



Assortment

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Assortment

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

In general, new products should be launched in L1 and L3. Regarding relaunches, minor changes and selected big news, products can also be launched in L2 by agreement with customer

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

Watch an animation about the main aspects of Assortment [here](#)

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.

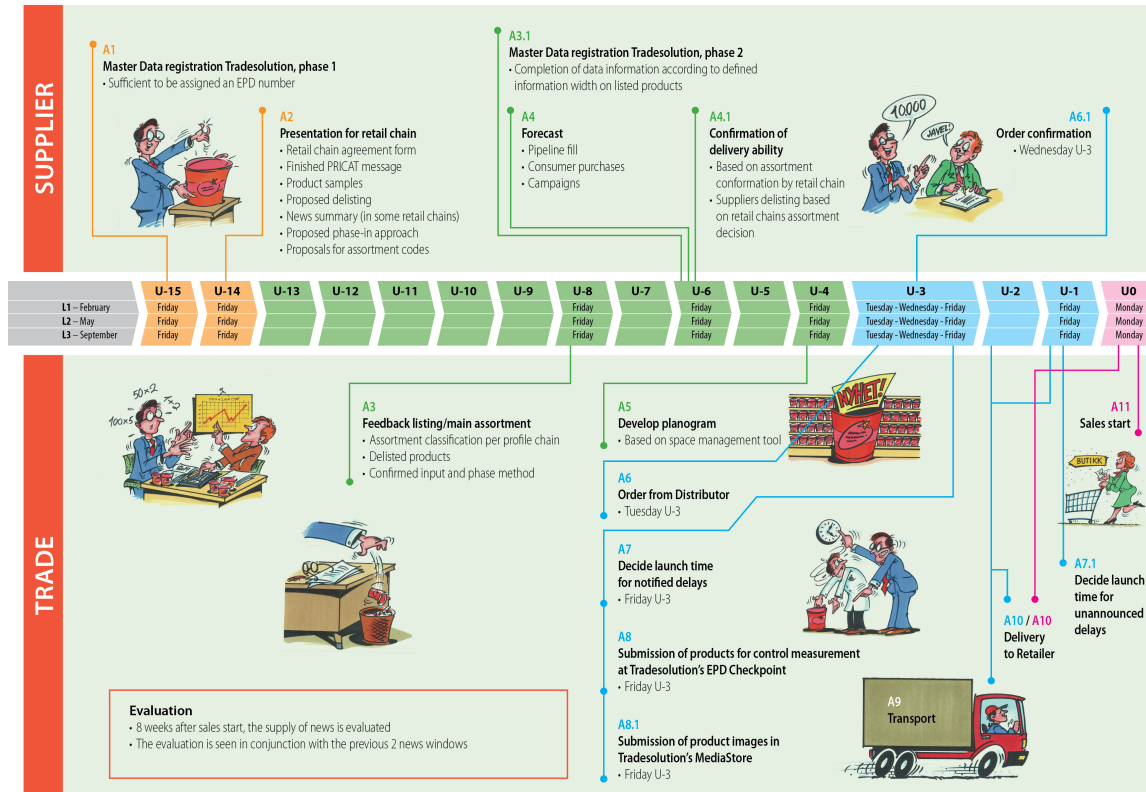


Fig. 276

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 product defines as "Product sold for a limited period of time related to a season defined between the contracting parties".

Seasonal products are launched according to the same template as regular news, with the following exceptions:

- Seasonal products with launch in the L1-L2 period are presented at the introductory sale of L1 news the previous year
- Seasonal products with launch in the L2-L3 period are presented at the introductory sale of L2 news
- Seasonal Products with launch in the L3-L1 period are presented at the introductory sale of L3 news
- Launch time is agreed bilaterally between supplier and customer.

An overview of seasonal time frames and respective deadlines is clearly described in agreements between the parties.

Bilateral agreements such as pre-launch and / or campaigns which does not affect deliveries to other parties can be included. Pre launch defines as "Bilateral agreement between supplier and customer to launch a product ahead of the regular launch time frame, or season".

