

Strategic Market Pricing



For years, maybe forever...

- Pricing, in our industry, for any given item is all over the map from one customer to another
- Most prices are illogical and low

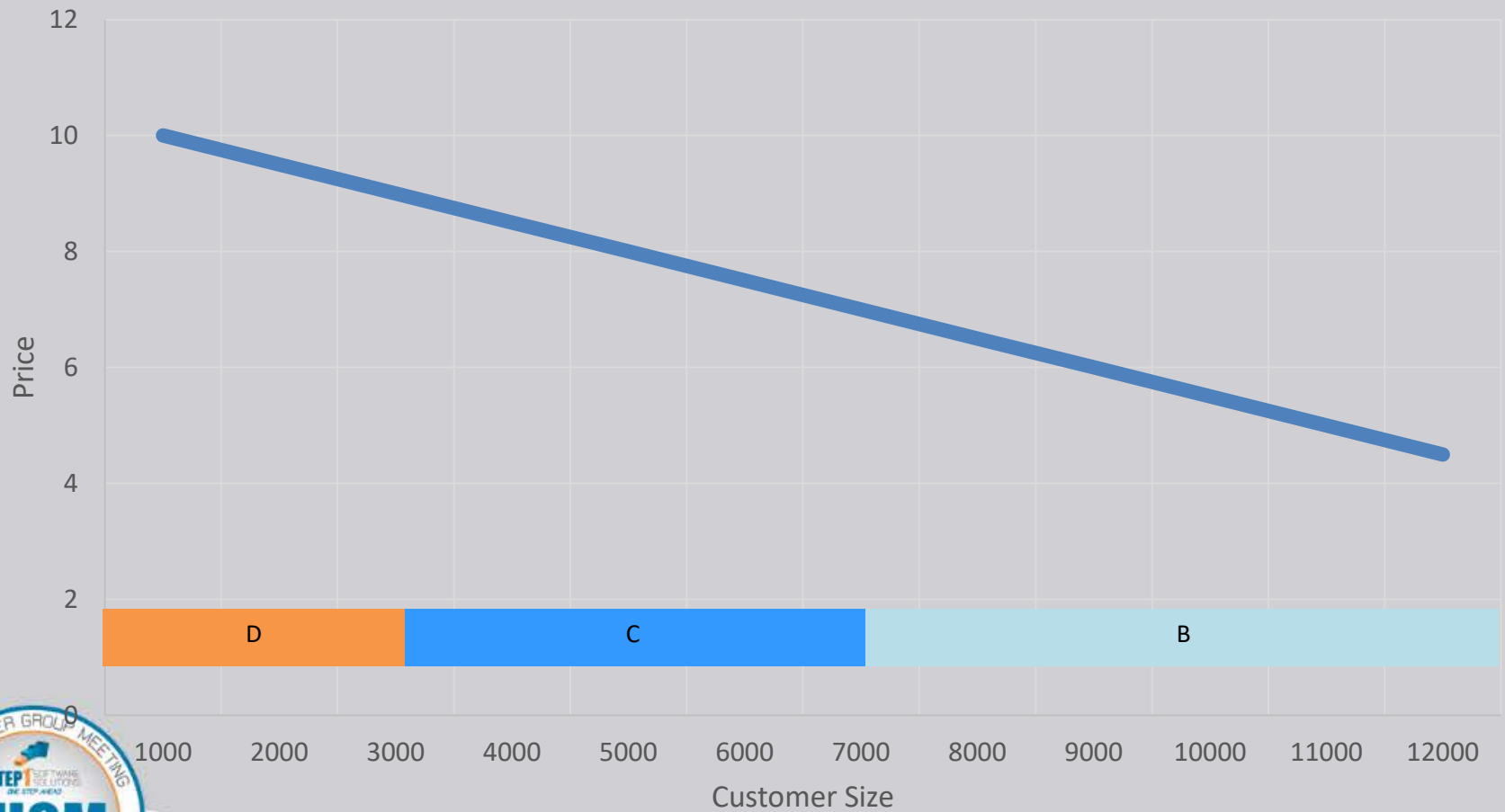


Why Should we Care?

- 1. We are spending way too much time and angst on pricing issues for lower tier customers.*
- 2. An increasing requirement to compete for the On Line order*
And still be profitable.



Theoretical Pricing



Why?

- Small Buyers
 - Low profile
 - Unknown to your suppliers
 - No full-time buyer
 - Not much info
 - Basically overlooked

