

PERFORMANCE BLUEPRINT: Retail Strategic Merchandise Planning Implementation Guide



**A WEB-BASED PERFORMANCE
MANAGEMENT APPLICATION**

COGNOS®
THE NEXT LEVEL OF PERFORMANCE™

Table of Contents:

Overview.....3

Blueprint Objectives4

Planning Model Flowchart5

Real Time Workflow Visibility.....6

Representative Workflow.....7

 Top-Down Financial Plan7

Merchant Plan67

Overview

Well-designed practices for merchandise planning and continual analysis of the results against plans are critical to a retailers' success – particularly in the current environment of changing demographics and pressure on margins. A differentiated assortment of goods that meets market demand ensures chains will be able to increase sales, protect profits and satisfy customers.

Equally important is collaboration—consensus between merchandise, finance, marketing and operational plans - to ensure all parts of the organization are working towards a single set of financial objectives and business goals. In most retail chains this disconnected process of each organization operating as an independent silo causes company-wide execution and performance to suffer. Reaching consensus between top-down corporate strategies and bottom-up departmental plans lets cross-functional teams to work together to achieve financial goals and meet market demand.

The Cognos Strategic Merchandise Planning Blueprint provides an integrated performance management framework—including planning, metrics, and reporting—that allows chains to plan sales, margin, gross profit and stock by division, channel, department or category. It is designed to reconcile with company-wide strategic financial plans and operational plans, so that all parts of the organization are planning to a single set of financial goals and business objectives.

The Strategic Merchandise Planning Blueprint gives merchandising executives target-setting capabilities to forecast sales and gross profit for divisions or channels; calendaring to normalize performance data for year-over-year differences in demand, such as date-based holidays; ability to spread top-down targets across departments or categories based on historical data to create financial and stock plans; exception-based planning to adjust line items and break-back capabilities to pro-rate costs to meet profitability requirements to support sales and margin targets. It gives merchandise planners a single tool to complete top-down and bottom-up planning processes that are integrated and synchronize finance, merchandisers, marketing and operations.

Cognos provides performance management capabilities that empower retailers to develop plans and measure merchandise performance that meet market needs and financial goals:

- Top-down target setting for merchandise sales and gross profit by division or channel
- Calendar adjustments to accommodate year-over-year changes holidays to smooth demand patterns
- Financial merchandise plans by department / category for sales and gross profit
- Stock plans by department / category for managing value of inventory

This Implementation Guide demonstrates a Web-based process for managing top-down and bottom-up merchandise and stock planning using Cognos 8 Planning and 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 strategic merchandise planning in the United States, but can be configured to support alternative model requirements and to accommodate planning in any country.

Blueprint Objectives

The Cognos Strategic Merchandise Planning Blueprint provides a complete performance management framework—including planning, metrics and reporting—that helps retail managers and executives meet sales objectives and profitability goals through an improved merchandise planning process that is fully synchronized with finance, operations and marketing. Using a single performance management system ensures bottom-up planning across the enterprise supports business strategies for growth, margins, market share and customer satisfaction.

Anchored on Cognos 8, and based on retail industry best practices, the Cognos Strategic Merchandise Planning Blueprint delivers an intuitive top-down and bottom-up planning and reporting environment where retailers can capitalize on:

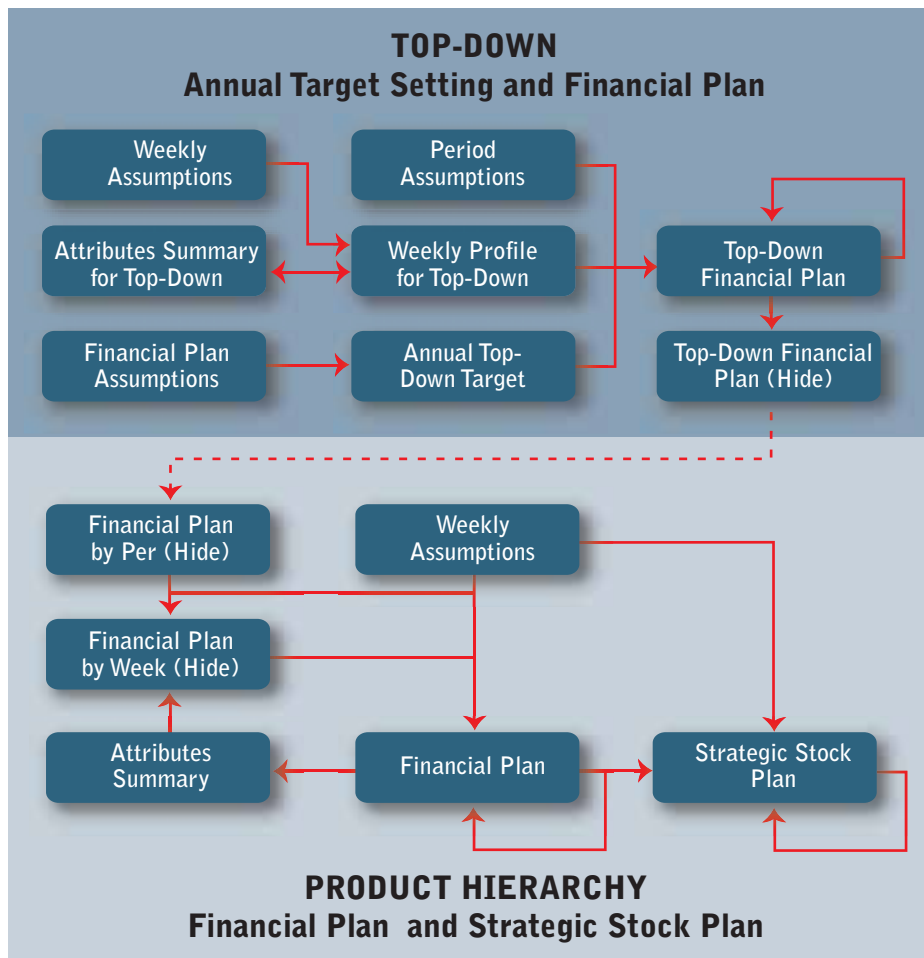
- Top-down target-setting capabilities to forecast annual sales and gross profit for divisions or channels
- Calendaring adjustments to accommodate year-over-year changes in holidays to smooth demand patterns
- Ability to spread top-down targets across departments or categories based on adjusted historical data
- Creating department or category-level plans for key financial indicators, including: sales, returns markdowns, promotions, shrink, cost of goods, gross margin, supply chain costs and gross profit
- Pre-season stock planning to manage the value of inventory at the department or category level
- Exception-based planning to adjust line items
- Break-back capabilities to pro-rate costs to meet profitability requirements to support sales and margin targets
- Seamless visibility into plans from other parts of the organization, including finance and cash flow implications, eliminating possible discrepancies and organizational silos
- Embedded, integrated workflow, complete with visual scorecard and alerting capabilities, that enables managers to easily determine latest plan status, drive collaboration to plan completion, and uphold accountability
- Calculated metrics summarization and links to scorecards and reports that help accurately measure and compare planned versus actual performance of merchandise by department, category and/or channel

In addition to the benefits specific to the Strategic Merchandise Planning Blueprint, the 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 again used 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 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.




Planning Model Flowchart



The process for the strategic merchandise planning occurs in stages. The first step includes a top-down annual target exercise for sales and gross profit. This planning process includes setting targets by division and category, and is then transferred to a periodic financial plan, using the prior year’s actuals, adjusted for holiday movement, as a foundation for the periodic profile. Those targets are then linked to the product hierarchy portion of the model in which the bottoms-up detailed financial plans and strategic stock plans are finalized, resulting in a variance analysis to target.

Real Time Workflow Visibility

As merchandising professionals, Contributors, are planning and validating their financial plans and stock plans, senior managers, Reviewers, have real-time visibility to the workflow status of that information. In this blueprint, merchandise planning could be performed by division for each department/category, or by department/category for each division. Reviewers can see the workflow status of each division or department/category, 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 in which the strategic merchandise plan is performed by division, and departments/categories are planned within that division.



The following is an example of the workflow in which the strategic merchandise plan is performed by department/category, and divisions are planned within each department/category.

Representative Workflow

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

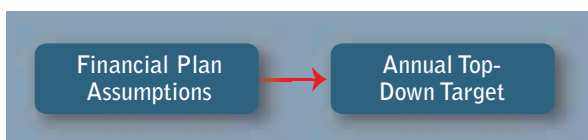
Top-Down Financial Plan

The starting point for the Strategic Merchandise Planning Blueprint takes place within the Top-Down Financial Plan node of the hierarchy. This top-down planning level of the hierarchy provides the ability for merchandising senior management to set top-down annual targets for sales and gross profit by division and by department/category.



Upon clicking the Top-Down Financial Plan item on the Contributor home page, the Planning model is opened and includes two tabs (tabs are represented as d-cubes in the Analyst model, and are referred to as such in this document) used for this top-down planning: Annual Top-Down Target and Top-Down Financial Plan. These two tabs are available only to the Top-Down Financial Plan item in the hierarchy, and access tables created in the Contributor Administration Console (TopDownFinancialPlan1.txt and AnnualTopDownTarget1.txt in the setup instructions) verify that none of the other items in the hierarchy see those tabs.

Annual Top-Down Target



The first tab in the Top-Down Financial Plan is called ‘Annual Top-Down Target’. This tab is based on an Analyst d-cube made up of four dimensions in the following order: Annual Top-Down Target, Product Hierarchy (eList), Division and FY and Comparable. The user is provided with two years of actuals, three years for forecast and the year-over-year comparables for each division. It is assumed that the two years of actuals would be loaded from the system of record. The users can set the top-down targets by inputting dollar amounts, percentage of gross sales values for the items in the financial plan or year-over-year comparables to achieve the desired results for the forecast periods.

	Actuals PY-1	Actuals PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,416,015,520	11,072,526,105	(3.00)%	11,872,656,201	7.22%	11,506,175,012	(2.80)%	11,750,406,125	1.98%
Returns	627,880,861	498,309,083	(20.64)%	1,187,265,628	138.26%	1,153,017,581	(2.80)%	1,175,849,512	1.98%
Returns %	5.5%	4.5%		10.0%		10.0%		10.0%	
Returns % Override									
Markdowns	1,409,021,732	1,439,559,574	2.17%	1,788,898,442	23.71%	1,729,526,372	(2.80)%	1,763,774,419	1.98%
Markdowns %	12.3%	13.0%	5.33%	15.0%	15.0%	15.0%		15.0%	
Markdowns % Override									
Markdown A	975,213,137	941,258,491	(3.49)%	1,187,265,628	26.14%	1,153,017,581	(2.80)%	1,175,849,512	1.98%
Markdown A %	8.5%	8.5%		10.0%		10.0%		10.0%	
Markdown A % Override									
Markdown B	433,808,595	498,309,083	14.07%	593,632,814	19.13%	576,508,791	(2.80)%	587,924,906	1.98%
Markdown B %	3.8%	4.5%		5.0%		5.0%		5.0%	
Markdown B % Override									
Promotions	2,188,456,598	1,882,508,982	(13.64)%	1,788,898,442	(5.40)%	1,729,526,372	(2.80)%	1,763,774,419	1.98%
Promotions %	19.1%	17.0%	(10.99)%	15.0%	(11.76)%	15.0%		15.0%	
Promotions % Override									
Promotion A	1,827,441,409	936,618,167	(49.00)%	1,187,265,628	19.13%	1,153,017,581	(2.80)%	1,175,849,512	1.98%
Promotion A %	9.0%	9.0%		10.0%		10.0%		10.0%	
Promotion A % Override									
Promotion B	1,153,017,581	885,882,815	(23.17)%	593,632,814	(32.99)%	576,508,791	(2.80)%	587,924,906	1.98%
Promotion B %	10.1%	8.0%		5.0%		5.0%		5.0%	
Promotion B % Override									
Net Sales	7,198,654,672	7,253,165,546	0.76%	7,123,593,769	(1.79)%	6,918,105,487	(2.80)%	7,095,897,675	1.98%
Net Sales %	63.1%	65.5%	3.07%	60.0%	(8.40)%	60.0%		60.0%	
COGS	5,823,046,888	4,761,628,130	(18.20)%	5,342,695,327	12.20%	5,188,579,115	(2.80)%	5,291,323,256	1.98%
COGS %	44.0%	43.0%		45.0%		45.0%		45.0%	
COGS % Override									
Gross Margin	2,125,687,183	2,491,545,417	14.52%	1,788,898,442	(28.52)%	1,729,526,372	(2.80)%	1,763,774,419	1.98%
Gross Margin %	19.1%	22.5%	18.06%	15.0%	(33.33)%	15.0%		15.0%	
Shrinkage	593,632,814	498,309,083	(16.06)%	593,632,814	19.13%	576,508,791	(2.80)%	587,924,906	1.98%
Shrinkage %	5.2%	4.5%		5.0%		5.0%		5.0%	
Shrinkage % Override									
Supply Chain Costs	1,827,441,409	1,142,721,194	(37.51)%	831,865,948	(28.52)%	807,112,307	(2.80)%	823,894,729	1.98%
Supply Chain Costs %	9.0%	10.5%	16.67%	7.0%	(33.33)%	7.0%		7.0%	
Distribution	513,720,704	593,676,759	7.78%	593,632,814	7.22%	576,508,791	(2.80)%	587,924,906	1.98%
Distribution %	4.5%	5.0%		5.0%		5.0%		5.0%	
Distribution % Override									
Delivery	513,720,704	589,044,435	10.56%	237,452,126	(51.01)%	238,603,516	(2.80)%	235,169,522	1.98%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Logistics Planning - Contribution

Annual Top-Down Target Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN - Division 1

	Actuals	Total Company		Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,810,000		%	11,872,058,201	7,22%	11,530,175,012	(2,88)%	11,750,498,126	1,98%
Returns	627,800,861		%	1,187,205,620	136,26%	1,153,017,501	(2,88)%	1,175,049,612	1,98%
Returns %	5.3%			10.0%		10.0%		10.0%	
Returns % Overide									
Markdowns	1,409,021,732	1,439,559,574	2,17%	1,700,098,442	23,71%	1,729,526,372	(2,88)%	1,763,774,419	1,98%
Markdowns %	12.3%	13.0%	5,33%	15.0%	15.38%	15.0%		15.0%	
Markdowns A	975,213,137	941,250,491	(3,40)%	1,187,205,620	26,14%	1,153,017,501	(2,88)%	1,175,049,612	1,98%
Markdown A %	8.3%	8.0%		10.0%		10.0%		10.0%	
Markdown A % Overide									
Markdown B	433,808,595	498,309,083	14,97%	593,632,814	19,13%	576,508,791	(2,88)%	587,924,806	1,98%
Markdown B %	3.6%	4.5%		5.0%		5.0%		5.0%	
Markdown B % Overide									
Promotions	2,100,450,930	1,882,500,962	(13,84)%	1,700,098,442	(5,40)%	1,729,526,372	(2,88)%	1,763,774,419	1,98%
Promotions %	19.1%	17.0%	(10,39)%	15.0%	(11,76)%	15.0%		15.0%	
Promotions A	1,827,441,409	996,618,167	(3,00)%	1,187,205,620	19,13%	1,153,017,501	(2,88)%	1,175,049,612	1,98%
Promotions A %	9.0%	9.0%		10.0%		10.0%		10.0%	
Promotions A % Overide									
Promotions B	1,153,017,501	885,882,815	(23,17)%	593,632,814	(32,99)%	576,508,791	(2,88)%	587,924,806	1,98%
Promotions B %	10.1%	8.0%		5.0%		5.0%		5.0%	
Promotions B % Overide									
Net Sales	7,198,654,072	7,253,105,546	0,76%	7,123,593,769	(1,79)%	6,918,105,407	(2,88)%	7,055,017,675	1,98%
Net Sales %	61.1%	65.5%	3,87%	60.0%	(8,40)%	60.0%		60.0%	
COGS	5,023,846,000	4,761,620,130	(5,20)%	5,342,695,327	12,29%	5,108,579,115	(2,88)%	5,291,323,256	1,98%
COGS %	44.0%	43.0%		45.0%		45.0%		45.0%	
COGS % Overide									
Gross Margin	2,175,007,183	2,491,545,417	14,52%	1,780,898,442	(20,52)%	1,729,526,372	(2,88)%	1,763,774,419	1,98%
Gross Margin %	19.1%	22.5%	18.06%	15.0%	(33,33)%	15.0%		15.0%	
Shrinkage	593,632,814	498,309,083	(16,86)%	593,632,814	19,13%	576,508,791	(2,88)%	587,924,806	1,98%
Shrinkage %	5.2%	4.5%		5.0%		5.0%		5.0%	
Shrinkage % Overide									
Supply Chain Costs	1,827,441,409	1,162,721,194	(33,17)%	831,005,940	(20,52)%	887,112,307	(2,88)%	873,094,729	1,98%
Supply Chain Costs %	9.0%	16.5%	16.67%	7.0%	(33,33)%	7.0%		7.0%	
Distribution	513,720,704	553,676,759	7,78%	593,632,814	7,22%	576,508,791	(2,88)%	587,924,806	1,98%
Distribution %	4.5%	5.0%		5.0%		5.0%		5.0%	
Distribution % Overide									
Delivery	513,720,704	609,044,436	18,94%	237,453,126	(61,01)%	230,603,516	(2,88)%	235,169,922	1,98%

RETAIL Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Logistics Planning - Contribution

Annual Top-Down Target Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN - Division 1

	Actuals PY-1	Actuals PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,414,215,095	11,872,058,105	(1,00)%	12,000%	22%	11,530,175,012	(2,88)%	11,750,498,126	1,98%
Returns	627,800,861	498,309,083	(20,64)%	1,187,205,620	136,26%	1,153,017,501	(2,88)%	1,175,049,612	1,98%
Returns %	5.5%	4.5%		10.0%		10.0%		10.0%	
Returns % Overide									
Markdowns	1,409,021,732	1,439,559,574	2,17%	1,700,098,442	23,71%	1,729,526,372	(2,88)%	1,763,774,419	1,98%
Markdowns %	12.3%	13.0%	5,33%	15.0%	15.38%	15.0%		15.0%	
Markdowns A	975,213,137	941,250,491	(3,40)%	1,187,205,620	26,14%	1,153,017,501	(2,88)%	1,175,049,612	1,98%
Markdown A %	8.5%	8.0%		10.0%		10.0%		10.0%	
Markdown A % Overide									
Markdown B	433,808,595	498,309,083	14,97%	593,632,814	19,13%	576,508,791	(2,88)%	587,924,806	1,98%
Markdown B %	3.6%	4.5%		5.0%		5.0%		5.0%	
Markdown B % Overide									
Promotions	2,100,450,930	1,882,500,962	(13,84)%	1,700,098,442	(5,40)%	1,729,526,372	(2,88)%	1,763,774,419	1,98%
Promotions %	19.1%	17.0%	(10,39)%	15.0%	(11,76)%	15.0%		15.0%	
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Promotions A %	9.0%	9.0%		10.0%		10.0%		10.0%	
Promotions A % Overide									
Promotions B	1,153,017,501	885,882,815	(23,17)%	593,632,814	(32,99)%	576,508,791	(2,88)%	587,924,806	1,98%
Promotions B %	10.1%	8.0%		5.0%		5.0%		5.0%	
Promotions B % Overide									
Net Sales	7,198,654,072	7,253,105,546	0,76%	7,123,593,769	(1,79)%	6,918,105,407	(2,88)%	7,055,017,675	1,98%
Net Sales %	61.1%	65.5%	3,87%	60.0%	(8,40)%	60.0%		60.0%	
COGS	5,023,846,000	4,761,620,130	(5,20)%	5,342,695,327	12,29%	5,108,579,115	(2,88)%	5,291,323,256	1,98%
COGS %	44.0%	43.0%		45.0%		45.0%		45.0%	
COGS % Overide									
Gross Margin	2,175,007,183	2,491,545,417	14,52%	1,780,898,442	(20,52)%	1,729,526,372	(2,88)%	1,763,774,419	1,98%
Gross Margin %	19.1%	22.5%	18.06%	15.0%	(33,33)%	15.0%		15.0%	
Shrinkage	593,632,814	498,309,083	(16,86)%	593,632,814	19,13%	576,508,791	(2,88)%	587,924,806	1,98%
Shrinkage %	5.2%	4.5%		5.0%		5.0%		5.0%	
Shrinkage % Overide									
Supply Chain Costs	1,827,441,409	1,162,721,194	(33,17)%	831,005,940	(20,52)%	887,112,307	(2,88)%	873,094,729	1,98%
Supply Chain Costs %	9.0%	16.5%	16.67%	7.0%	(33,33)%	7.0%		7.0%	
Distribution	513,720,704	553,676,759	7,78%	593,632,814	7,22%	576,508,791	(2,88)%	587,924,806	1,98%
Distribution %	4.5%	5.0%		5.0%		5.0%		5.0%	
Distribution % Overide									
Delivery	513,720,704	609,044,436	18,94%	237,453,126	(61,01)%	230,603,516	(2,88)%	235,169,922	1,98%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Expense Planning - Contribution

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Division 1

	Actual PY-1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,414,015,000	11,071,926,100	(3,000)	12,200,000,000	8,37%	11,530,170,012	(3,52%)	11,700,490,120	1,50%
Returns	627,000,001	490,305,003	(20,640)	1,200,000,000	140,01%	1,153,017,501	(3,92%)	1,175,049,512	1,90%
Returns %	5.5%	4.5%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Returns % Overide									
Markdowns	1,409,021,732	1,429,505,574	2,17%	1,000,000,000	25,04%	1,229,526,372	(3,52%)	1,263,774,419	1,50%
Markdowns %	12.3%	13.0%	5,33%	8.0%	15.38%	15.0%	15.0%	15.0%	15.0%
Markdown A	975,213,137	941,250,491	(3,462)	1,200,000,000	27,43%	1,153,017,501	(3,92%)	1,175,049,512	1,90%
Markdown A %	8.5%	8.5%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Markdown A % Overide									
Markdown B	433,808,595	488,255,083	14,07%	600,000,000	20,41%	576,508,791	(3,52%)	507,924,006	1,50%
Markdown B %	3.8%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Markdown B % Overide									
Promotions	2,100,450,990	1,062,500,902	(13,640)	1,000,000,000	(4,30%)	1,229,526,372	(3,52%)	1,263,774,419	1,50%
Promotions %	18.1%	17.0%	(10,99%)	8.0%	(11,76%)	15.0%	15.0%	15.0%	15.0%
Promotion A	1,027,441,409	996,610,167	(3,092)	1,200,000,000	20,41%	1,153,017,501	(3,92%)	1,175,049,512	1,90%
Promotion A %	9.0%	9.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Promotion A % Overide									
Promotion B	1,153,017,501	865,890,815	(23,17%)	600,000,000	(32,27%)	576,508,791	(3,52%)	507,924,006	1,50%
Promotion B %	10.1%	8.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Promotion B % Overide									
Net Sales	7,190,054,072	7,293,105,546	0,76%	7,200,000,000	(0,73%)	6,918,105,407	(3,52%)	7,095,057,675	1,50%
Net Sales %	63.1%	65.9%	3,87%	60.0%	(8,40%)	60.0%	60.0%	60.0%	60.0%
COGS	5,023,040,000	4,761,620,130	(5,20%)	5,400,000,000	13,41%	5,100,579,115	(3,52%)	5,291,323,250	1,50%
COGS %	44.0%	43.0%	(45.0%)	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%
COGS % Overide									
Gross Margin	2,175,007,102	2,491,545,417	14,52%	1,000,000,000	(27,70%)	1,229,526,372	(3,52%)	1,263,774,419	1,50%
Gross Margin %	19.1%	22.5%	18.06%	15.0%	(33,33%)	15.0%	15.0%	15.0%	15.0%
Shrinkage	503,632,014	490,305,003	(10,06%)	600,000,000	20,41%	576,508,791	(3,52%)	507,924,006	1,50%
Shrinkage %	5.2%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Shrinkage % Overide									
Supply Chain Costs	1,027,441,409	1,162,721,194	13,17%	940,000,000	(7,71%)	807,112,307	(3,52%)	823,094,729	1,50%
Supply Chain Costs %	9.0%	10.5%	16.67%	7.8%	(33,33%)	7.0%	7.0%	7.0%	7.0%
Distribution	513,220,704	553,676,758	7,70%	600,000,000	8,37%	576,508,791	(3,52%)	507,924,006	1,50%
Distribution %	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Distribution % Overide									
Delivery	513,220,704	609,044,435	19,56%	240,000,000	(60,50%)	230,603,516	(3,52%)	235,103,522	1,50%

RETAIL Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Expense Planning - Contribution

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Division 1

	Actual PY-1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,414,015,000	11,071,926,100	(3,000)	12,200,000,000	8,37%	11,530,170,012	(3,52%)	11,700,490,120	1,50%
Returns	627,000,001	490,305,003	(20,640)	1,200,000,000	140,01%	1,153,017,501	(3,92%)	1,175,049,512	1,90%
Returns %	5.5%	4.5%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Returns % Overide									
Markdowns	1,409,021,732	1,429,505,574	2,17%	1,000,000,000	25,04%	1,229,526,372	(3,52%)	1,263,774,419	1,50%
Markdowns %	12.3%	13.0%	5,33%	8.0%	15.38%	15.0%	15.0%	15.0%	15.0%
Markdown A	975,213,137	941,250,491	(3,462)	1,200,000,000	27,43%	1,153,017,501	(3,92%)	1,175,049,512	1,90%
Markdown A %	8.5%	8.5%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Markdown A % Overide									
Markdown B	433,808,595	488,255,083	14,07%	600,000,000	20,41%	576,508,791	(3,52%)	507,924,006	1,50%
Markdown B %	3.8%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Markdown B % Overide									
Promotions	2,100,450,990	1,062,500,902	(13,640)	1,000,000,000	(4,30%)	1,229,526,372	(3,52%)	1,263,774,419	1,50%
Promotions %	18.1%	17.0%	(10,99%)	8.0%	(11,76%)	15.0%	15.0%	15.0%	15.0%
Promotion A	1,027,441,409	996,610,167	(3,092)	1,200,000,000	20,41%	1,153,017,501	(3,92%)	1,175,049,512	1,90%
Promotion A %	9.0%	9.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Promotion A % Overide									
Promotion B	1,153,017,501	865,890,815	(23,17%)	600,000,000	(32,27%)	576,508,791	(3,52%)	507,924,006	1,50%
Promotion B %	10.1%	8.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Promotion B % Overide									
Net Sales	7,190,054,072	7,293,105,546	0,76%	7,200,000,000	(0,73%)	6,918,105,407	(3,52%)	7,095,057,675	1,50%
Net Sales %	63.1%	65.9%	3,87%	60.0%	(8,40%)	60.0%	60.0%	60.0%	60.0%
COGS	5,023,040,000	4,761,620,130	(5,20%)	5,400,000,000	13,41%	5,100,579,115	(3,52%)	5,291,323,250	1,50%
COGS %	44.0%	43.0%	(45.0%)	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%
COGS % Overide									
Gross Margin	2,175,007,102	2,491,545,417	14,52%	1,000,000,000	(27,70%)	1,229,526,372	(3,52%)	1,263,774,419	1,50%
Gross Margin %	19.1%	22.5%	18.06%	15.0%	(33,33%)	15.0%	15.0%	15.0%	15.0%
Shrinkage	503,632,014	490,305,003	(10,06%)	600,000,000	20,41%	576,508,791	(3,52%)	507,924,006	1,50%
Shrinkage %	5.2%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Shrinkage % Overide									
Supply Chain Costs	1,027,441,409	1,162,721,194	13,17%	940,000,000	(7,71%)	807,112,307	(3,52%)	823,094,729	1,50%
Supply Chain Costs %	9.0%	10.5%	16.67%	7.8%	(33,33%)	7.0%	7.0%	7.0%	7.0%
Distribution	513,220,704	553,676,758	7,70%	600,000,000	8,37%	576,508,791	(3,52%)	507,924,006	1,50%
Distribution %	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Distribution % Overide									
Delivery	513,220,704	609,044,435	19,56%	240,000,000	(60,50%)	230,603,516	(3,52%)	235,103,522	1,50%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

Annual Top-Down Target | Top-Down Financial Plan

	Actual PY1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,415,019,055	11,672,526,106	(3,000%)	12,000,000,000	8,372%	11,530,175,892	(3,920%)	11,750,496,125	1,980%
Returns	627,880,861	498,309,083	(20.64%)	1,200,000,000	140.81%	1,153,817,581	(3,920%)	1,175,849,612	1,980%
Returns %	5.5%	4.3%		10.0%		10.0%		10.0%	
Returns % Overide									
Markdowns	1,489,021,732	1,429,509,574	2.17%	1,000,000,000	25.04%	1,229,526,372	(3,920%)	1,263,774,419	1,980%
Markdowns %	12.9%	12.0%	5.33%	15.0%	15.0%	15.0%		15.0%	
Markdowns A	975,213,137	941,250,491	(3.48%)	1,200,000,000	27.49%	1,153,817,581	(3,920%)	1,175,849,612	1,980%
Markdowns A %	8.5%	8.0%		10.0%		10.0%		10.0%	
Markdowns A % Overide									
Markdowns B	433,808,595	498,309,083	14.87%	600,000,000	20.41%	576,508,791	(3,920%)	587,924,806	1,980%
Markdowns B %	3.8%	4.3%		5.0%		5.0%		5.0%	
Markdowns B % Overide									
Promotions	2,180,450,930	1,862,500,362	(13.64%)	1,000,000,000	(4,30%)	1,229,526,372	(3,920%)	1,263,774,419	1,980%
Promotions %	19.1%	16.0%	(10.39%)	15.0%	(11.76%)	15.0%		15.0%	
Promotions A	1,027,441,409	996,618,167	(3.00%)	1,200,000,000	20.41%	1,153,817,581	(3,920%)	1,175,849,612	1,980%
Promotions A %	9.0%	8.6%		10.0%		10.0%		10.0%	
Promotions A % Overide									
Promotions B	1,153,017,581	865,882,195	(23.17%)	600,000,000	(32.27%)	576,508,791	(3,920%)	587,924,806	1,980%
Promotions B %	10.1%	7.4%		5.0%		5.0%		5.0%	
Promotions B % Overide									
Net Sales	7,198,054,872	7,253,165,546	0.76%	7,200,000,000	(0.73%)	6,918,105,487	(3,920%)	7,055,957,675	1,980%
Net Sales %	62.1%	62.5%	3.87%	60.0%	(0.40%)	60.0%		60.0%	
COGS	5,023,046,808	4,761,620,130	(5.20%)	5,400,000,000	13.41%	5,188,578,115	(3,920%)	5,291,321,256	1,980%
COGS %	44.0%	41.0%		45.0%		45.0%		45.0%	
COGS % Overide									
Gross Margin	2,175,007,183	2,491,545,417	14.52%	1,000,000,000	(27.26%)	1,229,526,372	(3,920%)	1,263,774,419	1,980%
Gross Margin %	19.1%	22.5%	18.06%	15.0%	(33.33%)	15.0%		15.0%	
Shrinkage	583,632,814	498,309,083	(16.96%)	600,000,000	20.41%	576,508,791	(3,920%)	587,924,806	1,980%
Shrinkage %	5.2%	4.3%		5.0%		5.0%		5.0%	
Shrinkage % Overide									
Supply Chain Costs	1,027,441,409	1,162,721,154	13.17%	800,000,000	(27.75%)	887,112,387	(3,920%)	873,894,729	1,980%
Supply Chain Costs %	9.0%	10.5%	16.67%	7.0%	(33.33%)	7.0%		7.0%	
Distribution	513,220,704	553,676,759	7.78%	600,000,000	8.37%	576,508,791	(3,920%)	587,924,806	1,980%
Distribution %	4.5%	5.0%		5.0%		5.0%		5.0%	
Distribution % Overide									
Delivery	513,220,704	609,044,435	18.56%	240,000,000	(60.55%)	230,683,516	(3,920%)	236,169,922	1,980%

Annual Top-Down Target | Top-Down Financial Plan

	Actual PY1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,415,019,055	11,672,526,106	(3,000%)	12,000,000,000	8,372%	11,530,175,892	(3,920%)	11,750,496,125	1,980%
Returns	627,880,861	498,309,083	(20.64%)	1,200,000,000	65%	1,153,817,581	20.11%	1,175,849,612	1,980%
Returns %	5.5%	4.3%		10.0%		10.0%		10.0%	
Returns % Overide									
Markdowns	1,489,021,732	1,429,509,574	2.17%	1,000,000,000	25.04%	1,229,526,372	(3,920%)	1,263,774,419	1,980%
Markdowns %	12.9%	12.0%	5.33%	15.0%	15.0%	15.0%		15.0%	
Markdowns A	975,213,137	941,250,491	(3.48%)	1,200,000,000	27.49%	1,153,817,581	(3,920%)	1,175,849,612	1,980%
Markdowns A %	8.5%	8.0%		10.0%		10.0%		10.0%	
Markdowns A % Overide									
Markdowns B	433,808,595	498,309,083	14.87%	600,000,000	20.41%	576,508,791	(3,920%)	587,924,806	1,980%
Markdowns B %	3.8%	4.3%		5.0%		5.0%		5.0%	
Markdowns B % Overide									
Promotions	2,180,450,930	1,862,500,362	(13.64%)	1,000,000,000	(4,30%)	1,229,526,372	(3,920%)	1,263,774,419	1,980%
Promotions %	19.1%	16.0%	(10.39%)	15.0%	(11.76%)	15.0%		15.0%	
Promotions A	1,027,441,409	996,618,167	(3.00%)	1,200,000,000	20.41%	1,153,817,581	(3,920%)	1,175,849,612	1,980%
Promotions A %	9.0%	8.6%		10.0%		10.0%		10.0%	
Promotions A % Overide									
Promotions B	1,153,017,581	865,882,195	(23.17%)	600,000,000	(32.27%)	576,508,791	(3,920%)	587,924,806	1,980%
Promotions B %	10.1%	7.4%		5.0%		5.0%		5.0%	
Promotions B % Overide									
Net Sales	7,198,054,872	7,253,165,546	0.76%	7,400,000,000	2.58%	6,918,105,487	(7.81%)	7,055,957,675	1,980%
Net Sales %	62.1%	62.5%	3.87%	62.0%	(0.24%)	60.0%	(3.23%)	60.0%	
COGS	5,023,046,808	4,761,620,130	(5.20%)	5,400,000,000	13.41%	5,188,578,115	(3,920%)	5,291,321,256	1,980%
COGS %	44.0%	41.0%		45.0%		45.0%		45.0%	
COGS % Overide									
Gross Margin	2,175,007,183	2,491,545,417	14.52%	2,000,000,000	(10.17%)	1,229,526,372	(15.27%)	1,263,774,419	1,980%
Gross Margin %	19.1%	22.5%	18.06%	17.0%	(26.44%)	15.0%	(11.76%)	15.0%	
Shrinkage	583,632,814	498,309,083	(16.96%)	600,000,000	20.41%	576,508,791	(3,920%)	587,924,806	1,980%
Shrinkage %	5.2%	4.3%		5.0%		5.0%		5.0%	
Shrinkage % Overide									
Supply Chain Costs	1,027,441,409	1,162,721,154	13.17%	800,000,000	(27.75%)	887,112,387	(3,920%)	873,894,729	1,980%
Supply Chain Costs %	9.0%	10.5%	16.67%	7.0%	(33.33%)	7.0%		7.0%	
Distribution	513,220,704	553,676,759	7.78%	600,000,000	8.37%	576,508,791	(3,920%)	587,924,806	1,980%
Distribution %	4.5%	5.0%		5.0%		5.0%		5.0%	
Distribution % Overide									
Delivery	513,220,704	609,044,435	18.56%	240,000,000	(60.55%)	230,683,516	(3,920%)	236,169,922	1,980%

RETAIL Strategic Merchandise Planning | Contributions | TOP DOWN FINANCIAL PLAN - Capex Planning - Contribution

Annual Top-Down Target | Top-Down Financial Plan

TOP DOWN FINANCIAL PLAN | Division 1

	Actual PY-1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,415,035,000	11,073,526,100	(3,000%)	12,000,000,000	10	10,175,012	(15,340%)	11,700,436,120	1,500%
>Returns	627,000,000	498,305,000	(20,640%)	900,000,000	67,450%	1,153,017,500	28,115%	1,175,049,612	1,500%
>Returns %	5.5%	4.5%		7.5%	5.6%	11.4%	10.0%	10.0%	
Returns % Overhead				0.2%					
Markdowns	1,409,021,732	1,430,509,574	2,17%	1,000,000,000	25,64%	1,229,526,372	(1,93%)	1,763,774,419	1,500%
Markdowns %	12.3%	13.0%	5.33%	8.3%	15.0%	15.0%	15.0%	15.0%	
Markdowns A	975,213,137	941,250,491	(3,480%)	1,200,000,000	27,43%	1,153,017,500	(1,93%)	1,175,049,612	1,500%
Markdowns A %	8.5%	8.5%		10.0%	10.0%	10.0%	10.0%	10.0%	
Markdowns A % Overhead									
Markdowns B	433,808,595	489,259,083	14,07%	600,000,000	20,41%	576,508,791	(1,93%)	587,924,006	1,500%
Markdowns B %	3.8%	4.5%		5.0%	5.0%	5.0%	5.0%	5.0%	
Markdowns B % Overhead									
Promotions	2,100,450,930	1,802,500,902	(13,660%)	1,000,000,000	(4,30%)	1,229,526,372	(1,93%)	1,763,774,419	1,500%
Promotions %	18.1%	17.0%	(0.910%)	8.3%	(11,700%)	15.0%	15.0%	15.0%	
Promotions A	1,027,441,409	996,618,167	(3,000%)	1,200,000,000	20,41%	1,153,017,500	(1,93%)	1,175,049,612	1,500%
Promotions A %	9.0%	9.0%		10.0%	10.0%	10.0%	10.0%	10.0%	
Promotions A % Overhead									
Promotions B	1,073,009,521	805,882,735	(23,170%)	600,000,000	(32,27%)	576,508,791	(1,93%)	587,924,006	1,500%
Promotions B %	9.3%	7.3%		5.0%	5.0%	5.0%	5.0%	5.0%	
Promotions B % Overhead									
Net Sales	7,198,034,072	7,253,105,540	0,76%	7,400,000,000	2,50%	6,918,105,407	(7,01%)	7,055,057,675	1,500%
Net Sales %	63.1%	65.5%	3.87%	62.0%	(5,240%)	68.0%	(1,230%)	68.0%	
COGS	5,023,046,000	4,761,620,130	(5,200%)	5,400,000,000	13,41%	5,100,579,115	(1,93%)	5,291,323,256	1,500%
COGS %	44.0%	43.0%		45.0%	45.0%	45.0%	45.0%	45.0%	
COGS % Overhead									
Gross Margin	2,175,000,100	2,491,545,410	14,52%	2,000,000,000	(10,12%)	1,229,526,372	(15,22%)	1,763,774,419	1,500%
Gross Margin %	19.1%	22.5%	18.06%	17.0%	(28,480%)	15.0%	(11,700%)	15.0%	
Shrinkage	503,632,014	498,305,000	(1,040%)	600,000,000	20,41%	576,508,791	(1,93%)	587,924,006	1,500%
Shrinkage %	5.2%	4.5%		5.0%	5.0%	5.0%	5.0%	5.0%	
Shrinkage % Overhead									
Supply Chain Costs	1,027,441,409	1,162,721,134	13,17%	900,000,000	(17,70%)	807,112,307	(1,93%)	823,094,729	1,500%
Supply Chain Costs %	9.0%	10.5%	16.67%	7.5%	(33,330%)	7.0%	7.0%	7.0%	
Distribution	513,720,704	503,676,709	(7,780%)	600,000,000	6,37%	576,508,791	(1,93%)	587,924,006	1,500%
Distribution %	4.5%	4.5%		5.0%	5.0%	5.0%	5.0%	5.0%	
Distribution % Overhead									
Delivery	513,720,704	600,000,000	18,56%	200,000,000	(60,500%)	200,000,000	(1,93%)	200,000,000	1,500%

RETAIL Strategic Merchandise Planning | Contributions | TOP DOWN FINANCIAL PLAN - Capex Planning - Contribution

Annual Top-Down Target | Top-Down Financial Plan

TOP DOWN FINANCIAL PLAN | Division 1

	Actual PY-1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,415,035,000	11,073,526,100	(3,000%)	12,000,000,000	10	10,175,012	(15,340%)	11,700,436,120	1,500%
>Returns	627,000,000	498,305,000	(20,640%)	974,471,000	35,54%	1,153,017,500	18,32%	1,175,049,612	1,500%
>Returns %	5.5%	4.5%		8.0%	8.0%	11.4%	10.0%	10.0%	
Returns % Overhead				0.2%					
Markdowns	1,409,021,732	1,430,509,574	2,17%	1,077,133,300	26,52%	1,229,526,372	(5,340%)	1,763,774,419	1,500%
Markdowns %	12.3%	13.0%	5.33%	9.0%	15.0%	15.0%	15.0%	15.0%	
Markdowns A	975,213,137	941,250,491	(3,480%)	1,210,000,000	25,41%	1,153,017,500	(5,340%)	1,175,049,612	1,500%
Markdowns A %	8.5%	8.5%		10.0%	10.0%	10.0%	10.0%	10.0%	
Markdowns A % Overhead									
Markdowns B	433,808,595	489,259,083	14,07%	600,000,000	27,22%	576,508,791	(5,340%)	587,924,006	1,500%
Markdowns B %	3.8%	4.5%		5.0%	5.0%	5.0%	5.0%	5.0%	
Markdowns B % Overhead									
Promotions	2,100,450,930	1,802,500,902	(13,660%)	1,077,133,300	(7,94%)	1,229,526,372	(5,340%)	1,763,774,419	1,500%
Promotions %	18.1%	17.0%	(0.910%)	9.0%	(11,700%)	15.0%	15.0%	15.0%	
Promotions A	1,027,441,409	996,618,167	(3,000%)	1,210,000,000	22,27%	1,153,017,500	(5,340%)	1,175,049,612	1,500%
Promotions A %	9.0%	9.0%		10.0%	10.0%	10.0%	10.0%	10.0%	
Promotions A % Overhead									
Promotions B	1,073,009,521	805,882,735	(23,170%)	600,000,000	(31,25%)	576,508,791	(5,340%)	587,924,006	1,500%
Promotions B %	9.3%	7.3%		5.0%	5.0%	5.0%	5.0%	5.0%	
Promotions B % Overhead									
Net Sales	7,198,034,072	7,253,105,540	0,76%	7,562,106,900	4,17%	6,918,105,407	(10,400%)	7,055,057,675	1,500%
Net Sales %	63.1%	65.5%	3.87%	63.0%	(5,340%)	68.0%	(1,230%)	68.0%	
COGS	5,023,046,000	4,761,620,130	(5,200%)	5,497,399,917	15,13%	5,100,579,115	(5,340%)	5,291,323,256	1,500%
COGS %	44.0%	43.0%		45.0%	45.0%	45.0%	45.0%	45.0%	
COGS % Overhead									
Gross Margin	2,175,000,100	2,491,545,410	14,52%	2,070,755,000	(10,090%)	1,229,526,372	(16,400%)	1,763,774,419	1,500%
Gross Margin %	19.1%	22.5%	18.06%	17.0%	(28,480%)	15.0%	(11,700%)	15.0%	
Shrinkage	503,632,014	498,305,000	(1,040%)	600,000,000	27,22%	576,508,791	(5,340%)	587,924,006	1,500%
Shrinkage %	5.2%	4.5%		5.0%	5.0%	5.0%	5.0%	5.0%	
Shrinkage % Overhead									
Supply Chain Costs	1,027,441,409	1,162,721,134	13,17%	852,002,300	(16,670%)	807,112,307	(5,340%)	823,094,729	1,500%
Supply Chain Costs %	9.0%	10.5%	16.67%	7.0%	(33,330%)	7.0%	7.0%	7.0%	
Distribution	513,720,704	503,676,709	(7,780%)	600,000,000	16,00%	576,508,791	(5,340%)	587,924,006	1,500%
Distribution %	4.5%	4.5%		5.0%	5.0%	5.0%	5.0%	5.0%	
Distribution % Overhead									
Delivery	513,720,704	600,000,000	18,56%	283,017,774	(60,000%)	200,000,000	(5,340%)	200,000,000	1,500%

There is one d-link into this d-cube from a hidden assumptions d-cube called Financial Plan Assumptions. The hidden Financial Plan Assumptions d-cube is made up of two dimensions: Percent of Sales and Financial Plan Assumptions. It contains the data for the percent of gross sales assumptions linked into the Annual Top-Down Target to calculate the values for each item in the Annual Top-Down Target. It is assumed that these values will be set at a corporate level and provided to the end user as assumptions in the Contributor model. The Financial Plan Assumptions d-cube appears as follows in Analyst:

Corporate Guidelines	
Returns %	10.0%
Markdown A %	10.0%
Markdown B %	5.0%
Promotion A %	10.0%
Promotion B %	5.0%
COGS %	45.0%
Shrinkage %	5.0%
Distribution %	5.0%
Delivery %	2.0%

Those assumptions can be overwritten in the lines labeled override in the Annual Top-Down Target tab. In the following example, the Markdown A % assumption of 10% was linked from the hidden Financial Plan Assumptions tab, and is overwritten with the value of 12% in the Markdown A % Override field to recalculate the value associated with Markdown A.

	Actual FY-1	Actual FY	Comp FY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,412,015,000	11,673,526,100	(3,000%)	12,140,000,704	10,000%	11,530,170,012	(5,340%)	11,700,000,120	1,500%
Returns	827,000,001	498,305,003	(29,640%)	974,471,000	95,563%	1,153,017,501	18,370%	1,170,000,012	1,500%
Returns %	5.5%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Returns % Override				5.0%					
Markdowns	1,400,021,732	1,430,550,574	2,170%	1,827,133,000	26,920%	1,720,526,372	(5,340%)	1,763,774,410	1,500%
Markdown %	12.3%	12.3%	5,33%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Markdown A %	870,213,137	941,250,401	(3,400%)	1,210,000,070	29,41%	1,153,017,501	(5,340%)	1,170,000,012	1,500%
Markdown A % Override				12.0%					
Markdown B %	423,000,595	490,300,003	14,87%	609,044,430	22,22%	576,508,791	(5,340%)	587,924,000	1,500%
Markdown B %	5.0%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Markdown B % Override				5.0%					
Promotions	2,100,450,900	1,002,500,902	(13,600%)	1,827,133,000	(2,940%)	1,720,526,372	(5,340%)	1,763,774,410	1,500%
Promotion %	18.1%	17.0%	(18,950%)	15.0%	(11,700%)	15.0%	15.0%	15.0%	15.0%
Promotion A %	1,027,441,409	390,616,167	(3,000%)	1,210,000,070	22,22%	1,153,017,501	(5,340%)	1,170,000,012	1,500%
Promotion A %	9.0%	9.0%	9.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Promotion A % Override				10.0%					
Promotion B %	1,153,017,501	609,884,815	(23,170%)	609,044,430	(31,250%)	576,508,791	(5,340%)	587,924,000	1,500%
Promotion B %	10.1%	6.0%	6.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Promotion B % Override				5.0%					
Net Sales	7,190,004,072	7,252,105,546	0,76%	7,552,150,000	4,12%	6,910,105,007	(6,400%)	7,000,000,070	1,500%
Net Sales %	63.1%	65.5%	3,87%	62.0%	(5,340%)	60.0%	(3,230%)	60.0%	60.0%
COGS	5,023,040,000	4,761,620,100	(5,200%)	5,401,309,917	15,12%	5,100,570,115	(5,340%)	5,291,323,250	1,500%
COGS %	44.0%	41.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%
COGS % Override				45.0%					
Gross Margin	2,170,004,100	2,490,545,446	14,52%	2,070,750,000	(16,950%)	1,720,526,372	(16,400%)	1,763,774,410	1,500%
Gross Margin %	19.1%	22.5%	18,06%	17.0%	(28,440%)	15.0%	(11,700%)	15.0%	15.0%
Shrinkage	593,632,014	498,305,003	(16,000%)	609,044,430	22,22%	576,508,791	(5,340%)	587,924,000	1,500%
Shrinkage %	5.0%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Shrinkage % Override				5.0%					
Supply Chain Costs	1,027,441,409	1,362,721,194	13,17%	852,602,201	(26,670%)	807,112,307	(5,340%)	823,004,720	1,500%
Supply Chain Costs %	9.0%	10.5%	10,87%	7.0%	(33,330%)	7.0%	7.0%	7.0%	7.0%
Distribution	513,720,704	553,676,700	7,78%	609,044,430	18,000%	576,508,791	(5,340%)	587,924,000	1,500%
Distribution %	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Distribution % Override				5.0%					
Delivery	513,720,704	609,044,430	18,94%	243,617,774	(60,000%)	290,603,916	(5,340%)	290,169,922	1,500%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Legend Planning | Contributions

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Division 1

	Actual PY-1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,416,075,105	11,073,526,705	(3,000%)	12,100,000,704	10,000%	11,533,175,812	(5,34)%	11,750,496,125	1,90%
Returns	627,000,861	490,309,083	(20,64)%	974,471,096	95,56%	1,153,017,581	18,32%	1,175,049,512	1,90%
Returns %	5.5%	4.5%		8.0%		10.0%		10.0%	
Returns % Overide			0.0%						
Markdowns	1,409,021,732	1,430,559,574	2,17%	1,077,133,306	26,52%	1,729,526,372	(5,34)%	1,763,774,419	1,90%
Markdowns %	12.3%	13.0%	5.33%	8.9%	15.0%	15.0%	15.0%	15.0%	15.0%
Markdown A	975,213,132	941,250,491	(3,49)%	1,210,000,070	25,41%	1,153,017,581	(5,34)%	1,175,049,512	1,90%
Markdown A %	8.5%	8.5%		10.0%		10.0%		10.0%	
Markdown A % Overide			12.0%	609,044,426	27,22%	576,500,791	(5,34)%	587,924,006	1,90%
Markdown B	433,808,595	490,309,083	14,07%	609,044,426	27,22%	576,500,791	(5,34)%	587,924,006	1,90%
Markdown B %	3.8%	4.5%		5.0%		5.0%		5.0%	
Markdown B % Overide									
Promotions	2,100,450,930	1,882,500,982	(10,04)%	1,077,133,306	(2,94)%	1,729,526,372	(5,34)%	1,763,774,419	1,90%
Promotions %	18.1%	17.0%	(0,99)%	8.9%	(11,76)%	15.0%	15.0%	15.0%	15.0%
Promotion A	1,027,441,409	996,618,167	(3,00)%	1,210,000,070	27,22%	1,153,017,581	(5,34)%	1,175,049,512	1,90%
Promotion A %	9.0%	9.0%		10.0%		10.0%		10.0%	
Promotion A % Overide									
Promotion B	1,153,017,581	885,882,815	(23,17)%	609,044,426	(11,21)%	576,500,791	(5,34)%	587,924,006	1,90%
Promotion B %	10.1%	8.0%		5.0%		5.0%		5.0%	
Promotion B % Overide									
Net Sales	7,196,054,072	7,253,105,546	0,76%	7,512,150,996	4,17%	6,918,105,467	(6,40)%	7,055,057,675	1,90%
Net Sales %	63.1%	65.5%	3,67%	62.0%	(2,34)%	60.0%	(3,22)%	60.0%	(3,22)%
COGS	5,023,046,000	4,761,820,130	(5,20)%	5,401,399,917	15,17%	5,108,579,115	(5,34)%	5,291,323,256	1,90%
COGS %	44.0%	43.0%		45.0%		45.0%		45.0%	
COGS % Overide									
Gross Margin	2,175,007,183	2,491,545,417	14,52%	2,070,751,080	(16,89)%	1,729,526,372	(16,40)%	1,763,774,419	1,90%
Gross Margin %	19.1%	22.5%	18,06%	17.0%	(24,44)%	15.0%	(11,76)%	15.0%	15.0%
Shrinkage	593,632,814	490,309,083	(16,90)%	609,044,426	27,22%	576,500,791	(5,34)%	587,924,006	1,90%
Shrinkage %	5.2%	4.5%		5.0%		5.0%		5.0%	
Shrinkage % Overide									
Supply Chain Costs	1,027,441,409	1,162,721,194	13,17%	852,662,269	(16,67)%	867,112,367	(5,34)%	823,094,729	1,90%
Supply Chain Costs %	9.0%	10.5%	16,67%	7.0%	(33,33)%	7.0%		7.0%	
Distribution	513,720,704	503,676,759	(2,00)%	609,044,426	18,00%	576,500,791	(5,34)%	587,924,006	1,90%
Distribution %	4.5%	4.5%		5.0%		5.0%		5.0%	
Distribution % Overide									
Delivery	513,720,704	609,044,426	18,56%	243,617,774	(60,00)%	230,603,516	(5,34)%	235,169,522	1,90%

RETAIL Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Legend Planning | Contributions

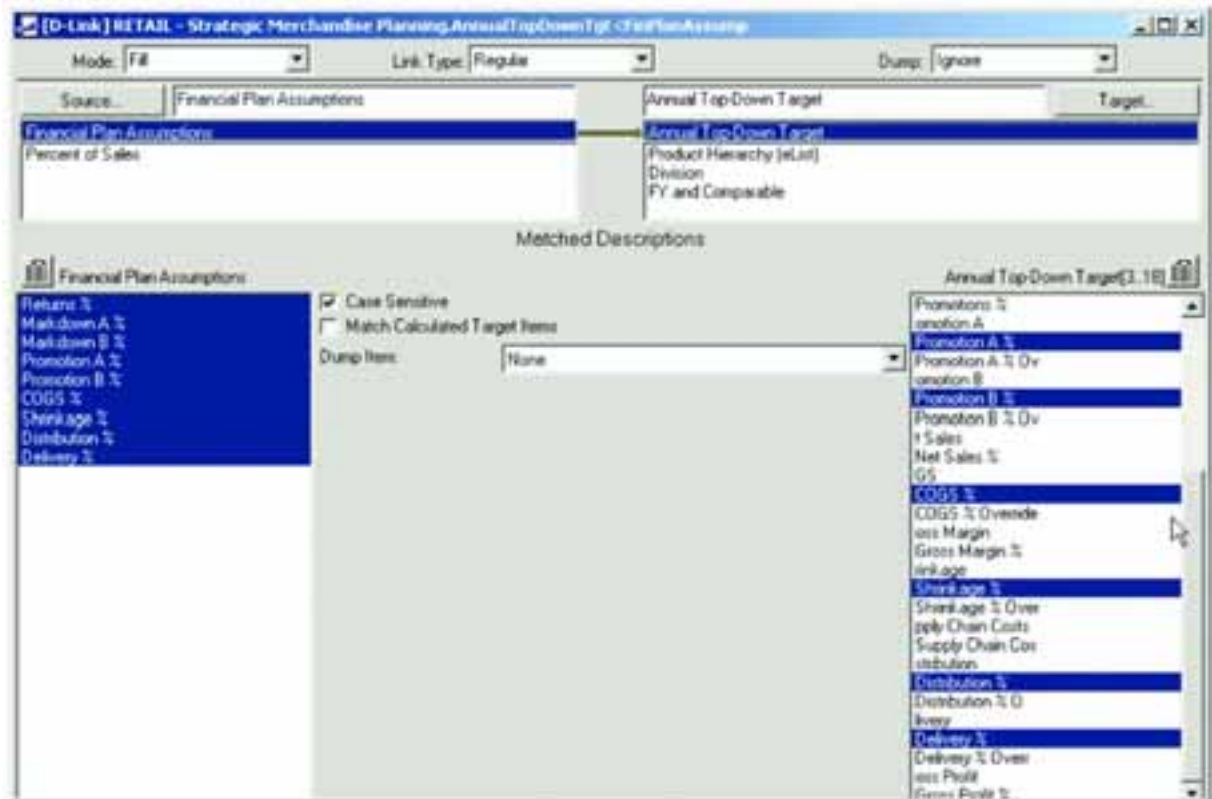
Annual Top-Down Target | Top-Down Financial Plan

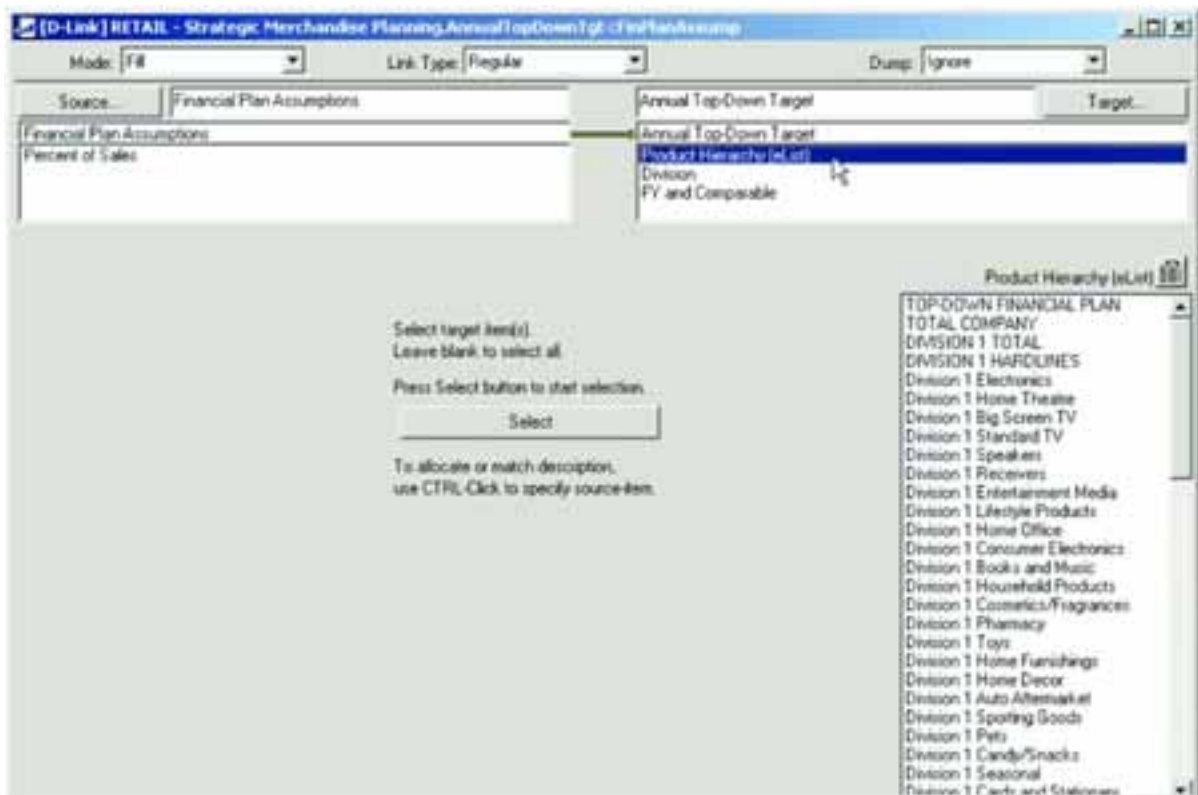
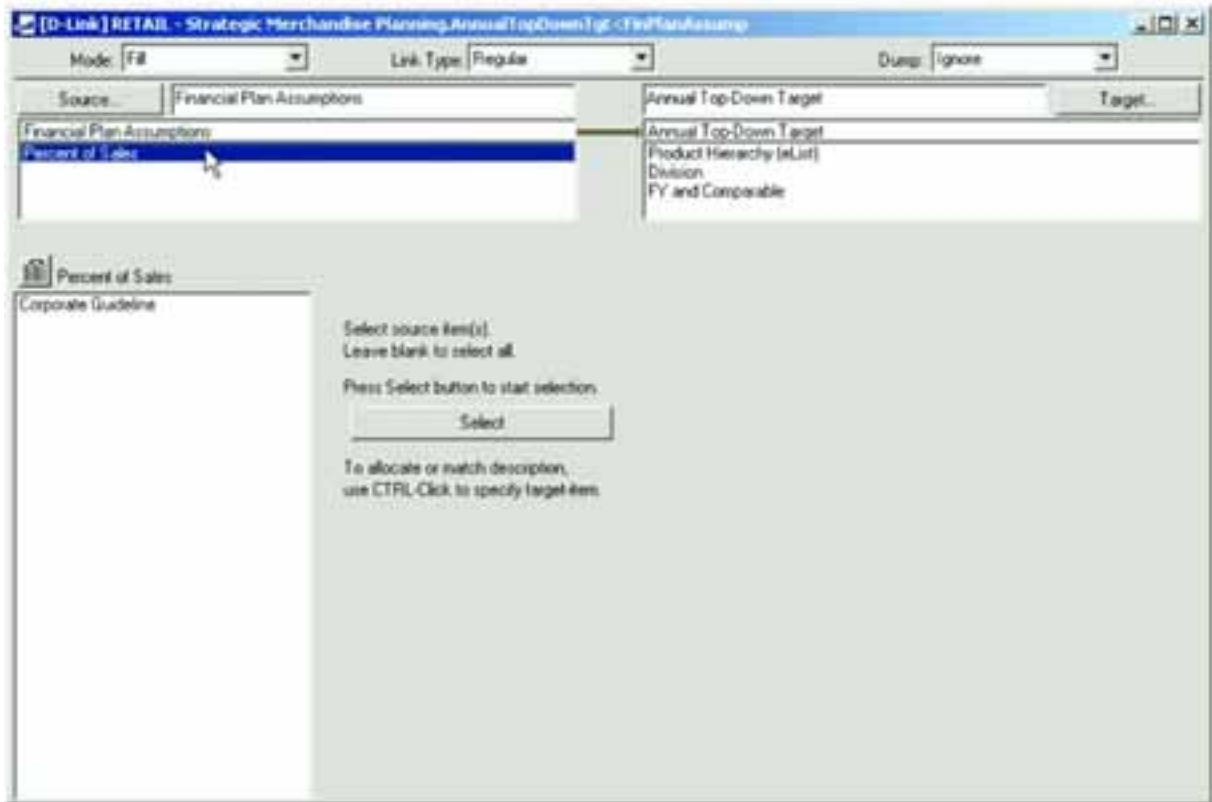
TOP-DOWN FINANCIAL PLAN | Division 1

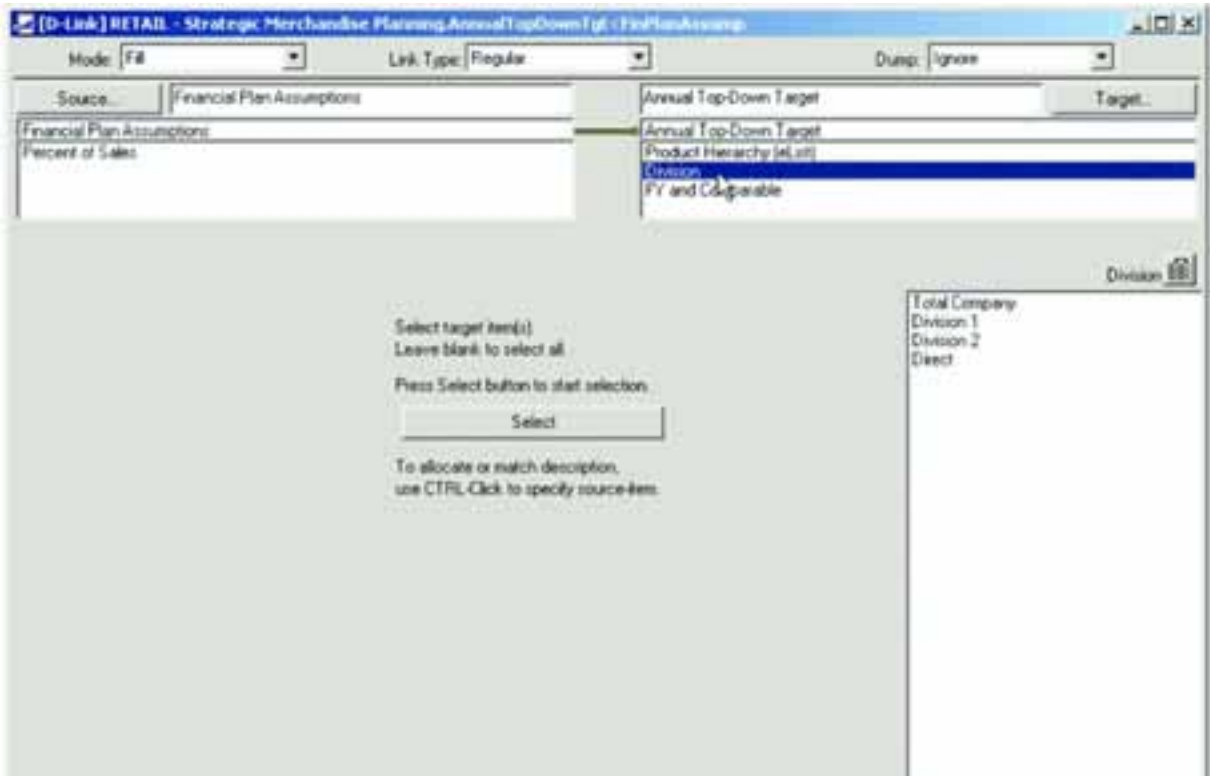
	Actual PY-1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,416,075,105	11,073,526,705	(3,000%)	12,100,000,704	10,000%	11,533,175,812	(5,34)%	11,750,496,125	1,90%
Returns	627,000,861	490,309,083	(20,64)%	974,471,096	95,56%	1,153,017,581	18,32%	1,175,049,512	1,90%
Returns %	5.5%	4.5%		8.0%		10.0%		10.0%	
Returns % Overide			0.0%						
Markdowns	1,409,021,732	1,430,559,574	2,17%	2,070,751,080	43,05%	1,729,526,372	(16,40)%	1,763,774,419	1,90%
Markdowns %	12.3%	13.0%	5.33%	17.0%	30,27%	15.0%	(11,76)%	15.0%	(11,76)%
Markdown A	975,213,132	941,250,491	(3,49)%	1,461,708,044	29%	1,153,017,581	(21,12)%	1,175,049,512	1,90%
Markdown A %	8.5%	8.5%		12.0%		10.0%		10.0%	
Markdown A % Overide				100%					
Markdown B	433,808,595	490,309,083	14,07%	609,044,426	27,22%	576,500,791	(5,34)%	587,924,006	1,90%
Markdown B %	3.8%	4.5%		5.0%		5.0%		5.0%	
Markdown B % Overide									
Promotions	2,100,450,930	1,882,500,982	(10,04)%	1,077,133,306	(2,94)%	1,729,526,372	(5,34)%	1,763,774,419	1,90%
Promotions %	18.1%	17.0%	(0,99)%	8.9%	(11,76)%	15.0%	15.0%	15.0%	15.0%
Promotion A	1,027,441,409	996,618,167	(3,00)%	1,210,000,070	27,22%	1,153,017,581	(5,34)%	1,175,049,512	1,90%
Promotion A %	9.0%	9.0%		10.0%		10.0%		10.0%	
Promotion A % Overide									
Promotion B	1,153,017,581	885,882,815	(23,17)%	609,044,426	(11,21)%	576,500,791	(5,34)%	587,924,006	1,90%
Promotion B %	10.1%	8.0%		5.0%		5.0%		5.0%	
Promotion B % Overide									
Net Sales	7,196,054,072	7,253,105,546	0,76%	7,300,523,227	0,76%	6,918,105,467	(5,34)%	7,055,057,675	1,90%
Net Sales %	63.1%	65.5%	3,67%	60.0%	(6,00)%	60.0%	(6,00)%	60.0%	(6,00)%
COGS	5,023,046,000	4,761,820,130	(5,20)%	5,401,399,917	15,17%	5,108,579,115	(5,34)%	5,291,323,256	1,90%
COGS %	44.0%	43.0%		45.0%		45.0%		45.0%	
COGS % Overide									
Gross Margin	2,175,007,183	2,491,545,417	14,52%	1,877,133,306	(16,67)%	1,729,526,372	(5,34)%	1,763,774,419	1,90%
Gross Margin %	19.1%	22.5%	18,06%	15.0%	(33,33)%	15.0%		15.0%	
Shrinkage	593,632,814	490,309,083	(16,90)%	609,044,426	27,22%	576,500,791	(5,34)%	587,924,006	1,90%
Shrinkage %	5.2%	4.5%		5.0%		5.0%		5.0%	
Shrinkage % Overide									
Supply Chain Costs	1,027,441,409	1,162,721,194	13,17%	852,662,269	(16,67)%	867,112,367	(5,34)%	823,094,729	1,90%
Supply Chain Costs %	9.0%	10.5%	16,67%	7.0%	(33,33)%	7.0%		7.0%	
Distribution	513,720,704	503,676,759	(2,00)%	609,044,426	18,00%	576,500,791	(5,34)%	587,924,006	1,90%
Distribution %	4.5%	4.5%		5.0%		5.0%		5.0%	
Distribution % Overide									
Delivery	513,720,704	609,044,426	18,56%	243,617,774	(60,00)%	230,603,516	(5,34)%	235,169,522	1,90%

This d-link from the hidden Financial Plan Assumptions d-cube to the Annual Top-Down Target d-cube is called AnnualTopDownTgt<FinPlanAssump, and is included in the D-Cube Update for the Annual Top-Down Target d-Cube. The d-link is setup as follows:

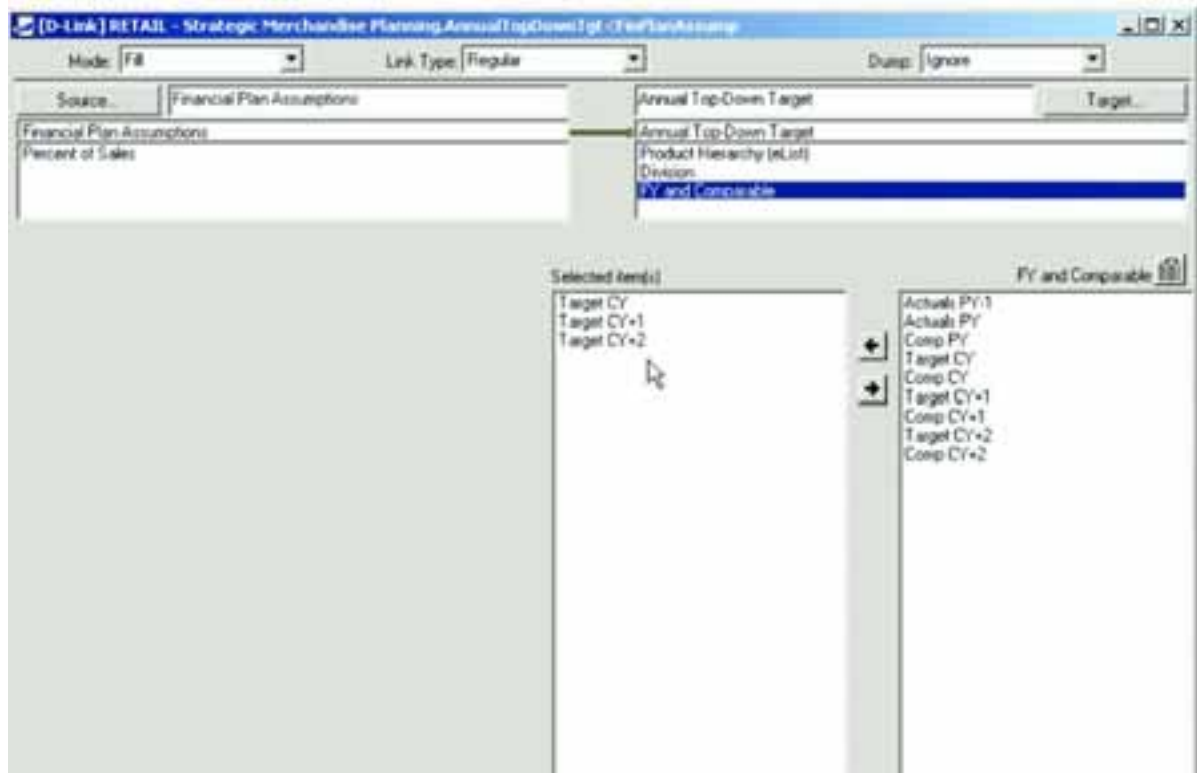
The Financial Plan Assumptions d-list is linked to the Annual Top-Down Target d-list. The Cut Sub-Column setting is used on the source side of the link for spaces three through eighteen to allow for a Matched Description between the two d-lists as the Annual Top-Down Target d-list has some preceding spaces in the item names for presentation purposes.



