

# SUPPLY CHAIN ISSUE

Performance Analysis & Key Insights



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## Context & Problem Statement

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AtliQ Mart, an FMCG company operates in...

- Surat
- Ahmedabad
- Vadodara

Plans **expansion** to other Tier 1 cities in the future.

but...

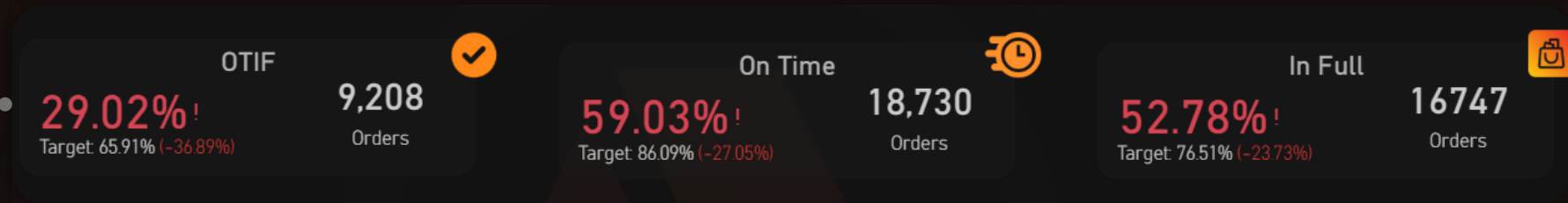
Some customers are **NOT** extending contracts due to poor delivery service quality.

We need to track OT%, IF% & OTIF% to **identify the root cause** & restore customer trust.



## Overall Performance

All 3 Major KPIs fall **significantly SHORT** of targets.



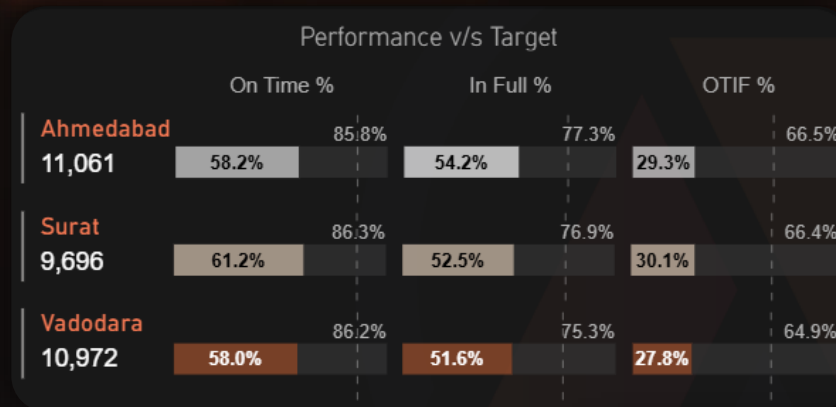
There was **NOT** a Single Day when we actually managed to hit any target, which is extremely disappointing.



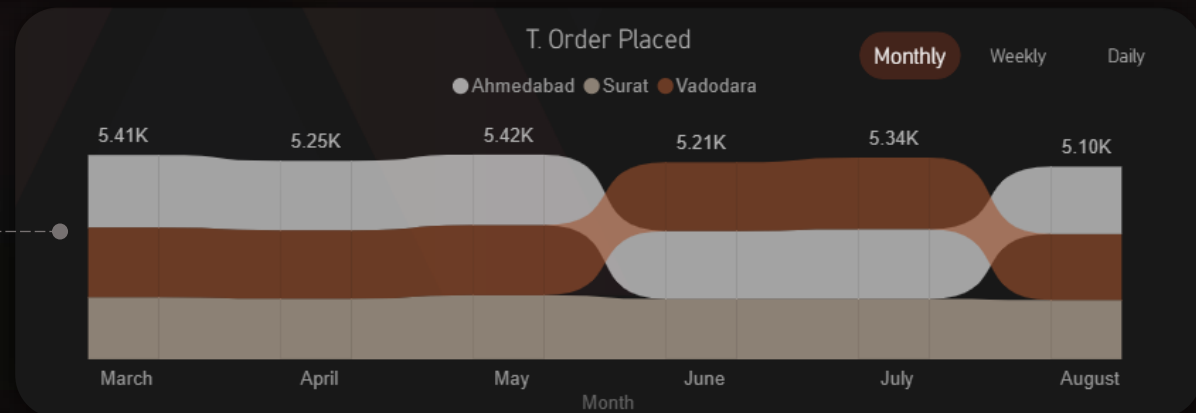
## City Level – Performance

Failures are not isolated...

**Systemic Failure** in ALL Cities across ALL KPIs.



Ahmedabad & Vadodra are constantly the **most order driven** cities.



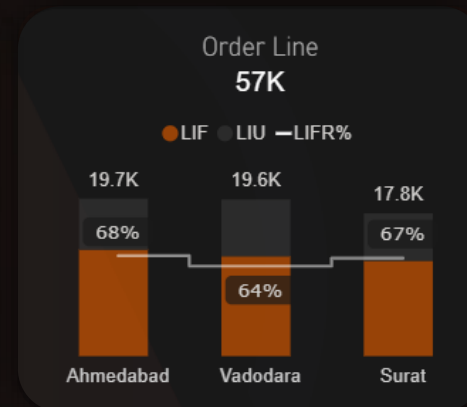
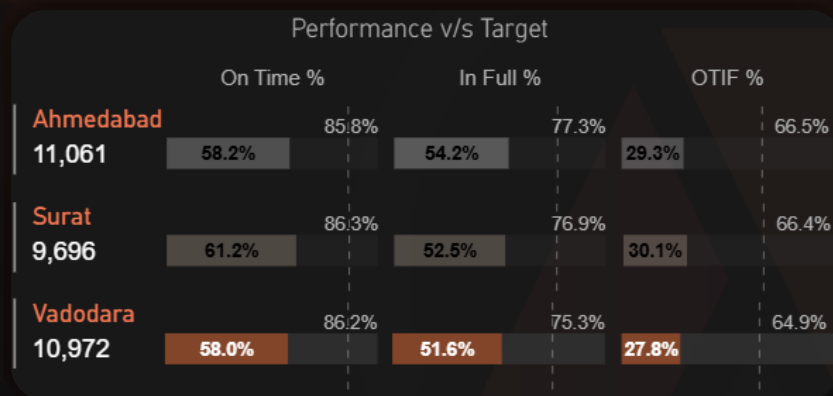


## City Level – Performance

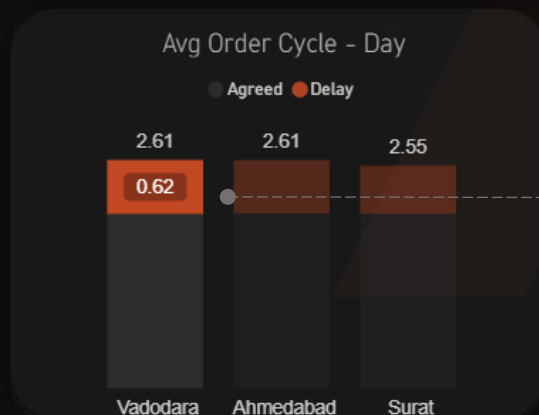
Vadodra has the **Lowest** Service KPI Performance

Though other cities aren't doing that good either.

Lowest  
OT% | 58%  
IF% | 52%  
OTIF% | 28%



**Lowest**  
Order line fulfilment | 64%



**Highest Delays** | 0.62



## City Level – Performance

In Vadodra,

Top 3 Key Customer had the least **On Time** Service of around **29%**.

