AI-Operating Model for Scalable U.S. Marketplace Retail: Workforce, Supplier Data, Performance Control

Prepared by Roman Koniukhov

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Introduction

This workbook is intended for business owners, general managers, operations managers, and functional department heads of small and medium-sized businesses in the e-commerce sector that sell products in the U.S. through Amazon, eBay, Walmart, Shopify, and other channels. Its purpose is not to explain once again how marketplace trading generally works, but to provide the team with an effective operational system: how to standardize supplier data, shorten the cycle from data receipt to purchasing decisions, reduce errors in product listings, accelerate the onboarding of new employees, and establish a management rhythm where data is transformed into decisions rather than accumulating in reports [1]–[4].

The practical value of this document is determined by the market context. E-commerce continues to account for a significant and growing share of retail sales in the United States; consequently, competition is not only over traffic and price, but also over data accuracy, processing speed, and operational stability [5]. For a seller operating on marketplaces, operational activities directly impact margins, cash flow, return rates, customer experience, and account status. Additionally, the business operates under formalized external constraints: the FTC requires a reasonable ability to ship goods within the stated timeframe or, if no timeframe is specified, within 30 days [8]. Amazon, Walmart, eBay, and Shopify set their own requirements for product listings, seller performance metrics, product identifiers, customer communication, and integration restrictions [9]–[14]. In this environment, the operational model is not a support function but a tool for protecting profits and a prerequisite for scaling.

The central methodological core of the document is the author's KSAO-SCALE model. In this work, it is treated as an operational model that combines a knowledge map, supplier data collection, automated routing, operational control, and the SCALE level — standard operating procedures, management rhythm, accountability, loss prevention, and scaling. The key assertion of this model is that sustainable growth in marketplace commerce arises not from automation itself, but from the correct sequence of its implementation: first, one must describe data sources, roles, control points, and decision-making thresholds, and only then implement automation, monitoring, and exception handling. This risk-oriented approach aligns with the logic

of NIST AI RMF 1.0 and NIST CSF 2.0, which propose managing risks related to artificial intelligence and cybersecurity through proper governance, risk prioritization, control, and continuous improvement [6], [7].

Roman Koniukhov is a consultant specializing in operational transformation for e-commerce companies in the U.S. market. In his professional practice, he focuses on organizing operational processes, automating business functions, standardizing team workflows, and improving the operational efficiency of companies that sell through marketplaces. His professional experience involves building operational models for small and medium-sized businesses that integrate process discipline, management control, and technological solutions into a unified system.

The content of this document is tailored to Roman Koniukhov's professional profile and reflects the approaches he applies in his consulting work in the areas of operational organization, automation, and scaling of e-commerce companies in the U.S. market.

The purpose of this workbook is to describe a replicable operational model for applying artificial intelligence and automation to small and medium-sized businesses in the e-commerce sector in the United States. This model simultaneously addresses four management challenges: it increases gross profit per employee, stabilizes warehouse and office operations through standardized operating procedures, implements regular quality control and a consistent management rhythm, and makes the approach transferable between companies as a consulting solution.

Chapter 1.
Scope & Definitions: Marketplace Retail Operations (U.S. Context)

In this document, marketplace sales in the U.S. are examined through a proprietary AI-driven operational model that describes the complete process of managing an e-commerce business. The model focuses on product selection and purchasing logic, verification and standardization of supplier data, creation and maintenance of product listings, inventory control and restocking, order processing, customer support within platform guidelines, handling returns, management reporting, team coordination, and quality control at every stage. It is precisely this approach that helps identify how well the business is performing, where exactly delays or errors occur, and whether the company is ready to grow without sacrificing profitability.

In the U.S. context, this AI-driven operational model also relies on platform rules that directly influence process design and day-to-day management decisions. For Amazon, these include, in particular, product page requirements, rules for creating and editing listings, as well as general listing terms [4], [5]. For Walmart, these are seller performance standards and the seller code of conduct [7]. For eBay, these are seller standards policies [9]. For Shopify, these are API technical requirements and request limits [10]. In this logic, the AI operational model acts as an application system that combines process design, execution control, data handling, and management decisions into a single loop.

Table 1. Boundaries of the operational loop in this methodology

Block	In Scope	What Is Covered
Assortment Planning	Yes	SKU selection, replenishment logic, margin floor, MOQ policy
Procurement and Suppliers	Yes	Supplier intake, price and stock validation, PO generation, escalation

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Table 1 continued

Block	In Scope	What Is Covered
Listings and Content	Yes	Data quality, title compliance, attributes, image readiness
Warehouse Operations (control loop)	Yes	Inbound plan, pick / pack issues, exceptions, cycle checks
Customer Service within Platform Operations	Yes	SLA responses, issue taxonomy, refund and escalation workflow
Finance / Accounting	Partially	Only operational KPIs & management data, not full accounting
Legal Support	Partially	Operational prevention, with legal review handled externally
Performance Ads Marketing	No (outside the core scope)	Considered only as an input demand factor

Note: Scope boundaries are necessary to avoid conflating an operational problem with a marketing or accounting problem.

The key management benefit of this table is that it defines the model's scope of responsibility. Without such a distinction, teams often try to attribute a drop in performance to some external cause, even though the problem lies within the operational loop.

For consulting purposes, this table serves as a contract of expectations with the client: which processes are included in the diagnosis, which KPIs are collected, what actions the consultant can recommend, and where other specialists need to be involved.

At the start of the project, it is advisable to formalize Table 1 in writing and assign an owner for each row. This reduces conflicts between the team, the office, finance, and the owner during the change implementation phase.

1.1. Market Context & Operational Challenges for SMB E-commerce in the U.S.

Online retail in the U.S. remains a significant segment. Data from the U.S. Census Bureau confirms the stable share of e-commerce in retail sales, underscoring the importance of operational efficiency for companies on marketplaces [11]. For SMBs, this means competition not only for traffic but also for decision-making speed, data quality, and execution discipline.

In practice, the problem faced by most small and medium-sized sellers looks similar. A business may grow rapidly in terms of revenue but fails to build a management system in time. Consequently, an increase in orders does not result in a proportional growth in gross profit per employee. Instead, operational losses increase: manual work with supplier data, errors in listings, slow onboarding, repeated corrections, and account-risk incidents.

Table 2. Typical operational bottlenecks in SMB marketplace retail and recommended types of intervention

Problem	Operational Sign	Business Consequence	Baseline Solution
Manual supplier data collection	3–8 hours per cycle for one supplier	Slow PO decisions, price & inventory errors	Script / parser + intake schema + QA
Unclear decision rights	The owner makes minor decisions	Delays, owner overload	Decision matrix + escalation thresholds
Weak onboarding of new hires	Long ramp-up, high turnover	Low team productivity	Role-based onboarding + test + buddy system
SOPs without quality control	The process is documented but not followed consistently	Output variability	SOP + QA checkpoints + audit cadence
Reactive compliance	Problems are identified only after a sanction or restriction	Listing losses / account risk	Risk prevention + weekly review

Most problem areas are systemic in nature. They are not linked to a single individual, but rather to the absence of an operational framework. Therefore, hiring a top-tier manager or conducting a one-time audit rarely yields lasting results.

For the gross profit per employee metric, two types of losses are critical: time lost to manual operations and quality degradation in repetitive processes. The author's KSAO-SCALE model is designed to simultaneously reduce both of these types of losses.

1.2. The KSAO-SCALE Methodology

The original contribution of this document is the KSAO-SCALE methodology. This is an operational methodology designed to rapidly stabilize and scale companies operating in the U.S. marketplace e-commerce sector through the use of artificial intelligence and automation.

