



STORE DEPARTMENT
DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN (2024 – 2027)

Pioneering Excellence | Inspiring Innovation



To Heal | To Educate | To Discover

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MANAGER'S MESSAGE



I would like to take this opportunity to acknowledge and appreciate the vital role our Store Department plays in the success of our organization. Often operating behind the scenes, this team is at the heart of our supply chain — ensuring that materials, products, and essential resources are received, stored, and issued with precision and care.

Your dedication to maintaining accuracy, efficiency, and safety within warehouse operations directly supports our ability to serve internal departments of DUHS with excellence. From managing inventory to fulfilling orders and coordinating logistics, the Warehouse team consistently demonstrates professionalism, teamwork, and a commitment to continuous improvement.

As we move forward, embracing new technologies and systems, I encourage the department to keep striving for innovation and operational excellence. Your efforts do not go unnoticed, and your contribution is fundamental to our organization's growth and sustainability.

Thank you for your hard work, reliability, and unwavering support.

Mohsin Memon
Manager Supply Chain

EXECUTIVE SUMMARY

The Store Department at Dow University of Health Sciences plays a crucial role in supporting both academic and healthcare operations by ensuring the efficient management of Laboratory, Radiology & ICT supplies, Dental instruments and consumables, printing & stationery materials, and general consumables. This strategic plan outlines a comprehensive roadmap to strengthen the department's operational efficiency, inventory control, and service delivery over the next three to five years.

The plan is built around key strategic priorities: enhancing supply chain efficiency, implementing digital inventory systems and improving storage infrastructure. These objectives aim to ensure timely availability of critical supplies to clinical, academic, and research departments, while also aligning with the university's broader mission of delivering excellence in education, research, and patient care.

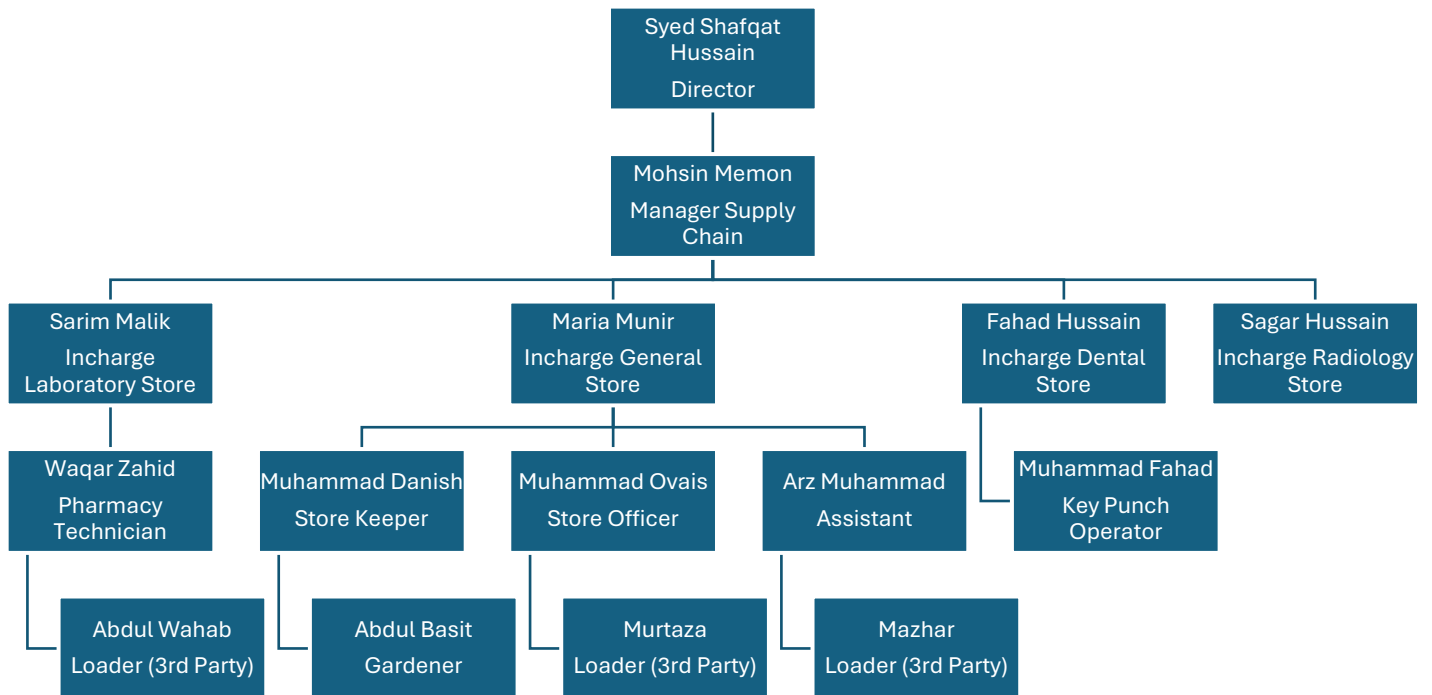
Key initiatives include the adoption of an advanced ERP System, regular stock audits and implementation of standard operating procedures (SOPs) across all store functions. Sustainability and cost-effectiveness are emphasized through optimized procurement practices and improved forecasting models.

