

Distributor Investment

“Meeting the Challenge of The 90s”

*Purchasing and
Inventory
Management*



MANAGEMENT CONSULTANTS

20 NASSAU STREET, SUITE 244
PRINCETON, NEW JERSEY 08542-4509

Distributor Investment Issues

Today's distributor needs to take action on investment issues centered around purchasing and inventory management

- Reduce inventory investment in the business
- Revise purchasing policies and procedures
- Improve warehouse productivity related to inventory
- Reduce business working capital
- Reduce operations costs

Our Program Today

Today's presentation will address

- Segmentation and analysis of inventory by SKU
- ABC concept and use
- Evaluation of inventory using ABC
- Managing inventory segments differently
- Evaluation of purchasing policies, procedures, and practices
- Guide to improved purchasing
- Price and volume break analysis
- Establishment of inventory objectives
- Management reports and controls

The Challenge of The 90s

The marketplace is changing

Customer service demands are increasing

- More immediate servicing - fulfillment needs
- Shorter servicing time-frames and delivery cycles
- Reduced demand predictability
- Increased demand for information and communications

Consequences include

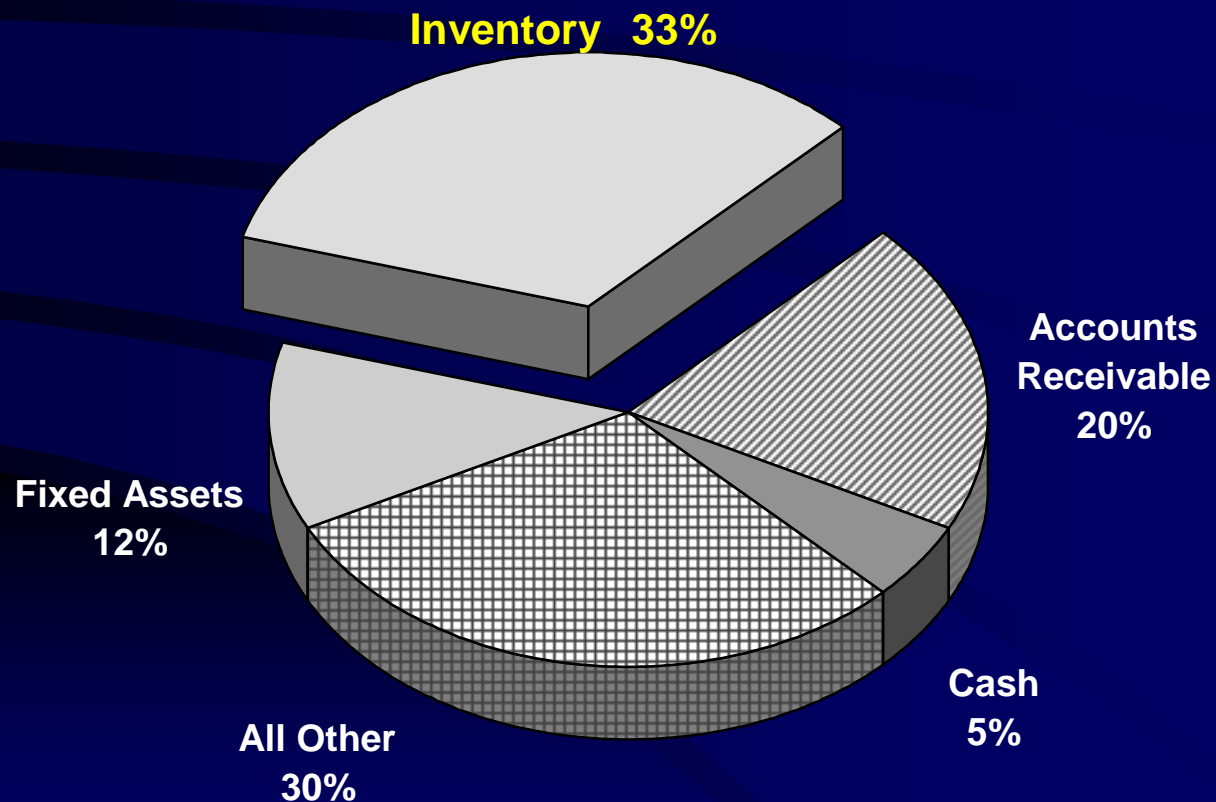
Cost to manage and carry inventory are increasing

