EXAMPLE OPERATIONAL DIAGNOSTIC

Diagnostic results.

Illustrative founder-led consumer brand: multi-channel growth has outpaced the operating system. The purpose of the diagnostic is to identify the issues actually constraining the business, rank them by impact, and define what should happen first.

WHAT I'D FIX FIRST

Inventory truth.

> If nobody trusts the number, every purchasing, forecasting and fulfillment decision gets harder.

THE FINDINGS

RANKED BY IMPACT

01	Inventory accuracy is unreliable	HIGH
02	Forecasting is reactive	HIGH
03	3PL performance is managed through symptoms	MED / HIGH
04	Too much operational ownership sits with the founder	HIGH

01

IMPACT · HIGH

Inventory accuracy is unreliable.

EVIDENCE	ERP inventory, 3PL counts and channel availability do not consistently reconcile.
BUSINESS CONSEQUENCE	Purchasing decisions are being made against numbers the team does not fully trust, increasing stockout, overbuying and cash risk.
RECOMMENDED ACTION	**Establish one source of truth, define ownership and implement a recurring reconciliation cadence.**

02

IMPACT · HIGH

Forecasting is reactive.

EVIDENCE	Purchasing relies heavily on recent sales and manual judgment rather than a documented demand-planning process.
BUSINESS CONSEQUENCE	The team reacts late to demand changes and has limited visibility into future inventory exposure.
RECOMMENDED ACTION	**Build a rolling SKU/channel forecast with assumptions, variance tracking and purchasing triggers.**

03

IMPACT · MED / HIGH

3PL performance is managed through symptoms.

EVIDENCE	Fulfillment issues are escalated individually; there is no shared scorecard or structured root-cause review.
BUSINESS CONSEQUENCE	The same failure modes repeat while internal teams spend time chasing exceptions.
RECOMMENDED ACTION	**Implement weekly 3PL KPIs, escalation thresholds and corrective-action ownership.**

04

IMPACT · HIGH

Too much operational ownership sits with the founder.

EVIDENCE	The founder remains involved in routine inventory, vendor, fulfillment and systems decisions.
BUSINESS CONSEQUENCE	Growth creates more founder workload instead of more organizational leverage.
RECOMMENDED ACTION	**Clarify decision rights, assign operating owners and establish an executive operating cadence.**

PRIORITY PLAN

Owner. Timing. Definition of done.

PRIORITY ACTION	DEFINITION OF DONE
01 **Inventory reconciliation** OWNER Ops TIMING 30 days	DONE WHEN ERP + 3PL inventory reconcile within agreed tolerance.
02 **Forecasting process** OWNER Planning / Ops TIMING 45 days	DONE WHEN A rolling SKU forecast is used for purchasing decisions.
03 **3PL scorecard** OWNER Ops TIMING 14 days	DONE WHEN Weekly KPI review + escalation process is live.
04 **Ownership matrix** OWNER Founder / Ops TIMING 14 days	DONE WHEN Routine decisions have named owners + escalation rules.

Recommendations don't move inventory. Execution does.