

# SHOP BASIC INFO PACK

by Marshall Atkinson



**ATKINSON**  
CONSULTING

Essential Information & Templates for Your Decorated Apparel Shop

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My mission is to guide decorated apparel shops through the process of strategic change. Simply put, the goal is to elevate performance, focus on the future, and provide solution-based direction.

My role is to act as a trusted advisor, providing objective and results-oriented analysis, solutions and implementation.

This mission is expressed in my company motto:

**Helping Shops Succeed**

Learn more at [atkinsontshirt.com](http://atkinsontshirt.com)

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**Thanks!**

# SHOP BASIC INFO PACK

Congratulations! Yeah, I mean it.

Not every shop is dedicated to doing things the right way. Starting off most shops invent their own processes, and that usually works to a degree. But reaching out to find and use tried and true information means that you are not like those other shops that just limp along. You are interested in best practices. You want to do things properly.

This eBook starts with two fundamental ideas on **Business Planning** and **Branding** for your shop. These high-level concepts are what separates mediocre businesses from great ones.

Next are two downloadable tools for you to use. One is robust 52 page **Employee Handbook**, and the other is a **Production Log** and **Dashboard** system.. Grab these and customize them for your use.

As always, I'm available to you as a resource. [Book a call](#) or shoot me an email at [marshall@marshallatkinson.com](mailto:marshall@marshallatkinson.com)

Why struggle?

All the best,

Marshall



# YOUR BUSINESS PLAN

The first step on the road to greater success in the Decorated Apparel Industry starts with a **Business Plan**.

The reason is simple. Understanding everything it is going to take to operate your business can help guide you to make better decisions. A business plan provides direction. It's like aiming at a target.

There are two types of business plans. Traditional or Lean Start-Up.

The **Traditional Business Plan** is highly detailed and comprehensive. Lenders or future business partners will want this type of plan for review. [Download an editable 37-page Traditional Business Plan Template here.](#)

The **Lean Business Plan** contains high level focus and is easier to write. This will use key elements only. If you are wanting a loan or a business partner, they may need more information. [Download an editable 8-page Lean Business Plan Template here.](#)

## The Iceberg in the Water

Imagine an enormous iceberg floating in the sea. A gleaming white pinnacle of ice juts out of the water. That is what everyone sees.

Underneath the water though is the real mass of the iceberg. Usually only about 25% of the iceberg is visible above the water. The rest lies underneath the surface.

Similar to the iceberg, what you choose to write on your business plan form is that 25% that is visible above the surface. The real power of the business plan is the 75% that is the market research, connections, study, thought process and planning that goes into writing the Business Plan. It's below the surface. But without it, nothing substantial happens.

If you are just starting out in your shop, regardless of which format you choose to write, the benefit of constructing your plan is that you will have a comprehensive education on the market you are considering entering.

Before you buy your equipment. Before you create your website or sign up for social media accounts. Before you hire any employees. This is the first step in your success.

But can you succeed without one? Sure. Many shops that I coach have never written one and they have good established businesses. But it wasn't until after I coached them into writing a business plan did they focus on their intent and realize the direction they needed to travel.

After all, a "Ready, Aim, Fire" method always works better to hit a target than relying on luck.

## BRANDING GUIDELINES

# 2

Next up, let's review the idea of branding your company. This is more than just how awesome your logo looks.

Branding is all about the "voice" that your company uses to define itself. Are you fun and creative? Serious and professional? An authority or expert? All about speed?

If you have written your Business Plan, you have already defined your target market. (If not, I'd go back and give that some serious

thought...)

In your customer's eyes, how will they see you?

Creating your Branding Guidelines gives your shop enormous power. Done well, it instantly gives you credibility, influence and can even influence the buying decisions of your potential customers.

Marketing is strategic.

Before we get into constructing your Branding Guidelines, here are three things I want you to consider as to why these guidelines are important:

## **Branding Guidelines Save Time and Money**

Creating your Branding Guidelines will save you time and money.

Why?

Well for starters, you will already have made important design choices. Not just with your logo, but with your color palette, copy, images, communications, content marketing, and even your website.

When you put thought upfront into how you want your shop's brand to be perceived by your potential customers, your decision making is much easier.

For example, let's say your shop's Brand is to be creative and fun.

You want to represent that you have "out of the box" ideas. Your natural inclination is to use humor and a little goofiness to your marketing. Your Brand is an extension of your personality, but it must resonate with your customer base. For an upcoming marketing campaign, using the Brand Guidelines that are pre-determined gives you a place to start when creating content.

***Remember, anyone that only competes solely on price usually means they have nothing interesting to say.*** Creating your Brand Guidelines

gives you the power to market your shop and talk about a million things other than price.

## Professional Image

Your shop is new. The first step in the [Know, Like, Trust, Buy sales funnel](#) starts with potential customers knowing who you are.

First impressions always count.

When every single thing your shop does links back to your Brand Guidelines in one cohesive thought, your shop will be so much more impressive than many established businesses. (Like that shop across town that hasn't updated their website since 1997)

Having a unique look and voice elevates any presentation or interaction you make with your customers.

The devil is in the details.

That means that every instance where you can define your brand with how your customers interact with your shop should be included in the discussion.

Start with the obvious choices like business cards, your website, invoices and packaging. Not so obvious is how you include branding in your email signature, how you answer the phone, even how you decorate your shop.

It all matters.

## Control

If there is one thing that should push you over the edge to create your own Branding Guidelines it is this one thought. Control.

When you create your Branding Guidelines you are controlling the conversation. How your customers interact with you. How you differentiate yourself from the competition. Even how your employees think about your company.

Consistency wins.

With your branding, when every single thing you push out all sings the same song you gain recognition in the marketplace.

Here's the test.

With anything you do, can a complete stranger recognize your work and link it back to your shop?

It doesn't even have to be that detailed of an idea. For example, let's say your brand colors are lime green and black. When those colors are on everything connected to your shop, people will connect those colors to you. Yep. It's that simple. Just ask Coke about their red or John Deere about their green.

Don't miss out on an opportunity. Connect the dots on ideas like this.

## Write Your Branding Guidelines

Ready to get started creating your brand? Here are a few steps to work through. Grab a notepad and jot down some ideas. Remember to keep your targeted customer in mind. What are they thinking or feeling when interacting with your shop?

## Making a Difference

For starters, let's talk about your shop's goals. Beyond just selling shirts, are you making a difference in the lives of others?

How are you helping your customers? Your employees? Your community or neighborhood?

Can you show or communicate this? As people, we naturally gravitate to others that align with being human. Your brand should reflect your core values and what you take seriously.

***Write down how you will make a difference in the lives of others.***

## Customer Persona

Who is your customer? Sure, I'll bet you know the group that you want to sell to, but that is not what I mean.

In your mind, can you picture an actual person?

What is their pain point? Do you know their likes or dislikes? Where are they on social media?

A "Customer Persona" is device to better understand who you are marketing to when you are creating your Brand. Think about who is buying. When they see your shop what do you want them to think? Before you create any marketing campaigns, use a Buyer Persona to generate better ideas.

***Write down a few "Customer Personas". These should be basically averages of a few people you might encounter when selling to a particular customer group. Describe what they want. By doing business with your shop, what problem are they solving?***

## Value Proposition

If you have written your Business Plan, you already know this.

A value proposition is simply the idea that differentiates your shop from your competition. What makes you different?

Trust me, anyone can decorate a shirt.

What is the number one idea that you want to convey to your customers? More importantly, does this number one idea solve their biggest pain point?

For example, if you tout that you offer free screens as your biggest selling point, but your customer's biggest pain point is that they want to be able to buy online for convenience, you are not aligned with your what your customer wants to solve.

To do this right, you not only need to know what your customers crave, but also what your competitors are offering.

**Write down your Value Proposition. What is your number one thing? Also, if you serve multiple markets, you may need to create a Value Proposition for each one.**

## Physical Brand Items

Effective and efficient branding professionals use already created ideas in place to speed up their work. You are going to need to spend some time creating these for your shop.

