

BLUEPRINT: Retail Strategic Merchandise Planning Implementation Guide



**A WEB-BASED PERFORMANCE
MANAGEMENT APPLICATION**

COGNOS®
AN IBM® COMPANY

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

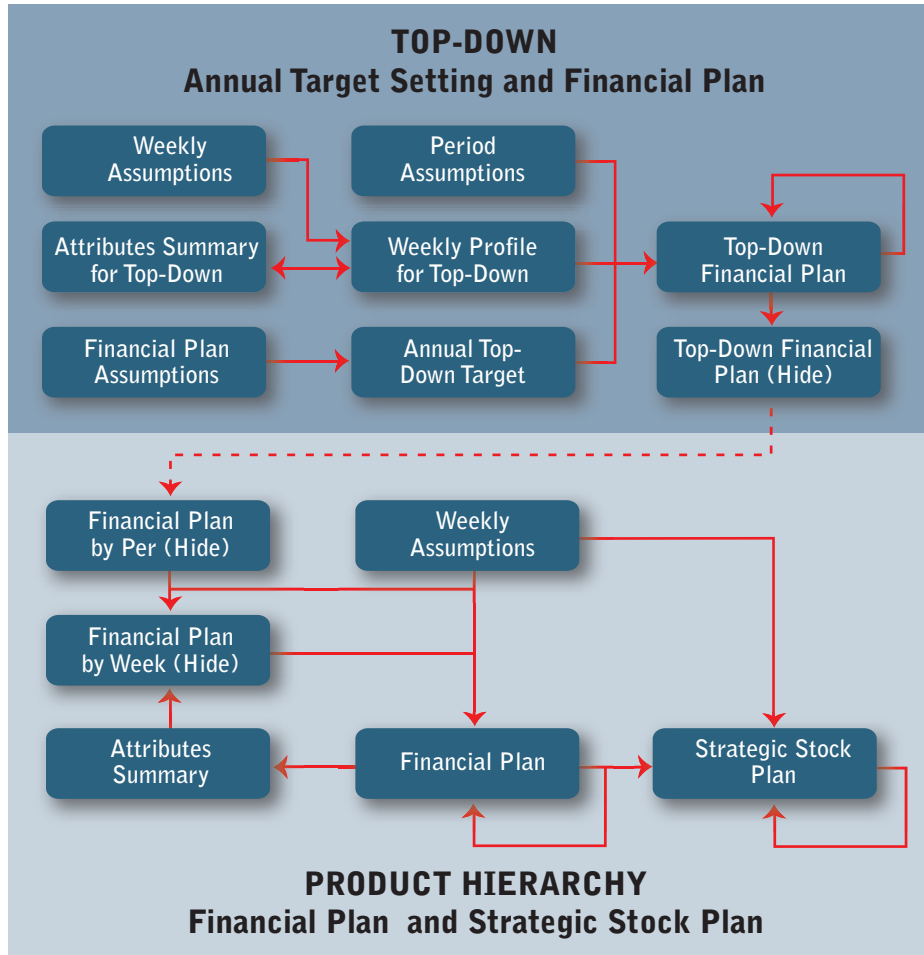
- Top-down target-setting capabilities to forecast annual sales and gross profit for divisions or channels
- Calendaring adjustments to accommodate year-over-year changes in holidays to smooth demand patterns
- Ability to spread top-down targets across departments or categories based on adjusted historical 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 Blueprint, the IBM Cognos 8 Planning tool provides significant benefits to an organization through its inherent capabilities:

- Flexible model development to support a wide variety of planning models;
- Web-based or Excel-based deployment of models for data collection and consolidation;
- Easy version control;
- Real-time workflow that drives collaboration;
- Real-time consolidation;
- Real-time reporting;
- Real-time calculations in the browser for immediate results;
- Audit and user textual annotations at the cell, worksheet and model level 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.

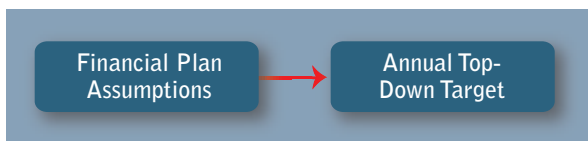
Top-Down Financial Plan

The starting point for the 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



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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.

	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	11,215,005,225	11,073,526,195	(3,000)%	11,072,554,291	7,222%	11,500,175,812	(2,000)%	11,750,496,120	1,900%
>Returns	627,000,881	498,309,083	(20.64)%	1,187,265,620	130,262%	1,353,017,501	(2,000)%	1,175,049,612	1,900%
>Returns %	5.5%	4.5%		10.5%		11.6%		10.0%	
>Returns % Overide									
>Markdowns	1,408,021,730	1,439,529,574	2,17%	1,700,098,442	23,71%	1,729,526,372	(2,000)%	1,763,774,419	1,900%
>Markdown %	12.3%	13.0%	5,33%	15.0%	15.36%	15.0%		15.0%	
>Markdown A	975,213,137	941,250,491	(3.40)%	1,187,265,620	26,14%	1,353,017,501	(2,000)%	1,175,049,612	1,900%
>Markdown A %	9.5%	8.5%		10.5%		11.6%		10.5%	
>Markdown A % Overide									
>Markdown B	432,808,595	498,309,083	14.07%	593,632,814	19,13%	576,508,791	(2,000)%	587,924,806	1,900%
>Markdown B %	3.8%	4.5%		5.0%		5.0%		5.0%	
>Markdown B % Overide									
>Promotions	2,180,450,390	1,882,500,382	(13.66)%	1,700,098,442	(5.48)%	1,729,526,372	(2,000)%	1,763,774,419	1,900%
>Promotions %	19.5%	17.0%	(13.00)%	15.0%	(11.76)%	15.0%		15.0%	
>Promotion A	1,027,441,409	996,610,167	(3.00)%	1,187,265,620	19,13%	1,353,017,501	(2,000)%	1,175,049,612	1,900%
>Promotion A %	9.2%	9.0%		10.5%		11.6%		10.5%	
>Promotion A % Overide									
>Promotion B	1,153,017,581	885,890,215	(23.17)%	593,632,814	(32.99)%	576,508,791	(2,000)%	587,924,806	1,900%
>Promotion B %	10.3%	8.0%		5.0%		5.0%		5.0%	
>Promotion B % Overide									
Net Sales	7,138,054,872	7,253,105,546	1,70%	7,123,593,701	(1,79)%	6,318,105,407	(2,000)%	7,055,017,625	1,900%
>Net Sales %	63.1%	65.5%	3,07%	64.0%	(0,40)%	54.6%		60.0%	
EDGS	5,023,040,888	4,761,620,138	(5.20)%	5,342,695,327	12,28%	5,188,579,115	(2,000)%	5,291,323,250	1,900%
>EDGS %	44.8%	43.0%		48.0%		45.0%		45.0%	
>EDGS % Overide									
Gross Margin	2,175,007,183	2,431,546,417	14,52%	1,700,098,442	(20,52)%	1,729,526,372	(2,000)%	1,763,774,419	1,900%
>Gross Margin %	19.1%	22.0%	18,06%	19.0%	(33,33)%	15.0%		15.0%	
Shrinkage	593,632,814	498,309,083	(16.00)%	593,632,814	19,13%	576,508,791	(2,000)%	587,924,806	1,900%
>Shrinkage %	8.3%	4.5%		8.0%		5.0%		5.0%	
>Shrinkage % Overide									
Supply Chain Costs	1,027,441,409	1,143,221,134	13,17%	931,095,340	(10,57)%	887,112,307	(2,000)%	873,054,729	1,900%
>Supply Chain Costs %	9.0%	10.5%	16,67%	7.0%	(33,33)%	7.0%		7.0%	
Distribution	513,720,794	563,676,759	7,78%	593,632,814	7,22%	576,508,791	(2,000)%	587,924,806	1,900%
>Distribution %	4.5%	5.0%		8.0%		5.0%		5.0%	
>Distribution % Overide									
Delivery	513,720,794	600,044,415	18,56%	227,452,126	(61,01)%	230,603,516	(2,000)%	225,169,922	1,900%

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Annual Top Down Target | Top Down Financial Plan

	Actual	Total Company	%	Target FY	Comp FY	Target C/Y	Comp C/Y	Target C/Y	Comp C/Y
Gross Sales	11,410,215,126		100%	11,371,095,131	7,22%	11,531,175,812	12,88%	11,758,496,126	1,88%
>Returns	627,888,081	498,309,083	(43%)	1,187,265,628	19,26%	1,153,017,581	12,88%	1,175,843,612	1,98%
>Returns %	5.5%	4.3%		10.5%		10.0%		10.0%	
Returns % Overhead									
Markdowns	1,489,621,732	1,439,599,574	2,17%	1,788,898,442	23,71%	1,728,526,372	12,88%	1,763,774,418	1,96%
Markdowns %	12.3%	13.0%	5.33%	15.0%	18.36%	15.0%		15.0%	
Markdown A	975,213,137	947,258,451	(3,48%)	1,187,265,628	20,14%	1,153,017,581	12,88%	1,175,843,612	1,98%
Markdown A %	8.5%	8.3%		10.5%		10.0%		10.0%	
Markdown A % Overhead									
Markdown B	433,888,595	498,309,083	14,97%	593,632,814	19,13%	576,508,791	12,88%	587,934,806	1,98%
Markdown B %	3.8%	4.3%	6.2%	5.2%	6.6%	5.0%		5.0%	
Markdown B % Overhead									
Promotions	2,188,458,990	1,882,588,982	(13,88%)	1,788,898,442	(8,40%)	1,728,526,372	12,88%	1,763,774,418	1,96%
Promotions %	19.1%	17.0%	(10,33%)	15.0%	(13,76%)	15.0%		15.0%	
Promotions A	1,827,441,409	986,618,167	(53,88%)	1,187,265,628	19,13%	1,153,017,581	12,88%	1,175,843,612	1,98%
Promotions A %	16.0%	8.0%		10.5%		10.0%		10.0%	
Promotions A % Overhead									
Promotions B	1,161,017,581	895,970,815	(77,17%)	593,632,814	(51,29%)	576,508,791	12,88%	587,934,806	1,98%
Promotions B %	10.2%	4.0%		5.2%	8.0%	5.0%		5.0%	
Promotions B % Overhead									
Net Sales	7,788,654,872	7,251,165,546	9,26%	7,121,593,789	(1,79%)	8,918,105,447	12,88%	7,895,897,675	1,96%
Net Sales %	67.3%	65.3%	3,87%	62.0%	(8,40%)	60.0%		60.0%	
COGS	5,623,046,880	4,767,628,130	(15,20%)	5,342,629,327	12,20%	5,188,579,115	12,88%	5,291,323,256	1,98%
COGS %	48.0%	43.0%		45.0%		43.0%		43.0%	
COGS % Overhead									
Gross Margin	2,175,607,183	2,491,545,417	14,52%	1,788,898,442	(26,52%)	1,728,526,372	12,88%	1,763,774,418	1,96%
Gross Margin %	19.1%	22.5%	18,96%	15.0%	(30,33%)	15.0%		15.0%	
Shrinkage	983,632,814	498,309,083	(49,88%)	593,632,814	19,13%	576,508,791	12,88%	587,934,806	1,98%
Shrinkage %	8.6%	4.5%		5.2%		5.0%		5.0%	
Shrinkage % Overhead									
Supply Chain Costs	1,827,441,409	1,162,721,154	(33,17%)	831,885,948	(26,52%)	887,112,387	12,88%	823,894,729	1,98%
Supply Chain Costs %	16.0%	10.5%	(16,67%)	7.0%	(30,33%)	7.0%		7.0%	
Distribution	513,726,704	553,676,758	7,78%	593,632,814	7,22%	576,508,791	12,88%	587,934,806	1,98%
Distribution %	4.5%	5.0%	5.0%	5.0%		5.0%		5.0%	
Distribution % Overhead									
Delivery	513,726,704	509,944,426	(0,72%)	237,493,176	(46,31%)	236,803,518	12,88%	235,169,527	1,98%

Annual Top Down Target | Top Down Financial Plan

	Actual FY1	Actual FY2	Comp FY1	Comp FY2	Target C/Y	Comp C/Y	Target C/Y	Comp C/Y
Gross Sales	11,410,215,126	11,871,581,126	(3,08%)	12,094,126,126		11,531,175,812	(2,88%)	11,758,496,126
Returns	627,888,081	498,309,083	(20,84%)	1,187,265,628	19,26%	1,153,017,581	12,88%	1,175,843,612
Returns %	5.5%	4.3%		10.5%		10.0%		10.0%
Returns % Overhead								
Markdowns	1,489,621,732	1,439,599,574	2,17%	1,788,898,442	23,71%	1,728,526,372	12,88%	1,763,774,418
Markdowns %	12.3%	13.0%	5.33%	15.0%	18.36%	15.0%		15.0%
Markdown A	975,213,137	947,258,451	(3,48%)	1,187,265,628	20,14%	1,153,017,581	12,88%	1,175,843,612
Markdown A %	8.5%	8.3%		10.5%		10.0%		10.0%
Markdown A % Overhead								
Markdown B	433,888,595	498,309,083	14,97%	593,632,814	19,13%	576,508,791	12,88%	587,934,806
Markdown B %	3.8%	4.3%	6.2%	5.2%	6.6%	5.0%		5.0%
Markdown B % Overhead								
Promotions	2,188,458,990	1,882,588,982	(13,88%)	1,788,898,442	(8,40%)	1,728,526,372	12,88%	1,763,774,418
Promotions %	19.1%	17.0%	(10,33%)	15.0%	(13,76%)	15.0%		15.0%
Promotions A	1,827,441,409	986,618,167	(53,88%)	1,187,265,628	19,13%	1,153,017,581	12,88%	1,175,843,612
Promotions A %	16.0%	8.0%		10.5%		10.0%		10.0%
Promotions A % Overhead								
Promotions B	1,161,017,581	895,970,815	(22,17%)	593,632,814	(51,29%)	576,508,791	12,88%	587,934,806
Promotions B %	10.2%	4.0%		5.2%	8.0%	5.0%		5.0%
Promotions B % Overhead								
Net Sales	7,788,654,872	7,251,165,546	9,26%	7,121,593,789	(1,79%)	8,918,105,447	12,88%	7,895,897,675
Net Sales %	67.3%	65.3%	3,87%	62.0%	(8,40%)	60.0%		60.0%
COGS	5,623,046,880	4,767,628,130	(15,20%)	5,342,629,327	12,20%	5,188,579,115	12,88%	5,291,323,256
COGS %	48.0%	43.0%		45.0%		43.0%		43.0%
COGS % Overhead								
Gross Margin	2,175,607,183	2,491,545,417	14,52%	1,788,898,442	(26,52%)	1,728,526,372	12,88%	1,763,774,418
Gross Margin %	19.1%	22.5%	18,96%	15.0%	(30,33%)	15.0%		15.0%
Shrinkage	983,632,814	498,309,083	(49,88%)	593,632,814	19,13%	576,508,791	12,88%	587,934,806
Shrinkage %	8.6%	4.5%		5.2%		5.0%		5.0%
Shrinkage % Overhead								
Supply Chain Costs	1,827,441,409	1,162,721,154	(33,17%)	831,885,948	(26,52%)	887,112,387	12,88%	823,894,729
Supply Chain Costs %	16.0%	10.5%	(16,67%)	7.0%	(30,33%)	7.0%		7.0%
Distribution	513,726,704	553,676,758	7,78%	593,632,814	7,22%	576,508,791	12,88%	587,934,806
Distribution %	4.5%	5.0%	5.0%	5.0%		5.0%		5.0%
Distribution % Overhead								
Delivery	513,726,704	509,944,426	(0,72%)	237,493,176	(46,31%)	236,803,518	12,88%	235,169,527

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RTM Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN | Cases 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	11,410,070,000	11,070,020,500	12,000,000,000	12,000,000,000	8,37%	11,500,070,012	11,500,070,012	11,500,070,012	11,500,070,012
>Returns	627,880,861	498,301,883	29,640%	1,200,000,000	140,000,000	1,151,017,581	1,151,017,581	1,151,017,581	1,151,017,581
>Returns % Overhead	5.5%	4.5%		10.0%		10.0%	10.0%	10.0%	10.0%
Markdowns	1,400,021,730	1,430,500,574	2,17%	1,400,000,000	25,042	1,729,526,372	1,729,526,372	1,729,526,372	1,729,526,372
Markdowns %	12.3%	13.0%	5.23%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Markdowns A	107,253,132	941,250,431	13,40%	1,200,000,000	27,432	1,151,017,581	1,151,017,581	1,151,017,581	1,151,017,581
Markdowns A %	0.9%	8.5%		10.0%		10.0%	10.0%	10.0%	10.0%
Markdowns A % Overhead									
Markdowns B	433,888,595	498,301,883	14,07%	600,000,000	20,410	576,508,791	576,508,791	576,508,791	576,508,791
Markdowns B %	3.8%	4.5%		5.0%		5.0%	5.0%	5.0%	5.0%
Markdowns B % Overhead									
Pricebreaks	2,180,458,598	1,880,788,882	11,06%	1,800,000,000	18,302	1,729,526,372	1,729,526,372	1,729,526,372	1,729,526,372
Pricebreaks %	19.1%	17.0%	19.30%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Pricebreaks A	1,027,441,408	888,018,167	11,00%	1,200,000,000	20,410	1,151,017,581	1,151,017,581	1,151,017,581	1,151,017,581
Pricebreaks A %	9.0%	8.0%		10.0%		10.0%	10.0%	10.0%	10.0%
Pricebreaks A % Overhead									
Pricebreaks B	1,153,017,190	892,770,715	23,17%	600,000,000	12,770	576,508,791	576,508,791	576,508,791	576,508,791
Pricebreaks B %	10.1%	8.0%		5.0%		5.0%	5.0%	5.0%	5.0%
Pricebreaks B % Overhead									
Net Sales	7,190,094,017	7,250,105,548	0,76%	7,200,000,000	15,732	6,918,105,487	6,918,105,487	6,918,105,487	6,918,105,487
Net Sales %	62.1%	65.5%	3.07%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
COGS	5,020,946,888	4,761,620,138	15,20%	5,400,000,000	12,412	5,188,570,115	5,188,570,115	5,188,570,115	5,188,570,115
COGS %	44.0%	43.0%		45.0%		45.0%	45.0%	45.0%	45.0%
COGS % Overhead									
Gross Margin	2,170,097,180	2,490,545,417	14,52%	1,800,000,000	17,752	1,729,526,372	1,729,526,372	1,729,526,372	1,729,526,372
Gross Margin %	19.1%	22.5%	19.06%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Shrinkage	993,632,814	498,301,883	19,06%	600,000,000	20,410	576,508,791	576,508,791	576,508,791	576,508,791
Shrinkage %	8.7%	4.5%		5.0%		5.0%	5.0%	5.0%	5.0%
Shrinkage % Overhead									
Supply Chain Costs	1,027,441,408	1,162,721,194	13,17%	800,000,000	17,752	887,112,387	887,112,387	887,112,387	887,112,387
Supply Chain Costs %	9.0%	10.5%	10.67%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Supply Chain Costs % Overhead									
Distribution	513,720,704	583,076,758	7,70%	600,000,000	8,37%	576,508,791	576,508,791	576,508,791	576,508,791
Distribution %	4.5%	5.3%		5.0%		5.0%	5.0%	5.0%	5.0%
Distribution % Overhead									
Delivery	513,720,704	600,044,435	10,56%	240,000,000	60,552	238,003,916	238,003,916	238,003,916	238,003,916

RTM Strategic Merchandise Planning | Contributions | TOP-DOWN FINANCIAL PLAN | Cases 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	11,410,070,000	11,070,020,500	12,000,000,000	12,000,000,000	8,37%	11,500,070,012	11,500,070,012	11,500,070,012	11,500,070,012
Returns	627,880,861	498,301,883	29,640%	1,200,000,000	140,000,000	1,151,017,581	1,151,017,581	1,151,017,581	1,151,017,581
Returns % Overhead	5.5%	4.5%		10.0%		10.0%	10.0%	10.0%	10.0%
Markdowns	1,400,021,730	1,430,500,574	2,17%	1,400,000,000	25,042	1,729,526,372	1,729,526,372	1,729,526,372	1,729,526,372
Markdowns %	12.3%	13.0%	5.23%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Markdowns A	107,253,132	941,250,431	13,40%	1,200,000,000	27,432	1,151,017,581	1,151,017,581	1,151,017,581	1,151,017,581
Markdowns A %	0.9%	8.5%		10.0%		10.0%	10.0%	10.0%	10.0%
Markdowns A % Overhead									
Markdowns B	433,888,595	498,301,883	14,07%	600,000,000	20,410	576,508,791	576,508,791	576,508,791	576,508,791
Markdowns B %	3.8%	4.5%		5.0%		5.0%	5.0%	5.0%	5.0%
Markdowns B % Overhead									
Pricebreaks	2,180,458,598	1,880,788,882	11,06%	1,800,000,000	18,302	1,729,526,372	1,729,526,372	1,729,526,372	1,729,526,372
Pricebreaks %	19.1%	17.0%	19.30%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Pricebreaks A	1,027,441,408	888,018,167	11,00%	1,200,000,000	20,410	1,151,017,581	1,151,017,581	1,151,017,581	1,151,017,581
Pricebreaks A %	9.0%	8.0%		10.0%		10.0%	10.0%	10.0%	10.0%
Pricebreaks A % Overhead									
Pricebreaks B	1,153,017,190	892,770,715	23,17%	600,000,000	12,770	576,508,791	576,508,791	576,508,791	576,508,791
Pricebreaks B %	10.1%	8.0%		5.0%		5.0%	5.0%	5.0%	5.0%
Pricebreaks B % Overhead									
Net Sales	7,190,094,017	7,250,105,548	0,76%	7,200,000,000	15,732	6,918,105,487	6,918,105,487	6,918,105,487	6,918,105,487
Net Sales %	62.1%	65.5%	3.07%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
COGS	5,020,946,888	4,761,620,138	15,20%	5,400,000,000	12,412	5,188,570,115	5,188,570,115	5,188,570,115	5,188,570,115
COGS %	44.0%	43.0%		45.0%		45.0%	45.0%	45.0%	45.0%
COGS % Overhead									
Gross Margin	2,170,097,180	2,490,545,417	14,52%	1,800,000,000	17,752	1,729,526,372	1,729,526,372	1,729,526,372	1,729,526,372
Gross Margin %	19.1%	22.5%	19.06%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Shrinkage	993,632,814	498,301,883	19,06%	600,000,000	20,410	576,508,791	576,508,791	576,508,791	576,508,791
Shrinkage %	8.7%	4.5%		5.0%		5.0%	5.0%	5.0%	5.0%
Shrinkage % Overhead									
Supply Chain Costs	1,027,441,408	1,162,721,194	13,17%	800,000,000	17,752	887,112,387	887,112,387	887,112,387	887,112,387
Supply Chain Costs %	9.0%	10.5%	10.67%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Supply Chain Costs % Overhead									
Distribution	513,720,704	583,076,758	7,70%	600,000,000	8,37%	576,508,791	576,508,791	576,508,791	576,508,791
Distribution %	4.5%	5.3%		5.0%		5.0%	5.0%	5.0%	5.0%
Distribution % Overhead									
Delivery	513,720,704	600,044,435	10,56%	240,000,000	60,552	238,003,916	238,003,916	238,003,916	238,003,916

BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

Annual Top Down Target | Top Down Forecast Plan

TOPDOWNFRANCIS.PJ2

	Actual FY1	Actual FY2	Comp FY	Target FY	Comp FY	Target FY+1	Comp FY+1	Target FY+2	Comp FY+2
Gross Sales	11,410,010,000	11,871,520,100	(3.00%)	12,000,000,000	8.33%	11,520,175,012	(3.92%)	11,750,406,120	1.98%
Returns	627,880,801	498,309,083	(20.54%)	1,200,000,000	148.81%	1,353,017,501	(13.52%)	1,175,849,612	1.58%
Returns %	5.5%	4.2%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Returns % Overhead									
Markdowns	1,489,021,732	1,439,509,574	2.17%	1,000,000,000	25.04%	1,278,526,372	(13.92%)	1,763,774,419	1.58%
Markdowns %	12.2%	12.0%	5.23%	15.0%	15.28%	15.0%	15.0%	15.0%	15.0%
Markdown A	979,213,137	941,250,401	(3.88%)	1,200,000,000	27.47%	1,353,017,501	(13.52%)	1,175,849,612	1.58%
Markdown A %	8.5%	8.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Markdown A % Overhead									
Markdown B	433,888,595	498,309,083	14.07%	100,000,000	20.41%	576,508,791	(13.92%)	587,924,806	1.58%
Markdown B %	3.8%	4.2%		8.0%	8.0%	5.0%	5.0%	5.0%	5.0%
Markdown B % Overhead									
Promotions	2,380,456,998	1,882,588,982	(21.04%)	1,000,000,000	14.30%	1,278,526,372	(13.92%)	1,763,774,419	1.58%
Promotions %	18.1%	17.0%	(10.30%)	15.0%	(11.76%)	15.0%	15.0%	15.0%	15.0%
Promotions A	1,827,441,409	996,618,167	(3.00%)	1,200,000,000	20.41%	1,353,017,501	(13.52%)	1,175,849,612	1.58%
Promotions A %	9.0%	9.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Promotions A % Overhead									
Promotions B	1,153,017,501	885,970,815	(23.17%)	100,000,000	(12.27%)	576,508,791	(13.92%)	587,924,806	1.58%
Promotions B %	10.1%	8.0%		8.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Promotions B % Overhead									
Net Sales	7,198,654,077	7,253,165,546	0.76%	7,200,000,000	10.70%	6,918,105,487	(13.92%)	7,055,697,616	1.58%
Net Sales %	62.1%	60.5%	3.07%	60.0%	(6.00%)	60.0%	60.0%	60.0%	60.0%
COGS	5,023,046,888	4,761,628,130	(5.20%)	5,400,000,000	7.14%	5,188,575,119	(13.92%)	5,291,323,256	1.58%
COGS %	44.0%	40.0%		45.0%	45.0%	45.0%	45.0%	45.0%	45.0%
COGS % Overhead									
Gross Margin	2,175,607,189	2,491,541,417	14.52%	1,800,000,000	(27.70%)	1,729,526,372	(13.92%)	1,763,774,419	1.58%
Gross Margin %	19.1%	22.0%	18.06%	15.0%	(20.28%)	15.0%	15.0%	15.0%	15.0%
Shrinkage	553,632,814	498,309,083	(10.00%)	100,000,000	20.41%	576,508,791	(13.92%)	587,924,806	1.58%
Shrinkage %	5.2%	4.2%		8.0%	8.0%	5.0%	5.0%	5.0%	5.0%
Shrinkage % Overhead									
Supply Chain Costs	1,027,441,409	1,162,721,194	13.17%	600,000,000	(27.70%)	867,112,367	(13.92%)	823,694,725	1.58%
Supply Chain Costs %	9.0%	10.0%	16.67%	7.0%	(20.28%)	7.0%	7.0%	7.0%	7.0%
Distribution	513,720,704	552,676,759	7.78%	100,000,000	8.37%	576,508,791	(13.92%)	587,924,806	1.58%
Distribution %	4.5%	5.0%		8.0%	8.0%	5.0%	5.0%	5.0%	5.0%
Distribution % Overhead									
Delivery	513,720,704	609,844,435	18.56%	200,000,000	(60.50%)	298,603,516	(13.92%)	295,189,927	1.58%

Annual Top Down Target | Top Down Forecast Plan

TOPDOWNFRANCIS.PJ2

	Actual FY1	Actual FY2	Comp FY	Target FY	Comp FY	Target FY+1	Comp FY+1	Target FY+2	Comp FY+2
Gross Sales	11,410,010,000	11,871,520,100	(3.00%)	12,000,000,000	8.33%	11,520,175,012	(3.92%)	11,750,406,120	1.98%
Returns	627,880,801	498,309,083	(20.54%)	1,200,000,000	152.00%	1,353,017,501	20.11%	1,175,849,612	1.58%
Returns %	5.5%	4.2%		10.0%	12.5%	10.0%	10.0%	10.0%	10.0%
Returns % Overhead									
Markdowns	1,489,021,732	1,439,509,574	2.17%	1,000,000,000	25.04%	1,278,526,372	(13.92%)	1,763,774,419	1.58%
Markdowns %	12.2%	12.0%	5.23%	15.0%	15.28%	15.0%	15.0%	15.0%	15.0%
Markdown A	979,213,137	941,250,401	(3.88%)	1,200,000,000	27.47%	1,353,017,501	(13.52%)	1,175,849,612	1.58%
Markdown A %	8.5%	8.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Markdown A % Overhead									
Markdown B	433,888,595	498,309,083	14.07%	100,000,000	20.41%	576,508,791	(13.92%)	587,924,806	1.58%
Markdown B %	3.8%	4.2%		8.0%	8.0%	5.0%	5.0%	5.0%	5.0%
Markdown B % Overhead									
Promotions	2,380,456,998	1,882,588,982	(21.04%)	1,000,000,000	14.30%	1,278,526,372	(13.92%)	1,763,774,419	1.58%
Promotions %	18.1%	17.0%	(10.30%)	15.0%	(11.76%)	15.0%	15.0%	15.0%	15.0%
Promotions A	1,827,441,409	996,618,167	(3.00%)	1,200,000,000	20.41%	1,353,017,501	(13.52%)	1,175,849,612	1.58%
Promotions A %	9.0%	9.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Promotions A % Overhead									
Promotions B	1,153,017,501	885,970,815	(23.17%)	100,000,000	(12.27%)	576,508,791	(13.92%)	587,924,806	1.58%
Promotions B %	10.1%	8.0%		8.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Promotions B % Overhead									
Net Sales	7,198,654,077	7,253,165,546	0.76%	7,400,000,000	7.54%	6,918,105,487	(7.64%)	7,055,697,616	1.58%
Net Sales %	62.1%	60.5%	3.07%	62.5%	(5.24%)	60.0%	(2.23%)	60.0%	60.0%
COGS	5,023,046,888	4,761,628,130	(5.20%)	5,400,000,000	7.14%	5,188,575,119	(13.92%)	5,291,323,256	1.58%
COGS %	44.0%	40.0%		45.0%	45.0%	45.0%	45.0%	45.0%	45.0%
COGS % Overhead									
Gross Margin	2,175,607,189	2,491,541,417	14.52%	2,000,000,000	(10.10%)	1,729,526,372	(15.22%)	1,763,774,419	1.58%
Gross Margin %	19.1%	22.0%	18.06%	17.5%	(20.44%)	15.0%	(11.76%)	15.0%	15.0%
Shrinkage	553,632,814	498,309,083	(10.00%)	100,000,000	20.41%	576,508,791	(13.92%)	587,924,806	1.58%
Shrinkage %	5.2%	4.2%		8.0%	8.0%	5.0%	5.0%	5.0%	5.0%
Shrinkage % Overhead									
Supply Chain Costs	1,027,441,409	1,162,721,194	13.17%	600,000,000	(27.70%)	867,112,367	(13.92%)	823,694,725	1.58%
Supply Chain Costs %	9.0%	10.0%	16.67%	7.0%	(20.28%)	7.0%	7.0%	7.0%	7.0%
Distribution	513,720,704	552,676,759	7.78%	100,000,000	8.37%	576,508,791	(13.92%)	587,924,806	1.58%
Distribution %	4.5%	5.0%		8.0%	8.0%	5.0%	5.0%	5.0%	5.0%
Distribution % Overhead									
Delivery	513,720,704	609,844,435	18.56%	200,000,000	(60.50%)	298,603,516	(13.92%)	295,189,927	1.58%

BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

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

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Group 1

	Actual FY1	Actual FY2	Comp FY	Target FY	Comp FY	Target FY+1	Comp FY+1	Target FY+2	Comp FY+2
Units Sold	11,416,815,000	11,877,520,100	(2.88%)	12,300,000,000	12,300,000,000	12,300,000,000	12,300,000,000	12,300,000,000	12,300,000,000
Revenue	627,880,000	698,200,000	(20.84%)	500,000,000	52,250	1,152,017,500	20.11%	1,175,849,612	1.58%
Revenue %	5.5%	5.9%		10.0%		10.0%		10.0%	
Markdown %	1,409,021,732	1,428,520,574	2.17%	1,000,000,000	23,043	1,729,526,372	(1.52%)	1,763,774,410	1.90%
Markdown %	12.3%	12.0%		16.0%		15.0%		15.0%	
Markdown A	975,213,137	981,250,491	(3.49%)	1,200,000,000	27,452	1,152,017,500	(1.52%)	1,175,849,612	1.58%
Markdown A %	0.5%	0.5%		10.0%		10.0%		10.0%	
Markdown A % Overlap									
Markdown B	433,808,595	448,269,083	14.07%	500,000,000	23,410	576,508,791	(1.52%)	587,924,800	1.90%
Markdown B %	3.0%	4.0%		5.0%		5.0%		5.0%	
Markdown B % Overlap									
Promotions	2,100,450,300	1,882,500,300	(13.62%)	1,000,000,000	(4.30%)	1,729,526,372	(1.52%)	1,763,774,410	1.90%
Promotions %	16.1%	17.0%		10.0%		15.0%		15.0%	
Promotions A	1,027,441,400	986,610,167	(3.94%)	1,200,000,000	23,410	1,152,017,500	(1.52%)	1,175,849,612	1.58%
Promotions A %	3.0%	3.0%		10.0%		10.0%		10.0%	
Promotions A % Overlap									
Promotions B	1,073,008,900	895,890,133	(17.17%)	500,000,000	(32.27%)	576,508,791	(1.52%)	587,924,800	1.90%
Promotions B %	10.1%	8.0%		5.0%		5.0%		5.0%	
Promotions B % Overlap									
Net Sales	7,730,054,072	7,253,705,540	-6.70%	7,440,000,000	2,500	6,518,105,407	(7.61%)	7,025,057,670	1.58%
Net Sales %	62.1%	60.5%		62.0%		56.0%		60.0%	
COGS	5,023,046,000	4,761,620,100	(5.20%)	5,400,000,000	51,410	5,188,570,115	(1.52%)	5,291,373,250	1.90%
COGS %	44.0%	43.1%		45.0%		45.0%		45.0%	
COGS % Overlap									
Gross Margin	2,707,008,072	2,492,085,440	-14.52%	2,040,000,000	(18.12%)	1,729,526,372	(15.22%)	1,763,774,410	1.90%
Gross Margin %	19.1%	22.5%		18.0%		15.0%		15.0%	
Shrinkage	983,632,894	498,200,000	(16.04%)	600,000,000	29,410	676,508,791	(1.52%)	687,924,800	1.90%
Shrinkage %	5.0%	4.5%		5.0%		5.0%		5.0%	
Shrinkage % Overlap									
Supply Chain Costs	1,027,441,400	1,162,721,104	13.17%	900,000,000	(17.70%)	887,117,387	(1.52%)	823,054,720	1.90%
Supply Chain Costs %	8.0%	16.0%		7.0%		7.0%		7.0%	
Distribution	513,720,704	553,676,700	7.70%	600,000,000	8,270	676,508,791	(1.52%)	687,924,800	1.90%
Distribution %	4.0%	8.0%		5.0%		5.0%		5.0%	
Distribution % Overlap									
Deliver	513,720,704	589,944,420	18.56%	240,000,000	(64.50%)	238,603,916	(1.52%)	236,169,322	1.90%

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

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Group 1

	Actual FY1	Actual FY2	Comp FY	Target FY	Comp FY	Target FY+1	Comp FY+1	Target FY+2	Comp FY+2
Gross Sales	11,416,815,000	11,877,520,100	(2.88%)	12,100,000,000	12,100,000,000	12,100,000,000	12,100,000,000	12,100,000,000	12,100,000,000
Revenue	627,880,000	698,200,000	(20.84%)	500,000,000	52,250	1,152,017,500	19.20%	1,175,849,612	1.90%
Revenue %	5.5%	5.9%		10.0%		10.0%		10.0%	
Markdown %	1,409,021,732	1,428,520,574	2.17%	1,007,133,366	26,920	1,729,526,372	(5.30%)	1,763,774,410	1.90%
Markdown %	12.3%	12.0%		16.0%		15.0%		15.0%	
Markdown A	975,213,137	981,250,491	(3.49%)	1,210,000,000	28,470	1,152,017,500	(5.30%)	1,175,849,612	1.90%
Markdown A %	0.5%	0.5%		10.0%		10.0%		10.0%	
Markdown A % Overlap									
Markdown B	433,808,595	448,269,083	14.07%	600,000,000	22,770	576,508,791	(5.30%)	587,924,800	1.90%
Markdown B %	3.0%	4.0%		5.0%		5.0%		5.0%	
Markdown B % Overlap									
Promotions	2,100,450,300	1,882,500,300	(13.62%)	1,027,133,366	(2.94%)	1,729,526,372	(5.30%)	1,763,774,410	1.90%
Promotions %	16.1%	17.0%		10.0%		15.0%		15.0%	
Promotions A	1,027,441,400	986,610,167	(3.94%)	1,210,000,000	22,770	1,152,017,500	(5.30%)	1,175,849,612	1.90%
Promotions A %	3.0%	3.0%		10.0%		10.0%		10.0%	
Promotions A % Overlap									
Promotions B	1,073,008,900	895,890,133	(17.17%)	607,133,366	(10.25%)	576,508,791	(5.30%)	587,924,800	1.90%
Promotions B %	10.1%	8.0%		5.0%		5.0%		5.0%	
Promotions B % Overlap									
Net Sales	7,190,004,072	7,253,705,540	0.79%	7,252,700,000	4,170	6,518,105,407	(8.43%)	7,025,057,670	1.58%
Net Sales %	61.1%	60.9%		62.0%		56.0%		60.0%	
COGS	5,023,046,000	4,761,620,100	(5.20%)	5,401,200,000	15,720	5,188,570,115	(5.30%)	5,291,373,250	1.90%
COGS %	44.0%	43.0%		45.0%		45.0%		45.0%	
COGS % Overlap									
Gross Margin	2,167,008,072	2,492,085,440	14.52%	2,070,700,000	(18.90%)	1,729,526,372	(15.40%)	1,763,774,410	1.90%
Gross Margin %	19.1%	22.5%		18.0%		15.0%		15.0%	
Shrinkage	983,632,894	498,200,000	(16.04%)	600,000,000	22,220	676,508,791	(5.30%)	687,924,800	1.90%
Shrinkage %	5.0%	4.5%		5.0%		5.0%		5.0%	
Shrinkage % Overlap									
Supply Chain Costs	1,027,441,400	1,162,721,104	13.17%	902,802,200	(10.67%)	887,117,387	(5.30%)	823,054,720	1.90%
Supply Chain Costs %	8.0%	16.0%		7.0%		7.0%		7.0%	
Distribution	513,720,704	553,676,700	7.70%	600,000,000	10,000	676,508,791	(5.30%)	687,924,800	1.90%
Distribution %	4.0%	8.0%		5.0%		5.0%		5.0%	
Distribution % Overlap									
Deliver	513,720,704	589,944,420	18.56%	240,000,000	(60.00%)	238,603,916	(5.30%)	236,169,322	1.90%

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 Guideline	Override %
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 PY	Actual PY	Comp PY	Target PY	Comp PY	Target PY	Comp PY	Target PY	Comp PY
Returns	627,888,001	495,389,083	120.84%	974,471,896	95,56%	1,153,017,581	10.12%	1,175,843,612	1.58%
Markdown A %				10.0%				12.0%	
Markdown A	1,488,824,732	1,424,883,524	2.17%	1,107,133,388	25.92%	1,728,526,372	11.34%	1,763,774,618	1.58%
Markdown A % Override				10.0%				12.0%	
Markdown B %				5.0%				5.0%	
Markdown B	375,213,137	987,256,451	2.48%	1,218,888,678	23.41%	1,153,017,581	11.34%	1,175,843,612	1.58%
Markdown B % Override				5.0%				5.0%	
Promotion A %				10.0%				10.0%	
Promotion A	411,888,526	495,389,083	14.01%	683,844,426	22.27%	576,508,791	11.34%	587,924,086	1.58%
Promotion A % Override				10.0%				10.0%	
Promotion B %				5.0%				5.0%	
Promotion B	2,048,458,994	1,082,588,982	13.84%	1,107,133,388	13.94%	1,728,526,372	11.34%	1,763,774,618	1.58%
Promotion B % Override				5.0%				5.0%	
COGS %				45.0%				45.0%	
COGS	1,027,441,407	395,878,167	13.88%	1,218,888,678	22.27%	1,153,017,581	11.34%	1,175,843,612	1.58%
COGS % Override				45.0%				45.0%	
Shrinkage %				5.0%				5.0%	
Shrinkage	1,193,017,581	985,882,016	10.17%	683,844,426	19.12%	576,508,791	11.34%	587,924,086	1.58%
Shrinkage % Override				5.0%				5.0%	
Net Sales	7,098,854,072	7,263,185,546	8.26%	7,552,191,896	4.12%	6,918,105,487	11.44%	7,095,897,675	1.58%
Net Sales %				3.07%				11.23%	
COGS %				45.0%				45.0%	
COGS	1,027,441,407	4,701,829,130	15.28%	5,401,293,517	11.12%	5,188,579,115	11.34%	5,291,323,256	1.58%
COGS % Override				45.0%				45.0%	
Gross Margin %				10.0%				10.0%	
Gross Margin	2,175,602,189	2,491,545,417	14.52%	2,010,751,888	11.95%	1,728,526,372	11.44%	1,763,774,618	1.58%
Gross Margin % Override				10.0%				10.0%	
Shrinkage %				5.0%				5.0%	
Shrinkage	593,832,914	495,389,083	11.85%	683,844,426	22.27%	576,508,791	11.34%	587,924,086	1.58%
Shrinkage % Override				5.0%				5.0%	
Supply Chain Costs %				3.17%				3.17%	
Supply Chain Costs	1,027,441,407	1,162,721,194	13.17%	192,862,281	12.61%	187,112,387	11.34%	182,894,723	1.58%
Supply Chain Costs % Override				3.17%				3.17%	
Distribution %				2.00%				2.00%	
Distribution	313,728,704	683,844,426	7.76%	683,844,426	18.08%	576,508,791	11.34%	587,924,086	1.58%
Distribution % Override				2.00%				2.00%	
Delivery %				18.56%				18.56%	
Delivery	313,728,704	683,844,426	18.56%	243,417,774	18.88%	238,603,516	11.34%	239,169,322	1.58%

BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

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

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Expense 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	11,416,816,000	11,072,526,100	(3.00%)	12,102,000,700	10.00%	11,530,170,000	(5.34%)	11,750,496,200	1.90%
>Returns	627,000,000	498,200,000	(20.84%)	574,471,000	55.50%	1,152,007,500	10.33%	1,175,040,012	1.98%
>Returns %	5.5%	4.5%		4.8%	10.0%	10.0%	10.0%	10.0%	10.0%
>Returns % 2 Weeks					0.0%				
Markdowns	1,400,001,732	1,430,500,574	2.17%	1,027,721,300	25.00%	1,720,520,372	(5.34%)	1,703,774,410	1.00%
Markdowns %	12.3%	13.0%	5.33%	8.5%	15.34%	15.0%	15.0%	15.0%	15.0%
Markdown A	975,212,127	941,250,401	(3.48%)	1,210,000,010	25.41%	1,152,007,500	(5.34%)	1,175,040,012	1.98%
Markdown A %	8.5%	8.5%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Markdown A % 2 Weeks					0.0%				
Markdown B	423,889,595	489,250,173	14.37%	807,844,420	22.27%	570,500,791	(5.34%)	527,734,398	(7.38%)
Markdown B %	3.7%	4.5%	14.37%	6.6%	6.6%	6.6%	6.6%	6.6%	6.6%
Markdown B % 2 Weeks					0.0%				
Promotions	2,166,450,000	1,887,500,000	(13.00%)	1,027,721,300	(2.54%)	1,720,520,372	(5.34%)	1,703,774,410	1.00%
Promotions %	19.1%	17.0%	(11.00%)	8.5%	(11.34%)	15.0%	15.0%	15.0%	15.0%
Promotions A	1,027,441,400	996,610,167	(3.00%)	1,210,000,010	22.27%	1,152,007,500	(5.34%)	1,175,040,012	1.98%
Promotions A %	9.0%	9.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Promotions A % 2 Weeks					0.0%				
Promotions B	1,139,008,600	890,889,833	(21.17%)	807,844,420	(11.25%)	570,500,791	(5.34%)	527,734,398	(7.38%)
Promotions B %	10.1%	8.0%		6.6%	6.6%	6.6%	6.6%	6.6%	6.6%
Promotions B % 2 Weeks					0.0%				
Net Sales	7,190,004,000	7,253,105,500	0.76%	7,752,100,000	4.17%	6,910,100,400	(11.41%)	7,000,000,000	1.44%
Net Sales %	62.1%	65.5%	3.87%	64.0%	56.40%	60.0%	60.0%	60.0%	60.0%
COGS	5,023,040,000	4,761,620,100	(5.20%)	4,401,200,000	(15.12%)	5,100,570,115	(5.34%)	5,200,000,000	1.98%
COGS %	44.0%	43.0%		36.4%	45.0%	45.0%	45.0%	45.0%	45.0%
COGS % 2 Weeks					0.0%				
Gross Margin	2,170,000,000	2,491,500,000	14.80%	3,070,750,000	(16.80%)	1,720,520,372	(14.80%)	1,703,774,410	1.00%
Gross Margin %	19.1%	22.5%	16.80%	25.0%	13.33%	15.0%	15.0%	15.0%	15.0%
Shrinkage	500,000,000	498,200,000	(0.36%)	600,000,000	22.27%	570,500,791	(5.34%)	567,500,000	1.00%
Shrinkage %	4.4%	4.5%		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Shrinkage % 2 Weeks					0.0%				
Supply Chain Costs	1,007,441,400	1,362,721,100	35.37%	852,000,000	(16.47%)	807,100,000	(6.34%)	823,000,000	1.98%
Supply Chain Costs %	8.8%	12.3%	35.37%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Supply Chain Costs % 2 Weeks					0.0%				
Distribution	913,720,700	903,070,700	(1.16%)	800,000,000	(10.00%)	570,500,791	(5.34%)	567,500,000	1.00%
Distribution %	8.0%	8.0%		6.6%	6.6%	6.6%	6.6%	6.6%	6.6%
Distribution % 2 Weeks					0.0%				
Deliver	913,720,700	900,000,000	(1.50%)	743,000,000	(18.80%)	290,000,000	(5.34%)	290,000,000	1.00%

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

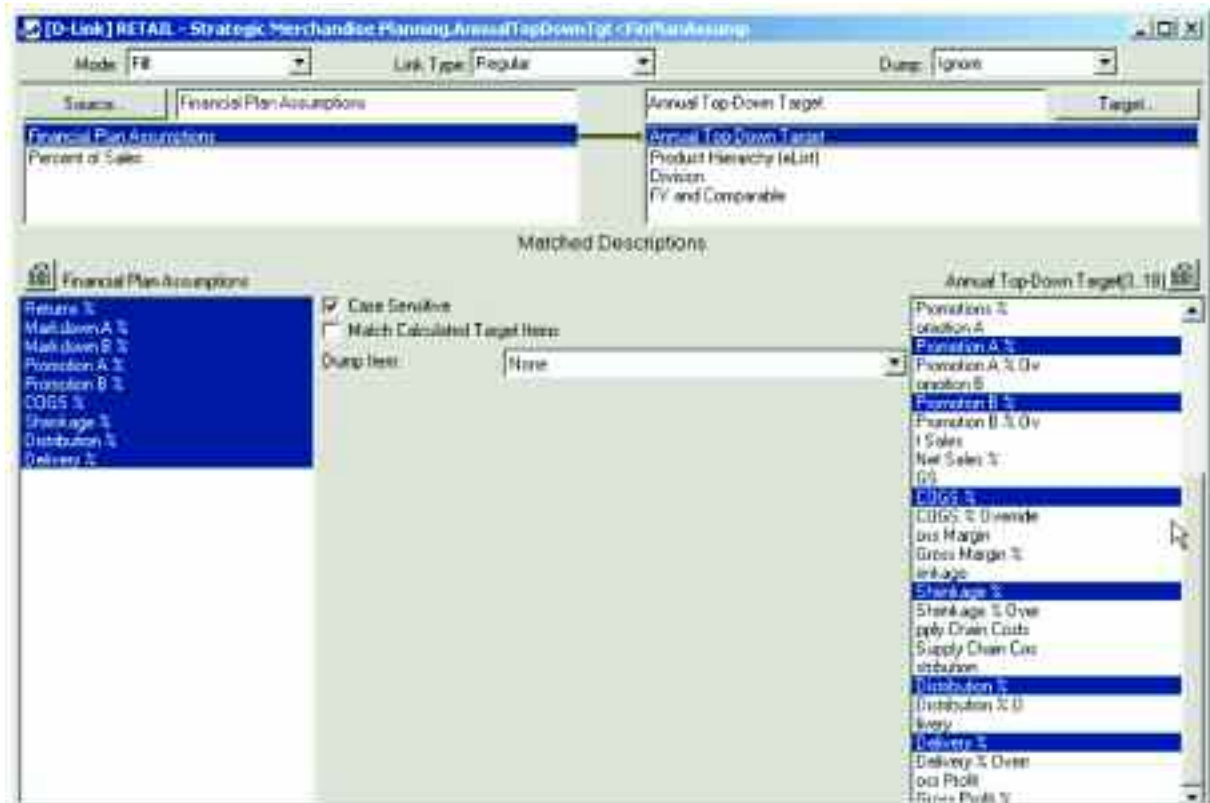
Annual Top-Down Target | Top-Down Financial Plan

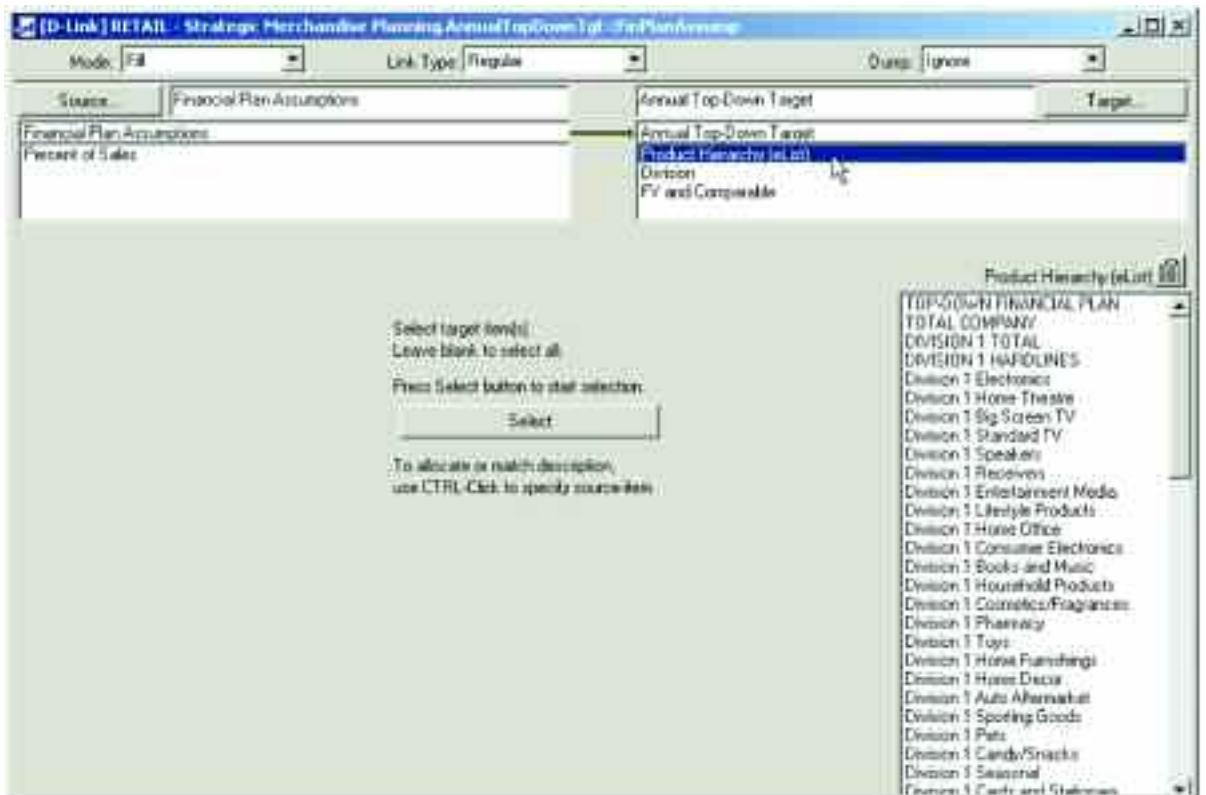
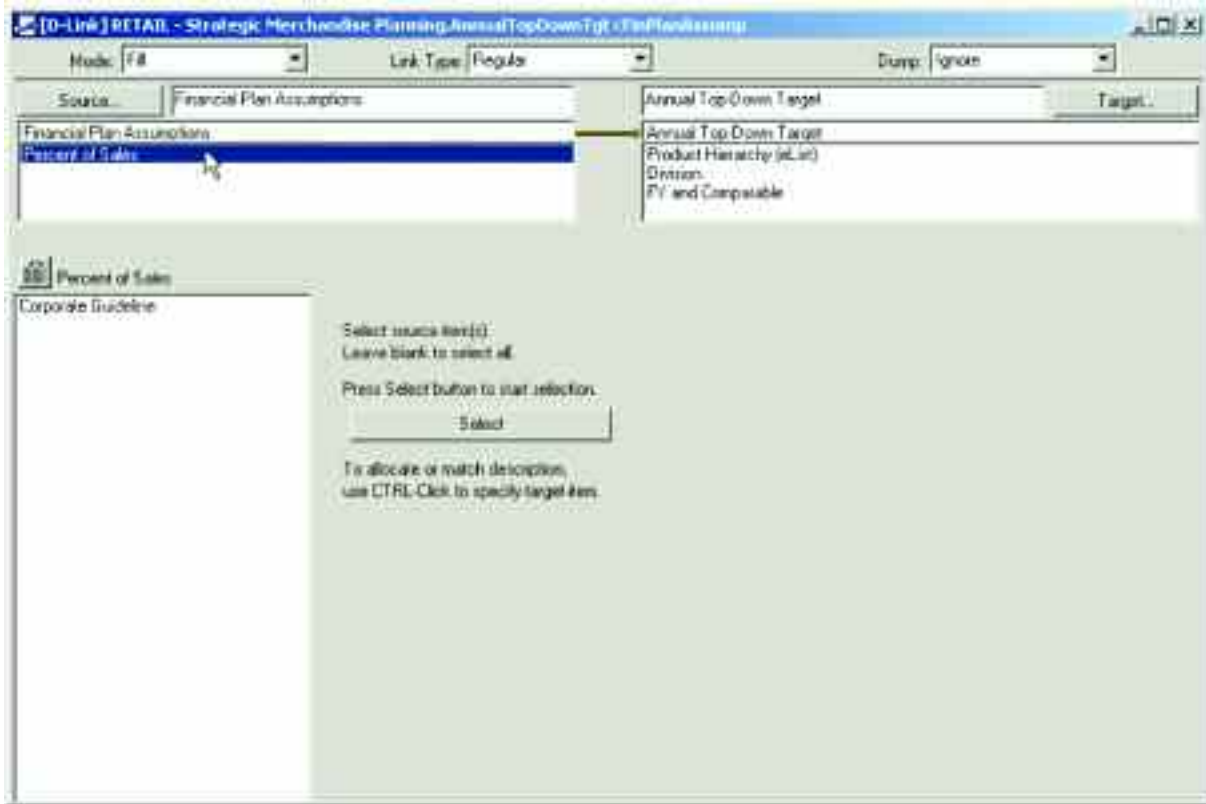
TOP-DOWN FINANCIAL PLAN | Expense 1

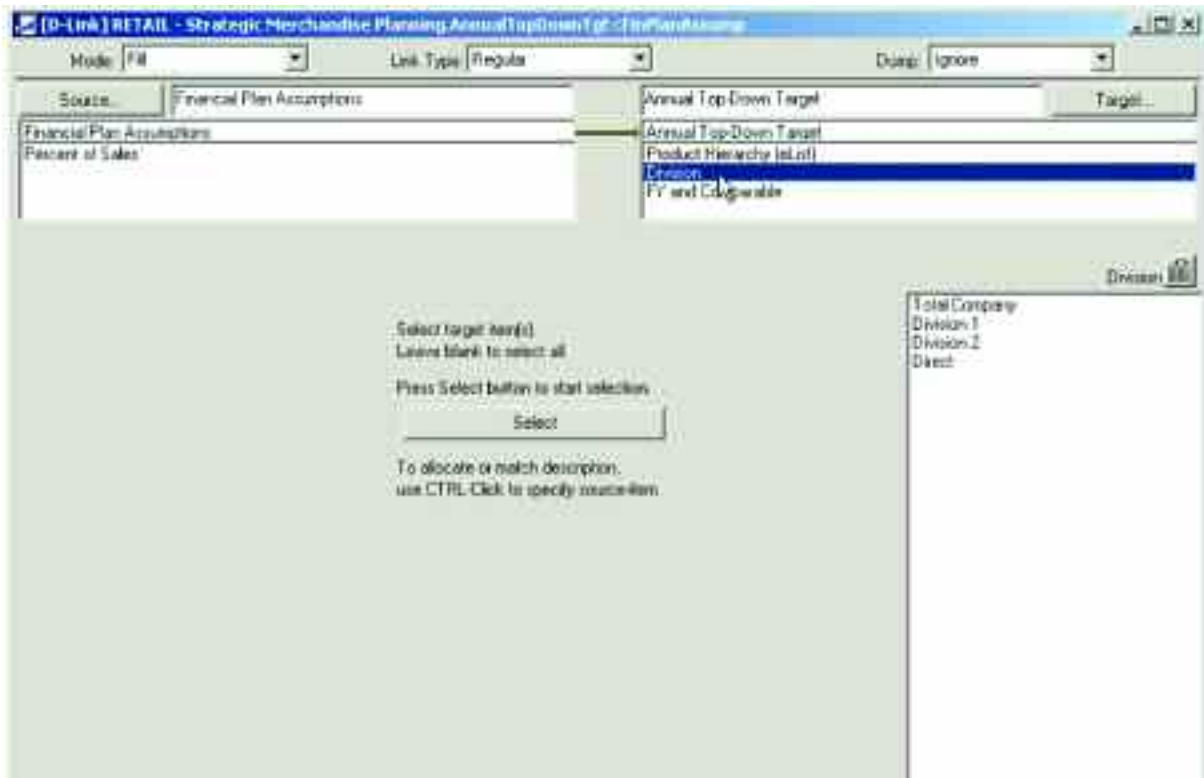
	Actual PY-1	Actual PY	Comp PY	Target CY	Comp CY	Target CY+1	Comp CY+1	Target CY+2	Comp CY+2
Gross Sales	11,416,816,000	11,072,526,100	(3.00%)	12,102,000,700	10.00%	11,530,170,000	(5.34%)	11,750,496,200	1.90%
>Returns	627,000,000	498,200,000	(20.84%)	574,471,000	55.50%	1,152,007,500	10.33%	1,175,040,012	1.98%
>Returns %	5.5%	4.5%		4.8%	10.0%	10.0%	10.0%	10.0%	10.0%
>Returns % 2 Weeks					0.0%				
Markdowns	1,400,001,732	1,430,500,574	2.17%	2,870,751,000	43.84%	1,720,520,372	(14.80%)	1,703,774,410	1.00%
Markdowns %	12.3%	13.0%	5.33%	23.7%	30.77%	15.0%	15.0%	15.0%	15.0%
Markdown A	975,212,127	941,250,401	(3.48%)	1,401,700,044	29%	1,152,007,500	(21.72%)	1,175,040,012	1.98%
Markdown A %	8.5%	8.5%		11.5%	10.0%	10.0%	10.0%	10.0%	10.0%
Markdown A % 2 Weeks					0.0%				
Markdown B	423,889,595	489,250,173	14.97%	807,844,420	22.27%	570,500,791	(5.34%)	527,734,398	(7.38%)
Markdown B %	3.7%	4.5%	14.97%	6.6%	6.6%	6.6%	6.6%	6.6%	6.6%
Markdown B % 2 Weeks					0.0%				
Promotions	2,166,450,000	1,887,500,000	(13.00%)	1,027,721,300	(2.54%)	1,720,520,372	(5.34%)	1,703,774,410	1.00%
Promotions %	19.1%	17.0%	(11.00%)	8.5%	(11.34%)	15.0%	15.0%	15.0%	15.0%
Promotions A	1,027,441,400	996,610,167	(3.00%)	1,210,000,010	22.27%	1,152,007,500	(5.34%)	1,175,040,012	1.98%
Promotions A %	9.0%	9.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Promotions A % 2 Weeks					0.0%				
Promotions B	1,139,008,600	890,889,833	(21.17%)	807,844,420	(11.25%)	570,500,791	(5.34%)	527,734,398	(7.38%)
Promotions B %	10.1%	8.0%		6.6%	6.6%	6.6%	6.6%	6.6%	6.6%
Promotions B % 2 Weeks					0.0%				
Net Sales	7,190,004,000	7,253,105,500	0.76%	7,380,520,000	0.76%	6,910,100,400	(5.34%)	7,000,000,000	1.44%
Net Sales %	62.1%	65.5%	3.87%	60.9%	60.40%	60.0%	60.0%	60.0%	60.0%
COGS	5,023,040,000	4,761,620,100	(5.20%)	4,401,200,000	(15.12%)	5,100,570,115	(5.34%)	5,200,000,000	1.98%
COGS %	44.0%	43.0%		36.4%	45.0%	45.0%	45.0%	45.0%	45.0%
COGS % 2 Weeks					0.0%				
Gross Margin	2,170,000,000	2,491,500,000	14.80%	3,070,750,000	(16.80%)	1,720,520,372	(14.80%)	1,703,774,410	1.00%
Gross Margin %	19.1%	22.5%	16.80%	25.0%	13.33%	15.0%	15.0%	15.0%	15.0%
Shrinkage	500,000,000	498,200,000	(0.36%)	600,000,000	22.27%	570,500,791	(5.34%)	567,500,000	1.00%
Shrinkage %	4.4%	4.5%		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Shrinkage % 2 Weeks					0.0%				
Supply Chain Costs	1,007,441,400	1,362,721,100	35.37%	852,000,000	(16.47%)	807,100,000	(6.34%)	823,000,000	1.98%
Supply Chain Costs %	8.8%	12.3%	35.37%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Supply Chain Costs % 2 Weeks					0.0%				
Distribution	913,720,700	903,070,700	(1.16%)	800,000,000	(10.00%)	570,500,791	(5.34%)	567,500,000	1.00%
Distribution %	8.0%	8.0%		6.6%	6.6%	6.6%	6.6%	6.6%	6.6%
Distribution % 2 Weeks					0.0%				
Deliver	913,720,700	900,000,000	(1.50%)	743,000,000	(18.80%)	290,000,000	(5.34%)	290,000,000	1.00%

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:

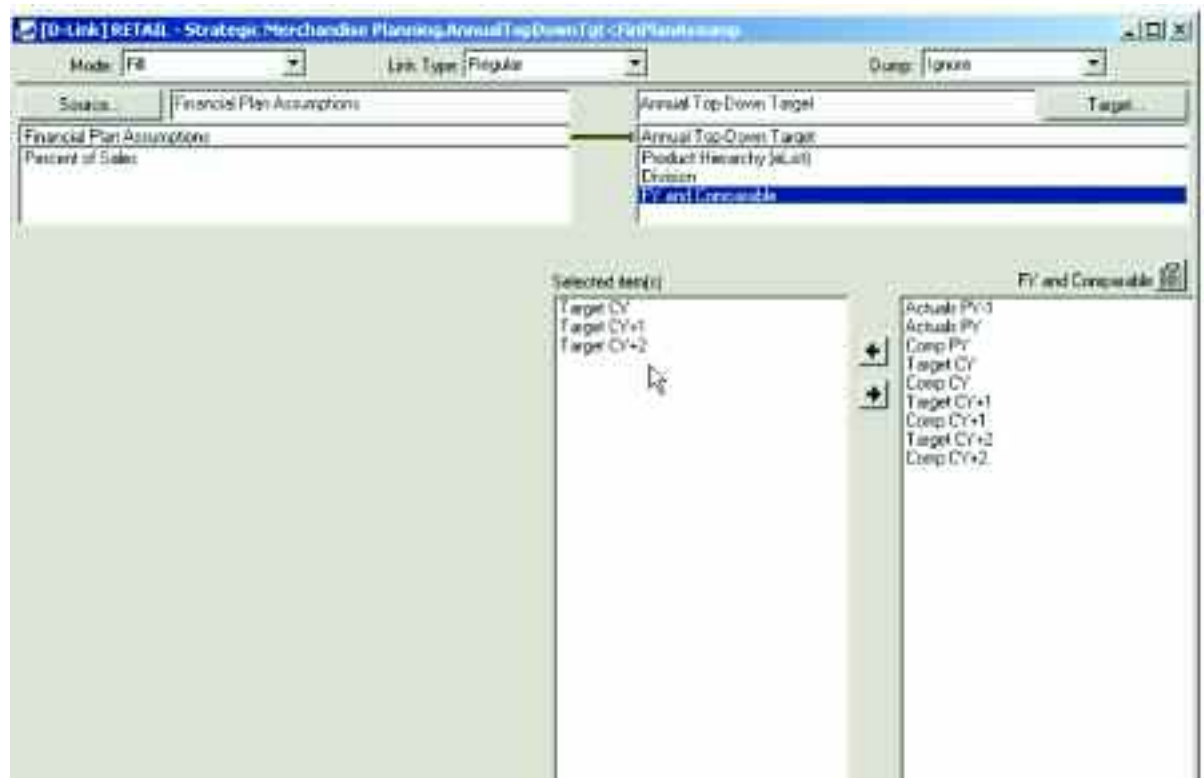
The Financial Plan Assumptions d-list is linked to the Annual Top-Down Target d-list. The Cut Sub-Column setting is used on the source side of the link for spaces three through eighteen to allow for a Matched Description between the two d-lists as the Annual Top-Down Target d-list has some preceding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



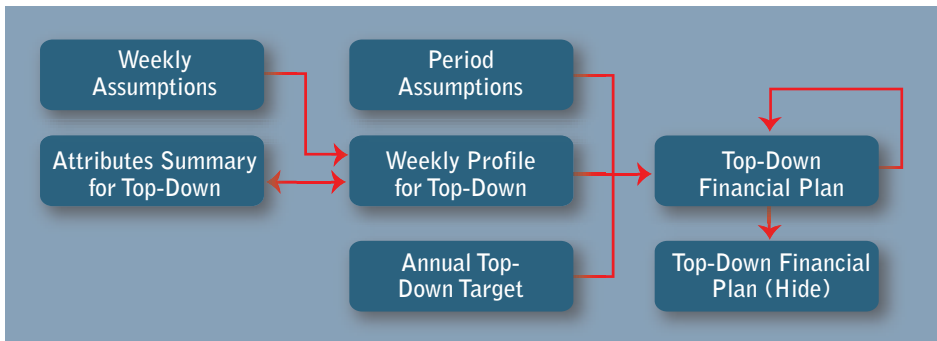




The assumptions data is linked only into the views for Current Year, Current Year + 1 and Current Year + 2 as prior year actuals should not be impacted.



