

The Bottleneck Audit.

Where the business leaks time and money — every leak priced, ranked and matched with a fix.

PREPARED FOR

Andalus Trading & Distribution Co.

Mid-size trading & distribution company · ~60 staff · a fictional demonstration company

Diagnosis date: July 2026 · 12 months of data



What this is — and what it isn't

The Bottleneck Audit is Mihwar's diagnosis engagement: we take your real operating data, find where the business leaks time and money, and rank every leak in SAR — so you fix the biggest one first, not the loudest one.

An honest note before you read

This is a sample. "Andalus Trading & Distribution Co." is a fictional company and every number in this report comes from synthetic demonstration data. It exists to show you exactly what you receive from a real Bottleneck Audit — the structure, the evidence and the ranking are identical. Only the data will be yours.

How the diagnosis works

1

Your data, as it is

12 months of orders, deliveries and invoices — exported as-is from whatever you use today (Excel, an ERP, or paper we digitize). No system changes needed.

2

Short interviews

Focused conversations with the people who actually do the work — order entry, warehouse, dispatch, finance.

3

Evidence, then ranking

Every finding is tied to a number in your own data and priced in SAR per month. No opinions without evidence.

4

A fix plan you can act on

Each bottleneck gets a concrete fix, sequenced by payback — whether or not you build it with us.



EXECUTIVE SUMMARY

Andalus Trading & Distribution Co.

Mid-size trading & distribution company · ~60 staff · annual revenue ≈ SAR 31.5M (synthetic)

777

Orders · 12 months

78%

On-time delivery

8.8

Avg cycle · days

519

Manual hours / month

Recoverable through operational fixes

SAR 51,886 /month

≈ SAR 622,630 /year

Andalus runs on solid volume — 777 orders in 12 months — but the operation leaks: only 78% of deliveries arrive on time, and ~519 staff-hours a month go to manual, repetitive work. Four bottlenecks explain most of it. Ranked by impact, with the evidence behind each, they total roughly **SAR 51,886 a month**. Start with #1: fastest payback, and it frees the hours that make every later fix possible.



The ranked bottleneck report

Four leaks, priced and ordered by impact. This table is the heart of the audit.

#	BOTTLENECK	WHAT THE DATA SHOWS	SAR / MONTH	SAR / YEAR	SHARE
1	Staff time lost to manual, repetitive work	~519 hrs/month across order entry, stock, reporting & dispatch · SAR 28,568/month	19,998	239,970	39%
2	Rework & errors in fulfilment	8% of orders need rework · worst: Tiles, Electrical	12,165	145,981	23%
3	Late deliveries — missing promised dates	78% on-time vs 95% target · ~14 late orders/month · worst: Tiles	12,112	145,350	23%
4	Cash tied up in slow collections	DSO 47.9 days · SAR 3,044,289 overdue (a finance workflow we can automate too)	7,611	91,329	15%
Total			51,886	622,630	



Where the leaks sit in the workflow

The order-to-cash flow at Andalus, with each leak marked where it actually happens.



Order received

WhatsApp, phone and email — no single front door.



Order entry

Leak #1

Retyped by hand into spreadsheets.



Stock check & reconciliation

Leak #1

Counted and matched manually.



Pick, pack & dispatch

Leak #2

Specs and quantities confirmed verbally.



Delivery

Leak #3

Dates promised without visibility of stock or lead times.



Invoice & collection

Leak #4

Chased by hand, when someone remembers.

One thread runs through all four: work that depends on someone remembering. The fixes replace memory with a system — and keep people on the judgment calls.



DEEP DIVE · 1/4

1 Staff time lost to manual, repetitive work

~519 hrs/month across order entry, stock, reporting & dispatch · SAR 28,568/month

What the data shows

TASK	HOURS / MONTH	SAR / MONTH
Manual order entry & processing	188	10,368
Manual stock reconciliation	109	6,000
Building operations reports	89	4,900
Coordinating dispatch & delivery	77	4,258
Finance admin & invoice follow-up	55	3,043
Preparing quotations	44	2,415

What it costs

SAR 19,998 /month

≈ SAR 239,970 /yr

Likely root cause

Orders arrive over WhatsApp, phone and email, then get retyped into spreadsheets. Stock is counted and reconciled by hand. Monthly reports are rebuilt from scratch. None of this is anyone's "real job" — it's overhead wrapped around every real job.

The fix

Automate ~70% of this with a data pipeline: capture, validate and post orders/stock automatically — people handle only the exceptions.

