



HELPING RURAL GROCERY STORES TRANSITION THROUGH COOPERATIVE FORMATION

Creating Tools to Strengthen Communities

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OUR TEAM



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NEBRASKA COOPERATIVE DEVELOPMENT CENTER NCDC

For over 20 years, the UNL NCDC has been working with startup and established “multi-owner” businesses throughout the state.

NCDC is Nebraska’s center for cooperative based business development. NCDC facilitates the formation of new business ventures and growth of existing businesses by providing technical assistance, training and education programs.

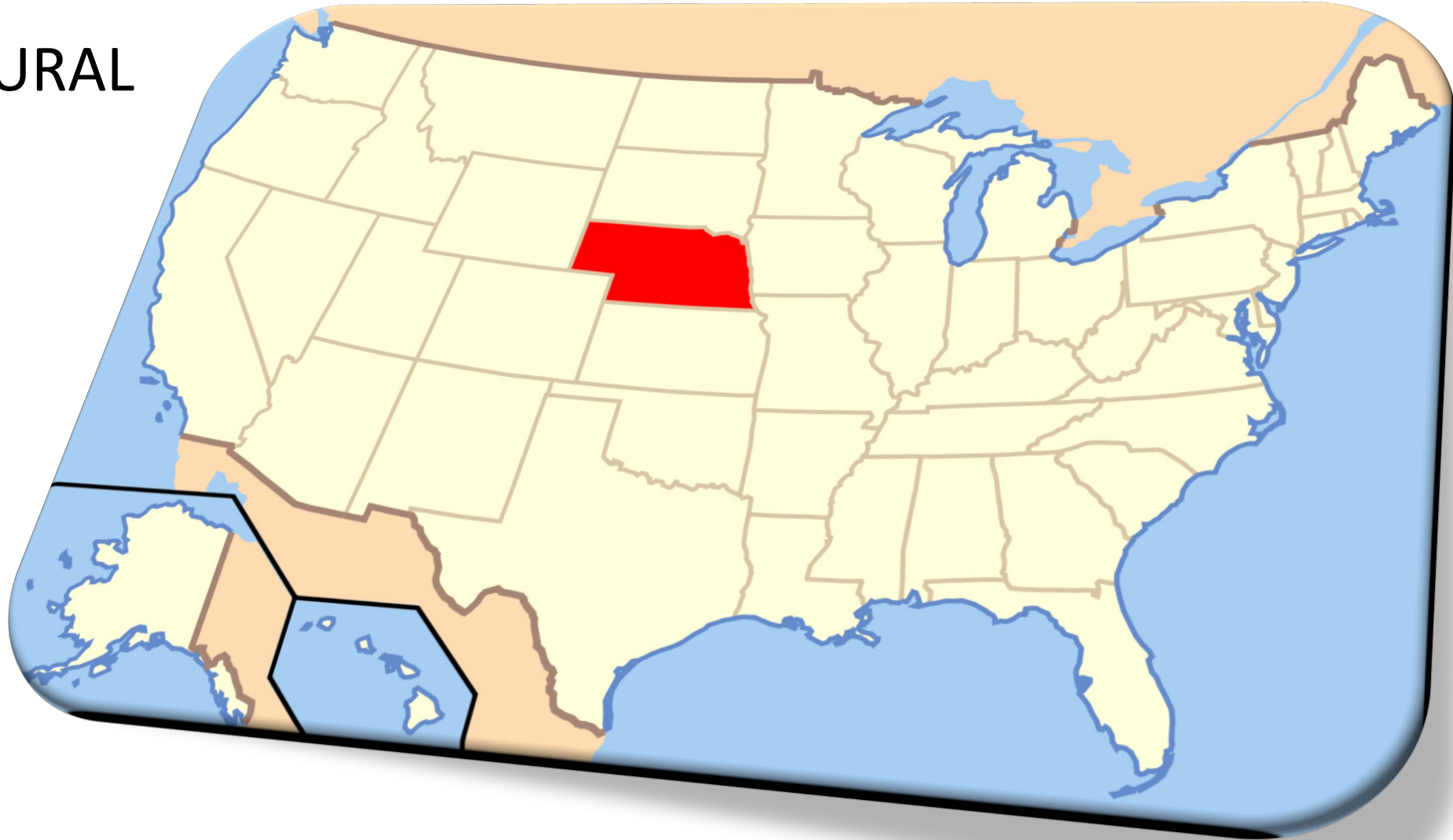
NCDC has worked with 39 communities exploring cooperative rural grocery stores since 2000.