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 - CF	Per 2 - CF	Per 3 - CF	Per 4 - CF	Per 5 - CF	Per 6 - CF	LY Supply Actual	Per 7 - CF	Per 8 - CF
Grand Sales	1,200,932,500	1,095,031,049	1,094,230,021	1,107,230,679	1,042,509,141	614,983,362	6,625,474,755	100,567,498	1,005,0
Returns	181,549,044	95,000,000	96,744,715	101,080,621	76,904,209	53,220,542	625,474,755	101,540,044	95,0
Returns %	15.1%	8.7%	8.9%	9.2%	7.3%	8.7%	7.9%	10.1%	9.5%
Markdowns	185,977,163	189,977,163	189,977,163	189,977,163	189,977,163	142,482,572	1,052,368,689	189,977,163	189,9
Markdowns %	15.5%	17.4%	17.4%	17.4%	18.2%	13.8%	23.2%	19.5%	19.5%
Markdowns A	134,101,527	134,101,527	134,101,527	134,101,527	134,101,527	100,576,945	771,060,786	134,101,527	134,1
Markdowns A %	11.2%	12.3%	12.3%	12.3%	12.9%	10.4%	11.6%	11.7%	11.7%
Markdowns B	51,875,636	55,875,636	55,875,636	55,875,636	55,875,636	41,905,627	321,307,903	55,875,636	55,8
Markdowns B %	4.3%	5.1%	5.1%	5.1%	5.4%	6.8%	4.9%	4.9%	4.9%
Promotions	167,626,909	167,626,909	167,626,909	167,626,909	167,626,909	170,720,180	963,054,725	167,626,909	167,6
Promotions %	13.9%	15.2%	15.2%	15.2%	16.1%	16.4%	14.5%	16.1%	16.1%
Promotion A	111,761,273	111,761,273	111,761,273	111,761,273	111,761,273	63,813,454	642,048,817	111,761,273	111,7
Promotion A %	9.3%	10.2%	10.2%	10.2%	10.7%	10.4%	9.7%	10.1%	10.1%
Promotion B	55,875,636	55,875,636	55,875,636	55,875,636	55,875,636	41,905,627	321,005,908	55,875,636	55,8
Promotion B %	4.6%	5.1%	5.1%	5.1%	5.4%	6.8%	4.9%	4.9%	4.9%
Net Sales	1,019,383,456	1,000,031,049	1,000,031,049	1,006,150,058	965,604,932	581,762,819	4,045,336,565	100,027,454	1,000,
Net Sales %	84.9%	91.5%	91.5%	91.5%	92.3%	94.6%	61.2%	99.5%	99.5%
EDOC	620,933,405	415,024,052	415,024,052	443,269,227	446,517,340	371,650,385	2,527,267,242	620,933,405	415,0
COGS %	61.5%	38.2%	38.2%	40.0%	46.0%	63.8%	62.3%	61.7%	61.7%
Gross Margin	389,450,051	685,007,000	685,007,000	662,880,831	599,090,000	280,000,000	1,124,000,000	389,450,051	685,0
Gross Margin %	31.9%	62.3%	62.3%	60.0%	56.7%	27.1%	17.0%	38.9%	68.5%
Shrinkage	55,875,636	55,875,636	55,875,636	55,875,636	55,875,636	41,905,627	321,307,903	55,875,636	55,8
Shrinkage %	4.6%	5.1%	5.1%	5.1%	5.4%	6.8%	4.9%	4.9%	4.9%
Supply Chain Costs	95,031,743	83,103,074	83,103,074	83,103,074	83,103,074	67,017,130	463,052,374	95,031,743	83,1
Supply Chain Costs %	7.8%	7.6%	7.6%	7.6%	7.9%	6.4%	7.5%	9.3%	8.0%
Distribution	67,203,001	60,441,000	60,441,000	60,441,000	60,441,000	45,000,000	305,000,000	67,203,001	60,4
Distribution %	5.6%	5.5%	5.5%	5.5%	5.8%	4.7%	5.5%	7.0%	5.5%
Delivery	27,828,742	22,662,074	22,662,074	22,662,074	22,662,074	12,017,130	158,052,374	27,828,742	22,6
Delivery %	2.3%	2.1%	2.1%	2.1%	2.2%	1.5%	2.0%	2.9%	2.3%
Gross Profit	760,952,917	684,957,977	684,957,977	662,880,831	599,090,000	280,000,000	3,022,068,323	760,952,917	684,
Gross Profit %	63.4%	62.5%	62.5%	60.5%	56.5%	26.1%	74.7%	76.0%	68.5%

BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

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

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 4-CY	CY Spring Total	Per 7-CY	Per 8-CY
Gross Sales	1,388,937,438	1,888,831,645	1,628,831,645	1,628,831,645	1,628,831,645	1,628,831,645	6,427,679,142	1,388,937,438	1,888,831,645
Returns	101,541,644	95,888,058	95,888,058	95,888,058	95,888,058	95,888,058	379,552,823	101,541,644	95,888,058
Returns %	7.3%	5.1%	5.9%	5.9%	5.9%	5.9%	5.9%	7.3%	5.1%
Net Sales	1,287,395,794	1,792,943,587	1,532,943,587	1,532,943,587	1,532,943,587	1,532,943,587	6,048,126,319	1,287,395,794	1,792,943,587
Net Sales %	92.6%	94.9%	94.1%	94.1%	94.1%	94.1%	94.1%	92.6%	94.9%
Net Sales A	1,287,395,794	1,792,943,587	1,532,943,587	1,532,943,587	1,532,943,587	1,532,943,587	6,048,126,319	1,287,395,794	1,792,943,587
Net Sales A %	100%	100%	100%	100%	100%	100%	100%	100%	100%
Net Sales B	0	0	0	0	0	0	0	0	0
Net Sales B %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales C	0	0	0	0	0	0	0	0	0
Net Sales C %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales D	0	0	0	0	0	0	0	0	0
Net Sales D %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales E	0	0	0	0	0	0	0	0	0
Net Sales E %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales F	0	0	0	0	0	0	0	0	0
Net Sales F %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales G	0	0	0	0	0	0	0	0	0
Net Sales G %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales H	0	0	0	0	0	0	0	0	0
Net Sales H %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales I	0	0	0	0	0	0	0	0	0
Net Sales I %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales J	0	0	0	0	0	0	0	0	0
Net Sales J %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales K	0	0	0	0	0	0	0	0	0
Net Sales K %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales L	0	0	0	0	0	0	0	0	0
Net Sales L %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales M	0	0	0	0	0	0	0	0	0
Net Sales M %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales N	0	0	0	0	0	0	0	0	0
Net Sales N %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales O	0	0	0	0	0	0	0	0	0
Net Sales O %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales P	0	0	0	0	0	0	0	0	0
Net Sales P %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales Q	0	0	0	0	0	0	0	0	0
Net Sales Q %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales R	0	0	0	0	0	0	0	0	0
Net Sales R %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales S	0	0	0	0	0	0	0	0	0
Net Sales S %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales T	0	0	0	0	0	0	0	0	0
Net Sales T %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales U	0	0	0	0	0	0	0	0	0
Net Sales U %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales V	0	0	0	0	0	0	0	0	0
Net Sales V %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales W	0	0	0	0	0	0	0	0	0
Net Sales W %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales X	0	0	0	0	0	0	0	0	0
Net Sales X %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales Y	0	0	0	0	0	0	0	0	0
Net Sales Y %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales Z	0	0	0	0	0	0	0	0	0
Net Sales Z %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AA	0	0	0	0	0	0	0	0	0
Net Sales AA %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AB	0	0	0	0	0	0	0	0	0
Net Sales AB %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AC	0	0	0	0	0	0	0	0	0
Net Sales AC %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AD	0	0	0	0	0	0	0	0	0
Net Sales AD %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AE	0	0	0	0	0	0	0	0	0
Net Sales AE %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AF	0	0	0	0	0	0	0	0	0
Net Sales AF %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AG	0	0	0	0	0	0	0	0	0
Net Sales AG %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AH	0	0	0	0	0	0	0	0	0
Net Sales AH %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AI	0	0	0	0	0	0	0	0	0
Net Sales AI %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AJ	0	0	0	0	0	0	0	0	0
Net Sales AJ %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AK	0	0	0	0	0	0	0	0	0
Net Sales AK %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AL	0	0	0	0	0	0	0	0	0
Net Sales AL %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AM	0	0	0	0	0	0	0	0	0
Net Sales AM %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AN	0	0	0	0	0	0	0	0	0
Net Sales AN %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AO	0	0	0	0	0	0	0	0	0
Net Sales AO %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AP	0	0	0	0	0	0	0	0	0
Net Sales AP %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AQ	0	0	0	0	0	0	0	0	0
Net Sales AQ %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AR	0	0	0	0	0	0	0	0	0
Net Sales AR %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AS	0	0	0	0	0	0	0	0	0
Net Sales AS %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AT	0	0	0	0	0	0	0	0	0
Net Sales AT %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AU	0	0	0	0	0	0	0	0	0
Net Sales AU %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AV	0	0	0	0	0	0	0	0	0
Net Sales AV %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AV	0	0	0	0	0	0	0	0	0
Net Sales AV %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AW	0	0	0	0	0	0	0	0	0
Net Sales AW %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AX	0	0	0	0	0	0	0	0	0
Net Sales AX %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AY	0	0	0	0	0	0	0	0	0
Net Sales AY %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales AZ	0	0	0	0	0	0	0	0	0
Net Sales AZ %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BA	0	0	0	0	0	0	0	0	0
Net Sales BA %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BB	0	0	0	0	0	0	0	0	0
Net Sales BB %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BC	0	0	0	0	0	0	0	0	0
Net Sales BC %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BD	0	0	0	0	0	0	0	0	0
Net Sales BD %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BE	0	0	0	0	0	0	0	0	0
Net Sales BE %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BF	0	0	0	0	0	0	0	0	0
Net Sales BF %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BG	0	0	0	0	0	0	0	0	0
Net Sales BG %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BH	0	0	0	0	0	0	0	0	0
Net Sales BH %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BI	0	0	0	0	0	0	0	0	0
Net Sales BI %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BJ	0	0	0	0	0	0	0	0	0
Net Sales BJ %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BK	0	0	0	0	0	0	0	0	0
Net Sales BK %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BL	0	0	0	0	0	0	0	0	0
Net Sales BL %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BM	0	0	0	0	0	0	0	0	0
Net Sales BM %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BN	0	0	0	0	0	0	0	0	0
Net Sales BN %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BO	0	0	0	0	0	0	0	0	0
Net Sales BO %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BP	0	0	0	0	0	0	0	0	0
Net Sales BP %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BQ	0	0	0	0	0	0	0	0	0
Net Sales BQ %	0%	0%	0%	0%	0%	0%	0%	0%	0%
Net Sales BR	0	0	0	0	0	0	0	0	0
Net Sales BR %	0%	0%	0%	0%					

BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

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

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | (Week 1) | Fiscal Years | Current Forecast

	Fiscal 1-CY	Fiscal 2-CY	Fiscal 3-CY	Fiscal 4-CY	Fiscal 5-CY	Fiscal 6-CY	Fiscal 7-CY	Fiscal 8-CY	Fiscal 9-CY	Fiscal 10-CY
Gross Sales	75,961,452	85,329,599	82,536,441	75,961,542	84,163,008	83,854,476	84,884,606	75,961,452	85,329,598	85,957,943
>Returns	7,625,293	4,751,897	4,751,897	3,232,291	3,332,853	3,133,025	26,138,349	7,625,293	4,751,897	591,347
>Returns %	10.0%	5.6%	5.8%	4.3%	3.9%	3.7%	31.0%	10.0%	5.6%	0.7%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,029,470	15,085,267	2,713,959	2,713,959	2,029,470
Markdowns %	3.6%	3.2%	3.3%	3.6%	3.2%	2.4%	17.7%	3.6%	3.2%	2.3%
Markdown A	1,019,736	1,019,736	1,019,736	1,019,736	1,019,736	1,426,802	11,019,463	1,019,736	1,019,736	1,426,802
Markdown A %	1.3%	1.2%	1.2%	1.3%	1.2%	1.7%	13.0%	1.3%	1.2%	1.6%
Markdown B	798,223	798,223	798,223	798,223	798,223	602,668	4,065,804	798,223	798,223	602,668
Markdown B %	1.0%	0.9%	1.0%	1.0%	1.0%	0.7%	4.8%	1.0%	0.9%	0.7%
Promotions	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,760,201	2,394,670	2,394,670	1,796,003
Promotions %	3.1%	2.8%	2.9%	3.1%	2.8%	2.1%	16.1%	3.1%	2.8%	2.0%
Promotion A	1,526,447	1,526,447	1,526,447	1,526,447	1,526,447	1,107,325	8,173,562	1,526,447	1,526,447	1,107,325
Promotion A %	2.0%	1.8%	1.8%	2.0%	1.8%	1.3%	9.6%	2.0%	1.8%	1.3%
Promotion B	798,223	798,223	798,223	798,223	798,223	688,678	5,586,639	798,223	798,223	688,678
Promotion B %	1.0%	0.9%	1.0%	1.0%	1.0%	0.8%	6.6%	1.0%	0.9%	0.8%
Net Sales	64,167,329	45,468,071	54,385,475	67,989,022	45,727,819	26,885,319	304,897,041	64,167,329	45,468,071	31,075,024
Net Sales %	84.5%	53.3%	65.9%	90.0%	60.3%	32.0%	358.3%	84.5%	53.3%	35.9%
COGS	20,917,102	23,124,565	18,144,629	36,849,867	31,866,218	26,788,629	167,088,950	20,917,102	23,124,565	12,702,108
COGS %	32.8%	50.8%	33.0%	47.2%	69.7%	73.1%	53.3%	32.8%	50.8%	40.9%
Gross Margin	35,070,358	22,343,186	36,160,805	31,659,155	11,861,399	101,208	136,798,091	35,070,358	22,343,186	18,372,886
Gross Margin %	46.2%	26.2%	43.8%	41.7%	13.9%	0.1%	161.0%	46.2%	26.2%	59.1%
Shrinkage	798,223	798,223	798,223	798,223	798,223	599,648	4,989,784	798,223	798,223	599,648
Shrinkage %	1.0%	0.9%	1.0%	1.0%	1.0%	0.7%	5.9%	1.0%	0.9%	0.7%
Supply Chain Costs	7,547,850	5,448,190	4,474,375	3,630,177	2,034,905	2,298,001	25,433,381	7,547,850	5,448,190	781,112
Supply Chain Costs %	10.1%	6.3%	5.4%	4.8%	2.4%	2.8%	29.9%	10.1%	6.3%	2.5%
Distribution	5,183,186	3,467,024	2,944,114	2,332,549	987,628	1,503,577	16,389,079	5,183,186	3,467,024	407,788
Distribution %	6.8%	4.0%	3.6%	3.1%	1.2%	1.7%	19.3%	6.8%	4.0%	1.3%
Delivery	2,364,664	2,040,565	1,530,261	1,300,228	1,127,337	794,424	9,044,302	2,364,664	2,040,565	293,324
Delivery %	3.1%	2.4%	1.8%	1.7%	1.3%	0.9%	10.7%	3.1%	2.4%	0.9%
Gross Profit	26,924,484	16,096,803	38,810,846	26,625,324	9,825,209	12,795,409	198,798,091	26,924,484	16,096,803	16,992,387
Gross Profit %	35.6%	18.9%	47.0%	38.0%	21.5%	47.8%	64.5%	35.6%	18.9%	54.7%

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

Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | (Week 1) | Fiscal Years | Current Forecast

	Fiscal 1-CY	Fiscal 2-CY	Fiscal 3-CY	Fiscal 4-CY	Fiscal 5-CY	Fiscal 6-CY	Fiscal 7-CY	Fiscal 8-CY	Fiscal 9-CY	Fiscal 10-CY
Gross Sales	75,961,452	85,329,599	82,536,441	75,961,542	84,163,008	83,854,476	84,884,606	75,961,452	85,329,598	85,957,943
Returns	7,625,293	4,751,897	4,751,897	3,232,291	3,332,853	3,133,025	26,138,349	7,625,293	4,751,897	591,347
Returns %	10.0%	5.6%	5.8%	4.3%	3.9%	3.7%	31.0%	10.0%	5.6%	0.7%
Markdowns	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,029,470	15,085,267	2,713,959	2,713,959	2,029,470
Markdowns %	3.6%	3.2%	3.3%	3.6%	3.2%	2.4%	17.7%	3.6%	3.2%	2.3%
Markdown A	1,019,736	1,019,736	1,019,736	1,019,736	1,019,736	1,426,802	11,019,463	1,019,736	1,019,736	1,426,802
Markdown A %	1.3%	1.2%	1.2%	1.3%	1.2%	1.7%	13.0%	1.3%	1.2%	1.6%
Markdown B	798,223	798,223	798,223	798,223	798,223	602,668	4,065,804	798,223	798,223	602,668
Markdown B %	1.0%	0.9%	1.0%	1.0%	1.0%	0.7%	4.8%	1.0%	0.9%	0.7%
Promotions	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,760,201	2,394,670	2,394,670	1,796,003
Promotions %	3.1%	2.8%	2.9%	3.1%	2.8%	2.1%	16.1%	3.1%	2.8%	2.0%
Promotion A	1,526,447	1,526,447	1,526,447	1,526,447	1,526,447	1,107,325	8,173,562	1,526,447	1,526,447	1,107,325
Promotion A %	2.0%	1.8%	1.8%	2.0%	1.8%	1.3%	9.6%	2.0%	1.8%	1.3%
Promotion B	798,223	798,223	798,223	798,223	798,223	688,678	5,586,639	798,223	798,223	688,678
Promotion B %	1.0%	0.9%	1.0%	1.0%	1.0%	0.8%	6.6%	1.0%	0.9%	0.8%
Net Sales	64,167,329	45,468,071	54,385,475	67,989,022	45,727,819	26,885,319	304,897,041	64,167,329	45,468,071	31,075,024
Net Sales %	84.5%	53.3%	65.9%	90.0%	60.3%	32.0%	358.3%	84.5%	53.3%	35.9%
COGS	20,917,102	23,124,565	18,144,629	36,849,867	31,866,218	26,788,629	167,088,950	20,917,102	23,124,565	12,702,108
COGS %	32.8%	50.8%	33.0%	47.2%	69.7%	73.1%	53.3%	32.8%	50.8%	40.9%
Gross Margin	35,070,358	22,343,186	36,160,805	31,659,155	11,861,399	101,208	136,798,091	35,070,358	22,343,186	18,372,886
Gross Margin %	46.2%	26.2%	43.8%	41.7%	13.9%	0.1%	161.0%	46.2%	26.2%	59.1%
Shrinkage	798,223	798,223	798,223	798,223	798,223	599,648	4,989,784	798,223	798,223	599,648
Shrinkage %	1.0%	0.9%	1.0%	1.0%	1.0%	0.7%	5.9%	1.0%	0.9%	0.7%
Supply Chain Costs	7,547,850	5,448,190	4,474,375	3,630,177	2,034,905	2,298,001	25,433,381	7,547,850	5,448,190	781,112
Supply Chain Costs %	10.1%	6.3%	5.4%	4.8%	2.4%	2.8%	29.9%	10.1%	6.3%	2.5%
Distribution	5,183,186	3,467,024	2,944,114	2,332,549	987,628	1,503,577	16,389,079	5,183,186	3,467,024	407,788
Distribution %	6.8%	4.0%	3.6%	3.1%	1.2%	1.7%	19.3%	6.8%	4.0%	1.3%
Delivery	2,364,664	2,040,565	1,530,261	1,300,228	1,127,337	794,424	9,044,302	2,364,664	2,040,565	293,324
Delivery %	3.1%	2.4%	1.8%	1.7%	1.3%	0.9%	10.7%	3.1%	2.4%	0.9%
Gross Profit	26,924,484	16,096,803	38,810,846	26,625,324	9,825,209	12,795,409	198,798,091	26,924,484	16,096,803	16,992,387
Gross Profit %	35.6%	18.9%	47.0%	38.0%	21.5%	47.8%	64.5%	35.6%	18.9%	54.7%

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Annual Top-Down Target Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN Previous Forecast

	Per 1-Q	Per 2-Q	Per 3-Q	Per 4-Q	Per 5-Q	Per 6-Q	Current Forecast	Y	Per 1-Q	Per 2-Q
Gross Sales	70,263,452	65,320,598	62,525,441	76,350,542	54,109,898	33,891	Post Forecast	452	65,320,598	26,057,843
Returns	7,605,203	4,751,037	4,030,800	3,932,298	3,332,853	3,113	Variance to Prior Forecast	263	4,751,037	551,347
Returns %	10.8%	7.3%	6.4%	5.1%	6.2%	9.2%	Prior Year Actuals	1.0%	7.3%	2.7%
Markdowns	2,713,259	2,713,259	2,713,259	2,713,259	2,713,259	2,021	Variance to Prior Year Actuals	369	2,713,259	2,035,470
Markdowns %	3.9%	4.2%	4.3%	3.5%	5.0%	6.0%	Current Year Actuals	1.5%	4.3%	5.7%
Markdowns 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
Markdowns A %	2.7%	2.9%	3.0%	2.5%	3.5%	4.2%	1.3%	2.9%	2.9%	4.0%
Markdowns B	798,223	798,223	798,223	798,223	798,223	598,668	4,589,794	798,223	798,223	598,668
Markdowns B %	1.1%	1.2%	1.3%	1.0%	1.5%	1.8%	1.3%	1.2%	1.4%	1.7%
Promotions	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,763,352	2,394,670	2,394,670	1,796,003
Promotions %	3.4%	3.7%	3.8%	3.1%	4.4%	5.3%	3.8%	3.7%	4.3%	5.0%
Promotions A	1,536,447	1,536,447	1,536,447	1,536,447	1,536,447	1,137,326	8,179,560	1,536,447	1,536,447	1,137,326
Promotions A %	2.2%	2.3%	2.5%	2.1%	2.9%	3.5%	2.5%	2.3%	2.9%	3.9%
Promotions B	798,223	798,223	798,223	798,223	798,223	598,668	4,589,794	798,223	798,223	598,668
Promotions B %	1.1%	1.2%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Net Sales	64,182,529	49,469,071	54,427,812	67,969,622	45,727,615	26,889,318	384,609,976	64,182,529	49,469,071	31,075,824
Net Sales %	91.4%	82.2%	89.7%	90.3%	84.4%	79.4%	91.4%	91.4%	82.2%	86.7%
COGS	28,917,102	23,124,965	18,144,631	16,849,897	13,866,218	26,788,859	167,698,950	28,917,102	23,124,965	12,702,838
COGS %	37.6%	41.8%	29.0%	22.1%	32.5%	75.1%	46.5%	37.6%	41.8%	35.4%
Gross Margin	35,279,368	22,343,106	36,283,172	31,059,735	11,861,398	101,260	136,911,026	35,279,368	22,343,106	18,372,986
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	4,589,794	798,223	798,223	598,668
Shrinkage %	1.1%	1.2%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Supply Chain Costs	7,547,858	5,448,198	4,474,379	3,636,177	2,034,985	2,298,861	25,428,363	7,547,858	5,448,198	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	5,103,108	3,407,024	2,944,114	2,332,949	507,620	1,523,377	16,368,679	5,103,108	3,407,024	402,700
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%	3.1%	2.4%	1.7%	2.1%	2.1%	2.5%	3.1%	3.7%	0.8%
Gross Profit	26,924,484	16,096,933	31,818,578	26,625,334	9,026,209	(2,795,488)	106,889,843	26,924,484	16,096,933	16,992,307
Gross Profit %	38.0%	25.1%	49.8%	34.6%	16.7%	(8.3%)	29.6%	38.0%	25.1%	47.4%

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Annual Top-Down Target Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN Previous Forecast

	Per 1-Q	Per 2-Q	Per 3-Q	Per 4-Q	Per 5-Q	Per 6-Q	Prior Year Actuals	Y	Per 1-Q	Per 2-Q
Gross Sales	70,263,452	65,320,598	62,525,441	76,350,542	54,109,898	33,891	Variance to Prior Year Actuals	452	65,320,598	26,057,843
Returns	7,605,203	4,751,037	4,030,800	3,932,298	3,332,853	3,113	Current Year Actuals	263	4,751,037	551,347
Returns %	10.8%	7.3%	6.4%	5.1%	6.2%	9.2%	Top-Down Forecast	1.0%	7.3%	2.7%
Markdowns	2,713,259	2,713,259	2,713,259	2,713,259	2,713,259	2,021	Adjustments	369	2,713,259	2,035,470
Markdowns %	3.9%	4.2%	4.3%	3.5%	5.0%	6.0%	Warning	1.5%	4.3%	5.7%
Markdowns 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
Markdowns A %	2.7%	2.9%	3.0%	2.5%	3.5%	4.2%	1.3%	2.9%	2.9%	4.0%
Markdowns B	798,223	798,223	798,223	798,223	798,223	598,668	4,589,794	798,223	798,223	598,668
Markdowns B %	1.1%	1.2%	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	13,763,352	2,394,670	2,394,670	1,796,003
Promotions %	3.4%	3.7%	3.8%	3.1%	4.4%	5.3%	3.8%	3.7%	4.3%	5.0%
Promotions A	1,536,447	1,536,447	1,536,447	1,536,447	1,536,447	1,137,326	8,179,560	1,536,447	1,536,447	1,137,326
Promotions A %	2.2%	2.3%	2.5%	2.1%	2.9%	3.5%	2.5%	2.3%	2.9%	3.9%
Promotions B	798,223	798,223	798,223	798,223	798,223	598,668	4,589,794	798,223	798,223	598,668
Promotions B %	1.1%	1.2%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Net Sales	64,182,529	49,469,071	54,427,812	67,969,622	45,727,615	26,889,318	384,609,976	64,182,529	49,469,071	31,075,824
Net Sales %	91.4%	82.2%	89.7%	90.3%	84.4%	79.4%	91.4%	91.4%	82.2%	86.7%
COGS	28,917,102	23,124,965	18,144,631	16,849,897	13,866,218	26,788,859	167,698,950	28,917,102	23,124,965	12,702,838
COGS %	37.6%	41.8%	29.0%	22.1%	32.5%	75.1%	46.5%	37.6%	41.8%	35.4%
Gross Margin	35,279,368	22,343,106	36,283,172	31,059,735	11,861,398	101,260	136,911,026	35,279,368	22,343,106	18,372,986
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	4,589,794	798,223	798,223	598,668
Shrinkage %	1.1%	1.2%	1.3%	1.0%	1.5%	1.8%	1.3%	1.0%	1.4%	1.7%
Supply Chain Costs	7,547,858	5,448,198	4,474,379	3,636,177	2,034,985	2,298,861	25,428,363	7,547,858	5,448,198	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	5,103,108	3,407,024	2,944,114	2,332,949	507,620	1,523,377	16,368,679	5,103,108	3,407,024	402,700
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	26,924,484	16,096,933	31,818,578	26,625,334	9,026,209	(2,795,488)	106,889,843	26,924,484	16,096,933	16,992,307
Gross Profit %	38.0%	25.1%	49.8%	34.6%	16.7%	(8.3%)	29.6%	38.0%	25.1%	47.4%

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Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Division 1 | Time Thru: | Top-Down Forecast

	Per 1-QY	Per 2-QY	Per 3-QY	Per 4-QY	Per 5-QY	Per 6-QY	QY Spring Total	Per 7-QY	Per 8-QY	Per 9-QY
Revenue	76,901,492	85,328,558	83,686,423	78,399,542	84,189,338	22,094,476	309,896,008	76,901,492	85,328,558	85,057,947
Revenue %	7,695,263	4,751,897	4,122,237	2,822,291	3,322,493	3,133,625	28,538,345	3,026,269	4,791,897	891,243
Retail %	10.0%	8.6%	6.5%	5.1%	6.2%	5.2%	7.5%	10.0%	8.6%	2.7%
Markdown %	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	15,685,247	2,713,959	2,713,959	2,105,470
Markdown % %	3.5%	4.3%	4.3%	3.5%	3.2%	3.2%	6.2%	3.2%	3.2%	2.4%
Markdown A %	1,315,736	1,315,736	1,315,736	1,315,736	1,315,736	1,315,736	8,105,463	1,315,736	1,315,736	1,430,982
Markdown A % %	1.7%	1.5%	1.6%	1.7%	1.5%	1.5%	2.6%	1.5%	1.5%	1.6%
Markdown B %	798,223	798,223	798,223	798,223	798,223	798,223	4,589,784	798,223	798,223	593,688
Markdown B % %	1.0%	1.4%	1.3%	1.0%	1.5%	1.0%	1.3%	1.3%	1.4%	1.7%
Promotions %	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,765,352	2,394,670	2,394,670	1,796,003
Promotions % %	3.1%	4.3%	3.0%	3.1%	4.4%	5.3%	3.0%	3.1%	4.3%	5.0%
Promotions A %	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,326	9,179,589	1,596,447	1,596,447	1,197,326
Promotions A % %	2.1%	2.3%	2.3%	2.1%	2.3%	2.3%	2.9%	2.1%	2.3%	2.3%
Promotions B %	798,223	798,223	798,223	798,223	798,223	598,677	4,585,764	798,223	798,223	598,677
Promotions B % %	1.0%	1.4%	1.3%	1.0%	1.5%	1.0%	1.3%	1.3%	1.4%	1.7%
Net Sales	64,187,529	49,468,671	84,388,475	67,669,620	49,727,618	26,889,219	304,467,641	64,187,529	49,468,671	21,075,029
Net Sales %	83.4%	82.2%	85.5%	86.3%	84.4%	73.4%	84.4%	83.4%	82.2%	86.7%
COGS	26,417,962	27,121,967	16,144,629	16,849,967	30,864,219	26,796,099	167,696,958	26,417,962	27,121,967	12,792,519
COGS %	37.6%	41.0%	28.8%	47.9%	62.5%	79.1%	46.5%	37.6%	41.0%	35.4%
Gross Margin	38,769,567	22,346,704	68,243,846	50,819,653	18,863,400	101,768	136,770,683	38,769,567	22,346,704	18,282,510
Gross Margin %	45.9%	40.4%	80.8%	40.4%	21.3%	0.3%	39.9%	45.9%	40.4%	51.2%
Shrinkage %	798,223	798,223	798,223	798,223	798,223	598,688	4,589,784	798,223	798,223	593,688
Shrinkage % %	1.0%	1.4%	1.3%	1.0%	1.5%	1.0%	1.3%	1.3%	1.4%	1.7%
Supply Chain Costs	7,547,658	6,448,198	4,674,319	3,836,177	2,034,969	2,299,001	25,436,361	7,547,658	6,448,198	791,117
Supply Chain Costs %	9.0%	9.0%	7.0%	4.7%	3.0%	6.8%	7.1%	9.0%	9.0%	2.2%
Distribution %	5,191,988	4,071,629	2,944,114	2,332,949	972,628	1,063,207	16,268,829	5,191,988	4,071,629	462,799
Distribution % %	6.7%	6.2%	4.5%	3.0%	1.7%	4.7%	6.5%	6.7%	6.2%	1.3%
Delivery %	2,344,669	2,344,669	1,530,204	1,503,229	1,122,137	794,623	9,678,482	2,344,669	2,344,669	298,404
Delivery % %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2.9%	3.1%	3.7%	0.8%
Gross Profit	26,924,404	16,898,893	52,104,217	34,020,354	18,029,200	12,776,400	106,762,544	26,924,404	16,898,893	10,952,307
Gross Profit %	35.0%	28.1%	62.3%	34.6%	16.7%	16.3%	39.5%	35.0%	28.1%	47.4%
Actual Flag	Actual	Actual	Forecast	Forecast	Forecast	Forecast		Forecast	Forecast	Forecast

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Annual Top-Down Target | Top-Down Financial Plan

TOP-DOWN FINANCIAL PLAN | Division 1 | Time Thru: | Top-Down Forecast

	Per 1-QY	Per 2-QY	Per 3-QY	Per 4-QY	Per 5-QY	Per 6-QY	Per Year Actuals	Per 7-QY	Per 8-QY	Per 9-QY
Revenue	76,901,492	85,328,558	83,686,441	78,399,542	84,189,338	22,094,476	309,896,008	76,901,492	85,328,558	85,057,947
Revenue %	7,695,263	4,751,897	4,122,237	2,822,291	3,322,493	3,133,625	28,538,345	3,026,269	4,791,897	891,243
Retail %	10.0%	8.6%	6.5%	5.1%	6.2%	5.2%	7.5%	10.0%	8.6%	2.7%
Markdown %	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	2,713,959	15,685,247	2,713,959	2,713,959	2,105,470
Markdown % %	3.5%	4.3%	4.3%	3.5%	3.2%	3.2%	6.2%	3.2%	3.2%	2.4%
Markdown A %	1,315,736	1,315,736	1,315,736	1,315,736	1,315,736	1,315,736	8,105,463	1,315,736	1,315,736	1,430,982
Markdown A % %	1.7%	1.5%	1.6%	1.7%	1.5%	1.5%	2.6%	1.5%	1.5%	1.6%
Markdown B %	798,223	798,223	798,223	798,223	798,223	798,223	4,589,784	798,223	798,223	593,688
Markdown B % %	1.0%	1.4%	1.3%	1.0%	1.5%	1.0%	1.3%	1.3%	1.4%	1.7%
Promotions %	2,394,670	2,394,670	2,394,670	2,394,670	2,394,670	1,796,003	13,765,352	2,394,670	2,394,670	1,796,003
Promotions % %	3.1%	4.3%	3.0%	3.1%	4.4%	5.3%	3.0%	3.1%	4.3%	5.0%
Promotions A %	1,596,447	1,596,447	1,596,447	1,596,447	1,596,447	1,197,326	9,179,589	1,596,447	1,596,447	1,197,326
Promotions A % %	2.1%	2.3%	2.3%	2.1%	2.3%	2.3%	2.9%	2.1%	2.3%	2.3%
Promotions B %	798,223	798,223	798,223	798,223	798,223	598,677	4,585,764	798,223	798,223	598,677
Promotions B % %	1.0%	1.4%	1.3%	1.0%	1.5%	1.0%	1.3%	1.3%	1.4%	1.7%
Net Sales	64,187,529	49,468,671	84,388,475	67,669,620	49,727,618	26,889,219	304,467,641	64,187,529	49,468,671	21,075,029
Net Sales %	83.4%	82.2%	85.5%	86.3%	84.4%	73.4%	84.4%	83.4%	82.2%	86.7%
COGS	26,417,962	27,121,967	16,144,629	16,849,967	30,864,219	26,796,099	167,696,958	26,417,962	27,121,967	12,792,519
COGS %	37.6%	41.0%	28.8%	47.9%	62.5%	79.1%	46.5%	37.6%	41.0%	35.4%
Gross Margin	38,769,567	22,346,704	68,243,846	50,819,653	18,863,400	101,768	136,770,683	38,769,567	22,346,704	18,282,510
Gross Margin %	45.9%	40.4%	80.8%	40.4%	21.3%	0.3%	39.9%	45.9%	40.4%	51.2%
Shrinkage %	798,223	798,223	798,223	798,223	798,223	598,688	4,589,784	798,223	798,223	593,688
Shrinkage % %	1.0%	1.4%	1.3%	1.0%	1.5%	1.0%	1.3%	1.3%	1.4%	1.7%
Supply Chain Costs	7,547,658	6,448,198	4,674,319	3,836,177	2,034,969	2,299,001	25,436,361	7,547,658	6,448,198	791,117
Supply Chain Costs %	9.0%	9.0%	7.0%	4.7%	3.0%	6.8%	7.1%	9.0%	9.0%	2.2%
Distribution %	5,191,988	4,071,629	2,944,114	2,332,949	972,628	1,063,207	16,268,829	5,191,988	4,071,629	462,799
Distribution % %	6.7%	6.2%	4.5%	3.0%	1.7%	4.7%	6.5%	6.7%	6.2%	1.3%
Delivery %	2,344,669	2,344,669	1,530,204	1,503,229	1,122,137	794,623	9,678,482	2,344,669	2,344,669	298,404
Delivery % %	3.1%	3.7%	2.4%	1.7%	2.1%	2.1%	2.9%	3.1%	3.7%	0.8%
Gross Profit	26,924,404	16,898,893	52,104,217	34,020,354	18,029,200	12,776,400	106,762,544	26,924,404	16,898,893	10,952,307
Gross Profit %	35.0%	28.1%	62.3%	34.6%	16.7%	16.3%	39.5%	35.0%	28.1%	47.4%
Actual Flag	Actual	Actual	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	LY Saving Total	Per 7-CY	Per 8-CY	Per 9-CY	Per 10-CY	Per 11-CY
Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	122,337	0	0	0	122,337	0	0	0	0	0
Markdown	0	0	0	0	0	0	0	0	0	0	0	0
Markdown A	0	0	0	0	0	0	0	0	0	0	0	0
Markdown A 2	0	0	0	0	0	0	0	0	0	0	0	0
Markdown B	0	0	0	0	0	0	0	0	0	0	0	0
Markdown B 2	0	0	0	0	0	0	0	0	0	0	0	0
Price Realization	0	0	0	0	0	0	0	0	0	0	0	0
Price Realization 2	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
Net Sales 2	0	0	0	0	0	0	0	0	0	0	0	0
COGS	0	0	0	0	0	0	0	0	0	0	0	0
COGS 2	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 Margin 2	0	0	0	0	0	0	0	0	0	0	0	0
Stockage	0	0	0	0	0	0	0	0	0	0	0	0
Supply Chain Costs	0	0	0	0	0	0	0	0	0	0	0	0
Supply Chain Costs 2	0	0	0	0	0	0	0	0	0	0	0	0
Distribution	0	0	0	0	0	0	0	0	0	0	0	0
Distribution 2	0	0	0	0	0	0	0	0	0	0	0	0
Delivery	0	0	0	0	0	0	0	0	0	0	0	0
Delivery 2	0	0	0	0	0	0	0	0	0	0	0	0
Gross Profit	0	0	122,337	0	0	0	122,337	0	0	0	0	0
Gross Profit 2	0	0	0	0	0	0	0	0	0	0	0	0
Actual Pgt												

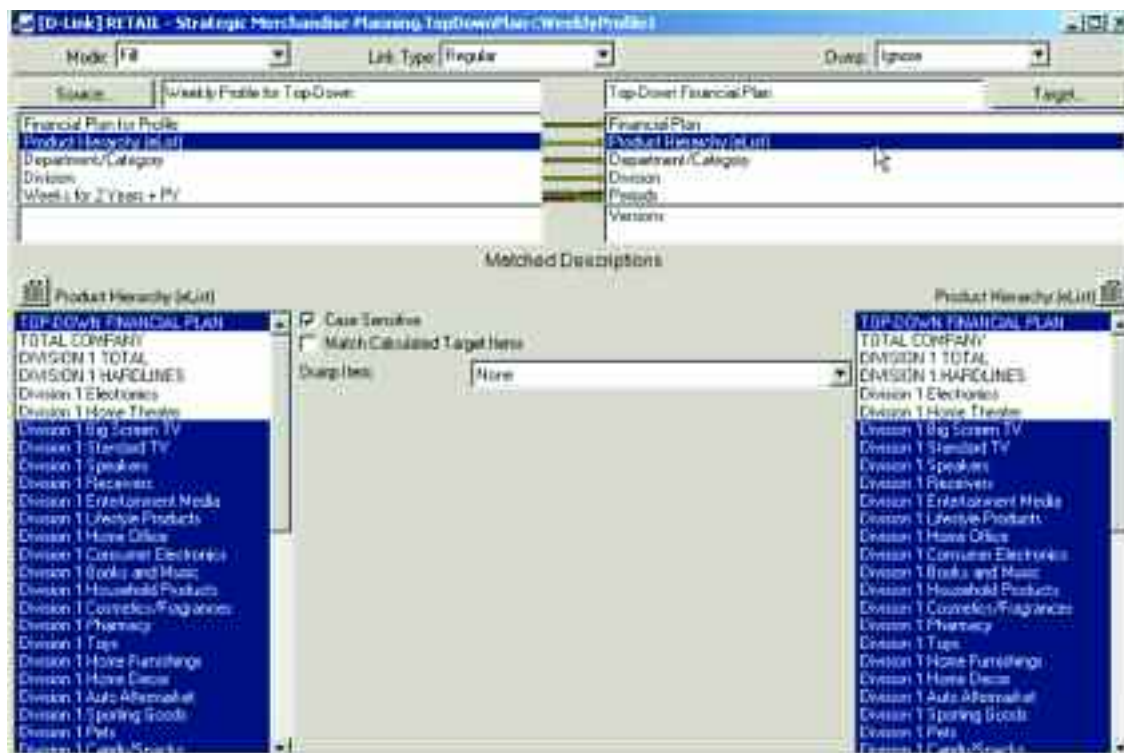
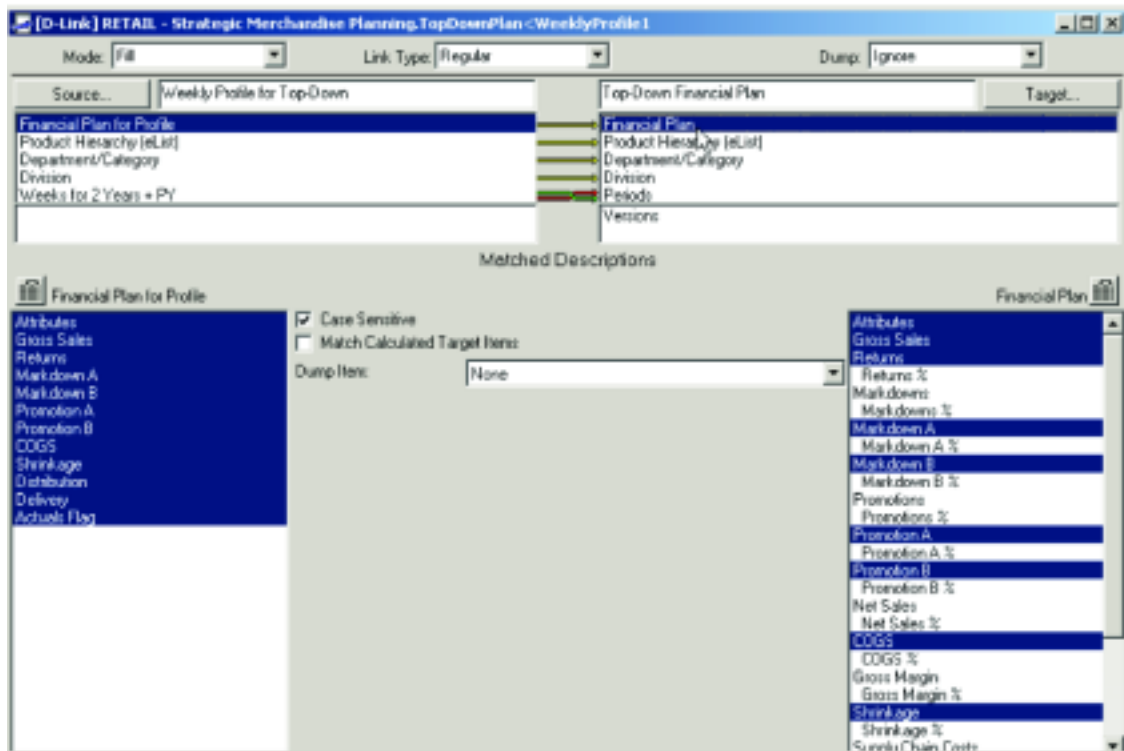
There are seven d-links into this cube to update the information, and they are included in the d-cube update in the following order:

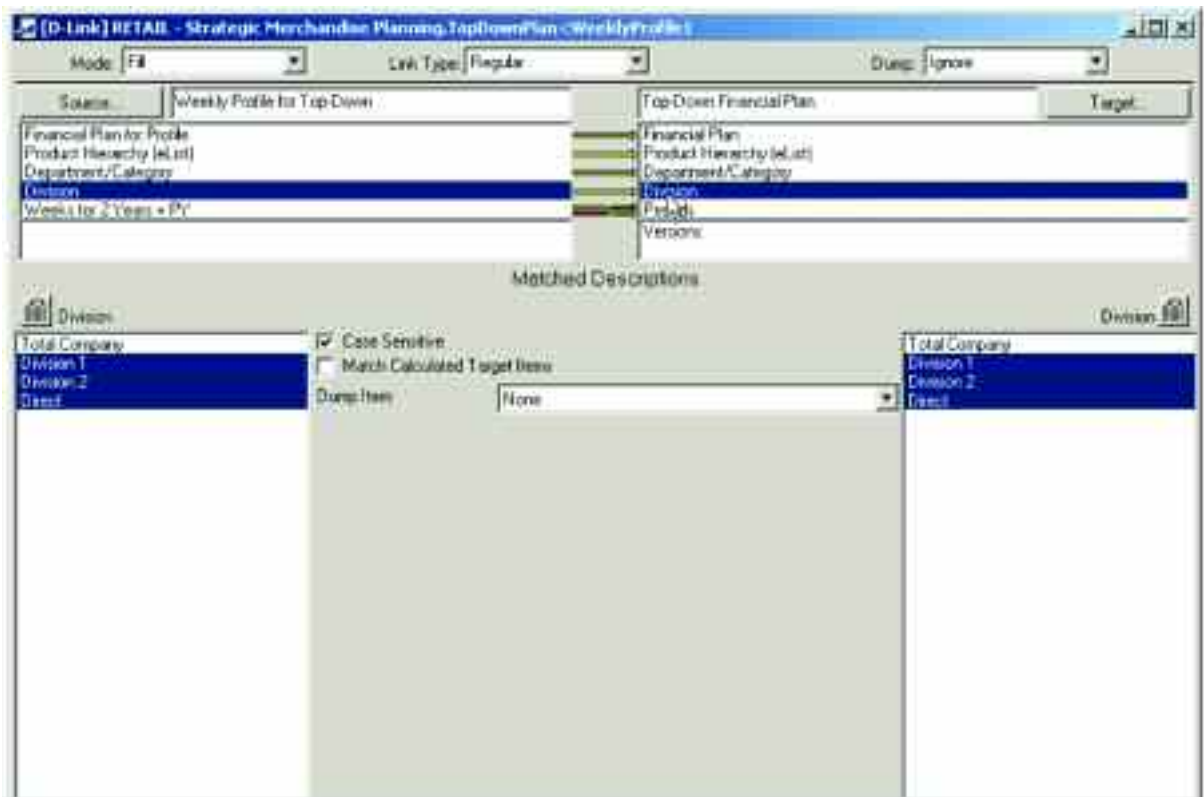
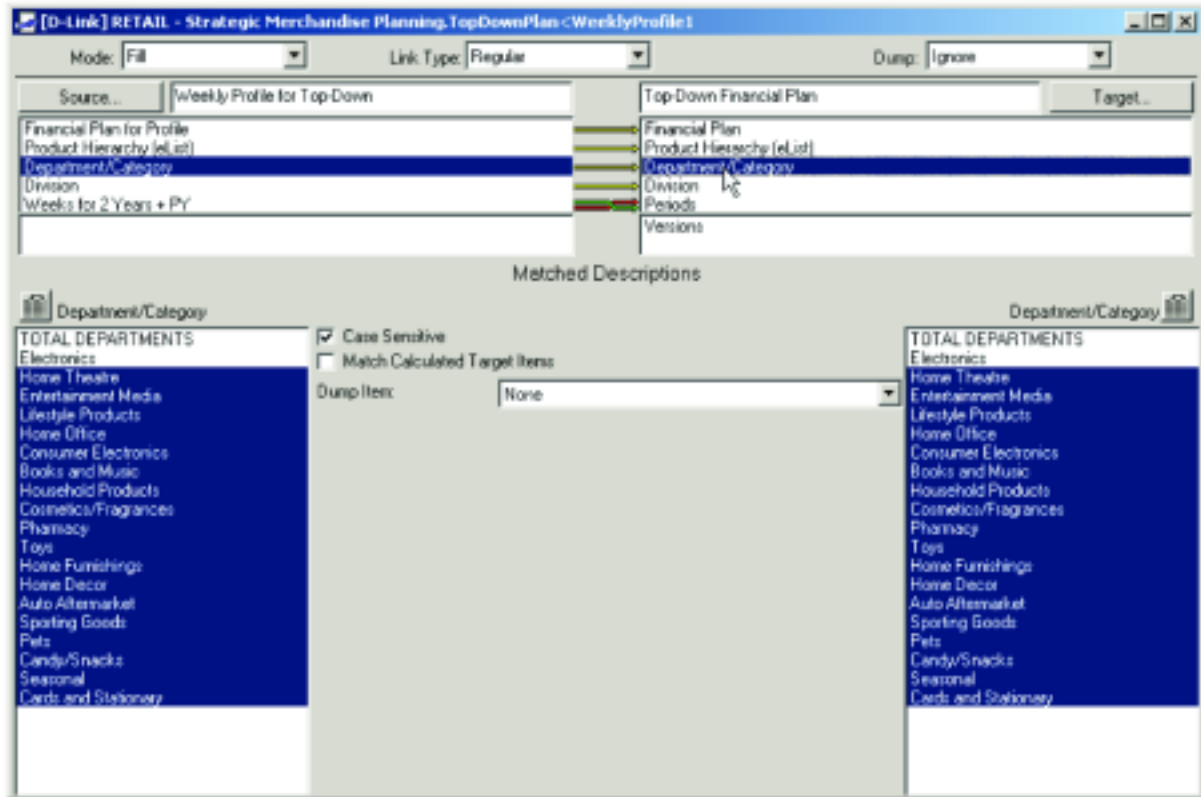
[D-Cube RETAIL - Strategic Merchandise Planning.Top-Down Financial Plan] Update List		
	D-Link Name	
1	RETAIL - Strategic Merchandise Planning.TopDownPlan\WeeklyProfile1	D-Cube RETAIL - Strateg
2	RETAIL - Strategic Merchandise Planning.TopDownPlan\WeeklyProfile2	D-Cube RETAIL - Strateg
3	RETAIL - Strategic Merchandise Planning.TopDownPlan\PeriodAssump1	D-Cube RETAIL - Strateg
4	RETAIL - Strategic Merchandise Planning.TopDownPlan\TopDownPlan1	D-Cube RETAIL - Strateg
5	RETAIL - Strategic Merchandise Planning.TopDownPlan\TopDownPlan2	D-Cube RETAIL - Strateg
6	RETAIL - Strategic Merchandise Planning.TopDownPlan\AnnualTopDownTgt	D-Cube RETAIL - Strateg
7	RETAIL - Strategic Merchandise Planning.TopDownPlan\PeriodAssump2	D-Cube RETAIL - Strateg
8		

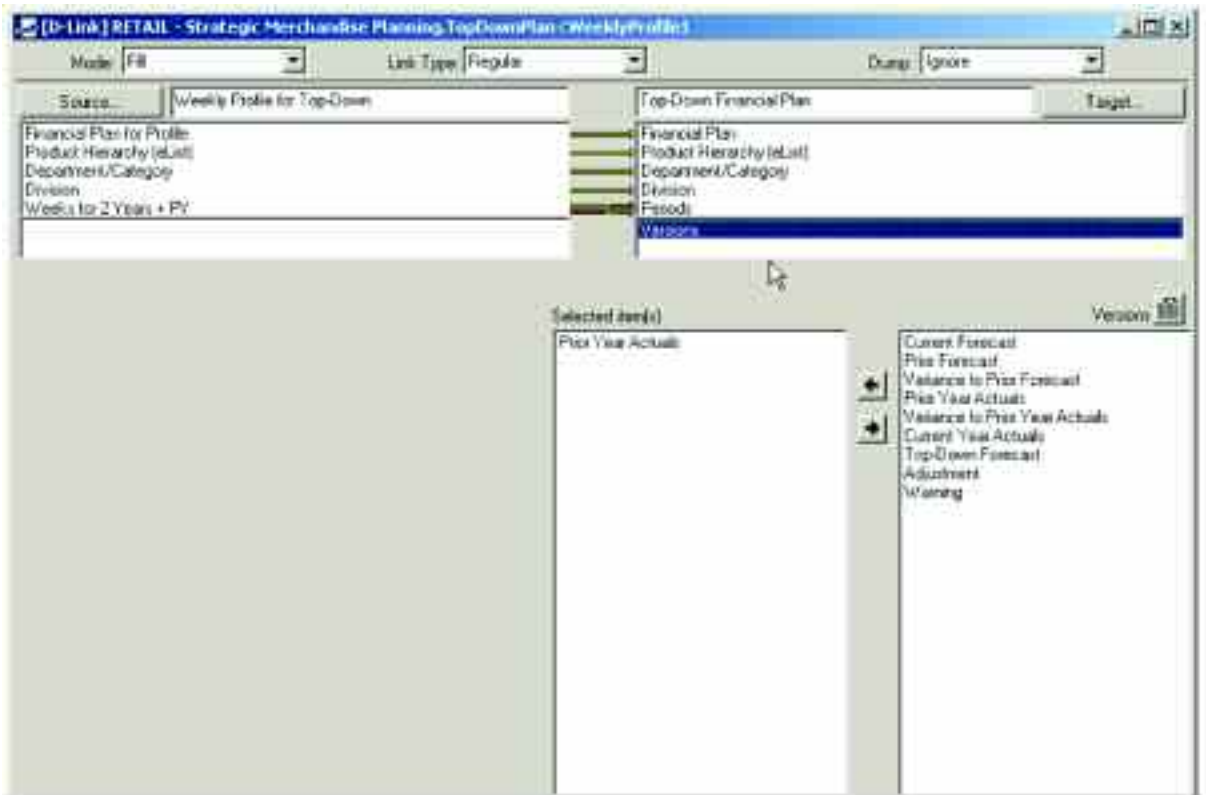
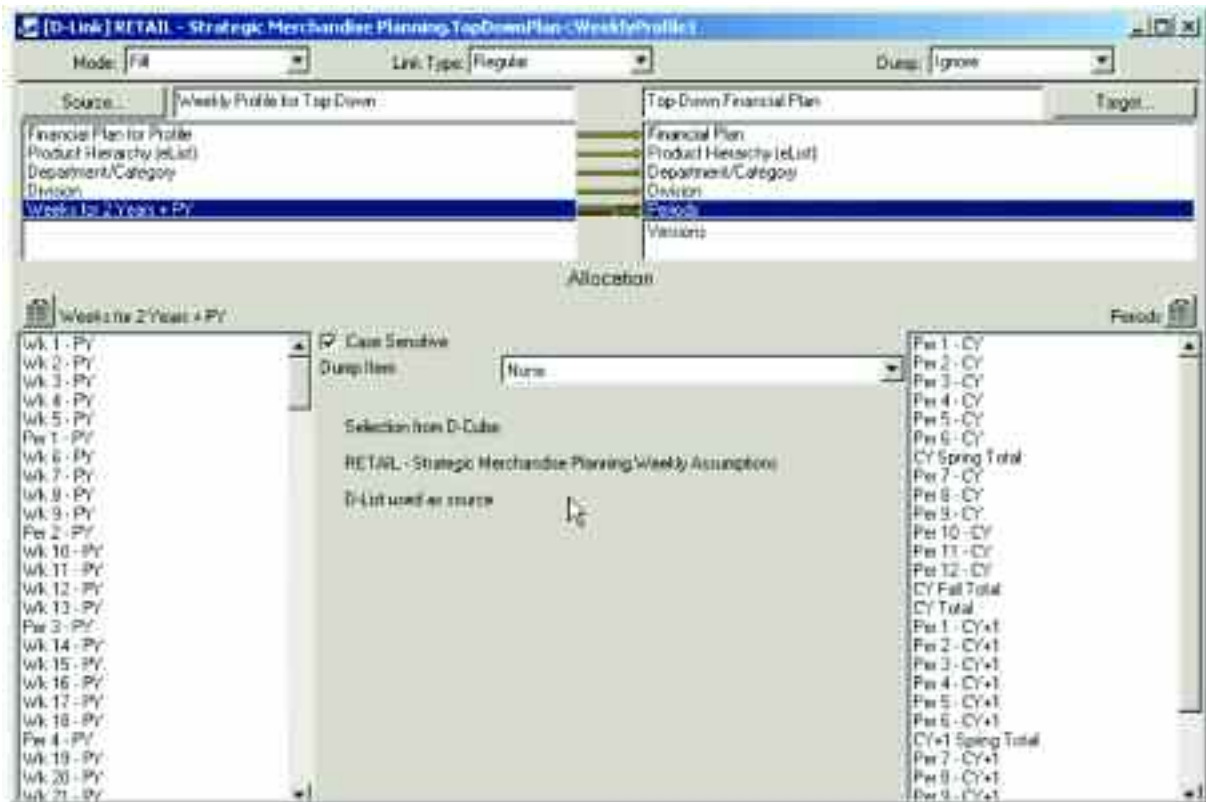
Insert One
Insert New
Insert All
Delete Invalid
Delete
Run All
Edit Link
Move Up
Move Down
Print Preview
Print

OK Cancel

The first d-link, called 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.



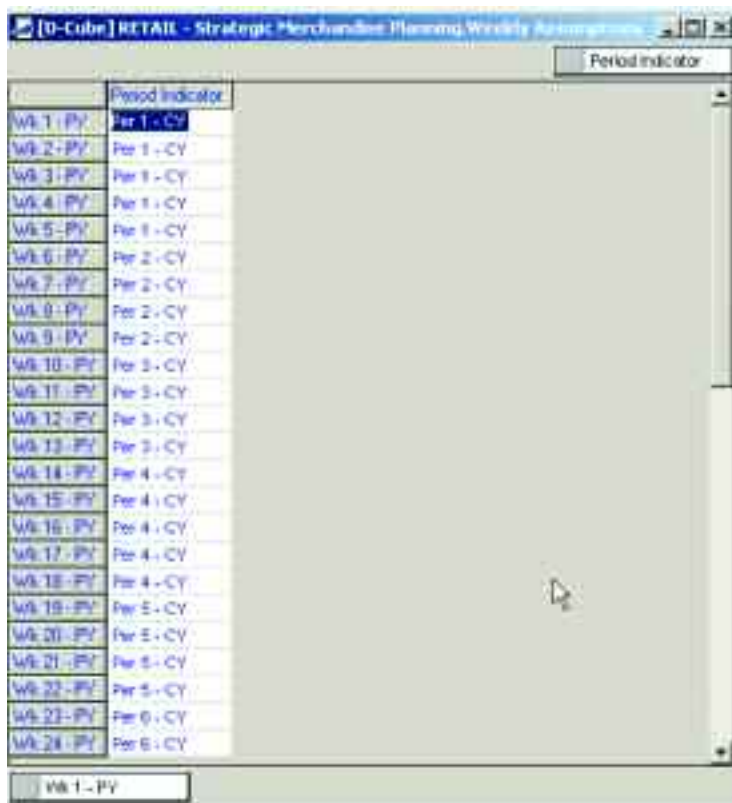




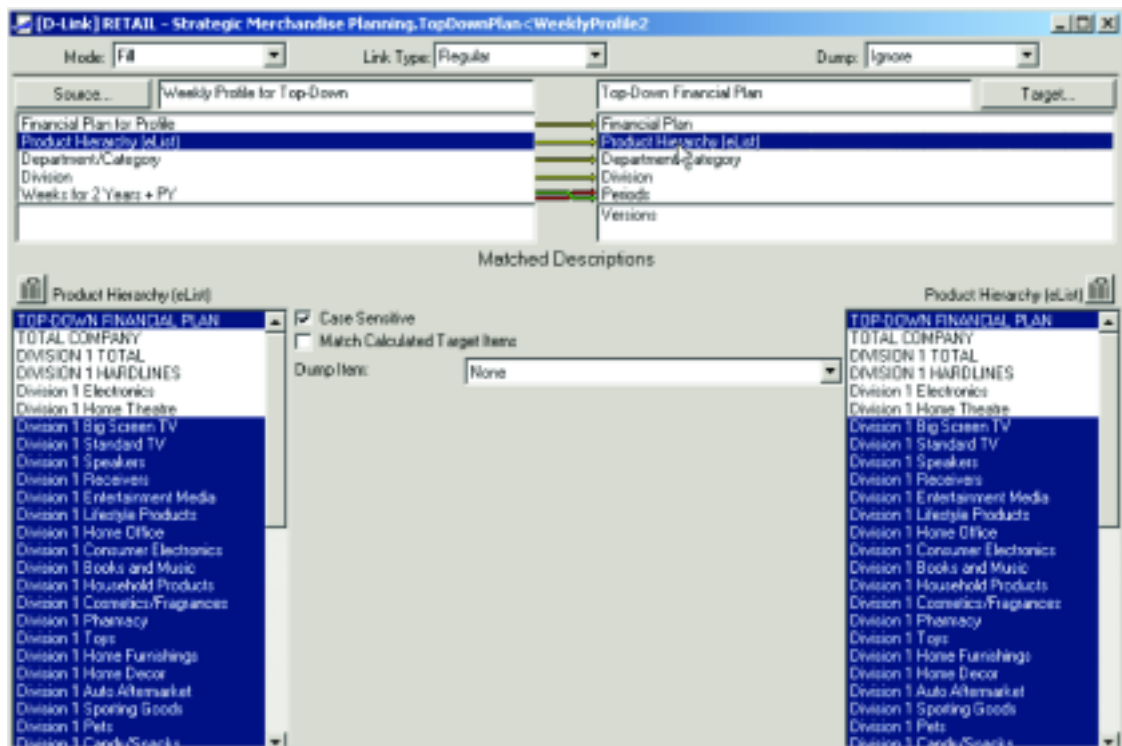
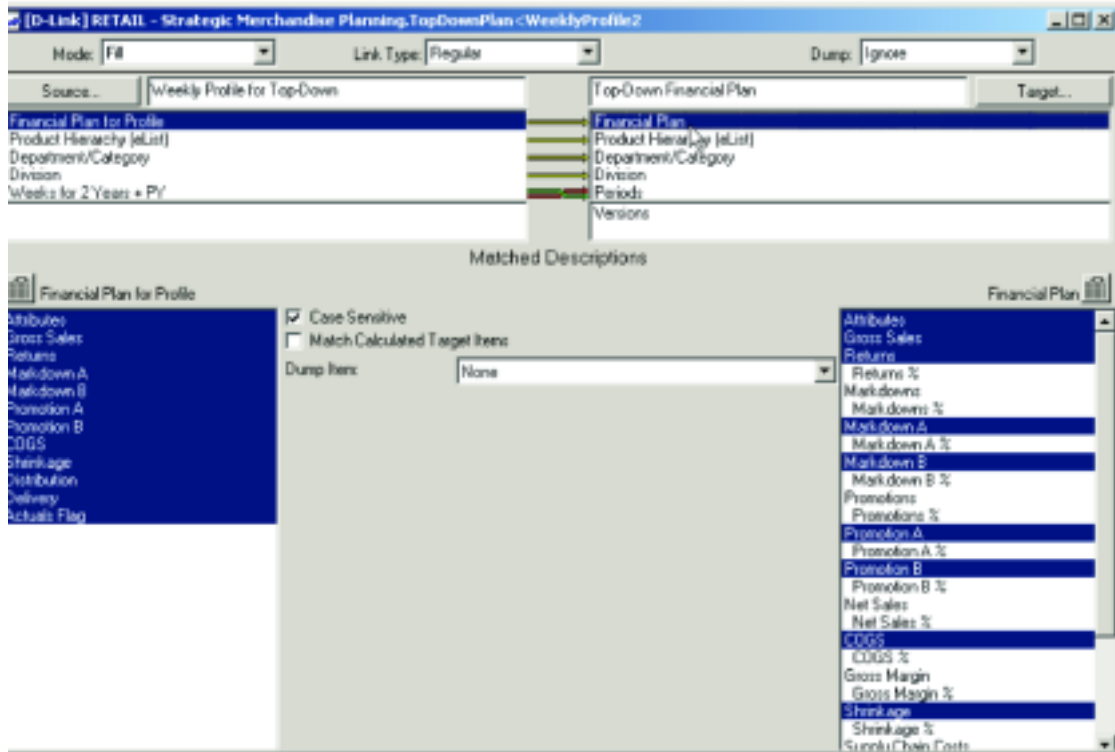
The match between the Weeks for 2 Years + PY dimension and the Periods dimension leverages information contained in a hidden d-cube called Weekly Assumptions made up of two dimensions: Weekly Assumptions and Weeks for 2 Years + PY. The Weekly Assumptions d-cube contains information about the weeks in 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).