- Larger inventories and safety stocks
- Reduced control & efficiency
- Increased damage, loss, & obsolescence
- Increased administrative work
- Reduced cash flow
- Need for increased warehouse space

Profits are being squeezed

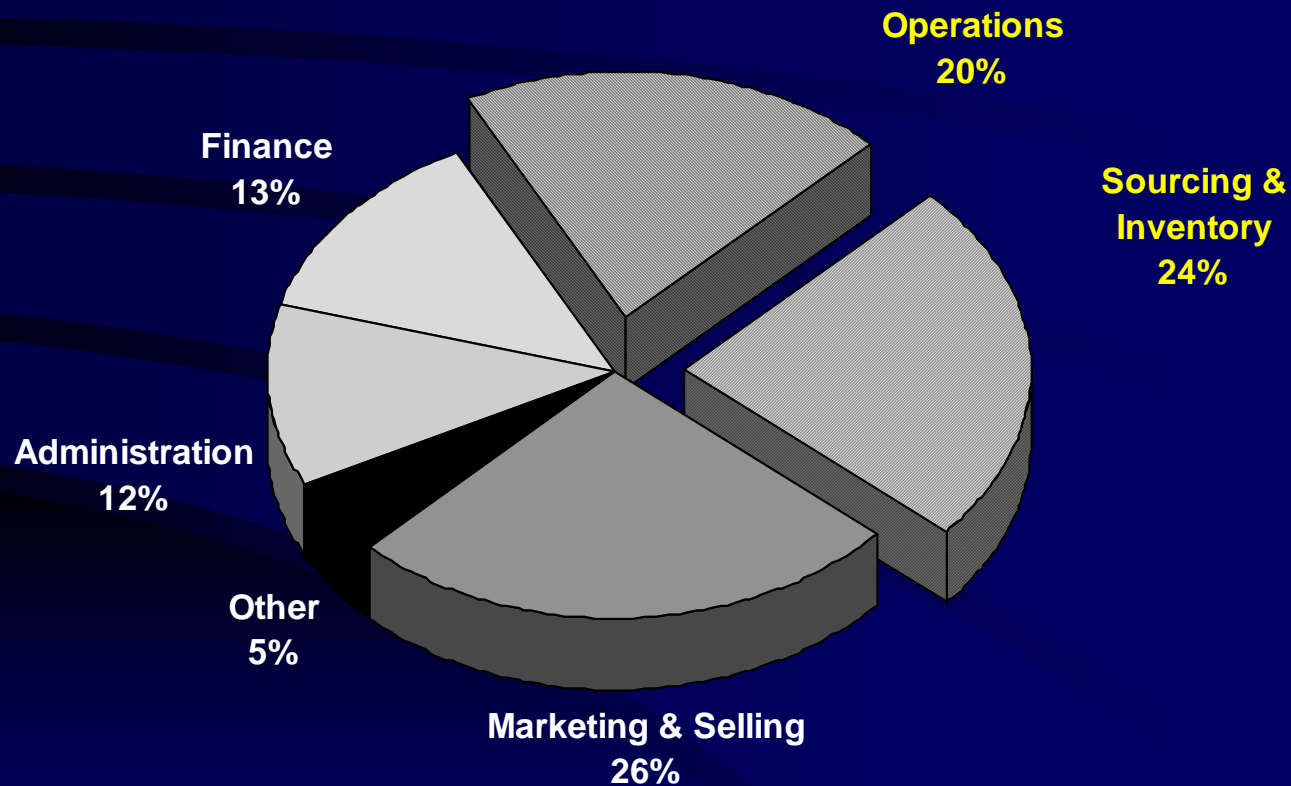
Perspective - Business Capital

Product inventory represents approximately one-third of business capital investment



