

Data Definitions

Current Term	Abbreviation	Definition	Data Owner												
Time Periods															
Background on Time Periods		<p>Through the 2009 fiscal year which ended June 27th, 2009, our Fiscal Year (FY) was organized on a 4/4/5 week basis i.e. the first month of quarter had exactly 4 weeks, the second month had exactly 4 weeks, and the third month had exactly 5 weeks; each quarter had exactly 13 weeks and most 4/4/5 periods did <u>not</u> match the traditional calendar (e.g. the 1st through the 30th or 31st)</p> <p>Beginning with our fiscal 2010, we transitioned to a fiscal calendar with traditional month ends for financial reporting purposes (e.g. our quarters end Sept. 30th, Dec. 31st, March 30th and June 30th).</p> <p>For reference, our Fiscal Years since inception through Fiscal 2011 are:</p> <table border="0" style="width: 100%;"> <tr> <td style="padding-right: 20px;">Fiscal 2008:</td> <td style="padding-right: 20px;">7/1/07 though 6/28/08</td> <td style="text-align: right;">363 days*</td> </tr> <tr> <td>Fiscal 2009:</td> <td>6/30/08 through 6/27/09</td> <td style="text-align: right;">364 days</td> </tr> <tr> <td>Fiscal 2010:</td> <td>6/28/09 through 6/30/10</td> <td style="text-align: right;">367 days</td> </tr> <tr> <td>Fiscal 2011:</td> <td>7/1/10 through 6/30/11</td> <td style="text-align: right;">365 days</td> </tr> </table> <p>*although the financial statements reference July 1st, our first sale did not occur until November 2007 but we did incur expenses before then</p> <p>The history for FY 2008 and 2009 will continue to be reported on a 4/4/5 basis so there will be some lack of comparability between the number of days in the calendar months used in Fiscal 2010 versus the number of days used in the 4/4/5 months used in Fiscal 2009. In addition, the first month of Fiscal 2010 had 34 days as it ran from 6/28 through 7/31.</p>	Fiscal 2008:	7/1/07 though 6/28/08	363 days*	Fiscal 2009:	6/30/08 through 6/27/09	364 days	Fiscal 2010:	6/28/09 through 6/30/10	367 days	Fiscal 2011:	7/1/10 through 6/30/11	365 days	
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Fiscal Year	FY	Accounting year used for reporting financial results. Fiscal year is the 12 month period from July 1 st to June 30 th . Fiscal 2010 ends on June 30 th , 2010.	
Calendar Year	CY	12 month period from January 1 st to December 31 st ; typically used for employee benefits, vacations and other employee matters	
4/4/5 Year		A fiscal year defined as 364 days with each quarter having exactly 13 weeks; the first month of quarter had exactly 4 weeks, the second month had exactly 4 weeks, and the third month had exactly 5 weeks; each quarter had exactly 13 weeks and most 4/4/5 periods did <u>not</u> match the traditional calendar (e.g. the 1 st through the 30 th or 31 st) The firm used a 4/4/5 year through Fiscal 2009 (see Background on Time Periods section)	
Fiscal Quarter	FQ	3 month period ending September 30 th (FQ1), December 31 st (FQ2), March 31 st (FQ3) and June 30 th (FQ4); (Fiscal quarters ended on different dates before the conversion from the 4/4/5 calendar)	
Calendar Quarter	CQ	3 month period ending March 31 st (CQ1), June 30 th (CQ2), September 30 th (CQ3) and December 31 st (CQ4)	
Month		Traditional calendar (e.g. 1 st to 31 st); beginning with Fiscal Year 2010, there is currently no difference between Fiscal Month versus Calendar Month (although there was when we used a 4/4/5 convention)	
Week		Used for operational planning; starts Sunday and ends Saturday	
Day		Transactions occurring from midnight to 11.50pm local time	

