

Driving Core and Innovation Sales Through Void Identification

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Ask the speakers questions throughout this webinar using the Q&A function -- in your GoToWebinar Control Panel, type in any questions you have for the speaker in the Questions box under the Questions tab.



Driving Core and Innovation Sales Through Void Identification

DISTRIBUTOR EDUCATION

Driving Core and Innovation Sales Through Void Identification

BY SCOTT HILL, VICE PRESIDENT OF C-STORE SALES, JACK LINKS PROTEIN SNACKS AND MIKE FARRAH, CLIENT RELATIONSHIP DIRECTOR, MANAGEMENT SCIENCE ASSOCIATES, INC. (MSA)

Today's cold case represents lots of fresh opportunities for wholesalers' and retailers' alike. New item launches become tomorrow's core SKUs, and new item launches are a huge investment. Before we even look to gain placement of these items, lots of time, effort and money have gone into moving pieces behind the scenes: market research, customer segmentation, flavor profile research, new line start up, packaging, distribution, communications, advertising, the list is long. No wonder so much emphasis gets placed on new item introductions—a lot of investment is riding on it! Yet nine out of 10 fail. Exciting innovation launches in the field also takes a lot of effort and data. Knowing where to place the item is the first of three crucial steps in ensuring that the chain of investment is worthwhile.

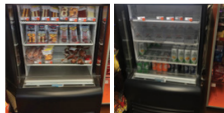
Step 1: Initial Item Placement

Determining where the item gets placed is critical in an introduction. While we get talk on that distribution needs to be as pervasive as possible (and one gets it right), prioritizing key customers AND determining which customers are the best partners to get the launch rolling are key. Things to consider are: who is going to make sure the tags are in

place—retailer, wholesaler or manufacturer? Is there a way to ensure tags are front of mind versus an afterthought? Here's what success looks like in an accurate, right? Initial distribution is on time and 100 percent in place.

Data can help with identifying the stores your product should be in. These could be stores that have high volume in the category, are on a specific program, in specific regions or have done particularly well with similar products. Understanding product and customer sales performance when compared to regionally defined benchmarks is another way to help identify those target stores.

At this point, everyone is typically pretty happy. You've hit the initial distribution goals that you've set, things are all good, right? But what happens when your set goes from perfect to not so...



When introducing an item, where it is placed is critical.

Step 2: Tracking Gross Distribution Points (GDPs)

The initial launch is only the first phase of a successful item launch—keeping distribution in the second. We'd like to think our efforts will pay dividends into the future, and they do, for the most part. Typical results, as seen below, are that we see significant drop off of distribution after an item launch.

There are many reasons for the initial drop off, and it is clear that we'll want information on the "why" of the drop off:



But data helps us to optimize our efforts, and using that data to optimize store rep/broker time is the next piece of the puzzle. Time is money. It's expensive to monitor all stores all activities, so we need to focus on what drives sales in each store. Therefore, within 30 days of initial distribution, a review is needed for volume and which stores could use more or less product. Working with the retailer, a force out of SKUs is helpful. Having the right retail team to ensure continuance is critical. With the right data, you can send people to the right place at the right time versus all locations. When we are working with a less is more world, time is a precious commodity. Therefore, sending your team to all locations when only 50 percent is necessary is inefficient and ineffective.

Step 3: Continued Optimization

Product movement data can tell us many things:

- 1) Which stores bought the product initially
- 2) Which stores haven't reordered
- 3) Where the opportunities exist

This can allow for split programs or plans with brokers, sales teams and DSRs to be put in place to address that drop off and track their performance, but it's an ongoing process that requires vigilance to maximize success. The process also allows you to allocate or reallocate your sales teams to focus on maximizing those opportunities.

One of the best practices is to be proactive about monitoring your distribution, so that you can address deficiencies closer to real time as opposed to after the fact. Another best practice is participating in an electronic ordering program. MSA's e-Order Clearinghouse allows sales teams to submit orders to them electronically. These orders are then communicated to the distributor that

applies that store in their own terminology. This address concerns over store personnel not placing orders and can dramatically increase fulfillment rates.

How does this impact you?

There are many impacts from monitoring distribution. What sales are you missing by not having products on the shelf? In other words, what is the opportunity cost of those lost sales? In addition, if product distribution is not sustained, at some point, the product's value on the shelf will be questioned. Retailers could also miss out on a rebate due to lack of compliance, so what happens next?



Looking at the chart above, if we remove the initial load period, the average dollar per store are \$58.42. During the 10 periods that follow the initial load period, on average 18 stores bought one of the products each period, which means that 13 stores did not. This translates to \$149 in lost sales per period. That may not seem like a lot, but cumulatively, that's over \$15,000 in missed sales opportunities over 10 periods. Filling those distribution voids adds up. The sooner you solve this problem, the sooner everyone makes more. If not solved, the item falls in ranking and will be deleted for lack of sales. What is the difference? It is the difference if a new item makes it or not. Using the data wisely will give a new item the best opportunity as well as help your customers maintain their assets. For that matter, this process can be used with all items.

At some level, we're all tasked with growing sales. Whether it's a new item launch that you're planning or you're trying to grow sales of an existing product, the process is very similar. Understand where you have or want distribution and where you do not. Use the data to monitor that distribution, so that you know where products aren't being re-ordered or the rate of re-ordering has slowed. Target your sales team's efforts to address those gaps. Establish a repeatable process to do it again and again to maximize sales. Maximizing sales is what we are all here for. **CD**

DISTRIBUTOR EDUCATION

Speakers

- ◆ Julie Brousseau, Sales Operations Specialist Manager, Access Strategies
- ◆ Mike Farrah, Client Relationship Director, Management Science Associates (MSA)
- ◆ Scott Hill, VP of C-store Wholesale Sales, Jack Link Protein Snacks

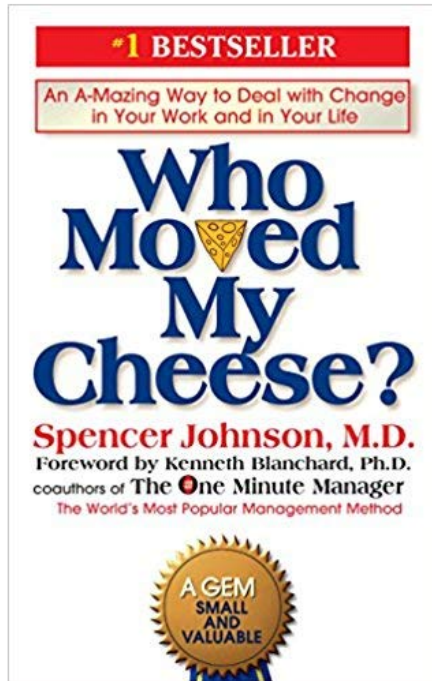
Webinar Outline

- ◆ Intro of Speakers
- ◆ Frame up the Webinar
- ◆ Intro of Books
- ◆ Initial Item Placement
- ◆ Tracking Gross Distribution Point (GDP's)
- ◆ Continued Optimization
- ◆ Impact
- ◆ What did we learn
- ◆ What is next

Driving Core & Innovation Sales thru Voids

How using data can help identify where to launch new products, monitor and maintain distribution, and ultimately grow sales of any item. The webinar will also cover the importance of planning, process and follow-through, and how those things can translate to success.

