Tech to School

Strategic Business Analysis

Prepared March 2026 | Confidential

Comprehensive analysis of revenue, geography, sales performance, customer health, product mix, margins, and strategic positioning based on MKL backend data (16,864 orders, 2013-2026).

Data Sources: *MKL orders + line items, customer organizations, deal desk quotes. Revenue excludes tax/shipping/handling SKUs. Only shipped/delivered/complete orders counted.*

1. Revenue Trajectory

Year	Revenue	Orders	Avg Order	YoY Growth
2019	$7.68M	1,334	$5,758	--
2020	$8.04M	1,219	$6,598	+5%
2021	$5.41M	1,000	$5,405	-33%
2022	$4.09M	857	$4,772	-24%
2023	**$5.04M**	**912**	**$5,525**	**+23%**
2024	**$7.53M**	**1,303**	**$5,779**	**+50%**
2025	**$8.76M**	**1,448**	**$6,051**	**+16%**
2026 Q1	$739K	247	$2,992	tracking behind

> **You are NOT a declining business. After a brutal 2021-2022 (-49% from peak), you have recovered to a new all-time revenue high in 2025. Growth from $4.1M to $8.8M in three years is real.**

2026 Q1 ($739K through mid-March) tracks behind 2025 Q1 ($1.07M by end of March). But Q1 is always the weakest quarter. Revenue is extremely seasonal:

Quarter	2025 Revenue	% of Year
Q1 (Jan-Mar)	$1.07M	12%
Q2 (Apr-Jun)	$2.77M	32%
Q3 (Jul-Sep)	$4.09M	47%
Q4 (Oct-Dec)	$832K	9%

The business lives and dies by June-September. July alone was $1.9M in 2025.

2. Revenue Geography

Top 10 States by Revenue, 2023-2025

State	2023	2024	2025	3-Yr Total	% of Total
CA	$1.51M	$2.80M	$3.26M	**$7.57M**	**35.5%**
TX	$345K	$383K	$428K	$1.16M	5.4%
IL	$206K	$359K	$562K	$1.13M	5.3%
OH	$222K	$313K	$412K	$948K	4.4%
FL	$497K	$135K	$257K	$889K	4.2%
NC	$172K	$149K	$326K	$648K	3.0%
PA	$135K	$326K	$173K	$634K	3.0%
NY	$59K	$195K	$235K	$489K	2.3%
IN	$96K	$160K	$180K	$436K	2.0%
MA	$110K	$148K	$171K	$430K	2.0%

California is 35-37% of revenue every year and growing. No other state exceeds 6%. You are a California company that happens to sell nationally.

Revenue by Territory

Territory	States	Rep	~% of Revenue
West	CA, AZ, WA, OR, HI, AK	Amber Leimbrock	~45%
South	FL, GA, NC, VA, etc.	Jason Yohn	~15%
Midwest	OH, IL, IN, MI, etc.	Ryan Ladden	~15%
Southwest	TX, CO, OK, NM, etc.	Jason Melero	~12%
East	NY, PA, NJ, MA, CT, etc.	Phillip Chong	~10%
Wholesale	National	Robert Baker	~4%

3. Sales Rep Performance

2025 Full Year Results

Rep	Revenue	Orders	Avg Deal	Territory
Amber Leimbrock	**$3.78M**	645	$5,859	West
Ryan Ladden	$1.49M	174	$8,583	Midwest
Jason Yohn*	$1.25M	226	$5,527	South
Jason Melero	$963K	176	$5,470	Southwest
Lonnie Cole**	$943K	189	$4,987	East
Robert Baker	$331K	31	$10,662	Wholesale

**Jason Yohn started April 2025 (9 months). Prior South territory rep was Bonnie Hoza. **Lonnie Cole was let go January 2026; replaced by Phillip Chong (Feb 2026).*

Year-over-Year by Territory

Territory	Rep	2023	2024	2025	Notes
West	Amber	$2.27M	$3.36M	$3.78M	Steady growth
South	Bonnie Hoza / Jason Yohn	$2.34M	$799K	$1.25M	Yohn started Apr 2025
Southwest	Jason Melero	$43K	$1.41M	$963K	Ramped then declined
East	Lonnie Cole / Phil Chong	$35K	$1.39M	$943K	Cole let go Jan 2026
Midwest	Ryan Ladden	--	$8K	$1.49M	Strong first year

Amber generates 43% of all revenue. She processes 2-3 orders per business day. She is not just a sales rep -- she IS the company's primary revenue engine.

