



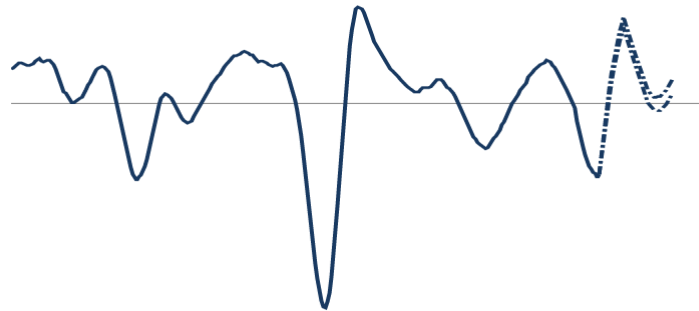
ITR ECONOMICS

First In Forecasts Worldwide

EVP 360™

===== May 2021 =====

Sample Company



603.796.2500 | reports@itreconomics.com
www.itrondemand.com

Sample Company Recent Results and Forecast

Year	Annual Sales (12MMT)	Growth Rate (12/12)	Business Cycle Phase
Data through March 2021	\$568.0 thousand	-8.0%	A
Year-End 2021	\$611.2 thousand	6.7%	B
Year-End 2022	\$627.7 thousand	2.7%	C
Year-End 2023	\$632.1 thousand	0.7%	B

Expected Impact of Economic Trends

- Expect Sales cyclical rise to persist into early 2022, as supported by US Total Retail Sales and US Industrial Production.
- Sales business cycle decline will take hold by mid-2022. Expected decline during the majority of 2022 and into mid-2023 will be largely driven by macroeconomic trends and slowing growth in US Nondefense Capital Goods New Orders.

Forecast

- Annual Sales in March 2021 came in 1.0% above our forecast range. Unprecedented Sales rise in March along with revisions to key vertical market outlooks necessitated an upward revision to our Sales forecast. We raised our Sales expectations for 2021, 2022, and 2023 by 4.7%, 4.6%, and 5.1%, respectively.

Management Objectives™

- Consider making strategic investments to capitalize on upcoming Sales growth. We expect annual Sales to surpass the peaks of the last decade by late next year.
- If possible, utilize any improved cash flow stemming from upcoming Sales Phase B to improve corporate governance and create new competitive advantages to support long-term growth.

Indicator	Jun-21	Sep-21	Dec-21	Mar-22	Year-End 2022	Year-End 2023	Timing
Sample Company Sales	A	B	B	B	C	B	N/A
Sample Company Market Index	A	A	B	B	C	C	0
US Industrial Production Index	A	B	B	B	C	B	1
ITR Leading Indicator™	A	B	B	N/A	N/A	N/A	9
US Nondefense Capital Goods New Orders (excluding aircraft)	B	B	C	C	C	B	1
US Total Retail Sales	B	B	B	C	C	B	2
US Crude Oil Spot Prices	A	B	B	C	N/A	N/A	1
US Hardware Production Index	A	B	B	B	C	B	2
US Real Gross Domestic Product	A	B	C	C	C	B	6

Note:

The table above shows what each of the included indicators is signaling for your business based on the relevant timing relationship (lead/lag). Each of these indicators gives evidence regarding the likely trajectory of your business. For example, if US Industrial Production normally leads your business by 12 months and is expected to be in Phase D as of Year-End/FY-End 2020, then the table would show "D" in the Year-End/FY-End 2021 column.

Macroeconomic Trends Overview

- Recovery is spreading through the US economy, and ascent will continue through 2021 and 2022.
- Inflation will be more robust in 2021 than in 2020. Use data to justify any price increases to your customers.
- International shipping costs are surging due to multiple factors, including shortages, pandemic-related disruptions, and government regulations.

Key Trends in Other Indicators

- Since the previous report, we upgraded our expectations for US Nondefense Capital Goods New Orders. Increasing business-to-business spending activity supports our Sales outlook in the near term.
- The ITR Leading Indicator™ monthly is nearing a post-Great-Recession high point, signaling that macroeconomic recovery and rise will be robust.

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
<i>Lower Forecast Range</i>	-9.5	-2.5	2.4	6.2	8.6	6.2	4.2	2.1	0.1	-0.7	-0.8	-0.1	1.1
<i>Annual Growth Rate (%)</i>	-9.0	-2.0	2.9	6.7	9.2	6.8	4.8	2.7	0.8	0.0	0.0	0.7	1.9
<i>Upper Forecast Range</i>	-8.5	-1.5	3.4	7.2	9.8	7.4	5.4	3.3	1.5	0.7	0.8	1.5	2.7
Actual	-8.0												
<i>Lower Forecast Range</i>	556.5	582.3	596.3	608.3	616.8	621.6	624.4	624.0	620.9	620.7	623.0	627.0	632.1
<i>Annual Sales (Thousands of \$)</i>	559.6	585.3	599.2	611.2	620.3	625.1	628.0	627.7	625.2	625.1	628.0	632.1	637.1
<i>Upper Forecast Range</i>	562.6	588.3	602.1	614.0	623.7	628.6	631.6	631.3	629.6	629.5	633.0	637.1	642.1
Actual	568.0												
<i>Quarterly Sales (Thousands of \$)</i>	141.9	152.8	154.2	157.1	156.1	157.6	157.1	156.8	153.6	157.5	160.1	160.8	158.7
Actual	147.0												

Forecast Revised

Outlook

- The company Sales 12MMT will likely rise into 2H22.
- Sample Company should be prepared for the highest level of activity in over a decade during the latter half of 2022.
- Expect the Sales 12MMT to then decline mildly into mid-2023.

Results

- Results through March 2021 came in 0.6% above our forecast range.
- The unprecedented rise in Sales in March along with revisions to forecasts for key vertical markets necessitated an upward revision to the Sales forecast.

Supporting Evidence

- Expected business cycle rise in Sales during 2021 is in alignment with several key indicators, including the ITR Leading Indicator™.
- The long-term trajectory of the Sales forecast is informed by our forecast for US Total Retail Sales and our expectations for the US industrial economy at large.

Risks

- Supply chain disruptions could result in capacity constraints; this is a downside risk to the forecast in 2021.

Sample Company Market Index



	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
Lower Forecast Range	-30.4	3.4	16.6	15.6	19.6	6.0	6.6	9.2	6.4	1.6	1.0	4.3	6.5
Annual Growth Rate (%)	-28.9	4.9	18.1	17.2	21.2	7.6	8.2	10.9	8.1	3.3	2.7	6.1	8.3
Upper Forecast Range	-27.4	6.4	19.6	18.8	22.8	9.2	9.8	12.6	9.8	5.0	4.4	7.9	10.1
Actual	-30.1												
Lower Forecast Range	72.7	84.7	86.0	84.5	87.3	91.1	92.8	93.6	94.1	94.0	95.2	99.1	101.8
Annual Market Index (2012 = 100)	74.3	86.0	87.1	85.7	88.4	92.5	94.2	95.0	95.6	95.5	96.8	100.8	103.5
Upper Forecast Range	75.8	87.2	88.2	86.9	89.6	93.9	95.6	96.5	97.1	97.1	98.4	102.5	105.3
Actual	73.0												
Quarterly Market Index (2012 = 100)	92.2	90.1	82.1	84.7	96.9	106.3	89.1	87.9	99.2	106.0	94.1	104.1	110.0
Actual	85.9												

Forecast Revised

Outlook

- The Market Index 12MMA will generally rise for the next 12 quarters.
- In late 2021 and early 2022, the Market Index will rise at the strongest pace since the first half of 2018; prepare accordingly.

Results

- The underlying data for the Market Index was mildly revised since the previous report. This is not uncommon and necessitated a proportional revision to our Market Index forecast.
- Our year-end 12MMA expectations for 2021, 2022, and 2023 were changed by less than 1% each.
- The timing of the business cycle turning points is virtually unchanged.

