

Operating cockpit, explained simply

The 30 tasks Binzagr asked for, grouped by money lever or new category, with one picture each from the new app and three short lines: what we added, what it means, how we calculated it.

The business in one minute (for anyone new to it)

Word	What it means
Binzagr	A Saudi company that distributes food, drinks and household brands to shops, and runs warehouses for other companies.
Channel	A type of customer. Binzagr sells through five:
GR – Grocery	Small corner shops. Reps visit them in vans on fixed routes and sell straight from the van. This is the part we have Binzagr's real data for.
MT – Modern trade	Supermarket chains. They send purchase orders; Binzagr delivers; merchandisers keep the shelves full.
WS – Wholesale	Traders who buy in bulk at a discount and resell to smaller shops.
DS – Discounters	Low-price chains with special packs and agreed lower prices.
EC – E-commerce	Online shopping apps and websites.
Sell-in / sell-out	Sell-in = what Binzagr sells to the shop. Sell-out = what the shop sells to shoppers.
Target	The sales the plan says should happen by a given day or month.
SKU	One product in one pack size, for example a 330 ml bottle of one flavour.
Strike rate	Out of all shop visits by a rep, the share that end with a sale.
OTIF	On time, in full: the share of order lines delivered complete and on the promised day.
Receivables	Money customers owe Binzagr. Overdue = past the agreed payment date.
Trade spend	Money paid to shops for promotions, displays and discounts.
Lever	One way to save or earn money. The value case has 9 levers worth SAR 3.47M a year.
Actual / Simulated / Predicted	Actual = from Binzagr's files. Simulated = modelled until Binzagr sends the real file. Predicted = our forecast (to 30 Nov 2026).

Saudi calendar used: the van week is Saturday to Thursday (Friday closed). Salaries arrive on the 27th. Eid and National Day are left out when the model learns a normal week. Online sales jump for 11.11 (10–12 Nov) and White Friday (27 Nov 2026).

Where each task sits

16 tasks add panels to levers already in the SAR 3.47M. 14 tasks sit in 5 new categories that are not in the SAR 3.47M yet. Two levers get no new panel: cluster harmonisation (its leads page already exists) and Jeddah labour (it covers warehouse staff, not the field team).

Lever or category	Value a year	Tasks	App page
Van fleet productivity	SAR 1.39M	12, 14, 27	Van fleet
Price realisation	SAR 397K	8, 9, 10, 11	Price realisation
Returns reduction	SAR 315K	22	Returns
Collections	SAR 174K	24, 25	Collections
Next-best SKU	SAR 105K	4, 6	Shelf and range
Forecast → inventory	SAR 65K	20, 21, 23	Supply and stock
Churn and win-back	SAR 47K	13	Outlet churn
Cluster harmonisation	SAR 331K	–	existing page
Jeddah labour	SAR 639K	–	existing page
NEW · Sales vs plan	not sized yet	1, 2, 3	Sales vs plan
NEW · Trade and promotions	not sized yet	7, 17, 18, 19	Trade and promotions
NEW · Key accounts	not sized yet	5, 26	Key accounts
NEW · E-commerce	not sized yet	15, 16	E-commerce
NEW · Team and management	not sized yet	28, 29, 30	Team and management

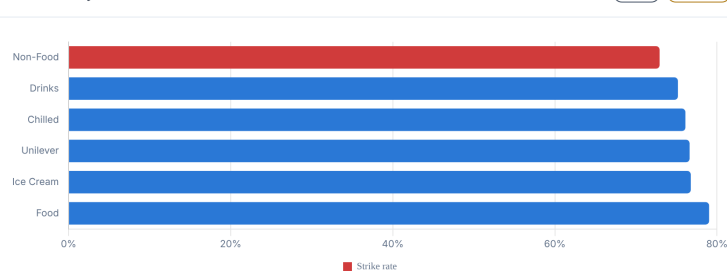
The app also has a Task tracker tab listing all 30 tasks: where each one lives, whether it already runs on Binzagr's data, and what file we still need from Binzagr. Today 1 task runs fully and 7 partly on Binzagr's data; 22 run on modelled data.

Lever · Van fleet productivity

SAR 1.39M a year

Same sales with fewer van-days: every van should sell as well as the better vans in its division.

Strike rate by division



Task 12 · Calls, strike rate and drop size

WHAT WE ADDED

Each van's calls, the share that end in a sale, and the average sale.

WHAT IT MEANS

Vans sell on 76% of visits against an 80% target. Non-Food converts least (73%). The app lists the vans to coach.

