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After implementation of NPD & EPD process in 2016, process improvements have been reviewed ensuring an aligned process availability of practical tools across multiple cross functional stakeholders.	

Approval Table

Approval Stage	Name	Dated	Approval
GLT:	Bruno Lebourdais <i>Global Supply Chain Director</i>	05/10/2022	

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1. THE PURPOSE OF THE POLICY

To effectively drive our strategy of sustainable branded growth, a steady stream of new product launches is a necessity. Ensuring we develop sustainable products in a cost effective, timely manner from concept through to completion. Successful new product launches drive:

- Growth
- Better Margins
- Differentiation from our competitors
- Transition from Market leader to Market driver

Moreover, in order to achieve continuous improvement of margins and resource utilisation, existing product portfolios constantly need optimisation. Some products need to be discontinued and some need optimisation to ensure quality and consumer appeal.

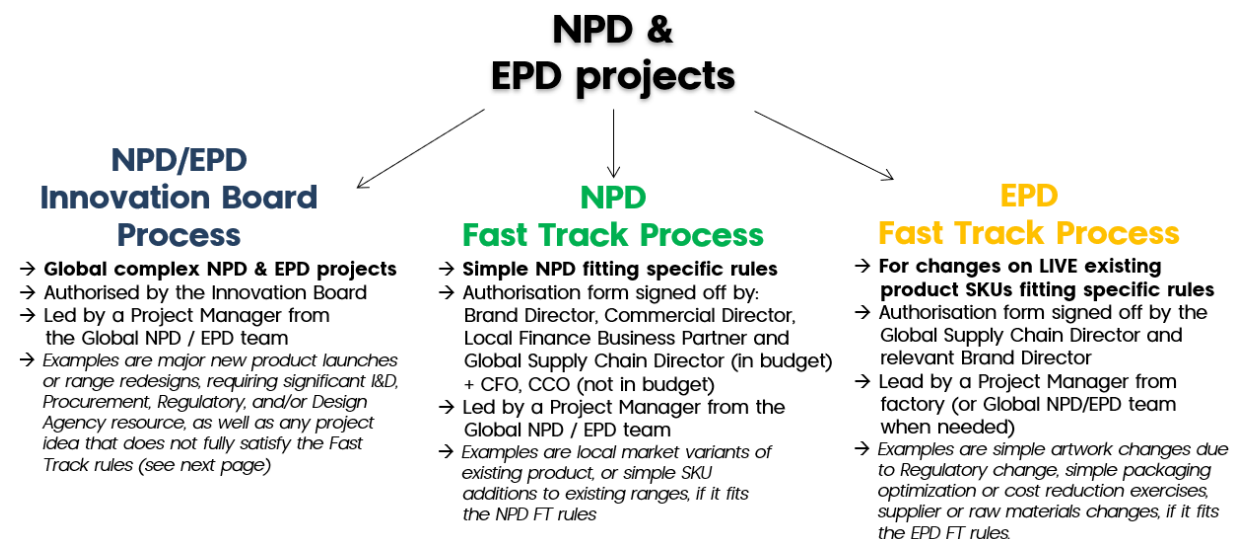
The purpose of this document is to define the New Product Development (NPD) and the Existing Product Development (EPD) process policy with methods and tools to ensure successful product launches.

2. THE DIFFERENT TYPES OF PROJECTS & PROCESSES

All NPD and EPD projects fall into one of the 3 different processes that differ by the way they are authorised and managed.

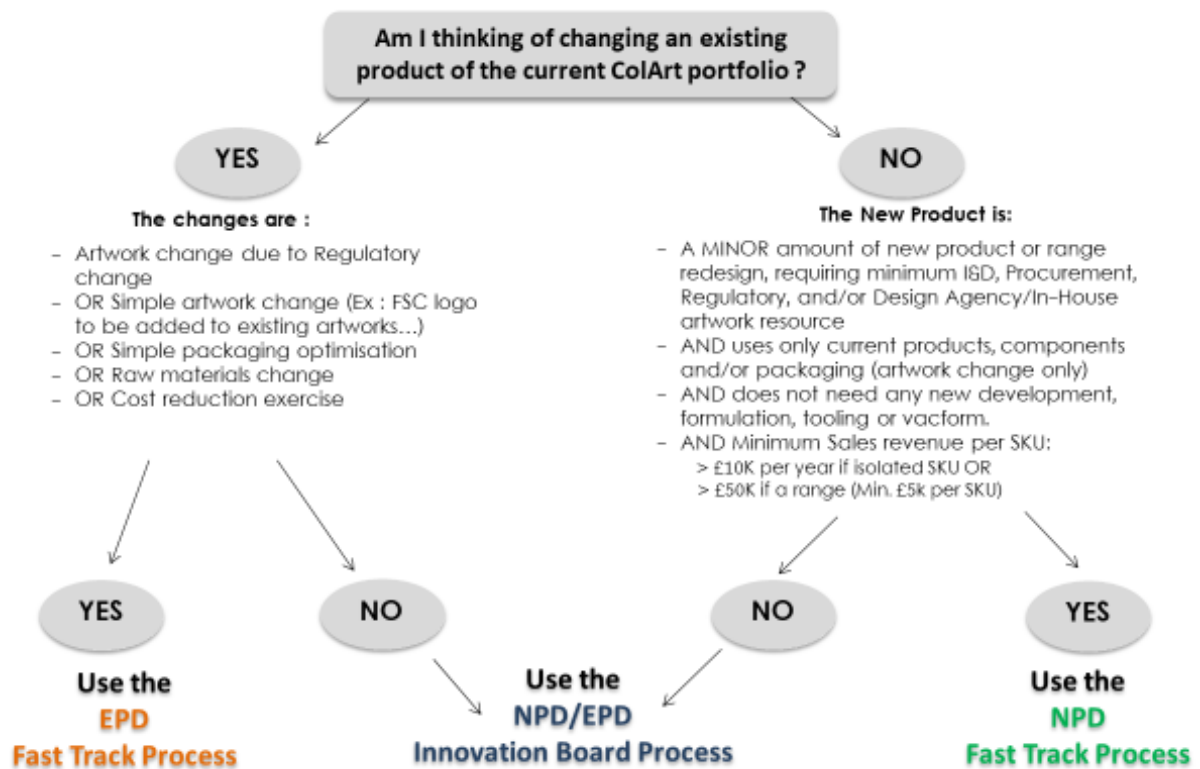
- The NPD/EPD Innovation Board Process
- The NPD Fast Track Process
- The EPD Fast Track Process

The Retail Solutions are closely linked & integrated within these above processes.



The processes are explained more in detailed under each process section of this document. The simple illustration below shows which process to use for different kinds of projects. If the project isn't a clear cut case, please consult the NPD/EPD team.

In order to define which one of the 3 processes should be used, simply use the flowchart below



3. THE NPD & EPD INNOVATION BOARD PROCESS

1. Stakeholders & decision making

Project Initiator

The Global Brand teams initiate new ideas / concepts. When other functions have an idea they need to “sell it” to the global brand team.

Project Go/No go decision makers – the Innovation Board

As each SKU drives complexity and cost for the Company, we need to control our product portfolio **and ensure that all new products drive sales and profitability.**

The Innovation Board role is to:

- Review Brand proposals and confirm whether the projects go into the NPD/EPD process
- Ensure that all NPD are insight and benefit driven, unique and “ownable”, profitable for the business.
- Eliminate unsound concepts prior to devoting resources to them
- Allocate a Project Manager for all new projects
- Evaluate and control NPD & EPD projects already underway and make gate decisions
- Allocate a budget for the next stage (if not already allocated in resp. departments budgets) approve final stage P&L (with detail ROI, CAPEX...) and give agreement to go ahead with the first production

The Innovation Board meets on a monthly basis and consists of:

- Chief Executive Officer (CEO)
- Chief Commercial Officer (CCO)
- Chief Financial Officer (CFO)

Scheduled and controlled by NPD Team leader, with attendees also including:

- Global Sustainability representative
- Global Supply Chain representative
- Local Brand Finance support
- Retail/Shopper representative
- Other members will be co-opted as appropriate

To get a time slot to present during the Innovation Board, Brand Directors must send through the pre-read 3 working days before the meeting.

The decisions and agreed actions, made by CEO, CCO and CFO for GO or NO GO is shared via email to the CEO. After written approval by the CEO, the decisions and agreed actions are shared with all participants of the meeting, with all other Commercial Directors in copy of the email for information purposes.

There is also time allocated in the meeting for a quick overview of the IB Projects Roadmap. If need be, projects at risk are presented as well.

Project Manager

When a new project is authorised to go into the NPD process, the NPD Team leader will appoint a Project Manager to lead and take overall responsibility for management and implementation of the project via use of the Project Charter.

The role of the Project Manager is to facilitate and coordinate communication to ensure successful product launch along with the associated Merchandising solutions.

The project manager is responsible for the project from the Innovation Board approval to the first product sold in stores (will support the project after this milestone if any major reason) and will then handover to stakeholders (purchasing, manufacturing...) to be linked to business as usual.

Project Team

The Project Team are all the individual stakeholders appointed by the Project Manager, in alignment with their line manager.