Kool-Aid was invented in Nebraska



NEBRASKA IS RURAL

- Population 1.9 million
- 67 of 93 counties have population of less than 10,000

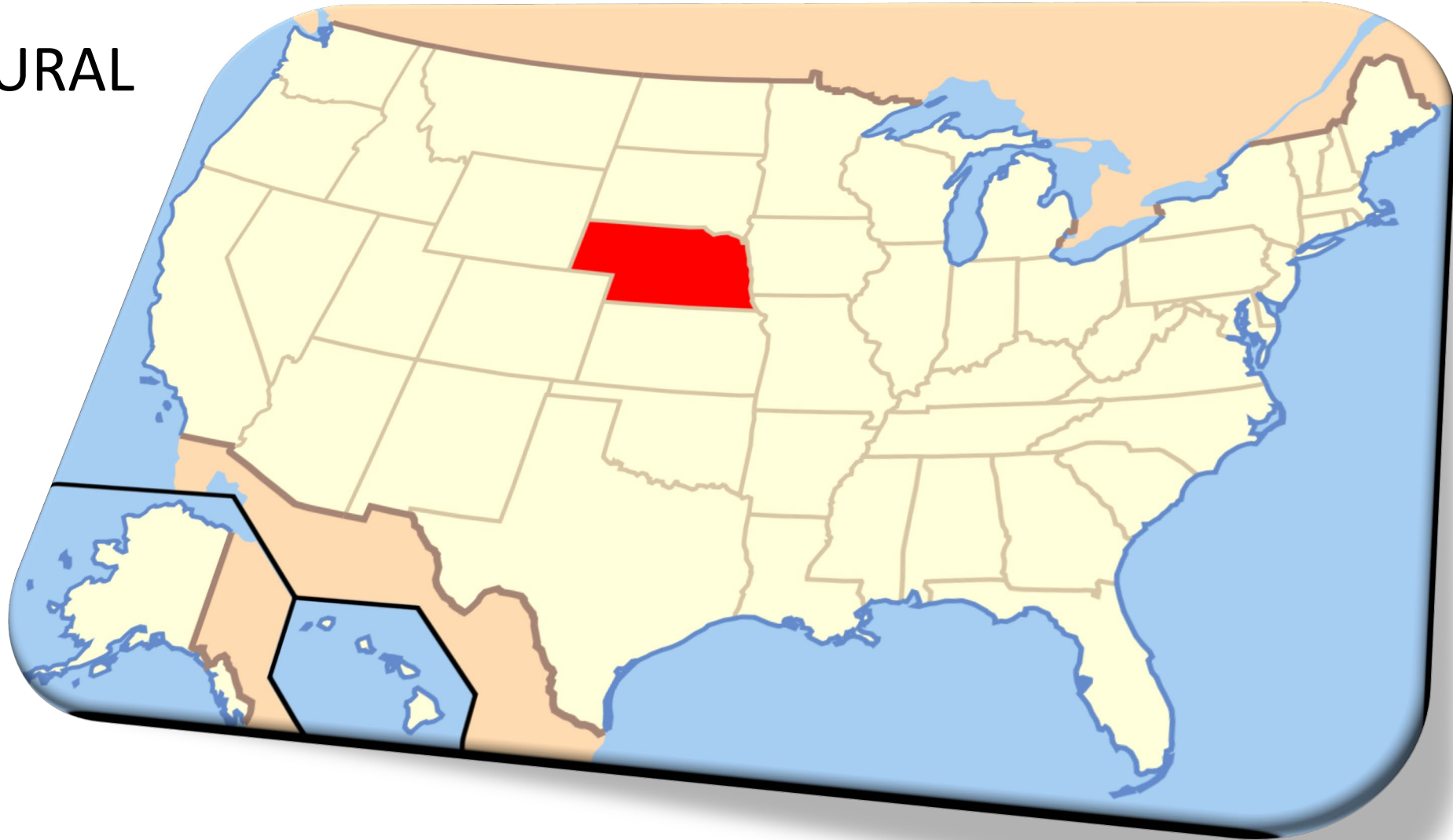


Nebraska Population Density 24.94/sq mile – Indiana Population Density 181/sq mile



NEBRASKA IS RURAL

- 580 Cities and villages
- 35 communities over 5,000 in population
- 250 communities under 500 in population



The self-proclaimed world's largest porch swing is in Hebron, Nebraska, it holds 25 adults. It's not on a porch.



