



Typical KPI Values By Retail Segment

Department Stores

EU

Measure	Department Stores
Gross Margin (%)	37.0%
Net Profit Margin (%)	2.0%
Staff % Sales	15.10
Sales per store £	15,000,000
Stockturns	6.00
Markdown %	12.0%
Shortage %	1.50
Sale per FTE £	87500.00
Expense %	36.0%

USA

Measure	Department Stores
Gross Margin (%)	35.0%
Net Profit Margin (%)	3.4%
Staff % Sales	13.71
Sales per store \$	26,600,000
Stockturns	3.50
Markdown %	18.2%
Shortage %	1.30
Sale per FTE \$	117,100
Expense %	27.0%



Mass Merchants

EU

Measure	Mass Merchants
Gross Margin (%)	40.0%
Net Profit Margin (%)	7.0%
Staff % Sales	12.50
Sales per store £	2,600,000
Stockturns	9.00
Markdown %	5.0%
Shortage %	2.00
Sale per FTE £	57000.00
Expense %	33.0%

USA

Measure	Mass Merchants
Gross Margin (%)	27.5%
Net Profit Margin (%)	4.8%
Staff % Sales	9.00
Sales per store \$	16,000,000
Stockturns	4.50
Markdown %	5.0%
Shortage %	2.00
Sale per FTE \$	125,000
Expense %	21.0%



Large Format Specialty

EU

Measure	Home Improvement	Office Supplies	Home Décor	Consumer Electronics	Furniture (From Stock)	Furniture (No Stock)	Garden Centres
Gross Margin (%)	40.0%	40.0%	40.0%	0.3%	50.0%	50.0%	40.0%
Net Profit Margin (%)	7.3%	3.3%	4.1%	6.9%	11.5%	2.7%	12.5%
Staff % Sales	14.3	14.0	18.6	9.7	7	12.5	19.4
Sales per store £	5,200,000	2,500,000	840,000	3,200,000	6,000,000	3,400,000	2,200,000
Stockturns	7.40	5.90	6.20	8.00	24	13	6
Markdown %	8.0%	7.0%	10.0%	8.0%	10.0%	8.0%	6.0%
Shortage %	2.00	2.00	2.00	2.50	2	1.5	2
Sale per FTE £	90000.00	71,000.00	61000.00	131000.00	200000	125,000	75,000
Expense %	32.0%	36.0%	35.0%	28.0%	38.0%	47.0%	28.0%

USA

Measure	Home Improvement	Office Supplies	Home Décor	Consumer Electronics	Furniture (From Stock)	Furniture (No Stock)
Gross Margin (%)	28.5%	25.0%	37.5%	24.5%	45.0%	48.0%
Net Profit Margin (%)	4.5%	3.5%	7.0%	3.5%	6.5%	3.6%
Staff % Sales	12.30	9.00	11.00	8.00	7	10.5
Sales per store \$	14,000,000	5,000,000	3,900,000	17,103,000	4,000,000	6,600,000
Stockturns	4.00	5.50	3.35	5.00	3	4
Markdown %	8.0%	7.0%	10.0%	5.0%	10.0%	8.0%
Shortage %	2.00	2.00	2.00	2.00	2	1.5
Sale per FTE \$	275,000	200,000	120,000	240,500	170,000	107,000
Expense %	21.0%	25.0%	33.0%	20.4%	33.0%	44.0%



Small Format Specialty

EU

Measure	Fashion Specialty	Toys	Jewelry	Shoes	Hard Goods Specialty
Gross Margin (%)	45.0%	40.0%	50.0%	50.0%	35.0%
Net Profit Margin (%)	10.0%	3.2%	7.0%	4.1%	3.9%
Staff % Sales	12.30	8.7	21.8	16.20	13.00
Sales per store £	824,250	1,300,000	570,000	450,000	3,300,000
Stockturns	7.30	7.6	2.7	6.10	8.50
Markdown %	15.0%	10.0%	10.0%	8.0%	5.0%
Shortage %	2.00	3	2	2.00	2.00
Sale per FTE £	68925.00	87,000	80,000	33000.00	104000.00
Expense %	40.0%	36.0%	43.0%	45.0%	32.0%

USA

Measure	Fashion Specialty	Toys	Jewelry	Shoes	Book Stores	Hard Goods Specialty
Gross Margin (%)	36.2%	33.0%	50.0%	33.0%	27.0%	41.0%
Net Profit Margin (%)	4.9%	1.0%	7.0%	4.3%	2.6%	3.9%
Staff % Sales	8.90	8	17	14.00	9	9.00
Sales per store \$	2,071,000	1,100,000	1,000,000	1,850,000	2,554,000	1,600,000
Stockturns	6.50	2	1.3	4.20	2.15	2.40
Markdown %	24.3%	10.0%	10.0%	8.0%	6.0%	7.4%
Shortage %	1.26	3	2	2.00	2	1.76
Sale per FTE \$	124,800	100,000	140,000	125,000	118,950	120,000
Expense %	29.0%	24.0%	36.0%	27.0%	21.0%	32.0%



Food and Drug

EU

Measure	Supermarket	Convenience Stores	Drug Stores
Gross Margin (%)	24.0%	25.0%	35.0%
Net Profit Margin (%)	2.3%	3.0%	6.0%
Staff % Sales	10.20	14.00	13.50
Sales per store £	19,000,000	810,000	1,470,000
Stockturns	18.50	16.00	6.80
Markdown %	1.5%	2.0%	3.0%
Shortage %	1.00	2.00	1.50
Sale per FTE £	90000.00	65000.00	75000.00
Expense %	21.0%	22.0%	29.0%

USA

Measure	Supermarket	Convenience Stores	Drug Stores
Gross Margin (%)	25.0%	25.5%	24.0%
Net Profit Margin (%)	2.3%	6.0%	3.7%
Staff % Sales	9.00	12.00	11.50
Sales per store \$	9,000,000	622,000	6,000,000
Stockturns	10.00	16.00	5.40
Markdown %	0.5%	2.0%	3.0%
Shortage %	2.00	2.00	1.50
Sale per FTE \$	175,000	300,000	185,000
Expense %	19.8%	12.2%	20.0%