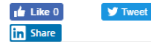
Suggested Reads



The Berkshire Company Blog

Checklists – Simple & Powerful Tools

Posted by [Mark Fallon](#) on Jan 7, 2015 5:30:00 AM



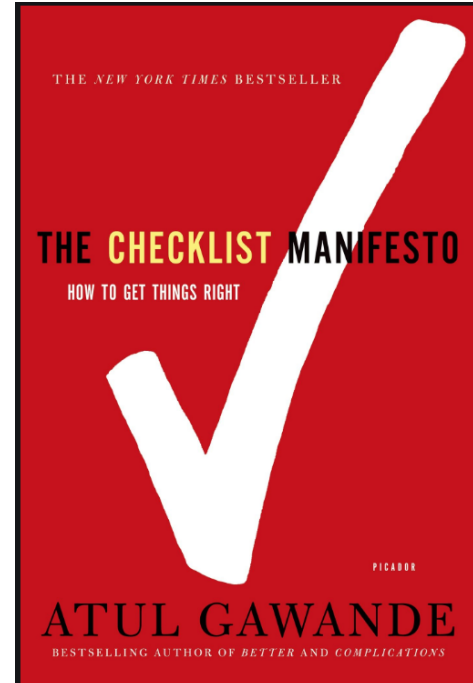
US Airways Flight 1549, The Miracle on the Hudson. On January 15, 2009, CPT Chelsey "Sully" Sullenberger, landed a jet on the waters of the Hudson River after it had lost both engines when it hit a flock of birds. 155 people were on that plane, and not a single life was lost.

Sully Sullenberger is a hero not just for his actions that day, but his actions afterwards. In every interview, he made it clear that the "successful" crash landing was because of the efforts of the entire crew. And that what he did was simple – he and the crew followed a series of checklists.

Checklists. Emergency checklists.
Communications checklists.

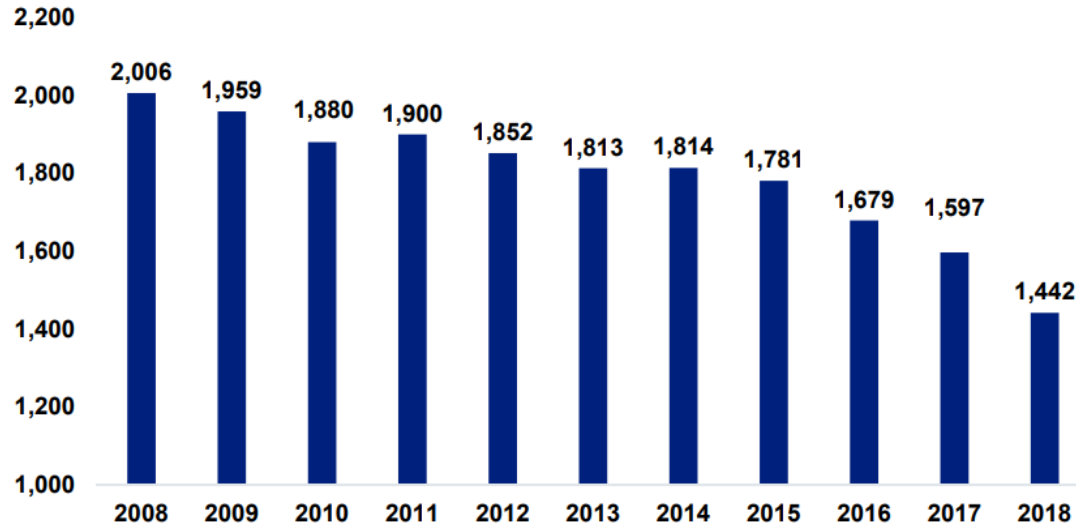
Passenger checklists. Evacuation to the skills of CPT Sullenberger and his crew, checklists helped save those 155 people.

Maybe you think airline pilots are unique, and that not everyone uses checklists. You don't see doctors using checklists during surgery. Maybe you will, if more of them read Dr. Atul Gawande's *The Checklist Manifesto: How To Get Things Done*.



Our business is shifting

Number of Chains with 4+ Stores



Source: Nielsen TDLinx

NACS



www.remo-knops.com

The number of firms that have 4 or more stores has decreased by 28% over the past 11 years, but 19 PPTs of the 28% decline has occurred in the past four years, indicating that the rate of decline/consolidation has accelerated.

“

CHECKLISTS PROVIDE REMINDERS
OF ONLY THE MOST CRITICAL
AND IMPORTANT STEPS—THE
ONES THAT EVEN THE HIGHLY
SKILLED PROFESSIONAL USING
THEM COULD MISS.



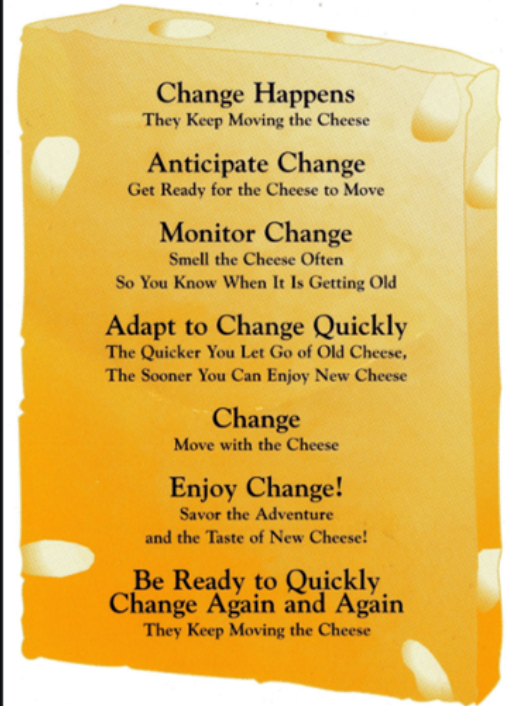
ATUL GAWANDE
QUOTED ON THE TEACHING IN HIGHER ED PODCAST #078



When I first started with Jack Link's in 2000, on my desk was a stack 3 feet high of store checks our team had sent in...

