

Facets Calculator — Instructions

What this is. The Facets Calculator is a browser-based profit-per-hour tool for growers and makers. It compares your products side by side, by sales channel, and tells you which ones are actually worth your time — not just which ones sell the most. It is a planning tool, not accounting, tax, or growing advice, and it makes no promise about what you will earn.

Free tool, with a next step if you want one. This calculator is free to use. If it shows you where your time is leaking, a Dendritic Audit is the next step — contact ryan@pairish.ai or visit pairish.ai.

1. OPENING THE CALCULATOR

Open the calculator at pairish.ai/facets-calculator.html. There is nothing to download, install, or sign up for — it opens as a normal web page, with the PAIrish.ai header and the heading “Facets Calculator v2.” You can bookmark that page and come back to it any time. If you want a copy of your own, use your browser’s “Save page” function, or simply use it on the site each time and export your inputs (see section 8) so your numbers are saved.

2. USING THE CALCULATOR

There is nothing to install, no account to create, and no software to update. The calculator works in your browser (Chrome, Edge, Firefox, or Safari all work), and nothing you type into it is sent anywhere — all of the math runs in your own browser, on your own device, so your costs, hours, and prices stay private to you. On a phone or tablet, the same page works, but the tables are wide, so you may need to scroll sideways. A computer or laptop is easier for entering a full market day. To keep your numbers, use the Export button described below to save each set of inputs you enter.

3. A QUICK FIRST RUN, BEFORE YOUR OWN NUMBERS

Click Load test example, then Calculate. This fills in two example products and one market channel so you can see what a finished result looks like, without risking your own data. The example shows Test Product A earning \$100.55 per owner-hour and \$56.39 per total-hour with the call “Grow / make more,” and Test Product B earning \$49.77 per owner-hour and \$24.32 per total-hour with the call “Make less or drop.” Once you understand the layout, clear those rows (or just overwrite them) and enter your own products. Do not worry about breaking anything: the test example can be reloaded at any time, and nothing is saved unless you export it.

4. HOW THE CALCULATOR THINKS — READ THIS FIRST

The calculator uses three simple rules, and every number it shows follows from them. First, net profit for a product is its revenue minus its direct costs, minus its share of the channel costs (stall fees, transport, market hours, and so on), where that channel share is allocated by revenue share — so a product that brought in half of a channel’s revenue is charged half of that channel’s costs and hours. Second, profit per hour is net profit divided by hours, shown two ways: per owner-hour (your time only, with helper wages already handled through the helper-hours split) and per total-hour (your time plus

helper and other time), and the two are always labelled so you never mistake one for the other. Third, unsold or wasted units keep their full cost and time: making 100 bunches and selling 50 does not let you write off the other 50, because you still grew, picked, and arranged them, so their cost and hours stay in the result even though they brought in no revenue.

5. EVERY INPUT AREA, IN DETAIL

Target \$/hour

This is the hourly rate you want a product to earn for you, and it is the bar every “call” is judged against. It defaults to \$25, but you should set it to whatever your time is actually worth to you — for example, the rate you would need to pay yourself, or the rate you could earn doing other work — because a product that earns \$24 an hour is a “grow” at a \$20 target and a “busy trap” at a \$25 target, even though its costs and hours never changed. Enter a single dollar number with no dollar sign or commas, and change it whenever your target changes; it does not change any cost or revenue, it only changes the judgement the calculator makes about each product.

Sell-through threshold (%)

This is the percentage of what you made that you need to sell for a product to count as selling well, and it defaults to 80%. Sell-through itself is simply units sold divided by units made, so selling 95 out of 100 bunches is 95%, and selling 50 out of 100 is 50%. This threshold matters because a product can be profitable per hour and still be a problem if half of it goes unsold every market — it ties up growing space, harvest time, and cooler space for stock that never turns into money — so the calculator pairs this threshold with your target hourly rate to decide whether a product should be grown more, repriced, shifted to a different channel, or dropped.

