# Oracle® Retail Assortment Planning Cloud Service User Guide





Oracle Retail Assortment Planning Cloud Service User Guide, Release 25.2.301.0

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# **Preface**

This document describes the Oracle Retail Assortment Planning Cloud Service user interface. It provides step-by-step instructions to complete most tasks that can be performed through the user interface.

# **Audience**

This document is for users of Oracle Retail Assortment Planning Cloud Service.

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boldface	Boldface type indicates graphical user interface elements associated with an action, or terms defined in text or the glossary.
italic	Italic type indicates book titles, emphasis, or placeholder variables for which you supply particular values.
monospace	Monospace type indicates commands within a paragraph, URLs, code in examples, text that appears on the screen, or text that you enter.



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# Introduction

Assortment Planning is the strategic cornerstone of retail, ensuring the perfect mix of products to meet customer demand while maximizing profitability. It's about balancing breadth and depth of offerings, tailored to specific channels, locations, and timeframes. The Assortment Planning Cloud Service solution (APCS) revolutionizes this process by leveraging Al-driven insights, advanced analytics, and historical data to optimize inventory decisions for both Long Life Cycle (LLC) and Short Life Cycle (SLC) products.

At its core, APCS is powered by these two key components:

### **Assortment Strategy**

- The strategic engine that analyzes historical performance to identify trends, uncover missed opportunities, and provide actionable insights for future planning.
- It optimizes assortments by determining the ideal number of options (SKUs), recommending key attributes (for example, color, size, or material), and tailoring offerings to specific store groups, demographics, and localized demand.
- For LLC products, it ensures a steady, profitable mix that aligns with long-term customer preferences.
- For SLC products, it identifies fast-moving trends and ensures quick-turn items are stocked optimally to capitalize on their brief market presence.

### **Assortment Fit**

- A data-driven module that guides buyers and analysts in curating assortments for specific seasons, product categories, and store clusters.
- It fine-tunes selections based on localized demand, trends, and customer preferences, ensuring every store carries products that drive engagement and sales.
- Whether for LLC or SLC products, Assortment Fit ensures inventory is aligned with realtime market dynamics.

Additionally, the Item Flow Workflow addresses the unique challenges of SLC products, providing precise weekly sales and receipt planning. It supports both Single Drop and Multiple Drop strategies, using predefined sales curves and receipt parameters to optimize inventory and maximize opportunities for short-lived items.

### Key features of APCS include:

- Historical Analysis & Optimization: Identifies lost opportunities and provides insights to improve future planning for both LLC and SLC products.
- Al-Driven Recommendations: Automates suggestions for product attributes and option counts, ensuring assortments are customer-centric
- Localized Assortments: Tailors offerings to regional demand, demographics, and storespecific performance.
- Dynamic Planning for SLC Products: Ensures precise weekly sales and receipt planning for short-lived items.



By integrating Assortment Strategy, Assortment Fit, and Item Flow Workflow, APCS empowers retailers to deliver curated, customer-focused assortments that drive sales, reduce waste, and capitalize on market trends. It is not just about managing products—it is about crafting experiences that resonate with customers and deliver unparalleled success.

In essence, Assortment Planning with APCS is where data meets intuition, transforming retail strategy into a dynamic, responsive, and profitable endeavor. Whether for long-lasting staples or short-lived trends, APCS ensures every decision is informed, every assortment is optimized, and every opportunity is seized.

Assortment Planning Cloud Service leverages the features of the powerful Oracle Retail Predictive Application Server Cloud Edition (RPASCE) platform, including AI Foundation recommended forecasts, assortments, visual planning, and alert management, and a powerful Oracle Data Visualization tool to slice and dice data and merge data for various levels of audiences in the organization, providing the platform to draw insights and make correct decisions.

### ① Note

Data Visualization reports are available out-of-the-box for the AP application. These reports allow you to analyze KPIs visually leveraging the best reporting capabilities Oracle offers. The reports provided out-of-the-box are expected to serve as a starting point for users. You can then further build required reports tailored to their specific needs. These out-of-the-box reports are included as part of the OAS catalogue. To access the reports, navigate to the Shared folder, then the AI Foundation folder and finally the AP folder.

Within the AP reports, you can view following visualizations:

- Product Attribute Overview
- Sales Review
- Top 10 Items
- Sales Analysis by District
- Location Analysis

# **Assortment Planning Cloud Service Benefits**

Assortment Planning Cloud Service provides the following benefits:

- Optimized Product Mix: Delivers the right breadth and depth of products, tailored to customer demand and trends.
- Data-Driven Insights: Leverages historical data and AI to identify trends, uncover missed opportunities, and refine future assortments.
- Localized Assortments: Tailors offerings to specific store groups, demographics, and regional preferences for maximum engagement.
- Inventory Efficiency: Minimizes excess stock and reduces waste by aligning inventory with demand for both Long Life Cycle (LLC) and Short Life Cycle (SLC) products.
- Trend Capitalization: Quickly identifies and responds to fast-moving trends, ensuring SLC products are optimally stocked.



- Profitability Maximization: Balances variety and efficiency to drive sales and improve margins.
- Automated Recommendations: Provides AI-driven suggestions for product attributes, option counts, and sales.
- Dynamic Planning: Supports both LLC and SLC products with flexible workflows, including precise planning for short-lived items.
- Actionable Analytics: Offers clear insights and targets for buyers and analysts to make informed decisions.
- Scalability & Flexibility: Adapts to evolving business needs, ensuring retailers stay ahead in a competitive market.

In short, APCS transforms assortment planning into a strategic, data-powered process that drives sales, enhances customer satisfaction, and maximizes profitability.

# **User Roles**

These two user roles are provided.

### **Planner**

The intended business user of Assortment Planning Cloud Service is an Assortment Planner. Some organizations may call this person a Buyer. The role is responsible for creating an assortment, along with sales and receipt plans, that meet the strategy and financial targets set by the retailer to meet holistic financial goals.

Once the Assortment Planning process is completed, the user can plan the execution of that assortment plan with a weekly sales and receipt plan by item and location cluster.

### **Planning Administrator**

The Planning Administrator role performs periodic administrative steps that drive some of the critical parts of the Assortment and Item Flow process. Several tasks that must be completed by the Planning Administrator before the Assortment Planner may begin their tasks.

# **Assortment Planning Versions**

The following table lists the commonly used versions.

Version	Description
WP	Working Plan
СР	Current Plan
LY	Last Year
Ly Optz	Last Year Optimized
Rec	Recommended
AF	Assortment Fit
IF	Item Flow
TGT	Target



# Base Intersection of Data

The following table lists the base intersection of data.

Hierarchy	Base Level
Product	Style-Color
Calendar	Assortment Period in Assortment Planning, Week in Item Flow
Location	Cluster for both Assortment and Item Flow Store for Location Clustering

# AP Cloud Service Dashboard

The Dashboard is a graphical user interface that provides an at-glance view of Key performance indicators of a business. As soon as you log in to the application, you are welcomed by the dashboard that briefs you about the health of the business, KPIs, and key items for each product category. The dashboard provides key statistics at your fingertips. You can use the dashboard to quickly analyze the health of the business, make note of your topranked and low-ranked items, review any alerts, and launch the affected workbooks directly to investigate the alert scenarios and resolve the alerts.

Different KPIs are important for different planners and are based on the product you are working on. If planner A wants to review trends by Gross Margin, planner B would want to review trends by Sell Thru and so on. Hence, the flexibility to select the required metrics is given to you before your online day ends so that the overnight batch picks up the parameters set to realign the dashboard to begin the next online day.

You are expected to set the KPIs to review the dashboard from the Dashboard Parameters view that is available from **Assortment Services** and then **Planning Services**.

The dashboard is laid out in these three sections:

- <u>Tiles</u>
- Charts
- Recent Plans

# Tiles

Tiles are displayed across the top of the screen and contain the measures/metric data. Located above the tiles, drop-down lists control the profile of tiles and segment of data represented in the tiles and the following chart.

The arrow beneath a tile indicates what is displayed in the chart area in more detail. Clicking on a different tile will refresh the data in the chart area below and put the arrow under the clicked tile.

There are various styles of tiles-variance and informational:

Variance

A variance tile shows the divergence of value between one metric with two other related metrics.

Informational

An informational tile displays the existing measure data.



Figure 2-1 Variance Tiles



The color and icon of a tile give a visual indicator of the state or health of the metrics in the tile. In <u>Figure 2–1</u>, WP Sales R displays a problem icon (red octagon) because the working plan sales value is 2.4% below Last Year sales. An informational tile is always blue indicating no problem, because it is simply showing data, not a comparison.

# Adding a New Tile

To add a new tile from a predefined pool, click **Add** on the right-hand side of the tile carousel (some scrolling may be required). This brings up a dialog showing all the available metric tiles. Select the desired tile and then click **Ok**. The tile is added to the tile carousel.

Figure 2-2 Add New Measure Tile



# Changing the Tile Order

To change the order in which tiles are displayed, click **Edit Dashboard**. Each tile now shows a drag bar at the bottom of the tile. Drag the tile to the place you want it on the carousel and drop it.

Figure 2-3 Change Tile Order





# Removing a Tile

Each tile now shows a delete button in the upper right corner. To remove a tile, click **Delete**. The tile is removed and placed back into the list of available tiles.

Figure 2-4 Removing a Measure Tile



# Charts

Selecting a tile displays detailed information in the chart area for the measures contained in the tile. The information is presented with time on the horizontal axis and the measure value on the vertical axis.

The drop-down lists, displayed above the tiles, control the profile of tiles and segment of data represented in the tiles and, therefore, the chart area.

The arrow beneath a tile indicates what is displayed in the chart area in more detail. Clicking a different tile refreshes the data in the chart area below and puts the arrow under the clicked tile.

# Time Horizon and Scale

The time horizon used to calculate the metric of each tile can be changed either in the dropdown list selection above the tiles or by dragging the time horizon window at the bottom of the chart.

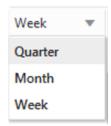
Figure 2-5 Time Horizon Window



The scale of the horizontal axis (the calendar) can drastically change the shape of the data. You can change the scale of the chart to get more detail or to smooth fluctuations and more easily spot trends. To do this, select the time scale from the drop-down list at the top right corner of the chart.



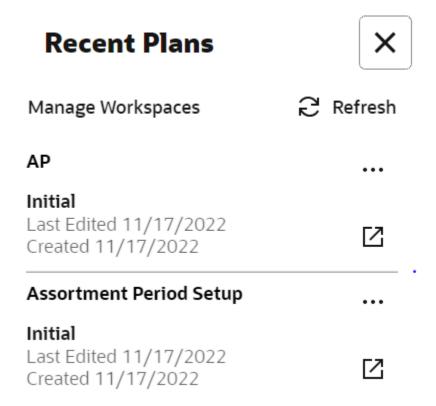
Figure 2-6 Time Scale



# **Recent Plans**

Recent Plans is a list of the most recently built plan segments. Choose a segment from the Recent Plan section in the top right of the screen to open the workspace without having to rebuild the segment using the selection wizards. Click **Refresh** to update the list with the most recent plans.

Figure 2-7 Recent Plans



# **Dashboard Profiles**

The Dashboard Profiles view includes a list of dashboard profiles, which group metrics or Key Performance Indicators (KPIs) relevant to specific business roles and objectives. In Assortment Planning Cloud Services, the available dashboard profiles is the Administration Dashboard. This profile is common across all RPAS Cloud Edition applications and provides administrative



insights and controls. Assortment Fit Dashboard Displays a summary and graphical view of KPIs such as:

- AF Wp Sales U
- AF Wp Sales R
- AF Cp Sales U
- AF Cp Sales R

Item Flow Dashboard Presents graphical views of KPIs including:

- IF Wp Sales U
- IF Wp Sales R
- IF Cp Sales U
- IF Cp Sales R

Each dashboard profile helps users focus on the performance indicators most relevant to their planning tasks and business goals.

# **Planning Administration**

The Planning Administration task is used to map last year weeks to current year weeks, set up product and location attributes, assign strategy weights for location clustering, define size profiles, map stores to warehouse, set Dashboard parameters, and export setup.