The name reflects the logic behind the system's structure:

- K — knowledge map;
- S — supplier data collection and initial processing;
- A — automated routing;
- O — operational control.
- Following this, the SCALE level comes into play, covering standard operating procedures, management rhythm, accountability, loss prevention, and scaling.

KSAO-SCALE is not merely a set of scripts. Scripts and artificial intelligence tools act as accelerators, but results are achieved only when areas of responsibility, decision-making thresholds, quality control points, and the frequency of management reviews are clearly defined. This approach aligns with the risk-oriented logic of the NIST AI RMF and the governance approach embedded in NIST CSF 2.0 [1], [2].

Figure 1 below presents an overview of the KSAO-SCALE methodology, illustrating the interrelationships among its key components.

Figure 1. Diagram of the KSAO-SCALE methodology [16]

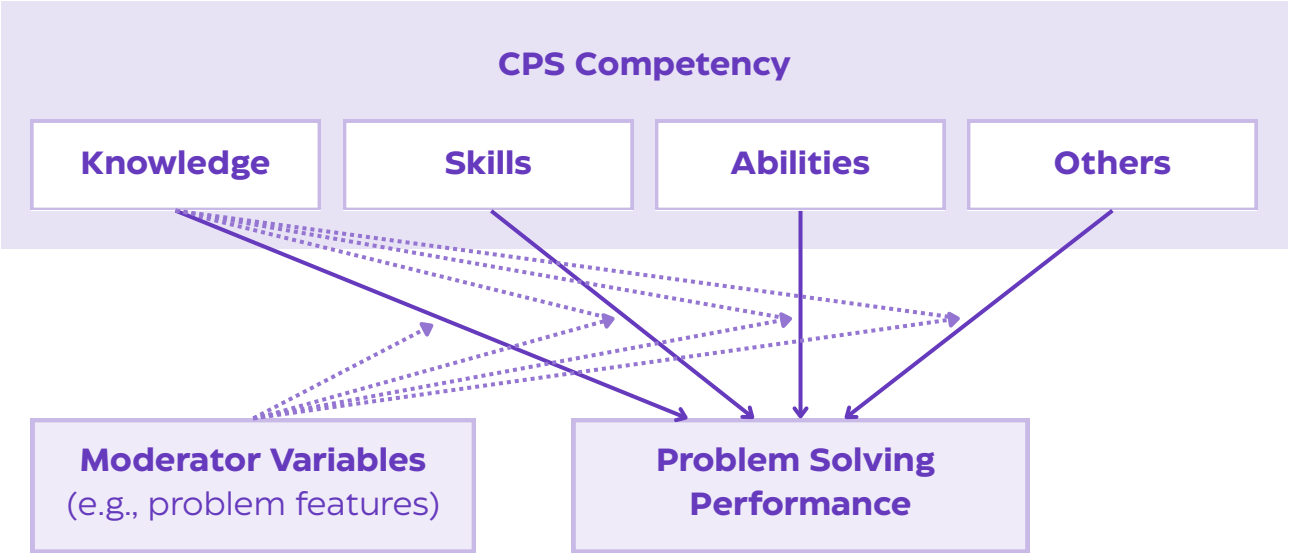

Table 3 below presents the structure of the KSAO-SCALE framework, including a description of its key components, their functions, and their operational purpose.

Table 3. Structure of the KSAO-SCALE framework

Block	Function	Core Artifacts
K – Knowledge Map	Description of processes, roles, data sources, and bottlenecks	Process map, inventory of standard operating procedures (SOPs), bottleneck log
S – Supplier Data Intake	Normalization of incoming supplier data	Input data template, data quality assessment, source register
A – Automation Routing	Automation of repetitive cycles and routing of exceptions	Parser tasks, API synchronization, exception queues
O – Operating Control	Decision rights, escalation thresholds, and control points	Decision matrix, quality checkpoints, escalation tree
SCALE Layer	Final operational output: standard operating procedures, management rhythm, accountability, loss prevention, and scalability	Weekly operating pack, KPI dashboard, scaling triggers

Note:

- **K (Knowledge Map)** covers the description of processes and bottlenecks.
- **S (Supplier Data Intake)** covers the normalization of incoming supplier data.
- **A (Automation Routing)** covers automation of routine tasks & exception routing.
- **O (Operating Control)** covers implementation of decision control through decision rights and quality gates.
- The **SCALE Layer** ensures stability through standardized procedures, management rhythm, accountability, and loss prevention, ultimately enabling scale.

The strength of KSAO-SCALE lies in its implementation process. Many teams start with automation, but without the K and S components, this only leads to a faster accumulation of errors. In this model, automation is initiated after the data sources, owners, and intake schema have been defined.

Separating the task automation phase from the operational control phase means that even a high-quality script should not make non-standard or critical decisions on its own without predefined rules and thresholds. In other words, the program code can accelerate task processing and distribute them during the process, but control over decision-making must remain at the level of the operational management system and not be delegated to the script itself.

For a consulting product, this ensures reproducibility. A single logic is transferred between clients with changes to intake fields, thresholds, marketplace-specific rules, and KPI targets.

1.3. Operating Model: Roles, Responsibilities, and Decision Rights

The operating model for scalable marketplace trading should be based on roles, not on specific employees. This is particularly important in SMB companies, where the owner often takes on too many functions. The methodology proposes a basic role-based architecture that can be rolled out in phases.

In the context of Roman Koniukhov's profile, it is advisable to establish a temporary role of operations administrator/integrator during the launch phase. Once processes have stabilized and full-time employees have been trained, some functions are transferred to the client's internal owners.

Table 4. Basic role model and control zones

Role	Primary Function	Control Focus	Control Cadence
Owner / General Manager	Strategic goals, budget boundaries, and major escalations	Gross profit targets per employee, cash control limits, supplier strategy	Weekly / Monthly
Operations Manager	Day-to-day management of processes and KPIs	Task queue status, SOP adherence, staff workload	Daily
Procurement Analyst	Supplier data intake, preparation of order proposals, and verification of pricing and stock	Data quality, margin thresholds, replenishment logic	Daily
Listings and Catalog Specialist	Management of product listings, attributes, and content compliance	Listing accuracy, change logs, flagged issues	Daily
Warehouse / 3PL Coordinator	Handling receiving and shipping exceptions and maintaining inventory synchronization	Inventory discrepancies, receiving delays	Daily
Customer Operations Specialist	Handling platform cases and resolving customer issues	Response-time compliance, refund trends, return reasons	Daily
Quality Control / Process Auditor (Part-Time)	Spot-check review of SOP execution	Audit scores, grounds for retraining	Weekly
Automation / Data Specialist	Scripts, integrations, and data flows	Job success rate, error logs, retries	Daily / Weekly

Control should be organized by process, not by department. This is particularly important for marketplace trading, where a single error in supplier data can simultaneously affect procurement, product listing, warehouse operations, and customer service.

For small and medium-sized businesses, roles do not necessarily have to correspond to specific staff positions from day one. In the early stages, one person may combine several roles; however, decision-making authority and key performance indicators must still be clearly defined in documentation.

The role of an automation and data specialist is evaluated not by the number of scripts created, but by their impact on operational cycle time, quality levels, and the handling of exceptional situations.

Table 5 below presents a matrix of decision rights and escalation thresholds for key operational decisions, specifying responsible parties, limits of independent decision-making, approval levels, and escalation conditions.