Call based on: Total hours or Owner hours

This dropdown chooses which profit-per-hour measure the “calls” (Grow, Busy trap, Shift channel, Make less or drop) are based on, and it defaults to Total hours. Choosing Total hours judges a product on everybody’s time together — yours plus helpers — which is the honest measure when you are paying or coordinating other people, while choosing Owner hours judges it on your time alone, which is the right measure when you want to know what a product pays you personally for the hours you put in. The results table always shows both measures, so this dropdown never hides a number; it only changes which one drives the call, and the call itself always says which basis it used, so a product that flips from “Shift channel” on an owner-hour basis to “Make less or drop” on a total-hour basis is telling you something real about how much helper time it eats.

Calculate button

Click Calculate after you enter or change any number, because the results do not update themselves as you type. Calculate runs the whole sheet — sell-through, revenue, allocated channel costs and hours, net profit, both profit-per-hour measures, the call for every product, and the summary at the bottom — and it replaces the previous results with the new ones, so you can change a price, a cost, or a channel fee and immediately see what that change does to every product’s call.

Load test example button

Load test example clears whatever is currently in the products and channels tables and fills them with the two-product example described in section 3, resetting the thresholds to \$25 and 80% and the call

basis to Total hours. Use it the first time you open the calculator to learn the layout, any time you want to check that the calculator is working, or as a safe starting point you can then edit into your own numbers — but do not click it after you have entered your own numbers without exporting them first, because it will replace your entries with the example.

Add product row button

Add product row adds one blank row to the Products table, so you can enter as many products as you need. You need one row for every product times every channel it sells through — so the same bouquet sold at market and through a CSA gets two rows, one for each channel — because costs, hours, and sell-through are different in each channel, and lumping them together would hide which channel is actually paying you. There is no fixed limit on rows, but it is easier to read and to act on if you keep one market day, or one comparable period, in a single calculation rather than mixing seasons together.

Export inputs (JSON) button

Export inputs (JSON) downloads a small file called facets-inputs.json containing everything you have entered — your thresholds, every product row, and every channel — so you can save your work, because the calculator itself does not save anything between visits and does not store your data online. Save that exported file alongside the calculator, with a clear name for the period it covers (for example, “facets-july-market.json”), and treat it as your record: without it, closing the browser tab loses your entries, and you will have to type them in again.

Import file field

The Import field, next to Export, lets you load a previously exported .json file back into the calculator, restoring your thresholds, product rows, and channels exactly as you saved them, and then it recalculates automatically. Click the field, choose the .json file you exported earlier, and check that the rows that appear match what you saved before you start editing. If the file cannot be read, the calculator will say so rather than silently loading wrong numbers, and your current entries will not be replaced until a valid file is loaded — but, as with Load test example, importing does replace what is currently on screen, so export your current work first if you want to keep it.

Product (product name)

The Product field is simply the name you give a row, and it is how that product is identified in the results and the summary, so use names you will recognise later — “Zinnias – straight bunches” is useful, while “Product 1” will confuse you next week. The name does not affect the math at all, and if you leave it blank the calculator will label the row “(unnamed)” rather than dropping it, but a clear name is what turns a table of numbers into a decision you can actually act on, especially when the summary names a best earner and you need to know at a glance which product that is.

Kind (Straight bunch, Wholesale, or Mixed market bouquet)

Kind tells the calculator what a “unit” means for that row, and it changes both the unit word in the results and, for mixed bouquets, how varieties are treated. Straight bunch means bunches sold as a single variety or a straight bunch, counted in bunches; Wholesale means stems sold wholesale, counted in stems; and Mixed market bouquet means mixed bouquets sold at a market, counted in bouquets only — not in the stems inside them. That last point is the mixed-bouquet hybrid rule: for a mixed bouquet you count bouquets made and sold, and you do not try to break them down into individual stems, because that stem-by-stem counting is exactly the fiddly work that makes market-day recording fall apart, while a bouquet count is something you can actually do at the end of a market.

