

CASE STUDY



Building a Fresh Start

Monument Lumber

ORGILL

Building a Fresh Start

Monument Lumber

80
sets

Orgill implemented nearly 80 Smart Start assortments across multiple categories.

325
feet

Throughout the store, Orgill updated, reset or enhanced nearly 325 linear feet of displays.

70
years

Orgill helped Monument Lumber celebrate their 70th anniversary with updated signage and branding.

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Executive Summary

While it is only a short drive from the heart of California's Silicon Valley, the community of Freedom, California, is a far cry from what one might typically associate with the high-tech world of AI-innovation and software development.

In fact, visitors to Freedom might be hard pressed to connect the area's slower pace of life and its agriculture-rich landscape with any aspect of its more well-known neighbor to the north, San Jose.

Yet it was the need for a hardware and building materials company to help fuel Freedom's growth and keep the area's farmers supplied that prompted Maybern "Red" and Adelaide Shugart to first open Monument Lumber in 1952.

The family-owned business made a name for itself within the small community and earned a reputation for its hands-on service and commitment to meeting the needs of the area's builders, contractors, agricultural customers and do-it-yourselfers.

Over the years, the business did well but was constrained by its physical limitations. The store itself was rather small and the outside space was confined by adjacent properties.

In the late 1970s and early 1980s, several things began to change for Monument Lumber. First, Red and Adelaide's two sons Calvin and Mark joined the business, and then a sudden turn of events made it possible for them to buy some of the land that bordered their store.

Now, with the next generation of leadership and the space needed to grow, Monument Lumber entered the next phase in its evolution.

The Shugarts built a new, larger facility to replace their existing building. Alongside the new 7,200-square-foot salesfloor, they were also able to add additional space for more lumber and building materials.

Throughout its history, Monument Lumber had been affiliated with two different cooperatives as its primary sources of supply, first Ace Hardware and then True Value.

Over the next three decades, the business continued to do well in its new location, but over the last several years the owners felt that the operation was becoming dated and the inventory and assortments stale.

Not receiving much guidance from their supplier, the team began to work more closely with the Orgill sales team serving the area.

Orgill was proposing a variety of changes to the operation that included updating nearly every category the store offered, enhancing assortments and adding additional products the market could support.

Finally, after a complete presentation to the Monument Lumber management team showing all of the ways Orgill could help take the operation into the future, the owners made the decision to put their trust in Orgill and convert to them as their primary supplier.

A major part of Orgill's presentation to Monument Lumber involved utilizing the distributor's Smart Start program to update and enhance the company's product offerings, while at the same time allowing them to take advantage of guaranteed product buybacks for their current inventory.

With a plan in place to implement nearly 70 Smart Start assortments and replace the store's existing, tired product selection, the project began.

Over a one-week period in July 2023, Orgill sent in a team of reset specialists who worked with the Monument Lumber staff and remerchandised more than 300 linear feet of products.

Monument also took advantage of the resets to work with Orgill's Tyndale Advisors team to refresh their store signage.

The end result was a completely new experience for Monument Lumber's customers. New products, enhanced assortments and better organized aisles and signage immediately resonated with the store's patrons.

Today, the operation is thriving. Customers are now buying products from Monument that, in the past, they would have to go to other area stores to purchase. The store is selling more and customers are excited about the refreshed and revised presentation.

Now, with greater trust in Orgill as a supplier that can help them be more successful, the Monument Lumber team is working with the distributor on what the future for their business might look like.



01

The Market

Keeping Up With
the Needs of the
Community

THE MARKET

Located just about one hour south of San Jose, in the shadow of Silicon Valley, Freedom, California, is much more representative of the state's agricultural riches than its technological prowess.

Situated between Monterey Bay and the Santa Cruz Mountains, the area offers scenic views of rolling hills and rural vineyards. Nature and outdoor enthusiasts can enjoy the nearby beach, vineyards, hiking trails and local agriculture tourism.

As part of Santa Cruz County, Freedom is ripe with farms producing strawberries, apples and a variety of other produce.



Freedom itself is a small community measuring slightly more than just one square mile in area but the nearby towns of Watsonville and other communities throughout Santa Cruz County provide a range of additional businesses and households to serve.

Watsonville's major industries include agriculture, construction and manufacturing. Some of the largest companies headquartered in Watsonville are Martinelli's, Monterey Mushrooms, Driscoll's, Nordic Naturals, Graniterock, Granite Construction, California Giant, A&I Transport Inc. and Orion Telescopes & Binoculars.

