



## Reporting Infrastructure Set-up (BI Reporting)

(Apparel Rental Brand)

**Created standard data definitions across departments** such as, laundry, packing, shipping, etc., **streamlined the existing reporting structure for the warehouse & labor performance,** and **migrated reports to Tableau**

# SETUP OF REPORTING INFRASTRUCTURE

## ABOUT THE CLIENT

The client is a major **U.S. based apparel rental brand**

### SITUATION



- The client lacked a streamlined BI reporting infrastructure and consistent KPI definition across the departments such as, laundry, packing, shipping, etc., that led to issues in tracking labor reporting performance
- Merilytics partnered with the client to **streamline existing Excel and Google based reporting sheets, standardized data definitions and migrated the reporting structure to Tableau**

### VALUE ADDITION



- Created a **data dictionary** and updated all the current reports to reflect the **standardized data definitions**
- Developed **automated reports to track live performance** of the warehouse, i.e., volume processed (shipments sent out, dresses cleaned, etc.) per hour, to be used by the floor managers and the overall historical performance reports for the Executive Team
- Updated the existing **Labor model**, to include new factors such as seasonal ramp in incoming orders, to help make hiring decisions based on workflow forecasts for the future weeks
- Partnered with the client in vetting the data from a new vendor and helped in finding and fixing issues such as missing hours, wages, etc.
- **Transitioned the existing Excel and Google sheets-based reports to Tableau** which enabled the creation of Live performance trackers to monitor performance

### IMPACT



- **Harmonization of the data definitions** improved the consistency and reliability of the reports
- Implementation of Tableau **streamlined the overall reporting infrastructure and enabled easy distribution of reports** to the respective owners with appropriate encapsulation(e.g., floor managers having access only to performance data and not wage related data)
- Thorough vetting of the data received from the new vendors, helped in reducing the effort needed in transition and ensured that the updated reports were accurate and reliable for decision making by the Executive Team

# LABOR ACTUALS VS. BUDGET REPORT

Tracked four key metrics, Volume (incoming and outgoing shipments), headcount, labor hours and wage rates

These KPIs are summarized at MTD, QTD and YTD levels and compared against last year and budget values

Metrics	MTD as of Week ending 05/25/19					QTD as of Week ending 05/25/19					YTD as of Week ending 05/25/19				
	2019	2018	YoY %	Budget	% var	2019	2018	YoY %	Budget	% var	2019	2018	YoY %	Budget	% var
Shipments	306,007	202,520	51%	320,888	-5%	306,007	202,520	51%	320,888	-5%	1,416,678	920,263	54%	1,428,033	-1%
Inbound Units	646,797	439,961	47%	699,850	-8%	646,797	439,961	47%	699,850	-8%	3,000,256	1,603,399	87%	3,177,306	-6%
ICQA Units	40,016	27,820	44%	49,142	-19%	40,016	27,820	44%	49,142	-19%	312,019	178,965	74%	333,529	-6%
Total Headcount	1,456	1,053	38%	1,365	7%	1,456	1,053	38%	1,365	7%	2,281	1,417	61%	1,113	105%
FT headcount	629	395	59%	841	-25%	629	395	59%	841	-25%	670	424	58%	802	-16%
Temp Headcount	890	659	35%	524	70%	890	659	35%	524	70%	1,808	1,040	74%	312	480%
Total Hours	137,999	103,051	34%	162,235	-15%	137,999	103,051	34%	162,235	-15%	645,283	467,750	38%	708,899	-9%
FT Hours	74,908	47,576	57%	101,545	-26%	74,908	47,576	57%	101,545	-26%	325,374	237,769	37%	516,252	-37%
Temp Hours	63,092	55,475	14%	60,690	4%	63,092	55,475	14%	60,690	4%	319,909	229,981	39%	192,647	66%
Direct Hours	103,132	78,867	31%	130,190	-21%	103,132	78,867	31%	130,190	-21%	484,399	357,584	35%	567,363	-15%
Support Hours	26,225	19,974	31%	23,312	12%	26,225	19,974	31%	23,312	12%	117,820	90,380	30%	100,891	17%
Training hours	5,805	2,506	132%	4,636	25%	5,805	2,506	132%	4,636	25%	26,011	9,246	181%	19,873	31%
Holiday & Vacation hours	2,837	1,704	66%	4,097	-31%	2,837	1,704	66%	4,097	-31%	17,053	10,540	62%	20,771	-18%
Overtime – Hours	9,299	6,512	43%	4,606	102%	9,299	6,512	43%	4,606	102%	33,928	25,102	35%	20,043	69%
Total Dollars	\$2,246,875	\$1,706,996	32%	\$2,492,940	-10%	\$2,246,875	\$1,706,996	32%	\$2,492,940	-10%	\$10,511,632	\$7,707,879	36%	\$10,841,582	-3%
FT Dollars	\$1,255,943	\$830,733	51%	\$1,525,547	-18%	\$1,255,943	\$830,733	51%	\$1,525,547	-18%	\$5,466,547	\$4,003,294	37%	\$7,775,923	-30%
Temp Dollars	\$990,932	\$876,263	13%	\$967,393	2%	\$990,932	\$876,263	13%	\$967,393	2%	\$5,045,085	\$3,704,585	36%	\$3,065,658	65%
Overtime Dollars	\$222,330	\$165,863	34%	\$104,738	112%	\$222,330	\$165,863	34%	\$104,738	112%	\$825,918	\$621,345	33%	\$453,582	82%
Wage Rate	\$16.28	\$16.56	-2%	\$15.37	6%	\$16.28	\$16.56	-2%	\$15.37	6%	\$16.29	\$16.48	-1%	\$15.29	7%
Wage Rate – FT	\$16.77	\$17.46	-4%	\$15.02	12%	\$16.77	\$17.46	-4%	\$15.02	12%	\$16.80	\$16.84	0%	\$15.06	12%
Wage Rate - Temp	\$15.71	\$15.80	-1%	\$15.94	-1%	\$15.71	\$15.80	-1%	\$15.94	-1%	\$15.77	\$16.11	-2%	\$15.91	-1%
Wage Rate - Overtime	\$23.91	\$25.47	-6%	\$22.74	5%	\$23.91	\$25.47	-6%	\$22.74	5%	\$24.34	\$24.75	-2%	\$22.63	8%