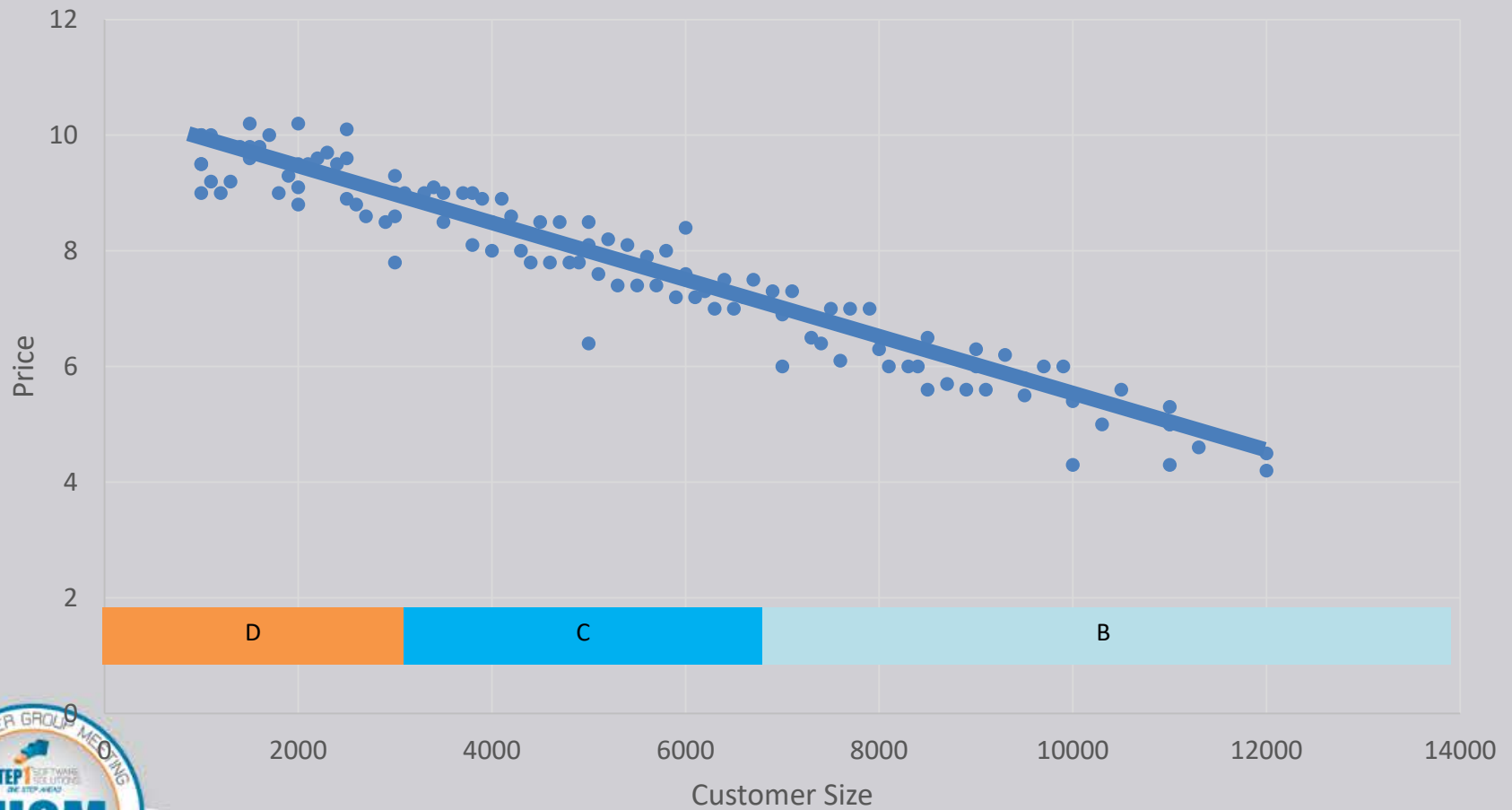


Why?

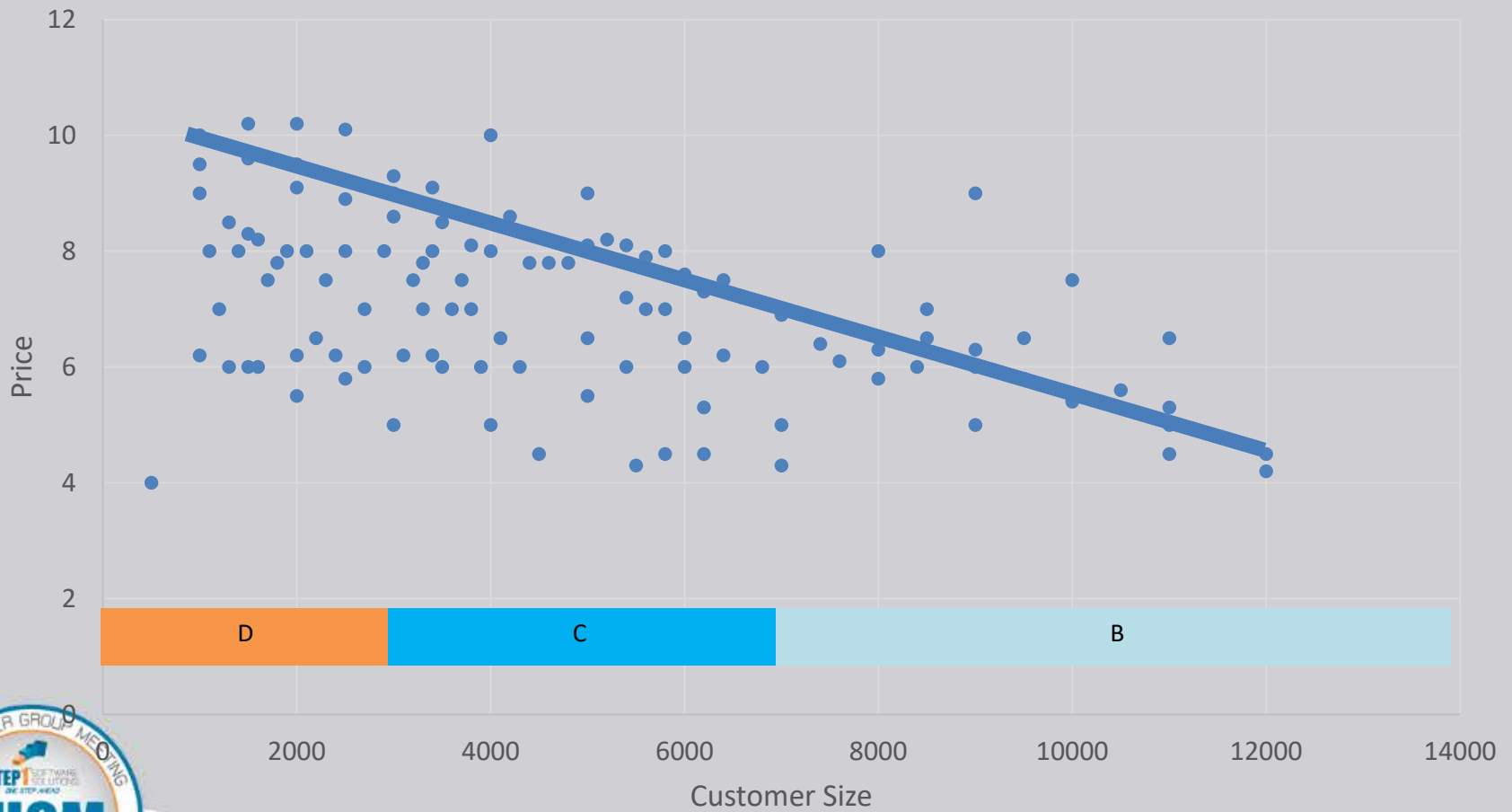
- Large Buyers
 - Competitor Reps salivate
 - On suppliers radar
 - Skilled negotiators
 - Skilled on-line shoppers
 - Access to competitive info



