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| **ORDER PLACEMENT AND SHIPMENT PROCESS** | | | | | | | |
| **EVENT** | **SUBPROCESSES** | | | | | | **RESULT** |
| Customer wants to place an order | Sales team places a pre-order | Order management team reviews pre-order and determines if there is inventory | Sales lead will renegotiate pre-order with customer if needed | Logistics receives order and has to determine which warehouses the inventory is in | Warehouse separates products listed in the customer shipment request | Warehouse ships entire order or part of an order to the customer | Customer receives order in one or multiple deliveries |
|  |  | If all products are not available, then order management team suggests a possible substitution | If the customer does not accept the substitution, evaluate if we can supply at least part of the pre-order. If not, process finishes.  Once order is confirmed, transaction is recorded | Logistics will generate one shipment request if all products are in one warehouse or multiple shipment requests if products are located in multiple warehouses. |  |  |  |
| **CASES FOR ACTION** | | | | | **VISION** | | |
| Customers receive inventory in many different shipments, causing delays and additional costs on their end, along with the perception that we don't care about the relationship with them | | | | | Reduce the average time from the first customer contact with the salesperson to the order creation | | |
| Sales representatives spend too much of their time being reactive to orders instead of proactive - how can we use their time and efforts more productively? | | | | | Reduce costs related to warehouse and shipping by 15% (mainly related to: worker overtime, expedited shipping, shipping from one of our warehouses to another) | | |
| Inventory management/warehouse teams spend too much of their time trying to match orders, instead of having time to implement innovative ways of warehouse management | | | | | Reduce workload of order management team and, consequently, its workers overtime | | |
| We have too many departments involved in the creation of the pre-order and too many steps until the creation of the order, delaying the process | | | | | One the new process is implemented, we will create more trusting and collaborative relationships with customers since the process will be faster and more efficient | | |
| **ACTORS** | | | **MECHANISMS** | | **METRICS** | | |
| Sales Representative | | | Customer Pre-Order | | Shipping time to customers does not exceed 5 days per shipment on average | | |
| Order Management Manager | | | Customer Order | | Number of shipment errors should not exceed 10% of monthly orders | | |
| Warehouse Packing Team  Warehouse Manager  Customer (Retailer Buyer) | | | Shipment Request  System (ERP) | | Customer complaints are resolved in 3 days on average from the time of complain submission  Customer orders are received in no more than 14 days on average | | |
|  | | |  | | Shipment costs do not exceed 5% of the total order cost on average | | |
|  |  |  |  | | Reduce the average time from the first customer contact with the salesperson to the order creation by 30% | | |