



Cost model

Consumer products

Developed various cost models and integrated them with sales and volumes information to provide insights into SKU-level profitability for the products

Consumer products company should keep a pulse on its financial health

Picture this...

You’re looking to evaluate the key drivers that impact SKU-level profitability and generate weekly/monthly reports to track financial performance variance vs. actuals. Currently, you have a wide range of successful products and experiencing rapid growth but have high ‘wastage’ and lack of detailed understanding of SKU-level profitability.

You turn to Accordion.

We partner with your team to develop various cost models and integrated them with sales and volumes information to provide insights into SKU-level profitability for the products, including:

- 1) Working closely with sales, supply chain and plant teams to generate Annual Operations Plans (AOP) each year
- 2) Creating a detailed costing model to generate SKU-level P&L statement based on material costs (using BOM, volumes and material prices) and other costs (labor, freight, wastage, overhead, depreciation etc.)
- 3) Generating dynamic weekly reports to track the waste generated (raw material & finished goods) from each of the sources (process, sales, distribution etc.). Generated plant-specific variable cost forecasts based on YTD performance and planned volumes
- 4) Creating a model to quantify the variance in actuals and the Annual Operations Plan due the cost drivers (volume, price, mix etc.)
- 5) Developing a dynamic New Product Costing model to estimate manufacturing & supply chain costs for yet to be launched SKUs, based on the material to be used”

Your value is enhanced.

- You have the costing models, and the monthly/weekly reports to identify and leverage various cost and portfolio rationalization opportunities to improve margins, each year
- You have the pricing model and historic operations reports to help devise and implement a robust operating plan each year

SKU LEVEL COSTING AND PROFITABILITY

KEY RESULT

- Impact 1...
- Impact 2...

VALUE LEVERS PULLED

- Lever 1
- Lever 2
- Lever 3

SKU level costing and profitability

Situation

- Company had a wide range of successful products and experienced rapid growth, but had high 'wastage' and lack of detailed understanding of SKU-level profitability
- Partnered with the company on a long-term basis to closely work with the Supply Chain and Plant teams, to evaluate the key drivers that impact SKU-level profitability and generate weekly/monthly reports to track financial performance

Accordion Value Add

- Worked closely with Sales, Supply Chain and Plant teams to generate Annual Operations Plans (AOP) each year for the company
- Created a detailed costing model to generate SKU-level P&L statement based on material costs (using BOM, volumes and material prices) and other costs (labor, freight, wastage, overhead, depreciation etc.)
- Generated dynamic weekly reports to track the waste generated (raw material & finished goods) from each of the sources (process, sales, distribution etc.). Generated plant-specific variable cost forecasts based on YTD performance and planned volumes
- Created a model to quantify the variance in actuals and the Annual Operations Plan due the cost drivers (volume, price, mix etc.)
- Developed a dynamic New Product Costing model to estimate manufacturing & supply chain costs for yet to be launched SKUs, based on the material to be used"

Impact

- The costing models and the monthly/weekly reports help the company identify and leverage various cost and portfolio rationalization opportunities to improve margins, each year
- The pricing model and historic operations reports help the company devise and implement a robust operating plan each year

Manufacturing cost analysis and margins forecasting

User can select the product category, manufacturing facility, cost metric to evaluate

Plant	Domestic
Cost metric	\$

Product category

Product sub category

SKU ID

Cost is broken down to a granular level to identify cost drivers

Costs are calculated based on the manufacturing facility's operations data

SKU level profitability is estimated based on the sales price and calculated COGS