Supporting Evidence

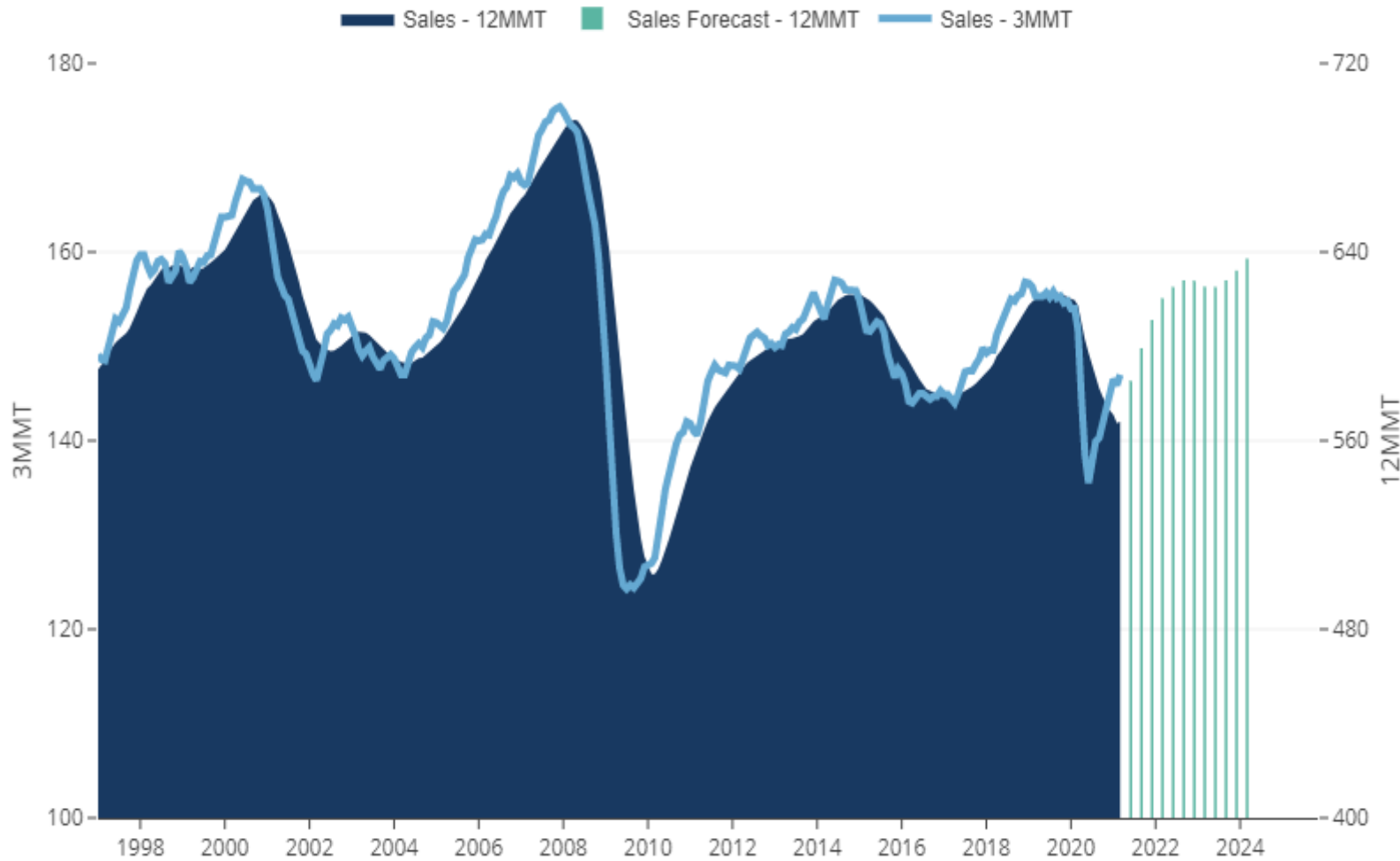
- Near-term positivity in several of Sample Company's markets, such as US Travel Trailer and Camper Production, will drive Market Index cyclical rise this year.
- Our long-term outlook for the Market Index is aligned with our expectations for US Industrial Production.

Risks

- A long-term semiconductor shortage could negatively impact US Heavy-Duty Truck Production, the main component of the Market Index, and would necessitate a revision to our outlook.

Sample Company - Sales

Data Trends, Thousands of \$



Quarterly Sales (3MMT)

\$147.0 thousand

Annual Sales (12MMT)

\$568.0 thousand

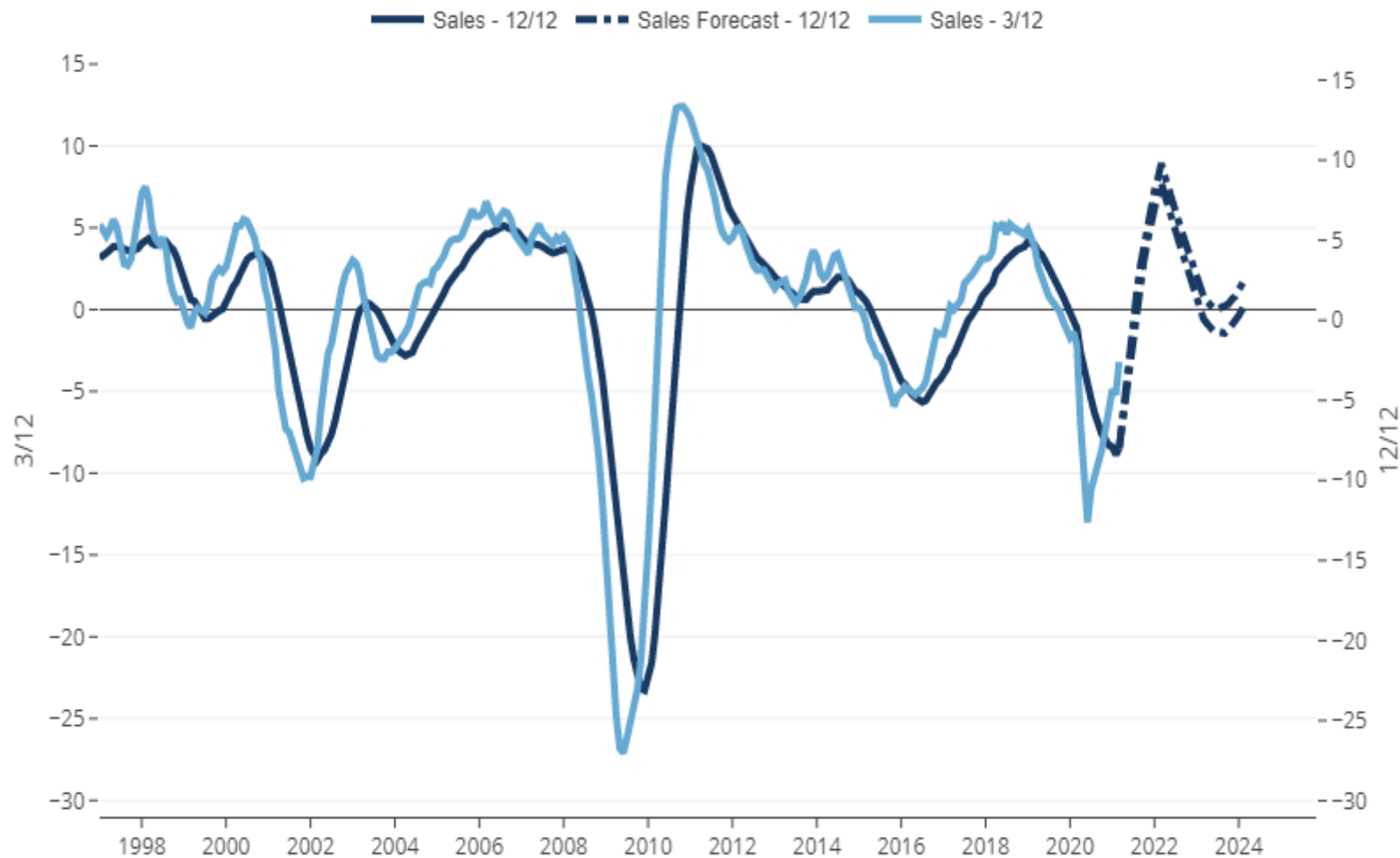
OUTLOOK

Annual Sales will rise into the second half of 2022. Expect annual Sales to then decline mildly into mid-2023. Annual Sales rise will resume in the latter half of 2023.

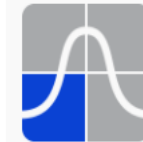
	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
Lower Forecast Range	582.3	596.3	608.3	616.8	621.6	624.4	624.0	620.9	620.7	623.0	627.0	632.1
Annual Sales (Thousands of \$)	585.3	599.2	611.2	620.3	625.1	628.0	627.7	625.2	625.1	628.0	632.1	637.1
Upper Forecast Range	588.3	602.1	614.0	623.7	628.6	631.6	631.3	629.6	629.5	633.0	637.1	642.1

Sample Company - Sales

Rates-of-Change



Current Phase



**Phase A
Recovery**

Quarterly Growth (3/12)

-3.2%

Annual Growth (12/12)

