

SAMPLE INFORMATION From 2008-2009 Financial Operating Survey Instructions

When completing the survey, please follow these guidelines:

- Enter your responses only into the cells that are outlined and shaded blue. The file is protected, and will only allow you to enter responses in the shaded cells. Columns O and P are unprotected to allow you to make notes as you work through the survey. Section totals will be computed automatically, as will certain percentages and ratios.
- When entering text, please do NOT use ALL CAPS, and do use upper case for the first letters and lower case for the remaining letters of each word.
- Revenue Recognition Guidelines:
 - Revenue should be reported as "Sales" with related "Cost of Sales" and "Gross Margin" if the Store purchased inventory for resale. Otherwise, the net revenue (fees, commission, etc.) received for merchandise sold by other companies directly to your customers should be recorded as "Other Income."
Examples of "Other Income" are:
 - Commissions on class rings and graduation announcements sold by other organizations directly to end users
 - Cap and gown rental income
 - CAP's or fee income on computer or other product sales made directly to end users by the vendor/manufacturer. (CAP's or comparable payments related to product purchases made by the store for sale through your stores should be added to gross margin related to those sales, not considered "Other Income.")

New to the survey this year:

- Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) was added to the survey this year, located in row 50. EBITDA will automatically calculate based on what you enter on the income statement on page 2 of the survey.
- Gross Margin Ratio and Inventory Turnover calculations were added on the income statement on page 2 (columns H and I). These formulas will automatically calculate gross margin and turnover on each of the "total" lines based on what you enter for sales, gross margin ratio, and inventory turnover for each of the merchandise categories included. You may use these calculations to double check your own numbers or to calculate the results for you. If you prefer, simply delete the formula and type in your own numbers. These auto-calculations are meant to help you complete and/or troubleshoot your responses on the survey.

PLEASE, review your survey for accuracy and completeness prior to sending it in.

DEADLINE to submit your survey: Oct. 31, 2009. Due to the complexity and time involved in troubleshooting, editing, analyzing, and reporting survey results, surveys received after October 31th may not be included in the survey book. Exceptions will be made for stores with fiscal years ending after June 30.

**Independent College Bookstore Association
Operating Survey – 2008–09
Certification of Confidentiality**

By my signature below I confirm my understanding that the ICBA Operating Survey, in whole or in part, is confidential and shall not be duplicated, shared, transmitted or otherwise communicated to any person or persons not employed by the participating store or its affiliated university / college.

I further understand that, as a recipient of the ICBA Operating Survey report, I have a responsibility to protect the confidentiality of the information contained therein. If I share any information with my campus, I will communicate that this is confidential, proprietary information that cannot be shared outside the university / college for any reason.

Further, I understand the unauthorized sharing of information contained in this survey would constitute a violation in the trust of my peers and would result in appropriate sanctions including, but not limited to, expulsion from current and/or future membership in the Independent College Bookstore Association.

If my store changes ownership or discontinues membership in ICBA, I agree to send all ICBA Operating Surveys immediately to the survey coordinator or have them destroyed prior to the change in ownership or shortly after discontinuation of membership in ICBA.

Signature

Date

Please Print Name

Title

Store Name

University / College Served

ICBA Operating Survey - 2008-2009
Individual Store Profile and Supplemental Financial Information

Sales Rank:

Store Name:

Street Address:

City: State or Country:

Zip Code:

Store Manager/Director:

Name:

Telephone:

FAX:

Email Address:

Yrs. in Position:

School Served:

School Terms:

Fall 2008 FTE Enrollment:

Store Manager/Director Reports To:

Key Management Staff (other than Store Manager/Director):

Title:

Name:

<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Store Organization:

Store Web Site Address (URL):

IT Systems Manager:

FTE IT Staff Members:

Internal Systems:

Web Site:

Primary Store IT System Hardware & Software:

Primary Web Site System Hardware & Software:

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Main Store Open	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Business Hours Close	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Square Footage:

	Selling Area	Stock Area	Total
Course Books	<input type="text"/>	<input type="text"/>	0
Total General & Medical Reference Books	<input type="text"/>	<input type="text"/>	0
Total Book Area	0	0	0
Total Technology Products	<input type="text"/>	<input type="text"/>	0
Total Supplies & Instruments	<input type="text"/>	<input type="text"/>	0
Insignia Products	<input type="text"/>	<input type="text"/>	0
Other Merchandise	<input type="text"/>	<input type="text"/>	0
Total Non-Book Area	0	0	0
Total Selling Department Area	0	0	0
Total Office & Other Space	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Space	<input type="text"/>	<input type="text"/>	0

Balance Sheet Information:

