

THE MAASTRICHT SCHOOL OF MANAGEMENT

OPERATIONS MANAGEMENT

EXAMINATION

CASE STUDY

“LE CHIC” - MALL STORE - PARIS

INSTRUCTIONS TO INVIGILATORS AND STUDENTS

- *This case will be distributed ONE week before the examination scheduled date.*
- *Students are to analyse the case from an Operations Management perspective, based on the material covered in the course.*
- *Students may bring any written notes into the examination room. Students are reminded that they may ONLY use data, which is directly related to this case.*
- *No textbooks or other material (not directly related to this case) may be brought into the examination room.*
- *Attached to your examination scripts, you are allowed to submit any charts, tables or graphs which you might have prepared before the examination.*

This case was prepared for examination purposes only. Any resemblance to actual people or companies is purely accidental.

“LE CHIC MALL STORE - PARIS”

20th January 2004

The ‘Le Chic’ Mall store was one of 10 that the “Le Grande” company operated in France. Le Grande had two in Paris, one in Lyons, Nice, Dijon, Nantes, Nancy, Limoges, Lille and Grenoble. It was a general department store chain, which began in 1842.

Throughout the years, the company grew both by acquiring stores and by building new ones. By turnover, the firm’s largest store was the one located near the Opera House area of Paris. The store was acquired in 1995 and has been remodelled twice- extensively in 2000 when a second floor was added to the initial one-floor layout. It now occupies 15,000 square metres

One of the greatest advantages of the department store is the many choices that you can make for the entire family. You'll find men's and women's apparel, accessories, home furnishings, cosmetics - all under one roof. But at “Le Chic” they can change those assortments to make the choices for their customers easier. Here are examples of what they’re doing:

- Editing their assortments on the sales floor to make sure the choice for customers is large and appealing, but not overwhelming.
- Partnering with name brand merchandise vendors (such as Liz Clichy) to bring unique and limited-distribution merchandise to their stores first.
- Further developing their own private brands, such as F·N·C International Concepts, Pleuve, Carriere Club, Greenpod and Tools of the Man, with new lines, looks, innovations and marketing. “Le Chic” has the best private brands in the department store industry, and they are a significant factor in their ability to bring newness and value to shoppers.

Mr. Sauniere, a 35 year old, recent MBA graduate with extensive experience in Department Stores Management, is the newly appointed, of six months, Stores Manager at the “Le Chic” Mall Store in Paris. While enjoying a cup of coffee at home, early one morning his thoughts, as usual, focused on the busy day’s schedule ahead of him.

“So it’s 10 new employees starting today and none of them have ever done this job before” he mumbled to his wife. Today he was really looking forward to the 11 a.m. board meeting at Headquarters.

“Today, I’ll tell them all the things I don’t like about the Store”, he said. He drank his coffee, folded his newspaper and rushed off to yet another challenging day.

SERVICE PROCESS DESCRIPTION

The ambiance and design of the store were recognised as an important feature in attracting and appealing to customers and generating sales. The store was open planned with aisles that led the customer from one fashion world to another, using soft wall treatments to designate particular areas or shops. The adjacencies of the areas and the merchandise presentations created the feeling that the customer was shopping in an area with a complete assortment of women’s, men’s children’s or home merchandise. It incorporated shops- small, distinctly identified, sometimes partially enclosed areas that dramatised particularly important fashion statements.

Each ‘shop’ within the store was given a rank (1 to 5), which identified the revenue generating proportion it contributed, with respect to other ‘Shops’. Grade 1 was the best and all ‘Shops’ aspired to achieve it. For some it was just impossible due to the nature of the merchandise, but for others, through well planned Marketing Strategies, they managed to improve their grade. Ranks were announced annually. See **Table 1** for the 2003 ranks.

When a new store is designed, the Merchants as well as the Stores Division would submit space requests. This would be based on a history of sales from other stores. Management would then examine the current sales trends for the various segments of the business and the sales per square metre that was generated in each area in the current stores. Decisions were then made concerning space allocation for the new store. Together with the architects, management then decided on the character of the store’s environment. At this point decisions would be taken about which departments should be adjacent to one another and what the proximity should be to the various store entrances. The different entrances generated different levels of traffic and it was important to keep that in mind in

developing the plan for the store. Plans and space allocations were changed from one store to the next, depending on the performance expectations of the various areas of the business.

On the Ground floor, **(Fig. 1)** the store had four entrances. The North entrance, which was on the main boulevard, had the most traffic. The cosmetics department was located there. Immediately adjacent and to either side of the cosmetics counters were fashion shops featuring well-known designer sportswear.

The interior design of the store was dramatic, creative, and yet very pleasing to the eye. In general, designer fashions and the more expensive labels were located closer to the front of the store. The south entrance was the second most important one, whilst the east one generated the least traffic.

Mr. Saunier was not pleased with this set-up.

“Just think about it”, he started by saying at the board meeting, “Customers are coming into our store from everywhere and leaving on the first exit they find. We have recently observed this in customers walking in from the North end and leaving from the West end immediately without having seen half the items in the store. We’re not encouraging customers to move around through the store. Some never make it up to the first floor. We must make the shopping experience more interesting and more exciting. Not only do we need to provide good service, but also the best overall store environments - what a customer sees, hears, smells and feels when she walks in the door.”

Several areas in the store served as ‘swing’ areas. Some, for example offered sweaters for the fall and winter seasons and bathing suits for the spring and summer seasons. Other areas of the store were assigned even more temporary space, such as seasonal merchandise for Christmas. These trends and seasonal changes meant that the layout changed constantly.

