



YOUR LOGO

YOUR BUSINESS NAME

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Operational Benchmark Report

Example company · London

Profile: Warehouse · Semi-Automated

Executive Summary

The operational benchmark for Example company identifies a substantial Total Recovery Opportunity of £763,832 against a Total Measured Operational Cost of £1,964,928. The top areas with the most significant recovery potentials include Storage & Inventory (£377,160), Returns (£138,781), and Customer Service & Order Quality (£125,538). The Picking area is overstaffed by 2.5 FTE, leading to an annual overspend of £76,918. The facility's current semi-automated level implies that enhancing automation can present a strategic opportunity for improvement. The thesis for recovery hinges on optimising the identified underperforming metrics to close gaps towards the industry median efficiently, thereby reducing costs and improving throughput capacity.

TOTAL MEASURED OPERATIONAL COST

£1,964,928 / year

RECOVERY OPPORTUNITY

£763,832 / year

Annual savings achievable by closing the gap to the industry median — built bottom-up per operational area, each cost counted once (no caps, no double counting).

3 metrics are not measured.

Recovery by Operational Area

Each area's annual recovery is built from its own cost base and benchmark gap — figures are additive and never overlap.

Storage & Inventory

£377,160

Measured cost £840,000 (est.)/yr

Dead Stock Rate	-120%
Inventory Aging >90 Days	-90%
Slow Mover Rate	-76.8%

Returns

£138,781

Measured cost £62,496/yr

Return Rate	-57.5%
Returns Resellable %	-25.7%
Return Processing Time	-5.7%

Customer Service & Order Quality

£125,538

Customer Complaint Rate

-60%

Backorder Rate

-26.4%

On-Time In-Full (OTIF)

-3.1%

Picking

£76,918

Measured cost £312,480/yr

Travel Time % -58%

Value-Added Services % -45.6%

Lines Picked per Hour -24.6%

Shipping

£16,666

Measured cost £312,480/yr

Orders Shipped per Hour -5.3%

Load Utilization -2.4%

Goods In / Receiving

£12,833

Measured cost £62,496/yr

Lines Received per Labour Hour -20.5%

Dock-to-Stock Time -11.3%

ASN Compliance -2.6%

Packing

£9,374

Measured cost £312,480/yr

Cost per Order Packed -10.5%

Units Packed per Hour -3%

Putaway

£6,562

Measured cost £62,496/yr

Putaway Cycle Time -10.5%

Order Profile & Complexity

DIAGNOSTIC

Average Lines per Order -11.9%

SKU Proliferation -11.7%

Small Orders % -6.2%

Financial

DIAGNOSTIC

Revenue per Square Meter -50.9%

Cost per Order Fulfilled -22.8%

EBITDA per Employee -16.8%

Continuous Improvement

DIAGNOSTIC

Improvement Ideas per Employee -56.7%

Kaizen Events per Year -40%

Implementation Rate -38.2%

Supply Chain Resilience

DIAGNOSTIC

Disruption Recovery Time -36.3%

Supplier Lead Time Variability -33.3%

Single Source Dependency -33.3%

Cost Breakdown

DIAGNOSTIC

Receiving Cost % -137.8%

Packing Cost % -46.1%

Technology Cost % of Total -30%

Technology & Automation

DIAGNOSTIC

Automation ROI Payback -73.2%

Paperless Operations -32.6%

WMS Coverage -20.6%

Energy & Sustainability

DIAGNOSTIC

Packaging Waste per Order -30.9%

Carbon Footprint per Unit -30%

Waste Diversion Rate -5.3%

Labour

DIAGNOSTIC

Absenteeism -60%

Overtime % -53.8%

Staff Turnover -50%

Safety

DIAGNOSTIC

Days Since Last Lost-Time Injury

-5%

Facility Physical Profile

Cube Utilisation

77.4%

Storage Density

0.86 pallets/m²

Aisle Space Ratio

55%

Effective Storage
Volume

66,210 m³

Recommended Action Plan

1. Optimise Storage & Inventory Management

Low

Long Term

ROI ~6 mo

ADDRESSES: Dead Stock Rate, Inventory Aging >90 Days, Slow Mover Rate

ROOT CAUSE

Performing at Dead Stock Rate (120% below median), Inventory Aging >90 Days (90% below median), Slow Mover Rate (76.8% below median). Operationally driven by ineffective stock rotation and lack of ageing stock visibility.

