

# KEY METRICS

Every Distributor  
**Should Be Tracking**



# Table of Contents

What Metrics Matter Most?.....4

    Revenue Growth.....4

    Sales Performance.....6

    Customer Retention.....9

    Expense Management.....11

    Inventory Management.....12

    Supplier Performance.....15

    Profit Margin.....17

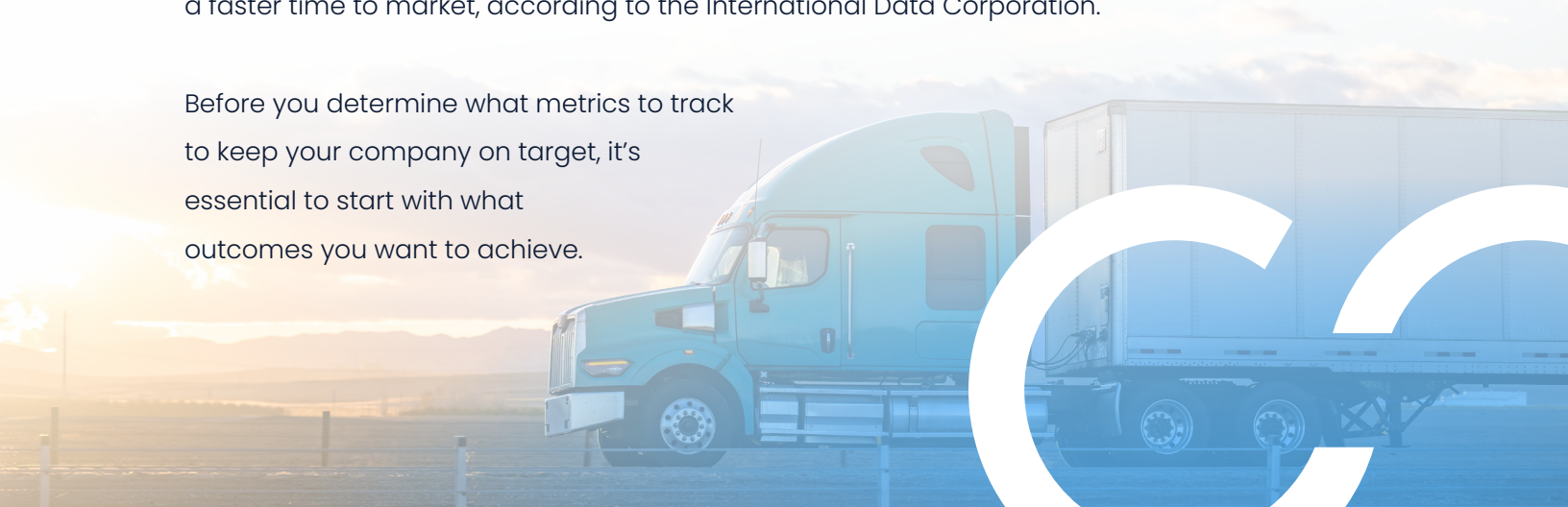
Data Visualization Best Practices .....18

Schedule a Free CRM + BI Consultation.....21

**You’ve probably heard the saying that you can’t improve what you can’t measure, but there is real evidence that measuring the right metrics impacts profitability.**

Companies that invest heavily in business intelligence were nearly three times more likely to experience strong revenue growth and 3.6 times more likely to have a faster time to market, according to the International Data Corporation.

Before you determine what metrics to track to keep your company on target, it’s essential to start with what outcomes you want to achieve.



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Consider a leading distributor who wanted to start tracking the number of customer touchpoints each sales rep had on a monthly basis. The goal was to help the sales team spend more time on high-value activities rather than customer support, but until they started categorizing activities as sales-related or service-related, it was difficult to define success. Once they started tracking sales activities and order activities, they could see which sales reps were delegating customer support activities to the right people and how that impacted their sales numbers.

Once you have a clear understanding of the metrics you want to track, look at past performance or industry benchmarks to set realistic targets.

Use technology to automate tracking, and determine how each high-level goal impacts individual goals throughout the organization.

**To help you get started,** we've updated our 2023 KPI guide with more detailed recommendations on what to measure, why it matters, and how to track it. We've also included insights from top distributors and our own team.



# What Metrics Matter Most?

## Revenue growth

### ✗ Where distributors miss the mark

If you're only tracking one metric, it's most likely revenue growth. As the clearest representation of the overall health and growth of your business, it's the number every executive team member and board member wants to see. You want to demonstrate consistent, sustainable growth and forecast future revenue as accurately as possible. Evaluating your own historical performance provides a good framework, but you'll also need to consider market conditions and customer demand and adjust accordingly.

### ✓ More meaningful metrics to measure

Tracking year-over-year revenue gives you a clear indication of whether you're on track to meet your growth goals at a glance, but you'll need to drill down deeper to understand what actions will have the biggest impact on future growth.

#### For instance:

- Where did you see the biggest increase in expenses?
- What products had the biggest profit margins?
- Which customers were most profitable?

In the past, distributors measured key performance indicators on a quarterly or annual basis. Compiling these metrics into an Excel spreadsheet or creating graphs with Microsoft Power BI was acceptable practice, albeit time-consuming.

