

Economic Resilience and Strategic Growth:
**Navigating Distribution's
New Landscape in 2025**

**DISTRIBUTION
STRATEGY GROUP**

The distribution industry stands at a critical inflection point, shaped by evolving economic conditions, technological transformation, and dynamic merger and acquisition activity. This comprehensive analysis examines the strategic implications of current market forces affecting wholesale distribution companies across North America.

Key findings reveal a sector demonstrating remarkable resilience amid challenging conditions.

While economic uncertainties persist, distribution companies with strong fundamentals continue to attract significant investment interest. The M&A market shows renewed vigor in the first half of 2025, with transaction values and deal volume increasing compared to 2024. Strategic buyers and financial sponsors are actively deploying capital, particularly targeting companies offering value-added solutions and operating in growth industries.

The research identifies several critical success factors for distribution executives: developing technology-enabled competitive advantages, focusing on value-added service delivery, maintaining operational excellence during uncertainty, and positioning for strategic growth through organic expansion or acquisition opportunities. Companies that embrace AI-powered sales platforms, implement sophisticated customer experience management systems, and build sticky client relationships through enhanced services are commanding premium valuations in today's market.

Recommended strategic priorities include:

- Accelerating digital transformation initiatives
- Strengthening customer relationships through data-driven insights
- Exploring value-added service opportunities
- Maintaining financial flexibility to capitalize on consolidation opportunities

Distribution leaders must balance operational efficiency improvements with strategic investments in technology and talent to thrive in this evolving landscape.

Introduction

The North American distribution sector faces an unprecedented combination of challenges and opportunities in 2025. Economic volatility, technological disruption, labor market pressures, and shifting customer expectations are reshaping the competitive landscape. Simultaneously, the industry benefits from strong fundamentals, attractive M&A dynamics, and emerging technologies that promise to unlock new levels of productivity and profitability.

This white paper analyzes the current economic environment affecting distribution companies, examines M&A trends and their strategic implications, and provides actionable insights for C-suite executives navigating this complex landscape. The analysis draws from industry research, market data, and expert perspectives to offer distribution leaders a comprehensive framework for strategic decision-making.

The timing of this analysis proves particularly relevant as distribution companies emerge from recent economic uncertainties while confronting new challenges around artificial intelligence adoption, supply chain resilience, and evolving customer demands. Understanding these interconnected forces enables executives to make informed decisions about technology investments, operational strategies, and growth initiatives.



Industry Background and Market Context

Current Economic Environment

The distribution industry operates within a complex macroeconomic environment characterized by multiple competing forces. Interest rates, inflation pressures, and geopolitical concerns continue influencing business investment decisions and customer purchasing patterns. However, the sector demonstrates considerable resilience, supported by essential infrastructure roles and diverse end-market exposure.

Distribution companies serve as critical intermediaries between manufacturers and end users across virtually every economic sector. This positioning provides natural diversification benefits while exposing firms to broader economic cycles. The industry's fragmented nature creates ongoing consolidation opportunities, while technology advances promise operational efficiency gains.

Labor market dynamics present both challenges and opportunities. Skilled workforce shortages drive wage inflation and operational pressures, while simultaneously creating demand for productivity-enhancing technologies. Companies investing in automation, AI-powered tools, and employee experience improvements gain competitive advantages in talent acquisition and retention.

Technology Transformation Drivers

Artificial intelligence emerges as a transformative force across distribution operations. AI-powered sales platforms enable faster quote generation, improved product knowledge, and enhanced customer service delivery. These technologies address persistent industry challenges around labor shortages, margin pressures, and rising customer expectations.

The technology landscape spans multiple operational areas, from customer experience management to demand forecasting and inventory optimization. Advanced analytics platforms provide unprecedented visibility into customer behavior, market trends, and operational performance. Companies leveraging these insights achieve superior financial performance and customer satisfaction outcomes.

Integration capabilities prove increasingly important as distribution companies seek to connect disparate systems and data sources. Modern technology stacks enable seamless information flow across sales, operations, and customer service functions. This integration supports better decision-making while improving customer experience delivery.

Supply Chain and Operational Considerations

Supply chain resilience remains a strategic priority following recent disruptions. Distribution companies invest in diversified supplier relationships, enhanced inventory management capabilities, and improved demand forecasting systems. These investments support customer service levels while managing working capital requirements.

Operational efficiency gains through technology adoption help offset labor cost increases and margin pressures. Automation in warehousing, enhanced quoting systems, and improved customer self-service capabilities reduce operational costs while improving service quality. Companies achieving operational excellence through technology investments demonstrate superior financial performance.