Perspective - Operating Costs

Business operations, product sourcing, and inventory represent over 40% of annual costs



The Solution

Improve operational effectiveness through

- Reducing the size and cost of inventory
- Reducing delivered product costs
- Increasing operational effectiveness
- Maintaining or increasing service to customers

In short

Improved Supply Chain Management

Management of Inventory and Purchasing

Effective management of inventory and purchasing focuses on

- Inventory Management
 - Right product, right place, right time
 - What products are needed to support the business
 - How much product is needed to support the business
- Purchasing Management
 - Make the job easier
 - Focus on critical issues
 - Leverage decision making

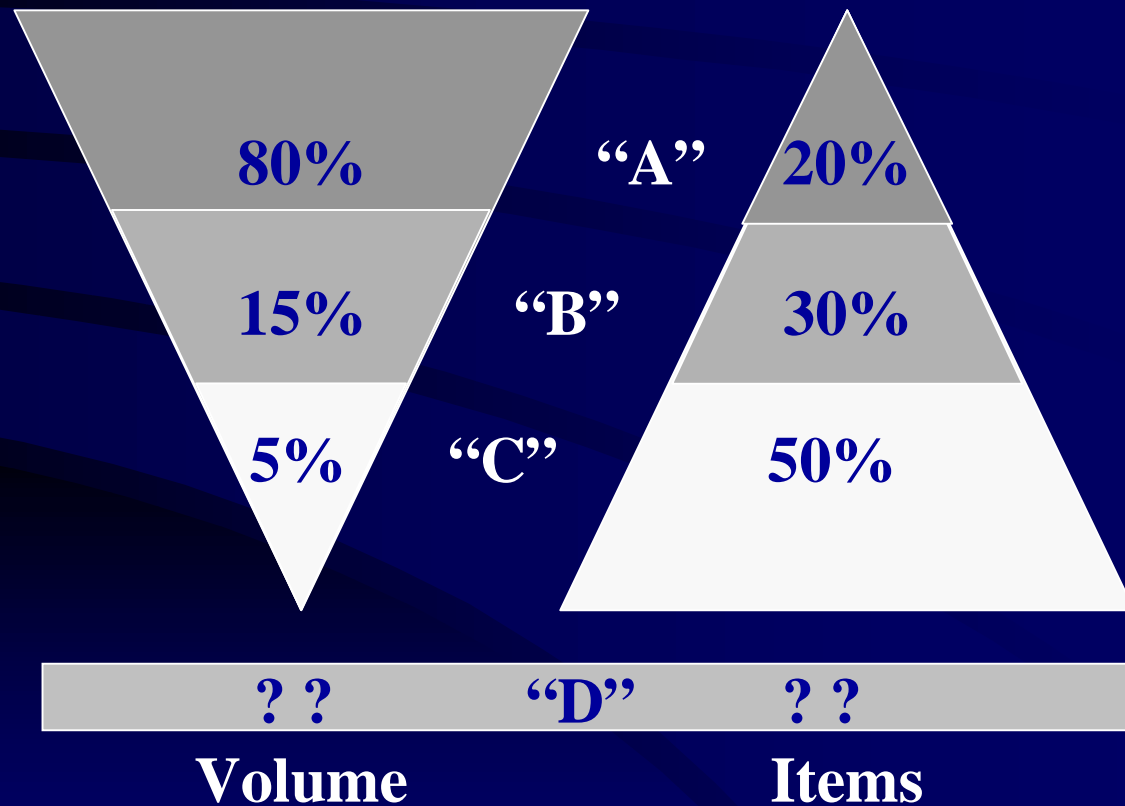
Segment and Analyze Inventory

Inventory needs to be managed according to its basic components . . .

