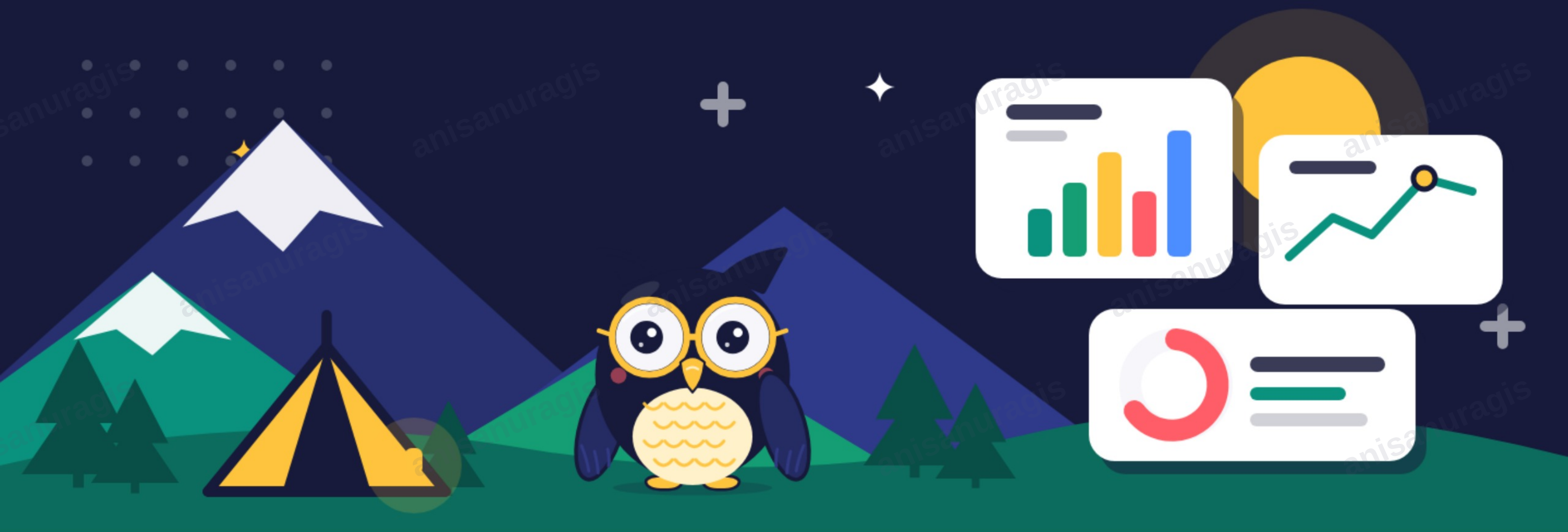




Monthly Report

Kenari Outdoor (Demo)

Business profile · September 2026 (last full month)

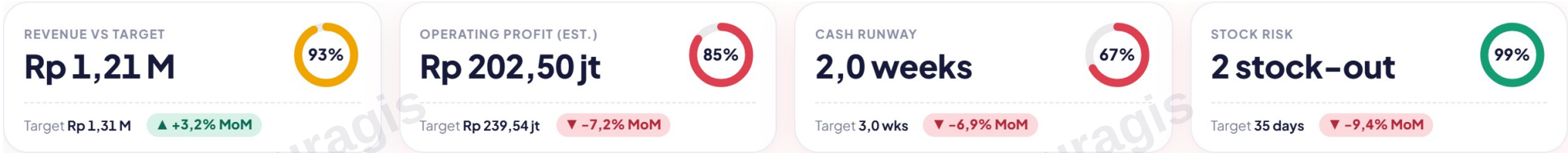
ILLUSTRATIVE DEMO · SAMPLE DATA ONLY, NOT FOR COMMERCIAL DECISIONS

Contents



01	Summary	The business in one screen: revenue, profit, stock, cash and what to decide.	p. 3
02	Revenue & Profit	Revenue, margin and profit against target, by division and channel.	p. 5
03	Production	Output, capacity, lead time and defects.	p. 9
04	Sales & Regions	Sales by region and channel, with promotion effect.	p. 13
05	Stock	Cover, slow movers and stock-outs by region.	p. 15
06	Cash Flow	Cash in, cash out, receivables, payables and runway.	p. 17
07	Weekly Actions	What the general manager should decide this week.	p. 21

Summary



Division flow, last month (month target, MoM against the month before)



FUNNEL READ

The weakest stage is cash collected: Rp 1,14 M against a month target of Rp 1,25 M (91%). Fix this stage first; the stages after it inherit the gap.

STAGE	TARGET	MOM
Output	16.200	-3,1%
Stock available 99% sold	35 days	-9,4%
Orders 18.101 units	16.657	+3,2%
Revenue Rp 79 rb a unit	Rp 1,31 M	+3,2%
Margin 56,3% margin	Rp 747,33 jt	+2,3%
Cash collected 94% collected	Rp 1,25 M	+3,2%

The orange stage is the furthest behind its target.

Who creates the cash collected gap Cash collected is the bottleneck: Rp 1,14 M against Rp 1,25 M, 91% of plan.



Key takeaways

- 01

WHAT THIS MEANS

Revenue was 92,6% of target and operating profit (estimate) 84,5%. Most urgent: revenue and profit, sales and regions, stock, cash.
- 02

CASH

Ask the flexible suppliers for 7 to 14 more days (Mitra Fill, Bahan Aktif Indonesia, Aroma Citra) and start collection calls on distributors over 60 days.

Summary (continued)

Shopee Marketplace Rp 18jt short 16% of the gap	ORDERS 4.279 93% +4,9%	REVENUE Rp 340,00jt 93% +4,9%	MARGIN Rp 191,90jt 92% +4,3%	CASH COLLECTED Rp 329,80jt 95% +4,9%
Distributors Offline Rp 11jt short 10% of the gap	ORDERS 2.382 103% -1,8%	REVENUE Rp 175,00jt 103% -1,8%	MARGIN Rp 97,60jt 101% -3,6%	CASH COLLECTED Rp 150,50jt 93% -1,8%
Tokopedia Marketplace Rp 9jt short 9% of the gap	ORDERS 815 87% +3,8%	REVENUE Rp 64,00jt 87% +3,8%	MARGIN Rp 36,00jt 85% +2,8%	CASH COLLECTED Rp 60,80jt 87% +3,8%
Own website Website Rp 7jt short 6% of the gap	ORDERS 1.380 91% +2,8%	REVENUE Rp 120,00jt 91% +2,8%	MARGIN Rp 67,50jt 90% +1,9%	CASH COLLECTED Rp 118,80jt 95% +2,8%



