



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?

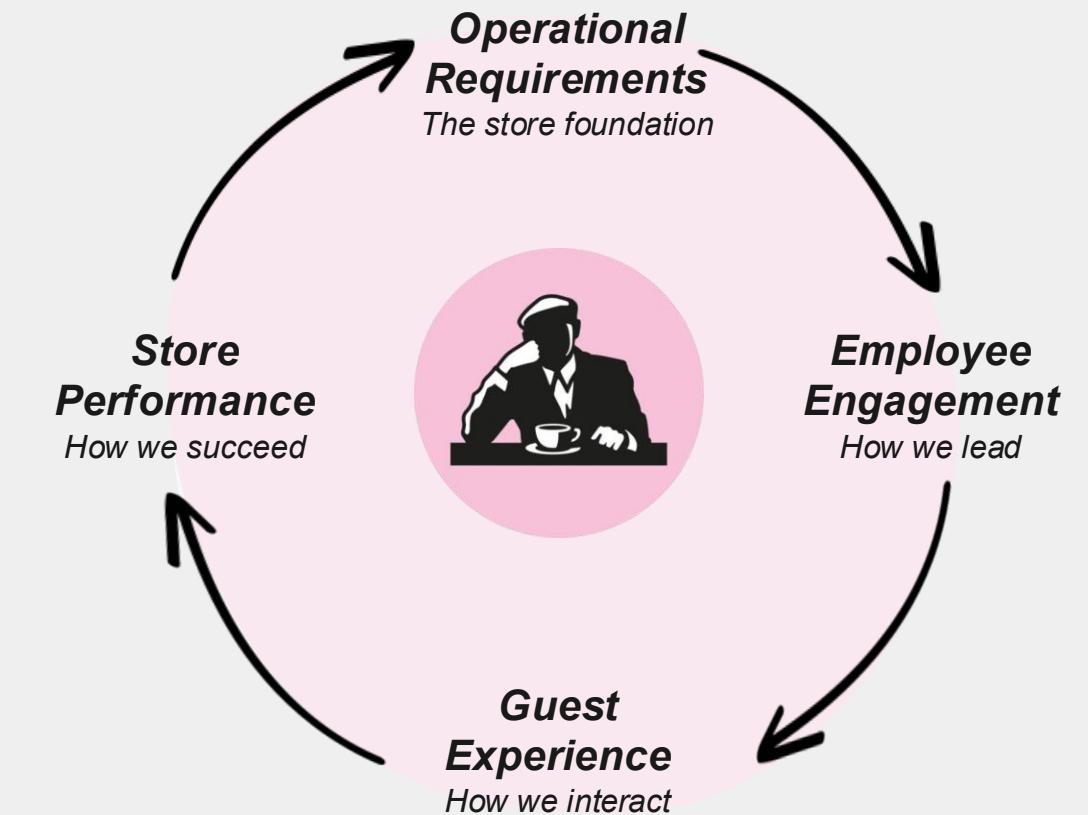
Learning goals for this manager session

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

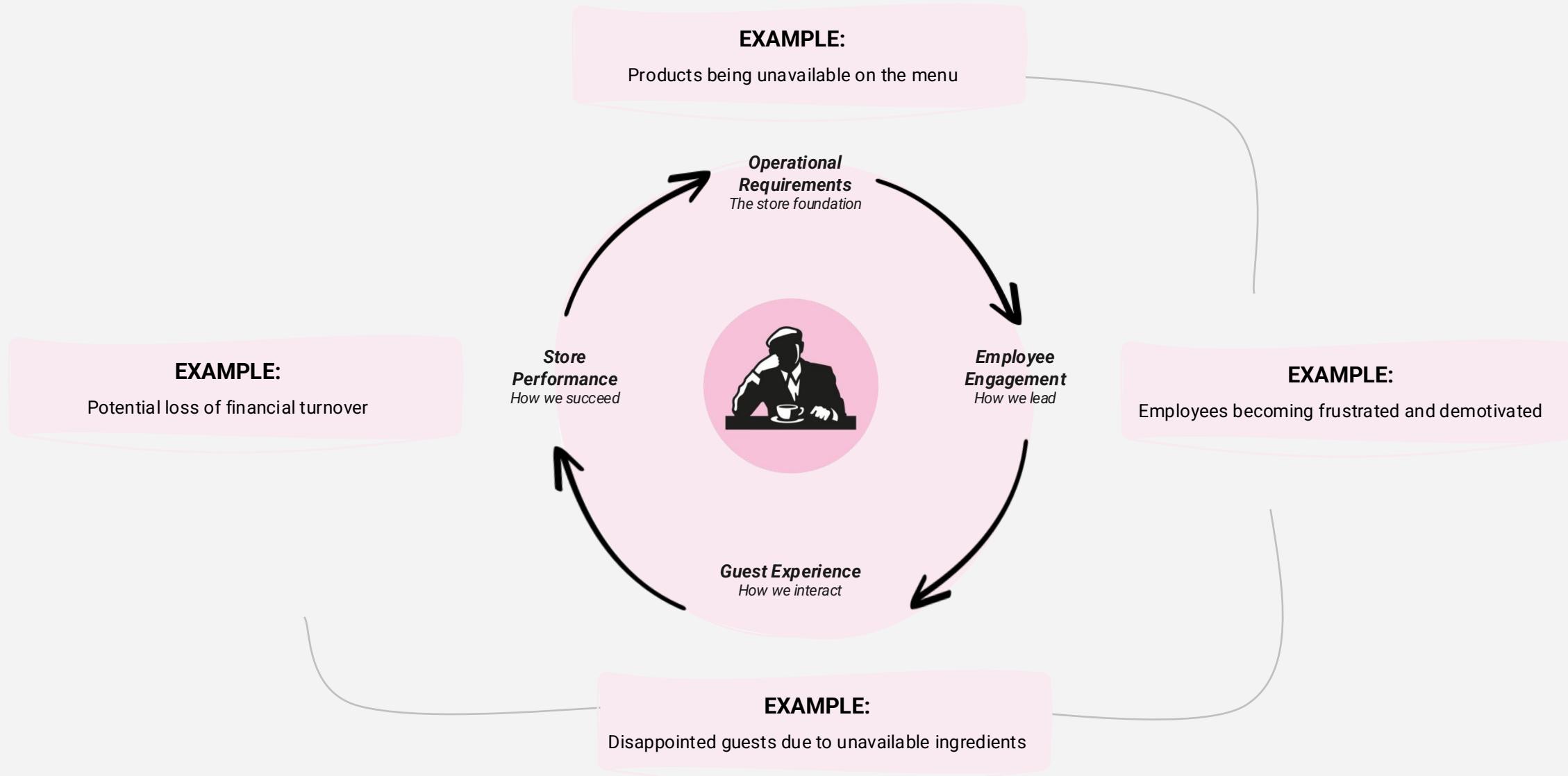


How does mastering these skills affect each area within
the *Circle of Operational Excellence* in your store?



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 track costs and identify **opportunities to reduce unnecessary expenses.**

*“Our goal is to **align supply chain and operational decisions with 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
- Performance Measurement
- The COGS Report – Profits & Losses
- Day-2-Day Supply Chain Leadership

