Performance Highlights

Market Shares

Sales

Segment Leadership

Cross-Segment Sales Volumes

Product Portfolio

eMall Prices and Promotion Intensity

Supplier Financial Results

Consolidated Profit & Loss Statement

B&M Business, Profit & Loss Statement

Online Business, Profit & Loss Statement

Profitability by Channel

Last Period Negotiations

Supplier Situation Report

Elecssories

HealthBeauties

Supplier Key Performance Indicators

Retainer Financial Results

Consolidated Profit & Loss Statement

Profitability by Supplier

Last Period Negotiations

Retailer Situation Report

Rural

Urban

Retailer Key Performance Indicators

Awareness

Perceptions

Behavior

Retailer Prices and Promotion Intensity

Supplier Intelligence

Retailer Intelligence

Forecasts

**2. Confidential Reports**

2. Confidential Report

We do not need subheading for supplier or retailer as each team only gets its own confidential report. We can label them for the administrator but what the teams see is just "Confidential Report".

First, I will comment on the supplier report. Note that in the supplier reports, when we have SKUs they are ONLY the SKUs of the respective supplier (ie, their own SKUs).

2.1 Financial Results

2.1.1 Consolidated Profit&Loss Statement

2.1.2 B&M Business, Profit&Loss Statement

2.1.3 Online Business, Profit&Loss Statement

2.1.4 Profitability by Channel

2.1.5 Last Period Negotiations

The first three are tables which are identical in layout. Here are some comments on the table:

- make sure that $ values are always in the same unit; ie. $mln.

- drop "item" in first line

- second line is "Sales ($mln)"

-3rd line: Change from Previous Period (%)

-next line: Value Share in Category (%)

-next line: Material Costs ($mln)

-next three lines: leave blank between label and ($mln)

-next: Gross Profit ($mln)

-next: Change from Previous Period (%)

-next: Gross Profit Margin (%)

-next line: Gross Profit/Loss Share in Category (%)

-next: blank between title and ($mln)

-next lines: let us agree on using Online and Offline in one word everywhere

-next: Trade and Marketing Expenses (as % of sales)

-next: Share of Trade and Marketing Expenses in Category (%)

-next: blank space between title and ($mln)

-next: Change from Previous Period (%)

-next: Operating Profit Margin (%)

-next: Operating Profit/Loss Share in Category (%)

-next: Interest ($mln)

-next couple of lines: blank space between title and ($mln)

-next: Change from Previous Period (%)

-next: Net Profit Margin (%)

-last line: Net Profit/Loss Share in Category (%)

Make sure that the three P&L reports are exactly identical in format and content (apart from the numbers, of course). I suggest that the bold lines are colored.

2.1.4 Profitability by Channel

We do 2 tables here, one for Elecssories and one for HealthBeauties. Each table will have 7 columns, since we will bring the markets inside the table as follows:

for each retailers, we have 2 sub-columns, one for Rural and one for Urban; for Online Store, we only have one column. So, have multiple-level column headings.

The row titles need to be labeled exactly as in the P&L. The table you sent is from another game in RMB. Change the units to $mln and use the same language as in the P&L. All terms in labels are in caps; eg. in the first line we have:

Order Volume (units mln). Drop the "after PUSH"; we do not use this language in eTales. Last line: Gross Profit Share (%).

2.1.5 Last Period Negotiations

2 tables, one for each retailer. As rows, we have the SKUs of the respective supplier.

Only 7 columns: drop Volume Ordered and Compensation Offered. We only show the negotiation contracts here and whether or not the contract was honored.

Here are the columns:

-the last column should be the one with "Contract Honored" with entries "yes" or "no". Color-code the "no" s in red.

-1st column: Minimum Order Quantity

-2nd : Discount Rate

-3rd: Target Sales Volume

-4th: you have "Bonus Rate"; I do not know what this refers to

-5th: Payment Terms (days)

-6th : Other Compensation

We might have to change the columns a bit once Dariusz and I have agreed on the negotiations part.