Watsonville ranks among the most important U.S. farming cities for its agro-business market. Produce important to the local economy includes strawberries, cauliflower, broccoli, lettuce and raspberries.

Homes in the area range from modest structures and multifamily dwellings to higher-end properties, prized for their proximity to the coast and Silicon Valley.

The median price for homes in Watsonville is around \$575,000 but when you expand the housing market to include all of Santa Cruz county, the median price quickly increases to about \$1.1 million.

In addition to the maintenance and repairs being made to the existing housing stock, home improvement suppliers in the area also count builders, remodelers, contractors and agricultural companies as key contributors to their customer base.

Monument Lumber sits inside Freedom and competes for business with another locally owned store located approximately one mile from its location. In addition to this store, there are several other locally owned home improvement retailers in nearby Watsonville.

Freedom is also flanked on either side by Home Depot locations in Watsonville and nearby Soquel. The nearest Lowe's is located in Gilroy, California.



02

CORPORATE HISTORY

Corporate History

The Story Behind Monument Lumber

In the winter of 1952, Maybern (Red) Shugart decided that, after working in a local lumberyard, it was finally the right time to strike out on his own. So, together with his wife Adelaide and business partner H.W. Stephenson, they marshaled their savings and purchased a small piece of property in Freedom, California.

On the front of the property sat a small wooden structure with limited floor space and low ceilings but the building offered everything they needed to start selling hardware, lumber and building supplies to the local tradesman, businesses and do-it-yourselfers.

Freedom itself is situated about an hour south of San Jose and from their location, the Shugarts were able to serve customers throughout Santa Cruz County with some patrons even making the trip to Monument from farther flung communities like Monterey, Hollister and Soledad.

Over the years, the business continued to gain traction and Monument Lumber became known as a fair and reliable source of products. In addition to lumber and building materials, the location offered tools, hardware, paint and various plumbing and electrical supplies to keep up with the demand of the market.

Outside the products offered at Monument, what continued to draw customers back and lure new shoppers in were the personal touches at the heart of every transaction. The Shugarts made it a point to connect with their customers who also made up the community where they lived.

Red and Adelaide made sure that this dedication to service remained central to how Monument Lumber operated and this ethic was instilled in their two sons, Mark and Calvin Shugart, who like many children who grow up in a small business began working at the store when they were young.

“It was always our dad’s dream that Calvin and I would take over the business,” according to Mark, who is three years younger than Calvin. “So we both worked in the store part time and over the summers when we were out of school.”

And while Calvin saw a future in taking over the family operation, it took Mark a bit of convincing before he decided to join the fold full time. “You know, I had grown up in the business and after high school, lumber wasn’t necessarily on my list of things I really wanted to do. So, I went to college for a bit but then I started back working here at the business and all of a sudden I started to get more into it and then it kind of became clear that my dad was going to get his wish and have both his sons working in the business.”

It was around this same time that additional opportunities began to open up for Monument Lumber. The small building with those low ceilings had been bursting at the seams for years, particularly as customer demand grew. Unfortunately, options for expansions at the existing location were limited.

“Directly behind us, there was a lot that would have been ideal for us to be able to expand onto,” recalls Mark. “Unfortunately, there were some rental properties on the lot that provided the owner with a good bit of income, and we didn’t think we would really have the opportunity to buy it.”





The Modern Era

In 1975, a new store with 7,000-plus square-feet was constructed that offered much more space to stock even more items that the local market needed. They were also able to add additional storage behind the new building to house a greater range of building materials products, as well as back stock and additional inventory for the operation.

The added space and expanded product offerings kept the business growing. Then in the late 1990s, the family decided to expand once again, obtaining an additional lot and resetting the store's salesfloor.

Around this same time, additional competition continued to enter the area. There was always a smattering of locally operated stores dotting the county but even the small community of Freedom was not immune to the big-box invasion.

Suddenly, Monument Lumber found itself competing against challenges from both Lowe's and Home Depot. Home Depot opened stores in two nearby communities, Watsonville and Soquel, while Lowe's opened in nearby Gilroy.

"That was a bit of a game changer," Mark says.

For years, under Red's management, Monument Lumber was affiliated with Ace Hardware as a supply partner, but according to Mark, as the business began growing the family sought out other relationships.

"We were with Ace for a short time, and I remember back then both Ace and True Value Hardware were both expanding and my dad felt that True Value was a better fit for us, and he decided to switch," Mark says.

So, it was together with True Value that Monument Lumber continued to grow over the next several decades.



03

THE CHALLENGE

The Challenge Refreshing, Renewing and Revitalizing

The store's management team continued to expand and explore product mixes that were better suited to its customers' needs. The area's farms, homebuilders, contractors and do-it-yourselfers could all rely on Monument Lumber for supplies ranging from paint and plumbing goods to electrical and building materials.

