

# Kentley Insights

## 2023 Market Research Report

### Sundry Shops

February 2023

Retail Report: 453110

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## Report Methodology

Our goal at Kentley Insights' is simple...provide leaders with the right insights to help them unlock value in their company. Everything we've done in creating this report is focused on this goal. This Kentley Insights' report on the Sundry Shops industry will provide you with all of the key insights and benchmarks you need to create a broad and in-depth diagnostic and understanding of any company in the industry.

To unlock the most value from this report, companies typically create a comprehensive fact base of metrics on their own business to compare to the benchmarks in this report. The gap analysis will highlight potential opportunities, spur the right questions, and drive deeper inquiry. The conversations created by our reports are often the starting point to a broader strategic debate for companies to crystalize their strategies to win.

The core data is generated from comprehensive data sets created by companies in the industry either through automated data collection or surveys on their business. Our analysts create the forecasts

## Industry Definition

### Sundry Shops

Sundry Shops include locations primarily engaged in selling miscellaneous smaller items such as gifts, travel items, novelties, food, beverages, snacks, medicine, toiletries and souvenirs.

## Industry Snapshot - Revenue & Growth

Below is the revenue and growth snapshot for the Sundry Shops industry, covering industry size, growth, forecasts, revenue per company, product line concentration, pricing, sales per capita, and sales per Location, and benchmark how many of these metrics compare to the industries within the service sector.

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### Overall Industry Size

The overall 2022 revenues of Sundry Shops was \$6.6 Billion. The industry is a relatively small industry, ranking in the bottom 20% of retail industries in terms of size.

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### Overall Industry Growth

Over the past 3 years, industry revenues have been growing at an annual rate of 8.4% per year. This growth rate is outpacing the average for retail industries and ranks it in the top 40% of all retail industries.

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### Overall Industry Growth Forecast

Given the macroeconomic climate and industry dynamics, the forecasted industry revenue growth rate for the next 5 years is 4.2% per year for the Sundry Shops industry.

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### Revenue per Retailer

In 2022, the average revenue per retailer for the industry was approximately \$.6 million, which grew at a 12.6% annual rate over the past 3 years.

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### Product Line Concentration

In the Sundry Shops industry, the top 3 product lines make up 75% of revenue versus 62% across retail sectors.

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### Pricing & Inflation

From 2021 to 2022, price inflation for the industry was 13.3%. While over the past 5 years, inflation has averaged 3.6% per year.

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### Sales per Capita

For the Sundry Shops industry, Hawaii has the highest sales per capita at \$42. This is 142% higher than the average \$17 per capita across the U.S.

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### Sales per Location

For the industry, Hawaii has the highest sales per location at \$1.1 million, which is 104% higher than the U.S. average of \$.6 million in sales per location.

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## Industry Snapshot - Costs, Capital & Profit

Below is an industry snapshot on operating expenses, employee productivity, payroll, job categorization, profitability, and relevant benchmarks.

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### Operating Expenses

In 2022, the operating expenses as a percent of revenue for the Sundry Shops industry was 40.7%, and over the past 3 years total operating expenses for the industry grew at 11.1% per year.

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### Operating Expense Breakdown

The breakdown of operating expenses for the industry is as follows: 49.2% for employee expenses, 18.5% for property expenses, 5.1% for equipment expenses, 1.8% for IT expenses, 5.2% for inventory handling and supplies expenses, while 8.5% was spent on miscellaneous expenses.

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### Inventory Turns and Gross Margin

In 2022, inventory turns for the industry were 3.5, which represented a growth of -6% over 2021. While in 2022, gross margin was 53.4%, versus 53.7% in 2021.

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### Employee Productivity

For the Sundry Shops industry in 2022 the sales per employee grew 11.1% over 2021 to \$107,191, which ranks the industry in the bottom 20% of retail industries.

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### Payroll per Employee

In 2022, payroll per employee equaled \$18,184 for the industry, which ranks it in the bottom 20% of retail industries. Payroll per employee has declined at an annual rate of -2.5% over the past 3 years.

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### Payroll by State

New York is the highest paying state in the Sundry Shops industry, with a payroll per employee of \$23,772, which is 37.2% higher than the U.S. average.

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### Job Categorization

The jobs breakdown in the Sundry Shops industry is as follows: 8.7% of the jobs are in management and finance, 70.9% of the jobs are in sales, service and marketing, while 20.4% of the jobs are in operations.

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### Profitability

64.8% of Companies in the Sundry Shops industry are profitable, with an average net income of 5.3% of revenues, which ranks the industry in the top 60% of retailers.

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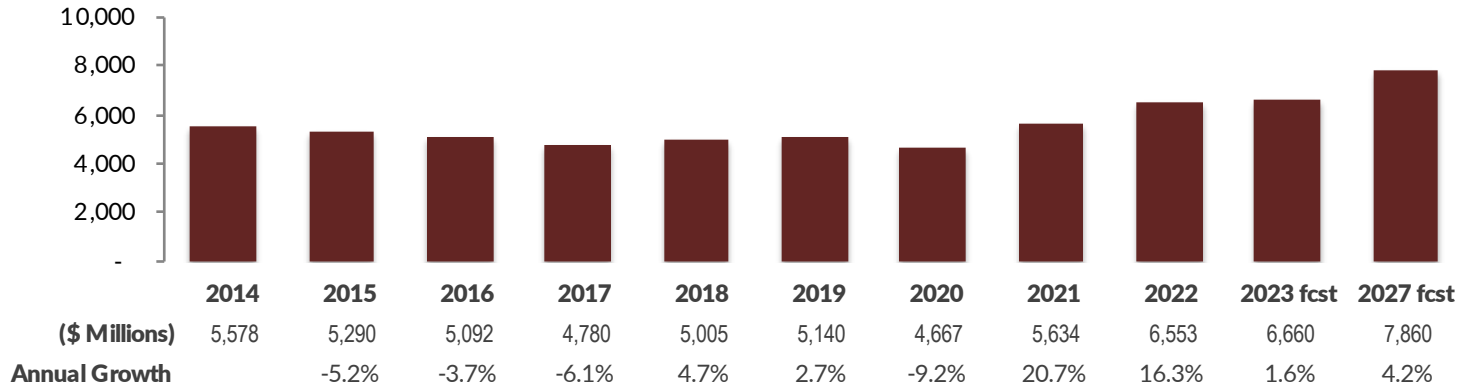
# **Section One**

## **Revenue & Growth Benchmarks**

## Industry Growth Details

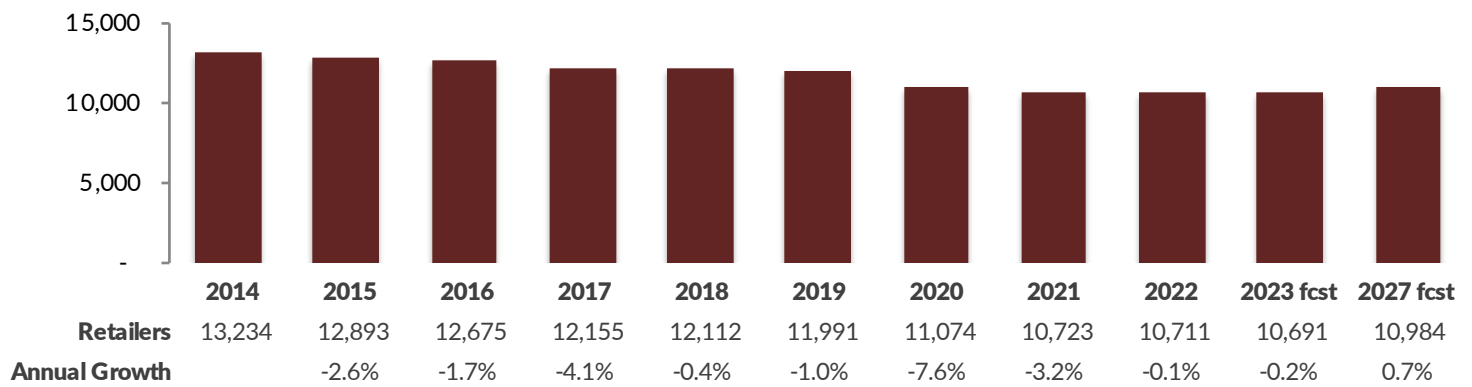
To get a macro level view of the industry, below are the historical details and forecasts of industry growth, including the total revenues of Sundry Shops and the number of retailers and locations in the industry.

### Industry Revenue (\$ Millions)



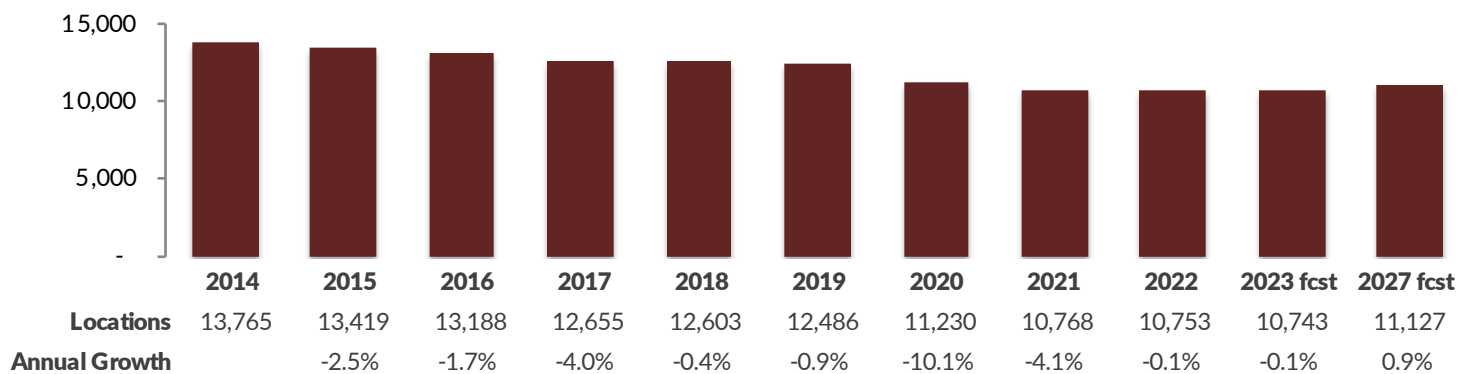
Compound Annual Growth Rate **8.4%** 3-Year **6.5%** 5-Year

### Number of Retailers



Compound Annual Growth Rate **-3.7%** 3-Year **-2.5%** 5-Year

### Number of Locations (i.e., separate facilities and locations)

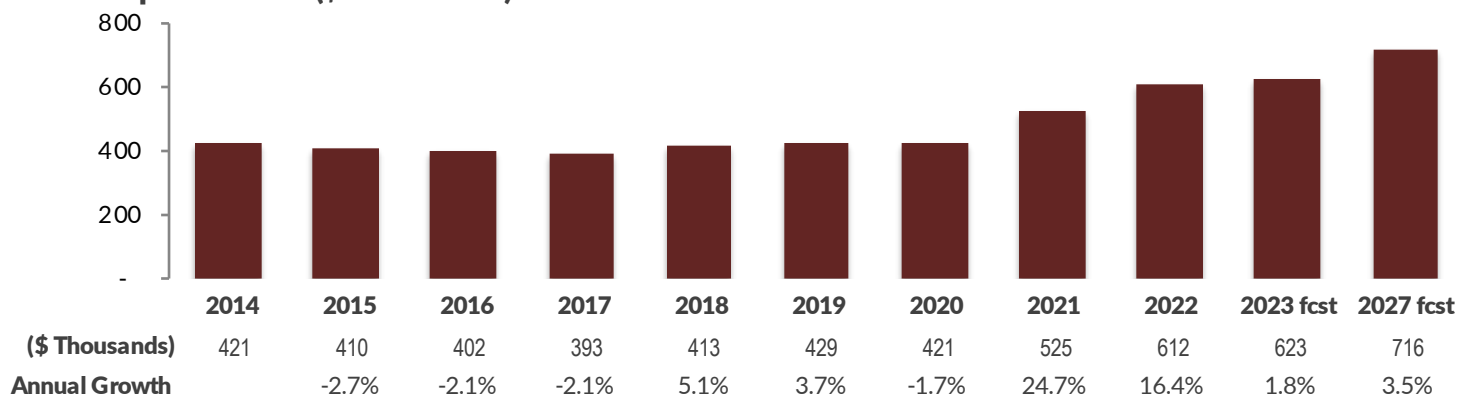


Compound Annual Growth Rate **-4.9%** 3-Year **-3.2%** 5-Year

## Growth Benchmarks

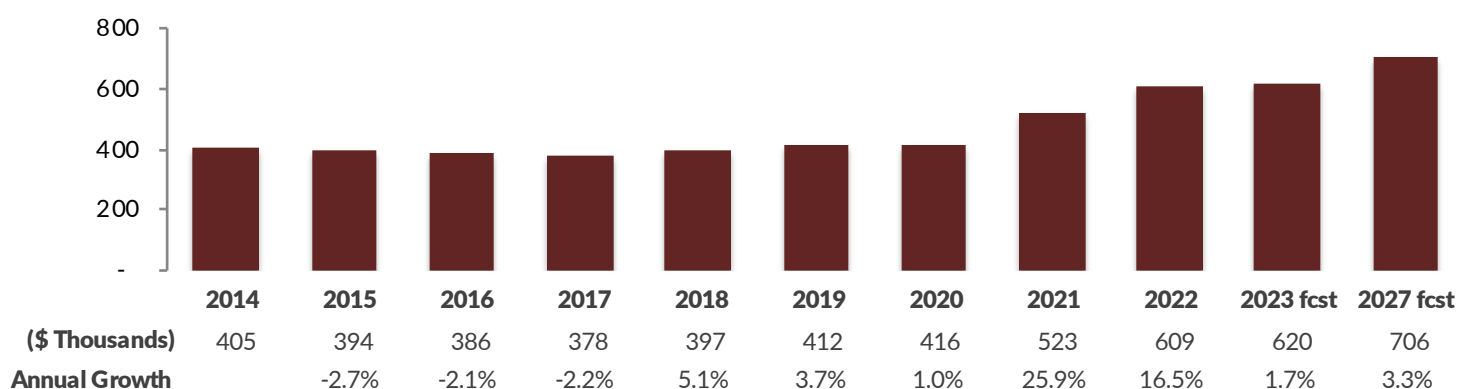
Below are the normalized growth benchmarks for the Sundry Shops industry, including revenue per company, revenue per location, and locations per company. These metrics are typically better to use to benchmark a company's performance, since they normalize for company and location growth.

### Revenue per Retailer (\$ Thousands)



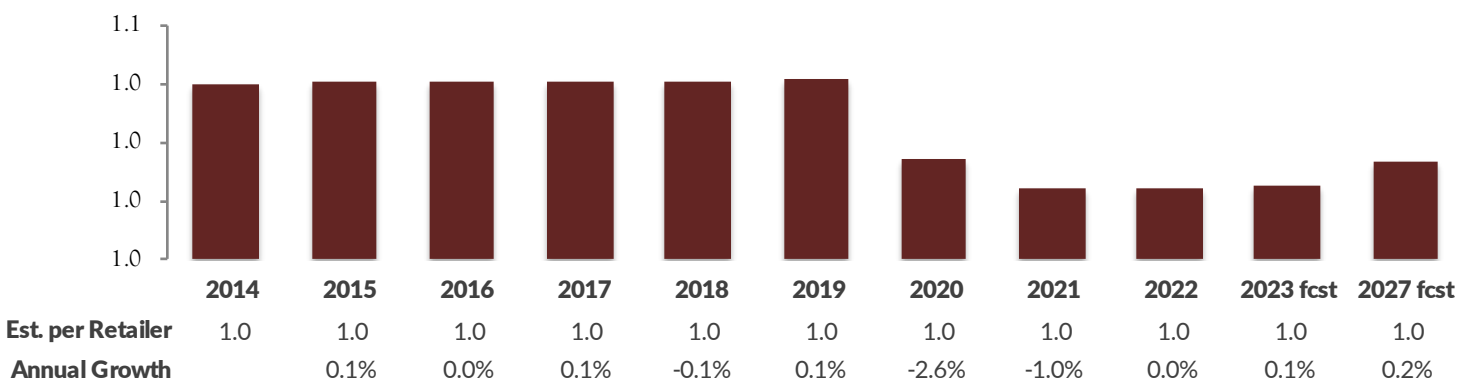
Compound Annual Growth Rate **12.6%** 3-Year **9.2%** 5-Year

### Revenue Per Location (\$ Thousands)



Compound Annual Growth Rate **14.0%** 3-Year **10.0%** 5-Year

### Locations per Retailer



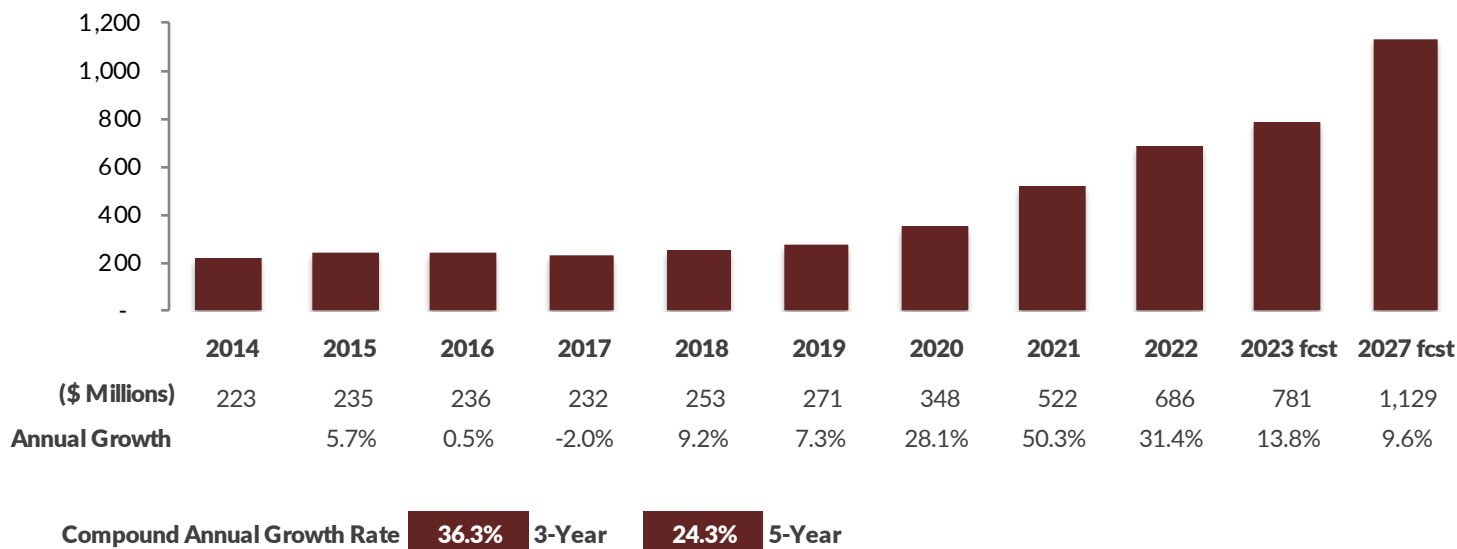
Compound Annual Growth Rate **-1.2%** 3-Year **-0.7%** 5-Year



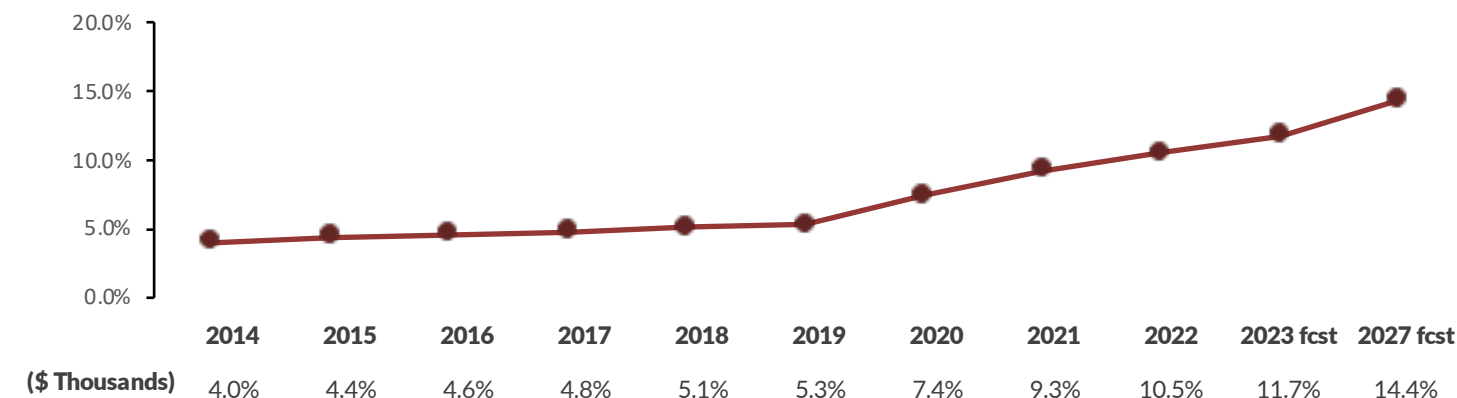
# Ecommerce Sales

Below represents ecommerce sales for traditional Sundry Shops, along with ecommerce as a percentage of overall sales. The third graph is the total ecommerce sales as a percentage of the total U.S. retail sales, including all retail sectors.

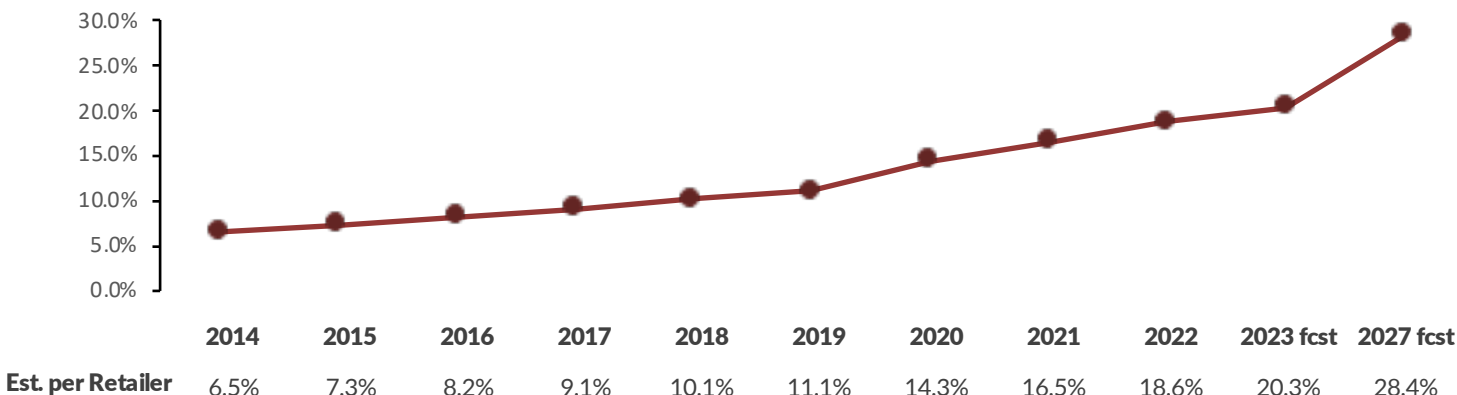
## Ecommerce Sales of Traditional Sundry Shops



