DISTRIBUTOR OF INDUSTRIAL MARINE SUPPLIES
OVERHAULS ITS BACK OFFICE

Metro Industrial Supply, LLC works with Upaya and NetSuite to completely transform and streamline its business processes and systems.

When Joey Reale learned that Metro Industrial Supply, LLC was up for sale, his entrepreneurial instincts kicked into gear, indicating that this was the business opportunity that he'd been seeking. In business since 2001, the New Bedford, Mass.-based company serviced a customer base of marine, construction and commercial contractors with fittings, rigging, welding equipments, parts, tools and service.

"We really like the fact that NetSuite doesn't let you make inventory mistakes. We don't want to keep a lot of inventory but we sell literally thousands of different SKUs. NetSuite helps us keep all of that in order."

Joey Reale, Owner, Metro Industrial Supply, LLC

"It looked like a great opportunity to get into the industrial segment, where my dad owned an industrial distributorship in the commercial spray equipment field," said Reale, who also saw an opportunity to bring an "old school" industrial firm into the 21st century by updating its business systems, extending its outside sales force and adding an ecommerce sales channel.

How Much Money Are We Making?

With five employees, Metro Industrial serves the industrial fishing fleet in New Bedford, which for the past 18 years has been ranked as the highest-value commercial fishing port in the U.S. The company also ships internationally and primarily exports industrial bearings to customers across numerous different industries.

When Reale took over the reins in March of 2019, the industrial firm was running on a combination of QuickBooks, spreadsheets and manual business systems. "The company was selling thousands of different product SKUs," Reale said, "but was fairly disorganized in terms of inventory management and other processes."

For example, all new orders were handwritten on paper and then entered into QuickBooks—a process that provided no visibility into sales or profits. "We really couldn't tell how much money we were making," Reale said, "nor did we know how many sales we were making on any given day."

Because Metro Industrial lacked a unified inventory management system, it couldn't generate accurate profit and loss (P&L)

statements or account for its inventory. "That really prompted us to make some quick changes," Reale explained, "and to get things under control."

Kicking Off the Digital Transformation

Not long after he took control of Metro Industrial, Reale called on a trusted provider that his dad had worked with in the past to help him get his company's business processes up to speed, integrated and running smoothly. Upaya, a Northern California-based NetSuite Solution Provider Partner, answered the call. From there, Reale, who is a previous NetSuite user already familiar with the value of the platform, kicked off his new company's transformation.

"Upaya was fantastic during the whole entire process," said Reale, who early on needed help learning the ins and outs of the NetSuite platform and getting up to speed on its many features. The company also needed several custom scripts written, including one that it could use to manage the pricing and inventory management for its custom hydraulic hose assemblies.

Using NetSuite's kit feature and its own Cost Plus Pricing model, Upaya created a script that allows a Metro Industrial sales rep to select a single line item (i.e., the "hose assembly") and then choose all of the components for a particular assembly. The script then automatically marks up the products to come up with the customer pricing.

Upaya's Cost Plus Pricing product provides a basic framework for quickly and affordably customizing NetSuite to meet a client's specific needs. "They made the process very easy and seamless for us," Reale said.

Supplier price increases are also easier to manage. When a vendor implements price increases for multiple items—something that's happening more frequently due to the international tariff changes—Metro Industrial's employees had to go through and increase purchase prices by hand on an item-by-item basis. Today, they just upload a single .csv file based on a vendor-provided spreadsheet and automatically update the pricing across the board within 10 minutes or less.

Fixing Broken Processes
Moving from a very basic inventory management system to one that's orchestrated by NetSuite has helped Metro Industrial attain high levels of stock visibility, improve its procurement processes, and ensure that the right products are always at the right place and at the right time.

"NetSuite helped us fix a lot of processes that were previously broken," Reale said. For example, the company can now automatically generate a new sales order and invoice when the product ships—a big improvement over the paper-based approach that the company's previous owners relied on.

This, in turn, helps it maintain more accurate inventory levels without having to overstock (or run the risk of being out of stock on important items). "We really like the fact that

NetSuite doesn't let you make inventory mistakes," Reale pointed out. "We don't want to keep a lot of inventory, but we sell literally thousands of different SKUs. NetSuite helps us keep all of that in order."

A Vision for the Future
After just a few months of running NetSuite, Reale says he's already seeing the benefits of his decision to partner with Upaya and NetSuite. Not only has Upaya proven itself to be a trusted, reliable implementation partner, but the NetSuite cloud software itself is opening "new windows of opportunity for Metro Industrial," he added.

"We're taking advantage of the data that the platform is providing us and using it to reduce overhead, cut inventory levels and really zero in on our best-selling items," Reale said. "We couldn't do any of that with our previous systems."

Company Snapshot

Company: Metro Industrial Supply, LLC

Location: New Bedford, Mass.

Partner Name: Upaya - The Solution, Inc.

Location: San Jose, Calif.