IMPLEMENTATION STEPS

1. Phase 1 (Weeks 1-4) - Conduct a comprehensive inventory audit to identify dead stock and slow movers.
2. Phase 2 (Months 2-3) - Implement an inventory rotation program targeting high-velocity stock placement.
3. Phase 3 (Months 4-6) - Deploy inventory management software enhancements to provide real-time aging insights.

REQUIRED RESOURCES

CapEx: £20,000 (inventory management software). OpEx: £5,000/year (inventory consultancy). Internal labour: ~100 hours (inventory control team).

EXPECTED FINANCIAL IMPACT

£377,160 Recovery Opportunity by reducing dead stock and improving turnover.

MONITORING KPI

Inventory Turnover Rate + Target: 4 times/year + Review: Quarterly.

2. Re-slot pick faces by velocity to cut picker travel

High

Quick Win

ROI ~2 mo

ROOT CAUSE

Stock is stored largely by arrival sequence rather than pick velocity, so fast movers are spread across the warehouse. Travel currently accounts for well over half of picker time, capping lines-per-hour below the peer median.

IMPLEMENTATION STEPS

1. Pull 12 months of order-line history and run an ABC velocity classification on every active SKU.
2. Map a golden-zone layout: A-movers to the lowest, closest pick faces; C-movers to the periphery.
3. Re-slot in waves outside peak, starting with the top 5% of SKUs that drive ~50% of picks.
4. Re-balance pick walks and lock the new home locations in the system of record.

REQUIRED RESOURCES

2 supervisors + existing MHE for ~3 weekends. No capital spend.

EXPECTED FINANCIAL IMPACT

15-22% reduction in pick travel; +£40k-£70k/yr in recovered labour productivity.

MONITORING KPI

travel_time_pct and lines_picked_per_hour (weekly)

3. Right-Size Picking Team

High

Quick Win

ROI ~1 mo

ADDRESSES: Lines Picked per Hour, Travel Time %, Value-Added Services %

ROOT CAUSE

10 FTE delivering 98 Lines Picked per Hour vs median 130 = 24.6% below median. At median productivity the same throughput needs 7.5 FTE; excess headcount 2.5 FTE.

IMPLEMENTATION STEPS

1. Phase 1 (Weeks 1-4) - Reduce or reassign the excess FTE via a structured HR/consultation process.
2. Phase 2 (Months 2-3) - Cross-train remaining staff for multi-function flexibility.
3. Phase 3 (Months 4-6) - Implement a volume-based flexible staffing model.

REQUIRED RESOURCES

CapEx: £0. OpEx: £0. Internal labour: ~80 hours (HR / operations management).

EXPECTED FINANCIAL IMPACT

£76,918 annual labour saving through effective staffing rightsizing.

MONITORING KPI

Lines Picked per Hour + Target: 130 + Review: Monthly.

4. Recover storage capacity through cube optimisation

Medium

Medium Term

ROI ~6 mo

ROOT CAUSE

Space utilisation is below the industry median: beam heights are not matched to carton profiles and a large share of locations hold slow or dead stock, wasting vertical cube and forcing congestion in the aisles.

IMPLEMENTATION STEPS

1. Profile pallet/carton heights and re-pitch beam levels to add usable rack levels where clear height allows.
2. Quarantine and liquidate dead stock; consolidate slow movers into high-density backstock.
3. Introduce mixed-case and carton-flow locations for medium movers to lift faces per bay.

REQUIRED RESOURCES

Racking re-pitch (£25k-£45k capital) + 1 inventory analyst for 6 weeks.

