

EBR Reporting – Measuring the application and its performance...



- Stat Reporting
 - Basic counts and dollars
- EBR Analytics
 - Metrics and business impacts
- EBR Performance
 - Measurement of application effectiveness
 - Measurements of end user effectiveness



- Typical ROI models and/or Stat Reporting
 - # of POS related Internal Cases TY vs. LY
 - \$ of internal Cases
 - Total Admissions
 - Average amount EBR vs. Non-EBR
 - POS Exposure Reduction
 - Improved over/short %
 - Shrink % reduction



- Leverage stats –
 - No. of cases per \$100k in sales
 - Amount of resolution hrs per incident
 - Case increase against comp stores
 - Average weekly case count/dollar
 - Per Market or Store
 - Per Store Risk Level



EBR analytical reporting is about using your application to demonstrate unique metrics and maximize their business impacts:

- Improved identity of dishonesty (tenure analysis)
- Base Line improvements
- Discovery of systemic/operational deficiencies
- Measurements that change/influence policy

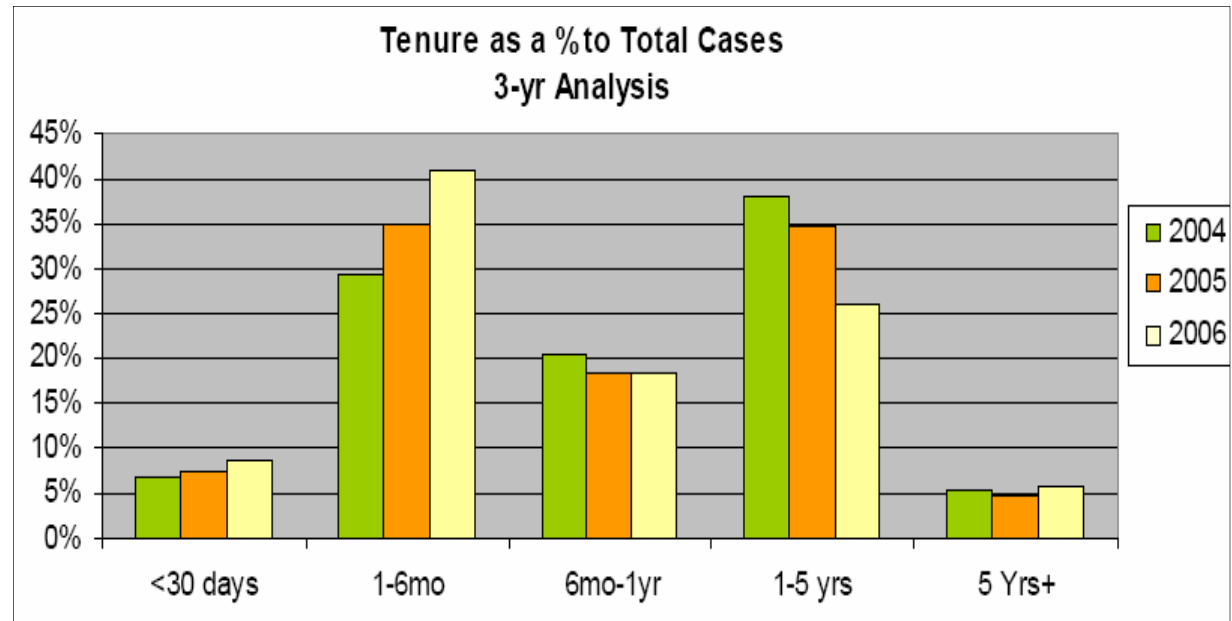


Quicker Identification?

Has your company been able to identify internal dishonesty at a quicker rate?

Ideally, once your system has been in place, it should be identifying dishonest associates in their first 6 mo's, if not sooner.

Remember, as new programs are introduced, or with new POS controls you will see a cyclical process, where more long time employees are being caught.