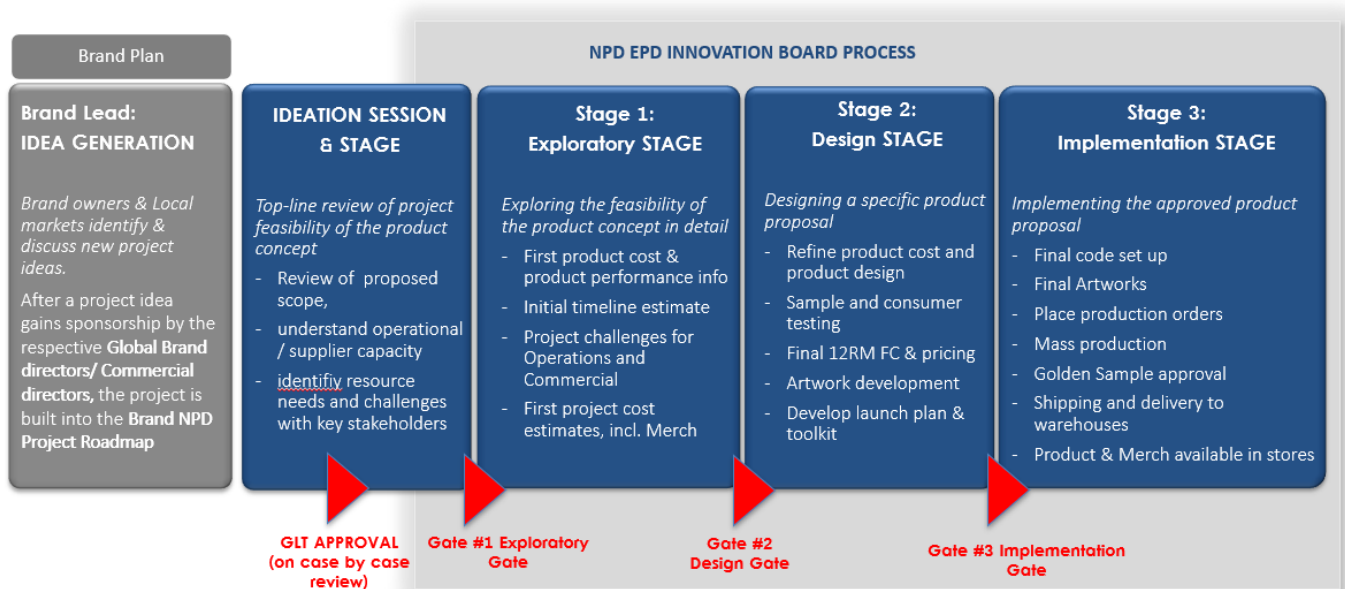
Each team member's and other individuals' roles and responsibilities are outlined in detail in the NPD/EPD Innovation Board Process RACI (Responsible, Accountable, Consulted & Informed) explained in the process tool section below.

2. Process overview

The NPD & EPD process run via the Innovation Board has three distinct stages separated by the decision gates.

The Project Initiator and Project Manager need to receive Innovation Board gate approval before proceeding to the next stage of product development.

For each gate decision, the Brand Lead and the NPD Project Manager will ensure to complete the documentation expected by the Innovation Board (detailed below).



There are 2 stages in preparation of the Innovation Board process – product idea generation and ideation stage & sessions.

PRODUCT IDEA GENERATION

During this first preparatory stage, Brand owners & Local markets identify & discuss new project ideas. After a project idea gains sponsorship by the respective Global Brand directors/ Commercial directors, the project is built into the Brand NPD Project Roadmap. Once project is confirmed on the Brand NPD Roadmap, project details to be shared with NPD Team Leader

IDEATION SESSIONS & STAGE

During ideation sessions, Brand owners discuss the projects in the NPD roadmap with key stakeholders to undertake a top-line review of project feasibility of the product concept:

- Review of proposed scope,
- Understand operational / supplier capacity
- Identify resource needs and challenges.

As a result of the meetings, it will be decided if a separate ideation stage is needed (in case of extensive resource needed to prepare for the Exploratory Gate presentation). If yes, GLT approval will be sought and an Ideation stage with defined topline actions for key stakeholders be carried out, before the Exploratory Gate presentation will be prepared by the Brand lead.

➔ # Exploratory GATE

This is the first gate. The Innovation Board **will evaluate the new product proposal and will agree or not to devote resources to study feasibility** for the new product proposal.

As a general guideline, the NPD project should increase the current average margin for the product category for the Brand (ex: Current STM for W&N oil sets is 61%, new product will need to be at least 62%).

The Exploratory Gate presentation template specifies all the information needed for the gate (3_NPD EPD INNOVATION BOARD_GATE TEMPLATES).

The Exploratory Gate decision and actions are captured and circulated initially to only the CEO for approval via email. The approved meeting minutes are then shared with all the meeting participants, all other Commercial Directors are kept in copy for information purposes. The minutes serves as the base for briefing the appointed project team (discussed below). All approved decisions and actions (meeting minutes) with the presentation is saved on a central server.

If agreement, a project manager will be allocated by the Global NPD Director and a project number will be assigned.

If no agreement, the new product/concept proposal will be either cancelled or the Innovation Board will require more information and deeper analysis by the Brand Lead.

EXPLORATORY STAGE:

After the Innovation Board approval to go to Exploratory Stage, the Brand Lead will brief the allocated NPD Project Manager.

During the exploratory stage, the NPD Project Manager and Brand Lead will define and align what is in scope of the approved project and share approved decisions/action with the team.

The NPD Project Manager will nominate the team (aligned with their line managers) and use the Project Charter (5_NPD EPD_INNOVATION BOARD_PROJECT CHARTER) to manage

the New Product Development project by establishing key milestones, roles and responsibilities of each member of a cross-functional team. The team will start to study the feasibility of the project vs. the initial objectives (can we target the cost? can we manufacture the product performance required? what will be the main challenges?).

The Project Charter can evolve but any change will be communicated to all the stakeholders.

The roles and responsibilities between the Brand Lead, the NPD Project Manager and other team members are clearly defined in the process RACI (2_NPD EPD INNOVATION BOARD_ROLES&RESPONSIBILITIES).

The Brand lead is responsible to share the project budget code as generated by Finance to the project manager. (Subject to the project being approved and in budget for that year).

→ # Design GATE

This is an intermediate gate. The Innovation Board **will determine the project progress vs. initial objectives (product, cost, margin...) and will authorise or not to move forward to fine-tune the project.**

The Design Gate presentation template specifies all the information needed for the gate (3_NPD EPD INNOVATION BOARD_GATE TEMPLATES).

The Design Gate decision and actions are captured and circulated initially to only the CEO for approval via email. The approved meeting minutes are then shared with all the meeting participants, all other Commercial Directors are kept in copy for information purposes. The minutes serves as the base for briefing the appointed project team. All approved decisions and actions (meeting minutes) with the presentation is saved on a central server.

If the project is authorised, the project manager can move to the design stage with the project team and update the project charter accordingly. If the project objectives cannot be achieved, the project can be cancelled or totally reviewed.

DESIGN STAGE:

At the design stage, the NPD Project Manager and Brand Lead will fine-tune the project concept, final costs, identify the specific launch requirements etc. with the team. All the Design Stage key tasks, roles and responsibilities are detailed in the RACI (see below)

→ # Implementation GATE

The Innovation Board **will authorise or not the new product implementation regarding the final elements provided above. This gate authorises first production and commercialisation of the product.**

The Implementation Gate presentation template specifies all the information needed for the gate (3_NPD EPD INNOVATION BOARD_GATE TEMPLATES). A crucial part of the presentation is the 3 Year P&L summary. The summary is automatically generated in the P&L tool (9_NPD EPD INNOVATION BOARD_P&L TOOL) that is filled out, coordinated by the brand lead, by the local markets.

The Implementation Gate decision and actions are captured and circulated initially to only the CEO for approval via email. The approved meeting minutes are then shared with all the meeting participants, all other Commercial Directors are kept in copy for information purposes. The

minutes serves as the base for briefing the appointed project team. All approved decisions and actions (meeting minutes) with the presentation is saved on a central server.

If NO GO, the project manager will review the project according to the board comments.

IMPLEMENTATION STAGE:

The implementation stage includes the final product creation, finalising artworks, finalising creation of toolkit, communication plan, mass production, shipping and delivery in warehouses and in stores. All the Implementation Stage key tasks, roles and responsibilities are detailed in the RACI (see below).

3. The Process RACI

As mentioned above, all key tasks for each stage, together with the roles and responsibilities for each tasks, are detailed in the RACI (2_NPD EPD INNOVATION BOARD_ROLES&RESPONSIBILITIES).

The steps in the RACI are mandatory and each function is accountable for delivering their part of the project to satisfaction. Any issues with a task need to be flagged to the line manager and the project manager as soon as possible in order to manage expectations across the business.

