Implementation of an Information System at S&N Enterprises

By

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Fall-_2K18_-EMBA – _EMP ID- 273844_

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_2023_

A Business Project submitted in partial fulfillment of the requirements
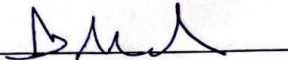for the degree of Executive Masters in Business Administration

In
NUST Business School

**National University of Sciences and Technology (NUST),
Islamabad, Pakistan.**

BUSINESS PROJECT ACCEPTANCE CERTIFICATE

It is Certified that final copy of EMBA Business Project written by Umair Salahuddin Registration No. 273844 of EMBA 2K18 has been vetted by undersigned, found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of errors, and mistakes and is accepted as fulfillment for award of EMBA degree. It is further certified that necessary amendments as pointed out by GEC members of the scholar have also been incorporated in the said business project.

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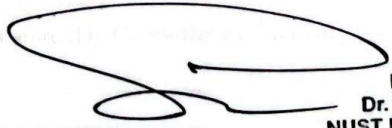
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<u>Acknowledgement</u>

I would like to express my sincere gratitude to all those who have contributed to the successful completion of my MBA Business Project.

Firstly, I would like to thank my project supervisor, Mr. Momin Durrani for his invaluable guidance and support throughout the project. His expertise, insights, and patience have been invaluable in shaping my project and helping me achieve my goals.

I would also like to express my gratitude to all my management who provided me with their valuable inputs, guidance, and feedback at various stages of the project. Their contributions helped me to refine my ideas and achieve better results.

I would also like to acknowledge the support and encouragement of my family and friends, who have been a constant source of motivation throughout my MBA program. Their love, encouragement, and support have kept me focused on my goals and helped me to achieve them.

Finally, I would like to express my gratitude to my institution NBS, NUST, for providing me with the opportunity to pursue my MBA program and for providing the necessary resources and facilities for completing my project.

Once again, I would like to thank everyone who has played a role in making this project a success. Your support and guidance have been instrumental in helping me achieve my goals, and I am grateful for all that you have done for me.

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Introduction to FMCG Distribution in Pakistan and the need for Implementation of a New Information System at S&N Enterprises

Fast-moving consumer goods (FMCG) distribution in Pakistan is a vital component of the country's economy. FMCG products are goods that are sold quickly and at a relatively low cost, such as food and beverages, personal care items, household cleaning products, and other similar products.

The distribution network for FMCG products in Pakistan is quite extensive and involves several layers. The primary distribution network typically involves manufacturers or brand owners selling their products to wholesale distributors, who then sell them to retailers. These retailers, in turn, sell the products directly to end consumers.

The distribution of FMCG products in Pakistan is also influenced by several factors, including the country's large population, diverse cultures, and varied socioeconomic conditions. As a result, companies that distribute FMCG products in Pakistan often need to tailor their distribution strategies to meet the specific needs and preferences of different regions and consumer segments. In recent years, there has been a significant shift towards modern trade channels, such as supermarkets and hypermarkets, in Pakistan's FMCG distribution landscape. However, traditional channels, such as small independent stores, still account for a substantial portion of FMCG sales in the country.

Overall, FMCG distribution in Pakistan remains a highly competitive and challenging business. Companies that succeed in this market often have strong distribution networks, efficient supply chain management, and the ability to adapt quickly to changing consumer preferences and market conditions. **S&N Enterprises in order to thrive in this competitive environment wanted to inculcate a new information system to evolve into an efficient and effective distribution firm.**

Organization

S&N Enterprises is a well-known, well established and time-honored distribution firm established in 2016 in Islamabad. Founded by two business graduates associated with the FMCG sector it has expanded to an annual turnover of PKR 800 million. Our firm specializes in the distribution of a wide range of consumer goods to retailers and wholesalers throughout Pakistan. We have a strong and experienced team that is dedicated to providing timely and efficient delivery of products to our customers. Our company has developed strong relationships with leading manufacturers and suppliers to ensure that we offer only the best products to our customers. Our company is committed to providing high-quality products and exceptional services to our customers.

Today, we are known by the companies we keep. Our experience, present and past, covers a diversified range of products. The valued business associations include such names as: Ismail Industries Ltd, Hilal Foods, Volka Foods ,Lotte Kolson, Shakarganj Foods Ltd**. (Annexure A)** We have 30+ Supply Vehicles **(Annexure G)** with containers ranging from 0.5 tonnes to 6 tonnes with the capacity to install chillers. The vehicles service 5000+ customers every month. We have 2 warehouses (**Annexure F**) with a total of 14000+ sq ft area compliant with good warehouse practices. We have a team of 75+ employees who help us achieve the company goals effectively and efficiently.

In order to understand the problem statement we first need to understand the basic distribution operational cycle **(Annexure B)**. In the first phase the main ingredient which has to be sold in the market is the inventory/ stock which has to be purchased from the supplier. Initially when the distribution contract is awarded to us the complete product range available with the supplier is ordered in quantities as per previous sales history and then future orders include inventory which needs to be replenished as per need. The stock is then dispatched from the company regional warehouse to the distribution warehouse. Majority of the regional warehouses reside in industrial areas in Tarnol located in the outskirts of Islamabad. The truck upon reaching the distribution warehouse is then attached in front of the unloading dock. The delivery note is checked by the warehouse manager and the stock received is counted and then offloaded in the warehouse. After the stock is received at the distribution warehouse the details are disseminated to the distributor's sales representative (DSR). The DSRs visit the planned weekly routes the following day to book

orders each day. The DSRs take along printed booking sheets **(Annexure C)** to write the booking manually on each route. Upon reaching the distribution office the DSRs then use the sheets to punch in their orders in the information system to be supplied to customers the next day. The summary of the orders processed on the information system with stock details are then printed and handed over to the warehouse manager to load the vehicles accordingly. The following day Salesman/ Driver checks the inventory loaded vehicles **(Annexure D)** according to the load pass summary and verifies the customer locations from the DSRs as there are multiple customers with the same names on a single route. The driver/ salesman visits the planned route and delivers the orders and collects funds from the customers/ shopkeepers. In addition to this they are also responsible to display the inventory in the shelves so that it helps in further selling by the shopkeeper. Upon completing the delivery of orders the driver/ salesman leaves the assigned routes and returns to the office. Upon reaching the office if any stock is returned by the shopkeeper is then received by the warehouse manager and the detail is entered on the load pass to be further entered by the key punch operator The Key punch operator then processes the load pass **(Annexure E)** and prints the final amount to be deposited by the driver/ salesman. The funds are then submitted according to the serviced load pass amount in the accounts office. The accounts office then collects the funds and compiles them to match with the total sale for the whole day. The payment is then deposited the following day to the bank to further pay to suppliers to replenish the stock. The payment made to the companies is processed through a centralized cash management system on printed slips with dedicated agent/ dealer code to ensure the payment is received with the right details. The whole process is then repeated and carried on for the whole month to achieve the desired sales monthly targets.

