

MANUFACTURING · LOGISTICS · WAREHOUSING

Measure It. Manage It. How Dashboarding Turns Around an Operation

If you cannot see the truth of your operation — from the summary number down to the single failed transaction — you cannot turn it around. Here is how a fully data-driven approach took a multi-billion-dollar business from failing service to industry-leading OTIF in twelve months.

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Visibility is not a report. It is an operating system.

I have spent most of my career inside manufacturing, logistics and warehousing environments across Asia — not advising from a slide deck, but running the work. One lesson has never failed: **measure it, manage it**. Everything else is opinion dressed up as strategy.

At a company with roughly **\$13 billion in turnover**, service was stuck. On-Time In-Full (OTIF) sat **below 80%**. Complaints were high. Costs were under pressure. Good people were burning out trying to fight fires they could not see coming. Within **twelve months**, using a fully data-driven dashboard approach, we lifted OTIF to **98%+** — and kept it there. Some business units went further still, reaching **99%**.

**<80% →
98%+**

OTIF in 12 months

\$13bn

Turnover scale

10 / 10

Countries successful



Figure 1 — The service recovery curve that changed how the business operated.

Why turnarounds stall

Most struggling operations do not fail because people do not care. They fail because the organisation cannot agree on what is true.

- One site reports OTIF one way; another site reports it differently.
- Leaders see a red KPI but cannot drill to the order, line, or exception that caused it.
- Problems are discovered after the customer already feels them.
- Improvement projects chase symptoms, not bottlenecks.

When that happens, meetings multiply, blame circulates, and the best people leave — because the job has become impossible to do well.

“Dashboarding is not about prettier charts. It is about creating a single, transparent path from a summary number to the transactional truth — fast enough to act before output is damaged.”

The architecture that works: summary → drill-down → transaction

In manufacturing and warehousing, the dashboard must do three jobs at once:

1. **Executive summary** — OTIF, cost, complaints, throughput, and the few leading indicators that actually predict tomorrow's failures.
2. **Operational process view** — site, shift, lane, SKU family, machine or dock — wherever the bottleneck lives.
3. **Transactional drill-down** — the order, pick, put-away, ASN, invoice, or exception. Who, what, when, and what to do next.

Transparency without drill-down is theatre. Drill-down without ownership is noise. Put both together and the organisation starts to manage reality instead of debating it.

And it does not matter which ERP you run. We have built this operating model on **Priority**, **IBM iSeries**, **SAP**, and **Odoo** — and we can work with any ERP. The principle is the same: one source of truth, transparent dashboards, and a path from the summary KPI to the transactional exception.



Figure 2 — Transparent layers: from the boardroom number to the warehouse transaction.

Visibility at every level — including the wall

Dashboards only change behaviour when people can see them without hunting for a report. We put large TV screens in the core areas of the operation — from the lobby, where performance was visible to visitors, through to the operational floors.

At any moment, anyone walking the building could see bottlenecks forming and act. Teams could tell when orders were approaching cut-off and move them along in time to meet trucks leaving. Supervisors did not wait for an end-of-day spreadsheet. Operators did not wait to be told. Leadership did not wait for a weekly pack.

That is visibility at all levels: the same truth on the wall for guests, managers, and the people doing the work — live enough to protect today's departures, not just explain yesterday's misses.