- Coolblue - Acclaimed Stores - Lotus Mart

KPIs Performance - Compared to Target

Customers	Order %	OT %	IF %	OTIF %	VOFR %	LIFR %
⊕ Coolblue	11.10%	28.65%	22.25%	7.14%	92.83%	29.19%
⊕ Acclaimed Stores	10.85%	29.08%	66.97%	19.92%	97.37%	73.51%
⊕ Lotus Mart	10.65%	27.83%	67.29%	19.69%	97.27%	74.05%
⊕ Info Stores	7.67%	71.14%	62.59%	41.33%	97.59%	76.23%
⊕ Expert Mart	7.63%	72.04%	60.45%	39.90%	97.45%	75.44%
⊕ Rel Fresh	7.56%	71.33%	58.43%	36.99%	97.39%	74.14%
⊕ Sorefoz Mart	7.56%	73.70%	60.80%	41.13%	97.69%	75.88%
⊕ Expression Stores	7.47%	70.49%	63.54%	41.59%	97.70%	77.36%
⊕ Viveks Stores	7.46%	70.21%	60.32%	39.32%	97.63%	75.27%
⊕ Vijay Stores	7.43%	74.97%	17.91%	10.55%	93.05%	29.89%
⊕ Elite Mart	7.41%	72.20%	16.61%	9.72%	92.92%	29.74%
⊕ Propel Mart	7.21%	74.08%	61.31%	42.48%	97.71%	76.03%

**Least In Full%** for...

- Coolblue | 22%
- Vijay Stores | 18%
- Elite Mart | 17%



## City Level – Performance

In Ahmedabad,

Only around **29% On Time** deliveries were made for all 3 Key customers.

- Coolblue - Acclaimed Stores - Lotus Mart

KPIs Performance - Compared to Target						
Customers	Order %	OT %	IF %	OTIF %	VOFR %	LIFR %
⊕ Coolblue	11.02%	29.61%	67.19%	20.34%	97.39%	74.02%
⊕ Acclaimed Stores	10.79%	29.40%	66.08%	19.10%	97.28%	73.01%
⊕ Lotus Mart	10.66%	28.33%	23.83%	7.97%	93.22%	30.77%
⊕ Atlas Stores	7.66%	71.31%	59.98%	39.32%	97.54%	75.26%
⊕ Rel Fresh	7.62%	73.07%	60.62%	40.33%	97.37%	74.73%
⊕ Logic Stores	7.56%	71.17%	60.77%	39.59%	97.58%	74.68%
⊕ Sorefoz Mart	7.52%	71.63%	17.67%	10.70%	92.99%	30.87%
⊕ Vijay Stores	7.52%	69.83%	58.29%	35.94%	97.29%	73.70%
⊕ Elite Mart	7.45%	72.69%	58.98%	38.83%	97.63%	75.72%
⊕ Propel Mart	7.44%	74.00%	59.17%	40.70%	97.76%	75.80%
⊕ Expert Mart	7.41%	73.05%	59.15%	38.29%	97.42%	75.52%
⊕ Chiptec Stores	7.34%	72.41%	60.22%	38.55%	97.61%	75.64%

Noticeably **less In Full%** for...

- Lotus Mart | 24%

- Sorefoz Mart | 18%



## City Level – Performance

In Surat too,

Both Key Customer had around **29% On Time** delivery rate.

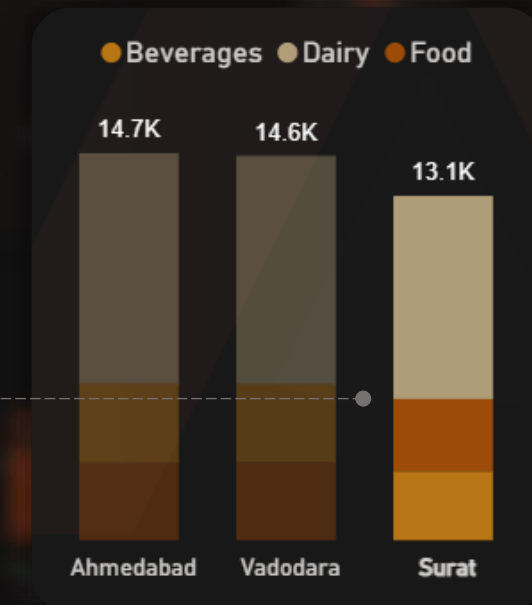
- Lotus Mart - Acclaimed Stores

KPIs Performance - Compared to Target						
Customers	Order %	OT %	IF %	OTIF %	VOFR %	LIFR %
Lotus Mart	12.41%	28.18%	68.74%	21.28%	97.44%	74.83%
Acclaimed Stores	11.61%	29.84%	22.38%	6.93%	92.77%	29.37%
Expression Stores	8.68%	69.36%	58.19%	35.27%	97.38%	73.27%
Logic Stores	8.66%	70.48%	59.52%	37.98%	97.32%	74.11%
Chiptec Stores	8.56%	70.84%	60.48%	38.92%	97.56%	75.58%
Info Stores	8.53%	70.74%	19.35%	9.43%	92.84%	30.06%
Vijay Stores	8.47%	72.59%	58.34%	38.12%	97.34%	74.42%
Viveks Stores	8.40%	71.01%	59.83%	39.56%	97.50%	74.84%
Propel Mart	8.35%	72.84%	58.77%	39.63%	97.65%	75.05%
Atlas Stores	8.24%	72.34%	59.57%	39.80%	97.61%	75.69%
Rel Fresh	8.09%	72.58%	56.89%	37.12%	97.52%	74.74%

Least IF% & OTIF % for...

- Acclaimed Stores | 22% OT
- Info Stores | 19% OT

We received **less orders** from Surat compared to other cities, reason being having one less customer.







## Customer Level – Performance Snapshot

35 Customers  
31.73K Orders  
173 Orders per day  
47.22% Incomplete  
40.97% Delay

We are **NOT** performing well enough for ANY Customer!

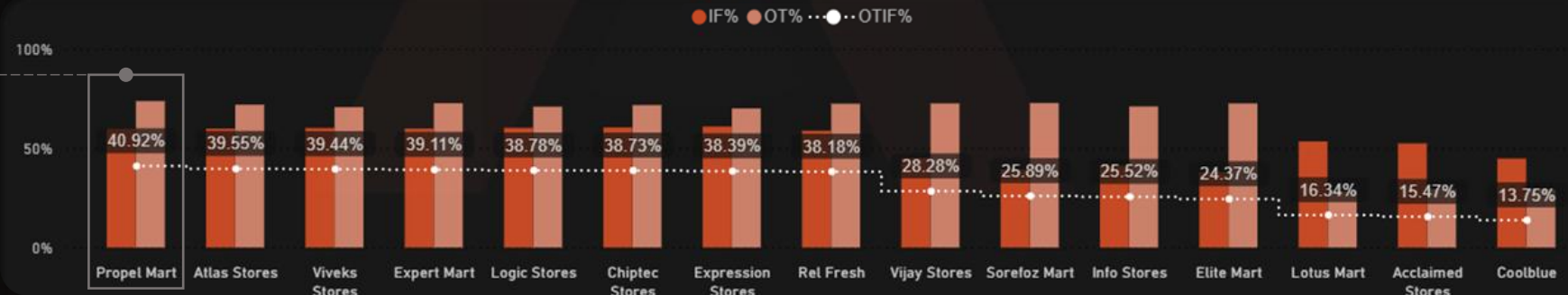
KPIs Performance - Compared to Target

Customers	Order %	OT %	IF %	OTIF %	VOFR %	LIFR %
Lotus Mart	11.19%	28.11%	53.35%	16.34%	96.01%	60.08%
Acclaimed Stores	11.06%	29.43%	52.36%	15.47%	95.85%	58.93%
Vijay Stores	7.78%	72.45%	44.98%	28.28%	95.87%	59.23%
Rel Fresh	7.74%	72.32%	58.69%	38.18%	97.43%	74.54%
Coolblue	7.68%	29.13%	44.73%	13.75%	95.08%	51.53%
Propel Mart	7.64%	73.64%	59.74%	40.92%	97.70%	75.62%
Logic Stores	5.28%	70.82%	60.14%	38.78%	97.45%	74.39%
Info Stores	5.26%	70.94%	41.16%	25.52%	95.24%	53.05%
Expression Stores	5.24%	69.92%	60.83%	38.39%	97.54%	75.28%
Sorefoz Mart	5.23%	72.67%	39.19%	25.89%	95.33%	53.40%
Expert Mart	5.22%	72.54%	59.81%	39.11%	97.44%	75.48%
Atlas Stores	5.19%	71.81%	59.78%	39.55%	97.58%	75.48%
Chiptec Stores	5.18%	71.62%	60.35%	38.73%	97.58%	75.61%

Propel Mart had the best performance with around **41% OTIF** deliveries.

