



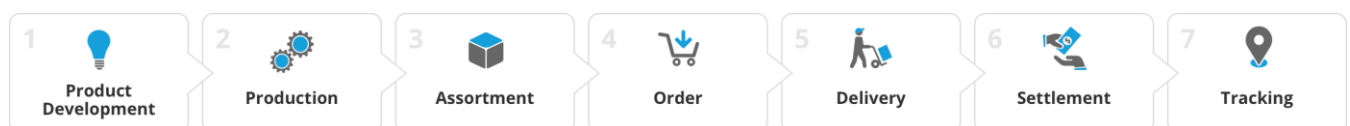
# STAND

STANDARDISERINGSUTVALGET FOR  
NORSK DAGLIGVAREBRANSJE



## 292 Assortment

- Master data registration and product presentation
- Listing, all information attributes, forecast and delivery ability
- Order and delivery
- Product images and control measurement
- Routine at delays
- Evaluation



# Content

<b>108 Assortment.....</b>	<b>3</b>
109 Master data registration and product presentation .....	4
190 What areas the standard for assortments changes apply to .....	4
192 Master data registration and product presentation follows a timeline .....	5
179 Master data registration in EPD (A1 and A3.1 in timeline) and control measuring at EPD Checkpoint (A8 in timeline) .....	6
180 Product presentation (A2 in the timeline) .....	7
182 Assortment changes outside agreed change time frame .....	7
189 Launch shall not be postponed .....	8
185 Communication and data exchange .....	8
110 Listing, all information attributes, forecast and delivery ability .....	9
193 Feedback on listing / main assortment and confirmed ability of delivery (A3-A6 in timeline)	10
181 Time-managed or inventory-managed assortment change .....	11
179 Master data registration in EPD (A1 and A3.1 in timeline) and control measuring at EPD Checkpoint (A8 in timeline) .....	12
183 Forecast and delivery confirmation (A4 in timeline) .....	13
184 Routine for delays from supplier / Private label .....	14
182 Assortment changes outside agreed change time frame .....	14
189 Launch shall not be postponed .....	14
111 Order and delivery .....	15
191 Order from distributor and delivery to retailer (A6-A10 in timeline) .....	15
185 Communication and data exchange .....	15
186 Order routine and data exchange for products with short shelf life .....	16
112 Product images and control measurement .....	17
195 Product images in Tradesolutions MediaStore .....	17
196 Submission of products for control measurement at EPD Checkpoint .....	17
113 Routine at delays .....	18
187 Routine of notified delays (A7 in timeline) .....	18
188 Routine of unannounced delays .....	19
189 Launch shall not be postponed .....	19
114 Evaluation .....	20
194 Evaluation of new products .....	20
186 Order routine and data exchange for products with short shelf life .....	20
ATTACHMENTS .....	21
185 Communication and data exchange .....	21
154 Service Level - Purpose, types of target measures and assumptions .....	21
184 Routine for delays from supplier / Private label .....	22
187 Routine of notified delays (A7 in timeline) .....	23
188 Routine of unannounced delays .....	24

## 108 Assortment

STAND Assortment describes recommended activities, processes and deadlines at assortment changes in the different profiles in the various retail chains.

It is a united request from both grocery suppliers, distributors and retail chains that the actors jointly contribute to the most effective processes in implementing assortment changes.

The purpose of the standard is to help maintain the flow of products, avoid empty stock in the value chain and reduce costs, return and obsolescence.

This can be achieved by:

- Collaboration and openness in the implementation of assortment changes
- Clarity regarding responsibilities and deadlines
- Precision in forecasts
- Clear rules for deviation management

The standard includes the following sub processes:

- Master data registration and product presentation
- Listing, all information attributes, forecast and delivery
- Ordering and delivery
- Product images and control measurements
- Routine for delays
- Evaluation

The deadlines are scarce, and in order to achieve successful assortment range changes, it is very important that the recommended standard timeline and deadlines are followed.

A prerequisite for success is the following guideline for the work:

**Get it right the first time - on time**

## 109 Master data registration and product presentation

The process describes the flow of information and the physical flow of the product. This is illustrated in a timeline.

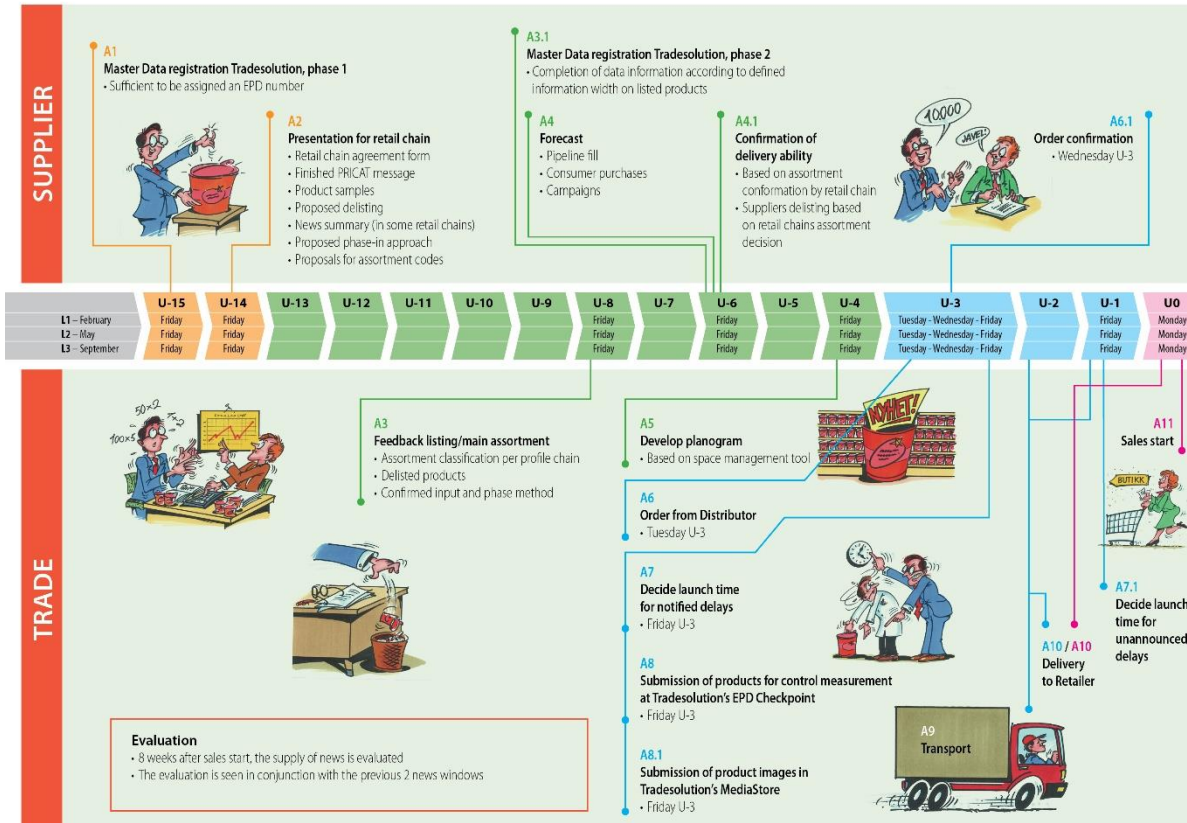


Fig 276

## 190 What areas the standard for assortments changes apply to

Assortment changes including phase-in and phase-out of products, both new products and codes for changes to assortment/ changes in listings.

