



Availability

The challenge of getting products on-shelf

produced by



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ECR UK

Availability Workgroup Paper

April 2004

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Contents

Executive Summary	i
1. ECR UK and On-Shelf Availability	1
Background	1
ECR UK Priorities	2
The Importance of On-Shelf Availability	2
ECR Europe Optimal Shelf Availability Overview	3
ECR UK Outputs	4
2. ECR UK Availability Workgroup	5
Measurement	5
Root Cause Analysis	6
Thought Leadership	14
Conclusion and Next Steps	15
Appendix	17

Executive Summary

Work on optimal shelf availability had already taken place in ECR Europe during 2002/2003 with participation from UK companies Safeway Stores and Manor Bakeries. ECR UK wished to build on the ECR Europe work to provide UK findings and direction.

ECR UK launched the Availability workgroup with the following objectives:

- Identify a form of **common measurement**
- Identify **root causes** to stock-out problems as a form of tool box, providing guidance to businesses seeking to solve individual problem areas
- Explain and promote **new developments** assisting availability

The ECR UK Availability workgroup structured into work streams to address its objectives.

Common Measurement

To realise a form of common measurement of the industry, the sub group created an industry-wide survey to monitor on-shelf availability in the leading UK food retailers. The survey is conducted quarterly across 200 products, which have been identified as the fastest selling lines throughout a typical store and represent a typical family weekly shop.

The survey will be completed from the customer's perspective and, in line with the ECR Europe work, availability will measure on-shelf performance as 'available', 'out of stock' or 'not available / not ranged'.

Results from the first 2 surveys will be published within a ECR UK Availability blue book planned for publication in winter 2004.

Root Cause Analysis (RCA)

The RCA sub group focussed its analysis on the last few meters in the supply chain - the store's back door to the shelf.

The RCA group focussed on two objectives: to understand and attempt to quantify the main store-related issues impacting availability and suggest activities to enable improvement. To realise these RCA group generated a series of case studies through store visits and analysis.

Case study one was conducted across Asda Wal*Mart, Co-op, J Sainsbury, Safeway, Somerfield and Tesco and reviewed 210 products throughout the store with support from store management. From this it was concluded that 60% of the availability gap lies within the responsibility of store operations, with 10 highlights ranging from planogram implementation and store inventory accuracy through to store deliveries and poor product identification on outer casing.

Case study two was conducted within Somerfield with a market research agency. Results were utilised via use of an Intranet system to establish root causes and issues. Similarly 60% of out of stock issues were found to be within the store's control with major opportunities around shelf replenishment and store inventory accuracy.

Kwik Save and Masterfoods ongoing programme, which aims to improve availability on Masterfoods lines, provided the data for the third case study. Availability was measured twice, initially at point of entry and then again on exit, which would incorporate any replenishment. Availability was found to increase by approximately 10% between entry and exit measures with replenishment, inventory accuracy and order placement focussed on.

Main conclusions drawn were:

- between 60% and 66% of all gaps are attributable to store root causes
- out of stock levels are related category and store format characteristics
- high inventories can lead to poor availability
- peak shopping day and promoted products are most affected
- there is no significant difference of availability between depot and direct supplied products

New Developments

In order to recognise new developments the workgroup identified the need to acknowledge individual company's drive to improve on-shelf availability. As a result the group will launch an ECR UK Award for On-shelf Availability. The award will be part of the IGD's Food Industry Awards and will commence in 2004. Further information can be found at www.igd.com/awards

ECR UK recognises the importance of this topic and as a result Availability remains a core focus for the group, which will continue to be central to its programme in 2004.

The ECR UK Availability workgroup's next steps will be:

1. Presenting the Winter and Spring survey results at IGD's Availability 2004 conference (15.06.04)
2. Continual review and expansion, as applicable, of the ECR UK Availability survey
3. Publication of a ECR UK Availability Blue Book including, survey findings, guidance regarding frequently asked questions and availability best practise case studies
4. Launch of new ECR UK Availability Award– as part of IGD's Food Industry Awards 2004

1. ECR UK and On-Shelf Availability

Background

Over the past ten years, Efficient Consumer Response (ECR) has played a leading role in the collaboration movement within the grocery supply chain. It has provided a framework for a variety of projects with a key benefit being the use of a common language between retailers and manufacturers. ECR UK's mission is to provide:

"A framework to deliver a better deal for consumers through greater collaboration between retailers and suppliers."