OT & IF Correlation by Customer

There is NO correlation (0.07) between OT% & IF% across customers.





## Customer Level – Performance

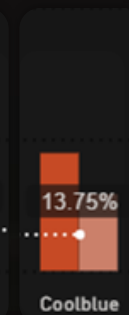
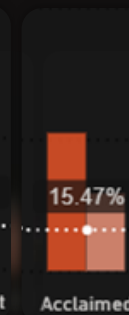
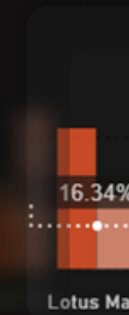
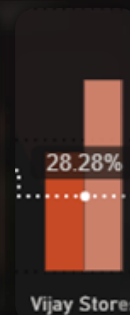
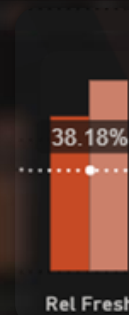
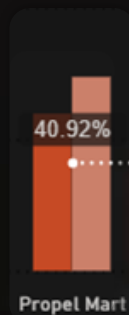
Top 6 Key Customers contribute more than 50% of Total Orders.

Service failures –  
Highest business continuity risk.

KPIs Performance - Compared to Target

Customers	Order %	OT %	IF %	OTIF %	VOFR %	LIFR %
[+] Lotus Mart	11.19%	28.11%	53.35%	16.34%	96.01%	60.08%
[+] Acclaimed Stores	11.06%	29.43%	52.36%	15.47%	95.85%	58.93%
[+] Vijay Stores	7.78%	72.45%	44.98%	28.28%	95.87%	59.23%
[+] Rel Fresh	7.74%	72.32%	58.69%	38.18%	97.43%	74.54%
[+] Coolblue	7.68%	29.13%	44.73%	13.75%	95.08%	51.53%
[+] Propel Mart	7.64%	73.64%	59.74%	40.92%	97.70%	75.62%

● IF% ● OT% ● OTIF%





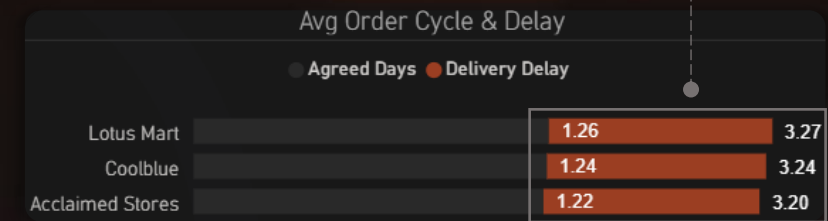
## Customer Level – Performance

### Worst performance at...

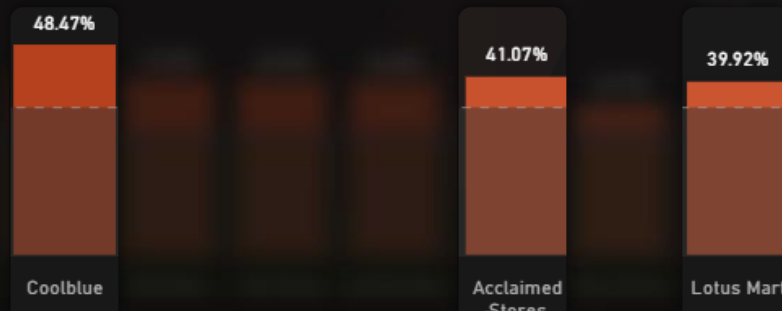
- Lotus Mart
- Acclaimed Stores
- Coolblue

Customers	Order %	OT %	IF %	OTIF %	VOFR %	LIFR %
Lotus Mart	11.19%	28.11%	53.35%	16.34%	96.01%	60.08%
Acclaimed Stores	11.06%	29.43%	52.36%	15.47%	95.85%	58.93%
Coolblue	7.68%	29.13%	44.73%	13.75%	95.08%	51.53%

### Significantly High Delivery Delay



### High Order Line Unfulfillment %





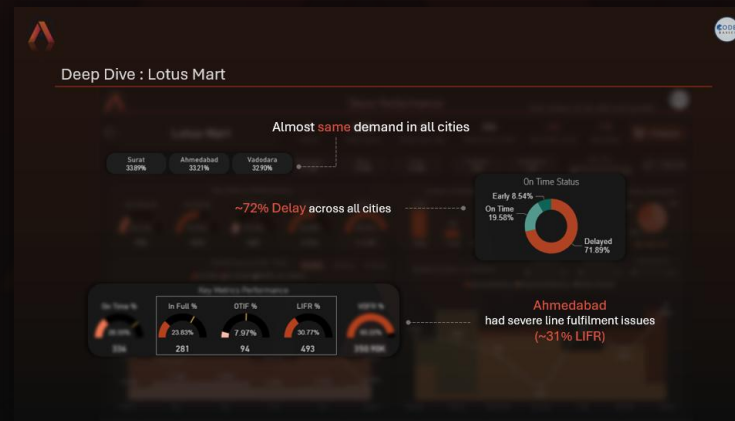
# Most Critical Customers

Take a closer look at these **3 most critical customer** accounts to understand where these service failures are most severe and what's driving them.

## Coolblue



## Lotus Mart



## Acclaimed Stores



Product Level Performance :





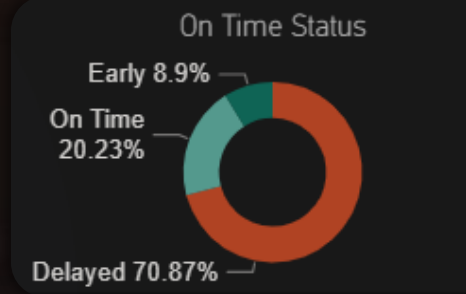
## Deep Dive : Coolblue

Similar Demand in Ahmedabad & Vadodara. ~50% each.

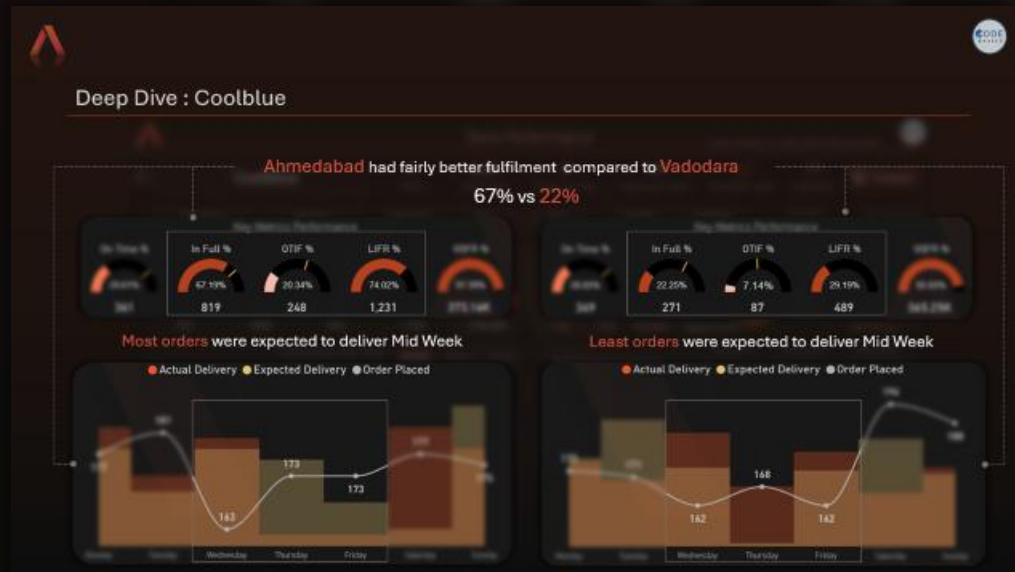
Ahmedabad  
50.02%

Vadodara  
49.98%

~70% Delay in Both Stores.



