



Supply Chain

Moneyball 2.0 Leadership training



Proudly made in JOE collaboration with

Christian Ravenberg

#512 - Head of Supply Chain



AGENDA

- 1 **Why is this skill important?**
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 How to apply into practice



WHY IS THIS SKILL IMPORTANT?

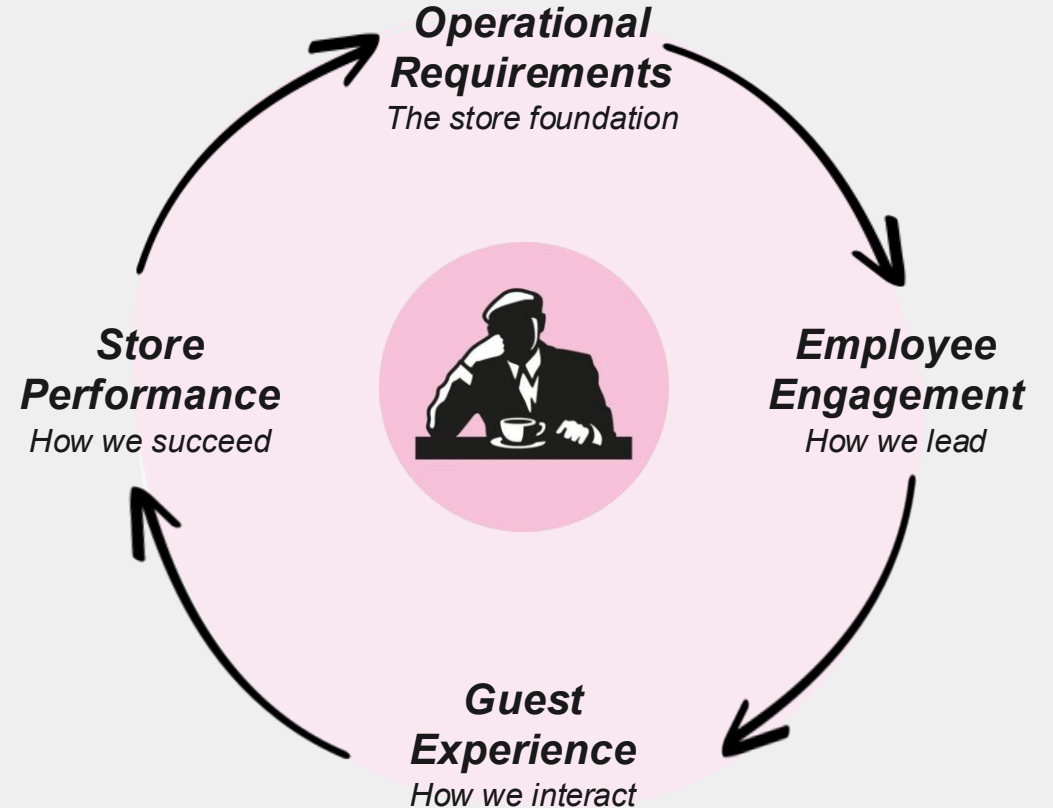
Learning goals for this manager session

LEARNING GOALS

Understanding your COGS effect on the stores' P&L and how to optimize it through managing ideals, waste and stock handling procedures:

1. Recap of **count and waste ladder** to manage stock
2. Understand all elements of the **COGS report**
3. Identify discrepancies **between orders, deliveries & invoice**
4. Update **ideals** to reflect seasons and in-store trends

