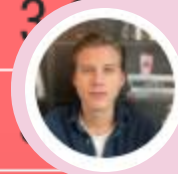




Shiftplanning

Moneyball 2.0 Leadership training

			A. P.	M. H.	O. H.	AWT	W. P.
			48	3,0	2	2,2	23
		,9	69	3,0	4	3,1	81
		3,7	81	4,0	3	2,8	68
		5,1	116	5,0	4	3,6	130
		6,7	149	6,0	4	3,5	122
		6,4	131	6,0	4	3,7	93
	4	3,9	102	5,1	4	5,7	95
	4	4,3	72	4,1	4	4,1	71
	3	3,9	65	3,8	3	4,3	53
	3	3,2	53	3,8	3	4,3	53
	2	3,2	29	3,8	3	4,3	53
0	3	3,8	55	3,0	2	1,8	27



Proudly made in JOE collaboration with

Ludwig Södergren

#2803 – Senior People Analytics Manager



SESSION BREAKDOWN

A big topic broken down in four sessions to give learnings one step at a time

Session 1

LEARNING GOALS

1. SHIFTPLANNING STATS

Learn how to analyse Shiftplanning Stats

2. BUILDING AN ANALYTICAL MINDSET

Learn how to create recommendations & actions based on both operational observations & data analysis

Session 2

LEARNING GOALS

1. SALARY CONTROLLER – Key KPI's for shiftplanning

Learn how to assess own shiftplan based on Revenue Target & Salary % target

2. TAKING ACTION

Learn how to create sustainable recommendations which are sensible from both an operational and cost perspective

Session 3

LEARNING GOALS

1. MAKING SENSIBLE ADJUSTMENTS

Making an adjustments in shiftplanning based on operational observation, analytical mindset, and Salary %

Session 4

LEARNING GOALS

1. UNDERSTANDING & NAVIGATING WP2 Reports

Identifying and navigating the relevant WP2 reports used for shiftplanning

2. TEMPLATE CREATION

Learning how to create a template in advance based on the data available & the information gathered from the store

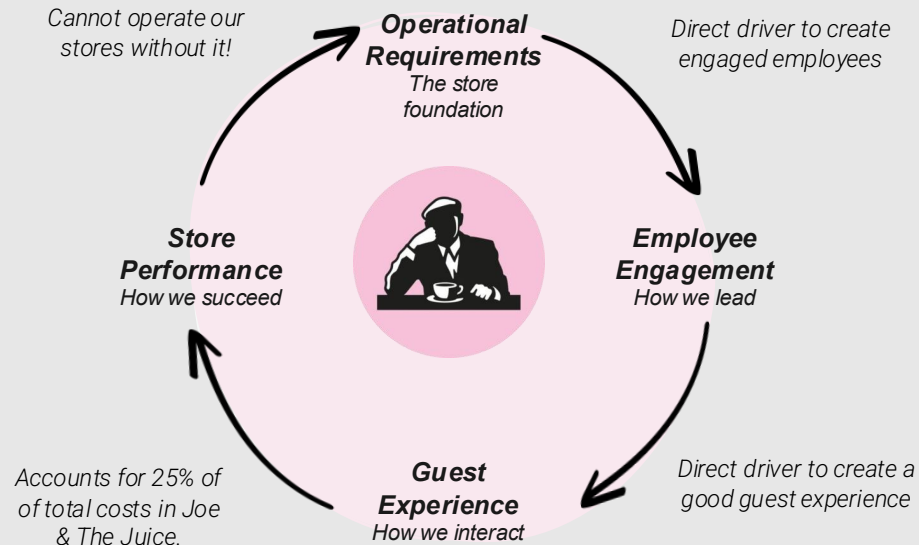
Aim is to unlock more responsibility at each session ending up with full shiftplan responsibility post session 4



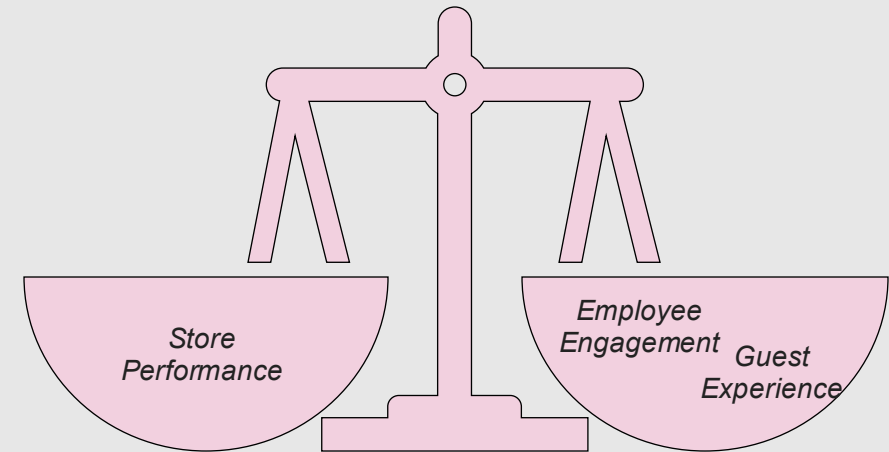
HOW DOES SHIFTPLANNING IMPACT OUR BUSINESS?

Shiftplanning as a huge driver that needs attention

SHIFTPLANNING IS KEY TOOL TO ENSURE OPERATIONAL EXCELLENCE



CREATING THE “PERFECT BALANCE”



DON'T SPEND TOO MANY HOURS TO:

- ✓ Reach Salary % target
- ✓ Reach a healthy Productivity
- ✓ Not spend unnecessary salary hours
- ✓ Make Joe a healthy business who can spend the money in the right way

ENOUGH JUICERS ON SHIFT TO:

- ✓ Create a good team spirit
- ✓ Engage employees in the workplace
- ✓ Serve guests
- ✓ Create a great guest experience



WHY IS IT KEY TO BE IN CONTROL OF YOUR SALARY COST

Salary cost is the biggest cost of running a Joe & The Juice store

As Managers, you are controlling one of the most crucial components for being able to operate a store in Joe & the Juice. The shift planning is essentially controlling 25,2% of the SOC in Joe & the Juice. Having this responsibility for the business demands the full attention!

SALARY COST BREAK DOWN



Sihlcity = 360,000CHF Y2D



Seefeldstrasse = 302,000CHF Y2D



Beethovenstrasse = 380,000CHF Y2D



Badenerstrasse = 317,000CHF Y2D



Metallstrasse = 231,000CHF Y2D



Limmatquai = 343,000CHF Y2D



Bhf Luzern = 300,000CHF Y2D

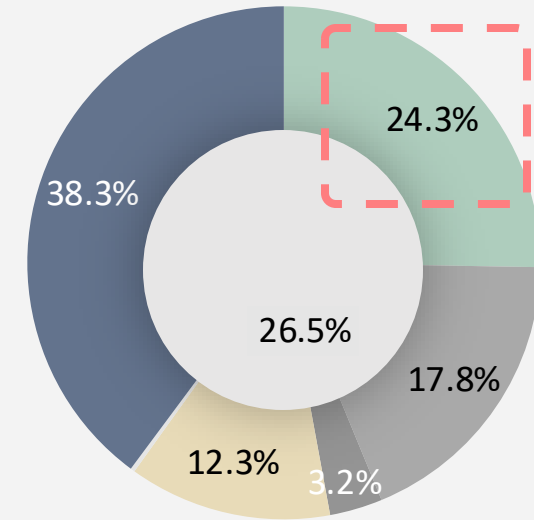


Schifflande = 357,000CHF Y2D



Sihlstrasse = 358,000CHF Y2D

TOTAL = 2.950mCHF



Fixed

Moving



Delivery fee



Location cost



Cost of goods sold



Salary percentage



Direct operational cost



SOC



AGENDA

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

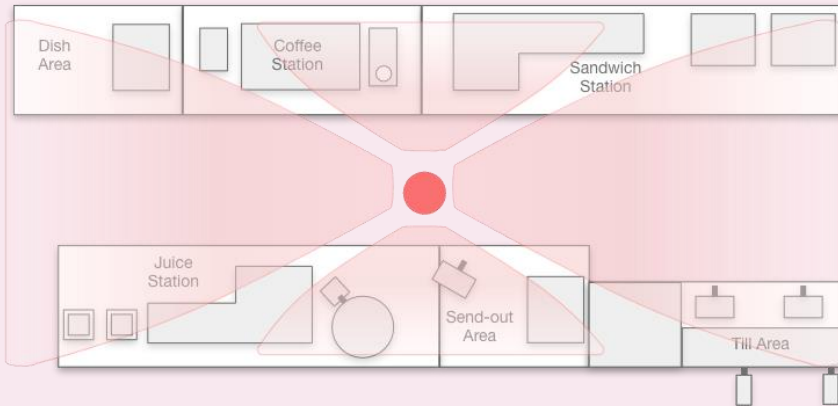




THE IMPORTANCE OF THE MANAGER ROLES

Manager with ultimate store insights and inputs to determine optimal shiftplanning

MANAGER OPTICS



- ✓ Knows what goes on in the store
- ✓ Able to analyse every minute of the traffic & performance

Missing strong data analysis in decision-making

VS

OPERATIONAL PLANNER OPTICS



- ✓ Decision-making based on data analysis
- ✓ Holistic overview of the store performance

Missing "every-day optics" in decision making



APPENDIX: GLOSSARY

Understanding the lingo of Shiftplanning

PRODUCTIVITY Productivity is a measure that allows one to understand how many products one juicer is making in an hour on shift	SAL% SAL% stands for Salary Percentage. Simply put, how much salary we spent to generate turnover. If we made 100k and spent 25k on salaries, then the SAL% was 25%	M2D from the 1st day of the month until the last executed day of the same month	EOM/EOD/EOY EOD – End of Day EOM – End of Month EOY – End of Year	CWT Orders send out within “Correct Waiting Time” If we made 100 products and 75 of them were made on time the CWT is 75%	HIT RATIOS Hit Ratios are a measure that lets us see what percentage of a shift-plan in a store or market is understaffed (blue), overstaffed (red) or optimally staffed (grey)
STORE SALARY Store Salary is a Cost Center associated with all the staffing costs needed to ensure the store operations	OH HOURS OH hours are shifts, or parts of shifts that are assigned to a store but their cost is not allocated to the Store Salary cost center	ON TOP HOURS On Top Hours are often associated with OH hours. They are shifts or parts of shifts that are in the shift plan that do not count into the productivity of the store	SOM TARGET The SOM target is the turnover forecast that is prepared before the start of each month. This allows us to precisely forecast the number of hours that should be used during that month	OPTIMAL HOURS Optimal hours will not be colored with green, blue and red as the number of man hours used during the specific hour was perfectly in line with the numbers of executed products	TAGS Shiftplan Tags help us visualise a certain area of responsibility, task or activity happening in the store

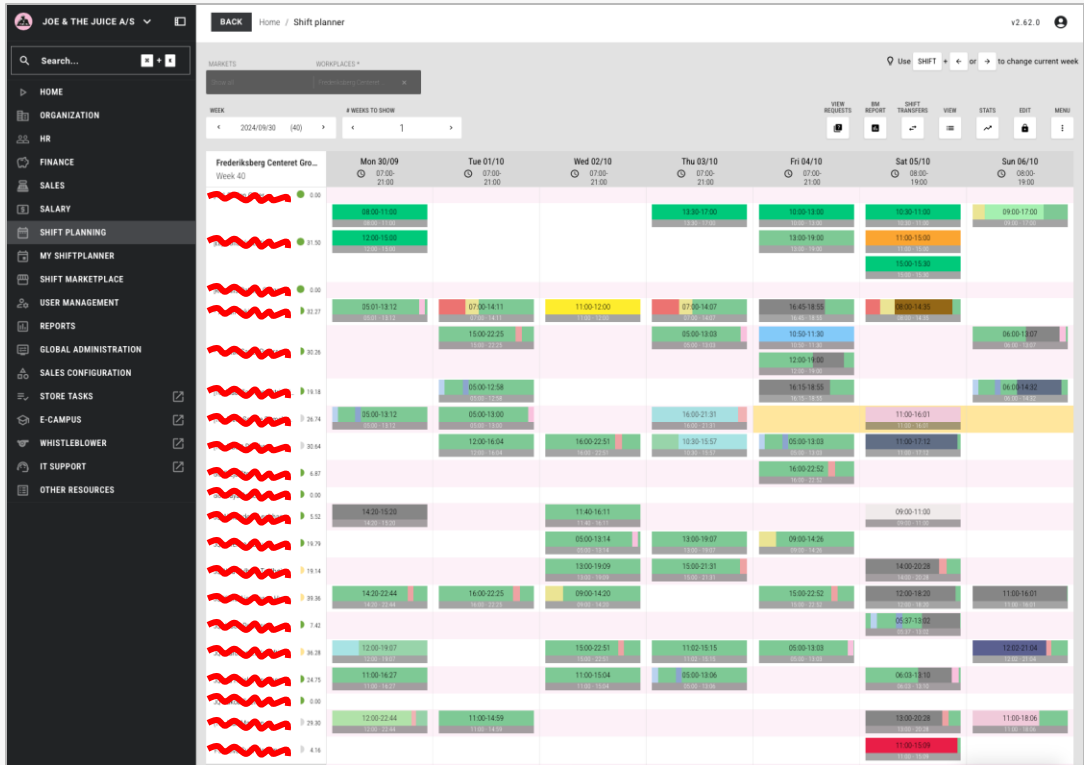
INTRODUCTION TO SHIFTPLANNING



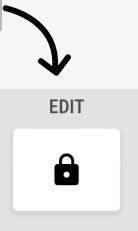
WP2: SHIFTPLANNING

The must-knows of shiftplanning

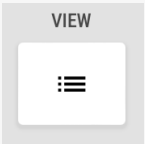
WHERE TO GO FOR SHIFT PLANNING



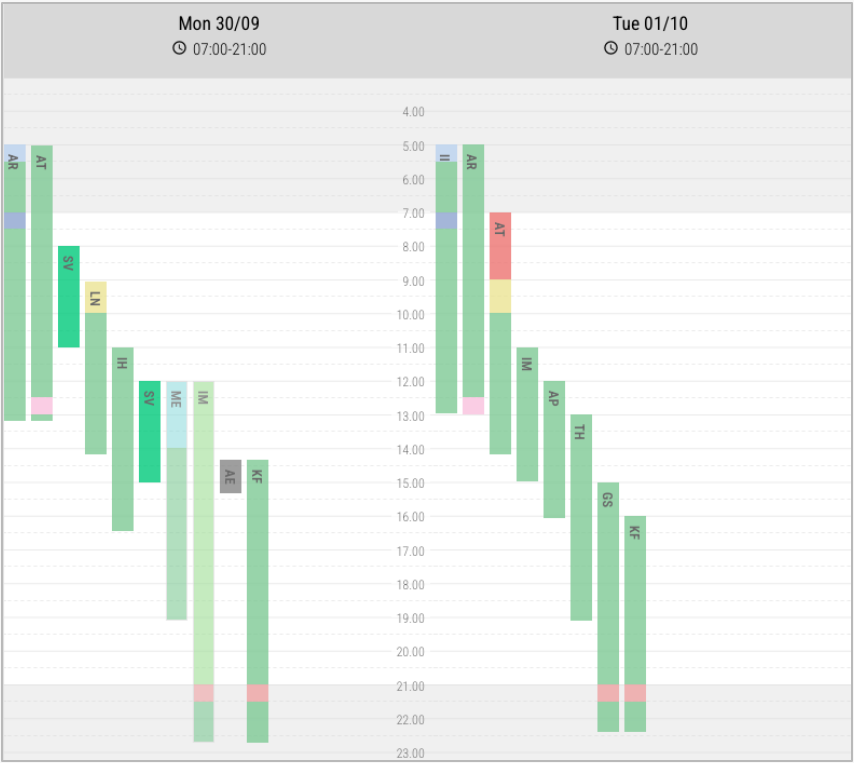
Press edit lock to
make adjustments



VERTICAL VIEW



Press View button to
access vertical view





INTRODUCTION TO COUNTRY REGULATIONS

Denmark



Shiftplanning policies across all markets

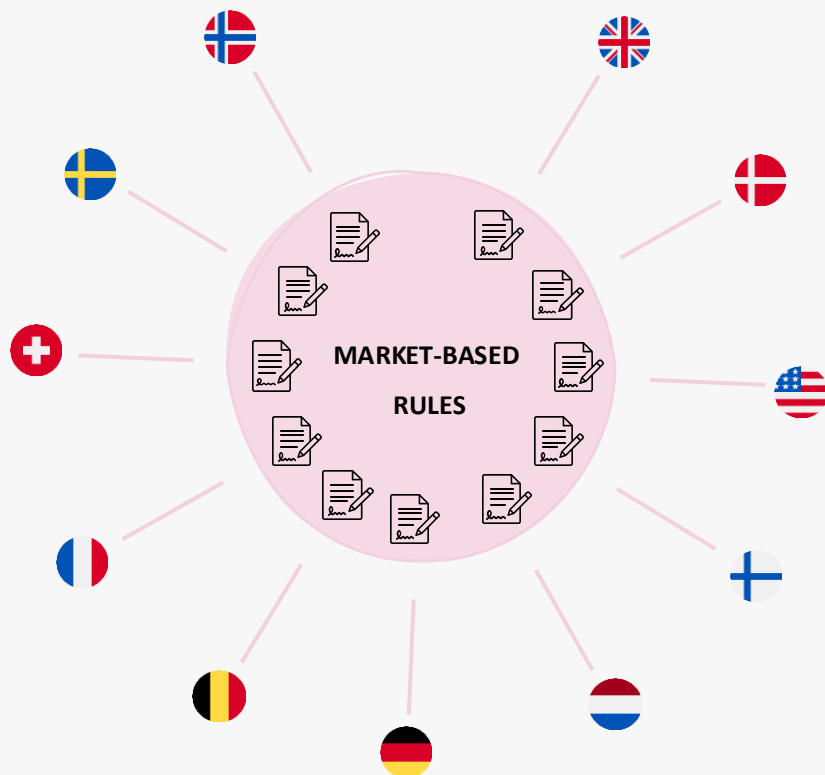
Regardless of store and market, the shiftplan needs to apply to following rules:

- The minimum shift length is 4 hours.
- The schedule must be finalized by the 1st of each month, two months in advance.
- All time-off requests must be submitted by the 15th of the month, two months in advance.
Example: A request for time-off in May must be requested and approved by March 15th.
- Deadline to assign all shifts is the 1st of the month 2 months prior example : Shifts for May must be assigned by 1st of April.



