

# Xiaomi Warehouse Information System Management Project Report

## 1 Project Background

Due to the changeable characteristics of Xiaomi's logistics business, I comprehensively sorted out the warehousing operation process in this process.

As the project leader, I integrated the characteristics of Xiaomi logistics operation after one year and cooperated with 7 regions in China to optimize the process and system in the warehouse through analyzing the attributes of Xiaomi goods and the purchasing power of customers in B2C/B2B channels and cooperated with the Transportation Department of the headquarters to introduce urban distribution resources and LCL resources.

## 2 National Warehouse Operational Management

### 2.1 Warehouse Daily Operation

Responsible for warehouse operation planning and management of 10 RDCS and 19 FDCS in 7 regions of Xiaomi, with a management team of over 500 people; Build the national capacity of Xiaomi logistics and warehousing operations from 0 to 1 (ordering: optimize order structure by using group set single algorithm; Picking: The shortest path method to plan the path in the library, shorten the time of picking goods; Distribution: create box matching algorithm to recommend consumables and save cost of consumables; Sorting out: original "pre-delivery" link, reduce the pressure of warehousing and distribution handover, shorten the handover time).

### 2.2 Prepare for Sales Promotion Activity

Responsible for the whole preparation process of the Mi Fans' Festival/Double Eleven Promotion, from single volume estimation, warehouse capacity preparation, personnel preparation, equipment preparation, packaging material preparation, activity publicity, special activity arrangement, etc.

**(1) Review data:** Historical large promotion activity order quantity and daily order quantity, through Xiaomi warehouse prediction logic, forecast the large activity order quantity by building predictive models, and plan the production arrangement according to the capacity of the packing table

**(2) Estimated order quantity:** Prepare the warehouse capacity in advance according to the estimated order quantity and whether to expand the area of warehouse

**(3) Personnel preparation:** Estimate the number of temporary workers, working hours, estimated expenses, and estimated meal expenses in advance

**(4) Equipment preparation:** Whether it is necessary to purchase new equipment such as handhelds and distribution stations, and whether the old equipment is scrapped or repaired

**(5) Packaging materials preparation:** Estimate the amount of packaging materials used, and report the requirements to purchase two weeks in advance for placing an order

**(6) Other planning preparations:** Preparation for warehousing appointments, changes in allocation arrangements of commodities, promotion of other activities and arrangements for special activities, reminders of matters needing attention

## **2.3 National Warehouse System Design**

### **2.3.1 Business Background**

Launched the national warehouse weekly regular meeting system, formulated 20+ copies of national warehousing process standard SOP, and published an operation manual of Xiaomi Logistics Warehousing Management Department with a total of 3.8W words.

Introduced the national warehousing weekly meeting system, formulated 20+ national technical reports and published an internal manual of the Xiaomi Logistics Warehouse Information System, totaling 38,000 words

### **2.3.1 B2C Business**

(1) The main channel is the online channel, including all orders from Xiaomi Mall, Mijia Youpin and Tmall channel. The online channel has corresponding rules of independent order forming and order opening. One invoice number corresponds to one parcel number, so the combination of invoices will not be carried out.

(2) Some channels are offline channels, including all orders from direct supply points, exchange orders from some e-commerce channels and authorized stores, and group purchase orders from Mijia; Orders with the same consignee, contact information, receiving address and customer code will be combined within the specified time, and will be produced and shipped out according to the packing list.

(3) The average unit ratio of B2C business is 1.9.

(4) B2C assessment indexes mainly include TPH, human efficiency, UPH, 211/ Tmall 36H delivery time rate per wave and operation time limitation.

### **2.3.2 B2B Business Features**

(1) Online channel and operator &KA channel are collectively called group purchase channel, besides mijia channel and authorized store channel, among which Mijia channel is the transfer order mode.

(2) Group purchase channels with the same consignee, contact information, delivery address, customer code of the order, within the specified time will be combined, according to the package of production out of the warehouse.

(3) Mijia channel orders are allocation rules, no order sets.

(4) B2B business average unit ratio is 70.

(5) B2B assessment indicators are mainly human efficiency, timely delivery rate of Mijia/group purchase /VIP by wave, and operation time limitation of Mijia/group purchase.

## **3 National Warehouse KPIs Construction**

### **3.1 Background**

Through the development of Xiaomi logistics warehousing business, KPIs modules are divided according to operation timeliness, warehousing efficiency, wave delivery timeliness and work order rates, and KPI subdivisions and standard values are formulated according to the activities of different quarters and major promotion banks, and real-time monitoring Indicators and national rankings, and set up corresponding incentives.

### 3.2 RDC B2C Warehouse Assessment System

Develop KPIs assessment indicators according to the characteristics of Xiaomi logistics and warehousing B2C business.