CIRCLE OF OPERATIONAL EXCELLENCE

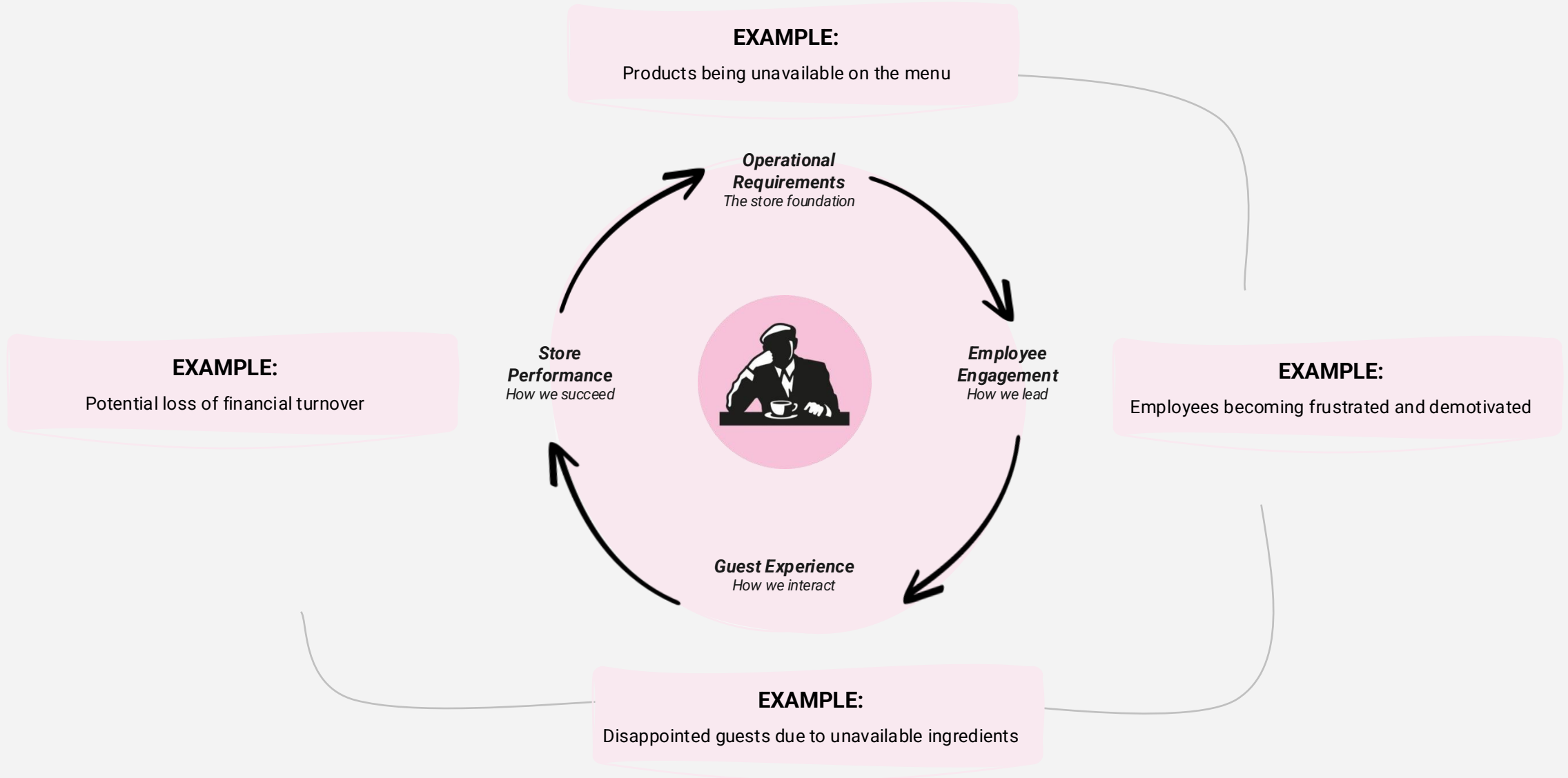


How does mastering these skills affect each area within
the Circle of Operational Excellence in your store?



WHY IS THIS SKILL IMPORTANT?

How does mastering these skills affect each area within the Circle of Operational Excellence?





AS WE SAY IN JOE

Why do we say it?

“ONE APPLE MORE

ONE LESS STORE”





PURPOSE

Striving for Operational Supply Chain Excellence

By analyzing the financial impact and elements in the COGS reports, we support leaders in tracking costs, and identify **opportunities to reduce unnecessary expenses.**

*“Our goal is to **align our Supply Chain and operational decisions with the overall business goals**, driving better performance and long-term success.”*

- Global Supply Chain Department



AGENDA

1 Why is this skill important?

How to master the skill

- Counts & Waste Ladder Recap

2

- Performance Measurement
- The COGS Report – Profits & Losses
- Day-2-Day Supply Chain Leadership

