**00:00**  
Ed (manager)  
That's. That's what we're trying to attempt it. We did it before in a very table, a tabular format. I don't think it was perfect at all. I think there's better ways of doing it. But it at least showed you why you were. You were indexed in the wrong place. Right? Yeah, fine. Creator is good. Show me. I mean, GG is bad across the board. But how would you describe Jiju? In what way? So go to Jiju. Explain to me how you. With this information that you've got, tell me why it's not the right range.

**00:42**  
Myself   
Just one sec.

**00:42**  
Ed (manager)  
Let me find that one.

**00:45**  
Myself   
Yeah, here. You know, apparently almost none of our SKUs are fitting with what the market is asking for. That's what I mean. Well, I mean, that's here. I know it's red versus.

**01:06**  
Ed (manager)  
No, no, that's your. You're telling me red, but you're not showing me red. So you're saying it's bad. It's 0.3 or whatever. You're saying it's 0.3. It's red. This is bad. I'm like, okay, why show me? I want you to show me.

**01:22**  
Myself   
Okay, then. Yeah.

**01:24**  
Ed (manager)  
I mean, you've got this range and I think you're gonna have to actually show the range.

**01:29**  
Myself   
Yes.

**01:29**  
Ed (manager)  
The current range of Jiju. Right. What is it? Show me that range. And then you show it in such a way. So you start with the range. For a start, how many skews do we have in Jiju? Okay, perfect. So you've got 15 SKUs, right? 15 products.

**01:50**  
Myself   
Yeah.

**01:51**  
Ed (manager)  
What? No. Okay, fine. That's fine. So you've got 15 products, right? Okay. For a start, if you've got 15 out of 57 or whatever. Okay. Because your market share is definitely wrong. And by the way, we don't want it to be a good market share. We want it to be a bad market share.

**02:09**  
Myself   
I was also shocked because how can you say, like, how can it be more than Kuwait if it is the worst example?

**02:16**  
Ed (manager)  
We're trying to say you've got the wrong range. That's partly the reason why you've got a poor market share. Somebody else has a better one. So you could. There are different ways of doing this and I need you to work out what the best way is. So you show our range of Jiju, right. Versus ideal world. It will be versus what is optimal Now. How are you going to decide what is optimal now? You could just use a competitor and say versus competitor with 80% share. It's not going to be 80% versus a competitor that's got three times as much share as you look at where they are playing and where their sales are versus where you're playing and where your sales are. Right. Or it could be a passenger mix. Right.

**03:01**  
Ed (manager)  
This is what passengers want, this is what passengers in domestic they buy. Right. Yet you're serving them a completely different portfolio of products. Right. No wonder you're not getting the traction. Yeah, but your competitor is serving them, right, etc. And so there are different. We've got four different components. How do you. Without going one by one? So you either pick one component or.

**03:28**  
Myself   
I think if you're going to pick.

**03:30**  
Ed (manager)  
One component, my question would be why do we have four components? Or you somehow say that this is your range, this is what you a best in practice range is because of X, Y and Z. Right. Because of these four components. Basically you should have three SKUs here, two SKUs there, one skew there and five SKUs there.

**03:52**  
Myself   
But you don't, I think three SKUs.

**03:54**  
Ed (manager)  
Here, four skews there. What. You know what I mean, right?

**03:56**  
Myself   
You know what I'm thinking? Like, you know there are those like graphs where there is like a big balloon and then in big balloon there are like smaller balloons that kind of makes up if we can show like our skus and how small their shares are versus how big, you know, other skus. And then, but then we have to put, yeah, but we, then we have to put the product attributes in it. Then we have to put like.

**04:33**  
Ed (manager)  
This is all based on product. So for me I would plot the shelf split by product attributes. So I would get, and I, I'm serious on this one, I would get basically a really light mock up version of a shelf.

**04:52**  
Myself   
Yeah.

**04:52**  
Ed (manager)  
A hypothetical shelf. Of course it's not a realistic shelf, but make it look like an airport. Okay. This is what I would do anyway.

**04:59**  
Myself   
Okay.

**04:59**  
Ed (manager)  
Make a shelf. Put the, split the grid of that shelf based on product attributes. Right. Ignoring all the ones that aren't important. Right. And plot the products on and say look, this is your shelf today. Right. We've simp, we've condensed the shelf down. This is not the, you know, but this is what your shelf looks like.