EXPECTED FINANCIAL IMPACT

8-12 percentage-point lift in space utilisation; defers a costly mezzanine/expansion decision.

MONITORING KPI

space_utilization, dead_stock_rate, storage_density

5. Improve Returns Handling Processes

Medium

Medium Term

ROI ~6 mo

ADDRESSES: Return Rate, Returns Resellable %, Return Processing Time

ROOT CAUSE

Operating with a Return Rate 57.5% below median, Returns Resellable % 25.7% below median, and Return Processing Time 5.7% below median. These inefficiencies reduce profitability and resell potential.

IMPLEMENTATION STEPS

1. Phase 1 (Weeks 1-4) - Analyse the root cause of high returns and low resellable inventory.
2. Phase 2 (Months 2-3) - Implement a more efficient returns process with enhanced quality control.
3. Phase 3 (Months 4-6) - Enhance training programs for the returns team focused on quality verification and customer feedback loops.

REQUIRED RESOURCES

CapEx: £15,000 (process redesign). OpEx: £3,000/year (training). Internal labour: ~150 hours (returns department).

EXPECTED FINANCIAL IMPACT

£138,781 Recovery Opportunity by reducing return rates and improving product recovery.

MONITORING KPI

Return Rate + Target: 8% + Review: Quarterly.

6. Deploy a barcode-driven Mini-WMS to lift accuracy and paperless operation

High

Medium Term

ROI ~10 mo

ROOT CAUSE

WMS coverage and paperless operation are well below peers. The site still relies on paper pick-lists and manual reconciliation, which adds checking labour and caps inventory and data accuracy.

IMPLEMENTATION STEPS

1. Scope a lightweight Mini-WMS covering receiving, putaway, directed picking and despatch.
2. Roll out RF/barcode scanning at every touch point; retire paper pick-lists.
3. Integrate with the existing ERP for real-time stock and order status.
4. Train and run a 2-week hypercare period with daily accuracy audits.

REQUIRED RESOURCES

Mini-WMS build + RF devices (£35k-£60k) + integration and training.

EXPECTED FINANCIAL IMPACT

Removes manual checking labour; targets 99%+ inventory accuracy and full paperless ops.

MONITORING KPI

wms_coverage, paperless_operations, inventory_accuracy

7. Elevate Customer Service & Order Quality

Medium

Medium Term

ROI ~6 mo

ADDRESSES: Customer Complaint Rate, Backorder Rate, On-Time In-Full (OTIF)

ROOT CAUSE

Operating with a Customer Complaint Rate 60% below median, Backorder Rate 26.4% below median, and OTIF 3.1% below median. These impact customer satisfaction and order reliability.

IMPLEMENTATION STEPS

1. Phase 1 (Weeks 1-4) - Conduct customer feedback sessions to better understand service gaps.
2. Phase 2 (Months 2-3) - Implement a robust order tracking and alert system to preemptively address backorders.
3. Phase 3 (Months 4-6) - Enhance staff training on customer service protocols and timely resolution practices.

REQUIRED RESOURCES

CapEx: £10,000 (tracking system). OpEx: £2,500/year (customer service training). Internal labour: ~120 hours (customer service team).

EXPECTED FINANCIAL IMPACT

£125,538 Recovery Opportunity through enhanced service levels leading to higher customer retention.

MONITORING KPI

Customer Complaint Rate + Target: 2.5 per 1000 orders + Review: Monthly.

8. Stand up a returns triage cell to lift resellable recovery

Medium

Quick Win

ROI ~3 mo

ROOT CAUSE

Returns are processed in batches with no early grading, so the resellable share recovered is below the peer median and good stock ages out of sellable condition while it waits.

IMPLEMENTATION STEPS

1. Create a dedicated triage bench with a clear grade-and-disposition rulebook (A/B/C/scrap).
2. Grade returns within 24 hours of receipt and route A-grade straight back to pickable stock.
3. Capture reason codes to feed root-cause analysis on damage and wrong-item returns.

REQUIRED RESOURCES

1 returns lead + bench kit (~£3k). No major capital.