Here is a quick checklist on what you'll need:

**First Impression.** What is the look and feel of everything for every customer interaction? Define this in words or images.

**Typography.** Yep. You get to play with fonts. Your choices will reflect your overall character. Choose wisely. Also, don't use more than two. I'd also stay away from anything trendy. Think five years down the road. Will that font style still be in vogue?

**Color.** The choice of color matters. Using Blue may mean stability and trust. Red may signify action. Black says strength and professionalism. What does the color palette for your shop indicate? Also, what are the potential costs for using these colors when you reproduce your logo with media? Don't forget to get the Pantone, RGB and Hexadecimal values for the colors you choose.

**Voice.** This was mentioned earlier. When thinking about your brand, what do you want your customers, employees or other groups to feel? That you are creative? Professional? Energetic? A source for Knowledge? What is the voice that you want to convey?

**Social Media.** What social media platforms will you use? Think this through and make sure that the choices you make reflect on where your current and potential customers reside. **Remember, you want to hunt where the deer live.** If your customer base is extremely active on Instagram, only publishing on Facebook could be a mistake. Do the research.

**Stories.** What stories are you telling? This is important because as people we respond more to stories than we do with cold hard facts. Can you illustrate success by showing something with a video? Can you write a blog article that describes how you solved a problem or a funny story about how you started your business? People relate to stories. Make sure you tell yours.

**Physical Files.** Create these in advance. How does your logo look on a white or black background? Will it reproduce in only one color? Save it in multiple formats so you can use it quickly as needed.

## GET READY

# 3

A goal for your shop is to be professional and ready for action.

My high school football coach was always barking, *"If you stay ready, you don't have to get ready."*

With your new Brand Guidelines in place, create everything you will need to use on a daily basis. Here's a list of the most popular choices. Everything should be Branded to promote your shop with the same voice.

- Customer Facing Price List
- Customer Quote
- Art Approval Form
- New Customer Presentation Package
- Customer Invoice
- Shop Signage
- Shop Interior Decoration
- New Employee Hiring Form
- Employee Handbook
- Employee Review

- Employee Uniform or Shop Shirt
- Social Media Posts & Templates
- Shop Website
- Thank You Cards

Everything you do should be consistent with your Branding Guidelines. The images you post on social media. What videos you are creating to tell your shop's story. Maybe the blog articles that you write. All of your internal forms or documents. Not to mention, every interaction with customers, employees, and vendors.

Think things through and position your Brand in a meaningful way. Don't forget, branding is more than just a logo. At every touch point you should be sharing your shop's unique point of view and consistently singing your song.

## SHOP DOCUMENTS

# 4

To be in business tasks have to happen in your shop. Sure, starting out it might have been just be you and your buddy doing all the work. But eventually as your shops scales in business you will need more people and track their progress.

To do this professionally requires you to manage the process. Always remember, *"You can't manage what you don't measure."*

Included in this **eBook** are two templated forms for you to use. An **Employee Handbook** and a **Production Log System**. Please modify them for your use.

In each section, there will be a link for you to download the template. The templates were created as a Google Document or Sheet,

so you don't need any software to use them.

Edit them as you see fit.

Import your logo, (Remember...Branding!) or alter the text so everything is built for how you work or run your shop.

I'll share some instructions for each item, but if you have any direct questions or get stuck please contact me and I'll be happy to help you.

# EMPLOYEE HANDBOOK

# 5

The first shared document is a template for an Employee Handbook. One of the top four areas of my coaching with shops is with their employees. This is certainly true with shops that are growing, as things start to spin a little out of control.

When shops usually first start out there aren't many rules or policies governing how the business should run. Sometimes that's by choice, but frankly most of the time it's just because there hasn't been any policies or procedures put into place. ***"You don't know what you don't know."***

The **Employee Handbook** that I've written covers a lot of ground. For smaller shops, there may even be too much information in the handbook initially. However, I wanted to include as many points for the handbook as possible, so that it covers a lot of territory.

This is a template, which means it is made to be edited. Add your logo to the top. Delete sections that don't pertain to you. Change

the wording so it make sense with how you run things.

In the handbook I placed markers in the text for you to add your company name. They look just like this \_\_\_\_\_. Using that same empty blank technique there are spots where you might put your name, or a key employee's name as well.

[Click here to download the Employee Handbook Template.](#)

# PRODUCTION LOGS

# 6

Switching gears here, let's talk about using a fantastic measurement tool called a Production Log.

This single sheet of paper is a great way to track what's happening on your production floor. Here's the reason why you need to use it:

It measures your speed.

Could you drive your car without a speedometer? Sure. However, using that tool allows you to gauge the velocity of your car. You can dial in your speed to the correct rate to prevent accidents, avoid speeding tickets with the police, and operate your car safer.

In a production environment, regardless of your shop size, you need to be using a Production Log for similar reasons. Peter Drucker once famously said, ***"You can't manage what you don't measure."*** Not knowing the speed of your shop is like driving a car without that speedometer.



A Production Log helps you manage your operations so you can make decisions, have a predictable production schedule, motivate employees, and comprehend the daily velocity of your shop.

## [Download the Production Log Template Here.](#)

Remove my logo and replace it with yours. We want to brand things, remember?

Here are the steps to use to fill out the Production Log daily.

If you haven't already, name your presses. Press 1, Press 2 or Red, Green, Black. It doesn't matter, as long as you have something to identify the press and work group. This could also be P1 for Press 1 which is an automatic. M1 for Manual 1 which is a manual press.

Fill out the Press Information at the top. You want to identify who is doing the work.

Each row is a different production event. If you are producing a front and back for one order, use two rows. Keep everything separate, so that it is easy to understand the information for each production event.

Use a calculator. It's much easier and accurate when you have to total up numbers. At the bottom of the page are fields for totals. Have the person filling out the sheet total everything up. We'll use this later in our [Production Log Dashboard](#).

Write legibly. Is that a 7 or a 9? Keep the chicken-scratch off the form. You know what I mean.

Fill this out as the work takes place, every day.

Don't wait until the end of the day. This isn't a test. It's just a record of what happened. Your continuous improvement projects can be based off of the real data that is collected.

Make sure your staff uses the real information and does not "round up" or fake any numbers.

For recording times, the best practice is to hang a big clock that is easy to read on the wall. These days not everyone wears a watch. Make it easy for your staff to do the right thing.

Don't forget that if you have break times or lunch periods during these times to subtract that amount so your totals will be correct.

## **Set-Up Time**

This is measured from when you begin setting up the job, until you are ready to start production. If the operator has to wait for approval, that time is still included here. So if they are waiting for ten minutes for your artist to approve to look at the job, that time is included.

## **Production Time**

Is the time from when the first shirt to the last shirt is produced. Lots of stuff can happen in between. For totals subtract breaks and lunch if they drop into this production event. If the crew stops for any other reason that is not deducted. The total time the print run is what is recorded.

## **Downtime**

is the amount of time that the crew is not producing for the order. This is where they record any stoppages. List the reasons why.

## **Impressions**

An impression is one decoration location. It is a unit of work. We'll do a lot with our impressions total later. A shirt order that has a left chest and a full back for the decoration has two impressions per shirt. If this was a 144 piece order, then there would be 288 impressions if all of the shirts were decorated on both sides.

## **Misprints**

When your shop makes a mistake it needs to be logged as a Misprint. Hopefully this is zeros forever.

## Defects

This is when there is a defect with the garment. A shirt has a hole in it or the hem isn't sewn properly. Not your fault, but still record this information.

## Notes

This is an area where your crew can record their challenges with the job. There are a few abbreviations listed in the top right corner, but feel free to substitute your own. And yes, if a press crew was waiting for ten minutes for an artist to come over to approve the job, then here's where they could record that.

**This is the area where you'll learn the most about the challenges in your shop. But only if your team is recording them**

## Totals

Underneath the columns are the total fields. Have your crew add these up for you to make it easier on you later. Again, please stress using a calculator.

