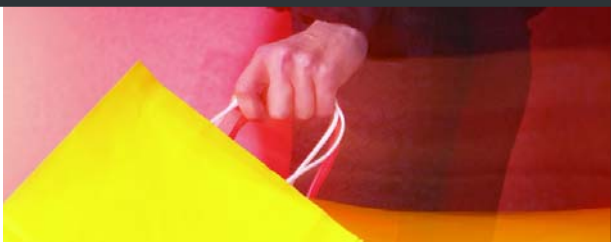# RETAIL FINANCIAL WORKBENCH AND SCORECARD

**PERFORMANCE BLUEPRINT
IMPLEMENTATION GUIDE**

**A WEB-BASED PERFORMANCE
MANAGEMENT APPLICATION**

OVERVIEW

In many retail organizations, processes and systems are disconnected. Finance, operations, marketing, and merchandising departments operate in silos. This makes it difficult for chains to coordinate consistent business strategy and performance objectives. The result is often missed revenue and profitability targets. Moreover, retailers may experience lower margins, reduced market share, and dissatisfied customers.

Instead, what chains require is an integrated planning process—where departments and divisions work toward common objectives and goals. The *IBM Cognos Retail Financial Workbench and Scorecard Performance Blueprint* provides a performance management framework that allows organizations to do just that. Using the Blueprint, executives can model the financial impact of business decisions, standardize and consolidate the planning process, and gain consensus between top-down and bottom-up operational plans. Through scorecarding capabilities, they have a visual snapshot of performance for key metrics. This provides visibility and accountability chain-wide to a single set of financial measures and business goals.

IBM COGNOS PERFORMANCE BLUEPRINT OBJECTIVES

The *IBM Cognos Retail Financial Workbench and Scorecard Performance Blueprint* delivers tools for integrated company-wide planning and analysis of results against plans. Integration of operational plans and standardization of metrics ensures retailers can meet growth and profitability objectives while providing the best shopping experience for customers.

Executives and planners can measure performance, do '*what-if*' modeling, and coordinate operations and financial plans to meet company goals that satisfy market needs. Best-practices, built-in workflow, powerful modeling, and exception-based planning capabilities give them an easy-to-use, seamless process for financial planning.

Going well beyond the capabilities of a spreadsheet-based system, the Blueprint offers simplified and streamlined planning, forecasting, analysis, and reporting functionality. It delivers an intuitive top-down and bottom-up planning and reporting environment.

The Blueprint allows finance executives to:
- Integrate the planning process so that merchandising, finance, operations, and marketing have visibility to top-down strategic plans and are working towards common objectives and projects.
- Perform '*what-if*' analysis for sales and costs to determine the impact on resulting financial statements and metrics.
- Model business scenarios to determine the financial impact of decisions.
- Generate integrated financial statements (P&L, balance sheet, cash flow).
- Pro-rate revenue and costs to meet investment goals, and change assumptions and drivers to see the affect of these changes on financial metrics—while holding other factors constant.
- Rapidly re-forecast to adjust to changes in costs or revenue.
- Drive collaboration, and streamline the approval and monitoring process. Cross-functional teams gain the ability to work collaboratively.
- Use a synchronized top-down planning environment to consolidate bottom-up plans and reach consensus between corporate financial goals, business objectives, and operational plans.

The Scorecard gives managers the ability to:
- Set, measure, and monitor key performance metrics based on standard financial statements.
- Ensure ownership and accountability for performance.
- Assign a primary owner for every metric.
- Organize and view scorecards by status (good, average, poor) and trend (up, down, steady).
- Set alerts and notifications to keep you aware of when a metric changes status.
- Embed business intelligence capabilities into your scorecards for added context and analysis.
- Manage corrective actions and initiatives.

A senior finance executive first uses the Financial Workbench to conduct *what-if* analysis, model the impact of business decisions, and create a company-wide strategic financial plan. All operational areas (stores, channel, marketing, merchandising) utilize the plan as the top-down starting point for their individual bottom-up plans. Once operational plans are complete, the Financial Workbench consolidates the bottom-up plans, gains consensus between top-down and bottom-up plans, and allows additional modeling to quantify the impact of business changes. The completed plan then generates integrated financial statements: Income statement (P&L), balance sheet, and statement of cash flow.

The Financial Scorecard monitors key metrics from these financial statements on an ongoing basis. IBM Cognos Metric Studio provides alerting, trending, and actions tracking for metrics correction when out of compliance. It offers a visual representation of key financial performance measures, based on standard financial statements. A Cognos financial scorecard allows executives and managers to monitor execution of strategy against targets. It delivers a standard set of KPIs, allowing management to assign owners for every metric and set alerts and notifications. Management can communicate goals consistently, manage corrective actions and initiatives, and push KPIs further into the organization.

This Implementation Guide demonstrates a Web-based process for managing top-down and bottom-up integrated planning using IBM Cognos 8 Planning and IBM Cognos 8 Business Intelligence, and provides an overview of the model design and complexities to be used as a guide for applying it in a customer environment.

The models and processes described in this document are generic for retail financial planning in the United States, but can be configured to support alternative model requirements and to accommodate planning in any country.

In addition to the benefits specific to the *IBM Cognos Retail Financial Workbench and Scorecard Performance Blueprint*, the IBM Cognos 8 Planning tool provides significant benefits to an organization through its inherent capabilities:

- Flexible model development to support a wide variety of planning models;
- Web-based or Excel-based deployment of models for data collection and consolidation;
- Easy version control;
- Real-time workflow that drives collaboration;
- Real-time consolidation;
- Real-time reporting;
- Real-time calculations in the browser for immediate results;
- Audit and user textual annotations at the cell, worksheet, and model level to drive collaboration;
- Drop-down validation lists for ensuring data consistency;
- Scalable architecture with proven deployments to thousands of users;
- Linking functionality to provide divergent yet interrelated components of a planning environment;
- Off-line capabilities;
- Custom date capabilities with no limit on the time dimension, allowing planning by the week, season, period, quarter or year;
- Unique multi-directional calculation engine that allows input across any dimension at the detail level or the total level.

The following sections of this implementation guide describe the process in which finance professionals might participate during the planning process. This guide will also provide additional insight into modeling techniques, calculations and linking used throughout the Blueprint.

Retail portal

The starting point for the *IBM Cognos Retail Financial Workbench and Scorecard Performance Blueprint* is the Retail Financial Workbench portal, containing performance indicators pertinent to a finance manager. The finance manager uses the Retail Financial Workbench portal to review any variances between actuals, current plan, and targets and identifies corrective actions. Managers can then make any necessary adjustments to the current plan.

Retail Financial Workbench portal

In this portal, you see a view containing several key reports used to analyze actual and planned results against targets. In the KPI's pane, you see a view of key metrics including a color coded status (green for good, yellow for average, and red for poor) and trend (up, down, steady). Just below this report is a list of available links to other reports or applications relevant to this finance manager. To see the actual plan to make updates or review the detail behind the current plan, the finance manager can click the update financial plan link.