Current Term	Abbreviation	Definition	Data Owner
International Time		For our international entities, the day is defined in local time from noon until 11:50 PM. We consolidate for U. S. reporting purposes by adding like days. For example, we add Japan's Monday sales defined in their local time to U.S. sales on Monday n our local time to get total sales for Monday.	
Operational/ Merchandising Calendar		Operations and merchandise planning continue to use a 4/4/5 calendar as their focus is on the sales on our sites each week; information must be converted into the calendar month for financial reporting purposes (in addition to being converted from placed to recognized revenue—see the section on Revenue)	
Actual	A	The actual results achieved	
Annual Operating Plan	AOP or P	The planned outcomes for a given time period or activity; generally not changed to reflect actual results and in the case of the Annual Operating Plan, is never changed once the Board has approved it	
Mid Year Review	MYR	<p>In some instances, the performance of the business may be sufficiently different from the AOP to reduce its value as a performance measurement mechanism. In those instances, we develop a Mid Year Review and use it as an <u>additional</u> tracking mechanism for the balance of the year.</p> <p>You can call it anything you want. PepsiCo did it this way. I like the Mid Year Review nomenclature as it is clearly distinguished from the plan.</p>	
Forecast	F	The projected outcome of an event or activity	

Calculations/ General Info			
Calculation of Averages	Ave.	<p>Methodology for calculating averages is applicable to multiple data definitions including average members, average customers, average inventory investment, etc. For purposes of this illustration, we've used average members as the example.</p> <p>Average weekly members equals the members at the beginning of the week plus the members at the end of the week divided by 2.</p> <p>It is not very common to use weekly averages as the changes from the beginning to the end of a week are usually not significant but when we are in hyper-growth, a weekly average may sometimes be relevant.</p> <p>Average monthly members equals the members at the beginning of the month plus the members at the end of the month divided by 2.</p> <p>Alternative for calculating a monthly average is to use an average of the weeks in the month. Finance and Marketing should decide and then lock it in.</p> <p>Average quarterly members equals the members at the beginning of the quarter plus the members at the end of each month in the quarter, divided by 4 (called a 4 point average) e.g. FQ1 2010 average members equals the members on July 1st, 2009 plus the members on July 31st 2009 plus the members on August 31st 2009 plus the members on September 30th, 2009 divided by 4.</p> <p>Average annual members equals the members at the beginning of the year plus the members at the end of each month of the year divided by 13.</p>	

Cumulative	Cum	The total or accumulated activity within a defined time period	
Thousands	k	Abbreviation for thousands	
Millions	MM	Abbreviation for millions.	
Billions	B	Abbreviation for Billions.	
Admin		Our legacy technology system which handles all sales and customer transactions and from which most data originates	
Epicor		The system (purchased from a vendor) which we use to do our financial statements. Sometimes also referred to as the General Ledger (G/L) system.	
Members/ Customers			
Total Members		<p>All members who have ever registered;</p> <p>timeframe for counting members is 11:50 PM on any given date of measurement ?</p> <p>Total members is equal to current members plus cancelled members</p> <p>Total members will <u>also</u> equal the total of referred members, paid members, drive by members and unspecified members What happens if they are registered under two e-mail addresses...we will have 2 IP addresses so they will be counted as 2 members?</p>	
Current Members		<p>All members who are currently registered at a stated date and have not cancelled their membership</p> <p>See questions in next section</p>	
Active Members		Members who have clicked on the e-mail or web site within a defined time frame	

Cancelled Members		<p>People who were once members but who have cancelled/removed their membership</p> <p>Can members actually cancel their membership or do they only have the option to opt out of e-mails; is this an issue if we have a legal requirement to remove people completely from our databases if they ask?</p> <p>Differs from the lapsed members in terms of permanence but we may want to define that lapsed customers become cancelled members after a certain period of time of not purchasing anything or not visiting the site.</p> <p>Also don't particularly like the term cancelled...is there a better industry term? Departed Members?</p>	
Opt Out Members	OOM	<p>Members (who may also be customers) who have opted out of receiving the daily e-mail; as distinguished from people who have asked to not be members</p> <p>Is there a difference plus there may be a better term than opt out members</p>	
Referred Members and New Referred Members		<p>Members who join via invitation from another member either through e-mail or personal invitation link</p> <p>(do we need to have e-mail referrals and personal invitation link referrals defined and broken out separately?)</p> <p>New referred members are those new members who join via referral within a specified time period</p>	
Paid Members and New Paid Members		<p>Members who join via paid sources such as ads on search engines and other media sources</p> <p>New paid members are those new members who join via paid sources within a specified time period</p>	

