



AUSTRALIAN
**FOOD &
GROCERY**
COUNCIL

DATA REVIEW PILOT

REPORT

Sustaining Australia

1. INTRODUCTION

About the Trading Partner Forum

The Trading Partner Forum (TPF) is the meeting place for Australasian fast moving consumer goods (FMCG) suppliers and supermarket retailers – focusing on delivering end-to-end supply chain efficiency through collaborative efforts – to reduce cost and complexity for suppliers and their retailer trading partners.

With commitment and oversight from the Australian Food and Grocery Council, the New Zealand Food and Grocery Council, and leading supermarket retailers Coles, Foodstuffs, Metcash, Progressive and Woolworths, the forum provides the platform for a broad-reaching, strong, and cohesive industry body. The TPF focusses on delivering efficiency and improving availability across the shared end-to-end supply chain which will ultimately provide great outcomes for our shared customer: the shopper.

In markets the size of Australia and New Zealand, it makes a lot of sense to strive to align and standardise processes on non-competitive issues, to provide for the most efficient supply chain operations possible and deliver benefits to the industry participants along the way.

The Executive Committee of the TPF is responsible for the identification of focus areas, the direction of the work program, and the delivery of the output. The Executive Committee is represented with Senior Supply Chain Executives from retailers and suppliers.

About the Data Integrity and Alignment Project

The complexity of managing data integrity and alignment between trading partners often results in significant inefficiency for both retailers and suppliers across operational and cost considerations. This issue is likely to grow in importance as the supply chain becomes more complex through advanced automated distribution centres (DCs) and new routes to market in an omni-channel environment.

Retailers, shoppers, consumers, and regulators are demanding ever-more transparent product and value chain information in a digital format, underpinned by data in real-time context, at more granular levels than previously considered. The information must always be correct and consistent, and throughout the many sources of access available to these stakeholders.

Improving supply chain product master data integrity and alignment, a joint initiative between the AFGC's Trading Partner Forum members and GS1 Australia, aims to help suppliers and retailers support product master data across all systems. A range of industry guidelines, including *The Supply Chain Master Data Integrity and Alignment Guide* and *The Common Delivery Guidelines*, assist all trading partners to improve

- Visibility of data points
- Accountability for data integrity
- Accuracy of shared data and its alignment through the supply chain

The first major initiative for the project was the development and publication in 2019 of *The Supply Chain Data Integrity and Alignment Guide*, which describes the complexities of managing foundational data points such as shipper and pallet dimensions and weights, as well as pallet configuration, and coordinating data management between trading partners. It is particularly useful in the lead up to new product launches or product changes.

The Guide provides valuable advice and support information to help FMCG suppliers and their supermarket retail trading partners achieve greater levels of data accuracy and alignment using straight-forward language, and promoting best-practice collaboration.

A link to the Guide, as well as other key documents and supporting videos, is included in the resources section of this report.

About the Data Review Pilot Initiative 2021

In 2020, the TPF Executive Committee, with the support of GS1Australia, undertook a Data Review Pilot. Suppliers and retailers compared specific key Supply Chain Product Master Data (SC PMD) attributes for a broad range of products. This included an examination of data in retailer enterprise resource planning (ERP) and warehouse management systems (WMS), supplier ERP systems, and the GS1 National Product Catalogue (NPC). Providing a quantitative review of data integrity and alignment through the end-to-end data chain.

Following this quantitative study, the TPF's Data Integrity and Alignment Project Group, comprising Australian suppliers and retailers, completed a root cause analysis against issues uncovered, and proposed solutions to assist industry in addressing the issues.

Quantitative aspects of the study focus on the what and the where, while qualitative approaches determine the who, when, how and why. Impacts and risks to businesses (especially considering developments, such as automated DCs) are also taken into account.

About this Report

This report shines a spotlight on SC PMD points throughout the end-to-end supplier and retailer supply chain, including the NPC. Both quantitative and qualitative findings are assessed, areas of inaccuracy and misalignment are highlighted, root causes and their drivers are assessed, and proposals to improve SC PMD in the industry are provided.

