



THE ROTUNDA STRATEGY MAP

VALUE PROPOSITION

“Provide the highest quality products with unparalleled service”

TAGLINE

“Service First”

CATEGORY

BUSINESS OBJECTIVES & STRATEGY MAP

STRATEGIC MEASURES

OBJECTIVES

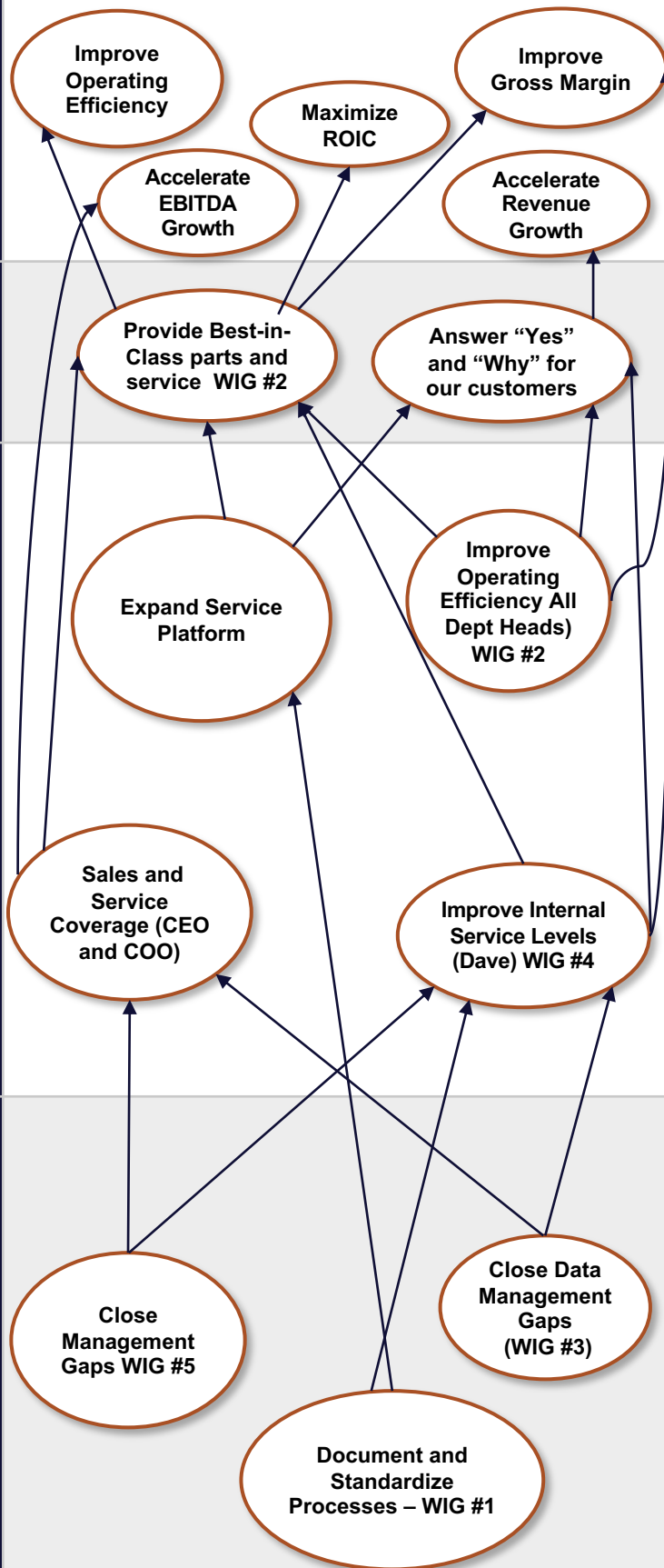
INITIATIVES

FINANCIAL

CUSTOMER

INTERNAL BUSINESS PROCESSES

ORG. CAPABILITY



- CAGR Sales Growth of 15.8% and \$ growth of \$70.5M by 2023. (CEO)
- Gross Margin improvement of 2.3%
- OpEx improvement of (3.2)% of Revenue growth and \$6.5M in OpEx growth
- EBITDA Growth of \$6.5M and 5.4% of Sales
- ROIC improvement of X% equating to Y\$