Current Assets	<input type="text"/>
Fixed Assets	<input type="text"/>
Other Assets	<input type="text"/>
Total Assets	0
Current Liabilities	<input type="text"/>
Long-term Liabilities	<input type="text"/>
Total Liabilities	0
Net Worth	<input type="text"/>
Total Liabilities and Net Worth	0

Number of Retail Outlets (Including Main Store):

Name of Location	Selling Area	2008-09 Sales
Main Store	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
All Remaining Stores Combined	<input type="text"/>	<input type="text"/>
Total	0	0

Earnings before Interest, Taxes, Depreciation, and Amortization (EBITDA): 0

Month that Fiscal Year Ends:

Detail of All Other Merchandise Sales:

Category	Net Sales	Gross Margin %	Inventory Turnover
Food and Beverages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Sundry	<input type="text"/>	<input type="text"/>	<input type="text"/>
Cards/Music/Stationery	<input type="text"/>	<input type="text"/>	<input type="text"/>
Misc.	<input type="text"/>	<input type="text"/>	<input type="text"/>
All Other	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Other Merchandise	0	0.0%	0.0

Detail of Insignia Products Sales:

Category	Net Sales	Gross Margin %	Inventory Turnover
Emblematic Apparel	<input type="text"/>	<input type="text"/>	<input type="text"/>
Emblematic Souvenirs and Gifts	<input type="text"/>	<input type="text"/>	<input type="text"/>
Non-emblematic Apparel	<input type="text"/>	<input type="text"/>	<input type="text"/>
Graduation-related Products	<input type="text"/>	<input type="text"/>	<input type="text"/>
All Other	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Insignia Products	0	0.0%	0.0

Detail of Other Income:

	Total Dollars
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
Total	0

Detail of Other Expenses:

	Total Dollars
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
Total	0

Non-recurring events or unusual pricing practices that had a significant effect on your sales, margins or income results:

<input type="text"/>
<input type="text"/>

ICBA Operating Survey - 2008-2009
Individual Store Financial Information

Sales Rank: 0
0

	Net Sales	Sales/ Expenses	Totals	Gross Margin Ratio	Inventory Turnover	GMROI	Percent of Net Sales
NET RETAIL SALES:							
New Course Books						0.00	#DIV/0!
Custom Published Materials						0.00	#DIV/0!
Used Course Books						0.00	#DIV/0!
TOTAL Course Books		0		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
General Books						0.00	#DIV/0!
Medical Reference Books						0.00	#DIV/0!
TOTAL Gen. & Med. Ref. Books		0		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL BOOK SALES			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Hardware						0.00	#DIV/0!
Software						0.00	#DIV/0!
Consumer Electronics						0.00	#DIV/0!
Supplies & Accessories						0.00	#DIV/0!
TOTAL Technology Products		0		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Student Supplies						0.00	#DIV/0!
Medical Instruments						0.00	#DIV/0!
TOTAL Supplies & Instruments		0		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL Insignia Products						0.00	#DIV/0!
TOTAL All Other Merchandise						0.00	#DIV/0!
TOTAL NON-BOOK SALES			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL NET SALES			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
COST OF SALES:							
Beginning Inventory							#DIV/0!
+ Net Purchases							#DIV/0!
+ Freight In & Out							#DIV/0!
- Ending Inventory							#DIV/0!
COST OF SALES			0				#DIV/0!
GROSS MARGIN			0				#DIV/0!
OPERATING EXPENSES:							
Salaries / Wages							#DIV/0!
Payroll Taxes and Insurance							#DIV/0!
Employee Benefits							#DIV/0!
TOTAL PERSONNEL COSTS			0				#DIV/0!
Rent							#DIV/0!
Store Maintenance and Repairs							#DIV/0!
Real Estate Taxes							#DIV/0!
Utilities							#DIV/0!
TOTAL OCCUPANCY COSTS			0				#DIV/0!
Advertising and Promotion							#DIV/0!
Telephone / Communications							#DIV/0!
Store and Business Supplies							#DIV/0!
Information Technology							#DIV/0!
Postage / Shipping							#DIV/0!
Depreciation							#DIV/0!
Professional Services							#DIV/0!
Education and Travel							#DIV/0!
Business Insurance							#DIV/0!
Donations							#DIV/0!
Employee or Customer Recognition							#DIV/0!
Credit / Debit Card Fees							#DIV/0!
University Administrative Charges							#DIV/0!
All Other Operating Expenses							#DIV/0!
OTHER OPERATING EXPENSES			0				#DIV/0!
TOTAL OPERATING EXPENSES			0				#DIV/0!
OPERATING INCOME			0				#DIV/0!
+ Other Income							#DIV/0!
- Interest Expense							#DIV/0!
- Other Expenses							#DIV/0!
INCOME BEFORE REBATES & TAXES			0				#DIV/0!
- Dividends or Rebates							#DIV/0!
- Federal & State Income Taxes							#DIV/0!
EBITDA			0				#DIV/0!
NET INCOME			0				#DIV/0!

