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# Sales Territory Assessment

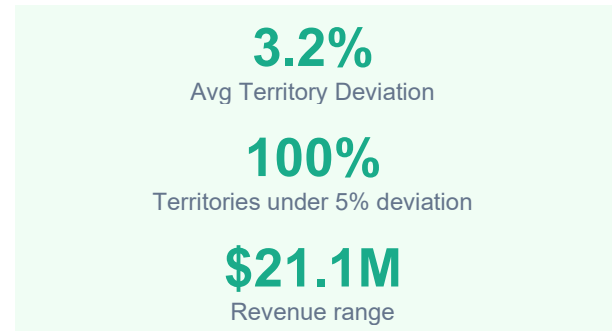
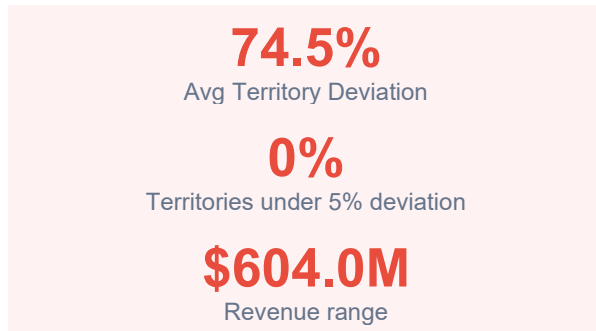
Prepared for Apex Industrial Supply

June 2026

## EXECUTIVE SUMMARY

# Your territories at a glance

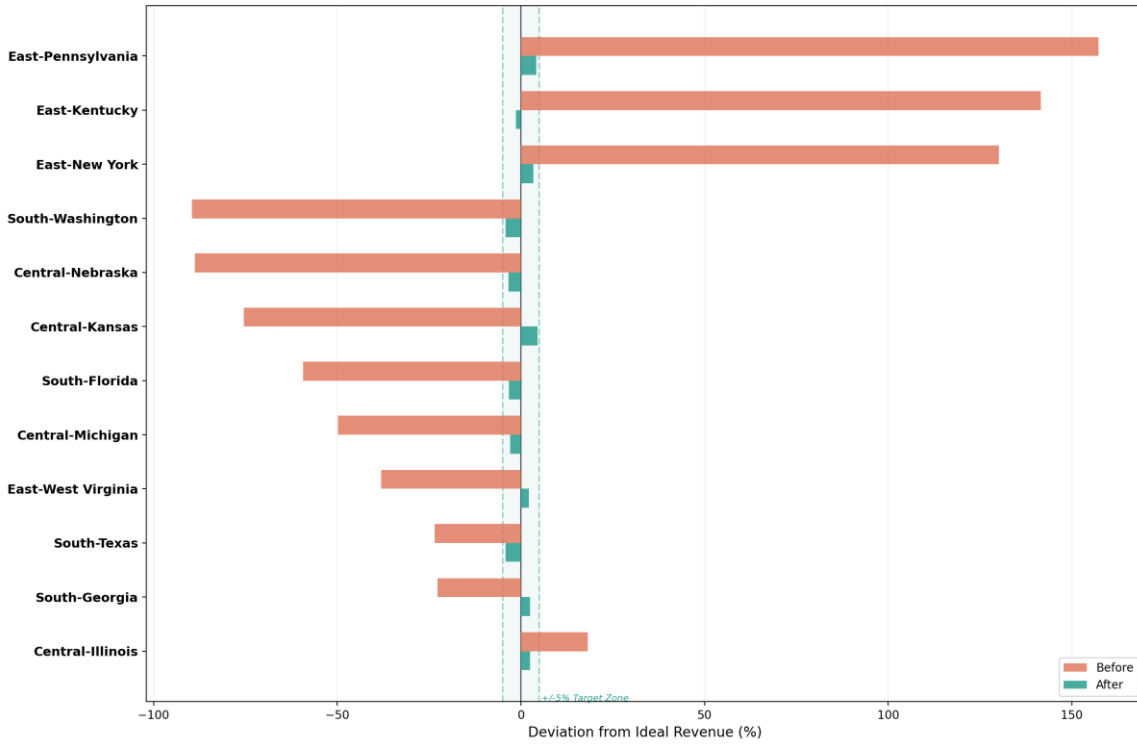
Apex Industrial Supply is a national industrial distributor. Their primary balancing metric is “Revenue” and their 12-territory, 3-region structure shows significant revenue imbalance across territories.