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 [Communication and data exchange](#)

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

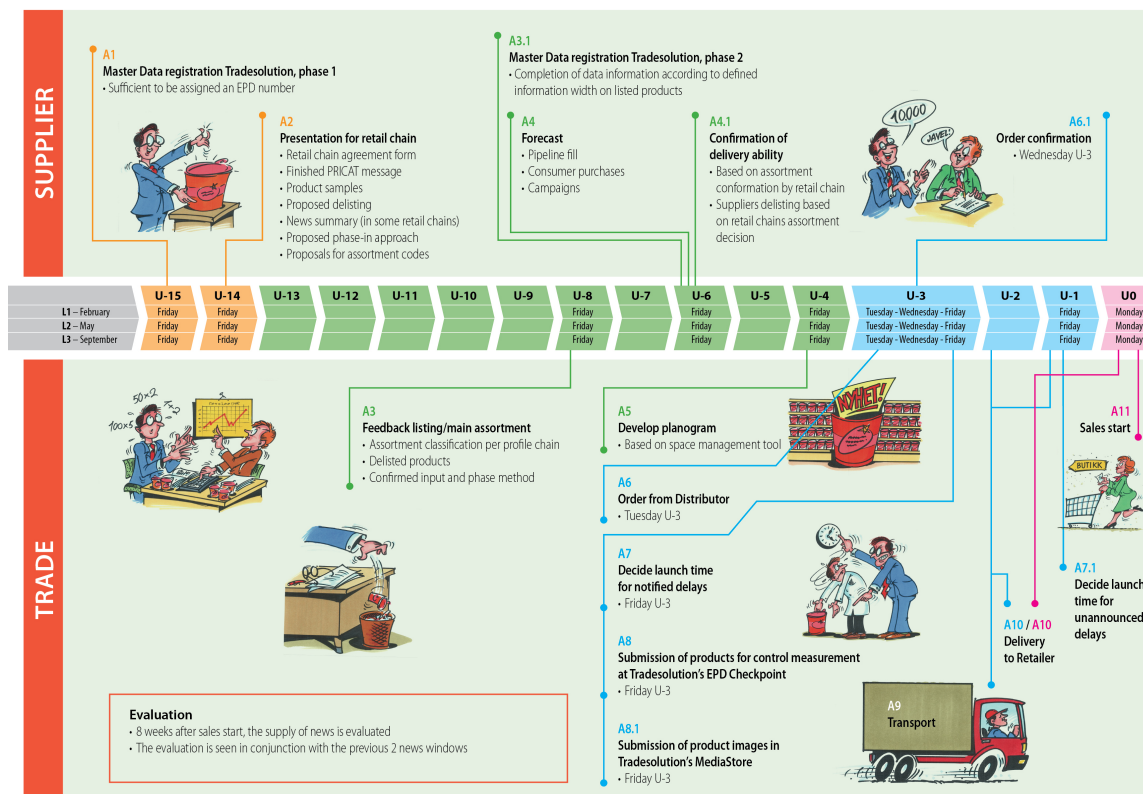


Fig. 276

Current deadlines are available in section for downloads.

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

Any meetings shall be arranged in a reasonable time. Both parties must contribute to ongoing dialogue

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.

