

Retail Operations Academy



Lets get going...

- Yesterday's Numbers

What is a retail operations role?



- Retail is and always has been hard and physical work. If we want to avoid being crushed by our competition, you need to out think, out plan, out work and out execute them... 52 weeks a year.
- That's an ongoing commitment you have to make to the strategy and tactics you have to have to win at retail.

WORK HARD

- Why do we spend more of our time in stores than not?
 - What's the purpose?
 - What's the tactic?
 - What's the benefit?

BE IN STORES

*It's about
the customer, always!*



- “Sorry I can’t sell you that, we’re stocktaking”
- “... Because the customers come in”
- “I felt like I was intruding in their space”

CUSTOMER EXPERIENCE

Communicate! Communicate! Communicate!

Success never happens because we hope or wish it will. It happens because we decide what should happen, what needs to change, what our culture needs to be and *what people need to be* and then we need to get out and communicate, communicate, communicate any way that you can and as frequently as you can in words and in actions.

Don Soderquist

STANDARDS AND DISCIPLINES

**Communicate,
Communicate,
Communicate.**

BB



Bras n Things

BUILDING A SPECIALTY CHAIN FROM NO STORES TO 90.

Brett Blundy, Managing Director, Bras 'n Things

3 COMPANIES WITHIN THE GROUP:

- Bras 'n Things (Retail)
- Aztec Rose (Design & Manufacture)
- Sanity (Retail)

GROWTH HISTORY

- No Stores to 90
- \$2,000,000 to \$71,000,000
- 77% Annual growth

Achieved through:

- Ambition
- Focus
- Hard work
- Customer service

CHOOSE YOUR MARKET

- Growth potential
- Market leader
- Avoid existing strength

COMMUNICATION

- Get everybody talking

TEAMWORK

- Nothing else matters unless you have the right team
- Attitude before experience
- Culture / Magic
- Maintain standards

CULTURE / MAGIC

- Sloppy price sticker is a sloppy person
- Customer orders
- Know what is going on

THE EXECUTIVE TEAM

- Store visits
- Problems appear first in stores

COMPANY GROWTH

- Rapid growth
- Structure / systems / procedures
- Control of growth

FINANCE AND CAPITAL

- Initial capital \$90,000
- Conservative towards debt
- Supplier relationships
- Consolidate as you grow
- Growth from profits

THE FUTURE

- Country Australia (low occupancy costs)
- Western Australia (early next year)
- New Zealand (next year)
- Great team driving the company forward

SUMMARY

- Choose the right product
- Visit stores frequently
- Know what is going on
- Communicate, Communicate, Communicate
- Maintain standards
- Get on and do it.

Communication

- Get everyone talking

Communicate, Communicate, Communicate

Communicate! Communicate! Communicate!

- Communicate:
 - Formally
 - Informally
 - Speak
 - Write
 - Video
 - Message
 - In your every action



Communicate! Communicate!
Communicate!

‘When I’ve told ‘em once, I’ll tells ‘em again
and when I’ve told ‘em again, I’ll tells ‘em
one more time. And when I’ve told ‘em
one more time, I find a way to tell ‘em
again.’

When launching something new or hitting
something hard that has fallen off its
perch - six different times, in six different
ways. Continuous communication

Repetition

- Communication is greatly aided by obsessive paranoia. Fear that the message isn't getting out.
- Communication is greatly assisted by an enthusiastic delivery.
- Communication is greatly assisted when the leaders are actioning and participating in whatever is being communicated.
- Communication is a 'rhythm thing' – get into a rhythm, form the habit whenever you can

Communicate! Communicate! Communicate!

- Remember to follow up
- Never underestimate the impact that you, as leaders, have on your team and always remember that whatever you're communicating has a greater impact than you think.
- Never utter the words...But I told them..

Weekly Memo

- Value of our weekly memo
 - The heart beat
 - Sets the pace
 - Sets the expectations
 - Sets the tone
 - Drives our values, who we are , what's important

The Weekly Memo

- The purpose:
 - Communication to the stores
 - Once a week – same day, **same time** every week
 - **All activities/instructions** to be in that memo
 - All actions required to be completed weekly
 - Expectation that it gets done
 - Follow up is essential

Weekly Memo

- Remember who your audience is
 - The lower you go in the organisation, the more often you have to deliver the message
- Keep it simple
 - Flowery/fluffy stuff doesn't work as well
 - Big words don't work as well

Front Page

- Must be written by the CEO (cover page)
- Inspirational/good news piece
 - Reasons behind why we do things - strategy, process
- Your piece – educational/motivational

Pitfalls

- You are the author
 - NRM approval on every single section
- Needs to be in ‘store speak’
- Your timeframe
- Clear instruction
- Nothing can be sent to the stores or any retail team unless in the weekly memo or SAM
 - This is controversial – let’s discuss

Tips

- Involve state managers
- Get your successor's involved (i.e. state manager to write an article or critique your memo)
- 1/3 communication
- 1/3 education
- 1/3 motivation/inspiration

Tips

- Test
- Memo alone will never get the required traction

The SAM

- The next level up
 - The why's
 - The greater strategies
 - Issues of concern
 - Weeding the garden
 - What's required/expected
 - Where we are going

Store Diary

- Monthly
- Everything that needs doing:
 - Daily
 - Weekly
 - Monthly
- Think about the new store manager

FRIDAY 25TH JULY

DAILY BUDGET 4064.70 LAST YEAR ACTUAL

Team Member	Shift and Break Times	Pulse Signup Budget	Pulse Signup Actual	Preorder Budget	Preorder Actual	Add On Budget	Add On Actual
SCOTT		2		1		4	III
MICHAEL		3		1		4	
DANIA		3		1		4	
IRENE		2		1		4	