The aim of ECR UK is to provide industry leadership, education and guidance on key issues. In many cases the most contentious issues can affect the whole industry and cannot be resolved independently by either supplier or retailer. ECR UK provides a forum where both parties can work together to deliver more value to the consumer.

ECR UK is led by its own Executive Board which was re-structured at the end of 2002. It now comprises of a large number of retailers and manufacturers:

- Asda
- Big Food Group
- Boots
- Co-op Group
- Marks & Spencer
- Safeway
- Sainsbury
- Somerfield
- Tesco
- Waitrose
- Coca-Cola Enterprises
- Colgate Palmolive
- Coors Brewers
- Gillette
- Grampian Country Foods
- Interbrew
- Johnson & Johnson
- Kraft Foods
- L'Oréal
- Lever Fabergé
- Masterfoods
- Milk Link Processing
- Nestlé
- Procter & Gamble
- Robert McBride
- Unilever Ice Cream & Frozen Food
- Walkers Snack Foods
- West Midlands Development Agency

In addition both IGD and e-centre are members of the ECR UK Executive Board.

There is a strong and healthy balance between retailers and suppliers. The group covers the major retailers as well as a good mix of medium and large suppliers. The smaller suppliers are represented by both the West Midlands Development Agency and from groups presenting to the board on a regular basis.

ECR UK Priorities

ECR UK's 2003 programme focused on three topics 'Transport Optimisation', 'On-Shelf Availability' and 'Packaging -Damage'. Starting with 'Transport Optimisation', ECR UK focussed on an area that included the hottest topic of the day Factory Gate Pricing (FGP). The outputs were published in an ECR UK Blue Book in Winter 2003.

The ECR UK On-Shelf Availability workgroup began its work in 2003. The ECR UK members believe that on-shelf availability is a fundamental area where retailers and manufacturers can 'work together for the consumer better, faster and at least cost' yielding big wins for all parties.

Due to the scale and remit the On-Shelf Availability workgroup will continue throughout 2004. This publication provides an initial update into the group's activities and future plans.

In addition to the ongoing work of the 'On-Shelf Availability' and 'Packaging – Damage' groups, ECR UK's 2004 programme will focus on the two further topics of 'Data Synchronisation' and 'Packaging for Ease of Merchandising'. These are equally far reaching and can also yield big wins for all parties. Each of these issues will be tackled over 2004 and 2005.

The Importance of On-Shelf Availability

Work on optimal shelf availability had already taken place in ECR Europe during 2002/2003 with participation from UK companies Safeway Stores and Manor Bakeries.

ECR UK wished to build on the ECR Europe work to provide UK findings and direction. Below is an overview of ECR Europe's work, which provides context to the issue and from which ECR UK developed its focus.

ECR Europe work found that the average levels of out-of-stock range from 7% to 10% in Europe. With the level of on-shelf availability varying considerably depending on certain variables such as category, market, promotion or day of the week, showing lows of 70% and highs of over 99%.

Data on consumer behaviour and out-of-stock levels indicated that manufacturers and retailers forfeit approximately €4 billion in sales each year. This very conservative estimate takes into account only those shoppers who choose "not to buy at all" (9%). The reality could be much higher, as retailers also lose sales when shoppers buy elsewhere, make no purchase or buy a smaller size. Manufacturers also lose sales when shoppers postpone the purchase, make no purchase, buy a smaller size or buy a different brand.

Lost sales have an even worse effect on profitability. When sales are lost due to negligence in the last meters of the supply chain, most of the costs of supplying a product have already been incurred. The product has been purchased, shipped from the manufacturer to the warehouse and from the warehouse to the store – without, however, reaping the benefits of the moment of truth as the customer is prevented from making the intended purchase. Persistently high out-of-stock levels will even increase cost due to the additional activities required to solve the problem, such as disposal of wastage, returning promotional stock to suppliers and investing additional resources on managing the supply chain.