**05:20**  
Myself   
But is the shelf market or is the shelf passengers ones like it's.

**05:29**  
Ed (manager)  
We'Re coming on to that. So I'd start with pmi. So your current range looks like this. You then plot what it should look like. Right. Based off these four components. Yeah. So if you. These four components, you are really poor on to get best in practice, what would that look like? Right? So do you see what I'm saying? So based off all four, you merge all four. You've got to do a bit of tweaking. I would take one to begin with, right? And take whichever one you think is the most important. I would be tempted with C, category C. But you know, you decide, right? And I would say based off category C, your passengers want this, right? Your. So your. Your mix of passengers want this, right? Can you see? Look, put them right next to each other and go, look.

**06:15**  
Ed (manager)  
You don't even need to do anything else. You can see it's different. And I would do the same for competitors. I do the same for all four categories. However, instead of doing all four separately, I would use some very simple merging technique of going, let's merge all four and where they are consistent or keep where they're a bit out, we'll do some very simple algorithmic approach to basically merge four ideals to get you one idea, and that's your score. That's so you can, you know, so you can build it up. But I. That's where I would get to. And so your ideal shelf, not the actual product. Just to be very clear about this is where the changes in. In. In the future, we will then overlay the actual products. But for me, it would be today.

**07:03**  
Ed (manager)  
You've got three products up here, six down there. Let's keep it simple. It'll be all over the place. We got three products there and six down there. However, your marketplace, based off these four criterias, actually want three there or three there, four there and five there. Right? You see how you're. You're wrong. This is right. You're wrong. And then. And for Kuwait, it's easy because you're basically showing this is what you're at. And look, an ideal one is the same. It's slight different. Maybe there's one skew out or something. It's basically this. You don't need to do anything big tick. Well done. But then you go to GJ and it's like, oh, my goodness, we're here and they're over there. Right?

**07:42**  
Myself   
What I'm saying, yes, just to both visualize it and to. To kind of prepare myself for. For future by saying, you know, like, we've got three here, five there. Are we talking about like an actual shelf space versus in an ideal world.

**08:04**  
Ed (manager)  
You would do facings as well, right? When we do not have that information, we're not There yet. The only thing I would, I think.

**08:14**  
Myself   
This can evolve into it. But we can evolve it.

**08:18**  
Ed (manager)  
Yeah. For now I would keep it simple. I would literally. I think the challenge is how do you split the shelf into product attribute weights, right? So you know, top left is, I don't know, Marlborough, your lights, king size, whatever. Right. But you know, it's got to be logical and sensible. But basically you're using the shelf as just, it's, it's just artistic license to say, look, your shelf looks like this, right? This is 100 of your shelf. And look, you're over indexed here, you're under indexed there and you're completely missing here, right? And then you go to an ideal shelf which is, well, you shouldn't, you should be much more here, much less there and back. And suddenly you look at these next to each other, real simplified versions.

**09:01**  
Ed (manager)  
Don't get me wrong, you look at this because it doesn't even matter what the products are. I would actually use the product images. But again, you can come up with that later. But I would just basically say you've got too many products in this place yet your consumer wants more in this space. Right? So therefore, and then it will move on to so therefore, what do you do about it? But today we go and what we need is Kuwait. You've got it. Well done. And your market share is a, is excellent. Juju, you've really missed the boat and your market share. And potentially as an example, we could take Jiju's biggest market share competitor and plot theirs to prove our point and say, look, jti, which it will be in gg.

**09:48**  
Ed (manager)  
JTI has done exactly, maybe not, but has done exactly what the con that the consumer wants and what the market dictates. Look at theirs is like RQ8:1. Yeah, but ours is completely off, right? So just to prove a point, to try and get people mobilized with what we're trying to do here and then, you know, then we'll evolve on. I think that's the simplest way of doing it.

**10:13**  
Myself   
I'm not sure if it'll work until we try it. How do you then go about like, let's say in juju, we need a king size light model Marlboro or like Kingside Lights.

**10:28**  
Ed (manager)  
That's then what we need to work with, right?

**10:30**  
Myself   
I mean that is what market wants. How am I going to say, oh don't, you know, don't put Marlboro Gold here instead of like in, that is Paris.

