BIC

BIC Task & Finish Working Groups
Project Briefing Document

Project Name:
Ordering Best Practice
(document version 1.1)

BIC Project Brief

The Purpose of the BIC Project Brief

The BIC Project Brief is required to enable necessary projects, or pieces of work to progress from being a good BIC Board or Committee idea to a formal request for work that is submitted to the appropriate Task and Finish Group and/or consultant. The BIC Project Brief must be agreed upon and signed off initially by all members of the BIC Board or Committee responsible for the project and then the dedicated Task & Finish Working Group (if applicable, depending on the nature of the project) once established.

The BIC Project Brief should generally be short and provide an overview of the proposed project or piece of work.

The finalised, signed off document will be made visible to all BIC members, who will be able to provide comment or feedback on the intended project or work.

Document Status:	**FINAL**
Project Name:	**Ordering Best Practice**
Version Number:	**1.1**
Created by:	**Karina Urquhart**
Created date:	**10th June 2020**
Finalised by:	**Stephen Long**
Finalised date:	**14 May 2021**

BIC Board/Committee Review

BIC Board/Committee	Date submitted
BIC Physical Supply Chain Committee	v.0.9.0 on 16th July 2020 and v.0.9.1 on 8th October
BIC Metadata sub-Committee	v.0.9.1 on 8th October 2020
BIC Operational Board	v.0.9.1 on 8th October 2020

BIC Board/Committee Final Approval

Approved by	Date approved
BIC Physical Supply Chain Committee	23rd October 2020
BIC Metadata sub-Committee	23rd October 2020
BIC Operational Board	23rd October 2020

Document History

Version	Summary of Changes	Document Status	Date published
0.9.0	First DRAFT version	DRAFT	8th July 2020
0.9.1	Added non-traditional ordering processes and export, if possible to Scope (section 3.2) Added: "By start April 2020 – bookseller engagement Begun" to Section 9, Scope.	DRAFT	8th October 2020
1.0	No further changes made	FINAL	23rd October 2020
1.1	Updates to take account of Karina Urquhart/ Stephen	UPDATED	14 May 2021

	Long discussion and subsequent feedback from the first OBP T&FWG meeting. The main changes are revisions to dates and scope, as well as clarity around work packages.		

TABLE OF CONTENTS

1.   PURPOSE

The ultimate purpose of this project is to agree, document and promote best practice for the B2B ordering of printed books for all organisations in the book industry. The guidelines will address issues in the physical supply chain as highlighted by the Physical Supply Chain Map project in 2018/19 and the Trade Technical Implementation Clinic (see Appendix A below). As such it is intended that the guidelines will not be issued solely with publishers in mind, but will also include best practice for retailers, data aggregators, service providers, distributors and so on.

2.   BACKGROUND

As a result of BIC's Physical Supply Chain Map Project, both the BIC Physical Supply Chain Committee and the rest of the stakeholders involved in that project have identified several key areas in the processes associated with ordering that need to be addressed and improved. Agreeing, documenting and adopting best practice in this area is key to ensuring all areas of the supply chain concerned with ordering are operating as efficiently and as accurately as possible. This new project has been approved by the BIC Operational Board and addresses Priority Paper #4 of BIC's 2020 Strategy.

3.   PROJECT DEFINITION

3.1. PROJECT OBJECTIVES

By the end of the project, or projects*, BIC (i.e., the Committees and Board listed above) should be presented with Best Practice documentation for ordering physical book products that address the issues raised by the Physical Supply Chain Map project, and a marketing plan to ensure socialization of the best practice. This documentation will be arrived at as a result of the efforts of the Ordering Best Practice Task and Finish Working Group (T&FWG) that BIC will set up for the purpose of completing this project. This T&FWG and the project will be led by a Project Consultant who will have responsibility for ensuring the project runs and delivers to schedule.

The effort involved is envisaged to be:

1) 2 days per week of consultancy between April 2021 and end September 2021 (approx. 364 hours)

2) Recruiting a Project Consultant

3) Establishing which, if any, organizations outside of the committees and board listed above should be approached to contribute information to this project.

4) Ensuring the Project Consultant has a clear understanding of the deliverables and purpose of the project.

5) At least one initial face-to-face meeting of the eventual T&FWG at the start of the project in the form of a workshop led by the Project Consultant. This will be held at BIC HQ and will involve hiring a room etc. However, given the uncertainty with regards to the current situation with the COVID-19 pandemic it is likely that this may need to be carried out via video call. Subsequent meetings are likely to be conference/video calls, at the discretion of the project consultant. These meetings are to be held at least once a month. The frequency of meetings may vary

throughout the duration of the project however, subject to the project phase/pace – this will be at the discretion of the Project consultant.