-8.0%

NEXT 12/12 HIGH

1Q22

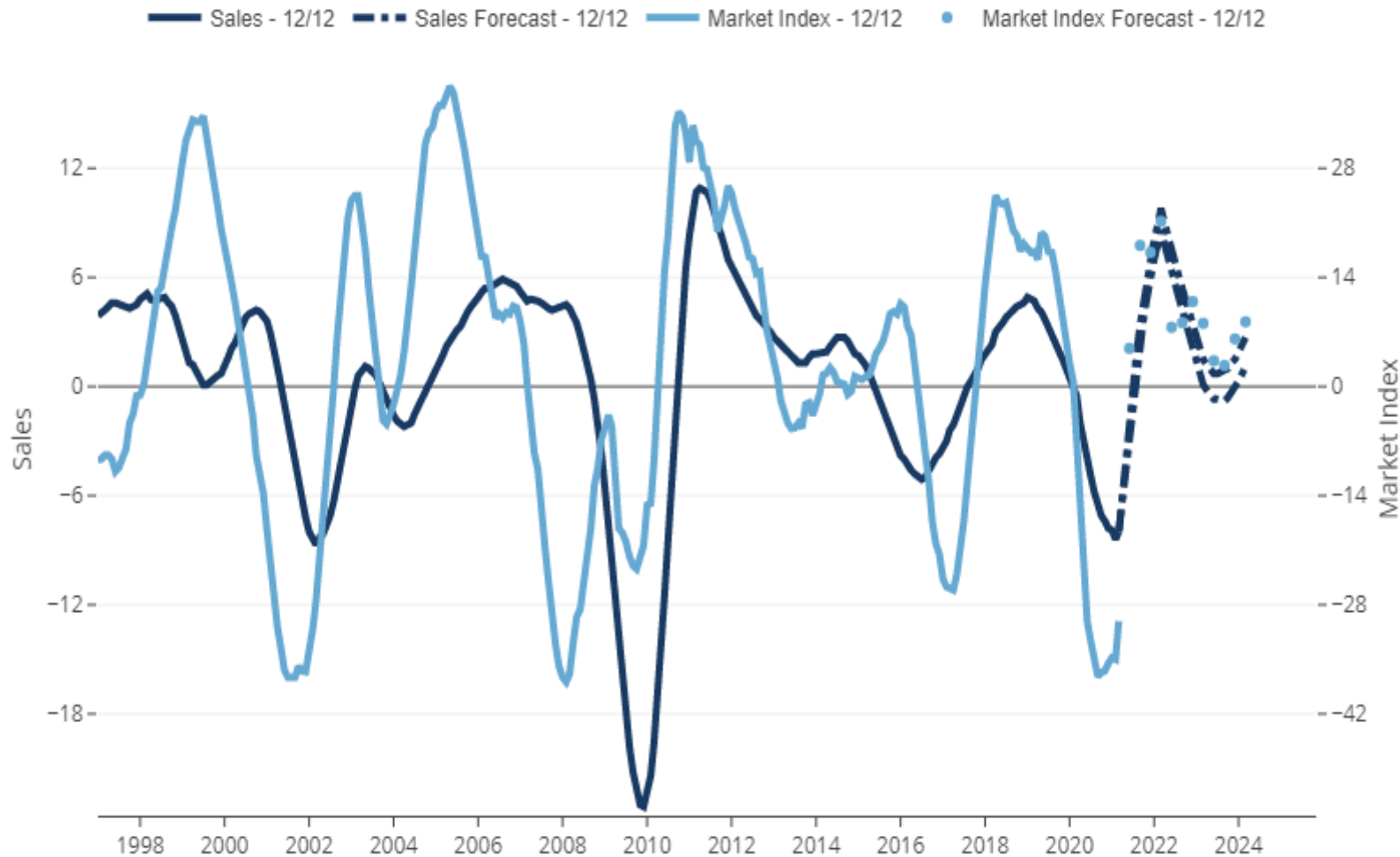
NEXT 12/12 LOW

3Q23

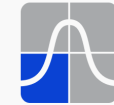
	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
Lower Forecast Range	-2.5	2.4	6.2	8.6	6.2	4.2	2.1	0.1	-0.7	-0.8	-0.1	1.1
Annual Growth Rate (%)	-2.0	2.9	6.7	9.2	6.8	4.8	2.7	0.8	0.0	0.0	0.7	1.9
Upper Forecast Range	-1.5	3.4	7.2	9.8	7.4	5.4	3.3	1.5	0.7	0.8	1.5	2.7

Sample Company Sales to Sample Company Market Index

Company to Market Index



Market Index Current Phase



**Phase A
Recovery**

Sample Company Market
Index Annual Growth (12/12)

-30.1%

Sample Company Sales
Annual Growth (12/12)

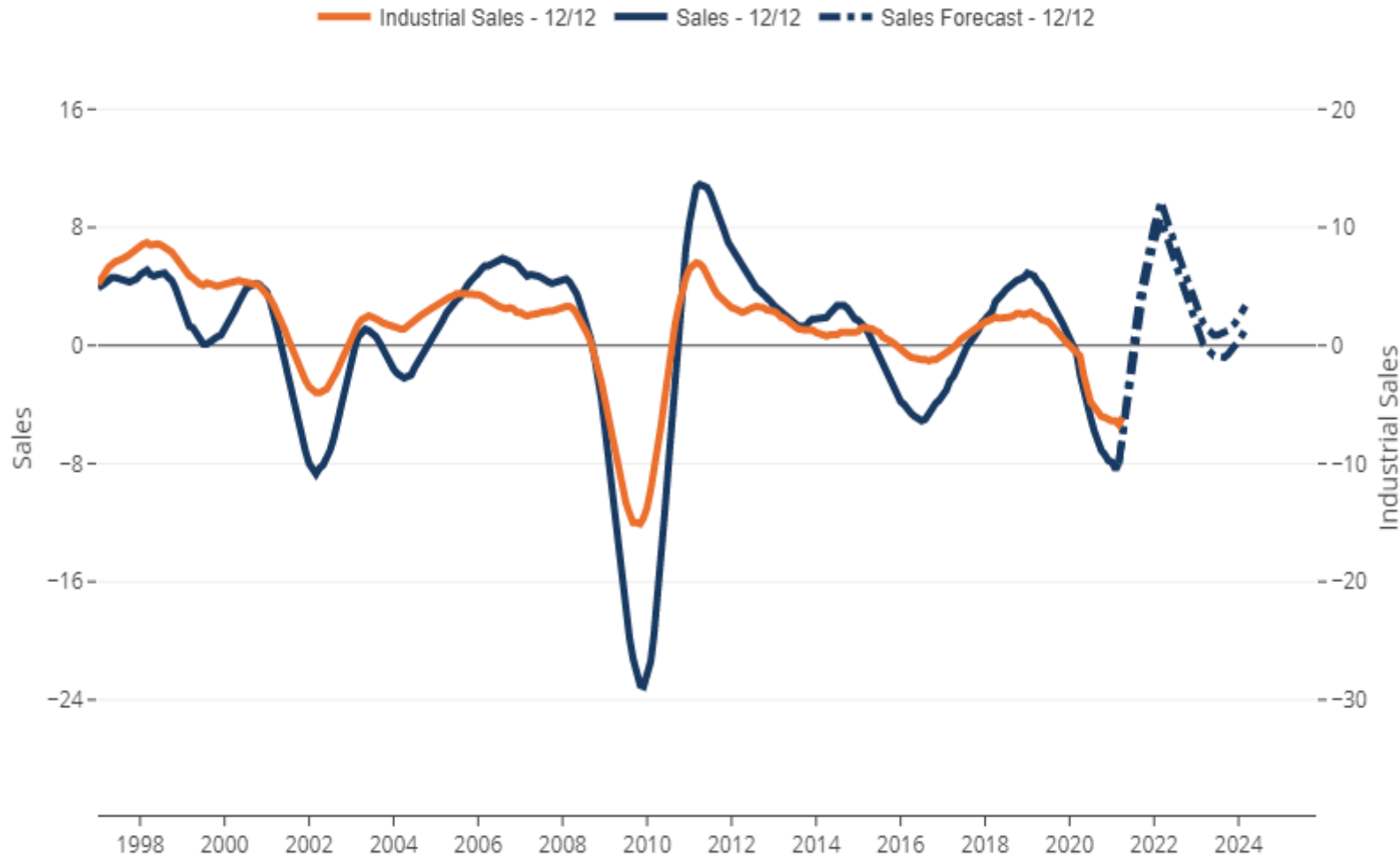
-8.0%

Note: Market Index 12/12 rise will persist into mid-2022. The Market Index 12/12 will then decline into late 2023 before rising into at least early 2024.

Sample Company Market Index Forecast

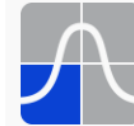
	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
Lower Forecast Range	3.4	16.6	15.6	19.6	6.0	6.6	9.2	6.4	1.6	1.0	4.3	6.5
Annual Growth Rate (%)	4.9	18.1	17.2	21.2	7.6	8.2	10.9	8.1	3.3	2.7	6.1	8.3
Upper Forecast Range	6.4	19.6	18.8	22.8	9.2	9.8	12.6	9.8	5.0	4.4	7.9	10.1

Sample Company to Sample Company Industrial Division 12/12 Rates-of-Change



Sample Company Industrial Division

Current Phase



Phase A
Recovery

Sample Company Annual Growth (12/12)