Need for a Dedicated Information System

S&N Enterprises is a distribution company working with diverse fmcg companies who have deployed their own information systems which have different processes, reporting and controls which don't cover all the facets of our operational sphere so we as a distribution firm were finding it difficult to address the lack of controls relevant to our **operational processes, sales execution strategies** and **warehouse compliance.**

The Distributors Sales Representative (DSR) when visiting the market used to manually write orders on a sheet of paper which was printed in bulk with each of the brands/SKUs printed on it.

This manual process resulted in a lot of errors as in some cases the sales representative would un intentionally write orders in front of the wrong boxes which further resulted in wrong stock being delivered to the shopkeeper which would increase the grievances of the shopkeeper and he would in turn return the order which resulted in increase in the fuel cost for re delivering the order to them. Moreover this resulted in delays in next day operation as in the second half of the day supplies for the following day are planned. In addition to this the stock details present in the warehouse changes as other DSRs punch in their orders leaving some of their stock ordered by the customers cancelled which results in the previously mentioned problems. Also the DSR had to visit the distribution office after completing the route planned and manually enter the orders in the system through the key punch operator handling the information system which wasted a lot of time as it had to be done on an individual basis. This immense load on the key punch operator resulted in high turnover at the position since every employee would get frustrated by the prolonged office hours. Also DSRs fuel costs increase when they have to come back specially to punch in orders for the next day.

Another problem faced by the firm was that if any Driver/Salesman was on leave it was difficult for the person filling in for him to deliver the orders to the right customers as he had no prior knowledge of the routes. This resulted in the driver / salesman increasing the fuel costs and loss of sales as he would coordinate on the phone with the DSR and deliver the relevant orders through hit and trial where sometimes they wouldn't even find some customers in congested markets. The problem was that the DSRs who were assigned the weekly routes left gaps as they did not usually visit all the customers on the route which resulted in loss of sales and barriers to market growth. The territory sales manager had to make random audits of the routes to check whether the DSRs were visiting all the customers. This lack of control on the DSRs resulted in loss to the firm in terms of revenue reduction and missing sales targets commissions. In addition to this in the later stages of the month when the daily sales pressures are high DSRs usually try to visit routes other than assigned to them to meet their sales targets which results in high fuel costs for the firm as it has to deliver on multiple routes in one day. In addition to this there was no significant sales data/ history to analyze the market or devise strategies/ trade offers for valuable customers. This resulted in weak grip on the market by the management as they relied on the DSRs for information regarding the market and would devise strategies assuming the

information provided was correct. This usually led to errors in the strategies and forecasting for inventory issues were common.

The Product expiries are a crucial factor in the fmcg industry as the name implies fast moving consumer goods industry time is of the essence and with limited time in expiries of products a robust supply chain is necessary to survive and thrive. The optimum level of products needs to be placed on the shelfs to avoid product expiries on the shelf. The problem faced by the firm is that an exclusive area is given to each firm by our business partners and a small percentage of the order value is added as an expiry budget. The bigger the distribution area the more their purchase from the company hence the bigger the expiry budget accumulated. Sometimes expiries of relatively smaller areas are transferred involving sales representatives/ drivers of bigger cities and they lift expiries more than the actual expired stock on their designated routes exceeding the budget received hence resulting in losses to the distribution firm. Also there was no documentation present to re verify whether the DSRs due to their own sales target pressure sold more than the customer's capacity leading to stock expiry.

When the stock is received at the distribution warehouse a Delivery note is raised by the key punch operator. At times when multiple delivery notes were received at the warehouse and KPO was not present they sometimes missed to enter the delivery note in the information system whereas the inventory was physically received. This hidden physical inventory led to some frauds in the distribution firms where the warehouse manager sold the excess inventory till the time it was reconciled the employee had left the city.

FIFO inventory model is strictly followed in the fmcg industry as the inventory includes limited product expiry dates. The problem that the firm was facing was that stock received from the company warehouse had written expiries on the cartons and each carton had to be checked before putting it on a pallet, sometimes the warehouse manager and loading team would miss out on the dates and the FIFO model would get affected. This neglect would in turn lead to great financial losses as if slow moving stocks fifo gets affected and the stock is expired in the warehouse they usually expire in large quantities.

Solution Implemented

The proposed solution to our problem was to have a dedicated information system which would aid in tightening our controls in terms of operations, sales execution and warehouse compliance. Initially we conducted a needs assessment relevant to our firm needs. It involved every functional manager listing their requirements in detail according to their domains and then a review meeting was conducted with the management to summarize and refine the requirements..

We gathered a list of vendors who provided distribution specialized information systems related to the FMCG industry. We shortlisted three vendors namely S&D pro by Centegy Technologies, RED by Geo Blink and Sales Flo by Retailistan and our need assessment report was shared with each of the parties. Meetings with each of the vendors were held in which they presented their proposals. A comparison of the vendors was drafted in which they were rated on diverse parameters ranging from interface to pricing to backend capability etc. After careful consideration we decided that Sales Flo by Retailistan will be the best fit for us as it was economical with a simple interface with strong controls and links with each of the functions of the firm.

Retailistan is one of the startups founded by three previous colleagues of Unilever Pakistan who had faced the same problem faced by the fmcg industry. They identified that there were a lot of gaps/ slacks in the whole distribution cycle which could be addressed by a sophisticated information system. Retailistan's services include retail strategy development, store operations improvement, visual merchandising, marketing, and training. The company works with retailers of all sizes, from small independent shops to large national chains.

Retailistan's mission is to help retailers thrive in the highly competitive retail landscape of Pakistan by providing them with the tools and expertise they need to succeed. The company is committed to delivering measurable results and building long-term relationships with its clients. SalesFlo is cloud-based CRM (Customer Relationship Management) software **(Annexure H)** that is designed to help businesses manage their sales processes and customer relationships effectively. It is widely used by businesses in Pakistan and has gained popularity due to its user-friendly interface and affordable pricing.

SalesFlo offers a range of features such as lead management, opportunity tracking, contact management, sales forecasting, and reporting. The software is customizable and can be tailored to meet the specific needs of different businesses.

SalesFlo is available in both desktop and mobile versions, making it easy for sales teams to access their data and work on-the-go. It also integrates with other popular business tools such as Google Workspace, Mailchimp, and Zapier, which enhances its functionality and usability. Overall, SalesFlo has become a popular choice for businesses in Pakistan looking for an efficient and cost-effective CRM solution to manage their sales processes and customer relationships. SalesFlo provided solutions for a lot of problems that the firm was facing in terms of sales execution strategies, warehouse compliance and operational excellence. We included some add on features which included tracking of our delivery/salesman team which was not included in the base model.