Supplies of Promotional Units and campaigns are not included.

Seasonal products and other special product groups may have a different timeline. The activities that are included are the same as for other assortment changes.

Bilateral agreements such as pre-launch and / or campaigns which does not affect deliveries to other parties can be included.

## 192 Master data registration and product presentation follows a timeline

Products distributed over distributor, via Crossdock or directly to retailers following the same path.

The timeline indicates the very last deadline for completion of the respective activity. Many of the activities are sequential, where startup assumes that previous activities have been completed.

Where possible, encourage mutual involvement as early as possible in the process to reduce costs and uncertainties. See also attachment [185 Communication and data exchange](#).

The retail chains will operate with different forms, but they largely contain the same.

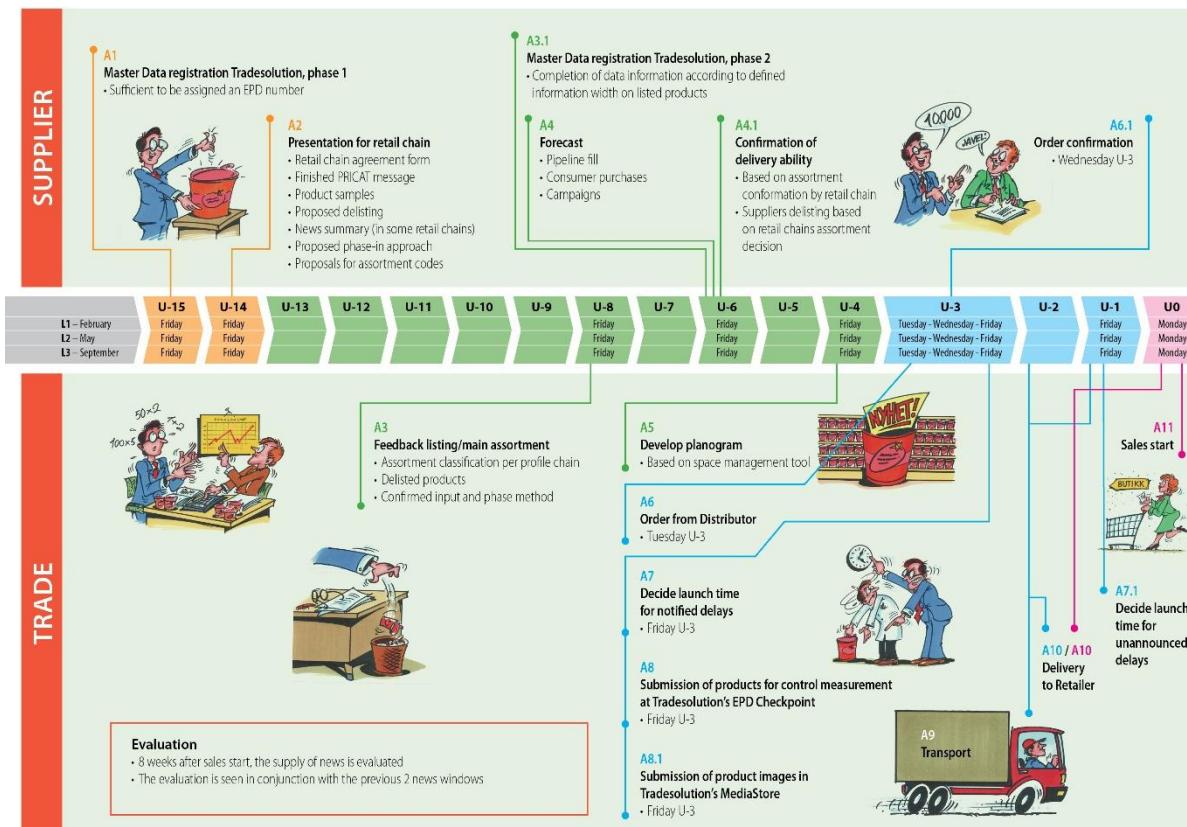


Fig 276

Current deadlines are available in section for downloads.

## 179 Master data registration in EPD (A1 and A3.1 in timeline) and control measuring at EPD Checkpoint (A8 in timeline)

The supplier must register sufficient master data in the EPD database for the product to be assigned an EPD number. This is phase 1 of master data registration, and must occur at the latest in U-15 (timeline A1).

Remaining relevant basic data information according to defined information width must be registered in the U-6 (timeline A3.1) after assortment verification). This is phase 2 of master data registration.

Deadline for submission of a control measurement product at EPD Checkpoint / Tradesolution is Friday in U-3 (Timeline A8).

Reference is also made to the process description on [www.tradesolution.no](http://www.tradesolution.no).

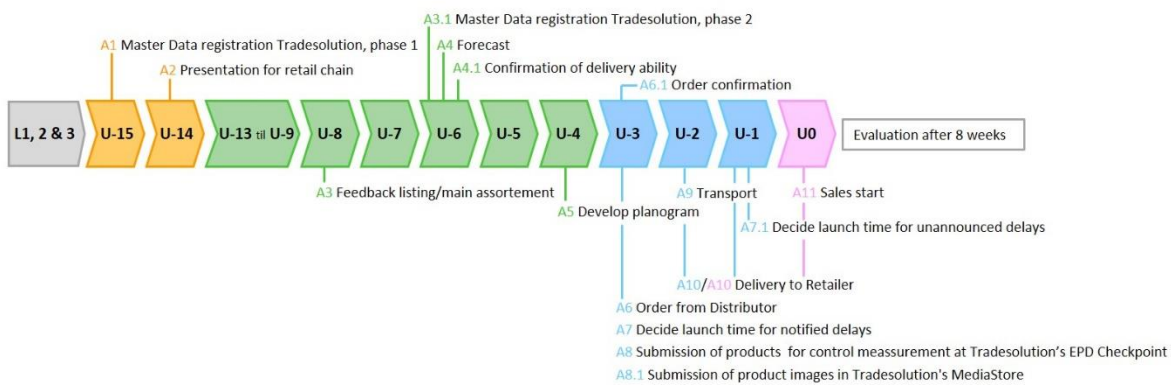


Fig 274



## 180 Product presentation (A2 in the timeline)

In the meeting where product news is presented, the supplier presents its news and suggestions for product range changes together with:

- Retail chain agreement form (incl. price)
- Finished PRICAT message
- Product samples (preferably before the planning phase)
- Proposals for assortment codes
- Proposed phase-in approach (time-managed or inventory-managed)
- Proposed delisting (time-managed or inventory-managed)
- News summary (in some retail chains)