## Ecommerce as a % of Traditional Sundry Shops Sales

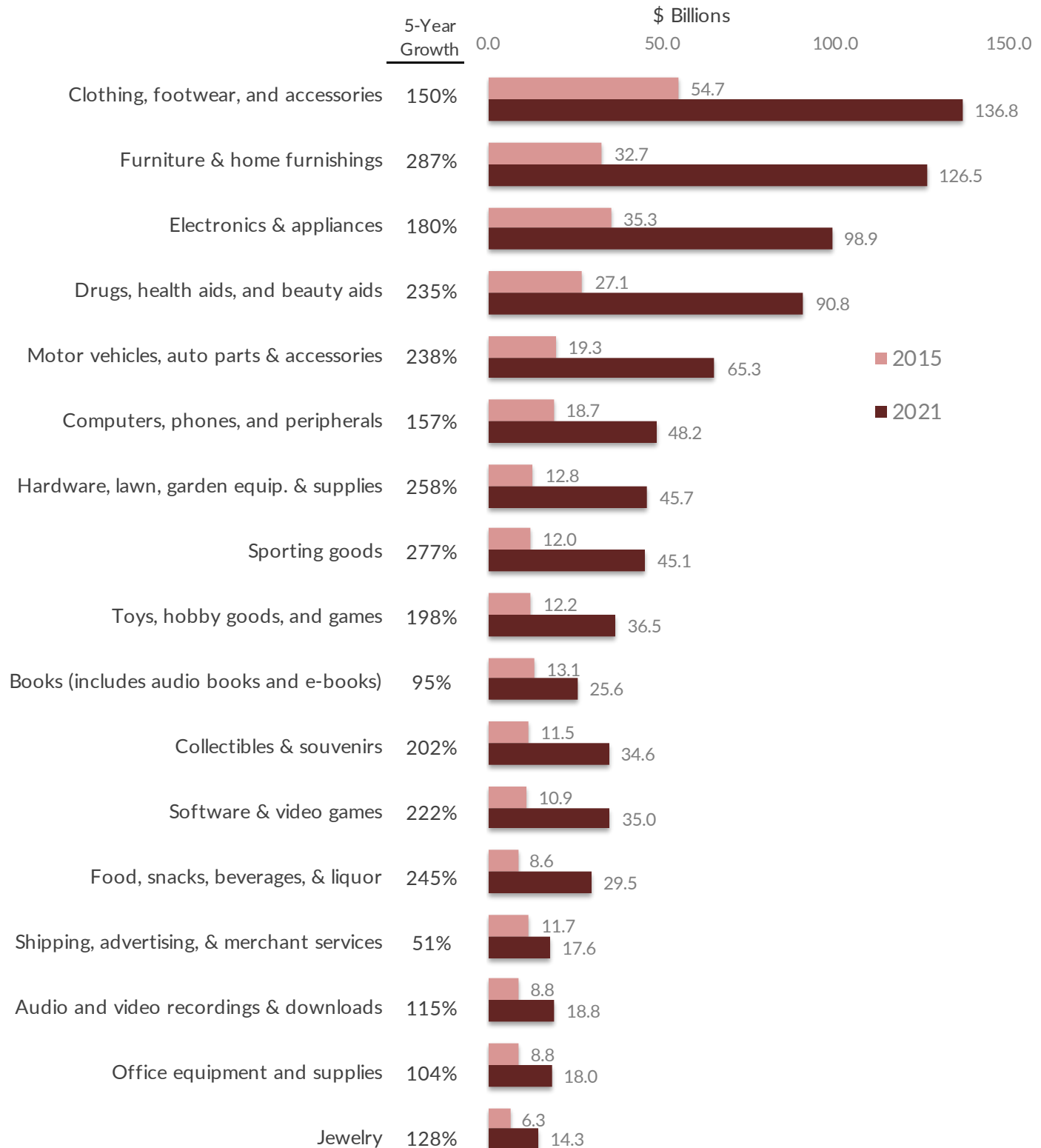


## Total Ecommerce Sales as a % of Total Retail (Includes all Retail Sectors)



## Ecommerce Category Sales of Retailers with No Physical Stores

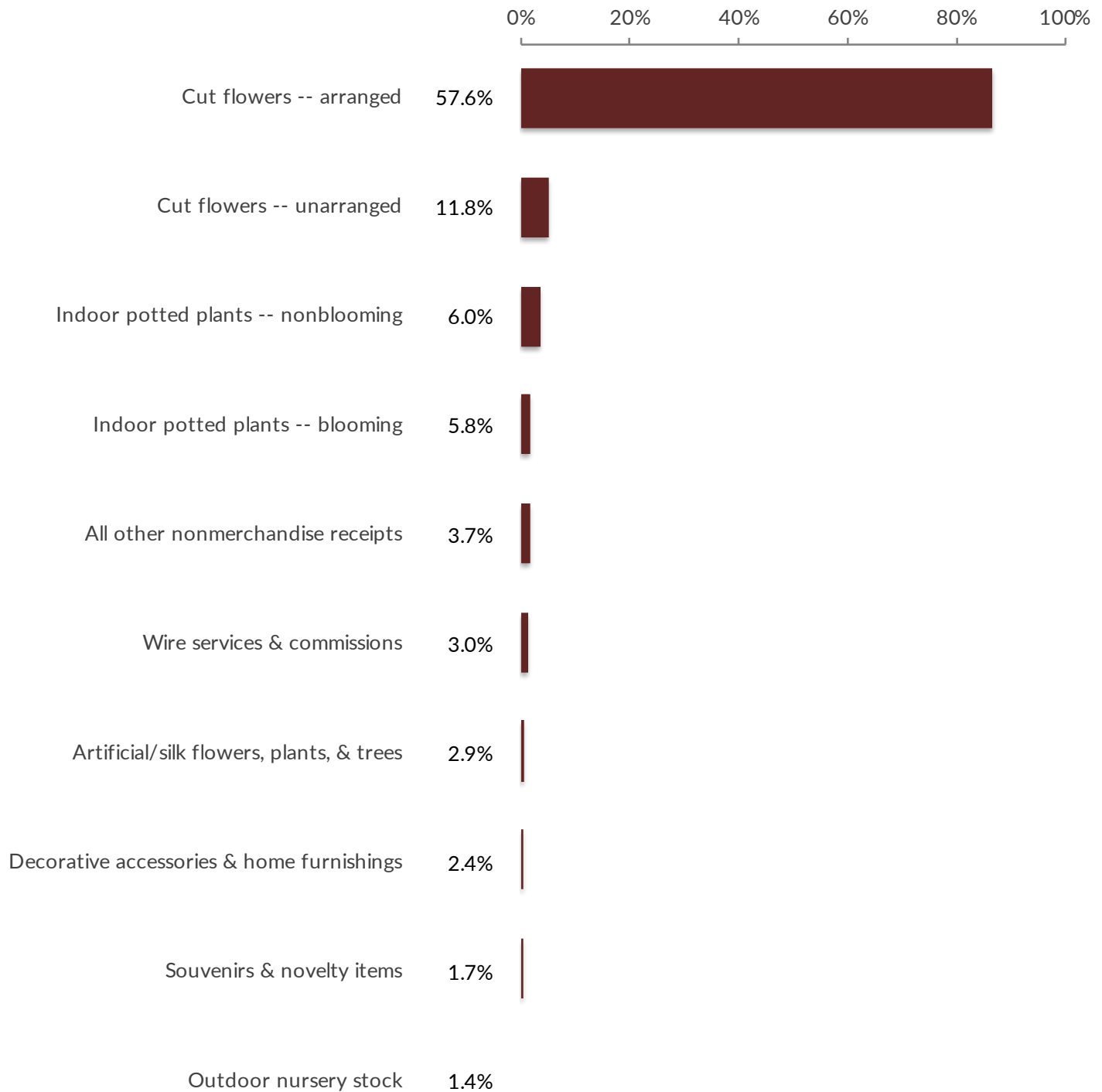
There are ~50,000 ecommerce retailers that do not have physical stores. These include ecommerce pure plays, such as Amazon, Ebay, and Blue Nile. Catalog and direct sales retailers that use a combination of catalogs, direct response, and online channels to sell merchandise. It also includes manufacturers that don't have physical retail, but do sell directly to consumers online. Below are the category sales for these retailers with no physical stores.



## Breakdown of Top Product Lines

Below represents Sundry Shops industry sales as a percentage of the top product lines, which is used to highlight potential growth opportunities, strengths, and weaknesses.

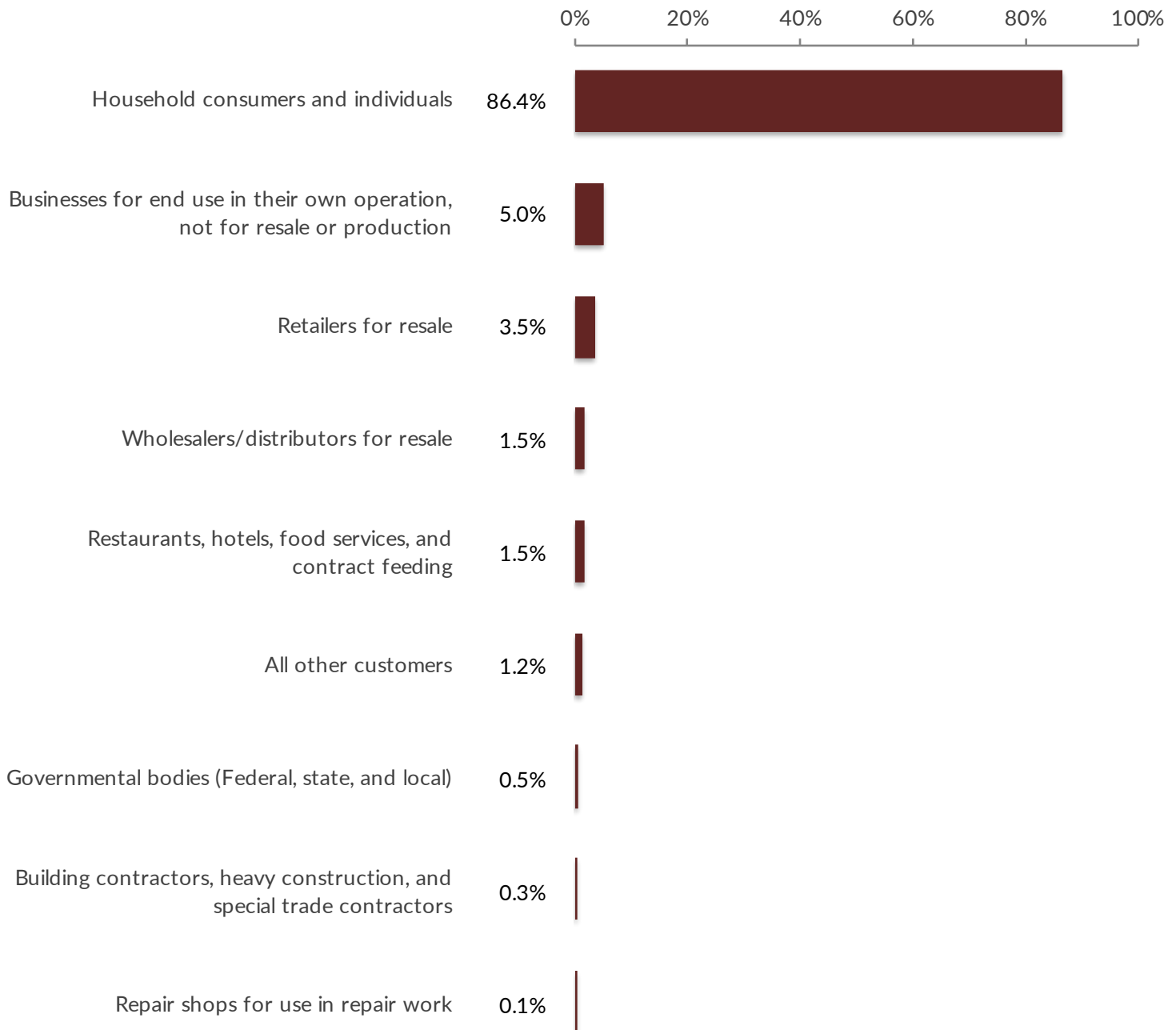
### Breakdown of Sales by Top Product Lines (%) Sundry Shops



## Revenue by Type of Customer

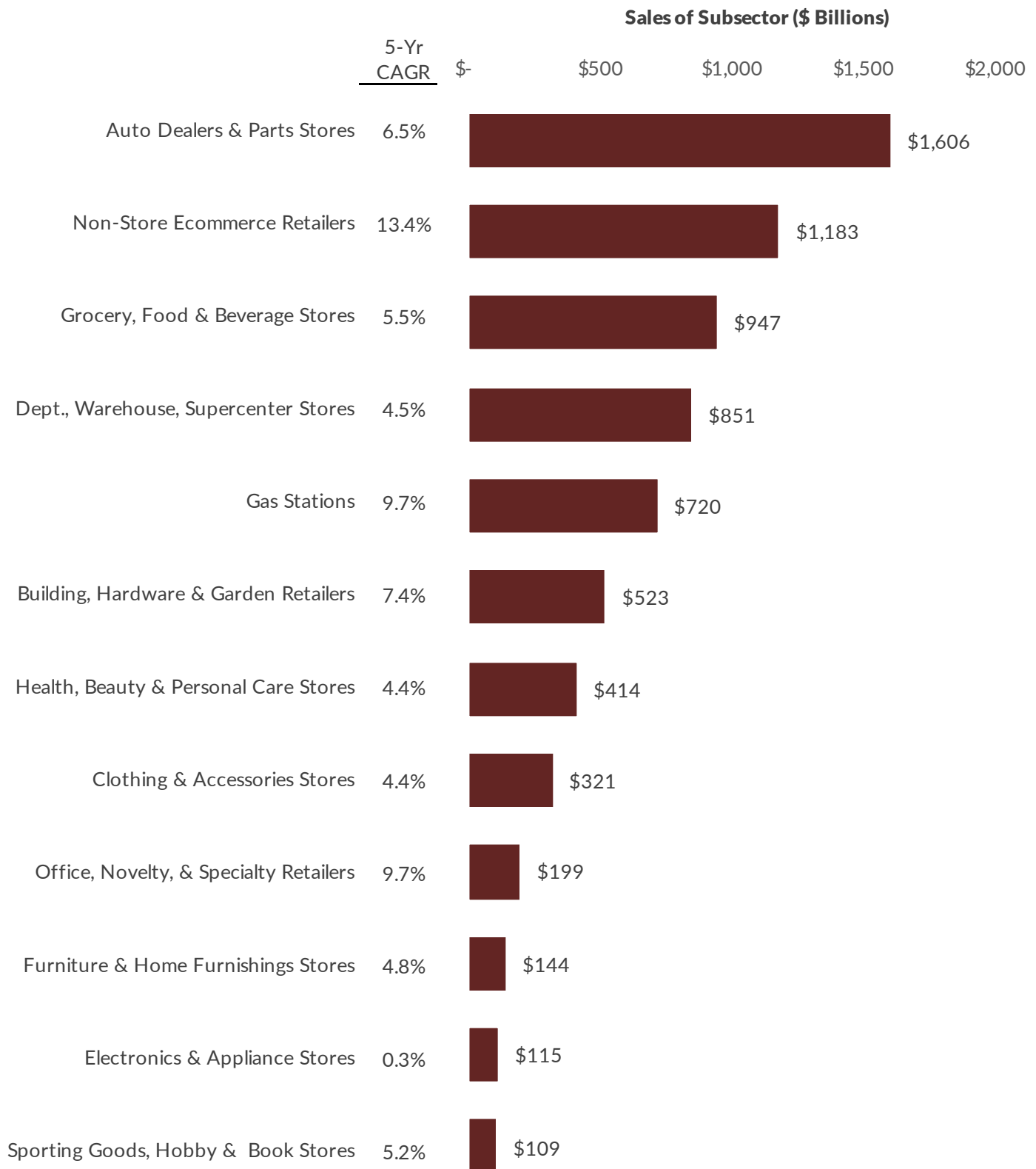
Below represents Sundry Shops industry sales as a percentage of customer type, which is used to highlight potential growth opportunities, strengths, and weaknesses by type of customer.

### Breakdown of Sales by Customer Type (%) Sundry Shops



## Macro Retail Category Growth

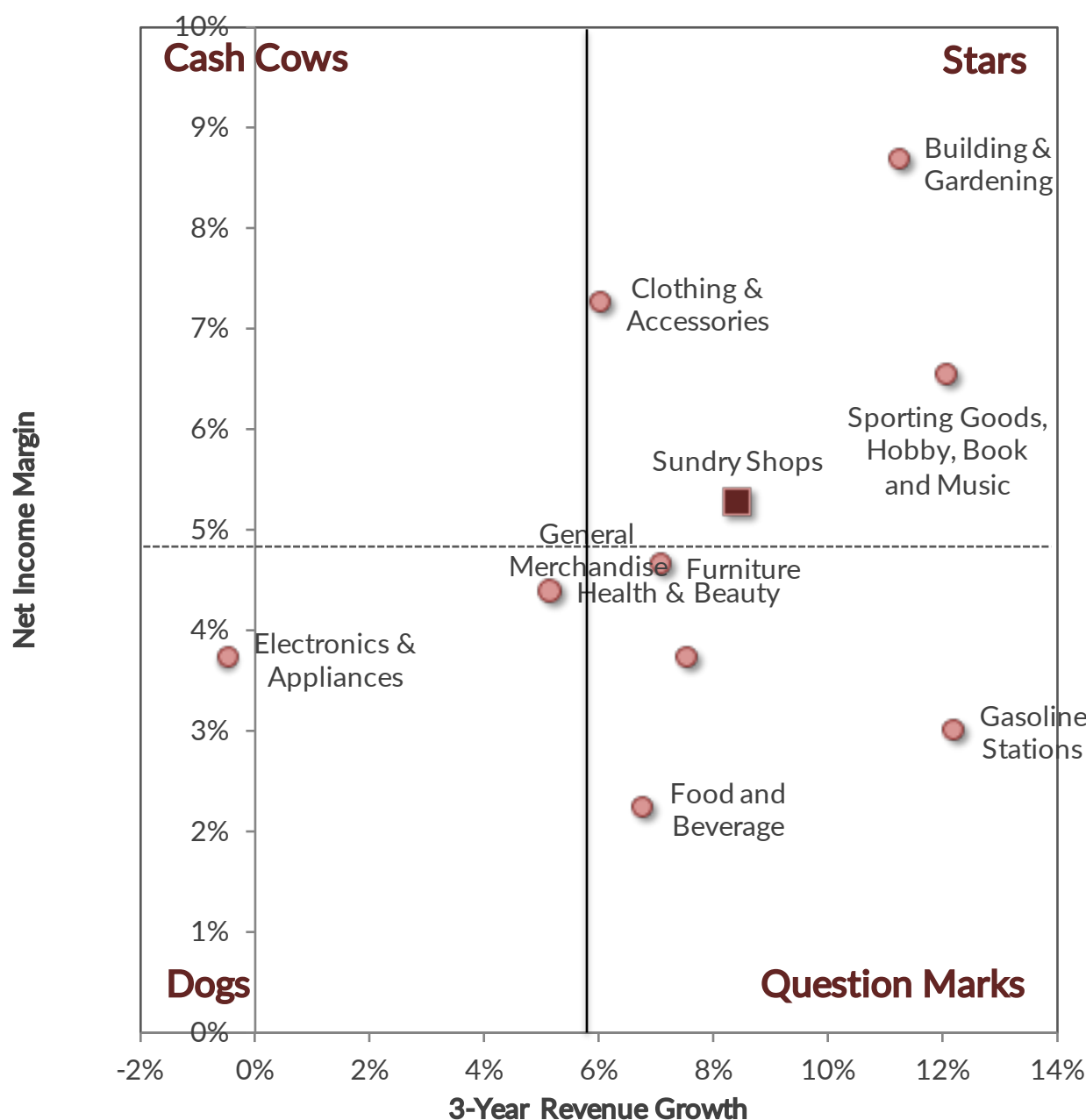
Understanding how your industry compares to the retail subsectors, can often put things into perspective or spur ideas and analogs. Below is the size and growth of all of the major retail subsectors.



# Income vs. Revenue Growth Matrix

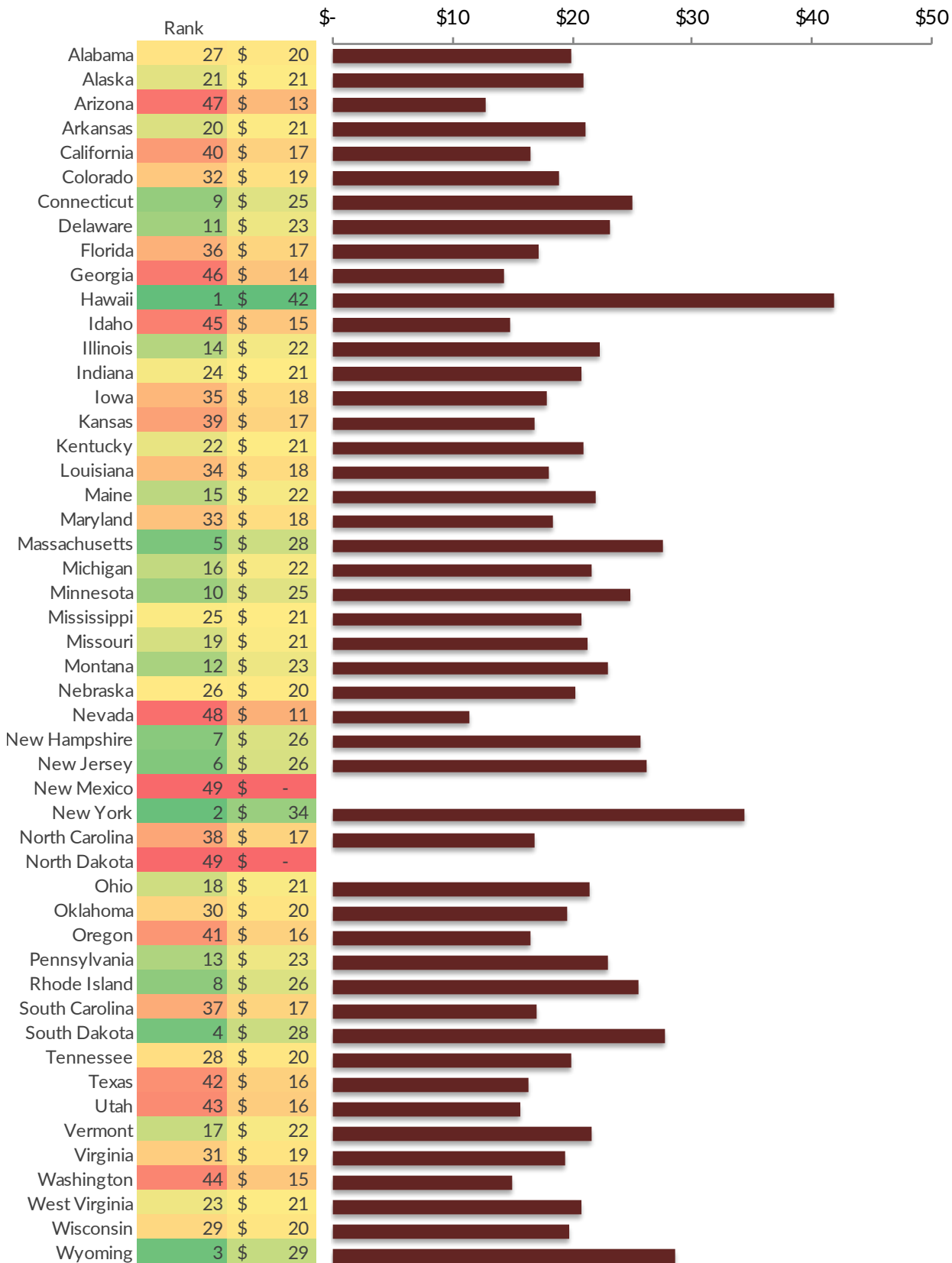
Similar to the famous BCG Matrix, though substituting net income margin for relative market share and taking it to the industry level, the Income vs. Revenue Growth Matrix is an insightful tool to create context for an industry and companies. Where is your industry on the matrix? And, more importantly, where does your company fall on the matrix?

Industries which can generate high net income margin and high revenue growth are known as the Star industries, which often attract higher levels of competition chasing the growth. While, those that generate low net income margin and low revenue growth are known as the Dogs. Often, Dog industries are very mature, and growth comes from consolidation and driving costs out of the business. Industries with high net income margin and low revenue growth are Cash Cows, which typically are more mature and have less overall investment, but have nice industry dynamics to protect the margins of the industry. While Question Mark industries are those that have high revenue growth, but low net income margin. Companies in Question Mark industries, which can drive competitive differentiation and a higher net income margin, can often realize significant profit growth.



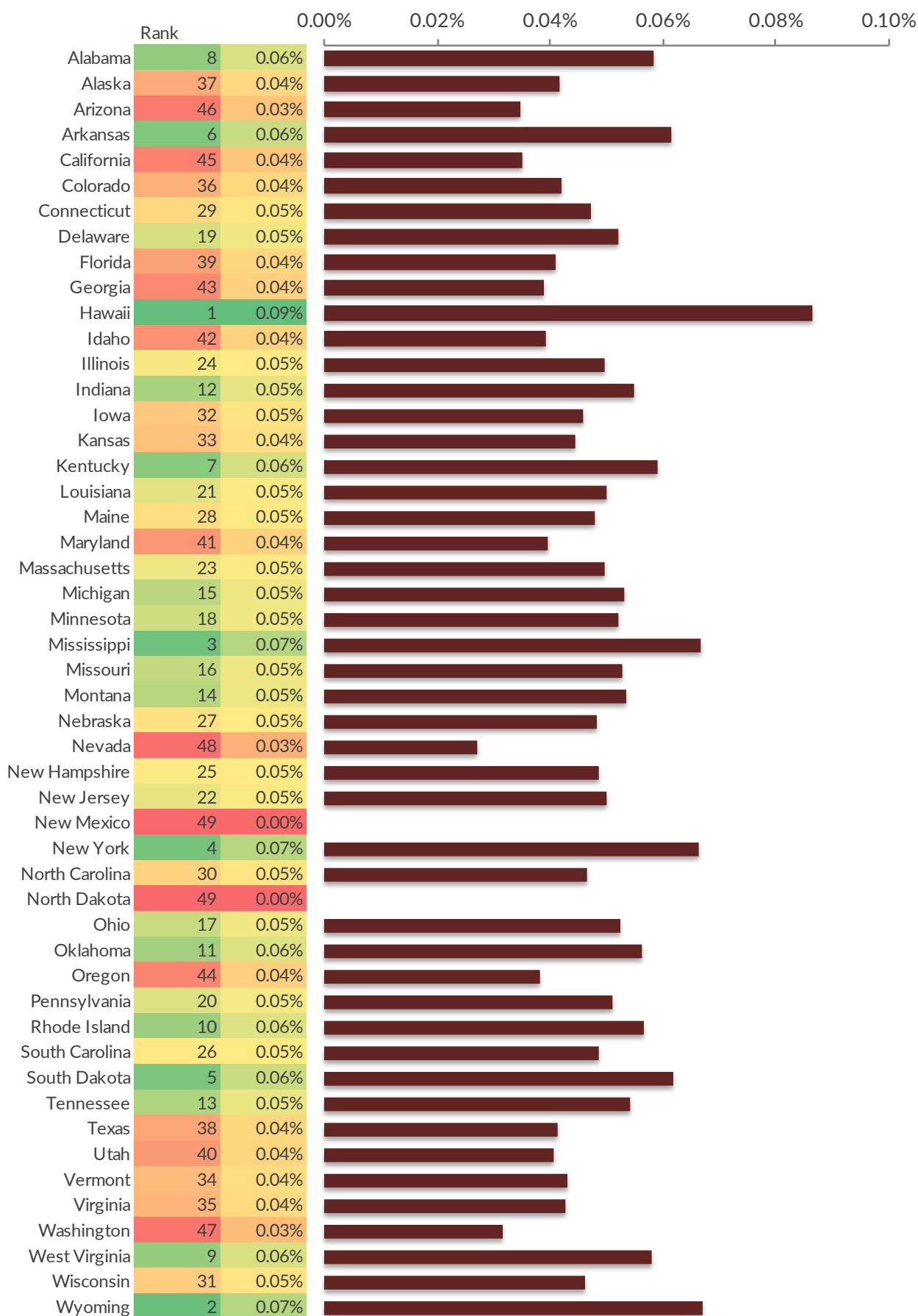
## Sales per Capita by State

Below is industry sales per capita by state, which is useful to understand the total market potential by state. The metric is enhanced when compared to the sales per Location in each state. When it states "no data", there wasn't a sufficient sample size of data for the state.