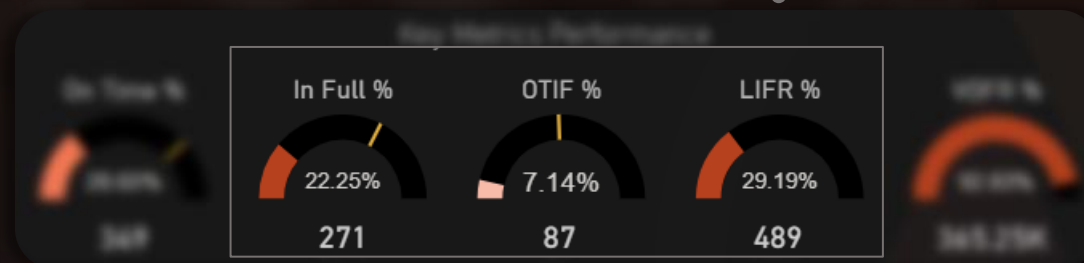
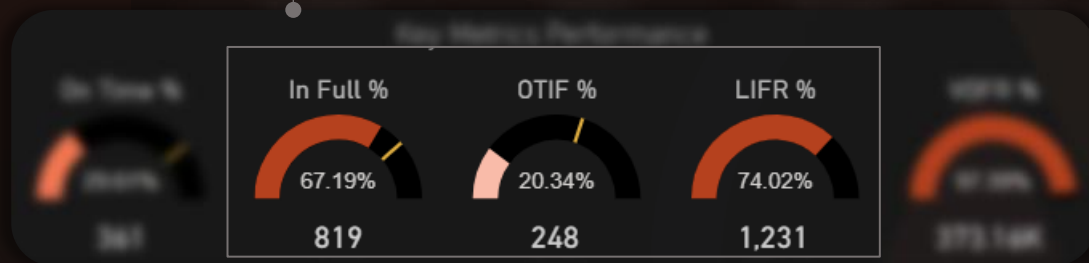
Investigating Performance for  
Ahmedabad vs Vadodara





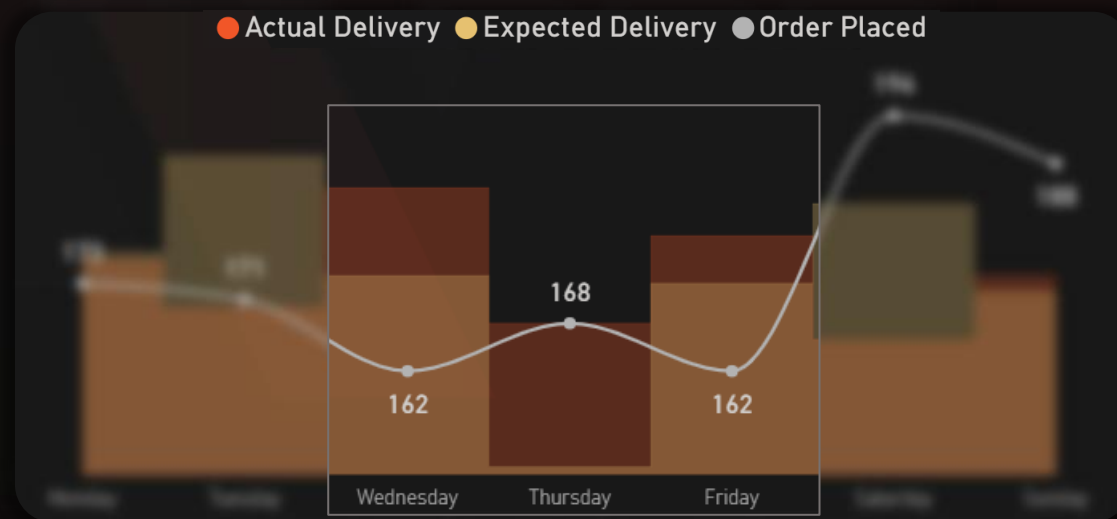
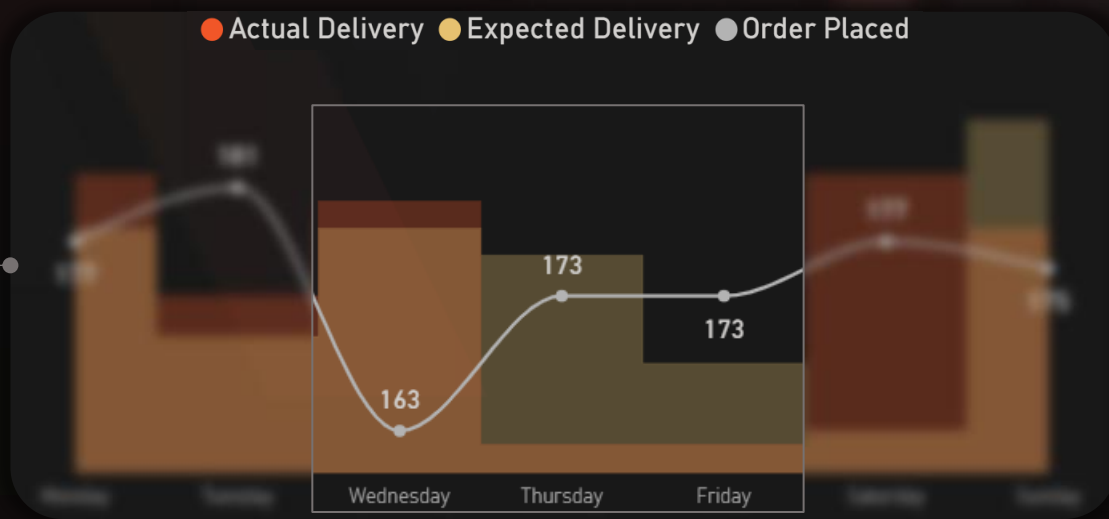
## Deep Dive : Coolblue

