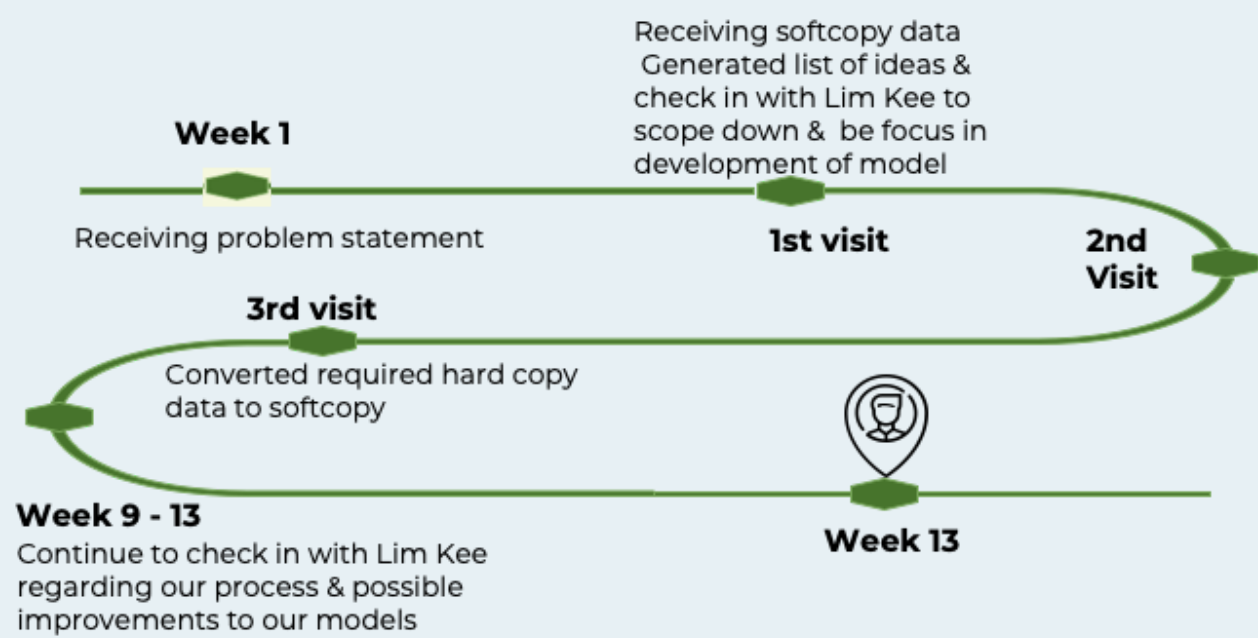


SMU-X ACCT 414: ACCOUNTING ANALYTICS CAPSTONE

Problem Statement

Lim Kee's rapid growth since their establishment in the 1980s is slowing down due to customer saturation in the Pau sector in Singapore. As a result, Lim Kee has to differentiate itself now based on cost innovation rather than product innovation in order to increase their bottom line, especially in the Kopitiam sector.

Timeline



Issues

- 1.How does Lim Kee decide which accounts to accept/ reject?
- 2.Which steamer issues are the most prevalent among customers?
- 3.How is the company doing in terms of sales and sales returns?
- 4.Any other uncontrollable factors?

Bad Debt Client List

Code	Company Name	Debtor Type	Credit Term	Phone 1	Phone 2	Attention	CST	Account Group
1	301-0001 再全超市市场	Distributor	C.O.D.	6453 3827	N/A	N/A	SR	Distributor
2	301-0002 云海轩面包	Distributor	C.O.D.	6748 9039	6749 9403	N/A	SR	Distributor
3	301-0003 元香西菓店	Distributor	C.O.D.	6259 6923	9760 4931	N/A	SR	Distributor
4	301-0004 公利行	Distributor	C.O.D.	9736 2327	N/A	N/A	SR	Distributor
5	301-0005 强品	Distributor	C.O.D.	65380570	90720230	N/A	SR	Distributor
6	301-0006 奥豆干	Distributor	C.O.D.	9792 2162	N/A	N/A	SR	Distributor
7	301-0007 云南贸易	Distributor	C.O.D.	9386 9008	N/A	MS LILY	SR	Distributor
8	301-0008 同德冰菓店	Distributor	C.O.D.	6354 4808	9478 5415	N/A	SR	Distributor
9	301-0009 同德糖业志心社	Distributor	C.O.D.	6256 4428	9628 0696	MR ALAN	SR	Distributor
10	301-0011 善源堂	Distributor	C.O.D.	6757 5261	N/A	N/A	SR	Distributor