In the Retail Metrics pane, you see two views with a selection to change which metric and/or time period to view. The current view shows the total company earnings before taxes, interest, and depreciation by period, and net sales by division for period 6. In the Executive Review pane, you see a visual breakout of performance across divisions or channels and by product line. The view on the left shows net sales by division and product line for period 6 while the view on the right shows total controllable expenses by division for each of the various scenarios for Period 6. Dropdown selections allow you to choose which key financial measures to view. This portal provides the finance manager with a tool for reviewing any variances between actuals, current plan, and targets and is used to identify any necessary adjustments to the current plan.
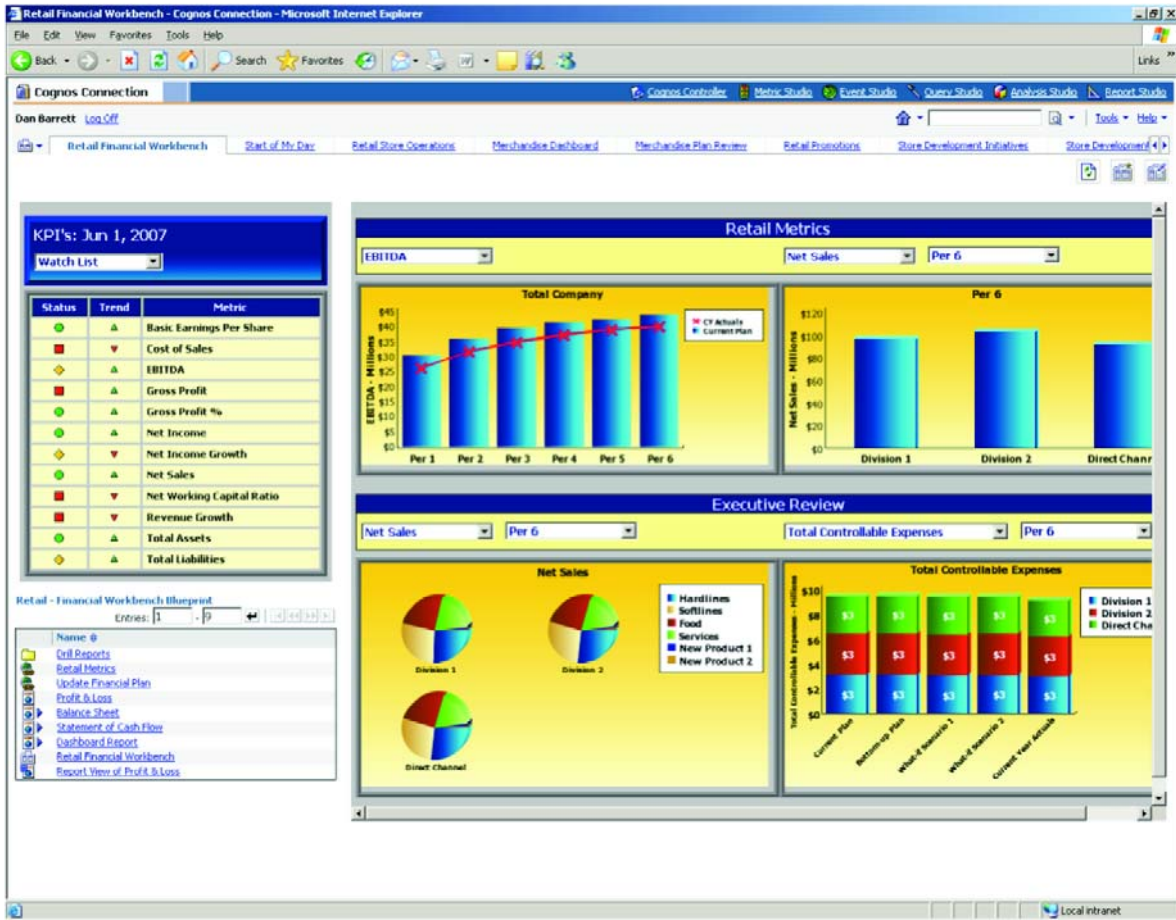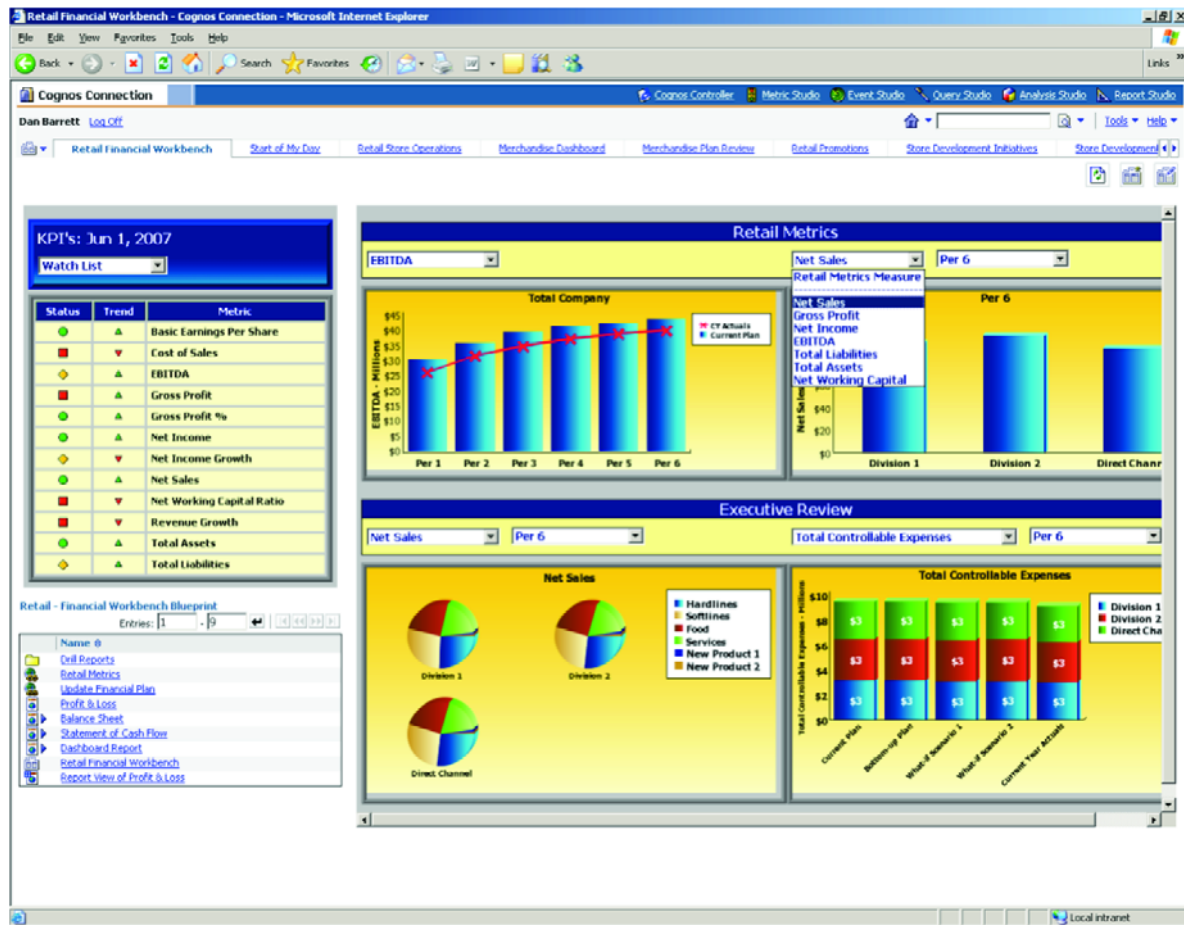
In the top left pane, a Watch List is displayed using IBM Cognos Metric Studio. The finance manager can see a quick view of key metrics for actuals, targets, and variances with color-coded alerting and trending. The user can view their watch list of metrics or see a list of every available metric. A primary owner can be set for each metric ensuring that accountability for results is appropriately assigned and communicated throughout the organization. The user even has the option to filter by alert status, for example to view only metrics with variances against target that are poor.

Retail Financial Workbench Blueprint Metrics - Metric Studio - Microsoft Internet Explorer

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Metric Studio

Cognos Connection

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Retail Financial Workbench Blueprint ▾
Scorecards

Scorecards ▶
TOTAL COMPANY ▶

Metrics   Projects   Reports   Diagrams   Details

[Metrics: 1-11]

Scorecards
All Metrics
TOTAL COMPANY

Poor ▾   No grouping ▾

			Name	Actual	Target	Variance %
☐	■	—	Average Accounts Payable	US$9,000,000	US$11,129,928	19.14%
☐	■	▼	Average Inventories	139,529,766	172,839,405	19.27%
☐	■	▼	Capital	US$169,204,011	US$200,383,722	15.56%
☐	■	▼	Cost of Sales	US$6,264,775	US$5,886,508	6.43%
☐	■	▼	Gross Profit	US$33,232,185	US$36,725,793	9.51%
☐	■	—	Inventory Turnover Ratio	0.13%	0.17%	21.10%
☐	■	▼	Inventory Turns	10.57	12.74	17.02%
☐	■	▼	Net Working Capital Ratio	0.42%	0.63%	32.75%
☐	■	▼	Other COGS	US$3,845,517	US$1,087,079	103.70%
☐	■	▼	Revenue Growth	446%	550%	18.94%
☐	■	▼	Net Working Capital	US$72,500,513	US$105,368,938	31.19%

