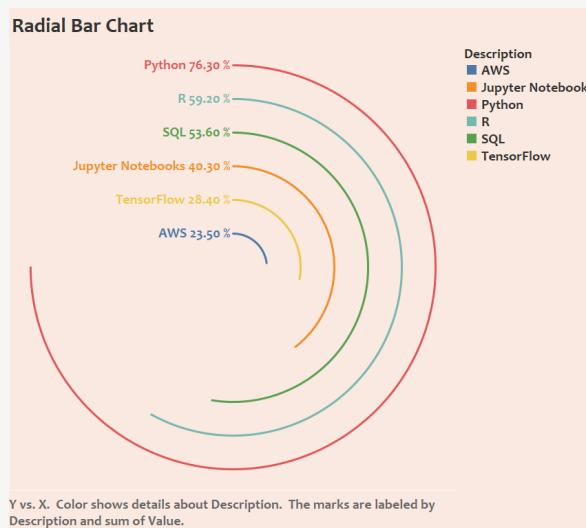
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f. **Radial Bar Chart-** An analysis approach that can be used to tell who our most profitable customers are and where we need to focus our business development, partnership, marketing, and prospecting efforts. The example below shows us the most used analytical tools in the Data Science world, but this visualization can be extrapolated from the field of sales as well.



**Cost:** The analytics services are free add-ons, and are delivered on an annual basis only- ie. 1 report per year for clients who order a minimum of 2 containers a month, (At the end of the 12-month program). Other clients can subscribe to this service at an annual rate of \$5000. (Reports and insights can be provided on a quarterly or bi-annual basis too depending on the client).

\*For clients who commit to the 2 container a month program, and want the analysis report immediately (before the 12-month period), they have to pay \$5000 upfront, which will then be returned entirely at the end of the 12-month period. The report will take at least 30 days to prepare, from the date of receiving the upfront amount.



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### 2. Digital Marketing:

Once we help segment your suppliers and diversify risk to maximize your cost savings as mentioned in the point above d, we also provide you with forward thinking solutions to help differentiate your value proposition and grow your market share for your most profitable product segments through digital marketing efforts that driving footfall and optimize your marketing spend.

We have a team of digital marketing experts in India who specialize in tools like SEO, social media, ADS, email marketing, content management, website management, and digital channel innovation to position the brand, create awareness, stimulate interest and drive footfall to help enable sales conversion at the warehouse. We develop an automated lead conversion mechanism that follows up with customers to nudge them towards making a favorable decision.

#### Cost:

SEO- \$1000 a quarter; \$4000 a year.

Social Media and web maintenance- FREE. (Subject to complexity for web changes)

Content management- FREE

ADS- As charged by social media channels (We don't charge anything extra for managing deployment)

Email marketing: As charged by the email automation platform (Nothing extra)

**\*Benefits- Since we have a pooled network of clients, synergies are bound to arise and therefore we are in a unique position to be able to deliver those cost savings to you for routine operational maintenance issues across digital platforms.**

### 3. Marketing:

It goes without saying that we also have you covered for your marketing needs like sampling, print media and literature, and any other requirements which can be outsourced to India to maximize cost savings and drive competitive advantage. Our strength is to be affordable and persistent, in delivering relevant content, based on your Business model and the brand identity for your company.

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We understand the importance of a positioning mix and therefore can work towards bringing out the salient differentiating benefits that drive competitive advantage for the company. We can collaborate with your in-house marketing team to understand your needs better and provide options across promotional tools that can help maximize sales returns for a much lower investment in marketing.

Cost: Depends on each individual requirement.

#### 4. Omnichannel Strategy and Scale:

Customer experience is the name of the game for Omnichannel dominance. It's all about alleviating behavioral inertia to enable a purchasing decision while assuaging customer concerns that come with purchasing a high-value product with a one-time application like a countertop. Omnichannel is all about finding the right balance between online and offline channels to-

- a. Create demand and awareness through convenience
- b. Leverage pull and traffic by delivering convenience and building customer relationships (through communication and service)
- c. Lead conversion through product value, availability, and service

Delivering convenience is key as mentioned in point b. This is what lifts the customer out of a state of behavioral inertia. Convenience when there is a real need. Or there is a need, but the customer delays making a decision because of the lack of convenience- "Oh, I can do without it for now." Or "I'll do it later, I can live without it for now." Or "It's not that important, there's plenty of time, I'll visit the warehouse next weekend !"

We have a mechanism in place that is an automated lead conversion process or an automated sales process, which is simple, convenient, and omnipresent. By omnipresent, we mean that at no point in the process do we leave our customer stranded for a lack of personalized service and attention.

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So how do we do it ?- We deliver a direct to consumer E-Commerce like model, which is an app/ mobile website for your existing brand or an entirely new brand and we promote it to customers as a channel innovation, using specific SEO approaches to drive traffic for the brand.

Does an entirely new brand not dilute my brand image ?- No. Because if customers don't already come to you, it's because your brand image is likely not creating a pull that is greater than the competition. Or in other words, there are too many options out there so the customer is on the loose. However, an additional channel/ brand is an innovative way of maximizing your digital marketing footprint to drive additional traffic and grow your market share.