The store’s first floor **(Fig. 2)** was as fashion-conscious as the first. On entering, customers viewed a broad assortment of fine china, silver and glass stemware from around the world in the tabletop area.

Over the past 2 weeks, Mr. Sauniere got interested in numbers. He measured the number of customers entering and leaving the store. **(See Table 2)** On average 65% of customers who enter the store also visit the first floor.

On average customers entered and exited the store in very regular patterns and it was possible to assign proportions to the various entrances/exits. **(See Table 3)** It was also observed that not all customers require the same service time and estimates were computed for the various departments. **(See Table 1; last column)**

MANAGEMENT AND THE WORKFORCE

A general organisational chart for the store may be seen in **Fig. 3**. Mr. Sauniere, the Store Manager, also supervised the home and children's areas. He also had the assistant managers reporting to him. Reporting to the assistant managers were the supervisors of the various departments. Reporting to the operations manager were the lease departments, the restaurant manager, the customer service supervisor, and the supervisors for housekeeping and merchandise handling. A sales manager managed each selling centre of the store and selling centre associates reported directly to their sales manager. Also reporting to the sales manager could be an assistant sales manager. (There were three intern-interim training positions for sales associates working their way up through the ranks).

Ensuring customer satisfaction was the primary focus of all associates. Each level of management periodically attended training seminars devoted to teaching, reinforcing and perpetuating the culture of customer satisfaction of the store. Monitoring and evaluating all elements of customer satisfaction for all associates was an ongoing function of management. Customer service was an element on which each employee was annually reviewed.

“Despite all the importance being given to Customer Service, I am definitely not satisfied. Too many complaints are being filed. Too many disputes with customers and

our employees complain that manning levels are inadequate to offer the service we claim we offer” continued Mr. Sauniere, who now dominated the meeting.

There were 250 employees in the store, roughly half of whom worked full time and half part time. All part-time employees worked as Sales Assistants. The store was open from 10.00 in the morning until 9.30 in the evening, Monday through Saturday and from 12.30 to 5.30 on Sunday. This of course meant that employees who worked at the ‘shops’, customer service, or back office workers clocked in at 8.30 in the morning during the week and at 11.30 on Sunday. The number of employees at any shop depended on the relative floor space occupied, revenue generating potential and the level of customer service expected for a particular line of products. Merchandise handlers, cleaners and maintenance personnel started their weekday at 6.00 in the morning. All full-time employees worked a normal 36-hour week, while part-timers clocked in approximately 16 hours per week, as it varied between individuals. All part-timers were paid an hourly rate. At any moment, the Store would have approximately 130 Sales Assistants throughout the various shops with about 50 support staff, including management. Each shop required to be manned by a minimum of 2 Sales Assistants, as a Customer Service Policy. Some shops had more.

Christmas Time was the Store’s most busy period and yet the most confusing due to the additional staffing arrangements required.

Working at “Le Chic” was hard. One key demand on the workforce relates to the scheduling of everybody’s working hours. Evenings and weekend work are very often required. Employees constantly complained that the rosters were not being set up fairly. The store’s employees were paid in different ways, although the same employee-benefit package applied to all. Support personnel were paid between 5 – 8 euros an hour, based on experience and background. Sales associates on the other hand, were paid a commission based on their individual sales. The commission rate varied from one department to another. The typical commission was 6.5% for most areas of the store, but it could reach 8.5% for accessories and 10% for shoes and the bridal gift areas. Each employee was paid a base hourly rate depending on experience and their ability to generate sales, which was applied against the commission earned. The store had 4

Operations Management- Examination

classifications for base-rate pays and internally employees were known as “A”, “B”, “C” or “D” staff. No-one wanted to be “D”. The commission arrangement was new for the store except for shoes and electronics. It showed great promise for generating higher sales for the stores, encouraging individual effort, and using product knowledge and individual selling expertise. Staff turnover had fallen from 30% to about 23% in only 6 months. Mr. Saunier knew that both hiring and training were extremely important activities. The right sales associate for a particular department was critical to that department’s sales performance. Different personalities and ages were required for different departments. Despite this knowledge, the company was having problems generating the right profiles for the various departments and finding the appropriate recruits to fill those vacancies. Very often short cuts were taken. Recruitment was being made after one interview. Some employees were only given 8 hours of training off the floor and 2 days training on the floor. A far cry from the company policy as specified in the training manual.

“Last Christmas was a joke. The additional staff recruited had no idea of the Store’s philosophy. They just added to the confusion. We must start planning from now for this year’s Christmas Season if we want to avoid a repeat performance” Mr. Saunier said sarcastically.

