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4. **General Report**
   1. **Market Shares**

Here we show the market shares aggregated to supplier/retailer level; hence, we have 4 suppliers (1,2,3 and 4) and 2 retailers (for private label; 1 and 2). I suggest we visualize these using colored bar charts: the height of the bar is 100% (whole market) and different colors in the bar show the shares for each of the 6 "aggregates"; next to each color segment, we show the increase/decrease from the previous period.

We have 3 sections:

-first section shows the overall shares with two bars, one for each category;

-the second section is for Elecssories: first two bars for the markets, then four bars for the consumer segments, and finally three bars for the shoppers segments;

-the third section is the same as the second but for HealthBeauties.

**Market Value Share by category (3 graphs to be designed)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Market Value Share  Elecssories | | Market Value Share  HealthBeauty | |
|  | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |
| Supplier 2 |  |  |  |  |
| Supplier 3 |  |  |  |  |
| Supplier 4 |  |  |  |  |
| Retailer 1 |  |  |  |  |
| Retailer 2 |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Elecssories | Market Value Share  Rural | | Market Value Share  Urban | | Market Value Share  Price Sensitive | | Market Value Share  Value for Money | | Market Value Share  Fashion | | Market Value Share  Freaks | | Market Value Share  b&m only | | Market Value Share  online only | | Market Value Share  mixed | |
|  | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty | Market Value Share  Rural | | Market Value Share  Urban | | Market Value Share  Price Sensitive | | Market Value Share  Value for Money | | Market Value Share  Health Conscious | | Market Value Share  Impatient | | Market Value Share  b&m only | | Market Value Share  online only | | Market Value Share  mixed | |
|  | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

**Market Volume Share by category (3 graphs to be designed)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Market Volume Share  Elecssories | | Market Volume Share  HealthBeauty | |
|  | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |
| Supplier 2 |  |  |  |  |
| Supplier 3 |  |  |  |  |
| Supplier 4 |  |  |  |  |
| Retailer 1 |  |  |  |  |
| Retailer 2 |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Elecssories | Market Volume Share  Rural | | Market Volume Share  Urban | | Market Volume Share  Price Sensitive | | Market Volume Share  Value for Money | | Market Volume Share  Fashion | | Market Volume Share  Freaks | | Market Volume Share  b&m only | | Market Volume Share  online only | | Market Volume Share  mixed | |
|  | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty | Market Volume Share  Rural | | Market Volume Share  Urban | | Market Volume Share  Price Sensitive | | Market Volume Share  Value for Money | | Market Volume Share  Health Conscious | | Market Volume Share  Impatient | | Market Volume Share  b&m only | | Market Volume Share  online only | | Market Volume Share  mixed | |
|  | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

* 1. **Sales**

Same as in the Market Shares section above (1 .1) but showing the volume sales and value sales

**Value Sales by category (3 graphs to be designed)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Value Sales  Elecssories | | Value Sales  HealthBeauty | |
|  | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |
| Supplier 2 |  |  |  |  |
| Supplier 3 |  |  |  |  |
| Supplier 4 |  |  |  |  |
| Retailer 1 |  |  |  |  |
| Retailer 2 |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Elecssories | Value Sales  Rural | | Value Sales  Urban | | Value Sales  Price Sensitive | | Value Sales  Value for Money | | Value Sales  Fashion | | Value Sales  Freaks | | Value Sales  b&m only | | Value Sales  online only | | Value Sales  mixed | |
|  | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty | Value Sales  Rural | | Value Sales  Urban | | Value Sales  Price Sensitive | | Value Sales  Value for Money | | Value Sales  Health Conscious | | Value Sales  Impatient | | Value Sales  b&m only | | Value Sales  online only | | Value Sales  mixed | |
|  | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