EXPECTED FINANCIAL IMPACT

Higher resellable recovery and faster return processing; direct margin recovery on returned goods.

MONITORING KPI

returns_resellable_pct, return_processing_time

9. Launch a structured Kaizen / continuous-improvement programme

Low

Long Term

ROI ~12 mo

ROOT CAUSE

Kaizen events, improvement-idea throughput and process standardisation all sit in the lowest band. Gains from the actions above will erode without a system to sustain and compound them.

IMPLEMENTATION STEPS

1. Set a cadence of monthly Kaizen events with a simple idea-capture board on the floor.
2. Standardise top processes with one-page SOPs and tier-board daily management.
3. Track an implementation-rate KPI and celebrate shipped improvements.

REQUIRED RESOURCES

CI facilitator (0.5 FTE) + small idea-reward budget.

EXPECTED FINANCIAL IMPACT

Sustains the 12-month gains and compounds 3-5% annual productivity improvement.

MONITORING KPI

kaizen_events_per_year, implementation_rate, process_standardization

Audited Metrics vs Benchmark

Every audited metric grouped by operational area, with its gap to the industry median (P50) and best-in-class (P10).

Order Profile & Complexity

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Average Lines per Order (lines/order) ↑	3.70	1.80	4.20	8.50	-11.9%
Y 3.70 · M 4.20 · B 8.50					
Small Orders % (%) ↑	42.20	25.00	45.00	65.00	-6.2%
Y 42.20 · M 45.00 · B 65.00					
SKU Proliferation (active SKUs) ↑	5300.00	1500.00	6000.00	15000.00	-11.7%
Y 5300.00 · M 6000.00 · B 15000.00					
Seasonality Index (ratio) ↑	0.00	1.10	1.60	2.50	—
Not measured					
Rush Order Rate (%) ↓	0.00	32.00	12.00	3.00	+100.0%
Returns Rate - Damaged (%) ↓	0.00	10.00	4.00	1.50	+100.0%
Returns Rate - Wrong Item (%) ↓	0.00	7.00	2.80	0.80	+100.0%

Shipping

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
On-Time Shipping (%) ↑	97.25	92.40	96.00	98.40	+1.3%
Y 97.25 · M 96.00 · B 98.40					
Orders Shipped per Hour (orders/h) ↑	142.00	97.50	150.00	210.00	-5.3%
Y 142.00 · M 150.00 · B 210.00					
Cost per Order Shipped (£) ↓	0.11	5.08	3.50	2.10	+96.9%
Y 0.11 · M 3.50 · B 2.10					
Load Utilization (%) ↑	80.00	65.80	82.00	92.80	-2.4%
Y 80.00 · M 82.00 · B 92.80					

Customer Service & Order Quality

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Perfect Order Rate (%) ↑	90.40	82.00	92.00	98.50	-1.7%
Y 90.40 · M 92.00 · B 98.50					
On-Time In-Full (OTIF) (%) ↑	87.20	78.00	90.00	98.00	-3.1%
Y 87.20 · M 90.00 · B 98.00					
Order Fill Rate (%) ↑	97.86	88.00	95.00	99.00	+3.0%
Y 97.86 · M 95.00 · B 99.00					
Backorder Rate (%) ↓	6.32	12.00	5.00	1.00	-26.4%
Y 6.32 · M 5.00 · B 1.00					
Customer Complaint Rate (per 1000 orders) ↓	4.00	10.00	2.50	0.50	-60.0%
Y 4.00 · M 2.50 · B 0.50					
Order Accuracy (%) ↑	99.50	96.50	99.00	99.90	+0.5%
Y 99.50 · M 99.00 · B 99.90					

