1. Definitions of Assortment Planning
- Consideration of the numbers going to have any particular classification within any particular store
- Balance assortments as wide of age group possible then go to specific items
- Breaking down by division & department based on space of store & open-to-buy dollar
- Arrangement of open-to-buy dollars from each store & each vendor to each style & each month
- Plan of quantity of each style with different colors
- The dollar plan for each product category for a season
- Balancing product selection & assorting the quantity of selected products
- Selection without duplication

2. Overall Difficulties in Assortment Plan
- Dramatic change
- Limited consideration regarding geographical distribution
- Relationship with vendors
- Guessing based on past history
- Keeping balance
- Unpredictable weather pattern
- Predicting customer want
- Too many variations

Figure 9-1. Assortment Planning Model: A0 Diagram
Figure 9-2. Assortment Planning Process (A1 to A61) (Continued)
Figure 9-3. Assortment Planning Model: Problem Recognition (A1) (Continued)
Figure 9-4. Assortment Planning Process: Problem Recognition Process (A11-A14) (Continued)
Analyze vendor performance in sales history

Sales history

Past relationship with vendors

Inaccurate analysis of sales history

Closing vendors

Comparison

Past relationship with vendors

Sales history

Figure 9-5. Assortment Planning Process: Problem Recognition (A11, A111-A114) (Continued)
Figure 9-6. Assortment Planning Process: Problem Recognition (A12, A121-A125) (Continued)
Figure 9-7. Assortment Planning Process: Problem Recognition (A13, A131-A135) (Continued)
1. **Input of Information Search**
   - Problem recognition output
   - Target market characteristics
   - Customer request
   - Sales history
   - Test-run results
   - Own experience
   - Sales profile opinion
   - Vendor opinion/ Show room/ catalog
   - Fashion forecasting services
   - Publication
   - Better market trend
   - Competitor's product
   - Street trend

2. **Constraint in Information Search**
   - Taste gap between vendor information & target customers
   - Needs of flexibility
   - Not directly applicable information
   - Not accurate information regarding competitors
   - Subjective information
   - Time constraint of organizing information
   - Fast style change compared to information
   - Focusing on target customers from various information
   - Not established effective information organization system

---

Figure 9-8. Assortment Planning Model: Information Search (A2) (Continued)
1. Inputs of Style Information Search
- Problem recognition output
- Target market characteristics.
- Customer's request
- Sales history
- POS data
- Test run data
- Own experience
- Own sales people opinion
- Vendor's opinion/ show room/ catalog
- Product in market
- Repeated products by vendors in market
- Fashion forecasting services
- Publication
- Fashion show/ Better market styles
- Competitor's products
- Street trend.

2. Constraints of Style Information Search
- Taste gap between vendors & customers
- Needs of flexibility
- Not directly applicable information
- Not accurate information regarding competitors
- Subjective information
- Time constraint of organizing information
- Fast style change compared to information
- Screening information for target customers
- Not established information organization system
- Trusty opinion from vendors

Figure 9-9. Assortment Planning Model: Style Information Search A21  Diagram
1. Note A212
For all big companies, style sales analysis is done by Inventory Control Department as using computer program.

NODE: A212  TITLE: Style information from past & current sales  NO.: 1

Figure 9-10. Assortment Planning Model: Style Information Search Process (A211-A213) Diagram
Figure 9-11. Assortment Planning Model: Style Information Search (A2111-A2117) (Continued)
Figure 9-12. Assortment Planning Process: Style Information Search (A2111, A21111-A21113) (Continued)
Figure 9-13. Assortment Planning Process: Style Information Search (A2112, A21121-A21122) (Continued)
Figure 9-14. Assortment Planning Process: Style Information Search (A212, A2121-A2122) (Continued)
Figure 9-15. Assortment Planning Process: Style Information Search (A2121, A21211-A21212) (Continued)

- Analyze style sales data
- POS data
- Current sales trend by style
- Not established information organization system
- Past sales trend of basic style
- Previous year test run results
- Test run sales data
- Test run results
- Needs of flexibility
- Not organized information system
- Sales history
- POS data
Figure 9-16. Assortment Planning Process: Style Information Search (A2121, A21211-A21212) (Continued)
Figure 9-17. Assortment Planning Process: Style Information Search (A213, A2131-A2133) (Continued)
Figure 9-18. Assortment Planning Process:
Style Information Search (A2311, A21311-A21315) (Continued)
1. Inputs of Color Information Search
- Problem recognition output regarding color
- Target market characteristics
- Customer's request
- Sales history/ POS data/ Test run data
- Own experience
- Own sales people opinion
- Vendor's opinion/ show room/ catalog
- Product in market
- Repeated colors by vendors in market
- Color forecasting services
- Publication
- Fashion show/ Better market Colors
- Competitor's products
- Street trend.

