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Moving Business Intelligence **Beyond the Dashboard**

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Agenda

- About EMS
- Current BI Dashboard
- The Future Vision
- How we will get there

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About Eastern Mountain Sports

- Founded in 1967
- One of the nations leading outfitters of serious outdoor gear, clothing, footwear, and accessories
- We are a multi-channel retailer:
 - More than 75 stores across 16 states
 - EMS.com, Climbing & Kayaking Schools
- Mount Washington, the home of the world's worst weather, is our testing lab

Process Focused Business Intelligence

The Old Process "getting from here to there" "uncovering the truth"

The Future Process

Perception/"Common Sense" Based on

Customer Reality

Typical **Steps**

- 1. Start with assumed cause
- 2. Form/support opinions
- 3 Resolve assumed cause
- 1. Start with facts
- 2. Discover cause
- 3. Resolve root cause

Usual Outcome

Miss

Winning Insight

Insight in Action: A Case of Footwear

Process Driven Insight

Facts:

•One store had a huge gain in Footwear Accessories

Cause:

 Footwear Gurus were having customers try on shoes with Super Feet foot beds

Winning Insight:

 Cross-sell of foot beds is scaleable across the chain and will significantly impact business

Results

- A \$200k increase in Sales Revenue for the season
- A 57% increase in same store sales
- An \$122k increase in Gross Margin for the Season
- •A 61% Gross Margin Flow Through

All from the idea of a sales guide that was discovered and shared using **Business Intelligence**

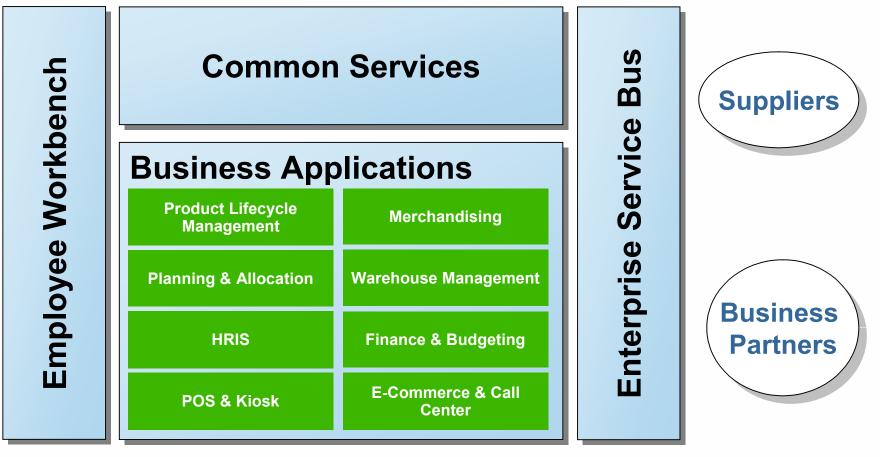
Enabling Fact Based Decisions

- Produced in less than 3 months
- Rolled out in 4 weeks
- Level of information tailored to users role
- ad hoc reporting time now redirected to insight

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The Future Vision: our e-Base Camp





CIO Decisions Conference												
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4:00 PM Andrew Kenner (404) 526-6000

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My Month Planner> FEBRUARY, 2006

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IT Operating Model

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Leading Practices

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Scaleable Opportunities:

Share resources and capabilities across the enterprise

(e.g. Manage Demand, Manage Finance)

Drivers of Excellence:

Invest in resources and capabilities

(e.g. Develop Solutions Strategy, Manage Leading Practices Adoption)

Base Capabilities:

Identify the most cost effective resource

(e.g. Maintain Solutions, Manage Development Environment)

Critical Success Factors:

Leverage external resources and capabilities

(e.g. Manage Security, Deploy Solution Training)

Run the Business

Grow the Business