Team Member	Time	Task	Complete
SCOTT		<ul style="list-style-type: none"> • Morning calls • Bluray ^{And on conference} _{fast if you can} • Order, Pulse, Boncasts 	
MICHAEL		<ul style="list-style-type: none"> • Accept new releases + important stock • Complications work ^{if you are behind} _{state what orders} • Teach Irene figures ^{give specific Manager's targets} • Banking (before 4pm) 	
DANIA		<ul style="list-style-type: none"> • New Releases list • Customer service ^{Need specific} _{State positions approach all customers - greet + knowledgeable.} 	
IRENE		<ul style="list-style-type: none"> • Call Customer Orders • Work through stock • Customer service 	

Store Diary Tips

- If it isn't being filled in or used as you designed it, you either don't need it or you have a business issue to manage
- Everything in one place
 - Remember our job is to make it easy for the store team to do their job

Store Diary and Weekly Memo

- Weakest link in the chain
- With the store diary and weekly memo combined, a first week manager should be able to do the job

One Question

(The Weekly Memo and Store Diary)



Claire Bates

LOVISA

PEOPLE

Finding great ones.

Making great ones.

Keeping great ones.

Creating followers.

Retains Talent

Retains Knowledge

Builds Trust

Leaders vs Managers

Individual Vision aligned to the business

The people we want for the next 2 to 3 years:

Succession Path

Knowing why we want them

Experience we want and why

**Behavioural capabilities we are looking for and
bridging the gap:**

Induction/Training Plans for RM's



ERIN McCRORY



The Missing Link

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Management By Objectives

(One on ones)



Objective Meetings:

- Turn talk and discussions into actions and outcomes that will stick.
- Professionally acknowledging, recognising, discussing and informing on issues , opportunities and challenges – a tool to effect permanent solutions and change.

Management By Objectives

- State the objective
- Who is responsible?
- Due date
- Not a to do list
- Not minutes of meetings
- Objectives brought to the meeting
- Discussion
- Value add and support by leader
- Your chance to add objectives

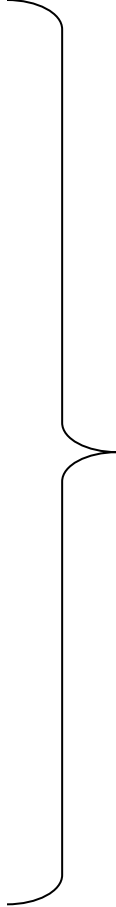
Helps to identify:

- Talkers who don't do
- Time wasters
- Direct reports in the wrong job
- Disorganisation
- Problems early (management, process, people)
- Going in the wrong direction
- The wins

Why:

- Keeps a record of what's going on and agreed actions
- Keeps all on track
- Is efficient
- Adds structure and rigour
- Clear follow up
- Issues are not forgotten, don't fall off
- Ensures agreed accountability

- Fly by the seat of your pants
- Make it up as you go along
- ‘I call them when I need to’
- ‘We talk all the time’
- ‘Our desks/offices are next to each other’



All will
let you
down

Tips and things you must do:

- Must have rhythm
- 1 hour maximum
- Write up objectives as you go
- You write the objective and agree to the who and when (almost always the direct report, although delegation is appropriate and normal)
- Admin support team can and should be utilized if appropriate
- ASAP- a 'no, no'
- Ongoing – allowed but not ideal

Sale Set Up and Events



eQUIP

SALE

SALE







Standards and Disciplines

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Standards and Disciplines

- Why do we have them?
- What value are they?

Data Integrity: The Missing Link



Data integrity

- What is data integrity?
- Why is it so important?
- Was the article helpful?