Expected Pricing



Reality



Why?

#1 Reason: Confidence

Or lack thereof

2. Dart board effect (with blindfold)

No understanding of pricing or VALUE

3. No faith in price book

#1 reason Reps use Cost +

#1 reason Reps use Last Bracket -



Why?

4. Hands off approach by management
5. Too many brothers-in-law
6. Good Samaritan

“I want to save the world from high prices”



Reality



Goals

- Create a culture of fair pricing
 - Which leads to fair margins
- Continuous *sustainable* profit improvement...not perfection
- Improve confidence



The Strategy

1. Move the outliers up to *fair* prices
2. Pre determine *fair* prices for items not yet purchased
3. Maximize margin impact
4. Minimize risk
5. Streamline the pricing process



Get Started: Scrub your Data

Market Groups: meaningful distinctions

- Hospital vs GPO vs Long Term Facility vs Clinic
- University vs K-12 vs GPO
- GPO, Public Bids, Multi Facility = probably A accounts?
- Double check customer data accuracy



Description	Sales			Sales % Total		GP			GP % Total		Avg GP per Order			GP%		
	CY	PY	Var	CY	PY	CY	PY	Var	CY	PY	CY	PY	Var	CY	PY	Var
<u>Schools</u>	1,721,905	937,448	84.0%	20.47	15.31	417,895	230,497	81.0%	19.97	15.07	127	157	-19.0%	24.3%	24.6%	-1.0%
<u>Health Care</u>	1,690,374	1,272,464	33.0%	20.10	20.79	477,282	384,091	24.0%	22.81	25.11	102	111	-8.0%	28.2%	30.2%	-6.0%
<u>Entertainment/Recreation</u>	1,321,732	955,751	38.0%	15.72	15.61	252,664	174,362	45.0%	12.08	11.40	88	99	-11.0%	19.1%	18.2%	5.0%
<u>Contract Cleaners</u>	676,096	589,291	15.0%	8.04	9.63	164,909	138,933	19.0%	7.88	9.08	34	32	7.0%	24.4%	23.6%	3.0%
<u>Industrial</u>	557,239	448,965	24.0%	6.63	7.33	144,291	126,737	14.0%	6.90	8.29	91	91	0.0%	25.9%	28.2%	-8.0%
<u>Churches</u>	519,682	479,567	8.0%	6.18	7.83	158,429	145,008	9.0%	7.57	9.48	82	82	0.0%	30.5%	30.2%	1.0%
<u>(Unassigned)</u>	387,880	227,858	70.0%	4.61	3.72	88,129	37,862	133.0%	4.21	2.48	38	22	74.0%	22.7%	16.6%	37.0%
<u>Government</u>	326,525	237,078	38.0%	3.88	3.87	74,885	57,049	31.0%	3.58	3.73	105	112	-7.0%	22.9%	24.1%	-5.0%
<u>Office Buildings</u>	289,941	242,534	20.0%	3.45	3.96	88,710	79,907	11.0%	4.24	5.22	82	97	-16.0%	30.6%	32.9%	-7.0%
<u>Redistribution</u>	235,077	243,372	-3.0%	2.80	3.98	20,762	12,761	63.0%	0.99	0.83	34	23	49.0%	8.8%	5.2%	68.0%
<u>Apartment Buildings</u>	112,628	66,603	69.0%	1.34	1.09	36,228	23,757	52.0%	1.73	1.55	75	73	2.0%	32.2%	35.7%	-10.0%
<u>Food Service</u>	99,828	58,700	70.0%	1.19	0.96	29,778	19,845	50.0%	1.42	1.30	63	51	24.0%	29.8%	33.8%	-12.0%
<u>Automotive</u>	92,912	63,492	46.0%	1.10	1.04	21,482	15,295	40.0%	1.03	1.00	59	64	-8.0%	23.1%	24.1%	-4.0%
<u>Contractors Other</u>	91,063	65,411	39.0%	1.08	1.07	28,651	22,167	29.0%	1.37	1.45	98	89	11.0%	31.5%	33.9%	-7.0%
<u>Retail</u>	75,230	77,791	-3.0%	0.89	1.27	23,952	25,021	-4.0%	1.14	1.64	79	79	0.0%	31.8%	32.2%	-1.0%
<u>Misc</u>	57,232	25,351	126.0%	0.68	0.41	12,141	2,820	330.0%	0.58	0.18	12	5	164.0%	21.2%	11.1%	91.0%
<u>Lodging</u>	49,748	67,851	-27.0%	0.59	1.11	15,795	21,056	-25.0%	0.75	1.38	65	70	-7.0%	31.7%	31.0%	2.0%
<u>NA</u>	47,325	2,014	2,250.0%	0.56	0.03	20,908	739	2,729.0%	1.00	0.05	157	53	198.0%	44.2%	36.7%	20.0%