I am like what is this suppose to be, that was the start of my monitoring change

The Handwriting on the Wall



Change Happens

They Keep Moving the Cheese

Anticipate Change

Get Ready for the Cheese to Move

Monitor Change

Smell the Cheese Often
So You Know When It Is Getting Old

Adapt to Change Quickly

The Quicker You Let Go of Old Cheese,
The Sooner You Can Enjoy New Cheese

Change

Move with the Cheese

Enjoy Change!

Savor the Adventure
and the Taste of New Cheese!

Be Ready to Quickly Change Again and Again

They Keep Moving the Cheese

From the national bestseller
Who Moved My Cheese?
An Amazing Way to Deal with Change in Your Work & in Your Life
© 1998 Spencer Johnson, M.D.
For more information call (808) 637-9030.

Independent Store Call

Independent Store call

- Prepare using data off of Map (Why this store call)
- Introduction to store Manager or Decision maker
 - Jack Links cares about their customers and has hired SOS to deliver a value
- Zenput Audits & WWS App
 - Question Review
 - Before & After Pictures
- Checking Jack Links dates
 - Swap out when available
- Organize / help with refreshing POG using DSMP
- Core Item focus
 - Figure a plan for missing Core (tagging in & order)
- Open Air / Cooler sections
 - Scoping out possibilities for Cold Crafted
- Scope out possibilities of Extra Points of Distribution
 - Placing Penny Tray, Clip-strips, [Bulk](#) on the counter etc.
- Closing the Call
 - Discuss tagging in any missing Core, Cold Crafted, New Items & 10oz
 - Review your Brands
 - Order options:
 1. Order on store system right away
 2. Get signed order and send after call
 3. ALWAYS leave a suggested order whether you get an order or not.
 - Present options of extra points of distribution
 - Clip-strips, Penny Trays, Fountain area, [etc](#)
 - Know your "Heat Map" of a C-store
 - Review and Finish Audit

Recent Submissions




MY ACCOUNT
scott.hill@jacklinks.com

STATS	YOU	TOTAL
MISSIONS COMPLETED	178	16271
PHOTOS UPLOADED	1103	64147

RECENT SUBMISSIONS

Form	Location	Date Submitted
S.O.S Team Audit (5-7-18)	Exxon	Oct 28, 2019 3:18 pm EDT
S.O.S Team Audit (5-7-18)	ROSE MART	Oct 28, 2019 2:46 pm EDT
S.O.S Team Audit (5-7-18)	SPEED MART	Oct 28, 2019 1:54 pm EDT
S.O.S Team Audit (5-7-18)	HASTY MART #51	Oct 28, 2019 1:04 pm EDT
S.O.S Team Audit (5-7-18)	ANNAS QUICK SHOP	Oct 28, 2019 11:59 am EDT
S.O.S Team Audit (5-7-18)	ET'S	Oct 28, 2019 10:58 am EDT

Independent Store Call

Beyond geography, data can help prioritize which stores to call on and answer these questions before you get to the store:

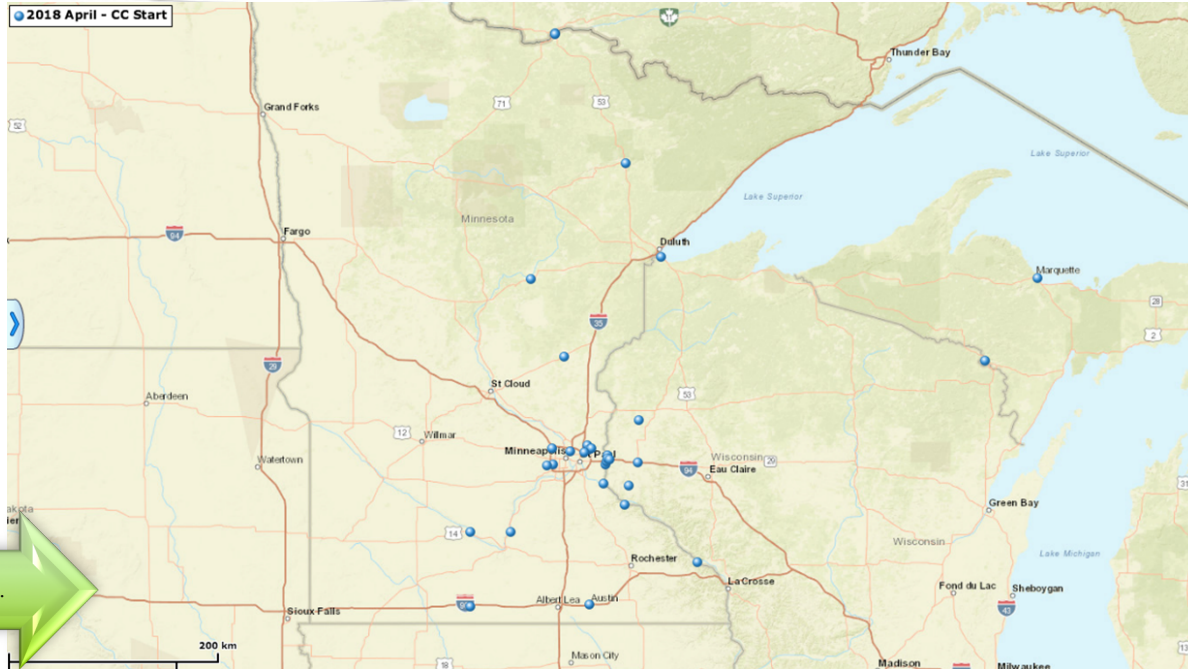
- ◆ Are they on your program?
- ◆ What is their compliance like?
- ◆ Are they buying the right items?
- ◆ Are they buying your innovation items?
- ◆ How are they performing in your categories?
- ◆ How are they performing with your products vs. the category or the market?

Initial New Item Placement

Data can help you identify where to place these new items.

- ◆ Are the items authorized?
- ◆ How have they adopted new launches in the past?
- ◆ Do they continue to purchase after that initial load?
- ◆ What do their re-order rates look like?