Efficient way of compiling clients with overdue payments

Scoring Model

Deliverables - Scoring Model

Step 1
List the criteria that you deem is important for choosing whether to accept a new customer or not?

1	Recommended	Whether the new customer was recommended by a current customer
2	MOQ	Whether the new customer can meet the current minimum order quantity (MOQ)
3	Yes	Whether the new customer is new or existing customer(s)
4	Manager	Who is the manager of the new customer

Step 2
Developing a comparison scale to compare each criteria

Extremely Important	3
Moderately Important	2
Equally Important	1

Step 3
Doing pairwise comparisons

Recommended	vs	MOQ	3
Recommended	vs	Manager	1
Recommended	vs	Yes	1
MOQ	vs	Manager	1
MOQ	vs	Yes	1
Manager	vs	Yes	1

Ranking

MOQ	3
Manager	1
Yes	1

Background Issues Deliverables Demonstration Conclusion

Deliverables - Scoring Model

Ranking based on new customer's criteria

Recommended	3
MOQ	2
Manager	1
Yes	1

Location Score
Accept/ Reject? Consider

Scale
1 to 3 Discourage 3 to 5 Consider 5 to 9 Encourage

Greater trackability

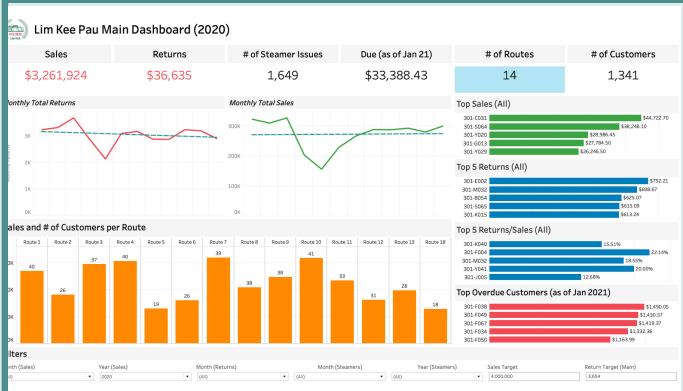
- Reasoning to back-up decision made
- However, still allow room for team to use their business knowledge when its between 3 to 6

Background Issues Deliverables Demonstration Conclusion

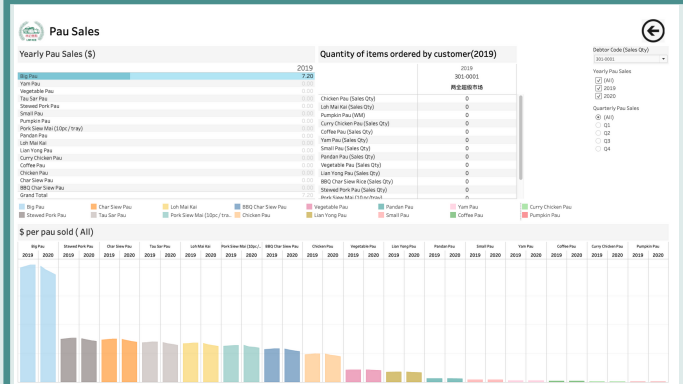
Improves decision making with a numerical model.