**Volume Sales by category (3 graphs to be designed)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Volume Sales  Elecssories | | Volume Sales  HealthBeauty | |
|  | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |
| Supplier 2 |  |  |  |  |
| Supplier 3 |  |  |  |  |
| Supplier 4 |  |  |  |  |
| Retailer 1 |  |  |  |  |
| Retailer 2 |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Elecssories | Volume Sales  Rural | | Volume Sales  Urban | | Volume Sales  Price Sensitive | | Volume Sales  Value for Money | | Volume Sales  Fashion | | Volume Sales  Freaks | | Volume Sales  b&m only | | Volume Sales  online only | | Volume Sales  mixed | |
|  | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty | Volume Sales  Rural | | Volume Sales  Urban | | Volume Sales  Price Sensitive | | Volume Sales  Value for Money | | Volume Sales  Health Conscious | | Volume Sales  Impatient | | Volume Sales  b&m only | | Volume Sales  online only | | Volume Sales  mixed | |
|  | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period | Current Period | Change over last period |
| Supplier 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplier 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retailer 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

* 1. **Segment Leadership**

This is 1 table showing the top two share leaders (ie, the SKUs with the largest shares) by category, consumer segment, and shopper segment. The table is structured as follows:

a. Rows (14 lines):

-first section is for Elecssories, with first the consumer segments (4 lines for the 4 consumer segments in Elecssories) and then the shopper segments (3 lines for b&m, online, and mixed);

- second section is the same 7 lines but for HealthBeauties.

b. Columns (8 columns):

- first column lists the SKU name of the volume share leader

- second column gives the volume share of the leader

- third column lists the SKU name in second position in terms of volume share

-fourth column gives the volume share of the second

- fifth column lists the SKU name of the value share leader

-sixth column gives the value share of the leader

- seventh column lists the SKU name in second position in terms of vale share

-eight column gives the value share of the second.

**Segment Leadership (1 table)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | the SKU name of the volume share leader | the volume share of the leader | the SKU name in second position in terms of volume share | the volume share of the second | the SKU name of the value share leader | the value share of the leader | the SKU name in second position in terms of vale share | the value share of the second |
| Price Sensitive |  |  |  |  |  |  |  |  |
| Value for Money |  |  |  |  |  |  |  |  |
| Fashion |  |  |  |  |  |  |  |  |
| Freaks |  |  |  |  |  |  |  |  |
| b&m only |  |  |  |  |  |  |  |  |
| online only |  |  |  |  |  |  |  |  |
| mixed |  |  |  |  |  |  |  |  |
| Price Sensitive |  |  |  |  |  |  |  |  |
| Value for Money |  |  |  |  |  |  |  |  |
| Health Conscious |  |  |  |  |  |  |  |  |
| Impatient |  |  |  |  |  |  |  |  |
| b&m only |  |  |  |  |  |  |  |  |
| online only |  |  |  |  |  |  |  |  |
| mixed |  |  |  |  |  |  |  |  |

* 1. **Cross-Segment Sales Volumes**

This consists of 4 graphs which should be put on one page. The 4 graphs are for :

1. Elecssories/Urban

2. Elecssories/Rural

3. HealthBeauties/Urban

4. HealthBeauties/Rural

Each graph has as vertical axis sales volume and as horizontal axis the respective consumer segments (ie, 4 points on the horizontal axis). For each of the points on the horizontal axis, we have 3 bars referring to the 3 shopper segments (ie, b&m, online, mixed). The height of the bars indicate the volume bought by each shopper segment in that respective consumer segment. Hence, each of the 4 graphs will have in it 4 sets of bar charts with each of the latter having 3 bars.

**Cross-Segment Sales Volumes by Category & Market (4 graphs)**

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| HealthBeauty/Rural | Sales Volume  Price Sensitive | Sales Volume  Value for Money | Sales Volume  Health Conscious | Sales Volume  Impatient |
| b&m only |  |  |  |  |
| online only |  |  |  |  |
| mixed |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Elecssories/Rural | Sales Volume  Price Sensitive | Sales Volume  Value for Money | Sales Volume  Fashion | Sales Volume  Freak |
| b&m only |  |  |  |  |
| online only |  |  |  |  |
| mixed |  |  |  |  |



****

* 1. **Product Portfolio**

This consists of 2 tables, one for Elecssories and one for HealthBeauties. Each table lists the respective SKUs by supplier and retailer (for private label) as rows and the columns show the exact technical design specs of each SKU.

