

Company X IT Sales Target Study

Presented to Growth Group

April, 2018

- **Engaged consultant to conduct study to identify potential sales targets from:**
 - Current customers who are below norm in share of wallet spent on IT.
 - New customers that fit target geography, industry focus, technological strengths.
 - Specialized IT procurement contracts in non-traditional industry segments where Company X's strengths might be a competitive advantage.
- **Today: Present findings, observations, next steps**

Study Abstract

- Out of 2500 customers, identified 450+ targets, based on:
 - Current share of target IT budget
 - Current margin vs IT budget
 - Overall size of IT budget
 - Geography, size, spend and technology “fit”
- Of 450 targets, Company X median share of IT spend is .5% vs company average of 1.3%
 - Reasonable goal 5%
- Identified 165 new targets in Financial Services sector (as a sample study) based on spend, size, geography, and “fit”

Study Abstract

Goal: Identify potential sales targets underspending on IT based on industry

- Sourced data on approximate IT budget (spend) of current customers
- Assigned NAISC codes to each customer record, allowing target marketing for first time
- Created data visualization so information can be used for account mapping
- Aligned 450 targets with current reps to assist with account assignments

Results: Enhanced Capabilities

- Strengthened ability to classify companies by industry and geography
 - Result: Possible to calculate Company X's market share by industry and access common databases to find additional prospects in specific markets.
- Developed method to project company's IT budget
 - Result: Allows ability to see Company X's share of IT wallet and assess company's potential.
- Improved methods to generate lead lists to expand sales.
 - Result: Lists.
- Improving ability to visualize sales geographically.
 - Result: Demo

Steps in Study

Analyzed Existing Customer Database

- 2500+ records from CW
- Identified Company X database limitations
 - No industry classification or size information for projections
- Employed DiscoveryOrg and Mergent for data
- Can incorporate results into CW to determine Company X's industry strengths and weaknesses

Steps in Study

Created Profile of Existing Customers Using 20 Industrial Sectors

Total Accounts By Industry Sector (N=2,519) (Ranked By Sales)						
Industry Sector	Accounts	Group Count	Sales	% of Total Sales	Margin	% Margin
14 Health Care & Soc Asst	200	163	\$ 130,860,000	33.5%	\$ 29,951,800	22.9%
05 Manuf- Durables	426	224	\$ 62,980,000	16.1%	\$ 9,744,200	15.5%
13 Education	286	201	\$ 41,010,000	10.5%	\$ 7,461,600	18.2%
10 Financial Svs & Insurance	184	120	\$ 36,120,000	9.3%	\$ 7,027,300	19.5%
12 Business Service	219	209	\$ 23,930,000	6.1%	\$ 3,690,300	15.4%
06 Wholesale Trade	131	99	\$ 22,590,000	5.8%	\$ 3,673,200	16.3%
11 Real Estate, Prop Mgmt, Leasing	58	43	\$ 15,900,000	4.1%	\$ 2,732,100	17.2%
07 Retail Trade	402	88	\$ 15,350,000	3.9%	\$ 2,232,000	14.5%
04 Manuf- Non Durables	113	93	\$ 8,650,000	2.2%	\$ 1,425,600	16.5%
09 Adv, Media & Telecom	77	35	\$ 7,210,000	1.9%	\$ 947,900	13.1%
18 Local Government	181	132	\$ 6,280,000	1.6%	\$ 1,256,900	20.0%
17 Other Services	7	3	\$ 5,800,000	1.5%	\$ 4,094,800	70.6%
19 State Government	22	21	\$ 4,540,000	1.2%	\$ 1,105,300	24.3%
02 Energy, Utilities, Oil & Gas	22	22	\$ 2,390,000	0.6%	\$ 233,700	9.8%
15 Rec, Lodging & Food Svc	67	39	\$ 2,130,000	0.6%	\$ 296,800	13.9%
99 Unclassified	9	6	\$ 1,137,000	0.3%	\$ 641,900	56.5%
03 Construction	37	36	\$ 1,040,000	0.3%	\$ (176,800)	-17.0%
16 Non-Profit & Relig Org	45	45	\$ 1,020,000	0.3%	\$ 123,900	12.1%
08 Logistics, Transp, Wrhsg	27	26	\$ 980,000	0.3%	\$ 200,400	20.4%
01 Agric, Forestry, & Mining	3	3	\$ 510,000	0.1%	\$ 92,700	18.2%
20 Federal Government	3	3	\$ 160,000	0.0%	\$ 12,100	7.6%
Total	2,519	1,611	\$ 390,587,000	100.0%	\$ 76,767,700	19.7%

Steps in Study

Developed Method to Project IT Budget, Current Share, Target Potential Companies

- Key data for projecting IT budget:
 - Company's Industry
 - Company's Revenue
 - Company's Employment
- Method: Average 2 approaches to minimize error and to avoid dependence on revenue estimates.
 - $\text{IT Budget} = \text{IT Spending\%} * \text{Company Total Sales Revenue}$
 - $\text{IT Budget} = \text{Company Employment} * \text{IT Spending/Empl}$
- Used DiscoveryOrg to develop median estimates based on sample of 11,000 US companies to develop industry-based median. (All US companies with IT estimates in DO were used but outliers were excluded.)