The sales managers felt they had an essential role to play for the successful operation of the store. Each year, for a week, they attended a sales leadership development seminar, focusing on the latest in store operations, motivation and communication techniques. The 15 sales managers were responsible for a number of important activities, including the following:

1. Scheduling the sales associates in the department
2. Overseeing the training of sales associates
3. Monitoring all sales transactions
4. Receiving inventory, checking it against paperwork
5. Adjusting prices and preparing department for sales promotions
6. Kept clientele books with customer preferences noted (**See fig. 4**)

THE TRANSACTION – AND SUPPORTING IT

At the heart of the store's operations was the sales transaction itself and the information it generated. Scattered throughout the store were point of sale devices or registers. These were all tied into the store's computer, and via the computer, they were tied to the computers of all the other stores. All transactions, once they were rung on the register, were immediately sent to the computers at Head Office in a suburb of Paris. Each transaction consisted of the following items of information: The type of payment to be made (cash or charge), the personal identification number of the sales associate (pin number), the department's number, the class of merchandise being sold, the stockkeeping unit number for the item (SKU number) and the price of the item (See fig. 5) Once these bits of information were entered into the register, the sale could be completed, the drawer opened and change returned to the customer if necessary. Immediate credit information was available. Credit card numbers could be traced immediately and information relayed to the register on whether to complete the transaction. Up to the minute sales reports, by department could be generated at any time at Head Office. Staff in the customer service area supported the store's transactions. They were responsible for opening up each register each day. Sales associates would log in and out upon arrival to work and on finishing the day. Customer service staff was responsible to tally all cash and charges and check for any discrepancies. The money and the charge slips were taken to the registers by a sales associate and returned to the credit office in the evening by a sales associate. The sales managers verified them before being turned in to the customer service office.

The customer service department also handled some customer satisfaction issues through a service window. Customer service was a vital centre for the stores transactions.

MANAGING AND CONTROLLING THE INVENTORY

Providing merchandise for the store was the responsibility of merchandising staff located at Head Office. The buyers determined how much merchandise was to be purchased, when the merchandise was to be delivered, and for what price the merchandise would sell. Most items were fashion sensitive, with lead times between ordering and receiving of 6 to 12 months. Thus, a buyer often had to make decisions months in advance of what would actually sell during a particular season. If the buyer bought the wrong merchandise or ordered too much, the store's sales and profits suffered. If the buyer erred on the other side and did not order enough merchandise, the store lost potential revenue. The buying decision was thus a very important one, but one that was essentially outside the control of the branch store in Paris.

“Without involvement, there is no commitment! Our staff cannot accept the ‘wise guys’ approach to merchandising decisions. Our sales associates are in touch with the customers and we’re ignoring them” Mr. Saunier was really disturbing the other board members who were not pleasantly amused with his theatrics this morning.

The new computer system, called IMIS (Integrated Merchandise Information System), was a key resource that helped relieve the store of its past labour intensive burden of recordkeeping. IMIS kept up-to-the minute track of every item in stock at all of the company's stores, including such information as the quantity on hand or on order, sales, returns, price changes, and transfers to other stores or returns to the vendor.

Even automatic reordering of merchandise was possible, with the system to maintain inventories within a minimum-to-maximum range that was prearranged by the buyer and the Store Manager. This last function however was not yet up and running and the buyers assumed responsibility for reordering.

RECEIVING

All items received at the store were sent from Le Chic's Distribution Centre just outside Paris. Le Grande owned over 50 delivery trucks to supply all their stores in France from three strategically located distribution centres, with merchandise. There, all items were checked, sorted, priced and marked. Deliveries to the Paris Store were made early morning. The receiving crew started work at 6.00 in the morning and delivered all of the merchandise that was received that morning to the floor by 9.00. Several checks were made of the merchandise received to ensure that the merchandise received and accounted for was what was expected and had, in fact arrived. No deliveries ran on Sunday.

Each truck was physically sealed and the number on the metal seal had to match the manifest that accompanied the shipment. **(See Fig. 6)** Each group of boxes or "Hampers" was accompanied by a movement tag **(See Fig. 7)**. The tag indicated the store department to receive the merchandise, the purchase order number, the hamper number, and the seal number. The movement tags came in triplicate; the white stayed with the hamper or box, yellow tags were kept by the receiving store and the pink tags were kept by the service building.

The merchandise moved out to the floor was accompanied by the white tags and the paperwork on the purchase, typically the purchase order. The paper work was then stamped "Received" by the Sales manager and Sales associates in each department. The stock was then displayed in the appropriate place in the department.

All records of inventory received were kept in a journal room. The journal room was also next to the office of the inventory controller and the mailboxes for all the supervisory personnel. It was the nerve centre for processing the merchandise paperwork for inventory.

"Do we really need all these impossible controls? We must concentrate our efforts on selling the.... products and not on all this useless control"

Mr. Saunier raved on. He was clearly losing control of himself, which was reflected in his choice of words.

Mr. Lesoux, one of the senior directors was reaching his limit of patience and tolerance, however constrained his emotions and jotted down a few points while Mr. Saunier carried on.

VARIATIONS ON THE STANDARD RECEIPT OF MATERIAL

Although most of the merchandise received at the store followed the standard procedure, there were a number of errors and changes that had to be recorded. These errors and changes were generally kept on the computer, although some hard-copy “books” were kept as well.

1. Interstore Transfers (see Fig.8)
2. Errors in shipment
3. Report of changes in retail price
4. Merchandise transfer

The sales managers and the inventory controller also kept track of price changes. **Fig. 9** offers an example of a price change document.

It was the store’s policy not to transfer items between stores or back to the service building unless the value of the transfer justified the expense. It had to be worth over 1000 Euros.

Exceptions to this rule included: Vendor returns, damaged goods and alterations.

Shipping of this merchandise involved the same care and controls that were shown for the receipt of the merchandise.

EVALUATING THE STORE'S PERFORMANCE

The store was evaluated as a profit centre. The profit plan involved the determination of sales for each department and a calculation of the proposed selling cost.

At "Le Chic" they are working to make their pricing simpler so the customer can more easily see and understand the value she is receiving - eliminating where they can percentage discounts, on top of clearance mark-downs, on top of coupons.