HOW WE CALCULATED

Every Binzagr invoice is a visit that sold; visits without a sale are modelled. Sales forecast by a trend model tuned on 32 weeks.

Data: **Binzagr invoices** + **modelled no-sale visits**

Vans most likely to have a stock or cash gap next week

Van	Division	Stock loss lines	Cash short days	Chance next week
V93724	Unilever	39	1	94%
V93267	Unilever	38	1	94%
V95559	Unilever	27	1	87%
V93648	Unilever	26	1	86%
V94921	Unilever	22	2	83%
V94991	Non-Food	21	3	83%
V95658	Unilever	24	0	83%
V95676	Unilever	23	1	83%

Task 14 · Van stock, cash and credit check

WHAT WE ADDED

End-of-day check for each van: stock and cash should balance.

WHAT IT MEANS

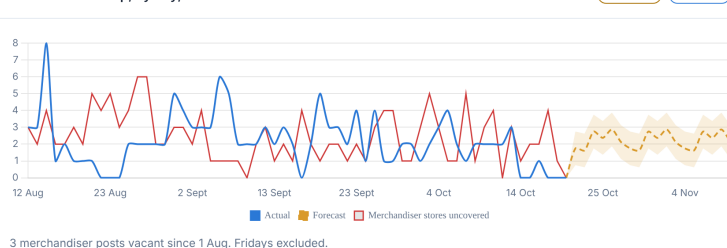
82 cash-short days and 400 stock lines that did not balance in 12 weeks. 94% of van sales are on credit.

HOW WE CALCULATED

Loaded – sold – returned should equal stock left. Chance of a gap next week comes from each van's own record.

Data: **Binzagr sold and returned** + **modelled loads and cash**

Routes with no rep, by day, and the next three weeks



Task 27 · Uncovered routes, absent merchandisers

WHAT WE ADDED

Routes with no rep and stores with no merchandiser, day by day.

WHAT IT MEANS

About 1.7 routes a day go unserved; about 41 route-days expected in the next three weeks. 3 merchandiser posts vacant.

HOW WE CALCULATED

Next three weeks = the usual absence for that weekday over the last 8 weeks.

Data: **modelled until Binzagr sends it**

Lever · Price realisation

SAR 397K a year

Stop selling below the agreed price and catch wrong orders before they ship.



Task 8 · Wholesale price levels

WHAT WE ADDED

What wholesalers really pay compared with the list price and the price floor.

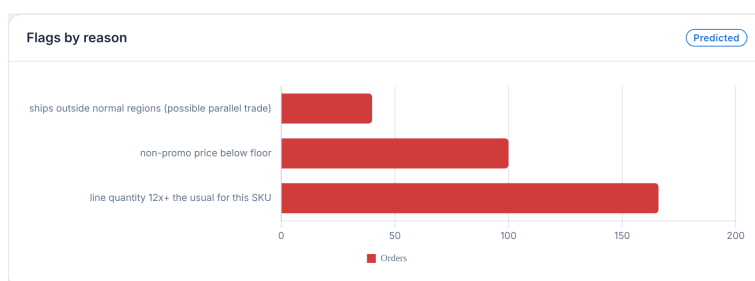
WHAT IT MEANS

They pay about 80% of list; 30 lines went below the floor. The forecast shows no further slide.

HOW WE CALCULATED

Average invoice price ÷ list price each week; forecast = smoothed recent level.

Data: modelled until Binzagr sends it



Task 9 · Abnormal or irregular orders

WHAT WE ADDED

A list of suspicious orders with the reason, before they ship.

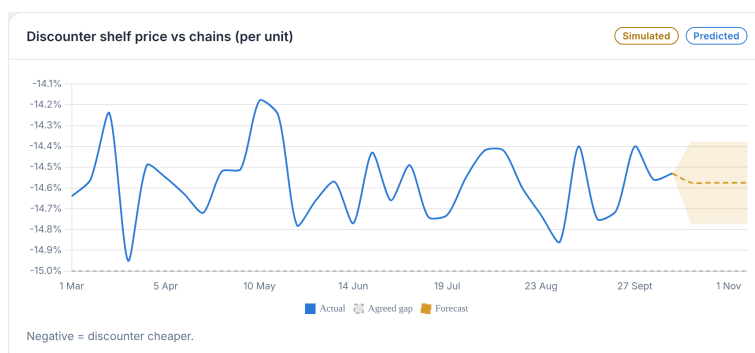
WHAT IT MEANS

306 orders flagged (SAR 1.5M). In a test the rules caught 76% of the problems, and 46% of flags were real.