Storage & Inventory

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Space Utilization (%) ↑	0.00	65.00	78.00	85.00	—
Not measured					
Inventory Accuracy (%) ↑	99.09	97.15	98.50	99.40	+0.6%
Y 99.09 · M 98.50 · B 99.40					
Backorder / Unallocated Lines Rate (%) ↓	2.45	3.80	2.00	1.00	-22.5%
Y 2.45 · M 2.00 · B 1.00					
Inventory Aging >90 Days (%) ↓	34.20	40.00	18.00	5.00	-90.0%
Y 34.20 · M 18.00 · B 5.00					
Inventory Aging >180 Days (%) ↓	13.50	28.00	10.00	2.00	-35.0%
Y 13.50 · M 10.00 · B 2.00					
Dead Stock Rate (%) ↓	11.00	18.00	5.00	1.00	-120.0%
Y 11.00 · M 5.00 · B 1.00					
Slow Mover Rate (%) ↓	44.20	50.00	25.00	8.00	-76.8%
Y 44.20 · M 25.00 · B 8.00					
ABC Analysis Accuracy (%) ↑	83.30	70.00	85.00	95.00	-2.0%
Y 83.30 · M 85.00 · B 95.00					
Cycle Count Accuracy (%) ↑	98.78	92.00	97.00	99.50	+1.8%
Y 98.78 · M 97.00 · B 99.50					
Safety Stock Effectiveness (%) ↑	86.50	72.00	90.00	98.00	-3.9%
Y 86.50 · M 90.00 · B 98.00					

Financial

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Total Logistics Cost % of Revenue (%) ↓	0.00	15.20	8.00	4.00	+100.0%
Y 30.70 · M 25.00 · B 15.00					
Cost per Order Fulfilled (£) ↓	30.70	36.25	25.00	15.00	-22.8%
Y 2.60 · M 2.50 · B 1.50					
Cost per Unit Shipped (£) ↓	2.60	3.63	2.50	1.50	-4.0%
Y 2.51 · M 2.80 · B 4.50					
Working Capital % of Revenue (%) ↓	0.00	28.50	15.00	7.50	+100.0%
Gross Margin Return on Inventory (GMROI) (ratio) ↑	2.51	1.30	2.80	4.50	-10.4%
Y 45.60 · M 40.00 · B 15.00					
Cash-to-Cash Cycle Time (days) ↓	45.60	90.00	40.00	15.00	-14.0%
Y 2210.53 · M 4500.00 · B 8000.00					
Revenue per Square Meter (£/m²/year) ↑	2210.53	2200.00	4500.00	8000.00	-50.9%
Y 20800.00 · M 25000.00 · B 45000.00					
EBITDA per Employee (£/FTE) ↑	20800.00	12000.00	25000.00	45000.00	-16.8%

Continuous Improvement

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Kaizen Events per Year (count/year) ↑	7.20	4.00	12.00	24.00	-40.0%
Y 7.20 · M 12.00 · B 24.00					
Improvement Ideas per Employee (ideas/employee/year) ↑	1.30	0.50	3.00	8.00	-56.7%
Y 1.30 · M 3.00 · B 8.00					
Implementation Rate (%) ↑	34.00	25.00	55.00	85.00	-38.2%
Y 34.00 · M 55.00 · B 85.00					
Savings from Continuous Improvement (£/year) ↑	135000.00	25000.00	150000.00	500000.00	-10.0%
Y 135000.00 · M 150000.00 · B 500000.00					
Process Standardization (%) ↑	53.20	40.00	70.00	95.00	-24.0%
Y 53.20 · M 70.00 · B 95.00					
Audit Compliance (%) ↑	80.20	62.00	85.00	98.00	-5.6%
Y 80.20 · M 85.00 · B 98.00					

Supply Chain Resilience

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Supplier Lead Time Variability (CV) ↓	0.24	0.42	0.18	0.08	-33.3%
Y 0.24 · M 0.18 · B 0.08					
Single Source Dependency (%) ↓	24.00	42.00	18.00	5.00	-33.3%
Y 24.00 · M 18.00 · B 5.00					
Risk-Adjusted Inventory (days) ↑	22.50	12.00	25.00	45.00	-10.0%
Y 22.50 · M 25.00 · B 45.00					
Supply Chain Visibility (%) ↑	47.90	35.00	70.00	95.00	-31.6%
Y 47.90 · M 70.00 · B 95.00					
Disruption Recovery Time (h) ↓	21.80	72.00	16.00	4.00	-36.3%
Y 21.80 · M 16.00 · B 4.00					

