



# The Backstage



# A Trusted Advisor





#### **Finance**

Cash Flow Marketing ROI

Budgets Channel Analysis Product Analysis Debt Structuring

#### **Bookkeeping**

Accrual and Cash
No Outsourcing
XERO/QBO/Other
CPA & Sales Tax Referrals
Specialize in Inventory

#### **Operations**

Inventory Planning Operations Manager

ABC & Turn Analysis
COGS Tracking
3PL Audits
Pricing Strategy

#### **Technology**

ERP Systems
Salesperson ROI

Data Cleanup/Enrichment
Reporting
Inventory Systems
ETL Pipelines











#### **Justworks**



















Google Cloud Platform



We are working with several brands acting as an operating partner providing finance, operations, and technology support.



## **PlantPaper**<sup>®</sup>





















**Steve** — Partner Project Management, Fractional CFO



**Veronica** – Consultant Finance



**Ben** –Assoc Consultant Finance, Ops, Tech



**Junia** – Consultant Operations



**Dylan** – Analyst Ops, Tech



**Tom** – Managing Partner Ex-CEO, Strategic Thinker



Collin – Data Manager Tech



**Liliia** – Analyst Finance, Ops, Tech



William – Consultant Ops, Tech

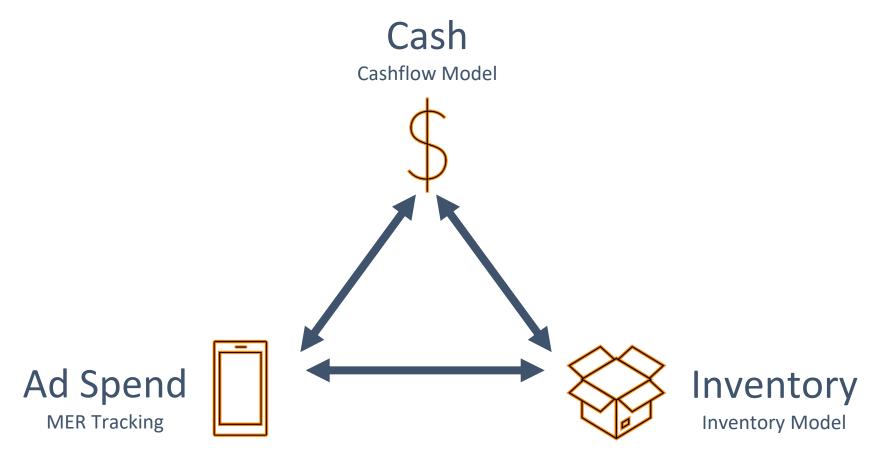


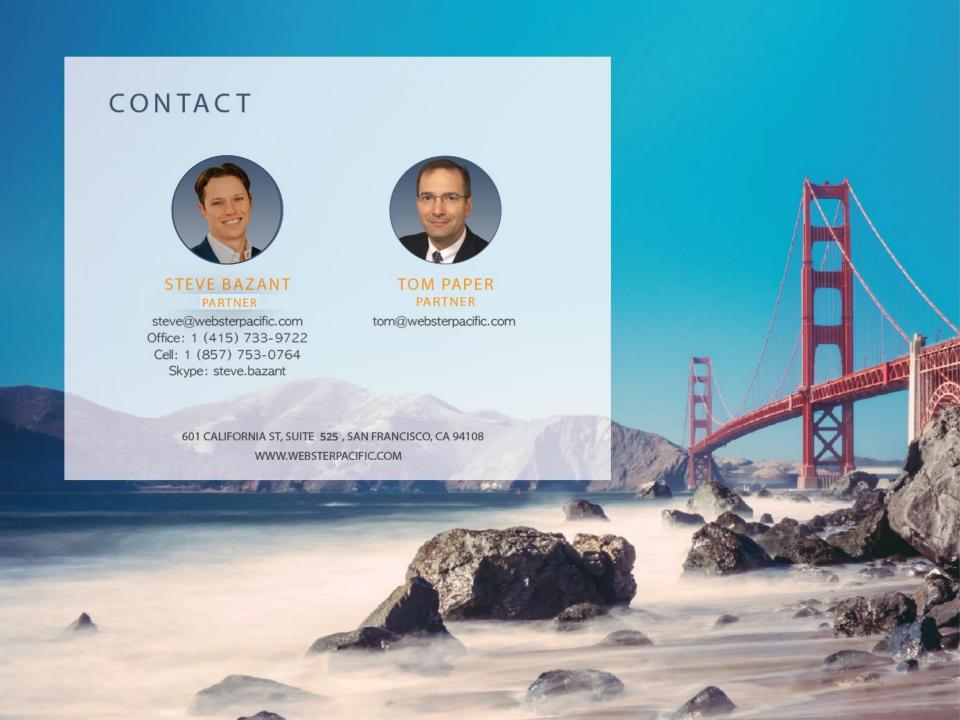
Jaime – Accounting Bookkeeper





The brands that make it past \$1m in revenues that fail usually fail because Cash, Ad Spend, and Inventory aren't balanced.







## **Finance**

#### Bookkeeping



We created a bookkeeping service because we've run 10+ other ecommerce businesses and know how frustrating having a bad bookkeeper is. We offer a "know your bookkeeper" approach where you are directly connected with a single bookkeeping expert who knows ecommerce businesses like the back of their hand.

Features	Startup	Advanced
Pricing	Upon Request	Upon Request
Annual Revenues	< 1 Million	1 Million to 10 Million
Software – QBO, Xero or Finaloop	$\checkmark$	<b>√</b>
Payroll Software Connect	$\checkmark$	$\checkmark$
Cash and Accrual Accounting	✓	✓
Shopify, Amazon, etc.	$\checkmark$	<b>√</b>
Monthly Review	✓	✓
Issue 1099s	$\checkmark$	$\checkmark$
Monthly close	< 15 days	< 10 days
Accounts Payable and Billpay	X	<b>√</b>
Payroll Compliance	X	X
Sales Tax Compliance	Contact Us	Contact Us
Tax Planning	Contact Us	Contact Us
Tax Filing	Contact Us	Contact Us

#### **Cash Flow Projections**



Cash flow projections help businesses plan for future cash needs and help understand the flow of cash historically to make better decisions in the future.

