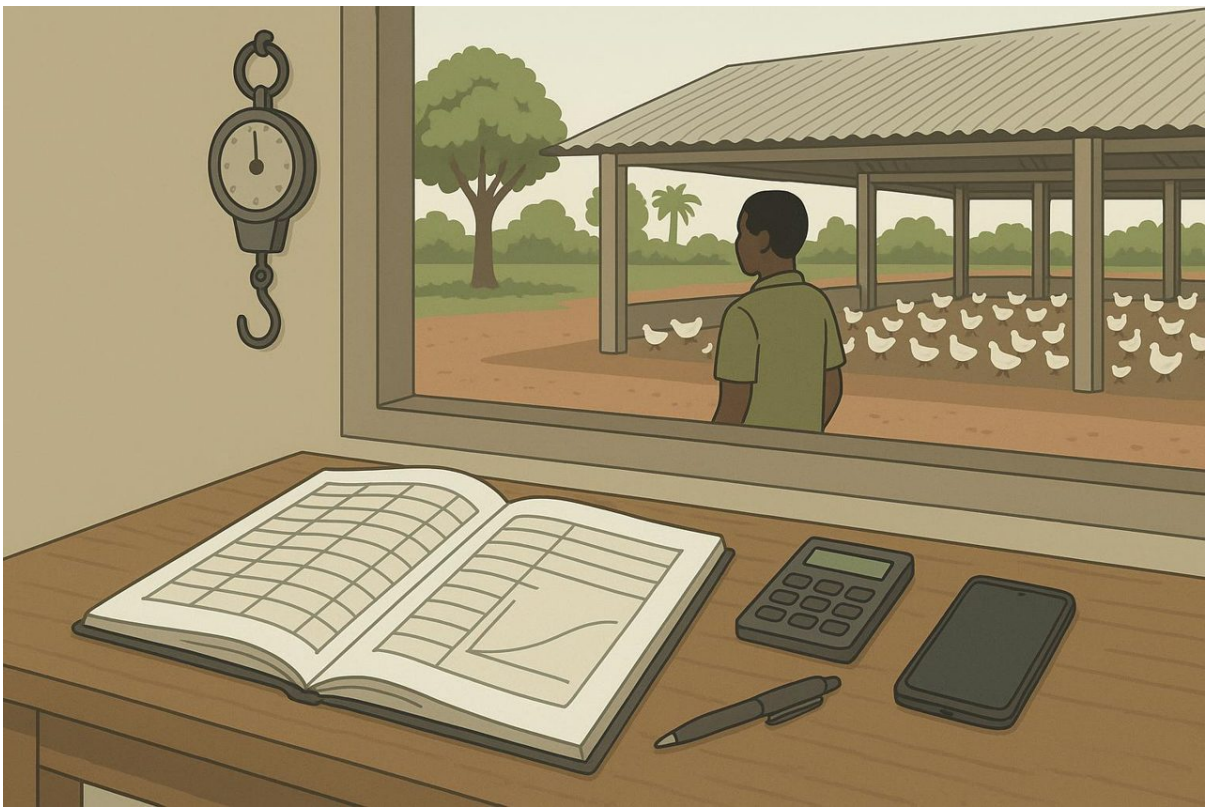
Poultry farm management and profitability guide

Count your costs, calculate your margin, plan your flocks and run your farm with your own figures

Method: NEXTEKCI Training management lessons (levels 2, 4 and 5) · no prices imposed: you calculate with your own



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1. The costs of a flock

A farm makes money when it knows what it spends, line by line. Many farmers count only the chicks and the feed: they think they are making a profit, then find they cannot repair the roof or pay for the next flock. This guide gives no prices: prices change with the season, the region and the supplier. It gives the method so that you can do the calculation with your own.



Chick boxes at the NEXTEKCI hatchery in Agnibilékrou: the chicks are the first line of the flock account.