- Assess current market position versus comp.
- NPS – Net Promoter Score (COO)
- Ranking Score by Suppliers of Distributors from Supplier Scorecard

- # of demonstrations by product category, market segment and geography.
- # and \$ of new and existing customer growth by market segment and geography.
- GP\$ and GM% growth by market segment, product category and geography.
- OpEx \$ and % of sales by dept.(Mike/Controller)
- Baseline and goal for Productivity, Proficiency, and Efficiency of Service (WIG #4)
- Customer response time (1st call resolution Quality monitoring of Phone Service Reps; QMS (Quality Monitoring Score) (COO) (WIG 3)
- # and \$ of lost sales demand, order fill rate, line fill rate, Inventory \$, turns, and aging (WIG #2)

- Time to fill open positions
- # of open key roles (WIG #5)
- % of key company processes documented (WIG #1)
- # of data mgmt gaps and % closed (WIG #3)
- Overhaul of human resources processes and capabilities (WIG #4)
- Hire new Director or HR
- Establish clear guidelines on hiring best practices and develop culture presentation for new employees (WIG #5)

- Achieve 2023 Revenue plan of \$XM and Y% growth over PY and to Budget
- Achieve 2023 Gross Profit and Margin Plan of \$XM and Y% growth over PY and to Budget
- Achieve 2023 OpEx plan of X% of Revenue
- Achieve 2023 ROIC plan of X% and \$Y
- Achieve 2023 EBITDA plan of X% and \$Y

- Close performance gaps identified from “NPS”
- Increase # of “Net Promoters” by X #
- Establish baseline and goal for NPS

- Category #1 Sales to \$62.1M by 2023
- Category #2 Sales to \$8.6M by 2023
- Category #3 Sales to \$47.6M by 2023
- Category #4 Sales to \$3.2M by 2023
- Category #1 GP\$ to \$10.5M by 2023
- Category #2 to \$5.1M by 2023
- Category #3 GP\$ to \$4M by 2023
- Category #4 to \$2M by 2023
- Parts GP\$ to \$5.5M by 2023
- Services GP\$ to \$3.9M by 2023
- Increase % of service of total sales growth
- Productivity, Proficiency, and Efficiency for Service from x to y by z (WIG #2)
- % On-time deliveries (WIG #4)
- Quality Monitoring Score and Process (WIG #2)

- Establish staffing capability to recruit and train new managers for Utility and Rental segment expansion and Mobile Service - Development (WIG #5)
- Determine Sales and Service Territory Coverage personnel for planned expansion. (WIG #5)
- Engage existing Sales Force in Rental Segment growth (WIG #5)
- Establish capability to document key processes across the organization; complete with related lead and lag measures and automated system reporting. (WIG #1)

- Complete 5-Year Strategy Map by 1/17/19 (CEO)
- Refresh Acquisition Pipeline of targets by 2/17/19
- Refresh 2019 Annual Plan by 1/11/19 (CFO)
- Develop Monthly and Quarterly Reporting Package by 3/30/19 (Controller)

- Develop “Net Promoter Survey” and timing for implementation by 3/30/19 (Marketing)
- Develop “Supplier Scorecard” and timing for implementation by 9/30/19 (COO)

- Develop plan to increase sales (VP)
- Develop alert system for tracking used equipment (COO)
- Develop Market Expansion Plan (CEO)
- Develop “Territory Coverage Plan” for “Units Sales Force” and “PSSR” and timing for completion. (WIG #5)
- Establish plan and metrics for “Equipment Demonstrations” by 2/28/19
- Establish Process Improvement Plans for Parts to achieve service-level and operational targets outlined in the plan. (WIG #2)
- Establish plans to improve “Customer Service Effectiveness” by X date and integrate NPS into metrics by Y date (WIG #2)

- Build and implement plan to recruit, assimilate, train and place new managers, sales and service personnel to execute growth expansion plans by market segments, product categories and geographies. (WIG #5)
- Complete documenting key processes aligned with key lead and lag metrics resulting in an organization process blueprint and scorecard. (WIG #1)
- Complete an “Information Strategy Plan” and Logical Architecture to optimize the use of data and information across the ERP, CRM and BI reporting platforms for the lowest total cost of ownership for the company. (WIG #3)