Ahmedabad had fairly better fulfilment compared to Vadodara  
67% vs 22%



Most orders were expected to deliver Mid Week

Least orders were expected to deliver Mid Week





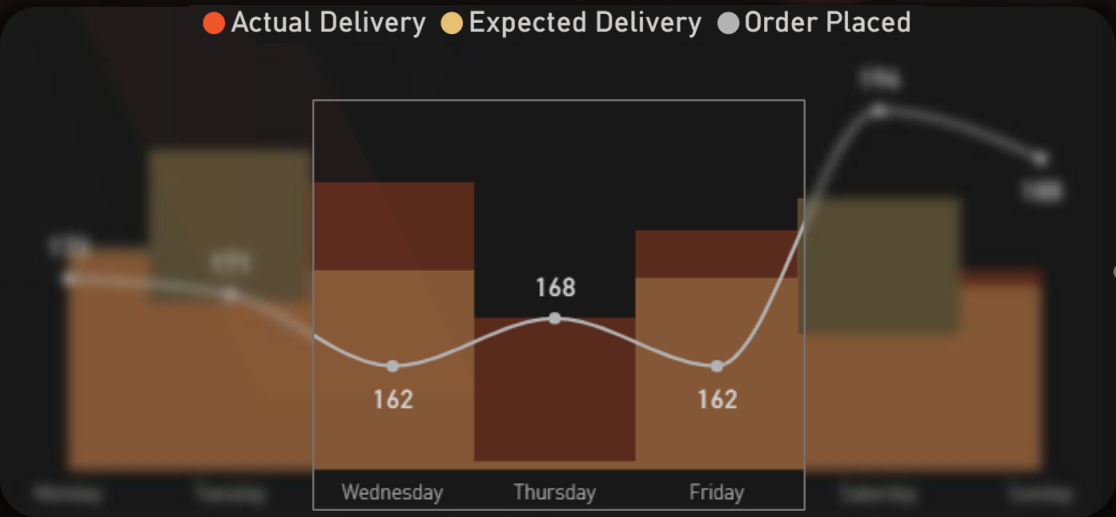


# Deep Dive : Coolblue / Vadodara

Continuous **failure** for Coolblue Vadodara



**Least orders** were expected to deliver Mid Week



Investigating Interesting **Product Level Insights**

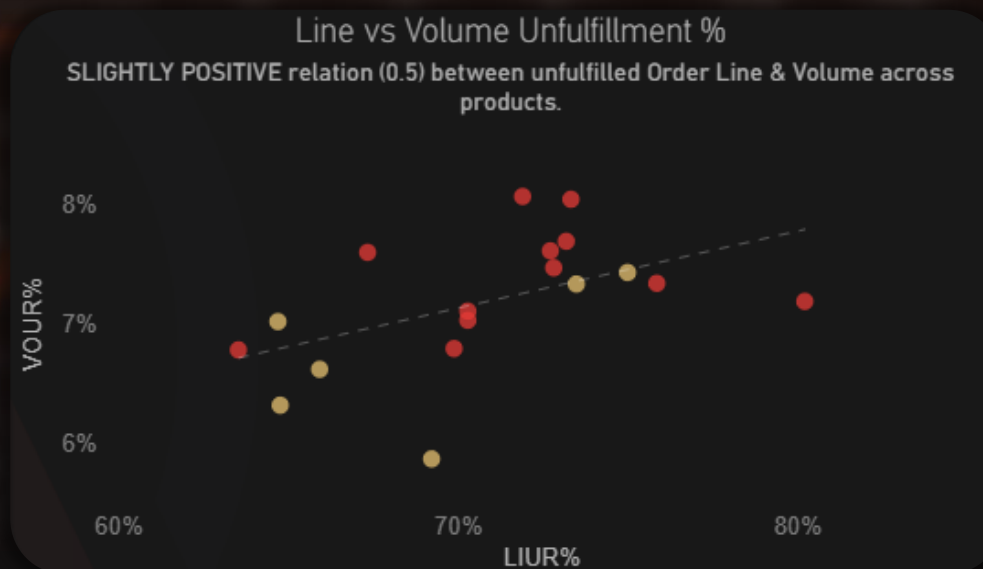




## Deep Dive : Coolblue / Vadodara / Product Level Insights

**12 out of 18** products are in **Bottom 10%** order line fulfillment compared to other customers in Vadodara.

AM Milk 500 in particular has the **least LIFR%** despite being the **Top 3<sup>rd</sup>** most demanding product



Product Name	Demand Rank	Avg. Order Volume	Basket Penetration	Total Volume Share	Line Fill Rate	Volume Fill Rate	Avg. Del. Shortfall	On Time %
AM Milk 250	1	373	8.29%	9.98%	29.70%	92.90%	28	20.79%
AM Milk 100	2	401	7.64%	9.41%	30.11%	93.21%	27	26.88%
AM Milk 500	3	403	7.47%	9.30%	19.78%	92.82%	29	25.27%





## Deep Dive : Lotus Mart

Almost **same** demand in all cities

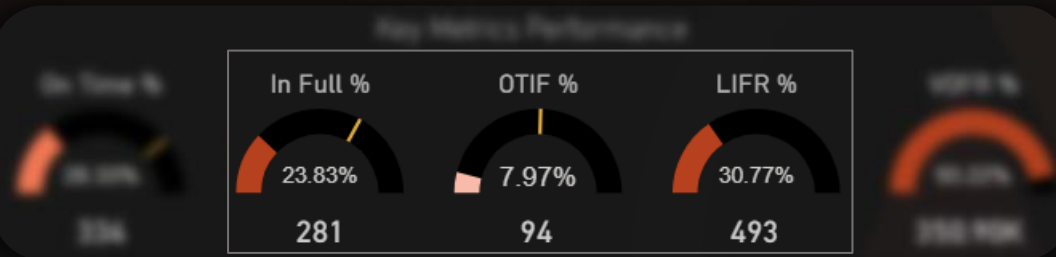
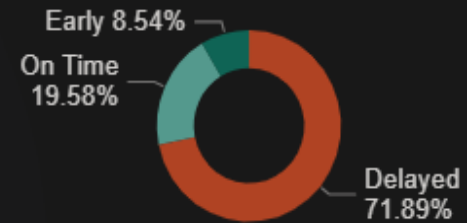
Surat  
33.89%

Ahmedabad  
33.21%

Vadodara  
32.90%

**~72% Delay** across all cities

On Time Status

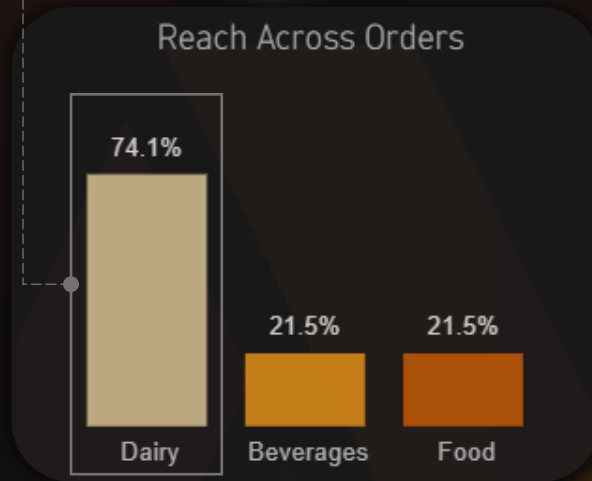


**Ahmedabad**  
had severe line fulfilment issues  
(**~31% LIFR**)

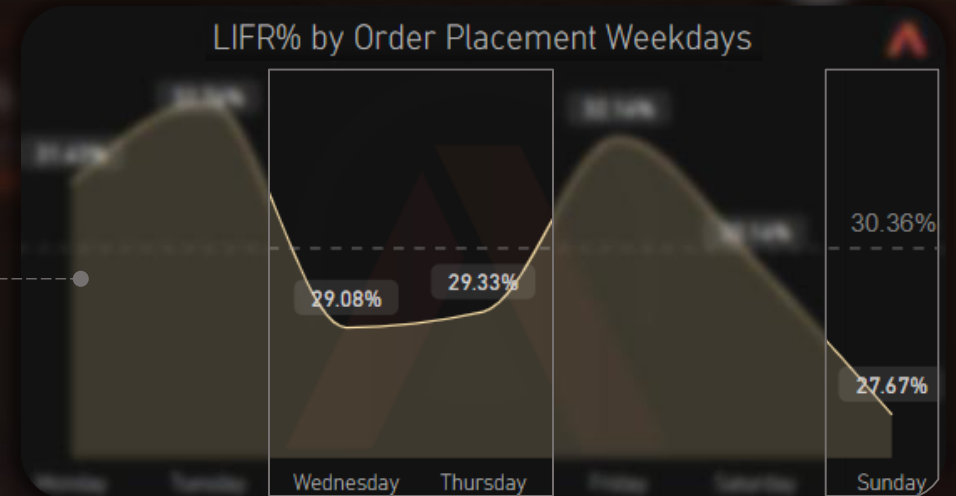


## Deep Dive : Lotus Mart / Ahmedabad / Product Level Insights

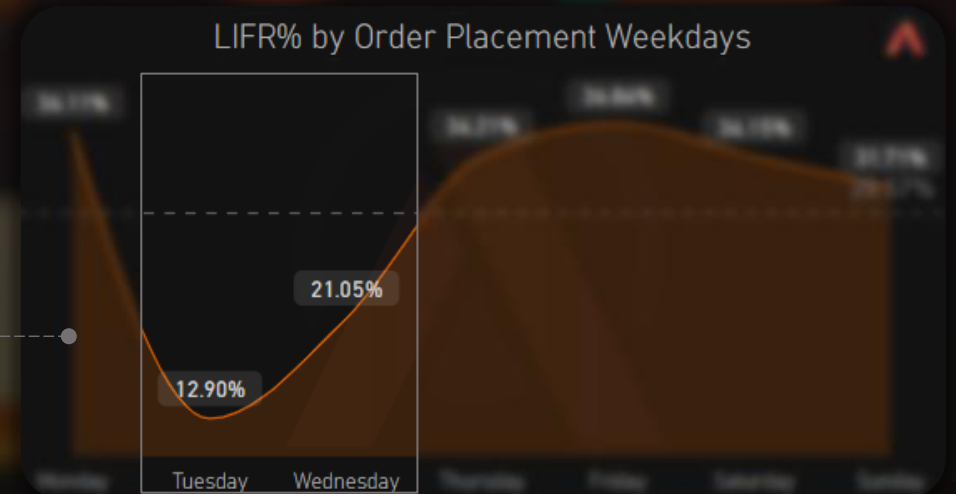
74% orders included Dairy products.