Out-of-stocks represent dead time, money and energy for shoppers. When facing an out-of-stock, they switch brands or stores, leave without purchasing anything, delay the purchase or buy a different style or size. This behaviour affects retailers and manufacturers alike.

Retailers and manufacturers who consistently offer higher on-shelf availability than their competitors will gain additional sales and benefit from improved profits. In addition delivering constant higher on-shelf availability is a true competitive advantage that will attract additional shoppers who value this service level.

ECR Europe Optimal Shelf Availability Overview

ECR Europe assessed consumer needs by summarising 18 studies from participating companies, which covered 11 countries, 115 categories and responses from more than 20,000 consumers.

With shoppers' preferences becoming increasingly recognised as a crucial success factor and a criterion for measuring goal attainment, an item was considered to be out-of-stock when it is not available from the viewpoint of the shopper.

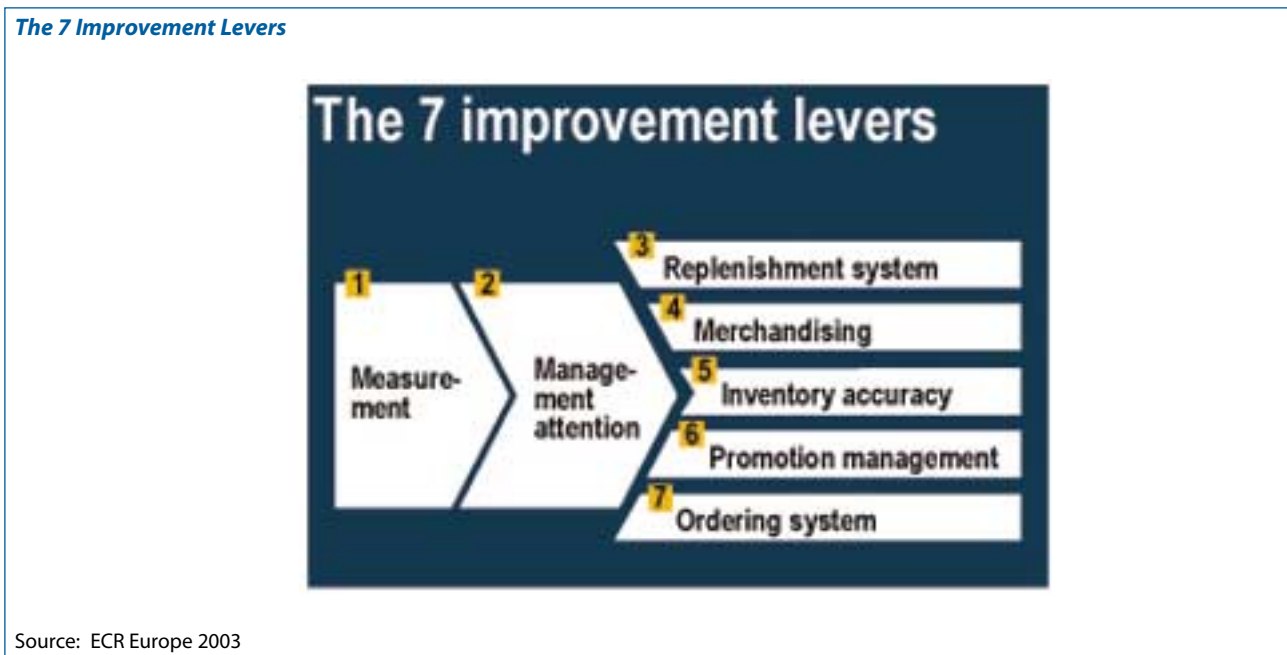
ECR Europe defined out-of stocks as:

"A product not found in the desired form, flavour or size, not found in saleable condition, or not shelved in the expected location – from the perspective of the consumer."

Shoppers usually encounter stockouts in several different forms. These are:

1. Classic out-of-stocks: Shelf edge ticket but no product
2. Dual placement out-of-stocks: Product on shelf / second placement site but not on second placement site / shelf respectively
3. Delisting out-of-stocks: Product listed but taken from shelves by store staff

During the course of the project, a number of critical areas were tested to assess the extent to which these variables affected out-of-stock rates. The project identified seven critical levers. These levers are directly related to the importance of more co-operation within the retail industry supply chain and within initial store trials reduced out-of-stocks by as much as 50%.



