

GOOD: Unification of Industry Standards

From fragmented practices to one operating language for speed to shelf and on-shelf availability

TEAM FROST & FOUND | Abby Lucchesi • Brittney Ratto • Lucas Vaccaro • Michael Coleman • Sam Ridenour

Working thesis:

Good is not more process for process's sake. Good creates one operating language for OSA and speed to shelf, clarifies handoffs across the cold chain, deploys labor where risk is highest, and holds every participant accountable to shared standards.

TEAM FROST & FOUND BEST-IN-CLASS BENCHMARK

PUBLIX | Monthly order-fill-rate scorecards and clear on-time/in-full supplier expectations demonstrate disciplined service standards and shared accountability.

Source: Publix Business Connection (public supplier guidance)

1 START HERE: Build the Foundation

- ☐ Executive ownership for OSA and STS
- ☐ Common OSA/OOS/STS definitions and KPIs
- ☐ Clear store, category, supplier and partner accountability
- ☐ Written SOPs for ordering, forecasting and inventory
- ☐ Inventory tracking and confirmation routines
- ☐ Labor allocated by velocity, perishability and risk
- ☐ Training, cross-training and call-out coverage
- ☐ Shared scorecards for service and execution

Good is the foundation: align ownership, standards, labor routines and supplier accountability before layering on AI or shelf-sensing technology.

2 THE CORE OPERATING RHYTHM

1 DEFINE	2 ASSIGN	3 STANDARDIZE	4 PRIORITIZE LABOR	5 MEASURE + ENFORCE
Create shared definitions, KPIs and decision rules for OSA, OOS, STS, service levels and escalation.	Name accountable owners across store operations, replenishment, category teams and suppliers.	Document SOPs for ordering, forecasting, inventory management, confirmation, recovery and escalation.	Deploy labor by velocity, perishability and execution risk—high-turn refrigerated items need more attention than slower-moving frozen items.	Use scorecards and operating reviews to track service, execution and recovery; reward strong performance and escalate repeat misses.

3 WHO PLAYS A ROLE? SHARED OUTCOME. DEFINED OWNERSHIP.

Retailer / Store Ops

Set shelf and replenishment SOPs; align labor, escalation and recovery routines.

Manufacturer / Supplier

Improve forecast inputs, service levels, item data and promotion readiness.

Wholesaler / DC

Maintain inventory accuracy, fulfillment discipline and exception visibility.

Carrier / 3PL

Provide reliable ETA, temperature and delivery-exception data; escalate disruptions early.

Technology / Data Partner

Support common definitions, data quality, scorecards and shared visibility across handoffs.

4 YOUR 90-DAY PATH TO GOOD

0–30 DAYS ALIGN + BASELINE	31–60 DAYS STANDARDIZE + TRAIN	61–90 DAYS OPERATE + ADJUST
<ul style="list-style-type: none">• Define OSA/OOS/STS and KPIs• Map ownership and escalation paths• Document current SOPs and gaps• Baseline service, OSA and recovery	<ul style="list-style-type: none">• Finalize ordering/inventory SOPs• Train and cross-train key roles• Align labor to velocity and perishability• Launch supplier scorecards	<ul style="list-style-type: none">• Review scorecards and exceptions• Track SOP compliance and recovery• Address repeat failure points• Refine labor, training and escalation rules

PROOF STANDARD: The proof is not a binder of SOPs. It is consistent execution: fewer preventable OOS events, faster recovery, better supplier service, clear accountability and labor focused where it creates the most availability.

5 MEASURE + HOLD THE SYSTEM ACCOUNTABLE

Shared operating principle

No single part of the cold chain owns the problem. Every part owns a piece of the solution. Define who owns each decision, what information moves with the handoff, and when exceptions escalate.

Scale only when

- ☐ Ownership is clear at every level
- ☐ SOPs are followed consistently
- ☐ Backup coverage protects critical routines
- ☐ Supplier performance is measured and acted on

BETTER: AI Enablement

From disconnected data to prioritized action using the systems already in place

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Working thesis:

Better is not adding more data. Better connects existing data across the cold chain to detect likely execution failures, prioritize the highest-value issues and route the next-best action to the participant who can resolve it.

TEAM FROST & FOUND BEST-IN-CLASS BENCHMARK

WALMART | AI-directed workflows prioritize and recommend tasks for associates, showing how existing operational data can become clearer next-best actions instead of more dashboards.

Source: Walmart Corporate (public AI and task-management materials)

1 START HERE: Are You Ready for Better?

- | | |
|--|---|
| ☐ Good capabilities are in place | ☐ Promotion and e-commerce availability data |
| ☐ Shared OSA/OOS definitions, SOPs and KPIs | ☐ Reliable item and location data |
| ☐ Clear ownership and accountability standards | ☐ Existing task-management or escalation workflows |
| ☐ Access to POS, on-hand and replenishment data | ☐ A pilot category and accountable owner |

Not all boxes checked? Strengthen the Good foundation before using AI to automate execution.

2 THE CORE OPERATING LOOP

1 DETECT

Find likely OSA risks, phantom inventory, missed promotion signals and digital mismatches.

