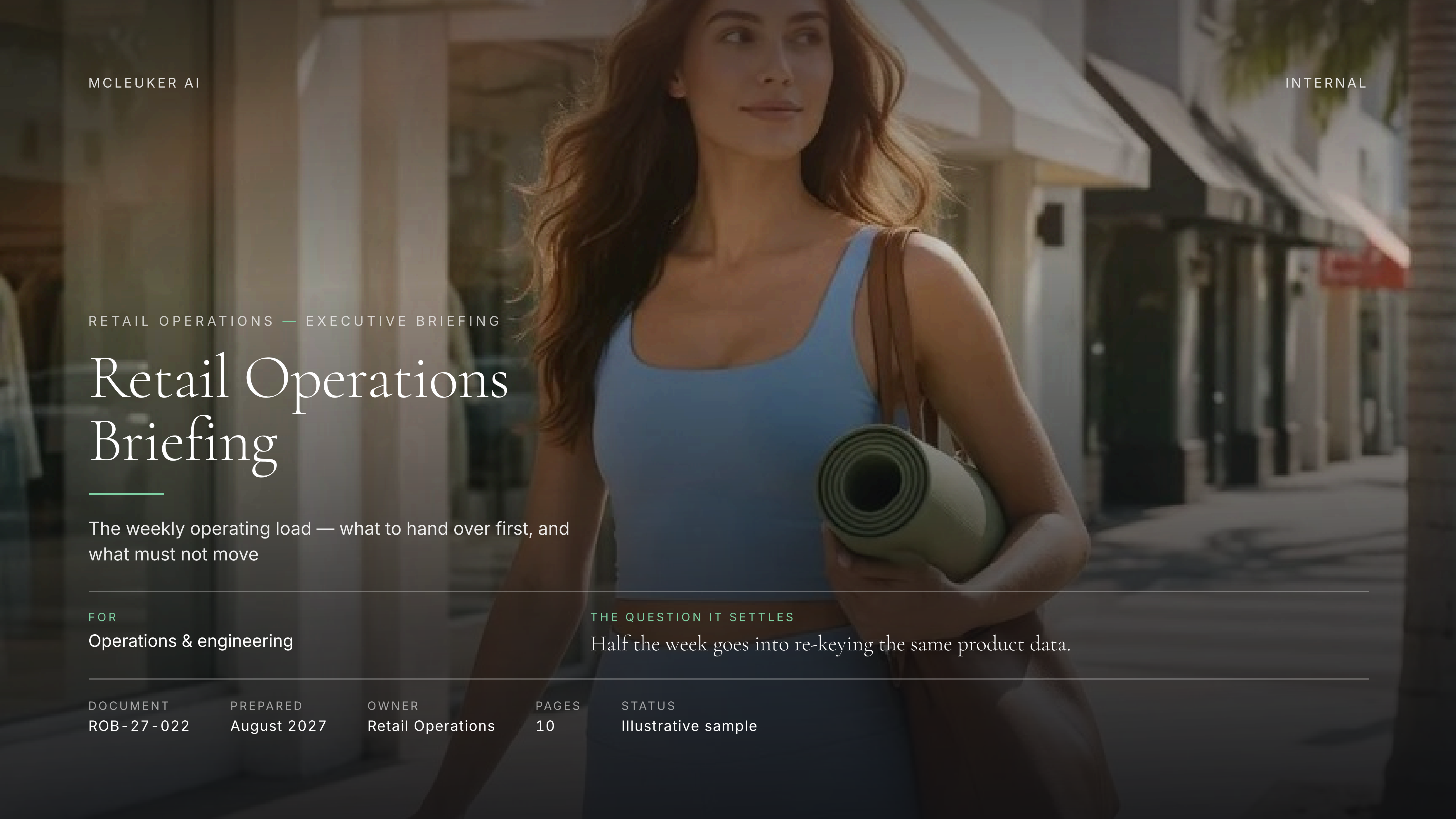


RETAIL OPERATIONS — EXECUTIVE BRIEFING

Retail Operations Briefing

The weekly operating load — what to hand over first, and what must not move

FOR

Operations & engineering

THE QUESTION IT SETTLES

Half the week goes into re-keying the same product data.