Customer expectations continue evolving toward faster delivery, enhanced product knowledge, and seamless digital experiences. Distribution companies responding effectively to these demands gain competitive advantages and customer loyalty. Investment in technology platforms supporting these capabilities proves essential for long-term success.



Economic Analysis and Market Dynamics

Financial Performance Indicators

Distribution companies demonstrate varied financial performance patterns reflecting their operational efficiency, market positioning, and technology adoption levels. Companies investing in value-added services and technology platforms typically achieve superior margins and growth rates compared to commodity-focused competitors.

The analysis reveals significant performance differentiation between companies offering value-added solutions versus those competing primarily on price.

Value-added service providers demonstrate stronger profitability, customer retention rates, and overall financial resilience. This performance gap continues widening as customers increasingly value technical expertise and comprehensive solutions.

Working capital management remains crucial for distribution company performance. Effective inventory optimization, accounts receivable management, and supplier relationship management directly impact cash flow and profitability. Companies implementing advanced analytics for demand forecasting and inventory planning achieve superior working capital efficiency.

Revenue growth patterns vary significantly across distribution segments and end markets. Companies serving growth industries such as data centers, healthcare, and food and beverage sectors demonstrate stronger performance. Geographic diversification and end-market exposure influence overall company performance and risk profiles.



Market Segmentation and Opportunities

Growth industries present compelling opportunities for distribution companies positioned to serve these markets. Data center infrastructure demand drives significant growth in electrical, HVAC, and technology distribution segments. Healthcare sector expansion creates opportunities in medical equipment, pharmaceutical, and facility supplies distribution.

Food and beverage industry growth supports distribution companies serving restaurants, food processors, and retail establishments. These end markets demonstrate resilience and growth potential, making them attractive targets for strategic investment and expansion initiatives.

Traditional industrial markets face mixed conditions, with some sectors showing strength while others remain challenged. Companies with diversified end-market exposure demonstrate greater stability and growth potential compared to those concentrated in single industries or geographic regions.

Value-added service opportunities exist across virtually all distribution segments. Engineering services, system integration capabilities, and technical consulting represent high-margin revenue streams that enhance customer relationships and competitive positioning. Companies successfully developing these capabilities command premium valuations.

Competitive Landscape Evolution

The competitive landscape continues consolidating as larger companies acquire smaller regional players and specialty distributors. This consolidation trend creates economies of scale benefits while enabling expanded geographic coverage and enhanced service capabilities.

Technology adoption rates vary significantly across distribution companies, creating competitive differentiation opportunities. Early adopters of AI-powered sales platforms, advanced analytics, and customer experience management systems gain advantages in sales effectiveness, operational efficiency, and customer satisfaction.

Customer relationship management becomes increasingly sophisticated as companies leverage data analytics to understand purchasing patterns, predict needs, and customize service delivery. Companies excelling in customer relationship management achieve superior retention rates and cross-selling success.

New entrants, including technology-enabled distribution platforms and direct-to-consumer models, create competitive pressures while also presenting partnership opportunities. Established distributors must balance defending traditional business models with embracing new approaches and technologies.

Technology Integration and Digital Transformation

AI-Powered Sales Platforms

Artificial intelligence transforms sales operations across the distribution sector, enabling faster quote generation, improved product knowledge, and enhanced customer service delivery. AI platforms understand customer needs and automatically suggest next steps, reducing response times while improving quote accuracy and comprehensiveness.

Sales representatives gain access to real-time product cross-references, accessory recommendations, and technical documentation through AI-powered systems. This immediate access to information improves sales effectiveness while reducing training time for new employees. Experienced representatives spend less time searching for information and more time engaging with customers.

The technology enables new hires to perform at veteran levels within days rather than months..

This capability addresses persistent labor shortage challenges while improving overall sales team productivity. Companies implementing AI sales platforms report significant improvements in quote conversion rates and average order values.

Quoting automation combined with intelligent product recommendations helps distributors capture additional revenue opportunities while improving customer satisfaction. The systems identify upselling and cross-selling opportunities that human representatives might overlook, leading to increased revenue per transaction.

Customer Experience Management Systems

Advanced customer experience management platforms provide distributors with detailed insights into customer satisfaction, service quality, and improvement opportunities. These systems go beyond traditional net promoter score surveys to identify specific operational issues and improvement areas.