**10:42**  
Ed (manager)  
That will come, that will Come, let's take it step by step.

**10:46**  
Myself   
So then I, I won't talk about like SK name. So I will basically put into shelf the attributes.

**10:53**  
Ed (manager)  
Yeah, I, I think, I mean don't worry about the shelf for now either. We can overlay in the background.

**10:57**  
Myself   
No, no, I mean like bye shelf. I mean what we have versus what market wants, passenger ones, etc, we're talking about like basically.

**11:07**  
Ed (manager)  
And in the end of the day I would say, look, you've got 15 SKUs. So I'd take 15 products and put them in the right box, basically. Basically it's a grid in effect right now if you want to play with the grid sizing so that the more important from a competitive, I don't know, is bigger or something, we can work on that. But for me, for now I would just plot your sensibly. I don't know exactly how to do it, but plot your, basically your, your shelf. Imagine you went into a shop and you clustered all the products, you know, into clusters, right? You basically get your shelf. Right. It's just a few different clusters based off size, based off thickness, etc. Now there's four or so attributes which is a little bit complicated. You've got to be a bit sensible about it.

**11:59**  
Ed (manager)  
But they're not, it's not super rocket science. And for each region it's not always as obvious, difficult. So I put the PMI ones and then put what the ideal view would look and you just show them next to each other. I think we can fit it one slide. It's, it's not comp. It, it.

**12:16**  
Myself   
No, what I'm thinking is that there is like, there are a lot of, like even in, in four categories. Like we have a lot of variables that can change things, you know, attributes.

**12:31**  
Ed (manager)  
What do you mean? You got 15 SKUs, they fit somewhere on there. You just plot 15 SKUs.

**12:35**  
Myself   
Yeah, 15 SKUs. But 15. 15 SKUs have different attributes. 15 SKUs have different interests from market, different interest from passengers and.

**12:47**  
Ed (manager)  
No, no, same attributes. No, no. That's what I'm saying. So don't worry about doing category A, B, C and D at the same time yet.

**12:56**  
Myself   
That was kind of like.

**12:57**  
Ed (manager)  
I know, big one. My suggestion would be category C because.

**13:02**  
Myself   
It has most of it.

**13:04**  
Ed (manager)  
Yeah, yeah. Or. Well, I mean, yeah, it doesn't really matter because you're gonna in effect do the same thing. Why don't you just do each one? Because look, your pm, your current state.

**13:16**  
Myself   
Is one that's what I was thinking is that you know, at one point we talked about something like this when we, let's say we're just talking about category A. When we fix category A, when we put whatever is missing from our portfolio, how much is it going to affect?

**13:38**  
Ed (manager)  
No, no, we can. I'm trying to avoid doing four. I think you may need to do four to begin with. I think we can actually get one because I think you take all of the ideal four and you overlay them. Imagine you've got tracing paper. You literally put them on top of each other where they are on where they are really thick. It's like a guarantee they're in three out of the four categories. Obviously if they're in all four that you should be up here with two SKUs. Well it's a no brainer. There should be two SKUs there. It's only where they contradict a little bit that we need to like play with some maths and get it right. But for now I pick one of the categories. Let's start small, right and just do. Oh you just pick ones. Start small.

**14:29**  
Ed (manager)  
Pick whichever one you want.

**14:31**  
Myself   
I mean the easiest one is A or D. Just start A. I.

**14:35**  
Ed (manager)  
Mean that makes sense. It's A. Right, so just plot as that stays the same. Anyway, those 15 where they are today ain't going to change right now. Right, that's clear. Then you go if to optimize A, what would it be look like? Right. Then you've got a next one which is to optimize B what would it look like? That would be to optimize C, what would it look like? And these are independent. And it's an optimization challenge. Right. You then got four optimizations. How do you bring four optimizations together to create one ultimate optimization? Now we may wait one over another or whatever. We may play around a bit. We may look at the end of the day that's that was because their.

**15:17**  
Myself   
Effect are going to be different.

**15:18**  
Ed (manager)  
Like not really. Let's have a look first because I don't think so. I think out of those 15 SKUs you might find that 10 out of the 15 are in exactly the same place for all four categories. Yeah, you're half. You mean you're nearly there. Right then you've got to work out the five. The other five are in different places. We work, we'll have a look, we'll eyeball it. For now I don't need you to do anything fancy because we're not Industrializing right now we're just, we're at home. So then have a look. So pick one category. Start with category A. I'm absolutely fine with that. Do pmi. This is what it looks like on a grid. Same grid, of course. What would category A to get the optimal score look like? Right, yeah.