2.2 Situation Report

For the suppliers, we show the results by category (as you will see later, for retailers we do it by market).

2.2.1 Elecssories

2.2.1.1 Volume Shares by Consumer Segment - Rural

2.2.1.2 Volume Shares by Consumer Segment - Urban

2.2.1.3 Value Shares by Consumer Segment - Rural

2.2.1.4 Value Shares by Consumer Segment - Urban

2.2.1.5 Volume Shares by Shopper Segment - Rural

2.2.1.6 Volume Shares by Shopper Segment - Urban

2.2.1.7 Value Shares by Shopper Segment - Rural

2.2.1.8 Value Shares by Shopper Segment - Urban

Each of these 8 tables has the same structure :

- as lines we have the SKUs of the respective supplier

- and 8 columns: put at top of column headings the consumer/shopper segments and then underneath each segment we have 2 columns: one labeled Volume Share (or Value Share, depending on which table), the other labeled Change from Previous Period (%).

2.2.1.9 Volume Report

Table with supplier's SKUs as lines and 5 columns as you have them but titles in capital letters.

2.2.2 HealthBeauties

The same 9 tables in exactly the same format but for the HealthBeauties category.

2.3 Key Performance Indicators

This table is wrong. We have two columns for the categories and 5 lines for:

- Effectiveness of Trade Spending

- Effectiveness of Media Spending

- Portfolio Strength

- Trade Strength

- Online Strength

Hence, the 2 columns will give the respective results on each of these indices for Elecssories and for HealthBeauties.

Since the definition of each of the measures might not be clear, the explanation of each should be embedded by putting cursor on respective measure.

That is for the supplier confidential reports. Now I will go over the retailer confidential report. Note that the numbering is the same as in the supplier confidential report since each team only gets its own confidential report.

2. Confidential Report

2.1 Financial Results

2.1.1 Consolidated Profit&Loss Statement

2.1.2 Profitability by Supplier

2.1.3 Last Period Negotiations

2.1.1 this table should be in format and content mimic the suppliers P&L but for the retailers. Use the same language terms and format.

2.1.2 change the units here and adapt language to other P&L statements. And we only have one table as we do not break this down by category (retailers work by market, suppliers work by category). We have the lines as you have them (but adapt language and use caps); as columns, we have 2 at higher level: Suppliers and Private Label, and sub-columns in the first for each supplier. Underneath each (and for the private label) we have two columns: Rural and Urban. Hence, the table will have 8 columns, with column labels at three levels.

2.1.3 adapt the layout of each supplier table to exactly the same format I discussed above in the supplier's confidential report.

2.2 Situation Report

The content here is similar to the Situation Report for the suppliers but it is structured by market, not by category.

2.2.1 Rural

We have the same 9 reports as in the supplier report but here the lines are the retailer's private label brands in the Rural market.

2.2.2 Urban

The same 9 reports but for the Urban market.

2.3 Key Performance Indicators

The table here has 2 columns for the markets (not SKUs as you had it).

As rows we have:

-Value Rotation Index

-Volume Rotation Index

-Profitability Index

-Stock Cover

-Share of B&M Shoppers (%)

-Share of All Shoppers (%)

No explanation in the table; as in the supplier table, we embed the explanation when the cursor is put on the respective index.

* 1. **Supplier Confidential Report**
     1. **Financial Report**

This report has 3 sections:

-First, we have 3 P&L reports: one for the b&m business, one for the online business, and a consolidated report. The layout as Leah suggests.

-Second, we have a profitability analysis by channel; the profitably-by-channel table in Leah's 2.1.4 table (but with $ instead of RMB).

-Third, we report on the respective negotiation results in the last round: we report the contracts negotiated with each retailer as well as whether or not the contracts were honored.