Cost items

Item	What it includes	How to measure it
Chicks	Number of chicks ordered, transport to the farm	Hatchery and haulier invoices
Feed	Starter, grower, finisher (or pullet then layer feed)	Bags taken out of the store, per phase, multiplied by the price of a bag
Energy	Gas or charcoal for brooding, electricity, generator fuel	Invoices, cylinders and bags used during the flock
Water	Borehole, pump, water bill, water haulage	Bill or estimate per flock
Labour	Wages and bonuses during the flock, night cover, your own time	Payslips or payment book
Health	Vaccines, vet visits, prescribed products, disinfectants	Invoices and prescriptions
Litter	Wood shavings, rice husks or other material, top-ups	Purchases for the flock
Transport at sale	Crates, vehicle, loading	Haulier invoice
Sundries	Bulbs, batteries, bags, phone, routine repairs	Cash book
Depreciation	Wear of the house and equipment	Cost spread over the useful life, then over the flocks (see below)
Rent and interest	Rent of the land or house, interest on a loan	Contract, repayment schedule

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Variable costs and fixed costs

Type	Definition	Examples
Variable costs	They rise with the number of birds	Chicks, feed, health, litter, transport at sale
Fixed costs	They are there even when the house is empty	Depreciation, rent, interest, the guard's wage

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Calculating depreciation per flock

1. Write down what each item cost: the house, then the equipment (feeders, drinkers, brooders, water tank, scales).
2. Estimate its useful life: for example 10 years for a well-built house, 3 years for feeders and drinkers.
3. Divide the cost by the useful life: this gives the share for each year.
4. Divide this yearly share by the number of flocks in the year (5 to 6 flocks of white broilers per house, for example).
5. Add up the shares: this is the "depreciation" line of each flock.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

> Tip: Feed usually accounts for 60 to 70% of the cost of a broiler flock. It is the line where a one per cent improvement pays most: hunt down waste before looking for a discount.

2. Income

The main income looks simple: the birds sold. But what you actually receive depends on the number of birds really sold (after mortality), their weight, the way they are sold and the timing. Several small sources of income are added on top, and are often forgotten.

Where the money comes from

Income	What makes it vary	To note on the sales sheet
Broilers sold by the kilo	Average weight, flock uniformity, agreed price per kilo	Number, total weight weighed in front of the buyer, price, buyer
Broilers sold per bird	Number sold, categories (large, medium, small)	Number per category, price per category
Eggs (layers)	Laying rate, egg size, broken or dirty eggs, regular deliveries	Trays sold by size, downgraded eggs separately
Spent hens	Number of hens at the end of lay, condition, weight	Number, price, buyer
Manure and used litter	Quantity, demand from market gardeners and planters	Bags or loads sold
Empty bags and last birds	Clean feed bags, last birds sold separately	Quantities and amounts received

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

What lowers income without anyone noticing

- Mortality: a bird that dies at the end of the flock has eaten almost all its feed and brings in nothing.
- Missing birds: theft, predators, birds eaten or given away without being recorded.
- An uneven flock: when selling per bird, the small ones fetch less and pull down the price of the whole flock.
- Selling late: every day without a buyer costs feed and worsens the feed conversion ratio.
- Unpaid credit: a sale that has not been paid for is not income.

> Tip: Income counts when the money is in the cash box, not when the buyer has promised. Keep a separate note of what is still owed, with the name and date: this is your list of debtors.

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3. Calculating your margin

The margin is what is left once all costs have been taken away from income. It is calculated at two levels. The gross margin tells you whether the flock was well managed; the net margin tells you whether the farm is a viable business, able to replace its house and pay its owner.

The formulas

Calculation	Formula
Total income	Bird sales + eggs + spent hens + manure + empty bags
Variable costs	Chicks + feed + energy + water + health + litter + labour for the flock + transport
Gross margin	Total income variable costs
Fixed costs of the flock	Depreciation + rent + interest, brought down to one flock
Net margin	Gross margin fixed costs of the flock
Margin per bird sold	Net margin ÷ number of birds sold
Margin per m²	Net margin ÷ usable floor area of the house

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Worked example, with letters instead of prices

1. The flock: 1,000 chicks received, 960 broilers sold at an average of 2.0 kg, so 1,920 kg sold. Feed taken out of the store: 64 bags of 50 kg, so 3,200 kg.
2. Replace each price with a letter: P = price of one chick, A = price of one bag of feed, V = selling price of one kilo, D = all the other costs of the flock (energy, water, health, litter, labour, transport, depreciation).
3. Total costs: T = 1,000 × P + 64 × A + D.
4. Income: R = 1,920 × V (add manure and empty bags if you sell them).
5. Net margin: R T. Cost per kilo: T ÷ 1,920. If V is smaller than T ÷ 1,920, every kilo you sell loses you money.
6. Now replace the letters with your own prices: the calculator does this calculation for you.