## Tips on Using This Form

Whether you have been in business a month or twenty years, some people will naturally hate this type of form. They might get defensive. Or worse, they won't fill out the form completely or "forget" to complete it every day.

You have to explain that filling this form out accurately and consistently is part of the job. It is mandatory.

So much of running production in a plant is based on understanding the daily numbers. This form is a tool. But it relies on people to fill it out honestly everyday.

Remember, *“What we pay attention to defines what we care about.”* Tracking output, quality and production times sends a clear message to your team that their daily output matters.

# SHOP DASHBOARD

# 7

Production logs are great, but what do you do with them?

Well, my friend prepare to discover how understanding the data regarding how your shop operates feeds into many fascinating areas. To uncover the true meaning of the data, we use a simple tool called a **“Dashboard”**.

The **Dashboard** that is now available for you to use will allow you to gain a better understanding of exactly how effective your production team is working.

For the next few examples we are going to use the **Dashboard Template** that you can download. Before you grab it and start playing around, take a few minutes to walk through the examples below.

If you are not familiar with spreadsheets or Pivot Tables, it can get confusing.

We'll go slow, I promise.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
2	1/1/18	P1	Day	1,744	27	123	4.6	246	51	420	1	0	420	59	41	425
3	1/1/18	P2	Day	1,190	24	168	7.0	240	12	420	2	0	420	57	43	298
4	1/2/18	P1	Day	1,329	16	134	8.4	201	85	420	0	0	420	48	52	397
5	1/2/18	P2	Day	2,042	22	132	6.0	198	90	420	2	0	420	47	53	619
6	1/3/18	P1	Day	998	12	134	11.2	129	157	420	0	0	420	31	69	464
7	1/3/18	P2	Day	1,238	19	114	6.0	233	73	420	0	1	420	55	45	319
8	1/4/18	P1	Day	1,189	21	189	9.0	201	30	420	2	0	420	48	52	355
9	1/4/18	P2	Day	1,207	16	192	12.0	135	93	420	0	1	420	32	68	536
10	1/5/18	P1	Day	1,634	28	196	7.0	219	5	420	2	0	420	52	48	448
11	1/5/18	P2	Day	1,115	12	146	12.2	143	131	420	0	1	420	34	66	468

The picture above is some example data I made up that could have come from a shop with two presses. This is a week's worth of production.

For each day the data from the Production Log for both P1 and P2 is collected. As you can see, every day is completely different. What we are interested in are the averages, as they can help tell a bigger picture.

## Click Here to download the Shop Dashboard Template.

Let's review each of the column headers just so everything is defined.

### Date

Obviously the date for the day that the **Production Log** data was entered. In this example, there are only two presses...but as you can see each row has the specific date for the data for each press. For your template, if you have more or less equipment you can adjust it to reflect your production environment.

## Press Name

Here we are using P1 and P2 to signify two presses. You would record all of your presses with whatever names you call them. Whatever you use is fine as long as you are consistent. I would recommend keeping the automatic and manual press data separate on these dashboards, because the capabilities of the presses are so different this can impact your totals.

**SHOP DASHBOARD TEMPLATE** marshall@marshallatkinson.com

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
6	1/3/18	P1	Day	998	12	134	11.2	129	157	420	0	0	420	31	69	464
7	1/3/18	P2	Day	1,238	19	114	6.0	233	73	420	0	1	420	55	45	319
8	1/4/18	P1	Day	1,189	21	189	9.0	201	30	420	2	0	420	48	52	355
9	1/4/18	P2	Day	1,207	16	192	12.0	135	93	420	0	1	420	32	68	536
10	1/5/18	P1	Day	1,634	28	196	7.0	219	5	420	2	0	420	52	48	448
11	1/5/18	P2	Day	1,115	12	146	12.2	143	131	420	0	1	420	34	66	468

2018 Production Log Data | Dashboard

To easily duplicate a worksheet, just click at the bottom of the sheet where the little triangle is by the sheet name. A pop-up will

appear. **Choose Duplicate.** Then use that for your manual presses. Instead of P1, try editing the press name to be M1 for that cell..

## Shift

If you operate with only one shift this may not seem like a big deal. However, some shops operate with two or three shifts. Here's where comparing the output results on the same presses over different shifts could be very interesting.

## Total Imp

This is the total number of impressions printed for the shift. This number is based on the total number of impressions produced for each press from the **Total** field at the bottom of each **Production Log**.

## # Screens

You want to track the total number of screens used. This is extremely helpful in understanding how many screens are needed daily as an output goal for your screen room.

Please note that if you are placing two location images on one screen, do not count that as two screens. The goal here is to get an accurate count on screen usage.

## Set-Up Minutes and Min / Screen

This is the total number of minutes spent setting up the orders for each press. Using the screen count total the formula in the spreadsheet auto-calculates the **Min / Screen** average for you.

If you are running an efficient shop this ideally is below five minutes per screen as an average.

Understanding your set-up times and the overall affect they have on your daily productivity is crucial.

Remember, for every minute you are not printing a shirt, that's a minute your shop is not making money.

## Prod Min

This is the total Production Minutes spent actually printing on that day. If your shop has a lot of set-ups, smaller runs, and orders most shop owners are shocked at how few minutes each day are spent actually printing shirts.

## Downtime

This number represents the unscheduled minutes not setting up the job or printing. It's usually five minutes here, twenty-three minutes there. It can add up.

For production managers, understanding why presses are not running and solving those problems is key to becoming more efficient.

Make sure your crews record the Downtime, by adding notes on the right. These are the problems you need to be digging into constantly.

## Total Min

This is a checks and balance cell to make sure your team has their math correct. For this example, the day is listed as 420 minutes, which would be seven hours. ( $7 \times 60 = 420$ )

This field on the spreadsheet adds up all of the times automatically to see if they match the Min/Shift total that is on the right side of the spreadsheet. If that number is the same then your team is recording their time properly.

## Misprints and Defects

Remember, a Misprint is an error on your part. A Defect is something wrong with the garment. In these cells we track how many of each come through your shop daily.

## Uptime and Downtime %

These two are probably your most significant Key Performance Indicators to review. For each day, and each press these cells can tell you how effective your production crews are operating.

## Imp Speed / Hr

This is the average impression speed per hour for your presses. In this industry, a lot of shops use an average of 400 impressions per hour as a benchmark goal for automatics, and 60 impressions per hour for a manual press. That being said, a good number of print crews run a higher rates.

This essentially becomes your shop's speedometer.

## Dashboard Pivot Table

Now, let's do something with the data we've collected. On our example, we've loaded five days worth of Production Log data into our spreadsheet.

But we need a simple way to interpret the data. A useful tool for this is called a Pivot Table. This is a great feature that allows people to analyze an incredible amount of data with only a few mouse clicks. The "pivot" name comes from the fact that you can change the report layout easily.

For the spreadsheet that we are using, I've already set it up to load and use the information. However, you can slice and dice it any way you want if you desire. If you have downloaded the spreadsheet, click on the red tabbed worksheet at the bottom called **"Dashboard"**.

The following picture shows the Pivot Table in our example. As you can see, it neatly summarizes each date and press, with the totals or averages at the bottom. The biggest takeaway that you can see quickly is that the shop averages 8.3 minutes per screen to set up, runs at 433 impressions an hour on average, but is only actually printing shirts an average of 46% of the day.