ECR Europe concludes that one lever by itself will not lead to the desired improvement. Only the careful orchestration and integration of all seven will secure the expected on-shelf availability improvements.

ECR UK Outputs

ECR UK member companies recognised the current issues facing product availability for small and large companies. ECR UK wanted to build on the ECR Europe work to provide UK findings and direction to help businesses make fact-based decisions and develop better processes to improve availability in the FMCG sector.

ECR UK launched the Availability workgroup with the following objectives:

- Identify a form of **common measurement**
- Identify **root causes** to stock-out problems as a form of tool box, providing guidance to businesses seeking to solve individual problem areas
- Explain and promote **new developments** assisting availability

The outputs from the group would be published in a ECR blue book, through briefings at IGD conferences and where appropriate specific training solutions to help disseminate the information to all members of the industry.

This pamphlet details initial findings from the group with further outputs to be provided during 2004. ECR UK is endorsing IGD's Product Availability 2004 conference (15.06.04) and will be speaking on the ECR UK Availability Survey with initial results.

2. ECR UK Availability Workgroup

The ECR UK Availability Workgroup structured into work streams to address its objectives. Three sub groups were formed:

- Measurement
- Root Cause Analysis (RCA)
- Thought Leadership

Measurement

To realise a form of common measurement for the industry, the sub group created an industry-wide survey to monitor on-shelf availability in the leading UK food retailers.

The survey is conducted quarterly across 200 products, within 12 departments throughout the store. The products have been identified as the fastest selling lines throughout a typical store and represent a typical family weekly shop.

The survey will be undertaken throughout the mainland UK, with 350 stores visited on each occasion. The stores are between 15,000 sq.ft. and 50,000 sq.ft. and from the leading UK food retailers: Asda, Co-operative Group, Sainsbury's, Somerfield, and Tesco.

To ensure consistency the survey will:

- Be conducted on Thursday, Friday and Saturday of nominated weeks between 13.00 and 17.00.
- The 350 stores surveyed are equally apportioned between the five geographical regions identified: Scotland, North, Midlands & East Anglia, Wales & South West and South East.
- A consistent proportion of each retailer's estate will be visited.
- Subsequent surveys will be conducted to ensure that at least 50% of stores were not visited in the previous survey.

FDS Field Marketing Ltd will conduct the survey on behalf on ECR UK and IGD will manage the process reporting into the workgroup.

The survey will be completed from the customer's perspective and, in line with the ECR Europe work, availability is measured in one of three ways detailed overleaf:

- **Available**
Product is considered to be in stock if at least 1 unit or 1kg of loose product in a saleable condition is available in the standard location at the time of the visit. However, products are allowed a 25% tolerance around the specified weight to allow for variances between retailers.
- **Out of Stock**
The product is unavailable in the standard location but shelf edge label is present.

If product is available in a secondary site or promotional display but not available in the standard location the product is classified as out of stock.

If the product is available in the back room or merchandised during the visit it is classified as an out of stock if none was available in the standard location when the fixture was visited first.
- **Not Stocked**
The product is unavailable in the standard location and there is no shelf edge label present. These lines are to be checked by the store manager to ensure these lines are not stocked.

The results will be reported to the ECR UK Board, with total performance details published throughout the industry. The winter survey will be conducted during February and March

Retailers and Manufacturers will use this information to target under performing categories and highlight best practice in high achieving areas. In the embodiment of ECR, the information will be used by retailers and manufacturers to work together to improve performance and understand root causes in order to improve on-shelf availability for customers.

Root Cause Analysis

ECR Europe findings and a number of UK case studies indicate that the root causes for availability issues lie across the whole supply chain, from raw materials to finished product on shelf. Of particular importance are the last few metres from the back door of the store where retail logistics can make or break a supply chain. This is where the RCA sub group focussed its analysis.