**Profit & Loss Statement by SKU for the b&m Business**

|  |  |  |  |
| --- | --- | --- | --- |
| Item | SKU1 | SKU 2 | … |
| **Sales value($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| Share In Category Total Sales Value (%) |  |  |  |
| - Total material costs($mln) |  |  |  |
| (1) Cost of Goods Sold ($mln) |  |  |  |
| (2) Discontinued Goods Cost($mln) |  |  |  |
| (3) Inventory Holding Cost($mln) |  |  |  |
| **Gross Profit($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Gross Profit margin (%)** |  |  |  |
| Share in Category Gross Profit/Losses (%) |  |  |  |
| - Total Trade and Marketing Expenses($mln) |  |  |  |
| (1) National Off-line ($mln) |  |  |  |
| (2) National On-line ($mln) |  |  |  |
| (3) Volume Discounts ($mln) |  |  |  |
| (4) Performance Bonus ($mln) |  |  |  |
| (5) Other Support ($mln) |  |  |  |
| Trade and Marketing Expenses as a (%) of Sales |  |  |  |
| Share of Trade and Marketing Expenses in Category Total (%) |  |  |  |
| - General Expenses($mln) |  |  |  |
| - Amortisation ($mln) |  |  |  |
| **Operating Profit ($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Operating Profit margin (%)** |  |  |  |
| Share in Category Operating Profit/Losses (%) |  |  |  |
| - Interests($mln) |  |  |  |
| - Taxes($mln) |  |  |  |
| - Exceptional Costs/Profits($mln) |  |  |  |
| **Net Profit($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Net Profit margin (%)** |  |  |  |
| Share In Category Net Profit/Losses (%) |  |  |  |

**Profit & Loss Statement by SKU for the online Business**

|  |  |  |  |
| --- | --- | --- | --- |
| Item | SKU1 | SKU 2 | … |
| **Sales value($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| Share In Category Total Sales Value (%) |  |  |  |
| - Total material costs($mln) |  |  |  |
| (1) Cost of Goods Sold ($mln) |  |  |  |
| (2) Discontinued Goods Cost($mln) |  |  |  |
| (3) Inventory Holding Cost($mln) |  |  |  |
| **Gross Profit($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Gross Profit margin (%)** |  |  |  |
| Share in Category Gross Profit/Losses (%) |  |  |  |
| - Total Trade and Marketing Expenses($mln) |  |  |  |
| (1) National Off-line ($mln) |  |  |  |
| (2) National On-line ($mln) |  |  |  |
| (3) Volume Discounts ($mln) |  |  |  |
| (4) Performance Bonus ($mln) |  |  |  |
| (5) Other Support ($mln) |  |  |  |
| Trade and Marketing Expenses as a (%) of Sales |  |  |  |
| Share of Trade and Marketing Expenses in Category Total (%) |  |  |  |
| - General Expenses($mln) |  |  |  |
| - Amortisation ($mln) |  |  |  |
| **Operating Profit ($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Operating Profit margin (%)** |  |  |  |
| Share in Category Operating Profit/Losses (%) |  |  |  |
| - Interests($mln) |  |  |  |
| - Taxes($mln) |  |  |  |
| - Exceptional Costs/Profits($mln) |  |  |  |
| **Net Profit($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Net Profit margin (%)** |  |  |  |
| Share In Category Net Profit/Losses (%) |  |  |  |