**SHOP DASHBOARD TEMPLATE** ☆ 📁

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	A	B	C	D	E	F	G	H	I	J
1	Date	Press Name	SUM of Total Imp	SUM of # Screens	AVERAGE of Min / Screen	SUM of Misprints	SUM of Defects	AVERAGE of % Uptime	AVERAGE of % Downtime	AVERAGE of Imp Speed/Hr
2	1/1/18	P1	1,744	27	4.6	1	0	59	41	425
3		P2	1,190	24	7.0	2	0	57	43	298
4	1/1/18 Total		2,934	51	5.8	3	0	58	42	361
5	1/2/18	P1	1,329	16	8.4	0	0	48	52	397
6		P2	2,042	22	6.0	2	0	47	53	619
7	1/2/18 Total		3,371	38	7.2	2	0	48	53	508
8	1/3/18	P1	998	12	11.2	0	0	31	69	464
9		P2	1,238	19	6.0	0	1	55	45	319
10	1/3/18 Total		2,236	31	8.6	0	1	43	57	391
11	1/4/18	P1	1,189	21	9.0	2	0	48	52	355
12		P2	1,207	16	12.0	0	1	32	68	536
13	1/4/18 Total		2,396	37	10.5	2	1	40	60	446
14	1/5/18	P1	1,634	28	7.0	2	0	52	48	448
15		P2	1,115	12	12.2	0	1	34	66	468
16	1/5/18 Total		2,749	40	9.6	2	1	43	57	458
17	<b>Grand Total</b>		<b>13,686</b>	<b>197</b>	<b>8.3</b>	<b>9</b>	<b>3</b>	<b>46</b>	<b>54</b>	<b>433</b>

So, would you be happy if your shop only printed 46% of the day?

Before anyone starts yelling, this might be the best the crew could do. They may even appear to be incredibly busy all day.

But are they **“Busy being busy”**? What you want is busy being profitable. Which only happens when you are decorating shirts.

Here’s where things get interesting. Let’s say that the shop’s new goal was to drop the Set Up time from 8.3 minutes per screen, down to 5 minutes per screen.

Doing some simple math, (197 screens x 3.3 minutes = 650 minutes), we find that by doing so added 10.83 hours of production time to the shop.

At 443 impressions per hour on average, the shop could print another 4,691 impressions per week.

Measuring your production daily and using tools like a spreadsheet is how you will start making changes that can make a big impact in your shop.

	A	B	C	D	E	F	G	H	I	J
1	Date	Press Name	SUM of Total Imp	SUM of # Screens	AVERAGE of Min / Screen	SUM of Misprints	SUM of Defects	AVERAGE of % Uptime	AVERAGE of % Downtime	AVERAGE of Imp Speed/Hr
2	+ 1/1/18 Total		2,934	51	5.8	3	0	58	42	361
3	+ 1/2/18 Total		3,371	38	7.2	2	0	48	53	508
4	+ 1/3/18 Total		2,236	31	8.6	0	1	43	57	391
5	+ 1/4/18 Total		2,396	37	10.5	2	1	40	60	446
6	+ 1/5/18 Total		2,749	40	9.6	2	1	43	57	458
7	<b>Grand Total</b>		<b>13,686</b>	<b>197</b>	<b>8.3</b>	<b>9</b>	<b>3</b>	<b>46</b>	<b>54</b>	<b>433</b>

The picture above shows the Dashboard Pivot Table with the cells for each date “closed”. Eventually if you are adding a lot of information this page can get crowded with information. To open or close the date range on the Pivot Table, simply click the “+” or “-” symbols.

As you can see, this only shows the totals or averages for the day, depending on what is the column header.

With each week that goes by, you can be sharing this information with your crew for improvement. Data such as this reflects what is actually going on in the shop. For example, you could use this information to have your team look at ways to improve the efficiency the shop. It starts the conversation and allows you to set goals.

To illustrate the point, the press crews could set a SMART goal (Specific, Measurable, Achievable, Realistic, & Timely) to drop their set up time average from 8.3 minutes per screen to 5 minutes per screen for the following week. Using this data allows people to understand and link their actions to results. Then they can plan on setting and achieving realistic goals.

## 8

# DASHBOARD EDITS

Now let's learn how to use the **Dashboard** and **Production Logs** on a continual basis.

The first step involves making sure your production crews are filling out the forms correctly. I would spend a few moments discussing the purpose behind the forms and what you are doing with the information. Stress these points:

- It is not a test. The goal is to collect data to see where the shop can improve.
- **Productions Logs** should be filled out as the work progresses for each job.
- Use the real time for each section. Don't round off. 8:53 am is a better starting point for data than rounding to 8:50 am or 9:00 am.
- Don't forget to subtract breaks and lunch in any time recorded.
- Your team should use calculators. Make sure they all have one to use. Have them total their own logs at the end of the day.
- All **Production Logs** are due at the end of the shift. Have a convenient tray so your press crews can just file them before they leave for the day.
- Train your staff and hold them accountable.

Going forward I'm going to walk you through how to use the template and add information to the **Dashboard**. As everyone comes at this type of work from different levels, a few of these points may seem too basic for some. But I'm including them anyway for those that aren't as experienced..

Please take a moment to open the **Dashboard Template** and follow along with the steps provided to learn how to edit the file.

**SHOP DASHBOARD TEMPLATE** ☆

File Edit View Insert Format Data Tools Add-ons Help Last edit was seconds ago

marshall@marshallatkinson.com

Comments Share

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	A	B	C	D	E	F	G	H	I	J	K	L
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects
2	1/1/18	P1	Day	1,744	27	123	4.6	246	51	420	1	0
3	1/1/18	P2	Day	1,190	24	168	7.0	240	12	420	2	0
4	1/2/18	P1	Day	1,329	16	134	8.4	201	85	420	0	0
5	1/2/18	P2	Day	2,042	22	132	6.0	198	90	420	2	0
6	1/3/18	P1	Day	998	12	134	11.2	129	157	420	0	0
7	1/3/18	P2	Day	1,238	19	114	6.0	233	73	420	0	1
8	1/4/18	P1	Day	1,189	21	189	9.0	201	30	420	2	0
9	1/4/18	P2	Day	1,207	16	192	12.0	135	93	420	0	1
10	1/5/18	P1	Day	1,634	28	196	7.0	219	5	420	2	0
11	1/5/18	P2	Day	1,115	12	146	12.2	143	131	420	0	1
12												
13												
14												
15												
16												
17												
18												

2018 Production Log Data Dashboard Explore

Here's what it looks like when you open the template. There are two tabs at the bottom for two different worksheets. One has our example data, and the other is our example Pivot Table. In the next steps we will walk you through how to customize the template for your shop.

Start by renaming the file at the top left text box. This will automatically save it to your Google personal files.

**Your Shop Dashboard** in My Drive

File Edit View Insert Format Data Tools Add-ons Help Last edit was 3 minutes ago

marshall@marshallatkinson.com

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Next, we want to Duplicate the first worksheet tab on the bottom. We'll be editing this new one with your shop's data, but we want to keep the original so you have something to reference later.

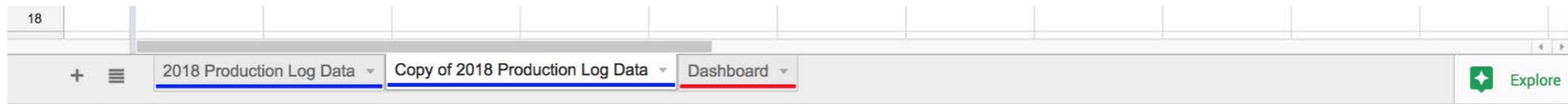
On the tab with the blue line, click the small triangle to the right of the text. A pop-up will appear with general commands you can use for worksheets. Click on the word "Duplicate", and Google Docs will automatically duplicate the worksheet.

The screenshot shows a Google Sheets interface for a document titled "Your Shop Dashboard". The spreadsheet contains a table with the following data:

	A	B	C	D	E	F	G	H	I	J	K	L
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects
2	1/1/18	P1	Day	1,744	27	123	4.6	246	51	420	1	0
3	1/1/18	P2	Day	1,190	24	168	7.0	240	12	420	2	0
4	1/2/18	P1	Day	1,329	16	134	8.4	201	85	420	0	0
5	1/2/18	P2	Day	2,042	22	132	6.0	198	90	420	2	0
6	1/3/18	P1	Day	998	12	134	11.2	129	157	420	0	0
7	1/3/18	P2	Day	1,238	19	114	6.0	233	73	420	0	1
8	1/4/18	P1	Day	1,189	21	189	9.0	201	30	420	2	0
9	1/4/18	P2	Day	1,207	16	192	12.0	135	93	420	0	1
10	1/5/18	P1	Day	1,634	28	196	7.0	219	5	420	2	0
11	1/5/18	P2	Day	1,115	12	146	12.2	143	131	420	0	1

A context menu is open over the 'Date' header in cell A1, showing options: Delete, Duplicate, Copy to..., Rename..., Change color, Protect sheet..., Hide sheet, View comments, Move right, and Move left. The 'Duplicate' option is highlighted. At the bottom, the worksheet tabs are visible: "2018 Production Log Data" (selected with a blue line) and "Dashboard".

