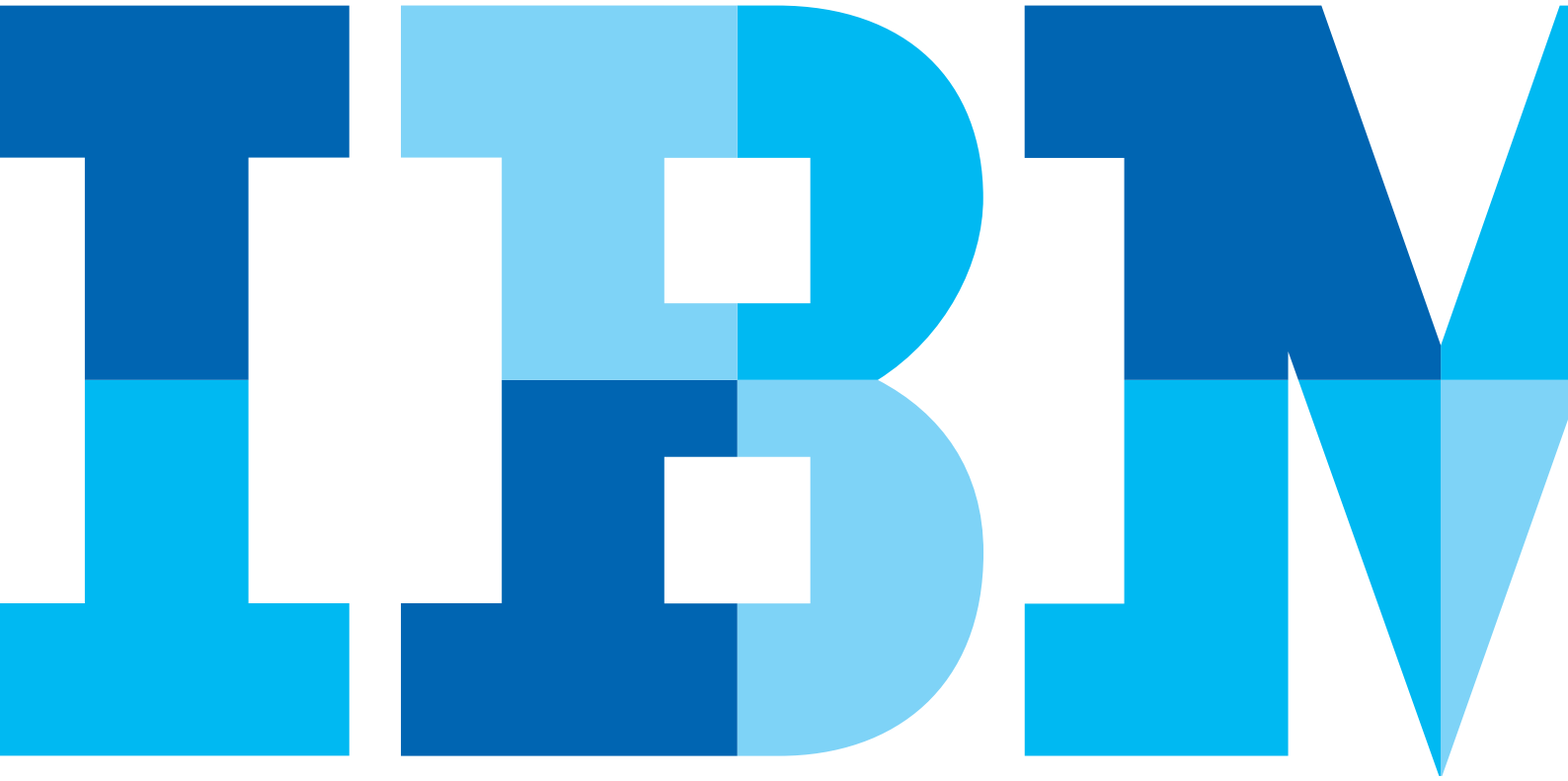


Retail Store Operations Planning



Introduction

This application brief describes the content of a Web-based application that combines IBM Cognos® enterprise planning and business intelligence (BI) solutions. IBM Cognos TM1 is a Web-based, high-participation solution that provides high-performance, high-volume item-level planning, multi-dimensional modeling and data visualization. With Cognos TM1, you can rapidly analyze data, model business requirements for your entire organization and use the results to budget and forecast with confidence for better business outcomes. Using the *Store Operations (P&L) Planning Performance Blueprint Powered by TM1*, retailers can complete store-level revenue and expense planning to ensure that store plans are in line with corporate targets.

Blueprint overview

Market factors have created smarter consumers. They are instrumented, with instantaneous access to information about retailers, products and other consumers' experiences using technology. They are interconnected, using multiple technologies to interact with other consumers and with retailers. And they are intelligent, with clearly defined expectations of what they want from retailers now and in the future. And these smarter consumers have a greater number of shopping choices, making it critical for retailers to offer a differentiated, excellent shopping experience.

Providing an outstanding shopping experience while increasing sales and protecting profits is always a balancing act for retailers. Nowhere is this more critical than at the storefront—the place where all of an organization's planning and preparation come into play. After the focused hard work of everyone from corporate to the field, it all comes down to the customer shopping experience.

Ineffective planning creates a disconnect between store operations and corporate plans for market share, growth and customer satisfaction. This can result in lower margins, reduced sales and a less satisfying consumer experience. To help retailers steer a true course and drive better store performance, IBM offers the *IBM Cognos Store Operations (P&L) Planning Performance Blueprint Powered by TM1*.

Blueprint objectives

The *Retail Store Operations Blueprint Powered by TM1* provides a full-circle corporate performance management model that allows a retail organization to develop top-down and bottom-up plans, budgets and forecasts for stores. The *Blueprint* helps ensure that store plans are in line with corporate targets and encourages better analysis of the store-level P&L. Additionally, the *Blueprint* supports an effective, intuitive and integrated P&L planning platform for stores in a retail organization and resolves the challenges of limited corporate visibility into store-level planning.

