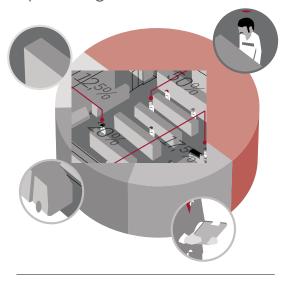






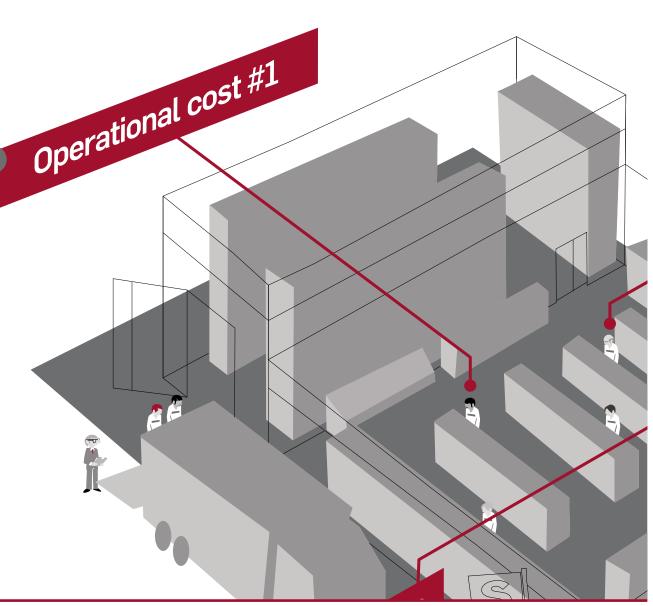


Personnel costs amount to 50% of a retailer's total operating costs.



- Store personnel costs
- Other store costs
- Logistics costs
- General and other administrative costs

Source: IGD Supply-Chain analysis



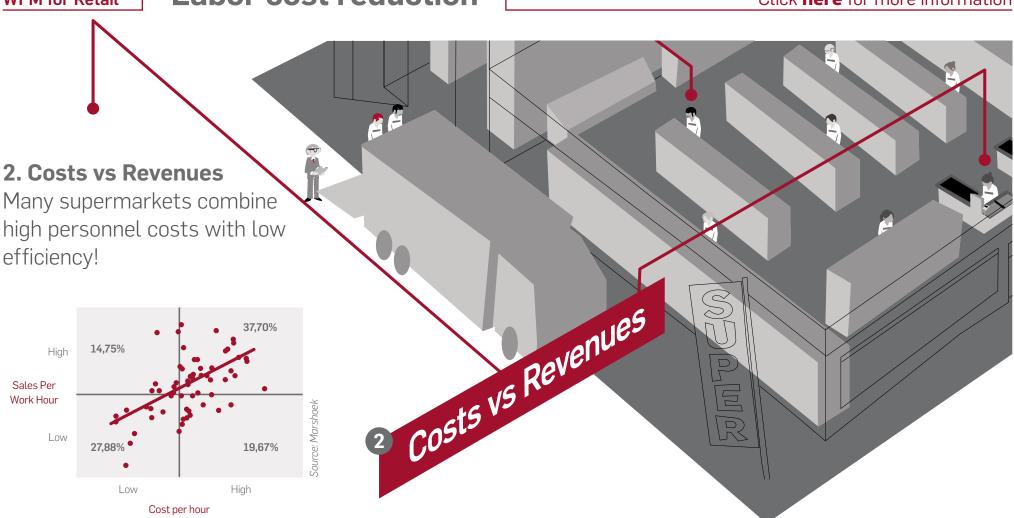












Almost 20% of the major supermarkets is in the wrong quadrant: high cost per hour and low sales per employee, per hour.









## **Labor cost reduction**