Example taken from the lesson "The feed conversion ratio" (level 4)

Three scenarios before every flock

- If all goes well: your best figures (mortality, weight, feed conversion ratio).
- If things go moderately: 10% more losses and sales one week late.
- If things go badly: heat, disease, low selling prices.
- Rule: if the middle scenario already gives a negative margin, do not start the flock as it is. Change something first (number, type of chick, buyer, date).

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Tip: Do the account of each flock in the week after the sale, while the invoices and weighings are still to hand. One flock on its own says little; three flocks side by side show at once where the difference is made.

Do the calculation with your own prices: the profit calculator: www.nextekci.com/en/poultry-profit-calculator

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4. Cost per kilo and cost per egg

The production cost is the figure that lets you answer a buyer in a second: "below this price, I lose money". It is your negotiating threshold. It is calculated after each flock, with the real figures, and compared with the average selling price.

Production cost formulas

Production	Production cost	Compare with
Broilers sold by the kilo	Total costs of the flock ÷ kilos sold	Income ÷ kilos sold (average price obtained per kilo)
Broilers sold per bird	Total costs of the flock ÷ number of broilers sold	Income ÷ number of broilers sold
Eggs	Costs for the period ÷ saleable eggs	Egg income ÷ eggs sold
Tray of 30 eggs	Cost per egg × 30 (+ the empty tray)	Average price obtained per tray

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Cost per egg: the special points

- A pullet costs money before she lays: the chick and all the feed from day old to the start of lay (around 21 weeks) are spread over the whole laying period.
- Spent hens bring in money at the end of lay: their income is deducted from the total cost of the flock.
- Only saleable eggs count: broken, cracked or dirty eggs are removed before dividing.
- The laying rate is everything: the higher it is, the more eggs the day's costs are shared across.

What moves the cost per kilo

Lever	Effect
Feed conversion ratio	One tenth of a point on 1,920 kg sold = 192 kg of feed, nearly 4 bags of 50 kg
Mortality	Every dead bird has cost its chick and its feed without being sold
Selling weight	More kilos sold for the same fixed costs, as long as the feed conversion ratio stays good
Selling age	Beyond 6 weeks for white broilers, each extra kilo costs more and more feed
Stocking density	Too many birds: heat, mortality, uneven flock; too few: fixed costs badly spread

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

> Tip: Break down your cost per kilo: the share of feed, of chicks, of everything else. If the price of feed rises by 10% and feed makes up two thirds of your costs, your cost per kilo rises by about 6 to 7%. Redo the calculation as soon as a price changes.

5. The technical indicators to monitor

The margin shows at the end of the flock. Technical indicators show every day or every week: they are what allow you to correct things in time. Each one is calculated from the daily record sheet and the weighings.

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An even flock, well spread out in the house: uniformity can be seen by eye and is confirmed by weighing. — Photo: Hubbard

The formulas

Indicator	Formula	Frequency
Feed conversion ratio (FCR)	Kilos of feed eaten ÷ kilos of live weight sold	Estimated every week, actual at the end of the flock
Cumulative mortality	(Dead + culled) ÷ chicks received × 100	Every day
Liveability	100 cumulative mortality	End of flock
Average weight	Total weight of a weighed sample ÷ number of birds weighed	Every week
Uniformity	Birds weighed within plus or minus 10% of the average weight ÷ birds weighed × 100	Every week
Water / feed ratio	Litres of water drunk ÷ kilos of feed eaten	Every day
Laying rate	Eggs collected in the day ÷ hens present × 100	Every day
Eggs per hen	Cumulative eggs ÷ hens housed	Every week
Layer FCR	Kilos of feed ÷ kilos of eggs produced	Every month
Production efficiency factor (broilers)	Liveability (%) × average weight (kg) ÷ (age at sale in days × FCR) × 100	End of flock