The *Retail Store Operations Blueprint Powered by TM1* can be deployed either with TM1 Web or the TM1 Contributor interface. Both front ends have been fully configured and are included with the *Blueprint*. This document features views and describes model functionality based on the TM1 Contributor interface.

Key benefits of the IBM Cognos TM1 solution

- Flexible model development that supports a wide variety of planning models
- Web-based or Excel-based deployment of models for data collection and consolidation
- Easy version control with the ability to add new scenarios as needed
- Real-time workflow to enhance collaboration
- Real-time consolidation
- Real-time reporting
- Real-time browser-based calculations to provide immediate results
- Drop-down validation lists to ensure data consistency
- Scalable architecture that allows deployment to thousands of users
- Linking functionality to provide divergent, yet interrelated components of the planning environment
- Charting capabilities that allow charts to be integrated with cube views
- Custom date capabilities that enable planning by the week, season, period, quarter or year



Reporting and analysis dashboards

This Blueprint includes a full complement of reporting and analysis based on IBM Cognos 8 BI platform. All the reports and analysis available are being fed live from the TM1 content described above.

The entry point is the Retail Store Operations Main dashboard with an overview of KPI, Sales and Operational Metrics.

From this portal page users get access to multiple reports such as: News items report views, Retail Dynamic Dashboard and options for analysis with Query Studio and Analysis Studio for ad-hoc analysis.

The Retail Store Operations Dynamic Dashboard provides access to multiple views and reports while allowing metrics analysis by store attributes. From this dashboard the following reports are available: *Flash Sales*, *P&L*, *Department Sales*, *Operational Metrics* and *Top & Bottom Stores*. The parameters at the top of the page act as global filters to provide a context for all the reports. Each parameter can be expanded to change its selection. Store attributes such as type, size, location and new stores are available to slice the metrics by their different combinations.

Multiple options to drill up, down and through are available for all the reports to provide access to a more detailed view of the selection.

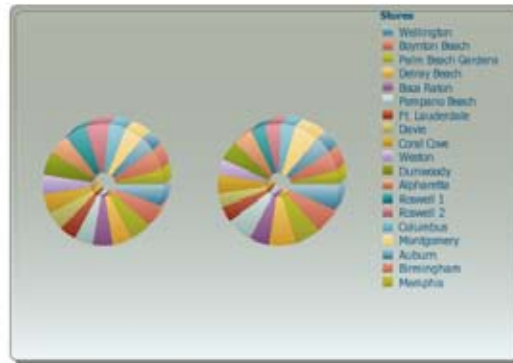


Store: DIVISION 1 Departments: TOTAL STORE Periods: P9 Scenario: Current Forecast Weeks (Revenue): P9

Store Attributes Filtering Options: All Store Types, All Store Sizes, All Stores, All Locations

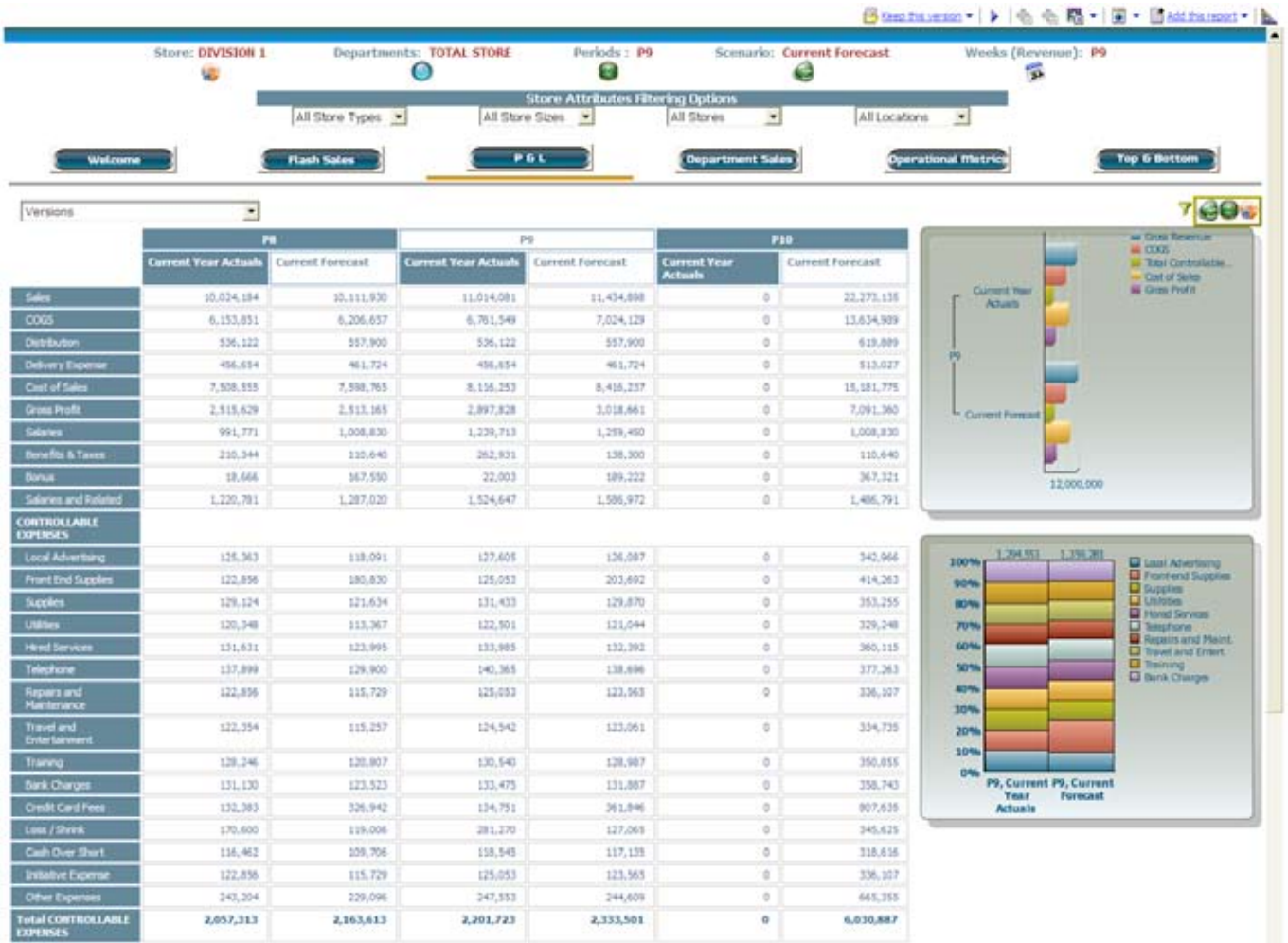
Navigation: Welcome, Flash Sales, P & L, Department Sales, Operational Metrics, Top & Bottom