2. Constraints of Color Information Search
- Difficult to know target customers' preference
- Vendor's limited color selection
- Reliability of customer request data
- Not established information-organization system

Figure 9-19. Assortment Planning Model: Color Information Search A22 Diagram
1. Note A222

For all big companies, color sales analysis is done by Inventory Control Department as using computer program.

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<tr>
<th>NODE:</th>
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<th>TITLE:</th>
<th>Color information from past &amp; current sales</th>
<th>NO.:</th>
<th>1</th>
</tr>
</thead>
</table>

Figure 9-20. Assortment Planning Model: Color Information Search Process (A221-A223) Diagram
Figure 9-21. Assortment Planning Model: Color Information Search (A2211-A2217) (Continued)

1. Note A2213
   Three of seven interviewees were validated this activity. Therefore, this activity can not be generalized.

<table>
<thead>
<tr>
<th>NODE:</th>
<th>TITLE:</th>
<th>NO.:</th>
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<tbody>
<tr>
<td>A2213</td>
<td>Observe street color trend</td>
<td>1</td>
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</tbody>
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Figure 9-22. Assortment Planning Process: Color Information Search (A2212, A22121-A22122) (Continued)
Figure 9-23. Assortment Planning Process: Color Information Search (A222, A2221-A2222) (Continued)
Figure 9-24. Assortment Planning Process: Color Information Search (A2221, A22211-A22212) (Continued)
Figure 9-25. Assortment Planning Process: Color Information Search (A223, A2231-A2233) (Continued)
Figure 9-26. Assortment Planning Process: Color Information Search (A22311, A22311-A22315) (Continued)
1. Inputs of Size Information Search
- Target market characteristics (Ethnicity & Age).
- Size sales history
- POS data regarding sizes
- Customer request
- Own experience
- Own sales people opinion
- Vendor's opinion/ pre-pack/ size-spec
- Publication
- Test run results
- Survey results regarding fit

2. Constraints of Size Information Search
- Needs for accurate demographic information by geographic area.
- Vendor's different size spec (e.g., Europe manufacturer)
- Minimum quantity requirement of pre-pack regulation.

Figure 9-27. Assortment Planning Model: Size Information Search (A23) Diagram
Figure 9-28. Assortment Planning Model: Size Information Search Process (A221-A223) Diagram

1. Note, A222
For all big companies, size sales analysis is done by Inventory Control Department as using computer program in big companies.

<table>
<thead>
<tr>
<th>NODE: A232</th>
<th>TITLE: Size information from past &amp; current sales</th>
<th>NO.: 1</th>
</tr>
</thead>
</table>

Diagram:
- Search information regarding new size trend
- Conclude size assortment direction
- Search information regarding current & past size sales

1. Note, A22
For all big companies, size sales analysis is done by Inventory Control Department as using computer program in big companies.
Figure 9-29. Assortment Planning Process: Size Information Search (A231, A2311-A2312) (Continued)
Figure 9-30. Assortment Planning Process: Size Information Search (A231, A2311-A2314) (Continued)
Figure 9-31. Assortment Planning Process: Size Information Search (A232, A2321-A2322) (Continued)
A2321
Analyze size sales data
A23211
POS data
A23212
Current sales trend by size
A23213
Categorize sales data by size variation
A23214
Track current sales trend
POS data
A2321
A23211
A23212
A23213
A23214
Not established information organization system
Pre-pack regulation from vendor
Time constraint
Past sales trend of basic size
Previous year test run results
Current sales trend by size
Sales history
Test run data
Past sales trend of sizes
A2321
Consider frequent shortage or overstock sizes
A23212
Size stock situation
A2321
Consider return rate of size
A23213
Return rate
A2321
Problems in size range
A2321
A23211
A23212
A23213
A23214
A233
Past sales trend of sizes
A2321
A23211
A23212
A23213
A23214
A233
Not organized information system
A2321
A23211
A23212
A23213
A23214
Not established information organization system
Pre-pack regulation from vendor
Time constraint
Past sales trend of basic size
Previous year test run results
Current sales trend by size
Sales history
Test run data
Past sales trend of sizes
A2321
Consider frequent shortage or overstock sizes
A23212
Size stock situation
A2321
Consider return rate of size
A23213
Return rate
A2321
Problems in size range
A2321
A23211
A23212
A23213
A23214
A233
Not organized information system
A2321
A23211
A23212
A23213
A23214
Not established information organization system
Pre-pack regulation from vendor
Time constraint
Past sales trend of basic size
Previous year test run results
Current sales trend by size
Sales history
Test run data
Past sales trend of sizes
A2321
Consider frequent shortage or overstock sizes
A23212
Size stock situation
A2321
Consider return rate of size
A23213
Return rate
A2321
Problems in size range
A2321
A23211
A23212
A23213
A23214
A233
Figure 9-32. Assortment Planning Process: Size Information Search (A2321, A23211-A23214) (Continued)
Consider vendor size-offer

