

Margin improvement initiatives — executive summary

Schedule saved Sep 29, 2026 · 13 weekly refreshes

Health bands (days late): green up to 2 wk · yellow up to 4 wk · red over 4 wk

Schedule position of every initiative, and the trend behind each one that has slipped for more than three weeks

14 initiatives in the program

9 of 14 tracked targets forecasting late

6 in the red band (> 4 weeks late)

5 exception initiatives: slipping > 3 weeks (charts below)

66 d worst gap (Board metrics definition)

Schedule — initiatives at WBS levels 1 to 2 every initiative with its plan bar, % complete, target marker and days early/late at the last refresh

ID	Initiative	Dur	Owner	Apr 2026	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2027	Feb
0	Margin improvement program	347 d											Apr 2, 27	
1	Gross margin initiatives	326 d											Mar 12, 27	
2	Component cost reduction	214 d	Priya								Nov 20, 26 · 10 d early			
5	Contract manufacturer transition	284 d	Daniel										Mar 12, 27 · 19 d early	
8	Freight consolidation	95 d	Priya							Oct 16, 26 · 63 d late				
11	Cloud compute right-sizing	137 d	Wei							Oct 30, 26 · on target				
14	Storage tiering	212 d	Wei										Jan 29, 27 · 42 d late	
17	Field service productivity	135 d	Maria								Nov 6, 26 · 42 d early			
4	Preventive maintenance program	242 d	Nikhil										Feb 12, 27 · 56 d late	
5	Spares inventory optimisation	102 d	Nikhil								Nov 13, 26 · 14 d late			
26	Gross margin initiatives completed	0 d											Mar 12, 27	
27	Operating expense initiatives	235 d											Apr 2, 27	
1	Board metrics definition	83 d	Sam									Nov 23, 26 · 66 d late		
3	Contractor rate renegotiation	157 d	Maria										Jan 22, 27 · 35 d late	
34	Travel policy rollout	74 d	Sam							Oct 23, 26 · 28 d late				
37	Customer success automation	175 d	Zoe										Feb 15, 27 · on target	
2	Capitalisation policy update	164 d	Sam										Feb 12, 27 · 35 d late	
43	Learning platform rollout	204 d	Jordan										Apr 2, 27 · 2 d late	
46	Operating expense initiatives completed	0 d											Apr 2, 27	
47	Margin improvement program completed	0 d											Apr 2, 27	

status Sep 29

Exception initiatives — slipping for more than three weeks (5) rule: forecast moved later in 2+ of the last 4 weekly refreshes and net later over the window · ordered by net slip · badge numbers match the rows above

1 Board metrics definition RED

Gantt row 28 · owner Sam

Target milestone: Board metrics definition completed

66 days late vs target

4 of 4 refreshes slipped

+52 d net over 4 wks

Weekly moves (last 4): +21 d, +14 d, +10 d, +7 d
Since first tracked Aug 11: forecast Sep 18 to Nov 23 (+66 d)
Cause of change (workbook, verbatim):
"Slip due to working group not yet convened on revised scope"

2 Capitalisation policy update RED

Gantt row 40 · owner Sam

Target milestone: Capitalisation policy update completed

35 days late vs target

4 of 4 refreshes slipped

+35 d net over 4 wks

Weekly moves (last 4): +14 d, +7 d, +7 d, +7 d
Since first tracked Aug 11: forecast Jan 8 to Feb 12 (+35 d)
Cause of change (workbook, verbatim):
"Slip due to team diverted to priority-zero work"

3 Contractor rate renegotiation RED

Gantt row 31 · owner Maria

Target milestone: Contractor rate renegotiation completed

35 days late vs target

3 of 4 refreshes slipped

+30 d net over 4 wks

Weekly moves (last 4): +12 d, 0 d, +9 d, +9 d
Since first tracked Aug 11: forecast Dec 11 to Jan 22 (+42 d)
Cause of change (workbook, verbatim):
"Slip due to legal review queue; expected to recover"

4 Preventive maintenance program RED

Gantt row 20 · owner Nikhil

Target milestone: Preventive maintenance program completed

56 days late vs target

3 of 4 refreshes slipped

+21 d net over 4 wks

Weekly moves (last 4): +10 d, +8 d, -3 d, +6 d
Since first tracked Jul 7: forecast Dec 18 to Feb 12 (+56 d)
Cause of change (workbook, verbatim):
"Slip due to vendor parts lead time; expediting order placed"

5 Spares inventory optimisation WATCH

Gantt row 23 · owner Nikhil

Target milestone: Spares inventory optimisation completed

14 days late vs target

3 of 4 refreshes slipped

+11 d net over 4 wks

Weekly moves (last 4): +4 d, +4 d, +3 d, 0 d
Since first tracked Aug 11: forecast Oct 30 to Nov 13 (+14 d)
Cause of change (workbook, verbatim):
"No change"

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