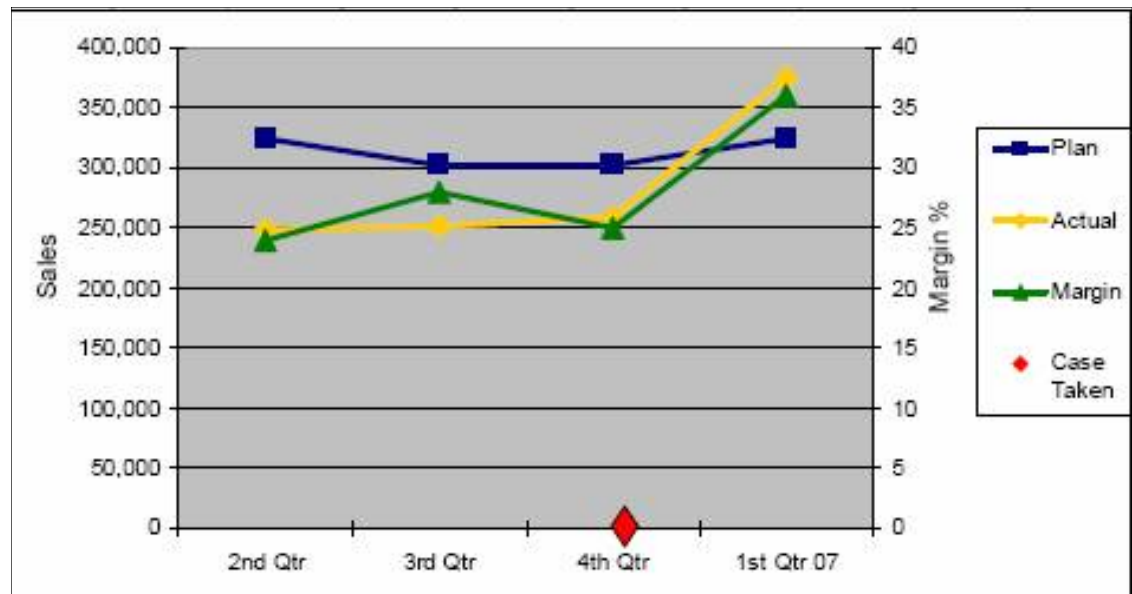


Source: 2007 NRF Presentation "Maximizing your EBR System"



Are you reporting how your EBR application is successfully identifying and addressing discount abuse or margin issues?

- Get base line metrics and report against them
- Utilize EBR to improve company risk areas
- Provide reporting on training/margin losses
- Highlight most productive KPI or Exceptions



Source: 2007 NRF Presentation "Maximizing your EBR System"



Change/Influence Policy

Often there is resistance to policy revisions or change and a misunderstanding of the impact. Using EBR to analysis the impact can lead the way for change in your organization. What is the impact of changing a return policy?

Returns By Timeline

Analytics Provides:

- The % of transactions that would be impacted
- The amount of \$ could be turned into sales?
- Does a benefit outweigh the risk?

# Days	Amount	% of Returns
> 120	\$268,829.90	2%
Between 90 and 120	\$275,266.83	2%
Between 60 and 90	\$618,751.38	5%
Between 30 and 60	\$1,561,491.55	13%
< 30	\$8,899,699.07	77%
\$11,624,038.73		

Source: 2007 NRF Presentation "Maximizing your EBR System"



EBR performance can be viewed in a variety of ways – mostly commonly I look at:

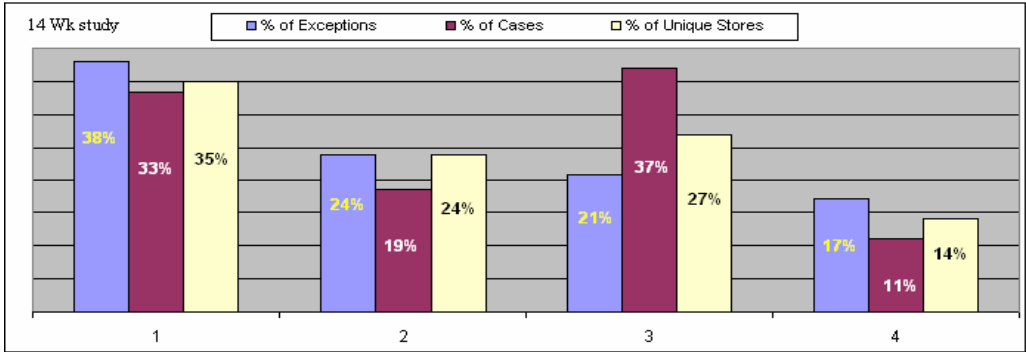
- Application performance
- End – user performance
- Overall program effectiveness



Application Performance

Percent of total exceptions, cases and unique stores (system is under performing for market # 3)

Number of cases to the total # of exceptions generated (specific to Exception type)



EBR Scorecard - a scorecard can be built to illustrate EBR performance. I use the following weighted areas to create a score for the teamwork between the analysts who generate tips and the investigators that close cases.

Tip Qty Ratio (10%)	Tip Qty Ratio = POS CASES/EBR INTIATED TIPS Percent, Ranked by variance of 100%. TIP QUANTITY Example(s): 50% and 150% get the same score or 90% gets a higher ranking that 115%
EBR Conv Rate (30%)	EBR Conversion Rate = EBR CASES/EBR INTIATED TIPS percent. TIP QUALITY
P Rate (50%)	Penetration Rate = EBR CASES/POS CASES percent. EFFECTIVENESS
Avg Days to Resolve (5%)	Average number of days taken to resolve tips sent for each district. EXECUTION
Open Tips > 7 Days (5%)	Number of open tips that are greater than 7 days old (Expected closure time frame is 5 days). EXECUTION

(%) indicates weighted amount,
 Blue font = what is measured



EBR Scorecard Sample

Added into this is additional columns besides those weighted so that the whole picture can be viewed. Helps to identify where the breakdown or success is, also clearly illustrates whether the application is being used proactively or not.