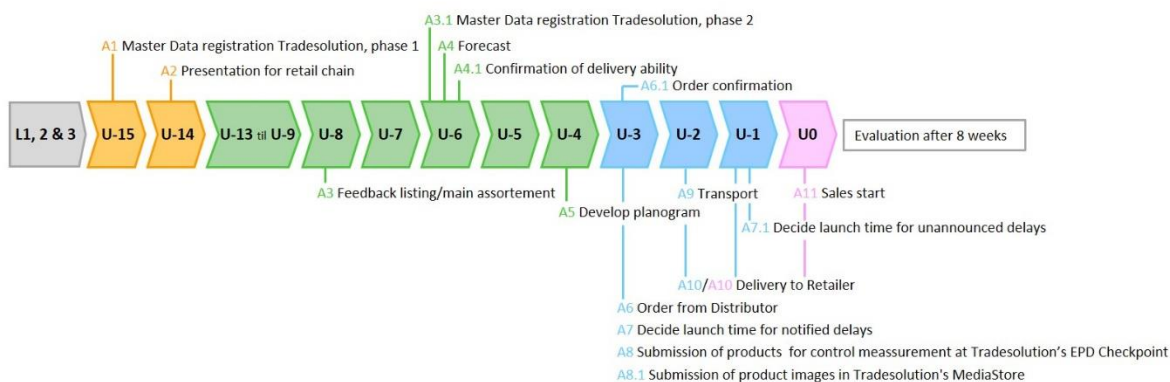


Fig 274

## 182 Assortment changes outside agreed change time frame

If needed, changes outside of agreed change time frame should be followed as far as practicable, following these standard timelines and processes.

Changes are agreed bilaterally and should not normally result in physical changes of shop shelves.

Changes of pure technical nature, such as changed brand requirements, minor adjustments to packaging may be done by simplified administrative processing, agreed bilaterally.

## 189 Launch shall not be postponed

Launch will not be subject to major deviations between forecast (A4 in timeline) and actual ordering. In general, product news should be ready for pick-up from supplier from Monday U-2, or at the agreed time.

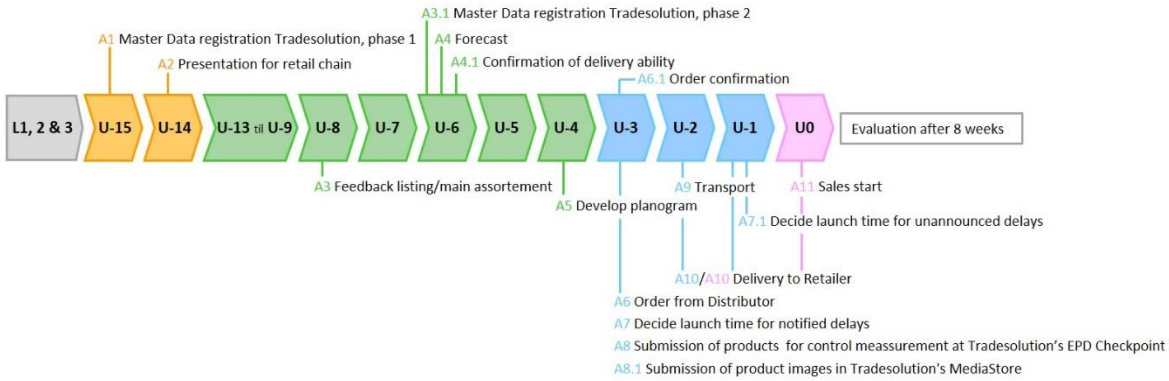


Fig 274

## 185 Communication and data exchange

The supplier and the retail chain shall keep each other updated in all circumstances that may be relevant for successful assortment change.

Sales and inventory data are made available as soon as they can be communicated.

### Target measures

Service Level – for wholesaler and retailer - are measured and exchanged.

For definition of service level refer to attachment [154 Service level - Purpose, types of target measures and assumptions](#) with any clarifications in the retail chain / supplier agreement.

In case of significant deviations in service levels, assortment coding and forecasts are therefore natural reference points.



## 110 Listing, all information attributes, forecast and delivery ability

This sub process consists of points (A3-A5 in timeline):

- Feedback on listing / main assortment and confirmation of delivery ability
- Time-managed or inventory-managed assortment change
- Master data registration - completion of complete information attributes
- Forecast and delivery confirmation (A4 in timeline)
- Routine for delay from supplier / private label
- Assortment changes outside agreed time frames

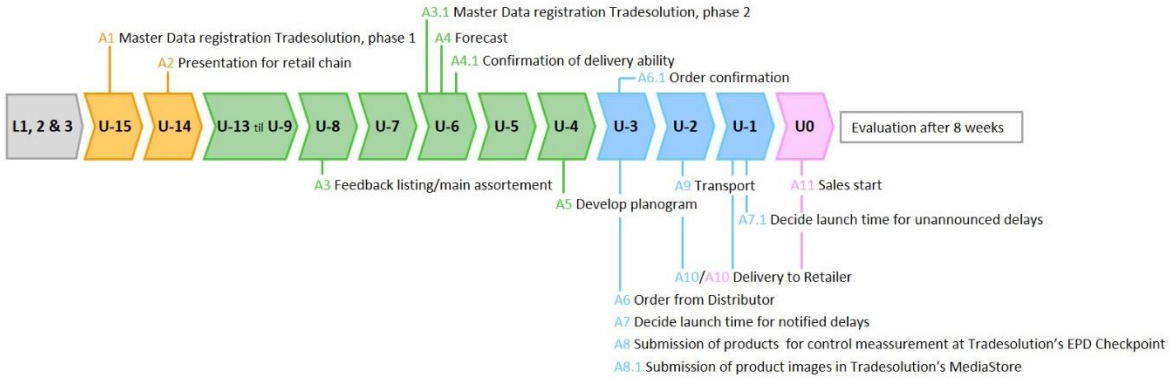


Fig 274

## 193 Feedback on listing / main assortment and confirmed ability of delivery (A3-A6 in timeline)

The feedback from the retail chain should include:

- Assortment classification per profile chain (new and old classification)
- Selected input and phase method (time-managed or inventory-managed)
  - Included the list of products that are linked
- Products that are delisted
- The time of feedback about assortment is no later than U-8.

If the retail chain's assortment selection of products leads to a supplier deciding to cancel or postpone launch, this should be reported to the relevant retail chain's category manager by latest Friday at U-6.

In case of product shortages at the supplier, the volume as confirmed in U-6 (A4 in timeline) is used as the basis of deviation handling ref. attachment [184 Routine for delay from supplier / Private label](#). However, order confirmation of orders (A6) delivered no later than Tuesday in U-3 is to be considered as a binding agreement. Order confirmations will be given Wednesday U-3 (A6.1). Current deadlines are available in section for downloads.