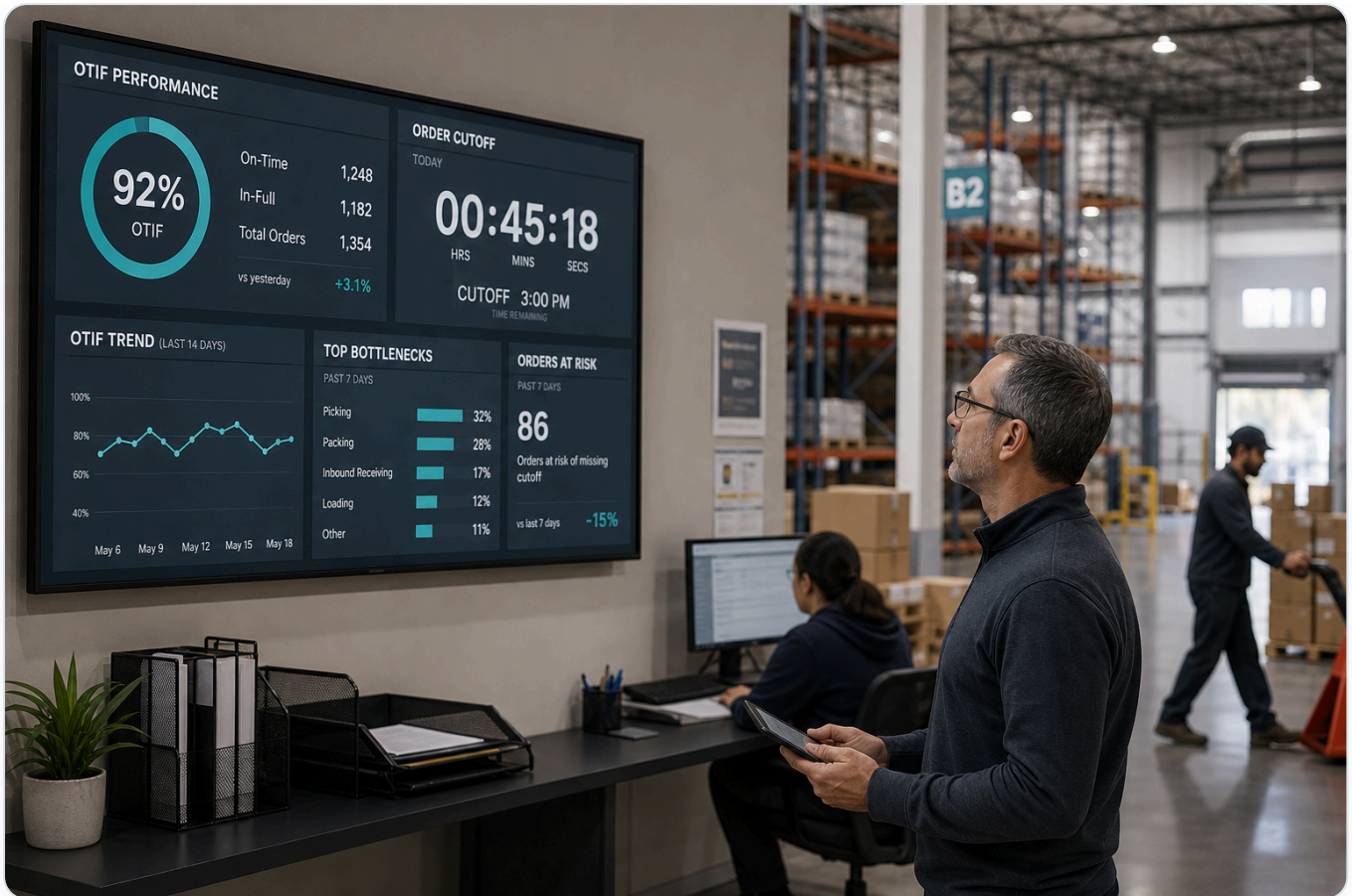


Figure 2b — Performance on the wall: lobby to shop floor, so action happens before cut-off.

What changed when we ran the business this way

Once everyone could see the same truth, three things happened quickly:

1. Issues were caught before they hit output

Exceptions stopped being end-of-day surprises. Teams could intervene while there was still time to recover a shipment, a production slot, or a customer promise.

2. Bottlenecks became obvious — and removable

Instead of adding headcount or overtime as a default answer, we used the data to find the real constraint. Addressing those bottlenecks lifted **throughput considerably for the same cost base**.

3. Customers calmed down — and so did the people

Complaints fell. Client and customer satisfaction rose. With fewer fires, teams finally had time for the interesting improvements that actually change a business. Staff retention improved because people could do their jobs properly and still have a quality of life.

What Improved When We Measured What Mattered

Same cost base. Better throughput. Better lives for the people doing the work.

SERVICE

98%+

OTIF from below 80%

SPEED

12 months

Target met - full turnaround

SCALE

10 countries

All successful deployments

COST

Costs down

Same cost base, higher throughput

CUSTOMERS

Complaints down

Satisfaction up for clients & customers

PEOPLE

Retention up

Jobs became doable again

Figure 3 — The compound payoff of measuring what matters.

FROM CHAOS TO ORDER



Figure 4 — Same business. Different operating system.

From the brink to best-in-company

The same process did not only lift the average. It rescued business units that were genuinely struggling — operations that looked, from the outside, like they might not recover. By making performance transparent and actionable, the worst performers became some of the best in the company.

That is the quiet power of good dashboarding: it does not flatter strong sites and hide weak ones. It gives every site the same chance to see, own, and fix their reality.