Initial 6 New Item Placement



Distribution
went out

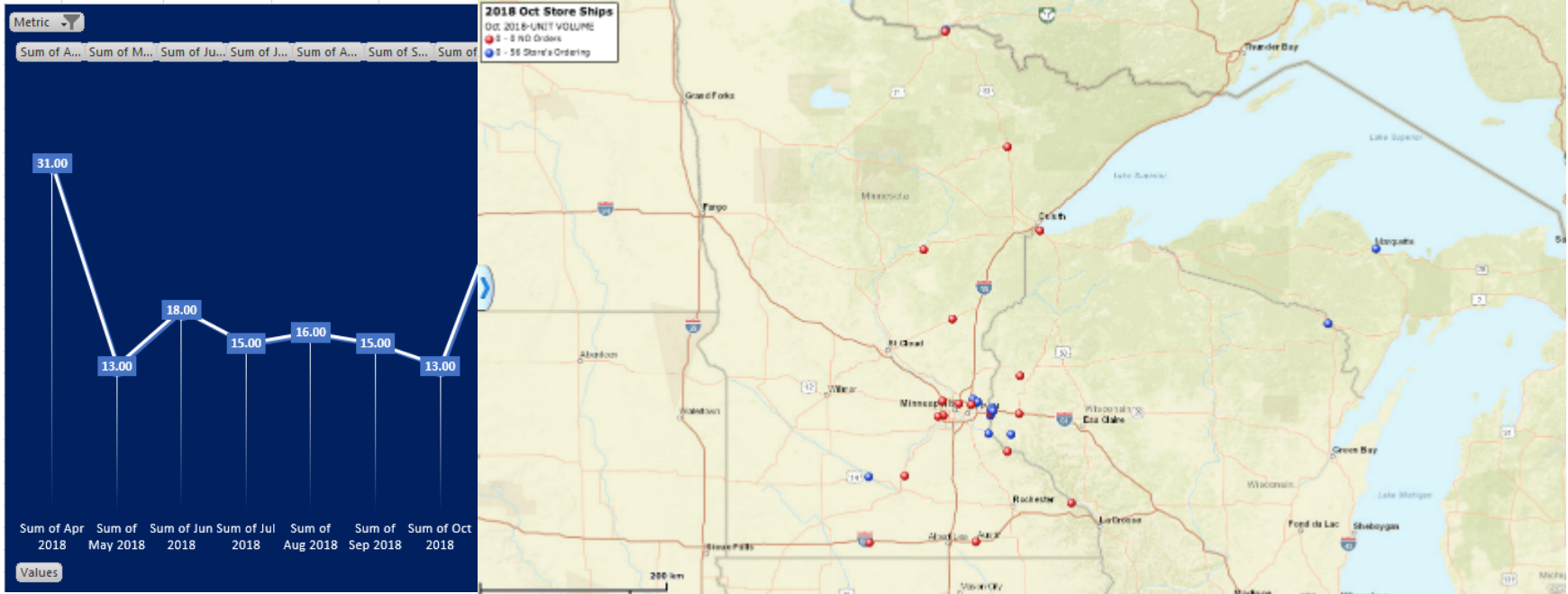
Got a Win? Maybe...

We are good to go Right?

**“WE ARE ALL PLAGUED BY
FAILURES - BY MISSED
SUBTLETIES, OVERLOOKED
KNOWLEDGE, AND
OUTRIGHT ERRORS”**

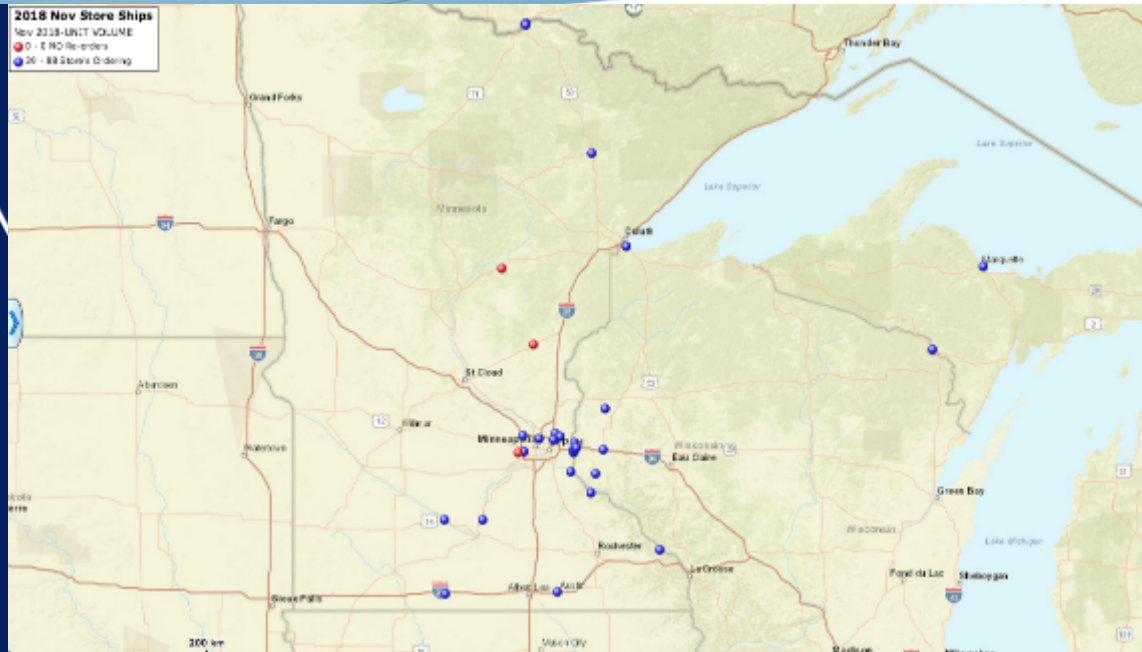
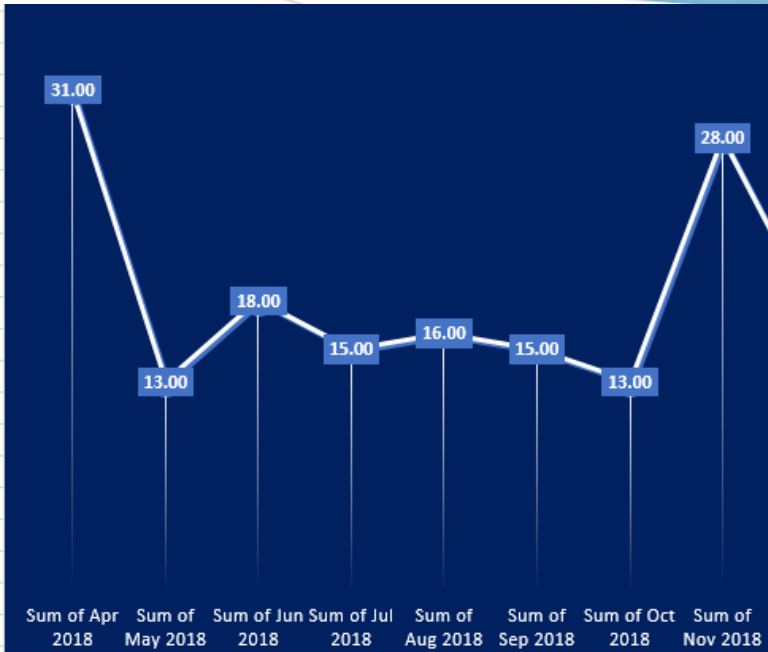
**— Atul Gawande,
The Checklist Manifesto**