# Create the Planning Administration Segment

To create the Planning Administration segment:

- Click Assortment Services in the Task menu. Then, click the Planning Administration activity and then the Planning Administration task.
- 2. The dialog to create New Plan opens. Click Create New Plan.
- 3. Enter a descriptive Plan Label in the text field. Click Ok.
- In Select Product, select one or multiple departments and click Finish.
   The Planning Administration segment is built.

# Step 1: Week Mapping

The Week Mapping step is used to assign and validate last year's weekly mapping. By default, a loaded file maps last year's weeks on a one-to-one basis. Situations that may require a weekly mapping shift are 53 week years and major holidays that change by weeks and/or months every year. Shifting a holiday week using mapping allows the business to compare last year's holiday sales that may have happened in a different fiscal week to the week that they will occur in this year.

The step to complete this process:

Confirm and modify if necessary, the week mapping.

### Tab and View in this Step:

- Week Mapping Tab:
  - Week Mapping View

# Week Mapping Tab

This tab is used to review and update the week mapping of this year to last year's weeks.

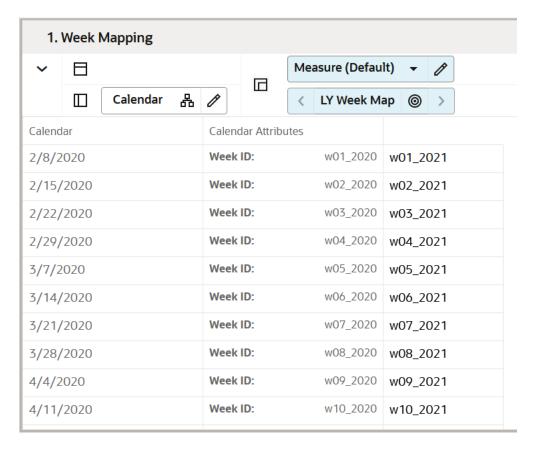
# Week Mapping View

The Week Mapping view facilitates the alignment of weeks from the current year with corresponding weeks from the previous year. By default, weeks are mapped congruently—for instance, Week 1 of last year is paired with Week 1 of this year, and so on. However, users can manually adjust this mapping to address specific scenarios, such as years with 53-weeks or shifting holiday periods, ensuring accurate year-over-year comparisons and trend analysis.



This flexibility allows businesses to maintain consistency in their planning and forecasting processes, even when fiscal calendars vary.

Figure 3-1 Week Mapping View



# Step 2: Product Setup

The Product Setup step is used to view and define attribute values, assign the attributes to each category, and assign the attribute value for each item. The Administrator can map the product attributes, set the Dashboard parameters, set the card view attribute and images, and set the base unit price/cost of the placeholder products.

### Tab and Views in this Step:

- Product Setup Tab:
  - Define Product Attributes View
  - Select Product Attributes View
  - Assign Product Attribute View
  - Color Attribute Identifier View
  - Define Card View Attribute View
  - Define Attribute Image View
  - Base Unit/Price Cost View



# **Product Setup Tab**

This tab is used to select and set up attributes of a product.

### Define Product Attributes View

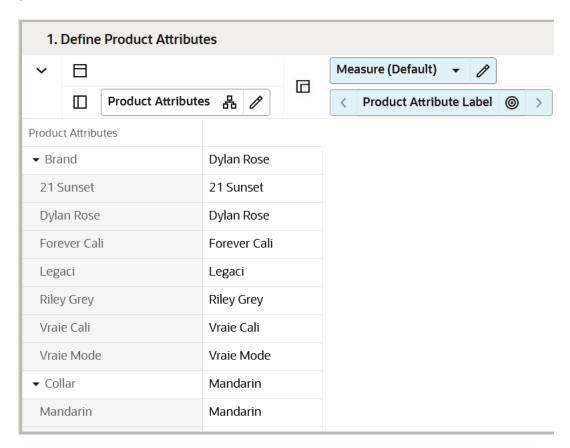
The Define Product Attributes view is used to view attributes and attribute values that can be used to distinguish items in an assortment based on the features. Example attributes are brand, size, product type, and color which can be used to facilitate planning, measuring, and efficiently managing a category's business. It also allows the creation of new attribute values.

To add a new attribute value, right-click a Product Attribute Value position and use the Add Positions option (Placeholder Maintenance functionality) to maintain new product attribute values (attribute value) mapping to a product attribute name (attribute name).

If attributes need to be updated for an existing item, the best practice is to update them in the source system.

For information on what is exported using the OAT process, see the *Oracle Retail Assortment Planning Cloud Service Implementation Guide*.

Figure 3-2 Define Product Attributes View



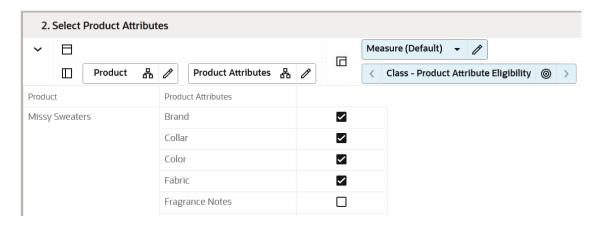
### Select Product Attributes View

The Select Product Attributes view is used to maintain the mapping of attribute names to a product category. Depending on the settings selected, different attributes and their respective



attribute values are made available for different product categories for display. For example, an attribute Sleeve length may apply to the Sweaters product category but may not apply to the Trousers product category.

Figure 3-3 Select Product Attributes View

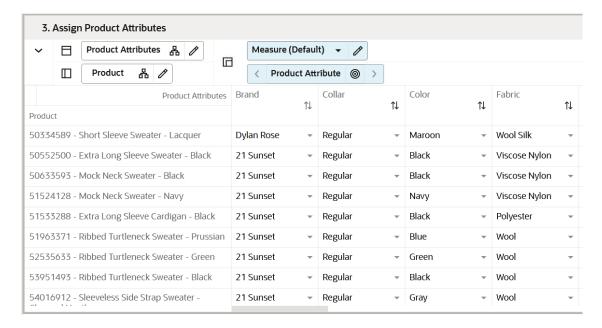


# Assign Product Attribute View

The Assign Product Attributes view is used to update the attribute values mapping to a placeholder item. While the Administrator is allowed to make changes to an existing item's attributes in this view, those changes will not be sent back to a master data management (MDM) system such as the Oracle Retail Merchandising System (RMS), which is the system of record for product attribute information.

If a change is made to an existing item here, it will need to be communicated back to the source system. A new Product attribute of Product Type is added to the current list of attributes that will mark an item as a basic/continuous item or a seasonal item to enable you to follow a simplified workflow for basic items and focus more on seasonal items every assortment period.

Figure 3-4 Assign Product Attributes View

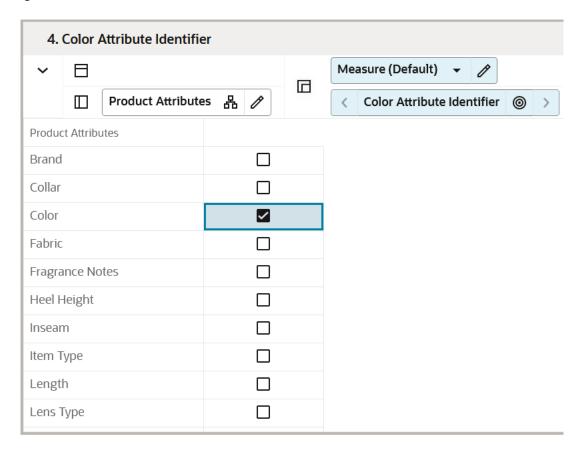




### Color Attribute Identifier View

The Color Attribute Identifier view is used to validate the mapping of Color Attributes to the respective measures.

Figure 3-5 Color Attribute Identifier View



### Define Card View Attribute View

The Define Card View Attribute view is used to define the specific attribute that needs to be used in the Assorted Card view that displays in the Plan Assortment - Visual view of the Recommend Assortment step of the Recommend Assortment Workspace. Also, the Planning Administrator can specify the attribute to be used in the Available Options view that displays in the Assorted Options- Visual view of the Plan Assortment step of the Assortment Planning workspace.



Figure 3-6 Define Card View Attribute View

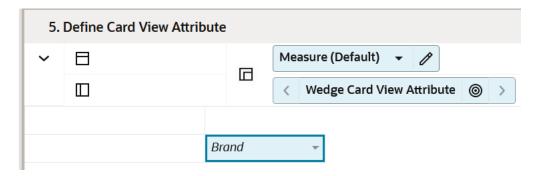
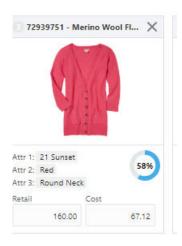


Figure 3-7 Example of Shopping List Card View Attribute



# Define Attribute Image View

The Define Attributes Image view is used to assign the image for Product Attributes.

For additional information on managing images, see the *View and Manage Images* section in the *Oracle Retail Predictive Application Server Cloud Edition User Guide*.

### Base Unit/Price Cost View

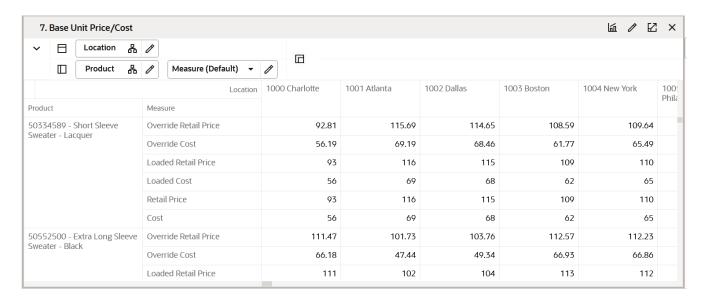
The Base Unit Price/Cost view is used to set the price and cost of placeholder items.

If all locations have the same retail and cost for the placeholder item, rollup the location hierarchy to All Locations.

While the Planning Administrator is allowed to make changes to an existing item's unit retail price or cost in this view, those changes will not be sent back to a Master Data Management (MDM) system such as the Oracle Retail Merchandise Financial Planning Cloud Service (RMFCS), which is the system of record for product pricing information. If a change is made to an existing item here, it will need to be communicated back to the source system.



Figure 3-8 Base Unit/Price Cost View



# Step 3: Location Setup

Use the Location Setup step to view and define location attribute values, assign the values to each location, enable active locations for use in segments, assign Like Locations, enter space information for each location, define fixture capacity, assign fixtures to location, define size profiles, set location cluster strategies, and map warehouses to stores.

The Location Setup step centralizes the configuration of location-specific data, enabling users to define and assign attribute values to each location, activate them for segment use, and group similar locations (Like Locations). It also facilitates setting location cluster strategies, and mapping warehouses to stores. This comprehensive setup ensures accurate localization of assortments and aligns inventory with store-specific needs, supporting precise and tailored planning across all locations.

### Tabs and Views in this Step:

- Attribute Setup Tab:
  - Define Location Attributes View
  - Assign Location Attributes View
- Location Strategy Tab:
  - Define Location Info View
  - Department Location Exclusion View
  - Cluster Strategy Weight Setup View
  - Warehouse Mapping View

# Attribute Setup Tab

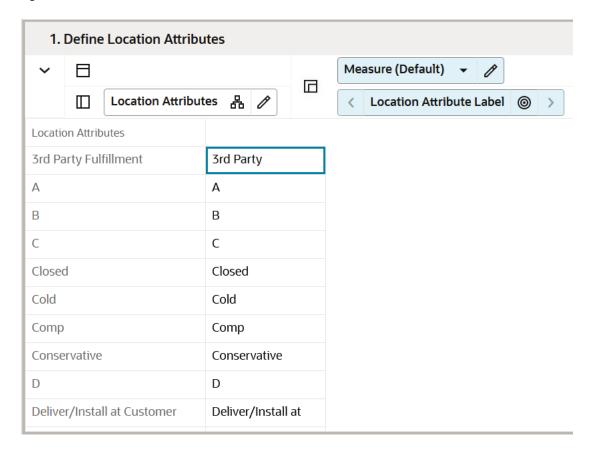
This tab is used to view and assign the location attributes and their values.



### **Define Location Attributes View**

The Define Location Attributes view is used to view location attributes and their values that can be used to distinguish and group locations for clustering purposes.