		P8		P9		P10				
		Sales	Total Labor	Sales	Total Labor	Sales	Total Labor			
Region 11	District 1 - Region 11	1,814,919	261,192	14.00%	2,097,368	320,642	15.29%	3,906,631	322,291	8.23%
	District 2 - Region 11	1,750,153	252,715	14.86%	1,883,448	310,943	16.51%	3,543,668	293,030	8.27%
	District 3 - Region 11	1,036,691	302,259	9.86%	1,137,864	124,924	10.98%	2,517,545	115,963	4.61%
	District 4 - Region 11	1,141,091	118,537	10.79%	1,289,992	145,834	11.31%	2,396,016	142,950	5.97%
Region 12	District 1 - Region 12	2,528,528	240,880	9.53%	2,860,298	298,755	10.44%	5,326,675	265,368	4.99%
	District 2 - Region 12	1,483,588	193,236	13.02%	1,675,542	239,028	14.27%	3,098,380	219,531	7.09%
	District 3 - Region 12	1,045,238	118,200	11.31%	1,181,037	146,945	12.43%	2,106,713	127,658	5.84%
Total	10,790,209	1,287,020		12,125,549	1,586,972		22,976,158	1,486,791		



Flash Sales

This tab provides a comparison view of Sales and Labor for current, previous and next period for all regions. The bottom charts focus on the current period to compare the metrics and show their contribution across all the stores meeting the store attributes selection. Hints indicating the parameters filtering this tab are provided by hovering on the icons on the top right corner.



P & L

This tab provides a P&L (profit and loss) for multiple periods while allowing analysis for the Current Year Actuals and the Current Forecast. You can view ad-hoc P&L by parameters and store attributes available. The charts to the right compare the most important metrics.



Department Sales

This tab focuses on sales contributions for departments. It also provides a view of the sales distribution for all the departments. The bottom crosstab compares total sales, sales average and total company average for each department.



Operational Metrics

This tab helps with current period analysis for multiple scenarios for metrics such as: *Shrink as % of Sales*, *Markdown as % of Sales*, *Sales per Square foot* and *Return as % of Sales*.

Store: DIVISION 1 Departments: TOTAL STORE Periods: P9 Scenario: Current Forecast Weeks (Revenue): P9

Store Attributes Filtering Options

All Store Types All Store Sizes All Stores All Locations

Welcome Flash Sales P & L Department Sales Operational Metrics **Top & Bottom**

Top Stores	Sales	Rank	YTD	YTD Rank
Dunwoody	714,742	1	5,800,252	2
Roswell 2	702,360	2	5,960,417	1
Palm Beach Gardens	698,899	3	5,804,383	3
Boynton Beach	689,184	4	5,773,746	4
Roswell 1	683,016	5	5,708,672	5

Bottom Stores	Sales	Rank	YTD	YTD Rank
Delray Beach	360,087	19	4,498,862	14
Boca Raton	426,404	18	4,626,428	12
Pompano Beach	424,984	17	4,465,960	13
Auburn	484,375	16	4,111,342	17
Mengha	488,263	15	4,094,640	18

Top & Bottom

This tab displays the top and bottom stores by sales for the filter selections, ranking them on the period selected and YTD.

The screenshot shows the IBM Cognos TM1 Contributor interface. The main window displays a table of items for review, with columns for Name, State, Ownership, Reviewer, and Last Data Commit. The table is organized into two sections: 'You are a reviewer or contributor for:' and 'Which consists of:'. The 'Which consists of:' section lists items like 'District 2 - Region 11 (All)', 'Delray Beach', 'Boca Raton', and 'Pompano Beach' with their respective states (Incomplete, Work in Progress, Not Started, Locked) and reviewers (Total US Retail, Dbarrett, Bfoster). Below the table, a 'Workflow Detail for District 2 - Region 11' section shows the current state as 'Incomplete' and provides a detailed explanation: 'At least one item belonging to this item is **Not started**, and at least one other item is in a state of **Work in progress, Locked, or Ready**. Data in this state was aggregated. The **Incomplete** state applies only to review approval items.' It also shows the changed time as 'April 21, 2010 11:45:30 AM MST', changed by 'Dbarrett', and viewed/reviewed status as 'no'.

On-demand TM1 workflow visibility

As store or district managers make changes to store-level plans, upper level managers have real-time visibility to the workflow status of plans company-wide.

In this example, District 2 – Region 11 is the parent for stores in Delray Beach, Boca Raton and Pompano Beach and the owner of that District, also known as the “reviewer,” can see the workflow status of each store.

All workflow status changes, data consolidations and aggregations occur in real-time—without a batch process—which drives down the time needed to perform the planning iteration.

