**From:** Chris Roy

**Sent:** Wednesday, March 29, 4:10 PM

**To:** Matt Peck

**Subject:** Re: Store hours test

Hi Matt,

I only have information of utilities for the 2014 calendar year. On average, each store had a utilities cost of $250 per store per hour open, and an average cost of $10 per employee per hour.

Our average rent is $1MM per store per year. Should the average rent per hour be incorporated into the economics as well?

To answer your second question, some of our markets have an especially competitive market in the grocery sector, even in lower density areas. Not sure what you want to do with that.

Good luck!

Best,

Chris

**Chris Roy**

Senior Analyst, Operations

FreshFoods Grocery, Inc.

(571) 555-5231

**From:** Matt Peck

**Sent:** Tuesday, March 28, 2017 5:00 PM

**To:** Chris Roy

**Subject:** Re: Store hours test

Hi Chris,

I have a few questions on the store hours test.

Do you have information on utility and labor costs for each store? Rachel sent me the attached Excel and I am having trouble with a few of the columns. Specifically, why do you need competition count? I thought competition was a function of population density, so that field would not be necessary.

I am behind on this analysis, so would appreciate any help you could give me!

Thanks!

Matt Peck

**Matt Peck**

Analyst, Analytics

FreshFoods Grocery, Inc.

(571) 555-5289

**From:** Chris Roy

**Sent:** Monday, March 27, 2017 8:05 AM

**To:** Caroline O’Donnell

**CC:** Annie McClorey

**Subject:** Store hours test

Matt,

Please see below for an email from Brady.

We have been tasked with analyzing the impact of the store hours and labor shift that operations put into place starting on April 5th. Please take the lead on compiling results for Mike and Brady by July 1.

Annie, please work with Caroline to provide any additional information she may need from the Operations team.

I would love to help, but there’s really no telling when Beyoncé will drop a new album, so I have to be vigilant. Very stressful.

Thanks,

Chris

**Chris Roy**

Director of Analytics

FreshFoods Grocery, Inc.

(571) 555-5325

\*\*\*This electronic message transmission contains information from FreshFoods Grocery, Inc. (FFG) which may be confidential or privileged. The information is intended to be for the use of the individual or entity named above. If you are not the intended recipient, be aware that any disclosure, copying, distribution or use of the contents of this information is prohibited. If you have received this electronic transmission in error, please destroy this message and kindly notify the sender by reply email immediately. Opinions, conclusions and other information in this message that do not relate to the official business of FFG shall be understood as neither given nor endorsed by it.\*\*\*

**From:** Andrew Kaiden

**Sent:** Monday, January 5, 2017 2:58 PM

**To:** Operations; Mike Calamari; Chris Roy

**Subject:** New Year, New Store Hours

Team,

Happy 2015! Let’s get 2015 off to an efficient and profitable start.

As we continue to grow our business, we need to ensure that we do not miss opportunities to continue to grow our bottom line from our existing store base in addition to our new store openings. We have been getting complaints from store managers of employees nodding off at the end of the day while waiting for the clock to strike 9, while other managers keep on asking for more labor hours because they’re so busy.

We’ve historically kept store hours and labor uniform across all stores, but differences in size and demographics necessitate a more nuanced approach.

Starting in April, we will start to vary store hours and labor. Please be aware of the follow modifications and help assist any additional support requests that come in from store managers.

* 45 stores will now close at 7 P.M.
  + 30 of these stores will keep the same number of employees per open hour (24), but for fewer hours open, decreasing our total expenses
  + 15 of these stores will keep the same total amount of labor, despite being open for fewer hours
* 60 stores will now close at 8 P.M.
  + 30 of these stores will keep the same number of employees per open hour (24), but for fewer hours open, decreasing our total expenses
  + 30 of these stores will keep the same total amount of labor, despite being open for fewer hours
* 15 stores will stay closing at 9 P.M. and increase the total amount of labor

Regards,

Andy

**Andrew Kaiden**

VP of Operations

FreshFoods Grocery, Inc.

(571) 555-5100

\*\*\*This electronic message transmission contains information from FreshFoods Grocery, Inc. (FFG) which may be confidential or privileged. The information is intended to be for the use of the individual or entity named above. If you are not the intended recipient, be aware that any disclosure, copying, distribution or use of the contents of this information is prohibited. If you have received this electronic transmission in error, please destroy this message and kindly notify the sender by reply email immediately. Opinions, conclusions and other information in this message that do not relate to the official business of FFG shall be understood as neither given nor endorsed by it.\*\*\*