The merchandising arm of the company forecast the sales for each department. They had to analyse sales trends for the store as a whole and any trends for individual areas within the store. Stock levels were planned for each department and were adjusted seasonally. Separate plans were developed for increased inventory, increased promotional activity, and additional personnel to achieve a substantially larger than normal increase in volume. There were daily, weekly and monthly reports that monitored the progress of these departments and any variances from the projected sales and profit plan. **(See Table 4 for sample of inventory report of a few selected items)**

Mr. Saunier concluded his infamous speech by criticising the forecasting techniques being used.

"It's always wrong. We either get too much merchandise that cannot sell or too little and run dry. This is the fashion world, gentlemen, and past sales don't tell us anything about the future. We can serve our customers well only if our buying jobs are right. You cannot sell if you haven't ordered wanted goods into your store"

Because fashion can be so fickle and people's tastes can change so abruptly, it is important for the store to monitor sales and costs on a continual basis. **(See sample monthly forecast for selected items in Table 5)**

There were daily, weekly, and monthly reports that monitored the progress of these departments and any variances from the projected sales and profit plan.

Mr. Lesoux stood up.

“It’s my turn now. Mr. Saunier, I am grateful that you have had the courage to highlight some shortcomings in our organisation. I do not personally agree with you on most of the points you rose.

We must more clearly communicate with our customers so they fully understand what our stores have to offer. We must draw the customer into our doors to see how we have reinvented ourselves and made shopping more exciting and appealing. Concurrently, we are testing ways to generate greater results from our significant investment in advertising and sales promotion. However I suggest that we take an objective approach on the matter. I am asking you to hire an Operations Management consultant to spend two months with you in the store. I want a report with any recommendations as soon as the assignment is complete. Of course the cost is to be absorbed by your profit centre but your return should well compensate that. I am sure that the fine gentlemen in this room would agree”

No-one ever contradicted Mr. Lesoux. All nodded in favour. The board meeting was over.

Mr. Saunier, worried that he had gone too far, rushed back to his office to look up names of some of the best consultants available.

“Ah! This is the person I’ll bring over no matter what it costs.”

He sat down at his laptop and sent an e-mail message.

		Customer Service Time
Shop Description	Rank 2003	Average (Mins)
Designer Sportswear	3	20
Fragrances	1	15
Cosmetics	1	25
Career sportswear	2	13
Active sportswear	3	10
Jewellery	2	18
Handbags	4	10
Accessories	3	8
Bodywear	3	7
Hosiery	4	12
Travel Accessories	4	9
Juniors	3	10
Mens designer sportswear	2	15
Mens furnishing	4	12
Young Mens	3	16
Furs	5	24
Dresses	3	32
Petites	3	14

Table 1. Ranks for the year 2003 & Average Customer Service Time

Shop Description	Rank	Customer Service Time Average (Mins)
Coats	2	23
TV & Electronics	1	36
Rugs / Lamps / Bedding	5	23
Linens	4	18
Infants	2	13
Girls	3	17
Boys	3	12
Housewares	4	9
Bridal registry	2	45
Tabletop	3	17
China / silver	4	23
Today's woman	3	15
Fine Foods	5	11
Stationery Luggage	5	6
Gifts	3	7
Lingerie	1	16

Table 1. (cont) Ranks for the year 2003 & Average Customer Service Time

<i>Time</i>	MON IN	MON OUT	TUE IN	TUE OUT	WED IN	WED OUT	THU IN	THU OUT	FRI IN	FRI OUT	SAT IN	SAT OUT	SUN IN	SUN OUT
1000	300	280	285	270	350	300	320	300	280	250	350	250	0	0
1100	400	360	380	360	430	400	380	350	320	300	380	300	0	0
1200	600	580	550	570	600	560	480	480	390	350	450	400	100	60
1300	350	380	400	385	650	600	570	600	450	430	500	480	250	220
1400	300	320	420	415	620	680	650	600	400	460	650	650	200	180
1500	450	420	420	420	540	600	520	460	550	560	600	620	300	320
1600	550	540	500	520	520	530	400	460	420	430	640	700	280	340
1700	530	560	550	530	550	530	300	360	500	480	600	720	120	130
1800	650	600	600	560	650	560	460	400	450	430	630	600	0	0
1900	425	500	400	465	540	540	500	540	400	450	520	500	0	0
2000	300	290	270	250	450	480	600	540	350	320	400	430	0	0
2100	200	225	190	210	250	370	300	390	200	250	300	370	0	0

**Table2. Monitoring of Customers entering / leaving the store
(Average figures over 3 months)**

Note: Values in columns represent the number of customers entering / leaving over an hour's duration, except when closing times are included in the time slot.

	<i>North</i>	<i>South</i>	<i>East</i>	<i>West</i>
<i>Entry</i>	45%	25%	10%	20%
<i>Exit</i>	55%	7%	8%	30%

Table 3: Percentage of Customers who enter / exit the Mall Store from the various entrances / exits.