3 Sum-up and Impact

4 How to apply into practice

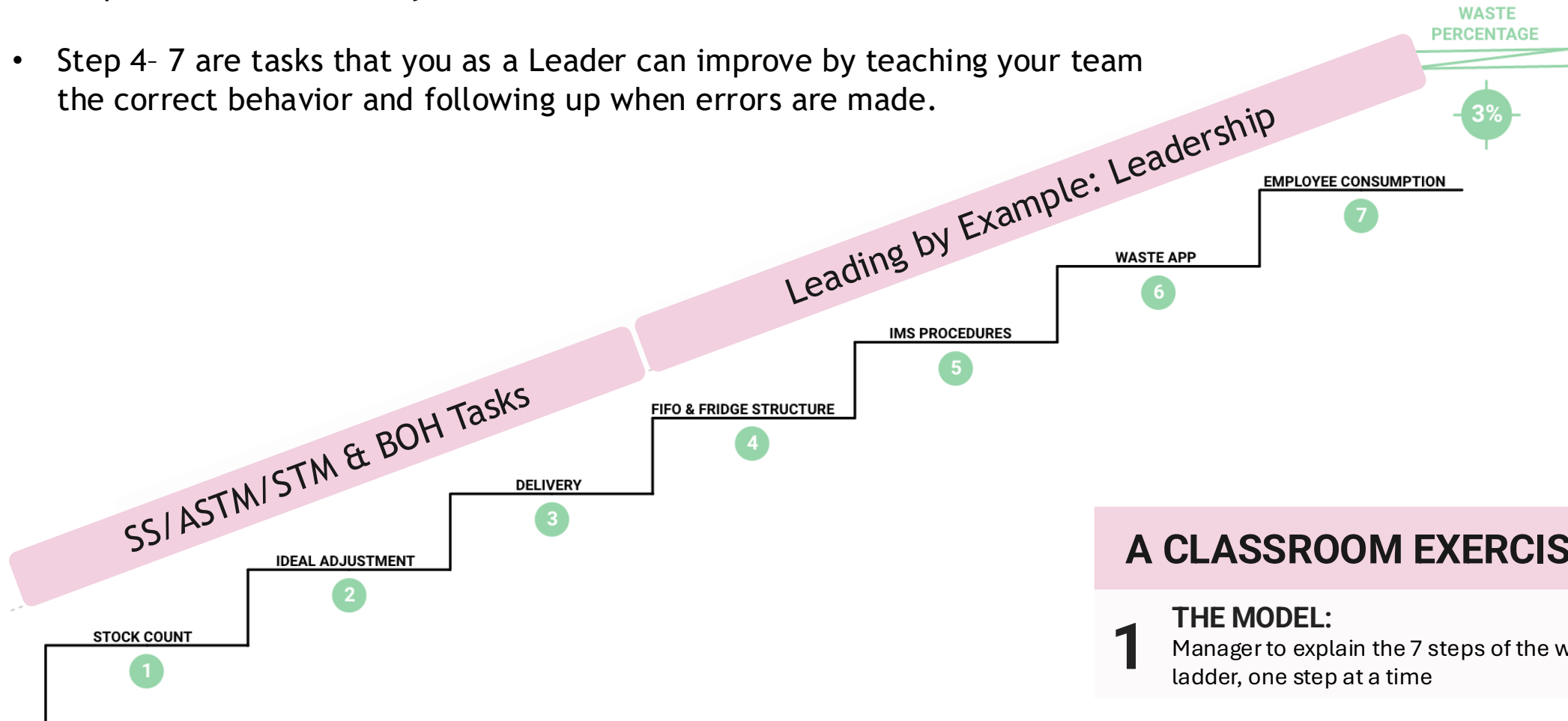




THE WASTE LADDER

Walkthrough of the 7 steps of an already known concept

- Step 1 - 3 are tasks that you are accountable for as Leaders in our Stores.
- Step 4- 7 are tasks that you as a Leader can improve by teaching your team the correct behavior and following up when errors are made.



A CLASSROOM EXERCISE

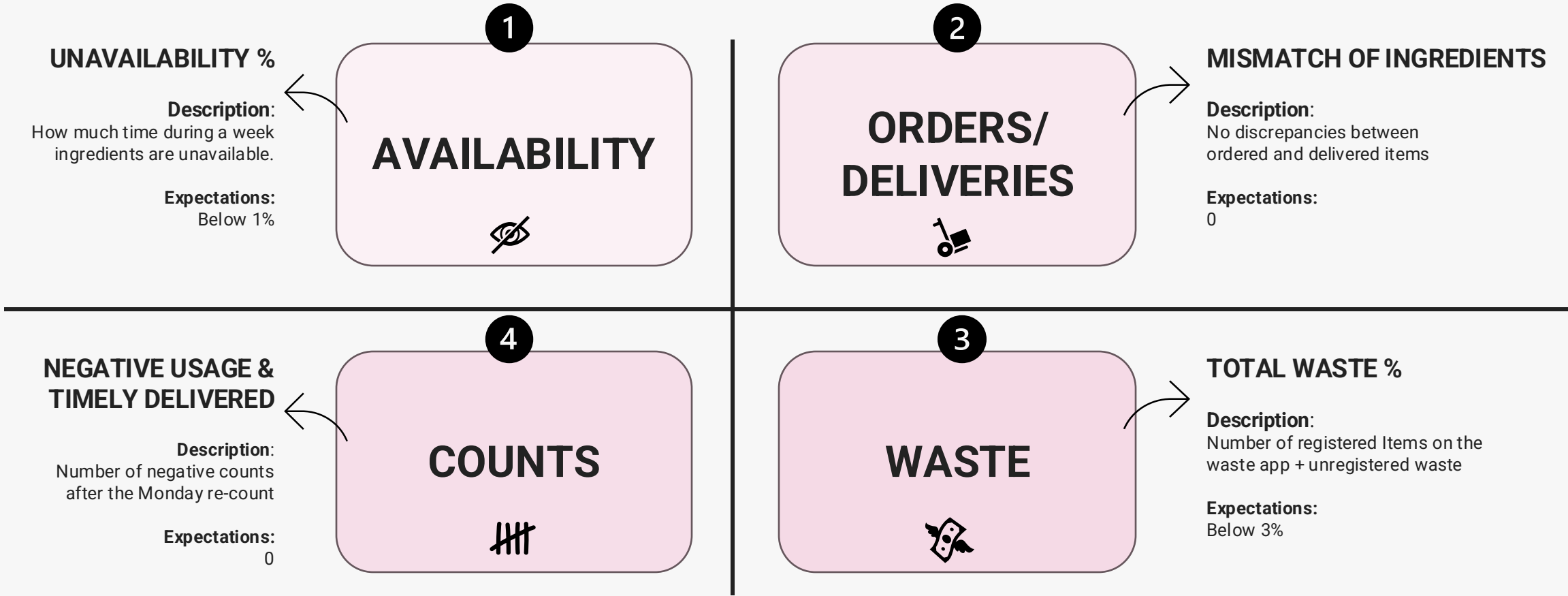
- 1 THE MODEL:**
Manager to explain the 7 steps of the waste ladder, one step at a time