P&L for Domestic Plant in 000's														
P&L Items	Actual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan - Dec
Net Ingredient - 1 Total				\$11,245	\$12,456	\$10,534	\$13,185	\$10,723	\$12,439	\$17,463	\$13,518	\$12,709	\$14,707	
Ingredient - 2 Standard	\$8,071	\$9,928	\$11,304	\$10,085	\$9,004	\$12,173	\$9,251	\$10,606	\$14,133	\$10,157	\$9,480	\$11,206		
Ingredient - 2 PPV	(\$337)	(\$410)	(\$364)	(\$340)	(\$311)	(\$421)	(\$319)	(\$307)	(\$304)	(\$304)	(\$278)	(\$328)		
Ingredient - 2 Waste	(\$78)	(\$483)	\$284	(\$70)	(\$65)	\$154	\$387	\$0	\$0	\$0	\$0	\$0		
Ingredient - 2 Cost	\$7,657	\$9,036	\$11,224	\$9,675	\$8,628	\$11,906	\$9,318	\$10,299	\$13,727	\$9,853	\$9,201	\$10,879		
Ingredient - 2 Mfg. Variance	\$555	\$317	\$438	\$360	\$450	\$599	\$722	\$477	\$624	\$476	\$444	\$530		
Ingredient - 2 Waste	\$34	\$39	\$116	\$70	\$23	\$167	\$22	\$59	\$80	\$54	\$50	\$61		
Total Ingredient - 2	\$8,246	\$9,392	\$11,778	\$10,106	\$9,101	\$12,671	\$10,062	\$10,835	\$14,431	\$10,384	\$9,695	\$11,470		
Total Ingredient - 3	\$1,521	\$1,918	\$2,640	\$2,264	\$2,072	\$2,680	\$1,985	\$2,247	\$2,997	\$2,211	\$1,944	\$2,259		
Total Packaging	\$8,246	\$8,756	\$11,221	\$9,727	\$9,729	\$12,626	\$9,948	\$10,866	\$14,465	\$10,483	\$9,796	\$11,557		
Total Other	\$593	\$909	\$926	\$686	\$751	\$908	\$944	\$0	\$0	\$0	\$0	\$0		
Total FG Waste	\$283	\$82	\$641	\$207	\$102	\$141	\$383	\$370	\$516	\$382	\$360	\$423		
Materials Total	\$29,215	\$35,123	\$42,451	\$35,445	\$32,290	\$42,211	\$34,045	\$36,757	\$49,872	\$36,977	\$34,503	\$40,416		
In-bound Freight	\$1,186	\$1,263	\$1,516	\$1,315	\$1,257	\$1,777	\$1,604	\$1,475	\$1,966	\$1,408	\$1,297	\$1,532		
W&D Cost	\$7,136	\$7,940	\$9,322	\$8,946	\$8,558	\$10,944	\$9,204	\$9,257	\$12,247	\$9,293	\$9,029	\$10,787		
Direct Labor	\$4,203	\$4,266	\$4,749	\$4,362	\$4,184	\$5,785	\$4,663	\$5,175	\$7,006	\$4,689	\$4,382	\$5,200		
Variable Cost	\$41,740	\$48,592	\$58,038	\$50,068	\$46,289	\$60,718	\$49,517	\$52,663	\$71,091	\$52,362	\$49,211	\$57,935		
Other Variable Cost	\$95	\$73	\$483	\$34	\$32	\$74	\$38	\$0	\$0	\$0	\$0	\$0		
Total Variable Cost	\$41,835	\$48,665	\$58,521	\$50,102	\$46,321	\$60,791	\$49,555	\$52,663	\$71,091	\$52,362	\$49,211	\$57,935		
Variable Margin	\$47,167	\$46,747	\$59,556	\$61,675	\$54,949	\$72,029	\$54,504	\$59,154	\$77,641	\$58,869	\$54,507	\$65,794		
Variable Margin%	53%	49%	50%	55%	54%	54%	52%	53%	52%	53%	53%	53%		
Total Fixed Cost	\$17,468	\$17,331	\$18,506	\$19,181	\$18,923	\$21,412	\$18,619	\$20,480	\$27,265	\$19,537	\$18,130	\$21,390		
Total COGS - excluding all adjustments	\$59,303	\$65,997	\$77,027	\$69,283	\$65,245	\$82,203	\$68,174	\$73,143	\$98,356	\$71,899	\$67,341	\$79,324		
DN prices	\$89,002	\$95,412	\$118,076	\$111,777	\$101,270	\$132,820	\$104,060	\$111,817	\$148,732	\$111,232	\$103,718	\$123,728		
Net Margin	\$29,699	\$29,416	\$41,049	\$42,494	\$36,025	\$50,618	\$35,886	\$38,675	\$50,375	\$39,333	\$36,377	\$44,404		
NET Margin %	33%	31%	35%	38%	36%	38%	34%	35%	34%	35%	35%	36%		
Volumes (lbs.)	45,024,032	50,841,882	60,720,661	56,024,406	52,400,770	69,060,863	53,623,121	58,078,251	76,966,698	55,972,846	52,493,773	61,853,360		
Volume (Cases)	8,752,846	9,990,227	12,142,011	11,296,589	10,380,992	13,568,500	10,695,525	11,591,466	15,445,363	11,160,949	10,373,347	12,280,828		