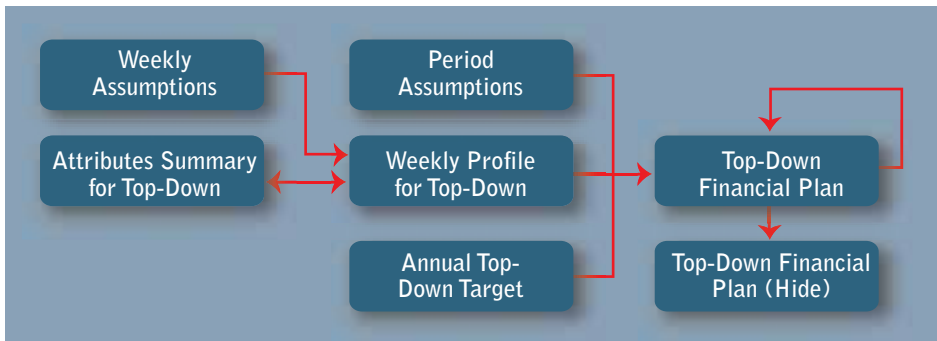




The assumptions data is linked only into the views for Current Year, Current Year + 1 and Current Year + 2 as prior year actuals should not be impacted.



Top-Down Financial Plan



The second tab in the Top-Down Financial Plan is called ‘Top-Down Financial Plan’. This tab is based on an Analyst d-cube made up of six dimensions in the following order: Financial Plan, Product Hierarchy (eList), Department/Category, Division, Periods and Versions. The top-down targets set in the previous tab are linked into this tab and displayed by period, using prior year actuals, adjusted for event changes in the calendar, as the basis for the periodic spread. The annual targets are linked into an item in the Versions dimension called Top-Down Forecast, and this value is added to another item in the Versions dimension called Adjustment to equal the item in the Versions dimension called Current Forecast. This structure allows the user to overwrite data in the view called Current Forecast, and the delta between overwritten value and the top-down value will be displayed in the Adjustment item.

	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	EY Spread	Total	Per 7 - CY	Per 8 - CY
Annual Top-Down Target										
TOP-DOWN FINANCIAL PLAN										
Current Forecast										
Adjustment										
Top-Down Forecast										
Net Sales	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	6,000,000,000	6,000,000,000	1,000,000,000	1,000,000,000
Net Sales %	7.3%	7.3%	7.3%	7.3%	7.3%	7.3%	7.3%	7.3%	7.3%	7.3%
COGS	625,000,000	625,000,000	625,000,000	625,000,000	625,000,000	625,000,000	3,750,000,000	3,750,000,000	625,000,000	625,000,000
COGS %	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%
Gross Profit	375,000,000	375,000,000	375,000,000	375,000,000	375,000,000	375,000,000	2,250,000,000	2,250,000,000	375,000,000	375,000,000
Gross Profit %	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Copious Planning - Contributor

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Division 1 | TOTAL DEPARTMENTS | Current Forecast

	Per 1 - CY	Per 2 - CY	Per 3 - CY	TOTAL DEPARTMENTS	CY	Per 6 - CY	CY Spring Total	Per 7 - CY	Per 8 - CY
Gross Sales	1,386,967,498	1,089,821,549	1,024,227	Electronics	325,141	614,883,362	6,627,829,143	1,386,967,498	1,089,821,549
Returns	181,545,644	95,888,898	96,728	Home Theatre	884,238	53,229,542	525,474,253	181,545,644	95,888,898
Returns %	7.3%	8.7%	9.4%	Entertainment Media	7,431	7,431	7,431	7.3%	8.7%
Markdowns	189,577,163	189,577,163	189,577,163	Lifestyle Products	372,163	142,482,872	1,852,368,689	189,577,163	189,577,163
Markdowns %	13.7%	17.4%	18.6%	Home Office	18,220	23,220	18,533	13.7%	17.4%
Markdown A	134,181,527	134,181,527	134,181,527		134,181,527	100,576,140	771,883,780	134,181,527	134,181,527
Markdown A %	9.7%	12.3%	13.3%		9.7%	12.8%	11.6%	9.7%	12.3%
Markdown B	55,875,636	55,875,636	55,875,636		55,875,636	41,906,727	321,284,909	55,875,636	55,875,636
Markdown B %	4.0%	5.1%	5.5%		4.0%	5.4%	4.8%	4.0%	5.1%
Promotions	167,626,909	167,626,909	167,626,909		167,626,909	125,720,187	963,854,725	167,626,909	167,626,909
Promotions %	12.1%	15.4%	16.3%		12.1%	16.1%	14.5%	12.1%	15.4%
Promotion A	111,751,273	111,751,273	111,751,273		111,751,273	83,812,454	642,589,817	111,751,273	111,751,273
Promotion A %	8.1%	10.3%	10.9%		8.1%	10.7%	13.6%	8.1%	10.3%
Promotion B	55,875,636	55,875,636	55,875,636		55,875,636	41,906,727	321,284,909	55,875,636	55,875,636
Promotion B %	4.0%	5.1%	5.5%		4.0%	5.4%	4.8%	4.0%	5.1%
Net Sales	527,833,782	637,147,488	628,862,833		527,833,782	689,358,838	293,370,768	4,845,335,969	527,833,782
Net Sales %	38.1%	58.5%	61.4%		38.1%	62.7%	43.8%	38.1%	58.5%
COGS	625,533,495	415,974,862	467,326,991		625,533,495	446,587,348	321,655,389	2,321,267,242	625,533,495
COGS %	45.1%	38.2%	45.6%		45.1%	65.0%	52.3%	45.1%	38.2%
Gross Margin	381,300,287	221,172,626	171,535,842		381,300,287	162,771,490	1,214,080,580	381,300,287	221,172,626
Gross Margin %	27.5%	20.3%	16.9%		27.5%	23.5%	18.0%	27.5%	20.3%
Shrinkage	55,875,636	55,875,636	55,875,636		55,875,636	41,906,727	321,284,909	55,875,636	55,875,636
Shrinkage %	4.0%	5.1%	5.5%		4.0%	5.4%	4.8%	4.0%	5.1%
Supply Chain Costs	95,831,743	83,185,874	88,645,656		95,831,743	67,617,130	46,183,818	469,652,974	95,831,743
Supply Chain Costs %	6.9%	7.6%	8.6%		6.9%	8.4%	7.5%	6.9%	7.6%
Distribution	67,263,881	60,441,656	58,068,756		67,263,881	45,804,972	34,829,185	325,622,371	67,263,881
Distribution %	4.9%	5.5%	5.7%		4.9%	6.4%	5.5%	4.9%	5.5%
Delivery	27,761,860	22,744,218	22,576,900		27,761,860	21,412,158	12,074,634	134,030,604	27,761,860
Delivery %	2.0%	2.1%	2.2%		2.0%	2.1%	2.0%	2.0%	2.1%
Gross Profit	156,952,917	82,182,807	35,433,749		156,952,917	39,950,716	(118,293,809)	333,125,845	156,952,917
Gross Profit %	10.9%	7.5%	3.4%		10.9%	3.8%	(18.9%)	5.8%	10.9%

RETAIL - Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Copious Planning - Contributor

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Division 1 | Home Theatre | Current Forecast

	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	CY Spring Total	Per 7 - CY	Per 8 - CY
Gross Sales	76,961,452	55,328,588	62,536,441	76,961,442	54,168,888	33,854,476	368,888,686	76,961,452	55,328,588
Returns	7,695,293	4,791,897	4,322,315	32,291	3,332,853	3,133,685	26,938,349	7,695,293	4,791,897
Returns %	10.0%	8.6%	6.9%	0.0%	6.2%	9.2%	7.3%	10.0%	8.6%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,035,470	15,685,267	2,713,959	2,713,959
Markdowns %	3.5%	4.9%	4.3%	3.5%	5.0%	6.0%	4.3%	3.5%	4.9%
Markdown A	1,915,736	1,915,736	1,915,736	1,915,736	1,915,736	1,438,802	11,015,483	1,915,736	1,915,736
Markdown A %	2.5%	3.5%	3.0%	2.5%	3.5%	4.2%	3.1%	2.5%	3.5%
Markdown B	798,223	798,223	798,223	798,223	798,223	596,668	4,589,784	798,223	798,223
Markdown B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%
Promotions	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,803	13,769,253	2,394,670	2,394,670
Promotions %	3.1%	4.3%	3.8%	3.1%	4.4%	5.3%	3.8%	3.1%	4.3%
Promotion A	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,205	9,179,549	1,596,447	1,596,447
Promotion A %	2.1%	2.9%	2.5%	2.1%	2.9%	3.5%	2.5%	2.1%	2.9%
Promotion B	798,223	798,223	798,223	798,223	798,223	599,608	4,589,784	798,223	798,223
Promotion B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%
Net Sales	64,187,539	45,468,071	54,305,475	67,969,622	45,727,815	26,885,319	304,487,641	64,187,539	45,468,071
Net Sales %	83.4%	82.2%	85.5%	89.7%	84.4%	79.4%	84.4%	83.4%	82.2%
COGS	28,917,187	23,124,565	18,144,639	36,849,887	31,868,218	26,788,859	167,588,550	28,917,187	23,124,565
COGS %	37.6%	41.8%	29.6%	47.2%	69.5%	79.1%	46.5%	37.6%	41.8%
Gross Margin	35,270,352	22,343,506	36,160,836	31,119,735	11,861,208	189,708	136,799,091	35,270,352	22,343,506
Gross Margin %	45.8%	40.4%	56.9%	40.4%	21.3%	0.3%	45.8%	45.8%	40.4%
Shrinkage	798,223	798,223	798,223	798,223	798,223	596,668	4,589,784	798,223	798,223
Shrinkage %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%
Supply Chain Costs	7,547,850	5,448,190	4,474,129	3,636,177	2,834,965	2,298,801	25,435,381	7,547,850	5,448,190
Supply Chain Costs %	9.8%	8.8%	7.8%	4.7%	3.8%	3.8%	7.1%	9.8%	8.8%
Distribution	5,183,186	3,487,624	2,944,114	2,332,943	907,628	1,393,777	16,368,879	5,183,186	3,487,624
Distribution %	6.7%	6.2%	4.6%	3.0%	1.7%	4.7%	4.5%	6.7%	6.2%
Delivery	2,364,664	2,048,565	1,530,264	1,303,229	1,327,337	794,823	9,070,482	2,364,664	2,048,565
Delivery %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2.1%	3.1%	3.7%
Gross Profit	26,924,484	16,096,693	38,888,733	28,625,334	8,826,209	(2,795,489)	106,767,546	26,924,484	16,096,693
Gross Profit %	35.0%	29.1%	62.0%	37.1%	19.3%	(10.0%)	34.6%	35.0%	29.1%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Expense Planning - Contributor

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Annual Top-Down Target Top-Down Financial Plan

TOP-DOWN FINANCIAL PU Division 1 Home Theatre Current Forecast

	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	CY Spring Total	Per 7 - CY	Per 8 - CY	Per 9 - CY
Gross Sales	76,961,452	56,329,598	63,536,441	76,958,542	54,148,898	33,854,476	368,888,606	76,961,452	56,329,598	35,857,843
Returns	7,605,293	4,751,897	4,500,000	3,332,291	3,332,863	3,133,605	26,538,345	7,605,293	4,751,897	951,347
Returns %	10.0%	8.5%	6.9%	5.1%	6.2%	9.3%	7.5%	10.0%	8.5%	2.7%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,835,478	15,685,267	2,713,959	2,713,959	2,835,478
Markdowns %	3.5%	4.8%	4.3%	3.5%	5.0%	8.0%	4.3%	3.5%	4.8%	5.7%
Mark-down A	1,915,736	1,915,736	1,915,736	1,915,736	1,915,736	1,436,802	11,015,483	1,915,736	1,915,736	1,436,802
Mark-down A %	2.5%	3.5%	3.0%	2.5%	3.5%	4.2%	3.1%	2.5%	3.5%	4.0%
Mark-down B	798,223	798,223	798,223	798,223	798,223	598,686	4,589,784	798,223	798,223	598,686
Mark-down B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Promotions	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,763,753	2,394,670	2,394,670	1,796,003
Promotions %	3.1%	4.3%	3.8%	3.1%	4.4%	5.3%	3.8%	3.1%	4.3%	5.0%
Promotion A	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,326	9,179,569	1,596,447	1,596,447	1,197,326
Promotion A %	2.1%	2.9%	2.5%	2.1%	2.9%	3.5%	2.5%	2.1%	2.9%	3.3%
Promotion B	798,223	798,223	798,223	798,223	798,223	598,686	4,589,784	798,223	798,223	598,686
Promotion B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Net Sales	64,187,539	45,468,871	54,305,475	67,989,622	45,727,615	26,889,319	304,487,641	64,187,539	45,468,871	31,875,824
Net Sales %	83.4%	82.2%	85.5%	88.3%	84.4%	79.4%	84.4%	83.4%	82.2%	86.7%
COGS	29,917,182	23,124,965	18,144,629	36,849,887	33,864,218	26,798,859	167,698,950	29,917,182	23,124,965	12,702,938
COGS %	37.6%	41.8%	28.6%	47.9%	62.5%	79.1%	46.5%	37.6%	41.8%	35.4%
Gross Margin	35,270,358	22,343,906	36,160,846	31,059,735	11,861,398	181,258	136,798,692	35,270,358	22,343,906	18,172,886
Gross Margin %	45.8%	40.4%	56.9%	40.4%	21.3%	0.3%	37.3%	45.8%	40.4%	51.2%
Shrinkage	798,223	798,223	798,223	798,223	798,223	598,686	4,589,784	798,223	798,223	598,686
Shrinkage %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Supply Chain Costs	7,547,658	5,448,190	4,474,379	3,636,177	2,834,965	2,298,801	25,435,361	7,547,658	5,448,190	781,112
Supply Chain Costs %	9.8%	9.8%	7.0%	4.7%	3.8%	6.8%	7.1%	9.8%	9.8%	2.2%
Distribution	5,183,186	3,487,624	2,944,114	2,332,549	907,628	1,593,377	16,368,879	5,183,186	3,487,624	482,788
Distribution %	6.7%	6.2%	4.6%	3.0%	1.7%	4.7%	4.5%	6.7%	6.2%	1.3%
Delivery	2,364,464	2,040,565	1,530,264	1,303,229	1,127,337	704,823	9,070,482	2,364,464	2,040,565	298,404
Delivery %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2.5%	3.1%	3.7%	0.8%
Gross Profit	26,524,484	16,096,693	31,818,579	26,625,334	8,628,289	12,796,488	106,767,540	26,524,484	16,096,693	18,932,307
Gross Profit %	35.0%	29.1%	48.8%	34.6%	16.7%	48.3%	29.6%	35.0%	29.1%	47.4%

RETAIL - Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Expense Planning - Contributor

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Annual Top-Down Target Top-Down Financial Plan

TOP-DOWN FINANCIAL PU Division 1 Home Theatre Current Forecast

	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	CY Spring Total	Per 7 - CY	Per 8 - CY	Per 9 - CY
Gross Sales	76,961,452	56,329,598	63,536,441	76,958,542	54,148,898	33,854,476	368,888,606	76,961,452	56,329,598	35,857,843
Returns	7,605,293	4,751,897	4,500,000	3,332,291	3,332,863	3,133,605	26,538,345	7,605,293	4,751,897	951,347
Returns %	10.0%	8.5%	6.9%	5.1%	6.2%	9.3%	7.5%	10.0%	8.5%	2.7%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,835,478	15,685,267	2,713,959	2,713,959	2,835,478
Markdowns %	3.5%	4.8%	4.3%	3.5%	5.0%	8.0%	4.3%	3.5%	4.8%	5.7%
Mark-down A	1,915,736	1,915,736	1,915,736	1,915,736	1,915,736	1,436,802	11,015,483	1,915,736	1,915,736	1,436,802
Mark-down A %	2.5%	3.5%	3.0%	2.5%	3.5%	4.2%	3.1%	2.5%	3.5%	4.0%
Mark-down B	798,223	798,223	798,223	798,223	798,223	598,686	4,589,784	798,223	798,223	598,686
Mark-down B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Promotions	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,763,753	2,394,670	2,394,670	1,796,003
Promotions %	3.1%	4.3%	3.8%	3.1%	4.4%	5.3%	3.8%	3.1%	4.3%	5.0%
Promotion A	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,326	9,179,569	1,596,447	1,596,447	1,197,326
Promotion A %	2.1%	2.9%	2.5%	2.1%	2.9%	3.5%	2.5%	2.1%	2.9%	3.3%
Promotion B	798,223	798,223	798,223	798,223	798,223	598,686	4,589,784	798,223	798,223	598,686
Promotion B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Net Sales	64,187,539	45,468,871	54,427,812	67,989,622	45,727,615	26,889,319	304,685,979	64,187,539	45,468,871	31,875,824
Net Sales %	83.4%	82.2%	85.7%	88.3%	84.4%	79.4%	84.4%	83.4%	82.2%	86.7%
COGS	29,917,182	23,124,965	18,144,629	36,849,887	33,864,218	26,798,859	167,698,950	29,917,182	23,124,965	12,702,938
COGS %	37.6%	41.8%	28.6%	47.9%	62.5%	79.1%	46.5%	37.6%	41.8%	35.4%
Gross Margin	35,270,358	22,343,906	36,283,183	31,059,735	11,861,398	181,258	136,915,629	35,270,358	22,343,906	18,172,886
Gross Margin %	45.8%	40.4%	57.1%	40.4%	21.3%	0.3%	37.3%	45.8%	40.4%	51.2%
Shrinkage	798,223	798,223	798,223	798,223	798,223	598,686	4,589,784	798,223	798,223	598,686
Shrinkage %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Supply Chain Costs	7,547,658	5,448,190	4,474,379	3,636,177	2,834,965	2,298,801	25,435,361	7,547,658	5,448,190	781,112
Supply Chain Costs %	9.8%	9.8%	7.0%	4.7%	3.8%	6.8%	7.1%	9.8%	9.8%	2.2%
Distribution	5,183,186	3,487,624	2,944,114	2,332,549	907,628	1,593,377	16,368,879	5,183,186	3,487,624	482,788
Distribution %	6.7%	6.2%	4.6%	3.0%	1.7%	4.7%	4.5%	6.7%	6.2%	1.3%
Delivery	2,364,464	2,040,565	1,530,264	1,303,229	1,127,337	704,823	9,070,482	2,364,464	2,040,565	298,404
Delivery %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2.5%	3.1%	3.7%	0.8%
Gross Profit	26,524,484	16,096,693	31,818,579	26,625,334	8,628,289	12,796,488	106,883,883	26,524,484	16,096,693	18,932,307
Gross Profit %	35.0%	29.1%	48.8%	34.6%	16.7%	48.3%	29.6%	35.0%	29.1%	47.4%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Current Planning - Contributor

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Annual Top-Down Target Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Dimension | Home Treasury | Current Forecast

	Per 1 - Cr	Per 2 - Cr	Per 3 - Cr	Per 4 - Cr	Per 5 - Cr	Per 6	Current Forecast	7	Per 8 - Cr	Per 9 - Cr
Gross Sales	76,961,452	95,320,598	62,536,441	76,960,542	54,163,898	32,95	Prior Forecast	452	95,320,598	26,857,843
Returns	7,605,203	4,751,897	4,000,000	3,932,291	3,332,853	3.13	Variance to Prior Forecast	283	4,751,897	951,347
Returns %	10.0%	5.0%	6.3%	5.1%	6.2%		Prior Year Actuals	1.0%	5.0%	2.7%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2.03	Variance to Prior Year Actuals	959	2,713,959	2,035,470
Markdowns %	3.5%	4.3%	4.3%	3.5%	5.0%		Current Year Actuals	3.5%	4.3%	5.7%
Markdown A	1,915,736	1,915,736	1,915,736	1,915,736	1,915,736	1,436,802	11,015,483	1,915,736	1,915,736	1,436,802
Markdown A %	2.5%	3.5%	3.0%	2.5%	3.5%	4.2%	3.1%	2.5%	3.5%	4.0%
Markdown B	798,223	798,223	798,223	798,223	798,223	598,668	4,589,784	798,223	798,223	598,668
Markdown B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Promotions	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,763,353	2,394,670	2,394,670	1,796,003
Promotions %	3.1%	4.3%	3.8%	3.1%	4.4%	5.3%	3.8%	3.1%	4.3%	5.0%
Promotion A	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,326	9,179,569	1,596,447	1,596,447	1,197,326
Promotion A %	2.1%	2.9%	2.5%	2.1%	2.9%	3.5%	2.5%	2.1%	2.9%	3.3%
Promotion B	798,223	798,223	798,223	798,223	798,223	598,668	4,589,784	798,223	798,223	598,668
Promotion B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Net Sales	64,187,529	45,468,671	54,477,812	67,969,622	45,777,615	26,883,319	304,609,970	64,187,529	45,468,671	31,075,624
Net Sales %	83.4%	82.2%	85.7%	88.3%	84.4%	79.4%	84.4%	83.4%	82.2%	86.7%
COGS	20,917,182	23,124,965	18,144,679	36,849,887	33,868,218	26,780,059	167,690,950	20,917,182	23,124,965	12,702,938
COGS %	37.6%	41.8%	28.6%	47.9%	62.5%	79.1%	46.5%	37.6%	41.8%	35.4%
Gross Margin	35,270,358	22,343,186	36,283,172	31,059,735	11,861,398	181,268	136,918,029	35,270,358	22,343,186	18,372,686
Gross Margin %	45.0%	40.4%	57.1%	40.4%	21.9%	0.3%	37.9%	45.0%	40.4%	51.2%
Shrinkage	798,223	798,223	798,223	798,223	798,223	598,668	4,589,784	798,223	798,223	598,668
Shrinkage %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Supply Chain Costs	7,547,650	5,448,190	4,474,379	3,636,177	2,834,965	2,290,001	25,439,361	7,547,650	5,448,190	781,112
Supply Chain Costs %	9.8%	9.8%	7.0%	4.7%	3.0%	6.8%	7.1%	9.8%	9.8%	2.2%
Distribution	5,183,186	3,487,624	2,944,114	2,332,949	907,620	1,593,377	16,368,679	5,183,186	3,487,624	482,708
Distribution %	6.7%	6.2%	4.6%	3.0%	1.7%	4.7%	4.5%	6.7%	6.2%	1.3%
Delivery	2,364,464	2,040,565	1,530,264	1,303,228	1,127,337	704,623	9,070,482	2,364,464	2,040,565	298,404
Delivery %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2.5%	3.1%	3.7%	0.8%
Gross Profit	26,524,484	16,096,633	31,810,570	26,625,334	9,826,209	(2,795,408)	106,889,883	26,524,484	16,096,633	16,932,307
Gross Profit %	35.0%	25.1%	48.0%	34.6%	16.7%	(8.3%)	29.6%	35.0%	25.1%	47.4%

RETAIL - Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Current Planning - Contributor

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Annual Top-Down Target Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Dimension | Home Treasury | Current Forecast

	Per 1 - Cr	Per 2 - Cr	Per 3 - Cr	Per 4 - Cr	Per 5 - Cr	Per 6	Prior Year Actuals	7	Per 8 - Cr	Per 9 - Cr
Gross Sales	76,961,452	95,320,598	62,536,441	76,960,542	54,163,898	32,95	Variance to Prior Year Actuals	452	95,320,598	26,857,843
Returns	7,605,203	4,751,897	4,000,000	3,932,291	3,332,853	3.13	Current Year Actuals	283	4,751,897	951,347
Returns %	10.0%	5.0%	6.3%	5.1%	6.2%		Top-Down Forecast	1.0%	5.0%	2.7%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2.03	Adjustments	959	2,713,959	2,035,470
Markdowns %	3.5%	4.3%	4.3%	3.5%	5.0%		Viewing	3.5%	4.3%	5.7%
Markdown A	1,915,736	1,915,736	1,915,736	1,915,736	1,915,736	1,436,802	11,015,483	1,915,736	1,915,736	1,436,802
Markdown A %	2.5%	3.5%	3.0%	2.5%	3.5%	4.2%	3.1%	2.5%	3.5%	4.0%
Markdown B	798,223	798,223	798,223	798,223	798,223	598,668	4,589,784	798,223	798,223	598,668
Markdown B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Promotions	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,763,353	2,394,670	2,394,670	1,796,003
Promotions %	3.1%	4.3%	3.8%	3.1%	4.4%	5.3%	3.8%	3.1%	4.3%	5.0%
Promotion A	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,326	9,179,569	1,596,447	1,596,447	1,197,326
Promotion A %	2.1%	2.9%	2.5%	2.1%	2.9%	3.5%	2.5%	2.1%	2.9%	3.3%
Promotion B	798,223	798,223	798,223	798,223	798,223	598,668	4,589,784	798,223	798,223	598,668
Promotion B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Net Sales	64,187,529	45,468,671	54,477,812	67,969,622	45,777,615	26,883,319	304,609,970	64,187,529	45,468,671	31,075,624
Net Sales %	83.4%	82.2%	85.7%	88.3%	84.4%	79.4%	84.4%	83.4%	82.2%	86.7%
COGS	20,917,182	23,124,965	18,144,679	36,849,887	33,868,218	26,780,059	167,690,950	20,917,182	23,124,965	12,702,938
COGS %	37.6%	41.8%	28.6%	47.9%	62.5%	79.1%	46.5%	37.6%	41.8%	35.4%
Gross Margin	35,270,358	22,343,186	36,283,172	31,059,735	11,861,398	181,268	136,918,029	35,270,358	22,343,186	18,372,686
Gross Margin %	45.0%	40.4%	57.1%	40.4%	21.9%	0.3%	37.9%	45.0%	40.4%	51.2%
Shrinkage	798,223	798,223	798,223	798,223	798,223	598,668	4,589,784	798,223	798,223	598,668
Shrinkage %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Supply Chain Costs	7,547,650	5,448,190	4,474,379	3,636,177	2,834,965	2,290,001	25,439,361	7,547,650	5,448,190	781,112
Supply Chain Costs %	9.8%	9.8%	7.0%	4.7%	3.0%	6.8%	7.1%	9.8%	9.8%	2.2%
Distribution	5,183,186	3,487,624	2,944,114	2,332,949	907,620	1,593,377	16,368,679	5,183,186	3,487,624	482,708
Distribution %	6.7%	6.2%	4.6%	3.0%	1.7%	4.7%	4.5%	6.7%	6.2%	1.3%
Delivery	2,364,464	2,040,565	1,530,264	1,303,228	1,127,337	704,623	9,070,482	2,364,464	2,040,565	298,404
Delivery %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2.5%	3.1%	3.7%	0.8%
Gross Profit	26,524,484	16,096,633	31,810,570	26,625,334	9,826,209	(2,795,408)	106,889,883	26,524,484	16,096,633	16,932,307
Gross Profit %	35.0%	25.1%	48.0%	34.6%	16.7%	(8.3%)	29.6%	35.0%	25.1%	47.4%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Expense Planning - Contribution

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Annual Top-Down Target: Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN / Division 1 / Home Theatre / Top-Down Forecast

Attributes	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	CY Spring Total	Per 7 - CY	Per 8 - CY	Per 9 - CY
Gross Sales	75,907,492	95,326,599	63,626,443	76,950,542	54,103,098	33,094,476	368,889,686	75,907,492	95,326,599	35,857,943
Returns	7,695,283	4,751,897	4,122,337	3,932,291	3,322,953	3,113,695	26,938,345	7,695,283	4,751,897	951,347
>Returns %	10.0%	5.0%	6.5%	5.1%	6.2%	9.3%	7.3%	10.0%	5.0%	2.7%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,829,479	15,895,267	2,713,959	2,713,959	2,829,479
Markdowns %	3.5%	4.3%	4.3%	3.5%	5.0%	8.0%	4.3%	3.5%	4.3%	5.7%
Markdown A	1,915,736	1,915,736	1,915,736	1,915,736	1,915,736	1,436,802	11,815,483	1,915,736	1,915,736	1,436,802
Markdown A %	2.5%	3.5%	3.0%	2.5%	3.5%	4.2%	3.1%	2.5%	3.5%	4.0%
Markdown B	798,223	798,223	798,223	798,223	798,223	589,680	4,589,784	798,223	798,223	589,680
Markdown B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Promotions	2,394,679	2,394,679	2,394,679	2,394,679	2,394,679	1,796,603	13,763,252	2,394,679	2,394,679	1,796,603
Promotions %	3.1%	4.3%	3.8%	3.1%	4.4%	5.3%	3.8%	3.1%	4.3%	5.0%
Promotion A	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,325	9,179,569	1,596,447	1,596,447	1,197,325
Promotion A %	2.1%	2.9%	2.5%	2.1%	2.9%	3.5%	2.5%	2.1%	2.9%	3.3%
Promotion B	798,223	798,223	798,223	798,223	798,223	589,680	4,589,784	798,223	798,223	589,680
Promotion B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Net Sales	64,187,529	45,468,071	54,305,475	67,989,622	45,727,615	26,889,219	304,487,541	64,187,529	45,468,071	31,075,624
Net Sales %	84.4%	82.2%	85.5%	88.3%	84.4%	79.4%	84.4%	84.4%	82.2%	86.7%
COGS	28,917,182	23,124,965	18,144,639	16,849,367	11,861,218	26,780,259	187,898,950	28,917,182	23,124,965	12,702,838
COGS %	37.6%	41.8%	28.6%	47.9%	62.5%	79.1%	46.5%	37.6%	41.8%	35.4%
Gross Margin	35,270,358	22,343,106	36,160,836	31,095,735	11,861,398	101,268	136,796,592	35,270,358	22,343,106	18,372,886
Gross Margin %	45.8%	40.4%	56.9%	46.4%	21.9%	0.3%	37.3%	45.8%	40.4%	51.2%
Shrinkage	798,223	798,223	798,223	798,223	798,223	589,680	4,589,784	798,223	798,223	589,680
Shrinkage %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Supply Chain Costs	7,547,650	5,448,190	4,474,379	3,636,177	2,834,965	2,298,801	25,435,261	7,547,650	5,448,190	781,112
Supply Chain Costs %	9.8%	9.8%	7.8%	4.7%	6.8%	8.8%	7.1%	9.8%	9.8%	2.2%
Distribution	1,183,186	1,407,624	2,944,114	2,322,948	807,628	1,581,377	16,368,879	1,183,186	1,407,624	482,708
Distribution %	6.7%	6.2%	4.6%	3.0%	1.7%	4.7%	4.5%	6.7%	6.2%	1.3%
Delivery	2,364,464	2,040,565	1,530,264	1,303,229	1,027,337	794,623	9,879,482	2,364,464	2,040,565	288,404
Delivery %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2.5%	3.1%	3.7%	0.8%
Gross Profit	26,524,484	16,096,893	38,888,233	26,625,334	9,828,299	(2,795,488)	106,767,546	26,524,484	16,096,893	16,932,367
Gross Profit %	35.0%	29.1%	48.5%	34.6%	16.7%	(8.3%)	29.6%	35.0%	29.1%	47.4%
Actuals Flag	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast

RETAIL - Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN - Expense Planning - Contribution

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Annual Top-Down Target: Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN / Division 1 / Home Theatre / Top-Down Forecast

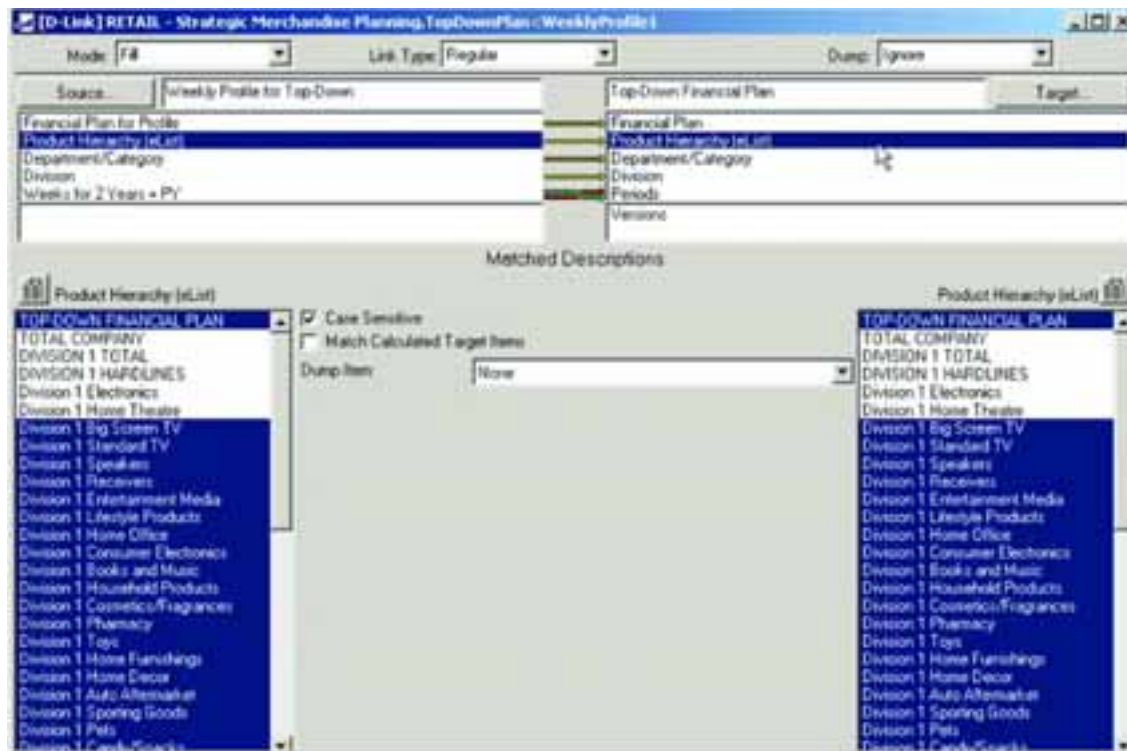
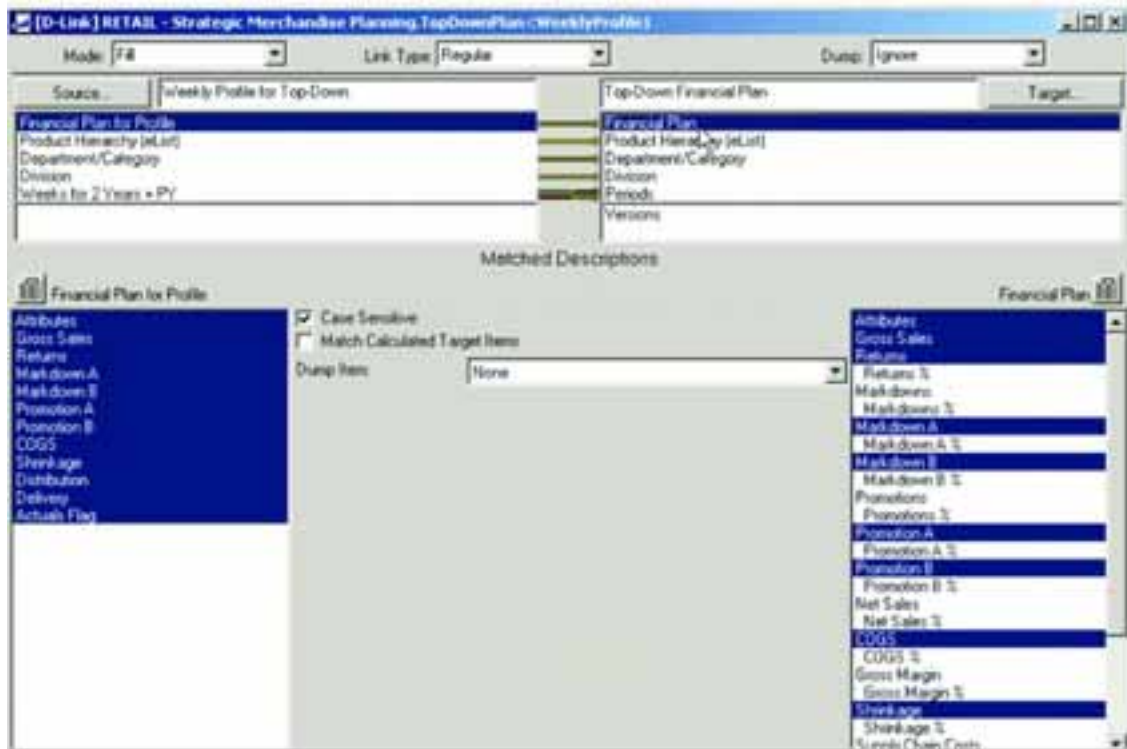
Attributes	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	Five Year Actuals	Per 7 - CY	Per 8 - CY	Per 9 - CY
Gross Sales	75,907,492	95,326,599	63,626,443	76,950,542	54,103,098	33,094,476	218	75,907,492	95,326,599	35,857,943
Returns	7,695,283	4,751,897	4,122,337	3,932,291	3,322,953	3,113,695	31	7,695,283	4,751,897	951,347
Returns %	10.0%	5.0%	6.5%	5.1%	6.2%	9.3%	11	10.0%	5.0%	2.7%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,829,479	2,833	2,713,959	2,713,959	2,829,479
Markdowns %	3.5%	4.3%	4.3%	3.5%	5.0%	8.0%	8	3.5%	4.3%	5.7%
Markdown A	1,915,736	1,915,736	1,915,736	1,915,736	1,915,736	1,436,802	1,436	1,915,736	1,915,736	1,436,802
Markdown A %	2.5%	3.5%	3.0%	2.5%	3.5%	4.2%	4	2.5%	3.5%	4.0%
Markdown B	798,223	798,223	798,223	798,223	798,223	589,680	589	798,223	798,223	589,680
Markdown B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1	1.0%	1.4%	1.7%
Promotions	2,394,679	2,394,679	2,394,679	2,394,679	2,394,679	1,796,603	1,796	2,394,679	2,394,679	1,796,603
Promotions %	3.1%	4.3%	3.8%	3.1%	4.4%	5.3%	5	3.1%	4.3%	5.0%
Promotion A	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,325	1,197	1,596,447	1,596,447	1,197,325
Promotion A %	2.1%	2.9%	2.5%	2.1%	2.9%	3.5%	3	2.1%	2.9%	3.3%
Promotion B	798,223	798,223	798,223	798,223	798,223	589,680	589	798,223	798,223	589,680
Promotion B %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1	1.0%	1.4%	1.7%
Net Sales	64,187,529	45,468,071	54,305,475	67,989,622	45,727,615	26,889,219	218	64,187,529	45,468,071	31,075,624
Net Sales %	84.4%	82.2%	85.5%	88.3%	84.4%	79.4%	79	84.4%	82.2%	86.7%
COGS	28,917,182	23,124,965	18,144,639	16,849,367	11,861,218	26,780,259	26,780	28,917,182	23,124,965	12,702,838
COGS %	37.6%	41.8%	28.6%	47.9%	62.5%	79.1%	79	37.6%	41.8%	35.4%
Gross Margin	35,270,358	22,343,106	36,160,836	31,095,735	11,861,398	101,268	101	35,270,358	22,343,106	18,372,886
Gross Margin %	45.8%	40.4%	56.9%	46.4%	21.9%	0.3%	0	45.8%	40.4%	51.2%
Shrinkage	798,223	798,223	798,223	798,223	798,223	589,680	589	798,223	798,223	589,680
Shrinkage %	1.0%	1.4%	1.3%	1.0%	1.5%	1.8%	1	1.0%	1.4%	1.7%
Supply Chain Costs	7,547,650	5,448,190	4,474,379	3,636,177	2,834,965	2,298,801	2,298	7,547,650	5,448,190	781,112
Supply Chain Costs %	9.8%	9.8%	7.8%	4.7%	6.8%	8.8%	8	9.8%	9.8%	2.2%
Distribution	1,183,186	1,407,624	2,944,114	2,322,948	807,628	1,581,377	1,581	1,183,186	1,407,624	482,708
Distribution %	6.7%	6.2%	4.6%	3.0%	1.7%	4.7%	4	6.7%	6.2%	1.3%
Delivery	2,364,464	2,040,565	1,530,264	1,303,229	1,027,337	794,623	794	2,364,464	2,040,565	288,404
Delivery %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2	3.1%	3.7%	0.8%
Gross Profit	26,524,484	16,096,893	38,888,233	26,625,334	9,828,299	(2,795,488)	(2,795)	26,524,484	16,096,893	16,932,367
Gross Profit %	35.0%	29.1%	48.5%	34.6%	16.7%	(8.3%)	(8)	35.0%	29.1%	47.4%
Actuals Flag	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast

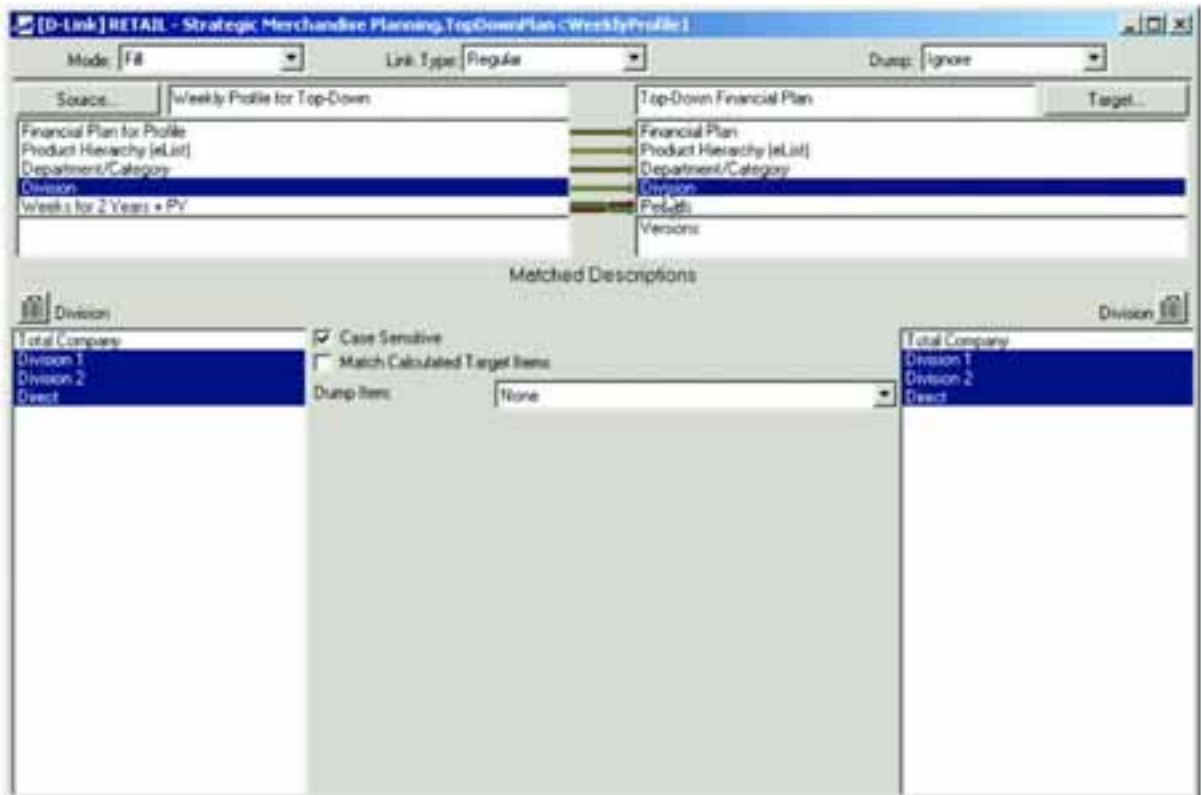
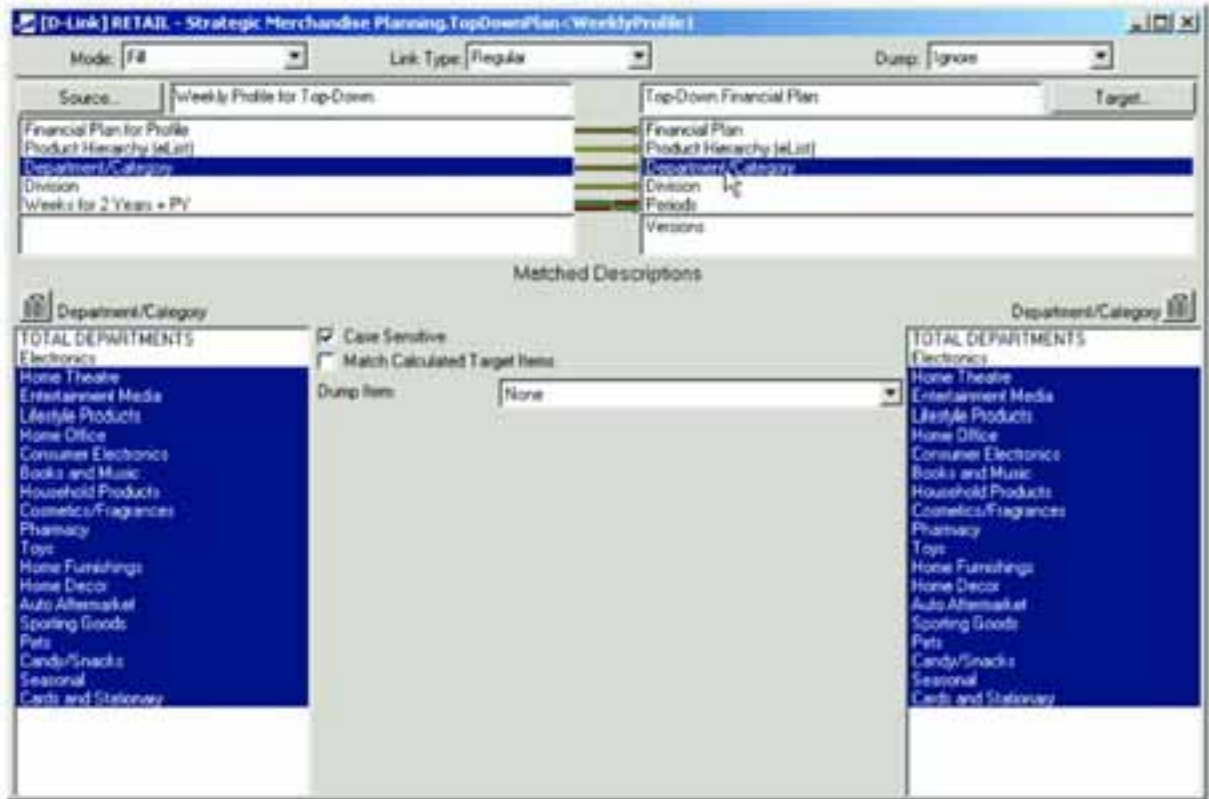
	Per 1-CY	Per 2-CY	Per 3-CY	Per 4-CY	Per 5-CY	Per 6-CY	CY Spring Total	Per 7-CY	Per 8-CY	Per 9-CY	Per 10-CY	Per 11-CY
Articles												
Gross Sales	0	0	0	0	0	0	0	0	0	0	0	0
>Returns	0	0	0	0	0	0	0	0	0	0	0	0
Net Sales	0	0	122,337	0	0	0	122,337	0	0	0	0	0
COGS	0	0	0	0	0	0	0	0	0	0	0	0
Gross Margin	0	0	122,337	0	0	0	122,337	0	0	0	0	0
Gross Profit	0	0	122,337	0	0	0	122,337	0	0	0	0	0

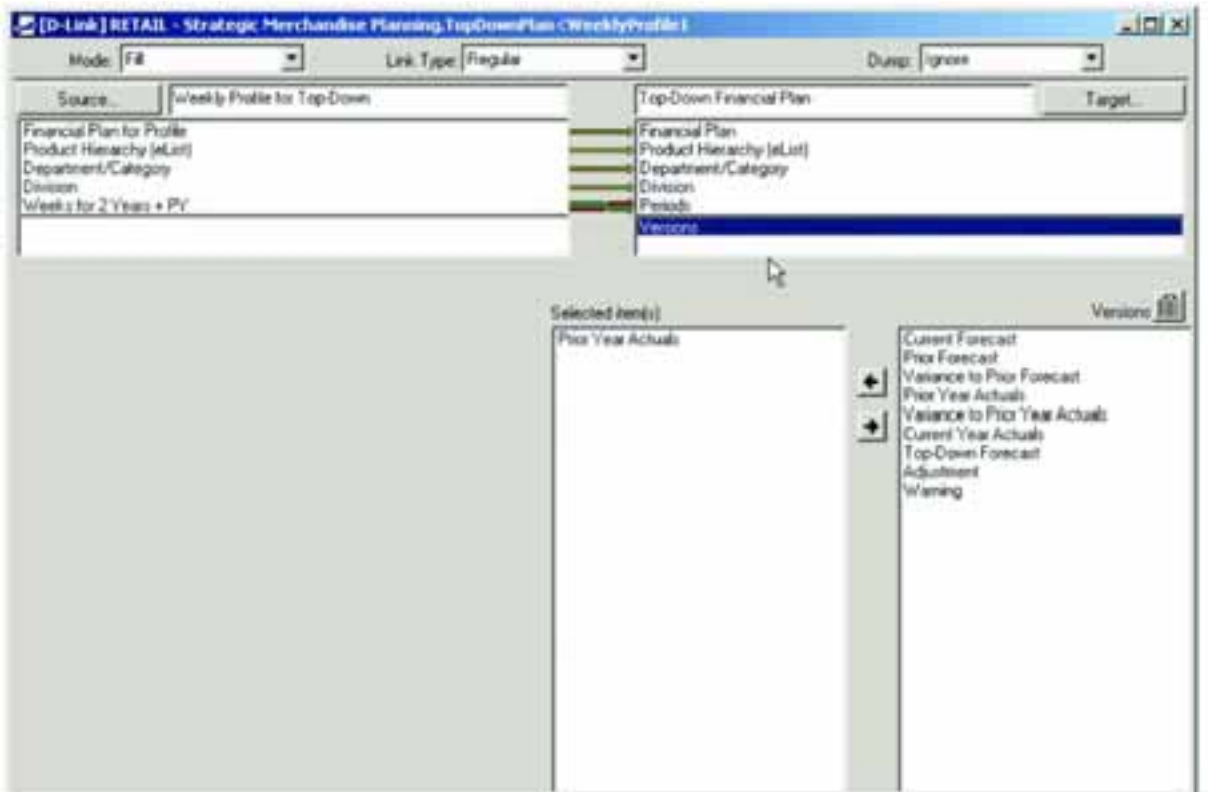
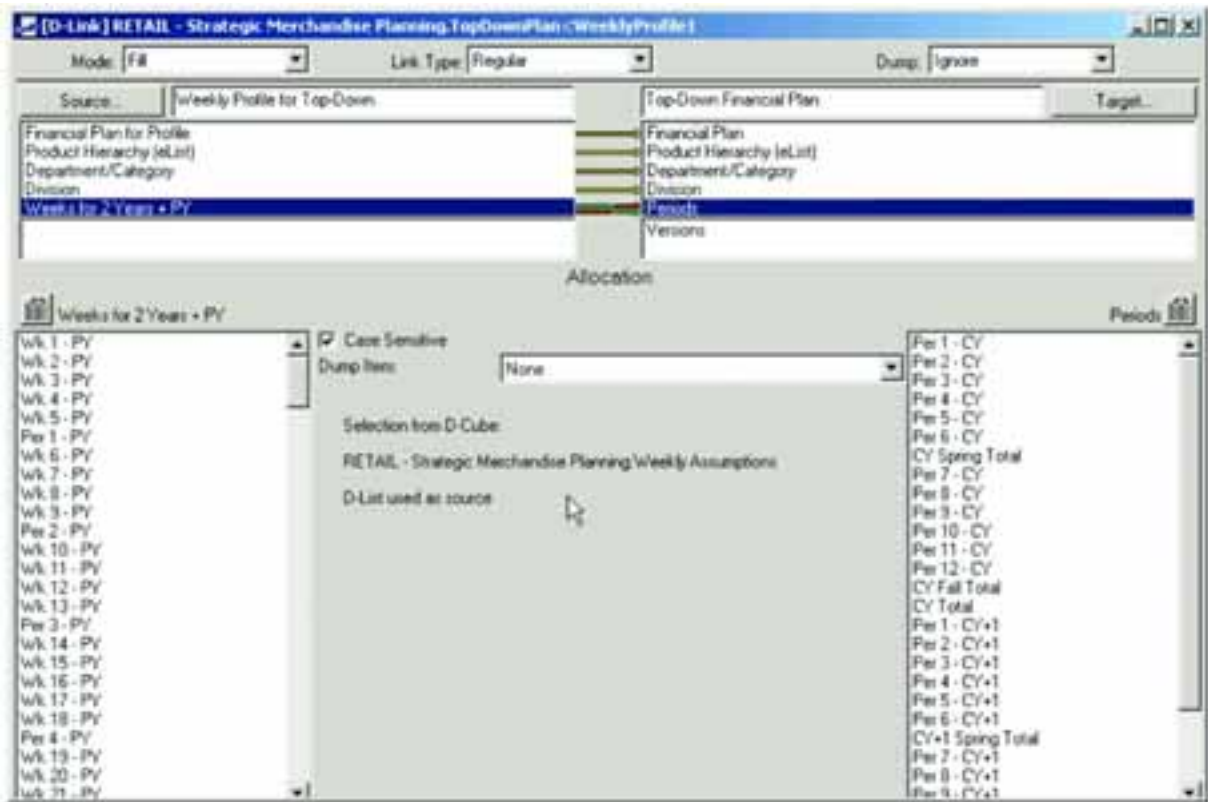
There are seven d-links into this cube to update the information, and they are included in the d-cube update in the following order:

	D-Link Name	D-Cube Name	D-Cube Description
1	RETAIL - Strategic Merchandise Planning TopDownPlan(WeeklyProfile1	D-Cube RETAIL - Strate	
2	RETAIL - Strategic Merchandise Planning TopDownPlan(WeeklyProfile2	D-Cube RETAIL - Strate	
3	RETAIL - Strategic Merchandise Planning TopDownPlan(PeriodAssump1	D-Cube RETAIL - Strate	
4	RETAIL - Strategic Merchandise Planning TopDownPlan:TopDownPlan1	D-Cube RETAIL - Strate	
5	RETAIL - Strategic Merchandise Planning TopDownPlan:TopDownPlan2	D-Cube RETAIL - Strate	
6	RETAIL - Strategic Merchandise Planning TopDownPlan(AnnualTopDownTgt	D-Cube RETAIL - Strate	
7	RETAIL - Strategic Merchandise Planning TopDownPlan(PeriodAssump2	D-Cube RETAIL - Strate	
8			

The first d-link, called TopDownPlan<WeeklyProfile1 links the prior year weekly actuals into the Top-Down Financial Plan d-cube from the hidden d-cube called Weekly Profile for Top-Down.



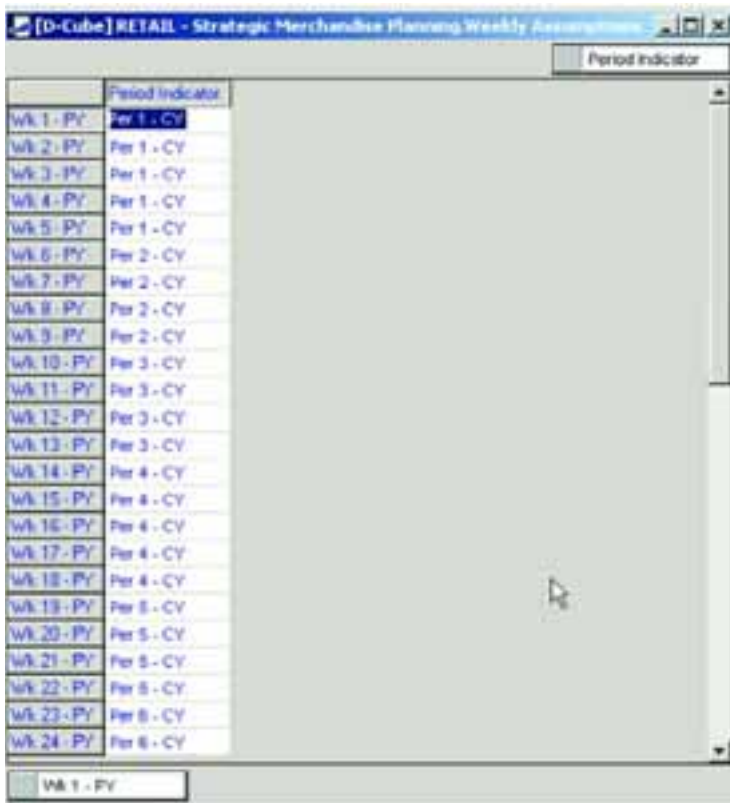




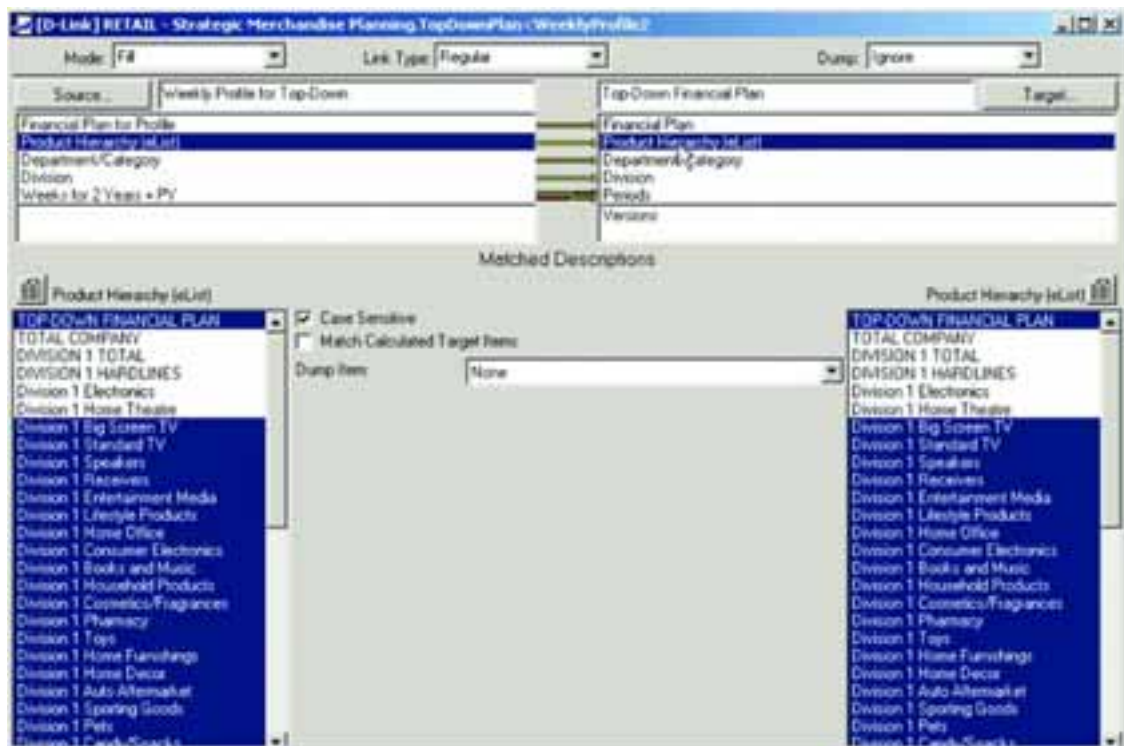
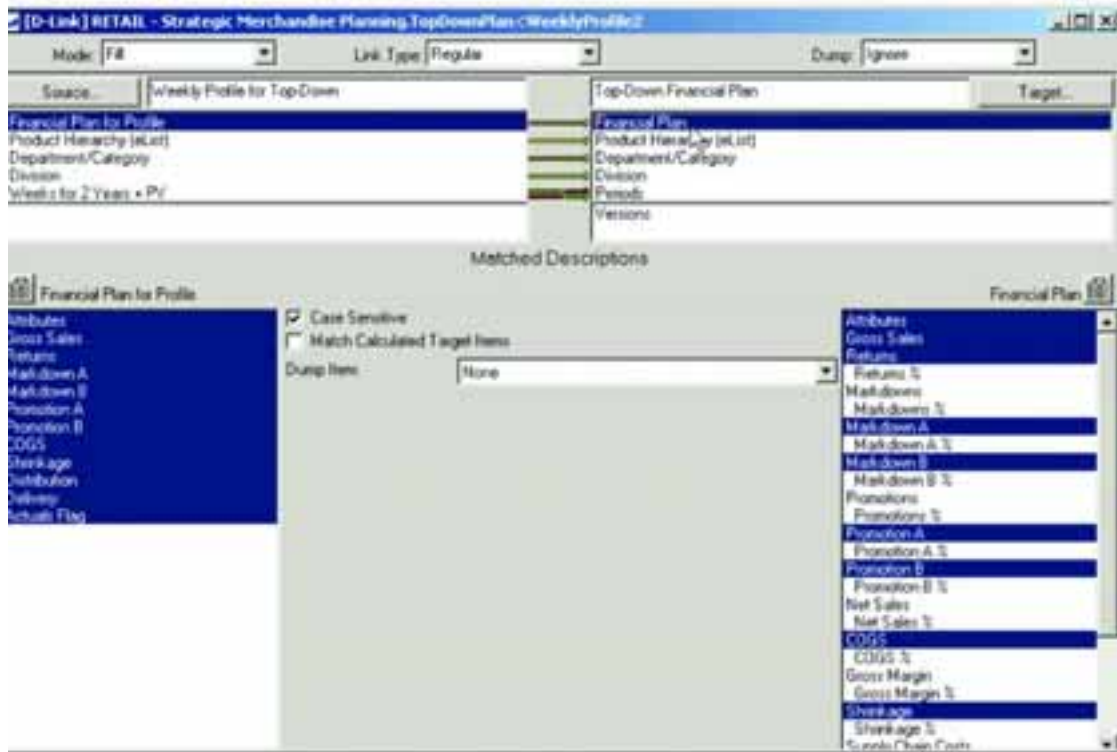
The match between the Weeks for 2 Years + PY dimension and the Periods dimension leverages information contained in a hidden d-cube called Weekly Assumptions made up of two dimensions: Weekly Assumptions and Weeks for 2 Years + PY. The Weekly Assumptions d-cube contains information about the weeks in the model, such as whether it is an actual week or a forecast week, what period the week falls into and what the attributes are for that week (e.g., Easter Week vs. Regular Week).