NPD/EPD & POS/MERCH INNOVATION BOARD PROCESS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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<p>Guidelines:</p> <p>The purpose of this document is to provide clear definition and understanding of the Project Team members roles, functions and responsibilities</p> <ul style="list-style-type: none"> > when launching new products or changing existing products through the NPD/EPD Innovation Board process > when launching the corresponding Roll products through the POS/MERCH Innovation Board process <p>While this document shows the roles & responsibilities for both NPD/EPD products & POS/MERCH projects, the Process 6210-10-07 allows to focus on 1 Process.</p> <p>The R&CI assumes that line managers are consulted along the process:</p> <ul style="list-style-type: none"> > The NPD/EPD Project Manager is accountable for the NPD/EPD Project from the Innovation Board Exploratory Gate approval to Project Finalization > The POS/MERCH Project Manager is accountable for the POS/MERCH Innovation Board Project from Project approval to Project Finalization. 																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
<p> ■ Responsible - "Person who gets the job done" ■ Accountable - "Person in charge of making it happen" ■ Consulted - "Person solicited for opinions & input contributor" ■ Informed - "Person who needs to be informed of the outcome" </p> <p>Team members' names should be clearly identified at the beginning of the project</p>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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handover for finished goods																		Build the Project Charter in alignment with Project Team - MANDATORY																		Project charter to be shared with Regional Marketing and Commercial																		Request annual volume forecast from main markets (for qualitative & product development)																		Establish roll plan for the designated SKUs - EPD																		Final product volume (week eq.)																		Further assessment, name or change research (if needed)																		Finalize development (take required)																		Carry out the Global Storage Test according to the Global Storage Protocol (take required)																		Kick off packaging design and specifications with Regens																		Final sample development with Manufacturing Site or Third Party Supplier																		Review seller guide for product and packaging																		Provide Colart Standard Canteen as final sample if produced at Colart Manufacturing Site																		Provide Colart Standard Canteen as final sample if Third Party Supplier																		Generate an approval to be used in the Manufacturing Site or Packaging (if 3rd party)																		CAPEX approval (if required)																		DESIGN STAGE													Finalize and align Project Charter (Team, Timeline) in alignment with Project Team																		Communicate project progress to the wider business																		Circulate Sample Request Form (taking dependencies for regional numbers of final samples)																		2nd/3rd sample development & industrial trials if any needed																		Review adjusted seller guide																		Packaging & artwork development as right seller guide																		Sample trial (product performance, compliance and assurance for stock)																		Carry out final trial for product according to Global Trial and Test Protocol																		Finalize final commercial of the product																		Review Colart Standard Canteen as sample if manufactured in Colart sites																		OR review Colart Standard Canteen as sample, if Third Party Supplier																		2nd/3rd Sample Approval (product performance, compliance and assurance for stock)																		Review CAPEX volume (if needed)																		Final supplier choice, if Third Party Supplier																		Final Global Pricing Strategy																		Final Local Pricing Strategy and 3 years forecasts																		Kick off the New Item Creation Form																		Complete the Supply Line and Labeling in the New Item Creation Form																		Collect 12 Rolling Month final forecasts from markets (to generate mass production volumes)																		IMPLEMENTATION STAGE													Final sample development																		Final name, packaging & artwork sign off - delivery																		Validate 12 RM forecasts on PL from Design Gate (if applicable)																		Final Sample Approval "BEFORE Final Mass Production" - MANDATORY																		All Final Product Specifications to be provided for SOP & QC system alignment																		Carry out trials on the system with loaded forecasts																		Deliver implementation pack (Master data, name details, bag sizes)																		Complete the 12 Rolling Month final forecasts to be displayed on the website																		Orders to be placed in Manufacturing Sites (or Third Party Supplier)																		Mass production of new products																		"Final Mass Production" Sample Approval BEFORE shipment in DCs - MANDATORY																	
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4. The project status tracker

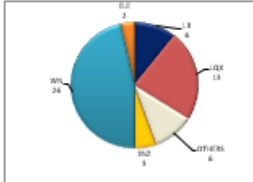
The Global Head of NPD & EPD is accountable for maintaining a project status tracker that is shared with the innovation board on a monthly basis.

Dashboard Overview:

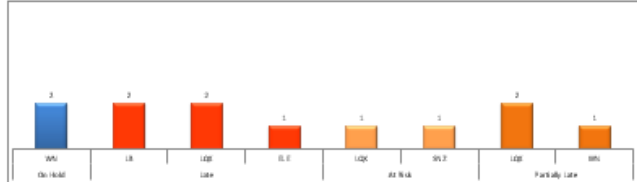
NPD/EPD/POS&MERCH Last update: 31st May

Overall number of 56

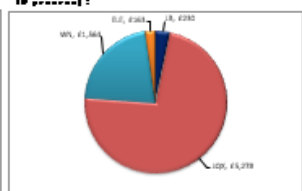
Number of project per Brand :



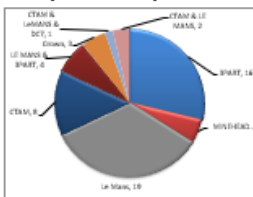
Project Status per Brand (incl. On Track) :



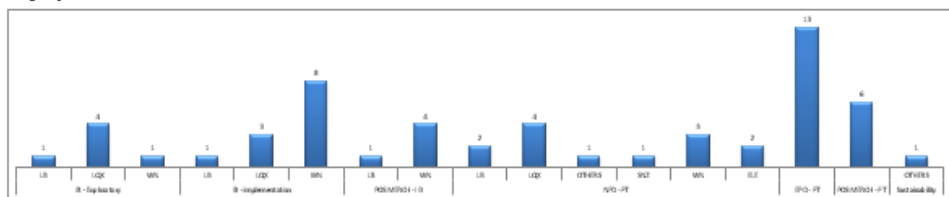
Incremental rep. Y4 655k Euro / Brand [NPD FY - EPD general] :



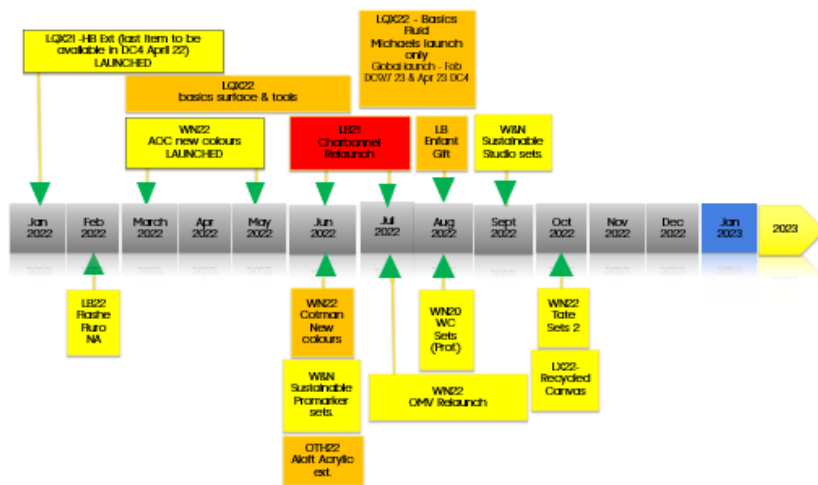
Detail per Manufacturing Site :



Project per Process :



IB Projects Roadmap



Project status tracker:

NPD/EPD Process	Brand	Project Code	Project Description	Project Status	Target DC Date at implementation	Planned in DCA/DCA	Planned in DCA	Project % complete	Current State	Latest Project Status/Comment	Manuf. change St.	Project Manage	Brand/Project La.	Sustainability	Ongoing Learnings
IB - Exploratory	LK	LQ23 - Bio-based Acrylics	Create a new carbon-neutral bio-based acrylic paint range for Leptis, delivering the same performance expectation from professional acrylic.	On Track	not yet defined	TBC	TBC	20%	Product development	Procurement investigating packaging formulations across all areas for feedback - due mid June	Le Mans	HFO	CVO	*Create a new carbon-neutral bio-based acrylic paint range	
IB - Exploratory	LK	LQ23 - LX Spray Paints Vary Forward	Potential reduction of the range and improvement of the formulation without impact on ability to mix with acrylic paints. Potential placement in Michaels (18 colors)	On Track	not yet defined	TBC	TBC	0%	Project approved	To Kick off: Size of colour range for ACM markers to be investigated during Exploratory Stage	LEMANIS	S,SPART	NFE	CVO	
IB - Exploratory	LK	LQ23 - LX Acrylic Markers Improvement	Objective to improve quality of current Acrylic Markers by developing a formulation with higher opacity matched with improved quality of a nb. (50 markers)	On Track	not yet defined	TBC	TBC	0%	Project approved	To Kick off: All 50 Acrylic marker formulations will need to be developed again with full 6 months availability	LEMANIS	S,SPART	NFE	CVO	
IB - Exploratory	LK	LQ23 - Future of sampling	Create a range of various samples that can be incorporated into many applications to increase LQ23 testing efforts and overall Brand sales.	On Track	not yet defined	TBC	TBC	10%	Product brief discussion	Procurement and Production voting on the '1st cost for 'Inter', will have to create 2 barcodes (Marketing material and Product) need to align with France and Brand how will be managed? Do we not have the Marketing material and Product in scope of the project. If SKUs will be dealing with issue with component purchase and production MOQs.	LEMANIS	S,SPART	NFE	CVO	Aiming to source pouches locally in NA. Aiming for simple unrecycled packaging solution for all items.
IB - Implementation	LK	LQ22 - Recycled Canvas	Create a new range of Canvas where the canvas cloth is made 100% from recycled plastic bottles. Project challenge to source and develop a new kind of canvas made from recycled plastic meeting comparable product performance. Plan to launch 4 new SKUs. No cost needed. Latest POS material needed. Digital label launch date: 1st Sep 2022. Project approved 28th Dec 2021	Late	Sep-22	Oct-22	Oct-22	80%	Procuring & Production	Brand decision to proceed with white recycled paper label. Cuter guides have been confirmed by Langer. Decision not to undertake transit test for canvas roll, as Langer already provide canvas roll in same packaging format for Colart and in issue are known. Project handed over to HFO for Project Management. Next steps: - Label sample approval - Final Label Art by 9th June - Larger production start 23rd June	SPART	SSC	CVO	* canvas cloth made entirely from recycled plastic bottles * paper labels with 100% recycled paper * Wood frame if FSC certified	* Cost percentages need to be checked with department for third party suppliers to ensure accurate cost estimations can be provided. * exclusive purchase agreements can be difficult to renegotiate * mandatory Pre-purchase checks need to be undertaken early on to ensure all documentation is available.