Operations Management- Examination

	Opening Stock	No. of Orders	Closing Stock	Opening Stock	No. of Orders	Closing Stock	Opening Stock	No. of Orders	Closing Stock	Opening Stock	No. of Orders	Closing Stock	Order Qty	Order Cost	Internal Unit cost	Holding Cost
	Sept		Sept	Oct		Oct	Nov		Nov	Dec		Dec		Euros		
Pleuve sweater	230	3	258	258	4	232	232	4	150	150	5	120	100	5	30	0.25xunit cost
Pleuve T-Shirt	560	2	480	480	3	530	530	4	600	600	6	547	300	10	12	0.2xunit cost
Carriere handbag (black)	432	1	400	400	1	395	395	1	431	431	1	438	200	4	18	0.2xunit cost
Tools of the Man-Nails 2cm	10000	5	10457	10457	4	9874	9874	3	9491	9491	5	7609	3000	12	2	0.05xunit cost
FNC-Trousers-Grey	45	3	53	53	3	39	39	4	48	48	4	34	10	3	45	0.3xunit cost
Liz Clichy - Dress-Blue	78	2	82	82	1	76	76	1	71	71	2	74	12	3	34	0.3xunit cost
Liz Clichy - Shoes-Green	124	3	110	110	3	115	115	6	127	127	6	112	25	5	26	0.3xunit cost

Table 4: Inventory report for a sample of selected items (October – December 2003)

	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
	Sept	Sept	Oct	Oct	Nov	Nov	Dec	Dec
FNC- Shirt	900	876	980	967	930	912	1010	994
Pleuve -Belt	220	241	222	250	225	245	230	249
Tools of the Man- Clips	2000	2324	2300	2531	2400	2675	2700	2954
Liz Clichy- scarf	1250	1235	1240	1196	1220	1157	1200	1220