As Monument Lumber moved into the 21st century, change continued. Unfortunately, the business patriarch, Red, passed away in 2012 but Adelaide, Mark and Calvin were still committed to keeping the business thriving.

Over time, however, Mark and Calvin began to feel that Monument Lumber was stagnating.

It had been more than 20 years since the last major reset and expansion and they began to notice that their supplier at the time wasn't bringing them suggestions on how to modernize or improve their assortments.

"It just felt like our product mix was outdated," Mark recalls. "It also felt like we were always a step behind when it came to innovations. You would see something new come out then it seemed like maybe a year or so later True Value would have it."

A quick look through the Monument Lumber salesfloor found a variety of assortments that were outdated, empty peg hooks and incomplete offerings in many critical categories. While the Monument Lumber team knew their assortments weren't delivering the greatest productivity, they were looking for guidance on where to improve and how to execute those improvements.

The Shugarts were also growing weary with additional charges that were being passed along from their wholesaler.

"All of these small things, like increased freight charges, just began to cut directly into our margin," Mark says. "Combined with the fact they seemed to have a cookie-cutter approach to assortments, we knew it was probably the right time to explore."

With increasing competition from big boxes, being late to the market with anything wasn't an option even in a small town like Freedom, Mark says.

"Then, when True Value got bought by an investment company and ended up losing some suppliers, we just started becoming more concerned. True Value is a great brand, but we just weren't sure where they were headed and whether it was the right direction for us," he says.

Convinced that they might need to explore different distribution partners, Mark and Calvin started weighing their options.

"We were always aware of Orgill," Mark says. "But it was around this time that we started taking a closer look at their product mix. At one point, our local rep who would call on us from Orgill lived here and his son actually worked for us when he was in high school, so the rep was always coming in trying to twist our arms but the time just never seemed right."

Providing Answers & Resources

When reviewing customer POS data, the conversion team at Orgill's headquarters separates the data into several different categories.

These categories include:

- **Type 1 Items**—A (near) exact item-for-item brand match (there may be some differences in UPC number, model number or other factors).
- **Type 2 Items**—Similar products, but may be different brands or have packaging differences.
- **Type 3 Items**—Items that do not have an Orgill-provided equivalent.

In addition to all the resets and merchandising updates, the Orgill team worked with Monument Lumber to find ways to make their store easier to shop and build on a brand that was well-known in the community and was celebrating its 70th anniversary.

"Monument is already very well respected and well-known in the community, but as we were setting down a path to bring their inventory and assortments up to speed, everyone also thought it was a good time to bring the Monument brand up to speed and to look at things like signage, messaging and all that to really modernize the company's in-store image," says Mark.

To do this, Orgill and the Monument Team would work together with Tyndale Advisers, a wholly-owned subsidiary of Orgill that specializes in retail brand development.

Tyndale has a team of advertising, marketing and branding specialists whose sole focus is helping retailers improve their brand image, advertising and marketing messaging and store presentation.

"We really can help retailers with all of those functions across the board," says Tony Foy, Tyndale's director. "Whether it is something as simple as helping them with a new logo to working with them to ensure their company's brand position is reflected across all of their touchpoints with customers in-store, online and in all their communications, Tyndale is here to help."



04

PARTNERSHIP

Partnership

Searching for
the Right Fit

With the stage set for the Monument team to make a change in suppliers, the brothers, along with store manager Alfredo Dominguez, began having more meaningful conversations with their new Orgill sales representative, Brian Terpilowski and Orgill's business development manager, Sam Schroeder.

Mark admits that even as the conversations began heating up, there was still some reluctance on the Monument team's parts to ultimately make the switch in suppliers.



“Brian kept coming in for a year or two asking what he could do to help us and telling us all the things that Orgill could offer, but you know, change is just hard for people, and we were just a little bit resistant to it,” Mark says.

The resistance began to soften for Calvin, Mark and Alfredo, the more they were exposed to Orgill’s programs and product assortments.

“We always felt like True Value was very geared toward the consumer, you know, like the homeowner market. As we started working more with Brian we saw that Orgill had products for the DIYers but they were also much more geared toward serving the contractors and builders and even the type of ag customers we get here. So, we had several meetings with them, and eventually they won us over,” Mark says.

Terpilowski shared access to the Orgill.com website, invited the Monument team to an Orgill Dealer Market and kept working to present them with ideas on how Orgill could help the operation improve.