Revenue and profit 93% of revenue target, At risk	Marketing cost 15,7% of revenue, Watch	Production 96% of plan, On track	Sales and regions 7 of 9 regions behind, At risk	Stock 2 stock-out risk, At risk	Cash Runway 2,0 weeks, At risk
---	--	--	--	---	--

Key takeaways

- 03

PRODUCTION

Air-freight the missing packaging, move the filling slot forward and give these SKUs the first run on the Face Care line.
- 04

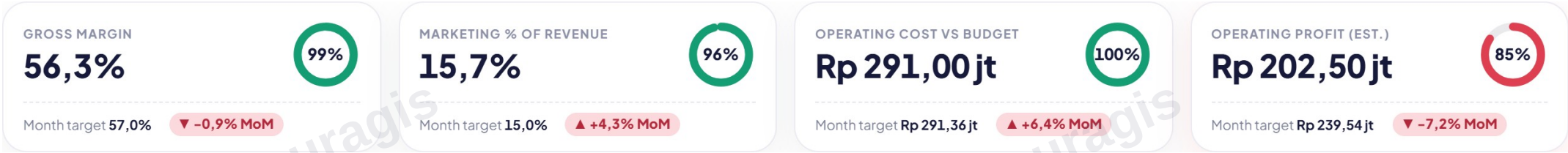
STOCK

Bundle old Body Scrub into Body Care sets and run a clearance on the old Gift Box edition through distributors. Stop new Scrub batches for 6 weeks.
- 05

STOCK

Transfer the units this week on the next truck run and set a regional cover target of 30 to 45 days in the replenishment sheet.

Revenue & Profit

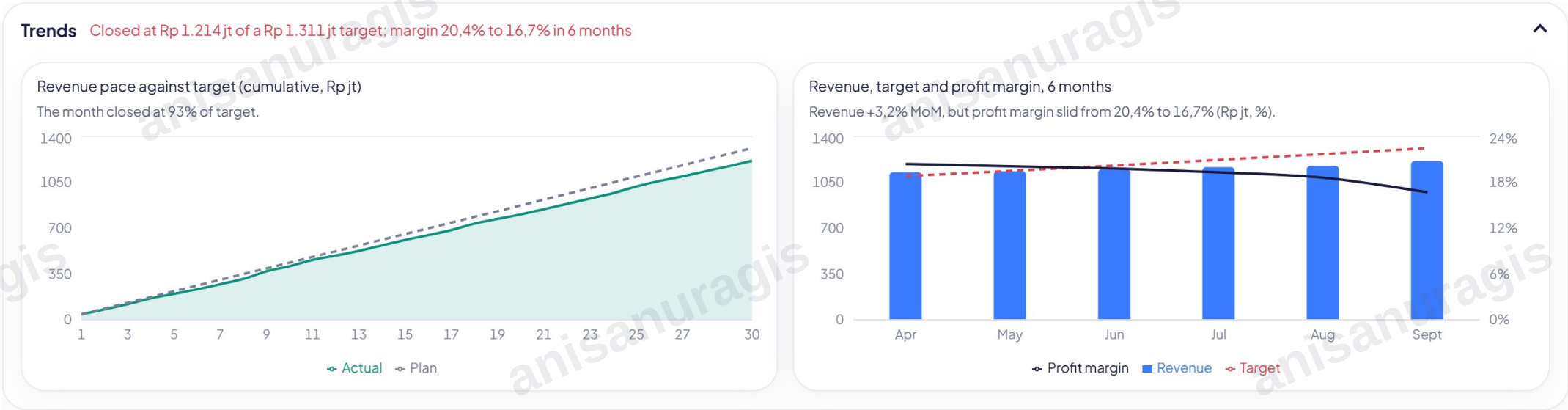


FUNNEL READ

The weakest stage is operating profit (est.) at 85% of its month target. Cost lines below show where it leaks.

STAGE	TARGET	MOM
Revenue	Rp 1,31 M	+3,2%
Gross margin 56,3% gross margin	Rp 747,33 jt	+2,3%
Operating profit (est.) 15,7% marketing, 10,8% fees	Rp 239,54 jt	-7,2%

The orange stage is the furthest behind its target.



Key takeaways

- 01

WHAT THIS MEANS

Gross margin is 56,3% against a 57% target and marketing takes 15,7% of revenue against a 15% ceiling.
- 02

PRODUCTION

Air-freight the missing packaging, move the filling slot forward and give these SKUs the first run on the Face Care line.
- 03

MARKETING

Cut the lowest-return ad sets and creator slots in these channels back toward the ceiling, and keep spend only on proven bestsellers.

Revenue & Profit (continued)



Cost by division 83,3% of revenue goes to costs



- Production (COGS)
- Operating profit (est.)
- Marketing
- Operations and G&A
- Channel fees

44%

17%

16%

13%

11%

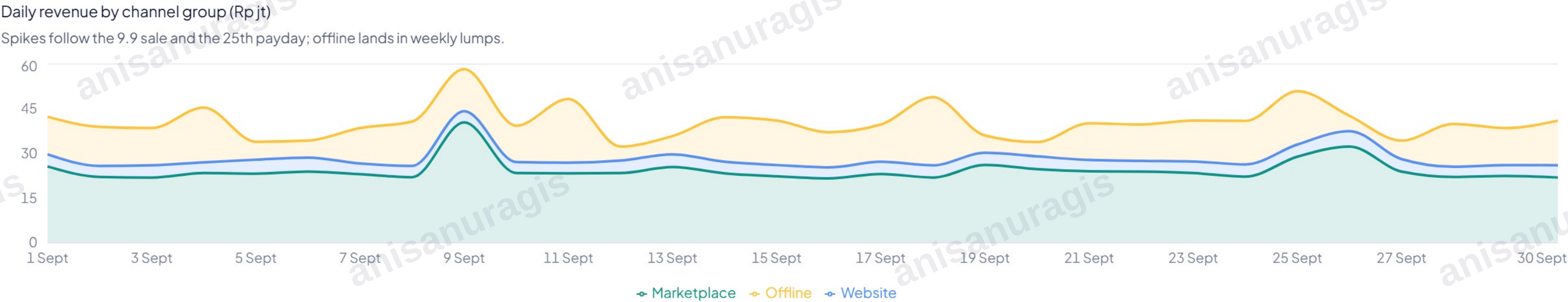
Where profit is lost 1 of 4 cost lines over budget, profit margin 16,7%