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

The training's benchmarks

Indicator	Good	To correct
FCR, white broilers sold at 35 to 42 days, open-sided house	1.6 to 1.8	Above 2.0
FCR, coloured broilers	2.6 to 3.0	Above 3.5
FCR, layers (kg of feed per kg of eggs)	2.0 to 2.3	Above 2.6
Mortality over the whole flock (white broilers)	3 to 5%	Above 7%
Average weight compared with target	Gap below 5%	Gap above 10%
Water / feed ratio	1.6 to 2	Below 1.5 or above 3
Uniformity	70% or more	Below 70%

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Example of a production efficiency factor: a white broiler flock sold at 42 days, with 95% liveability, an average

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weight of 2.1 kg and an FCR of 1.75, gives 95 × 2.1 ÷ (42 × 1.75) × 100, about 271. This factor sums up survival, growth and feed efficiency in a single figure. The higher it is, the better. Compare it from one flock to the next, in your own house.

> Tip: Compare yourself first with your previous flock, not with the strain suppliers' performance tables obtained in closed, climate-controlled houses. Progress is measured on your own farm, flock after flock: a tenth of a point of FCR, one point of mortality, a few per cent of uniformity.

6. Planning your flocks

A house left empty for no reason earns nothing, but a house that never has a downtime period ends up making the flocks ill. Planning looks for the balance: a house occupied as often as possible, a real downtime between two flocks, and sales that fall at the right moment.



Rotating the houses: one brooding, one finishing, one resting empty. — NEXTEKCI illustration

The length of a cycle

Production	Rearing	Cleaning and downtime	Full cycle
White broilers	About 6 weeks	About 2 weeks	About 8 weeks, so 5 to 6 flocks a year
Coloured and hybrid chickens	10 to 14 weeks depending on the target weight	About 2 weeks	12 to 16 weeks
Layers	Start of lay around 21 weeks, culled around 72 to 74 weeks	About 2 weeks, longer after disease	More than a year per flock

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Several houses in rotation

- One age per house (all in, all out): never two ages mixed, not even to "fill a gap".
- Staggered houses: with three white broiler houses, a flock goes out about every two and a half weeks; with two, about once a month.
- Houses 15 to 20 metres apart, visited from the youngest to the oldest, with boots for each house.
- One record sheet per house and per flock, never a shared sheet.
- Cash must cover the feed of all the flocks in progress until the next sale, not just one.
- Broilers and layers: separate sites, or at least distant houses with strict boots and visiting order.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

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Building the calendar backwards

1. Choose the selling date: two weeks before a festival rather than two weeks after.
2. Subtract the rearing period (6 weeks for white broilers, 10 to 14 weeks for coloured chickens): this gives the chicks' arrival date.
3. Check that the house will be cleaned, disinfected and ready the day before that date, downtime included.
4. Subtract a further 15 days, more before festivals: this is the deadline for pre-ordering the chicks.
5. Write everything on a calendar for the year: festivals, seasons, flocks, downtimes, pre-orders, payment dates.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

The key moments of the year

Period	What to plan
End of year (Christmas, New Year)	Strong demand: pre-order chicks early, book buyers a month ahead
Easter	Rising demand: prepare the flock accordingly
End of Ramadan and Tabaski	Dates that move forward by about 11 days each year: check them for every calendar
Start of the school year	Family spending: household demand may slow down, school canteen demand pick up
Peak heat (March-April)	Fewer heavy white broilers; prefer coloured chickens, which are more resistant
Rainy season	Difficult roads in some areas: plan transport and litter

> Tip: Place the downtime periods in weeks with no commercial interest: the house rests when the market is quiet and fills up to sell when demand is strong. NEXTEKCI chicks leave Agnibilékrou on Mondays and Thursdays: set your arrival date accordingly.

7. Record sheets and registers

Without records, people blame the chicks, the feed or bad luck. With records, you can go back in time: "the growth curve broke in week four; that week we changed bags and had two nights of gas failure". Records are also what the vet, a serious buyer and the banker ask for. Here are the column layouts; a school exercise book ruled with a pencil is enough.