My Folders
Scorecards
Metric Types
Groups

Done   Local intranet
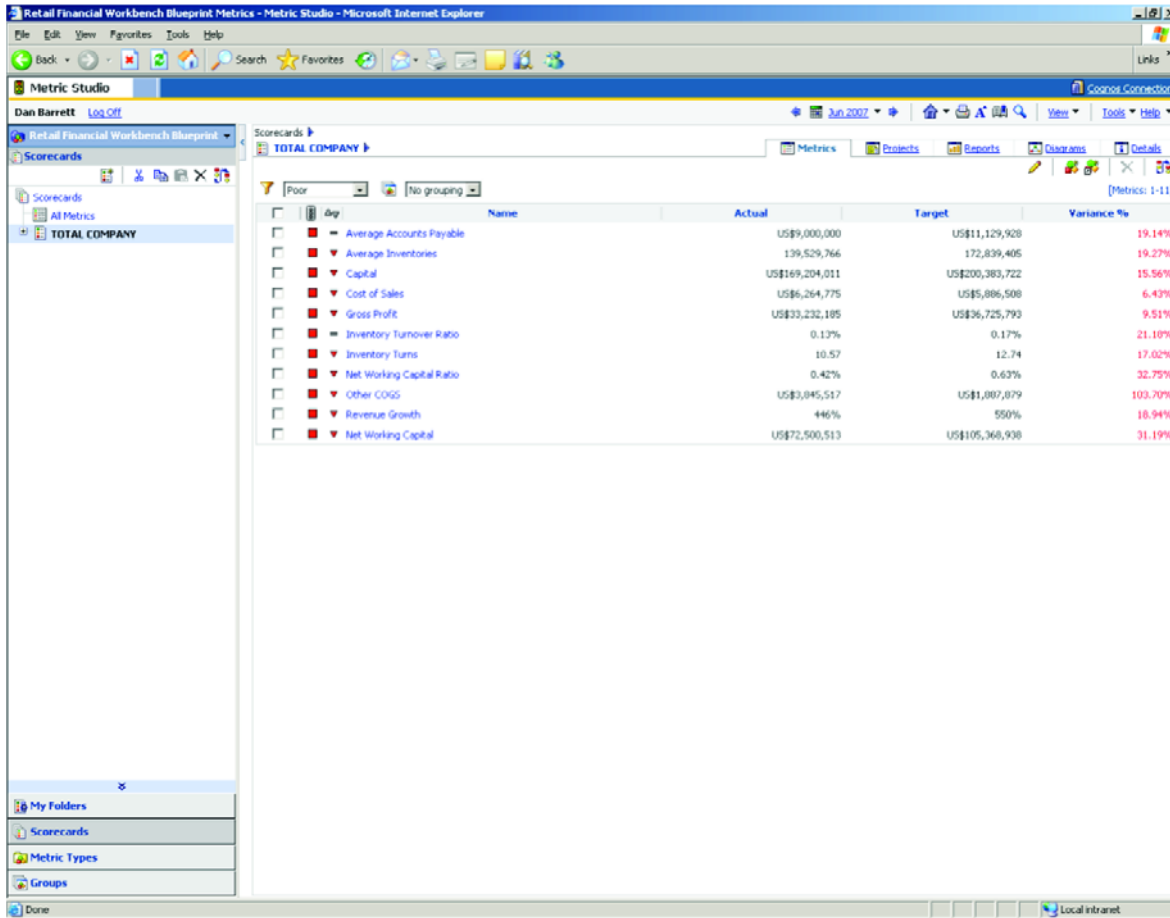
In IBM Cognos Metric Studio, the Retail Financial Impact scorecard provides a visual snapshot of key financial performance measures compared to targets. The scorecard includes color-coded alerts and trending allowing for quick analysis of the measures vs. corporate targets.
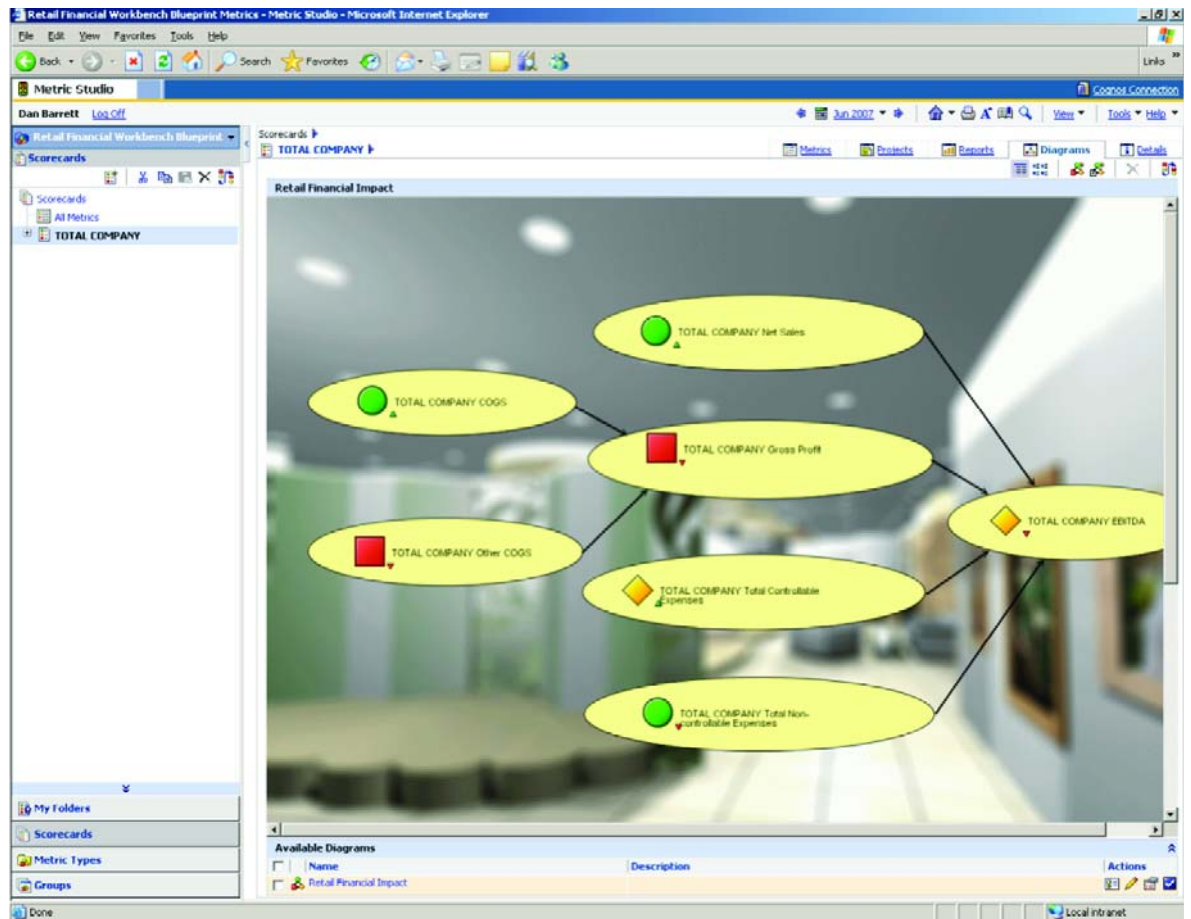
An output of the Blueprint is integrated financial statements. The P&L, balance sheet, and statement of cash flow are generated based on the current plan. Current plan results can be compared to actuals by division/channel and the variances can guide analysis of results and indicate where adjustments to plan may be necessary.

The P&L statement includes plan and actual data with variances and an indicator for a quick view of items with positive and negative variances.