Shiftplanning policies in CH

- 15-minute break per 5.5h shift, 30-minute break per 7h shift, 1-hour break per 9h shift
- Working weeks of maximum 42h
- 11 hours consecutive rest between shifts (example a juicer that finish their shift at 21:00 can't start to work again until 8:00 the day after).
- Employees must have **2 rest days per week**, of which at least **1 must be a full day**; the other can be made up of half days.
- 24 hours of uninterrupted rest per week (1 day of minimum).
- Shifts can be adjusted without prior consent with two weeks in advance; however, it's of great importance that the employee is well informed about such a change.



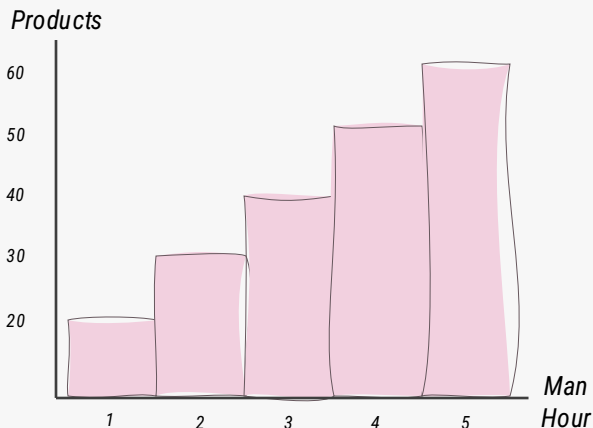


SHIFTPLANNING GRIDS

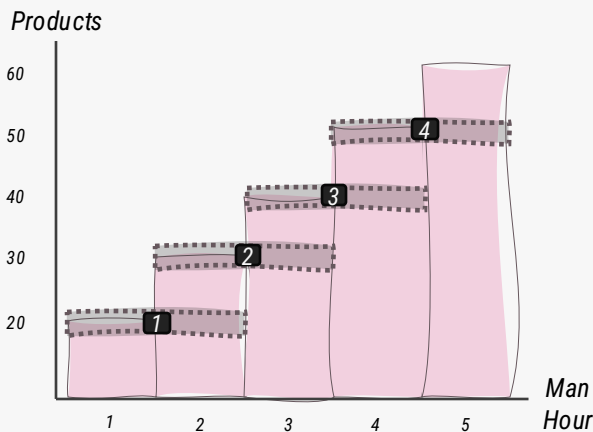
The origin the shiftplanning stats

Audit Grids

Legacy Grid



Audit Grid



WP2 Example

Employees	Minimum	Maximum	Optimal	Minimum (Audit range)	Maximum (Audit range)
Search..	Search..	Search..	Search..	Search..	Search..
1	0	23	17	0	23
2	24	45	40	24	45
3	46	90	79	46	90
4	91	131	121	91	131
5	132	153	148	132	153
6	154	171	167	154	171
7	172	194	189	172	194
8	195	234	225	195	234
9	235	275	265	235	275
10	276	315	305	276	315
11	316	356	346	316	356
12	357	396	386	357	396
13	397	437	427	397	437
14	438	477	467	438	477
15	478	518	508	478	518

Grid Adjustments

The local Operational Planner is in charge of ensuring that the store is paired up with the correct Shiftplan Grid.

Before changing to a new grid, they will get approval from the Market Manager after assessing:

- **Market standards**
- **Low Seniority**

[CHECKOUT ALL SHIFTPLANNING GRIDS](#)

Click me

*Note: Only used in US & UK



HIT RATIO – DIFFERENCE IN COLORS

Four different categories which offers insights on effectiveness of planning

Too Slow

Too many employees on shift

When the store doesn't surpass the minimum weighted products in the grid

Optimal

Indicates that the store is staffed ideally

"Close" being too busy

Indication that the hour is close to being on max capacity

Optimal ← In between → Too Busy

Too Busy

Indicates that the store is above max capacity

When store surpasses the maximum weighted products in the grid

WEEK	MONDAY				TUESDAY			
WORKPLACE	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.
7:00 - 8:00	2,0	1	2,5	15	2,0	1	1,6	8
8:00 - 9:00	2,0	1	2,0	26	2,5	2	2,3	53
9:00 - 10:00	2,5	2	1,9	32	2,0	2	1,8	36
10:00 - 11:00	2,5	1	2,4	25	2,0	2	2,3	32
11:00 - 12:00	3,6	2	2,6	55	3,5	3	2,7	96
12:00 - 13:00	5,0	4	2,9	157	5,0	6	4,3	197
13:00 - 14:00	4,6	3	3,2	94	5,0	3	2,9	62
14:00 - 15:00	2,8	2	2,0	38	2,5		1,7	22
15:00 - 16:00	3,0	2	2,0	31	2,5			
16:00 - 17:00	1,6	2	2,6	29	1,5			
17:00 - 18:00	1,0	1	2,4	19	1,0			
18:00 - 19:00	1,0	1	1,9	25	1,0			



SHIFTPLANNING TAGS

Shiftplan Tags help us visualise a certain area of responsibility, task or activity happening in the store

Example

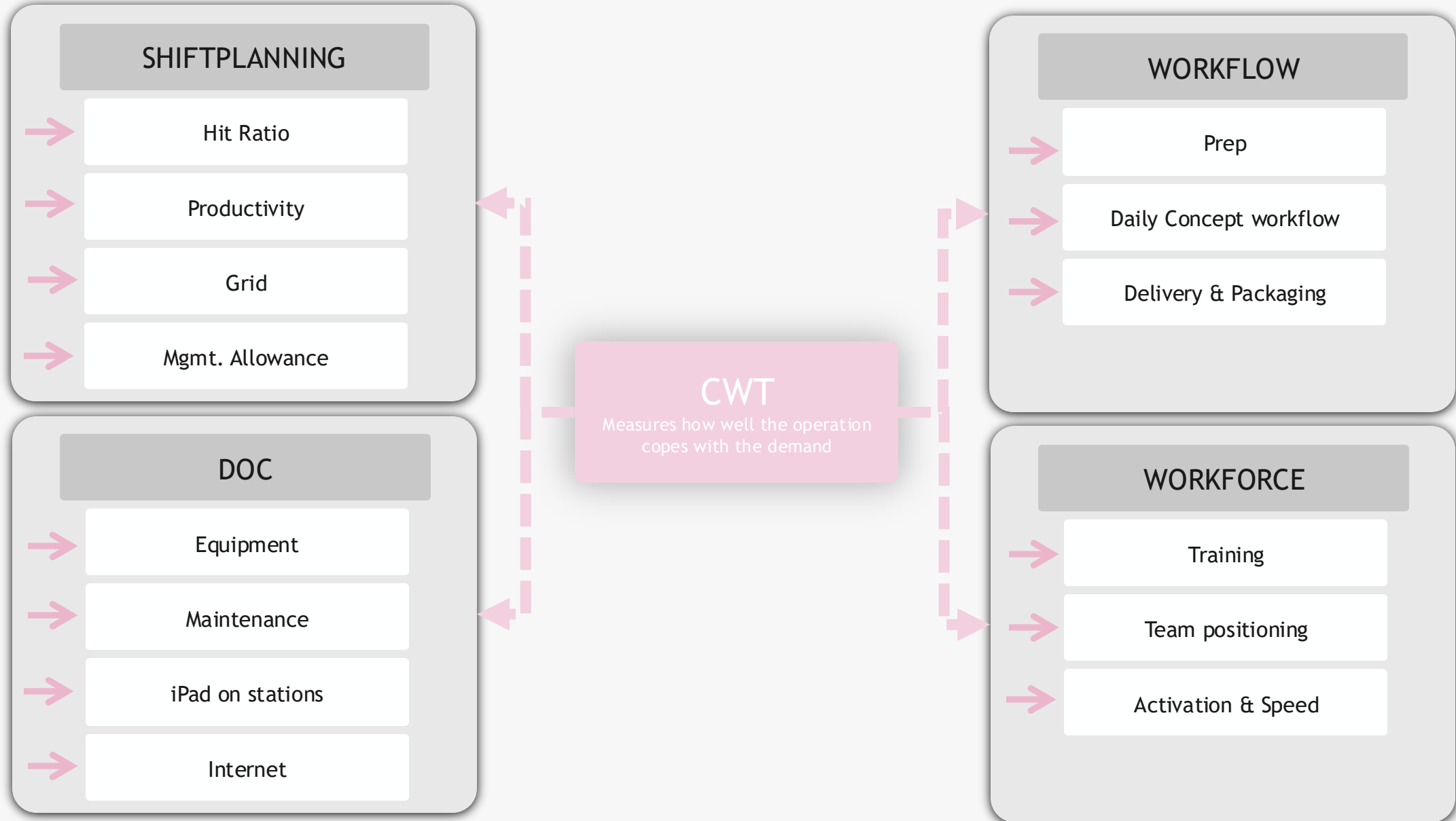
TAG	INCLUDED IN PRODUCTIVITY?	“COST CENTER”	DESCRIPTION
Admin	NO	Store Salary	This tag is used to do admin tasks, however the salary is still paid out of the store salary
Break	NO	Store Salary	We use this tag to show when a juicer is supposed to take a break. They are not making products during the break, but their salary is still paid out from the Store Salary bucket.
Till Captain	YES	Store Salary	We use this tag for team positioning and ensuring a juicer understand what their role is during the day.
Shift-Change Re-stock	NO	Store Salary	We use these tags to dedicate time for crucial DCWF tasks during the day. Be aware that they are part of the store cost – so they might result in less hours for the remaining of the day

Remember: Some tags are mandatory, some tags are very useful, and some tags might not be relevant for your store!



DEEP DIVE: CORRECT WAITING TIME

Indicator of how Operation is coping with the demand





EXERCISE: Sit together ASTM & STM for 10 mins:

Brainstorm the below scenario

You are a STM of a high revenue store. You see that every Saturday the Waiting Time goes down after the lunch rush, especially during shift swap.

The stats say that the staffing has been optimal during every hour of the day.

What could be the reasons for the Waiting Time going up?



HOW TO INTERPRET DATA IN THE SHIFT PLANNING STATS

Four key data points to analyse & today's first exercise

M.H. (Man Hours)

The number of Juicers that were on the shiftplan for the given hour

O.H. (Optimal hours)

The number of Juicers that were supposed to be on the shiftplan to reach an "optimal" hour

AWT (Average Waiting Time)

The total time our guest is waiting in average for their order (Order is placed ↔ Order is received and tapped out on the List)

W.P. (Weighted Products)

Number of sold products based on the complexity level
(Water = 0.1 / Juice = 1 / Sandwich = 1.3)

Select height: ORIGINAL 33% 66% 100%

< 2024/10/07 (41) > HOURLY HALF HOURLY DEFAULT AUDIT ↻

WEEK	MONDAY				TUESDAY				WEDNESDAY				THURSDAY				FRIDAY				SATURDAY				SUNDAY			
WORKPLACE	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.
7:00 - 8:00	1,5	1	5,0	13	1,5	1	2,2	14	1,5	1	2,5	18	1,5	1	3,9	20	1,5	1	4,5	11	1,5	1	2,0	14	1,5	1	5,0	16
8:00 - 9:00	2,0	1	3,0	14	2,0	2	2,4	37	2,0	2	4,5	34	2,0	2	2,2	35	2,0	1	3,4	21	1,5	1	2,0	14	1,5	1	5,0	16
9:00 - 10:00	2,0	2	3,0	52	2,0	2	3,1	38	2,0	1	4,1	28	2,0	2	3,3	50	2,0	2	4,2	47	2,0	2	5,7	41	2,0	2	4,2	37
10:00 - 11:00	3,0	3	5,3	93	3,0	3	3,7	64	3,0	2	2,3	46	3,5	2	4,8	54	3,0	3	3,2	57	3,0	3	3,1	89	3,0	3	3,7	66
11:00 - 12:00	4,0	3	4,8	107	4,0	4	5,7	116	4,3	4	5,8	116	5,0	4	4,9	128	4,0	4	7,0	148	6,0	6	4,0	191	5,0	3	2,9	89
12:00 - 13:00	5,5	4	6,6	147	4,5	4	8,5	142	4,5	4	5,3	149	4,5	4	5,4	117	4,5	5	5,9	173	6,5	8	6,4	245	6,4	5	3,9	166
13:00 - 14:00	4,4	4	6,8	116	4,0	3	5,9	105	4,3	4	5,2	138	4,2	4	7,5	149	4,1	4	4,5	129	6,2	8	8,8	254	6,1	6	5,3	196
14:00 - 15:00	4,5	3	9,8	85	3,2	3	5,1	90	3,3	3	3,1	104	3,1	4	5,2	127	3,4	4	4,2	123	6,6	5	6,3	181	5,5	5	8,7	185
15:00 - 16:00	4,3	3	10,2	93	3,0	3	5,6	85	3,1	3	4,0	89	3,2	3	6,1	83	3,0	3	5,0	107	5,2	4	6,4	133	5,0	4	6,8	113
16:00 - 17:00	3,5	3	6,8	93	3,1	3	5,0	87	3,2	3	5,3	93	3,0	3	3,8	101	5,0	3	3,3	76	4,0	3	4,3	75	4,0	3	5,8	76
17:00 - 18:00	3,0	3	10,1	67	3,0	3	4,9	72	3,0	3	9,6	94	3,0	3	4,2	82	6,0	2	3,2	51	3,2	2	5,2	49	3,0	2	4,1	47
18:00 - 19:00	3,0	3	14,0	82	3,0	3	4,6	64	3,0	3	5,3	83	3,0	3	4,9	77	5,8	11	2,5	395	2,3	2	5,5	52	2,1	2	6,4	33
19:00 - 20:00	2,1	1	8,3	24	2,1	2	5,5	33	2,2	2	6,7	52	2,1	2	4,0	48	2,0	2	2,8	29								
20:00 - 21:00	2,0	1	3,9	8	2,0	1	3,4	18	2,0	1	2,7	13	2,0	1	4,8	19	2,0	1	5,1	17								

Issues or feedback?

Optimal Planning

10 minute exercise

Which day of the week above is in your opinion planned in the most optimal way & why?



HOW TO SPOT A "RED THREAD?"

