Inventory Operations Enhancement

- From Problem Diagnosis to Scalable Execution

Presented by: Nitin Kunigal

Agenda

- Problem Statement and Strategic Context
- How Data Analysis Informed the Business Analysis
- Current-State Insights & Data-Indicated Root Causes
- Solution Strategy
- Estimated Benefits & Expected Outcomes
- Why This Is a Realistic SMB Project

Problem Statement & Strategic Context

Misalignment between physical inventory movements and system updates:

- Delayed or inconsistent inventory synchronization
- SKU-level Stock Imbalance, overselling SKUs, and pick-time shortages
- Reactive replenishment behavior
- Excessive supervisor intervention

How Data Analysis Informed the Business Analysis

Data Analysis provided Diagnostic Evidence for:

- Inventory accuracy risk through overselling SKUs and delayed adjustments
- Demand volatility using ABC–XYZ to expose high-risk SKUs
- Uneven inventory distribution via coverage vs demand analysis
- Warehouse workload imbalance across fulfillment centers
- Supplier reliability as inbound risk context, not a system failure

Executive Inventory Snapshot (Category Context)

Inventory value is concentrated in slow-moving categories, suppressing overall turnover while masking stockout risk in faster-moving categories

Category	Inventory Turnover	Total Inventory Value	% SKUs Below ROP	% SKUs Oversold
Dairy	11.9	$82.9K	35.42%	
Frozen	11.5	$111.7K	25.58%	
Fresh Produce	11.5	$67.7K	24.55%	4.55%
Bakery	9.3	$76.0K	23.19%	5.80%
Beverages	3.0	$249.7K	22.50%	15.83%
Meat	10.1	$171.7K	14.94%	
Seafood	15.1	$115.3K	13.64%	
Pantry	2.6	$261.6K	9.49%	0.73%
Personal Care	4.0	$263.5K	7.14%	
Household	3.0	$179.4K	2.91%	

Category	<=30 days	<=7 days	<=90 days	>90 days
Personal Care				$263,468.8
Beverages	$7,528.2	$2,074.5	$17,997.0	$219,141.8
Pantry	$1,186.0	$658.6	$23,218.7	$220,398.0
Household				$179,378.7
Frozen	$6,886.9	$1,596.8	$29,851.2	$69,195.7
Bakery				$26,828.1
Meat	$1,404.4	$18,170.2		
Fresh Produce				$14,436.3
Seafood		$3,659.6		
Dairy	$1,030.7	$620.0		

Key Observations

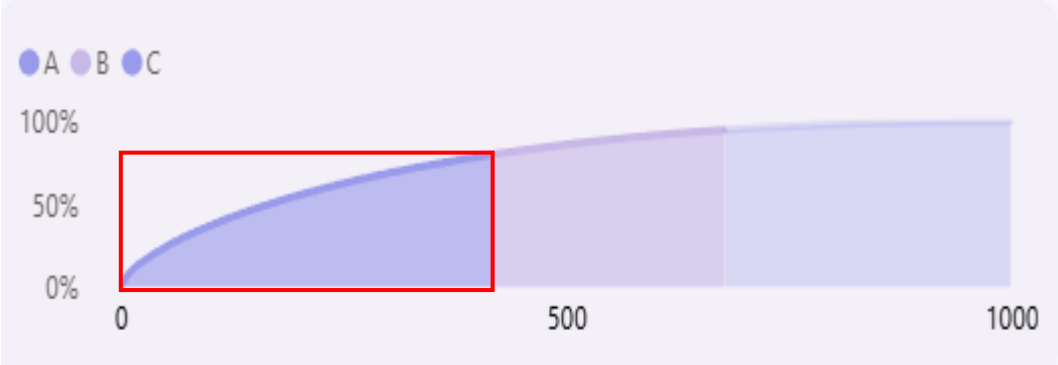
- Over 60% of inventory value is tied to long-expiry stock
- Slow-moving categories hold disproportionate inventory value and exhibit very low turnover, inflating Days of Inventory
- Perishables operate under tighter buffers.