3 Sum-up and Impact

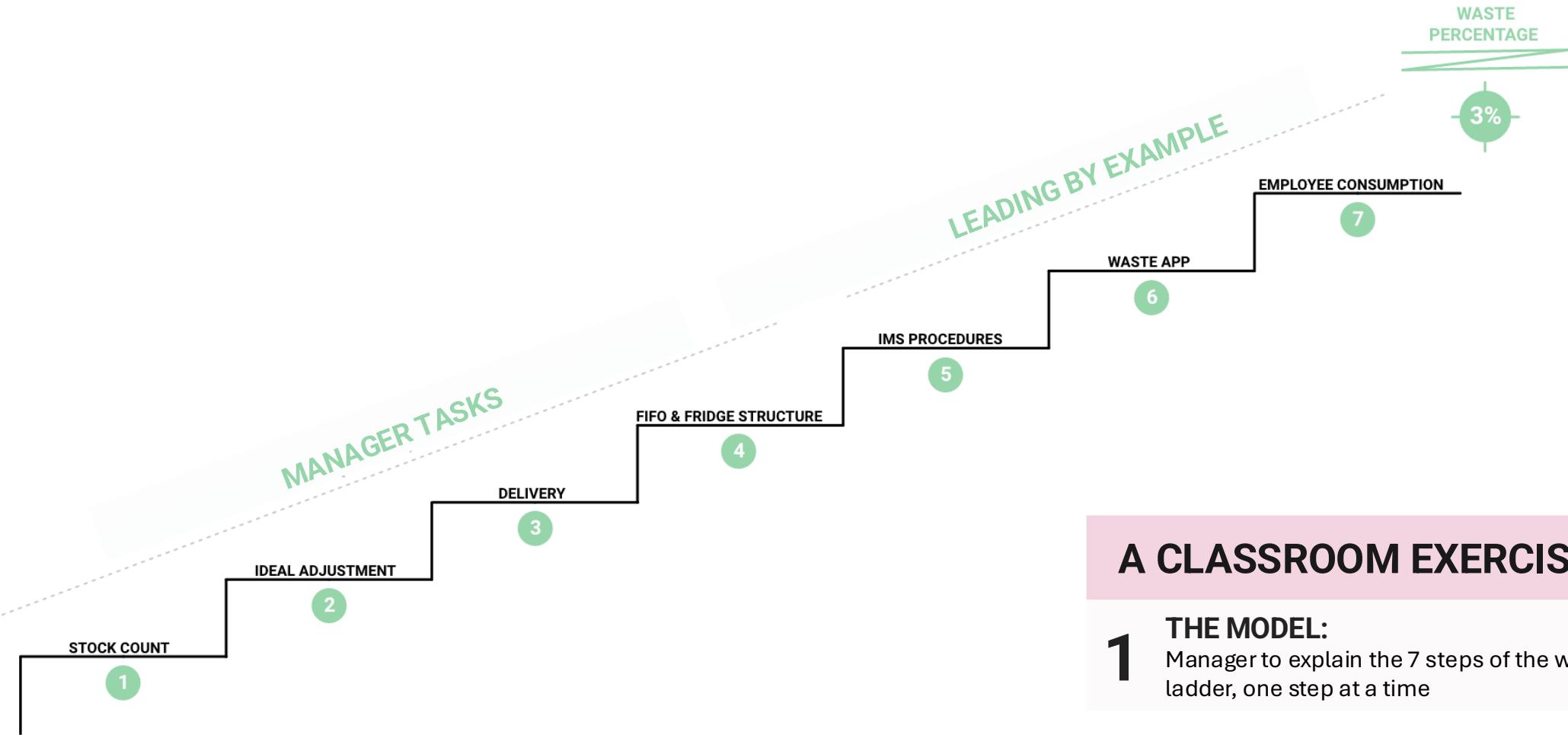
4 How to apply into practice





THE WASTE LADDER

Walkthrough of the 7 steps of an already known concept



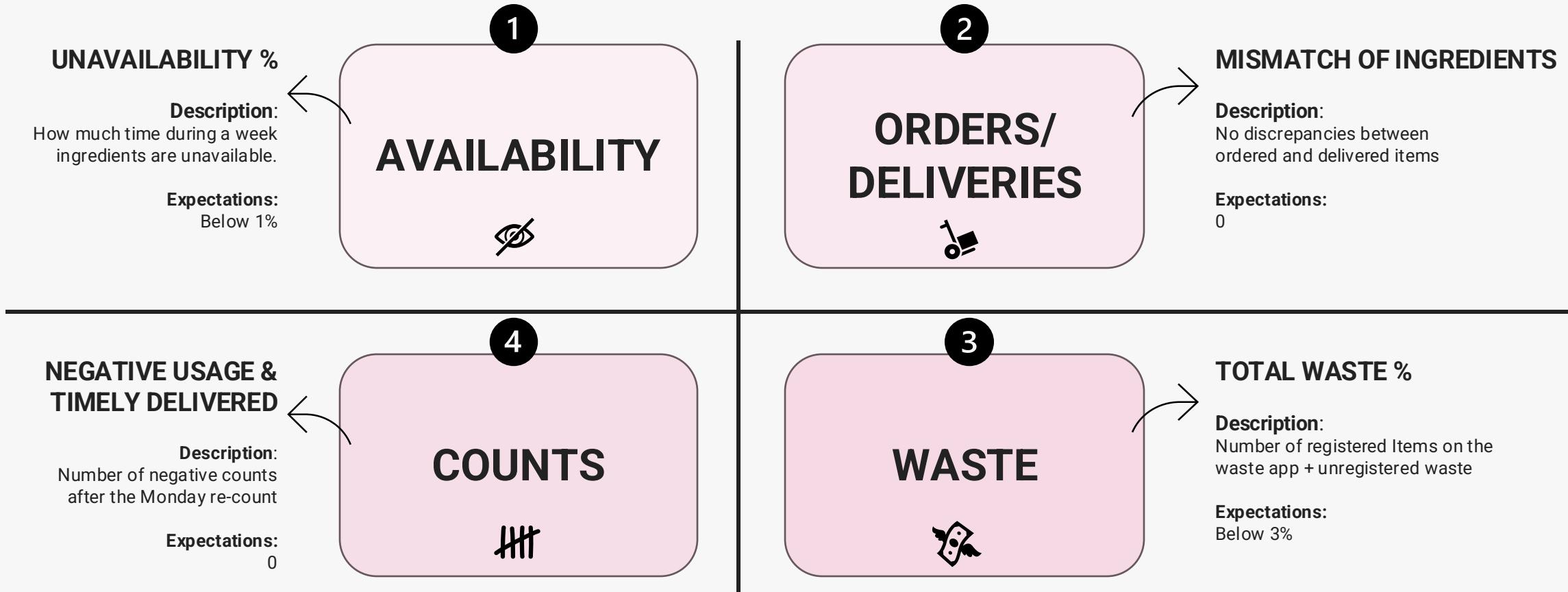
A CLASSROOM EXERCISE

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



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.



A COGS DEEP DIVE

Understanding the 8 parameters within COGS

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%
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*

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%	
Packaging Costs	-	750,00	-0,8%	-	675,00	-0,8%	
Registered Waste Costs	-	2.500,00	-2,5%	-	2.500,00	-2,8%	
Unregistered Waste Costs	-	1.000,00	-1,0%	-	1.000,00	-1,1%	
Product Costs - Employee Meals		1.000,00	1,0%		1.000,00	1,1%	
Distribution And Logistics Costs	-	1.500,00	-1,5%	-	1.250,00	-1,4%	
Supplier Bonus Costs		1.500,00	1,5%		1.500,00	1,7%	
Discount Or Campaign Costs		500,00	0,5%		750,00	0,8%	
COGS (Cost of Goods Sold)	-	17.750,00	-17,8%	-	15.675,00	-17,4%	
GM (Gross Margin)		82.250,00	82,3%		74.325,00	82,6%	
					-	7.925,00	0,3%



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



EXERCISE: LEADING SUPPLY CHAIN BEHAVIOR

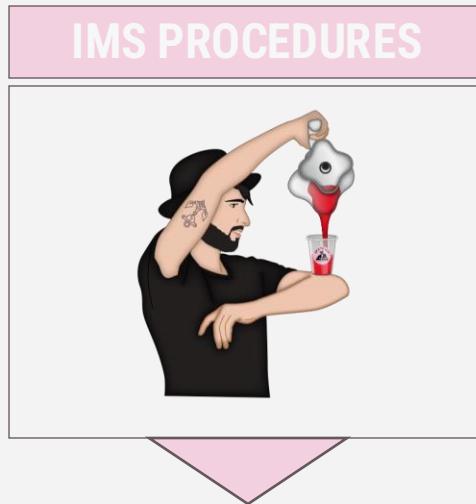
Reflection on how to master Day-2-Day Supply Chain Leadership



GROUP 1

