



# RESTORE SERVICE. RELEASE CASH.

This diagnostic reveals where alignment breaks down, where cash gets trapped, and where service suffers.

**CROSS-FUNCTIONAL ALIGNMENT: When did Sales, Ops, and Finance last sit in the same room?**

This week (4) ·  This month (3) ·  This quarter (2) ·  Can't remember / Never (1)

Points:

**INVENTORY MIX: What percentage of your inventory is in your top 20% of SKUs (A-items)?**

More than 50% (4) ·  30-50% (3) ·  Less than 30% (2) ·  I don't know (1)

Points:

**SERVICE + CASH: Have you achieved both a higher fill rate and lower inventory?**

Yes (4) ·  Improved one, not the other (3) ·  Both got worse (2) ·  I don't know (1)

Points:

**FILL-RATE BENCHMARK: What's your current fill rate?**

90%+ (4) ·  80-89% (3) ·  70-79% (2) ·  Below 70% (1) ·  I don't know (1)

Points:

**LEADERSHIP OWNERSHIP: Do your CEO and CFO regularly attend S&OP meetings?**

Yes, consistently (4) ·  Sometimes (2) ·  Rarely or never (1) ·  No S&OP meetings (0)

Points:

Grand Total

**Scoring:**

<b>17-20</b>	<b>Strong Alignment:</b> You're executing service and cash as the same goal. The opportunity now is to optimize: tighten the mix, improve forecast accuracy, and accelerate turns. Small gains compound.
<b>12-16</b>	<b>Partial Alignment:</b> The foundation is there, but gaps are costing you cash and customers. The risk: those gaps widen under pressure. The opportunity: closing them before your next exit window.
<b>7-11</b>	<b>Misalignment Visible:</b> Three departments, three plans. Cash is trapped and service is suffering. The good news: this is fixable in 60-90 days with the right process.
<b>0-6</b>	<b>Critical:</b> No shared plan. No visibility. No leadership ownership. Every month you wait costs you cash, customers, and exit value. Start with one change: get everyone in the same room.

**What's Next?**

Ready to discuss? Email [discovery@mryangroup.com](mailto:discovery@mryangroup.com) or book a 20-minute call [here](#)