Before data is entered, the state of the plan is Not Started. Once a plan is saved, the state becomes Work in Progress and remains accessible for further editing. When an item is submitted, the plan is Locked and no more changes can be made. The Locked state indicates that the plan is ready for review. A reviewer can review the plan in any state, but can only reject a Locked plan item. When a Locked plan is rejected, it returns to a state of Work in Progress, making it editable once again for the store manager.

	Corporate Guidelines	Override Corporate Guideline	Start Point to Use	Revenue Baseline	Adjustment %	Adjustment \$	Adjusted Revenue	Suggested Profile	Override: Pro
TOTAL STORE				9,259,545	.0%	0	9,259,545		
Store-level Initiatives	Prior Year Actuals		Prior Year Actuals	0	.0%	0	0	Rolling Prior 12 Months Actuals	
HARDLINES TOTAL				3,538,093	.0%	0	3,538,093		
Electronics	Prior Year Actuals	Rolling Prior 12 Months Actuals	Rolling Prior 12 Months Actuals	254,617	.0%	0	254,617	Rolling Prior 12 Months Actuals	
Books and Music	Prior Year Actuals		Prior Year Actuals	242,639	.0%	0	242,639	Prior Year Actuals	
Household Products	Prior Year Actuals	Prior Year Actuals - Regional Average	Prior Year Actuals - Regional Average	276,963	.0%	0	276,963	Prior Forecast	
Cosmetics/Fragrances	Prior Year Actuals		Prior Year Actuals	237,667	.0%	0	237,667	Store Type Average	
Pharmacy	Prior Year Actuals	Store Type Average	Store Type Average	254,179	.0%	0	254,179	Prior Year % of Total Store	
Toys	Prior Year Actuals	Rolling Prior 12 Months Actuals	Rolling Prior 12 Months Actuals	280,079	.0%	0	280,079	Christmas	
Home Furnishings	Prior Year Actuals		Prior Year Actuals	242,639	.0%	0	242,639	Prior Forecast	
Home Décor	Prior Year Actuals	Prior Year Actuals - Regional Average	Prior Year Actuals - Regional Average	262,347	.0%	0	262,347	Prior Year Actuals	
Auto Aftermarket	Prior Year Actuals	Prior Forecast	Prior Forecast	266,539	.0%	0	266,539	Prior Year % of Total Store	
Sporting Goods	Prior Year Actuals	Store Type Average	Store Type Average	253,210	.0%	0	253,210	Prior Year Actuals	
Pets	Prior Year Actuals	Rolling Prior 12 Months Actuals	Rolling Prior 12 Months Actuals	268,076	.0%	0	268,076	Rolling Prior 12 Months Actuals	
Candy/Snacks	Prior Year Actuals	Store Type Average	Store Type Average	231,908	.0%	0	231,908	Flat	
Seasonal	Prior Year Actuals	Rolling Prior 12 Months Actuals	Rolling Prior 12 Months Actuals	236,539	.0%	0	236,539	Christmas	
Cards and Stationary	Prior Year Actuals	Store Type Average	Store Type Average	229,971	.0%	0	229,971	Prior Year Actuals - Regional Average	
SOFTLINES TOTAL				2,072,279	.0%	0	2,072,279		
Mens Apparel	Prior Year Actuals	Prior Forecast	Prior Forecast	257,941	.0%	0	257,941	Rolling Prior 12 Months Actuals	
Womens Apparel	Prior Year Actuals	Store Type Average	Store Type Average	237,233	.0%	0	237,233	Prior Year Actuals	
Childrens Apparel	Prior Year Actuals	Rolling Prior 12 Months Actuals	Rolling Prior 12 Months Actuals	246,979	.0%	0	246,979	Prior Year Actuals - Regional Average	

Representative workflow

The following sections of this application brief describe the basic workflows possible for a district manager or store manager during the planning process.

Revenue Base and Profile

This provides the manager with planning for revenue by department utilizing guidelines and multiple types of profiles (seasonality patterns, prior year actuals and so on) for spreading the forecast revenue. Although corporate guidelines are provided for both the revenue baseline and profile to use to spread the forecast revenue, both of these starting points can be overwritten by the user. Additionally, the user can adjust the revenue baseline by a percentage or flat dollar amount. After the departmental revenue forecast is complete, the *Blueprint* uses those metrics to drive departmental headcount requirements.

Driver	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15	Wk 16	Wk 17	Wk 18	Wk 19
Driver Value	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Rate	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00
Expense	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750

Expense	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15	Wk 16	Wk 17	Wk 18	Wk 19
Rate	750.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00
Expense	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750

Expense	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15	Wk 16	Wk 17	Wk 18	Wk 19
Expense	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750
Rate	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
Expense	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750

Driver-Based Expenses

Certain expenses are driven by other store-level information. A rate is applied to the values of those drivers to determine weekly expenses. As an example, *Front-end Supplies* are driven by the *Number of Check Lanes*, loaded from an assumption tab, but can be changed to another appropriate driver. When that driver is changed, the associated rate is linked in and the new expense is calculated for *Front-end Supplies*.