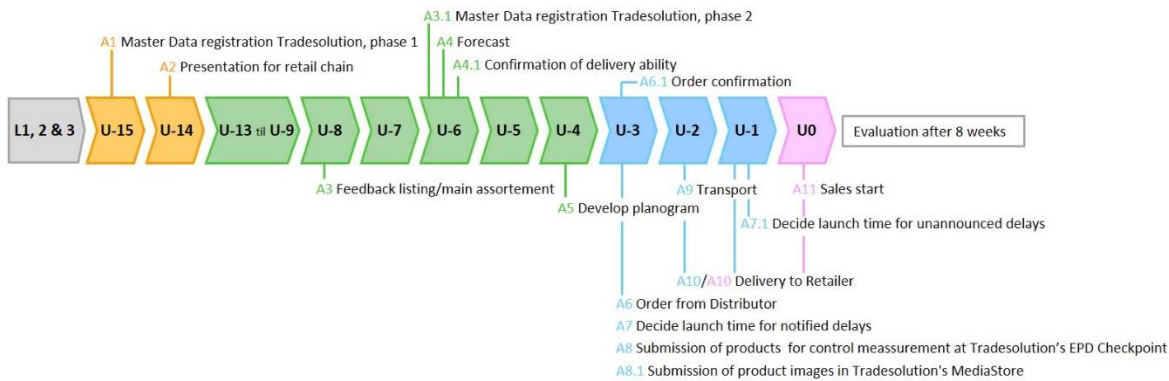


Fig 274

## 181 Time-managed or inventory-managed assortment change

Assortment change can be done inventory-managed or time-managed.

**Inventory-managed assortment change** means that outgoing products are sold until inventory is at a low level or sold out and then sales of the new product starts.

In the case of inventory-managed assortment change, new products will replace an outgoing item and / or take over its place in the shelf - link / product connection is used. Sales start will depend on inventory and sales on outgoing item. The supplier and the retail chain must agree which stocks are included and calculate the date of the transition. Campaigns or other steps to make the change can be agreed. It is normal to set a final deadline for the delivery of the outgoing item.

Inventory-managed assortment change significantly reduces the risk of empty shelves and losses throughout the value chain and should be chosen if possible.

Optimal inventory-managed assortment change requires close collaboration between supplier and individual wholesaler, including dialogue on inventories and sales development. It will not be pre-orders from wholesaler in U-3 if inventory-managed in-phase is used. Order and startup are bilaterally agreed.

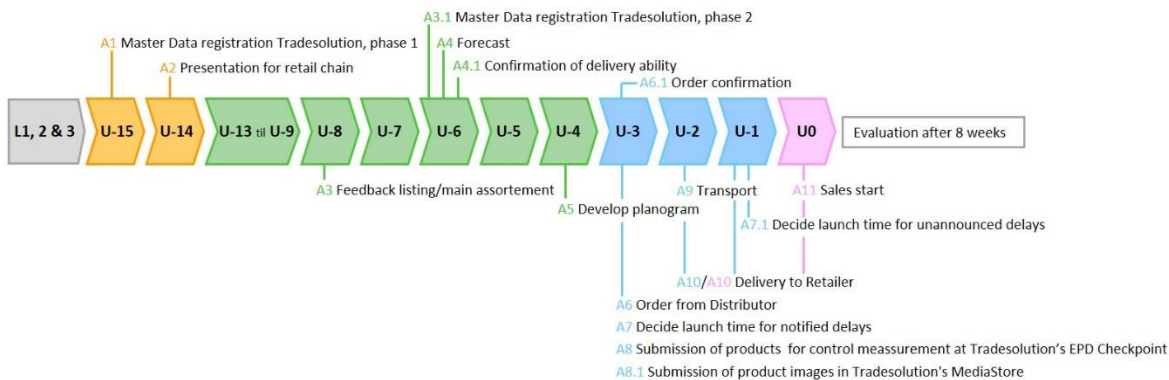


Fig 274

Time-managed assortment change implies that a date for the start of sale of products is set. Time-managed assortment change is selected when inventory-managed is not optimal, eg by phasing in products that receive heavy sales support or where the physical attributes of the product require rebuilding of shelves. With time-managed in-phase, relevant wholesale warehouses and stores must be filled up at the same time. The volume for this is significant and must be calculated separately - referred to as «pipeline fill»

News to be distributed in several trading chains is launched in one of the industry's joint launch time frames.

## 179 Master data registration in EPD (A1 and A3.1 in timeline) and control measuring at EPD Checkpoint (A8 in timeline)

The supplier must register sufficient master data in the EPD database for the product to be assigned an EPD number. This is phase 1 of master data registration, and must occur at the latest in U-15 (timeline A1).

Remaining relevant basic data information according to defined information width must be registered in the U-6 (timeline A3.1) after assortment verification). This is phase 2 of master data registration.

Deadline for submission of a control measurement product at EPD Checkpoint / Tradesolution is Friday in U-3 (Timeline A8).

Reference is also made to the process description on [www.tradesolution.no](http://www.tradesolution.no).

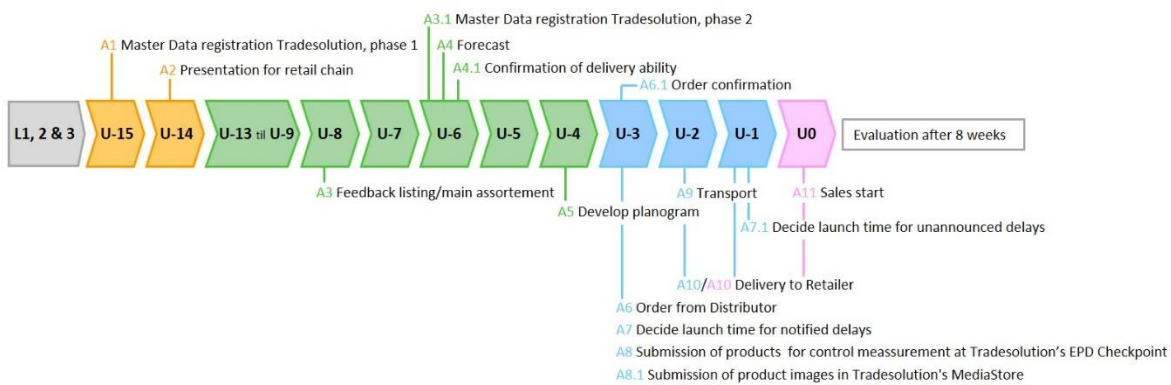


Fig 274

## 183 Forecast and delivery confirmation (A4 in timeline)

In the case of inventory-managed in-phasing, the replacement product will most often have the same sales volume and profile as the outgoing product. There will normally be no need for own forecasts but close dialogue about in-phasing time.

With time-managed in-phasing, the forecast is divided into three and determined by the supplier:

1. Pipeline fill  
Calculation based on customer information about listing / number of locations (warehouse and shelves) and amount per location cf. timeline A3. 2.
2. Consumer purchases  
Expressed as the number of Stock Keeping Units (SKU) per week given listing.
3. Campaigns  
Retail chains wishing to carry out campaigns on new products follow the retail chain's regular deadlines regarding. script, forecast / pre-order.

Supplier must confirm delivery capacity in U-6.