**Product Portfolio Report by Category (2 tables)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Elecssories | Pack-Format | Technology Level | Design Level | Quality-of-Raw-Materials |
| SKU 1 |  |  |  |  |
| SKU 2 |  |  |  |  |
| Private Label 1 |  |  |  |  |
| Private Label 2 |  |  |  |  |
| … |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| HealthBeauty | Pack-Format | Technology Level | Active Agent | Smoothener Level |
| SKU 1 |  |  |  |  |
| SKU 2 |  |  |  |  |
| Private Label 1 |  |  |  |  |
| Private Label 2 |  |  |  |  |
| … |  |  |  |  |

* 1. **eMall Prices and Promotion Intensity**

This report gives an overview of the net retail prices and the promotion intensity in the eMall stores of the three suppliers. The info is given at the SKU level. There are two sections:

-first, we have the net retail prices and the change for the SKUs the suppliers sold online. There are two tables, one for each category, with each table listing the SKUs sold on line by supplier. We have two columns: one for the net price and one for the change in that price from the previous period. If the SKU was newly listed in the last period, the "change" column indicates "new".

-second, we report on the online promotion intensity. Again two tables by category, and in each we list the SKUs sold online by supplier; there are two columns: one for the length and one for the depth of promotion.

**eMall Prices by Category (2 tables)**

|  |  |  |
| --- | --- | --- |
| Elecssories | net online retail price | change from the previous period (+/- % change) |
| SKU 1 |  |  |
| SKU 2 |  | NEW (if newly introduced during last period) |
| … |  |  |

|  |  |  |
| --- | --- | --- |
| HealthBeauty | net online retail price | change from the previous period (+/- % change) |
| SKU 1 |  |  |
| SKU 2 |  | NEW (if newly introduced during last period) |
| … |  |  |

**Online Promotion Intensity by Category (2 tables)**

|  |  |  |
| --- | --- | --- |
| Elecssories | length of online promotion | depth of online promotion |
| SKU 1 |  |  |
| SKU 2 |  |  |
| … |  |  |

|  |  |  |
| --- | --- | --- |
| HealthBeauty | length of online promotion | depth of online promotion |
| SKU 1 |  |  |
| SKU 2 |  |  |
| … |  |  |

* 1. **Financial Performance Highlights**

For each supplier and retailer, we report here:

-total sales, in volume and value

-total operating profit

-total cumulative investments

-by category, total value market share

**Financial Performance Highlights (1 table)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | supplier 1 | supplier 2 | supplier 3 | retailer 1 | retailer 2 |
| total sales in volume |  |  |  |  |  |
| total sales in value |  |  |  |  |  |
| total operating profit |  |  |  |  |  |
| total cumulative investments |  |  |  |  |  |
| total value market share for Elecssories |  |  |  |  |  |
| total value market share for HealthBeauty |  |  |  |  |  |

1. **Confidential Reports**
   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**
   1. **Awareness**

This research report has 2 tables, one for each category. The tables have the SKUs as lines (by supplier and retailer- for the private label) and 4 columns: the awareness levels achieved in the two markets (rural and urban) and respective changes from the previous period.

**Product Awareness by Category (2 tables)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Elecssories | Awareness - Rural | change from the previous period (+/- % change) | Awareness - Urban | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |
| SKU 2 |  |  |  |  |
| … |  |  |  |  |
| private label 1 |  |  |  |  |
| private label 2 |  |  |  |  |
| … |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| HealthBeauty | Awareness - Rural | change from the previous period (+/- % change) | Awareness - Urban | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |
| SKU 2 |  |  |  |  |
| … |  |  |  |  |
| private label 1 |  |  |  |  |
| private label 2 |  |  |  |  |
| … |  |  |  |  |

* 1. **Perceptions**
     1. **Brand Perceptions**

We have 4 graphs here, by category and by market. We use the current set up:

a 2x2 graph plus a unidimensional representation of perceived price.

Since consumer preferences are captured by a vector model with more is better, there are no ideal points. Furthermore, to be consistent across all dimensions, we will show perceived price as "price appeal" so that also on that dimension more is better. In other words, the "price appeal" dimension is the reverse of the perceived price dimension.

I suggest two pages, one with the Elecssories graphs, the other with the HealthBeauties graphs.



* + 1. **Retailer Perceptions**

We have 2 2x2 graphs here: one for rural and one for urban. The two dimensions are: convenience and price. Each graph shows the perceived location of every retailer; note that there are 6: the two b&m retailers, traditional retail, and the online (eMall) stores of the three suppliers.