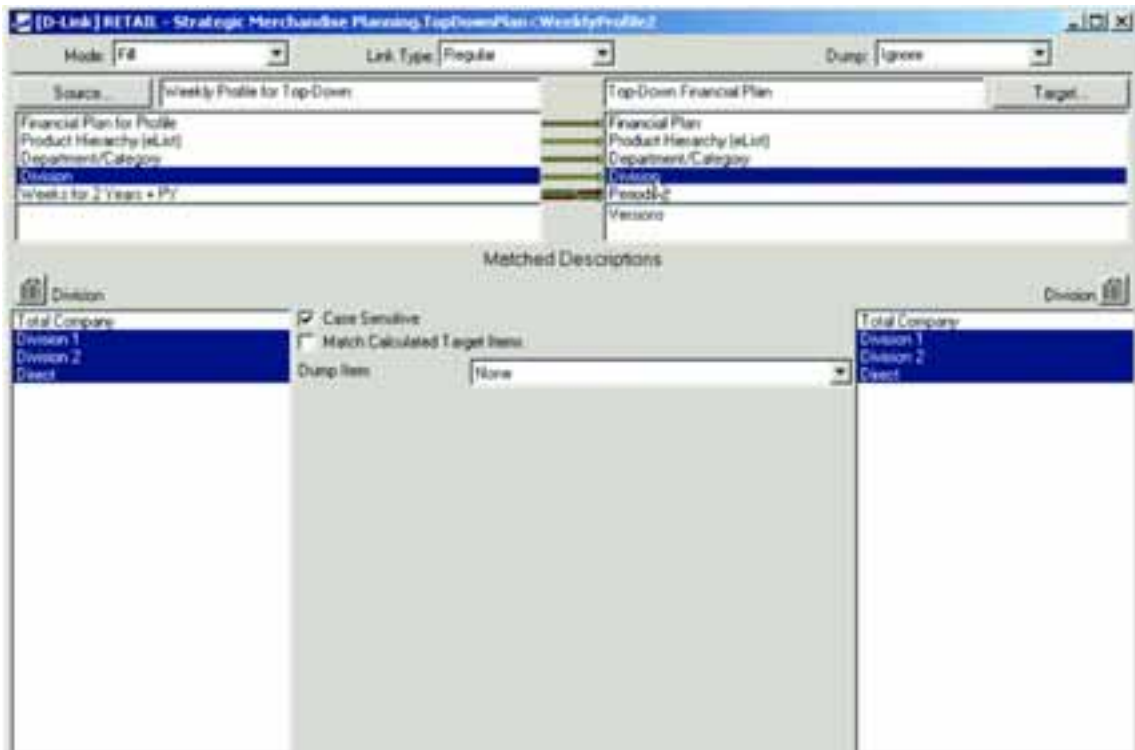
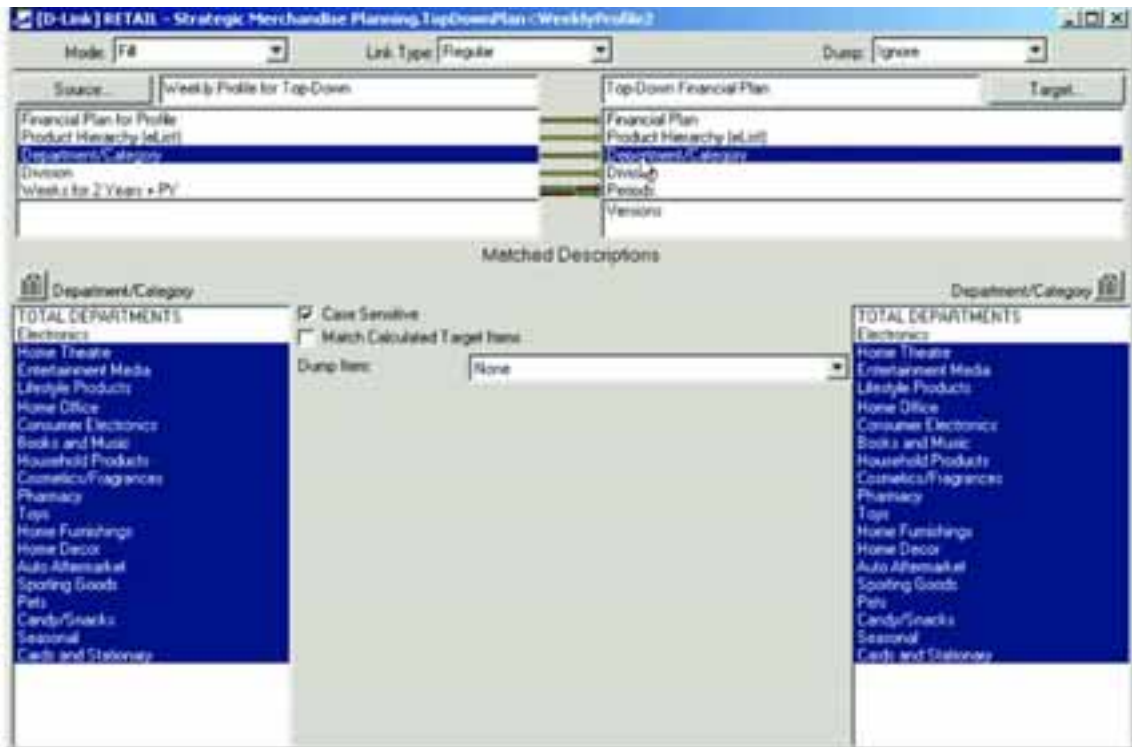


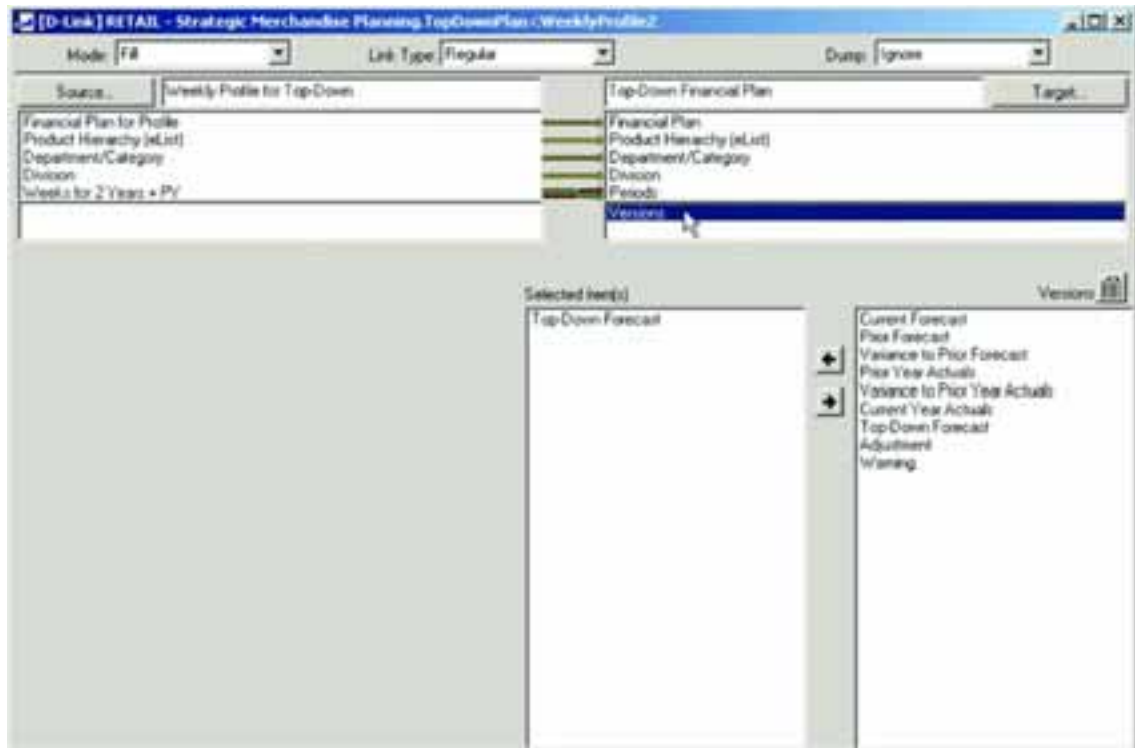
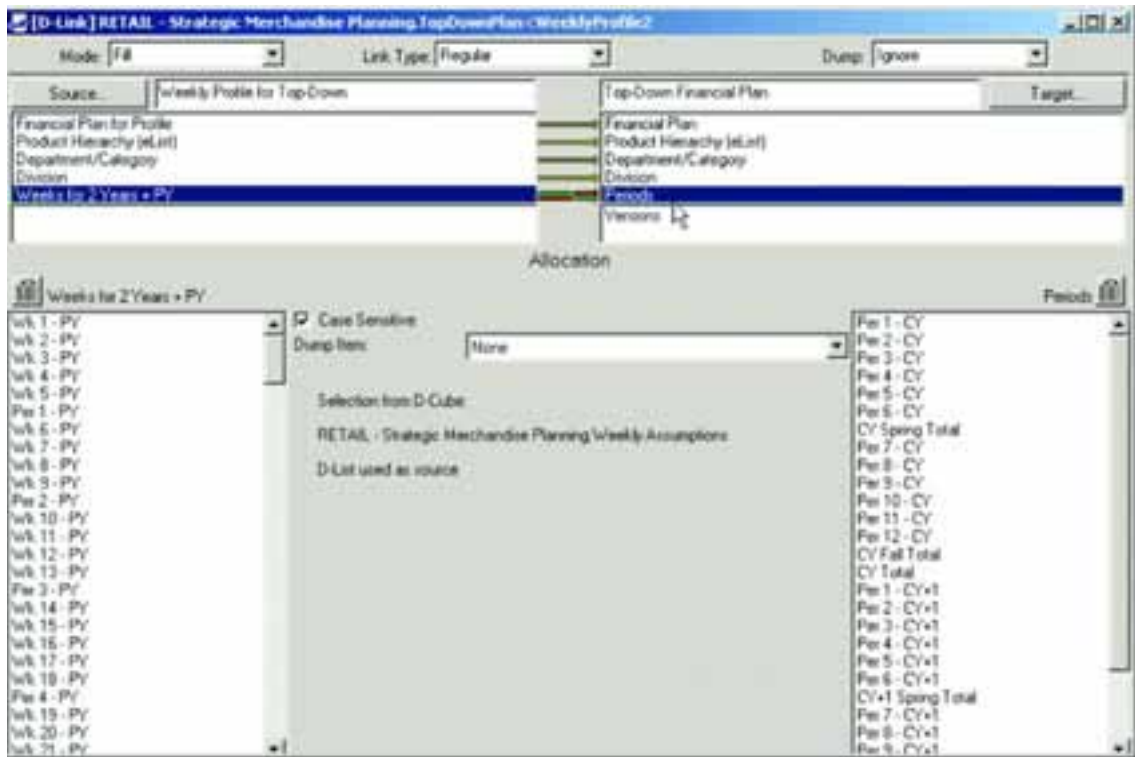
The d-link TopDownPlan<WeeklyProfile1 uses a slice of the Weekly Assumptions d-cube to assign data for the Prior Actuals in the Versions dimension. For example, Wk 1—PY values will be linked to Per 1—CY in the Versions item called Prior Year Actuals. That slice appears as follows for the purposes of the d-link:



The second d-link into the Top-Down Financial Plan d-cube is called TopDownPlan<WeeklyProfile2. This d-link moves data into the Top-Down Forecast item in the Versions dimension to be used as a profile for the annual targets set in the Annual Top-Down Target tab.



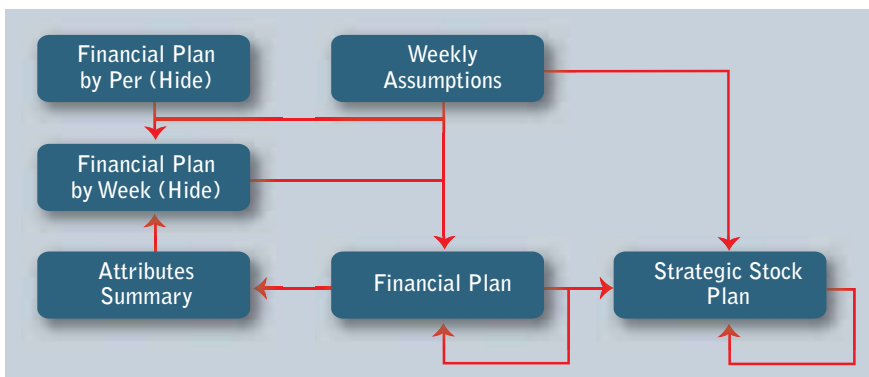




This d-link also leverages the information from the hidden Weekly Assumptions d-cube to match the appropriate weeks to periods for this link. The following is a slice of the Weekly Assumptions d-cube used in this link:

	Period Indicator
Wk 1 - CY	Per 1 - CY
Wk 2 - CY	Per 1 - CY
Wk 3 - CY	Per 1 - CY
Wk 4 - CY	Per 1 - CY
Wk 5 - CY	Per 1 - CY
Wk 6 - CY	Per 2 - CY
Wk 7 - CY	Per 2 - CY
Wk 8 - CY	Per 2 - CY
Wk 9 - CY	Per 2 - CY
Wk 10 - CY	Per 3 - CY
Wk 11 - CY	Per 3 - CY
Wk 12 - CY	Per 3 - CY
Wk 13 - CY	Per 3 - CY
Wk 14 - CY	Per 4 - CY
Wk 15 - CY	Per 4 - CY
Wk 16 - CY	Per 4 - CY
Wk 17 - CY	Per 4 - CY
Wk 18 - CY	Per 4 - CY
Wk 19 - CY	Per 5 - CY
Wk 20 - CY	Per 5 - CY
Wk 21 - CY	Per 5 - CY
Wk 22 - CY	Per 5 - CY
Wk 23 - CY	Per 6 - CY
Wk 24 - CY	Per 6 - CY
Wk 25 - CY	Per 6 - CY
Wk 26 - CY	Per 6 - CY
Wk 27 - CY	Per 7 - CY
Wk 28 - CY	Per 7 - CY

The information contained in the hidden Weekly Profile for Top-Down d-cube is refreshed in a three-step process before being linked into the Top-Down Financial Plan d-cube.



The Weekly Profile for Top-Down d-cube is made up of five dimensions: Financial Plan for Profile, Product Hierarchy (eList), Department/Category, Division and Weeks for 2 Years + PY.

	Wk 1 - PY	Wk 2 - PY	Wk 3 - PY	Wk 4 - PY	Wk 5 - PY	Wk 6 - PY	Wk 7 - PY	Wk 8 - PY
Gross Sales	8,388,737	7,890,801	8,307,888	7,277,751	7,233,730	25,116,574	6,230,265	6,963,220
Returns	1,175,528	1,190,367	919,851	442,454	548,148	4,173,848	404,288	753,702
Mark-down A	94,808	94,808	94,808	94,808	94,808	424,023	190,088	190,088
Mark-down B	42,402	42,402	42,402	42,402	42,402	212,012	93,000	93,000
Promotion A	94,808	94,808	94,808	94,808	94,808	424,023	190,088	190,088
Promotion B	42,402	42,402	42,402	42,402	42,402	212,012	93,000	93,000
COGS	1,262,436	2,437,885	3,517,473	886,441	3,479,964	13,883,828	1,749,875	239,288
Shrinkage	42,402	42,402	42,402	42,402	42,402	212,012	93,000	93,000
Distribution	492,823	191,889	539,536	898,888	423,456	2,282,264	836,675	274,188
Delivery	388,387	88,887	88,724	87,888	198,871	717,022	384,388	248,482
Actuals Flag	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals

In the first step to create the profile for the forecast, the weekly attributes are linked into the Weekly Profile for Top-Down d-cube from the Weekly Assumptions d-cube through a link called WeeklyProfileTopDown<WklyAssump.

Mode: Full | Link Type: Regular | Dump: Ignore

Source: Weekly Assumptions | Target: Weekly Profile for Top-Down

Weekly Assumptions: Weeks for 2 Years + PY

Financial Plan for Profile: Weeks for 2 Years + PY

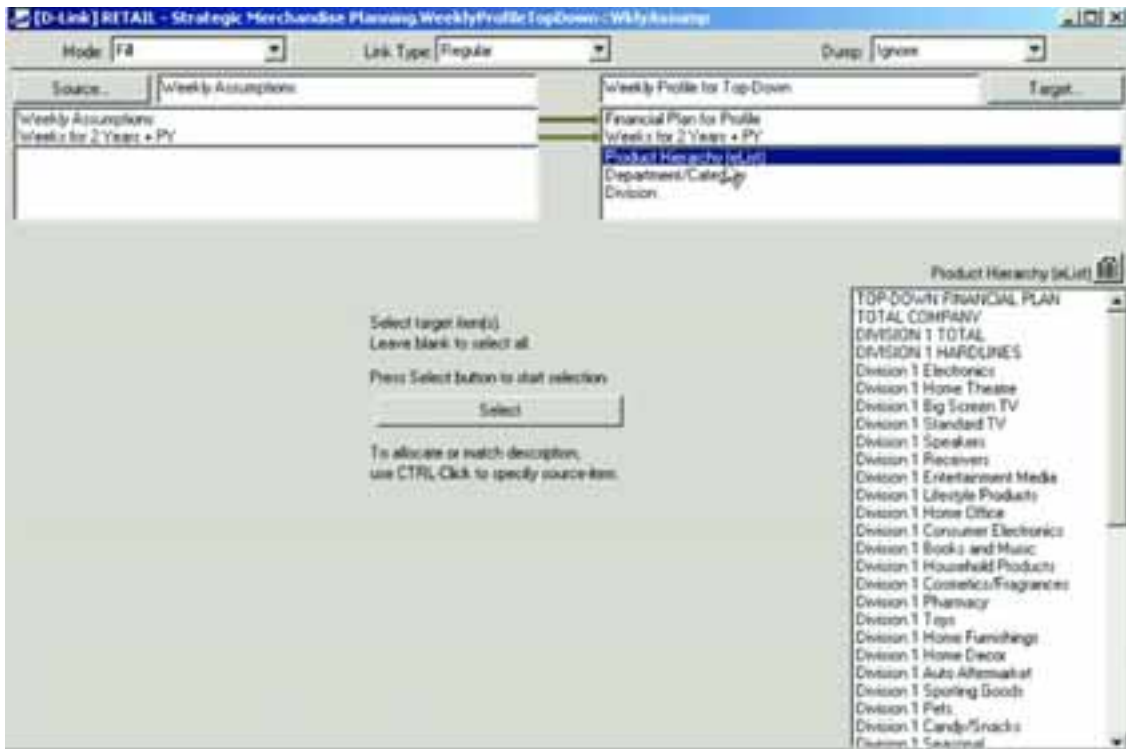
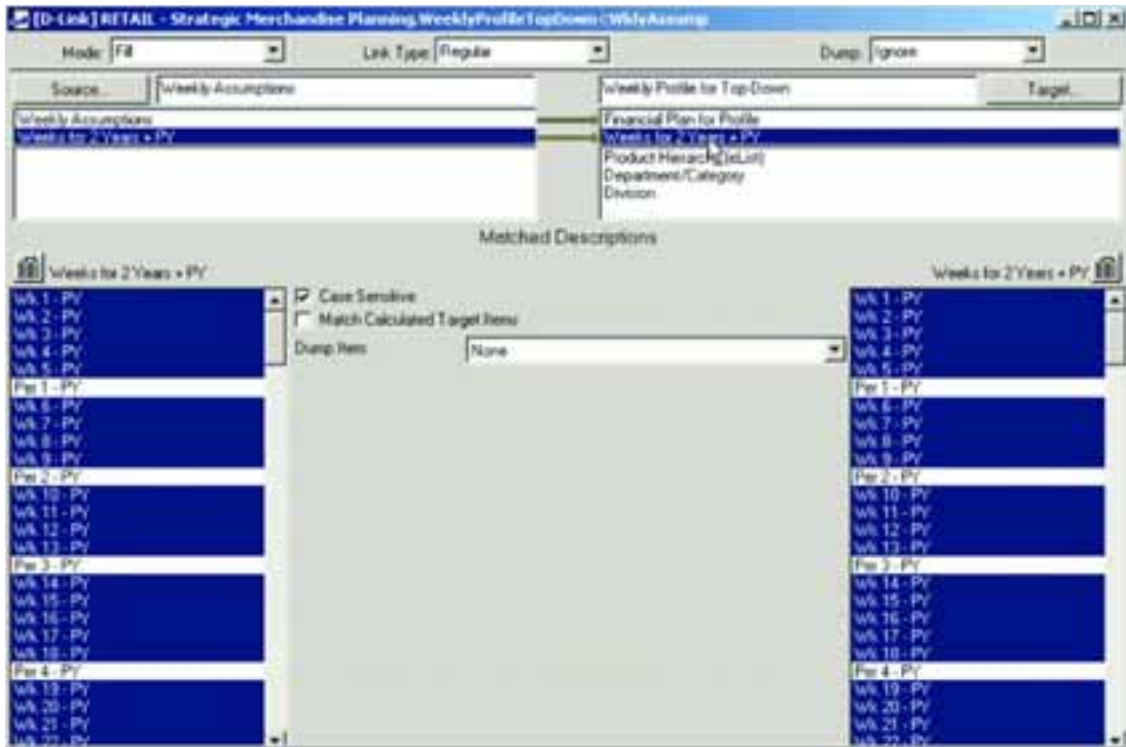
Product Hierarchy (eList)
Department/Category
Division

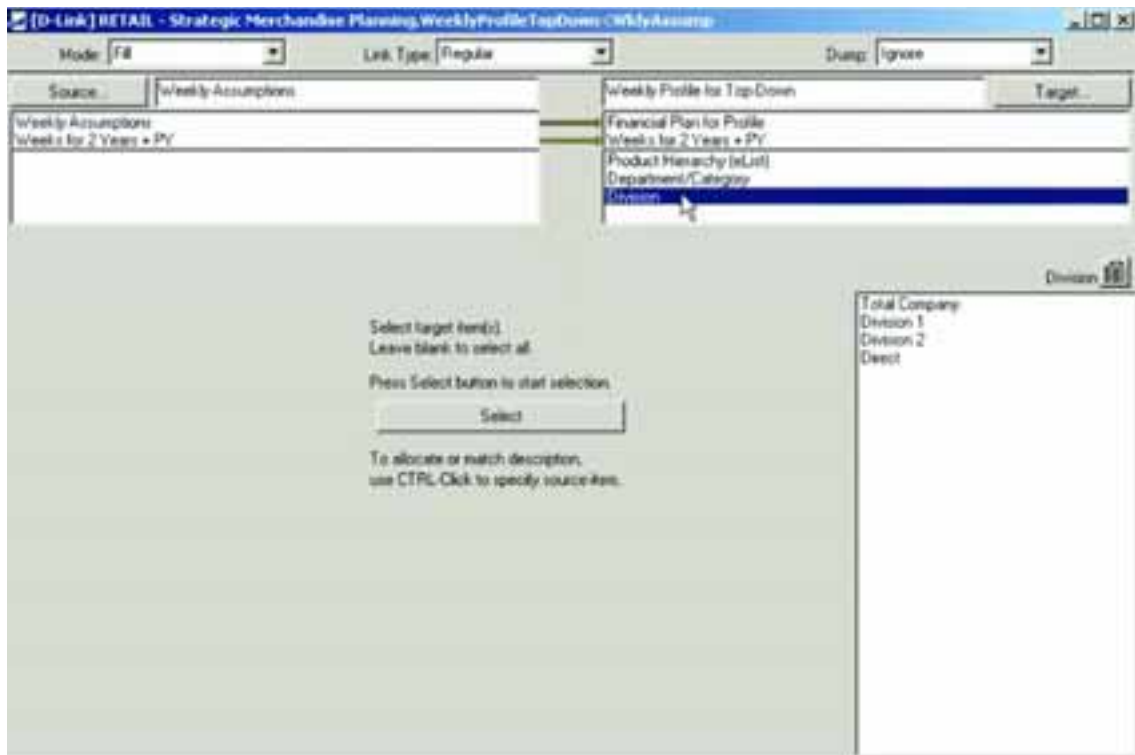
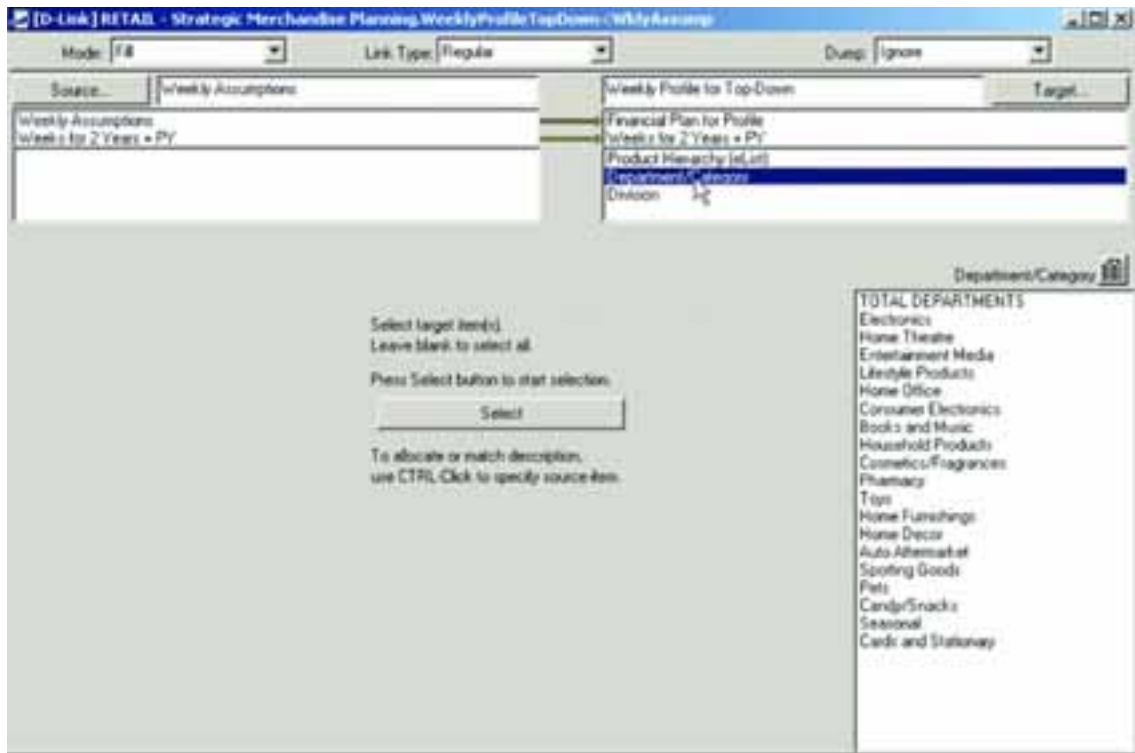
Matched Descriptions

Weekly Assumptions: Actuals Flag, Week Indicator, Actualized Weeks, Period Indicator, Year, Attributes

Financial Plan for Profile: Attributes: Gross Sales, Returns, Mark-down A, Mark-down B, Promotion A, Promotion B, COGS, Shrinkage, Distribution, Delivery, Actuals Flag

Options: Case Sensitive, Match Calculated Target Items, Dump Item: None

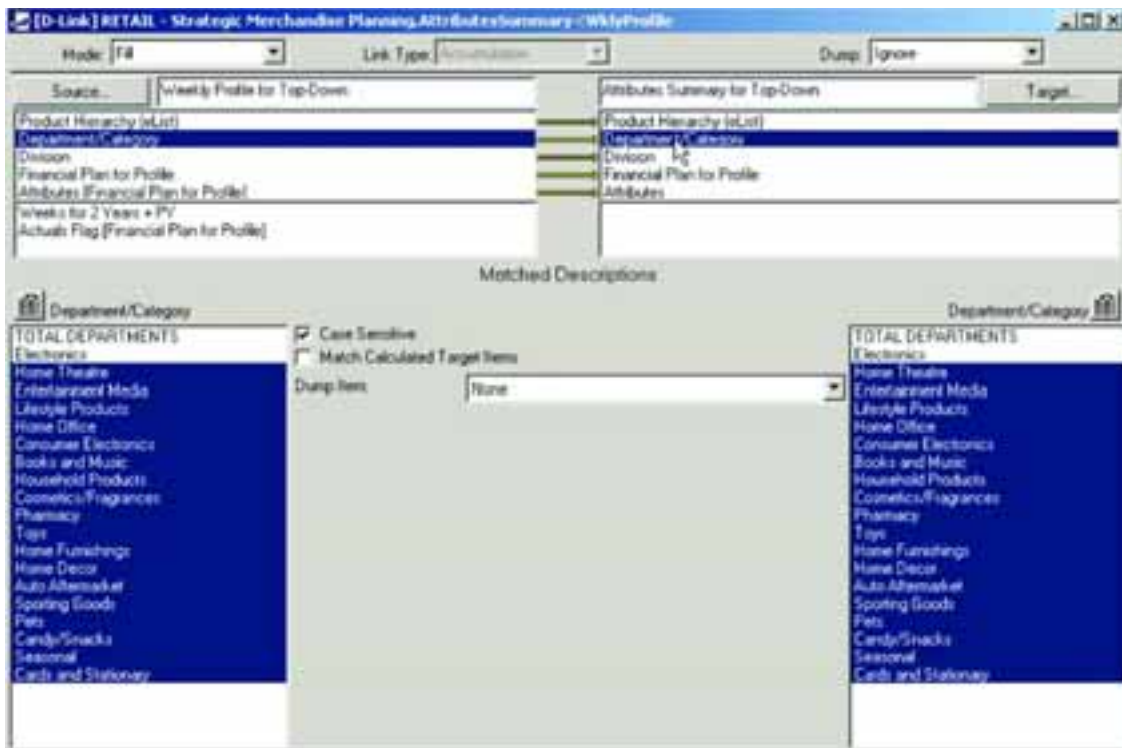
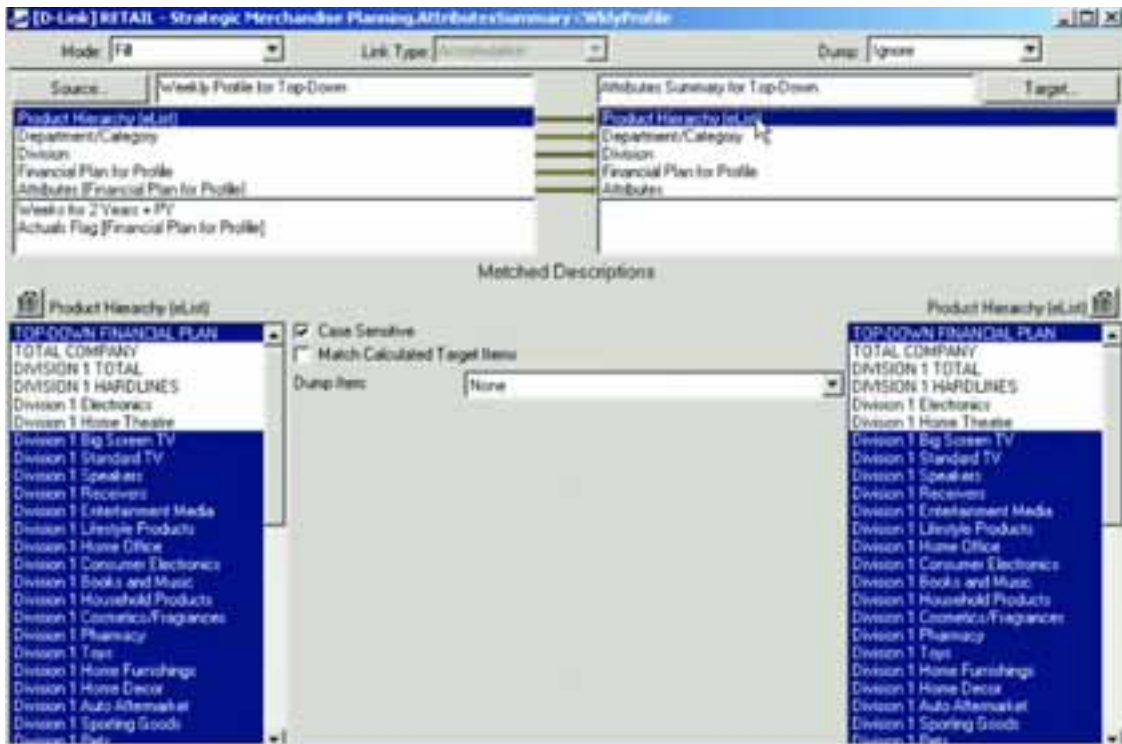


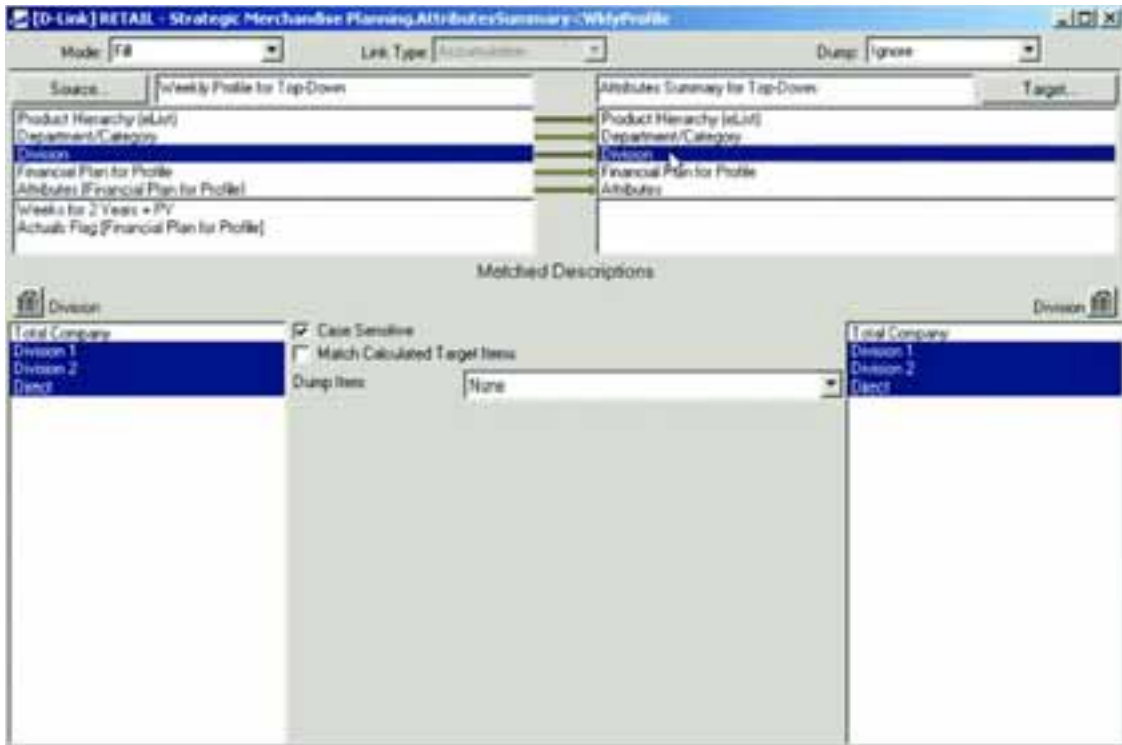


The second step of the creation of the weekly profile assumes that the Prior Year Actuals will be linked into the Weekly Profile for Top-Down d-cube from the customer's system of record. Those prior year actuals are linked into the weeks labeled as PY (e.g., Wk 1 – PY, Wk 2 – PY, etc.). The prior year actuals are used as a profile for the Current Year and Current Year + 1 forecasts, but they are reassigned to the forecast weeks based on the Attributes associated with that week (e.g., the Easter Week PY actuals are linked into the Easter Week for the Current Year and Current Year + 1 forecasts, to account for the movement of significant holidays or events for retailers). Therefore, data linked into the Weekly Profile for Top-Down for prior year is linked into a d-cube called Attributes Summary for Top-Down. The dimensions in this d-cube are: Financial Plan for Profile, Product Hierarchy (eList), Department/Category, Division and Attributes.

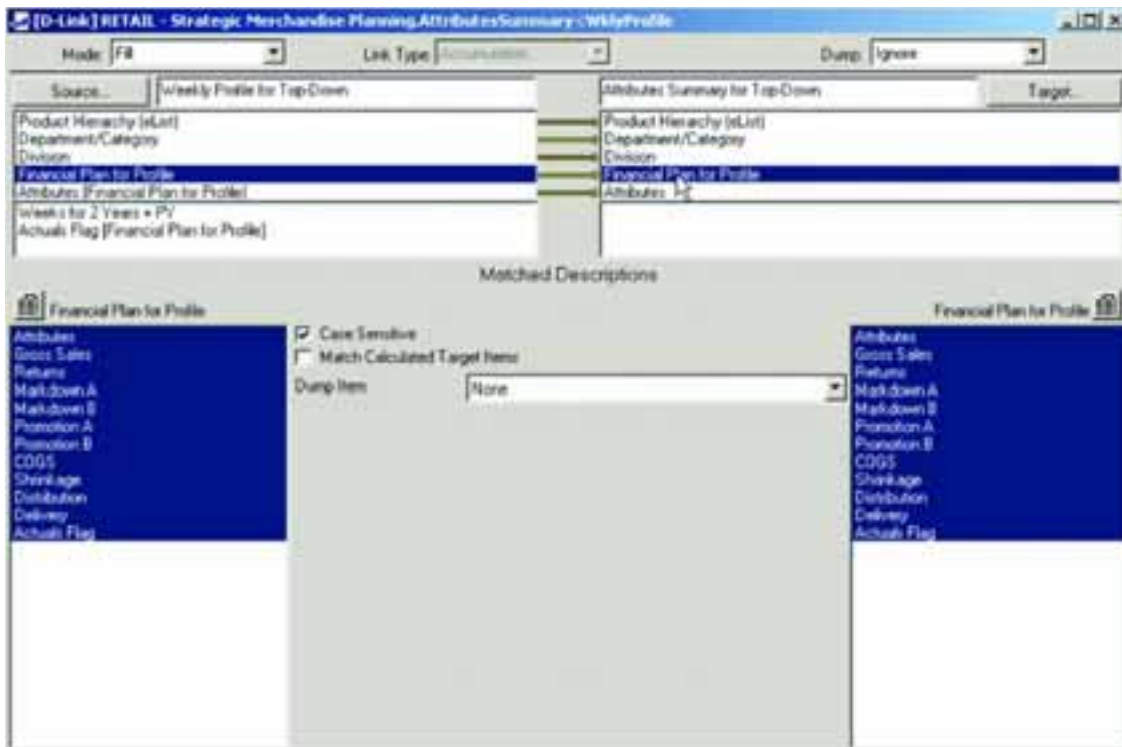
	Super Bowl Week	Back to School Week 1	Back to School Week 2	Valentine's Day Week	Easter Week	4th of July Week	Halloween Week
Total Sales	4,080,553	6,520,919	7,842,141	7,050,983	9,794,336	4,679,300	5,281,953
Returns	529,466	953,987	524,234	1,190,957	1,051,838	185,296	565,560
Mail Order A	64,905	64,905	64,905	64,905	108,000	108,000	108,000
Mail Order B	42,402	42,402	42,402	42,402	53,003	53,003	53,003
Promotion A	64,905	64,905	64,905	64,905	108,000	108,000	108,000
Promotion B	42,402	42,402	42,402	42,402	53,003	53,003	53,003
COGS	4,220,919	5,299,184	619,463	2,437,655	3,568,755	3,574,624	779,562
Shipping	42,402	42,402	42,402	42,402	53,003	53,003	53,003
Distribution	332,629	478,382	432,206	181,869	193,461	26,883	47,294
Delivery	16,839	167,135	146,371	83,067	45,321	27,592	36,469
Actuals Flag	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals

The link which moves the prior year actual data from the Weekly Profile for Top-Down d-cube into the Attributes Summary for Top-Down d-cube is called AttributesSummary<WklyProfile.

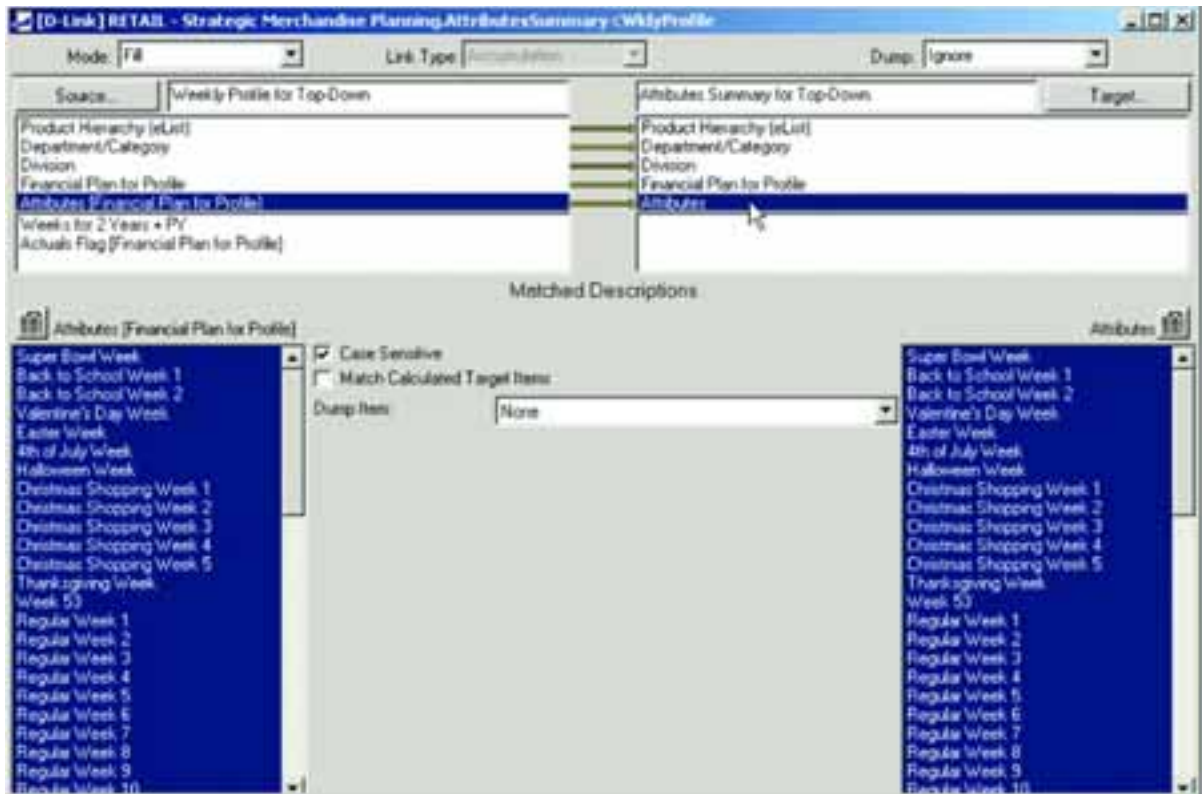




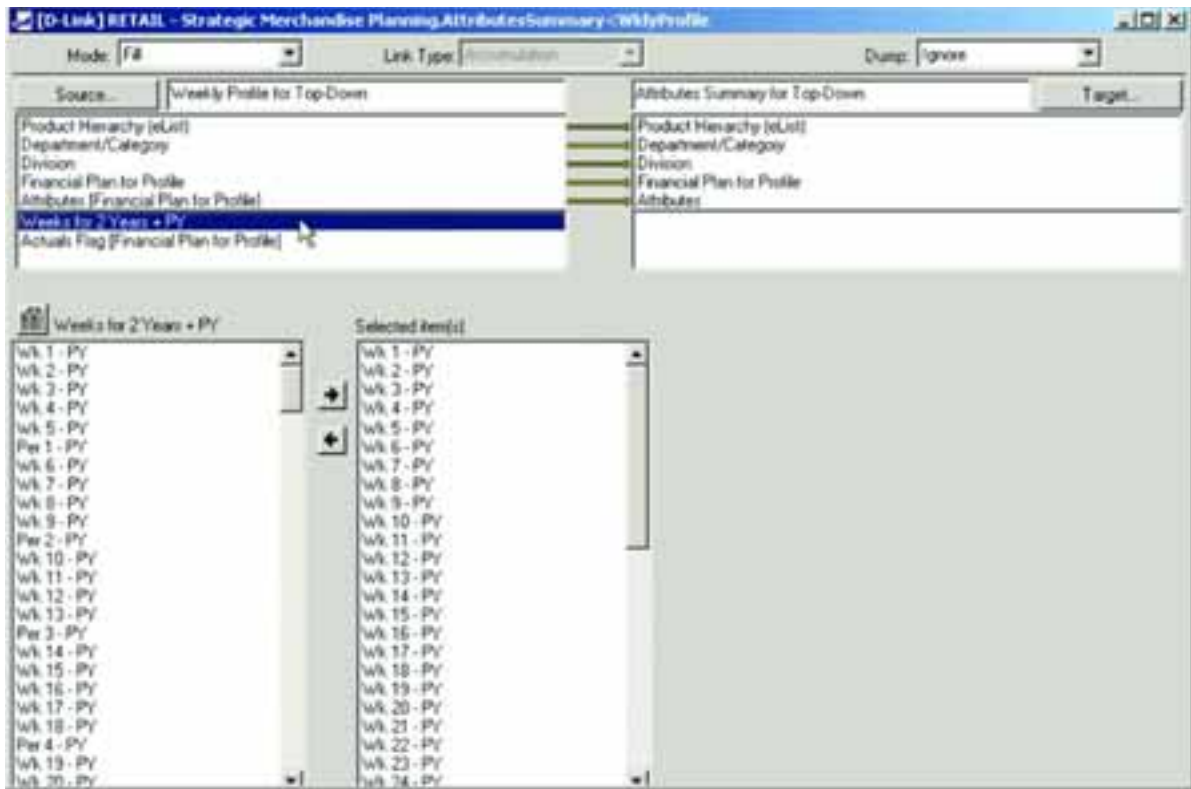
The Financial Plan for Profile d-list is trimmed version of the Financial Plan d-list. It does not contain the calculations from the Financial Plan as those will be recalculated once the actuals data is linked into the Current Year and Current Year + 1 forecast views.



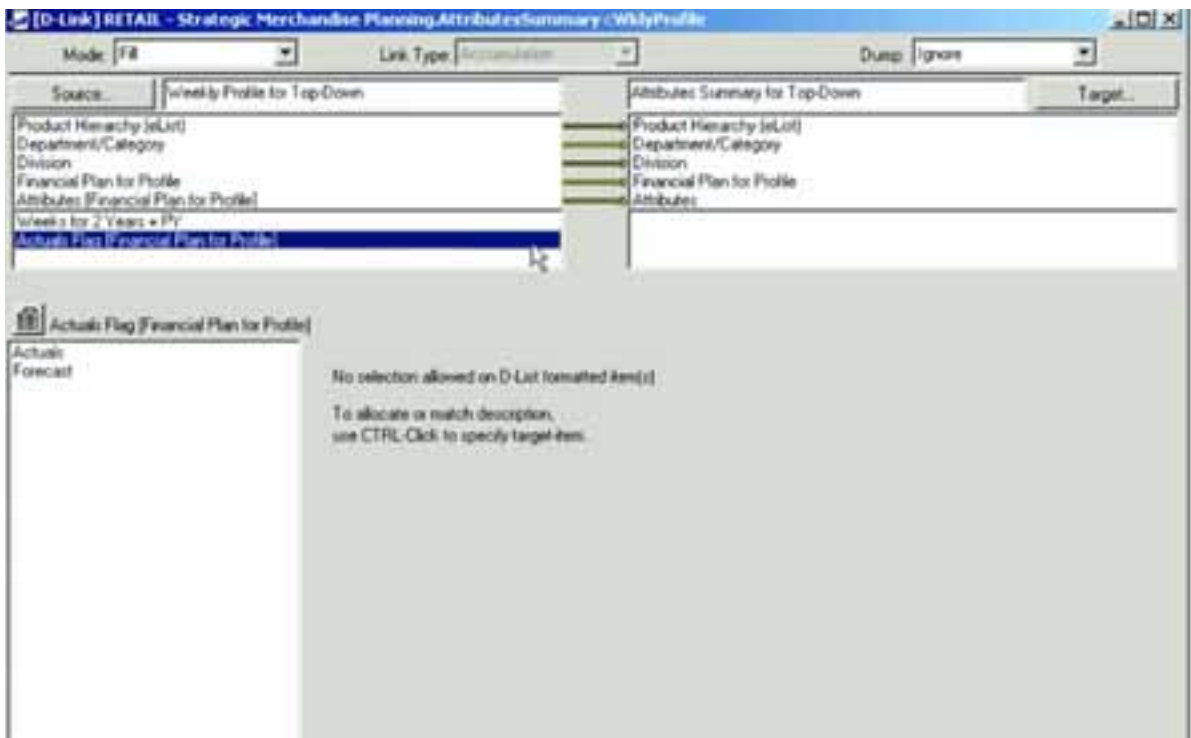
This is an Accumulation d-link in which we use a d-list formatted item on the source side of the d-link (Weekly Profile for Top-Down), in this case Attributes which is a formatted item on the Financial Plan for Profile d-list, and match it to an actual d-list on the target side of the d-link (Attributes Summary for Top-Down), in this case the Attributes d-list.



Only the weeks indicated with a PY are chosen as the d-link is only moving prior year actuals.

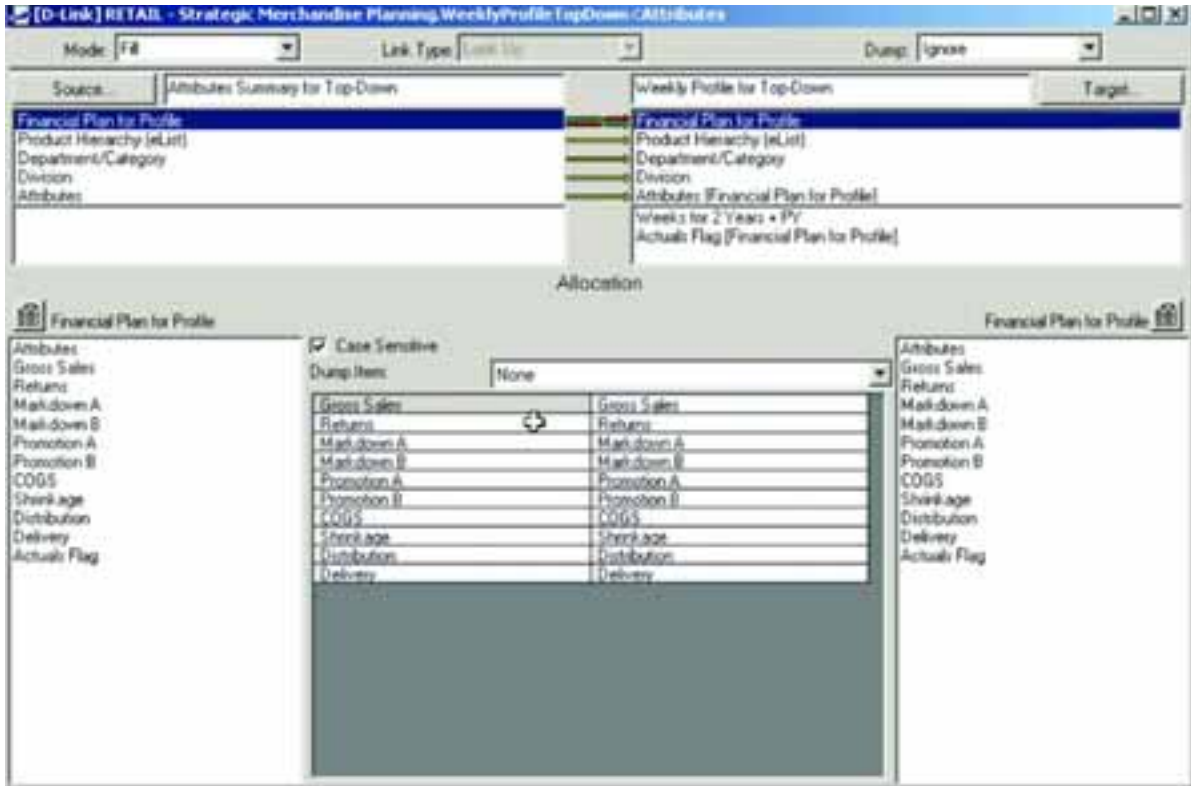


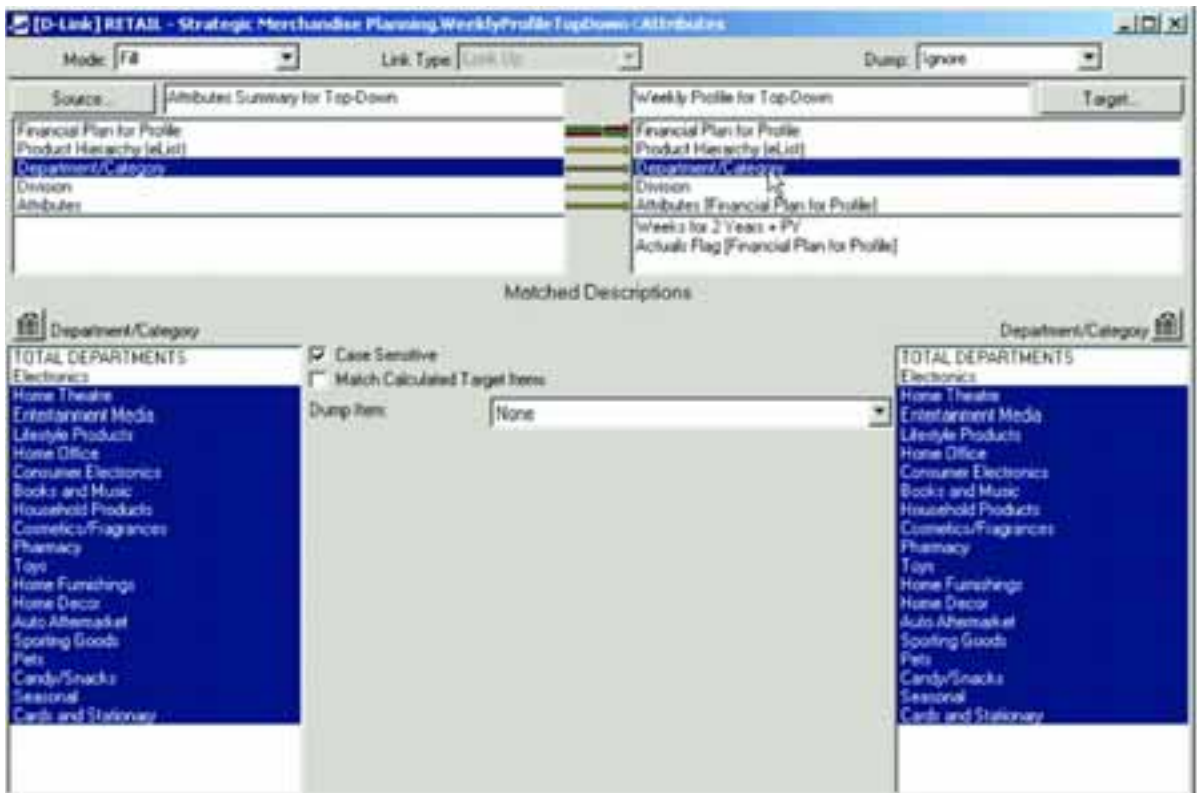
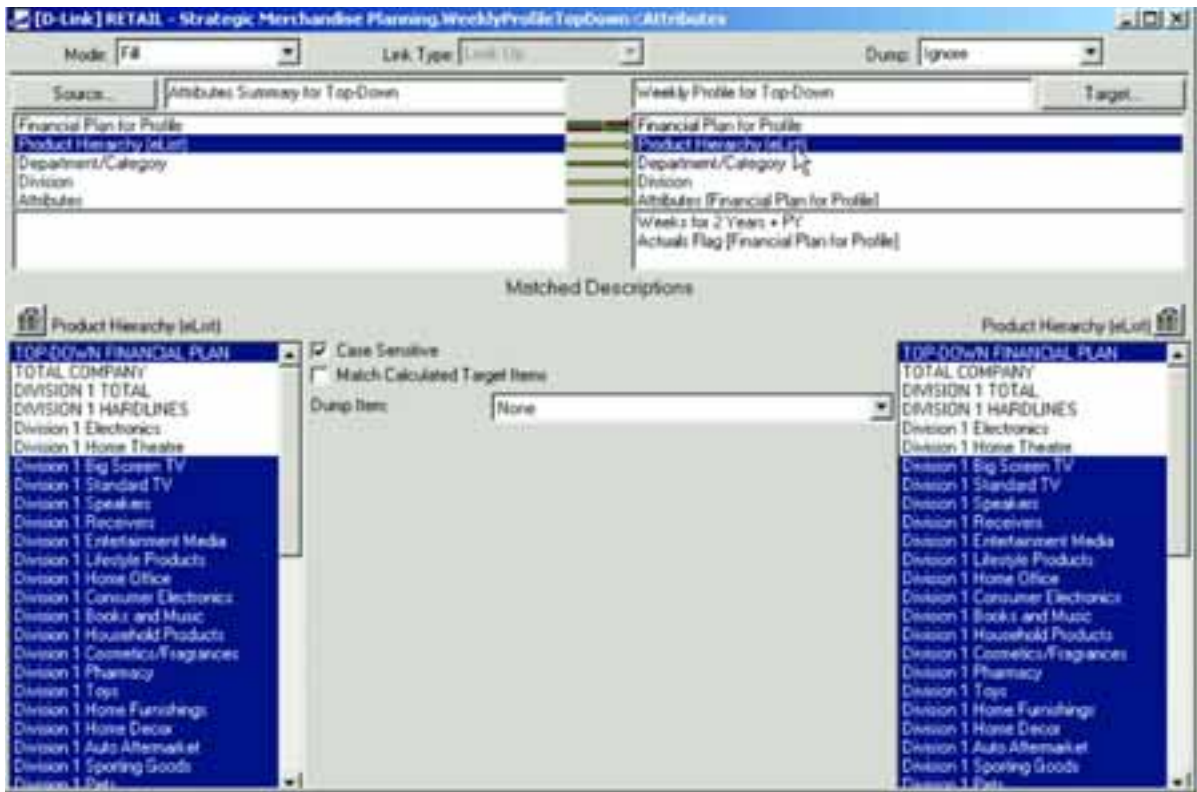
The Actuals flag is also a d-list formatted item on the Financial Plan for Profile d-list. It is not relevant in this d-link, and selections on this item are not allowed.

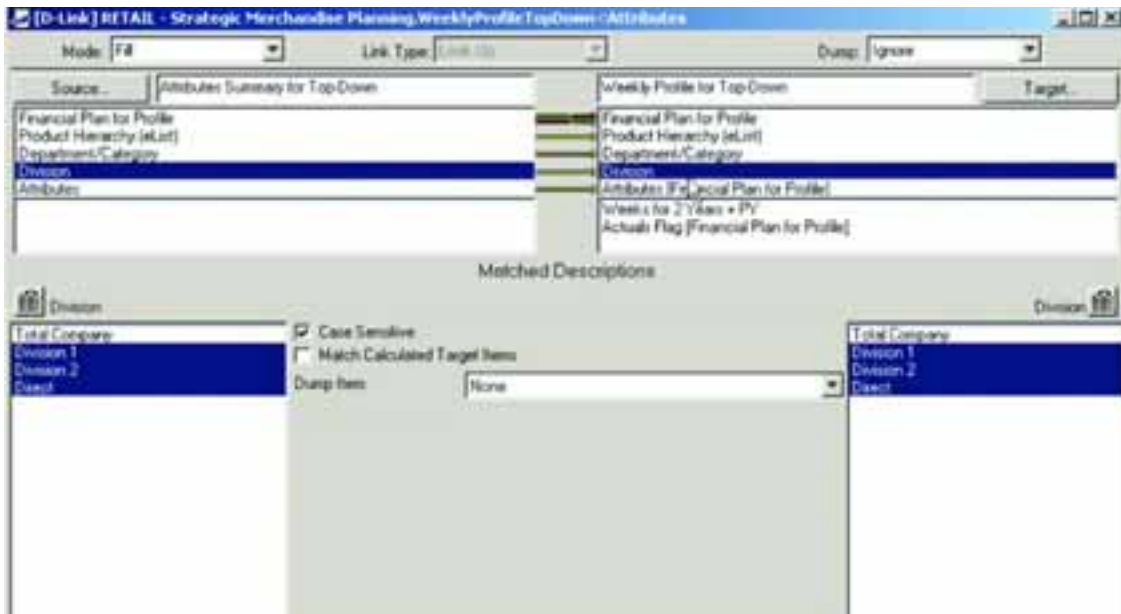


Once the prior year data is linked into the Attributes Summary for Top-Down d-cube, the third step can take place which involves moving the prior year actuals data into the appropriate week in the Current Year and Current Year + 1 forecasts based on the attributes of that week. This step takes place through a d-link called WeeklyProfileTopDown<Attributes.

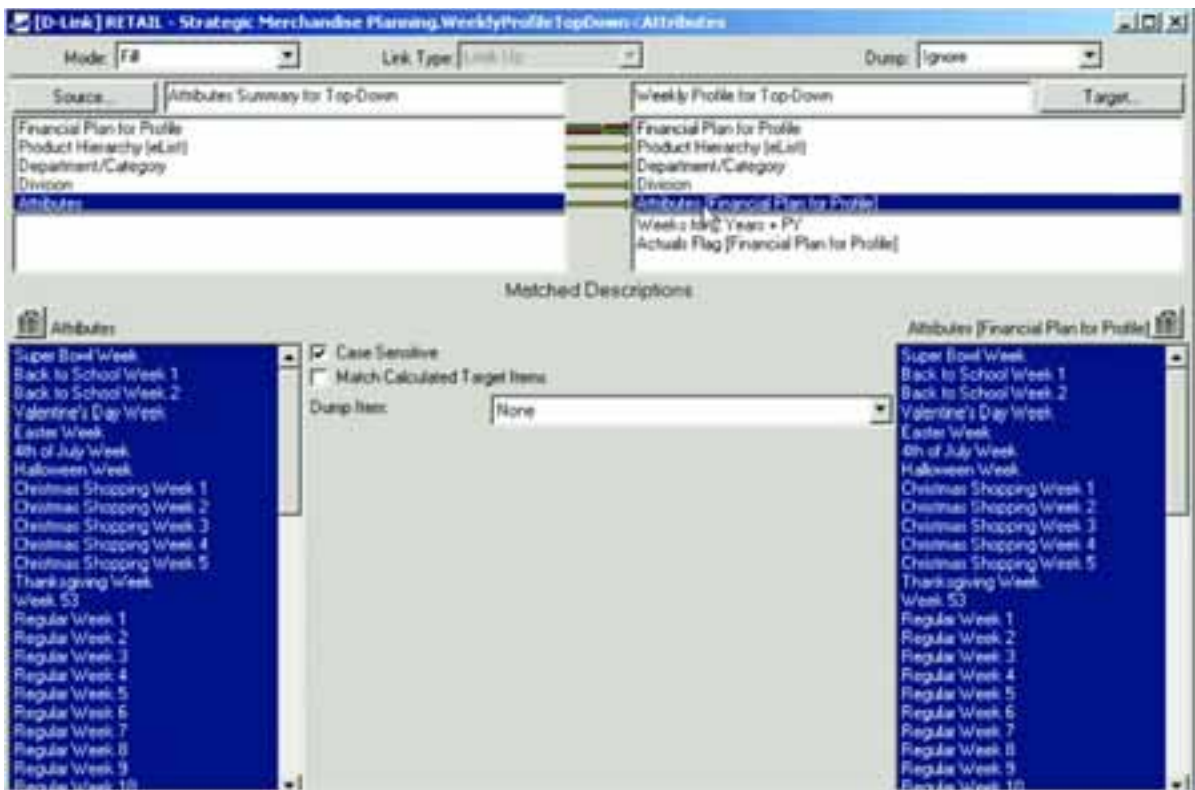
All items in the Financial Plan for Profile mapping are linked, other than the Attributes and Actuals Flag, as those items are linked into the Weekly Profile for Top-Down d-cube from the Weekly Assumptions d-cube and should not be overwritten in this d-link.



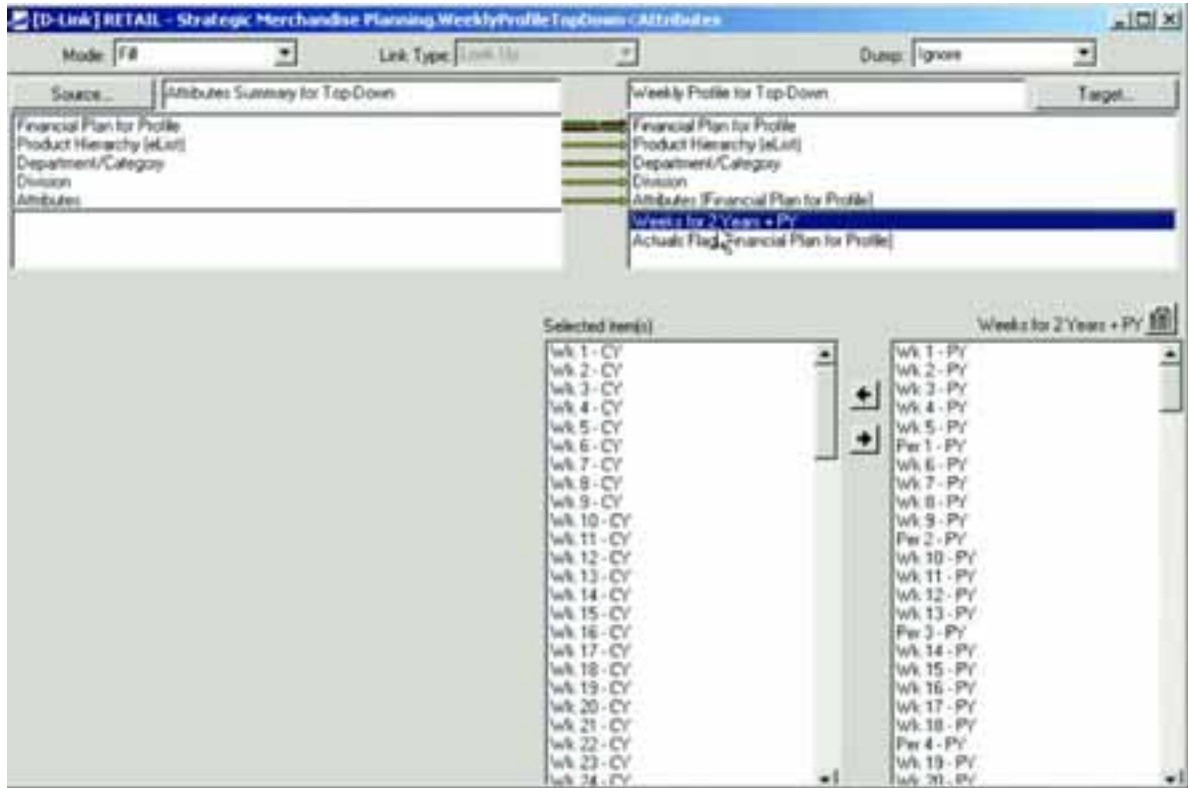




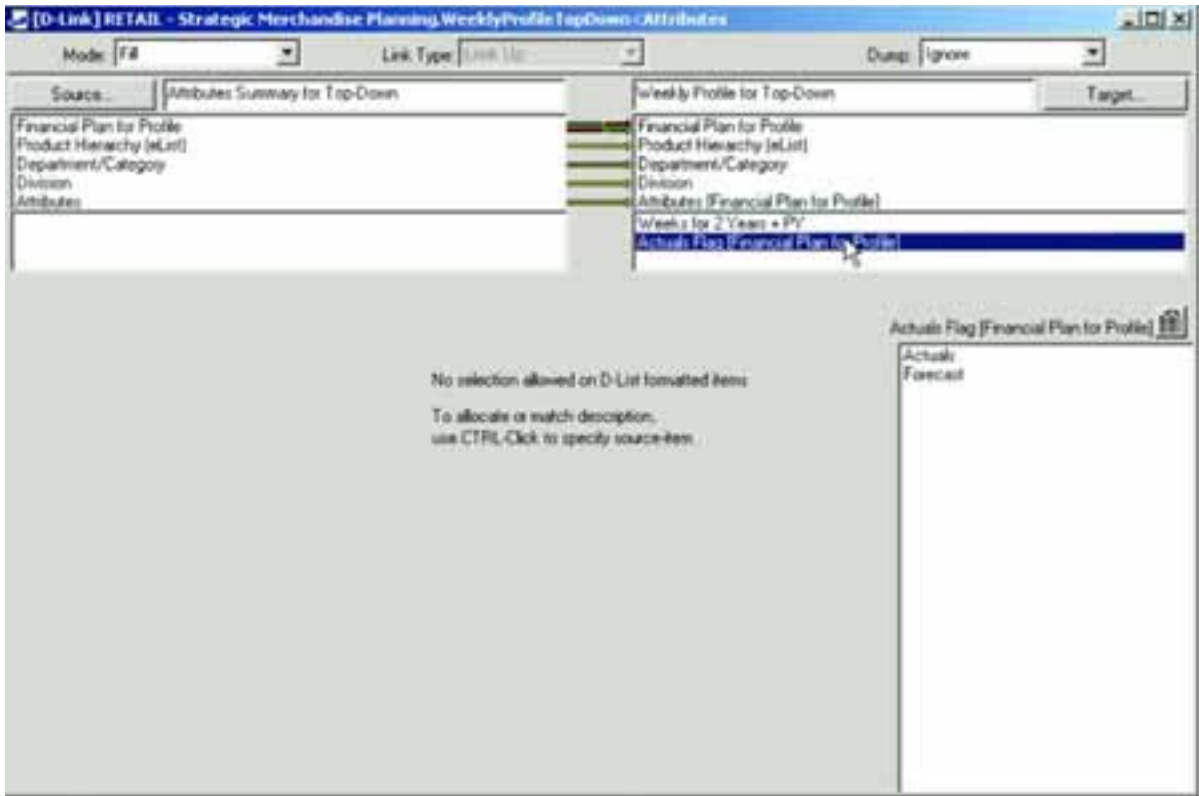
The WeeklyProfileTopDown<Attributes d-link is a Look Up d-link in that it matches an actual d-list on the source side of the link (Attributes Summary for Top-Down) to a formatted d-list on the target side of the d-link (Weekly Profile for Top-Down). The Attributes item on the target side of the d-link is a d-list formatted item on the actual d-list in that d-cube called Financial Plan for Profile. This linking mechanism moves data associated with each Attribute on the source side to the appropriate week in the target side based on whether that attribute was assigned to the week from the Weekly Assumptions.



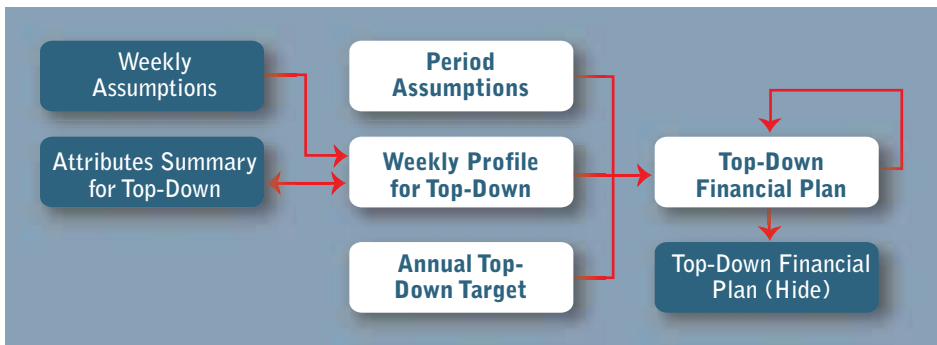
Only the weeks for the Current Year and the Current Year + 1 are chosen in the d-link, as the d-link should not overwrite the actuals data that exists in the weeks that are labeled as Prior Year.



The Actuals Flag is another d-list formatted item in the Financial Plan for Profile d-list, is not used in the d-link, and therefore, no selection is allowed in the d-link.



These d-links are run automatically in Contributor and update the Top-Down Financial Plan without any action required of the end users.



The third d-link into the Top-Down Financial Plan is called TopDownPlan<PeriodAssump1 and links assumptions about each period into the planning tab from a d-cube called Period Assumptions. The Period Assumptions d-cube is made up of two dimensions: Periods and Period Assumptions.