- Product and inventory fall into logical groupings
- Physical characteristics will set storage requirements
- Product value will establish security requirements
- Special items require special management:
 - Forward buys
 - Consignment stock
 - Special customer stocks
- Inventory needs to be segmented by volume movement
 - *Not financial*

The ABCs of Inventory

The key segmentation of inventory is according to ABC classification based on volume



The ABCs of Inventory - Item vs. Vendor

Item Sales Ranking

- A, B, C Classification - Pareto Analysis
 - A Items - First 80% of Total Sales (*“Super A’s”, 1st 50%*)
 - B Items - 81 to 95% of Total Sales
 - C Items - Last 5% of Total Sales
- Used to classify items for varied inventory management strategies and periodic reorder reviews

Vendor Sales Ranking

- A, B, C Classification based on total vendor purchases (ranking criteria same as items)
- Used to classify vendors for varied inventory management strategies and periodic reorder reviews

Managing Inventory Segments Differently

Evaluating inventory according to ABC segmentation provides data for analyzing and effectively managing inventories

- Item and vendor classification
- Segmentation of C items
- Implementation of a periodic review for A & B items
- Identification of cost effective ordering strategy
- Consolidation of product lines and vendors
- Elimination of idle inventory assets
- Establishment of inventory and purchasing objectives

. . . . tailored specifically to your company business.

Segregate C Items

Insure availability and minimize effort associated with C items

- *Identify C Items for all vendors*
- *Establish a monthly review interval and assign one day each week to perform a reorder review on 25% of the C items*
- *Use an Order Point/Order Quantity inventory management procedure*
 - *Set order point high enough to minimize stock outs*
 - *Set order quantity high enough to reduce number of annual reorder reviews*
- *Use a daily “critical inventory level” report to identify items with critically low inventory levels which must be reordered immediately*

. . . . to enable inventory management focus on A & B items.

Segregate C Items

An alternative method for managing C items with minimal effort

- *Identify C Items for all vendors and C vendors*
- *Establish a minimum and maximum stocking level for all C items based on demand - e.g. 2 months minimum and 4 months maximum supply*
- *Use a computer to generate all orders for C items:*
 - *Computer identifies items with below 2 months inventory*
 - *Computer generates orders for up to a maximum of 4 months*
 - *Purchasing reviews orders prior to release to vendors*
- *Combine all C items orders with A & B items for volume vendors*

. . . . to enable inventory management focus on A & B items.

Evaluation of Purchasing

Purchasing policies, procedures, and practices need to be reviewed and evaluated

- *Determine vendor and order review cycle:*
 - Periodic review
 - Volume order point
- *Track vendor lead, cycle, and transit times:*
 - Order placement
 - Order processing and shipment
 - Order delivery
- *Document purchase parameters:*
 - Buying quantities
 - Special terms
 - Etc.

Improving Purchasing

Improvement opportunities can yield significant results in terms of timing, consistency, and cost reduction, leading to more bottom line profit

- *Schedule vendor purchasing and delivery*
- *Segment vendor buying:*
 - “A” vendors weekly or more frequently
 - “B” vendors bi-weekly (50% each week)
 - “C” vendors monthly (25% each week)
- *Periodically review purchasing practices with vendors to:*
 - Improve total times
 - Improve buying practices
- *Measure, report, and review vendor performance directed at continuous improvement*

. . . . which will have the effect of A & B items flowing like a pipeline.

