

Floral Dept — 1-Page Operations Playbook

1) Goals (daily)

- **OOS < 2% • Waste% < 8% • Protect margin.**
 - Use the dashboard tiles (Units, Waste%, Holiday, Promo Uplift) to decide **order amount** and **markdowns**.
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2) Roles & cadence

- **AM Lead (10 min):** check tiles, set orders, note risks.
 - **PM Closer (10 min):** apply markdown ladder, tidy shelves, log actions.
 - **Weekly:** Mon KPI review; Fri lock next-week holiday plan.
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3) Ordering (AM, 10–15 min)

- Start with **weekday average units by SKU**.
 - **Adjust** for:
 - **Promo uplift** (use chart by SKU).
 - **Holiday factor** (Bouquet high, Arrangement medium, Plant low).
 - **Safety**: add small buffer for on-hand uncertainty.
 - **Do not** order below daily safety or above case-pack limits without reason.
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4) Shelf standards (all day)

- FIFO; place new stock with date labels facing out.
 - Keep bouquets **full**, arrangements **¾ full**; move slow items to promo spot.
 - Add signage when promo uplift > ~25%.
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5) Holiday window (Valentine's / Mother's Day)

- **T-7 to T-3:** build to ~2.0–2.5× baseline; confirm extra space/staff.

- **T-2 to T:** check hourly, keep endcaps full; trim late orders if needed.
 - **T+1 to T+3:** shift to aggressive markdowns; return to baseline.
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6) Markdown ladder (PM, 10 min)

- **Trigger:** item aging to last day **or** Waste% trend > 30% **or** on-hand well above safety.
 - **Default ladder:**
 - Early PM: **15%** (aim \leq 50% of units)
 - Final 4–7 pm: **30% → 50%** if still heavy
 - Never price under floor margin; use **bundles** before very deep cuts. Log markdowns.
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7) Exceptions (quick rules)

- **Quality** issue → markdown to clear; log claim if needed.
 - **Runaway seller** → if noon sell-through > 70%, shift **50%** of tomorrow's order to it.
 - **Space tight** → prioritize SKUs with best **margin × velocity**.
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8) Weekly KPIs (15 min)

- Review **Waste% by category, Units vs baseline, OOS, Promo uplift realized, Post-holiday sell-through**.
 - Actions guide:
 - High Waste% → tighter orders, earlier markdowns
 - High OOS → add safety / earlier production
 - Low post-holiday sell-through → strengthen final-day markdown
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9) Daily checklists

Opening (5 min)

- Scan dashboard tiles.

- Confirm promo/holiday status and signage.
- Spot-check fronts, pull forward, date-face.

Midday (5 min)

- Refill high sellers.
- Move slow SKUs to promo spot.
- Recheck orders if demand shifts.

Closing (10 min)

- Apply markdown ladder.
- Pull past-date, tidy, log markdowns and notes.