After the finalization of the proposal we sent a purchase order to the firm. Another meeting was set up in which the Salesflo technical team met with us and shared on boarding documents which included details of our infrastructure, processes, participants etc. Moreover they communicated to us the technological requirements of all the participants which we had time till they were formulating a timeline for installation. In our case we were required to upgrade each DSRs and Salesman/ Driver to a smartphone upon which they will install the cloud application. They will require the internet at all times for smooth execution.

The next crucial step was to train the users on how to use the system effectively. Three training sessions were arranged separately with each of the stakeholders- Management/ Sales Managers, DSRs and Salesman/ Driver. Videos were made for each session and shared with all the stakeholders so that they can review it for any discrepancies.

Training Plan

In the first phase participants were circulated user manuals, online tutorials, video demonstrations, and other resources that will help them understand how to operate the information system. Attendance was taken to make sure all participants were present and ready to learn. Started with an introduction that outlines the goals of the training session and what participants can expect to learn. Demo was conducted using volunteers to demonstrate different functions. Throughout the session the participants' progress and feedback was communicated to

help them improve. Questions and discussion were encouraged to ensure that everyone is on the same page and has a clear understanding of the material.The team then evaluated its effectiveness to determine whether the learning objectives were met. Feedback forms were taken from participants to identify areas for improvement and make adjustments to the training plan as necessary. Finally helpline support numbers were shared with participants to ensure that prompt response to hurdles faced by the users. In addition to this they offered additional training sessions, one-on-one coaching, or access to user guides and support resources.

Once the users were trained, and accounts were created during the training sessions the system was deployed at the distribution firm. The system was trial tested for one to two weeks parallel to the old processes so that the overall operations were not at halt. During the trial period the technical team was at standby to address any issues or discrepancies faced by the parties. For key punch operators they were given the option to call help through team viewer and a number was shared where other stakeholders who were off site could call to address their discrepancies. Finally when the trial period finished the system was deployed for complete operations.

We had to provide the technical team with all the data on customers, employees, stock details etc which had to be uploaded on the new information system. Regular updates of the system were uploaded for optimum speed. Any changes in the product configuration were to be emailed to the Saleflo team through the authorized email addresses only.

Problems in Implementation Phase

Every Resistance to change is a common problem that can arise in any organization when while it is introducing new systems and processes. The customer data module proved to be the most complicated module as order bookers had to list the complete customer data on each route with location coordinates. Multiple problems were faced in recording the location of the shops as network issues would arise in rural centric routes and order bookers who were not well versed in handling smartphones. DSRs had to be trained beforehand how to record location coordinates and pictures at each shop. The locations missed due to network issues were then revisited at the following scheduled route. As Cnic was made mandatory to mention against all sales made to the customers so we included the cnic option in our customer module but we faced strong hindrance

from the customers/ shopkeepers as they refused to share their Cnic with the order bookers as they said it could be misused by our organization. They also communicated that they don't want to share their Cnic because it could be forwarded to tax authorities hence they would rather prefer to stop purchasing from our company. As a result our sales took a nosedive and we again requested from the customers that we have been forced by the authorities but they have the option to include any Cnic they seem safe to be handed over. In addition to this identical names of customers created errors in data so entries were switched hence leading to data mismatch. In addition to this multiple errors arised due to identical names side by side entered in the system as some common names prevailed in the market e.g bismillah g/s, abbasi g/s , khan g/s etc.

As the information system required extra efforts by all the stakeholders so an obvious burden was made on each employee which resulted in an increase in employee turnover. Our key punch operator who was the vital member facilitating the transfer to the new information system resigned due to heavy workload and complications arising due to the deployment of the new information system. As a result we had to postpone deployment as a suitable new candidate had to be employed first. As the position was filled the new employee had to be briefed with all the activities and current status of the information system. Another special training session at the SalesFlo regional office had to be set up for the new employee and people who were facing difficulties in adopting the information system. In addition to this alot of salesman/drivers left the job as they found it difficult to perform their duties through smartphones. Further there was a substantial impact on sales due to positions being filled consistently with new employees and delays in day to day operations.

Another problem was that all the stakeholders did not have smartphones in their possession which was mandatory for the new information system. A lot of resistance was faced by all the stakeholders as some of them were not well versed in operating a smartphone and would prefer to use their existing conventional phones. An in-house training session was kept to teach how to operate a smartphone led by the management. Another perspective of the employees was that the they didn't have enough funds to get a new phone as the majority of our staff included blue collar workers. The solution proposed by the management was that so the firm had to sponsor phones and add an installment in their salaries. Even with this strategy they were not satisfied as with the ongoing economic meltdown their disposable income was compromised, so we offered the phones at subsidized rates so that they may be incentivized.

Another constraint that we had to face was internet coverage as some of the routes included rural areas where the internet connectivity was weak so the application would get stuck and DSRs would have to resort to manual sheets again. A thorough internet connectivity audit had to be performed in each route and the best possible network provider had to be shortlisted. The two network providers with the best coverage relative to our area were Mobilink/ Warid and Zong. During this audit we were working on a hybrid model with both information system and manual processes as some orders were missed due to network issues. This resulted in loss of sale as sometimes the DSRs would leave orders that were not punched in the information system and we would frequent complaints of missed orders.

We had to provide the technical team with all the data on customers, employees, stock details etc which had to be uploaded on the new information system.The curation of data for the information system was an extremely crucial process as only for the inventory module each supplier had an average 25+ brands and 120+ SKUs including their price structures. In addition to this we were serving 1500+ customers in our region so each customer's data set included variables e.g name, address, Cnic no, shop picture, tax details etc. Moreover our data set of our employees and vehicles was to be extracted and entered in the information system. The data curation proved to be a daunting task as the data had to be organized, filtered and then uploaded against each module. The data set in each module had critical information which had to be collected from the market through order bookers and salesmen. The information collected each day had to be verified and checked by the management so that no information was found missing. Regular market visits were conducted by the Territory Sales Managers to ensure the accuracy of customer data .

Also due to a significant downwards trend in sales our relationship with suppliers started to deteriorate as they were finding it difficult to justify the loss in sales to their management. We briefed them about the status of our information system and how it would reap benefits for the supplier as well. Due to our previous record they were convinced that it's just a phase and we would surely revert back. The worry of the suppliers was justified as fmcg is a tough market and space once filled by competitors is hard to capture again.

Another event which put the implementation phase miles back was the lack of storage issue. Inaccurate forecast of data storage was made during the initial planning and we didn't realize as

the level of storage after implementing would resort to such a spike that as a result the information system crashed and in order to upgrade the storage limit the Salesflo team requested 2 weeks' time as one of their main program managers got into a car accident. In turn everything again had to be shifted to manual a process which was even harder as all inventory/ customers list was not updated so inaccurate order sheets were processed as there was no solution left to this. After two weeks when the storage was upgraded we were communicated that some of the data got corrupted and all the uploading had to be performed again which was de-motivating for the entire team. Hence a bbq trip was planned with the entire team to energize them and make up for the loss of work which worked perfectly as the work that took us one month now took us two weeks to finish.