[D-Cube] RETAIL - Strategic Merchandise Planning: Period Assumptions

	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	CY Spring Total	Per 7 - CY	Per 8 - CY	Per 9 - CY	Per 10 - CY	Per 11 - CY
Actuals Flag	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast		Forecast	Forecast	Forecast	Forecast	Forecast
Period Indicator	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY		Per 7 - CY	Per 8 - CY	Per 9 - CY	Per 10 - CY	Per 11 - CY
Actualized Periods	Per 1 - CY	Per 2 - CY										
Zero	0	0	0	0	0	0	0	0	0	0	0	0

[D-Link] RETAIL - Strategic Merchandise Planning: TopDownPlan (Period Assump)

Mode: Fill Link Type: Regular Dump: Ignore

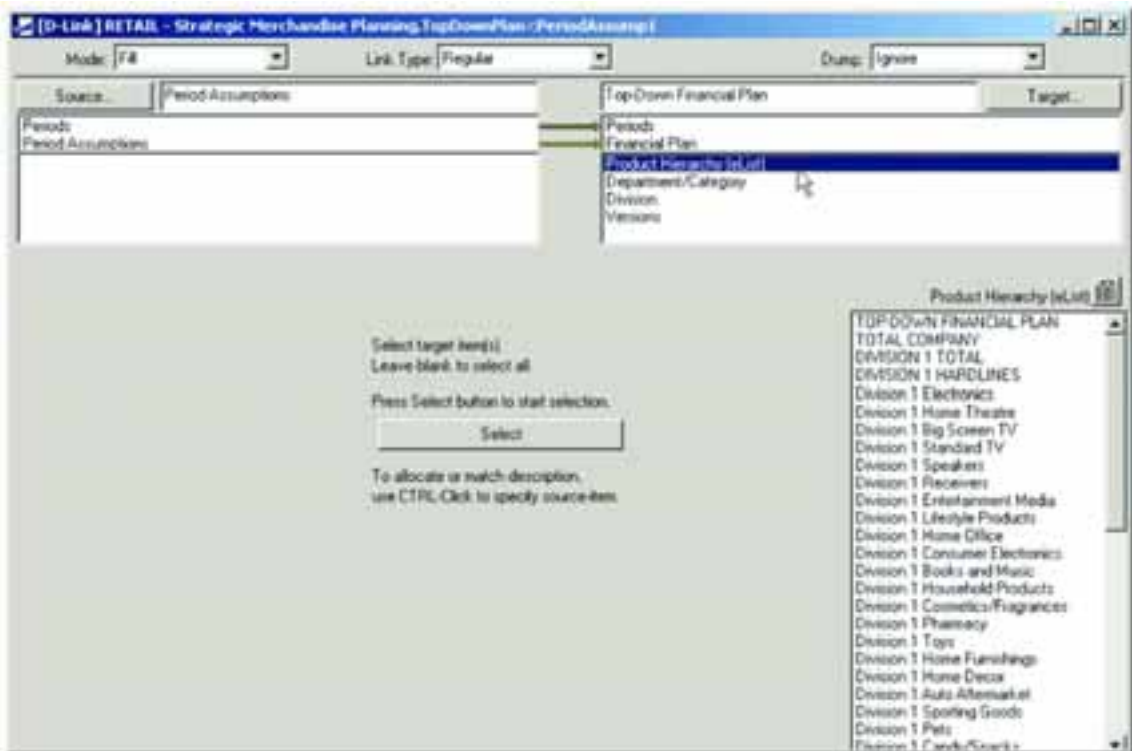
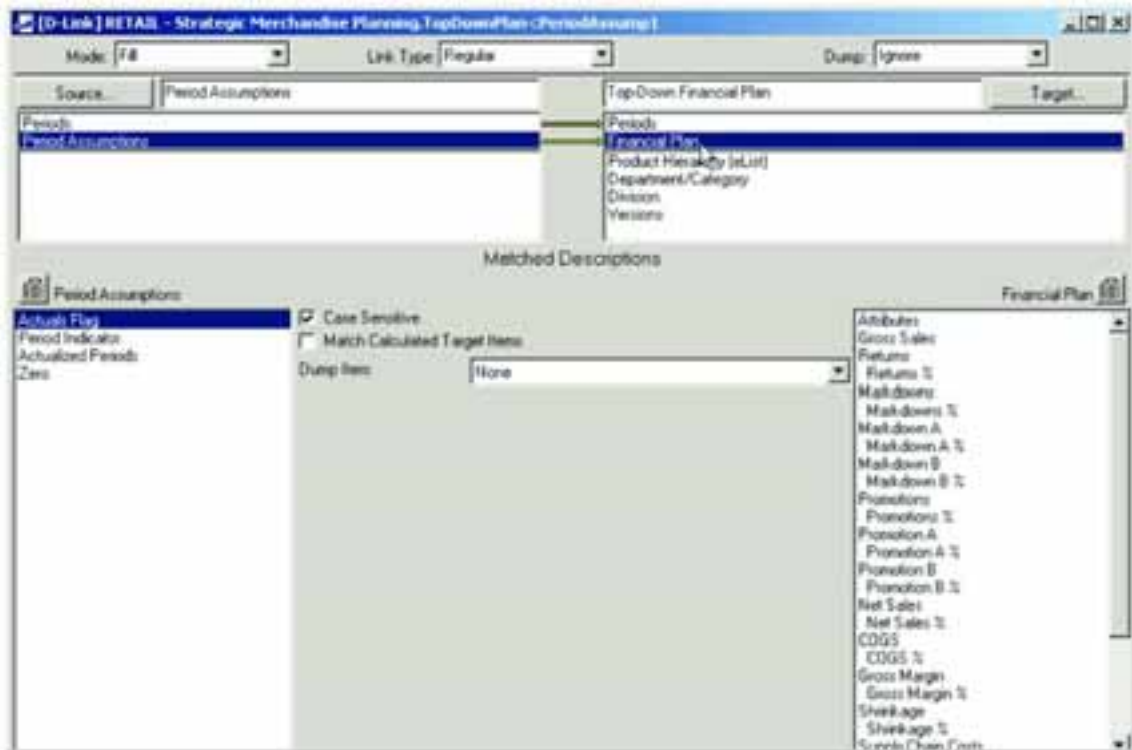
Source: Period Assumptions Target: Top-Down Financial Plan

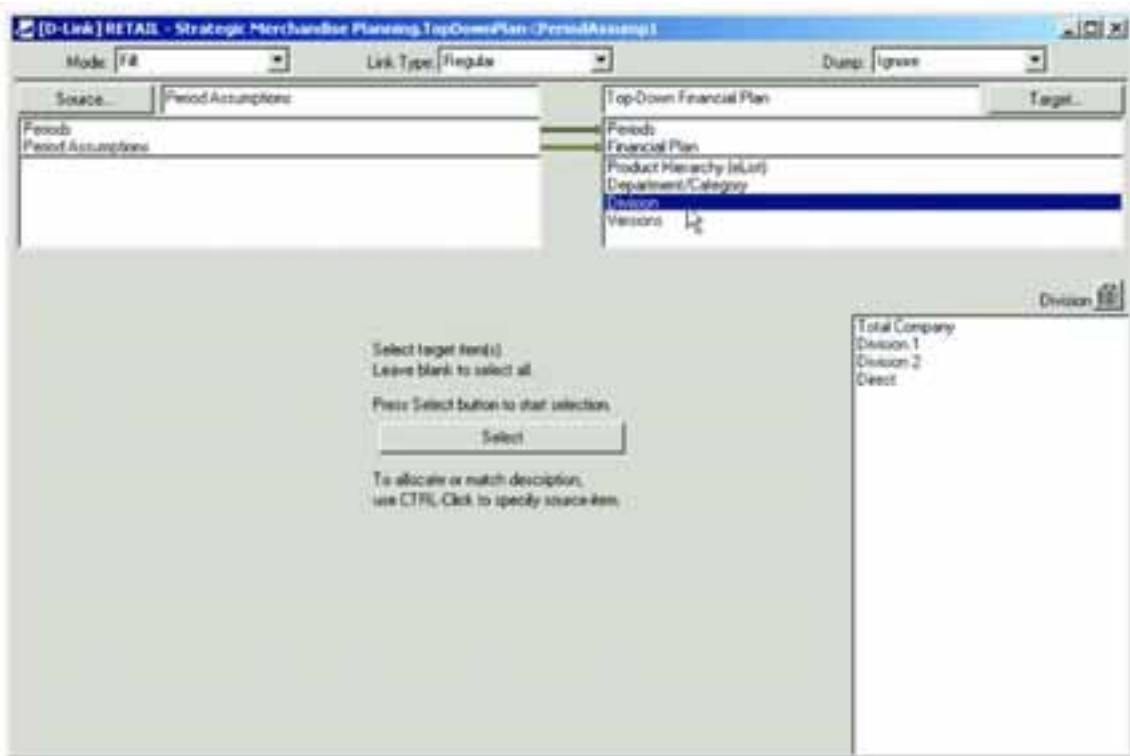
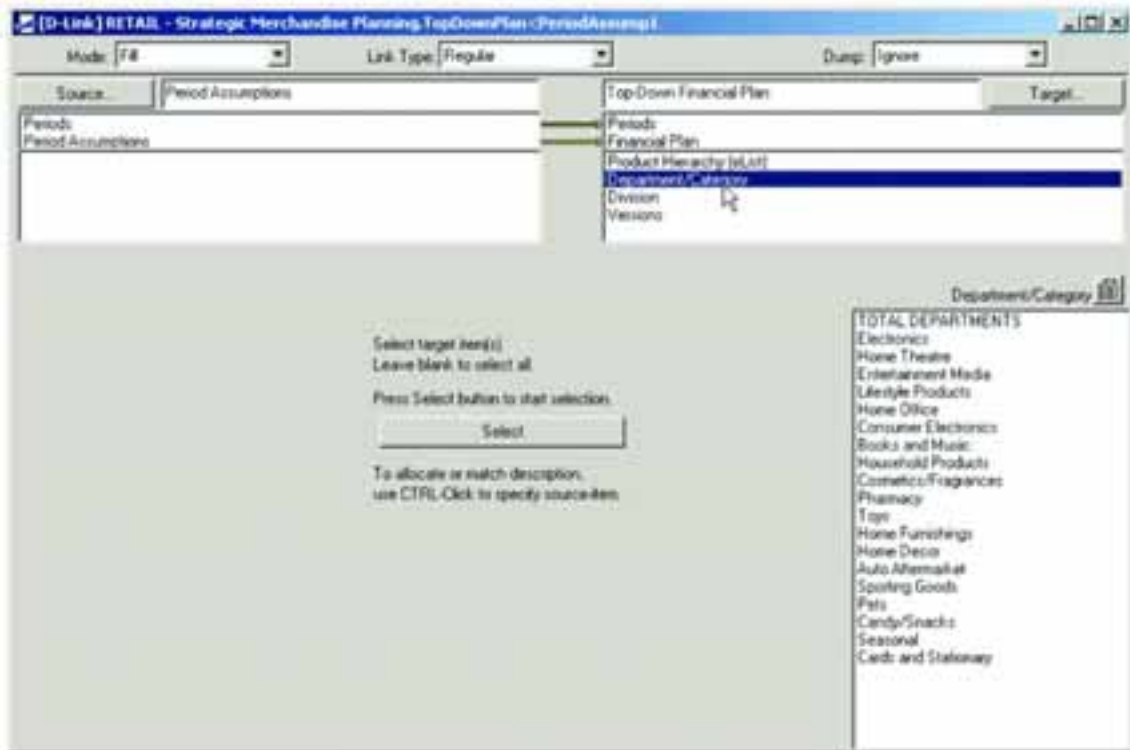
Periods: Period Assumptions Financial Plan

Matched Descriptions

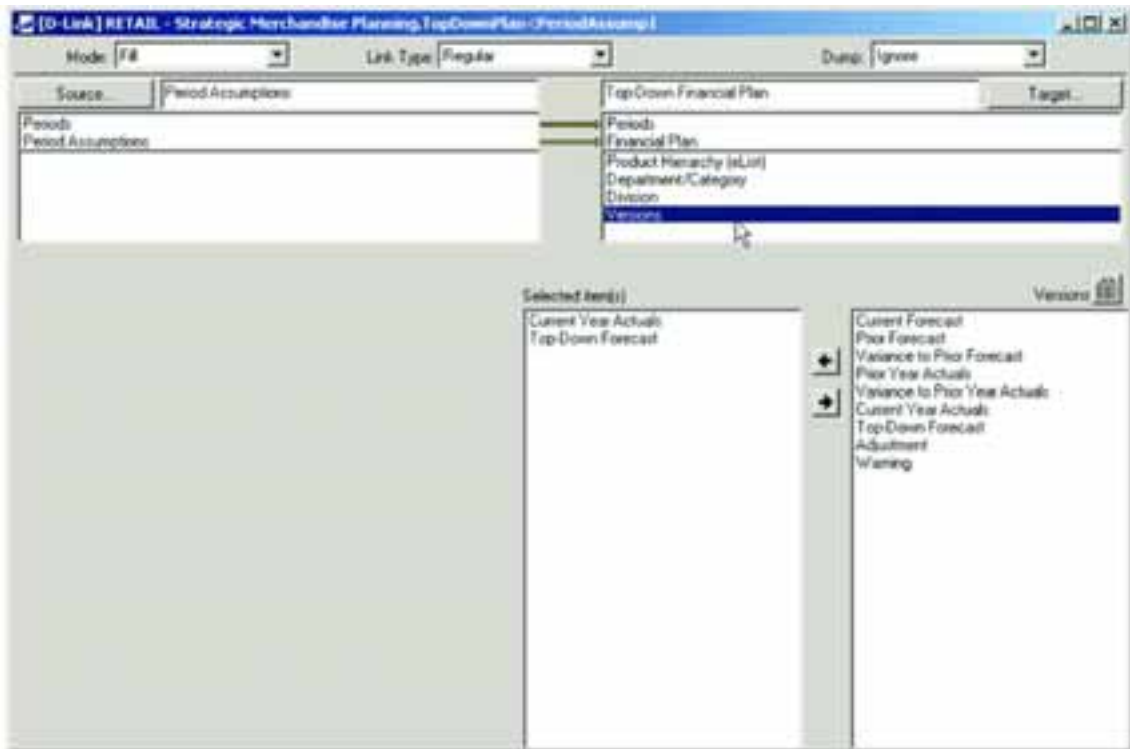
Case Sensitive
 Match Calculated Target Items
 Dump Item: None

Periods	Periods
Per 1 - CY	Per 1 - CY
Per 2 - CY	Per 2 - CY
Per 3 - CY	Per 3 - CY
Per 4 - CY	Per 4 - CY
Per 5 - CY	Per 5 - CY
Per 6 - CY	Per 6 - CY
CY Spring Total	CY Spring Total
Per 7 - CY	Per 7 - CY
Per 8 - CY	Per 8 - CY
Per 9 - CY	Per 9 - CY
Per 10 - CY	Per 10 - CY
Per 11 - CY	Per 11 - CY
Per 12 - CY	Per 12 - CY
CY Fall Total	CY Fall Total
CY Total	CY Total
Per 1 - CY+1	Per 1 - CY+1
Per 2 - CY+1	Per 2 - CY+1
Per 3 - CY+1	Per 3 - CY+1
Per 4 - CY+1	Per 4 - CY+1
Per 5 - CY+1	Per 5 - CY+1
Per 6 - CY+1	Per 6 - CY+1
CY+1 Spring Total	CY+1 Spring Total
Per 7 - CY+1	Per 7 - CY+1
Per 8 - CY+1	Per 8 - CY+1
Per 9 - CY+1	Per 9 - CY+1

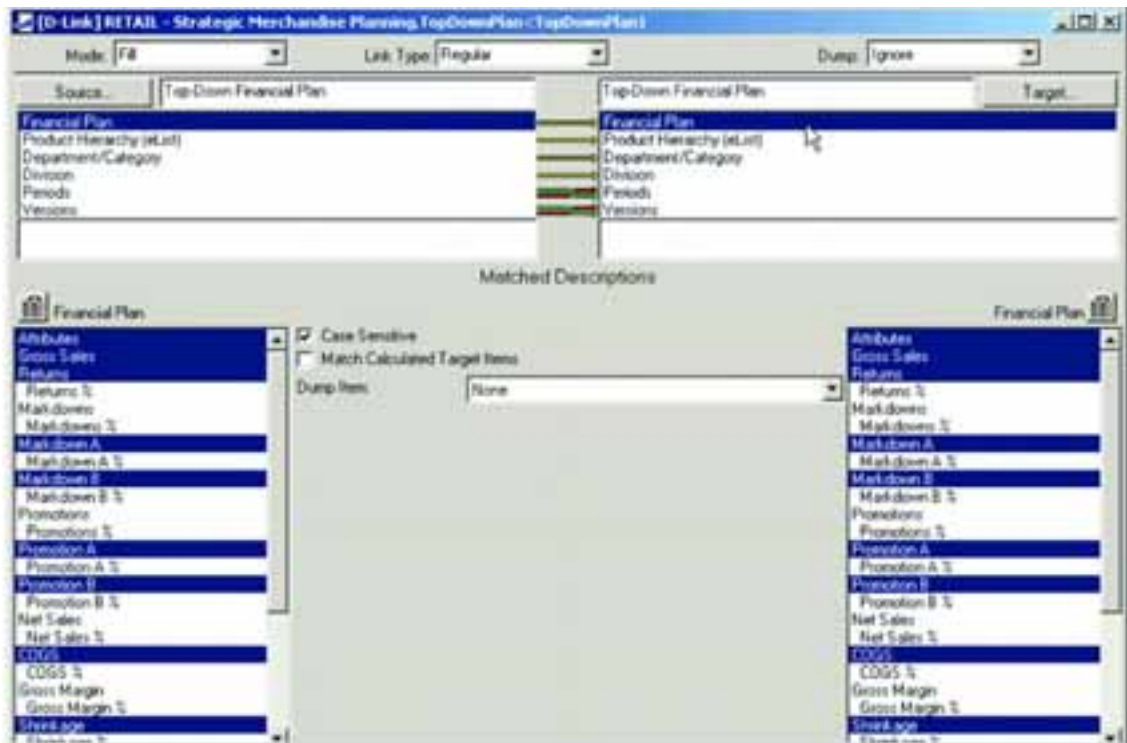


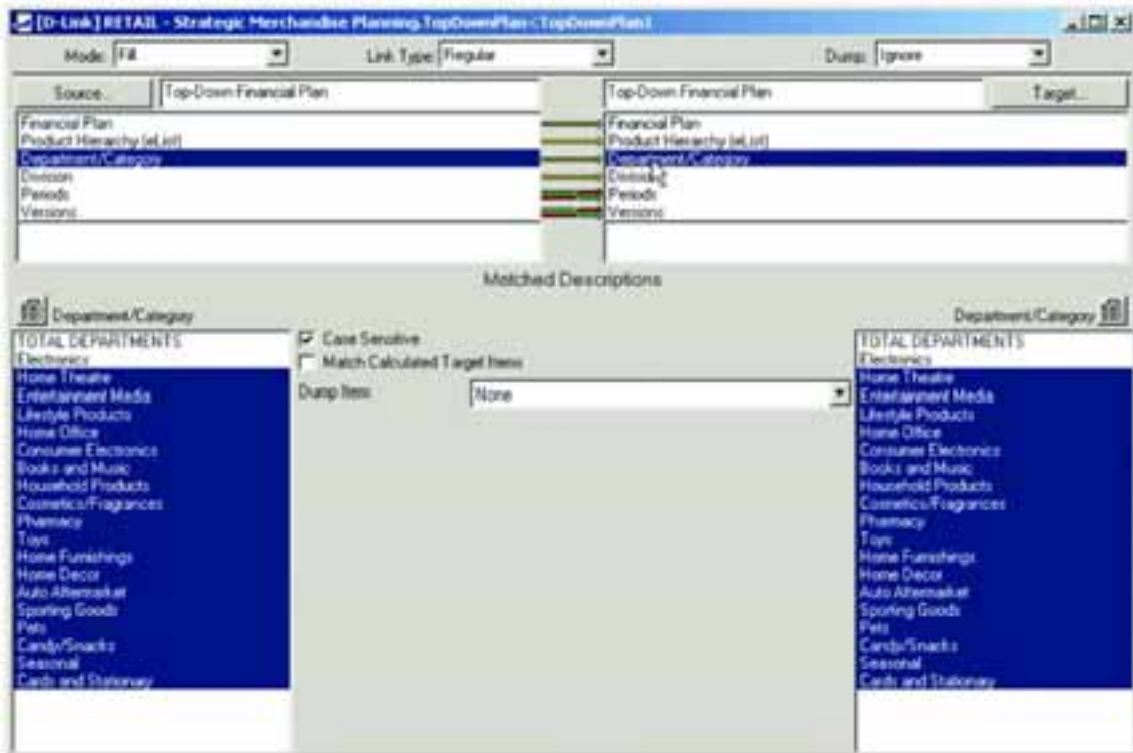
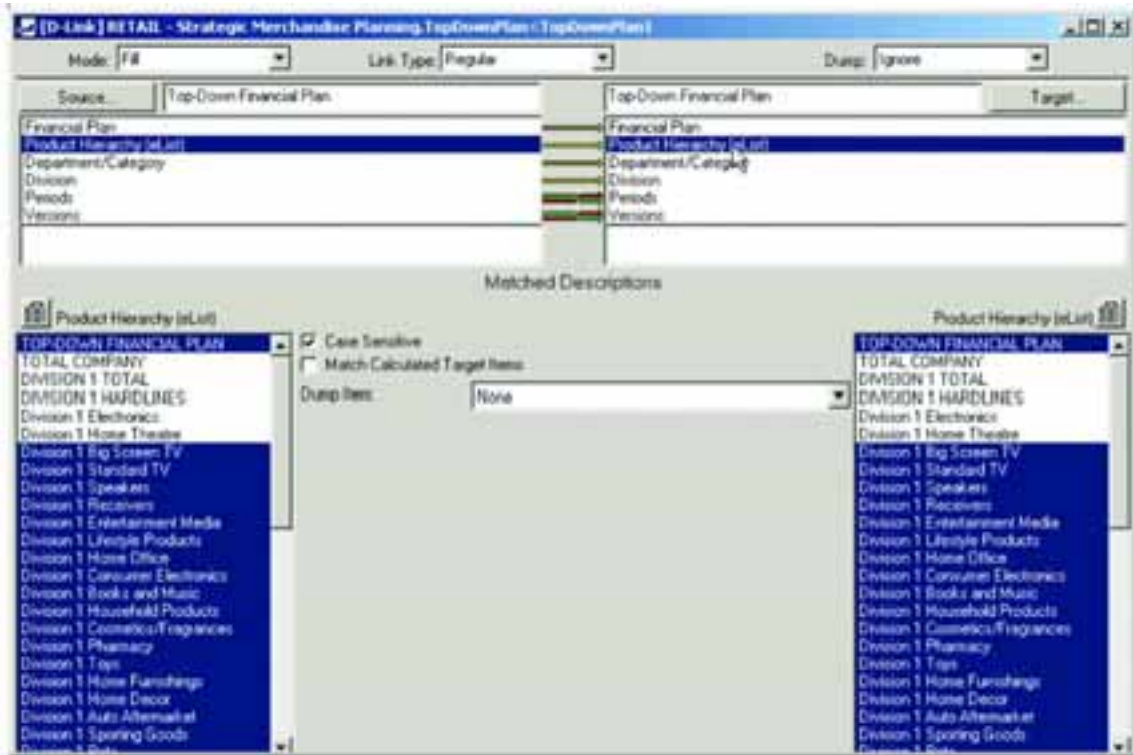


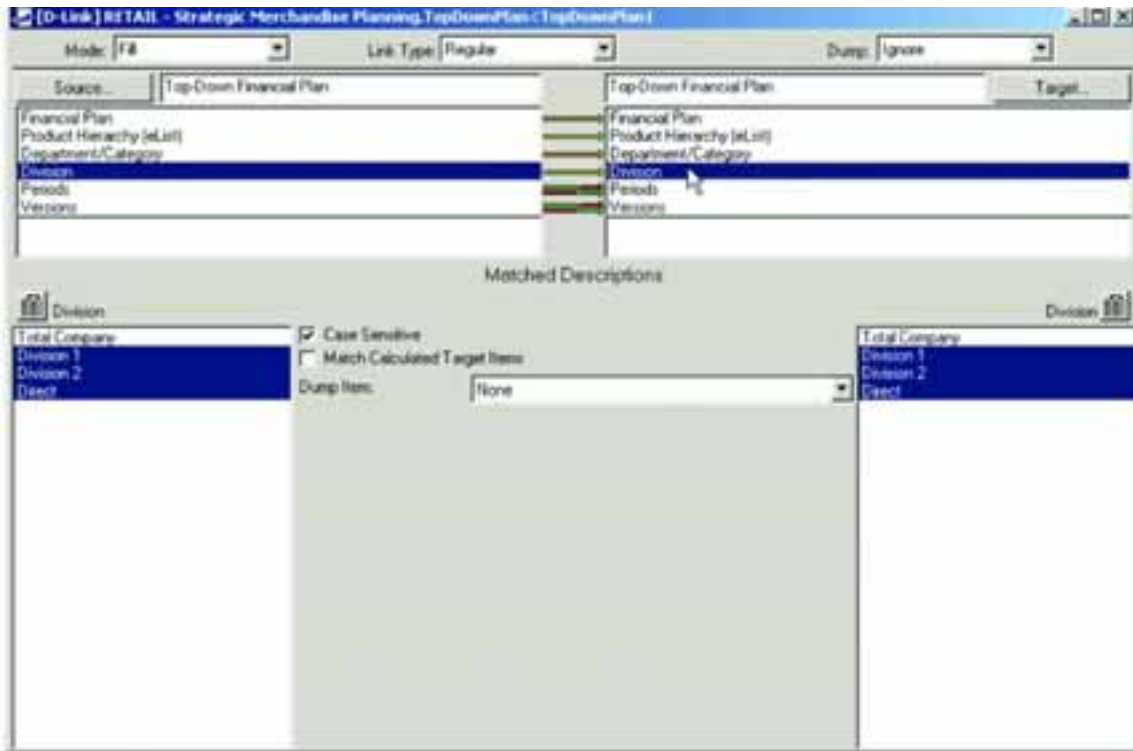
The information from the Period Assumptions d-cube is only linked into the Current Year Actuals and Top-Down Forecast items in the Versions dimension, as the other items in that dimension are either historical or calculations and should not change based on information linked from the Period Assumptions d-cube.



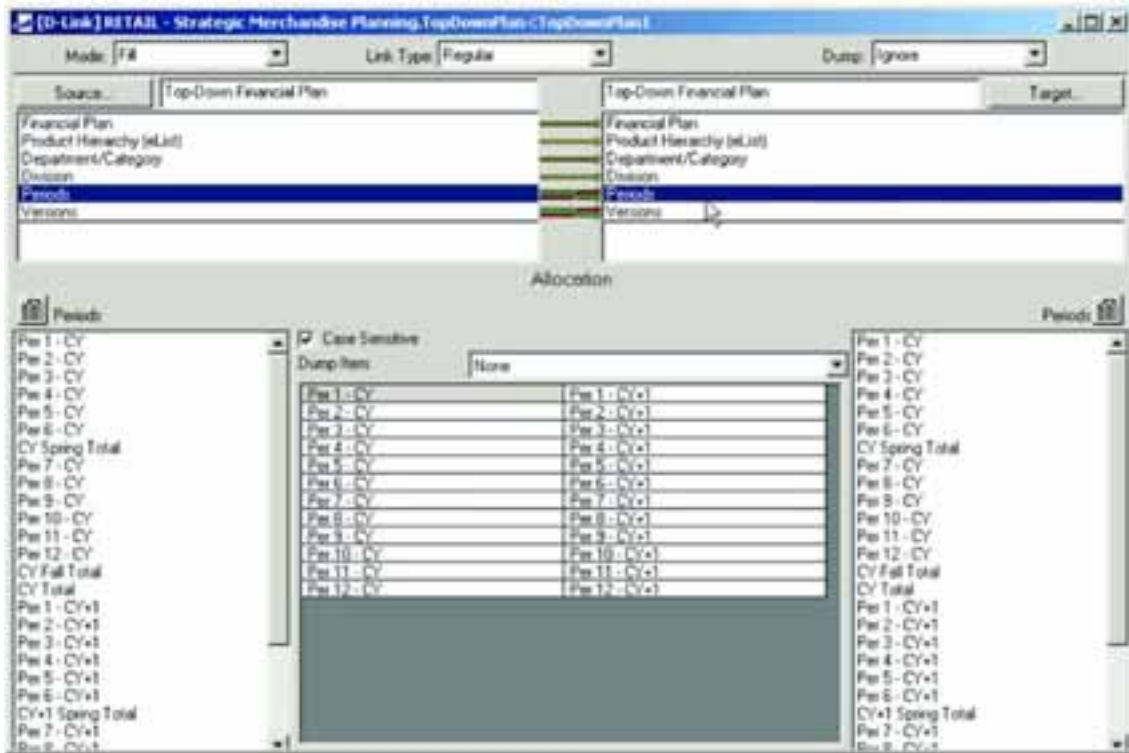
The fourth d-link into the Top-Down Financial Plan d-cube is called TopDownPlan<TopDownPlan1 and is an internal d-link that Current Year Actuals to the Prior Year Actuals view for the Current Year + 1.



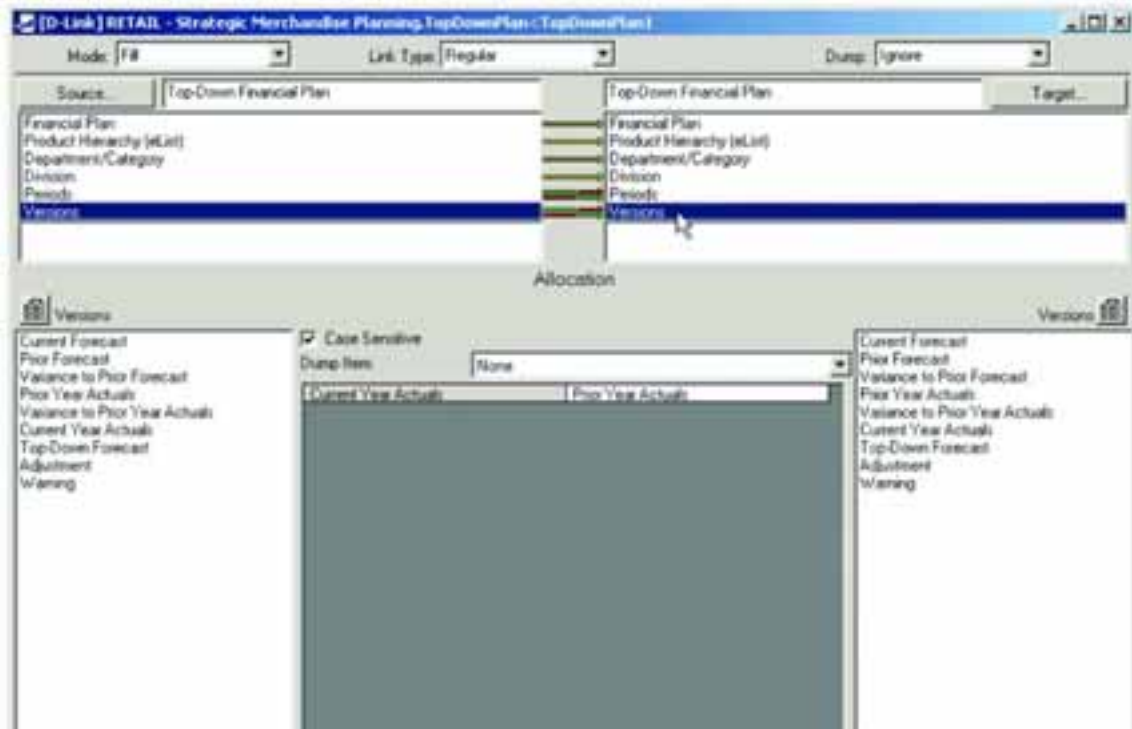




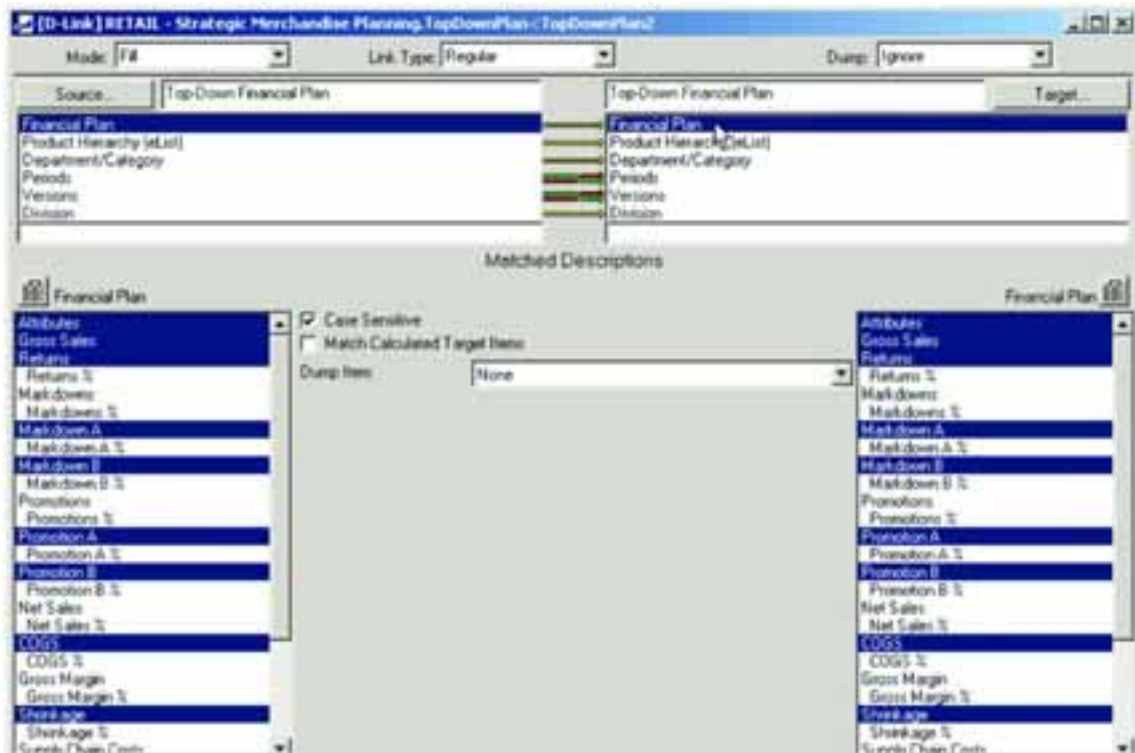
The periods for the Current Year are matched to the periods for the Current Year + 1.

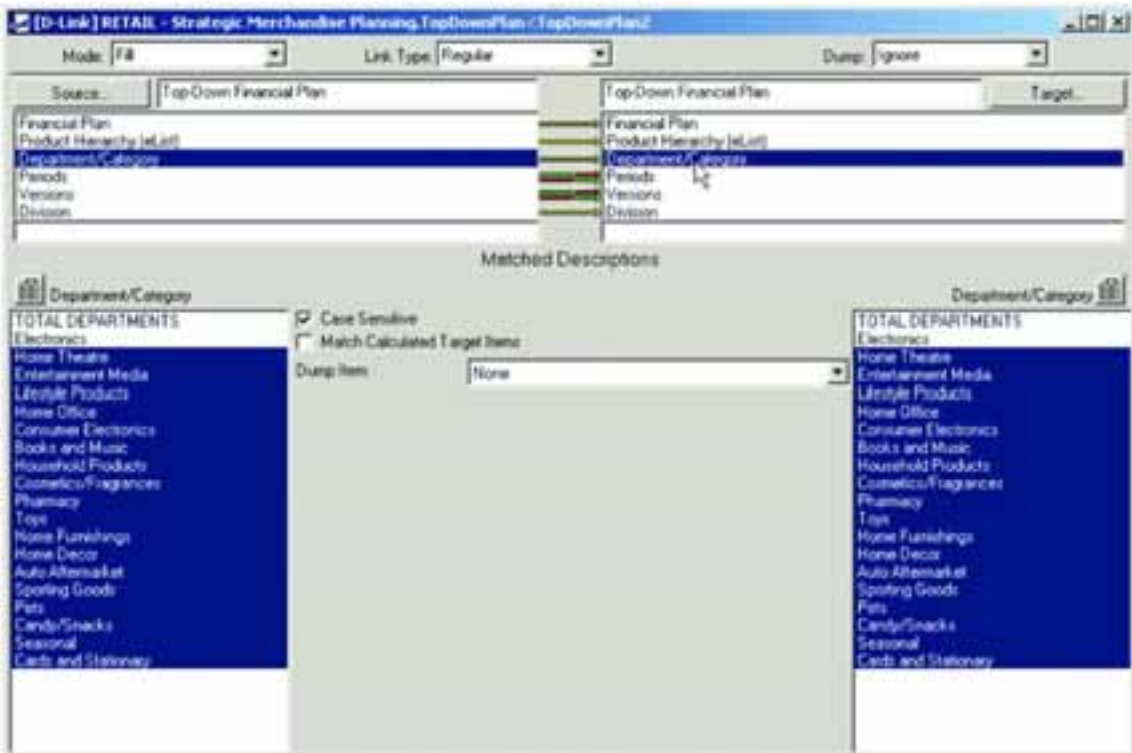
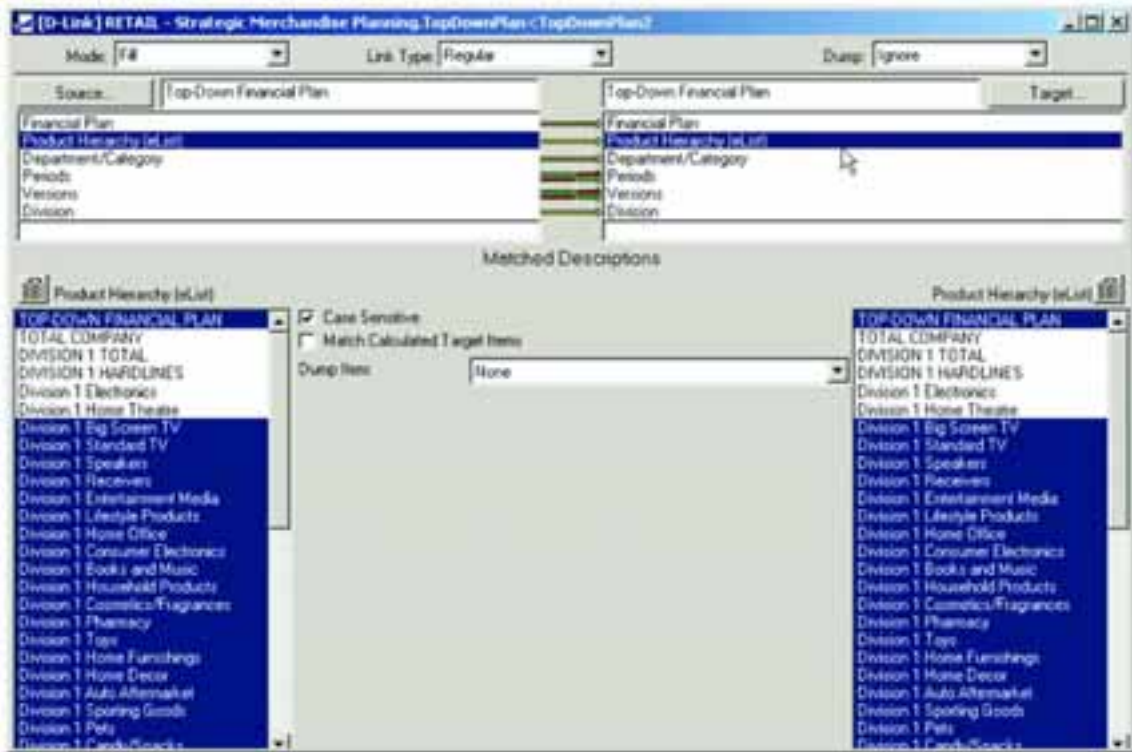


The Current Year Actuals item in the Versions dimension is linked to the Prior Year Actuals item.



The fifth d-link in the Top-Down Financial Plan d-cube is called TopDownPlan<TopDownPlan2 and is another internal d-link. This d-link moves Current Year Actuals into the Top-Down Forecast item in the Versions dimension so that those periods are taken into account in the forecast process and are not affected by the forecast values created in the Annual Top-Down Target tab.





The link between Periods leverages information from the Period Assumptions d-cube. In that d-cube, the periods that are actuals are identified by the flag in the first line, and using a conditional calculation are identified in the row called Actualized Periods.

	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	CY Spring Total	Per 7 - CY	Per 8 - CY	Per 9 - CY	Per 10 - CY	Per 11 - CY
Actuals Flag	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast		Forecast	Forecast	Forecast	Forecast	Forecast
Period Indicator	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY		Per 7 - CY	Per 8 - CY	Per 9 - CY	Per 10 - CY	Per 11 - CY
Actualized Periods	1	1	0	0	0	0	0	0	0	0	0	0

Mode: Fill Link Type: Regular Dump: Ignore

Source: Top-Down Financial Plan Target: Top-Down Financial Plan

Financial Plan: Financial Plan
 Product Hierarchy (sList): Product Hierarchy (sList)
 Department/Category: Department/Category
Periods: Periods
 Versions: Versions
 Division: Division

Allocation

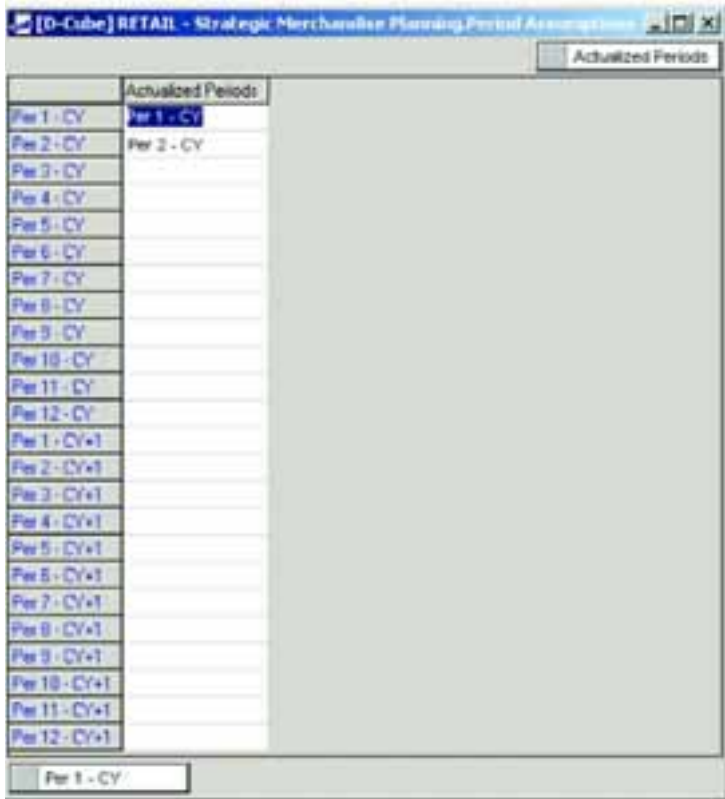
Case Sensitive: Dump Item: None

Selection from D-Cube: RETAIL - Strategic Merchandise Planning Period Assumptions
 D-Link used as source

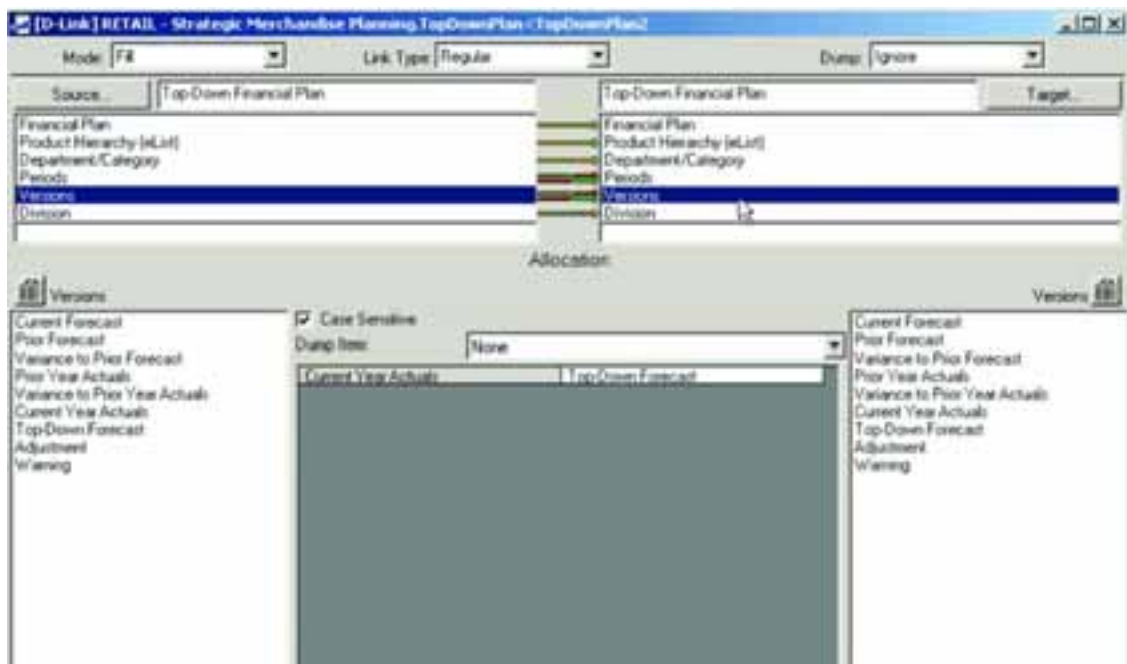
Periods List (Left): Per 1 - CY, Per 2 - CY, Per 3 - CY, Per 4 - CY, Per 5 - CY, Per 6 - CY, Per 7 - CY, Per 8 - CY, Per 9 - CY, Per 10 - CY, Per 11 - CY, Per 12 - CY, CY Fall Total, CY Total, Per 1 - CY+1, Per 2 - CY+1, Per 3 - CY+1, Per 4 - CY+1, Per 5 - CY+1, Per 6 - CY+1, CY+1 Spring Total, Per 7 - CY+1, Per 8 - CY+1, Per 9 - CY+1

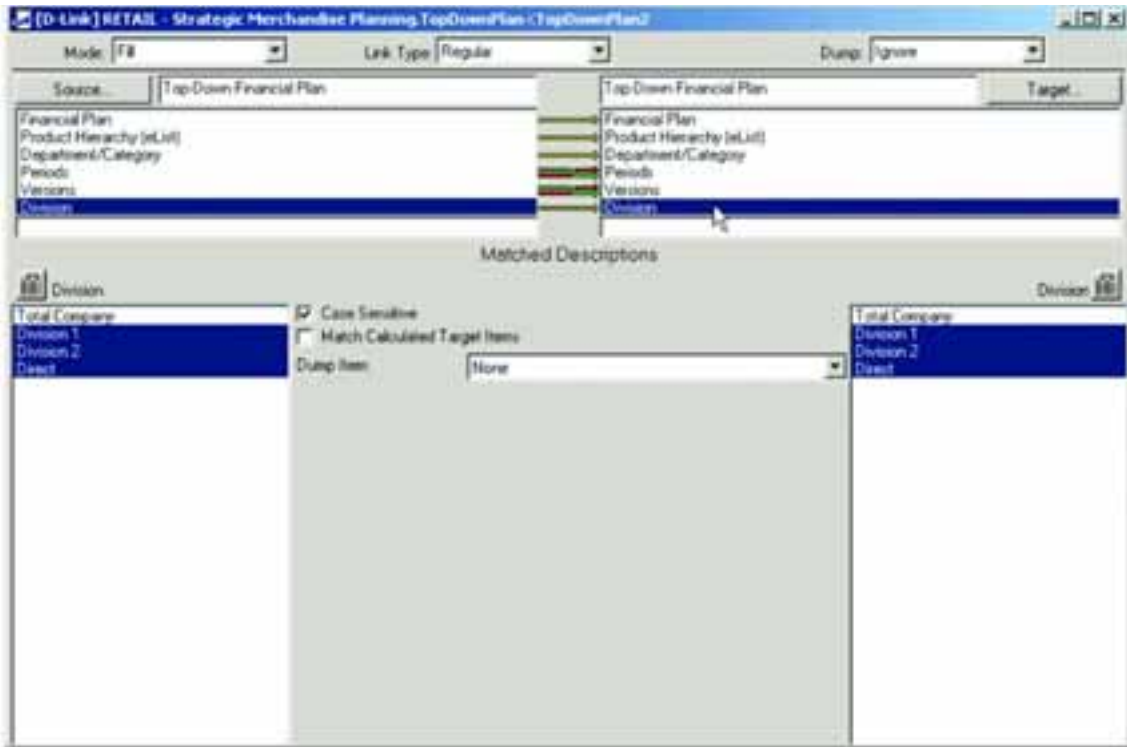
Periods List (Right): Per 1 - CY, Per 2 - CY, Per 3 - CY, Per 4 - CY, Per 5 - CY, Per 6 - CY, Per 7 - CY, Per 8 - CY, Per 9 - CY, Per 10 - CY, Per 11 - CY, Per 12 - CY, CY Fall Total, CY Total, Per 1 - CY+1, Per 2 - CY+1, Per 3 - CY+1, Per 4 - CY+1, Per 5 - CY+1, Per 6 - CY+1, CY+1 Spring Total, Per 7 - CY+1, Per 8 - CY+1, Per 9 - CY+1

The assumption for purposes of this blueprint is that the first ten weeks of the forecast period are actuals. Therefore, the view of the Periods Assumptions d-cube leveraged in this link appears as follows:

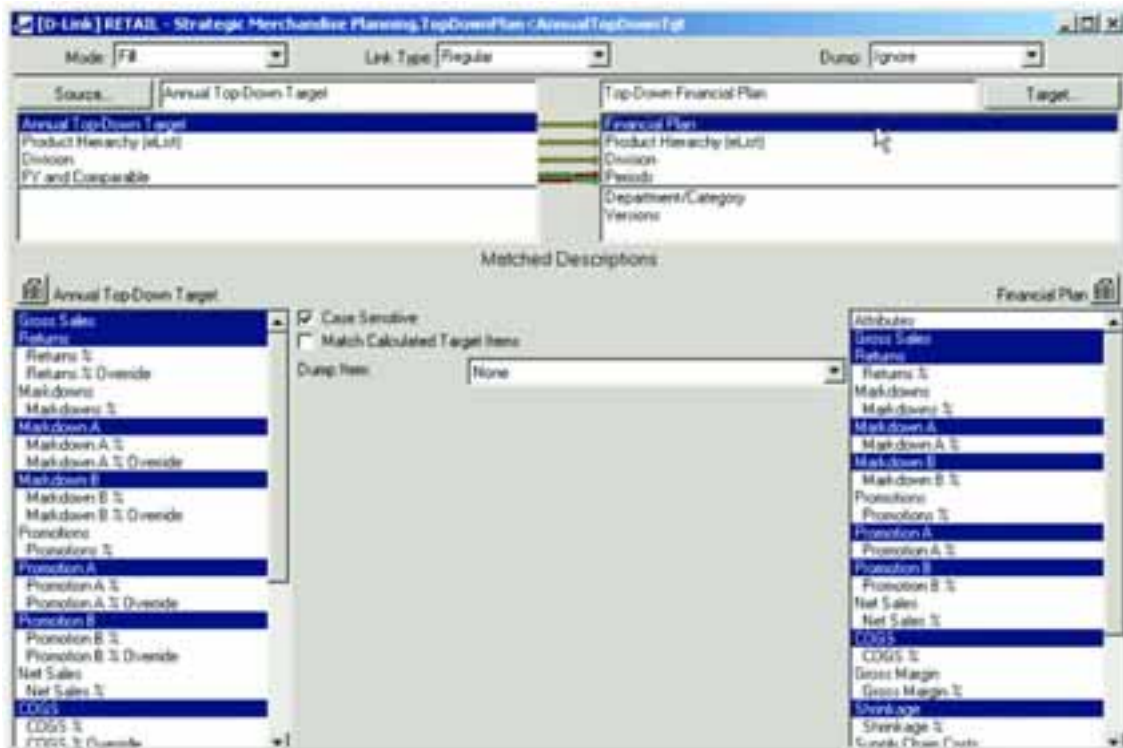


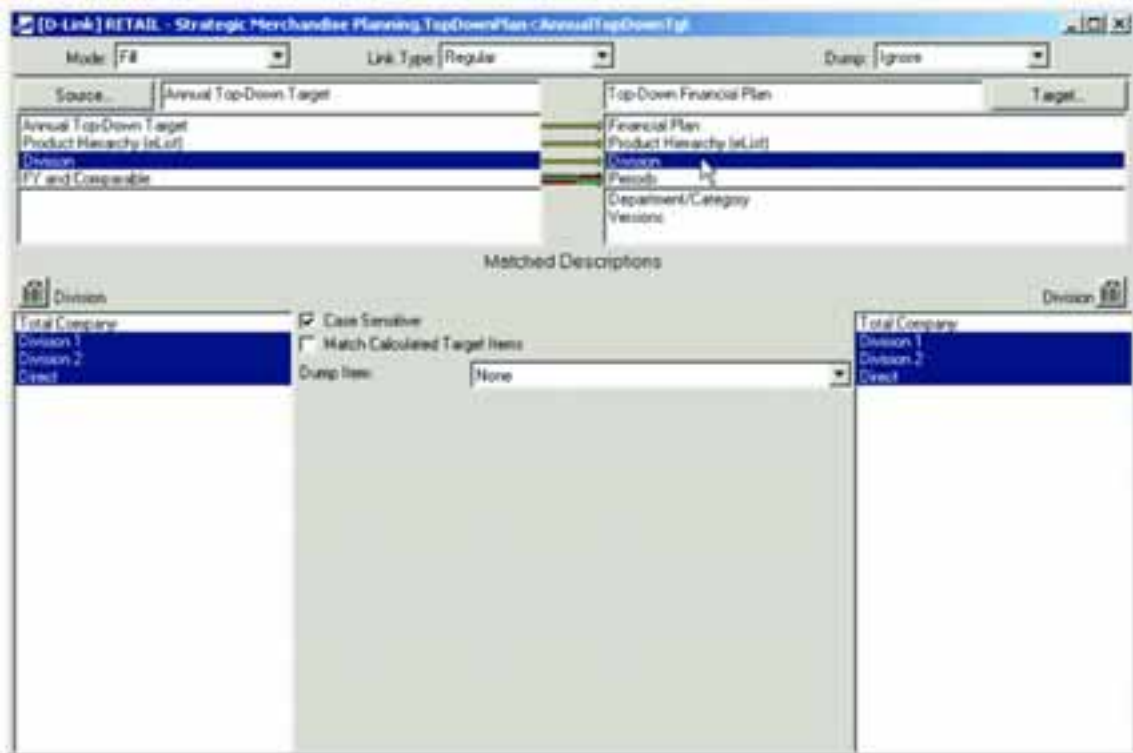
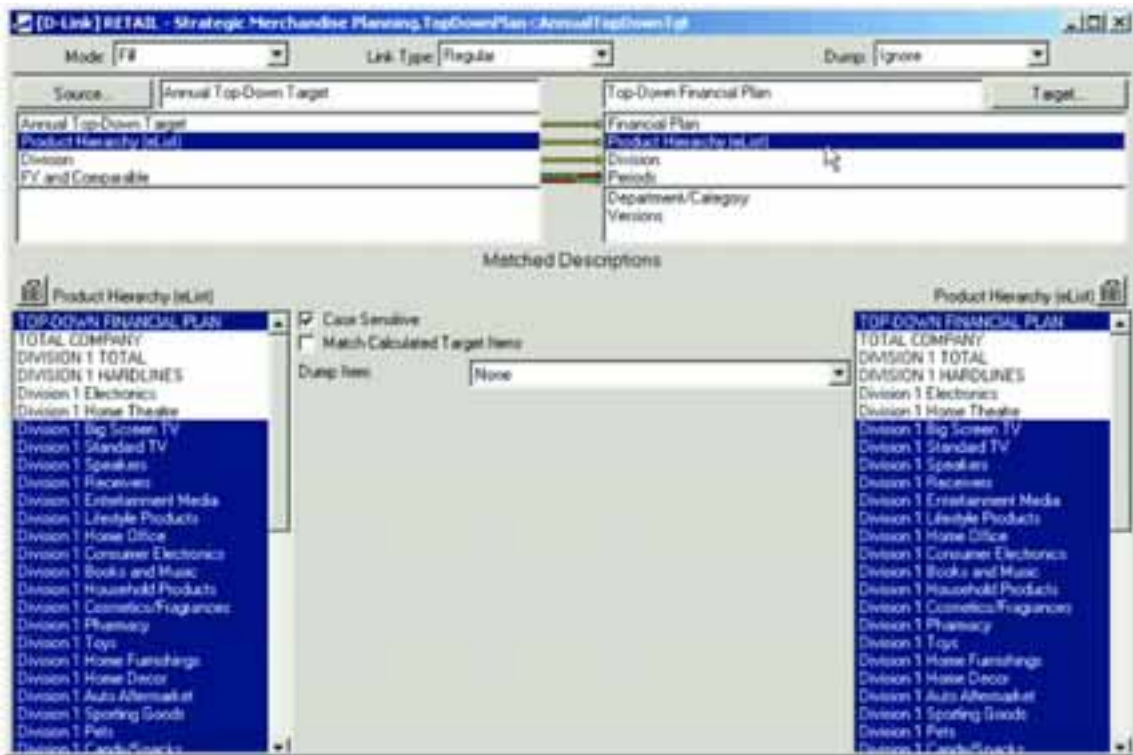
The link for the Versions lists moves information in the Current Year Actuals item to the Top-Down Forecast item. Therefore, once the data from the Annual Top-Down Target is linked into the Top-Down Financial Plan d-cube, these actual periods will not be impacted.



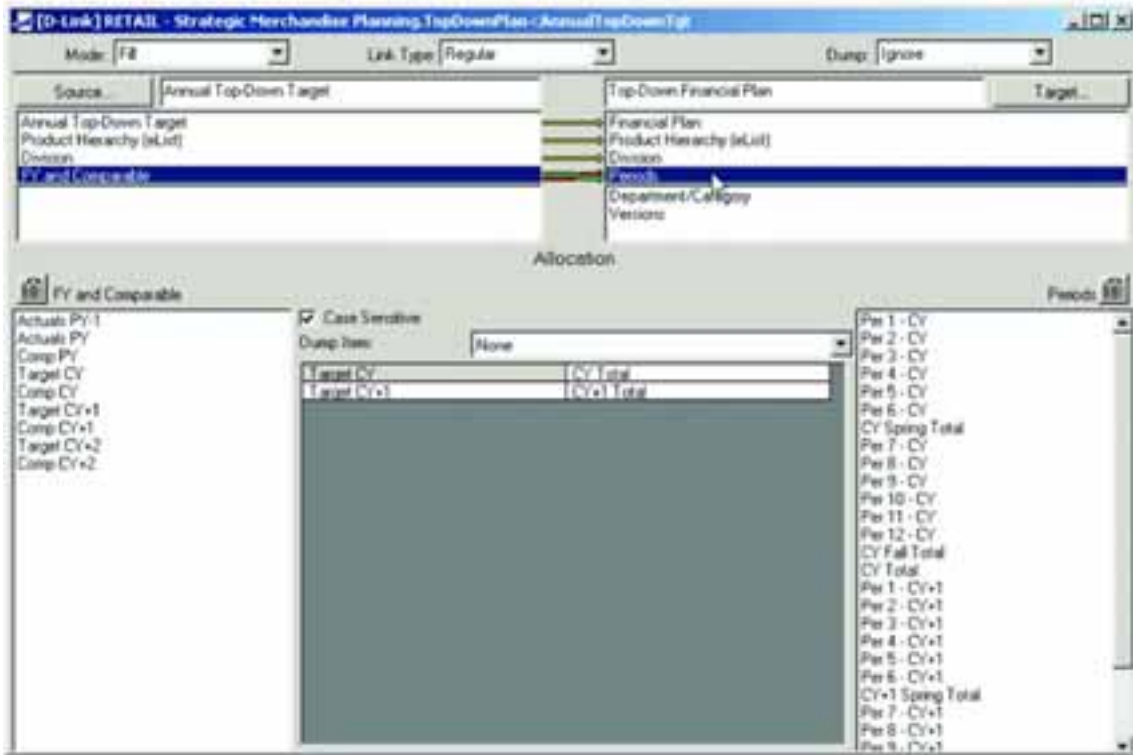


The sixth d-link into the Top-Down Financial Plan d-cube is called TopDownTarget<AnnualTopDownTgt and links the information forecasted in the Annual Top-Down Target tab.

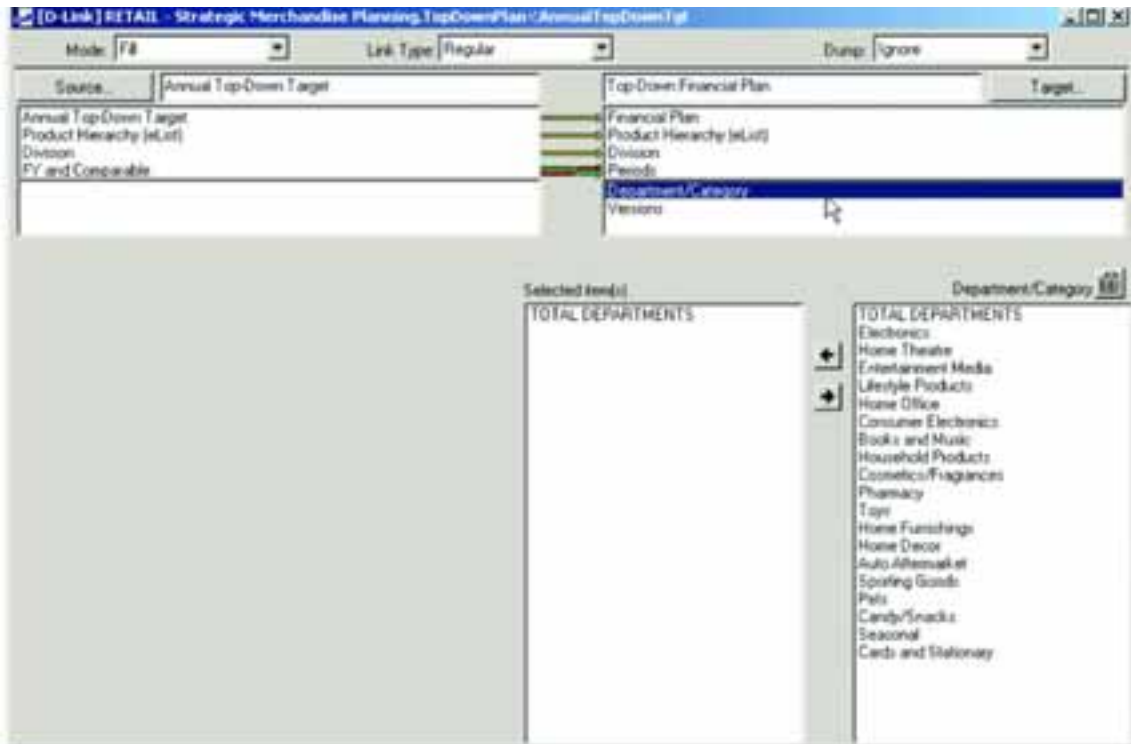




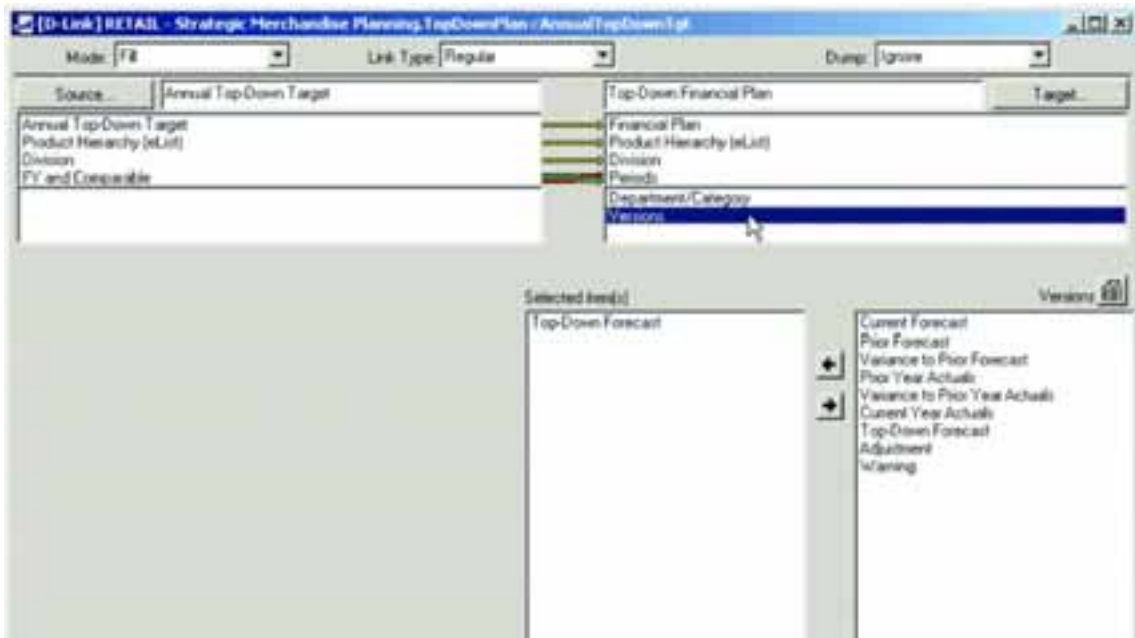
The Target CY from the Annual Top-Down Target d-cube is linked to the CY Total in the Top-Down Financial Plan, and the Target CY+1 is linked to the CY+1 Total. In the Top-Down Financial Plan, the CY Total and CY+1 Total are sub-totals of the periods in each of those years. Therefore, this d-link will create a breakback of the top-down information to the periods, using the profile information linked from the Weekly Profile for Top-Down d-cube, but not impacting the actual periods that were linked internally in a prior link.



The d-link performs a second breakback over the departments and categories as the link moves data into the TOTAL DEPARTMENTS item in the Department/Category dimension, which is a sub-total of the departments.



This information is linked into the Top-Down Forecast item in the Versions dimension as that is the view that will be presented to the user in a read-only manner and will be available for variance analysis and consensus.



The seventh, and final, d-link into the Top-Down Financial Plan is called TopDownPlan<PeriodAssump2. It is a second d-link from the Period Assumptions d-cube leveraging the row called Zero. The purpose of this d-link is to clear any data that may exist in the Adjustments item in the Versions dimension for those periods that are actuals so that those adjustments will not affect the Current Forecast as it is a sub-total of the Top-Down Forecast and Adjustment lines.

	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY	CY Spring Total	Per 7 - CY	Per 8 - CY	Per 9 - CY	Per 10 - CY	Per 11 - CY
Actual Flag	Actual	Actual	Forecast	Forecast	Forecast	Forecast		Forecast	Forecast	Forecast	Forecast	Forecast
Period Indicators	Per 1 - CY	Per 2 - CY	Per 3 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY		Per 7 - CY	Per 8 - CY	Per 9 - CY	Per 10 - CY	Per 11 - CY
Actualized Periods	Per 1 - CY	Per 2 - CY										
Data	0	0	0	0	0	0	0	0	0	0	0	0

The d-link again leverages the Actualized Periods line of the Period Assumptions d-cube so that only the periods that are actuals are affected by the d-link.