Key observations:

- **Jason Yohn is a strong hire.** $1.25M in just 9 months covering the South -- one of only two reps (with Amber) to hit their yearly number in 2025. The prior South rep (Bonnie Hoza) had declined from $2.34M (2023) to $799K (2024).
- **Ryan Ladden had a strong first year:** $1.49M with the highest avg deal ($8,583) among territory reps.
- **Phillip Chong (East, Feb 2026):** $182K in his first 6 weeks at $10,710 avg deal. Replaced Lonnie Cole who was let go for underperformance ($943K in 2025).
- **Jason Melero peaked at $1.41M (2024) then dropped to $963K.** The Southwest has scattered, smaller deals. Texas should be bigger.

4. Customer Concentration and Health

483 unique customer organizations ordered in 2025. Top 10 customers account for ~25% of revenue. Top 20% of customers generate an estimated 65-70% of revenue. This is moderate concentration for a K-12 reseller.

Top Lifetime Customers

Customer	Lifetime Rev	State	First Order	Active?
San Ramon Valley USD	$3.50M	CA	2013	Yes (2026)
Atlanta Public Schools	$2.00M	GA	2018	No (last 2021)
Chula Vista Learning CC	$1.62M	CA	2015	Yes (2024)
Maatri International	$1.15M	CA	2018	Yes (2026)
CORE Butte Charter	$1.00M	CA	2013	Yes (2026)
Sage Oak Charter	$898K	CA	2016	Yes (2026)
Alliance Public Schools	$814K	NE	2015	Yes (2025)
Pemayetv Emahakv Charter	$811K	FL	2013	Yes (2025)

14 of the top 30 lifetime customers are in California. Your best, stickiest, highest-spending customers are overwhelmingly CA-based.

Customer Churn Analysis

Year	Active Customers	Churned	New	Churn Rate
2022	377	241	153	64%
2023	388	225	192	58%
2024	466	262	254	56%
2025*	483	412	221	85%*

**2025 churn is artificially high because 2026 only has Q1 data. 56-64% churn is normal for project-based K-12 sales: schools buy devices on 3-5 year refresh cycles, not annually. The key metric is that active customer count is growing (377 to 483).*

5. New Business vs. Repeat Business

Year	New Rev	New Orgs	Repeat Rev	Repeat Orgs	New %
2023	$2.29M	192	$2.75M	195	45%
2024	$3.10M	254	$4.42M	212	41%
2025	$3.38M	221	$5.35M	262	39%

> **Both engines are working. New business grew from $2.3M to $3.4M. Repeat business grew faster: $2.8M to $5.4M. Existing customers are buying more, and you are adding 220+ new logos per year.**

New logo acquisition is stable but not accelerating. Your growth challenge is not failure to find new customers -- it is the inability to dramatically increase the rate. The repeat business growth is the stronger signal: 262 repeat orgs in 2025 vs 195 in 2023.

6. Margin and Deal Economics

Margin data comes from the Deal Desk (80 priced deals, primarily 2026). Order line items have no cost data in MKL -- costs live only in Zoho. Overall average margin on priced deals: **16.9%** ($26.5M value, $3M margin).

Margin by Product Category (Deal Desk Data)

Category	Deal Revenue	Margin $	Margin %
Accessories	$721K	$168K	22.3%
MacBooks	$420K	$29K	18.7%
Windows PCs	$2.91M	$124K	18.4%
Displays	$189K	$21K	15.2%
Chromebooks	$17.9M	$475K	13.0%
iPads	$322K	$25K	11.1%
Chrome Licenses	$1.82M	$266K	8.4%

Chromebooks are the core at 13% margin. Accessories (22%), MacBooks (19%), and Windows PCs (18%) are significantly more profitable per dollar.

Order Size Distribution (2025)

Size Bucket	Orders	Revenue	% of Revenue
Under $1K	738	$200K	2%

Size Bucket	Orders	Revenue	% of Revenue
$1K-$5K	352	$888K	10%
$5K-$10K	152	$1.11M	13%
$10K-$25K	123	$1.97M	23%
$25K-$50K	54	$2.00M	23%
$50K-$100K	24	$1.78M	20%
$100K+	5	$800K	9%

75% of orders are under $5K but generate only 12% of revenue. The 206 orders above $10K generate 75% of revenue. Lots of transactional noise, few big deals drive the business.