## Territory Balance: Before vs. After

Territory	Rep	Before Dev.	After Dev.	Change
Central-Illinois	Mike Sullivan	+18.2%	+2.5%	15.7pp better
Central-Kansas	David Park	-75.4%	+4.5%	70.9pp better
Central-Michigan	Andrea Torres	-49.8%	-3.0%	46.8pp better
Central-Nebraska	James Kowalski	-88.7%	-3.4%	85.3pp better
East-Kentucky	Sarah Mitchell	+141.6%	-1.4%	140.2pp better
East-New York	Marcus Chen	+130.1%	+3.4%	126.7pp better
East-Pennsylvania	Lisa Patel	+157.2%	+4.2%	153.0pp better
East-West Virginia	Tom Hendricks	-38.0%	+2.2%	35.9pp better
South-Florida	Rachel Novak	-59.3%	-3.2%	56.1pp better
South-Georgia	Brian Okafor	-22.7%	+2.5%	20.2pp better
South-Texas	Diana Reyes	-23.5%	-4.2%	19.4pp better
South-Washington	Kevin Walsh	-89.6%	-4.2%	85.4pp better

### Territory Deviation: Before vs. After



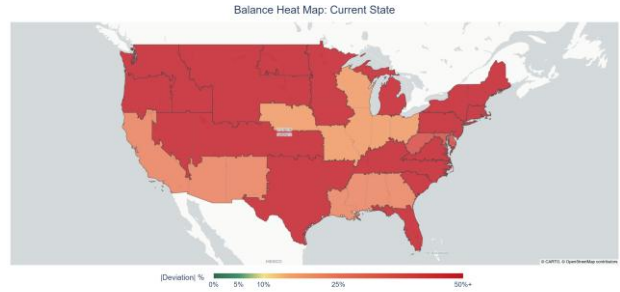
Side-by-side comparison of each territory's deviation before (red) and after (teal) optimization. The shaded band represents the  $\pm 5\%$  target zone.

Maps and detailed breakdowns on the following pages.

CURRENT STATE

# Your territories today

Current territories show substantial revenue deviation across each of the 12 territories. The biggest outliers are East-Pennsylvania with \$629M in revenue (+157%) and South-Washington with \$25M in revenue (-90%).



Territory	Rep	Zips	Accounts	Revenue	Deviation
Central-Illinois	Mike Sullivan	2320	50	\$289.2M	+18.2%
Central-Kansas	David Park	710	21	\$60.1M	-75.4%
Central-Michigan	Andrea Torres	1164	24	\$122.9M	-49.8%
Central-Nebraska	James Kowalski	548	7	\$27.6M	-88.7%
East-Kentucky	Sarah Mitchell	2290	90	\$591.1M	+141.6%
East-New York	Marcus Chen	1564	97	\$563.0M	+130.1%
East-Pennsylvania	Lisa Patel	1499	119	\$629.4M	+157.2%
East-West Virginia	Tom Hendricks	578	28	\$151.6M	-38.0%
South-Florida	Rachel Novak	587	25	\$99.5M	-59.3%
South-Georgia	Brian Okafor	946	35	\$189.1M	-22.7%
South-Texas	Diana Reyes	1128	55	\$187.1M	-23.5%
South-Washington	Kevin Walsh	613	9	\$25.4M	-89.6%

## Territory Scorecard

**74.5%**

Average Deviation (Revenue)

**0%**

Territories under 5% deviation

**\$604.0M**

Range (largest to smallest)

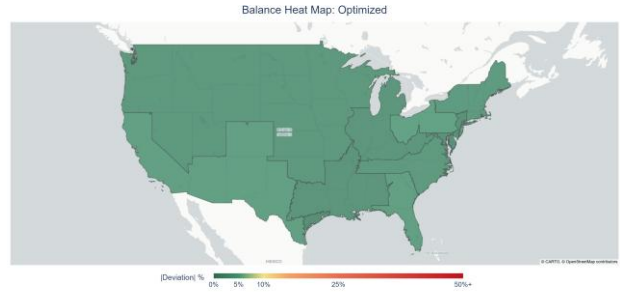
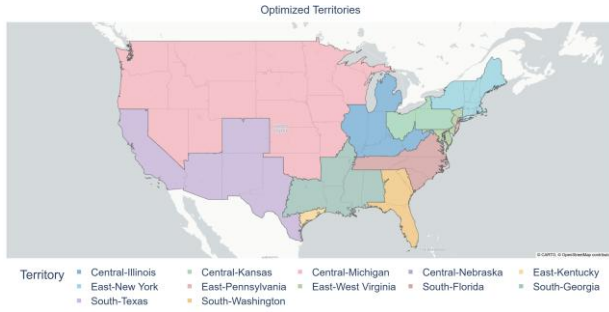
**+63.5%**