Use Price and Volume Break Analysis

For A & B vendors who offer volume price breaks

- *Identify the annual purchase cost for each pricing strategy*
- *Calculate the inventory holding cost for each pricing strategy*
- *Determine if the purchase cost reduction associated with the purchase of a higher volume is greater than the additional inventory holding cost*
- *Evaluate the number of months of purchase cost savings that will be required to cover the holding cost for additional (cycle stock) inventory*
- *Consider the practicality of the reorder interval associated with the most cost effective purchase price/quantity strategy*

. . . . select the most cost effective purchase price/quantity strategy with a “reasonable” reorder interval.

Price Break Analysis - Example

A price break analysis can provide the opportunity to structure special buying to meet the needs of the business

Price Break Analysis

Product A

Sales (\$)				Purchase	\$ /	Purch	\$ /	(a)	(a)		
<u>Day</u>	<u>Week</u>	<u>Month</u>	<u>Year (1)</u>	<u>Strategy(lbs)</u>	<u>Purch</u>	<u>/ Yr (2)</u>	<u>Year</u>	<u>Ann Cost</u>	<u>Cycle</u>	<u>Add'l</u>	
562	2,808	12,170	146,040	*	10,000	12	146,040		\$6,085		
					20,000	6	143,119	\$2,921	11,927	\$5,842	
					30,000	4	138,738	7,302	17,342	11,257	
					40,000	3	134,357	11,683	22,393	16,308	
Volume Discount (per Lbs Purchased) (4)											
	<u>Min</u>	<u>Disc</u>									
	10,000	0									
	20,000	2%									
	30,000	5%									
	40,000	8%									
				*	Current Purchasing Strategy						
					Net Savings - 40 mlbs vs 10 mlbs (Annualized)				Investment Payback		
					Product Purchase Cost Savings			\$11,683	Add'l Investment	\$16,308	
					Additional Carrying Costs			-4,077	Monthly Net Savings	\$634	
					Net Savings			\$7,606	Payback (Months)	25.7	

- (1) Annual purchase cost of \$146,040 based on (2) & (3)
- (2) Purchase 10,000lbs per month
- (3) Product value at cost = \$1.217 / lb (based on sample of 3 10mlb purchases)
- (4) Fill in of 1 - 5 mlbs per quarter at last purchase price

RECOMMENDATION *No Change*

Payback - too long

Order Interval - too infrequent

Price Break Analysis - Example

A price break analysis can identify when to change purchasing strategy to provide additional savings to the business

Price Break Analysis

Product B

Sales (Cases)				Purchase Strategy	\$ / Purch	Purch /Yr	\$ / Year	(a)	(a)	
Day	Week	Month (1)	Year					Ann Cost Savings	Cycle Stock	Add'l Investment
31	156	675	8,100	* 240	8,400	34	283,500	\$4,200		
				700	21,700	12	251,100	\$32,400	10,850	\$6,650
Pricing (per Case)				* Current Purchasing Strategy						
			<u>Unit</u>	<u>Net Savings - 700 vs 240 cases (Annualized)</u>				<u>Investment Payback</u>		
			<u>Min Price</u>	Product Purchase Cost Savings	\$32,400	Add'l Investment	\$6,650			
			240	Additional Carrying Cost (25%)	-1,663	Monthly Net Savings	\$2,561			
			700	Net Savings	\$30,738	Payback (Months)	2.6			
Fill In	90	Price Last Purchase								

(1) 650-700 cases / mth

Price Break Criteria - 240 case minimum, \$35 / case;
 700 case minimum, \$31 / case; 11.5% cost reduction
 Also, there is a 90 case fill-in minimum at the last case purchase price.

RECOMMENDATION *Change to 700 Case Strategy*
 Recurring annual net savings of \$30,738
 Additional investment paid back in < 3 months
 Order interval changes to monthly

Consolidate Product Lines and Vendors

Take an aggressive approach to product line and vendor consolidation

- *Review items beginning at the end of the A, B, C listing and moving towards the beginning*
 - Where possible, substitute the most popular similar item to eliminate a stock keeping unit (SKU)
 - Eliminate C items when the profit contribution associated with the annual sales volume is not worth the effort to carry inventory
 - If a low volume item is critical to support a customer with a substantial sales volume, attempt to negotiate a change to “special order” with the customer agreeing to purchase any required minimum order quantity
- *Review vendors beginning at the end of the A, B, C listing and moving towards the beginning*
 - Attempt to eliminate low volume vendors by purchasing the same or a similar item from higher volume vendors where possible

. . . . to simplify your business processes.