6) Regular catch-up sessions between BIC's Executive Director and the Project Consultant

7) Monthly, written, update reports from the Project Consultant to the BIC Board, the BIC Physical Supply Chain Committee and the following additional committee(s):

   o BIC Metadata Committee

   These reports will also be published to the BIC website.

8) Final Best Practice documentation and marketing/adoption plan delivered in a comprehensive, clear manner.

9) There is no/minimal impact on BIC office set up as the Project consultant will work remotely.

10) *The project consultant together with the T&FWG will need to determine how best to manage the work. It may be decided that a series of shorter, consecutive projects may be the optimum way in which to approach this work. Proposed work packages/ sub projects agreed as: 1) Discovery and Order Placement; 2) Order Visibility and Tracking; 3) Order Receipt and Follow up.

3.2. PROJECT SCOPE

Items/areas in scope for this project are as follows:

The project will focus on the processes associated with ordering physical book products only and should include non-traditional ordering processes and export, if possible.

Types of organisations that should be involved and to be considered in the scope include:
- Publishers
- Retailers
- Data Aggregators
- Distributors
- Service & systems providers
- Wholesalers
- Printers
- Libraries
- Print on demand
- Standards bodies

Given the global nature of the book industry, the project needs to maintain a global perspective and as such BIC will reach out to the likes of BISG, BookNet Canada, and EDItEUR etc to ensure an international approach. These organisations to be identified in the first meeting of the Task and Finish Working Group.

A consideration of the potential environmental impact of the processes associated with ordering printed books (current and future) should feature throughout this project.

Areas in scope:

Availability – messaging and supply chain stakeholder interpretation

Returns considerations i.e., with regards to product data information at time of ordering, manual ordering

Physical book products with an ISBN

Print on Demand

Transactional data

Invoices (paper, paperless, rounding issues, mismatches between PDF invoices and EDI counterparts)

Differences in EDI and ONIX prices

Stock level visibility

Non-electronic ordering (email, reps etc)

Order acknowledgements

Action codes

Order cancellations

ASNs

EDI Ordering

Order processing

Order references (including dummy POs)

Non-traditional ordering processes and export, if possible.

Second-hand products are deemed out of scope for this project. This was determined by the T&FWG.

3.3. OUTLINE PROJECT DELIVERABLES AND/OR DESIRED OUTCOMES

Key deliverables in summary are:

1. Agreement by all T&FWG members that their participation in the project is a demonstration of their organisation's commitment to adopting the final best practice guidelines within a reasonable time period after publication of the guidelines. This agreement should be sought and documented in the minutes, in the first meeting of the T&FWG. What is meant by "a reasonable time period" is to be agreed by the T&FWG.
2. Agreement between the Project consultant and the T&FWG with regards to how this overarching project might be broken down into smaller, more manageable projects.
3. Project Plan – showing deadlines for each deliverable with actions/owners clearly assigned. This to be drawn up and kept up to date by the project consultant.
4. List of issues to be resolved/addressed by the best practice documentation.
5. Regular progress reports from the Project Consultant to the BIC Executive Director and BIC Board - website version and summary document
6. Best practice documentation – to include reference to the potential environmental impact of the various ordering processes (current and future)
7. Executable marketing and adoption plan
8. Review of progress made by all T&FWG members with regards adoption of the Best Practice guidelines (this to be performed no later than 12 months after publication of the final best practice guidelines)

3.4. CONSTRAINTS

The accurate and efficient treatment of physical book orders in the supply chain is key to our industry. It impacts every area of the supply chain and so it is vitally important that the industry reviews the associated ordering processes and standards and reaches agreement

on best practice in this area – and subsequently adopts it. The consultant working on this project must buy into the Project Brief from the outset.

The workload and time pressures of those individuals that the consultant will need access to may be a potential constraint.

It is vitally important that the T&FWG participants commit their respective organisations to adopting and promoting the best practice guidelines resulting from this this project. This will help with the execution of the marketing and adoption plan after the project closes which is necessary to help socialize the guidelines throughout the industry.