Table 5. Decision Rights Matrix and Escalation Thresholds

Decision	Prepared By	Limit of Autonomous Decision-Making	Approved By	When to Escalate
Reorder Point Change	Operations Manager	Impact on gross profit is less than USD 2,000 per month and involves no cash-flow risk	Owner / General Manager	If the impact is greater or affects three or more suppliers
Purchase Order to Supplier	Procurement Analyst	Up to USD 15,000, provided the minimum acceptable margin is maintained	Operations Manager	If there is no confirmed inventory or pricing data
New Listing / Variation Merge	Listings Specialist	In line with the SOP template and outside restricted product categories	Operations Manager	If there is uncertainty regarding platform policy

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Table 5 continued

Decision	Prepared By	Limit of Autonomous Decision-Making	Approved By	When to Escalate
Change in Supplier Data Handler Logic	Automation Specialist	After successful testing on a test dataset	Operations Manager	If the change affects the purchase-order data workflow
Refund Policy Exception	Customer Operations Specialist	Within a predefined rule	Operations Manager	If the defect is recurring or creates account risk
Emergency Listing Suspension	Operations Manager	In the event of a data discrepancy or a sharp increase in complaints	Owner / General Manager	If it affects more than 5% of daily sales

The matrix allows the owner to reduce micromanagement without losing control over risks. The team gains autonomy within defined thresholds, and the owner gets involved only when a decision truly impacts financial risks, account risk, or margin structure.

The most common mistake is setting thresholds that are too general. The phrase “approve large purchases” doesn’t work. Specific values are needed, related to money, sales share, number of SKUs, or the level of policy uncertainty.

Chapter 2.
Process Control System: SOP as a Mechanism for Stability

IIn this methodology, SOPs are viewed not as an archive of instructions, but as a mechanism for reducing outcome variability. If an SOP is not linked to quality control points, metrics, and training for newcomers, it does not create operational stability. Therefore, process control in KSAO-SCALE begins with prioritizing SOPs based on risk and frequency of use.

First and foremost, processes that are frequently repeated, have a high cost of error, and directly impact account status or cash flow should be standardized. These are the ones that provide the team with the greatest benefit at the lowest time cost.

Table 6. Prioritizing SOPs Using the Risk-Frequency-Control Model

Process	Risk (1–5)	Frequency (1–5)	Cost of Error (1–5)	RFC Score	Wave
Supplier Data Intake & Normalization	5	5	4	100	Wave 1
PO Preparation & Approval	5	4	5	100	Wave 1
Listing Creation / Edit with Compliance Check	5	4	5	100	Wave 1
Inventory Discrepancy Triage	4	4	5	80	Wave 1
Customer Issue Escalation	4	5	4	80	Wave 1
Return Reason Coding Review	3	5	3	45	Wave 2
Weekly KPI Pack Assembly	3	4	3	36	Wave 2
Monthly Supplier Scorecard	3	3	4	36	Wave 3

Note: **RFC Score = Risk × Frequency × Cost of Error**

RFC shifts the question of "what to document in the SOP first" from the realm of intuition to that of a systematic solution. If a team documents processes in a haphazard order, it wastes time on low-value documents and fails to achieve quick results.

SOPs from Wave 1 should not just be written but immediately integrated with QA checkpoints and training. Otherwise, the business will receive a document but not a change in behavior.

The RFC model is useful for showing the client why the team prioritizes handling data receipt from suppliers, purchase orders, and verifying that product listings meet marketplace requirements. These are processes characterized by high frequency, high cost of error, and a direct impact on gross profit.

Table 7 presents SOP maturity levels and expected process reproducibility depending on the level of formalization, the presence of controls, and the associated operational risk.

Table 7. SOP maturity levels and expected process reproducibility

Level	Description	Control	Repeatability	Operational Risk
L0	The process exists only orally	None	<40%	High
L1	A written instruction exists	One-off checks	40–60%	High
L2	SOP + checklist	Spot-check control	60–75%	Medium
L3	SOP + checklist + QA gate	Regular audit cadence	75–90%	Medium / Low
L4	SOP + automated checks + retraining	Dashboard + exception monitoring	>90%	Low

The mere existence of a document does not guarantee control. That's just Level 1. Stability begins at Level 3, where there is a QA gate and regular reviews.

To scale across companies, it is more profitable for a consulting model to sell not the "creation of SOPs," but the elevation of critical processes from L0-L1 to L3 over a defined period.

2.1. Supplier Data & Procurement Decisions: How to Make Decisions When a Supplier Does Not Provide Reliable Data

One of the key operational challenges in a company's operations is when a supplier fails to provide a reliable data stream regarding inventory levels and prices. Under such conditions, the procurement process loses speed, predictability, and accuracy, as the company is forced to switch to manual data processing. The manager independently opens supplier websites, emails, PDF files, or spreadsheets, manually matches product lines, checks availability, price, packaging, and other critical parameters, and then makes a decision regarding the order. As a result, the quality of the supplier's input data becomes one of the key factors determining the stability of the procurement process, the accuracy of planning, and the speed of the operational cycle.

Roman Koniukhov suggests not waiting for the supplier to provide a perfect API or a standard file. Instead, an intermediate managed layer — supplier data intake — is built. Its purpose is to formally describe the sources, fields, update frequency, data quality, normalization rules, and data confidence thresholds. Next, it is determined what will be automated via a parser verified by a human and what will be flagged as high-risk input.

For integrations on the Amazon side and other channels, official API documentation is taken into account. Specifically, the integration design should rely on SP-API docs for Amazon [6], and for Shopify — on general API limits and rate limiting [10] — to avoid unstable operation of background tasks.

Table 8 presents a supplier data intake template used for standardized collection and initial verification of data from the supplier.

Table 8. Supplier data intake template

Field	Example	Type	Required	Purpose
Supplier_ID	SUP-001	string	Yes	Internal supplier code
Source_type	Web page / email / xlsx / portal	enum	Yes	Source of the data
Source_refresh_pattern	2x/day manual + parser nightly	string	Yes	Update frequency
SKU_supplier	AB-1002	string	Yes	Supplier SKU
SKU_internal	SKU-01984	string	Yes	Internal SKU
Price_net	18.40	decimal (10,2)	Yes	Net price
Currency	USD	enum	Yes	Currency
Stock_qty	47	integer	Conditional	If data is unavailable, use null + low confidence
MOQ	12	integer	No	Minimum order quantity
Lead_time_days	6	integer	No	Average lead time
Data_timestamp	2026-03-02 22:10 UTC	datetime	Yes	Time of data capture
Confidence_score	0.82	0–1	Yes	Confidence score for the record
Exception_flag	price_jump_gt15pct	enum / list	No	Anomaly flag

The most important field here is `Data_timestamp` with `Confidence_score`. It allows us to distinguish between “data exists” and “data is suitable for decision-making.” Without this, the team works with information of unknown age and assumes the risk

lies with the supplier, even though the problem actually lies in the data management model.

The Exception_flag is needed for exception routing. The system should not block the entire cycle due to a single anomaly. It should flag the risky row and send it to the review queue.

The advantage of the intake approach is independence from the supplier's maturity. The team can work with both an API-ready supplier and a supplier that provides only a web page or an irregular file.