The daily record sheet (one per house and per flock)

Date	Age (days)	Dead	Culled	Birds present	Feed given (bags)	Stock (bags)	Water (litres)	Min / max temperature	Observations and treatments
...	...	...	...	...	...	...	...	...	...

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

The weighing sheet (every week)

Date	Age	Birds weighed	Total weight	Average weight	Target weight	Gap (%)	Uniformity (%)
...	...	...	...	...	...	...	...

The feed register

Date	Supplier	Type (phase)	Bags received	Bags given	Stock counted	Difference	Signature
...	...	...	...	...	...	...	...

The sales sheet

Date	Buyer	Number	Total weight weighed	Method (per bird or per kilo)	Agreed price	Paid	Still owed	Signatures
...	...	...	...	...	...	...	...	...

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The cash book

Date	Description	House or flock	In	Out	Balance	Receipt
...	...	...	...	...	...	...

The one-page summary at the end of each flock

- Chicks received, birds sold, dead and culled (number and %).
- Total feed eaten (bags and kilos), per phase.
- Average selling weight, age at sale, actual feed conversion ratio, production efficiency factor.
- Income, costs, gross margin, net margin, cost per kilo.
- What went well, what went badly, and the improvement chosen for the next flock.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

> Tip: Two pairs of eyes: the stockman fills in the sheet every day before leaving the house; the owner checks it every week (bags received minus bags given equals stock, actually counted). Keep the sheets for at least two years: they are your history.

Ask for the NEXTEKCI flock book or laying book on WhatsApp: https://wa.me/2250544832779

8. Managing your team

Many poultry entrepreneurs do not live on their farm. The farm is then only as good as its team: its instructions, its checks and its motivation. The method is simple: written roles, regular checks that are the same for everyone, and a bonus based on results the employee can control.



At the NEXTEKCI hatchery in Agnibilékrou: each person has their own post, work clothes and instructions.

Clear roles

Role	Responsible for	Benchmark
Farm manager or stockman	Running the flock, daily record sheet, health, calling the vet, feed stock	Present at brooding and at key moments
Farm worker	Water, feed, litter, removing dead birds, cleaning, curtains	One per 2,000 to 3,000 broilers; more for layers
Night cover	Heat and chick distribution at brooding, security, alerts	Essential for the first nights and against theft

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Owner	Decisions, purchases, sales, cash, weekly check	Present at the sale weighing and the bag count

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Checks that protect everyone

- Counting the bags every week: this is check number one, because feed is the farm's money.
- Counting the birds at arrival, at each culling and at sale: "missing" birds with no recorded deaths are a warning sign.
- The record sheet checked every week, with a walk round the house.
- A visit at an unexpected time, now and then.
- A farm WhatsApp group: every day a photo of the record sheet and of the flock, every week the average weight.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Pay, motivate, train

- A fair wage, paid on the agreed date, without exception.
- An end-of-flock bonus based on figures the employee controls (mortality, FCR, house ready on time), calculated in front of them with the record sheet. Never on the selling price, which they do not control.
- One day off a week, organised with a replacement, and decent housing if they live on site.
- An emergency budget (gas, vet) with receipts, so that they can save the flock at 2 in the morning without waiting for your approval.
- Training: the NEXTEKCI Training is free and awards a certificate for each level.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

> Tip: When a figure does not add up, look for the cause together before accusing anyone: writing mistakes are common. And the rules apply to everyone, including family and yourself: an owner who walks in wearing town shoes cancels all the instructions.

9. Buying and selling

A good farmer can lose at buying or selling what was earned in the house. Buying well means paying for quality and consistency, not just the price. Selling well means choosing your buyers, your selling method and your timing, and keeping your commitments.

Buying well

- Chicks: an approved hatchery, a pre-order at least 15 days ahead, an arrival date set for when the house is ready, chicks counted and checked on arrival.
- Feed: a regular supplier, intact and dated bags, a few bags weighed on delivery, a sample kept from each delivery.
- Change feed supplier only after two flocks in a row with problems written on the record sheet, never on the promise of a lower price.
- Equipment: several quotes, and strength before price; a leaking drinker wets the litter for the whole flock.
- Keep all invoices: they make up the flock account and the financing file.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Per bird or per kilo?