“No one had really done that for us in a long time,” Mark says. “Orgill came to us with ideas about how we could grow and showed us the pathway to improving our business. That’s what really earned our business and we decided to make the switch.”

In 2023, Dominguez attended Orgill’s Spring Dealer Market in New Orleans as a way to see all that Orgill had to offer firsthand.

“It was really impressive,” Dominguez says. “I got a chance to walk the entire floor and I also met with a bunch of Orgill’s team and attended all of the educational sessions that I could. This is when I really started to understand all that Orgill can offer.”

With a clearer understanding of the depth and breadth of Orgill’s products, programs and services, Dominguez shared his impressions with the rest of the Monument Lumber team, and they were convinced that a partnership with Orgill was the right move for the operation.

“Alfredo played a key role in us building our relationship with Monument,” Terpilowski says. “He put us through our paces because he wanted to make sure the fit would be a good one. He came to our market and then had us do price comparisons where we took three months of invoices from his old supplier and compared them side by side with our pricing to make sure we would be able to deliver a better value. In the end, those two things really helped us build a case as to why we were a good fit for them.”



05

The Plan

A Pathway to Improvements

THE PLAN

With the decision made and Orgill now earning a position as Monument Lumber's primary supplier, Terpilowski and Schroeder took the next steps to lay out a plan for taking the operation to the next level.

After several visits to examine Monument Lumber's product mix and identify areas of opportunity and gaps in their current assortments, the challenges Monument Lumber was facing became clear to the Orgill team.

They knew that the Monument management team was looking for a complete solution that would address several shortcomings, including:

- Rounding out existing assortments to meet the needs of current customers
- Identifying areas or assortments not offered in Monument's current merchandise mix
- Better organizing the store's layout and assortment blend to meet customer needs
- Ensuring that Monument's customers had access to all the products they needed to complete their projects
- Developing a space plan that would fit on Monument's current salesfloor
- Replacing the existing inventory with new stock, getting all the new data uploaded into their POS system
- Updating and enhancing Monument's signage to help accentuate the new offerings and better guide customers in their shopping experience
- And, doing all this with minimum impact on the store's operations.

During their store visits, the Orgill team took a deep look at Monument's existing assortments down to the product level. They did a complete analysis of the space allocations within the different product categories and also used a Market Driven Retailing (MDR) study from Orgill to help determine opportunities in the market.

Orgill's MDR studies provide retailers with measurable data about a market to assist them in guiding business decisions.

The primary objective is to provide insights into how a store is positioned compared to others in a market and identify opportunities for growth.

An MDR study is often Orgill's first step in helping retailers who are looking at opening or expanding their operations or beginning growth-focused projects or realignments.

Additionally, the Orgill team's walkthroughs of the store took several factors into consideration, including:

- How does the overall flow of the selling area work?
- Are the departments organized in a way that helps customers navigate the store and takes advantage of the square footage?
- Do product adjacencies make sense?
- Is the store and its departments well-signed?
- Are the retailer's product assortments complete?
- Are there product categories or assortments that are completely missing from the store's merchandise mix?
- Are there holes in individual product assortments that could create additional sales opportunities if filled?

- Are there brands or lines that might make more sense for the market?
- Are there areas within assortments that are supported by Orgill programs that could create efficiencies for a dealer to order and maintain?
- Are there opportunities to increase sales margins by adding additional products?
- What opportunities does the customer have to take advantage of Orgill's Smart Start program?
- Are there any other programs or services that might make sense for the retailer to consider adding?

With this advanced work done, it was time for the Orgill team to put together a concrete improvement plan.

"We worked together with our retail services team and came up with an entire presentation we could give to the Monument folks," Terpilowski says. "We went and set things up in a conference room at a local hotel and did a whole display to show them a bunch of different things that we would be able to bring into the store. Sam and I wanted to show them the entire package of what we thought they could do, show them pictures of everything and really walk them through it."

The plan was built heavily around helping Monument Lumber both capture more business from existing customers and also attract customers who may not currently be utilizing the store. While the plan laid out by the Orgill team touched nearly every aspect of the store, they would focus on refreshing, expanding and filling in assortments in:

- Plumbing
- Electrical
- Power Tools and
- Power Tool Accessories

"While our plan included more than just these areas, when we took a look at the salesfloor and walked around, these are the areas that stood out as desperately needing updates and refreshes," says Terpilowski. "Honestly, there were some things that hadn't been touched in so long there were products being stocked that you know had been there for years. That tells us that the assortments just aren't right for the market."

Terpilowski and Schroeder also knew that Orgill's Smart Start program was the perfect solution for getting Monument Lumber's assortments better in tune with market needs and doing it with the least disruption to the operation and at the lowest cost to the business.

