



The quarter — 207 hours given back, 8 % rework

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1,860 files prepared · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. This report publishes **what came back and what was got wrong**. The second figure is given by the agent itself, with its cause and the measured correction: **an unfavourable figure with no follow-up is a confession; followed by a correction, it is evidence**.

The three items the retailer was measuring

Item	Share of handling — before	Share of handling — after
Finding the original order	50 %	7 %
Checking the cover	35 %	6 %
Building the return file	30 %	8 %

Item	Share of handling — before	Share of handling — after
End to end, preparing a file	24 minutes	4 minutes
Across 620 files a month	—	207 hours given back every month

What those hours produced

Effect	Before	After	Nature of the gain
First reply to the customer	2.4 days	3 hours	Lead time
Back-and-forths for a missing document	1 in 5	1 in 25	€11,640 of postage a year
Late marketplace acknowledgements	17	0	€340 of penalties avoided, rating 4.2 → 4.6
Supplier recourse claimed	€0	€18,200	Receivable, out of €62,400 identified
Rights requests	16.7 h/month	2 h/month	15 hours given back

The unfavourable figure, its cause, its correction

Measure	Value	Reading
Files prepared over the quarter	1,860	—
Files reworked by an adviser — wrong reason or wrong term	148, that is 8 %	Published by the agent
Of which concentrated on three suppliers	111	75 % of rework on 3 suppliers out of 7

Measure	Value	Reading
Cause 1 — commercial warranty changed mid-year, internal table not updated	2 suppliers	A source problem, not a judgement problem
Cause 2 — terms supplied as a scanned document, two lines misread	1 supplier	Likewise
Rework rate after correction (last 6 weeks)	2.4 %	8 % → 2.4 %

What was put in place: the three sets of terms were re-entered and reviewed by the manager; **any term whose source is more than six months old is now flagged** in the file. The **remaining 2.4 % are one-off cases** — and those should end up with a human.

The next step proposed: ask the 7 suppliers in writing for the dated version of their terms, once every six months. **Two of them have never sent it unprompted.**

Date of the next half-yearly request for supplier terms: _____

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