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from the  
**Caine & Weiner  
Family!**



The Cohen Family: Zac, Matt, Chris, Cami, Greg and Jake

As 2016 comes to a close and we prepare to celebrate the Holiday Season, I wish to convey my heartfelt appreciation to our clients. We sincerely value the opportunity they've given us to provide them with innovative Receivables-to-Cash solutions and are always mindful that they are the foundation of our success. Representing every major worldwide industry, their satisfaction is our highest priority.

My appreciation is also extended to our respected stakeholders, extraordinary alliance partners, and our trusted international partners, for all having a shared vision, similar core values and a unified commitment to best-in-class service and unmatched performance.

I also want to thank Caine & Weiner's team of dedicated professionals — our Collection Specialists, Administrative Professionals, Client Relations and Client Service Managers, Department Managers,

Senior Managers and our Executive Officers. Their efforts, teamwork and commitment to excellence are genuinely appreciated.

Personally, I am honored to have served as the 2016 President of the International Association of Commercial Collectors (IACC), and to have been chosen to receive the President's Cup Award from the Commercial Law League of America (CLLA). The importance of these esteemed associations to our profession is beyond compare. The leadership, resources and support they provide are invaluable.

Looking forward to 2017, I am excited about all that we have planned for the future of Caine & Weiner as we continue to grow and work hard toward a successful new year.

In the meantime, I wish you a very Happy Holiday Season from my family to yours!

Best Wishes,

Greg Cohen  
Caine & Weiner President & CEO

## What Could Trump's Presidency Mean for the ARM Industry?

Excerpt from article by Stephanie Eidelman, CEO, InsideARM



President-Elect Donald Trump's opinion that industries are over-regulated — his positions on regulations, business taxes and especially the Consumer Financial Protection Bureau — is agreed upon by most in the financial services industry. With the completion of the debt collection SBREFA hearing in August, it now seems likely the completion of the debt rulemaking will be overseen by the new regime. This may well be a positive outcome for the ARM industry, as well as a Trump appointment of a new Federal Communications Chairman, which could change the agency's approach to interpretation of the Telephone Consumer Protection Act (TCPA). For now, the uncertainty continues. But as it relates to the ARM industry, there is new reason to be optimistic that a more business-friendly approach is possible. [CLICK HERE](#) to read full article.

What Do You Think? [CLICK HERE](#) to take our 1-Minute survey.



## How to Improve Your Collection Agency's Odds of Success: Build A Partnership



By Greg Cohen, Caine & Weiner President & CEO and 2016 IACC President  
Excerpted from Q4 Credit Research Foundation News . [CLICK HERE](#) to read full article.



Your credit department has called, emailed and sent letters. Your customer has made and broken payment promises, or perhaps has stopped taking your calls altogether. Further internal effort will likely bring only frustration and a waste of time and money. You know circumstances like these require a collection agency. But you might not know all of the steps you should take to increase your agency's odds of successfully collecting the debt. It comes down to forging a partnership based on effective communication, information sharing and trust.

### Choose the Right Agency

The first step in building a great partnership is choosing the right partner or partners. If your volume of placement warrants it, best practices usually dictate creditors having at least two agencies, which both maximizes your net back, encourages a friendly competition among agencies that benefits your company, and protects you if one collector fails to meet your performance expectations, goes out of business, etc. Of course you want to choose an agency with a successful track record. But in collections, the end never justifies the means. The wrong agency can sever otherwise salvageable customer relationships, damage your professional reputation, or even land you in court.

### Set Communication Expectations – and Meet Them, Too

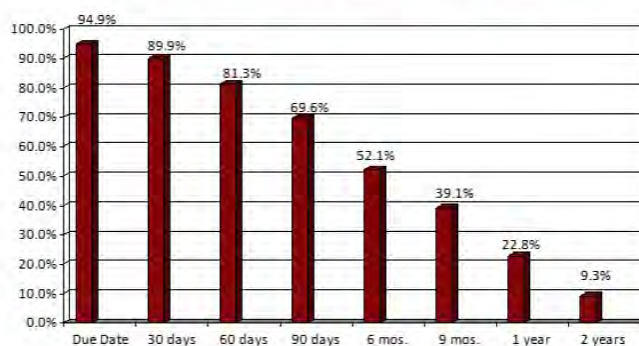
Once you've chosen an agency, it's time to build your partnership. As with any partnership, open communication is an essential part of your onboarding strategy. Early on, you will together put into writing some of the wants and needs discussed above. This is also when you let the agency know how often you expect reports on account progress.