“Our Smart Start program is built to do exactly what we needed to do at Monument,” Schroeder says. “It allows us the flexibility to identify assortments within the various categories that need to be reset and then work with the business to determine exactly which ones they want to utilize, and then it just becomes plug and play from there.”

During every step of the process in creating the plan, though, Terpilowski made sure the Monument Lumber team knew the business owners and managers were in the driver’s seat making decisions.

“Ultimately, we make a presentation to them then we ask for their feedback on what they like, don’t like, etc. Then we go back and make adjustments where it’s needed,” he says. “We want to make sure they are the ones calling the shots and we are here to give them ideas, support their decisions and then help them execute.”

In the first draft of the Orgill proposal, they had identified about 60 different Smart Start assortments they could implement at Monument Lumber to immediately improve their product presentation. This meant touching roughly 300 linear feet of product and hundreds of SKUs.

Because Monument Lumber was also a fairly new Orgill customer (less than a year) they were also in the process of familiarizing their team with ordering from a new distributor and still converting some of the data within their Spruce POS system.

Thankfully, Orgill’s retail data team worked closely with the Spruce and Monument teams to prepare and clean the data for all the products that would potentially be part of the reset, a key component of making the process as frictionless as possible.

The Smart Start Process

Orgill’s Smart Start program includes hundreds of different assortments and thousands of different planograms across a variety of departments and categories. These ensure retailers offer a complete product presentation that is fully supported by Orgill’s warehouse programs.

Orgill’s Smart Start program, which began in 2008, plays a key role in making store and departmental conversions quick and easy.

Orgill’s Smart Start is developed together with the industry’s leading vendors to offer retailers converting to Orgill or looking to refresh their offering the ability to replace their existing inventory with newly updated and enhanced assortments that are warehouse-backed and optimized to drive profitability and meet the unique needs of the market.

When a retailer implements one of Orgill’s Smart Start programs, not only does it provide the retailer with a more complete product offering, but by replacing inventory they already have in an existing assortment with product from Orgill’s vendor partners, the retailer can offset the costs of implementing the Smart Start through vendor buybacks.

These vendor buybacks are typically dollar-for-dollar on the wholesale value of the products being replaced.

The buyback allowances are an important part of the reset process as they allow retailers to upgrade their assortments while mitigating their costs for acquiring new inventory.

The buybacks are issued in the form of credits once the inventory of legacy products is verified, the legacy product is lifted from the store and the new Smart Start assortments are implemented.

To ensure that a retailer receives all of their buyback allowances before they ever have to pay for any of the new products replacing lifted merchandise, Smart Start assortments offer 90-day dating.

Because the final buyback allowances are based on the wholesale value of the legacy items being lifted from a retailer’s assortment, once a retailer agrees on the Smart Start they want to implement, a physical audit of the existing product is performed.

This can be done by the retailer’s team, or Orgill’s conversion team can perform the inventory audit for the customer.

Whether the retailer does it or the audit is done by the Orgill team is often dependent on whether the retailer has the time to conduct the audits themselves, or whether the retailer would simply prefer to have control over that step in the process.

Along with the buyback credits, Orgill’s Smart Start vendors also provide a labor allowance for implementing the lift of legacy products and setting the new assortments. This labor allowance makes it even easier for the retailer to enhance their operation without having to dedicate their own labor dollars to the project.

The background is a blue-tinted photograph of a hardware store aisle. Signs for 'ANCHORS', 'NUTS & BOLTS', 'STAINLESS STEEL', 'GALVANIZED', and 'METRIC / STANDARD' are visible at the top. A large sign for 'MORRISON'S' is prominent on the left, with 'HARDWARE & BUILDING SUPPLY' below it. The aisle is filled with shelves of hardware products.

"What we've been most impressed with to this point is all of the different ways Orgill can help move our business forward. There is also good communication across the entire company."

Mark Shugart, Co-owner of Monument Lumber



06

IMPLEMENTATION

Implementation

All Hands on Deck

With all the planning laid out and decisions made about what areas of the store would be enhanced, Orgill's team set about the process.

"We did the presentation to the Monument team in April 2023," Schroeder says. "We worked closely with Mark, Alfredo and Calvin really going over every recommendation we had to make sure they were onboard and then we took all their feedback and made changes where necessary. After moving through that process, by July we were ready to start the implementation."