Also multiple warehouse compliance issues arose as the stock received from the supplier warehouse included tasks in which the inventory details were recorded in the information system to track expiries and aid in warehouse mapping by adding batch codes and expiry details of each brand and sku received. The problem arose as the warehouse had to be rearranged completely as an information system with its mapping technique recommended ideal spaces for all brands and skus using their previous 3 months avg sales data to minimize workload on the loading team. Due to unforeseen events the information system after its deployment crashed due to cloud storage issues and an extensive effort of rearrangement that was executed by utilizing a holiday was wasted and had to be repeated once the system got reactivated. This setback brought negative emotions among the whole team who had to be requested to again visit on a holiday to rearrange the inventory as recommended by the information system. A small gesture of complimentary breakfast was provided to the team to honor them for their extra efforts. Another issue faced was lack of communication between the supplier and distribution team as due to the fluctuations in dollar price the raw material prices were constantly changing in turn the supplier were making regular changes in price structures and packing size of numerous brands. Number of times the regional sales manager would forget to disseminate changes in price or sku configuration which had to be told one day before to the Saleflo team which would then upload relevant changes to the data. This resulted in loss of sales as stock with changed configuration would reach the warehouse and the system would not have the capacity to enter it and hence it would not be available for the DSRs to sell it. As we are operating in an industry in which every day counts as you cannot leave shelf space otherwise you would loose the opportunity to service

the customer. So in order to bridge the communication gap we requested the regional sales managers to include us in one of their official whatsapp groups where changes in price and configuration were communicated instantly so we don't have to rely on them for sharing information.

With an information system bringing cohesion between the different departments of the organization but it is actually a double edged sword as it increases the dependency of the entire operation on it. We realized this when one day Salesflo applications link was down as they had some discrepancies and the technical team was working on it. Our entire operation had been at halt as every operation was linked to each other so we needed the system to operate. All the operations had to be shifted to the next day. In future Salesflo was requested to schedule maintenance activity on a holiday or at night so that operations don't get affected by it.

Improvements in Processes

Saleflos information system brought significant improvements and efficiency in the firm's diverse processes. As the suppliers in order to achieve growth were consistently introducing new brands and SKUs in the market yet it is a challenge for the distribution firm to store them at an ideal quantity and location. Warehouse mapping **(Annexure J)** is a feature which helps the firm store most running brands and SKUs near the outbound area so that minimum effort is made by the loading team on a daily basis. Dimensions of the warehouse are added in the information system and three months sales data is uploaded. Based on the sales data a warehouse map is designed with the most running brand/ SKUs placed near the outbound area which means that less distance will have to be covered by the loading team as the most running brands are included in every load sheet summary. It helped bring efficiency in the loading process as inventory was dispatched timely to the market which led to less market returns due to low as the cash present with the shopkeeper is the maximum in the morning and depletes as orders are received by him.

In addition to this a major risk was related to the expiry of the inventory. As a distribution firm we did not possess any information regarding expired products present with our customers. On every purchase we are given 0.25% of the invoice value. An amount for the whole month purchase is recorded and expiries against them are reimbursed to the customers. After the deployment of Salesflo the DSRs daily entered the expiry present at each customer which would

be verified with the batch code and expiry of the inventory sold to him and then the following day the inventory would be replaced by the driver/ Salesman. If the details failed to match with expired products details we refused to reimburse it. Previously expiries of other regions were transported to bigger cities as their budgets were exhausted but we had no proof to support our claims. Hence we were successful in controlling the expiries in the market and minimizing the risk.

In addition to this when the inventory replenishment order was processed the same was entered by the key punch operator in the information system. Once the inventory was received from the market it was entered in the information system against the order not generated earlier. Now with the help of Salesflo we were able to get pending supplies details with just a click. Also a whatsapp message was forwarded to the nominated employees once the stock was received at the distribution warehouse to notify all the relevant people in the hierarchy to prevent any chances of fraud as sometimes inventory due to any foreseen reason failed to enter manually in the system by the KPO.

Moreover a crucial factor of applying FIFO model in the warehouse was streamlined with Salesflo as upon receiving the inventory the brands/ SKUs were sorted into groups according to the expiry details of the products. The kpo will then direct the warehouse team the place to unload the inventory by mentioning the group assigned to them. Large boards were installed in the warehouse so that no mistake is made while unloading the inventory. When the load pass summary for vans is generated for the following day the groups are mentioned against the brands on it with recent expiries so that no mistake is made while maintaining the FIFO model in the warehouse.

SalesFlo played a vital role in cutting the slack from our operations as all the manual processes involved in the distribution cycle were streamlined. DSRs manual order sheet was replaced by real time ordering through their applications which reduced the burden of the manual processes involved in the day to day operations performed by the key punch operator hence the workload of the employee considerably reduced and the ongoing problem of key punch operators high turnover was reduced. In addition to this the cost of stationary was reduced since the manual sheets were no longer required each day. Also order processing for replenishment of inventory

was streamlined as the system would generate an order sheet by using the sales history of each brand. Moreover during the second half of the day the exact position of the inventory was extracted as all the next day orders have been uploaded till max 3 pm by the DSRs. So the chances stock out of certain running brands was minimized hence improving sales.

Moreover the DSRs were now empowered to book orders from the market by getting real time updates of the warehouse. This helped us regain confidence of our customers who were constantly complaining that they did not receive their complete order as some of the inventory upon returning from the market was not available and consumed by other DSRs. So the customers would prefer our competitors rather than us as they provided complete inventory as promised.

Saleflo through its tracking function also ensures route optimization for its DSRs by recommending ideal routes to reach their routes keeping in mind the various variables like traffic, distance etc. In turn when the DSRs follow the ideal routes then the following day the driver/ salesman also follow their trail hence substantial fuel savings for both parties. Salesflo addressed an important gap in salesman/ driver knowledge of the area which was crucial to execute the orders on a route as they knew the location of customers, so in case of casual and medical leaves another salesman/ driver visited the route for delivery but had a lot of problems as he did not have knowledge of the route and delivered the customers through hit and trial. But now through Salesflo the salesman/ driver was provided with a map upon which a reverse trail is made showing the customers who have ordered. This helped us lower our fuel costs as previously the new driver would visit wrong locations then revisit to deliver the orders. Sometimes the driver found it difficult to find the customers and hence returned without delivering resulting in loss of revenue.

Firstly to address the problem of DSRs leaving gaps in the market as whenever their per day target was met at the start of the route as some shopkeepers gave weekly large orders so they immediately returned and did not check on all the customers on the route. Now with Salesflo the each DSR was tracked through their devices throughout the route as to how much time they spent on the shop and pictures of the current display of products, what brands were ordered by the customer, any inventory which is close to expiry etc. With this level of extensive monitoring

DSRs were bound to visit the complete routes as customers were highlighted who were not visited by the DSRs and reasons had to be submitted as to why no order was received. Hence sales showed a positive trend and with time its trajectory was towards the higher side.