Example: Week 37 Magasin Kgs. Nytorv, Denmark

Select height: ORIGINAL 33% 66% 100%

< 2024/09/09 (37) > HOURLY HALF HOURLY DEFAULT AUDIT ↺

WEEK	MONDAY				TUESDAY				WEDNESDAY				THURSDAY				FRIDAY			
WORKPLACE	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.
10:00 - 11:00	1,5	1	2,1	25	2,0	2	3,9	43	1,5	2	3,0	34	2,0	2	3,9	43	1,5	1	1,8	24
11:00 - 12:00	2,0	3	3,6	63	3,0	2	2,3	51	2,1	2	4,2	52	3,0	2	2,3	51	2,0	3	3,2	56
12:00 - 13:00	3,0	3	3,4	96	3,0	3	2,9	79	3,0	3	2,4	56	3,0	3	3,9	57	2,5	2	2,6	39
13:00 - 14:00	3,0	3	2,3	60	3,0	3	2,7	60	3,0	3	2,4	58	3,0	3	3,2	82	3,0	3	3,8	82
14:00 - 15:00	2,1	3	2,5	56	2,1	2	2,9	51	3,0	2	3,0	44	2,1	3	3,0	57	3,0	2	3,0	44
15:00 - 16:00	2,0	2	2,6	40	2,3	2	2,2	45	2,0	2	2,5	49	2,2	2	4,0	47	2,0	2	3,0	41
16:00 - 17:00	2,0	2	3,4	37	2,0	2	2,7	38	2,0	3	2,8	64	2,0	1	2,8	27	2,0	2	3,8	41
17:00 - 18:00	2,0	2	2,6	30	2,0	1	2,4	23	2,0	2	3,2	44	2,0	2	4,0	56	2,0	2	4,6	42
18:00 - 19:00	1,0	1	3,6	24	1,0	3	4,6	56	1,0	2	3,7	43	1,0	2	6,2	34	1,0	2	3,6	35
19:00 - 20:00	1,1	1	2,1	14	1,1	1	4,4	26	1,3	1	2,6	17	1,4	1	2,8	11	1,5	1	3,4	18

Let's look at the hour between 18.00 – 19.00 // What do we know based on the data?

Hour 18-19	Monday	Tuesday	Wednesday	Thursday	Friday
M.H.	1 person	1 person	1 person	1 person	1 person
O.H.	1 person	3 person	2 person	2 person	2 person
AWT	Is higher than average of remaining hours, but not spiking up except for Thursday. However, just because the team is managing doesn't mean that the guest experience were on point!				
W.P.	24 products	56 products	43 products	34 products	35 products
Color coding	Green (busy)	Blue (too busy)	Blue (too busy)	Blue (too busy)	Blue (too busy)

CONCLUSION:

Invest 1x hour between 18.00 – 19.00
Monday to Friday

Salary cost: 26*5 = 130CHF

*Keep an eye on your investment the following weeks to confirm or adjust the decision



EXERCISE: Sit together ASTM & STM for 10 mins:

Step 1. *Choose your own shiftplan and analyse the previous two weeks*

Step 2. *Analyse the data available:*

→ *M.H – O.H. – AWT – W.P. & color coding*

Step 3. *Spot a red thread based on the data available*

Step 4. *Present the red thread to the group*

Note: *If no red threads can be identified, argue why that is based on the data?*

Step 5. *Based on the red thread you have found check your shiftplans for the coming two weeks and see if the red thread will continue.*

Step 6. *If you believe the red thread will continue, note what changes you would like to make.*

Step 7. *Ask the juicers whose shifts you would like to adjust for permission.*

Step 8. *If permission is received adjust the shift plan.*



HOMEWORK FOR NEXT SESSION

Dedicating time to analyse Shiftplanning Stats to ensure your store hits hit-ratios



From now on, you are responsible for making recommendations for the shiftplan to your Operational Planner!

Task 1

Analyzing the shiftplan based on today's learnings!

Step 1. During the week, analyze the shiftplan of your store

Step 2. See if there are any possibilities of adjusting the staffing up/down based on the data points you see in the stats on WP2 combined with what you experience in the store

Step 3. Reach out to your Operational Planner with any requested adjustments to your shiftplan and write a description of why the change is beneficial for the store

Step 4. Receive confirmation/denial email from Operational Planner

Step 5. If confirmed, adjust the shiftplan accordingly

→ Be aware of any market regulations

All participants to present their adjustments at next session

SESSION 2

“SALARY CONTROLLER”



TODAY's AGENDA

Last session we build an analytical mindset towards shiftplanning stats



LEARNING GOALS

1. SHIFTPLANNING STATS

Learn how to analyse Shiftplanning Stats

2. BUILDING AN ANALYTICAL MINDSET

Learn how to create recommendations & actions based on both operational observations & data analysis

Session 3

LEARNING GOALS

1. MAKING SENSIBLE ADJUSTMENTS

Making an adjustments in shiftplanning based on operational observation, analytical mindset, and Salary %

Session 2

LEARNING GOALS

1. SALARY CONTROLLER – Key KPI's for shiftplanning

Learn how to assess own shiftplan based on Revenue Target & Salary % target

2. TAKING ACTION

Learn how to create sustainable recommendations which are sensible from both an operational and cost perspective

Session 4

LEARNING GOALS

1. UNDERSTANDING & NAVIGATING WP2 Reports

Identifying and navigating the relevant WP2 reports used for shiftplanning

2. TEMPLATE CREATION

Learning how to create a template in advance based on the data available & the information gathered from the store

Aim is to unlock more responsibility at each session ending up with full shiftplan responsibility post session 4



HOMEWORK PRESENTATION

Did anyone make any suggested adjustments to the Operational Planner? How did it go?



HOMEWORK FOR NEXT SESSION

Dedicating time to analyse Shiftplanning Stats to ensure your store hits hit-ratios

Task 1

Analyzing the shiftplan based on today's learnings!

Step 1. During the week, analyze the shiftplan of your store

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Step 5. If confirmed, adjust the shiftplan accordingly

⚠️ Be aware of any market regulations



From now on, you are responsible for making recommendations for the shiftplan to your Operational Planner!



THE SALARY CONTROLLER OVERVIEW

Offering great insights in how a store is performing on the key components of shiftplanning

1

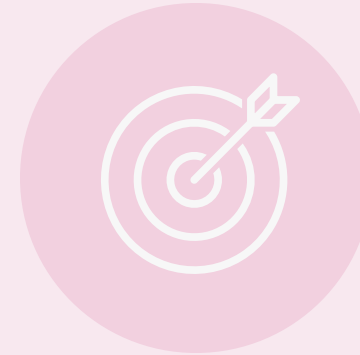


Diving into the performance of various KPIs:

- *Revenue*
- *Productivity*
- *Waiting Time*
- *Salary Cost*
- *Hours*
- *Average Salary Cost*
- *Salary %*

Analysis of above measures can enlighten the correct actions needed!

2



The aim end of month is to...

- Reach Revenue Target
- Reach Salary % Target

In other words, the aim is to staff correctly – so the team is able to generate Revenue, without “overspending” hours

This can only be achieved through great planning, data analysis and cautious corrections!

NOW: Open up the Salary Controller which has been shared with you!

Let's dive into it!



SECTION 1 – TURNOVER / HIT RATIO & WAITING TIME

Example: Switzerland

REGION in DKK	TURNOVER			
	TARGET (SOM)	PLANNING (-3%)	EOM FC	M2D
Nordics	82'142'936	79'678'648	82'142'936	71'031'875
Other EU	46'327'048	44'937'237	46'327'048	40'495'342
UK	71'508'924	69'363'656	71'508'924	59'885'352
US	67'177'805	65'162'471	67'177'805	55'844'965
GROUP	267'156'713	259'142'012	267'156'713	227'257'534
SWITZERLAND	TARGET (SOM)	PLANNING (-3%)	EOM FC	M2D
Bahnhof Luzern [Luzerne]	50'372	48'861	50'372	55'566
Sihlcity [Alt-Wiedikon]	167'066	162'054	167'066	146'722
Schiffhäuser 26 [Altstadt]	123'761	120'048	123'761	91'756
Sihlstrasse 37 [District 1]	151'207	146'671	151'207	133'984
Limmatquai 70 [Altstadt]	155'268	150'610	155'268	140'434
Beethovenstrasse 33 [District 2]	147'653	143'223	147'653	113'737
Badenerstrasse 9 [Zürich]	101'049	98'018	101'049	103'780
Seefeldstrasse 44 [Zürich]	119'377	115'796	119'377	95'212
Metallstrasse 2 [Zug]	119'476	115'892	119'476	89'262
TOTAL	1'135'229	1'101'172	1'135'229	985'457

TURNOVER:

- SOM – The forecasted Turnover
- Planning (-3%) - 97% of the turnover, to understand what we need to plan for if we are missing turnover
- EOM – the bookkept Turnover that we receive two weeks into the succeeding month
- M2D- The Turnover executed from the 1st to the last day of the month.

REGION in DKK	HITRATIO M2D		
	S. H.	O. H.	2B. H.
Nordics	21%	64%	15%
Other EU	45%	35%	20%
UK	26%	55%	19%
US	36%	51%	13%
GROUP	35%	49%	15%
SWITZERLAND	S. H.	O. H.	2B. H.
Bahnhof Luzern [Luzerne]	27%	52%	21%
Sihlcity [Alt-Wiedikon]	43%	47%	10%
Schiffhäuser 26 [Altstadt]	56%	39%	5%
Sihlstrasse 37 [District 1]	62%	32%	6%
Limmatquai 70 [Altstadt]	46%	41%	13%
Beethovenstrasse 33 [District 2]	51%	42%	7%
Badenerstrasse 9 [Zürich]	22%	52%	27%
Seefeldstrasse 44 [Zürich]	50%	42%	8%
Metallstrasse 2 [Zug]	24%	54%	22%
TOTAL	43%	44%	13%

HIT RATIO:

- S.H. - slow hours (overstaffed)
- O.H. - optimal hours
- 2B.H. - too busy hours (understaffed)

REGION in DKK	WAITING TIME		
	CWT	AVG. WT	TAP-OUT
Nordics	69%	3.2	4%
Other EU	70%	3.3	3%
UK	62%	3.8	3%
US	55%	3.7	3%
GROUP	64%	4.0	3%
SWITZERLAND	CWT	AVG. WT	TAP-OUT
Bahnhof Luzern [Luzerne]	75%	3.2	2%
Sihlcity [Alt-Wiedikon]	81%	3.0	1%
Schiffhäuser 26 [Altstadt]	85%	2.7	1%
Sihlstrasse 37 [District 1]	84%	2.8	1%
Limmatquai 70 [Altstadt]	78%	3.1	3%
Beethovenstrasse 33 [District 2]	86%	2.8	1%
Badenerstrasse 9 [Zürich]	77%	3.1	1%
Seefeldstrasse 44 [Zürich]	81%	2.8	1%
Metallstrasse 2 [Zug]	78%	3.1	1%
TOTAL	81%	2.9	1%

WAITING TIME:

- CWT – how often are the orders in the store on time?
- AVG. WT – average waiting time
- TAP-OUT – how many products are tapped out within 15 seconds of ordering?



SECTION 2 – SALARY / HOURS / PRODUCTIVITY

Example: Switzerland

REGION in DKK	SALARY				
	TARGET	PLAN	SOM	EOM	M2D
Nordics	23'671'609	22'961'461	23'714'703	23'929'414	21'130'876
Other EU	11'354'258	11'013'630	12'903'822	12'517'734	11'200'325
UK	18'555'537	17'998'870	17'767'734	17'431'578	15'362'548
US	16'251'762	15'764'209	15'973'189	15'604'705	13'974'412
GROUP	69'833'166	67'738'171	70'359'448	69'483'431	61'668'160
SWITZERLAND	TARGET	PLAN	SOM	EOM	M2D
Bahnhof Luzern [Luzerne]	14'567	14'130	12'919	12'640	12'372
Sihlcity [Alt-Wiedikon]	39'906	38'709	36'450	37'741	33'660
Schiffände 26 [Altstadt]	28'466	27'612	33'527	31'265	27'655
Sihlstrasse 37 [District 1]	36'579	35'482	37'754	40'501	36'484
Limmatquai 70 [Altstadt]	33'849	32'833	33'808	36'834	32'349
Beethovenstrasse 33 [District 2]	35'653	34'584	30'869	32'041	29'162
Badenerstrasse 9 [Zürich]	24'141	23'416	25'309	25'755	23'027
Seefeldstrasse 44 [Zürich]	28'672	27'811	30'936	30'383	27'625
Metallstrasse 2 [Zug]	29'256	28'378	30'631	30'284	27'668
TOTAL	271'088	262'956	272'203	277'443	250'002



SALARY:

- **Target** – how much money you should be spending on your shift plans
- **M2D** – how much money was spent on the shiftplans from the first to the last executed day of the month.



REGION in DKK	HOURS			
	TARGET	M2D	UN.HOURS	TAR vs EOM
Nordics	138'057	8'642	2'273	-5'095
Other EU	77'768	4'629	3'415	-371
UK	115'965	8'124	2'085	2'601
US	103'806	7'117	6'373	6'199
GROUP	435'596	28'512	14'146	3'333
SWITZERLAND	TARGET	M2D	UN.HOURS	TAR vs EOM
Bahnhof Luzern [Luzerne]	777	50	0	-13
Sihlcity [Alt-Wiedikon]	1'165	77	0	-85
Schiffände 26 [Altstadt]	925	57	0	-56
Sihlstrasse 37 [District 1]	1'209	91	0	-67
Limmatquai 70 [Altstadt]	1'073	69	5	-32
Beethovenstrasse 33 [District 2]	1'032	73	0	-29
Badenerstrasse 9 [Zürich]	748	55	0	21
Seefeldstrasse 44 [Zürich]	856	60	0	-15
Metallstrasse 2 [Zug]	876	58	0	-24
TOTAL	8'659	589	5	-300

HOURS:

- **Target** - How many hours you need to have on your shiftplan to reach the SAL% target based on the forecasted SOM.
- **Plan** - How many hours you need to have on your shiftplan to reach the SAL% target based on the reduced forecasted SOM.
- **Plan DIF / TAR vs EOM** - the difference between your planning and the targets. Use plan dif to plan defensively.

REGION in DKK	PRODUCTIVITY		
	TARGET	M2D	FUELED
Nordics	16.0	14.8	15.6
Other EU	13.4	13.1	13.1
UK	13.5	13.1	12.7
US	12.4	10.3	9.9
GROUP	14.0	12.9	12.9
SWITZERLAND	TARGET	M2D	FUELED
Bahnhof Luzern [Luzerne]	14.4	16.5	17.0
Sihlcity [Alt-Wiedikon]	15.0	15.1	15.8
Schiffände 26 [Altstadt]	15.0	11.3	10.7
Sihlstrasse 37 [District 1]	15.0	11.9	12.5
Limmatquai 70 [Altstadt]	15.0	14.1	13.9
Beethovenstrasse 33 [District 2]	15.0	18.6	17.9
Badenerstrasse 9 [Zürich]	15.0	15.0	15.3
Seefeldstrasse 44 [Zürich]	15.0	15.7	15.2
Metallstrasse 2 [Zug]	14.7	13.6	14.5
TOTAL	14.9	14.7	14.7



PRODUCTIVITY:

- **Target** – The productivity you need to perform at to reach the target sal%
- **M2D** – The nominal productivity from the first to the last completed day of the month
- **Fueled** – The weighted productivity, where each product has a different value



SECTION 3 – AVG. SALARY / SALARY %

Example: Denmark

REGION in DKK	AVG. SALARY				
	TARGET	SOM	EOM	M2D	BUDGET
Nordics	190.2	188.2	188.2	184.7	167
Other EU	169.8	168.0	168.0	170.3	139
UK	149.4	147.3	147.3	150.0	116
US	153.1	149.0	150.7	154.7	128
GROUP	166.9	163.8	164.2	165.0	136.4
SWITZERLAND	TARGET	SOM	EOM	M2D	BUDGET
Bahnhof Luzern [Luzerne]	31.0	31.2	31.2	30.3	31.2
Sihlcity [Alt-Wiedikon]	30.2	30.0	30.0	32.3	31.2
Schiffände 26 [Altstadt]	30.4	29.9	29.9	31.9	31.2
Sihlstrasse 37 [District 1]	31.6	31.9	31.9	32.1	31.2
Limmatquai 70 [Altstadt]	30.2	29.8	29.8	30.8	31.2
Beethovenstrasse 33 [District 2]	29.9	30.0	30.0	30.7	31.2
Badenerstrasse 9 [Zürich]	30.8	30.9	30.9	30.4	31.2
Seefeldstrasse 44 [Zürich]	30.7	30.1	30.1	29.4	31.2
Metallstrasse 2 [Zug]	31.1	30.2	30.2	29.3	31.2
TOTAL	30.6	30.5	30.5	30.9	31.2

AVG. SALARY:

- **Target** - the targeted average salary based on the last few weeks
- **M2D** – the average salary from the 1st to the last executed day of the month

REGION in DKK	SALARY%								
	TARGET	PLAN (-3%)	SOM	EOM	M2D	BUDGET	TAR vs M2D	BUD vs M2D	TAR vs EOM
Nordics	29.2%	29.2%	27.9%	27.9%	30.1%	30.1%	0.8%	0.0%	-1.4%
Other EU	26.9%	26.9%	26.5%	26.5%	28.0%	28.1%	1.1%	-0.1%	-0.4%
UK	25.5%	25.5%	25.7%	25.7%	26.2%	26.0%	0.7%	0.2%	0.2%
US	24.0%	24.0%	24.8%	25.1%	30.7%	24.1%	6.7%	6.6%	1.0%
GROUP	26.6%	26.6%	26.3%	26.4%	28.8%	27.0%	2.1%	1.7%	-0.2%

