

Two years, four stores, one scorecard.

What changes when a retail business installs the right measures, reviews them every week, and lets the numbers decide where to act. The starting point is a real multi-location retailer; the two years that follow are the path we would expect.

The retailer's name is withheld. Every starting figure comes from its actual sales, time clock, QuickBooks and bank records. The 24-month path is a projection built from those numbers, not a measured result, and what your business achieves depends on your business.

The starting point (real)

- Four specialty stores in two regions, about \$5 million a year in sales
- Sales reported by store; nobody could say what each store kept
- Sales reached 68% of goal in August and 48% in September
- September sales fell 30% below August, across every store
- Pay ran 43 cents of every sales dollar in one region
- Three of four stores earned \$50–80 of sales per staff hour, against \$120 needed
- Three sellers produced 78% of one store's sales
- Sales and bank deposits differed by 10–19% in several months

Where the path leads (projected)

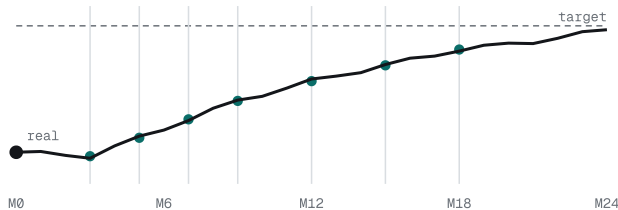
- Sales near \$6.4 million, at about 99% of realistic goals
- Every store's contribution visible monthly
- Pay near 30 cents on the dollar, hours scheduled to traffic
- Sales per staff hour near \$120 in every store
- No store depends on three people for more than about 58% of sales
- Sales tie to the bank within about 2%
- Warning lights flag a slip within the week

The numbers, month by month

The filled dot is real (month 0). The line after it is the projected path, the dashed line is the target, and the markers are decisions the scorecard would prompt.

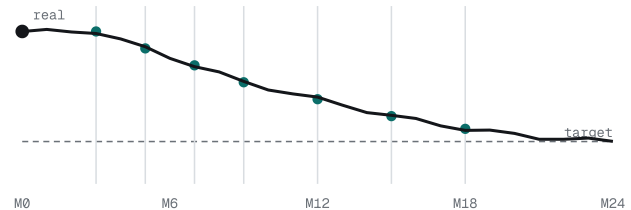
SALES VS GOAL

68% → 99%



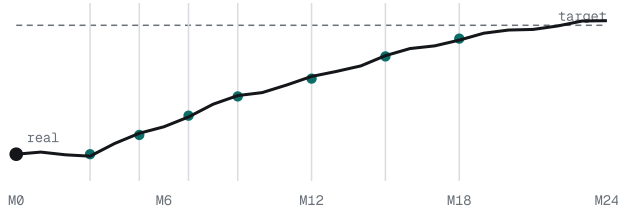
PAY AS % OF SALES

43% → 30%



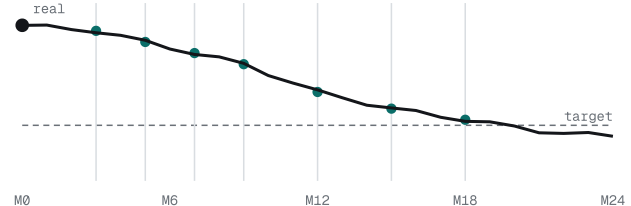
SALES PER STAFF HOUR

\$62 → \$122



TOP 3 SELLERS' SHARE

78% → 58%



The path

Each change is prompted by a number moving the wrong way, not by a hunch.

MONTHS 0-3

See it

Install the operating system

In 60 days B8 joins the point-of-sale system, the time clock, payroll and accounting into one scorecard. Targets are set from the company's own data and goals. For the first time the owners can see, store by store and month by month, what each store earns, spends and keeps.

WHAT THE SCORECARD SHOWS

Sales at 68% of goal; pay at 43% of sales in one region; sales that do not tie to the bank.



WHAT TO DO

Set targets, start a thirty-minute review every week, and name one owner for each number.

MONTHS 4-9

Stop the leaks

Fix what the numbers point at

The easy wins surface first, because they are visible for the first time.

TRIGGER · SALES PER STAFF HOUR \$50-80 VS \$120 TARGET

Coverage is spread evenly across days while Friday and Saturday carry the most sales.



CHANGE

Move hours to match traffic by day and shift. Cut dead hours, add peak coverage.

TRIGGER · SALES VS BANK GAP OF 10-19%

Part of one store's sales settles through another account and is never reconciled.



CHANGE

Map the accounts and add a daily tie-out so the gap closes.

TRIGGER · PAY 43% OF SALES IN ONE REGION

Pay does not flex with slow and busy weeks.



CHANGE

Reset pay to a draw against commission, with quarterly goals tied to the scorecard.

MONTHS 10-18

Steer

Use the numbers to decide, not to report

With two clean quarters of history, the owners start deciding ahead of the problem.

TRIGGER · SALES DOWN 30% IN A MONTH

Today a drop like that shows up weeks later, in the books.



CHANGE

Weekly warning lights flag it inside the week, while it can still be acted on.

TRIGGER · TOP THREE SELLERS AT 78% OF A STORE'S SALES

One resignation would be a revenue event.



CHANGE

Backup coverage, cross-training and a bonus for the fourth through sixth sellers.

TRIGGER · RENT ABOVE 20% OF SALES IN ONE REGION

Some months the lease costs more than the sales can support.



CHANGE

Take the scorecard to the landlord as the case for new terms.

MONTHS 19-24

Compound

From fixing to growing

Goals are reset every quarter from actuals, so they stay realistic. By now the company has twenty-four months of numbers it can defend to a lender, a landlord or a buyer.

Before and projected

Month 0 is measured. Months 12 and 24 are projections.

MEASURE	MONTH 0 · REAL	MONTH 12 · PROJECTED	MONTH 24 · PROJECTED
Sales vs goal	68%	86%	99%
Annual sales	\$5.2M	\$5.8M	\$6.4M
Sales per staff hour, weaker stores	\$62	\$96	\$122
Pay as % of sales, highest region	43%	35%	30%
Top 3 sellers' share, largest concentration	78%	66%	58%
Sales vs bank gap	up to ±19%	±4%	±2%

What would your two years look like?

Twenty minutes is enough to see where your first three triggers would be.