Oct 2018 – 18 stores No re-orders



Nov 2018 – Store Visits Made

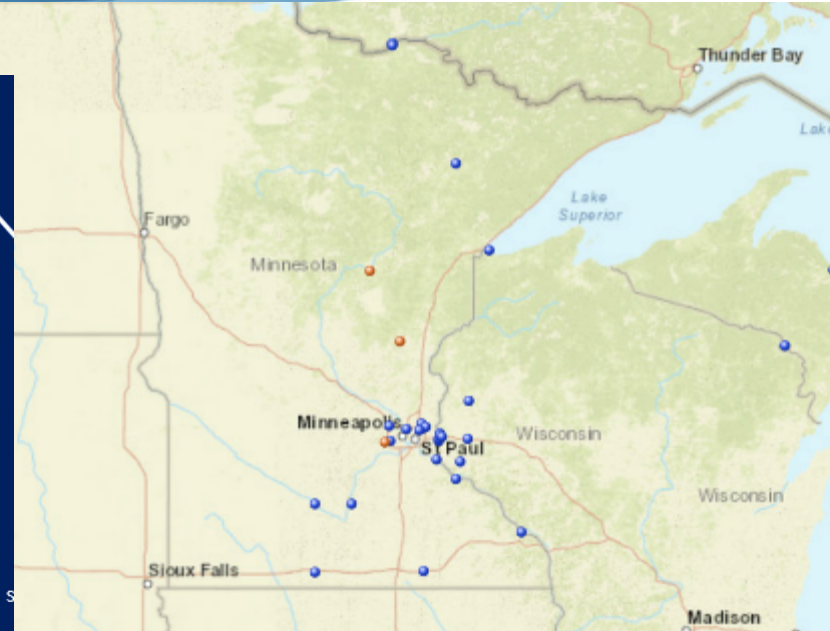
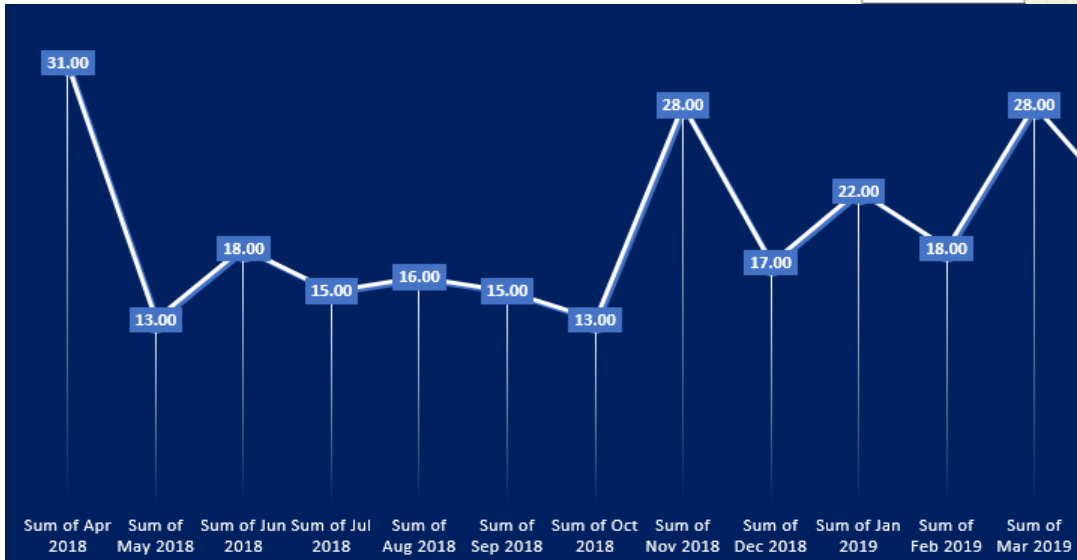
Learned that 3 stores should not have this product.



