

THE BRIEFING · AUGUST 2026 · MARLOW & BIRCH

Growth is coming from price and new customers.
Volume is going the other way.

Sep 2025 to Aug 2026

REVENUE

\$14.95M

▲ 5.2%

PRICE AND MIX

+\$530K

of the gain

VOLUME

-\$243K

fewer units

AT RISK

\$849K

12 accounts slipping

DO THIS MONTH

01

Call the five accounts on the watchlist

Every one still orders, so nothing flags them as lost.

\$849K

at risk this year

02

Hold price on the discounted book

Volume is down. Price is carrying the year, so protect it.

\$530K

came from price and mix

03

Push welding into the other 60% of accounts

The fastest growth in the book came from a standing start.

\$854K

from a line that did not exist

WATCHLIST

Five conversations, \$1.05M of revenue last year

Wendarrow Components LLC

last ordered 16 Mar 2026

\$728K

Elvenmoor County Public Works

last ordered 24 Sep 2025

\$63K

Suttavel Machine LLC

\$46K below last year

-91%

Quenhollow Builders LLC

\$70K below last year

-45%

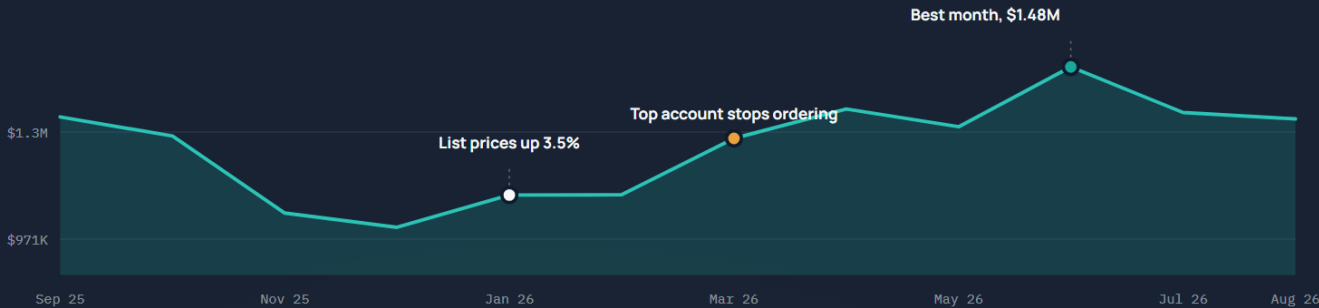
Dunmirren Township

\$19K below last year

-38%

THE YEAR, ANNOTATED

Monthly revenue, 12 complete months. Three events explain most of the change.



WHAT MOVED THE YEAR

Prior year \$14.22M to \$14.95M

New customers



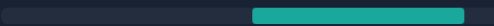
+\$552K

New products



+\$179K

Price and mix



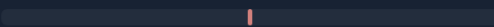
+\$530K

Volume



-\$243K

Lost products



-\$12K

Lost customers



-\$273K