Mode: Full Link Type: Regular Dump: Ignore

Source: Period Assumptions Target: Top-Down Financial Plan

Periods: Period Assumptions Versions: Financial Plan, Product Hierarchy (eList), Department/Category, Division

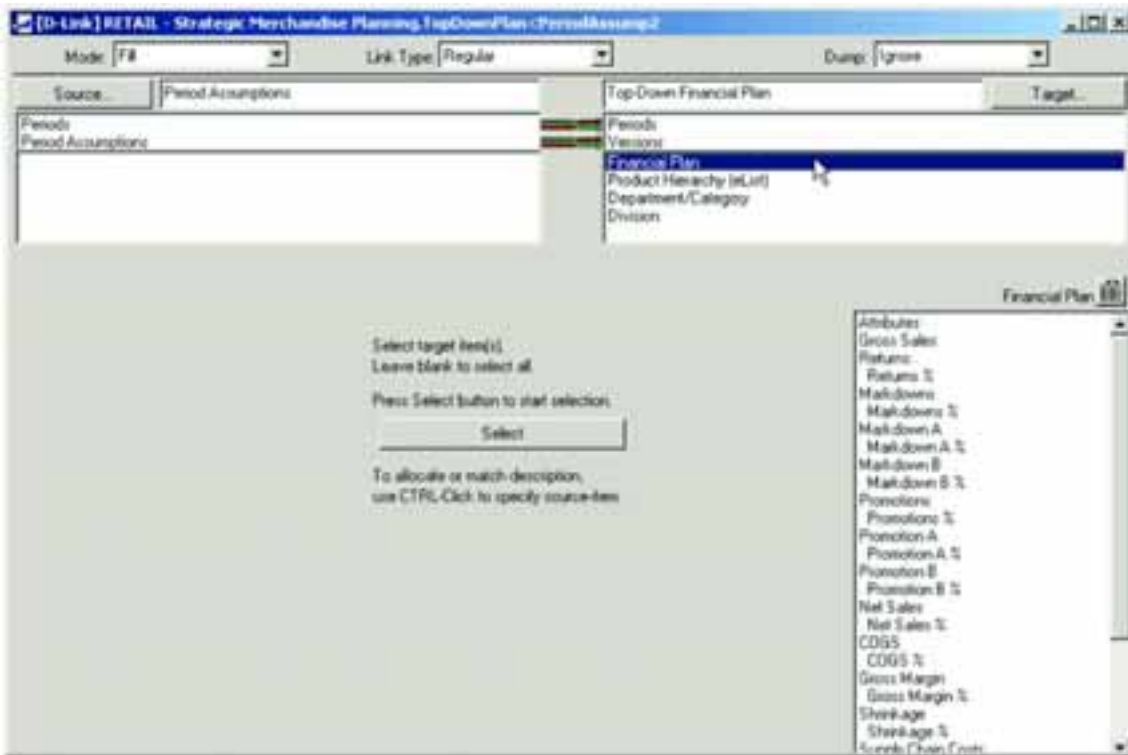
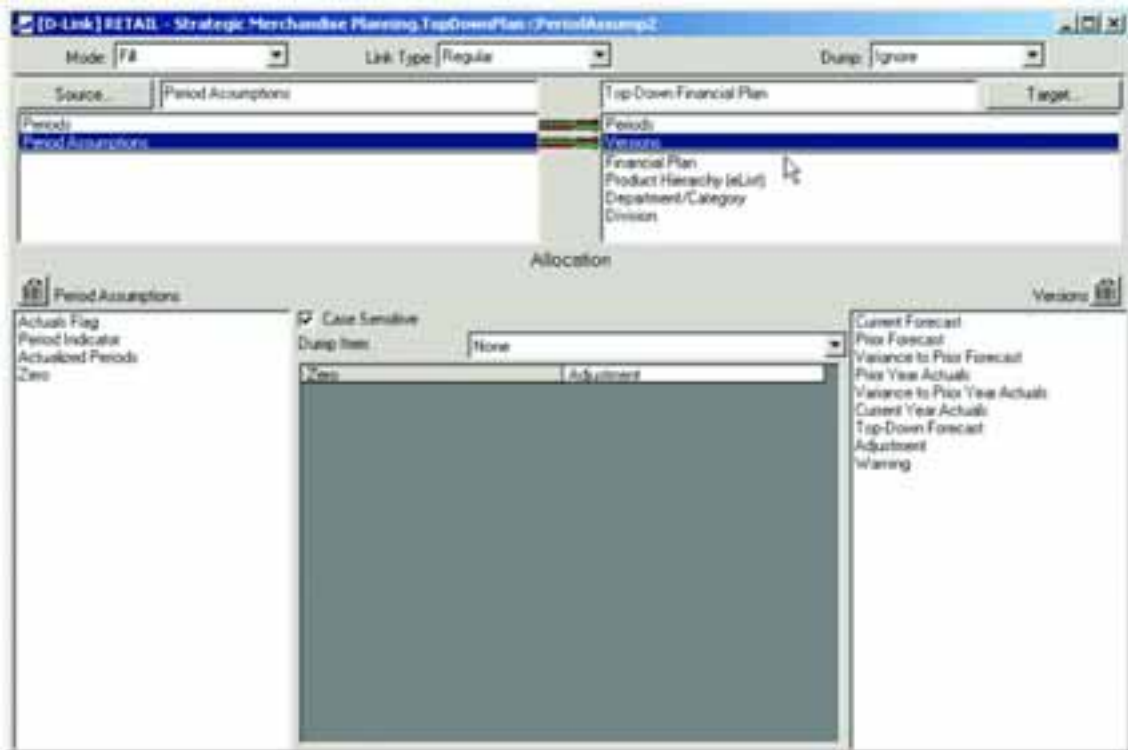
Allocation

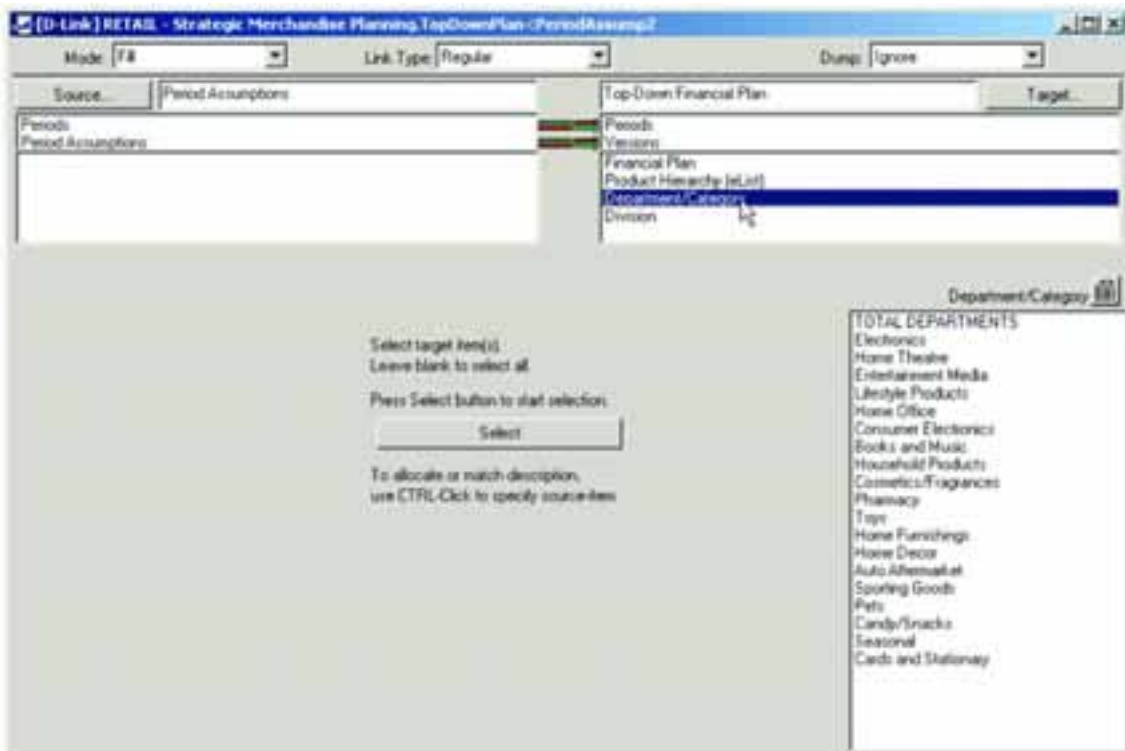
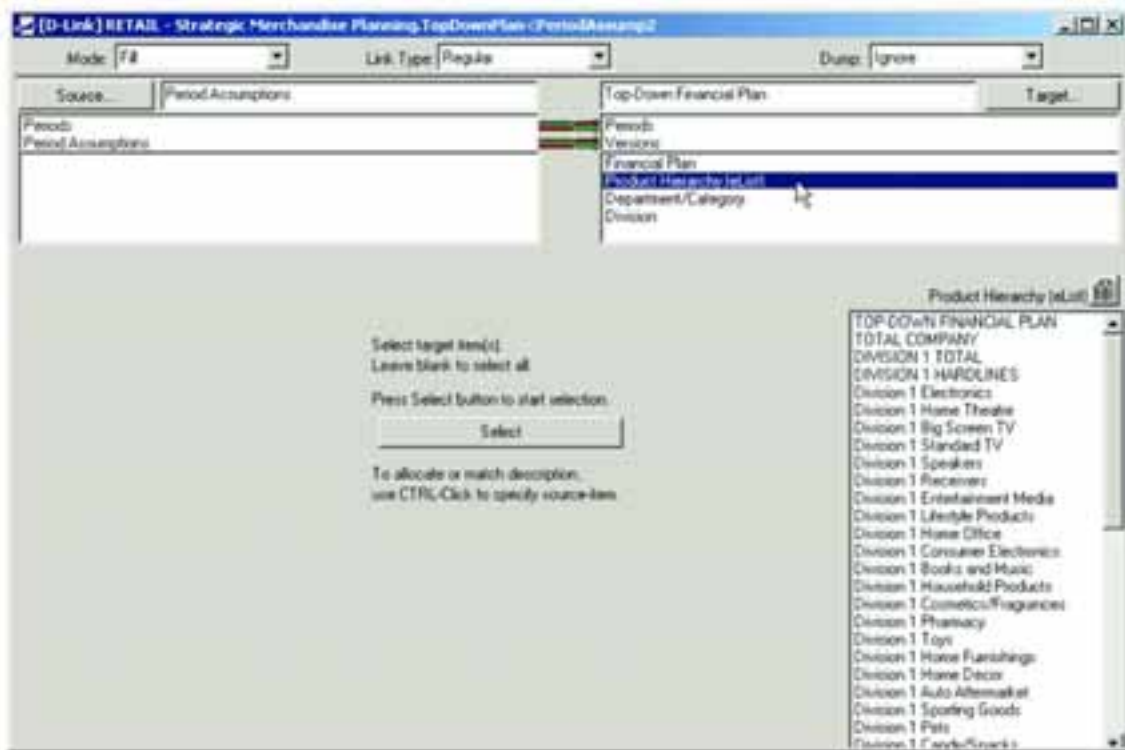
Case Sensitive: Dump Item: None

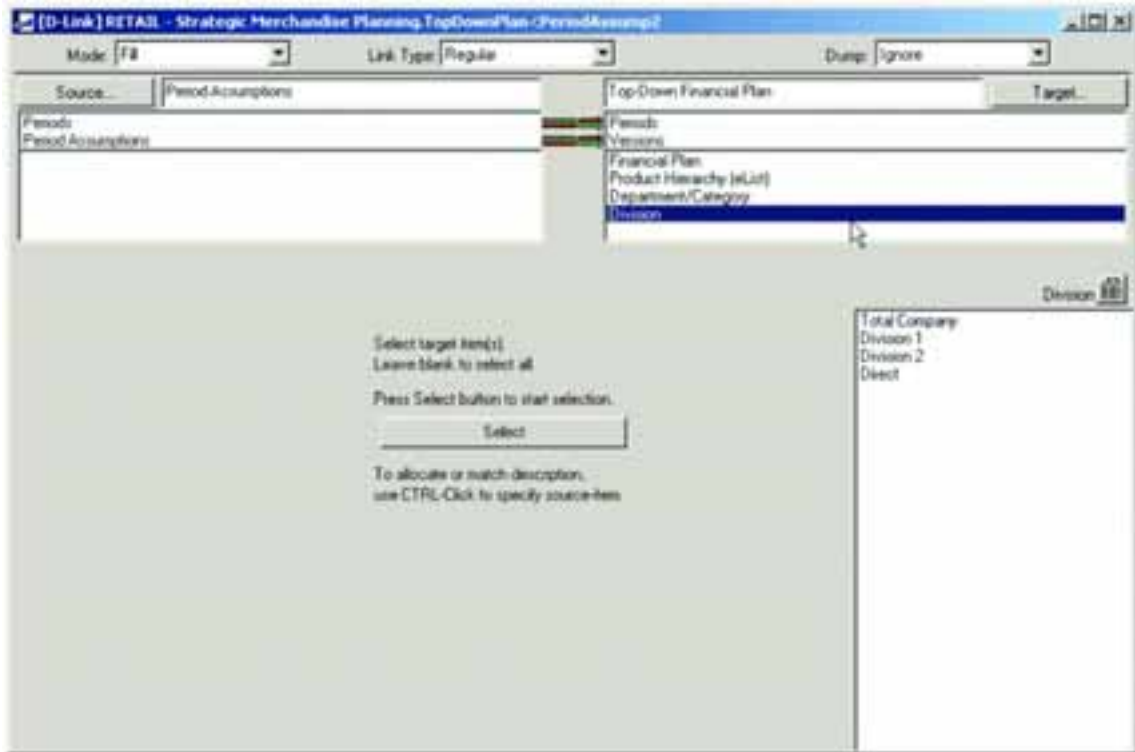
Selection from D-Cube: RETAIL - Strategic Merchandise Planning Period Assumptions

D-Link used as source

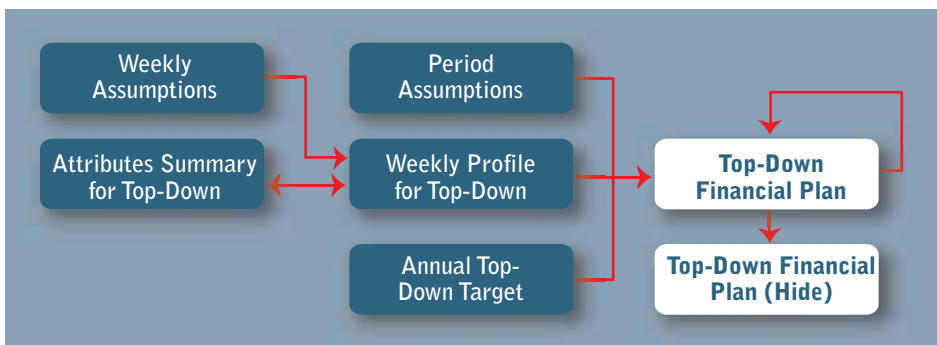
The Zero item from the Period Assumptions dimension in the Period Assumptions d-cube is linked to the Adjustment item in the Versions dimension in the Top-Down Financial Plan d-cube.







The final step of the Top-Down Financial Plan process is to link the final forecast in the Top-Down Financial Plan d-cube to a hidden d-cube that spreads the results to the class level for use by the merchants in the stage of planning.



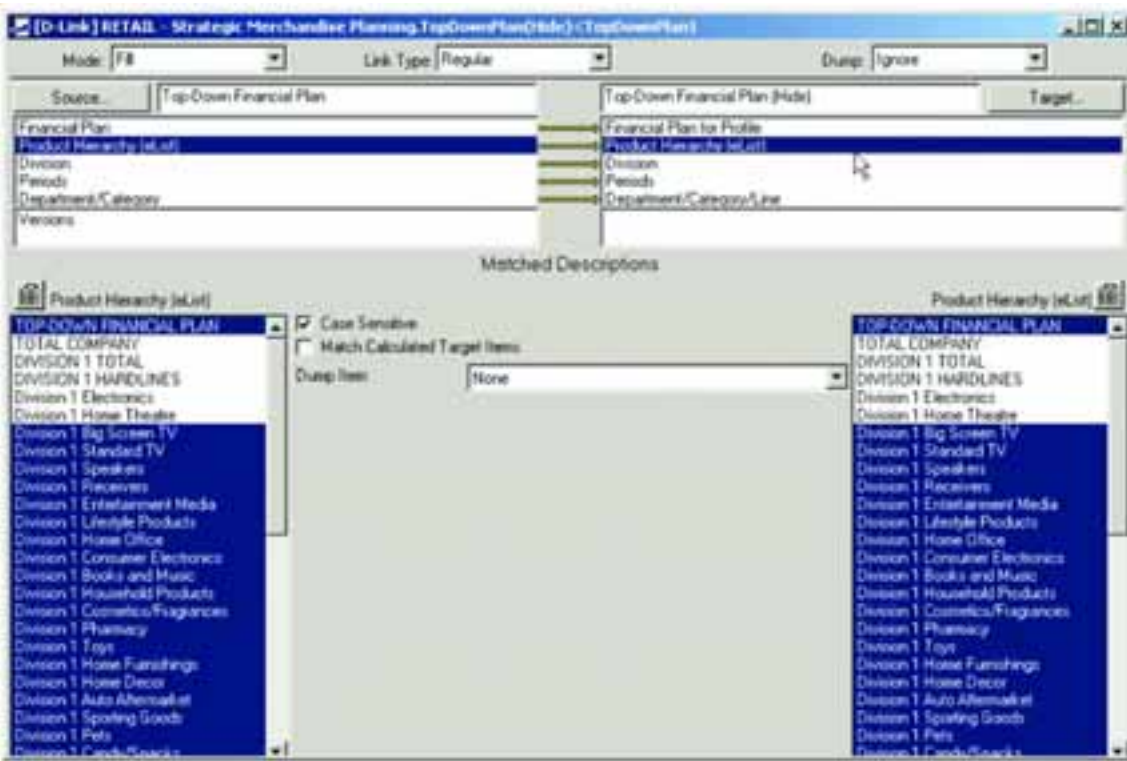
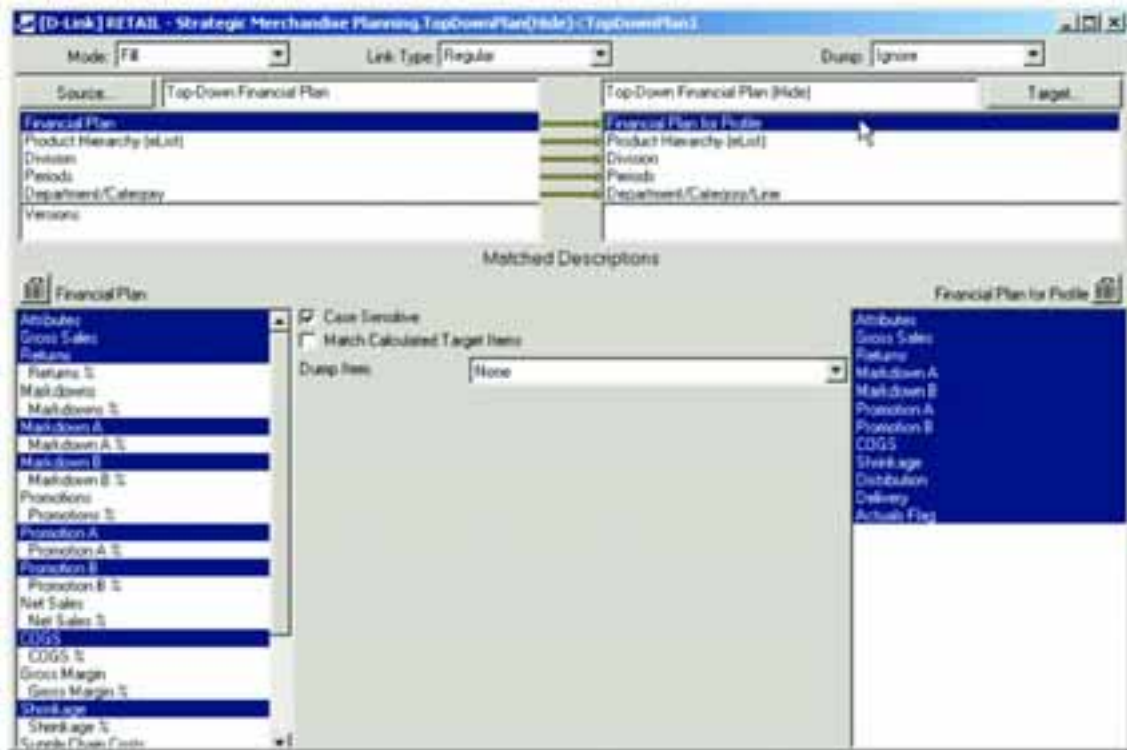
This information is linked into a hidden d-cube called Top-Down Financial Plan (Hide), and that cube is made up of five dimensions: Financial Plan for Profile, Product Hierarchy (eList), Department/Category/Line, Division and Periods.

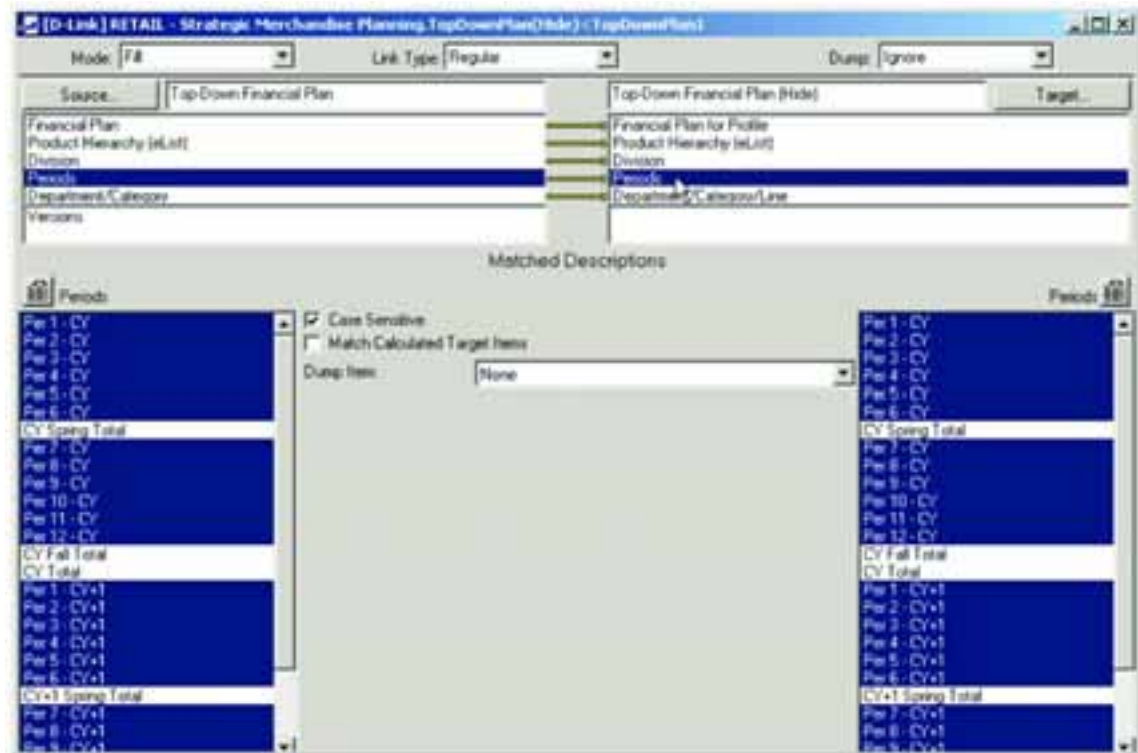
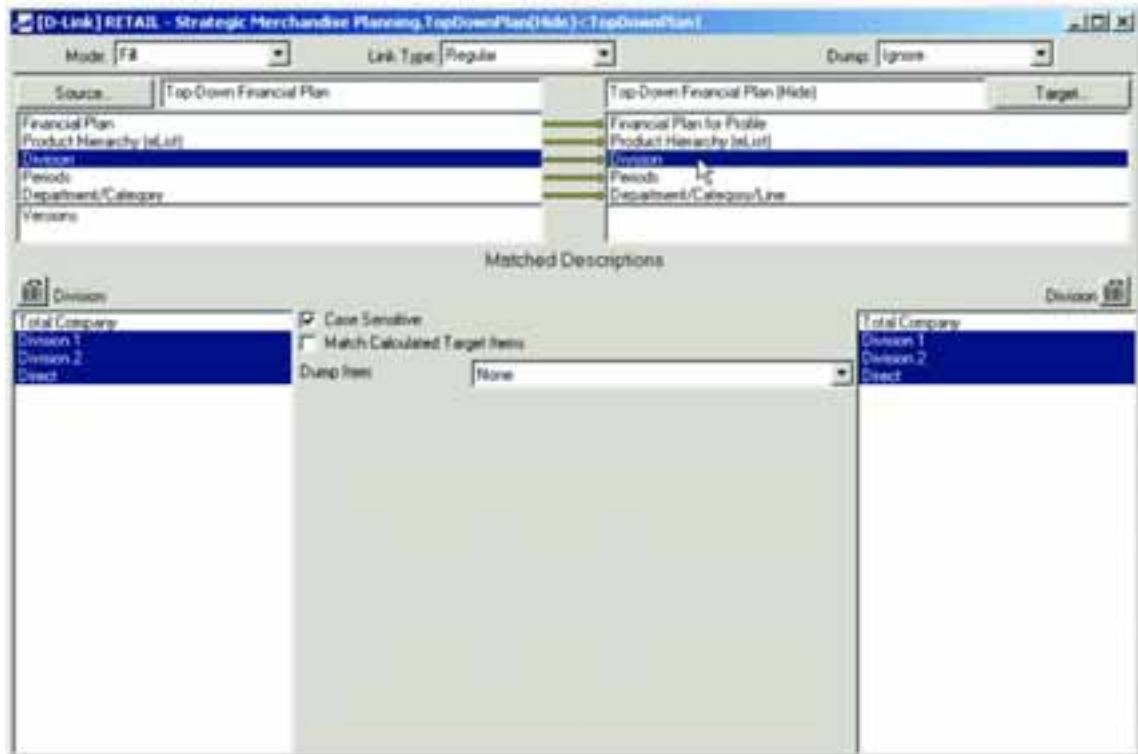
	Per 1-CY	Per 2-CY	Per 3-CY	Per 4-CY	Per 5-CY	CT Spring Total	Per 7-CY	Per 8-CY	Per 9-CY	
Attributes										
Video Sales	4,014,721,207	3,196,197,107	3,201,757,980	4,288,201,493	3,017,907,917	1,805,424,225	19,242,289,479	4,014,721,207	3,196,197,107	1,815,588,801
Phones	390,031,198	333,044,834	309,521,941	367,353,403	292,777,063	200,638,721	1,802,286,200	390,031,198	333,044,834	186,322,447
Music	324,675,675	324,675,675	324,675,675	324,675,675	324,675,675	243,936,758	1,894,895,129	324,675,675	324,675,675	243,506,758
Electronics	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,753,379	833,442,584	162,337,837	162,337,837	121,753,379
Video	324,675,675	324,675,675	324,675,675	324,675,675	324,675,675	243,936,758	1,894,895,129	324,675,675	324,675,675	243,506,758
Software	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,753,379	833,442,584	162,337,837	162,337,837	121,753,379
CGGS	1,248,416,119	1,465,476,232	1,868,476,232	1,868,476,232	1,362,346,306	837,453,669	6,826,416,469	1,248,416,119	1,465,476,232	823,153,821
Books	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,753,379	833,442,584	162,337,837	162,337,837	121,753,379
Contributor	198,191,038	173,262,542	180,710,813	207,016,008	138,960,000	80,948,222	871,798,475	198,191,038	173,262,542	77,598,267
Subway	79,176,559	64,739,162	65,998,731	79,793,381	60,316,048	36,307,540	398,244,222	79,176,559	64,739,162	34,716,231
Actuals Flag										

	Per 2-CY	Per 3-CY	Per 4-CY	Per 5-CY	Per 6-CY	CT Spring Total	Per 7-CY	Per 8-CY	Per 9-CY	
Attributes										
Video Sales	4,014,721,207	3,196,197,107	3,201,757,980	4,288,201,493	3,017,907,917	1,805,424,225	19,242,289,479	4,014,721,207	3,196,197,107	1,815,588,801
Phones	390,031,198	333,044,834	309,521,941	367,353,403	292,777,063	200,638,721	1,802,286,200	390,031,198	333,044,834	186,322,447
Music	324,675,675	324,675,675	324,675,675	324,675,675	324,675,675	243,936,758	1,894,895,129	324,675,675	324,675,675	243,506,758
Electronics	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,753,379	833,442,584	162,337,837	162,337,837	121,753,379
Video	324,675,675	324,675,675	324,675,675	324,675,675	324,675,675	243,936,758	1,894,895,129	324,675,675	324,675,675	243,506,758
Software	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,753,379	833,442,584	162,337,837	162,337,837	121,753,379
CGGS	1,248,416,119	1,465,476,232	1,868,476,232	1,868,476,232	1,362,346,306	837,453,669	6,826,416,469	1,248,416,119	1,465,476,232	823,153,821
Books	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,753,379	833,442,584	162,337,837	162,337,837	121,753,379
Contributor	198,191,038	173,262,542	180,710,813	207,016,008	138,960,000	80,948,222	871,798,475	198,191,038	173,262,542	77,598,267
Subway	79,176,559	64,739,162	65,998,731	79,793,381	60,316,048	36,307,540	398,244,222	79,176,559	64,739,162	34,716,231
Actuals Flag										

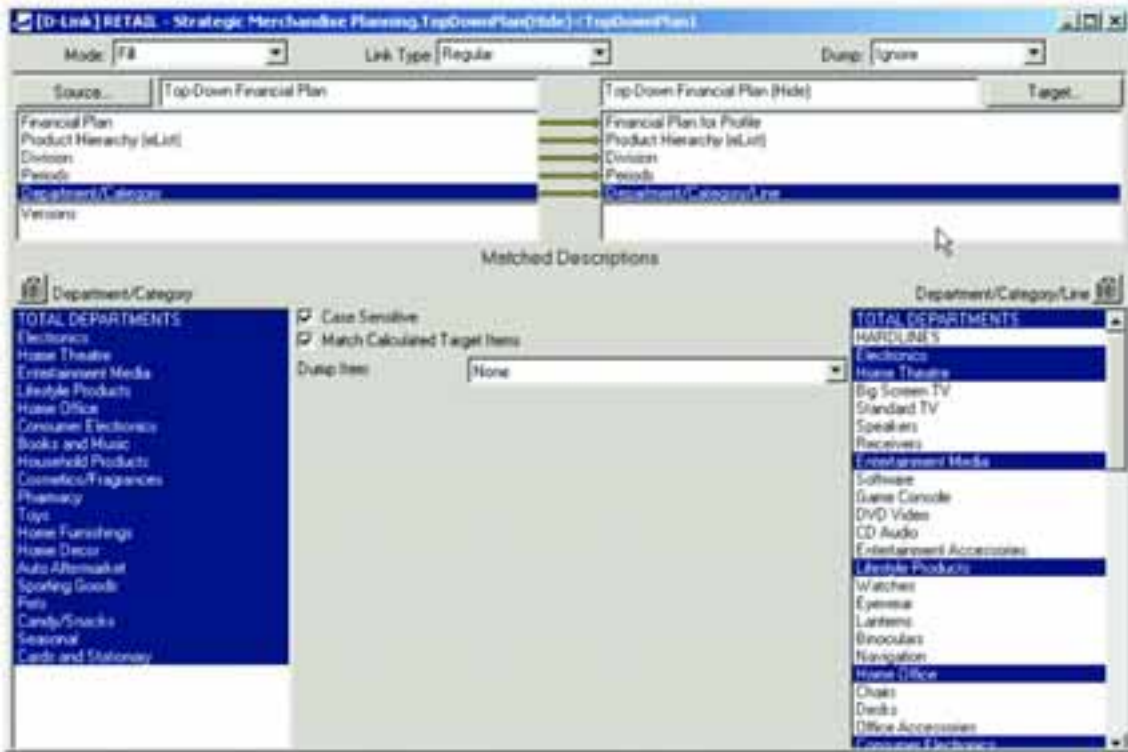
The d-link from the Top-Down Financial Plan to the Top-Down Financial Plan (Hide) is called TopDownPlan(Hide)<TopDownPlan1.

Only the details are linked to the hidden d-cube as the calculated fields will be calculated using this data in the view for the merchants.





The Department/Category dimension is linked to the Department/Category/Line dimension and will create a breakback as the Departments and Categories in the Department/Category/Line dimension are sub-totals.



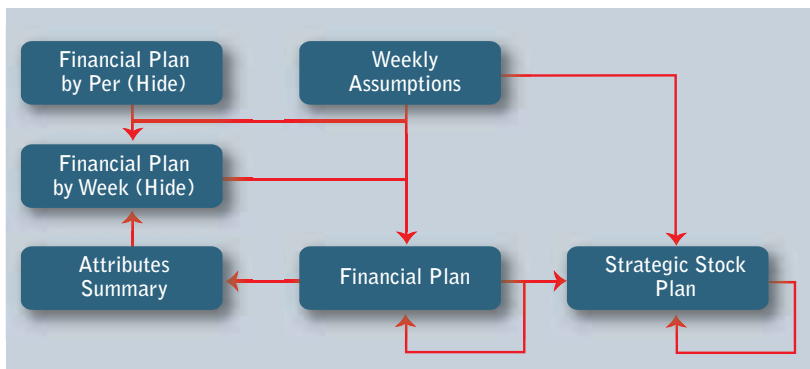
Merchant Plan

Information from the top-down financial plan is linked to the financial plan for the merchants represented in the product hierarchy.



For purposes of demonstration, the Division 1 Home Theatre category and its children will be used to review the functionality of the blueprint.

Financial Plan



The first tab in the merchant plan is called Financial Plan. This tab is created from an Analyst d-cube comprised of four dimensions: Versions, Financial Plan, Product Hierarchy (eList) and Weeks for 2 Years. In this tab, the users have visibility into the top-down forecast that was derived in the first stage of the planning process, and similar to the top-down exercise, can modify that forecast value in a view called Current Forecast. The variance between the Current Forecast will populate a view in the Versions dimension called Adjustment. This setup allows for streamlined visibility into the variance to the top-down targets. There is also a warning message if the Parent levels of the hierarchy do not tie to the top-down targets.

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Reviews | Division 1 Home Theatre - Expense Planning - Contribution

Financial Plan | Strategic Stock Plan

Division 1 Home Theatre | Current Forecast

	WS 1-CY	WS 2-CY	WS 3-CY	WS 4-CY	WS 5-CY	Per 1 - CY	WS 6-CY	WS 7-CY	WS 8-CY	WS 9-CY	Per 2 - CY
Green Sales	3,818,819	3,818,819	3,818,819	3,818,819	3,818,819	49,954,097	10,111,599	10,111,599	10,111,599	10,111,599	40,446,395
Returns	1,400,872	1,400,872	1,400,872	1,400,872	1,400,872	7,904,309	1,005,543	1,005,543	1,005,543	1,005,543	4,342,174
Volume %	14.3%	14.3%	14.3%	14.3%	14.3%	14.3%	10.7%	10.7%	10.7%	10.7%	10.7%
Markdowns	350,111	350,111	350,111	350,111	350,111	1,750,555	437,639	437,639	437,639	437,639	1,750,555
Markdowns %	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	4.3%	4.3%	4.3%	4.3%	4.3%
Markdown A %	233,467	233,467	233,467	233,467	233,467	1,167,037	291,759	291,759	291,759	291,759	1,167,037
Markdown A %	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.9%	2.9%	2.9%	2.9%	2.9%
Markdown B %	116,794	116,794	116,794	116,794	116,794	583,518	145,880	145,880	145,880	145,880	583,518
Markdown B %	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.4%	1.4%	1.4%	1.4%	1.4%
Promotions	350,111	350,111	350,111	350,111	350,111	1,750,555	437,639	437,639	437,639	437,639	1,750,555
Promotions %	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	4.3%	4.3%	4.3%	4.3%	4.3%
Promotion A %	233,467	233,467	233,467	233,467	233,467	1,167,037	291,759	291,759	291,759	291,759	1,167,037
Promotion A %	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.9%	2.9%	2.9%	2.9%	2.9%
Promotion B %	116,794	116,794	116,794	116,794	116,794	583,518	145,880	145,880	145,880	145,880	583,518
Promotion B %	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.4%	1.4%	1.4%	1.4%	1.4%
Net Sales	7,709,725	7,709,725	7,709,725	7,709,725	7,709,725	30,549,627	8,150,778	8,150,778	8,150,778	8,150,778	32,603,111
Net Sales %	70.6%	70.6%	70.6%	70.6%	70.6%	70.6%	80.6%	80.6%	80.6%	80.6%	80.6%
COGS	4,227,817	4,227,817	4,227,817	4,227,817	4,227,817	21,139,083	4,226,212	4,226,212	4,226,212	4,226,212	16,904,840
COGS %	43.1%	43.1%	43.1%	43.1%	43.1%	43.1%	41.8%	41.8%	41.8%	41.8%	41.8%
Gross Margin	3,481,909	3,481,909	3,481,909	3,481,909	3,481,909	17,409,544	3,924,566	3,924,566	3,924,566	3,924,566	15,698,270
Gross Margin %	35.5%	35.5%	35.5%	35.5%	35.5%	35.5%	38.8%	38.8%	38.8%	38.8%	38.8%
Shrinkage	116,794	116,794	116,794	116,794	116,794	583,518	145,880	145,880	145,880	145,880	583,518
Shrinkage %	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.4%	1.4%	1.4%	1.4%	1.4%
Supply Chain Costs	1,183,439	1,183,439	1,183,439	1,183,439	1,183,439	5,517,495	995,686	995,686	995,686	995,686	3,982,744
Supply Chain Costs %	11.2%	11.2%	11.2%	11.2%	11.2%	11.2%	9.8%	9.8%	9.8%	9.8%	9.8%
Distribution	757,804	757,804	757,804	757,804	757,804	3,709,021	622,762	622,762	622,762	622,762	2,491,844
Distribution %	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%	6.2%	6.2%	6.2%	6.2%	6.2%
Delivery	345,635	345,635	345,635	345,635	345,635	1,729,474	372,924	372,924	372,924	372,924	1,491,638
Delivery %	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.7%	3.7%	3.7%	3.7%	3.7%
Gross Profit	2,261,796	2,261,796	2,261,796	2,261,796	2,261,796	11,308,531	2,783,001	2,783,001	2,783,001	2,783,001	11,132,866
Gross Profit %	23.1%	23.1%	23.1%	23.1%	23.1%	23.1%	27.5%	27.5%	27.5%	27.5%	27.5%

RETAIL - Strategic Merchandise Planning | Reviews | Division 1 Home Theatre - Expense Planning - Contribution

Financial Plan | Strategic Stock Plan

Division 1 Home Theatre | Current Forecast

	WS 2-CY	WS 3-CY	WS 4-CY	WS 5-CY	Per 1 - CY	WS 6-CY	WS 7-CY	WS 8-CY	WS 9-CY	Per 2 - CY	
Division 1 Eng Green TV	972	972	972	972	972	972	972	972	972	972	
Division 1 Standard TV	972	972	972	972	972	972	972	972	972	972	
Division 1 Speakers	38	38	38	38	38	38	38	38	38	38	
Division 1 Receivers	111	350,111	350,111	350,111	350,111	1,750,555	437,639	437,639	437,639	1,750,555	
Markdowns %	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	4.3%	4.3%	4.3%	4.3%	
Markdown A %	233,467	233,467	233,467	233,467	233,467	1,167,037	291,759	291,759	291,759	1,167,037	
Markdown A %	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.9%	2.9%	2.9%	2.9%	
Markdown B %	116,794	116,794	116,794	116,794	116,794	583,518	145,880	145,880	145,880	583,518	
Markdown B %	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.4%	1.4%	1.4%	1.4%	
Promotions	350,111	350,111	350,111	350,111	350,111	1,750,555	437,639	437,639	437,639	1,750,555	
Promotions %	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	4.3%	4.3%	4.3%	4.3%	
Promotion A %	233,467	233,467	233,467	233,467	233,467	1,167,037	291,759	291,759	291,759	1,167,037	
Promotion A %	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.9%	2.9%	2.9%	2.9%	
Promotion B %	116,794	116,794	116,794	116,794	116,794	583,518	145,880	145,880	145,880	583,518	
Promotion B %	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.4%	1.4%	1.4%	1.4%	
Net Sales	7,709,725	7,709,725	7,709,725	7,709,725	7,709,725	30,549,627	8,150,778	8,150,778	8,150,778	8,150,778	32,603,111
Net Sales %	70.6%	70.6%	70.6%	70.6%	70.6%	70.6%	80.6%	80.6%	80.6%	80.6%	80.6%
COGS	4,227,817	4,227,817	4,227,817	4,227,817	4,227,817	21,139,083	4,226,212	4,226,212	4,226,212	4,226,212	16,904,840
COGS %	43.1%	43.1%	43.1%	43.1%	43.1%	43.1%	41.8%	41.8%	41.8%	41.8%	41.8%
Gross Margin	3,481,909	3,481,909	3,481,909	3,481,909	3,481,909	17,409,544	3,924,566	3,924,566	3,924,566	3,924,566	15,698,270
Gross Margin %	35.5%	35.5%	35.5%	35.5%	35.5%	35.5%	38.8%	38.8%	38.8%	38.8%	38.8%
Shrinkage	116,794	116,794	116,794	116,794	116,794	583,518	145,880	145,880	145,880	145,880	583,518
Shrinkage %	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.4%	1.4%	1.4%	1.4%	1.4%
Supply Chain Costs	1,183,439	1,183,439	1,183,439	1,183,439	1,183,439	5,517,495	995,686	995,686	995,686	995,686	3,982,744
Supply Chain Costs %	11.2%	11.2%	11.2%	11.2%	11.2%	11.2%	9.8%	9.8%	9.8%	9.8%	9.8%
Distribution	757,804	757,804	757,804	757,804	757,804	3,709,021	622,762	622,762	622,762	622,762	2,491,844
Distribution %	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%	6.2%	6.2%	6.2%	6.2%	6.2%
Delivery	345,635	345,635	345,635	345,635	345,635	1,729,474	372,924	372,924	372,924	372,924	1,491,638
Delivery %	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.7%	3.7%	3.7%	3.7%	3.7%
Gross Profit	2,261,796	2,261,796	2,261,796	2,261,796	2,261,796	11,308,531	2,783,001	2,783,001	2,783,001	2,783,001	11,132,866
Gross Profit %	23.1%	23.1%	23.1%	23.1%	23.1%	23.1%	27.5%	27.5%	27.5%	27.5%	27.5%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

	Wk 1-CY	Wk 2-CY	Wk 3-CY	Wk 4-CY	Wk 5-CY	Per 1-CY	Wk 6-CY	Wk 7-CY	Wk 8-CY	Wk 9-CY	Per 2-CY
Gross Sales	2,701,904	2,701,904	2,701,904	2,701,904	2,701,904	13,509,521	3,370,533	3,370,533	3,370,533	3,370,533	13,462,132
Returns	468,957	468,957	468,957	468,957	468,957	2,334,796	361,840	361,840	361,840	361,840	1,447,391
Returns %	17.3%	17.3%	17.3%	17.3%	17.3%	18.7%	10.7%	10.7%	10.7%	10.7%	10.7%
Markdowns	116,704	116,704	116,704	116,704	116,704	583,519	145,000	145,000	145,000	145,000	583,519
Markdowns %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Markdowns A %	77,862	77,862	77,862	77,862	77,862	389,812	97,253	97,253	97,253	97,253	389,812
Markdowns B %	2,9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Markdowns C %	38,901	38,901	38,901	38,901	38,901	194,506	48,627	48,627	48,627	48,627	194,506
Markdowns D %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Promotions	116,704	116,704	116,704	116,704	116,704	583,519	145,000	145,000	145,000	145,000	583,519
Promotions %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Promotions A %	77,862	77,862	77,862	77,862	77,862	389,812	97,253	97,253	97,253	97,253	389,812
Promotions B %	2,9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Promotions C %	38,901	38,901	38,901	38,901	38,901	194,506	48,627	48,627	48,627	48,627	194,506
Promotions D %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Net Sales	2,001,540	2,001,540	2,001,540	2,001,540	2,001,540	10,007,839	2,716,526	2,716,526	2,716,526	2,716,526	10,867,794
Net Sales %	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	80.6%	80.6%	80.6%	80.6%	80.6%
COGS	1,409,272	1,409,272	1,409,272	1,409,272	1,409,272	7,046,361	1,408,737	1,408,737	1,408,737	1,408,737	5,634,949
COGS %	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%	41.8%
Gross Margin %	582,267	582,267	582,267	582,267	582,267	2,961,337	1,308,189	1,308,189	1,308,189	1,308,189	5,232,755
Gross Margin %	21.9%	21.9%	21.9%	21.9%	21.9%	21.9%	38.8%	38.8%	38.8%	38.8%	38.8%
Shrinkage %	38,901	38,901	38,901	38,901	38,901	194,506	48,627	48,627	48,627	48,627	194,506
Shrinkage %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Supply Chain Costs	367,833	367,833	367,833	367,833	367,833	1,839,165	331,895	331,895	331,895	331,895	1,327,581
Supply Chain Costs %	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	9.8%	9.8%	9.8%	9.8%	9.8%
Distribution	252,681	252,681	252,681	252,681	252,681	1,263,867	267,587	267,587	267,587	267,587	830,349
Distribution %	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	6.2%	6.2%	6.2%	6.2%	6.2%
Delivery	115,232	115,232	115,232	115,232	115,232	576,158	124,308	124,308	124,308	124,308	487,232
Delivery %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.7%	3.7%	3.7%	3.7%	3.7%
Gross Profit	185,533	185,533	185,533	185,533	185,533	927,866	927,667	927,667	927,667	927,667	3,710,667
Gross Profit %	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	27.5%	27.5%	27.5%	27.5%	27.5%

For purposes of demonstration, the blueprint setup assumes that the first ten weeks of the fiscal year are actuals and the forecast begins in Week 11.

	Wk 4-CY	Wk 5-CY	Per 1-CY	Wk 6-CY	Wk 7-CY	Wk 8-CY	Wk 9-CY	Per 2-CY	Wk 10-CY	Wk 11-CY	Wk 12-CY
Gross Sales	2,701,904	2,701,904	13,509,521	3,370,533	3,370,533	3,370,533	3,370,533	13,462,132	3,870,542	3,870,542	3,870,542
Returns	468,957	468,957	2,334,796	361,840	361,840	361,840	361,840	1,447,391	313,980	313,980	313,980
Returns %	17.3%	17.3%	18.7%	10.7%	10.7%	10.7%	10.7%	10.7%	8.1%	8.1%	8.1%
Markdowns	116,704	116,704	583,519	145,000	145,000	145,000	145,000	583,519	145,000	145,000	145,000
Markdowns %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%	3.8%
Markdowns A %	77,862	77,862	389,812	97,253	97,253	97,253	97,253	389,812	97,253	97,253	97,253
Markdowns B %	2,9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%	2.5%
Markdowns C %	38,901	38,901	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Markdowns D %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Promotions	116,704	116,704	583,519	145,000	145,000	145,000	145,000	583,519	145,000	145,000	145,000
Promotions %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%	3.8%
Promotions A %	77,862	77,862	389,812	97,253	97,253	97,253	97,253	389,812	97,253	97,253	97,253
Promotions B %	2,9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%	2.5%
Promotions C %	38,901	38,901	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Promotions D %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Net Sales	2,001,540	2,001,540	10,007,839	2,716,526	2,716,526	2,716,526	2,716,526	10,867,794	3,264,875	3,264,875	3,264,875
Net Sales %	74.1%	74.1%	74.1%	80.6%	80.6%	80.6%	80.6%	80.6%	84.4%	84.4%	84.4%
COGS	1,409,272	1,409,272	7,046,361	1,408,737	1,408,737	1,408,737	1,408,737	5,634,949	1,105,344	1,105,344	1,105,344
COGS %	52.2%	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%	41.8%	28.6%	28.6%	28.6%
Gross Margin %	582,267	582,267	2,961,337	1,308,189	1,308,189	1,308,189	1,308,189	5,232,755	2,155,532	2,155,532	2,155,532
Gross Margin %	21.9%	21.9%	21.9%	38.8%	38.8%	38.8%	38.8%	38.8%	55.8%	55.8%	55.8%
Shrinkage %	38,901	38,901	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Shrinkage %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Supply Chain Costs	367,833	367,833	1,839,165	331,895	331,895	331,895	331,895	1,327,581	272,572	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	13.6%	9.8%	9.8%	9.8%	9.8%	9.8%	7.0%	7.0%	7.0%
Distribution	252,681	252,681	1,263,867	267,587	267,587	267,587	267,587	830,349	178,351	178,351	178,351
Distribution %	9.3%	9.3%	9.3%	6.2%	6.2%	6.2%	6.2%	6.2%	4.6%	4.6%	4.6%
Delivery	115,232	115,232	576,158	124,308	124,308	124,308	124,308	487,232	93,221	93,221	93,221
Delivery %	4.3%	4.3%	4.3%	3.7%	3.7%	3.7%	3.7%	3.7%	2.4%	2.4%	2.4%
Gross Profit	185,533	185,533	927,866	927,667	927,667	927,667	927,667	3,710,667	1,870,333	1,870,333	1,870,333
Gross Profit %	6.9%	6.9%	6.9%	27.5%	27.5%	27.5%	27.5%	27.5%	47.5%	47.5%	47.5%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Reviews | Division | Home Theatre - Expense Planning - Contribution

Financial Plan Strategic Stock Plan

Division 1 Eq Screen TV Current Forecast

	Wk 4 - CY	Wk 5 - CY	Per 1 - CY	Wk 6 - CY	Wk 7 - CY	Wk 8 - CY	Wk 9 - CY	Per 2 - CY	Wk 10 - CY	Wk 11 - CY	Wk 12 - CY
Gross Sales	2,701,304	2,701,304	13,505,521	3,370,533	3,370,533	3,370,533	3,370,533	13,482,132	3,870,542	3,133,900	3,133,900
Returns	468,957	468,957	2,334,796	361,848	361,848	361,848	361,848	1,447,391	313,908	313,908	313,908
Returns %	17.3%	17.3%	17.3%	10.7%	10.7%	10.7%	10.7%	10.7%	8.1%	8.1%	8.1%
Markdowns	116,704	116,704	583,510	145,000	145,000	145,000	145,000	583,510	145,000	145,000	145,000
Markdowns %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%	3.8%
Markdown A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%	2.5%
Markdown B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Promotions	116,704	116,704	583,510	145,000	145,000	145,000	145,000	583,510	145,000	145,000	145,000
Promotions %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%	3.8%
Promotion A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%	2.5%
Promotion B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Net Sales	2,001,540	2,001,540	10,007,830	2,716,526	2,716,526	2,716,526	2,716,526	10,067,704	3,264,875	3,264,875	3,264,875
Net Sales %	74.1%	74.1%	74.1%	80.6%	80.6%	80.6%	80.6%	80.6%	84.4%	84.4%	84.4%
COGS	1,409,272	1,409,272	7,046,361	1,408,737	1,408,737	1,408,737	1,408,737	5,534,949	1,105,344	1,105,344	1,105,344
COGS %	52.2%	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%	41.8%	28.6%	28.6%	28.6%
Gross Margin %	59.2%	59.2%	59.2%	58.8%	58.8%	58.8%	58.8%	58.8%	55.8%	55.8%	55.8%
Shrinkage %	38.901	38.901	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Shrinkage %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Supply Chain Costs	367,833	367,833	1,839,165	331,895	331,895	331,895	331,895	1,327,581	272,572	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	13.6%	9.8%	9.8%	9.8%	9.8%	9.8%	7.0%	7.0%	7.0%
Distribution %	9.3%	9.3%	9.3%	6.2%	6.2%	6.2%	6.2%	6.2%	4.6%	4.6%	4.6%
Delivery %	4.3%	4.3%	4.3%	3.7%	3.7%	3.7%	3.7%	3.7%	2.4%	2.4%	2.4%
Gross Profit	185,533	185,533	927,667	927,667	927,667	927,667	927,667	3,718,667	1,836,333	1,836,333	1,836,333
Gross Profit %	6.9%	6.9%	6.9%	27.5%	27.5%	27.5%	27.5%	27.5%	47.5%	47.5%	47.5%

RETAIL - Strategic Merchandise Planning | Reviews | Division | Home Theatre - Expense Planning - Contribution

Financial Plan Strategic Stock Plan

Division 1 Eq Screen TV Current Forecast

	Wk 4 - CY	Wk 5 - CY	Per 1 - CY	Wk 6 - CY	Wk 7 - CY	Wk 8 - CY	Wk 9 - CY	Per 2 - CY	Wk 10 - CY	Wk 11 - CY	Wk 12 - CY
Gross Sales	2,701,304	2,701,304	13,505,521	3,370,533	3,370,533	3,370,533	3,370,533	13,482,132	3,870,542	3,133,900	3,133,900
Returns	468,957	468,957	2,334,796	361,848	361,848	361,848	361,848	1,447,391	313,908	313,908	313,908
Returns %	17.3%	17.3%	17.3%	10.7%	10.7%	10.7%	10.7%	10.7%	8.1%	8.1%	8.1%
Markdowns	116,704	116,704	583,510	145,000	145,000	145,000	145,000	583,510	145,000	145,000	145,000
Markdowns %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%	3.8%
Markdown A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%	2.5%
Markdown B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Promotions	116,704	116,704	583,510	145,000	145,000	145,000	145,000	583,510	145,000	145,000	145,000
Promotions %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%	3.8%
Promotion A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%	2.5%
Promotion B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Net Sales	2,001,540	2,001,540	10,007,830	2,716,526	2,716,526	2,716,526	2,716,526	10,067,704	3,264,875	3,264,875	3,264,875
Net Sales %	74.1%	74.1%	74.1%	80.6%	80.6%	80.6%	80.6%	80.6%	84.4%	84.4%	84.4%
COGS	1,409,272	1,409,272	7,046,361	1,408,737	1,408,737	1,408,737	1,408,737	5,534,949	1,105,344	1,105,344	1,105,344
COGS %	52.2%	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%	41.8%	28.6%	28.6%	28.6%
Gross Margin %	59.2%	59.2%	59.2%	58.8%	58.8%	58.8%	58.8%	58.8%	55.8%	55.8%	55.8%
Shrinkage %	38.901	38.901	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Shrinkage %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%
Supply Chain Costs	367,833	367,833	1,839,165	331,895	331,895	331,895	331,895	1,327,581	272,572	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	13.6%	9.8%	9.8%	9.8%	9.8%	9.8%	7.0%	7.0%	7.0%
Distribution %	9.3%	9.3%	9.3%	6.2%	6.2%	6.2%	6.2%	6.2%	4.6%	4.6%	4.6%
Delivery %	4.3%	4.3%	4.3%	3.7%	3.7%	3.7%	3.7%	3.7%	2.4%	2.4%	2.4%
Gross Profit	185,533	185,533	927,667	927,667	927,667	927,667	927,667	3,718,667	1,836,333	1,836,333	1,836,333
Gross Profit %	6.9%	6.9%	6.9%	27.5%	27.5%	27.5%	27.5%	27.5%	47.5%	47.5%	47.5%

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

Financial Plan | Strategic Stock Plan

Dimension 1: Big Screen TV | Current Forecast

	WS 4 - CY	Pre 1 - CY	WS 6 - CY	WS 7 - CY	WS 8 - CY	WS 9 - CY	Pre 2 - CY	WS 10 - CY	WS 11 - CY	WS 12 - CY
Green Sales	2,701,533	2,701,533	3,370,533	3,370,533	3,370,533	3,370,533	13,402,132	3,070,540	4,000,000	3,070,542
Variance to Pre Year Actuals										
Current Year Actuals	301,840	301,840	301,840	301,840	301,840	301,840	1,447,391	313,900	313,900	313,900
Return %	17.3%	17.3%	18.7%	18.7%	18.7%	18.7%	18.7%	8.1%	7.8%	8.1%
Mark-downs	116,240	116,240	145,000	145,000	145,000	145,000	503,510	145,000	145,000	145,000
Mark-downs %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.6%	3.8%
Mark-downs A	77,802	77,802	305,812	37,253	37,253	37,253	305,812	37,253	37,253	37,253
Mark-downs A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.3%	2.4%	2.5%
Mark-downs B	38,501	38,501	194,506	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Mark-downs B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.2%	1.3%
Promotions	116,704	116,704	503,510	145,000	145,000	145,000	503,510	145,000	145,000	145,000
Promotions %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.6%	3.8%
Promotion A	77,802	77,802	305,812	37,253	37,253	37,253	305,812	37,253	37,253	37,253
Promotion A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.4%	2.5%
Promotion B	38,501	38,501	194,506	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Promotion B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.2%	1.3%
Net Sales	2,001,540	2,001,540	10,907,090	2,716,526	2,716,526	2,716,526	2,716,526	10,067,704	3,264,075	3,264,075
Net Sales %	74.1%	74.1%	80.6%	80.6%	80.6%	80.6%	80.6%	84.4%	84.9%	84.4%
COGS	1,409,272	1,409,272	2,046,361	1,408,737	1,408,737	1,408,737	1,408,737	5,834,549	1,105,344	1,105,344
COGS %	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%	41.8%	27.6%	27.6%	28.6%
Gross Margin	592,267	592,267	2,360,337	1,308,189	1,308,189	1,308,189	1,308,189	5,232,795	2,158,532	2,158,532
Gross Margin %	21.9%	21.9%	38.8%	38.8%	38.8%	38.8%	38.8%	55.8%	57.2%	55.8%
Overage	38,501	38,501	194,506	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Shrinkage %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.2%	1.3%
Supply Chain Costs	367,833	367,833	1,039,105	331,095	331,095	331,095	331,095	1,327,501	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	9.8%	9.8%	9.8%	9.8%	9.8%	7.8%	8.8%	7.8%
Distribution	252,601	252,601	1,263,007	207,507	207,507	207,507	207,507	830,349	179,351	179,351
Distribution %	9.3%	9.3%	6.2%	6.2%	6.2%	6.2%	6.2%	4.6%	4.5%	4.6%
Delivery	115,232	115,232	576,158	124,308	124,308	124,308	124,308	497,232	93,221	93,221
Delivery %	4.3%	4.3%	3.7%	3.7%	3.7%	3.7%	3.7%	2.4%	2.3%	2.4%
Gross Profit	105,533	105,533	527,666	527,667	527,667	527,667	527,667	3,710,667	1,808,333	1,808,333
Gross Profit %	6.9%	6.9%	6.9%	27.5%	27.5%	27.5%	27.5%	27.5%	47.5%	47.5%

Financial Plan | Strategic Stock Plan

Dimension 1: Big Screen TV | Top-Down Forecast

	WS 1 - CY	Pre 1 - CY	WS 6 - CY	WS 7 - CY	WS 8 - CY	WS 9 - CY	Pre 2 - CY	WS 10 - CY	WS 11 - CY	WS 12 - CY
Green Sales	2,701,533	2,701,533	3,370,533	3,370,533	3,370,533	3,370,533	13,402,132	3,070,540	4,000,000	3,070,542
Return %	17.3%	17.3%	18.7%	18.7%	18.7%	18.7%	18.7%	8.1%	7.8%	8.1%
Mark-downs	116,240	116,240	145,000	145,000	145,000	145,000	503,510	145,000	145,000	145,000
Mark-downs %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.6%	3.8%
Mark-downs A	77,802	77,802	305,812	37,253	37,253	37,253	305,812	37,253	37,253	37,253
Mark-downs A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.3%	2.4%	2.5%
Mark-downs B	38,501	38,501	194,506	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Mark-downs B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.2%	1.3%
Promotions	116,704	116,704	503,510	145,000	145,000	145,000	503,510	145,000	145,000	145,000
Promotions %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.6%	3.8%
Promotion A	77,802	77,802	305,812	37,253	37,253	37,253	305,812	37,253	37,253	37,253
Promotion A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.4%	2.5%
Promotion B	38,501	38,501	194,506	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Promotion B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.2%	1.3%
Net Sales	2,001,540	2,001,540	10,907,090	2,716,526	2,716,526	2,716,526	2,716,526	10,067,704	3,264,075	3,264,075
Net Sales %	74.1%	74.1%	80.6%	80.6%	80.6%	80.6%	80.6%	84.4%	84.9%	84.4%
COGS	1,409,272	1,409,272	2,046,361	1,408,737	1,408,737	1,408,737	1,408,737	5,834,549	1,105,344	1,105,344
COGS %	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%	41.8%	27.6%	27.6%	28.6%
Gross Margin	592,267	592,267	2,360,337	1,308,189	1,308,189	1,308,189	1,308,189	5,232,795	2,158,532	2,158,532
Gross Margin %	21.9%	21.9%	38.8%	38.8%	38.8%	38.8%	38.8%	55.8%	57.2%	55.8%
Overage	38,501	38,501	194,506	48,627	48,627	48,627	194,506	48,627	48,627	48,627
Shrinkage %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.2%	1.3%
Supply Chain Costs	367,833	367,833	1,039,105	331,095	331,095	331,095	331,095	1,327,501	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	9.8%	9.8%	9.8%	9.8%	9.8%	7.8%	8.8%	7.8%
Distribution	252,601	252,601	1,263,007	207,507	207,507	207,507	207,507	830,349	179,351	179,351
Distribution %	9.3%	9.3%	6.2%	6.2%	6.2%	6.2%	6.2%	4.6%	4.5%	4.6%
Delivery	115,232	115,232	576,158	124,308	124,308	124,308	124,308	497,232	93,221	93,221
Delivery %	4.3%	4.3%	3.7%	3.7%	3.7%	3.7%	3.7%	2.4%	2.3%	2.4%
Gross Profit	105,533	105,533	527,666	527,667	527,667	527,667	527,667	3,710,667	1,808,333	1,808,333
Gross Profit %	6.9%	6.9%	6.9%	27.5%	27.5%	27.5%	27.5%	27.5%	47.5%	47.5%

Financial Plan Strategic Stock Plan

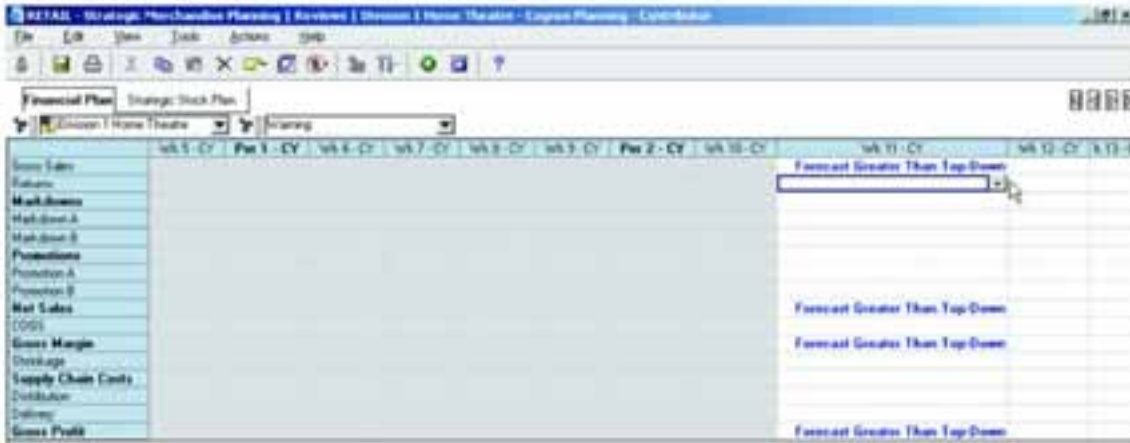
Division 1 Home Theatre

	Per 1 - CY	WS 1 - CY	WS 2 - CY	WS 3 - CY	WS 4 - CY	WS 5 - CY	Per 2 - CY	WS 11 - CY	WS 12 - CY	WS 13 - CY	Per 3 - CY
Division 1 Big Screen TV								129,450			129,450
Division 1 Standard TV											
Division 1 Speakers											
Division 1 Receivers											
Markdowns											
Markdown 1											
Markdown A 1											
Markdown B 1											
Markdown C 1											
Promotions											
Promotion 1											
Promotion A 1											
Promotion B 1											
Promotion C 1											
Net Sales								129,450			129,450
Net Sales 1								100.00			100.00
COGS											
COGS 1											
Gross Margin								129,450			129,450
Gross Margin 1								100.00			100.00
Shrinkage											
Shrinkage 1											
Supply Chain Costs											
Supply Chain Costs 1											
Distribution											
Distribution 1											
Delivery											
Delivery 1											
Gross Profit								129,450			129,450
Gross Profit 1								100.00			100.00

Financial Plan Strategic Stock Plan

Division 1 Home Theatre

	WS 5 - CY	Per 1 - CY	WS 1 - CY	WS 2 - CY	WS 3 - CY	WS 4 - CY	WS 5 - CY	Per 2 - CY	WS 11 - CY	WS 12 - CY	WS 13 - CY	Per 3 - CY
Gross Sales	129,450	129,450						129,450				129,450
Returns												
Returns 1												
Markdowns												
Markdown 1												
Markdown A 1												
Markdown B 1												
Markdown C 1												
Promotions												
Promotion 1												
Promotion A 1												
Promotion B 1												
Promotion C 1												
Net Sales								129,450				129,450
Net Sales 1								100.00				100.00
COGS												
COGS 1												
Gross Margin								129,450				129,450
Gross Margin 1								100.00				100.00
Shrinkage												
Shrinkage 1												
Supply Chain Costs												
Supply Chain Costs 1												
Distribution												
Distribution 1												
Delivery												
Delivery 1												
Gross Profit								129,450				129,450
Gross Profit 1								100.00				100.00

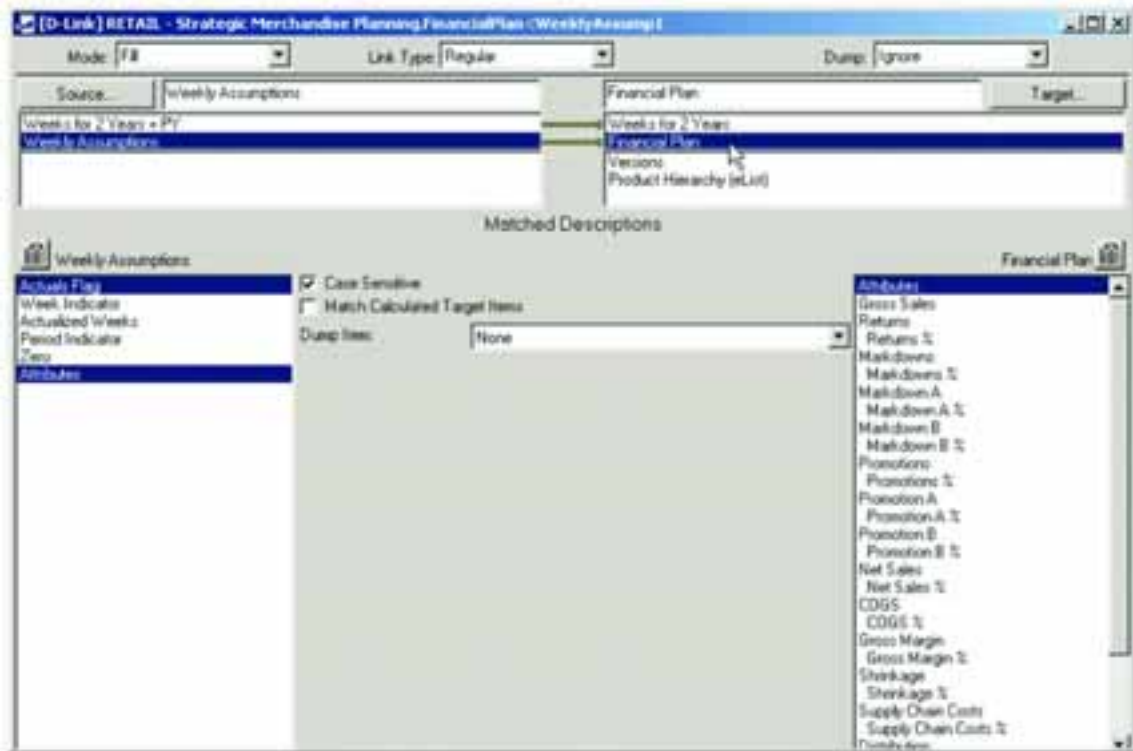
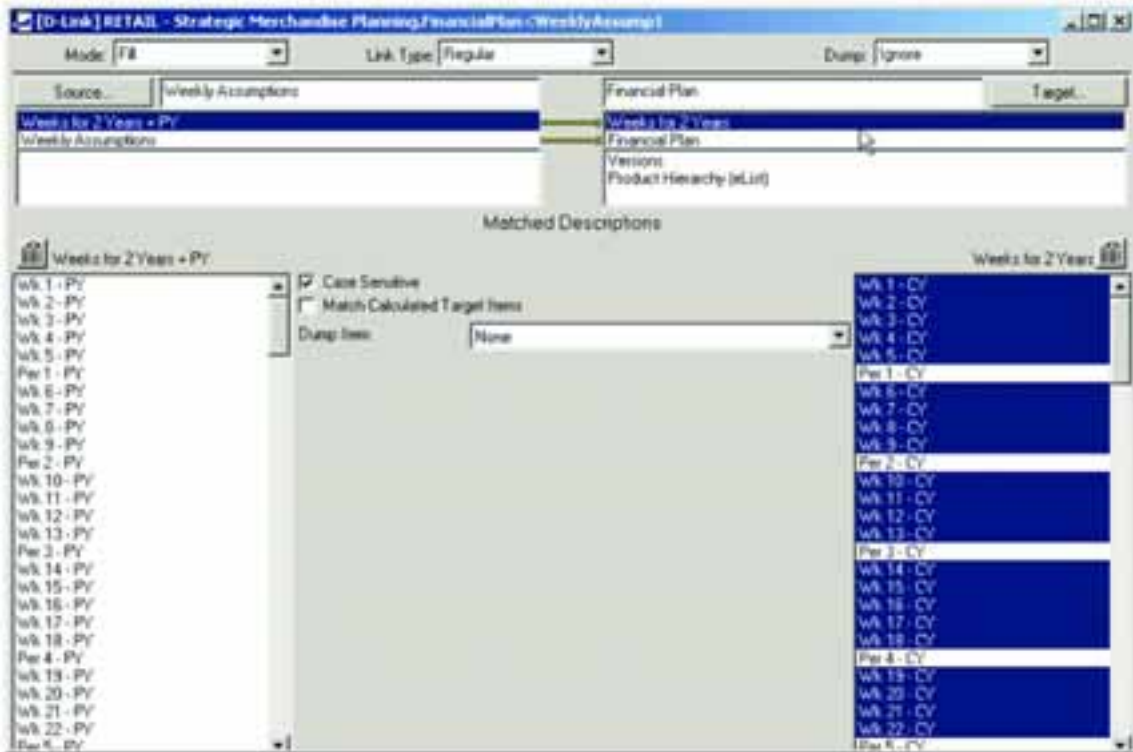


There are six d-links into the Financial Plan to create the forecast view seen by the end users for analysis and updates. Those links are included in the D-Cube Update for the Financial Plan d-cube, and are highlighted in the table below:

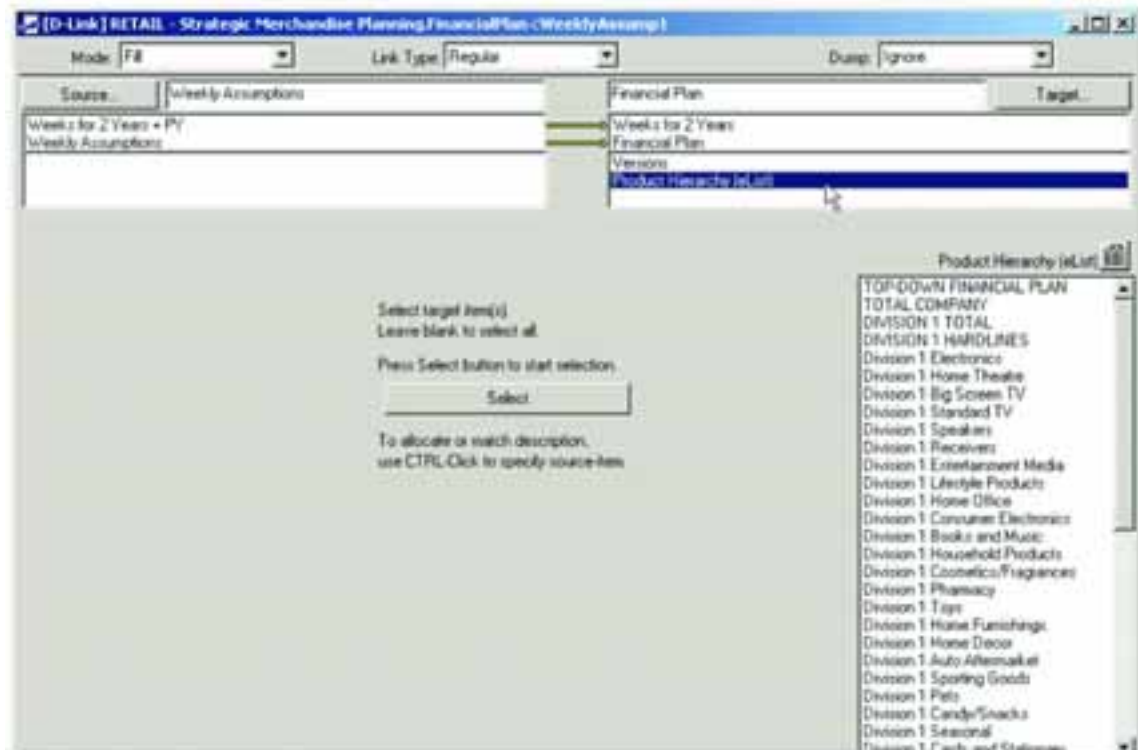
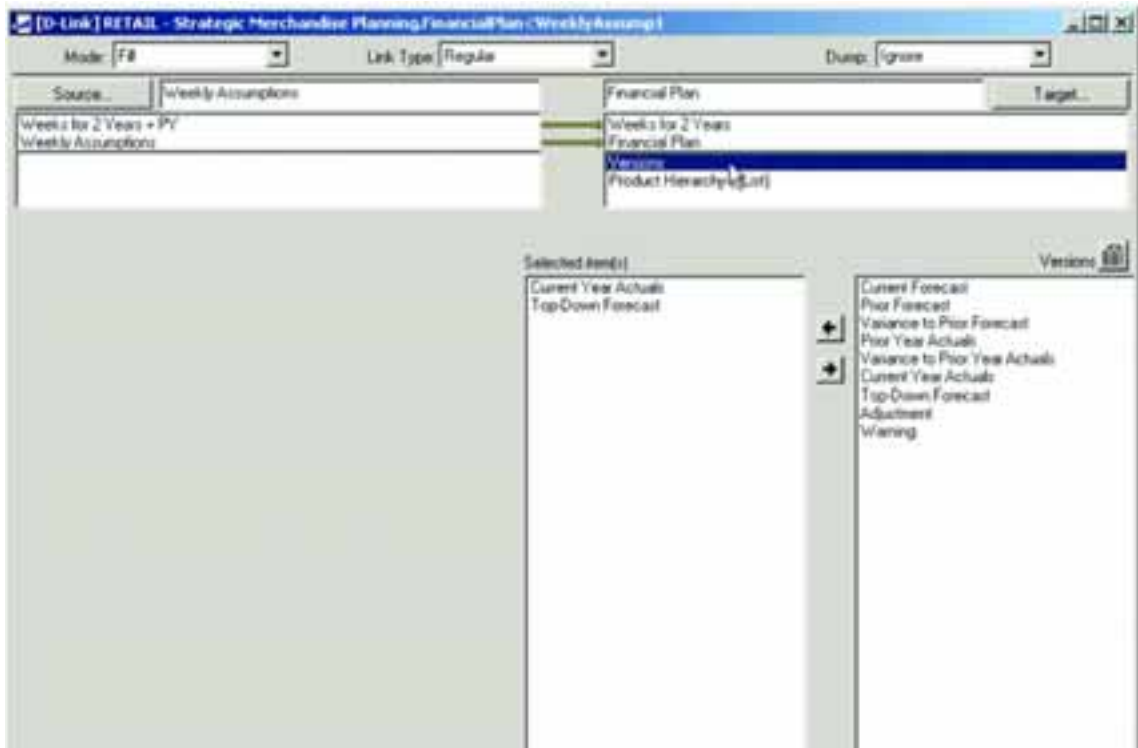
D-Cube RETAIL - Strategic Merchandise Planning Financial Plan [Duplicate Link]			
	Execute	D-Link Name	S
1	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\WeeklyAssump1	D-Cube RETAIL - S
2	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\WeeklyAssump2	D-Cube RETAIL - S
3	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\FinPlanByWeek	D-Cube RETAIL - S
4	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\FinancialPlan1	D-Cube RETAIL - S
5	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\WeeklyAssump3	D-Cube RETAIL - S
6	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\FinancialPlan2	D-Cube RETAIL - S
7	<input type="checkbox"/>		

Insert One
Insert New
Insert All
Delete Invalid
Delete
Run All
Edit Link
Move Up
Move Down
Print Preview
Print
OK Cancel

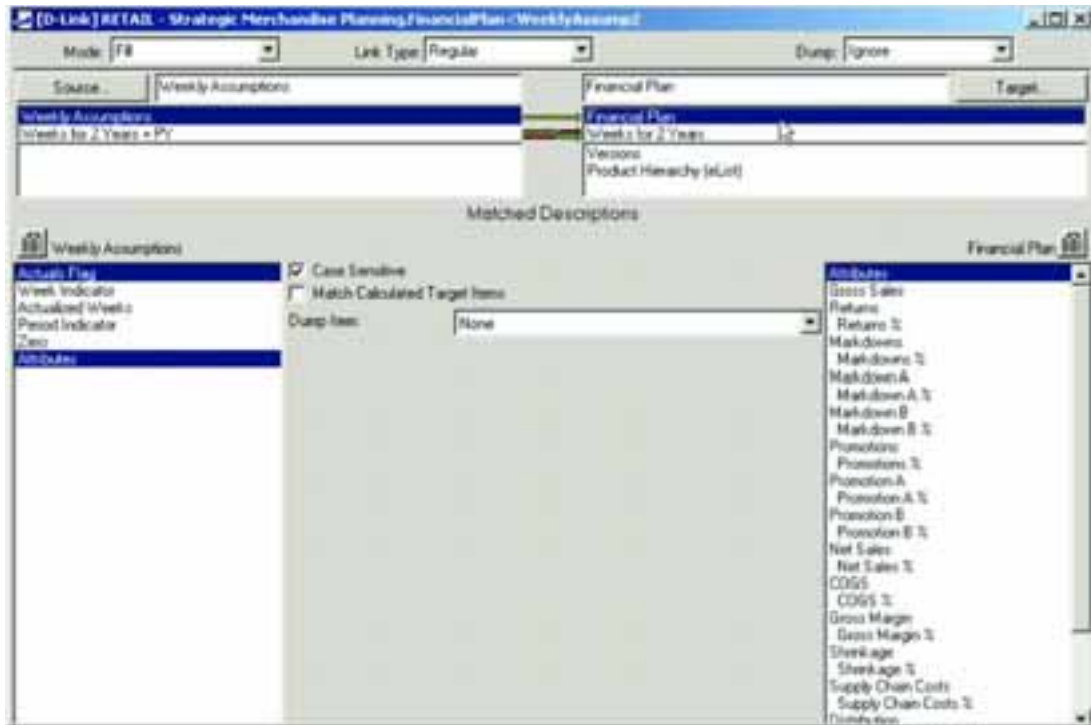
The first d-link, called FinancialPlan<WeeklyAssump1 links the weekly Attributes and Actuals Flag information from the Weekly Assumptions d-cube described earlier in this guide to the Financial Plan d-cube.



