
Tallow & Finch Supplies

Quarterly Operations Review

Q3 2026 results and the plan for Q4

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Summary

Orders shipped rose **8.4%** on the previous quarter while the average dispatch time fell from 31 to 26 hours. Two things held back a better result: the carrier change in August, and stock-outs on three fast-moving lines.

The Q4 plan keeps the new carrier, adds a second packing bench before the holiday peak, and moves reorder points for the three lines that ran out.

Results

Measure	Q2	Q3	Change
Orders shipped	12,480	13,530	+8.4%
Average dispatch time (hours)	31	26	-16.1%
Orders late to customer	3.9%	4.6%	+0.7 pts
Returns	2.1%	1.9%	-0.2 pts

The late-order rate rose because of the carrier change. It was highest in the first two weeks of August and was back under 4% by the end of September.

What went well

- The second dispatch shift started on 12 July and cleared the Friday backlog.
- Barcode scanning at the packing bench cut mis-picks by about a third.
- Supplier lead times were steady for 41 of 44 active lines.

What did not

1. **Carrier change.** Tracking links were missing for nine days.
2. **Stock-outs.** Three fast lines ran out for an average of 6 days each.
3. **Returns desk.** One person covered holidays alone for two weeks.

Plan for Q4

Priorities

- Add a second packing bench before 1 November.
- Move reorder points for the three stock-out lines; see `reorder.csv` for the new values.
- Agree a holiday rota for the returns desk by 15 October.

Reorder rule

```
reorder_point = (daily_demand * lead_time_days) + safety_stock
safety_stock  = 1.65 * demand_std_dev * sqrt(lead_time_days)
```

These figures are planning estimates, not forecasts. We will review them at the end of November.

Risks

Risk	Likelihood	Mitigation
Peak demand above plan	Medium	Temporary packers booked for weeks 47 to 50
Carrier capacity	Low	Second carrier kept on contract
Supplier delay	Medium	Safety stock raised on the three lines

Prepared by the operations team. Questions to ops@tallowfinch.example.