BUSINESS TRANSITIONS – WE’VE ALL SEEN IT

UNDER New Management



GOING OUT OF BUSINESS
EVERYTHING MUST GO!
UP TO **70% OFF!**
LAST DAY

FIXTURES FOR SALE

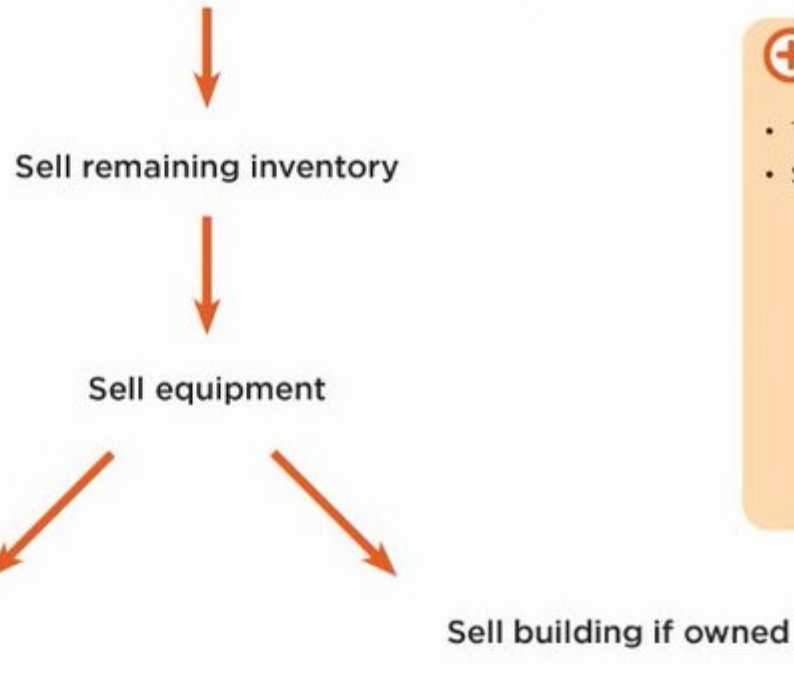
STORE FOR RENT



Every Business in Nebraska will go through a Business Transition

BUSINESS TRANSITIONS

Close Business - Liquidate



+ PROS

- The fastest exit strategy
- Simplest path to financial return, if any

- CONS

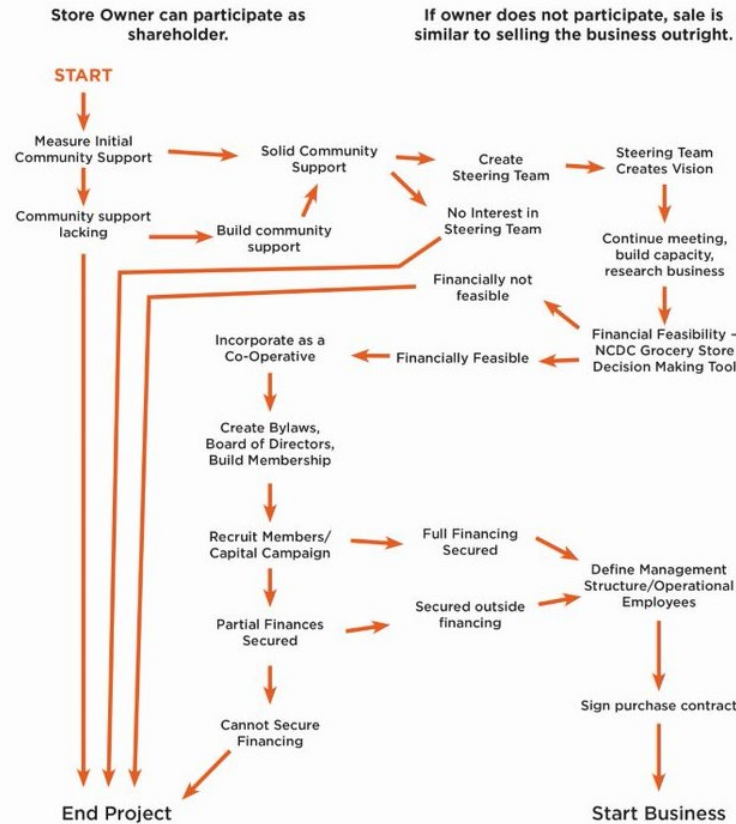
- Building empty, may not be sellable
- Receive the smallest value for the business
- Community loses service
- No longer building community wealth
- Community loses jobs
- Community loses tax revenue
- Loss of potential residents
- Lease/Rental Penalty

You can see a taxidermy Polar Bear and many other exotic animals at Ole's Steakhouse in Paxton, NE.



BUSINESS TRANSITIONS

Co-Operative



Due to the nature of business transitions all decisions and all business transfer types cannot be shown on this chart.

+ PROS

- Board is usually customers
- Smaller Investment
- Increased Community Support
- Community Retains Service
- Can receive value for business
- Can choose to donate and/or still be involved
- Can continue to build community wealth
- Retains community jobs
- Pass-through for tax purposes.