Scrub your Data

Sales Class (not Calc Class)

- Realistic potential Sales \$...**Buying Power**
- Not GP \$ Not Order Size
- Double check your data base
 - Watch for Corp Accts & Payment Groups



Step2: Move up the Outliers

- (Cprods)
- Lets start Low Risk and achieve High Reward
- How about D class Contractors?
- Dimensions averages prices for all items for all Customers within a Class within a Market and shows you the outliers
 - Change low prices to average prices
 - Recipe is in your SUGM app





Strategic Pricing(7/2009) → SalesGroup (Contract Cleaners) → SalesClass → SalesRep

Start Date: 1-Aug-2008



End Date: 31-Jul-2009



<u>Decription</u>	<u>Amount</u>	<u>GP</u>	<u>GP%</u>	<u>GP Gain</u>	<u>GP % Gain</u>
<u>Pete</u>	41,283.11	8,282.69	20.06	3,581.21	8.68
<u>Jim</u>	186.24	97.68	52.45	0.00	0.00
<u>Kathryn</u>	340.27	151.65	44.57	2.32	0.68
<u>Jane</u>	14,593.40	6,014.23	41.21	373.88	2.56
<u>Leon</u>	62,728.64	18,552.24	29.58	3,218.28	5.13
<u>SalesmanName32</u>	534.80	237.37	44.38	0.81	0.16
<u>Sam</u>	1,188.09	399.70	33.64	35.64	3.00
<u>Larry</u>	911.12	184.71	20.27	179.76	19.73
<u>Abe</u>	116.17	51.44	44.28	21.46	18.48
<u>Nancy</u>	8.65	3.45	39.88	0.01	0.12
<u>Jason</u>	2,029.12	1,136.17	55.99	0.08	0.01
	123,920	35,111.3	28.3%	7,413	6.0%



Strategic Pricing MarketGroup Contract Cleaners Comm Cost
 SalesClass D Monthly
 Select Dimension

Run Report

Clear



Strategic Pricing(7/2009) —> MarketGroup (Contract Cleaners) —> SalesClass—> SalesRep—> Customer

Select Drill Down

Start Date:

1-Aug-2008



End Date:

31-Jul-2009



Update

<u>Decription</u>	<u>Amount</u>	<u>GP</u>	<u>GP%</u>	<u>GP Gain</u>	<u>GP % Gain</u>
CustomerName10430	746.07	299.51	40.15	20.27	2.71
CustomerName10646	382.11	152.01	39.78	0.00	0.00
CustomerName10650	99.70	32.34	32.44	1.87	1.88
CustomerName10652	236.73	68.09	28.76	0.08	0.04
CustomerName10707	120.34	2.59	2.15	13.09	10.88
CustomerName10719	1,098.85	369.51	33.63	7.84	0.71
CustomerName10721	1,713.43	537.01	31.34	2.15	0.13
CustomerName10727	8,928.49	-648.77	-7.27	670.32	7.51
CustomerName10730	493.56	178.48	36.16	4.43	0.90
CustomerName11066	1.68	0.76	45.24	0.00	0.00



<u>Code</u>	<u>Decription</u>	<u>Qty</u>	<u>Amount</u>	<u>GP</u>	<u>GP%</u>	<u>LastSaleDate</u>	<u>LastPrice</u>	<u>MktPrice</u>	<u>GP Gain</u>	<u>GP % Gain</u>
100001	101100 - ItemDes100001	12	270.12	66.40	24.58	7-01-2009	22.31	23.68	16.50	6.11
100017	102600 - ItemDes100017	18	575.28	139.02	24.17	7-29-2009	31.76			
100029	103100 - ItemDes100029	20	705.07	171.85	24.37	7-29-2009	25.65	33.68	160.58	22.78
100081	109100 - ItemDes100081	4	24.72	7.52	30.42	8-04-2008	6.18	6.81	2.51	10.16
100127	115500 - ItemDes100127	3	219.00	69.48	31.73	7-01-2009	73.00			
100135	116800 - ItemDes100135	84	173.04	63.96	36.96	7-29-2009	2.06	2.15	7.61	4.40
100154	118400 - ItemDes100154	2	5.80	1.90	32.76	5-07-2009	2.90	3.09	0.39	6.64
100157	118600 - ItemDes100157	24	72.48	25.80	35.60	3-27-2009	3.02	3.04	0.38	0.52
100184	125100 - ItemDes100184	13	289.30	82.33	28.46	7-29-2009	18.62	24.10	71.20	24.61
100211	131200 - ItemDes100211	1	1.50	0.36	24.00	8-04-2008	1.50	1.65	0.15	9.87
100286	142800 - ItemDes100286	2	7.90	2.44	30.89	8-04-2008	3.95	4.21	0.53	6.67
100440	204700 - ItemDes100440	9	166.46	46.46	27.91	7-29-2009	16.58	21.53	44.55	26.76
		192	2,511	677.5	27.0%				304	12.1%



Move up the Outliers

Absolute Flooring Modify Customer Info | Customer Status | Item Status Chec

CPM Policies | CPM Contract Prices | Rebate Contracts

Cust/Class/Market	Item/SubCat/Cat/Supplier	Opt	Price	Cust/Class/Market	Item/SubCat/Cat/Supplier
Class TLC	Item YH307-08	s	0.00	TLC Nursing Homes	2000ml Prestige Dispenser, Gray
Class TLC	Item MH307				
Class TLC	Item 5121				
Class TLC	Item A859				
Class TLC	Item 8620KL				
Class TLC	Item 8620L				
Class TLC	Item 8620M				
Class TLC	Item 8620S				
Class TLC	Item 301				
Class TLC	Item 2166-04				
Class TLC	Item 8625L				