In addition to this DSRs due to significant increase in fuel prices were under tremendous financial pressure as their cost for covering the route increased which resulted in high turnover at this position. Moreover the DSRs were given sales targets and incentives were awarded for meeting those targets. When the sales decreased in the transition phase the incentives were slashed as the distribution firm was unable to meet targets hence salary remuneration of DSRs were reduced. In order to facilitate them with the ongoing crisis they were shuffled on routes which were close to their homes and the condition of returning to the distribution office was removed as orders were uploaded so that they may save on fuel and time. This change in policy brought relief as their working time was reduced to half and fuel savings helped them overcome this transition period.

Another advantage gained by the management was the reports dashboard feature of Saleflo. Previously to perform any kind of analysis it had to be done by making sheets manually on a monthly basis by extracting the data from the sales software which was a time consuming and cumbersome process. At the start of every month a substantial time was consumed by the management in preparing previous month closing reports and crucial time for sales was lost as the team was not focused on the current month targets. Saleflo dashboard feature enables the management with updated reports at a single click including financial, Inventory, Sales, Ordering Invoicing, Promotion incentives, DSR visit reports etc. In addition to this sales history helped the management come up with offers for valuable customers and lock sales targets with them and reward them with gifts upon completion. This proved to be an effective strategy as customers were given individual targets on monthly purchasing and prizes were distributed on meeting them. The customers felt valued upon receiving prizes and

Conclusion

The implementation of Salesflo in our firm brought significant financial benefits of around PKR 5 million **(Annexure I)** and improvements to the company's operations. The system provides

real-time data and insights to support informed decision-making, enhance inventory management, streamline supply chain processes, and improve customer satisfaction. With this right system in place, the company optimized its operations, reduced costs, and increased profitability. However, successful implementation required careful planning, clear communication, and ongoing training and support. It was essential to involve all stakeholders and ensure that the system meets the specific needs of the business. Overall, investing in an information system turned out to be a valuable investment for a distribution firm, and the benefits were felt across the entire organization.

Room for Future Improvements

In this diverse business environment in order to remain competitive it is imperative to make incremental improvements in the processes. For our company we feel that a future goal would be to implement barcode scanning for warehouse inventory. By implementing barcode scanning for all inventory and product tracking, we can significantly reduce the time and effort required to track and manage the inventory. Instead of manually entering product information, scanning barcodes allows you to quickly and accurately capture data, such as product name, quantity, and location, directly into your inventory management system.

This automation can help reduce the risk of human error, as manually entering data can be prone to typos and mistakes. Barcode scanning also allows for real-time tracking and monitoring of inventory, providing you with accurate and up-to-date information on stock levels, sales, and inventory movement.

Overall, implementing barcode scanning can save time and money while improving accuracy and efficiency in inventory and product tracking.

Another improvement for the future would be developing a robust commerce platform which involves building a comprehensive online store where distributors can showcase their products, receive payments and interact with customers. The platform should be designed to handle all aspects of the online sales process, including product listings, shopping carts, secure payment processing, shipping and order fulfillment, customer service, and more. This eliminates the need for intermediaries, such as Distributors sales representatives (DSR), and enables businesses to reach a wider audience at a low cost.

Moreover in order to streamline operations our goal is to install a telescopic belt **(Annexure L)** which is a conveyor belt that can increase its height to attach itself with the end of the truck through which inventory is offloaded through the conveyor belt. It will be a move to shift dependency from labor intensive to machine intensive operations which will inturn help ease the excessive load and be cost effective.

Annexures

Annexure A

Bisconni- Ismail Industries Ltd

Bisconni is a brand of biscuits and snacks owned by Ismail Industries, one of the largest food companies in Pakistan. The company was founded in 1988 and has since then expanded its product range to include various types of biscuits, cookies, and snacks.

Bisconni's products are known for their quality and taste, and the brand has become a household name in Pakistan. Some of their popular products include Cocomo, Peanut Pik, Chocolatto, and Chocolate Chip cookies. They also offer a range of savory snacks such as Potato Sticks and Chatkharay.

In addition to the domestic market, Bisconni has also expanded its operations to other countries, exporting its products to more than 30 countries worldwide. The company has won several awards for its quality and innovation in the food industry, and is considered to be one of the leading brands in Pakistan's biscuit and snack market.

Hilal Foods

Hilal Foods is a Pakistani food company that specializes in the production and distribution of high-quality dairy, beverage, and snack products. The company was founded in 2006 and is headquartered in Karachi, Pakistan.

Hilal Foods offers a wide range of products, including confectionery, cakes, juices and hygiene. The company's products are made using high-quality ingredients and modern production techniques, and are marketed under several popular brands, including Ding Dong, Fresh up,Cup Kake and Limopani.

Hilal Foods has a strong presence in Pakistan and its products are sold in major cities and towns throughout the country. The company also exports its products to several other countries, including the United Arab Emirates, Saudi Arabia, Oman, and Qatar.

In addition to its focus on producing high-quality products, Hilal Foods is also committed to corporate social responsibility and has implemented several initiatives to support local communities and promote sustainable development. These initiatives include supporting education and healthcare programs, as well as promoting environmental conservation and energy efficiency.

Lotte Kolson

Lotte Kolson is a food company in Pakistan that specializes in producing and distributing a wide range of snack products. The company was established in 2011 as a joint venture between Lotte Confectionery Co. Ltd., a leading South Korean company, and Kolson Pvt. Ltd., a Pakistani food company.

Lotte Kolson offers a variety of products including biscuits, crackers, wafers, noodles, and confectionery items. Some of their popular brands include Slanty, Kolson Pasta, and Choco Pie. The company has a strong presence in the Pakistani market and has been able to establish itself as a trusted brand among consumers. Lotte Kolson's success can be attributed to their commitment to producing high-quality products, investing in state-of-the-art production facilities, and implementing strict quality control measures.