2019 March – Cold Crafted Ships

Gone from a low of 13 to high of 28 to an avg of 20 50% increase in store count

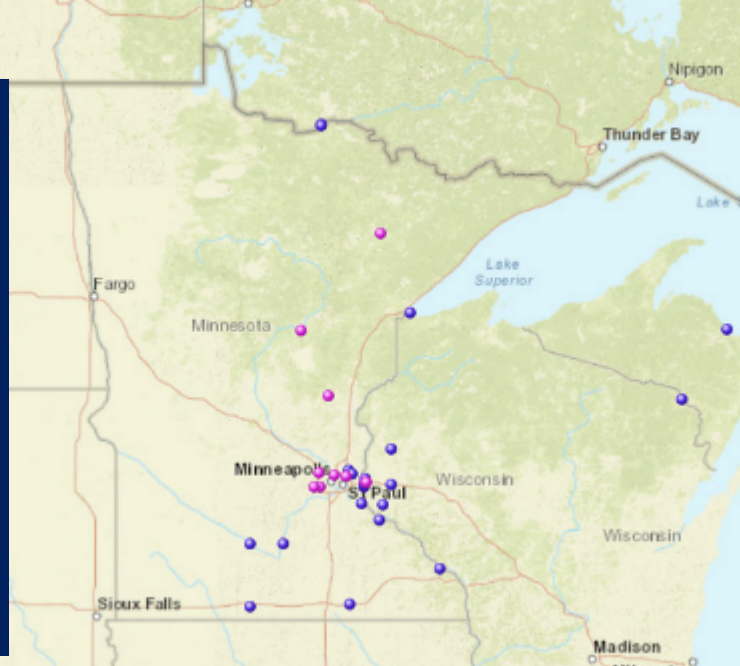
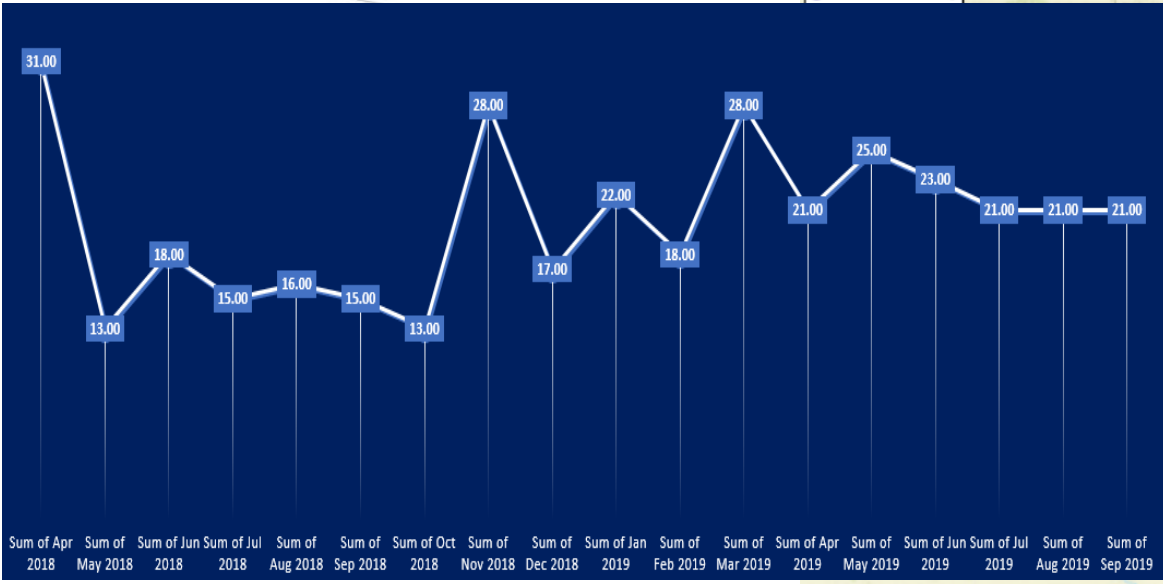
2019 March CC Ships
Mar 2019 - UNIT VOLUME
● 0 - 3 NO records
● 0 - 100 Store's Ordering



2019 Sept Cold Crafted Ships

Our Journey has take 18 months and we have gone from a losing an innovation launch to a successful albeit choppy an average of **43.75%** increase in monthly per store sales

2019 Sept Ship
See 2019-UNIT VOLUME
● 0 - 0 NO Re-Orders
● 0 - 120 Store's Ordering



Continued Optimization

With data and time we know

1. 28 is the universe for this chain.
2. 21 Stores are up and running
3. Therefore, we can work with the account to solve for 7 stores vs 31.
4. Cutting down our retail efforts by 77.5%
5. Or you could just keep visiting 31 stores if you maybe feel like
6. Or wonder why things just didn't work out
7. Or you can know what, when, and where things are happening...

**“THE VOLUME AND COMPLEXITY
OF WHAT WE KNOW HAS
EXCEEDED OUR INDIVIDUAL
ABILITY TO DELIVER ITS
BENEFITS CORRECTLY, SAFELY,
OR RELIABLY.”**

**— Atul Gawande,
The Checklist Manifesto**

www.stephsbusinessbookshelf.com

What did we learn and what is next

- ◆ **What did we learn**
 1. **With 153,000 stores; you need to be able to dig into the weeds.**
 2. **Trust but verify; with data facts are your friends**
- ◆ **What is next:**
 1. **Rebates Automated**
 2. **Rebate Compliance**
 3. **Broker Results**
 4. **Territory Manager Results**

Using Data to “Fix the Mix”

Data helps you to see the bigger picture of where voids are.

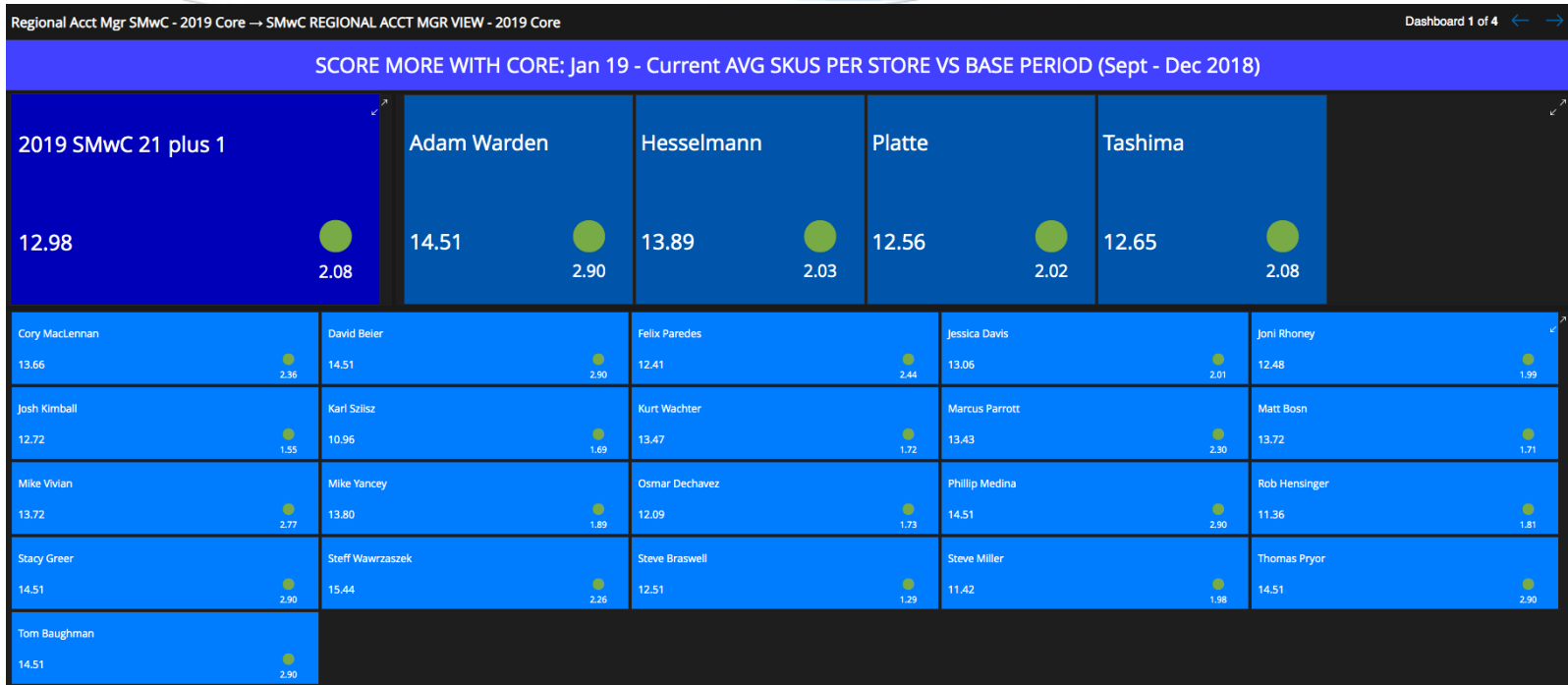
Warehouses: All Warehouses	Sales Threshold: 500				
Base Duration: 26-Week	Track Duration: 26-Week	Sales Rep Name: All Sales Representatives			
Metric Type: Units	Base Start Date: 07/01/18	Base End Date: 12/29/18			
	Track Start Date: 12/30/18	Track End Date: Current Week (6/29/2019)			
Average Items per Retailer:	3.4	Average Items per Retailer w/> \$500	12.3		
				5593 - J LINKS	5600 - J LINKS
				JUMBO	JUMBO ORIG
				PEPPERED BEEF	TERIYAKI BEEF
				STEAKS 12/2 OZ	STEAKS 12/2 OZ
					12/2 OZ
Store Name	Address	City	State		
Total Stores Selling Category				3,436	3,436
Total Stores Selling				589	904
Avg \$ Sales/Store Selling/Wk				\$1.95	\$2.96
% Distribution				17.1%	26.3%
					23.5%