Profit & Loss - Cognos Viewer - Microsoft Internet Explorer

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Profit and Loss Statement
(in $000's)

	Division 1				Division 2				Direct Channel			
	Per 6				Per 6				Per 6			
	Current Plan	Current Year Actuals	Variance	Indicator	Current Plan	Current Year Actuals	Variance	Indicator	Current Plan	Current Year Actuals	Variance	Indicator
Net Sales	$13,783	$13,616	($167)	✖	$14,710	$14,278	($432)	✖	$13,107	$12,757	($350)	✖
Cost of Sales												
COGS	$2,701	$3,469	$768	✖	$2,778	$1,413	($1,365)	✔	$2,470	$1,285	($1,184)	✔
Other Cost of Sales	831	1,366	535	✖	883	853	(30)	✔	794	769	(25)	✔
Total Cost of Sales	$3,533	$4,835	$1,303	✖	$3,661	$2,266	($1,395)	✔	$3,264	$2,054	($1,209)	✔
Gross Profit	$10,251	$8,781	($1,470)	✖	$11,050	$12,012	$963	✔	$9,843	$10,703	$860	✔
Gross Profit %	74.37%	64.49%	(9.88%)	✖	75.11%	84.13%	9.02%	✔	75.10%	83.90%	8.80%	✔
Total Labor	1,001	2,959	1,959	✖	1,057	1,013	(45)	✔	939	900	(39)	✔
Total Controllable Expenses	1,061	1,020	(41)	✔	1,127	1,087	(40)	✔	1,007	975	(32)	✔
Total Non-Controllable Expenses	1,110	1,245	135	✖	1,179	1,133	(47)	✔	1,056	1,017	(38)	✔
Depreciation/Amortization	91	87	(4)	✔	97	93	(3)	✔	86	84	(3)	✔
Total Operating Expenses	$3,263	$5,312	$2,049	✖	$3,461	$3,326	($135)	✔	$3,088	$2,976	($113)	✔
Profit from Operations	$6,988	$3,469	($3,519)	✖	$7,589	$8,686	$1,097	✔	$6,755	$7,727	$972	✔
Interest Expense	30	28	(2)	✔	30	28	(2)	✔	30	28	(2)	✔
Net Income Before Taxes	6,958	3,441	(3,517)	✖	7,559	8,658	1,099	✔	6,725	7,699	974	✔
Provision for Income Taxes	2,296	1,136	(1,160)	✔	2,495	2,857	363	✖	2,219	2,541	321	✖
Net Income	$4,662	$2,305	($2,356)	✖	$5,065	$5,801	$737	✔	$4,506	$5,158	$653	✔
Shareholders Equity												
Common Shares Outstanding (1000s)	1,000,000	1,000,000	0		0	0	0		0	0	0	
Options Outstanding (1000s)	500	500	0		0	0	0		0	0	0	
Earnings per Share												
Basic	0	0	0		0	0	0		0	0	0	
Diluted	0	0	0		0	0	0		0	0	0	
Cumulative Retained Earnings	91,234	78,335	(12,900)		109,313	113,011	3,698		69,891	73,054	3,163	

Done   Local intranet

By drilling down on other cost of sales from the profit and loss statement link, the Other Cost of Sales Detail report opens and shows a breakout of cost of sales by total and new products and by cost grouping for a further level of analysis. The variance field is set to alert to negative variances by shading these variances in red. Drilling down on any account grouping in the profit and loss statement would open a similar report for analysis.

A formatted balance sheet and statement of cash flow are also produced from the plan data and are shown below.

CONSOLIDATED BALANCE SHEETS
(in $000s)

Current Year Actuals

	Division 1	Division 2	Direct Channel
	Per 6	Per 6	Per 6
Assets			
Current Assets			
Cash and Cash Equivalents	$72,202	$86,475	$53,446
Accounts Receivable	13,166	13,166	13,166
Inventories	33,515	49,332	38,426
	118,883	148,974	105,038
Property, Plant and Equipment - Cost	66,333	60,833	57,733
Accumulated Depreciation	(8,331)	(8,425)	(8,246)
Property, Plant and Equipment - Net	58,003	52,409	49,487
Total Assets	**$176,886**	**$201,382**	**$154,525**
Liabilities			
Accounts Payable	$3,000	$3,000	$3,000
Accrued Labor Costs	23	9	8
Accrued Expenses	41,894	22,292	17,122
Interest Payable	82	182	199
Income Taxes Payable	1,182	10,936	9,832
Short-term Debt	13,915	10,000	10,000
Long-term Debt	22,644	22,644	22,644
Deferred Taxes	333	333	333
Total Liabilities	**$83,072**	**$69,397**	**$63,139**
Stockholders' Equity			
Capital Stock	$11,840	$11,840	$11,840
Stock Premium	1,333	1,333	1,333
Retained Earnings	80,640	118,812	78,213
Total Stockholders' Equity	**$93,814**	**$131,986**	**$91,386**
Total Liabilities and Stockholders' Equity	**$176,886**	**$201,382**	**$154,525**
Shares Summary - Actual Amounts			
Common Shares Outstanding	1,000,000	0	0
Options Outstanding	500,000	0	0

Statement of Cash Flow - Cognos Viewer - Microsoft Internet Explorer

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Statement of Cash Flow
(in $000's)

Current Year Actuals

	Division 1	Division 2	Direct Channel
	Per 6	Per 6	Per 6
Cash and Cash Equivalents at Beginning of Period	$61,005	$70,024	$39,388
Cash Flows from Operating Activities			
Net Income	$2,305	$5,801	$5,158
Adjustments to Net Income			
Depreciation/Amortization	87	93	84
Change in Assets and Liabilities			
(Increase)/Decrease in Receivables	(275)	(275)	(275)
(Increase)/Decrease in Inventory	1,360	(823)	(715)
Increase/(Decrease) in Payables	0	0	0
Increase/(Decrease) in Accrued Expenses	957	544	209
Increase/(Decrease) in Income Taxes Payable	1,136	2,857	2,541
Increase/(Decrease) in Interest Payable	28	28	28
Increase/(Decrease) in Deferred Taxes Payable	0	0	0
Total Adjustments	$3,293	$2,425	$1,871
Net Cash Provided by Operating Activities	$5,599	$8,226	$7,029
Cash Flows from Investing Activities			
Capital Expenditures	$0	$0	$0
Net Cash From/(Used in) Investing Activities	$0	$0	$0
Cash Flows from Financing Activities			
Net Borrowings Under Line of Credit Agreement	$0	$0	$0
Net Proceeds Issuance/Repayment of Long-term Debt	0	0	0
Proceeds from Issuance of Common Stock	0	0	0
Net Cash From/(Used in) Financing Activities	$0	$0	$0
Net Increase/(Decrease) in Cash and Equivalents	$5,599	$8,226	$7,029
Cash and Cash Equivalents at End of Period	$66,603	$78,250	$46,417

1

Done — Local intranet

Financial Workbench

Following the analysis performed in the previous section, the next activity involves updating the financial plan.

A key component to the financial plan is the built-in workflow. As finance professionals, referred to in IBM Cognos 8 Planning as contributors, are planning and validating their financial plans, senior managers, referred to as reviewers, have real-time visibility to the workflow status of that information. In this Blueprint, integrated financial planning is performed by division or channel. Reviewers can see the workflow status of each division, and can be co-owners of that information, allowing them to make edits, if required. All workflow status changes, data consolidations and aggregations occur in real-time as the information is saved by the contributors, making frequent planning iterations possible.

Before data is entered, the state of the plan is designated as ⦾ 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 is accessible in a read-only state. The locked state indicates that the plan is ready for review. Reviewers can review the plans 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 owner of that plan.

The following is an example of the workflow:

Throughout this document, we will follow the planning process for Division 1.

Executive Review

The first tab in the financial plan is the Executive Review. This tab shows prior year income statement data and calculates income statement measures for the current year based on user input. This view is showing data for the current plan. Other versions available include bottom-up plan, original plan, *what-if* scenarios 1 and 2, variances between the different plans and a review of current year actuals. All of these versions are accessible through a drop-down list and are can be seen in each tab in the model. Prior year actuals data is loaded from the system of record.

Fields available for input are shaded white; in this case our only input is the change % field for each period. The users can enter year-over-year growth percentages for each period by each product line to achieve the desired results for the forecast periods. The user can choose to input to either total product lines, a product category, or individually to each product line. When inputting to a subtotal level, the data would break back and apply to each item making up that subtotal. Using breakback functionality can greatly reduce the number of individual inputs required in updating a plan. As inputs are adjusted, the calculated results automatically roll forward into the income statement.