3.5. INTERFACES

BIC member groups outside the T&FWG will be interested in this project, however it is the BIC Physical Supply Chain Committee that is ultimately responsible for the success and delivery of the recommendations of this project. This project has been assigned to the BIC Physical Supply Chain Committee due to the project scope being physical book products. The BIC Metadata Committee will have interested parties. The BIC Board will also have a keen interest in execution and success of this project.

ONIX 3.0 will need to be kept in mind/referenced.

The Project Consultant will also need to keep in mind the impact of the resultant best practice guidelines on the following areas/schemes that have been previously documented/updated by BIC:
- Acquisitions and Divestments Best Practice
- The IRI Rule Book
- Tradacoms list 54
- Supply Chain Excellence Accreditation Scheme
- BIC's Product Data Excellence Accreditation Scheme
- BIC Realtime

4. OUTLINE BUSINESS/INDUSTRY CASE
Please refer to sections 1 (Purpose) and 2 (Background) above

5. QUALITY EXPECTATIONS
It is important that the deliverables of this project address all areas detailed in the scope above (as per section 3.2 of this document).

The importance of this project work will be in the following order of priority:
1. Quality
2. Cost
3. Time

Quality is most important because BIC's work must always be to the highest standards and misinformation or poor recommendations in such a key area as ordering would be detrimental to BIC's future and ultimately its reputation across the industry. Cost is the second priority because BIC's budget is important and BIC's resources must be managed. Timeline is the least important because if overrunning slightly was still within budget and delivered optimum quality then this would be acceptable. The timeline is (at the time of writing), only estimated. The crucial point is that any delay does not lead to increased costs.

6. IMPACT OF BIC'S GOVERNANCE REVIEW ON THE PROJECT AND THE PHYSICAL SUPPLY CHAIN COMMITTEE

Since the summer of 2019 BIC has been reviewing its governance and operating model. The recommendation (in summary) that has been agreed by the BIC Executive Board is that there should be one Board only and that the 4 BIC strategic committees should report directly to this Board. Once the new articles of association have been agreed by the Executive Board via Special Resolution, the Physical Supply Chain Committee will assume responsibility for the budget for this project and will be mandated to make all necessary decisions to ensure the project runs on time, on budget and is delivered to a high standard. Should additional funding be required over and above what has been agreed in the budget, application for the additional funds will need to be made to the new BIC Board. The timing of the project start date reflects this.

7. ACCEPTANCE CRITERIA

The Physical Supply Chain Committee will have the final sign off on the recommendations and Best Practice documentation presented by the project consultant. The final documentation that the project consultant submits should address all areas in scope and should first be signed off by all T&FWG participants. It should also include an Executive Summary. Acceptance of this documentation will close the project, after which point the marketing and adoption plan outlined in the best practice documentation will begin.

A meeting of the original project group to review adoption progress made will be called 6-9 months after the closure of the project.

8. RISKS

Doing nothing to guide the book industry on key ordering issues for physical book products, means confusion (and frustration) will continue in this area. BIC may appear in a bad light if it does not address this area as it is clearly something it should be tackling asap. Given the potentially ongoing and uncertain (at time of writing) impact of COVID-19 and BREXIT there is also a risk that stakeholders may have limited time to devote to this project.

9. OUTLINE PROJECT PLAN

The BIC Operational Board, and the BIC committees listed at the top of this document will be asked to sign off on this project brief. It is anticipated that final sign off and agreement on budget will be reached by the end of October 2020 at the latest. The steps following this will be:

- **By end March 2021**: Agree contract with consultant
- **By mid-April:** Call for volunteers for the project issued to the BIC membership
- **By end April 2021**: Project has begun

The project should hold its first meeting/workshop by the end of April 2021 at the latest.
The anticipated end date for the project is end September 2021. This would be the date by which all the deliverables outlined in Section 3.3 above have been achieved.
A more detailed project plan will be put together by the Project Consultant and should be one of their first actions.

10. BUDGET/COSTS

At the time of writing, the costs to BIC are limited to the agreed Project Consultant's fees, meeting room costs (although in the current COVID-19 situation this will not be applicable), staff time, staff travel expense (should there be any).

11. AUTHORITY RESPONSIBLE

BIC's Executive Director

12. PROPOSED PROJECT CONSULTANT

This appointment of the appropriate Project Consultant is to be agreed by the Physical Supply Chain Committee and BIC's Executive Director.

