



SAMPLE DELIVERABLE

Full-Day Operational Review

Sample report: what you receive within 7 business days of your review day.

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SAMPLE. DEMONSTRATION DATA FOR A FICTIONAL BUSINESS, NOT A REAL CLIENT.

FULL-DAY OPERATIONAL REVIEW, SAMPLE REPORT

Demo Distribution Co, Western Sydney DC

Review day: Tuesday 4 August 2026, 6.30am to 2.30pm. One site, day shift, 38 people. Report issued 13 August 2026.
Reviewer: 360 Operations Group.

About this sample

Demo Distribution Co is fictional. The data, people and findings are invented to show the structure, depth and tone of a real 360 review day report. Real reports are confidential to the client.

1. The decision

You asked us one question: **should you take the 2,400 square metre overflow unit next door from November, at about \$410,000 a year, to fix late deliveries and congestion before peak?**

Our recommendation: not yet. The evidence from the day says your late deliveries are mostly caused by when orders reach the floor and by stock that is not where the system says it is, not by lack of space. More space would not change either. There is real congestion, but about a fifth of your pallet positions hold stock that has not moved in 12 months. Fix release timing, stock accuracy and dead stock first, over eight weeks, at a cost we estimate at under \$30,000. Then look at the space question again in October with better numbers.

76%	41%	610	Under \$30k
DIFOT at delivery over 8 weeks, against a 95% target	of order lines released after 12.30pm for a 3.30pm truck	pallet positions with no movement in 12 months	to fix flow first, over eight weeks
PRIORITY	FINDING	WHAT IT IS COSTING (ESTIMATE)	CONFIDENCE
1	Orders are released to the floor in three uneven drops. 41% of lines land after 12.30pm against a 3.30pm metro truck.	Most of the overtime (about \$118k a year) and roughly a third of late deliveries	HIGH system timestamps, 8 weeks
2	Location accuracy is 88% on our sample. Pickers walk to empty faces and orders ship short.	About a third of DIFOT failures. Credits and re-delivery about \$70k a year	MEDIUM 50 location sample, one day
3	19% of pallet positions hold stock with no movement in 12 months.	Equivalent to about 610 positions. More than half the overflow unit's useful capacity	HIGH WMS report
4	Five of eleven orders coded 'carrier late' were released after the carrier cut-off.	Carrier is being managed for a problem that is partly yours	MEDIUM 8 week sample

Confidence is our label for how much weight the finding can carry: **HIGH** measured from your systems over weeks, **MEDIUM** sampled or observed on the day, **LOW** reported to us and not yet measured.

2. The evidence

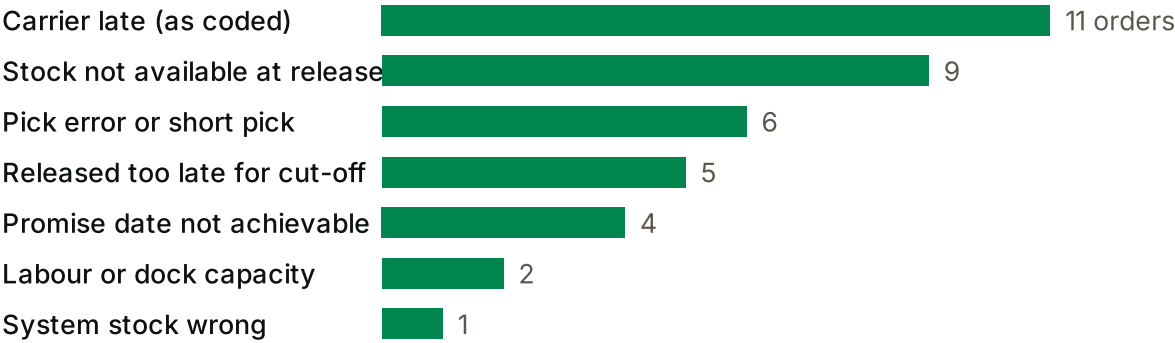
What we did on the day

- Walked the flow from receiving to dispatch with the operations manager before start-up.

- Observed the first pick wave, the mid-morning lull and the afternoon rush from the floor.
- Spoke with six people: two pickers, the inventory controller, dispatch supervisor, customer service lead and the transport coordinator.
- Counted 50 pick and reserve locations against the system.
- Reviewed 8 weeks of delivered orders (159 sampled), release timestamps, the overtime report and the stock ageing report you sent beforehand.