		_												_		_									
								-	ACTUAL											PR	OJECTED				
	Year		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022
	Month		January	F	ebruary		March		April		May		June		July		August	S	eptember	- 1	October	N	lovember	De	ecember
	Cash SOM	\$	200,000	\$	40,831	\$	121,802	\$	298,095	\$	490,397	\$	552,687	\$	698,548	\$	918,092	\$	1,039,784	\$	1,116,922	\$	981,084	\$	886,518
	Ecom Revenue	\$	151,528	\$	242,840	\$	383,469	\$	705,159	\$	814,290	\$	917,814	\$	858,790	\$	733,645	\$	524,437	\$	274,837	\$	329,196	\$	180,000
Cash In	Loan Draw In	\$	50,000	\$	100,000	\$	100,000	\$	-	\$	-	\$	-	\$	-	53	-	\$	-	\$	-	\$	-	\$	-
	Sub Total	\$	201,528	\$	342,840	\$	483,469	\$	705,159	\$	814,290	\$	917,814	\$	858,790	\$	733,645	\$	524,437	\$	274,837	\$	329,196	\$	180,000
	Overhead Non Payroll	\$	(27,390)	\$	(14,573)	\$	(21,786)	\$	(26,263)	\$	(58,650)	\$	(22,131)	\$	(32,650)	\$	(40,150)	\$	(28,490)	\$	(21,103)	\$	(39,788)	\$	(22,000)
	Payroll and Contractors	\$	(65,169)	\$	(102,274)	\$	(101,678)	\$	(91,465)	\$	(84,819)	\$	(61,544)	\$	(136,976)	\$	(120,055)	\$	(99,707)	\$	(110,232)	\$	(127,324)	\$	(80,000)
	Inventory	\$	(150,000)	\$	(50,000)	\$	(50,000)	\$	(100,000)	\$	(200,000)	\$	(200,000)	\$	-	\$	-	\$	-	\$	-	\$	(100,000)	\$	(150,000)
	Paid Social	\$	(39,055)	\$	(32,865)	\$	(59,787)	\$	(93,482)	\$	(114,739)	\$	(201,931)	\$	(188,236)	\$	(210,079)	\$	(127,106)	\$	(111,686)	\$	(65,338)	\$	(63,375)
Cash Out	Content	\$	(4,937)	\$	(9,437)	\$	(13,970)	\$	(8,830)	\$	(7,747)	\$	(21,481)	\$	(37,455)	\$	(24,626)	\$	(9,555)	\$	(19,573)	\$	(19,243)	\$	(13,150)
	Returns	\$	(52,247)	\$	(30,306)	\$	(48,568)	\$	(76,694)	\$	(141,032)	\$	(162,858)	\$	(183,563)	\$	(171,758)	\$	(146,729)	\$	(104,887)	\$	(54,967)	\$	(65,839)
	Tax	\$	(21,899)	\$	(22,415)	\$	(11,386)	\$	(16,122)	\$	(45,013)	\$	(52,008)	\$	(60,366)	\$	(45,285)	\$	(35,713)	\$	(43,194)	\$	(17,103)	\$	(13,168)
	Loan Pay Down	\$	-	\$	-	\$	-	\$	(100,000)	\$	(100,000)	\$	(50,000)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Sub Total	\$	(360,696)	\$	(261,869)	\$	(307,176)	\$	(512,857)	s	(752,000)	\$	(771,953)	\$	(639,246)	\$	(611,953)	\$	(447,299)	\$	(410,675)	\$	(423,762)	\$	(407,532)
	Cash EOM	\$	40,831	\$	121,802	\$	298,095	\$	490,397	\$	552,687	\$	698,548	5	918,092	\$1	,039,784	\$	1,116,922	\$	981,084	\$	886,518	\$	658,986
	Cash SOM	S	200,000	s	40,831	\$	121,802	S	298,095	s	490,397	S	552,687	S	698,548	S	918,092	Si	1,039,784	S	1,116,922	S	981,084	S	886,518
	Net Cash	_	(159,169)	-	80,971		176,293	S		S		_	145,861	-	219,544	S	121,692		77,138	_	(135,838)	s	-		(227,532)
	Cash EOM	\$		\$	121,802	\$	298,095	\$	490,397	\$	552,687	\$	698,548	\$			,039,784		1,116,922	\$	981,084	\$	886,518	_	-

#### **Budgets and Forecasting**



Budgets are critical for planning the future of a business, including goals set by ownership for growth or profits.

Income	ACT	UAL	PROJ	% of Total Income				
income	2021	2022	2023	2021	2022	2023		
E-Commerce	4,780,692	8,262,929	10,736,010	116%	119%	117%		
Wholesales	613,446	892,476	900,000	15%	13%	10%		
Discounts	(186,651)	(312,683)	(433,619)	-5%	-4%	-5%		
Returns	(1,074,184)	(1,878,631)	(1,991,939)	-26%	-27%	-22%		
Total Income	4,133,303	6,964,092	9,210,452					
Cost of Goods Sold								
COGS	1,443,485	2,364,430	3,384,279	35%	34%	37%		
Fulfillment & Shipping Cost	586,927	798,137	1,481,049	14%	11%	16%		
Total Cost of Goods Sold	2,030,413	3,162,566	4,865,327	49%	45%	53%		
Gross Profit	2,102,890	3,801,525	4,345,125					
Gross Margin	51%	55%	47%					
Operating Expenses								
Payroll & Contractors	486,202	1,033,374	1,163,336	12%	15%	13%		
Paid Advertising	1,411,028	2,207,719	2,186,987	34%	32%	24%		
Rent	69,421	113,089	114,000	2%	2%	1%		
Software and Subscriptions	29,359	78,077	102,000	1%	1%	1%		
Taxes & Interest	9,731	87,485	186,000	0%	1%	2%		
Total Operating Expenses	2,005,742	3,519,743	3,752,323	49%	51%	41%		
Operating Income	97,149	281,783	592,802					
Net Income	97,149	281,783	592,802					
Net Income Margin	2%	4%	6%					