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



GROUP 2

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



GROUP 3

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

Turnover
Food Costs
Packaging Costs
Registered Waste Costs
Unregistered Waste Costs
Product Costs - Employee Meals
Distribution And Logistics Costs
Supplier Bonus Costs
Discount Or Campaign Costs
COGS (Cost of Goods Sold)

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% -0,3%
Unregistered Waste Costs	- 1.000,00 -1,0%	- 1.000,00 -1,1%	- 0,1% -0,1%
Product Costs - Employee Meals	1.000,00 1,0%	1.000,00 1,1%	- 0,1% 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% 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% -0,3%
Unregistered Waste Costs	- 1.000,00 -1,0%	- 1.000,00 -1,1%	- 0,1% -0,1%
Product Costs - Employee Meals	1.000,00 1,0%	1.000,00 1,1%	- 0,1% 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% 0,2%
Discount Or Campaign Costs	500,00 0,5%	750,00 0,8%	250,00 0,3%
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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% -0,3%
Unregistered Waste Costs	- 1.000,00 -1,0%	- 1.000,00 -1,1%	- 0,1% -0,1%
Product Costs - Employee Meals	1.000,00 1,0%	1.000,00 1,1%	- 0,1% 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% 0,2%
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EXERCISE: THE INVENTORY CONTROL SHEET