**ICBA Operating Survey - 2008-2009
Store Practices and Preferences**

Would you like your survey responses sent to NACS for inclusion in their College Store Industry Financial Report?

(This will save you from having to submit a separate survey response to NACS. Note: Other than your responses to Questions 20 & 21, the Practice and Preferences responses below will not be sent to NACS)

1. What percentage markon (% of RETAIL) do you generally apply to (or target for) course books billed to you at a net unit price?
(Before application of any customer discounts - See question 2. below)

2. Did your store provide a discount on course books to your students in 2008-2009?

The discount would be off of the regular retail price using the markon % per 1. above.

Please select:

If yes, please complete the following:

What percentage were course books discounted from your pre-discounted retail price?

What was the total value of the discounts provided to students?

3. What were your store's UNIT book sales for the 2008-2009 fiscal year?

	Units Sold
New Course Books	<input type="text"/>
Used Course Books	<input type="text"/>
Custom Published Materials (and Other)	<input type="text"/>
TOTAL Course Books	0
General Books	<input type="text"/>
Medical Reference Books	<input type="text"/>
TOTAL Gen. & Medical Reference Books	0
TOTAL - All Books	0

4. What were your store's UNIT insignia sales for the 2008-2009 fiscal year?

	Units Sold
Emblematic Apparel	<input type="text"/>
Emblematic Souvenirs and Gifts	<input type="text"/>
Non-emblematic Apparel	<input type="text"/>
TOTAL	0

5. What was your course book sell-through for 2008-2009 in the following categories?

Course book sell-through should be calculated as the total number of UNITS sold divided by the total number of UNITS you made available for sale. (Show to the nearest tenth of a percent.)

New Course Books	<input type="text"/>
Used Course Books	<input type="text"/>
Total Course Books	<input type="text"/>

6. What were your returns to vendors in each of the following categories?

Dollars (at cost)
New Course Books
Used Course Books
Total Course Books

General Books

% of Gross Purchases (before returns)
New Course Books
Used Course Books
Total Course Books

General Books

7. Does your store provide a course book reservation service for students?

Please select:

If yes, approximately how many students used this service for the Fall 2008 term?

Please select:

What was the total amount of sales generated through your course book reservation program for the 2008-2009 fiscal year?

Where are reserved course books picked up by students? (Check all that apply.)

Inside your store

In a space adjacent to your store (same building) used specifically for this purpose

In a location on your campus other than the building your store is in

Other (describe)

Other (describe)

8. Do you offer a course book rental program?

Please select:

If yes, approximately how many total titles and units were rented during 2008-2009?

Titles	Units
<input type="text"/>	<input type="text"/>

For how many courses were rental books used during 2008-2009?

What was the total dollar amount of course books rented during 2008-2009?

For how many school terms are course books required to be adopted before titles are eligible for replacement?

What is the rental fee per student per year or as a percent of the new course book price? (Check one.)

Rental fee per student per year

or

Rental % of new course book retail price

9. a. It has been suggested that in order to successfully participate in the delivery of digital course materials, it is necessary to be capable of online delivery of digital materials. Are you currently developing a digital delivery platform as part of your ecommerce resources?

Please select:

9. b. Are you currently selling electronic version of course books?

Please select:

If yes, which programs do you offer or participate in? (Check all that apply.)

MBS Direct eBooks

NBC Jumpbooks

CourseSmart eBooks

Vendor Direct ebooks (iChapters, SafariX, etc.)

Other (describe)

Other (describe)

For how many courses were eBooks used during 2008-2009?

How many eBook units were sold during 2008-2009?

For what percent of the new course book price is an eBook version sold?

9. c. Are you currently developing new or additional digital delivery platforms as part of your ecommerce offerings?

Please select:

If yes, what are you planning to offer? (Please be specific.)

10. Course book buyback activity:

a. What percentage of the new book price does your store pay for used course books adopted for a future term?

b. The course book buyback during peak periods (beginning / end of each term) is conducted primarily by:

Please select:

c. What were the dollar amounts of course books bought back from your students in the following categories during 2008-2009:
Note: Include buys by store staff and wholesalers.

For resale (adoptions for a future quarter)

For wholesale

d. Please indicate the dollar amount of books sold to and purchased from each of the wholesalers you used during 2008-2009.

Purchased From Sold To

NBC

Follett

MBS

Budgetext

Other (provide name):

Other (provide name):

11. a. How many competing brick-and-mortar college stores currently serve your campus?

11. b. What percent of total course book sales on your campus do you believe your competing brick-and-mortar college stores have collectively?