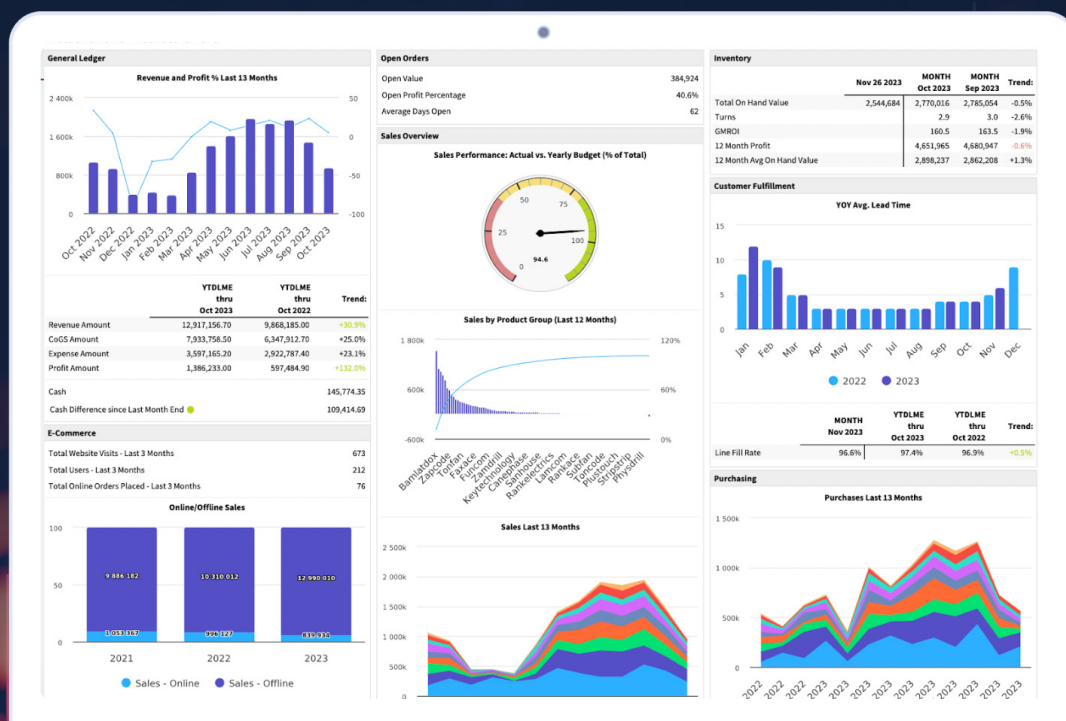


**Now, in today's hyper-competitive landscape** when the largest distributors are taking an ever-growing share of the market, real-time business intelligence dashboards are essential. These dashboards need to be fully integrated with purchasing and accounts receivable data from your ERP system so they always reflect the most up-to-date numbers.

They should also integrate with customer relationship management (CRM) software that gives you full visibility into your sales pipeline and sales performance, along with any online sales channels.

White Cup BI turns raw ERP data into actionable insights with dashboards that show revenue and profit trends at a glance.

In addition to seeing a clear trajectory over a specific period of time (something that would take hours to create using Excel and PowerBI), you can see the cost of goods sold, revenue amount, and profit amount immediately.

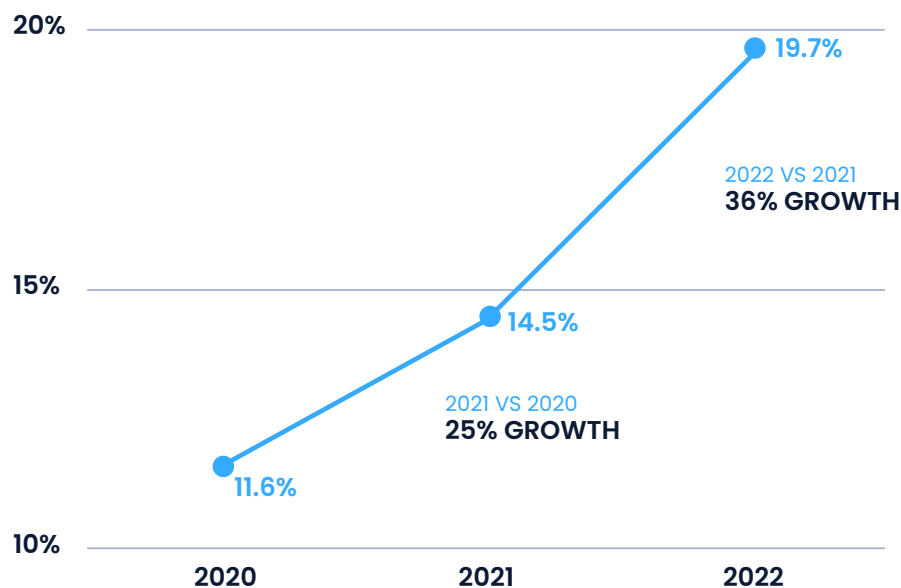


# Sales performance

## ⊗ Where distributors miss the mark

Measuring sales performance in distribution today is a multifaceted effort that demands a shift in perspective. The traditional role of the sales representative as the primary source of product information has evolved as today's buyers engage in extensive research, scrutinizing product details, reviews, and competitive alternatives long before engaging with a person, if they do at all. The ease of online ordering means eCommerce channels are contributing to a greater portion of distributors' overall sales.

Digital sales now account for 20% of distribution sales, according to Distribution Strategy Group's [State of eCommerce in Distribution report](#), and that number continues to grow along a sharp upward trajectory.



(Photo credit: Distribution Strategy Group)

When sales reps do engage with customers, they are taking on a more consultative role — providing additional product information, answering questions, and helping them select the best mix of products based on their existing offerings and customer demand.

Executives need to account for all these as they evaluate sales performance and set goals.



## More meaningful metrics to measure

While the sales performance metrics that matter most to your organization may be different from what another company measures, there are some general indicators you should consider.

### Here are four of them

#### 1. Total sales vs. goal

Based on historical sales data and your current pipeline of opportunities, you should be able to create accurate monthly, quarterly and annual sales forecasts. You can compare those goals to actual sales performance and see how close you are to reaching your targets.

#### 2. Total sales for each rep compared to goal

While you're likely well-accustomed to setting sales targets and awarding incentives based on individual performance, if those goals are not based on the most accurate data, you could be setting them up to fail.

#### 3. Percentage of sales activities

At smaller companies in particular, roles and responsibilities often overlap. It's not uncommon for sales reps to take on frequent customer service requests, for instance. However, as your organization grows, you should be aiming for greater efficiency by allowing each team member to focus on what they do best — especially when it comes to revenue-driving activities.

Categorizing each activity by type (such as sales, customer support or marketing), and creating a dashboard to monitor them can help you easily identify which team members are effectively delegating tasks to other departments and prioritizing their own next best actions.