Data Integrity

What happens physically is reflected perfectly in our systems

Data Integrity

- Price modification report

People/Team

The power of our team



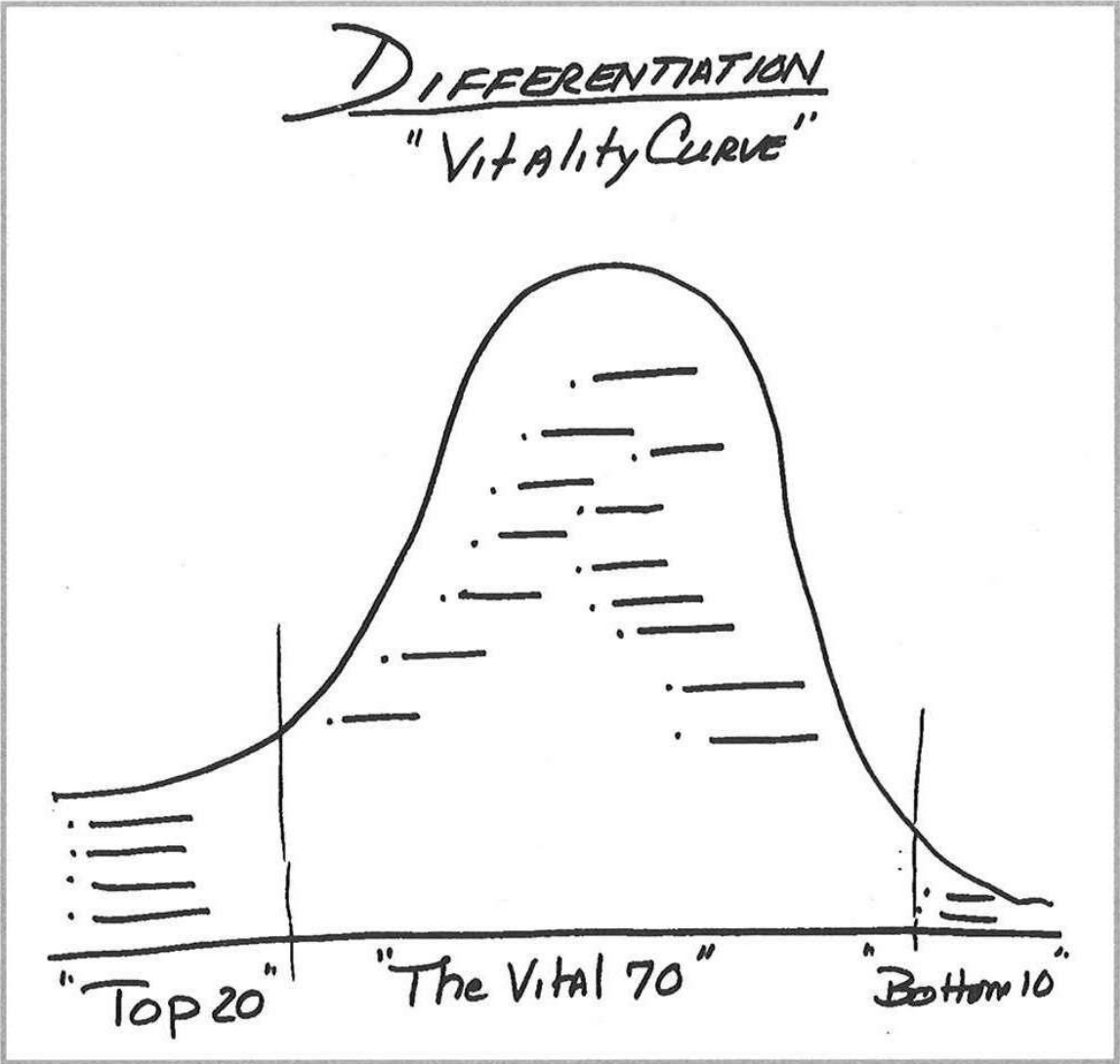
There is no such thing as a great
company, only

GREAT PEOPLE

executing

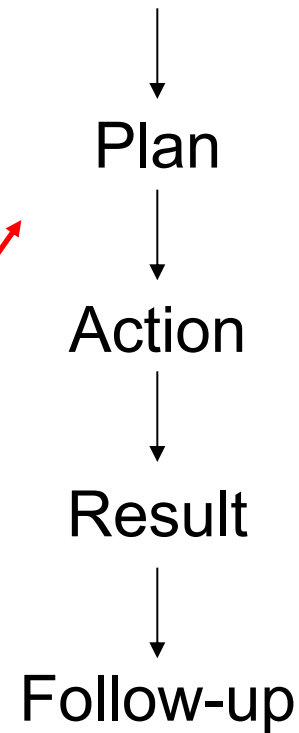
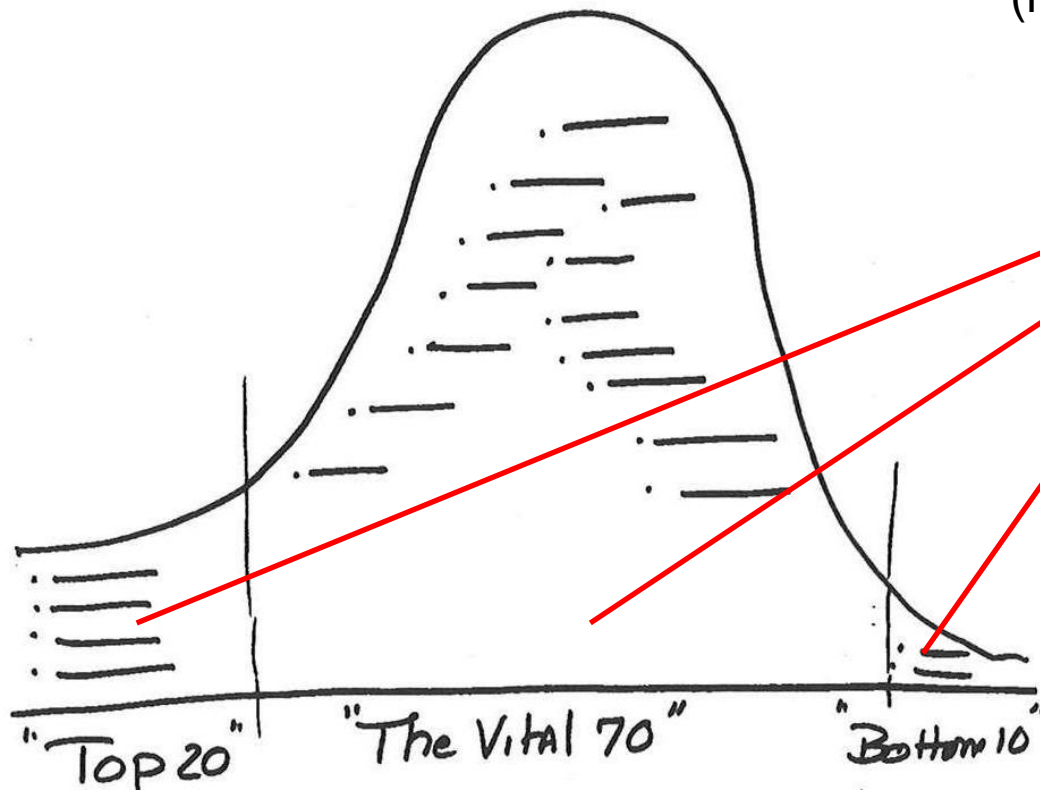
GREAT STRATEGIES