Account Deviation

OPTIMIZED STATE

# Your territories, optimized

After optimization, all 12 territories fall within  $\pm 5\%$  revenue deviation. The revenue range collapses from \$604M to just \$21.1M, and account distribution tightens from 63.5% deviation to 28.4%. East-Pennsylvania sees the single largest improvement, from +157.2% over-indexed to just +4.2%.



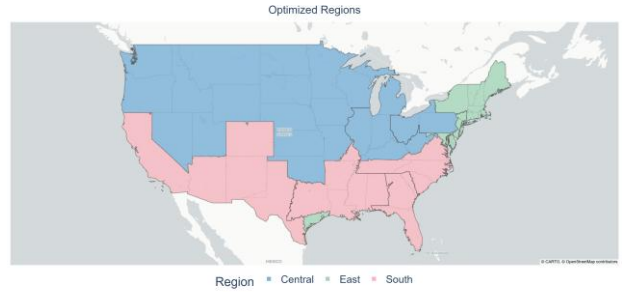
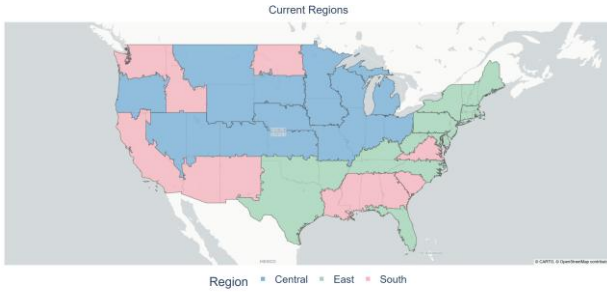
Territory	Rep	Zips	Accounts	Revenue	Deviation
Central-Illinois	Mike Sullivan	4690	46	\$250.6M	+2.5%
Central-Kansas	David Park	3170	63	\$255.5M	+4.5%
Central-Michigan	Andrea Torres	8846	54	\$237.3M	-3.0%
Central-Nebraska	James Kowalski	165	24	\$236.2M	-3.4%
East-Kentucky	Sarah Mitchell	303	10	\$241.1M	-1.4%
East-New York	Marcus Chen	2978	59	\$252.9M	+3.4%
East-Pennsylvania	Lisa Patel	344	27	\$254.8M	+4.2%
East-West Virginia	Tom Hendricks	1274	49	\$249.8M	+2.2%
South-Florida	Rachel Novak	2570	49	\$236.6M	-3.2%
South-Georgia	Brian Okafor	3564	48	\$250.6M	+2.5%
South-Texas	Diana Reyes	3849	72	\$234.3M	-4.2%
South-Washington	Kevin Walsh	2020	58	\$234.3M	-4.2%

## Balance Scorecard

<p><b>3.2%</b></p> <p>Average Deviation (Revenue)</p>	<p><b>100%</b></p> <p>Territories under 5% deviation</p>	<p><b>\$21.1M</b></p> <p>Range (largest to smallest)</p>	<p><b>+28.4%</b></p> <p>Account Deviation</p>
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# Your sales regions at a glance

Apex Industrial Supply operates across 3 regions: Central, East, and South. The East region is the most imbalanced at 116.7% average deviation, driven by East-Pennsylvania (\$629M) carrying nearly 4x the revenue of East-West Virginia (\$152M). Central and South show similar patterns at 58% and 49% deviation respectively.



**74.5%**  
Avg Region Deviation

**0%**  
Regions under 5% deviation

**\$1.4B**  
Revenue range



**3.2%**  
Avg Region Deviation

**100%**  
Regions under 5% deviation

**\$42.7M**  
Revenue range

Region	Territories	Revenue Before	Revenue After	Dev. Before	Dev. After
Central	4	\$499.8M	\$979.6M	58.0%	3.3%
East	4	\$1.9B	\$998.6M	116.7%	2.8%
South	4	\$501.2M	\$955.9M	48.8%	3.5%