Table 9. Example of a procurement decision table based on incomplete supplier data

SKU	Cost USD	Sell USD	Stock	MOQ	Lead time	Confidence	Decision	Note
SKU-01984	18.40	29.99	47	12	6	0.82	Auto PO proposal	Margin > floor, confidence good
SKU-02411	25.10	34.99	0	6	14	0.76	Review	Stock=0 but demand signal positive
SKU-03007	12.90	19.99	null	24	7	0.48	Manual verify	No stock qty, low confidence
SKU-04122	44.50	49.99	11	4	21	0.91	Reject / wait	Margin below floor after fees
SKU-05501	7.20	16.49	220	48	5	0.88	Auto PO proposal	Fast mover, low risk

The system does not require 100% data completeness for every SKU, but it does require a formalized decision for each case. SKUs with a low confidence level are not overlooked or accidentally included in a purchase order — they are moved to the manual review queue.

This reduces the operational cycle time when working with the entire supplier. The team does not halt decision-making due to a few problematic items but processes the majority of SKUs under an accelerated workflow.

2.2. Workforce Ramp-Up: Onboarding Design, Training, and Quality Control

The second key use case in the client's practice relates to onboarding new employees. However, having a knowledge base alone does not ensure effective onboarding or the achievement of adequate productivity. A typical problem is that knowledge is documented but not translated into a sequence of practical tasks, quality criteria, and checkpoints.

Here, the onboarding of a new employee is viewed as an operational process aimed at reducing the time to reach baseline productivity and increasing the likelihood of successfully completing the probationary period. The process design takes into account the employer's basic requirements and management support guidelines, including DOL and EEOC guidelines for employers in the U.S. [13], [14].

Table 10. 14-week workforce ramp-up plan

Stage	Main Actions	Passing Criterion	Responsible Party
Week 0 (Preboarding)	Access setup, schedule, SOP map, welcome pack, buddy assignment	100% completion of the access checklist	Ops Lead + HR / Admin
Week 1	Process orientation, 2 critical SOPs, shadowing	Test score ≥ 80%, 0 critical errors in simulation	Buddy + QA
Weeks 2–3	Guided execution of simple tasks	QA score ≥ 85% on a sample of 20 tasks	Line Manager
Weeks 4–6	Independent execution of standard tasks, daily review	Cycle time within 120% of team benchmark	Line Manager + QA

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Table 10 continued

Stage	Main Actions	Passing Criterion	Responsible Party
Weeks 7–10	Handling exceptions and escalations	Correct escalation rate ≥ 90%	Ops Lead
Weeks 11–14	Productivity stabilization and mini-improvement task	Baseline productivity ≥ 100%	Ops Lead

Onboarding is structured not around time, but around verifiable indicators of readiness. This allows us to promote strong new hires more quickly and avoid moving those who have not yet reached the basic quality standard to the next stage.

Using a mentor with a bonus for successfully completing the probationary period aligns the motivation of experienced employees and reduces formal mentoring without real engagement.

To assess the business impact of onboarding, it is necessary to track not only the fact of passing the probationary period but also the time to reach productivity, the cost of errors, and the contribution to gross profit per employee after 90 and 180 days.

Table 11. Competency and QA Requirements Matrix for Front-Line Roles

Role	Skills	Baseline Quality Metrics	Checkpoints
Junior Procurement Analyst	Supplier data intake, preparation of purchase order drafts, flagging exceptions	Accuracy — 96%, response-time compliance — 4 hours, escalation accuracy — 90%	Day 1 / Day 7 / Day 30
Junior Listings Specialist	Attribute mapping, title validation, image package preparation	Listing quality — 98%, policy violation rate — no more than 1%	Day 1 / Day 14 / Day 45
Junior Customer Operations Specialist	Initial case triage, use of response templates, escalation rules	Response-time compliance — 95%, erroneous refund rate — no more than 1%	Day 1 / Day 7 / Day 30

A competency matrix removes the abstract nature of training. Instead of simply "knowing the process," the team receives a concrete list of actions and quality KPIs used to assess readiness.

For an operations manager, this is a workload planning tool. If it's clear which QA barriers a newcomer hasn't passed yet, they aren't given the full flow of tasks, which reduces the cost of errors.

2.3. Performance Management Cadence: weekly management rhythm (meeting structure + reporting)

The weekly management cadence is a key element of stability. Without a regular management cadence, even well-documented standard operating procedures gradually lose their effectiveness: exceptional situations pile up, metrics are analyzed only after problems arise, and decisions are made under the pressure of urgent circumstances.

Appendix A provides a detailed example of how a weekly set of key performance indicators is interpreted over a twelve-week period.

Table 12. Meeting cadence & management outcomes (meeting-to-decision design)

Meeting	Frequency	Inputs	Participants	Outcome
Daily 15-Minute Operations Huddle	15 minutes / daily	Task queue status, blockers, urgent exceptions	Operations Manager + operational function owners	Task redistribution, escalation, suspension of risky changes
Procurement Review	45 minutes / twice weekly	Purchase order proposals, supplier data anomalies, understock risk	Operations Manager + procurement team + data specialist	PO approval, review of flagged risks, supplier actions

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Table 12 continued

Meeting	Frequency	Inputs	Participants	Outcome
Listings and Compliance Review	45 minutes / weekly	Change logs, policy violation signals, recurring errors	Catalog team + QA + Operations Manager	Retraining, SOP updates, suspension of risky changes
Weekly Business Operations Review	90 minutes / weekly	KPI pack, gross profit per employee, losses, staffing	Owner / General Manager + Operations Manager + function leads	Priority setting, staffing decisions, improvement directions
Monthly Scaling Review	120 minutes / monthly	KPI trend review, scaling readiness, capex and opex requests	Owner / General Manager + consultant + function leads	Decisions to scale or hold, budget thresholds

Every meeting should conclude with a decision or the appointment of a person in charge. Without this, the regular management rhythm devolves into a discussion of the current state of affairs and has no impact on the outcome.

It is recommended to standardize the weekly set of key performance indicators. If its format changes every week, the team spends time preparing the presentation rather than analyzing the data.

In terms of gross profit per employee, a regular management rhythm yields results thanks to faster identification of losses and lower costs of rectifying them.

2.4. How to read a weekly KPI pack using a 12-week example

Table 13. Interpretation of KPIs over 12 weeks: procurement cycle time, QA score, and exception backlog

Week	KPIs the Manager Reviews (3 Signals)	Interpretation of the Signals	Management Action	Rule for Scaling
1	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.
2	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.
3	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.
4	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.

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Table 13 continued

Week	KPIs the Manager Reviews (3 Signals)	Interpretation of the Signals	Management Action	Rule for Scaling
5	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.
6	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.
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Table 13 continued

Week	KPIs the Manager Reviews (3 Signals)	Interpretation of the Signals	Management Action	Rule for Scaling
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10	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.
11	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.
12	Procurement cycle time; QA score; exception backlog	If cycle time decreases but backlog increases, the team is moving faster at the cost of accumulating exceptions. If QA score declines during onboarding of new hires, training quality is weakening.	Increase buddy support; temporarily reduce task complexity for the new group; separately review the causes of backlog growth.	Allow scaling only when improvement is structural rather than temporary.

Chapter 3.
Marketplace Risk & Compliance Operations: Account, Listing, Policy Risks, and Operational Prevention

When trading on marketplaces, compliance with platform requirements cannot be separated from operational activities. Most penalties and restrictions arise as a result of recurring operational issues: errors in listings, shipping delays, poor communication with customers, and incorrect changes to product listings. Therefore, compliance in this model involves preventive controls integrated into the daily operational workflow.

For Amazon, Walmart, and eBay, this means working with platform-specific policies and established performance metrics [4], [5], [7]–[9]. For e-commerce in the U.S. as a whole, the FTC's rule regarding delivery times and handling delays is also taken into account [3].