<p>Drive By Members and New Drive By Members</p>		<p>Members who join via identified self initiation sources and not unspecified (i.e. not referrals and not paid)</p> <p>Do we want a different term for drive by? Self initiated? Do we want more finite definitions here based upon sort of self initiation? Should we sub-total Referred and Drive By members as “Organic or Unpaid or some other better term”</p> <p>Need some more work re drive by versus unspecified definitions</p> <p>New drive by members are those new members who join via drive by sources within a specified time period</p>	
<p>Unspecified Members and New Unspecified Members</p>		<p>Members who join via sources that we can't identify New paid members are those new members who join via sources that we can't identify</p>	
<p>New Members</p>		<p>Members who have joined between defined points in time; can be divided as to source per the definitions above into new referred members, new paid members, new drive by members or new unspecified members</p>	
<p>Average Members</p>		<p>Calculated for weeks, months, quarters or years based on the methodology defined in calculation of averages</p>	
<p>Total Customers</p>		<p>Current members as of a stated date who have made at least 1 purchase at some stage in the past This definition would exclude previous customers who are no longer members (cancelled members); do we want to do so as it would understate the number of members who have ever purchased</p>	
<p>New Customers</p>		<p>Current Members who have made their first purchase within a defined time period, i.e. week, month, quarter, year Is this the same as activation per Stefan's scorecard?</p>	

Active Customers	Actives	Current members who have purchased within a stated period (e.g. 1 month, 3 months, etc.)	
Cancelled Customers		Previous customers who have withdrawn from membership; a subset of cancelled members Is cancelled the right term? Departed? Other terminology?	
Unique Customers	Uniques	Number of individual customers who make at least one purchase during a stated period of time; customer is only counted once no matter how many purchases during the time period	
Active Customers	Actives	Current members who have purchased within a stated period (e.g. 1 month, 3 months, etc.)	
Lapsed Customers	Lapsed	Customers who have purchased in the past but who have not purchased for a stated period of time Same as customer attrition rate? Need to agree period without purchase to deem lapsed or probably want/need several terms such 1 month lapsed, 3 month lapsed, etc.	
Repeat Customers	Repeaters	Customers who make an one or more additional purchase(s) during a stated period	
Single Purchase Customers	SPC	Current members who have only purchased once (measured at a point in time or within defined time periods)	
Multiple Purchase Customers	MPC	Current members who have purchased more than once (measured at a point in time or within defined time periods)	
Customers as a % of Members	C/M	Total Customers divided by Total Members	
Active Customers as a % of Members	AC%	Active Customers divided by Total Members Or should this be active customers divided by total customers instead of total members? Or do we need definitions for both	
Revenue per Member		Calculated by dividing Placed Revenue for the month by the average members for that month	

Revenue per Customer		Calculated by dividing Placed Revenue for a given period by the average customers for that period	
Revenue per Unique Customer		Calculated by dividing Placed Revenue for a given period by the average unique active customers for that period	
Referral Rate	Monthly RR	Shown as a % equal to the new referred members in a month divided by average members for that month	
Cost per Member Acquisition	CPA	<p>The cost of acquiring each new member is calculated as follows:</p> <ul style="list-style-type: none"> a) for new referred members, divide the costs of referral credits from the P&L during the relevant time period by the number of referred new members for that same period (technically this is a timing mismatch as referral credit only hits the P&L when the new member makes first purchase) b) for new paid members, divide the total advertising, promotion and public relations costs from the P&L for the relevant time period by the number of paid new members for that same period c) new drive by new members will are considered to be “free” with no associated cost d) to calculate a total CPA for a the relevant time period across all members, total the costs from the P&L for referral credits per (a) above and advertising, promotion and public relations costs per (b) above and divide by the total number of new members for that same time period 	