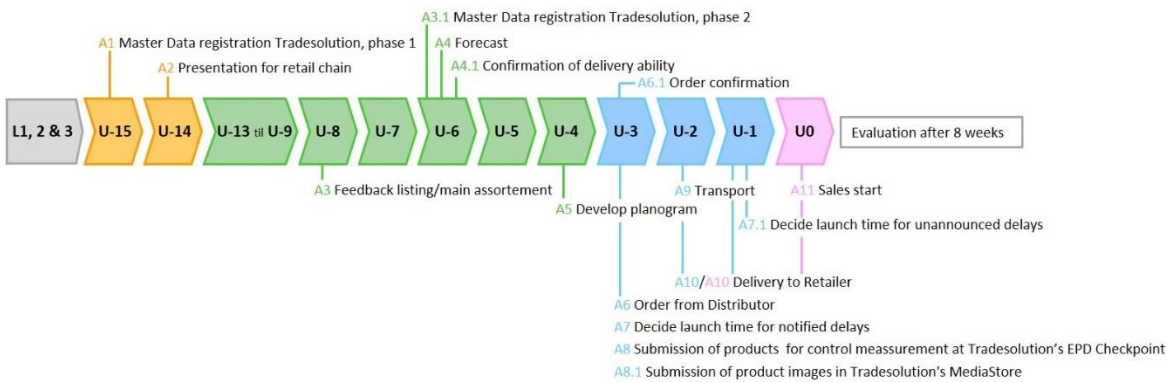


Fig 274

Tradesolution has developed a portal for the exchange of sales forecasts between supplier and distributor, initially for new launches and assortment changes.

REMA and COOP use this solution, while Norgesgruppen / ASKO uses its own supplier portal.

Example of screenshot from the forecast portal

COOP		OPPFYLING AV BUTIKK			SALG UT AV BUTIKK			SUM	
SORTIMENT	ANTALL BUTIKKER	ANT D-PAK I HILLE	SUM D-PAK	PR LIKE PR BUTIKK F-PAK	ANT LIKER	ANTALL BUTIKKER	ANT FID	SUM D-PAK	OPPFYLING OG SALG (D-PAK)
COOP EXTRA	387	12	4 644	10	3 887	6	1 935	6 579	
COOP MARKED	342	1	342	10	3 420	6	1 710	2 052	
COOP MEGA	77	1	77	10	770	6	385	482	
COOP OBSI	31	2	62	10	310	6	155	217	
COOP PRIX	285	1	285	10	2 850	6	1 425	1 710	
			5 411				5 610	11 021	

REMA 1000		OPPFYLING AV BUTIKK			SALG UT AV BUTIKK			SUM	
SORTIMENT	ANTALL BUTIKKER	ANT D-PAK I HILLE	SUM D-PAK	PR LIKE PR BUTIKK F-PAK	ANT LIKER	ANTALL BUTIKKER	ANT FID	SUM D-PAK	OPPFYLING OG SALG (D-PAK)
REMA 1000 LITEN	161	1	161	10	1 610	6	805	966	
REMA 1000 MIDDELS	272	2	544	10	2 720	6	1 360	1 904	
REMA 1000 MING	15	1	15	10	150	6	75	99	
REMA 1000 STOR	159	2	318	10	1 590	6	795	1 105	
			1 038				3 030	4 064	

Fig 275

## 184 Routine for delays from supplier / Private label

Any delay must be notified immediately with the information available at the time of notification. Message must be sent to the department of category /purchase and the department of logistics.

In case of delay, a distinction is made between notified and unannounced.

### Read more in attachment:

- [187 Routine of notified delays \(A7 in timeline\)](#)
- [188 Routine of unannounced delays](#)

Current deadlines are available in section for downloads.

## 182 Assortment changes outside agreed change time frame

If needed, changes outside of agreed change time frame should be followed as far as practicable, following these standard timelines and processes.

Changes are agreed bilaterally and should not normally result in physical changes of shop shelves.

Changes of pure technical nature, such as changed brand requirements, minor adjustments to packaging may be done by simplified administrative processing, agreed bilaterally.

## 189 Launch shall not be postponed

Launch will not be subject to major deviations between forecast (A4 in timeline) and actual ordering. In general, product news should be ready for pick-up from supplier from Monday U-2, or at the agreed time.

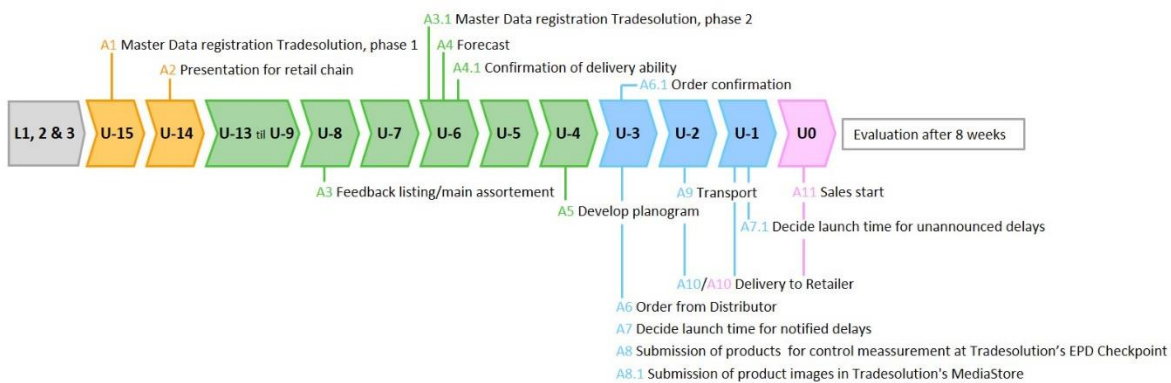


Fig 274

## 111 Order and delivery

The process is generic and describes the following points:

- Order from distributor and delivery to retailer
- Communication and data exchange including service level
- Order routine and data exchange for products with short shelf life
- Forecast and deadlines

### 191 Order from distributor and delivery to retailer (A6-A10 in timeline)

Distributor will order no later than Tuesday in U-3 to meet expected needs - for pipeline fill and sales in start-up week.

If both parties wish for a different order flow, deviations may be agreed, however, obligations are in accordance with volume confirmation A4.

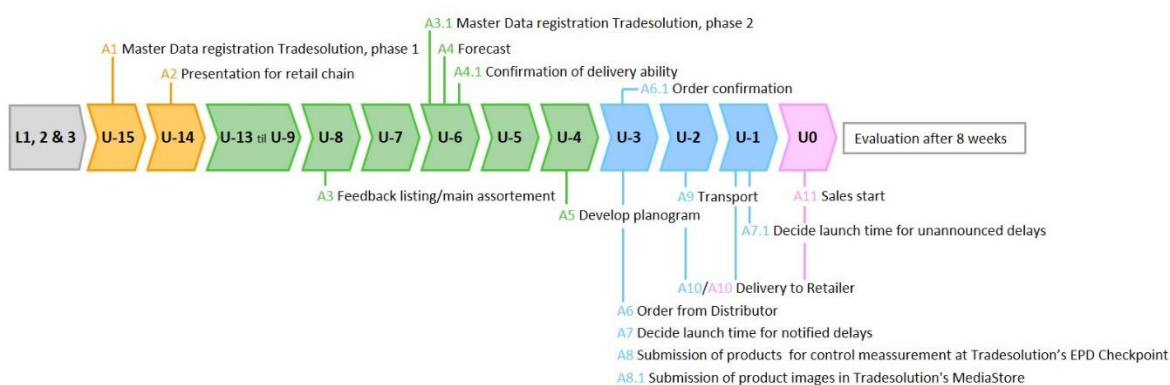


Fig 274

The order is based on the chain planograms and / or other systems.