Table 5: Forecast / actual sales of a sample of selected item

Fig.1 Ground Floor Layout

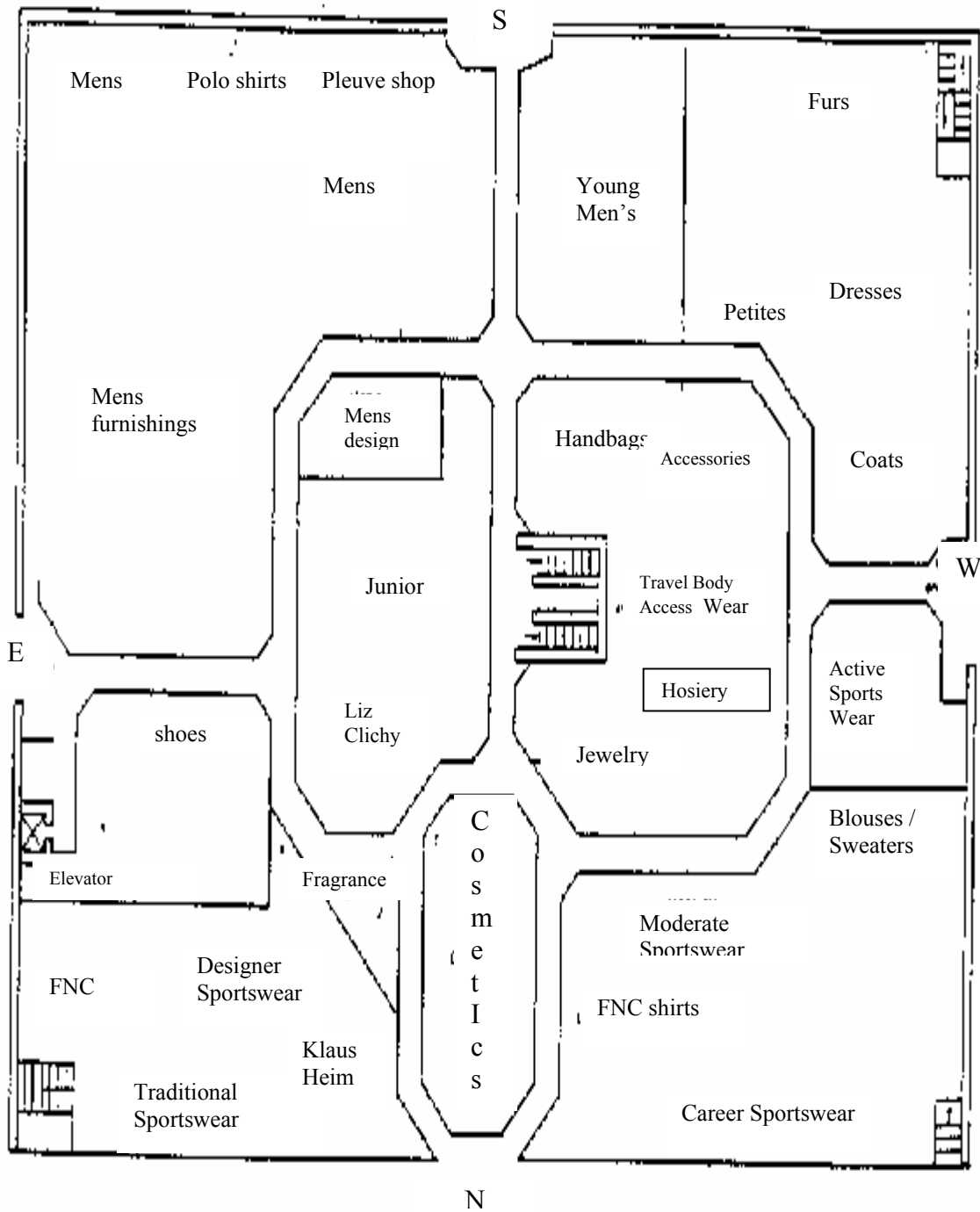


Fig.2 First Floor Layout

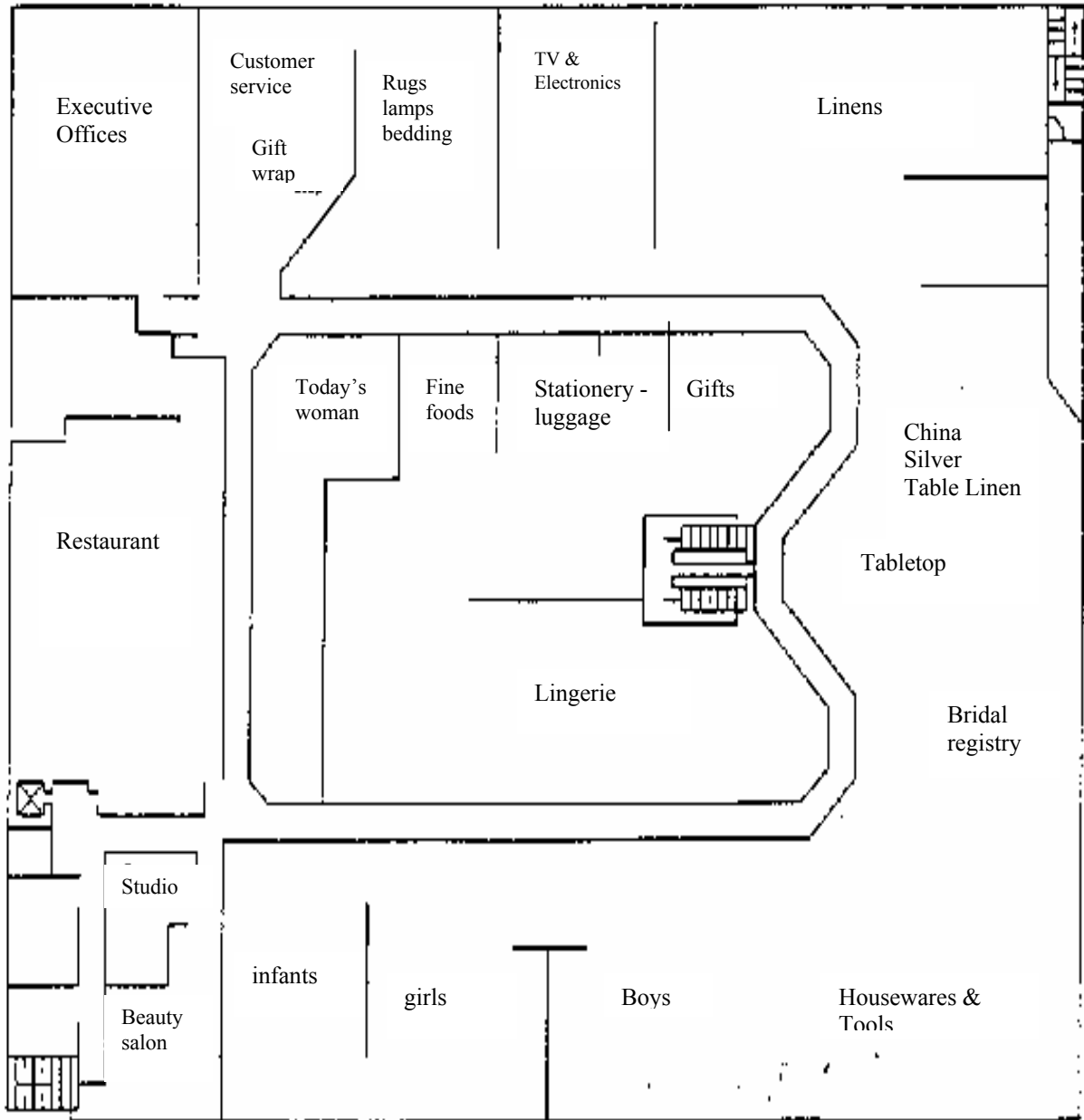


Fig.3 Organisation Chart

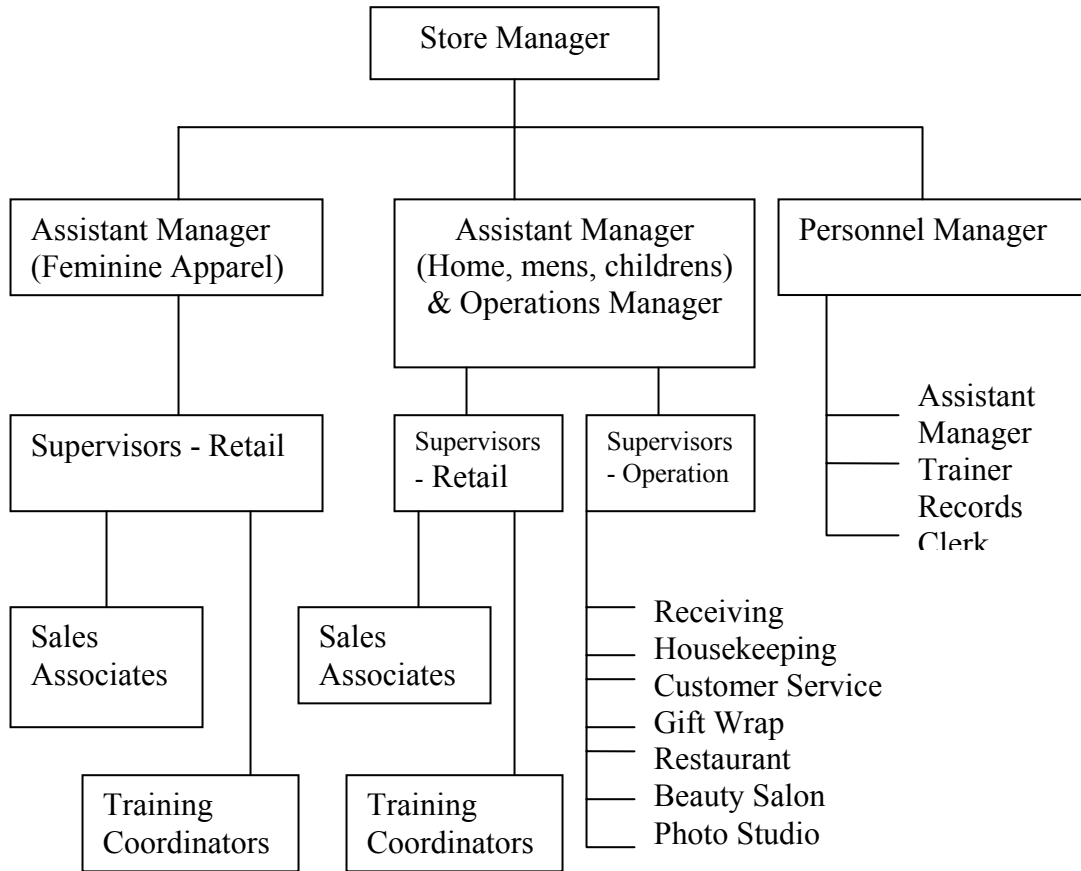


Fig.4. Courtesy Notes sent to Customers by Sales Associates

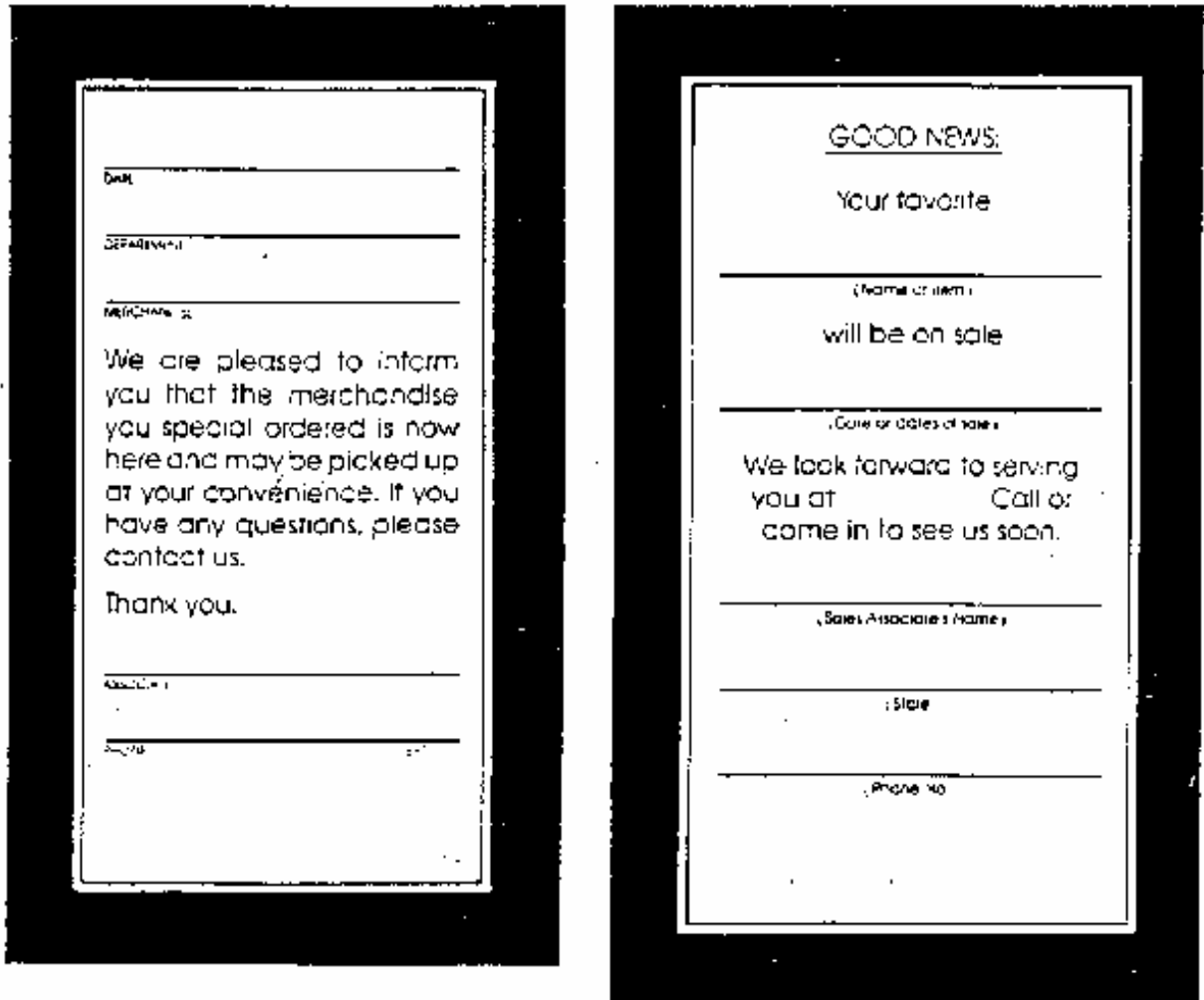


Fig.6 A Shipment Manifest used in Transporting Merchandise

RELAY TRANSFER MANIFEST 292101

DATE		TIME OUT	TIME IN				
DRIVER			SEAL NO.				
FROM		TO	TRUCK NO.				
DISPATCHER			RES. CLERK				
NO.	DEPT.	RECEIVING NO. OR ROSTN. NO.	MANPER NO.	SEAL NO.	NO OF CARTONS	NO. OF UNITS	CTK.
1							
2							
3							
4							
5							
6							
7							
8							
9							