Vendor size offer regulation

Confusion due to different size spec

Consider the difference in size spec among vendors A23221

Limit in size range

Vendor size offer

Needs for accurate demographic information by geographical area

Vendor size offer

A2322

Limit in size range

A2321 A23222

Know which regulation each vendor has A23222

Minimum quantity or pre-pack regulation

Vendor size offer

A233

Figure 9-33. Assortment Planning Process: Size Information Search (A2322, A23221-A23222) (Continued)
Figure 9-34. Assortment Planning Process: Size Information Search (A233, A2331-A2332) (Continued)
Figure 9-35. Assortment Planning Process: Size Information Search (A2331, A23311-A23315) (Continued)
1. Constraint in Qualitative Evaluation
- Difficulty of balance
- Needs for advanced technology
- Unpredictable weather change
- Vendor obligation
- Subjective information
- Fast style change
- When no history base

Figure 9-36. Assortment Planning Model: Qualitative Evaluation (A3) (Continued)
1. Inputs of Style Qualitative Evaluation
- Style information search outputs
- Merchandising concept
- Sample styles from Europe or better market
- Price of products
- Brand or vendor reputation
- Own experience/style evaluation criteria
- Own sales people opinion
- Colleague's opinion
- Customer's opinion
- Sales history
Small companies use more own knowledge & customer's opinion. Big companies use sample styles & merchandise concepts. Other are used by all companies.

2. Constraints of Style Qualitative Evaluation
- Difficulty of matching a satisfactory style with a satisfactory price
- The discrepancy between past & future styles
- Finding products matching with a merchandise concept.
  (If it is too difficult, there is problem with merchandising concept.)
- Too many variation in assortment
- Time constraint as covering too many products by one buyer
- Fast fashion change
- Not much constraint due to trying a lot of testing before the season.

Figure 9-37. Assortment Planning Model: Style Qualitative Evaluation (A31) Diagram
Figure 9-38. Assortment Planning Model: Style Qualitative Evaluation Process (A311- A314)
Figure 9-39. Assortment Planning Model: Style Qualitative Evaluation (A311, A3111- A3112) (Continued)
Consider product price

Difficulty finding matched styles with price

Compare the design of styles to price

A31121

Product price

A3112

A312

A31121

A31122

Consider product price

Merchandising concept

A3112

A312

Figure 9-40. Assortment Planning Model: Style Qualitative Evaluation (A3112, A31121- A31122) (Continued)
Figure 9-41. Assortment Planning Process: Style Qualitative Evaluation (A312, A3121-A3125) (Continued)
Figure 9-42. Assortment Planning Process: Style Qualitative Evaluation (A313, A3131-A3134) (Continued)
1. Inputs of Color Qualitative Evaluation

- Color information search outputs
- Merchandising concept or color palette
- Vendor’s opinion, offering colors, & pre-packs
- Style qualitative evaluation outputs
- Fashion-ability of products
- Sales potential of the item
- Color quality related to fabric
- Sales people opinion/ Own experience
- Customer opinion
- Sales history

Small companies depend more on vendor’s opinion, sales people opinion & customer opinion. Big companies use more merchandising concept or color palettes to decide colors of products.