- CONS

- More individual shareholders
- Can be complicated building support and financing
- Can take a long time to complete process

Dr. Harold Edgerton of Aurora, Nebraska invented the Strobe Light.



BUILDING A COOPERATIVE – THE CHALLENGES

Forming Cooperatives:
Steering Teams
Needs Assessment
Feasibility and Market Study



Nebraska is the birthplace of Arbor Day

FEASIBILITY/VIABILITY – THE BIG QUESTION

How can NCDC help with the feasibility question?

Each cooperative builds their own financial projections.

Everyone misses something.

What if the projections change?

The steering team doesn't include an accountant.



Nebraska's Henry Doorly Zoo is home to the world's largest indoor rainforest.



FEASIBILITY – THE BIG QUESTION

How can NCDC help with the feasibility question?

By making giant Spreadsheets!

Startup Plan 22 5 17 .XLSX

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Cooperative Grocery Store Startup Plan Workbook

The workbook allows the cooperative to identify and track expenses, identify and track funding sources, and create a budget for the cooperative start-up phase which is usually a 12 to 18 month period before the licensed store would open.

Each worksheet features color-coded cells:

- White – user inputs data into cells
- Blue – user selected from dropdown menus
- Yellow – calculated data

Tab #2 – Expense Entry – this tab is used to identify all start-up expenses for the project.

Expense Type – the start-up expenses will generally fall into one of these types:

- Fund Raising – these expenses may include mailings, postage, and printing. Fund raising expense can be irregular or regular based upon when they are incurred and how they are recorded.
- Facilities – expenses related to the rental of storage or office space or the purchase of a building. Rental expense will occur on a regular schedule. Purchases are usually a one-time expense or could also be recorded as irregular.
- Utilities
- Equipment – equipment purchase made before store opening. These may include cookers, cash registers, shelving, linking beacons, they will be recorded as a one-time expense.
- Professional Services – legal, accounting, or other professional services.
- Personal – expenses related to the hiring of permanent or temporary staff. This includes wages, FICA/FUTA/SUTA taxes, and any benefits.
- Payroll Taxes – include FICA (Employers share of Social Security and Medicare Taxes), FUTA (Federal unemployment), and SUTA (State unemployment).

Category	Rate	Notes
Social Security	6.20%	
Medicare	1.45%	
FUTA	6.00%	1st \$7,000 in wages
SUTA	1.25%	NE 1st \$24k in wages. Varies by state contact state labor department for rate and enter acronym
Total for Nebraska	14.90%	

Additional categories can be added by typing into the most white colored cell.

Regular Expenses – are expenses that occur either once or monthly.

Expense Timing

- One-time – expenses that occur once, such as an equipment purchase
- Monthly – expenses that occur on a monthly schedule such as utilities
- Regular Expenses are recurring expenses that are not going to occur on a monthly basis. These expenses, like pest control may occur quarterly, unlike an electricity bill, which will occur monthly.

Tab #3 – Combined Expenses – this tab combines the expenses from the Expense Entry into a monthly flow for budgeting purposes.

Tab #4 – Funding Entry – this tab is used to identify start-up funding sources.

Funding Type

- Loans – can be bank loans, loans from community members.
- Stock once the cooperative begins to sell shares – they are recorded as either common or Preferred Stock
- Grants
- Gifts
- Additional categories can be added by typing into the most white colored cell.

Regular Funding – are either funding that occur once or monthly.

Funding Category (should this be the source name)

- One-time – recurring funding that are NOT monthly. Use the drop-downs (Blue colored cells) to select the Funding type and the month for One-time, or the beginning and ending month for monthly funding.
- Monthly – funds that are received on a monthly schedule.
- Irregular Funds may come from the proceeds of a long-term bank note or a sale of shares. These funds are something that will not occur regularly, like sales, which occur each month.

Tab #5 – Combined Funding – this tab combines the funding items from the Funding Entry into a monthly flow for budgeting purposes.

Tab #6 – Cash Flow – combines the information from Tab 3 and Tab 5 for a projected Start-up Cash Flow.

Printing

The print instructions in both files has been set so the print will be in black and white. You can view how each of the tabs will look when printed by clicking on the "Page Layout" region of the tool bar near the top of the page or the arrow in the right lower corner of that section of the Excel ribbon.