Selling method	Advantage	Choose it when
Per kilo	Fair to both sides, rewards weight	The flock is heavy and even; reliable scales are available
Per bird	Simple and quick	The flock is light or uneven: sell by category (large, medium, small)

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

What a written sales agreement should state

- The number of birds, the type and the expected average weight.
- The date and time of collection, and who transports.
- The selling method (per bird or per kilo) and the price, or how it will be calculated.
- Weighing: in front of both parties, scales checked, empty crates weighed separately to deduct their weight.
- Payment: a deposit for large quantities, the balance before or at loading, a signed receipt.
- Health conditions: 8 to 12 hours of feed withdrawal before slaughter, withdrawal periods of treatments respected.

Keeping your buyers

- Two or three different buyers, so you never depend on a single one.
- A buyers' book: name, phone, what they take, how they pay, how the last sale went.
- A message one week before the sale: photo of the flock, weighed average weight, number available, date.
- No credit without a track record. An unpaid sale costs more than a slightly cheaper one.
- The whole flock sold within one to two weeks; the buyer is found before the chicks are ordered.
- Keep your word on date, number and weight: a buyer who is well served comes back and brings others.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

> Tip: Keep your cost per kilo in mind during every negotiation. Below it, you refuse or change buyer: selling at a loss to "empty the house" is only justified if keeping the birds would cost even more in feed.

10. Financing your farm

A farm needs money at two moments: to build and equip (the investment), and to run each flock until it is sold (working capital). The two are not financed in the same way. The golden rule: a long-lasting asset is financed over the long term. A house that lasts ten years is not paid for with a six-month loan.

The steps of a well-financed project

1. Work out the total from quotes: house, equipment, working capital (the chicks, all the feed for the first flock, wages and energy until the first sale) and a contingency margin of 10 to 15%.
2. Calculate the expected yearly margin: net margin per flock in the middle scenario × number of flocks per year.
3. Calculate the payback period: total cost ÷ yearly margin, in years. Benchmark: 3 to 4 years in the middle scenario is a good project; beyond 6 to 7 years, the project waits.
4. Check the rest: a buyer who can take the extra production, a team to run the house, enough water, cash for all the flocks running in parallel.
5. Choose a source of finance whose term matches the life of what is being financed.
6. Prepare the file, then start small if necessary: the house can be built in several stages, at the pace of the flocks.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Sources of finance

Source	What for	Watch out
Reinvested profits	The safest: grow step by step	Slower, but no interest and no repayment risk
Bank (investment loan)	House and equipment, over several years	Complete file, collateral required, loan term at least equal to the payback period
Microfinance, cooperative, savings group (tontine)	Small equipment, working capital	Terms often short: never for a house
Supplier credit	Feed for one flock	Obtained with a track record; costly if not honoured

Programmes and support (State, FIRCA, projects, IPRAVI interprofession)	Equipment, training, sometimes grants	Delays and paperwork: find out early, do not build the project on it
Investor partner	Capital in exchange for a share of profits	Written contract, clear roles, planned exit

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

The file that convinces

- Three flock summaries with their daily record sheets.
- Up-to-date registers (feed, health, sales, cash).
- Quotes for the house and the equipment.
- The flock rotation calendar.
- The payback period calculated in the three scenarios.
- One page on your buyers, and your team's training certificates.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

> Tip: A bank does not lend to an idea, it lends to proven figures. A farmer who has kept records and flock summaries for a year already has half of the file. And the monthly repayment must be affordable in the middle scenario, not only in the best one.

11. The mistakes that ruin a farm

Farms that close have rarely had a single big problem. More often they have built up several management mistakes, each one "small", whose effects add up flock after flock.