HOW WE CALCULATED

Three rules: shipped to an unusual region, price far below list without a promotion, quantity 12× the usual.

Data: modelled until Binzagr sends it



Task 10 · Discounter shelf prices vs supermarket prices

WHAT WE ADDED

Discounter shelf price per unit compared with the chains.

WHAT IT MEANS

Discounters are 14.6% cheaper, inside the agreed ~15%, but 51 store checks were more than 25% cheaper.

HOW WE CALCULATED

Shelf prices from merchandiser photos, discounter ÷ chain, product by product.

Data: modelled until Binzagr sends it

Discounter stores most likely to show a wrong pack					Simulated	Predicted
Store	Discounter	Wrong packs	Planogram OK	Chance next audit		
ST0284	DS01	3	86%	10%		
ST0347	DS03	3	87%	10%		
ST0266	DS01	3	85%	9%		
ST0369	DS04	5	85%	8%		
ST0317	DS02	4	86%	7%		
ST0374	DS04	2	85%	7%		
ST0378	DS04	2	86%	7%		
ST0310	DS02	2	86%	7%		

Task 11 · Pack and SKU compliance

WHAT WE ADDED

Stores where the wrong pack is on the discounter shelf.

WHAT IT MEANS

68 stores showed a supermarket pack where a discounter pack should be; 17 likely to slip at the next audit.

HOW WE CALCULATED

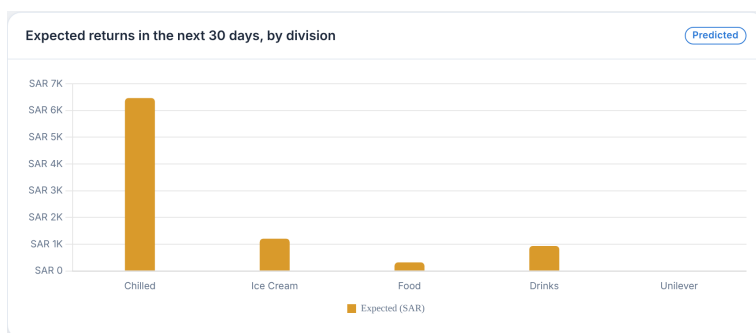
Chance next audit = the store’s own wrong-pack rate blended with its chain’s rate.

Data: modelled until Binzagr sends it

Lever · Returns reduction

SAR 315K a year

Fewer products coming back unsold: sell near-expiry stock before it returns.



Task 22 · Customer stock, near-expiry, pending returns

WHAT WE ADDED

Stock in chain stores close to expiry, waiting returns, and what will come back.

WHAT IT MEANS

Real Riyadh returns are 4.2% of sales (SAR 1.68M). About SAR 9K is expected back in 30 days, mostly Chilled.

HOW WE CALCULATED

Near-expiry units × the share that usually comes back × price.

Data: Binzagr returns + modelled store stock

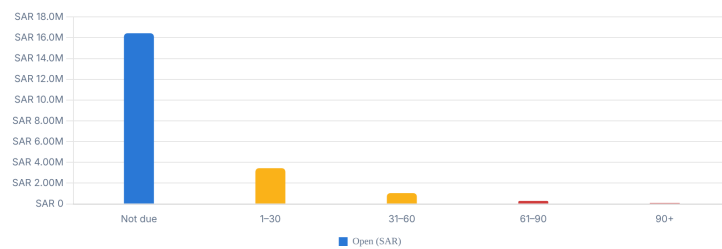
Lever · Collections

SAR 174K a year

Get overdue money in faster by calling the right customer first.

Open balance by age

Simulated



Task 24 · Overdue receivables and credit blocks

WHAT WE ADDED

Who owes money, how late, and how much will come in.

WHAT IT MEANS

SAR 4.9M overdue of SAR 21.3M owed; about SAR 10.1M should arrive in 30 days; 103 customers blocked.

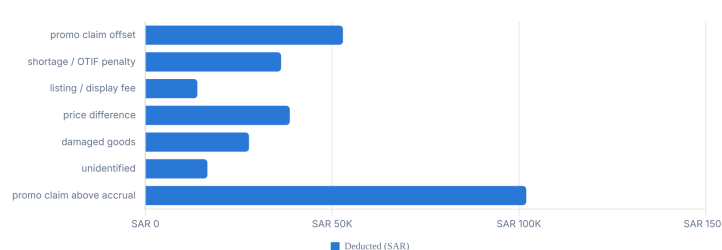
HOW WE CALCULATED

Each invoice's due date + how late that customer usually pays.

