

NNBA Education Day: Improve your Profitability with your Profit & Loss Statement



Meet our 2025 Fall Meeting Speaker:
Tim Quebedeaux, Retail KPI Consulting

Wednesday, October 15, 8 am-11:30 am

This workshop will give you a better understanding of analyzing your financial information to assess and improve profitability. Tim Quebedeaux of Retail KPI (Key Performance Indicators) has over twenty years of retail garden center experience. Tim has been a part of The Garden Center Group, specializing in financial management and analysis, since 2019.



More about Tim – After more than 20 years of experience in Garden Centers, Tim joined forces with Steve Bailey in 2019 to provide financial management and analysis to clients of The Garden Center Group. Steve selected Tim as his successor due to his strong numerical skills and unique ability to connect with Garden Center owners and managers through his extensive industry experience.

Tim's roots in the green industry run deep, with both of his grandfathers involved in the field—one as a farmer and the other as a Horticulture Professor. It's no surprise that he found his calling in this field. While earning his bachelor's degree in Ornamental Horticulture from LSU, with minors in Mathematics and Psychology, Tim began his career at Clegg's Nursery and has never looked back.

After graduation, Tim and his wife relocated to Atlanta, where he took on management roles at Pike Family Nursery. Over the next eight years, he managed various stores in the Atlanta area and witnessed the transition to Armstrong Garden / Pike Nursery ownership. His journey then led him back home to Louisiana. At Louisiana Nursery, Tim started by managing the POS system and signage programs before being promoted to Operations Manager and eventually General Manager. During his time there, he played a key role in transforming the company's operations and merchandising strategy, embracing modern, open layouts and tighter inventory controls.

Today, Tim oversees The Garden Center Group's Annual P&L Study, an exclusive, comprehensive analysis of profit and loss in the garden center industry. This industry-leading study compares sales, expenses, and percentage of sales for garden centers to Best Practices and High Achievers Groups, as well as overall reporting centers. It also includes valuable insights on inventory turns and margin targets by category.

2025 NNBA Fall Meeting Workshop
Improve your Profitability with your Profit & Loss Statement

8:00 – 8:15 am – Introduction

An overview of the workshop goals and objectives.

8:15 am – Understanding the P&L Statement

Define the key components of a P&L statement:

- Revenue
- Cost of Goods Sold (COGS)
- Operating Expenses
- Wages & Wage Benefits
- Profit and/or Loss

Benchmarking with the Operating P&L Statement (EBITDA)

- Define EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization)
- Define Simple Income Statement (SIS)
- Review of The Garden Center Group Annual P&L Study
- Understand Retail and Retail/Grower Business Model Standards

9:00 am – Workshop: Your P&L Statement

- Create your Simple Income Statement
- Analysis of financial data for the last 3 years
- Set short- and long-term financial goals
- Project financial trends for the next 5 years

(Refreshment Break at approximately 10:00 am)

10:15 am – Improving Profitability Using Simple Income Statement (SIS)

Focus areas:

- Wage & Wage Benefits
- Operating Expenses
- Cost of Goods Sold (COGS)

Using Retail KPIs to Improve Inventory Performance:

- Average Inventory
- Inventory Turns
- Gross Margin Return on Inventory Investment (GMROI)

11:15 am – Wrap-up & Questions

- Recap of key concepts
- Open floor for questions and discussion

11:30 – Stay and enjoy lunch with your peers

Required Materials to Get the Most Out of This Session:

- A fully charged computer with Excel installed
- Previous three years of P&L Statements in Excel format
- Statements filtered for Retail or Retail/Grower segments of your business
(If using an online platform, download the statements into Excel files and save them on your computer)
- Basic knowledge of Excel formulas

Contact Ali Pennell with any questions: apennell@nnba.info (971) 293-5488

Contact Tim Quebedeaux: TimQ@tqconsulting.biz (770) 355-6249