Cost Per Customer Conversion	CPC	Costs associated with a program or activity that is designed to convert members to customers divided by the number of customers activated by the program	
Cost Per Customer Re-activation	CPCR	Costs associated with a program or activity that is designed to re-activate lapsed customers divided by the number of customers re-activated by the program	
Customer Lifetime Value		Value of a customer over the lifecycle of the customer Need to define how we will calculate	
NPS POS		Net Promoter Score for POS defined as percent of customers scoring 9-10 minus those scoring 1-6 on likelihood to recommend	
NPS Fulfillment		Net Promoter Score for Fulfillment (FF) defined as percent of customers scoring 9-10 minus those scoring 1-6 on likelihood to recommend re fulfillment	

Site Terms			
Total Uniques Visitors		Unique visitors for a defined time period across all the sites.	
Invitations		# of invitations sent to join The firm within a defined time period,	
Wait List Users		Number of members who waitlist a product	
Shadow Demand		Generally used to refer to demand that we have not been able to fulfill. Wait list would be one portion. Cart abandons might be another. Then there are the members who tried to put it in the cart and couldn't as it was already sold out.	
Failed Cart Adds			
Cart Abandonment			
Views Per Sale			

Sales/ Inventory/ Orders			
Sale		<p>Individual sale offered to consumers on one of our websites; normally several different sales offered each day</p> <p>Inventory may be offered to customers in multiple sales (see below) if all the inventory does not sell out at the initial offering</p> <p>Number of sales are recorded daily based on sale start time</p> <p>Private sales and sample sales do not count as a sale in this definition. Do we want to add some more parameters? How large does a private sale have to be before it counts as a "sale"? Are there other exclusions ? Noir?</p>	
Initial Sale or I	I	Sale consisting exclusively of inventory offered to the customer for the first time (new inventory)	
Repeat Sale	R	Sale consisting of inventory being offered to the customer a second or third time	
Initial + Repeat Sale	I + R	Sale consisting of inventory that is a mix of new and repeat inventory	
Cross Brand Repeat Sale	CBR	Repeat sale where different brands are offered together; normally happens when there is insufficient inventory to justify an individual sale window	
Multi Brand Initial Sale	MBI	Initial sale where different brands are offered together; normally happens when there is insufficient inventory to justify an individual sale window	
Final Sale	FS	<p>Final time that inventory will be offered to customers; if not sold, final sale inventory will not be seen again on our website</p> <p>In order to move the inventory, prices are more heavily discounted than initial or repeat sales and frequently the selling price is below cost</p>	

Private Sale	PS	<p>A sale offered to a sub-set of our members.</p> <p>May be use for customer activation purposes or to sell inventory which is too limited to offer to the total membership.</p> <p>Has been used in the past to build relationship with vendors by allowing them to conduct a sale for their employees only.</p>	
Excess Inventory		Vendor available inventory which we purchase; we take ownership and physical possession	
Cutting Inventory		Inventory which one of our vendors produces specifically for us; we take ownership and physical possession	
Consignment Inventory		Inventory where we take physical possession but not ownership; after the sale, any unsold items are returned to the vendor	
Fulfillment (also known as Sell First) Inventory		Inventory arrangement in which the vendor holds specified inventory for us until after we conduct our sale. After the sale, we issue a purchase order for the inventory sold. Vendor ships the ordered inventory to the warehouse and the firm does the fulfillment.	
Drop Ship Inventory		A form of fulfillment where the product is shipped directly to the customer from the vendor warehouse, bypassing the distribution system	
Revenue per Sale		Placed revenue divided by the # of sales for a given time period	
Unit		An individual item (product, service or experience) at any point; Two units of the same SKU counts as 2 units	
Look		Refers to one image offered in the sale on the site; typically one SKU in three colors is three looks, (may change when swatching is operational)	