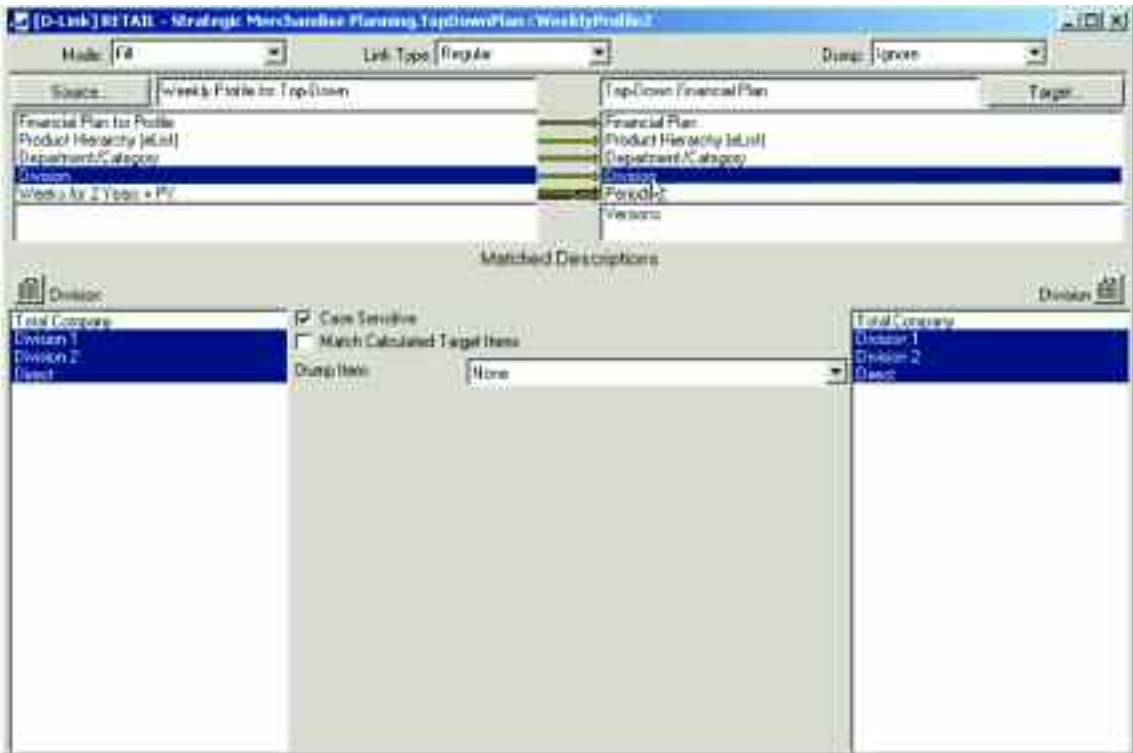
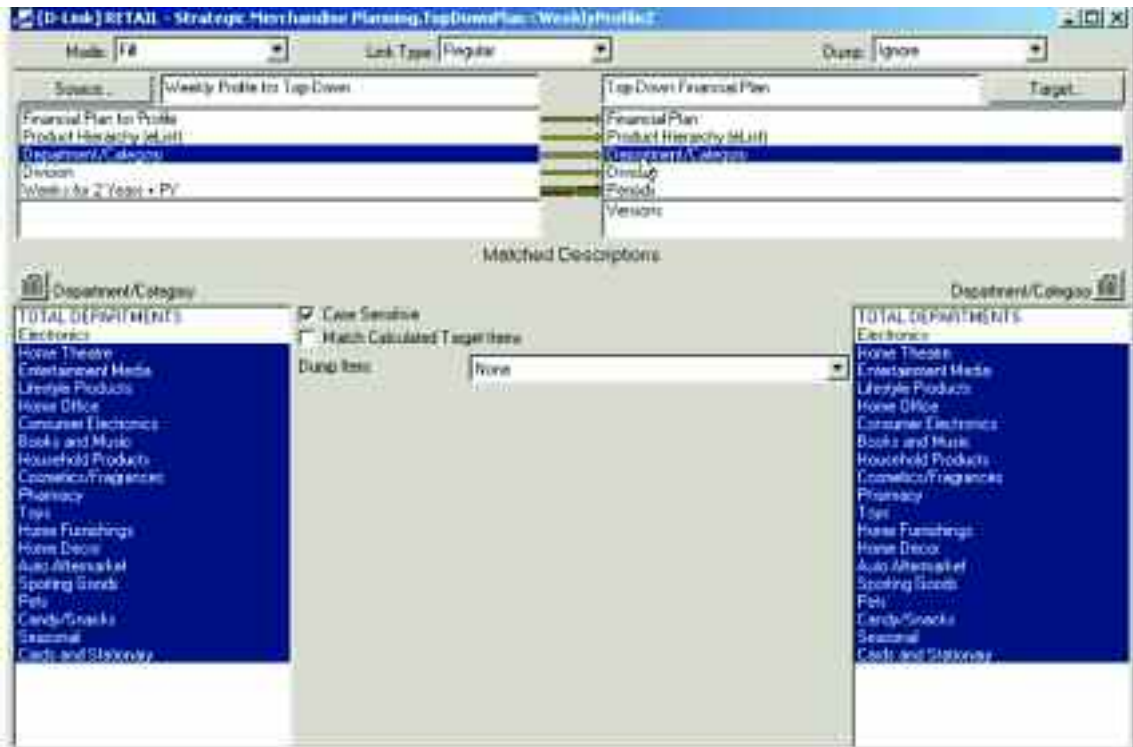


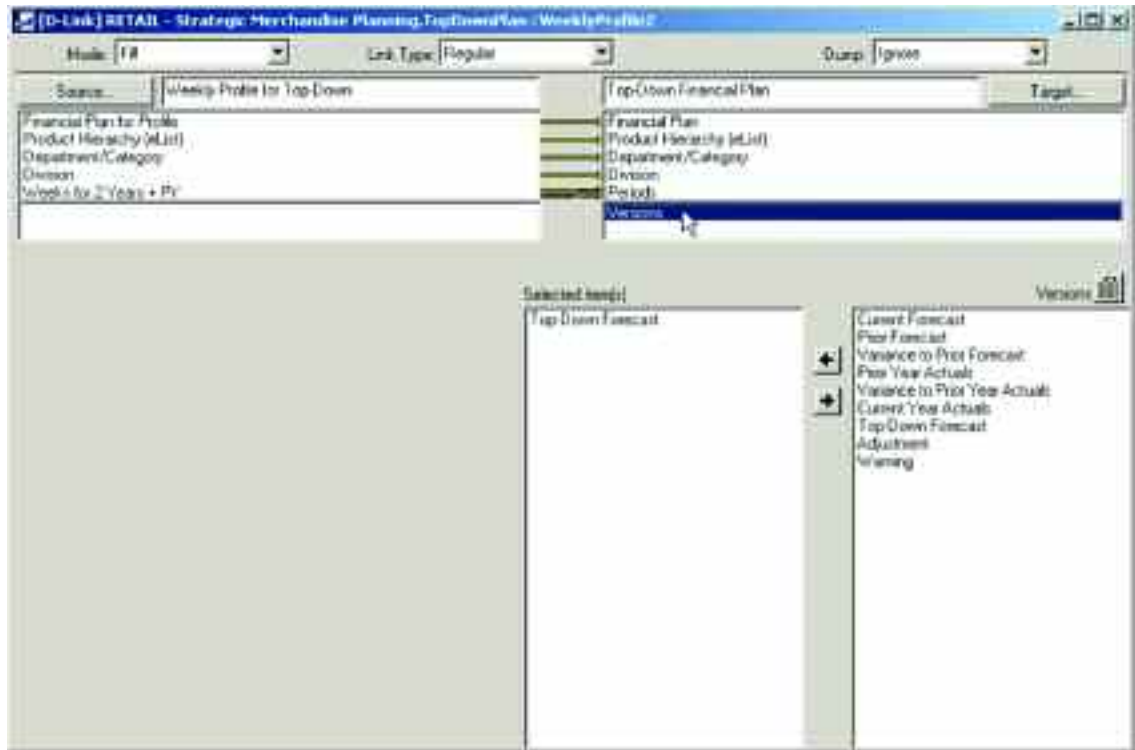
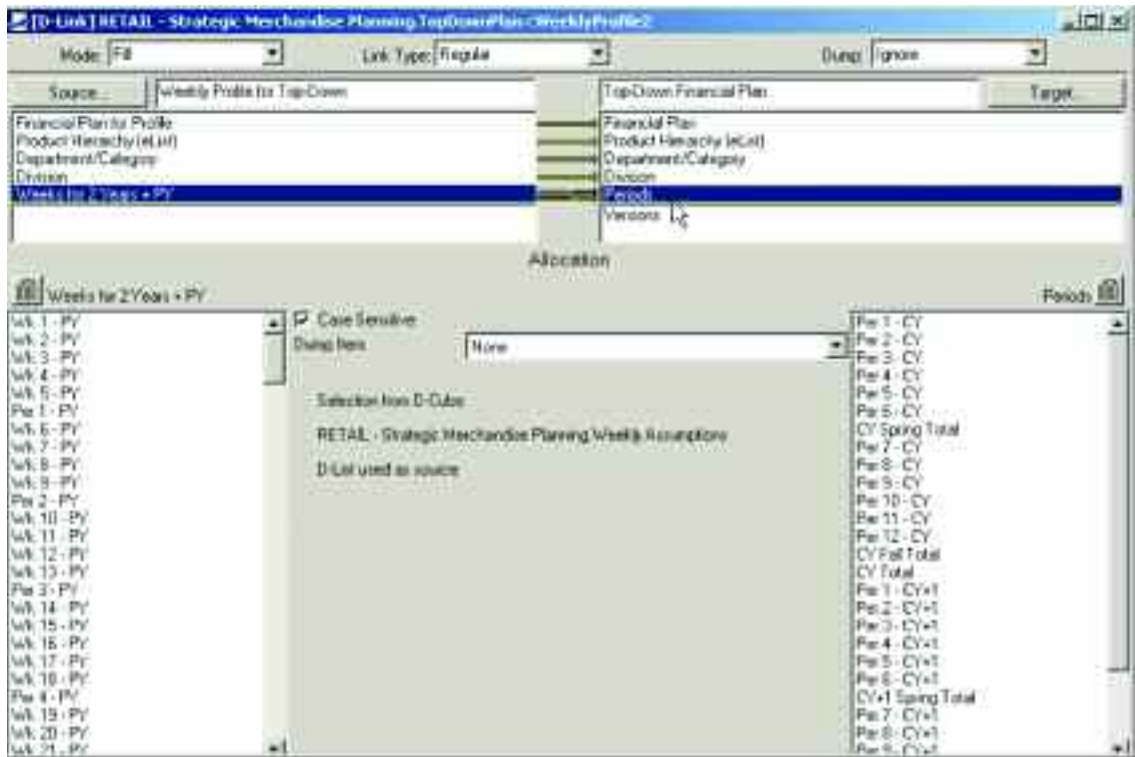
The d-link TopDownPlan<WeeklyProfile1 uses a slice of the Weekly Assumptions d-cube to assign data for the Prior Actuals in the Versions dimension. For example, Wk 1—PY values will be linked to Per 1—CY in the Versions item called Prior Year Actuals. That slice appears as follows for the purposes of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



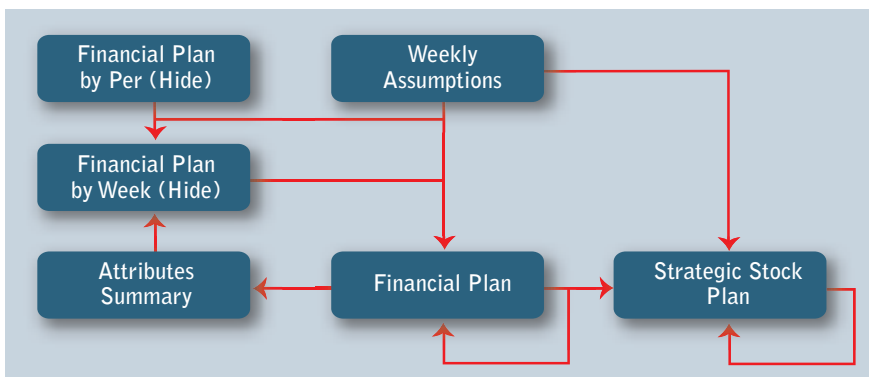




This d-link also leverages the information from the hidden Weekly Assumptions d-cube to match the appropriate weeks to periods for this link. The following is a slice of the Weekly Assumptions d-cube used in this link:

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



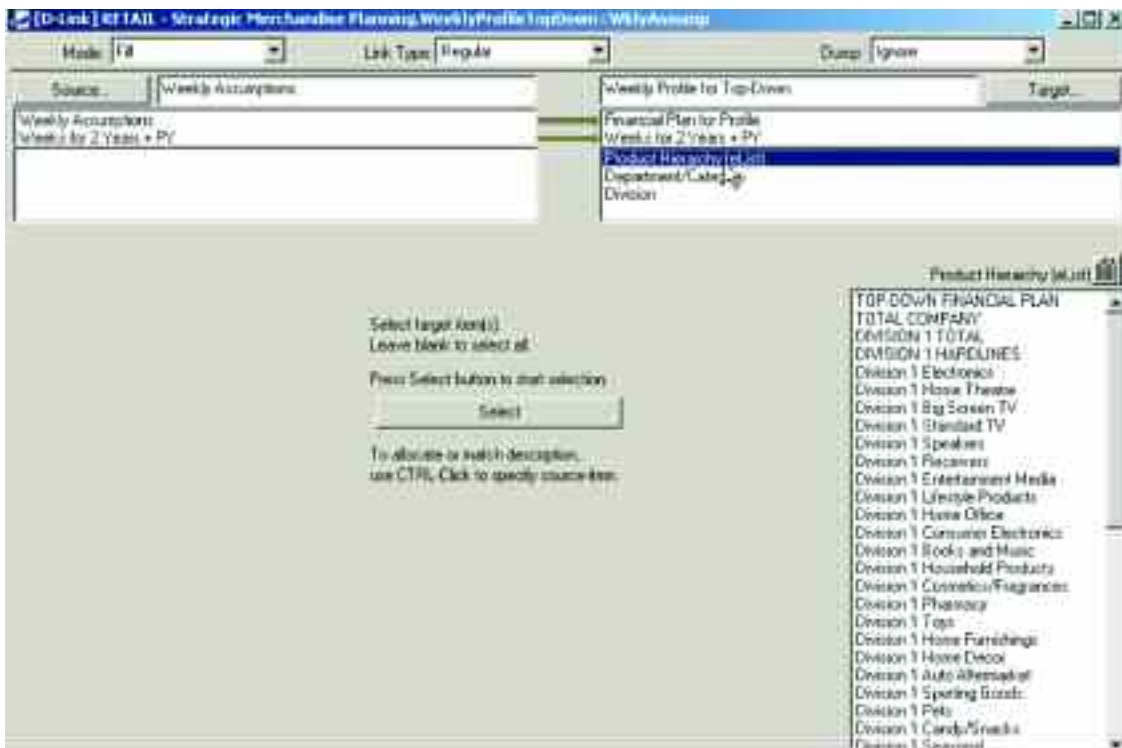
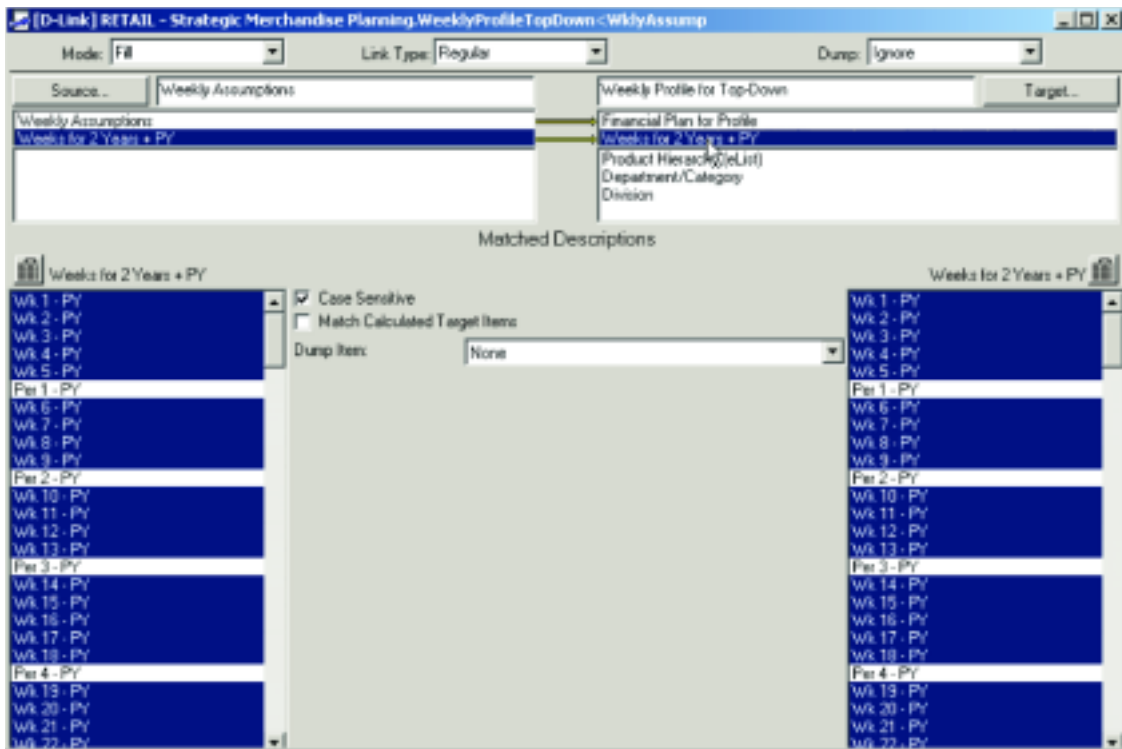
The Weekly Profile for Top-Down d-cube is made up of five dimensions: Financial Plan for Profile, Product Hierarchy (eList), Department/Category, Division and Weeks for 2 Years + PY.

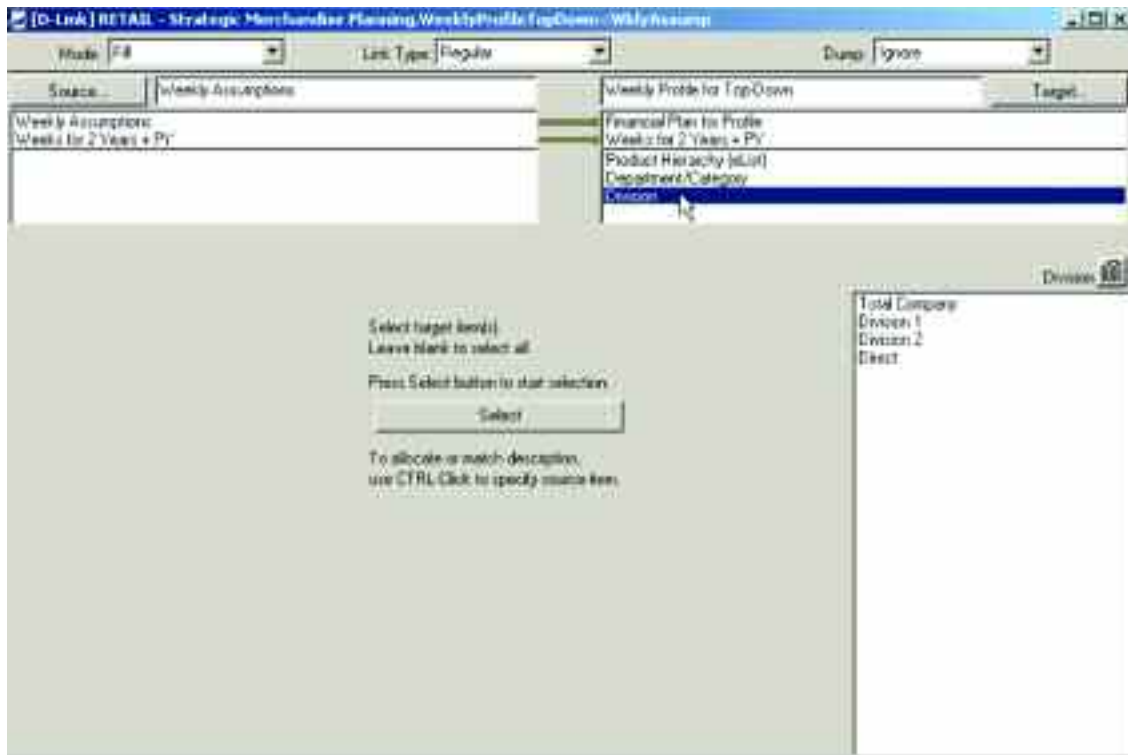
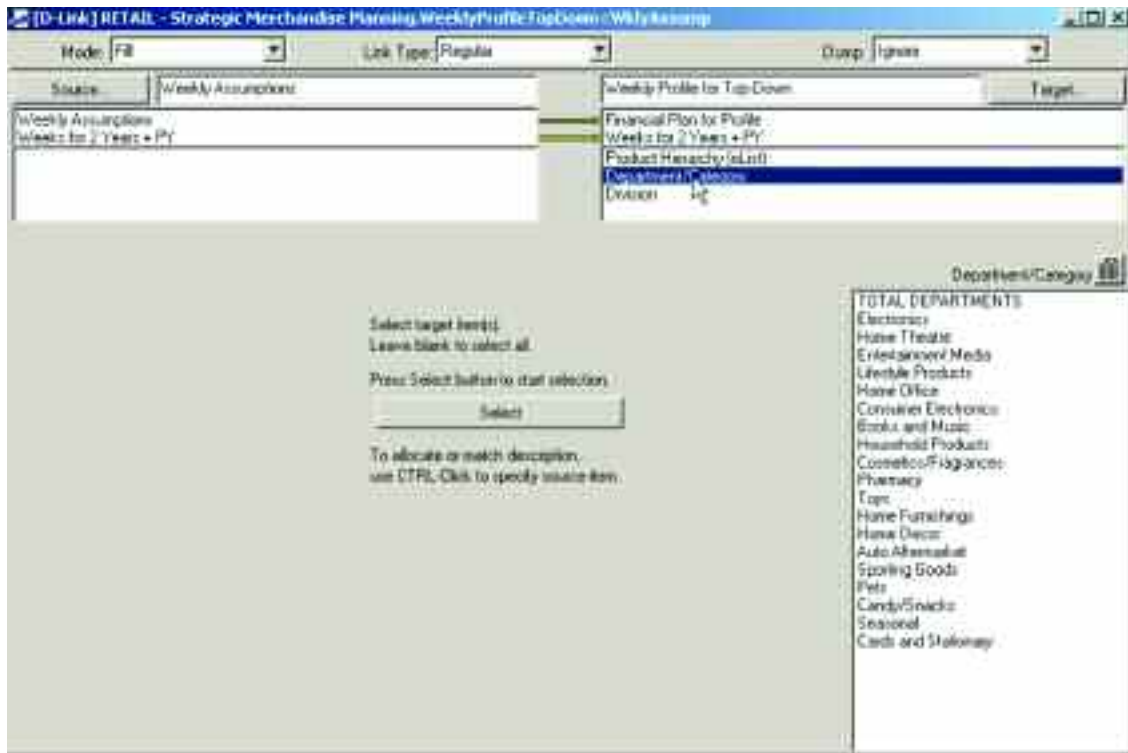
	Wk 1 - FY	Wk 2 - FY	Wk 3 - FY	Wk 4 - FY	Wk 5 - FY	Wk 6 - FY	Wk 7 - FY	Wk 8 - FY	Wk 9 - FY
Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
Gross Sales	6,361,781	7,888,984	8,397,998	1,077,794	2,229,793	36,118,874	6,032,204	5,369,228	8,084,548
Returns	1,175,888	1,100,987	819,621	442,464	846,146	4,173,846	404,204	758,722	873,441
Markdown A	84,000	84,000	84,000	84,000	84,000	404,823	116,208	116,208	100,000
Markdown B	42,482	42,482	42,482	42,482	42,482	212,812	58,104	58,104	50,000
Promotion A	84,000	84,000	84,000	84,000	84,000	404,823	116,208	116,208	100,000
Promotion B	42,482	42,482	42,482	42,482	42,482	212,812	58,104	58,104	50,000
COGS	1,282,436	2,417,888	8,517,813	966,841	1,476,684	13,600,838	1,748,875	236,394	8,811,204
Shrinkage	42,482	42,482	42,482	42,482	42,482	212,812	58,104	58,104	50,000
Division	490,021	181,303	500,039	606,080	457,489	2,252,204	836,477	274,168	364,822
Category	186,587	88,867	88,524	87,288	180,071	717,837	204,888	248,402	37,388

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.

Matched Descriptions

Weekly Assumptions	Weekly Profile for Top-Down
Actuals Plan	Financial Plan for Profile
Week Indicator	Weeks for 2 Years + PY
Actualized Weeks	Product Hierarchy (eList)
Period Indicator	Department/Category
Date	Division

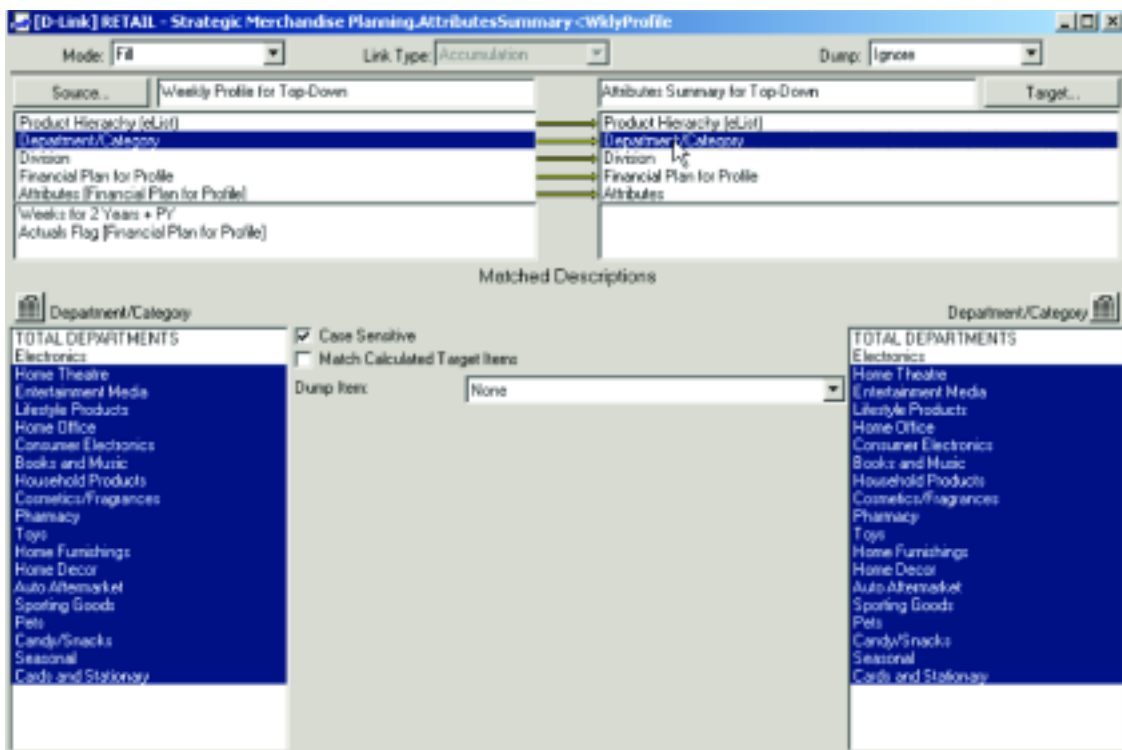
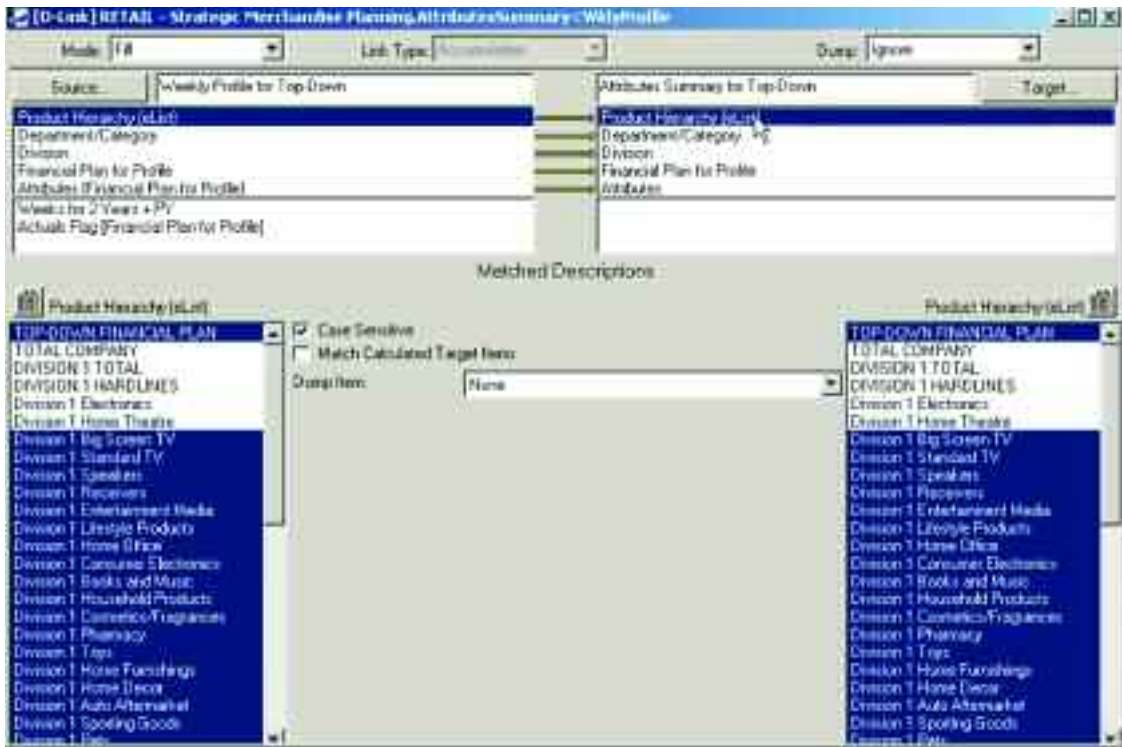


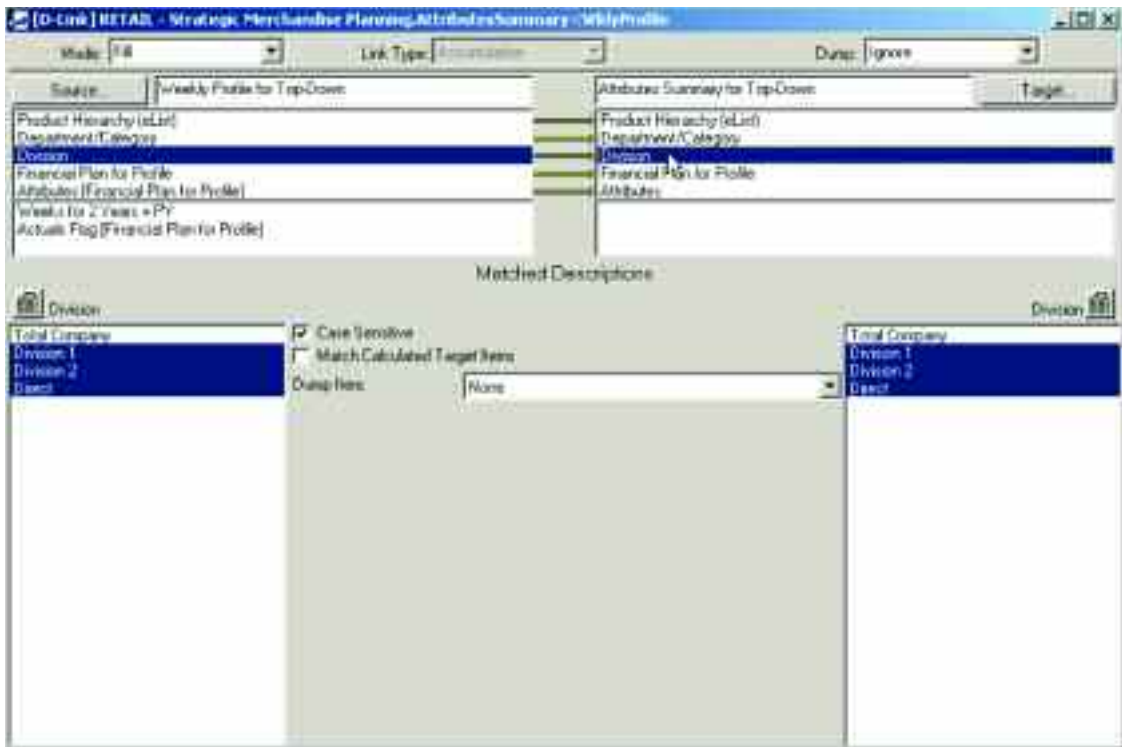


The second step of the creation of the weekly profile assumes that the Prior Year Actuals will be linked into the Weekly Profile for Top-Down d-cube from the customer's system of record. Those prior year actuals are linked into the weeks labeled as PY (e.g., Wk 1 – PY, Wk 2 – PY, etc.). The prior year 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.

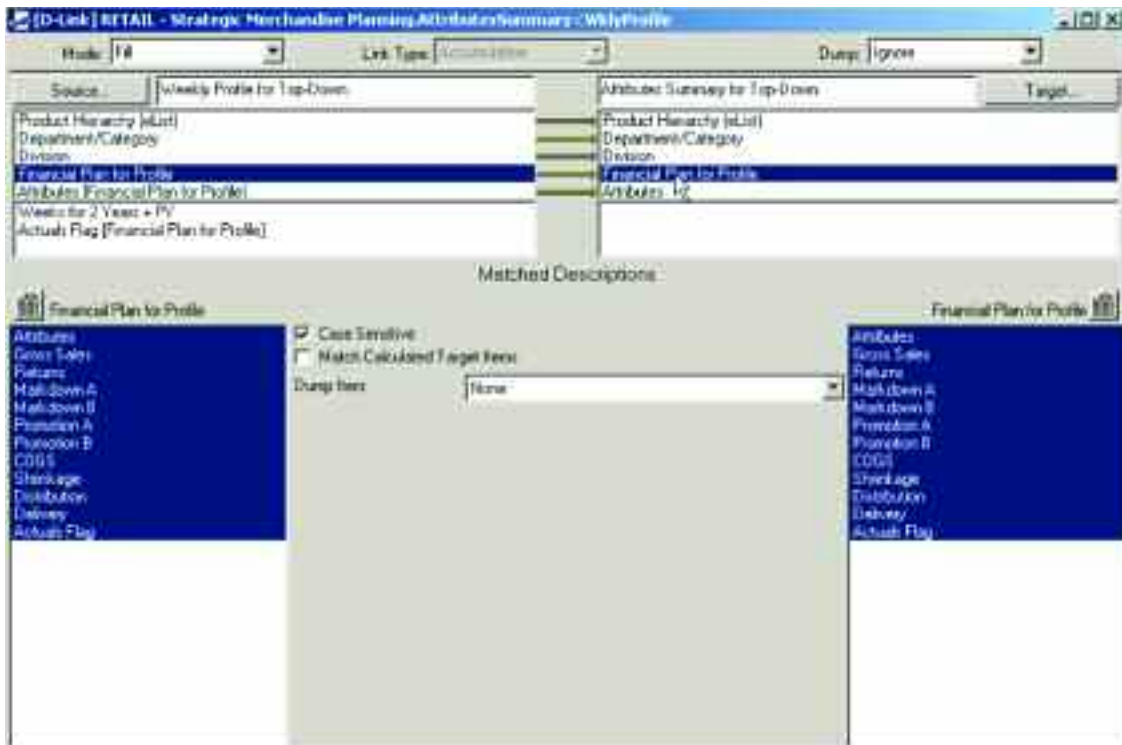
	Current Year Week	Back to School Week 1	Back to School Week 2	Valentine's Day Week	Easter Week	4th of July Week	Halloween Week
Attributes	Back to School Week 1	Back to School Week 2	Valentine's Day Week	Easter Week	4th of July Week	Halloween Week	
Class Edm	4,000,000	4,000,000	7,000,000	7,000,000	4,000,000	4,000,000	4,000,000
Remain	900,000	900,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000
Halloween 4	94,000	94,000	94,000	94,000	100,000	100,000	100,000
March 3	40,000	40,000	40,000	40,000	50,000	50,000	50,000
Power 5	94,000	94,000	94,000	94,000	100,000	100,000	100,000
Power 11	40,000	40,000	40,000	40,000	50,000	50,000	50,000
EDM	4,000,000	4,000,000	7,000,000	7,000,000	4,000,000	4,000,000	4,000,000
Class Edm	4,000,000	4,000,000	7,000,000	7,000,000	4,000,000	4,000,000	4,000,000
Edm 3	40,000	40,000	40,000	40,000	50,000	50,000	50,000
Edm 5	94,000	94,000	94,000	94,000	100,000	100,000	100,000
Edm 11	40,000	40,000	40,000	40,000	50,000	50,000	50,000
Actual Top	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.

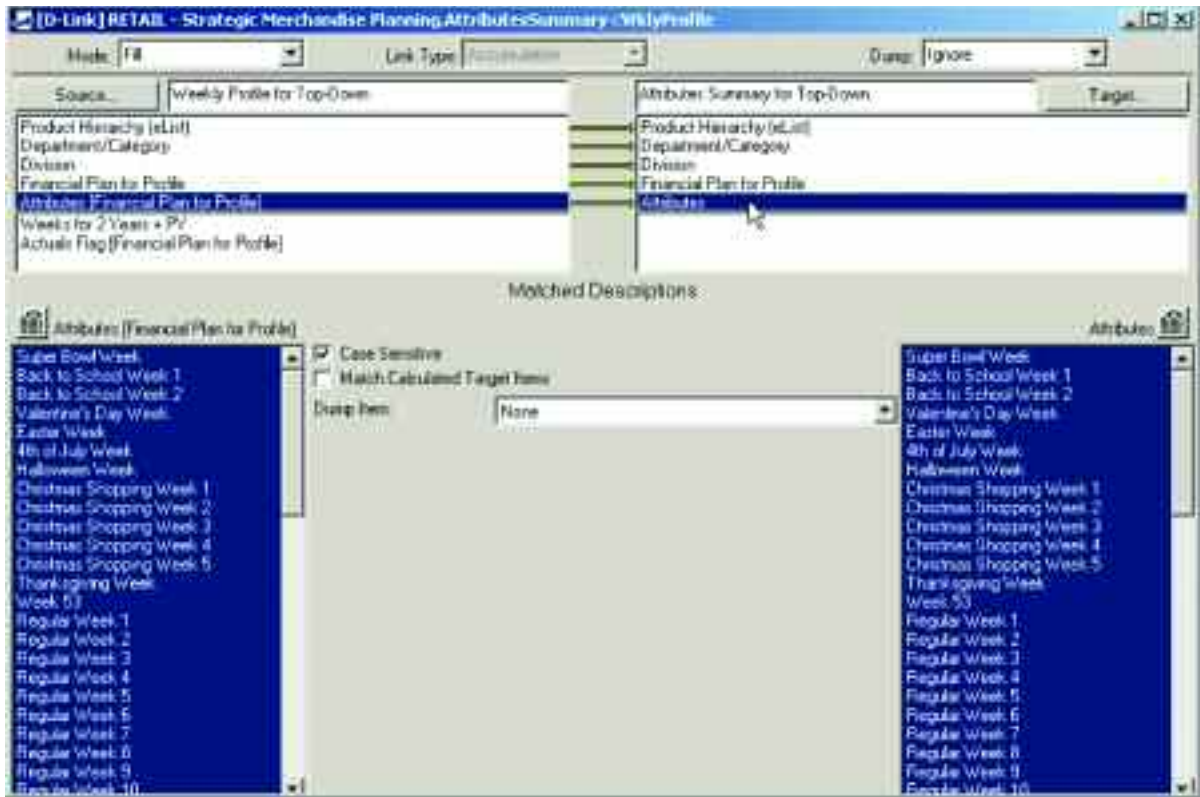




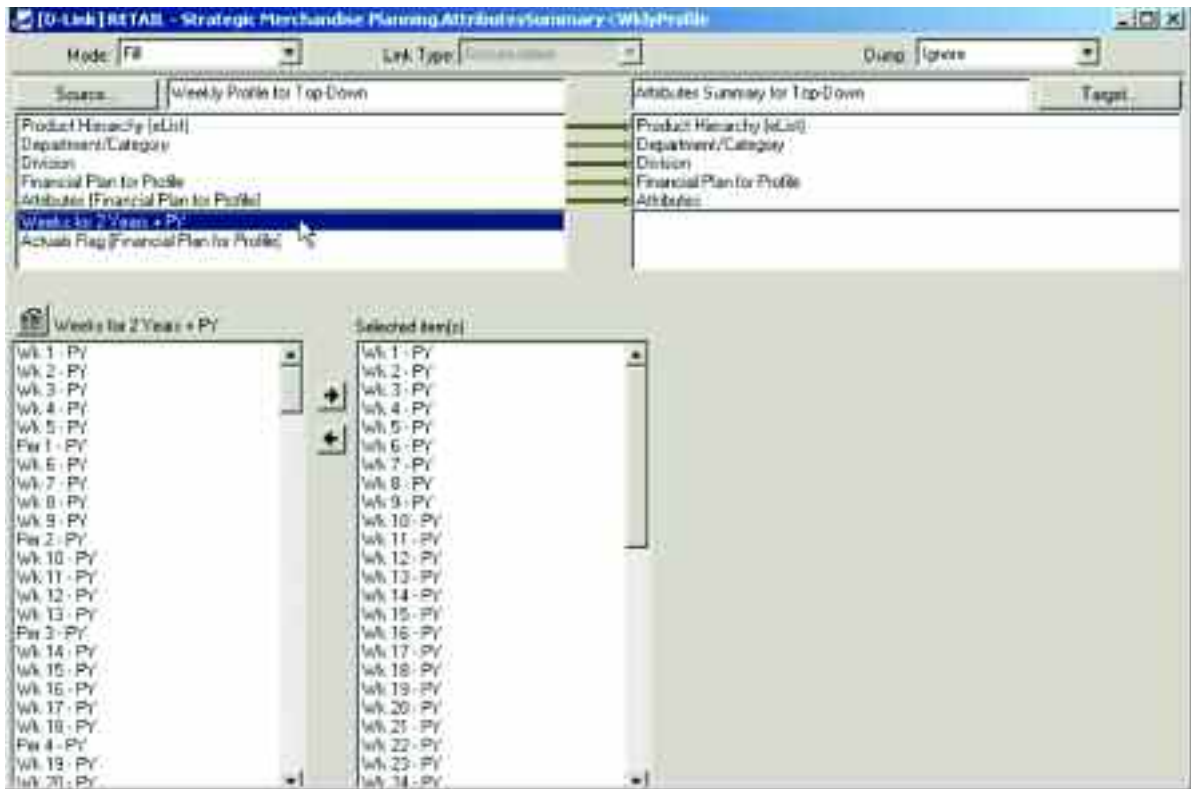
The Financial Plan for Profile d-list is trimmed version of the Financial Plan d-list. It does not contain the calculations from the Financial Plan as those will be recalculated once the actuals data is linked into the Current Year and Current Year + 1 forecast views.



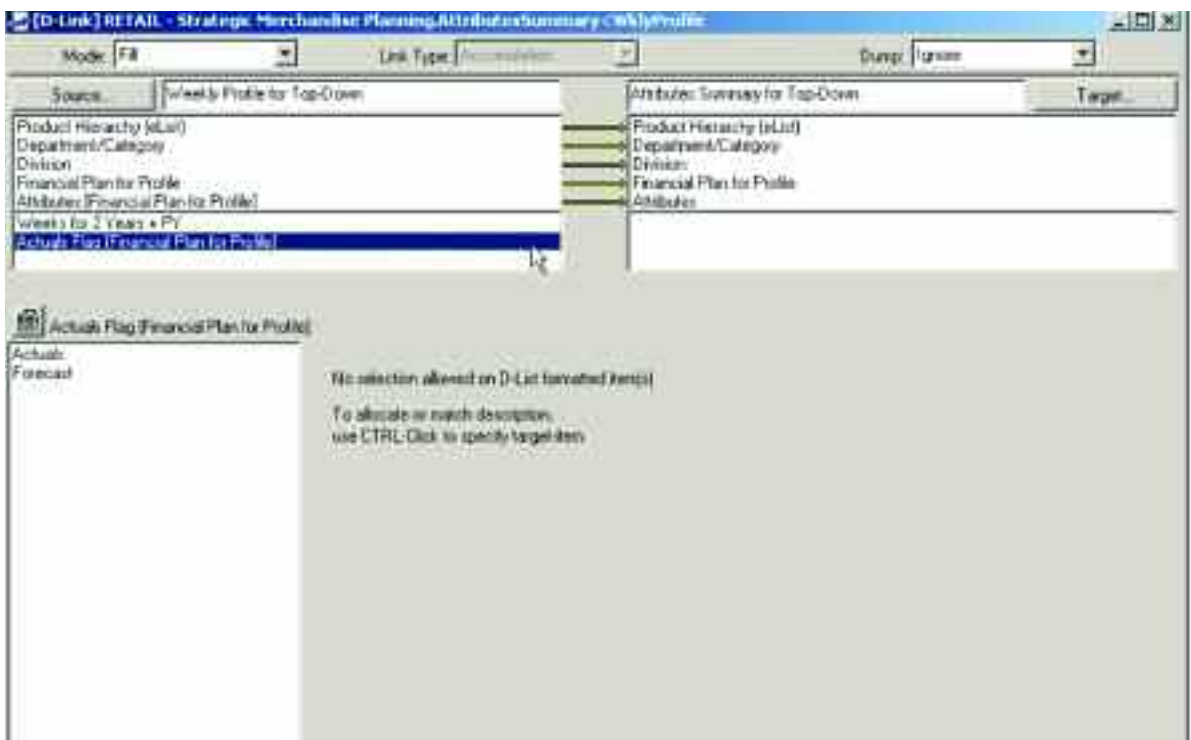
This is an Accumulation d-link in which we use a d-list formatted item on the source side of the d-link (Weekly Profile for Top-Down), in this case Attributes which is a formatted item on the Financial Plan for Profile d-list, and match it to an actual d-list on the target side of the d-link (Attributes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

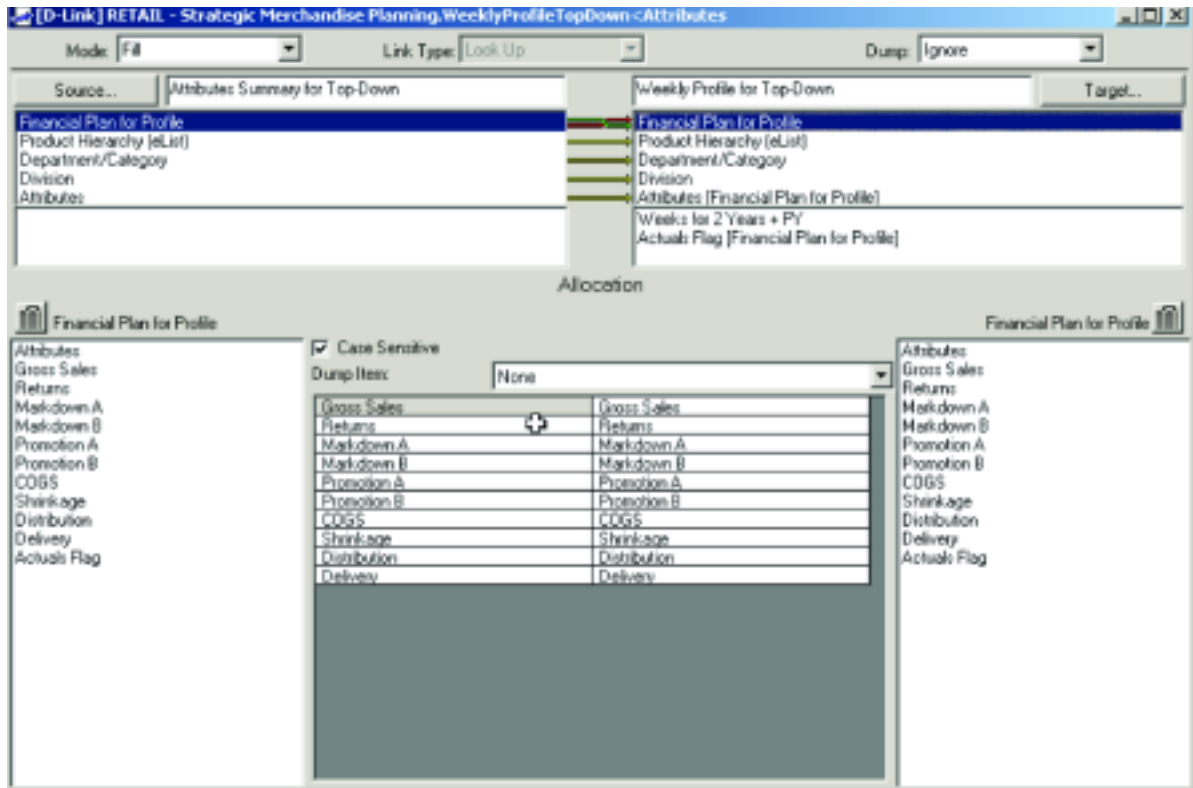


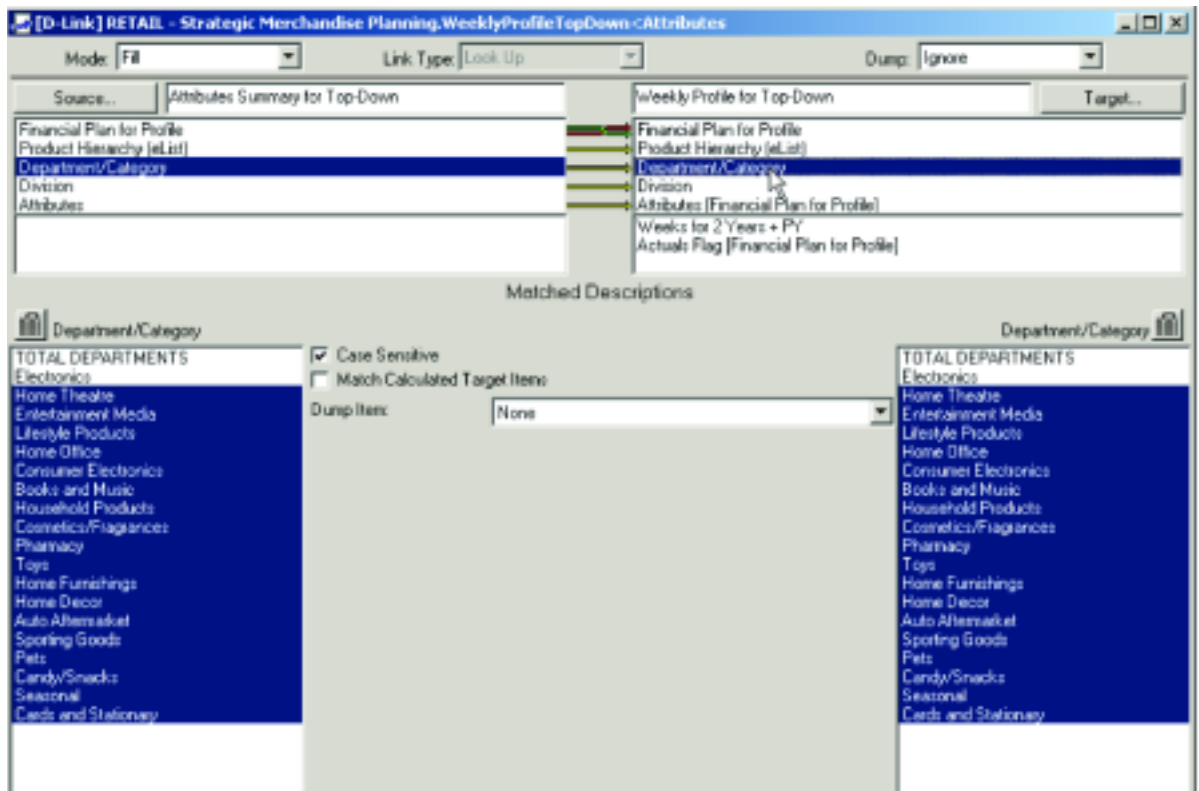
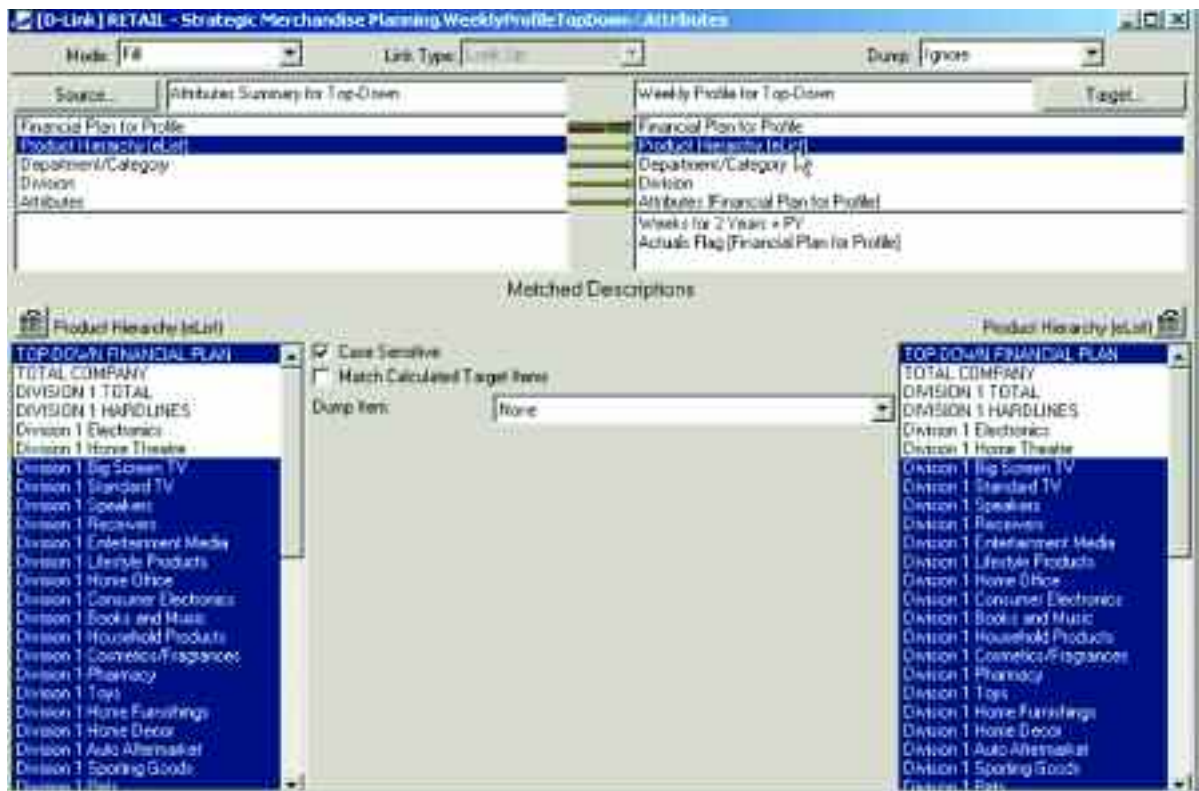
The Actuals flag is also a d-list formatted item on the Financial Plan for Profile d-list. It is not relevant in this d-link, and selections on this item are not allowed.

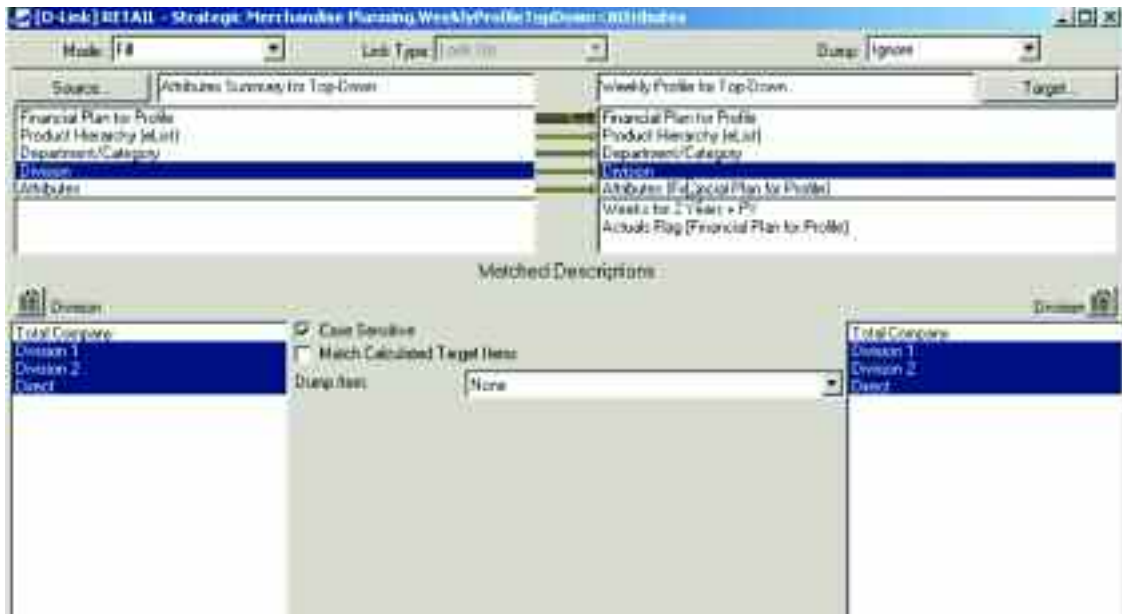


Once the prior year data is linked into the Attributes Summary for Top-Down d-cube, the third step can take place which involves moving the prior year actuals data into the appropriate week in the Current Year and Current Year + 1 forecasts based on the attributes of that week. This step takes place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

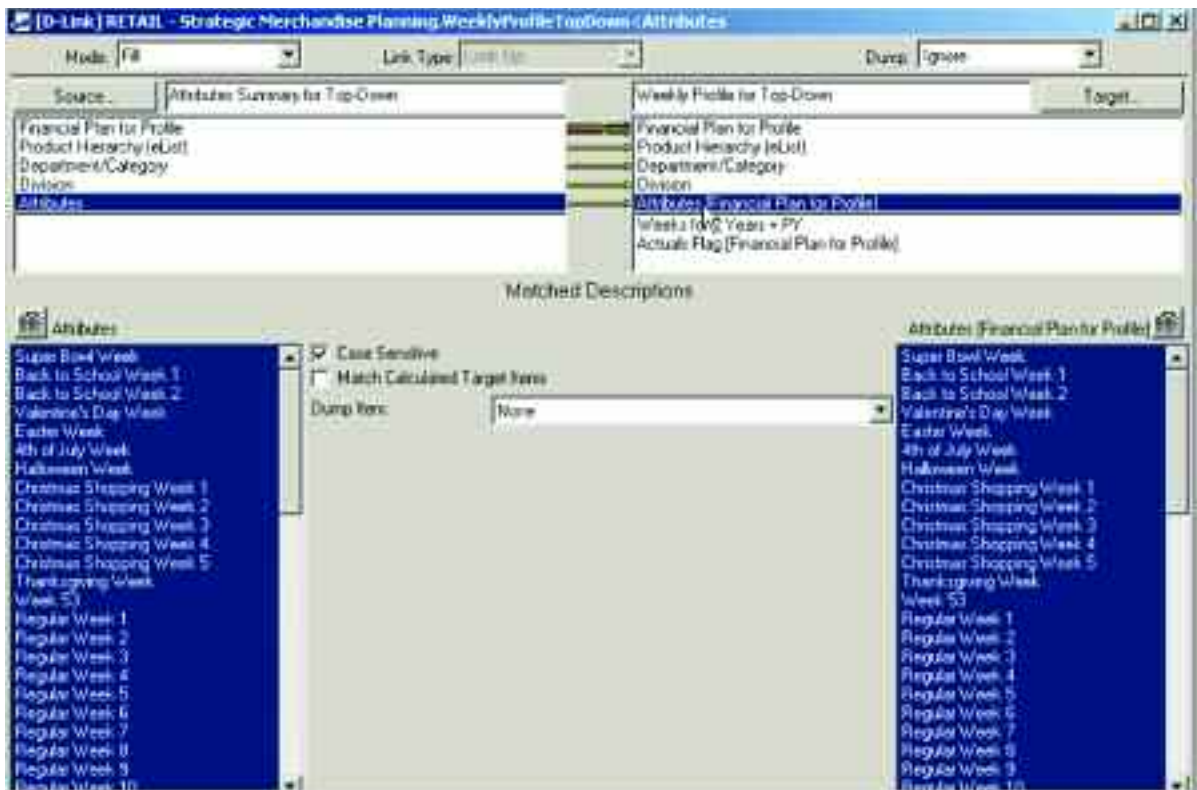
All items in the Financial Plan for Profile mapping are linked, other than the Attributes and Actuals Flag, as those items are linked into the Weekly Profile for Top-Down d-cube from the Weekly Assumptions d-cube and should not be overwritten in this d-link.



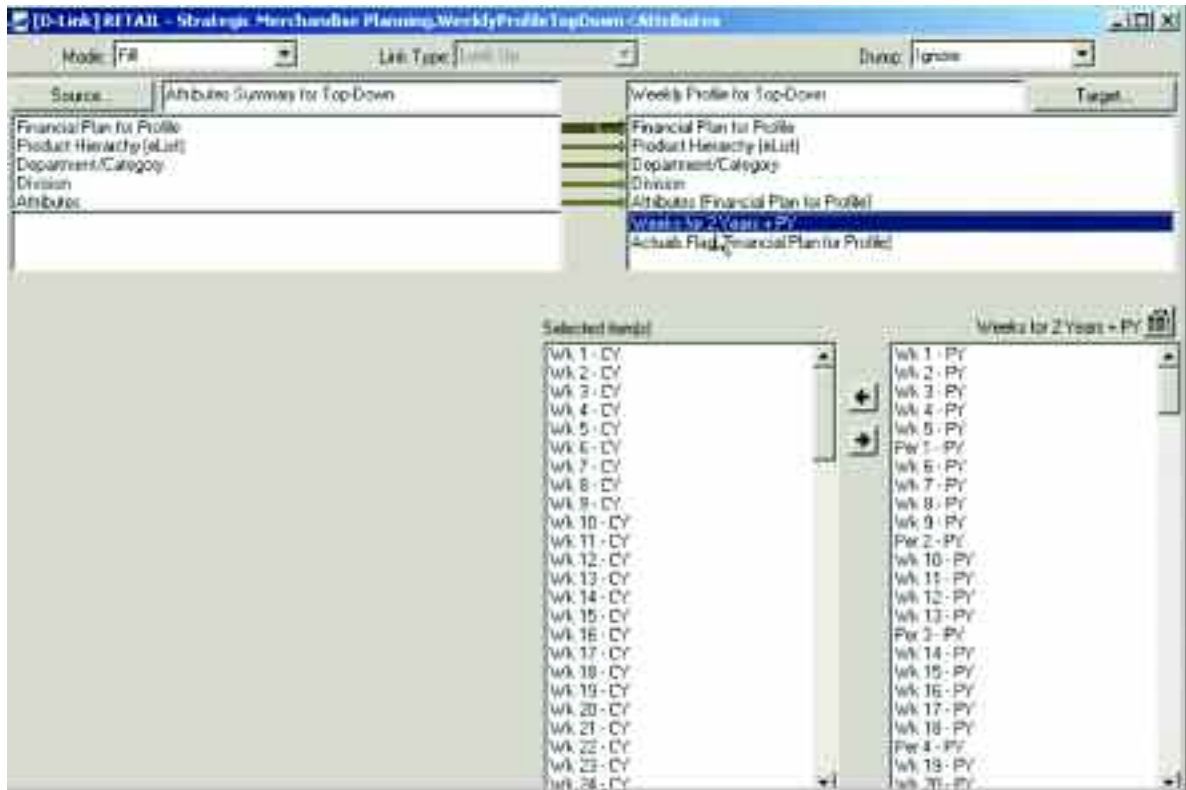




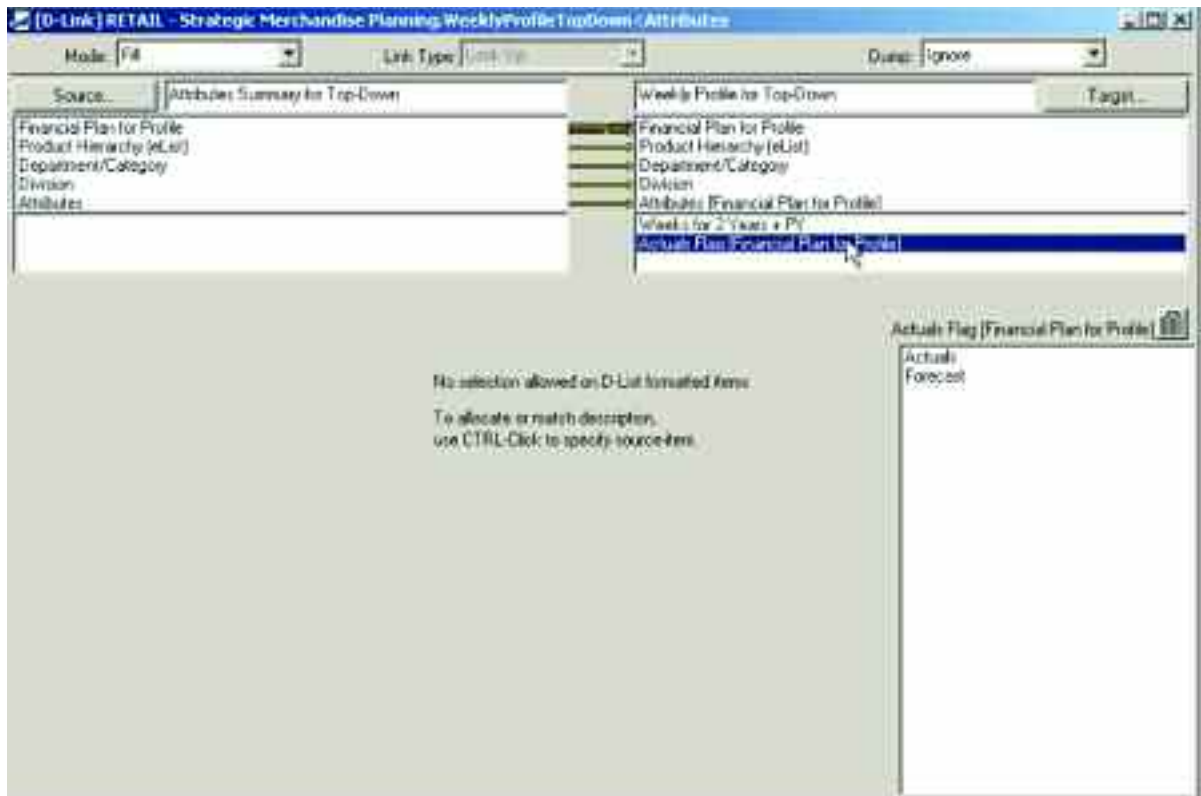
The WeeklyProfileTopDown<Attributes d-link is a Look Up d-link in that it matches an actual d-list on the source side of the link (Attributes Summary for Top-Down) to a formatted d-list on the target side of the d-link (Weekly Profile for Top-Down). The Attributes item on the target side of the d-link 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.