**Consolidated Profit & Loss Statement by SKU for both b&m and online Business**

|  |  |  |  |
| --- | --- | --- | --- |
| Item | SKU1 | SKU 2 | … |
| **Sales value($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| Share In Category Total Sales Value (%) |  |  |  |
| - Total material costs($mln) |  |  |  |
| (1) Cost of Goods Sold ($mln) |  |  |  |
| (2) Discontinued Goods Cost($mln) |  |  |  |
| (3) Inventory Holding Cost($mln) |  |  |  |
| **Gross Profit($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Gross Profit margin (%)** |  |  |  |
| Share in Category Gross Profit/Losses (%) |  |  |  |
| - Total Trade and Marketing Expenses($mln) |  |  |  |
| (1) National Off-line ($mln) |  |  |  |
| (2) National On-line ($mln) |  |  |  |
| (3) Volume Discounts ($mln) |  |  |  |
| (4) Performance Bonus ($mln) |  |  |  |
| (5) Other Support ($mln) |  |  |  |
| Trade and Marketing Expenses as a (%) of Sales |  |  |  |
| Share of Trade and Marketing Expenses in Category Total (%) |  |  |  |
| - General Expenses($mln) |  |  |  |
| - Amortisation ($mln) |  |  |  |
| **Operating Profit ($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Operating Profit margin (%)** |  |  |  |
| Share in Category Operating Profit/Losses (%) |  |  |  |
| - Interests($mln) |  |  |  |
| - Taxes($mln) |  |  |  |
| - Exceptional Costs/Profits($mln) |  |  |  |
| **Net Profit($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Net Profit margin (%)** |  |  |  |
| Share In Category Net Profit/Losses (%) |  |  |  |

**Profitability by Channel (by category & market) (4 tables)**

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| HealthBeauty / Rural | Retailer 1 | Retailer 2 | Traditional trade | Online store |
| Order volume (mln. Units) |  |  |  |  |
| Sales volume (mln. Units) |  |  |  |  |
| Share in sales volume (%) |  |  |  |  |
| **Sales value ($ 000)** |  |  |  |  |
| Share in gross sales value (%) |  |  |  |  |
| **Cost of goods sold ($ 000)** |  |  |  |  |
| **Total trade support ($ 000)** |  |  |  |  |
| (1) Quantity discounts costs ($ 000) |  |  |  |  |
| (2) Performance bonus cost ($ 000) |  |  |  |  |
| (3) Financial Cost (delay of payment) ($ 000) |  |  |  |  |
| (4) Other compensation ($ 000) |  |  |  |  |
| **Gross profit after PUSH ($ 000)** |  |  |  |  |
| Share in gross profit (%) |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Elecssories / Rural | Retailer 1 | Retailer 2 | Traditional trade | Online store |
| Order volume (mln. Units) |  |  |  |  |
| Sales volume (mln. Units) |  |  |  |  |
| Share in sales volume (%) |  |  |  |  |
| **Sales value ($ 000)** |  |  |  |  |
| Share in gross sales value (%) |  |  |  |  |
| **Cost of goods sold ($ 000)** |  |  |  |  |
| **Total trade support ($ 000)** |  |  |  |  |
| (1) Quantity discounts costs ($ 000) |  |  |  |  |
| (2) Performance bonus cost ($ 000) |  |  |  |  |
| (3) Financial Cost (delay of payment) ($ 000) |  |  |  |  |
| (4) Other compensation ($ 000) |  |  |  |  |
| **Gross profit after PUSH ($ 000)** |  |  |  |  |
| Share in gross profit (%) |  |  |  |  |

**Negotiation Results by retailer (2 tables)**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Retailer 1 | Contract Honored | Minimum Order | Discount Rate | Sales Target Volume | Bonus Rate | Payment days | Volume Ordered | Compensation  Offered | Other Compensation Offered |
| Brand 1 |  |  |  |  |  |  |  |  |  |
| Brand 2 |  |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Retailer 2 | Contract Honored | Minimum Order | Discount Rate | Sales Target Volume | Bonus Rate | Payment days | Volume Ordered | Compensation  Offered | Other Compensation Offered |
| Brand 1 |  |  |  |  |  |  |  |  |  |
| Brand 2 |  |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |  |

* + 1. **Situation Report**
       1. **Market Share Report**

This report gives detailed market share information but only for the respective supplier's SKUs. The market share data is given by category, by market, by consumer segment and by shopper segment. There are the 16 tables (8 per category):

-Elecssories/Rural: volume share and change by consumer segment (8 columns)

-Elecssories/Rural: value share and change by consumer segment(8 columns)

-Elecssories/Urban: volume share and change by consumer segment (8 columns)

-Elecssories/Urban: value share and change by consumer segment(8 columns)

-Elecssories/Rural: volume share and change by shopper segment (6 columns, for b&m only, online only, and mixed)

-Elecssories/Rural: value share and change by shopper segment (6 columns)

-Elecssories/Urban: volume share and change by shopper segment (6 columns)

-Eslecssories/Urban value share and change by shopper segment (6 columns).