#### 4. Percentage of online vs. offline sales

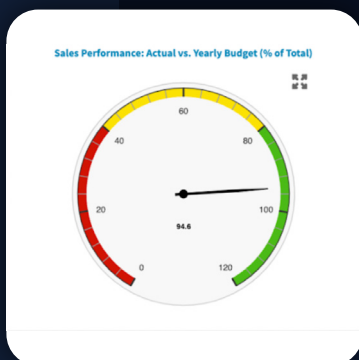
**At leading distribution companies,** online sales drive offline opportunities, increasing overall revenue, so it's important to gather valuable insights from both channels. A customer may start their search online and compare prices by adding items to their cart without making a purchase. Your marketing department may see those cart abandonment notifications in your eCommerce platform and send emails reminding them to check out, but your sales team is missing opportunities to have deeper conversations with them and address specific concerns.

While both online and offline sales channels are critical, it's important to recognize them as complementary aspects of your sales strategy. Executives and sales teams should monitor the balance between online and offline sales percentages, using insights from online customer behavior to enhance and inform offline sales strategies.

By understanding online purchasing trends, sales representatives can identify opportunities for upselling, personalized engagement, and value-added services that enhance customer relationships and reinforce the unique value of your products in the marketplace.

**Additionally, understanding which products are top sellers online compared to offline can help you better differentiate your offerings between the two channels.**

Customers likely need more guidance when ordering complex equipment or components with a high degree of customization, and they may prefer to order more standard, high-volume products online.



#### How to track it

Understanding which sales reps are on track to meet their quarterly goals or how much time they're spending on sales activities shouldn't require making multiple requests to your IT department. Ideally, you should be able to see these insights at a glance with dashboards updated in real time. This helps your sales leaders proactively identify reps who are at risk of not achieving goals and provide them with additional support before the end of the quarter.



# Customer Retention

## Where distributors miss the mark

Most distributors already dedicate a significant portion of their time and attention to existing customers because it's much more cost-effective to retain them than to acquire new ones. Strong customer retention is a good indication of stability, which is especially attractive to investors in times of economic uncertainty.

Unfortunately, it isn't always easy to see which customers are driving the most growth for your company and spot declines in sales before they lead to customer churn. These details are often buried in data that lives within ERP systems, and it may only become apparent after your team has spent hours creating customized reports.

## More meaningful metrics to measure

### Top accounts and contacts

Is your team allocating resources appropriately to the customers responsible for the most revenue? You can probably list your top 10 accounts from memory and you might send them the best gift baskets each year, but each account likely has dozens of different contacts associated with it. You may think your sales reps and customer support team is devoting enough time and attention to these top accounts, but unless you can see the contacts and activity associated with each, it's hard to say that with confidence.

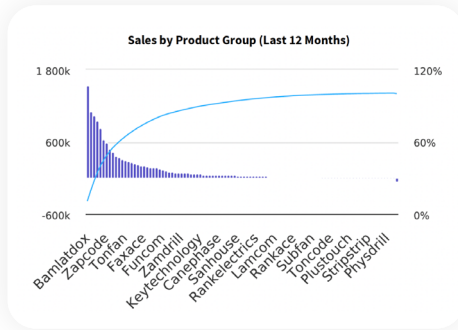
### Customer lifetime value (CLV)

Customer lifetime value projects the total value your company can expect from a single account. It reflects the health of the customer relationship and is another strong indicator of stability.

### Customers at risk of churning

Measuring the annual percentage of customer churn may be common practice, but it's not necessarily helpful. It's easier to re-engage a customer who has not placed an order within a specific time period than to try to win back a customer who has already moved on.

# How to track it



## Pareto charts

You've probably heard the saying that 80% of your success comes from just 20% of your efforts. In a market where most companies are being pushed to do more with less, it's becoming more important than ever to know which 20% of your team's efforts are driving the most revenue. Pareto charts make it easy to see top customers and products and focus on the opportunities that will generate the highest returns.

## Customer scorecards

Customer scorecards provide essential insights that help your team increase engagement and share of wallet for each customer. A customer scorecard is a snapshot of recent activity, sales performance, purchasing behavior, and other key metrics.

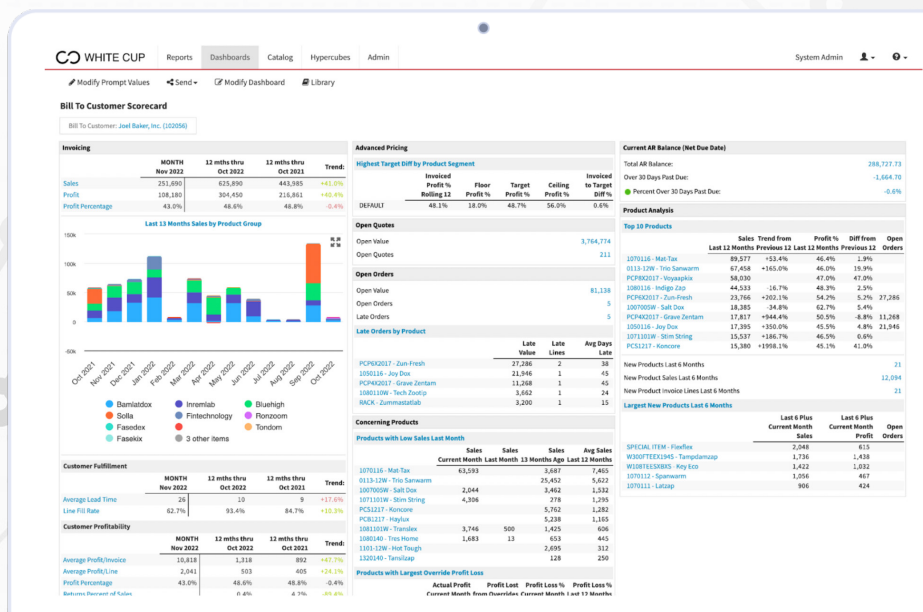
They help your team understand how to prioritize their next best actions, whether they're preparing for a meeting and need a quick overview of recent orders or planning a marketing campaign that targets specific, high-value accounts.

## You can use these scorecards to answer questions such as:

- What were the total sales for this customer?
- How often did we give them a discount over the past year?
- How profitable were they?
- Are their sales trending up or down?