**Retailer Perception by Market (2 graphs) (this graph is just for referring the format)**

|  |  |  |
| --- | --- | --- |
| Retailer Perception / Rural | convenience | price |
| retailer 1 |  |  |
| retailer 2 |  |  |
| traditional trade |  |  |
| supplier 1 online store |  |  |
| supplier 2 online store |  |  |
| supplier 3 online store |  |  |

****

|  |  |  |
| --- | --- | --- |
| Retailer Perception / Urban | convenience | price |
| retailer 1 |  |  |
| retailer 2 |  |  |
| traditional trade |  |  |
| supplier 1 online store |  |  |
| supplier 2 online store |  |  |
| supplier 3 online store |  |  |

****

* 1. **Behavior**

This research study shows detailed sales (value and volume) and market share (value and volume) results for each SKU by category, market, consumer segment, and shopper segment. The structure is identical to the market share report in the confidential reports but here it includes all SKUs (listed by supplier and retailer-private label).

**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 |  |  |  |  |  |  |  |  |
| 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) |
| SKU 1 |  |  |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |  |  |
| 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) |
| SKU 1 |  |  |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |  |  |
| 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) |
| SKU 1 |  |  |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |  |  |
| private label 1 |  |  |  |  |  |  |  |  |
| private label 2 |  |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |  |

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

Rural / Urban (2 tables)

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

Rural / Urban (2 tables)

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

Rural / Urban (2 tables)

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

Rural / Urban (2 tables)

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

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

Rural / Urban (2 tables)

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

Rural / Urban (2 tables)

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

Rural / Urban (2 tables)

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

Rural / Urban (2 tables)

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

* 1. **Retailer Prices and Promotion Intensity**

This report has two main sections: first we show the retail prices, and second we show promotion intensity:

-The retail prices are show by market: one table for rural and one for urban. Each table has two sections, one for each category. The lines in each section are SKUs by supplier/retailer (private label), and there are 6 columns: the retail prices and change from the previous period for each retailer (retailer 1, retailer 2, and traditional trade).

-Then, we report on promotion intensity by SKU : two tables, one for each market. As rows are the SKUs sold through retailers (listed by supplier); there are 4 columns for the length and depth of promotions by each retailer.

**Retail Price by Channel (by market & category) (4 tables)**

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Elecssories  Rural | the retail price  retailer 1 | change from the previous period (+/- % change) | the retail price  retailer 2 | change from the previous period (+/- % change) | the retailer price  traditional trade | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |
| Private label 1 |  |  |  |  |  |  |
| Private label 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| HealthBeauty  Rural | the retail price  retailer 1 | change from the previous period (+/- % change) | the retail price  retailer 2 | change from the previous period (+/- % change) | the retailer price  traditional trade | change from the previous period (+/- % change) |
| SKU 1 |  |  |  |  |  |  |
| SKU 2 |  |  |  |  |  |  |
| Private label 1 |  |  |  |  |  |  |
| Private label 2 |  |  |  |  |  |  |
| … |  |  |  |  |  |  |

**Promotional Intensity by Market (2 tables)**

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Urban | Retailer 1 | | Retailer 2 | |
| Promotion Intensity  length of promotion | Promotion Intensity  depth of promotion | Promotion Intensity  length of promotion | Promotion Intensity  depth of promotion |
| SKU 1 |  |  |  |  |
| SKU 2 |  |  |  |  |
| Private label 1 |  |  |  |  |
| Private label 2 |  |  |  |  |
| … |  |  |  |  |

* 1. **Supplier Intelligence**
     1. **Advertising**

This is an intelligence report with estimates on how much each supplier is spending on advertising (online/offline, by market and by category).

**Advertising Online (1 table)**

|  |  |  |
| --- | --- | --- |
| online advertising | Elecssories | HealthBeauty |
| Supplier 1 |  |  |
| Supplier 2 |  |  |
| Supplier 3 |  |  |

**Advertising Offline (1 table)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| offline advertising | Elecssories | | | HealthBeauty | | |
| urban | rural | total | urban | rural | total |
| Supplier 1 |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |

* + 1. **Trade Support**

This is an intelligence report with estimates on how much each supplier spends on supporting each respective retailer ( 2 b&m retailers, their online store, and traditional trade); for the b&m retailers and the traditional trade, this is show by market (rural and urban).