## Operations

#### Inventory Valuation and COGS Cleanup



Many small but growing businesses have overly complicated methods of evaluating their cost of goods sold (COGS) by product line, which makes accurately valuing inventory and tracking costs over time difficult. We clean data and build systems to track COGS accurately.

		COGS by Product by Year										
Style (Current) =	2020 <del>=</del>	<b>2021</b> =	2022 =	<b>202</b> 3 =	SPARKLI =							
Pants	\$42	\$47	\$59	\$58								
Shorts	\$29	\$27	\$31	\$28	<b>\</b>							
Jacket	\$68	\$70	\$77	\$86								
Blouse	\$50	\$57	\$77	\$69								
Belt	\$30	\$34	\$34	\$35								
Boots	\$91	\$101	\$119	\$127								
Sandals	\$44	\$54	\$53	\$54								

#### Stockouts and Inventory Forecasting - Equation



Estimate inventory for every SKU 26 weeks into the future by week.



#### Stockouts and Inventory Forecasting - Output



Identify predicted stockouts (red cells below) by SKU and order accordingly.



Expected stockout for next 2 weeks until planned order arrives at week 3

Need to Order L and S ASAP to avoid stockout in 14 to 20 weeks.

#### Stockouts and Inventory Forecasting - Reporting



Study past sales by product, by color, by size to understand trends.

Color 4

May 12

May 15

May 18

May 21

May 24

May 27

Order Date

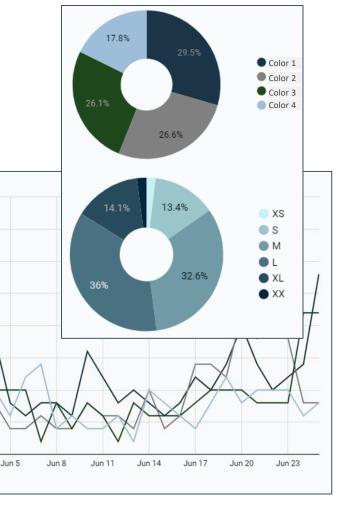
May 30

Color 1 —Color 2 —Color 3

20

15

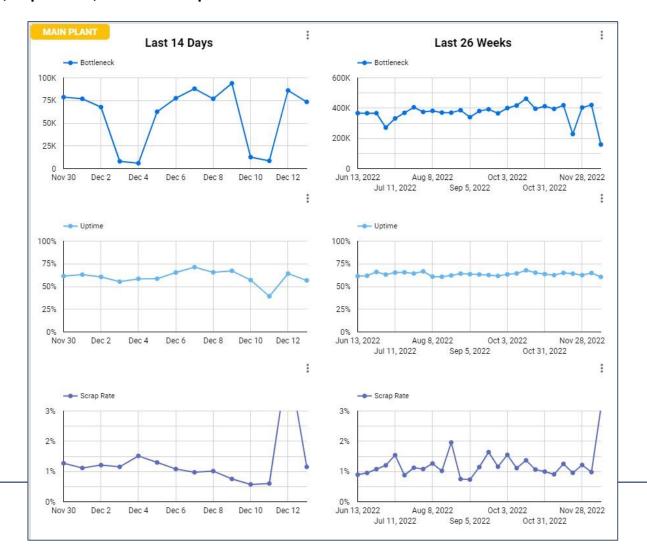
Quantity



#### **Manufacturing Reporting**



We build dashboards for manufacturers to study critical metrics like throughput, uptime, and scrap rate.