indicators	classification	Indicators show	Weight value	Target	Baseline
TPH	efficiency	(Total number of inbound and outbound shipments + total number of outbound and outbound shipments)/ total working hours	15%	Level1: 300 Level2: 250	Level1: 250 Level2: 200
UPH	efficiency	Distribution desk unit/working hours (Attendance does not include project team and transportation)	15%	Level1: 40 Level2: 30	Level1: 32 Level2: 24
People work	efficiency	Distribution desk unit/monthly total attendance (Attendance does not include project team and transportation)	15%	Level1: 400 Level2: 300	Level1: 320 Level2: 240
Production limitation	timing	Production aging = operation aging + handover aging /2 Time of operation = time of incoming order ~ time of pre-outgoing Delivery time = pre-delivery time ~ delivery time	15%	6.0	7.0
Time rate of wave delivery	outbound	Outbound order quantity of this wave/total received unit quantity of this wave	10%	99%	95%
Timely delivery rate of Tmall within 36 hours	outbound	Outbound order quantity of this wave/total received unit quantity of this wave	10%	99%	95%
211 Delivery timeliness rate	outbound	Outbound order quantity of this wave/total received unit quantity of this wave	10%	99%	95%
Material management	resources	KPIs assessment of warehouse packaging material management, directly multiply the weight by the score value	10%	100	——
Human	resources	(Dispatched personnel cost + long-term temporary employee cost + short-term temporary employee cost)/(total number of B2C shipments + total number of B2B shipments) Note: The number of delivered items does not include dial	The point deduction item	Level1: 0.33 Level2: 0.29	——
Outbound variance rate	experience	Total work orders/total orders *100% due to warehouse operation problems	The point deduction item	2 parts per 100,000	5 parts per 100,000
Customer complaint accident	experience	Definition of quality accident: (1) Interdepartmental complaints handled by the headquarters; (2) Daily cases and crisis events from customer service; Under the following circumstances, the quality accident shall be degraded : (1) the responsibility is not clear, but the warehousing responsibility shall not be excluded; (2) Non-warehousing full responsibility has been clearly determined (later adjustment according to SOP)	The point deduction item	Class I accident (loss less than 500 yuan or internal complaints from suppliers); Class II accident (loss of 500-2000 yuan or complaints from headquarters, suppliers, third-party logistics, etc.); Third level accident (loss of more than 2000 yuan or complaints from sellers, complaints from industry and commerce, complaints from high social exposure or public criticism of the company, etc.)	
irregularities	experience	<b>Violations include but are not limited to:</b> (1) No film wrapped around the goods; (2) The filler is not filled leading to damage of goods; (3) Special operation; (4) The delivery time is longer than the proper delivery time; (5) The report is not timely; <b>The audit section includes but is not limited to:</b> ① Weekly/monthly inventory drawing; ② Operation specification of B2C warehouse process; (3) Regular inspection; ④7S management standard;	The point deduction item	0	0

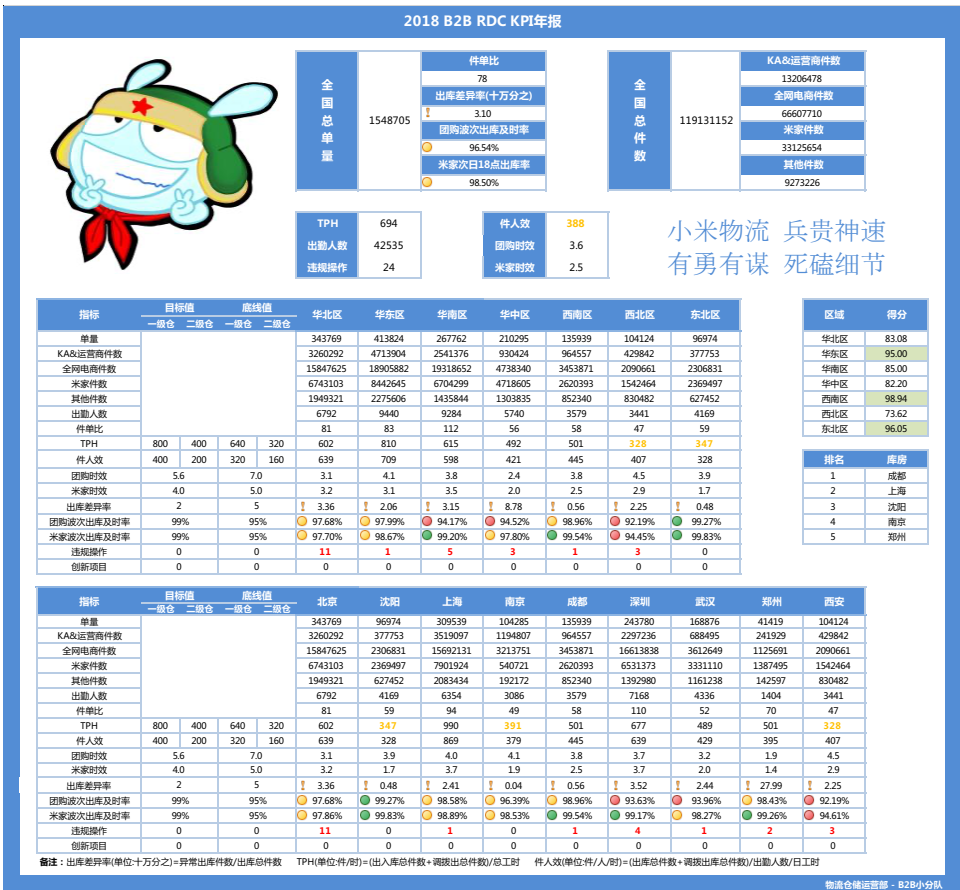
### 3.3 RDC B2B Warehouse Assessment System

Develop KPIs assessment indicators for B2B business characteristics of Xiaomi logistics and warehousing.