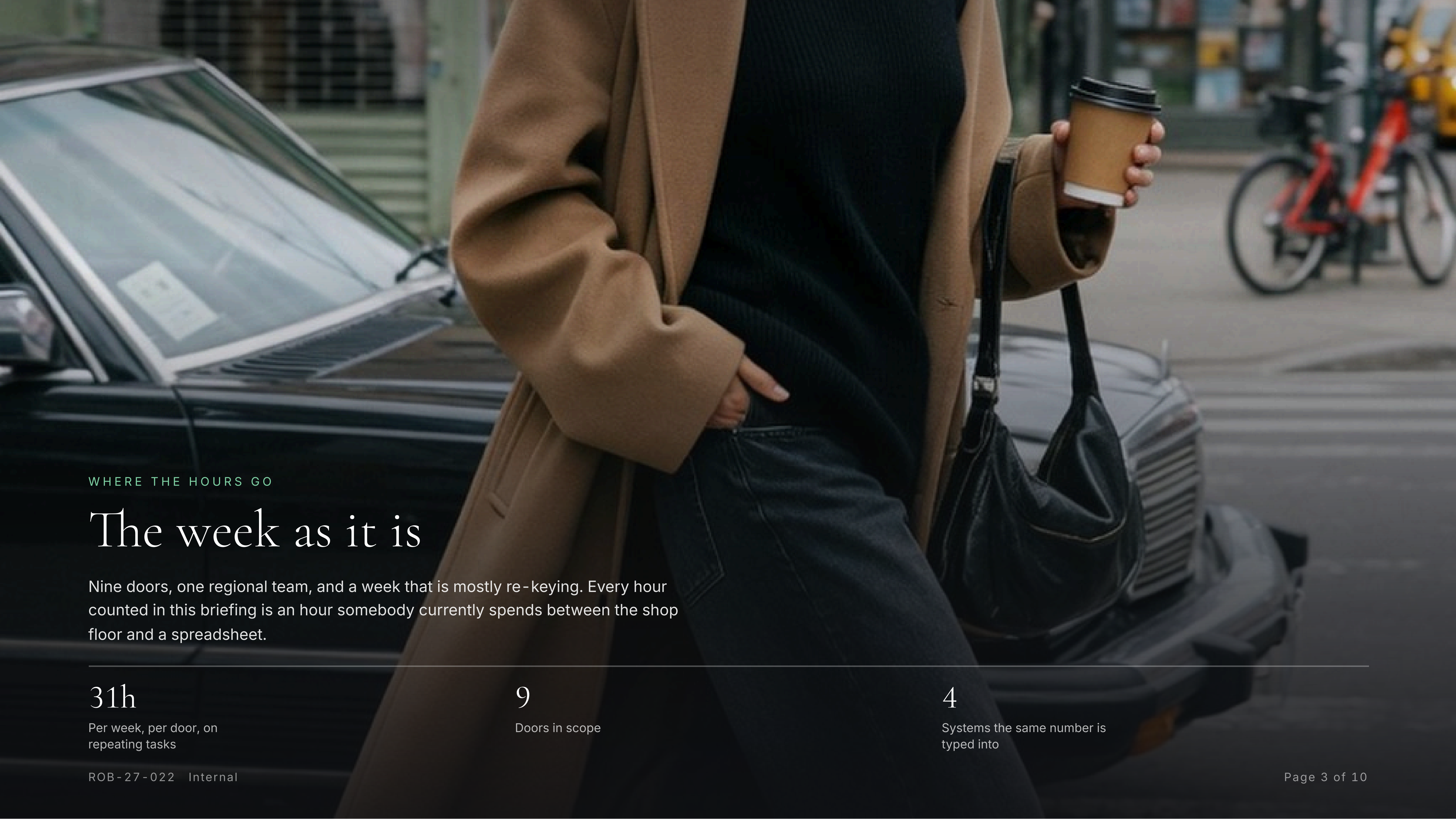
DOCUMENT	PREPARED	OWNER	PAGES	STATUS
ROB-27-022	August 2027	Retail Operations	10	Illustrative sample