Table 14. Operational risk register for marketplace compliance

Risk	Trigger Description	Consequence	Preventive Measure	Responsible Party	Cadence
Amazon listing integrity	Incorrect product detail page changes, duplication, or conflict with platform policy	Listing suspension, warnings, suppression	L3-level SOP for listing creation and editing + QA check before publication	Catalog Function Lead	Weekly
Walmart performance metrics	Deterioration in on-time delivery, valid tracking, or response rate	Account risk, listing deactivation	Metrics dashboard + daily exception review	Operations Manager	Daily

Continued on the next page

Table 14 continued

Risk	Trigger Description	Consequence	Preventive Measure	Responsible Party	Cadence
eBay seller standards	Increase in defects or late shipments	Seller level downgrade, restrictions	Shipping discipline + threshold alerts	Operations Manager + Customer Operations Team	Weekly
FTC delivery-time requirements	Promised delivery timeline without verified fulfillment capacity	Refunds, disputes, legal risk	Delivery promise rules + delay-handling procedure	Operations Manager	Monthly review / daily execution
Customer communication policy	Messaging outside permitted channels	Policy violations	Message templates + training + audits	Customer Operations Lead	Weekly
Automated workflow failure	Undetected integration or data-handler failure	Incorrect purchase orders or listing updates	Job monitoring + rollback capability + alerting system	Automation Specialist	Daily

A risk register is effective only when a specific person is assigned responsibility for each risk and a concrete preventive measure is defined. Phrases such as “monitor policymakers” do not constitute control.

The specific risk of an automated scenario failing is critical for a model based on artificial intelligence and automation. Automation reduces manual labor but simultaneously creates additional technical operational risk, which must be controlled through event logs, monitoring, and change rollback mechanisms.

For a consultant, this register is a quick tool for auditing a client’s maturity. If a client cannot clearly identify who is responsible for critical risks associated with the platform, business scaling will not be stable.

3.1. Scaling Playbook: How to Scale Without Compromising Quality

Scaling e-commerce operations on marketplaces often begins with a positive indicator — rising sales. However, from an operational perspective, this is merely a starting point, not proof of readiness to scale. Such readiness is determined by the stability of processes, data quality, the predictability of new employees' onboarding, the manageability of exceptional situations, and the team's ability to maintain key performance indicators without constantly operating in crisis mode.

Table 15. Scaling gates and readiness criteria

Stage	What Is Being Scaled	Transition Criteria	Typical Time Horizon	Protective Rule
Stage 1: Core Stabilization	KPI quality in key processes	L3-level SOPs for 5 core processes; QA ≥ 90%; weekly KPI pack already implemented	2–6 weeks	If the criteria are not met, pause further expansion
Stage 2: SKU Depth Expansion	A larger number of SKUs handled by the same team	Gross profit per employee no more than 5% below baseline; exception workload remains under control	4–10 weeks	Add automation and QA capacity
Stage 3: Increase in Supplier Complexity	Suppliers with incomplete data and data-handler-driven processes	Supplier intake coverage ≥ 80%; data-handler success rate ≥ 98%	4–12 weeks	Set a cap on the manual review queue
Stage 4: Addition of a Channel or Marketplace	Launch of a new platform	Channel-specific SOP, compliance checks, and an assigned owner are in place	6–16 weeks	Start with a pilot, then scale
Stage 5: Replication of the Client Model	Consulting-scale replication to another company	Template pack complete; training module ready; KPI glossary defined	6–20 weeks	Do not adapt too early

The table transforms scaling from an emotional decision into a controlled process. Sales growth is not a reason to expand without verifying the system's stability.

A particularly important metric is the trend in gross profit per employee during business expansion. If sales are growing but gross profit per employee falls below the acceptable threshold, it means the company is scaling chaos, not a system.

A separate Gate 5 level is required for consulting reproducibility, when not only the client's operations are scaled but also the implementation method itself.

3.2. Metrics Appendix: Defining Metrics + How to Collect Data

Metrics are divided into four groups: performance, process speed, execution quality, and risk / compliance. This structure prevents the team from optimizing only one aspect of the system.

The key metric of the document is gross profit per employee. It was chosen as an integrated indicator because it combines the impact of process control, automation, the quality of hiring and staff training, as well as management discipline.

Table 16. KPI Catalog (definitions, formulas, data sources)

Metric	Formula	Data Source	Cadence	Purpose
Gross Profit per Employee (Monthly)	(Gross profit − marketplace-related variable losses) / average number of active employees	P&L report + payroll accrual register	Monthly	Primary efficiency metric
Procurement Cycle Time	From the start of data intake to the approved purchase order	PO log + timestamps	Weekly	Speed of decision-making
Supplier Data Coverage at Sufficient Confidence	Number of rows where confidence score ≥ threshold / total number of rows	Supplier data intake table	Weekly	Quality of supplier data

Continued on the next page

Table 16 continued

Metric	Formula	Data Source	Cadence	Purpose
Onboarding Pass Rate	New employees who passed probation / all new employees	HR data + probation log	Monthly / Quarterly	Quality of team integration
Time to Baseline Productivity	Median number of days to reach the baseline KPI	QA logs + productivity logs	Monthly	Speed of ramp-up to working level
SOP Adherence Rate	Completed checks / planned checks	QA audit sheets	Weekly	Execution stability
Age of Open Exceptions	Median age of open exceptions	Exception queue	Daily / Weekly	Early overload indicator
Listing Compliance Defect Rate	Number of incorrect changes / total number of changes	QA + platform signals	Weekly	Sanctions prevention
Automated Job Success Rate	Successful runs / scheduled runs	Logs + monitoring	Daily	Automation resilience
Margin Net of Return Losses	(Gross profit − return-handling losses) / sales	P&L report + return coding	Monthly	More realistic margin indicator

Every metric has a formula and a data source. If there is only a name without a formula, the team starts calculating the metric in different ways, and comparisons between weeks lose their meaning.

Gross profit per employee should not be calculated simplistically as the ratio of gross profit to the number of employees on staff. For a correct calculation, it is necessary to use the average number of active employees and a single, fixed logic for accounting for losses related to the platform's operation.

For a consulting firm, it is critically important to have a consistent set of key performance indicators. This is what enables accurate comparisons of results across different companies.

Chapter 4. Templates: Checklists, SOP Structures, Supplier Data Intake Template, Onboarding Plan Template

This chapter provides ready-to-use templates for practical implementation. To reduce implementation time, the templates are presented as fillable forms with explanations, rather than as blank forms.

4.1. SOP Card Template (Structure)

Figure 2. SOP Card

SOP Card: Visual Template Structure For e-commerce / marketplace retail operations (US). Recommended SOP card length: 1-3 pages
Tip: one SOP card should describe one process / one decision type. Do not mix several different workflows in one SOP.