**16:02**  
Myself   
And they say that's a rather kind of easy, explicit one. It's, it's the, it's based on the volumes basically. So each one is being sold the most. So.

**16:17**  
Ed (manager)  
Yeah, yeah. I mean category A. I'm not sure category A works in the same very well in this is what I'm trying to say.

**16:26**  
Myself   
I, I would actually, I would skip, I'd skip to, to C. C. C has like. C has the most in it, I think like if one of these metrics would should be chosen as one, like it should be C because it has a lot of components in it.

**16:51**  
Ed (manager)  
Yeah, exactly. We will use all, we will use an input from all four. But for now, just to test it out, I would pick C. Try and plot it out. Let's see what it looks like and then we'll go back to. Okay, now if we can make it work with one, all A, B and D are doing are fine tuning the score of C. Let's look at it like that, right? So we could just use C. And what was the score for this? 2.5 or something still. Right. So you know, we take that, we have a look. Right. And then ultimately overall it was two. Right. So A, B and D are just fine tuning the 2.5 to be actually fine tuning it down even more. So so let's. I start with C.

**17:41**  
Ed (manager)  
Personally, I think if you can make it work for C, you can make it work for D, you can make it work for B.

**17:47**  
Myself   
D and A are, are rather straightforward B and C. And C is the most heavy one in terms of what it entails. Let me see how to.

**18:03**  
Ed (manager)  
But you've got ideal share of market in there for C. So.

**18:09**  
Myself   
Yeah, okay.

**18:10**  
Ed (manager)  
I mean I would, I'd be tempted to see. But C, D, whatever. I would then come back and then work out how we do A, B and B personally.

**18:22**  
Myself   
Okay. And later then, I mean this kind of like a shelf example, like, or the scenario later, then we can basically think of the shelf as our real shelf space and then divide it by.

**18:44**  
Ed (manager)  
Exactly. So to begin with it's like, okay, where are your sales? So I wouldn't even necessarily look at a number of products, but I mean I would do it at the same time. So it'd be like all your sales are in this quadrant yet where the demand is here. That's that. How's we talk with sales versus demand, actual investment. So your sales are here, but the demand is over here, right. And the way we work out demand is from these four components. But we'll start with C. So we'll say, okay, currently your demand is based off C, your passenger mix, right. So your sales are here, but your demand is there. It's quite, I think it'll be quite easy for them to understand. Now. Why are all your sales here? Well, it's because all your products are there.

**19:27**  
Ed (manager)  
I mean it could be just one really high selling or it could be that all your products are there. Right. So I would do. Your sales volume sits here and a bit here versus where it should. And all your products are in line with that. You've got more products doing those volume. All these other ones you might have a product that does no volume, but that's probably. Then when it comes category 8 basically is delisted, right. So I would do a grid. Is your breakdown of your product attributes. I would do in the background some sort of sales volume coloring bubble. Keeps it simple, right? You just got all your sales volume here. Little, little here or something, right? Keep it simple. And then on top I would pick up and put all my products quickly just cluster them bang, products there, products there.

**20:23**  
Ed (manager)  
Because suddenly you can go, okay, this product's got no sales. Basically category A is saying why do you even list it? Right? So that should be a big. When looking to the future, that will probably be a D list, right? These ones, you've got loads of products here that are getting your volume, but your demand is not there. Your demand is a bit there, but you've got too many products there. Your demand is over here and you've got no products. So either keep your current range and add products here. But then how do you get the share of space, right? Or remove half of these products and we will start crossing them out or we'll show which ones and add new products here. Then add which the products and stuff will come onto. That's where Paris comes into play and other considerations.

**21:07**  
Ed (manager)  
But for now let's at least start with. You should be able to see on that chart this and this match for.

**21:16**  
Myself   
Q8 and totally different. Okay. Yeah, I think I, I, I focused more on like the location stuff here rather than the product. But I, I got what you wanted? I think next one is just going to be location based. But what you have versus what we need.

