

Distribution & Wholesale Value Creation & Distribution Operating Intelligence™

Detect earlier. Connect finance and operations. Execute faster. Prove value over time.

An individual 10–12-week engagement for one investment-backed distribution and wholesale company.

The Program applies the ValueFabric Operating Intelligence methodology and Continuous FP&A capabilities directly to the company's own:

- operational and financial systems environment
- financial and operational data
- branches, distribution centres and fulfilment model
- purchasing, supplier and procurement information
- inventory and working-capital position
- KPIs and baselines
- constraints and interventions
- investment thesis
- ownership endpoint

Unlike the Masterclass, which uses one generic distribution case, the Program is built entirely around the participating company's real situation and data. It follows the structure, ownership lenses, capability journey, faculty model and commercial architecture of the locked ValueFabric Executive Program.

WHY THE PROGRAM EXISTS

Distribution value creation can no longer depend primarily on financial engineering, isolated cost reduction, temporary procurement savings or disconnected technology initiatives.

Distribution companies already have significant data in ERP, WMS, inventory and order-management systems, purchasing systems, data warehouses and operational reports.

The challenge is connecting that information to:

Business Signals → Operating Intelligence → Decisions Architecture → Execution Support → Performance Outcomes

The Program helps investors and distribution leadership teams determine:

- where distribution performance is weakening
- which branches, product categories, suppliers or customers require attention
- which constraints are limiting inventory velocity, margin and cash
- where inventory and working-capital pressure are developing
- which operational and financial signals are connected
- which intervention is most likely to create value
- how interventions should be prioritised and sequenced
- where AI, automation and Continuous FP&A can create measurable impact
- how operational systems, finance, operations and data ownership should work together
- whether the expected value was actually created

THE PROGRAM

The engagement follows three phases.

Phase 1 — Detect and Interpret

Understand where distribution risk and value-creation potential are developing.

Phase 2 — Decide and Execute

Translate Operating Intelligence into prioritised interventions, accountable ownership and a 100-day execution plan.

Phase 3 — Measure and Prove

Compare expected and actual outcomes, assess attribution confidence and build defensible evidence for the ownership endpoint.

TEN CAPABILITY DOMAINS

	Program domain	Key output
1	Distribution Value Creation Economics and AI	Investment Thesis-to-Distribution Signal Map
2	Distribution Business Signal Pattern Intelligence	Distribution Company Signal Map
3	Distribution EBITDA and Margin Quality	Distribution EBITDA and Margin Quality Bridge
4	Inventory, Working Capital and Capital Resilience	Inventory and Cash Early-Warning Map
5	Demand, Pricing and Revenue Quality	Demand, Pricing and Revenue Quality Map
6	Distribution Intervention Outcome Learning	Distribution Intervention Prioritisation Matrix
7	Higher-Order Distribution Signal Relationship Intelligence	Connected Inventory and Service-Level Map
8A	Buy-and-Build and Post-Merger Distribution Integration	Distribution Integration Intelligence Blueprint
8B	Minority Ownership Distribution Value Creation	Influence and Intervention Rights Map
9	Decisions Architecture, Continuous FP&A and Execution Support	100-Day Distribution Decision and Execution Architecture
10	Verified Performance Outcomes and Endpoint Readiness	Verified Distribution Value Creation and Evidence Pack

WHAT THE ENGAGEMENT PRODUCES

The work resolves into five executive outcomes.

1. Distribution Signal Architecture

Built from:

- Investment Thesis-to-Distribution Signal Map
- Distribution Company Signal Map
- Demand, Pricing and Revenue Quality Map
- Connected Inventory and Service-Level Map

2. Financial Value and Resilience Case

Built from:

- Distribution EBITDA and Margin Quality Bridge
- Inventory and Cash Early-Warning Map

3. Intervention and Execution Plan

Built from:

- Distribution Intervention Prioritisation Matrix
- 100-Day Distribution Decision and Execution Architecture
- Operational Systems and AI Execution Deployment Plan

4. Ownership-Specific Blueprint

Built from either:

- Buy-and-Build Distribution Integration Intelligence Blueprint

or:

- Influence and Intervention Rights Map

5. Verified Distribution Value Case

Built from:

- Verified Distribution Value Creation and Evidence Pack
- Distribution Operating Intelligence Roadmap
- applied distribution capstone

THE THREE INTELLIGENCE LENSES

Business Signal Pattern Intelligence

What is changing, how unusual is it and how urgent has the signal become?