Revenue Per Look		<p>A measure of productivity calculated as Placed Revenue divided by the number of Looks in a Sale</p> <p>An important measure of profitability particularly for Sales which require photo production</p>	
Stock Keeping Unit	SKU	<p>A specific identifier unique to an individual item. For instance, three units of a sweater in size small in white will be one SKU. If there are three colors of the sweater in small and three colors of the sweater in medium, that is 6 SKUs, one for each size/color combination.</p> <p>This needs to be verified. In my experience, an SKU applies to multiple items if they are identical, e.g. if we have 15 units of a specific red sweater in size small, that is 1 SKU and 15 units. I have been told that Admin creates a unique SKU for each item even if they are identical. Needs to be verified and more importantly, need to decide if this is a practice that makes sense as we move to scale (I would suggest that it does not make sense).</p>	
Average Unit Retail	AUR	<p>Average retail price of a unit;</p> <p>AUR for multiple SKUs is calculated as Placed revenue for a sale divided by the number of units in the sale</p> <p>AUR can be calculated for units sold or in inventory</p>	
Units per transaction	UPT	Total number of units ordered (placed) divided by number of transactions in a given time period	
Average Order Value	AOV	Placed revenue for a given time period divided by the # of orders for the same time period	
Average Unit Cost	AUC	The cost of goods divided by the number of units; can be performed for different types of inventory and for different time periods	

Order		<p>An order placed by a customer for one or more items or services</p> <p>How handle cancelled orders ? – show orders before and after deducting cancellations ? (“gross” and “net” orders ?)</p>	
Open Orders		Cumulative number of orders that have not yet been shipped/invoiced	
Transactions		<p>Number of orders placed during a given time period</p> <p>What if orders are combined into one shipment/invoice ?</p> <p>What if orders are split into multiple shipments?</p> <p>Use placed versus shipped or do we need two different terms, Placed Transactions and Shipped Transactions</p> <p>How do we handle return transactions?</p>	
Orders per Customer	OPC	Do we want to define and use this metric?	
Beginning Inventory	BOH	<p>Inventory On Hand at the beginning of a time period, i.e. received in the warehouse and in the Admin system to be prepared for sale; includes Consignment Inventory even though we do not own it; excludes inventory which is in transit or which has been delivered to the warehouse but not yet gone through the receiving process.</p> <p>Usually measured at Cost not Retail value unless a business is on the retail method of accounting (we are not and I don't recommend it)</p>	

Ending Inventory	EOH	<p>Inventory On Hand at the end of the time period, i.e. received in the warehouse and in the Admin system to be prepared for sale; includes Consignment Inventory even though we do not own it; excludes inventory which is in transit or which has been delivered to the warehouse but not yet gone thru the receiving process.</p> <p>Usually measured at Cost not Retail value unless a business is on the retail method of accounting (we are not and I don't recommend it)</p>	
Inventory Deposits	Inv DEP	Cash advances paid to vendors to secure inventory commitments	
Inventory in Transit	Inv TR	<p>Inventory which has been shipped from the vendor to The firm but has not yet arrived at our warehouse</p> <p>Do we need a separate term to refer to the inventory that is in transit to our customers?</p>	
Inventory Delivered but Not Received	Inv DNR	Inventory shipped from vendors which has arrived at a the warehouse but which has not yet gone through the warehouse receiving process	
Operational Weeks on Hand	O WOH	<p>Weeks of inventory on hand to sell; calculated as Beginning Inventory divided by the cost of goods sold for the previous week of sales. For the cost of goods sold the previous week, do we want to use placed or shipped or recognized?</p> <p>Forward Operational WOH can also be calculated which is Beginning Inventory divided by projected cost of goods sold for the upcoming weeks; can be inaccurate due to the forecast variables but can be a better indicator and is a good supplemental measure for periods when revenue is escalating or declining materially</p>	