Modify Customer Product Information Save Cancel

Sledge Hammer Pre-Spray

Main

C/P Description: Sledge Hammer Pre-Spray Item Code: **06104**
 Special C/P Desc? Item Type: **I**
Current Price: 24.00 Sales Class:
Current Price Source: S CProd List Price: **44.60**
 Current Margin %: **35.7917** Charge Sales Tax?
 Published Cost: **15.41** Pay Commission?
 Rebate Cost? **N** **SDS Information**
 Last Price Paid: **21.02** SDS Req? **N**
 Last Sale Date: **4-Mar-2017** SDS Code:
SDS Due? **N**
SDS Sent? **N**
Date Sent:

Customer Product Price Option Info
Use Special Price
 Change Cust Prod Price Option
 Special Price: 24.00
 Special Price Margin %: 32.1123
 ReCalc Margin ReCalc Price
 Allow Special Price AutoUpdate? +
 (Y=Yes,N=Never,+Only if Increase)

View Special Price Change Log
 Show On Order Form/CSS?

VMI/DMI Par Stock: 0
 Customer Part #:

Customer Product Notes Add Notes To Order?

ReOrder Information
 Date of Last Sale: **4-Mar-2017**
 Date of First Sale: **21-Jan-2005**
 ReOrder Item?
 Last Quantity Ordered: **2**
 Qty Expected To Last: **257 Days**
 Next Expected Order: **16-Nov-2017**

ItemCode	T	C	CPDescription	VMI/ParStock	Curr %	Spec %
06104	I		Sledge Hammer Pre-Spr	0	35.8	3
06140	I		Last Touch Rinse	0	36.6	3
38M003	I		A Excell Concentrated C	0	29.3	
38Z003	I		All Purpose Spotter	0	35.4	
LEMONCLN-CON-D	I		Lemon Floor Clnr-Conce	0	47.0	
128FD	I		Bio-Floor Degreaser	0	49.1	
391	I		Odor Guard Concentrat	0	38.9	
140	I		Dazzle Floor Finish	0	51.0	4
510	I		Low Odor Stripper	0	22.8	2
SCAMK530E	I		Multifold Towel,Brown	0	9.4	
1636	I		22" Wipe & Dry Floor S	0	47.0	
MA001000	I		18" Flat Finish Mop	0	39.7	3
20EMG	I		20" Emerald Strip Pad	0	64.1	
20PURPLE	I		20" Purple Cleaning Pads	0	41.7	
20WHI	I		20" White Polish Pad	0	58.6	
20XBBL	I		20" X-Pad Blue Blend	0	52.3	

Customer Price Mgr Info
 Pricing Class: **TLC**
 Market Group: **CONTRAC**
 Sales Class: **C**
 Market Price Plan:

49 CPM Policies

Show Item Ty
 Stock Item
 Non-Stock
 Labor Item
 Kits (K)
 Machines
 Service Pe
 Show Disc
 Sort Options:
 CPDescription
 ItemCode
 Type/CPC
 Type/Item
 SubCat/C
 SubCat/It