## Your sales and customer support team can also see items that require outreach or action:

- Open orders
- Late orders
- Accounts receivable balance



# Expense Management

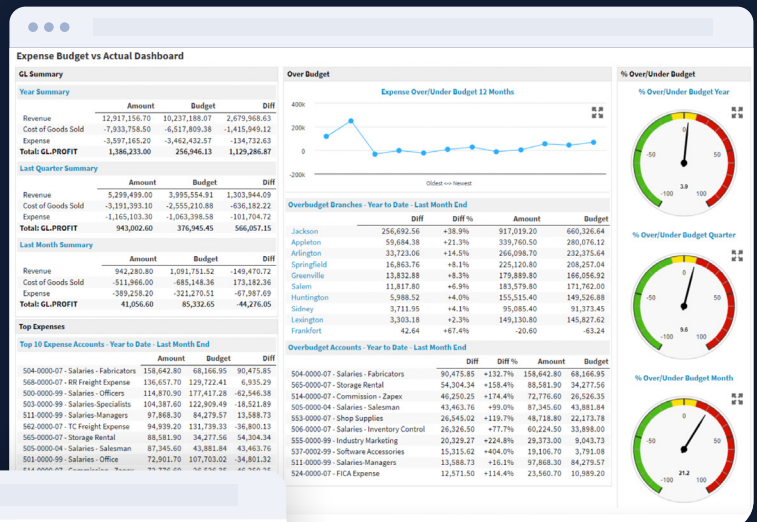
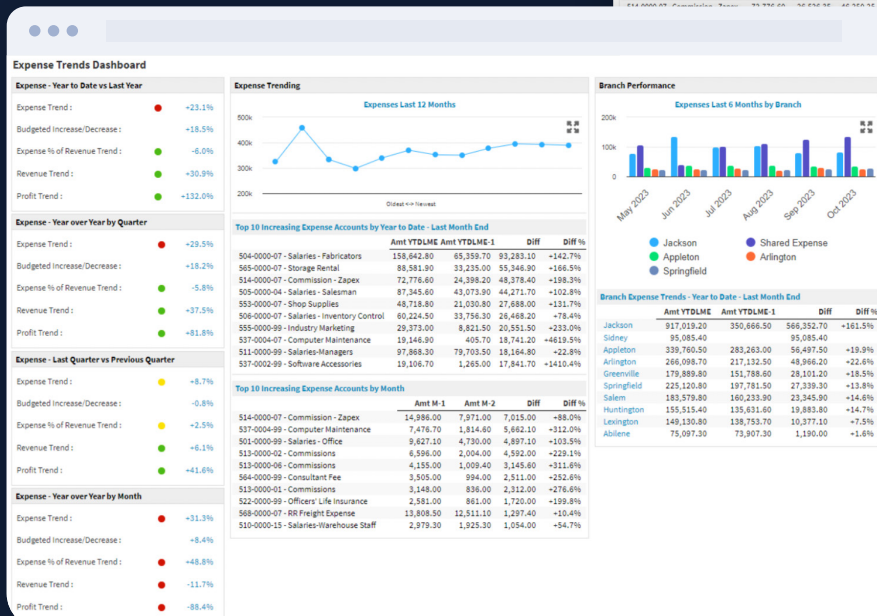
## Where distributors miss the mark

While most distributors monitor expenses, they may only be reviewing them on a monthly or quarterly basis. Without real-time visibility into how expenses compare to your budget within specific categories, it's impossible to identify where to scale back.

Exporting all purchase data from your ERP system will only give you total costs without context. You can see you're over budget, but you won't be able to identify the culprit without filtering the data further.

## More meaningful metrics to measure

With dashboards that show expenses by category, account, and branch, you'll have a much clearer picture of where you need to make adjustments.



# Inventory Management

## ⊗ Where distributors miss the mark

Ensuring you have the most in-demand products in stock when your customers need them is a critical part of the distributor's value proposition. At the same time, excess inventory adds to your company's costs, dragging down profitability and increasing financial risks.

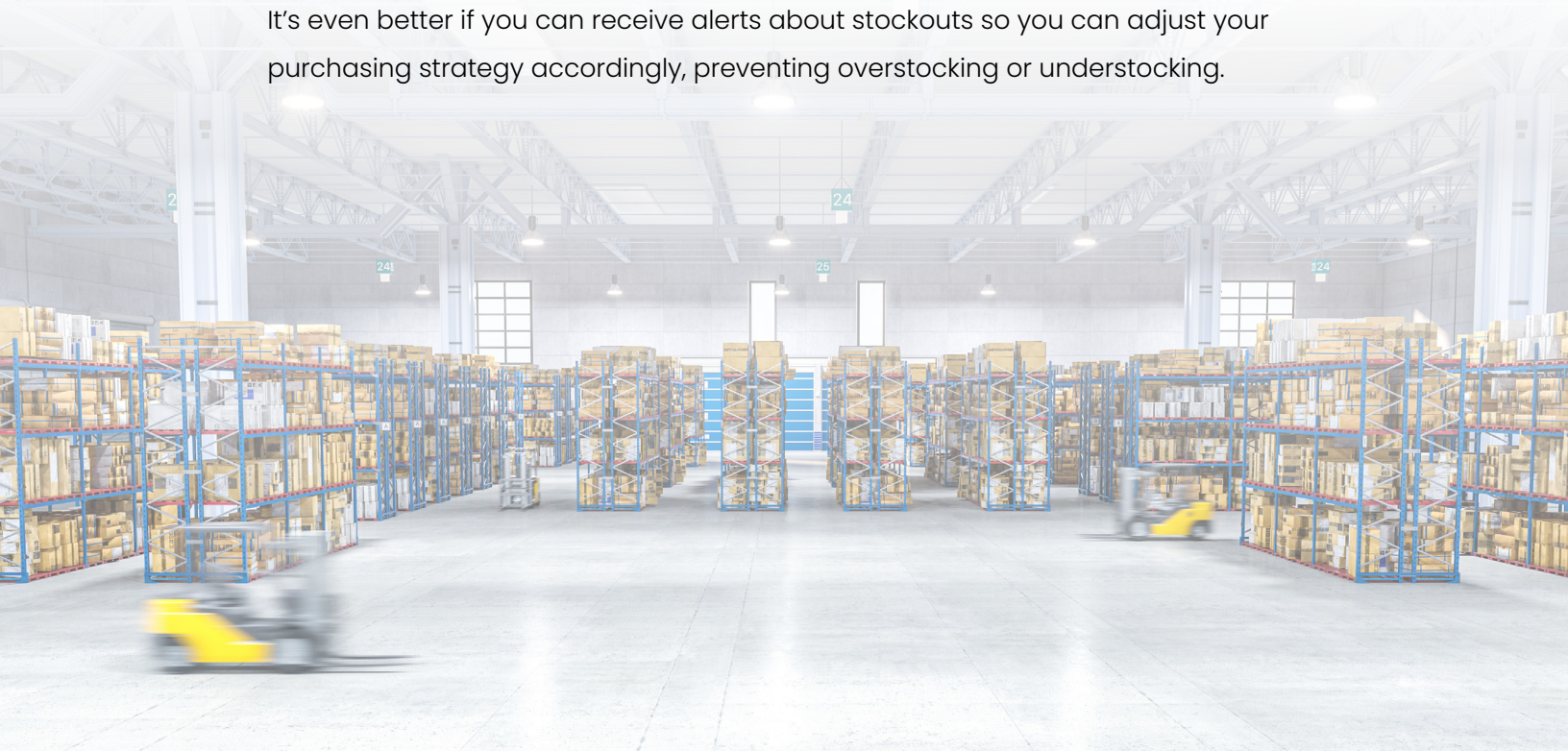
Without real-time insight into product performance, you'll always be reacting to shifts in demand month after they've occurred — when it's often too late to make a difference. When you do have that insight, you can take proactive steps sooner, such as developing a dedicated marketing campaign to sell slow-moving products.