What changes after the fix

- ✓ Orders captured and validated automatically — people approve exceptions only
- ✓ Stock reconciles continuously instead of a month-end marathon
- ✓ Reports build themselves; the team reads them instead of writing them
- ✓ A large share of the 519 hours returns to selling, service and supervision



DEEP DIVE · 2/4

2 Rework & errors in fulfilment

8% of orders need rework · worst: Tiles, Electrical

What the data shows

8%

8% of orders need rework

29

Tiles

20

Electrical

What it costs

SAR 12,165 /month

≈ SAR 145,981 /yr

Likely root cause

Specs, quantities and addresses are confirmed verbally and never checked again between order entry and the truck leaving the yard.

The fix

Add automated checks at order entry and pre-dispatch (spec, quantity, address) so errors are caught before delivery, not after.

What changes after the fix

- ✓ Automated spec, quantity and address checks at order entry
- ✓ A pre-dispatch gate catches mismatches before the truck moves
- ✓ Rework becomes the exception — and every case is logged with a reason



DEEP DIVE · 3 / 4

3 Late deliveries — missing promised dates

78% on-time vs 95% target · ~14 late orders/month · worst: Tiles

What the data shows

CATEGORY	AVG CYCLE (DAYS)	TARGET	ON-TIME
Tiles	20.3	9	0%
Cement	4.6	4	100%
Electrical	5.6	5	100%
Plumbing	5.5	5	100%
Steel / Rebar	6.5	6	100%

What it costs

SAR 12,112 /month

≈ SAR 145,350 /yr

Likely root cause

Long-lead items — above all tiles — are reordered only when they run out, and sales promises dates with no view of what is actually available.

The fix

Pre-position the long-lead items, trigger reorders automatically, and give sales a live delivery ETA so promised dates are realistic and tracked.

What changes after the fix

- ✓ Long-lead items pre-positioned on reorder points
- ✓ Sales sees a live, honest ETA before promising a date
- ✓ Late orders are flagged the day they slip — not when the customer calls



DEEP DIVE · 4/4

4 Cash tied up in slow collections

DSO 47.9 days · SAR 3,044,289 overdue (a finance workflow we can automate too)

What the data shows

47.9 days

DSO

SAR 3,044,289

Overdue

SAR 6,699,377

Total outstanding

What it costs

SAR 7,611 /month

≈ SAR 91,329 /yr

Likely root cause

Invoices go out with the driver and reminders happen when someone remembers. Nothing is anyone's job until it becomes the owner's problem.

The fix

Secondary to the operations fixes: automate invoicing and tiered payment reminders so cash isn't chased by hand.

What changes after the fix

- ✓ Invoicing triggered automatically at delivery confirmation
- ✓ Tiered, polite reminders that never forget
- ✓ An aging view the owner actually sees, weekly

Ranked last on purpose: the money is real, but the operational fixes above free the team's time to make this one stick.



The fix roadmap

Sequenced by payback, one fix at a time — each measured before and after. Timeline is illustrative, from the sample data.

Fix 1 • Manual-work data pipeline

2–4 weeks

Capture, validate and post orders and stock automatically; people handle exceptions only.

recovers ≈ SAR 19,998 /month

Fix 2 • Order & dispatch checks

1–2 weeks

Automated spec/quantity/address checks at entry and a pre-dispatch gate.

recovers ≈ SAR 12,165 /month

Fix 3 • Delivery visibility & reorder points

2–3 weeks

Pre-position long-lead items; give sales a live delivery ETA.

recovers ≈ SAR 12,112 /month

Fix 4 • Invoicing & reminders

1–2 weeks

Automate invoicing at delivery and tiered payment reminders.

recovers ≈ SAR 7,611 /month

Why this order? Fix 1 has the fastest payback — and it frees the hours that make every later fix possible. Each fix ships with a before/after metric, so you see the number move, not a slide that says it did.



What you walk away with

Four deliverables — every audit, every time.

Ranked Bottleneck Report

Every leak priced in SAR and ordered by impact — the document you are reading now.

Workflow Map

Where each leak sits in your actual process, so fixes land in the right place.

Fix Roadmap

Sequenced and scoped, with before/after metrics for every fix.

Executive Summary

One page your partners can read in five minutes.

Your numbers will be different. Let's find them.

The sample you just read is built from synthetic data. A real audit runs on yours — quietly, without disrupting the team, and PDPL-aware by design.

WhatsApp +966 54 699 9622

Email hello@mihwar.io

Web mihwar.io