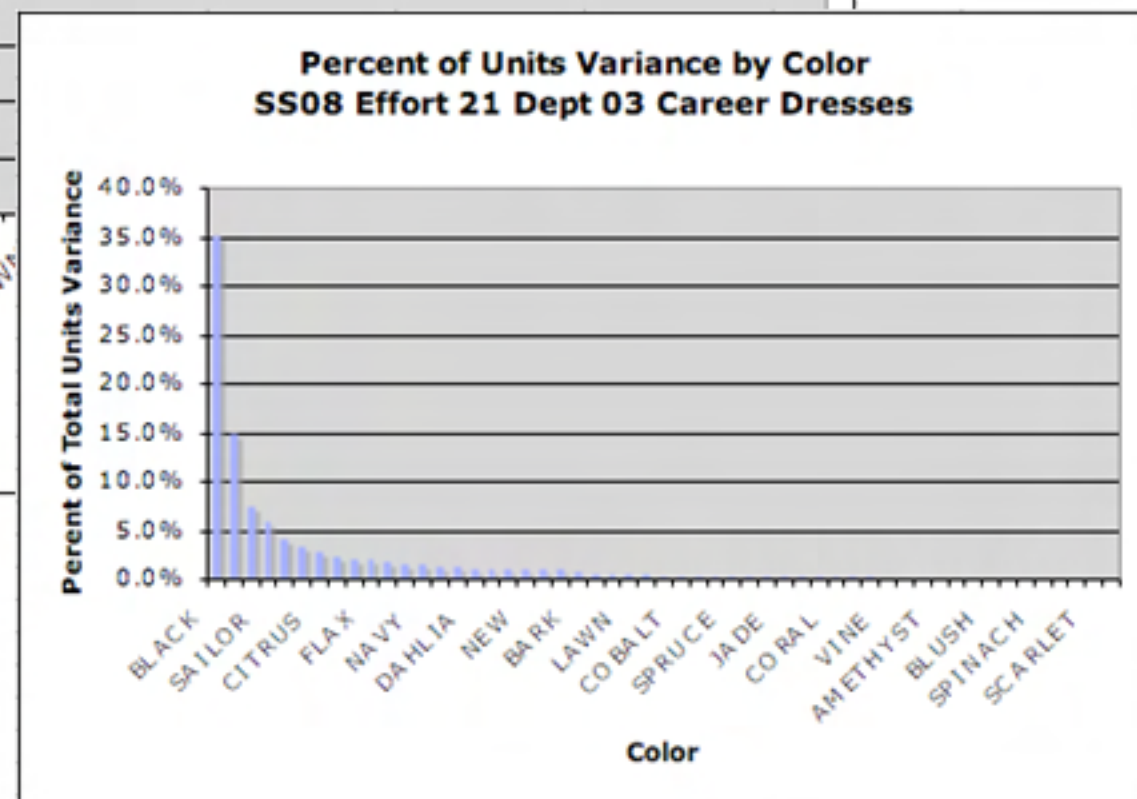
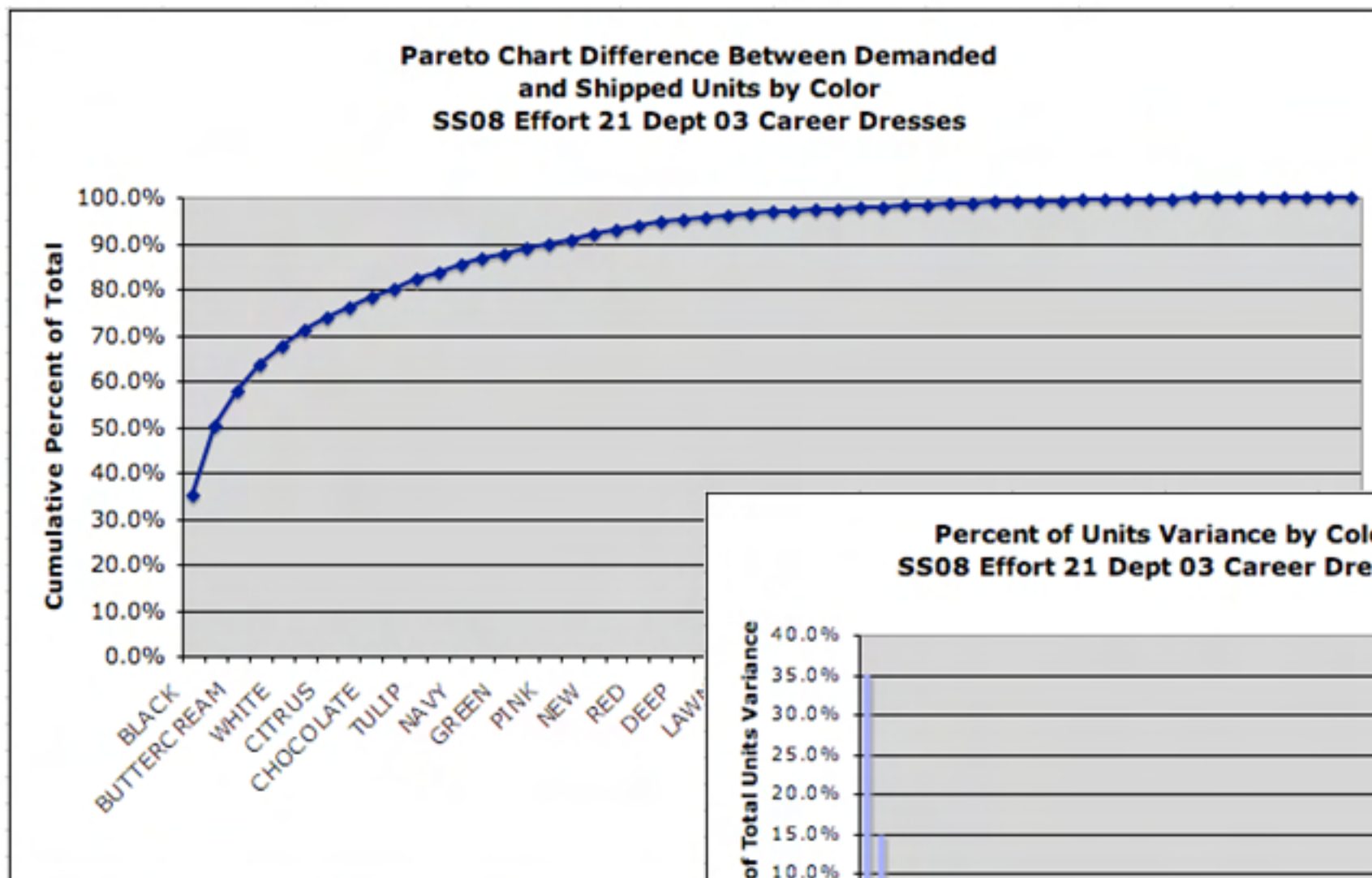


**Black was responsible for 35% of the 18,235 units in variance\* of Dept 03**



*\*Variance = absolute value of difference between demanded and shipped units.  
This variance signifies demand that was not fulfilled.*