Varieties / notes

Varieties / notes is a free-text field for anything that helps you remember what a row actually was — the varieties in a straight bunch, the flowers that went into a mixed bouquet, the bed it came from, or a note like “first market of the season.” For straight and wholesale rows it is a reminder for you, and for mixed rows it is information only: it does not change the math in any way, so writing “zinnias, sunflowers, cosmos” in a mixed row does not make the calculator count stems, price varieties separately, or split the row — it simply records what was in the bouquets so you can look back later and know what you actually sold. Use it generously, because the numbers alone will not tell you next season which mix worked.

Channel (on a product row)

Channel, on a product row, is the sales channel that row belongs to — Market, CSA, Wholesale, Wedding, or whatever channel names you use — and it must match, exactly, a channel name in the Channel costs table below, including spelling and capitalisation, or the calculator will not find that channel’s costs and hours to allocate. This matching is what lets the same product be judged differently in different channels: a bouquet that pays well at a market, where the stall fee is shared across many products, can pay poorly through a channel with high delivery time, and only by giving each channel its own row, with its own channel name, can the calculator show you that difference instead of averaging it away.

Units made

Units made is how many units of that product, in the unit for its Kind, you actually produced for the period you are calculating — bunches for a straight bunch, stems for wholesale, bouquets for a mixed market bouquet — and it is the denominator for sell-through, so it must be the full amount made, not just the amount you took to market or the amount you hoped to sell. Getting this number right matters more than it looks, because every unsold unit keeps its full cost and time in the calculation, so under-counting what you made flatters a product by hiding its waste, while over-counting it punishes a product for stock you never actually grew.

Units sold

Units sold is how many of those units were actually sold and paid for, in the same unit as Units made, and together the two numbers give sell-through (sold divided by made) and revenue (sold multiplied by price per unit). Only count units that were sold, not units given away, donated, composted, or taken back to the cooler — those unsold units are handled separately, in the Unsold column — because counting a donated bunch as “sold” would invent revenue you never received and make a weak product look like a strong one.

Price / unit (\$)

Price per unit is the selling price for one unit of that product in that channel, in dollars, entered as a plain number with no dollar sign — for example, 10 for a \$10 bunch, or 20 for a \$20 bouquet — and it is multiplied by Units sold to give revenue, so it must be the price for that channel, not an average across channels. If you sell the same product for \$10 at market and \$8 wholesale, those are two different rows with two different prices, and using the market price for the wholesale row would overstate wholesale revenue and hide a channel that is actually under-pricing your work.

Direct costs (\$)

Direct costs are all the costs that belong to that product row alone, in dollars, for the period you are calculating — seed, plugs, and plants for those units, soil and amendments attributable to them, packaging, ribbon, and sleeves, and any other cost you can tie directly to making that product — and they are subtracted in full from that row's revenue before any channel costs are allocated. Do not put channel costs here (stall fees, market transport, and market setup time belong in the Channel costs table, or you will double-count them), and do not leave out a cost just because it was small: the point of the calculator is to show profit per hour honestly, and a product that looks profitable only because its packaging or seed cost was omitted will mislead you into growing more of it.

Owner hours

Owner hours are the hours you, the owner, spent on that product row alone — planting, tending, harvesting, arranging, and packing that product, but not the shared market or channel time, which goes in the Channel hours table — entered in hours, with decimals for parts of an hour (for example, 1.5 for an hour and a half). These hours, plus your share of channel owner hours, give total owner hours for the row, and net profit divided by that total gives profit per owner-hour, which is the measure that answers the most personal question in the whole calculator: what did this product actually pay you, per hour of your own life, for doing it.

Helper / other hours

Helper / other hours are the hours anyone else spent on that product row — family help, hired help, a market assistant, or any other person who is not the owner — again for that product alone, not for the channel as a whole, and entered in the same way as owner hours. These hours do not change profit per owner-hour (which is about your time), but they are added, with your share of channel helper hours, to give total hours, and net profit divided by total hours gives profit per total-hour, which is the measure that tells you whether a product is efficient as a whole operation or only looks good because somebody else's time is carrying it.

Unsold: what happens?