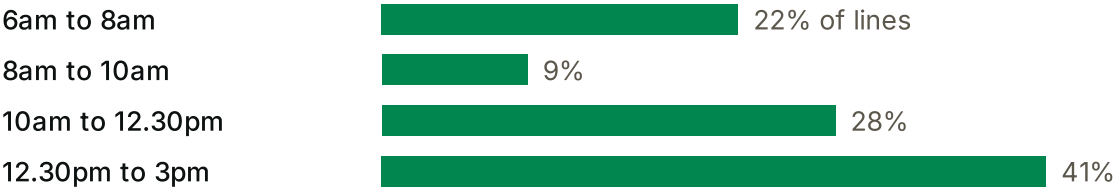
Delivery performance

Measured strictly (delivered on or before the original promise date, in full on first delivery), DIFOT for the 8 weeks was 78% against your target of 95%. On time was 86%. In full was 89%. You had been reporting 93%, which is on time dispatch. Both numbers are correct. Only one is what the customer experiences.



Failed orders by first cause as coded by your team, 38 failures in 159 orders. When we checked release times, 5 of the 11 'carrier late' orders had reached the floor after the time needed to make the truck. Recoded, late release becomes the largest single cause at 10 orders.

Order release and the shape of the day



Share of order lines released to the floor by time of day, 8 week average. The roster is flat at 24 pickers from 6am. Between 8am and 10am we counted 9 of 24 pickers on housekeeping. After 12.30pm the same team cannot clear 41% of the day's lines before the 3.30pm truck, so orders roll to the next day or the shift runs over. Customer service confirmed orders are batched and released after the 12pm sales cut-off 'because that is how it has always been done'.

Stock accuracy and space

47 of 50 locations is the usual threshold for a reliable pick operation. We found 44 of 50 correct (88%). Four of the six errors were in fast moving pick faces where replenishment had been done but not confirmed in the system. The stock ageing report shows 610 of 3,200 positions with no movement in 12 months, including 140 positions of a discontinued range.

What we did not see

We observed one day shift in a non-peak week. We did not see night receiving, the Saturday shift or peak volumes. The accuracy sample is small. We have marked confidence against each finding for that reason and listed what would change our view in section 5.

3. The options

OPTION	WHAT IT INVOLVES	COST AND EFFORT	TRADE-OFFS
A. Take the overflow unit now	Lease from November, racking, second site stock and transfers	About \$410k a year plus \$60k fit-out. 10 weeks	Relieves congestion. Does not fix release timing or accuracy. Adds transfers and a second place to lose stock
B. Fix flow first, revisit space in October (recommended)	Staggered order release, replenishment discipline and cycle counts, dead stock clearance	Under \$30k, mostly internal time. 8 weeks	Needs sales and customer service to change the cut-off routine. Space decision is delayed, not removed
C. Do nothing until after peak	Carry on, add labour hire for peak	About \$45k extra labour hire	DIFOT stays in the 70s through your biggest quarter. Highest risk to the two national retail accounts

4. The action plan

#	ACTION	SUGGESTED OWNER	WHEN	NEEDS
1	Release orders hourly from 7am instead of three batches. Move the metro cut-off for same day to 11.30am and tell customers	Customer service lead with dispatch supervisor	Weeks 1 to 2	Sales agreement on the cut-off. A one page customer notice
2	Re-cut the roster to the new release shape: 16 pickers from 6am, 8 from 10am to 6.30pm. Consult the team first	Operations manager	Weeks 2 to 4	Consultation under your enterprise agreement
3	Replenishment confirmed by scan, not memory. Daily count of 20 locations, errors fixed the same day	Inventory controller	Week 1 onward	20 minutes a day. RF gun for replenishment driver
4	Dead stock: finance and sales agree a disposal list for the 610 positions. Clear the discontinued range first	Finance manager	Weeks 2 to 8	Write-down approval. Roughly \$85k book value
5	Report DIFOT weekly at delivery, with cause codes checked against release time	Operations manager	Week 1 onward	Carrier POD file weekly
6	Revisit the space decision with 8 weeks of new data	General manager	Early October	Actions 1 to 5 in place

5. The measure

MEASURE	BASELINE	8 WEEK TEST	HOW IT IS MEASURED
DIFOT at delivery	76%	88% or better	Weekly, same definition, from POD data
Lines released after 12.30pm	41%	Under 20%	WMS release timestamps

MEASURE	BASELINE	8 WEEK TEST	HOW IT IS MEASURED
Location accuracy	88% (50 sample)	97% or better	Daily 20 location count, rolling 4 weeks
Overtime share of hours	11%	Under 6%	Payroll
Positions holding 12 month dead stock	610	Under 250	WMS ageing report

What would change our recommendation. If, after the release and roster changes, more than 15% of lines are still released after 12.30pm because of genuine customer ordering patterns, or if cleared positions refill within the quarter from inbound growth, the space question becomes real and option A should be priced again with a smaller footprint.

What happens next. You own this plan and can run it without us. If you want help, action 1 and 2 are a natural Problem Solving Session, and the DIFOT work is available as a fixed price DIFOT Review. We have no commercial interest in the lease decision or in any supplier mentioned.

Figures marked as estimates are based on the data supplied and one day of observation. They are opportunities to test, not verified savings.