7. Product / Category Mix

Category	2023	2024	2025	3-Year Growth
Chromebooks	$2.02M	$2.98M	**$3.70M**	+83%
iPads	$1.30M	$1.72M	$1.40M	+8%
MacBooks	$767K	$845K	$1.15M	+50%
Windows PCs	$201K	$616K	$704K	+250%
Accessories	$134K	$550K	$843K	+529%
Chrome Licenses	$239K	$375K	$489K	+105%
Displays/AV	$2K	$53K	$116K	Growing
Mac Desktops	$96K	$64K	$47K	-51%

Key takeaways:

- **Chromebooks remain the core** ($3.7M, 42% of revenue) and are growing. You are riding the K-12 1:1 device refresh cycle.
- **Accessories at +529% growth** is remarkable and strategically important: highest margin category (22%) growing the fastest.
- **Windows PCs growing fast** from a small base ($201K to $704K) -- likely new territory (enterprise/lab machines).
- **iPads are volatile** ($1.3M to $1.7M to $1.4M). Apple's education iPad business has been inconsistent nationally.
- **Mac Desktops declining** -- schools are not buying desktops anymore.

8. Critical Data Gaps

What is missing from MKL is itself a strategic finding:

- **No cost data on shipped orders** -- unit_cost is zero on all 50K+ line items. Margin is only calculable from Deal Desk quotes, not actual shipped business. You cannot determine profitability from MKL today.
- **No lead source tracking** -- 99.9% of orders show "Unknown" lead source. You have no idea where customers come from.
- **No pipeline stages or win rate** -- Deal Desk has only draft/priced. No "sent to customer," "won," "lost." Cannot measure conversion.
- **No sales cycle timing** -- no quote-to-close dates tracked.
- **No competitive loss data** -- no win/loss tracking against CDW or others.

You are flying with revenue and order data but without margin, pipeline, conversion, or attribution data. You literally cannot answer "are we profitable?" from MKL today.

9. 2026 Initiatives Already Underway

Significant operational changes are already in motion in Q1 2026. Three weeks ago, the company began using AI-assisted development (Claude Code) to rapidly overhaul internal systems. The pace of change has been dramatic:

Commission Structure Change

Sales rep commission was restructured to be based on **margin** rather than revenue. This directly aligns rep incentives with profitability -- reps now benefit from pushing higher-margin products (accessories at 22%, MacBooks at 19%) rather than chasing low-margin volume deals. This is one of the highest-leverage changes possible for a business at 17% average margin.

Internal Tools Overhaul (MKL Portal)

- **Product Search:** Reps can now search ALL available inventory across every vendor source in one tool -- previously they had to check each vendor portal individually.
- **Deal Desk:** New tool allows reps to quickly submit deals for management margin review and fast pricing approval, replacing slower email-based workflows.
- **Vendor Contact Sheet:** Updated to directly connect reps to vendor contacts for quotes and deal registration opportunities.
- **Open Orders + Purchasing:** Overhauled order management and procurement systems to create a foundation for faster fulfillment and better customer experience.
- **Slack Migration:** Moved more internal communication from email to Slack to speed up workflows and decision-making.
- **Sales Metrics + KPIs:** Currently building new metrics modules to give management and reps real-time visibility into performance (the data behind this analysis).
- **Repair + Ticketing System:** In development -- will improve post-sale service and provide the foundation for the customer portal.

Website + Customer-Facing Improvements

- **Product Catalog Expansion:** Grew from 1,800 to 18,000 relevant K-12 tech products on the website to capture organic search traffic and position as a comprehensive K-12 tech source.
- **School Selector:** New feature identifies which school/district is browsing the site, tracking who is visiting and where they are located -- providing early intent signals before a rep is even contacted.
- **Build Your Quote:** Added to product pages, allowing visitors to start building a quote directly. This captures partial quote data and provides opportunity intelligence even from anonymous visitors.
- **Customer Portal (In Development):** End goal is a self-service portal where customers can view invoices, initiate repairs, get and approve quotes, and integrate with their internal MDMs (Mosyle, Jamf, Google Admin, etc.).