Example	EBR Score	EBR Initiated Tips	EBR Cases	POS Cases	QUANTITY	TIP QUALITY	EFFECTIVENESS	EXECUTION	EXECUTION	Asst Tips	Asst Cases	Asst Conv Rate
					Tip Qty Ratio (10%)	EBR Conversion Rate (30%)	EBR Penetration Rate (50%)	Avg. Days to Resolve (5%)	Open Tips > 7 Days (5%)			
1	40.2	71	12	18	25%	16.90%	66.70%	9.9	11	3	3	100.00%
2	61.8	9	2	38	422%	22.20%	5.30%	52.6	0	6	6	100.00%
3	15.3	20	13	13	65%	65.00%	100.00%	13.2	3	3	2	66.70%
3	13.3	6	3	3	50%	50.00%	100.00%	6.5	0	1	1	100.00%
4	73.6	10	2	14	140%	20.00%	14.30%	38.3	2	9	7	77.80%
4	40	14	4	21	150%	28.50%	19.00%	4.5	5	6	6	100.00%

Example 1:	Example 2:	Example 3:	Example 4:
<p>Too many tips are being sent. The EBR Penetration Rate % indicates that some tips are on target, but there are just too many in relation to the # of POS cases, which affects the level of execution. The DLPM is doing a good job getting to the good tips and to close those cases, however the EBR User should spend more time validating the tips before sending so as not to waste investigative efforts of the DLPM.</p> <p>ACTION STEPS: 1. EBR User should get additional training from their CII 2. EBR User should work with other users on data analysis and what content is necessary for a quality tip.</p>	<p>Not enough tips are being sent to this market; however, the District is still closing a number of POS related cases. The tips being sent may not be on target as a low number are being converted to DA Cases, which leads to poor execution in closing the tips due to a loss of credibility in the tip. Also, the EBR application is used more reactively as shown by the high count of ASST CASES/ASST TIPS.</p> <p>ACTION STEPS: 1. Review POS case Method of Operations to provide better tips (more on target) 2. Why aren't more tips generated? (Time or Skill?) 3. Improve execution efforts</p>	<p>Both districts appear to have solid EBR Partnerships and a GOOD overall EBR Score. The greatest area of opportunity is in the level of execution, which if addressed, may improve both the count of POS and EBR Cases. Questions to ask: Did we have Associates quit before we resolved the tip(s)? Is the quantity of cases appropriate for the market(s)?</p> <p>ACTION STEPS: 1. Challenge good scored partnerships to mentor other districts and to continue to improve performance. 2. Leverage EBR awareness for Preventative efforts.</p>	<p>Low EBR Penetration Rate and low EBR Conversion Rate means that the tips being sent are not on target and perhaps the tips generated have lost their credibility, leading to longer resolution and greater open tips. The application is being utilized in a reactionary fashion as a research tool on a known suspect vs. as a proactive approach to identify dishonesty.</p> <p>ACTION STEPS: 1. Review POS case Method of Operations to get tips more on target. 2. Discuss Execution efforts 3. EBR may need additional training from their CII</p>