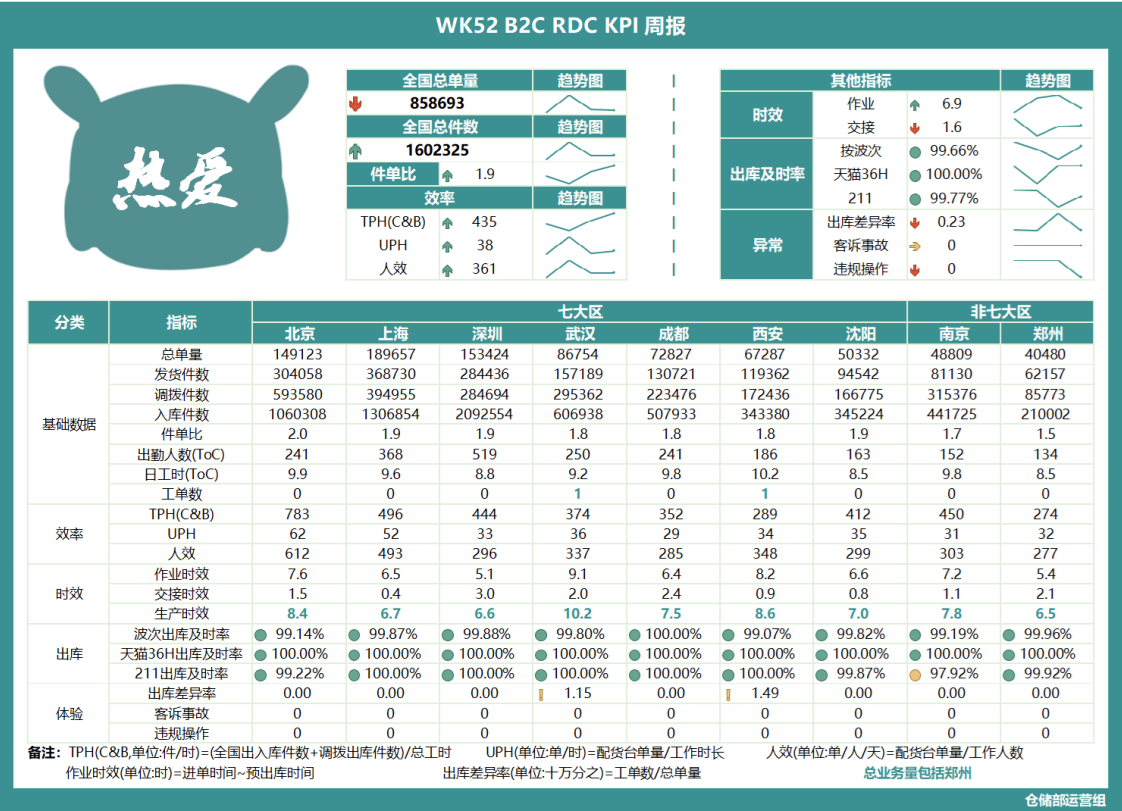
indicators	classification	Indicators show	Weight value	Target	Baseline
A people work	efficiency	Monthly total number of outbound shipments/monthly total number of attendance/daily working hours (Attendance is for project team only)	20%	Level1: 300 Level2: 250	Level1: 240 Level2: 200
Group purchase production time limitation	timing	Production aging = operation aging + handover aging /2 Time of operation =(pre-delivery time - order time)*24 Handover time =(outbound time - pre-outbound time)*24 (Excluding reservation and vehicle order)	15%	6.0	7.0
Rice production time limitation	timing	Production aging = incoming ~ pre-outgoing time (Excluding city car orders)	15%	3.5	4.5
VIP wave delivery time rate	outbound	Outbound order quantity of this wave/total received unit quantity of this wave	20%	100%	99%
Group purchase wave time rate of delivery	outbound	Outbound order quantity of this wave/total received unit quantity of this wave	15%	99%	95%
Meter wave time rate of delivery	outbound	Outbound order quantity of this wave/total received unit quantity of this wave	15%	99%	95%
Outbound variance rate	experience	Number of work units/Total number of outbound units	The point deduction item	2 parts per 100,000	5 parts per 100,000
irregularities	experience	Violations include but are not limited to: (1) No film wrapped around the goods; (2) The filler is not filled leading to damage of goods; (3) Special operation; (4) The delivery time is longer than the proper delivery time; (5) The report is not timely; <b>The audit section includes but is not limited to:</b> ① Weekly/monthly inventory drawing; ② B2B library process operation specification; (3) Regular inspection; ④ 7S management standard;	The point deduction item	0	0

### 3.4 Annual KPIs assessment dashboard

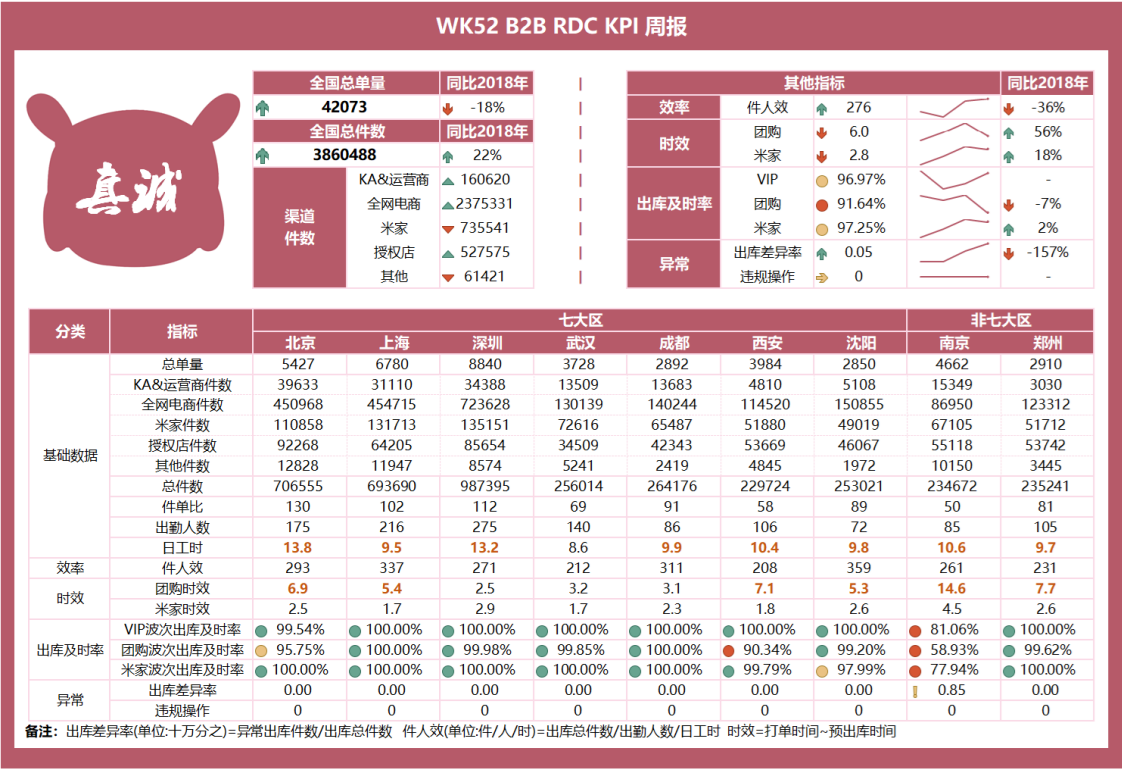
#### 3.4.1 RDC Operation KPIs Report in 2018