Detailed visibility in to cost of wastage at SKU level

Waste is broken down by source to identify any spikes

Raw Material Waste (\$)	Jun	YTD	13 Wk Avg	Wk 18	Wk 19	Wk 20	Wk 21	Wk 22	Wk 23	Wk 24	Wk 25	Wk 26	Wk 27	Wk 28	Wk 29	Wk 30
Plant 1 - RM Waste	\$651,825	\$4,058,649	\$122,351	\$122,142	\$127,693	\$93,011	\$118,429	\$126,848	\$140,464	\$141,932	\$110,614	\$131,968	\$119,155	\$118,620	\$120,135	\$119,559
Plant 2 - RM Waste	\$112,501	\$1,159,511	\$34,455	\$3,775	\$48,948	\$42,010	\$74,277	\$15,656	\$2,167	\$32,926	\$16,222	\$45,530	\$44,631	\$38,525	\$43,585	\$39,663
Total RM Plant Waste	\$764,326	\$5,218,160	\$156,806	\$125,917	\$176,641	\$135,021	\$192,705	\$142,504	\$142,631	\$174,858	\$126,836	\$177,498	\$163,786	\$157,145	\$163,719	\$159,222
Plant 1 - Distribution & Warehouse	\$4,317	\$36,816	\$909	\$2,608	\$1,529	\$79	\$67	\$2,449	\$719	\$682	\$136	\$331	\$173	\$590	\$93	\$2,362
Damaged - Warehouse	\$4,317	\$23,605	\$909	\$2,608	\$1,529	\$79	\$67	\$2,449	\$719	\$682	\$136	\$331	\$173	\$590	\$93	\$2,362
In Transit, Freight, Third Party	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expired - Rotation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expired - Planning - Deployment	\$0	\$13,211	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
In Process Waste - Transit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plant 2 - Distribution & Warehouse	\$0	\$4,211	\$155	\$0	\$0	\$2,011	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total D&W Waste	\$4,317	\$45,237	\$1,218	\$2,608	\$1,529	\$4,100	\$67	\$2,449	\$719	\$682	\$136	\$331	\$173	\$590	\$93	\$2,362
Plant 1 - S&OP Waste	\$138,786	\$831,702	\$14,309	\$15,330	\$2,219	\$962	\$4,664	\$15,476	\$25,639	\$66,752	\$16,728	\$14,190	\$1,170	\$10,960	\$189	\$11,730
Plant 2 - S&OP Waste	\$36,393	\$253,496	\$3,029	\$0	\$0	\$716	\$0	\$0	\$0	\$0	\$8,781	\$27,611	\$0	\$0	\$0	\$2,264
Total S&OP Waste	\$211,571	\$1,338,695	\$20,366	\$15,330	\$2,219	\$2,395	\$4,664	\$15,476	\$25,639	\$66,752	\$34,291	\$69,413	\$1,170	\$10,960	\$189	\$16,259
Total RM waste	\$980,214	\$6,602,091	\$178,391	\$143,855	\$180,389	\$141,516	\$197,436	\$160,429	\$168,988	\$242,292	\$161,263	\$247,242	\$165,129	\$168,695	\$164,001	\$177,842