Objectives

The initial objectives of the root cause analysis sub group were:

- Understand and attempt to quantify the main store-related issues impacting availability
- Suggest activities to enable improvement

Overview

The ECR Europe study provided directional guidance and indicated that around 66% of the gap is store related. The following seven elements were found to be key:

1. Availability deteriorates in the last few metres
2. The OOS level is related to category characteristics

3. Non-promoted products perform better than promoted products
4. Stores and store formats differ considerably
5. Peak shopping days are most affected
6. High inventories can lead to poor availability
7. There is no significant difference between depot and direct supplied products

The ECR UK findings will be referenced against these headings in the Root Cause Analysis Conclusion.

In addition, ECR Europe identified 13 root causes (plus 49 sub-root causes). The ECR UK initial analysis substantiated most of the root causes at store level. However more investigation and analysis will need to take place to evaluate the impact of non-store related causes.

The 13 root causes are as follows:

- Delisting by store staff
- Inventory inaccuracy
- Damages and shrinkage
- Shelf replenishment
- Delivery schedules
- Depot operations
- Supplier reliability
- Store ordering
- Depot ordering
- Incorrect master data
- Forecast accuracy
- Depot /supplier related (other)
- Supplier related (other)

A number of these are covered in more detail in the case studies below.

The case studies below describe an emerging view of the drivers of shelf availability and the impact of focused analysis and improvements.

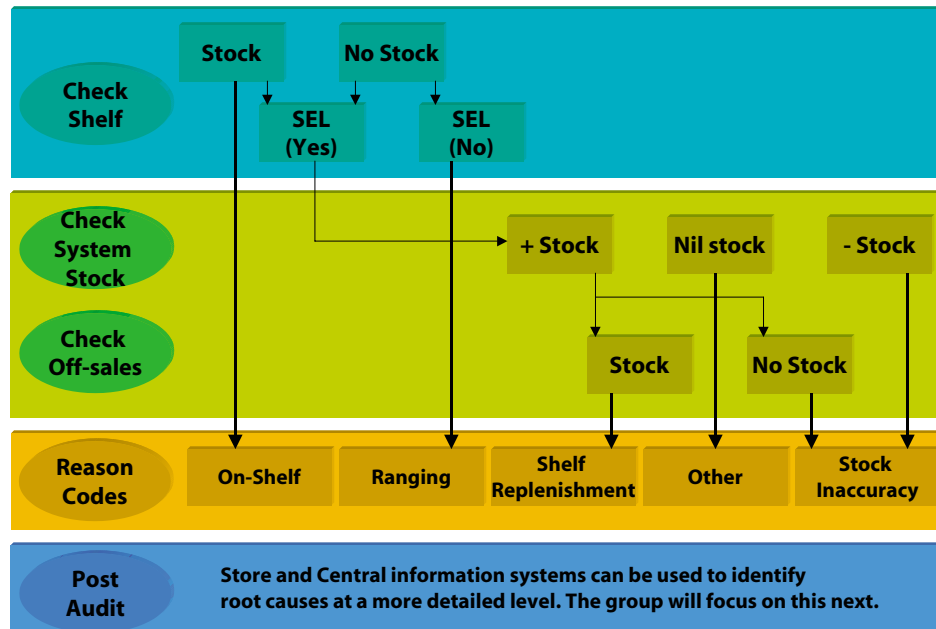
Case Study One: Sample Store Visits

A total of 12 availability checks were undertaken in September 2003 across Asda Wal*Mart, Co-op, J Sainsbury, Safeway, Somerfield and Tesco.

The visits were conducted at varying times across a list of 210 lines across all grocery departments with support from store staff and or the manager.

The activities within the visit are depicted in the chart overleaf:

ECR UK Store Visit Decision Tree



Source: ECR UK Availability Workgroup

As the chart above depicts, a product's availability is measured at the shelf in the following process:

- If there is at least one unit of saleable stock the item is noted as 'On-Shelf'.
- If there is no visible stock the correct Shelf Edge Ticket (SEL) is searched for.
- If there is no SEL it is assumed that the product is not ranged and further investigation is required. For example the SEL may have been removed in error.
- If there is the correct SEL, the system stock is checked.
- If there is no stock on the system the item is noted as 'Other' for further investigation.
- If however the stock system is negative the item is noted as 'Stock Inaccuracy'.
- If there is stock on the system the off sale areas are checked for the item.
- If this investigation reveals stock the item is noted as 'Shelf Replenishment' issue.
- If this investigation does not reveal stock the item is noted as 'Stock Inaccuracy' as the system stock could be 'phantom' stock.
- Any Post Audit research will cover further investigation of issues in store and in addition procedure and identification of issues further up the supply chain.