Data: Binzagr grocery balances + modelled other channels

Deductions by reason (since March)

Simulated



Task 25 · Claims, deductions and disputes

WHAT WE ADDED

Money customers held back from payments, and which claims to fight.

WHAT IT MEANS

227 open cases hold SAR 54K; about SAR 19K can be won back.

HOW WE CALCULATED

Chance a deduction is valid = how often that reason was accepted before.

Data: modelled until Binzagr sends it

Lever · Next-best SKU

SAR 105K a year

Suggest the next product each shop should stock, and keep it on the shelf.

Weekly sell-out at the three biggest chains

Simulated Predicted



Task 4 · Sell-out

WHAT WE ADDED

What actually sold off the shelf at the three biggest chains.

WHAT IT MEANS

SAR 921K in 4 weeks; shelves empty on 3.2% of days; the next 4 weeks look flat (SAR 941K).

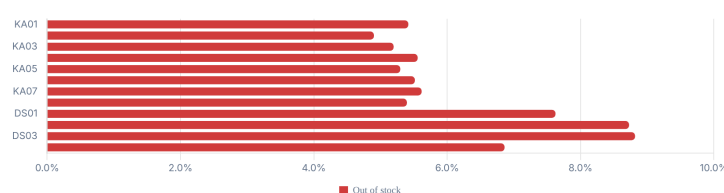
HOW WE CALCULATED

Weekly till sales; forecast by a trend model.

Data: modelled until Binzagr sends it

Out-of-stock rate by account

Simulated



Task 6 · Merchandiser photo reports

WHAT WE ADDED

Store photo results and which stores will be empty at the next visit.

WHAT IT MEANS

82% of planned visits done; 8.4 photos per visit; 24 stores at risk of a gap.

HOW WE CALCULATED

Next-visit gap = 60% the store's own empty-shelf rate + 40% its chain's.

Data: modelled until Binzagr sends it

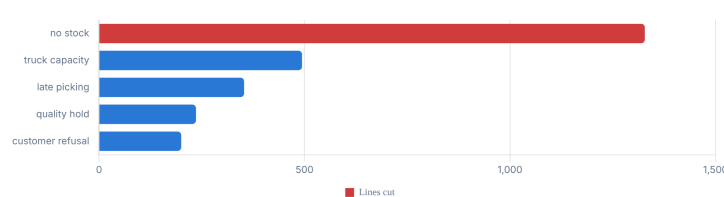
Lever · Forecast → inventory

SAR 65K a year

Hold the right stock: fewer stock-outs and less cash stuck in slow stock.

Why order lines were cut (last 4 weeks)

Simulated



Task 20 · Warehouse stock cover vs forecast

WHAT WE ADDED

Days of stock left for every product and warehouse, and why orders were cut.

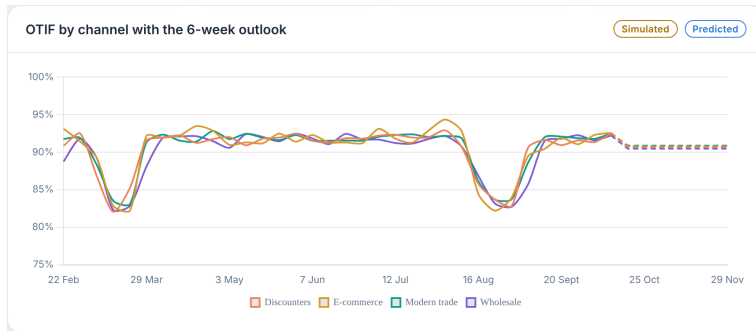
WHAT IT MEANS

134 product-locations may run out before new stock arrives; SAR 1.2M is overstocked. "No stock" causes 51% of cut lines.

HOW WE CALCULATED

Stock on hand + on the way ÷ daily demand; risk if it runs out before the supplier can deliver.

Data: modelled until Binzagr sends it



Task 21 • Fill rate and OTIF

WHAT WE ADDED

On-time-in-full delivery by channel, with a 6-week outlook.

WHAT IT MEANS

OTIF is about 92%, below the chains' 95-98% targets.

HOW WE CALCULATED

Share of order lines on time and complete; outlook = recent weighted average.