You should see the worksheet duplicated with the name “Copy of 2018 Production Log Data”.



Use your mouse and click and drag the new worksheet to the right so that you can keep the example spreadsheets intact and segregated from your work.



Now you will be entering your own **Production Log** data into the dashboard and making some edits along the way so that the new worksheet formulas work for you.

Make sure that you have your completed **Production Logs** from your print crews handy.

## Next Step: Delete Most of the Example Data

But not all of it!

Using your mouse click and drag the numbered row headers on the far left side of the worksheet starting with row 3 and ending with row 11. If you are doing it properly the rows selected will turn light blue.

Once the rows are selected, right click and a pop-up will appear with some commands.

Select “Delete rows 3-11”.

See the picture below of how this selection should appear.

Your Shop Dashboard marshall@marshallatkinson.com

File Edit View Insert Format Data Tools Add-ons Help All changes saved in Drive

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1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects
2	1/1/18	P1	Day	1,744	27	123	4.6	246	51	420	1	0
3	1/1/18	P2	Day	1,190	24	168	7.0	240	12	420	2	0
4	1/2/18	P1	Day	1,329	16	134	8.4	201	85	420	0	0
5	1/2/18	P2	Day	2,042	22	132	6.0	198	90	420	2	0
6	1/3/18	P1	Day	998	12	134	11.2	129	157	420	0	0
7	1/3/18	P2	Day	1,238	19	114	6.0	233	73	420	0	1
8	1/4/18	P1	Day	1,189	21	189	9.0	201	30	420	2	0
9	1/1/18	P2	Day	1,207	16	192	12.0	135	93	420	0	1
10	1/1/18	P1	Day	1,634	28	196	7.0	219	5	420	2	0
11	1/1/18	P2	Day	1,115	12	146	12.2	143	131	420	0	1

Context menu: Cut (Ctrl+X), Copy (Ctrl+C), Paste (Ctrl+V), Paste special, Insert 9 above, Insert 9 below, Delete rows 3 - 11, Clear rows 3 - 11, Hide rows 3 - 11

Sum: 9/18/39 Explore

Make sure you are using the new duplicate worksheet, and then go ahead and Delete rows 3-11. Just as a reminder, Row 1 contains our column headers. Row 2 is a row filled with our example data, but it has pre-written formulas we want to copy later. This is why we are starting the deletion point with Row 3.

Once that old data is deleted, you can start adding the numbers from the **Production Log** data that you have been collecting.

Remember, your data will not look like the examples shown. Your numbers and averages will be different. Also, if you are tracking both automatic and manual presses, but sure to create **Dashboards** for each type of equipment.

Go ahead and grab the first **Production Log** from your shop. On the worksheet, change the **Date**, **Press Name**, and **Shift** cell entries to reflect your shop's work.

Then, add the **Total Impressions** for that first press you are recording in the cell for **D2**. Then, add the total for **# Screens** in cell **E2**, and **Set Up Minutes** in **F2**.

Because you didn't delete the data in this row, the formula that autocalculates the **Min / Screen** will do the math for you. The number in cell **G2** represents the average set up time in minutes for that work group on that date.

The screenshot shows a Google Sheets interface for a spreadsheet titled "Your Shop Dashboard". The spreadsheet contains a table with 17 columns and 26 rows. The columns are labeled as follows: A: Date, B: Press Name, C: Shift, D: Total Imp, E: # Screens, F: Set-Up Min, G: Min / Screen, H: Prod Min, I: Downtime, J: Total Min, K: Misprints, L: Defects, M: Min /Shift, N: % Uptime, O: % Downtime, P: Imp Speed/Hr. The data for the first three rows is as follows:

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
2	1/1/18	P1	Day	1,744	27	123	4.6	246	51	420	1	0	420	59	41	425
3	1/1/18	P2	Day													
4	1/1/18	P3	Day													
5																
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Add the **Production Minutes** total for cell **H2**, and the **Downtime Minutes** total for cell **I2**. Like with the autocalculations for the screen set up averages, the worksheet formula included will do the math for you and populate the number for **Total Minutes** for production in cell **J2**.

The example uses a number, 420, to show the total number of minutes. This number may differ from what you have as a standard in your shop. Here's where 420 comes from. In most shops that work an eight hour shift, the staff is allowed thirty minutes for lunch and takes two, fifteen minute breaks. Therefore, only seven hours are available for production.  $7 \times 60 = 420$ .

Further to the right is the **Column M** that represents the **Min / Shift** for the available time the shift operated that day. This is simply a number you enter. As you can see for **M2**, the number is 420. For a simple check to see if you staff is logging their numbers correctly, the numbers in **J2** and **M2** should be the same. This is a checks and balance system.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
2	1/1/18	P1	Day	1,890	16	133	8.3	222	65	420	0	0	420	53	47	511
3	1/1/18	P2	Day													
4	1/1/18	P3	Day													
5																

The next concept we want to discuss for the worksheet is the **% Uptime** value is shown in **Column N**.

This is simply the percentage of time during the day **that your production operation is actually printing shirts**. Remember, when your presses are printing shirts your shop is making money.

Any moment when your presses are not actually running is non-value added time, so you are not making money.

Keeping track of this percentage average and working to increase it will help your shop become more profitable. The next step in our worksheet tasks is to look at these numbers on our example.

The good news is that the formulas for the math are already handled for you for this. As you can see below, the worksheet autocalculates both the **% Uptime** and **% Downtime** results.

For most shop owners the first time they actually see these numbers they begin to freak out a little. Especially when they realize that potentially about half of the day is spent not printing shirts. *"Everyone looks so busy"* is what is commonly said.

Busy being busy isn't making you money. Busy printing shirts will. That's why the more effort you make with increasing this percentage the more efficiently you can run your shop. The **% Uptime** statistic is one of the key performance indicators you should keep your eye on constantly.

Lastly, the final production metric, **Impressions per Hour** that is shown in **Column P**. This represents the average speed for the amount of impressions printed on that press for the shift reported. Like with other cells, the end value for **P2** is auto calculated based on the numbers in other cells.

A lot of factors can influence this speed. An automatic press that is printing a small left chest design will produce more than another press that is running a job with a large full back design. The squeegee stroke length can play a big factor.

Also, the type of garment can influence the speed too. A press will naturally print slower when running bandanas or hoodies, than one printing t-shirts.

For your shop though, it is important to understand and use your average speed. This is one of the two factors needed to help calculate blocks of time for production scheduling.

For example, if you know that your shop averages 421 impressions per hour, and takes an average of 9 minutes per screen to set up, you can predict that it would take 2.82 hours to set up and run a 3 color, 1000 piece t-shirt order.

Armed with this information, creating a predictable production schedule is easier.

## Let's Populate the Second Row of Information

Now that you have created the first row of information on the worksheet, getting the rest of your information for your remaining

presses will be easier. Let's take a look.

On the next row start by adding the information for the next press. Add the **Date**, **Press Name**, **Shift**, **Total Impressions**, **# of Screens** and the **Set Up Minutes**.

To use the formula already created for the **Minutes / Screen**, simply select the cell **G2**. Copy that cell formula information by pressing the Ctrl+C (Windows) or Command+C (Mac) on your keyboard. This grabs that formula.