5. Process tools list

In addition to the innovation board templates, the decision sheet and RACI discussed already there are several tools in place that are mandatory to use throughout the process. Very few people will be involved in all of them.

The list (1_FAST TRACK EPD_LIST OF TOOLKIT DOCUMENTS) and all documents are stored on SharePoint.

NPDEPD_1B01_List of toolkit documents_V4		14/06/2022														
colart		NPD/EPD INNOVATION BOARD PROCESS														
		Mandatory toolkit documents														
<u>Guidelines:</u>																
- The NPD/EPD Innovation Board process is defined in the NPD/EPD process policy.																
- The purpose of this document is to list all the mandatory tools for the NPD/EPD Innovation process and which departments they are aimed for																
		Innovation Board	Brand Manager / Direct NPD Team leader	NPD/EPD Project Manager	R&D	Sustainable Innovation	Group Procurement	Regulatory & Trademark	Manufacturing Site	SIOP	Finance Operations	Local Brand Finance BU	Local Marketing	Commercial lead	Digital / E-commerce	Retail
NPDEPD01-VL_NPD EPD PROCESS POLICY	Explains the NPD and EPD processes in detail	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
01_NPD EPD INNOVATION BOARD_LIST OF TOOLKIT DOCUMENTS	This document summarizes all documents available for the NPD EPD Innovation Board process	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
02_NPD EPD INNOVATION BOARD_ROLES & RESPONSIBILITIES	Defines project team members roles & responsibilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
03_NPD EPD INNOVATION BOARD_GATE TEMPLATES	Template for the Innovation board presentations with information requirement guidelines	✓	✓	✓												
04_NPD EPD INNOVATION BOARD_GATE DECISION SHEET	The decision sheet is signed off during the Innovation Board with key decisions and comments	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
05_NPD EPD INNOVATION BOARD_KICK OFF PRESENTATION	Template for the Kick off meeting with the project team		✓	✓	✓	✓	✓	✓	✓	✓						✓
06_NPD EPD_PROJECT CHARTER	Build a team and a timeline for the project		✓	✓	✓	✓	✓	✓	✓	✓						✓
07_NPD EPD INNOVATION BOARD_PROJECT CODE CREATION FORM	Create a new Project Code (PXXX) to track project carts		✓	✓	✓						✓					
08_NPD EPD INNOVATION BOARD_I&D BRIEF	Brief the R&D department when a new formulation is needed		✓	✓	✓	✓	✓	✓	✓	✓						
09_NPD EPD_TCE REQUEST FORM	Brief the Technical Centre for Excellence on the service request: e.g. product evaluation and benchmarking against competitors, technical product information ...		✓											✓		
10_NPD EPD_PRODUCT BRIEF	Brief the Manufacturing Site and Purchasing team for the New Product and its packaging requirements		✓	✓	✓	✓	✓	✓	✓	✓						✓
11_NPD EPD_SWITCH PLAN & STOCK INVENTORY FOR EPD	Template to be used to have a clear view on stock inventory and plan for switch in production for EPD		✓	✓	✓	✓	✓	✓	✓	✓				✓		✓
12_NPD EPD INNOVATION BOARD_P&L TOOL	Calculate target FAFC and provide a final P&L to the Innovation Board to authorize the project	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
13_NPD EPD_SUSTAINABILITY ASSESSMENT FORM	Checklist to ensure that the New Product is compliant with Colart's Sustainability road map (WIP)	✓	✓	✓	✓	✓	✓	✓	✓	✓						✓
14_NPD EPD INNOVATION BOARD_COSTS & RELEVANT COST CENTRE	Provide a ruler on the relevant cost centers for any kind of carts when developing new products	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15_NPD EPD_SAMPLE REQUEST FORM	Gather sample requests across the business for the new and/or modified items being developed		✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓
16_NPD EPD_SAMPLES APPROVAL FORM	Complete a sign off sheet needed to accompany every sample. Samples need to be approved with this sign off sheet before 1st Mass production.		✓	✓	✓	✓	✓	✓	✓	✓						
18_NPD EPD_NEW ITEM CREATION FORM	To be completed for creation of new items on the system		✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓
19_NPD EPD_INNOVATION BOARD_WEBSITE BRIEF	Information needed to be able to display all the new product on website		✓	✓											✓	
20_NPD EPD_INNOVATION BOARD_PROJECT REVIEW	Template to be used to get feedback for a project from all stakeholders		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
21_NPD EPD_INNOVATION BOARD_AFTER LAUNCH REVIEW	Template for after launch review with team members (3 and 6 months post launch)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

4. THE FAST TRACK NPD PROCESS

There are three types of Fast Track NPD projects:

- Fast Track NPD - ColArt Brand
- Fast Track NPD - Distributor Brand
- Fast Track NPD - Private Label

1. Stakeholders & decision making

Project Initiator

The initiator of a Fast Track NPD project will most often be Local Marketing but it can also be the Global Brand team using the fast track as long as it fulfils the criteria (see below for the different types of projects).

Project Go/No go decision makers

The approval form and the signatories differ depending on what type of Fast Track NPD project it is,

Fast Track NPD - ColArt Brand

The project initiator fills out the Fast Track NPD ColArt Brand NPD Approval form (3_NPD FAST TRACK_COLART BRAND PRODUCT APPROVAL) and send it to the signatories:

- 1) Brand Director, Commercial Director, Local Finance Business Partner and Global Supply Chain Director, if the project is already in Budget for that year
- 2) Brand Director, Commercial Director, Local Finance Business Partner and Global Supply Chain Director, plus CCO and CFO, if the project is not in Budget for that year.

The project approval guideline is that the project:

- Delivers minimum Sales revenue per SKU: > £10K per year if isolated SKU OR > £50K if a range (Min. £5k per SKU)
- Delivers an increase of the current average margin for the brand's product category
- Uses current products, components and/or packaging (artwork change only): no new development, no new formulation, no tooling, no new vacform. The rule is the same if third party.
- Respects the MOQ from the factory/Third part supplier

If approved, it is sent to the NPD/EPD Team Leader for project manager allocation and project tracking.

Fast Track NPD - Distributor Brand

The project initiator fills out the Fast Track NPD Distributor Brand Approval form (4_NPD FAST TRACK_DISTRIBUTOR BRAND PROJECT APPROVAL FORM) and sends it to the Commercial Director, CCO and Global Supply Chain Director for sign off.

The project approval guideline is that the project:

- Delivers minimum Sales revenue per SKU: > £10K per year if isolated SKU OR > £50K if a range (Min. £5k per SKU)
- Delivers an increase of the current average margin for the product category for the Distributor Brand
- Uses current products, components and/or packaging (artwork change only): no new development, no new formulation, no tooling, no new vacform. The rule is the same if third party.
- Respects the MOQ from the factory/Third part supplier

If approved, it is sent to the NPD/EPD Team Leader for project manager allocation and project tracking.

Fast Track NPD - Private Label

The project initiator fills out the Fast Track NPD Private Label Approval form (5_NPD FAST TRACK_PRIVATE LABEL PROJECT APPROVAL FORM) and sends it to the Commercial Director, CCO and Global Supply Chain Director for sign off.

The project approval guideline is that the project:

- Delivers minimum Sales revenue per SKU: > £10K per year if isolated SKU OR > £50K if a range (Min. £5k per SKU)
- Uses current products, components and/or packaging (artwork change only): no new development, no new formulation, no tooling, no new vacform. The rule is the same if third party.
- Respects the MOQ from the factory/Third part supplier

If approved, it is sent to the NPD/EPD Team Leader for project manager allocation and project tracking.

Project Manager

When a new project is authorised, the NPD/EPD Team Leader will appoint a Project Manager to lead and take overall responsibility for management and implementation of the project via use of the Project Charter. The project manager can be somebody from the global NPD&EPD team but also an individual from a factory, or the form initiator if managed locally.

The role of the Project Manager is to facilitate and coordinate communication to ensure successful product launch.