Data integrity is the first critical aspect of ensuring product dimensions support robust supply chain operations. The second critical aspect is ensuring alignment of this data throughout the data chain. That is, the data should be consistently captured across the supplier's ERP system, the NPC, the retailer central ERP system, and retailer DC systems/WMS.

Acknowledgements

The Trading Partner Forum Executive Committee expresses its appreciation to the following businesses and their people who worked together to develop this report, as well as the many supplier companies who provided data for the quantitative study.



2. KEY FINDINGS

1) Trade Unit Dimensions (Height, Width and Depth)

Ensuring correct measurement and capturing of the dimensions of a trade unit (TU) – i.e., shipper/carton – in supplier systems and their alignment throughout the data chain is becoming ever more critical in the FMCG industry.

Initiatives such as the introduction of shelf-ready packaging see these data points being used for planogram development, while the emergence and expansion of the use of automated DCs sees them become critical for robotic picking and store-ready pallet building. TU height is also a critical measure as an input to pallet height (used for storage and transport) and for multi-layer ordering where retailers employ less than full pallet height racking in DCs.

The TPF's *Supply Chain Data Integrity and Alignment Guide* provides supplier companies specific direction, aligned to GS1 standards, for the measurement, nomenclature and watch-outs when assigning these data points. The Guide also discusses the challenges faced in ensuring this accuracy is achieved.

Quantitative Findings from the Study

A representative sample of approximately 250 products (SKUs) were surveyed and analysed across a broad range of supplier companies, temperature environments (ambient, chilled, frozen) and through retailers Woolworths, Coles, and Metcash. GS1 Australia analysed data for these SKUs across supplier ERP systems, the NPC, retailer ERP systems and a subset of retailer DC WMS systems.

Variance between pairs of these systems were captured, and a range of tolerance levels applied to establish the degree of variance found for each data pairing. In addition, the analysis considered the extent to which various data points (e.g., width and depth) of a TU appeared to be transposed to establish the degree for which this single data capturing error caused misalignment.

The following table displays the findings from the quantitative analysis.

Comparison	Variance (H, W, D)	Variance (H, W, D) after <u>PERCENTAGE</u> Tolerance				Inconsistently assigned H,W,D
		1.0%	2.0%	3.5%	5.0%	
Supplier v NPC	32%	26%	24%	20%	18%	14%
Supplier v ERP	60%	55%	45%	34%	29%	11%
Supplier v DC	93%	81%	60%	40%	33%	4%
NPC v ERP	48%	40%	32%	25%	21%	5%
NPC v DC	89%	75%	53%	34%	26%	3%
ERP v DC	75%	66%	50%	36%	28%	1%
DC v DC	91%	78%	56%	37%	25%	2%

Supplier = Supplier ERP, NPC = National Product Catalogue, ERP = Retailer ERP, DC = Retailer Distribution Centre/WMS

When reviewing the above table, for example, the first row shows that for the pairing of Supplier ERP and the NPC

- 32% of SKUs tested had a variance across the pair for at least one of the TU data points – Height (H), Width (W) and Depth (D)
- When tolerance allowances of 1% to 5% were employed, the level of variance was between 26% (at 1% tolerance) and 18% (at 5% tolerance)
- 14% of SKUs appeared to include transposed width versus depth versus height

The DC vs DC pairings shown on the bottom line of the table are for within a single retailer (i.e., for a given retailer, the comparison of one of that retailer's DCs versus another DC of that same retailer). This is due to individual DCs remeasuring and assigning data within their own unique WMS.

As might be expected, the analysis found that the more touch points applied to a data point, the greater the level of variance in data alignment across systems i.e., Supplier ERP vs NPC is entirely in the hands of the supplier and experiences less variance. As retailer involvement in data capture occurs (through ERPs and DC WMS), greater variance develops.

