

**2021
ROAD MAP TO PROFITABLE GROWTH**

Goals	Strategies	Owner	Objectives	Measure (s)	Annual Impact	Benchmark	Goal	YTD Target	YTD Actual	Status	
<i>Primary Outcome</i>	<i>How to Achieve</i>		<i>Measurable Steps</i>			<i>Last Year</i>	<i>2021 Target</i>	<i>3/31/21</i>	<i>3/31/21</i>	<i>as of 3/31/21</i>	
Revenue	Sales increase 5% to prior year	Drive increase in sales to last year in all channels through customer experience	Susan	Increase first time buyers through new return policy	FTB yoy Direct					Through March, team has struggled to gain traction.	
			Joe	Increase Member Web sales with free shipping/free returns	Web Sales						
Margin	Improve 1 margin point over last year		Melanie	Co-op	Co-op \$						
			Melanie	Vendor Discounts	Margin %						
			Retail	Clearance Sales	Retail Margin						
Expenses	Reduce \$XM	Reduce Marketing and Web Acquisition expense & manage all other to budgeted expense	Kate	Reduce Print	Print Expense					↑ Promo Event in March	
			Kate								↑
			Jim/Mike	Reduce Catalog	Catalog Expense						↑
			Reduce Web Acq	Web Acquisition						↑ Decision to spend more	

PROFITABLE GROWTH increases revenues, improves profitability, is sustainable over time, is primarily organic and does not use unacceptable levels of capital.

PROFIT = \$\$\$\$

PROFITABLE GROWTH can be measured through sales growth, EBITDA, Net profit, Days of working capital and return on assets/investment.