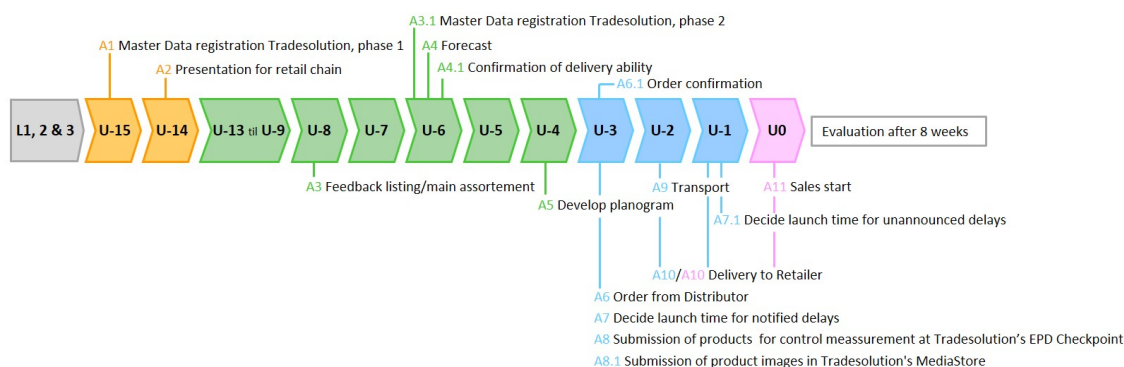


Fig. 274

Endringslogg

31.10.2022: Additional text: "Any meetings shall be arranged in a reasonable time. Both parties must contribute to ongoing dialogue"

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)

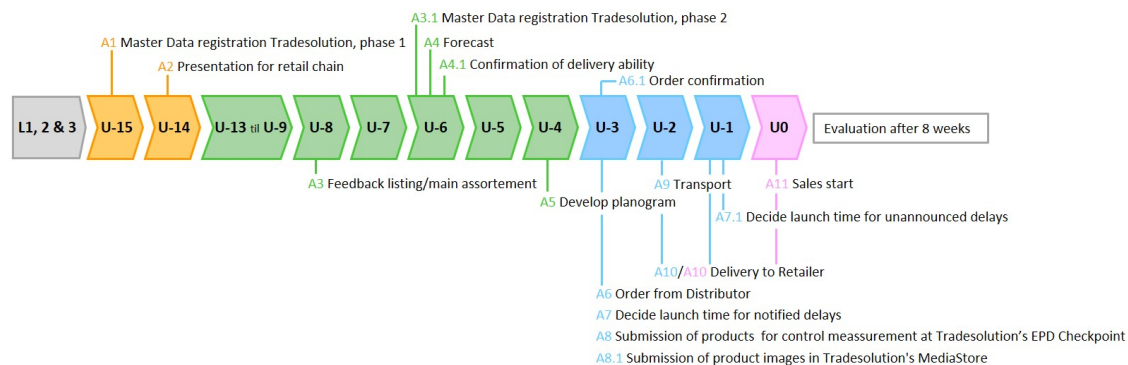


Fig. 274

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.

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.

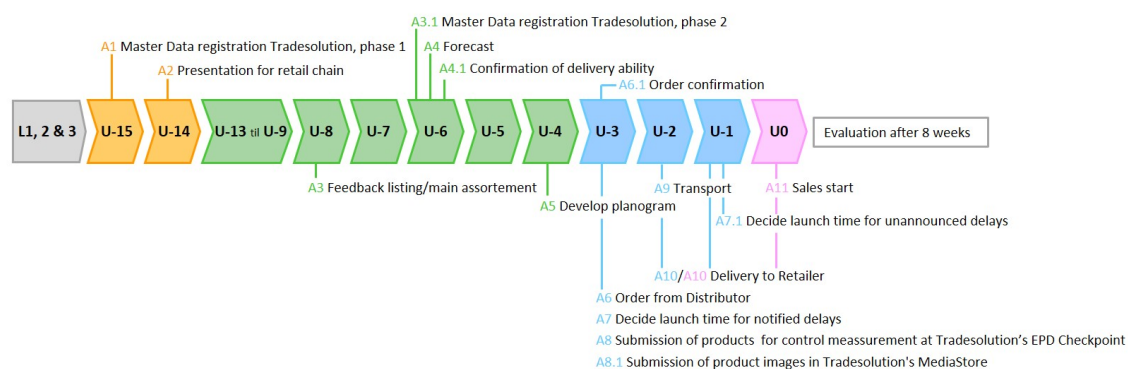


Fig. 274

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 [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.

