



My Path To Closing

****A quick glimpse into the mind of Cassie Steinberg's deal process****

A Clear Path

Agenda

- About Me
- About The Brand
- My Path To Opening The Opportunity
- Discovery
- The Problem / Solution
- Steps Taken & Key Contacts Involved
- RFP Strategy / Best Practices
- Proposal & ROI Review
- Ongoing Success
- Challenges





#Introduction

About Me

Consistency & Relationship Building Is The Most Important Part Of Any Deal

- 2 Kids (Nash & Vaughn)
- From Seattle To NYC To Manhattan Beach
- Hit Quota For 10 Consecutive Quarters Straight
- Within The 2 Sales Person
- *Keep It Personal
- *Motivated

B r a n d

Large Footwear Brand (LFB)

Owns 10 Brands ←

→ Publicly Traded

Operates 291+ Stores Across
~80 Countries ←

→ Using M3 As Their ERP

\$2B In Annual Revenue ←

→ Over 500 Users In Deal Scope



Opportunity

Opening The Opportunity

- Attended CEO Summit & Created Attendee Profile Cards
- Sat Next To The Prospect (The President Of A Brand Under LFB Umbrella) In Breakout Sessions
- Continue To Follow Up Via Personalized Outreach Sequence - 28 Touches Over The Course Of 5 Months
- Finally Land A Phone Call



ALO Yoga



01

Business

- Parent Company: **Color Image Inc.**
- Revenue: **\$250M**
- Stores: **43**
- Brand Headquarters: **Los Angeles, CA**
- Brand Employees: **1,500**
- NuORDER Users: Lillian Miranda, Vicki Olin, Niko Lopez
- Retailers Worked With: Nordstrom

02

Account Map

- CEO & Founder: Danny Harris
- Founder: Marco DeGeorge
- President: TBD In Transition
- Head Of Retail Operations: Eric Pelfrey
- Head Of Buying And/Or Planning: Glenda Light
- Chief Technology Officer: Savio Thattil

03

Miscellaneous

- Current Tech Stack
 - Planning Tool: FDM4
 - In House B2B System
- Prospect History
 - Spoke With Gina Lucania In The Past Who Heads Up Wholesale

04

Attendee(S) Profiles

- Glenda Light, VP Of Global Planning
 - Lives In Manhattan Beach
 - Founded A Company During Covid To Help Sell Apparel To Frontline Workers

Discovery

- They have a legacy b2b system and are thinking about revamping / modernizing
- One under lfb umbrella operates very differently than the rest of their brands
 - The brand goes to market with thousands of products, and only half of those products end up going into production (decided post market with major department stores)
 - Struggles getting products into any system when so many changes happen daily / internal teams are working in offline excel documents
 - Data lives in m3 but that only happens further downstream – post when the brand goes to market. currently everything lives in excel
 - Because products do not live into m3 until downstream, they want to exclude this brand from the b2b scpt
- LFB is spending hundreds of hours updating offline documents and following up with accounts post market. this equates to tens of thousands of dollars lost.
- Other brands have a large wholesale business – the current system is not efficient
- L



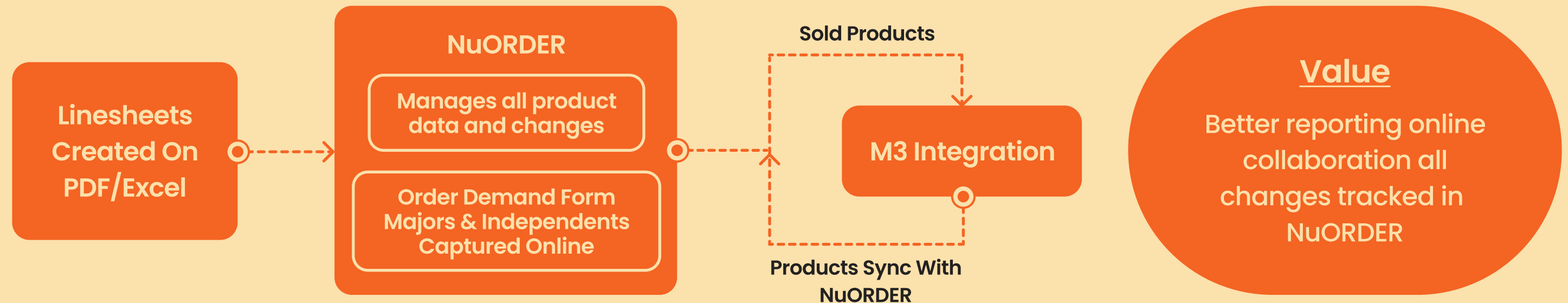
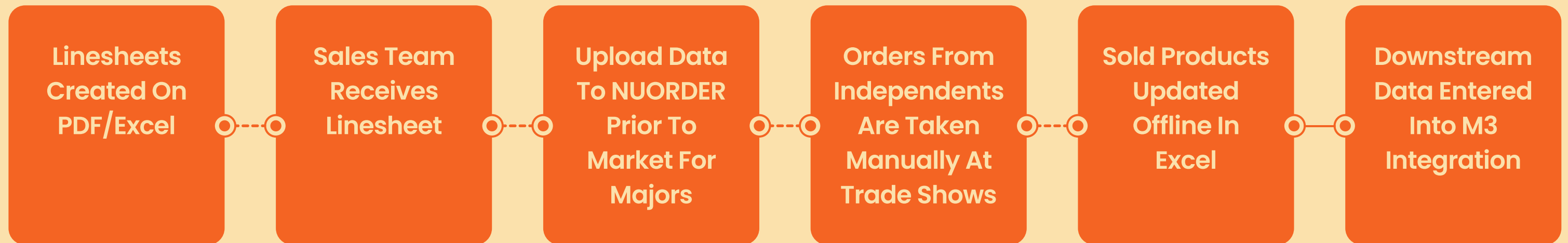
P r o b l e m