Waste is calculated based on data from the plant, distribution and sales teams

Finished Goods Scrap (\$)	Jun	YTD	13 Wk Avg	Wk 18	Wk 19	Wk 20	Wk 21	Wk 22	Wk 23	Wk 24	Wk 25	Wk 26	Wk 27	Wk 28	Wk 29	Wk 30
Plant 1 - QUALITY	\$28,774	\$502,621	\$8,951	\$11,338	\$41,781	\$5,655	\$16,639	\$4,374	\$6,216	\$12,467	\$1,209	\$4,508	\$1,099	\$4,088	\$2,777	\$4,213
Plant 1 - EXPIRED	\$0	\$30,888	\$832	\$10,817	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plant 1 - OTHER	\$10,517	\$152,461	\$4,304	\$9,207	-\$2,556	\$1,662	\$10,619	\$5,434	-\$3,174	\$2,745	\$349	\$5,164	\$3,824	\$6,812	\$8,044	\$7,826
Total Plant 1 Waste	\$39,291	\$685,970	\$14,087	\$31,361	\$39,225	\$7,317	\$27,258	\$9,808	\$3,041	\$15,212	\$1,558	\$9,672	\$4,923	\$10,900	\$10,821	\$12,039
Plant 2 - QUALITY	\$84,897	\$294,482	\$10,750	\$20,616	\$4,024	\$7,113	\$4,081	\$12,418	\$4,633	\$5,749	\$32,638	\$29,459	\$5,409	\$11,579	\$229	\$1,800
Quality - Y/M	\$14,885	\$108,691	\$3,378	\$19,190	\$0	\$2,427	\$0	\$0	\$0	\$182	\$2,054	\$12,649	\$1,626	\$5,782	\$0	\$0
Quality - Coli	\$4,728	\$8,406	\$509	\$0	\$0	\$1,887	\$0	\$4,728	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Quality - Formulation	\$16,965	\$34,163	\$1,822	\$0	\$115	\$1,225	\$0	\$185	\$111	\$538	\$49	\$16,081	\$82	\$3,995	\$0	\$1,301
Quality - Texture	\$264	\$1,917	\$27	\$0	\$83	\$0	\$0	\$55	\$57	\$17	\$39	\$95	\$0	\$0	\$0	\$0
Quality - Other	\$6,260	\$54,215	\$1,131	\$1,035	\$922	\$993	\$2,037	\$1,918	\$749	\$399	\$2,564	\$629	\$2,385	\$480	\$229	\$361
Employee & Sample giveaway - QA	\$10,404	\$41,175	\$1,347	\$0	\$2,771	\$215	\$2,044	\$0	\$3,425	\$4,237	\$2,742	\$0	\$852	\$1,220	\$0	\$0
QUALITY Donations	\$31,392	\$45,915	\$2,537	\$392	\$134	\$366	\$0	\$5,533	\$291	\$375	\$25,189	\$4	\$463	\$102	\$0	\$138
Plant 2 - EXPIRED	\$152	\$5,682	\$12	\$0	\$0	\$0	\$0	\$0	\$0	\$152	\$0	\$0	\$0	\$0	\$0	\$0
Plant 2 - OTHER	-\$27,374	\$62,829	-\$16	\$10,621	\$3,769	\$2,059	\$3,686	\$1,756	-\$1,918	-\$717	-\$34,159	\$7,665	\$820	\$1,037	\$2,650	\$2,520
Total Plant 2 Waste	\$57,676	\$362,993	\$10,745	\$31,237	\$7,792	\$9,172	\$7,766	\$14,174	\$2,715	\$5,184	-\$1,521	\$37,125	\$6,230	\$12,616	\$2,879	\$4,320
Plant 1 - Distribution & Warehousing	\$10,551	\$93,082	\$2,141	\$886	\$6,719	\$4,301	\$3,375	\$531	\$5,741	\$3,216	\$782	\$281	\$173	\$218	\$1,087	\$1,087
Plant 2 - Distribution & Warehousing	\$8,653	\$45,811	\$1,280	\$850	\$790	\$1,514	\$1,294	\$2,598	\$904	\$525	\$4,021	\$604	\$727	\$733	\$1,202	\$881
External Warehouses	\$6,021	-\$9,013	-\$1,645	\$1,309	\$332	\$188	\$1,011	\$1,847	\$35,916	-\$1,724	\$589	-\$30,608	\$132	-\$31,318	\$138	\$799
Total Warehouse & Distribution	\$39,898	\$166,679	\$1,410	\$5,206	\$8,964	\$7,704	\$7,984	\$9,422	\$79,381	\$819	\$10,002	-\$59,727	\$2,234	-\$60,997	\$2,898	\$4,447
Plant 1 - S&OP	\$21,724	\$271,808	\$9,299	\$6,238	\$39,685	\$1,250	\$14,897	\$1,455	\$7,098	\$7,346	\$2,263	\$4,914	\$2,202	\$5,365	\$24,608	\$24,608
Plant 2 - S&OP	\$16,666	\$141,909	\$6,805	\$2,707	\$6,874	\$80	\$3,529	\$955	\$5,944	\$6,154	\$1,930	\$1,683	\$4,809	\$2,684	\$27,314	\$23,802
3PLS - S&OP	\$16,868	\$232,408	\$5,648	\$2,665	\$6,623	\$2,073	\$3,495	\$599	\$5,871	\$6,154	\$2,994	\$1,250	\$3,845	\$2,755	\$8,468	\$26,632
Total S&OP	\$55,258	\$646,125	\$21,752	\$11,610	\$53,182	\$3,403	\$21,922	\$3,009	\$18,914	\$19,653	\$8,485	\$5,196	\$13,568	\$7,641	\$41,146	\$75,043
Total FG Waste	\$192,123	\$1,861,767	\$47,995	\$79,415	\$109,163	\$27,596	\$64,930	\$36,413	\$104,051	\$40,868	\$18,523	-\$7,733	\$26,954	-\$29,840	\$57,744	\$95,848