Listing, all information attributes, forecast and delivery ability

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 frame

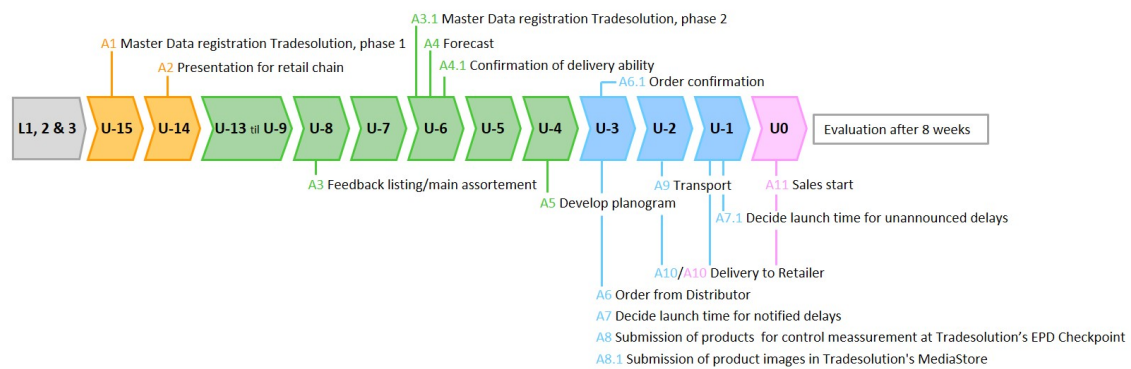


Fig. 274

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.

For products being discontinued, any deviations from ordinary down sale must be clearly communicated in a reasonable time.

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.

[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.

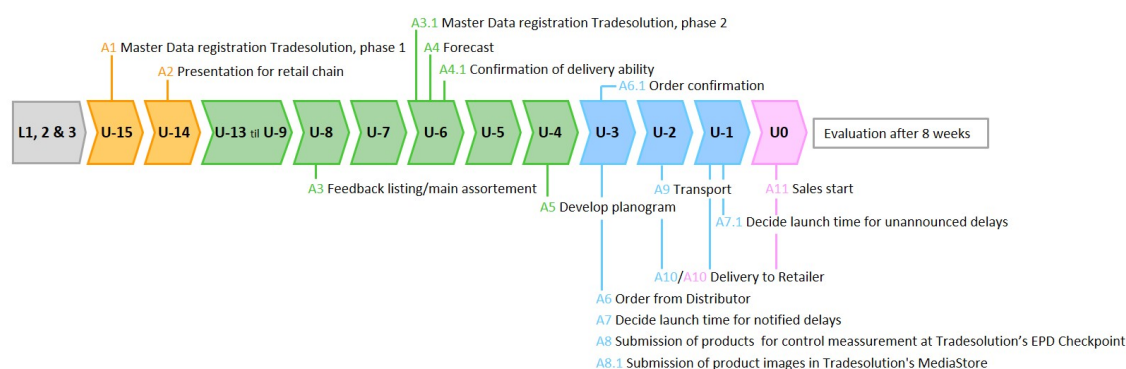


Fig. 274

Endringslogg

31.10.2022: Additional text: "For products being discontinued, any deviations from ordinary down sale must be clearly communicated in a reasonable time."

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.