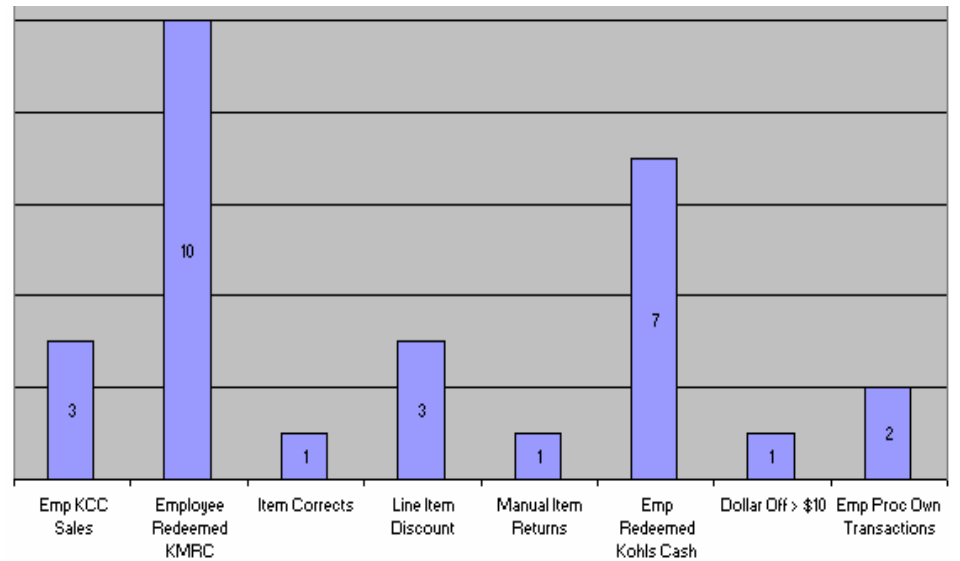
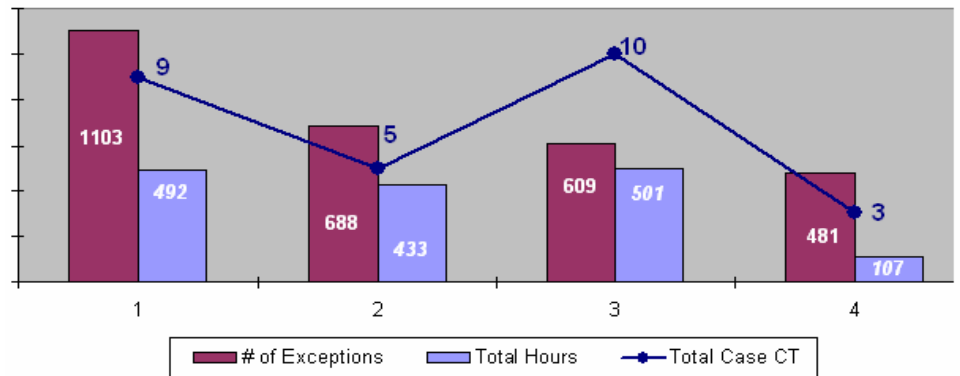
End - User Performance

If you can get hours spent on the system, this is a good measure point.

Hrs and case activity can help give a % of contribution and indicate whether hrs are productive on the system.

KPI's/Exceptions converted to cases helps to know whether a user is knowledgeable with multiple risk areas.

LP Market	Total Hours	Avg. Hrs per Week By Market	# Of Field LP	# Of LP w/ EBR Case Activity	% Of Team Contributing
1	492	35	9	6	67%
2	433	31	6	1	17%
3	501	35.5	7	4	57%
4	107	7.5	3	1	33%



End – User Performance

Track user performance by how they resolve exceptions and/or the results of their tips and how many unique KPI's and unique stores they hit.

08	Rolling 4 Wks Total			Week 1		Week 2		Week 3		Week 4	
LP Grp	Open	Total	% Worked	Open	Total	Open	Total	Open	Total	Open	Total
101	13	20	35%	3	3	4	7	1	1	5	9
102	32	38	16%	8	8	14	14	5	5	5	11
104	14	29	52%	9	9	0	6	1	2	4	12
105	21	37	43%	3	10	8	9	3	4	7	14
106	1	11	91%	0	3	1	4	0	1	0	3
107	6	23	74%	2	10	1	5	0	1	3	7
108	0	18	100%	0	4	0	6	0	2	0	6
109	0	6	100%	0	2	0	2	0	2	0	0
110	38	60	37%	16	18	9	17	6	11	7	14
111	19	26	27%	9	9	5	6	1	5	4	6
112	4	16	75%	3	7	0	6	1	1	0	2

Performance Guide								75% - 85%	>= 7	>= 5			>= 50%
Region	EBR Tips	Assisted Tips	Total Tips	Incomplete Tips	EBR Cases	Assisted Cases	Total Cases	Conversion Rate	Average Tips Per Week	Unique KPI's Used	Unique Stores	Total Stores	Store Penetration
a	31	10	41	4	19	5	24	64.9%	2.0	11	27	66	40.9%
b	24	7	31	5	11	7	18	69.2%	1.5	15	17	64	26.6%
c	20	33	53	1	18	22	40	76.9%	2.5	18	29	57	50.9%
d	8	12	20	11	0	5	5	55.6%	1.0	13	19	73	26.0%
e	70	22	92	9	30	18	48	57.8%	4.4	30	46	65	70.8%
f	31	0	31	1	16	0	16	53.3%	1.5	9	21	48	43.8%
g	35	13	48	4	20	13	33	75.0%	2.3	10	36	66	54.5%
h	72	8	80	10	28	8	36	51.4%	3.8	13	43	56	76.8%
i	46	7	53	3	34	6	40	80.0%	2.5	9	30	52	57.7%



Overall EBR Program

Awareness program that incorporates EBR and POS Integrity.

Exceptions that lead to improved operations and heightened awareness to POS risks that create margin loss and shrink.

Operational reports for Stores/Districts that validates promotions/contests, Store Reviews that help with POS compliance and prevents POS dishonesty.

EBR reporting that continues to show application ROI.

Performance reporting that shows system functionality and end-user effectiveness.