After all the back and forth and planning sessions, the initial plan called for Orgill to:

- Implement 68 new Smart Start assortments
- Reset nearly 300 linear feet of product
- Create in-store branding and signage that would freshen up the salesfloor and make it easier for customers to shop

In this reset plan, nearly every category in the store was addressed, including:

- Automotive
- Electrical
- Fasteners
- Hand tools
- Hardware
- Lawn/garden
- Paint
- Plumbing
- Power tools
- Power tool accessories

Within these areas, Smart Starts implemented included planograms and assortments from well-known brands including:

- Amerock
- Amflow
- Arrow Fastener
- Baron
- Boss
- CH Hanson
- Cooper
- Corona
- DAP
- DeWalt
- Eklind
- Feit Electric
- First Alert
- FluidMaster
- Hubbell
- Hyde
- HyKo
- Irwin
- Johnson Level
- Kinco
- Linzer
- M-D
- Makita
- Marshalltown
- Milwaukee Electric
- Plumb Pack
- Purdy
- Ready Seal
- Rustoleum
- ShopVac
- SwanAmero
- As well as a number Exclusively Orgill private-label products

With any store reset process like the one for Monument Lumber, Orgill supplies labor to make the transition of products and the setting of the new planograms as seamless as possible. The Orgill team's goal is to get the reset done efficiently, typically taking about one week. It is also imperative that the resets don't impede normal customer traffic.

"You have to get the job done, and we want to get it done within a week but you also have to make sure that customers have access to all the products they are



looking for so it is definitely a balancing act," Terpilowski says. "For Monument we had the team come in to do the resets and they did a great job. At the same time we had Tyndale working on the signage."

From the Monument Lumber team's perspective, the entire process went smoothly but ongoing communications with the Orgill team were key to the success of the project.

According to Mark, the project managers were very respectful of the employees and the customer traffic and went out of their way to make the process as painless as possible.

"The crew came in and they got everything taken down, and it went smoothly," Mark says. "The man running the project, Rob Payne, (Orgill's Retail Development Manager, who helped manage and implement the project) was always available and you could talk to him and ask him questions or make adjustments on the fly. We could tell him, 'no, we want to keep this to the side' or just discuss any issues that would come up. And the crew was very aware of the fact that we were still servicing customers throughout the process."



Paint before



Paint after



Caulk before



Caulk after



Salesfloor before



Salesfloor after



Plumbing before



Plumbing after

“Our Smart Start program is built to do exactly what we needed to do at Monument. It allows us the flexibility to identify assortments within the various categories that need to be reset and then work with the business to determine exactly which ones they want to utilize and then it just becomes plug and play from there.”

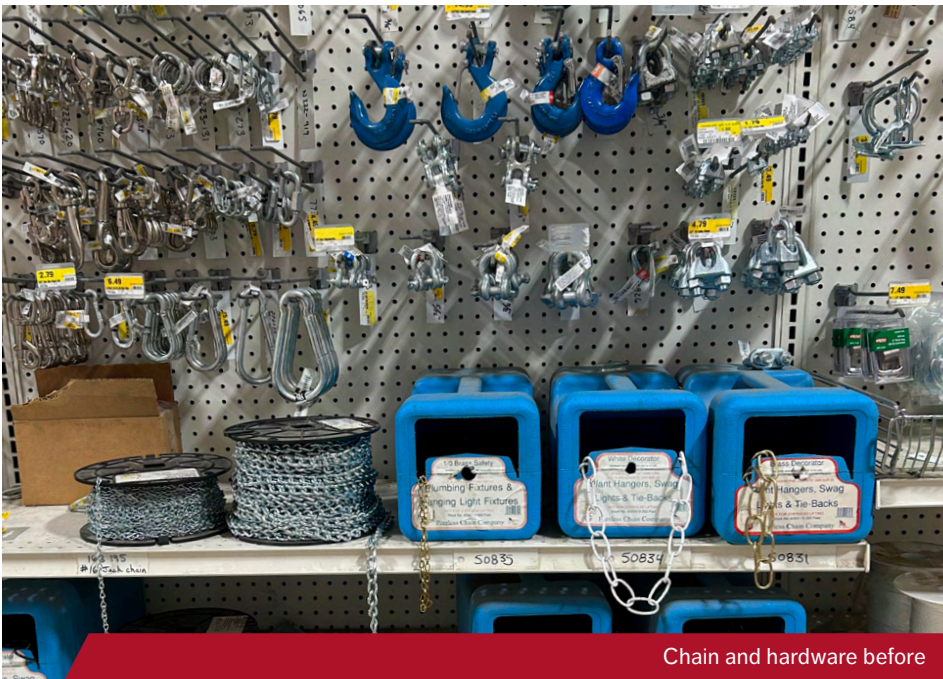
Sam Schroeder, Orgill's Business Development Manager



