

Midway Dental

Midway Dental Manages Rapid Growth With Data From Epicor



Company Facts

Overview

- ▶ Location—Livonia, Michigan
- ▶ Industry—Dental Equipment and Consumable Product Distribution
- ▶ Number of Employees—90 sales reps, 192 employees
- ▶ Website—midwaydental.com



Success Highlights

Challenges

- ▶ Reliance on IT department to provide reports across all business areas
- ▶ Sales reps not able to pinpoint product gaps and opportunities with large portfolio
- ▶ Lack of visibility across all parts of the business

Solution

- ▶ Epicor® Prophet 21® and Epicor Data Analytics

Benefits

- ▶ Helped underpin rapid growth in the business
- ▶ Empowered sales team to work smarter through better data
- ▶ Delivered clear analytics to better understand the business
- ▶ Provided large corporate customers with clear reporting across all product groups

Midway Dental was created 34 years ago to supply independently owned dental practices with quality equipment and dental consumables. Today, the company describes itself as a start-up with a vision to partner with dental practices across America in a unique way. Through industry know-how and trust, Midway offers dentists everything they need—from traditional dental products, to dental room fit-outs, to education services, and financing and marketing advice.

Midway Dental is a second-generation company, owned by Dawn Metcalf and her brother, Jeff Abigt, and partner/CEO Steven Kizy. Together, they have grown Midway Dental from a \$10 million business to \$75 million in just three years. Midway Dental is now one of the fastest-growing full-service dental supply company in the United States.

This growth has come from the consolidation of the industry and Midway supplying much larger customers. It is also a result of Midway having greater visibility into its data, which was achieved by adding Epicor Data Analytics (EDA) to the company's Epicor Prophet 21 enterprise resource planning (ERP) system.

Seamless integration of ERP and EDA

Dawn Metcalf is a partner and director of education with Midway. She is also the business sponsor of the company's transition from Salesforce software to EDA. As a "power user" of the software, she sees its potential to help foster better decision making and find new sales opportunities.

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Metcalfe, Partner and Director of Education | Midway Dental

“We were dissatisfied with Salesforce, software which led us to EDA,” explained Metcalfe. “The fact that we are an Epicor Prophet 21 user and EDA works seamlessly with our ERP means a lot. The data comes from Prophet 21 software and syncs into EDA at midnight every night. When we arrive in the morning, we don’t have to do anything. The inventory, AR, AP, general ledger, and sales data is available in the built-in databases—ready to review.”

Before EDA, the small IT team had to program queries in SQL to extract the information they needed from Prophet 21 software.

“We have three people in the IT department who were working full time to get us this information, and now with EDA, we are able to bypass all of this,” added Metcalfe. “The IT department spends its time more effectively on other projects such as building our new website and eCommerce capability. The sales team and executives can get all the information they need from EDA on their own. The fact that EDA is so simple to use has really helped us.”

Improved supplier relationships

Midway Dental offers more than 60,000 different products—from high-end x-ray machines to essential safety glasses. Keeping track of the suppliers of all of these products is a major job, and EDA has helped Midway improve relationships with these companies.

“The slogan we have adopted is ‘you don’t know what you don’t know,’” said Metcalfe.

“EDA is beneficial to manage Midway’s different suppliers,” she added. “Our purchasing department can go into a category and find a product and then determine what share of the market they are giving to a supplier and negotiate with them accordingly. Sharing the data with suppliers has also been a compelling experience for both parties. We can advise suppliers that sales have grown for them, but their total market share is smaller compared to other suppliers. The suppliers realize there is more potential with Midway, and then they design a new program for us.”

New opportunities for sales and finance teams

“EDA has been great for us to analyze information and to identify opportunities,” explained Metcalfe.

The sales team is using EDA to track and review its sales, so it can “work smarter—not harder.” The team is also building sales strategies, and that’s where Midway is seeing the growth.

“The sales reps are not making more calls a day—rather, they are using data to determine where they should spend their time to make more money,” Metcalfe continued. “For example, a sales rep can go to his customer base and look into a product category and find it makes up 60% of his total sales. He also finds that the company is selling this product to only half of its accounts. This is an

opportunity. He can now do a sales call that actually targets that category. It seems so logical, but sometimes when you run 100-plus accounts and have thousands of products to manage, this information can slip through the gaps.

“The team realizes that it can’t target or create these opportunities without a database that is giving this information efficiently. The internal adoption of EDA is increasing as sales reps—who are still using old systems—see the results coming from those using EDA.”

The Midway account receivables team is also using the data insights to speed-up cashflow. The department is taking advantage of EDA’s subscription service, which can be set to send emails when parts of the business achieve set thresholds. When invoices are not paid in 60 days, for example, the finance team has set an alert to email the salesperson attached to the account. This removes a duplication of communication between the two departments and the customers, and the sales team can assist in the follow-up process.

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“For these large-scale clients, EDA has allowed us to provide monthly or quarterly reports that outline what they have purchased from us and include detail about growth and variance within product groups,” said Metcalf. “We provide customers with the valuable information they need to understand their businesses better. I think this reporting has helped position us as a market leader.”

Metcalf, Partner and Director of Education | Midway Dental

Motivation with dashboards

Midway has taken full advantage of the built-in dashboards that are easily created from each data set. Dashboards were set up for each branch so managers can see all the information that relates to their performance.

There is also a salesperson leader board, which has the 72 sales representatives ranked from top to bottom each day.

“This dashboard is huge,” Metcalf revealed. “If you’re a salesperson, and you’re not competitive, you shouldn’t be in sales. It’s not about bonuses, because we aren’t structured like that, but it’s all about bragging rights. The team loves it.”

Dashboards are also set up for specific vendor promotions, so they can review the sales according to product

and salesperson by units, dollar value, and gross profit margin. Metcalf has found that the dashboards help motivate everyone to be part of corporate initiatives.

Customer reporting well received by large accounts

Early in 2019, Midway launched Connect—a new subscription-based loyalty program with its 4,000 dental clinic customers—to encourage higher uptake of all new services.

“The new Connect program is a very different model from the traditional dental distributor service,” Metcalf said. “Connect costs \$149 per month, and customers receive rebates on everything they purchase from Midway, free tuition on all continuing education (CE) courses, free shipping on their products and discounts on their repairs. It’s definitely a loyalty program. The more the dentists work with Midway, the more benefits they receive.”

Midway’s “one-stop-shop” philosophy has also won them new business from some of the corporate-held dentistry groups. For some of these larger customers, Midway can service 20 clinics with 10 different operatories in each.

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About Epicor

Epicor Software Corporation drives business growth. We provide flexible, industry-specific software designed to fit the precise needs of our manufacturing, distribution, retail, and service industry customers. More than 45 years of experience with our customers’ unique business processes and operational requirements are built into every solution—in the cloud or on premises. With this deep understanding of your industry, Epicor solutions dramatically improve performance and profitability while easing complexity so you can focus on growth. For more information, [connect with Epicor](#) or visit www.epicor.com.

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