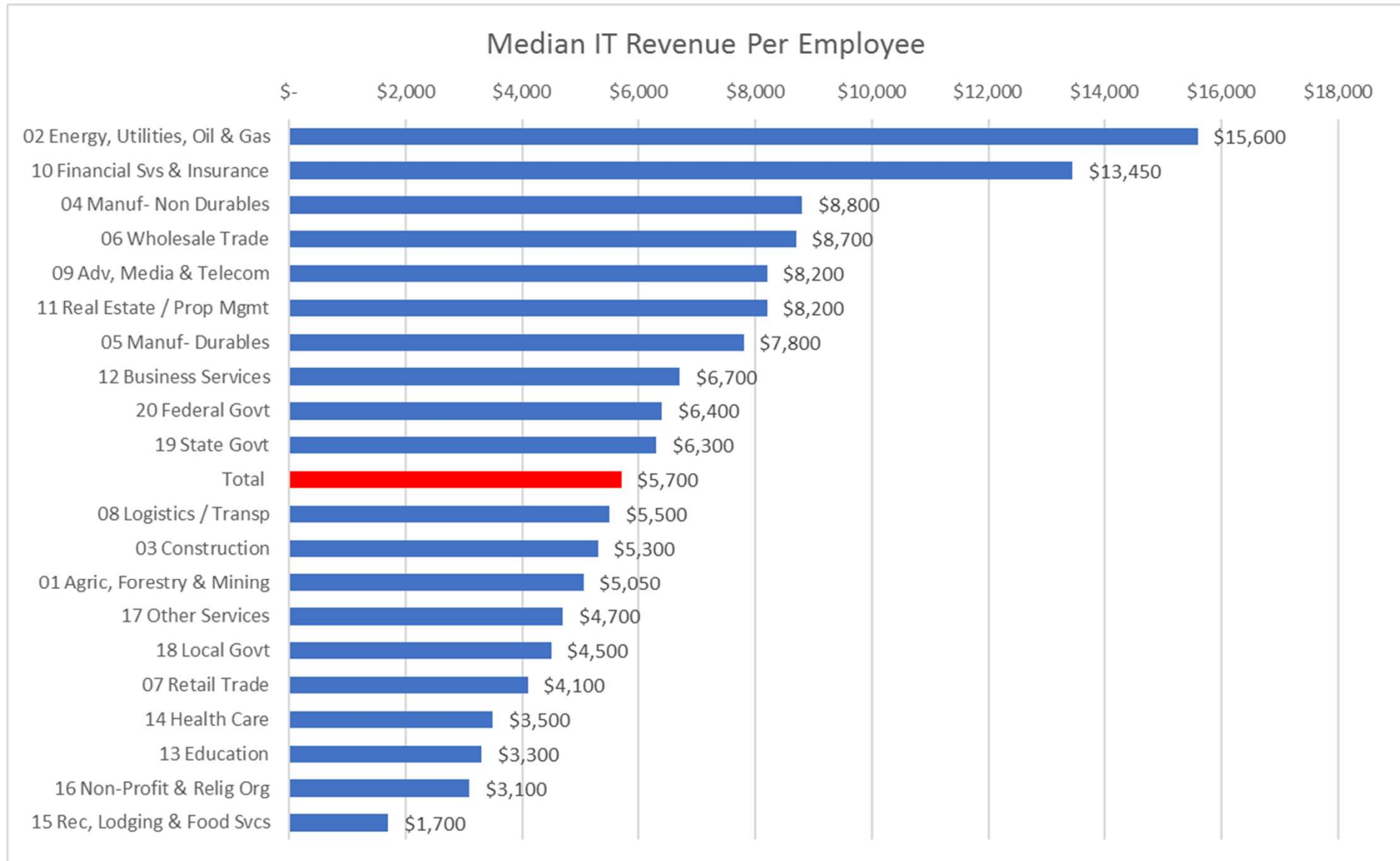
Steps in Study

Projected Median IT Budgets for 20 Industry Sectors & 59 Industry Groups

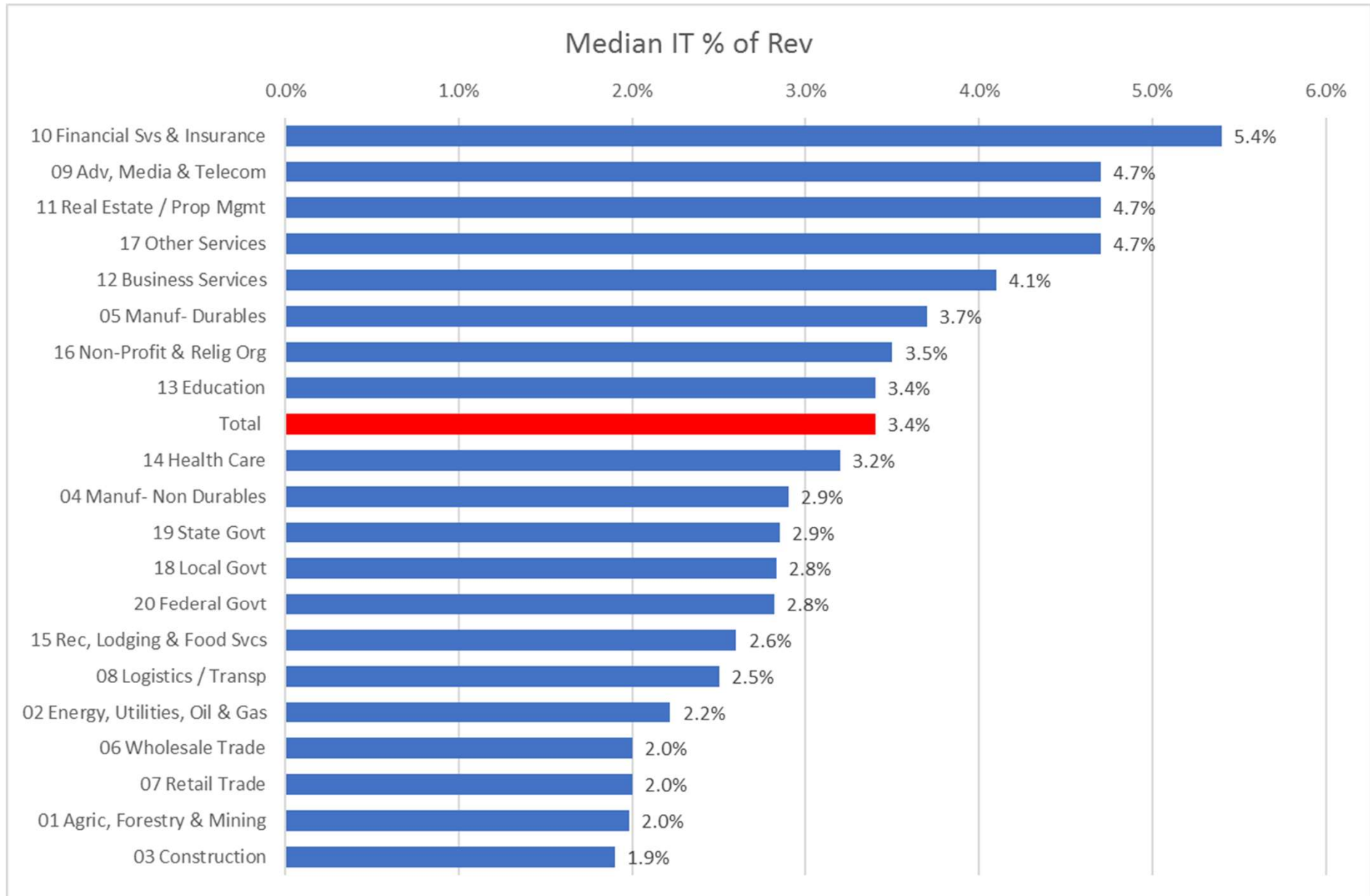
- Overall: Median IT budget was 3.4% of revenue and about \$6,000 per employee.
- Goal: Industry-Based Estimates of Median %IT of Revenue and IT Spend/Employee to handle variation by industry.