Creating A Winning Team

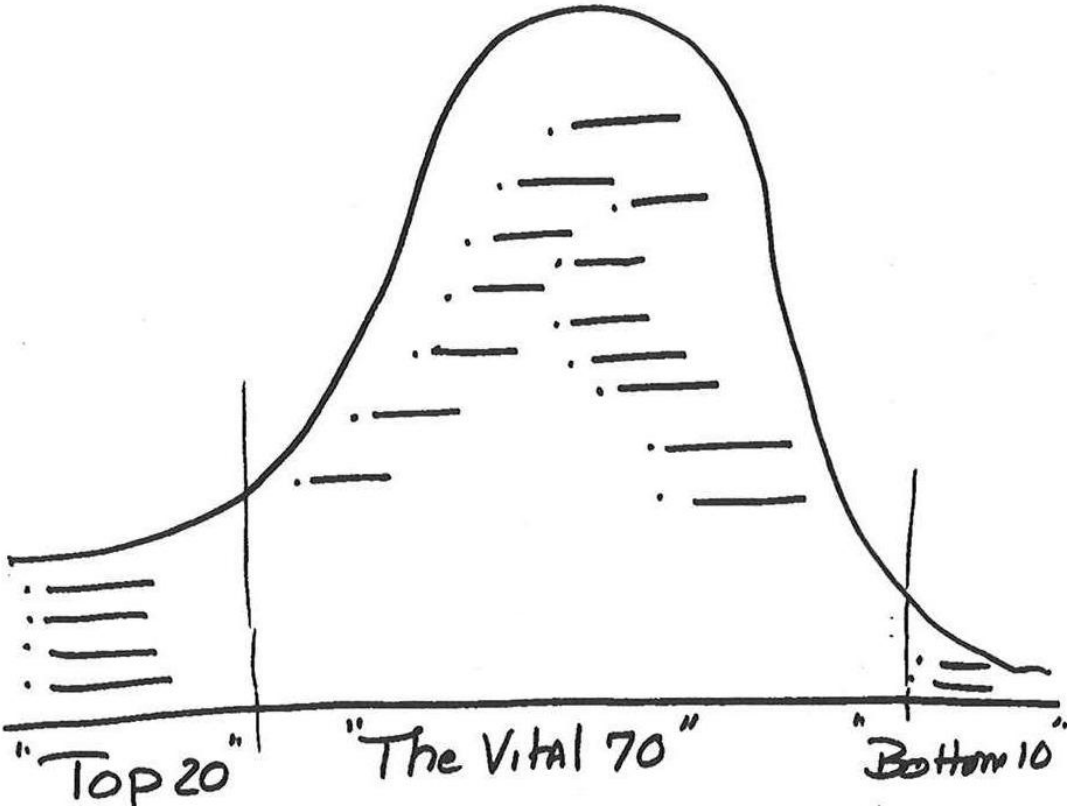


Creating A Winning Team

Issues/areas for improvement
(real measures of performance)



Creating A Winning Team



- Passive versus holding your team accountable for outcomes and timeframes

**Leaders have more
impact on their
people than they
think they do**

Retail is not difficult...

Just demanding.

**Management gets the
team it deserves**

**A team never outpaces
its leader**

People are Human

- Touch your team everyday
- We are all human and need to be emotionally connected
- Remember to communicate the positives/wins

People Asset Reviews (PARs)

Discussion

- Demotions or putting team back
 - Not adjusting their salary and what appears to be an easily justified answer
 - It will eventually catch up and eat you and the business.
 - Whatever you think, make sure you know that somewhere down the track, it will cause an issue

Recruitment

- Qualified recruiters
- Staying on top of vacancies

Salary Adjustments

- Salary adjustments a key indicator
- A lose/lose

Rules, Tips and Tricks

ADJUSTMENT REPORT 02.06.13

ID #	LAST NAME	FIRST NAME	ADJUSTMENT	HOURS	ERROR	DONE BY	STORE
077497	LOVE	BELLA	WE 26.05.13	6.5	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	3065
075300	PANNU	JESSICA	WE 26.05.13	6	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	2101
074630	MOLLOY	LAUREN	WE 26.05.13	5.17	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	2092
077678	BUZASI	CATHERINE	WE 26.05.13	37.99	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	3031
077544	RIDDLE	COURTNEY	WE 26.05.13	29.5	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	2029
077709	PRIOR	PENNY	WE 26.05.13	25	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	2075
077710	VANDAMENT	KYLA	WE 19.05.13	21.99	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	2026
075314	SHABO	JAKLIN	WE 26.05.13	6	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	2029
090084	PENTY	EMMA	WE 26.05.13	12.33	HOURS NOT ENTERED INTO ETIVITY	TEAM MEMBER	9023
077254	WALLIS	KATHARINE	WE 26.05.13	4	HOURS NO ENTERED INTO ETIVITY	TEAM MEMBER	3050
076171	AREAI	MARCELLE	WE 26.05.13		LATE PAPERWORK- CHANGES IN PAYRATE	AREA MANAGER	9021
077705	SPELMAN	LAURA	WE 02.06.13	13.33	NEW TEAM MEMBERS NOT PAID-MISSING PAPERWORK	TEAM MEMBER	2084
077734	MUNRO	ALISON	WE 02.06.13	9	NEW TEAM MEMBERS NOT PAID-MISSING PAPERWORK	TEAM MEMBER	2102
077736	BARBUCEANU	CHRISTINA	WE 02.06.13	3	NEW TEAM MEMBERS NOT PAID-MISSING PAPERWORK	TEAM MEMBER	2075
077741	ALAMADE	VEENA	WE 02.06.13	12	NEW TEAM MEMBERS NOT PAID-MISSING PAPERWORK	TEAM MEMBER	2021
077757	GOLDEN	AMBER	WE 02.06.13	3	NEW TEAM MEMBERS NOT PAID-MISSING PAPERWORK	TEAM MEMBER	2075
76481	ARMOUR	ALLISON	WE 26.05.13	4	ENTERED 4 HOURS AS SALES SB SICK LEAVE	TEAM MEMBER	2013