These steps ensures an optimized and as low as possible waste %
- Use as trouble shoot guide for high waste.



HOW WE MEASURE PERFORMANCE

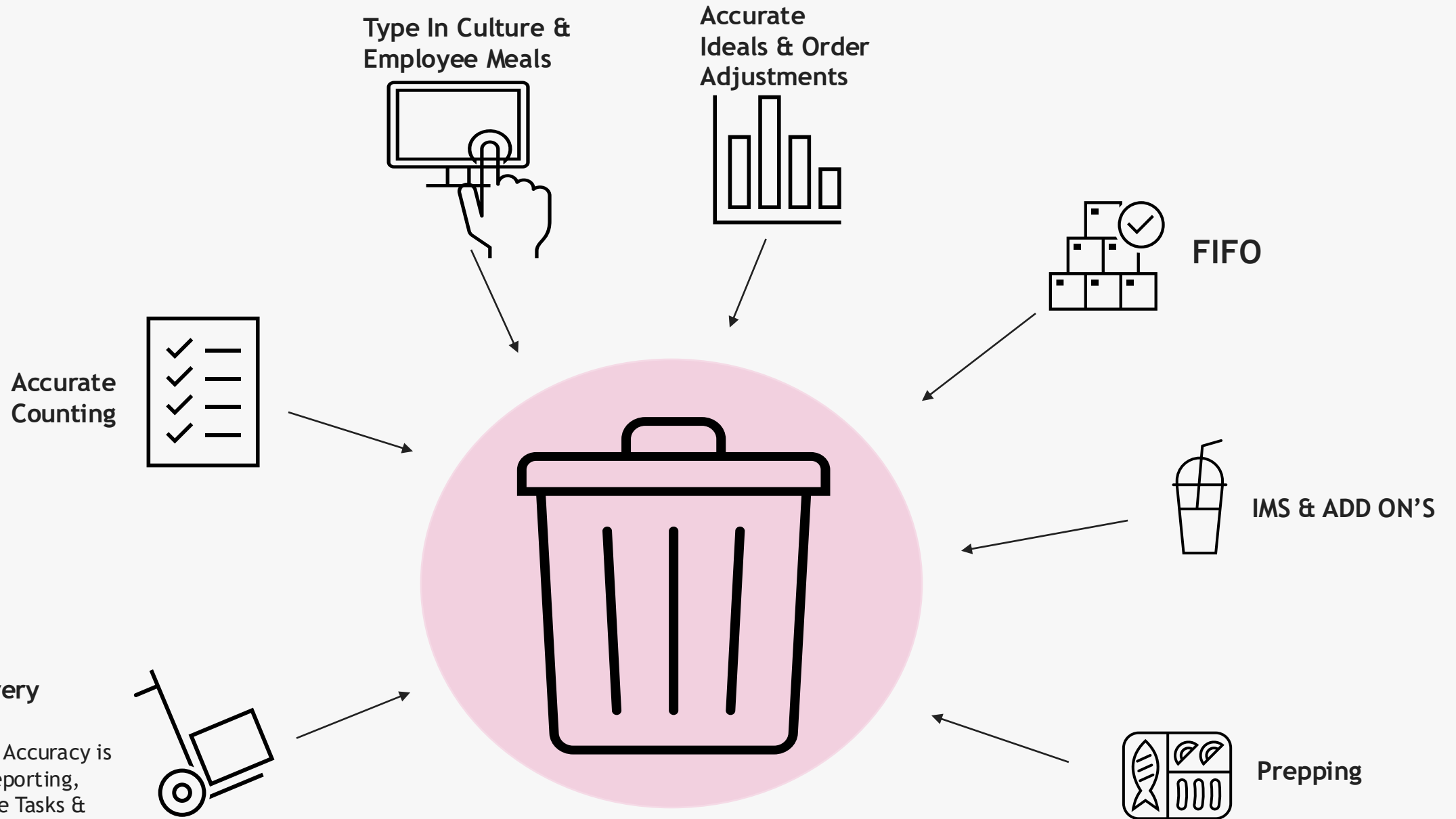
Your four parameters within supply chain



The Store Manager ensures high product availability, timely and correct orders and deliveries, accurate stock counts, and minimal waste through effective supply chain management and operational efficiency.