The order's pick-up / delivery time shall provide the supplier with the maximum amount of time required to ensure total coverage and possible discrepancy while safeguarding the cost-effective flow of products to the distributor.

Current deadlines are available in section for downloads.

## 185 Communication and data exchange

The supplier and the retail chain shall keep each other updated in all circumstances that may be relevant for successful assortment change.

Sales and inventory data are made available as soon as they can be communicated.

### Target measures

Service Level – for wholesaler and retailer - are measured and exchanged.

For definition of service level refer to [154 Service level - Purpose, types of target measures and assumptions](#) with any clarifications in the retail chain / supplier agreement.

In case of significant deviations in service levels, assortment coding and forecasts are therefore natural reference points.



## **186 Order routine and data exchange for products with short shelf life**

All new products follow common routines for filling of shelves.

For products with shelf life less than 60 days, the wholesaler order(s) will meet the fulfillment requirements and expected supplement to the store the first sales days, rarely more than 6 days.

The wholesaler will give the supplier access to data showing the number of stores per retail chain that has sales on the current item and the number of Consumer Units (CU) sold (POS), accrued and accumulated. Data is delivered in the first 8 weeks after launch.

The supplier is expected to have high readiness for implementing any measures to ensure continuous delivery capacity.

## 112 Product images and control measurement

There are defined deadlines for submission of products to Tradesolution for photography and control measurement. This sub process contains the following points:

- Product images in Tradesolution's MediaStore
- Submission of products for control measurement at EPD Checkpoint

## 195 Product images in Tradesolutions MediaStore

Product images of all new products should according to the timeline be available in Tradesolutions MediaStore within U-3.

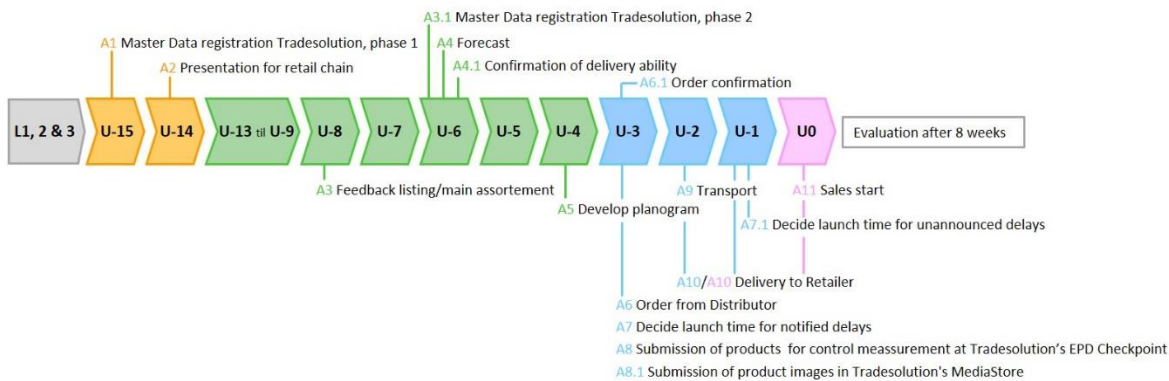


Fig 274

See process description at: [www.tradesolution.no](http://www.tradesolution.no)

Current deadlines are available in section for downloads.

## 196 Submission of products for control measurement at EPD Checkpoint

Deadline for submission of a control measurement product at EPD Checkpoint / Tradesolution is Friday in U-3 (Timeline A8).

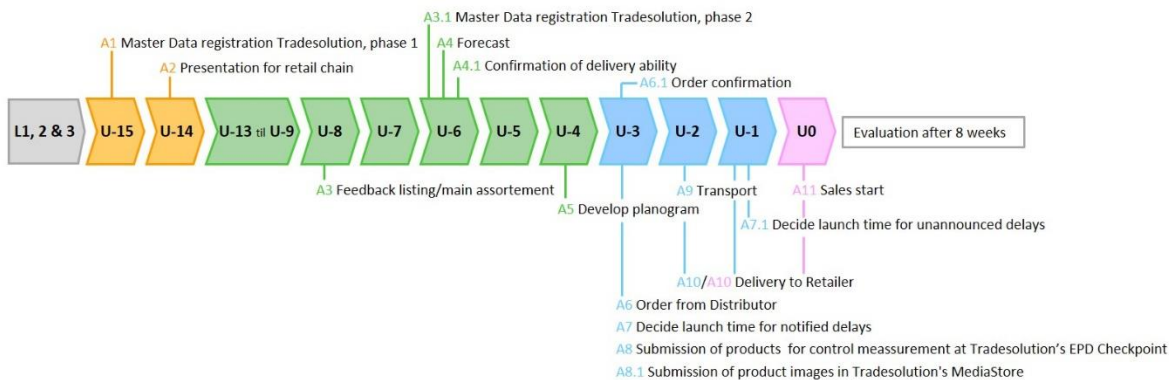


Fig 274

See process description at: [www.tradesolution.no](http://www.tradesolution.no)

Current deadlines are available in section for downloads.

## 113 Routine at delays

In case of delay, a distinction is made between notified and unannounced. Separate routines have been established for:

- Routine of notified delays
- Routine of unannounced delays

## 187 Routine of notified delays (A7 in timeline)

Any delay must be notified immediately with the information available at the time of notification. Message must be sent to the department of category / purchase and the department of logistics.

1. Supplier confirms delivery capacity of complete delivery in U-6. If the supplier is not able to deliver, is currently notified new delivery date, (same to all customers, given compliance with other deadlines)
2. The supplier confirms the final delivery date in U-3. Actual postponement / postponed launch time should be equal to all customers, given compliance with routines / deadlines in this standard. Volume is distributed based on supplier's forecast to chain timeline A4. Time deviations that do not affect product at retailer Monday week 0, must be resolved. If the delay exceeds three weeks, ie longer than Monday week 1, the routine applies to unannounced delays, see below.
3. Deferred delivery date is considered in order sent in U-3 (A6).
4. The deferral is dealt with in the evaluation of launch, bilaterally between supplier and customer.

