

For all entities - establishing the best cost of goods for our products is **key** - keeping up with market realities and understanding the **true cost of a good**, (raw+labor+packaging+test+marketing+sale+ship) is necessary to dominate sales for every entity, retail or wholesale.

1. **Raw: Grower Relations, Processor Relations** - conglomerated buying power AND the ability to play the market is key
2. **Labor: Nothing beats doing it ourselves** - most things "we" do will cost pennies whereas outsourcing will cost dimes. At least. Mitigating the difference by putting a dollar value on time is key. From hiring to pre-rolls, efficiency is paramount.
3. **Packaging: Supply chain realities** are the name of the game, from cones to cart boxes - establishing MIN/MAX OQs is key, especially when cash flow can become easily pinned by this.
4. **Testing: METRC is forcing many companies to re-evaluate common SOPs** (i.e. 1000 x 100mg vs 100 x 1000mg), min/maxing production vs batch quantities is a difficult retooling when capacities are not met.
5. **Marketing: The key takeaways are to look at the primary uses/value for the various funnels** - **Retail: Customer Visibility; Wholesale: Ease of Use/Accuracy**. Beyond these two fundamental properties - processes are key (i.e. customer service, etc) - Retail represents a direct to patient relationship (representing hundreds of thousands of individuals), and I consider the earliest metrics (impressions) to be the most important KPI. Wholesale is a different beast - most key players are known quantities, and relationships are the name of the game - a scalable platform that allows all entities related to wholesale to become more efficient is key. **Importantly**, this refers back to my very first point - cost of goods is paramount, market driven prices are key to marketing.
6. **Sales: Average Customer Transaction * Number of Customers**. Inherently, in retail and wholesale, this is the simple divining rod to determine where growth is easiest achieved. I am a data-driven analyst in respect to sales and marketing - understanding your audience is key.
7. **Shipping: Data-Driven Logistics are required to succeed**. This is definitely the easiest bucket. The more places you have to ship to, the easier it is to scale. Hubs and spokes. The potential for retail and wholesale to share this reality creates an efficiency that is unseen in today's market.