### Know When to Say When

It can be tempting to keep on trying to collect an overdue account in house. The longer the history with the customer, the bigger the dollar amount overdue, the harder it can be to send the account to collections.

But the older a debt gets, the less likely it is to ever be collected (*see chart*). Old accounts are also frustrating and bogging down the credit department, usurping credit professional energy that could be better used reminding current customers to stay current or collecting debts only slightly past due.

**Collectability of Delinquent Commercial Debts  
At Time Intervals After the Due Date**



Commercial Law League of America

### Recognize Victory

It's easy to recognize success when your agency collects in full. But what about those times when less than 100% is offered by the debtor? Trust your partner. Your agency will recommend action based on prior experience and research of the current situation.

Because any agency you work with is in effect an extension of your credit department, you also want to choose only agencies aligned with your company's core values and expectations. Open communication, careful documentation, and the sharing of information are what allow you to ensure you have chosen the right agency and build the strongest and most effective partnership together.

[CLICK HERE](#) for full article including Documents to Collect & Share and The Role of Sales in Collections.



### ACH REMINDER

Earlier this year, Caine & Weiner realigned itself with a new financial institution, 1st Century Bank. This change has helped facilitate the trend toward more ACH remittances and less check writing.

If you have not updated your ACH info to direct your invoice payments to 1st Century Bank, or if you would like to begin receiving your remittances via ACH, e-mail [accounting@caine-weiner.com](mailto:accounting@caine-weiner.com) for the updated ACH information.



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Chief Commercial Officer  
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### Our Texas Office is Growing!

Our Dallas office, which moved earlier this year to increase capacity, is quickly filling their new space. We are now staffing 49 at this location.







## Holiday Sales Outlook

Excerpted from article by Dan North, Chief Economist, Euler Hermes North America



### [CLICK HERE](#)

to read the entire  
article in the Dec. 9  
edition of Euler Hermes  
The Edge newsletter

Holiday sales can make or break the year for many retailers. In fact, retailers tend to declare bankruptcy most frequently just after the holiday season ends. Given the importance of the season, several organizations publish forecasts for this period.

Perhaps the most widely followed forecast comes from the National Retail Federation (NRF) that this year is predicting a 3.6% increase in sales in November and December over the same period last year. That is a bit higher than the post-recession average of 3.4% and would be a slight improvement from last year's 3.2%. Other forecasts predict similar numbers. These forecasts focus on discretionary purchases, excluding autos and gasoline as well as restaurants. The apparent consensus of an increase in sales of between 3.3% and 4.0% are all a bit better than last year. Unfortunately, the first actual reports on holiday spending over the Thanksgiving/Black Friday weekend are in, and the results are mixed.

**First the good news:** online sales were terrific. According to Adobe Systems, online sales rose 18% y/y to \$5.3bn for the weekend, while sales on Cyber Monday rose 10% y/y to \$3.4bn. And within Cyber Monday online sales, a remarkable 35% were made from mobile devices.

**Now the bad news:** online sales still only make up about 10% of total sales. And total sales, including both online and brick & mortar stores, suffered. The National Retail Federation estimated that online and brick & mortar sales fell -1.5% y/y over Black Friday weekend. There are probably several reasons for these disappointing results. While total consumer confidence soared after the elections, survey respondents still indicated apprehension about the future that surely puts a damper on purchases. This apprehension is also reflected in the fact that, despite decent income growth, instead of spending, consumers have been saving that income or paying down debt. Holiday sales have seen early discounting pulling sales that would normally be made in November into October. And with next day delivery, online shopping is possible until virtually Christmas Eve. Online sales as a share of total sales increased steadily until 2013, then started to grow about 40% faster. As the population of tech-savvy shoppers increases, that growth in share will only start accelerating more. This shift is also showing up in employment data, with retail employment shrinking and fulfillment/shipping center employment increasing.