Cost Breakdown

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Receiving Cost % (%) ↓	42.81	35.00	18.00	8.00	-137.8%
Y 42.81 · M 18.00 · B 8.00					
Picking Cost % (%) ↓	26.03	55.00	40.00	25.00	+34.9%
Y 26.03 · M 40.00 · B 25.00					
Packing Cost % (%) ↓	26.30	32.00	18.00	8.00	-46.1%
Y 26.30 · M 18.00 · B 8.00					
Shipping Cost % (%) ↓	4.86	48.00	30.00	15.00	+83.8%
Y 4.86 · M 30.00 · B 15.00					
Labour Cost % of Total (%) ↓	70.60	82.00	65.00	45.00	-8.6%
Y 70.60 · M 65.00 · B 45.00					
Equipment Cost % of Total (%) ↓	20.50	32.00	18.00	8.00	-13.9%
Y 20.50 · M 18.00 · B 8.00					
Facility Cost % of Total (%) ↓	29.20	40.00	25.00	12.00	-16.8%
Y 29.20 · M 25.00 · B 12.00					
Technology Cost % of Total (%) ↓	10.40	18.00	8.00	3.00	-30.0%
Y 10.40 · M 8.00 · B 3.00					
Cost per Square Meter (£/m²/year) ↓	0.00	520.00	260.00	120.00	+100.0%

Technology & Automation

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
WMS Coverage (%) ↑	65.10	50.00	82.00	98.00	-20.6%
Y 65.10 · M 82.00 · B 98.00					
Automation ROI Payback (months) ↓	48.50	60.00	28.00	12.00	-73.2%
Y 48.50 · M 28.00 · B 12.00					
System Uptime (%) ↑	99.60	96.50	99.00	99.90	+0.6%
Y 99.60 · M 99.00 · B 99.90					
Barcode/RFID Scan Rate (%) ↑	80.10	70.00	90.00	98.00	-11.0%
Y 80.10 · M 90.00 · B 98.00					
Paperless Operations (%) ↑	47.20	35.00	70.00	95.00	-32.6%
Y 47.20 · M 70.00 · B 95.00					
Data Accuracy (%) ↑	98.58	92.00	97.00	99.50	+1.6%
Y 98.58 · M 97.00 · B 99.50					

Energy & Sustainability

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Energy Cost % of Revenue (%) ↓	0.00	1.90	1.00	0.50	+100.0%
Waste Diversion Rate (%) ↑	56.80	24.00	60.00	84.00	-5.3%
Y 56.80 · M 60.00 · B 84.00					
Carbon Footprint per Unit (kg CO2/unit) ↓	1.56	2.80	1.20	0.50	-30.0%
Y 1.56 · M 1.20 · B 0.50					
Energy Intensity per m² (kWh/m²/year) ↓	0.00	380.00	180.00	80.00	+100.0%
Packaging Waste per Order (kg/order) ↓	0.72	1.30	0.55	0.20	-30.9%
Y 0.72 · M 0.55 · B 0.20					

Labour

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Revenue per FTE (£/year) ↑	381818.18	55250.00	85000.00	119000.00	+349.2%
Y 381818.18 · M 85000.00 · B 119000.00					
Absenteeism (%) ↓	5.60	6.65	3.50	1.75	-60.0%
Y 5.60 · M 3.50 · B 1.75					
Staff Turnover (%) ↓	37.50	47.50	25.00	12.50	-50.0%
Y 37.50 · M 25.00 · B 12.50					
Overtime % (%) ↓	12.30	15.20	8.00	4.00	-53.8%
Y 12.30 · M 8.00 · B 4.00					
Training Hours per FTE (h/year) ↑	0.00	13.00	20.00	28.00	—
Not measured					
Employee Engagement Score (score (0-100)) ↑	62.40	40.00	65.00	85.00	-4.0%
Y 62.40 · M 65.00 · B 85.00					
Skills Matrix Coverage (%) ↑	60.80	35.00	65.00	90.00	-6.5%
Y 60.80 · M 65.00 · B 90.00					