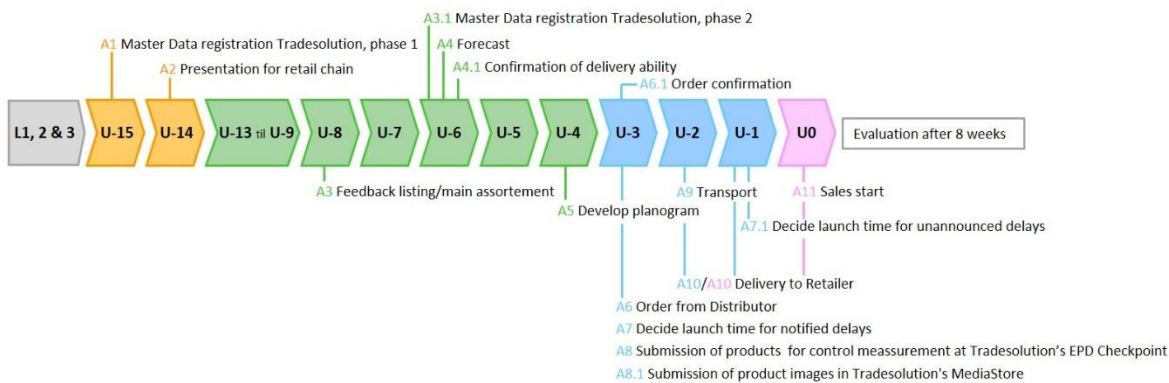


Fig 274

### 188 Routine of unannounced delays

Any delay must be notified immediately with the information available at the time of notification. Message must be sent to the department of category / purchase and department of logistics.

1. Notification of postponement after U-6, or at delays longer than Monday U1, is handled by routine for unannounced delays.
2. The products can be ordered according to plan.
3. The supplier confirms reduced delivery capacity for regular order confirmation in U-3, (A6.1 in timeline)
4. Customer may determine any delayed delivery date at the latest in U-1. Customer can be released from assortment obligation (A3 in timeline)
5. Assessment and decision on response if deviations occur are handled by the individual retail chain.

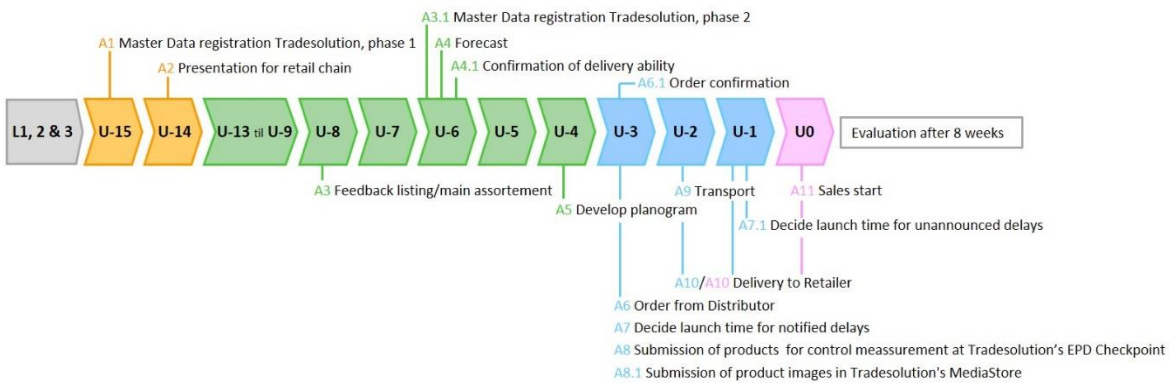


Fig 274

### 189 Launch shall not be postponed

Launch will not be subject to major deviations between forecast (A4 in timeline) and actual ordering. In general, product news should be ready for pick-up from supplier from Monday U-2, or at the agreed time.

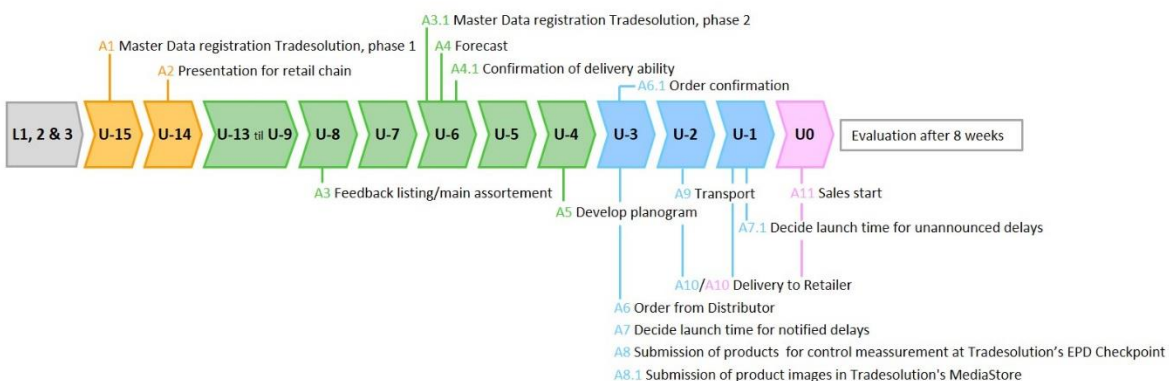


Fig 274

## **114 Evaluation**

After all launches, an evaluation will be made. This is carried out in conjunction with the previous product news launches. Below is further information about:

- Evaluation of new products
- Order routine and data exchange for products with short shelf life

## **194 Evaluation of new products**

8 weeks after sales start, the supply of new products is evaluated. The evaluation is carried out in conjunction with the previous 2 product news time frames.

Suppliers who have performed poorly can be notified in writing of imperfect deliveries and to provide a statement describing the cause and actions to be taken.

Given continued delivery challenges (forthcoming news time frame), the supplier may be notified in writing that new products is not considered unless convincing documentation of implemented actions is handed over.

Assessment and decision on response if deviations occur are handled by the individual retail chain.

## **186 Order routine and data exchange for products with short shelf life**

All new products follow common routines for filling of shelves. For products with shelf life less than 60 days, the wholesaler order(s) will meet the fulfillment requirements and expected supplement to the store the first sales days, rarely more than 6 days.

The wholesaler will give the supplier access to data showing the number of stores per retail chain that has sales on the current item and the number of Consumer Units (CU) sold (POS), accrued and accumulated. Data is delivered in the first 8 weeks after launch.

The supplier is expected to have high readiness for implementing any measures to ensure continuous delivery capacity.

## ATTACHMENTS

### 185 Communication and data exchange

The supplier and the retail chain shall keep each other updated in all circumstances that may be relevant for successful assortment change.

Sales and inventory data are made available as soon as they can be communicated.

#### Target measures

Service Level – for wholesaler and retailer - are measured and exchanged.

For definition of service level refer to attachment [154 Service level - Purpose, types of target measures and assumptions](#) with any clarifications in the retail chain / supplier agreement.

In case of significant deviations in service levels, assortment coding and forecasts are therefore natural reference points.

### 154 Service Level - Purpose, types of target measures and assumptions

#### **Intentions for measurement of service level**

Measurement of service levels is a topic that most players are concerned with and are an important element in the relationships between supplier and customer.

The parties are free to agree whether to measure the degree of service.

If the parties agree to establish an agreement, STAND recommends that STAND's definitions be used.

A challenge in relation to the exchange and evaluation of service level data has been that the trading partners often use different definitions and conditions for measurement and follow-up.

The recommendation contains suggestions for target measures and common definitions for measuring service levels. The purpose is to establish a common platform as a basis for measurement, communication and mutual evaluation of performance.

