

CASE STUDY - REAL EXAMPLE

How to make dead stock disappear.

From 1.2 million to 750k to stop dead stock
causing factory stops.

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THE REAL CHALLENGE.

The warehouse fill rate.

The warehouse fill rate:

- The warehouse fill rate was 90+%.
- The warehouse therefore could not buffer volume, which led to factory stops.
- Inefficient inventory cycle time.
- Stock levels were not managed effectively.

The process

- Stock was managed like a weekly agenda. Customers A/B/C on Monday, D/E on Tuesday...
- A Customer A problem that surfaced on Tuesday waited politely until the next Monday to be noticed.
- Working 80–90% of our time on articles that were completely fine. And caught the real changes a week too late.

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THE FIX.

One overview.

**Attention where action
is needed only.**

- One overview of every stock article: checked against actual orders and the latest forecast

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THE RESULT.

The dead and slow-moving stock drained away.

1.2 million to 750k.

- The result was easy to celebrate.
- Keeping it gone was the actual work.

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INSIGHTS.

**The 'sales safety net'
was a habit.**

**The real question: does
this SLA actually require
this stock?**

Cutting the number once is easy. Stopping it from quietly rebuilding meant going back to those decisions and asking, against the real contract: does this SLA actually require this stock?

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INSIGHTS.

**A dashboard shows you
the number.**

**It's the habit behind the
number that decides
whether it stays down.**

Durable savings live in the conversations the overview finally made visible.

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Be practical.

Keeping it gone was the actual work. Because the calendar didn't create the excess: a habit did. Every "safety net" in that warehouse was a decision someone in sales made years ago and never revisited.

What can we structurally change in the decision making process on each level to prevent dead stock building up?

MAKING IT STICK.

Probably yes, if...

- THE COLLEAGUES DOING THE WORK ARE INVOLVED IN SHAPING THE SOLUTION. THEY OWN THE PROCESS.
- THE CHANGE CAN BE MEASURED AND COLLEAGUES FEEL THE IMPACT.
- KPIS AND SLAS ARE (EASILY) MET
- THE NEW WAY IS SOLVING CHALLENGES BETWEEN DEPARTMENTS. NOT JUST IN THEM

It asks for time, honesty, and leadership that means it.

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THIS IS THE KIND OF CHANGE LEF. BUILDS.

Curious what's hiding on your floor? Let's talk.

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MAKING OPERATIONAL CHANGE STICK.

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