Operations Plan 22 3 16 .XLSX

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The Cooperative Grocery Store Operations Planning Workbook
by the University of Nebraska Agricultural Economics Department

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(Put Your Cooperative Name Here)

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Beginning Balance Sheet				Year-End Proforma Balance Sheet			
Current Assets		Current Liabilities		Current Assets		Current Liabilities	
Cash		Accounts Payable	0	Cash	0	Accounts Payable	0
Accounts Receivable	0	Revolving Credit	0	Accounts Receivable	0	Revolving Credit	0
Inventory	0	Current Loans	0	Inventory	0	Current Loans	0
		Current Portion LT Debt	0			Current Portion LT Debt	0
		Accrued Interest	0			Accrued Interest	0
		Taxes Payable	0			Taxes Payable	0
Total Current Assets	0	Total Current Liabilities	0	Total Current Assets	0	Total Current Liabilities	0
Other Assets		Other Liabilities		Other Assets		Other Liabilities	
Equipment	0	Term Debt (Not Current)	0	Equipment	0	Long Term	0
Furnishings	0			Furnishings	0		
Buildings	0			Buildings	0		
Miscellaneous	0			Miscellaneous	0		
Total Other Assets	0	Total Other Liabilities	0	Total Other Assets	0	Total Other Liabilities	0
Total Assets	0	Total Liabilities	0	Total Assets	0	Total Liabilities	0
		Stockholder Equity	0			Stockholder Equity	0

Annual Proforma Income Statement						
Division	Gross Income	COGS*	Labor	Overhead	Credit Card	N
Grocery	0	0	0	0	0	0
Produce	0	0	0	0	0	0
Meat	0	0	0	0	0	0
Dairy	0	0	0	0	0	0
Bakery	0	0	0	0	0	0
Deli	0	0	0	0	0	0
Personal Care	0	0	0	0	0	0
NonGrocery(Paper)	0	0	0	0	0	0
Spare	0	0	0	0	0	0
Total	0	0	0	0	0	0

Instructions | Process | Supplier | Financial | Cash Flow | Labor | Overhead | Grocery | Produce | Meat | Dairy | Bakery | Deli

Nebraska is the birthplace of the Reuben Sandwich.

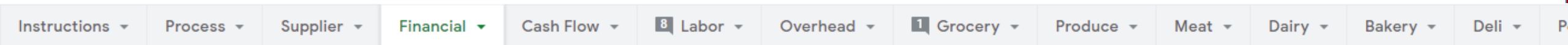


INTRODUCING THE CGSOPW!

OR GROCERY STORE DECISION TOOL

Highlights

- Two spreadsheets, one is the Startup Costs and Fundraising, the second is the operations plan.
- These are free tools that the steering team can use for financial projections.
- Instructions walk communities through the expected expenses
- Individual tabs cover each grocery department



- Labor and Overhead calculations are spread through each department
- An overall cash flow and a financial summary are automatically generated

I know you were expecting a Nebraska Fun Fact here, but there are already too many words on this slide. I couldn't add any more, it would be extremely bad PowerPoint design.

GIGO – GARBAGE IN = GARBAGE OUT

A feasibility plan or financial projections are only as good as the numbers that we put into them.

Data Sources:

Most recent financial statements

Local research, spending data

Call similar competitors who are not close

Grocery Store Suppliers



Nebraska is home to Union Pacific's Bailey Yard, the largest railroad classification yard in the world, handling 14,000 rail cars every day.

LET'S SEE THE SPREADSHEET

Cooperative Grocery Store Startup Plan Workbook

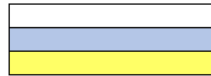
The workbook allows the cooperative to identify and track expenses, identify and track funding sources, and create a budget for the cooperative start-up phase which is usually a 12 to 18 month period before the targeted store grand opening.

Tabs include Expenses Entry and Combined Expenses for expense identification, tracking, and timing and Funding Entry and Combined Funding for funding identification, tracking, and timing. The final table a basic Cash Flow for the start-up period.

The spreadsheet assumes an 18-month timeline. The **Planned Grand Opening date and month is entered on the Combined Expenses tab.**

Each workbook sheet features color-coded cells:

- White – user inputs data into cell
- Blue – user selected from dropdown menus
- Yellow – calculated data



Tab #2 – Expense Entry – this tab is used to identify all start-up expenses for the project.

Expense Type – the start-up expenses will generally fall into one of these types:

- Fund Raising – these expenses may include mailings, postage, and printing. Fund raising expense can be irregular or regular based upon when they are incurred and how they are recorded.
- Facilities – expenses related to the rental of storage or office space or the purchase of a building. Rental expense will occur on a regular schedule; Purchases are usually a one-time expense or could also be recorded as irregular.
- Utilities
- Equipment – equipment purchase made before store opening. These may include coolers, cash registers, shelving. Unless leased, they will be recorded as a one-time expense.
- Professional Services – legal, accounting, or other professional services.
- Personnel – expenses related to the hiring of permanent or temporary staff. This includes wages, FICA/FUTA/SUTA taxes, and any benefits.
- Payroll Taxes – include FICA (Employers share of Social Security and Medicare Taxes), FUTA (Federal Unemployment), and SUTA (State unemployment).