Joint exchanges of measurement results, based on the proposed definitions, could contribute to improved service levels and contribute to increased understanding of the parties' views on customer and delivery services.

Target measures are based on DLFs (Dagligvaruleverantörers Förbund) and DULOGs (Dagligvaruhandelns Utvecklings- och Logistikgrupp) common definitions, established in Sweden in 1998.

With this as a base as well as experience from companies with international relations, the prioritized definitions build upon the need for common understanding, measurement and evaluation of cross-border service.

With continuous follow-up, development and trends can be monitored over time. This will probably be more interesting than single results. Greater trend deviations are when warning signals and improvement programs should be implemented to reduce the likelihood that a similar situation will arise in the future.

#### **Target measures**

The recommendation describes 6 different target measures, of which STAND recommends that 3 of these are prioritized, as these can be quickly implemented in today's systems.

Other target measures are composed of different combinations of priority targets.

Selection of target measures is done by the parties themselves and described in bilateral agreements.

*Priority target measures:*

- Correct quantity
- Correct time
- Correct administration

*Combined target measures:*

- Delivery of Order - Availability
- Complete orders at the right time
- The perfect order

The target measures can be used by both the customer and the supplier for follow-up of each other's performance.

### **Prerequisites for target measures and definitions**

*Measure*

In the measurements, the unit of measurement is described as "sales unit». It is recommended that Stock Keeping Unit (SKU) is used as a sales unit. Stock Keeping Unit (SKU) is established in most systems and is the base for transactions; ex. ordering, delivery, billing etc. to the store.

Consumer Units (CU) as a unit of measurement, however, should be the vision and goal of the future, as the Consumer Unit (CU) is the unit of measurement that is uniform and shared throughout the value chain.

*Agreement on measurement of service level*

Which target measures to use and what definitions should apply should be anchored in a bilateral agreement. The agreement can regulate conditions such as:

- Accrual
- Lead times
- Assortment
- Time frame
- How the exchange of measurement results should take place
- Where and when the measurement should take place for the measurement points associated with the priority target measure "Correct time»
- Duration of measurements. In choosing definitions, the parties must agree on the degree of service to be calculated over time or in relation to a contracted number of orders

### **184 Routine for delays from supplier / Private label**

Any delay must be notified immediately with the information available at the time of notification. Message must be sent to the department of category /purchase and the department of logistics.

In case of delay, a distinction is made between notified and unannounced.

**Read more in attachment:**

- [187 Routine of notified delays \(A7 in timeline\)](#)
- [188 Routine of unannounced delays](#)

Current deadlines are available in section for downloads.



## 187 Routine of notified delays (A7 in timeline)

Any delay must be notified immediately with the information available at the time of notification. Message must be sent to the department of category / purchase and the department of logistics.

5. Supplier confirms delivery capacity of complete delivery in U-6. If the supplier is not able to deliver, is currently notified new delivery date, (same to all customers, given compliance with other deadlines)
6. The supplier confirms the final delivery date in U-3. Actual postponement / postponed launch time should be equal to all customers, given compliance with routines / deadlines in this standard. Volume is distributed based on supplier's forecast to chain timeline A4. Time deviations that do not affect product at retailer Monday week 0, must be resolved. If the delay exceeds three weeks, ie longer than Monday week 1, the routine applies to unannounced delays, see below.
7. Deferred delivery date is considered in order sent in U-3 (A6).
8. The deferral is dealt with in the evaluation of launch, bilaterally between supplier and customer.

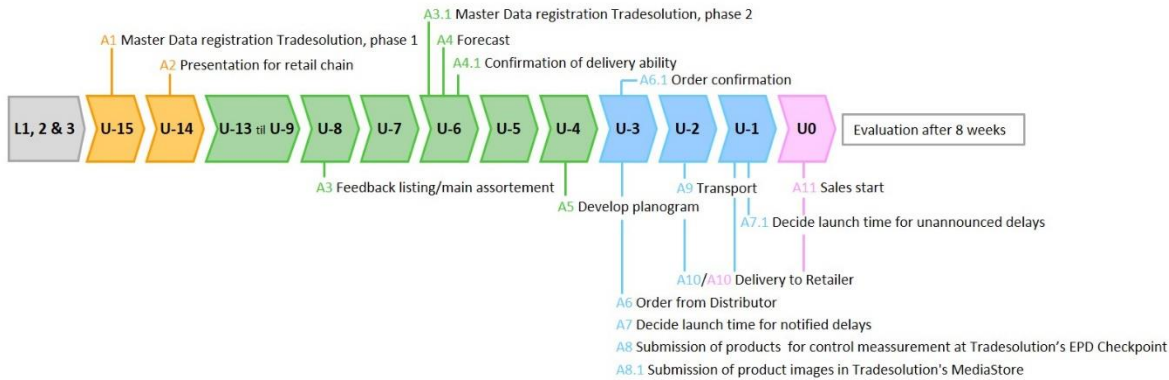


Fig 274

## 188 Routine of unannounced delays

Any delay must be notified immediately with the information available at the time of notification. Message must be sent to the department of category / purchase and department of logistics.

1. Notification of postponement after U-6, or at delays longer than Monday U1, is handled by routine for unannounced delays.
2. The products can be ordered according to plan.
3. The supplier confirms reduced delivery capacity for regular order confirmation in U-3, (A6.1 in timeline)
4. Customer may determine any delayed delivery date at the latest in U-1. Customer can be released from assortment obligation (A3 in timeline)
5. Assessment and decision on response if deviations occur are handled by the individual retail chain.

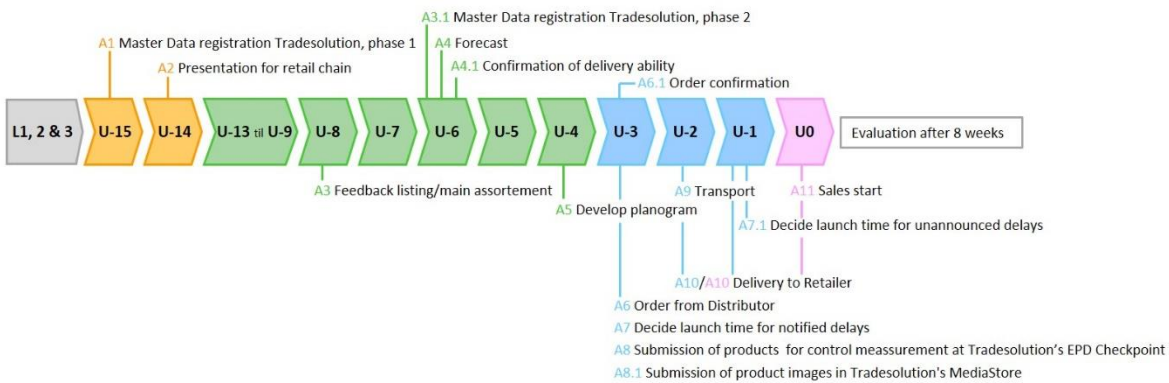


Fig 274