13. CUSTOMERS AND USERS

All BIC membership organisations (including BISG and BookNet Canada), plus it would be desirable, if possible, to include the following non-members:

Apple
Google

14. REPORTING

This project reports into the BIC Physical Supply Chain Committee (PSCC) for the duration of the project. This committee meets face-to-face 3 times a year. The frequency of project update reports to the BIC PSCC will be agreed between the Executive Director and the Project Consultant at the start of the project but is likely to be monthly. This reporting should include, but may not be limited to, the following:

i) Progress of deliverables against agreed timeline/project plan
ii) Engagement of stakeholders
iii) Potential or actual obstacles to delivering the project on time and in full
iv) Key Project KPIs

The Project Consultant will take responsibility for this reporting.

End of Project Brief
Appendix A follows

Appendix A

This appendix summarises ordering issues that have been gathered from various BIC meetings and groups, that should be considered in the Ordering project. They are listed here so that all information is contained within the one project document and easily accessible. It will be up to the T&FWG to determine which items are to be included or excluded from the scope of the project.

From the BIC Trade Technical implementation Clinic:

1. Many large distributors now no longer provide **paper copies of invoices** in their deliveries; instead, they provide a post-pick invoice (electronically) after the delivery has taken place; as such the invoice number is not always provided on the delivery note. This is having a negative impact on retailers because the goods-in processes may require staff to check on receipt the invoice information such as price and discount and this is not available in these cases.
   BIC has an advisory relating to this issue on its website, here:
   www.bic.org.uk/files/pdfs/Advisories/BIC%20Checklist%20for%20EDI%20Invoice%20Testing.pdf

   Proposal of a new BIC Realtime API to address this issue was raised at January 2020's BIC Realtime Review Group meeting.

2. Some PDF copies of invoices do not contain the same total / invoice amount as their EDI invoice counterparts due to the method of calculating / differing rounding techniques used by some systems.

3. Recent changes in various systems mean that some organisations do not, now, accept line-level flags for backorders. This flag can be overridden at line level, turned on or turned off.

From the BIC Physical Supply Chain Map Project issues report:

1. Differences in EDI and ONIX prices

2. Banding for stock levels to be visible to aid ordering

3. Non-electronic ordering (email, reps etc) – could a solution such as an email order standard help?

4. Order acknowledgement issues including: inconsistent usage of EDI codes in order acks and inconsistent use of action codes. Suggested a definition of what to do in each circumstance e.g. when the book is temporarily unavailable, whether to record dues, what to report in the order ack etc.

5. EDI – issues, such as: not respecting back order flag; invoices issues (e.g. late, invoiced after despatch but Delivery Note Number not in EDI Invoice, wrong prices, discounts and VAT – especially part VATable products)

6. Order cancellations – BIC Realtime could help.

7. Order References need best practice/standardising: distributors use multiple references in EDI messages such as the Advanced Shipping Notice (ASN). These

include purchase order numbers, invoice numbers, delivery note numbers and some other internal numbers. Standards are flexible enough to accommodate all these reference numbers, but best practice could be established to agree which are needed.

8. ASNs: a large percentage of deliveries do not have ASNs or some ASNs fail validation. BIC to work with distributors, Nielsen and Waterstone's and probably other retailers to encourage uptake of standard ASNs. Note ASNs are also required by other retailers notably supermarkets but these ASNs are often non-book standards.

9. Embargoes, and over-use of embargoes – best practice needed, although this may be more of a BA/PA item.

10. Print on Demand (POD) – metadata: POD is seen as an area of opportunity where many more titles could move to POD. But industry metadata has got to support this move and the status "MD" must be redefined (updated); POD volumes have grown but this has led to capacity problems at some UK printers and led to longer lead times for POD than is desirable.

11. Trade wide policy needed on signed stock

12. Smaller printers and slow EDI adoption

13. Consolidation of orders – environmental impact of not doing so

14. Rights: rights should be mandatory, and no product metadata should be issued to the trade without rights data to explain where the book can and can't be sold. Incomplete or incorrect rights data causes retailers to order the wrong books for example airside/export editions and trade paperbacks. Accurate market and territorial rights data needed.

Taken from Physical Supply Chain Priorities grid as voted for by BIC members of PSCC:

1. EDI Ordering Industry Review, including investigating how wholesalers' EPOS systems might work better with distributors.

2. Best practice for accurate and complete EDI Order Acknowledgements

3. Establish Best Practice for order references (including dummy POs)

4. Encouraging greater industry ASN adoption

5. Manual ordering issues - how to address, and encourage the move away from manual ordering

6. Order cancellation issues - how to address and educate and so avoid unnecessary returns etc