Electrical before



Electrical after



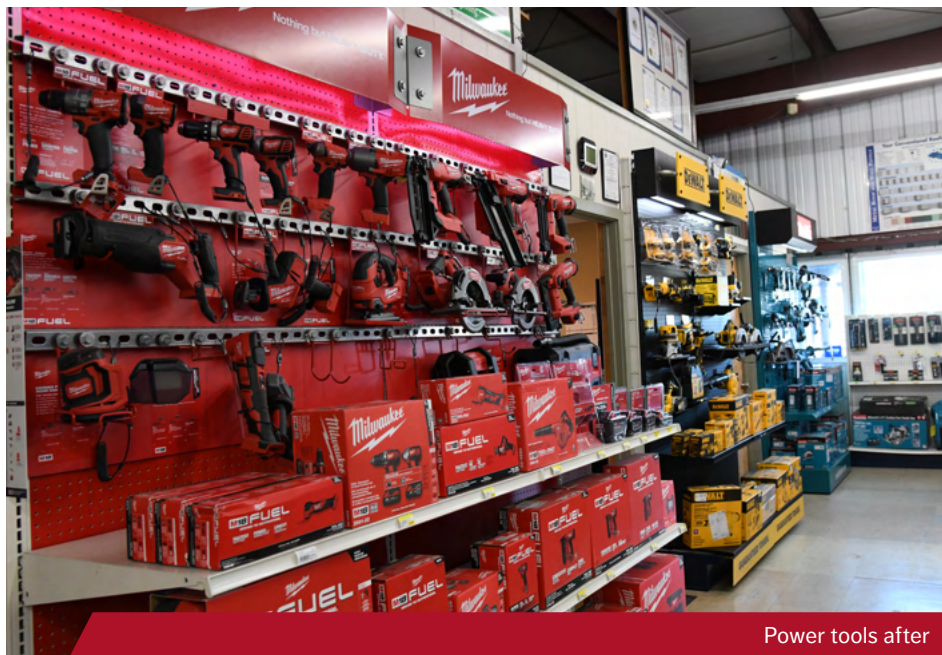
Chain and hardware before



Chain and hardware after



Power tools before



Power tools after

A Sign of Success

Committed to doing a reset for so many areas of the store, the team at Monument Lumber also wanted to use this evolution in their product assortments to refresh its in-store signage.

It was also the company's 70th anniversary and they wanted to update their image to one that reflected the company's rich history of service to the community while also signaling to customers that they offered a modern, forward-looking approach to the business.

"The company already had a really strong, well-recognized logo so we didn't need to do anything with that but we wanted to help them bring the appearance of their signage and salesfloor into a more modern presentation," Tyndale's Foy says.

Through this process, the Orgill and Tyndale teams worked closely with Monument's managers to present them with options but also ensure they developed signage that would represent the direction the team wanted to take the business.

"We met several times and worked with Alfredo (Dominguez, Monument's store manager) and we went back and forth presenting him ideas and working on the color palette," Foy says. "After all of our discussions, we just opted for simplicity and took the colors from their existing logo and used those two together to develop signage that really pops."

The end result is signage that plays off the existing brand but clearly illustrates that the store is modern and fresh. The new signage packages included wayfinding signage, brand signage and more.

"The signage is really a big change," according to Dominguez. "It looks great and, even more importantly, it helps our customers understand what we offer and helps them find their way around the store and to the product."

When the work was done, Orgill completed the reset within the planned time frame with minimum disruption to customer traffic. Also, after the process began, the team identified additional areas to update assortments that weren't part of the initial plan.

By the end of the process, the salesfloor and assortments in nearly every category at Monument Lumber had been addressed. In all, nearly 80 Smart Starts (10 more than were originally planned) were implemented and nearly 325 linear feet of merchandising displays (about 30 more feet than originally planned) were updated, reset and enhanced.

Along with the fresh merchandising, Monument Lumber was also able to debut a completely new signage package in the store that played on the company's history and better reflected the operation's current brand.

"When we started they had a lot of really old signage from their former supplier," Terpilowski says. "Since the company was making so many changes and was actually celebrating their 70th anniversary, it was a great time to update the look and feel of the brand within the store."

With the initial resets complete, both the Orgill and Monument Lumber teams were able to reflect on the process and identify all of the elements that made it successful.

"There were definitely some pivots and hiccups along the way," Terpilowski says. "You are going to see that with any project. I think the fact that the Monument team, Alfredo, Mark and Calvin and all their employees did such a great job of communicating with us before, during and after the project is what really made it go as smoothly as it did."