Qualitative Review of the Issues

Having reviewed the findings from the quantitative analysis, an assessment of a subset of the SKUs was undertaken.

To qualify for qualitative analysis, selected SKUs needed to have a **variance of 3% or greater** for at least one of the data points depth, width, or height.

Suppliers investigated SKUs with data variance across

- Supplier ERP vs NPC
- Supplier ERP vs Retailer ERP

Retailers investigated SKUs with data variance across

- Retailer ERP vs NPC
- Retailer ERP vs Supplier ERP
- Retailer ERP vs Retailer DC

The investigations focussed on

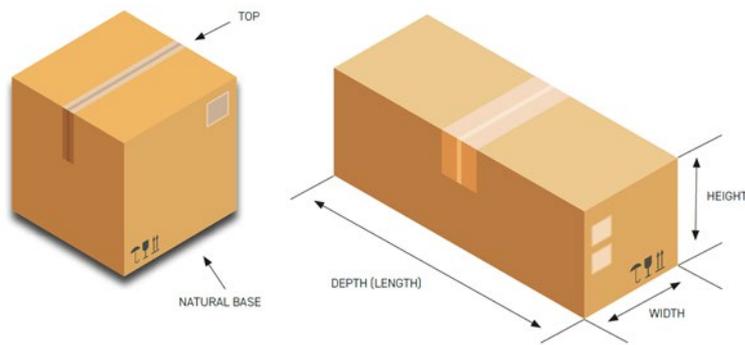
- What reasons could be identified for the mismatch?
- What challenges contributed to the mismatch?
- What opportunities exist to overcome the challenges identified?

The following insights were determined.

In relation to alignment between **supplier ERPs and the NPC**, all within the control of suppliers, there were two issues found

- Misinterpreting the meaning of Width versus Depth of a TU (see diagram below), where width is to be the shorter of the sides, and depth is the longer side when the TU is placed on its natural base
- Typographical errors leading to incorrect data entry

These are both human errors and therefore should be double-checked for accuracy upon data entry by suppliers.



Challenges noted by suppliers included that data entry into ERPs might be undertaken by different people at different times within the business to those entering data into the NPC. Also, when a product's packaging is redesigned, perhaps at the same time a range is refreshed or extended, it is important to avoid the error of simply copying the data from the previous design, accuracy should be checked when doing so.

Opportunities suggested by suppliers include the introduction of a data verification step, particularly important for new product development (NPD) processes and imported product lines verification of data provided by the source country.

When reviewing data alignment for **supplier ERPs versus retailer ERPs** it was noted by suppliers that where a retailer utilises the NPC, any disconnect between supplier ERP and NPC data will flow through, resulting in the supplier and retailer ERPs misalignment.

Other variance between these two systems can be driven by retailers remeasuring dimensions and entering their own data without checking or discussing with suppliers. Additionally, variance can occur where suppliers enter data into a retailer data portal or form and make the same (typographical or transposing width and depth) errors as noted for NPC data entry.

Challenges here include understanding the process involved with providing data to retailers, how to undertake data submissions, and awareness of any changes retailers may subsequently make against supplier provided data. These challenges can be addressed through education on the submission processes, the use of forms/portals, and setting up communication loops between retailers and suppliers, where retailers believe data to be incorrect and wish to make changes within their own systems.

Some retailers noted the capacity for data to be overwritten by DC teams within their warehouse management systems (WMS), where this in turn overwrites data held in a retailer's ERP, control is lost between retailer and supplier ERP alignment. Therefore, it would be valuable for any such changes to be communicated in advance to those managing their ERPs who could, in turn, liaise with suppliers to ensure all parties utilise the correct data.

Retailers also reported issues regarding transposing and data entry errors, particularly when inputting data to their own ERPs and where suppliers have updated their own ERPs but not retailer ERPs. It was questioned whether there was a uniform definition for data points across systems and whether all data entry parties were fully aware of these definitions.