Data: modelled until Binzagr sends it

November forecasts to share with planning

SKU	Location	Plan	New forecast	Shift	Why
TIFFANY BREAKSTA MINI 13 G	RYD-DC	724,582	336,626	-54%	recent run rate below plan
MOUSSY CLASSIC BOTTLE 330	RYD-DC	420,421	183,566	-56%	recent run rate below plan
Igloo Mark Up 60 ml	RYD-DC	197,630	70,423	-64%	recent run rate below plan
IGLOO KULFI STICK 65ML	RYD-DC	236,726	122,941	-48%	recent run rate below plan
TIFFANY BREAK DELIGHT 2ROL	RYD-DC	68,583	27,090	-61%	recent run rate below plan
TIFFANY BREAK TIME MINI 13	2100-04	92,366	132,672	+44%	November promotion
IGLOO BALOU BALOU CONE CHO	RYD-DC	98,204	63,372	-35%	recent run rate below plan
HERSHEY COOKIE N CREAM 40G	RYD-DC	26,894	60,689	+126%	recent run rate above plan

Task 23 • Demand shifts to share with planning

WHAT WE ADDED

November numbers that moved a lot against the last plan.

WHAT IT MEANS

167 product-locations moved by more than 30%.

HOW WE CALCULATED

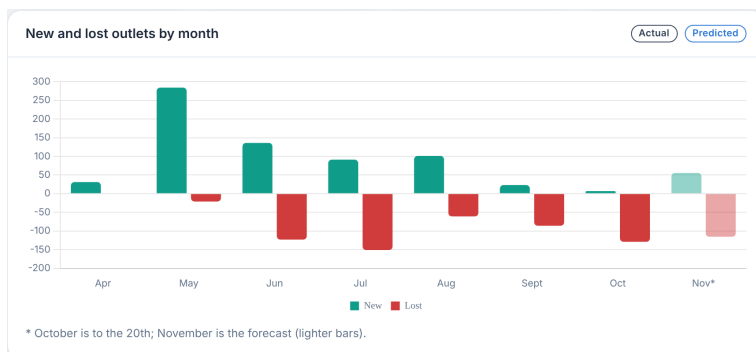
Last plan vs the recent 8-week sales rate plus November promotions.

Data: modelled until Binzagr sends it

Lever • Churn and win-back

SAR 47K a year

Spot shops going quiet early and win them back with a visit.



Task 13 • New and lost outlets, must-sell coverage

WHAT WE ADDED

Shops starting and stopping each month, and a call-back list.

WHAT IT MEANS

About 115 shops likely lost in November; 594 already overdue for an order. Only 42% buy 3+ must-sell products (target 60%).

HOW WE CALCULATED

Lost = 60 days with no order. At risk = silent 1.5x longer than usual. 20% never come back (measured on real data).

Data: Binzagr real

New · Sales vs plan

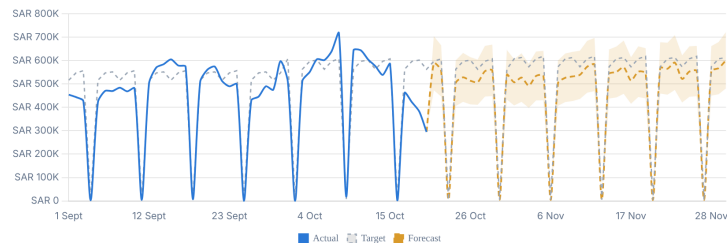
not in SAR 3.47M

Are we on target today, this month and next month?

Daily sell-in vs daily target, with the forecast to 30 Nov

All GR MT WS DS EC Actual Simulated Predicted

Blue is what was invoiced, grey dashed is the plan for that day, gold dashed is the forecast with its likely range. The dips are Fridays.



Task 1 · Sell-in vs daily target

WHAT WE ADDED

Daily sales against the daily plan, with a forecast to 30 Nov and a channel filter.

WHAT IT MEANS

October sold SAR 9.3M by the 20th against SAR 10.0M planned; the next 7 days are forecast at SAR 3.2M vs SAR 3.5M.

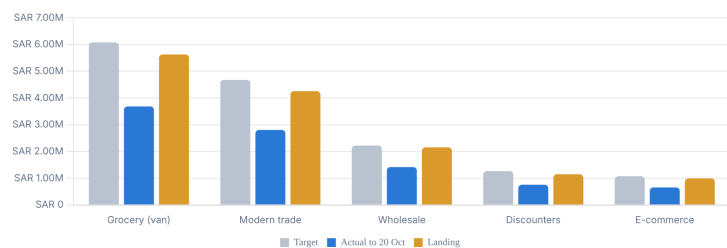
HOW WE CALCULATED

Recent level × Saudi weekday pattern × salary cycle. Tested on the last 28 days: the 4-week total was 98.9% accurate.