HOURS NOT ENTERED INTO ETIVITY	10
LATE PAPERWORK	1
NEW TEAM MEMBERS NOT PAID - MISSING PAPERWORK	5
HOURS NOT APPROVED	
OVERTIME	
HOURS ENTERED INCORRECTLY	1
OTHER	
TOTAL	17

'Overtime' Watch-Outs

What are the causes of overtime?

Indicator of:

- Mismanagement
- Vacancies
- Bad rostering
- Bad planning

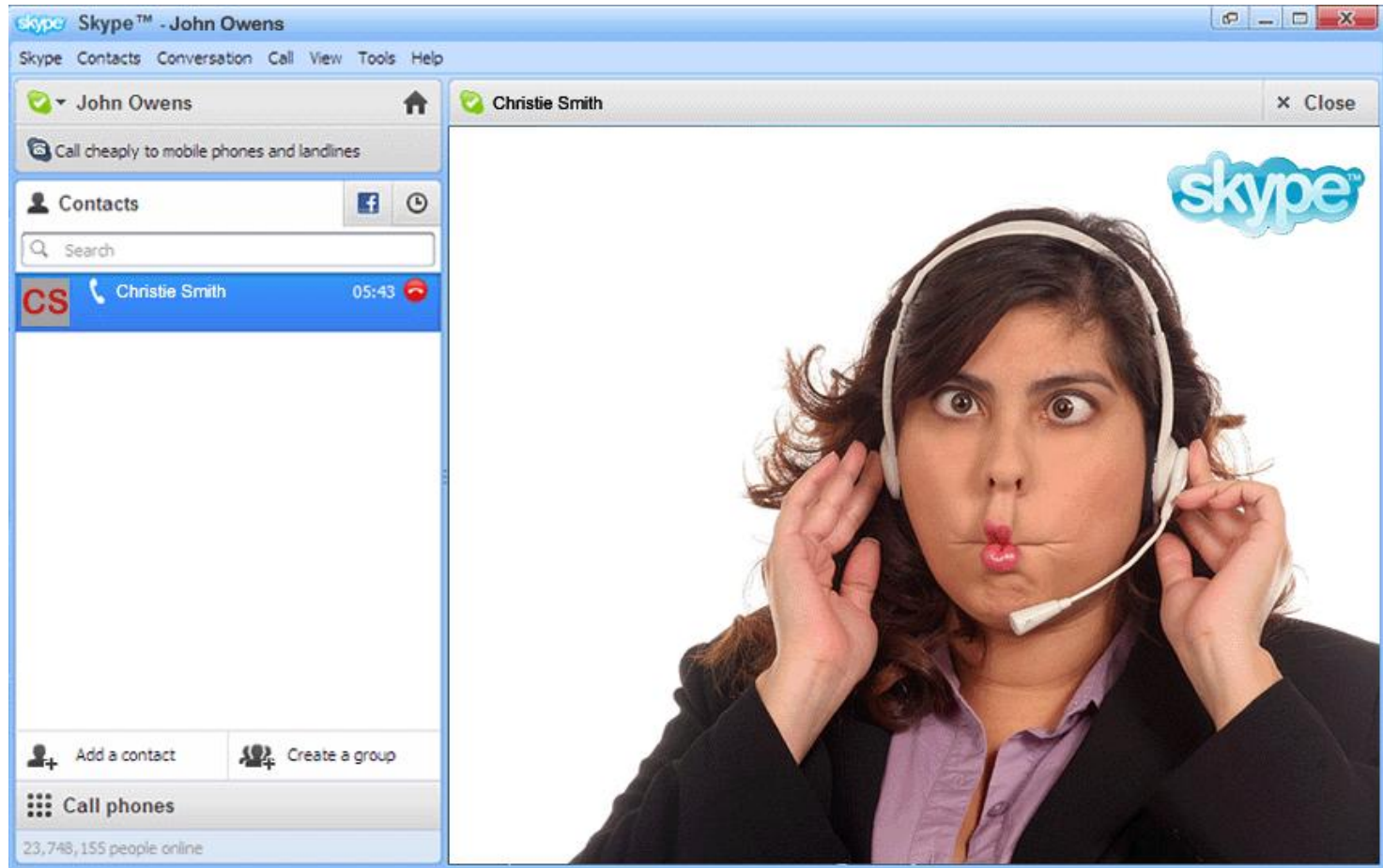
Exciting New Initiative

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**Exciting new initiative-
changing the way we work**



We are going to be famous for it.....
“The end of face to face interviews”





Some action points to cover today...

- What is our cut-off date to have “no more face to face interviews”?
- Any parameters we should be setting around interview process?
- Volunteer to coordinate the weekly reports / updates?

We will support each other with weekly updates

The screenshot shows an Outlook email window. The ribbon includes Message, Insert, Options, Format Text, Collaboration, and Adobe PDF. The message content is as follows:

To: [Redacted]
 From: [Redacted]
 Subject: Video interviews

Weekly update on progress to date...

New initiatives for this week

- ...
- ...
- ..