Waste is reported on a weekly basis for monitoring

Price-volume-mix impact on variance from budget

Waste is broken down by source to identify any spikes

Raw Material Waste (\$)	Jun	YTD	13 Wk Avg	Wk 18	Wk 19	Wk 20	Wk 21	Wk 22	Wk 23	Wk 24	Wk 25	Wk 26	Wk 27	Wk 28	Wk 29	Wk 30
Plant 1 - RM Waste	\$651,825	\$4,058,649	\$122,351	\$122,142	\$127,693	\$93,011	\$118,429	\$126,848	\$140,464	\$141,932	\$110,614	\$131,968	\$119,155	\$118,620	\$120,135	\$119,559
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Total RM Plant Waste	\$764,326	\$5,218,160	\$156,806	\$125,917	\$176,641	\$135,021	\$192,705	\$142,504	\$142,631	\$174,858	\$126,836	\$177,498	\$163,786	\$157,145	\$163,719	\$159,222
Plant 1 - Distribution & Warehouse	\$4,317	\$36,816	\$909	\$2,608	\$1,529	\$79	\$67	\$2,449	\$719	\$682	\$136	\$331	\$173	\$590	\$93	\$2,362
Damaged - Warehouse	\$4,317	\$23,605	\$909	\$2,608	\$1,529	\$79	\$67	\$2,449	\$719	\$682	\$136	\$331	\$173	\$590	\$93	\$2,362
In Transit, Freight, Third Party	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expired - Rotation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expired - Planning - Deployment	\$0	\$13,211	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
In Process Waste - Transit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plant 2 - Distribution & Warehouse	\$0	\$4,211	\$155	\$0	\$0	\$2,011	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total D&W Waste	\$4,317	\$45,237	\$1,218	\$2,608	\$1,529	\$4,100	\$67	\$2,449	\$719	\$682	\$136	\$331	\$173	\$590	\$93	\$2,362
Plant 1 - S&OP Waste	\$138,786	\$831,702	\$14,309	\$15,330	\$2,219	\$962	\$4,664	\$15,476	\$25,639	\$66,752	\$16,728	\$14,190	\$1,170	\$10,960	\$189	\$11,730
Plant 2 - S&OP Waste	\$36,393	\$253,496	\$3,029	\$0	\$0	\$716	\$0	\$0	\$0	\$0	\$8,781	\$27,611	\$0	\$0	\$0	\$2,264
Total S&OP Waste	\$211,571	\$1,338,695	\$20,366	\$15,330	\$2,219	\$2,395	\$4,664	\$15,476	\$25,639	\$66,752	\$34,291	\$69,413	\$1,170	\$10,960	\$189	\$16,259
Total RM waste	\$980,214	\$6,602,091	\$178,391	\$143,855	\$180,389	\$141,516	\$197,436	\$160,429	\$168,988	\$242,292	\$161,263	\$247,242	\$165,129	\$168,695	\$164,001	\$177,842