Data-Indicated Root Causes

- MOQ (Minimum Order Quantity)-driven procurement
- Uniform replenishment logic applied across categories with vastly different shelf lives and demand velocity.

Demand Volatility, Revenue Concentration, & SKU Risk (ABC–XYZ)

High-value, volatile SKUs dominate both revenue and workload, concentrating execution risk where failures hurt most



ABC	X	Y	Z
A	$250.01K	$3,494.29K	$795.09K
B	$219.00K	$434.32K	$197.11K
C		$230.58K	$54.43K

ABC	X	Y	Z
A	2.37K	45.80K	11.59K
B	8.32K	17.50K	6.66K
C		25.99K	4.56K

Key Observations

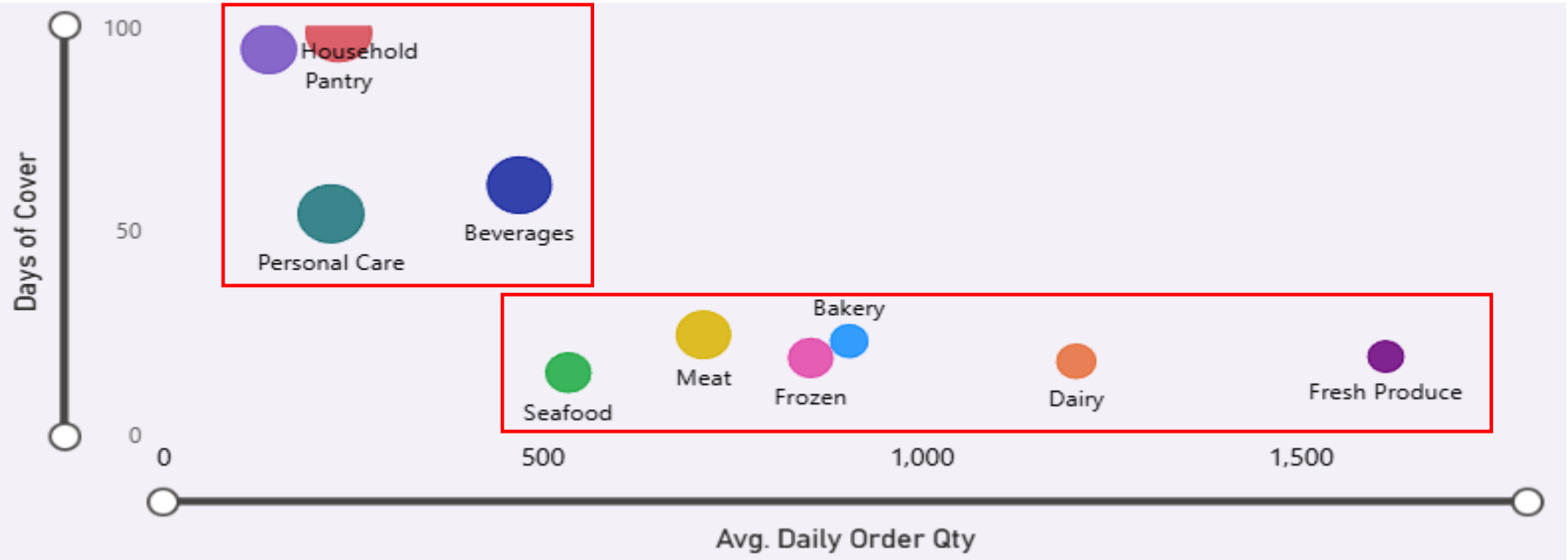
- Revenue concentrated across a large A-class SKU base
- A/Y and A/Z SKUs dominate both revenue and workload
- High volatility + high value creates execution risk (stockouts and overselling)
- C/X empty → low-value products rarely have stable demand, typical for e-grocery.

Data-Indicated Root Causes

- ABC–XYZ classification not operationalized
- No differentiated safeguards for high-risk SKUs.

