Deployment Strategist · client onboarding plan

Your first onboarding, in two tempos

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Tune and orchestrate at the same time — DMAIC on the gemba. Tune the numbers on the floor so agents read a true record (*Define & Measure*). Orchestrate purchasing, warehouse and sales around one score, then lock in the gain (*Improve & Control*), measured on fill rate, inventory and cash-to-cash.

Tempo 1 · Tune
How true is the record? A baseline before go-live, then a blind re-count every cycle.

Tempo 2 · Orchestrate
One score for every team: one steering meeting, use cases in sequence, a clean handback.

1 · Discover on the floor

First audit, before go-live
Tune + Orchestrate

Gemba first: work a shift as one of the crew.

- **Why as an operator:** Meeting rooms describe the SOP and clipboards hide shortcuts. Working a shift at receiving, picking, dispatch and buying drops the guard and shows where screens slow the work.
- **What it saves the FDE:** Surfaces parallel spreadsheets, carrier gaps and broken incentives *before* engineering builds on a fictional flow.

Out: a floor-verified decision map and first use cases.

2 · Tune

Before go-live, then every cycle
Tune

Know how true the record is before an agent reads it.

- Baseline fill rate, inventory and cash-to-cash from the client's own data.
- Blind-count a sample of SKUs, without showing the expected balance, to measure how much of the recorded stock is really there.

Out: the baseline, and a map of where the record holds.

3 · Orchestrate

Through go-live
Orchestrate

One score for purchasing, warehouse and sales.

- One steering meeting on one tuned number. Use cases in sequence, starting where the record holds, so each one compounds the next.
- The agent translates and proposes, deterministic rules check, and a named person signs.
- Make the right path faster than the workaround: that is what gets adopted.

Out: live use cases, each with an owner and measured adoption.

4 · Value case

After go-live
Tune + Orchestrate

Profit from the friction we stop burning.

- Impact against the baseline on fill rate, inventory and cash-to-cash.
- Plus the cost of misalignment: detention and demurrage, obsolete stock, emergency overtime and lost sales.

Out: the value story for renewal and for the next use cases.

5 · Let go

Handback
Orchestrate

Finish, document, move on.

- Handback with the FDE to the client's ops team: success criteria met, value documented, and a map of the next use cases, sites and teams.

Out: a clean handback, and I move to the next onboarding.

Lived, not theorized

Closing one WMS, opening the next.

As outbound leader at a 50,000+ SKU DC in Australia—desk, picking/packing, forklift and carrier dispatch—I closed down the legacy WMS and stood up its replacement (team of 20; 23 trained with RF; order processing down 20%).

A bonus that manufactured broken orders.

On a gemba walk I saw a per-operator production KPI, tied to a bonus, causing mixed, short and damaged orders. I removed it and replaced it with customer satisfaction, measured as zero complaints and response time.

Inventory and cash.

A USD 30M P&L across direct and wholesale channels, with about USD 5M of inventory released.

Why tune at all: in 37 retail stores, 65% of about 370,000 inventory records were inaccurate (DeHoratius and Raman, 2008, *Management Science*).