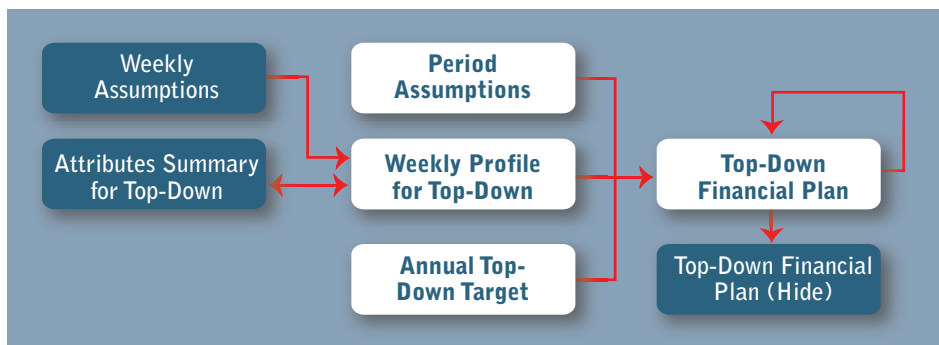
Only the weeks for the Current Year and the Current Year + 1 are chosen in the d-link, as the d-link should not overwrite the actuals data that exists in the weeks that are labeled as Prior Year.



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
Default Flag	Actual	Actual	Forecast	Forecast	Forecast	Forecast		Forecast	Forecast	Forecast	Forecast	Forecast
Period Assumptions	Per 1 - CY	Per 2 - CY	Per 2 - CY	Per 4 - CY	Per 5 - CY	Per 6 - CY		Per 2 - CY	Per 8 - CY	Per 9 - CY	Per 10 - CY	Per 11 - CY
Adjusted Periods	Per 1 - CY	Per 2 - CY										
Zero	0	0	0	0	0	0	0	0	0	0	0	0

Actual Flag

[D-Link] RETAIL - Strategic Merchandise Planning/TopDown/Plan/Period Assump...

Mode: Fill Link Type: Regular Date: Ignore

Search: Period Assumptions Top-Down Financial Plan Target

Periods: Period Assumptions Periods: Financial Plan

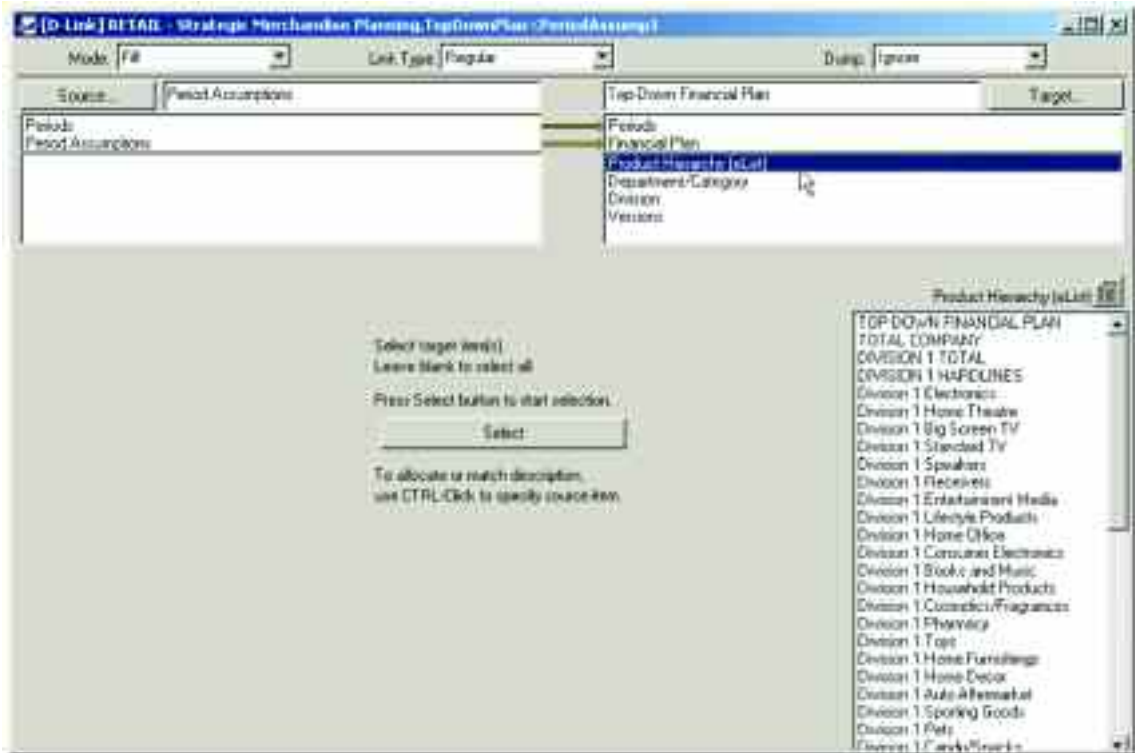
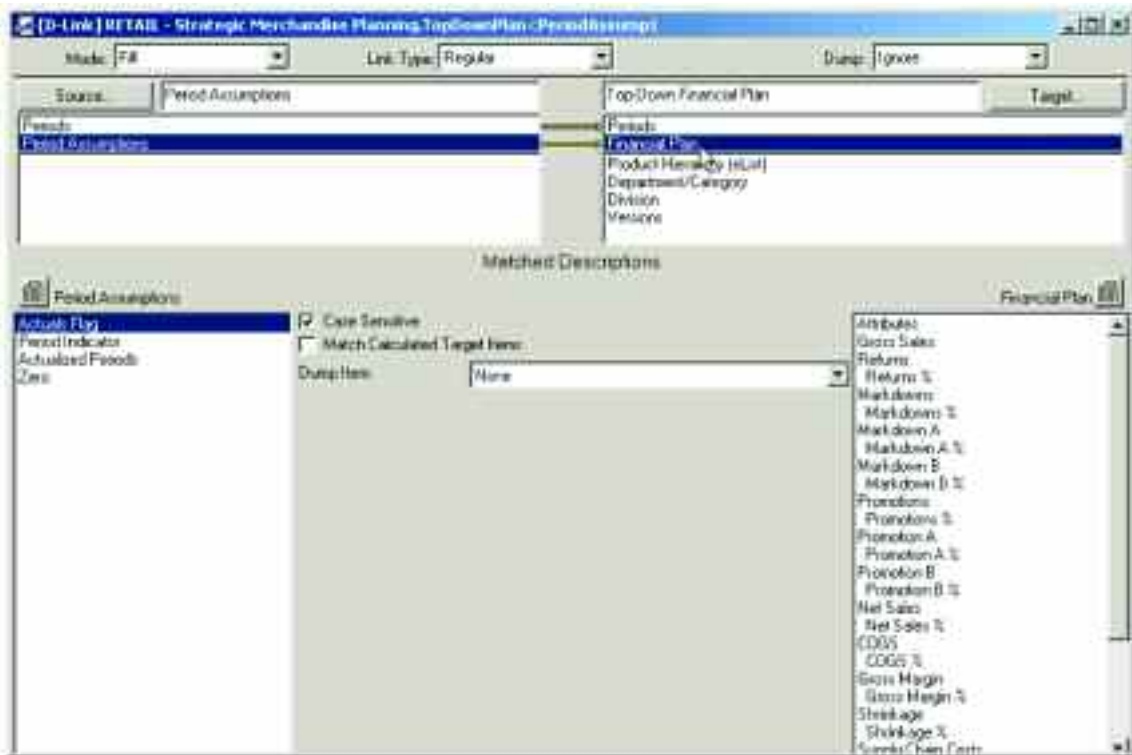
Product Hierarchy (s), (r)
 Department/Category
 Division
 Versions

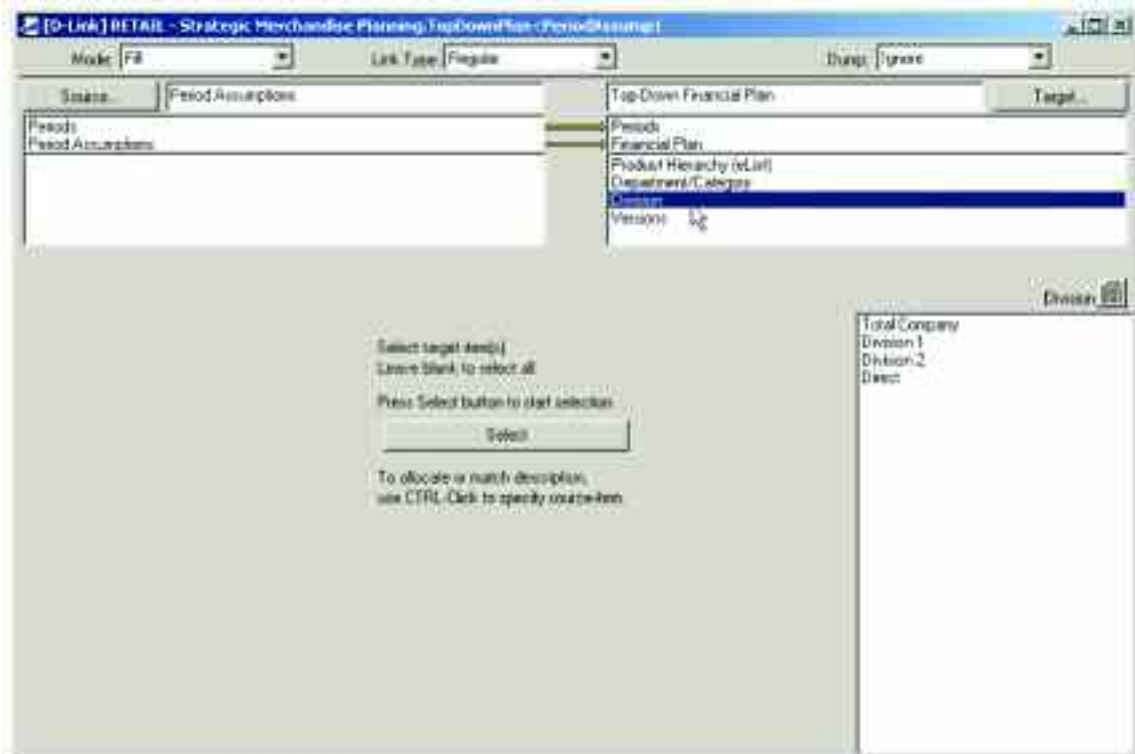
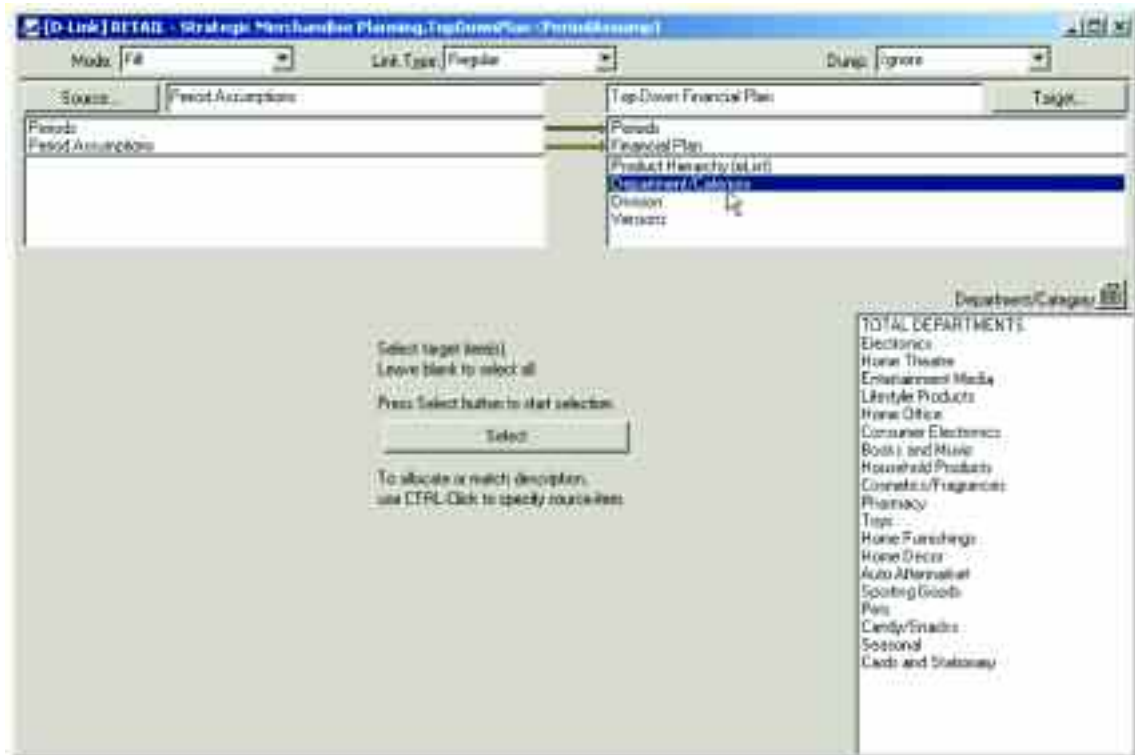
Matched Descriptions

Case Sensitive
 Match Calculated Target Items
 Drop Item: None

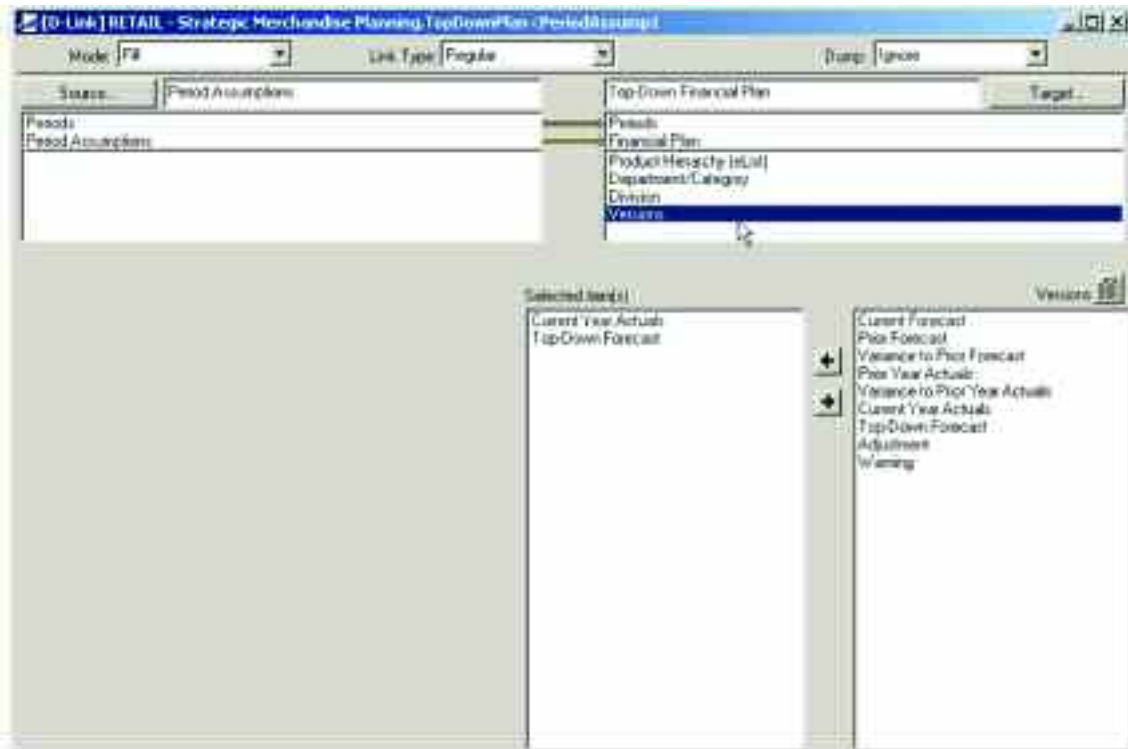
Periods: Per 1 - CY, Per 2 - CY, Per 3 - CY, Per 4 - CY, Per 5 - CY, Per 6 - CY, CY Spring Total, Per 7 - CY, Per 8 - CY, Per 9 - CY, Per 10 - CY, Per 11 - CY, Per 12 - CY, CY Fall Total, CY Total, Per 1 - CY+1, Per 2 - CY+1, Per 3 - CY+1, Per 4 - CY+1, Per 5 - CY+1, Per 6 - CY+1, CY+1 Spring Total,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

Periods: 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, 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

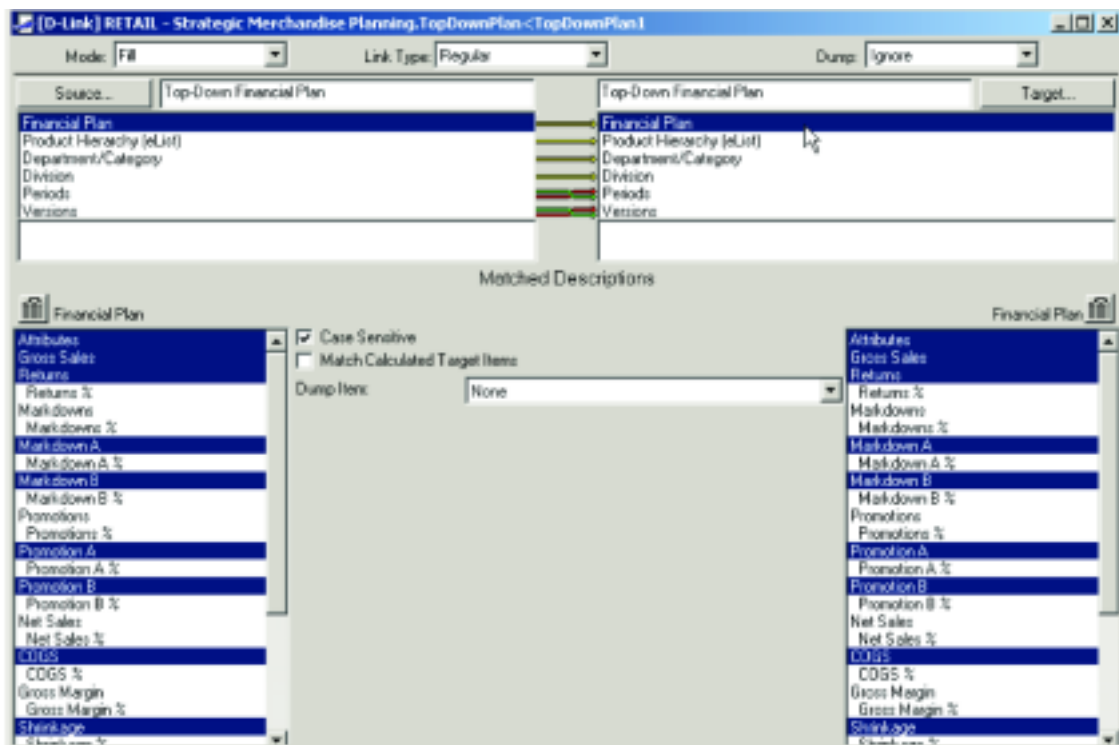


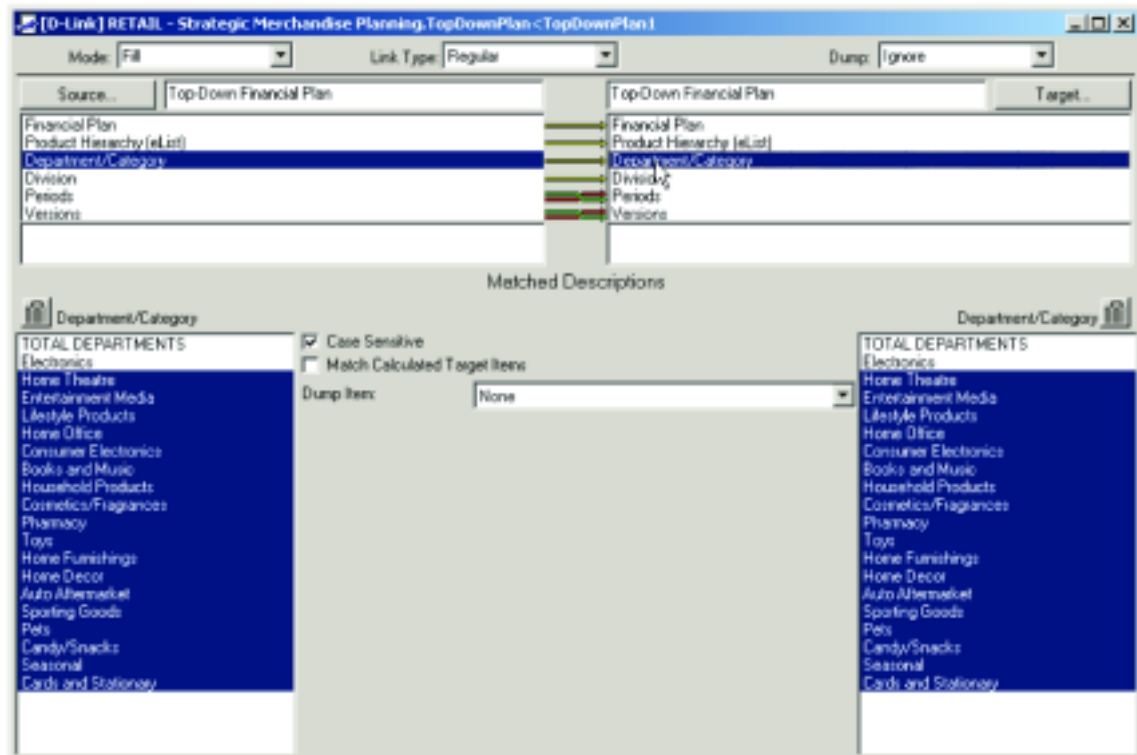
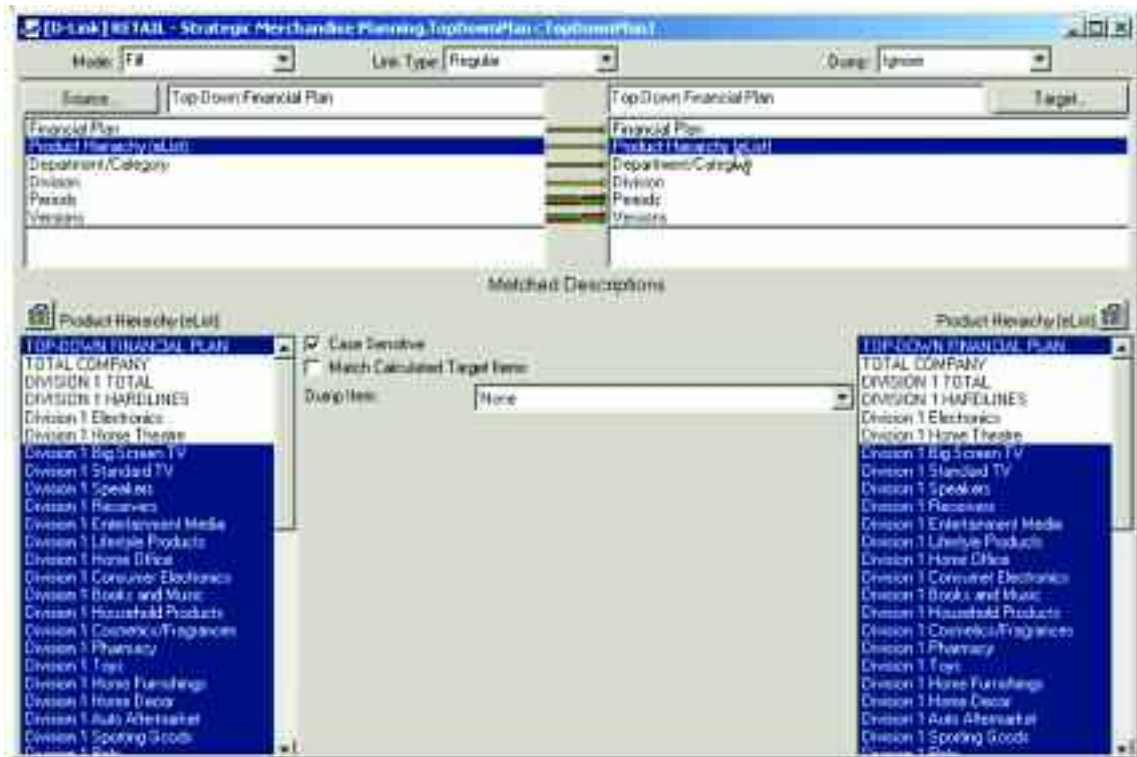


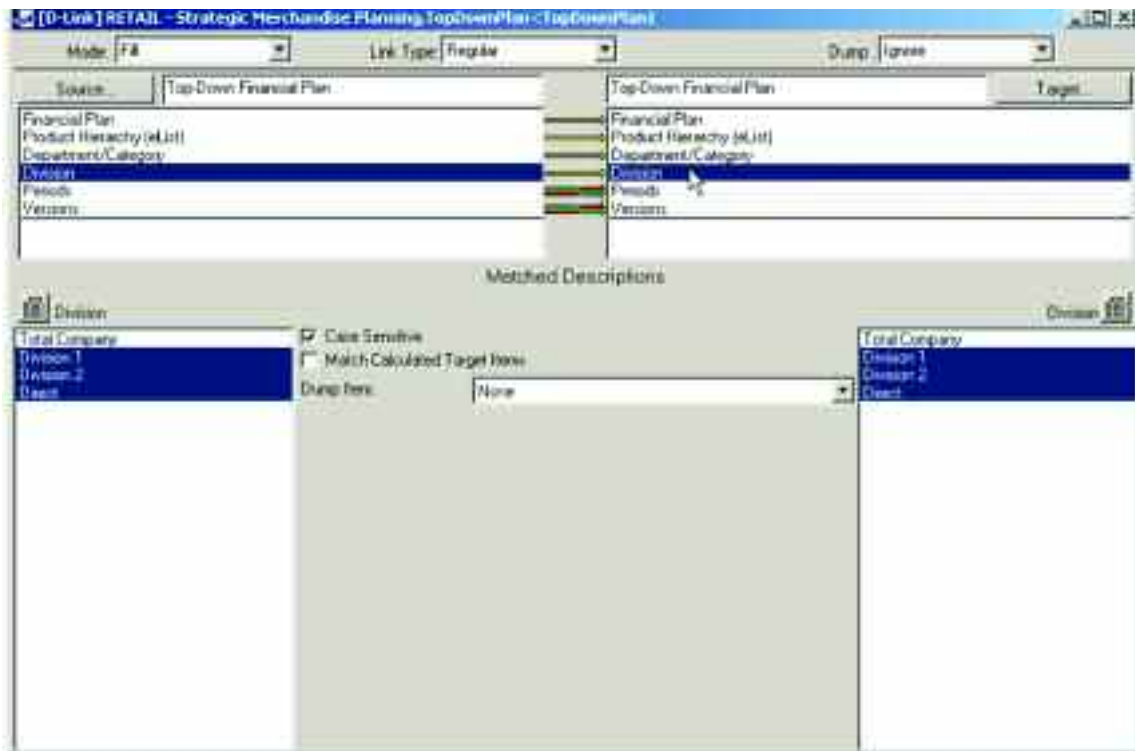
The information from the Period Assumptions d-cube is only linked into the Current Year Actuals and Top-Down Forecast items in the Versions dimension, as the other items in that dimension are either historical or calculations and should not change based on information linked from the Period Assumptions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



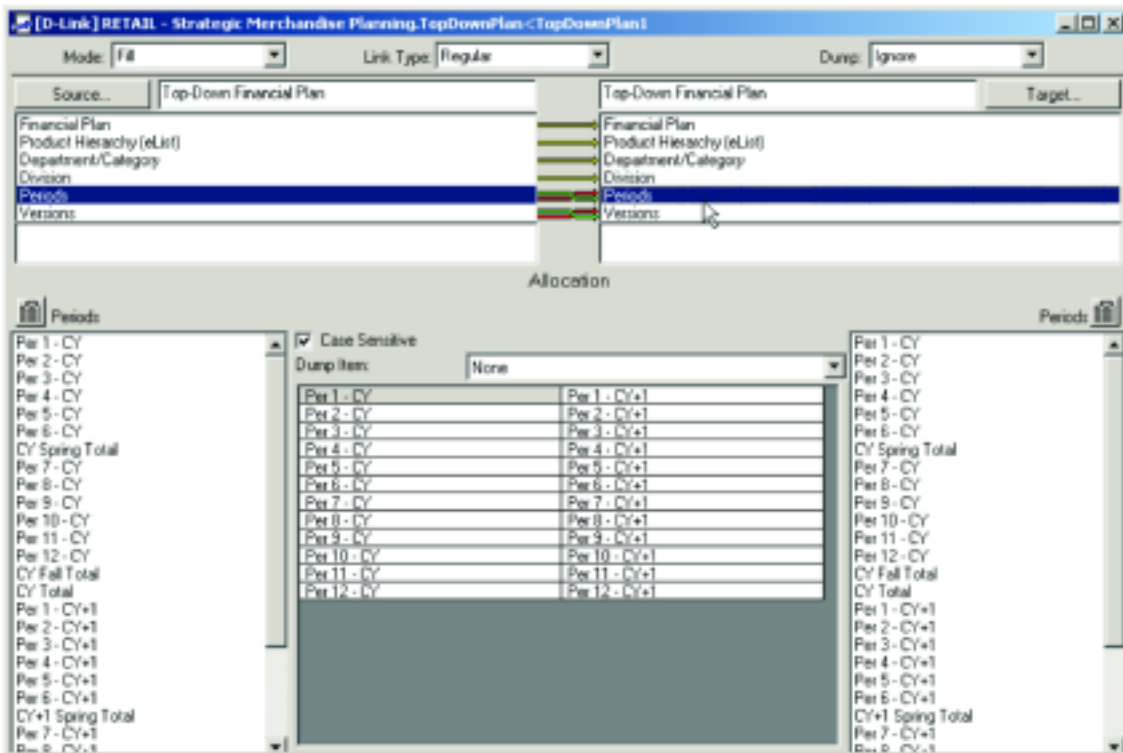
The fourth d-link into the Top-Down Financial Plan d-cube is called TopDownPlan<TopDownPlan1 and is an internal d-link that Current Year Actuals to the Prior Year Actuals view for the Current Year + 1.



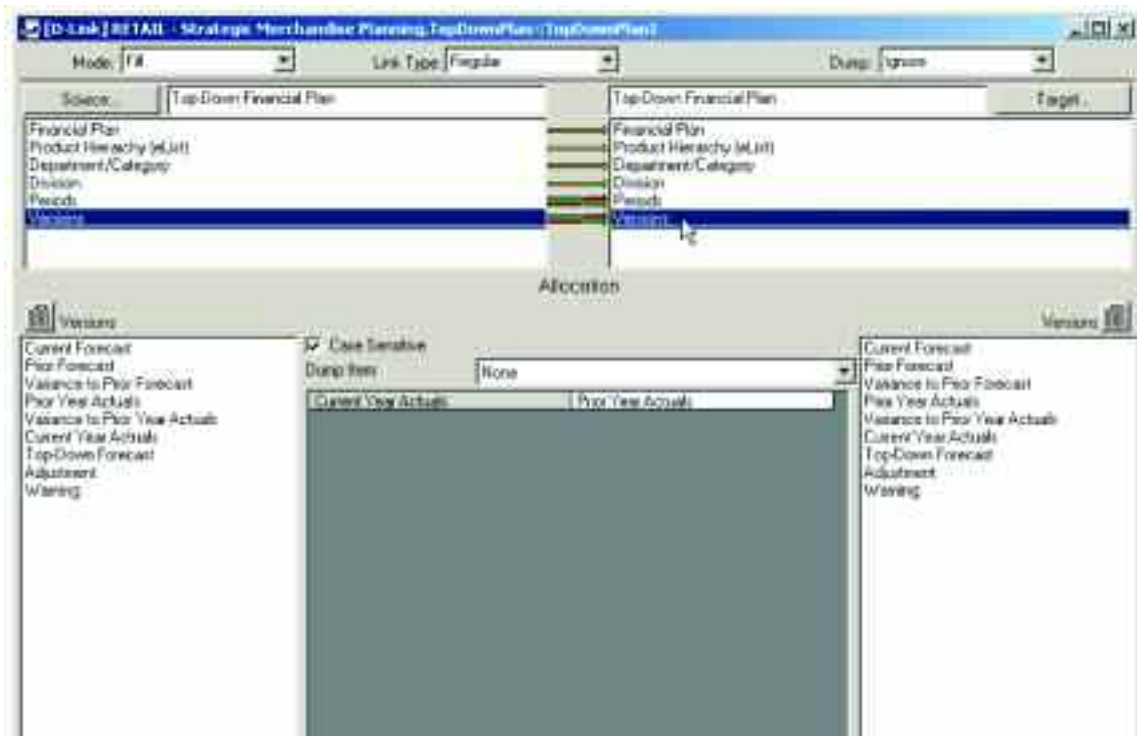




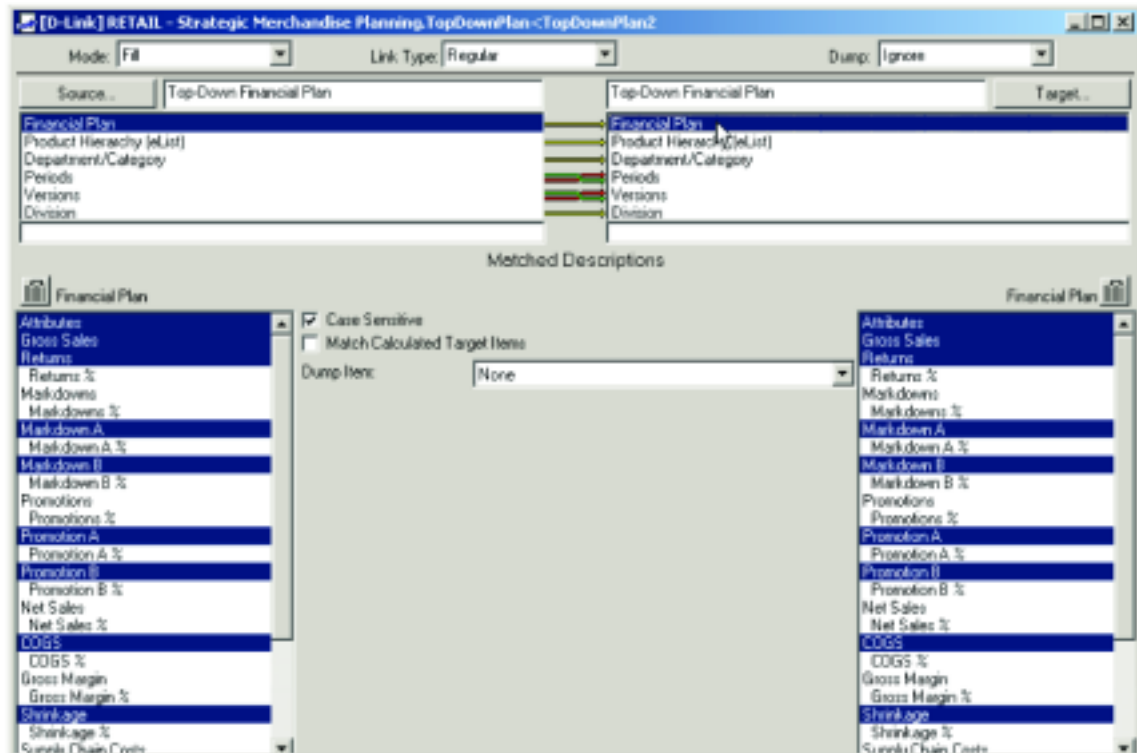
The periods for the Current Year are matched to the periods for the Current Year + 1.

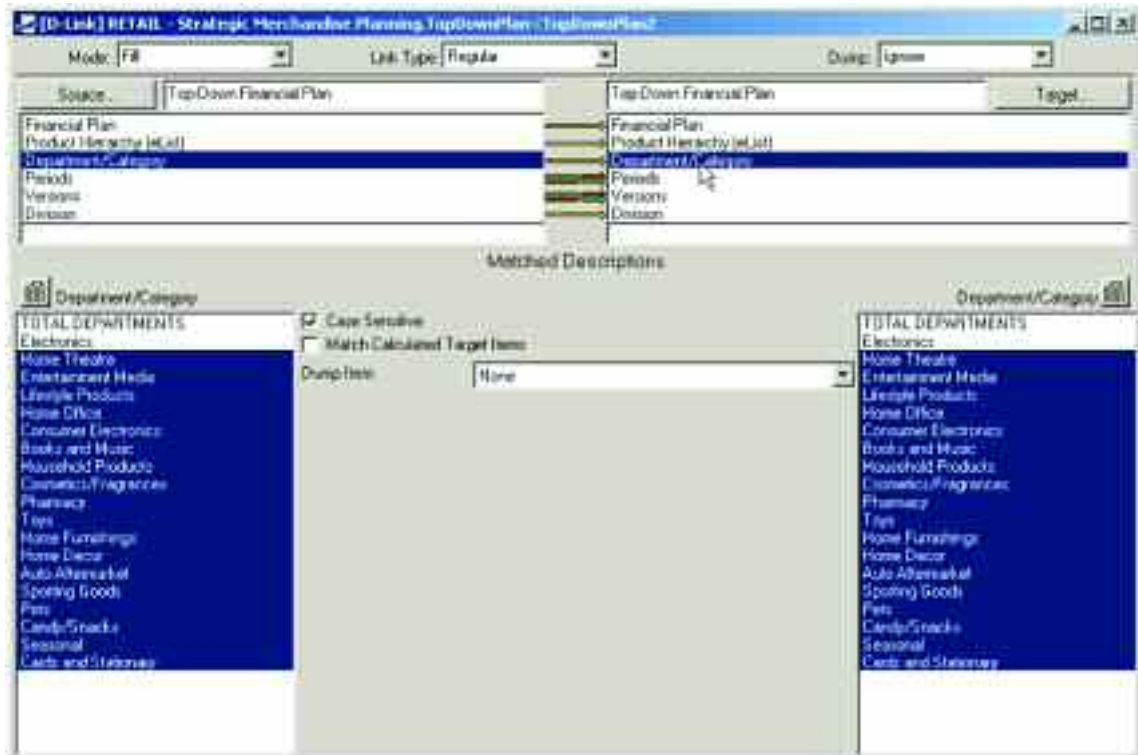
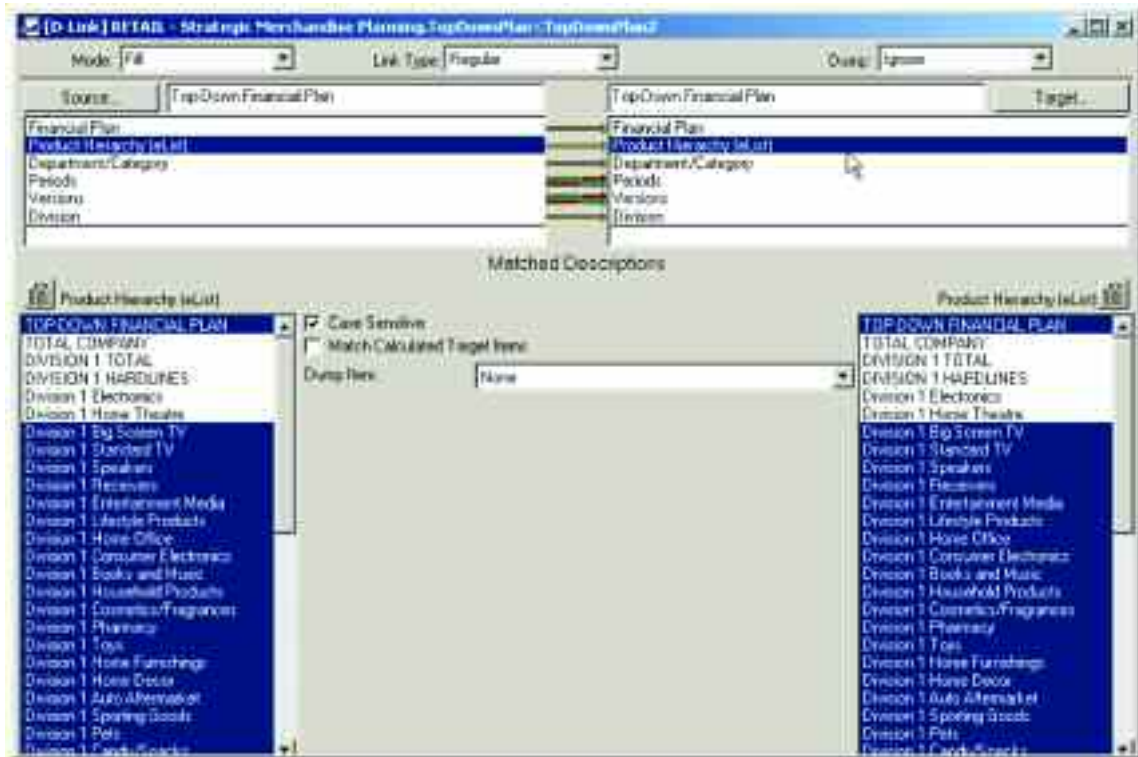


The Current Year Actuals item in the Versions dimension is linked to the Prior Year Actuals item.



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	Actual	Actual	Forecast	Forecast	Forecast	Forecast		Forecast	Forecast	Forecast	Forecast	Forecast
Periods/Week	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										
Sum	0	0	0	0	0	0	0	0	0	0	0	0

Mode: Fill | Link Type: Regular | Group: Harmon

Source: Top Down Financial Plan | Target: Top Down Financial Plan

Financial Plan | Financial Plan
 Product Hierarchy (Unit) | Product Hierarchy (Unit)
 Department/Category | Department/Category
Periods | **Periods**
 Versions | Versions
 Division | Division

Allocation:

Periods: 99

Left List: 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, 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

Right List: 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, 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

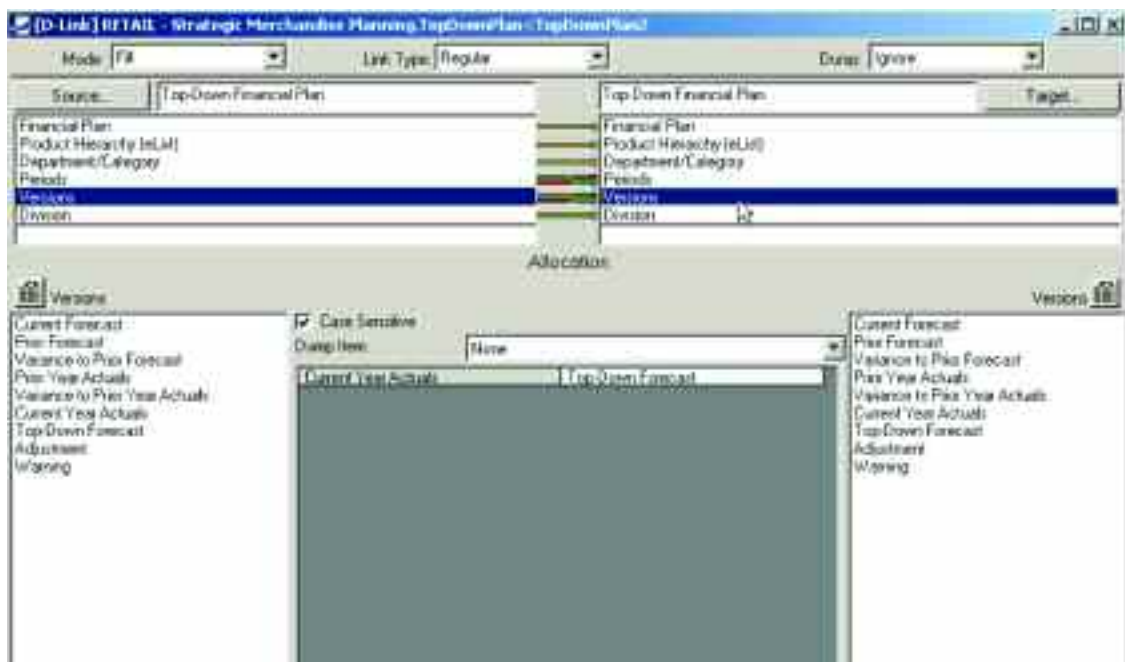
Selection from D-Cube: RETAIL - Strategic Merchandise Planning Period Assumptions

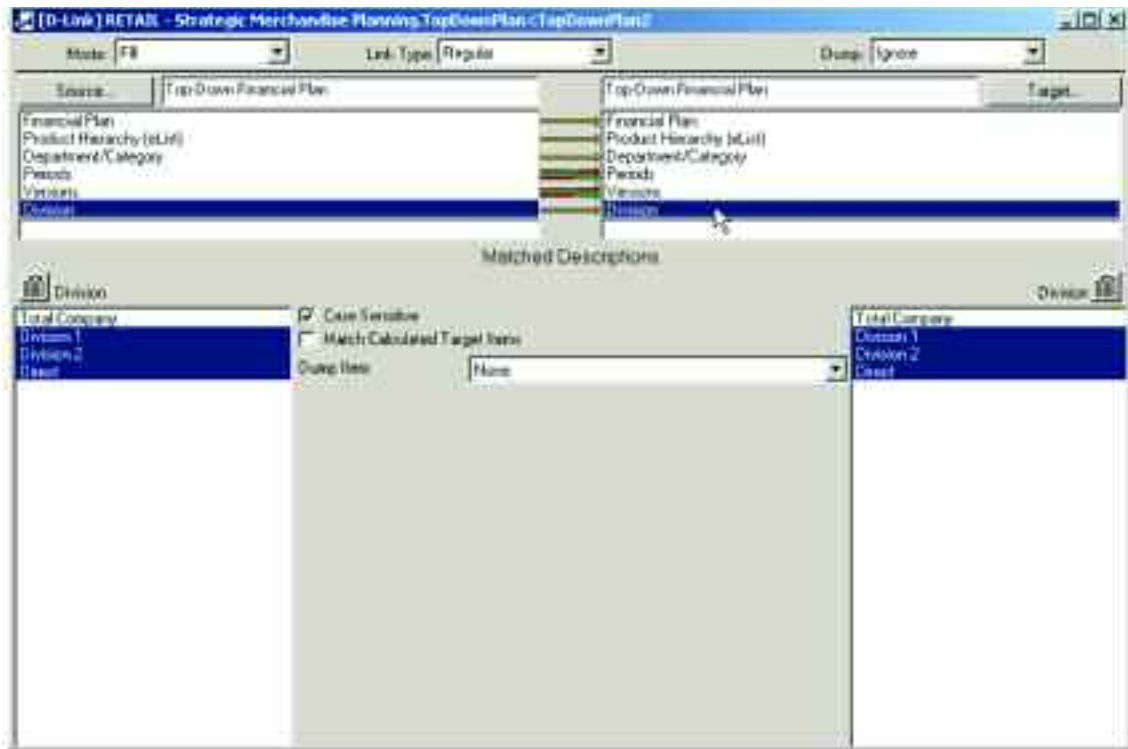
D-Link used as source

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:

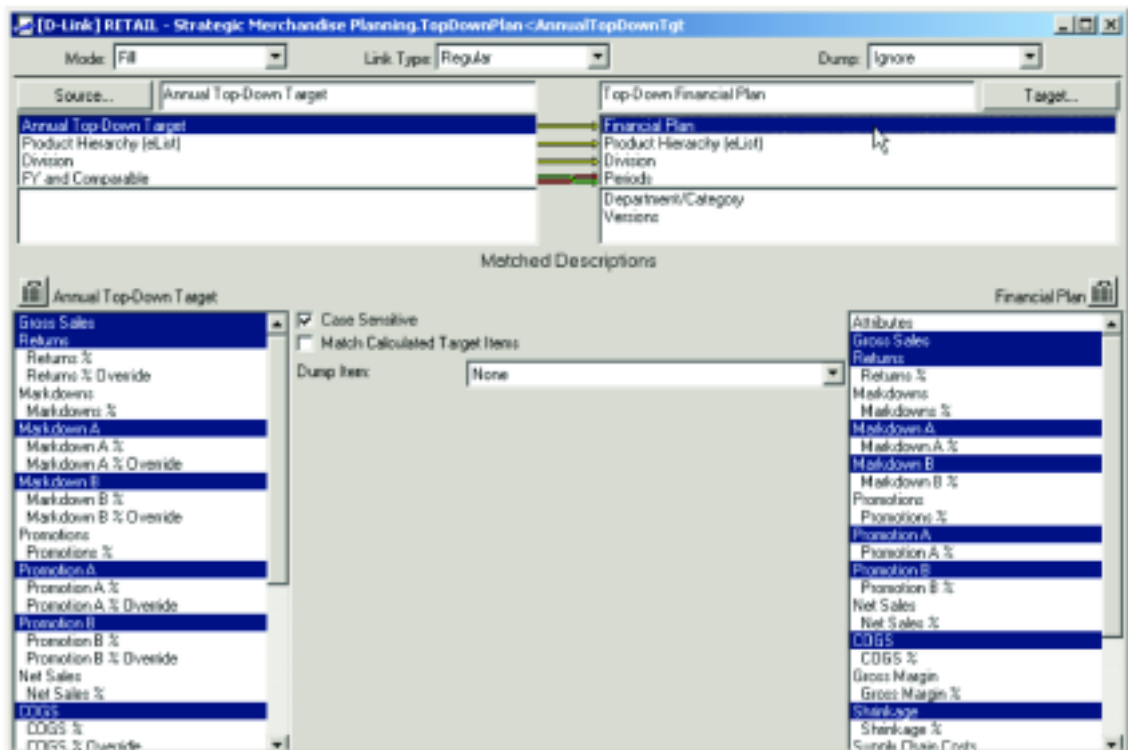


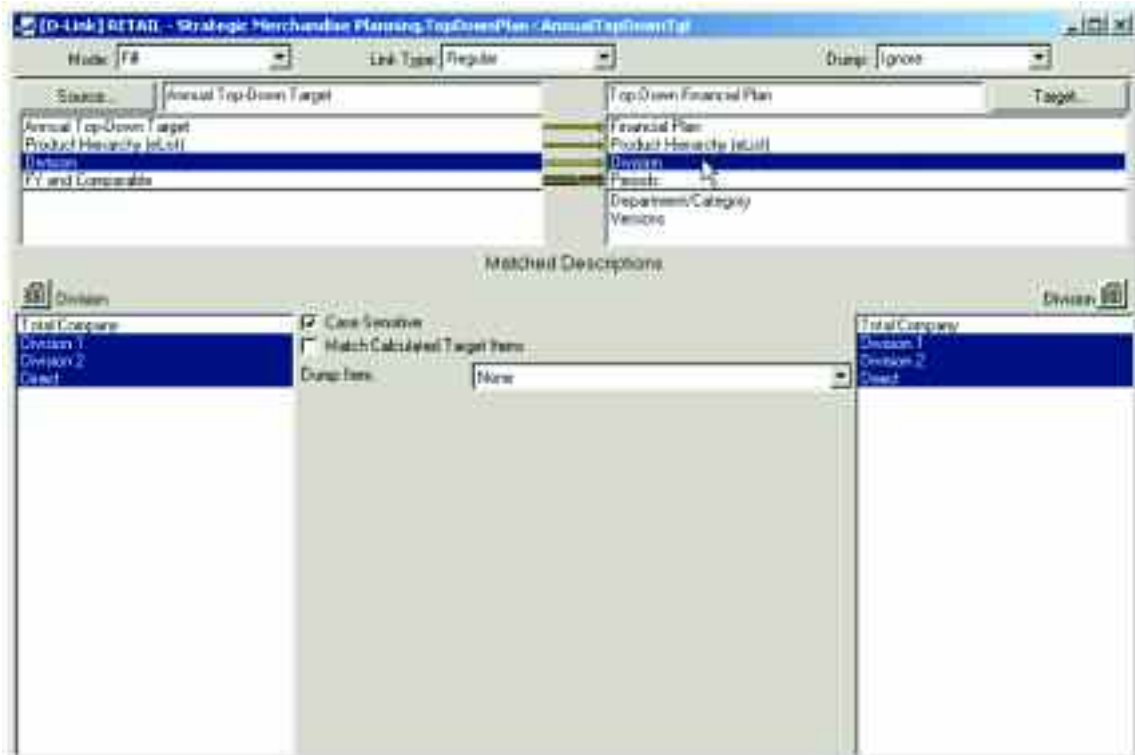
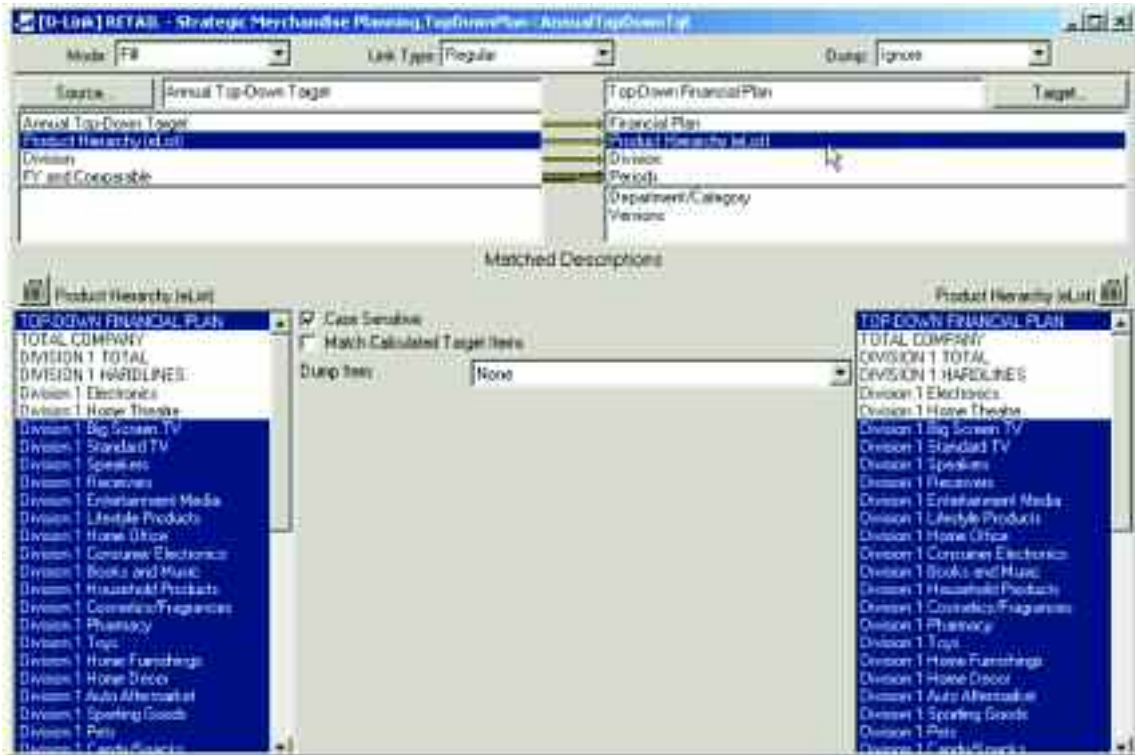
The link for the Versions lists moves information in the Current Year Actuals item to the Top-Down Forecast item. Therefore, once the data from the Annual Top-Down Target is linked into the Top-Down Financial Plan d-cube, these actual periods will not be impacted.



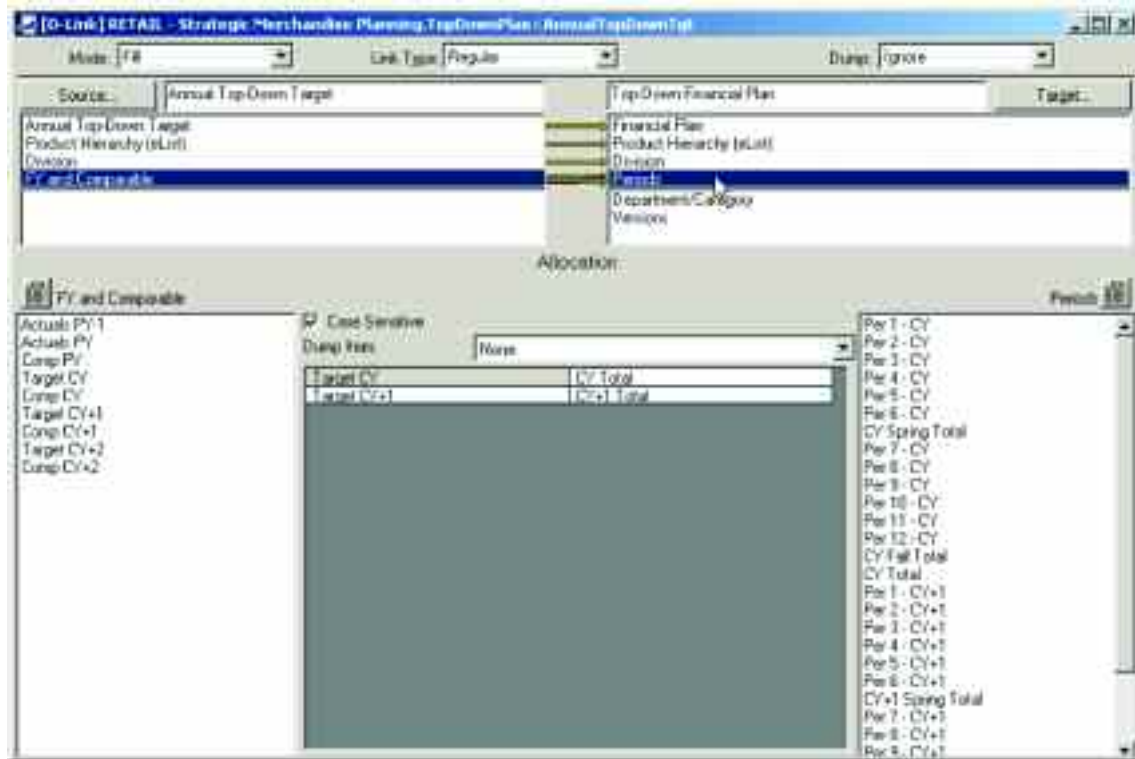


The sixth d-link into the Top-Down Financial Plan d-cube is called TopDownTarget<AnnualTopDownTgt and links the information forecasted in the Annual Top-Down Target tab.

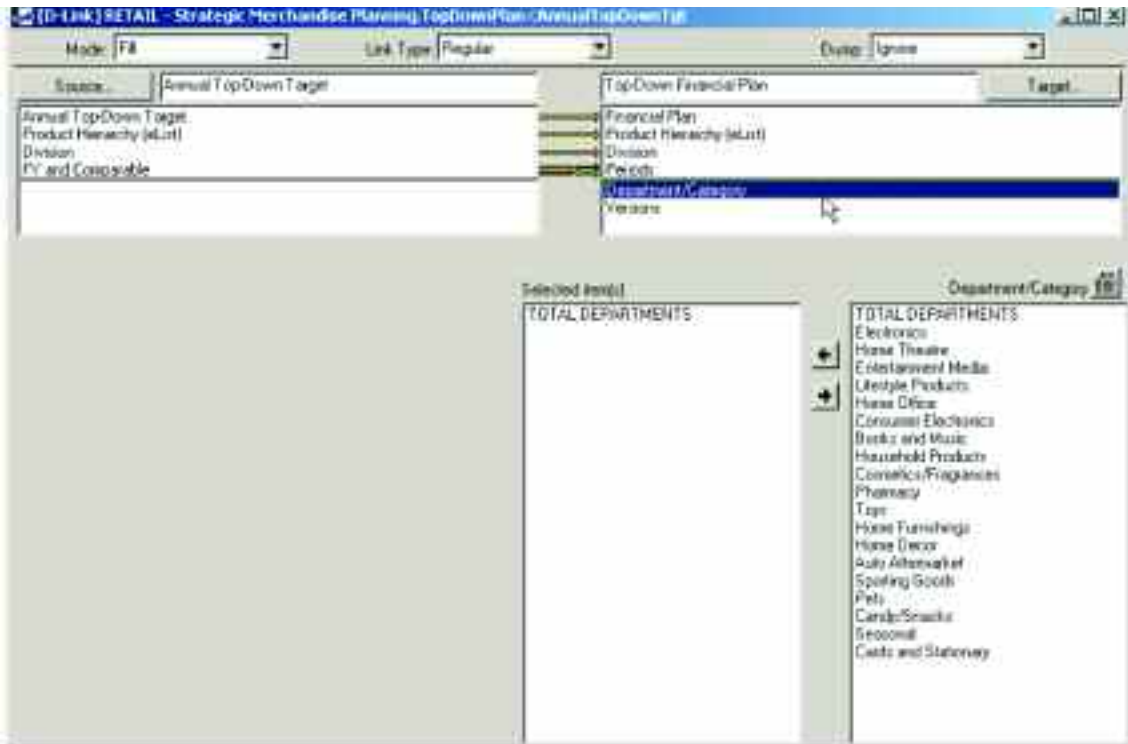




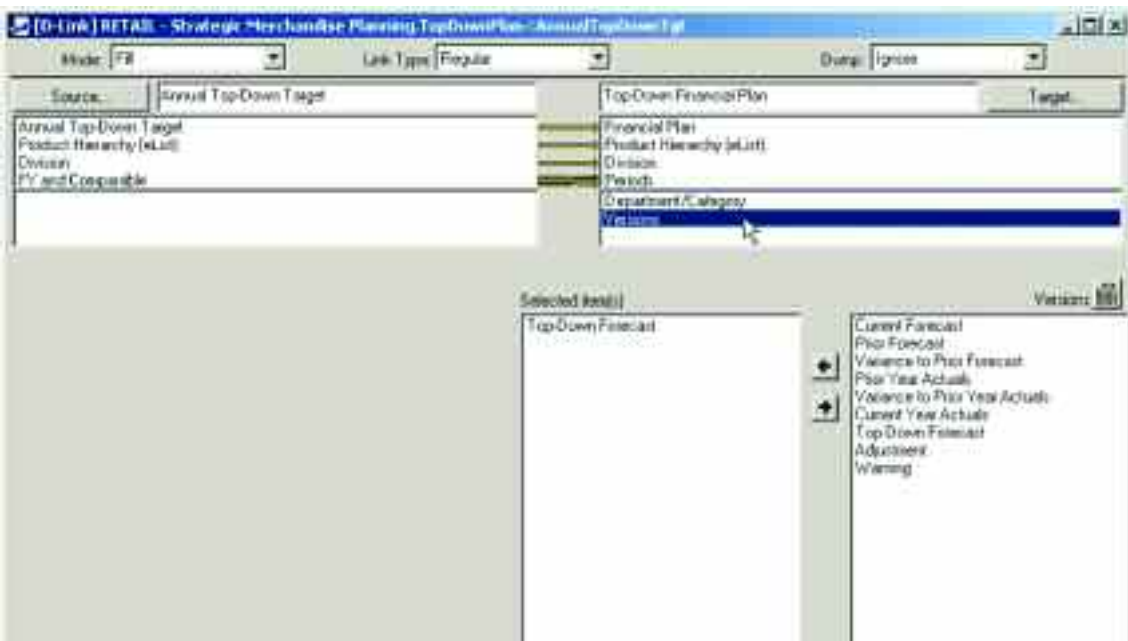
The Target CY from the Annual Top-Down Target d-cube is linked to the CY Total in the Top-Down Financial Plan, and the Target CY+1 is linked to the CY+1 Total. In the Top-Down Financial Plan, the CY Total and CY+1 Total are sub-totals of the periods in each of those years. Therefore, this d-link will 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	0	0	0	0	0	0	0	0	0	0	0	0
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										

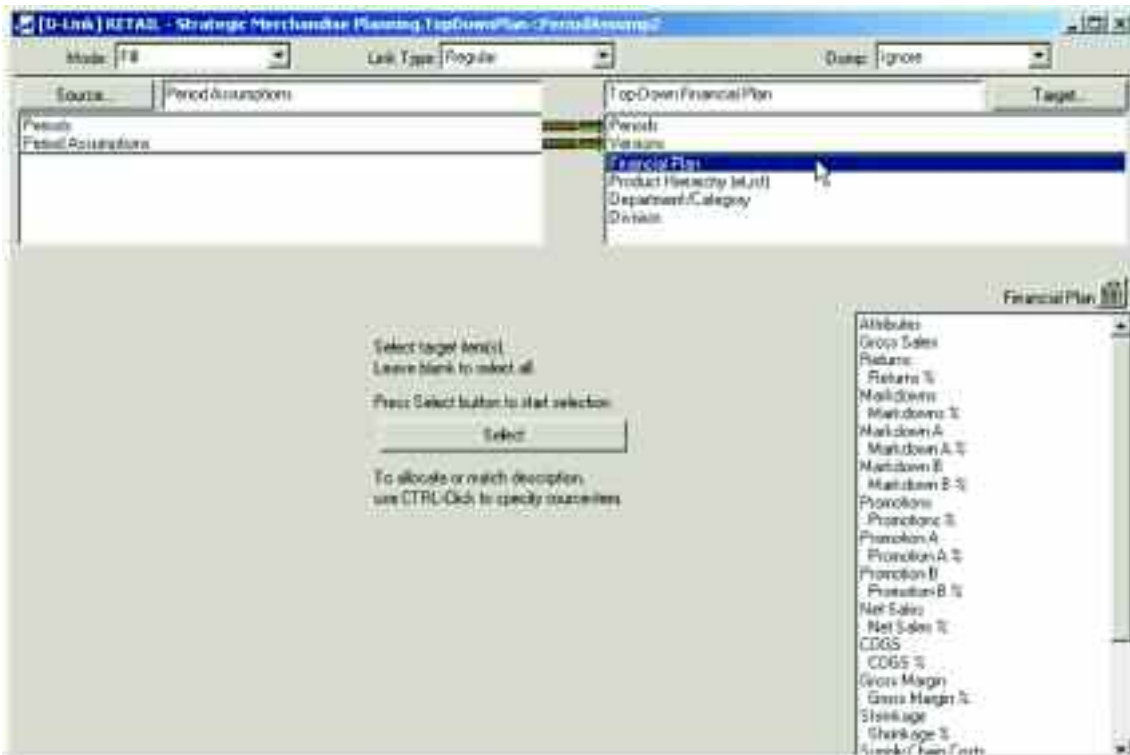
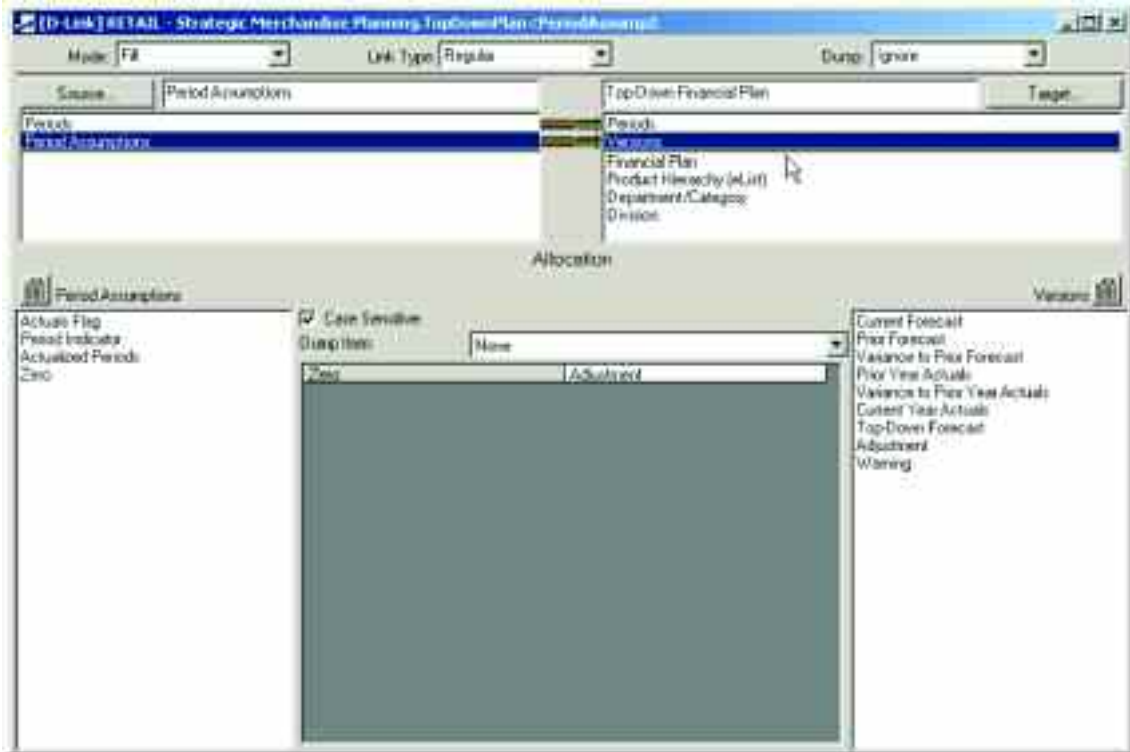
The d-link again leverages the Actualized Periods line of the Period Assumptions d-cube so that only the periods that are actuals are affected by the d-link.