Eliminate Idle Inventory Assets

Implement actions to reduce non-stock inventory

- *Negotiate supplier “buy backs”*
- *Develop special sale promotions*
- *Give non-stock items as a bonus to customer who meet a promotional volume threshold*
- *Evaluate use of inventory liquidators*
- *Donate unsaleable inventory*
- *Scrap all remaining inventory*

. . . . to gain valuable warehouse storage space and eliminate effort to “tend” slow/no moving items.

Implement Inventory Objectives and Measures

Establish purchasing and inventory objectives and measures and monitor results

- *Monitor weekly “purchases at cost” and “sales at cost”*
 - Develop a weekly variance and cumulative to variance to monitor the net affect on inventory over time
 - Graph the cumulative variance as an inventory change trend line and post for on-going management review
- *Monitor monthly inventory change compared to a base point (start date) and inventory objectives by product/vendor group in dollars and turns*
 - Identify variance from base point (\$ & %) as **“Progress Made”**
 - Identify variance from objective (\$ & %) as **“Opportunity Remaining”**

. . . . for effective control of assets and operations.

Reports and Controls - Example

Distributor Inventory Management Program - Example

Product Group Number	NBR OF VENDORS	NBR OF SKU's	ANNUAL \$ SALES	BEGINNING INVENTORY AS OF 6/01/95		CURRENT INVENTORY AS OF 12/31/95		INVENTORY OBJECTIVE		Initial Savings		Opportunity Remaining	
				ACTUAL INVENTORY \$	ACTUAL INVENTORY TURNS	ACTUAL INVENTORY \$	ACTUAL INVENTORY TURNS	AVERAGE INVENTORY \$	AVERAGE INVENTORY TURNS	(OVER) / UNDER BEGINNING INVENTORY \$	(OVER) / UNDER BEGINNING INVENTORY %	OVER / (UNDER) OBJECTIVE \$	OVER / (UNDER) OBJECTIVE %
1	21	1526	6,693,970	1,011,560	6.6	801,675	8.3	569,710	11.7	209,885	20.7%	231,965	40.7%
2	6	682	22,377,235	2,204,720	10.1	1,180,875	18.9	1,462,380	15.3	1,023,845	46.4%	-281,505	-19.2%
3	3	208	1,545,735	420,115	3.7	311,545	5.0	124,850	12.4	108,570	25.8%	186,695	149.5%
4	4	416	1,588,975	608,875	2.6	566,825	2.8	128,340	12.4	42,050	6.9%	438,485	341.7%
5	2	190	3,826,385	374,480	10.2	251,340	15.2	296,295	12.9	123,140	32.9%	-44,955	-15.2%
6	1	352	994,580	163,500	6.1	137,150	7.3	80,330	12.4	26,350	16.1%	56,820	70.7%
7	1	76	226,785	101,055	2.2	92,325	2.5	18,315	12.4	8,730	8.6%	74,010	404.1%
10	2	102	480,730	136,890	3.5	116,470	4.1	38,830	12.4	20,420	14.9%	77,640	199.9%
11	2	176	713,035	94,505	7.5	79,980	8.9	57,590	12.4	14,525	15.4%	22,390	38.9%
12	3	96	298,900	57,295	5.2	37,235	8.0	24,140	12.4	20,060	35.0%	13,095	54.2%
13	8	784	1,862,850	139,010	13.4	139,480	13.4	141,660	13.2	-470	-0.3%	-2,180	-1.5%
21	1	12	43,045	16,590	2.6	14,070	3.1	3,475	12.4	2,520	15.2%	10,595	304.9%
22	3	20	191,340	81,990	2.3	82,725	2.3	11,725	16.3	-735	-0.9%	71,000	605.5%
Total	57	4,640	40,843,565	5,410,585	7.5	3,811,695	10.7	2,957,640	13.8	1,598,890	29.6%	854,055	28.9%
% Grand Total	31%	86%	94%	92%		86%				Total Progress Made		1,598,890	
Grand Total	181	5380	43,539,550	5,913,150		4,414,860				Total Opportunity Remaining		854,055	
										Total Savings Opportunity		2,452,945	