Industry Sector	Industry	Co. Count	Avg Rev/ Empl	Avg IT Budget as %of Rev	Avg IT Budget / Empl	Median Rev/Empl	Median IT Budget %of Rev	Median IT Budget/ Empl
01 Agric, Forestry & Mining	All Industries in Sector	56	\$ 545,000	1.3%	\$ 7,100	\$ 273,550	2.0%	\$ 5,050
02 Energy, Utilities, Oil & Gas	All Industries in Sector	238	\$ 665,000	2.4%	\$ 16,000	\$ 694,150	2.2%	\$ 15,600
03 Construction	All Industries in Sector	242	\$ 377,000	2.1%	\$ 7,900	\$ 227,200	1.9%	\$ 5,300
04 Manuf- Non Durables	All Industries in Sector	926	\$ 382,000	3.1%	\$ 12,000	\$ 279,300	2.9%	\$ 8,800
05 Manuf- Durables	All Industries in Sector	1,423	\$ 305,000	3.5%	\$ 10,700	\$ 231,000	3.7%	\$ 7,800
06 Wholesale Trade	All Industries in Sector	388	\$ 521,000	2.1%	\$ 10,700	\$ 418,500	2.0%	\$ 8,700
07 Retail Trade	All Industries in Sector	613	\$ 258,000	2.1%	\$ 5,400	\$ 197,000	2.0%	\$ 4,100
08 Logistics / Transp	All Industries in Sector	284	\$ 237,000	2.6%	\$ 6,200	\$ 191,000	2.5%	\$ 5,500
09 Adv, Media & Telecom	All Industries in Sector	485	\$ 370,000	3.9%	\$ 14,300	\$ 209,000	4.7%	\$ 8,200
10 Financial Svs & Insurance	All Industries in Sector	982	\$ 460,000	4.7%	\$ 21,600	\$ 265,800	5.4%	\$ 13,450
11 Real Estate / Prop Mgmt	All Industries in Sector	136	\$ 272,000	4.6%	\$ 12,500	\$ 180,050	4.7%	\$ 8,200
12 Business Services	All Industries in Sector	1,766	\$ 214,000	3.9%	\$ 8,400	\$ 175,800	4.1%	\$ 6,700
13 Education	All Industries in Sector	1,301	\$ 128,000	3.5%	\$ 4,400	\$ 96,700	3.4%	\$ 3,300
14 Health Care	All Industries in Sector	1,295	\$ 146,000	3.1%	\$ 4,500	\$ 115,900	3.2%	\$ 3,500
15 Rec, Lodging & Food Svcs	All Industries in Sector	438	\$ 83,000	2.6%	\$ 2,200	\$ 71,000	2.6%	\$ 1,700
16 Non-Profit & Relig Org	All Industries in Sector	225	\$ 108,000	3.3%	\$ 3,500	\$ 94,000	3.5%	\$ 3,100
17 Other Services	All Industries in Sector	76	\$ 97,000	3.7%	\$ 3,600	\$ 104,350	4.7%	\$ 4,700
18 Local Govt	All Industries in Sector	444	\$ 197,000	2.9%	\$ 5,700	\$ 164,250	2.8%	\$ 4,500
19 State Govt	All Industries in Sector	217	\$ 407,000	3.1%	\$ 12,400	\$ 208,800	2.9%	\$ 6,300
20 Federal Govt	All Industries in Sector	143	\$ 246,000	2.8%	\$ 6,900	\$ 230,000	2.8%	\$ 6,400
Grand Total	All Industries in Sector	11,678	\$ 276,000	3.3%	\$ 9,000	\$ 176,000	3.4%	\$ 5,700

Median IT Budget/Employee was \$5,700



Median IT Budget was 3.4% of Revenue



Steps in Study

Developed Quartile Estimates for 59 Industries to Account Better for Industry Differences

- Needed estimate range to identify “outliers”
- Examples below: manufacturing and business services

Industry	Co. Count	Median IT \$/ Empl	1sr Quartile IT \$/ Empl	3rd Quartile IT \$/ Empl	IT \$/Empl IQR-Outlier	Median IT Budget %of Rev	1st Quartile IT Budget %of Rev	3rd Quartile IT Budget %of Rev	IT Budget %of Rev Outlier
04 Manuf- Non Durables	926	\$ 8,800				2.9%			
31 Beverages	38	\$ 10,000	\$ 5,300	\$ 14,500	\$ 28,300	2.9%	2.6%	3.0%	3.7%
31 Consumer Products	188	\$ 8,750	\$ 1,900	\$ 5,200	\$ 10,150	2.9%	2.2%	3.7%	6.0%
31 Food Processing	203	\$ 8,600	\$ 2,900	\$ 7,800	\$ 15,150	2.9%	2.0%	3.0%	4.5%
32 Chemicals	140	\$ 9,800	\$ 4,400	\$ 10,000	\$ 18,400	2.9%	2.7%	3.7%	5.2%
32 Manuf- Non-Durables	226	\$ 7,200	\$ 3,100	\$ 9,200	\$ 18,350	3.7%	3.6%	4.0%	4.6%
32 Manuf- Printing	42	\$ 6,600	\$ 3,600	\$ 10,600	\$ 21,100	4.6%	2.8%	4.9%	8.0%
32 Pharmaceuticals	89	\$ 12,800	\$ 4,300	\$ 11,200	\$ 21,550	3.7%	3.6%	3.7%	3.9%
12 Business Services	1,766	\$ 6,700				4.1%			
54 Accounting Services	52	\$ 7,800	\$ 4,500	\$ 8,300	\$ 14,000	5.0%	4.7%	5.9%	7.7%
54 Arch & Engineering	167	\$ 4,200	\$ 1,800	\$ 6,700	\$ 14,050	1.9%	1.9%	4.7%	8.9%
54 Computer Software	337	\$ 7,100	\$ 2,900	\$ 6,300	\$ 11,400	3.7%	3.6%	4.0%	4.6%
54 IT Services	433	\$ 7,000	\$ 2,800	\$ 7,100	\$ 13,550	3.5%	3.5%	3.8%	4.3%
54 Legal Services	170	\$ 12,350	\$ 4,400	\$ 8,100	\$ 13,650	4.7%	4.0%	4.7%	5.8%
55 Mngt-Holding Cos.	49	\$ 10,500	\$ 4,200	\$ 12,000	\$ 23,700	4.7%	3.7%	5.4%	8.0%
56 Professional Services	406	\$ 5,950	\$ 3,300	\$ 7,800	\$ 14,550	4.7%	4.0%	4.8%	6.0%
56 Staffing & Recruiting	95	\$ 4,800	\$ 1,800	\$ 7,000	\$ 14,800	4.7%	4.3%	4.7%	5.3%
56 Travel & Tourism	30	\$ 5,050	\$ 3,000	\$ 8,700	\$ 17,250	3.6%	2.6%	4.6%	7.6%
56 Waste Management	27	\$ 9,000	\$ 5,200	\$ 13,900	\$ 26,950	4.7%	4.3%	5.0%	6.1%
Grand Total	11,678	\$ 5,700	\$ 2,900	\$ 11,200	\$ 23,650	3.4%	2.5%	4.0%	6.2%