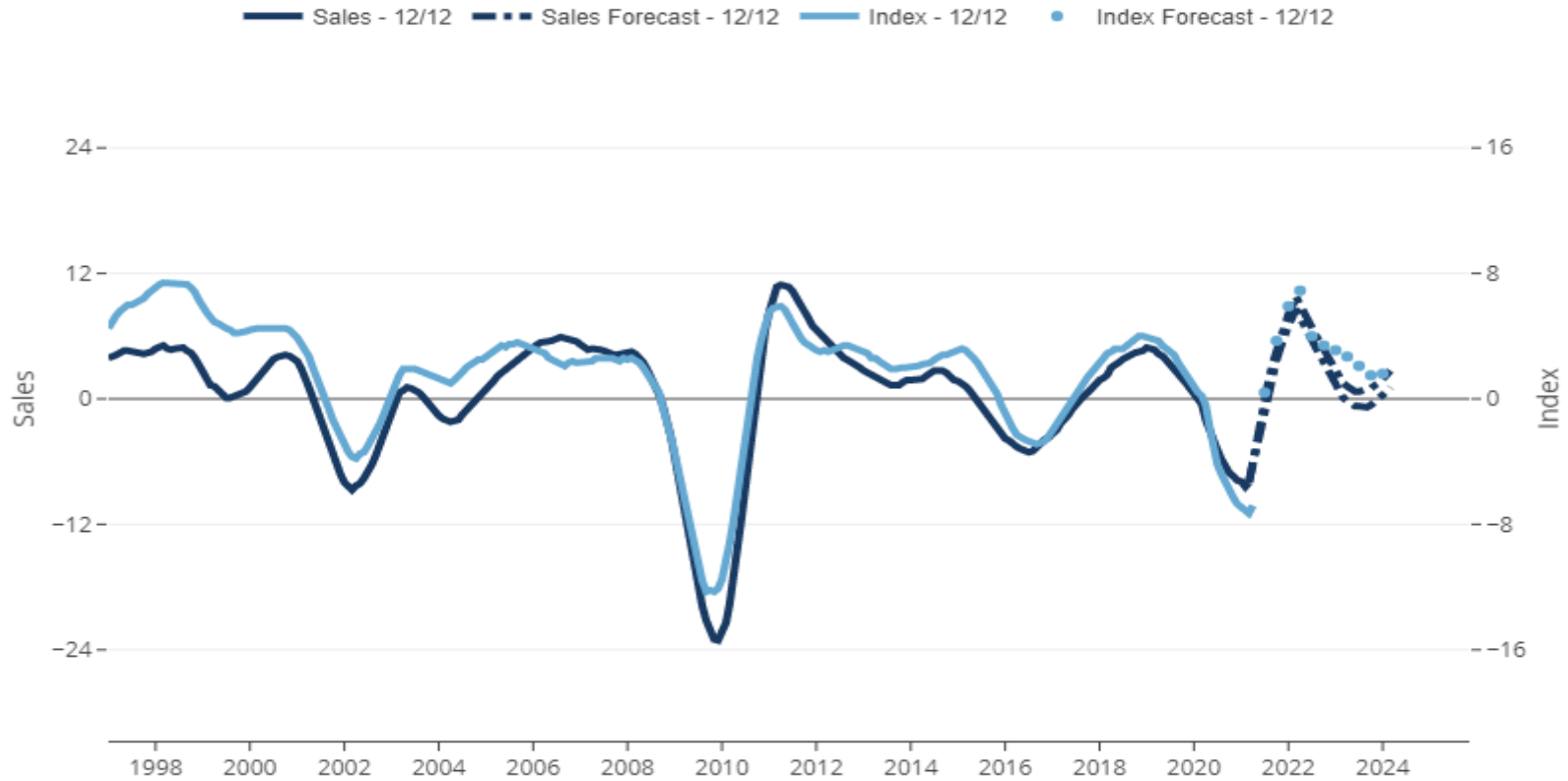
-8.0%

Sample Company Industrial Division Annual Growth (12/12)

-6.1%

Index Entered Phase A; Bodes Well for Expected Sales Cyclical Rise Into 1H22

Sample Company to US Industrial Production Index



Note: The indicator is shifted along the horizontal axis to reflect its cyclical relationship to Sales.
Complete Indicator Analysis: [ITR onDemand](#)

Current Phase



Phase A
Recovery

1-Month Lead Time to Sales 12/12

Turning Point Analysis

- The projected 1Q22 high in the Index 12/12 suggests a 2Q22 high in the Sales 12/12.
- The projected 3Q23 low in the Index 12/12 suggests a 4Q23 low in the Sales 12/12.

Jun-21	Sep-21	Dec-21	Mar-22	Year-End 2022	Year-End 2023
A	B	B	B	C	B

Current Indicator Amplitude

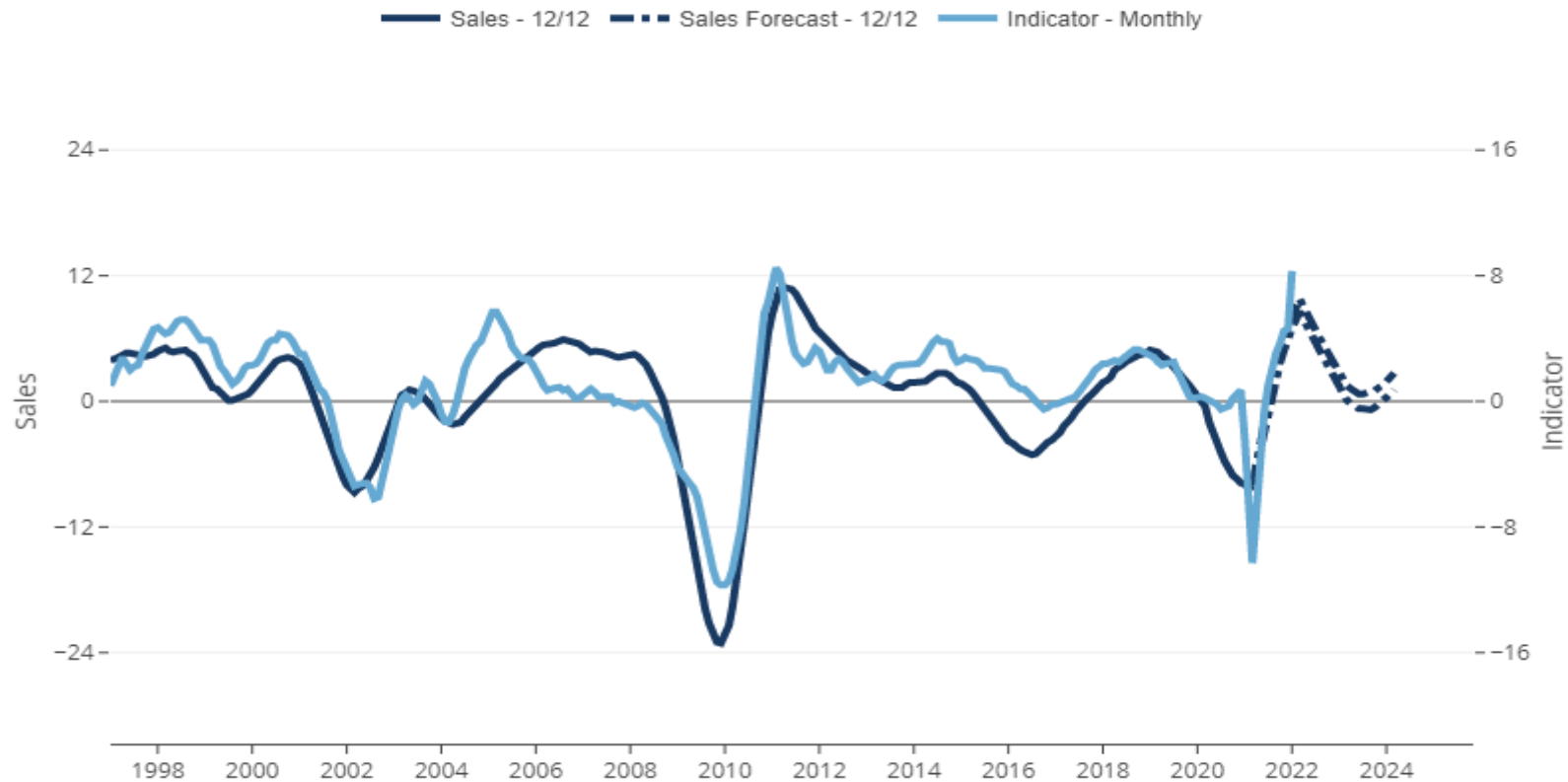
March 2021 Index 12/12: -6.8%

Indicator Relevance

US Industrial Production is a benchmark indicator for the US economy.

Indicator Supports Tentative March 2021 Cyclical Low for US Macroeconomy

Sample Company to ITR Leading Indicator™



Note: The indicator is shifted along the horizontal axis to reflect its cyclical relationship to Sales.
Complete Indicator Analysis: [ITR onDemand](#)

Current Phase



Phase B
Accelerating Growth

9-Month Lead Time to Sales 12/12

Turning Point Analysis

- The 2Q20 low in the Indicator monthly suggests a 1Q21 low in the Sales 12/12.
- Rise in the Indicator monthly into at least 2Q21 suggests subsequent rise in the Sales 12/12 into at least 1Q22.