## Sales and Marketing

#### Growing Wholesale Accounts 1) Gather Stores of Competitors



We gather the stockists of 5 to 10 of your competitors. This generates a list of anywhere from 100 to over 1,000 potential stockists for your brand.

Full Address =	Stockist =	Brand =	Is Your Brand carried here?	Compet =	Competi =	Compet =							
1615 Silver Lake Blvd, Los Angeles, CA 90026	Hemmingway and Sons	4		1	0	0	1	0	0	0	1	1	0
2937 Bristol St, Costa Mesa, CA 92626	Seed People's Market	4		1	1	0	0	1	0	0	1	0	0
8236 W 3rd St, Los Angeles, CA 90048	Wittmore	4	Yes	0	0	0	0	1	1	0	1	0	0
485 Driggs Ave, Brooklyn, NY 11211	Concrete and Water	3		1	0	0	0	1	0	0	1	0	0
3231 Grand Ave, Oakland, CA 94610	Oak Common	4	Yes	0	0	0	1	1	0	0	0	1	0
1809 4th St, Berkeley, CA 94710	Aiken Berkeley	2		1	1	0	0	0	0	0	0	0	0
1746 Shattuck Ave, Berkeley, CA 94709	Foxglove	2		0	0	0	1	1	0	0	0	0	0
244 Shoreline Hwy, Mill Valley, CA 94941	Proof Lab Surf Shop	3		0	1	0	1	1	0	0	0	0	0
1913 W Division St, Chicago, IL 60622	Penelope's	2		0	0	0	0	1	0	1	0	0	0
24 North St, Hingham, MA 02043	Assembly Showroom	5	Yes	1	0	0	0	1	0	0	1	0	1
577 Tremont St, Boston, MA 02118	Sault	3		1	0	0	0	1	0	0	0	1	0
174 Franklin St, Brooklyn, NY 11222	Wolves Within	2		0	0	0	1	0	0	0	1	0	0
211 Nassau Ave, Brooklyn, NY 11222	DRAMA CLUB	3	Yes	0	0	0	1	0	1	0	0	0	0
91 Atlantic Ave, Brooklyn, NY 11201	Goose Barnacle	2		1	0	0	0	0	0	0	1	0	0
123 Smith St, Brooklyn, NY 11201	Modern Anthology	3	Yes	0	0	0	0	0	0	0	1	0	1
787 N High St, Columbus, OH 43215	Tigertree	3		0	0	0	0	1	0	0	1	1	0
1400 S Congress Ave, Austin, TX 78704	By George	3		0	1	0	0	1	0	1	0	0	0

#### Growing Wholesale Accounts 2) Scoring the Stores and Contact (wp



Next, we score each store based on number of your competitor brands carried, how much E-comm you have around each store, and the proximity to your existing stores. We also give you the link to the store's website and their phone number.