The Problem

- LFB's current B2B platform is a legacy system that is integrated with M3. The B2B system is complex, disjointed, and lacks real-time data visibility that has led to a lot of manual efforts to maintain systems across brands
- Since they have been stitched together over the years they no longer provide an intuitive experience to customers or internal users. most impacted are customer facing systems, ones that have been stitched together over the years and no longer provide an intuitive experience to customers
- Data changes so rapidly with brand a that an integration would only be helpful downstream, post market → had to steer the team to upload data upon inception of product in nuorder to later be picked up by an integration downstream with m3

P r o b l e m

The Problem



Competition

The Competition

- Oracle
- Salesforce
- Joor



Solutions

- **Out-of-the-Box Instead of Build from Scratch** Unlike other bidders who will have to take on the design and a majority of the development build of the LFB B2B solution from the ground up, creating major delays as well as impactful sunk costs, NuORDER has already developed and continues to enhance our end-to-end B2B commerce platform. **We are a true SaaS model which results in time to value being recognized much quicker and without any unbudgeted costs.**
- **Flexible Configuration** NuORDER's out-of-box features & functionalities are broad and deep, allowing for each Deckers Brand and region to configure the platform to their specific needs. As you will learn in follow-up conversations with our team members, should any potential product gaps exist, NuORDER's in-house Product and Engineering resources will address them.
- **Functionality that Fits** We often find during RFP processes that we are able to achieve 90-95% of the product requirements through configuration of our out-of-box B2B platform, potentially leaving only a ~5% product gap that needs to be addressed. This results in: smoother planning; a higher probability of achieving rollout milestones; a more budget friendly option on both upfront and ongoing costs; scalability to address potential future fast-changing business requirements; future added value across other potential business units; and benefiting from future product enhancements & upgrades at no additional cost. While we understand that decisions should be heavily weighted upon what is available today, we strongly believe that Deckers should also evaluate which partner will continue to innovate to keep all of your brands, across all regions, ahead of the curve and from ever having to re-evaluate switching to a different B2B platform. This is proven by our ~93% Gross Client Retention Rate.
- **Built for Both Brands & Retailers** NuORDER started in the Apparel, Footwear, and Accessories industries, and continues to focus strategically on these industries. Just as important as the brand, the retailers that the B2B solution is meant to serve are equally considered at NuORDER. Your B2B platform needs to provide different ways for sales reps to sell to their customers, shape different paths for buyers to shop, navigate the ever changing retail landscape, accommodate retailers of all sizes and adopt to new challenges as the world changes.

Step Taken & Contacts Involved

Action Taken	Additional Internal Attendees	External Attendees
Discovery Call	Solution Consultant	Brand President, VP Wholesale And Marketing
Demo	Solution Consultant	Steering Committee – Vice President, Technology Solutions And Business Optimization Chief Information Officer Sr. Director, Enterprise Systems
RFP	**On Appendix Slide	**Steering Committee
Proposal / ROI Calculator	VP Sales, SVP B2B GTM	
Focused RFP Demo	Solution Consultant	
Technical Call	VP IT, Director Security Architecture,	
Ongoing Success		
Deep Dive Into RFP Responses		
MSA Redline Discussions	SVP B2B GTM, VP Sales, Senior Legal Counsel	

RFP Response – Best Practices (Eat, Sleep, RFP, Repeat)

Initial Steps

- 1) Thorough Read Through
- 2) Identify Cross Functional Team To Support The Response Effort And Create Slack Channel
- 3) Highlight Key Dates Including Submission, Demo, And Other Deadlines
- 4) Schedule And Complete A Live Walk- Through With The Cross Functional Team
- 5) If References Are Required, Start Lining These Up As Soon As Possible To Leave Time For Conversations