DIVISION	COST (RP JT)	% OF REV.	BUDGET	COST MOM	STATUS
Production (COGS)	530,5	43,7%	42,5%	+4,4%	At risk
Sales (channel fees and trade terms)	130,8	10,8%	11,0%	+4,4%	On track
Marketing	190,0	15,7%	15,0%	+7,7%	Watch
Operations and G&A	160,2	13,2%	13,0%	+8,1%	Watch
Operating profit (est.)	202,5	16,7%	18,5%	-7,2%	At risk

Revenue & Profit (continued)

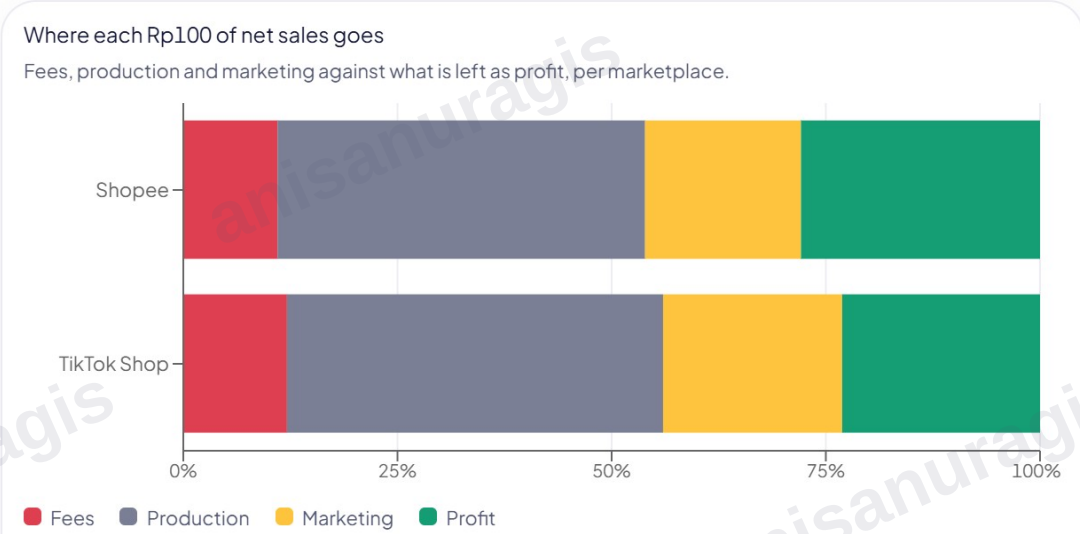
By channel 7 channels, 0 at risk, weakest Tokopedia



CHANNEL	REVENUE	GMV	TARGET	ATTAIN.	MOM	TREND 8W	MKT % REV	OP. PROFIT (EST.)	MARGIN	STATUS
Tokopedia	64,0	76,2	73,9	86,6%	+3,8%		12,5%	14,2	22,2%	Watch
Modern trade	190,0	190,0	215,0	88,4%	+6,0%		9,5%	36,7	19,3%	Watch
TikTok Shop	230,0	273,8	258,6	89,0%	+2,6%		20,9%	24,8	10,8%	Watch
Own website	120,0	142,9	132,1	90,8%	+2,8%		23,3%	19,5	16,3%	Watch
Shopee	340,0	404,8	365,7	93,0%	+4,9%		18,2%	47,7	14,0%	Watch
Total	1.214,0	1.375,7	1.311,1	92,6%	+3,2%	Total	15,7%	202,5	16,7%	Watch

Revenue & Profit (continued)

Marketplace profit, order by order TikTok Shop keeps 23,1% of net sales after fees, production and marketing, Shopee 27,9%



RP JT	SHOPEE	TIKTOK SHOP
Net sales	340,0	230,0
Marketplace commission	29,8 8,8%	19,5 8,5%
Programme fees	3,4 1,0%	4,7 2,0%
Payment fee	0,0 0,0%	0,0 0,0%
Order processing	4,1 1,2%	0,0 0,0%
Pre-order fee	0,0 0,0%	0,2 0,1%
Affiliate commission	0,0 0,0%	3,3 1,4%
Shipping and other	0,0 0,0%	0,0 0,0%
Total fees	37,3 11,0%	27,7 12,1%
Production	145,8	101,1
Marketing	62,0	48,0
Profit before operations	94,9 27,9%	53,2 23,1%
Profit per order (Rp)	28.899	24.478
Status	Ontrack	Watch

TikTok Shop: the 3% GMV Max rule



Key takeaways

- 04

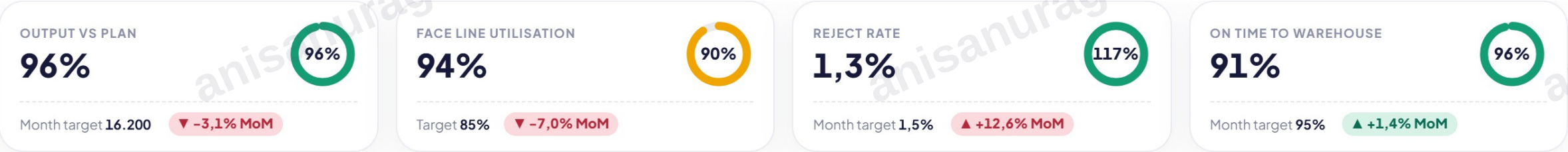
PRODUCTION

Qualify a second source for glass and tubes, and place the Q4 carton order now at the current price. 2 materials are late and block two bestselling SKUs.
- 05

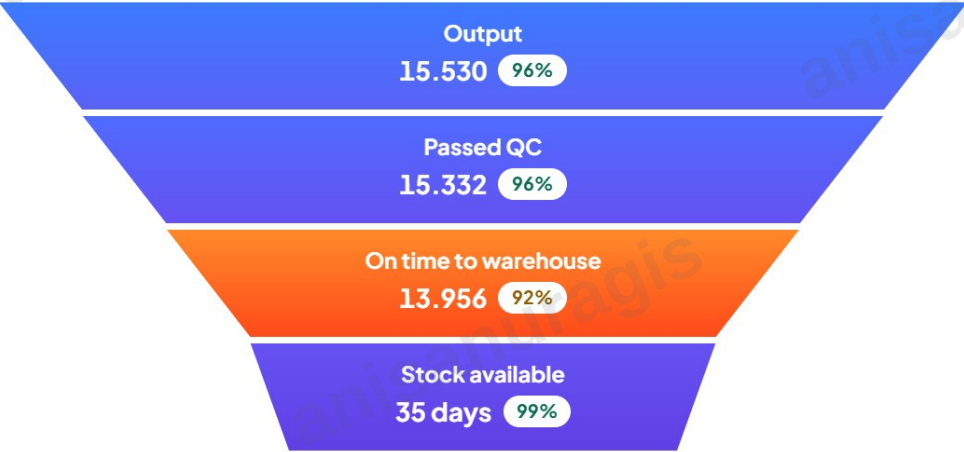
SALES

Fix the Tokopedia store basics (stock, ads on bestsellers, voucher) and add outlets plus a distributor visit in Eastern Indonesia.