Row:	Corporate Guideline	Override Corporate Guideline	Start Point to Use	Expense Baseline	Adjustment %	Adjustment \$	Adjusted Expenses	Suggested Profile	Override Suggested Profile
TOTAL CONTROLLABLE EXPENSES				2,023,625	.0%	0	2,023,625		
Local Advertising	Prior Year Actuals		Prior Year Actuals	123,320	.0%	0	123,320	Rolling Prior 12 Months Actuals	
Supplies	Prior Year Actuals		Prior Year Actuals	127,020	.0%	0	127,020	Rolling Prior 12 Months Actuals	
Utilities	Prior Year Actuals		Prior Year Actuals	110,368	.0%	0	110,368	Rolling Prior 12 Months Actuals	Flat
Hired Services	Prior Year Actuals		Prior Year Actuals	129,406	.0%	0	129,406	Rolling Prior 12 Months Actuals	Prior Year % of Total Store
Telephone	Prior Year Actuals		Prior Year Actuals	135,653	.0%	0	135,653	Rolling Prior 12 Months Actuals	Rolling Prior 12 Months Actuals
Repairs and Maintenance	Prior Year Actuals		Prior Year Actuals	120,854	.0%	0	120,854	Rolling Prior 12 Months Actuals	Prior Year Actuals - Regional Average
Travel and Entertainment	Prior Year Actuals		Prior Year Actuals	120,361	.0%	0	120,361	Rolling Prior 12 Months Actuals	Prior Forecast
Training	Prior Year Actuals		Prior Year Actuals	126,157	.0%	0	126,157	Rolling Prior 12 Months Actuals	Store Type Average
Bank Charges	Prior Year Actuals		Prior Year Actuals	128,993	.0%	0	128,993	Rolling Prior 12 Months Actuals	District Qtrly Rolling Average
Loss/Steak	Prior Year Actuals		Prior Year Actuals	167,652	.0%	0	167,652	Rolling Prior 12 Months Actuals	New Store
Cash Over/Short	Prior Year Actuals		Prior Year Actuals	114,565	.0%	0	114,565	Rolling Prior 12 Months Actuals	Rolling
Other Expense	Prior Year Actuals		Prior Year Actuals	239,242	.0%	0	239,242	Rolling Prior 12 Months Actuals	Rolling

Controllable Exp Base and Profile

The manager is provided with best-practice functionality for planning expenses by type utilizing guidelines and multiple profile types for spreading forecast expenses. Corporate guidelines are provided for the expense baseline and the profile used to spread the forecast values. The profile can be overwritten by the user, who can also adjust the expense baseline by a percentage or flat dollar amount.

The screenshot displays a web application interface for 'Retail Store Operations | Work in Progress | Delray Beach'. The main content area shows a table of 'TOTAL CONTROLLABLE EXPENSES' broken down by category and week. The categories include Local Advertising, Front-end Supplies, Supplies, Utilities, Hire Services, Telephone, Repairs and Maintenance, Travel and Entertainment, Training, Bank Charges, Credit Card Fees, and Loss/Shrink. The weeks are labeled from Wk. 1 to Wk. 20. The total expense for Wk. 1 is 33,918, and it fluctuates throughout the period, ending at 36,000 for Wk. 20. The interface includes navigation tabs at the top, a toolbar with filters, and a status bar at the bottom.

	Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 5	Wk. 6	Wk. 7	Wk. 8	Wk. 9	Wk. 10	Wk. 11	Wk. 12	Wk. 13	Wk. 14	Wk. 15	Wk. 16	Wk. 17	Wk. 18	Wk. 19	Wk. 20
TOTAL CONTROLLABLE EXPENSES	33,918	51,955	45,165	18,321	17,048	26,279	41,027	21,292	44,316	10,258	14,926	29,356	42,194	8,454	25,324	7,711	27,870	29,674	33,706	36,000
Local Advertising	1,841	2,875	2,486	948	875	1,404	2,249	1,118	2,437	486	754	1,580	2,315	383	1,349	340	1,495	1,598	1,829	1
Front-end Supplies	2,555	3,567	3,186	1,679	1,608	2,126	2,954	1,846	3,138	1,226	1,489	2,298	3,019	1,125	2,072	1,084	2,215	2,316	2,543	2
Supplies	1,897	2,961	2,560	976	901	1,446	2,316	1,152	2,510	501	776	1,627	2,385	394	1,390	351	1,540	1,646	1,884	2
Utilities	1,760	2,760	2,386	910	840	1,340	2,159	1,073	2,339	467	723	1,517	2,223	360	1,295	327	1,435	1,534	1,756	1
Hire Services	1,933	3,018	2,610	995	919	1,474	2,361	1,174	2,559	510	791	1,659	2,431	402	1,417	357	1,570	1,678	1,921	2
Telephone	2,026	3,162	2,734	1,043	963	1,544	2,473	1,230	2,601	535	829	1,730	2,547	421	1,404	374	1,644	1,750	2,012	2
Repairs and Maintenance	1,805	2,817	2,436	929	858	1,376	2,204	1,096	2,388	476	739	1,548	2,269	375	1,322	334	1,465	1,566	1,793	1
Travel and Entertainment	1,797	2,006	2,426	925	854	1,370	2,195	1,091	2,370	475	735	1,542	2,260	374	1,317	332	1,459	1,560	1,705	1
Training	1,884	2,941	2,543	970	895	1,436	2,300	1,144	2,493	497	771	1,616	2,369	392	1,380	348	1,529	1,635	1,871	2
Bank Charges	1,926	3,007	2,600	992	915	1,468	2,352	1,170	2,549	509	788	1,653	2,422	400	1,411	356	1,564	1,672	1,913	2
Credit Card Fees	4,896	7,071	6,252	3,016	2,862	3,975	5,754	3,374	6,150	2,043	2,606	4,346	5,894	1,826	3,860	1,736	4,167	4,385	4,871	5
Loss/Shrink	2,503	3,900	3,379	1,289	1,190	1,900	3,057	1,520	3,313	661	1,024	2,148	3,148	520	1,834	463	2,032	2,173	2,487	2

Controllable Expenses by Week

Using the selection of profiles from the previous tab, the forecast is spread to the individual weeks. The same method was used in the revenue spread. This expense forecast can be used to compare weekly actual performance to plan.