In addition to their focus on product quality, Lotte Kolson also places a strong emphasis on corporate social responsibility. They have implemented various initiatives aimed at supporting local communities, protecting the environment, and promoting sustainable practices.
Overall, Lotte Kolson is a well-known and respected food company in Pakistan, known for their high-quality and diverse range of snack products.
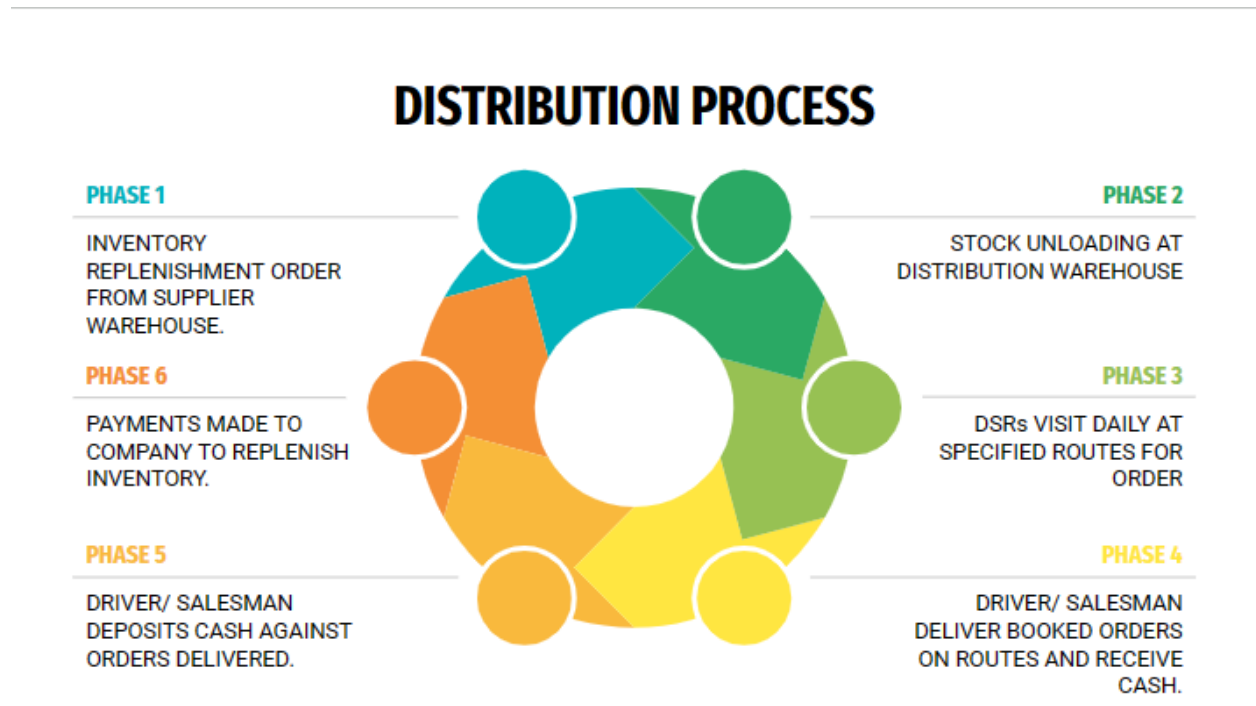
Shakarganj Food Products Ltd

Shakarganj Food is a leading food company in Pakistan that operates in various segments of the food industry, including dairy, sugar, and food processing. The company was established in 2006 and is headquartered in Jhang, Punjab.

Shakarganj Food's dairy products include milk, yogurt, cream, butter, and cheese, and they are marketed under the brand name "Good Milk." The company is also a major producer of sugar, with a refining capacity of over 12,000 metric tons per day.

In addition to dairy and sugar products, Shakarganj Food is also involved in food processing, including the production of juices, jams, ketchup, and other food items.Shakarganj Food is committed to quality and sustainability in its operations, and the company has received numerous awards for its efforts in these areas. Overall, Shakarganj Food is a significant player in the Pakistani food industry, with a strong focus on providing high-quality products to consumers.

Annexure B

DISTRIBUTION PROCESS

PHASE 1
INVENTORY REPLENISHMENT ORDER FROM SUPPLIER WAREHOUSE.

PHASE 6
PAYMENTS MADE TO COMPANY TO REPLENISH INVENTORY.

PHASE 5
DRIVER/ SALESMAN DEPOSITS CASH AGAINST ORDERS DELIVERED.

PHASE 2
STOCK UNLOADING AT DISTRIBUTION WAREHOUSE

PHASE 3
DSRs VISIT DAILY AT SPECIFIED ROUTES FOR ORDER

PHASE 4
DRIVER/ SALESMAN DELIVER BOOKED ORDERS ON ROUTES AND RECEIVE CASH.

Annexure C

S.n	Shop Name	Cocomo			Rite		Chip					Chocolatto			Novita				FLO		Chai Wala Biskut		
		R	10/-	50/-	TP	HR	TP	HR	10/-	Mini	Mighty	RS 10	RS 20	Ch 5	Or 10	Ch 10	Or 20	Ch 20	Ch 10	Va 10	5/-	10/-	15/-

Booking Sheet Ismail Industries Ltd. (Bisconni)

Area_____   Date_____   Objective_____

1																							
2																							
3																							
4																							
5																							
6																							
7																							
8																							
9																							
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19																							
20																							
21																							
22																							
23																							
24																							
25																							
	Total																						

Sign TSM_____

Annexure D

S & N Enterprises
Load Form   KITCHEN

| Print Date: | 01/03/2023 | Page No.: | 1/1 | Report Unit : | 3-UOM |
| From Date: | 01/03/2023 | To Date: | 01/03/2023 | Load Form Mode: | Process |

Delivery Man : 1003-DM-3
Order Booker : 0001-FARHAN QURESHI (DSF)
Section : 00004 TOWNS

SKU Code(Batch)	Description	Carton size	Trade Price	Issued Qty			Return Qty			Sales Qty			Issued Value
				Ctns	Box	Pcs	Ctns	Box	Pcs	Ctns	Box	Pcs	
380005(1-1)	Nice - Rs. 30 - Original - (8 x 18)	18		-	3	-							
230050(1-1)	CWB - Rs. 20 – Original - (12 x 18)	18		-	2	-							
219260(1-1)	Zeera Rs. 30 – Original - (8X18)	18		-	7	-							
240035(1-1)	Crux - Rs. 30 - Original - (10 x 18)	18		-	1	-							
	Grand Total			-	13	-							

Total Sale :   3,083.27

_____ (DSR Signature)   _____ (Store Keeper Signature)

2882
1629
4511

Annexure E

IIL – S & N Enterprises
DSR Statement Format (DM / SS)

Report Date:	01/03/2023	
Delivery Men - Spot Seller / Total		
1003-DM-3-Bisconni FR-DM / 17		
Order Booker :	FARHAN QURESHI	
Route :	SOHAN 2, TOWNS	

Print Date :	01/03/2023 16:52:08 PM
Page No. :	2 / 3
Report Status :	Posted

Discount Summary

POP Type	% Discount	Gross Amount	Trade Offer	Amount	FOC	Discount	Net Amount
RT	4.14 %	71,856.12	1,804.91	70,051.21	0.00	2,879.18	67,172.03
Grand Total	4.14 %	71,856.12	1,804.91	70,051.21	0.00	2,879.18	67,172.03