# Sales as a Percent of Consumer Expenditures

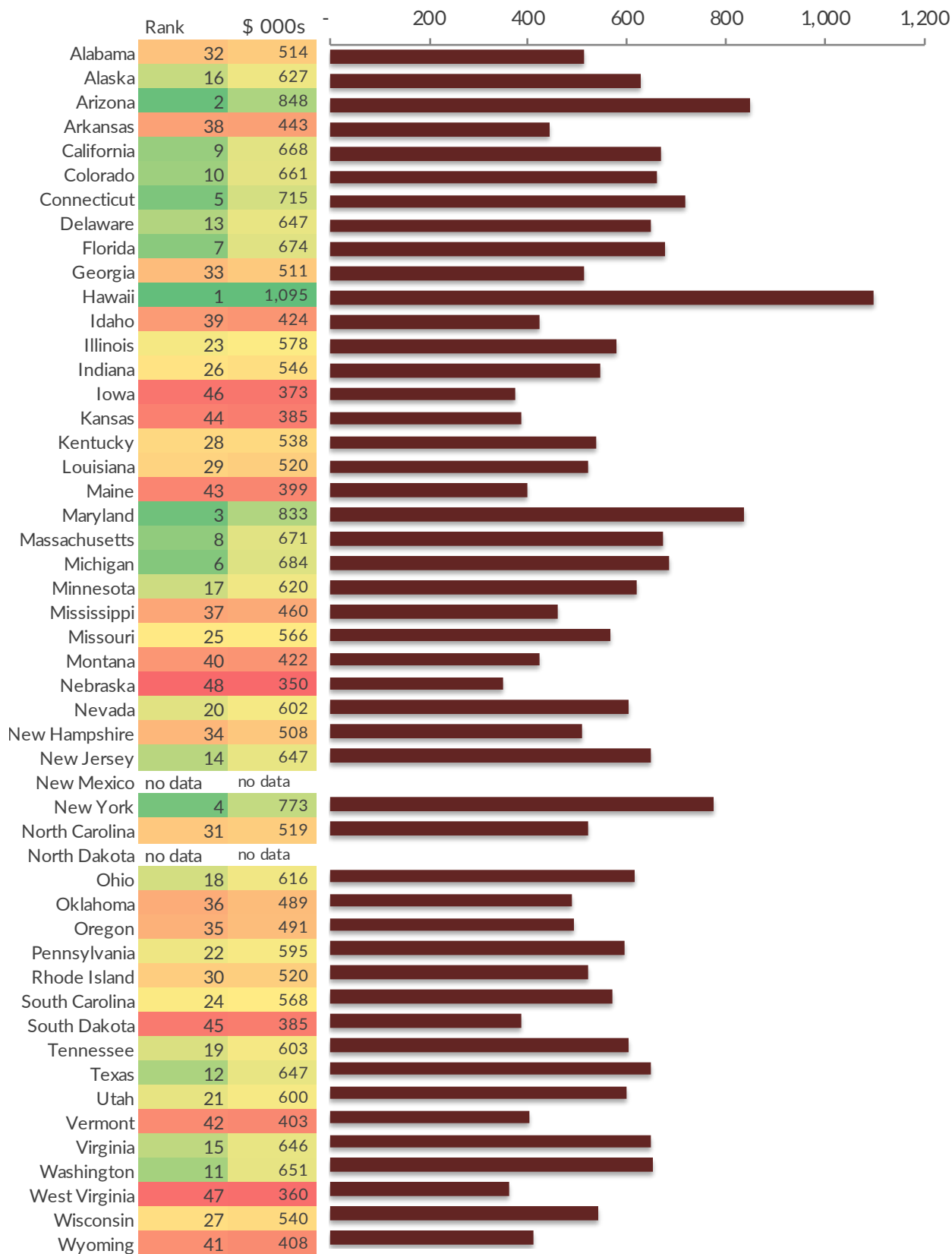
Sales as a percent of consumer expenditures helps highlight the consumption differences by state. When it states "no data", there wasn't a sufficient sample size of data for the state.





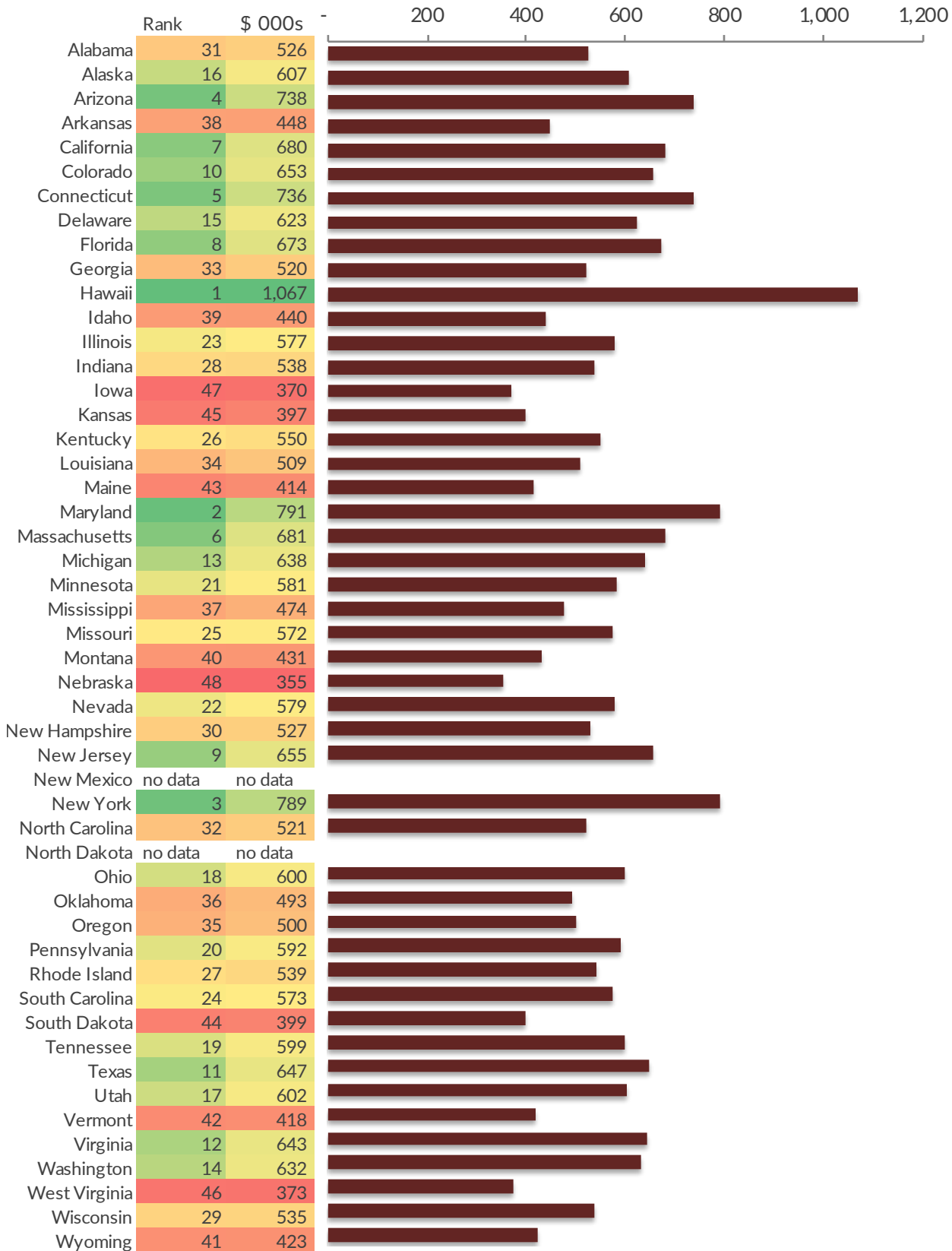
# Sales per Company by State

Sales per company is a good metric to understand efficiencies of scale. When it states "no data", there wasn't a sufficient sample size of data for the state.



## Sales per Location by State

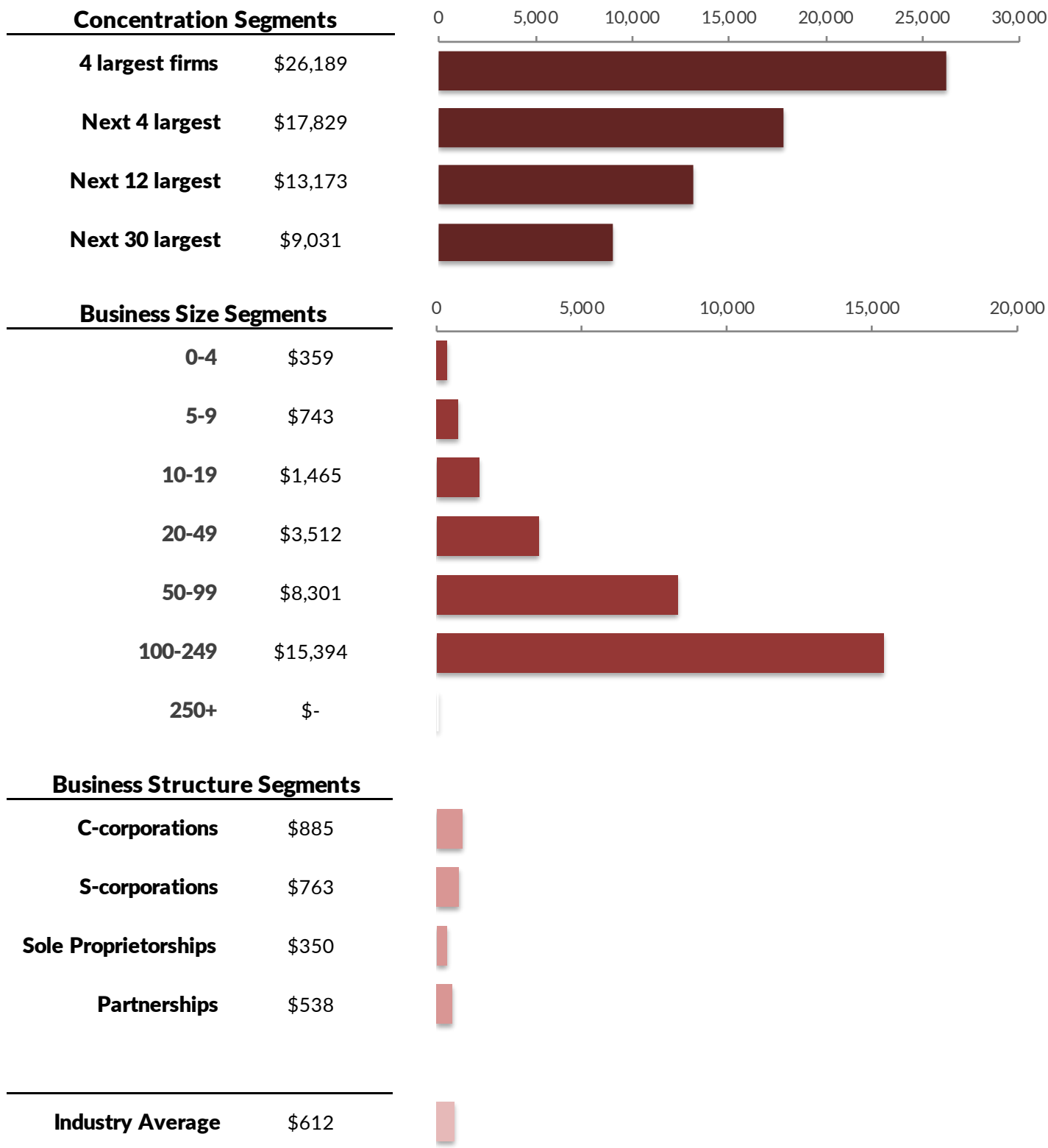
Sales per location highlights the competitive intensity of a state. Those states with really high sales per location, will most likely face increasing competition. While those with low sales per location will often be consolidated to drive cost and capital efficiencies. How does your company compare? When it states "no data", there wasn't a sufficient sample size of data for the state.



# Sales per Retailer by Segments

Below is sales per retailer for various industry segmentations including concentration, business size by employees, business structure and franchises.

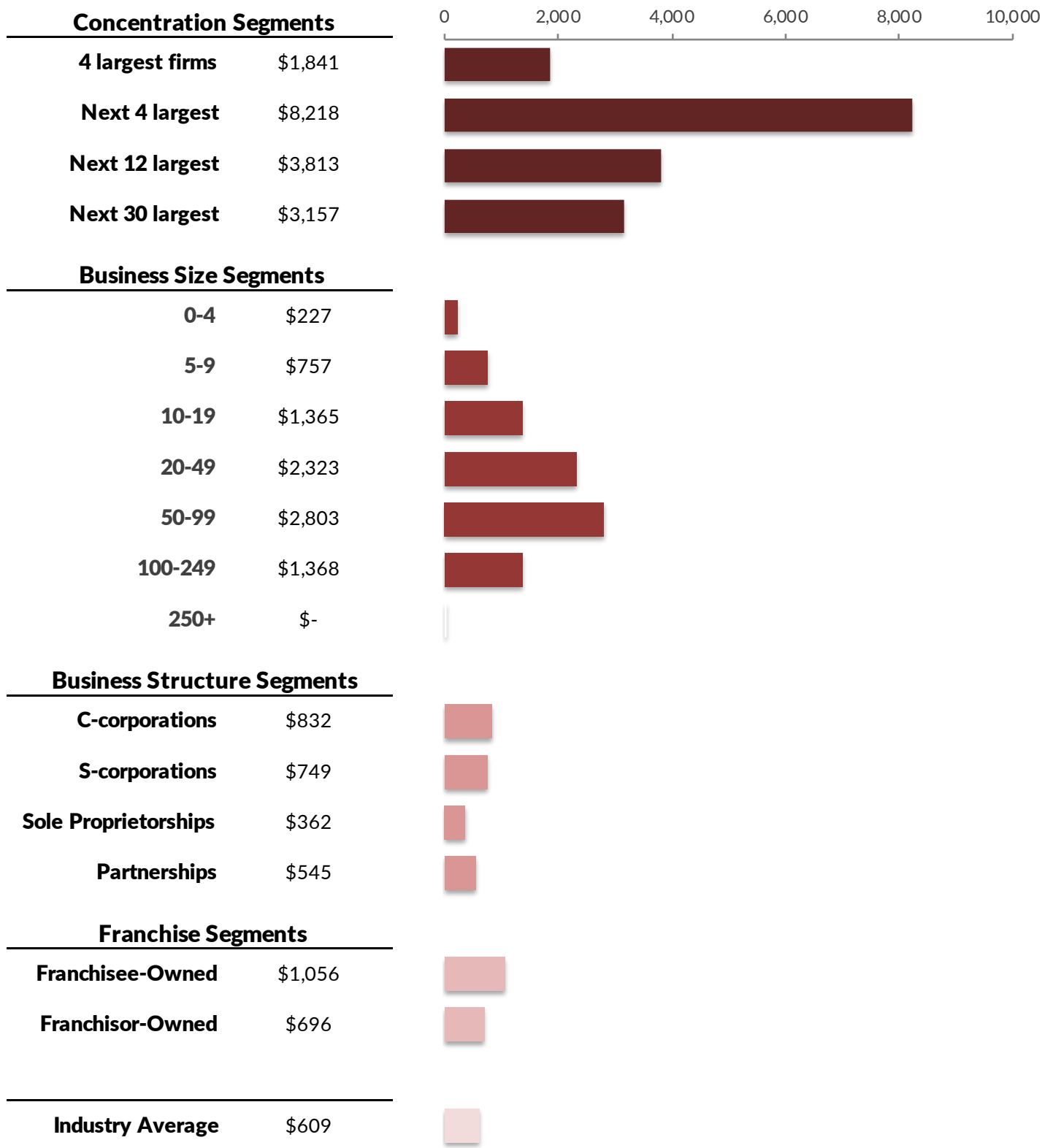
All figures in \$000s



## Sales per Location by Segments

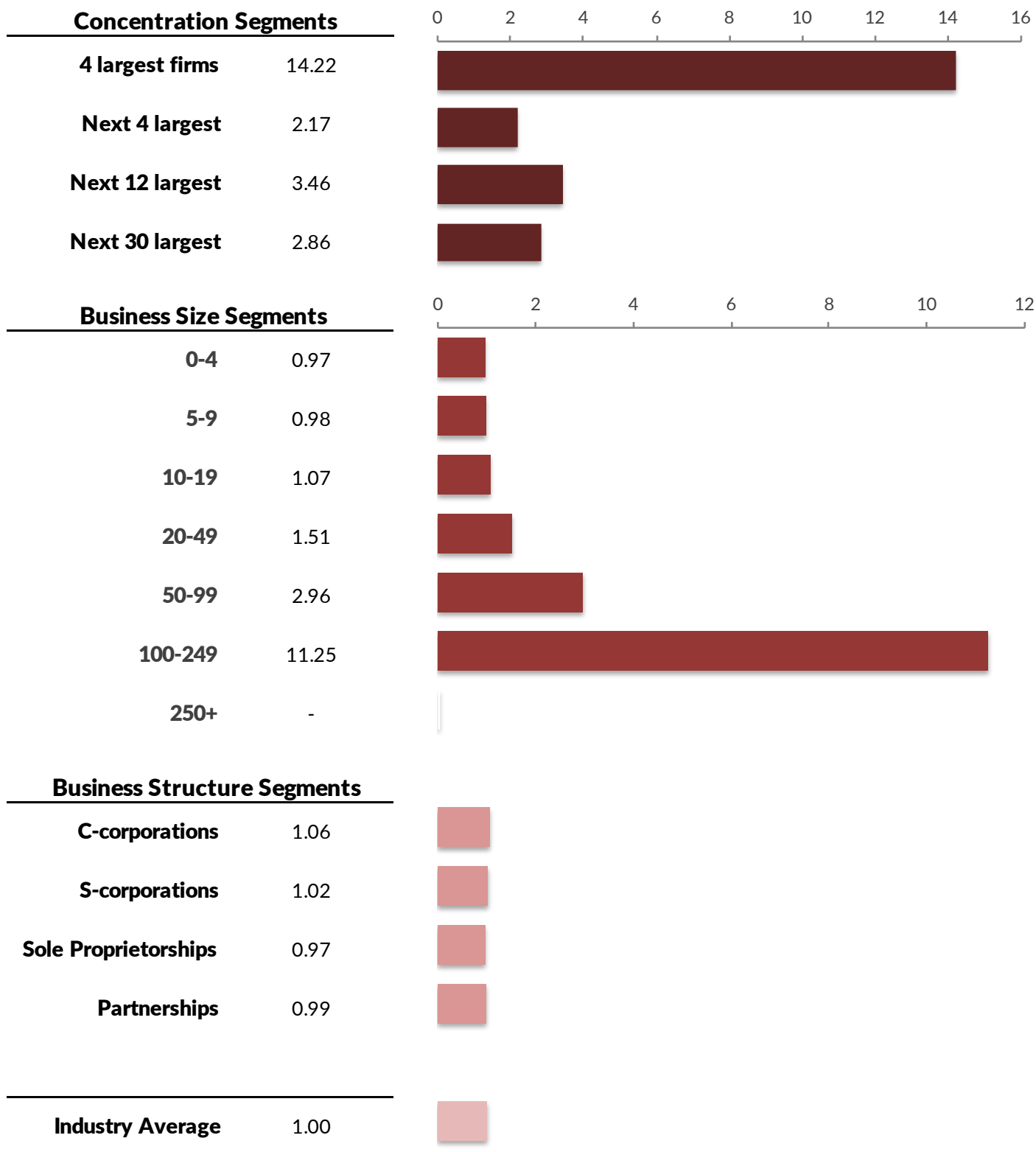
Below is sales per location for various industry segmentations including concentration, business size by employees, business structure and franchises.

All figures in \$000s



## Locations per Retailer by Segments

Below is the number of locations per retailer for various industry segmentations including concentration, business size by employees, business structure and franchises.

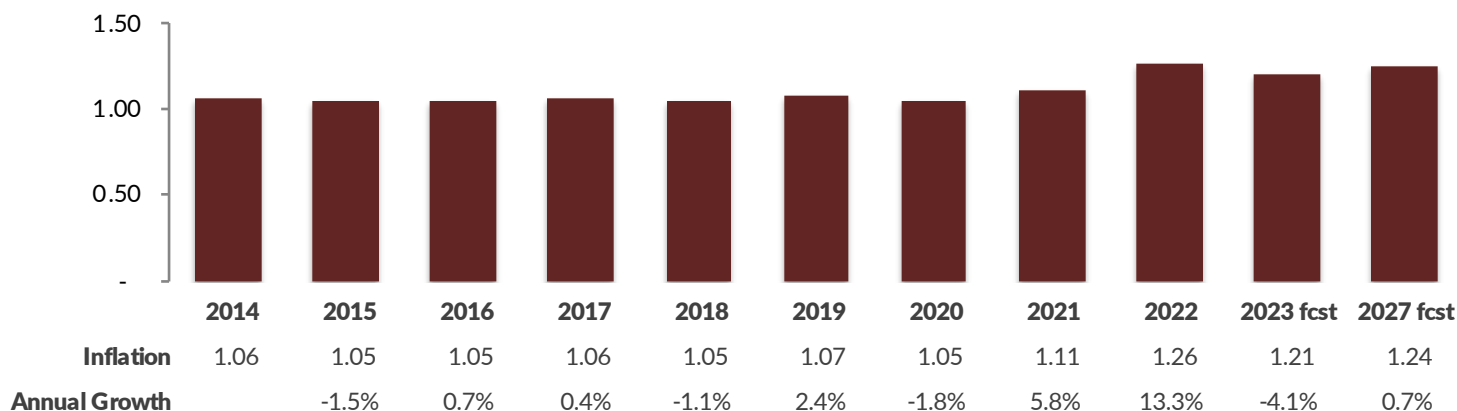


## Pricing & Inflation

Understanding the pricing and inflation dynamics of an industry is critical to help inform the pricing decisions of a company. Below is the historical and forecasted inflation of the industry, and the seasonality of inflation over the past 4 years.

### Sundry Shops Industry Inflation

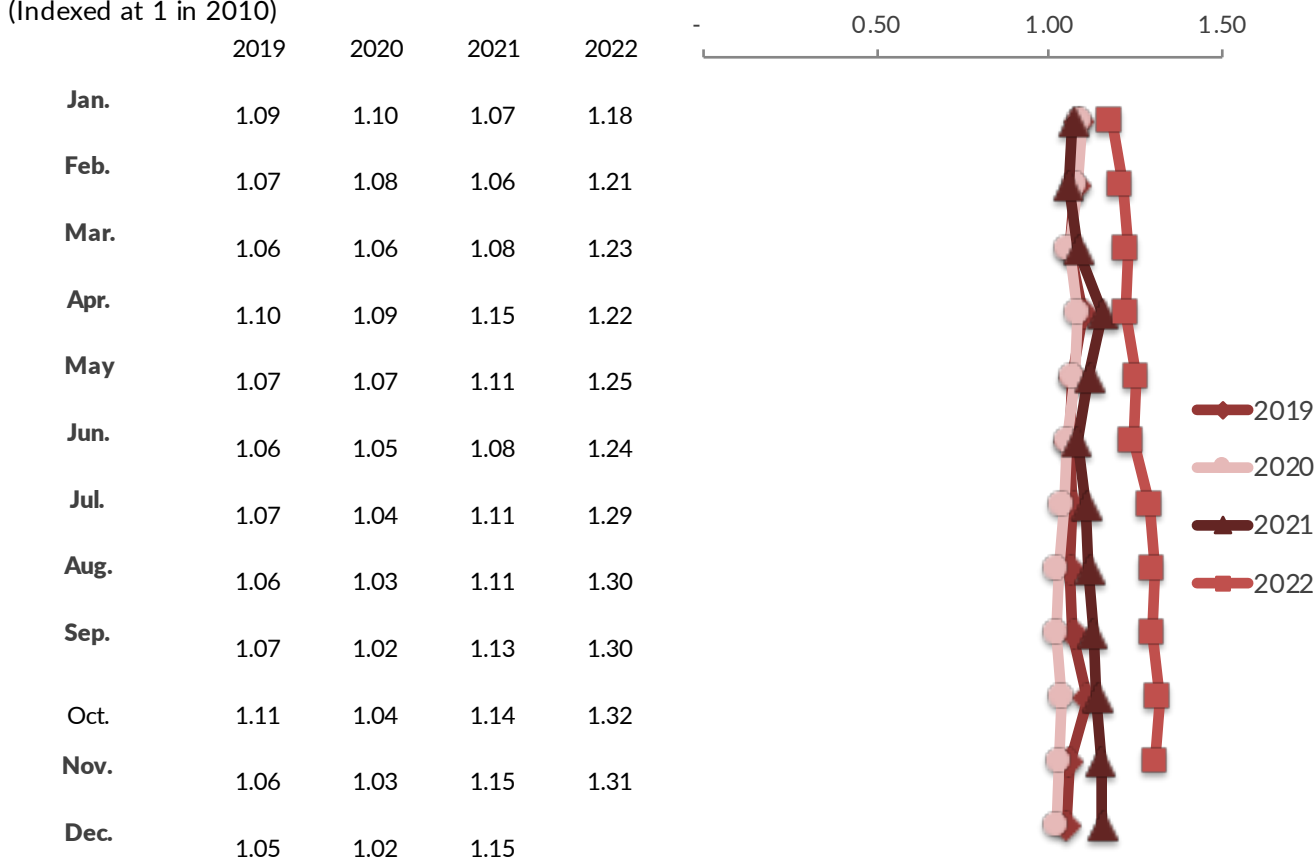
(Indexed at 1 in 2010)



Compound Annual Growth Rate **5.6%** 3-Year **3.6%** 5-Year

### Sundry Shops Industry Inflation

(Indexed at 1 in 2010)



## Industry Segmentation by Business Size

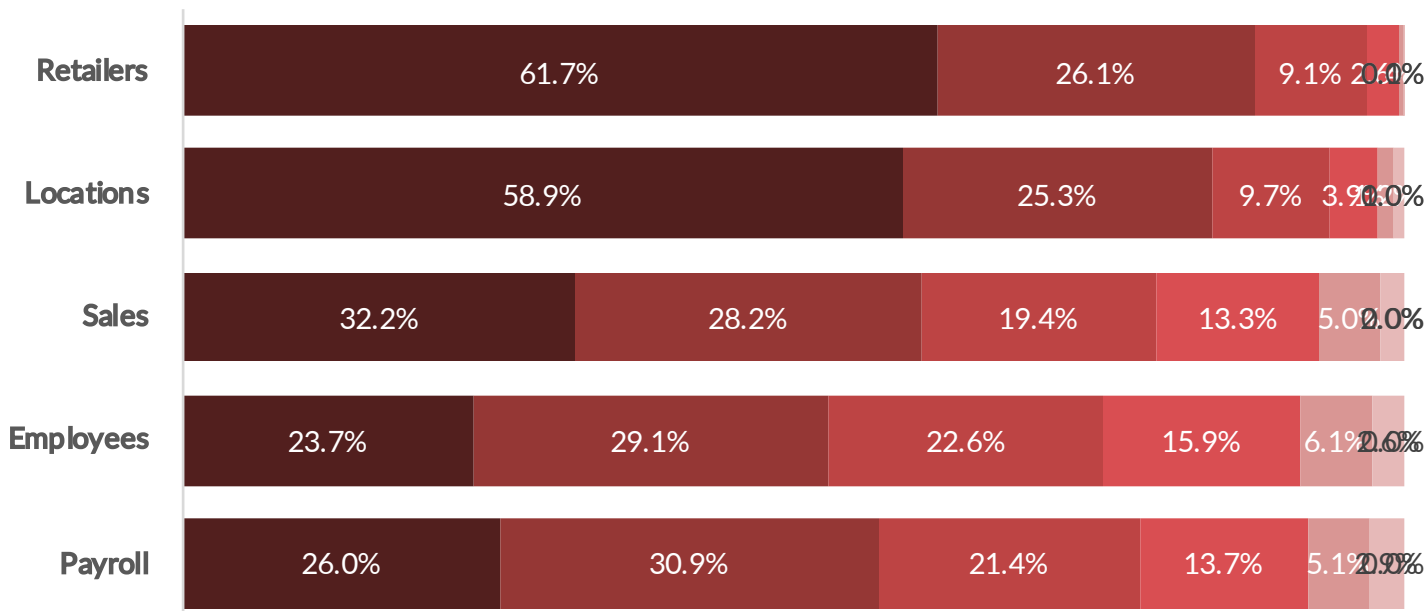
Below are industry segmentation statistics by business size, including retailers, locations, sales, employees, and payroll. The business size segments are based on the number of employees per retailer. Both absolute and as a percent of the industry figures are included.