Retail Store Operations | Work In Progress | Delray Beach - Microsoft Internet Explorer

Revenue Base and Profile | Revenue by Week | Driver-Based Expenses | Controllable Expense Base and Profile | Controllable Expenses by Week | Initiatives | Exempt Headcount and Salary
 Non-exempt Headcount and Salary | Profit and Loss | Store Metrics

Row: Operating Expenses [Operating Expenses] | Column: Controllable Exp Base and Profile [Controllable Exp Base and Profile] | Context: Delray Beach [Store]

	Corporate Guideline	Override Corporate Guideline	Start Point to Use	Expense Baseline	Adjustment %	Adjustment \$	Adjusted Expenses	Suggested Profile	Override Suggested Profile
TOTAL CONTROLLABLE EXPENSES				2,023,625	.0%	0	2,023,625		
Local Advertising	Prior Year Actuals		Prior Year Actuals	123,320	.0%	0	123,320	Rolling Prior 12 Months Actuals	
Supplies	Prior Year Actuals		Prior Year Actuals	127,000	.0%	0	127,000	Rolling Prior 12 Months Actuals	
Utilities	Prior Year Actuals		Prior Year Actuals	110,300	.0%	0	110,300	Rolling Prior 12 Months Actuals	
Hired Services	Prior Year Actuals		Prior Year Actuals	129,406	.0%	0	129,406	Rolling Prior 12 Months Actuals	Flat
Telephone	Prior Year Actuals		Prior Year Actuals	135,653	.0%	0	135,653	Rolling Prior 12 Months Actuals	Prior Year % of Total Store
Repairs and Maintenance	Prior Year Actuals		Prior Year Actuals	120,854	.0%	0	120,854	Rolling Prior 12 Months Actuals	Rolling Prior 12 Months Actuals
Travel and Entertainment	Prior Year Actuals		Prior Year Actuals	120,361	.0%	0	120,361	Rolling Prior 12 Months Actuals	Prior Year Actuals - Regional Average
Training	Prior Year Actuals		Prior Year Actuals	126,157	.0%	0	126,157	Rolling Prior 12 Months Actuals	Prior Forecast
Bank Charges	Prior Year Actuals		Prior Year Actuals	128,993	.0%	0	128,993	Rolling Prior 12 Months Actuals	Store Type Average
Loss/Shrink	Prior Year Actuals		Prior Year Actuals	167,652	.0%	0	167,652	Rolling Prior 12 Months Actuals	District Only Rolling Average
Cash Over/Short	Prior Year Actuals		Prior Year Actuals	114,565	.0%	0	114,565	Rolling Prior 12 Months Actuals	New Store
Other Expense	Prior Year Actuals		Prior Year Actuals	239,242	.0%	0	239,242	Rolling Prior 12 Months Actuals	Rolling

Page 1 of 1 | Current Owner: Cbarrett | Local intranet

Controllable Exp Base and Profile

The manager is provided with best-practice functionality for planning expenses by type utilizing guidelines and multiple profile types for spreading forecast expenses. Corporate guidelines are provided for the expense baseline and the profile used to spread the forecast values. The profile can be overwritten by the user, who can also adjust the expense baseline by a percentage or flat dollar amount.

	Description	Initiative Type	Department Affected	Start Week	End Week	Revenue Impact	Gross Margin %	Expense Impact
Corporate Initiative 1	Dept. Renovation	Department Renovation	Home Décor	Wk. 9	Wk. 22	100,000	45.00%	50,000
Corporate Initiative 2	Remove Department	Remove Department	Pets	Wk. 21	Wk. 52	0	.00%	25,000
Corporate Initiative 3						0	.00%	0
Corporate Initiative 4						0	.00%	0
Corporate Initiative 5						0	.00%	0
Corporate Initiative 6						0	.00%	0
Total Corporate Initiatives						100,000	45.00%	75,000
Store Initiative 1	Grow Plasma TV Sales	Grow Department Revenue	Electronics	Wk. 20	Wk. 40	200,000	45.00%	30,000
Store Initiative 2						0	.00%	0
Store Initiative 3						0	.00%	0
Store Initiative 4						0	.00%	0
Store Initiative 5						0	.00%	0
Store Initiative 6						0	.00%	0
Total Store Initiatives						200,000	45.00%	30,000

Initiatives

The Initiatives tab offers the ability to review corporate initiatives that have been assigned to a given store by the central planning group. The tab also gives a manager the ability to enter any store level initiatives being planned. The entry of initiatives and their effect then link back to the appropriate area (either revenue by week or expenses by week).

Retail Store Operations | Work In Progress | Delray Beach - Microsoft Internet Explorer

Revenue Base and Profile | Revenue by Week | Driver-Based Expenses | Controllable Expense Base and Profile | Controllable Expenses by Week | Initiatives

Exempt Headcount and Salary | Non-exempt Headcount and Salary | Profit and Loss | Store Metrics

Rows: Exempt Salary Calc [Exempt Salary Calc]

Columns: Week [Week]

Context: General Manager [Exempt Position] | Delray Beach [Store]

	Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 5	Wk. 6	Wk. 7	Wk. 8	Wk. 9	Wk. 10	Wk. 11	Wk. 12	Wk. 13	Wk. 14	Wk. 15	Wk. 16	Wk. 17	Wk. 18	Wk. 19	Wk. 20
Headcount Assumption	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Adjust Headcount	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Headcount	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Average Weekly Salary	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Weekly Salary Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Weekly Salary	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
TOTAL WEEKLY EXEMPT SALARY	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Benefit/Tax %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Benefit/Tax Amount	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300
Store Revenue	57,061	78,180	70,229	38,800	37,309	48,117	65,384	42,278	69,235	29,359	34,825	51,720	66,751	27,247	46,999	26,377	49,980	52,092	56,813	59,546
Bonus %	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Bonus Amount	1,141	1,564	1,405	776	746	962	1,308	846	1,385	587	696	1,034	1,335	545	940	528	1,000	1,042	1,136	1,191
TOTAL SALARIES, BENEFITS AND BONUSES	2,441	2,864	2,705	2,076	2,046	2,262	2,600	2,146	2,685	1,887	1,996	2,334	2,635	1,845	2,240	1,828	2,300	2,342	2,436	2,491

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Current Owner: Dbarrett

Local intranet

Exempt Headcount and Salary

The Exempt Headcount and Non-Exempt Headcount tabs are for planning those respective areas. The Exempt Headcount tab makes certain assumptions about the number of exempt positions required and the costs associated with those positions, based on store type and store size. Number of heads and salary assumptions can be adjusted by the end user.