SWITZERLAND	TARGET	PLAN (-3%)	SOM	EOM	M2D	BUDGET	TAR vs M2D	BUD vs M2D	TAR vs EOM
Bahnhof Luzern [Luzerne]	24.6%	24.6%	24.3%	24.3%	21.6%	32.5%	-2.9%	-10.9%	-0.2%
Sihlcity [Alt-Wiedikon]	24.5%	24.5%	22.6%	22.6%	28.0%	27.3%	3.5%	0.8%	-1.9%
Schiffände 26 [Altstadt]	24.6%	24.6%	22.7%	22.7%	38.7%	32.3%	14.2%	6.5%	-1.9%
Sihlstrasse 37 [District 1]	24.8%	24.8%	23.7%	23.7%	33.0%	25.9%	8.1%	7.0%	-1.1%
Limmatquai 70 [Altstadt]	23.0%	23.0%	22.0%	22.0%	27.6%	28.3%	4.6%	-0.6%	-1.0%
Beethovenstrasse 33 [District 2]	25.9%	25.9%	25.2%	25.2%	23.7%	24.7%	-2.3%	-1.0%	-0.7%
Badenerstrasse 9 [Zürich]	25.4%	25.4%	26.2%	26.2%	25.8%	26.8%	0.5%	-0.9%	0.8%
Seefeldstrasse 44 [Zürich]	25.3%	25.3%	24.4%	24.4%	25.6%	25.1%	0.3%	0.4%	-0.9%
Metallstrasse 2 [Zug]	24.9%	24.9%	23.5%	23.5%	27.6%	27.6%	2.8%	0.0%	-1.4%
TOTAL	24.7%	24.7%	23.7%	23.7%	25.0%	27.9%	0.3%	-2.9%	-1.0%

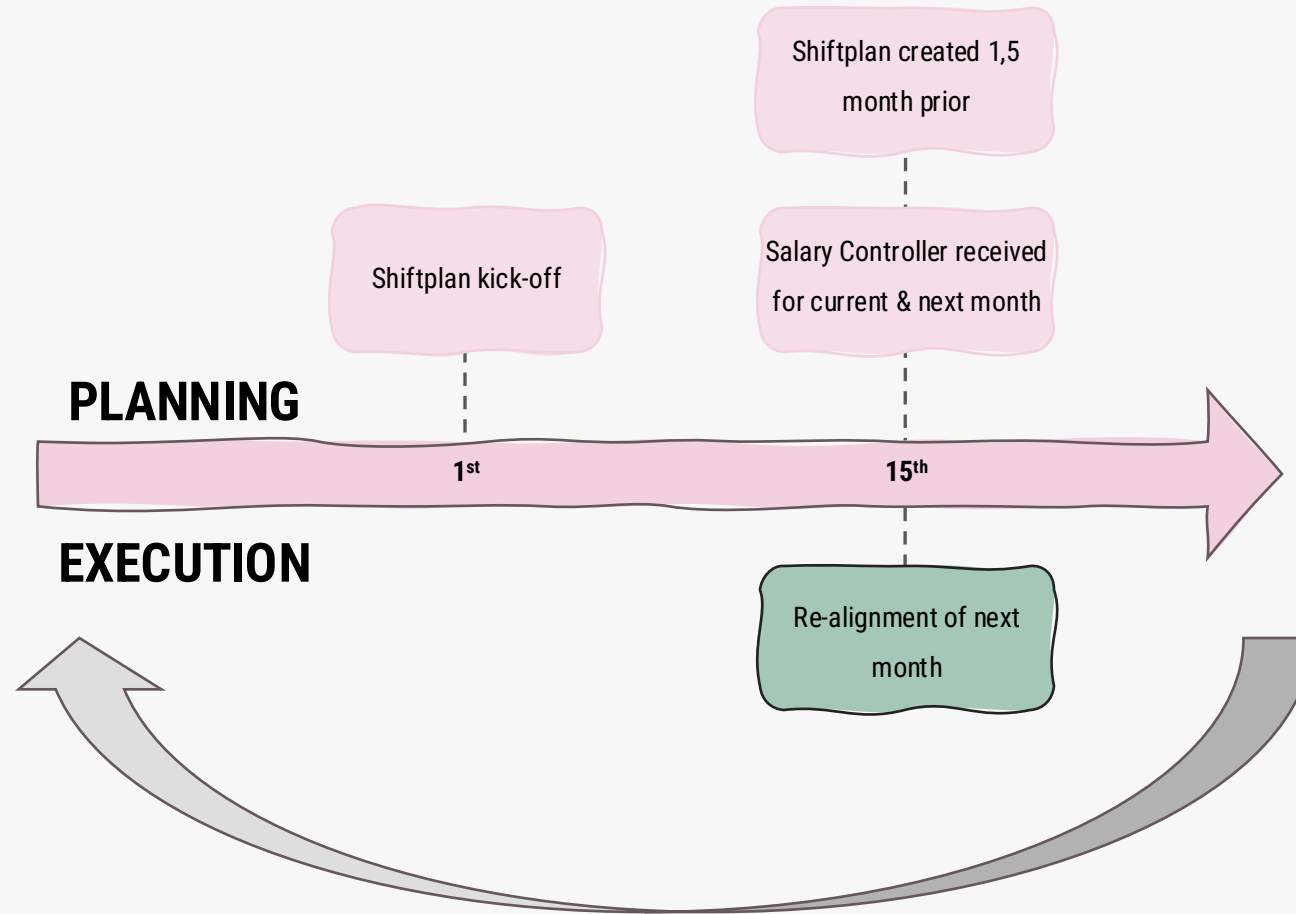
SALARY %:

- **Target** – The targeted Salary % for your store
- **EOM** – the Salary % you would reach with your current planning, if you reach the targeted turnover.
- **M2D** – the Salary % your store performed since the 1st to the last completed day of the month.



WHAT ARE WE USING THE SALARY CONTROLLER FOR?

Assessing existing month & re-aligning upcoming month based on current performance & trends



Salary Controller should also be used to correct existing month but be aware of market regulations!



LOOKING AHEAD AND TAKING CAUTIOUS ACTIONS

Analyzing Hours and hold against Revenue Target to plan towards hitting the Salary % target

Re-alignment
of next month

Turnover Target drives hours

REGION in DKK	TURNOVER		
	TARGET (SOM)	PLANNING (-3%)	EOM FC
Nordics	66.585.725	64.588.153	66.585.725
Other EU	31.569.445	30.622.361	31.569.445
UK	63.736.025	61.823.944	63.736.025
US	53.496.589	51.891.692	53.496.589
GROUP	215.387.784	208.926.151	215.387.784
DENMARK	TARGET (SOM)	PLANNING (-3%)	EOM FC
Magasin Aarhus [Aarhus]	412.908	400.521	412.908
Østerbrogade 48 [Copenhagen]	412.908	400.521	412.908
Fisketorvet [Copenhagen]	513.358	497.957	513.358
Skindergade 33 [Copenhagen]	400.000	388.000	400.000
Waterfront [Hellerup]	769.431	746.348	769.431
Ordrupvej 82 [Charlottenlund]	437.358	424.237	437.358
Købmagergade 30 [Copenhagen]	607.117	588.904	607.117

Hours drive Salary percentage

REGION in DKK	SALARY			
	TARGET	PLAN	SOM	EOM
Nordics	18.900.766	18.333.743	18.936.430	18.945.841
Other EU	7.879.744	7.643.351	9.003.679	9.003.679
UK	15.712.504	15.241.129	15.453.826	15.453.826
US	11.970.911	11.611.784	12.459.267	12.459.267
GROUP	54.463.925	52.830.007	55.853.202	55.862.613
DENMARK	TARGET	PLAN	SOM	EOM
Magasin Aarhus [Aarhus]	177.347	172.027	181.918	181.918
Østerbrogade 48 [Copenhagen]	144.998	140.648	142.170	142.170
Fisketorvet [Copenhagen]	143.716	139.405	154.332	154.332
Skindergade 33 [Copenhagen]	128.365	124.514	111.962	111.962
Waterfront [Hellerup]	251.236	243.699	218.070	218.070
Ordrupvej 82 [Charlottenlund]	133.074	129.081	133.214	133.214
Købmagergade 30 [Copenhagen]	183.985	178.465	169.617	169.617

REGION in DKK	HOURS					
	TARGET	PLAN	SOM	EOM	PLAN DIF	TAR vs EOM
Nordics	102.361	99.290	103.450	103.514	4.224	1.153
Other EU	51.130	49.596	59.167	59.167	9.571	8.037
UK	112.254	108.886	112.489	112.489	3.602	235
US	79.072	76.700	83.392	83.392	6.692	4.320
GROUP	344.817	334.473	358.498	358.562	24.089	13.744
DENMARK	TARGET	PLAN	SOM	EOM	PLAN DIF	TAR vs EOM
Magasin Aarhus [Aarhus]	884	858	938	938	80	53
Østerbrogade 48 [Copenhagen]	721	699	727	727	27	6
Fisketorvet [Copenhagen]	719	698	780	780	82	61
Skindergade 33 [Copenhagen]	646	627	577	577	-50	-69
Waterfront [Hellerup]	1.260	1.222	1.099	1.099	-123	-161
Ordrupvej 82 [Charlottenlund]	674	654	672	672	18	-2
Købmagergade 30 [Copenhagen]	949	920	874	874	-46	-75

REGION in DKK	PRODUCTIVITY		
	TARGET	SOM	EOM
Nordics	15,9	15,7	15,7
Other EU	14,6	12,6	12,6
UK	14,6	14,6	14,6
US	13,1	12,4	12,4
GROUP	14,7	14,1	14,1
DENMARK	TARGET	SOM	EOM
Magasin Aarhus [Aarhus]	18,0	17,0	17,0
Østerbrogade 48 [Copenhagen]	16,4	16,3	16,3
Fisketorvet [Copenhagen]	16,3	15,0	15,0
Skindergade 33 [Copenhagen]	16,7	18,7	18,7
Waterfront [Hellerup]	18,0	20,6	20,6
Ordrupvej 82 [Charlottenlund]	17,5	17,6	17,6
Købmagergade 30 [Copenhagen]	16,5	18,0	18,0

REGION in DKK	AVG. SALARY		
	TARGET	SOM	EOM
Nordics	184,6	183,0	183,0
Other EU	154,1	152,2	152,2
UK	140,0	137,4	137,4
US	151,4	149,4	149,4
GROUP	158,0	155,8	155,8
DENMARK	TARGET	SOM	EOM
Magasin Aarhus [Aarhus]	200,6	194,0	194,0
Østerbrogade 48 [Copenhagen]	201,2	195,7	195,7
Fisketorvet [Copenhagen]	199,8	197,9	197,9
Skindergade 33 [Copenhagen]	198,6	194,0	194,0
Waterfront [Hellerup]	199,4	198,4	198,4
Ordrupvej 82 [Charlottenlund]	197,4	198,2	198,2
Købmagergade 30 [Copenhagen]	193,9	194,1	194,1

REGION in DKK	SALARY%				
	TARGET	PLAN (-3%)	SOM	EOM	TAR vs EOM
Nordics	28,4%	28,4%	28,4%	28,5%	0,1%
Other EU	25,0%	25,0%	28,5%	28,5%	3,6%
UK	24,7%	24,7%	24,2%	24,2%	-0,4%
US	22,4%	22,4%	23,3%	23,3%	0,9%
GROUP	25,3%	25,3%	25,9%	25,9%	0,6%
DENMARK	TARGET	PLAN (-3%)	SOM	EOM	TAR vs EOM
Magasin Aarhus [Aarhus]	27,5%	27,5%	28,3%	28,3%	0,7%
Østerbrogade 48 [Copenhagen]	35,1%	35,1%	34,4%	34,4%	-0,7%
Fisketorvet [Copenhagen]	28,0%	28,0%	30,1%	30,1%	2,1%
Skindergade 33 [Copenhagen]	32,1%	32,1%	28,0%	28,0%	-4,1%
Waterfront [Hellerup]	32,7%	32,7%	28,3%	28,3%	-4,3%
Ordrupvej 82 [Charlottenlund]	30,4%	30,4%	30,5%	30,5%	0,0%
Købmagergade 30 [Copenhagen]	30,3%	30,3%	27,9%	27,9%	-2,4%

REGION in DKK	TURNOVER		
	TARGET (SOM)	PLANNING (-3%)	EOM FC
Nordics	66.585.725	64.588.153	66.585.725
Other EU	31.569.445	30.622.361	31.569.445
UK	63.736.025	61.823.944	63.736.025
US	53.496.589	51.891.692	53.496.589
GROUP	215.387.784	208.926.151	215.387.784
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Skindergade 33 [Copenhagen]	400.000	388.000	400.000
Waterfront [Hellerup]	769.431	746.348	769.431
Ordrupvej 82 [Charlottenlund]	437.358	424.237	437.358
Købmagergade 30 [Copenhagen]	607.117	588.904	607.117

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	TARGET	PLAN	SOM	EOM	PLAN DIF	TAR vs EOM
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Skindergade 33 [Copenhagen]	646	627	577	577	-50	-69
Waterfront [Hellerup]	1.260	1.222	1.099	1.099	-123	-161
Ordrupvej 82 [Charlottenlund]	674	654	672	672	18	-2
Købmagergade 30 [Copenhagen]	949	920	874	874	-46	-75

Example: Magasin Århus:

- 53 over planned hours
- Indicates overplanning based on Revenue Target setting for store
- **Option 1:** Revenue target is too low (compared to actual Revenue) → **Action:** Reach out to MM/DM and highlight that Revenue target is off
- **Option 2:** Planned too many hours (too optimistic in templating) → **Action:** Re-adjust template to align with the hours



GREAT PLANNING REMOVES THE NEED FOR CORRECTION

Let's open the most recent Salary Controller and analyse some stores where the month isn't going as planned

Sihlcity

Beethoven

Metalli



EXERCISE: ANALYZING THE SALARY CONTROLLER

Choose your own store & sit together ASTM & STM

EXECUTION

Step 1. Open up the most recent Salary controller

Step 2. Look at the **current month** and see how it's executed by analyzing the data:

- Turnover
- Hit-Ratio
- Waiting Time
- Salary
- Hours
- Productivity
- Avg. Salary
- Salary %

Step 3. Make an example of how you would request changes to the Operational Planner. It can either be adding or removing hours with the aim of hitting the Salary %



EXERCISE: ANALYZING THE SALARY CONTROLLER

Choose your own store & sit together ASTM & STM

PLANNING

Step 1. Open the most recent Salary controller

Step 2. Look at the **upcoming month** and based on the target hours column, analyse the templates and outline where you believe the store is under- or over-staffed

Step 3. Adjust the templates for the upcoming month to get closer to the Salary Controller target. It can either be adding or removing hours with the aim of hitting the Salary % / Productivity target. **Remember to follow the local market regulations!**

Step 4. Write an email outlining the changes to the Operational Planner.

Note. Take all holidays and special events into consideration. If you are unsure about changes, consult with the present Shift Planning expert.



HOMEWORK FOR NEXT SESSION

Dedicating time to analyse Shiftplanning Stats & Salary Controller to ensure your store hits the targets



From now on, you are responsible for making recommendations for the shiftplan to your Operational Planner, based on the insights in the Salary Controller!

Homework

Analyzing the shiftplan based on today's learnings!

Step 1. During the week, analyze the shiftplan of your store

Step 2. See if there are any possibilities of adjusting the staffing up/down based on the data points you see in the stats on WP2 & Salary Controller combined with what you experience in the store

Step 3. Reach out to your Operational Planner with any requested adjustments to your shiftplan and write a description of why the change is beneficial for the store

Step 4. Receive confirmation/denial email from Operational Planner

Step 5. If confirmed, adjust the shiftplan accordingly

→ Be aware of any market regulations

Homework

Optimize the shiftplan for current & next month

Step 1. Look into the template for the upcoming month

Step 2. See if there are any possibilities of adjusting the current template by using the same hours allocated

Step 3. Reach out to your Operational Planner with any requested adjustments to your shiftplan and write a description of why the change is beneficial for the store

Step 4. Receive confirmation/denial email from Operational Planner

Step 5. If confirmed, adjust the shiftplan accordingly

→ Be aware of any market regulations

All participants to present their adjustments at next session

SESSION 3

“MAKING SENSIBLE ADJUSTMENTS”



TODAY'S AGENDA

We have now built an analytical mindset and learned how to gather insights from the Salary Controller



LEARNING GOALS

1. SHIFTPLANNING STATS

Learn how to analyse Shiftplanning Stats

2. BUILDING AN ANALYTICAL MINDSET

Learn how to create recommendations & actions based on both operational observations & data analysis



LEARNING GOALS

1. SALARY CONTROLLER – Key KPI's for shiftplanning

Learn how to assess own shiftplan based on Revenue Target & Salary % target

2. TAKING ACTION

Learn how to create sustainable recommendations which are sensible from both an operational and cost perspective

Session 3



LEARNING GOALS

1. MAKING SENSIBLE ADJUSTMENTS

Making an adjustments in shiftplanning based on operational observation, analytical mindset, and Salary %

Session 4



LEARNING GOALS

1. UNDERSTANDING & NAVIGATING WP2 Reports

Identifying and navigating the relevant WP2 reports used for shiftplanning

2. TEMPLATE CREATION

Learning how to create a template in advance based on the data available & the information gathered from the store

Aim is to unlock more responsibility at each session ending up with full shiftplan responsibility post session 4



HOMEWORK PRESENTATION

Did anyone make any suggested adjustments to the Operational Planner? How did it go?