The platforms offer granular visibility into performance across different locations, product lines, and customer segments. This detailed analysis enables targeted improvement initiatives rather than broad-based changes that may not address specific issues. Companies using these systems report significant improvements in customer satisfaction and retention rates.

Real-time feedback collection and analysis enable rapid response to customer concerns and service issues. This responsiveness improves customer relationships while preventing minor issues from escalating into major problems. Proactive customer service supported by data analytics creates competitive advantages.

Integration with operational systems enables automatic identification of service delivery problems, inventory issues, and other factors affecting customer experience. This integration supports continuous improvement initiatives while ensuring consistent service quality across all customer touchpoints.

Operational Analytics and Optimization

Data analytics platforms transform operational decision-making by providing insights into customer behavior, inventory performance, and market trends. These systems identify sales opportunities, optimize inventory levels, and improve demand forecasting accuracy.

Demand forecasting capabilities help distributors optimize inventory investments while maintaining service levels. Advanced analytics identify purchasing patterns, seasonal trends, and market shifts that influence customer demand. This insight supports better inventory planning and working capital management.

Employee experience analytics provide insights into workforce satisfaction, engagement levels, and retention risks. Companies using these systems can proactively address employee concerns while identifying high-performing practices for broader implementation. Improved employee experience translates to better customer service and operational performance.

Operational analytics identify efficiency improvement opportunities across warehousing, logistics, and customer service functions. Data-driven insights support process optimization, resource allocation, and performance management initiatives. Companies leveraging operational analytics achieve superior efficiency and profitability outcomes.

Merger and Acquisition Market Analysis

Current Market Conditions

The M&A market demonstrates renewed strength in the first half of 2025, with global deal values and transaction volumes increasing compared to 2024.

Strategic buyers and financial sponsors actively deploy capital, creating opportunities for distribution company owners considering liquidity events or growth through acquisition. Add-on acquisitions dominate current market activity, representing lower-risk transactions for strategic buyers and financial sponsors.

These deals enable rapid integration, synergy realization, and return on investment. Platform companies seek complementary acquisitions that enhance geographic coverage, product offerings, or service capabilities.

B2B sector transaction activity increases in both deal value and volume during the first half of 2025. Distribution companies benefit from this trend as most operate within B2B market segments. However, financial sponsor portfolio companies show reluctance to sell, suggesting cautious optimism about market conditions.

Market conditions remain influenced by macroeconomic factors including interest rates, inflation concerns, and geopolitical uncertainties. These factors create variability in deal timing and valuation expectations, requiring flexibility from both buyers and sellers in transaction processes.

Valuation Trends and Drivers

Distribution companies with strong fundamentals attract premium valuations regardless of overall market conditions..

Stable, profitable, growing companies generate competitive bidding processes that maximize transaction values. These companies demonstrate the importance of operational excellence and strategic positioning.

Value-added service providers command significantly higher valuations than commodity-focused distributors. The financial performance differentiation between these business models translates directly into valuation premiums during M&A processes. Engineering services, system integration, and technical consulting capabilities drive valuation increases.

Companies serving growth industries attract buyer interest and premium valuations. Distribution businesses focused on data centers, healthcare, and food and beverage sectors benefit from favorable end-market dynamics. Geographic diversification and end-market balance also influence valuation outcomes.

Technology adoption and operational efficiency metrics increasingly influence valuation discussions. Companies demonstrating superior customer experience management, advanced analytics capabilities, and AI-powered sales platforms attract strategic buyer interest. These capabilities represent competitive advantages that buyers value highly.

Strategic Buyer Motivations

Strategic buyers pursue acquisitions to achieve geographic expansion, product line extensions, and enhanced service capabilities. Consolidation opportunities remain abundant given the industry's fragmented nature. Larger distributors seek to build market density and achieve economies of scale through targeted acquisitions.

Technology capabilities drive strategic buyer interest as companies seek to accelerate digital transformation initiatives. Acquisitions provide access to proven technology platforms, experienced teams, and established customer relationships. This approach reduces implementation risk while speeding transformation timelines.

Value-added service capabilities attract strategic buyers seeking to enhance their competitive positioning. Engineering services, system integration, and technical consulting represent high-margin revenue streams that improve overall business quality. Buyers pay premiums for these capabilities.

Customer relationship quality influences strategic buyer decisions as companies recognize the value of sticky client bases. Distribution businesses with long-term customer relationships, high retention rates, and recurring revenue streams attract premium valuations. These relationships provide acquisition stability and growth platforms.