So, what is a channel innovation then ?- Well it is an omnichannel strategy which

**A.** Turns your warehouse into an experience center for customers to enjoy the look and feel experience of stone shopping. Is it not one already ?- Well not with the same level of convenience. We enable a 4 step sales process, that has a no of personalized features like-

- a. A customer dashboard, for customers to view and shortlist products and access them on the go, without having to call a sales rep, visit the showroom or scan their long list of emails.
- b. Order/pick up samples from nearby locations (We help facilitate a sample footprint throughout your region through Industry partnerships with other suppliers in home goods- furniture, lighting, interior décor, etc). This will also help you generate traffic from multiple growing locations and segments outside of your warehouse like the ones explained above. The goal is to attract customers from different phases of the home buying/ renovation process as they scout for products at different retail outlets across the field of construction and home design. This approach maximizes penetration through samples to have them circle back to you and therefore generate growing footfall.
- c. Schedule appointments/walk-ins for warehouse visits.
- d. A chatbot to answer customer queries and FAQs around the clock.

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- e. Pay for the product via the app/ website if they choose to do so or via any other means; based on discounts provided for customer originated online promotions. The omnichannel APP can be used to promote the brand and products through customers on various social platforms and online channels to maximize referral benefits and network effects. In return the customers can be given a wide range of annual membership incentives ranging from seasonal gifts, discounts for their one-time purchase, vouchers, promotional offers, rebates, and cross selling opportunities, to name a few.
- f. An admin dashboard to monitor the customer journey, pursue lead conversion through personalized service
- g. All of the above while sending the customer automated timely reminders and nudging them one step closer to the sale, always, and therefore adopting a proactive vs a reactive approach as compared to the competition.

**B.** It is an additional channel to drive traffic that instantly doubles the benefits of generating online traffic as mentioned earlier. There can be multiple ways to use this channel for marketing-

- a. One way could be to focus only on exclusive products which no other distributor in the area has, to leverage customer pull and footfall.
- b. Another way could be to facilitate sample ordering and pickup from a no of locations in the region.
- c. Or even schedule a chatbot service to be able to answer customer queries to maximize the customer experience.
- d. This omnichannel app can also be used as a sales tool by architects and professionals to drive sales and cumulate maximum incentives and benefits. (As explained in the next point)

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### 5. Sales tool for professionals:

This omnichannel app can be a key driver in improving downstream clout with architects, designers, and professionals. The app will not only help professionals engage their customers more productively and instantaneously but will also deliver convenience for the end customer to track the stone purchasing journey online and make a better-informed decision through a personalized experience and customer service.

Professionals can also use this tool to re-order sample boxes and other marketing literature and this enables continued marketing support which many distributors fail to provide. This affects clout significantly.

Lastly, professionals can be incentivized based on the no of customers they convert while offering them a no of benefits ranging from discounts for volumes, social media promotions, customer reviews, annual benefits, and other membership benefits that can be designed to differentiate the company's networking benefits from competitors.

**Cost:** Annual subscription: \$2500 per year (Includes the Omnichannel APP)

### 6. Warehouse Location Optimization:

*\*There is an additional add-on that is included in all of the costs mentioned above if the client is interested. This service is aimed at clients looking to grow their regional presence, ie. add a new warehouse.* This is a Warehouse Location Optimization Model, which analyses the regions of demand for the client and the possible supply options, to derive the optimal locations for warehouses that minimize costs- fixed costs and transportation (warehouse locations- based on those available for expansion).

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| Supply<br><br>City ↓ | Demand city<br><br>Production and Transportation cost per 1000 units |        |         |        |       |          | Capa-<br>city<br>(000's) ↓ | Fixed cost<br>(\$)<br>(000's) ↓ |
|----------------------|----------------------------------------------------------------------|--------|---------|--------|-------|----------|----------------------------|---------------------------------|
|                      | Atlanta                                                              | Boston | Chicago | Denver | Omaha | Portland |                            |                                 |
|                      | (A)                                                                  | (B)    | (C)     | (D)    | (O)   | (P)      |                            |                                 |
| Baltimore (L)        | 1675                                                                 | 400    | 685     | 1630   | 1160  | 2800     | 18                         | 7650                            |
| Cheyenne (H)         | 1460                                                                 | 1940   | 970     | 100    | 495   | 1200     | 24                         | 3500                            |
| Salt Lake (S)        | 1925                                                                 | 2400   | 1425    | 500    | 950   | 800      | 27                         | 5000                            |
| Memphis (M)          | 380                                                                  | 1355   | 543     | 1045   | 665   | 2321     | 22                         | 4100                            |
| Wichita (W)          | 922                                                                  | 1646   | 700     | 508    | 311   | 1797     | 31                         | 2200                            |
| Demand (000's)       | 10                                                                   | 8      | 14      | 6      | 7     | 11       |                            |                                 |

**Requirements and constraints:** The model will include constraints/ forecasts of annual demand and supply (or for a given timeline), across all regions. It will also factor in the transportation and operational costs for 1000 units (slabs), or a pre-determined minimum volume, best suited for the Business model. It will also take into account the fixed costs across all possible warehouse locations, before providing the optimal solution for recommended warehouse locations, by minimizing transportation costs.

These are the various different Value-added service offerings we present and we can surely consider a customized approach and work out trade-offs that benefit your Business model to deliver efficient and innovative solutions that help you grow your Business. Get in touch for further details on any of the above services.