Opportunities flagged by retailers included mechanisms for DC teams to provide advice back to central data management teams about the intent to make changes in a WMS. These could be flagged and discussed with suppliers to ensure all parties are agreed on correct data. It would also provide an opportunity for trading teams to instigate additional checks either via the suppliers or through the NPC. Periodic ongoing reviews are also recommended.

Finally, retailers reviewed mismatches in data between **retailer ERPs and retailer DC** systems. As previously noted, the capacity for DC teams to overwrite ERP data in their WMS provides the opportunity for variance to occur, including transposing and data entry errors, and measurement errors.

These data points are particularly important for DC staff as they impact building of store pallets. So, rather than ceasing re-measurement in DCs, it was suggested that any proposed changes made in DC WMS be relayed through the retailer central data management team to the suppliers to help ensure all systems remain aligned, and that the best possible data accuracy is achieved.

Opportunities

- Utilise the TPF's *Supply Chain Master Data Integrity and Alignment Guide* (see resources section of this report) to grow understanding of the data points, how to measure, required units of measure, and challenge mitigation.
- Review data validation processes at suppliers, particularly in relation to new lines, range extensions, international sourcing and other elements involving change.
- Review opportunities for increased liaison between suppliers and retailers when either party is considering making changes to data in any system to help ensure alignment is maintained.
- Review the processes involved where DC teams can make changes in WMS; there are benefits in accuracy which could be leveraged, but also opportunities for errors and system misalignment to be managed.
- Consider periodic review of all data alignment between supplier ERP and NPC, supplier ERP and retailer ERP, and Retailer ERP and DC systems.

2) Trade Unit Weight

Ensuring correct measurement and capturing of the weight of a trade unit (TU), i.e., shipper/carton, in supplier systems and then being aligned through the shared supplier/retailer data chain is another critical requirement in the FMCG industry.

TU weight has occupational health and safety implications. It is also used in calculations for pallet weight throughout the supply chain (storage and transport), as well as being utilised in automated DCs as a checkpoint for robotics.

Again, the TPF's *Supply Chain Data Integrity and Alignment Guide* provides supplier companies specific direction and is aligned to GS1 standards, for the measurement, units of measure/nomenclature and watch-outs when assigning TU weight. The Guide also discusses the challenges faced in ensuring this accuracy.

As with TU dimensions, data integrity is the first critical aspect, and ensuring alignment of this data throughout the data chain, the second. Again, the data should be consistently captured across the supplier's ERP system, the NPC, the retailer central ERP system and retail DC systems/WMS.

Quantitative Findings from the Study

The same sample of approximately 250 products (SKUs) were surveyed from the same supplier, NPC and retailer systems, and was analysed by GS1 Australia for TU Weight variance in similar fashion to the analysis performed for TU dimensions.

The following table captures the findings from the quantitative analysis.

Comparison	Variance	Variance after PERCENTAGE Tolerance			
		1.0%	2.0%	3.0%	5.0%
Supplier v NPC	44%	34%	25%	22%	14%
Supplier v ERP	72%	63%	57%	54%	47%
Supplier v DC	86%	68%	56%	49%	33%
NPC v ERP	68%	66%	64%	62%	59%
NPC v DC	83%	65%	53%	45%	30%
ERP v DC	86%	78%	72%	68%	59%
DC v DC	78%	63%	51%	42%	31%

Supplier = Supplier ERP, NPC = National Product Catalogue, ERP = Retailer ERP, DC = Retailer Distribution Centre/WMS

When reviewing the above table, for example, the first row shows that for the pairing of Supplier ERP and the NPC

- 44% of SKUs tested had a variance across the pair for TU Weight
- When tolerance allowances of 1% to 5% were employed, the level of variance was between 34% (at 1% tolerance) and 14% (at 5% tolerance)

Again, the analysis found that the more ‘touchpoints’ applied to a data point, the greater the level of variance in data alignment between systems.