Production



Production flow, last month



FUNNEL READ

The weakest stage is on time to warehouse: 13.956 against 15.159. Fix it first; stock cover downstream follows.

STAGE	TARGET	MOM
Output	16.200	-3,1%
Passed QC 98,7% pass QC	15.957	-3,2%
On time to warehouse 91% on time	15.159	-1,8%
Stock available 35 days cover	35 days	-9,4%

The orange stage is the furthest behind its target.

Key takeaways

- 01

WHAT THIS MEANS

Output was 96% of plan and 4 of 9 SKU groups are behind. 3 will run out before their next batch, putting about Rp 92 jt of sales at risk (estimate); cost per unit is Rp 10 jt over standard.
- 02

PRODUCTION

Air-freight the missing packaging, move the filling slot forward and give these SKUs the first run on the Face Care line.

Production (continued)

Who creates the on time to warehouse gap On time to warehouse is the bottleneck: 13.956 against 15.159, 92% of plan.

Brightening Serum Face Care Rp 59jt short 41% of the gap	OUTPUT 1.600 82% -12,3%	PASSED QC 1.581 82% -12,4%	ON TIME TO WAREHOUSE 1.296 71% -8,6%	STOCK AVAILABLE 8 days 23% -67,3%
Sunscreen SPF50 Face Care Rp 43jt short 30% of the gap	OUTPUT 1.610 90% -9,5%	PASSED QC 1.565 89% -9,9%	ON TIME TO WAREHOUSE 1.111 66% -6,1%	STOCK AVAILABLE 6 days 17% -77,4%
Hair Mask Hair Care Rp 20jt short 14% of the gap	OUTPUT 1.440 93% -5,2%	PASSED QC 1.410 92% -5,5%	ON TIME TO WAREHOUSE 1.198 83% -3,7%	STOCK AVAILABLE 19 days 54% -27,5%
Gift Box Classic Gift Sets Rp 16jt short 11% of the gap	OUTPUT 260 87% -7,7%	PASSED QC 255 86% -7,9%	ON TIME TO WAREHOUSE 204 73% -5,3%	STOCK AVAILABLE 12 days 34% -50,7%

Key takeaways

03 PRODUCTION
Qualify a second source for glass and tubes, and place the Q4 carton order now at the current price. 2 materials are late and block two bestselling SKUs.

Production (continued)

Body Scrub

Body Care

Rp 6jt short 4% of the gap

OUTPUT

2.120

97% -2,8%

PASSED QC

2.088

97% -3,0%

ON TIME TO WAREHOUSE

1.963

96% -2,1%

STOCK AVAILABLE

74 days

47% +20,8%

Hydra Gel Cream

Face Care

Rp 0jt short 0% of the gap

OUTPUT

2.100

98% -0,3%

PASSED QC

2.081

99% -0,4%

ON TIME TO WAREHOUSE

1.998

100% -0,3%

STOCK AVAILABLE

38 days

92% -6,7%

Trends Output 98% of plan in the latest week, reject rate 1,4%

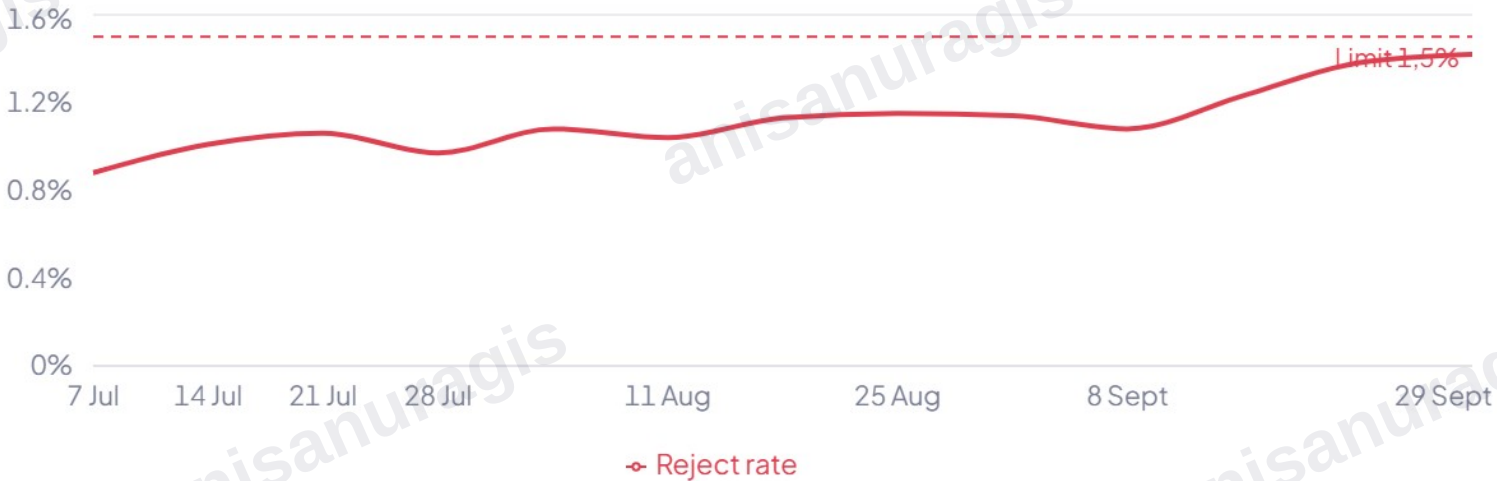
Weekly output vs plan (units, 13 weeks)

Output slipped from about 97% to 98% of plan; the latest week is 2% short.



Reject rate by week (%)

Rejects rose from 0,9% to 1,4%, the latest week is against a 1,5% limit.