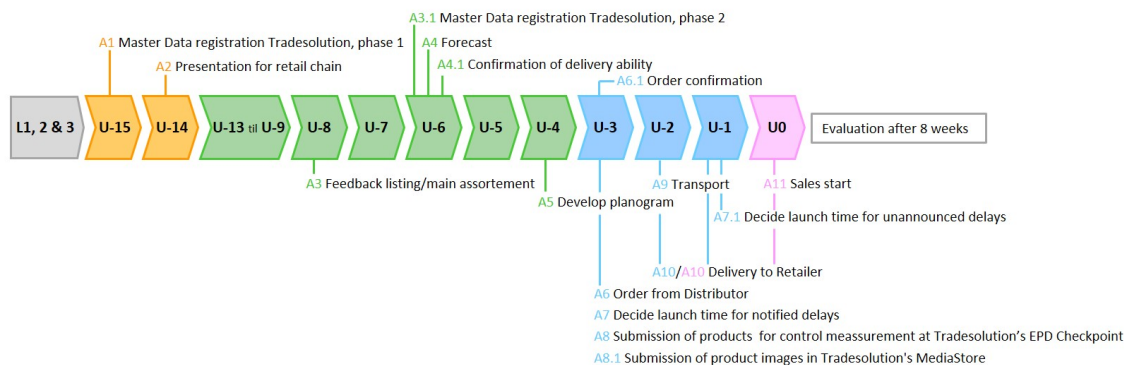


Fig. 274

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.

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

Any meetings shall be arranged in a reasonable time. Both parties must contribute to ongoing dialogue

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.

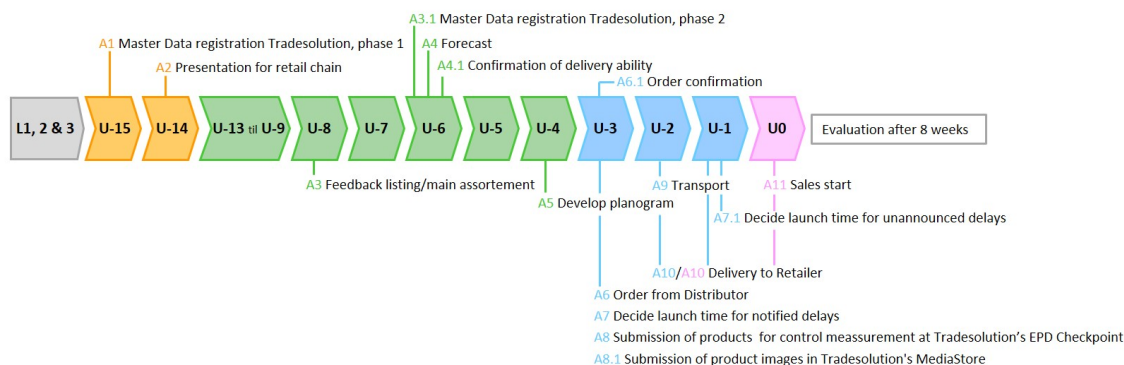


Fig. 274

Endringslogg

31.10.2022: Additional text: "Any meetings shall be arranged in a reasonable time. Both parties must contribute to ongoing dialogue"

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. 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.