Social Security	6.20%		
Medicare	1.45%		
FUTA	6.00%	1st \$7,000 in wages	
SUTA	1.25%	NE 1st \$24k in wages	Varies by state contact state labor department for rate and enter appropriate
Total for Nebraska	14.90%		

- Additional categories can be added by typing into the next white colored cell.

Regular Expenses – are expenses that occur either once or monthly.

Expense Timing

- One-time – expenses that occur once, such as an equipment purchase
- Monthly – expenses that occur on a monthly schedule such as utilities.

Irregular Expenses are recurring expenses that are not going to occur on a monthly basis. These expenses, like pest control may occur quarterly, unlike an electricity bill, which will occur monthly.

Tab #3 – Combined Expenses – this tab combines the expenses from the Expense Entry into a monthly flow for budgeting purposes.

Tab #4 – Funding Entry – this tab is used to identify start-up funding sources.

Step #1 – Identify Start-up Expenses (recorded on the Expense Entry tab), all expenses incurred before the Cooperative opens. Examples include:

- Back Office Equipment
- POS
- Legal Fees
- Training
- Marketing
- Accounting Services
- Licenses/Permits
- AWG Shares
- Starting Inventory
- Coolers
- Shelving
- Displays
- Salaries

Expenses are usually divided into one of five types:

- Fund Raising
- Facilities
- Equipment
- Professional Services
- Personnel

Additional types can be added by entering in the next white box.

After expenses are identified and entered in Column "C"; select expense type and indicate if it is a one-time expense or a monthly expense "regular" expense. If expense does not occur once or monthly, they are conserved "irregular." Irregular expenses are recorded in the appropriate column for the date of the expense.

Step #2 – Identify Funding Sources (recorded On the Funding Entry Tab), all sources (types) of monies that can be accessed BEFORE the Cooperative opens. Examples include:

- Common Stock
- Preferred Stock
- Grant

Nebraska is the only state in the union with a Unicameral Legislature, we only have State Senators.



LET'S SEE MORE!

Regular Expenses		One Time			Monthly			Irregular Expenses			
Expense Type	Expense Category	Expense Type	Month	Amount	Start	End	Amount	Expense Category	Jan-22	Feb-22	Mar-22
Fund Raising											
Facilities											
Equipment											
Professional Services											
Personnel											
Permits											
supplier											
Inventory											

Regular Funding		One Time			Monthly			Irregular Funding				
Funding Type	Funding Source	Funding Type	Month	Amount	Start Month	End Month	Monthly Amount	Funding Category	Jan-22	Feb-22	Mar-22	Apr
Loans												
Stock												
Grants												
Gifts												

Date	Monthly Totals		Running Balance
	Funding	Expenses	
Jan-22	0	0	0
Feb-22	0	0	0
Mar-22	0	0	0
Apr-22	0	0	0
May-22	0	0	0
Jun-22	0	0	0
Jul-22	0	0	0
Aug-22	0	0	0
Sep-22	0	0	0
Oct-22	0	0	0
Nov-22	0	0	0
Dec-22	0	0	0
Jan-23	0	0	0
Feb-23	0	0	0
Mar-23	0	0	0
Apr-23	0	0	0
May-23	0	0	0
Jun-23	0	0	0
Jul-23	0	0	0
Aug-23	0	0	0
Sep-23	0	0	0
Oct-23	0	0	0
Nov-23	0	0	0
Dec-23	0	0	0

Nebraska is the biggest producer and user of center pivot irrigation.

Bonus Fun Fact: At least one of our presenters has worked in a center pivot manufacturing plant in Nebraska.



WHAT ABOUT THE OPERATIONS PLAN

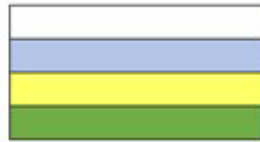
Cooperative Grocery Store Operations Planning Workbook

Workbook allows the cooperative to create Projected Financial Statements, a Labor Plan, Overhead Expense Plan, and Cash Flows for operational planning purposes. The cooperative can also track P&L for each department.

The planning operations workbook information can be used to build the beginning budget in an accounting software.