WHAT IMPACTS WASTE?



Correct Delivery Process
Completing - Accuracy is key! Delivery Reporting, Confirming Store Tasks & Store Transfers



A COGS DEEP DIVE

Understanding the 8 parameters within COGS

Turnover	1.000,00		
COGS	- 200,00	-20,0%	
DOC	- 100,00	-10,0%	
Salary	- 250,00	-25,0%	
Rent	- 150,00	-15,0%	
Delivery Fee	-	0,0%	
SOC	300,00	30,0%	

COGS	Cost of Goods Sold
DOC	Direct Operational Costs
Salary	Salary Costs
Rent	Location Costs
SOC	Store Operational Contribution

COGS REPORT

1	Food Costs	- 200,00	-20,0%
2	Packaging Costs	- 10,00	-1,0%
3	Registered Waste	- 10,00	-1,0%
4	Unregistered Waste	- 20,00	-2,0%
5	Employee Meals	15,00	1,5%
6	Distribution	50,00	5,0%
7	Bonus	- 20,00	-2,0%
8	Discounts	- 5,00	-0,5%

DEFINITIONS

- 1 FC: Cost of ingredients used in sold products.
- 2 PC: Cost of takeaway packaging.
- 3 RW: Documented waste (via waste app).
- 4 UW: Undocumented waste, grey area.
- 5 EM: Tracking of employee meals.
- 6 Di: Cost of deliveries and fees.
- 7 Bo: Cashback and bonus deals with suppliers
- 8 Dis: Campaigns, Black card, etc.

This report provides important insights on where and how overall costs are distributed and hereby understanding how to find solutions and implement actions to improve



THE COGS REPORT & YOUR MANAGER IMPACT

Understanding where you can impact as a manager and where HQ will do the job

	Budget		Executed		Budget Δ	
Turnover	100.000,00		90.000,00		-10.000,00	
Food Costs	-	15.000,00 -15,0%	-	13.500,00 -15,0%	1.500,00	0,0%
Packaging Costs	-	750,00 -0,8%	-	675,00 -0,8%	75,00	0,0%
Registered Waste Costs	-	2.500,00 -2,5%	-	2.500,00 -2,8%	-	-0,3%
Unregistered Waste Costs	-	1.000,00 -1,0%	-	1.000,00 -1,1%	-	-0,1%
Product Costs - Employee Meals		1.000,00 1,0%		1.000,00 1,1%	-	0,1%
Distribution And Logistics Costs	-	1.500,00 -1,5%	-	1.250,00 -1,4%	250,00	0,1%
Supplier Bonus Costs		1.500,00 1,5%		1.500,00 1,7%	-	0,2%
Discount Or Campaign Costs		500,00 0,5%		750,00 0,8%	250,00	0,3%
COGS (Cost of Goods Sold)	-	17.750,00 -17,8%	-	15.675,00 -17,4%	2.075,00	0,3%
GM (Gross Margin)		82.250,00 82,3%		74.325,00 82,6%	- 7.925,00	0,3%

OPERATION

HQ

This report provides important insights on where and how overall costs are distributed and hereby understanding how to find solutions and implement actions based on what is within or out of your control as a Store Manager



1 DAY-2-DAY LEADERSHIP

What behaviour do you expect from your employees, and how will you follow up when desired behaviour is not followed?

PRESENTATION

2 Prepare a 2-minute conclusion including where and how this element influences your COGS report.

1 DAY-2-DAY LEADERSHIP

What behaviour do you expect from your employees? And how will you follow up when desired behaviour is not followed?

2 PRESENTATION

Prepare a 2-minute conclusion including where this element influences your COGS report

1 DAY-2-DAY LEADERSHIP

Which behaviour do you expect from your employees? And how will you follow up when desired behaviour is not followed?

2 PRESENTATION

Prepare a 2-minute conclusion including where this element influences your COGS report

YOUR COGS REPORT

Leading and following up on Supply Chain Behavior in a store's day-to-day operations is crucial for improving COGS and ultimately P&L performance



DAY-TO-DAY TASKS

The financial impact

TYPE IN CULTURE



IMS PROCEDURES



FIFO



	Budget		Executed		Budget Δ	
Turnover	100.000,00		90.000,00		-10.000,00	
Food Costs	- 15.000,00	-15,0%	- 13.500,00	-15,0%	1.500,00	0,0%
Packaging Costs	- 750,00	-0,8%	- 675,00	-0,8%	75,00	0,0%
Registered Waste Costs	- 2.500,00	-2,5%	- 2.500,00	-2,8%	-	-0,3%
Unregistered Waste Costs	- 1.000,00	-1,0%	- 1.000,00	-1,1%	-	-0,1%
Product Costs - Employee Meals	1.000,00	1,0%	1.000,00	1,1%	-	0,1%
Distribution And Logistics Costs	- 1.500,00	-1,5%	- 1.250,00	-1,4%	250,00	0,1%
Supplier Bonus Costs	1.500,00	1,5%	1.500,00	1,7%	-	0,2%
Discount Or Campaign Costs	500,00	0,5%	750,00	0,8%	250,00	0,3%
COGS (Cost of Goods Sold)	- 17.750,00	-17,8%	- 15.675,00	-17,4%	2.075,00	0,3%
GM (Gross Margin)	82.250,00	82,3%	74.325,00	82,6%	- 7.925,00	0,3%