Dairy fulfilment drops for orders placed on Wed-Thu-Sun



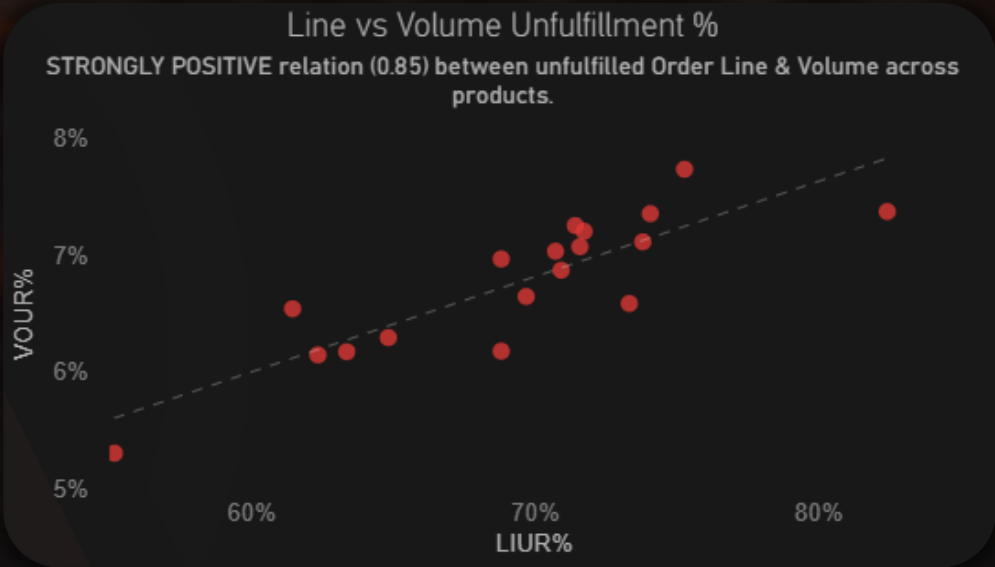
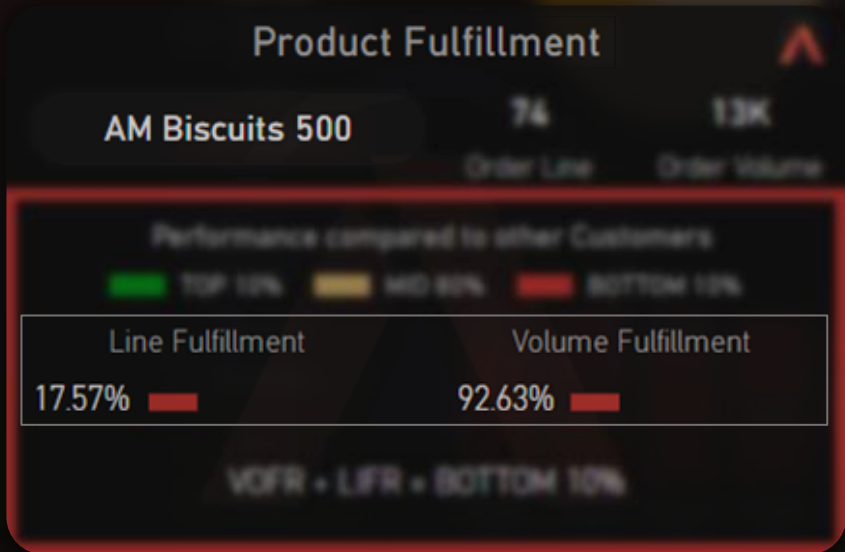
Food category fulfilment collapse sharply on Tuesdays





# Deep Dive : Lotus Mart / Ahmedabad / Product Level Insights

**ALL** products are in **Bottom 10%** order line fulfillment compared to other customers in Ahmedabad.



AM Biscuits 500 being the worse  
@ **18%** Line Fulfilment

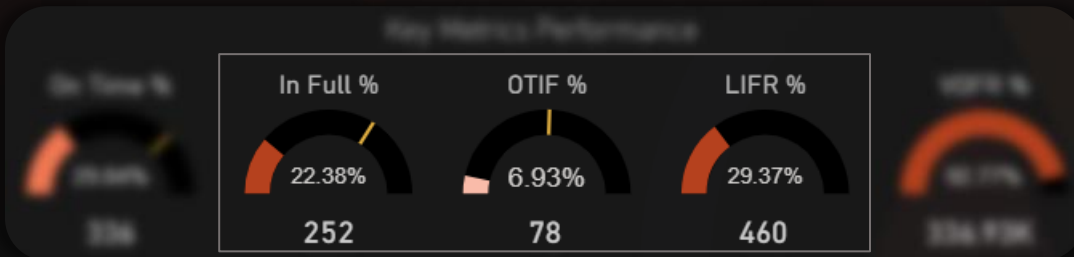
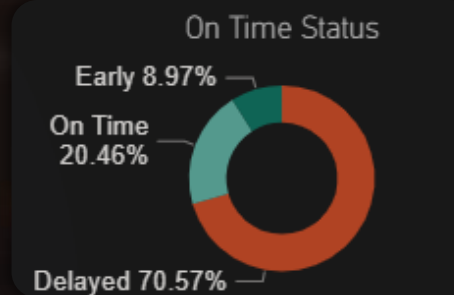


## Deep Dive : Acclaimed Stores

Received **less** orders from Surat compared to Ahmedabad & Vadodara.

Ahmedabad 34.02%  
Vadodara 33.90%  
Surat 32.08%

~71% Delay across all cities

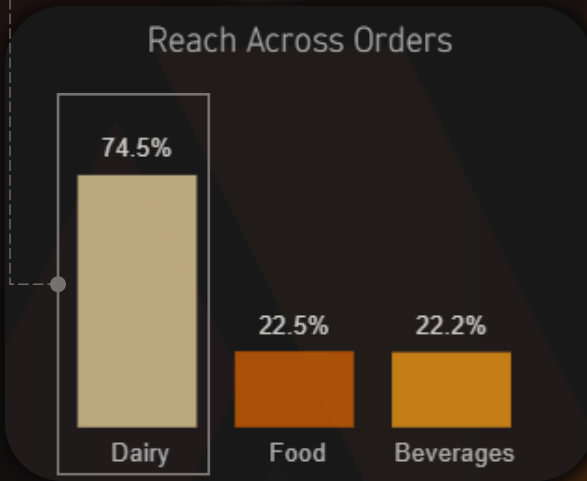


**Surat**  
has the lowest fulfilment  
(~29% LIFR)



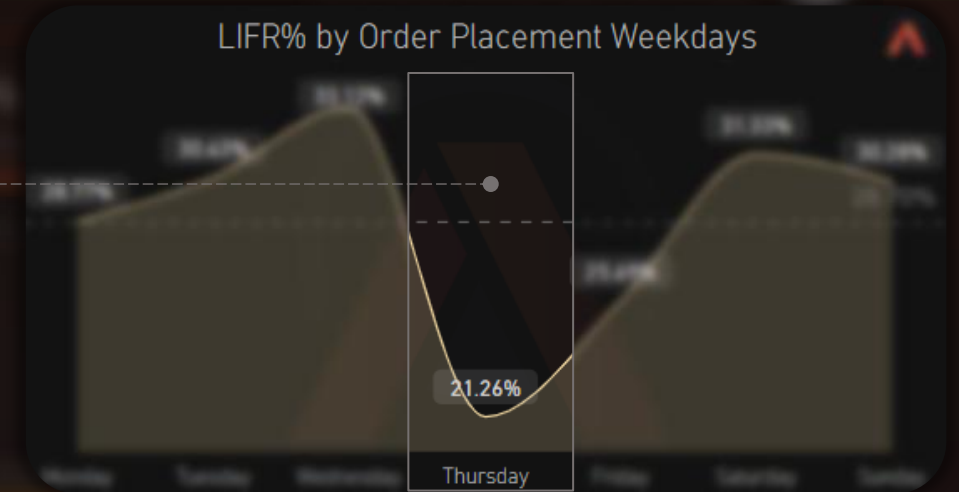
## Deep Dive : Acclaimed Stores / Surat / Product Level Insights

74% orders included Dairy products.