Data: Binzagr real (grocery) + modelled (other channels)

Where October lands, by channel

Predicted



Task 2 · Month-to-date run rate

WHAT WE ADDED

Where October and November will land, by channel and division.

WHAT IT MEANS

October lands at 93% of target (SAR 1.1M short); November at 91%. Discounters are furthest behind.

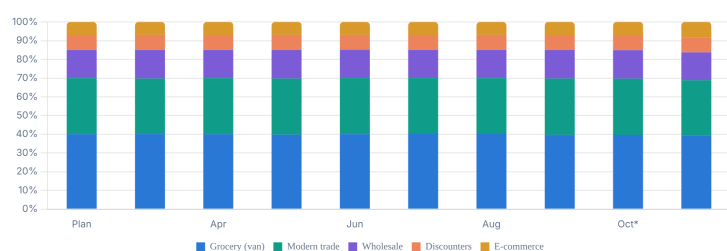
HOW WE CALCULATED

Sales so far + forecast for the rest of the month, compared with the monthly target.

Data: Binzagr real (grocery) + modelled (other channels)

Channel mix by month vs plan

Actual Predicted



* October = actual to 20 Oct + forecast; November = forecast.

Task 3 · Channel mix vs plan

WHAT WE ADDED

Each channel's share of sales by month against the plan.

WHAT IT MEANS

Close to plan; e-commerce is +1.3 points in November because of 11.11 and White Friday.

HOW WE CALCULATED

Monthly sales by channel; October and November include the forecast.

Data: Binzagr real (grocery) + modelled (other channels)

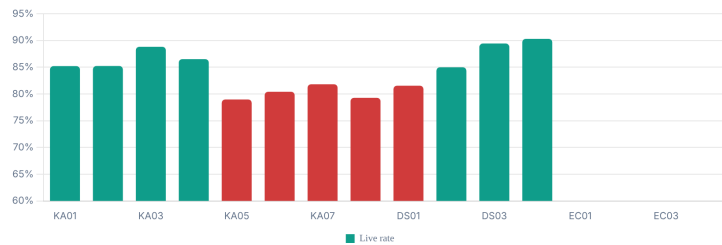
New · Trade and promotions

not in SAR 3.47M

Is promotion money working, and what are competitors doing?

Live in store, by account (ended promotions)

Simulated



Task 7 · Promotions live

WHAT WE ADDED

Whether paid promotions are actually running in the stores.

WHAT IT MEANS

Running promotions are live in only 62% of store checks; the price is wrong in 21%.

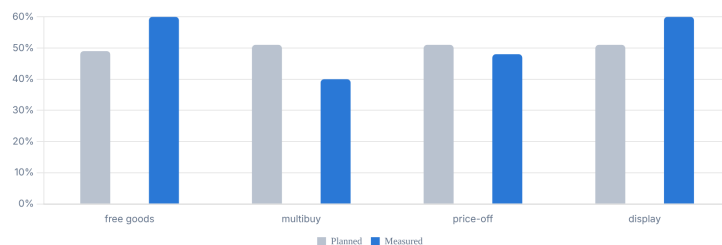
HOW WE CALCULATED

Merchandise store checks per promotion and chain.

Data: modelled until Binzagr sends it

Planned vs measured uplift by mechanic

Simulated



Task 17 · Promotion uplift vs plan

WHAT WE ADDED

Extra volume each promotion really sold, against the plan.

WHAT IT MEANS

52% of promotions sold less extra volume than planned.

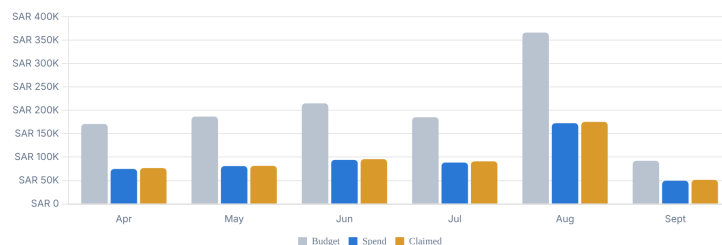
HOW WE CALCULATED

Units during the promotion vs the 4 weeks before, same products and chain.

Data: modelled until Binzagr sends it

Trade spend by month: budget, spend and claims

Simulated



Task 18 · Trade spend vs budget and claims

WHAT WE ADDED

Promotion budget, money spent and money claimed by month.