Retail Financial Workbench | Contributions | Division 1 - Cognos Planning - Contributor

File Edit View Tools Actions Help

Executive Review | Income Statement | Financial Drivers | Balance Sheet | Cash Flow (Direct Method) | Cash Flow (Indirect Method) | Retail Metrics

Division 1 | Hardlines | Current Plan

FINANCIAL MEASURES	Prior Year Actuals	PY % of Gross Revenue	Change %	Value	% of Gross Revenue	Prior Year Actuals	PY % of Gross Revenue	Change %	Value	: of Gross Revenu
		Per 1					Per 2			
Comp Gross Revenue	1,920,678	54.79%	3.00%	1,978,299	54.79%	1,943,453	54.79%	3.00%	2,001,757	55.
Non-comp Gross Revenue	1,584,950	45.21%	3.00%	1,632,498	45.21%	1,603,744	45.21%	1.00%	1,619,781	44.
Total Gross Revenue	3,505,628	100.00%	6.00%	3,610,797	100.00%	3,547,197	100.00%	4.00%	3,621,538	100.
Returns	52,051	1.48%	3.00%	53,612	1.48%	52,668	1.48%	2.00%	53,721	1.
Markdowns	69,094	1.97%	4.00%	71,858	1.99%	69,913	1.97%	4.00%	72,710	2.
Net Sales	3,384,483	96.54%	2.00%	3,485,327	96.53%	3,424,615	96.54%	2.00%	3,495,106	96.
COGS	1,311,445	37.41%	5.00%	1,377,017	38.14%	947,457	26.71%	1.00%	956,931	26.
Delivery	118,973	3.39%	3.00%	122,543	3.39%	120,384	3.39%	2.00%	122,792	3.
Distribution	154,666	4.41%	2.00%	157,759	4.37%	156,499	4.41%	3.00%	161,194	4.
Misc Cost of Sales	56,654	1.62%	2.00%	57,787	1.60%	57,326	1.62%	2.00%	58,472	1.
COS	330,293	9.42%	7.00%	338,089	9.36%	334,210	9.42%	7.00%	342,459	9.
Gross Profit	1,742,745	49.71%	(10.00%)	1,770,221	49.03%	2,142,949	60.41%	(6.00%)	2,195,716	60.
Exempt Labor	97,556	2.78%	4.00%	101,458	2.81%	98,713	2.78%	1.00%	99,700	2.
Non-exempt Labor	97,556	2.78%	4.00%	101,458	2.81%	98,713	2.78%	2.00%	100,687	2.
Total Labor	195,112	5.57%	8.00%	202,917	5.62%	197,426	5.57%	3.00%	200,387	5.
Supplies	71,440	2.04%	2.00%	72,869	2.02%	72,297	2.04%	4.00%	75,178	2.
Repair and Maintenance	64,945	1.85%	1.00%	65,595	1.82%	65,715	1.85%	3.00%	67,687	1.
Shrink	62,122	1.77%	1.00%	62,743	1.74%	62,858	1.77%	2.00%	64,115	1.
Other Controllable Expenses	59,533	1.70%	3.00%	61,319	1.70%	60,239	1.70%	4.00%	62,649	1.
Total Controllable Expenses	258,040	7.36%	7.00%	262,525	7.27%	261,100	7.36%	13.00%	269,629	7.
Rent and Occupancy	57,152	1.63%	4.00%	59,438	1.65%	57,830	1.63%	3.00%	59,564	1.
Marketing	54,954	1.57%	1.00%	55,503	1.54%	55,605	1.57%	4.00%	57,830	1.
Research & Development	52,918	1.51%	1.00%	53,448	1.48%	53,546	1.51%	2.00%	54,617	1.
Corporate G&A	51,028	1.46%	2.00%	52,049	1.44%	51,634	1.46%	4.00%	53,699	1.
Other Non-controllable Expenses	49,269	1.41%	3.00%	50,747	1.41%	49,853	1.41%	4.00%	51,847	1.
Total Non-controllable Expenses	265,321	7.57%	11.00%	271,185	7.51%	268,467	7.57%	17.00%	277,557	7.
Total Expenses	523,361	14.93%	18.00%	533,710	14.78%	529,567	14.93%	30.00%	547,186	15.
Total Operating and Selling Expenses	718,474	20.49%	26.00%	736,627	20.40%	726,993	20.49%	33.00%	747,574	20.
EBITDA	1,024,271	29.22%	(36.00%)	1,033,593	28.63%	1,415,956	39.92%	(39.00%)	1,448,142	39.
Interest Expense	23,377	0.67%	1.00%	23,611	0.65%	23,654	0.67%	1.00%	23,891	0.
Tax % Assumption	33.40%	0.00%	2.00%	34.06%	0.00%	33.79%	0.00%	3.00%	34.81%	0.
Taxes	342,066	9.76%	1.00%	345,486	9.57%	478,480	13.49%	3.00%	492,834	13.
NOPAT	658,828	18.79%	3.00%	678,593	18.79%	913,821	25.76%	3.00%	941,236	25.
Depreciation/Amortization	38,710	1.10%	4.00%	40,259	1.11%	39,169	1.10%	1.00%	39,561	1
Net Income	620,118	17.69%	4.00%	644,923	17.86%	874,652	24.66%	1.00%	883,399	24.

Current owner: Dan Barrett

Income Statement tab

The Income Statement tab summarizes data into an income statement view for the current plan by period, quarter, and full year. Any data that has changed since the model was last saved will show in pink.

File   Edit   View   Tools   Actions   Help

Executive Review | **Income Statement** | Financial Drivers | Balance Sheet | Cash Flow (Direct Method) | Cash Flow (Indirect Method) | Retail Metrics

Division 1   Current Plan

	Per 1	Per 2	Per 3	Q1 - CY	Per 4	Per 5	Per 6	Q2 - CY	Per 7	Per 8	Per 9
Net Sales	12,405,832	12,585,241	12,973,416	37,964,488	13,270,522	13,518,209	13,783,284	40,572,015	14,236,987	14,532,762	1,816,947
Cost of Sales											
COGS - Entered	4,362,928	3,179,707	2,923,623	10,466,258	2,805,219	2,723,654	2,701,276	8,230,149	2,680,108	2,686,590	2
COGS - Calculated	5,314,137	4,510,865	4,229,025	14,054,028	4,104,599	4,008,315	3,947,897	12,060,805	3,964,223	3,955,687	3
Select COGS Method	COGS - Calculated	COGS - Calculated	COGS - Entered		COGS - Entered	COGS - Entered	COGS - Entered		COGS - Entered	COGS - Entered	COGS
COGS	5,314,137	4,510,865	2,923,623	12,740,625	2,805,219	2,723,654	2,701,276	8,230,149	2,680,108	2,686,590	2,2
Other Cost of Sales	757,554	767,795	780,364	2,305,713	799,982	810,608	831,252	2,441,843	834,713	855,149	
Total Cost of Sales	6,071,691	5,278,660	3,703,987	15,054,339	3,605,201	3,534,263	3,532,528	10,671,992	3,514,821	3,541,739	3.5
Gross Profit	6,334,141	7,306,580	9,269,429	22,910,150	9,665,321	9,983,947	10,250,756	29,900,023	10,722,166	10,991,023	11.2
Gross Profit %	51.06%	58.06%	71.45%	60.35%	72.83%	73.86%	74.37%	73.70%	75.31%	75.63%	
Total Labor	884,267	900,994	924,559	2,709,821	937,939	965,069	1,000,538	2,903,546	1,009,187	1,029,879	1
Total Controllable Expenses	941,537	970,719	986,954	2,899,210	1,008,476	1,030,184	1,061,252	3,099,912	1,084,961	1,107,939	1
Total Non Controllable Expenses	987,555	1,009,665	1,032,145	3,029,365	1,058,571	1,083,035	1,110,480	3,252,087	1,132,312	1,154,059	1
Depreciation/Amortization	82,975	83,436	85,326	251,738	97,942	97,416	90,076	266,234	93,925	93,663	
Total Operating Expenses	2,896,335	2,964,814	3,028,984	8,890,133	3,092,928	3,165,704	3,263,146	9,521,779	3,320,386	3,385,539	3.4
Profit from Operations	3,437,806	4,341,766	6,240,445	14,020,017	6,572,393	6,818,242	6,987,610	20,378,245	7,401,780	7,605,484	7.2
Interest Expense	30,000	30,000	30,000	90,000	30,000	30,000	30,000	90,000	30,000	30,000	
Net Income Before Taxes	3,407,806	4,311,766	6,210,445	13,930,017	6,542,393	6,788,242	6,957,610	20,288,245	7,371,780	7,575,484	7.2
Tax % Assumption	33.0%	33.0%	33.0%	33.0%	33.0%	33.0%	33.0%	33.0%	33.0%	33.0%	
Provision for Income Taxes	1,124,576	1,422,883	2,049,447	4,596,906	2,158,990	2,240,120	2,296,011	6,695,121	2,432,687	2,499,910	2.5
Net Income	2,283,230	2,888,883	4,160,998	9,333,111	4,383,403	4,548,122	4,661,599	13,593,124	4,939,093	5,075,574	5.1
Weighted Average Number of Shares											
Common Shares Outstanding (1000s)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1
Options Outstanding (1000s)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Earnings per Share											
Basic	$2.28	$2.89	$4.16	$9.33	$4.38	$4.55	$4.66	$13.59	$4.94	$5.08	
Diluted	$1.52	$1.93	$2.77	$6.22	$2.92	$3.03	$3.11	$9.06	$3.29	$3.38	
Retained Earnings - Beginning of Period											
NI + Retained Earnings - Beginning of Period	2,283,230	2,888,883	4,160,998	9,333,111	4,383,403	4,548,122	4,661,599	13,593,124	4,939,093	5,075,574	5.1
Cumulative Retained Earnings	69,699,416	72,500,300	76,749,298	76,749,298	81,132,701	85,680,823	90,342,422	90,342,422	95,201,514	100,357,089	105.5