**What this means for your business:** Retailers can live or die depending on holiday sales, and so far the results aren't terribly encouraging, especially for brick and mortar stores. Those retailers who flounder are most likely to declare bankruptcy in January, and businesses that sold them holiday goods will be standing in line with a multitude of other creditors, all trying to collect whatever is available. And it's almost always a fraction of what they are owed. A [trade credit insurance policy](#) can help mitigate against this risk as well as provide protection against slow payment.

**What to watch for:** The Black Friday weekend data is about the only comprehensive data available with which to judge holiday sales before the end of the season. After that, data becomes scarce. Final retail sales data won't really be known until January 13<sup>th</sup> when the Census Bureau publishes its retail sales report for December. The report includes specific breakouts by many different types of retailers, including online. Individual major retailers may not release holiday sales information until later in the first quarter. Euler Hermes provides timely analyses on this and other subjects in our [Weekly Export Risk Outlook](#) (WERO), as well as monthly and quarterly analyses on the global macroeconomy and specific countries and industry sectors. Visit the [Economic Research](#) section at [www.eulerhermes.us](http://www.eulerhermes.us) to learn more.

*Dan North, Chief Economist for Euler Hermes North America, uses macroeconomic and quantitative analysis to help manage Euler Hermes' risk portfolio of more than \$250 billion in annual trade transactions within the Americas region.*

**Retailers can live or die depending on holiday sales, and so far the results aren't terribly encouraging ... a [trade credit insurance policy](#) can help mitigate against this risk as well as provide protection against slow payment.**

### Caine & Weiner Internal Role Changes

In alignment with the strategic intent contained in Caine & Weiner's Mission/Vision Statement, *Ongoing investment in people, procedures, and technology*, Caine & Weiner is happy to announce the following role change:



**Shawnee Simmons** has joined Caine & Weiner as National Training Manager. Shawnee has seven years of corporate training success with small and large groups across diverse industries. She has specialized in leveraging educational theories and methodologies to deliver training programs and integrate both onsite and virtual instructional technology, and facilitating management and team building training programs and activities.



**C&W Chicago Office  
Proud of Their  
2016 World Series  
Champion Cubs!**





## Conference Circuit Roundup

It was great to see everyone at the conferences Caine & Weiner attended this fall! Here are some highlights.



**Transportation Revenue Management Group**



### Tell Us What You Think:

The Biz is Caine & Weiner's quarterly client newsletter. If you have comments or questions please direct them to the editor:

**Jennie Hirtzel**  
Marketing Manager  
jennie.hirtzel@caine-weiner.com

### THE BIZ archives

[CLICK HERE](#) to read past issues of THE BIZ newsletter

C&W rock-n-rolled to the Viva Las Vegas theme at the TRMG Conference in Las Vegas. Congratulations to Curt Maisey with England Logistics for winning our "Let Me Be Your Teddy Bear" contest! President & CEO Greg Cohen (seated at far left) was invited to be on the speakers' panel at the GCS Credit conference in Singapore. Terri Cramer shares a disco moment with NACM Sales Representative Chris Ring at the NACM Gateway Conference.

From our Affinity Partner



Cortera Decisions™, a new automated scorecard platform, will help companies streamline processes and improve financial performance by increasing automation of credit decisioning and portfolio risk reviews.

Cortera Decisions will allow customers to create credit scorecards within the Cortera Pulse application using defined variables, conditions and weightings. When applied to a chosen business, the scorecard will automate an approved, pending or declined credit request along with a range of recommended credit limits. The new analytics will be available through individual credit requests and batch scoring. Users will also have access to their historical credit decisions.

### Cortera® Announces Launch of Cortera Decisions™

"Cortera is known for constantly innovating to bring new functionality to our customers," said Cortera's CEO Jim Swift. "Recent brainstorming with customers resulted in what we believe is a powerful new way to deliver automated credit decisioning in a manner that allows companies to customize many dimensions to best meet their business needs. This easy-to-use, highly configurable new product combines processing efficiency and higher order analytics to improve credit decisioning and credit limit management."

Cortera Decisions is available for all Cortera Pulse customers. For more information on Cortera Decisions, visit <https://www.cortera.com/products/decisions>.

