

further constrained. For example, the Pico toddler shoe, released in Fall 2008, was one of the Kids category's highest volume models. During those very late days, she had no time to add the task of identifying and specifying EPMS, especially since these were not flagged in Nike's materials' databases and WT had not compiled an EPM palette. Large categories like Core and Running had some success negotiating price reductions based on volume, but categories that were unable to do so struggled to overcome margin pressures. The product team's attempt to make it the unit's first Gold shoe fell short when it realized specifying an EPM outer material would not only mean badly missing the Pico's margin target, but would significantly harm the category's margins.