HOMEWORK FOR NEXT SESSION

Dedicating time to analyse Shiftplanning Stats & Salary Controller to ensure your store hits the targets



From now on, you are responsible for making recommendations for the shiftplan to your Operational Planner, based on the insights in the Salary Controller!

Homework

Analyzing the shiftplan based on today's learnings!

- Step 1. During the week, analyze the shiftplan of your store*
- Step 2. See if there are any possibilities of adjusting the staffing up/down based on the data points you see in the stats on WP2 & Salary Controller combined with what you experience in the store*
- Step 3. Reach out to your Operational Planner with any requested adjustments to you shiftplan and write a description of why the change is beneficial for the store*
- Step 4. Receive confirmation/denial email from Operational Planner*
- Step 5. If confirmed, adjust the shiftplan accordingly*
→ Be aware of any market regulations

Homework

Optimize the shiftplan for current & next month

- Step 1. Look into the template for the upcoming month*
- Step 2. See if there are any possibilities of adjusting the current template by using the same hours allocated*
- Step 3. Reach out to your Operational Planner with any requested adjustments to you shiftplan and write a description of why the change is beneficial for the store*
- Step 4. Receive confirmation/denial email from Operational Planner*
- Step 5. If confirmed, adjust the shiftplan accordingly*
→ Be aware of any market regulations

All participants to present their adjustments at next session



RECAP FROM SESSION 1 & 2

What were the main take aways?



How to interpret data in the shift planning stats

Four key data points to analyse

M.H. (Man Hours) The number of Juicers that were on the shiftplan for the given hour	O.H. (Optimal hours) The number of Juicers that were supposed to be on the shiftplan to reach an "optimal" hour	AWT (Average Waiting Time) The total time our guest is waiting in average for their order (Order is placed & Cash Order is received and tapped out on the List)	W.P. (Weighted Products) Number of sold products based on the complexity level (Water = 0.1 / Juice = 1 / Sandwich = 1.3)
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Select height:	<div><div>ORIGINAL</div><div>33%</div><div>66%</div><div>100%</div></div>						
	<div><div>2024/10/17</div><div>(41)</div><div></div></div>	<div><div>33%</div><div>66%</div><div>100%</div></div>					
	<div><div>33%</div><div>66%</div><div>100%</div></div>	<div><div>33%</div><div>66%</div><div>100%</div></div>					
WEEK	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
WEEKPLANE	M, S, R, A, T	M, S, R, A, T	M, S, R, A, T	M, S, R, A, T	M, S, R, A, T	M, S, R, A, T	M, S, R, A, T
7:00-8:00	1.5	1	1.5	1.5	1	1.5	1.5
8:00-9:00	2.0	2	2.0	2.0	2	2.0	2.0
9:00-10:00	2.0	2	2.0	2.0	2	2.0	2.0
10:00-11:00	2.0	2	2.0	2.0	2	2.0	2.0
11:00-12:00	4.0	3	4.0	10.0	4.0	3	4.0
12:00-13:00	4.0	3	4.0	10.0	4.0	3	4.0
13:00-14:00	4.0	4	4.0	11.0	4.0	4	4.0
14:00-15:00	4.0	3	4.0	10.0	4.0	3	4.0
15:00-16:00	4.0	3	4.0	10.0	4.0	3	4.0
16:00-17:00	4.0	3	4.0	10.0	4.0	3	4.0
17:00-18:00	4.0	3	4.0	10.0	4.0	3	4.0
18:00-19:00	4.0	3	4.0	10.0	4.0	3	4.0
19:00-20:00	4.0	3	4.0	10.0	4.0	3	4.0
20:00-21:00	4.0	3	4.0	10.0	4.0	3	4.0

Issues on feedback?

Optimal Hours

3 minute exercise

Which day of the week is in your opinion planned in the most optimal way & why?

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SECTION 1 – TURNVOER / HIT RATIO & WAITING TIME

Example: Denmark

REGION IN DKK	TARGET (SOM)	TURNOVER PLANNED (S.O.)	ETM FC	M2D
Nordics	74,583,505	72,246,000	74,583,505	26,097,876
Other EU	34,299,182	33,270,207	34,299,182	18,501,388
UK	63,487,416	61,994,763	63,487,416	31,911,887
US	59,417,043	57,634,531	59,417,043	28,594,505
GROUP	231,761,146	225,248,502	231,761,146	115,195,556
COVERAGE				
Megast Aarhus (Aarhus)	687,465	687,465	687,465	354,135
Risbjerggade 48 (Copenhagen)	457,820	444,085	457,820	198,305
Falkenberg (Copenhagen)	502,176	504,001	502,176	261,229
Skindergade 33 (Copenhagen)	398,818	386,853	398,818	191,320
Waterfront (Hellerup)	659,445	639,641	659,445	343,227
Ordrupvej 62 (Charlottenlund)	405,483	393,319	405,483	216,743
Kalmergade 30 (Copenhagen)	695,242	674,585	695,242	334,658

TURNOVER:

- SOM – The forecasted Turnover
- Planning (-3%) - 97% of the turnover, to understand what we need to plan for if we are missing turnover
- EOM – the booked Turnover that we receive two weeks into the succeeding month
- M2D- The Turnover executed from the 1st to the last day of the month.

REGION IN DKK	HIT RATIO	HIT RATIO
Nordics	47%	100%
Other EU	47%	100%
UK	47%	100%
US	47%	100%
GROUP	47%	100%
COVERAGE		
Megast Aarhus (Aarhus)	47%	100%
Risbjerggade 48 (Copenhagen)	47%	100%
Falkenberg (Copenhagen)	47%	100%
Skindergade 33 (Copenhagen)	47%	100%
Waterfront (Hellerup)	47%	100%
Ordrupvej 62 (Charlottenlund)	47%	100%
Kalmergade 30 (Copenhagen)	47%	100%

HIT RATIO:

- S.H. - slow hours (overstaffed)
- O.H. - optimal hours
- 2B.H. - too busy hours (understaffed)

REGION IN DKK	WAITING TIME	WAITING TIME
Nordics	47%	100%
Other EU	47%	100%
UK	47%	100%
US	47%	100%
GROUP	47%	100%
COVERAGE		
Megast Aarhus (Aarhus)	47%	100%
Risbjerggade 48 (Copenhagen)	47%	100%
Falkenberg (Copenhagen)	47%	100%
Skindergade 33 (Copenhagen)	47%	100%
Waterfront (Hellerup)	47%	100%
Ordrupvej 62 (Charlottenlund)	47%	100%
Kalmergade 30 (Copenhagen)	47%	100%

WAITING TIME:

- CWT – how often are the orders in the store on time?
- AVG. WT – average waiting time
- TAP-OUT – how many products are tapped out within 15 seconds of ordering?

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KEY POINTS FOR "LOOKING AHEAD":

- How to review the shiftplanning stats
- Operationally / Stats
- Assess DCWF based on CWT to identify operational challenges
- How to spot a red thread which needs attention
- Review the possible investments / saving in-store

KEY POINTS FOR "SALARY CONTROLLER":

- Get a holistic view on store performance based on all operational & financial KPIs
- How to analyse if investments in shifts are justified
- Planning tool: Assessing upcoming months based on revenue & trends
- Execution tool: Look at current performance of Revenue Target & Salary % to assess if any adjustments are needed



OTHER NOTES FROM SESSION 1 & 2

Recapped points that are important to remember

HOW TO MAKE SHIFTPLAN ADJUSTMENTS?

- Start with small adjustments → *You don't want to jump the gun*
- It helps looking at Monday – Thursday & Friday – Sunday
- You usually need minimum a week of data // Don't begin making corrective actions only 2 days in the month
- There will always be good & bad days
- **Gradually build up the level of adjustment** -> Start slow not to make drastic decisions

SHIFTPLANNING TAGS

- Remember, shiftplan tags will blur your optics!
- How do they impact the Hit-ratios again?
- Re-stock only to be used when the stockroom is externally located
- Shift-change tag to be used when it's beneficial to allocate a Juicer to carry out a structured shift change

All Shiftplan Tags will be a Salary Cost to the store which cannot be seen in Shiftplanning Stats



Recap

Shift-Change Re-stock	NO	Store Salary	We use these tags to dedicate time for crucial DCWF tasks during the day. Be aware that they are part of the store cost – so they might result in less hours for the remaining of the day
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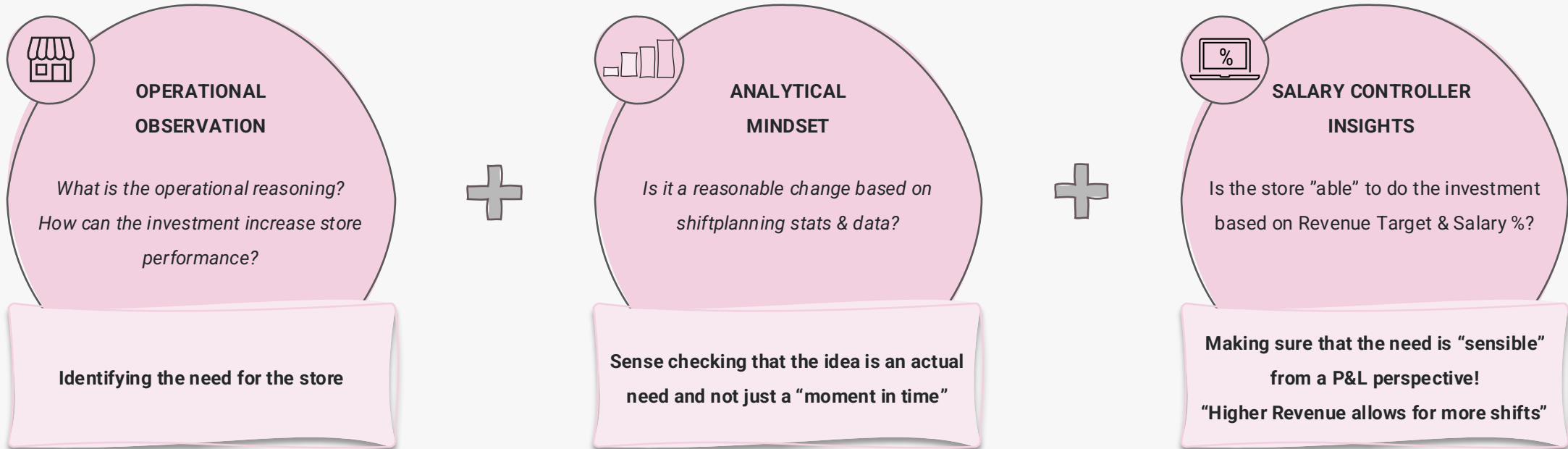
DAILY TASKS

As a manager...



SENSIBLE ADJUSTMENTS IN THE STORE

Merging operational observations with analytical mindset while using the Salary Controller insights

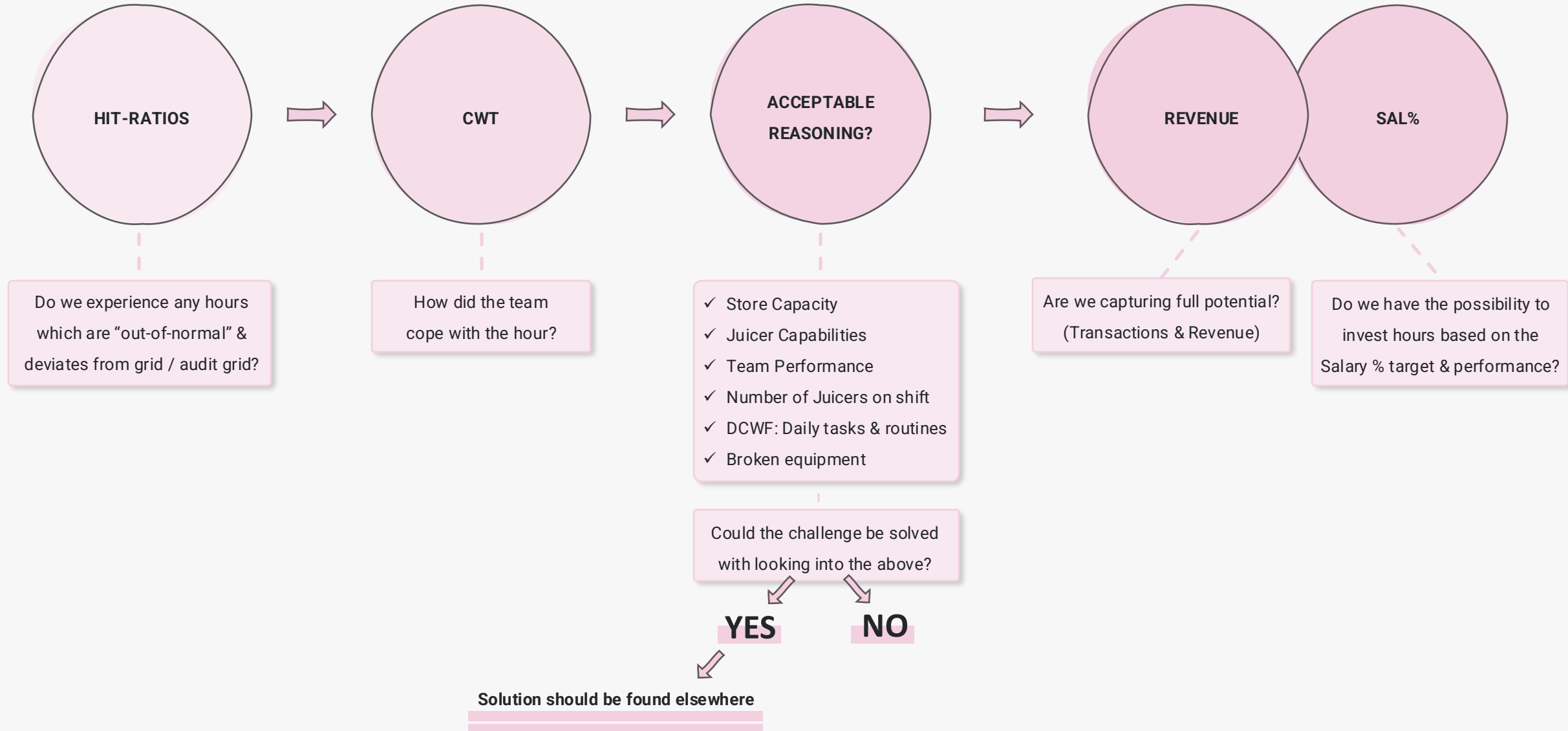


To make sensible investments or reduction of hours, we need to utilise all learnings we've been through so far!



HOW TO ASSESS IF YOUR ADJUSTMENT IS SENSIBLE?

Four-step adjustment sense checking -> If all criteria are met, the idea is feasible





SENSIBLE ADJUSTMENT: EXAMPLE 1

Do we experience any hours which are "out-of-normal" & deviates from grid / audit grid?

HIT-RATIOS

MONDAY – FRIDAY			
M. H.	O. H.	AWT	W. P.
3,0	3	2,9	64
4,2	3	2,6	107
5,5	5	4,1	178
6,0	6	4,1	206
5,2	6	4,6	206
4,7	5	4,2	183
4,0	4	7	117
3,4	3	6,8	84
3,0	3	6,5	70
2,1	2	7,1	44

How did the team cope with the hour?

CWT

"During the busy hours, the team coped well. However, there were a fatigue in the afternoon hours following the busy hours"

YES

NO

ACCEPTABLE REASONING?

Juicer Capabilities

= Strong team on shift

Store Capacity

= Full capacity not reached

Team Performance

= Team worked well together

DCWF

= No

Broken equipment

= No

Are we capturing full potential? (Transactions & Revenue)

REVENUE

We are not based on Hit-ratios

Do we have the possibility to invest hours based on the Salary % target & performance?