	Budget		Executed		Budget Δ	
Turnover	100.000,00		90.000,00		-10.000,00	
Food Costs	- 15.000,00	-15,0%	- 13.500,00	-15,0%	1.500,00	0,0%
Packaging Costs	- 750,00	-0,8%	- 675,00	-0,8%	75,00	0,0%
Registered Waste Costs	- 2.500,00	-2,5%	- 2.500,00	-2,8%	-	-0,3%
Unregistered Waste Costs	- 1.000,00	-1,0%	- 1.000,00	-1,1%	-	-0,1%
Product Costs - Employee Meals	1.000,00	1,0%	1.000,00	1,1%	-	0,1%
Distribution And Logistics Costs	- 1.500,00	-1,5%	- 1.250,00	-1,4%	250,00	0,1%
Supplier Bonus Costs	1.500,00	1,5%	1.500,00	1,7%	-	0,2%
Discount Or Campaign Costs	500,00	0,5%	750,00	0,8%	250,00	0,3%
COGS (Cost of Goods Sold)	- 17.750,00	-17,8%	- 15.675,00	-17,4%	2.075,00	0,3%
GM (Gross Margin)	82.250,00	82,3%	74.325,00	82,6%	- 7.925,00	0,3%

	Budget		Executed		Budget Δ	
Turnover	100.000,00		90.000,00		-10.000,00	
Food Costs	- 15.000,00	-15,0%	- 13.500,00	-15,0%	1.500,00	0,0%
Packaging Costs	- 750,00	-0,8%	- 675,00	-0,8%	75,00	0,0%
Registered Waste Costs	- 2.500,00	-2,5%	- 2.500,00	-2,8%	-	-0,3%
Unregistered Waste Costs	- 1.000,00	-1,0%	- 1.000,00	-1,1%	-	-0,1%
Product Costs - Employee Meals	1.000,00	1,0%	1.000,00	1,1%	-	0,1%
Distribution And Logistics Costs	- 1.500,00	-1,5%	- 1.250,00	-1,4%	250,00	0,1%
Supplier Bonus Costs	1.500,00	1,5%	1.500,00	1,7%	-	0,2%
Discount Or Campaign Costs	500,00	0,5%	750,00	0,8%	250,00	0,3%
COGS (Cost of Goods Sold)	- 17.750,00	-17,8%	- 15.675,00	-17,4%	2.075,00	0,3%
GM (Gross Margin)	82.250,00	82,3%	74.325,00	82,6%	- 7.925,00	0,3%



EXERCISE: THE TEAM REPORT

Team Report Guidelines

The following set of guidelines will help you to create your own good example of a team report.

- 1) START POSITIVE BEFORE NEGATIVE.
- 2) ALWAYS FOLLOW UP FROM LAST WEEK.
- 3) SHOW THE EFFECTS THAT THE TEAM'S WORK HAS ON THE STORE PERFORMANCE.
- 4) WHAT IS OUR POSITION OVERALL? (REGION OR MARKET)
- 5) CREATE MOTIVATION FOR THE TEAM.
- 6) SET CLEAR GOALS.
- 7) WASTE REPORTING.
- 8) PLAN FOR THE WEEK.

• *Finally, always inform the team of the plan for the week and your intentions with training, following up, and what you will be assessing while they work. This will help the team to better know what to expect and what to do.*

GROUPS OF TWO

1 REVIEW BM REPORT:

- Latest received BM report

2 CREATE WEEKLY TEAM REPORT:

- Identify Performing and underperforming area's
- Use the team report guidelines



EXERCISE: THE TEAM REPORT

How to create a team report

With waste, always be aware of how you report information to the Juicers because you want to avoid pushing down the product quality from the team.

- Rather than pushing Juicers on waste numbers such as the average sandwich cost, instead focus the communication on training, IMS, and Product Manual.
- Missing Bread pieces, cups, and milkshake usage are good numbers to use in a report because they are clear references to what needs to be done better.
- Reporting on FIFO, structures, and stock-flow can also be effective because they are clear operational goals for the Juicers to understand.
- In general, always reference the Product Manual and specific ingredients in the report such as; “Do the team use enough ice in the shakes or the wrong amount of avocado?”
- Whenever setting goals to improve the waste, the Store Manager will also need to include in the report a plan for re-training certain Juicers in product making such as; “demonstrating how much tuna mousse or using the correct IMS”.