Goods In / Receiving

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Dock-to-Stock Time (h) ↓	1.67	2.17	1.50	0.90	-11.3%
Y 1.67 · M 1.50 · B 0.90					
Receiving Accuracy (%) ↑	99.46	98.48	99.20	99.68	+0.3%
Y 99.46 · M 99.20 · B 99.68					
Lines Received per Labour Hour (lines/h) ↑	59.60	48.75	75.00	105.00	-20.5%
Y 59.60 · M 75.00 · B 105.00					
Cost per Line Received (£) ↓	0.26	1.16	0.80	0.48	+67.5%
Y 0.26 · M 0.80 · B 0.48					
Supplier On-Time Delivery (%) ↑	96.02	88.60	94.00	97.60	+2.1%
Y 96.02 · M 94.00 · B 97.60					
ASN Compliance (%) ↑	82.80	71.50	85.00	94.00	-2.6%
Y 82.80 · M 85.00 · B 94.00					

Safety

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
LTIFR (per 1M h) ↓	0.00	9.00	4.00	0.50	+100.0%
TRIR (per 200K h) ↓	0.00	4.35	3.00	1.80	+100.0%
Days Since Last Lost-Time Injury (days) ↑	171.00	117.00	180.00	252.00	-5.0%
Y 171.00 · M 180.00 · B 252.00					

Putaway

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Putaway Cycle Time (h) ↓	2.21	2.90	2.00	1.20	-10.5%
Y 2.21 · M 2.00 · B 1.20					
Putaway Accuracy (%) ↑	99.36	98.10	99.00	99.60	+0.4%
Y 99.36 · M 99.00 · B 99.60					

Packing

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Units Packed per Hour (units/h) ↑	97.00	65.00	100.00	140.00	-3.0%
Y 97.00 · M 100.00 · B 140.00					
Pack Accuracy (%) ↑	99.86	99.62	99.80	99.92	+0.1%
Y 99.86 · M 99.80 · B 99.92					
Cost per Order Packed (£) ↓	2.21	2.90	2.00	1.20	-10.5%
Y 2.21 · M 2.00 · B 1.20					
Packaging Materials Cost per Order (£) ↓	0.00	1.16	0.80	0.48	+100.0%

Returns

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Return Rate (%) ↓	12.60	15.20	8.00	4.00	-57.5%
Y 12.60 · M 8.00 · B 4.00					
Return Processing Time (days) ↓	3.17	4.35	3.00	1.80	-5.7%
Y 3.17 · M 3.00 · B 1.80					
Cost per Return (£) ↓	0.00	14.50	10.00	6.00	+100.0%
Returns Resellable % (%) ↑	52.00	43.00	70.00	88.00	-25.7%
Y 52.00 · M 70.00 · B 88.00					

Picking

Metric	Your Value	Worst (P90)	Median (P50)	Best (P10)	vs Median
Lines Picked per Hour (lines/h) ↑	98.00	84.50	130.00	182.00	-24.6%
Y 98.00 · M 130.00 · B 182.00					
Pick Accuracy (%) ↑	99.86	99.62	99.80	99.92	+0.1%
Y 99.86 · M 99.80 · B 99.92					
Travel Time % (%) ↓	55.30	66.50	35.00	17.50	-58.0%
Y 55.30 · M 35.00 · B 17.50					
Cost per Line Picked (£) ↓	0.16	1.31	0.90	0.54	+82.2%
Y 0.16 · M 0.90 · B 0.54					
Replenishment Efficiency (units/h) ↑	131.00	75.00	150.00	250.00	-12.7%
Y 131.00 · M 150.00 · B 250.00					
Value-Added Services % (%) ↑	13.60	8.00	25.00	45.00	-45.6%
Y 13.60 · M 25.00 · B 45.00					