

BUSINESS DRIVER	ACCOUNTABLE ROLES	NEEDS	CHALLENGES	IMPACTS
Improve decision-making capabilities across the organization	Chief Executive Officer, Chief Information Officer, Chief Financial Officer	• Provide a single version of the truth	• Inconsistent data across the organization lead to decisions based on incorrect data	• Decisions are based on wrong data
		• Ensure business insights support operational decision-making capabilities	• Factual or historical data does not support operations decisions that are based on gut-feelings	• Decisions are based on wrong data or none at all
		• Encourage a collaborative environment across the retail organization	• Sharing information is difficult	• Collaborating and making decisions have long lead times • E-mail is the main collaboration tool
		• Distribute information in a timely manner	• Information is distributed to regional managers and stores through e-mail or regular mail	• Information is out dated
Connect business applications and shared information between stores and headquarters	Chief Financial Officer, Vice President of Store Operations	• Enable and ensure that business intelligence supports business applications	• Factual or historical data does not support operations decisions that are based on gut-feelings and siloed data without organizational transparency	• Decisions are based on wrong data
		• Improve store operation and effectiveness	• Information about business processes do not exist in the store	• Unsatisfied customers due to the store's lack of efficiency
		• Enable stores to use user-friendly business applications to reduce complexity and high training costs	• Additional paper-based procedures exist to avoid use of complex business applications in the store	• Loss of connection to application • Time delays • Duplicated work
Increase supply chain visibility and insight	Vice President of Supply Chain	• Prevent out-of-stock situations	• Customers complain about out-of-stock situations	• Loss of revenue opportunity
		• Collaborate with vendors	• It is necessary to communicate with vendors over long distances	• Long supply chains • Product development cycles are lengthy
		• Create effective promotional campaigns	• Controlling the effectiveness of a promotional campaign is difficult	• Loss of revenue opportunity
		• Understand product assortment and plan space accordingly	• Inability to understand the right product at the right time at the right location	• Loss of profit • Unsatisfied customers • Loss of sales
Apply consumer and demand insights	Director of Marketing	• Analyze customer market basket	• Incorrect cross selling of promotional items	• Inability to maximize sales and customer satisfaction
		• Integrate loyalty programs	• Not delivering the right content at the right time to customers	• Declining customer satisfaction • Incorrect product variety
		• Forecast consumers' demands	• Overstocking the wrong product or losing sales because the product is out of stock	• Declining customer satisfaction • Lack of customer loyalty

BUSINESS DRIVER	PHASE 1	PHASE 2	PHASE 3
Improve decision-making capabilities across the organization	<ul style="list-style-type: none"> • Improve access to key operational and performance data across the company 	<ul style="list-style-type: none"> • Improve support for decision making by providing access to enterprise, operational, and performance data across processes and systems 	<ul style="list-style-type: none"> • Improve the support for decision making by providing ready access to relevant operational, performance, and financial data
	<ul style="list-style-type: none"> • Make operational decisions based on business data 	<ul style="list-style-type: none"> • Make business decisions based on factual information and historical trends 	<ul style="list-style-type: none"> • Make decisions based on factual information, historical trends, and predictions
	<ul style="list-style-type: none"> • Collaborate across the head office and with stores about business initiatives and trends, and share documents and information 	<ul style="list-style-type: none"> • Build collective organizational knowledge and collaborate across the head office and with stores about business initiatives and trends, and share documents and information 	<ul style="list-style-type: none"> • Collaborate, build collective organizational knowledge, and combine it with store results • Give store managers and key personnel visibility into business processes and provide alerts, even when personnel are on the store floor or are away from the store
Connect business applications and shared information between stores and headquarters	<ul style="list-style-type: none"> • Integrate information from inventory, point-of-service, special order, credit, manufacturing, and other store systems as one view of the business 	<ul style="list-style-type: none"> • Manage store workload and tasks by role across all store applications 	<ul style="list-style-type: none"> • Use store systems information to proactively manage the business and the work performed
	<ul style="list-style-type: none"> • Alert store managers to situations that impact business, such as out-of-stock items, loss prevention, or operational efficiency 	<ul style="list-style-type: none"> • Ensure that store managers receive actionable alerts about situations that impact business, so they can take immediate action 	<ul style="list-style-type: none"> • Ensure that store managers can obtain operational performance information and compare it to other stores or targets
	<ul style="list-style-type: none"> • Reduce complexity and high training costs for store personnel by providing streamlined tools that support their work 	<ul style="list-style-type: none"> • Execute daily store processes quickly and effectively while responding appropriately to high-priority store functions and information 	<ul style="list-style-type: none"> • Improve decision making abilities in carrying out daily store processes and high-priority store functions
Increase supply chain visibility and insight	<ul style="list-style-type: none"> • Alert relevant store personnel when items are out-of-stock by using methods that complement personnel roles 	<ul style="list-style-type: none"> • Control on-floor stock with thresholds and forecasted inventory to identify future out-of-stock conditions 	<ul style="list-style-type: none"> • Automate reordering and replenishment to optimize inventory levels and reduce the effort to manage inventory
	<ul style="list-style-type: none"> • Collaborate with vendors about upcoming product and service offerings 	<ul style="list-style-type: none"> • Include vendors in the business cycle of product development 	<ul style="list-style-type: none"> • Maximize vendor performance by understanding how vendors participate in the business
	<ul style="list-style-type: none"> • Ensure the best execution of promotional campaigns by setting up the team to perform to all tasks in an optimized fashion 	<ul style="list-style-type: none"> • Ensure the best execution of promotional campaigns while they are in progress 	<ul style="list-style-type: none"> • Analyze the effectiveness of promotional campaigns
	<ul style="list-style-type: none"> • Analyze historical transactional data per store or category, and down to the shelf, class, or stock-keeping unit (SKU) level, to understand product assortment trends 	<ul style="list-style-type: none"> • Show loss of sales or sales declines that result from having too many products or the wrong products for consumer needs 	<ul style="list-style-type: none"> • Provide a complete view of merchandising trends and product placement
Apply consumer and demand insights	<ul style="list-style-type: none"> • Analyze customer transaction history in a single location 	<ul style="list-style-type: none"> • Analyze customer transaction history to better understand market baskets 	<ul style="list-style-type: none"> • Implement baskets in real-time or near-real-time at the point of purchase or through marketing campaigns
	<ul style="list-style-type: none"> • Enhance customer incentive marketing and create personalized marketing materials that have more relevance to key customers 	<ul style="list-style-type: none"> • Use information from all store systems to better understand customer behavior 	<ul style="list-style-type: none"> • Integrate a loyalty program that speaks to individual customer needs
	<ul style="list-style-type: none"> • Work with marketing and product teams to discuss and act on measurements of expected vs. actual sales 	<ul style="list-style-type: none"> • Improve the accuracy of demand forecasting by better use of information about sales, "seasonality" (fluctuation based on the season), and trends 	<ul style="list-style-type: none"> • React to changing market conditions and the ability of stores to respond to change

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