Each workbook sheet features color-coded cells:

- White – user inputs data into cell
- Blue – user selected from dropdown menus
- Yellow – calculated data
- Green – optional calculated data



Tab #1 - Financial statements – allows the cooperative to create:

- Beginning Balance Sheet
- Year End Pro-forma Balance Sheet
- Annual Pro-forma Income Statement

The Cooperative can also track actual:

- Accounts Receivable
- Equipment Investment
- Loans
- Accounts Payable
- Furnishing Expenses
- Taxes Payable – can include payroll taxes, sales tax, property tax, personal property tax.
- Inventory (beginning and ending)
- Building Expenses

Tab #2 – Projected Cash Flow

Projected Cash Flow - A cash flow statement is a financial statement that provides aggregate data regarding all cash inflows a company receives from its ongoing operations and external investment sources. It also includes all cash outflows that pay for business activities and investments during a given period.

Nebraska was the first state to complete its segment of the interstate system.





The Cooperative Grocery Store Operations Planning Workbook
by the University of Nebraska Agricultural Economics Department

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(Put Your Cooperative Name Here)

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Conventions

Beginning Balance Sheet			
Current Assets		Current Liabilities	
Cash		Accounts Payable	0
Accounts Receivable	0	Revolving Credit	0
Inventory	0	Current Loans	0
		Current Portion LT Debt	0
		Accrued Interest	0
		Taxes Payable	0
Total Current Assets	0	Total Current Liabilities	0
Other Assets		Other Liabilities	
Equipment	0	Term Debt (Not Current)	0
Furnishings	0		
Buildings	0		
Miscellaneous	0		
Total Other Assets	0	Total Other Liabilities	0
Total Assets	0	Total Liabilities	0
		Stockholder Equity	0

Year-End Proforma Balance Sheet			
Current Assets		Current Liabilities	
Cash	-33,480	Accounts Payable	0
Accounts Receivable	0	Revolving Credit	0
Inventory	0	Current Loans	0
		Current Portion LT Debt	0
		Accrued Interest	0
		Taxes Payable	0
Total Current Assets	-33,480	Total Current Liabilities	0
Other Assets		Other Liabilities	
Equipment	0	Long Term	0
Furnishings	0		
Buildings	0		
Miscellaneous	0		
Total Other Assets	0	Total Other Liabilities	0
Total Assets	-33,480	Total Liabilities	0
		Stockholder Equity	-33,480

Annual Proforma Income Statement						
Division	Gross Income	COGS*	Labor	Overhead	Credit Card	Net Income
Grocery	480,000	421,607	40,505	14,666	7,200	
Produce	240,000	235,294	40,505	2,933	3,600	
Meat	0	0	0	0	0	
Dairy	0	0	0	0	0	
Bakery	0	0	0	0	0	
Deli	240,000	190,476	44,559	2,933	3,600	
Personal Care	0	0	0	0	0	
NonGrocery(Paper)	0	0	0	0	0	
Spare	0	0	0	0	0	
Total	960,000	847,378	125,570	20,533	14,400	0

Nebraska is home to the world's largest hand planted forest: Halsey National Forrest



CASH FLOW

Cash Flow	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Beginning Balance		-2,790	-5,580	-8,370	-11,160	-13,950	-16,740	-19,530	-22,320	-25,110	-27,900	-30,690
Revenue	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Cash Expenses	82,790	82,790	82,790	82,790	82,790	82,790	82,790	82,790	82,790	82,790	82,790	82,790
Financed Funds	0	0	0	0	0	0	0	0	0	0	0	0
Ending Balance	-2,790	-5,580	-8,370	-11,160	-13,950	-16,740	-19,530	-22,320	-25,110	-27,900	-30,690	-33,480

Financial	(Enter loan advances as positive numbers and repayments as negative. A cell that turns grey indicates a payment has reduced a loan balance to less than zero.)											
Source	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total	0	0	0	0	0	0	0	0	0	0	0	0

Principal	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Source	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0

A group of Pugs is called a grumble.



CASH FLOW CONTINUED

Gross Income	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Percent of the Gross
Grocery	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	50%
Produce	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	25%
Meat													0%
Dairy													0%
Bakery													0%
Deli	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	25%
Personal Care													0%
NonGrocery(Paper)													0%
Spare													0%
Total	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	960,000

Cost of Goods Purchased	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Percent of COGP
Grocery	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	50%
Produce	19,608	19,608	19,608	19,608	19,608	19,608	19,608	19,608	19,608	19,608	19,608	19,608	28%
Meat	0	0	0	0	0	0	0	0	0	0	0	0	0%
Dairy	0	0	0	0	0	0	0	0	0	0	0	0	0%
Bakery	0	0	0	0	0	0	0	0	0	0	0	0	0%
Deli	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873	22%
Personal Care	0	0	0	0	0	0	0	0	0	0	0	0	0%
NonGrocery(Paper)	0	0	0	0	0	0	0	0	0	0	0	0	0%
Spare	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total	70,615	70,615	70,615	70,615	70,615	70,615	70,615	70,615	70,615	70,615	70,615	70,615	847,378