## ✓ More meaningful metrics to measure

The ability to see monthly sales and the number of units sold by product group at a glance helps your team ensure a consistent supply to meet and even exceed your customers' expectations.

Fill rates and turnover rates give your team deeper insight into how quickly products are moving so you can plan ahead.

It's even better if you can receive alerts about stockouts so you can adjust your purchasing strategy accordingly, preventing overstocking or understocking.





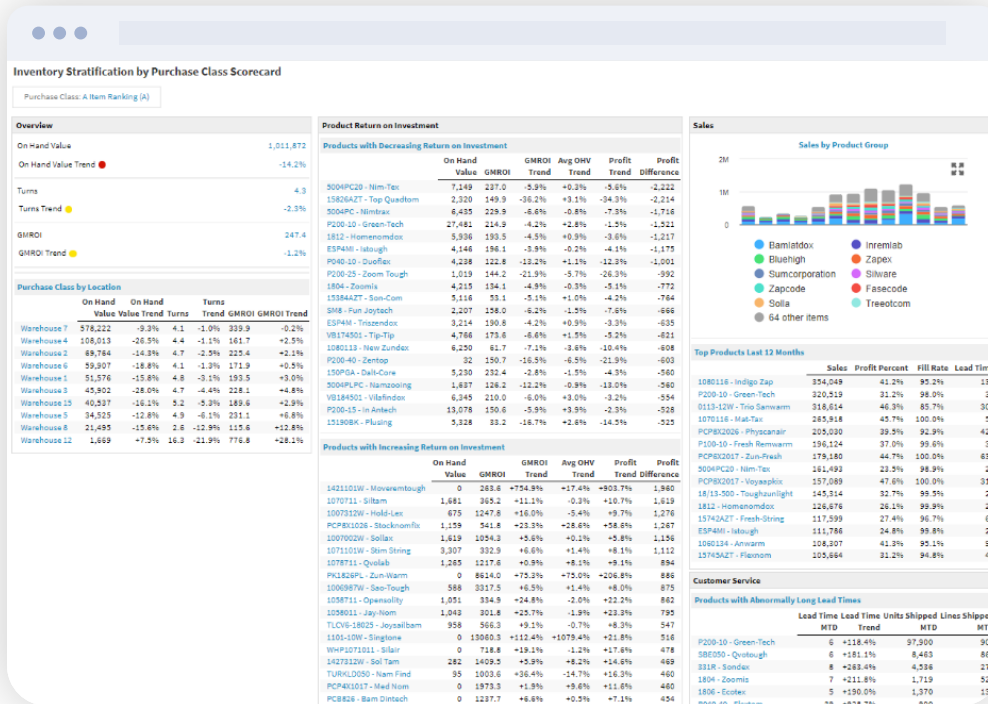
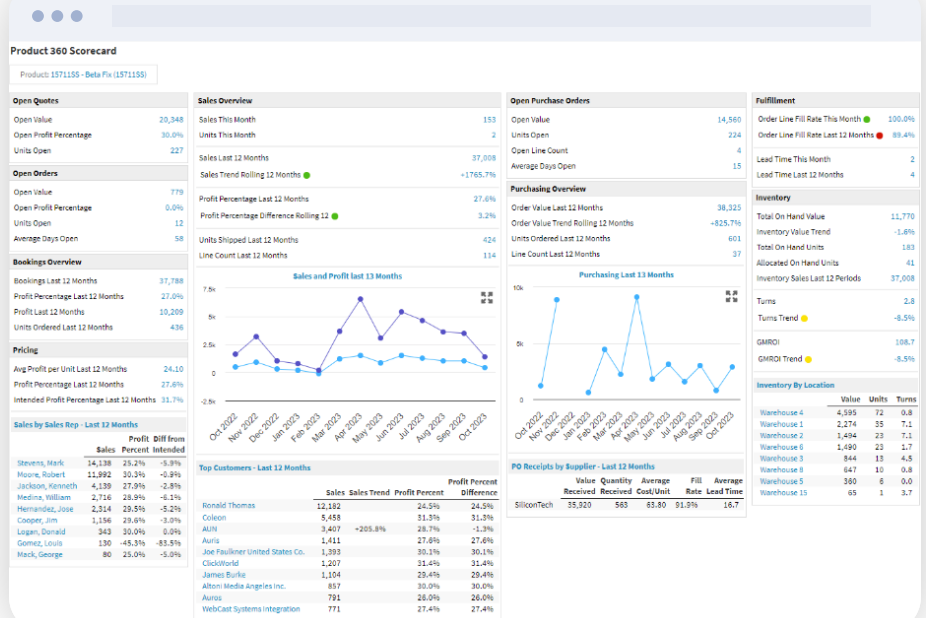
# How to track it

Looking at the total inventory you have on hand and its value can help you quickly identify trends. You can also see how the total units you have compares to what has already been allocated.