Then, select cell **G3**. To paste the formula into this cell press Ctrl+V (Windows) or Command+V (Mac) on your keyboard. This pushes the formula into that cell and populates the cell with the correct math. **Magic!**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
2	1/1/18	P1	Day	1,890	16	133	8.3	222	65	420	0	0	420	53	47	511
3	1/1/18	P2	Day	2,248	10	76	7.6									
4	1/1/18	P3	Day													
5																

Repeat the steps for your **Production Minutes** and **Downtime**. Add your information into cells **H3** and **I3**. Then, to grab the formula for the **Total Minutes**, repeat the Copy and Paste steps outline above to insert the correct formula into cell **J3**.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
2	1/1/18	P1	Day	1,890	16	133	8.3	222	65	420	0	0	420	53	47	511
3	1/1/18	P2	Day	2,248	10	76	7.6	340	4	420						
4	1/1/18	P3	Day													
5																

Repeat the **Copy and Paste** steps to add the formulas for the **% Uptime**, **% Downtime** and **Impressions Per Hour**. Since these cells use the data you have already entered earlier, coupled with pre-written formulas, all you need to do is to repeat the **Copy and Paste** steps to populate these cells.

The screenshot shows a Google Sheets interface with the following data in the spreadsheet:

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
2	1/1/18	P1	Day	1,890	16	133	8.3	222	65	420	0	0	420	53	47	511
3	1/1/18	P2	Day	2,248	10	76	7.6	340	4	420	6	0	420	81	19	397
4	1/1/18	P3	Day													

## Now, Populate the Rest of the Week's Data

Using the same steps as before, enter your data and **Copy and Paste** the formulas to populate all of the cells for each row.

In the illustration below, the last three rows represent a Saturday shift where the workday was only four hours without any breaks.

Your shop may have half-days, or work for shorter or even longer periods of time on a day. Make sure when this happens that the total minutes worked is updated with accurate information in **Columns H** and **M**.

As the formulas are not using a number, but a math expression instead, your averages for that shift will be accurate if you **Copy and Paste** the formula in the cell above.

This is why using a spreadsheet for this type of work is a good tool to use to capture what's going on in your shop.

Remember, it's like that speedometer in your car.

Your Shop Dashboard marshall@marshallat

File Edit View Insert Format Data Tools Add-ons Help All changes saved in Drive Comments

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*fx* =SUM((D19/(H19/60)))

	A	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
2	1/1/18	Day	1,890	16	133	8.3	222	65	420	0	0	420	53	47	511
3	1/1/18	Day	2,248	10	76	7.6	340	4	420	6	0	420	81	19	397
4	1/1/18	Day	1,360	8	84	10.5	290	46	420	1	1	420	69	31	281
5	1/2/18	Day	2,402	7	59	8.4	330	31	420	0	0	420	79	21	437
6	1/2/18	Day	1,945	14	120	8.6	290	10	420	0	5	420	69	31	402
7	1/2/18	Day	2,204	4	33	8.3	340	47	420	0	0	420	81	19	389
8	1/3/18	Day	2,890	5	45	9.0	350	25	420	22	6	420	83	17	495
9	1/3/18	Day	1,678	17	103	6.1	270	47	420	0	1	420	64	36	373
10	1/3/18	Day	2,116	10	101	10.1	304	15	420	2	0	420	72	28	418
11	1/4/18	Day	1,724	9	120	13.3	290	10	420	0	0	420	69	31	357
12	1/4/18	Day	989	17	169	9.9	240	11	420	3	0	420	57	43	247
13	1/4/18	Day	2,190	12	90	7.5	330	0	420	0	0	420	79	21	398
14	1/5/18	Day	3,100	2	15	7.5	380	25	420	9	0	420	90	10	489
15	1/5/18	Day	2,280	11	86	7.8	220	114	420	0	0	420	52	48	622
16	1/5/18	Day	1,290	22	180	8.2	200	40	420	0	3	420	48	52	387
17	1/6/18	Day	790	8	77	9.6	158	5	240	23	0	240	66	34	300
18	1/6/18	Day	1,067	4	45	11.3	120	75	240	12	4	240	50	50	534
19	1/6/18	Day	890	3	30	10.0	100	110	240	10	9	240	42	58	534
20															
21															
22															
23															
24															

+ 2018 Production Log Data Dashboard Your Shop Data

## What Happens When the Numbers Look Weird

Sometimes when you are entering the data into the spreadsheet you will discover that some numbers might look a little “off” from time to time.

This is your opportunity to investigate.

Your Shop Dashboard marshall@marshallatkinson.com

File Edit View Insert Format Data Tools Add-ons Help All changes saved in Drive

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
2	1/1/18	P1	Day	1,890	16	133	8.3	222	65	420	0	0	420	53	47	511
3	1/1/18	P2	Day	2,248	10	76	7.6	340	4	420	6	0	420	81	19	397
4	1/1/18	P3	Day	1,360	8	84	10.5	290	46	420	1	1	420	69	31	281
5	1/2/18	P1	Day	2,402	7	59	8.4	330	31	420	0	0	420	79	21	437
6	1/2/18	P2	Day	1,945	14	120	8.6	290	10	420	0	5	420	69	31	402
7	1/2/18	P3	Day	2,204	4	33	8.3	340	47	420	0	0	420	81	19	389
8	1/3/18	P1	Day	2,890	5	45	9.0	350	25	420	22	6	420	83	17	495
9	1/3/18	P2	Day	1,678	17	103	6.1	270	47	420	0	1	420	64	36	373
10	1/3/18	P3	Day	2,116	10	101	10.1	304	15	420	2	0	420	72	28	418
11	1/4/18	P1	Day	1,724	9	120	13.3	290	10	420	0	0	420	69	31	357
12	1/4/18	P2	Day	989	17	169	9.9	240	11	420	3	0	420	57	43	247
13	1/4/18	P3	Day	2,190	12	90	7.5	330	0	420	0	0	420	79	21	398
14	1/5/18	P1	Day	3,100	2	15	7.5	380	25	420	9	0	420	90	10	489
15	1/5/18	P2	Day	2,280	11	86	7.8	220	114	420	0	0	420	52	48	622
16	1/5/18	P3	Day	1,290	22	180	8.2	200	40	420	0	3	420	48	52	387
17	1/6/18	P1	Day	790	8	77	9.6	158	5	240	23	0	240	66	34	300
18	1/6/18	P2	Day	1,067	4	45	11.3	120	75	240	12	4	240	50	50	534
19	1/6/18	P3	Day	890	3	30	10.0	100	110	240	10	9	240	42	58	534
20																
21																
22																
23																
24																

2018 Production Log Data Dashboard Your Shop Data Sum: 5/4/72

As an example of this, take a look at the numbers in the illustration above for that Saturday shift.

It looks like the crew came in and ran some easy jobs, but had some challenges with the **Set-Up** times. By keeping track of this type of information, your operations team can look into instances like this and start some detective work.

Why did the easier job take so long to set up? Was there a problem? Maybe an inexperienced person doing the work?

This is how you use data points to push for more efficiency and effectiveness. It is an opportunity to ask “Why”?

## 9

# PIVOT TABLE MAGIC

Now comes the fun part of this entire process. Constructing the **Dashboard** for your shop using a **Pivot Table** that automatically sorts and processes your information.

Here's where you will start to make sense of all of your data as it comes in.

Before we walk you through the steps to make your own **Dashboard Pivot Table** like how we did with your **Data Worksheet**, let's review some tips on how to look at this information:

- Use the **"Grand Total"** information on the bottom row. The numbers in each column will be either a total sum or total average of the data in that column. ***This essentially is the speedometer for your shop for each data point.***
- **Sum of Total Impressions** is all of the impressions printed to date. This is not the number of shirts. Remember, an impression is a decoration location, so a left chest and full back printed for an order will count as two impressions per shirt. The impression is the unit of work that we are measuring.
- **Sum of # of Screens** is the total number of screens used. This number can help you understand how busy your screen room is on a continual basis. It also helps you understand if you haven't enough screen frames for your shop.
- **Average for Min / Screen** is the average of how long it takes your production crews to set up a job. Ideally your goal should be to work this down to be under five minutes per screen as an average.
- **Sum of Misprints** or **Sum of Defects** measures the quality of your work. Best if your crews are honest here. This starts the question on why things go wrong.
- **Average % Uptime** or **% Downtime** measures the average of how much of your day is spent producing work that adds value to your business. Remember, you are only making money when you are decorating a shirt.
- **Average of Impressions Speed per Hour** measures how many impressions your crews are printing. Use this for scheduling!