**21:42**  
Ed (manager)  
I would do it manually. I wouldn't try and do it programmatically at this point because I think will possibly iterate lots of times. So I would just get a piece of paper or slide or whatever and I would plot it out. Don't worry about how pretty it is. At this point it's irrelevant. Right. It's just. Okay, if we had two. Two charts basically, or two grids. This and this clearly match in qa. Basically minor differences, but basically. So obviously that makes sense. Boom. Big tick. Well done. Range is exactly what your consumer wants. Ginger, on the other hand, this and this, they look different. Look, you can see the blocks are not in the same place. I mean, you don't need. You could. You could squint your. You know, you cross your eyes, you can see they're not the same. Right. Basically, yeah.

**22:31**  
Ed (manager)  
Immediately they're not. It's not. It's like a. Are these two pictures the same? No. You got two pictures basically the same.

**22:38**  
Myself   
Then you've got two pictures and they're completely different.

**22:40**  
Ed (manager)  
Right.

**22:41**  
Myself   
But by, like, again, what we put in the shelf as the picture for the ideal one for. For juu. Like, what are we going to put if. If you don't have such a product, for instance, or like, you know, don't.

**23:01**  
Ed (manager)  
Worry about the actual products. Don't even.

**23:02**  
Myself   
So. So it's just like colors.

**23:05**  
Ed (manager)  
Yeah, yeah. I, I would do. If it was me, I would do some sort of background thing for sales.

**23:12**  
Myself   
You can immediately see.

**23:16**  
Ed (manager)  
Is what I'm thinking. Right. Background of heat map. Anyway, again, don't worry about it.

**23:20**  
Myself   
Okay.

**23:21**  
Ed (manager)  
Big bubble is fine, but heat map would be kind of where I would go towards. Right. With these products in. Right. So each product, heat map in the same cluster, basically. Yeah. Or cluster. You know, there's many things that you can do. Right. But the products are irrelevant. I don't give a. What the product is today. Yes, we will do, but not right now. So now just put a dot. Just.

**23:43**  
Myself   
Yeah, yeah. It's like a symbol. Okay.

**23:47**  
Ed (manager)  
Yeah. A generic product sign or something. It doesn't matter. But the point being. And in fact, I would declutter that way. So I don't need to know that this one is marble, gold and this one is marble. But that's actually distracting. Right.

**24:00**  
Myself   
We come on to it.

**24:02**  
Ed (manager)  
Don't get me wrong, we will come on to it. But for me, for now, it's just. I want to see. I Can see the coloring of when, where the sales are. And I can see all the products that are align with that. And over here I can see what it should be or what the demand is. Sorry, it's demand. So this is the demander for sales here and here and different sizes. And therefore your products, you don't even need to put the products on yet. You can just do the demand.

**24:28**  
Myself   
That's. Yeah, that's what I was basically, you know, a differentiating thing.

**24:35**  
Ed (manager)  
And then. Because then we can go, okay, with the new products, we can just overlay our. You don't even need to do it scientifically. We can, we can say look to achieve all this sales.

**24:44**  
Myself   
Yeah, but we've got to show them a good example too then. Because that's the whole point. Yeah. Because yeah, we have to like make them see that, you know, when it is, it matches, you know, you get the checks.

**24:59**  
Ed (manager)  
This is my whole point. So you know, like. Yeah, so. So you basically got, you've got two pictures that look immediately then go, okay, they're the same. They are the same. Right? Yeah, that's Kuwait.

**25:11**  
Myself   
Yeah, Example.

**25:12**  
Ed (manager)  
It's great. It's fine. And you go look. And because of that you've driven market share of whatever. Right. I think it's more unfortunate. But anyway, double check this and then you look at juju and the colors or the map is completely different.

**25:30**  
Myself   
Nothing's mentioning the same at all.

**25:32**  
Ed (manager)  
It's like you, it's like you've inverted it or you've turned it around or something. Right. And your market share is 10% right. Now we're not saying that it's all down to that, but we are saying you've got the wrong portfolio to serve the demand. So this is actual sales. This is demand based off our nice categorizations, category ABC and D. Yeah.

**25:57**  
Myself   
Okay. I mean that is, I think the simplest way to put it. But like we're just doing it for one category, right? Start with C. Okay. Okay. Because otherwise it would just.