Fig.7 A Movement Tag that accompanies Merchandise Between the Service Centre and the Store

MOVEMENT LABEL			
SERV. BLDG.			
DEPT.	Receiving Apron No.	RTW Pieces	SPECIAL INSTRUCTIONS
			Wheeler Container NO.
			Sent by Location Date

Fig.8 A Transfer Document

INTER-STORE TRANSFER SYSTEM
TRANSFER DOCUMENT

PAGE: 1 OF 2
REPORT DATE: 23/09/97
RUN DATE: 23/09/97

LINE REPORT ID: HNAS0600

E: 22

TRANSFER NO: 10382192 X-REF:
REASON: 26 CENTRAL STX VERSION: SEND-BY DATE: 23/09/97
MSG:

TO	11	99999
STR	11	99999
	11	99999
	111	99999
	111	99999

DESCRIPTION:	CLASS:	PHOR:	STYLE:	*** COLOR *** NUM: USCAPTN:	** SIZE ** M2M: DESC	SSAU/UPC NUM:	MFG/STYLE:	RETAIL:	POST QTY:	SENT QTY:	RCVO QTY:
RTY 5 PC.PL	30	82	1207	0	0	59901524		105.00	1	1	1
RL COVE CUP	50	142	5702	0	0	72479750	5	24.50	1	1	1
RL COVE SAUC	50	142	5703	0	0	72479763	5	12.00	1	1	1
RL COVE SALA	50	142	5704	0	0	72479777	5	17.00	1	1	1
RL COVE AREA	50	142	5705	0	0	72479785	5	32.50	1	1	1
WFOOD CT.ZD	50	709	1708	0	0	59320432		340.00	2	2	2
WFOOD CT.OVA	50	709	1711	0	0	59278142		65.00	1	1	1
WFOOD COURT	50	709	1712	0	0	59287591	1	185.00	1	1	1
WFOOD SCHILO 20 P	50	709	3308	0	0	59320351		278.00	1	1	1
WFOOD 5 PC.PL	50	134	1007	0	0	70968029		198.00	12	12	12
WFOOD 20 PC.S	50	134	1003	0	0	59910868		792.00	2	2	2
WFOOD COMPLET	50	134	1009	0	0	70968037		520.00	1	1	1
WFOOD GRAVY	50	134	1119	0	0	71781364		48.00	1	1	1
WFOOD BROOKE SOHN	50	134	1304	0	0	59623370	1	34.00	4	4	4
WFOOD BROOKE CUP	50	134	1302	0	0	59282026	1	24.00	4	4	4
WFOOD BROOKE SAUC	50	134	1303	0	0	59282093	1	18.00	4	4	4
WFOOD BROOKE OPEN	50	134	1311	0	0	59505874		78.40	1	1	1
WFOOD BROOKE COVE	50	134	1317	0	0	72471342		160.00	1	1	1

Fig.9 A Price Change Worksheet

BATCH REPORT HMMSE411-01 P R I C E C H A N G E
 DIVISION: BOYLE 27-TABLE TOP
 DEPT 7521 PC NUMBER 5586503 XREF NUMBER XREF TYPE REASON 12
 COUNTED BY J. Kato DATE 08/30/88
 MESSAGE: NORITAKE PRICE INCREASE - PATTERN EDGewater

DESCRIPTION	CLASS	FRM TO	VENDOR	STYLE
		SEA SEA	NAME	NUM NUM NU
5PC.PLSETTING	50		NORITAKE CO I	142 6207
DINNER III	50		NORITAKE CO I	142 6201
CUP III	50		NORITAKE CO I	142 6202
SAUCER I	50		NORITAKE CO I	142 6203
SALAD II	50		NORITAKE CO I	142 6204
B&B II	50		NORITAKE CO I	142 6205
14IN PLATTER	50		NORITAKE CO I	142 6212
SLGAR	50		NORITAKE CO I	142 6213
CREAMER	50		NORITAKE CO I	142 6214
20 PC.SET	50		NORITAKE CO I	142 6208
5PC.COMPLETER	50		NORITAKE CO I	142 6209

W O R K S H E E T DATE 20/11/97 PAGE 1 OF 1
 STORE: 19
 PC TYPE EFFECTIVE DATE CANCEL DATE REPRINT
30/11/97
 MARKED/APPROVED BY _____ DATE ____/____/____

COLOR	SIZE	UOM	OLD	NEW	C	QUANTITY
M	DESCRPTN	DESC	RETAIL	RETAIL	R	SEAS TXT HRXD LH IT
		EA	77.50	81.50		0 01
		EA	24.50	25.50		3 02
		EA	23.50	24.50		3 03
		EA	11.50	12.00		1 04
		EA	16.30	17.00		2 05
		EA	12.00	12.50		2 06
		EA	95.00	100.00		0 07
		EA	54.00	55.00		1 08
		EA	35.50	37.00		1 09
		EA	310.00	325.00		1 10
		EA	249.50	257.00		1 11
QUANTITY TOTALS:						<u>11</u>