The pace of operational improvement in the last 3 weeks has been extraordinary. These are not cosmetic changes -- they address the core data gaps, sales efficiency, and customer experience issues identified in this analysis. The question is no longer "can we improve execution?" -- it is "how fast can we compound these improvements?"

10. Top 5 Areas to Focus On Next

Given the data in this analysis and the initiatives already underway, these are the five highest-impact areas to prioritize next:

1. Get Margin Data Into MKL on Shipped Orders

You changed commissions to margin-based, but MKL has **zero cost data** on shipped orders. Every unit_cost field is empty. You cannot measure what you are optimizing for. Pipe Zoho Invoice cost data into order_line_items.unit_cost so that the new metrics modules can show margin by rep, by territory, by product category, and by customer. Until this is done, you are flying blind on the single most important metric in the business. This also enables margin-based leaderboards, identifying which reps and which product categories are actually profitable vs. just generating revenue.

2. Close the Lead Attribution Loop

99.9% of orders have "Unknown" lead source. You just invested heavily in a 10x product catalog expansion (1,800 to 18,000 products), a School Selector, and Build Your Quote -- but you have no way to measure whether these are generating pipeline. Connect the dots: when a school browses the site and then a rep closes a deal, that attribution should flow into the order. Track which orders originate from website, Shopify, rep outbound, inbound call, referral, and RFP/bid. Without this, you cannot calculate ROI on any marketing or product investment and you will not know what is actually driving the growth.

3. Systematize Accessories Attach

Accessories grew 529% ($134K to $843K) at 22% margin -- your best margin category by far. But this appears to be organic, not systematic. Build attach-rate intelligence into the Product Search and Deal Desk tools: when a rep quotes 30 Chromebooks, automatically surface the matching cases, chargers, screen protectors, and keyboards. Set a target attach rate (e.g., 80% of device deals include at least one accessory line). At current rates, pushing accessories from $843K to $1.5M at 22% margin adds $143K in gross profit -- roughly equivalent to the margin on $1M of Chromebook revenue at 13%. This is the easiest margin lever in the business.

4. Build a Device Lifecycle / Refresh Trigger System

Your 56-64% annual customer "churn" is really a refresh cycle gap -- schools buy on 3-5 year cycles and disappear between purchases. You already have the data to predict when they will buy again: purchase history, device models, and Google AUE (Auto Update Expiration) dates. Build a system that flags accounts approaching device end-of-life and triggers proactive rep outreach 6-12 months before the refresh window. A school that bought 200 Chromebooks in 2022 will need to replace them by 2026-2027. If your rep contacts them first with a quote and trade-in offer, you win the deal before CDW even knows about it. This converts "churn" into predictable pipeline and is a massive competitive advantage against larger resellers who treat K-12 as transactional.

5. Add Pipeline Stages and Win/Loss Tracking to Deal Desk

Deal Desk currently has two stages: draft and priced. You have no visibility into what happens after a quote is sent. Add stages: **Quoted, Sent to Customer, Won, Lost** with a required loss reason (price, competitor, timing, budget, no response). This gives you: conversion rate by rep, average sales cycle length, competitive loss patterns, and pipeline forecasting. Combined with the margin data from Priority 1, you will finally be able to answer questions like "what is our win rate on deals over $50K?" and "are we losing to CDW on price or on something else?" This data is essential for making informed decisions about rep investment, pricing strategy, and market positioning.

> **These five priorities are sequenced by impact. #1 (margin data) unlocks everything else -- you cannot optimize what you cannot measure. #2 and #3 are revenue/margin multipliers on investments already made. #4 is a long-term competitive moat. #5 closes the strategic visibility gap.**

11. Strategic Answers

Q1: Is your market shrinking, or is your execution the problem?

Neither. Revenue went from $4.1M (2022 low) to $8.8M (2025) -- 114% growth in 3 years. Customer count grew from 377 to 483. New logos are steady at 220+/year. The K-12 device market (especially Chromebooks) is in a healthy refresh cycle post-COVID.

But this is recovery, not expansion. You are back to where you were in 2019-2020 ($7.7-8.0M). The question is whether you can push past $10M, not whether you are declining.

Q2: Should you focus geographically or stay national?