Financial Drivers

The Financial Drivers tab is used to calculate certain Balance Sheet and Cash Flow measures, along with some retail metrics, and is also where assumptions such as days sales outstanding, days payables outstanding, and capital expenditures are captured. Required data from the income statement automatically links into the Financial Drivers tab. Any fields that are not shaded are open for input and should be updated for the current plan. Any changes will then result in updated calculations for the affected balance sheet, cash flow, or retail metric items and will flow through to the rest of the forecast.

Retail Financial Workbench | Contributions | Division 1 - Cognos Planning - Contributor

File   Edit   View   Tools   Actions   Help

Executive Review | Income Statement | **Financial Drivers** | Balance Sheet | Cash Flow (Direct Method) | Cash Flow (Indirect Method) | Retail Metrics

Division 1 | Current Plan

	Per 1	Per 2	Per 3	Q1 - CY	Per 4	Per 5	Per 6	Q2 - CY	Per 7	Per 8	Per 9
Days	31	28	31	30	30	31	30	30	31	31	30
FLOW - OPERATING OPERATIVES											
Accounts Receivable											
Accounts Receivable - Beginning of Period	13,570,621	14,540,051	12,638,797	13,570,621	14,142,891	12,619,969	12,616,642	14,142,891	12,891,415	12,886,755	1
Net Sales	12,405,832	12,505,241	12,973,416	37,964,488	13,270,522	13,518,209	13,703,284	40,572,015	14,236,987	14,532,762	1
Cash Receipts	11,444,402	14,486,495	11,469,322	37,400,218	14,793,444	13,521,536	13,508,511	41,823,491	14,241,647	14,396,393	14,
Accounts Receivable - End of Period	14,540,051	12,638,797	14,142,891	14,142,891	12,619,969	12,616,642	12,891,415	12,891,415	12,886,755	13,023,124	1
Days Sales Outstanding	36	28	34	33	29	29	28	29	28	28	
Inventory											
Beginning Inventory (at Cost)	47,021,365	46,201,566	47,772,025	47,021,365	49,018,425	50,227,713	51,398,212	49,018,425	52,480,033	53,412,337	54,
Net Sales * Cost to Retail Ratio	5,314,137	4,510,865	4,229,025	14,054,028	4,104,593	4,008,315	3,947,897	12,060,805	3,964,223	3,955,687	3,
COGS	5,314,137	4,510,865	2,923,623	12,748,625	2,805,219	2,723,654	2,701,276	8,230,149	2,680,108	2,686,590	2,
Inventory Purchases (at Cost)	4,494,338	6,082,125	4,169,223	14,745,686	4,014,507	3,894,153	3,783,097	11,691,757	3,612,412	3,501,181	
Cost of Merchandise Available for Sale (at Cost)	51,515,703	52,283,691	51,942,048	155,741,442	53,032,932	54,121,866	55,181,309	162,336,107	56,092,445	56,913,518	57,
Closing Inventory (at Cost)	46,201,566	47,772,025	49,018,425	49,018,425	50,227,713	51,398,212	52,480,033	52,480,033	53,412,337	54,226,927	54,
Beginning Inventory (at Retail)	92,173,584	107,857,365	133,285,406	92,173,584	146,369,633	158,189,780	169,010,027	146,369,633	178,871,099	187,211,688	194,
Inventory Purchases (at Retail)	28,089,613	38,013,281	26,057,644	92,160,538	25,090,669	24,338,456	23,644,356	73,073,481	22,577,576	21,882,381	2
Cost of Merchandise Available for Sale (at Retail)	120,263,197	145,870,646	159,343,050	425,476,892	171,460,302	182,528,236	192,654,383	546,642,922	201,448,675	209,094,069	215,
Closing Inventory (at Retail)	107,857,365	133,285,406	146,369,633	146,369,633	158,189,780	169,010,027	178,871,099	178,871,099	187,211,688	194,561,307	201,
Inventory Margin	0.43	0.36	0.33	0.37	0.31	0.30	0.29	0.30	0.28	0.27	
Accounts Payable											
Accounts Payable - Beginning of Period	17,000,000	5,074,163	5,578,183	17,000,000	5,074,163	5,129,928	5,074,163	5,074,163	5,129,928	5,074,163	
Purchases	4,494,338	6,082,125	4,169,223	14,745,686	4,014,507	3,894,153	3,783,097	11,691,757	3,612,412	3,501,181	
Payments to Suppliers	16,420,175	5,578,105	4,673,243	26,671,523	3,958,742	3,949,918	3,727,332	11,635,992	3,668,177	3,501,181	3,
Accounts Payable - End of Period	5,074,163	5,578,183	5,074,163	5,074,163	5,129,928	5,074,163	5,129,928	5,129,928	5,074,163	5,074,163	
Days Payables Outstanding	35	26	38	33	38	40	41	40	44	45	
Accrued Expenses											
Accrued Expenses - Beginning of Period	35,980,004	36,134,151	36,349,829	35,980,004	36,616,792	36,951,322	37,342,649	36,616,792	37,813,133	38,332,620	3
Other Cost of Sales	757,554	767,795	790,364	2,305,713	799,982	810,608	931,252	2,441,843	834,713	855,149	
Total Controllable Expenses	941,537	970,719	906,954	2,899,210	1,000,476	1,030,184	1,061,252	3,099,912	1,004,961	1,107,939	
Total Non-Controllable Expenses	987,555	1,009,665	1,032,145	3,029,365	1,058,571	1,083,035	1,110,480	3,252,087	1,132,312	1,154,059	
Accrued Expenses Paid	2,532,500	2,532,500	2,532,500	7,597,500	2,532,500	2,532,500	2,532,500	7,597,500	2,532,500	2,532,500	
Accrued Expenses - End of Period	36,134,151	36,349,829	36,616,792	36,616,792	36,951,322	37,342,649	37,813,133	37,813,133	38,332,620	38,917,266	39,
Labor Accrual											
Labor Accrual - Beginning of Period	71,717	85,574	96,535	71,717	29,824	31,265	31,131	29,824	66,703	130,218	
Labor	884,267	900,994	924,559	2,709,821	937,939	965,069	1,000,538	2,903,546	1,009,187	1,029,879	
Labor Cost Paid	870,410	890,033	991,270	2,751,713	936,499	965,202	964,967	2,866,668	945,672	993,987	1,
Labor Accrual - End of Period	85,574	96,535	29,824	29,824	31,265	31,131	66,703	66,703	130,218	166,109	
Days Accrual Outstanding	3	3	1	1	1	1	2	2	4	5	
Cash Paid to Suppliers and Employees	19,823,085	9,080,638	8,197,013	37,020,736	7,427,741	7,447,620	7,224,799	22,100,160	7,146,349	7,027,668	7,
Interest Payable:											
Interest Payable - Beginning of Period	110,800	40,800	70,800	110,800	100,800	30,800	60,800	100,800	90,800	20,800	
Interest Accrued	30,000	30,000	30,000	90,000	30,000	30,000	30,000	90,000	30,000	30,000	
Interest Paid	100,000			100,000	100,000			100,000	100,000		

Current owner: Dan Barrett

Balance Sheet tab

The Balance Sheet tab contains a monthly view of the balance sheet based on data input in previous tabs.