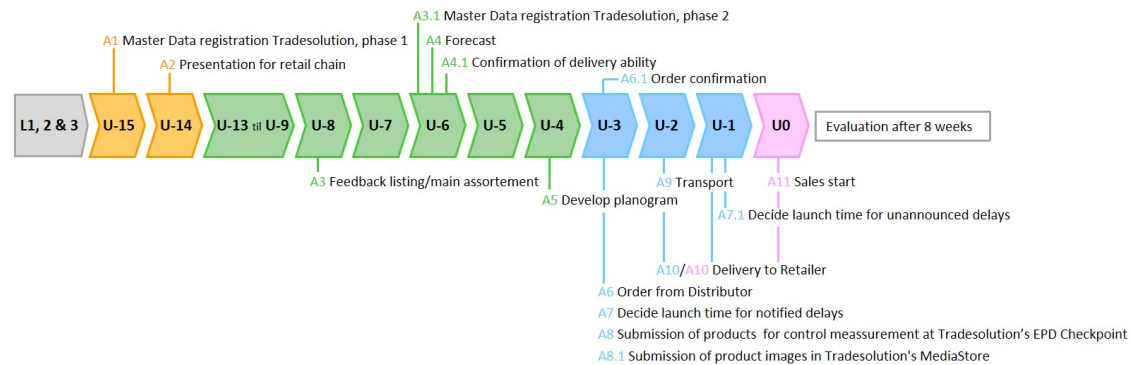


Fig. 274

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

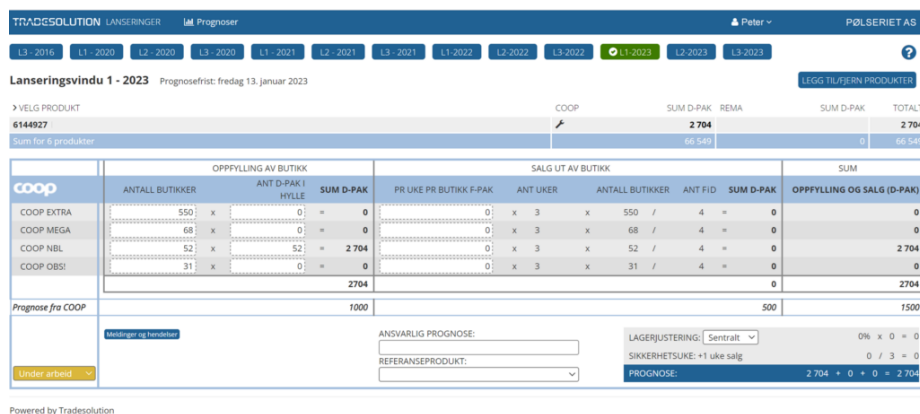


Fig. 275

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 about:

[Routine of notified delays \(A7 in timeline\)](#)

Routine of unannounced delays

Current deadlines are available in section for downloads.

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.

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.

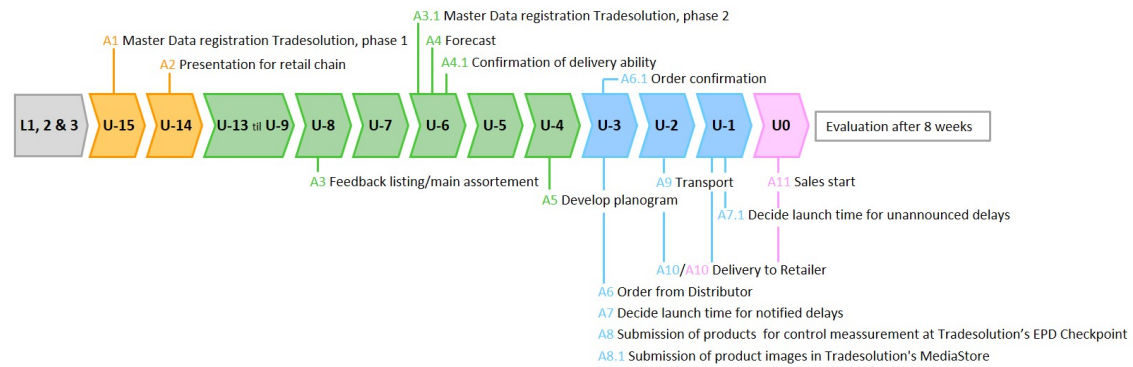


Fig. 274

Ordering 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

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.

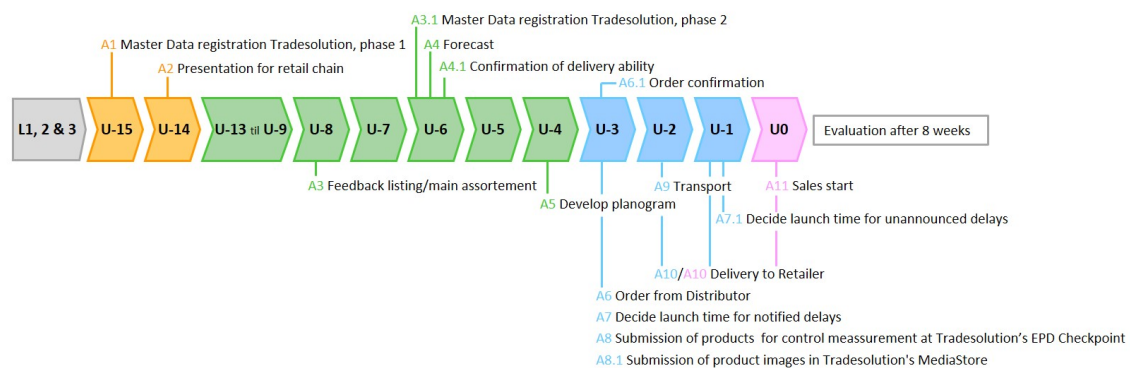


Fig. 274

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.