Production (continued)

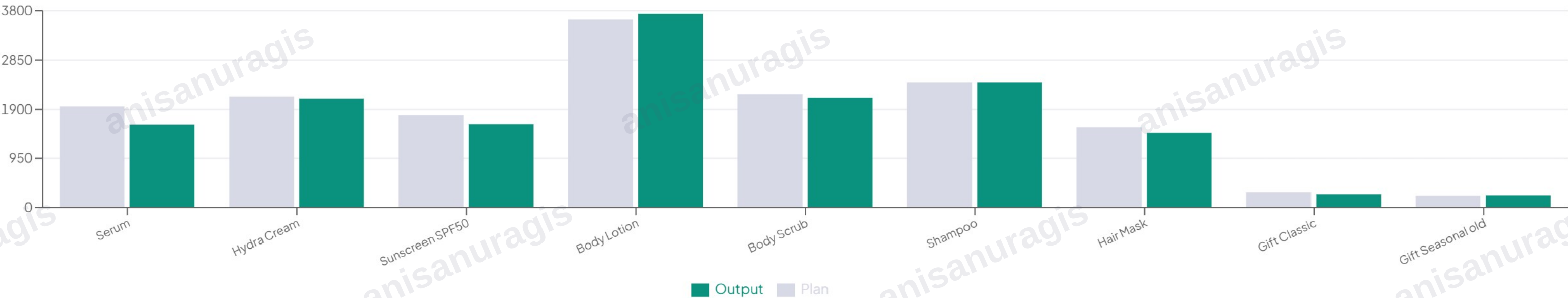


Blocking sales 3 SKUs short before the next batch, Rp 92 jt at risk

SKU GROUP	STOCK COVER	NEXT BATCH IN	GAP DAYS	REVENUE AT RISK (RP JT)
Sunscreen SPF50	6 days	19 days	13	56,2
Brightening Serum	8 days	12 days	4	27,7
Gift Box Classic	12 days	16 days	4	8,1

Thresholds and notes

Output and quality by SKU group 4 of 9 under 95% of plan, rejects 1,3%



Sales & Regions

REGIONS ON TARGET

2 of 9

Month target 8 ▲ +100,0% MoM

25%

DISTRIBUTION COVERAGE

87%

Month target 12.980 ▲ +2,4% MoM

87%

MARGIN AFTER PROMO

26,1%

Month target 20,0% ▼ -30,7% MoM

131%

BEST REGION: BALI-NUSA
TENGGERA

Rp 72,80 jt

Month target Rp 70,20 jt ▲ +9,4% MoM

104%

Trends

Weakest cell: Eastern Indonesia Hair Care at 72%

Revenue vs target, 6 months (Rp jt)

Revenue +3,2% MoM and 93% of target.

Month	Revenue (Rp jt)	Target (Rp jt)
Apr	1050	1100
May	1050	1120
Jun	1050	1140
Jul	1050	1160
Aug	1050	1180
Sept	1050	1200

Attainment by region and product line

Eastern Indonesia Hair Care is lowest at 72% of target.

% of target	Face Care	Body Care	Hair Care	Gift Sets
Jabodetabek	97%	91%	98%	92%
West Java	107%	101%	94%	99%
Central Java	96%	83%	84%	87%
East Java	95%	93%	96%	87%
Sumatra	87%	81%	81%	86%
Kalimantan	95%	86%	89%	89%
Sulawesi	88%	87%	83%	89%
Bali-Nusa Tenggara	101%	109%	100%	106%
Eastern Indonesia	82%	75%	72%	74%

Key takeaways

- 01

WHAT THIS MEANS

2 of 9 regions are on target and 7 are behind, led by Eastern Indonesia at 77,3%. Distribution reaches 87% of planned outlets and promotions earn 26,1% margin against a 20% plan;
- 02

MARKETING

Cut the lowest-return ad sets and creator slots in these channels back toward the ceiling, and keep spend only on proven bestsellers.
- 03

SALES

Fix the Tokopedia store basics (stock, ads on bestsellers, voucher) and add outlets plus a distributor visit in Eastern Indonesia.
- 04

SALES

Stop the discount-only formats. Rerun with a smaller discount (10 to 15%) or a bundle that lifts basket size. 2 promotions earned less profit than selling at normal price.

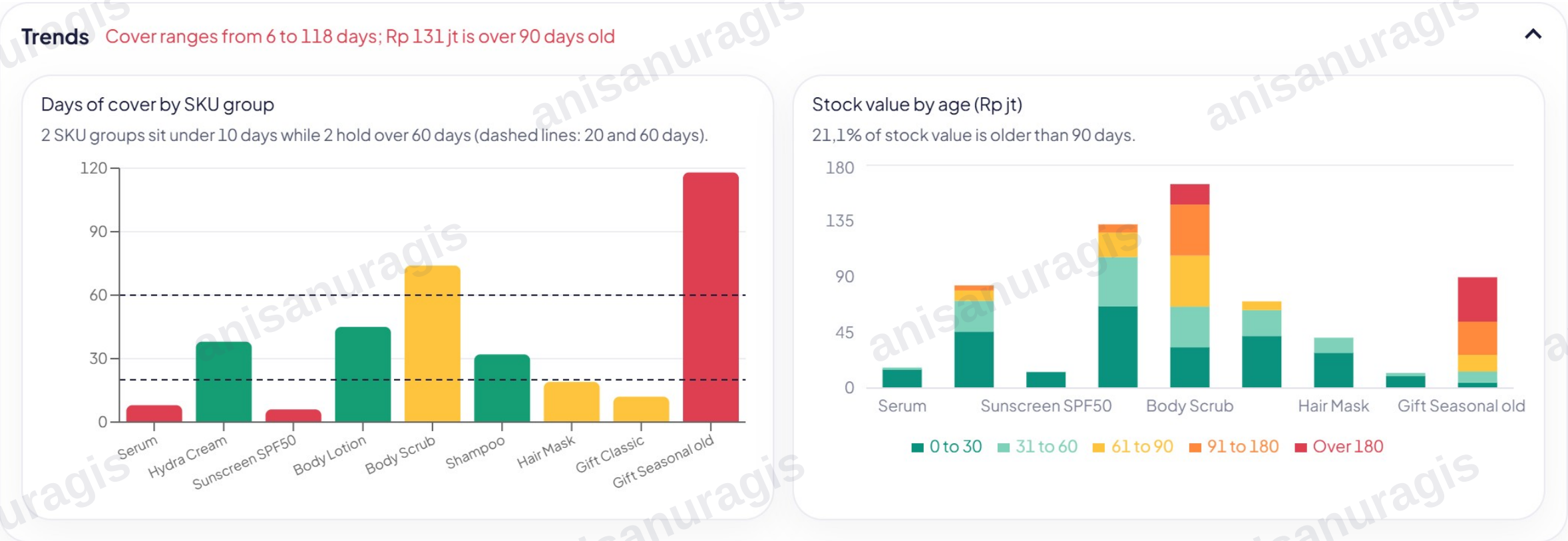
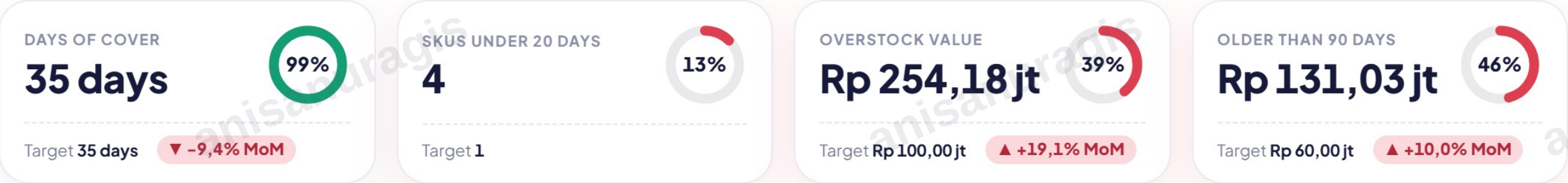
Sales & Regions (continued)