Steps in Study

Extracted Mergent industry, revenue & employment data to estimate IT budget, determine share of wallet & assess prospect for growth

- Good data overall with some caveats:
 - Some companies & industries (like government) do not have revenue or employment data.
 - Some “Probable matches” need confirmation.
 - Duplicates need aggregation before projection.
 - Some of Non-matches could be found with more work.
 - Some larger accounts may not fit IT budgeting techniques.

Result: 1,600 accounts matched & grouped.

- 200 accounts not matched to Mergent information.
- 750 accounts grouped & IT budgets not projected.
- 1,579 accounts but 1,402 evaluated groups

Mergent Information and Grouped Accounts					
	Accounts	Count	MCPC Sales	MCPC Margin	% Margin
Mergent Assigned Rev or Empl	1,579	1,402	\$ 330,467,300	\$ 23,204,000	7%
No Mergent Rev or Empl	195	192	\$ 2,647,300	\$ 316,500	11%
Grouped Accounts (No Rev/Empl)	745	17	\$ 57,472,400	\$ 12,913,300	23%
Parker Hannifin Total	154	1	\$ 17,678,700	\$ 1,939,900	11%
Crestmark Total	15	1	\$ 10,487,400	\$ 2,131,700	20%
Cintas Total	5	1	\$ 5,794,900	\$ 4,094,800	71%
Cox Communications Total	9	1	\$ 5,792,600	\$ 766,200	13%
First National Bank of Penna (FNB)	10	1	\$ 5,384,300	\$ 1,170,700	22%
Dell Total	7	1	\$ 3,897,600	\$ 1,087,600	28%
Cleveland Clinic Total	17	1	\$ 1,959,600	\$ 425,700	22%
Aramark Total	29	1	\$ 1,326,200	\$ 143,800	11%
Xtele Total	1	1	\$ 1,300,100	\$ 640,500	49%
Boyd Group Total	1	1	\$ 1,016,900	\$ 191,100	19%
Cook Co Total	41	1	\$ 774,600	\$ 182,600	24%
Harley-Davidson Total	308	1	\$ 633,100	\$ 65,300	10%
West Virginia School Total	64	1	\$ 567,900	\$ 88,800	16%
Hewlett Packard Company- Total	7	1	\$ 562,300	\$ 201,300	36%
MCPC Total	13	1	\$ 164,900	\$ (230,700)	-140%
Alphagraphics Total	29	1	\$ 79,500	\$ 4,600	6%
Regency Finance Company Total	35	1	\$ 51,800	\$ 9,400	18%
Total	2,519	1,611	390,587,000	\$ 36,433,800	

Step in Study

Calculated Medians & Quartiles to Use In Criteria & Determine Outliers

- Based estimates on 1,402 groups (1,579 accounts)
- Used statistics to develop criteria on companies to exclude
- Median company spent about \$925,000 on IT
 - 25% of companies spent \$122,000 or less.
- Median company spent 3.1% of revenue on IT
 - 50% spent between 2.8% and 3.6% - over 4.8% was outlier.
- Median amount of IT budget spent with Company X was 1.3%.
 - Big variation: 50% spent between 0.2% and 8.1% (20% was outlier)

Medians, Quartiles and Outliers for Data							
	Mergent Empl	Mergent Revenue	Mergent Rev/Empl	Proj IT\$/Empl	Proj IT% of Rev	Proj IT Budget	MCPC % of Proj IT Budget
Total (N=1,402)							
Average	1,734	\$ 559,510,105			2.5%	\$ 14,145,389	
Median	150	\$ 21,652,000	\$ 149,000	\$ 5,950	3.1%	\$ 923,500	1.3%
Quartile 1	20	\$ 1,426,000	\$ 72,000	\$ 3,800	2.8%	\$ 121,750	0.2%
Quartile 3	728	\$ 127,819,000	\$ 275,750	\$ 7,800	3.6%	\$ 4,814,250	8.1%
IQR Outlier	1789	\$ 317,408,500			4.8%	\$ 11,853,000	20.0%

Steps in Study

Process for Selecting Targets

- SMB with above-average IT spend/employee and share of revenue devoted to IT but where Company X has low/moderate share of wallet.