Figure 3-9 Define Location Attributes View



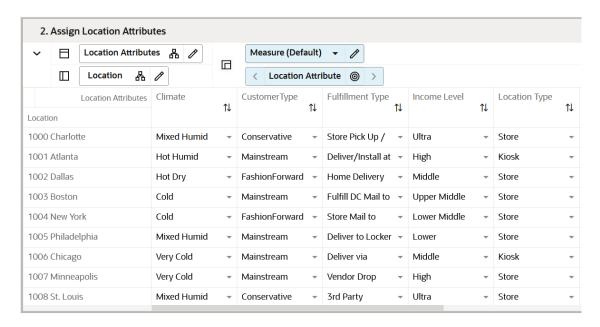
# Assign Location Attributes View

The Assign Location Attributes view is used to maintain the mapping of attribute values to a store. The location attributes are available to you in the Location Clustering segment.

While the Administrator is allowed to make changes to an existing attribute in this view, those changes will not be sent back to a master data management (MDM) system such as Oracle Retail Merchandising System (RMS), which is the system of record for location attribute information. If a change is made to an existing location here, it needs to be communicated back to the source system.



Figure 3-10 Assign Location Attributes View



# **Location Strategy Tab**

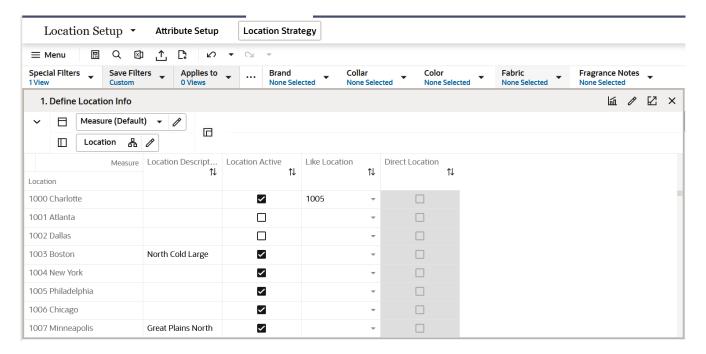
This tab is used to enter location information, define size profiles, cluster strategy weight setup, and warehouse mappings to locations.

### **Define Location Info View**

The Define Location Info view is used to enter location descriptions, enable active locations, disable inactive locations, assign like locations, or indicate direct locations (online versus physical stores).



Figure 3-11 Define Location Info View



# Department Location Exclusion View

The Department Location Exclusion view uses a check mark for the selected stores of each department which should be excluded from the clustering process. Exclusions occur for various business reasons such as, not all merchandise is sold for all stores of a cluster.



3. Department Location Exclusion  $\Box$ Product Measure (Default) Location 욞 WP Dept Location Eligibility 0 Missy Product 1↓ Location 1000 Charlotte ~ ~ 1001 Atlanta ~ 1002 Dallas ~ 1003 Boston ~ 1004 New York 1005 Philadelphia ~ ~ 1006 Chicago 1007 Minneapolis ~

Figure 3-12 Department Location Exclusion View

# Cluster Strategy Weight Setup View

The Cluster Strategy Weight Setup view is used to enter the corporate-defined weights that correspond to each clustering strategy. The analysis and determination of strategy weights is expected to occur outside of the Assortment Planning solution, with the results available and visible within Assortment Planning to drive assortments that meet corporate objectives for each category. If desired, the Administrator may set up more clustering strategies using the Placeholder Maintenance functionality.

Figure 3-13 Cluster Strategy Weight Setup View

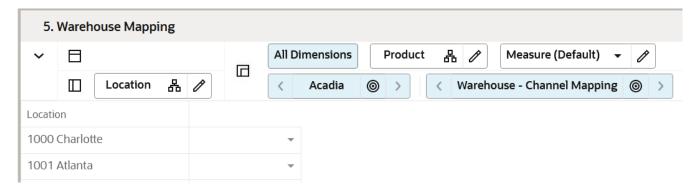




# Warehouse Mapping View

The Warehouse Mapping view is used to map the corresponding warehouse to each location.

Figure 3-14 Warehouse Mapping View



# Step 4: Batch Setup

The Batch Setup allows the Administrator to control which periods and positions will be exported using the standard exports within OAT. If particular positions are needed or not needed for export, the Administrator can choose that information in this step.

### Tabs and Views in this Step:

- Batch Setup Tab:
  - Export Setup View
  - Batch Setup View

# Batch Setup Tab

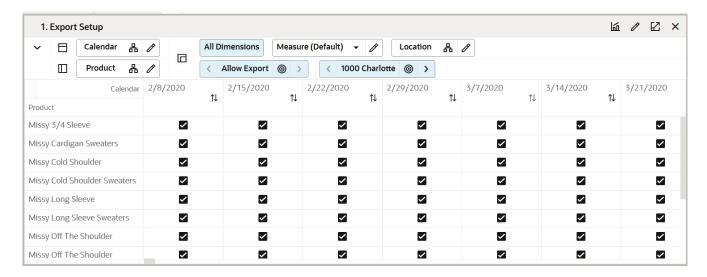
This tab is used to select the positions that should be included when exporting plan data and designate whether elapsed periods should be included when exporting data.

# **Export Setup View**

The Export Setup view is used to select the positions that should be included when exporting plan data.



Figure 3-15 Export Setup View



# **Batch Setup View**

The Batch Setup view is used to designate whether elapsed periods should be included when exporting data to enable integration with Oracle Retail Merchandising Foundation Cloud Service (RMFCS).

# Validate Loaded Data

The Validate Loaded Data task is used to view loaded historical actuals as well as the loaded Merchandise Financial Planning Plan, Location Plan, and Forecast. This segment is used as a reference point to allow the Administrator to view loaded data to ensure accuracy. This task will generally be used on demand as questions from the business arise about historical or plan data.

# Create the Validate Loaded Data Segment

To create the Validate Loaded Data segment:

- Click Assortment Services in the Task menu. Then, click the Planning Administration activity and then the Validate Loaded Data task.
- 2. The dialog to create New Plan opens. Click Create New Plan.
- 3. In Select Calendar, select the time periods to be included in the segment and click Next.
- 4. In Select Location, select the channels to be included and click Next.
- In Select Product, select one or multiple departments and click Finish.
   The Planning Administration segment is built.

# Step 1: Actuals

The step to complete this process:

Review actual data as necessary.

### Tab and View in this Step:

- Actuals Tab:
  - TY Version View

### **Actuals Tab**

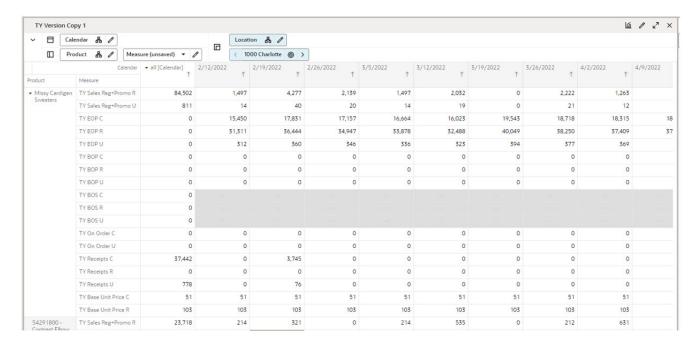
This tab is used to review actuals data.

### TY Version View

This view allows you to review actual data.



### Figure 4-1 TY Version View



# Step 2: MFP & Loc Plan

This step allows you to Review MFP loaded data as necessary. You can also Review Location Plan loaded data as necessary:

- If a Location Plan is not available, the MFP CP view displays the MFP Current Plan by Subclass spread to Location using last year's location sales' proportionality.
- If a Location Plan is available, the MFP CP view displays the MFP Current Plan by Subclass spread to Location using the Location Plan CP sales' proportionality.

### Tab and Views in this Step:

- MFP Plan Tab:
  - Loaded MFP View
  - Forecast View

# MFP Plan Tab

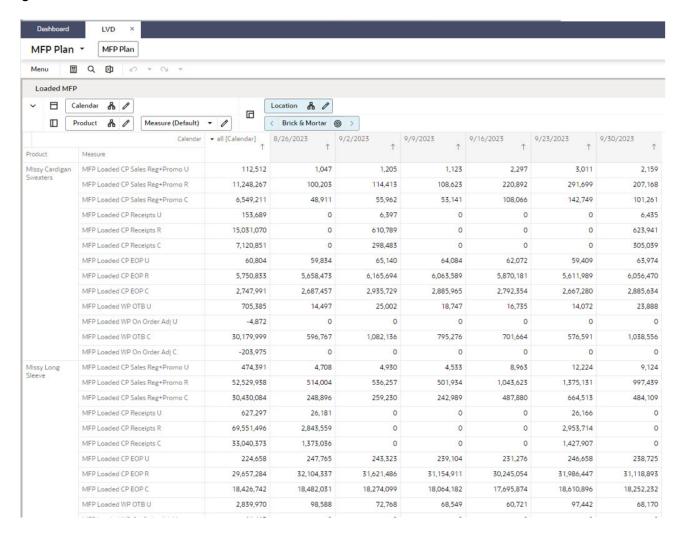
This tab is used to work with loaded data.

### Loaded MFP View

This view allows you to review key MFP Metrics like Sales U, R, C, EOP Metrics, Receipts, and so on. You can also review Location Plan loaded data as necessary: If a Location Plan is not available, the MFP CP view displays the MFP Current Plan by Subclass spread to Location using last year's location sales' proportionality. If a Location Plan is available, the MFP CP view displays the MFP Current Plan by Subclass spread to Location using the Location Plan CP sales' proportionality.



Figure 4-2 Loaded MFP View

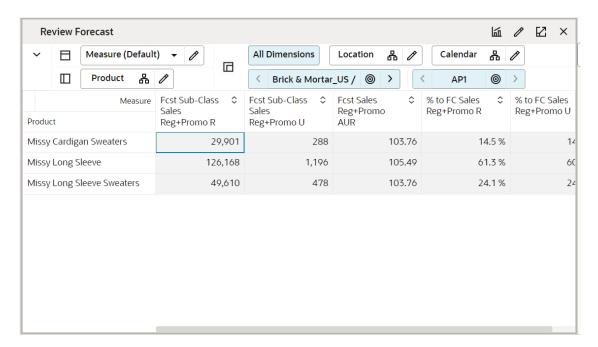


### **Forecast View**

The view allows the you to review Forecast Sales U for Pre-season at style-color or location level.



Figure 4-3 Forecast View



# Planning Maintenance and Location Clustering

The Planning Maintenance task is used for Location Clustering, Assortment Period Maintenance, Placeholder Maintenance, and Curve Maintenance.

Location Clustering is a business process where the assortment planner classifies the retailer's location base into multiple groups of locations that are similar in performance, space, or other user-defined attributes. Each cluster contains similar locations according to attribute criteria chosen by the assortment planner, allowing for more efficient management of multiple assortments. Clustering allows you to choose a combination of up to three location attributes, although it is not necessary to select all three. The more attributes selected for clustering, the more clusters will be created. You must balance creating targeted assortments with the workload increase associated with managing more items, suppliers, planograms, and other factors associated with larger assortments. Multiple subcategories and categories can be selected at one time for clustering with all of the subcategories receiving the same set of clusters. Multiple channels may be selected at a time, and each channel may have multiple clusters. All locations within a cluster receive an identical assortment.

If the Advanced Clustering module is also implemented, the location clusters created in Advanced Clustering in Al Foundation can be integrated with the Assortment Planning solution and used in the subsequent steps in the process. Refer to the *Oracle Retail Assortment Planning Implementation Guide* to understand the integration requirements.

Multiple versions of clusters may be created and assigned to different Assortment Groups, also referred to as buying periods or seasons. In this way, clusters can be specific to an assortment as well as be reused. When creating an assortment period, you will choose a cluster version to be used for that season that will impact the assortments planned.

# **Key Concepts**

This section describes key concepts for location clustering.

# Scaled Scoring Methodology

The Scaled Scoring calculation is used to score each location based on its sales performance. Scaled Scoring is a method to rank locations using Sales R, Sales U, Sales AUR, GM R, GM %, or a combination of those metrics to provide a score that normalizes variability if more than one metric is selected for inclusion in scoring. It transforms all metrics into a common and comparable unit of measure, eliminating metric variability. Each location gets a score based on its relative position to the minimum and maximum value of the sales metric selected, from 1 to 100. The lowest performing location gets a score of 1 and the highest performing location gets a score of 100. If multiple performance metrics are selected for inclusion in the calculation, Scaled Scoring uses the weights assigned to each metric to calculate the final score. If a location has no sales performance data, it will not be included in the calculation.