Double down on California AND keep the national floor. CA = 37% of revenue and growing. Your best, longest-tenured customers are CA schools. Amber alone does $3.78M. But other territories ARE contributing: Midwest ($1.5M), South ($1.25M), Southwest ($963K).

Invest disproportionately in CA (where you have brand, relationships, and density) while keeping the national reps who are producing. Do not abandon profitable territories -- but do not invest equally across 50 states either.

Q3: Which reps/territories deserve more investment vs. cutting?

Invest more:

- **Amber / West:** Your franchise player. Scale her capacity (support staff? inside sales? territory split?) rather than expecting one person to do $4M+ forever.
- **Jason Yohn / South:** Hit his number in 9 months. He is proving the South territory works with the right rep. The prior rep's decline was a people problem, not a market problem.
- **Ryan Ladden / Midwest:** $1.49M in year one with highest avg deal. Feed him.
- **Phillip Chong / East:** $182K in first 6 weeks at $10,710 avg deal. Early but promising -- the East territory underperformed under Lonnie Cole.

Monitor closely:

- **Jason Melero / Southwest:** $1.41M to $963K decline. Texas should be bigger. Is this a CDW problem or an effort problem?

Q4: What would a "right-sized" profitable version look like?

Without margin data on shipped orders, the exact P&L; is unknown. From Deal Desk: ~17% avg gross margin. On $8.8M revenue, that is ~$1.5M gross margin. With 17 employees, people cost alone is likely $1.5-2M+.

A profitable right-sized version might be:

- 4 territory reps producing (Amber, Jason Yohn, Ryan, Phil Chong) + monitor Melero + wholesale
- Focus on $10K+ deals where margin dollars justify the sales effort
- Push accessories attach rate (22% margin, fastest growing category)
- Reduce the 738 sub-$1K orders that create work but not profit (automate or do not chase)

- Target: $8-9M revenue at 18-20% margin = $1.6-1.8M gross margin

Q5: Is there a realistic path to growth?

Yes, there is a realistic path to $12-15M.

- **Chromebook refresh cycles are your tailwind.** Schools bought millions of devices in 2020-2021. Those are 4-5 year lifecycle devices hitting end-of-life in 2024-2027.
- **Customer base is expanding.** 483 active accounts, growing each year. Each has upsell potential.
- **Accessories and add-ons are exploding** (6x growth) at the best margin.
- **Proof of concept in multiple territories.** Ryan Ladden's $1.49M first year shows the model works outside CA.

Growth levers:

- Scale Amber's territory (split CA? add inside sales support?)
- Push accessories attach on every deal (22% margin, growing 5x)
- Invest in $25K-$100K deal pursuit (this range = 43% of revenue)
- Fix lead source tracking so you know what is working
- Add win/loss tracking on deals so you know your conversion rate
- Get margin data into MKL (from Zoho) so you can optimize for profit, not just revenue

What NOT to do:

- Do not hire more reps hoping for linear growth -- the Bonnie Hoza and Lonnie Cole experiences show the wrong rep can waste a territory for years
- Do not try to compete with CDW on price -- your margin is already thin on big deals (5-10% on $1M+ quotes)
- Do not abandon the sub-$5K business entirely -- it is your customer acquisition channel for future big deals

12. Bottom Line

> **You are not optimizing a declining asset. You are running a recovered, growing $8.8M business with a clear geographic center of gravity (CA), a franchise player (Amber), growing product categories (Chromebooks, accessories), and healthy new customer acquisition.**

The real risk is not decline -- it is **stalling at $8-10M**. But the 2026 Q1 operational overhaul is directly attacking the constraints that would cause a stall: margin-based commissions align incentives, the tools overhaul removes friction from the sales process, and the product catalog expansion opens new demand channels.

The path to $15M requires:

- Scaling the CA machine (Amber cannot do $5M alone forever)
- Compounding the 2026 tool investments -- margin data, lead attribution, accessories attach, refresh triggers
- Doubling down on winning territories with proven reps (Yohn, Ladden, Chong)
- Completing the customer portal to create a self-service flywheel that reduces rep workload on small orders
- Building the data infrastructure (margin, pipeline, conversion) to manage by numbers instead of by feel

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Analysis prepared March 2026. Data sourced from MKL backend (mkl.techtoschool.com). All revenue figures exclude tax, shipping, and handling line items.