BRAND	THIS MONTH			YEAR TO DATE			Comments on new initiatives
	Total Interviews	Face to Face	Video Only	Total Interviews	Face to Face	Video Only	
<u>Adairs</u>							
Bras N Things							
diva							
Dusk							
<u>Honey Birdette</u>							
Lovisa							

World Manager

BBB

World Manager

- Lets talk
- What are the issues?
- What are your concerns?
- Are we winning?

The Role of our Support Centres

In yours and the brand's success

Who runs who?

Who supports who?



- Is the support centre managing you or are you managing it
- Is the business managing you or are you managing it

‘Our role is to remove the impediments that stop our stores from being able to do a good job’

***The support centre regularly forgets this
Why is this the case?***

Exercise

- Break into groups of 3 or 4
- Discuss and determine the number one frustration you have in your role
 - Retail related
 - Support centre related
 - Not sales
 - Not product design
- We will discuss ways to improve and cut through

Your Role and HR

- HR
- Misunderstood
- Operations are the people managers and must be expert in the management of our team
- We:
 - Promote
 - Discipline
 - Motivate
 - Hire and fire

The role of the: Store Support Service Desk

Their hidden purpose



If you can't measure it, you can't
improve it.

- What are you measuring?
- What should you measure?

Issues/areas for improvement

Problem/issue/challenge



Challenge



Plan



Action



Result



Follow-up

Team Satisfaction/Mystery Shopping Reports



We agree:

1. Customers are everything!
2. The team are our most important asset
3. We must measure our performance

Team surveys and mystery shopping give us

- Moments of truth
- A snap shot that tells us how we are doing
- They tell us what is actually happening not what we hope/think is happening

Again, if we can't measure it, we can't improve it

What we never do well enough?

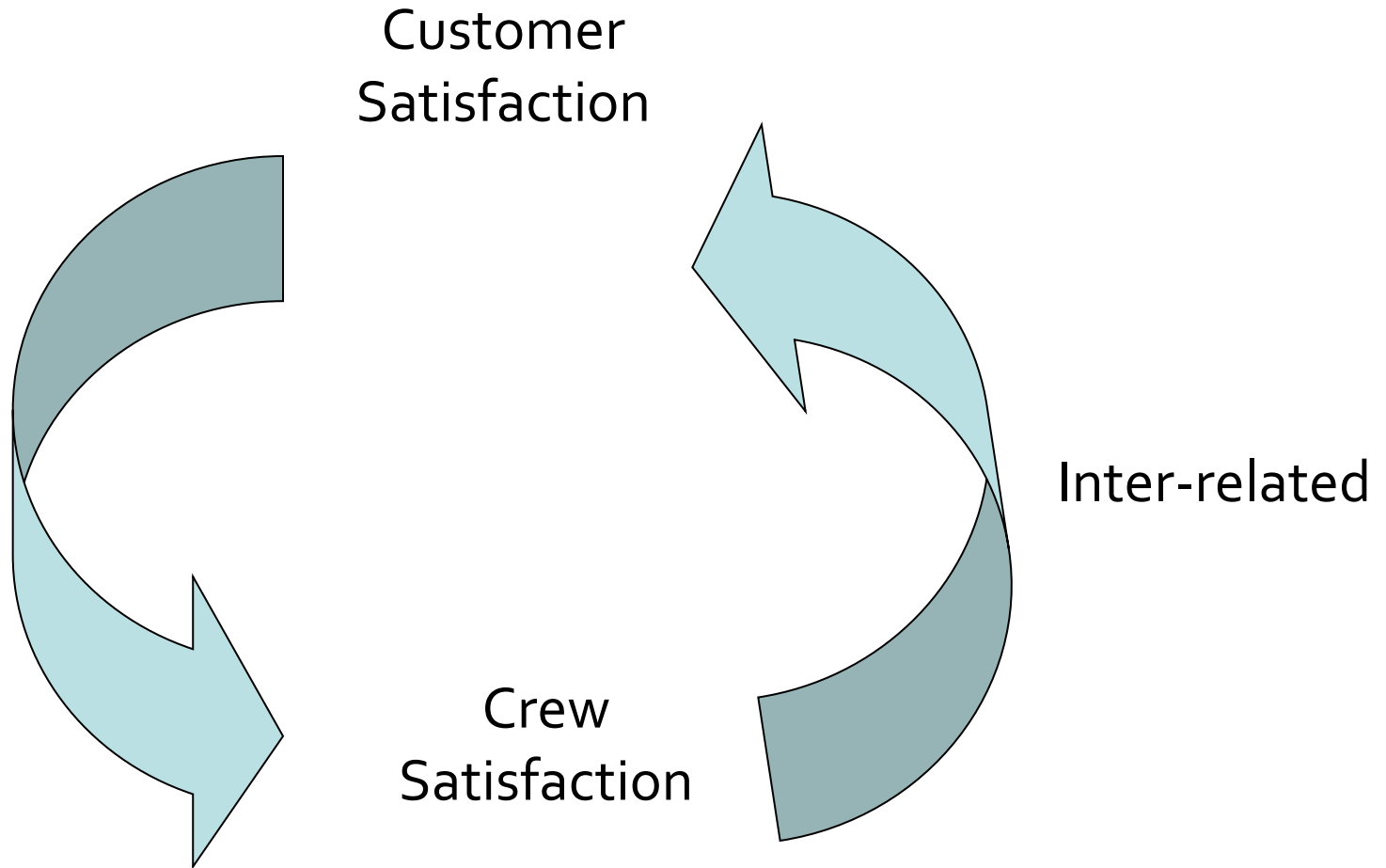
- Celebrate, acknowledge and reward the good stuff
- Identify areas that need attention, focus or improvement
- Set your plans and actions to bring about positive improvement
- Share your thoughts with all
- Communicate the results or part thereof and what you are doing and what is expected
- Measure the next results against your expected results

Take Action

**Who comes first our team
or our customers?**

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- The needs of our customers versus the needs of our team (people)
- Constant questions that come up
 - Do we change?
 - What do we change?
 - What do we live with?
 - Who do we change?
 - How do we change?