Inventory Distribution, Velocity, & Replenishment Risk - 1

Inventory is positioned opposite to consumption patterns, creating simultaneous overstocking and stockouts



Key Observations

- Fast-moving categories have lower coverage.
- Slow movers carry excess stock.
- Coverage is not proportional to demand velocity.
- Stockouts and Overstocking Coexist

Data-Indicated Root Causes

- Purchase quantities driven by supplier constraints.
- Poor backstock-to-pick-zone translation.

Inventory Distribution, Velocity, & Replenishment Risk - 2

Expiry risk is driven by execution discipline gaps, not forecasting or demand

Category	FEFO	FIFO
Bakery	$25.7K	$50.3K
Beverages	$82.3K	$167.4K
Dairy	$48.9K	$34.0K
Fresh Produce	$26.6K	$41.1K
Frozen	$36.8K	$74.9K
Household	$65.6K	$113.8K
Meat	$104.4K	$67.3K
Pantry	$101.8K	$159.8K
Personal Care	$83.0K	$180.4K
Seafood	$62.6K	$52.7K

Key Observations

- Short shelf-life categories show FEFO leakage.
- Expiry risk is execution-driven, not demand-driven.

Data-Indicated Root Cause

- FEFO not enforced operationally

FEFO – First-Expiry, First-Out, FIFO – First-In, First-Out

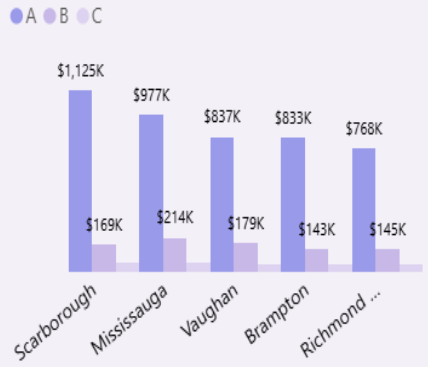
Warehouse Throughput & Network Imbalance

Execution risk is amplified by uneven workload distribution across fulfillment centers

Distribution of Monthly Revenue Across Warehouses

Warehouse	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Scarborough	$154.55K	$272.62K	$130.14K	$167.52K	$280.96K	$229.37K	$121.11K	$151.19K	$135.57K
Mississauga	$145.64K	$286.08K	$230.68K	$149.86K	$215.65K	$170.05K	$62.33K	$203.80K	$178.88K
Vaughan	$101.57K	$199.86K	$206.51K	$232.18K	$138.28K	$111.96K	$86.85K	$162.21K	$87.50K
Brampton	$110.55K	$70.28K	$242.64K	$233.21K	$154.80K	$159.13K	$61.99K	$195.17K	$175.33K
Richmond Hill	$111.99K	$127.96K	$131.48K	$159.54K	$231.29K	$159.29K	$45.35K	$145.58K	$65.25K

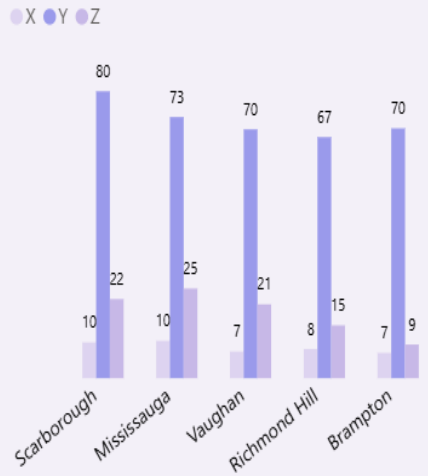
ABC Distribution of Total Revenue



Distribution of Total Orders Across Warehouses & Categories

Warehouse	Bakery	Beverages	Dairy	Fresh Produce	Frozen	Household	Meat	Pantry	Personal Care	Seafood
Scarborough	1.88K	3.70K	2.19K	3.98K	2.86K	1.78K	2.19K	3.54K	3.56K	2.17K
Mississauga	2.12K	3.14K	2.66K	2.74K	2.32K	2.55K	2.58K	2.99K	4.22K	1.60K
Vaughan	1.57K	3.47K	2.30K	2.06K	2.11K	2.81K	2.52K	3.30K	2.61K	1.49K
Richmond Hill	1.70K	2.49K	2.22K	1.93K	2.26K	1.85K	2.83K	2.98K	2.75K	1.39K
Brampton	1.38K	2.18K	2.26K	2.34K	2.13K	2.20K	1.35K	2.67K	1.89K	3.00K