### Sundry Shops Segmentation by Business Size

Business Size	Number of Employees						
	0-4	5-9	10-19	20-49	50-99	100-249	250+
<b>Retailers</b>	6,606	2,798	974	279	44	9	-
<b>Locations</b>	6,336	2,725	1,038	419	130	105	-
<b>Sales (\$ M)</b>	2,109	1,848	1,269	872	325	129	-
<b>Employees</b>	14,507	17,803	13,804	9,750	3,701	1,566	-
<b>Payroll (\$ M)</b>	289	344	238	153	56	32	-

Business Size	Number of Employees						
	0-4	5-9	10-19	20-49	50-99	100-249	250+
<b>Retailers</b>	61.7%	26.1%	9.1%	2.6%	0.4%	0.1%	0.0%
<b>Locations</b>	58.9%	25.3%	9.7%	3.9%	1.2%	1.0%	0.0%
<b>Sales</b>	32.2%	28.2%	19.4%	13.3%	5.0%	2.0%	0.0%
<b>Employees</b>	23.7%	29.1%	22.6%	15.9%	6.1%	2.6%	0.0%
<b>Payroll</b>	26.0%	30.9%	21.4%	13.7%	5.1%	2.9%	0.0%

■ 0-4 ■ 5-9 ■ 10-19 ■ 20-49 ■ 50-99 ■ 100-249 ■ 250+



## Industry Segmentation by Sales Concentration

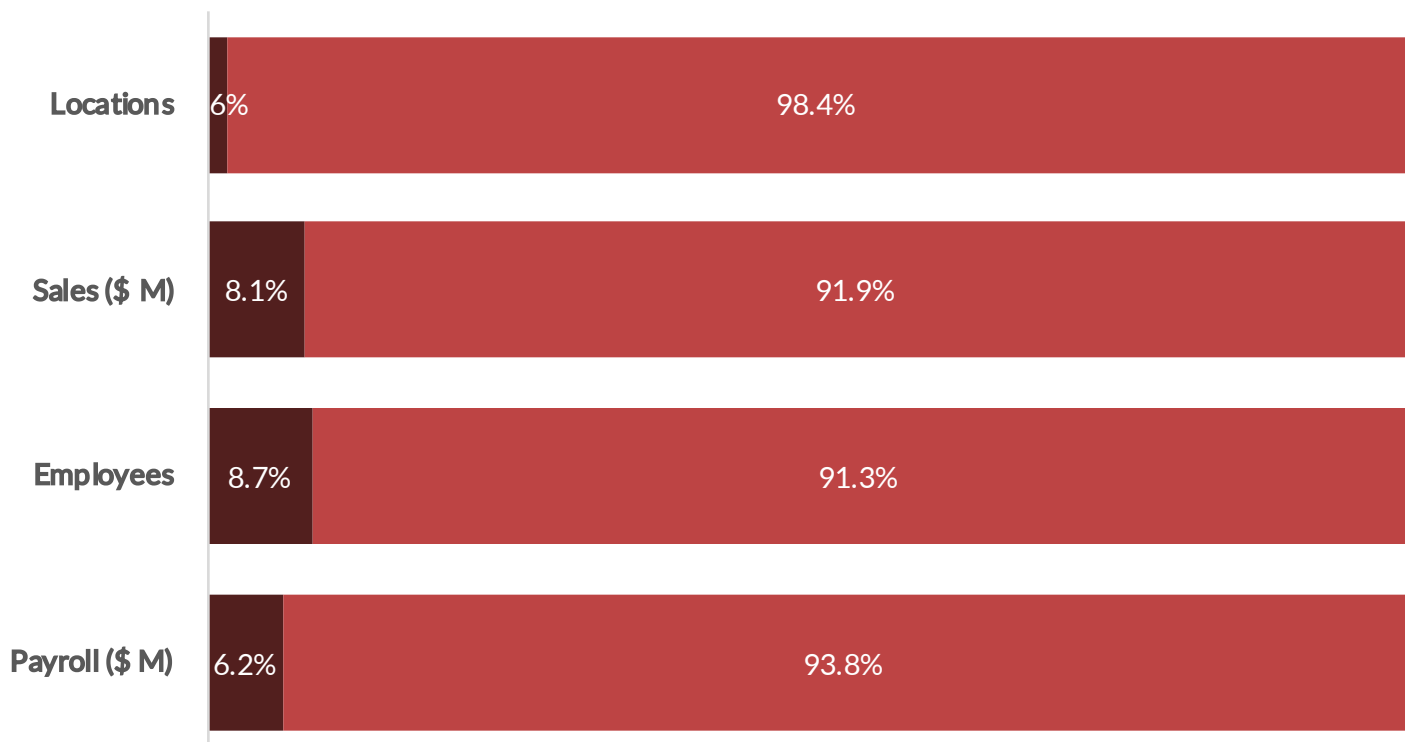
Below are industry segmentation statistics by industry sales concentration, including retailers, locations, sales, employees, and payroll. The concentration segmentation is based on the 50 largest companies in the industry (top 4 largest companies, next 4 largest, next 12 largest, and next 30 largest). Both absolute and as a percent of the industry figures are included.

### Sundry Shops Industry Concentration

Largest Companies	1-4	5-8	9-20	21-50	Top 50 Retailers	Rest of Industry
<b>Locations</b>	50	8	37	76	170	10,583
<b>Sales (\$ M)</b>	92	63	140	239	534	6,019
<b>Employees</b>	785	475	1,619	2,413	5,292	55,840
<b>Payroll (\$ M)</b>	15	6	18	29	69	1,043

Largest Companies	1-4	5-8	9-20	21-50	Top 50 Retailers	Rest of Industry
<b>Locations</b>	0.5%	0.1%	0.3%	0.7%	1.6%	98.4%
<b>Sales (\$ M)</b>	1.4%	1.0%	2.1%	3.6%	8.1%	91.9%
<b>Employees</b>	1.3%	0.8%	2.6%	3.9%	8.7%	91.3%
<b>Payroll (\$ M)</b>	1.4%	0.6%	1.6%	2.6%	6.2%	93.8%

■ Top 50 Retailers ■ Rest of Industry

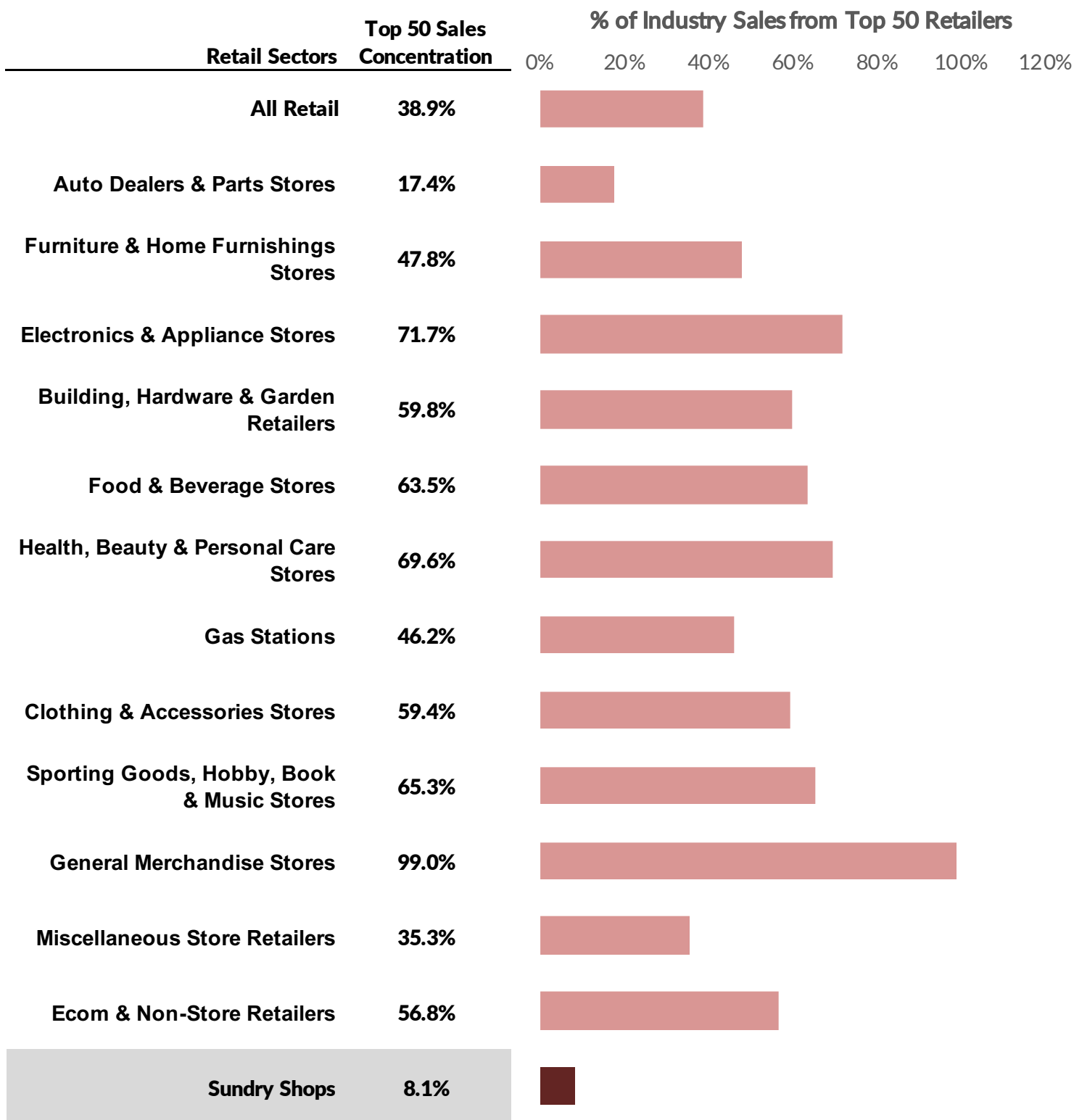




## Sector Sales Concentration Benchmarks

Below are sales concentration benchmarks (% of industry sales the top 50 retailers represent) for the largest 50 companies per major retail sector, with the Sundry Shops sales concentration reflected on the bottom for comparison.

### Sales Concentration of Top 50 Retailers by Sectors



## Franchise Segmentation

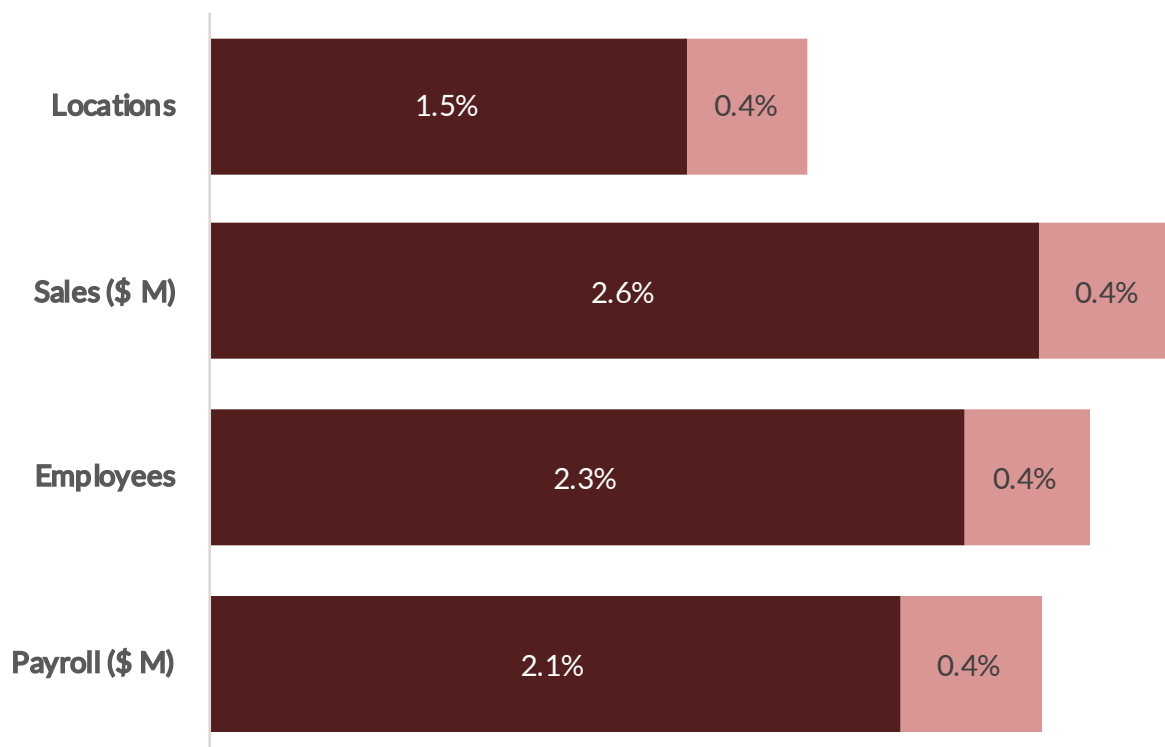
Below are the various industry segmentation metrics including locations, sales, employees and payroll for franchisee-owned and franchisor-owned retailers. Both absolute and as a percent of the industry figures are included.

### Sundry Shops Franchise Segmentation

	Franchisee-Owned	Franchisor-Owned	Franchise Total	Rest of Industry
<b>Locations</b>	159	40	199	10,554
<b>Sales (\$ M)</b>	168	28	196	6,357
<b>Employees</b>	1,426	233	1,659	59,473
<b>Payroll (\$ M)</b>	24	5	29	1,083

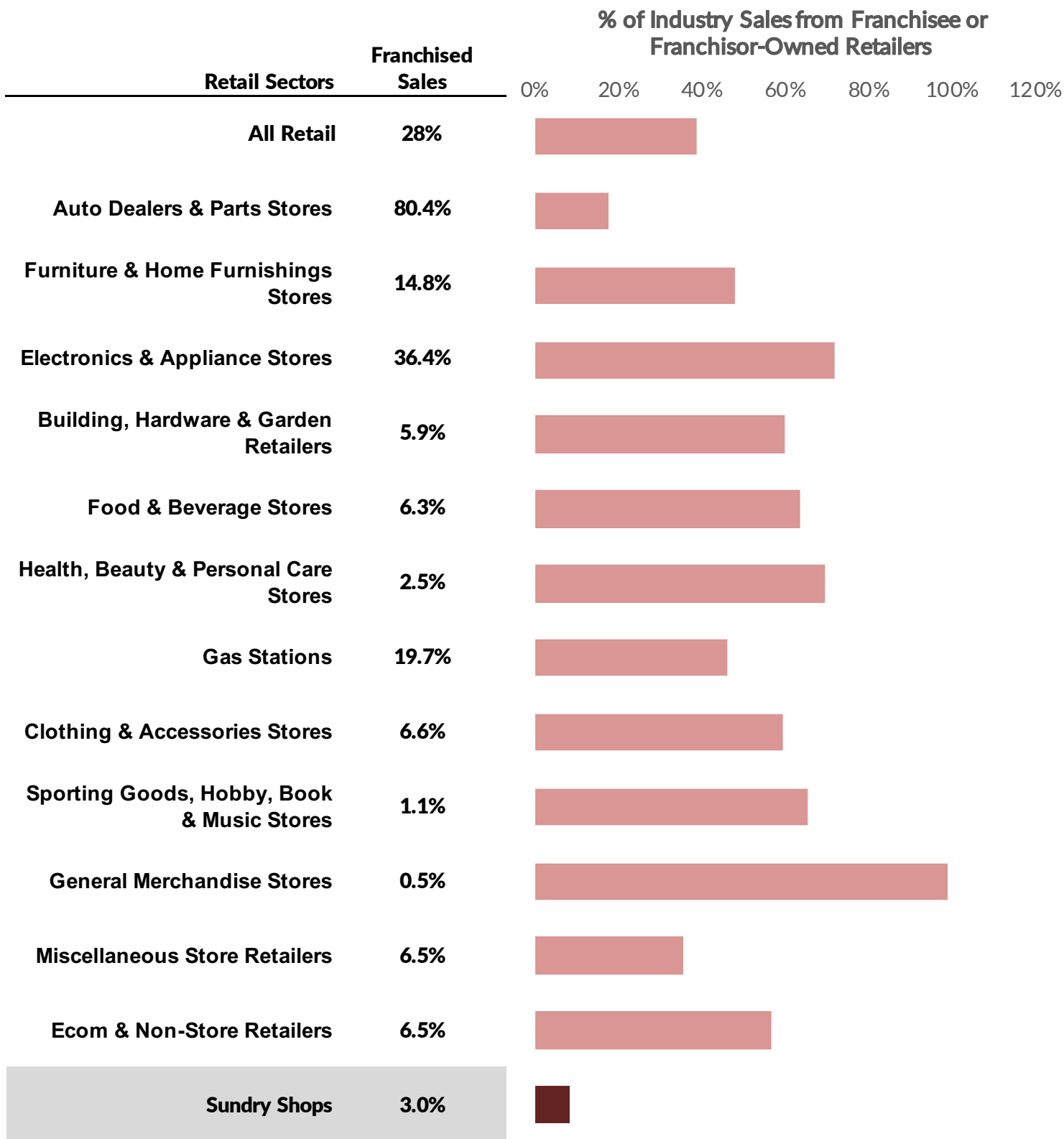
	Franchisee-Owned	Franchisor-Owned	Franchise Total	Rest of Industry
<b>Locations</b>	1.5%	0.4%	1.8%	98.2%
<b>Sales (\$ M)</b>	2.6%	0.4%	3.0%	97.0%
<b>Employees</b>	2.3%	0.4%	2.7%	97.3%
<b>Payroll (\$ M)</b>	2.1%	0.4%	2.6%	97.4%

■ Franchisee-Owned ■ Franchisor-Owned



## Sector Franchise Benchmarks

Below is the percent of industry sales represented by franchised locations for each major retail sector, with the Sundry Shops franchised percentage reflected on the bottom for comparison.



## Industry Segmentation by Business Structure

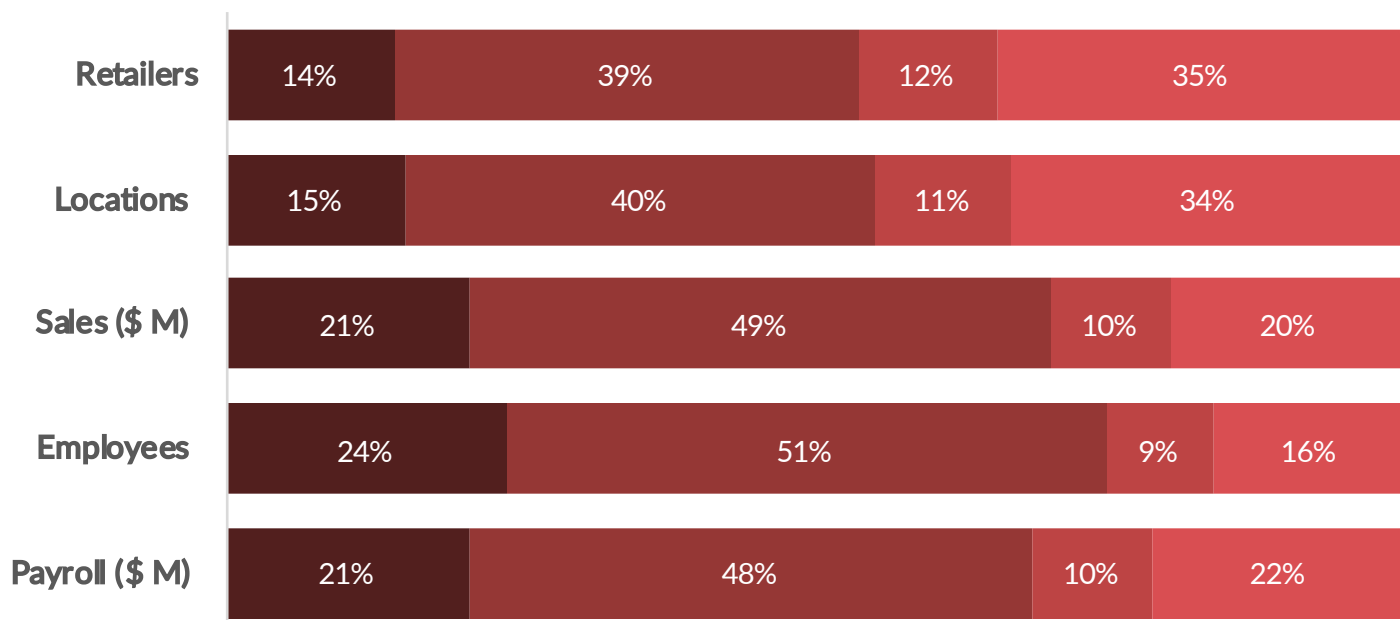
Below are the various industry segmentation metrics including locations, sales, employees and payroll by business structure including C-Corporations, S-Corporations, Partnerships, and Sole Proprietorships. Both absolute and as a percent of the industry figures are included.

### Sundry Shops Segmentation by Business Structure

Business Structure	C-Corporations	S-Corporations	Partnerships	Sole Proprietorships
<b>Retailers</b>	1,526	4,211	1,251	3,725
<b>Locations</b>	1,623	4,292	1,234	3,604
<b>Sales (\$ M)</b>	1,353	3,221	673	1,306
<b>Employees</b>	14,459	31,075	5,610	9,988
<b>Payroll (\$ M)</b>	228	532	112	240

Business Structure	C-Corporations	S-Corporations	Partnerships	Sole Proprietorships
<b>Retailers</b>	14%	39%	12%	35%
<b>Locations</b>	15%	40%	11%	34%
<b>Sales (\$ M)</b>	21%	49%	10%	20%
<b>Employees</b>	24%	51%	9%	16%
<b>Payroll (\$ M)</b>	21%	48%	10%	22%

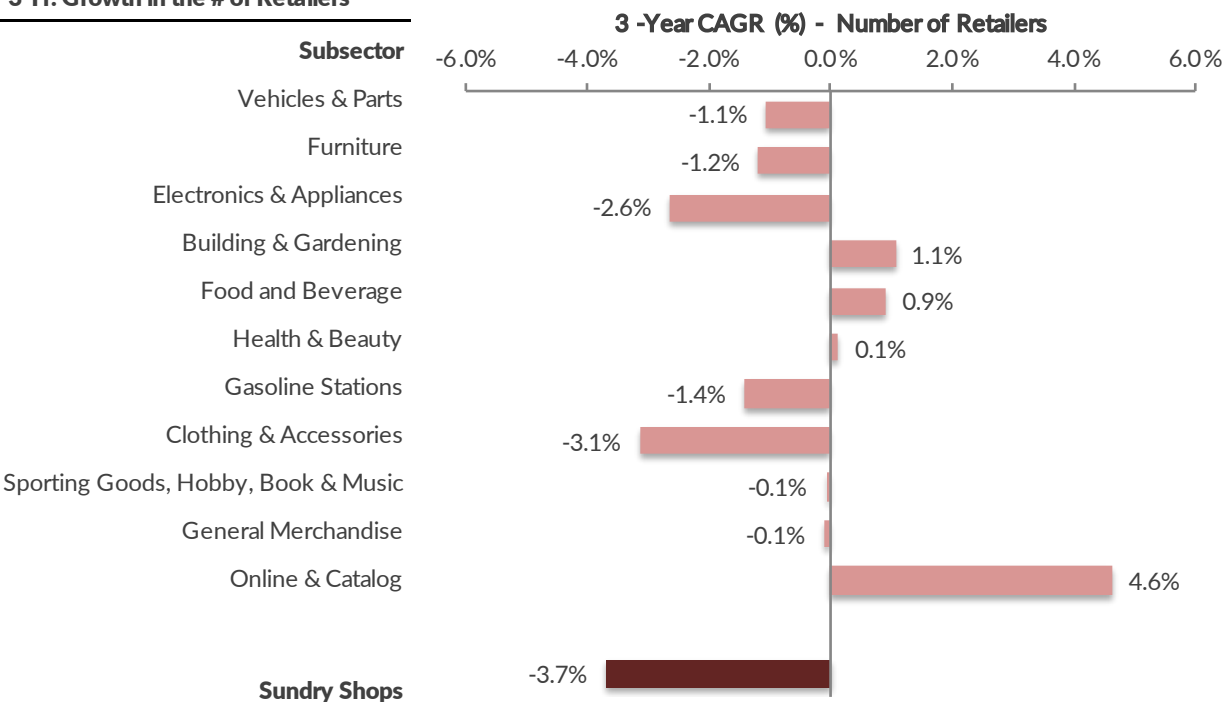
■ C-Corporations ■ S-Corporations ■ Partnerships ■ Sole Proprietorships



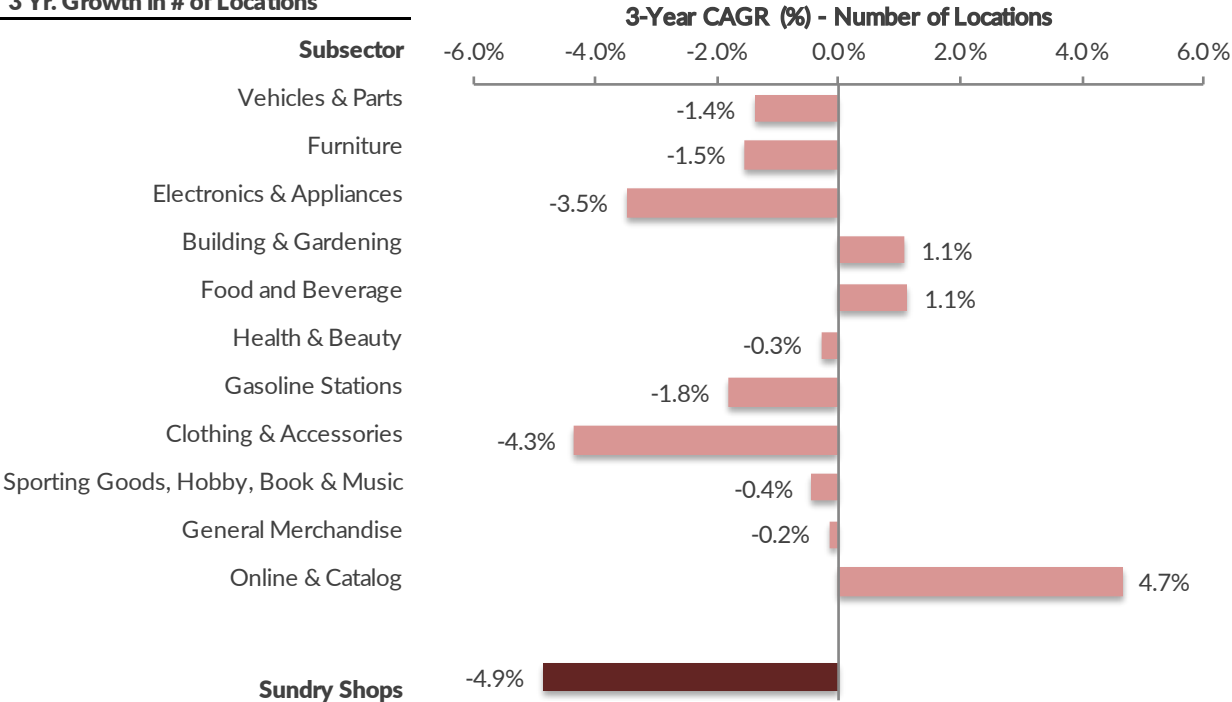
## Subsector Consolidation Analysis (1/2)

Below are growth figures for number of companies and locations for all of the major services subsectors with the Homeowners Associations industry metric at the bottom of the chart.