# **Breakpoint Algorithm**

The Breakpoint algorithm splits locations into clusters that have equal intervals, based on a user-defined number of intervals set in the Performance Group measure. You may select up to five performance groups. For example, you could select four performance groups and decide



to give Sales U a 100% weight. The system will then review the Sales U for all of the locations that you selected in the wizard, calculate the Scaled Scoring, and break the locations into four groups, calculating the upper and lower boundaries in the process. You can override the upper boundaries if they have business knowledge that suggests a better result. The upper boundary of the highest performance group is always the maximum of the Scaled Scoring of locations.

## **Optimized Algorithm**

The Optimized algorithm is a science-based method (BaNG) that creates optimized clusters utilizing user set parameters. It involves the following:

- Create many centroids for each cluster based on the number of clusters you want.
- Based on each location's performance numbers, assign a cluster to the location. With this, there is a set of clusters with locations attached to them.
- The algorithm then checks the centroid to see if there is a better position for the centroid that gives a better assignment of locations to each cluster.
- The previous process is repeated until the result of each iteration is better than the previous one.
- After it is not possible to further optimize, the resulting clusters are returned for review.

# Create the Location Clustering Segment

To create the Location Clustering segment:

- Click Assortment Services in the Task menu. Then, click the Planning Maintenance activity and then the Location Clustering task.
- 2. The dialog to create New Plan opens. Click Create New Plan.
- 3. Enter the Plan Label in the text field. Click Ok.
- In Select Product, select one or multiple categories and click Next. If you select multiple categories, all of them will receive the same clusters.
- 5. In Select Sales Source, select the sales data source you would like to use and click **Next**.

The choice of Actual, Forecast, or Plan in this wizard screen determines the performance values in the Location Clustering task:

- If the retailer has Inventory Planning Optimization Cloud Service-Demand Forecasting, then the IPOCS-Demand Forecasting forecast can be interfaced with Assortment Planning Cloud Service.
- If Plan is selected, the sales performance data will be based on MFP Location Plan Cloud Service Current Plan (Cp) Sales.
  - For elapsed periods, MFP Location Plan Current Plan Sales is loaded with actuals. If the calendar periods selected include elapsed periods, the data could include Actuals and Plan.
- If Actuals is selected but you pick a future time period, you will not see data.
- 6. In Select Calendar, select the time periods to display in the segment. It is recommended that you bring in at least six months of data.

Click Finish. The Location Clustering segment is built.



# Step 1: Setup

The first step in the clustering process is Setup. You will review location attribute performance data to determine which attributes should be used for clustering, assign strategy weighting, and determine the methodology to create the location clusters.

#### Tab and Views in this Step:

- Setup Tab:
  - Attribute Analysis View
  - Clustering Setup View
  - Sales Perf Group Setup View

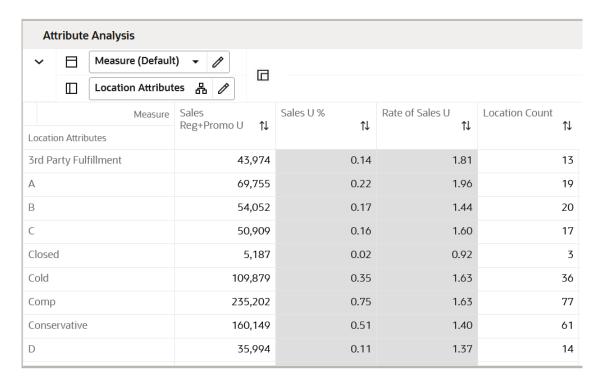
## Setup Tab

This tab is used to analyze measure values for the location attributes and set up location clusters.

## Attribute Analysis View

The Attribute Analysis view is used to show attributes that are assigned to each location, along with performance data that corresponds to the Sales Source measure (Plan, Forecast, Actuals) and the calendar periods selected in the wizard process. Reviewing and analyzing the data provides input to you when deciding which attributes to use in the clustering process.

Figure 5-1 Attribute Analysis View

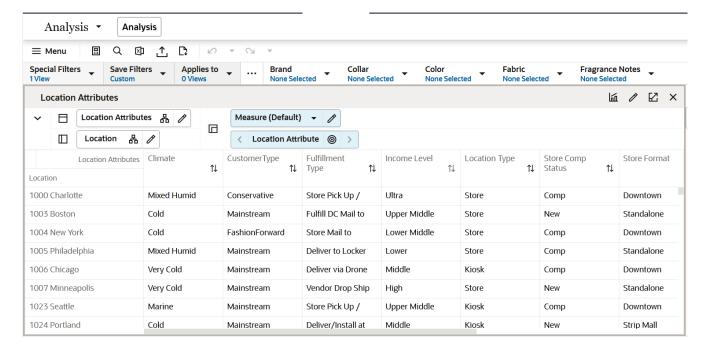




### **Location Attributes View**

The Location Attributes view allows you to review all the attributes and characteristics defined for every single store. This is a read-only view displaying the data set up in the location setup located in the planning Administration section. You can review the attributes to make key decisions on location clustering.

Figure 5-2 Location Attributes View



## Define Location Rollup View

The Define Location Rollup view is used to select Location attributes to view in an alternate hierarchy. This is available in the tab to display the Store level. The Nested Location attribute rollup is provided with three levels. You can set up to three different combinations for nested rollup with a maximum of three levels in each combination. Nesting of dynamic attributes is a configurable option.

You can analyze, review, and edit the clustering decisions based on important attributes. You may select up to three attributes at a time for the dynamic rollup.



Figure 5-3 Define Location Rollup View

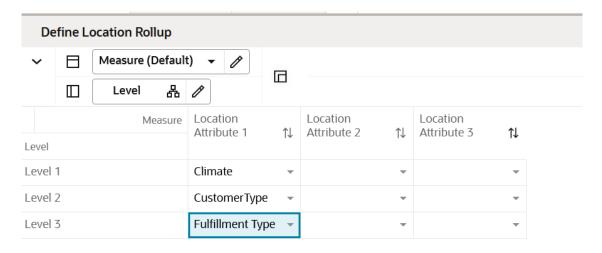
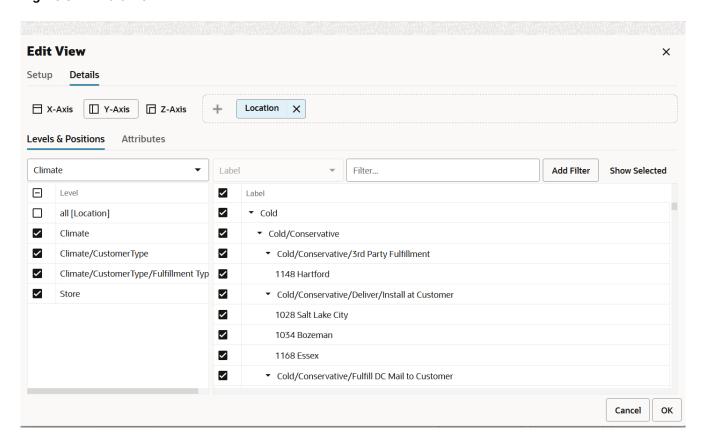


Figure 5-4 Edit View



When selecting the alternate dynamic hierarchy defined in the Define Location Rollup View, you can see the subtotals at each nested level. For all the editable measures, you can edit these subtotals to spread the values to all the associated positions.



### Clustering Setup View

The Clustering Setup view allows you to select up to three location attributes that can be used to create clusters and to seed or assign Strategy Weights for the category, based on business knowledge of the strategy for the category.



#### (i) Note

The total sum of the weights assigned to all the metrics should be 100%; if the weights do not sum up to 100%, they are re-normalized upon the next commit and refresh.

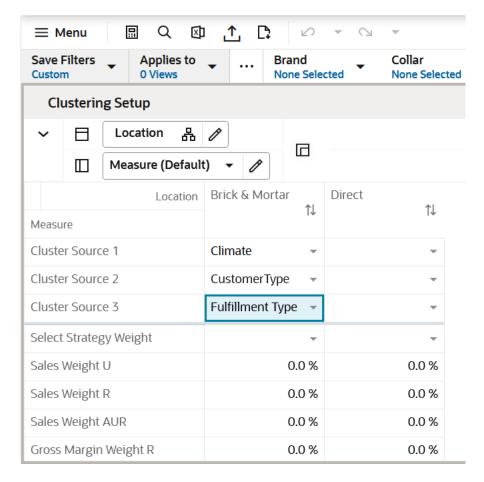
Things to consider when choosing the Sales Perf Group attribute:

- Which performance measure, or combination of performance measures, should I choose? The category strategy should inform this decision. For example, if the category is a traffic driver, then choosing units as the performance metric makes sense. If the category's purpose is to drive profit, then choosing Gross Margin makes sense.
- How many Performance Groups do I want for this category? You may select from 1 to 5. Selecting 1 is a good option if you do not want to break your clusters down by sales grade. As you select more groups, you will have more clusters to manage, with fewer locations assigned to each cluster.

If the Perf Group Setup is not selected, but at least one other attribute is selected, you can run the Create Cluster Application Action now, since performance and space setups do not need to be created. Keep in mind that as more attributes are selected, more clusters will be created, with a corresponding increase in workload.



Figure 5-5 Clustering Setup View



## Sales Perf Group Setup View

The Sales Perf Group Setup view is used to define the number of performance groups and select the algorithm used for clustering. The maximum number of performance groups is five.

To review the definitions of Breakpoint and Optimized, see **Key Concepts** 

If using the Breakpoint algorithm, the steps to complete this process:

- Enter the number of performance groups you want to create for the category, with a maximum of five available.
- Review the Upper Breakpoint Boundaries; adjust the upper boundaries if you have business knowledge that suggests a better result.

If you adjust the upper boundary, it will only be valid for the current session and will not be committed to the segment. When you create a new segment, the system will revert to the recommended values.

- Review the Location Count and Avg Sales U for each performance group.
- Run the Create Cluster Application Action to create clusters.



#### (i) Note

If you make changes to any settings, you must rerun the Create Cluster Application Action to see updated results.

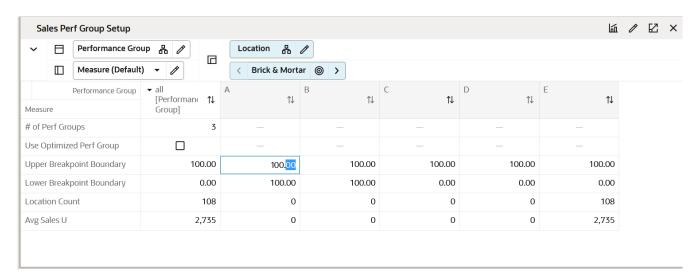
If using the Optimized algorithm, the steps to complete this process:

- Enter the number of performance groups you want to create for the cluster, with a maximum of five available.
- Check the Use Optimized Perf Group Boolean flag.
- Review the Location Count and Avg Sales U for each performance group.
- Run the Optimize Clusters Application Action.
- Run the Create Cluster Application Action to create clusters.

#### (i) Note

If you make changes to settings, you must rerun the Optimize Clusters and Create Cluster Application Actions to see updated results.

Figure 5-6 Sales Perf Group Setup View



# Step 2: Analysis

The second step in the clustering process is Analysis. This step allows you to see location performance measures, Scaled Scoring, the related Performance Groups that each location scores into, and the cluster that the location has been assigned to. You can override the performance group a location has been assigned to be based on your business knowledge; overriding a performance group will change the cluster the location is assigned to.

If using Space Groups to cluster locations, select the Space Group Analysis measure profile to view the Space scores, groups and clusters, and to make overrides as necessary.



The output of this step is a thoroughly analyzed and reviewed set of clusters, ready for approval.



#### (i) Note

The location attributes, as well as the like-location assignments for new locations were assigned in the Planning Administration segment.

#### Tab and View in this Step:

- **Analysis Tab**:
  - **Location View**

## **Analysis Tab**

This tab is used to analyze the location performance measures, scaled scoring, performance groups, and clusters assigned to each location.