Jun-21	Sep-21	Dec-21	Mar-22	Year-End 2022	Year-End 2023
A	B	B	N/A	N/A	N/A

Current Indicator Amplitude

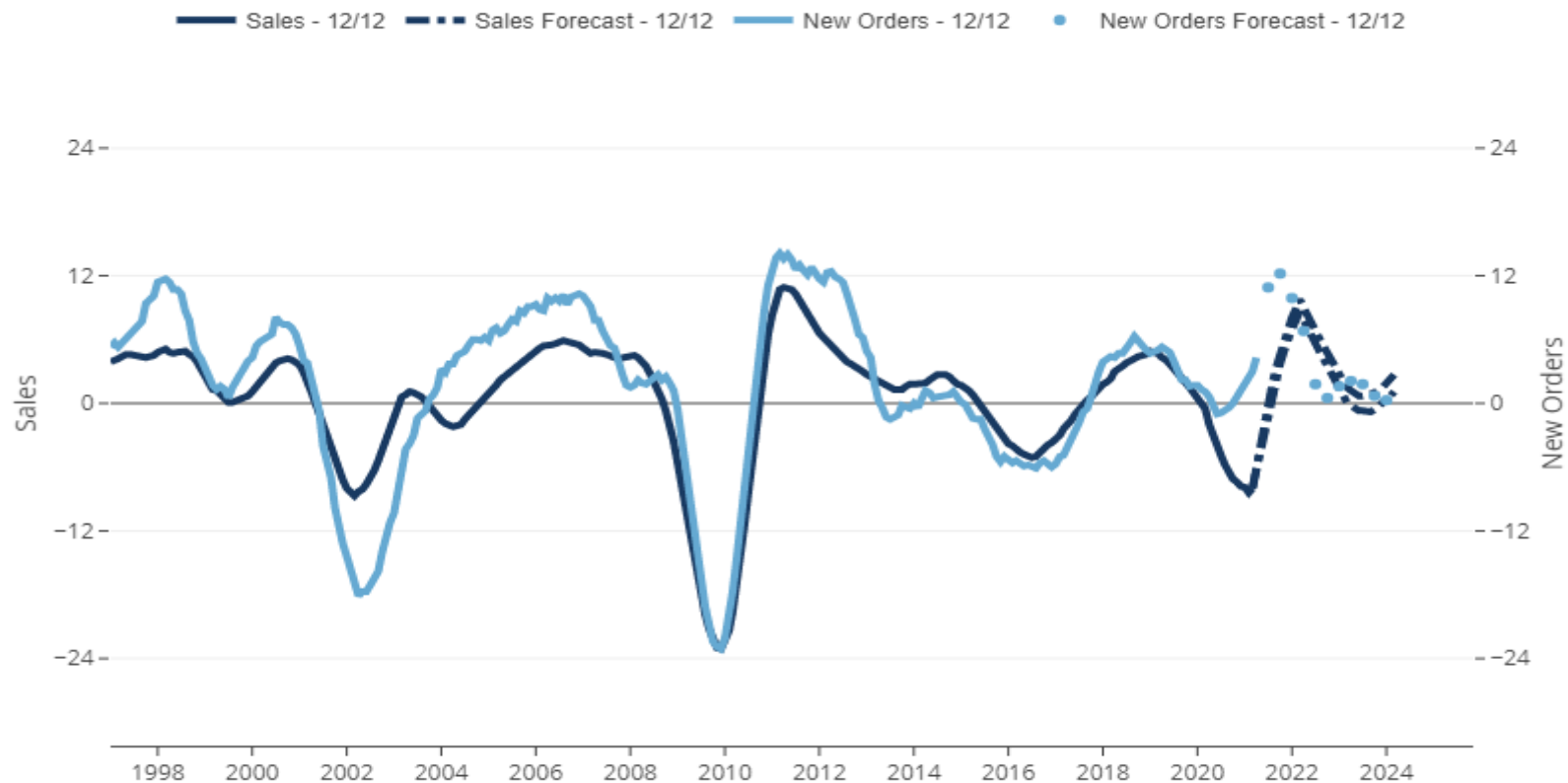
April 2021 Indicator Monthly: 8.3

Indicator Relevance

The ITR Leading Indicator is a directional leading indicator for US Industrial Production and Sales.

New Orders 12MMT Is at Record High and Will Grow in Excess of 7% This Year

Sample Company to US Nondefense Capital Goods New Orders (excluding aircraft)



Note: The indicator is shifted along the horizontal axis to reflect its cyclical relationship to Sales.
Complete Indicator Analysis: [ITR onDemand](#)

Current Phase



Phase B
Accelerating Growth

1-Month Lead Time to Sales 12/12

Turning Point Analysis

- The projected 3Q21 high in the New Orders 12/12 suggests a 3Q21 high in the Sales 12/12.
- The projected 4Q23 low in the New Orders 12/12 suggests a 4Q23 low in the Sales 12/12.

Jun-21	Sep-21	Dec-21	Mar-22	Year-End 2022	Year-End 2023
B	B	C	C	C	B

Current Indicator Amplitude

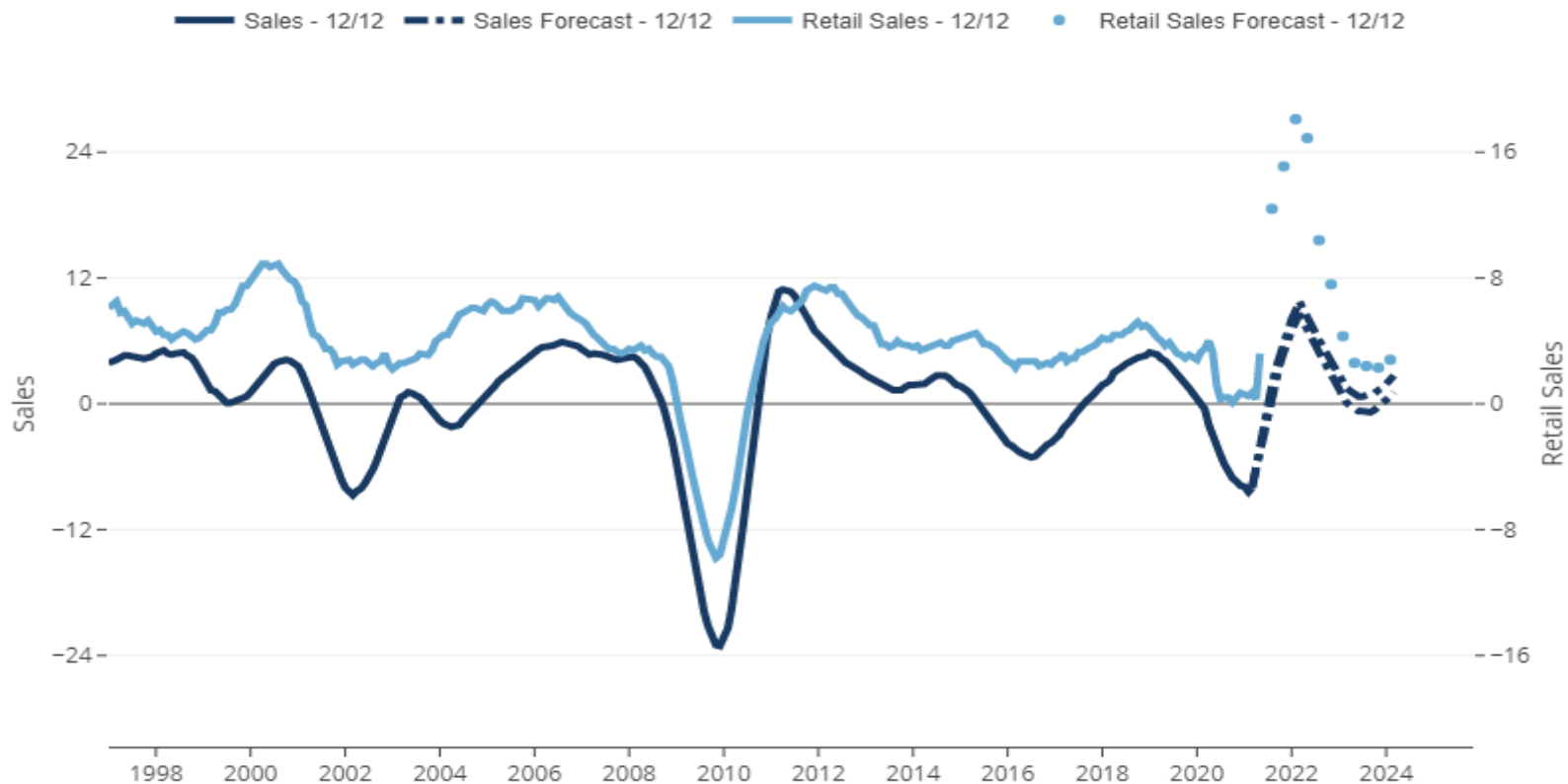
March 2021 New Orders 12/12: 4.3%

Indicator Relevance

New Orders are a benchmark for business-to-business activity in the US.

Our Expectation for Ongoing Accelerating Growth in Retail Sales Suggests Sales 12/12 Rise Into 1H22

Sample Company to US Total Retail Sales



Note: The indicator is shifted along the horizontal axis to reflect its cyclical relationship to Sales.

Complete Indicator Analysis: [ITR onDemand](#)

Current Phase



Phase B
Accelerating Growth

2-Month Lead Time to Sales 12/12

Turning Point Analysis

- The projected 4Q21 high in the Retail Sales 12/12 suggests a 1Q22 high in the Sales 12/12.
- The projected 3Q23 low in the Retail Sales 12/12 suggests a 4Q23 low in the Sales 12/12.