Unsold: what happens? is a choice you must make for every row that has unsold units — that is, where Units made is greater than Units sold — and there is deliberately no default, because the calculator will not guess for you. The three choices are Back to cooler (the unsold units went back into storage and might still be sold), Donated (they were given away), and Compost (they were thrown away or composted), and you should pick the one that actually happened, fresh, every market day, rather than leaving last week's choice in place. The choice does not change the math — unsold units keep their full cost and time either way — but it does change what you learn: a product that is always "Back to cooler" may be a pre-selling problem, while a product that is always "Compost" is a make-less problem, and if you leave the choice blank on a row with unsold units the calculator will show a warning, "Choose unsold flow," next to that row in the results.

Remove (product row)

Remove, on the right-hand end of a product row, deletes that row entirely, and it should be used when a row was entered by mistake, is a duplicate, or no longer belongs in the period you are calculating. Removing a row also removes its revenue from its channel's total, which changes how that channel's costs and hours are allocated across the remaining rows, so after removing a row always click Calculate again — otherwise the results on screen will still reflect the row you just deleted.

Channel (channel costs table)

Channel, in the Channel costs & hours table, is the name of a sales channel — Market, CSA, Wholesale, or any name you use — and it must match, character for character, the Channel field on every product row that sells through it. You enter each channel once here, no matter how many products sell through it, because this table holds the shared costs and hours for the whole channel, and the calculator then splits them across that channel's product rows by revenue share. If a product row names a channel that is not in this table, that row simply gets no channel costs or hours allocated to it, which will flatter its profit — so a missing channel here is usually a spelling mismatch, and it is worth checking before you trust a surprisingly good result.

Channel costs (\$)

Channel costs are the shared costs of selling through one channel, entered once per channel, in dollars — a market stall fee, market transport and fuel, market setup and teardown supplies, delivery costs for a CSA or wholesale route, and any other cost that belongs to the channel as a whole rather than to one product. The calculator allocates these costs across that channel's product rows in proportion to each row's revenue, so a row that earned half the channel's revenue bears half the channel's costs, which is fairer than splitting them evenly (which would punish small products) or charging them all to one product (which would hide the channel's true cost). Enter the full channel cost for the period you are calculating, and make sure you do not also put the same cost in a product row's Direct costs, or it will be counted twice.

Channel owner hours

Channel owner hours are the hours you, the owner, spent on the channel as a whole — driving to and from market, setting up and tearing down a stall, staffing the stall, delivering CSA boxes, or handling that channel's admin — entered once per channel, not per product. Like channel costs, these hours are allocated across the channel's product rows by revenue share, and your allocated share is added to each row's own owner hours to give that row's total owner hours, so a channel that eats a lot of your Saturday will correctly drag down the profit per owner-hour of everything sold through it, rather than looking free just because its time was not tied to one product.

Channel helper / other hours

Channel helper / other hours are the hours anyone else spent on the channel as a whole — a helper staffing the stall with you, someone driving a second vehicle, or anyone assisting with that channel's setup, sales, or teardown — entered once per channel, in the same way as channel owner hours. These hours are allocated by revenue share across the channel's rows and added to each row's helper hours to give total hours, so they affect profit per total-hour but not profit per owner-hour, which is exactly the distinction that lets you see whether a channel is worth it for you personally, worth it as a team, or neither.

Add channel button and Remove (channel row)

Add channel adds one blank row to the Channel costs & hours table, for a channel you have not entered yet, and Remove, on a channel row, deletes that channel and its costs and hours entirely. Add a channel before you use its name on a product row, so the allocation works from the start, and if you remove a channel, remember that any product rows still naming it will lose their channel allocation — so either rename those rows to a channel that still exists, or remove them too, and always click Calculate again after adding or removing a channel.