The project manager is responsible from the initiation of the project to the first product sold in stores (will support the project after this milestone if any major reason) and will then handover to stakeholders (purchasing, manufacturing...).

Project Team:

The Project Team are appointed by the Project Manager, aligning with their line manager, and detailed in the Project Charter.

2. Process overview

As the name suggests, the intention with this process is to simplify the administrative side of the project as much as possible while still achieving robust attention to detail throughout the project and ensuring clarity of roles and responsibilities. No work, including setting up new codes, is commenced until the project has been approved and a project team has been established.

All tasks and the roles and responsibilities for all team members are detailed in the RACI (2_FAST TRACK NPD_ROLES&RESPONSIBILITIES) discussed below.

Some notable differences from the NPD/EPD Innovation Board process are:

- Artwork and product brief will be managed by Local Marketing if it is a local project
- No specific project budget code is set up. If it is a local project, costs are covered by the local budget. If it is a global project, global brand is covering all costs.
- Updated P&L based on actual confirmed costs is communicated to initial signatories as well as CFO for final project approval via email to act as approval for Implementation to place orders.

3. The Process RACI

The Fast Track NPD RACI (2_FAST TRACK NPD_ROLES&RESPONSIBILITIES) uses the same principles as the Innovation board RACI, but it is shorter. The steps in the RACI are mandatory and each function is accountable for delivering their part of the project to satisfaction. Any issues with a task need to be flagged to the line manager and the project manager as soon as possible in order to manage expectations across the business.

NPD_FT02 Roles and Responsibilities_V4

04/10/2022

colart NPD FAST TRACK Roles & Responsibilities

Guidelines :

- The NPD Fast Track process is defined in the NPD/EPD process policy.
- The purpose of this appendix is to provide a clear definition and understanding of the project team member's roles, functions and responsibilities.
- Since a NPD Fast Track process project can be initiated by either Brand team or Local Marketing, the * in the table below indicates 'applicable if is the project initiator'
- The RACI assumes that line managers are consulted along the process.
- The allocated Project Manager (from either a Manufacturing site or the NPD/EPD team) is the person accountable for the NPD project from the NPD Fast Track Approval form sign off to product delivery in stores

	CCO*	CFO*	Global Supply Chain Director	Brand Director	NPD Team leader	Brand Manager	Project Manager (from NPD/EPD team or factory)	I&D (HO)	Group Procurement	Regulatory (HO)	Trademark&Sustainab.	Manufacturing Site	SIOP	Local Brand Finance Support	Local Marketing**	Digital / E-Commerce	Retail
PROJECT APPROVAL																	
Complete the NPD Fast Track excel form (Colart Brand, Private Label or Distributor Brands)																	
Sign Off to authorise the new SKU development	R	A	R	R	R	R	I							A	R		
Project Manager allocation (from Manufacturing Site or NPD/EPD team when needed)						A	R										
PRODUCT DEVELOPMENT & IMPLEMENTATION																	
Product Brief to be completed and sent to the Project Manager						R*	A										
Build Project Team						C*	A										
Project Team to be briefed						I*	R										
Build Project Charter (Team, Timeline...)						C*	A										
First samples development with CSC						I*	A										
Comments on samples to be sent to the Manufacturing Site or Purchasing (if 3rd party)						R*	C										
Second/Final samples development with CSC						I*	A										
Cost Approval regarding targeted CSC in the NPD Fast Track Approval Form						A*	R										
Final sample approval and authorisation for 1st Mass Production						R*	A										
Reserve new Product Codes and Barcodes for Finished Goods						I*	A										
Complete New Item Creation File						R*	A										
Gather 12 Months Rolling final forecasts from markets						A*	I										
Validate 12 Months Rolling forecasts vs. initial signed off NPD FAST TRACK approval form						R*	A										
Loading 12 Months Rolling final forecasts on the system						I*	A										
Create New Item on the system						I*	A										
Product visuals (mock up...)						R*	C										
Packaging Artwork Design Development						I*	C										
Samples order for the Sales team (when applicable)						A*	C										
Orders to be placed in the Manufacturing Sites (or third part supplier)						I*	A										
Product Mass Production						I*	A										
1st Mass Production product sample approval						R*	C										
Product Delivery to warehouses						I*	A										
Product Delivery to customers						I*	A										
AFTER LAUNCH REVIEW																	
6 months post launch project review						I	I										
Financial (Sell through and Revenue) review - 6 Months post launch						I	I										
Stock (Finished Goods, Components) review - 6 Months post launch						I	I										
Review forecasts after 6 months						I	I										

4. The project status tracker

The NPD Team leader is accountable for maintaining a Fast Track NPD project status tracker that is shared with the innovation board on a monthly basis.

Project status tracker:

NPD/EPD/NETAL SOLUTIONS PROJECTS TRACKER														Last update	31st May
NPD/EPD Process	Brand	Project Code	Project Description	Project Status	Target DC Date at implementation	Planned in DC/SDC	Planned in DC4	Project % complete	Current Stage	Latest Project Status Comment	Manuf. creating SKUs	Project Manager	Brand Project Lead	Start availability	Ongoing Learnings
III - Exploratory	LQK	LQK23 - Bio-based Acrylics	Create a new carbon-neutral/bio-based acrylic paint range by Leplast, delivering the same performance expected from a professional acrylic.	On Track	not yet defined	TBC	TBC	20%	Product development	Procurement investigating packaging. Formulations sent to artists for feedback - due mid June	Le Mans	HPO	CVO	*Create a new carbon-neutral/bio-based acrylic paint range	
III - Exploratory	LQK	LQK23 - LX Spray Paint V-Forward	Potential reduction of the range and improvement of the formulation without impact on ability to mix with acrylic paint. Potential placement in Richard/BB color.	On Track	not yet defined	TBC	TBC	0%	Project approved	To Kick off - Size of colour range for ACR markers to be investigated during Exploratory	LEMANS & SPART	NFE	CVO		
III - Exploratory	LQK	LQK23 - LX Acrylic Markers Improvement	Objective is to improve quality of current Acrylic Markers by developing a formulation with higher opacity matched with improved quality of a job. (50 markers)	On Track	not yet defined	TBC	TBC	0%	Project approved	To Kick off - AFS Acrylic marker formulations will need to be developed again with full 6 months stability	LEMANS & SPART	NFE	CVO		
III - Exploratory	LQK	LQK23 - Future of sampling	Create a range of various samples that can be incorporated into many activations to increase LQK leading offers and total Brand sales.	On Track	not yet defined	TBC	TBC	10%	Product line discussion	Procurement and Production working on the '1st cost for 'initial', will have to create 2 barcodes (Marketing material and Product) need to align with Finance and Brand how will be managed. Purchaser to be sourced locally in US and Procurement has commenced investigation into whether 'MP enable confirmed' - materials can only estimate price at final final Jun 23. Timeline will be refined once components choice locked and Procurement v/SDC can confirm component supply lead time.	LEMANS & SPART	NFE	CVO	Aiming to source purchaser locally in NA. Aiming for simple unencumbered packaging solution for all items.	Will have to create 2 barcodes (Marketing material and Product) need to align with Finance and Brand how will be managed. So far we did not have the Marketing material and Product in scope of the project. If SKUs split will be dealing with issues with component purchase and production MOQs.
III - Implementation	LQK	LQK22 - Recycled Canvas	Create a new range of Canvas where the canvas cloth is made 100% from recycled plastic bottles. Project challenge to source and develop a new kind of canvas made from recycled plastic meeting comparable product performance. Plan to launch 4 new SKUs. No test start needed. Linked POS material needed. Original target launch date: Sept 2022. Project approved 29th Oct 2021	Late	Sept-22	Oct-22	Oct-22	80%	Procuring & Production	Implementation Gate 10th Feb 2022 Project is 4 weeks late compared to date communicated as Implementation Gate. Reason was late forecasts from markets after cost increase when moving to 2022 cost percentage (2 weeks). After receipt, FC was distributed unevenly across the SKUs (DC), so distribution flow had to be reconfirmed. MCRs discussed with supplier. New planned DC date communicated to Brand in March 2022 for updated launch planning. Brand decision to proceed with white recycled paper label. Coter guides have been confirmed. Larger. Decision not to undertake transit test for canvas roll, as Langer already provide canvas roll in same packaging format for Colart and no issues we know. Project handed over to HPO for Project Management. Next steps: - Label sample approval - Final Label Art by 6th June - Larger production start 21st June	SPART	SSC	CVO	* Canvas cloth made entirely from recycled plastic bottles * paper label is white 100% recycled paper based and is FSC certified	* Cost percentages need to be checked with departments for third party suppliers to ensure accurate cost estimations can be provided * inclusive purchase agreements can be difficult to set up * mandatory flags checks need to be undertaken early on to ensure all documentation is available.

5. Process tools list

All the tools listed below are mandatory for the process but in reality very few people will be involved in all of them. The list (1_FAST TRACK NPD_LIST OF TOOLKIT DOCUMENTS) and all documents are stored on SharePoint.

colart **NPD FAST TRACK PROCESS**
Mandatory toolkit documents

Guidelines:
 - The NPD Fast Track process is defined in the NPD/EPD process policy.
 - The purpose of this appendix is to list all the mandatory tools for the NPD FAST TRACK and which departments they are aimed for.

