VALOR
ADVISORY

WHAT GOOD LOOKS LIKE – MULTI-CHANNEL P&L

Illustrative figures for an early-stage F&B brand at ~£1.1m revenue. The structure is the point - not the numbers.

Two cost buckets, kept separate. COGS is everything it costs to get the finished product to YOU (ingredients, packaging, inbound freight, duty). Fulfilment is everything it costs to get the product to the CUSTOMER (outbound shipping, pick & pack, boxes, payment processing, FBA fees, freight to retailer). Don't mix them - they answer different questions.

	D2C	Amazon	Wholesale	Retail	Total
SALES *Gross-to-net: discounts, returns and trade spend visible*					
Gross sales	500,000	200,000	150,000	250,000	1,100,000
Less: Discounts & promotions	(50,000)	(8,000)	-	-	(58,000)
Less: Returns & refunds	(15,000)	(12,000)	(3,000)	-	(30,000)
Less: Trade spend (slotting / promo / demos)	-	-	-	(37,000)	(37,000)
Less: Volume rebates	-	-	(4,000)	(5,000)	(9,000)
Less: Retailer deductions / chargebacks	-	-	-	(5,000)	(5,000)
Net sales	435,000	180,000	143,000	203,000	961,000
COGS *Everything it costs to get the finished product to YOU*					
Cost of goods (ingredients + packaging + inbound freight + duty)	(152,000)	(63,000)	(79,000)	(122,000)	(416,000)
CM1 (gross margin - after COGS)	283,000	117,000	64,000	81,000	545,000
FULFILMENT *Everything it costs to get the product to the CUSTOMER*					
Outbound shipping & 3PL pick & pack (incl. boxes)	(52,000)	-	-	-	(52,000)
Payment processing (Stripe / Shopify)	(13,000)	-	-	-	(13,000)
Amazon FBA fees (referral + fulfilment + storage)	-	(60,000)	-	-	(60,000)
Outbound freight (pallet / case to retailer)	-	-	(9,000)	(10,000)	(19,000)
Broker / distributor commission	-	-	(7,000)	(10,000)	(17,000)
CM2 (after fulfilment)	218,000	57,000	48,000	61,000	384,000
VARIABLE MARKETING *Performance ad spend that directly drives sales*					

	D2C	Amazon	Wholesale	Retail	Total
Paid media (Meta / Google / TikTok)	(87,000)	-	-	-	(87,000)
Amazon Ads	-	(27,000)	-	-	(27,000)
Affiliate / influencer (variable)	(9,000)	-	-	-	(9,000)
CM3 (after variable marketing)	122,000	30,000	48,000	61,000	261,000
OTHER OPERATING COSTS *Variable but not directly revenue-driving*					
Trade marketing (in-store demos / sampling / POS)	-	-	(4,000)	(8,000)	(12,000)
Allocated brand marketing	-	-	(4,000)	(8,000)	(12,000)
Subscription platform (Recharge / Skio)	(4,000)	-	-	-	(4,000)
Variable customer service / loyalty	(9,000)	(4,000)	-	-	(13,000)
KAM / sales rep allocation	-	-	(6,000)	(12,000)	(18,000)
FIXED COSTS *Funded by total CM3 - not allocated to channels*					
Brand & creative (fixed)					(55,000)
Salaries (operations + management)					(100,000)
G&A / overhead					(30,000)
EBITDA					17,000

Margin % of net sales	D2C	Amazon	Wholesale	Retail	Total
CM1 % (gross margin)	65.1%	65.0%	44.8%	39.9%	56.7%
CM2 % (after fulfilment)	50.1%	31.7%	33.6%	30.0%	40.0%
CM3 % (after variable marketing)	28.0%	16.7%	33.6%	30.0%	27.2%