Intervention Outcome Learning

Which intervention worked, under which conditions, with what impact and what should happen next?

Higher-Order Signal Relationship Intelligence

What new risk or opportunity emerges when distribution signals, sequences and patterns are connected?

These are applied today as practical executive decision lenses.

The corresponding algorithmic layers are part of the ValueFabric platform roadmap.

POWERED BY VALUEFABRIC

ValueFabric — Operating Intelligence

Connects:

- company context
- Business Signals
- connected patterns
- decisions
- interventions
- execution
- KPI movements
- financial outcomes
- verified learning

Continuous FP&A — the financial layer

Connects:

- financial modelling
- planning
- forecasting
- consolidation
- reporting
- performance management

ValueFabric is FP&A-vendor-neutral and integrates with the company's existing or preferred FP&A environment.

Together

The Program connects the company's existing operational and financial systems environment to a governed decision and outcome architecture.

Operational and financial systems provide the data.

The Continuous FP&A layer creates the continuous financial-management environment.

ValueFabric connects signals, decisions, execution and verified outcomes.

Management and operations teams create the value.

THE APPLIED DISTRIBUTION CAPSTONE

The final capstone is not a general AI strategy presentation.

It is a decision-ready distribution value-creation case built from the company's own data.

It includes:

- investment thesis and downside risks
- EBITDA and margin quality
- inventory, working capital and liquidity
- priority Distribution Business Signals

- connected inventory and service-level analysis
- prioritised intervention portfolio
- 100-Day Decisions Architecture
- operational-systems and execution requirements
- measurement and attribution architecture
- ownership-endpoint readiness plan

OWNERSHIP LENSES

The Program is applied through one of three ownership realities:

Control ownership

Private equity and majority ownership, focused on EBITDA, cash conversion, leverage, MOIC, IRR and exit readiness.

Minority ownership

Growth and venture ownership, focused on contribution margin, burn, runway, capacity scalability and next-round readiness.

Permanent ownership

Family offices and direct holdings, focused on cash yield, resilience, retained earnings, capital preservation and long-term competitiveness.

FACULTY

The Program retains the existing ValueFabric faculty structure.

Founding Faculty

- Jeffrey Van der Eijk
- Robert Nürnberger
- Chris Young

Featured Executive Faculty

- Raman Julka
- Dr. Alexis Owtscharov
- Johanna von Herman
- Narendra Cherlopalli
- Dr. Mark Eger

Guest Experts

- Carsten Wittmann
- Eric Mouilleron
- Frank Petermann
- Nitin Madan

Selected distribution, supply-chain, purchasing and category-management, pricing, WMS, FP&A and operational experts are added according to the company's sector, operating model and value-creation priorities.

One Core Faculty. Expertise Configured Around the Distribution Company.

FORMAT AND INVESTMENT

Element	Detail
Model	Individual engagement delivered per distribution company
Duration	Typically 10–12 weeks
Data	The company's own operational, financial, inventory and purchasing data
Delivery	ValueFabric-led, with selected experts where relevant
Confidentiality	One company, one engagement
One company	From €45,000
Five companies	From €175,000 — €35,000 per company
Ten companies	From €300,000 — €30,000 per company

The Distribution & Wholesale Masterclass and Distribution & Wholesale Value Creation Program, including the methodology, curriculum and associated artefacts, are proprietary to ValueFabric AG.

Element	Detail
Portfolio-wide	On request

Continuous FP&A implementation, licensing and broader technical rollout are scoped separately where applicable.
The full Distribution & Wholesale Masterclass fee is credited against the Program when the firm proceeds within 90 days.

FOUNDING PARTNERSHIP

The first engagements are founding partnerships.

Founding partners help shape:

- distribution signal definitions
- KPI architecture
- intervention taxonomy
- decision logic
- evidence standards
- platform capabilities

Their verified outcomes may contribute to the intelligence base, subject to governance, consent and confidentiality.

Client-owned data remains client-owned.

Participation in shared benchmarking, learning or Cross-Company Intelligence is opt-in.

START HERE

Not bespoke consulting.

Not a generic course.

Not another ERP implementation project.

A practical distribution value-creation engagement that connects:

Operational and Financial Data → Business Signals → Operating Intelligence → Decisions Architecture → Execution Support → Performance Outcomes

Detect earlier.

Connect finance and operations.

Decide better.

Execute faster.

Measure rigorously.

Learn continuously.

Prove value at the ownership endpoint.

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VALUEFABRIC AG

DISTRIBUTION OPERATING INTELLIGENCE™