With data you can establish your “Base” time period to understand store’s Core voids and to see where your future profits can be made.

“Tracking” time period will measure your void fills success and future profits

Warehouses: All Warehouses	Sales Threshold: 500				
Base Duration: 26-Week	Track Duration: 26-Week	Sales Rep Name: All Sales Representatives			
Metric Type: Units	Base Start Date: 07/01/18	Base End Date: 12/29/18			
	Track Start Date: 12/30/18	Track End Date: Current Week (6/29/2019)			
Average Items per Retailer:	4.2	Average Items per Retailer w/> \$500	15.2		
				5593 - J LINKS	5600 - J LINKS
				JUMBO	JUMBO ORIG
				PEPPERED BEEF	TERIYAKI BEEF
				STEAKS 12/2 OZ	STEAKS 12/2 OZ
					12/2 OZ
Store Name	Address	City	State		
Total Stores Selling Category				3,444	3,444
Total Stores Selling				703	936
Avg \$ Sales/Store Selling/Wk				\$1.89	\$2.84
% Distribution				20.4%	27.2%
					24.7%

Manager Market Overview



Measure Brokers Partners

AM BROKER Manager > Jan 19 - Current vs. Sept - Dec 2018

Applied Filters: PRODUCT Sub: Master Brand #SMwC 22 brands; Manufacturer Group # JACK LINKS; Open Stock Item # Y; MARKET Sub: J; 52Wk # Buckets # 1000-2000, 2000-3000, 3000+; Jan 19 - Current: Year # 2019; Base Period: Month # Dec 2018, Nov 2018, Oct 2018, Sep 2018; Year # 2018

Metric : Avg SKUs Per Store 2019 SMwC 21 plus 1 All Markets

<p>ACCESS STRATEGIES</p> <p>12.37</p> <p>Jan 19 - Current Avg SKUs / Store</p> <p>2.08</p> <p>Vs Base (Sept - Dec 2018)</p>	<p>ATKINSON CRAWFORD SALES</p> <p>13.30</p> <p>2.37</p>	<p>BATSON & ASSOCIATES</p> <p>13.60</p> <p>2.24</p>	<p>CARLIN GROUP</p> <p>14.26</p> <p>2.23</p>	<p>CARPENTER SALES INC</p> <p>12.91</p> <p>2.07</p>
<p>HAROLD W YOUNG INC</p> <p>10.96</p> <p>1.75</p>	<p>IMPACT GROUP</p> <p>15.47</p> <p>2.45</p>	<p>INTERWEST</p> <p>15.16</p> <p>1.19</p>	<p>J MIKE ALEXANDER & ASSOCIATES</p> <p>13.89</p> <p>2.16</p>	<p>MANCINI GROESBECK INC</p> <p>13.66</p> <p>2.12</p>
<p>MATRIX BROKERAGE</p> <p>11.49</p> <p>1.78</p>	<p>MUELLER YURGAE - KC</p> <p>11.26</p> <p>2.33</p>	<p>MUELLER YURGAE - MN</p> <p>15.63</p> <p>2.06</p>	<p>MUELLER YURGAE -CO</p> <p>13.77</p> <p>1.33</p>	<p>MUELLER YURGAE ASSOCIATES INC</p> <p>14.51</p> <p>2.60</p>
<p>N/A</p> <p>13.06</p> <p>1.74</p>	<p>NW SALES AND MARKETING LLC</p> <p>10.96</p> <p>1.69</p>	<p>PERFORMANCE SALES AND MKTG INC</p> <p>12.27</p> <p>1.40</p>	<p>S & E Sales</p> <p>11.78</p> <p>2.26</p>	<p>SCOTT BAXTER</p> <p>12.41</p> <p>1.38</p>
<p>SELLETHICS MARKETING GROUP INC</p> <p>13.17</p> <p>2.19</p>	<p>Summit Hill</p> <p>11.55</p> <p>1.89</p>	<p>TREND SALES INC</p> <p>13.32</p> <p>2.31</p>	<p>US TOTAL SALES & MARKETING LLC</p> <p>11.84</p> <p>1.88</p>	<p>VENTURE SALES LLC</p> <p>12.43</p> <p>2.10</p>

Faster Turn on Rebates



2019 C-STORE REBATE REQUEST EACH AMBIENT

Date: 07/30/19

If more than 1 Distributor/Division, list by Distributor & \$ of business to chain

Distributor(s):

Dist: X

T-00058631 \$1,255.46
 T-XXXXX
 T-XXXXX
 T-XXXXX
 T-XXXXX
 T-XXXXX
 T-XXXXX
 T-XXXXX
 T-XXXXX
 T-XXXXX
 T-XXXXX

Chain Headquarter (Remit)

Customer: Y

Data= Faster turn around with Rebate's

By creating your own velocity reports, you can help review compliance and keep you accounts up to date.