Jun-21	Sep-21	Dec-21	Mar-22	Year-End 2022	Year-End 2023
B	B	B	C	C	B

Current Indicator Amplitude

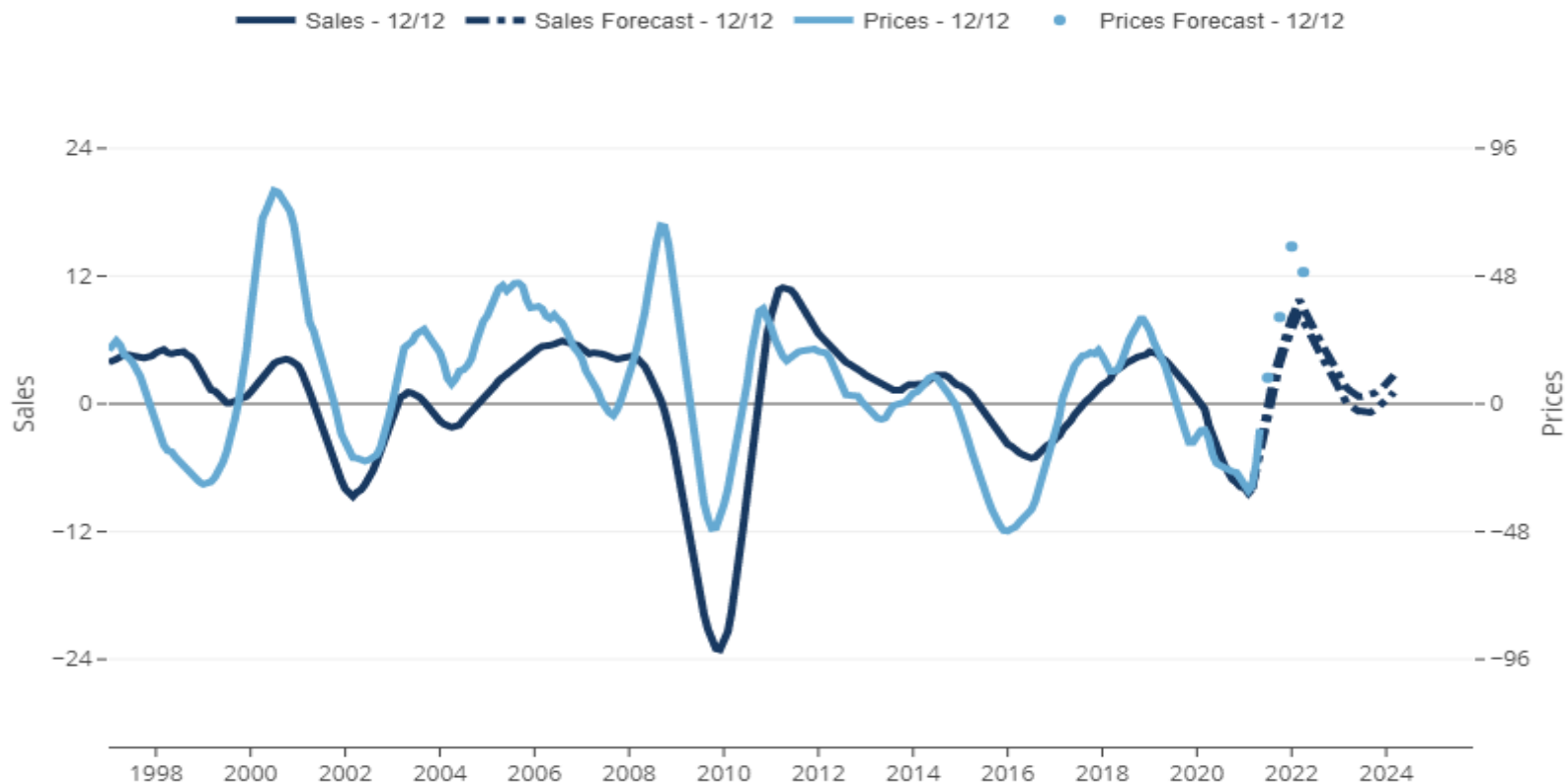
March 2021 Retail Sales 12/12: 3.2%

Indicator Relevance

US Total Retail Sales measure the strength of the US consumer.

GDP Recovery Is Supporting Energy Demand; Expect Prices 12/12 to Rise This Year

Sample Company to US Crude Oil Spot Prices



Note: The indicator is shifted along the horizontal axis to reflect its cyclical relationship to Sales.

Complete Indicator Analysis: [ITR onDemand](#)

Current Phase



Phase A
Recovery

1-Month Lead Time to Sales 12/12

Turning Point Analysis

- The 1Q21 low in the Prices 12/12 suggests a 1Q21 low in the Sales 12/12.
- The projected 1Q22 high in the Prices 12/12 suggests a 1Q22 high in the Sales 12/12.

Jun-21	Sep-21	Dec-21	Mar-22	Year-End 2022	Year-End 2023
A	B	B	C	N/A	N/A

Current Indicator Amplitude

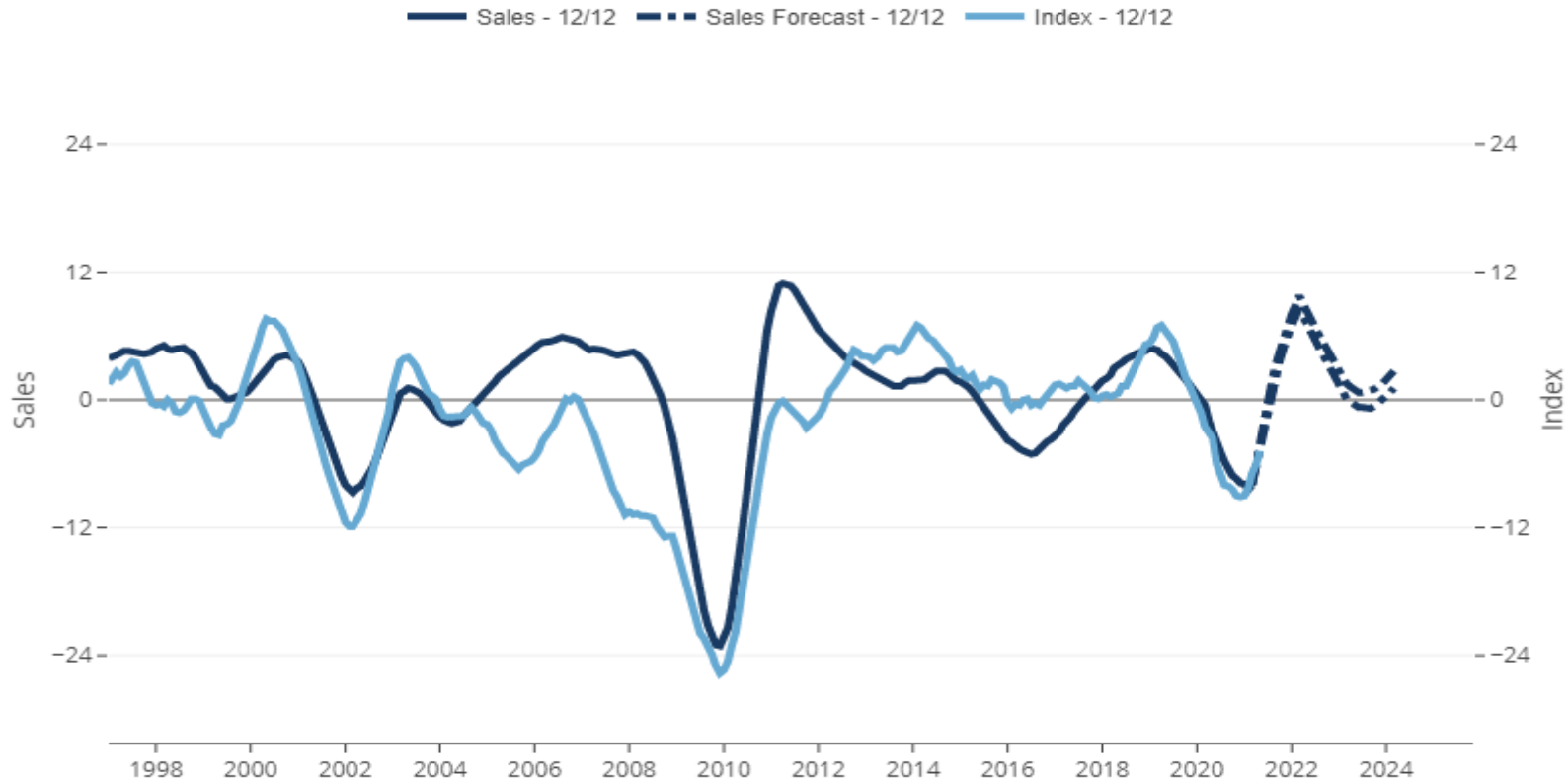
April 2021 Prices 12/12: -9.4%

Indicator Relevance

This indicator represents an input cost for Sample Company and was included at the company's request.

Our Expectations for Production Signal Upward Trajectory for Sales 12/12 Into at Least 1H22

Sample Company to US Hardware Production Index



Note: The indicator is shifted along the horizontal axis to reflect its cyclical relationship to Sales.

Current Phase



Phase A
Recovery

2-Month Lead Time to Sales 12/12

Turning Point Analysis

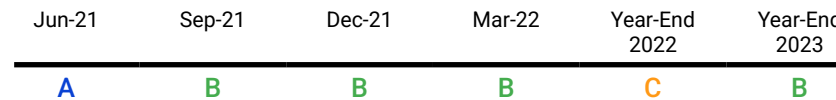
- The projected 1Q22 high in the Index 12/12 suggests a 2Q22 high in the Sales 12/12.
- The projected 4Q23 low in the Index 12/12 suggests a 4Q23 low in the Sales 12/12.