Dashboards

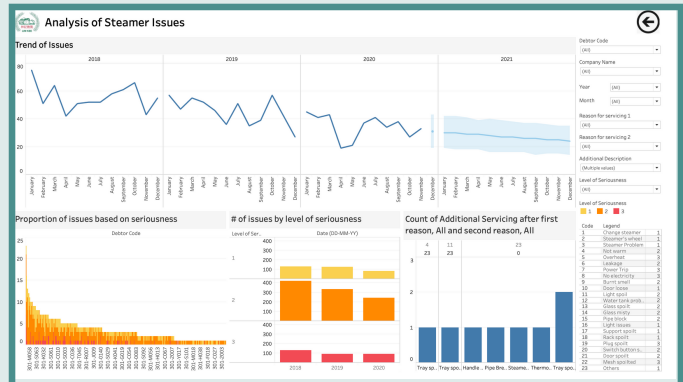
Overall Dashboard



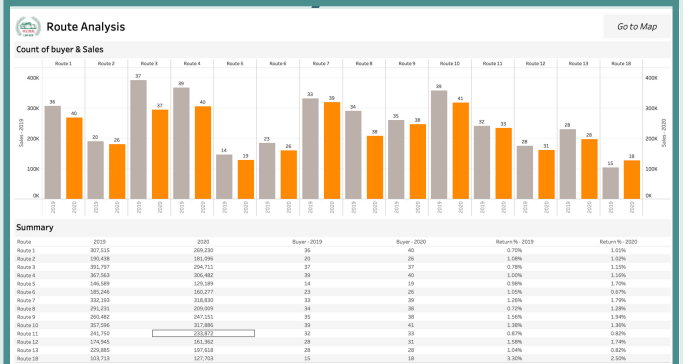
Pau Sales



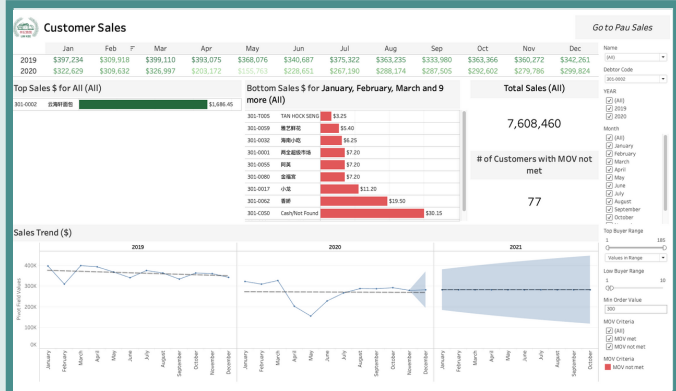
Steamer Issues



Route Analysis



Customer Sales



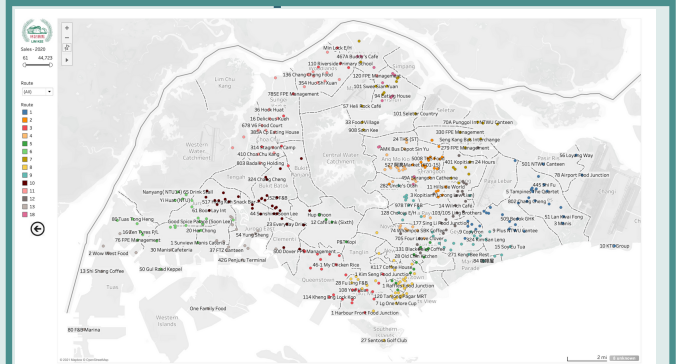
Customer Returns



Overdue Payment



Route Map



Insights

Sales

1. A total of 77 customers in 2019 & 2020 did not meet MOQ of \$300
- 2.Big Pau, Stewed Pork Pau and Char Siew Pau are the top 3 paws purchased by customers

Returns

1. Top 5 customers in pau returns contribute to 10% of total returns for 2020
- 2.Chicken Pau is 3rd highest in returns although they do not have as much sales as other Paus

Overdue Payments

- 1.FPE Management and Fu Chan consist of most of the bad debt
- 2.Bad debt is made up of many small amounts

Steamers

- 1.Confirm that F M Kallang and Kranji having the highest number of issues
- 2.Overall reduction in number of steamer issues

Route

- 1.More buyers but lower sales

Overall

Sales in Singapore are generally decreasing, Pau returns are decreasing and steamer repair issues are decreasing. Recommendation to Lim Kee to continue to look for cost reduction activities.