The read

Ninety-four hours a week go into work that repeats almost identically. Three processes account for over half of it, all three score as suitable, and none of them is where the team adds judgement.

94 hrs	52 hrs	3	7 wks
Weekly hours in repeating work	In the top three processes 55%	Processes recommended to move first	To payback on the first three

SO WHAT The case does not rest on the total but on the concentration. Half the load sitting in three processes is what makes this a short project rather than a programme.



WHERE THE HOURS GO

The week as it is

Nine doors, one regional team, and a week that is mostly re-keying. Every hour counted in this briefing is an hour somebody currently spends between the shop floor and a spreadsheet.

31h	9	4
Per week, per door, on repeating tasks	Doors in scope	Systems the same number is typed into

2 The test

SUITABILITY BY PROCESS

	REPEATS IDENTICALLY	INPUTS BOUNDED	COST OF AN ERROR	VERDICT
Store reporting	HIGH	BOUNDED	LOW	MOVE
Listing upkeep	HIGH	BOUNDED	MEDIUM	MOVE
Order processing	HIGH	MOSTLY	MEDIUM	MOVE
Replenishment	MEDIUM	MOSTLY	HIGH	LATER
Returns triage	LOW	OPEN	HIGH	KEEP
Price checks	HIGH	BOUNDED	MEDIUM	MOVE

SO WHAT The ranking is an output of the scoring, not a preference. Returns triage scores lowest on all three axes and is the one everyone assumed would go first.

3 The three to move first

Stock counts

Counted on a phone, typed into a desktop later. The re-key is the task, not the count.

Transfers

Same number, third system. Identical week to week, which is what makes it movable.

Returns

Judgement stays with a person; the paperwork behind it does not.

WHAT CHANGES

PROCESS	RUNS TODAY	WOULD RUN INSTEAD	HOURS BACK
Store reporting	Eight exports, one workbook, one deck, by hand, Monday	Scheduled pull, assembled and sent; a person reads it, not builds it	19 of 22
Listing upkeep	Copy, resize, upload, per channel, per style	One source record, published to three channels	14 of 17
Price checks	Manual comparison against six competitors, weekly	Scheduled comparison, changes flagged	7 of 8

SO WHAT Forty of fifty-two hours return, and the twelve that stay are the twelve where a person was actually deciding something. That is the shape a correct handover has.

The residual hours are the exception path, not overhead — the part where somebody looks at what came out and decides.

4 What must not move

STAYS WITH A PERSON

01 Returns triage — the inputs are open text and the cost of a wrong call is a customer relationship.

02 Replenishment sign-off — the analysis can be prepared, the commitment cannot be delegated.

03 Any exception raised by the three processes above.

CONTROLS ON WHAT DOES MOVE

01 Every run leaves a record of what it did and what it skipped.

02 One named owner per process, not a shared inbox.

03 A documented rollback that has been tested, not described.

SO WHAT A case that lists only what moves is half a case. The controls are the half that makes it reversible, and reversibility is what makes it safe to start with three rather than one.