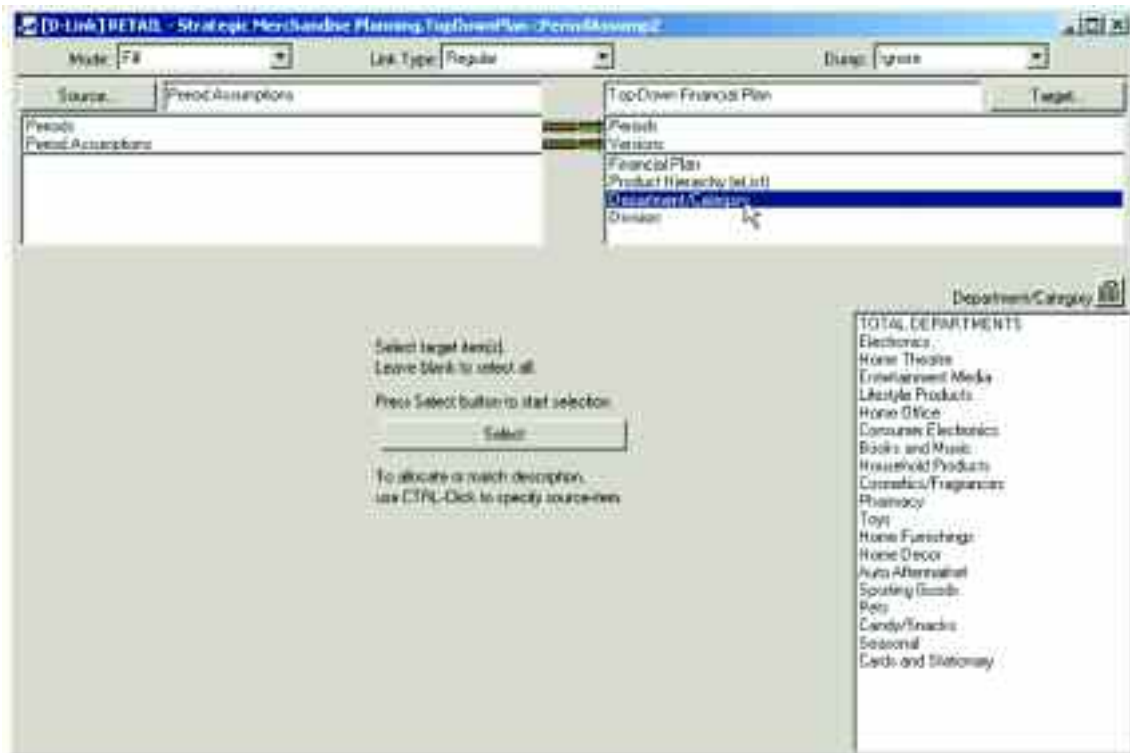
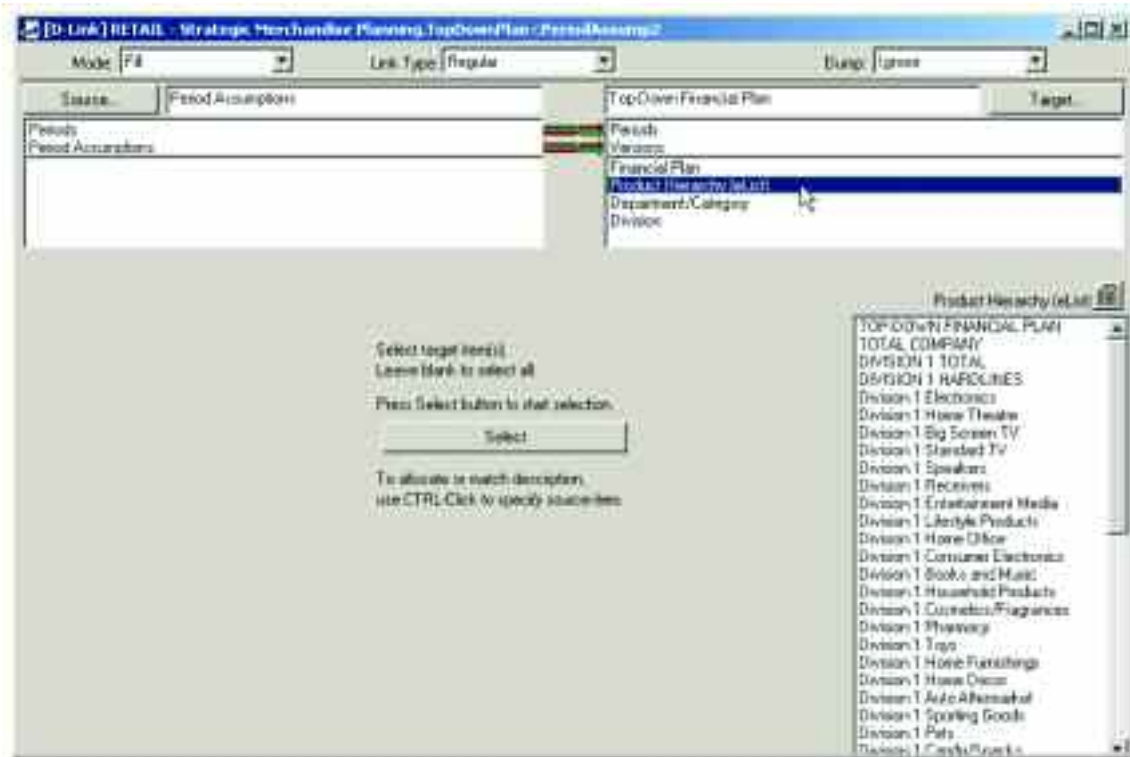
Source: Period Assumptions | Target: Top-Down Financial Plan

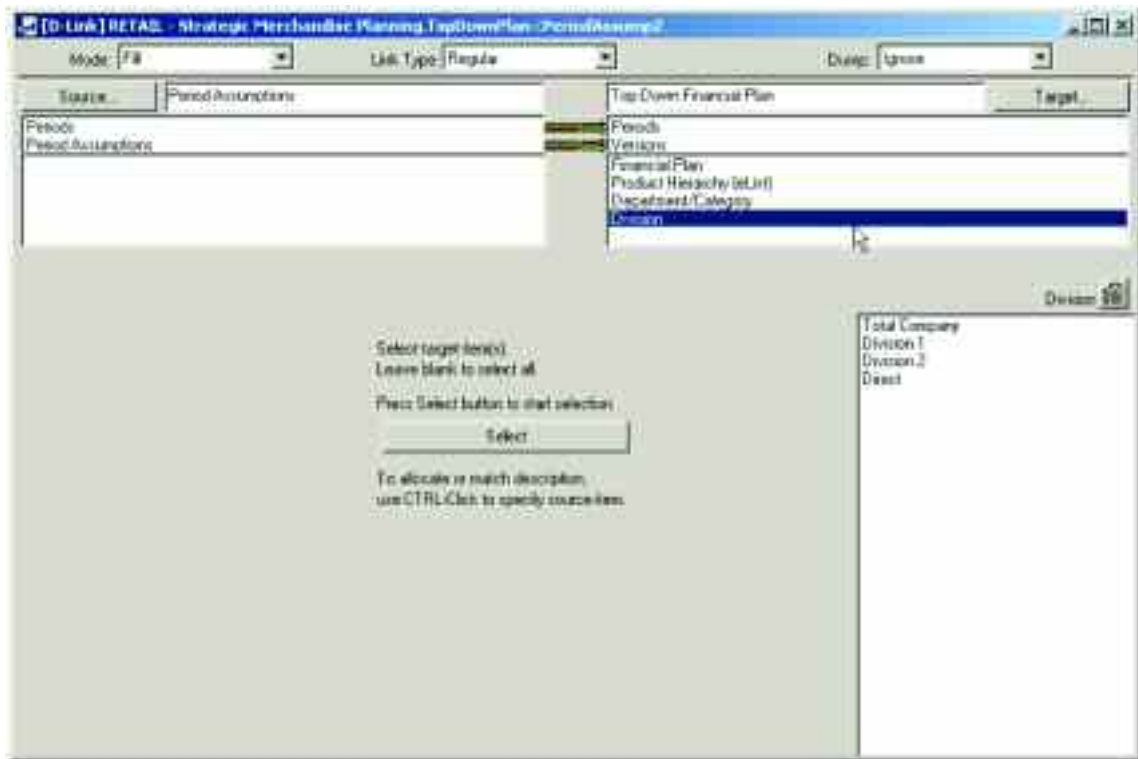
Allocation:

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

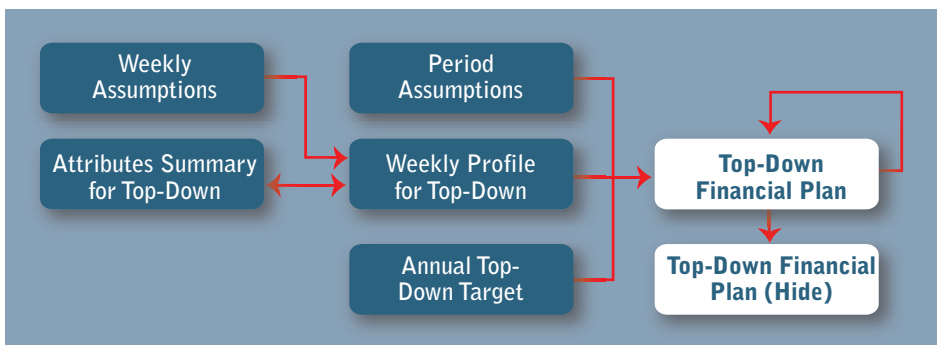
The Zero item from the Period Assumptions dimension in the Period Assumptions d-cube is linked to the Adjustment item in the Versions dimension in the Top-Down Financial Plan d-cube.







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.



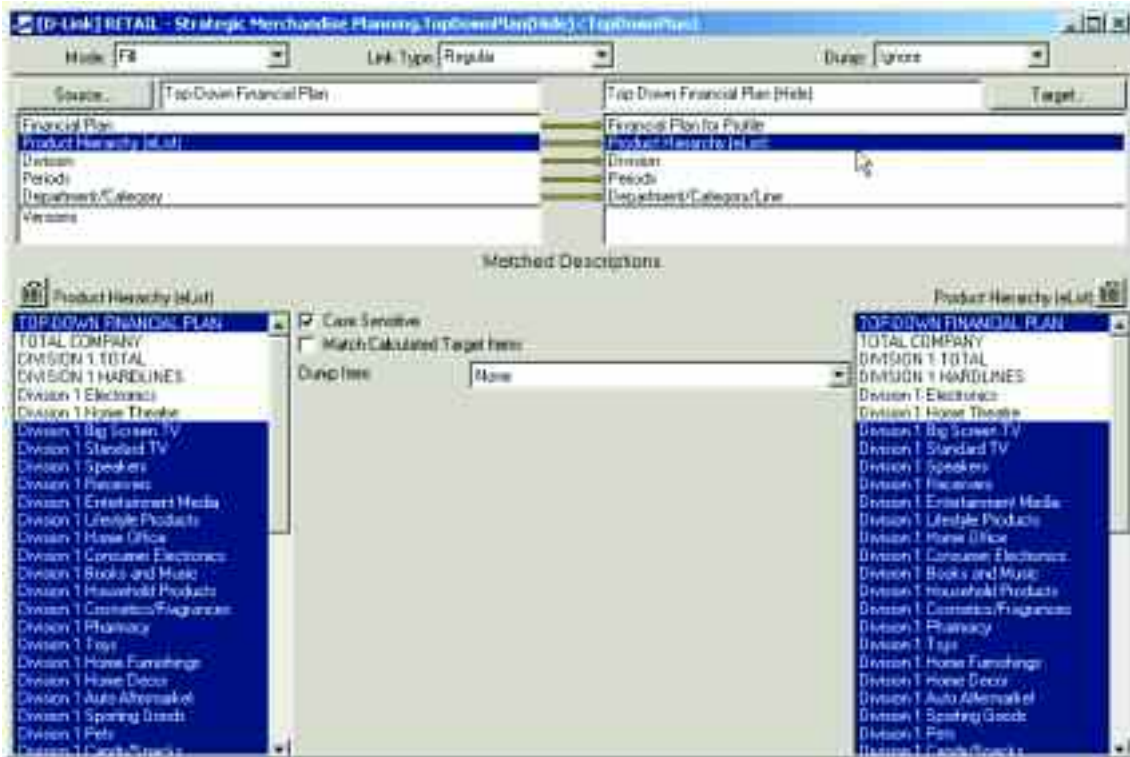
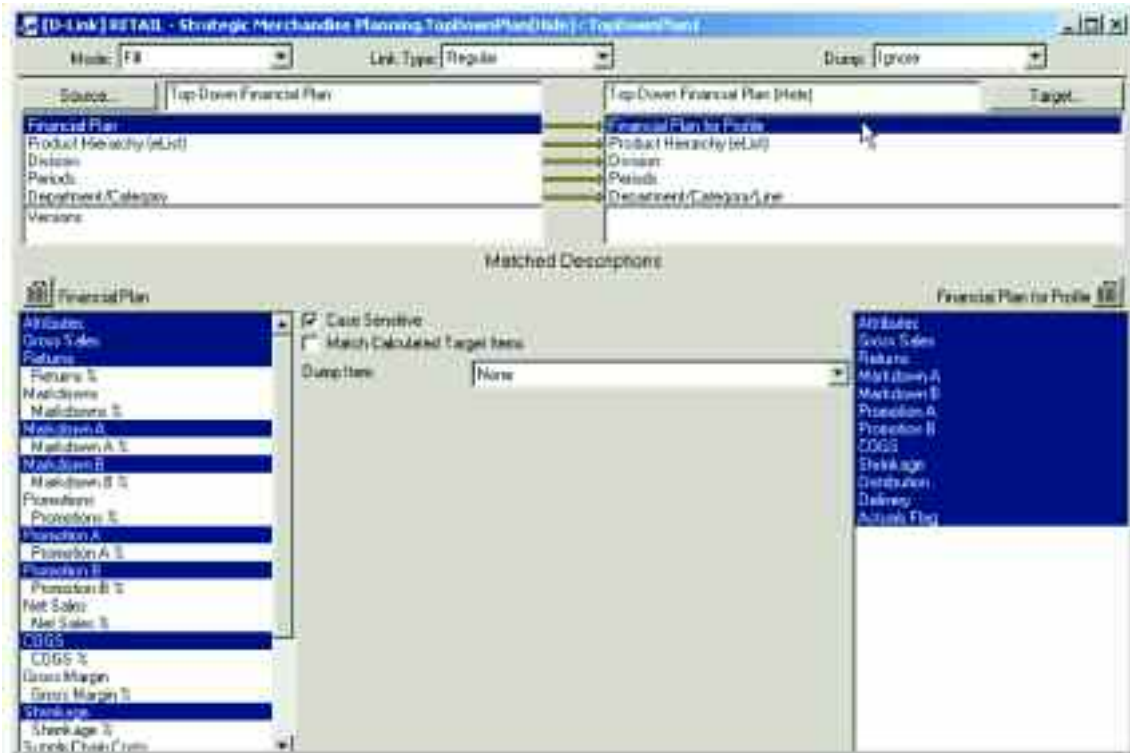
This information is linked into a hidden d-cube called Top-Down Financial Plan (Hide), and that cube is made up of five dimensions: Financial Plan for Profile, Product Hierarchy (eList), Department/Category/Line, Division and Periods.

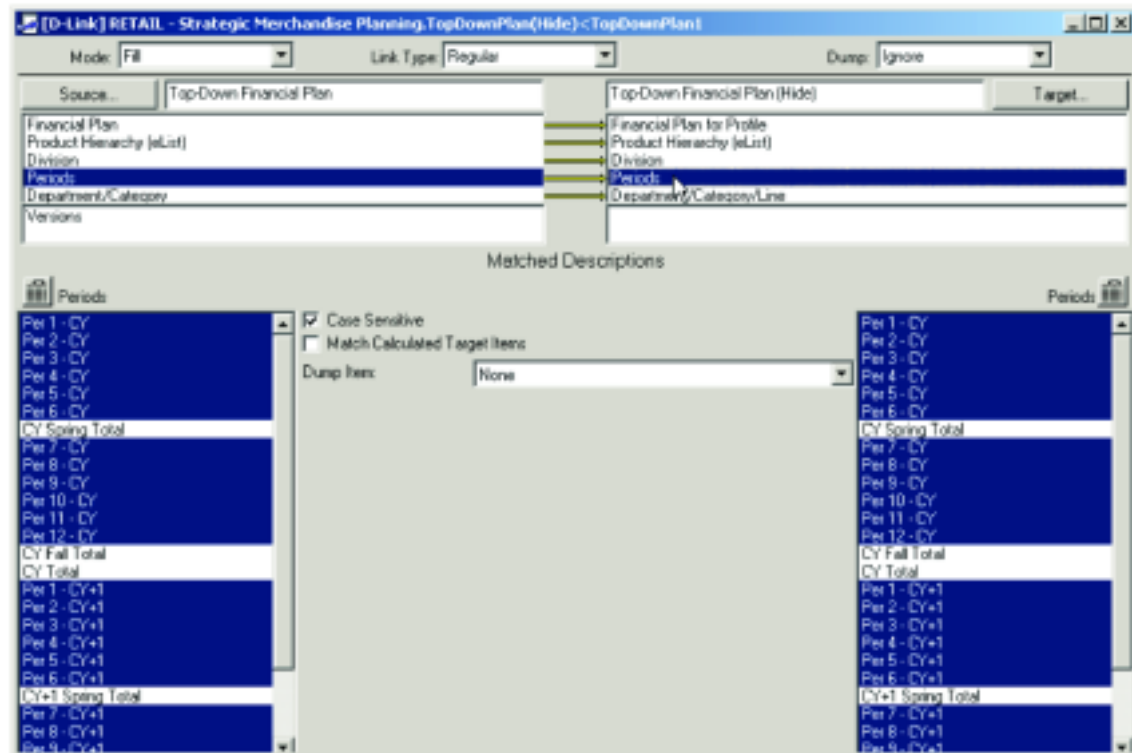
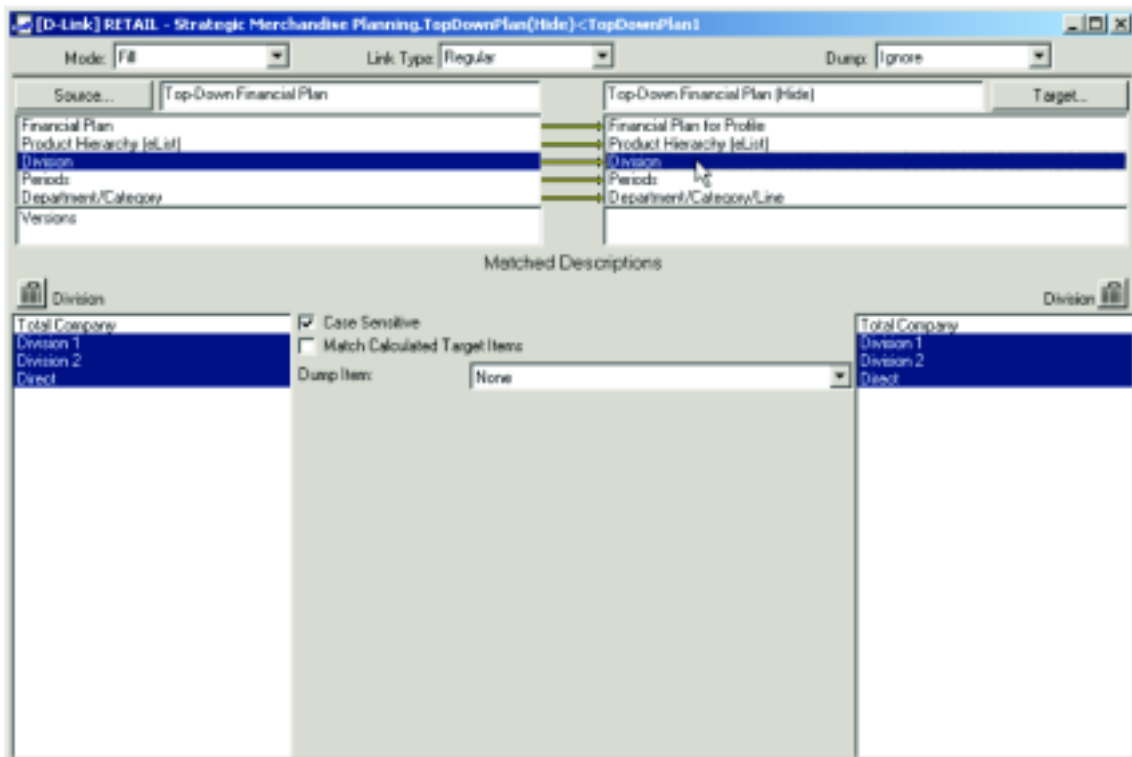
	Per 1-CY	Per 2-CY	Per 3-CY	Per 4-CY	Per 5-CY	CY Spring Total	Per 1-CY	Per 2-CY	Per 3-CY	
Electronics	4,014,721,257	3,196,187,187	3,204,787,583	4,088,281,483	3,917,887,817	1,805,424,221	18,242,288,478	4,014,721,257	3,196,187,187	3,915,588,081
Home Theater	380,031,188	303,044,824	300,321,041	387,283,403	282,777,263	280,838,721	1,382,388,388	380,031,188	303,044,824	188,322,447
Standard TV	324,675,675	324,675,675	324,675,675	324,675,675	324,675,675	243,636,748	1,888,888,128	324,675,675	324,675,675	243,636,748
Smart TV	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,783,378	803,442,884	162,337,837	162,337,837	121,783,378
Home Cinema	324,675,675	324,675,675	324,675,675	324,675,675	324,675,675	243,636,748	1,888,888,128	324,675,675	324,675,675	243,636,748
Media Center	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,783,378	803,442,884	162,337,837	162,337,837	121,783,378
Video	1,776,384,768	1,348,816,114	1,482,478,532	1,888,116,488	1,382,386,888	637,453,688	3,328,416,488	1,776,384,768	1,348,816,114	822,183,821
Tablets	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,783,378	803,442,884	162,337,837	162,337,837	121,783,378
Smartphones	198,181,038	173,382,542	188,718,813	207,018,888	138,888,888	98,548,222	871,788,878	198,181,038	173,382,542	77,518,007
Wearables	74,176,588	64,738,162	68,888,731	78,783,381	68,318,848	38,337,548	388,244,222	74,176,588	64,738,162	34,718,237

	Per 1-CY	Per 2-CY	Per 3-CY	Per 4-CY	Per 5-CY	CY Spring Total	Per 1-CY	Per 2-CY	Per 3-CY	
Electronics	4,014,721,257	3,196,187,187	3,204,787,583	4,088,281,483	3,917,887,817	1,805,424,221	18,242,288,478	4,014,721,257	3,196,187,187	3,915,588,081
Home Theater	380,031,188	303,044,824	300,321,041	387,283,403	282,777,263	280,838,721	1,382,388,388	380,031,188	303,044,824	188,322,447
Standard TV	324,675,675	324,675,675	324,675,675	324,675,675	324,675,675	243,636,748	1,888,888,128	324,675,675	324,675,675	243,636,748
Smart TV	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,783,378	803,442,884	162,337,837	162,337,837	121,783,378
Home Cinema	324,675,675	324,675,675	324,675,675	324,675,675	324,675,675	243,636,748	1,888,888,128	324,675,675	324,675,675	243,636,748
Media Center	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,783,378	803,442,884	162,337,837	162,337,837	121,783,378
Video	1,776,384,768	1,348,816,114	1,482,478,532	1,888,116,488	1,382,386,888	637,453,688	3,328,416,488	1,776,384,768	1,348,816,114	822,183,821
Tablets	162,337,837	162,337,837	162,337,837	162,337,837	162,337,837	121,783,378	803,442,884	162,337,837	162,337,837	121,783,378
Smartphones	198,181,038	173,382,542	188,718,813	207,018,888	138,888,888	98,548,222	871,788,878	198,181,038	173,382,542	77,518,007
Wearables	74,176,588	64,738,162	68,888,731	78,783,381	68,318,848	38,337,548	388,244,222	74,176,588	64,738,162	34,718,237

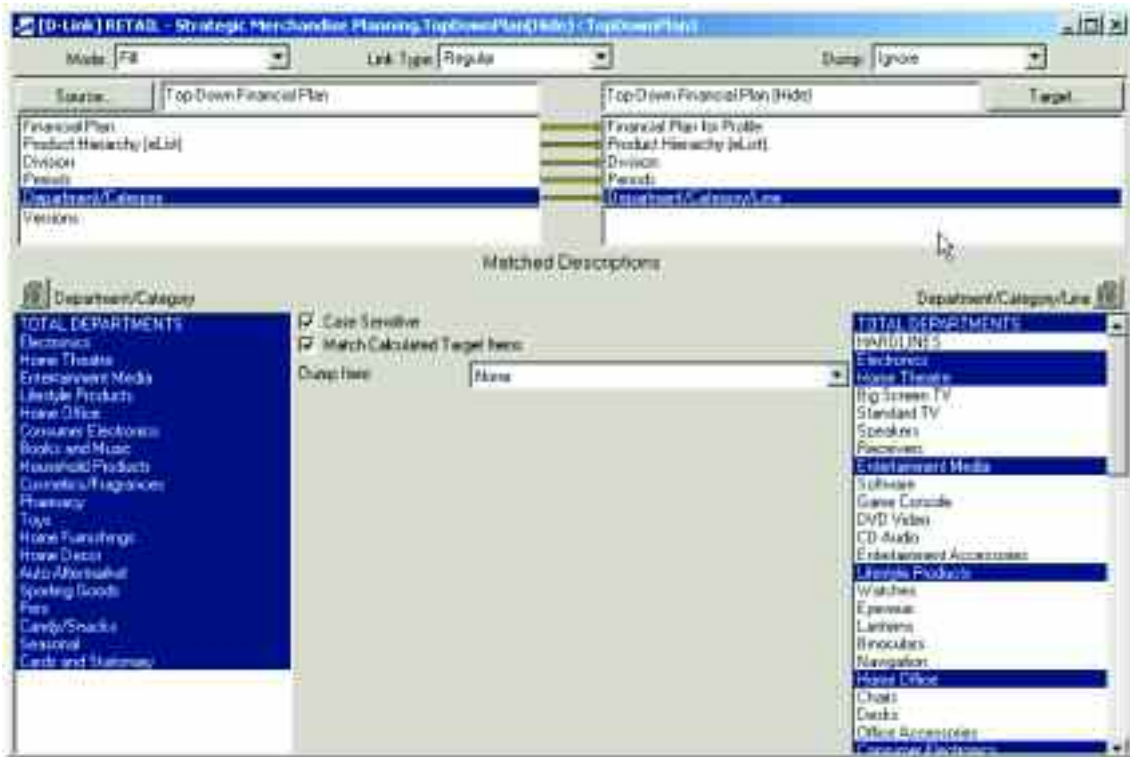
The d-link from the Top-Down Financial Plan to the Top-Down Financial Plan (Hide) is called TopDownPlan(Hide)<TopDownPlan1.

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.



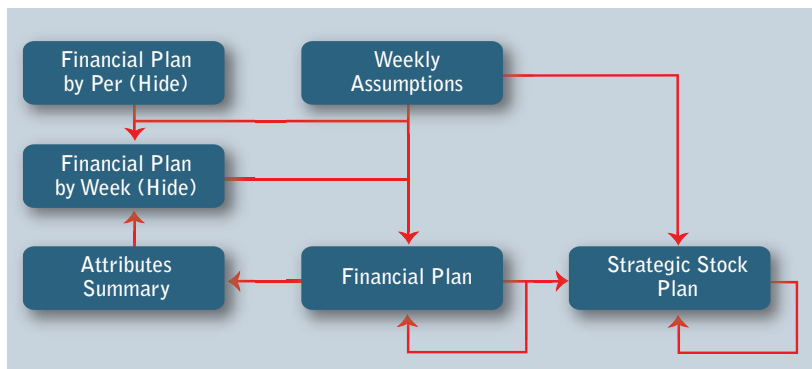
Merchant Plan

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.

BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

Financial Plan Strategic Stock Plan

Current Forecast

	Yr 1 - 2018	Yr 2 - 2019	Yr 3 - 2020	Yr 4 - 21	Yr 5 - 22	Per 1 - 23	Yr 6 - 24	Yr 7 - 25	Yr 8 - 26	Yr 9 - 27	Per 2 - 28
Net Sales	1,488,872	1,488,872	1,488,872	1,488,872	1,488,872	45,084,837	10,111,500	10,111,500	10,111,500	10,111,500	40,446.25
Volume	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	10.7%	10.7%	10.7%	10.7%	10.7%
Price	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	4.3%	4.3%	4.3%	4.3%	4.3%
Markdowns	233,407	233,407	233,407	233,407	233,407	1,167,837	291,759	291,759	291,759	291,759	1,167,837
Markdown A	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.3%	2.3%	2.3%	2.3%	2.3%
Markdown B	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.4%	1.4%	1.4%	1.4%	1.4%
Markdown C	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.3%	0.3%	0.3%	0.3%	0.3%
Price Realization	233,407	233,407	233,407	233,407	233,407	1,167,837	291,759	291,759	291,759	291,759	1,167,837
Price Realization A	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.3%	2.3%	2.3%	2.3%	2.3%
Price Realization 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	7,795,725	7,795,725	7,795,725	7,795,725	7,795,725	36,540,627	8,150,770	8,150,770	8,150,770	8,150,770	32,503.17
Net Sales %	70.6%	70.6%	70.6%	70.6%	70.6%	70.6%	66.6%	66.6%	66.6%	66.6%	66.6%
COGS	4,227,817	4,227,817	4,227,817	4,227,817	4,227,817	21,120,000	4,226,212	4,226,212	4,226,212	4,226,212	16,304.90
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	3,467,908	3,467,908	3,467,908	3,467,908	3,467,908	17,400,544	3,924,558	3,924,558	3,924,558	3,924,558	15,698.26
Gross Margin %	26.5%	26.5%	26.5%	26.5%	26.5%	26.5%	28.8%	28.8%	28.8%	28.8%	28.8%
Inventory	116,704	116,704	116,704	116,704	116,704	503,510	145,000	145,000	145,000	145,000	503,510
Inventory %	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	1,103,499	1,103,499	1,103,499	1,103,499	1,103,499	5,517,499	995,606	995,606	995,606	995,606	3,982.74
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	3,789,021	622,762	622,762	622,762	622,762	2,491.84
Distribution %	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%	6.2%	6.2%	6.2%	6.2%	6.2%
Delivery	345,695	345,695	345,695	345,695	345,695	1,728,474	372,524	372,524	372,524	372,524	1,491.55
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	2,261,706	2,261,706	2,261,706	2,261,706	2,261,706	11,308,531	2,703,001	2,703,001	2,703,001	2,703,001	11,132.00
Gross Profit %	23.1%	23.1%	23.1%	23.1%	23.1%	23.1%	27.5%	27.5%	27.5%	27.5%	27.5%

Financial Plan Strategic Stock Plan

Current Forecast

	Yr 1 - 2018	Yr 2 - 2019	Yr 3 - 2020	Yr 4 - 21	Yr 5 - 22	Per 1 - 23	Yr 6 - 24	Yr 7 - 25	Yr 8 - 26	Yr 9 - 27	Per 2 - 28
Net Sales	1,488,872	1,488,872	1,488,872	1,488,872	1,488,872	45,084,837	10,111,500	10,111,500	10,111,500	10,111,500	40,446.25
Volume	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	10.7%	10.7%	10.7%	10.7%	10.7%
Price	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	4.3%	4.3%	4.3%	4.3%	4.3%
Markdowns	233,407	233,407	233,407	233,407	233,407	1,167,837	291,759	291,759	291,759	291,759	1,167,837
Markdown A	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.3%	2.3%	2.3%	2.3%	2.3%
Markdown B	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.4%	1.4%	1.4%	1.4%	1.4%
Markdown C	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.3%	0.3%	0.3%	0.3%	0.3%
Price Realization	233,407	233,407	233,407	233,407	233,407	1,167,837	291,759	291,759	291,759	291,759	1,167,837
Price Realization A	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.3%	2.3%	2.3%	2.3%	2.3%
Price Realization 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	7,795,725	7,795,725	7,795,725	7,795,725	7,795,725	36,540,627	8,150,770	8,150,770	8,150,770	8,150,770	32,503.17
Net Sales %	70.6%	70.6%	70.6%	70.6%	70.6%	70.6%	66.6%	66.6%	66.6%	66.6%	66.6%
COGS	4,227,817	4,227,817	4,227,817	4,227,817	4,227,817	21,120,000	4,226,212	4,226,212	4,226,212	4,226,212	16,304.90
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	3,467,908	3,467,908	3,467,908	3,467,908	3,467,908	17,400,544	3,924,558	3,924,558	3,924,558	3,924,558	15,698.26
Gross Margin %	26.5%	26.5%	26.5%	26.5%	26.5%	26.5%	28.8%	28.8%	28.8%	28.8%	28.8%
Inventory	116,704	116,704	116,704	116,704	116,704	503,510	145,000	145,000	145,000	145,000	503,510
Inventory %	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	1,103,499	1,103,499	1,103,499	1,103,499	1,103,499	5,517,499	995,606	995,606	995,606	995,606	3,982.74
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	3,789,021	622,762	622,762	622,762	622,762	2,491.84
Distribution %	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%	6.2%	6.2%	6.2%	6.2%	6.2%
Delivery	345,695	345,695	345,695	345,695	345,695	1,728,474	372,524	372,524	372,524	372,524	1,491.55
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	2,261,706	2,261,706	2,261,706	2,261,706	2,261,706	11,308,531	2,703,001	2,703,001	2,703,001	2,703,001	11,132.00
Gross Profit %	23.1%	23.1%	23.1%	23.1%	23.1%	23.1%	27.5%	27.5%	27.5%	27.5%	27.5%

BLUEPRINT: RETAIL MERCHANDISE PLANNING IMPLEMENTATION GUIDE

	Wk 1-10	Wk 2-DY	Wk 3-DY	Wk 4-DY	Wk 5-DY	Wk 6-DY	Wk 7-DY	Wk 8-DY	Wk 9-DY	Wk 10-DY	Wk 11-DY	Wk 12-DY	Wk 13-DY
Gross Sales	2,701,804	2,701,804	2,701,804	2,701,804	2,701,804	13,509,521	3,370,533	3,370,533	3,370,533	3,370,533	13,402,132	13,402,132	13,402,132
Returns	468,957	468,957	468,957	468,957	468,957	2,334,786	361,848	361,848	361,848	361,848	1,447,381	1,447,381	1,447,381
Net Sales	2,232,847	2,232,847	2,232,847	2,232,847	2,232,847	11,174,735	3,008,685	3,008,685	3,008,685	3,008,685	11,954,751	11,954,751	11,954,751
COGS	1,409,272	1,409,272	1,409,272	1,409,272	1,409,272	7,046,361	1,409,272	1,409,272	1,409,272	1,409,272	5,638,544	5,638,544	5,638,544
Gross Margin	823,575	823,575	823,575	823,575	823,575	4,128,374	1,599,413	1,599,413	1,599,413	1,599,413	6,316,207	6,316,207	6,316,207
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	1,327,581	1,327,581
Distribution	252,601	252,601	252,601	252,601	252,601	1,263,007	207,587	207,587	207,587	207,587	831,343	831,343	831,343
Delivery	115,232	115,232	115,232	115,232	115,232	576,158	124,308	124,308	124,308	124,308	497,238	497,238	497,238
Gross Profit	455,742	455,742	455,742	455,742	455,742	2,289,209	1,267,518	1,267,518	1,267,518	1,267,518	5,988,626	5,988,626	5,988,626

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 1-DY	Wk 2-DY	Wk 3-DY	Wk 4-DY	Wk 5-DY	Wk 6-DY	Wk 7-DY	Wk 8-DY	Wk 9-DY	Wk 10-DY	Wk 11-DY	Wk 12-DY	Wk 13-DY
Gross Sales	2,701,804	2,701,804	2,701,804	2,701,804	2,701,804	13,509,521	3,370,533	3,370,533	3,370,533	3,370,533	13,402,132	13,402,132	13,402,132
Returns	468,957	468,957	468,957	468,957	468,957	2,334,786	361,848	361,848	361,848	361,848	1,447,381	1,447,381	1,447,381
Net Sales	2,232,847	2,232,847	2,232,847	2,232,847	2,232,847	11,174,735	3,008,685	3,008,685	3,008,685	3,008,685	11,954,751	11,954,751	11,954,751
COGS	1,409,272	1,409,272	1,409,272	1,409,272	1,409,272	7,046,361	1,409,272	1,409,272	1,409,272	1,409,272	5,638,544	5,638,544	5,638,544
Gross Margin	823,575	823,575	823,575	823,575	823,575	4,128,374	1,599,413	1,599,413	1,599,413	1,599,413	6,316,207	6,316,207	6,316,207
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	1,327,581	1,327,581
Distribution	252,601	252,601	252,601	252,601	252,601	1,263,007	207,587	207,587	207,587	207,587	831,343	831,343	831,343
Delivery	115,232	115,232	115,232	115,232	115,232	576,158	124,308	124,308	124,308	124,308	497,238	497,238	497,238
Gross Profit	455,742	455,742	455,742	455,742	455,742	2,289,209	1,267,518	1,267,518	1,267,518	1,267,518	5,988,626	5,988,626	5,988,626

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	Wk 1 - CY	Wk 2 - CY	Per 1 - CY	Wk 4 - CY	Wk 7 - CY	Wk 9 - CY	Wk 10 - CY	Per 2 - CY	Wk 11 - CY	Wk 12 - CY
Gross Sales	2,701,884	2,701,884	13,509,521	3,379,533	3,379,533	3,379,533	3,379,533	13,482,132	3,878,542	3,854,427
>Returns	468,367	468,367	2,341,786	361,848	361,848	361,848	361,848	1,447,381	313,988	313,988
Returns %	17.3%	17.3%	17.3%	10.7%	10.7%	10.7%	10.7%	10.7%	8.1%	8.1%
Markdowns	116,704	116,704	583,518	145,888	145,888	145,888	145,888	583,518	145,888	145,888
Markdowns %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%
Markdown A %	77.88%	77.88%	389,012	97,253	97,253	97,253	97,253	389,012	97,253	97,253
Markdown A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%
Markdown B %	38.91%	38.91%	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627
Markdown B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%
Promotions	116,704	116,704	583,518	145,888	145,888	145,888	145,888	583,518	145,888	145,888
Promotions %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%
Promotions A	77.88%	77.88%	389,012	97,253	97,253	97,253	97,253	389,012	97,253	97,253
Promotions A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%
Promotions B	38.91%	38.91%	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627
Promotions B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%
Net Sales	2,001,548	2,001,548	10,007,800	2,716,526	2,716,526	2,716,526	2,716,526	10,067,794	3,264,675	3,264,675
Net Sales %	74.1%	74.1%	74.1%	80.6%	80.6%	80.6%	80.6%	80.6%	84.4%	84.4%
COGS	1,409,272	1,409,272	7,046,361	1,409,737	1,409,737	1,409,737	1,409,737	5,634,349	1,395,344	1,395,344
COGS %	52.2%	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%	41.8%	36.0%	36.0%
Gross Margin	592,267	592,267	2,961,337	1,306,789	1,306,789	1,306,789	1,306,789	5,232,795	2,559,532	2,559,532
Gross Margin %	21.9%	21.9%	21.9%	38.8%	38.8%	38.8%	38.8%	38.8%	55.8%	55.8%
Shrinkage	38,981	38,981	194,906	48,627	48,627	48,627	48,627	194,906	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%
Supply Chain Costs	367,833	367,833	1,839,165	331,895	331,895	331,895	331,895	1,337,581	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	13.6%	8.8%	8.8%	8.8%	8.8%	8.8%	7.0%	7.0%
Distribution %	252,881	252,881	1,263,907	207,587	207,587	207,587	207,587	836,349	179,351	179,351
Distribution %	8.2%	8.2%	8.2%	6.2%	6.2%	6.2%	6.2%	6.2%	4.6%	4.6%
Delivery %	114,952	114,952	575,258	124,308	124,308	124,308	124,308	497,232	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%
Gross Profit	489,533	489,533	2,472,174	1,274,791	1,274,791	1,274,791	1,274,791	4,635,214	1,864,231	1,864,231
Gross Profit %	18.1%	18.1%	18.1%	37.5%	37.5%	37.5%	37.5%	37.5%	47.5%	47.5%

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	Wk 1 - CY	Wk 2 - CY	Per 1 - CY	Wk 4 - CY	Wk 7 - CY	Wk 9 - CY	Wk 10 - CY	Per 2 - CY	Wk 11 - CY	Wk 12 - CY
Gross Sales	2,701,884	2,701,884	13,509,521	3,379,533	3,379,533	3,379,533	3,379,533	13,482,132	3,878,542	3,854,427
>Returns	468,367	468,367	2,341,786	361,848	361,848	361,848	361,848	1,447,381	313,988	313,988
Returns %	17.3%	17.3%	17.3%	10.7%	10.7%	10.7%	10.7%	10.7%	8.1%	8.1%
Markdowns	116,704	116,704	583,518	145,888	145,888	145,888	145,888	583,518	145,888	145,888
Markdowns %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%
Markdown A %	77.88%	77.88%	389,012	97,253	97,253	97,253	97,253	389,012	97,253	97,253
Markdown A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%
Markdown B %	38.91%	38.91%	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627
Markdown B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%
Promotions	116,704	116,704	583,518	145,888	145,888	145,888	145,888	583,518	145,888	145,888
Promotions %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	3.8%	3.8%
Promotions A	77.88%	77.88%	389,012	97,253	97,253	97,253	97,253	389,012	97,253	97,253
Promotions A %	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	2.5%
Promotions B	38.91%	38.91%	194,506	48,627	48,627	48,627	48,627	194,506	48,627	48,627
Promotions B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%
Net Sales	2,001,548	2,001,548	10,007,800	2,716,526	2,716,526	2,716,526	2,716,526	10,067,794	3,264,675	3,264,675
Net Sales %	74.1%	74.1%	74.1%	80.6%	80.6%	80.6%	80.6%	80.6%	84.4%	84.4%
COGS	1,409,272	1,409,272	7,046,361	1,409,737	1,409,737	1,409,737	1,409,737	5,634,349	1,395,344	1,395,344
COGS %	52.2%	52.2%	52.2%	41.8%	41.8%	41.8%	41.8%	41.8%	36.0%	36.0%
Gross Margin	592,267	592,267	2,961,337	1,306,789	1,306,789	1,306,789	1,306,789	5,232,795	2,559,532	2,559,532
Gross Margin %	21.9%	21.9%	21.9%	38.8%	38.8%	38.8%	38.8%	38.8%	55.8%	55.8%
Shrinkage	38,981	38,981	194,906	48,627	48,627	48,627	48,627	194,906	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%
Supply Chain Costs	367,833	367,833	1,839,165	331,895	331,895	331,895	331,895	1,337,581	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	13.6%	8.8%	8.8%	8.8%	8.8%	8.8%	7.0%	7.0%
Distribution %	252,881	252,881	1,263,907	207,587	207,587	207,587	207,587	836,349	179,351	179,351
Distribution %	8.2%	8.2%	8.2%	6.2%	6.2%	6.2%	6.2%	6.2%	4.6%	4.6%
Delivery %	114,952	114,952	575,258	124,308	124,308	124,308	124,308	497,232	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%
Gross Profit	489,533	489,533	2,472,174	1,274,791	1,274,791	1,274,791	1,274,791	4,635,214	1,864,231	1,864,231
Gross Profit %	18.1%	18.1%	18.1%	37.5%	37.5%	37.5%	37.5%	37.5%	47.5%	47.5%

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Division I Big Screen IV

	WS 1 - CY	Per 1 - CY	WS 2 - CY	WS 3 - CY	WS 4 - CY	WS 5 - CY	Per 2 - CY	WS 10 - CY	WS 11 - CY	WS 12 - CY
Gross Sales	2,701,533	13,682,132	2,378,533	2,378,533	2,378,533	2,378,533	13,682,132	2,876,547	4,000,000	2,876,547
Returns	468,348	313,988	361,948	361,948	361,948	361,948	1,447,381	313,988	313,988	313,988
Net Sales	2,233,185	13,368,144	2,016,585	2,016,585	2,016,585	2,016,585	12,234,751	2,562,559	3,686,012	2,562,559
Markdowns	116,739	582,518	145,000	145,000	145,000	145,000	582,518	145,000	145,000	145,000
Markdowns %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Markdowns A %	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Markdowns B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Price Realization	116,739	582,518	145,000	145,000	145,000	145,000	582,518	145,000	145,000	145,000
Price Realization %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Price Realization A %	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Price Realization B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Net Sales	2,096,846	10,685,636	2,716,585	2,716,585	2,716,585	2,716,585	10,685,636	2,348,571	2,348,571	2,348,571
Net Sales %	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%
COGS	1,409,272	7,946,361	1,409,272	1,409,272	1,409,272	1,409,272	7,946,361	1,109,344	1,109,344	1,109,344
COGS %	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%
Gross Margin	592,267	2,961,307	1,308,189	1,308,189	1,308,189	1,308,189	5,232,750	2,159,530	2,159,530	2,159,530
Gross Margin %	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%
Shrinkage	38,901	194,586	40,627	40,627	40,627	40,627	194,586	40,627	40,627	40,627
Shrinkage %	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	1,838,165	331,895	331,895	331,895	331,895	1,327,540	272,572	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%
Contribution	252,561	1,263,040	267,567	267,567	267,567	267,567	890,349	179,361	179,361	179,361
Contribution %	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%
Delivery	119,232	576,158	124,308	124,308	124,308	124,308	497,232	93,221	93,221	93,221
Delivery %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Gross Profit	185,533	927,888	927,887	927,887	927,887	927,887	3,718,887	1,838,333	1,838,333	1,838,333
Gross Profit %	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%

Financial Plan Strategic Stock Plan

Division I Big Screen IV

	WS 1 - CY	Per 1 - CY	WS 2 - CY	WS 3 - CY	WS 4 - CY	WS 5 - CY	Per 2 - CY	WS 10 - CY	WS 11 - CY	WS 12 - CY
Actuals	Regals Week 1	Regals Week 1	Regals Week 1	Regals Week 1	Regals Week 1	Regals Week 1	Regals Week 1	Regals Week 1	Regals Week 1	Regals Week 1
Gross Sales	2,701,533	13,682,132	2,378,533	2,378,533	2,378,533	2,378,533	13,682,132	2,876,547	4,000,000	2,876,547
Returns	468,348	313,988	361,948	361,948	361,948	361,948	1,447,381	313,988	313,988	313,988
Net Sales	2,233,185	13,368,144	2,016,585	2,016,585	2,016,585	2,016,585	12,234,751	2,562,559	3,686,012	2,562,559
Markdowns	116,739	582,518	145,000	145,000	145,000	145,000	582,518	145,000	145,000	145,000
Markdowns %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Markdowns A %	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Markdowns B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Price Realization	116,739	582,518	145,000	145,000	145,000	145,000	582,518	145,000	145,000	145,000
Price Realization %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Price Realization A %	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Price Realization B %	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Net Sales	2,096,846	10,685,636	2,716,585	2,716,585	2,716,585	2,716,585	10,685,636	2,348,571	2,348,571	2,348,571
Net Sales %	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%
COGS	1,409,272	7,946,361	1,409,272	1,409,272	1,409,272	1,409,272	7,946,361	1,109,344	1,109,344	1,109,344
COGS %	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%
Gross Margin	592,267	2,961,307	1,308,189	1,308,189	1,308,189	1,308,189	5,232,750	2,159,530	2,159,530	2,159,530
Gross Margin %	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%	21.3%
Shrinkage	38,901	194,586	40,627	40,627	40,627	40,627	194,586	40,627	40,627	40,627
Shrinkage %	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	1,838,165	331,895	331,895	331,895	331,895	1,327,540	272,572	272,572	272,572
Supply Chain Costs %	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%
Contribution	252,561	1,263,040	267,567	267,567	267,567	267,567	890,349	179,361	179,361	179,361
Contribution %	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%	9.3%
Delivery	119,232	576,158	124,308	124,308	124,308	124,308	497,232	93,221	93,221	93,221
Delivery %	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Gross Profit	185,533	927,888	927,887	927,887	927,887	927,887	3,718,887	1,838,333	1,838,333	1,838,333
Gross Profit %	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%

BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Review | Division | Home | Budgets - Expense Planning - Total Sales

Financial Plan: Strategic Stock Plan

Division | Home | Budgets

	Per 1 - CY	Wk 1 - Q1	Wk 2 - Q1	Wk 3 - Q1	Per 2 - CY	Wk 10 - Q2	Wk 11 - Q2	Wk 12 - Q2	Per 3 - CY
Division Home Budgets									
Division Home Budgets	0	0	0	0	0	129,458	0	0	129,458
Division Home Budgets	0	0	0	0	0	0	0	0	0
Division Home Budgets	0	0	0	0	0	0	0	0	0
Markdowns	0	0	0	0	0	0	0	0	0
Markdowns S	0	0	0	0	0	0	0	0	0
Markdown A S	0	0	0	0	0	0	0	0	0
Markdown E S	0	0	0	0	0	0	0	0	0
Promotions	0	0	0	0	0	0	0	0	0
Promotions S	0	0	0	0	0	0	0	0	0
Promotions A S	0	0	0	0	0	0	0	0	0
Promotions E S	0	0	0	0	0	0	0	0	0
Net Sales	0	0	0	0	0	129,458	0	0	129,458
Net Sales S	0	0	0	0	0	100.00	0	0	100.00
COGS	0	0	0	0	0	0	0	0	0
Gross Margin	0	0	0	0	0	129,458	0	0	129,458
Gross Margin S	0	0	0	0	0	100.00	0	0	100.00
Shrinkage	0	0	0	0	0	0	0	0	0
Shrinkage S	0	0	0	0	0	0	0	0	0
Supply Chain Costs	0	0	0	0	0	0	0	0	0
Supply Chain Costs S	0	0	0	0	0	0	0	0	0
Distribution	0	0	0	0	0	0	0	0	0
Delivery	0	0	0	0	0	0	0	0	0
Delivery S	0	0	0	0	0	0	0	0	0
Gross Profit	0	0	0	0	0	129,458	0	0	129,458
Gross Profit S	0	0	0	0	0	100.00	0	0	100.00

RETAIL - Strategic Merchandise Planning | Review | Division | Home | Budgets - Expense Planning - Cost of Sales

Financial Plan: Strategic Stock Plan

Division | Home | Budgets

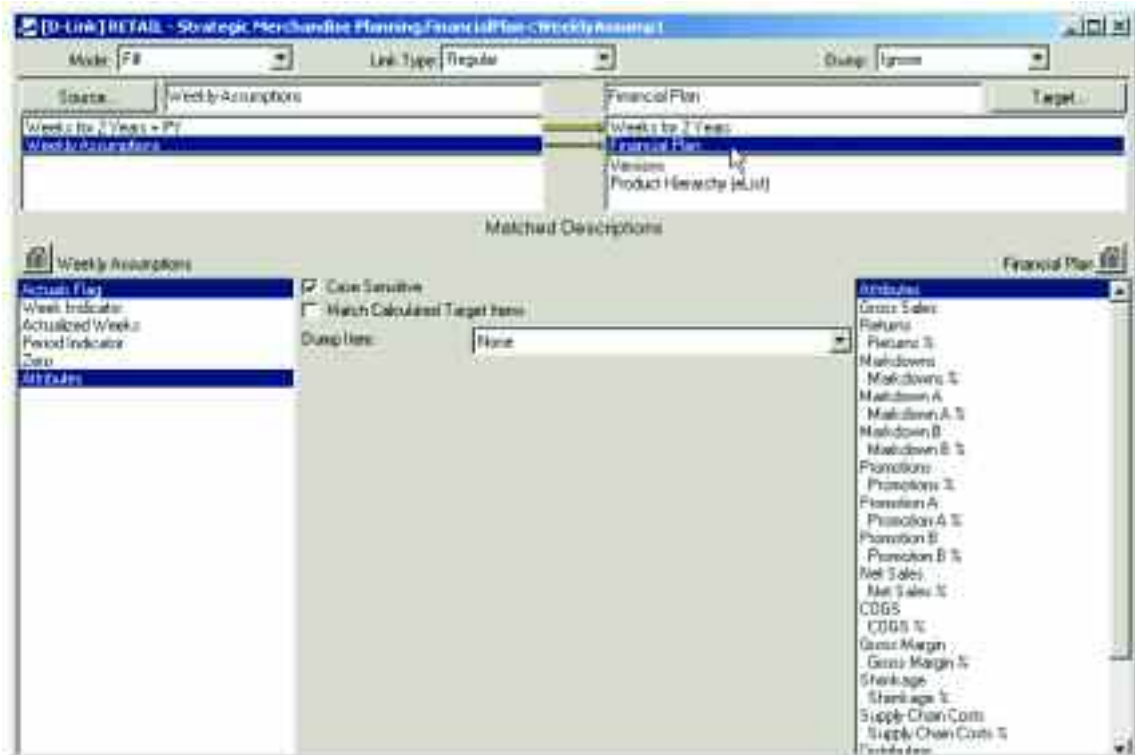
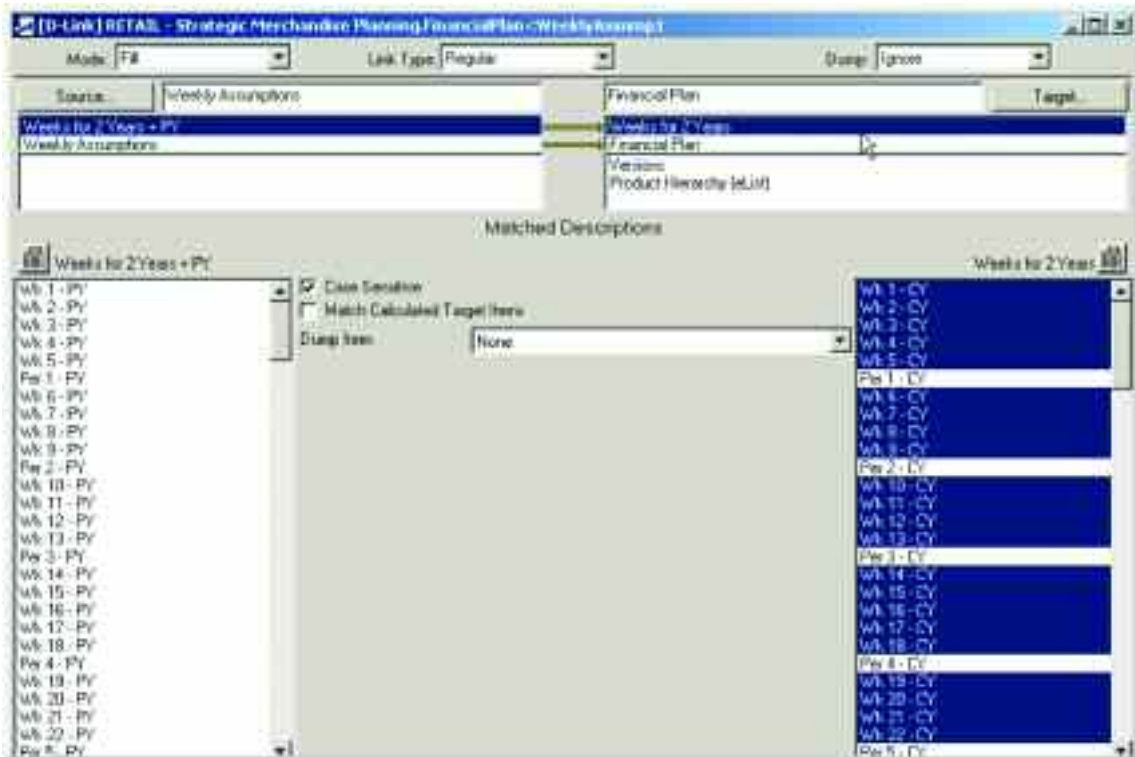
	Per 1 - CY	Wk 1 - Q1	Wk 2 - Q1	Wk 3 - Q1	Per 2 - CY	Wk 10 - Q2	Wk 11 - Q2	Wk 12 - Q2	Per 3 - CY
Cost of Sales									
Balance	0	0	0	0	0	129,458	0	0	129,458
Balance S	0	0	0	0	0	0	0	0	0
Markdowns	0	0	0	0	0	0	0	0	0
Markdowns S	0	0	0	0	0	0	0	0	0
Markdown A S	0	0	0	0	0	0	0	0	0
Markdown E S	0	0	0	0	0	0	0	0	0
Promotions	0	0	0	0	0	0	0	0	0
Promotions S	0	0	0	0	0	0	0	0	0
Promotions A S	0	0	0	0	0	0	0	0	0
Promotions E S	0	0	0	0	0	0	0	0	0
Net Sales	0	0	0	0	0	129,458	0	0	129,458
Net Sales S	0	0	0	0	0	100.00	0	0	100.00
COGS	0	0	0	0	0	0	0	0	0
Gross Margin	0	0	0	0	0	129,458	0	0	129,458
Gross Margin S	0	0	0	0	0	100.00	0	0	100.00
Shrinkage	0	0	0	0	0	0	0	0	0
Shrinkage S	0	0	0	0	0	0	0	0	0
Supply Chain Costs	0	0	0	0	0	0	0	0	0
Supply Chain Costs S	0	0	0	0	0	0	0	0	0
Distribution	0	0	0	0	0	0	0	0	0
Delivery	0	0	0	0	0	0	0	0	0
Delivery S	0	0	0	0	0	0	0	0	0
Gross Profit	0	0	0	0	0	129,458	0	0	129,458
Gross Profit S	0	0	0	0	0	100.00	0	0	100.00



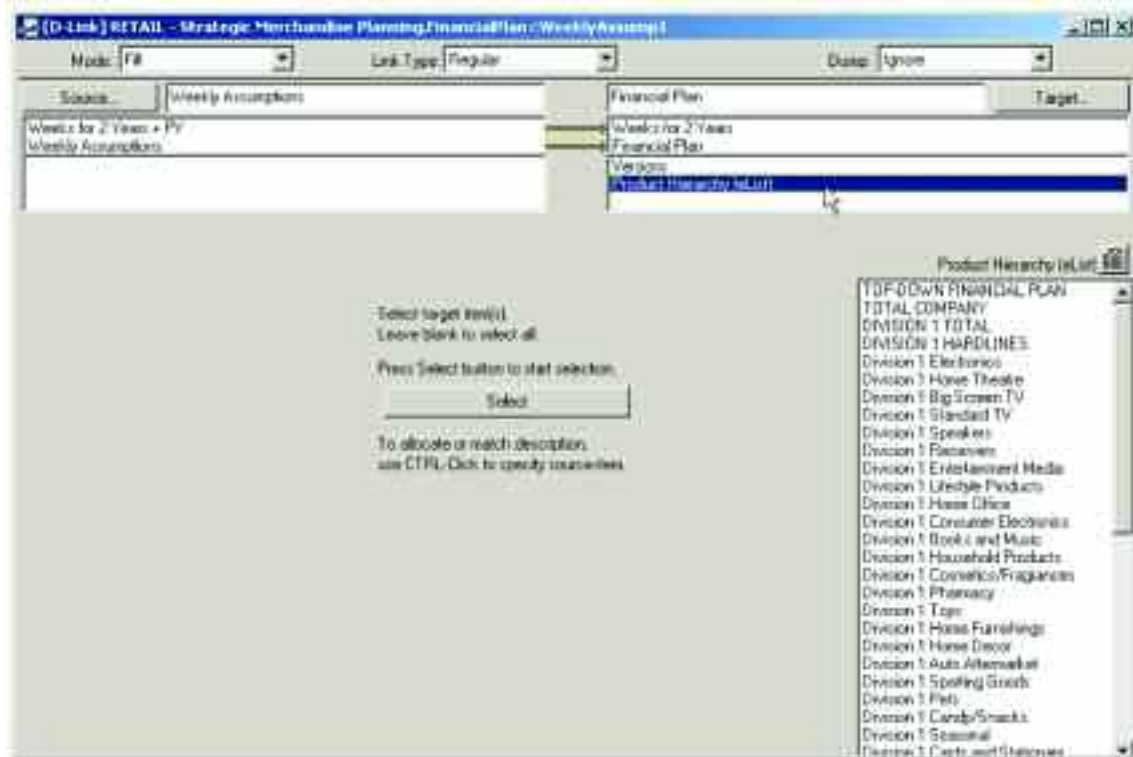
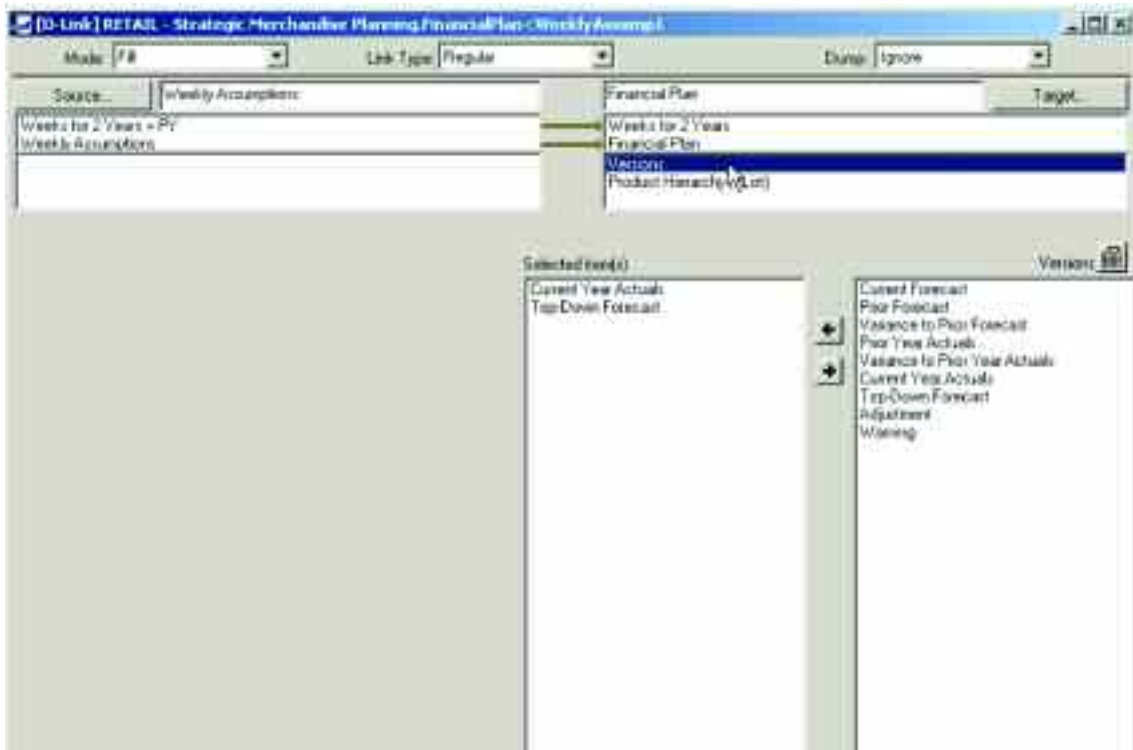
There are six d-links into the Financial Plan to create the forecast view seen by the end users for analysis and updates. Those links are included in the D-Cube Update for the Financial Plan d-cube, and are highlighted in the table below:

	Execute	D-Link Name		
1	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\WeeklyAssump1	D-Cube RETAIL - E	Insert One
2	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\WeeklyAssump2	D-Cube RETAIL - E	Insert New
3	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\FinPlanByWeek	D-Cube RETAIL - E	Insert All
4	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\FinancialPlan1	D-Cube RETAIL - E	Delete Invalid
5	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\WeeklyAssump3	D-Cube RETAIL - E	Delete
6	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning FinancialPlan\FinancialPlan2	D-Cube RETAIL - E	Run All
7				Edit Link
				Move Up
				Move Down
				Print Preview
				Print

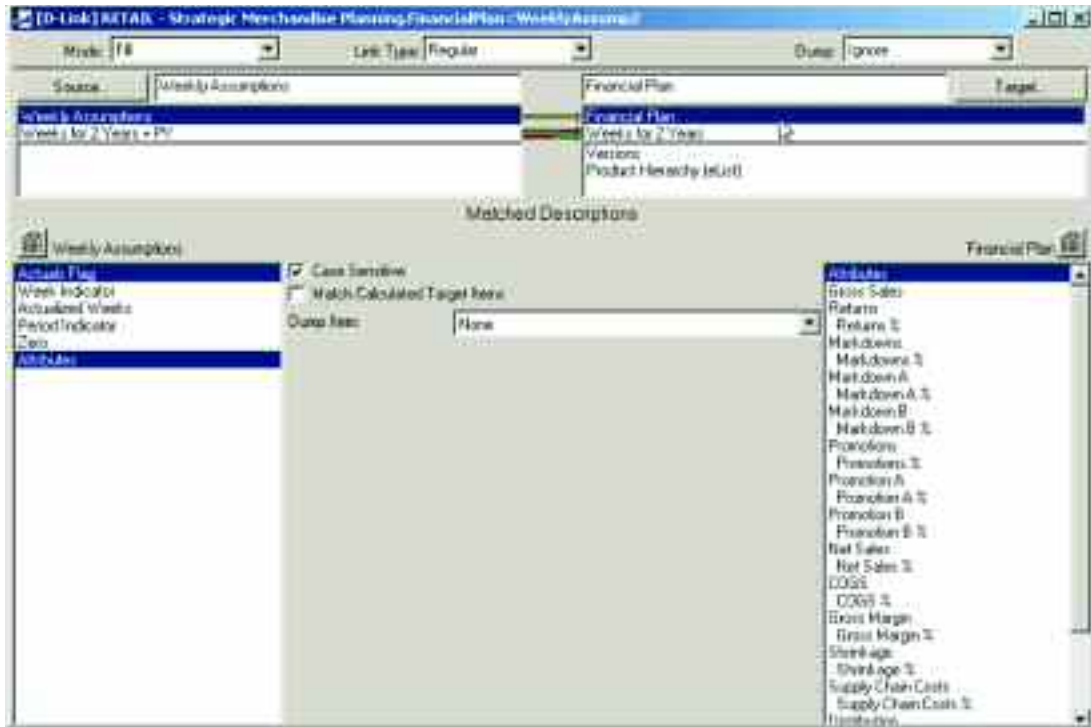
The first d-link, called FinancialPlan<WeeklyAssump1 links the weekly Attributes and Actuals Flag information from the Weekly Assumptions d-cube described earlier in this guide to the Financial Plan d-cube.