-the next 8 tables are identical to the ones above but for HealthBeauties.

**Market Volume & Value Share by Consumer Segment (by market & category) (8 tables)**

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Rural | volume share  Price Sensitive | change from the previous period (+/- % change) | volume share  Value for Money | change from the previous period (+/- % change) | volume share  Fashion | change from the previous period (+/- % change) | volume share  Freaks | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Rural | value share  Price Sensitive | change from the previous period (+/- % change) | value share  Value for Money | change from the previous period (+/- % change) | value share  Fashion | change from the previous period (+/- % change) | value share  Freaks | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | volume share  Price Sensitive | change from the previous period (+/- % change) | volume share  Value for Money | change from the previous period (+/- % change) | volume share  Health Conscious | change from the previous period (+/- % change) | volume share  Impatient | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | value share  Price Sensitive | change from the previous period (+/- % change) | value share  Value for Money | change from the previous period (+/- % change) | value share  Health Conscious | change from the previous period (+/- % change) | value share  Impatient | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

**Market Volume & Value Share by Shopper Segment (by market & category) (8 tables)**

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Rural | volume share  b&m only | change from the previous period (+/- % change) | volume share  online only | change from the previous period (+/- % change) | volume share  mixed | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Urban | value share  b&m only | change from the previous period (+/- % change) | value share  online only | change from the previous period (+/- % change) | value share  mixed | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | volume share  b&m only | change from the previous period (+/- % change) | volume share  online only | change from the previous period (+/- % change) | volume share  mixed | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | value share  b&m only | change from the previous period (+/- % change) | value share  online only | change from the previous period (+/- % change) | value share  mixed | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

* + - 1. **Volume Report**

This is essentially your table in 2.1.3, with volume information by SKU. But I suggest we flip the structure with the SKUs as lines (this will change over time) and the 5 columns corresponding to: initial inventory, production volume, sales volume, discounted goods volume, and closing inventory. Hence, we have 2 tables with this structure, one for the Elecssories' SKUs and one for the HealthBeauties' SKUs.

**Volume Report by Category (2 tables)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Elecssories | initial inventory | production volume | sales volume | discounted goods volume | closing inventory |
| SKU 1 |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |
| … |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| HealthBeauty | initial inventory | production volume | sales volume | discounted goods volume | closing inventory |
| SKU 1 |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |
| … |  |  |  |  |  |

* + 1. **Key Performance Indicator (KPI) Report**

For the respective supplier:

-effectiveness of trade spending(ROI)

-effectiveness of media spending(ROI)

-portfolio strength (average awareness across SKUs by category)

-trade strength (by category, share of value sales moved through each b&m retailer)

-online strength(by category, share of value sales sold online and share of online shoppers)

**Key Performance Indicator (KPI) Report (1 table)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | supplier 1 | supplier 2 | supplier 3 | retailer 1 | retailer 2 |
| effectiveness of trade spending |  |  |  |  |  |
| effectiveness of media spending |  |  |  |  |  |
| portfolio strength for Elecssories |  |  |  |  |  |
| portfolio strength for HealthBeauty |  |  |  |  |  |
| trade strength for Elecssories |  |  |  |  |  |
| trade strength for HealthBeauty |  |  |  |  |  |
| online strength for Elecssories |  |  |  |  |  |
| online strength for HealthBeauty |  |  |  |  |  |

* 1. **Retailer Confidential Report**
     1. **Financial Report**

As with the suppliers, this report has 3 sections: the P&L by SKU, the profitability by supplier/private label, and the negotiation results. The first section is your table 2.2.1; the second section is your table 2.2.4. These are fine for now, but adjust the terminology to be consistent; eg. table 2.2.4 refers to "manufacturers". The third section reports on the contracts negotiated with each of the suppliers and whether or not the contracts were honored.