## Region Scorecard

**74.5%** Average Deviation (Revenue)

**0%** Regions under 5% deviation

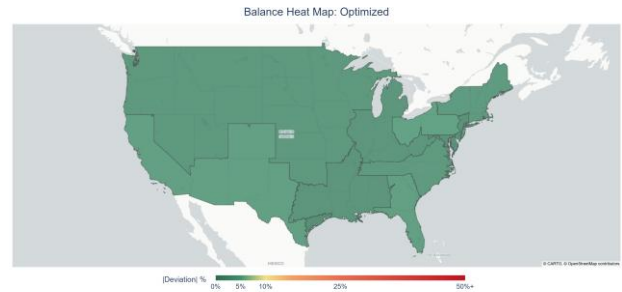
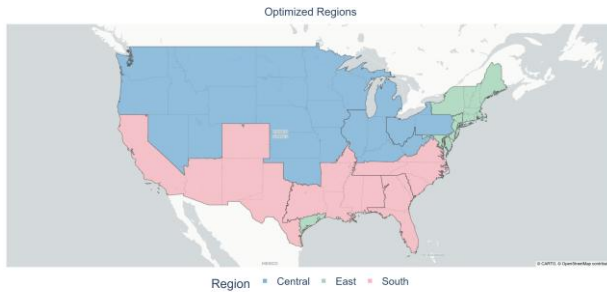
**\$1.4B** Range (largest to smallest)

**+52.6%** Account Deviation

## REGION DEEP DIVE

# Your regions, optimized

After optimization, all 3 regions fall within 3.5% average deviation. The account ratio improves from 17:1 to 7.2:1, meaning the gap between the largest and smallest territory shrinks dramatically. Every region now carries roughly equal revenue load, Central at \$979.6M, East at \$998.6M, South at \$955.9M.



Region	Territories	ZIPs	Accounts	Revenue	Avg Deviation	Status
Central	4	16871	187	\$979.6M	3.3%	On Track
East	4	4899	145	\$998.6M	2.8%	On Track
South	4	12003	227	\$955.9M	3.5%	On Track

## Improvements

**3.2%**

Avg deviation (was 74.5%)

**100%**

Regions under 5%

**7.2:1**

Account ratio (was 17.0:1)

# What changes for each rep

Rep	Territory	Before	After	Dev. Before	Dev. After	Status
Mike Sullivan	Central-Illinois	50 accts \$289.2M	46 accts \$250.6M	+18.2%	+2.5%	Balanced
David Park	Central-Kansas	21 accts \$60.1M	63 accts \$255.5M	-75.4%	+4.5%	Balanced
Andrea Torres	Central-Michigan	24 accts \$122.9M	54 accts \$237.3M	-49.8%	-3.0%	Balanced
James Kowalski	Central-Nebraska	7 accts \$27.6M	24 accts \$236.2M	-88.7%	-3.4%	Balanced
Sarah Mitchell	East-Kentucky	90 accts \$591.1M	10 accts \$241.1M	+141.6%	-1.4%	Balanced
Marcus Chen	East-New York	97 accts \$563.0M	59 accts \$252.9M	+130.1%	+3.4%	Balanced
Lisa Patel	East-Pennsylvania	119 accts \$629.4M	27 accts \$254.8M	+157.2%	+4.2%	Balanced
Tom Hendricks	East-West Virginia	28 accts \$151.6M	49 accts \$249.8M	-38.0%	+2.2%	Balanced
Rachel Novak	South-Florida	25 accts \$99.5M	49 accts \$236.6M	-59.3%	-3.2%	Balanced
Brian Okafor	South-Georgia	35 accts \$189.1M	48 accts \$250.6M	-22.7%	+2.5%	Balanced
Diana Reyes	South-Texas	55 accts \$187.1M	72 accts \$234.3M	-23.5%	-4.2%	Balanced
Kevin Walsh	South-Washington	9 accts \$25.4M	58 accts \$234.3M	-89.6%	-4.2%	Balanced

All 12 territories now fall within ±5% deviation on the primary balancing metric (revenue), with contiguous geography: no split territories, no coverage gaps. Account counts tighten from 63.5% to 28.4% deviation but are intentionally not equalized; revenue is the metric Apex chose to balance.

MANAGER IMPACT

## Regional leadership view

Jennifer Liu's East region sees the most dramatic turnaround, average deviation drops from 116.7% to 2.8%, with her worst territory improving from +157% to just +4.2%. David Brennan's Central team moves from 58% to 3.3%, and Carlos Mendez's South region tightens from 48.8% to 3.5%. Every manager now has 4 balanced territories with consistent revenue targets. Region totals change because territory boundaries were redrawn: the optimization rebalances regions as well as territories.