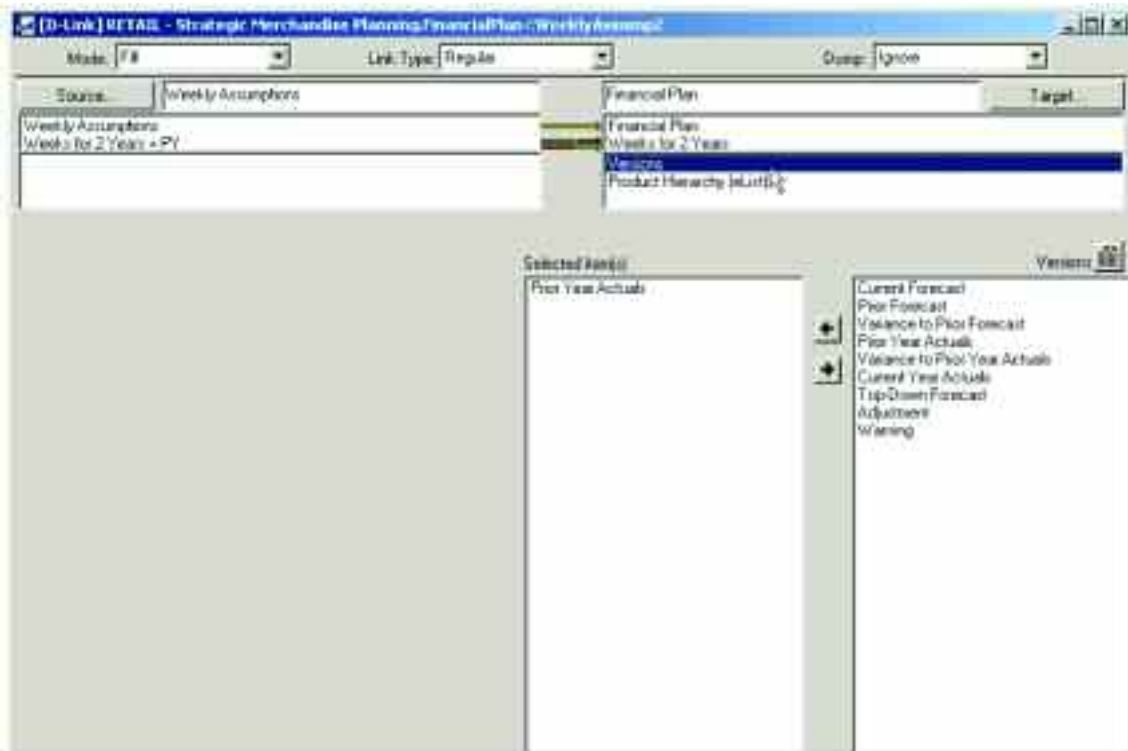
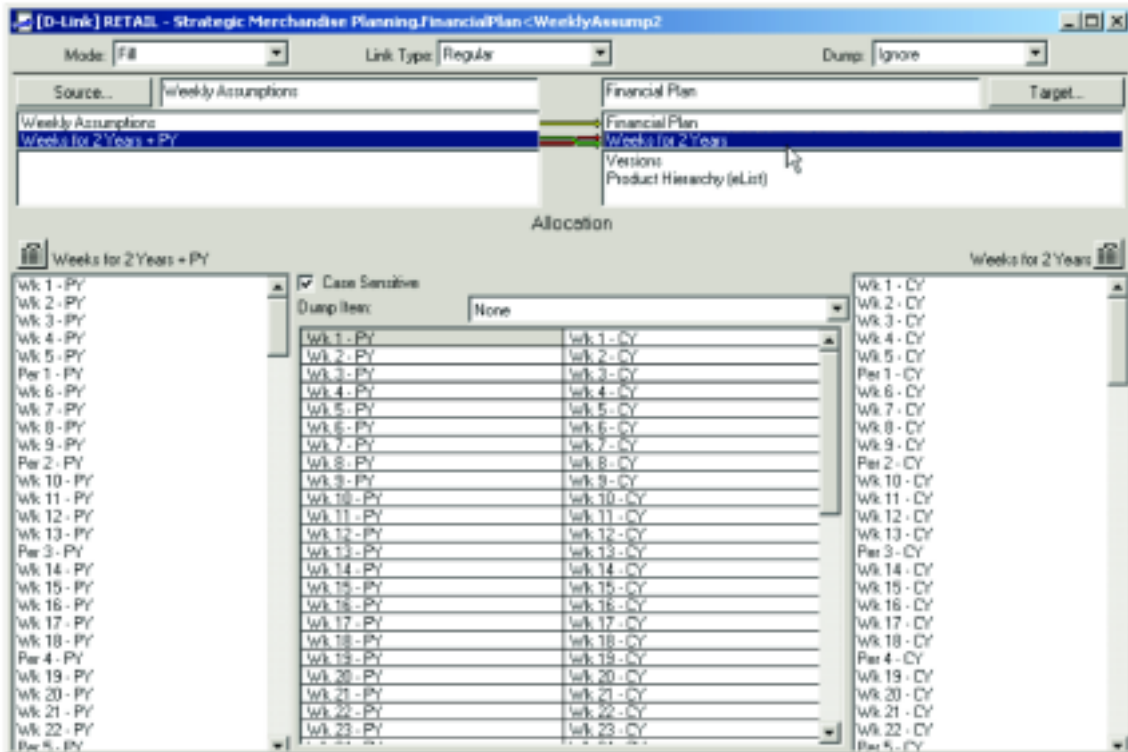
The Attributes and Actuals Flag information is only linked to the Current Year Actuals and Top-Down Forecast items in the Versions dimension. This insures that only those views are impacted with updates, the Current Year Actuals view when new weeks of actuals are loaded, and the Top-Down Forecast with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

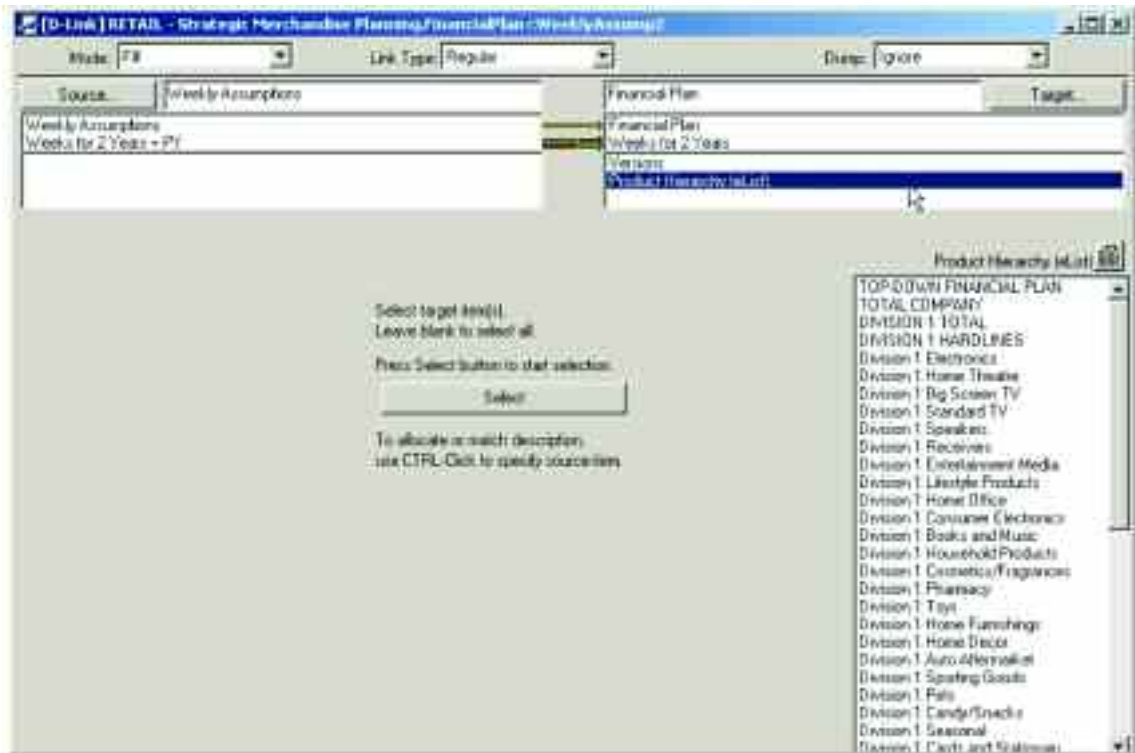


The second d-link into the Financial Plan d-cube is called FinancialPlan<WeeklyAssump2. It links Attributes and Actuals Flag information into the Financial Plan d-cube for the Prior Year Actuals.

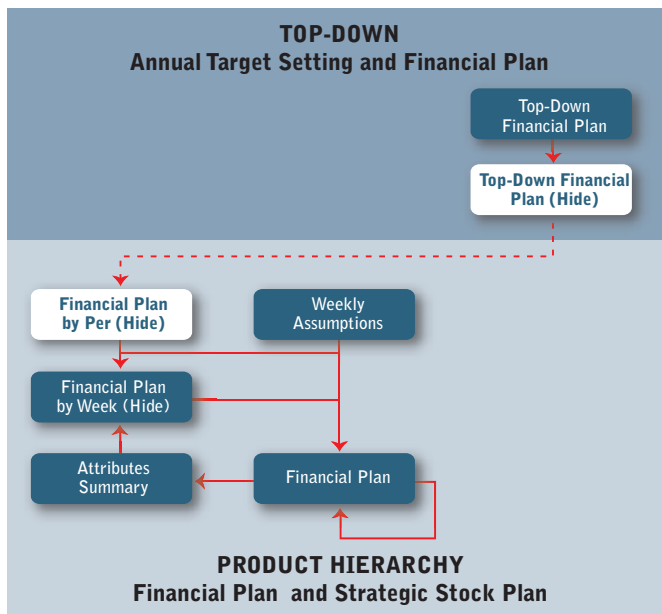


The information for the prior year from the Weekly Assumptions d-cube is linked to the current year items in the Financial Plan d-cube, but those items are only linked into the Prior Year Actuals item in the Versions dimension.





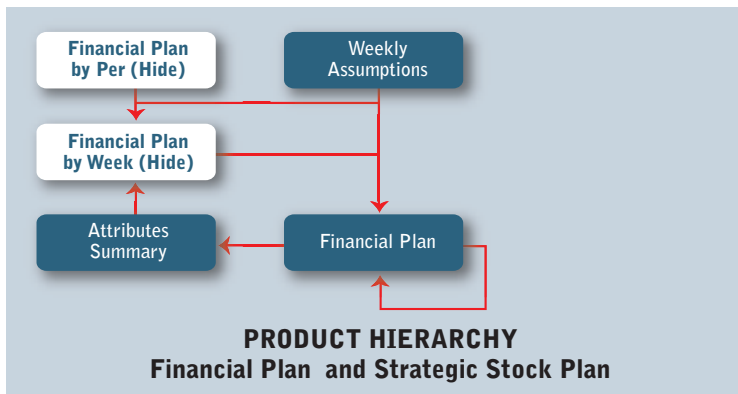
The third link into the Financial Plan d-cube is called FinancialPlan<FinPlanByWeek. The top-down forecast created in the first stage of the planning process is spread by week in a hidden d-cube called Financial Plan by Week (Hide). Before reaching this hidden cube, the top-down is first linked into 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 Spring Total	Per 7-CY	Per 8-CY	Per 9-CY	Per 10-CY	Per 11-CY
Sales												
Total Sales	13,393,021	13,482,232	15,492,789	16,750,033	13,193,589	9,240,493	61,873,704	16,733,493	17,482,132	9,237,319	16,082,419	9,437,289
Expense	2,314,799	1,447,789	5,209,830	1,187,743	1,039,181	894,496	5,098,213	2,294,756	1,447,381	289,773	2,833,099	833,429
Profit	11,078,222	12,034,443	10,282,959	15,562,290	12,154,408	8,345,997	56,775,491	14,438,737	16,034,751	8,947,546	13,249,320	8,603,860
Market A	389,013	389,013	389,013	389,013	389,013	389,013	2,334,217	389,013	389,013	389,013	389,013	389,013
Market B	184,308	184,308	184,308	184,308	184,308	184,308	1,118,418	184,308	184,308	184,308	184,308	184,308
Market C	389,013	389,013	389,013	389,013	389,013	389,013	2,334,217	389,013	389,013	389,013	389,013	389,013
Market D	184,308	184,308	184,308	184,308	184,308	184,308	1,118,418	184,308	184,308	184,308	184,308	184,308
Market E	7,046,361	7,046,361	7,046,361	7,046,361	7,046,361	7,046,361	43,080,600	7,046,361	7,046,361	7,046,361	7,046,361	7,046,361
Market F	184,308	184,308	184,308	184,308	184,308	184,308	1,118,418	184,308	184,308	184,308	184,308	184,308
Market G	1,283,007	833,348	717,434	893,479	221,168	893,294	2,969,898	1,265,007	833,348	717,434	1,033,638	218,792
Market H	376,168	487,232	372,886	317,383	274,739	171,646	1,218,238	376,168	487,232	372,886	483,741	334,039
Actual Plan												

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.

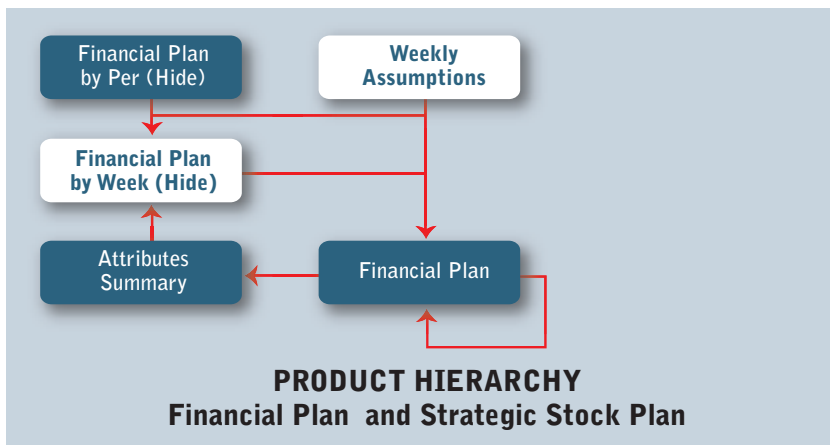
The Financial Plan by Week (Hide) d-cube contains the profile for the spread, using the prior year actuals, and adjusting them based on the movement of calendar attributes. The Financial Plan by Week (Hide) is made up of three dimensions: Financial Plan for Profile, Product Hierarchy (eList) and Weeks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

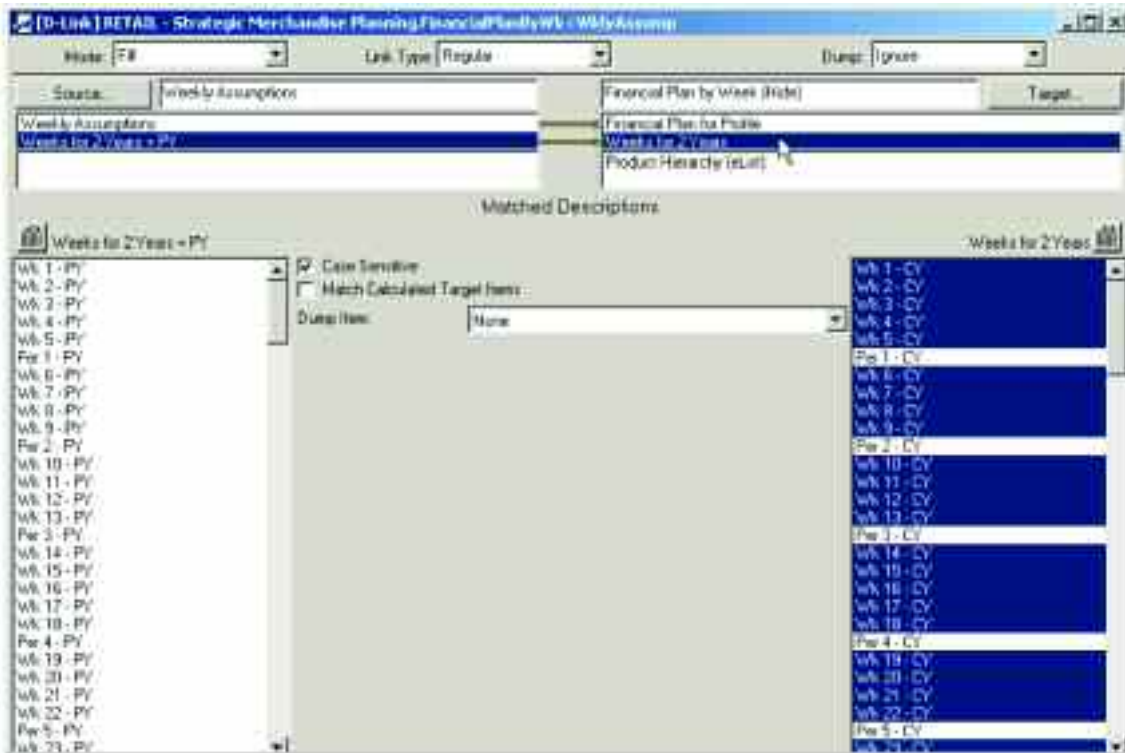
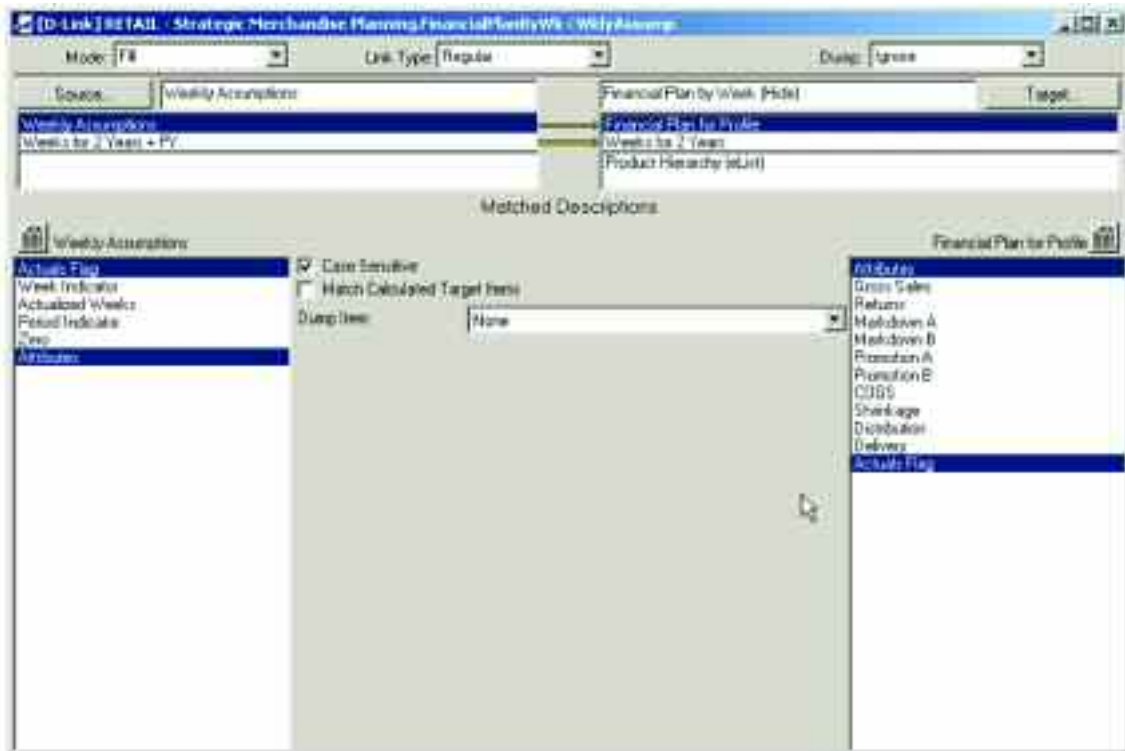
	Wk1-CY	Wk2-CY	Wk3-CY	Wk4-CY	Wk5-CY	Wk1-CY	Wk2-CY	Wk3-CY	Wk4-CY	Wk5-CY	Wk1-CY	Wk2-CY
Sales	2,791,808	2,791,808	2,791,808	2,791,808	2,791,808	13,289,521	2,370,333	2,370,333	2,370,333	2,370,333	13,462,152	2,870,342
Returns	466,927	466,927	466,927	466,927	466,927	2,308,789	261,846	261,846	261,846	261,846	1,447,281	242,929
Merch-A	77,002	77,002	77,002	77,002	77,002	389,012	37,253	37,253	37,253	37,253	389,012	37,253
Merch-B	30,001	30,001	30,001	30,001	30,001	194,508	40,027	40,027	40,027	40,027	194,508	40,027
Merch-C	77,002	77,002	77,002	77,002	77,002	389,012	37,253	37,253	37,253	37,253	389,012	37,253
Merch-D	30,001	30,001	30,001	30,001	30,001	194,508	40,027	40,027	40,027	40,027	194,508	40,027
COGS	1,499,272	1,499,272	1,499,272	1,499,272	1,499,272	7,046,961	1,409,737	1,409,737	1,409,737	1,409,737	5,634,939	1,395,144
Freights	30,001	30,001	30,001	30,001	30,001	194,508	40,027	40,027	40,027	40,027	194,508	40,027
Distribution	242,681	242,681	242,681	242,681	242,681	1,262,067	287,381	287,381	287,381	287,381	630,944	116,281
Deliver	119,232	119,232	119,232	119,232	119,232	679,188	124,336	124,336	124,336	124,336	687,212	85,221
Actual Day												

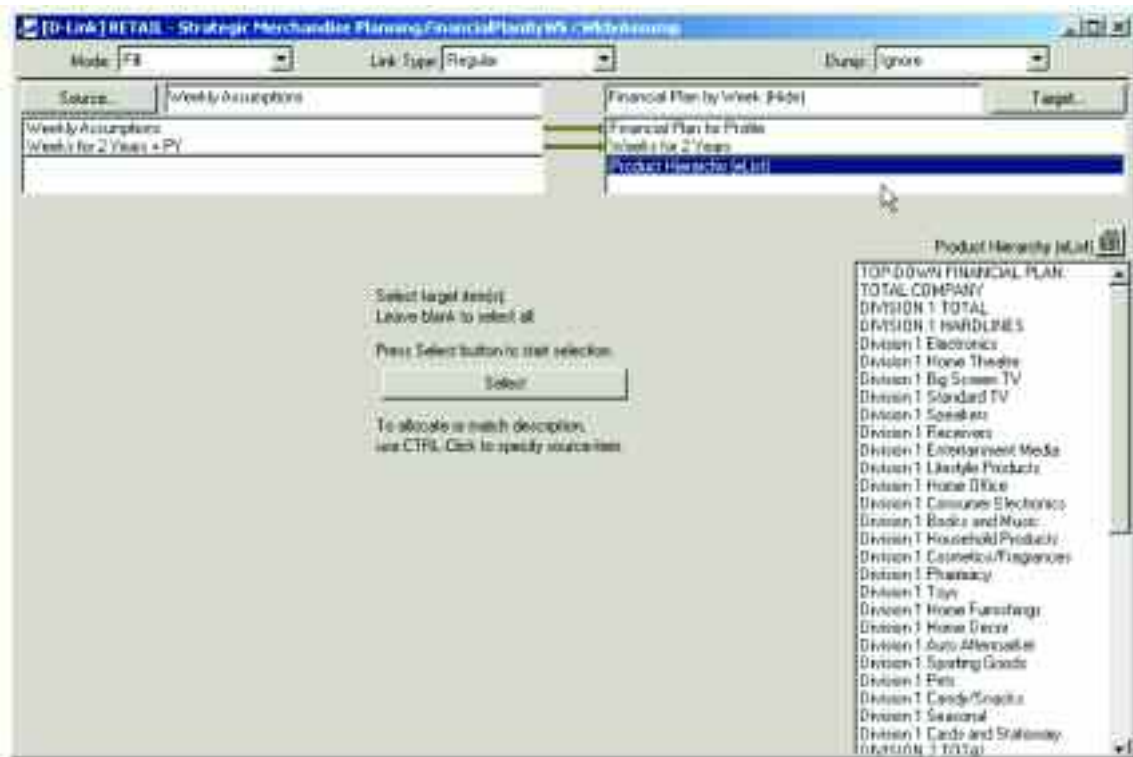
There are three d-links into the Financial Plan by Week (Hide) d-cube, included in the D-Cube Update and highlighted in the following table:

	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			

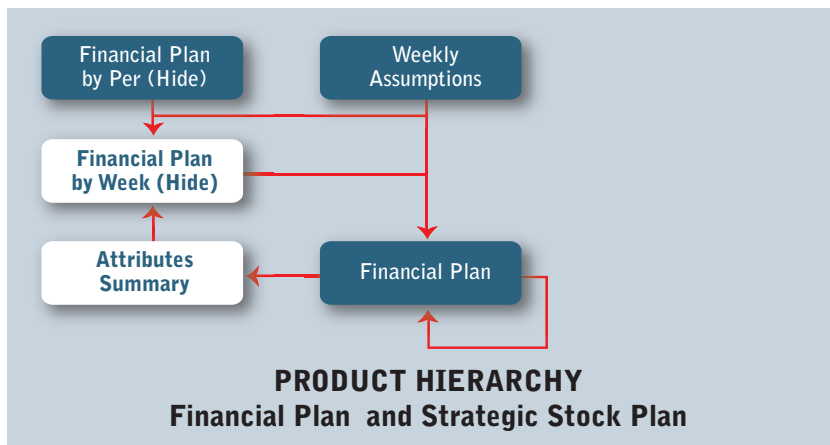
The first d-link into the Financial Plan by Week (Hide), called FinancialPlanByWk<WeklyAssump, is from the Weekly Assumptions d-cube. It links the weekly Attributes and Actuals Flag information from the Weekly Assumptions d-cube into the Financial Plan by Week (Hide) d-cube.







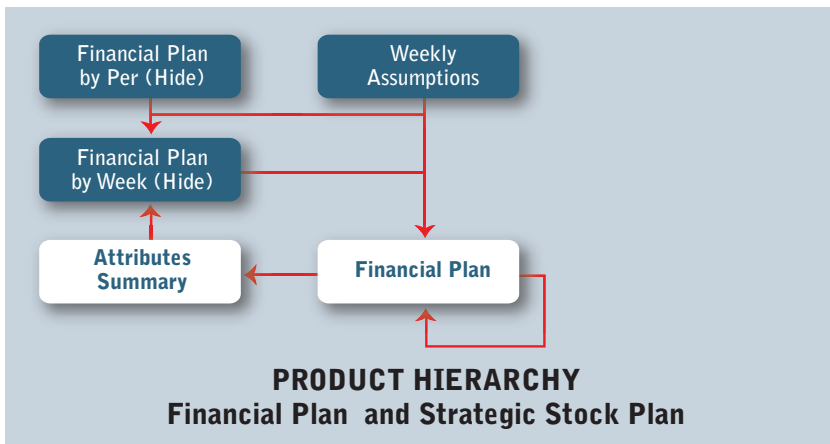
The second d-link into the Financial Plan by Week (Hide) d-cube is called FinancialPlanByWk<AttributesSum. It links information from a hidden d-cube called Attributes Summary to the Financial Plan by Week (Hide) d-cube.

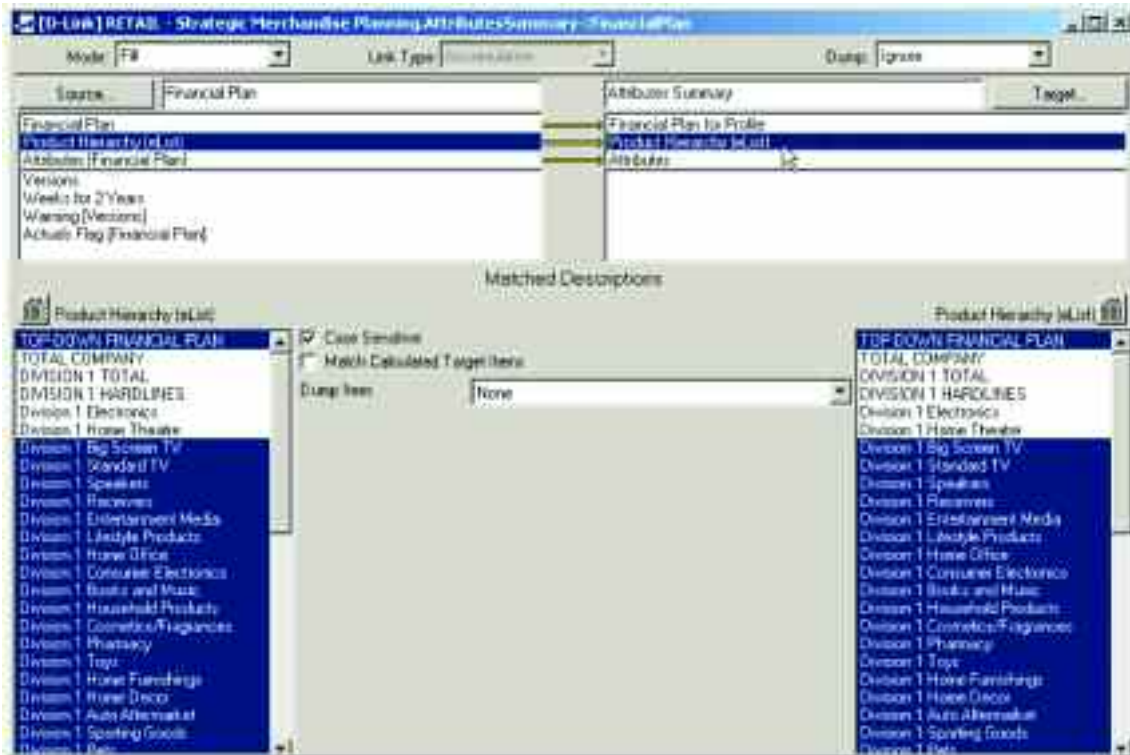
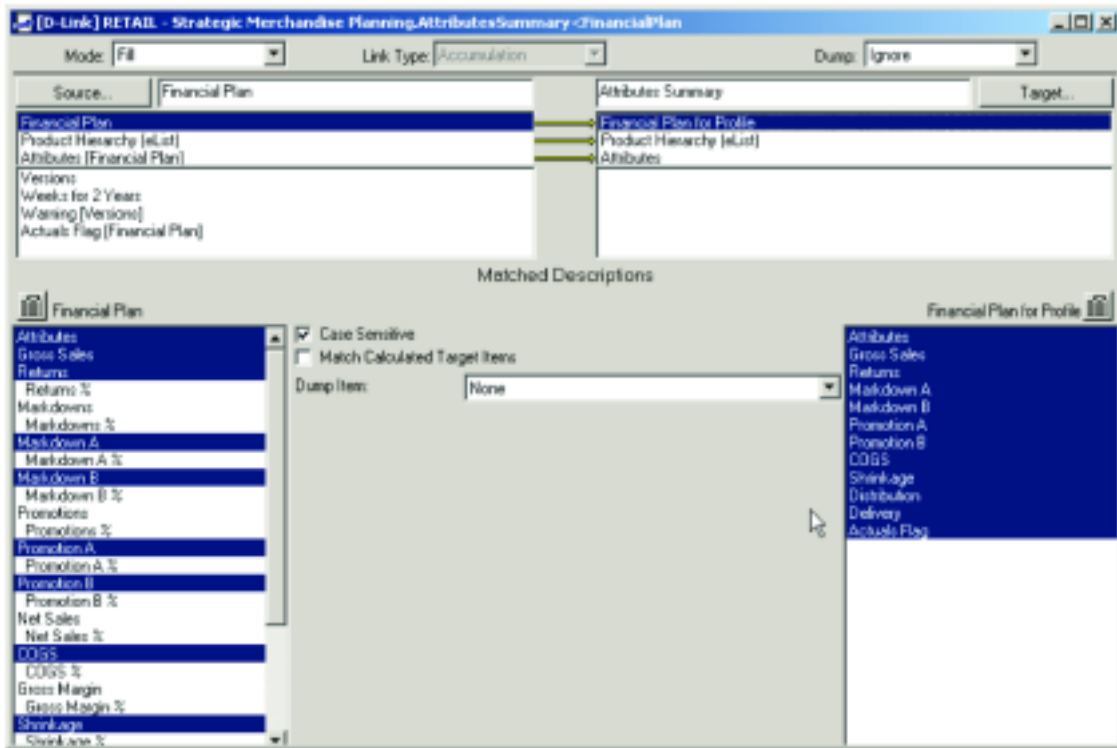


The Attributes Summary d-cube is made up of three dimensions: Financial Plan for Profile, Product Hierarchy (eList) and Attributes.

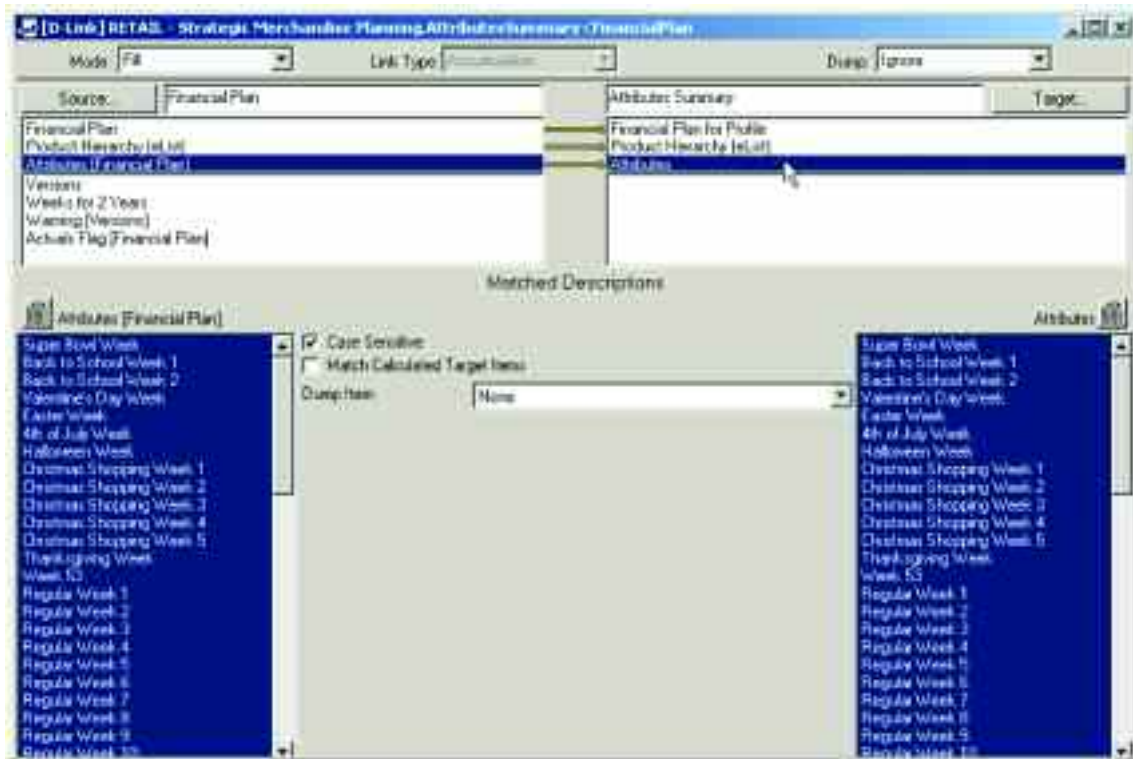
	Super Super Week	Week to School Week 1	Week to School Week 2	Weekend Day Week	Super Week	4th of July Week	Halloween Week
Weekdays	2nd Super Week	Week to School Week 1	Week to School Week 2	Weekend Day Week	Super Week	4th of July Week	Halloween Week
Sales Total	1,573,218	1,750,899	1,750,899	2,701,904	1,670,540	1,160,363	1,154,405
Returns	214,823	466,857	466,857	466,957	211,806	116,624	11,443
Inventory 2	46,569	77,862	77,862	77,862	97,363	73,943	11,948
Inventory 1	23,345	38,889	38,891	38,901	48,527	38,470	38,470
Inventory 3	46,000	77,862	77,862	77,862	97,253	72,940	11,948
Inventory 4	23,349	38,889	38,901	38,901	48,527	38,470	38,470
COGS	845,518	1,409,372	1,409,372	1,409,372	1,086,344	1,021,007	772,043
Shrinkage	33,344	38,889	38,901	38,901	48,527	38,470	38,470
Distribution	74,645	252,889	252,901	252,901	173,351	97,886	28,488
Delivery	5,313	115,233	115,233	115,233	93,221	42,903	16,178
Actual Flag	Actual	Actual	Actual	Actual	Actual	Actual	Actual

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.

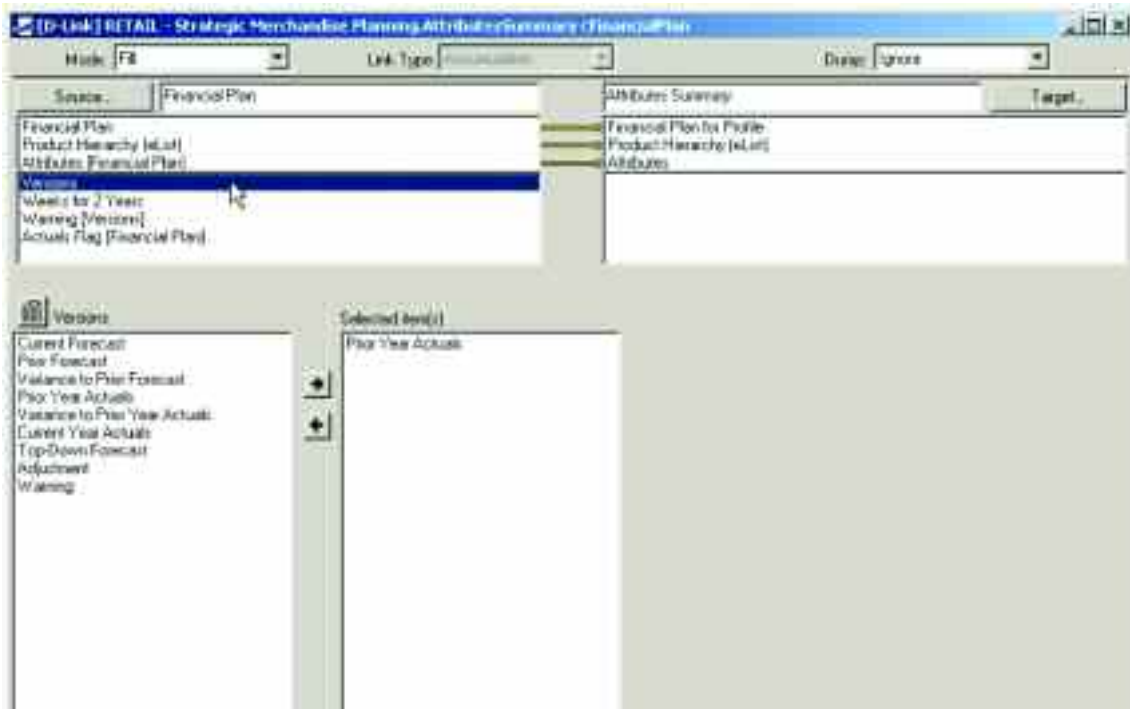




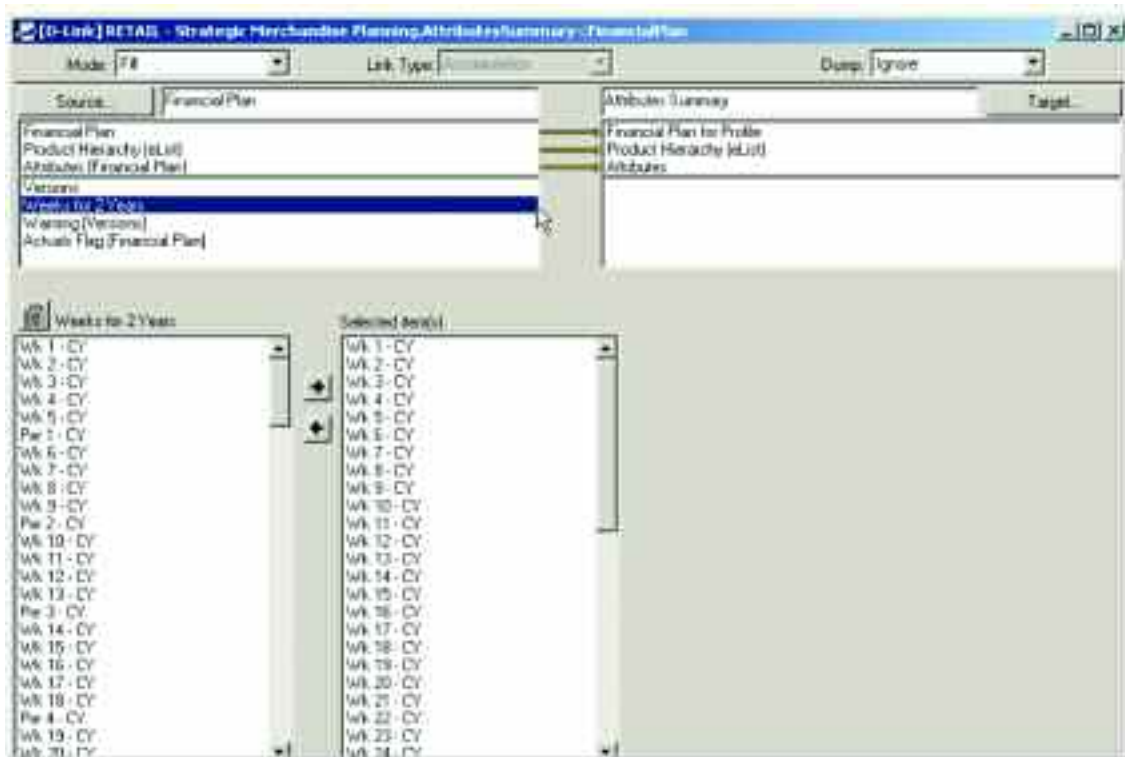
The AttributesSummary<FinancialPlan d-link is an Accumulation d-link and allows a d-list formatted item, Attributes on the Financial Plan d-list, on the Source (Financial Plan) side of the d-link to be linked to an actual d-list item, Attributes, on the Target (Attributes Summary) side of the d-link.



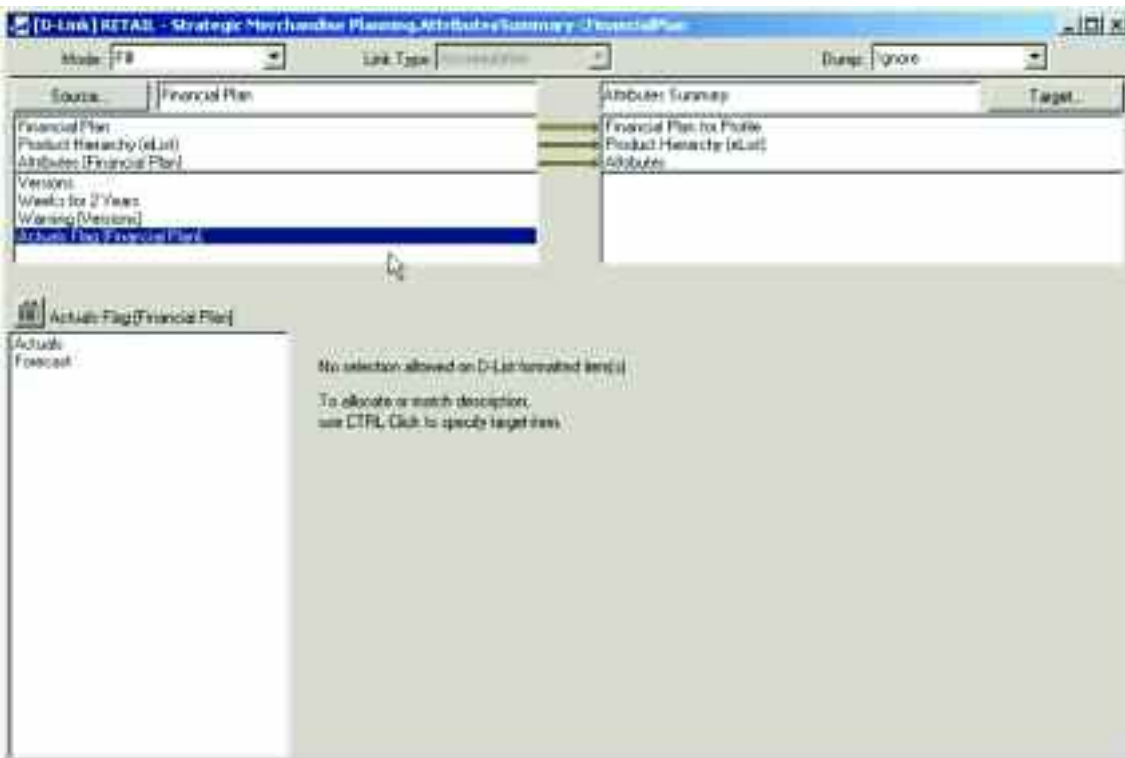
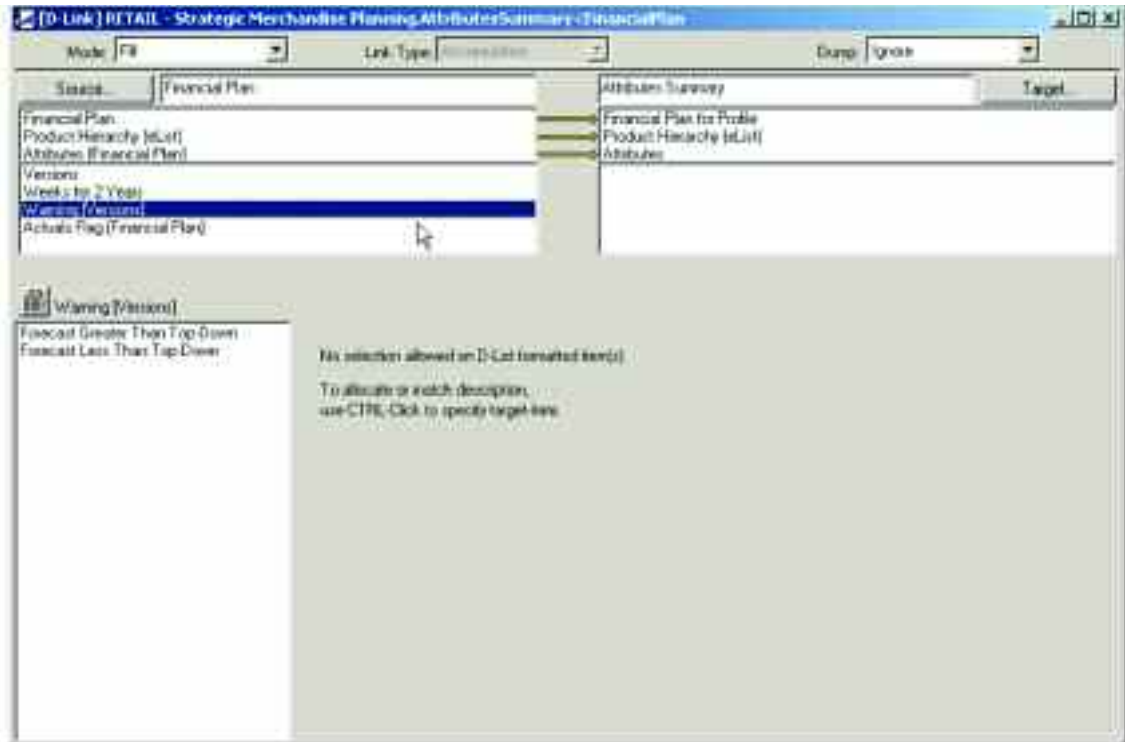
Only the information associated with the Prior Year Actuals is linked into the Attributes Summary d-cube. This will allow the data by attribute to link over to the Financial Plan by Week (Hide) d-cube by attribute, creating the appropriate profile for spreading the top-down targets to week.



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.

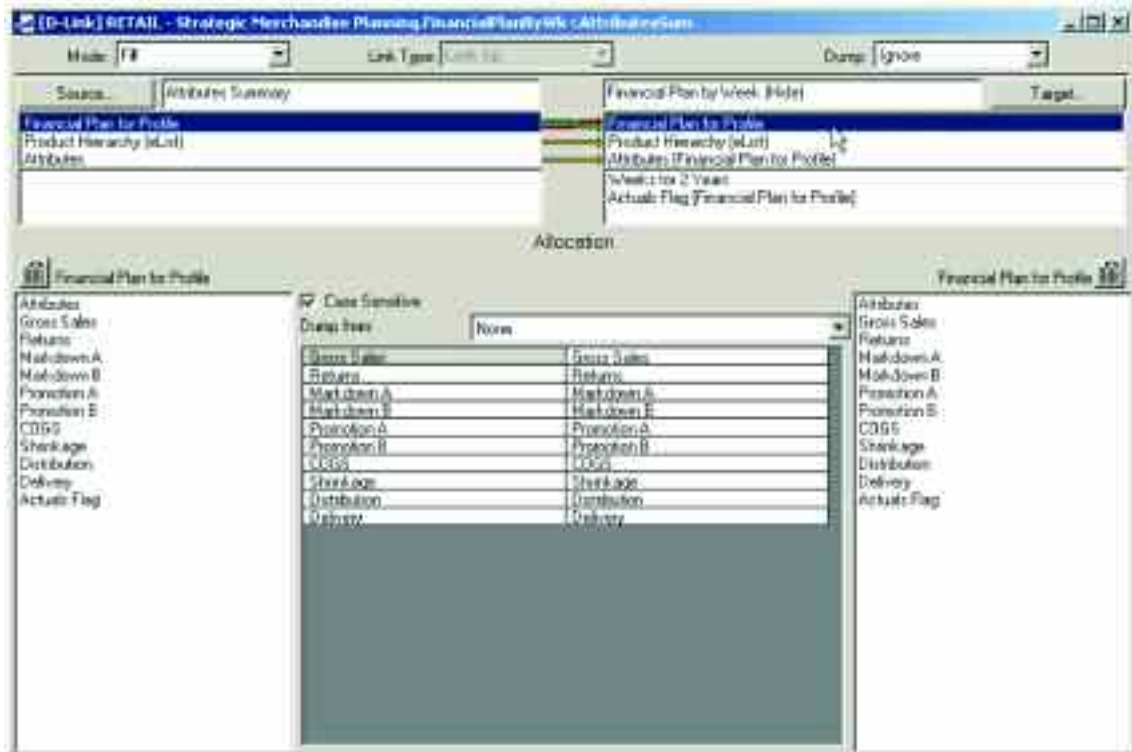


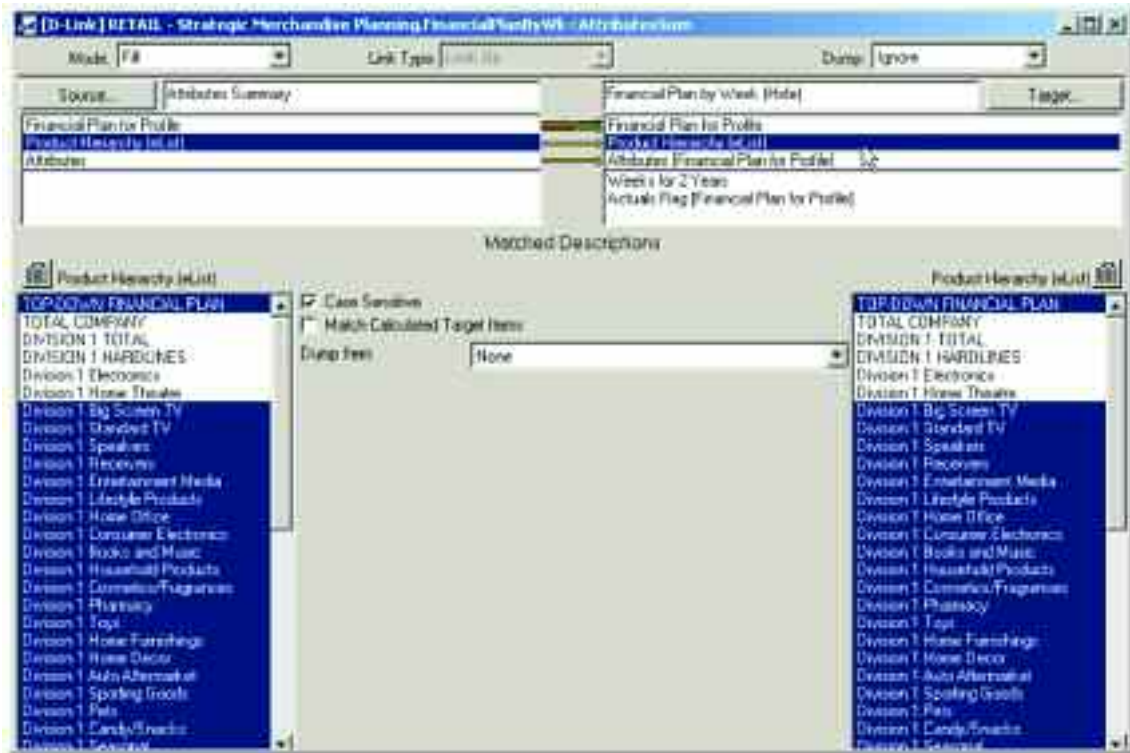
The final two items on the source side (Financial Plan) of the d-link are also d-list formatted items, but are not relevant to this d-link and no selection is allowed.



