

Summarised Balanced Scorecard Sep 15

Financial

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Total Sales (inc Gas & Rebates)	£7,094,924	£8,380,568	↓ -15.3%	£45,347,285	↓ -0.2%
Total Gross Margin	£1,725,709	£1,799,295	↓ -4.1%	£10,276,314	↓ -1.3%
Total Expenditure	£1,395,064	£1,554,381	↓ -10.2%	£8,746,653	↓ -2.8%
Surplus	£330,644	£244,914	↑ 35.0%	£1,529,661	↑ 8.4%
Net Profit Margin %	4.66%	2.92%	↑ 1.74pp	3.37%	↑ 0.27pp

Rolling 12 months.....

Net Profit Margin %	2.85%	2.05%	↑ 0.80pp
Asset Turnover	4.1	4.2	↓ -0.1
ROCE	11.74%	8.71%	↑ 3.03pp

Full year up to Aug 15 data....

	No. FTE at Aug 15 month end...	Cum FTE days lost	Cum days lost per FTE	LY days lost per FTE	Var to LY days lost per FTE
Sickness Rate	340	4,095	12.0	9.0	↓ -3.0

Highlights

Finance & IT

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Proportion of E Orders	19%	20%	↓ -0.68pp	19%	↓ -0.82pp
Proportion of E Invoices	28%	20%	↑ 7.73pp	25%	↑ 5.25pp
Web Sales	£624,543	£666,232	↓ -6.3%	£4,084,337	↑ 20.5%

Commercial

	Actual	Budget /LY	Var	YTD Actual	YTD Var
New Customers	122	80	↑ 42	605	↑ 85
	Target	Q1	Q2	Q3	Q4
Customer Satisfaction Rate	2.4/4	3.15/4	0.0%	0.0%	0.0%
% Renewed on time	90%	93%	0.0%	0.0%	0.0%

Operations

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Lines picked per hour	31	22.5	↑ 9	28	↑ 6
Agency Cost	£90,817	£84,582	↓ -7.4%	£639,665	↓ -45.5%
Calls Abandoned	3.5%	3.0%	↓ -0.46pp	3.0%	↓ -0.00pp

Operations Balanced Scorecard Sep 15

Financial

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Stock Sales	£3,907,826	£4,568,078	↓ -14.5%	£24,045,813	↓ -4.6%
Margin £	£1,061,932	£1,195,923	↓ -11.2%	£6,146,841	↓ -6.4%
Margin %	27.17%	26.18%	↑ 0.99pp	25.56%	↓ -0.49pp
Orders	40,088	43,795	↓ -8.5%	188,831	↓ -9.0%
AOV	£97.48	£93.61	↑ £3.87	£127.34	↑ £11.34
Stock Turnover (weeks)	7.99	8.91	↑ 0.9		

Operational

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Lines Picked (CS only)	235,057	250,251	↓ -6.1%	1,267,437	↓ -7.8%
Warehouse Processing Cost per Order (inc Select, Goods In and Goods Out)				£8.48	
*Transport Cost per Drop				£14.20	
Processing & Transport Cost per Order				£22.68	
Wages & Salaries	£305,220	£315,020	↑ 3.1%	£1,819,585	↑ 7.1%
Agency Cost	£90,817	£84,582	↓ -7.4%	£639,665	↓ -45.5%
Productive Hours worked	7,489			44,745	
Lines picked per hour	31	22.5	↑ 9	28	↑ 6
Error rate	3%	2%	↓ 1.00pp	4%	↓ 2.25pp

Customer

Physical Stock £	Allocated Stock £	Avail Stock £	% Avail
£5,360,748	£238,604	£5,122,135	98.67

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Calls Abandoned	3.5%	3.0%	↓ -0.46pp	3.0%	↓ -0.00pp
FeeFo Feedback	97%	95%	↑ 2.00pp	97%	↑ 1.83pp

Employees

	Actual	Budget /LY	Var	YTD Actual	YTD Var
No. of staff forum meetings	1	1	↑ 0.0	6	↑ 0.0
Accidents	5			17	
Near Misses	0			6	

Full year up to Aug 15 data....