Stockist =	Overall <sub>=</sub> Score	Brand Count = Score	Ecom Value = (5 Mi.) Score	Your Brand Wholesale = Too Close Penalty	Brand =	Is Your Brand carried here?	Miles to your next nearest = Stockist	0.5 Mile =	1 Mile	5 Mile =	Phone =	Google =	Stockist _
Hemmingway and Sons	9	5	5	-1	4		1.6	\$2,136	\$6,073	\$49,181	(323) 669-7388	Click	Click
Seed People's Market	9	5	4	0	4		32.2	\$0	\$0	\$1,592	(714) 708-3377	Click	Click
Wittmore	9	4	5	0	4	Yes	3.3	\$871	\$7,055	\$28,831	(323) 782-9791	Click	Click
Concrete and Water	9	4	5	0	3		89.1	\$8,600	\$16,647	\$128,986	(917) 909-1828	Click	Click
Oak Common	8	4	4	0	4	Yes	10.0	\$9,768	\$7,234	\$10,264	(510) 285-6629	Click	Click
Aiken Berkeley	8	3	5	0	2		4.9	<b>\$</b> 0	\$341	\$12,900	(510) 649-9759	Click	Click
Foxglove	8	3	5	0	2		4.5	<b>\$</b> 0	\$0	\$15,834	(510) 990-6789	Click	NA
Proof Lab Surf Shop	8	4	4	0	3		9.7	\$78	\$470	\$3,076	(415) 380-8900	Click	Click
Penelope's	8	3	5	0	2		264.0	\$1,113	\$3,169	\$19,173	(773) 395-2351	Click	Click
Assembly Showroom	8	5	3	0	5	Yes	38.4	\$0	\$0	\$563	(781) 740-1421	Click	Click
Sault	8	4	4	0	3		11.8	\$356	\$938	\$6,760	(857) 239-9434	Click	Click
Wolves Within	8	3	5	0	2		89.0	\$2,580	\$12,318	\$193,845	(347) 889-5798	Click	Click
DRAMA CLUB	8	3	5	0	3	Yes	88.4	\$4,682	\$8,044	\$117,837	(917) 214-8274	Click	Click
Goose Barnacle	8	3	5	0	2		91.7	\$6,508	\$9,605	\$145,162	(718) 855-2694	Click	NA
Modern Anthology	8	3	5	0	3	Yes	91.3	\$6,475	\$20,620	\$142,094	(929) 250-2880	Click	Click
Tigertree	8	4	4	0	3		399.6	\$0	\$1,062	\$2,841	(614) 299-2660	Click	Click
By George	8	4	4	0	3		460.2	\$618	\$656	\$11,543	(512) 441-8600	Click	Click

#### Growing Wholesale Accounts 3) Mapping the Output - NYC



This view of NYC shows top-tier stores in NYC that your competitors are in, but you aren't.



