

The Augusta Training Shop: Snowflakes

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INTRODUCTION

- The Augusta Training Shop (ATS) was founded in 1947 as a daycare, later transformed into a work training facility for adults with mental and physical disabilities.
- The Training Shop's main business was furniture restoration, but also supported by donations.
- In 2012, the executive director of ATS, Audrey Murell, introduced the first snowflake design.
- Snowflakes were made by mentally and physically challenged workers.
- In 2013, the first full year of production, the snowflakes generated revenue of close to \$25,000.
- In 2014, while attending a trade show, Audrey was asked if she could provide a bulk purchase discount.
- Audrey needed to figure out her direct and indirect cost per snowflake to make them successful.**
- Overall, her long-term goal was to create more jobs, revenue, and to spread the gift of the snowflakes among other nonprofits.



METHODOLOGY

- A 7-day trial was set up to determine the cost for snowflakes.
- Three of the 60 varieties of snowflakes were chosen:

Augusta 7.5

Adrian 9.3

Foundry 20.7



- Each snowflake requires: a postcard, price tag, employee bio, glue, and reed.
- Workers were given materials each day and leftovers were measured.
- The workers were timed on the amount snowflakes and bundles that were produced.
- The wage rate of each worker is determined by their skill set.

“Live Life According To Our Gifts Rather Than Our Limitations”

RESULTS

Employee Wage Rates

Employee	Wage
Cutter 1	\$1.49
Cutter 2	\$1.69
Artisan 1	\$3.49
Artisan 2	\$5.15
Artisan 3	\$5.05
Artisan 4	\$4.30

Hours Worked

Employee	Hours Worked Augusta	Hours Worker Adrian	Hours Worker Foundry
Cutter 1	6	6	4
Cutter 2	7	7.5	4
Artisan 1	3	7	6
Artisan 2	9	8	8
Artisan 3	9	7.5	8
Artisan 4	4	0	0

Direct Costs

Tags	Quantity	Price
ATS Postcard	2500	\$87.36
ATS Price Tag	1000	\$37.50
Employee Bio	500	\$33.90
Glue – per bottle	1 bottle	\$4.50
Reed – per 1 lb. coil	1 lb. coil	\$8.50

Material Used in Production

	Augusta 7.5	Adrian 9.3	Foundry 20.7
Glue	1	1	3.1
Reed	14 oz.	32 oz.	125 oz.
Total Production	38	54	21

CONCLUSION

- Based on the 7-day trial and the assessment of financial statements, we found that the snowflakes covered the direct costs and contributed to the indirect costs.
- Snowflakes covered approximately 10% of manufacturing overhead.

- If you were Audrey, would you continue producing snowflakes?**

REFERENCES

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