**Your Shop Dashboard** ☆

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Date	Press Name	SUM of Total Imp	SUM of # Screens	AVERAGE of Min / Screen	SUM of Misprints	SUM of Defects	AVERAGE of % Uptime	AVERAGE of % Downtime	AVERAGE of % ...
1/1/18	P1	1,744	27	4.6	1	0	59	41	
	P2	1,190	24	7.0	2	0	57	43	
1/1/18 Total		2,934	51	5.8	3	0	58	42	
1/2/18	P1	1,329	16	8.4	0	0	48	52	
	P2	2,042	22	6.0	2	0	47	53	
1/2/18 Total		3,371	38	7.2	2	0	48	53	
1/3/18	P1	998	12	11.2	0	0	31	69	
	P2	1,238	19	6.0	0	1	55	45	
1/3/18 Total		2,236			0	1	43	57	
1/4/18	P1	1,189			2	0	48	52	
	P2	1,207			0	1	32	68	
1/4/18 Total		2,396			2	1	40	60	
1/5/18	P1	1,634			2	0	52	48	
	P2	1,115			0	1	34	66	
1/5/18 Total		2,749			2	1	43	57	
<b>Grand Total</b>		<b>13,686</b>			<b>9</b>	<b>3</b>	<b>46</b>	<b>54</b>	

**Pivot table editor**

'2018 Production Log Data'!A1:P11

Suggested

Rows **ADD**

**Date**

Order: Ascending Sort by: Date

Show totals

Repeat row labels

**Press Name**

Order: Ascending Sort by: Press Name

Show totals

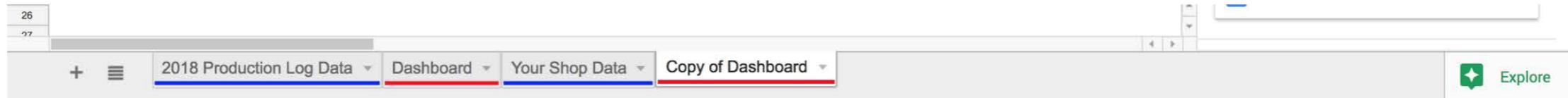
2018 Production Log Data Dashboard Your Shop Data Explore

Just like with how we duplicated the original example data worksheet, our next step is to **Duplicate** the example **Pivot Table** and rework it so the **Pivot Table** uses your new data properly.

The first step is one that should already be familiar. Next to the text “Dashboard” on the worksheet name tab is a small triangle. Click that so that the pop-up appears.

Select the **Duplicate** command, and the spreadsheet will automatically **Duplicate** the example **Pivot Table** for you.

Just like with the new **Data** worksheet for your shop, let's scoot the new **Pivot Table** worksheet over to the right so we don't confuse it with the examples for the Template.



## Next, Import Your Shop's Data Into Your Shop's Pivot Table

Oh boy, here we go.

This isn't as scary as it seems, but there are a few steps you have to follow specifically to make it work.

### One at a Time, Follow These Steps:

1. First bring up the **"Pivot Table Editor"** by clicking on any cell on your **Pivot Table** worksheet that has information in it. It will appear on the right hand side of the sheet.
2. On the top line of the **Pivot Table Editor** for the new duplicated page will be the words **"2018 Production Log Data!A1:P11"** with a small rectangle box that looks like sheet of graph paper.
3. Click that box and the **Select Data Range** finder window will appear in the middle of your screen. This is the tool we want.
4. At the top of this window is the phrase **"What data?"** This is Google Sheets asking you where to source the data to use for the **Pivot Table**. The next step will answer the question.
5. Click over to your new shop's **Data Worksheet** that you built with your **Production Log** information earlier.
6. You will notice that the **"What data?"** window comes along for the ride too.

7. What we want to do is grab all **Rows** and **Columns** on your **Data Worksheet**. This is everything, regardless if there is information in the cells or not.

8. On the far left side of the worksheet where the **Columns** and **Rows** intersect is a blank gray colored cell. It is exactly underneath the cell that has **fx** in it. Find that blank gray empty cell and click on it. You will notice that everything turns blue. Also the text in the **“What data”** window has now changed to reflect the **Data Range** you selected.

9. Once you click **“Ok”** on the **“What data”** window you be taken back to your **Dashboard Pivot Table** page which will be updated with the current information you just selected to sort. It’s Gogole awesomeness.

The screenshot shows a Google Sheets interface with a pivot table editor on the right and a 'What data?' dialog box in the center. The spreadsheet contains production log data with columns for Date, Press Name, Shift, Total Imp, # Screens, Set-Up Min, Min / Screen, Prod Min, Downtime, Total Min, Misprints, and Defects. The pivot table editor shows two rows: 'Date' and 'Press Name', both sorted in ascending order with 'Show totals' checked. The 'What data?' dialog box displays the selected data range as '=Your Shop Data!1:977'.

	A	B	C	D	E	F	G	H	I	J	K	L
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects
2	1/1/18	P1	Day	1,890	16	133	8.3	222	65	420	0	0
3	1/1/18	P2	Day	2,248	10	76	7.6	340	4	420	6	0
4	1/1/18	P3	Day	1,360	8	84	10.5	290	46	420	1	1
5	1/2/18	P1	Day	2,402	7	59					0	0
6	1/2/18	P2	Day	1,945	14	120					0	5
7	1/2/18	P3	Day	2,204	4	33					0	0
8	1/3/18	P1	Day	2,890	5	45					22	6
9	1/3/18	P2	Day	1,678	17	103					0	1
10	1/3/18	P3	Day	2,116	10	101					2	0
11	1/4/18	P1	Day	1,724	9	120					0	0
12	1/4/18	P2	Day	989	17	169					3	0
13	1/4/18	P3	Day	2,190	12	90					0	0
14	1/5/18	P1	Day	3,100	2	15					9	0
15	1/5/18	P2	Day	2,280	11	86	7.8	220	114	420	0	0
16	1/5/18	P3	Day	1,290	22	180	8.2	200	40	420	0	3
17	1/6/18	P1	Day	790	8	77	9.6	158	5	240	23	0
18	1/6/18	P2	Day	1,067	4	45	11.3	120	75	240	12	4
19	1/6/18	P3	Day	890	3	30	10.0	100	110	240	10	9

If you closed all of the “-” tabs by the Dates so they now appear to be “+” (on the far left of each row) your Dashboard could look like this.

The screenshot shows a Google Sheets interface with the following elements:

- Title:** Your Shop Dashboard
- Menu:** File, Edit, View, Insert, Format, Data, Tools, Add-ons, Help
- Toolbar:** Includes icons for undo, redo, print, zoom (75%), currency, percentage, decimal places, font face (Arial), font size (10), bold, italic, strikethrough, text color, background color, text wrap, and alignment.
- Table:** A production log table with the following data:
 

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Date	Press Name	SUM of Total Imp	SUM of # Screens	AVERAGE of Min / Screen	SUM of Misprints	SUM of Defects	AVERAGE of % Uptime	AVERAGE of % Downtime	AVERAGE of Imp Speed/Hr			
4	+ 1/1/18 Total		5,498	34	8.8	7	1	68	32	396			
5	+ 1/2/18 Total		6,551	25	8.4	0	5	76	24	409			
6	+ 1/3/18 Total		6,684	32	8.4	24	7	73	27	429			
7	+ 1/4/18 Total		4,903	38	10.3	3	0	68	32	334			
8	+ 1/5/18 Total		6,670	35	7.8	9	3	63	37	499			
9	+ 1/6/18 Total		2,747	15	10.3	45	13	53	48	456			
10	<b>Grand Total</b>		<b>33,053</b>	<b>179</b>	<b>9.0</b>	<b>88</b>	<b>29</b>	<b>67</b>	<b>33</b>	<b>421</b>			
- Bottom Bar:** Shows a tabbed interface with tabs for '2018 Production Log Data', 'Dashboard', 'Your Shop Data', and 'Your Shop Dashboard'. An 'Explore' button is visible on the right.