Regions and marketing spend 7 of 9 regions below 95%, weakest Eastern Indonesia 77%



REGION	REVENUE	GMV	TARGET	ATTAIN.	MOM	TREND 8W	MKT % REV	RETURN ON MKT	STATUS
Eastern Indonesia	42,5	48,2	55,0	77,3%	-8,3%		8,9%	11,2x	At risk
Sumatra	157,8	178,8	187,4	84,2%	-4,6%		20,5%	4,9x	At risk
Sulawesi	66,8	75,7	76,7	87,1%	-6,1%		17,1%	5,9x	Watch
Central Java	109,3	123,9	122,7	89,1%	-1,4%		13,9%	7,2x	Watch
Kalimantan	72,8	82,5	80,0	91,0%	+1,2%		18,3%	5,5x	Watch

Stock



Key takeaways

- 01

WHAT THIS MEANS

2 SKU groups (Brightening Serum, Sunscreen SPF50) have under 10 days of cover and 2 more are close, while 2 are overstocked and Rp 131 jt of stock is older than 90 days.
- 02

PRODUCTION

Air-freight the missing packaging, move the filling slot forward and give these SKUs the first run on the Face Care line.

Stock (continued)

Stock value by age
Share of stock value in each age bucket.



Items at risk 2 stock-out, 2 near, 2 overstock

SKU GROUP	COVER (DAYS)	PLAN	ATTAIN.	MOM	NEXT BATCH	STATUS	REORDER QTY	WHEN
Sunscreen SPF50	6	35	17%	-77,4%	In 19 days (1.020)	Stock-out risk	1.200	Order now
Brightening Serum	8	35	23%	-67,3%	In 12 days (1.210)	Stock-out risk	640	Order now
Gift Box Classic	12	35	34%	-50,7%	In 16 days (140)	Near stock-out	60	Order now
Hair Mask	19	35	54%	-27,5%	In 9 days (1.180)	Near stock-out	0	No order needed
Gift Box Seasonal (old edition)	118	35	30%	+16,1%	None scheduled	Dead / overstock	0	No order needed
Body Scrub	74	35	47%	+20,8%	In 30 days (0)	Overstock	0	No order needed

Key takeaways

- 03

STOCK

Bundle old Body Scrub into Body Care sets and run a clearance on the old Gift Box edition through distributors. Stop new Scrub batches for 6 weeks.
- 04

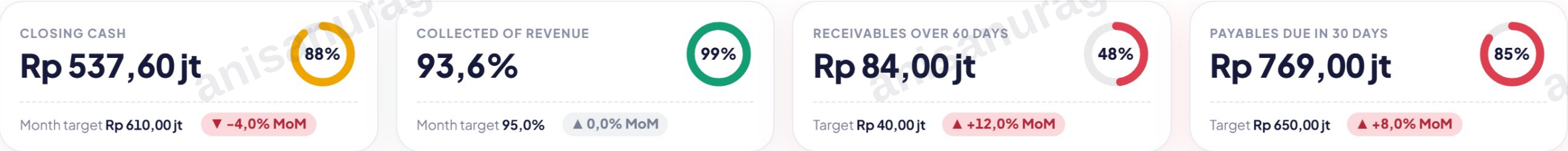
STOCK

Transfer the units this week on the next truck run and set a regional cover target of 30 to 45 days in the replenishment sheet.
- 05

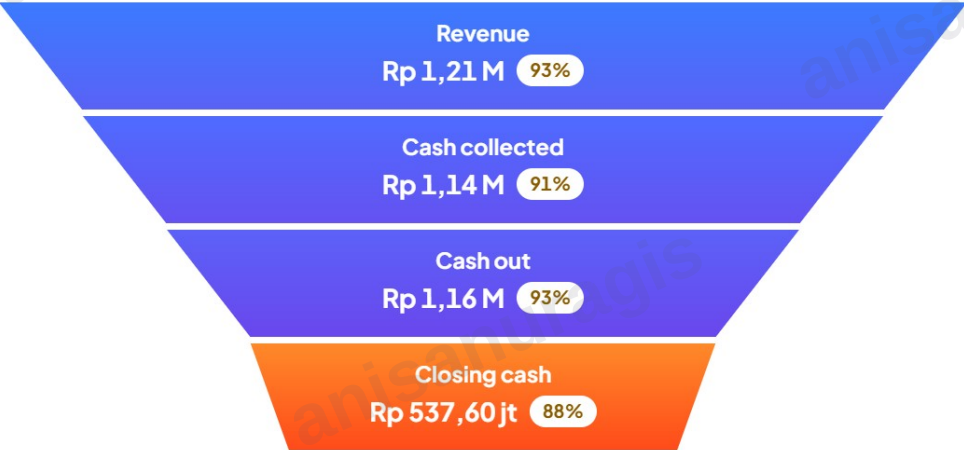
PRODUCTION

Qualify a second source for glass and tubes, and place the Q4 carton order now at the current price. 2 materials are late and block two bestselling SKUs.

Cash Flow



Cash flow, September 2026



FUNNEL READ

The weakest stage is closing cash: Rp 537,60 jt against a month target of Rp 610,00 jt. Delay flexible payables and collect old receivables first.

STAGE	TARGET	MOM
Revenue	Rp 1,31 M	+3,2%
Cash collected 94% collected	Rp 1,25 M	+3,2%
Cash out Rp 1,16 M paid out	Rp 1,08 M	+6,5%
Closing cash -4,0% cash	Rp 610,00 jt	-4,0%

The orange stage is the furthest behind its target.