### David Brennan, Central Region

<b>4</b> Territories Managed	<b>\$979.6M</b> Total Revenue (After)	<b>187</b> Total Accounts (After)
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Territory	Rep	Revenue Before	Revenue After	Dev. Before	Dev. After
Central-Illinois	Mike Sullivan	\$289.2M	\$250.6M	+18.2%	+2.5%
Central-Kansas	David Park	\$60.1M	\$255.5M	-75.4%	+4.5%
Central-Michigan	Andrea Torres	\$122.9M	\$237.3M	-49.8%	-3.0%
Central-Nebraska	James Kowalski	\$27.6M	\$236.2M	-88.7%	-3.4%

<b>58.0% -&gt; 3.3%</b> Avg Deviation Improvement	<b>0 -&gt; 4</b> Territories Under 5%	<b>88.7% -&gt; 4.5%</b> Max Deviation Reduction
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### Jennifer Liu, East Region

<b>4</b> Territories Managed	<b>\$998.6M</b> Total Revenue (After)	<b>145</b> Total Accounts (After)
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Territory	Rep	Revenue Before	Revenue After	Dev. Before	Dev. After
East-Kentucky	Sarah Mitchell	\$591.1M	\$241.1M	+141.6%	-1.4%
East-New York	Marcus Chen	\$563.0M	\$252.9M	+130.1%	+3.4%
East-Pennsylvania	Lisa Patel	\$629.4M	\$254.8M	+157.2%	+4.2%
East-West Virginia	Tom Hendricks	\$151.6M	\$249.8M	-38.0%	+2.2%

<b>116.7% -&gt; 2.8%</b> Avg Deviation Improvement	<b>0 -&gt; 4</b> Territories Under 5%	<b>157.2% -&gt; 4.2%</b> Max Deviation Reduction
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## Carlos Mendez, South Region

4

Territories Managed

\$955.9M

Total Revenue (After)

227

Total Accounts (After)

Territory	Rep	Revenue Before	Revenue After	Dev. Before	Dev. After
South-Florida	Rachel Novak	\$99.5M	\$236.6M	-59.3%	-3.2%
South-Georgia	Brian Okafor	\$189.1M	\$250.6M	-22.7%	+2.5%
South-Texas	Diana Reyes	\$187.1M	\$234.3M	-23.5%	-4.2%
South-Washington	Kevin Walsh	\$25.4M	\$234.3M	-89.6%	-4.2%

48.8% -> 3.5%

Avg Deviation Improvement

0 -> 4

Territories Under 5%

89.6% -> 4.2%

Max Deviation Reduction

### NEXT STEPS

## Next Steps

This assessment is yours to keep. When you're ready to put these optimized territories to work, here's how to move forward.

### Implement Your Optimized Territories

Get everything you need to roll out your new territory model today:

- ✓ **CRM-ready CSV files** with zip-level territory assignments for every territory
- ✓ **Account assignment files** mapping each account to its new territory and rep
- ✓ **Complete boundary definitions** ready for import into your mapping or CRM platform
- ✓ **Additional map edits** available if you'd like to adjust boundaries before finalizing (additional costs may apply)

Implementation files: \$699. Everything above, delivered as CRM-ready files.

White glove implementation: \$1,500. Files plus deployment support and one boundary revision round.

Ready to implement? Email [christian.fischer@contiguo.io](mailto:christian.fischer@contiguo.io) to get started.

### Have questions? Let's talk.

Book a free 30-minute call to walk through your results, discuss adjustments, or explore how the optimized model fits your team's workflow.

[calendly.com/christian-fischer-contiguo](https://calendly.com/christian-fischer-contiguo)

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## METHODOLOGY

### How we built your assessment

**Data inputs:** Territory CSV with 12 territory assignments, revenue figures, and region data.

**Optimization approach:** Contiguo's optimization engine balances territories across multiple dimensions simultaneously: revenue, account count, workload. The algorithm respects geographic contiguity (no split territories) and minimizes disruption to existing rep-account relationships.

**Constraints applied:** Territory count held constant at 12. Regional structure preserved. Geographic contiguity maintained. Territory and region counts were held constant while boundaries were redrawn, which is why revenue shifts between regions as ZIP codes reassign. The optimized model assigns full national ZIP coverage, including ZIPs with no current accounts, to eliminate white space; optimized ZIP counts therefore exceed current-state counts.