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 [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.

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 fulfilment 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.

Product images and control measurements

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

Product images in Tradesolutions MediaStore

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

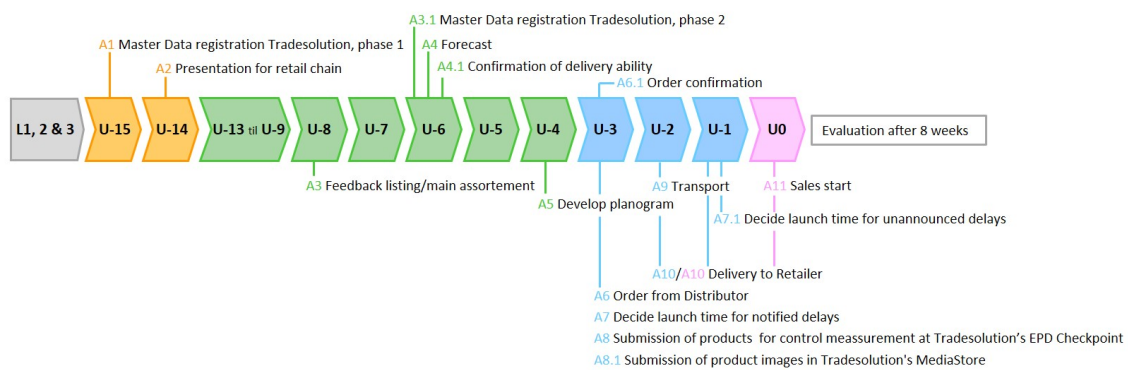


Fig. 274

See process description at: www.tradesolution.no

Current deadlines are available in section for downloads.

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).

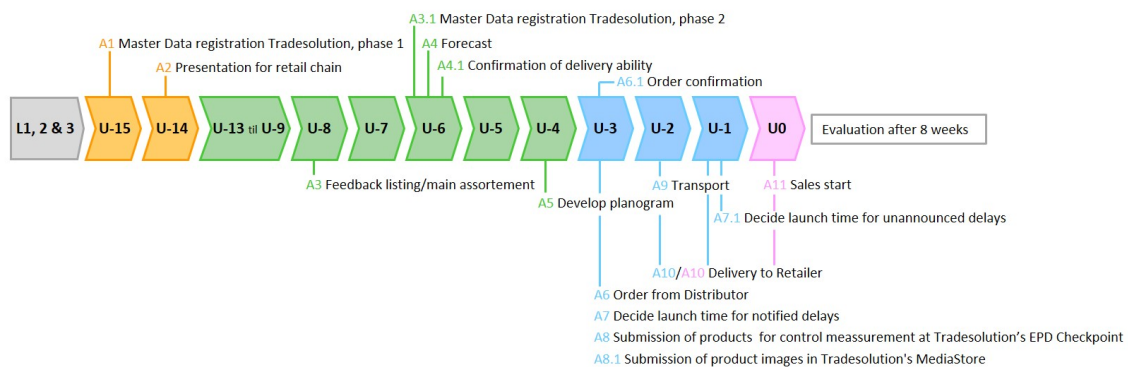


Fig. 274

See process description at: www.tradesolution.no

Current deadlines are available in section for downloads.

Routine at delays

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

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.