## **Location Analysis View**

This view is used to analyze location clusters. It allows you to review the cluster assignments to ensure you agree. If you do not agree with the cluster assignment, you have several options:

- Override the performance group assignment in the Override Perf Group measure. For example, if a location was ranked as B, you can manually override it to an A or a C, based on your business knowledge.
- Return to the Setup step to:
  - Adjust performance measures. For example, you could change the performance measure of Sales U to Sales R. Keep in mind that the measures being used should correspond to the category strategy.
  - Adjust performance weights. For example, you could change the weights that are assigned to Sales U to Sales R. Keep in mind that the weights and measures being used should correspond to the category strategy.
  - Adjust the number of performance groups. For example, you could increase or decrease the number of performance-based clusters. This will increase or decrease the number of clusters created.
  - Adjust the location attributes used in clustering. For example, you could choose a different combination of attributes or remove an attribute if you deem it unimportant after analyzing the results.

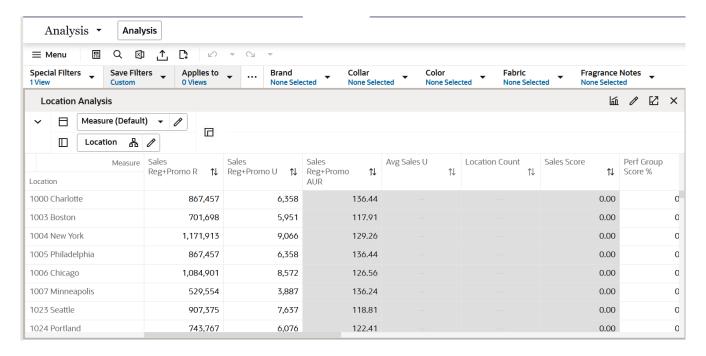


#### (i) Note

If you make changes to settings, you must rerun the Optimize Clusters (if using the Optimize algorithm) and Create Cluster Application Actions to see updated results.



Figure 5-7 Location Analysis View



# Step 3: Approval

The third and final step in the clustering process is Approval. This step approves the location clusters that you have created, analyzed, and reviewed for accuracy.

The output of this step is an approved set of clusters, for use in Assortment Maintenance when assigning a cluster to an Assortment Period.

#### **Tabs and Views in this Step:**

- Approve Tab
  - Final Cluster Review View
  - Approve View
- Review Cluster Versions Tab:
  - Approved Cluster View

# Approve Tab

The Approve tab is used to select a version to approve the clusters to define a cluster label if desired and enter comments as necessary. The Approve Application Action creates a version of clusters that can be used to assign to an Assortment Period in Assortment Maintenance. Multiple versions of clusters can be approved, to be reused and assigned to different Assortment Periods. You can select which version to approve to before running the Approve Application Action.

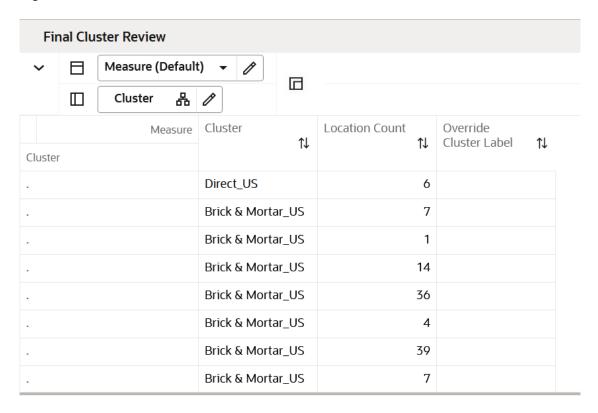
### Final Cluster Review View

This view allows you to Review the location count by each cluster. Using the Override Cluster Label column, you can enter new a label name for clusters, if desired.



- The cluster label can be used to identify the attributes of the cluster.
- If you use the Override Cluster label, you must run the Approve Application Action after the labels are entered.

Figure 5-8 Final Cluster Review View



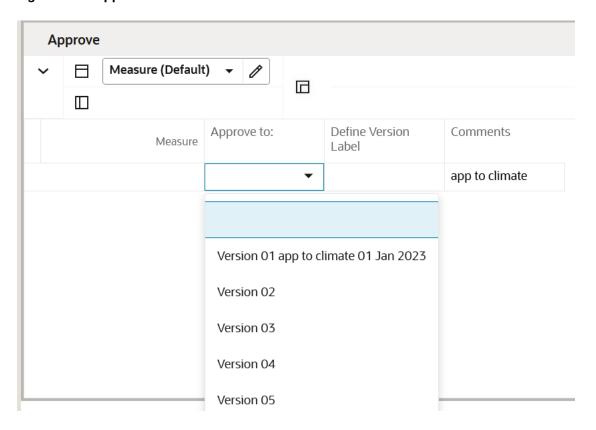
## Approve View

This view allows you to select and approve a version of clusters to be used in Assortment Planning. The ability to have multiple versions of clusters allows you to have a library of versions that can be assigned to different Assortment Periods. If a cluster version has already been used, you may override its contents by selecting and running the Approve Application Action. Unused cluster versions will have this naming convention: Version01, Version02, and so on.

The Approve Application Action creates a version of clusters that can be used to assign to an Assortment Period in Assortment Maintenance. Multiple versions of clusters can be approved, to be reused and assigned to different Assortment Periods. You select which version to approve to before running the Approve Application Action. The Refresh Cluster Version Application Action displays the version selected in the Cluster Version drop-down list measure. It is used to dynamically update the clusters in order to view different approved versions.



Figure 5-9 Approve View



### **Review Cluster Versions Tab**

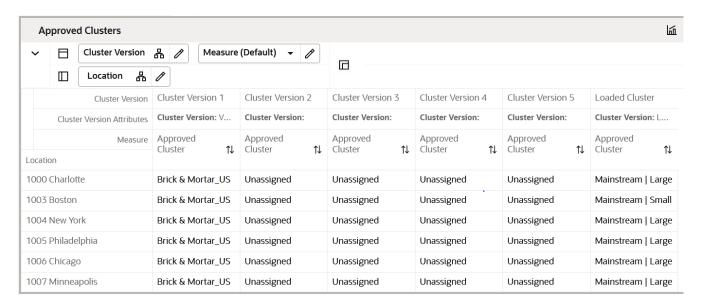
The Review Cluster Versions tab is used to provide an overview of all available cluster versions.

## Approved Cluster View

Use the Approved Clusters view to provide visibility to all cluster versions that have been created for the category. You can compare how different locations are classified in the different cluster versions.



#### Figure 5-10 Approved Clusters View



## Assortment Period Maintenance

The Assortment Period Maintenance task allows assortment planners to assign weeks and location clusters to specific Assortment Periods, map last assortment weeks, analyze locations by clusters, and view periods by calendar. Planners can define start and end weeks for style colors within an Assortment Period; if left unspecified, the period's start and end dates automatically default for assorted style colors. This ensures precise alignment of planning timelines with business requirements, streamlining the assortment process.

# Create the Assortment Maintenance Segment

To create the Assortment Maintenance segment:

- Click Assortment Services in the Task menu. Then, click the Planning Administration activity and then the Assortment Period Maintenance task.
- 2. The dialog to create New Plan opens. Click Create New Plan.
- Enter the Plan Label in the text field. Click Ok.
- 4. In Select Product, select one or multiple departments and click **Finish**.

The Assortment Maintenance segment is built.

# **Step 1: Assortment Period Maintenance**

The first and only step in the Assortment Maintenance process is to assign weeks to a cluster, assign a cluster version to an Assortment Period, and assign the maximum receipt lead time. You can also view assortment periods by calendar and location clusters by calendar. It is advisable that multiple departments planned together should have the same assortment period for accurate planning.

#### Tab and Views in this Step:

- Assortment Period Maintenance Tab:
  - Define Assort Periods View
  - Review Assortment Periods by Calendar View
  - Review Clusters by Location View
  - Item Flow Parameters View
  - Bell, Trend and Slow Item Curves View

## Assortment Period Maintenance Tab

This tab is used to define assortment periods and review the assortment periods by calendar and location.

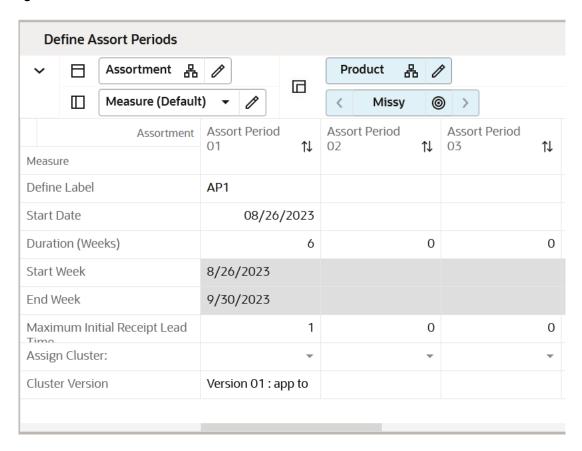


### **Define Assort Periods View**

The Define Assort Periods view is used to assign weeks to an Assortment Period and to assign a cluster version to an Assortment Period.

Note that weeks may not overlap between Assortment Periods, and a real-time alert appears if they do. You must resolve the alert before data is committed to the database.

Figure 6-1 Define Assort Periods View



### Review Assortment Periods by Calendar View

The Review Assortment Periods by Calendar view is used for reference purposes only, to allow you to view the assortment periods by different levels of the calendar hierarchy (week, month, quarter, half, year). It provides visibility to how the Assortment Periods line up to the dates in the calendar.



Review Assort Periods by Calendar Product Measure (Default) 몲  $\Box$ Calendar Assigned Assort Period Missy Product  $\uparrow\downarrow$ Calendar ▶ FY2022 Unassigned AP1 ▼ FY2023 AP1 ▼ Half2 FY2023 AP1 ▼ Quarter3 FY2023 Aug FY2023 AP1 AP1 Sep FY2023 Unassigned Oct FY2023 Unassigned ▼ Quarter4 FY2023 Nov FY2023 Unassigned

Figure 6-2 Review Assortment Periods by Calendar View

### Review Clusters by Location View

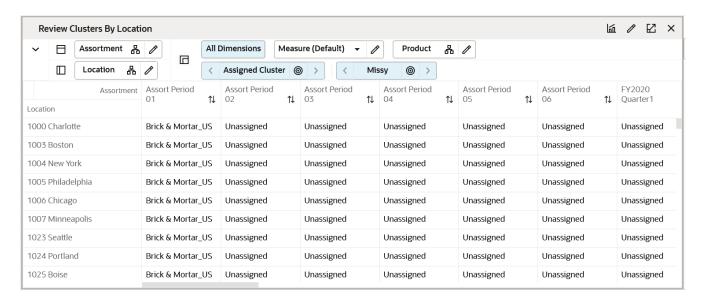
The Review Clusters by Location view serves as a reference tool to display how locations are assigned to different clusters across various Assortment Periods. You can review cluster assignments by department and period using the Assigned Cluster measure or check location-to-period mappings with the Store to Cluster Prerange by Period measure. If a location appears as Unassigned, it indicates that the location does not belong to any cluster and is unavailable for selection in Assortment Planning.

The Assign Cluster Application Action copies the selected cluster version to the assortment period selected, populating the Cluster Version measure with the cluster version name for reference.

The Approve Application Action commits data to the database, first checking that there are no real-time alerts that are unresolved.



Figure 6-3 Review Clusters by Location View



### Item Flow Parameters View

The Item Flow Parameters view enables administrators to define global receipt parameters such as lead time, order frequency, and safety stock for departments. These parameters automatically populate in Item Flow for weekly sales and receipt generation, eliminating the need to set the receipt parameters for every subclass. You can override these settings at the subclass level within Item Flow for tailored adjustments.

## Bell, Trend, and Slow Item Curves View

The Bell, Trend, and Slow Item Curves view offers standard curves (Bell, Trend, and Slow Introduction) as automatically available in the Item Flow workspace alongside Last Year Sales and MFP Sales curves. The Bell Curve starts low, peaks mid-season, and gradually declines. The Slow Introduction Curve begins slowly, then accelerates. The Trending Item Curve starts strong but tapers off toward the end. You can customize their planning by defining additional curves using the Curve Maintenance Workbook, tailored to specific needs for generating weekly sales and receipt plans.