Key Findings

The range inconsistencies across the stores and the six retailers were significant. Most of this was due to product weight, particularly across the larger pack sizes with the smaller stores carrying lower weight variants.

The 'ex-range' figure assumes that any non-ranged products, where no Shelf Edge Label (SEL) was present, were not in the store range. More detailed analysis would need to be undertaken to understand if this assumption was correct.

Overall shelf availability across the 12 stores was as follows.

<i>Availability Issues in 12 Sample Stores</i>		
Element	%	
Overall availability	92.7	
Ranging	4.3	Excl. Ranging 97.1
store inventory inaccuracy	0.6	
Shelf replenishment	1.3	
Other	1.1	
Total gap	7.3	
Source: ECR UK Availability Workgroup		

Representing the individual elements as percentages of the total gap of 7.3%:

<i>Availability Gap Causes</i>		
Element	%	
Ranging	55.6	
Store Inventory inaccuracy	8.4	
Shelf replenishment	17.9	
Damages & shrinkage	0.3	
Other	17.8	
Source: ECR UK Availability Workgroup		

Alternatively when the assumption is made that the store ranges were correct and the ranging element is removed, a gap of 2.9% is identified. This breaks down as follows:

<i>Availability Gap Causes - Excluding Ranging</i>		
Element	%	
Store inventory inaccuracy	18.9	
Shelf replenishment	40.3	
Damages & shrinkage	0.8	
Other	40.0	
Source: ECR UK Availability Workgroup		

These indicate that that on average 60% of the availability gap lies in the responsibility of store operations.

Case Study Highlights

1. **'Other'** is likely to incorporate system, central ordering and supply chain issues outside of the store's control but including store ordering. It was not possible to interpret the accuracy of store or system orders or move further up the supply chain.
2. **Rate of sale** is an important indicator. A number of products were noted as in stock even though only one was on the shelf, with a high risk of sell-out. Any measure of risk of sell-out would yield lower availability figures.
3. **Planogram implementation** caused issues for all stores and either partially or significantly compromised the customer offer in the affected ranges.
4. **Removing SELs** for out of stock products resulted in one store neither having nor checking Mars Snickers singles and another with no Heinz Baked Beans 4 pack, Jacob's Cream Crackers and Kellogg's Frosties 500g.
5. **Store attitude/support** was key to understanding some of the issues. There was a marked difference in the level of support offered. This would be an issue for any 3rd party agency.
6. **Store inventory accuracy.** All stores were able to check current system stock. This would need to be a pre-requisite for this element of root cause assessment.
7. **Access to off-sales areas** is a pre-requisite for effective in-store root cause assessment.
8. **Differing policies** where seen in store on high value products such as BWS and razors. POS indication that products are available from a kiosk or other secure area should be clearly highlighted.
9. **Store deliveries** coinciding with the visit can impact analysis and should be avoided and/or reported.
- 10 **Brown boxes and mixed cases** (e.g. wine) with little or no visible product identification made identification and subsequent replenishment an issue.

Case Study Two: Somerfield and ESA – 3rd Party Visits

The principles of these visits were similar to those applied in case study one with every Somerfield store receiving 4 visits a year from ESA an FMCG market research agency.

The primary difference is the development of an Intranet based system where the results are input immediately after the visit and collated centrally. The information is then analysed against known issues and additional root causes established.

The correlation with case study one (right hand column) is clear.