Mistakes and their remedies

Mistake	What happens	The remedy
Starting a flock with no buyer	The birds stay, eat, and are sold off cheaply	Find two or three buyers before ordering the chicks
Starting without the money for all the feed	Rationed feed or selling too early, a failed flock	Working capital in hand before ordering
Forgetting fixed costs and your own work	A margin that looks good, a house that cannot be replaced	Calculate the net margin, depreciation included
Financing a house with a short loan	Repayments impossible to meet	A long-lasting asset is financed over the long term
Keeping no records	No way of knowing what worked and what did not	Daily record sheet and a one-page summary for each flock
Mixing the farm's cash with the household's	The feed money disappears into family spending	A separate cash book or account for the farm
Too many birds in the house	Heat, mortality, uneven flock	Respect stocking density; reduce it after a flock hit by heat
Skipping downtime	Diseases come back flock after flock	All in, all out, with a real downtime period
Selling too late	FCR worsens, each kilo costs more	Sell at the right age, prepared a week ahead
Giving credit without a track record	Income never received	Deposit, payment at loading, credit only to known buyers
Depending on a single buyer	Price imposed, sales blocked if they pull out	Two or three different buyers
Buying the cheapest feed without looking at results	Worse FCR: the saving disappears	Judge a feed on FCR and cost per kilo, over two flocks
Treating without a vet	Useless products, poorly treated diseases, withdrawal periods ignored	Diagnosis and treatment by the vet in your area

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Growing too fast	Cash and team overwhelmed	Three profitable flocks, a buyer, cash and a team before adding a house

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

Rules to write down while all is well

- Sell earlier than planned if mortality exceeds your threshold despite the vet, or if cash no longer covers the feed.
- Reduce stocking density for the next flock after heat mortality or uniformity below 70%.
- Add a house only after three flocks in a row with a positive net margin.
- Take a break after two flocks in a row at a loss with no cause corrected: understanding is better than a third loss.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

> Tip: Decisions made under stress are poor decisions. Write your decision rules on a day when all is well, put them up in the store, and apply them on the day things go wrong.

12. The monthly dashboard

The dashboard holds the farm on one page. The stockman fills it in, the owner reads it on the same day every month (and the flock indicators every week). Read the colours before the figures: green, orange, red. Every red box calls for a decision.

The lines of the dashboard

Indicator	Calculation	Target	Red flag
Cumulative mortality per flock	(Dead + culled) ÷ received × 100	Within the training's benchmarks	Vet call thresholds crossed
Average weight compared with target	Weighing ÷ target weight for the week	Gap below 5%	Gap above 10%
Uniformity	Share of birds within plus or minus 10% of the average	70% or more	Below 70%
FCR, estimated then actual	Cumulative feed ÷ live weight	Your best flock	Above the previous flock
Laying rate (layers)	Eggs of the day ÷ hens present × 100	The strain's curve	Sudden drop from one week to the next
Cost per kilo or per egg	Costs ÷ kilos or eggs sold	Falling or stable	Above the average selling price
Net margin per flock and per m²	Flock summary ÷ usable floor area	Positive and stable	Negative or falling two flocks in a row
House occupancy rate	Days occupied ÷ days in the month × 100	High, with downtime built into the plan	House empty for no reason
Cash	Money available ÷ daily feed cost of all flocks	Until the next sale	Less than two weeks of feed covered
Money owed by buyers	Total of unpaid sales	Close to zero	Rising from one month to the next
Feed stock	Stock counted ÷ daily consumption	Enough until the next delivery	Gap between record sheet and count

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

The monthly routine

1. Gather the record sheets of each house, the feed register, the cash book and the sales sheets.
2. Fill in the dashboard, house by house, then the line for the whole site.
3. Colour each box: green, orange or red, compared with the target.

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4. For each red box, look for the cause on the record sheet, with the stockman.
5. Decide on one action per house, write it down, and check its effect the following month.
6. File the dashboard with the previous ones: twelve months of dashboards are worth a bank file.

Benchmarks: NEXTEKCI Training lessons, levels 2, 4 and 5

> Tip: The format matters more than the tool: a ruled exercise book, a spreadsheet or a structured WhatsApp message will do, as long as they are the same every month. It is the comparison with the previous month that brings problems to light.

Go further with the NEXTEKCI Training management lessons: www.nextekci.com/en/school

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