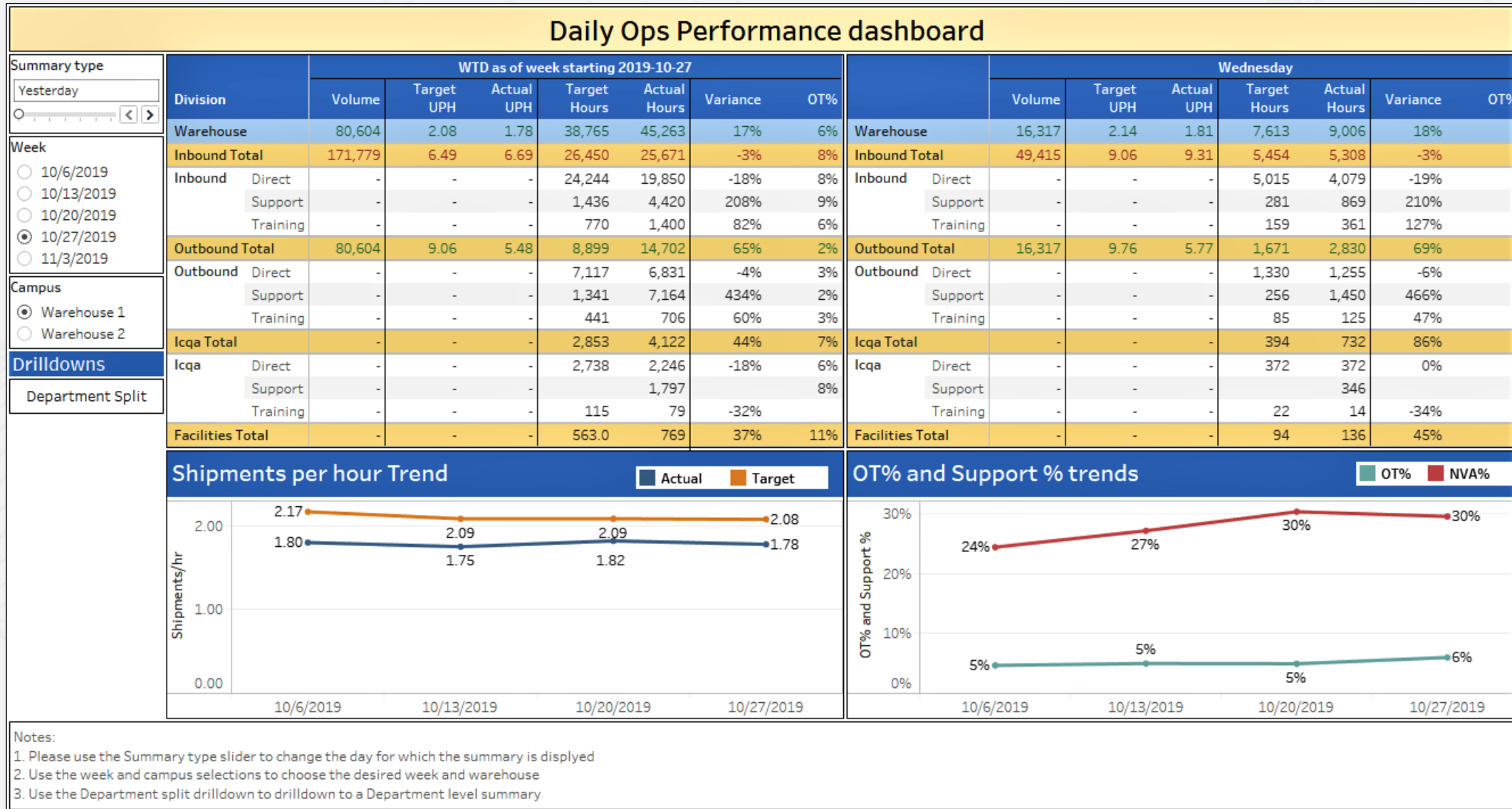
# OPERATIONS EXECUTIVE PERFORMANCE DASHBOARD