GROUPS OF TWO

1 REVIEW BM REPORT:

- Latest received BM report

2 CREATE WEEKLY TEAM REPORT:

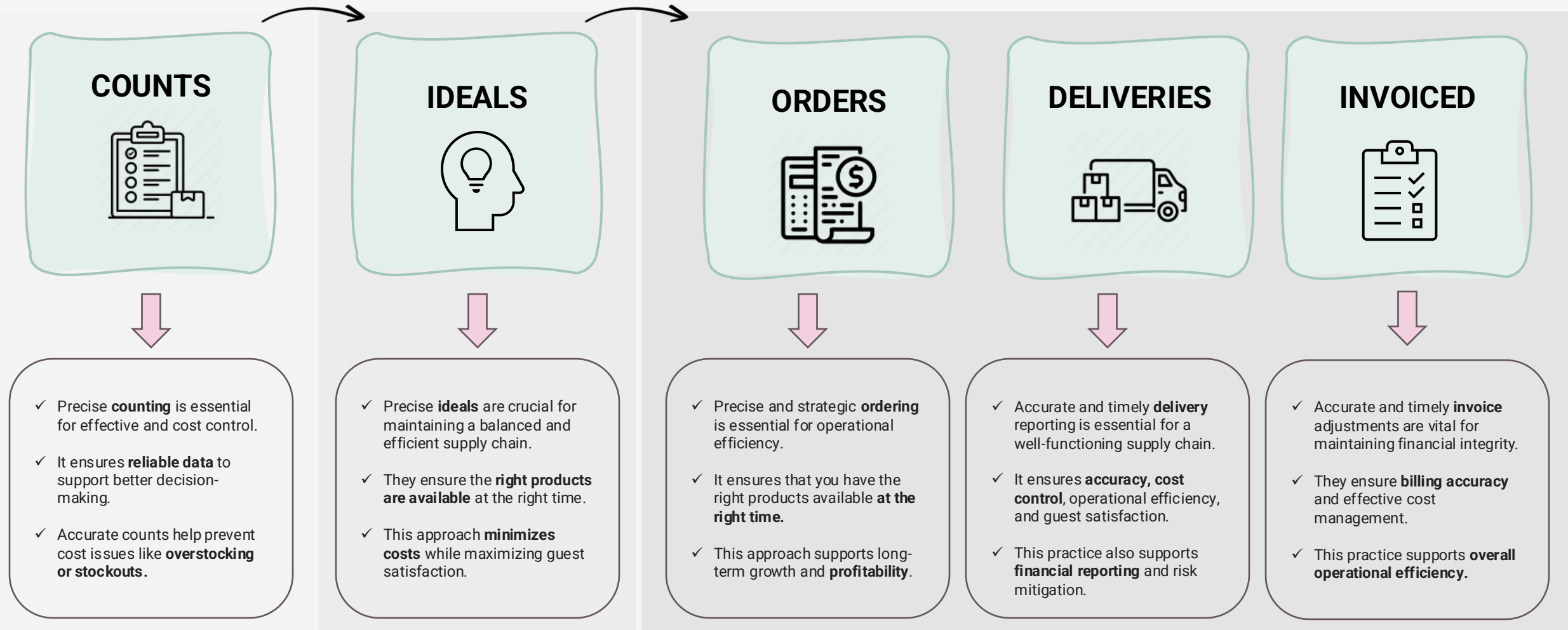
- Identify Performing and underperforming area's
- Use the team report guidelines

Use the weekly team report as a tool for keeping momentum.

THE INVENTORY WALKTHROUGH

How you can impact your overall Cost of Goods Sold

THE INVENTORY FLOW





AGENDA

- 1 Why is this skill important?
- 2 How to master the skill
- 3 Sum-up and Impact**
- 4 How to apply into practice





SUM-UP AND IMPACT

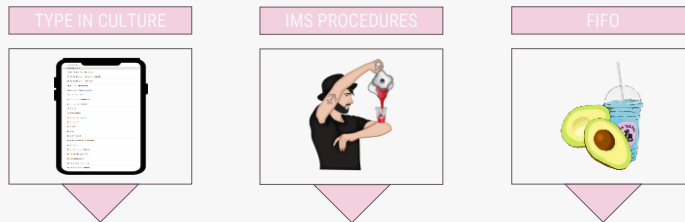
From class-room theory to practical in-store skills

What are your **key learnings**?