5 The numbers

HOURS PER WEEK, BEFORE AND AFTER

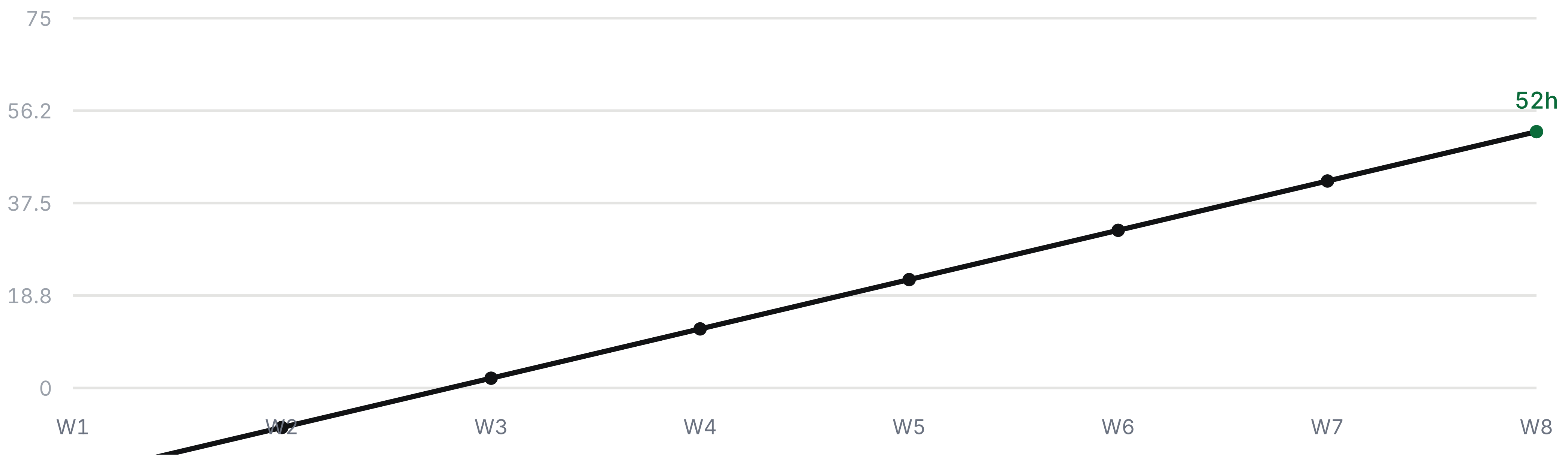
Hollow marker is today. Filled marker is after.

SO WHAT Forty of the fifty-two hours return. The twelve that remain are the exception path, which is where a person was actually deciding something rather than transcribing it.

6 Payback

CUMULATIVE NET HOURS RETURNED

Net of setup effort. Crosses zero in week three.



SO WHAT Payback lands inside the first quarter on the first three alone, which means the second wave can be funded out of the hours the first one returns rather than out of a new budget.

7 Sequence

ROLLOUT

Week 1 — **Store reporting**
Largest single process and the lowest cost of error — the right one to be first.

Week 3 — **Price checks**
Smallest of the three; proves the exception path on low stakes.

Week 5 — **Listing upkeep**
Touches three channels, so it goes after the exception path is proven.

Week 9 — **Review before wave two**
Measured hours against predicted, and the error log read.

SO WHAT Ordering by cost of error rather than by size is deliberate: the first process is the one where being wrong is cheapest, so the controls get tested before anything expensive depends on them.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Approve the first three processes for handover	Retail Operations Director	22 Aug	The 52 hours stay in the week indefinitely
Name one owner per process	Retail Operations Director	29 Aug	Accountability lands in a shared inbox
Test and sign off the rollback path	Systems Lead	05 Sep	There is no proven way back from a bad run
Hold returns triage with a person	Customer Care Lead	22 Aug	An open-input process moves and the cost lands on customers

SOURCES AND BASIS

Hours — a four-week time study across the operations team, recorded by process.

Suitability scores — scored against the three stated axes by the process owners.

Payback — modelled from the measured hours and the estimated setup effort.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the **Retail Operations Briefing** template, produced to show its structure, exhibit inventory and register. The figures in it are illustrative and are not market intelligence. A real run of this template researches and cites its figures with an as-of year for each, or marks them as modelled and states the basis — the rule the template itself carries.