Measuring your inventory turnover rate, or how much you're selling within a specific time frame, will also tell you how efficiently you're managing your supply chain.

GMROI (or gross margin return on investment) is another important metric to gauge the profitability of your inventory. This is calculated by subtracting your costs of goods sold from revenue, then dividing that number by your revenue.

**White Cup BI automatically calculates these metrics for you, eliminating hours of manual work you would otherwise spend each month.**



**You can also use White Cup BI dashboards to get a closer look at how specific products are performing.**

Which ones have an increasing return on investment, and which ones have a decreasing ROI? With a clear picture of this data, you can see where you need to make changes.

From there, you can set up targeted marketing campaigns to help sell slow-moving inventory.

You can select a slow-moving product in White Cup BI and automatically create an email in White Cup CRM designed to target customers who purchased that item in the past year.

Inventory Performance Dashboard									
Inventory Value					Turns				
Total On Hand Value				2,544,684	Turns				2.9
Total On Hand Value Trend				-8.1%	Turns Trend				-2.6%
Inventory Value by Location					Turns Trends by Location				
	Trend	OHV	OHV	Last Period		Turns	Turns	COGS	On Hand
Warehouse 7	+1.7%	1,052,941	1,035,453		Warehouse 7	2.6	-1.8%	+0.9%	+2.8%
Warehouse 4	-20.0%	360,367	450,558		Warehouse 4	3.2	-1.1%	+0.2%	+1.2%
Warehouse 1	-9.5%	251,681	278,117		Warehouse 1	2.5	-0.9%	-0.5%	+0.2%
Warehouse 6	-12.2%	198,249	225,678		Warehouse 6	2.9	-1.2%	-1.2%	+0.0%
Warehouse 2	-5.7%	191,183	211,783		Warehouse 2	3.7	-4.2%	-3.8%	+0.5%
Warehouse 3	-15.7%	154,779	183,633		Warehouse 3	3.5	-2.5%	-1.6%	+0.9%
Warehouse 15	-9.3%	122,139	134,675		Warehouse 15	3.4	-2.1%	-1.1%	+1.1%
Warehouse 5	-21.2%	103,414	131,288		Warehouse 5	3.0	-6.0%	-5.5%	+0.5%
Warehouse 8	-8.0%	100,823	109,619		Warehouse 8	1.4	-23.5%	-23.1%	+0.5%
Warehouse 10	0.0%	8,270	8,270		Warehouse 10	0.1	-3.3%	0.0%	-3.4%
Warehouse 12	-4.2%	2,837	2,982		Warehouse 12	4.7	+10.9%	+6.0%	-4.4%
Warehouse 11		0	0		Warehouse 11	0.0			-7.4%
Warehouse 13		0			Warehouse 13				
Warehouse 14		0			Warehouse 14				
Warehouse 16		0			Warehouse 16				
Warehouse 17		0	0		Warehouse 17	-1.0	0.0%		
Warehouse 19		0	0		Warehouse 19	-1.0	0.0%		
Warehouse 9		0			Warehouse 9				
Inventory Value by Buyer					Turns Trends by Buyer				
	Trend	OHV	OHV	Last Period		Turns	Turns	COGS	On Hand
Sandoval, Andrew	-10.3%	1,127,858	1,259,694		Sandoval, Andrew	3.1	-1.7%	-0.4%	+1.3%
Ball, Kenneth	-9.2%	662,720	729,698		Ball, Kenneth	2.4	+0.3%	+0.9%	+0.8%
Warner, Vincent	+1.9%	378,187	371,043		Warner, Vincent	3.1	-7.6%	-3.6%	+4.3%
Booth, James	-9.4%	210,349	232,219		Booth, James	3.5	-3.1%	-3.1%	0.0%
Frye, Larry	-6.7%	165,571	177,380		Frye, Larry	2.5	-9.5%	-9.9%	-0.5%
Inventory Value by Purchase Class					Turns Trends by Purchase Class				
	Trend	OHV	OHV	Last Period		Turns	Turns	COGS	On Hand
A Item Ranking	-14.2%	1,011,872	1,179,831		A Item Ranking	4.3	-2.3%	-0.5%	+1.6%
B Item Ranking	-7.8%	300,893	326,238		B Item Ranking	2.5	-2.3%	-0.7%	+1.6%
Non Stock	-17.4%	298,238	361,011		Non Stock	2.3	-5.1%	-7.2%	-2.2%
Eliminate	+17.0%	276,880	236,638		Eliminate	0.0	-78.7%	-77.7%	+4.7%
D Item Ranking	-8.5%	258,110	237,916		D Item Ranking	1.2	+0.4%	-0.7%	-1.0%
C Item Ranking	-5.9%	233,707	248,365		C Item Ranking	1.8	-3.3%	-3.1%	+0.2%
New Item	-9.3%	164,914	181,884		New Item	1.9	-1.6%	-5.3%	+7.1%
Xmas	0.0%	70	70		Xmas	0.0			0.0%
Portable Piping Fabricated Fittings	+100.0%	0	-1,918		Portable Piping Fabricated Fittings	-1.0	0.0%		0.0%
GMROI					GMROI Trends by Location				
GMROI				160.5	GMROI				-1.9%
GMROI Trend				-1.9%	GMROI Trends by Location				
	GMROI	GMROI	Profit	On Hand		GMROI	GMROI	Profit	On Hand
		Trend	Trend	Value Trend					
Warehouse 7	217.5	-0.8%	+2.0%	+2.8%	Warehouse 7	217.5	-0.8%	+2.0%	+2.8%
Warehouse 4	128.9	-2.1%	-0.8%	+1.2%	Warehouse 4	128.9	-2.1%	-0.8%	+1.2%
Warehouse 1	109.2	-1.5%	-1.3%	+0.2%	Warehouse 1	109.2	-1.5%	-1.3%	+0.2%
Warehouse 6	131.4	-0.7%	-0.7%	+0.0%	Warehouse 6	131.4	-0.7%	-0.7%	+0.0%
Warehouse 2	187.0	-3.2%	-2.7%	+0.5%	Warehouse 2	187.0	-3.2%	-2.7%	+0.5%
Warehouse 3	178.8	-2.0%	-2.1%	+0.9%	Warehouse 3	178.8	-2.0%	-2.1%	+0.9%
Warehouse 15	138.6	-0.9%	-0.2%	+1.1%	Warehouse 15	138.6	-0.9%	-0.2%	+1.1%
Warehouse 5	137.8	-6.4%	-5.9%	+0.5%	Warehouse 5	137.8	-6.4%	-5.9%	+0.5%
Warehouse 8	66.0	-21.3%	-21.0%	+0.5%	Warehouse 8	66.0	-21.3%	-21.0%	+0.5%
Warehouse 10	7.7	-3.3%	0.0%	+3.4%	Warehouse 10	7.7	-3.3%	0.0%	+3.4%
Warehouse 12	227.0	+10.9%	+6.0%	-4.4%	Warehouse 12	227.0	+10.9%	+6.0%	-4.4%
Warehouse 11	0.0			-7.4%	Warehouse 11	0.0			-7.4%
Warehouse 13					Warehouse 13				
Warehouse 14					Warehouse 14				
Warehouse 16					Warehouse 16				
Warehouse 17					Warehouse 17				
Warehouse 19			-250.0%		Warehouse 19			-250.0%	
Warehouse 9					Warehouse 9				
GMROI Trends by Buyer					GMROI Trends by Purchase Class				
	GMROI	GMROI	Profit	On Hand		GMROI	GMROI	Profit	On Hand
		Trend	Trend	Value Trend					
Sandoval, Andrew	157.7	-0.4%	-0.5%	+1.3%	A Item Ranking	247.4	-1.2%	+0.6%	+1.6%
Ball, Kenneth	141.4	-0.1%	+0.5%	+0.6%	B Item Ranking	142.8	-1.0%	+0.6%	+1.6%
Warner, Vincent	204.0	-6.2%	-2.2%	+4.3%	Non Stock	95.7	-5.1%	-7.2%	-2.2%
Booth, James	193.4	-2.9%	-2.9%	0.0%	Eliminate	-1.3	-115.9%	-116.6%	+4.7%
Frye, Larry	134.1	-9.5%	-9.8%	-0.5%	D Item Ranking	67.3	-3.5%	-4.5%	-1.0%
					C Item Ranking	94.5	-3.0%	-2.8%	+0.2%
					New Item	85.5	-0.8%	+6.3%	+7.1%
					Xmas	0.0			0.0%
					Portable Piping Fabricated Fittings	0.0			0.0%