Financial Weeks on Hand	F WOH	<p>Measure of weeks of inventory and inventory commitments from a financial perspective; calculated as (Beginning Inventory On Hand plus Inventory Deposits plus Inventory in Transit plus Inventory Delivered but Not Received) divided by the cost of goods sold for the previous week For the cost of goods sold the previous week, do we want to use placed or shipped or recognized?</p> <p>Forward Financial WOH can also be calculated which is Beginning Inventory divided by projected cost of goods sold for the upcoming weeks; can be inaccurate due to the forecast variables but can be a better indicator and is a good supplemental measure for periods when revenue is escalating or declining materially</p>	
Inventory Turns		<p>Number of time that we are turning over our inventory each year. Calculated by dividing 52 weeks by the number of WOH. 5 WOH equals 10.4 turns per year. Calculation is the done the same way for both Financial and Operational Turns.</p> <p>Jamie, please confirm that this is how you are handling it and revise if you have a better definition</p>	
Shrink		<p>Inventory that is lost; typically measured by the difference between inventory that we have on our financial statements versus inventory that is actually counted in the warehouse; can be lost because we never actually received it or because it was stolen or mis-placed in the warehouse</p>	
Flat		<p>Inventory usually shipped and received in boxes or cartons; not on hangers</p>	
Hanging		<p>Inventory on hangers</p>	

Customer Care			
Contacts/Order			
Contact Resolution Time			
Time to Respond: Phone			
Time to Respond: E-Mail			
Categories of Customer Contacts			

Revenue			
Summary of Revenue Terms		<p>There are several revenue terms which follow the flow of our business. A simple summary is: We start with Placed Revenue which reflects what the customer orders on our site each day. At the later point when the product ships to the customer, we call it shipped revenue. After we adjust for the lag between when we ship and when the customer receives the product, we have Gross Revenue or Recognized Revenue.</p> <p>Various nuances are described below.</p>	
Placed Revenue		<p>Value of orders placed by customers during a given time period; includes goods and services regardless of expected time of delivery of product or service to the customer</p> <p>Typically the most useful measure of customer demand. Available on Admin on a real time basis</p>	
Net Placed Revenue		Value of orders placed by customers during a given time period less cancellations by customers during the same time period	
Shipped Revenue		Value of orders shipped to customers during a given time period	
Net Shipped Revenue		Value of orders shipped to customers during a given time period less returns from customers	

Gross Revenue; also known as Gross Recognized Revenue		<p>Sales to consumers excluding tax and before deducting any relevant discounts/credits and before returns. Includes services but does not include shipping revenue.</p> <p>Recognized when the shipment is estimated to have been received by the customer, typically three days after we dispatch it from the warehouse except for drop ship where estimates for delivery time are sale specific</p> <p>Term used in our financial statements and therefore, defined by external financial reporting standards.</p>	
Net Revenue		<p>Net Revenue is Gross Revenue less the following:</p> <ul style="list-style-type: none"> Returns Credits Referral Credits Shipping Discounts Sales Discounts <p>And plus Shipping Revenue</p> <p>See definitions of each below</p>	
Return Credit		<p>Credit to customer for the return of an item usually recorded at gross revenue value; issued as a return credit to the customer's account; also know as a merchandise credit</p>	
Referral Credit		<p>Credit issued to a member to customer when a member they referred makes their first purchase. Only redeemable for purchases on the site.</p> <p>Reversed if the customer returns the product?</p>	
Shipping Discount		<p>Discounts provided to our customers for shipping offers/accommodations</p>	
Sales Discount		<p>Product discounts offered to customers</p>	
Shipping Revenue		<p>Amount we charge the customer for shipping the product to them</p>	