Labor	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Percent of Labor
Grocery	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	32%
Produce	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	32%
Meat	0	0	0	0	0	0	0	0	0	0	0	0	0%
Dairy	0	0	0	0	0	0	0	0	0	0	0	0	0%
Bakery	0	0	0	0	0	0	0	0	0	0	0	0	0%
Deli	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	35%

Man reached the Moon in 1969, wheels placed on Luggage 1972



CASH FLOW CONTINUED, PART 2

OverHead	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Percent of Overhead
Grocery	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	71%
Produce	244	244	244	244	244	244	244	244	244	244	244	244	14%
Meat	0	0	0	0	0	0	0	0	0	0	0	0	0%
Dairy	0	0	0	0	0	0	0	0	0	0	0	0	0%
Bakery	0	0	0	0	0	0	0	0	0	0	0	0	0%
Deli	244	244	244	244	244	244	244	244	244	244	244	244	14%
Personal Care	0	0	0	0	0	0	0	0	0	0	0	0	0%
NonGrocery(Paper)	0	0	0	0	0	0	0	0	0	0	0	0	0%
Spare	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total	1,711	1,711	1,711	1,711	1,711	1,711	1,711	1,711	1,711	1,711	1,711	1,711	20,533

Area	Square Feet	Percent of Area
Grocery	1,000	71%
Produce	200	14%
Meat		0%
Dairy		0%
Bakery		0%
Deli	200	14%
Personal Care		0%
NonGrocery(Paper)		0%
Spare		0%
Total	1,400	100%

Active	Yes / No	Percent of Active
Grocery	Yes	33%
Produce	Yes	33%
Meat	No	0%
Dairy	No	0%
Bakery	No	0%
Deli	Yes	33%
Personal Care	No	0%
NonGrocery(Paper)	No	0%
Spare	No	0%
Count of Active		3

Ashrita Furman (not from Nebraska) has set more than 600 world records and currently holds over 200.



DEPARTMENTS

Grocery	Area	Square Feet												
	Markup %													
	Shrink %													
	Credit Card %	0.00%	Rate Charged			Percentage of Sales								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Totals	
Gross Income													0	
COGS*	0	0	0	0	0	0	0	0	0	0	0	0	0	
Labor	0	0	0	0	0	0	0	0	0	0	0	0	0	
Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0	
Credit Card	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	

* Derivation of formula to calculate COG from Revenue, Markup, and Shrinkage can be found in the COGS section of the spreadsheet.

Labor	Allocation	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Manager	0%												
Stocker	0%												

Overhead	Allocation	Jan	Feb	Mar
	#DIV/0!			

Cleopatra lived closer to the computer age than to when the pyramids were built.



DEPARTMENTS

Grocery	Markup %	15%											Annual Totals
	Shrink %	1%											
	Credit Card %	150%	Rate Charged		3.00%	Percentage of Sales		50.00%					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Gross Income	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
COGS*	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	35,134	421,607
Labor	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	40,505
Overhead	29,751	29,751	29,751	29,751	29,751	29,751	29,751	29,751	29,751	29,751	29,751	29,751	357,014
Credit Card	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Net Income	-28,861	-28,861	-28,861	-28,861	-28,861	-28,861	-28,861	-28,861	-28,861	-28,861	-28,861	-28,861	-346,327

* Derivation of formula to calculate COG from Revenue, Markup, and Shrinkage can be seen in Note 1.

Labor	Allocation	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Manager	33%	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164
Asst Manager	33%	837	837	837	837	837	837	837	837	837	837	837	837
Cashier	45%	885	885	885	885	885	885	885	885	885	885	885	885
Deli	0%	-	-	-	-	-	-	-	-	-	-	-	-
Stocker	50%	489	489	489	489	489	489	489	489	489	489	489	489

Overhead	Allocation	Jan	Feb	Mar	Apr
Electricity	71%	143	143	143	143
Advertising	33%	28,888	28,888	28,888	28,888
POS Monthly fee- set	50%	5	5	5	5
Insurance Expense	71%	119	119	119	119
Miscellaneous	71%	36	36	36	36
Office Supplies	71%	77	77	77	77
Pest Control	71%	62	62	62	62

The annual number of sharkbites worldwide is 10 times less than the number of human to human bites in New York.



The human heart
beats more than 2.5
billion times in a
lifetime.
Thanks for spending
1625 of those
heartbeats with us.



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