Waste is calculated based on data from the plant, distribution and sales teams

Finished Goods Scrap (\$)	Jun	YTD	13 Wk Avg	Wk 18	Wk 19	Wk 20	Wk 21	Wk 22	Wk 23	Wk 24	Wk 25	Wk 26	Wk 27	Wk 28	Wk 29	Wk 30
Plant 1 - QUALITY	\$28,774	\$502,621	\$8,951	\$11,338	\$41,781	\$5,655	\$16,639	\$4,374	\$6,216	\$12,467	\$1,209	\$4,508	\$1,099	\$4,088	\$2,777	\$4,213
Plant 1 - EXPIRED	\$0	\$30,888	\$832	\$10,817	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plant 1 - OTHER	\$10,517	\$152,461	\$4,304	\$9,207	-\$2,556	\$1,662	\$10,619	\$5,434	-\$3,174	\$2,745	\$349	\$5,164	\$3,824	\$6,812	\$8,044	\$7,826
Total Plant 1 Waste	\$39,291	\$685,970	\$14,087	\$31,361	\$39,225	\$7,317	\$27,258	\$9,808	\$3,041	\$15,212	\$1,558	\$9,672	\$4,923	\$10,900	\$10,821	\$12,039
Plant 2 - QUALITY	\$84,897	\$294,482	\$10,750	\$20,616	\$4,024	\$7,113	\$4,081	\$12,418	\$4,633	\$5,749	\$32,638	\$29,459	\$5,409	\$11,579	\$229	\$1,800
Quality - Y/M	\$14,885	\$108,691	\$3,378	\$19,190	\$0	\$2,427	\$0	\$0	\$0	\$182	\$2,054	\$12,649	\$1,626	\$5,782	\$0	\$0
Quality - Coli	\$4,728	\$8,406	\$509	\$0	\$0	\$1,887	\$0	\$4,728	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Quality - Formulation	\$16,965	\$34,163	\$1,822	\$0	\$115	\$1,225	\$0	\$185	\$111	\$538	\$49	\$16,081	\$82	\$3,995	\$0	\$1,301
Quality - Texture	\$264	\$1,917	\$27	\$0	\$83	\$0	\$0	\$55	\$57	\$17	\$39	\$95	\$0	\$0	\$0	\$0
Quality - Other	\$6,260	\$54,215	\$1,131	\$1,035	\$922	\$993	\$2,037	\$1,918	\$749	\$399	\$2,564	\$629	\$2,385	\$480	\$229	\$361
Employee & Sample giveaway - QA	\$10,404	\$41,175	\$1,347	\$0	\$2,771	\$215	\$2,044	\$0	\$3,425	\$4,237	\$2,742	\$0	\$852	\$1,220	\$0	\$0
QUALITY Donations	\$31,392	\$45,915	\$2,537	\$392	\$134	\$366	\$0	\$5,533	\$291	\$375	\$25,189	\$4	\$463	\$102	\$0	\$138