A. Header / SOP Identification				
Process name Supplier Intake Normalization	SOP code SOP-PRC-001	Function / Department Procurement / Ops	Owner Procurement Lead	Version / Status v1.0 / Active
Effective date 2026-03-15	Last updated 2026-03-15	Next review 2026-06-15	Related SOPs WI-PRC-005, POL-CMP-002	Approval status Reviewer / Approver

B. Business Logic of the Process
Purpose: what the process does and why the business needs it
Business outcome: what it affects (cycle time, GP, quality, compliance, stability)
Trigger: when the employee should use this SOP card

Figure 2 continued

C. Scope and Process Boundaries
In scope: which cases, actions, and situations are included in the process
Out of scope: what is NOT included, which exceptions apply, and which tasks belong to other roles
Related docs: related SOPs, policy, checklist, escalation protocol

D. Inputs and Data Quality
Input data (inputs): file, API feed, ticket, supplier page, manual input
Data sources: supplier portal, email, ERP / WMS / OMS, marketplace dashboard, script output
Quality requirements: required fields, format, timestamp, max age, completeness, confidence level
Critical fields: SKU, price, stock, MOQ, lead time, UPC / EAN

E. Roles and Decision Rights
Primary executor: who performs the process daily
QA reviewer / checker: who verifies quality
Escalation owner: who makes the decision when a threshold is exceeded
Decision rights: who can continue, stop, approve an exception, or escalate

F. Procedure - Step-by-Step Execution (Core SOP) Format: numbered steps + decision points + expected output + time standard
Step 1. Verify the trigger and the validity of input data
Step 2. Load / collect data from approved sources
Step 3. Normalize fields and assign a confidence score
Step 4. Decision point: if data mismatch / missing → escalate
Step 5. Create the output artifact and record the status

Figure 2 continued

F. Procedure - Step-by-Step Execution (Core SOP) Format: numbered steps + decision points + expected output + time standard
Decision Points / Exceptions (Record Format)
Condition → threshold → decision
Who approves (approver) → where it is logged (log / ticket / ERP)
Exceptions: missing price, policy uncertainty, parser / API error, duplicate SKU
Response time & escalation path for each exception

G. QA Checkpoints
What is checked: correct fields, completeness, policy compliance, duplicates
Who & when: input validation / in-process / final QA / sampling
Format: 100% check, sampling, checklist, automated validation
Actions on QA failure: rework, block output, escalation, root-cause logging

H. Escalation Thresholds
Amount threshold (financial threshold): who approves amounts above X / Y
Risk threshold: high uncertainty, account health impact, repeated exceptions
Policy uncertainty: stop / ticket / compliance owner review
Time limit (SLA): queue aging, unresolved exception > N hours

I. Outputs and Records
Output artifacts: PO draft, normalized data file, updated listing, issue ticket
Where the result is stored: ERP / ticketing / shared drive / table
Required logging: timestamp, executor, source, decision, final status

Figure 2 continued

J. Metrics and Governance
Metrics: cycle time, error rate, adherence, rework rate, QA pass rate, escalation rate
For each metric: formula, source, frequency, owner, target / warning threshold
Revision history: version, date, what changed, author; next review cadence

4.2. A Brief Implementation Algorithm for KSAO-SCALE (90 Days)

Figure 3. Implementation Algorithm

Step 18. Knowledge map + top-10 bottlenecks

↓

Step 19. RFC table + select Wave 1 SOP

↓

Step 20. Supplier intake schema + confidence score (1-2 suppliers)

↓

Step 21. Daily stand-up + weekly operating review + KPI pack

↓

Step 22. Onboarding plan (2-3 roles) + buddy mechanism + success KPI

↓

Step 23. Risk register (marketplace compliance) + owners

↓

Step 24. 1-2 automation jobs + monitoring + rollback + error log

↓

Step 25. Check GP/employee, cycle time, QA scores (6-8 weeks)

↓

Step 26. Update decision rights thresholds + scaling gates

↓

Step 27. Template pack for replication in another company

Figure 3 continued

Critical warning 1	Critical warning 2
Do not run automation jobs (step 24) before steps 20 & 26. Otherwise the team gains speed without control; errors scale faster than they are found.	Do not start with full documentation of all processes. Start with Wave 1 SOP for bottlenecks to get fast measurable results and team buy-in.

Control points and expected outputs (for weekly review)				
Week 2	Week 4	Week 6	Week 8	Week 12-13
Knowledge map + RFC ready; 3-5 Wave 1 processes identified	Intake schema + confidence rules for 1 supplier; stand-up launched	Onboarding / buddy + compliance register, 1 automation in test mode	KPI check: cycle time / QA / exception backlog: threshold decisions	Scaling gates + template pack; readiness for replication in another company

4.3. Sample completed Weekly Management Pack (structure)

Figure 4. Weekly Management Pack template for the retail marketplace

GP / employee	Cycle time	QA pass rate	Exception backlog
$14,800	**13.4 h**	**96.1%**	**41**
vs plan +6.2%	WoW -18%	target 95%	WoW -9%

1. Executive summary (1 page)
What changed this week: +GP / employee, -cycle time, backlog decreased
Where losses occurred: 2 suppliers had price mismatch, 1 listing delay due to policy review
Owner decisions needed: approve escalation threshold >$8k and temporary buffer stock for Supplier
Output: 3-5 executive decisions / week

Figure 4 continued

2. KPI dashboard
• GP / employee • Procurement cycle time • Onboarding metrics (time-to-productivity, probation pass) • QA scores • Exception backlog
Each KPI includes actual, plan, WoW trend, threshold, owner, and a brief root-cause note
Rule: max 8-12 KPIs, no overload

3. Supplier risks
Top-5 problematic suppliers:
• Price / stock anomalies • Missing fields / low confidence score • Response delay • MOQ lead time changes • Verification status: Open / In review / Mitigated / Escalated
Focus: only risks affecting GP, SLA, or compliance

4. Marketplace compliance health
• Policy flags (Amazon / eBay / Walmart) • Listing defects • Response metrics (ticket SLA, appeal response) • Shipping delays / late shipment risk • Account health watchlist
Show not all cases, only those requiring action this week
Thresholds: high-risk cases move to Decisions required

Figure 4 continued

5. Workforce
• Workload by role (capacity vs demand) • New hires and probation status • Buddy coverage • Training need (top-3 gaps) • Overload risk / single point of failure
Owner: Ops manager + Team leads

6. Improvement backlog
3-5 tasks per week:
• Problem / expected effect • Owner • Deadline • Status • Blocker
Rule: only tasks with measurable effect

7. Decisions required
List of decisions with financial or risk thresholds:
• What exactly must be approved • Decision options • Amount / risk / SLA impact • Decision deadline • Owner recommendation
Goal: owner makes decisions in 10-15 min, without searching for data

Figure 4 continued

Weekly pack mini example (illustrative data)

Week 32 | Owner: Roman Konyukhov | Review date: 2026-08-12 | Decision SLA: 48h

Executive summary snapshot

GP / employee increased by 6.2% due to shorter PO creation time and lower rework on Supplier A/B

Procurement cycle time decreased from 16.4h to 13.4h after confidence-rule update

Main losses: 3 SKUS with price mismatch (+$1,240 risk)

Top improvement backlog

ID	Task	Owner	Deadline	Status
MP-17	Supplier parser retry logic	DevOps	15 Aug	In progress
MP-21	Onboarding quiz v2 for listings	OpsTL	16 Aug	Open
MP-09	Late shipment alert threshold tuning	Compliance	14 Aug	Blocked
MP-24	QA sampling policy for new hire week 1-4	QA Lead	18 Aug	Open

Decisions required (owner)

D-01	**Approve temporary buffer stock for Supplier B (2 weeks)** 18.400 working capital Risk of stock-out + marginless **Recommended: Approve**
D-02	**Raise low-risk SKU manual review threshold** Cycle time impact-Lah Policy risk: low (confidence >0.92) **Recommended: Pilot 2 weeks**
D-03	**Authorize contractor hours for parser stabilization** $1,200 one time Automation error backlog (4-14 to A-18) **Recommended: Approve**

Note: this is a visual example of weekly management pack structure: metrics and amounts are illustrative

4.4. Completed Model Financial and Operational Section

Below is a fully completed section with model metrics. Its purpose is to demonstrate what a finished document should look like, without any blank sections. The model was developed for a small or medium-sized enterprise in the field of marketplace trading in the U.S. that works with several platforms, has a warehouse-office operational structure, implements automation of supplier data processing, and is in the operational stabilization phase. It also includes an illustrative consulting scenario for applying Roman Konyukhov's approach.