#### **Digital Advertising Tracking**



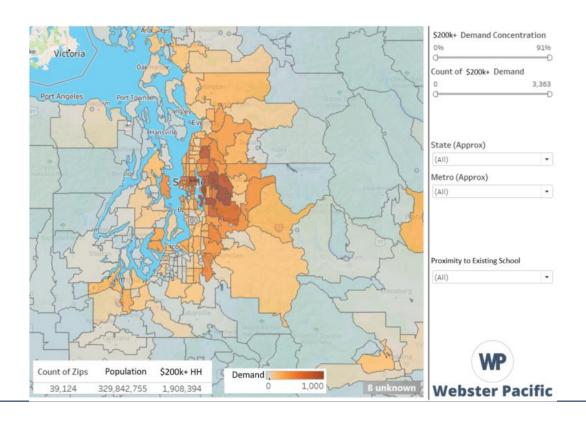
WP builds reports for leadership to track the efficacy of their digital marketing spend to make better decisions.

		Shopify	Cros	s-Platform	Total	Facel	book	Googl	Klaviyo		
Year	Month	Gross Sales - Discounts	Total Spend	Spend per Sale	Platform Reported Sales	Spend	Reported Sales	Spend	Reported Sales	Reported Sales	
2021	10	\$790,273	\$368,017	46.6%	136%	\$323,010	\$414,779	\$45,006	\$300,063	\$359,321	
2021	11	\$2,841,051	\$743,145	26.2%	109%	\$669,387	\$1,180,702	\$73,758	\$729,591	\$1,184,107	
2021	12	\$804,488	\$295,882	36.8%	112%	\$221,566	\$332,968	\$74,316	\$319,071	\$251,233	
2022	1	\$796,213	\$340,336	42.7%	121%	\$285,843	\$465,828	\$54,494	\$263,157	\$231,130	
2022	2	\$945,487	\$365,446	38.7%	117%	\$309,914	\$454,502	\$55,532	\$343,722	\$310,812	
2022	3	\$1,839,211	\$962,039	52.3%	109%	\$825,132	\$880,728	\$136,906	\$723,323	\$409,366	
2022	4	\$3,014,909	\$1,309,981	43.5%	121%	\$1,105,627	\$1,926,996	\$204,354	\$1,135,933	\$574,924	
2022	5	\$4,302,474	\$1,399,615	32.5%	99%	\$1,096,719	\$2,138,744	\$302,896	\$1,469,545	\$669,681	
2022	6	\$5,122,278	\$1,373,989	26.8%	87%	\$1,065,320	\$1,807,246	\$308,669	\$1,914,915	\$740,608	
2022	7	\$3,670,128	\$1,027,906	28.0%	97%	\$765,270	\$1,289,475	\$262,636	\$1,381,151	\$903,071	
2022	8	\$1,991,686	\$579,603	29.1%	118%	\$393,183	\$809,693	\$186,420	\$924,900	\$621,099	
2022	9	\$1,217,752	\$309,403	25.4%	117%	\$203,527	\$321,392	\$105,876	\$440,530	\$662,338	
2022	10	\$908,881	\$147,055	16.2%	106%	\$96,326	\$335,172	\$50,729	\$225,181	\$402,996	
2022	11	\$1,395,182	\$131,365	9.4%	95%	\$102,458	\$289,574	\$28,906	\$308,116	\$727,605	
2022	12	\$397,329	\$48,097	12.1%	83%	\$37,756	\$77,609	\$10,341	\$100,126	\$153,606	