Segment	Item Size	Open Stock Item	Case UPC	Master Brand	JL List Price	Unit Volume-1W-CY	JackLink's \$ Volume-1W-CY	\$ Volume-1W-CY	Stores Selling Item-1W-CY
						29,988	\$50,218.46	\$53,478.80	13
								53.86%	25

Checking Chain / Store Compliance

JL- SKU count-by store report will help you see store by store on compliance item level

- By Segment or By Size

Page Filters:

Warehouse

Year

Master Store	7.90										
	BAR-0.9 OZ- AVG_SKU S_PER_R ETAILER_1W_C	CHEW-0.32 OZ- AVG_SKU S_PER_R ETAILER_1W_C	COMBOS-1.2 OZ- AVG_SKU S_PER_R ETAILER_1W_C	JERKY-1.25 OZ- AVG_SKU S_PER_R ETAILER_1W_C	JERKY-10 OZ- AVG_SKU S_PER_R ETAILER_1W_C	JERKY-2.85 OZ- AVG_SKU S_PER_R ETAILER_1W_C	JERKY-3.25 OZ- AVG_SKU S_PER_R ETAILER_1W_C	REFRIGERATED-2.5 OZ- AVG_SKU S_PER_R ETAILER_1W_C	REFRIGERATED-3 OZ- AVG_SKU S_PER_R ETAILER_1W_C	REFRIGERATED-4 OZ- AVG_SKU S_PER_R ETAILER_1W_C	SAUSAGE-4 OZ- AVG_SKU S_PER_R ETAILER_1W_C
	2.55	1.88	3.47								
ALANASON EZ-MART	2.00	2.00	2.00		7.00	1.00	9.00	3.00	1.00	3.00	2.00
ALPENA EZ #164		1.00	2.00			3.00	1.00	7.00			2.00
ALPENA SOUTH EZ-MART		1.00	2.00			3.00		7.00			
AUTORE-DETOUR EXPRESS MART	1.00	2.00	2.00		7.00		8.00	1.00	2.00	4.00	2.00
AUTORE-SHUTES AMOCO BP	1.00	2.00	2.00		7.00		8.00			3.00	2.00
B/C ADVENTURE EZ #208	1.00	2.00	2.00		6.00		8.00	3.00	2.00	4.00	2.00
B/C AIRPORT EZ MART #216 SHELL	2.00	2.00	2.00		7.00		7.00	3.00	2.00	3.00	2.00
B/C ALBA EZ MART #222	1.00	2.00	2.00		7.00		8.00	3.00			2.00
B/C ALPINE E-Z MART#232 MARATH	2.00	2.00	2.00		7.00		8.00		2.00	4.00	2.00
B/C BIG RAPIDS EZ MART # 272	2.00	2.00	2.00		7.00		9.00	3.00	2.00	4.00	2.00
B/C BIG STAR E-Z MART #280	1.00	2.00	2.00		7.00		9.00			4.00	2.00
B/C BOYNE FALLS#288 EZ MART	1.00	2.00	2.00		7.00		8.00	3.00			2.00
B/C BRETHREN EZ MART		2.00	2.00		7.00		7.00	3.00	2.00	3.00	2.00
B/C BROHMAN EZ MART		2.00	2.00		4.00		7.00		2.00	4.00	2.00
B/C BROOMFIELD EZ # 108	1.00	2.00	2.00		5.00		8.00				

Data Benefits

System Highlights:

- ◆ Provides a comprehensive wholesale-to-retail view across distributor-covered channels
- ◆ Tracks distributor shipments to each retail outlet at the SKU and promotion level
- ◆ Data from potentially all products in your category that your distributor supplies
- ◆ Data from all stores to which the distributor delivers
- ◆ Data contains manufacturer's and competitor's items
- ◆ Data reported at distributor/SKU level by retail outlet; can be aggregated to total store
- ◆ Reveals opportunities to grow sales immediately
- ◆ Zero in on voids of key items for key retailers
- ◆ Find stores with high category sales but under-represented portfolio

Other questions answered by data

- ◆ How large is my category? Subcategories? Segments? How is the category trending?
- ◆ What is my market share among enrolled distributors? How does it compare across channels?
- ◆ How are my products performing across my distributor set?
- ◆ What is my sales velocity; how quickly are my products turning at retail accounts/stores?
- ◆ Which brands/items are growing? Product pack size? Flavors?
- ◆ Where are the growth opportunities? Which retail accounts? Which stores? Am I stocked there?

~50 Distributor
Participants

60+ Warehouses

180,000 SKUs



InfoMetrics

Powered by Management Science Associates

Retail Stores:
110K+

30+ NACS
Categories

15 of Top 21
U.S. Wholesalers



Appendix

Guideline for creating checklists

A CHECKLIST FOR CHECKLISTS

Development	Drafting	Validation
<ul style="list-style-type: none"><input type="checkbox"/> Do you have clear, concise objectives for your checklist? <p>Is each item:</p> <ul style="list-style-type: none"><input type="checkbox"/> A critical safety step and in great danger of being missed?<input type="checkbox"/> Not adequately checked by other mechanisms?<input type="checkbox"/> Actionable, with a specific response required for each item?<input type="checkbox"/> Designed to be read aloud as a verbal check?<input type="checkbox"/> One that can be affected by the use of a checklist? <p>Have you considered:</p> <ul style="list-style-type: none"><input type="checkbox"/> Adding items that will improve communication among team members?<input type="checkbox"/> Involving all members of the team in the checklist creation process?	<p>Does the Checklist:</p> <ul style="list-style-type: none"><input type="checkbox"/> Utilize natural breaks in workflow (pause points)?<input type="checkbox"/> Use simple sentence structure and basic language?<input type="checkbox"/> Have a title that reflects its objectives?<input type="checkbox"/> Have a simple, uncluttered, and logical format?<input type="checkbox"/> Fit on one page?<input type="checkbox"/> Minimize the use of color? <p>Is the font:</p> <ul style="list-style-type: none"><input type="checkbox"/> Sans serif?<input type="checkbox"/> Upper and lower case text?<input type="checkbox"/> Large enough to be read easily?<input type="checkbox"/> Dark on a light background? <ul style="list-style-type: none"><input type="checkbox"/> Are there fewer than 10 items per pause point?<input type="checkbox"/> Is the date of creation (or revision) clearly marked?	<p>Have you:</p> <ul style="list-style-type: none"><input type="checkbox"/> Tried the checklist with front line users (either in a real or simulated situation)?<input type="checkbox"/> Modified the checklist in response to repeated trials? <p>Does the checklist:</p> <ul style="list-style-type: none"><input type="checkbox"/> Fit the flow of work?<input type="checkbox"/> Detect errors at a time when they can still be corrected?<input type="checkbox"/> Can the checklist be completed in a reasonably brief period of time?<input type="checkbox"/> Have you made plans for future review and revision of the checklist?