Table 17. Staffing Plan and Annual Payroll

Year	Position	Qty	Annual Salary (USD)	Total Payroll (USD)
Year 1	Operations Lead	1	62,000	62,000
Year 1	Procurement Analyst	1	52,000	52,000
Year 1	Listing Specialist	1	48,000	48,000
Year 1	Customer Operations Specialist	1	46,000	46,000
Year 1	Warehouse / 3PL Coordinator	1	50,000	50,000
Year 1	Automation / Data Specialist	1	78,000	78,000
Year 1	QA Auditor (0.5 FTE)	1	30,000	30,000
Year 2	Operations Lead	1	68,000	68,000
Year 2	Procurement Analysts	2	56,000	112,000
Year 2	Listing Specialists	2	52,000	104,000
Year 2	Customer Operations Specialists	2	50,000	100,000
Year 2	Warehouse / 3PL Coordinator	1	54,000	54,000
Year 2	Automation / Data Specialist	1	86,000	86,000
Year 2	QA Auditor	1	58,000	58,000

Table 17 illustrates a model structure for staffing and the annual payroll budget in the context of a phased business expansion. In the first year, the team is built around key operational and oversight roles necessary to stabilize processes, launch automation, and ensure a baseline level of quality.

In the second year, growth occurs primarily in the areas of procurement, product placement, and customer operations — that is, in the functions that bear the main operational load. At the same time, control and analytical roles expand more cautiously, in line with the logic of managed scaling. Thus, the table shows how the payroll is linked to the actual operational model and the company's stages of development.

Table 18. Operational P&L Segment (model figures for management, not financial statements)

Metric	Year 1 (USD)	Year 2 (USD)
Net Sales	1,450,000	3,900,000
COGS	990,000	2,540,000
Gross Profit	460,000	1,360,000
Marketplace Variable Fees & Fulfillment Losses	185,000	520,000
Return Handling and Defect Losses	42,000	98,000
Adjusted Gross Profit (Operating Focus)	233,000	742,000
Payroll (from Table 16)	370,000	582,000
Software & Automation	32,000	54,000
Training & Onboarding Costs	18,000	26,000
Consulting / Implementation	60,000	45,000
Other Operating Overhead (Allocated)	90,000	155,000
Operating Result (Illustrative)	-337,000	-120,000

The table specifically illustrates a non-ideal scenario. In the first year, the company invests in its operating system, training, and automation, so the operating result may be weak or negative. This is a normal situation for the management-building phase.

A key analytical point is separating variable losses related to the platform, as well as losses from returns and defects, from gross profit. This allows us to see which portion of the losses is specifically related to process quality, rather than just the procurement margin.

In external communications, these figures should be presented as a model scenario. Actual company data and agreed-upon assumptions are required for case validation.

Table 19. Dynamics of gross profit per employee

Period	Adjusted GP (USD)	Avg. Active Employees	GP per Employee (USD)	Comment
Year 1	233,000	6.5	35,846	Baseline after system launch
Year 2	742,000	10.0	74,200	Scale effect + stabilization
Year 3 (target)	1,320,000	13.0	101,538	After Scale Gates 3–4

Table 19 illustrates the key logic of the entire document: the goal of the operating model is not simply to increase sales volume, but to grow operating-adjusted gross profit per active employee. It is this metric that allows us to assess whether scaling generates a real operational benefit or merely increases the load on the system.

The presented trends indicate a consistent growth in this metric. In the first year after the system's implementation, adjusted gross profit amounts to $233,000 with an average of 6.5 active employees, corresponding to $35,846 in gross profit per employee. This is the baseline level following the system's launch. In the second year, adjusted gross profit rises to $742,000, and the average number of active employees increases to 10. As a result, gross profit per employee rises to $74,200. This indicates that performance is growing faster than the team size, meaning that scaling is accompanied by operational stability rather than a loss of control.

The target for the third year is $1,320,000 in adjusted gross profit for 13 active employees, or $101,538 per employee. Thus, the table shows that the model's effectiveness is measured by the system's ability to maintain a higher level of profitability per employee as the business expands.

Table 20. Client Cases and Effect Verification Status

Case	Metric	Before	After	Change	Evidence Status
Case 1. Supplier parser + API handoff	Time required to prepare a supplier order	100%	20%	-80%	Client-reported data; logs required
Case 2. Onboarding redesign + buddy incentive	Probation pass rate	20%	80%	+60 p.p.	Client-reported data; HR log required
Case 2. Onboarding redesign + buddy incentive	Time to reach baseline productivity	6.0 months	3.5 months	-41.7%	Client-reported data; KPI records required
Case 2. Onboarding redesign + buddy incentive	Additional profit per new employee	$0 baseline	$1,500 / year+	Positive	Calculation model required

Table 20 combines two tasks. The first is to preserve the value of the client's experience. The second is to honestly reflect the status of the evidence base. This is important for the document's future use in professional or immigration proceedings.

Chapter 5.
Register of Evidence & Permissions for Case Use

A separate mandatory component for this adaptation is the register of permissions for the use of company cases. Below is a completed template for managing this process.

Table 21. Register of Permissions for the Use of Companies in a Case

Company	Permission Status	Form of Permission	Target Date	Responsible Person	Comment
AT Ten LLC	Pending	Email / written consent	2026-03-10	Roman Koniukhov	Do not use the company name or figures without permission
Atlantic Trading LLC	Pending	Email / written consent	2026-03-10	Roman Koniukhov	An anonymized case may be used
Volna Trading LLC	Pending	Email / written consent	2026-03-12	Roman Koniukhov	Check NDA limitations
Netex Noex LLC	Pending	Email / written consent	2026-03-12	Roman Koniukhov	Use only a general description until permission is obtained
Sadivin LLC	Pending	Email / written consent	2026-03-14	Roman Koniukhov	Sales data must be verified
Redul LLC	Pending	Email / written consent	2026-03-14	Roman Koniukhov	KPI anonymization is recommended

Table 21 shows the current status of obtaining permissions to use company names and related data in the case study. It lists the responsible parties, target dates, and restrictions on the external use of the information. The data indicates that, until written permissions are obtained, it is advisable to present some of the case studies only in anonymized or generalized form. This reduces legal and reputational risks when preparing the document for external use.

Conclusions & Next Steps

Thus, the methodological materials systematically present Roman Koniukhov's proprietary approach to building an operational model for scalable trading on marketplaces in the U.S. His development is based on a combination of several interrelated elements: formalizing roles and decision-making rights, standardizing critical standard operating procedures, organizing managed data collection from suppliers, implementing automation of repetitive operational cycles, establishing a systematic onboarding process for new employees, and maintaining a regular management rhythm. Together, these elements form not isolated improvements, but a unified operating system focused on reducing waste, improving performance quality, and enabling controlled scaling.

The practical result of the approach developed by Roman Konyukhov is that it enables small and medium-sized e-commerce businesses in the U.S. to transition from manual, unstable, and reactive management to a model in which processes become predictable, data becomes actionable, staff training becomes measurable, and risks are controlled in real time. This is precisely what lays the foundation for increasing gross profit per employee, reducing the cost of errors, and transferring the proven model between companies as a replicable consulting solution.