#### **Targeted Advertising**



Geotargeted advertising is a powerful tool for marketers to refine their spend by location. We combine data on income, demographics, and existing sales data to find which zip codes are underpenetrated with sales so that clients can direct more advertising to those zips.





## Technology



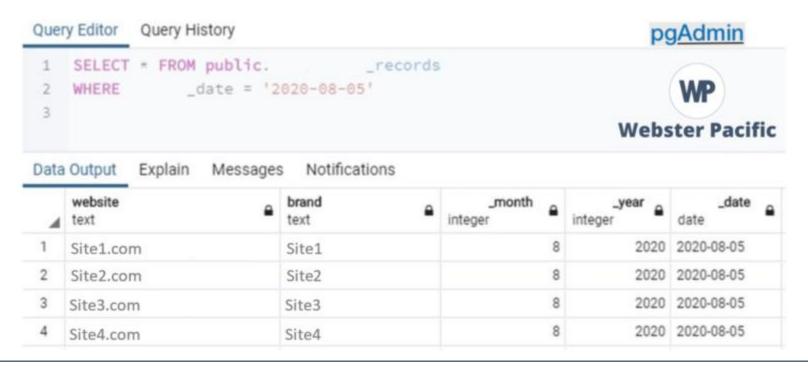
WP can manage the ERP migration process start to finish or perform critical activities like data cleaning using Python and Excel packages to standardize large datasets.