### 3 Yr. Growth in the # of Retailers



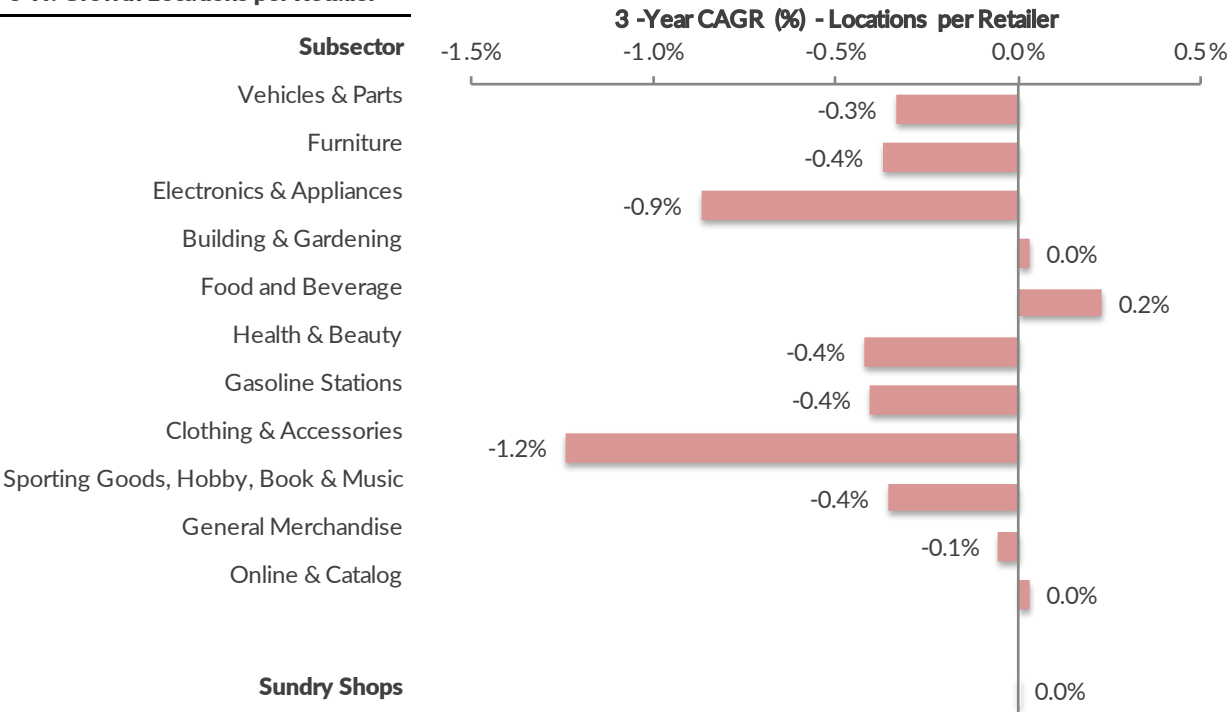
### 3 Yr. Growth in # of Locations



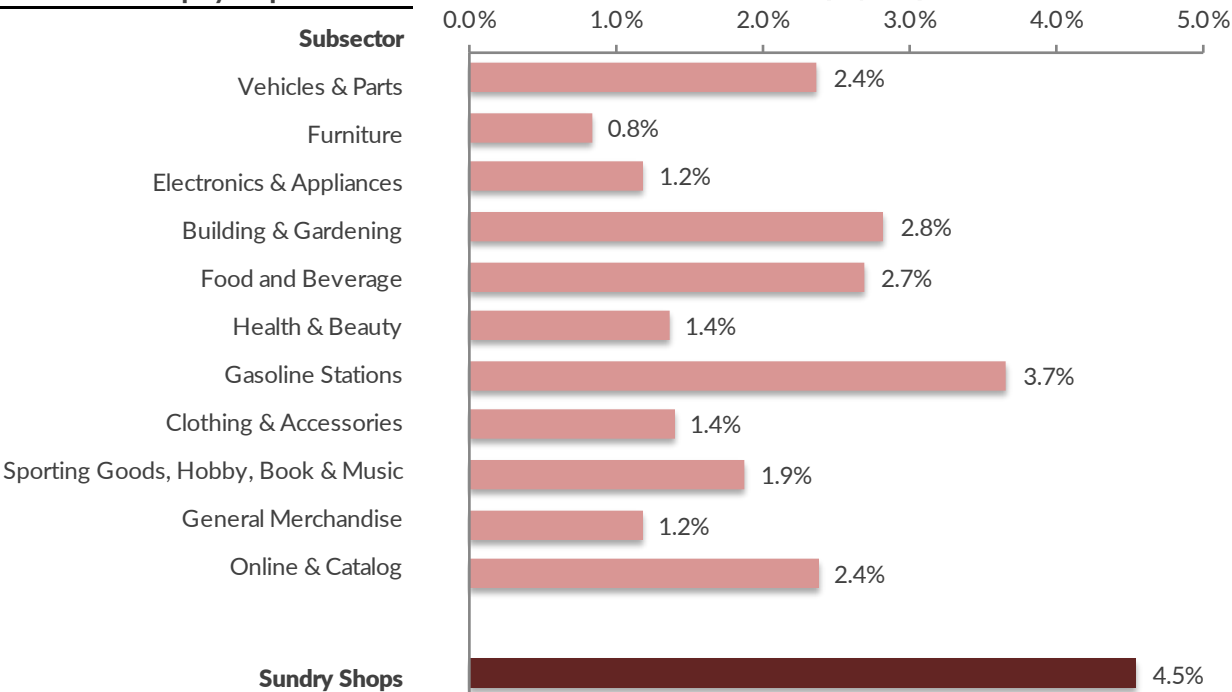
## Subsector Consolidation Analysis (2/2)

Comparing your industry's retailer and employees per retailer growth versus the other retail subsectors can provide broader strategic context.

### 3 Yr. Growth Locations per Retailer



### 3 Yr. Growth Employees per Retailer



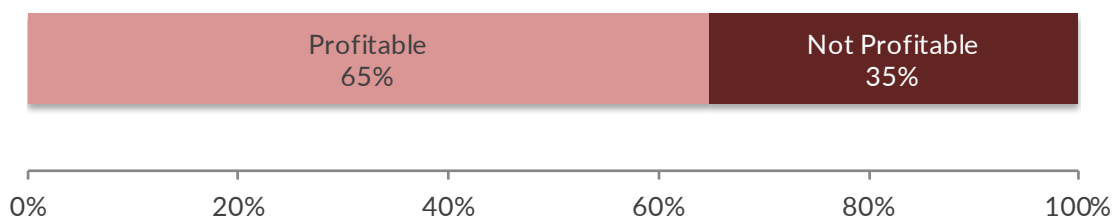
## **Section Two**

# **Costs, Financials, and Workforce Benchmarks**

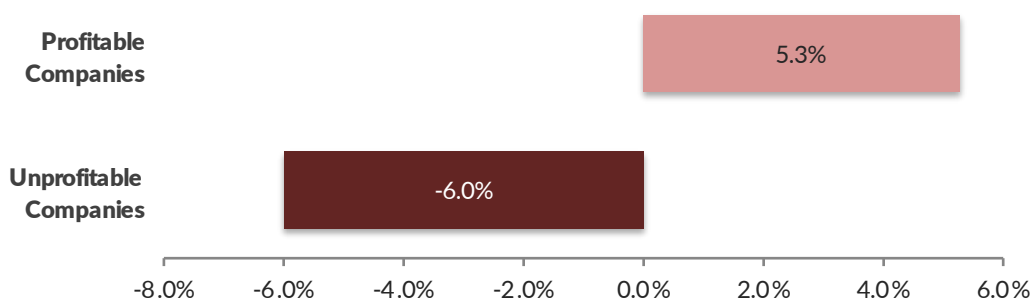
## Profitability & Financial Ratio Analysis

Below are benchmarks for the percent of companies that are profitable, average net income as a percent of revenues, and financial ratios including total asset turnover, fixed asset turnover, fixed assets to total assets ratio, total assets to total liabilities ratio, return on sales, return on total assets, return on net worth, total liabilities to net worth ratio, fixed assets to net worth ratio, and solvency ratio.

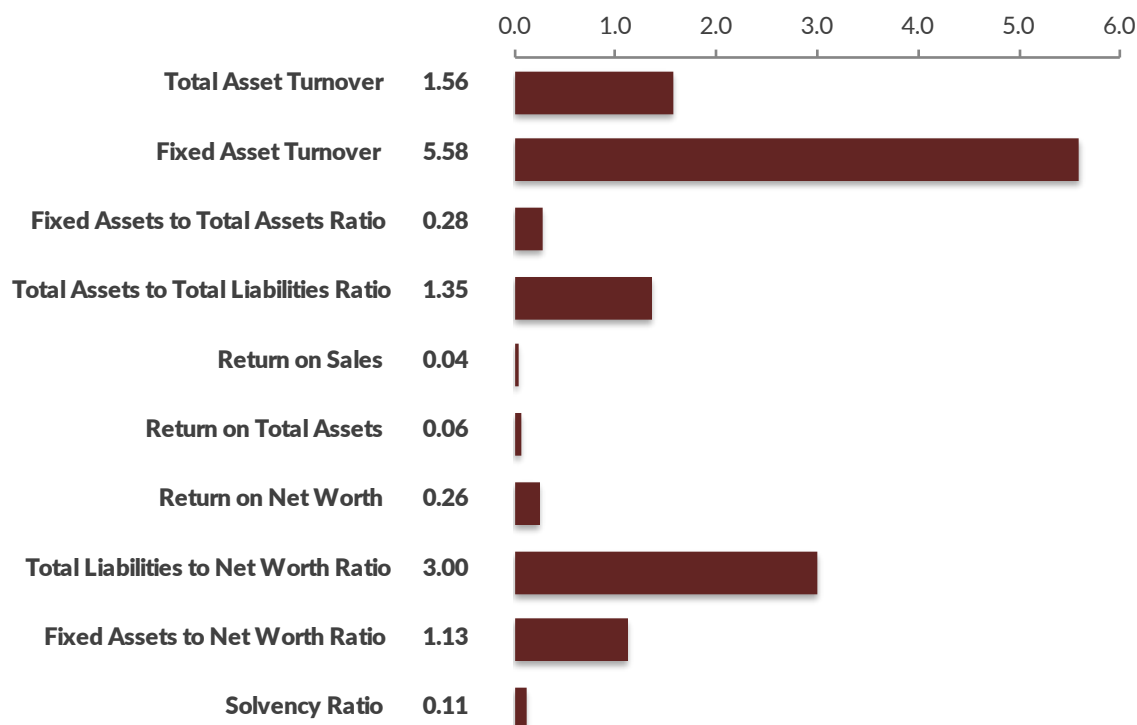
### Percent of Companies that are Profitable



### Average Net Income as a Percent of Revenues



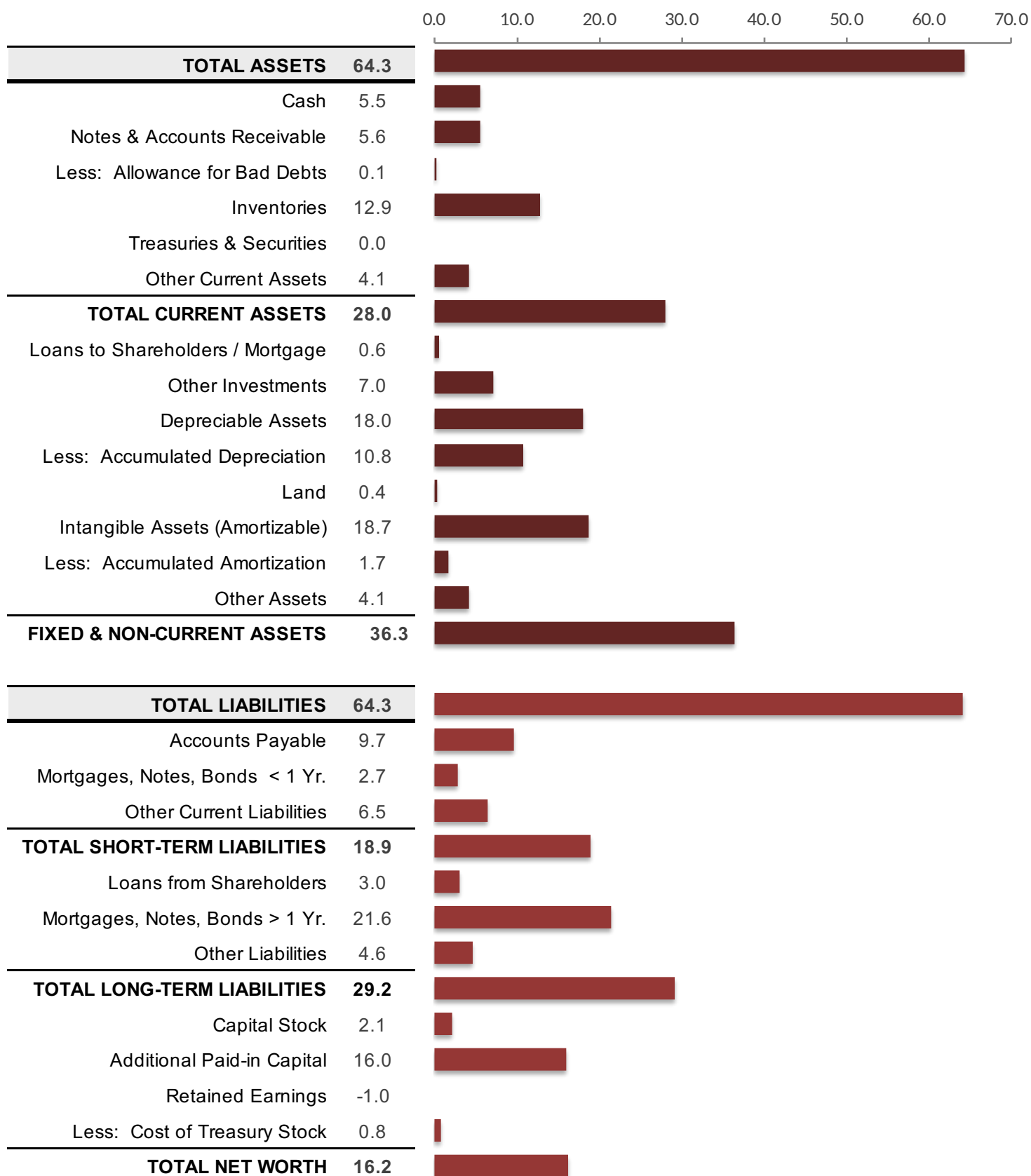
### Financial Ratios





## Balance Sheet Benchmarks - Assets, Liabilities & Equity

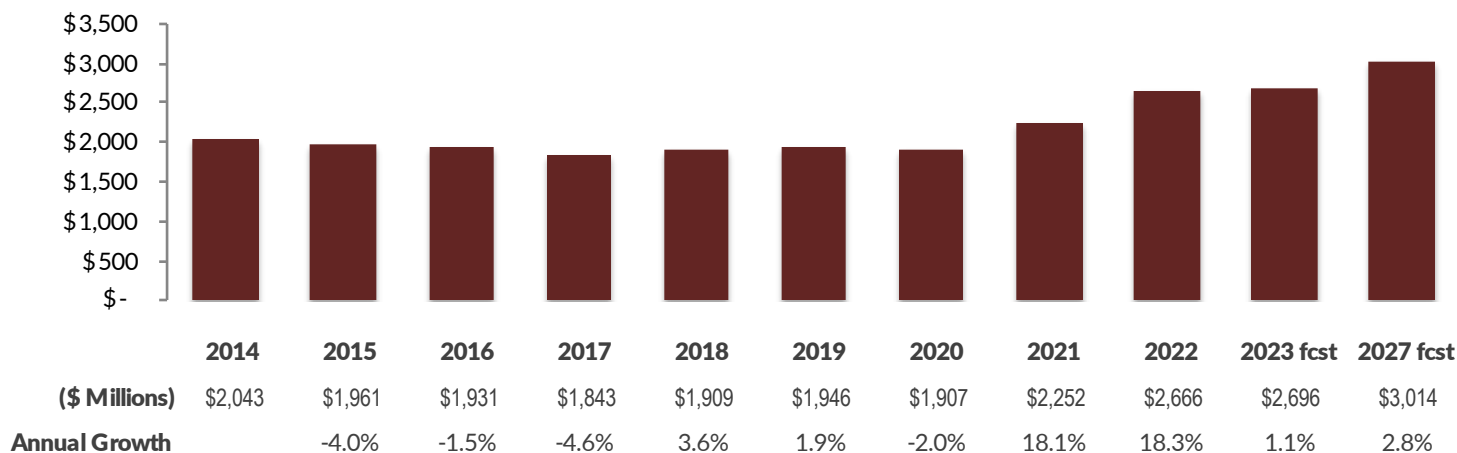
Below are balance sheet benchmarks with a breakdown of assets, liabilities & equity. All the benchmarks are indexed to total revenue at 100.



# Operating Expenses

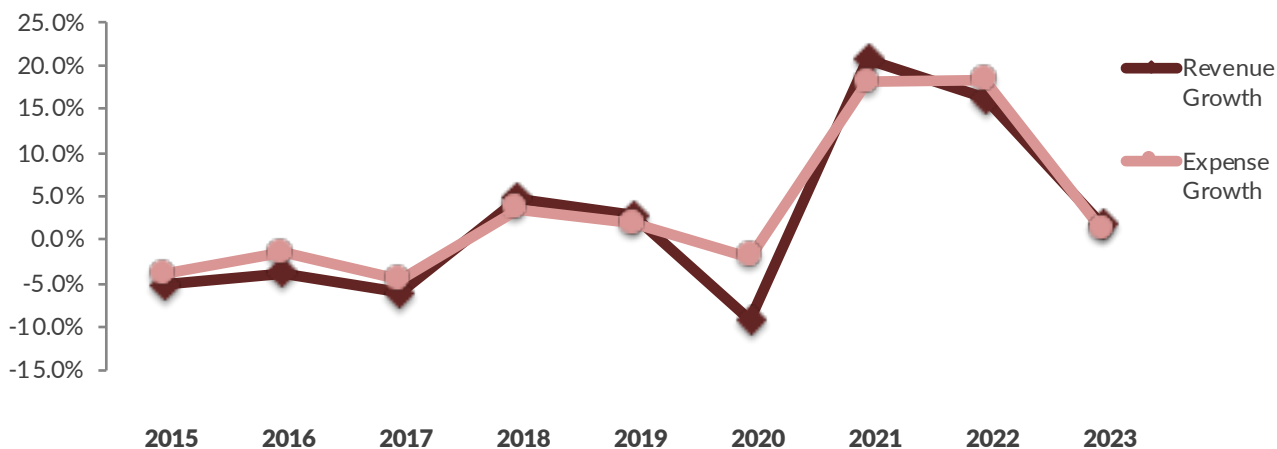
Below is total industry operating expense, industry revenue vs. industry opex growth, and opex as a percentage of revenue for the Sundry Shops industry. The data sets include historicals and forecasts.

## Industry Operating Expenses

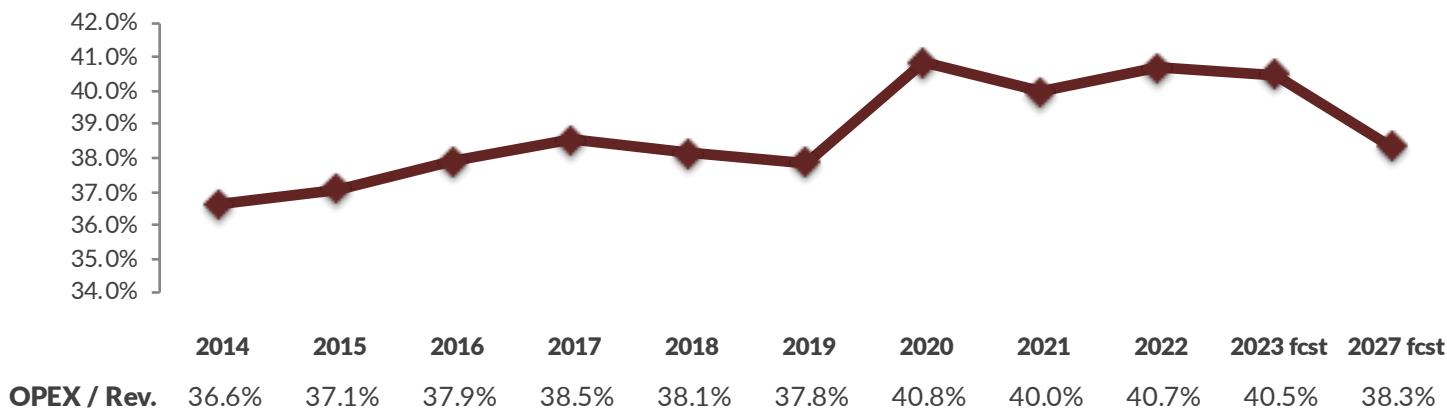


Compound Annual Growth Rate **11.1%** 3-Year **7.7%** 5-Year

## Industry Revenue vs. Operating Expense Growth



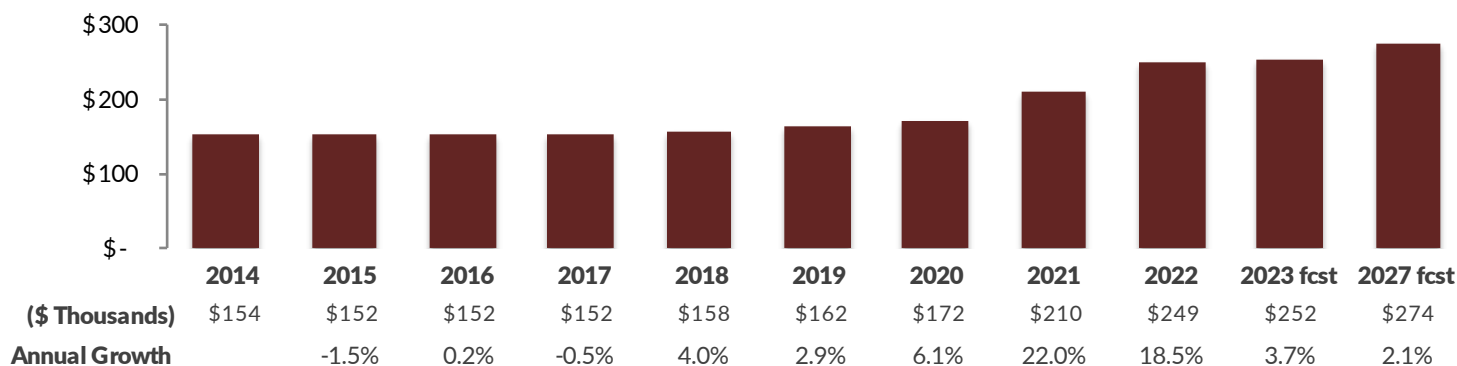
## Operating Expense as a Percent of Revenues



# Operating Expenses per Retailer & Location

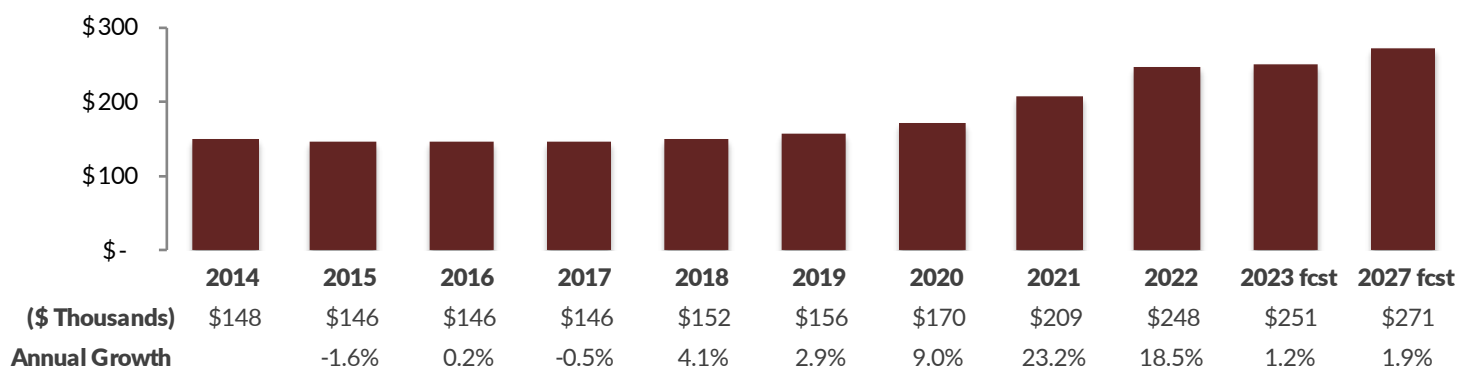
Given the dynamics of company and location growth and consolidation in the industry, it is important to normalize operating expense growth by company and location, which are below. This serves as a better benchmark for operating expense comparisons.