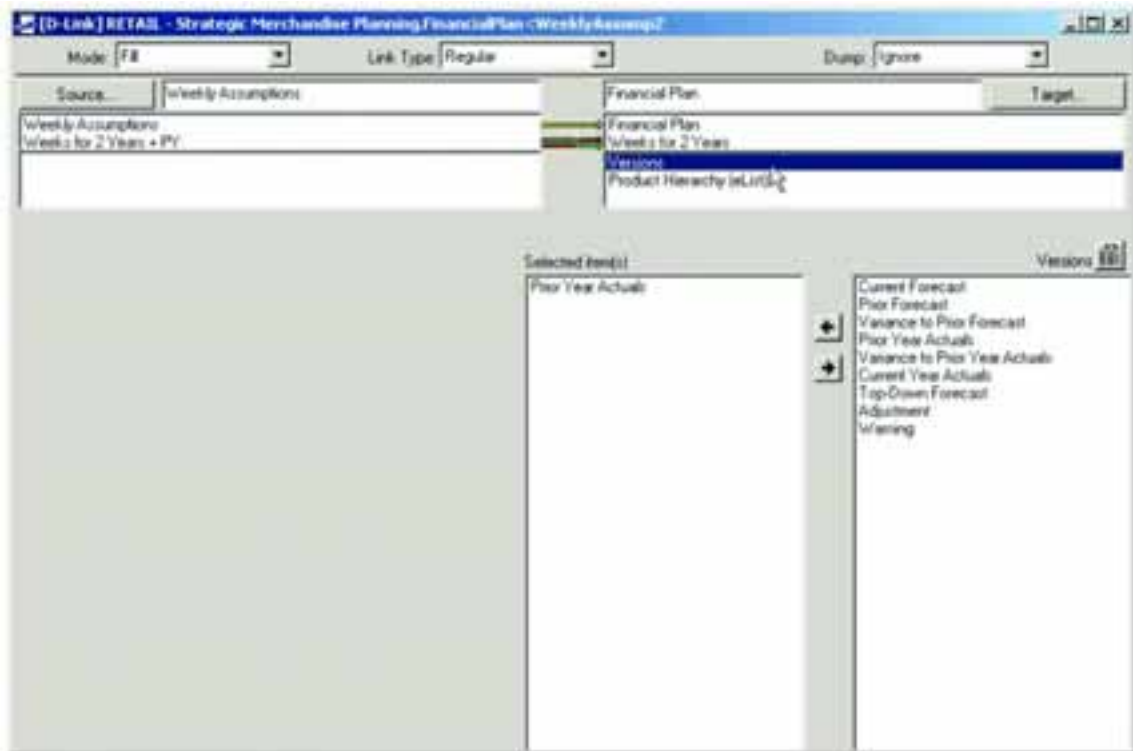
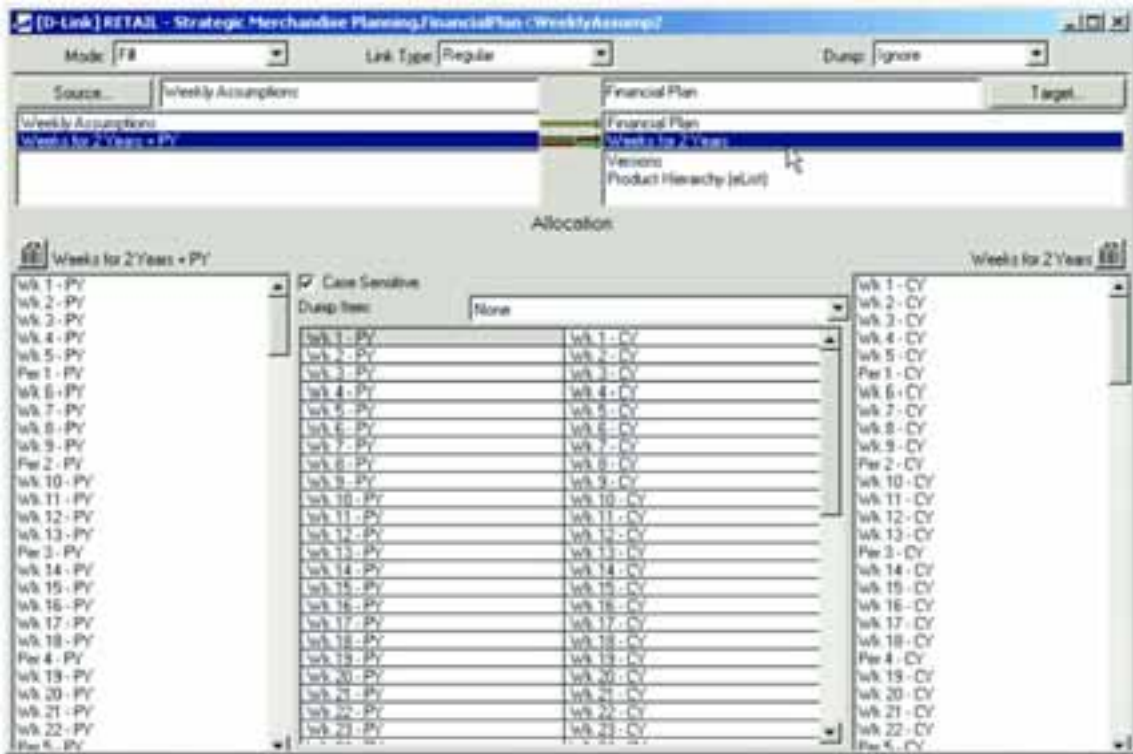
The Attributes and Actuals Flag information is only linked to the Current Year Actuals and Top-Down Forecast items in the Versions dimension. This insures that only those views are impacted with updates, the Current Year Actuals view when new weeks of actuals are loaded, and the Top-Down Forecast with the updated information from the top-down target setting exercise.

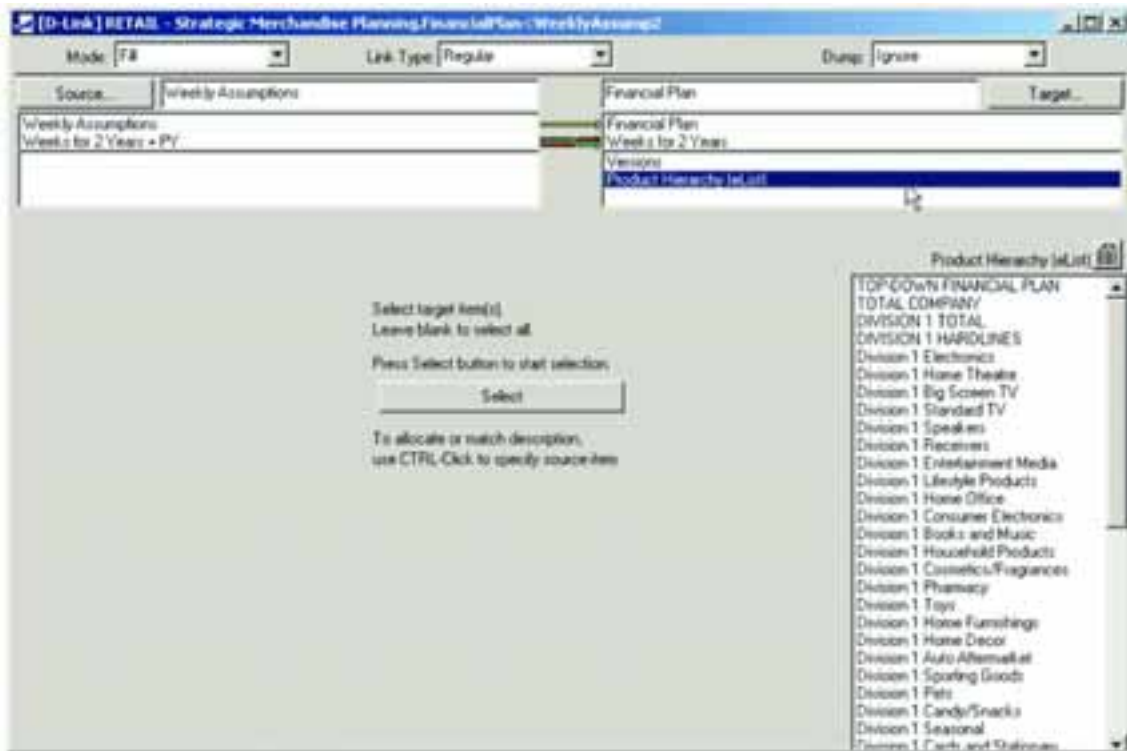


The second d-link into the Financial Plan d-cube is called FinancialPlan<WeeklyAssump2. It links Attributes and Actuals Flag information into the Financial Plan d-cube for the Prior Year Actuals.

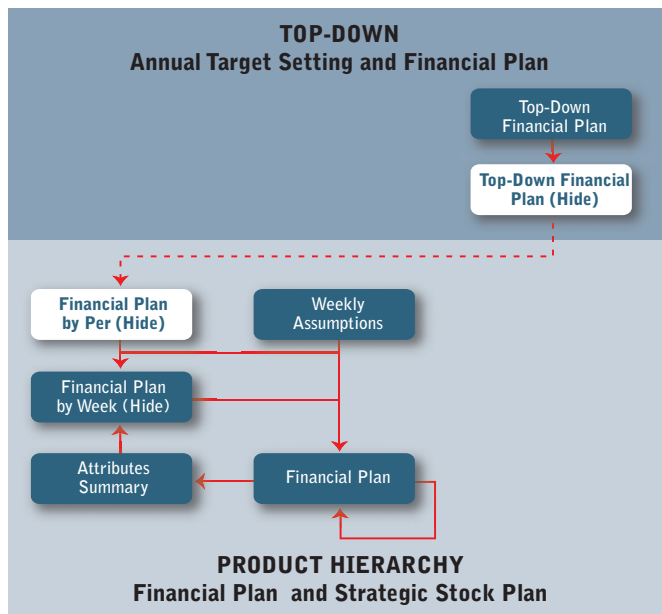


The information for the prior year from the Weekly Assumptions d-cube is linked to the current year items in the Financial Plan d-cube, but those items are only linked into the Prior Year Actuals item in the Versions dimension.





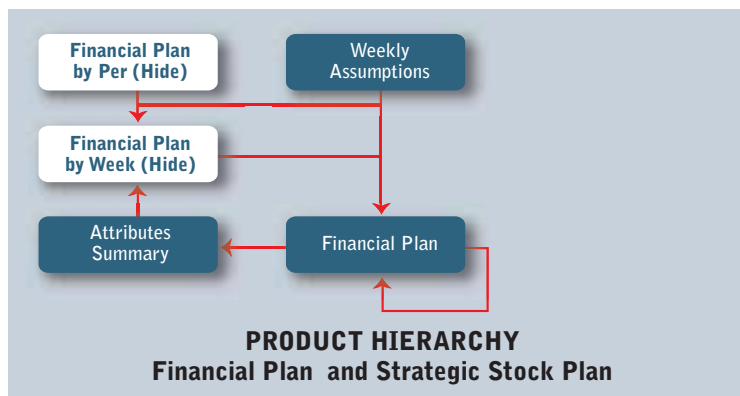
The third link into the Financial Plan d-cube is called FinancialPlan<FinPlanByWeek. The top-down forecast created in the first stage of the planning process is spread by week in a hidden d-cube called Financial Plan by Week (Hide). Before reaching this hidden cube, the top-down is first linked into a hidden d-cube called Financial Plan by Per (Hide).



The Financial Plan by Per (Hide) d-cube is comprised of three dimensions: Financial Plan for Profile, Product Hierarchy (eList) and Periods.

	Per 1-CY	Per 2-CY	Per 3-CY	Per 4-CY	Per 5-CY	Per 6-CY	CY Total	Per 7-CY	Per 8-CY	Per 9-CY	Per 10-CY	Per 11-CY
Attributes:												
Gross Sales	13,309,321	13,482,132	13,482,169	13,710,820	13,738,585	8,249,431	82,673,794	16,731,443	13,482,132	8,737,919	16,392,419	6,407,259
Returns	2,334,798	1,447,391	1,259,833	1,197,749	1,219,761	864,486	8,269,213	2,334,798	1,447,391	209,773	2,932,487	533,426
Mail down A	399,012	399,012	399,012	399,012	399,012	299,759	2,296,621	399,012	399,012	299,759	409,463	299,759
Mail down B	194,506	194,506	194,506	194,506	194,506	145,892	1,118,410	194,506	194,506	145,892	204,231	145,892
Promotions A	399,012	399,012	399,012	399,012	399,012	299,759	2,296,621	399,012	399,012	299,759	409,463	299,759
Promotions B	194,506	194,506	194,506	194,506	194,506	145,892	1,118,410	194,506	194,506	145,892	204,231	145,892
COGS	7,949,361	6,834,949	4,421,374	3,376,354	3,262,312	8,327,310	46,981,390	7,949,361	6,834,949	1,095,374	7,250,640	3,321,422
Overage	194,506	194,506	194,506	194,506	194,506	145,892	1,118,410	194,506	194,506	145,892	204,231	145,892
Distribution	1,263,007	839,249	717,484	592,479	221,710	389,284	3,969,689	1,263,007	839,249	717,484	1,033,630	216,760
Shipping	576,159	497,232	372,890	317,962	274,703	171,899	2,245,239	576,159	497,232	72,713	960,741	308,830
Actuals Flag												

The data calculated in the Top-Down Financial Plan (Hide) d-cube in the view in the hierarchy called Top-Down Financial Plan is linked, either through an administration link or a system link¹ to the d-cube called Financial Plan by Per (Hide). The data in the Financial Plan by Per (Hide) is then used to update the Financial Plan by Week (Hide).



¹ Please see the setup instructions for creating administration and system links to accomplish this step in the process.

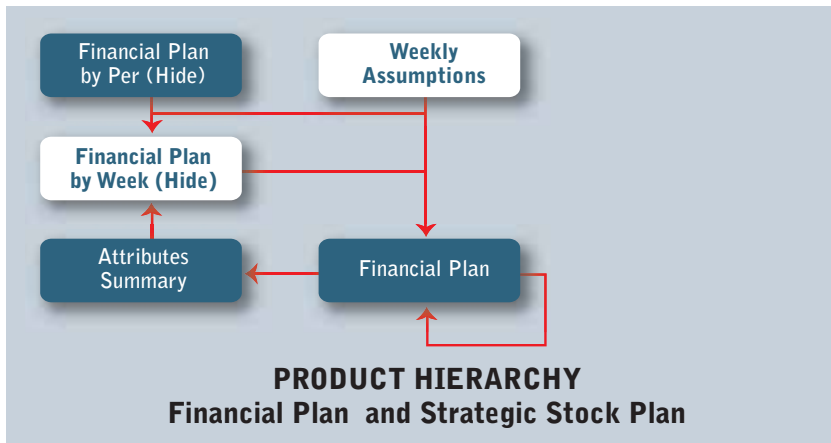
The Financial Plan by Week (Hide) d-cube contains the profile for the spread, using the prior year actuals, and adjusting them based on the movement of calendar attributes. The Financial Plan by Week (Hide) is made up of three dimensions: Financial Plan for Profile, Product Hierarchy (eList) and Weeks for 2 Years.

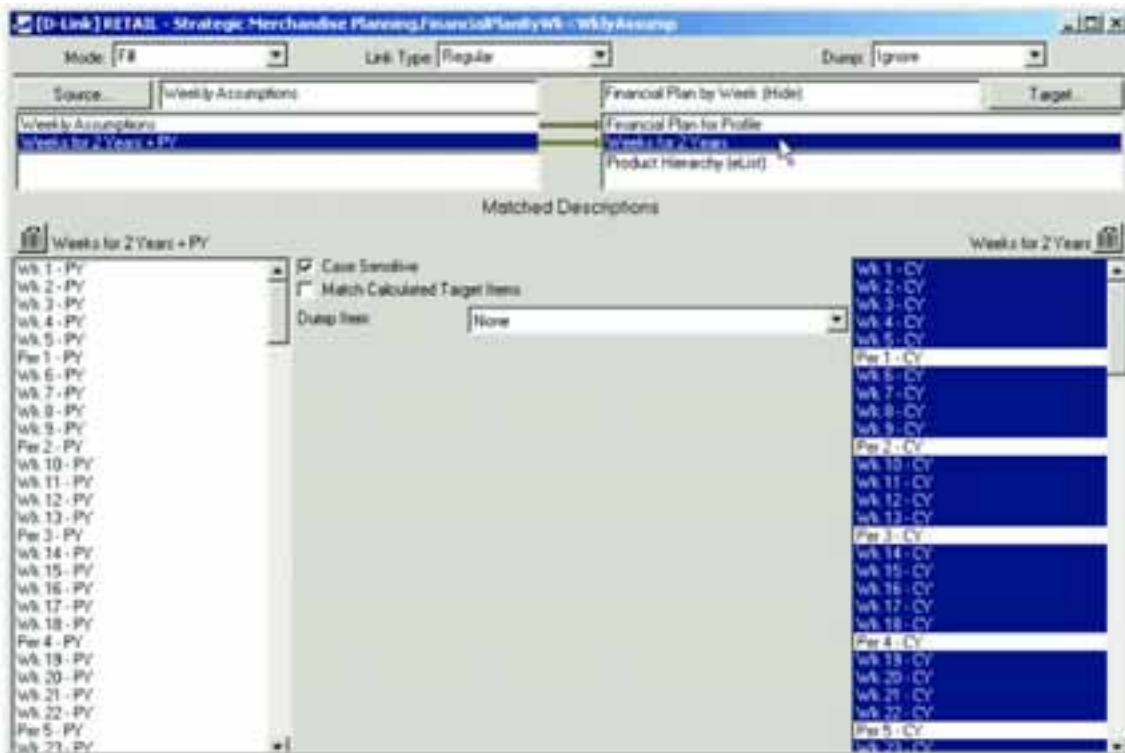
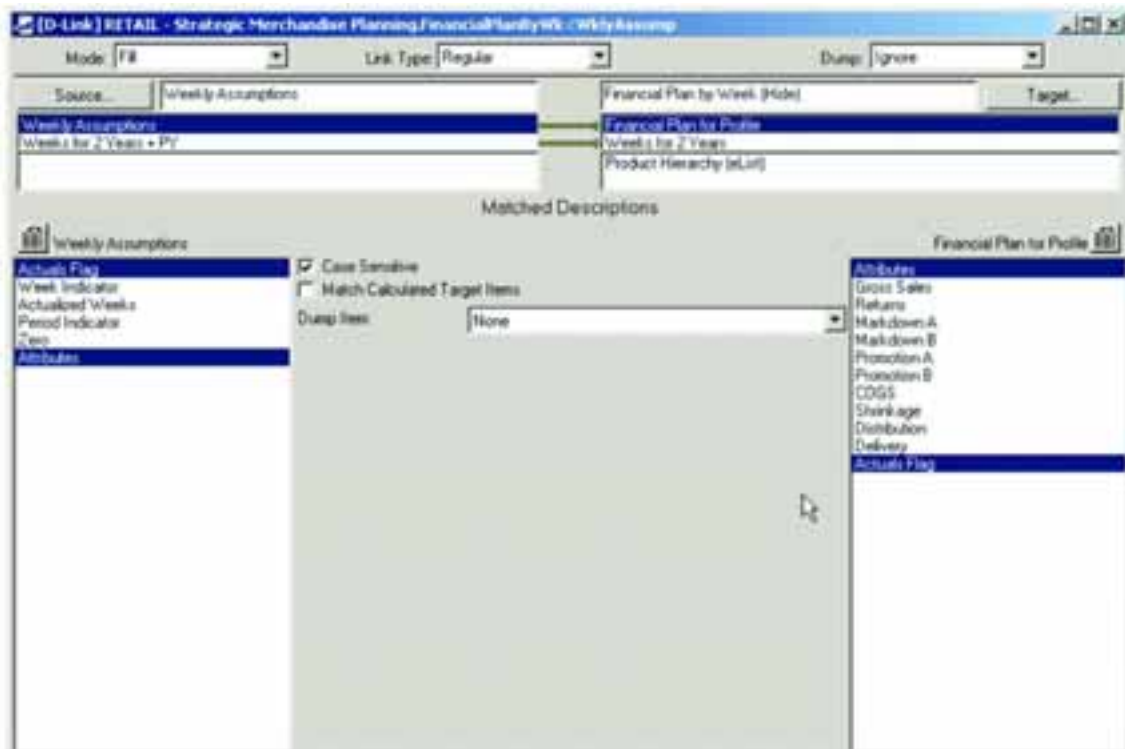
	Wk 1-CY	Wk 2-CY	Wk 3-CY	Wk 4-CY	Wk 5-CY	Wk 6-CY	Wk 7-CY	Wk 8-CY	Wk 9-CY	Wk 10-CY	Wk 11-CY	Wk 12-CY	
Attributes													
Gross Sales	2,701,808	2,701,808	2,701,808	2,701,808	2,701,808	13,509,521	1,370,533	1,370,533	1,370,533	1,370,533	1,370,533	13,482,132	1,370,542
Revenue	488,907	488,907	488,907	488,907	488,907	2,334,708	367,848	367,848	367,848	367,848	367,848	1,847,285	367,809
Markdown A	77,802	77,802	77,802	77,802	77,802	389,012	97,253	97,253	97,253	97,253	97,253	389,012	97,253
Markdown B	38,901	38,901	38,901	38,901	38,901	194,506	48,627	48,627	48,627	48,627	48,627	194,506	48,627
Markdown C	77,802	77,802	77,802	77,802	77,802	389,012	97,253	97,253	97,253	97,253	97,253	389,012	97,253
Promotion E	38,901	38,901	38,901	38,901	38,901	194,506	48,627	48,627	48,627	48,627	48,627	194,506	48,627
COGS	1,408,272	1,408,272	1,408,272	1,408,272	1,408,272	7,041,361	1,408,272	1,408,272	1,408,272	1,408,272	1,408,272	13,824,949	1,408,272
Shrinkage	38,901	38,901	38,901	38,901	38,901	194,506	48,627	48,627	48,627	48,627	48,627	194,506	48,627
Contribution	252,801	252,801	252,801	252,801	252,801	1,264,005	252,801	252,801	252,801	252,801	252,801	1,012,749	252,801
Delivery	118,232	118,232	118,232	118,232	118,232	591,166	124,308	124,308	124,308	124,308	124,308	497,232	124,308
Actuals Flag													

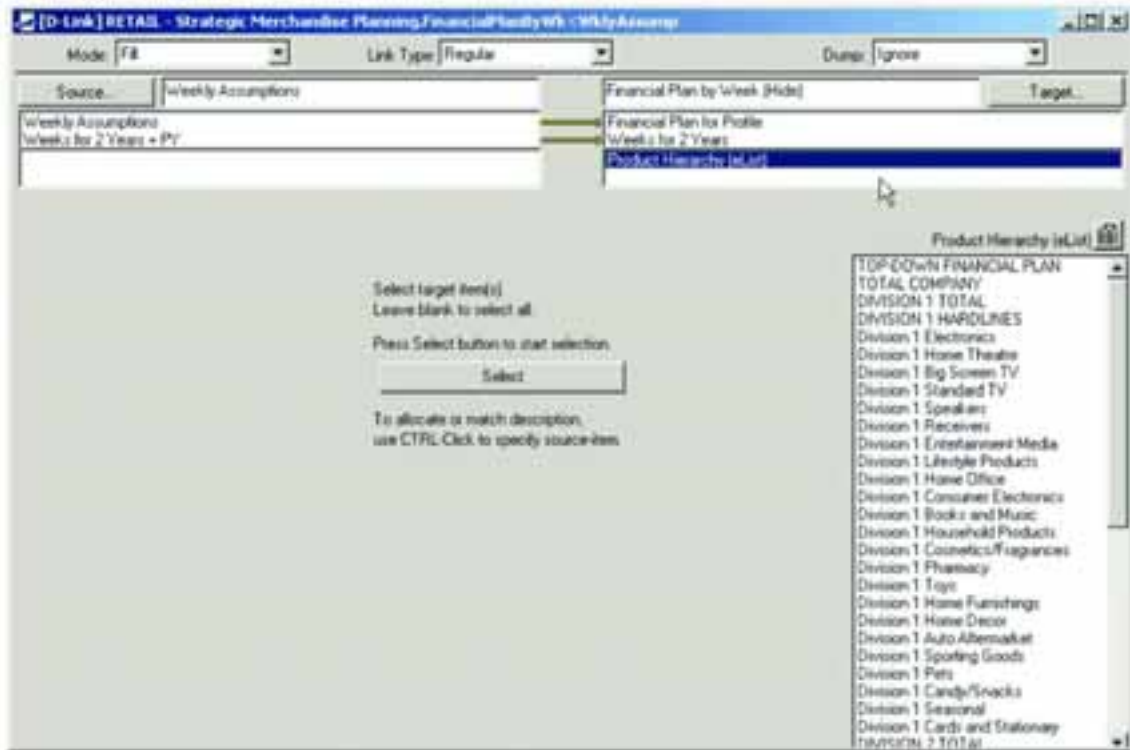
There are three d-links into the Financial Plan by Week (Hide) d-cube, included in the D-Cube Update and highlighted in the following table:

[D-Cube RETAIL - Strategic Merchandise Planning.Financial Plan by Week (Hide)] Update List			
	Execute	D-Link Name	
1	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning.FinancialPlanByWk<WklyAssump	D-Cube RETAIL
2	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning.FinancialPlanByWk<AttributesSum	D-Cube RETAIL
3	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning.FinancialPlanByWk<FinPlanByPer	D-Cube RETAIL
4			

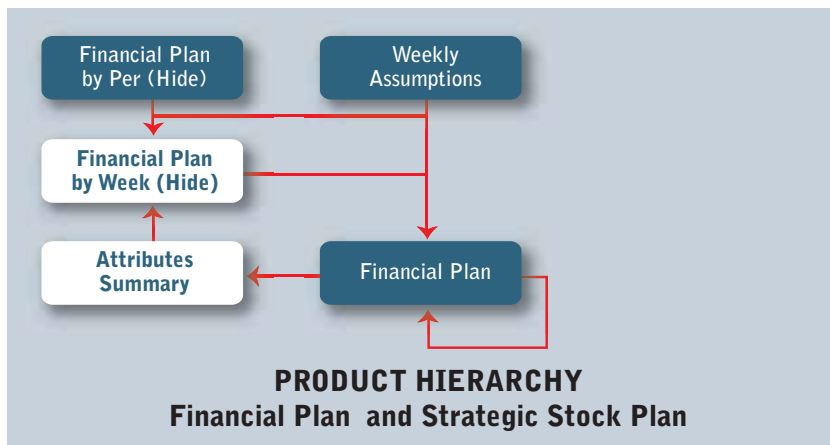
The first d-link into the Financial Plan by Week (Hide), called FinancialPlanByWk<WeklyAssump, is from the Weekly Assumptions d-cube. It links the weekly Attributes and Actuals Flag information from the Weekly Assumptions d-cube into the Financial Plan by Week (Hide) d-cube.







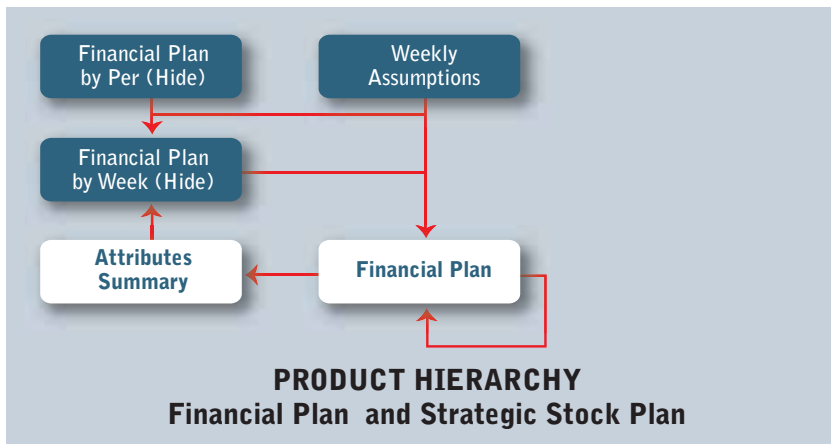
The second d-link into the Financial Plan by Week (Hide) d-cube is called FinancialPlanByWk<AttributesSum. It links information from a hidden d-cube called Attributes Summary to the Financial Plan by Week (Hide) d-cube.

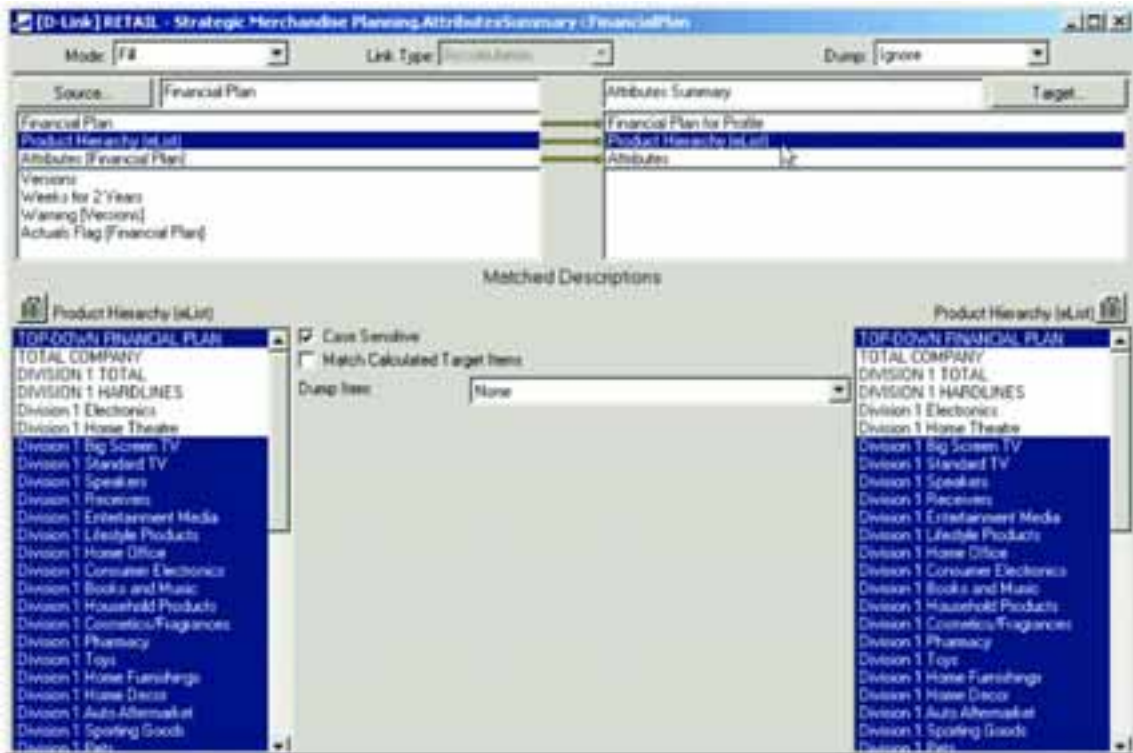
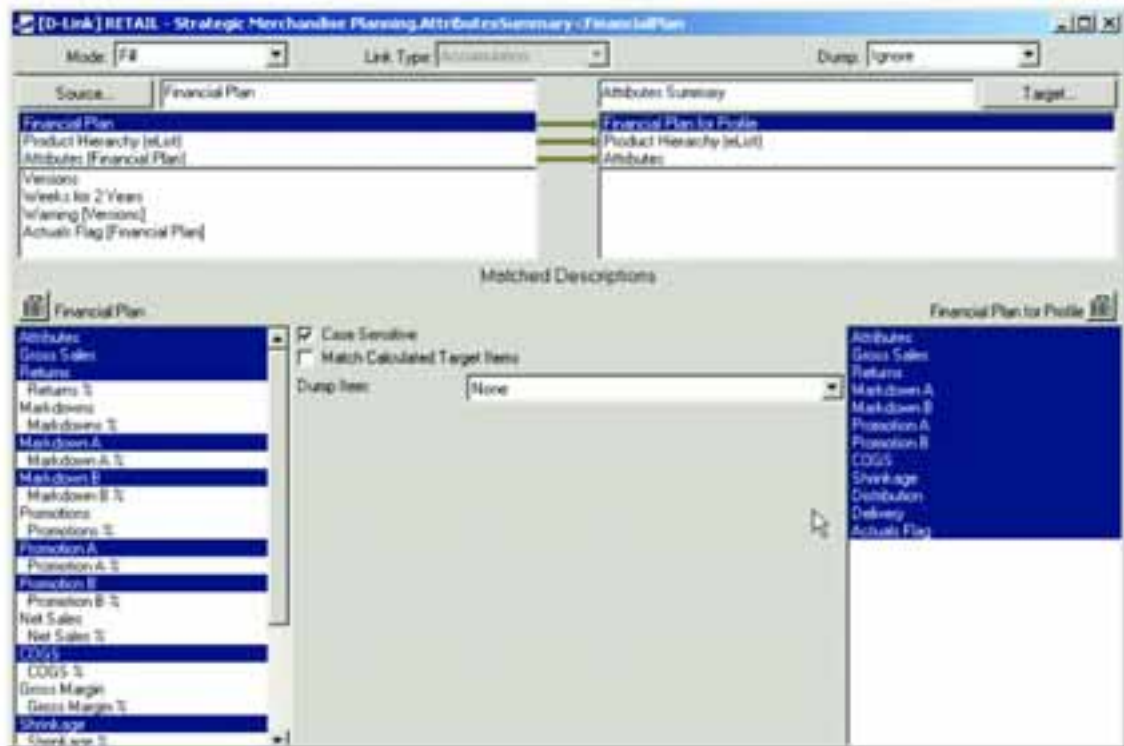


The Attributes Summary d-cube is made up of three dimensions: Financial Plan for Profile, Product Hierarchy (eList) and Attributes.

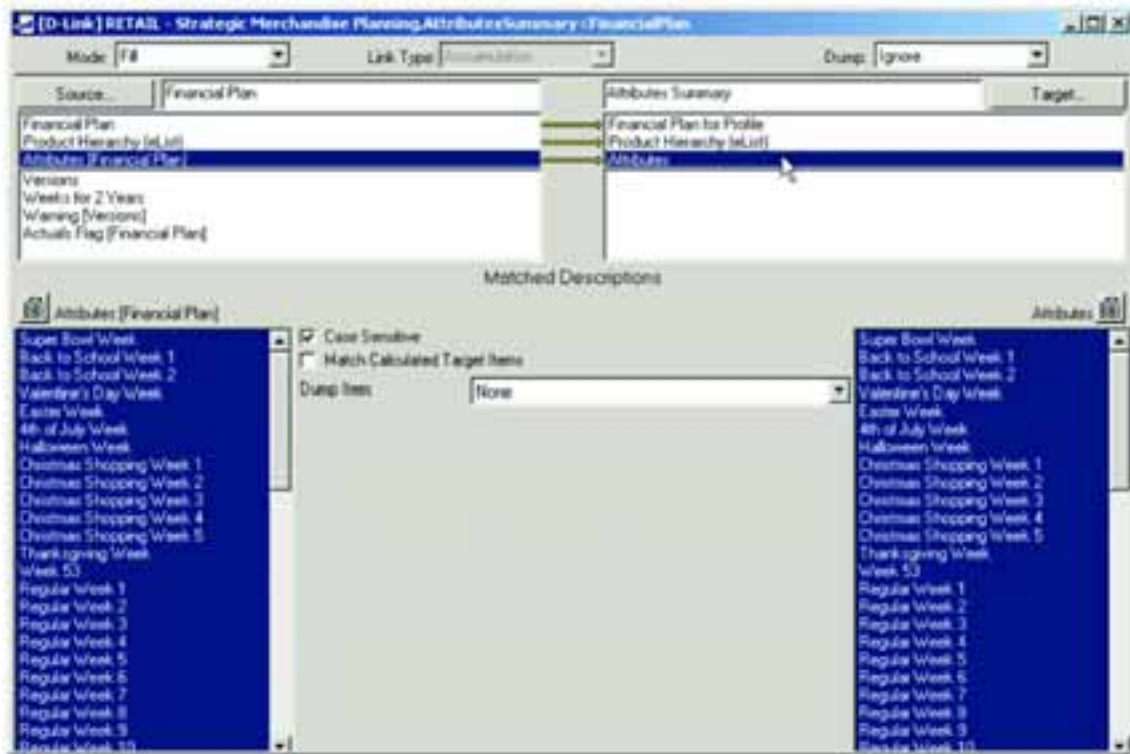
Attributes	Super Bowl Week	Back to School Week 1	Back to School Week 2	Valentine's Day Week	Easter Week	4th of July Week	Halloween Week
Gross Sales	1,573,218	3,750,099	3,750,099	2,701,904	3,870,542	2,062,963	2,104,405
Returns	214,893	488,957	488,957	488,957	313,928	208,624	72,443
Markdown I	48,881	77,802	77,802	77,802	97,283	72,940	72,940
Markdown II	23,341	38,901	38,901	38,901	49,827	36,470	36,470
Promotion A	46,601	77,802	77,802	77,802	97,283	72,940	72,940
Promotion B	23,341	38,901	38,901	38,901	49,827	36,470	36,470
COGS	846,018	1,408,272	1,408,272	1,408,272	1,106,344	1,521,087	773,043
Shrinkage	23,341	38,901	38,901	38,901	49,827	36,470	36,470
Distribution	74,940	252,000	252,000	252,000	179,381	97,000	29,406
Delivery	8,313	118,232	118,232	118,232	80,221	42,805	18,178
Actuals Flag	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals

Data for the Prior Year Actuals item in the Versions dimension of the Financial Plan d-cube is linked into the Attributes Summary d-cube through a d-link called AttributesSummary<FinancialPlan.

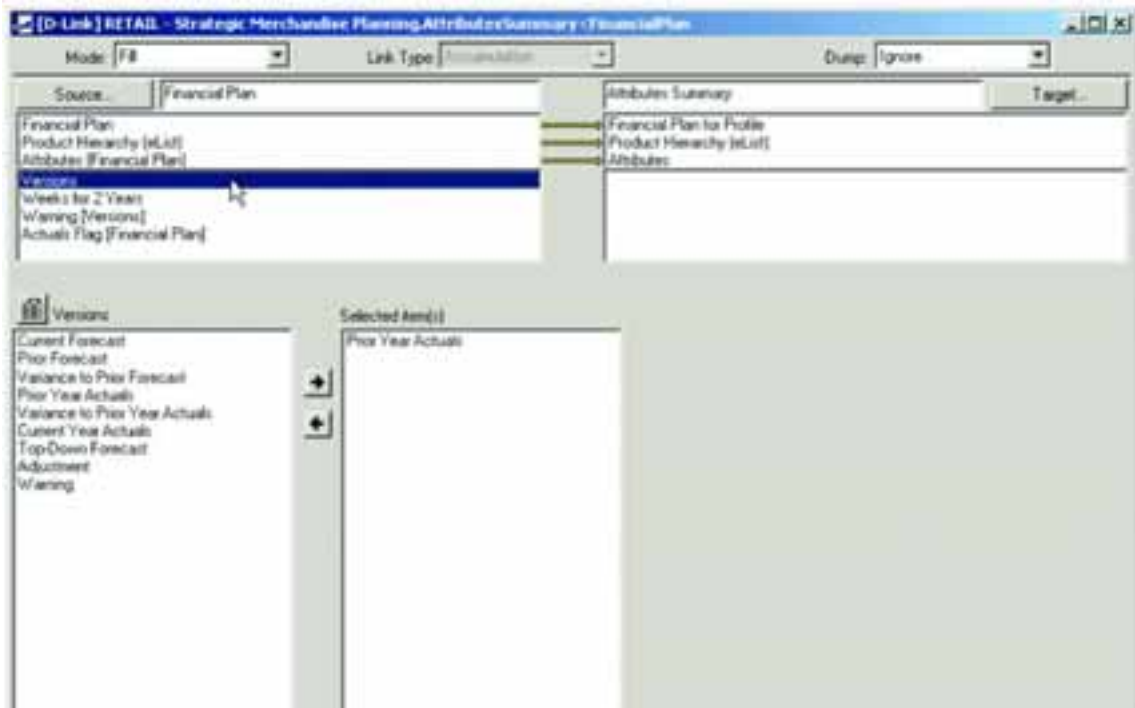




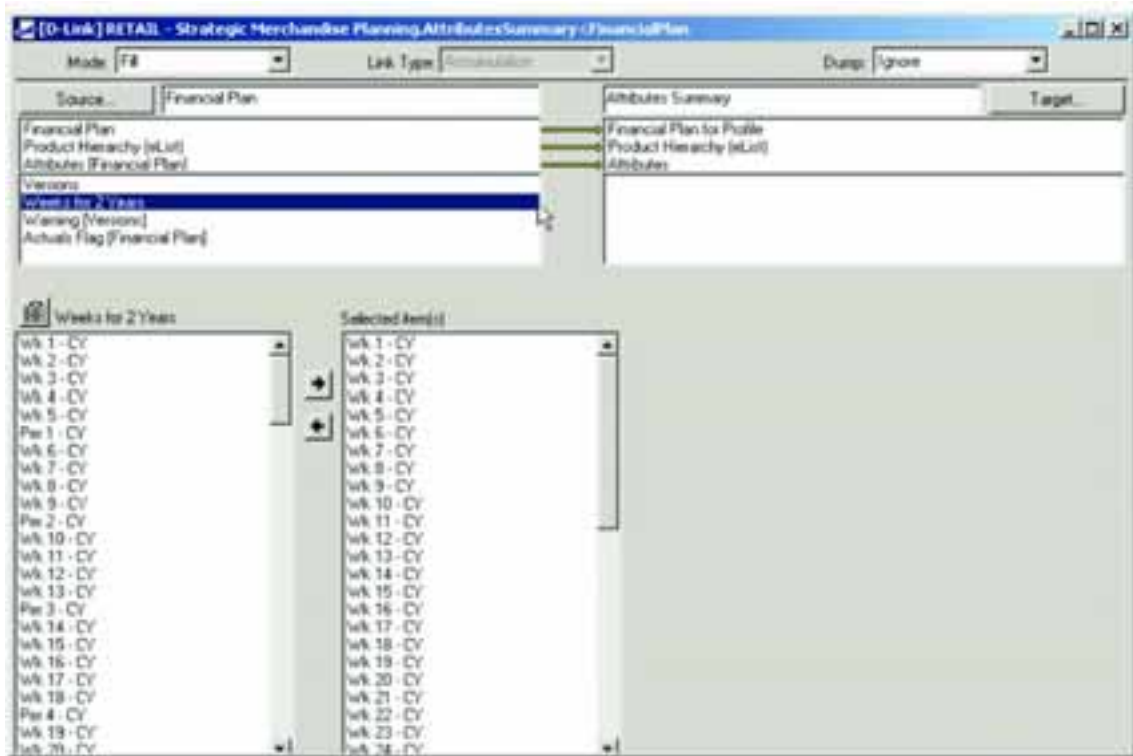
The AttributesSummary<FinancialPlan d-link is an Accumulation d-link and allows a d-list formatted item, Attributes on the Financial Plan d-list, on the Source (Financial Plan) side of the d-link to be linked to an actual d-list item, Attributes, on the Target (Attributes Summary) side of the d-link.



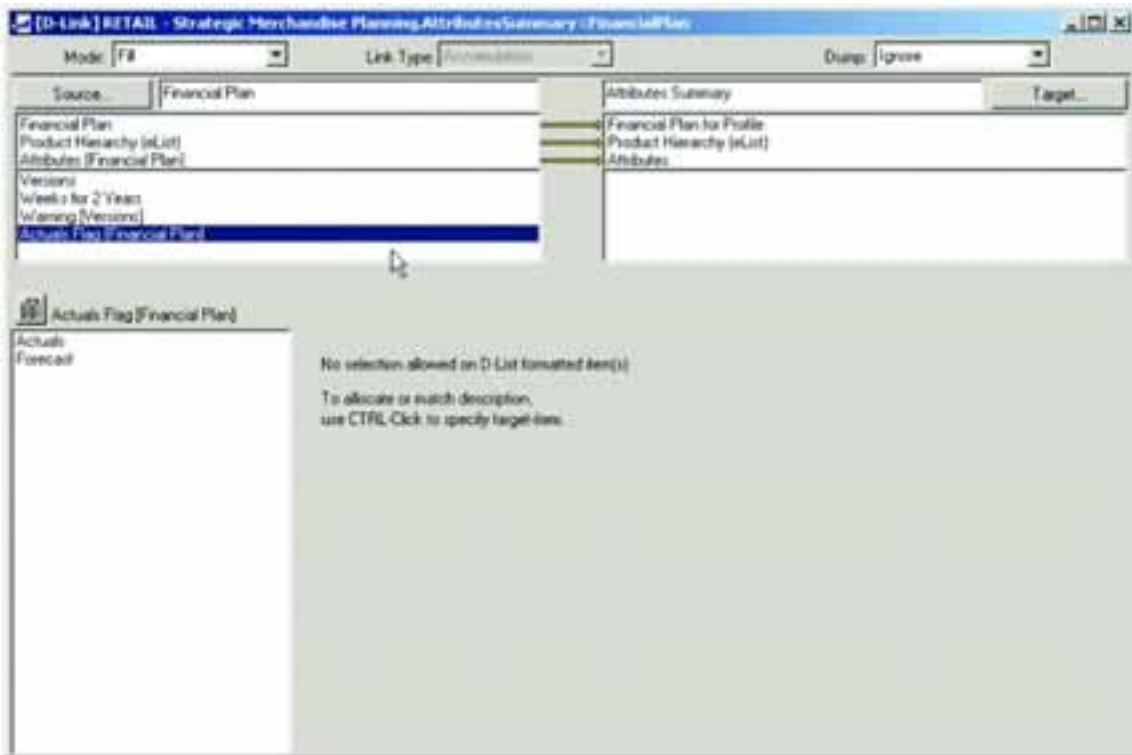
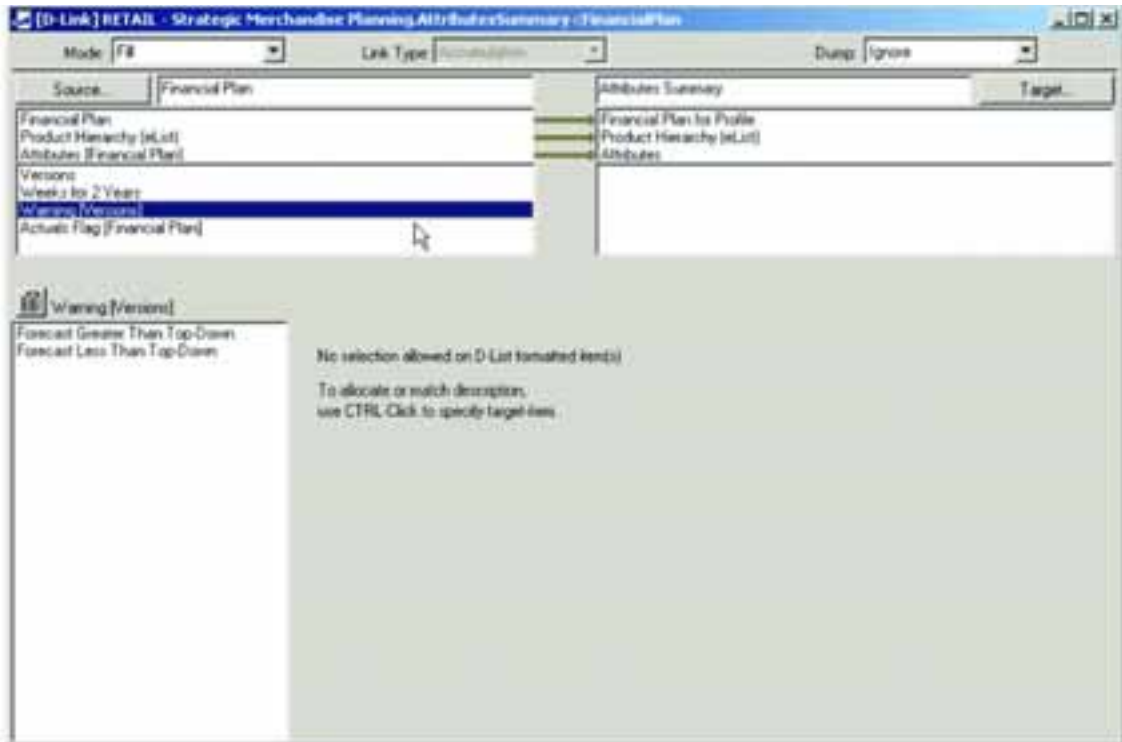
Only the information associated with the Prior Year Actuals is linked into the Attributes Summary d-cube. This will allow the data by attribute to link over to the Financial Plan by Week (Hide) d-cube by attribute, creating the appropriate profile for spreading the top-down targets to week.



The Prior Year Actuals item in the Versions dimension of the Financial Plan d-cube is associated with the weeks for the current year, and therefore, only those weeks are chosen in the d-link.

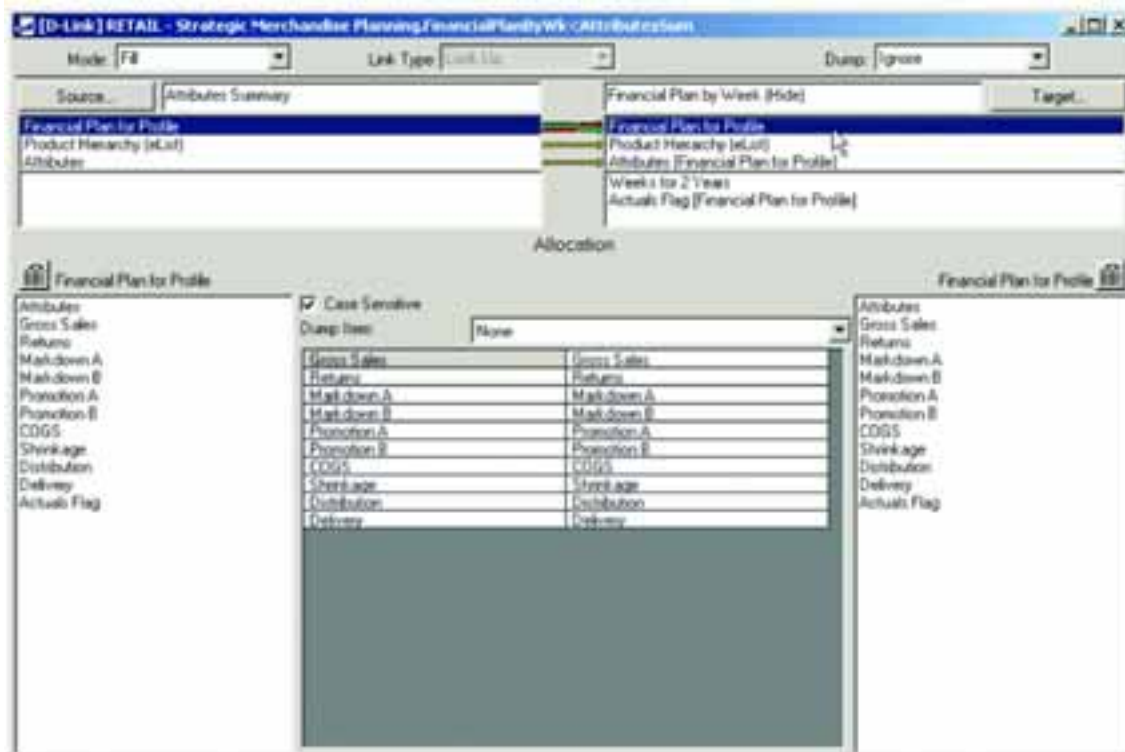


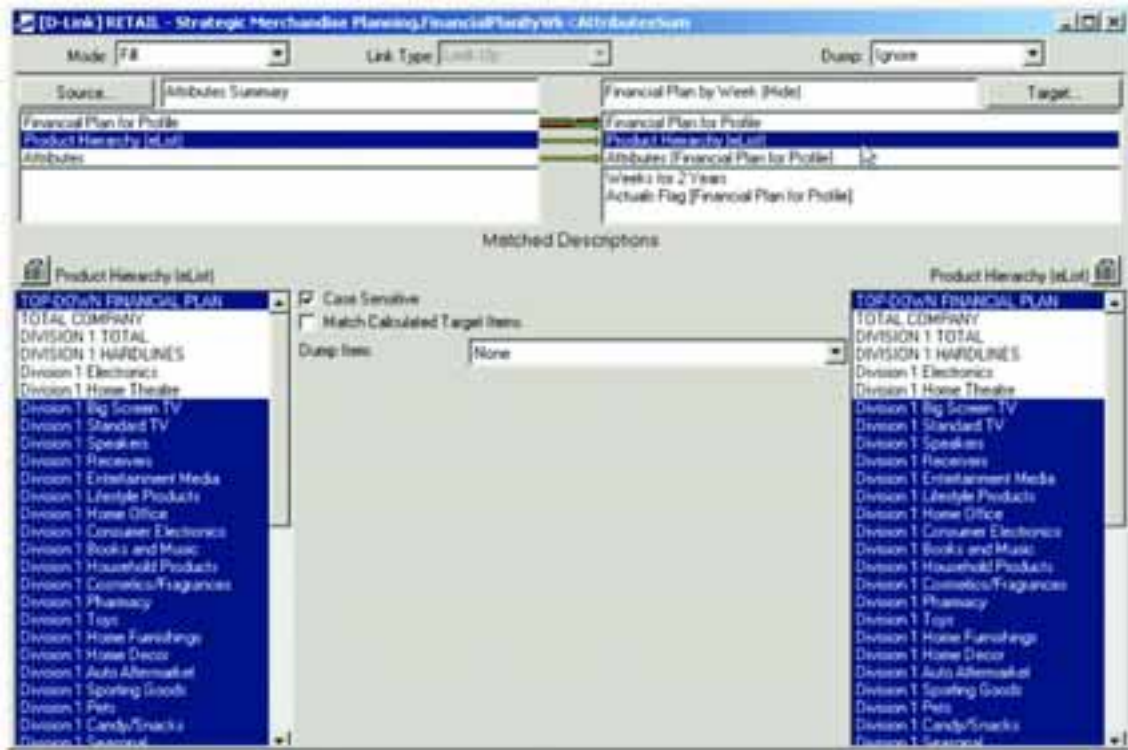
The final two items on the source side (Financial Plan) of the d-link are also d-list formatted items, but are not relevant to this d-link and no selection is allowed.



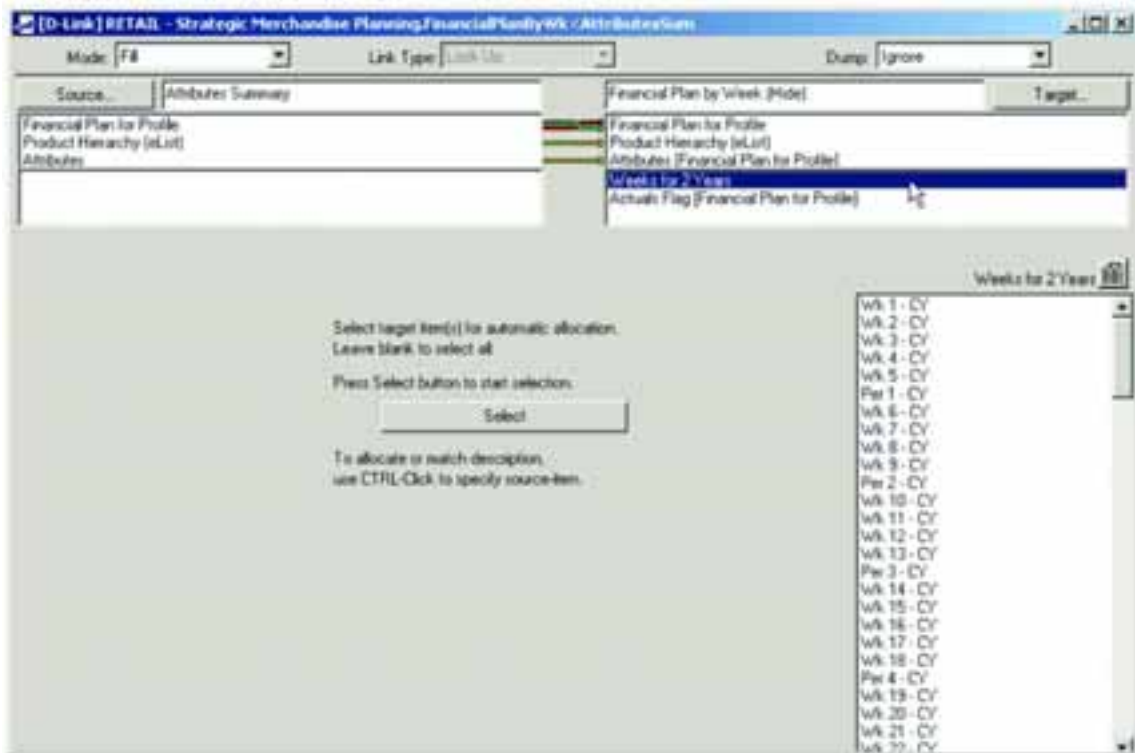
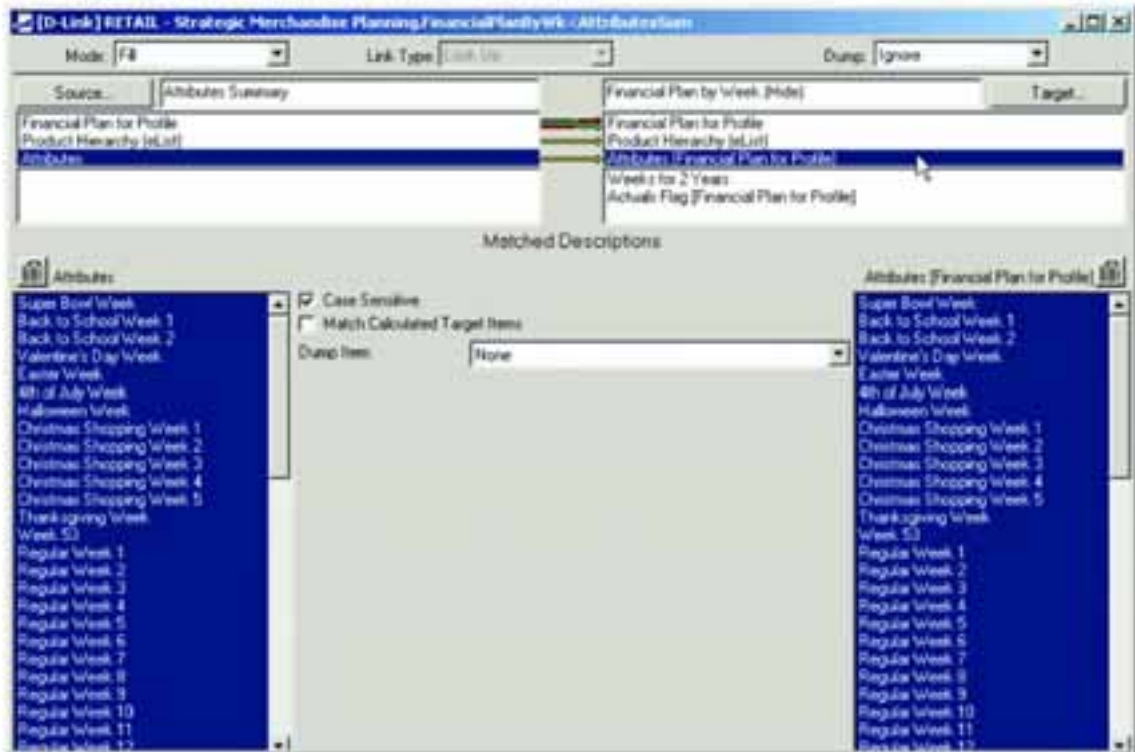
The data in the Attributes Summary d-cube is now ready for the second d-link into the Financial Plan by Week (Hide) d-cube, called FinancialPlanByWk<AttributesSum. This d-link moves the prior year actuals information into the Financial Plan by Week (Hide) d-cube based on attribute, and will act as a profile for the top-down target values contained in the Financial Plan by Per (Hide).

Only the data in the Financial Plan for Profile list is linked, as the link should not overwrite the Attributes or Actuals Flag assumptions.

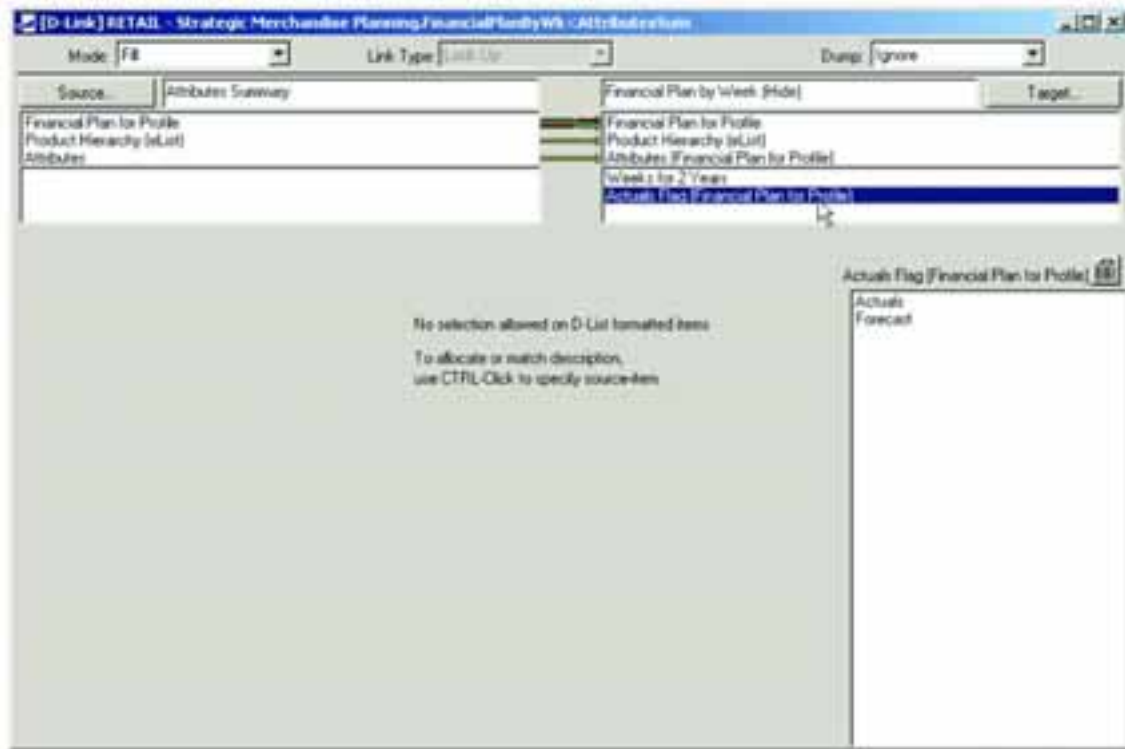




The FinancialPlanByWk<AttributesSum d-link is a Look Up link and allows an actual dimension, Attributes, on the Source side of the d-link (Attributes Summary) to be linked to a formatted d-list (Attributes formatted on the Financial Plan for Profile d-list) on the Target side of the d-link (Financial Plan by Week (Hide)).