		CCO	Global Supply Chain Director	NPD Team leader	Brand Manager / Director	NPD/EPD Project Manager	Sustainable Innovation Programme Manager	I&D	Group Procurement	Regulatory & Trademark	Manufacturing Site	S/OP	Local Brand Finance Support	Local Marketing	Digital / E-commerce	Retail
NPD/EPD PROCESS POLICY	Explains the NPD and EPD processes in detail	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
01_NPD FAST TRACK_LIST OF TOOLKIT DOCUMENT	This document summarizes all documents available for the NPD FAST TRACK process	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
02_NPD FAST TRACK_ROLES&RESPONSIBILITIES	Defines project team members roles & responsibilities	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
03_NPD FAST TRACK_COLART BRAND PROJECT APPROVAL FORM	To be completed for authorization to proceed with a new colart branded SKU creation	✓	✓	✓	✓	✓					✓		✓	✓	✓	✓
04_NPD FAST TRACK_DISTRIBUTOR BRAND PROJECT APPROVAL FORM	To be completed for authorization to proceed with a new distributor brand SKU creation	✓	✓	✓	✓	✓					✓			✓	✓	✓
05_NPD FAST TRACK_PRIVATE LABEL PROJECT APPROVAL FORM	To be completed for authorization to proceed with new private label SKU creation	✓	✓	✓	✓	✓					✓			✓	✓	✓
06_NPD EPD_PROJECT CHARTER	Build a team and a timeline for the project			✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓
07_NPD EPD_PRODUCT BRIEF	Brief the Manufacturing Site and Purchasing team for the New product and its packaging requirement			✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓
08_NPD EPD_SWITCH PLAN & STOCK INVENTORY FOR EPD	Template to be used to have a clear view on stock inventory and plan for switch in production for EPD			✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓
09_NPD EPD_TCE REQUEST FORM	Brief the Technical Centre for Excellence on the service request: e.g. product evaluations and benchmarking against competitors technical product information			✓	✓	✓								✓	✓	✓
10_NPD EPD_SUSTAINABILITY ASSESSMENT FORM	Checklist to ensure that the New Product is compliant with ColArt's Sustainability road map (VIP)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
11_NPD EPD_SAMPLE REQUEST FORM	Gather sample requests across the business for the new and/or modified items being developed			✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓
12_NPD EPD_SAMPLES APPROVAL FORM	Sample needs to be approved with this sign off sheet before the 1st Mass production			✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓
14_NPD EPD_NEW ITEM CREATION FORM	To be completed for creation of new items on the system			✓	✓	✓					✓			✓	✓	✓
15_NPD FAST TRACK_AFTER LAUNCH REVIEW	Template for after launch review with team members (6 months post launch)			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓

5. THE FAST TRACK EPD PROCESS

1. Stakeholders & decision making

Project Initiator

The initiator of a fast track EPD project can be any function in the business (Brand, Regulatory, Quality, Manufacturing etc.).

Project Go/No go decision makers

The initiator fills out the EPD Fast Track Project Approval form (3_EP D FAST TRACK PROJECT APPROVAL FORM), updated with current P&L assumptions for the change (applicable on a case by case basis) and gets it assessed (incl. risk assessment) by the mandatory functions specified in the form. Once reviewed by all functions, the Global Supply Chain Director and the relevant Brand Director approve (or not) the project.

If approved, the Global Supply Chain Director will notify the initiator via email, confirming if it will be treated as a global project, where the NPD Team leader will assign a project manager for allocation and tracking, or if the project will be treated as business as usual for specific departments to lead.

Project Manager

When a new project is authorised, the NPD/EPD Team Leader will appoint a Project Manager to lead and take overall responsibility for management and implementation of the project via use of the Project Charter (4_EPD FAST TRACK_PROJECT CHARTER), if classified as a global project change. The project manager can be somebody from the global NPD&EPD team but also an individual from a factory.

The role of the Project Manager is to facilitate and coordinate communication to ensure successful product launch.

The project manager is responsible from the initiation of the project to the first product sold in stores (will support the project after this milestone if any major reason) and will then handover to stakeholders (purchasing, manufacturing...).

If the new project is authorised and added to the technical tracker, this will be managed locally by R&D site functions responsible to action and implement the change, with progress monitored by the Technical Steering Group Committee.

Project Team:

The Project Team are appointed by the Project Manager, aligning with their line manager, and detailed in the Project Charter.

2. Process overview

Once the approval form has been assessed cross-functionally, been signed off by the signatories and a project team has been allocated, the project manager follows the RACI introduced in the next section.

If approved project is part of the global tracker, the initiator is responsible to circulate and updated P&L based on actual product codes, for email approval by Global Supply Chain Director, CCO & CFO, before implementing the change.

3. The Process RACI

The Fast Track EPD RACI (2_EPD FAST TRACK_ROLES&RESPONSIBILITIES) uses the same principles as the NPD/EPD Innovation Board RACI and the Fast Track NPD RACI.

The steps in the RACI are mandatory and each function is accountable for delivering their part of the project to satisfaction. Any issues with a task need to be flagged to the line manager and the project manager as soon as possible in order to manage expectations across the business.

EPD_FT02_Roles & Responsibilities_V4

03/10/2022

colart EPD FAST TRACK Roles & Responsibilities

Guidelines:

- The EPD Fast Track process is defined in the NPD/EPD process policy.
- The purpose of this appendix is to provide a clear definition and understanding of the project team members roles, functions and responsibilities.
- The RACI assumes that line managers are consulted along the process.
- The Project Manager is the person accountable for the project from project approval to launch.

R	Responsible - "Person who gets the job done"	Brand Director Global Supply Chain Director NPD Team leader	Project initiator Brand Manager Project Manager	R&D - Manufacturing Sites Group Procurement Regulatory (HO) Manufacturing Site** SIOP	Local Brand Finance Support	Local Marketing* Digital/E-Commerce Retail/ Shopper
A	Accountable - "Person in charge of making it happen"					
C	Consulted - "Person solicited for opinions & input contributor"					
I	Informed - "Person who needs to be informed of the outcome"					

PROJECT APPROVAL

Project rational & cross functional assessment in approval form. Depending on topic, the initiator could be from brand, procurement, quality etc.						
Form signed off by signatories (initial project approval and approval before implementation)	A	R	R			
Project manager allocation			A			

PRODUCT DEVELOPMENT & IMPLEMENTATION

Complete the Product Brief						
Build the Project Team						
Project Team to be briefed						
Build the Project Charter (Team, Timeline...)						
Create a project code to track project cost (ex : P064)						
Establish current SKU and component stock exit						
First sample development with FAFC (if relevant)						
Comments on samples to manufacturing (or procurement if 3rd party) if relevant						
Identify key challenges and main issues						
Define External Communication Plan (when applicable)						
Product cost update (FAFC) & approval if changing						
Industrial trials (if any)						
Final sample approval and authorisation for 1st Massproduction						
Artwork sign off (if relevant)						
Complete New item code creation form (if relevant)						
Create New Item / Modify item in the system (bill of material etc.)						
Transfer forecast on old item onto new item number (if relevant)						
Orders to be placed in the manufacturing sites (or third part supplier)						
Product Mass Production						
1st Mass Production Sample Approval						
Product Delivery in warehouses						
Product Delivery to customers						

4. The project status tracker

The NPD Team leader is accountable for maintaining a Fast Track EPD project status tracker that is shared with the innovation board on a monthly basis.