Job satisfaction should be a by-product of putting the customer first, not the reverse.

Customer Complaints

- Are you aware that it is policy for all CEOs to take the initial call when we receive customer complaint?
 - A customer does us a huge favour by making a complaint
 - don't get defensive
 - fix the customer issue immediately.
 - We take the customers side 'perception is the reality'
 - address the business issue - the individual, the process, the procedure

Remember - 'it's about the customer, always'!

Customer Complaint Reports

- Eliminate the reasons why we say no to a customer and how we empower our teams to do whatever it takes to please the customer.



What I learned at Wal-Mart



A Sense of Urgency

- John Kotter



One Question



Continuous Improvement

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Manager's Meetings

1/3 education

1/3 communication

1/3 fun

Rosters

Annual Leave

- Ensuring all holidays are recorded properly. Impact on our wages and profit killers

Costs Are The Enemy

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The Future

- Online, no person to person interaction
- Every body will have their own devices and tech preferences that will plug into ours

Culture Commitments

OUR ORGANISATIONAL CULTURE IS OUR PERSONALITY – “IT’S THE WAY IT IS AROUND HERE”

CULTURE IS:

- Shared values
- Shared vision
- Shared purpose
- Shared expectations
- Shared behaviours
- Shared views
- Common standards that are the basis for all our actions

“The responsibility of our leaders is to ‘walk the talk’, ‘paint the picture’ and ‘tell the story’ of what is truly important” - **BRETT BLUNDY**

“Culture is incredibly important in the success of any organisation. I’m not suggesting that it is a substitute for competence, but I am emphatically saying that culture gives ongoing life to that competence and allows it to achieve all that it can.” - **DON SODERQUIST, CHIEF OPERATING OFFICER (RETIRED), WAL-MART**

It’s about the Customer, always!



10 Plus 1 Culture Commitments

1. CAN DO ATTITUDE

You can inspire and achieve by your attitude and actions.

2. CUSTOMER SATISFACTION AND PERFECT SERVICE

It’s about the Customer, always! We know that they’re the real ‘boss’. We exist to satisfy the customer and do everything in our power to add value to the customer’s experience.

3. RESPECT

We treat everyone with respect and dignity. We don’t call our people ‘staff’, they are part of the ‘team’. All ideas are encouraged and every individual counts.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don’t get complacent and have never arrived.

5. COMMUNICATE, COMMUNICATE, COMMUNICATE

Communication is both directions — listening as well as talking. Get communication going continuously and in as many ways as you can.

6. COSTS

Costs are the enemy, we continuously find ways to reduce expenses, cut our shrinkage and improve our productivity.

7. ACCOUNTABILITY

Commit. Take ownership. Be responsible for your actions and results. ‘Do or do not – there is no try.’

8. TEAMWORK

Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.

9. TRUST

Act in a manner that instills trust in all of our team, customers and suppliers.

10. INTEGRITY

Operate with honesty and integrity. Never tolerate a breach of integrity.

10 plus 1. DO IT NOW

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

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BB retail capital



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It's about the Customer, always! We know that they're the real 'boss'.

We exist to satisfy the customer and do everything in our power to add value to the customer's experience.

3. **RESPECT**

6. **COSTS**

Costs are the enemy, we continuously find ways to reduce expenses, cut our shrinkage and improve our productivity.



Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.

9. **TRUST**

Act in a manner that instills trust in all of our team, customers and suppliers.

10. **INTEGRITY**

Operate with honesty and integrity. Never tolerate a breach of integrity.

10 **plus 1. DO IT NOW**

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!



BB retail capital




10 Plus 1 Culture Commitments

1. **CAN DO ATTITUDE**
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3. **RESPECT**

7. **ACCOUNTABILITY**

Commit. Take ownership. Be responsible for your actions and results.
'Do or do not – there is no try.'

- 
- Do or do not – there is no try.
8. **TEAMWORK**
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We treat everyone with respect and dignity. We don't call our people 'staff', they are part of the 'team'. All ideas are encouraged and every individual counts.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don't get complacent and have never arrived.

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It's about the Customer, always!



**It is never about what
you're doing – it is about
what you're doing for
the customer!**

The Customer

Courtesy

Understand

Smile

Talk

Offer a greeting

Make it easy for the customer. Be positive

Enjoy what you are doing and it will show

Remember the customer is:

- The most important person in the store
- King and the reason for our existence, they pay us each week
- Rule number 1: the customer is always right
- Rule number 2: if the customer is wrong, refer to rule number 1
- It's about the customer always

To succeed, we must be
passionate about the
customer and put the
customer first, always!

Good customer focus must be created, educated and repeated.

We must get into a rhythm..

We must support and remind each other...

We truly only have one boss
– the customer!

The relationship with your
boss must be taken very,
very seriously.

Refunds

- Our store team need to be educated, trained and empowered to exchange, refund or credit any product sold by us no matter what condition it is in and no matter what the reason is, with a smile and a “how can we help” attitude.

**“Can I Help You?”
Is Not Customer Service!**

Customer service –
not lip service

The point is that we must concentrate our energy on satisfying every single customer, every single day and every single time they enter our store(s).

Be obsessed about perfect service...

In every discussion and every meeting, ask “how will this affect our customer?”