DAY-TO-DAY TASKS

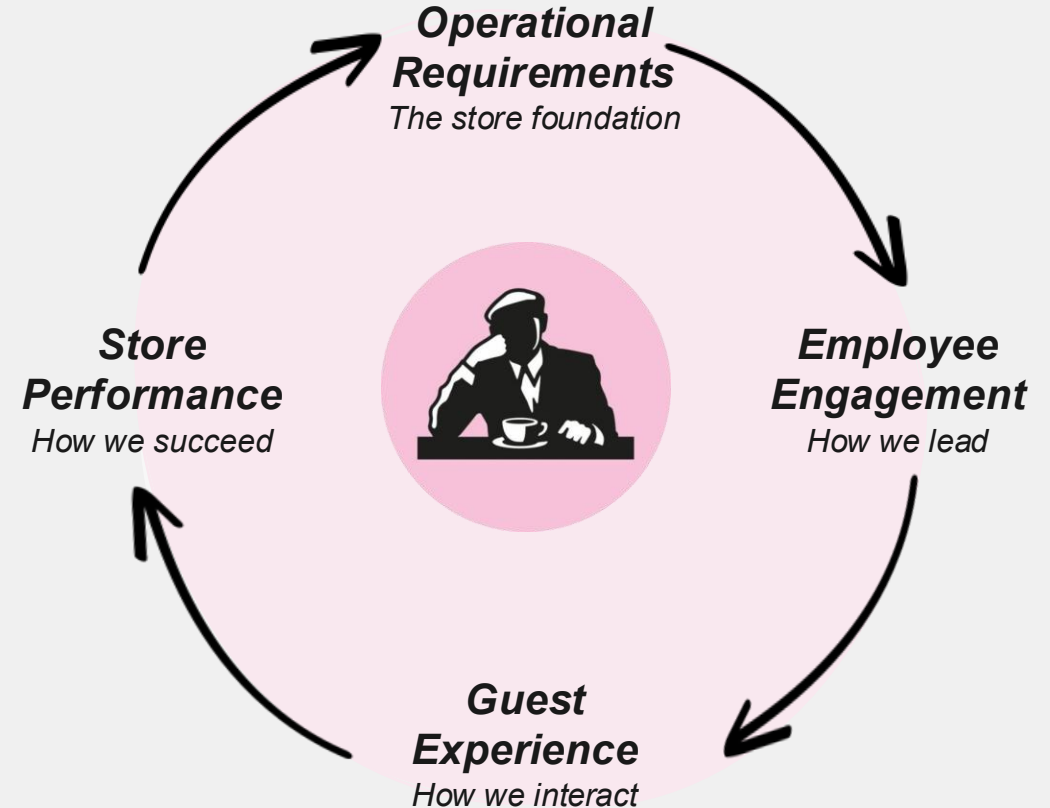
The financial impact



	Budget	Executed	Budget Δ	Budget	Executed	Budget Δ	Budget	Executed	Budget Δ
Turnover	100,000.00	90,000.00	-10,000.00	100,000.00	90,000.00	-10,000.00	100,000.00	90,000.00	-10,000.00
Food Costs	15,000.00	13,500.00	-1,500.00	15,000.00	13,500.00	-1,500.00	15,000.00	13,500.00	-1,500.00
Packaging Costs	750.00	675.00	-75.00	750.00	675.00	-75.00	750.00	675.00	-75.00
Registered/Memo Costs	2,500.00	2,500.00	-	2,500.00	2,500.00	-	2,500.00	2,500.00	-
Licensing/Memo Costs	1,000.00	1,000.00	-	1,000.00	1,000.00	-	1,000.00	1,000.00	-
Product Costs - Employee Meals	1,000.00	1,000.00	-	1,000.00	1,000.00	-	1,000.00	1,000.00	-
Distribution/Logistics Costs	1,500.00	1,250.00	-250.00	1,500.00	1,250.00	-250.00	1,500.00	1,250.00	-250.00
Supplier Service Costs	1,500.00	1,500.00	-	1,500.00	1,500.00	-	1,500.00	1,500.00	-
Discount O-Overage Costs	500.00	250.00	-250.00	500.00	250.00	-250.00	500.00	250.00	-250.00
COGS(Cost of Goods Sold)	17,750.00	15,675.00	-2,075.00	17,750.00	15,675.00	-2,075.00	17,750.00	15,675.00	-2,075.00
GMI(Gross Margin)	82,250.00	74,325.00	-7,925.00	82,250.00	74,325.00	-7,925.00	82,250.00	74,325.00	-7,925.00

13

CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering these skills affect each area within
the Circle of Operational Excellence in your store?



AGENDA

- 1 Why is this skill important?
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 **How to apply into practice**





HOW TO APPLY INTO PRACTICE

From practical in-store skills to daily, weekly, and monthly habits

Assistant Store Manager	Assists the Store Manager with supply chain management with aim to improve COGS performance. Capable of leading processes in the absence of the Store Manager
Store Manager	Responsible for overall supply chain management, and ultimately leading processes to improve costs and overall COGS performance
District Manager	Mentors and supports Store Manager in achieving supply chain targets to improve overall performance in COGS report by providing constructive feedback and sparring.



MANAGER SPECIALIST SESSIONS

© 2025 JOE & THE JUICE – ALL RIGHTS RESERVED