We also report here the values of all the items that were negotiated for each pair of supplier/retailer.

**Trade Support by Supplier (1 tables)**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | trade support for  retailer 1 | | trade support for  retailer 2 | | trade support for  traditional trade | | trade support for  Supplier 1 online store | trade support for  Supplier 2 online store | trade support for  Supplier 3 online store |
|  | Rural | Urban | Rural | Urban | Rural | Urban |
| Supplier 1 |  |  |  |  |  |  |  |  |  |
| Supplier 2 |  |  |  |  |  |  |  |  |  |
| Supplier 3 |  |  |  |  |  |  |  |  |  |

**Trade Support Negotiated for suppliers & retailers (1 table)**

|  |  |  |
| --- | --- | --- |
| trade support negotiated total values | retailer 1 | retailer 2 |
| supplier 1 |  |  |
| supplier 2 |  |  |
| supplier 3 |  |  |

* + 1. **Online Investments**

This is an intelligence report with estimates on how much each of the suppliers spend on their online presence (ie, their investments in their eMall store).

**Online Investments by supplier (1 table)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Supplier 1 | Supplier 2 | Supplier 3 |
| Investment on eMall visibility |  |  |  |
| Other investment on eMall |  |  |  |

* + 1. **Production & Technology Assets**

This is an intelligence study which reports by supplier on:

-acquired technology level

-acquired design level

-available production capacity and utilization rate

-production flexibility (max level, up or down)

**Production & Technology Assets by supplier (1 table)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Supplier 1 | Supplier 2 | Supplier 3 |
| acquired technology level |  |  |  |
| acquired design level |  |  |  |
| available production capacity |  |  |  |
| available production utilization rate |  |  |  |
| production flexibility (max level) |  |  |  |
| production flexibility (min level) |  |  |  |

* 1. **Retailer Intelligence**
     1. **Advertising**

In structure similar to the Advertising study for the suppliers but with the addition of local advertising by market.

**National Advertising (1 table)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| advertising | online | | offline | |
| Convenience | Price | Convenience | Price |
| retailer 1 |  |  |  |  |
| retailer 2 |  |  |  |  |

**Local Advertising by Market (1 tables)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Local Advertising | Retailer 1 | | Retailer 2 | |
| Urban | Rural | Urban | Rural |
| Local Convenience Advertising |  |  |  |  |
| Local Price Advertising |  |  |  |  |

* + 1. **Shelf-Space Allocation**

This study gives estimates, by category and by market, of how much shelf space each b&m retailer gives to each of the respect SKUs (supplier SKUs and private label).

**Shelf-Space Allocation by Category & Market (4 tables)**

Rural / Urban (2 tables)

|  |  |  |
| --- | --- | --- |
| Elecssories  Rural | Shelf-space  Retailer 1 | Shelf-space  Retailer 2 |
| SKU 1 |  |  |
| SKU 2 |  |  |
| Private label 1 |  |  |
| Private label 2 |  |  |
| … |  |  |

Rural / Urban (2 tables)

|  |  |  |
| --- | --- | --- |
| HealthBeauty  Rural | Shelf-space  Retailer 1 | Shelf-space  Retailer 2 |
| SKU 1 |  |  |
| SKU 2 |  |  |
| Private label 1 |  |  |
| Private label 2 |  |  |
| … |  |  |

* + 1. **In-Store Service**

This study reports on the elected service levels by retailer.

**In-Store Service Level by Retailer (1 tables)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retailer 1 | | Retailer 2 | |
|  | Rural | Urban | Rural | Urban |
| In-Store Service level |  |  |  |  |

* 1. **Forecasts**
     1. **Consumer Segment Size Forecasts**

This research study gives forecasts, 2 periods out, for the consumer segments sizes by category and by market. We can show these graphically with ranges that increase into the future. The upper bound would be the optimistic level, and the lower bound the pessimistic level (ie, for each of the 2 periods ahead, we have two values).

Hence, we have 4 graphs:

-Elecssories/urban

-Elecssories/rural

-HealthBeauties/urban

-HealthBeauties/rural

In each graph, we have 4 lines (the 4 consumer segments).