3.4.2 B2C Operation KPIs Report in 2019



3.4.3 B2B Operation KPIs Report in 2019



### 3.4.4 RDC Operation KPIs Report in 2020

#### WK6 RDC KPI 周报-2020



件件有着落 事事有回音  
凡事有交代

业务数据	
B2C	B2B
全国总单量	
633343	11078
全国总件数	
1016278	581012
出库差异率	
0.00	0.00

其他指标		周度趋势	同比2019年
基础数据	ToC件单比	1.6	1%
	ToB件单比	52	-68%
效率	UPH	21	-34%
	TPH	1335	-43%
	ToB件人效	169	28%
时效	ToC作业时效	11.0	-410%
	团购时效	7.5	-40%
	米家时效	1.6	16%
	预约审核时效	3.4	-
波次及时率	ToC波次	70.83%	25%
	米家	92.72%	-13%
	团购	66.10%	15%
	预约审核	100.00%	-

渠道	指标	北京-B2C	上海-B2C	南京-B2C	深圳-B2C	武汉-B2C	郑州-B2C	成都-B2C	西安-B2C	沈阳-B2C
基础数据 (ToC)	总单量	136386	138106	178	228758	1709	1376	67255	55786	3789
	发货件数	228923	250104	353	339333	2321	2098	104373	83640	5133
	件单比	1.7	1.8	2.0	1.5	1.4	1.5	1.6	1.5	1.4
效率	日工时	10.5	10.6	6.5	13.1	4.5	2.5	8.3	8.3	5.0
	UPH	62	84	3	34	22	181	52	46	33
时效	作业时效	15.8	9.5	22.3	8.3	10.1	7.7	8.8	7.8	9.0
	波次出库及时率	51.86%	60.57%	17.61%	75.02%	69.53%	90.65%	80.13%	95.95%	96.11%
	211出库及时率	29.55%	48.82%	-	100.00%	20.00%	95.38%	62.99%	83.22%	99.53%
异常	出库差异率	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	违规操作&天猫超期单量	0	0	0	0	0	0	0	0	0

渠道	指标	北京-武清	上海-B2B	南京-B2B	深圳-B2B	武汉-B2B	郑州-B2B	成都-B2B	西安-B2B	沈阳-B2B
基础数据 (ToB)	总单量	503	3721	1	3316	7	29	1500	1918	83
	KA&运营商件数	4008	7843	0	7141	0	12	11637	3499	0
	全网电商件数	13506	63447	0	201205	659	0	53074	11886	2980
	米家件数	10982	31925	909	36550	0	24	17670	8261	3079
	授权店件数	4770	32889	0	27372	44	120	10380	14948	192
	总件数	33266	136104	909	272268	703	156	92761	38594	6251
	件单比	66	37	909	82	100	5	62	20	75
效率	日工时	9.0	10.5	0.0	9.5	4.0	0.0	8.4	8.1	2.3
	件人效	132	113	-	154	22	-	226	81	453
时效	团购时效	3.8	8.1	-	4.3	15.2	11.5	6.8	8.7	1.3
	米家时效	1.3	4.6	0.2	2.7	-	0.6	1.1	1.7	1.0
	VIP波次出库及时率	100.00%	58.70%	-	50.00%	-	-	87.50%	100.00%	-
	团购波次出库及时率	95.48%	70.32%	-	61.68%	0.00%	100.00%	84.65%	87.30%	29.41%
	米家波次出库及时率	100.00%	94.60%	100.00%	68.53%	-	100.00%	86.08%	92.53%	100.00%
异常	出库差异率	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	违规操作	0	0	0	0	0	0	0	0	0

渠道	指标	北京	上海	南京	深圳	武汉	郑州	成都	西安	沈阳
基础数据 (C&B)	调拨件数	92483	96541	0	110355	471	76694	15606	11622	81306
	入库件数	137924	345846	0	274316	472	4	16246	22092	0
效率	TPH	200	291	24	118	36	10402	135	93	715
时效	预约批次处理时效	4.8	3.8	-	2.3	-	-	5.8	0.2	-
	上架时长	1.0	4.1	-	0.4	-	-	0.1	0.0	-
	预约审核及时率	100.00%	100.00%	-	100.00%	-	-	100.00%	100.00%	-

备注：出库差异率(单位:十万分之)=异常出库ToC单量(ToB件数)/出库ToC总单量(ToB总件数)；UPH(单位:件/时)=ToC总单量/ToC总工时(含临时工)；件人效(单位:件/人/时)=出库总件数/出勤人数/日工时；TPH(C&B,单位:件/时)=(C&B出入库件数+C&B调拨出库件数)/C&B总工时(含临时工)；作业时效/团购时效=进单时间~预出库时间；米家时效=接单时间~预出库时间；预约批次处理时效=预约创建时间~预约审核通过时间；上架时长=司机签到时间~上架完成时间；预约审核及时率=24小时内处理的批次数量/预约总数量；

## 4 National Warehousing Cost System Construction

### 4.1 Background

In order to control the average price of Xiaomi self-operated warehouses, labor costs, and consumables costs, and at the same time, conduct real-time monitoring and comparison with the operating costs of outsourcing warehouses, build a national warehouse cost system, which can guide 7 regions of China to review monthly/semi-annual/annual cost. Then through the analysis and improvement to reduce the national average piece cost by 0.11 yuan per piece.