How to identify discrepancies between what's ordered and delivered

GROUPS OF TWO (PER STORE)

- Review the **count** and **ideal** status from the exercise sheet
The assumption is that what's been ordered has been delivered

1 FILL OUT:

- Fill empty columns (J & K) correctly
- Column L indicate if's it's been done correctly or not

2 ADJUST:

- Discuss and prepare the ideals you'd like to adjust
- Reflect on why you would you adjust them?

- Open discussion based on above steps
- Sharing of overall learnings



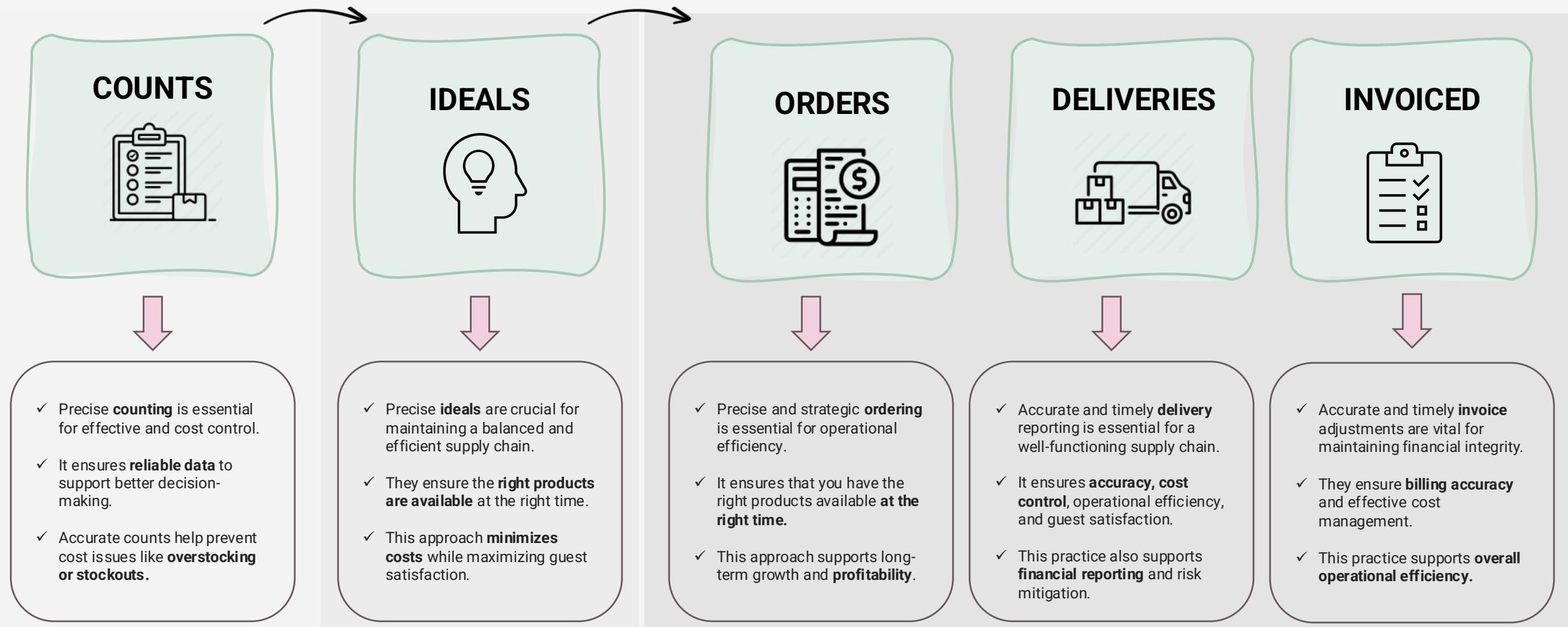
A	B	C	D	E	F	G	H	I	J	K	L
Store Name	Supplier	Product Code	Global Product Name	Unit	Count	Ideal	Ordered Amount	Store Transfer Amount	Delivered Amount	Invoiced Amount	Status
Store 1	Supplier 1	123456	Apple	Kg	10	15	5	-1			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123457	Banana	Pcs	20	30	10	-1			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123458	Tuna	Kg	50	75	25	0			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 2	123459	Mighty Juice Cup	Pcs	100	150	50	-10			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 2	123460	Normal Juice Cup	Pcs	5	7,5	3	-2			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 2	123461	Handtowels	Pcs	1	1,5	1	0			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 2	123462	Napkins	Pcs	2	3	1	1			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123463	Chicken	Kg	20	30	10	0			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123464	Tomato	Pcs	25	37,5	13	2			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123465	Lemon	Pcs	30	45	15	-3			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123466	Powder - Collagen	Kg	1	1,5	1	0			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123467	Turkey	Kg	2	3	1	0			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123468	Serrano	Kg	20	30	10	1			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123469	Grapefruit	Pcs	25	37,5	13	-1			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123470	Ginger	Kg	5	7,5	3	0			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123471	Carrot	Kg	1	1,5	1	0			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123472	Strawberries	Kg	2	3	1	2			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123473	Blueberries	Pcs	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123474	Pineapple	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123475	Kiwi	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123476	Spinach	Kg	5	7,5	3	2			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123477	Broccoli	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123478	Onions	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123479	Garlic	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123480	Pepper	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123481	Cabbage	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123482	Carrots	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123483	Tomatoes	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123484	Spinach	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123485	Broccoli	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123486	Onions	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123487	Garlic	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123488	Cabbage	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123489	Carrots	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123490	Tomatoes	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123491	Spinach	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123492	Broccoli	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123493	Onions	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123494	Garlic	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123495	Cabbage	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123496	Carrots	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123497	Tomatoes	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123498	Spinach	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123499	Broccoli	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123500	Onions	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123501	Garlic	