Qualitative Review of the Issues

Having reviewed the findings from the quantitative analysis, the project group again assessed a subset of the SKUs in scope where selected SKUs encountered variance for their businesses.

To qualify for qualitative analysis, selected SKUs needed to have a **variance of 5% or greater** for TU weight.

Again, suppliers investigated SKUs with data variance across Supplier ERP versus NPC and Supplier ERP versus Retailer ERP. Retailers investigated SKUs with data variance across Retailer ERP versus NPC, Retailer ERP versus Supplier ERP and Retailer ERP versus Retailer DC for target SKUs. This process was undertaken to determine reasons for mismatches, the challenges posed and opportunities to overcome these challenges.

From these supplier and retailer reviews, the following insights were determined.

In relation to alignment between **supplier ERPs and the NPC**, again within the control of suppliers, the errors tended to be classified as human error in that different weights were applied in the ERP versus the NPC.

This is mainly driven by different people having responsibility to enter the data into each system. In some cases, overseas personnel may enter data into the supplier’s ERP, while local staff then populate the NPC, potentially using local measurements/standards.

Reviewing processes around international data entry as well as cross-system checking, and verification are ways suppliers proposed to address such issues.

As for product dimensions, such discrepancies would then likely flow through to retailers utilising the NPC such that data in **supplier ERPs versus retailer ERPs** would become mismatched. Therefore, checking of data alignment between these two systems when introducing new products or changes to products should be undertaken and then checked periodically between trading partners to help ensure data accuracy and alignment.

Another key aspect of data integrity and alignment for TU Weight is to ensure the correct unit of measure for weight attribution is used. The TPF's *Supply Chain Data Integrity and Alignment Guide* provides explanations for the use of grams and kilograms as units of measure and in relation to the number of decimal places employed. This should be cross-referenced between trading partners to ensure alignment.

As with TU dimensions, TU weight is particularly important to retailer DC teams regarding issues such as safety of team members lifting cartons. DCs can reweigh product to ensure they are satisfied the weight is correctly recorded in their WMS. This can, in turn, lead to mismatches in data between **retailer ERPs and retailer DC** systems.

As for TU dimensions, it was suggested that any proposed changes made in a DC WMS be relayed through the retailer central data management team to liaise with suppliers and help ensure all systems remain aligned, and that the best possible data accuracy is achieved.

Opportunities

As per for TU dimension issues

- Utilise the TPF's *Supply Chain Master Data Integrity and Alignment Guide* (see resources section of this report) to grow understanding of the data point, how to measure, required units of measure, and challenge mitigation.
- Review data validation processes at suppliers, particularly in relation to new lines, range extensions, international sourcing and other elements involving change.
- Review opportunities for increased liaison between suppliers and retailers when either party is considering making changes to data in any system to help ensure alignment is maintained.
- Review the processes involved where DC teams can make changes in WMS, there are benefits in accuracy which could be leveraged, but also opportunities for errors and system misalignment to be managed.
- Consider periodic review of all data alignment between supplier ERP and NPC, supplier ERP and retailer ERP, and Retailer ERP and DC systems.

3) Pallet Ti and Hi

Pallet Ti and Hi reflects the number of TUs that will be placed on each layer (the "Ti", an abbreviation of tiers) and the number of layers that will be stacked on each pallet (the "Hi" an abbreviation of high) for standard pallets as produced and stored by suppliers.

Often, these two data points are used in concert as "Ti-Hi", however they are each important in their own right, as:

- the Ti quantity is important for ordering, picking, and transporting efficient sub-pallet loads, and may have ramifications in automated DCs (e.g., for automated layer picking),
- the Hi is important for retailers in determining ranging and slotting of products, particularly in relation to space limitations and racking layouts as stored in WMS; it also critical for safety considerations.

It should be noted that there may be instances in which a retailer will require a lower 'Hi' (i.e., a shorter pallet) for shipment than in the standard pallet configuration if a specific DC in their network cannot accommodate a pallet at the full Ti x Hi.