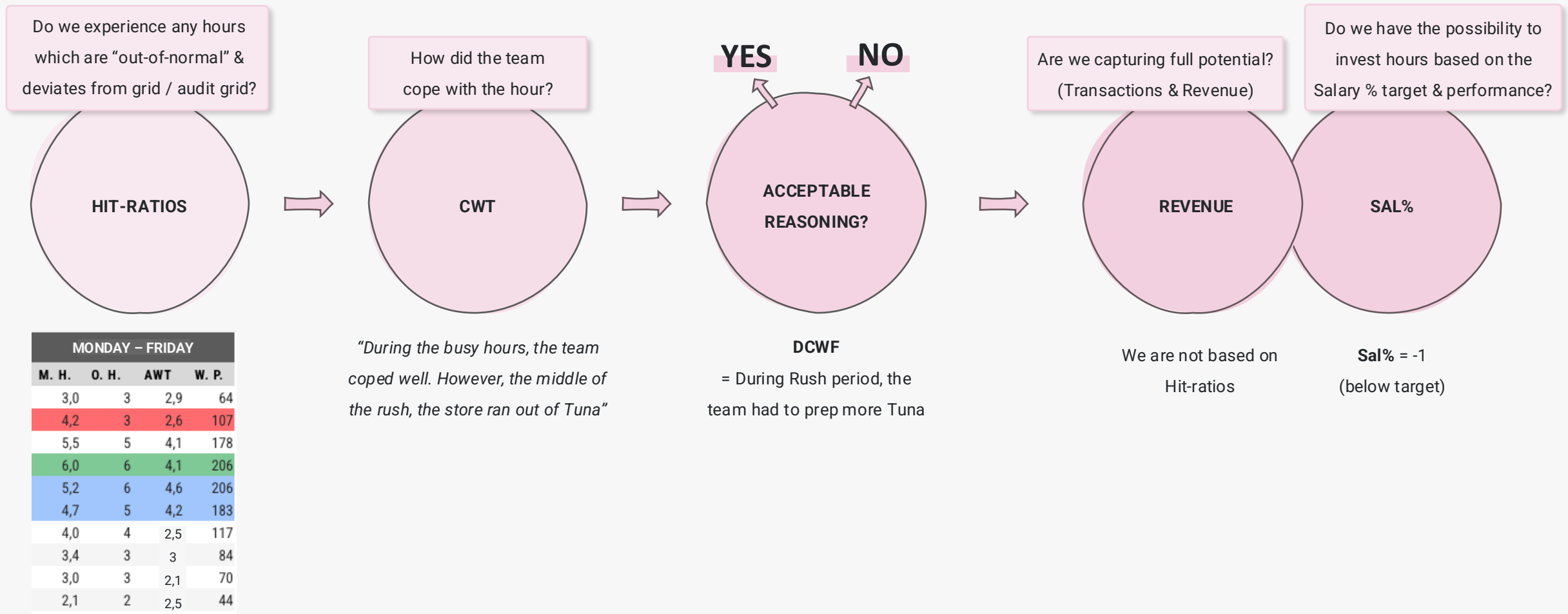
SAL%

Sal% = -0.5 (below target)



Invest hours during the busy period. No need to assess Revenue as investment is sensible from both operational, analytical and Sal% criteria

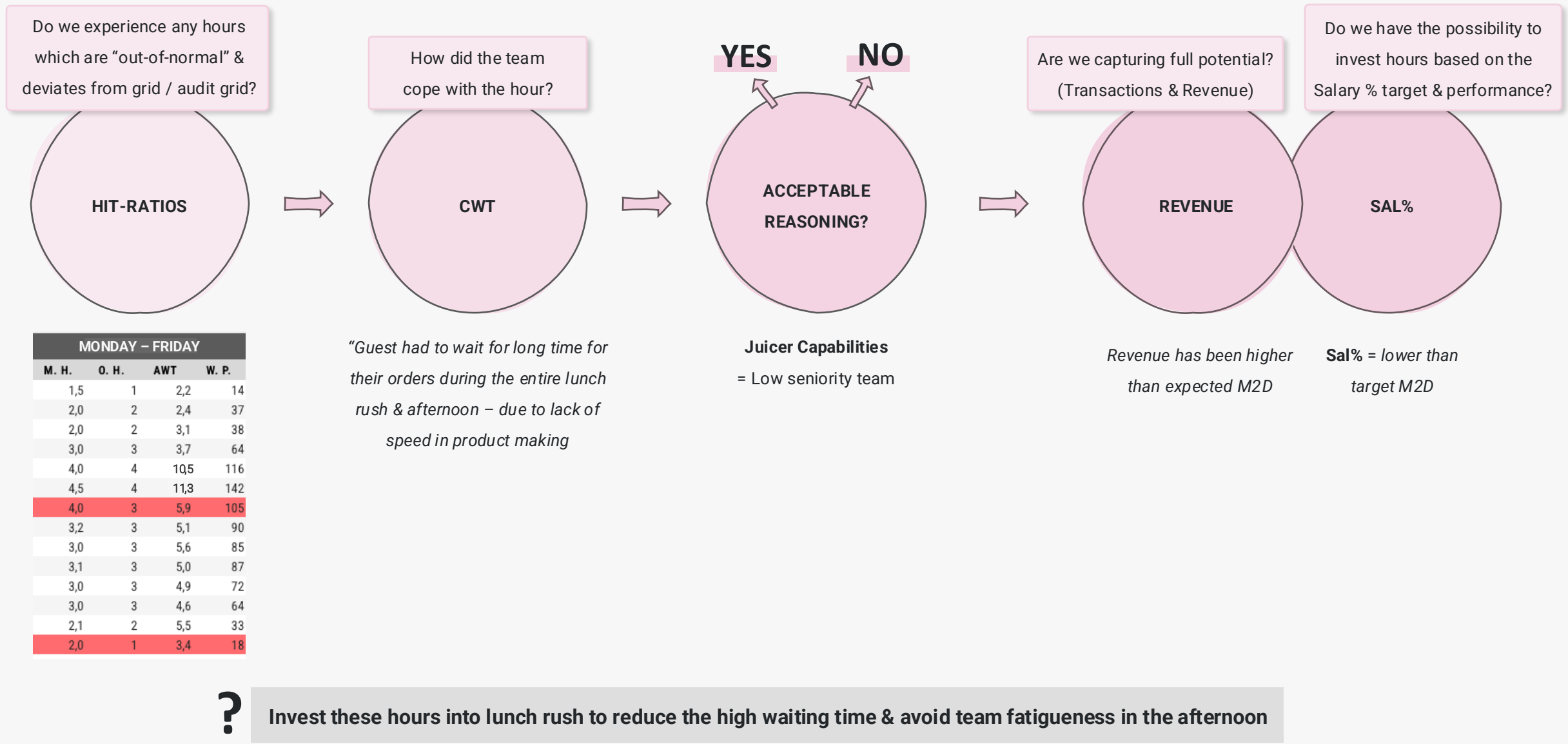
SENSIBLE ADJUSTMENT: EXAMPLE 2



? Based on the operational knowledge (out of Tuna) & CWT looking acceptable, no investment is needed. Instead, re-emphasize the importance of prepping according to Ideal Prep with the team. Especially since the morning was not busy and the team has a great opportunity to prepare the bar well



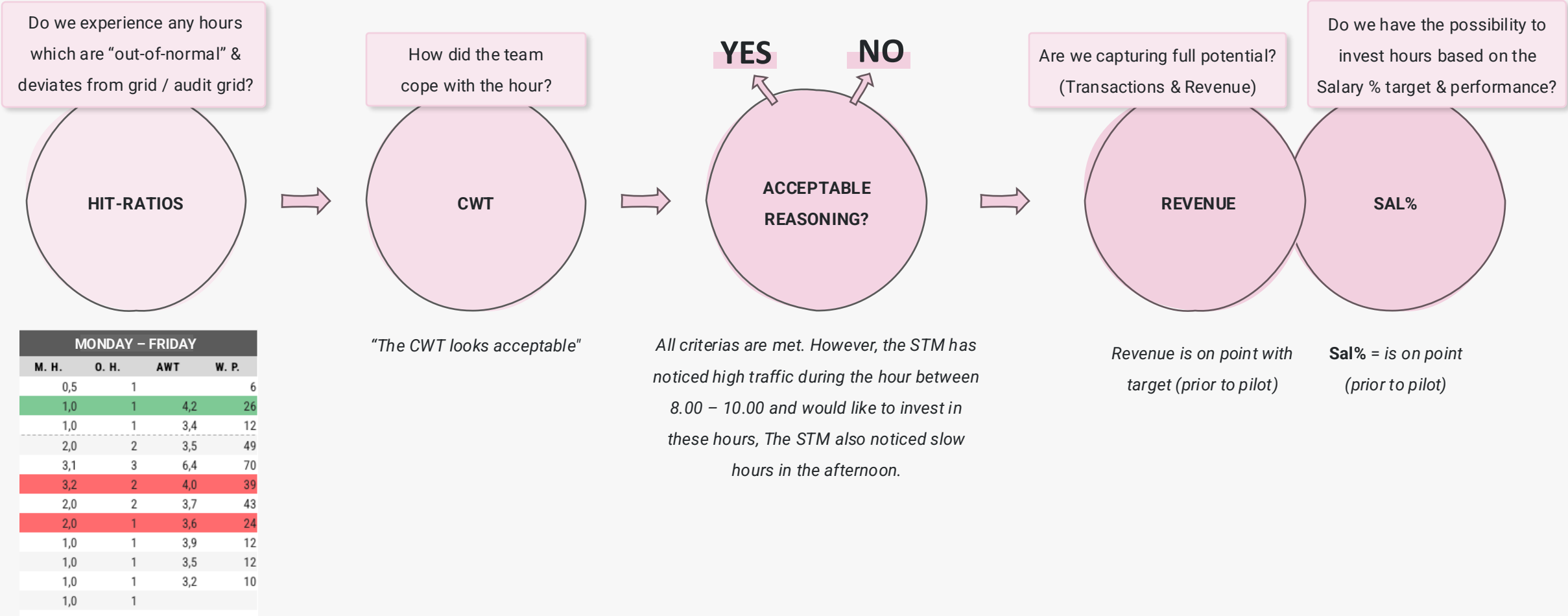
SENSIBLE ADJUSTMENT: EXAMPLE 3



MONDAY – FRIDAY			
M. H.	O. H.	AWT	W. P.
1,5	1	2,2	14
2,0	2	2,4	37
2,0	2	3,1	38
3,0	3	3,7	64
4,0	4	10,5	116
4,5	4	11,3	142
4,0	3	5,9	105
3,2	3	5,1	90
3,0	3	5,6	85
3,1	3	5,0	87
3,0	3	4,9	72
3,0	3	4,6	64
2,1	2	5,5	33
2,0	1	3,4	18

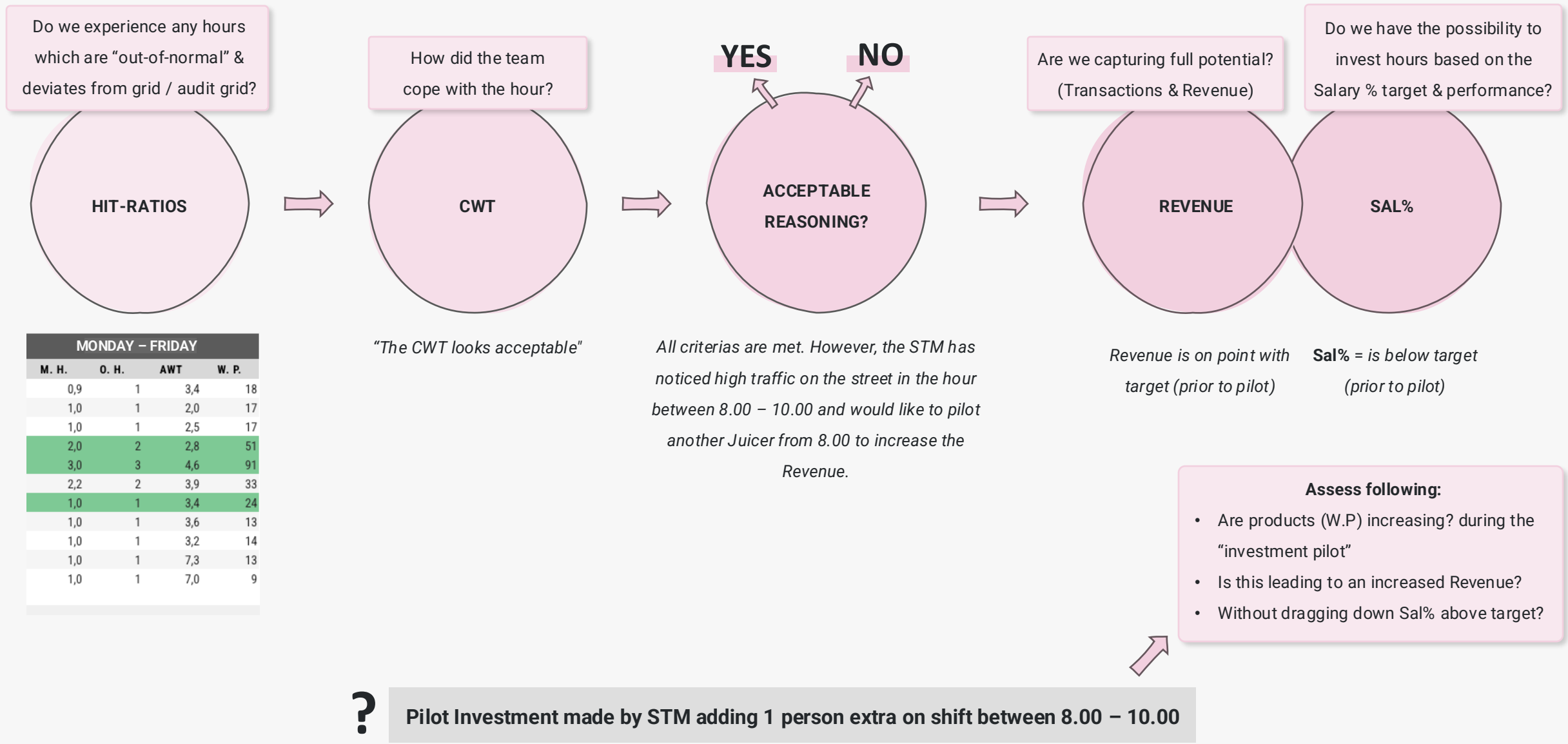


SENSIBLE ADJUSTMENT: EXAMPLE 4



Re-locate the hour 13.00 – 14.00 & 15.00 – 16.00 to 8.00 – 10.00

SENSIBLE ADJUSTMENT: EXAMPLE 5





EXERCISE: Get together in groups and reflect for 30 mins:

Step 1. Look at your store's shiftplan during the last two weeks, where you were present in the store

Step 2. Analyse the data available based on the above examples:

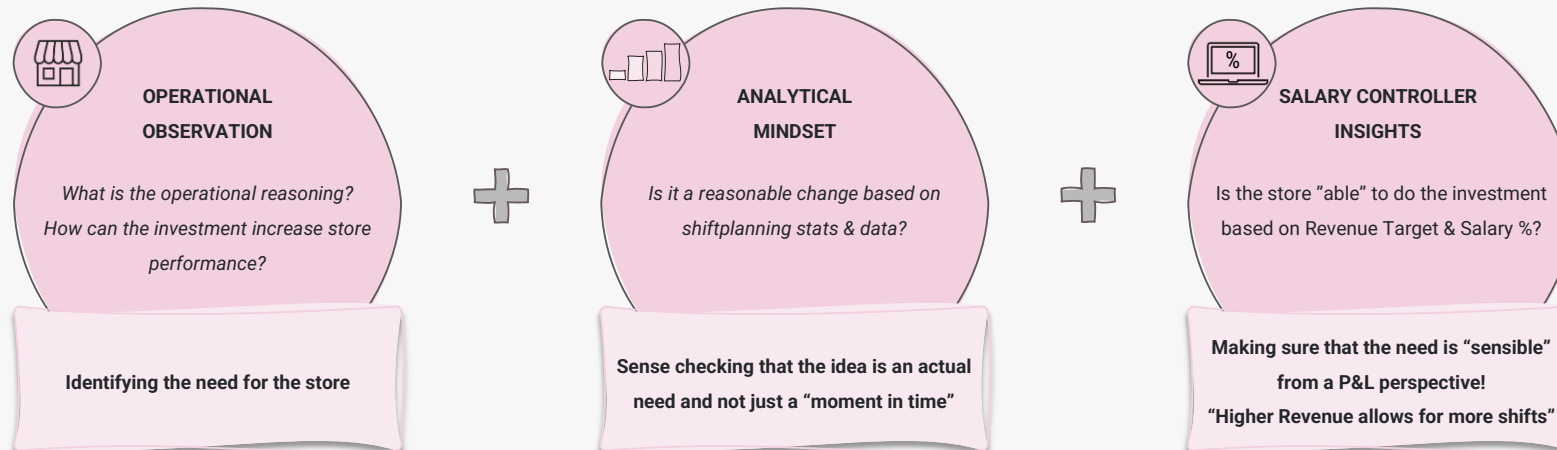
→ Shiftplanning Stats = Hit-Ratio, CWT, Reasoning, Revenue, Sal%

Step 3. Make an action to optimise your shiftplan

Step 4. Present the chosen action to the group

Note: Remember, an action can also be "no action or investment" due to operational reasonings

Remember!