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123502	Cabbage	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123503	Carrots	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123504	Tomatoes	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123505	Spinach	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123506	Broccoli	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123507	Onions	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123508	Garlic	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123509	Cabbage	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123510	Carrots	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123511	Tomatoes	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123512	Spinach	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123513	Broccoli	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123514	Onions	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123515	Garlic	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123516	Cabbage	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123517	Carrots	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123518	Tomatoes	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123519	Spinach	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123520	Broccoli	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123521	Onions	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123522	Garlic	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123523	Cabbage	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123524	Carrots	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123525	Tomatoes	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123526	Spinach	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123527	Broccoli	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123528	Onions	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123529	Garlic	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123530	Cabbage	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123531	Carrots	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123532	Tomatoes	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123533	Spinach	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123534	Broccoli	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123535	Onions	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123536	Garlic	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123537	Cabbage	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123538	Carrots	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123539	Tomatoes	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123540	Spinach	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123541	Broccoli	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123542	Onions	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123543	Garlic	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123544	Cabbage	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123545	Carrots	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123546	Tomatoes	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123547	Spinach	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123548	Broccoli	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123549	Onions	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123550	Garlic	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123551	Cabbage	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123552	Carrots	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123553	Tomatoes	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123554	Spinach	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123555	Broccoli	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123556	Onions	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123557	Garlic	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123558	Cabbage	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123559	Carrots	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123560	Tomatoes	Kg	15	20	15	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123561	Spinach	Kg	10	15	10	5			Orders/Deliveries/Store Transfer not matching
Store 1	Supplier 1	123562	Broccoli	Kg	15	20	15	5			