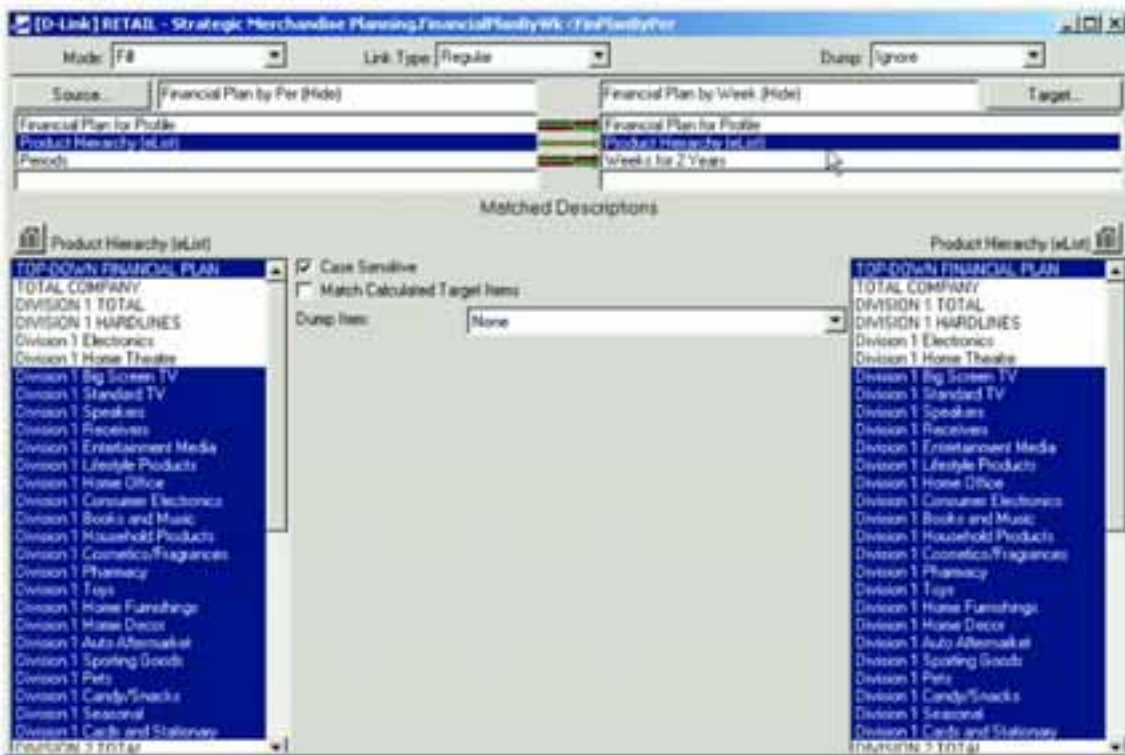
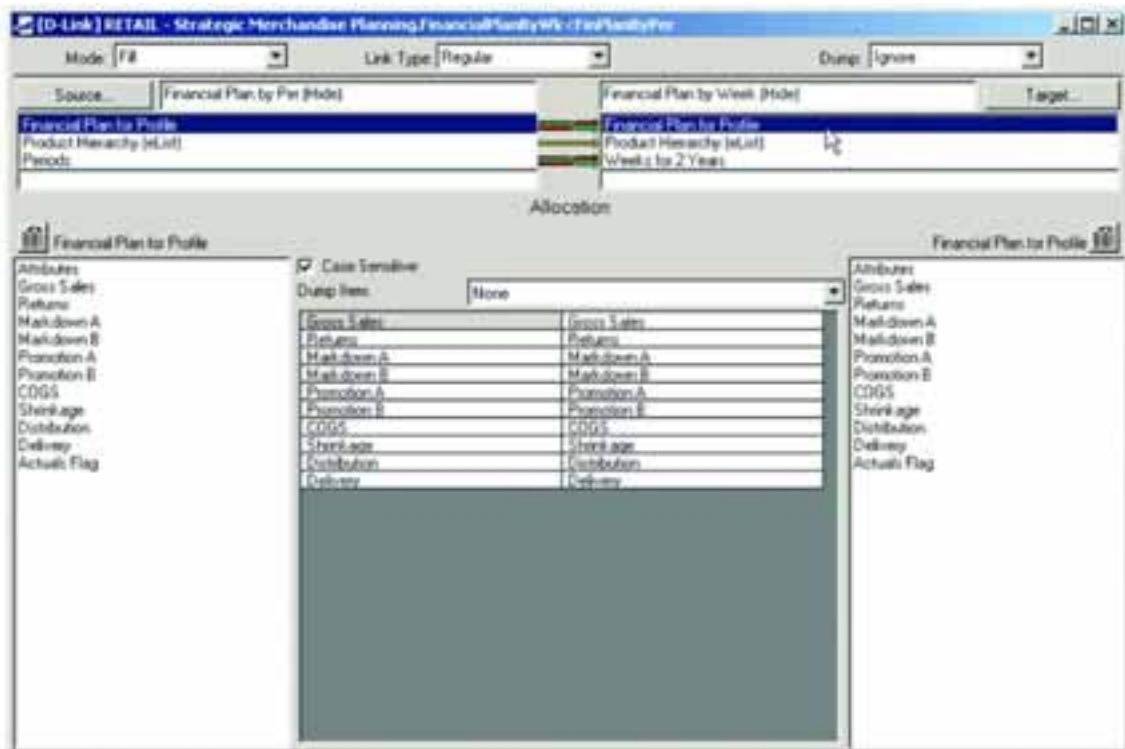


The final item in the d-link is another d-list formatted item that is not leveraged in the d-link, and therefore, no selection is allowed.

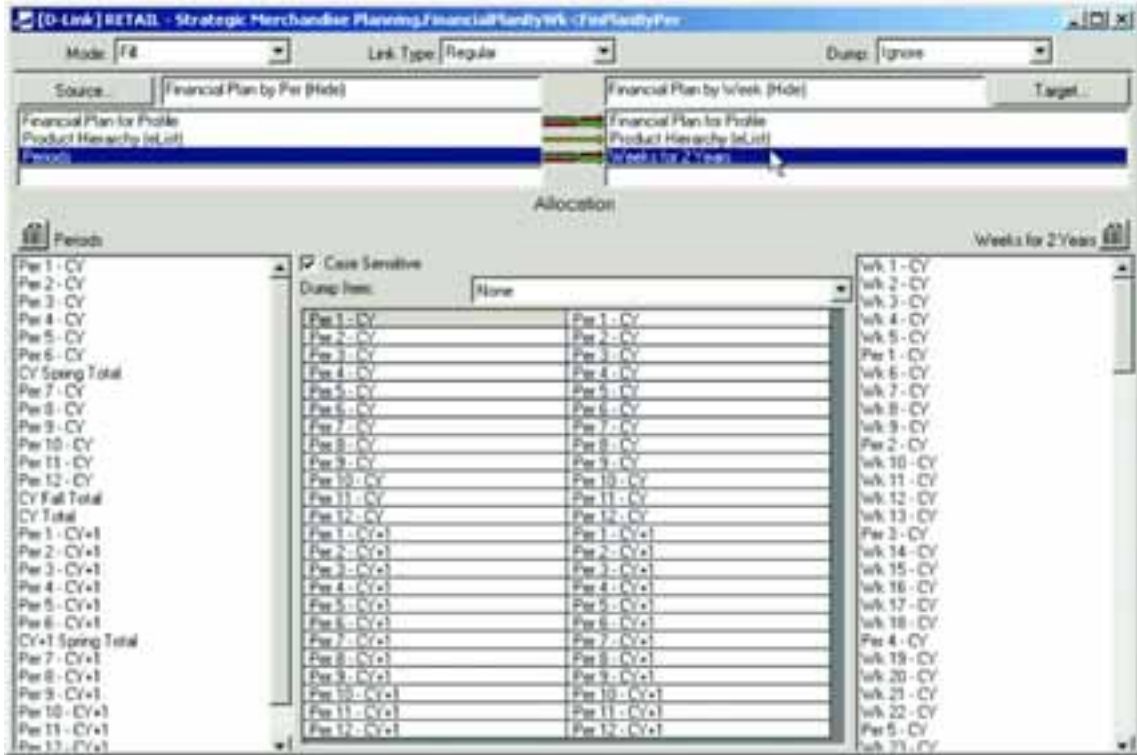


The third d-link into the Financial Plan by Week (Hide) d-cube is called FinancialPlanByWk<FinPlanByPer. This d-link moves the hidden data linked through an administration or system link from the top-down forecast to the Financial Plan by Per (Hide) d-cube into the Financial Plan by Week (Hide) d-cube and spreads the periodic information into a weekly view based on the prior year actuals, moved into the appropriate weeks based on the attributes.

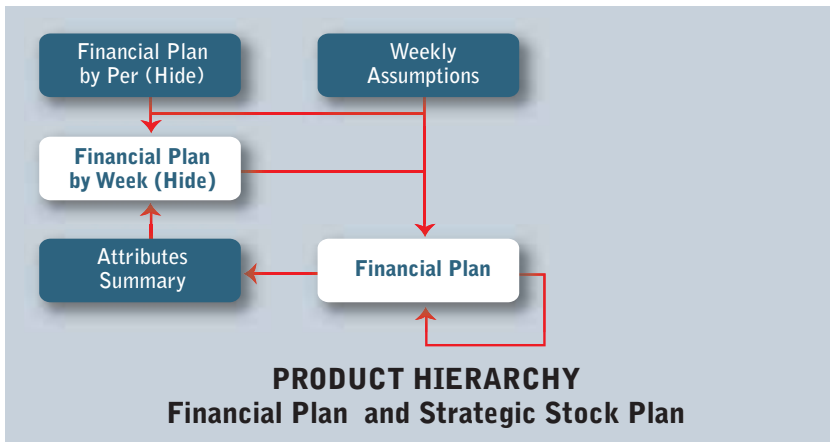
Only the data is moved in the link between the Financial Plan for Profile lists so that the Attributes and Actuals Flag assumptions are not overwritten.

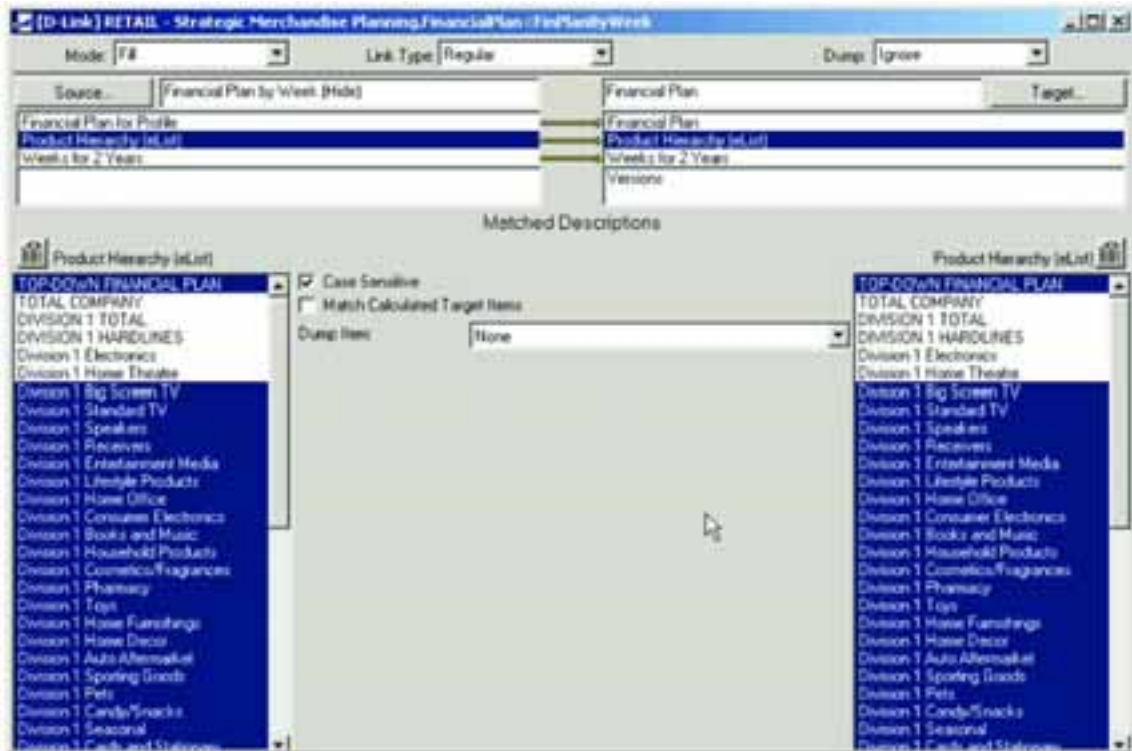
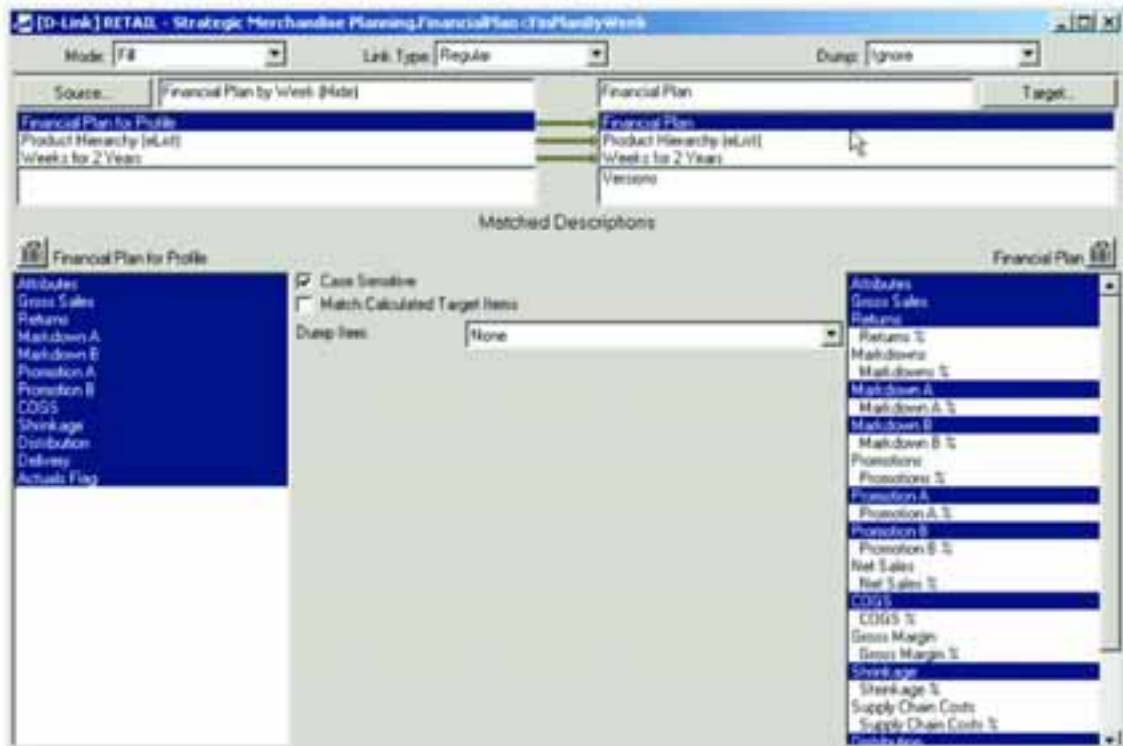


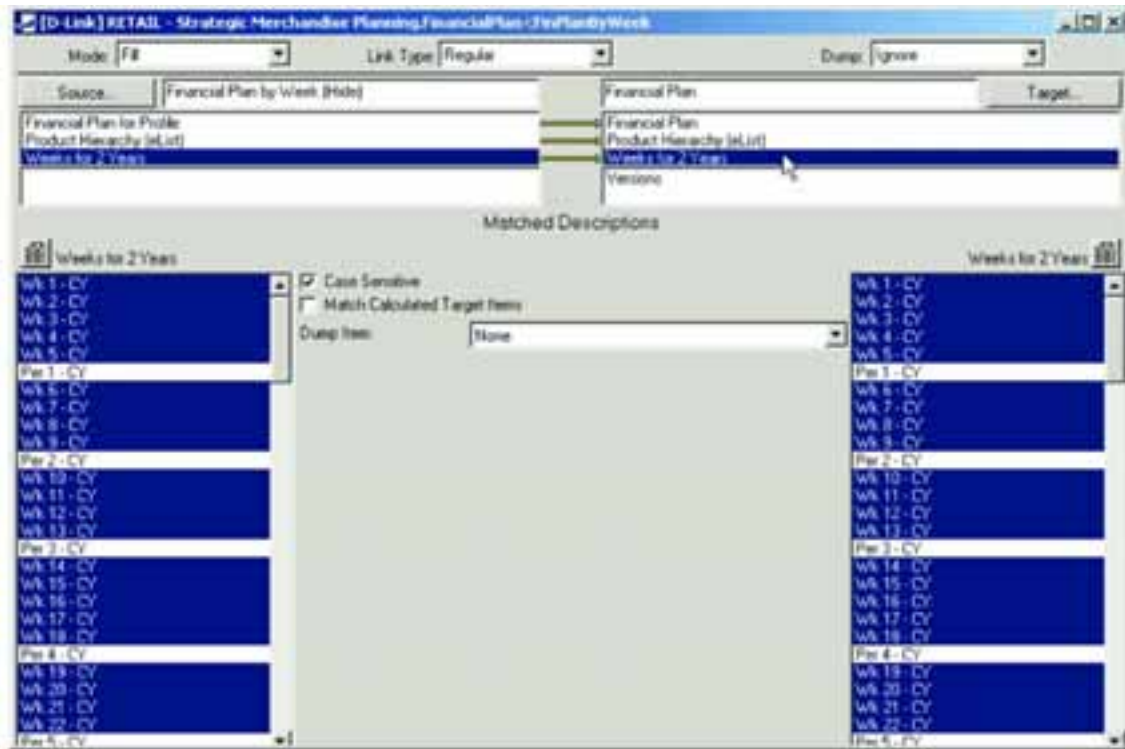
Periods are linked to Periods, which are sub-totals in the Weeks for 2 Years d-list, creating the spread over the profile linked in from the Attributes Summary d-cube.



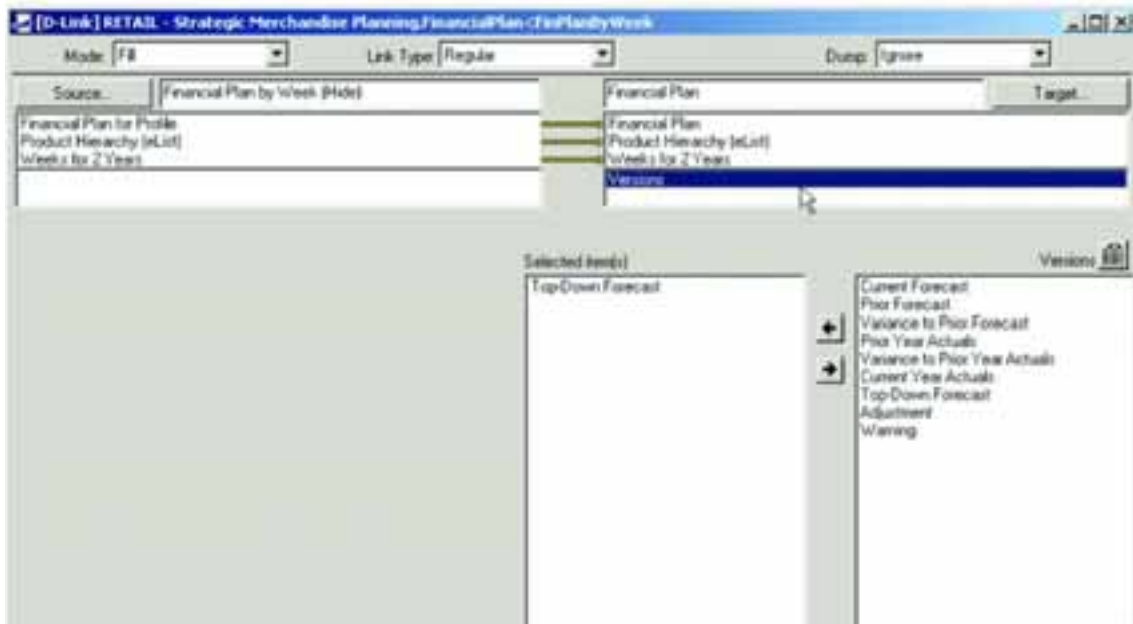
The data in the Financial Plan by Week (Hide) is now ready to be linked into the Financial Plan d-cube through the link called FinancialPlan<FinPlanByWeek.



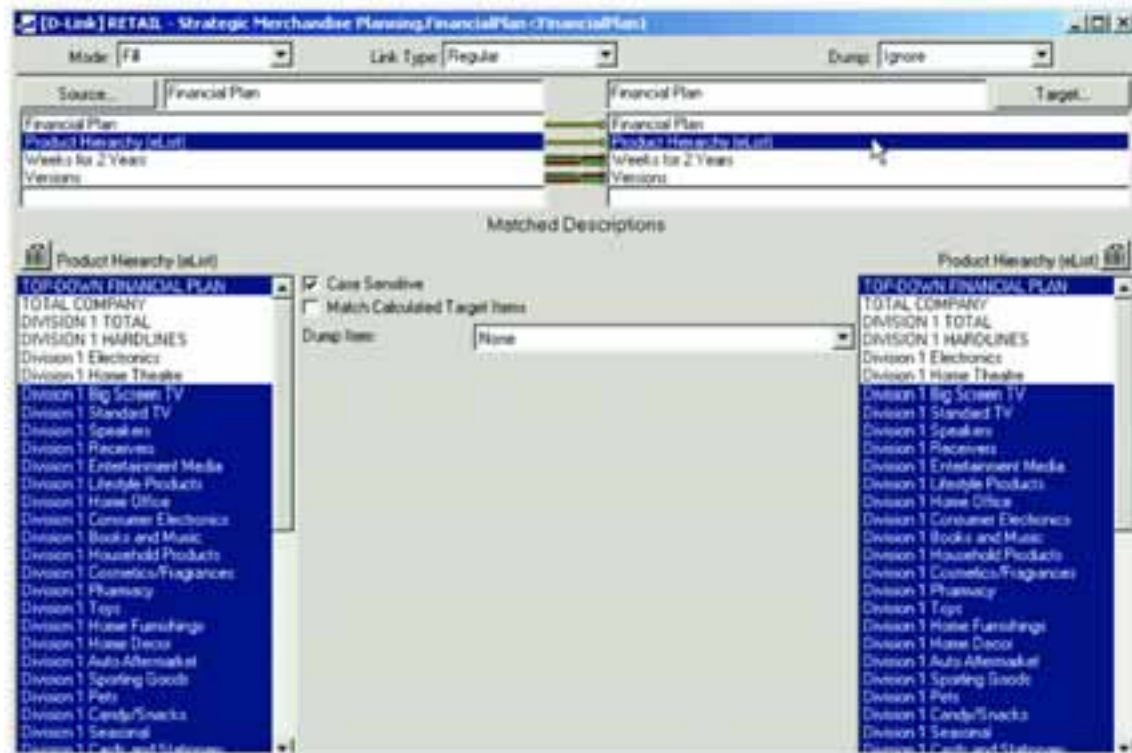
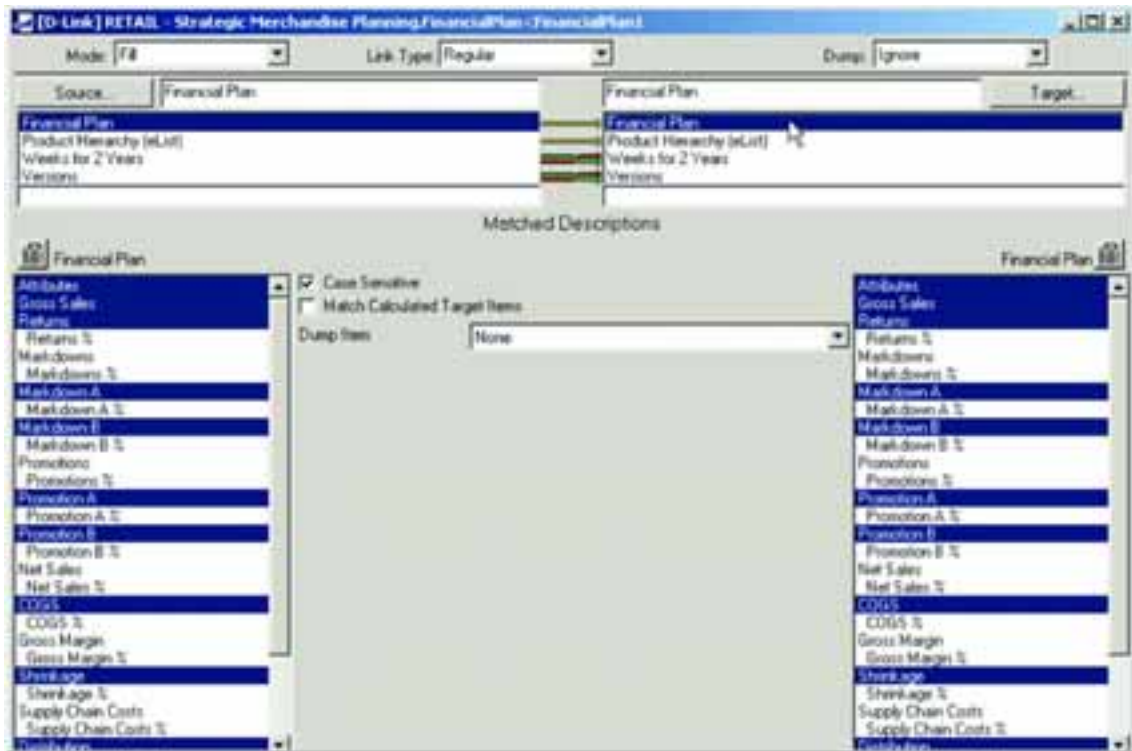




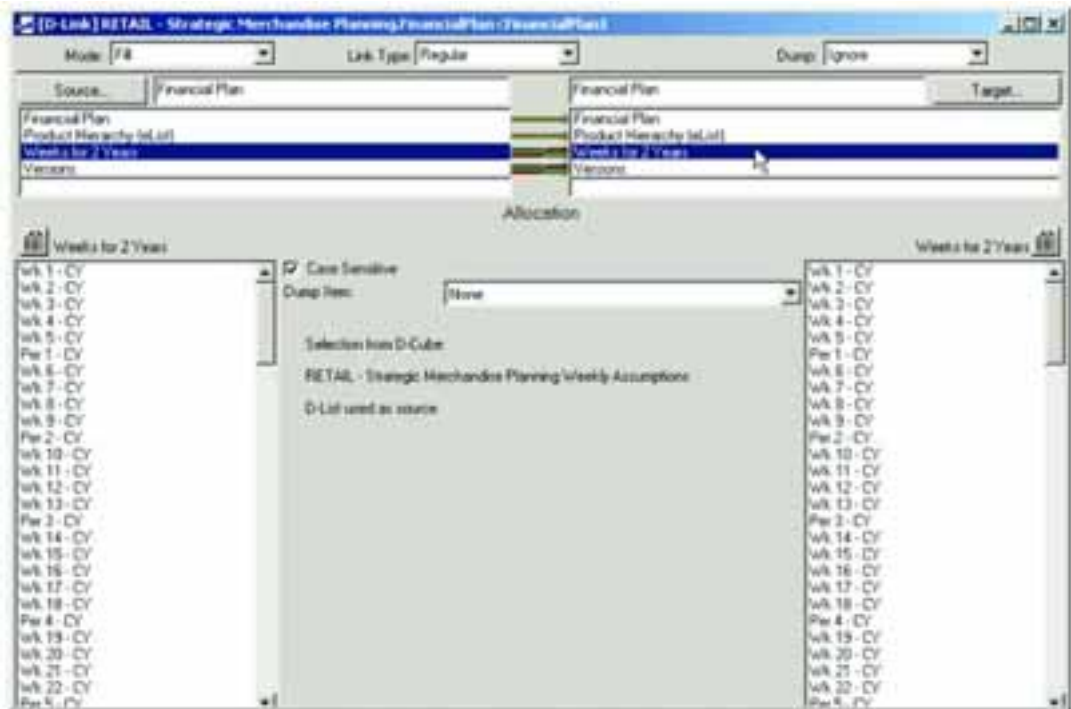
The top-down data spread into weeks is only linked into the item in the Versions dimension associated with the Top-Down Forecast.



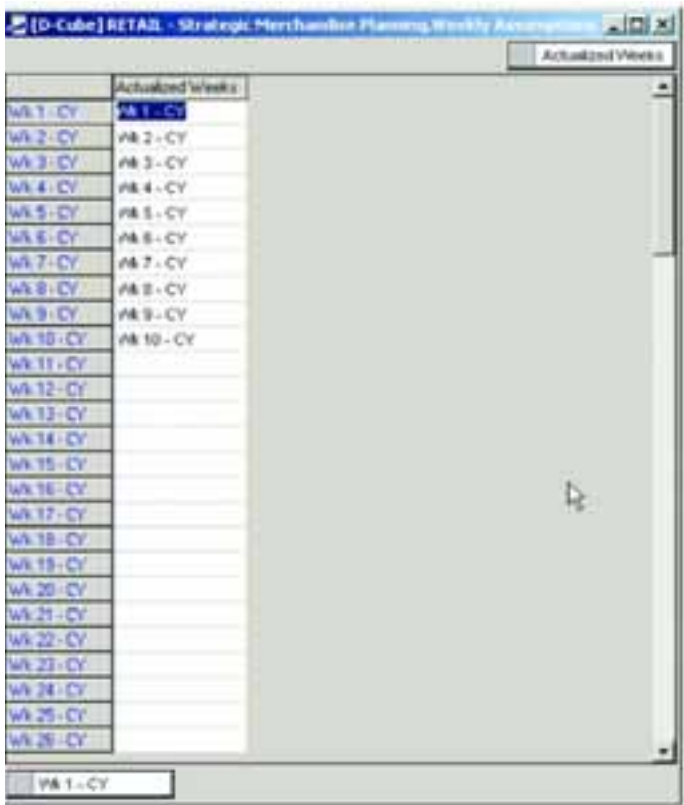
The fourth d-link into the Financial Plan d-cube is an internal d-link called FinancialPlan<FinancialPlan1. It links the Current Year Actuals in the Versions dimension to the Top-Down Forecast in the Versions dimension for those weeks that are already closed. This will insure that the forecast is updated with the most recent actuals.



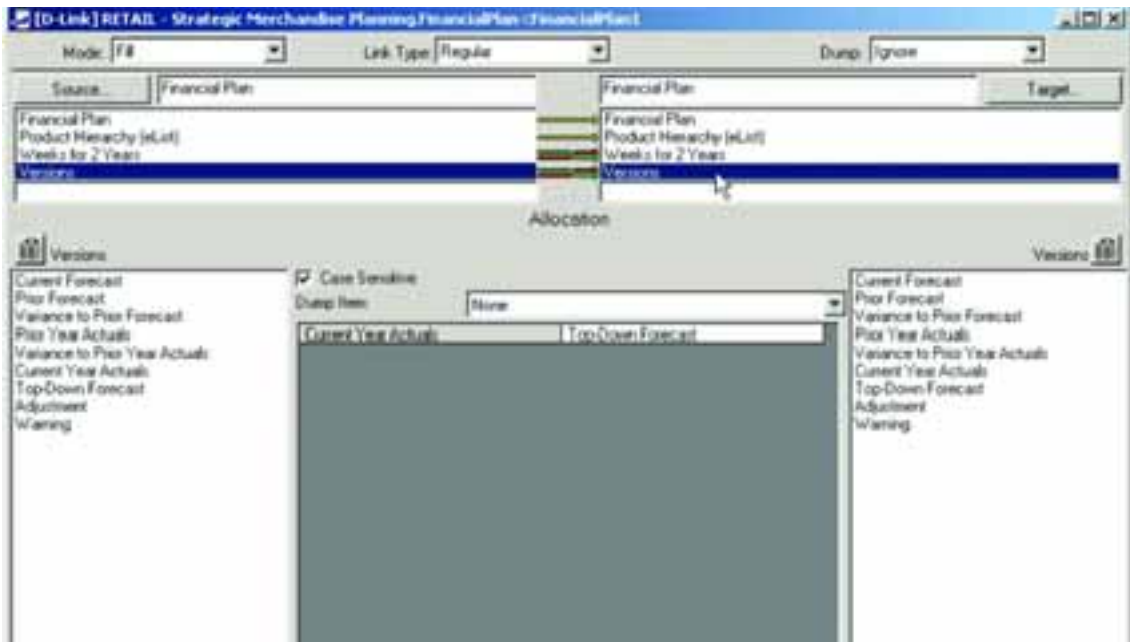
The link uses information from the Weekly Assumptions d-cube to link only those weeks that are actuals.



The slice of the Weekly Assumptions d-cube used in this d-link appears as follows:

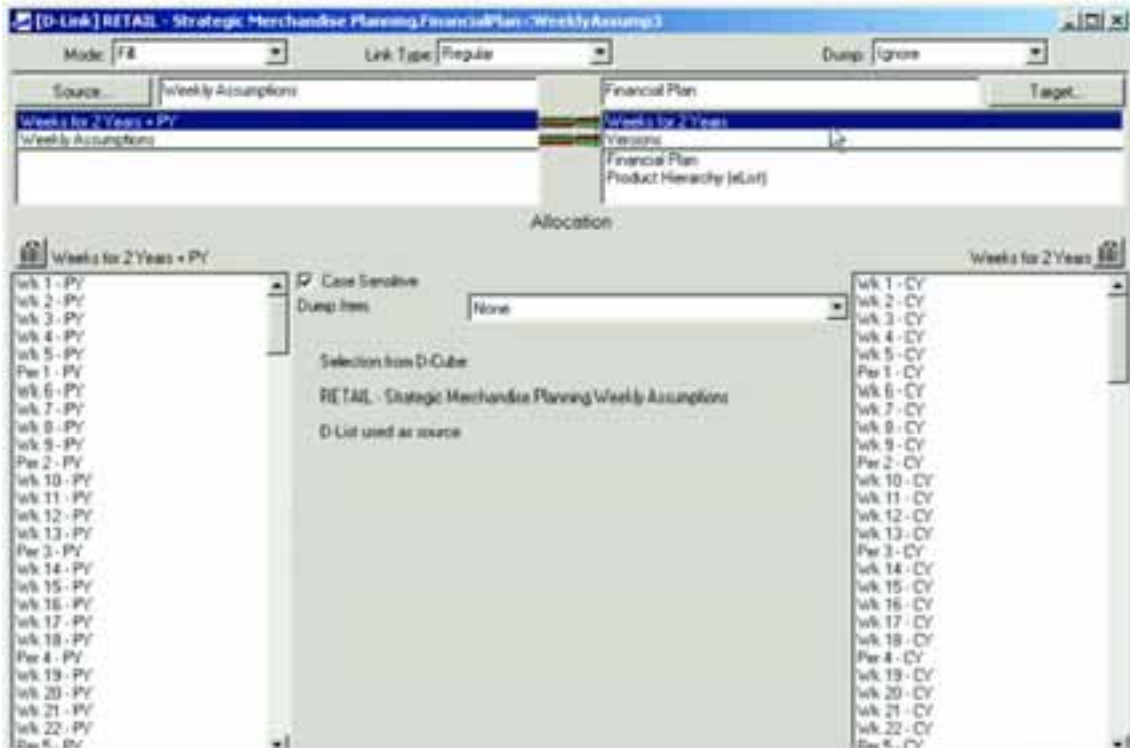


The Current Year Actuals are linked to the Top-Down Forecast, and the Top-Down Forecast is added to the Adjustment to equal the Current Forecast view for the end users.

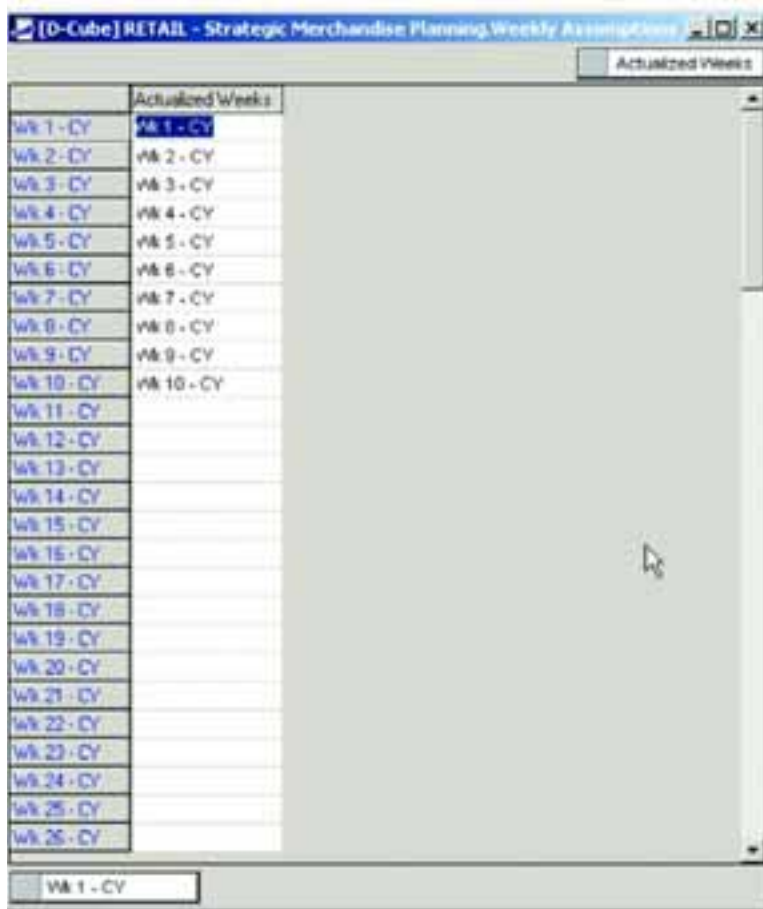


The fifth d-link into the Financial Plan d-cube is another d-link from the Weekly Assumptions d-cube called FinancialPlan<WeeklyAssump3. It clears any data that may exist in the Adjustment item in the Versions dimension for those weeks that are actual. Therefore, the Current Forecast item in the Versions dimension, which is the sub-total of the Top-Down Forecast and Adjustment items, won't be incorrect due to previously entered data in the Adjustment item.

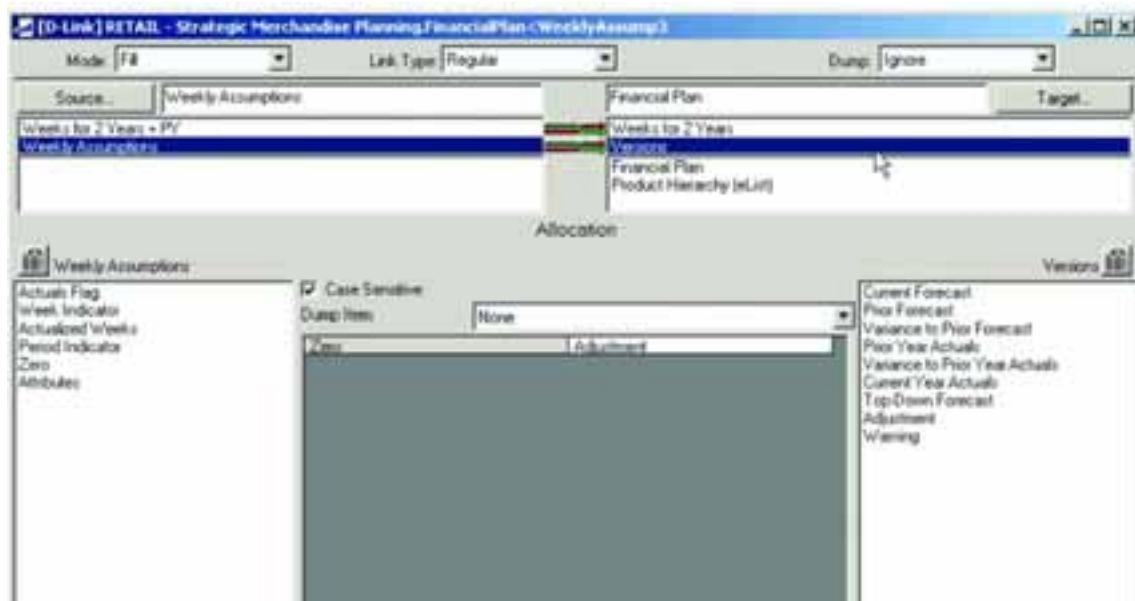
The link uses information from the Weekly Assumptions d-cube to link only those weeks that are actuals.

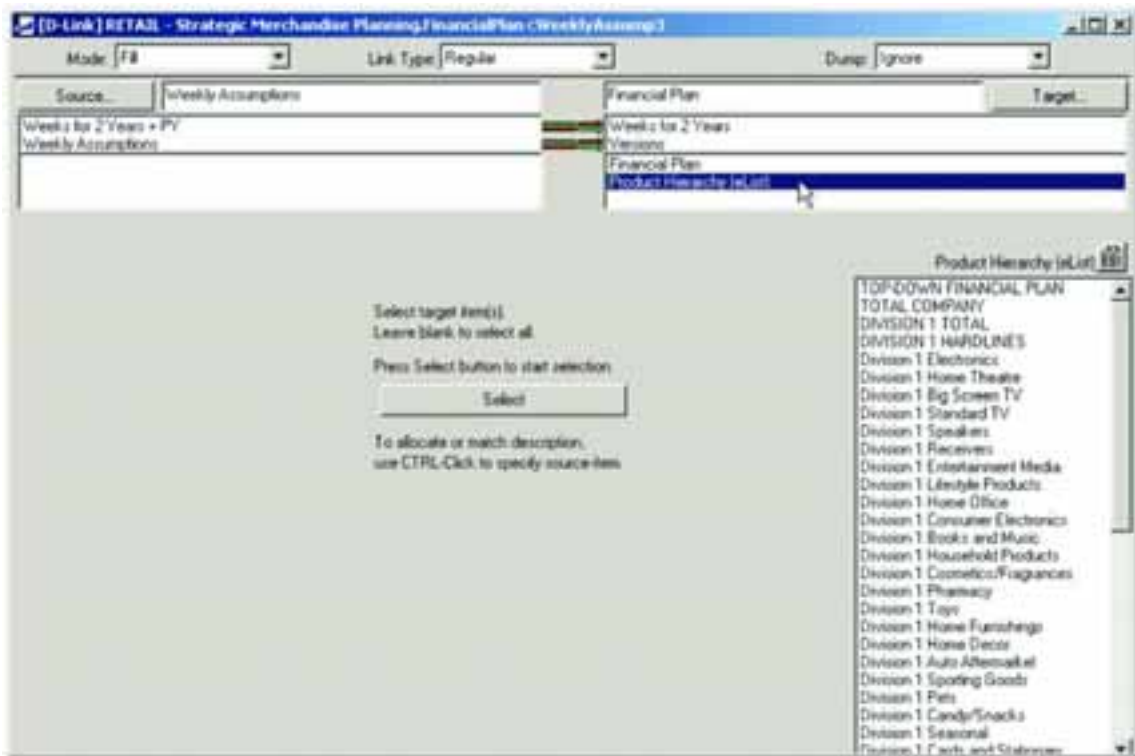
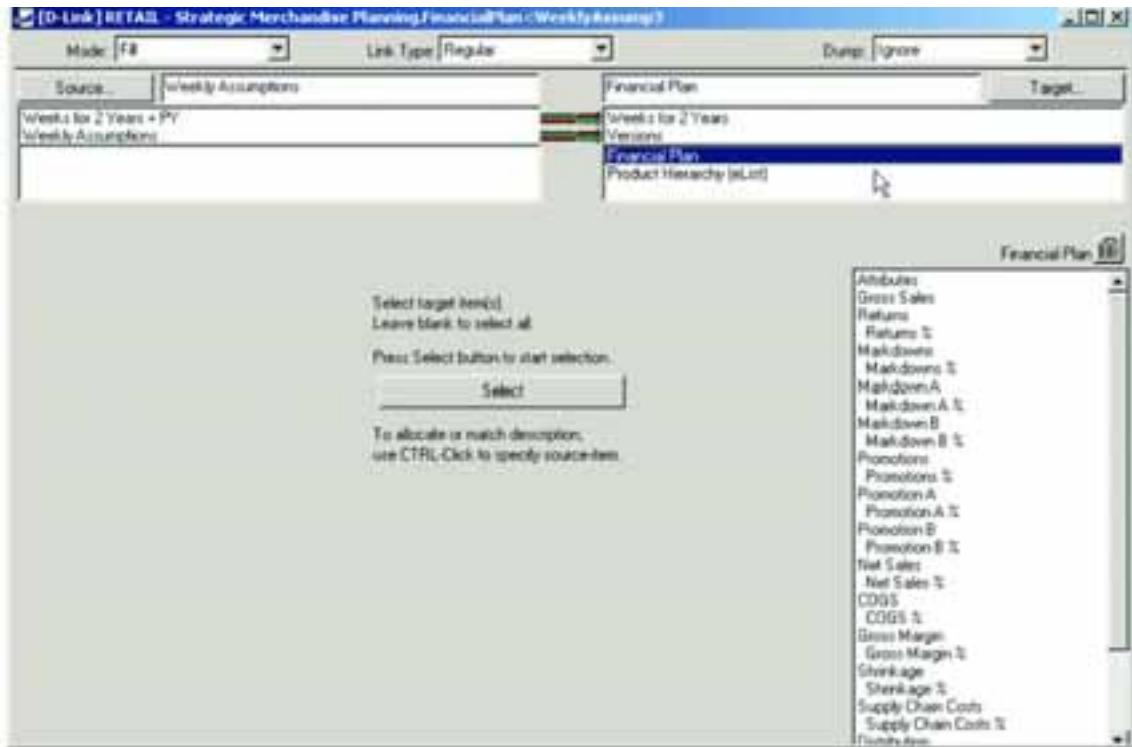


The slice of the Weekly Assumptions d-cube used in this d-link appears as follows:

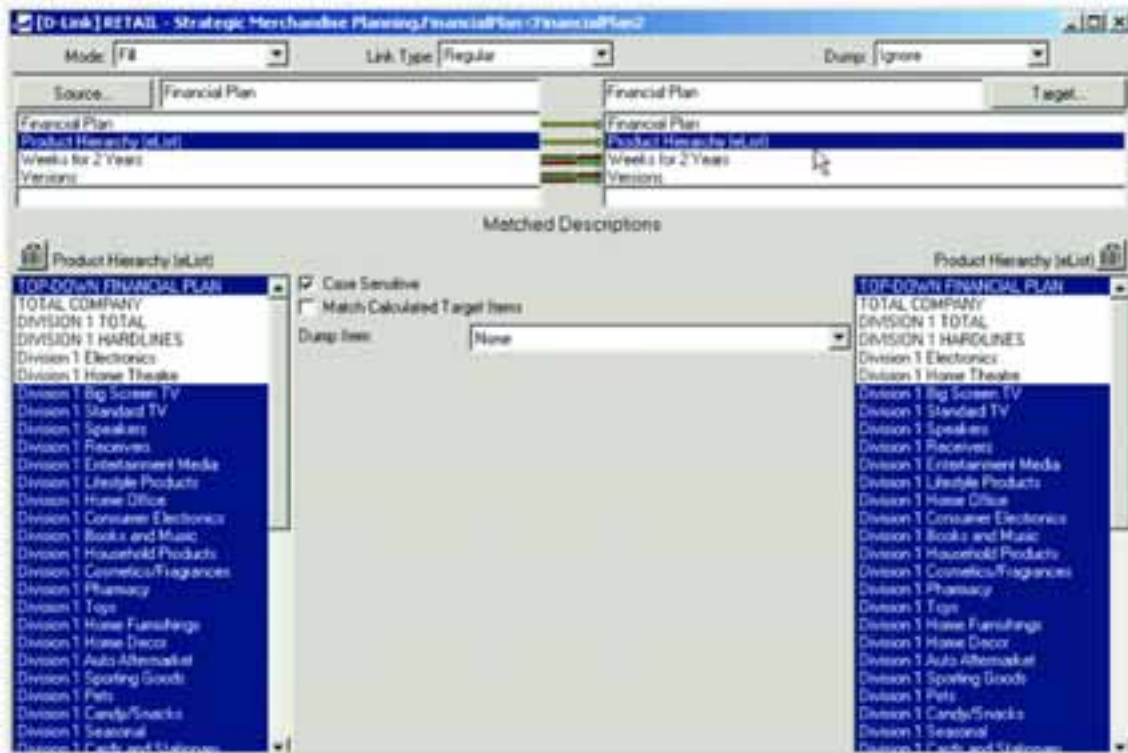
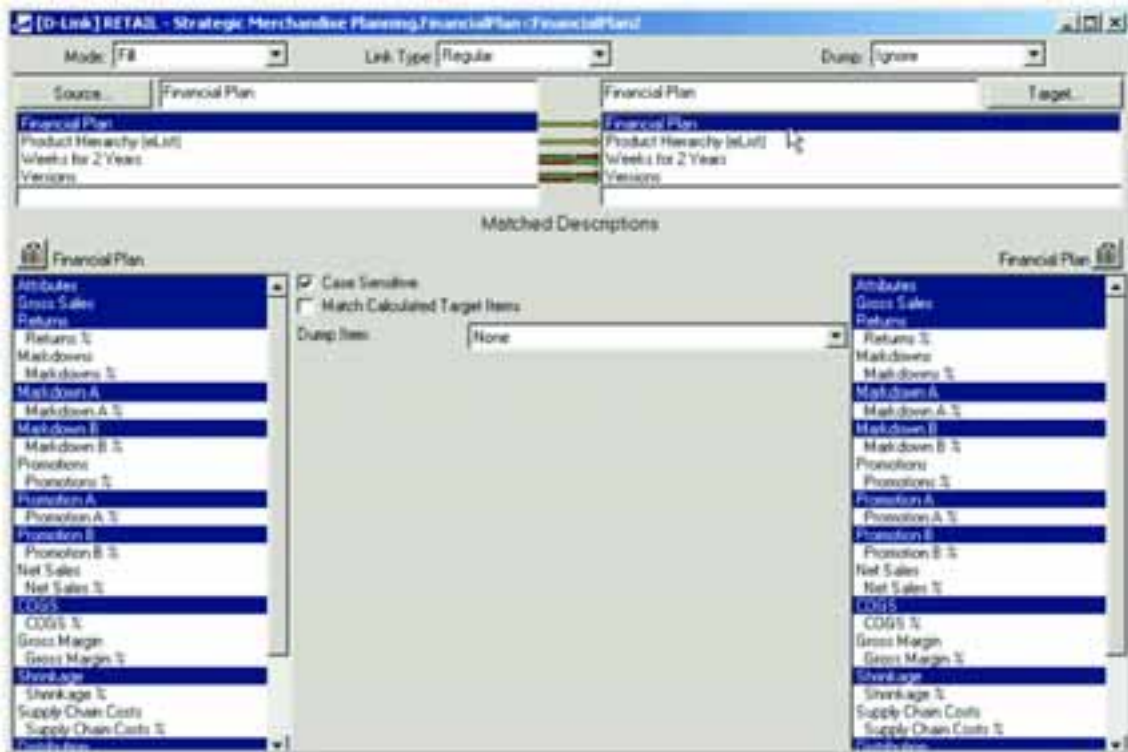


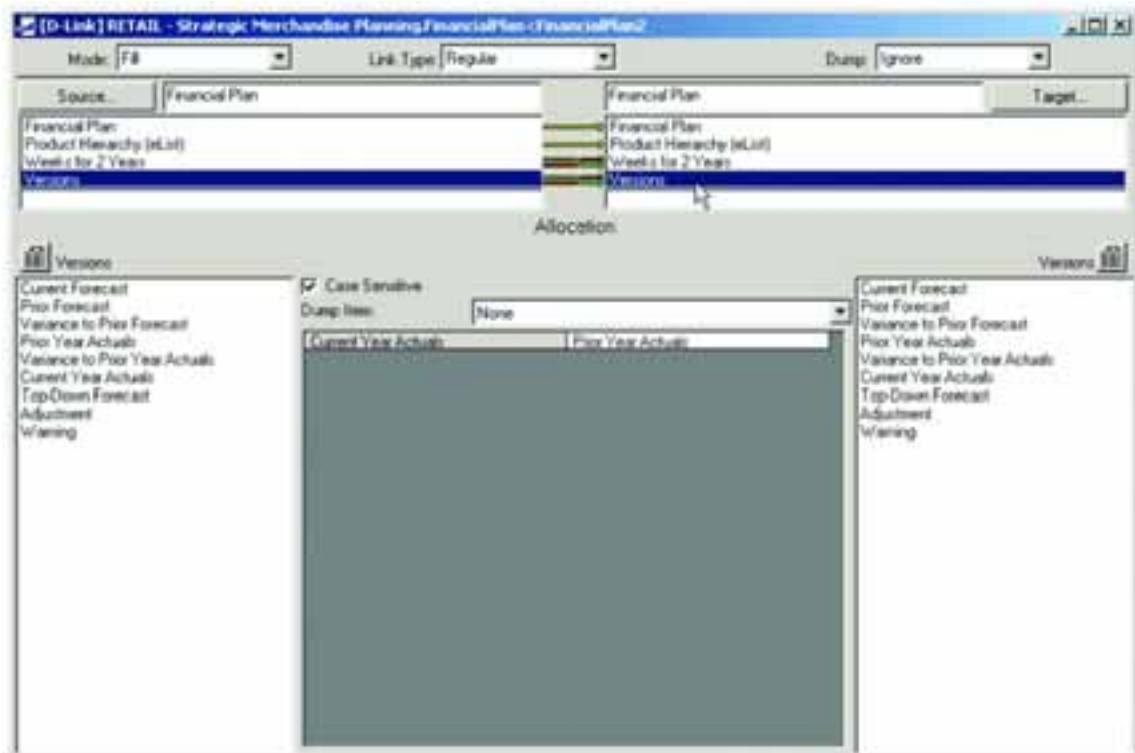
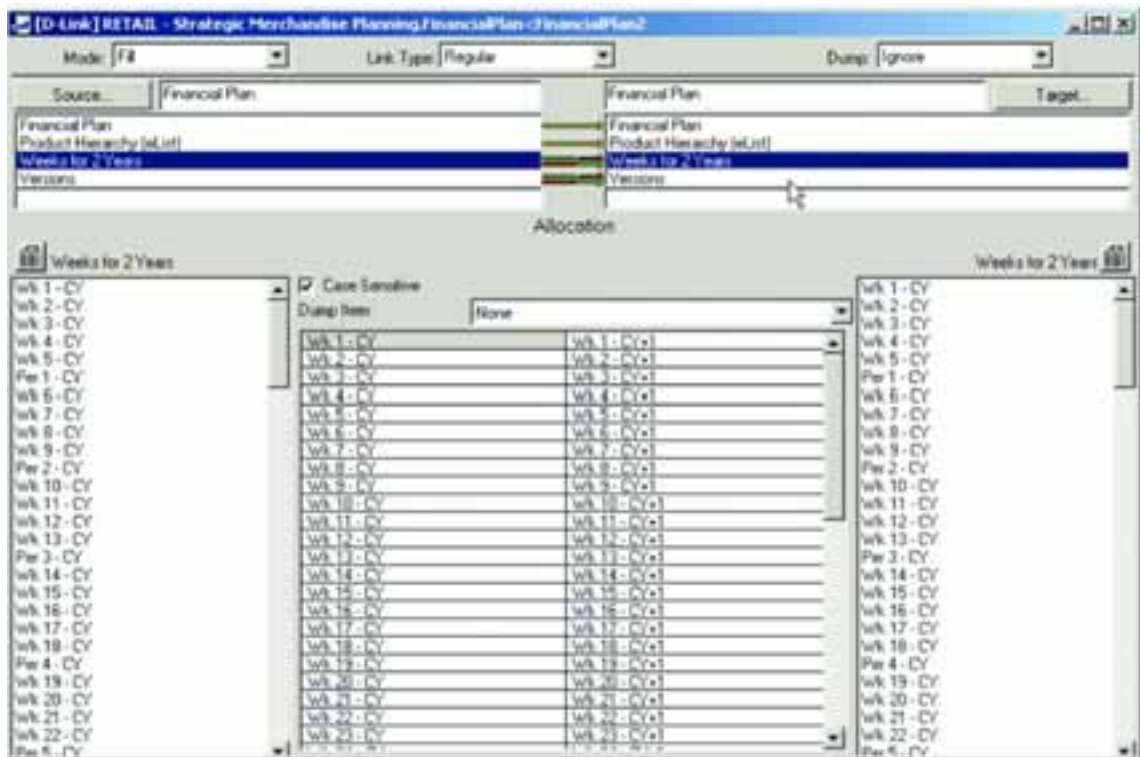
The Zero item in the Weekly Assumptions dimension is linked to the Adjustment item in the Versions dimension to clear any previously entered data for the actual weeks.





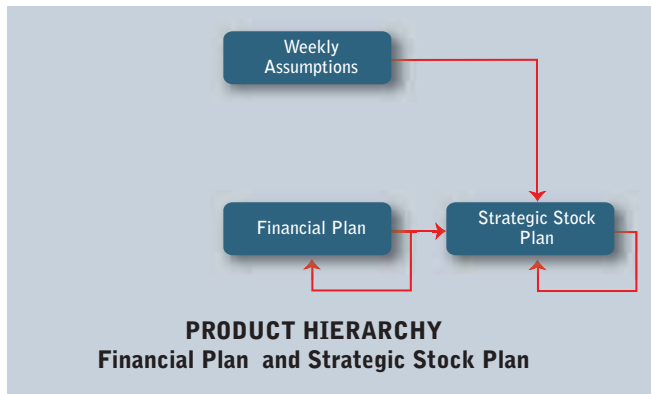
The sixth and final d-link into the Financial Plan d-cube is an internal d-link called FinancialPlan<FinancialPlan2. This d-link moves Current Year Actuals data for the current year to the view for Prior Year Actuals for the Current Year + 1.





Strategic Stock Plan

The final stage of the Strategic Merchandise Planning process is the Strategic Stock Plan. Information from the Financial Plan, such as Gross Sales, Temporary and Permanent Markdowns, and Sales Margins are linked to the Strategic Stock Plan tab and used by end users for planning Inventory Receipts requirements and margins.



	Wk 1 - CY	Wk 2 - CY	Wk 3 - CY	Wk 4 - CY	Wk 5 - CY	Per 1 - CY	Wk 6 - CY	Wk 7 - CY	Wk 8 - CY	Wk 9 - CY
Beginning Inventory at Retail (Net)	2,000,000	0	0	0	0	0	0	0	0	0
Beginning Inventory at Retail	2,000,000	2,002,130	2,168,713	2,235,901	2,307,842	2,387,842	2,376,675	1,773,426	1,196,303	644,151
Sales Value	2,701,364	2,701,364	2,701,364	2,701,364	2,701,364	13,509,521	3,379,533	3,379,533	3,379,533	3,379,533
Temporary Price Reduction \$	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Temporary Price Reduction Value	121,372	121,372	121,372	121,372	121,372	603,868	152,479	152,479	152,479	152,479
Inventory Receipts at Retail	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Permanent Markdown \$	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Permanent Markdown Value	33,394	37,541	108,330	104,183	167,290	563,342	80,270	54,119	29,141	5,242
Output Value (Net)	2,917,678	2,921,817	2,924,812	2,926,959	2,931,167	14,623,325	3,663,240	3,577,137	3,552,153	3,529,255
Closing Inventory at Retail	2,002,130	2,168,713	2,235,901	2,307,842	2,376,675	2,376,675	1,773,426	1,196,303	644,151	119,895
Beginning Inventory (Week 1) Margin %	58.8%									
Beginning Inventory Margin %		49.3%	48.8%	48.4%	48.0%	39.6%	47.8%	65.6%	89.5%	109.1%
Retail Sales Margin %	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%
FPB Sales Margin %	45.5%	45.5%	45.5%	45.5%	45.5%	45.5%	56.3%	56.3%	56.3%	56.3%
Inventory Receipts Margin %	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%
Closing Inventory Margin %	45.3%	48.8%	48.4%	48.0%	47.6%	45.4%	65.6%	89.5%	109.1%	1,074.8%
Beginning Inventory (Week 1) Cost Value	1,000,000	0	0	0	0	0	0	0	0	0
Beginning Inventory Cost Value	1,000,000	1,027,189	1,054,258	1,081,327	1,108,436	1,136,426	1,135,545	1,163,078	1,190,611	1,218,144
Sales Cost Value	1,472,891	1,472,891	1,472,891	1,472,891	1,472,891	7,364,456	1,472,467	1,472,467	1,472,467	1,472,467
Inventory Receipts Cost Value	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Closing Inventory Cost Value	1,027,189	1,054,258	1,081,327	1,108,436	1,135,545	1,135,545	1,163,078	1,190,611	1,218,144	1,245,677

PERFORMANCE BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Executive | Division | Home Theatre | Expense Planning | Cash Basis

Financial Plan Strategic Stock Plan

Division 1 Big Screen TV | Export Forecast

	WS 7 - CY	WS 8 - CY	WS 9 - CY	Per 2 - CY	WS 10 - CY	WS 11 - CY	WS 12 - CY	WS 13 - CY	Per 3 - CY	WS 14 - CY
Beginning Inventory at Retail (Week 1)	0	0	0	0	0	0	0	0	0	0
Beginning Inventory at Retail	1,773,435	1,196,303	644,151	644,151	115,895	(872,884)	(1,957,285)	(2,867,194)	(2,867,194)	(3,74)
Units Value	3,378,533	3,378,533	3,378,533	13,482,132	3,878,542	4,000,000	3,878,542	3,878,542	15,811,827	3.7
Temporary Price Reduction %	4.3%	4.3%	4.3%	4.3%	3.8%	3.6%	3.8%	3.8%	3.8%	3.7%
Temporary Price Reduction Value	152,479	152,479	152,479	609,916	151,593	151,593	151,593	151,593	606,372	1
Inventory Receipts at Retail	3,000,000	3,000,000	3,000,000	12,000,000	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000	3.0
Permanent Markdown %	4.3%	4.3%	4.3%	4.3%	3.8%	3.6%	3.8%	3.8%	3.8%	3.7%
Permanent Markdown Value	54,119	29,141	5,243	168,731	(34,156)	(71,393)	(107,276)	(141,798)	(704,483)	(13)
Units Value (Total)	3,577,132	3,552,153	3,526,250	14,268,780	3,967,988	4,000,261	3,914,918	3,886,427	15,863,517	3.7
Closing Inventory at Retail	1,196,303	644,151	115,895	115,895	(872,884)	(1,957,285)	(2,867,194)	(2,747,621)	(3,747,621)	(4.4)
Beginning Inventory (Retail - 1) Margin %	95.6%	95.5%	100.1%	79.6%	1,074.8%	(183.1)%	(98.8)%	(88.2)%	(137.9)%	1
Retail Sales Margin %	41.8%	41.8%	41.8%	41.8%	29.6%	27.6%	28.6%	28.6%	29.3%	1
FFBI Sales Margin %	56.3%	56.3%	56.3%	56.3%	79.3%	79.3%	79.3%	79.3%	79.3%	1
Inventory Receipts Margin %	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	1
Closing Inventory Margin %	95.5%	100.1%	1,074.8%	129.2%	(183.1)%	(108.9)%	(88.2)%	(79.7)%	(98.6)%	1
Beginning Inventory (Week 1) Cost Value	0	0	0	0	0	0	0	0	0	0
Beginning Inventory Cost Value	1,153,878	1,190,611	1,218,144	1,218,144	1,245,677	1,597,842	1,948,407	2,299,771	2,299,771	2.0
Sales Cost Value	1,472,467	1,472,467	1,472,467	5,809,868	1,148,626	1,148,626	1,148,626	1,148,626	4,594,541	1.8
Inventory Receipts Cost Value	1,500,000	1,500,000	1,500,000	6,000,000	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000	1.5
Closing Inventory Cost Value	1,190,611	1,218,144	1,245,677	1,245,677	1,597,842	1,948,407	2,299,771	2,651,136	2,651,136	2.2

RETAIL - Strategic Merchandise Planning | Executive | Division | Home Theatre | Expense Planning | Cash Basis

Financial Plan Strategic Stock Plan

Division 1 Big Screen TV | Export Forecast

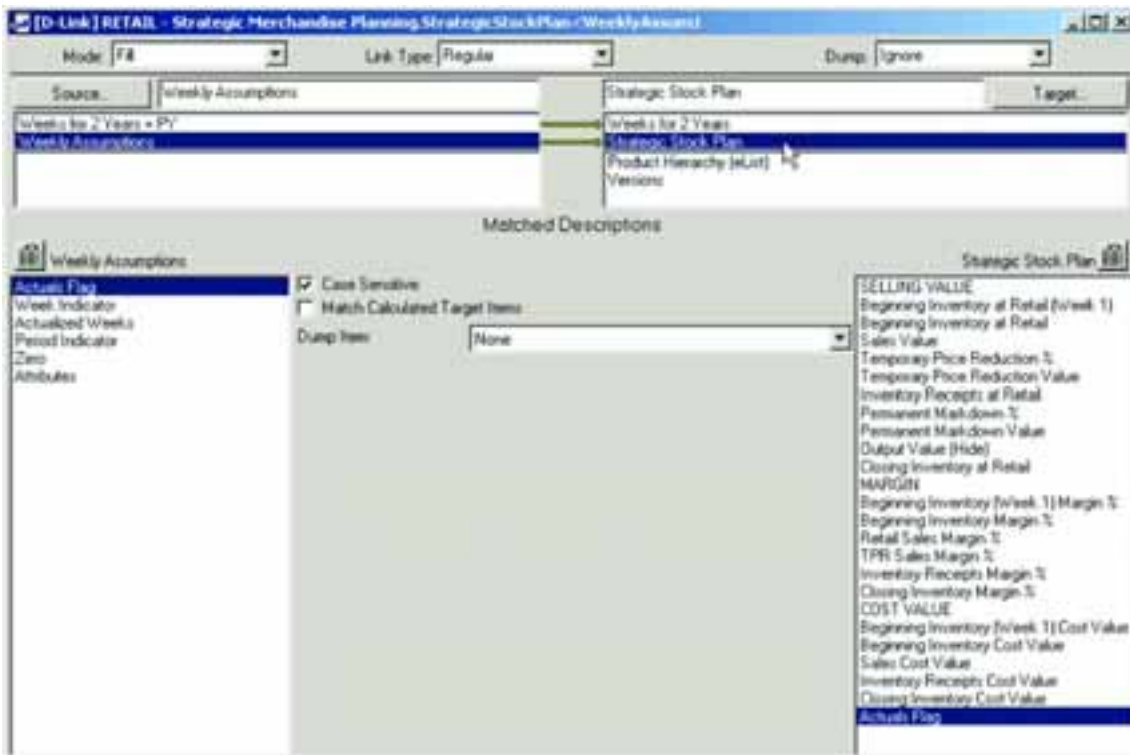
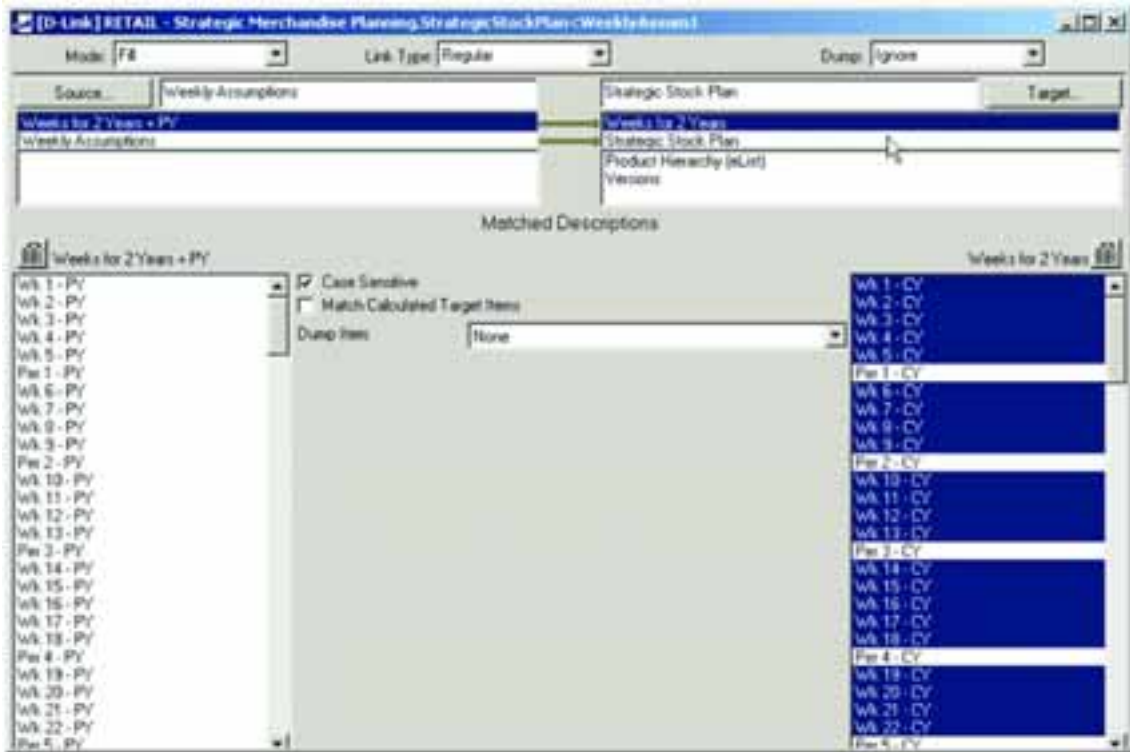
	WS 7 - CY	WS 8 - CY	WS 9 - CY	Per 2 - CY	WS 10 - CY	WS 11 - CY	WS 12 - CY	WS 13 - CY	Per 3 - CY	WS 14 - CY
Beginning Inventory at Retail (Week 1)	0	0	0	0	0	0	0	0	0	0
Beginning Inventory at Retail	1,773,435	1,196,303	644,151	644,151	115,895	(872,884)	(1,822,827)	(2,737,737)	(2,737,737)	(3.8)
Units Value	3,378,533	3,378,533	3,378,533	13,482,132	3,878,542	3,878,542	3,878,542	3,878,542	15,482,169	3.7
Temporary Price Reduction %	4.3%	4.3%	4.3%	4.3%	3.8%	3.6%	3.8%	3.8%	3.8%	3.7%
Temporary Price Reduction Value	152,479	152,479	152,479	609,916	151,593	151,593	151,593	151,593	606,372	1
Inventory Receipts at Retail	3,000,000	3,000,000	3,000,000	12,000,000	3,000,000 % low	3,000,000	3,000,000	3,000,000	12,000,000	3.0
Permanent Markdown %	4.3%	4.3%	4.3%	4.3%	3.8%	3.6%	3.8%	3.8%	3.8%	3.7%
Permanent Markdown Value	54,119	29,141	5,243	168,731	(34,156)	(71,393)	(107,276)	(141,798)	(704,483)	(13)
Units Value (Total)	3,577,132	3,552,153	3,526,250	14,268,780	3,967,988	3,958,743	3,914,918	3,886,427	15,734,988	3.7
Closing Inventory at Retail	1,196,303	644,151	115,895	115,895	(872,884)	(1,822,827)	(2,737,737)	(3,618,144)	(3,618,144)	(4.3)
Beginning Inventory (Retail - 1) Margin %	95.6%	95.5%	100.1%	79.6%	1,074.8%	(183.1)%	(108.9)%	(88.2)%	(133.4)%	1
Retail Sales Margin %	41.8%	41.8%	41.8%	41.8%	29.6%	27.6%	28.6%	28.6%	29.3%	1
FFBI Sales Margin %	56.3%	56.3%	56.3%	56.3%	79.3%	79.3%	79.3%	79.3%	79.3%	1
Inventory Receipts Margin %	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	1
Closing Inventory Margin %	95.5%	100.1%	1,074.8%	129.2%	(183.1)%	(108.9)%	(88.2)%	(73.3)%	(93.9)%	1
Beginning Inventory (Week 1) Cost Value	0	0	0	0	0	0	0	0	0	0
Beginning Inventory Cost Value	1,153,878	1,190,611	1,218,144	1,218,144	1,245,677	1,597,842	1,948,407	2,299,771	2,299,771	2.0
Sales Cost Value	1,472,467	1,472,467	1,472,467	5,809,868	1,148,626	1,148,626	1,148,626	1,148,626	4,594,541	1.8
Inventory Receipts Cost Value	1,500,000	1,500,000	1,500,000	6,000,000	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000	1.5
Closing Inventory Cost Value	1,190,611	1,218,144	1,245,677	1,245,677	1,597,842	1,948,407	2,299,771	2,651,136	2,651,136	2.2