**26:16**  
Ed (manager)  
Get star with C will then iterate it. Because I, I'm telling you what I foresee the solution to be. But I mean it might not work. I don't know. You need to try before we get the answer. So start with C because I promise you, if we can make it work for C, all the other A is doing is just improving that we could just do a C and move on and be fine. This is what your passengers want done. But what we're actually saying is this is what your passengers want and we're taking a little flavor of what your competitor set is doing and we are taking a little flavor of what other markets similar markets are doing and we are taking a little flavor about the ones.

**26:59**  
Myself   
Yeah, well, I mean at the end of the day they are all like saying the same thing from a different, you know, like with different words. Like what is sold is exactly what passengers want. You know.

**27:14**  
Ed (manager)  
And this is why I think do C to begin with.

**27:17**  
Myself   
Yeah, yeah, I think. Yeah.

**27:18**  
Ed (manager)  
Because maybe we just leave it with C for now. I don't know. Maybe we just look.

**27:23**  
Myself   
I mean I, I think the others also like touched into those, you know, like details or like.

**27:31**  
Ed (manager)  
Exactly. So when you come to actual recommendations of delist this product, add this product, when we evolve it further, that's when I think A, B and D come into it a bit more. Right. Yeah, I, I agree but I would start with C because what. That's the best one this passenger makes of other. The markets they're coming from, right?

**27:54**  
Myself   
Yeah. Markets, passengers. And in the in CV we even have the domestic markets mix info.

**28:05**  
Ed (manager)  
That's what I'm saying. It's domestic preference. We're saying your passengers are coming from markets that. Assuming that PMI is correcting those markets the assumption anyway. And, and we're serving you. I like C the most. I think C is the most understandable and it's the most consumer focused. Whereas the others are a little bit.

**28:25**  
Myself   
Like you can best them part of it.

**28:27**  
Ed (manager)  
I should re. Listen to them. You are wrong. So why are we listening to you and other locations around maybe equally. Right. So C is nice because it's the most focused on demand.

**28:39**  
Myself   
Yeah, I think that is the most like correct I think or like the. The most. How to say that like targeted.

**28:53**  
Ed (manager)  
Yeah.

**28:53**  
Myself   
Area that we can.

**28:55**  
Ed (manager)  
I think I know what you mean. Yeah, I agree. I agree. I think it's the best. So start with C. Whether we change it or not or add it or whatever, we'll see. But let's start with that. So I think try and get that. That grid and do the kind. Kind of.

**29:08**  
Myself   
Yeah.

**29:09**  
Ed (manager)  
Exercise sales versus demand. Just do it for both QA and gg.

**29:14**  
Myself   
Yeah, yeah. Let me, let me just like confirm those numbers again.

**29:19**  
Ed (manager)  
Please confirm the market share numbers. Post360 portfolio.360. Ask the other guys in the team for help Management report has it in as well. I think so Have a look. And you can always ask Bhatti like where how does he see it, you know. Are you looking in the right place? Please do ask.

**29:41**  
Myself   
No, no, I do ask for help.

**29:43**  
Ed (manager)  
Yeah, yeah. No, Very good. And then we can hopefully Kuwait is as high as I think it is, which is about 75% and hopefully G2 is as low as I think it is, which is about 12 or something like that. Because. Perfect. Because this literally, it's nicely in our retinue, right, we're saying you get a great range, you've got good market share, you got bad range, bad market share. Now we know that market share is not just within my range. It's pricing, it's better, it's lots of things, but that's what we're trying to showcase here. Yeah, look. Thank you. It's really good. Good start. I loving some of these charts but I, I, I think that we probably just need to head off, focus.

**30:28**  
Myself   
Focus more on the product. All right. Yeah, I'll see you in a bit.

**30:34**  
Ed (manager)  
Iterate me. Don't feel like you need to finish everything before you iterate.

**30:38**  
Myself   
No, I mean it's, now that we've, I mean I've kind of, we've chopped it down to two locations because as I said, like I, I ran the code for every location so that I can get in, you know, get these two. But now that I have these two, it's so much easier. I'll, I'll iterate it hopefully soon.

**30:59**  
Ed (manager)  
Very good. Cheers.

**31:00**  
Myself   
All right, have a nice one. I'll see you soon.

**33:24**  
Ed (manager)  
There.

**34:15**  
Myself   
It's, it's.