Avg. Daily Orders Demand Distribution



Distribution of Avg. Daily Orders Across Warehouses & Categories

Warehouse	Bakery	Beverages	Dairy	Fresh Produce	Frozen	Household	Meat	Pantry	Personal Care	Seafood
Scarborough	8	15	9	16	12	7	9	14	14	9
Mississauga	9	13	11	11	9	10	10	12	17	6
Vaughan	6	14	9	8	8	11	10	13	11	6
Richmond Hill	7	10	9	8	9	7	11	12	11	6
Brampton	6	9	9	9	9	9	5	11	8	12

Key Observations

- Three FCs contribute over 70% of revenue and order volume, while others remain underutilized.
- Category mix varies significantly by FC, creating uneven operational load.

Data-Indicated Root Causes

- Inventory allocation does not align with geographic demand.
- Inbound scheduling and replenishment rules are FC-agnostic.
- No systematic inventory or workload balancing mechanism across warehouses.

Supplier Reliability as Inbound Risk Exposure - 1

Inbound unpredictability requires execution controls that absorb variability, not assume plan adherence

Supplier	OTD %	Avg. Lead Time	Inv Turnover	Inventory Value
Pure Sip	79.2%	3.9	4.2	$116,204.0
Sunrise Bakes	75.9%	2.9	9.6	$45,130.5
The Golden Crust	74.5%	2.0	9.3	$30,869.2
Chill Zone Foods	74.3%	4.8	12.7	$71,543.3
Bountiful Baskets	73.0%	5.0	13.5	$29,580.7
Finest Catch	72.2%	2.0	9.4	$109,832.5
Deccan Elixir	70.0%	2.9	2.0	$133,466.5
Swachh Care	69.1%	2.0	3.8	$263,468.8
Home Harmony	68.2%	4.9	2.8	$179,378.7
Harvest Haven	66.7%	4.1	10.1	$38,074.2
Arctic Eats	63.2%	5.1	10.0	$40,162.3
Edible Emporium	63.0%	3.9	2.2	$90,445.0
Prakriti Dairy	60.3%	6.0	10.2	$32,249.7
Marine & Meadow	58.3%	5.0	14.0	$177,163.5
Grain & Gravy	52.5%	10.3	2.7	$171,156.1
Buttercup Creamery	46.8%	12.6	13.3	$50,663.8