## Curve Maintenance

The Curve Maintenance task is used to create a sales curve library for use in Item Flow. The curves are used to spread unit sales to week, based on a contribution percent-to-total sales. Relative curves are dynamic and will shrink or stretch to fit the defined length (all weeks) of the assortment period. Absolute curves are static and do not shrink or stretch to the Assortment Period time frame.

# Create the Curve Maintenance Segment

To create the Curve Maintenance segment:

- Click Assortment Services in the Task menu. Then, click the Planning Maintenance activity and then the Curve Maintenance task.
- The dialog to create New Plan opens. Click Create New Plan.
- Enter the Plan Label in the text field. Click **Ok**.
- In Select Product, select one or multiple departments and click **Next**.
- In Select Assortment Period, select the Assortment Period to assign curves and click Finish.

To see the user-defined Assortment Period label, click the Dimension tile and select Assortment Label.



#### Note

Assortment Periods or Labels can vary by Sub-class. If multiple subcategories are selected, the label shown will be based on the first order Sub-class.

The Curve Maintenance segment is built.

# Step 1: Define Curves

The first step in the Curve Maintenance process is to set curve parameters and define the curves. User reviews the available curves. If she wants to create a new curve, selects a curve seed source and seed timeframe, as described in Define Parameters View. Select whether the curve will shrink to fit or remain static over the number of weeks, as described in Define Curves View. The Seed Curve Application Action references the selected Seed Source and Curve Source (Year) measures selected by you to populate a sales curve as a starting point for the planning.

#### Tab and Views in this Step:

- **Define Curves Tab:** 
  - **Define Parameters View**
  - **Define Curves View**



View Sales Source View

## **Define Curves Tab**

This tab is used to seed and define curves.

### **Define Parameters View**

The Define Parameters view is used to select a curve source year, a seed source, and the curve type for each Sub-class. Curves may be created at aggregated product level as needed. The Curve Description measure allows you to provide a detailed curve label for the curves defined so that you can easily identify the specific curves defined for different use cases. In the Curve Source (Year) measure, select the year from which to pull the Seed Source data.

- In the Seed Source measure, select MFP, Forecast or Actuals as the seed source.
  - The Seed Source measure selected should align with the Curve Source (Year) selected. For example, if you select Forecast, the Curve Source (Year) should be a future period. If you select Actuals, the Curve Source (Year) should be an elapsed period.
- You may also directly enter a curve, without using one of the available seed sources (see "Define Curves View"):
  - For example, you can manually enter an 8 week curve, starting with W01 and going through W08.
  - The system will normalize these values to 100%.
  - If you manually enter a curve, select the Relative Curve type so that the curve will
    resize itself according to the assortment duration.
- In the Curve Type measure, select Absolute or Relative:
  - Absolute takes the corresponding week's curve percent to total and normalize the curve to equal 100% based on the assortment period duration.
    - Absolute curves are not stretched or shortened to fit the assortment period and can be useful when items tend to display seasonal behavior based on the time of year. They reflect the typical traffic pattern for that time frame.
    - An absolute curve will only normalize the data to make it 100%. It just changes the scale, retaining the shape of the curve.
  - Relative will take the first through the last populated week curve percent and resize, then normalize the curve to equal 100% to fit the assortment period duration. For example, if the assortment period is longer than the defined curve, the effective curve is stretched to match the assortment period.
    - Relative curves are useful if the items tend to display the standard pattern of selling over their lifecycle, regardless of the time period.

A relative curve is useful when you do not want to enter data for all the weeks in the Define Curves view. As an example, if you have an assortment period of 12 weeks, you can just set data for week1 to week4 and the system will resize it to fit into the assortment period.

You can also set data for more than 12 weeks for this scenario; the relative setup will take the curve and fit it for 12 weeks.

You need to remember that the relative curve resizes for forward weeks only. Ideally, you should set data from week1 up to any week you decide to. If you do not set data for week1 but set data only from week2, the relative curve will only be set from week2,



so effectively week1 will not have any sales. The curve will not adjust for any past week.

Run the Seed Source Application Action.



Seed Source populates the Sales Curve % based on the seed source independent of the Curve Type defined. If the seeded curve % has curve data from week01 to week52 and type is set to Relative, it will resize and normalize it to the length of the Assortment Period. The resize and normalization of the curve occurs in the normal calc process and not through the Seed Curve custom menu. The decision to use which Curve Type, Absolute versus Relative, can happen after the Seed Curve process. Relative is best used for the manual setting of Sales Curve % from week01 onwards.

### **Define Curves View**

The Define Curves view is used to view and modify the seeded curve data. Note that all curves will systematically normalize to equal 100%. You have the option of directly entering curves as well. When entering directly, the recommended curve type is Relative.

The steps to complete this process:

- Review each of the defined curves and determine if adjustments should be made.
- It can be helpful to view the curves in graph form to see the shape of the curve in a visual format.
- In the Define Curves view, you are presented with week01 to week53. These are all generic weeks. Do not mistake it for Fiscal Year weeks. These are relative weeks to the assortment period selected by you. For example, you can have an assortment period from week13 to week24. In Define Curves, it will map week01 to week13 of the assortment period (and onwards).

Figure 7-1 Define Curves View

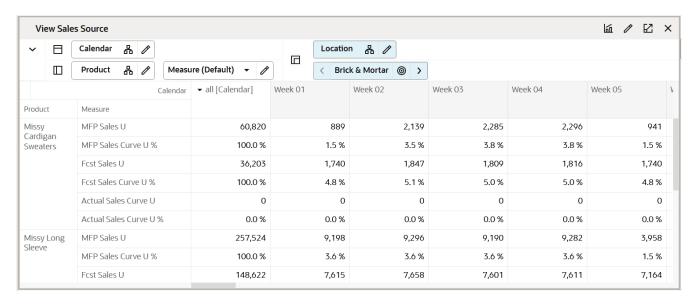




### View Sales Source View

The View Sales Source view is used to view the MFP, Forecast, and Actual sales utilized in the curves. It is used as a reference view only.

Figure 7-2 View Sales Source View



# Step 2: Curve by Assortment

The second step in the Curve Maintenance process is to approve the curves and view the approved curves by Assortment Period and by week. The Approve Application Action is used to approve the curve library for the Subclass, Assortment Period, and channel.

#### Tab and Views in this Step:

- Curve by Assortment Tab:
  - Approve View
  - View Assort Period View
  - View Curve by Assortment View

# Curve by Assortment Tab

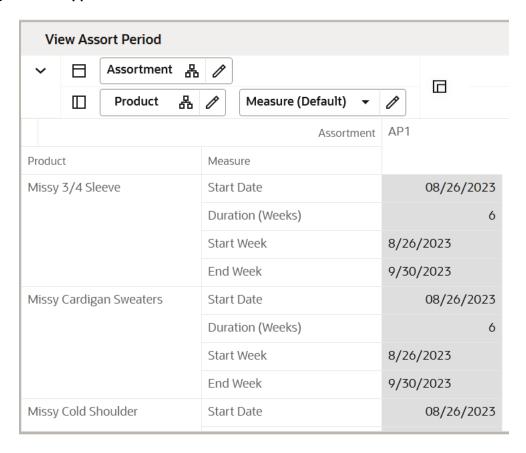
This tab is used to approve the curves and view them by assortment period and week.

# Approve View

The Approve view is used to approve the curve library for the Subclass, Assortment Period, and channel.



Figure 7-3 Approve View



### View Assort Period View

The View Assort Period view is used to view the Assortment Period dates. This is a reference-only view.

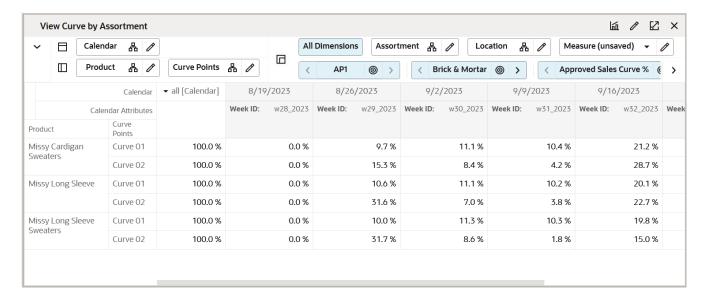
## View Curve by Assortment View

The View Curve by Assortment view is used to view the curve library by Assortment Period and Subclass. This is a reference-only view. Use the options to scroll through Assortment Period and Subclass, as necessary.

Note that you may use the filter button to filter by Assortment Periods that have been assigned a curve.



#### Figure 7-4 View Curve by Assortment View



# **Assortment Planning**

The advanced Assortment Planning solution seamlessly integrates AI-driven insights to optimize inventory decisions and maximize profitability. By analyzing historical sales data, it predicts trends and refines product selection, ensuring retailers stock the right mix of items at the right time. The system intelligently determines optimal option counts, preventing oversaturation while maintaining a diverse, customer-focused assortment. It also provides attribute recommendations, identifying key product characteristics—such as color, size, and material—that resonate with shoppers. Additionally, the solution tailors assortments by analyzing store group characteristics, ensuring each location is stocked with products that align with regional demand and customer preferences. By factoring in demographic insights, and localized trends, it optimizes inventory for maximum engagement and sales conversions, delivering a curated experience that meets specific market needs.

The Assortment Planning solution consists of two key steps.

- Assortment Strategy Assortment strategy is the process of selecting the right mix of
  products to meet customer demand while maximizing sales and profitability. It involves
  balancing variety and efficiency by determining optimal option counts and identifying key
  product attributes—such as size, color, and material—that align with consumer
  preferences. Planners rely on historical sales, and market trends to curate assortments
  tailored to specific locations, demographics, and shopping behaviors. With Al-driven
  insights, recommendations are automated, ensuring assortments remain adaptable to
  emerging trends while reducing excess inventory.
- Assortment Fit The Assortment Fit Module replaces the existing Build Wedge/
  Assortment Recommendation Module, providing a more intelligent, data-driven approach
  to assortment planning. It serves as a strategic guide for Buyers and Assortment Analysts,
  helping them make informed market decisions while curating assortments for the chosen
  Season (Assortment Period), Product, and Store Group (Cluster).

Through advanced analytics, the Assortment Strategy defines the total number of options to buy across key attributes and corresponding Sales Units for specific Product, Calendar, and Location hierarchies. Additionally, it outlines the Short Life Cycle (SLC) versus Long Life Cycle (LLC) percentage within the total option count, ensuring a well-balanced product mix. These insights establish clear targets, allowing the Assortment Fit Module to fine-tune selections and align inventory with customer preferences, market trends, and localized demand.

# Create the Assortment Planning Segment

When working in a segment, it is a common practice to keep the wizard selections for the segment size limited to what will be worked on, to facilitate navigation and increase UI responsiveness.

To create the Assortment Strategy segment:

- 1. Click **Assortment Services** in the Task menu and then click the **Planning Services** activity and then the **Assortment Planning** task.
- The dialog to create a New Plan opens. Click Create New Plan.
- 3. Enter the Plan Label into the text field. Click **OK**.



- In Select Product, select one department and then click Next.
- 5. In Select Assortment Period, select any one assortment period and then click **Next**:
  - The Assortment Groups visible in the wizard are pre-ranged to the subcategories selected in the previous screen.
  - To see the user-defined Assortment Period label, click the **Dimension** tile and select Assortment Label.
  - You can directly jump into the workspace after making the product and season selections.

#### (i) Note

Assortment Labels can vary by Sub-class. If multiple subcategories are selected, then the label shown is based on the first order Sub-class.

6. Click Finish. The Create Assortment segment is built.

# Step 1 : Assortment Strategy

The Assortment Planning process begins with insight into past performance with the Hindsight tab. Here the Hindsight - Item and the Hindsight - Attribute views display historical sales and key product characteristics analysis to identify trends that drive purchasing behavior. Using Thresholds, planners establish attribute parameters for later process steps. Next from, the Assortment Strategy tab, the Determine Attribute Mix view enables you to establish the optimal combination of product attributes that align with customer demand.