Executive level summary of KPIs with sparklines showing the recent trend and the comparison to budget for two different warehouses at different locations

Key Metrics	Warehouse 1						Warehouse 2					
	Budget FY19	Last 4weeks Avg	Trend	Actuals FY19	Variances		Budget FY19	Last 4weeks Avg	Trend	Actuals FY19	Variances	
					Vs Budget	Vs 4Wk Avg					vs Budget	Vs 4Wk Avg
<b>Volume</b>												
Outbound Shipments	104,018	86,364		92,871	-11%	8%	30,519	29,699		29,144	-5%	-2%
Inbound Units	235,050	160,363		181,939	-23%	13%	59,725	70,650		69,940	17%	-1%
<b>Labor</b>												
<b>Variable Labor Cost</b>	<b>\$7.92</b>	<b>\$9.18</b>		<b>\$9.02</b>	(▲14%)	(▼2%)	<b>\$8.00</b>	<b>\$9.48</b>		<b>\$9.75</b>	(▲22%)	(▲3%)
Direct Regular Dollars	\$4.90	\$4.45		\$4.10	(▼16%)	(▼8%)	\$4.53	\$5.79		\$5.28	(▲17%)	(▼9%)
Temp fee	\$0.87	\$0.89		\$0.80	(▼9%)	(▼10%)	\$0.97	\$1.89		\$1.93	(▲99%)	(▲2%)
Support	\$0.82	\$1.76		\$1.72	(▲111%)	(▼2%)	\$1.19	\$1.04		\$1.43	(▲20%)	(▲38%)
FT Taxes and Benefits	\$0.75	\$0.93		\$0.97	(▲29%)	(▲4%)	\$0.73	\$0.32		\$0.33	(▼56%)	(▲3%)
OT	\$0.27	\$0.56		\$0.89	(▲234%)	(▲58%)	\$0.27	\$0.30		\$0.49	(▲198%)	(▲64%)
Training	\$0.18	\$0.27		\$0.26	(▲49%)	(▼2%)	\$0.18	\$0.15		\$0.22	(▲24%)	(▲51%)
Holiday and Vacation	\$0.14	\$0.32		\$0.28	(▲103%)	(▼12%)	\$0.13	\$0.01		\$0.06	(▼55%)	(▲720%)
<b>Shipments Per Hour (excl. hol &amp; vac)</b>	<b>2.13</b>	<b>1.92</b>		<b>2.00</b>	(▼6%)	(▲4%)	<b>1.97</b>	<b>1.76</b>		<b>1.74</b>	(▼12%)	(▼1%)
Shipments Per Hour (incl. hol and vac)	2.09	1.84		1.92	(▼8%)	(▲4%)	1.93	1.75		1.73	(▼11%)	(▼1%)
Outbound Shipments Per Outbound Hours	8.78	5.65		6.34	(▼28%)	(▲12%)	6.51	6.37		6.72	(▲3%)	(▲5%)
Inbound Units Per Inbound Hour	7.65	6.59		6.78	(▼11%)	(▲3%)	8.50	6.19		6.12	(▼28%)	(▼1%)
<b>Hours</b>												
OT%	3%	5%		9%	(▲184%)	(▲65%)	3%	3%		4%	(▲46%)	(▲62%)
Temp%	46%	42%		38%	(▼18%)	(▼10%)	58%	81%		81%	(▲40%)	(▲1%)
<b>Transportation (as of Week Ending 10/12)</b>												
Outbound cost per Outbound shipment	\$6.80	\$8.76		\$7.86	(▲16%)	(▼10%)	\$8.65	\$8.66		\$8.81	(▲2%)	(▲2%)
Inbound Cost per Inbound Shipment	\$3.95	\$4.94		\$4.15	(▲5%)	(▼16%)	\$6.43	\$8.09		\$8.40	(▲31%)	(▲4%)
<b>Other Metrics</b>												



