



FIGURE 3-15 Product variety, Obermeyer women's parkas.

Note:

An example of a "style" is a Stardust parka.

An example of a "style-color combination" is a red Stardust parka.

An example of an "SKU" (stockkeeping unit) is a size 8, petite, red Stardust parka.

had relied heavily on her judgment in assessing the relative popularity of various designs.

In recent years, Klaus's son Wally had become actively involved in managing the company's internal operations. After completing high school, Wally combined working part time for the company with ski-patrolling on Aspen Mountain for six years, before entering college in 1980. After graduating from the Harvard Business School in 1986, Wally initially

focused his efforts on developing a hydro-electric power-generating plant in Colorado. By 1989, the power plant was established and required less day-to-day involvement. He joined Sport Obermeyer full time in 1989 as vice president.

As is often the case, the company founder and his MBA son had different management approaches: Wally relied more heavily on formal data-gathering and analytical techniques, whereas Klaus took