**Consume Segment Forecast by Category & Market (4 graphs)**

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Consumer Forecast  HealthBeauty / Urban | Next Period 1 | | Next Period 2 | |
| optimistic level | pessimistic level | optimistic level | pessimistic level |
| Price Sensitive |  |  |  |  |
| Value for Money |  |  |  |  |
| Health Conscious |  |  |  |  |
| Impatient |  |  |  |  |

Rural / Urban (2 tables)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Consumer Forecast  Elecssories / Rural | Next Period 1 | | Next Period 2 | |
| optimistic level | pessimistic level | optimistic level | pessimistic level |
| Price Sensitive |  |  |  |  |
| Value for Money |  |  |  |  |
| Fashion |  |  |  |  |
| Freaks |  |  |  |  |

* + 1. **Shopper Segment Size Forecasts**

This is a research study which gives forecasts, 2 periods out, for the shopper segment sizes (online only, b&m, and mixed) by category. As with the Consumer Forecast, we can give a range as well as the actual values 3 periods back.

Hence, 4 graphs.

**Shopper Segment Forecast by Category (4 graphs to be designed)**

|  |  |  |  |
| --- | --- | --- | --- |
| Shopper Forecast  Elecssories | shopper segment size  2 periods back  actual value | shopper segment size  1 Period back  actual value | shopper segment size  Current Period  actual value |
| b&m only |  |  |  |
| online only |  |  |  |
| mixed |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Shopper Forecast  Elecssories | shopper segment size  Next Period 1 | | shopper segment size  Next Period 2 | |
| optimistic level | pessimistic level | optimistic level | pessimistic level |
| b&m only |  |  |  |  |
| online only |  |  |  |  |
| mixed |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Shopper Forecast  HealthBeauty | shopper segment size  2 periods back  actual value | shopper segment size  1 Period back  actual value | shopper segment size  Current Period  actual value |
| b&m only |  |  |  |
| online only |  |  |  |
| mixed |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Shopper Forecast  HealthBeauty | shopper segment size  Next Period 1 | | shopper segment size  Next Period 2 | |
| optimistic level | pessimistic level | optimistic level | pessimistic level |
| b&m only |  |  |  |  |
| online only |  |  |  |  |
| mixed |  |  |  |  |

* + 1. **Category/Market Volume Forecasts**

This research study gives estimates, 2 periods out, of the category volume growth expected in each market (rural and urban). As with the Consumer Forecast, we can give a range and the actual values 3 periods back. Hence, one graphs with 4 lines.

**Category Growth Forecast by Category (4 graphs to be designed)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| HealthBeauty | category volume growth forecast  Next Period 1 | | category volume growth forecast  Next Period 2 | |
| optimistic level | pessimistic level | optimistic level | pessimistic level |
| Rural |  |  |  |  |
| Urban |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| HealthBeauty | category volume  2 periods back  actual value | category volume  1 Period back  actual value | category volume  Current Period  actual value |
| Rural |  |  |  |
| Urban |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Elecssories | category volume growth forecast  Next Period 1 | | category volume growth forecast  Next Period 2 | |
| optimistic level | pessimistic level | optimistic level | pessimistic level |
| Rural |  |  |  |  |
| Urban |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Elecssories | category volume  2 periods back  actual value | category volume  1 Period back  actual value | category volume  Current Period  actual value |
| Rural |  |  |  |
| Urban |  |  |  |

* + 1. **Internet Penetration Forecast**

This research study gives forecasts, 2 periods out, of the Internet penetration rate in each of the markets (rural and urban). As with the Consumer Forecast, we can give a range for 2 points into the future as well as the actual values 3 periods back. Hence, 1 graph with 1 line.

**Internet Penetration Forecast (4 graphs to be designed)**

Rural / Urban (2 graphs)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Internet penetration rate | Next Period 1 | | Next Period 2 | |
| optimistic level | pessimistic level | optimistic level | pessimistic level |
| Rural |  |  |  |  |

Rural / Urban (2 graphs)

|  |  |  |  |
| --- | --- | --- | --- |
| Internet penetration rate | 2 periods back actual value | 1 Period back actual value | Current Period actual value |
| Rural |  |  |  |