**Consolidated Profit & Loss Statement by SKU (1 table)**

|  |  |  |  |
| --- | --- | --- | --- |
| Item | SKU 1 | SKU 2 | … |
| **Sales value ($mln)** |  |  |  |
| - Cost of Price Promotions ($mln) |  |  |  |
| + Other Compensation ($mln) |  |  |  |
| **Net Sales Value ($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| Share In Category Total Sales Value (%) |  |  |  |
| - Total material costs($mln) |  |  |  |
| (1) Cost of Goods Sold ($mln) |  |  |  |
| (2) Value of Quantity Discounts ($mln) |  |  |  |
| (3) Value of Performance Bonus ($mln) |  |  |  |
| (4) Discontinued Goods Cost($mln) |  |  |  |
| (5) Inventory Holding Cost($mln) |  |  |  |
| **Gross Profit($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Gross Profit margin (%)** |  |  |  |
| Share in Category Gross Profit/Losses （%） |  |  |  |
| - General Expenses($mln) |  |  |  |
| **Operating Profit ($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Operating Profit margin (%)** |  |  |  |
| Share in Category Operating Profit/Losses (%) |  |  |  |
| - Interests($mln) |  |  |  |
| - Taxes($mln) |  |  |  |
| - Exceptional Costs/Profits($mln) |  |  |  |
| **Net Profit($mln)** |  |  |  |
| (%) change versus previous period |  |  |  |
| **Net Profit margin (%)** |  |  |  |
| Share In Category Net Profit/Losses (%) |  |  |  |

**Profitability by Supplier & Private Label Report (by category & market) (4 tables)**

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Elecssories / Rural | supplier 1 | supplier 2 | supplier 3 | private label |
| Total shelf space (%) |  |  |  |  |
| **Net sales (RMB 000)** |  |  |  |  |
| share in total (%) |  |  |  |  |
| **Gross contribution (RMB 000)** |  |  |  |  |
| Financial revenue (RMB 000) |  |  |  |  |
| **Adjusted gross contribution (RMB 000)** |  |  |  |  |
| as % of net sales (%) |  |  |  |  |
| share in total (%) |  |  |  |  |
| per 1% of shelf space |  |  |  |  |
| Terms of payment (days) |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| HealthBeauty / Rural | supplier 1 | supplier 2 | supplier 3 | private label |
| Total shelf space (%) |  |  |  |  |
| **Net sales (RMB 000)** |  |  |  |  |
| share in total (%) |  |  |  |  |
| **Gross contribution (RMB 000)** |  |  |  |  |
| Financial revenue (RMB 000) |  |  |  |  |
| **Adjusted gross contribution (RMB 000)** |  |  |  |  |
| as % of net sales (%) |  |  |  |  |
| share in total (%) |  |  |  |  |
| per 1% of shelf space |  |  |  |  |
| Terms of payment (days) |  |  |  |  |

**Negotiation Results by supplier (3 tables)**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Supplier 1 | Contract Honored | Minimum Order | Discount Rate | Sales Target Volume | Bonus Rate | Payment days | Volume Ordered | Compensation Acquired | Other Compensation Acquired |
| Brand 1 |  |  |  |  |  |  |  |  |  |
| Brand 2 |  |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Supplier 2 | Contract Honored | Minimum Order | Discount Rate | Sales Target Volume | Bonus Rate | Payment days | Volume Ordered | Compensation Acquired | Other Compensation Acquired |
| Brand 1 |  |  |  |  |  |  |  |  |  |
| Brand 2 |  |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Supplier 3 | Contract Honored | Minimum Order | Discount Rate | Sales Target Volume | Bonus Rate | Payment days | Volume Ordered | Compensation Acquired | Other Compensation Acquired |
| Brand 1 |  |  |  |  |  |  |  |  |  |
| Brand 2 |  |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |  |

* + 1. **Situation Report**
       1. **Market Share Report**

Same in content and structure to the supplier report of the same name but here the lines are the retailer's private labels by category.