By streamlining operations and enhancing transparency, the Store Department will not only support the academic and clinical functions of DUHS but also contribute to the safety, quality, and efficiency of healthcare delivery.

INTRODUCTION & OVERVIEW

The Store Department of the Dow University of Health Sciences (DUHS) is a vital component of the Organization's support system, responsible for the efficient management of medical and non-medical inventory. It serves as the central hub for the storage, handling, and movement of goods. It plays a crucial role in ensuring the uninterrupted availability of essential items and comprises of Dental, General, Laboratory and Radiology Stores. By maintaining proper stock levels and ensuring timely distribution, the store department supports the overall operations of DUHS.

ORGANOGRAM



SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic planning process for the Store Department was designed to align operational improvements with DUHS's broader institutional goals. The approach involved:

- Reviewing current warehouse operations, systems, and inventory controls.
- Identifying strengths, weaknesses, opportunities, and threats (SWOT analysis).
- Setting realistic and measurable goals focused on enhancing performance and efficiency.
- Engaging key stakeholders from relevant departments to ensure alignment with institutional needs.
- Prioritizing initiatives that promote digital transformation, process standardization, and capacity optimization.
- Establishing a monitoring mechanism for ongoing review and refinement.

This inclusive and data-driven process ensures the strategic plan remains practical, achievable, and impactful.

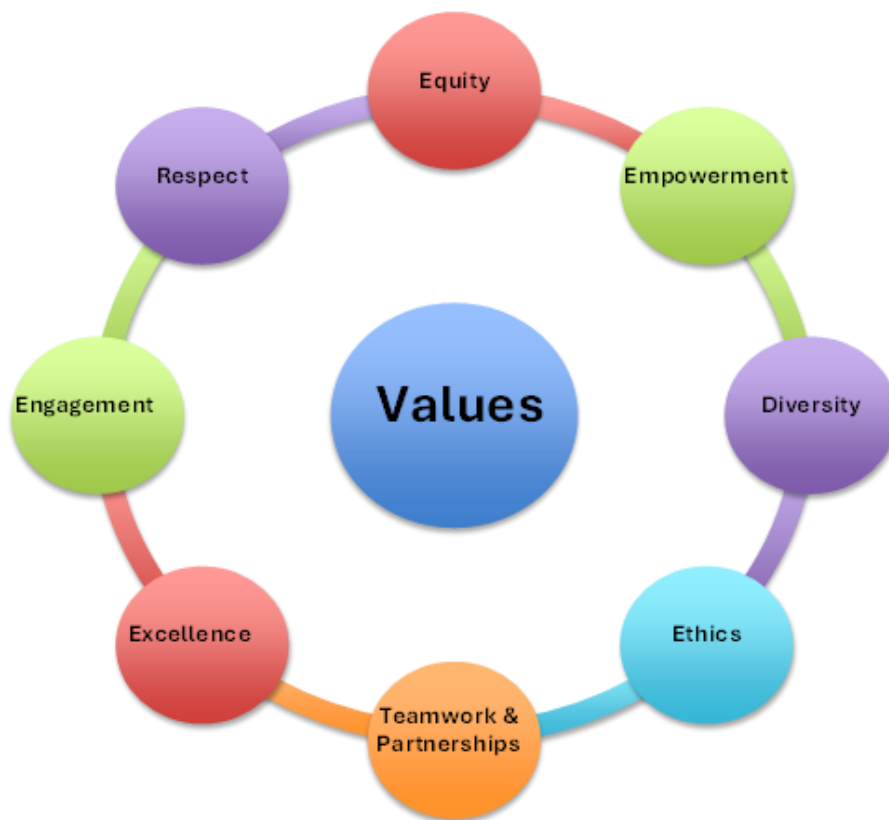
SECTION II: VISION, MISSION, & VALUES

VISION

To be a pre-eminent academic institution committed to changing and saving lives.