Financial Sponsor Activity

Financial sponsors remain active in distribution sector investments, attracted by the industry's cash generation characteristics, consolidation opportunities, and technology transformation potential. Private equity firms view distribution as a stable, growing sector suitable for portfolio development.

Platform investment strategies focus on building comprehensive distribution networks through strategic acquisitions. Financial sponsors seek management teams capable of executing buy-and-build strategies while maintaining operational excellence. Technology integration and value-added service development represent key value creation themes.

Add-on acquisition strategies dominate financial sponsor activity as platforms seek complementary businesses that enhance market coverage and service capabilities. These transactions generate synergies through operational integration, cross-selling opportunities, and enhanced buying power.

Exit strategies for financial sponsors include strategic sales to industry consolidators, secondary buyouts, and public market transactions. The variety of exit options provides flexibility while supporting continued investment activity. Strong exit market conditions encourage new platform investments.

Strategic Growth Industries and Market Opportunities

Data Center and Technology Infrastructure

The explosive growth in data center construction and technology infrastructure creates significant opportunities for electrical, HVAC, and specialty distribution companies. Cloud computing expansion, artificial intelligence development, and digital transformation initiatives drive sustained demand for sophisticated infrastructure solutions.

Distribution companies serving this market require specialized technical knowledge, rapid response capabilities, and comprehensive product offerings. The complexity of data center systems creates opportunities for value-added services including design support, system integration, and ongoing maintenance programs.

Geographic concentration of data center development in specific regions creates opportunities for local distributors to develop specialized expertise and relationships. However, national coverage capabilities become increasingly important as hyperscale data center operators seek consistent service delivery across multiple locations.

Technology evolution in data center design creates ongoing product obsolescence and upgrade cycles. Distribution companies must maintain current product knowledge and supplier relationships to effectively serve this dynamic market. Investment in technical training and certification programs proves essential for success.

Healthcare Sector Expansion

Healthcare sector growth driven by demographic trends, medical technology advances, and facility expansion creates opportunities across multiple distribution segments. Medical equipment, pharmaceutical, and facility supplies represent distinct market segments with different requirements and growth patterns.

Regulatory compliance requirements in healthcare create barriers to entry while providing competitive protection for established distributors. Companies with proven compliance capabilities, quality systems, and regulatory knowledge command premium positioning in these markets.

Facility expansion and renovation projects require coordination across multiple product categories and service providers. Distribution companies capable of providing comprehensive solutions and project management services gain competitive advantages. These capabilities support higher margins and stronger customer relationships.

Technology integration in healthcare facilities creates opportunities for distribution companies with system integration capabilities. Electronic health records, patient monitoring systems, and facility automation require specialized technical knowledge and installation services.

Food and Beverage Industry Growth

Food and beverage industry expansion driven by population growth, changing consumption patterns, and restaurant industry development creates opportunities for food service equipment, packaging, and supply distributors. This market demonstrates resilience and consistent growth characteristics.

Food safety regulations and quality requirements create opportunities for distributors with specialized knowledge and compliance capabilities. Companies providing training, certification, and ongoing support services develop stronger customer relationships and premium positioning.

Restaurant chain expansion and food processing facility development require comprehensive equipment and supply solutions. Distribution companies capable of supporting large-scale projects and ongoing service requirements gain competitive advantages in this market.

Sustainability initiatives in food and beverage operations create new product categories and service opportunities. Distribution companies helping customers achieve sustainability goals while maintaining operational efficiency develop valuable competitive differentiation.

Infrastructure and Construction Markets

Infrastructure investment and construction activity support distribution companies across multiple product categories including electrical, plumbing, HVAC, and building materials. Government infrastructure spending and private construction projects drive demand for distribution services.

Green building standards and energy efficiency requirements create opportunities for distributors with expertise in sustainable construction products and systems. Companies providing design support and energy analysis services enhance their competitive positioning.

Construction project complexity requires coordination across multiple trades and suppliers. Distribution companies capable of providing comprehensive solutions and project management services gain competitive advantages. These capabilities support stronger margins and customer relationships.

Regional construction market variations require geographic diversification and local market knowledge. Distribution companies with broad geographic coverage and local expertise demonstrate greater stability and growth potential.

Risk Management and Strategic Considerations

Economic Volatility Management

Distribution companies must develop strategies for managing economic volatility while maintaining operational excellence and customer service levels. Diversification across end markets, geographic regions, and product categories provides natural hedging against economic downturns.