Availability Gap Causes		
	Case Study 2	Case Study 1
Ranging	53.6	55.6
Store inventory inaccuracy	18.7	8.4
Shelf replenishment	8.2	17.9
Damages & shrinkage	N/a	0.3
Other	19.5	17.8
Source: ECR UK Availability Workgroup		

Once again working on the assumption that the store ranges were correct the gap identified as caused by ranging is removed. The recalculated figures are seen below:

Availability Gap Causes - Excluding Ranging		
	Case Study 2	Case Study 1
Store inventory inaccuracy	40.3	18.9
Shelf replenishment	17.7	40.3
Damages & shrinkage	N/a	0.8
Other	42.0	40.0
Source: ECR UK Availability Workgroup		

These figures are averaged across analysis from visits from November 2002 to October 2003.

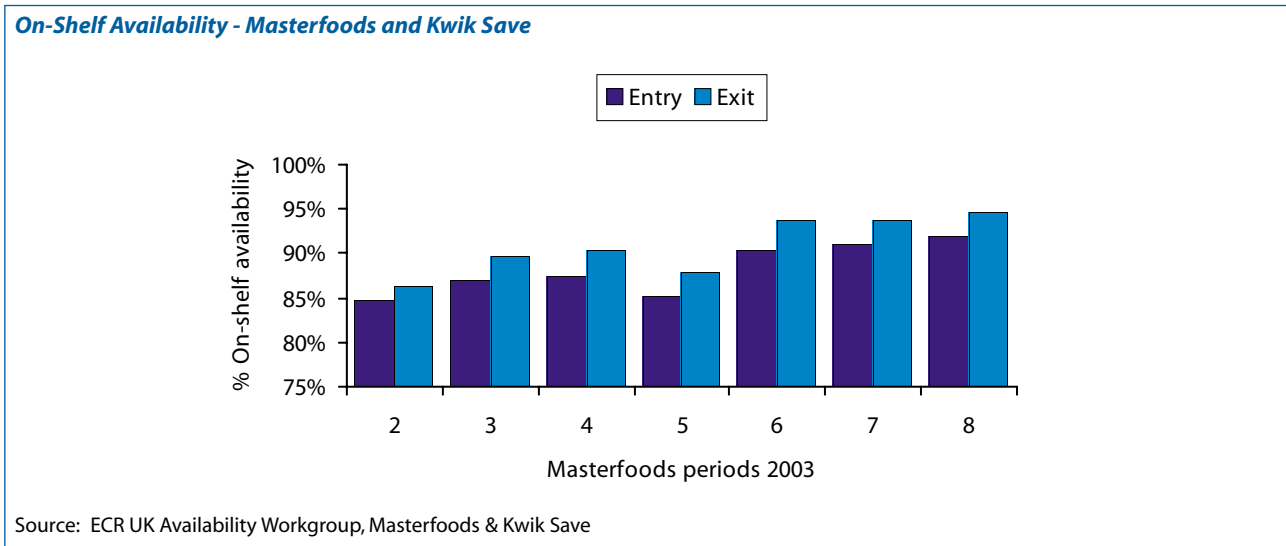
Again we see close to 60% of the issues being within the store's control. The opportunities remain around shelf replenishment and store inventory inaccuracy, however clear priorities emerge. The focus this information provides is the opportunity for addressing issues that were not quantifiable before.

Case Study Three: Masterfoods and Kwik Save - 3rd Party Visits

Kwik Save and Masterfoods have an ongoing programme of store visits aimed at improving the on-shelf availability of Masterfoods lines. A total of 2120 store visits, averaging circa. 300 calls per month have been made during 2003.

Availability was measured twice, initially at point of entry and then again at exit, which would incorporate any replenishment in the previously identified off-sales areas.

The outputs are detailed below:



Key Findings

- Availability increased by approximately 10% between the initial entry point and the final exit point
- The programme of store calls changed store management behaviour, focusing the store on Masterfoods products
- Improvements to inventory accuracy came from correcting stock errors
- Additional orders were placed to drive improvements
- The minimum number of units required to trigger replenishment were increased, again driving availability

It's clear that this level of focus drives availability and focused the collaborative relationship. The challenge is to understand how this could be achieved for more lines profitably.

Root Cause Analysis Conclusion

Referencing the key findings from the UK case studies against ECR Europe's seven key elements detailed earlier, now serves to highlight the similarities in the issues faced by retailers across all European borders.