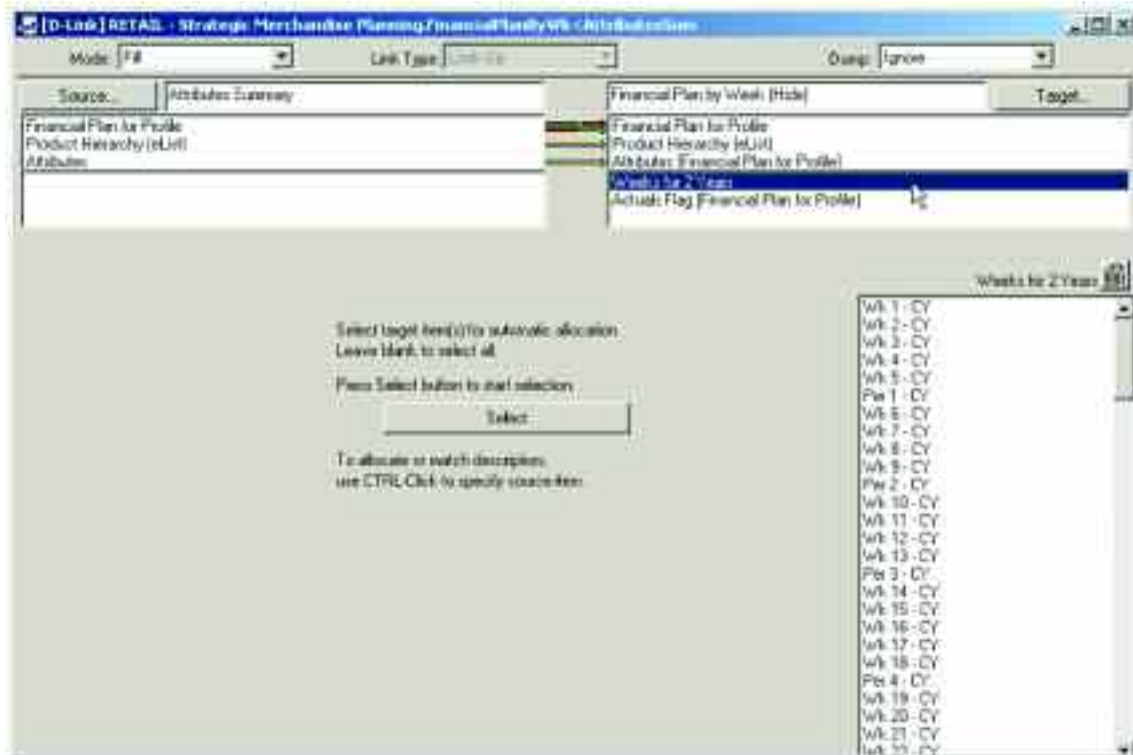
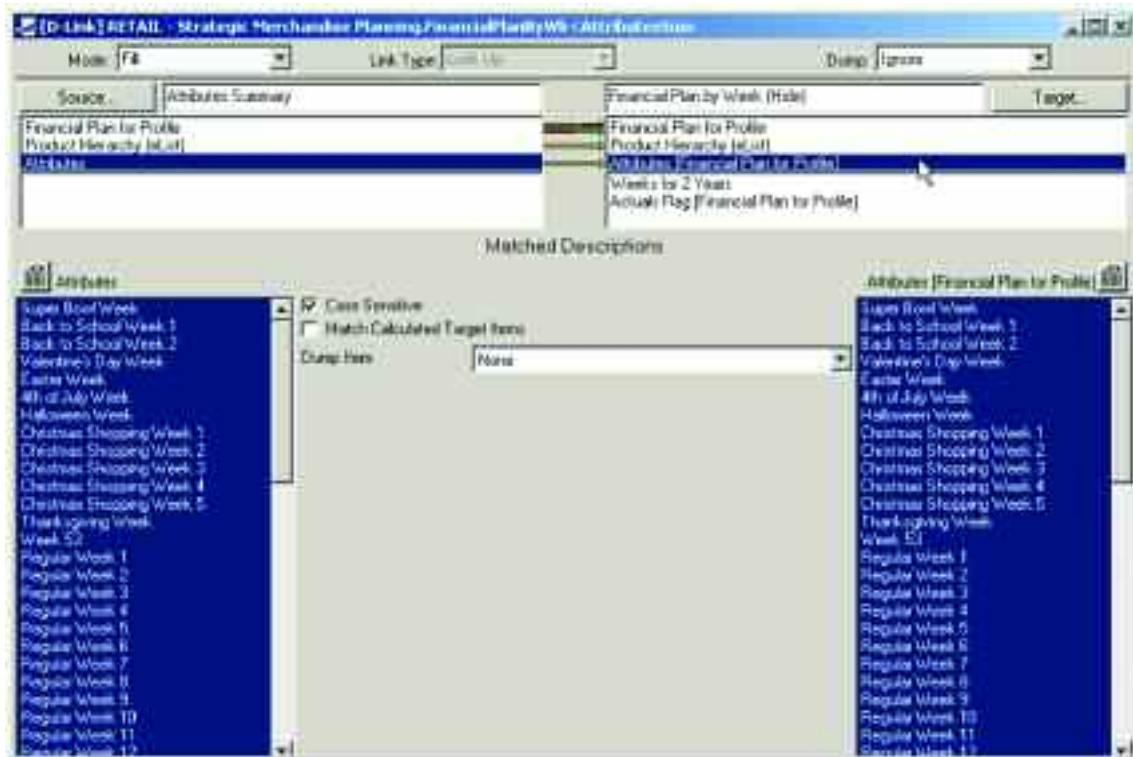
The data in the Attributes Summary d-cube is now ready for the second d-link into the Financial Plan by Week (Hide) d-cube, called FinancialPlanByWk<AttributesSum. This d-link moves the prior year actuals information into the Financial Plan by Week (Hide) d-cube based on attribute, and will act as a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

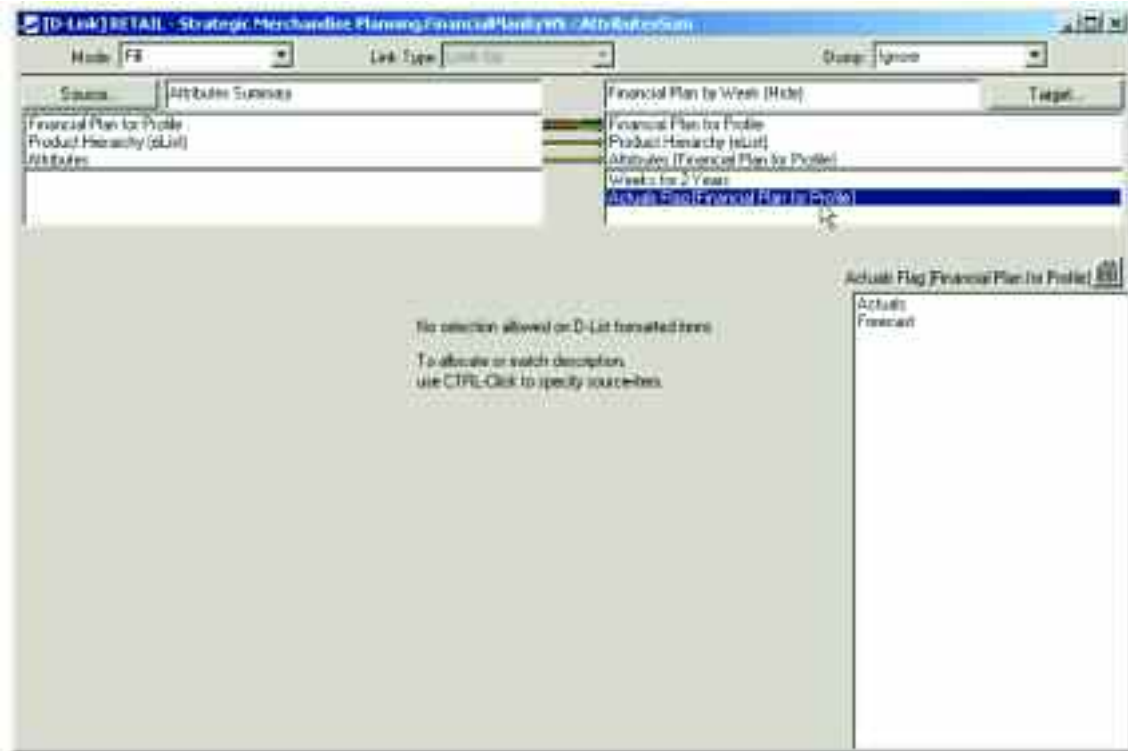




The FinancialPlanByWk<AttributesSum d-link is a Look Up link and allows an actual dimension, Attributes, on the Source side of the d-link (Attributes Summary) to be linked to a formatted d-list (Attributes formatted on the Financial Plan for Profile d-list) on the Target side of the d-link (Financial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

[D-Link] RETAIL - Strategic Merchandise Planning/financialPlanByWeek (Hide) /financialPlanByPer

Mode: F# Link Type: Regular Date: ignore

Source: Financial Plan by Per (Hide) Financial Plan by Week (Hide) Target

Financial Plan by Profile Financial Plan by Profile

Product Hierarchy (Left) Product Hierarchy (Left)

Periods: Weeks for 2 Year

Allocation:

Attributes: Gross Sales, Returns, Markdown A, Markdown B, Promotion A, Promotion B, COGS, Shrinkage, Distribution, Delivery, Active Flag

Case Sensitive

Drop Item: None

Gross Sales	Gross Sales
Returns	Returns
Markdown A	Markdown A
Markdown B	Markdown B
Promotion A	Promotion A
Promotion B	Promotion B
COGS	COGS
Shrinkage	Shrinkage
Distribution	Distribution
Delivery	Delivery

Attributes: Gross Sales, Returns, Markdown A, Markdown B, Promotion A, Promotion B, COGS, Shrinkage, Distribution, Delivery, Active Flag

[D-Link] RETAIL - Strategic Merchandise Planning/financialPlanByWeek (Hide) /financialPlanByPer

Mode: F# Link Type: Regular Date: ignore

Source: Financial Plan by Per (Hide) Financial Plan by Week (Hide) Target

Financial Plan by Profile Financial Plan by Profile

Product Hierarchy (Left) Product Hierarchy (Left)

Periods: Weeks for 2 Year

Matched Descriptions:

Product Hierarchy (Left) Product Hierarchy (Left)

Case Sensitive

Match Calculated Target Items

Drop Item: None

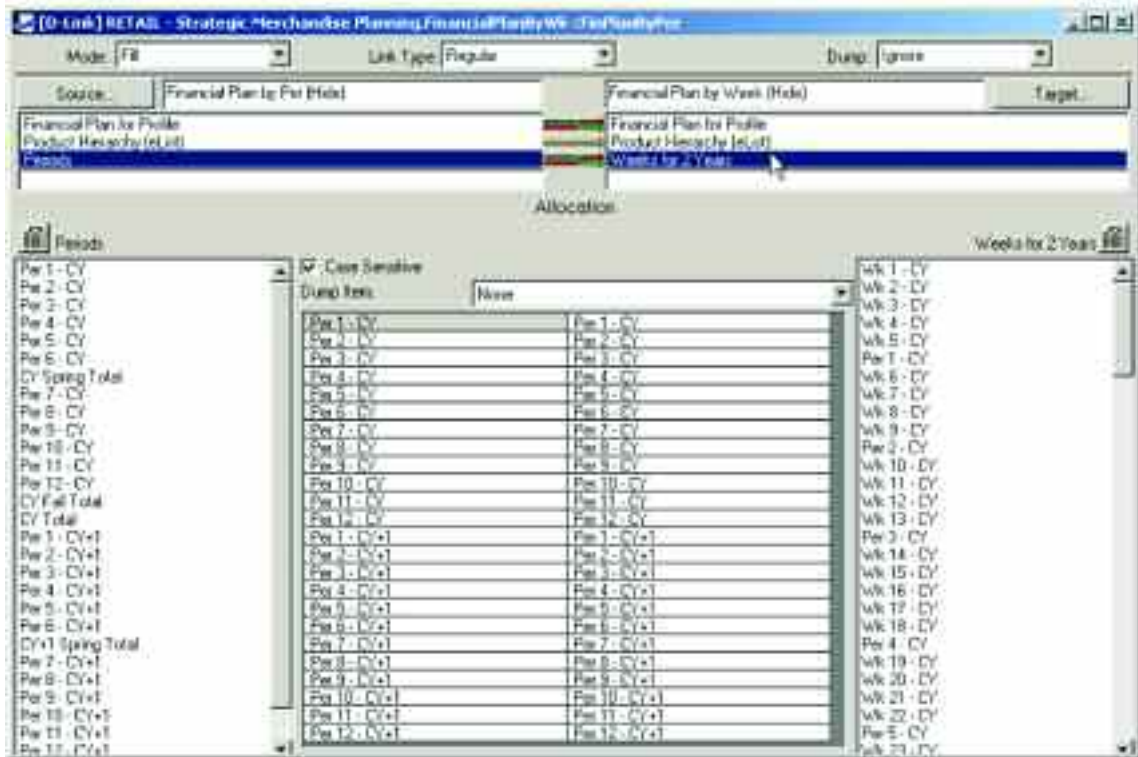
TOP-DOWN FINANCIAL PLAN

- TOTAL COMPANY
- DIVISION 1 TOTAL
- DIVISION 1 HANDLINES
- Division 1 Electronics
- Division 1 Home Theatre
- Division 1 Big Screen TV
- Division 1 Standard TV
- Division 1 Speakers
- Division 1 Receivers
- Division 1 Entertainment Media
- Division 1 Lifestyle Products
- Division 1 Home Office
- Division 1 Consumer Electronics
- Division 1 Books and Music
- Division 1 Household Products
- Division 1 Cosmetics/Fragrances
- Division 1 Pharmacy
- Division 1 Toys
- Division 1 Home Furnishings
- Division 1 Home Decor
- Division 1 Auto Alternatives
- Division 1 Sporting Goods
- Division 1 Pets
- Division 1 Candy/Snacks
- Division 1 Seasonal
- Division 1 Cards and Stationery
- DIVISION 2 TOTAL

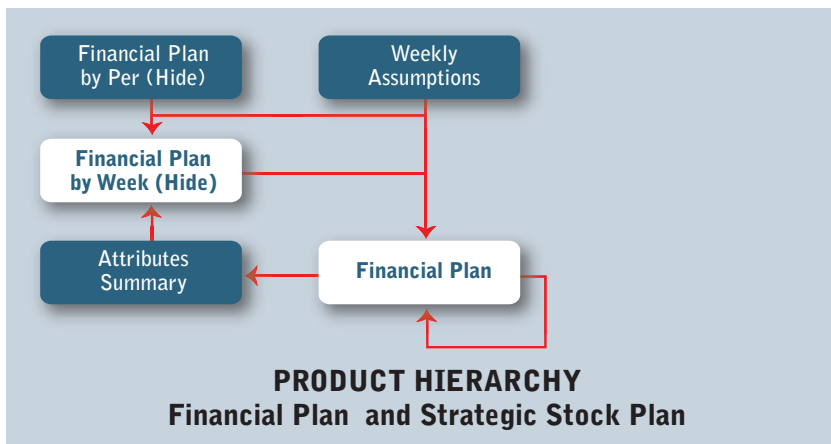
TOP-DOWN FINANCIAL PLAN

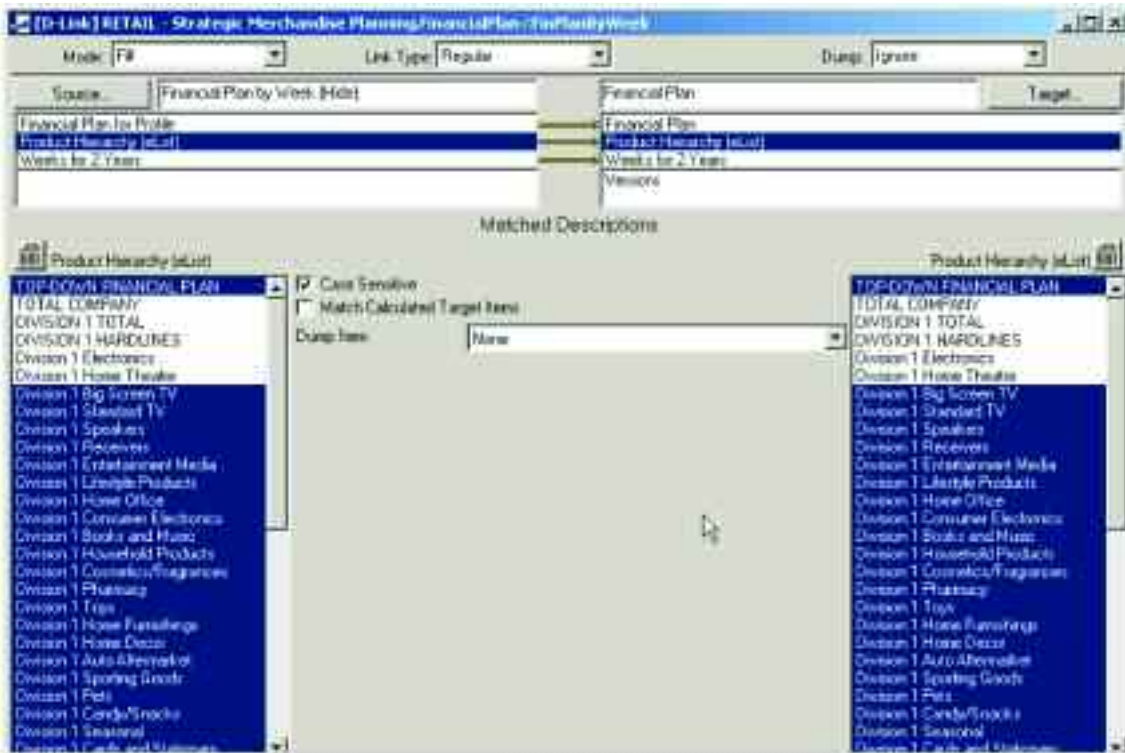
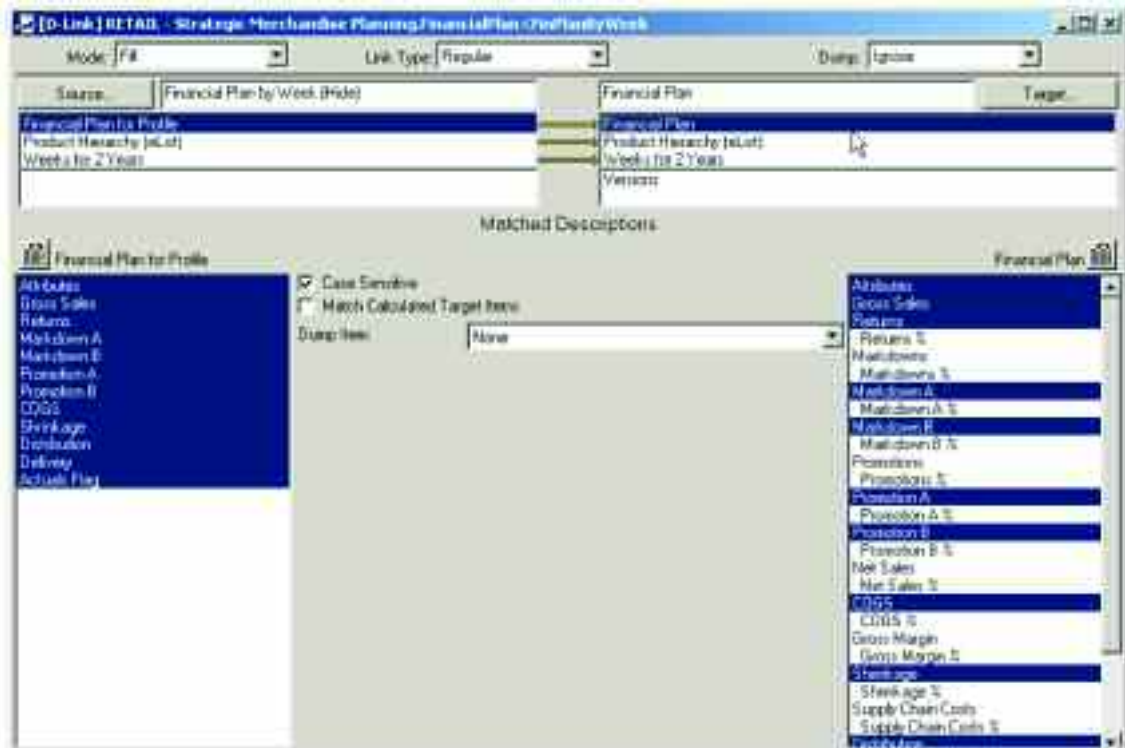
- TOTAL COMPANY
- DIVISION 1 TOTAL
- DIVISION 1 HANDLINES
- Division 1 Electronics
- Division 1 Home Theatre
- Division 1 Big Screen TV
- Division 1 Standard TV
- Division 1 Speakers
- Division 1 Receivers
- Division 1 Entertainment Media
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- Division 1 Auto Alternatives
- Division 1 Sporting Goods
- Division 1 Pets
- Division 1 Candy/Snacks
- Division 1 Seasonal
- Division 1 Cards and Stationery
- DIVISION 2 TOTAL

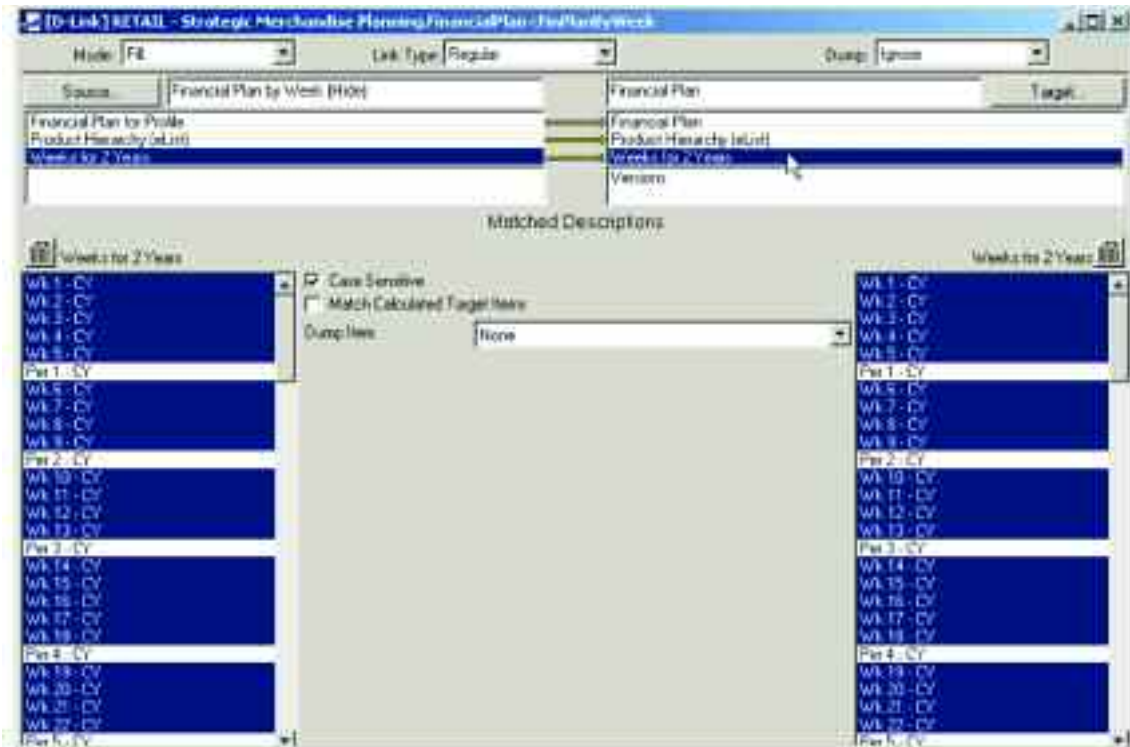
Periods are linked to Periods, which are sub-totals in the Weeks for 2 Years d-list, creating the spread over the profile linked in from the Attributes Summary d-cube.



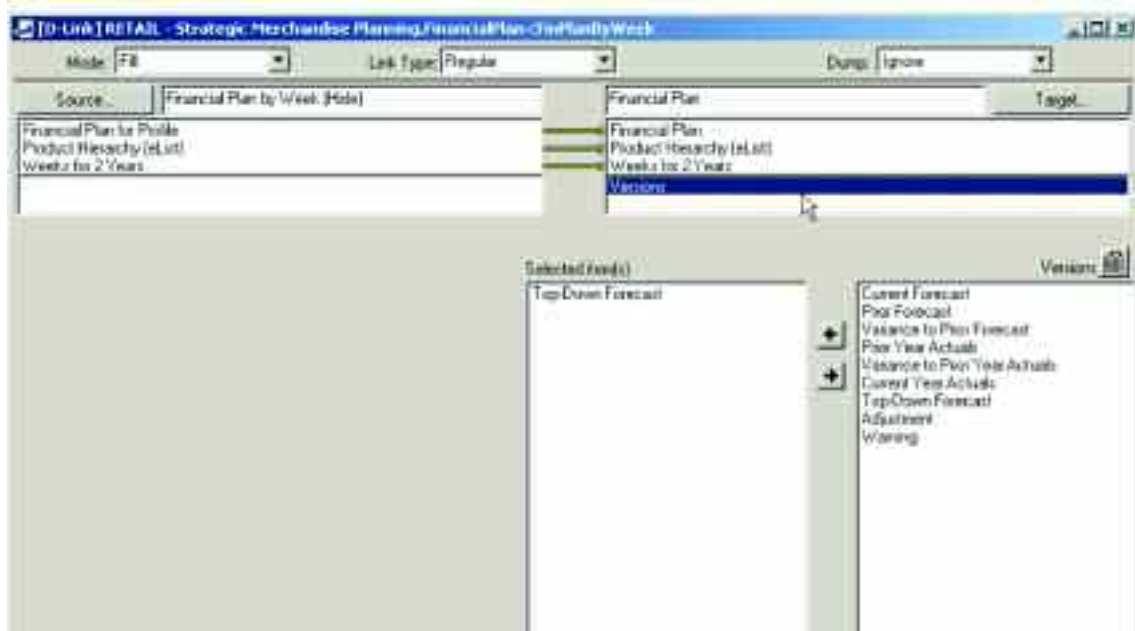
The data in the Financial Plan by Week (Hide) is now ready to be linked into the Financial Plan d-cube through the link called FinancialPlan<FinPlanByWeek.



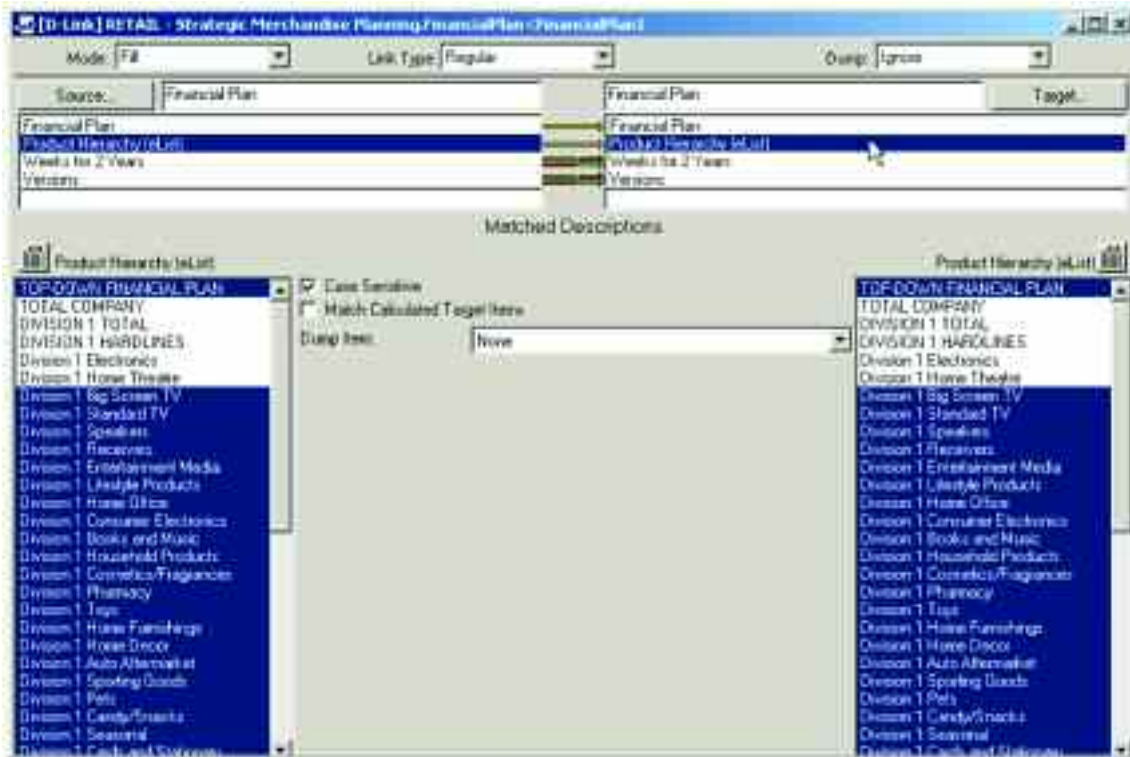
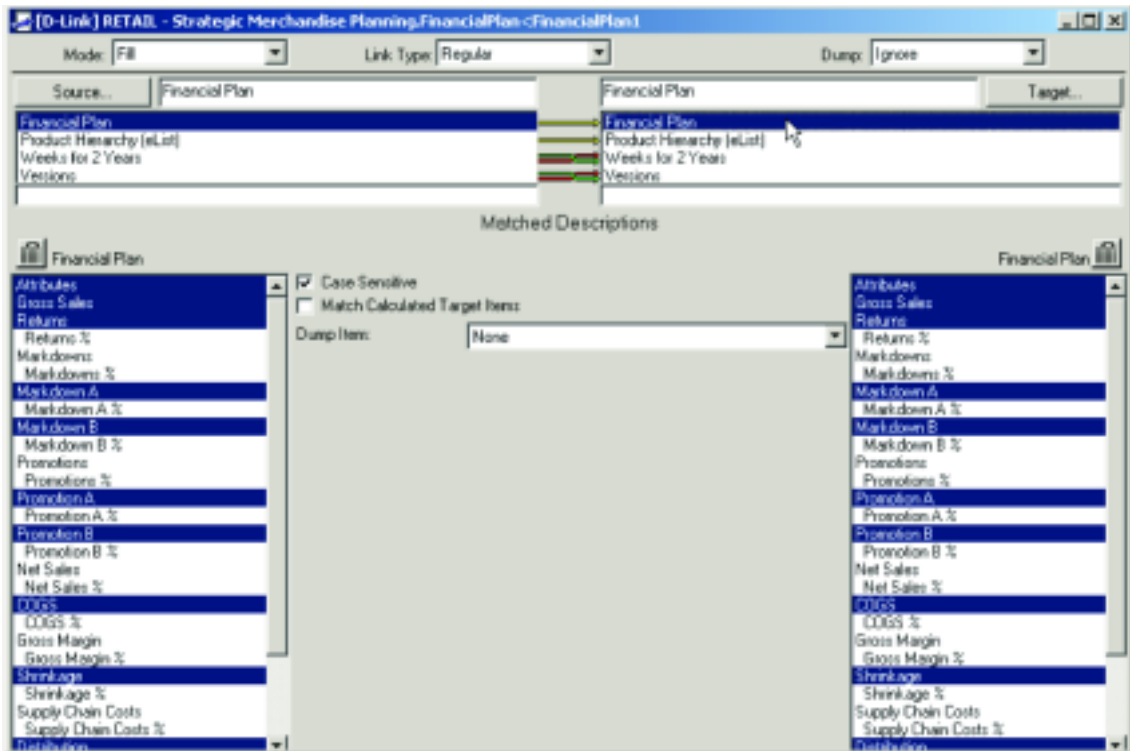




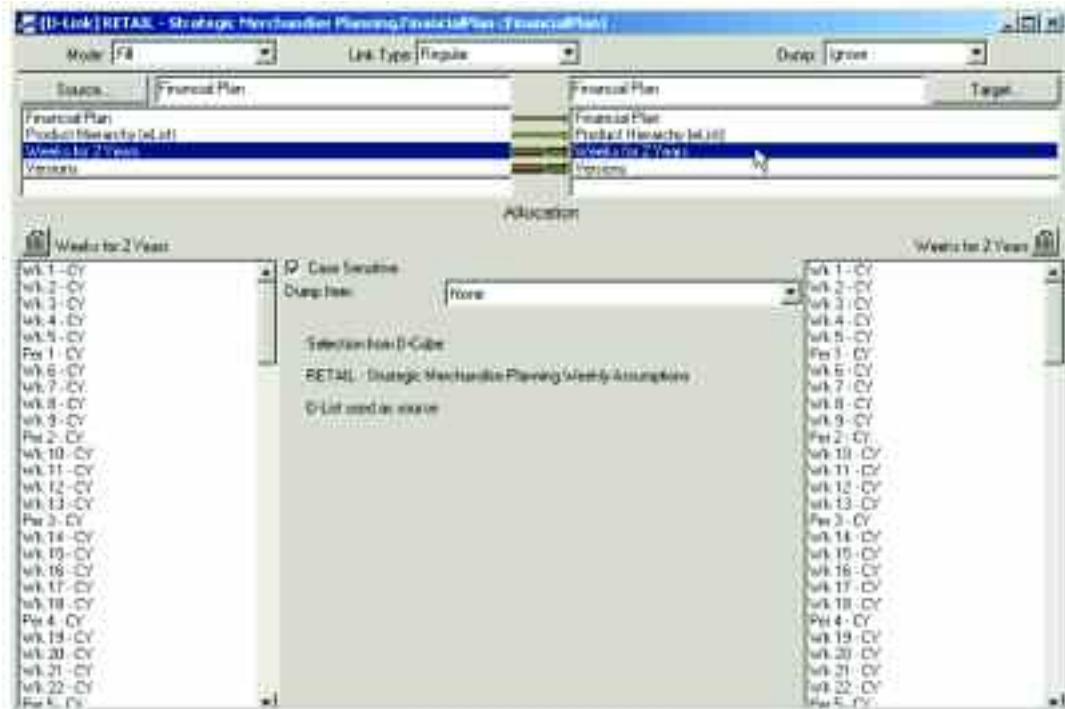
The top-down data spread into weeks is only linked into the item in the Versions dimension associated with the Top-Down Forecast.



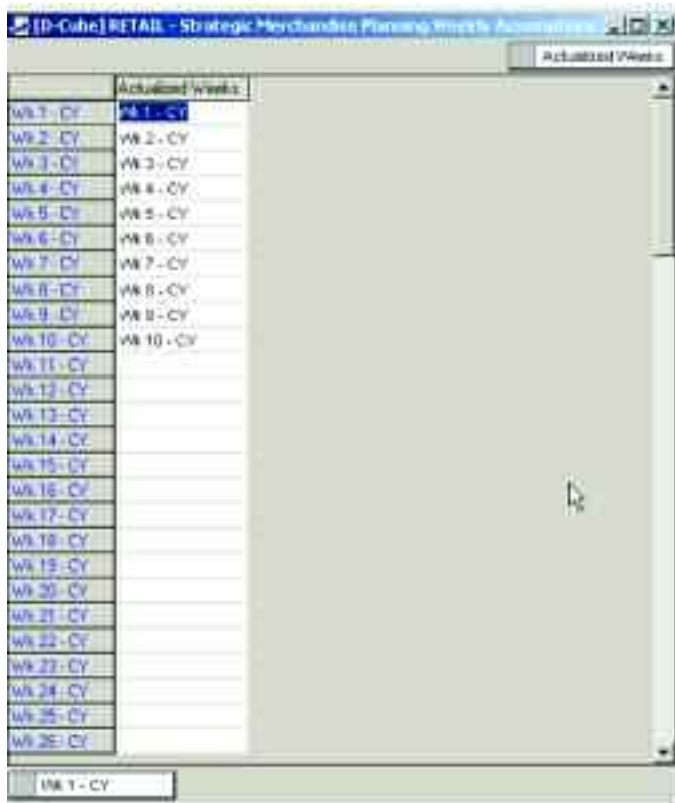
The fourth d-link into the Financial Plan d-cube is an internal d-link called FinancialPlan<FinancialPlan1. It links the Current Year Actuals in the Versions dimension to the Top-Down Forecast in the Versions dimension for those weeks that are already closed. This will insure that the forecast is updated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



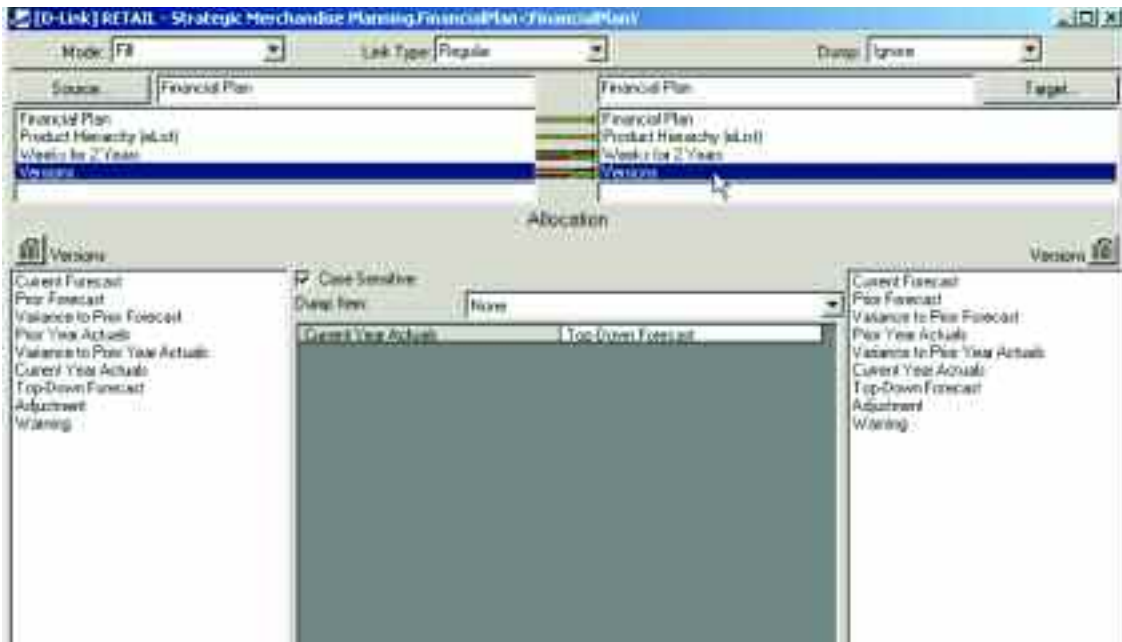
The link uses information from the Weekly Assumptions d-cube to link only those weeks that are actuals.



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

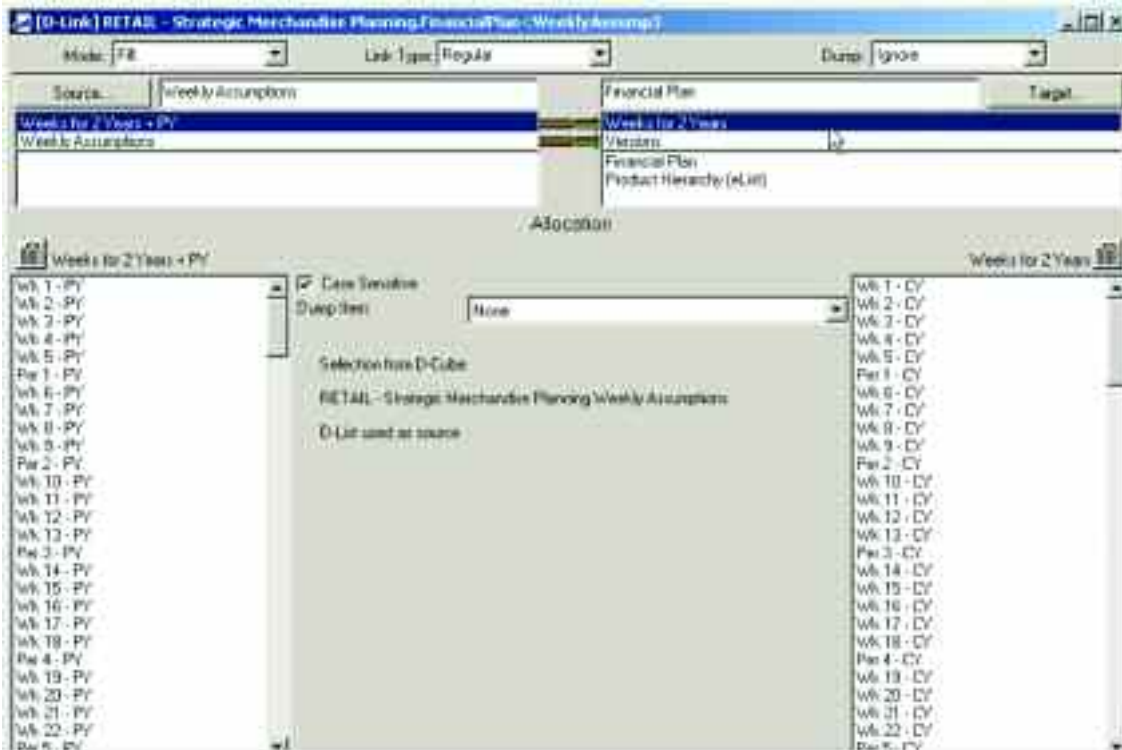


The Current Year Actuals are linked to the Top-Down Forecast, and the Top-Down Forecast is added to the Adjustment to equal the Current Forecast view for the end users.



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:

Actualized Weeks
WA 1 - CY
WA 2 - CY
WA 3 - CY
WA 4 - CY
WA 5 - CY
WA 6 - CY
WA 7 - CY
WA 8 - CY
WA 9 - CY
WA 10 - CY
WA 11 - CY
WA 12 - CY
WA 13 - CY
WA 14 - CY
WA 15 - CY
WA 16 - CY
WA 17 - CY
WA 18 - CY
WA 19 - CY
WA 20 - CY
WA 21 - CY
WA 22 - CY
WA 23 - CY
WA 24 - CY
WA 25 - CY
WA 26 - CY

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.

Mode: FR | Link Type: Regular | Disp: Ignore

Source: Weekly Assumptions | Target: Financial Plan

Weekly Assumptions | Financial Plan

Actual

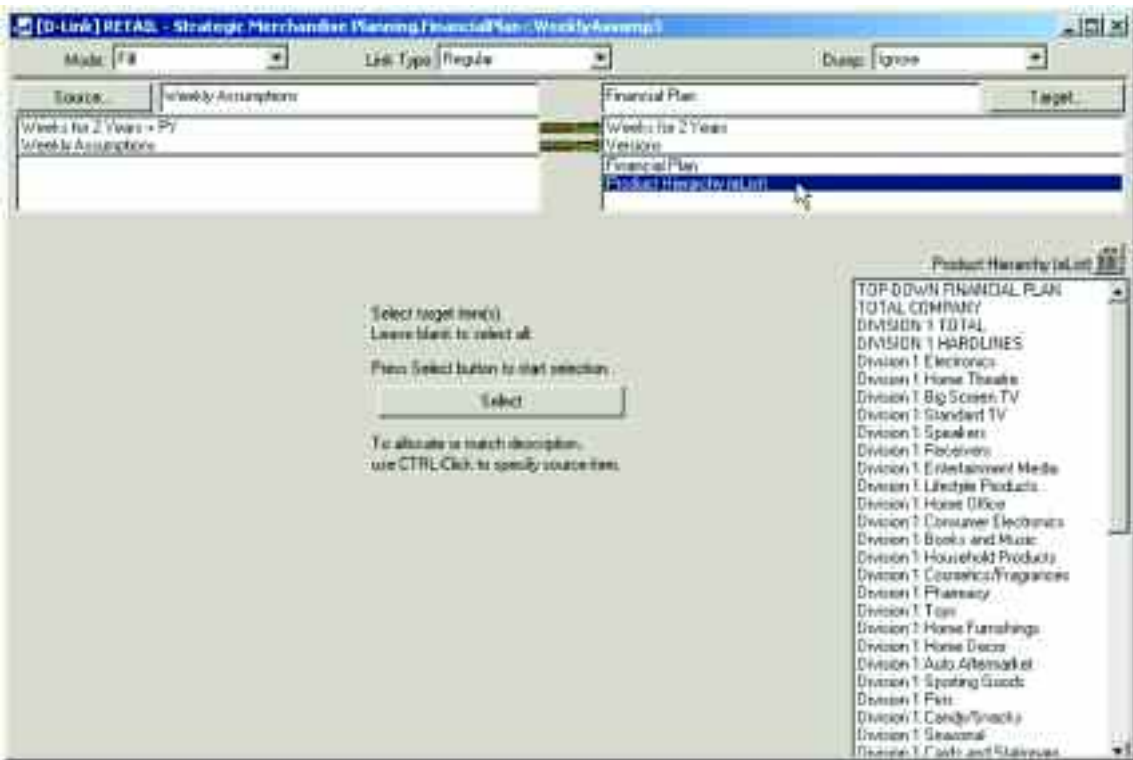
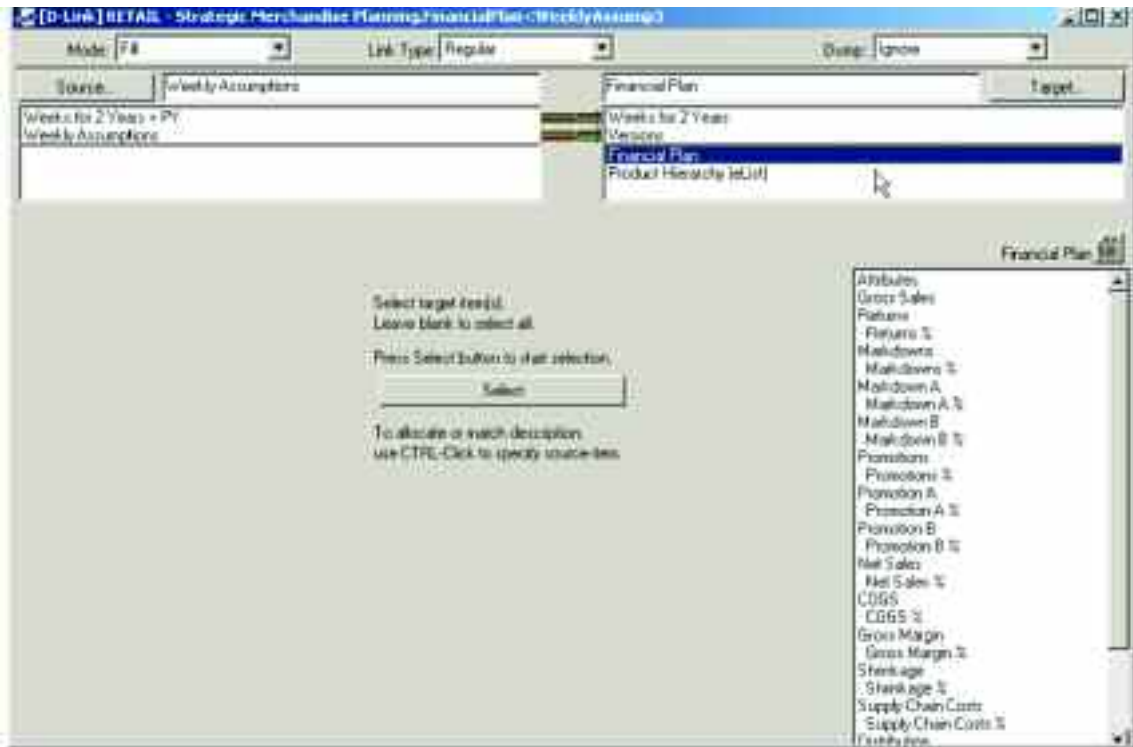
Allocation

Weekly Assumptions | Versions

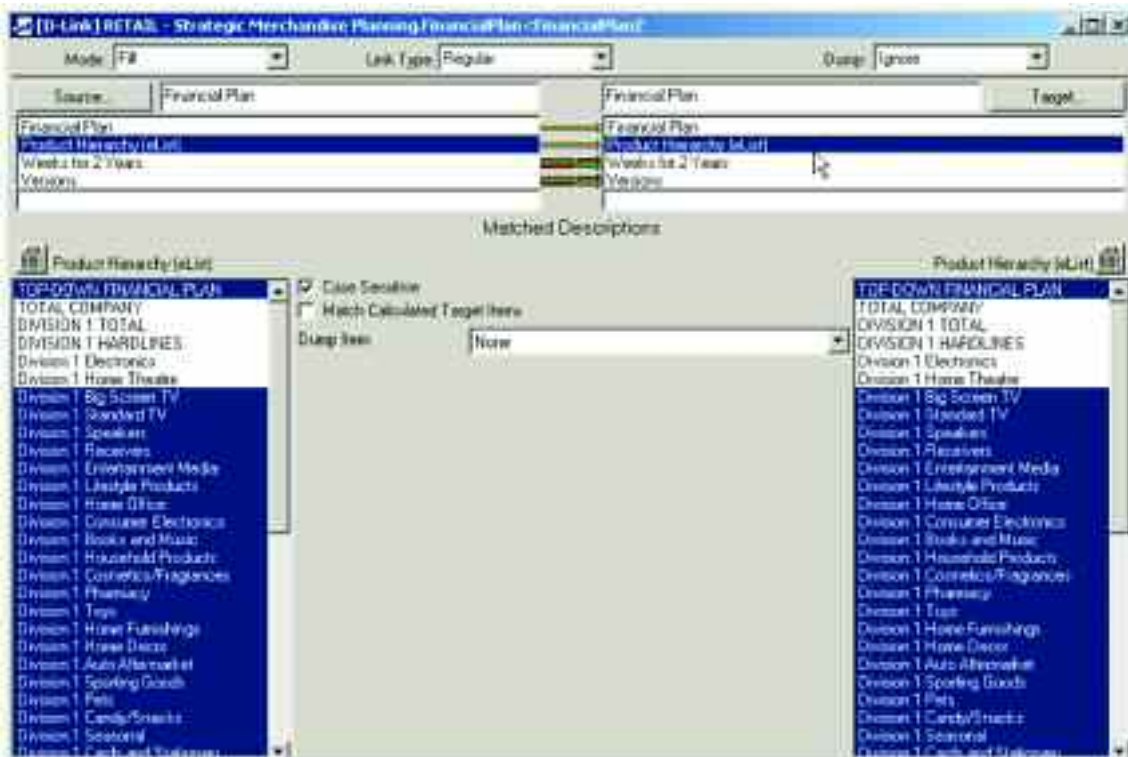
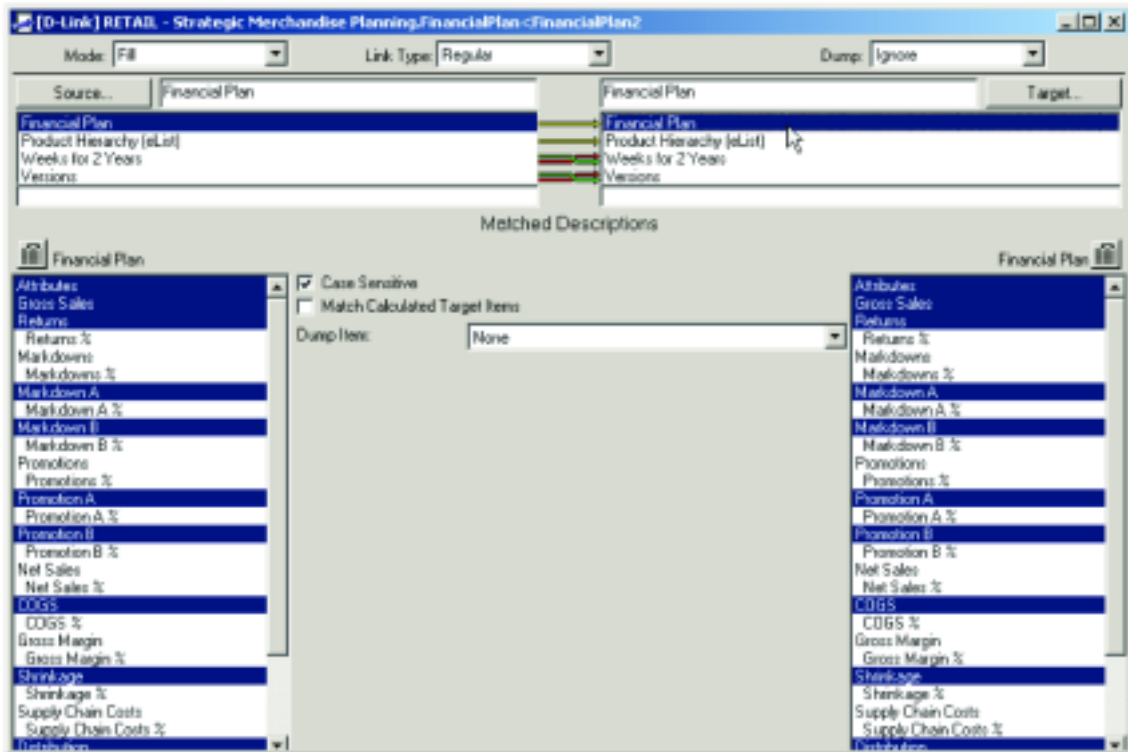
Actual Flag | Cost Sensitive | Disp Item: None | Item: Adjustment

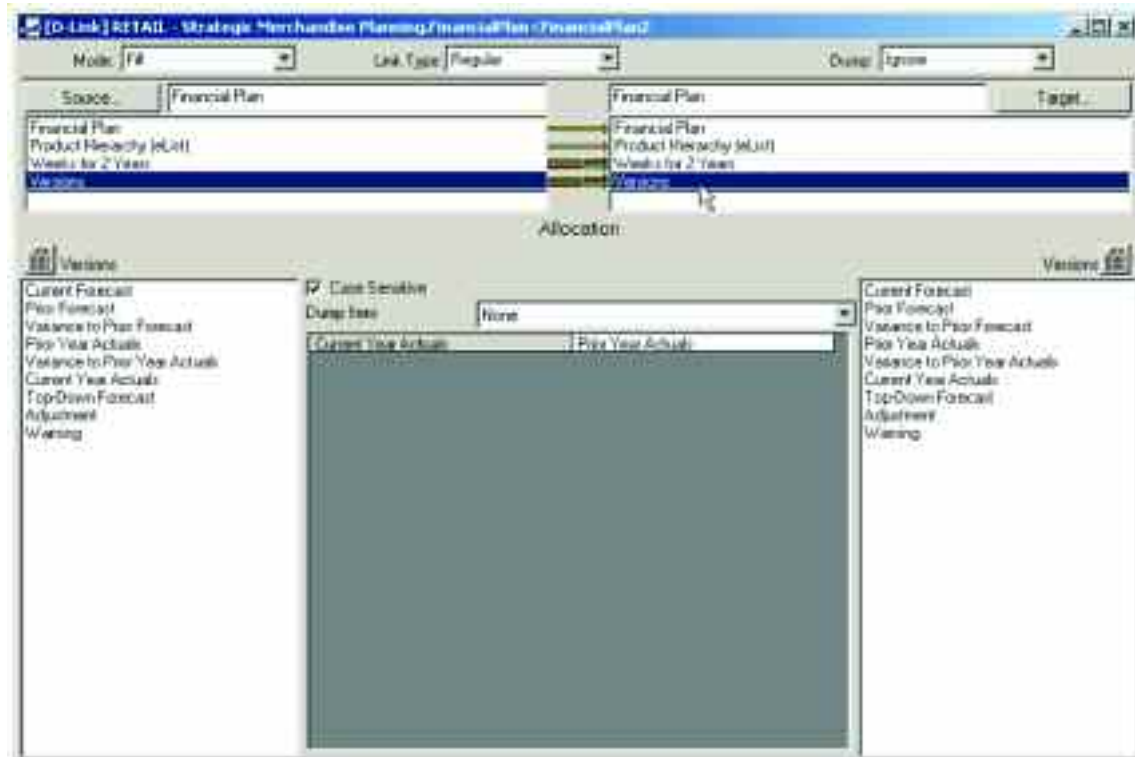
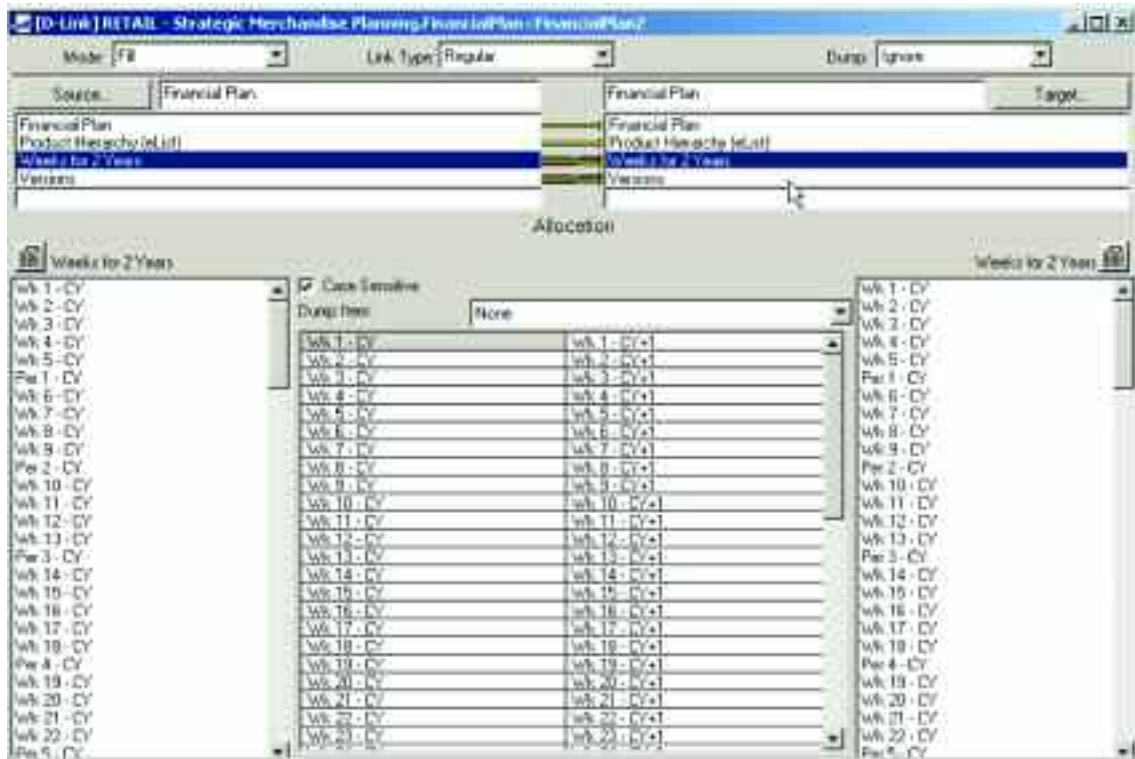
Current Forecast

- Plan Forecast
- Variance to Prior Forecast
- Prior Year Actual
- Variance to Prior Year Actual
- Current Year Actual
- Top Down Forecast
- Adjustment
- Version



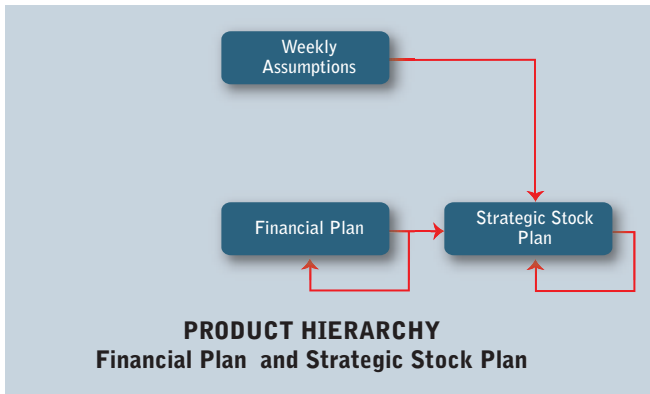
The sixth and final d-link into the Financial Plan d-cube is an internal d-link called FinancialPlan<FinancialPlan2. This d-link moves Current Year Actuals data for the current year to the view for Prior Year Actuals for the Current Year + 1.





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 Y - CY	Wk 6 - CY	Wk 7 - CY	Wk 8 - CY	Wk 9 - CY
Beginning Inventory at Retail (Week 1)	2,000,000	0	0	0	0	0	0	0	0	0
Beginning Inventory at Retail	2,000,000	2,002,126	2,166,713	2,226,391	2,387,042	2,387,042	2,376,675	1,771,425	1,196,360	144,101
Sales Value	2,701,364	2,701,364	2,701,364	2,701,364	2,701,364	13,506,820	3,370,533	3,370,533	3,370,533	3,370,533
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	121,572	121,572	121,372	121,372	602,880	152,473	152,473	152,473	152,473
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	33,294	37,541	106,320	104,183	107,270	563,943	102,220	94,713	23,741	5,243
Cost Value Ratio	2,017,879	2,021,417	2,074,013	2,020,819	2,011,167	14,679,326	1,633,260	1,577,132	1,024,183	1,026,256
Closing Inventory at Retail	2,002,126	2,166,713	2,226,391	2,387,042	2,376,675	2,376,675	1,773,430	1,196,360	644,101	115,095
Beginning Inventory (Week 1) Margin %	50.0%									
Beginning Inventory Margin %	49.3%	49.3%	48.9%	49.4%	49.0%	49.6%	47.9%	45.5%	49.5%	105.1%
Total Sales Margin %	52.2%	52.2%	52.2%	52.2%	52.2%	52.2%	41.8%	41.8%	41.0%	41.0%
TPR Sales Margin %	45.5%	45.5%	45.5%	45.5%	45.5%	45.5%	36.3%	36.3%	36.3%	36.3%
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 %	49.3%	48.0%	46.4%	46.0%	47.0%	46.4%	45.0%	41.5%	48.1%	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	1,027,165	1,054,210	1,081,327	1,108,436	1,108,436	1,135,545	1,163,679	1,190,871	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	1,027,165	1,054,210	1,081,327	1,108,436	1,135,545	1,135,545	1,163,679	1,190,871	1,218,144	1,245,617

BLUEPRINT: RETAIL STRATEGIC MERCHANDISE PLANNING IMPLEMENTATION GUIDE

RETAIL - Strategic Merchandise Planning | Reviews | Division | Home Threads | Logical Planning | Continuation

Financial Plan: Strategic Stock Plan

Current Forecast

	Wk 7 - CY	Wk 8 - CY	Wk 9 - CY	Per 2 - CY	Wk 10 - CY	Wk 11 - CY	Wk 12 - CY	Wk 13 - CY	Per 3 - CY	W 14 - CY
Beginning Inventory at Retail (Week 7)	0	0	0	0	0	0	0	0	0	0
Beginning Inventory at Retail	1,773,435	1,196,393	644,151	644,151	115,895	(872,884)	(1,952,298)	(2,967,194)	(2,867,194)	(3,74)
Sales Value	3,370,523	3,370,523	3,370,523	13,482,132	3,870,542	4,880,000	3,870,542	3,870,542	15,811,827	3.7
Temporary Price Reduction %	4.3%	4.3%	4.3%	4.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.7%
Temporary Price Reduction Value	152,479	152,479	152,479	605,916	151,593	151,593	151,593	151,593	606,372	3
Inventory Receipts at Retail	2,000,000	2,000,000	2,000,000	12,888,888	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	1.8
Permanant Markdown %	4.3%	4.3%	4.3%	4.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.7%
Permanant Markdown Value	54,119	29,341	5,243	168,731	(34,756)	(71,393)	(187,226)	(141,798)	(254,483)	(1.1)
Order Value (FIFO)	3,577,133	3,552,753	3,528,250	14,258,798	3,987,988	4,588,205	3,214,510	3,888,427	15,363,317	3.7
Closing Inventory at Retail	1,196,393	644,151	115,895	115,895	(872,884)	(1,952,298)	(2,867,194)	(3,740,621)	(3,747,621)	(4.4)
Beginning Inventory (Week 7) Margin %	85.6%	95.5%	98.1%	78.6%	1,074.3%	(183.1)%	(191.8)%	(88.2)%	(127.8)%	1
Beginning Inventory Margin %	41.8%	41.8%	41.8%	41.8%	28.6%	27.6%	28.6%	28.6%	28.3%	28.3%
Retail Sales Margin %	56.3%	56.3%	56.3%	56.3%	70.3%	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%	50.0%
Closing Inventory Margin %	29.5%	183.1%	1,074.3%	129.2%	(183.1)%	(191.8)%	(88.2)%	(127.8)%	(127.8)%	1
Beginning Inventory (Week 7) Cost Value	0	0	0	0	0	0	0	0	0	0
Beginning Inventory Cost Value	1,163,878	1,198,611	1,218,144	1,218,144	1,245,677	1,537,842	1,948,487	2,299,771	2,299,771	2.0
Sales Cost Value	1,472,467	1,472,467	1,472,467	5,889,888	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	8,000,000	1,500,000	1,500,000	1,500,000	1,500,000	8,000,000	1.5
Closing Inventory Cost Value	1,198,611	1,218,144	1,245,677	1,245,677	1,537,842	1,948,487	2,299,771	2,851,136	2,851,136	2.2

RETAIL - Strategic Merchandise Planning | Reviews | Division | Home Threads | Logical Planning | Continuation

Financial Plan: Strategic Stock Plan

Current Forecast

	Wk 7 - CY	Wk 8 - CY	Wk 9 - CY	Per 2 - CY	Wk 10 - CY	Wk 11 - CY	Wk 12 - CY	Wk 13 - CY	Per 3 - CY	W 14 - CY
Beginning Inventory at Retail (Week 7)	0	0	0	0	0	0	0	0	0	0
Beginning Inventory at Retail	1,773,435	1,196,393	644,151	644,151	115,895	(872,884)	(1,822,827)	(2,737,737)	(2,737,737)	(3.8)
Sales Value	3,370,523	3,370,523	3,370,523	13,482,132	3,870,542	3,870,542	3,870,542	3,870,542	15,482,168	3.7
Temporary Price Reduction %	4.3%	4.3%	4.3%	4.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Temporary Price Reduction Value	152,479	152,479	152,479	605,916	151,593	151,593	151,593	151,593	606,372	3
Inventory Receipts at Retail	2,000,000	2,000,000	2,000,000	12,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	3.8
Permanant Markdown %	4.3%	4.3%	4.3%	4.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Permanant Markdown Value	54,119	29,341	5,243	168,731	(34,756)	(71,393)	(187,226)	(141,798)	(254,483)	(1.1)
Order Value (FIFO)	3,577,133	3,552,753	3,528,250	14,258,798	3,987,988	3,956,743	3,594,310	3,888,427	15,734,828	3.7
Closing Inventory at Retail	1,196,393	644,151	115,895	115,895	(872,884)	(1,822,827)	(2,737,737)	(3,818,164)	(3,818,164)	(4.3)
Beginning Inventory (Week 7) Margin %	85.6%	95.5%	98.1%	78.6%	1,074.3%	(183.1)%	(186.3)%	(84.8)%	(123.4)%	1
Beginning Inventory Margin %	41.8%	41.8%	41.8%	41.8%	28.6%	28.6%	28.6%	28.6%	28.3%	28.3%
Retail Sales Margin %	56.3%	56.3%	56.3%	56.3%	70.3%	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%	50.0%
Closing Inventory Margin %	29.5%	183.1%	1,074.3%	129.2%	(183.1)%	(196.5)%	(84.8)%	(123.4)%	(123.4)%	1
Beginning Inventory (Week 7) Cost Value	0	0	0	0	0	0	0	0	0	0
Beginning Inventory Cost Value	1,163,878	1,198,611	1,218,144	1,218,144	1,245,677	1,537,842	1,948,487	2,299,771	2,299,771	2.0
Sales Cost Value	1,472,467	1,472,467	1,472,467	5,889,888	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	8,000,000	1,500,000	1,500,000	1,500,000	1,500,000	8,000,000	1.5
Closing Inventory Cost Value	1,198,611	1,218,144	1,245,677	1,245,677	1,537,842	1,948,487	2,299,771	2,851,136	2,851,136	2.2

	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 of Retail (Book 0)	0	0	0	0	0	0	0	0	0	0
Beginning Inventory of Retail	1,773,438	1,196,881	644,151	644,151	119,496	(877,844)	645,648	(422,674)	(422,674)	(1,390)
Sales Value	3,379,533	3,379,533	3,379,533	11,482,132	3,379,542	3,379,542	3,379,542	3,379,542	13,482,132	-1,356
Forecast Price Reduction %	4.3%	4.3%	4.3%	4.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.8%
Temporary Price Reduction Value	152,479	152,479	152,479	648,316	151,593	151,593	151,593	151,593	648,316	329
Inventory Receipts of 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	1,000
Forecast High/Low %	4.3%	4.3%	4.3%	4.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.8%
Forecasted Markdown Value	94,719	94,719	94,719	391,731	94,719	94,719	94,719	94,719	391,731	(10)
Cost of Sales (Book)	3,577,132	3,582,153	3,526,255	14,200,700	3,387,589	4,044,367	4,001,593	3,267,633	16,106,212	3,000
Closing Inventory of Retail	1,196,881	644,151	119,496	119,496	(877,844)	645,648	(422,674)	(422,674)	(1,390,316)	(2,190)
Beginning Inventory of Retail (Margin %)	89.6%	89.5%	89.1%	89.6%	1,074.8%	(183.1)%	546.7%	(819.9)%	(1,074.8)%	(709)
Forecast Margin %	41.0%	41.0%	41.0%	41.0%	29.6%	29.6%	29.6%	29.6%	29.6%	43
19% Sales Margin %	56.3%	56.3%	56.3%	56.3%	79.3%	79.3%	79.3%	79.3%	79.3%	58
Inventory Receipts Margin %	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	58
Closing Inventory Margin %	89.0%	105.1%	1,074.8%	1,074.8%	(183.1)%	546.7%	(819.9)%	(819.9)%	(1,074.8)%	(101)
Beginning Inventory (Book 1) Cost Value	0	0	0	0	0	0	0	0	0	0
Beginning Inventory Cost Value	1,763,679	1,190,611	1,218,144	1,218,144	1,295,677	1,557,062	1,190,419	1,549,771	1,549,771	3,981
Sales Cost Value	1,472,467	1,472,467	1,472,467	5,000,000	1,480,830	1,480,830	1,480,830	1,480,830	6,204,541	1,863
Inventory Receipts Cost Value	1,500,000	1,500,000	1,500,000	6,000,000	1,500,000	2,150,000	1,500,000	1,500,000	7,750,000	1,500
Closing Inventory Cost Value	1,190,611	1,218,144	1,295,677	1,295,677	1,297,842	1,190,419	1,549,771	1,549,771	3,981,136	1,543