Rows:	Columns:																	Context:	
Non-exempt Salary Calc. [Non-exempt Salary Calc.]	Week [Week]																	DeRoy Beach [Stores]	
	Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 5	Wk. 6	Wk. 7	Wk. 8	Wk. 9	Wk. 10	Wk. 11	Wk. 12	Wk. 13	Wk. 14	Wk. 15	Wk. 16	Wk. 17	Receiver [Non-exempt Position]	
Minimum Headcount	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
Revenue	147,591	201,790	181,306	100,724	96,890	124,636	160,952	109,651	170,035	76,490	90,522	133,081	172,459	71,073	121,766	60,042	129,411		
Revenue Range	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +	20,000 +		
Additional Headcount Required	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
Headcount Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Headcount	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7		
Average Hours Per Week	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20		
Average Hourly Salary	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
TOTAL HOURLY NON-EXEMPT SALARY	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120		
Benefit/Tax %	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%		
Benefit/Tax Amount	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160		
TOTAL SALARIES AND BENEFITS	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280		

Non-exempt Headcount and Salary

The Non-exempt Headcount and Salary tab uses the revenue forecast to drive headcount requirements by position (stockers, receivers, customer service, cashiers and so on). Assumptions are made about the number of heads required based on revenue totals, along with the average hours and costs associated with each of those positions. The end user can adjust the number of heads based on specific information known about his or her store.

Item	P1	P2	P3	Q1	P4	P5	P6	Q2	P7	P8	P9	Q3	P10	P11	P12	Q4	Total FY
Gross Revenue	631,491	500,136	652,190	1,783,817	391,099	621,926	656,973	1,669,998	501,093	540,303	596,002	1,637,477	1,147,404	1,277,974	1,742,795	4,160,253	9,259,545
Cost of Goods	307,220	307,047	400,301	1,094,568	240,495	381,382	403,220	1,025,098	307,631	331,102	366,262	1,004,995	702,161	702,537	1,069,615	2,554,313	5,670,974
Cost of Sales	460,676	384,366	471,747	1,317,009	313,415	454,302	476,139	1,243,656	300,550	404,021	436,182	1,223,753	783,103	863,859	1,150,636	2,797,377	6,501,995
Gross Profit	170,815	115,790	180,443	466,808	77,684	167,624	180,834	426,342	193,462	136,202	159,820	413,724	364,302	414,415	592,159	1,370,876	2,677,550
Operating Expenses:																	
Salaries	70,140	70,140	87,675	227,955	70,140	70,140	87,675	227,955	70,140	70,140	87,675	227,955	70,140	70,140	87,675	227,955	911,620
Benefits/Taxes	14,601	14,601	18,251	47,453	14,601	14,601	18,251	47,453	14,601	14,601	18,251	47,453	14,601	14,601	18,251	47,453	109,812
Bonus	17,099	13,516	17,632	48,247	10,542	16,830	17,763	45,143	13,542	14,600	16,082	44,274	31,173	34,681	47,123	112,976	250,640
Total Salaries and Related	101,840	98,257	123,558	323,656	95,283	101,579	123,689	320,551	98,283	99,391	122,008	319,682	115,914	119,422	153,049	388,384	1,352,273
CONTROLLABLE EXPENSES																	
Local Advertising	0,150	5,646	7,572	21,368	3,567	7,967	7,663	19,198	5,664	6,193	6,612	18,469	17,905	20,050	26,251	64,286	123,320
Front-end Supplies	10,907	8,533	11,171	30,690	6,496	10,800	11,200	28,564	8,551	9,069	10,230	27,849	20,625	22,649	29,476	72,751	159,054
Supplies	0,394	5,815	7,799	22,009	3,674	0,206	7,893	19,774	5,834	6,378	6,810	19,023	10,525	20,652	27,038	66,215	127,020
Utilities	7,824	5,420	7,269	20,513	3,425	7,649	7,367	18,430	5,437	5,945	6,348	17,730	17,266	19,248	25,201	61,715	118,388
Hired Services	8,557	5,928	7,951	22,436	3,746	8,366	8,047	20,158	5,947	6,502	6,943	19,392	18,884	21,053	27,563	67,501	129,486
Telephone	8,965	6,210	8,329	23,504	3,924	8,764	8,430	21,118	6,230	6,812	7,273	20,316	19,784	22,056	28,876	70,715	136,653
Repairs and Maintenance	7,987	5,533	7,421	20,940	3,496	7,808	7,510	18,814	5,551	6,069	6,480	18,099	17,625	19,649	25,726	65,001	120,854
Travel and Entertainment	7,954	5,510	7,390	20,855	3,482	7,776	7,479	18,737	5,528	6,044	6,483	18,025	17,554	19,569	25,621	62,743	120,361
Training	8,337	5,776	7,746	21,859	3,649	8,150	7,840	19,640	5,794	6,335	6,764	18,893	18,399	20,512	26,854	65,765	126,157
Bank Charges	8,524	5,905	7,921	22,350	3,731	8,334	8,016	20,081	5,925	6,478	6,916	19,318	18,813	20,973	27,458	67,243	128,993
Credit Card Fees	21,236	15,965	21,040	58,240	11,589	20,852	21,232	53,673	16,093	17,347	18,902	52,252	41,942	46,733	62,577	151,251	315,417
Loss/Shrink	11,079	7,675	10,294	29,049	4,850	10,831	10,418	26,099	7,700	8,419	8,989	25,108	24,451	27,298	35,687	87,396	167,652
Cash Over/Short	7,571	5,245	7,035	19,850	3,314	7,402	7,119	17,635	5,262	5,753	6,143	17,157	16,708	18,627	24,387	59,722	114,565
Initiative Expense	7,867	5,533	7,421	20,940	3,496	7,808	7,510	18,814	5,551	6,069	6,480	18,099	17,625	19,649	25,726	65,001	120,854
Other Expense	15,810	10,953	14,690	41,453	6,921	15,456	14,867	37,244	10,988	12,014	12,827	35,829	34,891	38,698	50,926	124,715	239,242

Profit and Loss

All of the information from previous tabs is linked to the Profit and Loss tab.