File   Edit   View   Tools   Actions   Help

Executive Review | Income Statement | Financial Drivers | **Balance Sheet** | Cash Flow (Direct Method) | Cash Flow (Indirect Method) | Retail Metrics

Division 1 — Balance — Current Plan

	Per 1	Per 2	Per 3	Q1 - CY	Per 4	Per 5	Per 6	Q2 - CY	Per 7	Per 8	Per 9	t3 - C
Assets:												
Cash and Cash Equivalents	42,534,007	48,019,863	51,292,172	51,292,172	54,357,876	60,431,792	66,715,504	66,715,504	66,710,802	74,079,527	81,569,690	81
Accounts Receivable	14,540,051	12,638,797	14,142,891	14,142,891	12,619,969	12,616,642	12,891,415	12,891,415	12,886,755	13,023,124	13,305,072	13
Inventories	46,201,566	47,772,825	49,018,425	49,018,425	50,227,713	51,398,212	52,480,033	52,480,033	53,412,337	54,226,927	54,916,932	54
Property, Plant and Equipment - Cost	66,333,234	66,333,234	66,333,234	66,333,234	66,333,234	66,333,234	66,333,234	66,333,234	66,333,234	66,333,234	66,333,234	66
Accumulated Depreciation	(7,816,512)	(7,899,948)	(7,985,274)	(7,985,274)	(8,073,216)	(8,160,632)	(8,251,508)	(8,251,508)	(8,345,434)	(8,439,096)	(8,535,106)	(8.
Property, Plant and Equipment - Net	58,516,723	58,433,286	58,347,960	58,347,960	58,260,018	58,172,602	58,081,726	58,081,726	57,987,800	57,894,138	57,798,128	57
Total Assets	161,792,346	166,864,772	172,001,449	172,001,449	175,465,576	182,619,247	190,168,678	190,168,678	190,997,694	199,223,716	207,589,822	207
Liabilities:												
Accounts Payable	5,074,163	5,578,183	5,074,163	5,074,163	5,129,928	5,074,163	5,129,928	5,129,928	5,074,163	5,074,163	5,129,928	5
Accrued Labor Costs	85,574	96,535	29,824	29,824	31,265	31,131	66,703	66,703	130,218	166,109	71,122	
Accrued Expenses	36,134,151	36,349,829	36,616,792	36,616,792	36,951,322	37,342,649	37,813,133	37,813,133	38,332,620	38,917,266	39,562,876	39
Interest Payable	40,800	70,800	100,800	100,800	30,800	60,800	90,800	90,800	20,800	50,800	80,800	
Income Taxes Payable	692,747	2,115,630	4,165,077	4,165,077	2,124,066	4,364,186	6,660,198	6,660,198	2,092,885	4,592,795	7,143,602	7
Short-term Debt	13,914,677	13,914,677	13,914,677	13,914,677	13,914,677	13,914,677	13,914,677	13,914,677	13,914,677	13,914,677	13,914,677	13
Long-term Debt	22,644,151	22,644,151	22,644,151	22,644,151	22,644,151	22,644,151	22,644,151	22,644,151	22,644,151	22,644,151	22,644,151	22
Deferred Taxes	333,333	333,333	333,333	333,333	333,333	333,333	333,333	333,333	333,333	333,333	333,333	
Total Liabilities	78,919,596	81,103,139	82,878,818	82,878,818	81,159,542	83,765,091	86,652,923	86,652,923	82,542,846	85,693,294	88,880,489	88
Stockholders' Equity:												
Capital Stock	11,840,000	11,840,000	11,840,000	11,840,000	11,840,000	11,840,000	11,840,000	11,840,000	11,840,000	11,840,000	11,840,000	11
Stock Premium	1,333,333	1,333,333	1,333,333	1,333,333	1,333,333	1,333,333	1,333,333	1,333,333	1,333,333	1,333,333	1,333,333	1
Retained Earnings	69,699,416	72,588,300	76,749,298	76,749,298	81,132,701	85,680,823	90,342,422	90,342,422	95,281,514	100,357,089	105,536,000	105
Total Stockholders' Equity	82,872,750	85,761,633	89,922,631	89,922,631	94,306,034	98,854,156	103,515,755	103,515,755	108,454,848	113,530,422	118,709,333	118
Total Liabilities and Stockholders' Equity	161,792,346	166,864,772	172,001,449	172,001,449	175,465,576	182,619,247	190,168,678	190,168,678	190,997,694	199,223,716	207,589,822	207
Common Shares Outstanding	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1
Options Outstanding	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Check												

Current owner: Dan Barrett

Cash Flow tabs

The Cash Flow (Direct Method) and Cash Flow (Indirect Method) tabs show views of the cash flow statement using the direct and indirect methods by period.

Retail Financial Workbench | Contributions | Division 1 - Cognos Planning - Contributor

File   Edit   View   Tools   Actions   Help

Executive Review | Income Statement | Financial Drivers | Balance Sheet | Cash Flow (Direct Method) | **Cash Flow (Indirect Method)** | Retail Metrics

Division 1   Current Plan

	Per 1	Per 2	Per 3	Q1 - CY	Per 4	Per 5	Per 6	Q2 - CY	Per 7	Per 8	Per 9	Q3 - CY
Cash Flows from Operating Activities:												
Net Income	2,283,230	2,888,883	4,160,998	9,333,111	4,383,403	4,548,122	4,661,599	13,593,124	4,939,093	5,075,574	5,178,911	15,1
Adjustments to Net Income:												
Depreciation/Amortization	82,975	83,436	85,326	251,738	87,942	87,416	90,876	266,234	93,925	93,663	96,010	2
Change in Assets and Liabilities:												
(Increase)/Decrease in Receivables	(961,430)	1,901,254	(1,504,094)	(564,270)	1,522,922	3,327	(274,773)	1,251,476	4,660	(136,369)	(281,948)	(41
(Increase)/Decrease in Inventory	819,799	(1,571,260)	(1,245,600)	(1,997,061)	(1,209,288)	(1,170,499)	(1,081,821)	(3,461,608)	(932,304)	(814,591)	(690,005)	(2,43
Increase/(Decrease) in Payables	(11,925,837)	504,020	(504,020)	(11,925,837)	55,765	(55,765)	55,765	55,765	(55,765)		55,765	
Increase/(Decrease) in Accrued Expenses	168,003	226,640	200,252	594,895	335,969	391,194	506,055	1,233,219	583,001	620,538	550,623	1,7
Increase/(Decrease) in Income Taxes Payable	(1,875,424)	1,422,883	2,049,447	1,596,906	(2,041,010)	2,240,120	2,296,011	2,495,121	(4,567,313)	2,499,910	2,550,807	4
Increase/(Decrease) in Interest Payable	(70,000)	30,000	30,000	(10,000)	(70,000)	30,000	30,000	(10,000)	(70,000)	30,000	30,000	(1
Increase/(Decrease) in Deferred Taxes Payable												
Total Adjustments	(13,761,913)	2,596,973	(888,689)	(12,053,629)	(1,317,700)	1,525,794	1,622,113	1,830,208	(4,943,795)	2,293,151	2,311,252	(33
Net Cash Provided by Operating Activities	(11,478,683)	5,485,856	3,272,309	(2,720,518)	3,065,703	6,073,916	6,283,712	15,423,332	(4,702)	7,368,725	7,490,163	14,8
Cash Flows from Investing Activities:												
Capital Expenditures	(666,667)			(666,667)								
Net Cash From/(Used in) Investing Activities	(666,667)			(666,667)								
Cash Flows from Financing Activities:												
Net Borrowings Under Line of Credit Agreement												
Net Proceeds Issuance/Repayment of Long-term Debt												
Proceeds from Issuance of Common Stock												
Net Cash From/(Used in) Financing Activities												
Net Increase/(Decrease) in Cash and Equivalents	(12,145,350)	5,485,856	3,272,309	(3,387,185)	3,065,703	6,073,916	6,283,712	15,423,332	(4,702)	7,368,725	7,490,163	14,8
Cash and Cash Equivalents at Beginning of Period	54,679,357	42,534,007	48,019,863	54,679,357	51,292,172	54,357,876	60,431,792	51,292,172	66,715,504	66,710,802	74,079,527	66,7
Cash and Cash Equivalents at End of Period	42,534,007	48,019,863	51,292,172	51,292,172	54,357,876	60,431,792	66,715,504	66,715,504	66,710,802	74,079,527	81,569,690	81,5
Cash at End of Period - Direct Method	42,534,007	48,019,863	51,292,172	51,292,172	54,357,876	60,431,792	66,715,504	66,715,504	66,710,802	74,079,527	81,569,690	81,5
Check												

Current owner: Dan Barrett

Retail Metrics tab

The final tab in the forecast is the Retail Metrics tab. This tab shows summary calculations from the income statement and balance sheet, along with calculations of many growth percentages and key performance indicators. For example, the current ratio, quick ratio, net profit margin, GMROI, sales to stock ratios, and other metrics which are critical indicators for retailers. Fields requiring input on this tab include total # of stores, floor space, and total square footage. This tab would be used by the contributor or reviewer to get a quick snapshot of the forecast or for a final review before submitting the forecast.