Inventory and Purchasing Program Results

Results of a comprehensive Inventory and Purchasing Management Process Review will include

- An improved profile of inventory by volume classification
- Implementation of suggested changes in product sourcing procedures
- A potential business asset reduction in inventory of greater than 20% by:
 - Product classification
 - Purchasing procedures
- An estimated operating costs savings potential of 20% plus - based on:
 - One-time capital costs
 - On-going operational costs
- Additional inventory and cost reductions based on use of price break analyses, item and vendor consolidation, use of objectives and measures, etc.

Inventory and Purchasing Program Results

Specifically, management should look for Inventory and Purchasing Programs Results such as

- A reduction in inventory of “A & B” items
- A reduction or elimination of “C & D” item inventories
- A reduction in vendor order cycle times
- Potential for inbound product consolidation
- One-time increase in business cash flow (pay down loans or take payment discounts)
- Long-term reduction in inventory costs
- Improved in-stock position and customer service

Summary of Program Results

In summary, program results will include

- *For Inventory and Purchasing Management:*
 - Reduced total inventory investment
 - One-time increase in business cash flow
 - Increased inventory turns
 - Balanced inventory profile - right product, right place
 - Reduced operating costs.
- *For Warehouse and Delivery Operations:*
 - Increased productivity
 - Improvement in resource and space utilization
 - Reduction in operating costs
 - Move effective product flow
 - Improved customer service.

Summary of Program Results

In addition, program results will include

- *For Customer Service:*
 - Improved in-stock position
 - Reduced order cycle time
 - Improved inventory accuracy.
- *For Management and Control:*
 - Improved level of management skills
 - Effective management reports and controls
 - More effective utilization of operations resources
 - More responsive operations support to marketing and business strategy.

REM Associates

We specialize in distributor/wholesaler operations and services

- Warehouse operations and delivery
- Inventory management
- Customer service

We have worked for companies and associations

- Alling and Cory
- Anheuser-Busch Companies, Inc.
- Avon Products
- Becton Dickinson & Company
- Certified Grocers of California
- General Foods Corporation
- General Mills Company
- Scott Paper Company
- National Paper Trade Association
- National Association of Tobacco Distributors
- National Candy Wholesalers Association
- National Association of Record Merchandisers
- Private Label Manufacturers Association
- State of North Carolina



MANAGEMENT CONSULTANTS

**20 NASSAU STREET, SUITE 244
PRINCETON, NEW JERSEY 08542-4509**

Phone: 609-275-4444

Fax: 609-275-5651

WWW: <http://www.remassoc.com>

E-Mail: rem@remassoc.com

REM Associates

We specialize in distributor/wholesaler operations and services

- Purchasing and Inventory management
- Warehouse operations and delivery
- Customer service

We have worked for companies and associations

- Alling and Cory
- Anheuser-Busch Companies, Inc.
- Eastern Paper & Packaging Co.
- General Foods Corporation
- General Mills Company
- KC/Scott Paper Company
- Penn Jersey Paper Company
- Philip Rosenau & Company
- National Paper Trade Association
- National Association of Tobacco Distributors
- National Candy Wholesalers Association
- National Association of Record Merchandisers
- Private Label Manufacturers Association
- State of North Carolina