About TopDoors.co.uk

Introduction:

Topdoors.co.uk launched in 2015 with the objective of delivering high quality kitchen replacement kitchen doors, worktops and offer superior customer service at a competitive price.

Vision:

To be the internet's favourite brand for replacement kitchen doors, worktops and kitchen accessories.

Due to expansion of the business, Topdoors have moved from a 3000 sq. feet shared facility to a 12, 000 sq. feet warehouse with a customer experience centre attached to the facility.

Challenge:

- Lack of customer information that was easily accessible for operations and customer services
- Delayed order despatch due to lack of firm stock management
- High customer dissatisfaction
- Duplicated man hours
- Lack of centralised data for operations and customer service to access

Solution:

Strategic Map for TopDoors':

	Objective	**Goals**	**Measures**	**Initiatives**
Financial Perspective	• Increase Sales • Increase margins • Improved cash flow • Accurate reporting of financial indicators including stock	• Increase volume of clients • Top ranking online seller • 10% decrease in Operational cost	• Financial Matrix • MIS • Financial Statements (Cash flow/P&L Statement)	• Inventor Management • Browse new Supplier on Price/Quality • Reducing cost on human resource
Customer Perspective	• Improved customer service • Adhere to delivery schedules • Customer contact/update	• 20% Increase the volume of web visits by per month • Repeat customers • Referral customers	• Customer profitability	• Increase customer focus • Closer customer relationship
Internal Process Perspective	• Establish standard operating procedures • Lean accounting • Inventory management) • DATA centralisation	• Simplify SOPs process	• Eliminate the duplication of work • Zero errors • Matrix reports on functional	• Periodic review on SOPs process flow • Periodic audits on SOPs
Learning and Growth Perspective	• Repository of tacit and explicit and implicit knowledge	• Cross functional knowledge sharing among staff • Resource optimisation	• < 4 of Late Dispatch • Un answered /late response to customers – Zero tolerance • Zero wrong dispatch	• Start the process of recruitment • Learning & Development • Stable Staff

SOP (Standard operating procedures): Clear SOP's which outline the tasks needed to complete a job, operations by data centralisation, eliminating human errors and duplicate work. We are doing a periodic review of SOPs and also periodic audits are conducted to ensure that the SOPs are being followed fully and consistently over time.

ABC Inventory Control: By using ABC analysis, inventory is categorised in to P1 and P2. P1, which generate the revenue of 70% while P2 stock is classified as inventory that contributes to 30% of sales turnover.

JIT (Just-In-Time) on standard doors & M2M (made to measure) doors Stock: We are using JIT tool on kitchen doors and M2M doors. By using SOP's, we streamline processes by placing orders within 24hours to suppliers and dispatching in 3 to 4 working days on standard doors and 8 working days on M2M doors.

Improving cash flows: by tracking of business cash flow on a week-to-week basis we will have a much better idea of what to expect in the future. This will reduce surprises, take necessary steps to eliminates cash crunch.

Lean Accounting: All financial reports are based on lean accounting. where we are focused on performance measurement, direct costing of the value streams, decision-making, customer profitability and reporting using score. This would also encompass standard weekly reports – weekly P&L, cash flow report.

Customer Profitability: TopDoors' had sales over 1000 items. It stocked 32% which is represented 80% of the company's sales. We are trying to convert rest of 78% more customer profitability (majority of stock items are standard kitchen doors, M2M doors, P2 Stock, bespoke orders).

We have successfully executed SOPs (standard operating procedures) and next six months we are going to work on SOPs process and periodic audit on SOPs. We have also successfully implemented "On could accounting" with lean accounting techniques. In next six months, we are working on the financial model (dashboard), KPI matrix, MIS reports and Customer Profitability analysis.

Results till date:

Swim lane	Baseline data (1st Sept 2017)	As on 23rd Nov 2017	Current 8th Dec 2017	Target
Sales order Compilation	8.5 days	1.5 days	1.25 days	24 Hours
Customer Claim	0	0	0	0
Customer Response	6	0	1	0
Pre-Fulfilment	1	0	1	0
Late Dispatched Rate	6%	2%	0%	3%
Returns or replacement	2.46%	0%	0%	1%

Note:
1. M2M – Made to measure kitchen doors
2. SOPs – Standard operating procedures
3. JIT – JUST IN TIME