2 PRIORITIZE

Rank exceptions by sales exposure, urgency, shopper impact and ability to recover.

3 TRIGGER

Initiate replenishment, upstream notifications, corrections or store tasks.

4 ACT

Route the next-best action into existing retailer and partner workflows.

5 MEASURE

Confirm resolution and track OSA, online availability, task completion and execution speed.

3 CONNECT THE ECOSYSTEM: WHO PLAYS A ROLE?

Retailer / Store Ops

Act on prioritized exceptions and capture completion, recovery and adoption.

Manufacturer / Supplier

Provide demand, promotion, supply and item signals that improve prioritization.

Wholesaler / DC

Feed inventory, replenishment, allocation and ETA exceptions into the decision layer.

Carrier / 3PL

Surface delays, temperature events and delivery exceptions before they become shelf failures.

Technology / Data Partner

Connect systems, translate signals and route actionable tasks into existing workflows.

4 YOUR 90-DAY PATH TO BETTER

0–30 DAYS | MAP + ALIGN

- Map required data sources
- Confirm definitions and KPIs
- Select a high-volume pilot category
- Establish baseline measures

31–60 DAYS | TEST + ACT

- Run AI exception logic
- Generate prioritized action lists
- Route tasks and notifications
- Capture completion and resolution

61–90 DAYS | MEASURE + REFINE

- Measure OSA and online availability
- Correct phantom inventory
- Track forecast accuracy and speed
- Refine rules before scaling

PROOF STANDARD: The proof is not more alerts or another dashboard. It is better prioritization, faster execution, fewer inventory mismatches and measurable improvement in OSA and digital availability.

5 PROVE + SCALE RESPONSIBLY

Pilot design

Connect the minimum viable data set across partners: POS, inventory, replenishment, promotion, supplier commitments, logistics events, labor/task management and e-commerce availability. Start with one high-volume category where the execution problem and owner are clear.

Scale only when

- ☐ Exceptions are accurate and actionable
- ☐ Tasks are completed faster
- ☐ OSA and online availability improve
- ☐ The process works across stores

BEST: Closed-Loop Shelf Intelligence

From seeing shelf problems to prioritizing action, verifying recovery and learning at scale

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Working thesis: Best is not seeing the problem faster. Best is converting continuous shelf visibility into prioritized action, verified recovery and organizational learning.

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SCHNUCKS + SIMBE | Autonomous shelf intelligence provides continuous visibility into out-of-stocks and shelf conditions and feeds those insights into store action—an example of shelf sensing becoming an operating capability, not a standalone robot.

Source: Simbe public Schnucks case materials; refine after the upcoming Schnucks/Simbe discussion

1 START HERE: Are You Ready for Best?

- | | |
|---|--|
| ☐ Good and Better capabilities are in place | ☐ Task assignment and completion tracking |
| ☐ Clear OSA ownership and escalation paths | ☐ Baseline OSA, recovery-time and lost-sales measures |
| ☐ Shared OSA/OOS definitions and KPIs | ☐ A defined pilot use case and accountable owner |
| ☐ Reliable item, location and planogram data | ☐ Executive sponsorship and store-operations buy-in |

Not all boxes checked? Strengthen Good and Better before investing in shelf-sensing technology.

2 THE CORE OPERATING LOOP

1 SENSE

Identify gaps, low stock, misplaced items, price errors and planogram issues.

2 DIAGNOSE

Combine shelf signals with inventory, delivery, sales velocity, promotion and location data.

3 PRIORITIZE

Rank issues by lost-sales exposure, urgency, recoverability and shopper impact.

4 ACT

Create, assign or escalate the next-best action to the appropriate store role.

5 VERIFY + LEARN

Confirm recovery and capture root cause, response time, repeat failures and sales impact.

3 KNOW WHAT YOU ARE BUYING

It is:

- Continuous shelf visibility
- Actionable prioritization
- Closed-loop recovery verification
- Selective deployment where economics work

It is not:

- A robot or camera alone
- Another dashboard
- A substitute for ownership and SOPs
- A one-size-fits-all rollout

4 YOUR 90-DAY PATH TO BEST

0–30 DAYS | DEFINE + BASELINE

- Confirm readiness and owner
- Select one high-velocity category
- Choose a small store cohort
- Set OSA, recovery and lost-sales baselines

31–60 DAYS | INTEGRATE + EXECUTE

- Connect shelf and enterprise data
- Route alerts into store workflows
- Train store teams
- Launch the pilot

61–90 DAYS | MEASURE + DECIDE

- Track accuracy and false positives
- Measure recovery, OSA and sales
- Assess task completion and adoption
- Refine, expand or stop

PROOF STANDARD: The proof is not scans or alerts. It is faster recovery, higher OSA, recovered sales and sustainable store adoption.

5 FUND + SCALE RESPONSIBLY

Funding model

Retailers and participating brands may share investment when value is jointly created. Participation should be transparent and tied to category scope, actionable insights, measurable OSA and sales outcomes, and proportional cost allocation—not a blanket supplier technology fee.

Scale only when

- ☐ Recovery is faster
- ☐ OSA and sales improve
- ☐ Store teams adopt the workflow
- ☐ Economics are repeatable