Once again, the TPF's *Supply Chain Data Integrity and Alignment Guide* provides supplier companies specific direction and is aligned to GS1 standards for assigning Ti and Hi. The Guide also outlines the challenges businesses may face in doing so.

As for the aforementioned data points, data integrity is the first critical aspect. Ensuring alignment of this data throughout the data chain, the second. Once again, the data should be consistently captured across the supplier's ERP system, NPC, the retailer central ERP system and retail DC systems/WMS.

Quantitative Findings from the Study

Again, the sample of approximately 250 products (SKUs) were surveyed from supplier, NPC, and retailer systems and analysed by GS1 Australia for Pallet Ti and Hi variance.

In the case of Ti and Hi analysis, no tolerance variation was considered, as Ti and Hi represent straight numbers and are not subject to variation due to any outside conditions incurred measurement. Put simply, these data points are either correct or incorrect.

The following table captures the findings from the quantitative analysis.

Comparison	Trade Items/Layer (Ti) Variance	Layers/Pallet (Hi) Variance
Supplier v NPC	1%	1%
Supplier v ERP	4%	7%
Supplier v DC	5%	15%
NPC v ERP	3%	6%
NPC v DC	4%	12%
ERP v DC	4%	10%
DC v DC	2%	21%

Supplier = Supplier ERP, NPC = National Product Catalogue, ERP = Retailer ERP, DC = Retailer Distribution Centre/WMS

When reviewing the above table, for example, the first row shows that for the pairing of Supplier ERP and the NPC

- 1% of SKUs tested had a variance across the pair for Ti and 1% for Hi

Once again, the analysis found that the more touchpoints applied to a data point, the greater the level of variance in data alignment between systems (particularly for Hi). It should be noted that the rows involving DCs would be anticipated to have a greater variance for Hi, as WMS will capture data inclusive of any pallet racking height limitations imposed in a given DC.

Qualitative Review of the Issues

Again, having reviewed the findings from the quantitative analysis, the project group undertook assessment of a subset of the SKUs in scope, where selected SKUs encountered variance for their businesses.

To qualify for qualitative analysis, selected SKUs **needed to show variance** for Ti or for Hi.

As for TU Dimensions and TU weight, suppliers investigated SKUs with data variance across Supplier ERP versus NPC and Supplier ERP versus Retailer ERP. Retailers investigated SKUs with data variance across Retailer ERP versus NPC, Retailer ERP versus Supplier ERP and Retailer ERP versus Retailer DC for target SKUs. The objective is to determine reasons for mismatches, the challenges posed and opportunities to overcome these challenges.

From these supplier and retailer reviews, the following insights were determined.

For alignment between **supplier ERPs and the NPC**, key issues were identified, where changes had been made to palletisation but failed to be updated in either or both systems. This could be as a result of changes to product (e.g., case pack count) locally or at source country for imports, identifying more optimal pallet patterns, or changing the number of layers on a pallet in agreement with retailers.

Again, this may be driven by different people having responsibility to enter the data into each system. Reviewing processes around cross-system checking and verification are ways suppliers can address such issues.

Once again, discrepancies between supplier ERP and NPC would then likely flow through to retailers utilising the NPC such that data in **supplier ERPs versus retailer ERPs** would become mismatched. It is also important that retailers update data from NPC regularly to pick up changes suppliers may make for palletisation data.

Further challenges include where a change is made by retailer DC teams in WMS (e.g., where they only accept pallets up to certain heights) that may overwrite central ERP systems at some retailers. The NPC can only host one pallet configuration, so this will be aligned to supplier master data, rather than any specific requirements of individual retailers.

Opportunities include for retailer trading teams to perform additional checks to ensure data is correct and aligned, and for suppliers to notify the retailers once updates have been made to the NPC. Several instances were reported where suppliers had not informed retailers that data had been updated in the NPC and potentially, in supplier ERPs, where retailers do not use NPC and need this detail communicated to update own systems.