Policies
Standards
Non Negotiable

ROCA MODELLER

0

		STORE MANAGER		MERCH COORDINATOR		
		What	How	What	How	
SALES & COGS	<ul style="list-style-type: none"> Marketing & Community Initiatives Retail vs. Trade Merchandising & Space Utilisation Price Point Merchandising & Current Pricing Price Value Perceptions - Competitor Shopping Stock Intensity - Width and Depth of Range Price Point Merchandising & Current Pricing Category Management & Managing Ends Suppliers - On Range / Off Range Inventory Management - Storage & Ordering Loss Prevention - Area Strategies Damage - Write off's & Store Use Stocktake - Frequency & Accuracy 	<ul style="list-style-type: none"> Community & DIY Engagement Drive Store Traffic Strategy (Price, Range & Service) Execution Culture Structure Innovation 	<ul style="list-style-type: none"> Clearly Stated Strategy Flawless Operational Execution Maintain Consistency Performance Oriented Culture Fast, Flat & Flexible Structure Work the Value Chain 	<ul style="list-style-type: none"> Merchandise Catalogue Tie Up No Stock Outs Customer Service Special Orders Shrinkage Price Integrity Purchase Ordering Margin Management 	<ul style="list-style-type: none"> Best Practise Floor Side Stacks / Clip Strips Power Ends CAT Audits OS Reports - Min / Max's Ticketing Range reviews Store Use guides Price Override PLU Audit Update of Labels Preferred Suppliers Refund Policy 	<ul style="list-style-type: none"> Sell & Cross Average Sale Housekeepin Merchandisin Control Shrin Increase Gro
SELLING EXPENSES	<ul style="list-style-type: none"> Rostering (Mix & Hours) Managers Safety - Workers Compensation Training / Skills - Service levels Preferred Suppliers Transport Charge & Recovery Administration Audit & Compliance 	<ul style="list-style-type: none"> Drive Performance Build Trust Develop Team Members High Performance Culture Talent Management Compliance 	<ul style="list-style-type: none"> Inspire Action Coach Leadership Group Direct Energy & Focus Passionate, Motivated, Involved Empowered Communicate 'Rules of the Game' Enforce Compliance - "the 1%'ers" 	<ul style="list-style-type: none"> Rostering Bsafe Management Hazardous Goods Development Reward & Recognition Performance Management 	<ul style="list-style-type: none"> TMS / Bank o' Hours Housekeeping & In Store SIT Manual Handling Injury Register Leadership Model Training / Coaching Appraisals / Feedback 	<ul style="list-style-type: none"> Roster Comp Safety - Polic Safety - Nob Service Inter Delivery Main Processing -
CONTROLLABLE ASSETS	<ul style="list-style-type: none"> Category Management Top Stock Management 	<ul style="list-style-type: none"> Width & Depth of Range Good Stock Turns 	<ul style="list-style-type: none"> Monitor Stock Levels Stock Turn Analysis 	<ul style="list-style-type: none"> Width & Depth of Range Stock movement 	<ul style="list-style-type: none"> Min & Max Management SKU Maintenance 	<ul style="list-style-type: none"> Maintain Wid Stock movem
STORE TRAFFIC						
SALES MIX						
PRICING						
SALE SIZE						
PURCHASING						
SHRINKAGE						
TEAM MEMBERS						
EXTERNAL SERVICES						
INVENTORY						

ROCA MODEL

LOCATION CODE 4025

Monthly Proposed Current % Change

	Jun-07	Dec-07	IPR
GMROI	2.43	2.45	1.85
GMROL	127,353	126,419	131,173
GMROF	1,118	1,125	-
ROCA	111.83%	107.09%	50.00%
STOCK TURN	4.99	5.06	-

GMROI (1/2)
2.45

GMROL (1/3)
126,419

GMROF (1/4)
1,125

ROCA
107.09%

STOCK TURN
5.06

R12 Trading EBIT
6,562,651 (0.00)%

R12 First Margin - Contributions %1
13,260,822 (0.00)%

R12 Selling Exp
6,688,171 -

R12 Avg FTE (5)
105 -

Floor Space (4)
11,792 -

R13 Stock (2)
5,418,674 -

R13 Controllable Assets
6,128,386 -

R13 NBV Assets
709,712 -

R12 Total Sales
40,706,259 -

R12 COGS
27,445,437 0.00%

R12 S&W Costs
5,087,613 -

R12 Other Costs
1,610,538 -

Average value (\$)	-	47.30	47.30	-
# of Transactions	-	804,055	804,055	-
CASH SALES	-	38,032,683	38,032,683	-

Average value (\$)	-	96.29	96.29	-
# of Transactions	-	27,767	27,767	-
CREDIT SALES	-	2,673,576	2,673,576	-

COST OF GOODS SOLD	0	27,445,437	27,445,437	
Cash Gross Profit	-	35.13%	35.13%	-
Credit Gross Profit	-	31.25%	31.25%	-
Shrinkage	-	1.75%	1.75%	-

Average FTE	-	105	105	-
Average Wage	-	48,502	48,502	-

Recoveries		2,422,851	2,422,851	-
Freight In		151,654	151,654	-
Workers Compensation	-	402,091	402,091	-
Transport Out	-	60,289	60,289	-
Mobile Plant Expenses	-	64,403	64,403	-
Utilities	-	285,562	285,562	-
Repairs and Maintenance	-	56,961	56,961	-
Other Selling Exp (Variable)	-	(154,264)	(154,264)	-
Other Selling Exp (Fixed)	-	1,840,565	1,840,565	-
Allocated Costs	-	1,326,149	1,326,149	-

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