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

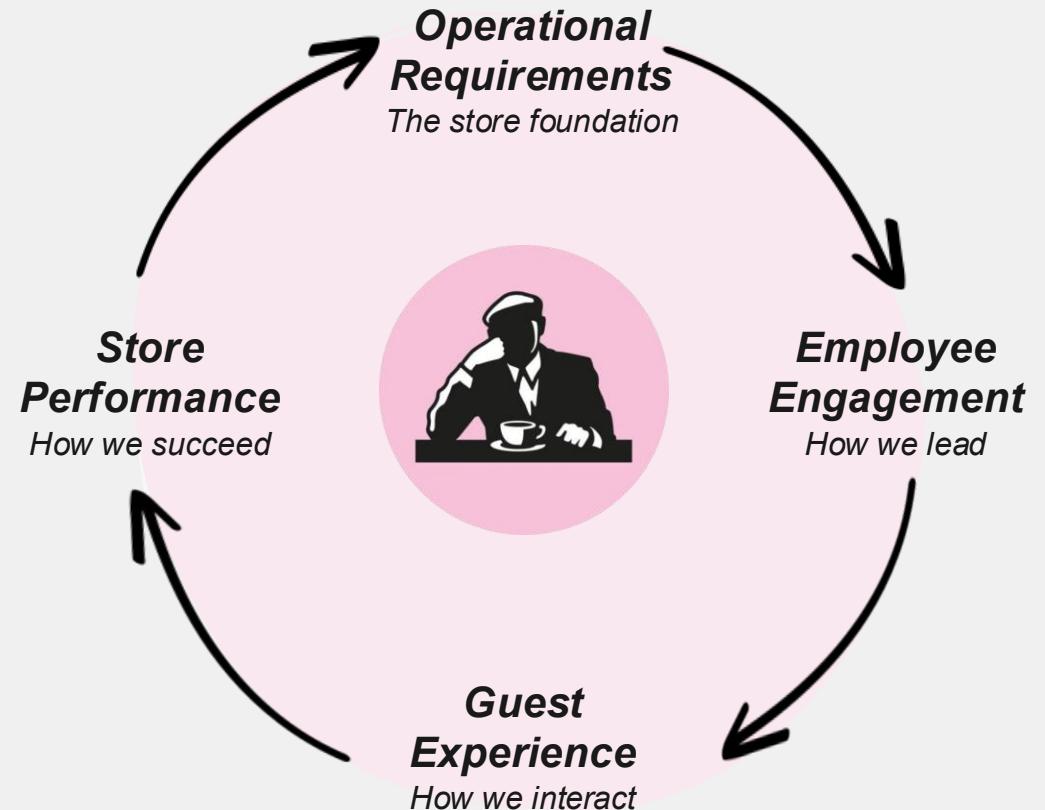
TYPE IN CULTURE IMS PROCEDURES FIFO



	Budget	Actual	Budget Δ		Budget	Actual	Budget Δ		Budget	Actual	Budget Δ	
Total	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	1.500,00	-13.500,00	-15,0%	-1.500,00	0,0%	-13.500,00	-15,0%	-1.500,00	0,0%
Packaging Costs	- 750,00	- 675,00	- 75,00	75,00	- 750,00	0,0%	- 75,00	0,0%	- 750,00	0,0%	- 75,00	0,0%
Registration/Mate Costs	- 2.500,00	- 2.500,00	-	-	- 2.500,00	0,0%	- 2.500,00	-2,0%	- 2.500,00	0,0%	- 2.500,00	-2,0%
Unrestocked/Mate Costs	- 1.000,00	- 1.000,00	-	-	- 1.000,00	1,0%	- 1.000,00	-1,0%	- 1.000,00	1,0%	- 1.000,00	-1,0%
Product Costs-Employee Costs	- 1.000,00	- 1.000,00	-	-	- 1.000,00	1,0%	- 1.000,00	1,0%	- 1.000,00	1,0%	- 1.000,00	1,0%
Delivery/Avail/Logistics Costs	- 1.500,00	- 1.250,00	- 250,00	250,00	- 1.250,00	-1,0%	- 250,00	0,0%	- 1.250,00	-1,0%	- 250,00	0,0%
Supplier/Brewer Costs	- 1.500,00	- 1.500,00	-	-	- 1.500,00	1,0%	- 1.500,00	1,0%	- 1.500,00	1,0%	- 1.500,00	1,0%
Delivery/On-Camping Costs	- 500,00	- 500,00	-	-	- 500,00	0,0%	- 500,00	0,0%	- 500,00	0,0%	- 500,00	0,0%
Other Cost of Goods Sold	- 17.750,00	- 15.675,00	- 2.075,00	2.075,00	- 17.750,00	-10,0%	- 15.675,00	-11,4%	- 17.750,00	-10,0%	- 15.675,00	-11,4%
GM(Gross Margin)	82.250,00	74.325,00	-7.925,00	7.925,00	82.250,00	82,1%	74.325,00	82,1%	82.250,00	82,1%	74.325,00	82,1%

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

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