WHAT IT MEANS

48% of the budget used since March; November spend about SAR 65K of a SAR 136K budget.

HOW WE CALCULATED

Budget × how much each chain usually uses of it.

Data: modelled until Binzagr sends it

Competitor price cuts likely in the next 30 days

Simulated Predicted

Competitor	Category	Cuts so far	Avg depth	Chance in 30 days
Competitor G	BINZAGR FOODS-NAKHLATAIN-BU 2-	8	17%	66%
Competitor F	Binzagr Unilever Distribution	6	18%	66%
Competitor I	BINZAGR FOODS-Taleen-BU 2-FD85	5	12%	56%
Competitor I	Lipton Teas and Infusions-BB R	3	29%	56%
Competitor C	BINZAGR FOODS-Dawar-BU 2-FD85	5	17%	56%
Competitor F	SANPELLEGRINO.S.P.A.-S. PELLEG	5	22%	56%
Competitor A	Lipton Teas and Infusions-BB R	3	25%	56%
Competitor L	Binzagr Unilever Distribution	3	13%	56%

Task 19 • Competitor launches and price cuts

WHAT WE ADDED

Competitor moves seen in stores and who will cut price next.

WHAT IT MEANS

180 events in 45 days; 9 competitor categories likely to cut price within 30 days.

HOW WE CALCULATED

How often each competitor acted recently → chance of another cut within 30 days.

Data: modelled until Binzagr sends it

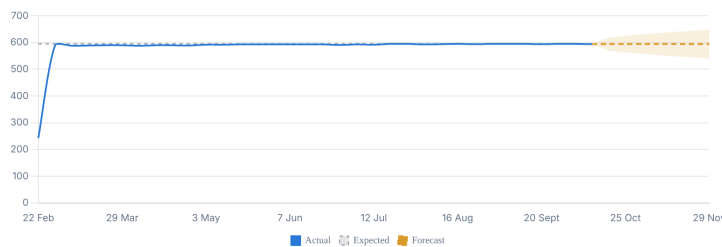
New • Key accounts

not in SAR 3.47M

Are the chains ordering normally, and which relationships need attention?

Chain POs per week vs expected, with the outlook

Simulated Predicted



Task 5 • POs received vs expected, rejected or delayed

WHAT WE ADDED

Chain purchase orders per week against normal, with rejections and delays.

WHAT IT MEANS

2,378 orders in 4 weeks, as expected; 3.4% of lines rejected, mostly for price mismatch.

HOW WE CALCULATED

Expected = each chain's usual weekly orders; outlook by a trend model.

Data: modelled until Binzagr sends it

Accounts likely to escalate (next 30 days)

Predicted

Account	Channel	OTIF 30 days	Open disputes	Overdue	Chance	Main driver
Key account 01	MT	92%	SAR 8K	SAR 510K	92%	Late or short deliveries
Key account 06	MT	92%	SAR 5K	SAR 8K	92%	Past escalations
Key account 02	MT	92%	SAR 4K	SAR 1.25M	90%	Late or short deliveries
Key account 04	MT	92%	SAR 5K	SAR 245K	68%	Overdue balance
Platform C	EC	91%	SAR 3K	SAR 141K	68%	Late or short deliveries
Discounter 03	DS	93%	SAR 916	SAR 384K	67%	Overdue balance
Key account 03	MT	92%	SAR 2K	SAR 5K	64%	Past escalations
Key account 05	MT	92%	SAR 2K	SAR 7K	36%	Late or short deliveries

Task 26 • Key account escalations

WHAT WE ADDED

Open complaints and which accounts are likely to complain next.

WHAT IT MEANS

8 open escalations; 9 accounts above 30% chance in the next 30 days, mainly from late deliveries.

HOW WE CALCULATED

Score from late deliveries, open disputes, overdue money and past complaints.

Data: modelled until Binzagr sends it

New · E-commerce

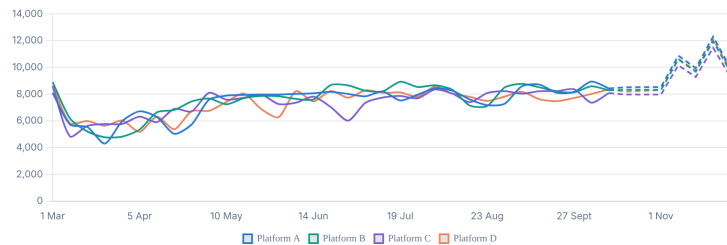
not in SAR 3.47M

How are the online platforms selling, and what is switched off?

