

APPENDIX 2.3
(referred to in paragraph 2.34)

**Reckitt & Colman: analysis of shoe care sales
and contribution before marketing**

£'000

	Total		Home trade		Grocery		Specialist		Export	
	Sales	CBM	Sales	CBM	Sales	CBM	Sales	CBM	Sales	CBM
<i>1990</i>										
Shoe creams	784	511	386	281	71	52	315	229	398	230
Shoe creams plus	252	104	223	90	160	62	63	28	29	13
Renovating cream	106	76	106	75	27	20	79	55	-	-
Leather wax, dyes and recolourant	297	67	251	52	2	1	249	51	46	15
Heel 'n toe	106	15	98	13	35	8	63	5	8	2
Cream and saddle soap	93	50	44	25	8	5	36	20	50	26
Pastes, Padawax and dubbin	1,047	563	857	458	606	306	251	152	189	105
Liquids	857	447	820	430	535	277	285	153	37	17
Aerosols	640	311	555	264	65	42	490	222	85	48
Sundries	158	76	36	9	20	3	16	6	122	67
Nugget	48	23	-	-	-	-	-	-	48	23
Accessories	786	135	784	134	43	14	741	120	2	1
Sainsbury and other sales	82	33	68	32	68	32	-	-	14	1
	<u>5,256</u>	<u>2,411</u>	<u>4,228</u>	<u>1,863</u>	<u>1,640</u>	<u>822</u>	<u>2,588</u>	<u>1,041</u>	<u>1,028</u>	<u>548</u>
Cost variances		<u>-132</u>		<u>-102</u>						<u>-30</u>
Contribution before marketing		2,279		1,761						518
Marketing		<u>-645</u>		<u>-545</u>						<u>-100</u>
Contribution after marketing		<u>1,634</u>		<u>1,216</u>						<u>418</u>
<i>Period to 4 October 1991</i>										
Shoe creams	582	364	257	186	44	29	213	157	326	179
Shoe creams plus	150	69	117	55	57	29	59	26	34	14
Renovating cream	66	42	63	41	19	13	44	28	3	2
Leather wax, dyes and recolourant	191	55	174	45	1	-	173	45	17	9
Heel 'n toe	67	9	63	9	37	7	26	2	3	-
Cream and saddle soap	77	41	40	23	11	6	29	16	37	18
Pastes, Padawax and dubbin	799	411	731	379	555	273	177	106	68	31
Liquids	675	370	659	364	417	227	242	137	16	6
Aerosols	506	261	404	210	49	27	355	183	102	52
Sundries	183	82	73	21	49	13	24	9	110	61
Nugget	44	20	-	-	-	-	-	-	44	20
Accessories	717	202	711	201	104	38	607	163	5	1
Sainsbury and other sales	54	15	54	15	54	15	-	-	-	-
Magix products	307	73	67	19	-	-	67	19	240	53
	<u>4,418</u>	<u>2,014</u>	<u>3,413</u>	<u>1,568</u>	<u>1,397</u>	<u>677</u>	<u>2,016</u>	<u>891</u>	<u>1,005</u>	<u>446</u>
Cost variances		<u>-110</u>		<u>-83</u>						<u>-27</u>
Contribution before marketing		1,904		1,485						419
Marketing		<u>-500</u>		<u>-378</u>						<u>-122</u>
Contribution after marketing		<u>1,404</u>		<u>1,107</u>						<u>297</u>

Source: MMC using Reckitt & Colman data.

Note: CBM = contribution before marketing.