Prepared for

**Northwind Coffee Roasters**

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# Wholesale operations, reviewed before the season doubles it

You are adding forty accounts in eighteen months on a process built for twelve. **Nothing here is broken yet** — which is exactly why this is the right quarter to look at it, and why the work is six weeks rather than six months.

What we saw

**11 hrs**

a week spent moving orders between the inbox, the roast sheet and the invoice

## The problem is the handoffs, not the people

Orders arrive by email, are copied to the roast sheet on Thursday, and are invoiced from a third place on Friday. Every step is done well and every step is done twice. At twelve accounts that is a morning; at fifty it is a full-time role you will hire and then have to keep.

The same three numbers — kilos, price, delivery day — are typed in three systems, and the reconciliation at month end exists only because they disagree.

What we propose

**6 weeks**

two on site, four remote, ending in a documented process your team runs without us

## One order, one record, from inbox to invoice

We map the current path, agree one record that everything else reads from, and rebuild the week around it. The output is not a report: it is a working process, the templates that carry it, and two people trained to change it when the season does.

- Order intake standardised, with the roast sheet generated rather than typed
- Invoicing driven from the same record, so month end reconciles by construction
- A weekly view of kilos by account that Ava can read without asking anyone
- Written procedure and two trained owners, so it survives a holiday

What it returns

**$41k**

a year at the current wage, before the hire you do not then need to make

## The case is the eleven hours, not the software

Eleven hours a week at the loaded wholesale wage is roughly **$41,000** a year, and it is the cheapest part of the number. The expensive part is the role you would otherwise open in the spring, and the errors that arrive with a rushed handover.

We are not selling a system. If the answer turns out to be a spreadsheet and a Thursday habit, that is what we will write down.

What it costs

Fixed fee, invoiced in three parts against the milestones opposite. Travel at cost, capped at $1,200.

| Stage | When | Fee |
|---|---|---|
| Map the current path, on site | Weeks 1–2 | $8,400 |
| Design and agree the single record | Weeks 3–4 | $9,600 |
| Rebuild the week, train two owners | Weeks 5–6 | $7,800 |

Fixed fee, six weeks **$25,800**

Accepted for Northwind

Date