BROWNFIELD OPERATIONS

Inventory Health Scorecard

A practical scorecard for the accuracy, location discipline, and exception-control gaps that quietly drain warehouse capacity.

What this produces

An Inventory Capacity Protection Score from 0 to 100. The score is not a grade for the team. It is a baseline for how much throughput your current inventory control layer is protecting - and where to improve first.

Use this before a launch call, during a Gemba walk, or as a quarterly health check. Score the current state, not the version you intend to build later.

Facility Snapshot

Company		**Facility / Site**	
Name / Role		**Email / Phone**	
Primary operation		**WMS / ERP**	
SKU count		**Active locations**	
Daily order lines		**Daily put-away volume**	
Main inventory pain		**Date scored**	

How to score

For each statement, circle or mark one score from 0 to 4. Add the five item scores inside each section. Each section is worth 20 points. Add all five sections for a 100-point baseline.

0 - Not present	1 - Reactive	2 - Partial	3 - Consistent	4 - Systemized

Inventory Health Scorecard

Score summary

Section	Score	Max	Primary improvement opportunity
1. System Accuracy		20	
2. Location Discipline		20	
3. Exception Ownership		20	
4. Flow Protection		20	
5. Learning Loop		20	
Total Inventory Capacity Protection Score		**100**	

Score bands

Score	Condition	What it usually means
85-100	**Controlled capacity**	Inventory is helping protect throughput. Improvement work can focus on precision and scale.
70-84	**Stable with leakage**	The core is working, but recurring exceptions still absorb labor and management attention.
50-69	**Visible friction**	The team is solving inventory problems often enough that capacity is being consumed by recovery work.
0-49	**Hidden capacity loss**	Inventory conditions are likely creating delays, rework, search time, and avoidable interruptions.

Brownfield readout prompt

Where did the score lose the most points: accuracy, location discipline, exception ownership, flow protection, or the learning loop? The lowest section usually tells you where the next operating-system layer belongs.

1. System Accuracy

Can the system be trusted before the floor starts working around it?

#	Current-state statement	0	1	2	3	4
1	On-hand inventory is accurate enough that supervisors rarely need side lists or tribal knowledge.	☐	☐	☐	☐	☐
2	Location accuracy is measured routinely and reviewed by area, product family, or velocity class.	☐	☐	☐	☐	☐
3	Inventory statuses are clear: available, held, damaged, pending QC, staged, or otherwise restricted.	☐	☐	☐	☐	☐
4	Unit of measure and packaging differences are visible before they create pick or replenishment errors.	☐	☐	☐	☐	☐
5	The team can identify the highest-risk SKUs or locations without manually digging through reports.	☐	☐	☐	☐	☐
	Section score: _____ / 20					

Evidence to capture: screenshots, count results, exception lists, dock or pick impacts, operator feedback, and examples from the floor.

Notes / observed gaps:

2. Location Discipline

Are locations controlled enough to protect pick speed and put-away flow?

#	Current-state statement	0	1	2	3	4
1	Forward, reserve, staging, hold, and damage locations are visibly defined and used as intended.	☐	☐	☐	☐	☐
2	Empty, blocked, mixed, unsafe, and overfilled locations are flagged quickly enough to act on them.	☐	☐	☐	☐	☐
3	High-velocity SKUs are placed where the operation can actually use them efficiently.	☐	☐	☐	☐	☐
4	Overflow and temporary locations have aging visibility, owners, and cleanup standards.	☐	☐	☐	☐	☐
5	The operation can spot a bad put-away before it turns into a pick miss, search, or rework pallet.	☐	☐	☐	☐	☐
	Section score: _____ / 20					

Evidence to capture: screenshots, count results, exception lists, dock or pick impacts, operator feedback, and examples from the floor.

Notes / observed gaps:

3. Exception Ownership

When inventory breaks flow, does someone own the next action?

#	Current-state statement	0	1	2	3	4
1	Shorts, overages, damages, mislabels, holds, and unsafe locations have a clear owner and status.	☐	☐	☐	☐	☐
2	Aging exceptions are visible by bucket, not hidden in a spreadsheet or inbox.	☐	☐	☐	☐	☐
3	The team knows who decides whether product is released, moved, counted, corrected, or escalated.	☐	☐	☐	☐	☐
4	Inventory issues from receiving, put-away, replenishment, picking, and shipping feed one control process.	☐	☐	☐	☐	☐
5	Cross-shift handoffs include open inventory risks and next actions, not just completed counts.	☐	☐	☐	☐	☐
	Section score: _____ / 20					

Evidence to capture: screenshots, count results, exception lists, dock or pick impacts, operator feedback, and examples from the floor.

Notes / observed gaps:

4. Flow Protection

Is inventory control protecting throughput while the work is happening?

#	Current-state statement	0	1	2	3	4
1	Cycle counts and location checks are aimed at the areas most likely to stop flow.	☐	☐	☐	☐	☐
2	Replenishment risk is visible before pickers run out of usable forward stock.	☐	☐	☐	☐	☐
3	Inventory exceptions are connected to the operating impact: blocked pick, delayed load, rework, or lost time.	☐	☐	☐	☐	☐
4	Leaders can see where inventory health is constraining inbound, outbound, or both.	☐	☐	☐	☐	☐
5	The team can distinguish normal inventory work from urgent flow-protection work.	☐	☐	☐	☐	☐
	Section score: _____ / 20					

Evidence to capture: screenshots, count results, exception lists, dock or pick impacts, operator feedback, and examples from the floor.

Notes / observed gaps:

5. Learning Loop

Does the operation prevent repeat inventory problems?

#	Current-state statement	0	1	2	3	4
1	Inventory defects are trended by cause, area, SKU family, shift, or process step.	☐	☐	☐	☐	☐
2	Root causes are verified at the Gemba before fixes are chosen.	☐	☐	☐	☐	☐
3	Recurring issues become standard work, visual management, training, or system-rule changes.	☐	☐	☐	☐	☐
4	The operation reviews inventory health on a weekly or monthly cadence with owners and due dates.	☐	☐	☐	☐	☐
5	Improvements are measured against a baseline score so progress can be proven later.	☐	☐	☐	☐	☐
	Section score: _____ / 20					

Evidence to capture: screenshots, count results, exception lists, dock or pick impacts, operator feedback, and examples from the floor.

Notes / observed gaps:

30-Day Improvement Plan

Use the lowest scoring section to choose one focused improvement. The goal is not to fix everything at once. The goal is to raise the score with one visible control layer that the floor can actually use.

Lowest scoring section	
Problem statement	
Operating impact	
Control layer to build	
Owner / support needed	
30-day target score	
First next action	

Use this scorecard as a lead questionnaire

Good fit signals: a score below 85, recurring rework/search time, inventory issues delaying picks or loads, weak ownership of aging exceptions, or leaders unable to see inventory risk before the shift is already behind.

Brownfield Operations

Brownfield helps warehouse, distribution, and 3PL teams build practical control layers: visible inventory risk, clear ownership, simple response routines, and score improvement over time. Start with the baseline. Then improve the score.

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