## But Wait, There's More!

One more quick tip. Each day or week you are going to want to update your information with this tool. Here's how to easily handle that chore:

Your Shop Dashboard marshall@marshallatkinson.com

File Edit View Insert Format Data Tools Add-ons Help All changes saved in Drive

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Date	Press Name	Shift	Total Imp	# Screens	Set-Up Min	Min / Screen	Prod Min	Downtime	Total Min	Misprints	Defects	Min /Shift	% Uptime	% Downtime	Imp Speed/Hr
11	1/4/18	P1	Day	1,724	9	120	13.3	290	10	420	0	0	420	69	31	357
12	1/4/18	P2	Day	989	17	169	9.9	240	11	420	3	0	420	57	43	247
13	1/4/18	P3	Day	2,190	12	90	7.5	330	0	420	0	0	420	79	21	398
14	1/5/18	P1	Day	3,100	2	15	7.5	380	25	420	9	0	420	90	10	489
15	1/5/18	P2	Day	2,280	11	86	7.8	220	114	420	0	0	420	52	48	622
16	1/5/18	P3	Day	1,290	22	180	8.2	200	40	420	0	3	420	48	52	387
17	1/6/18	P1	Day	790	8	77	9.6	158	5	240	23	0	240	66	34	300
18	1/6/18	P2	Day	1,067	4	45	11.3	120	75	240	12	4	240	50	50	534
19	1/6/18	P3	Day	890	3	30	10.0	100	110	240	10	9	240	42	58	534
20	1/8/18	P1	Day	1,629	13	112	8.6	295	13	420	0	0	420	70	30	331
21	1/8/18	P2	Day	2,459	5	45	9.0	353	22	420	4	0	420	84	16	418
22	1/8/18	P3	Day	1,234	9	57	6.3	307	56	420	0	0	420	73	27	241
23	1/9/18	P1	Day	1,582	11	63	5.7	263	94	420	15	1	420	63	37	361
24	1/9/18	P2	Day	1,120	3	21	7.0	365	34	420	0	1	420	87	13	184
25	1/9/18	P3	Day	2,189	15	92	6.1	306	22	420	0	0	420	73	27	429
26	1/10/18	P1	Day	2,666	12	112	9.3	304	4	420	0	0	420	72	28	526
27	1/10/18	P2	Day	3,190	4	45	11.3	358	17	420	0	0	420	85	15	535
28	1/10/18	P3	Day	3,233	6	34	5.7	348	38	420	3	0	420	83	17	557
29	1/11/18	P1	Day	1,988	10	67	6.7	241	112	420	0	0	420	57	43	495
30	1/11/18	P2	Day	2,100	15	134	8.9	243	43	420	0	0	420	58	42	519
31	1/11/18	P3	Day	2,190	12	123	10.3	199	98	420	1	2	420	47	53	660
32	1/12/18	P1	Day	2,977	1	11	11.0	392	17	420	0	3	420	93	7	456
33	1/12/18	P2	Day	2,558	16	144	9.0	254	22	420	3	0	420	60	40	604
34	1/12/18	P3	Day	2,352	5	70	14.0	331	19	420	12	0	420	79	21	426
35																

2018 Production Log Data Dashboard Your Shop Data Your Shop Dashboard

Add your next week's worth of data to your shop's **Data Worksheet** using the lessons you've already learned.

As you can see here, it's five more days worth of info for all three presses.

**Here is the Best Surprise!**

Because we gave the **Pivot Table** the **Data Range** of our entire **Data Worksheet**, the **Pivot Table** is automatically updated with all of the new information on our **Dashboard**. You don't have to do anything.

The screenshot shows a Google Sheets interface with a dashboard titled "Your Shop Dashboard". The dashboard contains a pivot table summarizing production data. The table has columns for Date, Press Name, and various performance metrics. The data is grouped by date, with sub-totals for each press (P1, P2, P3) and a grand total at the bottom.

	A	B	C	D	E	F	G	H	I	J
1	Date	Press Name	SUM of Total Imp	SUM of # Screens	AVERAGE of Min / Screen	SUM of Misprints	SUM of Defects	AVERAGE of % Uptime	AVERAGE of % Downtime	AVERAGE of Imp Speed/Hr
4	+ 1/1/18 Total		5,498	34	8.8	7	1	68	32	396
5	+ 1/2/18 Total		6,551	25	8.4	0	5	76	24	409
6	+ 1/3/18 Total		6,684	32	8.4	24	7	73	27	429
7	+ 1/4/18 Total		4,903	38	10.3	3	0	68	32	334
8	+ 1/5/18 Total		6,670	35	7.8	9	3	63	37	499
9	+ 1/6/18 Total		2,747	15	10.3	45	13	53	48	456
10	- 1/8/18	P1	1,629	13	8.6	0	0	70	30	331
11		P2	2,459	5	9.0	4	0	84	16	418
12		P3	1,234	9	6.3	0	0	73	27	241
13		1/8/18 Total	5,322	27	8.0	4	0	76	24	330
14	- 1/9/18	P1	1,582	11	5.7	15	1	63	37	361
15		P2	1,120	3	7.0	0	1	87	13	184
16		P3	2,189	15	6.1	0	0	73	27	429
17		1/9/18 Total	4,891	29	6.3	15	2	74	26	325
18	- 1/10/18	P1	2,666	12	9.3	0	0	72	28	526
19		P2	3,190	4	11.3	0	0	85	15	535
20		P3	3,233	6	5.7	3	0	83	17	557
21		1/10/18 Total	9,089	22	8.8	3	0	80	20	539
22	- 1/11/18	P1	1,988	10	6.7	0	0	57	43	495
23		P2	2,100	15	8.9	0	0	58	42	519
24		P3	2,190	12	10.3	1	2	47	53	660
25		1/11/18 Total	6,278	37	8.6	1	2	54	46	558
26	- 1/12/18	P1	2,977	1	11.0	0	3	93	7	456
27		P2	2,558	16	9.0	3	0	60	40	604
28		P3	2,352	5	14.0	12	0	79	21	426
29		1/12/18 Total	7,887	22	11.3	15	3	78	22	495
30		<b>Grand Total</b>	<b>66,520</b>	<b>316</b>	<b>8.8</b>	<b>126</b>	<b>36</b>	<b>69</b>	<b>31</b>	<b>434</b>

# 10

## FINAL THOUGHTS

The content for the eBook was chosen on purpose, because as a coach I see shop's struggling with these concepts most often. Whether folks are new to this industry or have been around for quite a long time, these areas are where shops constantly stub their toe.

**Business Planning** helps you find your direction and align with what your customers crave, not just what you are selling them.

**Branding** is what distinguishes you from the crowd. How you tell your story and differentiate yourself from this noisy space really matters more and more these days. Remember, it's more than just a pretty logo and a Facebook post every three weeks.

Employee accountability matters. Your machines don't run themselves. The rules that are set up in shops keeps things on an even keel and grounded. An **Employee Handbook** creates those rules and guidelines.

And lastly, *"You can't manage what you don't measure"*. Use a **Production Log** and **Dashboard** to track your progress and understand what's happening on your production floor.

By implementing these four ideas in your shop you will set yourself apart from the lion's share of this industry. Why doesn't everyone do it? Well frankly, it's work. It's hard to be the best.

If you get stuck. **Call me**. I happy to help your shop like I've helped others.

# THANKS!

Thank you for reading this eBook. I hope that you found the contents helpful for your shop. But don't stop at just reading the book. The key to making lasting change is implementing new ideas.

Not everything may go correctly the first time. Or the second. Keep plugging away and tweaking things. Try to get 1% better everyday.

If you need help along the way, that's what I do. Reach out and contact me and let's work together to solve your problems!



**Got a burning question or problem that you need help with?**

Feel free to email me at [marshall@marshallatkinson.com](mailto:marshall@marshallatkinson.com)