Flexible cost structures enable companies to adjust operations based on demand patterns without compromising long-term capabilities. Variable cost arrangements with suppliers, temporary staffing programs, and scalable technology platforms support operational flexibility.

Cash flow management and working capital optimization become particularly important during economic uncertainty. Companies with strong balance sheets and efficient working capital management maintain competitive advantages during challenging periods.

Customer relationship strength influences company performance during economic downturns. Distribution companies with long-term relationships, value-added services, and sticky customer bases demonstrate greater resilience during challenging conditions.

Technology Investment Risk Assessment

Technology investment decisions require careful evaluation of implementation risk, return on investment, and competitive implications. Companies must balance innovation with operational stability while managing technology adoption costs.

Platform integration risks arise from connecting new technologies with existing systems and processes. Companies require careful planning, testing, and change management to successfully implement new technology platforms without disrupting operations.

Cybersecurity considerations become increasingly important as companies adopt cloud-based platforms and integrate systems. Investment in cybersecurity capabilities and employee training proves essential for protecting customer data and operational systems.

Technology obsolescence risks require ongoing evaluation and upgrade planning. Companies must maintain current technology capabilities while planning for future system replacements and enhancements.

Competitive Positioning Strategies

Market positioning strategies must account for evolving customer expectations, competitive dynamics, and industry consolidation trends. Companies require clear value propositions and competitive differentiation to maintain market share and profitability.

Service quality and customer experience become increasingly important competitive factors. Companies excelling in customer service delivery gain advantages in retention, cross-selling, and premium pricing. Investment in customer experience management proves essential for long-term success.

Geographic market coverage influences competitive positioning as customers increasingly prefer suppliers with broad coverage capabilities. Companies must evaluate expansion opportunities while maintaining operational excellence and financial performance.

Talent acquisition and retention strategies affect competitive positioning as skilled employees become increasingly important for operational success. Companies with strong employee value propositions attract better talent while reducing turnover costs.

Financial Risk Management

Interest rate exposure affects companies with significant debt levels or those considering acquisition financing. Companies must evaluate debt structures and refinancing opportunities while maintaining financial flexibility for growth investments.

Foreign exchange exposure affects companies with international supplier relationships or customer bases. Currency hedging strategies and supplier diversification help manage these risks while maintaining cost competitiveness.

Credit risk management becomes important as companies extend payment terms and credit limits to maintain customer relationships. Effective credit monitoring and collection processes protect against customer defaults while supporting sales growth.

Insurance coverage evaluation ensures appropriate protection against operational, cyber, and liability risks. Companies must balance insurance costs with risk protection while meeting customer and regulatory requirements.



Strategic Recommendations and Implementation Framework

Digital Transformation Priorities

Distribution companies should prioritize AI-powered sales platform implementation to improve quote accuracy, response times, and sales effectiveness. These platforms address labor shortage challenges while improving customer service quality and sales conversion rates.

Customer experience management system implementation provides insights into service quality and improvement opportunities. Companies should invest in platforms that offer granular performance visibility and actionable improvement recommendations.

Operational analytics capabilities enable data-driven decision making across inventory management, customer relationship management, and demand forecasting. Companies should develop comprehensive analytics platforms that integrate multiple data sources and provide actionable insights.

Technology integration planning ensures new platforms work effectively with existing systems while supporting future capability additions. Companies should develop technology roadmaps that support business strategy while managing implementation risk.

Customer Relationship Enhancement

Customer segmentation strategies enable targeted service delivery and relationship management approaches. Companies should develop detailed customer profiles that support customized service offerings and pricing strategies.

Value-added service development creates competitive differentiation and margin enhancement opportunities. Companies should evaluate engineering services, system integration, and technical consulting capabilities that align with customer needs and company capabilities.

Customer feedback systems provide ongoing insights into satisfaction levels and improvement opportunities. Companies should implement systematic feedback collection and analysis processes that support continuous service improvement.

Relationship management programs ensure consistent communication and service delivery across all customer touchpoints. Companies should develop structured programs that maintain customer engagement while identifying expansion opportunities.

Operational Excellence Initiatives

Process optimization initiatives should focus on high-impact areas including order processing, inventory management, and customer service delivery. Companies should use operational analytics to identify improvement opportunities and measure progress.

Quality management systems ensure consistent service delivery while supporting continuous improvement initiatives. Companies should develop comprehensive quality programs that cover all operational processes and customer interactions.

Performance measurement systems provide visibility into operational efficiency and customer satisfaction metrics. Companies should implement balanced scorecards that track both financial and operational performance indicators.