NPD/EPD/RETAIL SOLUTIONS PROJECTS TRACKER												Last update: 31st May			
NPD/EPD Process	Brand	Project Code	Project Description	Project Status	Target DC Date at implementation	Planned in DC/DC2	Planned in DC4	Project % complete	Current Stage	Latest Project Status Comment	Manufacturing Site	Project Manager	Brand/Project Lead	Sustainability	Ongoing Learnings
IB - Exploratory	LQX	LQ223 - Bio-based Acrylics	Create a new carbon-neutral bio-based acrylic paint range for LQx, delivering the same performance expected from professional acrylic.	On Track	not yet defined	TBC	TBC	20%	Product development	Procurement investigating packaging. Formulations sent to artists for feedback - due mid June	Le Mans	HFO	CVO	*Create a new carbon-neutral bio-based acrylic paint range	
IB - Exploratory	LQX	LQ223 - LX Spray Paint Way Forward	Potential reduction of the range and improvement of the formulation without impact on ability to mix with acrylics. Potential placement in Michaels (80 colors)	On Track	not yet defined	TBC	TBC	0%	Project approved	To Kick off. Size of colour range for ACR markers to be investigated during Exploratory Stage	LE MANS S-SPART	NFE	CVO		
IB - Exploratory	LQX	LQ223 - LX Acrylic Markers Improvement	Objective is to improve quality of current Acrylic Markers by developing a formulation with higher opacity matched with improved quality of a nb. (50 markers)	On Track	not yet defined	TBC	TBC	0%	Project approved	To Kick off. All 50 Acrylic marker formulations will need to be developed again with full 6 months stability	LE MANS S-SPART	NFE	CVO		
IB - Exploratory	LQX	LQ223 - Future of sampling	Create a range of various samples that can be incorporated into many applications to increase LQx leading efforts and retail brand sales.	On Track	not yet defined	TBC	TBC	10%	Product brief discussion	Procurement and Production working on the '1st cost for 'initial', will have to create 2 barcodes (Marketing material and Product) need to align with Finance and Brand how will be managed. Pushes to be sourced locally in US and Procurement has commenced investigation into suppliers. Will involve confirmed - currently can only estimate product cost until Mar/Apr 23. Timeline will be refined once components choice locked and Procurement & S&OP can confirm components supply lead time.	LE MANS S-SPART	NFE	CVO	Aiming to source pouches locally in NA. Aiming for simple unrecycled packaging solution for all items.	Will have to create 2 barcodes (Marketing material and Product) needs to align with Finance and Brand how will be managed. So far we did not have the Marketing material and Product in scope of the project. If SKUs will be dealing with issue with component purchase and production MOQs.
IB - Implementation	LQX	LQ222 - Recycled Canvas	Create a new range of Canvas where the canvas cloth is made 100% from recycled plastic bottles. Project challenge to source and develop a new kind of canvas made from recycled plastic meeting comparable product performance. Plan to launch 4 new SKUs. No new tool needed. Latest POS material needed. Digital target launch date: Sep 2022. Project approved 29th Oct 2021	Late	Sep-22	Oct-22	Oct-22	80%	Procuring & Production	Implementation Gate 10th Feb 2022 Project is 4 weeks late compared to date communicated at implementation Gate. Reason was late forecasts from markets after cost increase when moving to 2022 cost percentage (2 weeks). After receipt, EC was distributed unevenly across the SKUs DC, so distribution flow had to be reconfirmed. MOQs discussed with supplier. New planned DC date communicated to Brand in March 2022 for updated launch planning. Brand decision to proceed with white recycled paper label. Cutler guides have been confirmed. Langer. Decision not to undertake transit test for canvas roll, as Langer already provide canvas roll in same packaging format for ColArt and no issues as known. Project handed over to HFO for Project Management. Next steps: - Label sample approval - Final Label Art by 6th June - Langer production start 23rd June	SPART	SSC	CVO	* canvas cloth made entirely from recycled plastic bottles paper labels in white FSC, recycled paper * Wood same as FSC certified	* Cost percentages need to be checked with department for the primary applies to ensure accurate cost estimation can be provided. * Includes purchase agreement can be difficult to re-up * mandatory Regs checks need to be undertaken early on to ensure all documentation is available.

5. Process tools list

All the tools listed below are mandatory for the process but in reality, very few people will be involved in all of them. The list (1_FAST TRACK EPD_LIST OF TOOLKIT DOCUMENTS) and all documents are stored on SharePoint.

EPD_FT01_List of toolkit documents_V5

03/10/2022

colart EPD FAST TRACK PROCESS Mandatory toolkit documents

Guidelines:

- The EPD Fast Track process is defined in the NPD/EPD process policy.
- The purpose of this document is to list all the mandatory tools for the EPD Fast Track and which departments they are aimed for.

		Global Supply Chain Director	Global NPD Team leader Brand Manager / Director NPD/EPD Project Manager	Group Procurement Regulatory & Trademark Manufacturing Site S&OP	Local Finance Business Partner	Local Marketing Digital / E-commerce Retail/ Shopper
NPDEPD01-V1_NPD EPD PROCESS POLICY	Explains the NPD and EPD processes in detail	✓	✓ ✓ ✓	✓ ✓ ✓ ✓	✓	✓ ✓ ✓ ✓
01_EPD FAST TRACK_LIST OF TOOLKIT DOCUMENTS	This document summarises all documents available for the EPD FAST TRACK process	✓	✓ ✓ ✓	✓ ✓ ✓ ✓	✓	✓ ✓ ✓ ✓
02_EPD FAST TRACK_ROLES&RESPONSIBILITIES	Defines project team members roles & responsibilities	✓	✓ ✓ ✓	✓ ✓ ✓ ✓	✓	✓ ✓ ✓ ✓
03_EPD FAST TRACK_PROJECT APPROVAL FORM	To be completed for authorisation to proceed with the modification of an existing SKU	✓	✓ ✓ ✓	✓ ✓ ✓ ✓	✓	
04_NPD EPD_PROJECT CHARTER	Build a team and a timeline for the project	✓	✓ ✓ ✓	✓ ✓ ✓ ✓		
05_NPD EPD_PRODUCT BRIEF	Brief the Manufacturing Site and the Purchasing team for the product changes (incl. artwork, packaging, formulations etc.)	✓	✓ ✓ ✓	✓ ✓ ✓ ✓		
06_NPD EPD_SUSTAINABILITY ASSESSMENT FORM	Checklist to ensure (if possible) that the modified SKU is compliant with ColArt's sustainability roadmap	✓	✓ ✓ ✓	✓ ✓ ✓ ✓		
07_NPD EPD_SAMPLES APPROVAL FORM	Sample need to be approved with this sign off sheet before the 1st mass production	✓	✓ ✓ ✓	✓ ✓ ✓		
08_NPD EPD_SWITCH PLAN, STOCK LEVEL & WRITE OFFS	Details the status of the SKUs that will exit and details the replacement SKUs	✓	✓ ✓ ✓	✓ ✓ ✓		
09_NPD EPD_TCE REQUEST FORM	Brief the Technical Centre for Excellence on the service request: e.g. product evaluations and benchmarking against competitors, technical product information ...		✓			✓
10_NPD EPD_SAMPLE REQUEST FORM	Gather sample requests across the business for the new and/or modified items being developed		✓ ✓	✓ ✓ ✓ ✓		✓ ✓ ✓
11_NPD EPD_NEW ITEM CREATION FORM	To be completed for creation of new items on the system		✓ ✓ ✓	✓ ✓ ✓		✓

All tools are either very simple or have guidelines in the document. However, if you have any questions or need help, please contact the NPD & EPD team.

6. THE FAST TRACK POS/MERCH PROCESS

1. Stakeholders & decision making

Project Initiator

The initiator of a Fast Track POS/MERCH project will most often be Local Marketing but it can also be the Global Brand team using the Fast Track as long as it is based on existing components and requires minor resources for development & design.

Project Go/No go decision makers

The project initiator fills out the POS/MERCH Fast Track Project Approval Form (3_POSMERCH FAST TRACK_PROJECT APPROVAL FORM) and send it to the signatories:

1. Brand Director, Commercial Director and Shopper Marketing Director, if the project is already in Budget for that year
2. Brand Director, Commercial Director and Shopper Marketing Director, CCO and CFO, if the project is not in Budget for that year.

If the project is not in budget, a two-stage approval is needed:

1. Approval to start the project based on estimated costs & volumes
2. Approval before implementation based on final costs & volumes.

If approved, it is sent to the NPD/EPD Team Leader for project manager allocation and project tracking. The project initiator may also be allocated as project manager, depending on the type of project.

Project Manager

When a new project is authorised, the NPD/EPD Team Leader will appoint a Project Manager to lead and take overall responsibility for management and implementation of the project via use of the Project Charter. The project manager can be the Global POSMERCH project manager, someone from the NPD&EPD team but also the form initiator if managed locally.

The role of the Project Manager is to facilitate and coordinate communication to ensure successful product launch.

The project manager is responsible from the initiation of the project to the first merchandising item reaching DCs and will then handover to stakeholders (purchasing, manufacturing...).

Project Team:

The Project Team are appointed by the Project Manager, aligning with their line manager, and detailed in the Project Charter. The local Markets will be accountable for the volumes forecasted and takes full responsibility to call it off from DCs.

2. Process overview

As the name suggests, the intention with this process is to simplify the administrative side of the project as much as possible while still achieving robust attention to detail throughout the project and ensuring clarity of roles and responsibilities. No work, including setting up new codes, is commenced until the project has been approved, and a project team has been established.