12. a. Based on NACS research, 19% of required course materials are purchased from online retailers other than college stores (includes online retailers and peer-to-peer sites). What is the most important strategic initiative you are employing to compete with online retailers?

12. b. What percent of the total course book sales on your campus do you believe all online retailers have collectively?

13. a. What is your textbook customer returns cutoff (primary terms, excluding summer terms)?

Days after the first day of the term

13. b. What is your university's add/drop deadline (primary terms, excluding summer terms)?

Days after the first day of the term

14. What were your ONLINE sales for 2008-2009? (Do not include phone, FAX, mail, or other types of orders.)

	RESERVATIONS (Picked Up At Store)	SHIPPED DIRECTLY TO CUSTOMERS
Course Books	<input type="text"/>	<input type="text"/>
General Books	<input type="text"/>	<input type="text"/>
Technology Products	<input type="text"/>	<input type="text"/>
Supplies	<input type="text"/>	<input type="text"/>
Insignia Products	<input type="text"/>	<input type="text"/>
All Other Merchandise	<input type="text"/>	<input type="text"/>
Total Store	\$0	\$0

15. Please show your 2008-2009 retail markdowns as a percent of sales for each of the following merchandise categories:
(Shown to the nearest tenth of a percent.)

Course Books	<input type="text"/>
General Books	<input type="text"/>
Technology Products	<input type="text"/>
Supplies	<input type="text"/>
Insignia Products	<input type="text"/>
All Other Merchandise	<input type="text"/>
Total Store	<input type="text"/>

16. What were your 2008-2009 customer refunds as a percent of gross sales (before refunds) in each of the following categories?
(Shown to the nearest tenth of a percent.)

Course Books	<input type="text"/>
General Books	<input type="text"/>
Technology Products	<input type="text"/>
Supplies	<input type="text"/>
Insignia Products	<input type="text"/>
All Other Merchandise	<input type="text"/>
Total Store	<input type="text"/>

17. What were your freight charges (in and out combined) in each of the following categories during 2008-2009?
 (Stated as a percent of purchases at cost.)

Course Books	<input type="text"/>
General Books	<input type="text"/>
Technology Products	<input type="text"/>
Supplies	<input type="text"/>
Insignia Products	<input type="text"/>
All Other Merchandise	<input type="text"/>
Total Store	<input type="text"/>

18. What are your university licensing royalty rates?

	<u>Rate</u>
Apparel and Souvenir Products	<input type="text"/>
Student Supplies	<input type="text"/>
Other (describe):	<input type="text"/>
Other (describe):	<input type="text"/>

19. Did you operate one or more convenience stores during the 2008-2009 fiscal year?

Please select:

If yes, please provide the following information:

Number of convenience store locations	<input type="text"/>
Total convenience store sales	<input type="text"/>
Combined convenience store gross margin dollars	<input type="text"/>
Combined convenience store inventory turnover	<input type="text"/>
Combined convenience store square footage of selling area	<input type="text"/>

20. In calculating inventory turnover reported in this survey, which method was used to calculate average inventory?

Please select:

21. What was your store's inventory shrinkage (in dollars) for the 2008-2009 fiscal year?

*Note: Enter as a positive number if shrinkage increased cost of sales (aka "normal" shrinkage).
 Enter as a negative number if shrinkage actually reduced cost of sales (aka "negative" shrinkage) - which should be unusual.*

At Cost	<input type="text"/>
At Retail	<input type="text"/>

22. What were your total bargain book (remainder) sales for 2008-2009?

<u>Sales</u>	<u>Units</u>
<input type="text"/>	<input type="text"/>

What are your top 3 sources for bargain books (remainders)?

<input type="text"/>
<input type="text"/>
<input type="text"/>

23. What were your total sales of Apple products during the past three fiscal years?

The sales entered below should be included in your Technology Products sales. Exclude sales your customers made directly through Apple.

<u>2008-2009</u>	<u>2007-2008</u>	<u>2006-2007</u>
<input type="text"/>	<input type="text"/>	<input type="text"/>

24. Did your store return a cash rebate or dividend based on purchases to your campus customers for 2008-2009?

Please select:

If yes, please complete the following:

What customer groups were eligible to receive it?

What purchases were eligible?

What percentage of purchases was returned?

How many individual customers received it?

What was the total amount returned?

25. What NEW merchandise category was the most successful for your store in 2008-2009?

26. Over the past four years, what strategic initiative has had the greatest positive impact on your store's performance?

Specifically, what impact has this initiative had on your store's performance?

27. What is your most important strategic goal for the next three to five years?

28. What would you like to see added to, deleted from, or changed in our ICBA survey or survey report for next year?

Thank you for completing the survey!

Name of Person Completing the Survey

Phone Number

Email Address

Date Completed

How many hours did it take you and/or your staff to complete the survey?