

Distribution & Wholesale Value Creation & Distribution Operating Intelligence™

One day. One generic distribution case. Three signals you may not be connecting.

A distribution-specific one-day masterclass for private equity, growth investors, family offices and their investment-backed distribution and wholesale companies.

The masterclass teaches the ValueFabric Detect and Interpret method through one generic distribution use case developed from ValueFabric's historical research, distribution-performance data and operating patterns.

Participants learn how to connect finance, purchasing, inventory, fulfilment and commercial performance — without exposing confidential company data.

The masterclass leads into the Distribution & Wholesale Value Creation Program, where the same method is applied individually to one distribution company using its own operational and financial systems environment, financial and operational data, KPIs, constraints and value-creation priorities.

THE DAY

Four working sessions using one shared distribution case.

Session	Focus	Artefact
1	Distribution Business Signal Pattern Intelligence — what is changing, how unusual is it and how urgent is it?	Distribution Company Signal Map
2	Higher-Order Distribution Signal Relationship Intelligence — what emerges when financial, inventory, commercial and service signals connect?	Connected Inventory and Service-Level Map
3	Distribution Intervention Outcome Learning — which intervention is most likely to create value, and which can realistically be executed?	Distribution Intervention Prioritisation Matrix
4	Decisions Architecture & Verified Outcome Evidence — turning connected signals into owned action and measurable value	—

Participants leave with three first-pass artefacts developed through the generic distribution case — not notes.

The masterclass teaches the method. Company-specific diagnostics, decisions, execution and outcome measurement begin in the Distribution & Wholesale Value Creation Program.

THE GENERIC DISTRIBUTION CASE

The masterclass uses one representative investment-backed distribution and wholesale company operating in an operational and financial systems environment.

Participants work with connected movements across areas such as:

- demand and forecast accuracy
- purchasing and replenishment adherence
- inventory velocity and operating constraints
- stock on hand and in-transit inventory
- supplier availability and lead-time reliability
- order accuracy, shrinkage and returns
- expedited freight

- product, branch and customer mix
- gross margin
- working capital and cash conversion

The case is informed by ValueFabric's historical research, distribution-performance patterns and diagnostic logic, combined with the ValueFabric Distribution Operating Intelligence™ operating model.

No participant is required to provide or disclose confidential company data.

Learn the method on a generic distribution case.

Apply it to your own company in the Value Creation Program.

THE KPI THAT CONNECTS FINANCE AND OPERATIONS

Traditional performance management often optimises financial and operational KPIs independently.

Distribution Operating Intelligence™ connects them.

Inventory turns is used as the integrating operating lens connecting:

Demand → Purchasing → Inventory → Fulfilment → Fill Rate → Margin → Cash

The objective is not simply to maximise sales volume.

The objective is to understand how the distribution system converts customer demand, supplier inputs, inventory, assets and capital into sustainable:

- EBITDA
- gross and contribution margin
- cash flow
- working capital
- inventory turns
- forecast accuracy
- retained earnings
- enterprise value

WHERE THE AI WORKS

The intelligence performs practical jobs that operations, purchasing and finance teams recognise:

- detecting abnormal, persistent and urgent Business Signals
- connecting financial, inventory, commercial and service signals
- identifying performance trajectories no individual KPI reveals
- distinguishing symptoms from connected root causes
- comparing interventions under relevant operating conditions
- connecting operational actions to expected EBITDA, cash and working-capital outcomes
- learning from verified Performance Outcomes

The masterclass applies the ValueFabric methodology and three intelligence lenses as practical executive decision disciplines available today.

The corresponding algorithmic systems are on the ValueFabric product roadmap.

Static intelligence describes what happened.

Adaptive intelligence improves because of what happened.

POWERED BY TWO COMPLEMENTARY DISCIPLINES

VALUEFABRIC — OPERATING INTELLIGENCE

ValueFabric connects Business Signals, Operating Intelligence, Decisions Architecture, Execution Support and verified Performance Outcomes.

It helps leadership identify emerging risks, prioritise interventions and determine whether measurable distribution value was created.

CONTINUOUS FP&A — THE FINANCIAL LAYER

A continuous FP&A environment connects financial modelling, planning, forecasting, consolidation and reporting within one continuous financial-management environment.

It provides the financial foundation that enables finance to respond at the speed of distribution operations. ValueFabric is FP&A-vendor-neutral and integrates with the company's existing or preferred FP&A environment.

TOGETHER

Distribution Operating Intelligence™ creates a connected decision environment where:

Intelligence leads to action.

Action improves inventory velocity and service performance.

Improved performance creates measurable EBITDA, cash and enterprise value.

FACULTY

Each masterclass is led by the ValueFabric Founding Faculty and, where relevant, strengthened by selected ownership, distribution, supply-chain, purchasing and category-management, pricing, WMS, FP&A and operational experts from the ValueFabric Tier 1 network.

FOUNDING FACULTY

- Jeffrey Van der Eijk
- Robert Nürnberger
- Chris Young

Relevant featured faculty and guest experts are configured around the cohort profile and distribution case.

One Core Faculty. Expertise Configured Around the Distribution Company.

THE CASH AND INVENTORY SIGNAL

Of the signals participants learn to recognise, the cash line moves first and forgives least.

You can hit every EBITDA target and still run out of cash.

A distribution company can remain close to its EBITDA plan while:

- inventory absorbs liquidity
- aged and obsolete stock increases
- expedited freight rises
- receivables age
- supplier payments become more urgent
- supplier rebates are lost
- purchasing and branch inefficiencies consume cash

Any participant who recognises their own company in that trajectory can request a complimentary two-hour 13-Week Liquidity Working Session, separate from the Masterclass and Program track.

FORMAT AND INVESTMENT

Element	Detail
Duration	One day, 09:00–17:00
Delivery	Live online, open enrolment · or private in-company, on location
Group	Maximum 20 participants per session
Case	One generic distribution case based on ValueFabric research and distribution-performance patterns
Preparation	Short executive intake covering role, ownership lens, distribution context and operational and financial systems environment
Masterclass	€1,450 per participant · online
Team of 3+	€1,150 per participant · online
In-company	From €18,000 · up to 16 participants · on location

The full Masterclass fee is credited against the Distribution & Wholesale Value Creation Program for any firm or company that proceeds within 90 days.

START HERE

Not another AI course.

Not another ERP training.

One day inside a practical operating system for distribution value creation.

Detect and interpret in one day.

Decide, execute, measure and prove in twelve weeks.

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DISTRIBUTION OPERATING INTELLIGENCE™