# Supplier Performance

## Where distributors miss the mark

Maintaining strong supplier relationships is crucial for achieving stable growth. Reliable, high-performing suppliers directly impact your ability to meet customer demands, so you need to know which ones are contributing the most to your revenue.

Your top suppliers likely have their own KPIs, but if your team struggles to provide reports to them in a timely manner, you're not alone.

Filtering data from your ERP system to display only certain product categories or units sold from one of your many individual suppliers can be a frustrating endeavor

## More meaningful metrics to measure

White Cup BI transforms raw purchasing data into vendor scorecards, giving you real-time reporting on demand. This makes it easy to show suppliers what they really want to know, including:

### Units Sold and Revenue Per Supplier

This gives a clear indication of which suppliers are driving the most volume through your distribution network and contributing the most to your revenue.

### Average Lead Time

Average lead time is more effective when evaluated on an account basis, rather than looking at each warehouse location, as it allows distributors to identify clear trendlines and make informed decisions about which suppliers are consistently meeting delivery expectations.

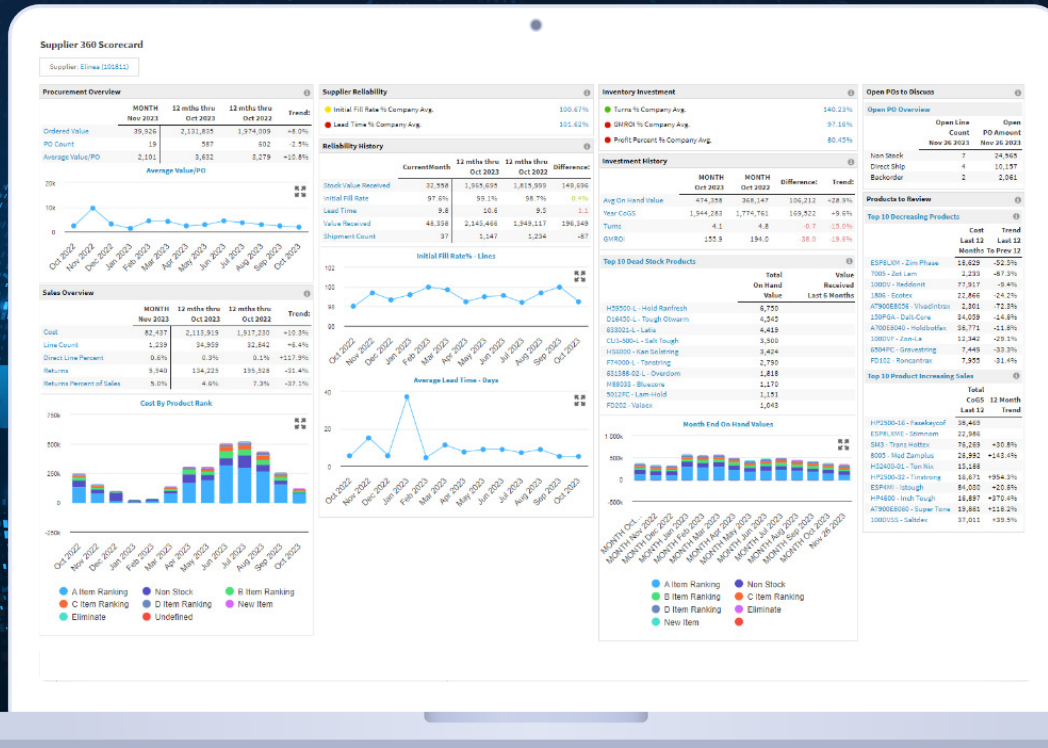
## Late Orders

Understanding where late orders are occurring most often can help you work with suppliers to address concerns.