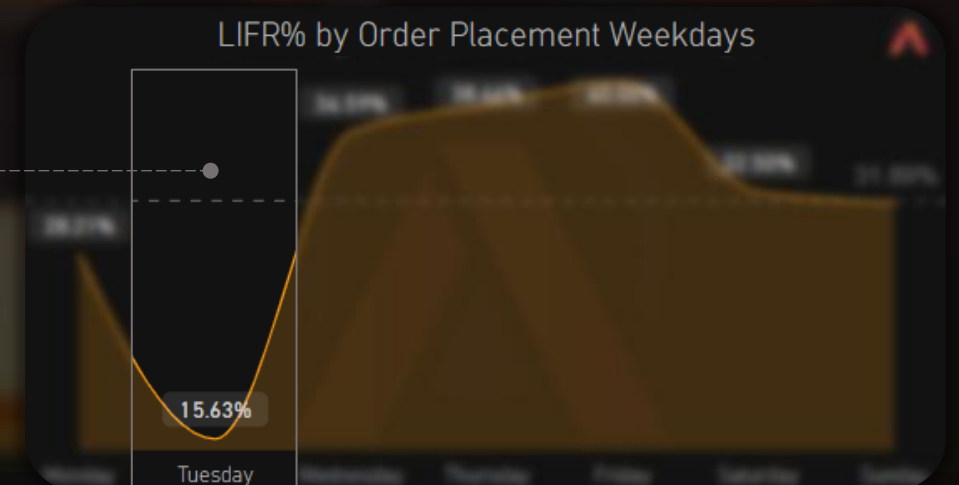
Dairy fulfilment drops for orders placed on Thursdays

! 0% LIFR for AM Milk 100  
(Demand rank 2 out of 18)



Beverage category fulfilment collapse sharply on Tuesdays

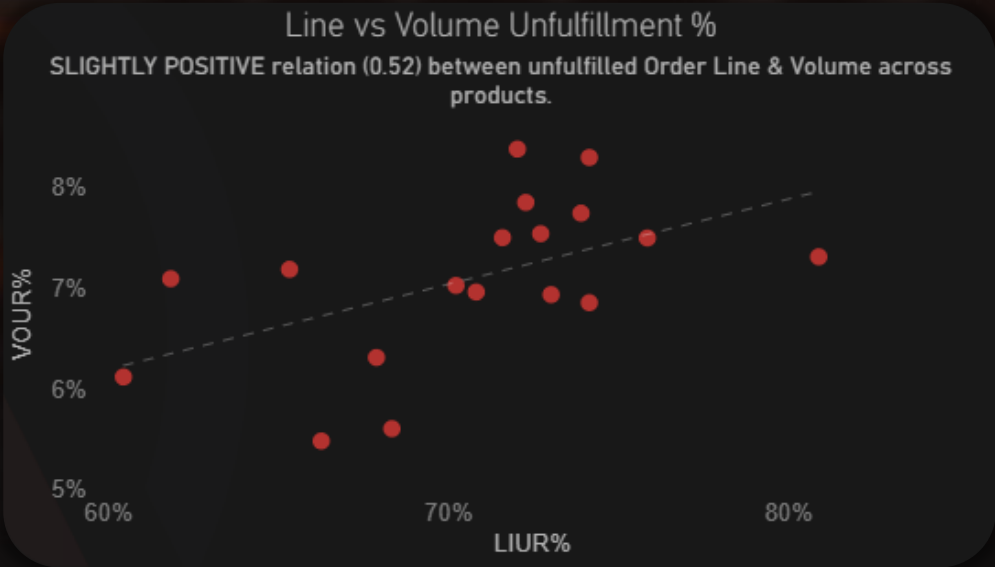
! 0% LIFR for AM Tea 100  
(Demand rank 15 out of 18)





# Deep Dive : Acclaimed Stores / Surat / Product Level Insights

**ALL** products are in **Bottom 10%** order line fulfillment compared to other customers in Surat.



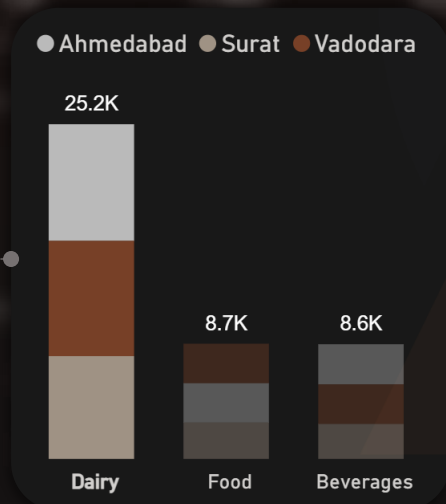
AM Curd 100 being the worse  
@ **19%** Line Fulfillment



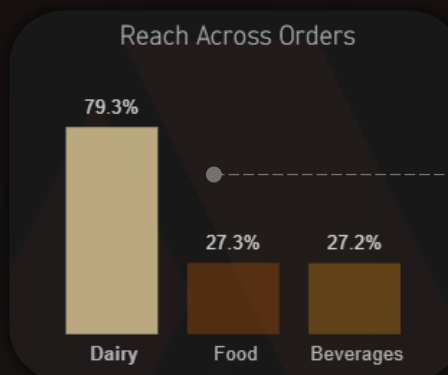
## Product Level - Performance

### Dairy Dominates!!

1.5x more orders than Food & Beverage combined

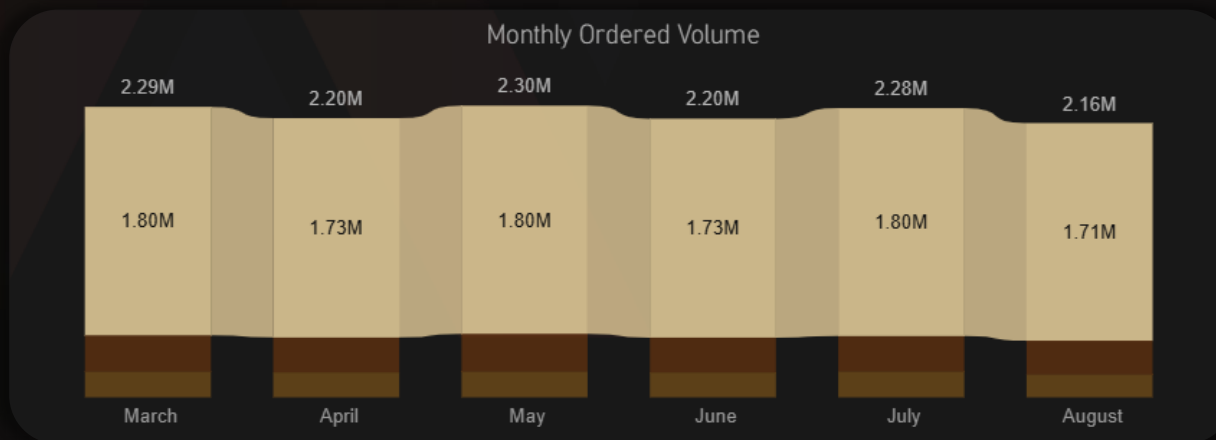
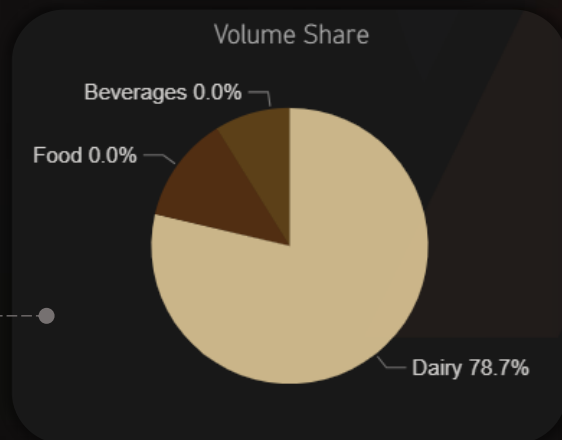