### 4.2 Warehousing Cost Keywords

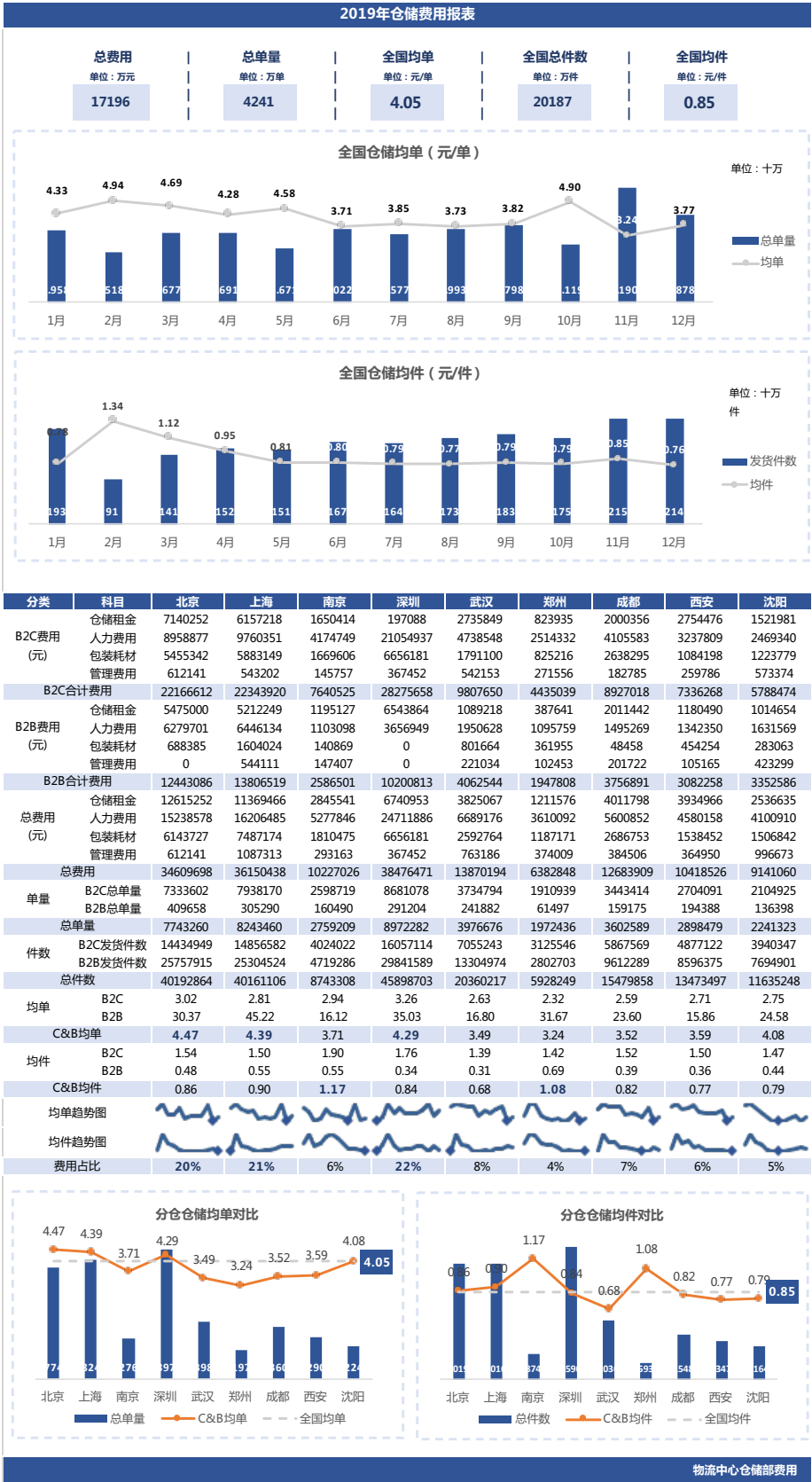
#### 4.2.1 Composition of Warehousing cost

- (1) **Business volume:** business order volume, business piece quantity, express order quantity, express piece quantity, self-bill of lading quantity, self-pickup quantity
- (2) **Warehousing rent:** contract rent, over-area rent, average cost of storage receipts, and average cost of storage parts
- (3) **Labor cost:** cost of own staff, cost of dispatched staff, cost of temporary labor, cost of security personnel, year-end bonus, cost per manpower bill, cost per manpower component
- (4) **Packaging consumables:** carton, water-soluble tape, air pillow, express bag, thermal printing paper, packing list, Mi Logo tape, printing consumables, cost per consumable bill, cost per consumable part
- (5) **Management expenses:** utility expenses, heating expenses, equipment leasing, storage insurance expenses, communication expenses, maintenance expenses, equipment purchases, office supplies expenses, transportation expenses, travel expenses, warehouse decoration/beautification, large-scale activities expenses, team building expenses ,other expenses

#### 4.2.2 Calculation Caliber

- Average cost of warehouse order = total rent/total unit
- Average cost of warehoused items = total rent/total number of items
- Average cost of labor unit = total amount of labor cost/total unit
- Average labor cost = total amount of labor cost/total number of pieces
- Average cost of consumables per unit = total packaging amount/total per unit
- Average cost of consumable parts = total amount of packaging/total number of pieces