Key takeaways

- 01

WHAT THIS MEANS

93,6% of last month's revenue was collected as cash against a 95% plan, and closing cash was Rp 537,60 jt.
- 02

CASH

Ask the flexible suppliers for 7 to 14 more days (Mitra Fill, Bahan Aktif Indonesia, Aroma Citra) and start collection calls on distributors over 60 days.

Cash Flow (continued)

Who creates the closing cash gap Closing cash is the bottleneck: Rp 537,60 jt against Rp 610,00 jt, 88% of plan.

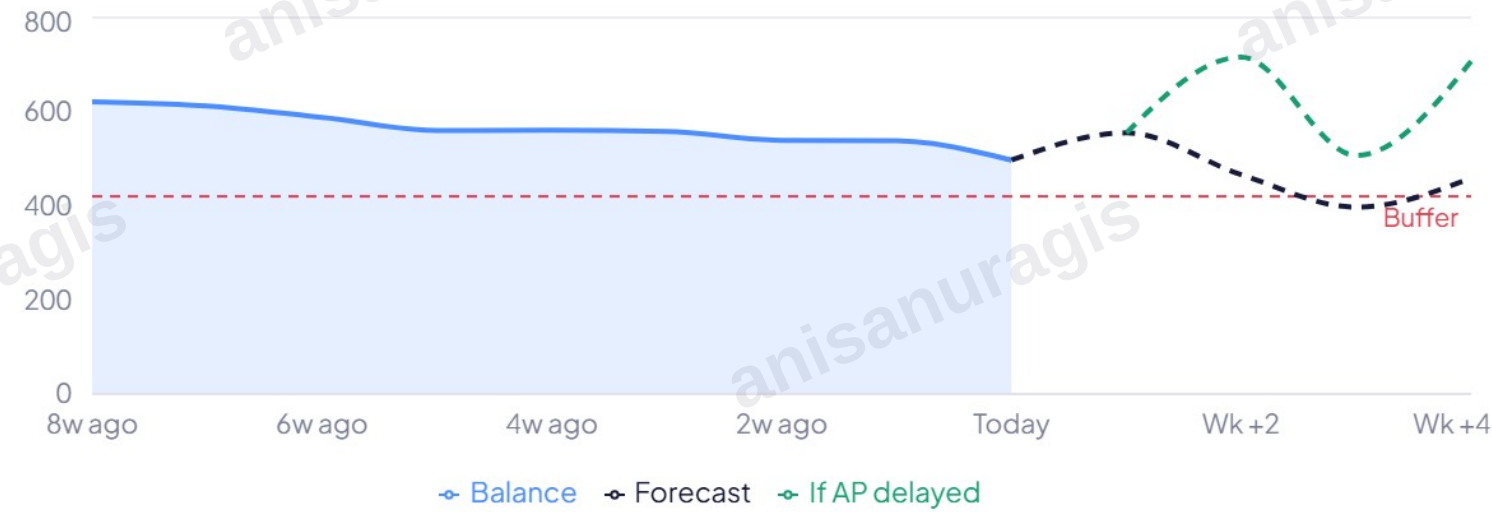
CV Bintang Sumatra Distributor Rp 32 jt over 60 days 40% of the gap	OWED Rp 113,00 jt 72%	CLOSING CASH Rp 32,00 jt 18%
Mitra Minimarket Group Modern trade Rp 23 jt over 60 days 27% of the gap	OWED Rp 108,00 jt 79%	CLOSING CASH Rp 23,00 jt 23%
Indo Timur Niaga Distributor Rp 19 jt over 60 days 25% of the gap	OWED Rp 50,00 jt 62%	CLOSING CASH Rp 19,00 jt 13%
PT Sinar Distribusi Jabar Distributor Rp 10 jt over 60 days 8% of the gap	OWED Rp 97,00 jt 90%	CLOSING CASH Rp 10,00 jt 49%

Cash Flow (continued)

Next 4 weeks Week 3 dips to Rp 397 jt, under the Rp 420 jt buffer

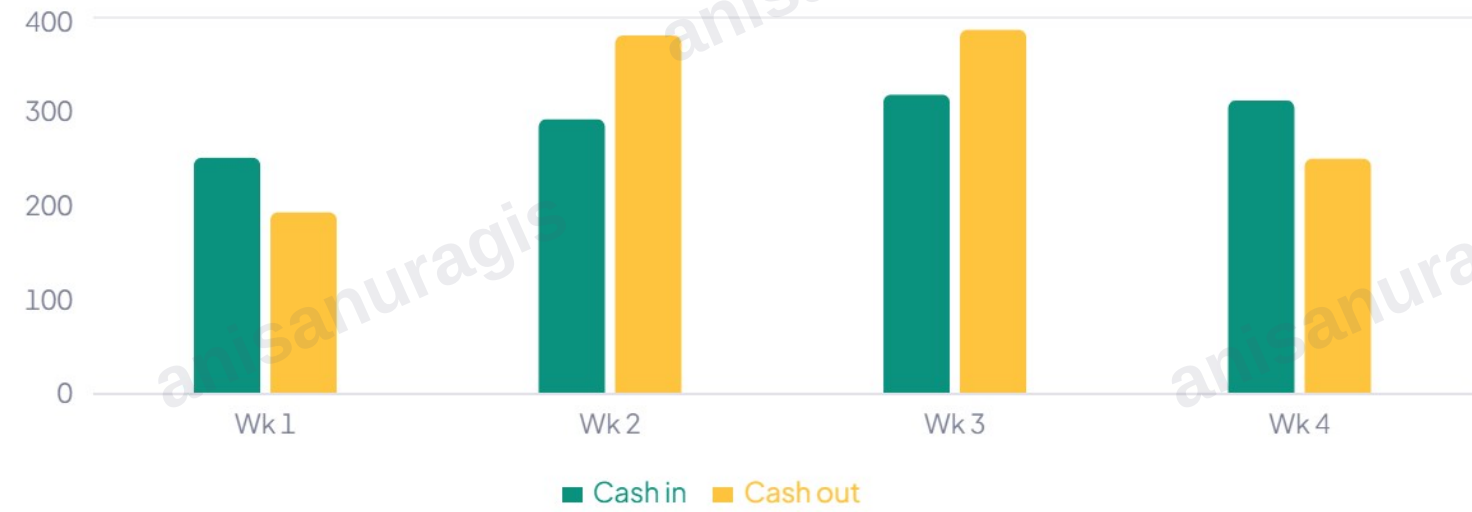
Cash balance, 9 weeks back and 4 ahead (Rp jt)

Balance falls under the Rp 420 jt buffer in week 3.