MISSION

Providing outstanding patient-centered education, training, and clinical care informed by cutting-edge research and innovation, generating and disseminating new knowledge



VALUES

- **Customer Service**
 - Put students first
- **Empathy & Compassion**
 - Understand before you judge
 - Be concerned for the sufferings and misfortunes of others

- **Excellence**

- Be the best and commit to exceptional quality and service

- **Innovation**

- Encourage curiosity, imagine, create, and share

- **Teamwork**

- Engage and collaborate

- **Integrity & Leadership**

- Be a role model and influence others to achieve their best
- Have the courage to do the right thing
- Hold yourself and others accountable

- **Respect & Collegiality**

- Be kind
- Listen to understand
- Value different opinions

STATEMENT OF PURPOSE

To facilitate the University by storing and issuing the required General, IT, Lab, Radiology, Dental and miscellaneous items to various Business Units/ Departments of the organization.

SECTION III: STRATEGIC GOALS

Goal 01: Improve Inventory Accuracy and management

Objective 1: Improve Forecasting by increasing forecast accuracy.

Objective 2: Maintain 100% inventory record accuracy

Goal 02: Accessibility to Inventory

Objective: Improve accessibility to inventory through Location tagging

Goal 03: Enhanced Warehouse utilization

Objective: Increase utilization of Vertical Space

OBJECTIVES, OKRs, & KPIs

Goal 01: Improve Inventory Accuracy and management							
Goal Statement: To maintain accurate and optimal inventory levels							
Objectives & Key Results (OKRs)							
Objective 1: Improve Forecasting by increasing forecast accuracy.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Increase forecast accuracy to 75%	Use issuance data from MD365 and Improve forecasting to 65%	Demand Forecast Accuracy %	[1-((Actual Demand - Forecasted Demand) / Actual Demand)] * 100	Forecast Accuracy: 65%	Relevant Store Officer/ Incharge	Demand Planner/ Inventory Planner	Q4, 2025
	Forecast Accuracy: 70%			Relevant Store Officer/ Incharge	Demand Planner/ Inventory Planner	Q4, 2026	
	Forecast Accuracy: 75%			Relevant Store Officer/ Incharge	Demand Planner/ Inventory Planner	Q4, 2027	
Objective 2: Maintain 100% inventory record accuracy							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Maintain system vs physical inventory accuracy	Make sure there is always 100% inventory accuracy	Inventory Accuracy	Inventory as tracked by system / Physically present inventory	Maintain 100% Inventory accuracy	Relevant Store Incharge	-	ongoing process

Goal 02: Accessibility to Inventory

Goal Statement: To make sure inventory is easily accessible for smooth operations

Objectives & Key Results (OKRs)

Objective: Improve accessibility to inventory through Location tagging

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Physical Location tagging on shelves to be matched with inventory Location in ERP for easy accessibility and improved accuracy in inventory picking.	Shifting to New Warehouse	Picking Accuracy	(Total number of orders – Incorrect item returns) / Total number of orders	Continuously improving inventory picking accuracy in order to maintain ERP System vs Physical Inventory Accuracy	Relevant Store In charge	-	2nd Quarter, 2025
	Physical tagging of inventory locations				Relevant Store In charge		3rd Quarter, 2025
	Share inventory location map with ERP team for implementation				Manager ERP ERP Consultant Relevant Store In charge		4th Quarter, 2025
	Training of staff for appropriate use of this function				Manager ERP Relevant Store In charge		1st Quarter, 2026
	Review of process and achievement of objective				Relevant Store In charge		2nd Quarter, 2026

Goal 03: Enhanced Warehouse utilization							
Goal Statement: Increase warehouse utilization through layout modification							
Objectives & Key Results (OKRs)							
Objective: Increase utilization of Vertical Space							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Increase utilization of vertical space by procuring Shelves of 10' height for new Warehouse	Receive new Shelves at New Warehouse	Warehouse Space Utilization	(Amount of Warehouse Space Used / Total Warehouse Space) * 100	Increase vertical space of General Warehouse by 66.66%	Store In Charge Project Director (PD) Procurement Officer	New Shelves and Ladder(s)	2nd Quarter, 2025
	Procure appropriate ladder(s) for easier stacking and retrieval of inventory.						
	Design shelves layout for maximum utilization of space						
	Shift Inventory to New Warehouse to increase vertical space by 66.66%						