4.3 Annual Warehousing Cost Dashboard





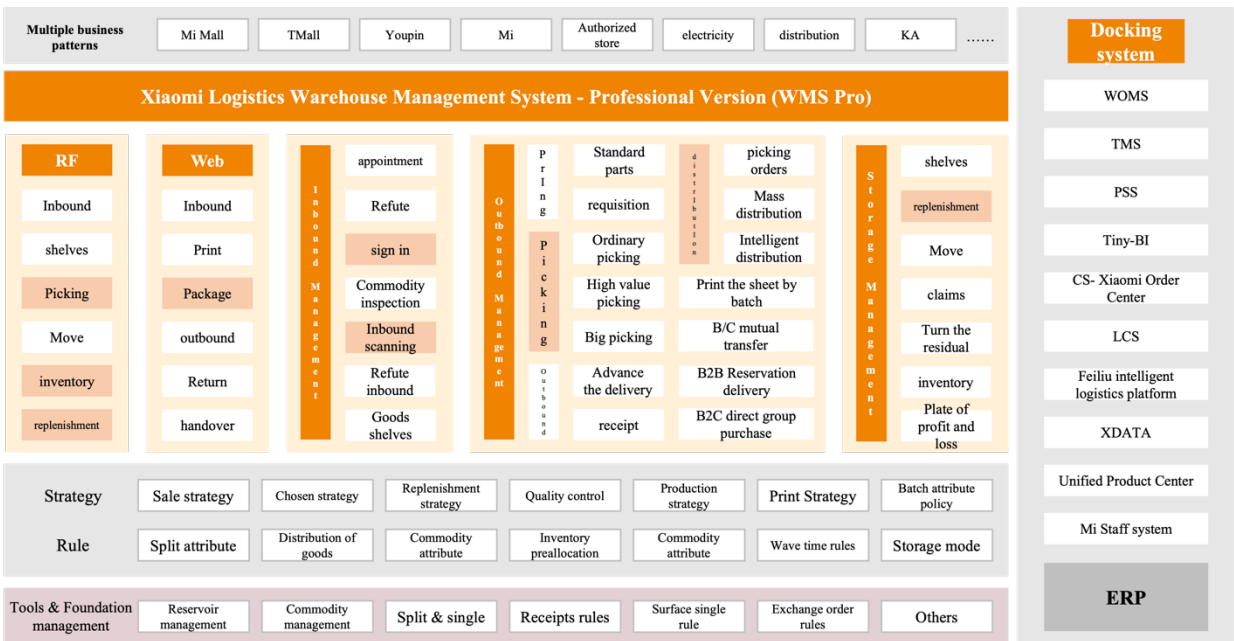
## 5 Optimize and upgrade Xiaomi logistics and warehouse system

### 5.1 Background

The traditional Xiaomi logistics WMS3.0 system is mostly operated by humans, and there is almost no warehousing operation strategy, resulting in low warehousing efficiency for users. Take this opportunity to upgrade the traditional WMS system and name its WMS Pro, which is based on the original warehousing operation function point. On the above, add strategy configuration and rule configuration, so that different warehouses across the country can be customized according to their own characteristics

### 5.2 System Introduction

#### 5.2.1 WMS Pro Panorama



#### 5.2.2 Visualized Floor Plan of Multi-Dimensional Locations



### 5.2.3 Storage Capacity Threshold and Storage Capacity Management

WMS Pro 小米仓储系统

WMS TMS PSS

惠州-苏宁-B2B 中文 客户端 叶金涛-电视物流

首页

综合查询

入库管理

出库管理

在库管理

基础管理

库区库容

库存查询

SN明细

作业任务

良残互转

仓库 请选择 查询

仓库	库区编码	库区名称	库区阈值(%)	库区编号	总库位数	已使用库位数	剩余库位数	库存	占用库存
惠州-速必达-B2B	01	入库暂存区	100	1	0	0	0	0	0
惠州-速必达-B2B	02	出库暂存区	100	2	10	0	10	0	0
惠州-速必达-B2B	03	存储区	100	3	1623	274	1349	4086	0

库区库容 库存查询 SN明细 作业任务 良残互转

唯一码 请输入 SKU 请选择 库位号 请输入 库区 请选择 仓库 请选择 查询

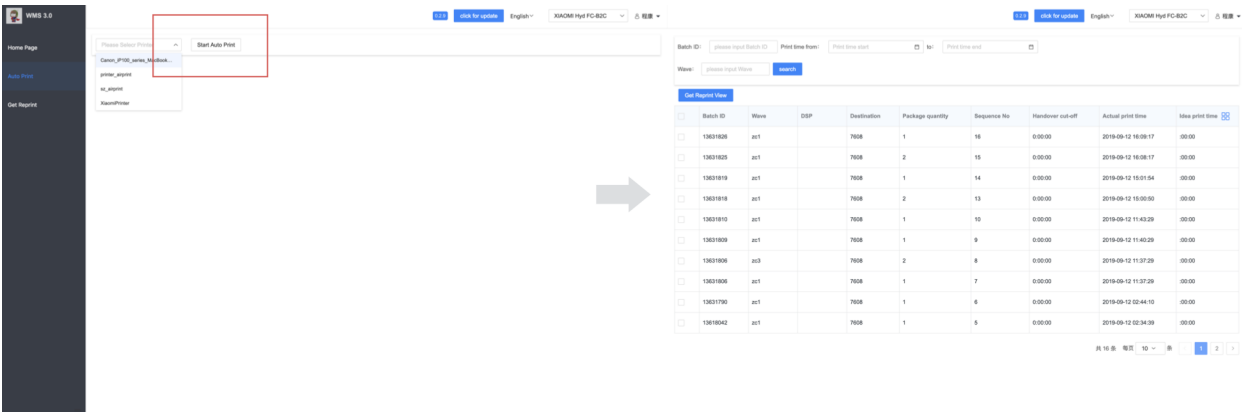
唯一码	SKU	入库时间	库区	库位号	托盘号	库龄(天)
16147/380852480	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380852532	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380852575	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380857501	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380857502	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380857506	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380857511	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380857512	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380857516	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13
16147/380857517	小米电视4A 32英寸	2019-09-11 11:11:01	存储区	A03-102-001	PT9906287U	13

