

Stock Cleanup & Recovered Control (Retail – FR)

Major Problem

Inflated inventory (+28% over 2 years), paradoxical stockouts, slow rotation, and poor cycle count accuracy.

Objective: **free cash and restore operational truth.**

M1 → M6 Phasing

M1 – Diagnostic

- ABC segmentation, seasonality review, master data audit.
- 4 structural causes found:
 1. obsolete min levels,
 2. no cycle-count system,
 3. ERP parameters mismatched,
 4. no rotation visibility.

M2 – Action Plan (30/60/90 Days)

- Assisted purge.
- Parameter recalibration.
- Launch of inventory cycles.

M3 – Securing

- SOP 1-page for cycle counts.
- Visual stock management (coverage/rotation).

M4 – Pre-Hoshin Review

- 5-week stress test.
- Temporary purchasing freeze on two families.

M5 – Post-Hoshin Consolidation

- Simple forecasting (3 parameters).
- Monthly drift-correction loop.

M6 – 6-Month Review

- Stability validated.
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Intermediate Problems & Resolutions

1. Dirty Data

- Rebuilt article master (taxonomy, vendors, rules).
- Accuracy improved from **41% → 96%**.

2. Paradoxical Stockouts

- Recalibrated min/max logic.
- Service level **+8 points**.

3. Seasonal Volatility

- Introduced simple predictive model.
 - Seasonal overstock **-21%**.
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Results

- **-18% inventory in 100 days (~€240k)**
 - **+8 points service level**
 - **Rotation +22%**
 - **Cycle count accuracy 96%**
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Conclusion

Stock became **visible, predictable, and manageable**.

Cash was freed, routines stabilised, and stress levels dropped across purchasing and store operations.