2. Constraints of Color Qualitative Evaluation

- Difficulty of finding new colors from old vendors.
- Limit in color choices when it is pre-packed.
- Limit of test-run in big companies...
- Involvement of subjective color taste

Figure 9-43. Assortment Planning Model: Color Qualitative Evaluation (A32) Diagram
Identify color palettes

Consider vendor's offering colors

Consider color match with style

Gather opinion

Organize evaluation results

Figure 9-44. Assortment Planning Model: Color Qualitative Evaluation Process (A321 - A325)
Figure 9-45. Assortment Planning Process: Color Qualitative Evaluation (A321, A3211-A3213) (Continued)
Figure 9-46. Assortment Planning Process: Color Qualitative Evaluation (A322, A3221- A3222) (Continued)
Consider if the colors matched with style

Consider more color choices with basic & trendy colors if the style is basic

Consider new colors choices with more basic colors if the style is trendy

Consider sales potential of style

Consider color quality related to fabric quality

Fabric quality

Fabric match with color

Detailed color palettes for each style

Style qualitative evaluation output

Subjective color taste

Detailed color palette for each style

Subjective colors taste

Consider if the colors matched with style

A322 output

Style qualitative evaluation output

Color for basic style

Subjective color taste

Color for new trendy styles

A323

A324

A325

A322 output

A323 output

A3231 A3232 A3233 A3234

A324

A325

Figure 9-47. Assortment Planning Process: Color Qualitative Evaluation (A323, A3231- A3234) (Continued)
Consider the sales potential of color

Have more color variation for high sales-potential style

Have one or two colors for uncertain sales-potential styles

Evaluate sales potential for the all colors

Sales potential of colors

A325

A323 output

Color information search output

Figure 9-48. Assortment Planning Process: Color Qualitative Evaluation (A323, A32331-A32333) (Continued)
1. Note A3243
Small companies buy & display small amount of certain colors in the beginning of the season & get feedback from customers & sales people.

Figure 9-49. Assortment Planning Process: Color Qualitative Evaluation (A324, A3241-A3243) (Continued)
1. Inputs of Color Qualitative Evaluation
   - Size information search outputs
   - Vendor's opinion, size spec, pre-pack
   - The fit related to style
   - The fabric attribute

2. Constraints of Color Qualitative Evaluation
   - Unsettled specs of new manufacturers
   - Difficulty distinguishing size variation for each style
   - Buyer's low involvement due to time constraint
     (In big companies, inventory-control department decides the size range & amount based on sales history. Limited buyer's job in size evaluation & selection.)
   - Not detailed sales record for size evaluation
   - No geographical information on size distribution
   - Overstock or shortage due to pre-pack regulation

Figure 9-50. Assortment Planning Model: Size Qualitative Evaluation (A33) Diagram
Figure 9-51. Assortment Planning Model: Size Qualitative Evaluation Process (A331- A335)
1. Note A334
   - Small companies buy small amount of products in the beginning of a season & then observe how customers or sales people feel with the fit.
   - Big companies develop samples instead.

**Figure 9-52. Assortment Planning Process: Size Qualitative Evaluation (A334, A3341-A3343) (Continued)**
Consider vendor size offer

Consider fit of size spec

Decide how to translate vendor size spec if size spec is different

Negotiate vendor size offering rules (e.g., pre-pack)

Vendor opinion

Vendor size-spec

Vendor size offering rule

Unsettled size spec of new manufacturer

Overstock or shortage because of pre-pack

Size offer direction

Own needs of size range

Vendor size offering rule

Unsettled size spec of new manufacturer

Overstock or shortage because of pre-pack

Figure 9-53. Assortment Planning Process: Size Qualitative Evaluation (A334, A33431-A33433) (Continued)
1. Constraint in Quantitative Evaluation
- Not advanced statistic method
- Difficulty of utilization of POS
- Fast fashion change
- Difficulty of decision when stop buying a product
- Difficulty in relationship with vendors
- When no sales history base

Figure 9-54. Assortment Planning Model: Quantitative Evaluation (A4) (Continued)
1. Inputs of Style Quantitative Evaluation
- Style information search output
- Style qualitative evaluation output
- Growth rate of business
- Open-to-buy dollars
- Sales history
- Remained stock level
- Test-run results
- Seasonality
- Promotion plan
- Price/ Cost/ Gross margin/ Mark-up/ Mark-down
- Numbers of stores
- Store characteristic (e.g., size, location, & fashion-ability)
- Financial agreement with vendors

2. Constraints of Style Quantitative Evaluation
- Not much use of advanced statistic methods
- Needs for advanced technology (e.g., updated computer system)
- Unpredictable weather change
- No history base
- Difficulty of utilization of POS due to long time advance plan
- Fast fashion change
  (Big companies usually give up short time fashion items due to long time advance plan.)
- Minimum quantity obligation from vendors
  (Small companies have more trouble with this regulation & avoid buying from the vendors having this regulation.)