## Industry Operating Expenses per Retailer



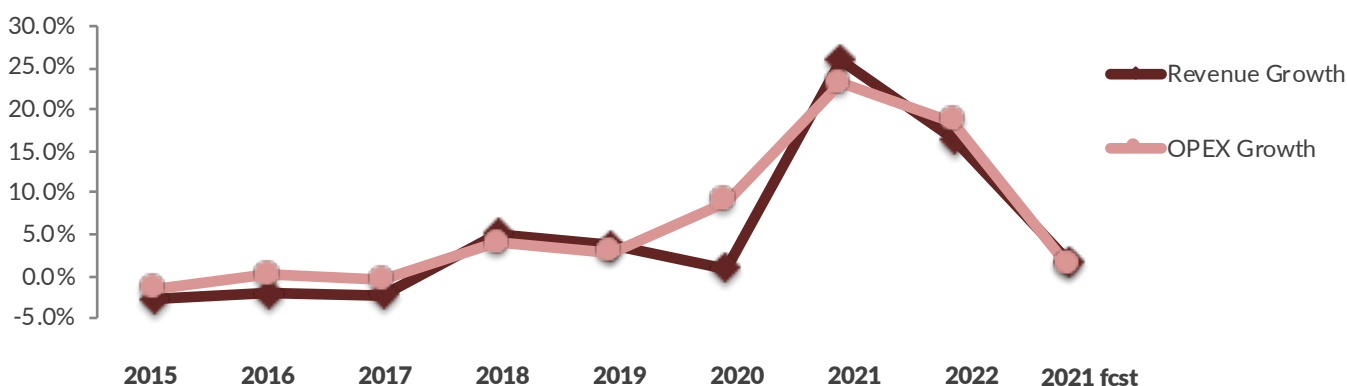
Compound Annual Growth Rate **15.3%** 3-Year **10.4%** 5-Year

## Industry Operating Expenses per Location



Compound Annual Growth Rate **16.7%** 3-Year **11.2%** 5-Year

## Revenue Growth per Location vs. Operating Expense Growth per Location

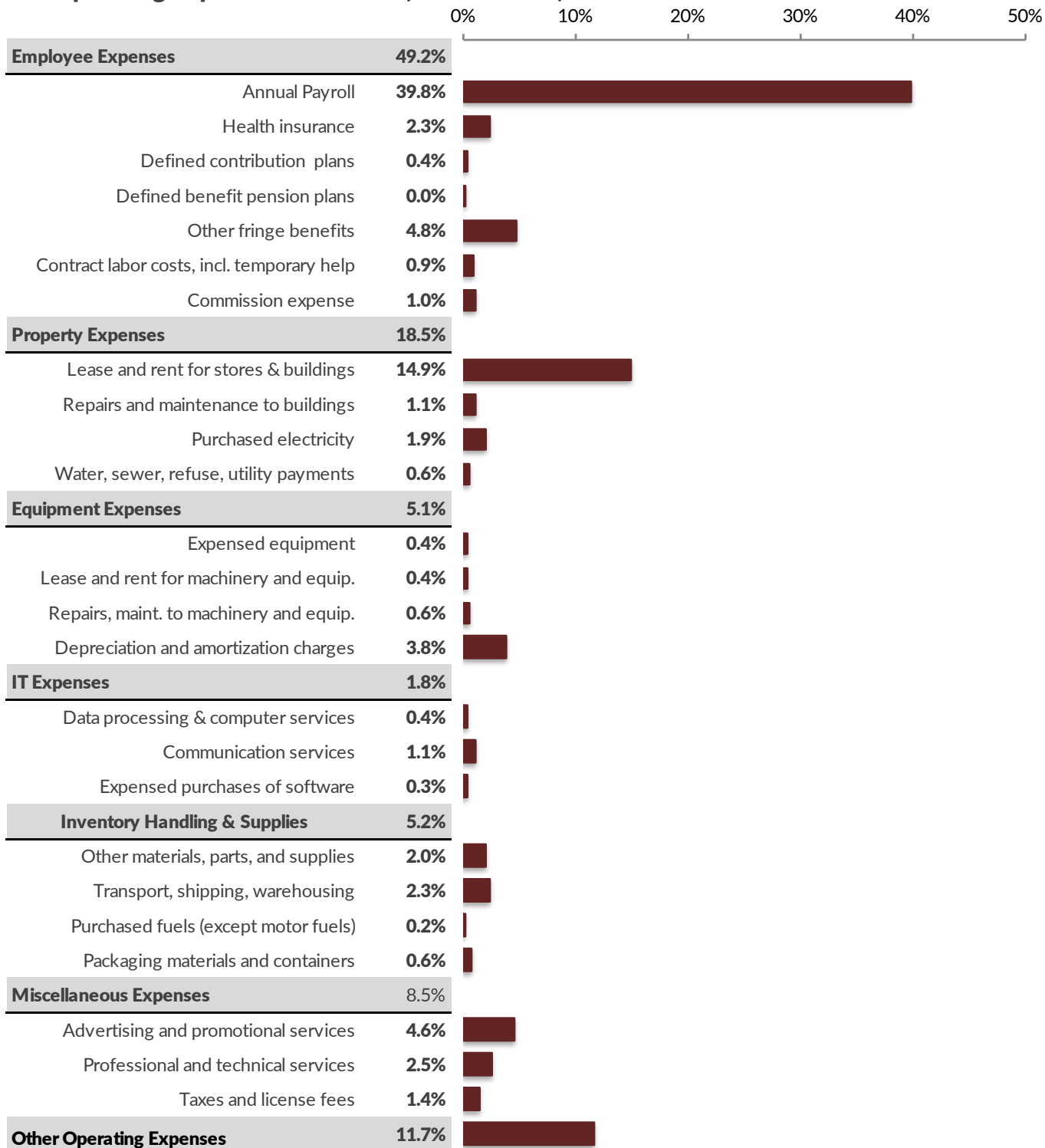


## Operating Expense Detail

The detail below of the components that make up the industry's operating expense is really useful to benchmark your company's expenses against. Doing a simple gap analysis may show you where your company has opportunity to cut costs and strategically spend some more money to optimize its cost structure.

### Sundry Shops

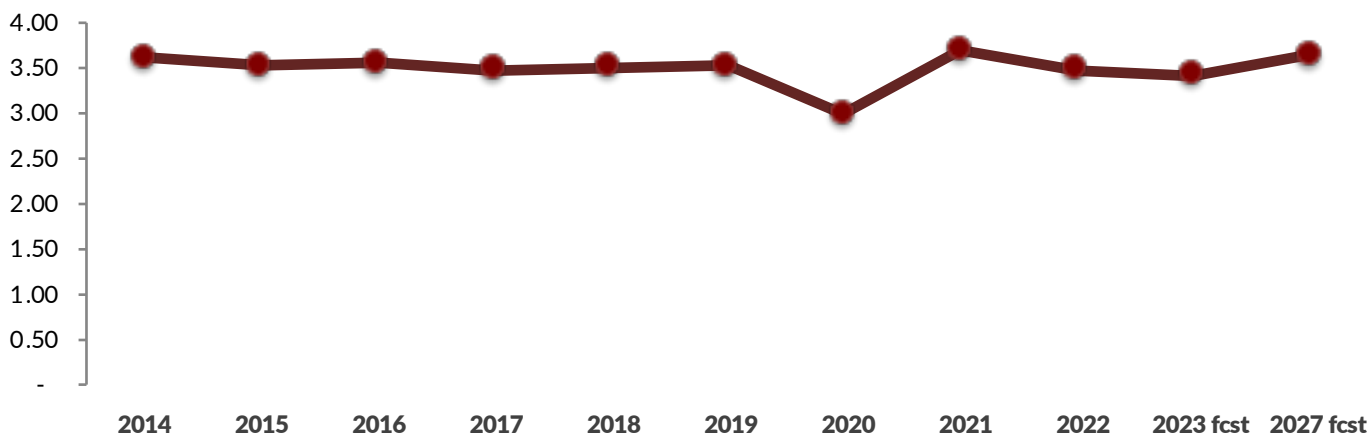
#### Operating Expense Breakdown (Total = 100%)



## Inventory Turns & Gross Margin

Retailers tie up a significant amount of capital in inventory, and the ability to successfully manage this inventory is one of the major drivers of value growth. And, the ability to manage the costs of this inventory, while properly pricing the inventory drives the gross margin of a retailer.

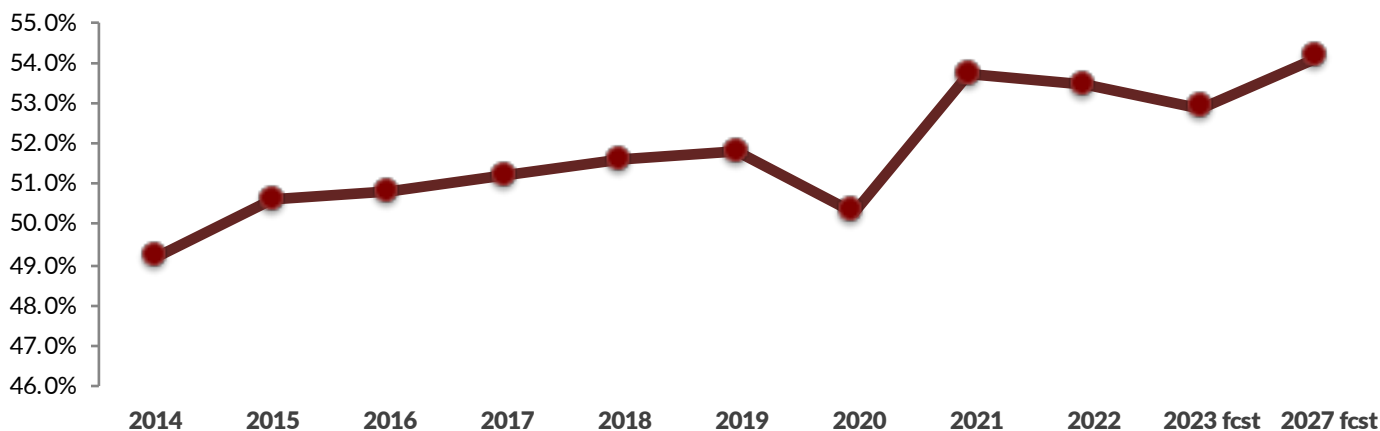
### Inventory Turns



<b>Annual Growth</b>		-2.5%	1.1%	-2.3%	0.9%	0.4%	-15.0%	23.5%	-6.0%	-1.7%	1.0%
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Compound Annual Growth Rate **-0.4%** 3-Year **0.0%** 5-Year

### Gross Margin



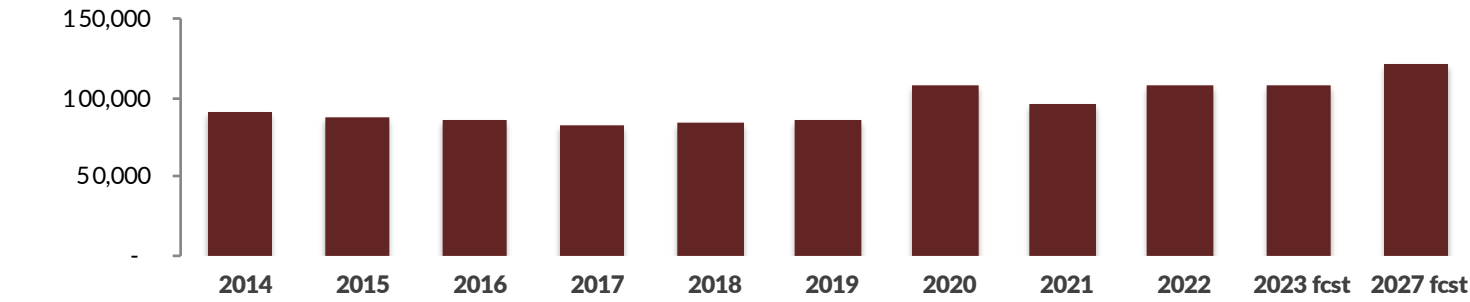
<b>Annual Growth</b>		2.8%	0.4%	0.8%	0.8%	0.4%	-2.9%	6.8%	-0.5%	-1.0%	0.3%
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Compound Annual Growth Rate **1.0%** 3-Year **0.9%** 5-Year

# Employee Productivity & Industry Employment

One of the simplest yet most powerful benchmarks is productivity or revenue per employee, which is a nice input to helping you figure out if your company may have too many people or too few for it's size. While employment growth of the industry can often highlight interesting supply and demand dynamics for talent.

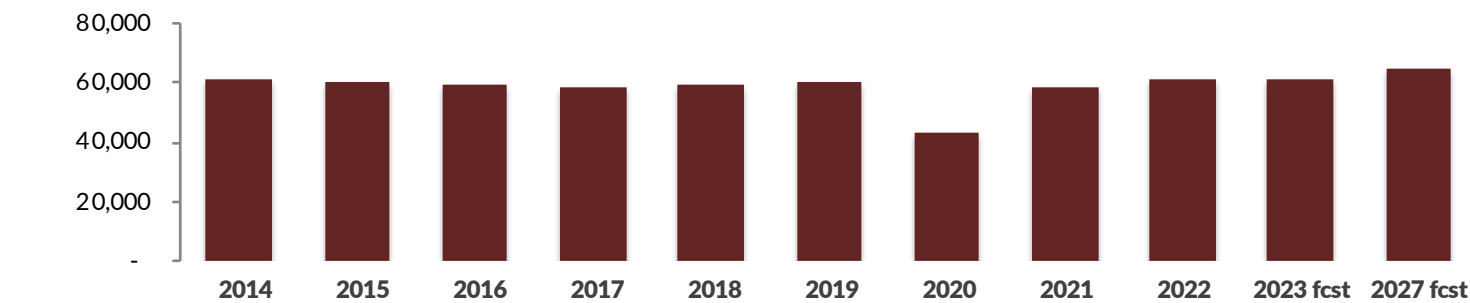
## Productivity - Revenue (output) per Employee



Annual Growth		-3.4%	-3.0%	-3.7%	2.9%	1.4%	24.8%	-9.9%	11.1%	1.2%	2.8%
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Compound Annual Growth Rate **7.7%** 3-Year **5.4%** 5-Year

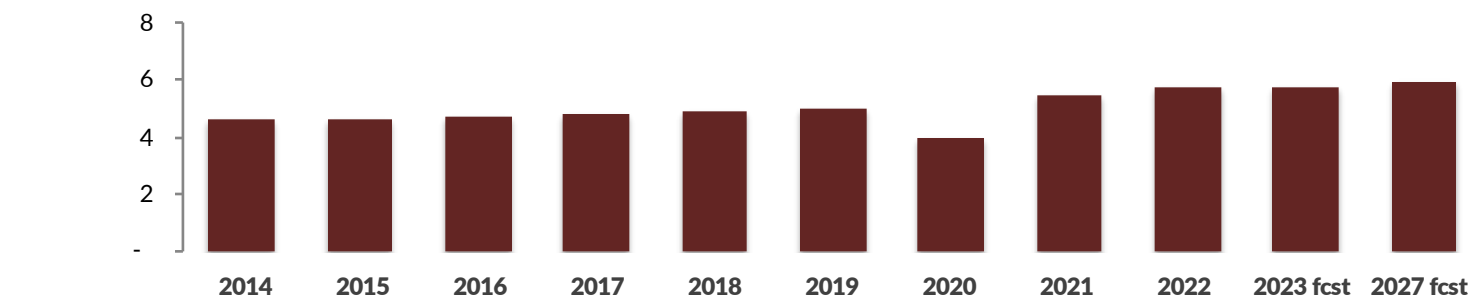
## Total Industry Employees



Annual Growth		-1.8%	-0.8%	-2.5%	1.8%	1.3%	-27.3%	34.0%	4.7%	0.4%	1.4%
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Compound Annual Growth Rate **0.7%** 3-Year **1.0%** 5-Year

## Employees per Retailer

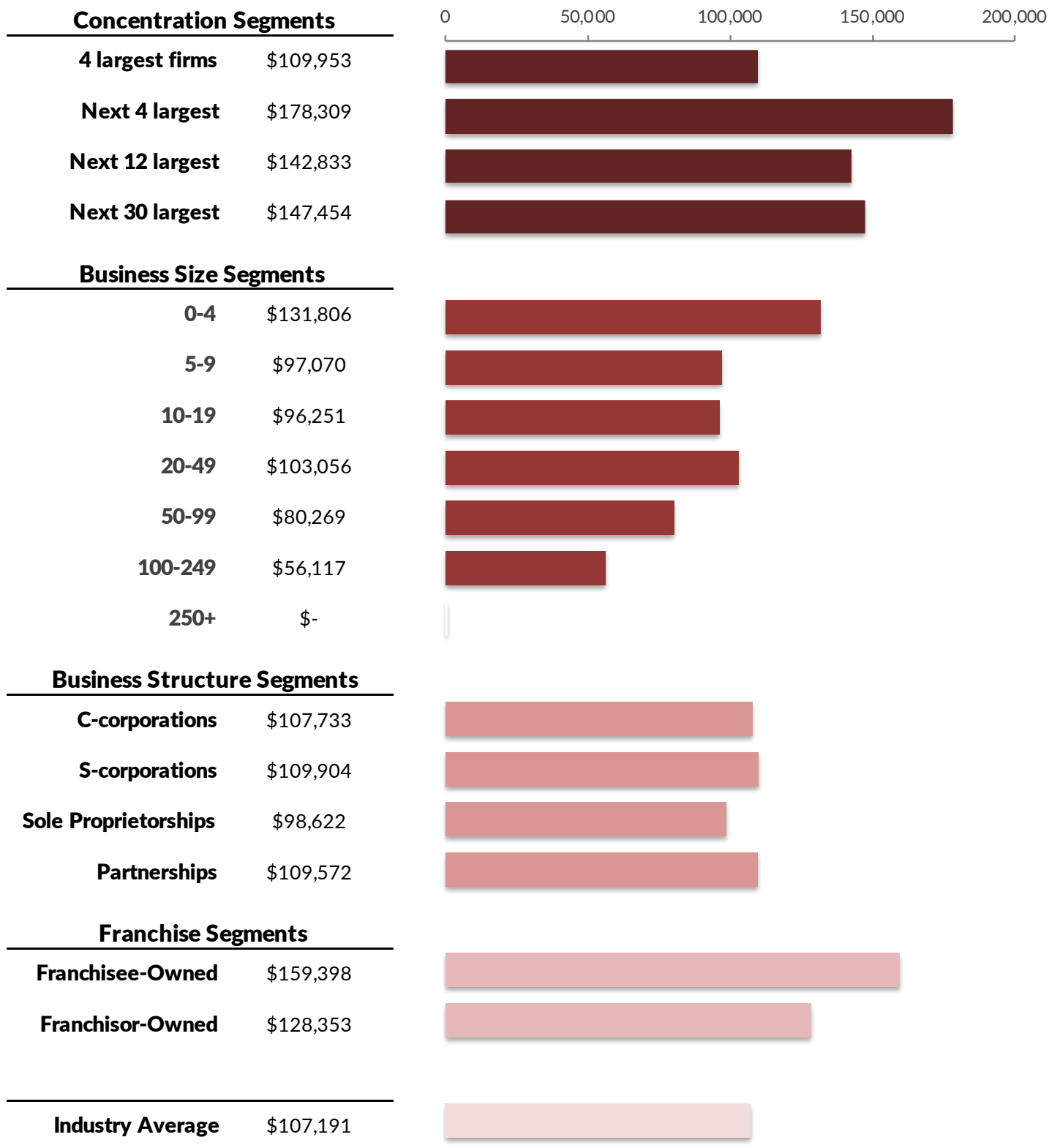


Annual Growth		0.8%	0.9%	1.6%	2.2%	2.3%	-21.2%	38.3%	4.8%	0.6%	0.8%
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Compound Annual Growth Rate **4.5%** 3-Year **3.6%** 5-Year

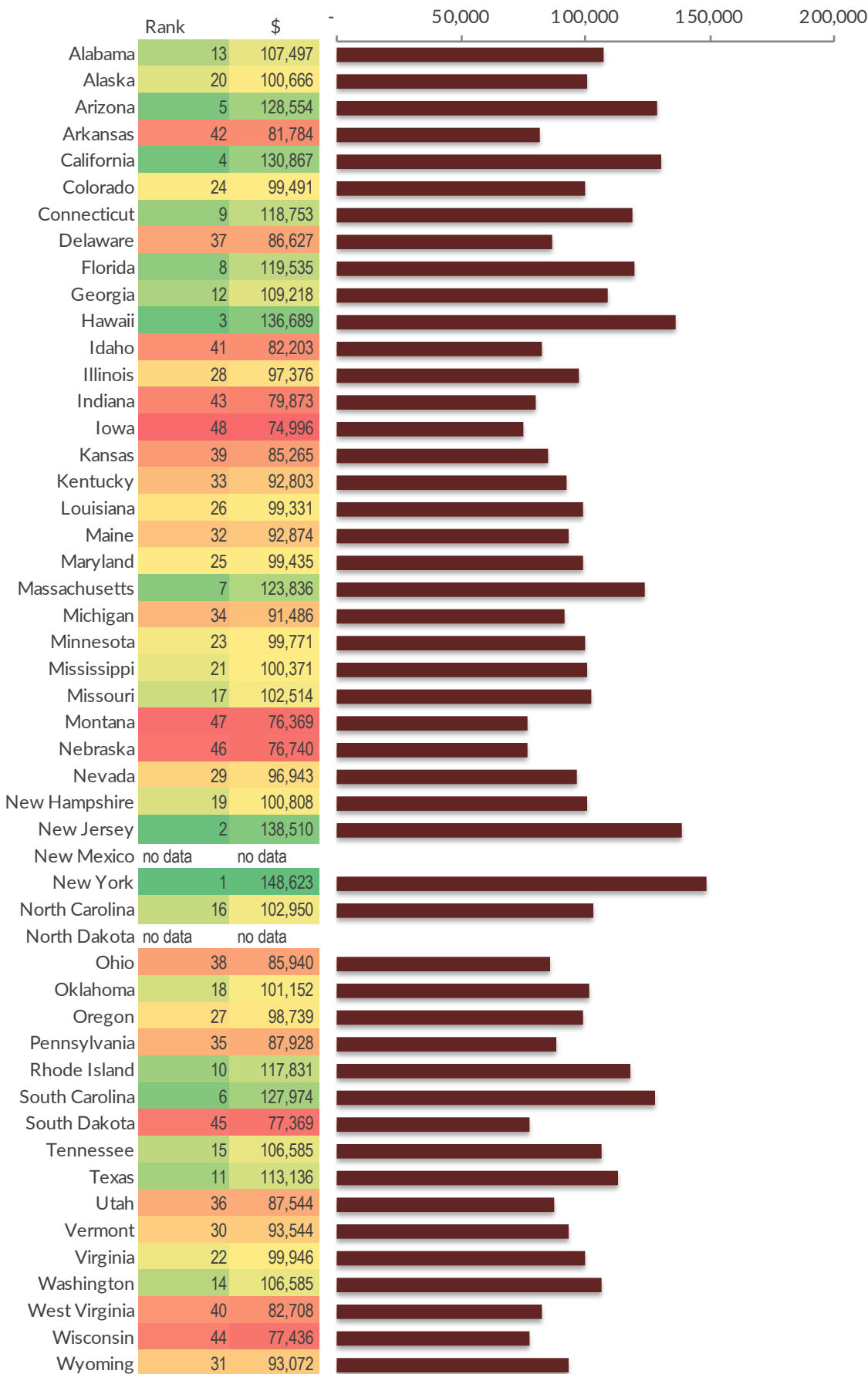
## Employee Productivity by Segments

Below are employee productivity (i.e., revenue per employee) statistics for various industry segmentations including concentration, business size by employees, business structure and franchises.