A specific watch out for 'Ti' alignment between supplier and retailer ERPs is where supplier ERP may record Ti in terms of consumer units per layer, while retailer ERPs require TUs per layer. In this case, it would be critical for supplier to inform retailer and ensure alignment on TUs per layer or utilise this unit of measure in the NPC if retailers also use NPC as primary data source.

As already indicated, space availability or preferences from retailers may be a cause of Hi misalignment between **retailer ERPs and retailer DC** systems. If retailer WMS overwrites retailer ERP, then those two systems will be aligned, but this in turn drives variation between retailer ERP and NPC/supplier ERP.

This issue is difficult to overcome as it is an operational requirement in the DC as opposed to simply a difference in measurement. The key issue is for trading partners to be aware of the misalignment and to ensure it does not impact the way in which deliveries against specific orders are picked and shipped to the DC in question.

Opportunities

- Utilise the TPF's *Supply Chain Master Data Integrity and Alignment Guide* (see resources section of this report) to grow understanding of the data points, how to measure, and challenge mitigation.
- Take specific care to ensure any changes made in supplier ERP are reflected in the NPC – if any changes occur such as pack counts, or beneficial pallet patterns, make sure NPC also reflects this and advise non-NPC using retailers.
- Review opportunities for increased liaison between suppliers and retailers when either party is considering making changes to data in any system to help ensure alignment is maintained.
- Be aware of specific DC requirements and review between trading partners any impacts these may have so that trading partners are 'on the same page' as to data points throughout the end-to-end data chain, even where all systems are unable to be aligned – and again, with clear communications through the data chain when any changes are being made by either party.
- Consider periodic review of all data alignment between supplier ERP and NPC, supplier ERP and retailer ERP, and Retailer ERP and DC systems.

3. SUMMARY

As noted, the purpose of this Data Review Study was to shine a spotlight on SC PMD points throughout the end-to-end supplier and retailer supply chains, including the NPC. In effect, the study complements TPF's *Supply Chain Master Data Integrity and Alignment Guide* published in 2019. It also works in tandem with the short video series (see resources below) developed with GS1. The report highlights, through quantitative analysis and qualitative case study investigations, the issues, challenges and opportunities.

The study found that there is a significant variation in data across supplier ERP systems, the GS1 NPC, retailer ERP systems, and retailer DC Warehouse Management Systems for Trade Unit dimensions, Trade Unit weight and for palletisation Ti-Hi. The *Supply Chain Master Data Integrity and Alignment Guide* provides trading partners with a wealth of information about measurement of these and other data points, as well as the challenges of maintaining data integrity and alignment, and how such challenges can be mitigated.

Trading partners are encouraged to review the Guide and this report. As data integrity and alignment is a key enabler to advancing the digitisation of supply chains, it is hoped this report will highlight the issue and challenges, as well as outlining opportunities for improved accuracy. The advent of automation in supply chains sees data integrity rising in importance and provides opportunities for trading partners to utilise the high-tech application of measurement in automated facilities to cross-reference integrity of data held in all systems. Regular checking of data alignment should also then be undertaken.

The Trading Partner Forum Executive Committee extends its appreciation to all business who participated in this initiative and will continue to drive opportunities to optimise data integrity and alignment in Australasian supply chains.

4. TPF RESOURCES

TPF *Supply Chain Master Data Integrity and Alignment Guide*:

<https://www.afgc.org.au/industry-resources/trading-partner-forum-resources/supply-chain-data-integrity-and-alignment-guide>

Supply Chain Master Data Integrity and Alignment Short Video Series:

<https://www.afgc.org.au/industry-resources/trading-partner-forum-resources/supply-chain-data-integrity-and-alignment-short-video-series>

TPF Common Delivery Guidelines:

<https://www.afgc.org.au/industry-resources/trading-partner-forum-resources/the-perfect-delivery-program>

See also, retailer Supply Standards documents available via Woolworths, Coles, and Metcash's Supplier Portals.