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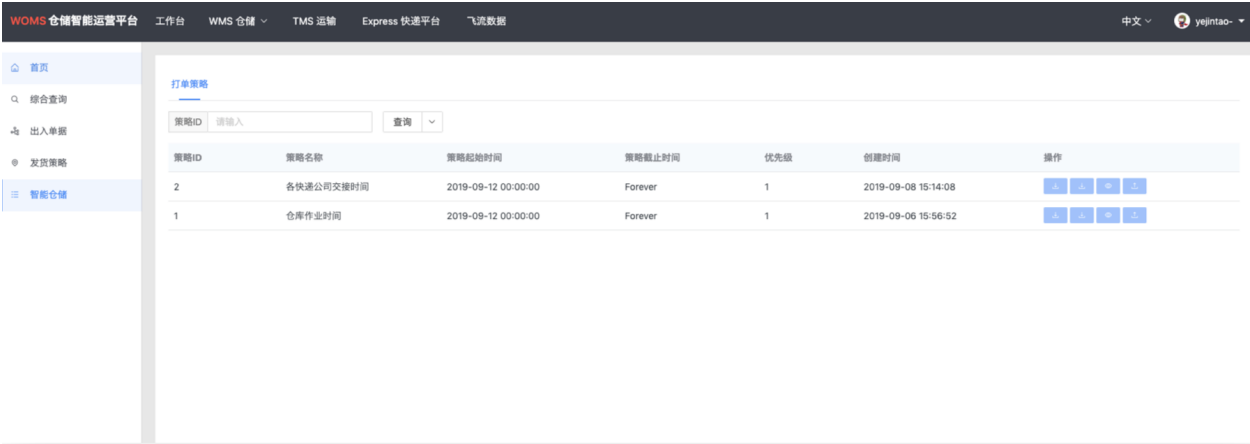
### 5.2.3 Task Management (recommendation, collection, assignment)



### 5.2.4 Combined with Windows client, automatic ordering based on custom strategies



### 5.2.5 Strengthen warehouse operational capacity



## 5.3 Function Optimization

As the product designer, design the function and information system interface of Warehouse Management System Pro from 0 to 1.

- (1) **Customer demand investigation:** design warehouse operational information system functions through investigation of first-line warehouse requirements, and output business requirement documents.
- (2) **System interface design:** product interface design, design the WMS Pro system interface from 0 to 1.
- (3) **System function design:** design system function according to actual business needs on site, including query function, full function from picking task distribution to warehouse delivery, data report function, involving Web end, PDA end (based on Android system), PC end;
- (4) **Follow-up test:** follow-up system function test and continue to optimize according to actual business needs.

## 5.4 Conclusion

Optimize the Mi Logistics WMS3.0 system, write 40+ technical reports within one year, and improve the work efficiency by 23%; Based on the characteristics of Mi Logistics, the Mi Logistics WMS Pro system is designed from 0 to 1. The current version 1.0 has been launched.

## **6 Third-Party Logistics Supplier System Management Construction**

### **6.1 Background**

Due to warehousing cost issues, warehousing location issues and other factors, Xiaomi logistics self-operated business outsourcing is carried out according to business characteristics. Based on the capabilities and background provided by the supplier, select a third-party logistics supplier that fits Xiaomi's logistics business.

### **6.2 3PL Management System**

#### **6.2.1 Sort out the management system of 3PL subcontractors**

- Business analysis: calculate and forecast outsourcer's business volume and expenses based on historical data
- Develop subcontractor management system: develop subcontractor management SOP
- Update subcontractor assessment KPIs: carry out fine management of KPIs and add multi-dimensional KPIs assessment indicators
- Increase the reward system: since the current KPIs assessment only penalized the three parties, it is necessary to increase the reward system in the future, for example, a certain percentage of bonus is fixed every month to reward excellent suppliers (ranking according to KPIs)

#### **6.2.2 Collaborative commerce: Determine the three-party outsourcer**

- Provide business data: provide past business data, stored data and KPIs assessment according to business needs, so that business can make outsourcer quotation logic
- Provide expense data: provide accrued expenses in the past according to business needs, simulate and estimate the estimated expenses in the next six months to one year
- Collaborative commerce: identify third party outsourcers

#### **6.2.3 Prepare for Nov. 11**

- Assist tripartite contractors to prepare for Nov. 11
- Provide single volume sales forecast in advance
- Preparation: cooperate with the three parties to prepare personnel, equipment, packaging materials and plans, and estimate production capacity
- Data monitoring: provide real-time delivery data every 2H during activities
- Activity review: Invite the third-party outsourcers to conduct activity review within one week after the event

#### **6.2.4 Target**

- Strengthen the management cooperation of three subcontractors
- Strengthen Xiaomi & 3PL cooperation
- Strengthen the professional management of outsourcers
- Introduce the unique management methods of three suppliers
- Promote cooperation and improve operational quality

### 6.3 3PL Management Plan

Develop KPIs assessment indicators according to the FDC business characteristics of Xiaomi logistics and warehousing.