Figure 9-55. Assortment Planning Model: Style Quantitative Evaluation (A41) Diagram
1. Note A418
- Buyers usually don't use a whole evaluation sheet, but potential profit & sales history reports are given by inventory department people, manager, or vendors.

2. Note A417
- Examples of financial agreement mentioned in this research are minimum quantity, return-back guarantee, mark-down coverage, or lowest cost guarantee.

Figure 9-56. Assortment Planning Model: Style Quantitative Evaluation Process (A411-A418) (Continued)
Consider the change in consumer market & based on information search output

Growth rate of business

Decide open-to buy dollars

Open-to buy dollars for our department

Information search output

Market situation

Growth rate

Open-to-buy dollars for our department

Figure 9-57. Assortment Planning Process: Style Quantitative Evaluation (A411, A4111- A4112) (Continued)
Figure 9-58. Assortment Planning Process: Style Quantitative Evaluation (A412, A4121-A4123) (Continued)
1. Note A413-1
The remained stock level is important to decide stock level. The remained stock level can be considered with sales potential of the style for the next season. In some case, few companies (especially, big companies) said that they keep basic styles year around (e.g., denim shirt) but change colors by garment dye every season.

2. Note A413-2
Several interviewees said that they use Gross Margin & numbers of reorder as sales pattern index.

Figure 9-59. Assortment Planning Process: Style Quantitative Evaluation (A413, A4131-A4134) (Continued)
Figure 9-60. Assortment Planning Process: Style Quantitative Evaluation (A414, A4141-A4144) (Continued)
Figure 9-61. Assortment Planning Process: Style Quantitative Evaluation (A416, A4161-A4164) (Continued)
Figure 9-62. Assortment Planning Process: Style Quantitative Evaluation (A4161, A41611-A41613) (Continued)
1. Inputs of Color Quantitative Evaluation
   - Color information search output
   - Color qualitative evaluation output
   - Style quantitative evaluation output
   - Open-to-buy dollars
   - Sales history
   - Remained stock level
   - Test-run results
   - Seasonality
   - numbers of styles
   - Fashion-ability of style

2. Constraints of Color Quantitative Evaluation
   - Unpredictable weather change
   - Something with no history base
   - Fast fashion change
     (Big companies usually give up short time fashion items due to long
time advance plan.)
   - Minimum quantity obligation or pre-packed colors from vendors
     (Small companies have more trouble with this regulation & avoid
buying from the vendors having this regulation.)

Figure 9-63. Assortment Planning Model: Color Quantitative Evaluation (A42) Diagram
Figure 9-64. Assortment Planning Model: Color Quantitative Evaluation Process (A421-A427) (Continued)
Figure 9-65. Assortment Planning Process: Color Quantitative Evaluation (A422, A4221-A4223) (Continued)
Figure 9-66. Assortment Planning Process: Color Quantitative Evaluation (A423, A4231-A4233) (Continued)
Figure 9-67. Assortment Planning Process: Color Quantitative Evaluation (A425, A4251-A4253) (Continued)
1. Inputs of Size Quantitative Evaluation
- Size information search output
- Size qualitative evaluation output
- Style quantitative evaluation output
- Color quantitative evaluation output
- Open-to-buy dollars
- Sales history
- Remained stock level
- Test-run results
- Numbers of styles & colors
- Fit of style

2. Constraints of Size Quantitative Evaluation
- Something with no history base
- Minimum quantity obligation or pre-packed colors from vendors
  (Small companies have more trouble with this regulation & avoid buying from the vendors having this regulation.)
- Size spec difference among vendors (e.g., Europe size spec)

Figure 9-68. Assortment Planning Model: Size Quantitative Evaluation (A43) Diagram
Figure 9-69. Assortment Planning Model: Size Quantitative Evaluation Process (A431-A437) (Continued)
Figure 9-70. Assortment Planning Process: Size Quantitative Evaluation (A432, A4321- A4322) (Continued)
Figure 9-71. Assortment Planning Process: Size Quantitative Evaluation (A433, A4331-A4333) (Continued)
1. Constraint in Product Selection Plan
- Tendency being subjective
- Difficulty for focusing on merchandising concept