	P1	P2	P3	Q1	P4	P5	P6	Q2	P7	P8	P9	Q3	P10	P11	P12	Q4	Total FY
No. of Stores	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Floorpace	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Customer Complaints	19	19	19	57	19	20	20	59	20	20	20	60	21	21	21	62	230
Gross Revenue	631,491	500,136	652,190	1,783,817	391,099	621,926	656,973	1,669,998	501,093	540,383	596,002	1,637,477	1,147,484	1,277,974	1,742,795	4,168,253	9,259,545
Gross Sales	662,528	531,823	684,526	1,870,877	424,084	685,560	691,255	1,770,899	536,024	575,963	632,231	1,744,210	1,184,363	1,315,501	1,700,972	4,280,836	9,674,800
Returns	9,405	9,405	9,405	20,216	9,405	9,405	9,405	20,216	9,405	9,405	9,405	20,216	9,405	9,405	9,405	20,216	112,864
Return Percent	1.4%	1.8%	1.4%	1.5%	2.2%	1.4%	1.4%	1.6%	1.8%	1.6%	1.5%	1.6%	.0%	.7%	.5%	.7%	1.2%
Markdowns	21,632	22,281	22,930	66,844	23,579	24,228	24,877	72,685	25,526	26,175	26,824	78,525	27,473	28,122	28,771	84,366	302,420
Markdown Percent	3.3%	4.2%	3.3%	3.6%	5.6%	3.7%	3.6%	4.1%	4.8%	4.5%	4.2%	4.5%	2.3%	2.1%	1.6%	2.0%	3.1%
Net Sales	244,270	193,089	251,890	689,249	150,604	240,544	253,753	644,900	193,462	209,281	229,739	632,482	445,323	495,436	673,181	1,613,940	3,500,572
Comp Sales Percent Var	6.8%	6.5%	6.8%	6.7%	6.5%	6.4%	6.2%	6.4%	6.4%	6.5%	6.8%	6.6%	6.8%	6.8%	6.7%	6.8%	6.7%
Comp Sales Var	227,687	180,510	234,789	642,966	140,792	225,203	237,744	603,739	180,991	195,647	214,142	590,780	415,213	461,903	627,802	1,504,910	3,242,422
Sales per SQFT	40	32	41	114	26	40	42	107	32	35	30	106	72	80	108	259	586
Sales Adjustments	4,703	4,703	4,703	14,100	4,703	4,703	4,703	14,100	4,703	4,703	4,703	14,100	4,703	4,703	4,703	14,100	56,432
No of Products	2,822	2,850	2,878	2,878	2,906	2,934	2,963	2,963	2,991	3,019	3,047	3,047	3,075	3,104	3,132	3,132	3,132
Units Sold	5,267	5,267	5,267	15,801	5,267	5,267	5,267	15,801	5,267	5,267	5,267	15,801	5,267	5,267	5,267	15,801	63,204
Unit Cost	74	58	76	69	46	72	77	65	58	63	70	64	133	149	203	162	90
COGS	387,220	307,047	400,301	1,094,568	240,495	381,382	403,220	1,025,098	307,631	331,102	366,262	1,004,995	702,161	782,537	1,069,615	2,554,313	5,678,974
Delivery Expense	19,708	20,693	19,116	59,517	19,511	19,511	19,511	58,532	19,511	19,511	19,511	58,532	21,678	21,678	21,678	65,035	241,617
Distribution Expense	29,595	31,075	28,708	89,378	29,299	29,299	29,299	87,898	29,299	29,299	29,299	87,898	32,585	32,585	32,585	97,665	362,840
Gross Margin	170,614	115,750	180,443	466,808	77,684	167,624	180,834	426,142	120,542	136,361	156,820	413,724	364,302	414,415	592,199	1,370,876	2,677,550
Gross Margin Percent	73.8%	76.9%	72.3%	73.8%	80.1%	73.0%	72.5%	74.5%	75.9%	74.8%	73.7%	74.7%	68.3%	67.6%	66.0%	67.1%	71.1%
Advertising	20,453	17,890	19,694	58,037	15,567	19,844	19,418	54,828	17,296	17,702	17,999	52,997	29,250	31,193	37,270	97,713	263,574
Rent	24,353	25,570	23,622	73,545	24,109	24,109	24,109	72,328	24,109	24,109	24,109	72,328	26,788	26,788	26,788	80,364	298,565
Total Labor	101,840	98,257	123,959	323,656	95,283	101,579	123,689	320,551	98,283	99,391	122,000	319,682	115,914	119,422	153,049	388,384	1,262,273
Labor Percent	15.4%	18.3%	18.1%	17.2%	22.5%	15.9%	17.9%	18.1%	18.3%	17.3%	19.3%	18.3%	9.8%	9.1%	8.6%	9.1%	14.0%
GMROI	2	1	1	1	1	2	1	1	1	1	1	1	3	3	4	4	2
Total Controllable Expenses	149,360	105,616	141,050	396,056	69,360	146,177	142,642	398,179	105,965	115,427	124,170	345,561	321,077	357,577	469,365	1,148,020	2,247,816

Store Metrics

Specific store Profit and Loss information and assumptions about the store are linked to the Store Metrics tab, which is used to create reporting and analytics for each store, district, region, division and total company.

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