The steps in the RACI are mandatory and each function is accountable for delivering their part of the project to satisfaction. Any issues with a task need to be flagged to the line manager and the project manager as soon as possible in order to manage expectations across the business. Roles and responsibilities for each tasks, are detailed in the RACI (2_NPD EPD INNOVATION BOARD_ROLES&RESPONSIBILITIES), using the filtering section

Process Filter	Task	CED*	CCO*	CEO*	Local Brand Finance Support	Sustainability facilitator	Head of NPD & EPD	Brand Manager/Director	NPD/EPD Project Man.	POS/MERCH Project Manag.	Product Dev. Coordinator					Regional Marketing***			
											Group I&D	Group Procurement	Group Regulatory	Trademark&Surreinab.	Group SLP**/DFO	Group Quality	Commercial Directors	Digital/Ecommerce	Shopper Marketing
	PO5 Retail Strategy Brief to be completed - MANDATORY							A/R	I	I									
	PO5 Retail Strategy Brief Review / Challenge and Acceptance							C	I	A									
	PO5 Build Retail Project Team with names and responsibilities							I	A/R										
	PO5 Retail Project Team to be briefed with project overview and next steps - "Kick Off meeting"							I	I	A/R									
	PO5 Build the Project Charter in alignment with Retail Project Team - MANDATORY							I	I	A/R									
	PO5 Aligning on a first bank of suppliers									A									
	PO5 Confirm retail solutions & Production budget									A									
	PO5 Establish current retail SKUS exit plan							R		A									
	PO5 Concept proposal. Development with agency or internally							C		A									
	PO5 Feedback from markets on the desired items									A									
	PO5 Alignment on selected options with COO CDO (if required)		C	C	C		I	I	I	A									
	PO5 Concept Proposal: Development							I	I	A									
	PO5 Concept Proposal: Final Approval of the range of the ENG concept only							C	I	A									
	PO5 Reserve new product codes and barcodes for ENG finished goods								I	A/R									
	PO5 RISK Assessment - as appropriate							C		A									
	PO5 Concept Technical, initial prototype / samples / mock-up development							C		A									
	PO5 Concept Technical, technical drawings / AW cutterguide sign-off								I	A									
	PO5 Concept Technical, initial cost estimate on vol breaks								I	A									
	PO5 IP + engineering rights within ColArt; written agreement								I	A									
	PO5 Refinement on project cost and EST ROI					C		R		A									
	PO5 Detailed Retail Brief to be completed - MANDATORY							A/R		A									
	PO5 Fine tune and adjust the Retail Project Charter (Team, Timeline...) in alignment with Project Team							C	I	A/R									
	PO5 Comms Hierarchy Alignment							A/R		I									
	PO5 Dev with suppliers: Purchasing Brief completed								I	A									
	PO5 Dev with suppliers: Shortlist of suppliers + Tender								I	A									
	PO5 First Colart Standard Costs based on sample for retail solutions (Third Party Supplier)								I	A									
	PO5 Dev with suppliers: Final supplier selection								I	A									
	PO5 Dev with suppliers: First prototyping / samples								I	A									
	PO5 Dev with suppliers: First prototyping feedback							R		A									
	PO5 Dev with suppliers: Confirmation on the final cutterguides								I	A									
	PO5 ENG only AW sign-off							R		A									
	PO5 ALL LANGUAGE AW Development on the final cutterguide								I	A									
	PO5 ALL AW sign-off with the markets								I	A									
	PO5 Merch pack Development							C		I									
	PO5 Refine Timeline and in form stakeholders								I	A/R									
	PO5 Dev with suppliers: Second prototyping / samples								I	A									
	PO5 Dev with suppliers: Second prototyping feedback							R		A									
	PO5 Revised Colart Standard Costs based on the 2nd sample								I	A									
	PO5 Transit Test								I	A									
	PO5 All final AW delivered to supplier							C		I									
	PO5 Merch pack Finalisation and sign-off							C		I									
	PO5 Gather 12 months forecast from the markets								I	A/R									
	PO5 Reserve new product codes and barcodes for finished goods for all other languages								I	A									
	PO5 Kick off the New Item Creation Form							C		I									
	PO5 Dev with suppliers: Revised Colart Standard Costs based on the 2nd sample post forecast								I	A									
	PO5 Dev with suppliers: Final samples Sign-off GOLDEN							R		A									
	PO5 Dev with suppliers: Definition of QC instructions based on the signed off GOLDEN SAMPLE								I	A									
	PO5 Validate 12 RM forecasts vs. PL from Design Gate							R		A									
	PO5 Finalise the New Item Creation form for retail solutions								I	A									
	PO5 Create new items on the system with loaded forecasts								I	A									
	PO5 Orders to be placed for Retail Products with Third Party Supplier								I	A									
	PO5 Mass production of new products								I	A									
	PO5 "First Mass Production" Sample Approval BEFORE shipment to DCs							R		A									
	PO5 Only if promo items: Decision to write off the remaining items (markets to pay)								I	A									

3. The project status tracker

The NPD Team Leader is accountable for maintaining a Fast Track POS/MERCH project status tracker that is shared with the innovation board on a monthly basis.

Project status tracker:

NPD/EPD/RETAIL SOLUTIONS PROJECTS TRACKER															
NPD/EPD Process	Brand	Project Code	Project Description	Project Status	Target DC Date as implemented	Planned in DC/SDC	Planned in DC4	Project % complete	Current Stage	Latest Project Status Comment	Manuf. create S#	Project Material	Brand Project La	Start availability	Ongoing Learnings
III - Exploratory	LQK	LQK23 - Bio-based Acrylics	Create a new carbon-neutral/bio-based acrylic paint range by Liquatex, delivering the same performance expected from a professional acrylic.	On Track	not yet defined	TBC	TBC	20%	Product development	Procurement investigating packaging Formulations sent to artists for feedback - due mid June	Le Mans	HFO	CVO	2024	*Create a new carbon-neutral/bio-based acrylic paint range
III - Exploratory	LQK	LQK23 - LX Spray Paint V4 Forward	Potential reduction of the range and improvement of the formulation without impact on ability to mix with acrylic paint. Potential placement in Richard (88 color)	On Track	not yet defined	TBC	TBC	0%	Project approved	To Kick off: Size of colour range for ACR markers to be investigated during Exploratory	LEMANS 5-3PART	NFE	CVO		
III - Exploratory	LQK	LQK23 - LX Acrylic Markers Improvement	Objective is to improve quality of current Acrylic Markers by developing formulations with higher opacity matched with improved quality of a sub. (50 markers)	On Track	not yet defined	TBC	TBC	0%	Project approved	To Kick off: All 50 Acrylic marker formulations will need to be developed again with full 6 months stability	LEMANS 5-3PART	NFE	CVO		
III - Exploratory	LQK	LQK23 - Future of sampling	Create a range of various samples that can be incorporated into many applications to increase LQK leading editors and retail brand sales.	On Track	not yet defined	TBC	TBC	10%	Product line discussion	Procurement and Production voting on the '1st cost for 'retail', will have to create 2 barcodes (Marketing material and Product) need to align with Finance and Brand how will be managed. Purches to be sourced locally in US and Procurement has commenced investigation into suppliers. NPD creative confirmed - materials can only estimate price as of mid May/June 23. Timeline will be refined once components choice locked and Procurement v/SDC can confirm components supply lead time.	LEMANS 5-3PART	NFE	CVO	Aiming to source pouches locally in NA. Aiming for simple unisex packaging solution for all items.	Will have to create 2 barcodes (Marketing material and Product) need to align with Finance and Brand how will be managed. So far we do not have the Marketing material and Product in scope of the project. If SKUs split will be dealing with issue with component purchase and production MOQs.
III - Implementation	LQK	LQK22 - Recycled Canvas	Create a new range of Canvas where the canvas cloth is made 100% from recycled plastic bottles. Project challenge is source and develop a new kind of canvas made from recycled plastic meeting comparable product performance. Plan to launch 4 new SKUs. No roll start needed. Limited POS material needed. Original target launch date: Sept 2022. Project approved 28th Oct 2021	Late	Sept-22	Oct-22	Oct-22	80%	Procuring & Production	Implementation Gate 10th Feb 2022 Project is 4 weeks late compared to date communicated as implementation Gate. Reason was late forecasts from markets after cost increase when moving to 2022 cost percentage (2 weeks). After receipt, FC was distributed unevenly across the SKUs (BC), so distribution flow had to be reconfirmed. MCRs discussed with suppliers. New updated DC date communicated to Brand in March 2022 for updated launch planning. Brand decision to proceed with white recycled paper label. Cuter guides have been confirmed by Langer. Decision not to undertake transit test for canvas roll, as Langer already provide canvas roll in same packaging format for Colart and no issues we know. Project handed over to HFO for Project Management. Next steps: - Label sample approval - Final Label Art by 6th June - Larger production start 21st June	3PART	SSC	CVO	2024	* Canvas cloth made entirely from recycled plastic bottles * paper label is white 100% recycled paper * label uses a FSC certified * Cost percentages need to be checked with departments for third party suppliers to ensure accurate cost estimations can be provided * inclusive purchase agreements can be difficult to set up * mandatory Page checks need to be undertaken early on to ensure all documentation is available.

4. Process tools list

All the tools listed for this process are currently under review

7. Record Management

1. Innovation Board Approvals

The NPD Team leader is accountable for storing all approvals. All approved decisions and actions (meeting minutes) with the presentation is saved on a central server. (NPD EPD INNOVATION BOARD_MEETINGS)

Records are kept for a minimum of 2 years, from date of initial approval to post launch.

2. The Fast Track NPD Process

The assigned team member in the NPD EPD Project Team, is accountable for saving all approved project approval forms on a central server. (NPD FAST TRACK_REQUEST & APPROVAL FORMS)

Records are kept for a minimum of 2 years, from date of initial approval to post launch.

3. The Fast Track EPD Process

The assigned team member in the NPD EPD Project Team, is accountable for saving all approved project approval forms on a central server. (EPD FAST TRACK_REQUEST & APPROVAL FORMS)

Records are kept for a minimum of 2 years, from date of initial approval to post launch.

4. The Fast Track POS/MERCH Process

The assigned team member in the NPD EPD Project Team, is accountable for saving all approved project approval forms on a central server. (POS/MERCH FAST TRACK_REQUEST & APPROVAL FORMS)

Records are kept for a minimum of 2 years, from date of initial approval to post launch