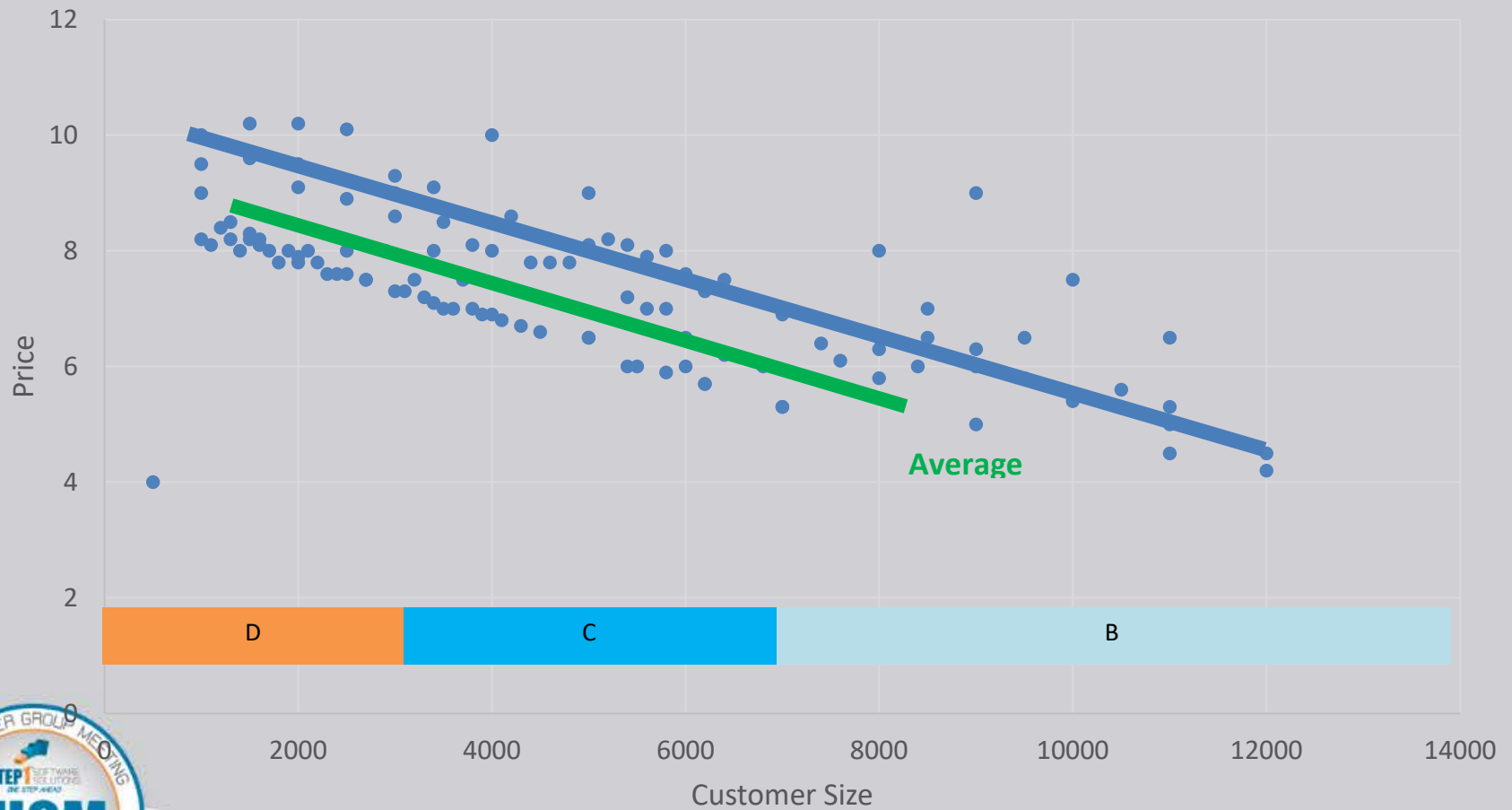
Move up the outliers



Move up the outliers



Do it again



Step3: Establish Market Prices

- For non Cprods
 - Lets stay Low Risk
 - D class Contractors again
- Use Average Price paid (D class Contractors)
- Dimensions recipe is in your SUGM app



Establish Market Prices

Dimensions

Market Analysis Contract Cleaners

Market Analysis → MarketGroup (Contract Cleaners) → SalesClass (D)

Code	Decription	Amount	Qty	GP	GP%	Avg Price	Low Price	High Price		
104400	Finish Up Stripper	5,968.64	123	999.18	16.74	54.19	35.00	60.00	Sales	No-Sales
101100	ItemDes100001	5,536.89	268	1,144.91	20.68	22.81	15.00	30.69	Sales	No-Sales
113000	Really Good Floor Finish	5,365.32	73	1,059.05	19.74	73.51	70.20	73.74	Sales	No-Sales
115735	ItemDes405055	5,100.00	100	1,278.60	25.07	51.00	51.00	51.00	Sales	No-Sales
^SPECIAL	ItemDes11	4,585.37	179	1,239.52	27.03	186.16	1.00	5,322.24	Sales	No-Sales
102150	ItemDes100010	3,846.63	110	622.32	16.18	35.24	29.66	43.80	Sales	No-Sales
116800	ItemDes100135	3,830.26	1,828	806.43	21.05	2.17	1.57	3.16	Sales	No-Sales
179770	ItemDes370363	2,966.25	80	286.25	9.65	38.48	30.00	60.00	Sales	No-Sales
111800	Pretty Good Floor Finish	2,610.56	37	721.30	27.63	72.51	61.22	81.50	Sales	No-Sales
427400	ItemDes321357	2,584.00	76	266.00	10.29	34.00	34.00	34.00	Sales	No-Sales

Look for Item Sensitivity by Market Group



Establish Market Prices

- Limit the number of Items
 - Make it simple
 - Make it meaningful: core items
- Let the rest fall into price policies
 - By Supplier
 - By Sub-Cat



Replace *some* of the emotional factors with logical factors

- What the market will bear
- Align margins with Customer Buying Power within Market Groups with an eye to Item Sensitivity
- Sales Class: buying power
- Market Groups: different core items



Build & leverage the key emotional factor

- Confidence



Setup Market Policies

Customer Price Manager * V737Demo Supply Co.