Assortment Strategy Parameters define key metrics such as option counts and sales targets, forming the basis for Create Assortment Strategy view to balance variety and efficiency across seasons, product categories, and store groups. To ensure alignment with financial goals and strategy, analysis in Reconcile to MFP (Merchandise Financial Planning) enables comparison between strategy, merchandise financial plans, and last year sales.

#### Tabs and Views in this Step:

- Hindsight Tab:
  - Hindsight Item View
  - Hindsight Attribute View
  - Thresholds View
- Assortment Strategy Tab:
  - Determine Attribute Mix View
  - Assortment Strategy Parameters View
  - Assortment Strategy View
  - Reconcile to MFP View
  - Refresh Attribute Rollup View

## Hindsight Tab



#### The Hindsight tab includes these views

- Hindsight Item View
- Hindsight Attribute View
- Thresholds View

### Hindsight - Item View

In this view, a Buyer/Planner can analyze historical sales.

The Hindsight – Item view allows a Buyer/Planner in analyzing past sales data to extract meaningful insights that can inform future business strategies. It allows retailers to identify trends, seasonal fluctuations, customer preferences, and external factors that influenced sales performance.

## Hindsight - Attribute View

The Hindsight – Attribute view allows a Buyer/Planner to analyze historical sales at the product attribute level. This step involves analyzing past sales data based on specific product features or characteristics. This level of analysis provides deeper insights into which attributes—such as size, color, brand, material, packaging, or style—contributed to sales performance.

### Thresholds View

The Thresholds view allows a Buyer/Planner to setup some of the required thresholds to filter low sales-contributing values. This is crucial for refining business strategies and optimizing retail performance. It helps a Buyer/Planner to focus on high-impact products and attributes while minimizing inefficiencies.

## **Assortment Strategy Tab**

The Assortment Strategy tab includes these views

- Determine Attribute Mix View
- Assortment Strategy Parameters View
- Assortment Strategy View
- · Reconcile to MFP View
- Refresh Attribute Rollup View

### Determine Attribute Mix View

The Determine Attribute Mix view empowers you to Determine the Attribute Mix, providing a comprehensive tool to analyze, optimize, and refine product attributes based on historical data and market insights. The planner executes the Rec Attribute Mix Application Action for the desired Subclasses and reviews the recommended Attribute Type rankings and recommended Option Count contribution by attribute value. The thresholds defined in the previous step provide the desired number and groupings of Attribute Types and Attribute Values.

Machine Learning Algorithms incorporated plays a pivotal role in this process by:



- Optimizing Historical Data: Analyzing past performance to identify trends, strengths, and areas for improvement.
- Recommending Attribute Mix: Suggesting the ideal combination of attributes to maximize effectiveness or appeal.
- Suggesting Attribute Ranking: Prioritizing attributes based on their impact or relevance.

The user interface is designed for clarity and efficiency. Special filters and user defined thresholds allow you to:

- Review Top Attribute Types: Focus on the most critical categories of attributes that drive performance.
- Review Top Attribute Values: Examine the highest-performing or most relevant values within those attribute types.
- Categorize Remaining Values as Others: Simplify analysis by grouping less significant attribute values into a consolidated category.

Additionally, the view enables users to incorporate Market Trends while defining the Attribute Mix. This ensures that the attribute strategy remains aligned with current consumer preferences, competitive benchmarks, and industry shifts, making it a dynamic and forward-looking solution.

By combining historical optimization, data-driven recommendations, and market insights, this view provides a robust framework for users to make informed decisions about attribute prioritization and mix, ultimately enhancing product performance.

### Assortment Strategy Parameters View

The Assortment Strategy Parameter view allows you to craft the Assortment Strategy by defining key parameters that shape the approach. You specify the Assortment Strategy Seed Source, which serves as the foundational data for strategy creation. You can choose from one of following: Ly, Ly Optz, Forecast, or MFP.

Once the seed source is selected, the system dynamically populates critical metrics like Recommended Option Count, Rec Sales U, Rec Avg ROS U at the Attribute Value level, providing actionable insights for decision-making. This displays in the following view after you run the Rec Option Count Application Action.

By defining these parameters and selecting the appropriate seed source, the user gains a tailored and data-driven Assortment Strategy. This approach ensures that the strategy is aligned with historical performance, future projections, or financial objectives, while providing granular insights at the attribute value level. The result is a well-informed, optimized, and actionable plan to maximize assortment effectiveness and meet business goals.

## **Assortment Strategy View**

The Assortment Strategy view allows you to review and refine the Assortment Strategy based on Al-driven recommendations, ensuring a data-informed and optimized approach. The business rules defined combine Al recommendations, historical data, market trends, and predefined parameters to generate actionable insights, which are presented to you for evaluation.

This allows you to:

 Review Al Recommendations: Assess the proposed assortment strategy, including suggested attribute mixes, option counts, sales projections, and other key metrics.



- Modify as Needed: Make adjustments to align the strategy with specific business goals, market nuances, or strategic priorities. This flexibility ensures the plan remains relevant and adaptable.
- Approve: Once satisfied with strategy, approve it with Approve Targets Application Action
  to formalize the Assortment Targets that guide subsequent steps. These targets serves as
  benchmarks for product selection and allocation in the assortment planning process.

By combining Al-driven insights, user customization, and robust measure profiles, this view streamlines the approval process and ensures the Assortment Strategy is both strategic and executable. The approved targets become the foundation for the next phases of Assortment Planning, driving alignment across teams and maximizing the effectiveness of the product assortment.

### Reconcile to MFP View

In this view, you reviews the Assortment Fit by comparing it against Merchandise Financial Planning (MFP) Targets and Last Year's History at the subclass level, ensuring alignment with financial goals and historical performance. This dual analysis allows you to identify gaps, optimize subclass performance, and ensure financial viability, enabling informed adjustments for a balanced and effective strategy.

## Refresh Attribute Rollup View

The Refresh Attribute Rollup view lets you select up to three product attributes to create an alternate hierarchy for analyzing assortments at the item level. Organized into three groups, each with three levels, this feature enables nested dynamic rollups by key attributes (for example, Brand > Color > Fabric). You can review plans grouped by these attributes and edit subtotals at each level to spread values to child positions. This flexibility allows for detailed analysis and adjustments of the proposed assortment based on critical attributes, enhancing strategic decision-making.

After selecting desired product attributes, the Buyer or Planner runs the Refresh Prod Rollup Application Action.

# Step 2: Assortment Fit

The Assortment Fit Module revolutionizes Assortment Planning by introducing a smarter, datadriven solution. Designed as a strategic tool for Buyers and Assortment Analysts, it empowers them to make informed market decisions while crafting assortments tailored to specific Seasons (Assortment Periods), Products, and Store Groups (Clusters).

Leveraging advanced analytics, the prior module Assortment Strategy provided the total number of options to buy across key attributes, with target sales, rate of sales, to ensure a well-rounded product mix inclusive of Long Life Cycle (LLC) and Short Life Cycle (SLC) items. These insights establish clear targets, enabling the Assortment Fit Module to refine selections and align inventory with customer preferences, market trends, and localized demand. By bridging data and strategy, it transforms assortment planning into a precise, customer-centric process.

Once Assortment Fit is approved, the defined Assortment Range for Long Life Cycle products is communicated to external executions systems like Inventory Planning and Optimization (IPO) tool for Replenishment. Short Life Cycle products utilize the Item Flow workspace to planning weekly sales and receipts needs (buy quantities).



#### Tabs and Views in this Step:

- Item Eligibility Tab
  - Item Eligibility View
- Generate Placeholder Tab:
  - Generate Placeholder View
- Assortment Fit Tab :
  - Refine Shopping List View
  - Assortment Fit View
  - Assortment Fit Visual View
  - Reconcile to Strategy View
  - Reconcile to MFP View
  - Refresh Attribute Rollup View

## Item Eligibility Tab

In this tab, the Buyer or Planner reviews and updates the eligibility of the item to be considered in building the Assortment Fit.

### Item Eligibility View

In the Item Eligibility view, you can identify which items are eligible for the upcoming season from a vast inventory of historic items across departments.

This is achieved through Item Eligibility Criteria, a structured framework that categorizes items into three distinct groups based on their lifecycle and purpose:

- Non Go Forward (NGF): Items that are phased out or no longer relevant for future seasons due to poor performance, changing trends, or strategic decisions. These items are excluded from assortment planning.
- Short Life Cycle (SLC) / Item Type Seasonal: Products designed for specific seasons or trends with a limited lifespan. These items are typically high-impact, fashion-forward, or event-driven and are included in assortments for their immediate relevance. They may be single-drop or multiple-drop, within one Assortment Period or carry over into the next Assortment Period. They are managed in execution system using purchase orders.
- Long Life Cycle (LLC) / Item Type Basic, Continuous, Replenishment: Core, evergreen products that remain consistent across seasons. These items are staples, offering stability and continuity in the assortment. By applying these criteria, retailers can streamline their assortments, ensuring only eligible items are considered for the upcoming season. This approach maximizes efficiency, aligns inventory with demand, and supports a balanced mix of trend-driven and foundational products. They are managed in execution systems using Replenishment.

### Generate Placeholders Tab

In this tab, the Buyer or Planner generates placeholders to be considered in building the Assortment Fit.



### Generate Placeholder View

Placeholder creation stands out as a unique and critical task in the Assortment Planning process. Unlike other applications, Assortment Planning requires the creation of new products at least 6-9 months ahead of the season, enabling Assortment Analysts to strategize and share plans with systems for commitments and product development.

The Generate Placeholder feature simplifies this task by leveraging a smart algorithm to automate placeholder creation. With just a few clicks, you can efficiently create placeholders in bulk, ensuring efficiency and accuracy in aligning with the approved strategy.

This streamlined process not only saves time but also ensures that the assortment is ready to run well in advance, setting the stage for a seamless transition from planning to procurement.

### Assortment Fit Tab

In this tab, the Buyer completes the final steps of Assortment Planning. This includes refining the shopping list, identifying item intent, generating the Assortment Fit to ensure the assortment achieves the desired breadth and depth, and reconciling the Assortment Fit with the overall strategy to confirm alignment with business objectives. The Buyer then reconciles the plan with the Merchandise Financial Plan (MFP) and proceeds to approve the finalized Assortment Fit.

## Refine Shopping List View

In this view, the Buyer or Planner reviews and updates the shopping list to be considered in building the Assortment Fit.

The Refine Shopping List view enables you to review, update, and finalize a comprehensive shopping list of products. This includes existing items, new additions, and placeholders created during the Assortment Planning process. Once placeholders are generated, they are integrated with other eligible items, allowing you to refine the list by adding essential details. The Generate Sales Potential Application action leverages advanced AI algorithms to evaluate and predict the sales potential of various style colors within a product line as identified by assigned their product attribute value. By analyzing historical sales data, planned selling weeks, other relevant factors, the application provides actionable insights to inform decision-making. This enables you to understand which style colors are likely to perform better than others, optimizing assortment, marketing strategies, and overall sales performance.

You can also specify the Item intent. The Item Intent plays a critical role in Sales Potential calculations, guiding how the item's performance is forecasted. Additionally, the mandatory designation ensures that the item is prioritized when determining Assortment Fit, aligning it with strategic goals and customer demand. Item Intent enables the buyer to add start to the assortment planning process by highlighting selling start weeks, core assortments, best sellers and advertise items in an exception process.

By refining the shopping list in this view, you will create a detailed, actionable plan that bridges assortment strategy with execution, ensuring every item is strategically positioned for success.

### Create Assortment Fit View

In this view, the Buyer or Planner creates the Assortment Fit to meet the Approved Assortment Strategy. Assortment Fit represents the final, optimized assortment range tailored to a specific



combination of Product, Location, and Calendar. It is the culmination of the assortment planning process, designed to deliver the most effective product mix that aligns with strategic goals.

The primary objectives of Assortment Fit are to:

- Meet the Total Option Count: Ensure the assortment includes the exact number of options required for the given Product, Location, and Calendar combination.
- Achieve the Target Attribute Mix: Balance the assortment across key attributes (for example; color, size, style) to match predefined targets, ensuring variety and relevance.
- Incorporate Best-Selling Assortments: Prioritize top-performing items or combinations
  that drive sales and customer satisfaction, maximizing the assortment's potential. Buyers
  or Planners have indicated specialized preferences with Item Intent.
- Generate Assortment Fit: By leveraging data-driven insights, the Assortment Fit
  algorithm intelligently selects the best possible products for each unique context, ensuring
  the assortment is customer-centric, strategically aligned and performance-driven. The
  system recommendation is populated after running the Generate Assortment Fit
  Application Action.
- Approve Assortment: Once all reconciliation and analysis is complete, you approve the
  assortment, copying Wp version into Cp, and enabling the appropriate next steps of
  Assortment Range export or Item Flow planning.