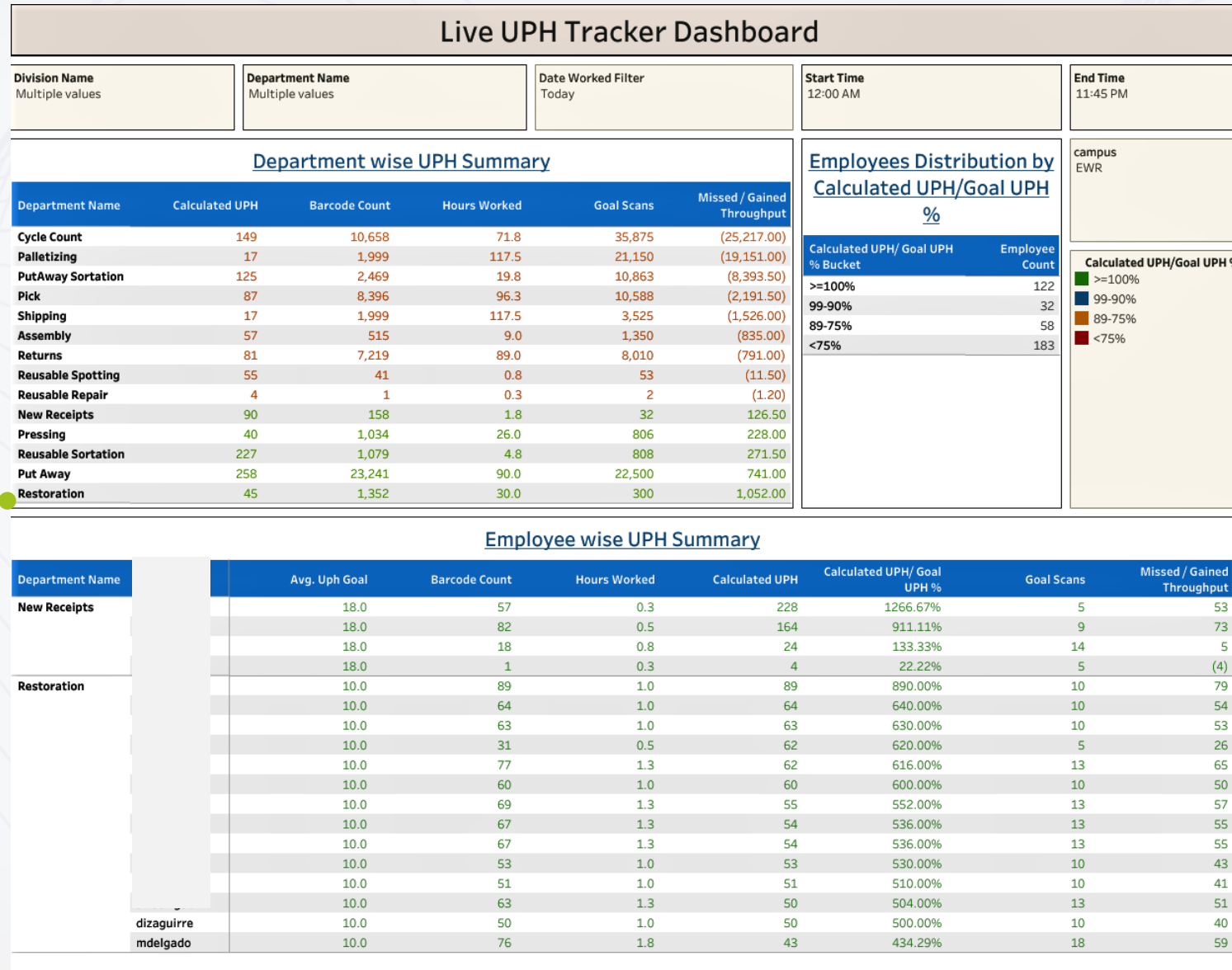
# DAILY OPERATIONS PERFORMANCE TABLEAU DASHBOARD



Division level summary of KPIs at a WTD (Week to date) and day level

Last 4-week trends of important metrics such as Shipments per hour (productivity of the warehouse), overtime and share of support departments.

# LIVE UPH1 TRACKER TABLEAU DASHBOARD



Productivity or UPH (Units Per Hour) summarized by Department and Employee

Employees are categorized and color-coded based on their performance relative to the goal