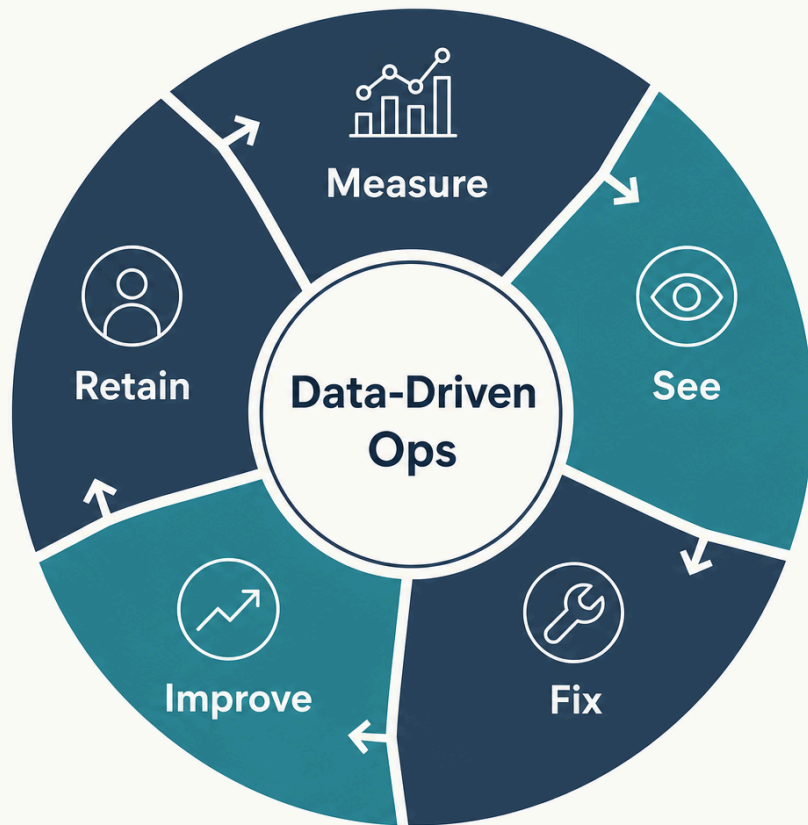


Figure 5 — The turnaround flywheel: measure → see → fix → improve → retain.

How to turn around your business (a practical playbook)

You do not need a multi-year digital programme to start. You need discipline.

How to Turn Around Your Operation

A practical sequence not a slide deck.

- 1 **Measure the truth**
Define OTIF and related KPIs the same way everywhere. One source of truth.
- 2 **Make it visible**
Summary dashboards everyone trusts with drill-down to the transaction.
- 3 **Fix before it hits output**
Spot exceptions early. Resolve them while there is still time to recover.
- 4 **Remove bottlenecks**
Use the data to find constraints. Lift throughput without lifting the cost base.
- 5 **Repeat on the worst performers**
The same playbook took struggling units from the brink to best-in-company.

Figure 6 — Five steps. No theatre.

1. **Define one truth.** Agree the definitions for OTIF, lead time, fill rate, scrap, dock-to-stock, and whatever else you claim to manage. If two systems disagree, the dashboard is lying.
2. **Build the ladder, not a wallpaper.** Summary KPIs must open into process views, and process views must open into transactions. If a manager cannot answer “which orders?” in two clicks, the tool is not operational.
3. **Put the truth on the wall.** Large screens in the lobby and operational areas make performance unavoidable — visitors see it, teams see bottlenecks forming, and orders approaching cut-off get moved before trucks leave.
4. **Manage by exception every day.** The dashboard’s job is to surface tomorrow’s failures today — shortage, late ASN, capacity clash, quality hold, transport gap — while recovery is still possible.
5. **Attack bottlenecks, not symptoms.** Use the data to find the constraint that caps throughput. Fix that first. Capacity added in the wrong place is just expensive motion.

6. **Repeat on the worst performers.** The method that lifts the average is the method that rescues the outliers. Put your best coaching and attention where the numbers are loudest.
7. **Protect the people dividend.** Track retention, overtime, and complaint load as leading indicators of whether the turnaround is real. A “green” OTIF built on exhausted teams will not hold.

Manufacturing and warehousing are the same problem in different clothes

In a factory, the transaction might be a work order, a changeover, or a scrap event. In a DC, it might be a pick line, a put-away delay, or a carrier cut-off miss. The pattern is identical:

- Aggregate performance tells you *that* you have a problem.
- Process views tell you *where* it lives.
- Transactional drill-down tells you *what to do before 3pm*.

Companies that stop at PowerPoint summaries stay stuck. Companies that connect the summary to the transaction start winning.

OPERATIONS DASHBOARD HIERARCHY

Three layers. From overview to insight to detail.