# Productivity by State - Revenue (output) per Employee

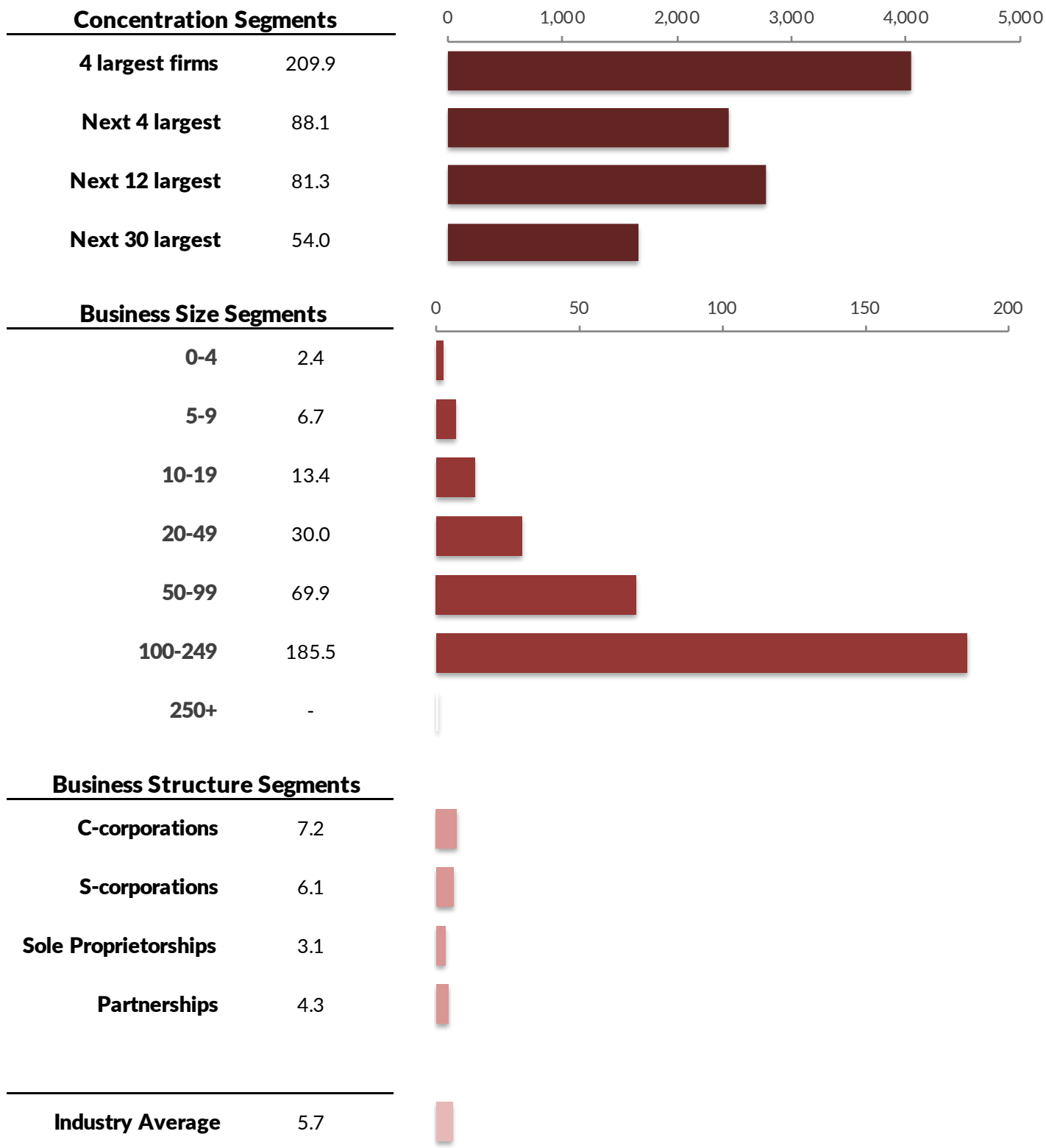
Below is productivity (total revenue divided by total number of employees) by state. When it states "no data", there wasn't a sufficient sample size of data for the state.





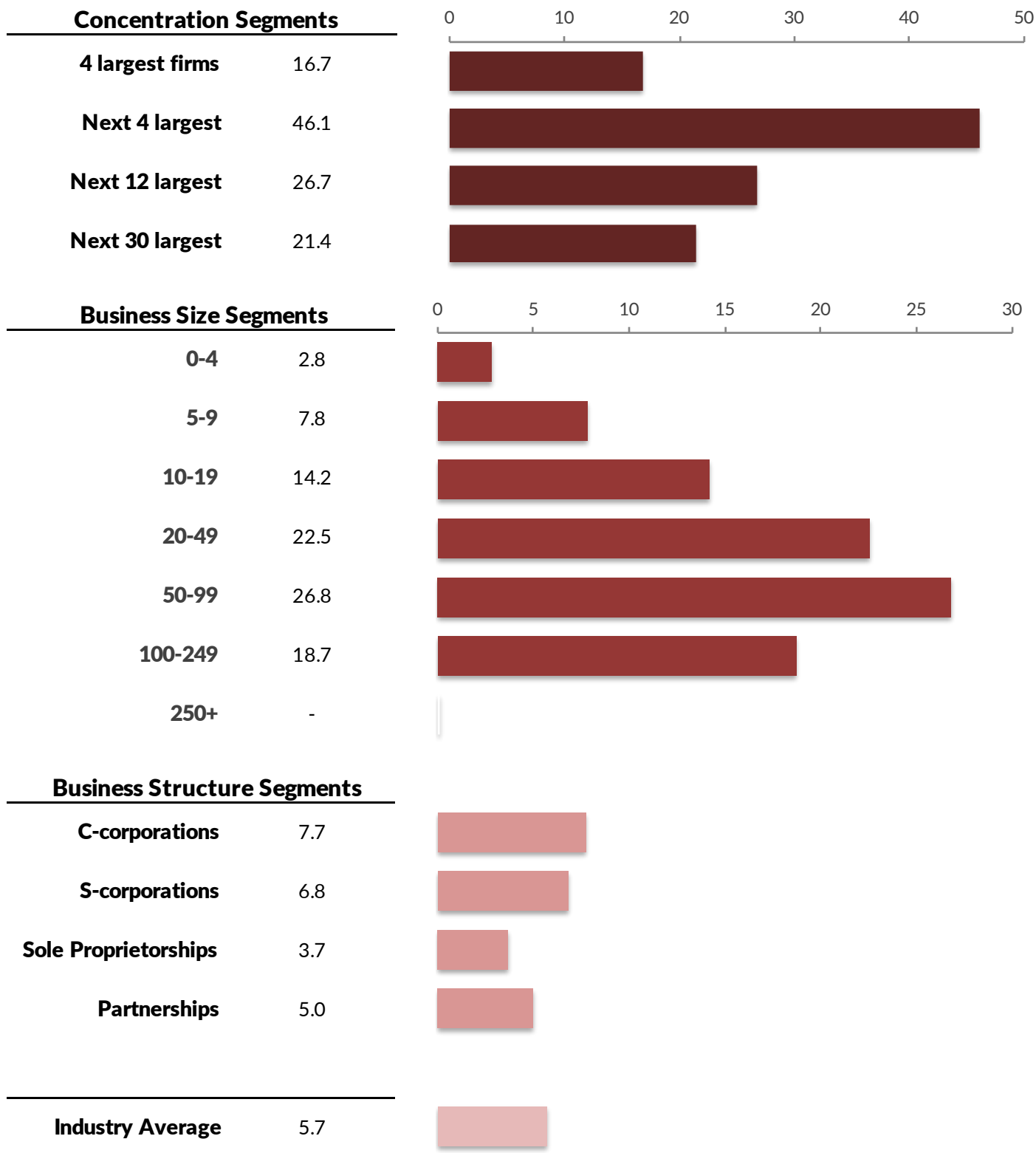
# Employees per Retailer by Segments

Below are employees per retailer statistics for various industry segmentations including concentration, business size by employees, and business structure.



## Employees per Location by Segments

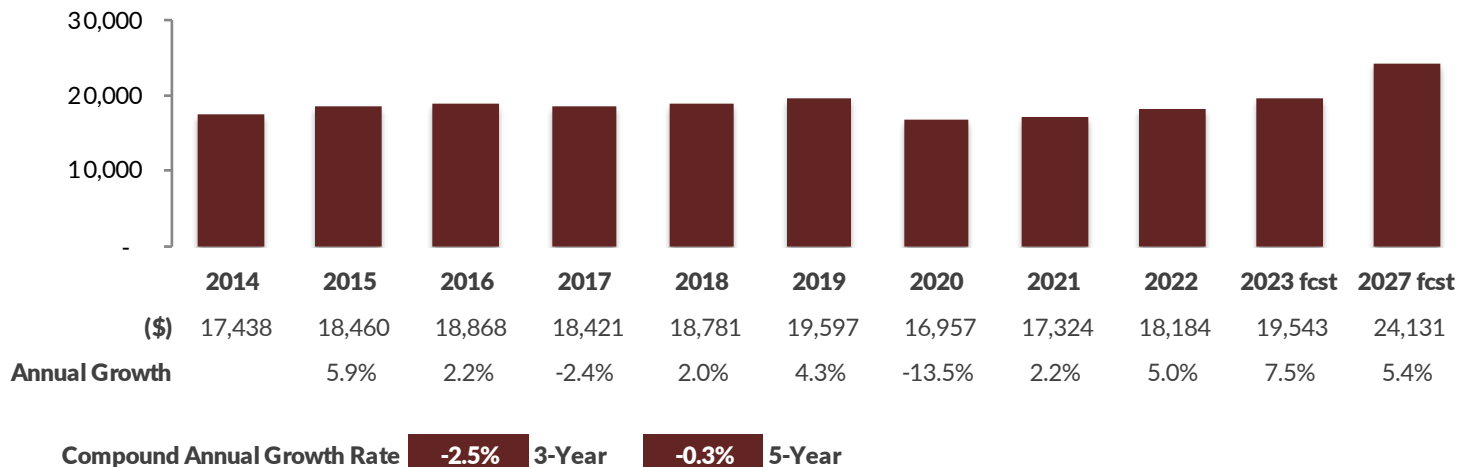
Below are employees per retailer statistics for various industry segmentations including concentration, business size by employees, and business structure.



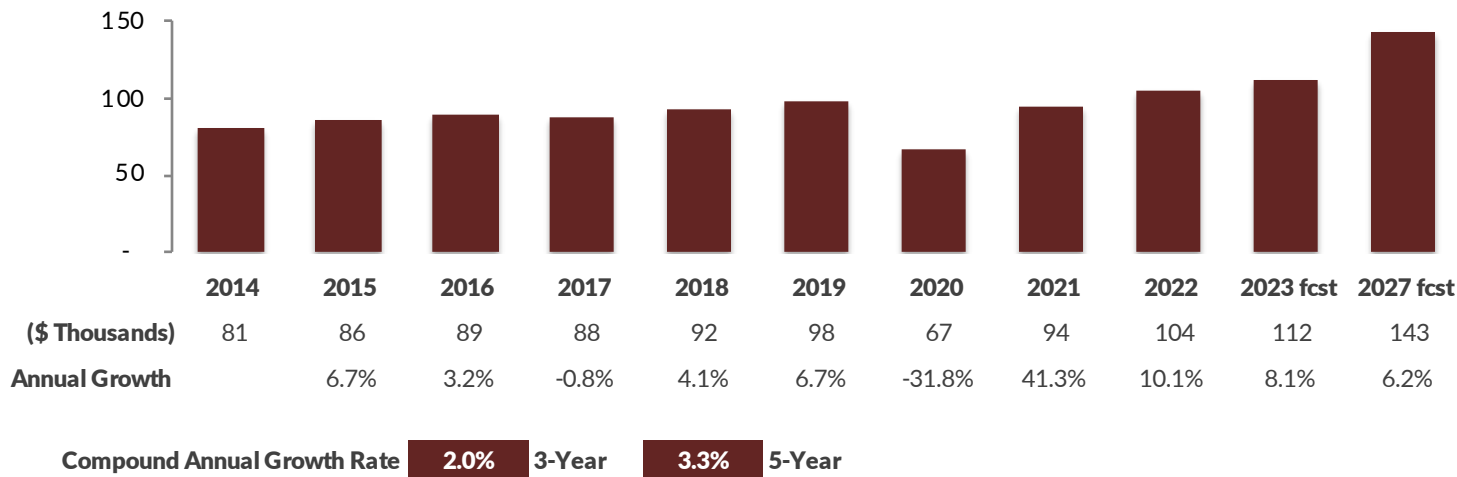
# Industry Payroll

One of the consistently difficult strategic questions for every company is "are we paying our people the right amount?" In the next sections, we'll tackle this question from many different angles. The first benchmarks below cover payroll per employee, retailer and location. In particular, payroll per employee is a strong metric to benchmark against, both in terms of the dollar figure but also the historical and forecasted growth.

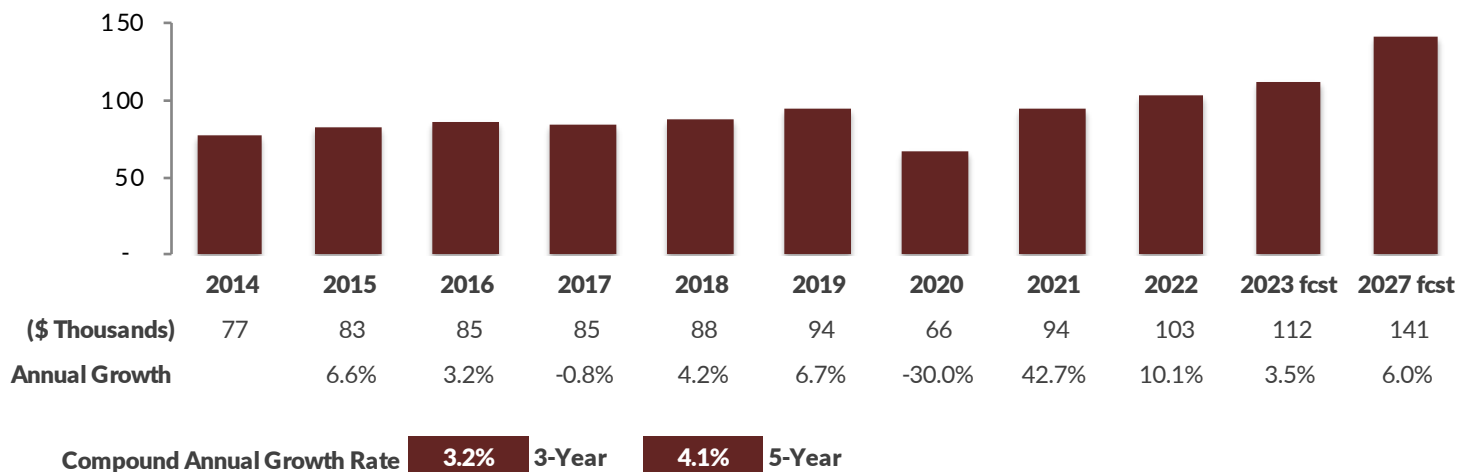
## Payroll per Employee



## Payroll per Retailer



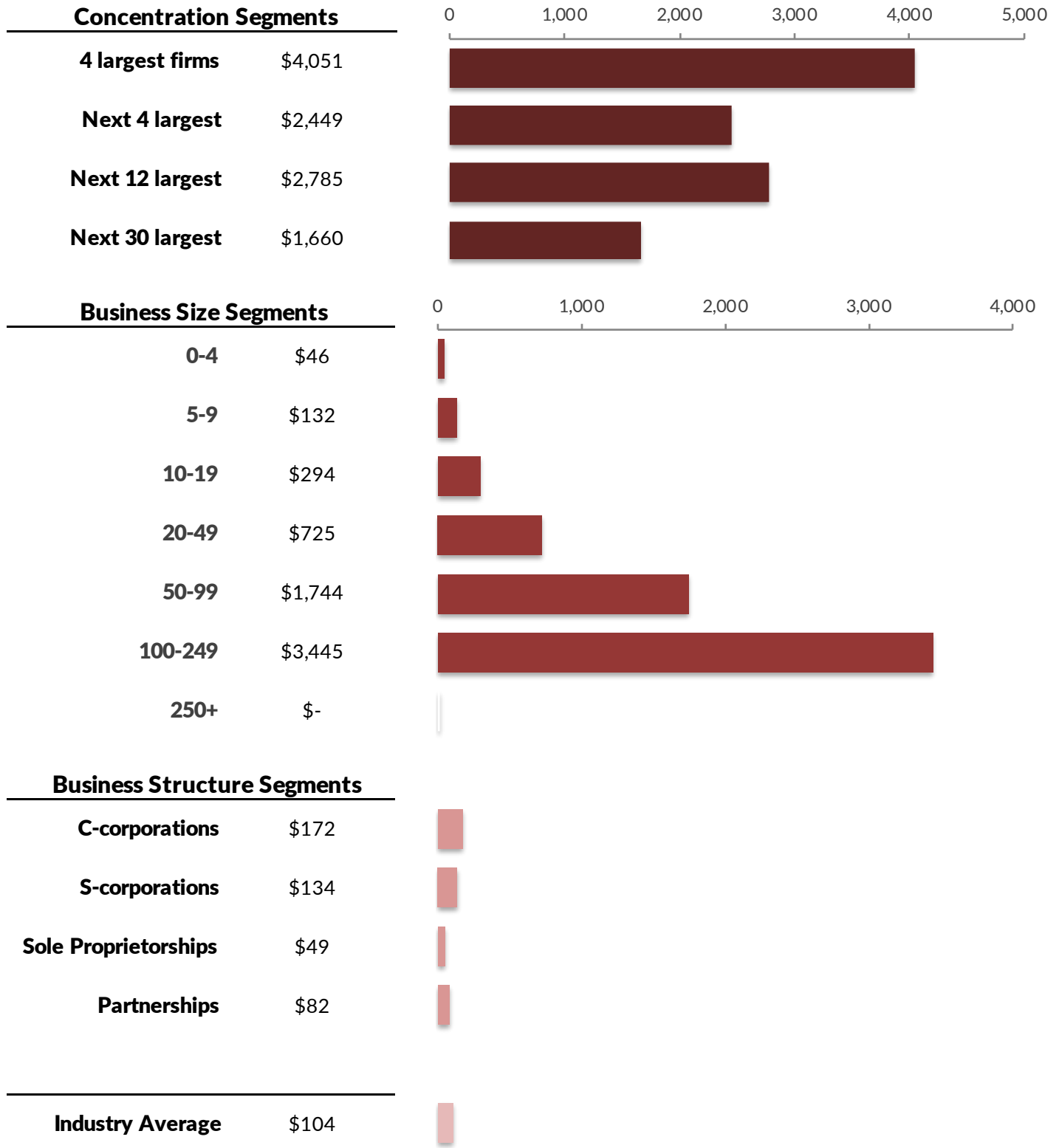
## Payroll per Location



# Payroll per Retailer by Segments

Below are payroll per retailer statistics for various industry segmentations including concentration, business size by employees, business structure and franchises. All figures are in \$000s.

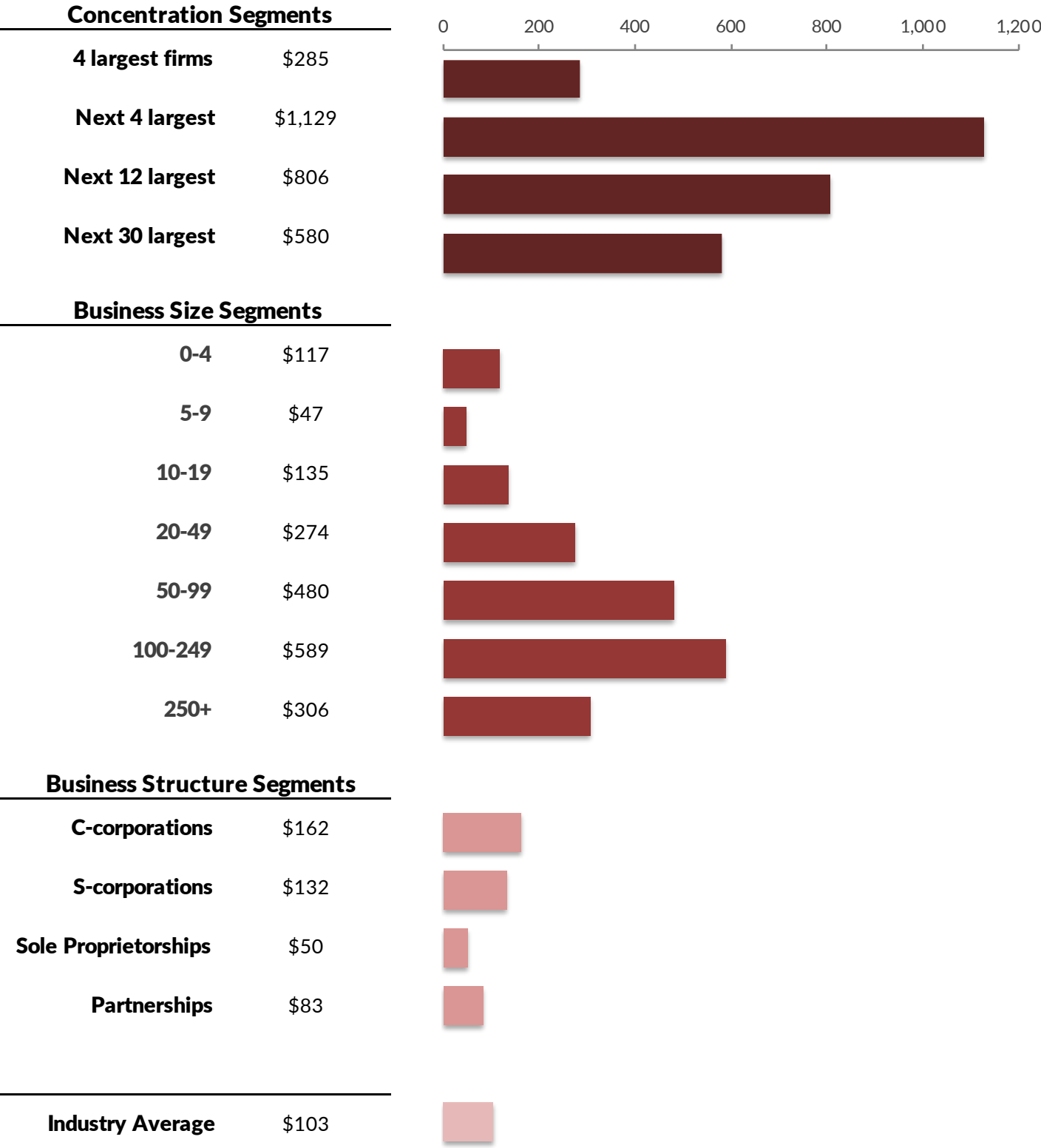
All figures in \$000s



# Payroll per Location by Segments

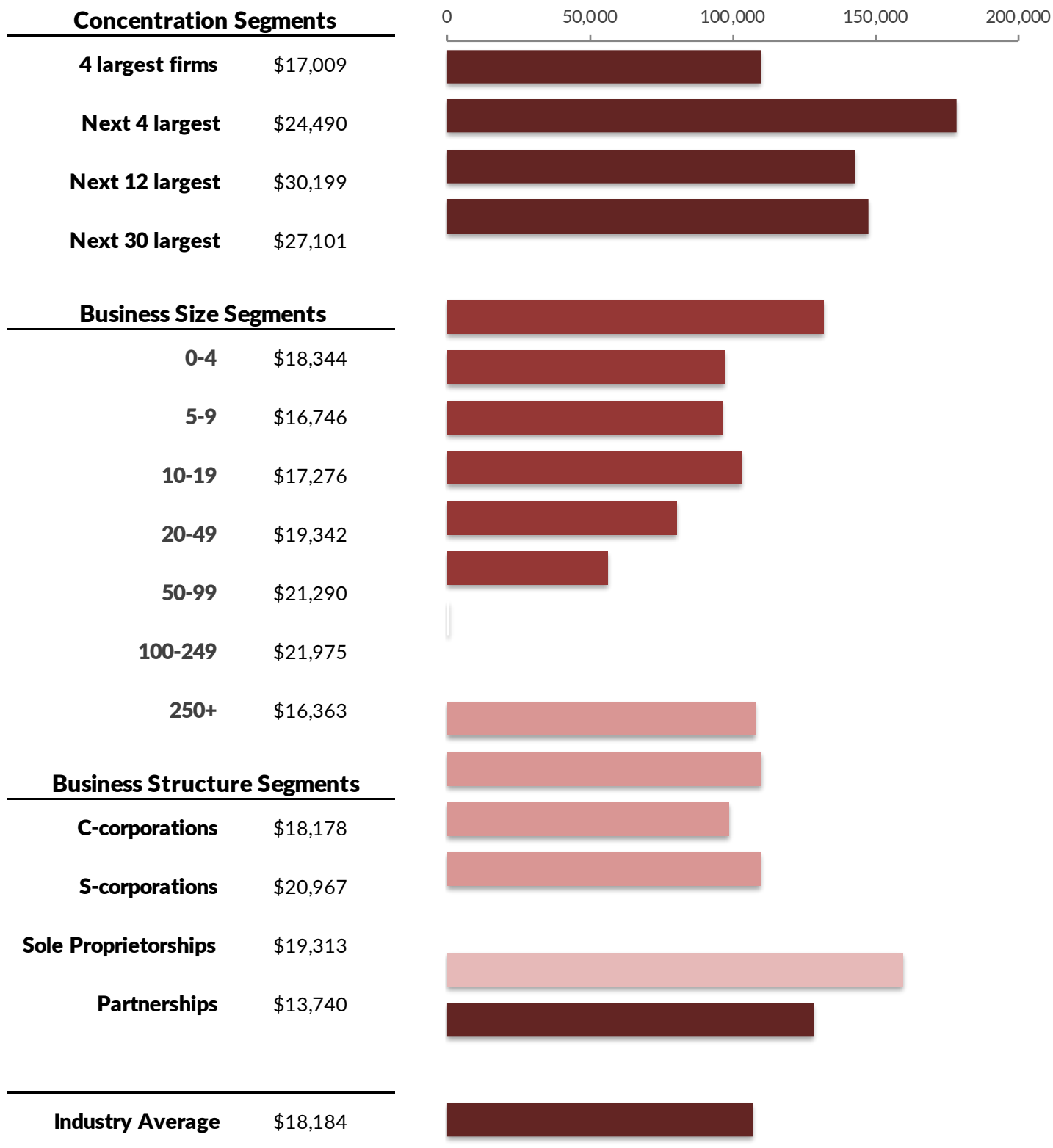
Below are payroll per location statistics for various industry segmentations including concentration, business size by employees, business structure and franchises. All figures are in \$000s.