Continuous improvement programs engage employees in identifying and implementing operational enhancements. Companies should develop structured improvement processes that encourage employee participation while measuring results.

Growth Strategy Development

Market expansion strategies should focus on geographic growth, end-market development, and service capability enhancement. Companies should evaluate growth opportunities that leverage existing capabilities while creating sustainable competitive advantages.

Acquisition strategies enable accelerated growth through market consolidation and capability acquisition. Companies should develop acquisition criteria and evaluation processes that support strategic objectives while managing integration risk.

Partnership development creates growth opportunities through strategic alliances and supplier relationships. Companies should evaluate partnership opportunities that enhance customer value while supporting business growth objectives.

Innovation initiatives enable companies to develop new products, services, and business models that create competitive advantages. Companies should invest in innovation capabilities while managing development risk and resource allocation.

Conclusion

The distribution industry faces a complex landscape of challenges and opportunities in 2025. Economic volatility, technological transformation, and evolving customer expectations require strategic leadership and operational excellence. However, companies demonstrating strong fundamentals, technology adoption, and customer focus continue achieving superior performance and attracting investor interest.

M&A market conditions remain favorable for well-positioned distribution companies, with strategic buyers and financial sponsors actively seeking acquisition opportunities.

Companies offering value-added services, serving growth industries, and demonstrating operational excellence command premium valuations in competitive processes.

Technology adoption proves essential for long-term success as AI-powered platforms, advanced analytics, and customer experience management systems create competitive advantages. Companies investing in technology capabilities while maintaining operational excellence gain market share and profitability benefits.

Strategic priorities for distribution executives include accelerating digital transformation, enhancing customer relationships, developing value-added services, and maintaining financial flexibility for growth opportunities. Success requires balancing operational efficiency with strategic investments while managing risk and uncertainty.

The industry's fundamentals remain strong, supported by essential infrastructure roles, diverse end-market exposure, and ongoing consolidation opportunities.

Companies executing effective strategies while adapting to changing market conditions will thrive in this evolving landscape. The key lies in combining operational excellence with strategic vision, technology adoption with customer focus, and growth ambition with risk management discipline.

Distribution leaders who embrace these principles while maintaining flexibility and adaptability will position their companies for sustained success in an increasingly competitive and dynamic marketplace. The future belongs to companies that view current challenges as opportunities for strategic advantage and long-term value creation.

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This analysis is based on industry research, market data, and expert insights gathered from leading distribution industry professionals and advisors. The strategic recommendations reflect best practices observed across successful distribution companies and proven approaches for navigating current market conditions.

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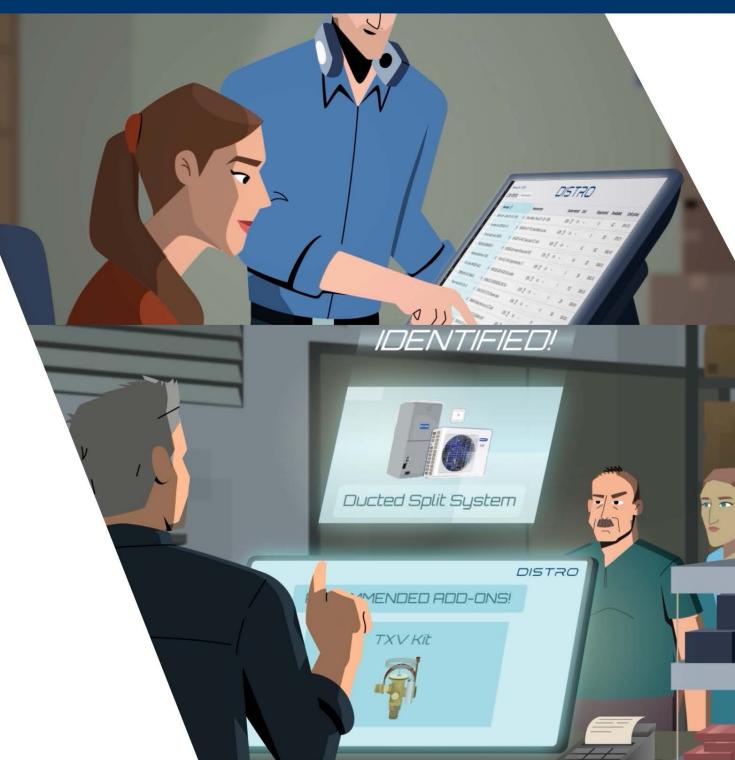
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