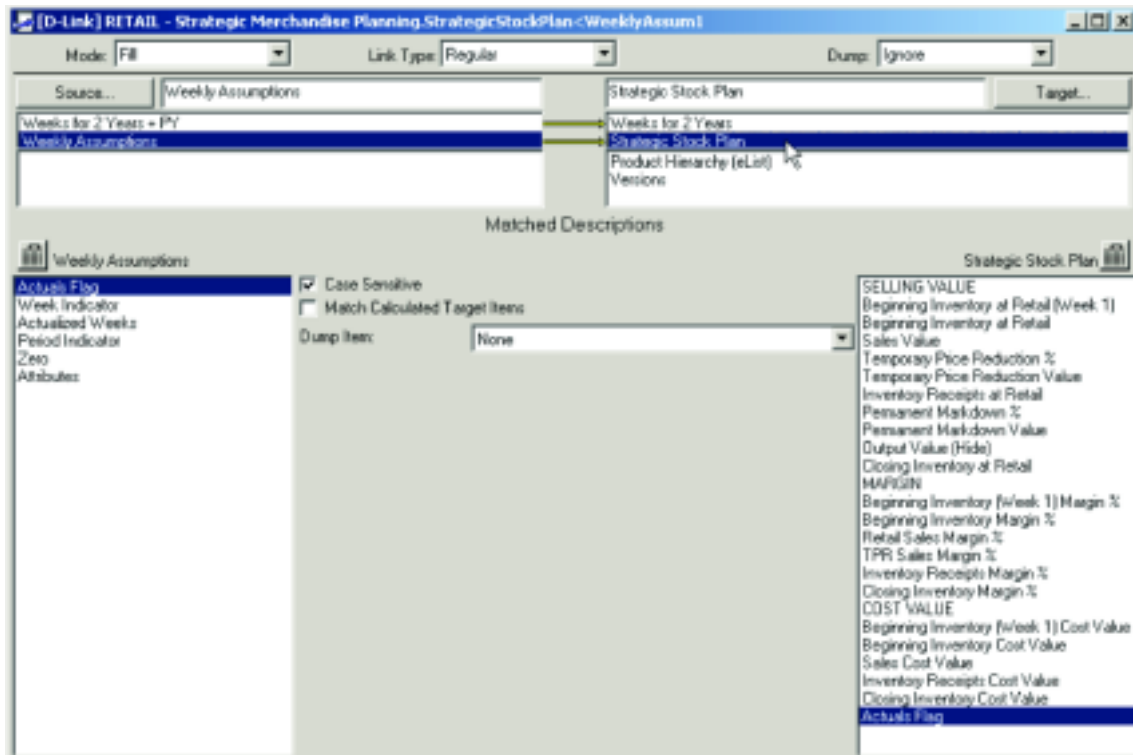
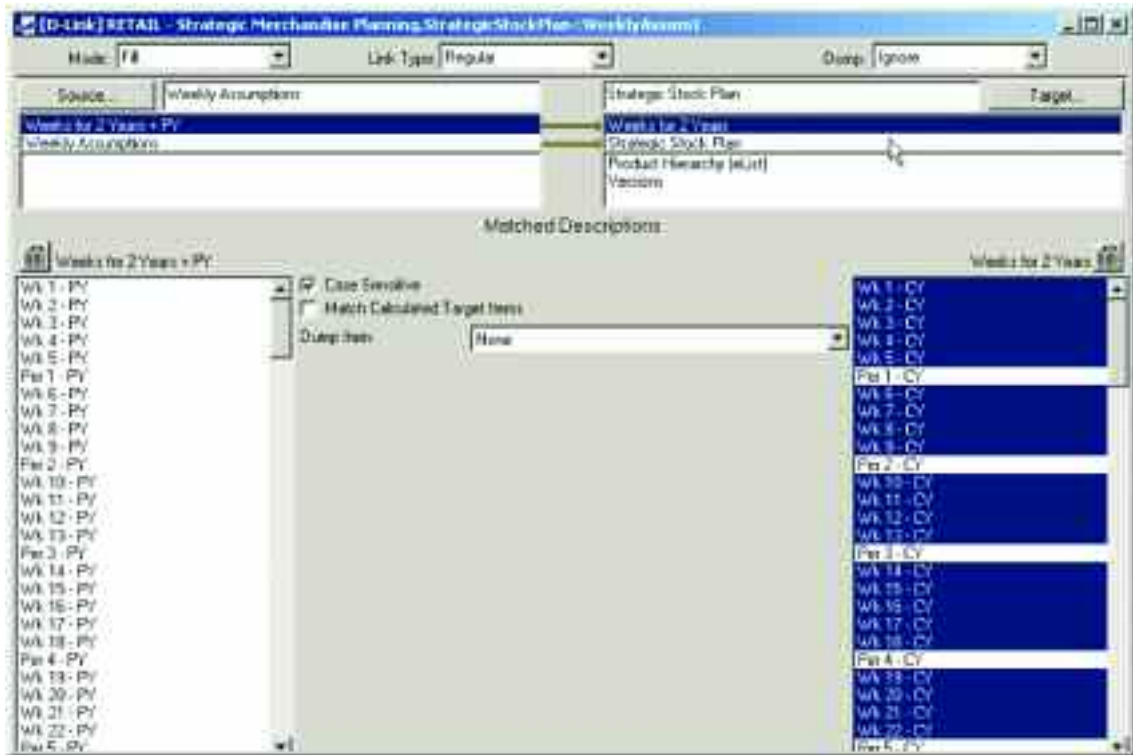
The Strategic Stock Plan tab is created from an Analyst d-cube with four dimensions: Strategic Stock Plan, Product Hierarchy (eList), Weeks for 2 Years and Versions. There are six d-links into the Strategic Stock Plan. The links are included in the D-Cube Update and are highlighted in the table below:

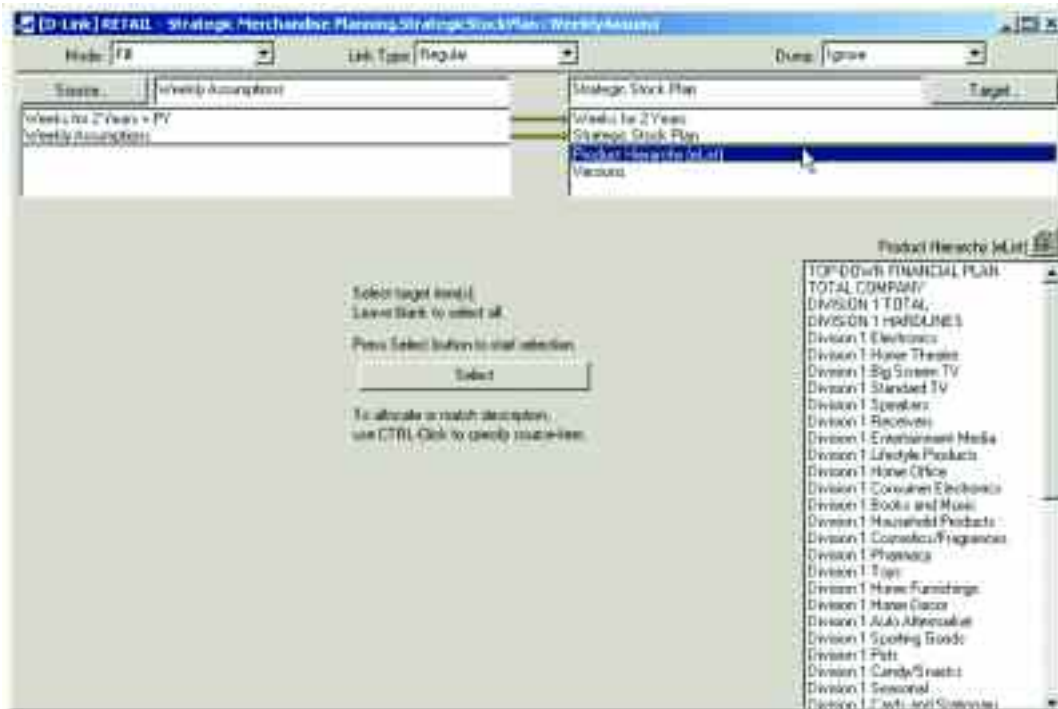
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2	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning.StratStockPlan/StratStockPlan1	D-Cube RETA
3	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning.StratStockPlan/StratStockPlan2	D-Cube RETA
4	<input checked="" type="checkbox"/>	RETAIL - Strategic Merchandise Planning.StrategicStockPlan/FinancialPln	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	<input type="checkbox"/>		

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

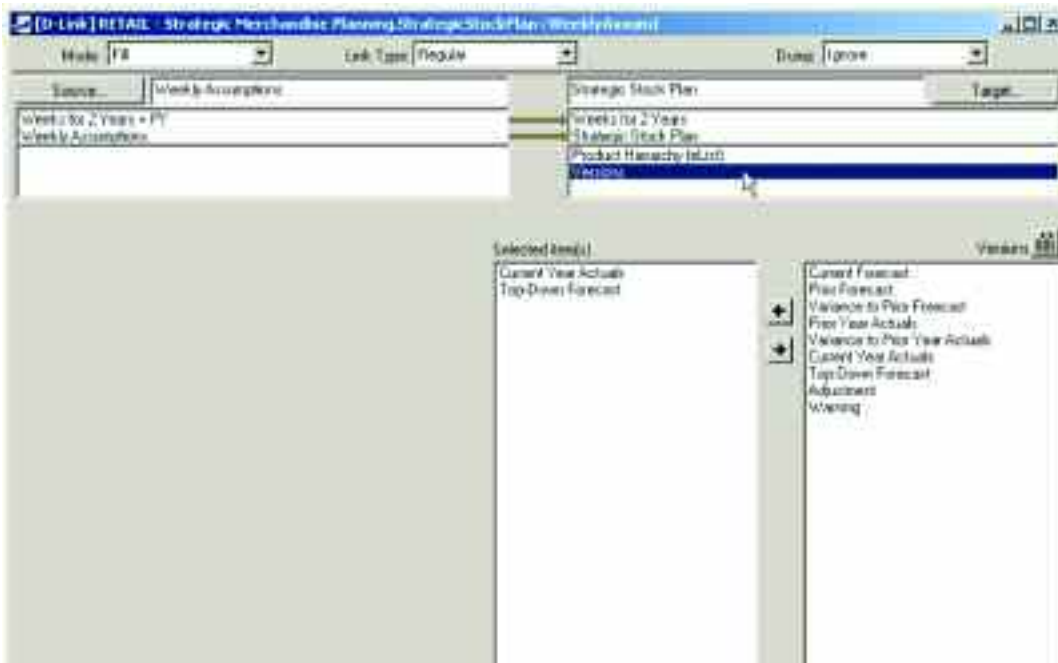
OK Cancel

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

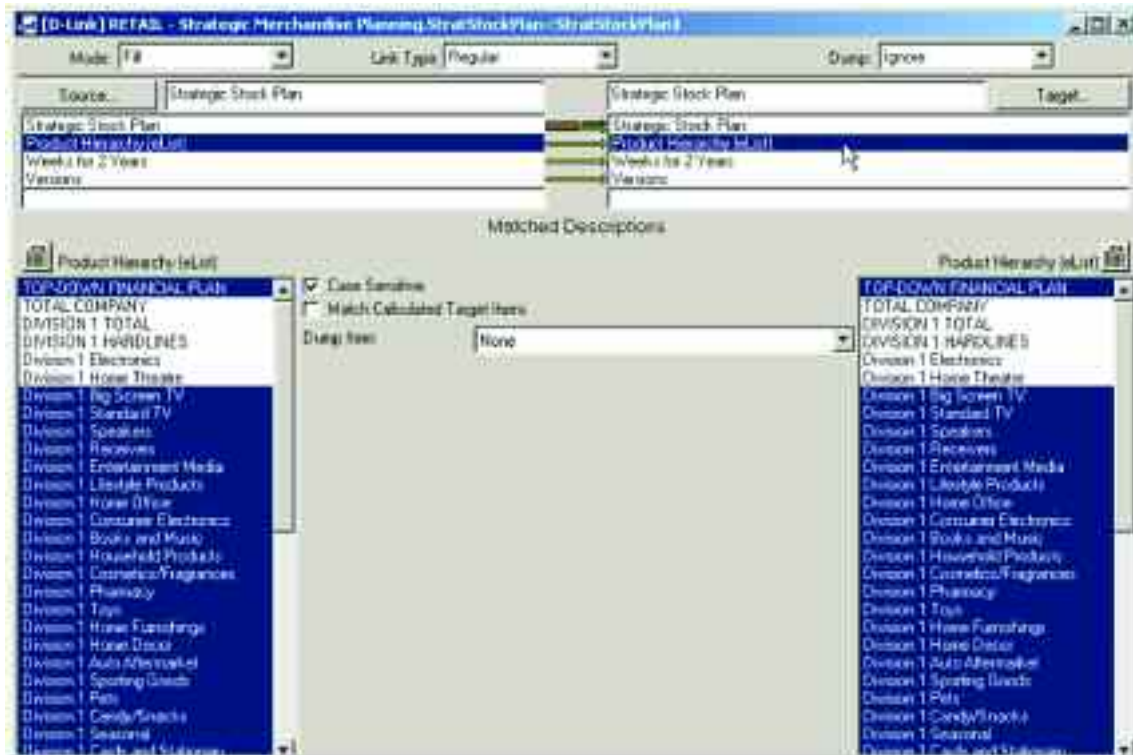
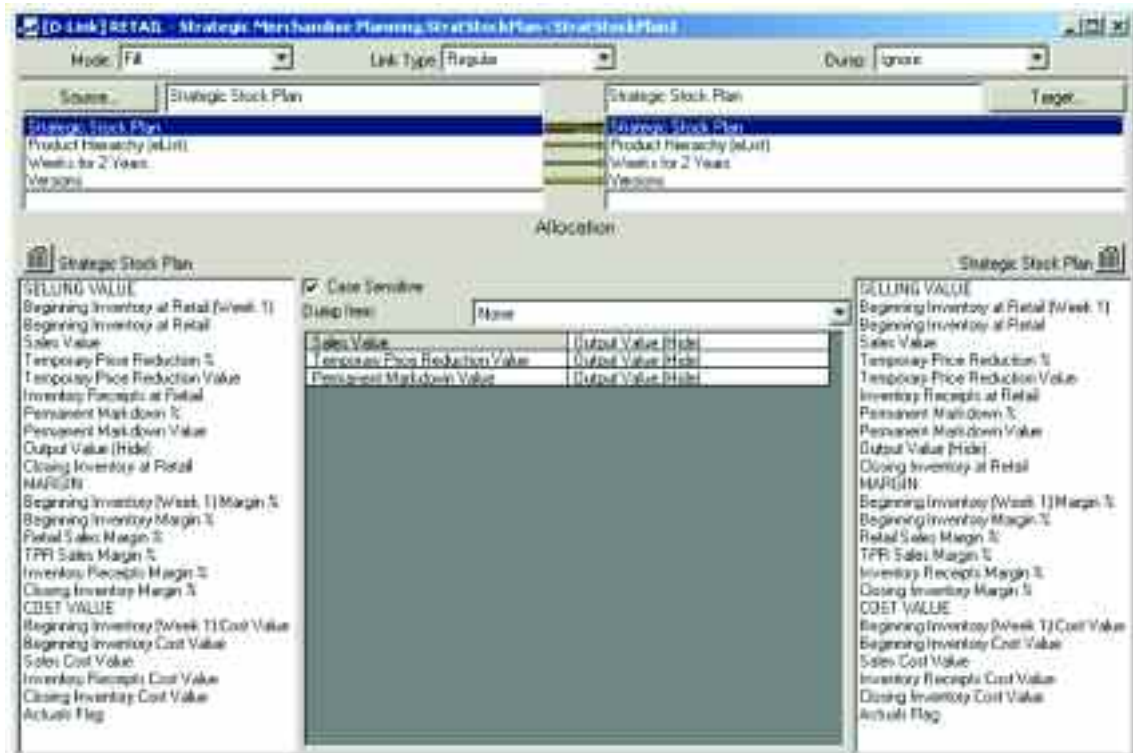


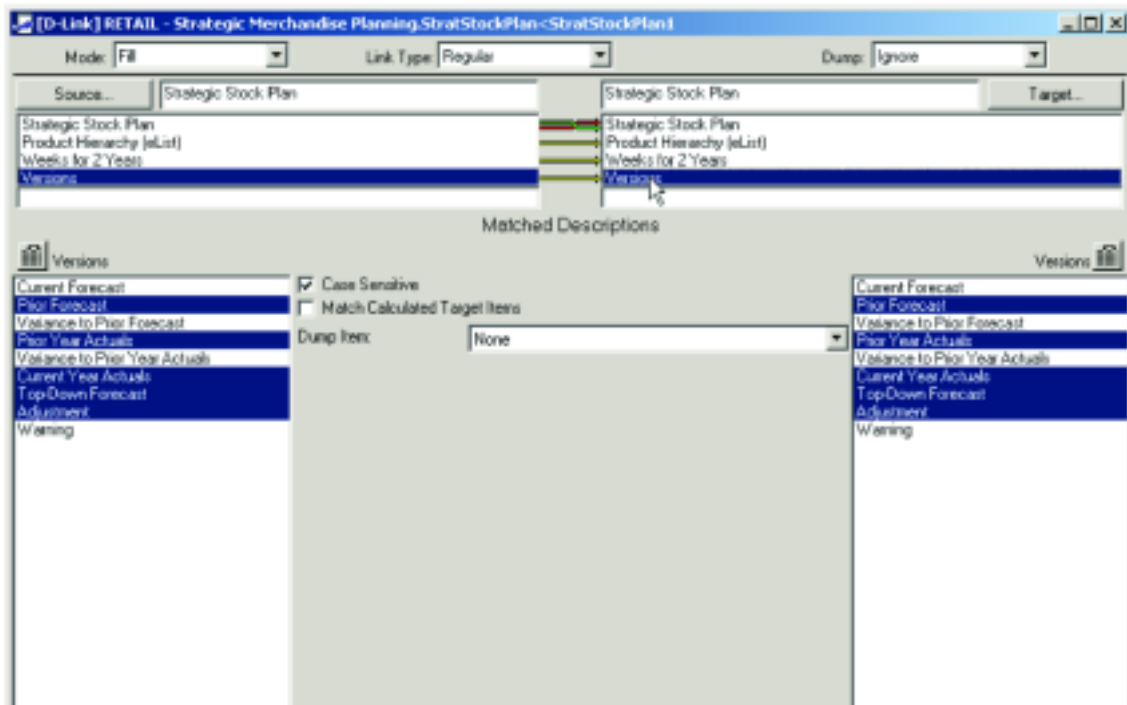
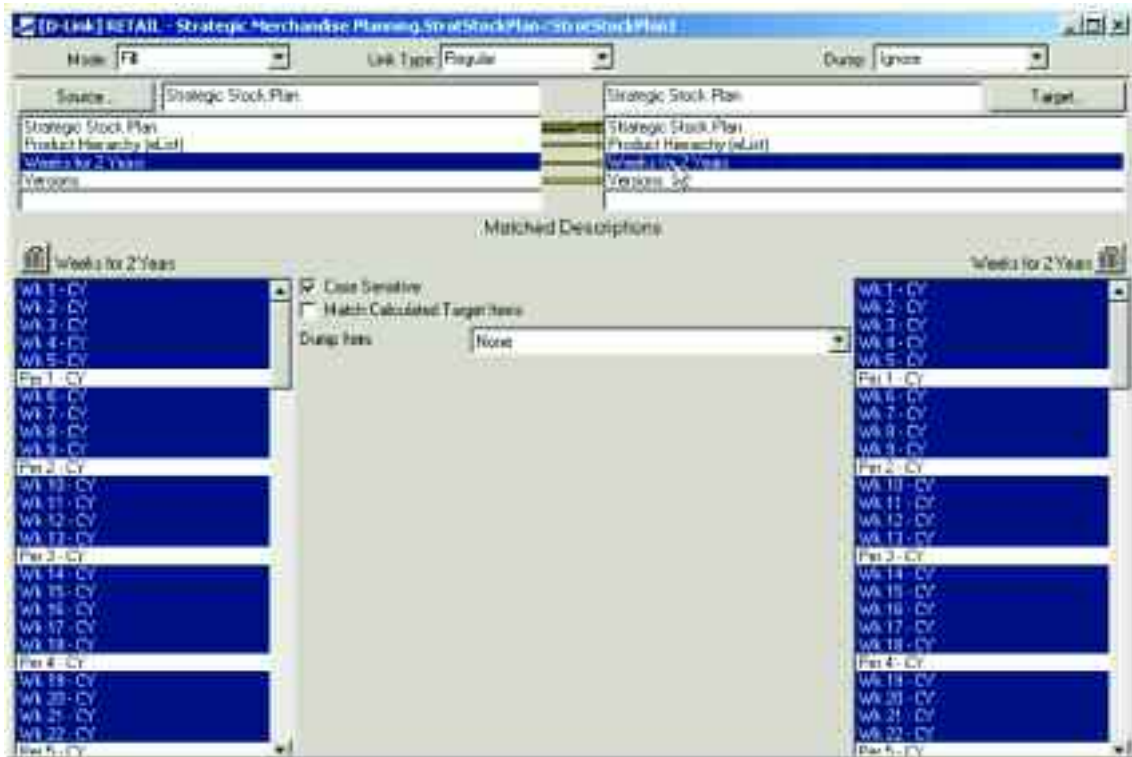


The Actuals Flag assumptions are linked only to the Current Year Actuals and Top-Down Forecast items in the Versions dimension so that historical information or calculated fields are not impacted by the linking of the Actuals Flag.

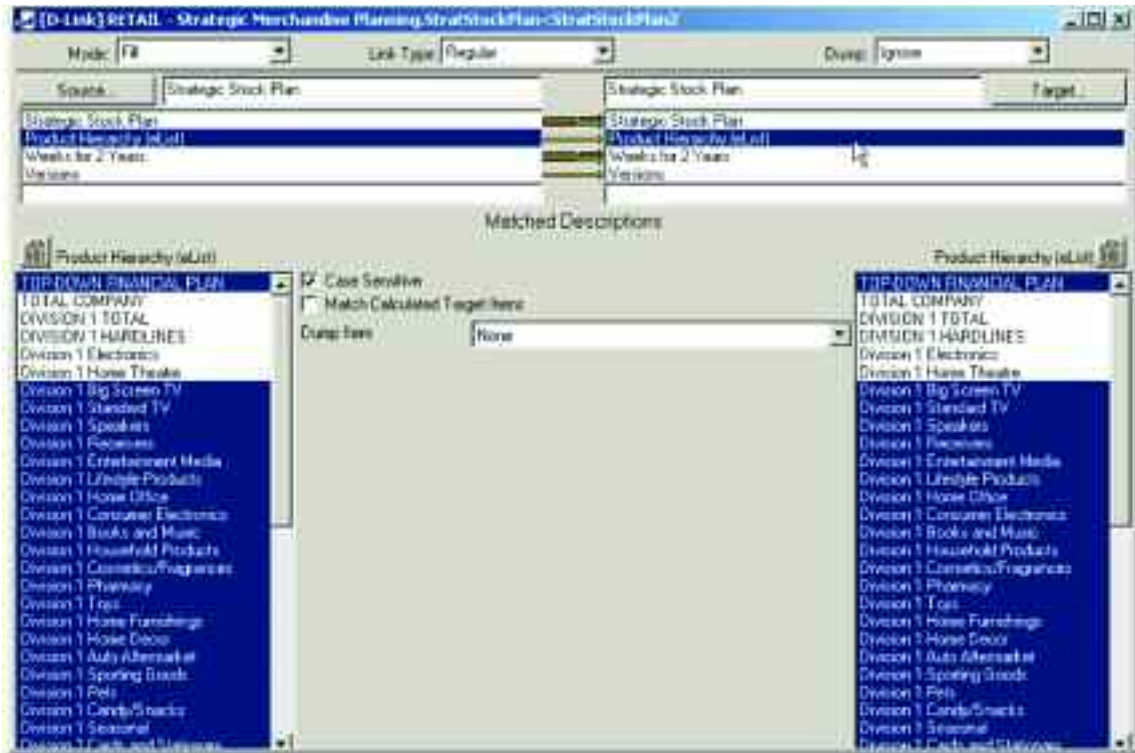
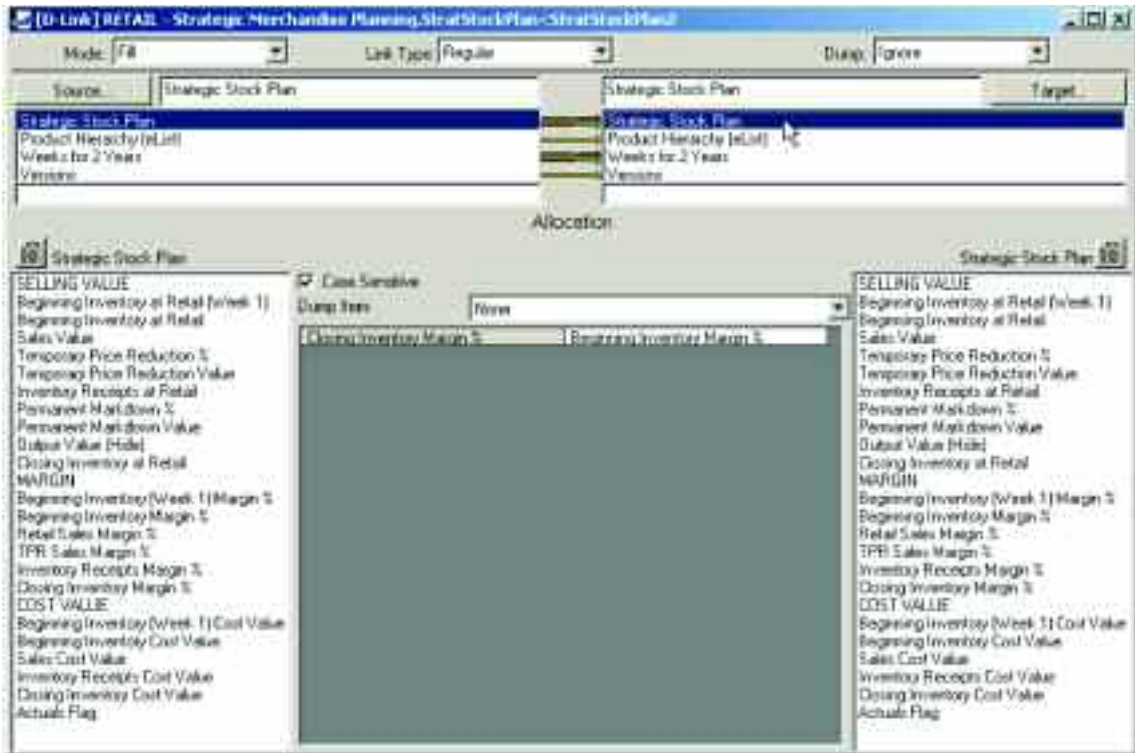


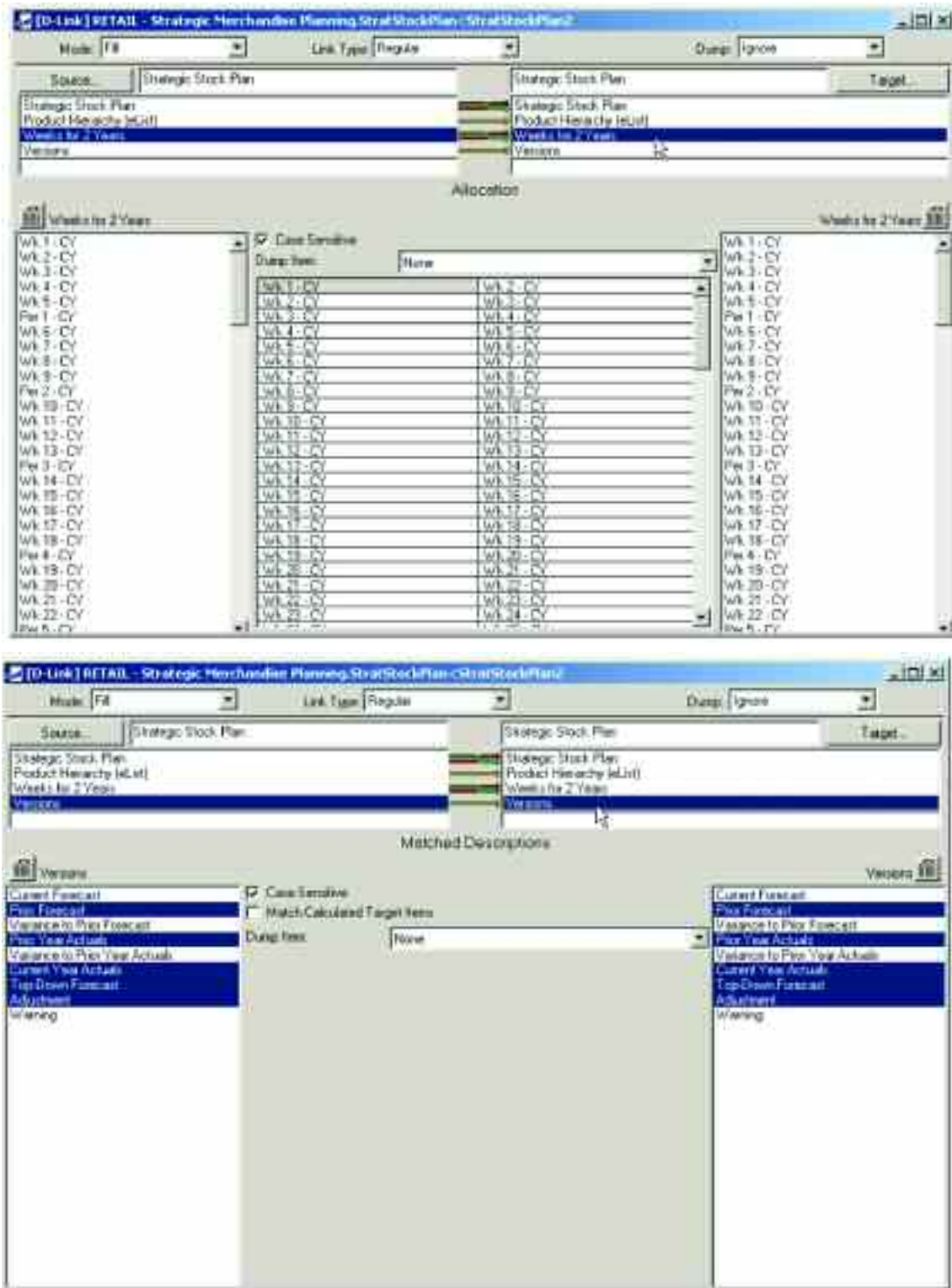
The second d-link into the Strategic Stock Plan d-cube is an internal d-link called StratStockPlan<StratStockPlan1. This d-link moves three items in the Strategic Stock Plan d-list to another item within that d-list. This functionality acts as a sub-total for the target item, as it is used in a built-in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



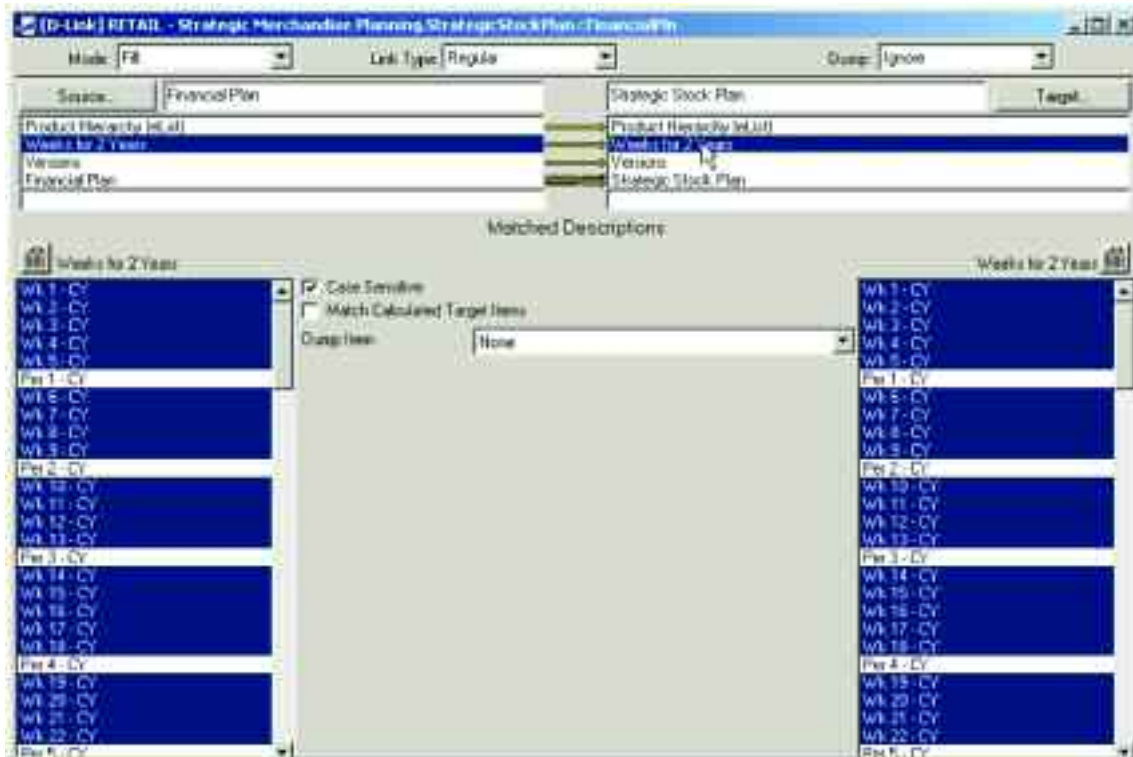
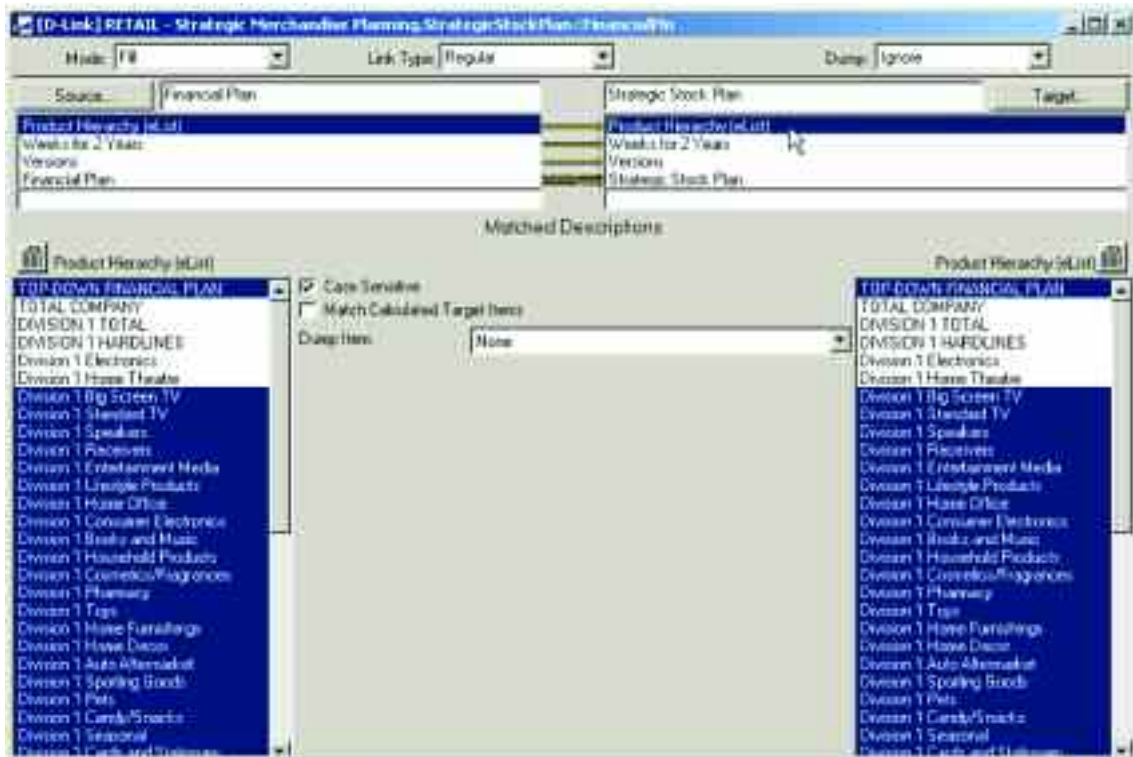


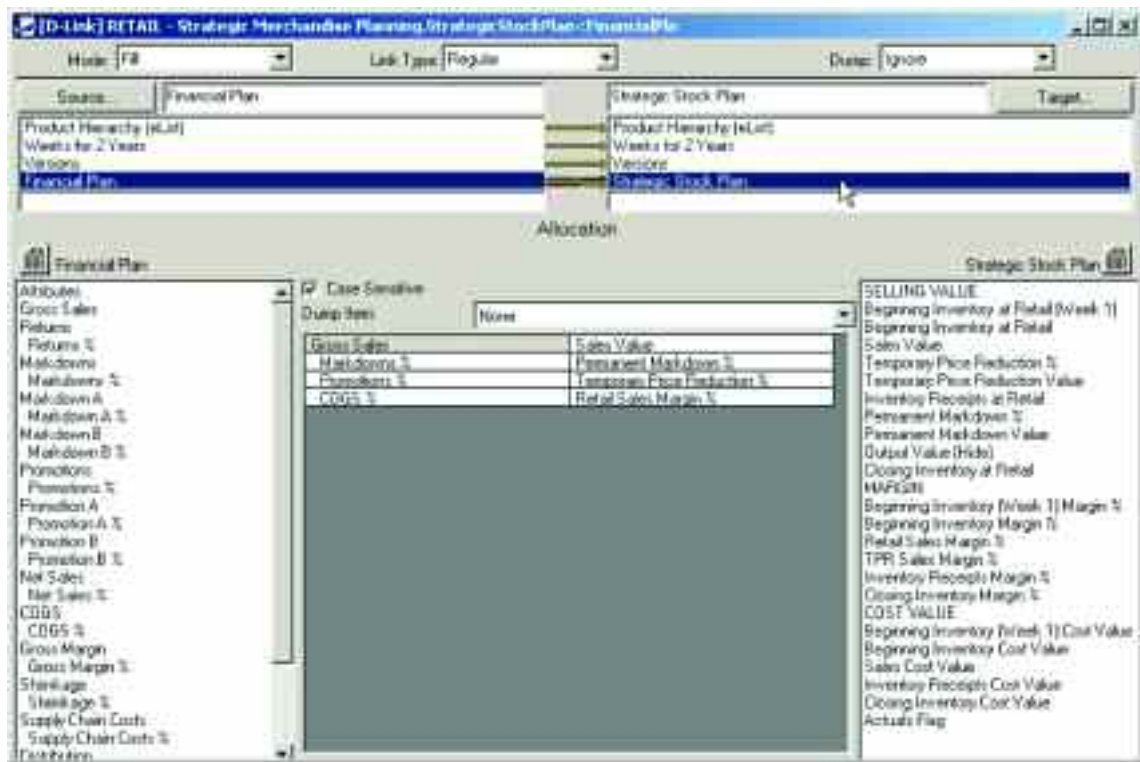
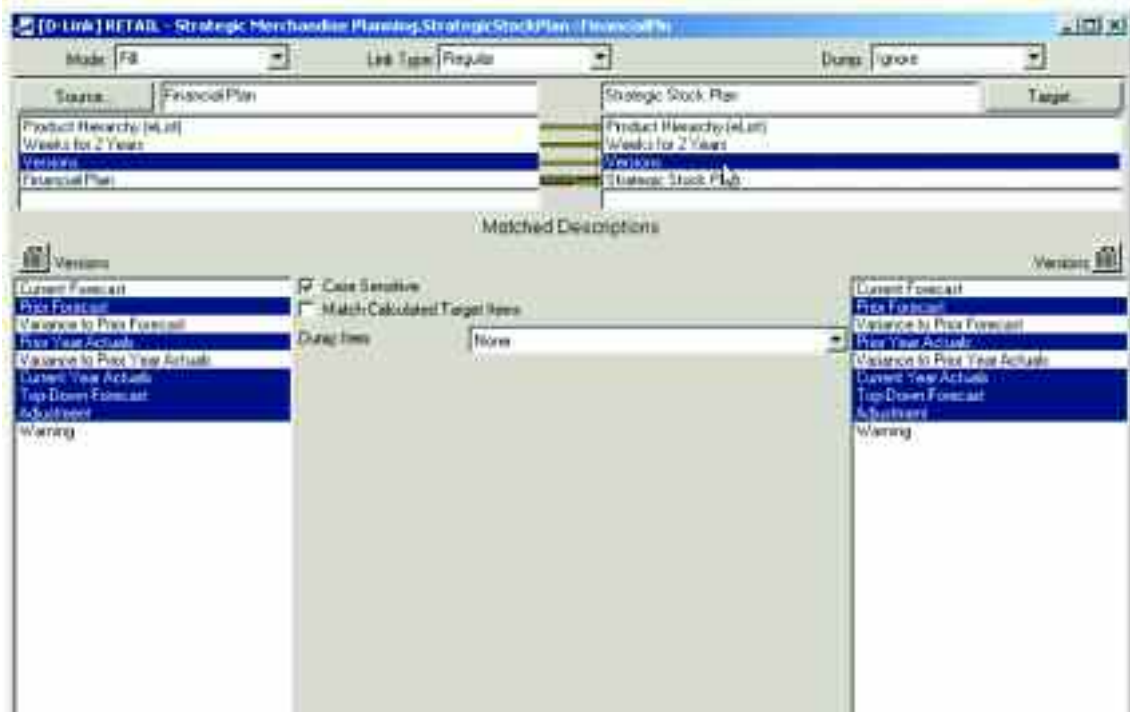
The third d-link into the Strategic Stock Plan is also an internal d-link and is called StratStockPlan<StratStockPlan2. This d-link moves the Closing Inventory Margin % calculation in the Strategic Stock Plan d-list to the Beginning Inventory Margin % item in that list. This functionality acts like the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



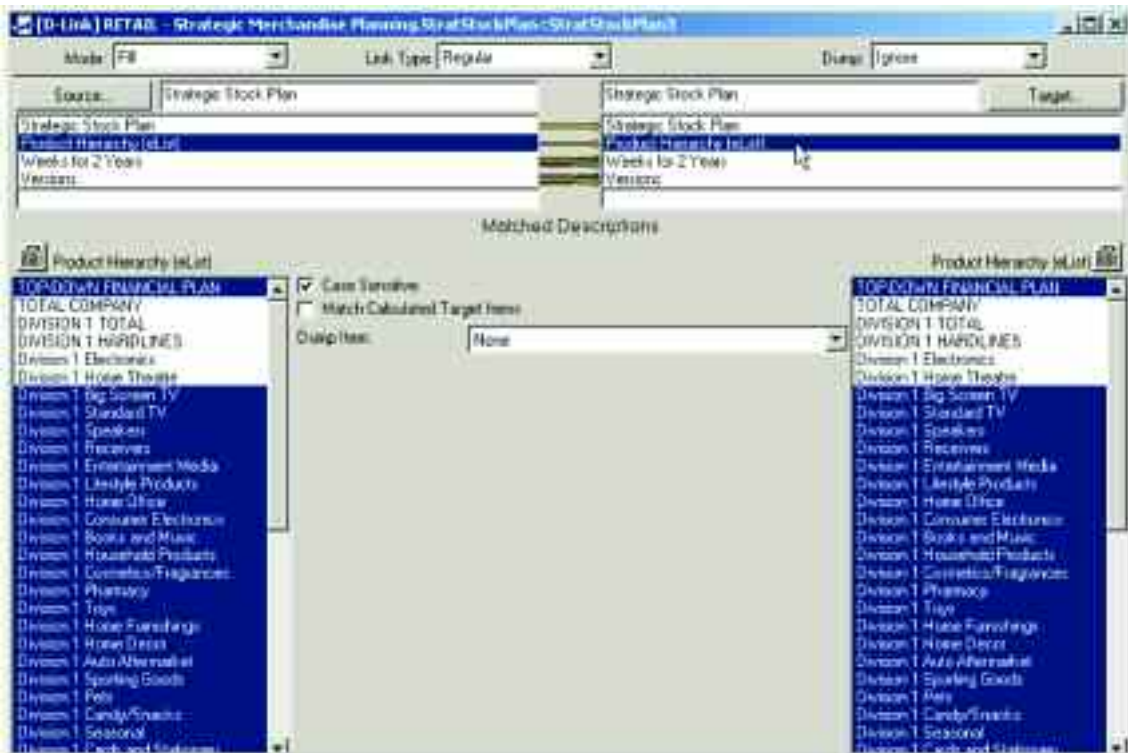
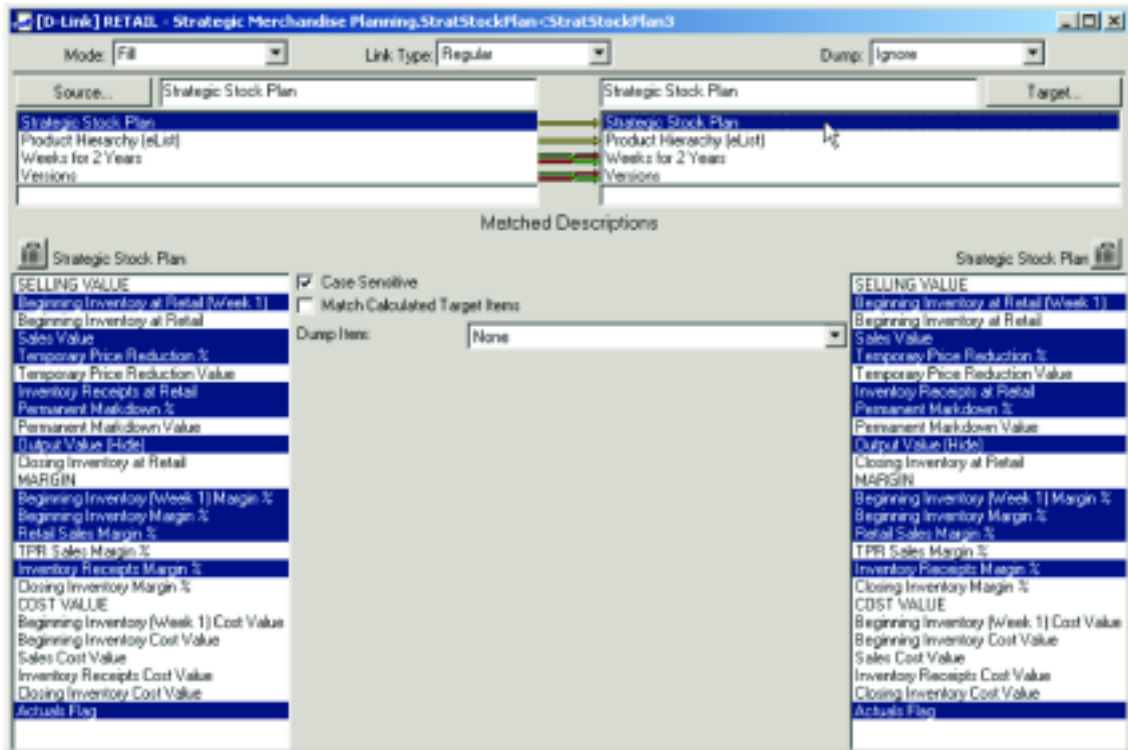


The fourth d-link into the Strategic Stock Plan is called StratStockPlan<FinancialPln. It links information such as sales, markdown percentages and sales margin from the Financial Plan d-cube to the Strategic Stock Plan d-cube.

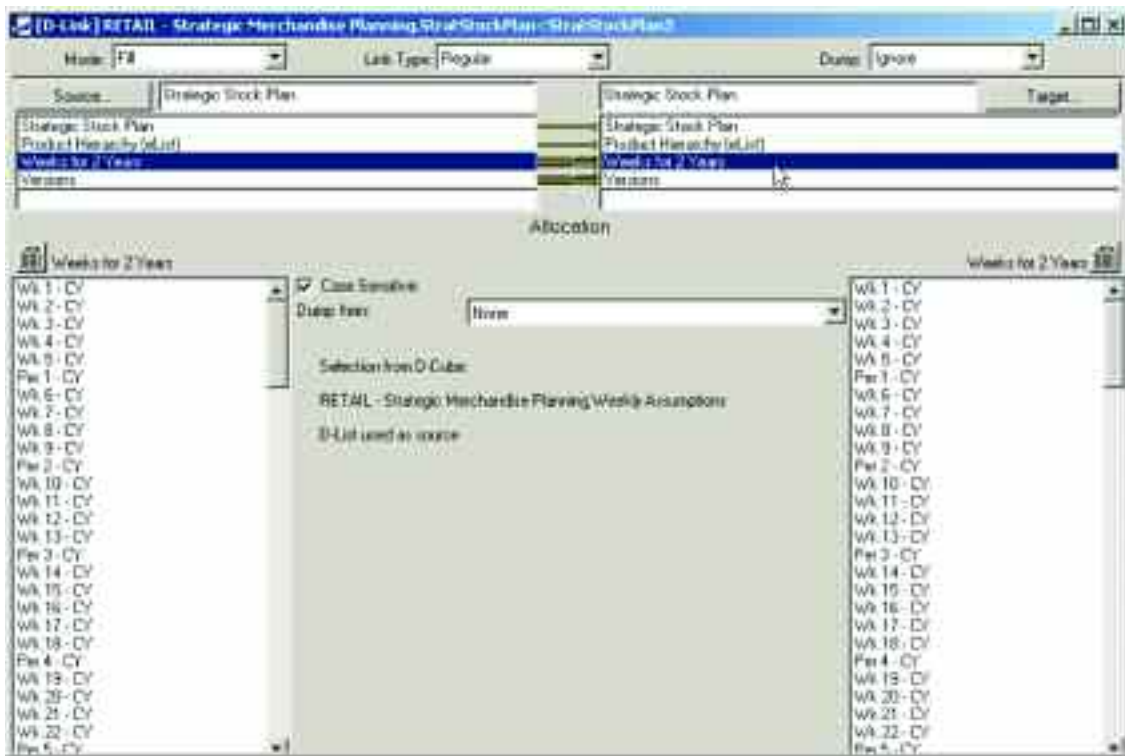




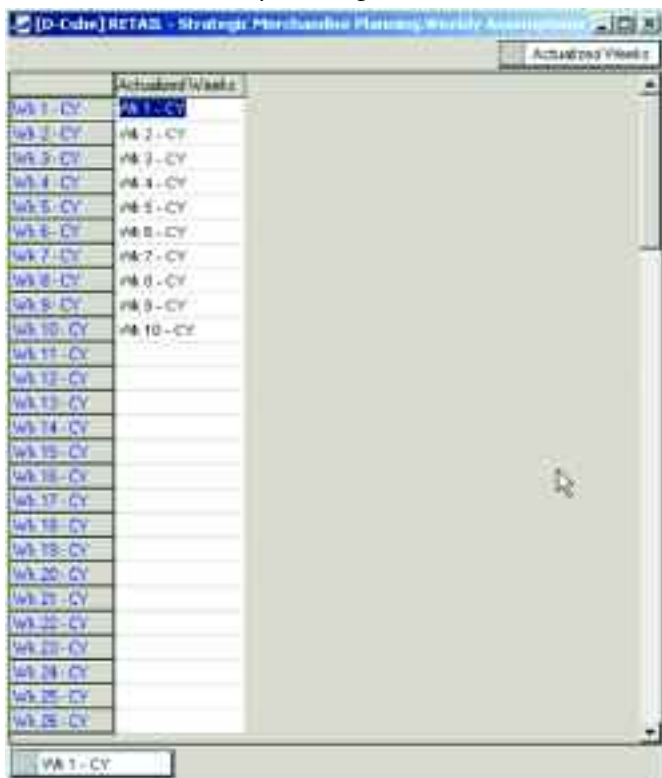
The fifth d-link into the Strategic Stock Plan is an internal d-link called StratStockPlan<StratStockPlan3. It links the Current Year Actuals to the Top-Down Forecast for those weeks that are actuals.

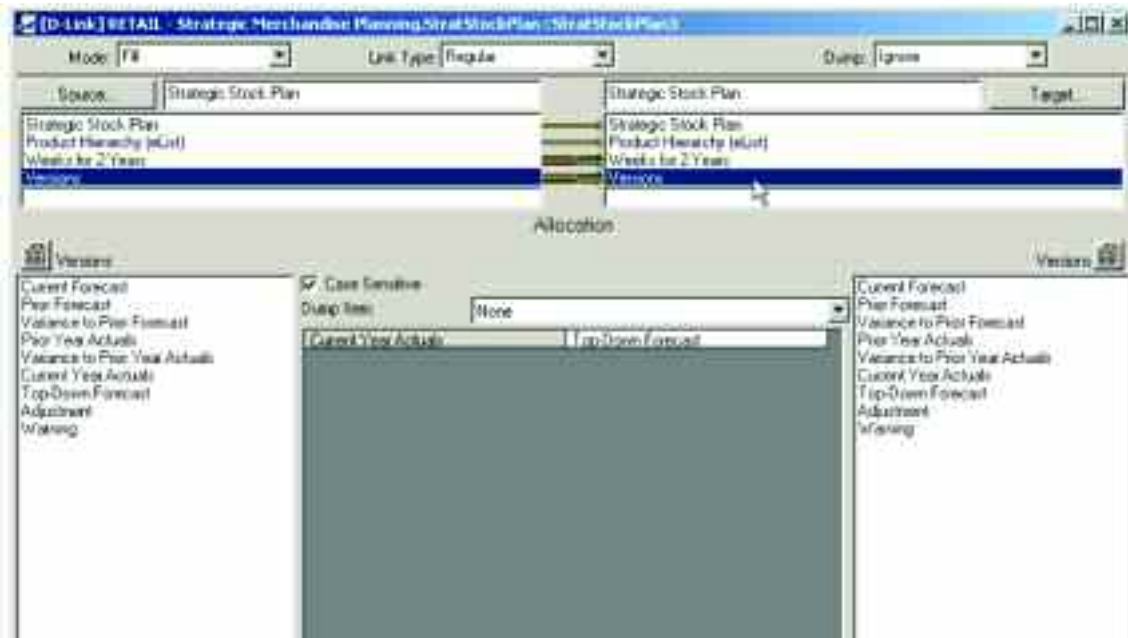


The d-link uses a slice of the Weekly Assumptions d-cube that identifies the weeks that are actuals.



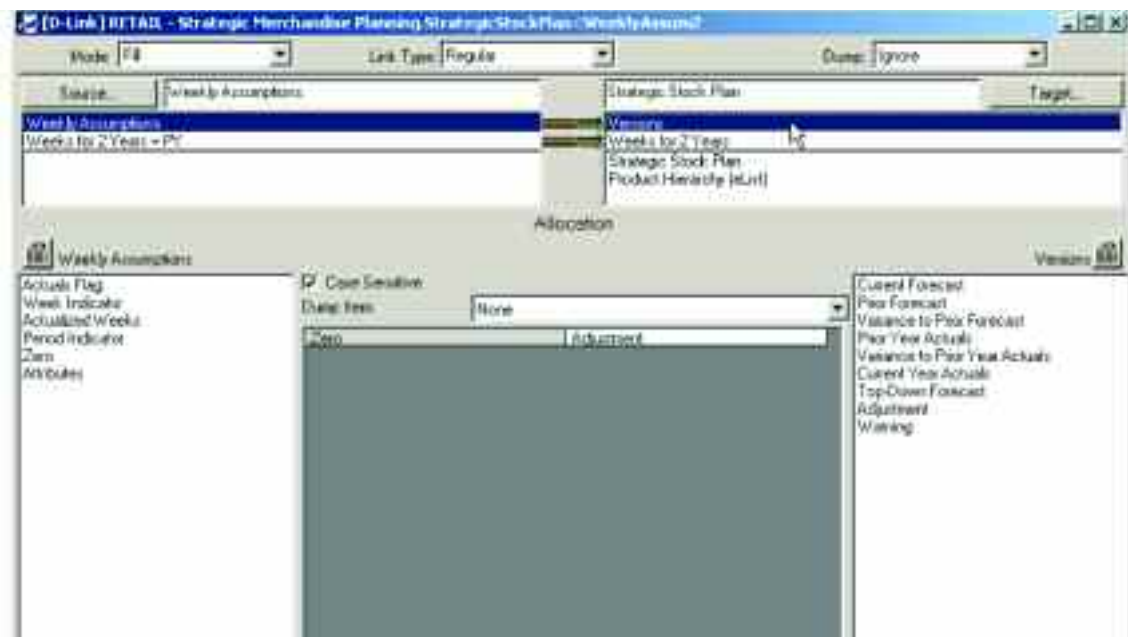
The slice of the Weekly Assumptions d-cube used in the d-link appears as follows:



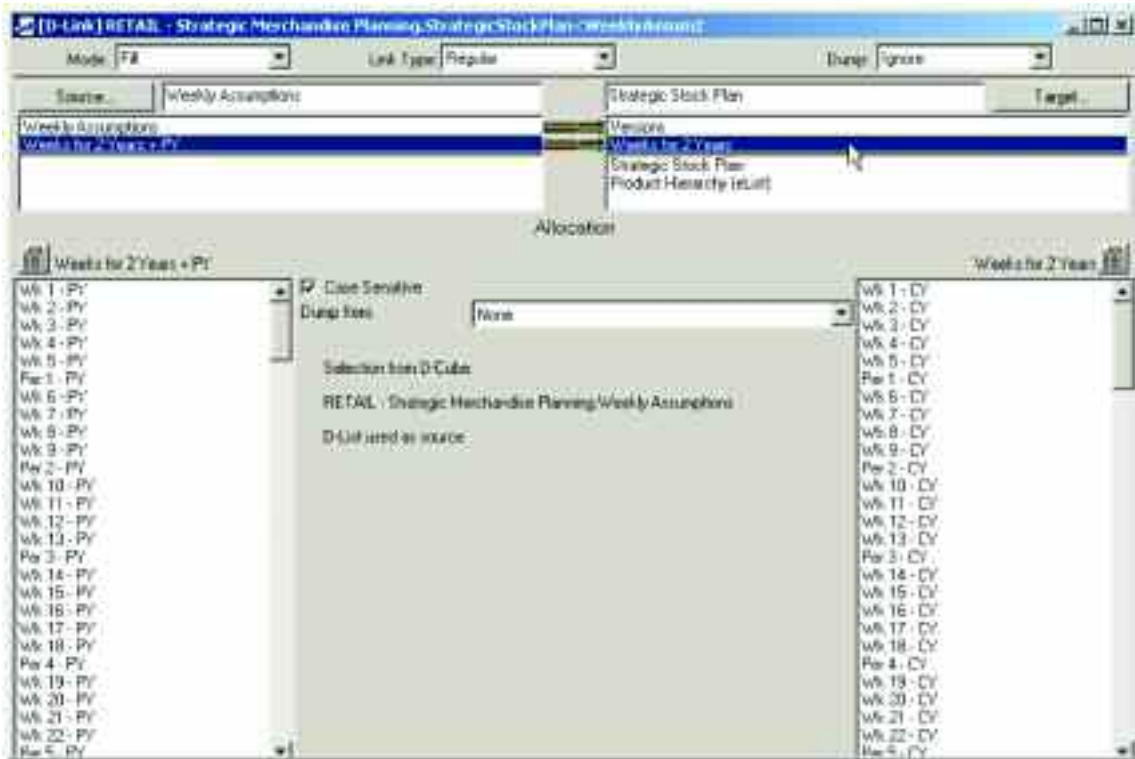


The sixth and final d-link into the Strategic Stock Plan is another d-link from the Weekly Assumptions d-cube called StratStockPlan<WeeklyAssum2. It clears any data entered into the Adjustment item in the Versions dimension for those weeks that are actuals, so that the Current Forecast, which is the 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.

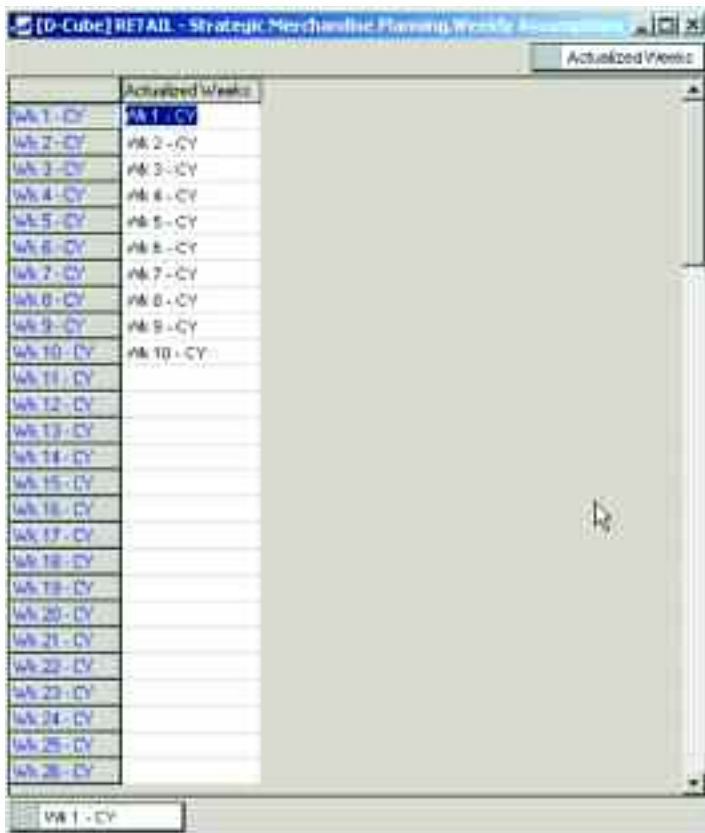
The Zero item in the Weekly Assumptions dimension is linked to the Adjustment item in the Versions dimension.

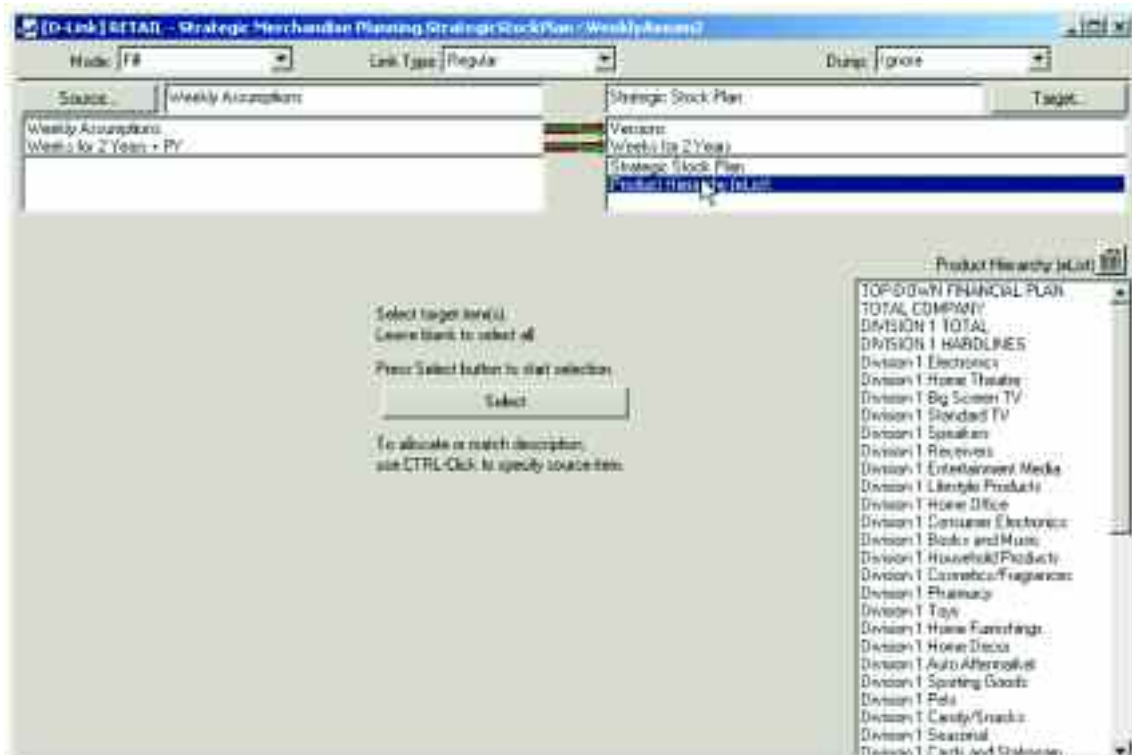
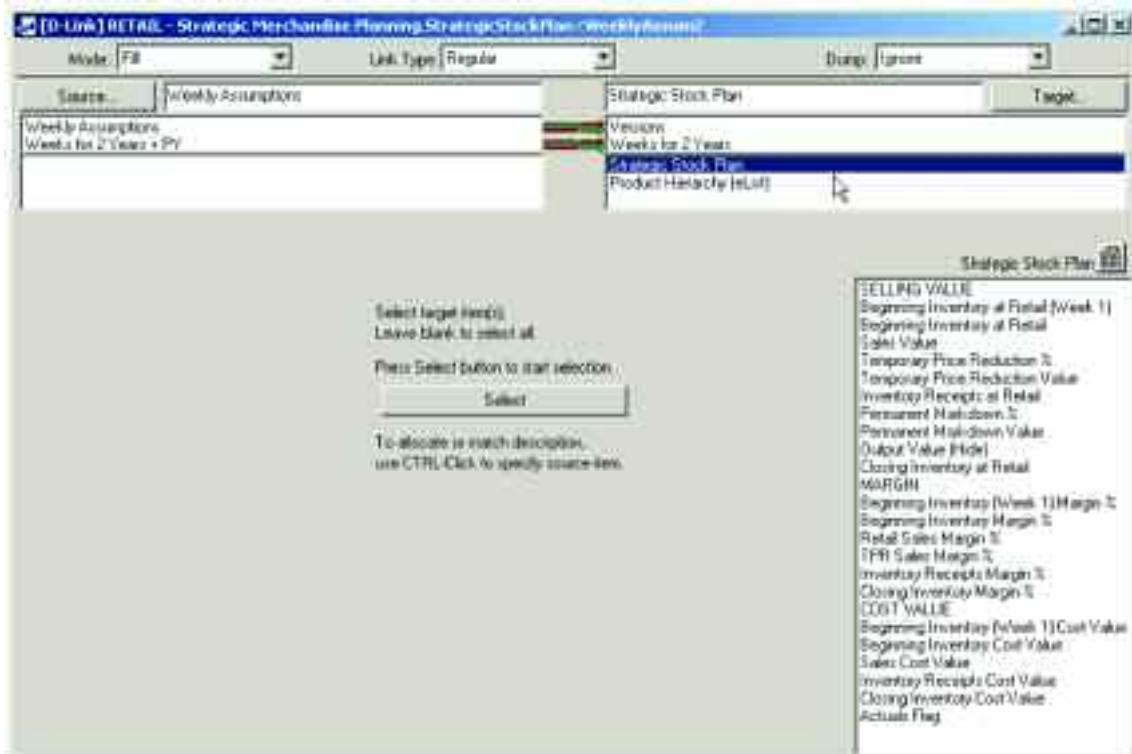


The d-link uses a slice of the Weekly Assumptions d-cube that identifies the weeks that are actuals.



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







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