Mistlight

Illustrative figures. Not a client's data.

ONE-PAGE EXAMPLE · MARGIN BRIDGE

Why margin moved

The same supplier of household and personal-care products, six products and five grocery chains, this year against last. Gross margin after all trade terms fell by EUR 407 thousand, from 22.5% to 20.5% of net-net sales.

THE HEADLINE

List-price rises matched higher costs. Deeper terms at Retailer A took the margin: three of its products lost EUR 708 thousand, more than the whole fall of 407.

From last year's gross margin to this year's (EUR thousand)



Net-net sales, EUR thousand: 47,427 last year, 49,951 this year. Cases sold, thousand: 2,133 last year, 2,200 this year.

Where the fall sits: the three product-customer pairs that lost the most

EUR thousand	Volume and mix	Price	Trade terms	Cost	Change in margin
Laundry capsules, Retailer A	+67	+150	−377	−240	**−400**
Laundry liquid, Retailer A	−123	+115	−100	−92	**−200**
Dishwasher tablets, Retailer A	+45	+95	−124	−124	**−108**
The remaining 27 product-customer pairs	+263	+1,398	−92	−1,268	+301
All 30 pairs	**+252**	**+1,758**	**−693**	**−1,724**	**−407**

List price matched cost

List prices rose 2.9% and added EUR 1,758 thousand. Higher cost per case took 1,724 thousand of it.

Terms took the margin

Trade terms cost EUR 693 thousand more, 668 thousand of it at Retailer A: its volume rebate went from 4% to 5%, and promotion funding and display fees on capsules doubled. On the three products in the table, terms alone cost 601 thousand.

Nothing left in "other"

Volume, mix, price, trade terms and cost add up exactly to the change of −407 thousand, and each opens to the products and customers behind it.

Built on your own sales data: your invoice lines and your trade-terms file.

www.mistlight.eu

Key tables export to Excel with their formulas. Illustrative figures. Not a client's data. Price is valued at list price; discounts and rebates on the increase sit in trade terms. Mix is valued at last year's margin per case. Per pair, volume and mix are shown together; the bridge splits them for the total.