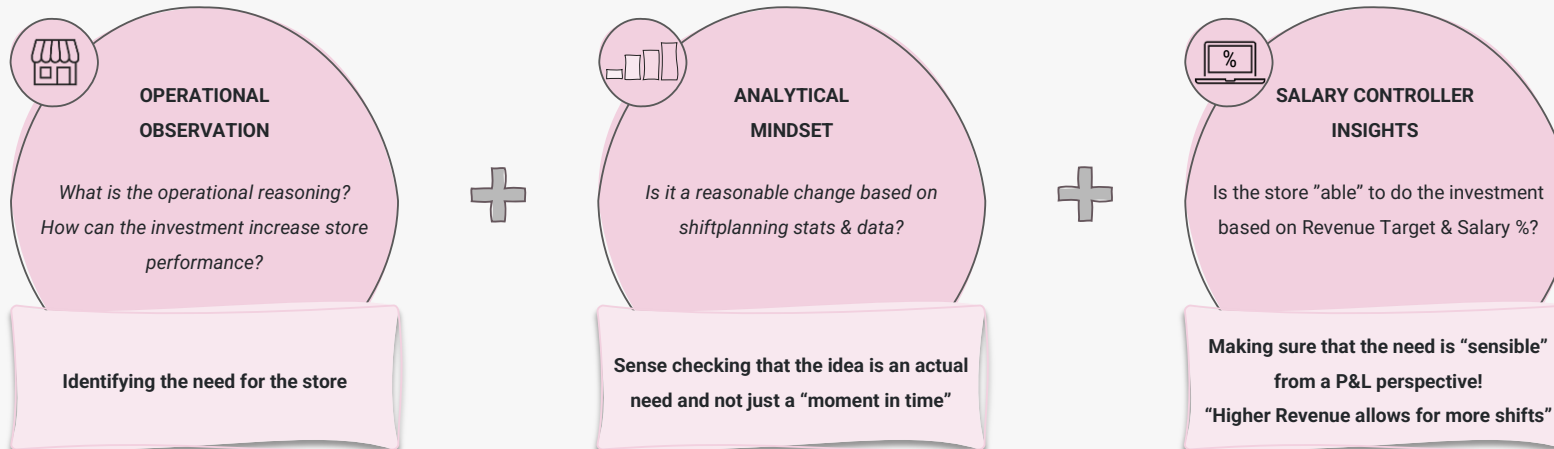
EXERCISE: SALARY WEEKENDS / HIGH REVENUE WEEKEND

Step 1. Open the shift plan of your store and focus on the staffing for the upcoming Salary Weekend

Step 2. Based on your operational experience as well as the stats from previous weeks and the weather forecast – analyse the shift plan and decide whether your staffing is optimal

Step 3. Make changes to the shift plan to ensure optimal staffing for maximising revenue. If no changes are made, explain why you believe the staffing is correct.

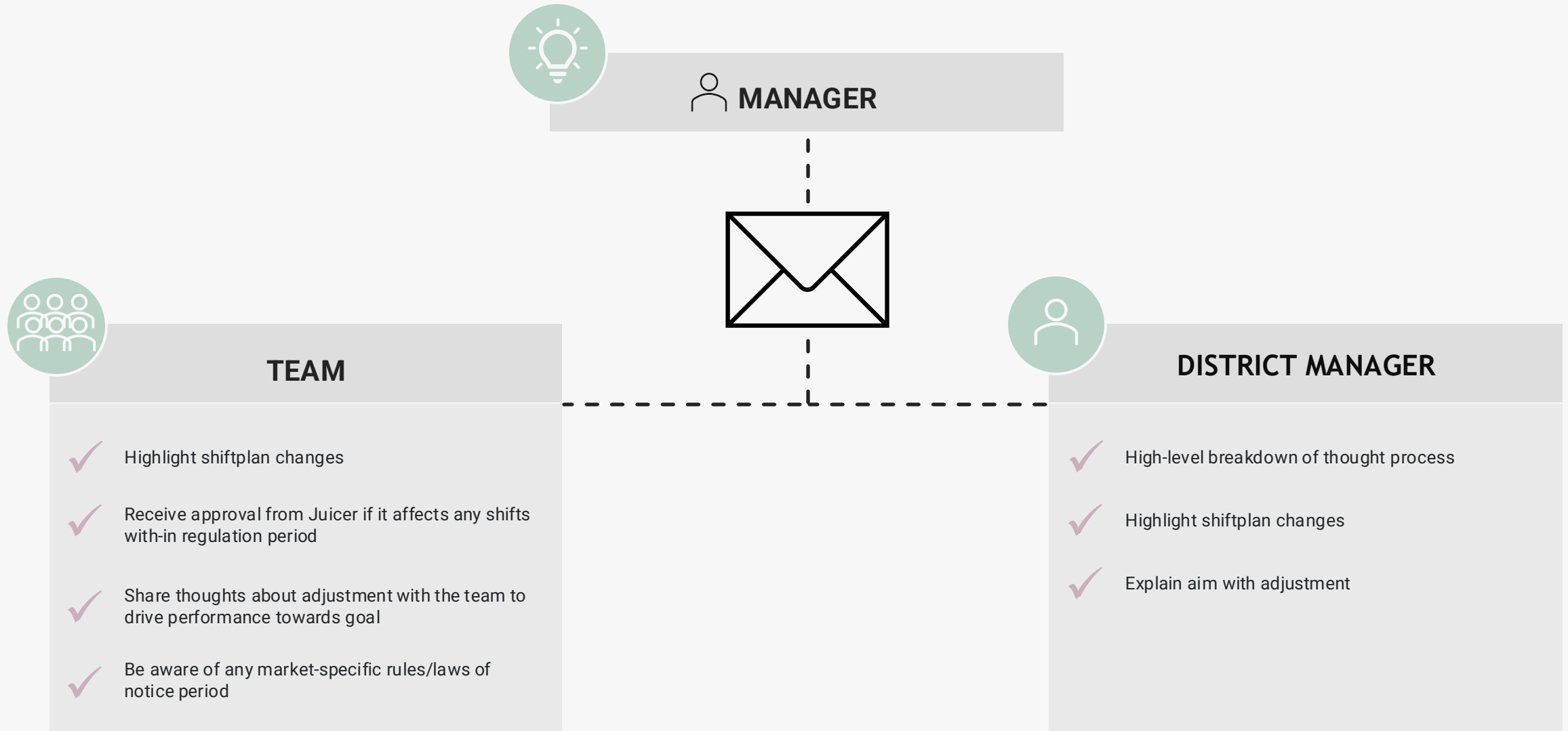
Remember!





COMMUNICATION ABOUT SENSIBLE INVESTMENTS

Once a "sensible investment" is made, communication is key






Case Study: The Art of Shiftplanning as a Store Manager

As a Store Manager at Joe & The Juice, you are responsible for running an efficient and profitable operation while ensuring an optimal guest experience. You are two weeks into a summer month, and your District Manager has set a clear priority:

“Your store MUST reach the Salary Percentage and Productivity targets by end of month—without compromising the guest experience.”


Current Store Performance & Challenges

 **Revenue:** \$30K M2D / \$80K Target - You are behind pace - there is a need to capitalize all possible revenue.


 **Hit Ratios:** Are you allocating staff correctly across these time periods?

- 60% slow hours
- 30% optimal hours
- 10% busy hours


 **Customer Wait Time (CWT):** 62% - A critical indicator of guest experience. Do adjustments need to be made?

 **Salary %:** 26.7% M2D (Target: 25.4%) - Higher than target, meaning shiftplan must be adjusted.

 **Productivity:** 13.5 M2D (Target: 14.2) - Below target, suggesting that either revenue per shiftplan hour must increase or hours need to be adjusted.

 **Weather Forecast:** Sunny & busy for the next two weeks—higher traffic is expected. How will you prepare your shifts for increased demand without overspending hours?

Your Task: “Shiftplan optimization”

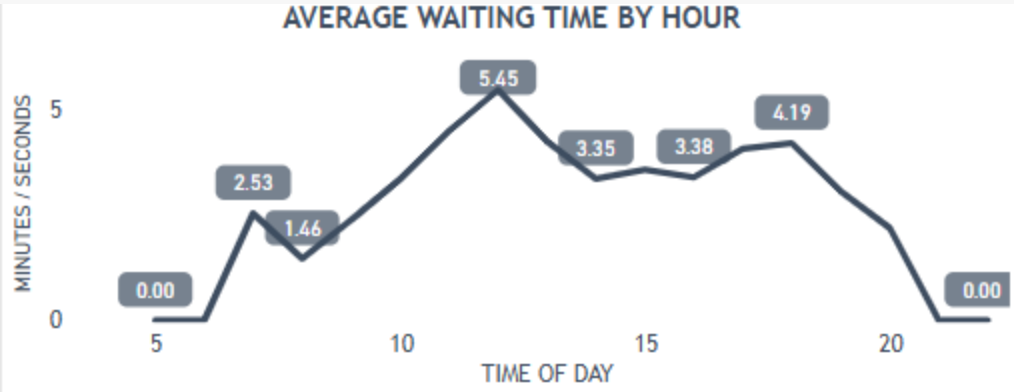
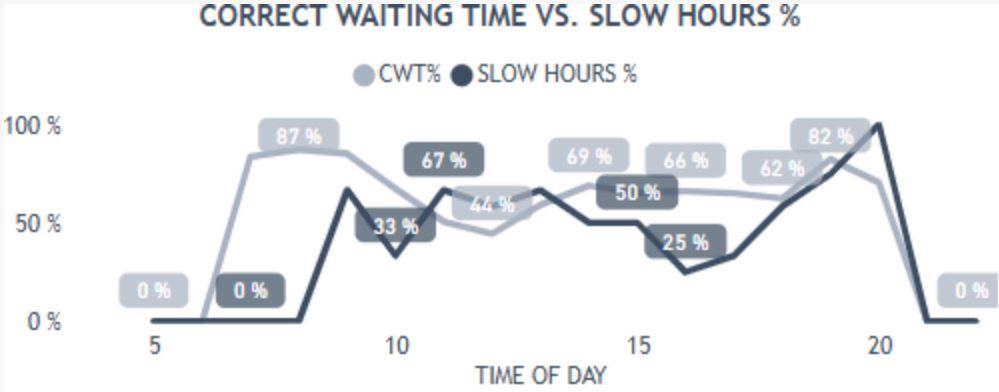
 Based on the data, how will you adjust your shiftplan to hit targets while ensuring a smooth operation? Your answer must address each of these points with a structured shift planning approach.

- ✓ **Shift Allocation:** Which shifts will you reduce, restructure, or potentially increase to match traffic patterns?
- ✓ **Salary % Control:** How will you remove excess hours while maintaining operational efficiency?
- ✓ **Productivity Improvement:** How can you align staffing with sales trends to increase productivity per labor hour?
- ✓ **Guest Experience:** How will you balance efficiency with a sustainable wait time for guests?



BUSINESS CASE: APPENDIX

WEEK	MONDAY					TUESDAY					WEDNESDAY					THURSDAY					FRIDAY					SATURDAY					SUNDAY				
WORKPLACE	M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.	
7:00 - 8:00	1,0		1	1,9	25	1,0		1		7	1,0		1	3,5	17	1,0		1	1,1	14	1,0		1	2,3	13						1,0		1	0,8	20
8:00 - 9:00		2,0	2	1,1	29		2,0	2	1,7	37		1,0	1	1,6	25		1,0	2	1,7	35		1,0	2	2,3	34		1,0	2	2,1	36		1,0	1	0,8	20
9:00 - 10:00		3,0	3	2,2	72		2,0	2	2,0	32		3,0	2	2,1	48		2,0	3	2,8	57		3,0	2	5,9	55		3,0	3	2,1	81		3,0	2	2,6	55
10:00 - 11:00		3,0	3	2,9	57		3,0	2	2,3	53		3,0	3	2,7	75		3,0	3	2,1	65		3,0	4	6,0	117		3,1	3	3,8	91		3,2	3	4,0	103
11:00 - 12:00		3,5	3	2,7	108		4,0	3	1,9	78		4,1	4	3,8	147		3,5	5	5,2	170		5,0	4	6,3	147		8,0	7	4,9	220		6,2	4	3,8	128
12:00 - 13:00		5,0	4	2,8	134		4,9	6	5,1	191		6,0	4	3,1	159		5,0	4	4,9	160		5,2	6	4,8	192		8,2	8	9,5	274		9,0	8	5,3	269
13:00 - 14:00		5,0	4	2,8	137		4,0	4	3,3	120		5,0	4	2,5	121		5,1	4	3,5	160		5,7	4	3,5	156		9,6	8		284		8,3	8	5,4	253
14:00 - 15:00		4,9	3	3,1	94		4,3	4	2,7	120		4,0	4	2,0	119		4,6	4	2,0	127		4,3	4	3,6	124		8,2	8	5,8	260		8,0	7	3,8	213
15:00 - 16:00		4,0	3	4,6	74		3,0	3	2,9	106		4,0	4	2,5	115		4,0	3	3,4	110		4,5	4	5,4	121		6,2	6	8,3	193		6,7	5	3,5	166
16:00 - 17:00		3,0	3	2,4	78		3,0	3	4,3	90		3,0	4	3,0	120		4,1	4	2,9	123		4,0	4	4,2	116		4,3	4	4,8	119		3,9	3	3,6	110
17:00 - 18:00		3,1	3	3,8	93		3,8	3	4,6	107		3,7	4	5,5	143		5,3	3	2,8	78		3,4	3	3,2	88		3,1	3	4,9	84		3,0	3	4,6	70
18:00 - 19:00		3,0	2	3,2	35		3,0	2	3,7	55		3,0	3	4,8	104		3,8	3	3,6	77		3,0	2	4,5	43		2,0	3	8,6	72		3,0	2	2,9	36
19:00 - 20:00		2,9	2	3,0	31		3,0	2	3,1	35		3,0	3	4,5	63		3,0	2	3,5	41		3,0	2	3,0	29										
20:00 - 21:00		2,0	1	3,2	7		2,0	1	3,7	16		2,0	1	3,0	11		2,0	1	2,0	13		2,0	1	2,5	6										



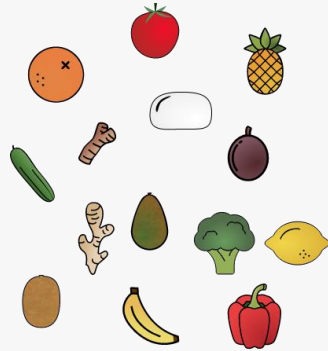
STORE ASSESSMENT



ASSESSING THE COMPLEXITY OF DAILY TASKS

Tailoring your shiftplan to what is actually needed to optimise the shiftplan

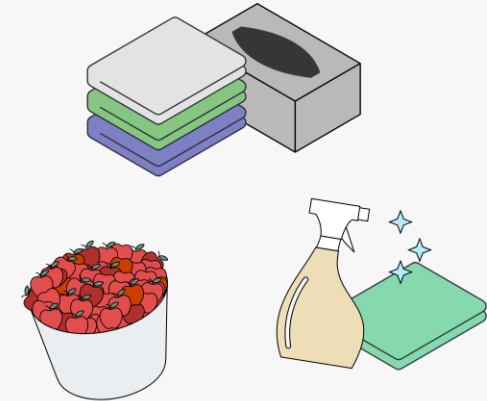
PREP



CLOSING PROCEDURES



SHIFT CHANGE & RESTOCK



Stop-watch how long time it takes to prepare your store based on Ideal Prep

Stop-watch how long time it takes to close your store based on DCWF & Ideal Close procedures

Stop-watch how long time it takes to carry out an ideal shift-change & ideal re-stock

HOW & WHERE?

- Carry out exercise with various staff members in your store
- Fill out provided sheet & send to your Operational Planner with the aim to include the real-time in target-setting

[Store Manager Tag Time Sheet.xlsx](#)



WHERE ARE WE NOW?