Included in every 4 out of 5 orders



1.7 - 1.8 Million units per Month

79% of  
all order volume







## Product Level - Performance

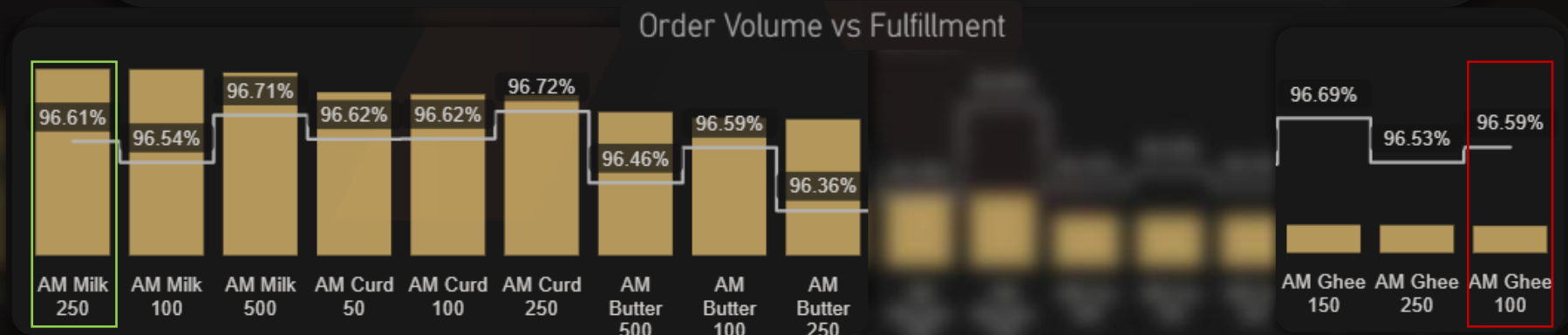
Milk, Curd & Butter consistently top the demand list

No. 1 Demand  
AM Milk 250

Product Name	Demand Rank	Avg. Order Volume
AM Milk 250	1	400
AM Milk 100	2	402
AM Milk 500	3	399
AM Curd 50	4	351
AM Curd 100	5	348
AM Curd 250	6	352
AM Butter 500	7	302
AM Butter 100	8	298
AM Butter 250	9	298
AM Ghee 150	16	61
AM Ghee 250	17	60
AM Ghee 100	18	60

Ghee products are **least** in demand

AM Ghee 100  
at **Bottom**







## Product Level - Performance

Growth Potential –  
AM Butter 500 has  
**high** penetration but  
**lower** order quantity.

Needs a bit of push in  
Order Quantity

Product Name	Demand Rank	Avg. Order Volume	Basket Penetration	Total Volume Share	Line Fill Rate	Volume Fill Rate	Avg. Del. Shortfall	On Time %
AM Milk 250	1	400						
AM Milk 100	2	402						
AM Milk 500	3	399						
AM Curd 50	4	351						
AM Curd 100	5	348						
AM Curd 250	6	352						
AM Butter 500	7	302	10.31%	7.32%	65.19%	96.46%	11	70.39%
AM Butter 100	8	298						
AM Butter 250	9	298						



# Product Level - Performance



Not a single product is performing well, especially high demand products face persistent fulfilment gaps.

LIFR% didn't go beyond 68% which is clearly way below acceptable limit.

Products Demand & Supply Details								
Product Name	Demand Rank	Avg. Order Volume	Basket Penetration	Total Volume Share	Line Fill Rate	Volume Fill Rate	Avg. Del. Shortfall	On Time %
AM Milk 250	1	400	10.08%	9.53%	65.91%	96.61%	14	70.79%
AM Milk 100	2	402	10.03%	9.50%	65.55%	96.54%	14	71.83%
AM Milk 500	3	399	9.89%	9.34%	67.51%	96.71%	13	71.33%
AM Curd 50	4	351	10.04%	8.34%	65.55%	96.62%	12	71.38%
AM Curd 100	5	348	10.01%	8.23%	66.73%	96.62%	12	71.29%
AM Curd 250	6	352	9.89%	8.19%	67.05%	96.72%	11	71.06%
AM Butter 500	7	302	10.31%	7.32%	65.19%	96.46%	11	70.39%
AM Butter 100	8	298	9.99%	7.03%	66.66%	96.59%	10	70.82%
AM Butter 250	9	298	9.85%	6.95%	63.52%	96.36%	11	71.33%
AM Biscuits 250	10	178	10.04%	4.20%	65.16%	96.58%	6	71.72%
AM Biscuits 500	11	174	10.07%	4.16%	66.10%	96.49%	6	72.02%
AM Biscuits 750	12	178	9.95%	4.15%	68.05%	96.85%	6	72.48%
AM Tea 500	13	125	10.03%	2.95%	66.14%	96.52%	4	71.45%
AM Tea 100	14	126	9.88%	2.94%	65.32%	96.59%	4	71.63%
AM Tea 250	15	124	9.91%	2.92%	65.16%	96.52%	4	71.11%
AM Ghee 150	16	61	10.11%	1.44%	66.72%	96.69%	2	69.87%
AM Ghee 250	17	60	10.09%	1.43%	65.25%	96.53%	2	69.59%
AM Ghee 100	18	60	9.76%	1.39%	65.75%	96.59%	2	70.05%



## Conclusion

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So yeah... turns out we are dropping the ball everywhere and our customers are feeling it. Orders are coming, but we're nowhere close to delivering them well.

If I have to sum it up in one line...

"Our service execution needs a **serious reality check**."



## Urgent Recommendations

- **Improve scheduling**, mid-week execution, and dispatch planning to raise OT% across all cities.
- Build SKU-level **safety stock buffers**, especially for high-demand dairy SKUs.
- Focus **service recovery** efforts on the top 6 customers that contribute over 50% of total order volume.
- **Reallocate stock and capacity** based on city demand concentration and customer - SKU consumption patterns.
- **Track OT%, IF% & OTIF% daily**, with rapid root-cause actions when thresholds fall below targets.

Major priority based **direct actions** for  
Most critical customers

**Prioritised Actions**

**VADODARA**

**For Delivery Delays:**

- Optimise forecasting...
- At Coolblue, especially for orders placed on the weekends.
- At Acclaimed Stores, especially for orders expected on weekends
- At Lotus Mart, especially for orders expected on weekdays.

**For Fulfilment Issues:**

- Optimise order line...
- At Coolblue, for all products, especially AM MILK 500.
- At Vijay Store, especially dairy products ordered on Mon, Tue, Wed & Sun.
- At Elite Mart, especially dairy & beverage orders placed on Sundays.



## Prioritised Actions

### VADODARA



#### For Delivery Delays:

Optimise forecasting...

- At Coolblue, especially for orders **placed** on the weekends.
- At Acclaimed Stores, especially for orders **expected** on weekends
- At Lotus Mart, especially for orders **expected** on weekdays.



#### For Fulfilment Issues:

Optimise order line...

- At Coolblue, for all products, especially **AM MILK 500**.
- At Vijay Store, especially dairy products ordered on Mon, Tue, Wed & Sun.
- At Elite Mart, especially dairy & beverage orders placed on Sundays.



## Prioritised Actions

### Ahmedabad



#### For Delivery Delays:

##### Optimise forecasting...

- At Coolblue, especially for orders **expected** in mid week.
- At Acclaimed Stores, especially for orders **expected** on weekends
- At Lotus Mart, especially for orders **expected** from Monday to Fridays.



#### For Fulfilment Issues:

##### Optimise order line...

- At Lotus Mart, for **dairy** products ordered on Wed, Thu & Sundays. Food on Tuesdays, especially **AM Biscuits 500**.
- At Sorefoz Mart, especially **dairy** products ordered on weekends.



## Prioritised Actions

### Surat



#### For Delivery Delays:

Optimise forecasting...

- At Lotus Mart for all days.
- At Acclaimed Stores, for all days, but majorly for order **expected** on Thursdays.



#### For Fulfilment Issues:

Optimise order line...

- At Acclaimed Stores, for **dairy** products especially AM Milk 100 ordered on Thursdays. Beverage on Tuesdays, especially **AM Curd 100**.
- At Info Stores, especially for **dairy** products.



"To move forward confidently, we must fix our delivery execution, restore fulfillment reliability, and rebuild customer trust."