6. READING THE RESULTS

After you click Calculate, the Results table shows one row per product, with its kind and channel in the first column so you can tell two rows for the same product apart. Sell-through is units sold divided by units made, shown as a percentage; Revenue is units sold multiplied by price per unit; Net profit is revenue minus direct costs minus that row's allocated share of channel costs; Owner hours and Total hours are the row's own hours plus its allocated share of channel hours, split as described above; and Profit / owner-hour and Profit / total-hour are net profit divided by each of those hour totals. The Call column then gives one of four judgements, based on the basis you chose in "Call based on": Grow / make more means the product is at or above both your target hourly rate and your sell-through threshold, so it is earning well and selling through; Busy trap — reprice or streamline means it sells well but earns below your target rate, so you are busy with it without being paid properly for that busyness, and the fix is usually a higher price or a faster way of making it; Shift channel or pre-sell means it earns at or above your target rate but does not sell through, so the product itself pays, but the channel or the selling method is leaving stock unsold, and pre-selling, a different channel, or making less for that channel is usually the answer; and Make less or drop means it is below both bars — it neither pays nor sells through — so the honest move is to make less of it, or stop making it, and put that growing space and time into something that clears both bars. The Unsold column shows how many units were left over, in the unit for that row's Kind, together with what happened to them, and a warning if you left the unsold choice blank.

7. READING THE SUMMARY

Below the results, the Summary gives you the totals and the comparisons that matter for a decision, and it is the part to print if you want a paper copy — use your browser's Print function, which hides the buttons and prints the results and summary. Total revenue, Total net profit, Total owner hours, and Total hours are the sums across all rows, so you can see the period as a whole. Best earner by owner-hour and Best earner by total-hour are named separately, because they are often different products, and that difference is the point: the best earner by owner-hour is the product that pays you best, while the best earner by total-hour is the product that is most efficient for the whole operation, and choosing between them depends on whether your bottleneck is your own time or everybody's time. Most popular by units sold and Most popular by revenue are also named separately, because popularity is not profitability: the product that sells the most units, or brings in the most revenue, can still be a poor earner per hour once its costs and hours are counted, and the summary says so plainly so you do not grow more of a popular product that is quietly losing you time.

8. SAVING, REUSING, AND PRINTING YOUR WORK

Because the calculator does not save anything by itself, get into the habit of exporting after every market day or period you calculate, naming the exported .json file for that period, and keeping it with the calculator file. To reuse a saved set of numbers, import that file, check the rows, change only what changed (a new price, a different market fee, a different number of units), and calculate again — that way each week builds on the last instead of starting from a blank sheet. To print, use your browser's Print command: the page is set to hide the buttons and the file-import field when printing, leaving the results and summary clean on paper, which is useful if you want to compare market days on paper, or to talk through the calls with someone else without a screen in the way.

9. COMMON MISTAKES TO AVOID

- Channel names that do not match. “Market” on a product row and “market” in the channel table will not match, and that row will get no channel costs or hours — check spelling and capitalisation first if a result looks too good.
- Channel costs also in Direct costs. A stall fee belongs in one place only: the Channel costs table. Putting it in both places counts it twice.
- Counting donated or composted units as sold. Only paid sales count as Units sold. Unsold units go in the Unsold column, and they keep their full cost and time.
- Mixing periods. One calculation should cover one comparable period — one market day, one week, one season — not a market day and a wedding season together, or the calls will compare things that were never comparable.
- Forgetting to click Calculate. Changing a number does not change the results until you calculate again.
- Forgetting to export. Closing the tab without exporting loses your entries. Export first, then close.
- Using a saved copy instead of the site version. If you saved an old copy of the page, it may not match the current version on pairish.ai. Use the site version, and export your inputs so your numbers carry over.

10. QUESTIONS AND THE NEXT STEP

If the page will not load or will not calculate, first try refreshing it, then try a different browser. If it still does not work, contact PAIrish.ai at ryan@pairish.ai and describe what you clicked and what you saw, including any message on screen. And if the calculator shows you time you could get back, the next step is a Dendritic Audit — mention that you used the free Facets Calculator when you get in touch.

© 2026 PAIrish LLC (d/b/a PAIrish.ai). Truman, MN. Free instructions for the Facets Calculator v2. This is a planning tool, not accounting, tax, or growing advice, and it makes no promise about what you will earn.