Weekly cash in and out, forecast (Rp jt)

Weeks 3 carry payroll, tax and the supplier run, so outflow passes inflow.



WEEK	OPENING	CASH IN	CASH OUT	CLOSING	IF FLEXIBLE AP DELAYED	STATUS	NOTE
Week 1 (13 Oct to 19 Oct)	496,6	250,7	192,8	554,5	554,5	Watch	Normal week
Week 2 (20 Oct to 26 Oct)	554,5	291,8	380,5	465,8	715,8	Watch	Tax week
Week 3 (27 Oct to 2 Nov)	465,8	317,9	386,9	396,8	506,8	At risk	Below buffer
Week 4 (3 Nov to 9 Nov)	396,8	312,0	249,8	459,0	707,0	Watch	Rent week

Cash Flow (continued)

Cash out: budget vs actual 5 of 7 categories over budget, total +7,8%

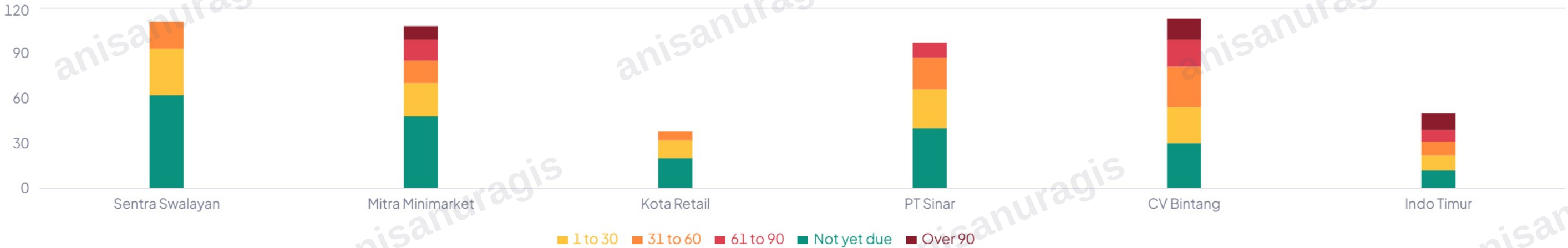


- Production purchases
- Marketing
- Channel fees and trade terms
- Payroll
- Rent, utilities and other
- Logistics and fulfilment
- Others



Receivables Rp 517,00jt owed, Rp 84,00jt over 60 days late

Receivables by age and customer (Rp jt)
Rp 84jt is more than 60 days late, led by CV Bintang Sumatra and Mitra Minimarket Group.



Weekly Actions

DECISIONS

8

75%

Target 6

HIGH PRIORITY

3

100%

Target 3

COMBINED IMPACT (EST.)

Rp 377,08 jt

377%

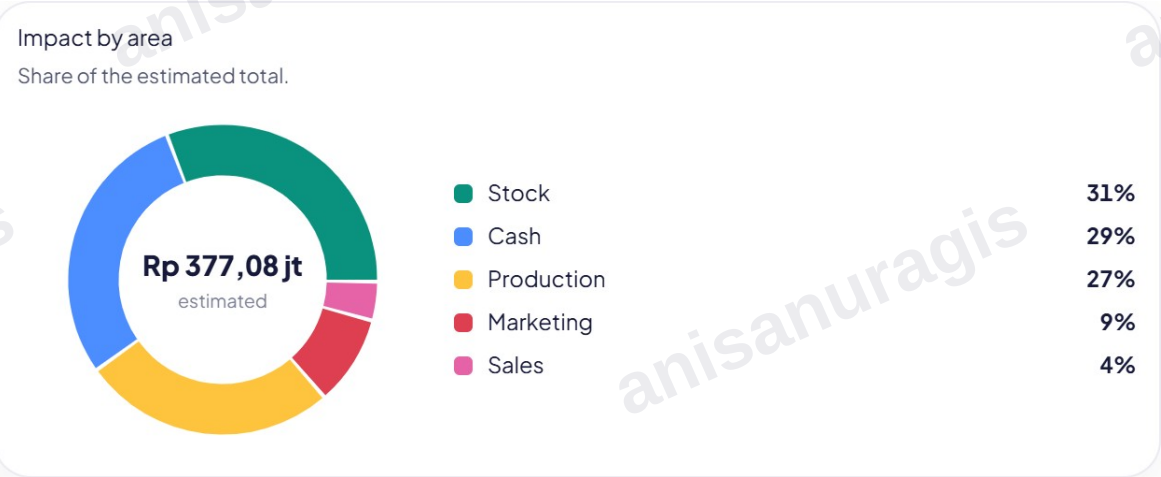
Target Rp 100,00 jt

BIGGEST SINGLE MOVE

Rp 110,00 jt

275%

Target Rp 40,00 jt



All decisions 8 decisions, Rp 377 jt estimated impact

#	PRIORITY	AREA		OWNER	IMPACT (EST.)
A1	High	Production	Head of Production		Rp 76 jt
A2	High	Cash	Finance manager		Rp 110 jt
A3	High	Stock	Head of Sales with Supply chain		Rp 72 jt
A4	Medium	Marketing	Head of Marketing		Rp 35 jt
A5	Medium	Stock	Supply chain manager		Rp 46 jt
A6	Medium	Production	Procurement lead		Rp 25 jt
A7	Low	Sales	Head of Sales		Rp 7 jt
A8	Low	Sales	Head of Sales		Rp 7 jt

Key takeaways

- 01

WHAT THIS MEANS

8 decisions this week across Production, Cash, Stock, Marketing, Sales. The three that matter most are in production, cash, stock, worth about Rp 258 jt together (estimate).
- 02

CASH

Ask the flexible suppliers for 7 to 14 more days (Mitra Fill, Bahan Aktif Indonesia, Aroma Citra) and start collection calls on distributors over 60 days.
- 03

PRODUCTION

Air-freight the missing packaging, move the filling slot forward and give these SKUs the first run on the Face Care line.
- 04

STOCK

Bundle old Body Scrub into Body Care sets and run a clearance on the old Gift Box edition through distributors. Stop new Scrub batches for 6 weeks.
- 05

STOCK

Transfer the units this week on the next truck run and set a regional cover target of 30 to 45 days in the replenishment sheet.

Next steps

- 01 Open each page in the live demo to change filters and drill into the detail behind a screenshot.
- 02 Read the Insights block at the bottom of every dashboard page: it turns the numbers into decisions.
- 03 Talk to Agis about your own data:
anisanuragis6@gmail.com · WhatsApp +62 895-3462-26753. This report uses a fictional brand and synthetic data.