## Top Products By Supplier

Just as it's helpful for you to see your top products so you can incorporate them into more marketing campaigns and sales conversations, these insights benefit your suppliers, too.

**By focusing on these metrics,** distributors can ensure they are working with the best suppliers and identify areas for improvement in their supply chain. This approach leads to better inventory management, greater customer satisfaction, and ultimately, more sustainable growth.





# Profit Margin

## Where distributors miss the mark

Availability over price reigned for a while, during the height of supply chain disruption, but with economic uncertainty and a stabilizing supply chain, customers are scrutinizing their quotes more closely.

Supplier cost increases introduce a window of opportunity for distributors to reset their pricing to achieve more significant margins. Distributors need to change how they price inventory at the customer level more than ever before. Now is the time to reset your pricing and profitability to proper levels, using data to establish the right price points for every customer that will protect profit margins.

## More meaningful metrics to measure

Segmented pricing by customer and even within product groups for a single customer can make a big difference in profit margin. Customers will have core products they buy from you where pricing matters a lot, as well as other products they buy from you out of convenience. The latter group can give you more flexibility in increasing profit margin.

Being able to distinguish between these two categories and recommend related products at the right time for the right price requires sophisticated technology that helps you get more from every order.

## How to track it

One way to measure profitability is to compare current performance against historical performance using dual axes charts. You'll also want an easy way to see which customers and products are generating the most profit at a glance, and which related products customers buy most often.

But those insights are only as valuable as your ability to act on them quickly.

White Cup CRM and BI offers instant, intelligent cross-sell and upsell recommendations, turning every quote into an opportunity to maximize order value.

# Data visualization best practices



Data visualization is a powerful tool that enhances understanding and decision-making. Each chart or graph should tell a story that results in a clear set of actions.

As you consider which metrics are most critical to your business growth and use technology to illustrate them, consider these high-level recommendations:

## Ask: What story is the chart telling, and why is this important?

This foundational question guides us in selecting the appropriate visualization that aligns with our objectives and communicates effectively with our audience.

## Choose the right type of chart

While a line chart is typically better for displaying trends over time, a bar chart might be more suitable for comparing categories or showing clear distinctions between groups. For example, when we look at trends such as sales performance over several quarters, a line chart would illustrate the progression more clearly than a bar chart.

Visualization Type	When to Use it	Example
Donut Chart	Your pie chart is overly crowded.	Open PO by Vendor
Combination Chart	Correlate different metrics on one chart, or compare 2 metrics or KPIs.	Revenue and Profit YTD
Horizontal Bar Chart	Very quickly convey top/bottom results in a group. Show frontrunners in a "race."	Top 10 Customers by Revenue, Sales Team's Performance to Goal
Variable-radius Pie Chart	Add variance and dimension to standard pie charts, or use the variable radius to display a second dimension.	Sales Performance by Product Group by both units and \$

## Less is more

Whether you're presenting data to your board, showcasing it in a company meeting, or using it to plan for the year ahead, you want to provide enough detail to inform but not so much that it overwhelms. Avoid clutter and focus on simple designs to ensure your data is easy for anyone to understand.

## Use clear headers and visual delineation between sections

While it's often valuable to see two sets of data side by side, well-placed headers and lines will help you avoid confusion. A well-designed chart or dashboard ensures that the story behind the numbers is compelling and clear to all stakeholders.



# See Your Performance and Priorities **Clearly** With White Cup

White Cup CRM and BI makes it easier to see key performance indicators and top priorities at a glance and act on them faster.

Using pre-built dashboards and scorecards along with the power of artificial intelligence, your team can immediately see your next best actions and proactively reach out to customers.

## **For instance, you can:**

- Create more accurate sales forecasts using AI to analyze your own historical data, accounting for seasonality and market trends
- See each customer's performance at a glance and recommend top related products, based on past order history
- Better understand your customers' buying cycle and receive alerts when they normally re-order
- Quickly identify slow-moving inventory and send a targeted email campaign to customers who have ordered it in the past year

## **You can also make decisions with greater confidence with business insights at your fingertips, including:**

- Executive dashboards showing how this year's revenue and sales compare to last year's performance and which customers and products are most profitable
- Customer scorecards showing a full history of each customer's total sales, top products, recent orders and shipping and billing
- Vendor scorecards showing top products, total sales and units sold for each supplier
- Gauge charts showing your sales team how close they are to reaching their targets





Unlike generic business intelligence solutions,  
**White Cup BI is built specifically to address the challenges and goals of distributors like you.**



## Schedule a Free CRM + BI Consultation

Schedule a consultation with our team to discover what business intelligence you can see within the software, how each team member will use the software to identify their next best actions, and what workflows you can create to streamline sales and other processes.

See why more than 850 companies win more with White Cup.

[Get Started Today](#)

## About White Cup

White Cup helps distributors win more deals, customer loyalty, and market share. With a powerful CRM that empowers team members to act on their best opportunities faster, business intelligence solutions that transform customer and product data into crystal-clear insights, and precision pricing software, the White Cup Suite helps distributors shift from reactive, siloed customer interactions to proactive, collaborative growth strategies.

**With decades of industry experience,  
White Cup is trusted by more than 850  
customers globally.**



# WHITE CUP

[Learn more at whitecupsolutions.com](https://whitecupsolutions.com)