	Per 1	Per 2	Per 3	Q1 - CY	Per 4	Per 5	Per 6	Q2 - CY	Per 7	Per 8	Per 9	Q3 - CY	Per 10
Net Sales	12,405,835	12,585,241	12,973,416	37,964,488	13,270,522	13,518,209	13,783,284	40,572,015	14,236,987	14,532,762	14,816,947	43,586,697	15,458,229
Revenue Growth	(32.32)%	1.45%	3.08%	(9.03)%	2.29%	1.87%	1.96%	2.04%	3.29%	2.08%	1.96%	2.43%	4.3
Cost of Sales	6,071,691	5,279,660	3,703,987	15,054,339	3,605,201	3,534,263	3,532,529	10,671,992	3,514,921	3,541,739	3,582,690	10,639,250	3,654,
Gross Profit	6,334,141	7,306,500	9,269,429	22,910,150	9,665,321	9,983,947	10,250,756	29,900,023	10,722,166	10,991,023	11,234,258	32,947,447	11,803,
Gross Profit %	51.06%	58.06%	71.45%	61.54%	72.83%	73.86%	74.37%	73.70%	75.31%	75.63%	75.82%	75.59%	76.3
Net Income	2,283,230	2,888,883	4,160,998	9,333,111	4,383,403	4,548,122	4,661,599	13,593,124	4,939,093	5,075,574	5,178,911	15,193,578	5,510,
Net Income Growth	26.33%	20.96%	30.57%	26.56%	5.07%	3.62%	2.43%	3.68%	5.62%	2.69%	2.00%	3.40%	6.0
EBITDA	4,471,990	5,756,360	6,325,771	16,554,122	6,660,334	6,905,659	7,078,486	20,644,479	7,495,706	7,699,147	7,855,728	23,050,580	8,352,
IBIT	3,437,806	4,341,766	6,240,445	14,020,017	6,572,393	6,818,242	6,987,610	20,378,245	7,401,780	7,605,484	7,759,718	22,766,982	8,254,
Interest Expense	30,000	30,000	30,000	90,000	30,000	30,000	30,000	90,000	30,000	30,000	30,000	90,000	30,
Earnings Per Share:													
Basic	2.28	2.89	4.16	9.33	4.38	4.55	4.66	13.59	4.94	5.08	5.18	15.19	5
Diluted	1.52	1.93	2.77	6.22	2.92	3.03	3.11	9.06	3.29	3.38	3.45	10.13	3
Current Assets	103,275,623	108,431,485	114,453,489	114,453,489	117,205,557	124,446,645	132,086,952	132,086,952	133,009,894	141,329,579	149,791,694	149,791,694	150,662,
Current Liabilities	55,942,112	58,125,655	59,901,334	59,901,334	58,182,058	60,787,607	63,675,439	63,675,439	59,565,362	62,715,810	65,903,005	65,903,005	61,164,
Quick Assets	57,074,058	60,658,660	65,435,063	65,435,063	66,977,845	73,048,434	79,606,919	79,606,919	79,597,557	87,102,651	94,874,762	94,874,762	95,189,
Net Working Capital	18,714,182	16,200,645	17,174,660	17,174,660	18,580,301	17,141,324	15,610,686	15,610,686	20,648,406	18,448,918	16,233,676	16,233,676	21,521,
Total Assets	161,792,346	166,864,772	172,801,449	172,801,449	175,465,576	182,619,247	190,168,678	190,168,678	190,997,694	199,223,716	207,589,822	207,589,822	208,361,
Capital	55,667,454	54,833,439	58,087,153	56,241,435	57,717,754	58,940,691	60,241,520	58,966,370	61,224,929	62,175,888	63,092,076	62,154,213	63,697,1
Total Liabilities	78,919,596	81,103,139	82,878,818	242,901,552	91,159,542	93,765,091	86,652,923	251,577,555	92,542,946	95,693,294	98,880,489	257,116,629	84,142,
Total Stockholders Equity	82,872,750	85,761,633	89,922,631	258,557,014	94,306,034	98,854,156	103,515,755	296,675,946	108,454,848	113,530,422	118,709,333	340,694,603	124,219,
Current Ratio	1.85	1.87	1.91	1.91	2.01	2.05	2.07	2.07	2.23	2.25	2.27	2.27	2.
Quick Ratio	1.02	1.04	1.09	1.09	1.15	1.20	1.25	1.25	1.34	1.39	1.44	1.44	1.
Net Working Capital Ratio	0.12	0.10	0.10	0.10	0.11	0.09	0.08	0.08	0.11	0.09	0.08	0.08	0.
Return on Assets	1.41%	1.73%	2.41%	5.58%	2.50%	2.49%	2.45%	7.44%	2.59%	2.55%	2.49%	7.63%	2.6
Return on Equity	2.76%	3.37%	4.63%	10.83%	4.65%	4.60%	4.50%	13.75%	4.55%	4.47%	4.36%	13.39%	4.4
Net Profit Margin %	18.40%	22.95%	32.07%	24.58%	33.03%	33.64%	33.82%	33.50%	34.69%	34.93%	34.95%	34.86%	35.6
Assets Turnover Ratio	0.08	0.08	0.08	0.23	0.08	0.07	0.07	0.22	0.07	0.07	0.07	0.22	0.
Accounts Receivable:													
Receivables Turnover Ratio	0.85	1.00	0.92	2.75	1.05	1.07	1.07	3.19	1.10	1.12	1.11	3.34	1.
Days Sales Outstanding	36	28	34	33	29	29	28	29	28	28	27	28	
Inventories:													
Inventory Turnover Ratio	0.13	0.11	0.08	0.32	0.07	0.07	0.07	0.21	0.07	0.07	0.07	0.20	0.
Days Inventory Outstanding	236	253	410	301	418	451	446	438	471	475	460	469	4
Debt to Equity Ratio	0.95	0.95	0.92	0.94	0.86	0.85	0.84	0.85	0.76	0.75	0.75	0.75	0.
Interest Coverage Ratio	114.59	144.73	208.01	155.78	219.08	227.27	232.92	226.42	246.73	253.52	258.66	252.97	275.
RETAIL METRICS													
Total # of Stores	127	128	130	130	131	133	134	134	136	137	139	139	

Current owner: Dan Barrett

SUMMARY

The *IBM Cognos Retail and Financial Workbench and Scorecard Blueprint* is quick-start solution that combines a proven approach for leveraging both IBM Cognos 8 Business Intelligence and IBM Cognos 8 Planning solutions in a retail environment. It is the culmination of what we've learned from working with the market leaders in retail including over 325 leading retail stores and chains globally. The Blueprint was developed by the Cognos Innovation Center for Performance Management and is available at no cost to Cognos customers.

With this Blueprint, Cognos, an IBM company, is accelerating the realization of performance management by providing the tools, disciplines, and industry best-practices that help retail organizations remain abreast of the latest operational metrics and business practices. With this Blueprint, Cognos provides a full performance management framework that integrates operational plans and metrics to allow retailers to meet growth and profitability objectives.

Additional IBM Cognos Performance Blueprints for retailers include ones for store operations, store development, promotion and merchandise planning, and more. For more information on Cognos performance management solutions for retail please visit www.cognos.com/retailer.

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Cognos, an IBM company, is the world leader in business intelligence and performance management solutions. It provides world-class enterprise planning and BI software and services to help companies plan, understand and manage financial and operational performance. Cognos was acquired by IBM in February 2008. For more information, visit http://www.cognos.com.

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