Full autonomy for Shiftplan adjustments

Session 1

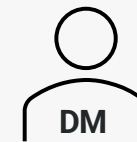
Optimizing shiftplan based on Shiftplanning Stats

Session 2

**Optimize the shiftplan for current & next month
based on Salary Controller insights**

Session 3

***From now on, you are fully responsible for making
shiftplan adjustments***



Use your DM as
sparring if needed

SESSION 4

WP2 REPORTS & TEMPLATING

WP2 REPORTS

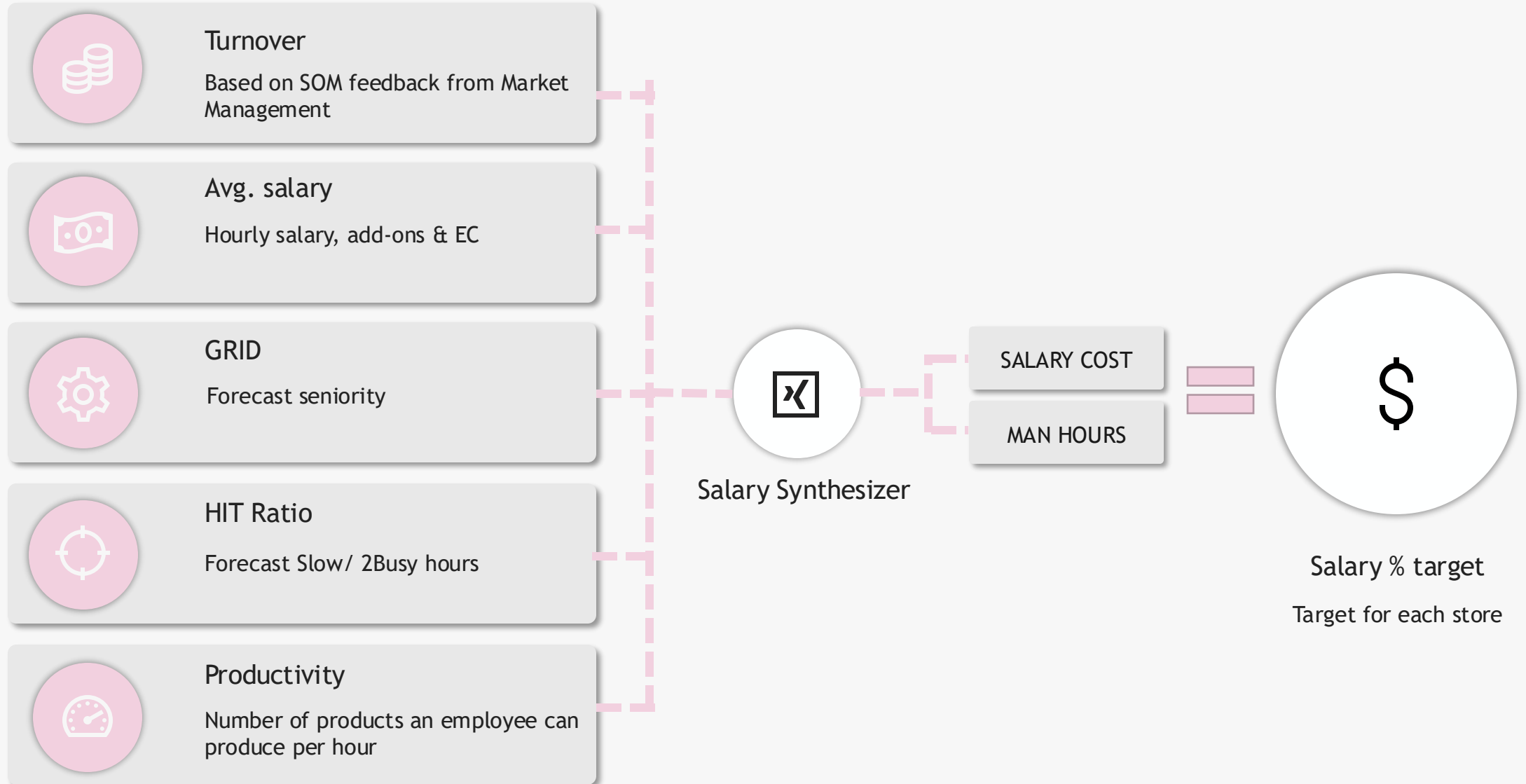
1. **New Sales Report:** *Revenue deep dive*
2. **Guest Experience:** CWT / Complaints
3. **Salary Report:** This will be the new Salary Controller going forward
*Bear in mind that the report is not ready yet...
4. **Shiftplanner Report:** Holistic view of hit-ratios

Let's check it out!



SHIFTPLAN PROCESS

Generating salary targets





KEY AREAS TO HAVE IN MIND WHEN CREATING A TEMPLATE

All areas can affect the shiftplan and traffic of your store



CURRENT INDEX

- How is your store currently performing vs LY?
- Are we on par with the quantity of products or are we above?
- How does LM, L2M & L3M performance look? (new sales report)



LAST YEAR PERFORMANCE

Look into the shiftplanning LY, how was the weekly split. When was the store busy & when was it slow?

- Week before people get paid = decrease
- "Spring break" = usually impacts stores
 - Malls increased traffic
 - Residential stores = decreased traffic



EVENTS

Is there any events close to your store for the coming month? How will that impact your store?

Example: Taylor Swift is performing in Fields, how will that impact the shopping mall?
→ Look into earlier events similar to the event that will occur).



PUBLIC HOLIDAYS

Are there any public holidays in the month you are templating?

If yes, investigate performance for those days in your store last year (similar to events):

Will the quantity of products increase or decrease in your store due to the public holiday?

Should your store operate during these day?



SALARY WEEKENDS

In general the **Revenue & Quantity** of products increase during the salary weekend and a few days after salary weekend!

This means that we should increase the staffing for this weekend and decrease staffing for the week prior to salaries being paid out.



STORE OPENING HOURS

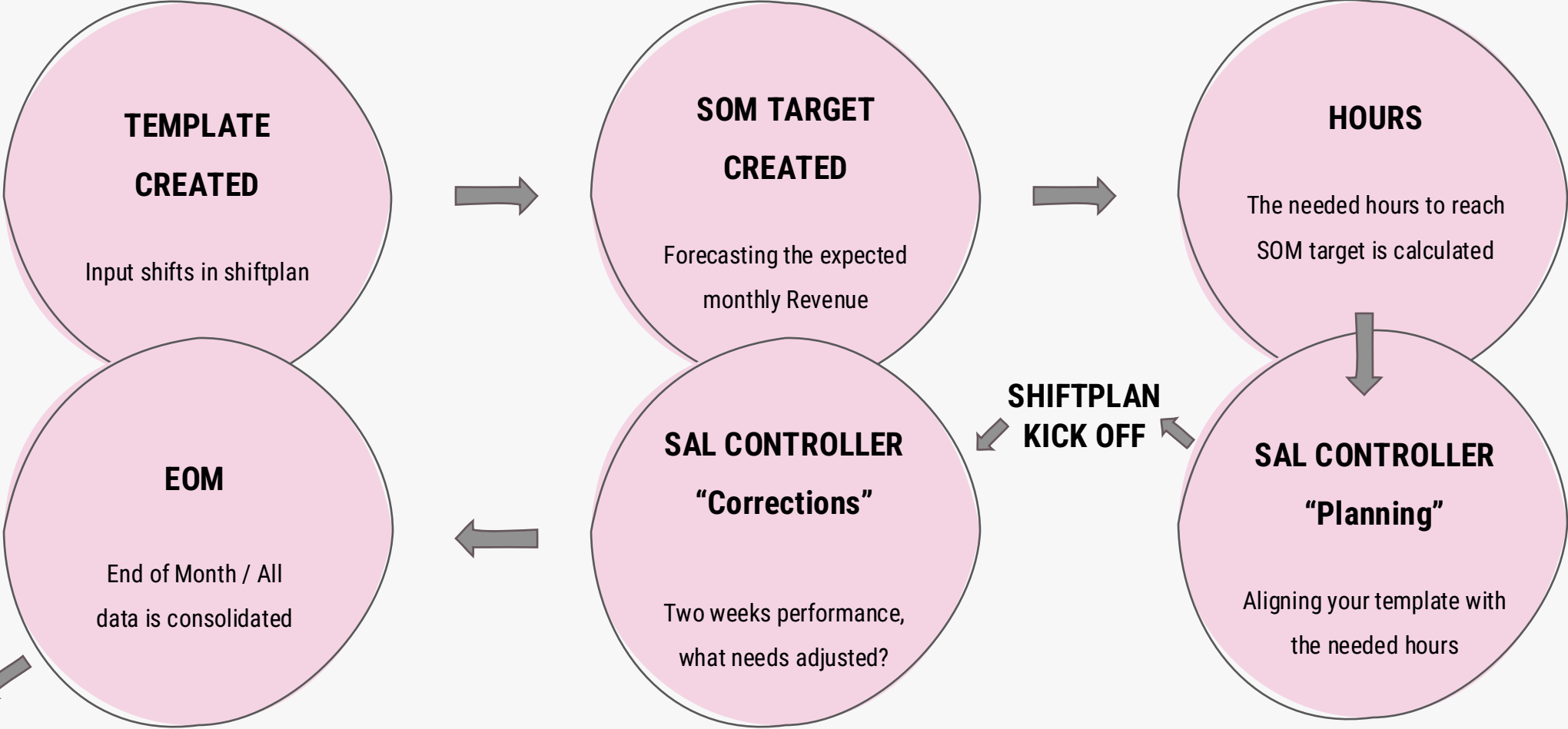
In combination with public holidays and events sometimes the stores are changing opening hours **Example:** *Malls the week before christmas!* It's important that this gets updated already at template creation!

***Disclaimer:** If you want to change opening hours, this needs to be confirmed by the Operational Planner



THE PROCESS OF CREATING A TEMPLATE

Templating is the first step of making a shiftplan. Looking ahead and forecasting what the shiftplan looks like



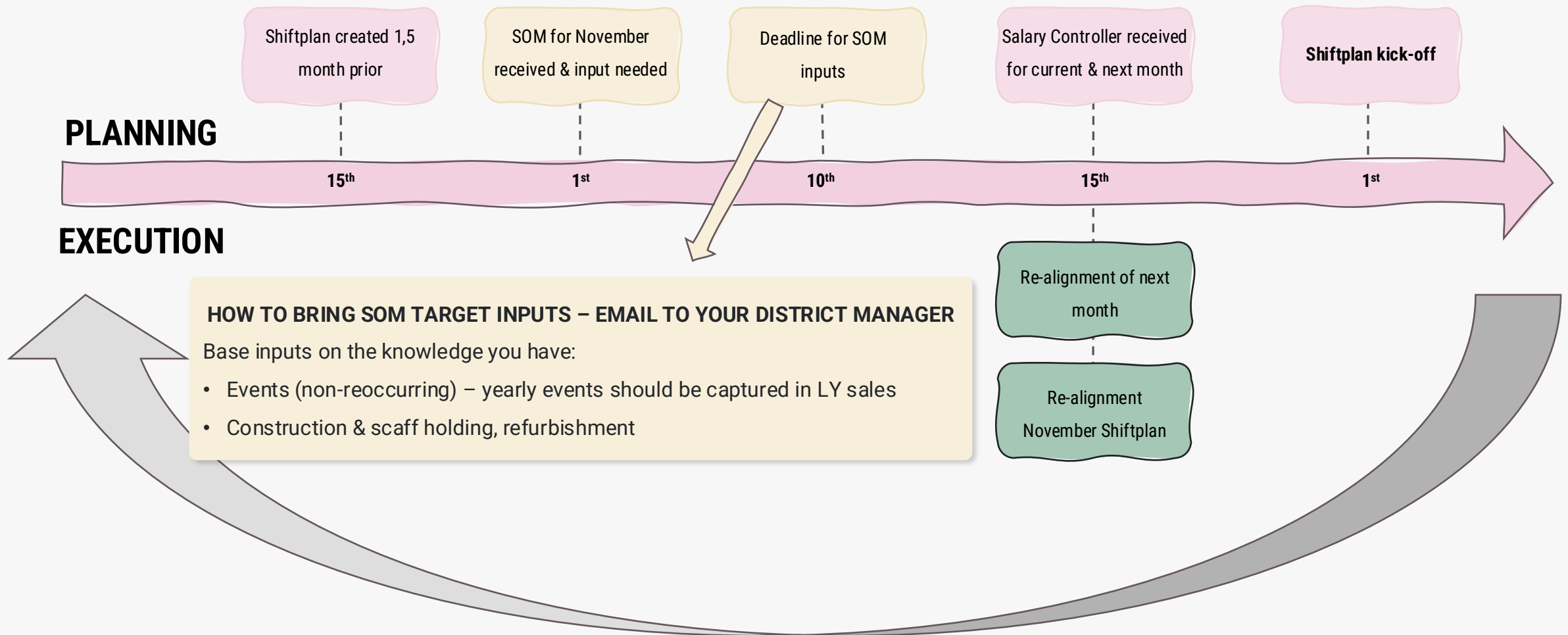
**SALARY %
TARGET**

Good template = Less adjustments & fewer corrections



UPDATED SHIFTPLAN TIMELINE

Show-casing all relevant dates and tasks to consider when making a healthy shiftplan





EXERCISE: Let's create a template 1 hour

Step 1. *Open up the Shiftplanning on WP2 and go to your store in Manager groups*

Step 2: *Analyse the templates from your store in two months using the Shiftplanner Report to compare with same month last year*

Remember:

- *Look into quantity of sold products L3M*
- *Look into SSS (same-store-sales)*
- *Be aware of events, public holidays, salary weekends and opening hours*

Step 2. *Create template for month 2-3 months ahead in groups (ASTM & STM)*

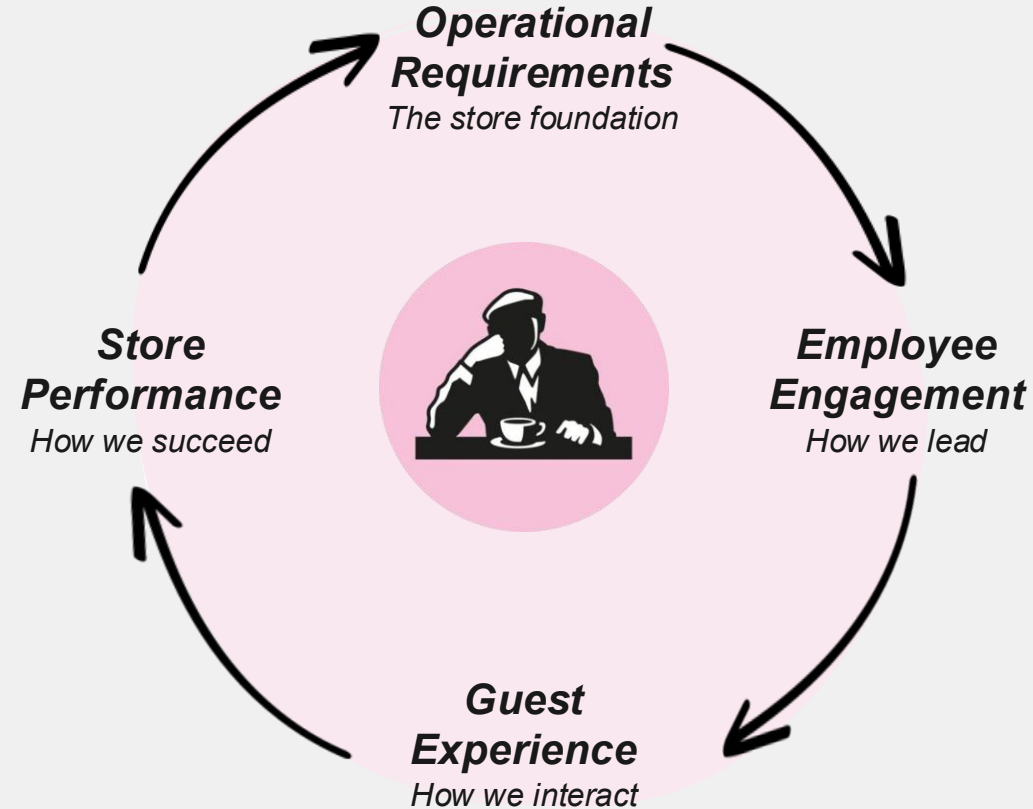
Step 3. *Explain thoughts process to the rest of the group*



SUM-UP AND IMPACT

How does Shiftplanning affect COE?

CIRCLE OF OPERATIONAL EXCELLENCE



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



HOW TO APPLY INTO PRACTICE

The various responsibilities spread out across the four roles with a gradual implementation approach

ASSISTANT STORE MANAGER	<ul style="list-style-type: none">• Provide feedback of operational observations• Follow up on hit-ratios & shiftplanning stats & compare with real-life experience• Sign-off on daily clock-in deviations
STORE MANAGER	<ul style="list-style-type: none">• Creation of templates• Make adjustments based on Salary controller insights• Make sensible investments/adjustments in the store to increase Revenue &/or reach Salary % target• Communicate weekly clock-in deviations to DM• Ensure DCWF time sheet is updated on a monthly basis
DISTRICT MANAGER	<ul style="list-style-type: none">• Daily, Weekly, Monthly support• Full ownership of shiftplanning in the district• Close the week's shiftplanning on WP2 & approve clock-in deviation
OPERATIONAL PLANNER	<ul style="list-style-type: none">• Sparring & follow up• Executive decisions towards store not meeting Salary % target



MANAGER SPECIALIST SESSIONS

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