File Search SavedQueries Help

Customer Price Mgr Rebate Mgr Items Data Checks

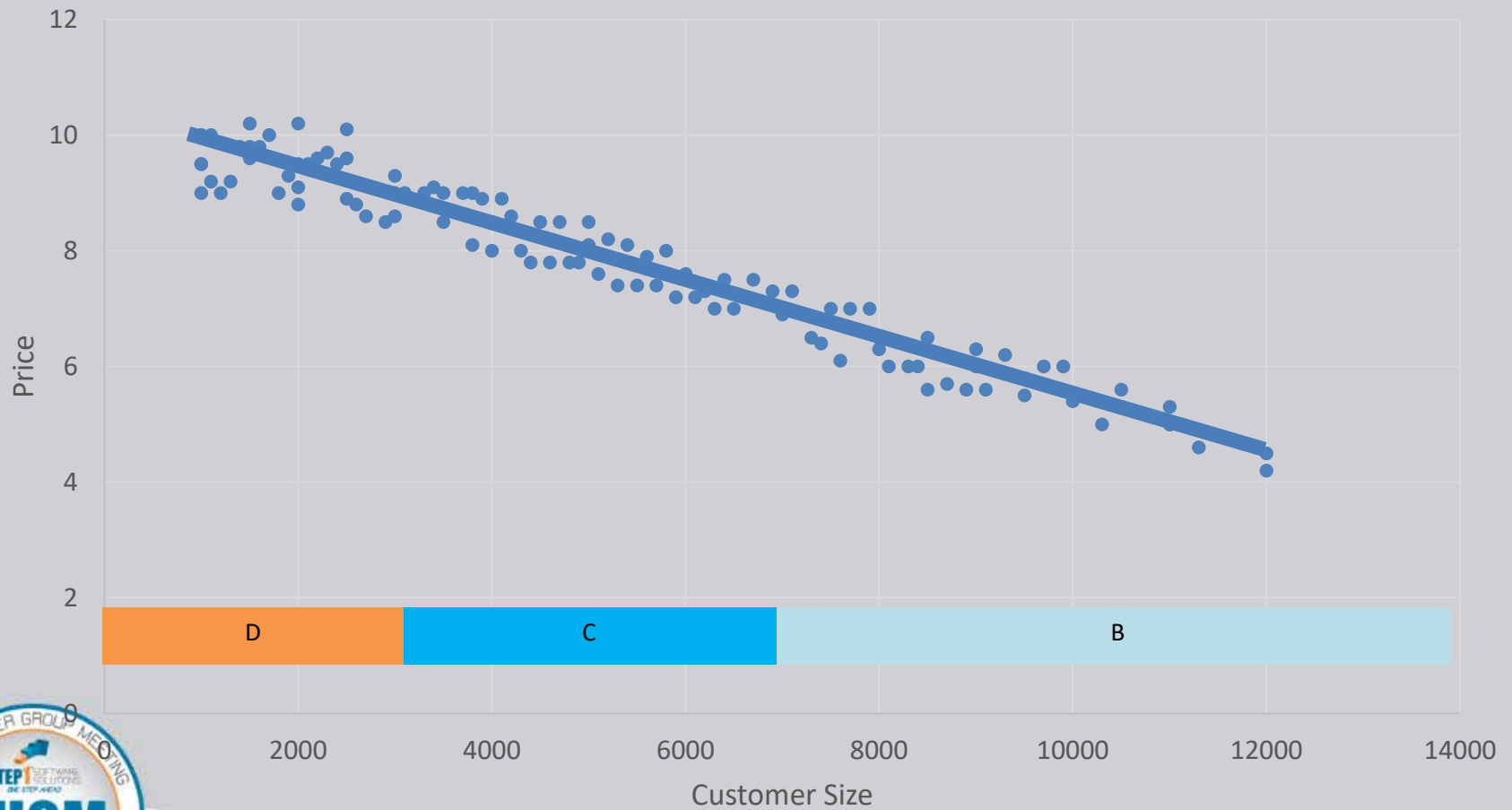
Customers CPM Policies CPM Contracts Pricing Classes Market Price Plans Market Groups

Cust/Class/Market	Item/SubCat/Cat/Supplier	Opt	Price	Cust/Class/Market	Item/SubCat/Cat/Supplier	CPMPolicyID
Market DContractors	Item 140	s	98.55	D Class Contract Cleaners	Dazzle Floor Finish	351
Market DContractors	Item 510	s	96.23	D Class Contract Cleaners	Low Odor Stripper	352
Market DContractors	Item LEMFLCLN	s	16.23	D Class Contract Cleaners	Lemon Floor Cleaner	353
Market DContractors	Item 3BZ003	s	18.75	D Class Contract Cleaners	All Purpose Spotter	354
Market DContractors	Item 391	s	22.07	D Class Contract Cleaners	Odor Guard Concentrate	355
Market DContractors	Item 0302	s	2.79	D Class Contract Cleaners	Clinger 9.5% HCL Cleaner	356
Market DContractors	Item SHINE-RTU	s	24.15	D Class Contract Cleaners	Shine Glass Cleaner -RTU	357
Market DContractors	Item KIM446	s	73.25	D Class Contract Cleaners	2 Ply Toilet Tissue	358
Market DContractors	Item FHP28124	s	71.53	D Class Contract Cleaners	1 Ply SoftPull Centerpull Towel	359
Market DContractors	Item CRB32H	s	29.43	D Class Contract Cleaners	24 X 32 15 Gal. Med Liner	360
Market DContractors	Item CRB39H	s	26.47	D Class Contract Cleaners	33 X 39 33 Gal. Med Liner	361
Market DContractors	Category 20	b2		D Class Contract Cleaners	PAPER	362
Market DContractors	Supplier GJOI110	d10		D Class Contract Cleaners	GOJO Industries	363

Only Show Policies for Selected Cus/Cls/Mkt?



Expected Pricing



Item Sensitivity

- High Value + High Spend = High Sensitivity
- High Sensitivity = Highly Shopped = Lower Margin
- Conversely...
- Each Market will have a different list of Sensitive Items



Item Sensitivity

- Other factors:
 - Visibility
 - Availability
 - Supplier distribution policies
 - Items for resale by Contractors



Step4: Streamline Pricing Procedures

- Goals:
 - Irritate customers less
 - Leverage the talents of your reps (spend more time selling)
 - Simplify the task
 - The more time you spend agonizing...the lower the quote (doubt creap)



Step4: Streamline Pricing Process

- What if you were granted a “do over”?



Streamline Pricing Procedures

- Market Price Policies produce fair prices instantly (thought has already been applied)
- For the Rep
- For Customer Service
- For CSS



Streamline Pricing Procedures

- Management's role:
 - Educate yourself
 - Automate low risk pricing
- Rep's role:
 - Diminishes with low risk pricing
 - Expands and improves with training



Streamline Pricing Procedures

Brackets by order quantity

Increase order size (maybe yes / maybe no)

Keep the competition out: Cosco

Pick a bracket

Tie it to Buying Power

Varies by Sub-Cat / Supplier

Last Bracket becomes List Price



Streamline Pricing Procedures

Discount from List vs Cost +
Contracts

All the above are viable if (and only if) published prices are reasonable and derived from statistical analysis



Step5: Fix your Price Book

- See previous slide



Improve Confidence

- Fix your Price Book
- Price training (Reps & Customer Service)
- Vendor support
 - Training
 - Cost deviation (sensitive items in Market Groups)
 - Field support
- Sales Skills
- Negotiating Skills