Current Indicator Amplitude

March 2021 Index 12/12: -4.8%

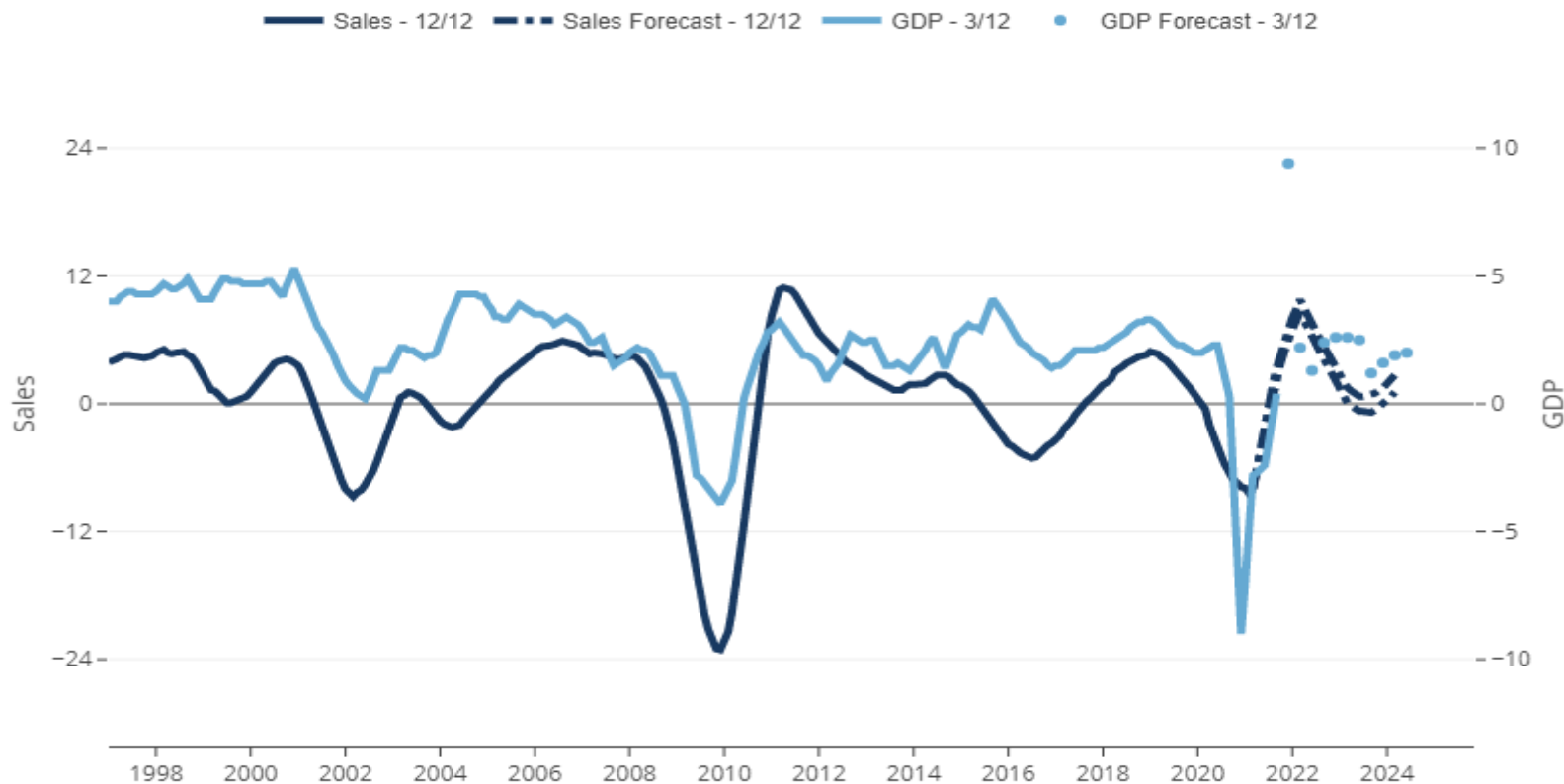
Indicator Relevance

This indicator represents activity in an end-use market for Sample Company products.



Quarterly Average GDP Expected to Reach Record High-Levels in Mid-2022

Sample Company to US Real Gross Domestic Product



Note: The indicator is shifted along the horizontal axis to reflect its cyclical relationship to Sales.

Complete Indicator Analysis: [ITR onDemand](#)

Current Phase



Phase B
Accelerating Growth

6-Month Lead Time to Sales 12/12

Turning Point Analysis

- The projected 2Q21 high in the GDP 3/12 suggests a 4Q21 high in the Sales 12/12.
- The projected 1Q23 low in the GDP 3/12 suggests a 3Q23 low in the Sales 12/12.

Jun-21	Sep-21	Dec-21	Mar-22	Year-End 2022	Year-End 2023
A	B	C	C	C	B

Current Indicator Amplitude

March 2021 GDP 3/12: 0.4%

Indicator Relevance

This indicator is a measure of the overall economic output of the US.

	Jun-20	Sep-20	Dec-20	Mar-21
Lower Forecast Range	-4.6	-7.4	-9.2	-9.5
Annual Growth Rate (%)	-4.1	-6.9	-8.7	-9.0
Upper Forecast Range	-3.6	-6.4	-8.2	-8.5
Actual	-4.1	-6.5	-7.8	-8.0
Deviation	in range	in range	0.4 above range	0.5 above range
Lower Forecast Range	593.9	576.8	563.8	556.5
Annual Sales (Thousands of \$)	597.0	580.0	566.9	559.6
Upper Forecast Range	600.2	583.1	570.0	562.6
Actual	597.2	582.3	572.8	568.0
Forecast Accuracy	100.0%	99.6%	99.0%	98.5%
Quarterly Sales (Thousands of \$)	137.9	138.1	141.7	141.9
Actual	135.5	140.3	145.2	147.0

Forecast Revision History:

- The previous forecast was put in place for the May 2020 report.

	Jun-20	Sep-20	Dec-20	Mar-21
Lower Forecast Range	-29.8	-39.7	-43.3	-30.4
Annual Growth Rate (%)	-28.2	-38.2	-41.8	-28.9
Upper Forecast Range	-26.6	-36.7	-40.3	-27.4
Actual	-30.1	-37.2	-35.5	-30.1
Deviation	0.3 below range	in range	4.8 above range	in range
Lower Forecast Range	82.3	70.9	64.3	72.7
Annual Market Index (2012 = 100)	84.2	72.6	66.0	74.3
Upper Forecast Range	86.1	74.4	67.7	75.8
Actual	81.9	73.7	73.1	73.0
Forecast Accuracy	97.3%	98.5%	89.2%	98.3%
Quarterly Market Index (2012 = 100)	47.2	64.0	66.4	92.2
Actual	38.2	77.5	90.3	85.9

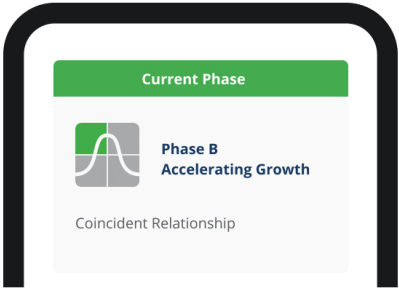
Forecast Revised

Forecast Revision History:

- February 2021 report: The Market Index 12MMA in December was 7.6% above the forecast range. Higher-than-expected results in several underlying series, especially in US Travel Trailer and Camper Production (likely due to increased interest in outdoor recreation and non-air travel during the pandemic), drove this outperformance. We revised the forecast upward by 8.1% for 2021, 3.2% for 2022, and 4.7% for 2023.
- November 2020 report: The previous forecast was put in place for the May 2020 report.

EVP 360™ Guide

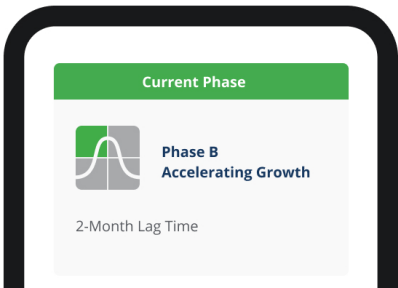
The data points below are hypothetical and are provided here only to give guidance regarding how to read this report.



Current Phase

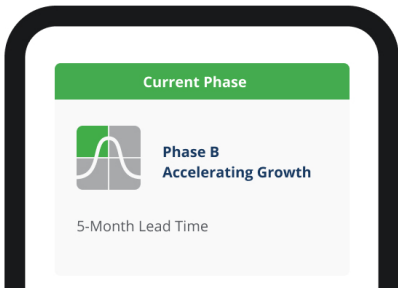
The Current Phase section tells you which phase of the business cycle the indicator is in.

It will also tell you whether the indicator leads, lags, or moves in real time with the company.



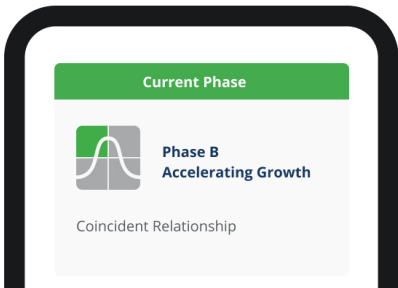
2-Month Lag Time

This indicator lags your company by two months.