Criteria	Rationale	Count	Sales	Margin	%Margin	Empl	Revenue	Proj IT Budget
Total (N1,402)*		1402	\$330,467,300	\$ 63,537,900	19.2%	2,422,234	\$781,635,616,895	\$ 19,823,091,000
Unrealistic Rev/Empl	Poor data	(51)	\$ 4,156,600	\$ 492,700	11.9%	125,968	\$ 211,579,210,388	\$ 2,986,136,000
Inactive/Gone Accounts	Low activity	(71)	\$ 7,489,100	\$ 1,563,800	20.9%	91,149	\$ 18,783,532,336	\$ 632,188,000
IT Budget<\$120,000	Limited potential	(239)	\$ 954,300	\$ 190,700	20.0%	2,066	\$ 218,098,148	\$ 8,921,000
MCPC% of IT Budget>16%	Current hi penetrati	(167)	\$169,957,500	\$ 30,237,800	17.8%	64,944	\$ 12,784,537,066	\$ 350,659,000
No MCPC Sales	Low activity	(37)	\$ (7,200)	\$ 23,800	NA	76,998	\$ 13,279,983,500	\$ 433,636,000
Proj IT\$/Empl <\$3,000	Favorable industry	(119)	\$ 4,890,100	\$ 475,100	9.7%	138,134	\$ 11,460,839,971	\$ 354,404,000
Proj Avg IT Budget > \$12 Mil	Excl large cos.	(173)	\$116,221,500	\$ 26,455,500	22.8%	1,711,906	\$ 472,031,310,674	\$ 13,686,610,000
MCPC IT%>5%	IT Security%	(85)	\$ 16,492,200	\$ 2,600,700	15.8%	29,442	\$ 6,009,108,146	\$ 190,905,000
1TargetList		460	\$ 10,313,200	\$ 1,497,800	14.5%	181,627	\$ 35,488,996,666	\$ 1,179,632,000

Rationale for Target Criteria					
Criteria	Count	Rationale			
Total (N=1,402)*	1402				
Poor Rev/Empl Ratio (<\$20,000 or >\$2Mil)	(51)	Employment or revenue data is unreliable.			
Inactive/Gone Accounts	(71)	Limited potential. No existing business to build on.			
IT Budget<\$120,000	(239)	Quartile 1 Cutoff. Small companies with limited potential.			
MCPC% of IT Budget>16%	(167)	2 x Quartile 3 Cutoff. MCPC is already very successful.			
No MCPC Sales	(37)	Limited potential. No existing business to build on.			
Proj IT\$/Empl <\$3,000	(119)	Proj IT\$/Empl spending. Focus on more desirable industry.			
Proj Avg IT Budget > \$12 Mil	(173)	Avg IT Budget IQR. Eliminate larger, well-known companies.			
MCPC IT%>5%	(85)	MCPC % of IT is above satisfactory sales target.			
1TargetList (N=460)	460	Small-Med size, below 5% target, diverse industries.			

Sales Potential of 460 Selected Accounts

- Median size 200 employees, \$40M in sales
- Above average IT spend/employee and IT as % of revenue
- Total IT budget of \$1.2 Billion.
- Company X median % of IT spending is only 0.5%, even though group includes companies that spend up to 5% of projected IT budget with Company X
- Most have actionable size: IT budgets over \$120,000 (excludes smallest companies) but under \$12 million (excludes large companies with longer buying cycles)

Target Company Profile (N=460)		
	Total	Median
Number of Companies	460	
MCPC Sales (Mil)	\$ 10.31	\$ 5,700
MCPC Margin (Mil)	\$ 1.50	\$ 850
% Margin	14.5%	14.9%
Mergent Empl	181,627	200
Mergent Revenue (Mil)	\$35,489.0	\$41.1
IT Budget (Mil)	\$ 1,179.6	\$1.5
MCPC % of IT Budget	0.9%	0.5%

Range of Industries Among Targets Offers Opportunities for Industry-Specific Approaches