Order lines per week by platform, with the outlook

Simulated Predicted

Dashed = forecast, including 11.11 and White Friday.



Task 15 · Orders, out-of-stock, inactive listings

WHAT WE ADDED

Weekly orders per platform with the outlook, and listings that are down.

WHAT IT MEANS

88 listings are down, losing about SAR 3K a day. White Friday week is forecast at about 48K order lines.

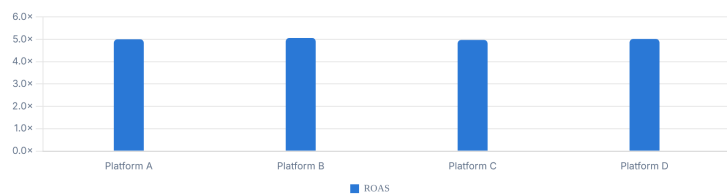
HOW WE CALCULATED

Trend model per platform, plus lifts for 11.11 and White Friday.

Data: modelled until Binzagr sends it

Return on ad spend by platform

Simulated



Task 16 · Search rank, ratings, ad return

WHAT WE ADDED

Return on ad spend by platform and listings to fix.

WHAT IT MEANS

Ads return about SAR 5 per SAR 1; 124 listings rated under 3.8★.

HOW WE CALCULATED

Ad sales ÷ ad spend; rank next week = recent rank + its trend.

Data: modelled until Binzagr sends it

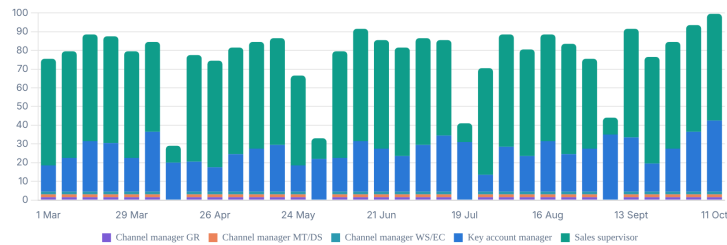
New · Team and management

not in SAR 3.47M

Is the team's time spent with customers or in the office?

Meeting hours per week by role

Simulated



Task 28 · KAM and supervisor meetings

WHAT WE ADDED

Meeting hours per week by role, and what negotiations won.

WHAT IT MEANS

204 meetings in 4 weeks; SAR 6.7M negotiated; 56% agreed.

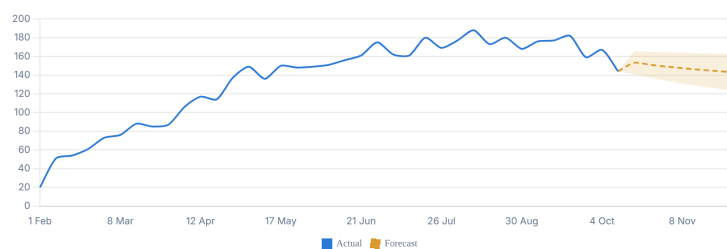
HOW WE CALCULATED

Calendar entries by type and outcome.

Data: modelled until Binzagr sends it

Open actions and approvals, with the outlook

Simulated Predicted



Task 29 · Action log and approvals

WHAT WE ADDED

Open actions and approvals, and the backlog outlook.

WHAT IT MEANS

124 open, 110 past due; median wait 48 days.

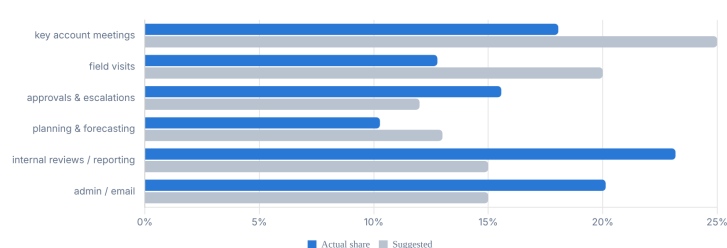
HOW WE CALCULATED

Backlog trend model; chance of missing the due date grows with days waited.

Data: modelled until Binzagr sends it

Where the manager's week goes vs suggested

Simulated



The suggested mix is our proposal, not Binzagr's.

Task 30 · Where the manager spends time

WHAT WE ADDED

The manager's week by activity against a suggested mix.

WHAT IT MEANS

Only 31% with customers and in the field (suggested 45%); 43% on reports and admin (suggested 30%).

HOW WE CALCULATED

Calendar hours by activity. The suggested mix is our proposal.

Data: modelled until Binzagr sends it