NODE: A5 TITLE: Product Selection NO.: 1

Figure 9-72. Assortment Planning Model: Product Selection Plan (A5) (Continued)
1. Inputs of Style Selection Plan
- Style qualitative evaluation output
- Style quantitative evaluation output
- Merchandising concept
- Depth & width of assortment
- Vendor opinion

2. Constraints of Style Selection Plan
- Tendency of being subjective
- When difficult to find styles in merchandising concept (rare problem)

Figure 9-73. Assortment Planning Model: Style Selection Plan (A51) Diagram
Figure 9-74. Assortment Planning Model: Style Selection Plan Process (A511-A516) (Continued)
Figure 9-75. Assortment Planning Process: Style Selection Plan (A513, A5131-A5133) (Continued)
Figure 9-76. Assortment Planning Process: Style Selection Plan (A516, A5161-A5163) (Continued)
1. Inputs of Color Selection Plan
   - Color qualitative evaluation output
   - Color quantitative evaluation output
   - Merchandising concept or color palettes
   - Depth & width of assortment
   - Style selection

2. Constraints of Color Selection Plan
   - Tendency of being subjective
   - When difficult to find colors in color palettes

Figure 9-77. Assortment Planning Model: Color Selection Plan(A52) Diagram
Figure 9-78. Assortment Planning Model: Color Selection Plan Process (A521-A525) (Continued)

1. Recheck color palettes for selection (A521)
2. Have style selection (A522)
3. Spread numbers of colors selecting for each style (A523)
4. Rank priority colors for each style (A524)
5. Determine color selection (A525)

When difficult to find colors on color palettes

- Color palettes
- A32 output
- A42 output
- A51 output
- Depth & width plan
- A53
- A62

Output:
- A32 output
- A42 output
- A51 output
- Color selection plan

Color selection plan

Output: Color palettes
Figure 9-79. Assortment Planning Process: Color Selection Plan (A523, A5231-A5233) (Continued)
Figure 9-80. Assortment Planning Process: Color Selection Plan (A524, A5241-A5243) (Continued)

- Select basic or pre-tested colors for each style, especially for trendy style
- Select new colors for each style, especially for basic style
- Ask vendors availability of selected colors
- Rank priority colors to buy

Tendency of being subjective

Colors for each style

A523 output
A32 output
A42 output
A524 output
A5241
A5242
A5243
A525

A524

A523 output
A32 output
A42 output
A524 output
A5241
A5242
A5243
A525

A523 output
A32 output
A42 output
A524 output
A5241
A5242
A5243
A525
Figure 9-81. Assortment Planning Process: Color Selection Plan (A525, A5251-A5252) (Continued)
1. Inputs of Size Selection Plan
- Size qualitative evaluation output
- Size quantitative evaluation output
- Depth & width of assortment
- Style selection
- Color selection

Figure 9-82. Assortment Planning Model: Size Selection Plan (A53) Diagram
Figure 9-83. Assortment Planning Model: Size Selection Plan Process (A531-A537) (Continued)
Figure 9-84. Assortment Planning Model: Assortment Sales Plan (A6) (Continued)

1. Constraint in Assortment Sales Plan
   - Tendency being overstock
   - Minimum order requirement
   - Difficulty of balancing all products into budget.
     *(Sometimes sales plan is overestimated.)*
   - Difficulty in relationship with vendors
     *(e.g., Vendor offering rule can be different for each buyer based on their volume size & credibility.)*
   - Time constraint in reordering process

NODE: A61
TITLE: Sales Plan
NO.: 1

Constraints

Plan sales of assortments

A4 output

A5 output

An assortment plan

Actual buying & Rearrangement plan

A61: Plan sales of style
A62: Plan sales of color
A63: Plan sales of sizes

A6

A62:
Plan sales of color

A63:
Plan sales of sizes

271
1. Constraint of Style Sales Plan
- Tendency being overstock
- Difficulty of balancing all products into budget. Sometimes overestimated.
- Time constraint in reordering process

Figure 9-85. Assortment Planning Model: Style Sales Plan (A611) Diagram
Figure 9-86. Assortment Planning Model: Style Sales Plan (A61-A67) (Continued)
Figure 9-87. Assortment Planning Process: Color Sales Plan (A62, A621-A623) (Continued)
Figure 9-88. Assortment Planning Process: Size Sales Plan (A63, A631-A633) (Continued)