SECTION IV: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

To support the strategic objectives, the following resources will be allocated:

- **Human Resources:**
 - Training programs for store personnel on ERP and inventory SOPs.
 - Appointment of specialized staff for digital inventory oversight.
- **Technological Resources:**
 - ERP System implementation with barcode and RFID integration.
 - Software for demand forecasting and inventory optimization.
- **Physical Resources:**
 - Shelving units and racks for vertical space utilization.
 - Renovation of storage areas for improved accessibility and safety.
- **Financial Resources:**
 - Budget allocation for infrastructure upgrades and software licenses.
 - Cost optimization through bulk procurement and vendor negotiations.

SECTION V: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

A phased approach will be taken to implement the strategic plan, with key milestones and timelines clearly defined.

- **Phase 1:** Baseline assessment and procurement of ERP system
- **Phase 2:** Staff training and SOP implementation
- **Phase 3:** Inventory tagging, space optimization, and full ERP rollout
- **Phase 4:** Continuous monitoring, audits, and feedback integration

Monitoring Mechanism:

- Monthly review meetings to track progress on objectives
- KPI dashboards to monitor stock accuracy, order fulfillment time, and space utilization
- Annual review and update of strategic plan based on performance and emerging needs

SECTION VI: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Advanced ERP System 2. Inventory level is accurately monitored 3. Smooth and managed workflow 4. Skilled staff 5. Good management relationship 	<ol style="list-style-type: none"> 1. Limited space 2. Supplier dependency 3. Non-availability of goods moving lifters 4. The available inventory of the demanding location is not shown in the software while issuing goods 5. Shelf location of items not specified in software.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Storage space optimization. 2. Supplier diversification 3. Addition of item shelf location specified in software 4. Pick to Light or a relevant system for improved stock picking efficiency and accuracy 5. Training sessions related to the JD should be conducted. 	<ol style="list-style-type: none"> 1. Economic/ exchange rate fluctuations (vendors end up delaying/ stopping supplies) 2. The blockade of the Supply Chain due to the import restrictions can result in a shortage of goods in the local market 3. Natural disasters, geopolitical conflicts, and other unforeseen events can disrupt the supply chain.

APPENDIX B: TOWS MATRIX

OPPORTUNITIES		THREATS
<ol style="list-style-type: none"> 1. Storage space optimization. 2. Supplier diversification. 3. Addition of item shelf location specified in software. 4. Pick to Light or a relevant system for improved stock picking efficiency and accuracy. 5. Training sessions related to the JD should be conducted. 		<ol style="list-style-type: none"> 1. Economic/ exchange rate fluctuations (vendors end up delaying/ stopping supplies). 2. The blockade of the Supply Chain due to the import restrictions can result in a shortage of goods in the local market. 3. Natural disasters, geopolitical conflicts, and other unforeseen events can disrupt the supply chain.
STRENGTHS	SO	ST
<ol style="list-style-type: none"> 1. Advanced ERP System 2. Inventory level is accurately monitored 3. Smooth and managed workflow 4. Skilled staff 5. Good management relationship 	<ol style="list-style-type: none"> 1. Utilize the Advanced ERP system and skilled staff to integrate shelf location data in the system. 2. Leverage smooth workflow to implement Pick to Light for stock picking efficiency. 3. Capitalize on inventory accuracy to plan for storage space optimization. 	<ol style="list-style-type: none"> 1. Use ERP system and good management relationships to maintain buffer stock amid economic instability. 2. Employ skilled staff and manage workflow to develop contingency plans for supply chain disruptions. 3. Use strong supplier relationships to mitigate risks of supply blockades.

WEAKNESSES	WO	WT
<ol style="list-style-type: none"> 1. Limited space 2. Supplier dependency 3. Non-availability of goods moving lifters 4. The available inventory of the demanding location is not shown in the software while issuing goods 5. Shelf location of items not specified in software. 	<ol style="list-style-type: none"> 1. Introduce shelf location mapping in software to fix unorganized item tracking. 2. Adopt Pick to Light systems to compensate for the absence of lifters and improve order picking. 3. Conduct training sessions to address skill gaps and optimize use of ERP features. 	<ol style="list-style-type: none"> 1. Reduce supplier dependency by diversifying suppliers, protecting against economic shifts. 2. Create emergency inventory protocols to combat issues caused by import restrictions or disasters. 3. Explore local sourcing alternatives to minimize risks from global supply chain disruptions.