This assortment serves as the actionable plan for execution, bridging the gap between strategy and implementation, and ensuring every product, location, and time frame is optimized for maximum impact.

### Assortment Fit-Visual View

In this view, the Buyer or Planner reviews and updates the Assortment Fit to meet the Assortment Strategy Targets. The Assortment Planning Visual View offers an intuitive, interactive interface for optimizing product assortments based on Assortment Fit recommendations. Buyer/Planner can seamlessly review ranked style or color options in the Available Options section and add them to the Assorted Options section using a + button. The view supports toggling between key measures (such as, sales potential, margin), attribute filtering and sorting, and advanced special filters, including saved custom filters for up to five attributes.

A summary section allows toggling between Total and To Target views to compare selections against goals. Interactive cards, drag-and-drop functionality, and visual analysis tools ensure a data-driven, efficient planning process.

Key benefits include an intuitive drag-and-drop interface, data-driven insights, customizable views, and streamlined efficiency. You can refine assortments with precision, ensuring alignment with strategic goals and customer preferences. The tool saves time, reduces errors, and empowers confident decision-making, making assortment planning a seamless, interactive experience.

## Reconcile to Strategy View

The Reconcile to Assortment Strategy View enables you to compare the Assortment Fit recommendations against the Assortment Strategy, ensuring alignment at the attribute level. Through detailed gap analysis, users review attributes like Color, Size, and Brand by comparing option counts and option contribution percentages to identify discrepancies between the proposed assortment fit and strategic goals.



### Reconcile to MFP View

In the Reconcile to MFP view, you review the Assortment Strategy by comparing it against MFP (Merchandise Financial Planning) Targets and Last Year's History at the subclass level, ensuring alignment with financial goals and historical performance. This dual analysis allows you to identify gaps, optimize subclass performance, and ensure financial viability, enabling informed adjustments for a balanced and effective strategy.

## Refresh Attribute Rollup View

The Refresh Attribute Rollup view lets you select up to three product attributes to create an alternate hierarchy for analyzing assortments at the item level. Organized into three groups, each with three levels, this feature enables nested dynamic rollups by key attributes (such as, Brand, Color, or Fabric). You can review plans grouped by these attributes and edit subtotals at each level to spread values to child positions. This flexibility allows for detailed analysis and adjustments of the proposed assortment based on critical attributes, enhancing strategic decision-making.

# Item Flow

The Item Flow Workflow is a strategic tool tailored for managing Short Life Cycle (SLC) products, ensuring precise weekly sales and receipt planning. Unlike Long Life Cycle (LLC) products, which are handled through broader planning systems (IPO), SLC items demand a more dynamic approach due to their limited market lifespan. This workflow accommodates both Single Drop (one-time delivery) and Multiple Drop (phased deliveries) strategies, offering flexibility to align with varying business requirements.

You begin by configuring key parameters, including selecting a Planning Method and choosing from predefined sales curves such as Bell Curve, Trending Item Curve, Slow Introduction Curve, MFP Curve, or LY Curve. These curves ensure sales forecasts reflect expected demand patterns. Default Receipt Parameters (such as, lead time, order frequency, and safety stock) are automatically populated from administrative settings but can be adjusted to meet specific needs.

By running the Create Sales and Receipt Plan application action, the system automatically generates Weekly Sales and Receipt projections. For Single Drop items, the Buy Quantity is calculated using factors like sell-thru percentage, sales units, and lead time. For Multiple Drop items, sales are derived from the selected curve, and receipts are determined using parameters like order frequency, minimum presentation, and safety stock. Filters enable quick aggregation by delivery type, streamlining analysis.

This workflow enhances operational efficiency, ensures accuracy, and fosters strategic alignment, maximizing the impact of SLC items during their brief market presence. By leveraging this tool, businesses can optimize inventory management, reduce waste, and capitalize on short-term opportunities effectively.

# Create the Item Flow Segment

When working in a segment, it is a common practice to keep the wizard selections for the segment size limited to what will be worked on, to facilitate navigation and increase UI responsiveness.

To create the Item Flow segment:

- 1. Click **Assortment Services** in the Task menu. Then, click the Planning Services activity and then the Item Flow task.
- 2. The dialog to create New Plan opens. Click Create New Plan.
- 3. Enter the Plan Label into the text field. Click **Ok**.
- 4. In Select Product, select one department and click **Next**.
- 5. In Select Assortment Period, select any one assortment period and click **Next**:
  - The Assortment Groups visible in the wizard are pre-ranged to the subcategories selected in the previous screen.
  - To see the user-defined Assortment Period label, click the **Dimension** tile and select Assortment Label.



- The store clusters have also been assigned to each assortment period while creating assortment periods. You can directly jump into the workspace after making the product and season selections.
- The wizard is pre-ranged to bring only approved Short Life Cycle Items into the Item Flow Workflow
- Click Finish. The Item Flow segment is built.

# Step 1: Item Flow

The Item Flow Workflow begins with you defining Item Flow parameters, where they outline delivery strategies for Short Life Cycle (SLC) products. This includes selecting between Single Drop (one-time delivery) and Multiple Drop (phased deliveries) strategies, tailored to the product's limited market lifespan.

You then choose a sales curve from a set of predefined options, review and adjust autopopulated default receipt parameters, and execute the Create Sales and Receipt Plan action to generate weekly sales and receipt projections for SLC items.

Next, you review and update Single Drop products, focusing on Buy Quantity, and Multiple Drop items, refining Weekly Sales and Receipts. Once validated, you reconcile the plan with MFP Targets and then approves the Item Flow. Additional views are provided for reviewing sales curves and Admin Parameters, ensuring comprehensive oversight and alignment with strategic goals. This structured process ensures efficient, accurate, and aligned planning for SLC items.

#### Tabs and Views in this Step:

- Define Item Flow Tab:
  - Define Item Flow View
  - Adjust Buy Quantity View
  - Adjust Weekly Flow View
  - Reconcile to MFP View
  - Approve Item Flow View
  - Review Sales Curves View
  - Review Admin Parameters View
  - Define Product Rollup View

## Define Item Flow Tab

In this tab, the Buyer or Planner sets the delivery strategy and Sales Curve, reviews and updates the Receipt Parameters, and plans the weekly sales and receipts units for Short Life Cycle (SLC) items.

### Define Item Flow View

In the Define Item Flow view, you plan Short Life Cycle (SLC) items by setting parameters like delivery strategy (Single Drop or Multiple Drop), selecting a sales curve from predefined options (such as Bell Curve), and defining Week Start/End dates. You also review the Receipt Parameters (lead time, order frequency, safety stock, and so on.) that are auto-populated from



Admin Parameters. The Application Action, Create Weekly Sales & Receipts generates the sales and receipts plan for selected SLC products.

Weekly Sales for both Single Drop and Multiple Drop items are generated based on the chosen curve and date range. Sales Potential defined and approved in Assortment Fit are the default Assortment Period sales plan unless modified.

Filters enable quick aggregation between Single Drop and Multiple Drop products. Buy Quantity for Single Drop is calculated using sell-thru, sales units, lead time, and minimum order quantity, while Multiple Drop receipts consider sell-thru, order frequency, safety stock, and more.

If you create new placeholders and wants to generate sales potential for the placeholders, you need to return to the Assortment Fit module.

## Adjust Buy Quantity View

The Adjust Buy Quantity view allows you to plan the Buy Quantity for Single Drop items by adjusting the sell-thru %, focusing exclusively on items with a single receipt. Weekly sales for these items are automatically derived from the selected Sales Curve, ensuring alignment with demand patterns by week for aggregated product categories. You define the Buy Quantity at the Assortment Period level, which is then planned at the week level and displayed later in the process. This streamlined view simplifies planning for Single Drop items, ensuring precise adjustments tailored to their one-time delivery nature.

## Adjust Weekly Flow View

The Adjust Weekly Flow View enables you to meticulously review and refine the weekly sales and receipt flow for both Single Drop and Multiple Drop items. This view provides a granular breakdown of how sales and receipts are distributed across weeks, ensuring alignment with planned strategies and market demands. For Single Drop items, the view displays one receipt based on Start Week + Lead Time and populates weekly sales according to the selected Sales Curve. For Multiple Drop items, it shows multiple phased receipts and weekly sales planned across weeks, derived from the chosen curve. Additionally, the view calculates Beginning of Period Inventory and End of Period Inventory, helping you manage stock levels effectively.

You can leverage different measure profiles to analyze sales and margin or receipts and inventory, gaining insights into revenue, profitability, and stock management. Filters are available to review Single Drop and Multiple Drop products separately, streamlining analysis. The receipt flow is controlled by the receipt parameters defined in the Define Item Flow View, such as lead time, order frequency, and safety stock. This view empowers you to make data-driven adjustments, optimize inventory management, and ensure smooth execution of both delivery strategies, ultimately maximizing efficiency and market impact.

### Reconcile to MFP View

In this view, you review the Item Flow by comparing it against Merchandise Financial Planning (MFP) Targets and Last Year's History at the subclass level, ensuring alignment with financial goals and historical performance. This dual analysis allows you to identify gaps, optimize subclass performance, and ensure financial viability, enabling informed adjustments for a balanced and effective strategy.

## Approve Item Flow View



The Approve Item Flow view serves as the final checkpoint for you to thoroughly review and approve the planned Item Flow for both Single Drop and Multiple Drop items. Here, you can meticulously examine the weekly sales, receipt flow, and inventory projections to ensure they align with strategic objectives and market requirements. Once satisfied, you run the Approve Item Flow application action, formally approving the planned item flow.

### **Review Sales Curve View**

The Review Sales Curve view allows you to review a comprehensive set of sales curves available in the system, with six predefined curves automatically provided to support diverse planning needs. These include:

- Bell Curve: Symmetrical sales distribution, ideal for products with a clear peak demand.
- Trending Item Curve: Rapid initial sales followed by a gradual decline, suited for fastmoving trends.
- Slow Introduction Curve: Gradual sales buildup over time, perfect for products with a slower market entry.
- MFP Curve: Matches sales patterns from a similar product, leveraging historical data for forecasting.
- LY Curve: Mirrors last year's sales performance, providing a baseline for comparison.

You can visualize these curves in the graphical mode or view % distribution in the pivot table, allowing them to understand how each curve shapes weekly sales projections. Additionally, you can leverage these predefined curves or custom-built curves to create tailored weekly sales plans, ensuring flexibility and precision. This feature empowers users to select the most appropriate curve for each product, aligning sales projections with market dynamics and strategic goals.

### **Review Admin Parameters View**

In this view, you can review the Admin Receipt Parameters set in the Planning Administration View, which serves as the foundational settings for receipt planning. These parameters, including Lead Time, Order Frequency, Safety Stock, Minimum Order Quantity, and others, are auto-populated based on the standard values defined in the Planning Admin Section.

After review, you can return to the Define Item Flow view and adjust required parameters to meet specific business needs or product characteristics. This may occur at the style-color level or higher product aggregations. For example, a subclass with longer supplier lead times or higher safety stock requirements can be modified to reflect these nuances. This granular control allows for precise tailoring of receipt parameters, ensuring they align with the unique demands of different product categories.

By reviewing and updating these parameters, you can optimize receipt flows, minimize stockouts, and improve inventory efficiency, ultimately enhancing the overall planning accuracy and execution.

## Define Product Rollup View

The Define Product Rollup view allows you select up to three product attributes to create an alternate hierarchy for analyzing assortments at the item level. Organized into three groupings, each with three levels, this feature enables nested dynamic rollups by key attributes (such as, Brand, Color, and Fabric). You can review plans grouped by these attributes and edit subtotals at each level to spread values to child positions. This flexibility allows for detailed analysis and





adjustments of the proposed assortment based on critical attributes, enhancing strategic decision-making.