1. Availability deteriorates in the last few metres

60-66% of all gaps are down to store attributable root causes,

2. The OOS level is related to category characteristics

Branded razor refills had shrinkage issues across a proportion of the retailers,

Replenishment is made harder when handling brown boxes in a chilled or frozen environment or where mixed cases are used,

3. Non-promoted products perform better than promoted products

Although this was not seen as a major issue, it's widely acknowledged that keeping up with demand for promotional lines in their normal fixture is more challenging than non-promoted lines,

Research also concluded that customers are dissatisfied if the product is not in its normal location. Even if the product is located and found in a promotional location.

4. Stores and store formats ranges differ considerably

Ranging and pack sizes varied significantly across all the retailers who took part.

Directionally, the larger store formats also carried larger weight variants.

Price points and pricing policy also affected variant weight by retailer.

5. Peak shopping days are most affected

Although a truism, this was not analysed in case study one and the checks for the Somerfield/ESA study were all carried out over the peak shopping days of Friday through to Sunday.

6. High inventories can lead to poor availability

There was evidence to support that excessive inventory compromising replenishment and inventory effectiveness.

7. There is no significant difference between depot and direct supplied products

Good alignment to this principle.

The Root Cause Analysis subgroup have also started work to provide a series of general hints and tips to assist pinpoint out of stock causes. Initial findings have been included as a simple aid memoir within Appendix 1 and these will be explored in greater detail in further outputs to during 2004.

Thought Leadership

The Thought Leadership sub group has been conducting interviews throughout the industry to establish new and successful case studies on tackling on-shelf availability. A selection of these will be published within the ECR UK On-Shelf Availability Blue Book later in 2004.

Within its research the Thought Leadership sub group identified the need to recognise individual company's drive to improve on-shelf availability. As a result, in conjunction with IGD, the group will launch in 2004 an award to honour such achievements. The award will be managed by IGD and the ECR UK Availability workgroup forming part of the IGD's Annual Food Industry Awards.

The criteria for the ECR UK Award for On-Shelf Availability Initiatives award is detailed below:

- The judges will be looking for an entry that demonstrates how your company has made a measurable improvement to on shelf availability.
- Please provide details of a recent (within the last 12 months) initiative that has resulted in enhanced levels of consumer availability.
- The initiative can be in the form of a limited store pilot programme or a full scale study and may include any or all parts of the supply chain. Ideally it would involve collaboration between supply chain partners e.g. retailer/manufacturer/service providers/software suppliers etc
- What was the level of on shelf availability for the product/category/store prior to the initiative? Please quantify (Grocer 33, ECR UK 200, internal measures – with audit trails etc).
- What is the initiative?
- What are the goals?
- Was any research required for the development of the initiative, who was involved in this (universities/IGD etc)?
- How have you implemented it, who was responsible for implementing it and which other companies are involved?
- How long has it been in operation?
- What difference has it made to consumer availability (same measures as pre study), can the effect also be measured in incremental £'s, what is it worth?
- If a pilot study is it a scalable solution. How have you/can you move it from pilot to implementation across the whole business?
- What do you see as the wider implications and the future for the initiative?

Please include any additional comments that you feel are important to the judges understanding of the initiative

Conclusion and Next Steps

Availability continues to be high on the agenda for businesses within the UK and across the global. With the opportunities for those who maximise availability ranging from financial benefits to improved customer loyalty the subject is likely to remain on the agenda for many years to come.

Initial Root Cause Analysis provides the UK perspective on the issue and highlights findings in line with the earlier European study.

ECR UK recognises the importance of this topic and as a result Availability remains a core focus for the group, which will continue to be central to its programme in 2004. The highly motivated and enthusiastic workgroup will continue to drive the project, with the initial work provided in this pamphlet providing the foundations for its next steps.

The ECR UK Availability workgroup's next steps will be:

1. Presenting the Winter and Spring survey results at IGD's Availability 2004 conference (15.06.04)
2. Continual review and expansion, as applicable, of the ECR UK Availability survey
3. Publication of a ECR UK Availability Blue Book including, survey findings, guidance regarding frequently asked questions and availability best practise case studies
4. Launch of new ECR UK Availability Award– as part of IGD's Food Industry Awards 2004

Appendix