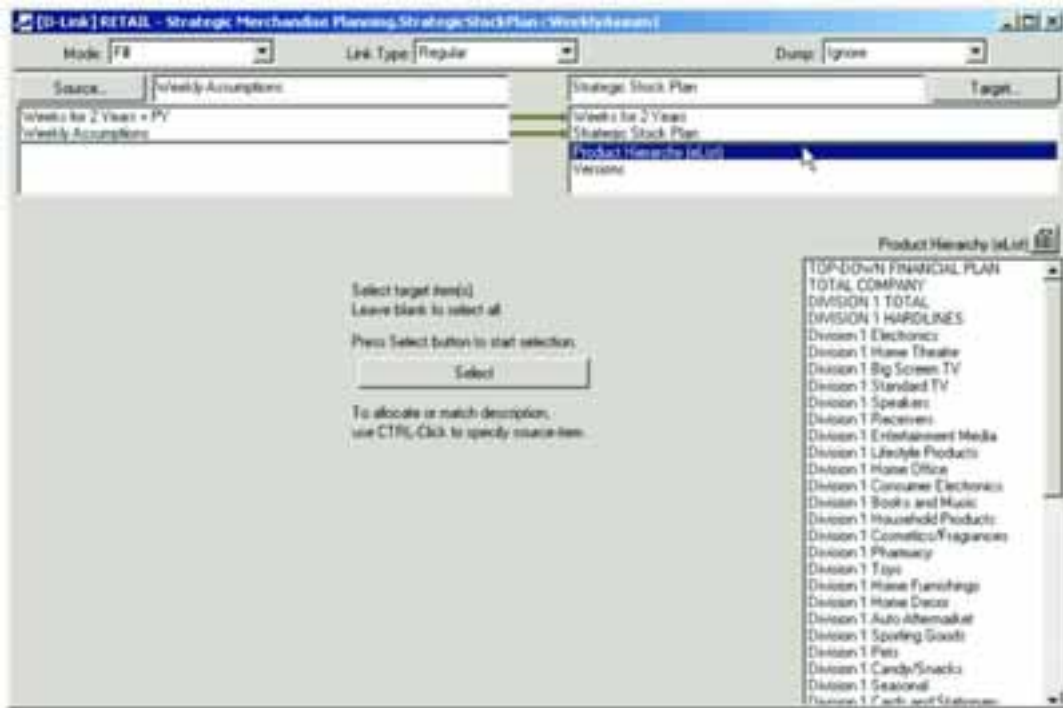
	Wk 1 - CY	Wk 2 - CY	Wk 3 - CY	Per 2 - CY	Wk 11 - CY	Wk 12 - CY	Wk 13 - CY	Per 2 - CY	Wk 14 - CY
Beginning Inventory at Retail (Week 1)	0	0	0	0	0	0	0	0	0
Beginning Inventory at Retail	1,773,435	1,136,303	644,151	644,151	115,895	(872,004)	582,549	(422,634)	(422,634)
Units Value	3,379,533	3,379,533	3,379,533	13,482,132	3,870,542	3,870,542	3,870,542	3,870,542	15,482,132
Temporary Price Reduction %	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%	3.8%	3.8%	3.8%
Temporary Price Reduction Value	152,479	152,479	152,479	609,916	151,593	151,593	151,593	151,593	606,372
Inventory Receipts at Retail	3,000,000	3,000,000	3,000,000	12,000,000	3,000,000	3,000,000	3,000,000	3,000,000	14,500,000
Percentage Markdown %	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%	3.8%	3.8%	3.8%
Percentage Markdown Value	54,119	29,341	5,243	188,721	(34,156)	27,827	(14,553)	(54,453)	(82,330)
Ending Inventory at Retail	1,196,303	644,151	115,895	115,895	(872,004)	582,549	(422,634)	(422,634)	(422,634)
Beginning Inventory (Week 1) Margin %	85.6%	85.6%	85.6%	79.6%	1,074.8%	(183.1%)	548.7%	(829.9%)	(1,029.6%)
Beginning Inventory (Week 2) Margin %	41.8%	41.8%	41.8%	41.8%	28.6%	28.6%	28.6%	28.6%	28.6%
TPR Sales Margin %	56.3%	56.3%	56.3%	56.3%	70.3%	70.3%	70.3%	70.3%	70.3%
Inventory Receipts Margin %	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%
Ending Inventory (Week 1) Cost Value	0	0	0	0	0	0	0	0	0
Beginning Inventory Cost Value	1,363,070	1,130,611	1,218,144	1,218,144	1,245,677	1,557,042	3,190,407	3,549,771	3,549,771
Sales Cost Value	1,472,467	1,472,467	1,472,467	5,809,868	1,148,626	1,148,626	1,148,626	1,148,626	4,594,541
Inventory Receipts Cost Value	1,500,000	1,500,000	1,500,000	6,000,000	1,500,000	2,750,000	1,500,000	1,500,000	7,250,000
Ending Inventory Cost Value	1,190,611	1,218,144	1,245,677	1,245,677	1,557,042	3,190,407	3,549,771	3,549,771	3,549,771

The Strategic Stock Plan tab is created from an Analyst d-cube with four dimensions: Strategic Stock Plan, Product Hierarchy (eList), Weeks for 2 Years and Versions. There are six d-links into the Strategic Stock Plan. The links are included in the D-Cube Update and are highlighted in the table below:

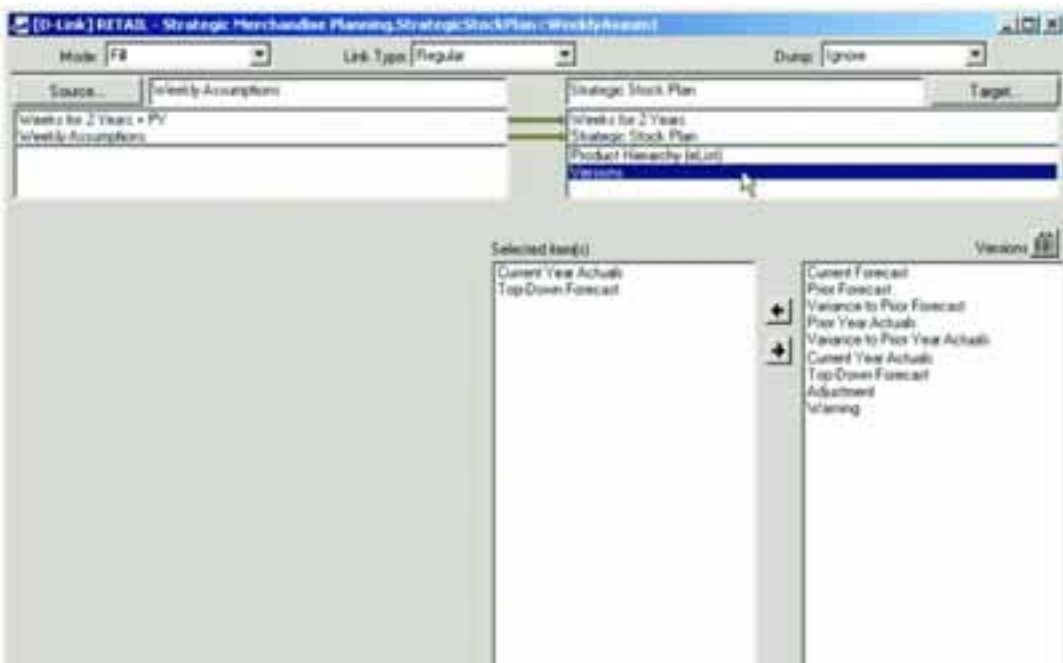
	Execute	D-Link Name	
1	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning StrategicStockPlan/WeeklyAssum1	D-Cube RETA
2	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning StratStockPlan/StratStockPlan1	D-Cube RETA
3	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning StratStockPlan/StratStockPlan2	D-Cube RETA
4	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning StrategicStockPlan/FinancialPin	D-Cube RETA
5	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning StratStockPlan/StratStockPlan3	D-Cube RETA
6	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning StrategicStockPlan/WeeklyAssum2	D-Cube RETA
7			

The first d-link is called StrategicStockPlan<WeeklyAssum1 and links the Actuals Flag assumptions from the Weekly Assumption d-cube to the Strategic Stock Plan d-cube.

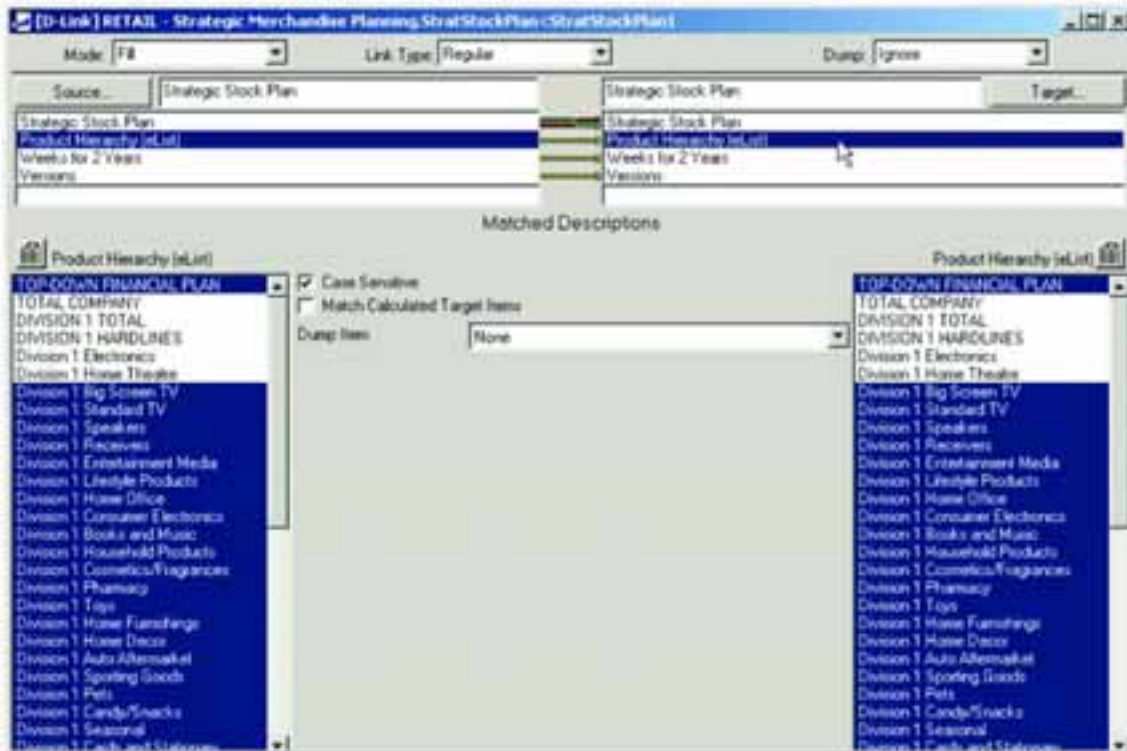
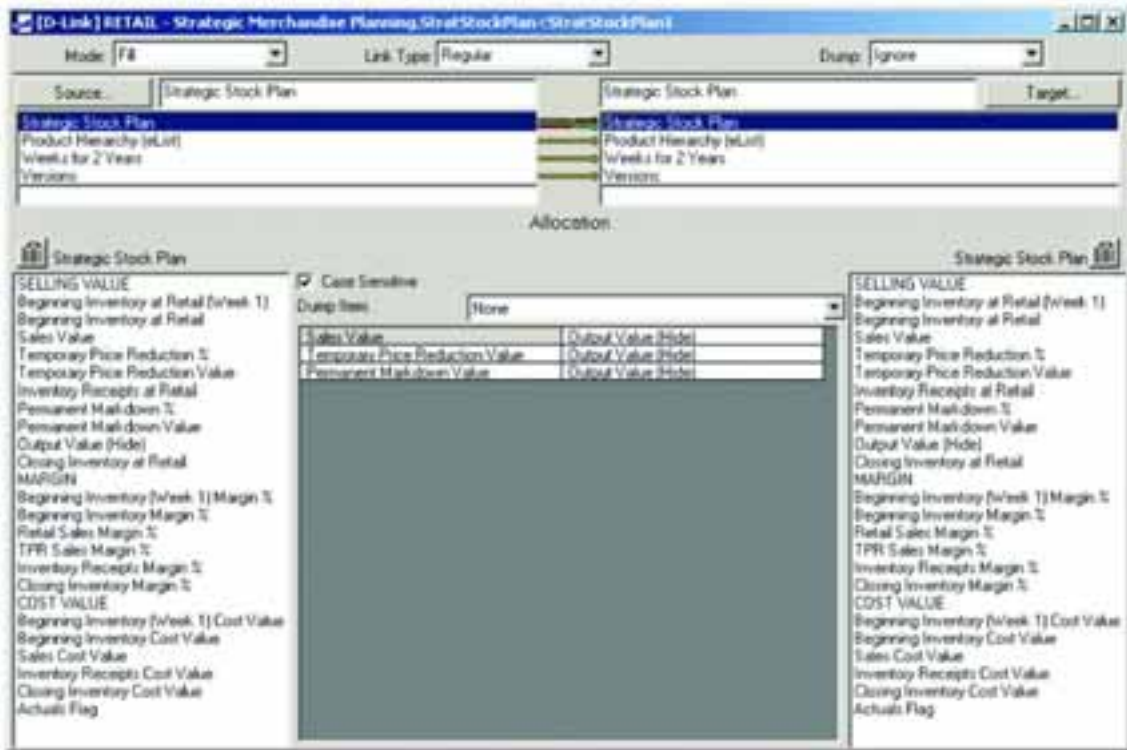


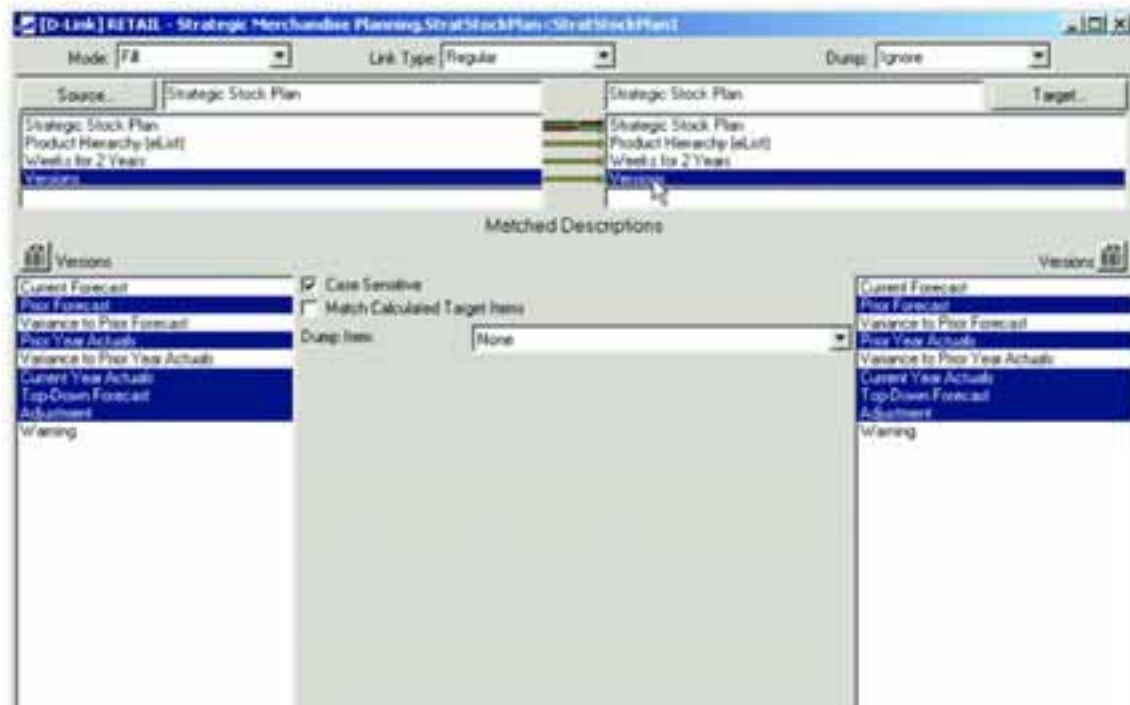
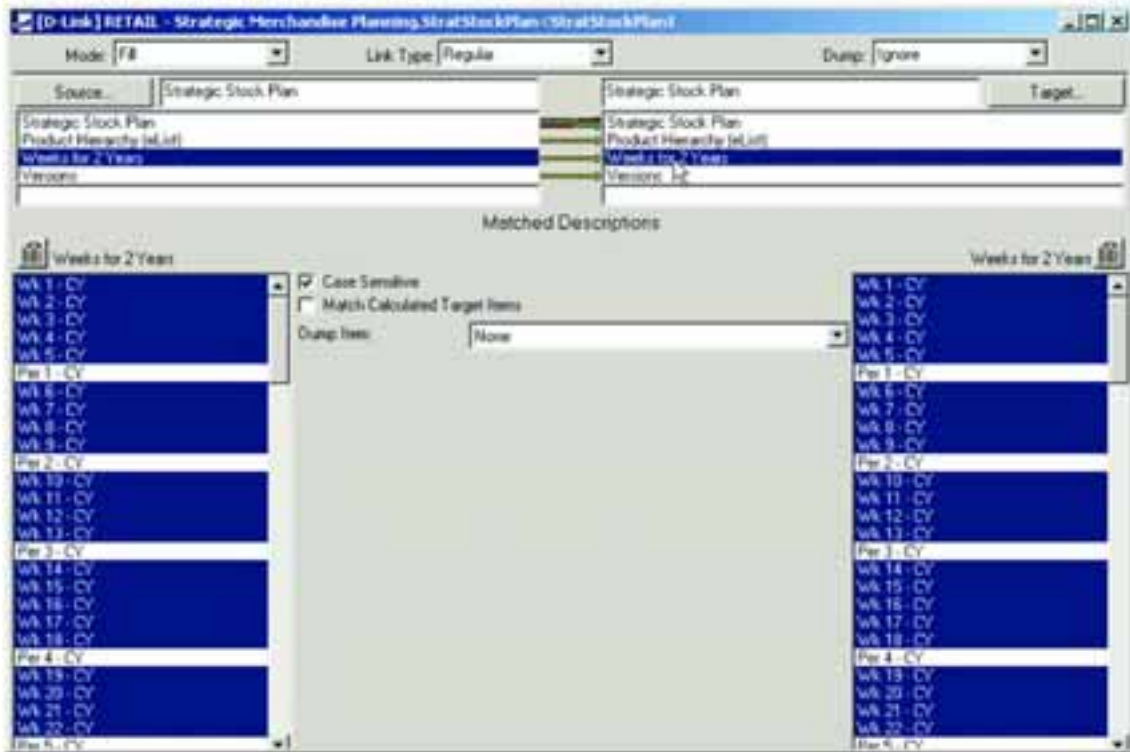


The Actuals Flag assumptions are linked only to the Current Year Actuals and Top-Down Forecast items in the Versions dimension so that historical information or calculated fields are not impacted by the linking of the Actuals Flag.

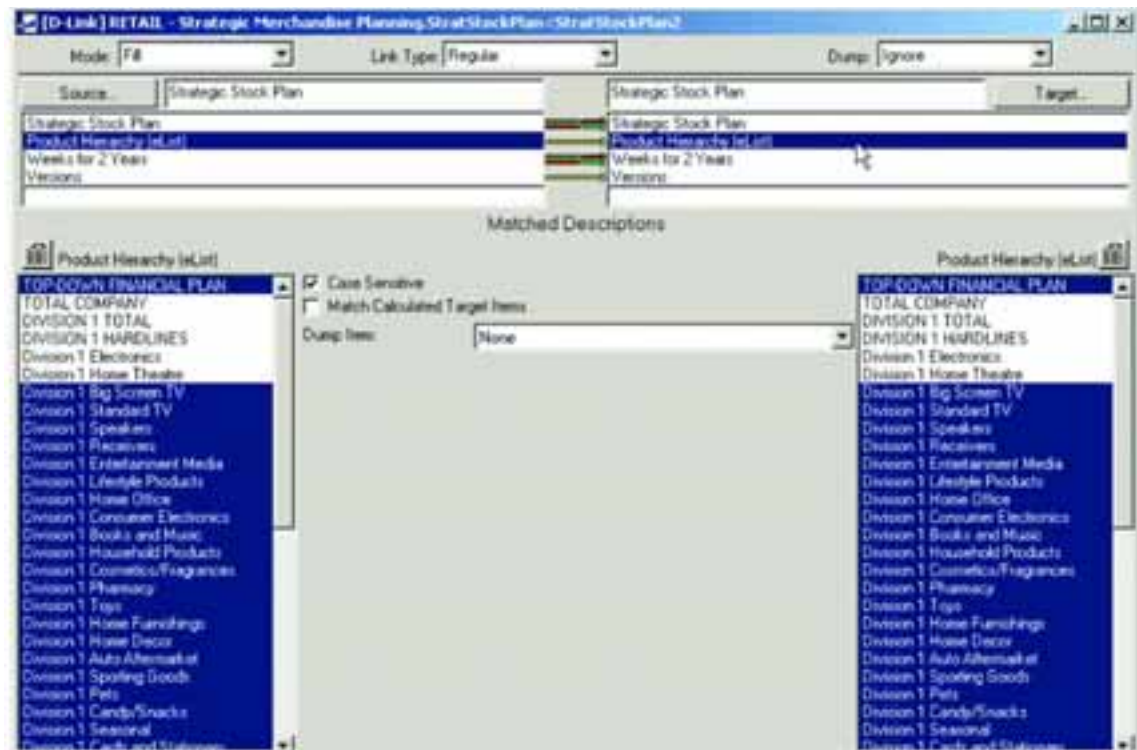
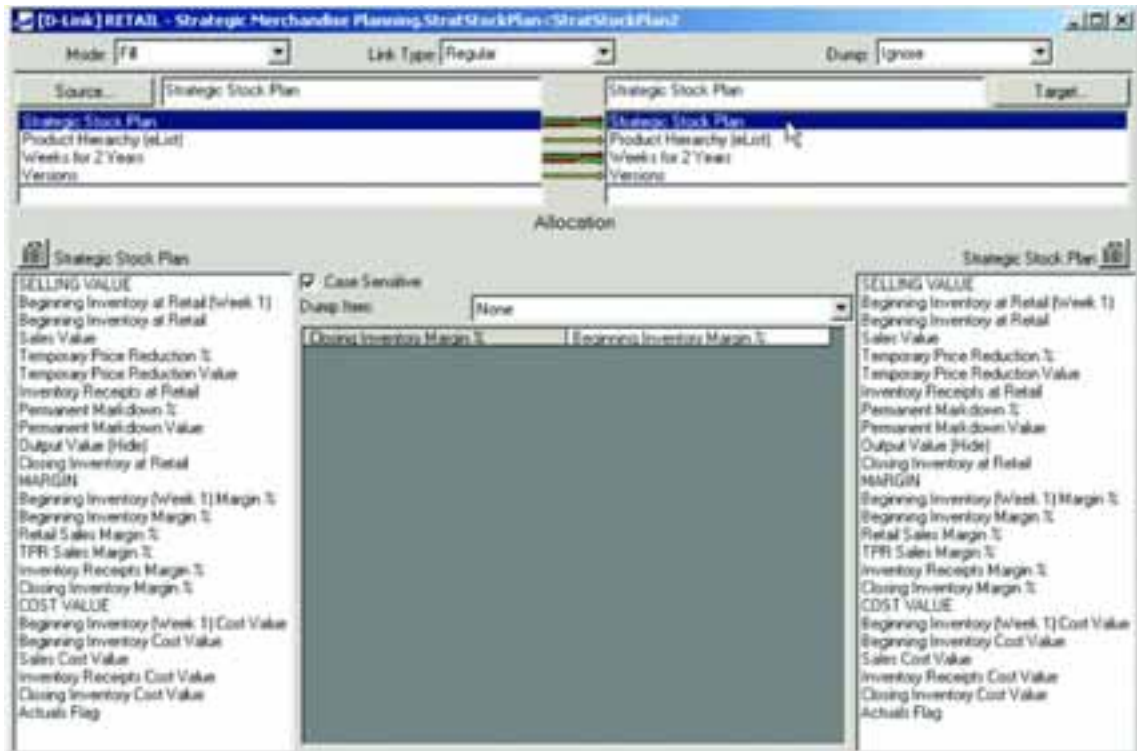


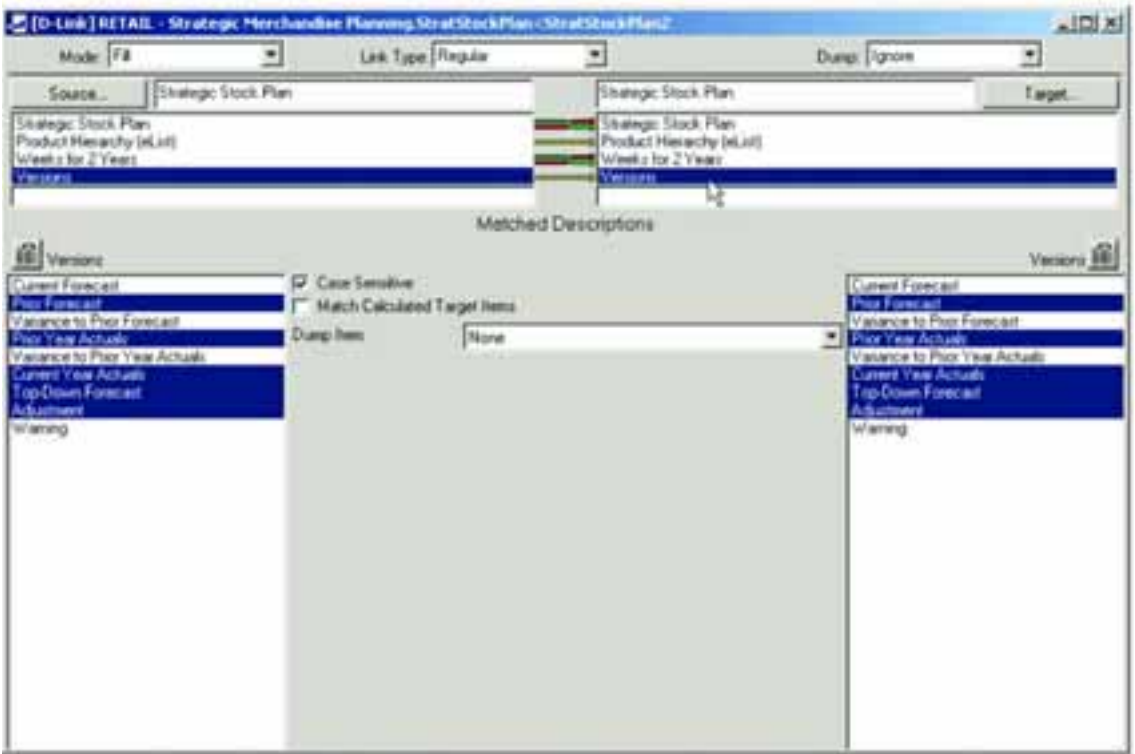
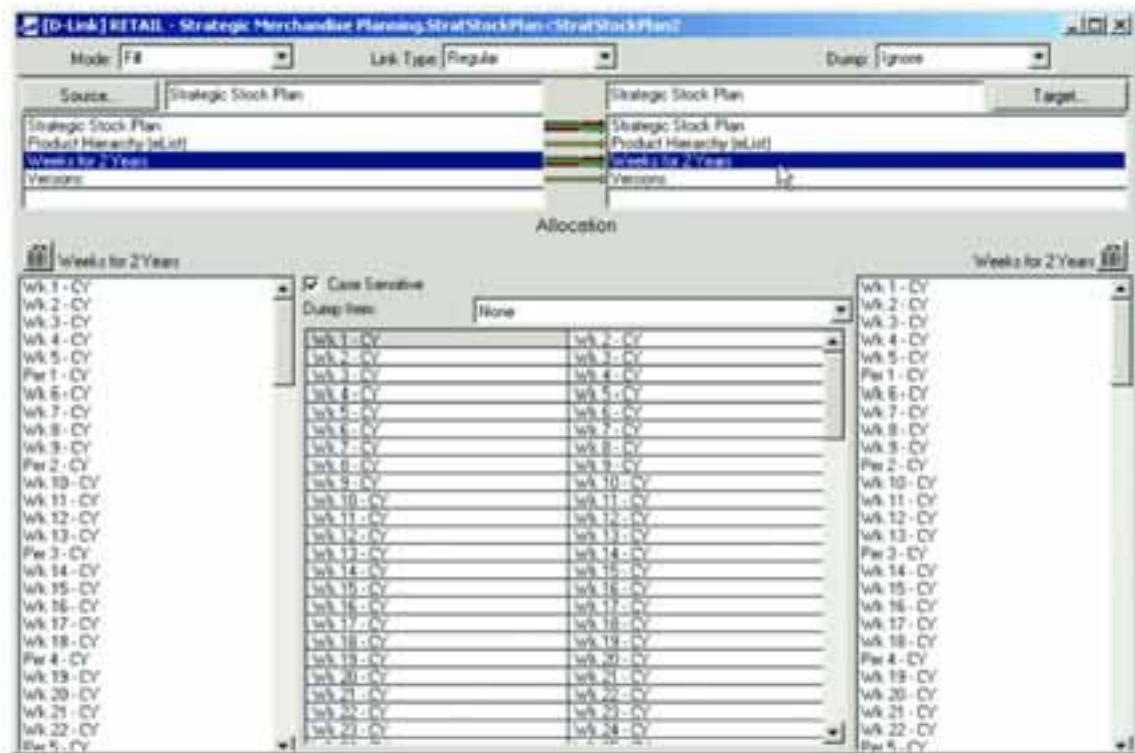
The second d-link into the Strategic Stock Plan d-cube is an internal d-link called StratStockPlan<StratStockPlan1. This d-link moves three items in the Strategic Stock Plan d-list to another item within that d-list. This functionality acts as a sub-total for the target item, as it is used in a built-in function calculation and cannot contain a traditional sub-total calculation.



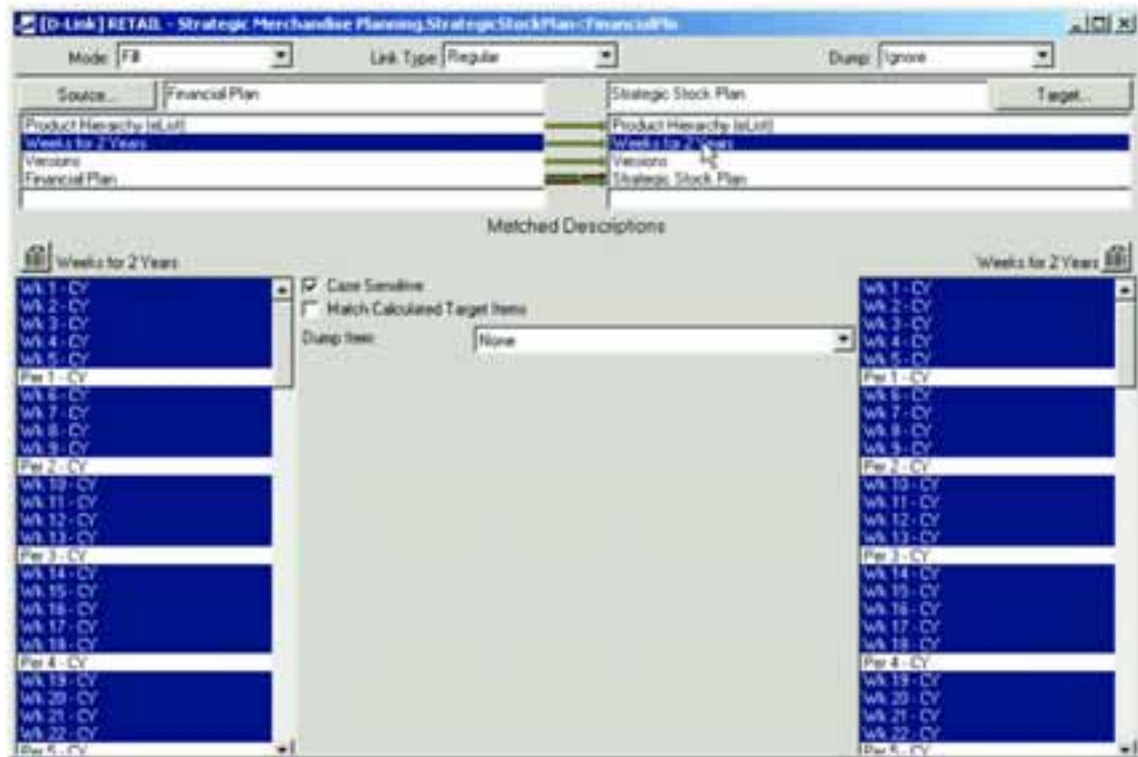
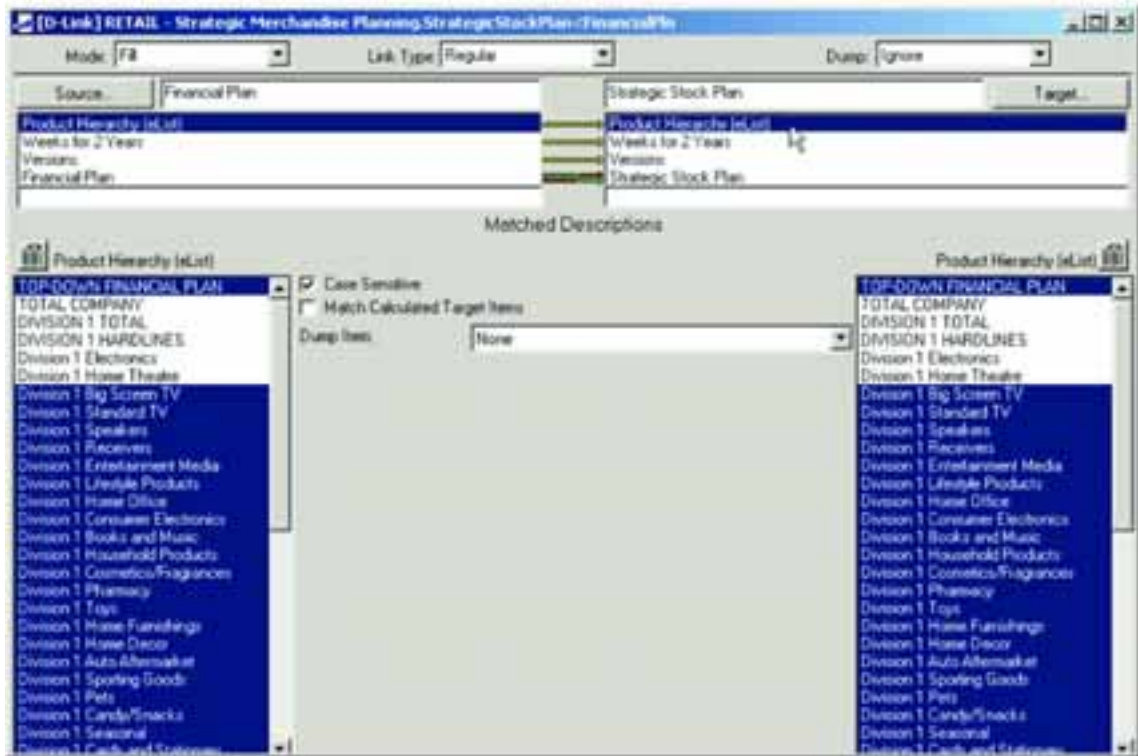


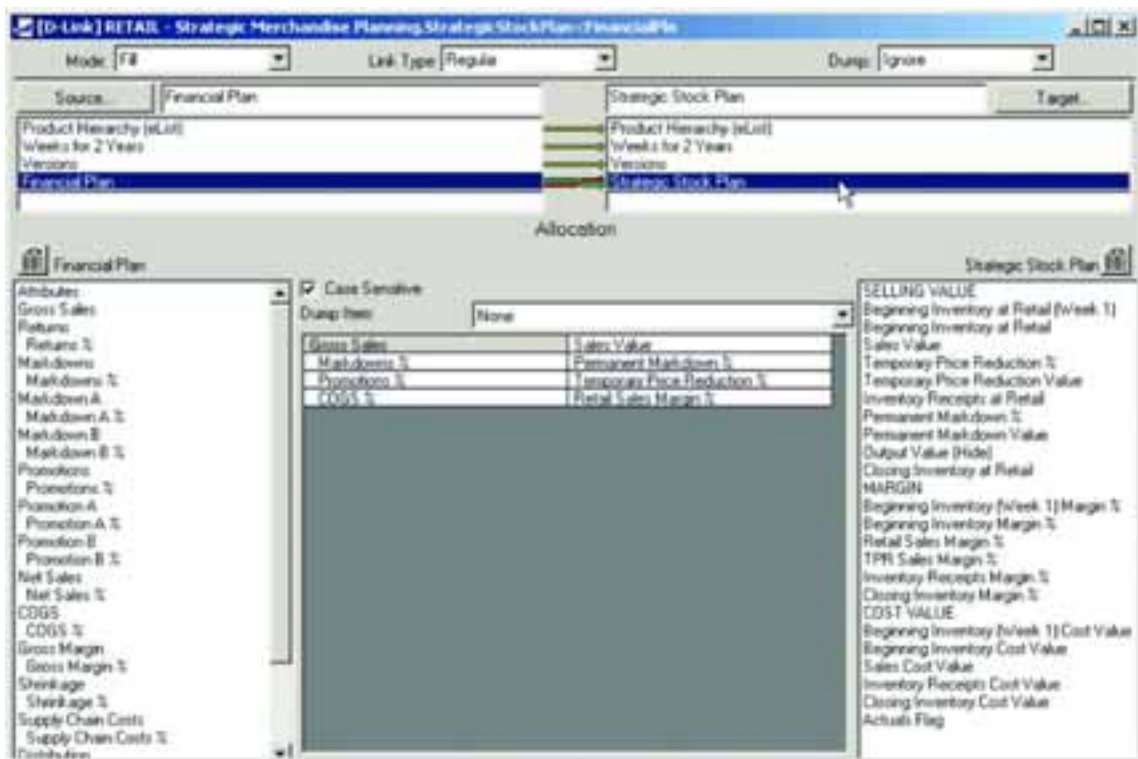
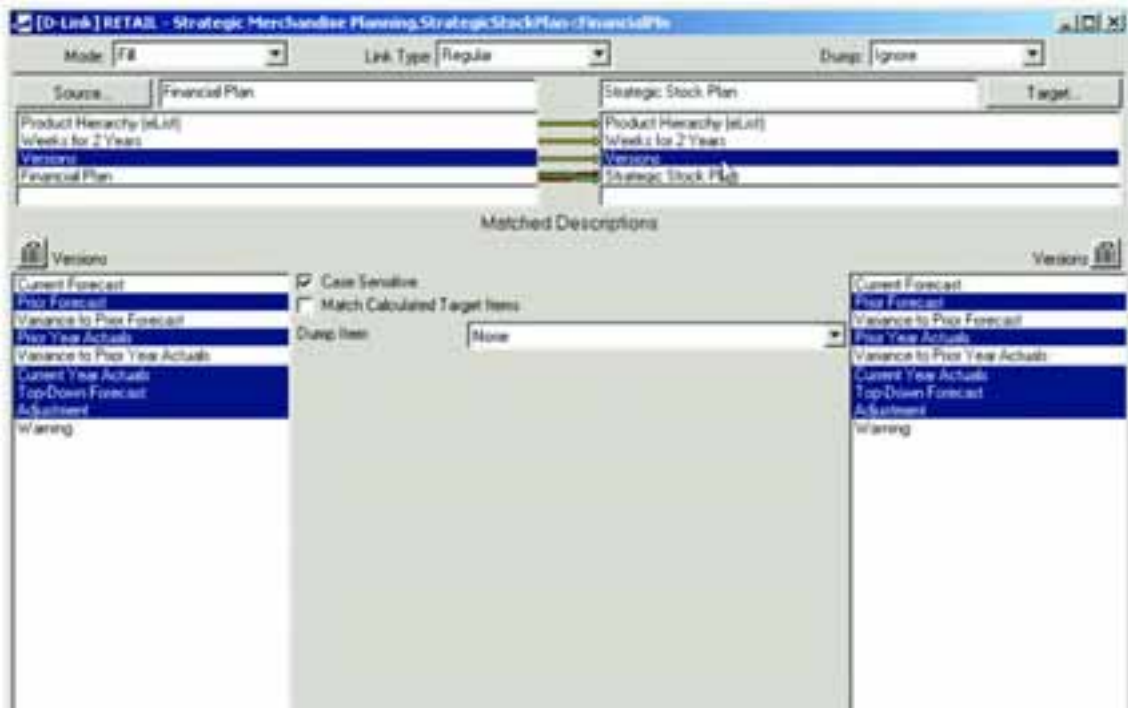
The third d-link into the Strategic Stock Plan is also an internal d-link and is called StratStockPlan<StratStockPlan2. This d-link moves the Closing Inventory Margin % calculation in the Strategic Stock Plan d-list to the Beginning Inventory Margin % item in that list. This functionality acts like the Built-in Function called Feed, but allows the items in the feed process to contain different calculations.



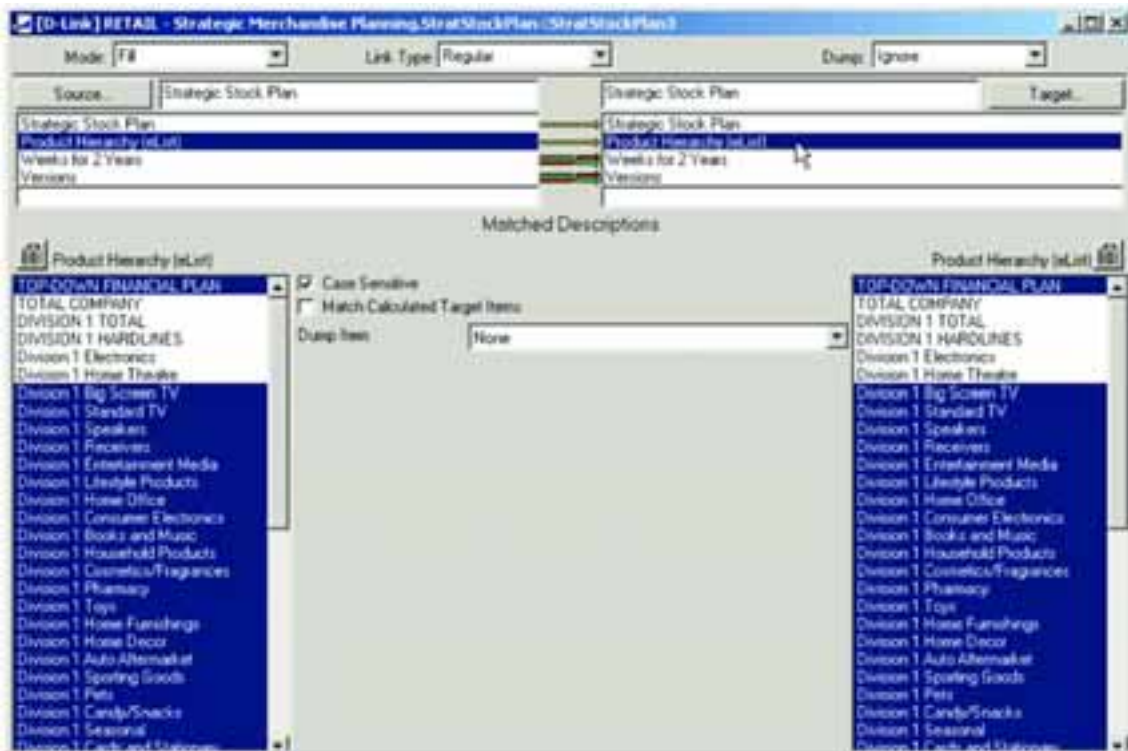
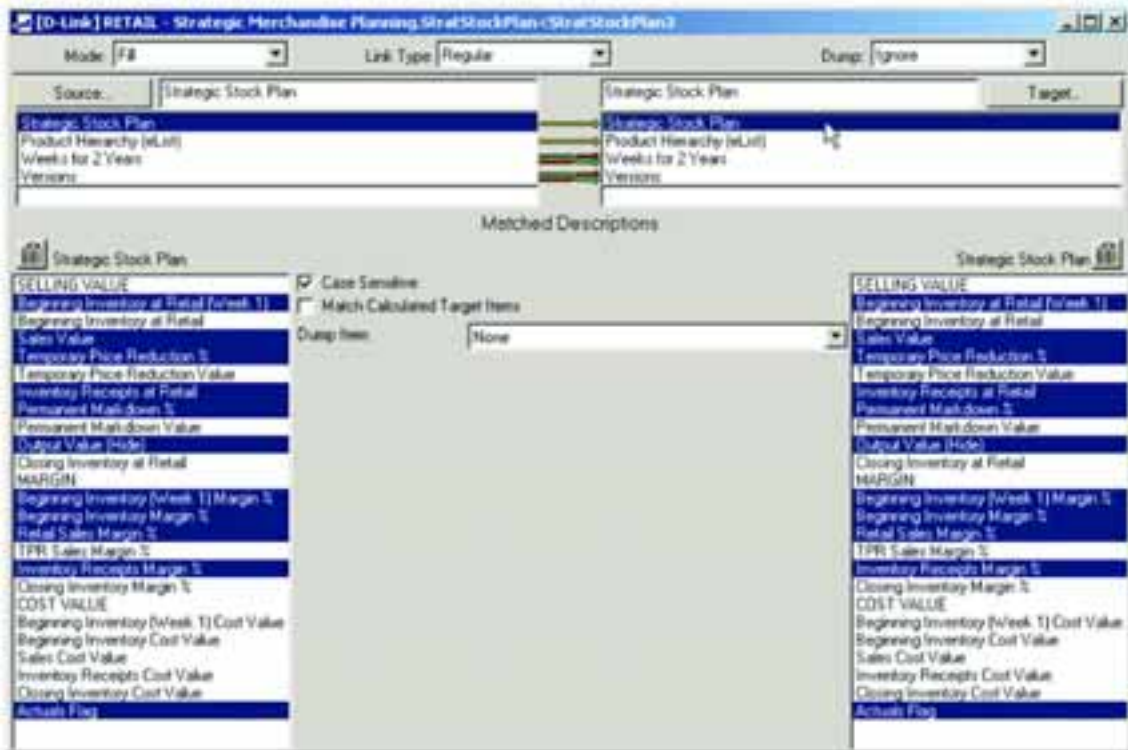


The fourth d-link into the Strategic Stock Plan is called StratStockPlan<FinancialPln. It links information such as sales, markdown percentages and sales margin from the Financial Plan d-cube to the Strategic Stock Plan d-cube.

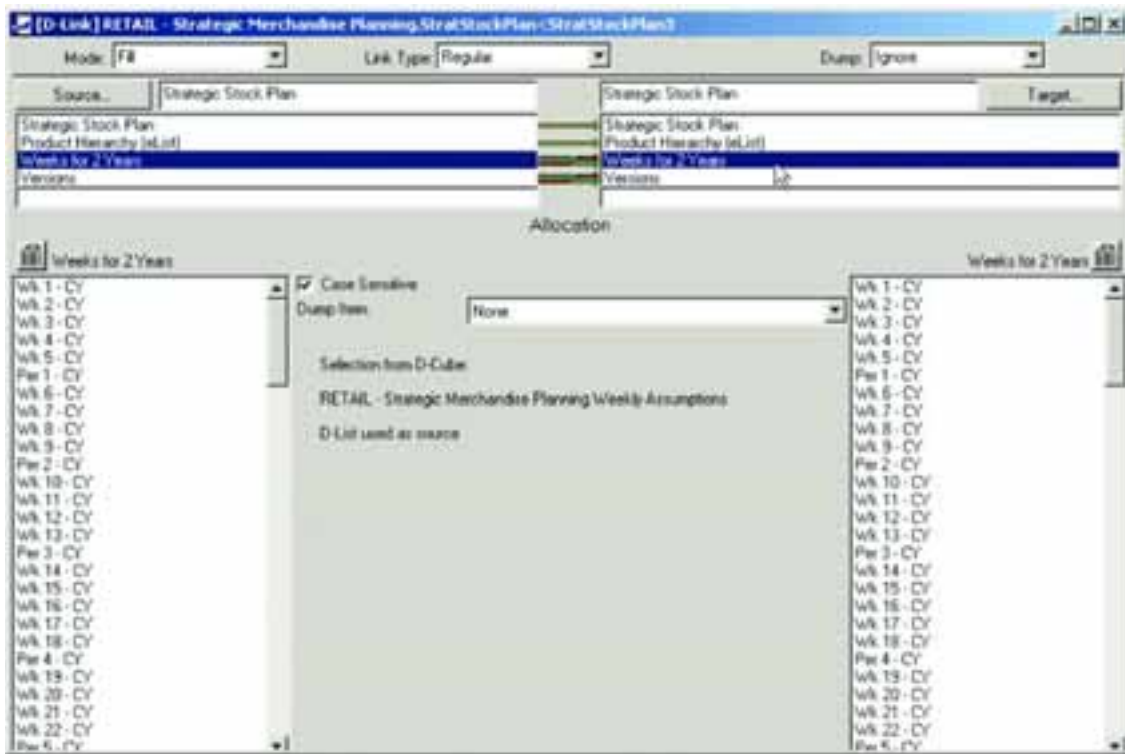




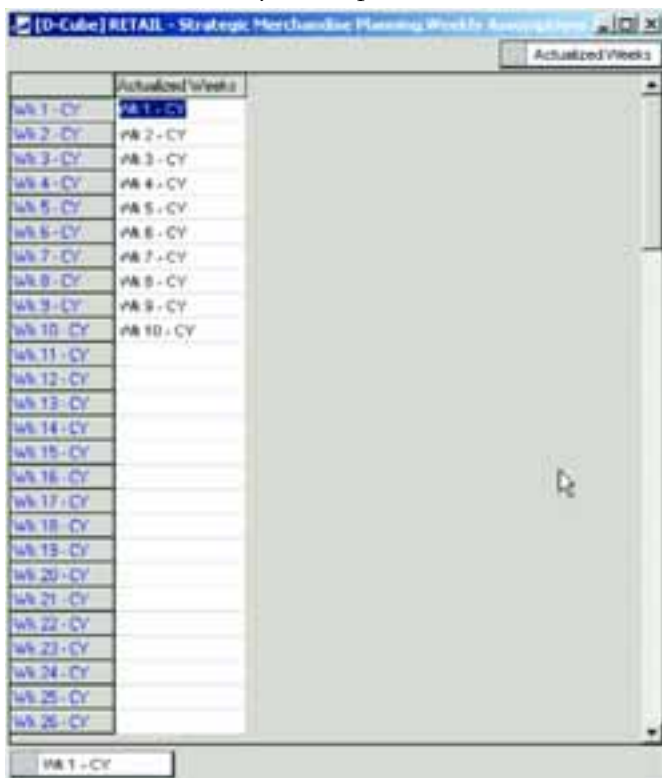
The fifth d-link into the Strategic Stock Plan is an internal d-link called StratStockPlan<StratStockPlan3. It links the Current Year Actuals to the Top-Down Forecast for those weeks that are actuals.

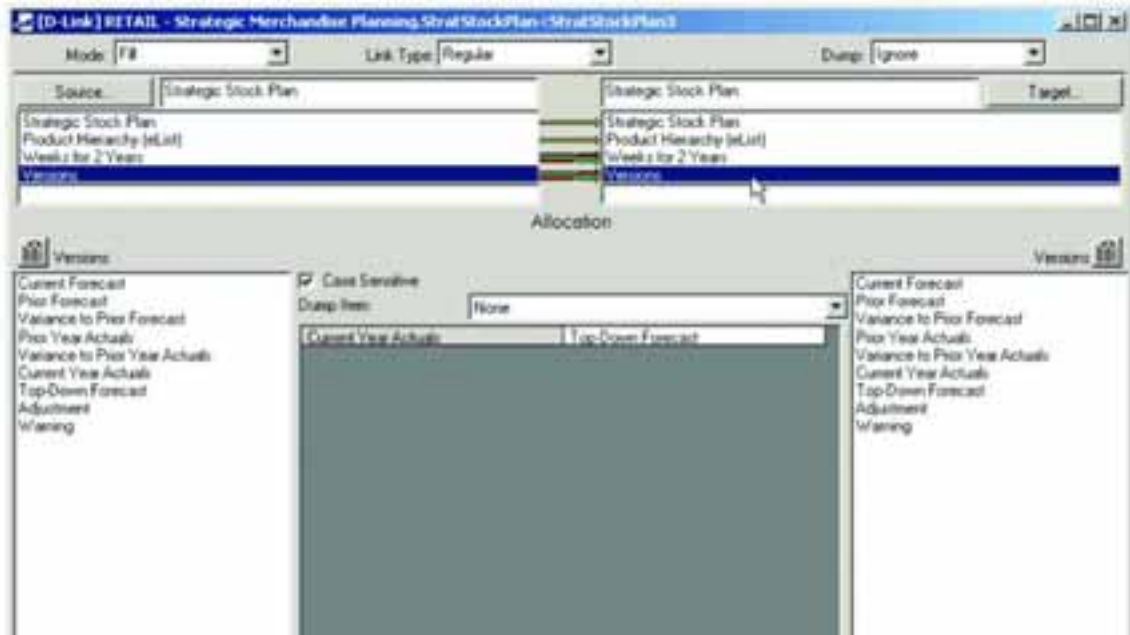


The d-link uses a slice of the Weekly Assumptions d-cube that identifies the weeks that are actuals.



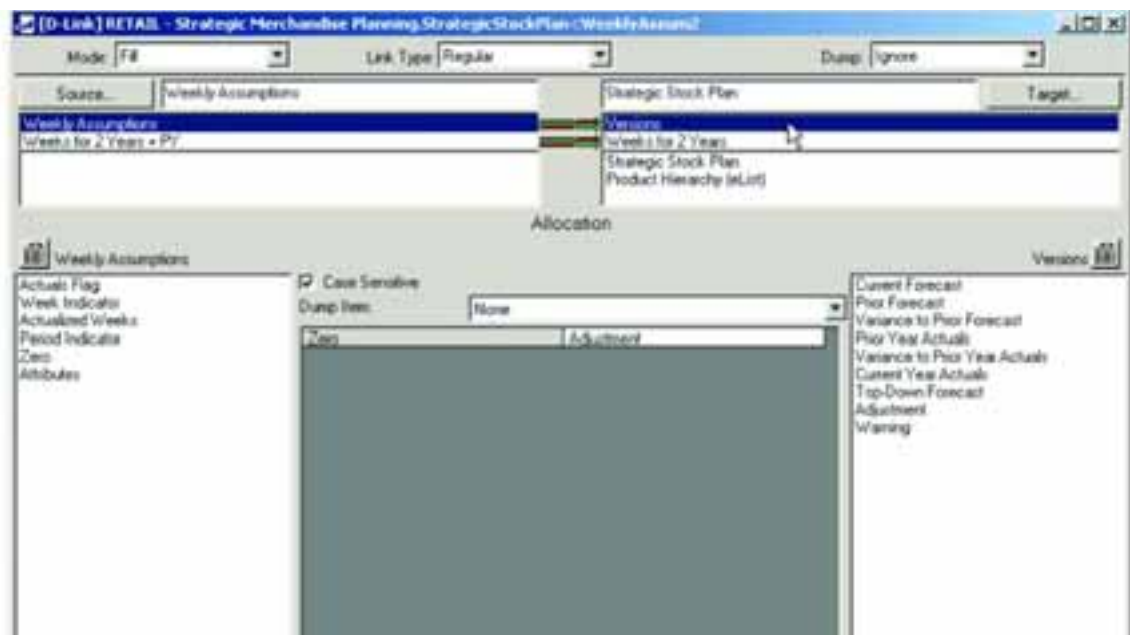
The slice of the Weekly Assumptions d-cube used in the d-link appears as follows:



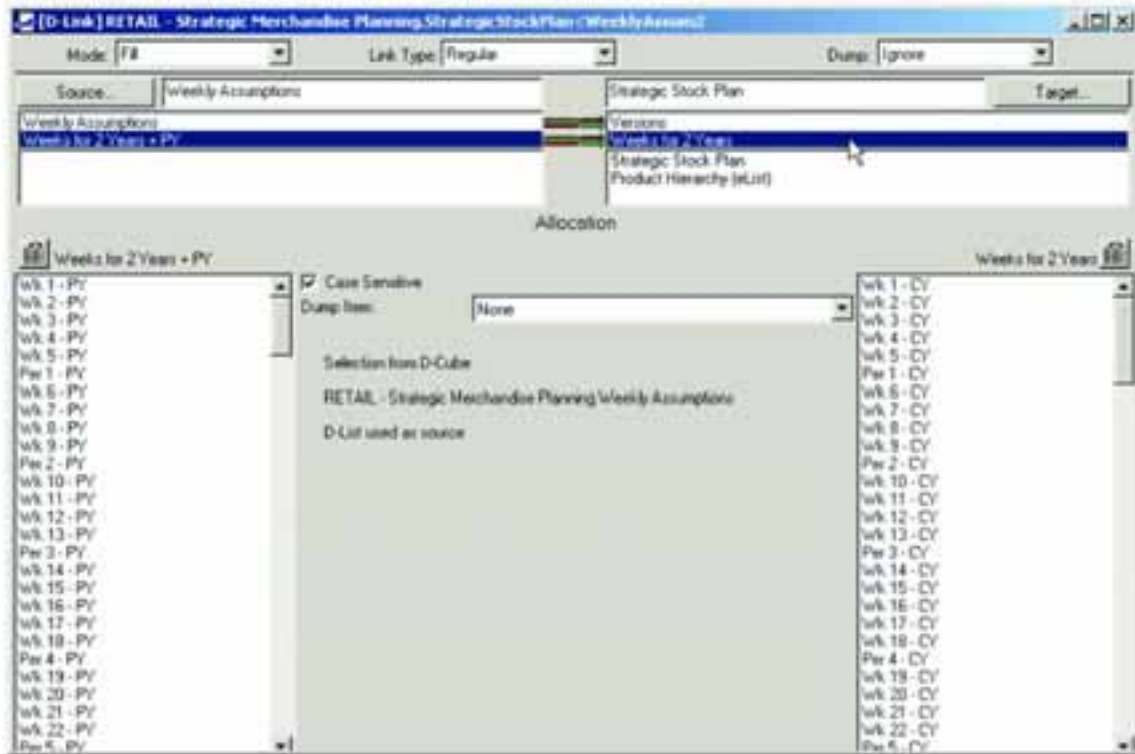


The sixth and final d-link into the Strategic Stock Plan is another d-link from the Weekly Assumptions d-cube called StratStockPlan<WeeklyAssum2. It clears any data entered into the Adjustment item in the Versions dimension for those weeks that are actuals, so that the Current Forecast, which is the sub-total of the Top-Down Forecast and Adjustment items, is not improperly calculated due to entries in the Adjustment line that are no longer relevant.

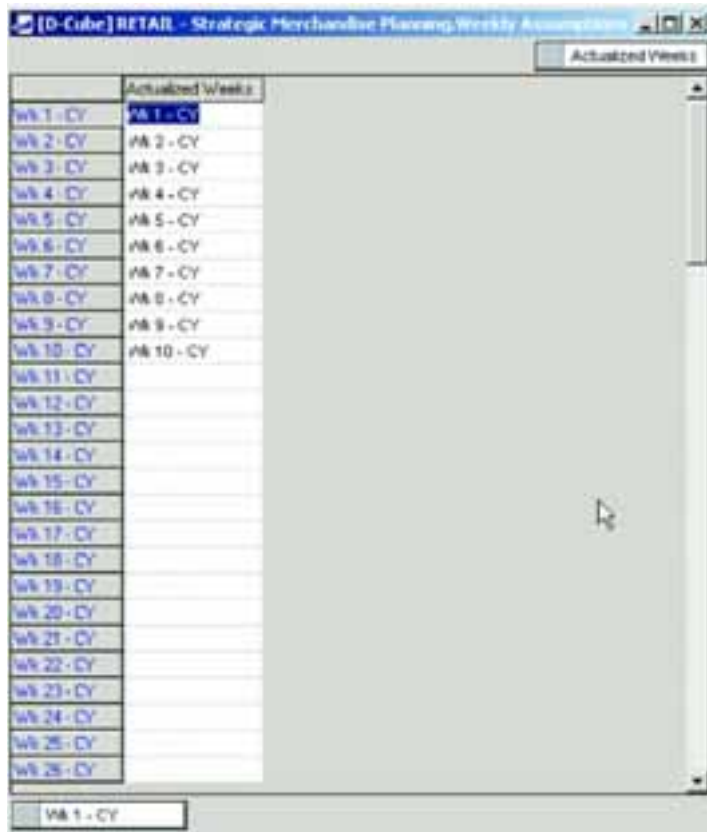
The Zero item in the Weekly Assumptions dimension is linked to the Adjustment item in the Versions dimension.

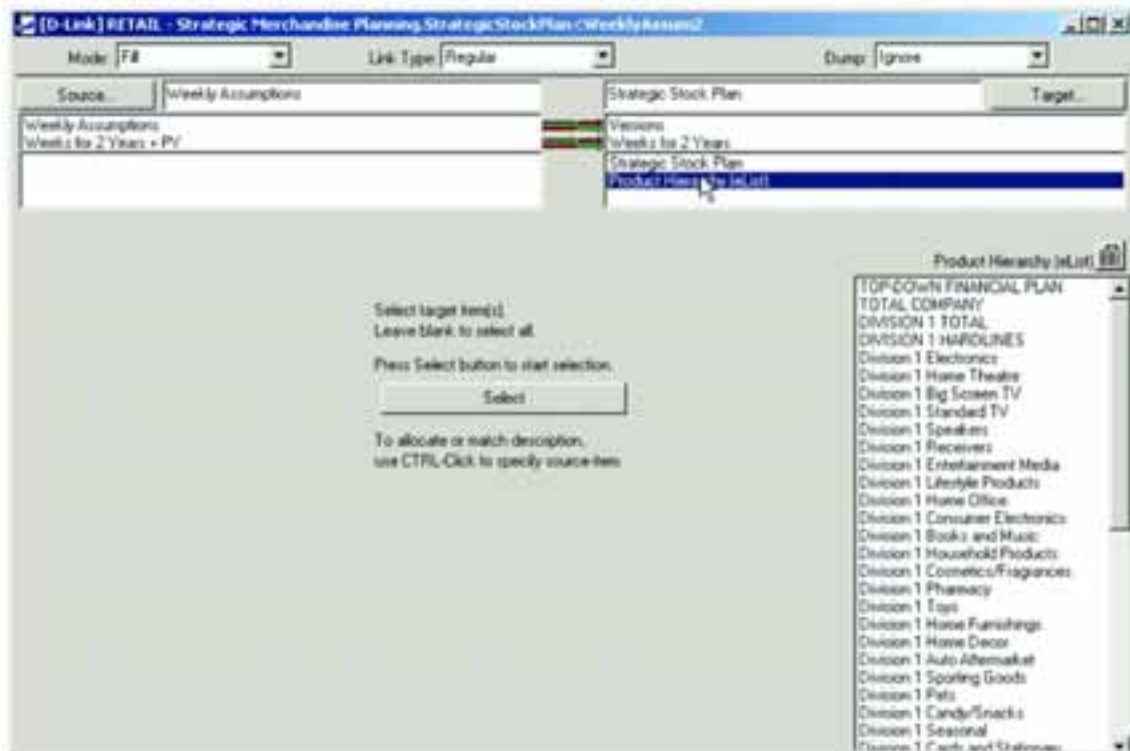
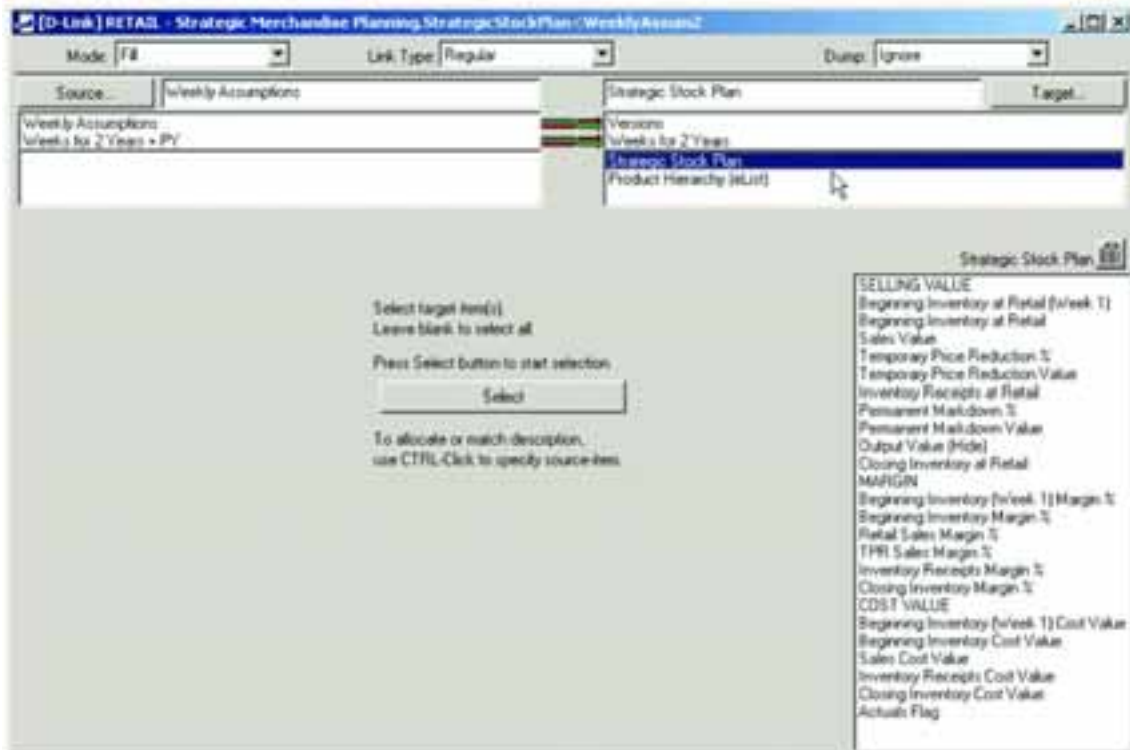


The d-link uses a slice of the Weekly Assumptions d-cube that identifies the weeks that are actuals.



The slice of the Weekly Assumptions d-cube used in the d-link appears as follows:







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