Sale Summary Calculation

Total Sale	71,856.12
Trade Offer	1,804.91
Gross Total	70,051.21
FOC	0.00
Discount	2,879.18
Net Sale	67,172.03
Today Credit Sale	4,512.00
Today Cheque Sale	-
Previous Recovery By Cash	
Total Cash	62,660.03
Previous Recovery By Cheque	

Deposit Slip No.	Cash Amount	Cheque Amount	Status
1003-1032023c	62,659.00	-	Posted
Total	62,659.00	-	

Notes and Coins

			=	
5000	X		=	
1000	X		=	
500	X		=	
100	X		=	
50	X		=	
20	X		=	
10	X		=	
5	X		=	
Coins	X		=	

Details of Today Credit

POP Code	POP Name	Bill No.	Bill Date	Bill Amount	Cash Amount	Cheque Amount	Credit Amount
T00046003002068	UMAIR GENERAL STORE	230003010540	01/03/2023	2,883.00	-	-	2,883.00
T00046003002068	UMAIR GENERAL STORE	230003010550	01/03/2023	1,629.00	-	-	1,629.00
			Total	4,512.00	-	-	4,512.00

Detail of Today Collection

POP Code	POP Name	Bill No.	Bill Date	D. Slip No.	D. Slip Date	Cheque No.	Cheque Date	Cheque Amount	Cash Amount
T00046001012178	FAMILY CHOISE BAKERY	230003010380	28/02/2023	1003-1032023c	01/03/2023			-	4,203.00
T00046001012264	JAWAD KHATAK GENERAL STORE	230003010470	28/02/2023	1003-1032023c	01/03/2023			-	4,059.00
T00046001012250	AL HAMRA BAKERS	230003010480	28/02/2023	1003-1032023c	01/03/2023			-	650.00
T00046001004071	AKASH GENERAL STORE	230003010490	28/02/2023	1003-1032023c	01/03/2023			-	1,821.00

Annexure F

Annexure G

Annexure H

Information System Reports

DSR Visit Reports

S#	Distributor Name	Order Booker Name	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total	Average	Percentage of
1	S AND N ENTERPRISES	M Talha	Baking-&-Muhammad Talha-&-G-6-&-G-6-&-MON [D0351PJP34] 47	Baking-&-Muhammad Talha-&-Kurii 31	Baking-&-Muhammad Talha-&-G-7-1-&-G-7-1-&- 40	Baking-&-Muhammad Talha-&-BLUE AREA Said Pur Village-&-BLUE AREA 43	Baking-&-Muhammad Talha-&-Chata Bkhtawar-&-Chata Bkhtawar-&-FRI 31	Baking-&-Muhammad Talha-&-G-7-&-G-7-&-SAT [D0351PJP47] 34	226	38	8.97%
2	S AND N ENTERPRISES	Adnan Jamil	ADNAN JAMIL-&-BANI GALA & MARGALA TOWN-&-MON [D0351PJP92] 32	ADNAN JAMIL-&-DHOK JELLANI-&-TUE [D0351PJP93] 33	ADNAN JAMIL-&- F-6 -&-WED [D0351PJP94] 32	ADNAN JAMIL-&-MARGALLA TOWN-&-THU [D0351PJP95] 39	ADNAN JAMIL-&-DHOK MURRI -&-FRI [D0351PJP97] 41	ADNAN JAMIL-&-F-7-&-SAT [D0351PJP96] 30	207	35	8.22%
3	S AND N ENTERPRISES	Abdul Qaddoos	Abdul Qaddoos - SOHAN -SERVICES ROAD WS - 8	Abdul Qaddoos - BHARAKHU WS - 11	Abdul Qaddoos - KHANA PUL WS - 21	Abdul Qaddoos - SOHAN - SERVICES ROAD WS - MON 8	Abdul Qaddoos - G-6G -7 WS - FRI [D0351PJP91] 6	Abdul Qaddoos - KHANA PUL WS - SAT WED 21	75	13	2.98%
4	S AND N ENTERPRISES	Arsalan Masih	Confectionary-&-Arsalan Masih-&-GHOURI GARDEN -&-GHOURI 35	Confectionary-&-Arsalan Masih-&-SHAREEFABAD-&- 37	Confectionary-&-Arsalan Masih-&-SOHAN & IQBAL 52	Confectionary-&-Arsalan Masih-&-SOHAN-&-2-&-SOHAN-&-2-&-THU 51	Confectionary-&-Arsalan Masih-&-GHOURI PH 7-&-GHOURI PH 7-&-FRI 39	Confectionary-&-Arsalan Masih-&-JAGEYOT ROAD-&-JAGEYOT ROAD-&-SAT 38	252	42	10.00%
5	S AND N ENTERPRISES	Muhammad Raza	Confectionary-&-MUHAMMAD RAZA-&-GHORI VIP-&-GHORI VIP- 50	Confectionary-&-MUHAMMAD RAZA-&-KORAL-&- 37	Confectionary-&-MUHAMMAD RAZA-&-KHANA-&-KHANA- 33	Confectionary-&-MUHAMMAD RAZA-GHORI-2-&-GHORI-2-&-THU 37	Confectionary-&-MUHAMMAD RAZA-&-GHORI-3-&-GHORI-3-&- 26	Confectionary-&-MUHAMMAD RAZA-&-BARMA-&-BARMA-&-SAT 32	215	36	8.54%
6	S AND N ENTERPRISES	Asif Ali	Confectionary-&-Asif Ali-&-Nayi abadi-&-Nayi abadi-&-MON 37	Confectionary-&-Asif Ali-&-Bari Imam-&-Bari 39	Confectionary-&-Asif Ali-&-Nansokh-&-Nansokh-&-WED 39	Confectionary-&-Asif Ali-&-Col Iman Ullah-&-Col Iman Ullah-&-THU 38	Confectionary-&-Asif Ali-&-Sami Dam Road-&-Sami Dam Road-&-FRI 22	Confectionary-&-Asif Ali-&-ShahpurPrince Road-&-ShahpurPrince Road-&- 39	214	36	8.50%
7	S AND N ENTERPRISES	Muhammad Salman Nasir	Baking-&-Muhammad Salman Nasir Ali-&-SHAKRIAL-&-MON 33	Baking-&-Muhammad Salman Nasir Ali- 40	Baking-&-Muhammad Salman Nasir Ali-&- 43	Baking-&-Muhammad Salman Nasir Ali-&-PINDOORIYAN-&-THU 41	Baking-&-Muhammad Salman Nasir Ali-&-IRFANABAD-&- 36	Baking-&-Muhammad Salman Nasir Ali-&-NILORE-&-NILORE-&-SAT 37	230	38	9.13%
8	S AND N ENTERPRISES	MUHAMMAD SHAKIR	Baking-&-Muhammad Shakir-&-Col Iman Ullah-&-Col Iman Ullah-&- 38	Baking-&-Muhammad Shakir-&-Sami 22	Baking-&-Muhammad Shakir-&-ShahpurPrince 39	Baking-&-Muhammad Shakir-&-Nayi abadi-&-Nayi abadi-&-THU 36	Baking-&-Muhammad Shakir-&-Bari Imam-&-Bari Imam-&-FRI 36	Baking-&-Muhammad Shakir-&-Nansokh-&-Nansokh-&-SAT 38	209	35	8.30%
			Baking-&-Ather	Baking-&-Ather	Baking-&-Ather	Baking-&-Ather Suleman-	Baking-&-Ather Suleman-	Baking-&-Ather Suleman-			