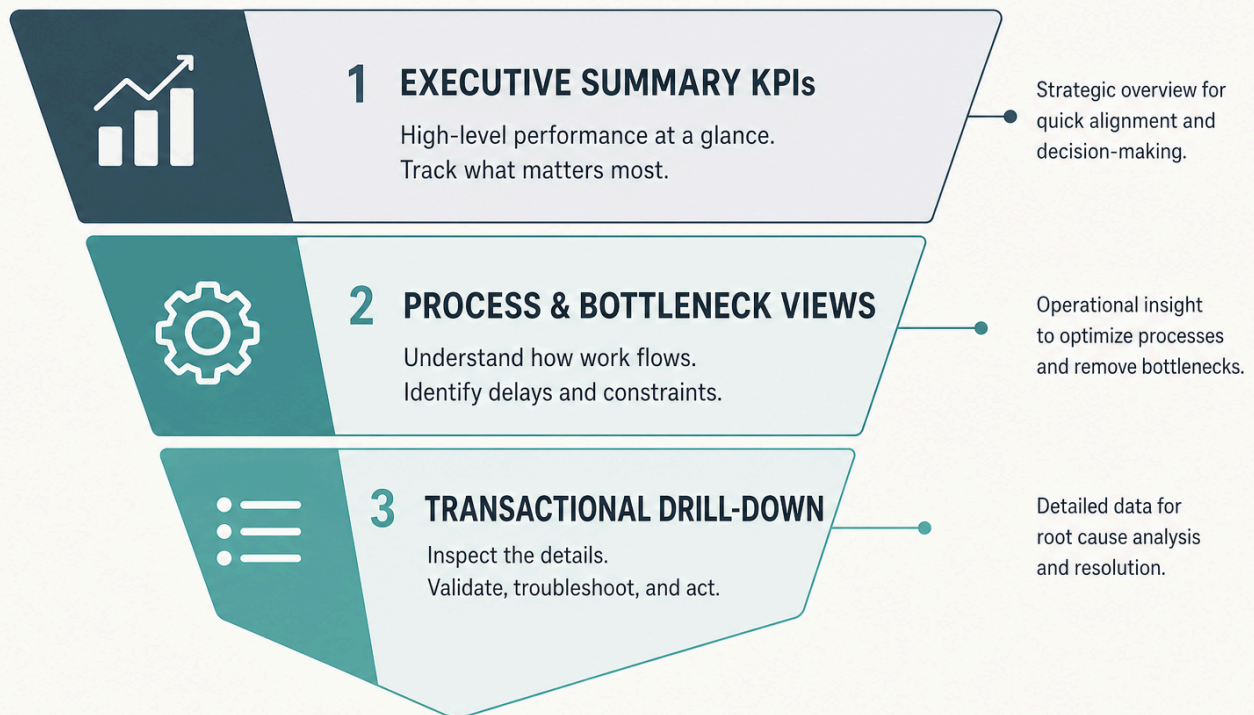


Figure 7 — Hierarchy of control: the further you can drill, the faster you can act.

What twelve months of data discipline buys you

When OTIF moved from the low 80s (and below) to 98%+, the financial and human effects compounded:

- Lower cost to serve — less rework, less expediting, less firefighting overtime.
- Fewer complaints — commercial teams spent less time apologising and more time growing.
- Higher customer and client satisfaction — service became predictable.
- Better staff retention — people could succeed at their jobs without sacrificing their lives.
- Headroom for real improvement — automation, layout, process redesign — because the basics finally stopped consuming every hour.

Measure it. Manage it. Then watch the organisation get its time — and its people — back.

When the auditors noticed

Clarity is hard to fake. When BCG came through on an audit and saw these dashboards live, their comment was simple: **“We have never seen something so clear and transparent.”**

They then asked us to come and teach their experts in Europe how to do the same. We declined. This operating model is proprietary — built from real turnarounds, not a slide pack — and it stays with the operators who implement it.

That reaction is the point. You do not need another layer of expensive advice to explain what your operation already knows. You need visibility that works on the floor, on the wall, and in the numbers — with implementations that have already proved it in the real world. That is what RASGR delivers.

“We have never seen something so clear and transparent.” — BCG, on seeing the live dashboards

Proven where the work is hardest

This is not a theory built for easy markets. The same approach has been applied successfully across **ten countries** — including some of the most operationally demanding environments in Asia. Different languages, different systems, different labour markets. Same principle: transparent measurement, transactional accountability, bottleneck focus.

Every one of those deployments succeeded. Not because the cultures were identical, but because the operating logic was.

It does not matter which ERP you run

Dashboard turnarounds are not locked to a single vendor stack. We have delivered this on **Priority**, **IBM iSeries**, **SAP**, and **Odoo** — and we can work with any ERP. What matters is connecting your system of record to a transparent, drill-down operating view your teams will actually use.

If your operation is stuck, we are just an email away

Turnarounds do not require mystery. They require clear measurement, honest dashboards, and the discipline to act on what the data shows — especially when the numbers are uncomfortable.

If you are fighting OTIF, cost, complaints, or a business unit that feels close to the brink, reach out. We have done this in environments where many programmes fail, and we are happy to talk through what would work in yours.

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