Plant 2 - EXPIRED	\$152	\$5,682	\$12	\$0	\$0	\$0	\$0	\$0	\$0	\$152	\$0	\$0	\$0	\$0	\$0	\$0
Plant 2 - OTHER	-\$27,374	\$62,829	-\$16	\$10,621	\$3,769	\$2,059	\$3,686	\$1,756	-\$1,918	-\$717	-\$34,159	\$7,665	\$820	\$1,037	\$2,650	\$2,520
Total Plant 2 Waste	\$57,676	\$362,993	\$10,745	\$31,237	\$7,792	\$9,172	\$7,766	\$14,174	\$2,715	\$5,184	-\$1,521	\$37,125	\$6,230	\$12,616	\$2,879	\$4,320
Plant 1 - Distribution & Warehousing	\$10,551	\$93,082	\$2,141	\$886	\$6,719	\$4,301	\$3,375	\$531	\$5,741	\$3,216	\$782	\$281	\$173	\$218	\$1,087	\$1,087
Plant 2 - Distribution & Warehousing	\$8,653	\$45,811	\$1,280	\$850	\$790	\$1,514	\$1,294	\$2,598	\$904	\$525	\$4,021	\$604	\$727	\$733	\$1,202	\$881
External Warehouses	\$6,021	-\$9,013	-\$1,645	\$1,309	\$332	\$188	\$1,011	\$1,847	\$35,916	-\$1,724	\$589	-\$30,608	\$132	-\$31,318	\$138	\$799
Total Warehouse & Distribution	\$39,898	\$166,679	\$1,410	\$5,206	\$8,964	\$7,704	\$7,984	\$9,422	\$79,381	\$819	\$10,002	-\$59,727	\$2,234	-\$60,997	\$2,898	\$4,447
Plant 1 - S&OP	\$21,724	\$271,808	\$9,299	\$6,238	\$39,685	\$1,250	\$14,897	\$1,455	\$7,098	\$7,346	\$2,263	\$4,914	\$2,202	\$5,365	\$24,608	\$24,608
Plant 2 - S&OP	\$16,666	\$141,909	\$6,805	\$2,707	\$6,874	\$80	\$3,529	\$955	\$5,944	\$6,154	\$1,930	\$1,683	\$4,809	\$2,684	\$27,314	\$23,802
3PLS - S&OP	\$16,868	\$232,408	\$5,648	\$2,665	\$6,623	\$2,073	\$3,495	\$599	\$5,871	\$6,154	\$2,994	\$1,250	\$3,845	\$2,755	\$8,468	\$26,632
Total S&OP	\$55,258	\$646,125	\$21,752	\$11,610	\$53,182	\$3,403	\$21,922	\$3,009	\$18,914	\$19,653	\$8,485	\$5,196	\$13,568	\$7,641	\$41,146	\$75,043
Total FG Waste	\$192,123	\$1,861,767	\$47,995	\$79,415	\$109,163	\$27,596	\$64,930	\$36,413	\$104,051	\$40,868	\$18,523	-\$7,733	\$26,954	-\$29,840	\$57,744	\$95,848

Waste is reported on a weekly basis for monitoring