All figures in \$000s



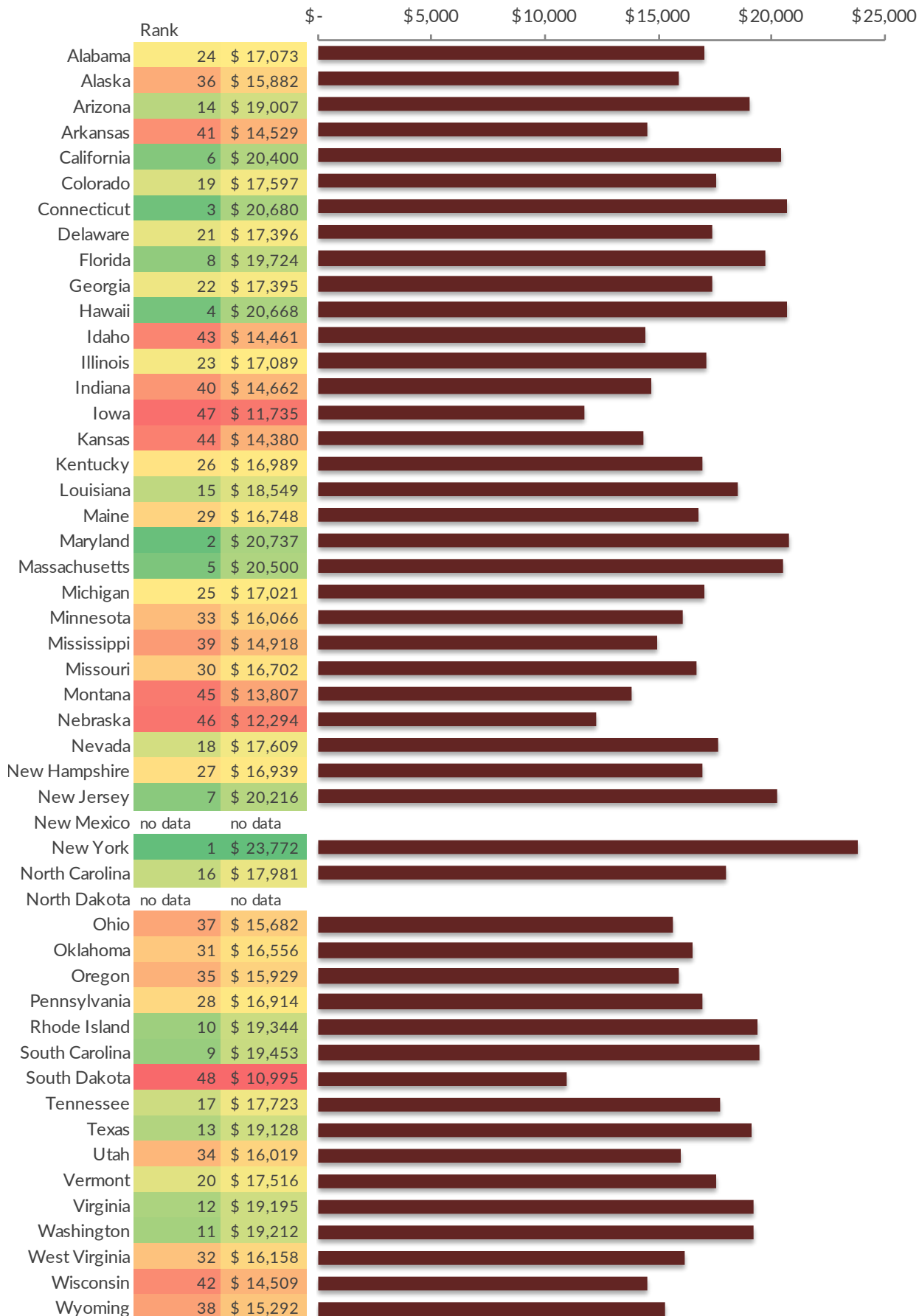
## Payroll per Employee by Segments

Below are payroll per employee statistics for various industry segmentations including concentration, business size by employees, business structure and franchises.



# Payroll per Employee by State

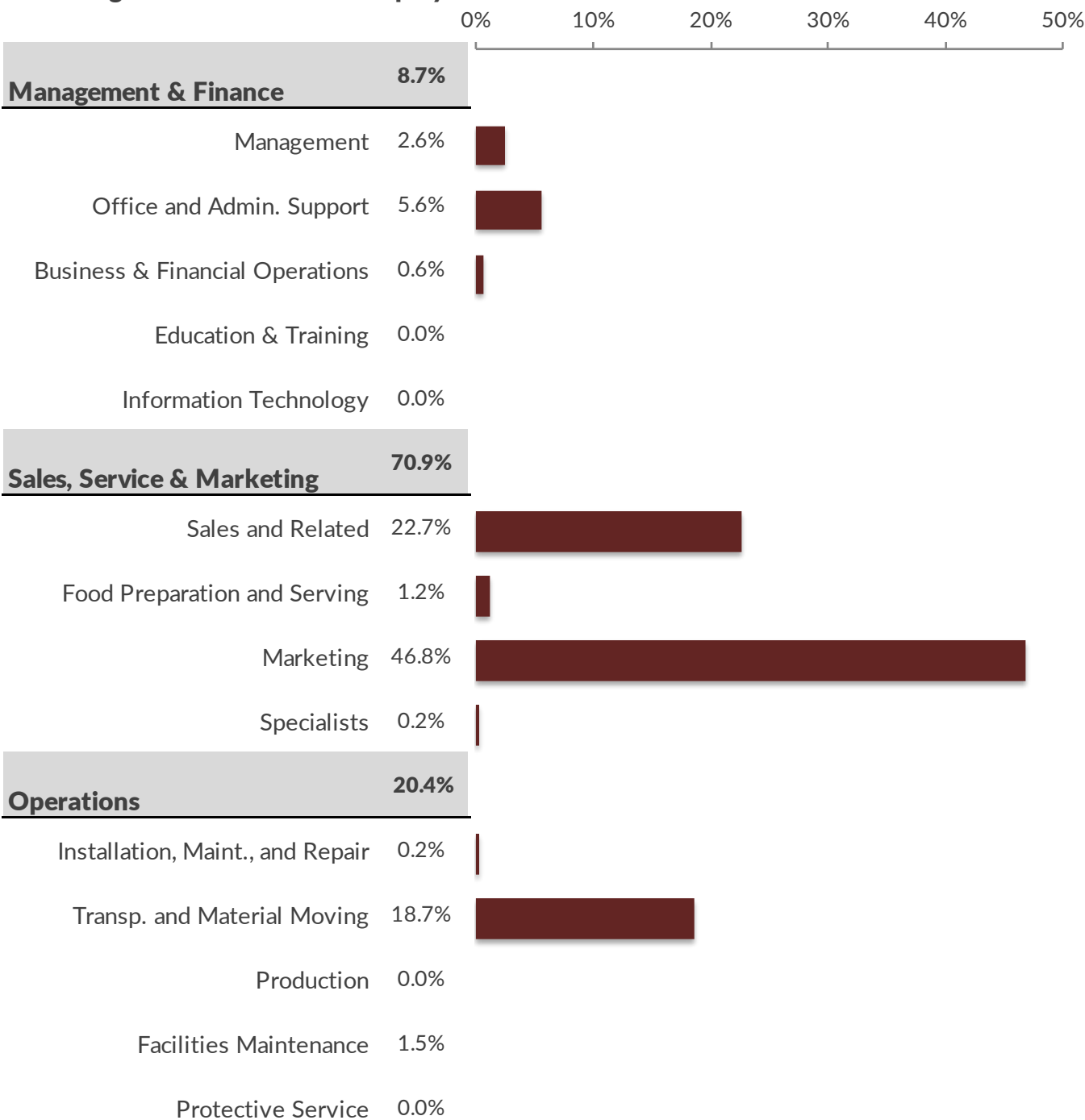
The competition for talent is local, with the supply and demand dynamics of each state driving compensation. When it states "no data", there wasn't a sufficient sample size of data for the state.



# Workforce Composition Benchmarks by Job Category

Ensuring your company has the right people in the right roles, is just as important as having the right number of people and the proper compensation. Pay particular attention to management ratios, and the three higher-level categories of 1. management & finance, 2. sales, service & marketing, and 3. operations.

## Job Categories as a % of Total Employees





## Job Categorization Pay Ranges

For those roles and people who are critical to the success of your business, it is important to understand how their compensation compares to the pay ranges of the industry. Below are the pay ranges of the high-level job categories. The bottom 10% represents the average that the 10% lowest paid receive in hourly pay, while the top 90% represents the average that the 10% highest paid receive in hourly pay. In those instances where the sample size was not statistically significant, the figures are left blank.

### Sundry Shops

#### Industry Pay Range

	Bottom 10%	Bottom 25%	Mean	Top 75%	Top 90%
<b>Management &amp; Finance</b>					
Management	\$14.11	\$19.04	\$37.08	\$43.72	\$67.84
Office and Administrative Support	\$9.81	\$12.06	\$16.63	\$19.68	\$25.62
Business and Financial Operations	\$13.88	\$18.00	\$24.96	\$31.66	\$38.47
Education & Training	no data	no data	no data	no data	no data
Information Technology	no data	no data	no data	no data	no data

#### Sales, Service & Marketing

Sales and Related	\$9.86	\$11.34	\$15.50	\$16.40	\$22.68
Food Preparation and Serving	\$10.43	\$11.20	\$12.73	\$13.46	\$15.60
Marketing	\$9.89	\$11.71	\$15.15	\$17.64	\$21.59
Specialists	no data	no data	no data	no data	no data

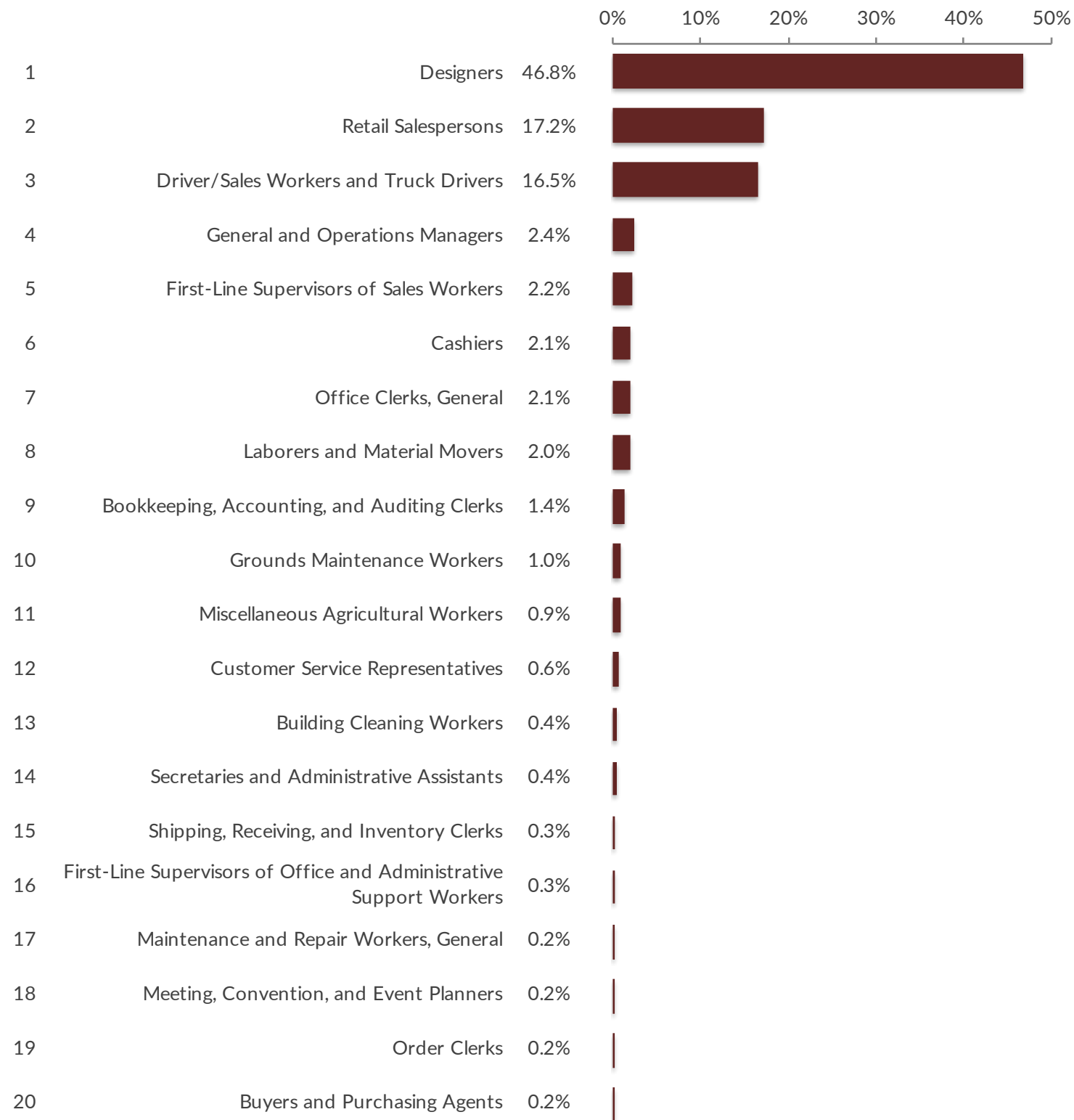
#### Operations

Installation, Maint., and Repair	\$10.50	\$12.05	\$15.45	\$18.29	\$20.23
Transp. and Material Moving	\$9.78	\$11.23	\$14.27	\$15.97	\$20.36
Production	no data	no data	no data	no data	no data
Facilities Maintenance	\$10.13	\$12.75	\$16.90	\$19.76	\$25.36
Protective Service	no data	no data	no data	no data	no data

# Top Detailed Jobs Analysis

The below metrics go into the details of the industry's top jobs ranked by percent of total employment.

## Top Detailed Jobs - Percent of Total Employment



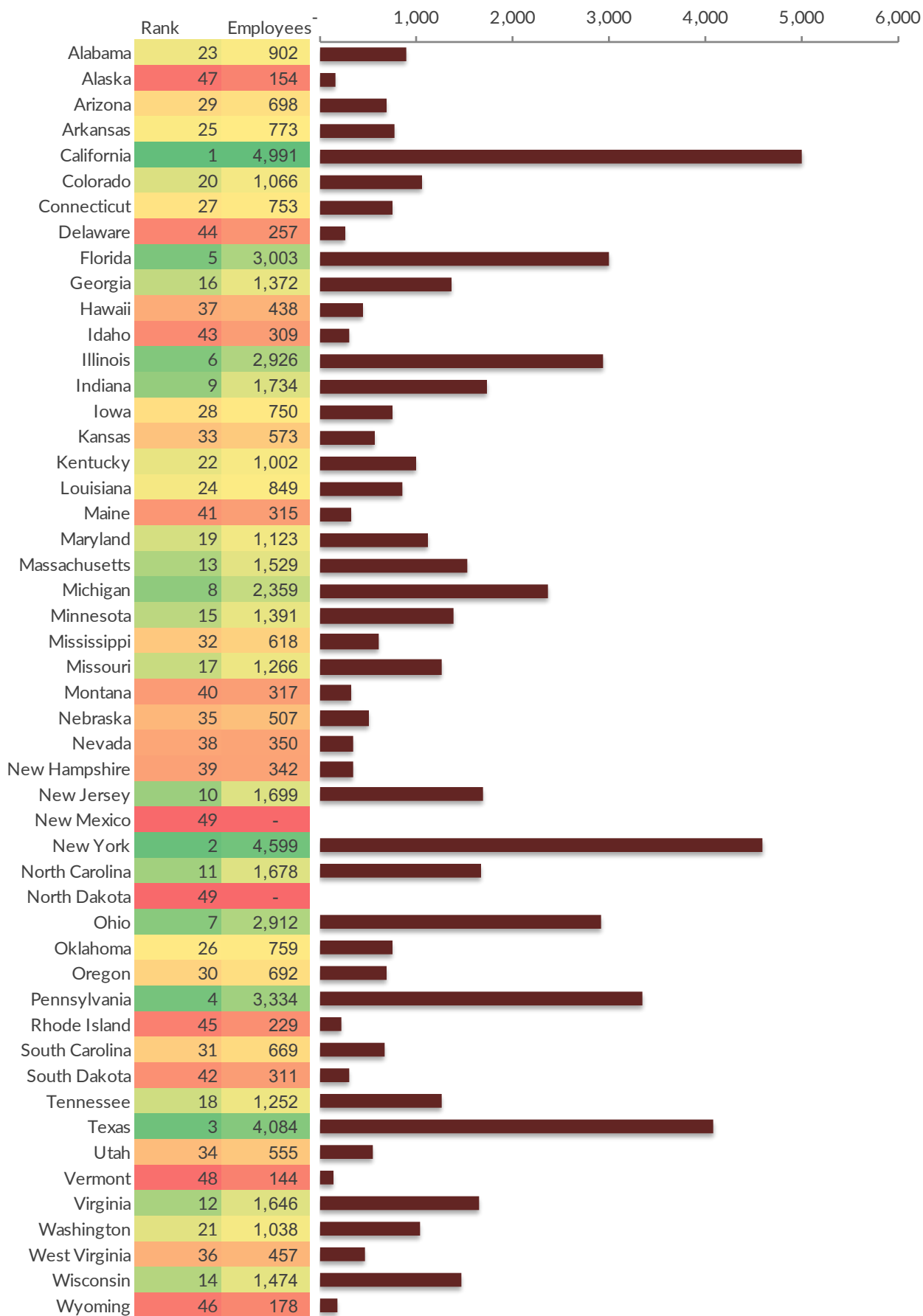
## Top Detailed Jobs Analysis

Below are the details of the wage bands for the industry's top jobs. The bottom 10% represents the average that the 10% lowest paid receive in hourly pay, while the top 90% represents the average that the 10% highest paid receive in hourly pay. In those instances where the sample size was not statistically significant, the figures are left blank.

Top Detailed Jobs - Pay Bands		Bottom 10%	Bottom 25%	Mean	Top 75%	Top 90%
1	Designers	\$9.89	\$11.71	\$15.13	\$17.62	\$21.54
2	Retail Salespersons	\$9.80	\$11.27	\$14.47	\$15.83	\$19.60
3	Driver/Sales Workers and Truck Drivers	\$9.71	\$11.06	\$14.11	\$15.81	\$20.30
4	General and Operations Managers	\$13.91	\$18.66	\$35.44	\$42.55	\$61.76
5	First-Line Supervisors of Sales Workers	\$14.06	\$17.08	\$24.58	\$27.69	\$36.86
6	Cashiers	\$9.35	\$10.27	\$12.55	\$14.49	\$16.09
7	Office Clerks, General	\$9.63	\$11.34	\$15.74	\$18.70	\$23.97
8	Laborers and Material Movers	\$10.88	\$12.73	\$15.22	\$17.19	\$20.49
9	Bookkeeping, Accounting, and Auditing Clerks	\$10.17	\$12.91	\$17.38	\$20.73	\$26.83
10	Grounds Maintenance Workers	no data	no data	no data	no data	no data
11	Miscellaneous Agricultural Workers	\$9.98	\$11.22	\$13.81	\$15.32	\$19.58
12	Customer Service Representatives	\$9.26	\$10.74	\$13.84	\$15.43	\$20.31
13	Building Cleaning Workers	\$8.79	\$9.76	\$12.27	\$13.23	\$16.49
14	Secretaries and Administrative Assistants	\$10.00	\$13.68	\$17.29	\$19.29	\$23.80
15	Shipping, Receiving, and Inventory Clerks	\$11.45	\$13.42	\$17.59	\$20.86	\$26.13
16	First-Line Supervisors of Office and Administrative Support Workers	\$15.57	\$18.22	\$24.66	\$29.81	\$39.66
17	Maintenance and Repair Workers, General	\$10.49	\$12.02	\$15.25	\$18.17	\$20.07
18	Meeting, Convention, and Event Planners	\$13.81	\$17.30	\$23.04	\$27.17	\$34.40
19	Order Clerks	\$9.62	\$11.26	\$14.72	\$17.20	\$19.86
20	Buyers and Purchasing Agents	\$13.81	\$15.91	\$24.52	\$32.91	\$38.15

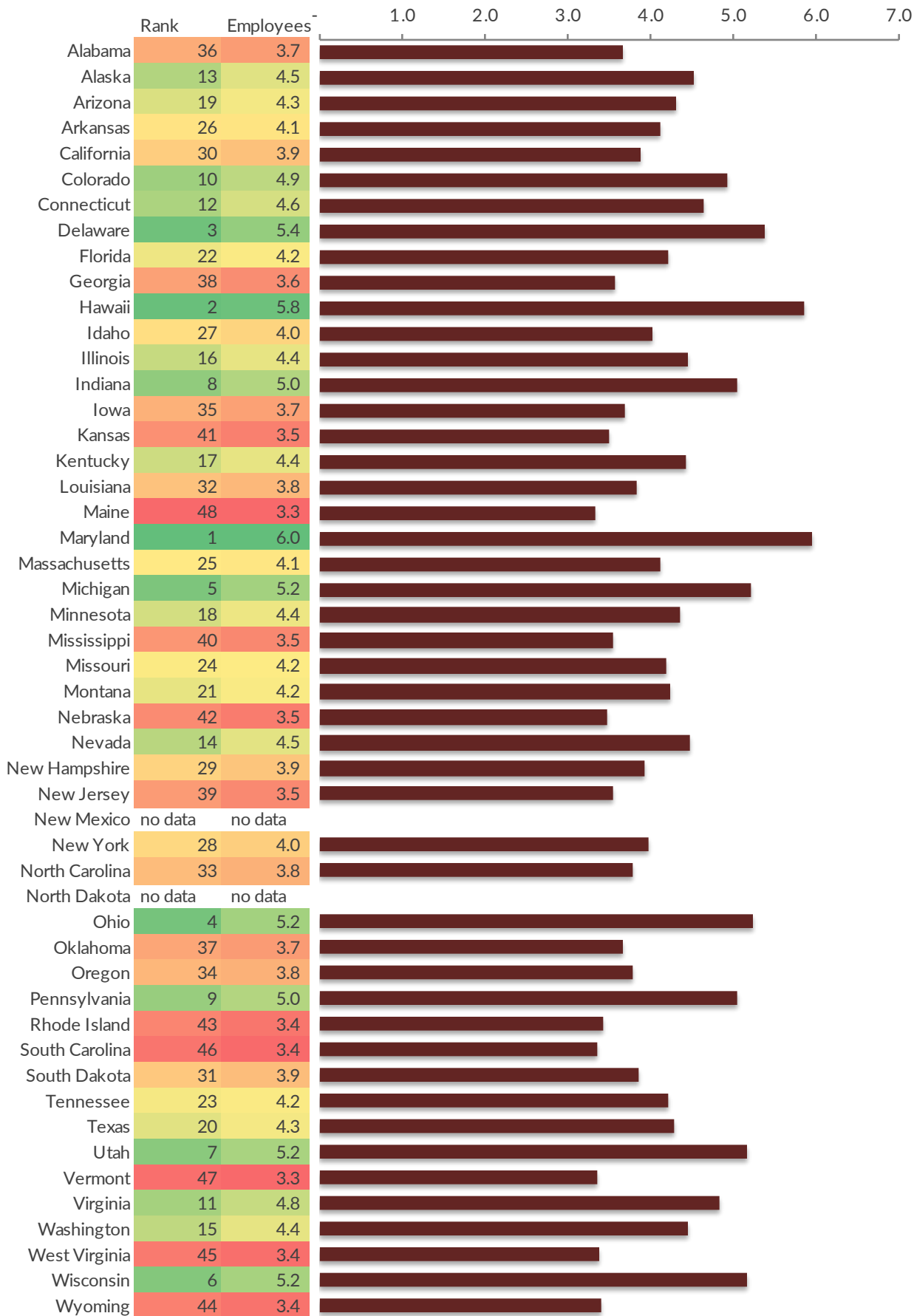
# Total Employees by State

It is always good to know how large the industry talent pool is in a state. When it states "no data", there wasn't a sufficient sample size of data for the state.



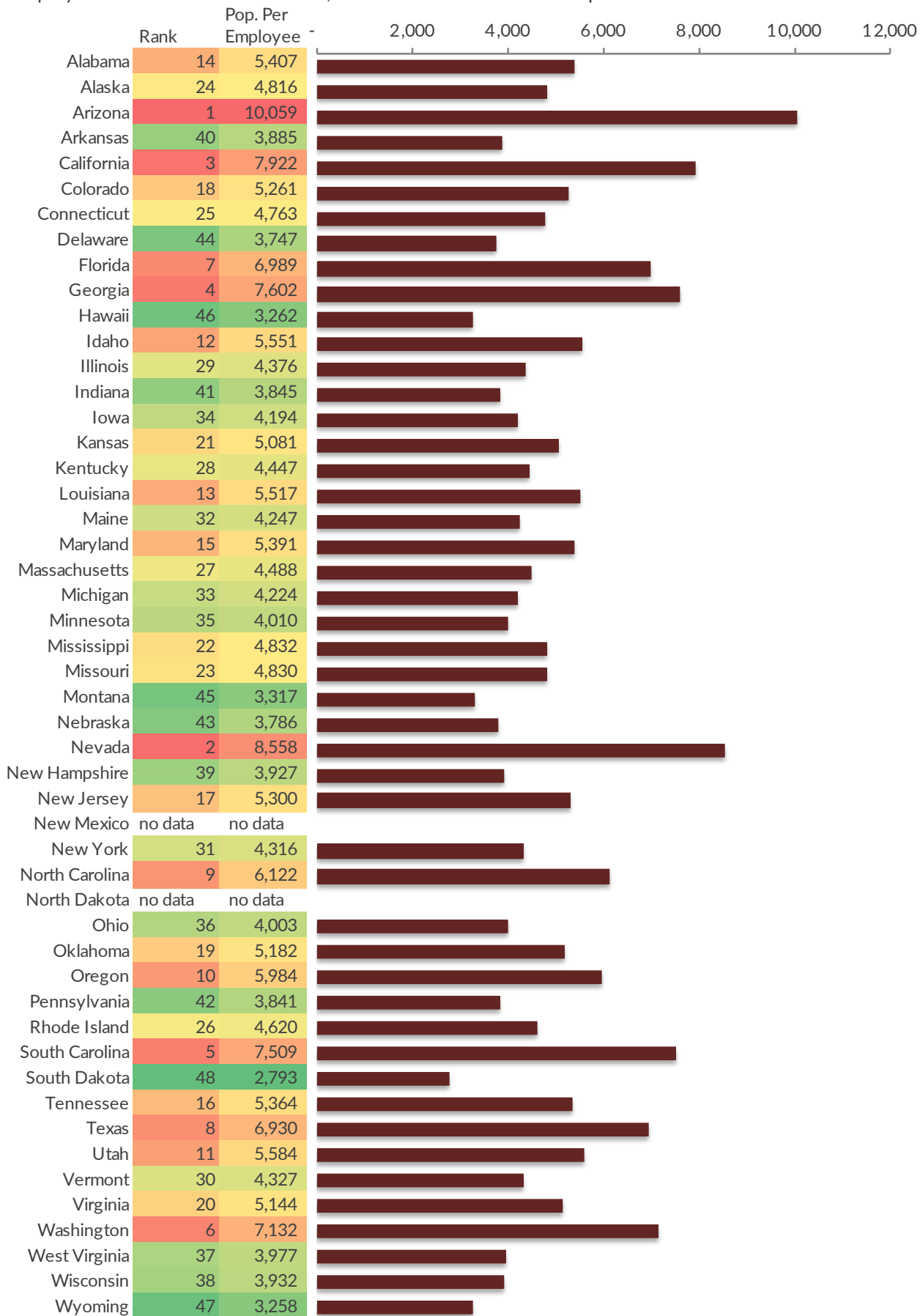
# Employees per Location by State

Employees per location by state is a good metric to understand scale efficiencies. When it states "no data", there wasn't a sufficient sample size of data for the state.



# State Population to Every Industry Employee

Below is one of more entertaining metrics which is simply how many people in a state there are per each industry employee. When it states "no data", there wasn't a sufficient sample size of data for the state.



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