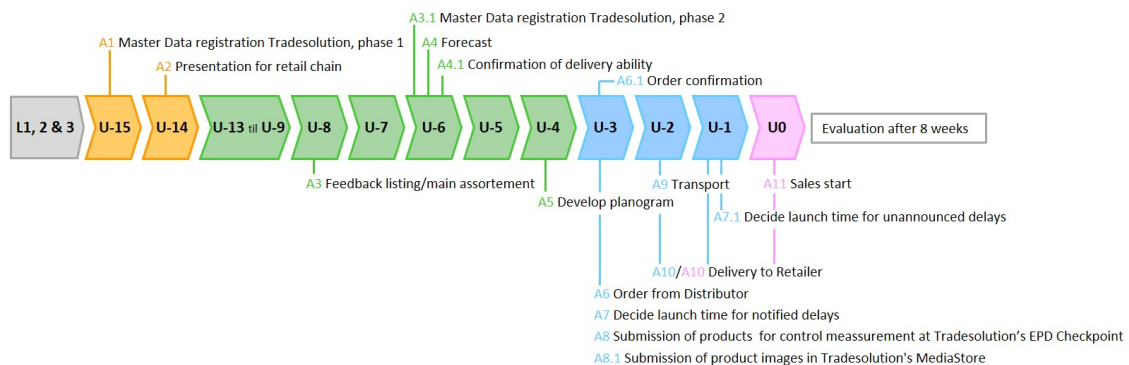


Fig. 274

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.

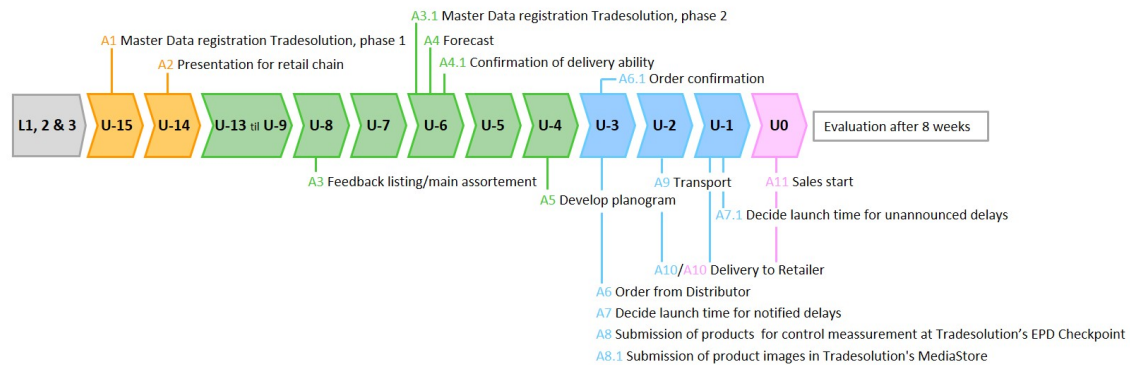


Fig. 274

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.

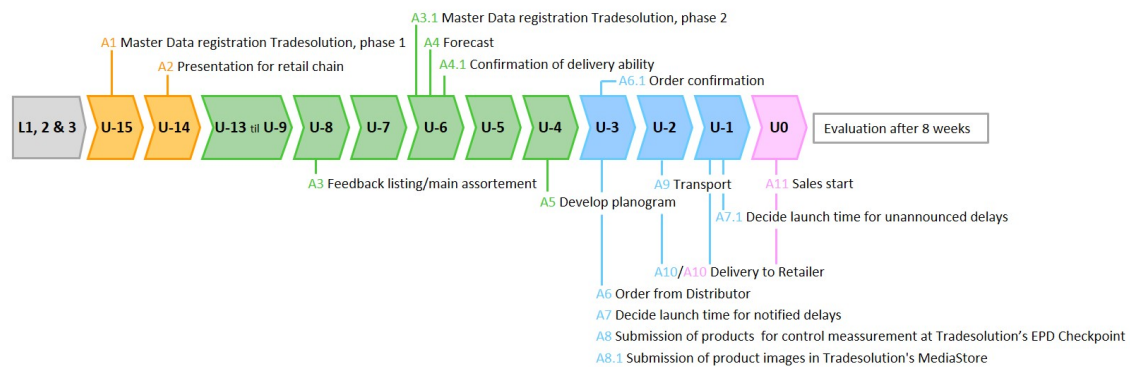


Fig. 274

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

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.

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 fulfilment 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.