According to Mark, the level of communication also played a pivotal role in making him and his team comfortable throughout the process.

"Everyone from Brian and Sam to David White (Orgill district manager) and Rob did a very good job of communicating with us on every step. If there was a question or a call that needed to be made along the way, they would always reach out and ask us what direction we wanted to go," he says.

From the Orgill team point of view, resetting Monument Lumber was a textbook approach to how they work with retailers in this capacity.

"Our job isn't over once the product is swapped out and new signs go up. We work with the retailer closely to ensure they get all the credits processed from the Smart Starts but this whole project is really just the beginning of our job," Terpilowski says. "Now, we work with them even closer to understand how the new look and the new assortments impact their business and advise them about other ways Orgill can help make them more successful. It's a relationship that doesn't end with the project."



Carded plumbing before



Carded plumbing after

"Orgill came to us with ideas about how we could grow and showing us the pathway to improving our business. That's what really earned our business, and we decided to make the switch."

Mark Shugart, Co-owner of Monument Lumber



07

NEXT STEPS

Next Steps

Building on a New Relationship

For Monument Lumber, the response to their resets was clear to see.

“The feedback we are getting from our customers is very positive,” Mark says. “They’re liking the new look and the new displays, and they’re telling us that it seems like we have a lot more product than we did before. And we can tell by the sales that things are really turning out well.”

According to the Monument team, not only did the reset present the store in a new light to its customers but the addition and expansions made to nearly every category on the salesfloor are having a dramatic impact on shopping habits.

“The customers who would typically buy lumber or building materials from us are now shopping a lot more inside the store,” Mark says. “There are a lot of items we are selling that we just weren’t selling before. Before the reset, in almost every category, we had just a basic assortment. Now, with the expanded resets, it’s really helping out. People will come in for something and instead of sending them somewhere else, we have it.”

Hand and power tools were two categories that immediately showed results from the reset.

“We have so many different choices now and I think one area that really stands out since the reset is our tools,” says Dominguez. “We’ve been selling a lot of tools and that wasn’t the case before. It’s great.”

With the initial store resets, category expansions and signage updates complete, the Orgill and Monument teams are continuing to work together to explore what might lie ahead for the retailer and how Orgill can help them to continue improving operations.

“We are really focused on ways we can help them in areas like eCommerce, advertising and marketing and we are also discussing how our FanBuilder customer loyalty program could be a good fit for their operation,” says Terpilowski.

According to Terpilowski, even though the relationship between Orgill and Monument Lumber is still relatively new, the success of this major reset project has helped to build trust and strengthen communications between the two organizations.

“Whenever you are working with a company and converting them from a decades-long relationship with another supplier, building trust and showing them that you can deliver on the commitments you make to them is always going to be a key to building a long-term relationship,” Terpilowski says. “The fact that we came in and they gave us an opportunity to earn their business was huge. Then, they saw how we work with our customers to make sure that anything we do is in line with where they want to take their business. We are here to support them and that goes a long way. In the end, however, I think when we show a customer like Monument that we live up to our commitments and we deliver on our promises, that’s where relationships get made.”

For the team at Monument Lumber, the execution of the resets in the store was the first step toward modernizing and positioning their business for the next 70 years and they are happy to have Orgill as a partner to support them on this journey.

“Making a switch after so many years with a different supplier is a difficult choice, and you don’t just immediately trust a new company,” Mark says. “What we’ve been most impressed with to this point is all of the different ways Orgill can help move our business forward. There is also good communication across the entire company. If you need something or have a question, they are there for you.”





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About Us

About Orgill

Orgill was founded in 1847 and today is the fastest-growing independent hardware distributor in the world. The company serves retailers throughout the United States and Canada, and in more than 50 other countries.

Worldwide Distribution & Retail Services - Orgill serves more than 11,000 retail hardware stores, home centers, pro lumber dealers and farm stores throughout the United States and Canada, and over 50 countries around the world.

Product Selection - Orgill retailers have immediate access to more than 75,000 SKUs in each of the eight distribution centers. Drop Ship programs are available from the industry's leading manufacturers.

Sales & Customer Service Teams - More than 350 Orgill field representatives are strategically located throughout North America. These highly trained men and women work side by side with customers to help identify and address opportunities in the dealer's local market. Our field staff is supported by a highly skilled team of customer service specialists located in each distribution center, as well as our Collierville home office, who are always a phone call away.

Your Independence - There are no membership fees required to be an Orgill customer. Our focus is on enhancing the strength and effectiveness of the dealers' local brand.



ORGILL

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