**Market Volume & Value Share by Consumer Segment (by market & category) (8 tables)**

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Rural | volume share  Price Sensitive | change from the previous period (+/- % change) | volume share  Value for Money | change from the previous period (+/- % change) | volume share  Fashion | change from the previous period (+/- % change) | volume share  Freaks | change from the previous period (+/- % change) |
| private label 1 |  |  |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Rural | value share  Price Sensitive | change from the previous period (+/- % change) | value share  Value for Money | change from the previous period (+/- % change) | value share  Fashion | change from the previous period (+/- % change) | value share  Freaks | change from the previous period (+/- % change) |
| private label 1 |  |  |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | volume share  Price Sensitive | change from the previous period (+/- % change) | volume share  Value for Money | change from the previous period (+/- % change) | volume share  Health Conscious | change from the previous period (+/- % change) | volume share  Impatient | change from the previous period (+/- % change) |
| private label 1 |  |  |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | value share  Price Sensitive | change from the previous period (+/- % change) | value share  Value for Money | change from the previous period (+/- % change) | value share  Health Conscious | change from the previous period (+/- % change) | value share  Impatient | change from the previous period (+/- % change) |
| private label 1 |  |  |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

**Market Volume & Value Share by Shopper Segment (by market & category) (8 tables)**

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Rural | volume share  b&m only | change from the previous period (+/- % change) | volume share  online only | change from the previous period (+/- % change) | volume share  mixed | change from the previous period (+/- % change) |
| private label 1 |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Rural | value share  b&m only | change from the previous period (+/- % change) | value share  online only | change from the previous period (+/- % change) | value share  mixed | change from the previous period (+/- % change) |
| private label 1 |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | volume share  b&m only | change from the previous period (+/- % change) | volume share  online only | change from the previous period (+/- % change) | volume share  mixed | change from the previous period (+/- % change) |
| private label 1 |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | value share  b&m only | change from the previous period (+/- % change) | value share  online only | change from the previous period (+/- % change) | value share  mixed | change from the previous period (+/- % change) |
| private label 1 |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

* + - 1. **Volume Report**

This should have the same structure as the Volume Report for the suppliers (ie, all SKUs as lines) but with 6 columns : initial inventory, ordered volume, delivered volume, sales volume, discounted goods volume, and closing inventory.

**Volume Report by Category (2 tables)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Elecssories | initial inventory | ordered volume | delivered volume | sales volume | discounted goods volume | closing inventory |
| private label 1 |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty | initial inventory | ordered volume | delivered volume | sales volume | discounted goods volume | closing inventory |
| private label 1 |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

* + 1. **Key Performance Indicator (KPI) Report**

SKU performance table 2.2.2 from Leah.

We add two measures:

1. the share of b&m shoppers the retailer gets

2. the share of overall shoppers (b&m and online shoppers together) the retailer gets.

**Key Performance Indicator (KPI) Report (1 table)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **SKU 1** | **SKU 2** | **…** |
| Value Rotation Index Sales value per 1% of shelf space |  |  |  |
| Volume Rotation Index Sales volume per 1% of shelf space |  |  |  |
| Profitability Index Gross Profit per 1% of shelf space |  |  |  |
| Stock Cover Closing Inventory Volume / weekly Sales volume |  |  |  |
| the share of b&m shoppers the retailer gets |  |  |  |
| the share of overall shoppers (b&m and online shoppers together) the retailer gets |  |  |  |

1. **Market Research Studies**