Key Observations

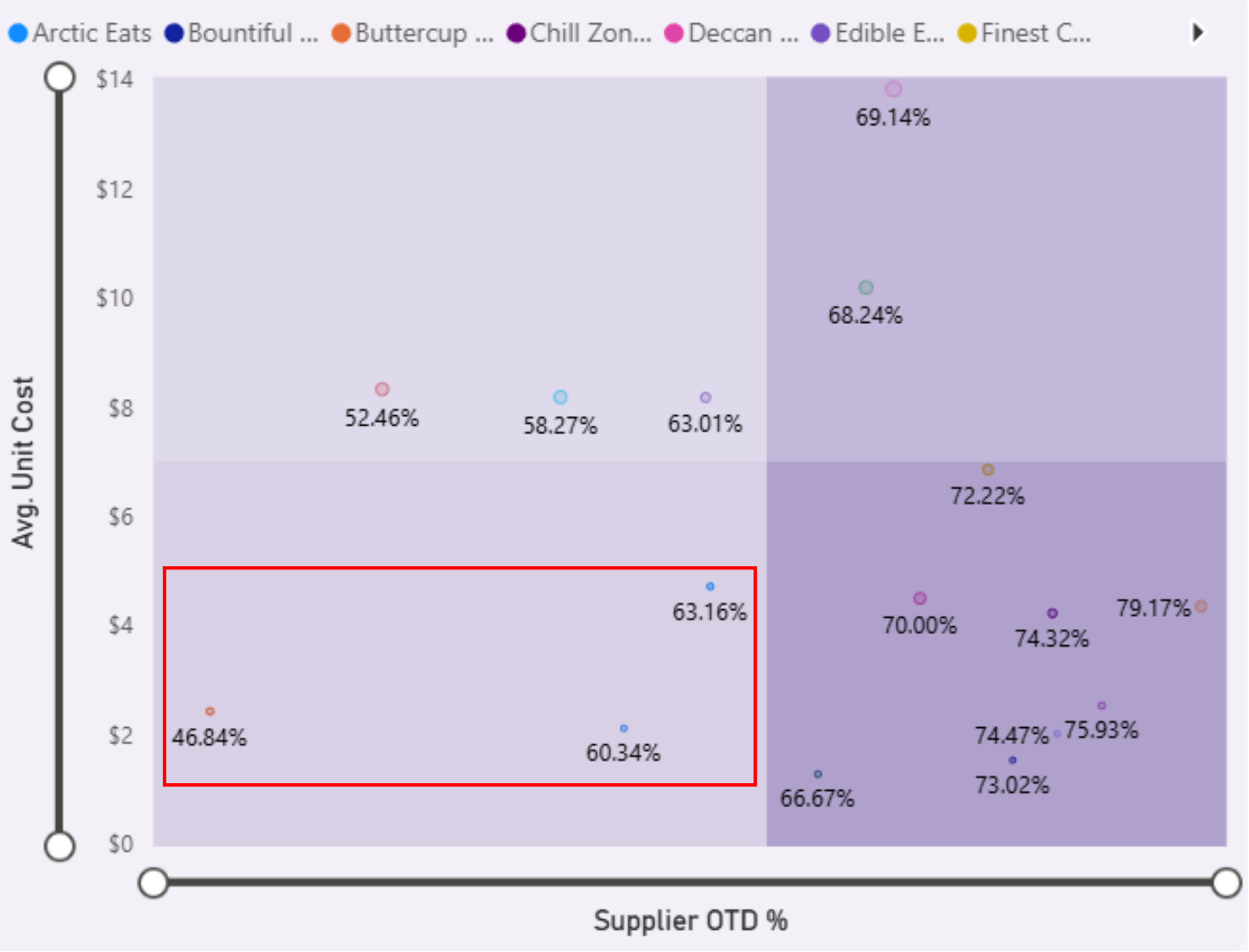
- Overall supplier OTD averages 66.7%, well below grocery benchmarks.

Data-Indicated Root Causes

- Limited feedback loop from operations to procurement.

Supplier Reliability as Inbound Risk Exposure - 2

Unit cost optimization masks downstream execution cost and risk



Key Observation

- Several higher-cost suppliers deliver unreliably.

Data-Indicated Root Cause

- Supplier evaluation lacks multi-dimensional scoring.

Solution Approach (What Changed and Why)

Core Design Principles:

1. System-Directed (Execution), Not System-Replaced
2. Automated inventory updates at control points
3. Exception-Based Human Intervention
4. Single Version of Inventory Truth
5. Realistic Integration

Estimated Benefits & Expected Outcomes

- 6-Month Post-Implementation Outlook

1. Inventory Efficiency Improvements
   - Inventory Turnover: 6.5x → ~8.0x
   - Days of Inventory: 56 → ≤50 days
   - Median Sellable Coverage: 33 → ~30 days

2. Inventory Accuracy & Fulfillment Stability
   - % SKUs Oversold (ATP < 0): 2.9% → <1%
   - Fewer pick-time shortages and order disruptions

3. Replenishment Risk Reduction
   - % SKUs Below ROP: 17.3% → <10%
   - Earlier replenishment signals and fewer emergency interventions

4. Operational Impact
   - Reduced supervisor firefighting
   - More predictable warehouse flow under demand volatility

Why This Is a Realistic SMB Project

- Supplier performance issues are observed and mitigated, not solved through sourcing changes
- Automation is rule-based, not AI-driven
- Integrations are lightweight, not real-time enterprise orchestration
- Improvements focus on execution discipline
- No organizational restructuring.