Target Company Profile By Industry Sector (N=460) (Ranked By IT Budget)						
Industry Sector	Count	Sales (Grn>\$1 Mil)	Margin	% Margin	IT Budget	% of IT Budget
05 Manuf- Durables	104	\$ 1,861,000	\$ 343,800	19%	\$ 338,875,000	0.5%
12 Business Service	61	\$ 1,015,000	\$ 217,700	21%	\$ 132,825,000	0.8%
14 Health Care & Soc Asst	24	\$ 1,087,900	\$ 138,100	13%	\$ 119,425,000	0.9%
04 Manuf- Non Durables	36	\$ 1,133,800	\$ 163,400	14%	\$ 97,981,000	1.2%
06 Wholesale Trade	47	\$ 493,300	\$ 74,400	15%	\$ 90,487,000	0.5%
10 Financial Svs & Insurance	34	\$ 1,571,300	\$ 359,700	23%	\$ 90,351,000	1.7%
18 Local Government	44	\$ 732,600	\$ 125,000	17%	\$ 89,157,000	0.8%
13 Education	21	\$ 471,700	\$ 51,500	11%	\$ 64,560,000	0.7%
07 Retail Trade	23	\$ 490,100	\$ 69,400	14%	\$ 39,363,000	1.2%
08 Logistics, Transp, Wrhsg	10	\$ 357,500	\$ 44,700	13%	\$ 26,603,000	1.3%
03 Construction	15	\$ 232,700	\$ (200,000)	-86%	\$ 25,793,000	0.9%
09 Adv, Media & Telecom	11	\$ 266,900	\$ 50,000	19%	\$ 17,532,000	1.5%
11 Real Estate, Prop Mgmt, Leasing	12	\$ 107,000	\$ 15,500	15%	\$ 14,355,000	0.7%
02 Energy, Utilities, Oil & Gas	6	\$ 105,300	\$ 7,000	7%	\$ 13,204,000	0.8%
15 Rec, Lodging & Food Svc	3	\$ 55,400	\$ 2,700	5%	\$ 8,268,000	0.7%
19 State Government	2	\$ 293,100	\$ 29,500	10%	\$ 6,867,000	4.3%
16 Non-Profit & Relig Org	7	\$ 38,600	\$ 5,400	14%	\$ 3,986,000	1.0%
Grand Total	460	\$ 10,313,200	\$ 1,497,800	15%	\$1,179,632,000	0.9%

Target Companies for Most of Sales Staff

Target Company Profiles By Sales Staff (Companies with Mergent information) (N=460)							
Sales Rep	Count	Sales	Margin	% Margin	IT Budget	% of IT Budget	
	59	\$ 925,200	\$ 118,600	13%	\$136,670,000	0.7%	
	49	\$ 1,266,200	\$ (18,100)	-1%	\$116,761,000	1.1%	
	60	\$ 758,500	\$ 75,000	10%	\$115,544,000	0.7%	
	23	\$ 768,400	\$ 148,100	19%	\$78,886,000	1.0%	
	21	\$ 626,800	\$ 80,000	13%	\$71,489,000	0.9%	
	27	\$ 613,700	\$ 87,200	14%	\$70,482,000	0.9%	
	14	\$ 469,300	\$ 80,300	17%	\$63,317,000	0.7%	
	25	\$ 313,600	\$ 62,400	20%	\$57,717,000	0.5%	
	24	\$ 759,800	\$ 211,500	28%	\$55,912,000	1.4%	
	14	\$ 436,900	\$ 90,800	21%	\$41,994,000	1.0%	
	20	\$ 505,300	\$ 111,200	22%	\$39,576,000	1.3%	
	11	\$ 322,800	\$ 52,300	16%	\$38,612,000	0.8%	
	12	\$ 301,700	\$ 53,700	18%	\$34,609,000	0.9%	
	8	\$ 256,000	\$ 86,200	34%	\$29,907,000	0.9%	
	8	\$ 399,400	\$ 57,700	14%	\$26,958,000	1.5%	
	9	\$ 135,000	\$ 4,900	4%	\$26,302,000	0.5%	
	8	\$ 366,500	\$ 42,000	12%	\$25,837,000	1.4%	
	10	\$ 228,600	\$ 28,100	12%	\$24,365,000	0.9%	
	6	\$ 42,500	\$ 8,700	21%	\$22,244,000	0.2%	
	7	\$ 89,100	\$ 14,100	16%	\$16,744,000	0.5%	
	8	\$ 136,200	\$ 25,200	19%	\$14,116,000	1.0%	
	5	\$ 64,700	\$ 11,500	18%	\$11,828,000	0.6%	
	2	\$ 68,400	\$ 12,300	18%	\$11,352,000	0.6%	
	4	\$ 68,600	\$ 8,900	13%	\$8,867,000	0.8%	
	3	\$ 8,300	\$ 1,000	12%	\$8,806,000	0.1%	
	8	\$ 23,600	\$ 4,900	21%	\$7,509,000	0.3%	
	3	\$ 214,200	\$ 18,200	9%	\$6,691,000	3.2%	
	5	\$ 51,700	\$ 8,400	16%	\$5,941,000	0.9%	
	3	\$ 11,400	\$ 3,000	26%	\$5,547,000	0.2%	
	1	\$ 11,100	\$ 2,600	23%	\$1,790,000	0.6%	
	1	\$ 60,900	\$ 5,400	9%	\$1,355,000	4.5%	
	1	\$ 4,400	\$ 1,000	23%	\$980,000	0.5%	
	1	\$ 4,400	\$ 700	16%	\$924,000	0.5%	
Grand Total	460	\$ 10,313,200	\$ 1,497,800	15%	\$1,179,632,000	0.9%	
Note: Negative margin for Shockey caused by Albert Higley Construction.							