Improve Confidence

- Service Excellence as a culture
- Recognize Sales Achievement (Campaigns)
- Success breeds Confidence
- Market Catalog
 - Choose Items with high sales / high margin
 - Sprinkle in some unique impulse buys
 - Recipe is in your SUGM app



Market Catalog: Featured SubCats

<u>Description</u>	<u>Amount</u>	<u>Qty</u>	<u>GP</u>	<u>GP%</u>		
<u>CHEM: Floor Finish/Wax/Sealer</u>	9,584.65	168	2,245.90	23.43	Sales	No-Sales
<u>CHEM: Disinfectants</u>	7,202.00	2,309	1,756.68	24.39	Sales	No-Sales
<u>PAPER: Bathroom Tissue</u>	7,110.99	177	1,419.62	19.96	Sales	No-Sales
<u>CHEM: Floor Strippers</u>	6,509.54	258	1,115.64	17.14	Sales	No-Sales
<u>PAPER: Hand Towels</u>	6,230.78	294	1,296.17	20.80	Sales	No-Sales
<u>CHEM: General Purpose Cleaners</u>	6,000.18	1,463	1,392.35	23.21	Sales	No-Sales
<u>PARTS: Advance</u>	5,814.68	88	515.61	8.87	Sales	No-Sales
<u>SOAP: DEB Aero Foam Soap Syste</u>	5,811.51	111	1,462.03	25.16	Sales	No-Sales
<u>PAPER: OptiServ Roll Towel</u>	5,543.42	160	833.53	15.04	Sales	No-Sales
<u>LINER: High Density</u>	4,765.91	193	1,356.39	28.46	Sales	No-Sales
<u>Special Order Items</u>	4,585.37	179	1,239.52	27.03	Sales	No-Sales
<u>EQUIP: Service Call Rates</u>	4,355.00	111	286.25	6.57	Sales	No-Sales
<u>CHEM: Carpet Maintenance</u>	3,966.99	488	826.78	20.84	Sales	No-Sales
<u>Catalog Non Stock Items</u>	3,796.51	220	666.21	17.55	Sales	No-Sales
<u>WIPER: Paper & Cloth Wipers</u>	3,451.10	908	648.88	18.80	Sales	No-Sales
<u>MOP: Wet Mop BLEND</u>	3,178.12	556	642.50	20.22	Sales	No-Sales
<u>CHEM: Glass & Hard Surface</u>	3,124.08	1,143	765.92	24.52	Sales	No-Sales
<u>PAPER: Universal Roll Towel</u>	2,586.12	85	562.78	21.76	Sales	No-Sales
<u>PAPER: Printer & Copier Paper</u>	2,584.00	76	266.00	10.29	Sales	No-Sales
<u>CHEM: Floor Maintainer/Restor</u>	2,460.20	145	331.05	13.46	Sales	No-Sales



Market Catalog: Featured Items

Items
 Select Top:
 Start Date:
 End Date:

Code	Description	Amount	Qty	GP	GP%	Avg Price	Low Price	High Price		
113000	Really Good Floor Finish	22,080.55	296	5,329.87	24.14	77.71	50.55	106.75	Sales	No-Sales
111800	Pretty Good Floor Finish	8,190.36	111	2,537.98	30.99	74.94	61.22	81.50	Sales	No-Sales
112500	ItemDes100104	5,293.74	64	1,633.41	30.86	78.72	62.66	95.00	Sales	No-Sales
111500	Bengal Degreaser	1,927.00	30	624.00	32.38	64.02	44.00	65.50	Sales	No-Sales
111000	Terrazo Seal	1,886.77	24	510.13	27.04	77.79	67.85	80.50	Sales	No-Sales
111620	ItemDes100098	1,743.00	21	707.58	40.60	82.50	80.50	84.00	Sales	No-Sales
112100	ItemDes100102	1,459.86	23	268.46	18.39	64.90	62.16	77.25	Sales	No-Sales
111600	ItemDes100096	966.47	68	333.75	34.53	14.16	13.40	15.70	Sales	No-Sales
112800	ItemDes100107	843.00	10	281.58	33.40	84.00	81.50	85.00	Sales	No-Sales
111700	ItemDes100099	792.34	50	240.30	30.33	15.78	4.00	18.45	Sales	No-Sales
112700	ItemDes100106	447.00	25	151.58	33.91	17.85	17.25	18.00	Sales	No-Sales
112900	ItemDes100109	394.94	20	149.58	37.87	20.34	12.44	23.40	Sales	No-Sales
112600	ItemDes100105	374.46	23	107.25	28.64	16.28	14.91	17.25	Sales	No-Sales
110900	ItemDes100091	368.03	23	102.73	27.91	16.06	11.72	18.35	Sales	No-Sales
112000	ItemDes100101	141.00	8	51.72	36.68	17.53	16.80	19.00	Sales	No-Sales
111610	ItemDes100097	85.66	5	33.36	38.94	17.29	16.50	17.56	Sales	No-Sales



Review

- Step1: Scrub your data
- Step2: Move up the outliers
- Step3: Establish Market Prices
- Step4: Streamline pricing procedures
- Step5: Present Market Catalogs
- Step6: Fix price book
- Repeat



We win when we...

- Create and implement systems, processes and procedures to enable and encourage average people to achieve and sustain above average results.



For years...maybe forever

- May 6th, 1954
- Roger Bannister
- Broke the human speed barrier by running a 4 minute mile
- Previous record (held for 9 years) was 1.4 seconds slower
- 46 days later Roger's record was broken



Good Read

- Strategic Pricing for Distributors
- Brent R Grover