Responding To RFP

- 1) Develop A Response Strategy:
 - Who Will Answer Which Sections?
 - What Are The Major Themes We Want To Highlight?
 - What Are Our Competitive Differentiators?
 - How Can We Solve Any Gaps?
 - Who Can Help Build Visual Assets?
- 2) Schedule Meetings With Your RFP Response Team Ahead Of Time To Work On Certain Sections Together

Do

- 1) Schedule Time Wisely
- 2) Tailor Responses To The Brand's Unique Situation
- 3) Collaborate With All Team Members And Over-Communicate
- 4) Leverage Previous RFP's To Get Inspiration For Responses Without Copy & Pasting
- 5) Share Presentations With Marketing In A Timely Manner To Build Customized Visuals
- 6) Schedule Calls With All References To Ensure They Will Share Positive Feedback

R O I

Proposal / ROI

Percentage Increase	5%	platform in place prior to using NuORDER
Annual Total Additional Revenues	\$2,500,000	
Opening New Doors		Please enter your company's Annual Average Wholesale Account Value Here
Average Annual Account Value	\$7,500	
New Retailers found on NuORDER	20	
Annual Total Additional Revenues	\$150,000	NOTE: This number may vary dependant upon how aggressively your company prospects via NuORDER (20 is conservative).

R O I

Proposal / ROI

3-Year ROI	Year 1	Year 2	Year 3	Total
Savings				
Order Entry/CS - Full Time Employee currently required	2	1	1	
Order Entry/CS - Avg Annual Salary/FTE	\$35,000	\$35,000	\$35,000	
Annual Order Entry/CS Redeployment Savings - (This indicates you could redeploy half of this person's time (hence half their salary) to more important tasks)	\$35,000	\$17,500	\$17,500	\$70,000
Average Decrease Printing Costs (in-office printing, linesheets, lookbooks, order forms etc.)	\$10,000	\$10,000	\$10,000	\$30,000
Average Decrease in Order Entry Error Expenses	\$10,000	\$10,000	\$10,000	\$30,000
Average Decrease in Travel, Trade Show, or Showroom Expenses	\$10,000	\$10,000	\$10,000	\$30,000
Insert Your Own Savings (Savings from ending subscription to another B2B platform or other tools for example)	\$0	\$0	\$0	\$0
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Total Savings	\$65,000	\$47,500	\$47,500	\$160,000
Additional Revenues				
Growing Existing Customer Revenue and Opening New Doors	\$2,650,000	\$2,650,000	\$2,650,000	\$7,950,000
Total Dollars Gained	\$2,715,000	\$2,697,500	\$2,697,500	\$8,110,000
NuORDER Investment				
Annual Fees (Platform Fee, User Subscriptions, Integration, Brand Portal, etc.)	\$121,000	\$121,000	\$121,000	\$363,000
One Time - Implementation Fee	\$0			\$0
Total ROI	\$2,594,000	\$2,576,500	\$2,576,500	\$7,747,000
ROI Multiple	21	21	21	21

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Success Conversation

Ongoing Success / Implementation Conversation

Challenges

Challenges

Challenges

LFB Contacts

Digital Product Analyst

Sr. Manager, Enterprise Systems

Supply Chain Systems Delivery Leader

**Vice President, Technology Solutions And
Business Optimization**

Chief Information Officer

Sr. Director, Enterprise Systems

Director Of Sales

VP, Wholesale And Marketing

Global Procurement Manager

President, Brand 1



Internal Team

Aashima Singh – Senior Legal Counsel
Adam Schneider – VP, FP&A
Alex Barron – Enterprise Account Manager
Allison Hesdorffer – Lead Graphic Designer
Angeline Jensen – Security Analyst
Anthony Lanni – Client Services Manager
Ashley Wolf – VP Of Marketing
Blake Chana – VP, Sales
Calvin Irwin – Senior Director, Development
Courtney Chapman – Solutions Consultant
David Alger – Principal Site Reliability Engineer
Dipak Pandya – Head Of Technology
Elisa Le – Graphic Designer
Grace Incoll – Regional Lead, APAC
Ian Locke – VP, Engineering

Inge Erickson – Enterprise Account Manager
Isabel Pimentel – Enterprise Account Manager
Jesse Pate – Director, Security Architecture
Jess Chan – Solutions Consultant
Marc Harfeld – VP, Engineering
Michael Ganci – SVP, B2B GTM
Michelle Nguyen – Client Services Director
Nick Smyrnos – Director, Integration Services
Paige Bunting – Senior Account Manager
Paola De Marco – Director Of Retail Experience
Susan Chae – VP, Client Services
Tamara Spiegel – Solutions Consultant
Tom Groves – Director Of Account Management
Victor Robison – Director, Architecture