Distributor	Visit Date	App User	Store Name	Sync Down	Sync Down Date	Sync Down Time	Visit Complete	Non Productive w.r.t Order	Total Visits	Store Latitude	Store Longitude	Visit Latitude	Visit Longitude	Distance Original Loc
S AND N ENTERPRISES [D	July, 17 2023	Abdul Qaddoos [D	Abbasi trader	Yes	17-Jul-23	9:49:54 AM	No	No	0	33.6465567	73.1155867	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Abdul Qaddoos [D	Ahmad Trader	Yes	17-Jul-23	9:49:54 AM	No	No	0	33.6338433	73.11208	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Abdul Qaddoos [D	Amjid Trader	Yes	17-Jul-23	9:49:54 AM	No	No	0	33.6474	73.1024133	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Abdul Qaddoos [D	HB Trader	Yes	17-Jul-23	9:49:54 AM	No	No	0	33.66018	73.097465	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Abdul Qaddoos [D	Insaf Trader	Yes	17-Jul-23	9:49:54 AM	No	No	0	33.6059083	73.1332733	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Abdul Qaddoos [D	Khan Trader	Yes	17-Jul-23	9:49:54 AM	No	No	0	33.638815	73.1107117	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Abdul Qaddoos [D	satti trader	Yes	17-Jul-23	9:49:54 AM	No	No	0	33.638855	73.111055	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Abdul Qaddoos [D	AZEEM TRADER	Yes	17-Jul-23	9:49:54 AM	No	No	0	33.6405267	73.1107433	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	FRESH & FINE G.S	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6280998	73.125524	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Al Madina GS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6262117	73.122315	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Al Madina Pak GS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6284833	73.12553	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	AlKareem Bkrs	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6283933	73.1256233	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	SAAD SWEETS And BAKERS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6289244	73.1280235	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Atif KS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6280767	73.125465	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	ABBASI G.S	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6163583	73.130245	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Paradise GS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6283453	73.1254827	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Irshad GS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6263967	73.1207383	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Khalid GS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.618185	73.1277983	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Khan Sardhad GS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6164957	73.1302665	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Khattak GS	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.626194	73.1216277	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Al.Madina Super Store	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6261788	73.1204341	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	Pakistan General Store	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6290279	73.1279732	NA	NA	Distance No
S AND N ENTERPRISES [D	July, 17 2023	Muhammad Raza [	AHMED BROTHERS G.S	Yes	17-Jul-23	9:49:30 AM	No	No	0	33.6263385	73.1207921	NA	NA	Distance No

## Sales Reports

Inventory Reports

Supplier Ordering

Annexure I

Financial Impact from SalesFlo

Sr No	Details	Annual Before Sales Flo PKR	Annual After SalesFlo PKR	Annual Savings PKR
1	Fuel Costs	5400,000-5700,000	3840,000-4200,000	1200,000-1500,000
2	Stationary Cost	960,000-1200,000	780,000-840000	180,000-360000
3	Merging of Key Punch Operators	900,000/-	600000/-	300,000
4	Reduction In Warehouse Loaders	2,000,000/-	1500,000/-	500,000/-
5	Increase in Revenue by 25%	-	3,125000/-	
	TOTAL			**5,785,000/-**

Annexure J

Warehouse Mapping
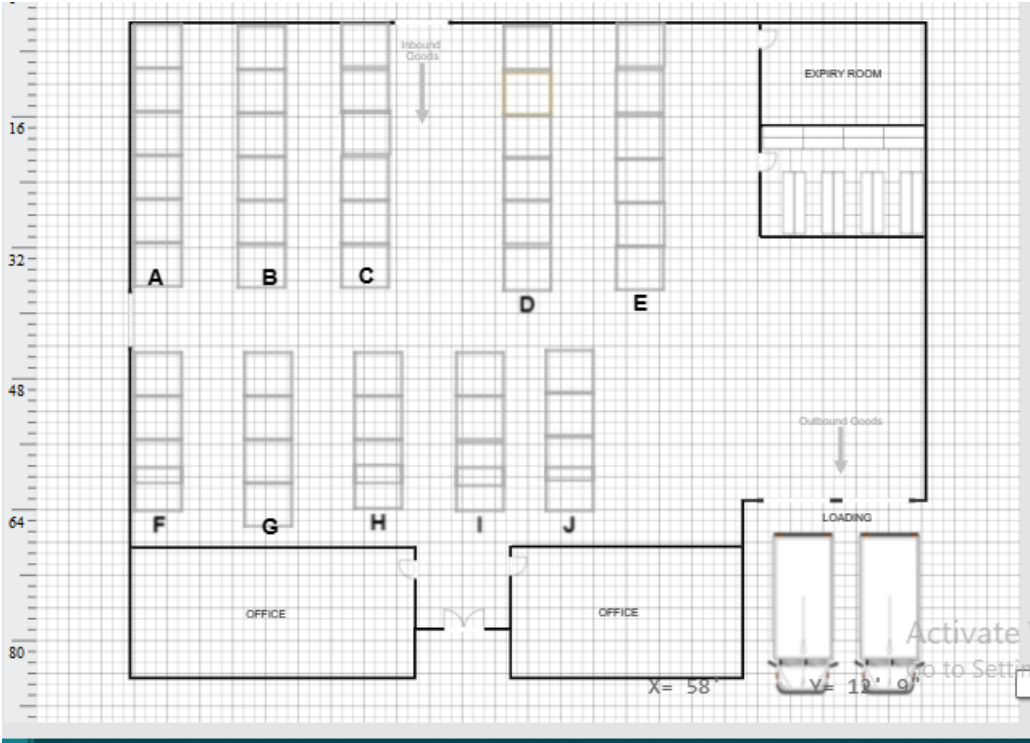
Annexure L

Glossary

1	Key Punch Operator-KPO	Employee responsible for operating the information system.
2	Distributors Sale Representative-DSR	Employee responsible for booking orders on specified routes.
3	Load Pass	Summary of all the stock included in the orders of DSRs to be delivered by driver/salesman
4	Serviced Load Form	Load form amount after adjusting returned stock and trade offers etc which are to be deposited by the driver/ salesman.
5	Stock Keeping Unit(SKU)	SKU is a unique code consisting of letters and numbers that identify characteristics about each product, such as manufacturer, brand, style, color, and size

---End of Report--