Gross and Net Product Revenue		Subsets of gross and net revenue containing only the revenue related to our inventory sales, returns and credits	
Gross and Net Services Revenue		Subsets of gross and net revenue containing only the revenue related to services provided and any related returns and credits	
Shipping Revenue		A line item between gross and net revenue; contains only the revenue related to our shipping charges Are there any offsets that would create a net shipping revenue term?	
Average Revenue per member per month		Calculated by dividing Placed Revenue for the month by the average members for that month. Can also be calculated for other time periods as relevant	
Average Revenue per customer per month		Calculated by dividing Placed Revenue for the month by the average customers for that month. Need to define what customer definition we want to use...unique/total orders, etc. Can also be calculated for other time periods as relevant	

Margin Terms			
Initial Markup	IMU	Initial Markup is the anticipated margin that we will make on an item or a sale. Can be a dollar amount equal to the difference between the cost we pay and our retail price on the site. It is more typically expressed as a % and is calculated as a percent of the retail price. Markup = (retail price less cost) divided by retail price. Think of it as a plan for what margin we will make on the inventory.	
Maintained Margin		The actual product margin we achieve on a sale. Calculated as	
Total Cost of Goods Sold	COGS	Cost of the products/services that we sell to our customers. Sum of the terms defined below: Product COGS Return COGS Other COGS Freight Shipping Expense Outgoing Shipping Expense Returns	
Product COGS		Cost of goods related to the sale of an item; recognized when we recognize the revenue for the item which is when the product is estimated to be received by the customer Add something about when we recognize for services	
Return COGS		Reduction in COGS to account for items that are returned	
Other COGS		Shrink costs and reserves to recognize when our inventory value has dropped below its costs (called LCM or lower or cost of market reserves)	
Freight		Costs incurred for incoming freight on products arriving from vendors	
Shipping Expense-Outgoing		Costs incurred for shipping our orders	

Shipping Expense-Returns		Costs incurred when we pay for returns from our customers	
Gross Margin		Net Recognized Revenue less Total COGS	
Operational Expenses		Expenses which are primarily variable consisting of the total of Marketing Acquisition Costs Production Costs Distribution Costs Customer Care Costs Credit Card Fees Each of these is further defined below.	
Marketing Acquisition Costs			
Production Costs			
Distribution Costs			
Customer Care Costs			
Credit Card Fees			
General and Administrative Expenses	G&A		
Customer Service Credits		Credits issued to a customer by customer service, typically in recompense for a poor site experience	

Promotional Credits		<p>Credits usually issued by public relations or senior management to generate goodwill and customers. typically through</p> <ul style="list-style-type: none"> a) credits to vendors b) credits to influential media/industry executives c) credits provided to attendees at company events 	
Employee Allowance		Credits issued to an employee's account as part of their compensation; taxable income to the employee to the extent used	

Human Resources			
Headcount		# of employees on the payroll, typically to be measured at the end of each month; averages to be calculated in accordance with the 2 point monthly, 4 point quarterly and 13 point annual methodology	HR
Permanent Employees		Employees who are on the Company payroll with full benefits; must work a minimum of ___ hours per week	
Part-Time Employees		Employees who work less than 40 hours per week and are not eligible for benefits	
Temporary Employees	Temps	Employees of an independent agency who are doing work for us. We make payment to the Agency, not directly to the temporary employee.	
Contractors		Employees of Firms that work for us on a contract basis; not our employees as we pay their Firm, not them; Differentiated from Consultants as contractors are typically doing routine work that could be done internally (i.e. laptop support services) or supplementing internal resources	
Consultants		Employees of Firms that work for us under a contract usually for a particular project; not our employees Differentiated from Contractors as they are typically doing a specific project which we don't have the capabilities to perform nor would we need that capability on a full time basis go forward (Deloitte accounting services for example)	
New Employees		Employees who have joined in a defined time period as measured by the official HR start date	HR
Terminations		Employees who leave within a defined time period as measured by their official HR termination date	HR
Interns		Employees, typically students, who join the Company for a defined time period, typically less than 6 months and work on a project basis	