	No. FTE at Aug 15 month end...	Cum FTE days lost	Cum days lost per FTE	LY days lost per FTE	Var to LY days lost per FTE
Sickness Rate	180	3,222	17.9	9.5	↓ -8.5

* Transport costs include Carrier, Drivers Pay, Agency, Fuel, Repair & Maintenance, Licences, Tyres, Hire & Insurance

Finance & IT Balanced Scorecard Sep 15

Financial

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Stock & Direct Sales	£5,893,320	£6,923,217	↓ -14.9%	£33,923,633	↓ -3.4%
Margin £	£1,313,794	£1,466,868	↓ -10.4%	£7,313,750	↓ -5.1%
Margin %	22.29%	21.19%	↑ 1.11pp	21.56%	↓ -0.39pp
Orders	47,356	51,993	↓ -8.9%	221,537	↓ -8.0%
AOV	£124.45	£124.93	↓ -£0.48	£153.13	↑ £10.70
Stock Turnover (weeks)	7.99	8.91	↑ 0.9		
Debtor Days	44	49	↑ 5		
Creditor Days	47	41	↑ 7		
Finance & IT Costs	£159,981	£163,927	↑ 2.5%	£876,471	↑ 8.1%

Efficiency

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Proportion of E Orders	19%	20%	↓ -0.68pp	19%	↓ -0.82pp
Proportion of E Invoices	28%	20%	↑ 7.73pp	25%	↑ 5.25pp
Web Sales	£624,543	£666,232	↓ -6.3%	£4,084,337	↑ 20.5%
System Availability	100%	100%	↑ 0.0%	100%	↑ 0.0%

Employees

Full year up to Aug 15 data....

	No. FTE at Aug 15 month end...	Cum FTE days lost	Cum days lost per FTE	LY days lost per FTE	Var to LY days lost per FTE
Sickness Rate	30	96	3.1	19.8	↑ 16.7

Commercial Balanced Scorecard Sep 15

Catalogue Metrics

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Stock Sales	£3,907,826	£4,568,078	↓ -14.5%	£24,045,813	↓ -4.6%
Stock Margin £	£1,061,932	£1,195,923	↓ -11.2%	£6,146,841	↓ -6.4%
Stock Margin %	27.17%	26.18%	↑ 0.99pp	25.56%	↓ -0.49pp
Direct Sales	£1,985,494	£2,355,139	↓ -15.7%	£9,877,820	↓ -0.4%
Direct Margin	£251,862	£270,945	↓ -7.0%	£1,166,909	↑ 2.3%
Direct Margin %	12.69%	11.50%	↑ 1.18pp	11.81%	↑ 0.31pp
New Customers	122	80	↑ 42	605	↑ 85
Supplier Funding £	£907	£5,000	↓ -81.9%	£797,507	↑ 2.2%

Framework

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Rebate Revenue	£373,429	£291,856	↑ 27.9%	£2,076,786	↑ 21.9%

	Target	Q1	Q2	Q3	Q4
% Renewed on time	90%	93%	0.0%	0.0%	0.0%
E tendering usage vs. paper tendering	40%	100%	0.0%	0.0%	0.0%
Number of contracts awarded to SMEs as a % of no of contracts awarded		78%	0.0%	0.0%	0.0%

Customer Engagement

	Current Month	YTD
Comms Newsletters	1	4
Focus Groups Held	0	0

	Target	Q1	Q2	Q3	Q4
Customer Satisfaction Rate	2.4/4	3.15/4	0.0%	0.0%	0.0%

Employees

Full year up to Aug 15 data....

	No. FTE at Aug 15 month end...	Cum FTE days lost	Cum days lost per FTE	LY days lost per FTE	Var to LY days lost per FTE
Sickness Rate	116	768	6.6	6.4	↓ -0.2

Procurement Challenges

	Target	Q1	Q2	Q3	Q4
% of challenges against % of completed procurements	10%	0.0%	0.0%	0.0%	0.0%