Venue Name	₹ Venue Type ₹	Phone =	Brands =	Products Carried =	Address
The Beck Event Space	On-Premise	(816) 793-0533	Product 2	Product 2: Berry Mix Pack, Tropic	a 210 S Independence St, Harrisonville, MO 64701
Duckys Gas Station	Off-Premise	(816) 925-4674	Product 1	Product 1: Citrus Mix Pack	1901 E Mechanic St, Harrisonville, MO 64701
Quiktrip	Off-Premise	(816) 884-3553	Product 1	Product 1: Wild Berry, Berry Mix F	№ 1402 N 291, Harrisonville, MO 64701
Fughleys Tues	On-Premise	(816) 626-3307	Product 2	Product 2: Lemonade Mix Pack	109 Indiana St, East Lynne, MO 64743
Elks Lodge	On-Premise	(660) 679-3533	Product 1	Product 1: Berry Mix Pack	2402 N 291 Hwy, Harrisonville, MO 64701
Caseys General Store	Off-Premise	(816) 758-4053	Product 1	Product 1: Citrus Mix Pack, Wild I	Bi 625 J, Peculiar, MO 64078
Bp Shop	Off-Premise	(816) 618-7252	Product 1	Product 1: Citrus Mix Pack, Wild I	Bi 24620 S D, Cleveland, MO 64734
Frog Pond The	On-Premise	(816) 758-5111	Product 2	Product 2: Wild Berry	157 S Peculiar Dr, De Peculiar, MO 64078
Flying J Travel Plaza	Off-Premise	(816) 779-8000	Product 1	Product 1: Berry Mix Pack	700 S 71 Exit J, Peculiar, MO 64078
Cvs Pharmacy	Off-Premise	(816) 318-8022	Product 1	Product 1: Berry Mix Pack, Tropic	a 1215 Foxwood Dr, Raymore, MO 64083
Price Chopper Kansas & Missouri	Off-Premise	(816) 265-6121	Product 1	Product 1: Lime, Citrus Mix Pack,	£ 900 W Foxwood Dr, Raymore, MO 64083
Pina Wine & Spirits	Off-Premise	(816) 318-9339	Product 2	Product 2 Lime, Citrus Mix Pack,	\ 1240 W Foxwood Dr, Raymore, MO 64083
Mi Rancho	On-Premise	(816) 425-4002	Product 1	Product 1: Wild Berry	17207 S 71, Belton, MO 64012
No Worries Saloon	On-Premise	(816) 987-0691	Product 1	Product 1: Berry Mix Pack	215 Cedar St, Pleasant Hill, MO 64080
Shell	Off-Premise	(816) 348-7813	Product 2	Product 2: Wild Berry, Berry Mix F	P <sub>E</sub> 7905 E 171St St, Belton, MO 64012
Quiktrip	Off-Premise	(816) 318-0322	Product 1	Product 1: Wild Berry, Berry Mix F	Pt 7920 E 171St St, Belton, MO 64012
Hy Vee Food Store	Off-Premise	(816) 318-0400	Product 2	Product 2: Lime Citrus Mix Pack	\ 1307 E North Ave, Belton, MO 64012

#### Cloud Storage and Data Query



WP has extensive experience working with cloud data storage tools like AWS to store large sets of data. WP integrates tools directly with the cloud storage for straightforward collection, monitoring, and extraction of data. The example shows a data query from PGadmin, which is pulling data from AWS.





## Appendix



#### **Family Office**









### **Everything to Everyone**



P.F. CHANG'S



Spear Street Capital

















**Operating Partner** 

Next Slide



#### **Services Like:**



McKinsey & Company



#### For Everyone:



ARIAT

**L'AGENCE** 































**CAEN**LUCIER











#### Does This Sound Like You?



#### **Feelings**

- You feel like you're bogged down in the small details
- You feel like you must do things yourself if you want it done right
- You feel like you're leaving money on the table

#### **Specifics**

- You aren't growing as fast or as profitable as you would like
- Your books aren't accurate enough to make decisions with
- You have stockout issues or too much inventory
- You are constantly worried you'll run out of cash
- You aren't sure what drives profits and what doesn't
- You don't trust your bookkeeper or your tax advisor

#### Webster Pacific Overview



#### Who We Are

An **operating partner** that helps small to medium-sized businesses leverage data and strategy at the fraction of the cost of a full-time analyst or CFO

#### Sectors

Consumer Goods





Manufacturing

**Private** Equity





Education



#### FINANCE



- ✓ Budget Forecasts
- ✓ Cash Flow Projections
- ✓ Managing Accountants
- ✓ Debt Structuring
- ✓ Inventory Valuation and COGS Cleanup



#### **OPERATIONS**

- ✓ Inventory Forecasting
- ✓ Pricing and margins strategy
- ✓ PO Tracking
- ✓ KPI Reporting
- ✓ Enrollment Predictions



GROWTH

- ✓ Growing Wholesale Accounts
- ✓ Digital Ad Tracking
- ✓ Targeted Advertising
- ✓ Instagram Influencer Identification



#### GEOSPATIAL

- ✓ Choosing Countries, Cities, Neighborhoods, and Sites
- ✓ Competitor Analysis
- ✓ Luxury Analytics



**TECHNOLOGY** 

- ✓ ERP Migrations
- ✓ Cloud Storage
- ✓ ETL Pipelines
- ✓ Data Cleanup
- ✓ Shopify, FB Ads, Google Ads Reporting