Discussion of Lead List Handout & Questions

Current Accounts: Selected Growth Target Based on Projected IT Budgets (N=460)

James M Thutko

MCPc Account Name	Sales Rep	Count	Industry Sector	Sales (Grn>\$1 Mil)	Margin	% Margin	Mergent Empl	Mergent Revenue	Mergent Rev/Empl	Proj ITS/Empl	Proj IT% of Rev	IT Budget	MCPc % of IT Budget
		6	02 Energy, Utilities, Oil & Gas Total	\$ 105,300	\$ 7,000	7%	1,079	\$379,530,000				\$13,204,000	0.8%
		15	03 Construction Total	\$ 232,700	\$ (200,000)	-86%	4,057	\$1,432,133,000				\$25,793,000	0.9%
		36	04 Manuf- Non Durables Total	\$ 1,133,800	\$ 163,400	14%	10,761	\$3,337,726,000				\$97,981,000	1.2%
		104	05 Manuf- Durables Total	\$ 1,861,000	\$ 343,800	19%	40,709	\$10,290,532,149				\$338,875,000	0.6%
		47	06 Wholesale Trade Total	\$ 493,300	\$ 74,400	15%	10,410	\$4,251,801,000				\$90,487,000	0.6%
		23	07 Retail Trade Total	\$ 490,100	\$ 69,400	14%	7,943	\$2,300,918,000				\$39,363,000	1.3%
		10	08 Logistics, Transp, Wrhsg Total	\$ 357,500	\$ 44,700	13%	5,425	\$898,551,000				\$26,603,000	1.3%
		11	09 Adv, Media & Telecom Total	\$ 266,900	\$ 50,000	19%	1,779	\$450,269,000				\$17,532,000	1.5%
		34	10 Financial Svs & Insurance Total	\$ 1,571,300	\$ 359,700	23%	6,467	\$1,631,668,877				\$90,351,000	1.7%
		12	11 Real Estate, Prop Mgmt, Leasing Total	\$ 107,000	\$ 15,500	15%	1,112	\$425,815,000				\$14,355,000	0.8%
		61	12 Business Service Total	\$ 1,015,000	\$ 217,700	21%	19,570	\$3,378,890,640				\$132,825,000	0.8%
		21	13 Education Total	\$ 471,700	\$ 51,500	11%	18,125	\$1,682,382,000				\$64,560,000	0.7%
		24	14 Health Care & Soc Asst Total	\$ 1,087,900	\$ 138,100	13%	29,541	\$4,083,448,000				\$119,425,000	0.9%
		3	15 Rec, Lodging & Food Svc Total	\$ 55,400	\$ 2,700	5%	1,564	\$90,339,000				\$8,268,000	0.7%
		7	16 Non-Profit & Relig Org Total	\$ 38,600	\$ 5,400	14%	948	\$136,583,000				\$3,986,000	1.0%
		44	18 Local Government Total	\$ 732,600	\$ 125,000	17%	21,047	\$718,410,000				\$89,157,000	0.8%
		2	19 State Government Total	\$ 293,100	\$ 29,500	10%	1,090	\$-				\$6,867,000	4.3%
		460	Grand Total	\$ 10,313,200	\$ 1,497,800	15%	181,627	\$35,488,996,666				\$1,179,632,000	0.9%
			Median	\$ 5,700	\$ 850		200	\$ 41,056,000	\$212,500			\$1,466,500	0.5%
Criteria	Count	Sales	Margin	Empl	Revenue	Proj IT Budget							
Total (N1,402)*	1402	\$ 330,467,300	\$ 63,537,900	19%	2,422,234	\$ 781,635,616,895	\$19,823,091,000						
Unrealistic Rev/Empl	(51)	\$ 4,156,600	\$ 492,700	12%	125,968	\$211,579,210,388	\$2,986,136,000						
Inactive/Gone Accounts	(71)	\$ 7,489,100	\$ 1,563,800	21%	91,149	\$18,783,532,336	\$632,188,000						
IT Budget<\$120,000	(239)	\$ 954,300	\$ 190,700	20%	2,066	\$218,098,148	\$8,921,000						
MCPc% of IT Budget>16%	(167)	\$ 169,957,500	\$ 30,237,800	18%	64,944	\$12,784,537,066	\$350,659,000						
No MCPc Sales	(37)	\$ (7,200)	\$ 23,800	NA	76,998	\$13,279,983,500	\$433,636,000						
Proj ITS/Empl <\$3,000	(119)	\$ 4,890,100	\$ 475,100	10%	138,134	\$11,460,839,971	\$354,404,000						
Proj Avg IT Budget > \$12 Mil	(173)	\$ 116,221,500	\$ 26,455,500	23%	1,711,906	\$472,031,310,674	\$13,686,610,000						
MCPc IT%>5%	(85)	\$ 16,492,200	\$ 2,600,700	16%	29,442	\$6,009,108,146	\$190,905,000						
1TargetList	460	Grand Total	\$ 10,313,200	\$ 1,497,800	15%	181,627	\$35,488,996,666	\$1,179,632,000					

Tableau Presentation

Accounts in OH, MI, IL, IN, PA, NY, KY, WV