5-Month Lead Time

This indicator leads your company by five months.



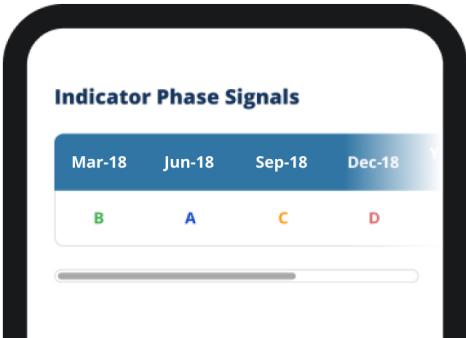
Coincident Relationship

This indicator moves in real time with your company (no lead or lag time).



Headline

Simple! This headline tells you what your Economist wants you to know about this indicator, such as what has changed in the indicator since your last report and what it means for your company.



Indicator Phase Signals

When lead/lag time is taken into account, the indicator's trajectory suggests a course of future business cycle phases for your company, shown here.

Example: ITR expects that an indicator will be in Phase B through December 2021 and transition to Phase C in March 2022. If the indicator leads your company by six months, this would be shown as Phase B through June 2022 and Phase C in September 2022.

When an indicator signals a certain phase for your company at a given time, it does not mean that your company will be in that phase at that time. For example, your company may enter recession even if the trajectory of US Industrial Production suggests otherwise.



Turning Point Analysis

This tells you when the indicator is reaching a cyclical high or low and what this suggests for the timing of your company's upcoming cyclical high or low, based on the leading, lagging, or coincident relationship.

Terminology and Methodology

Data Trends

Monthly Moving Total (MMT) vs Monthly Moving Average (MMA)

Totals are used for data that can be added together, such as units sold or dollars spent. Averages are used for data that cannot be compounded, such as index readings, percentages, price levels, and interest rates.

3MMT/A and 12MMT/A

A 3-month or 12-month moving total/average is the total/average of the data for the most recent 3 or 12 months, respectively. The 3MMT/A illustrates the seasonal changes inherent to the data series. The 12MMT/A removes seasonal variation in order to derive the underlying cyclical trend; it is also referred to as the annual total or annual average.

Rates-of-Change

A rate-of-change figure is the ratio comparing a data series during a specified time period to the same period one year prior. Rates-of-change are expressed in terms of the annual percentage change in a 12MMT or 12MMA, 3MMT/A, and actual monthly data.

Rates-of-change reveal whether activity levels are rising or falling compared to the previous year. A rate-of-change trend illustrates and measures cyclical change and trends in the data. ITR Economics' three commonly used rates-of-change are the 12/12, 3/12, and 1/12, which represent the year-over-year percentage change of a 12MMT/A, a 3MMT/A, or a single month of data, respectively.

A rate-of-change above 0 indicates the data is higher than one year prior, while a rate-of-change below 0 indicates the data is below one year earlier.

Business Cycle



Recovery (A)

The 12/12 is rising below 0, and the data trend is either heading toward a low or is in the early stages of recovery. This is the first positive phase of the business cycle.



Accelerating Growth (B)

The 12/12 is rising above 0, and the data trend is accelerating in its ascent and is above the year-ago level. This is the second positive phase of the business cycle.



Slowing Growth (C)

The 12/12 is declining but remains above 0; data trend ascent is slowing or has stopped, but the data trend is still above last year. This is the first negative phase of the business cycle.



Recession (D)

The 12/12 is below 0, the data trend is below the year-ago level, and the rate of decline is increasing. This is the second and final negative phase of the business cycle.

Indicator Definitions

Sample Company Market Index	Customized Market Index for Sample Company. The Index is composed of 25% US Heavy-Duty Truck Production, 22% US Construction Machinery Production, 18% US Oil & Gas Extraction Production, 15% US Motor Vehicle Body Production, 12% US Travel Trailer and Camper Production, and 8% US Household and Institutional Furniture and Kitchen Cabinet Manufacturing Production. Weights for the included series were provided by Sample Company. Index, 2012 = 100, not seasonally adjusted (NSA).
US Industrial Production Index	Index of total industrial production in the United States; includes manufacturing, mining, and utilities. Source: Federal Reserve Board. 2012 = 100, NSA.
ITR Leading Indicator™	The ITR Leading Indicator is a proprietary index comprised of consumer, industrial, financial, and global components. Movements in the Leading Indicator suggest the possible course of business cycle movements in US Industrial Production, a measure of the overall economy's activity, approximately three quarters in advance. A reading of zero or lower is indicative of recession. Source: ITR Economics.
US Nondefense Capital Goods New Orders (excluding aircraft)	New orders for nondefense capital goods, excluding aircraft, in the United States. Includes farm machinery and equipment, construction machinery, mining machinery, nondefense small arms and ordnance, industrial machinery, commercial and service industry equipment, other general purpose machinery, photographic equipment, metalworking machinery, turbine and generator manufacturing, power transmission equipment, pumps and compressors, material handling equipment, electronic computers, computer storage devices and peripheral equipment, communications equipment, nondefense search and navigation equipment, electrometrical equipment, electrical equipment, heavy duty truck manufacturing, railroad rolling stock, nondefense ship and boat building, office and institutional furniture, and medical equipment and supplies. Source: US Census Bureau. Measured in billions of dollars, NSA.
US Total Retail Sales	Total retail sales in the United States, including motor vehicles and parts, furniture and home furnishings, electronics and appliances, building materials and garden supplies, food and beverages, health and personal care products, gasoline stations, clothing, and other miscellaneous goods. Includes store and non-store retail sales. Non-store retailers include those that sell via television commercials, catalogs, the internet, etc. Source: US Census Bureau. Measured in trillions of dollars, NSA.
US Crude Oil Spot Prices	US Free On Board (FOB) spot price of West Texas Intermediate (WTI) crude oil, taken at the Cushing, Oklahoma, supply hub. This is widely seen as the benchmark

	price of crude oil for the North American market. Source: US Energy Information Administration. Measured in dollars per barrel, monthly average, NSA.
US Hardware Production Index	Production index for hardware manufacturing. This industry comprises establishments primarily engaged in manufacturing metal hardware, such as metal hinges, metal handles, keys, and locks (except coin-operated, time locks). Includes hardware for doors, locks, luggage, cabinets, automobiles, aircraft, pianos, etc. Source: Federal Reserve Board. 2012 = 100, NSA.
US Real Gross Domestic Product	Real (inflation-adjusted) gross domestic product (GDP) in the United States. GDP is the monetary value of all the finished goods and services produced within a country's borders in a specific time period. GDP includes all private and public consumption, government outlays, investments and exports minus imports that occur within a defined territory. Put simply, GDP is a broad measurement of a nation's overall economic activity. Source: Bureau of Economic Analysis. Measured in trillions of 2012 chained dollars, seasonally adjusted annual rate (SAAR).

Phase A



Recovery

- Scrupulously evaluate the supply chain
- Model positive leadership (culture turns to behavior)
- Start to phase out marginal opportunities (products, processes, people); repair margins
- Perform due diligence on customers and extend credit
- Be on good terms with a banker; you will need the cash more now than in any other phase
- Invest in customer market research; know what they value and market/price accordingly
- Hire key people and implement company-wide training programs ahead of Phase B
- Allocate additional resources to sales and marketing
- Invest in system/process efficiencies
- Make opportunistic capital and business acquisitions; use pessimism to your advantage

Phase B



Accelerating Growth

- Ensure quality control keeps pace with increasing volume
- Invest in workforce development: hiring, training, retention
- Ensure you have the right price escalator; space out price increases
- Maximize your profit margins through differentiation; stand out from the crowd and set yourself apart
- Use improved cash flow to strategically position the business to beat the business cycle
- Expand credit to customers
- Improve corporate governance (rent a CFO; establish a board of advisors or board of directors)
- Communicate competitive advantages; build the brand
- Query users for what they want and what is important to them
- Sell the business in a climate of maximum goodwill

Phase C



Slowing Growth

- Know if your markets are headed for a soft landing or a hard landing
- Cash is king; beware of unwarranted optimism
- Stay on top of aging receivables
- Revisit capital expenditure plans
- Lose the losers: if established business segments are not profitable during this phase, eliminate them
- Use competitive pricing to manage your backlog through the coming slowdown
- Avoid committing yourself to long-term expenses at the top of the price cycle, but lock in revenue
- Go entrepreneurial and/or counter-cyclical
- Evaluate your vendors for financial strength; if needed, look for additional vendors as a safety net
- If the cycle looks recessionary, cross-train key people to prepare for workforce attrition/reduction

Phase D



Recession

- Implement aggressive cost-cutting measures
- Offer alternative products with a lower cost basis
- Perform due diligence on acquisitions while valuations are falling
- Reduce advertising as consumers become more price conscious
- Enter or renegotiate long-term leases
- Negotiate labor contracts
- Consider capital equipment needs for the next cycle
- Tighten credit policies
- Develop programs for advertising, training, and marketing to implement in Phase A
- Lead with optimism, remembering that Phase D is temporary