indicators	classification	Score	Indicators show	Calculation method and explanation	Target
Not timely warehousing and shelving	Put in warehouse	5	Make an appointment in time and finish the shelves within the specified time (1) Goods transfer: All goods delivered before 16:00 of the day must be put into warehouse on the same day if there is no abnormal situation; The goods arrive after 16:00, need to complete warehousing before 12:00 the next day; (2) Factory direct goods: shelves will be completed within 2 hours after warehousing; (3) The appointment review shall be completed within one hour after the appointment slip is transferred to the WMS system;	5 points will be deducted for each overdue time	Factory arrival: 2H Arrival of transfer: as stipulated
The return to warehouse is not timely	Put in warehouse	10	(1) Order cancellation and return to warehouse (after hours according to the actual situation of each warehouse) : The goods shall be returned to the warehouse before the end of work and put into warehouse before the end of work on the same day; After work, the goods will be returned to the warehouse and stored before 12 o'clock the next day. (2) Return order for warehousing: The goods will be returned to the warehouse before 16:00 and put into warehouse at 24:00 on the same day; The goods will be returned to the warehouse after 16 o'clock and put into warehouse before 12 o'clock the next day.	5 points will be deducted for each overdue order	0
Homework time	Timing	10	Order closing time ~ pre-delivery time	10 points will be deducted for overtime of monthly assessment	Night shifts: 5H No night shift: 8H
Time rate of wave delivery	outbound	10	Outbound order quantity of this wave/total received unit quantity of this wave	Target value: full score for 99%, 5 points will be deducted for each 1% decrease	99%
211 outbound	outbound	5	Outbound order quantity of this wave/total received unit quantity of this wave	Target value: full marks will be given if reaching 99%; no marks will be given if not reaching 99%	99%
Timely rate	outbound	5	Outbound order quantity of this wave/total received unit quantity of this wave	Target value: full marks will be given if reaching 99%; no marks will be given if not reaching 99%	99%
Tmall 36 H	In the library	10	Inventory data, system and physical data 100% match	Inventory variance = physical inventory/system inventory Achieving the target deserves full marks, failing to achieve the target deserves no marks	100%
Timely delivery rate	In the library	5	(1) The warehouse completed the order clearing on the inventory day according to the required cut-off time, and started the inventory on time (2) Finish the stocktaking before 24:00 on the day of stocktaking, and the system verification is completed when stocktaking is completed (abnormal problems can be eliminated after being verified by directly affiliated RDC in time) (3) Submit inventory form as required (the "confirmation signature form" of inventory shall be signed by the person in charge of FDC and external warehouse. After confirming that the inventory data and statement format are correct, the form shall be sent to the RDC within 4 days after the inventory is completed) (4) Inventory data, 100% matching between system and physical data;	This item is for monthly inventory, if it is not implemented as required, 5 points will be deducted for one item This item is not allowed to reach the RDC time, as long as it is mailed within the required time Inventory variance rate = physical quantity/system inventory;	0
Inventory accuracy	experience	20	The total amount of work orders caused by warehouse operation problems	5 points will be deducted for each work order	0
inventory	experience	10	Violations include but are not limited to: (1) No film wrapped around the goods; (2) The filler is not filled leading to damage of goods; (3) Special operation; (4) The delivery time is longer than the proper delivery time; (5) The report is not timely; (6) Not returned to the warehouse in time;	5 points will be deducted for each occurrence, and the deduction will not be reversed until the deduction is completed, and the score will be included in the final KPIs score	0
The number of times the order is not delivered accurately	experience	The point deduction item	Definition of quality accident: (1) Interdepartmental complaints handled by the headquarters; (2) Daily cases and crisis events from customer service;  Under the following circumstances, the quality accident shall be degraded : (1) the responsibility is not clear, but the warehousing responsibility shall not be excluded; (2) Non-warehousing full responsibility has been clearly determined (later adjustment according to SOP)	Class I accident (loss less than 500 yuan or internal complaints from suppliers, etc.), purchase and compensate the ordered goods and fine 500 yuan; Second class accident (500-2000 yuan loss or complaints from the headquarters, suppliers, third-party logistics, etc.), buy and compensate the goods ordered and fined 1000 yuan; Third class accident (loss of more than 2000 yuan or complaints from sellers, industrial and commercial complaints, complaints with high social exposure or public criticism of the company, etc.), buy and compensate the goods ordered and fined 1500 yuan;	0

irregularities	experience	The point deduction item	<p>(1) Timeliness and accuracy of information feedback: for reports and other required data information (report requirements provided by Xiaomi) and abnormal report and preparation feedback, 2 points will be deducted if there is no timely feedback or inaccurate feedback once;</p> <p>(2) 7S: Headquarters and RDC personnel go to FDC to check according to the 7S checklist, and one point will be deducted for each unqualified item;</p> <p>(3) Timeliness of work order feedback: reply to work order before 16:00 on the same day, reply to work order after 16:00 before 10:00 on the next day, 5 points will be deducted for one overtime;</p> <p>Requirements: 1) Clear surveillance video; 2) The video has the correct time watermark</p> <p>(4) RDC inspection and other deduction items: Headquarters and RDC personnel go to FDC/DC to check according to the security check list, and rectify problems. If they do not obey the management, 5 points will be deducted once;</p>	Points will be deducted according to the circumstances	0
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## 6.4 Supplier Switching Plan

**(1) Supplier selection:** Calculate storage costs, formulate reference quotations for outsourcers based on the characteristics of Xiaomi's business; put forward bidding requirements for business, output supplier management requirements documents; participate in the evaluation of bidding and supplier ratings, select high-quality suppliers, and guarantee The outsourcing is smooth, which can guarantee the daily production of the warehousing, for example: the 24H delivery rate of orders is not less than 95%.

**(2) Relocation preparation:** output the overall relocation plan, including the division of labor of the relocation project team, project execution arrangements, relocation rhythm, material preparation, system configuration guidance and precautions, communicate with related parties one week in advance and confirm that the preparation is adequate.

**(3) Relocation stage:** take the lead in arranging the overall relocation project, communicate with the Ministry of Commerce to confirm the tripartite operation capability, communicate with the Transport Department to reconfigure routes, communicate with the Product Operation Department to adjust the distribution plan, communicate with the Sales Operation Department to adjust channel inventory quotas, and finally lead Develop relocation arrangements for warehouses to ensure non-stop production and relocation

**(4) Relocation of relocation:** After the relocation is completed, the relocation resumption will be carried out, review the project objectives and achievement, record the project problems and solutions, summarize the advantages and disadvantages, and monitor the achievement of various KPI indicators after the completion of the relocation. Situation: The final project is to increase the national product local satisfaction rate by 5%, reduce the national order cross-region rate by 8%, and reduce the average order cost by 0.2 RMB per order.

## 7 Conclusion

Launched the competition scoring system, managed 7 RDC/FDC outsourcing suppliers, continuously monitored the operation quality and KPIs, and improved the NPS of outsourcing warehousing service by 8%.

## 8 Overall Revenue

(1) From 0 to 1 to build the Xiaomi logistics warehousing operational management information system, and Xiaomi logistics is still using this operational information system.

(2) Develop KPIs assessment schemes for Xiaomi characteristics from 0 to 1.

(3) The local satisfaction rate increased by 11%.

(4) Warehouse service NPS increased by 8%.

(5) The national average unit cost was reduced by 0.11 yuan per unit.