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Appendix A.
Expanded Example of a Weekly Business Operating Review Management Session

1. Session Architecture

Block	Focus	What Is Reviewed	Type of Decision Formed	Approximate Timebox
1. Executive Summary	Attention alignment	3 key signals of the week	What specifically must be decided today	5–7 min
2. GP/Employee + Supporting Metrics	Result decomposition	Primary metric + 2–3 supporting metrics	Identification of the cause of deviation, not the person to blame	10–15 min
3. Procurement / Supplier Data	Priority deviations	Prices, confidence coverage, review queue, manual verification	Whether this is a symptom or a system design problem	10–15 min
4. Workforce / Quality	Execution repeatability	Onboarding cohorts, QA, senior workload, buddy support	What should be adjusted: SOPs, mentoring, or staffing	10–15 min
5. Risk / Compliance	Risks with changed status	Only threshold-level or newly changed risks	Restrictions, audit, SOP update, tech fix, training	10–12 min
6. Improvement Backlog	Change prioritization	3–5 tasks until the next review	What enters execution & with what KPI effect	8–12 min
7. Decisions Required	Owner / GM decisions	List of decisions requiring escalation	Final approvals and constraints	8–10 min

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Session Architecture continued

Block	Focus	What Is Reviewed	Type of Decision Formed	Approximate Timebox
Post-Meeting (within 24 hours)	Action Summary	Decisions, owners, deadlines	Recording execution without a full transcript	10–20 min
Methodological Result	Conversion of data into decisions	Cadence + metrics + thresholds + discipline	Manageability as an operating practice	Ongoing

2. Session Logic as a Process of Converting Data into Decisions

Input Data		Analytical Review		Management Decision		Execution Until the Next Review
KPI pack, deviations, risk status, queue signals	→	Decomposition of causes, verification of one-off factors, separation of symptoms from systemic causes	→	Owner / GM decisions, thresholds, budget, temporary constraints, launches / postponements	→	Action summary, owners, deadlines, status check
Without rereading the entire pack aloud		Without looking for someone to blame at the start of the review		Without vague wording such as “work further on the issue”		Without a full transcript; only decisions and deadlines

3. Detailed Structure of the Weekly Business Operating Review

The recommended section-by-section breakdown is provided below. It illustrates not only the sequence of topics but also the thought process of the manager and consultant during the decision-making process.

Block 1. Executive Summary	
Purpose of the block	To focus the meeting on decision points rather than repeat the entire KPI pack.
What is analyzed	Within 5-7 minutes, the Operations Lead states: (1) where the team delivered stable performance, (2) where a new loss or issue emerged, and (3) which decisions are needed today from the Owner/ GM.
Line of thinking of the manager / consultant	The verbal introduction is intended to focus attention. Participants should receive the meeting pack in advance, so repeating all indicators aloud reduces the quality of the discussion.
Expected result of the block	A defined agenda framed in decision terms: what must be discussed now and what can remain in normal operating mode.
What not to do (typical mistakes)	Do not turn the executive summary into a reading of tables. Do not start deep analysis before the focus of the meeting has been aligned.

Block 2. Review of the Primary Metric GP / Employee and Supporting Metrics	
Purpose of the block	To understand the true quality of the result and the reason for the change in the primary metric.
What is analyzed	The team reviews GP / employee and 2-3 supporting metrics. If GP / employee is increasing, one-off factors are excluded first (product mix, deferred expenses, temporary carryover of problems). If GP / employee is declining, the analysis begins with decomposition of the causes: margin, process losses, staffing impact, defect cost.
Line of thinking of the manager / consultant	A proper review starts with causal decomposition, not with a search for blame. The goal is to separate a sustained trend from a temporary effect.
Expected result of the block	Confirmation or refutation of the quality of the increase or decline; a list of hypotheses that move into the next thematic blocks (procurement, workforce, risk, backlog).
What not to do (typical mistakes)	Do not celebrate growth automatically. Do not treat a decline as the fault of a specific person without structured analysis.

Block 3. Procurement and Supplier Data	
Purpose of the block	To review priority deviations in procurement and supplier data without examining the entire list.
What is analyzed	The team reviews only priority signals: abnormal price spikes, declining confidence coverage, delays in the review queue, and repeated manual verification cases.
Line of thinking of the manager / consultant	The key question is whether this is an operational symptom or a system design problem. If the manual verification queue is growing, the source must be identified: low data quality, an overly rigid threshold, or insufficient review capacity.
Expected result of the block	Decisions on thresholds, source quality, review prioritization, staffing, or the automation/de-automation of specific steps.
What not to do (typical mistakes)	Do not analyze the entire supplier list. Do not confuse the consequence (queue) with the cause (source quality / threshold / capacity).

Block 4. Workforce and Quality	
Purpose of the block	To assess execution repeatability through people, onboarding, and quality.
What is analyzed	The review covers onboarding cohorts, QA scores, senior workload, and the effectiveness of the buddy mechanism. Not only average values are analyzed, but also the spread among newcomers.
Line of thinking of the manager / consultant	A normal average QA score may conceal a systemic problem. High dispersion often indicates uneven reproduction of the SOP or the mentoring process.
Expected result of the block	Decisions on adjusting SOPs, mentoring, control points, senior workload, or the design of the onboarding cohort.
What not to do (typical mistakes)	Do not limit the review to averages. Do not ignore variability in results among people in the same role.

Block 5. Risk / Compliance	
Purpose of the block	To make preventive decisions on risks without reading through all policy updates.
What is analyzed	Only risks with a changed status, or those that crossed a threshold, are reviewed. Examples include growth in listing defects, decline in delivery-related performance, and repeated customer communication issues.
Line of thinking of the manager / consultant	Each risk must have a concrete action, not a general statement. Decisions may include temporary restrictions, an additional audit, an SOP update, technical refinement, or training.
Expected result of the block	A list of risk decisions with owners, deadlines, and a criterion for verifying the effect at the next review.
What not to do (typical mistakes)	Do not turn the block into an information session on all policy updates. Do not leave a risk without a concrete action.

Block 6. Improvement Backlog	
Purpose of the block	To focus the team on a limited number of changes that can realistically deliver results.
What is analyzed	Decisions are made on which tasks the team will take into execution before the next review. It is recommended to limit the list to 3-5 items.
Line of thinking of the manager / consultant	A long list dilutes attention and reduces the likelihood of carrying changes through to a result. For each task, the owner, deadline, expected KPI effect, and completion criterion are recorded.
Expected result of the block	A short weekly priority backlog with clear execution parameters.
What not to do (typical mistakes)	Do not take too many tasks into execution. Do not leave items without a KPI effect or a completion criterion.

Block 7. Decisions Required (Owner / GM)	
Purpose of the block	To obtain management decisions without which the cadence does not convert into results.
What is analyzed	The Owner / GM makes decisions within their role: budget for tools, a new procurement threshold, a controlled supplier launch, temporary strengthening of QA reviews, postponement of channel expansion until the scale gate is met, etc.
Line of thinking of the manager / consultant	This is the most important part of the meeting. If there is no list of decisions after the session, the cadence loses meaning as a management mechanism.
Expected result of the block	A formalized list of decisions, approvals, constraints, and conditions for transition to the next actions.
What not to do (typical mistakes)	Do not end the meeting without an explicit list of decisions. Do not substitute discussion for decisions in the absence of the owner.

4. Example of the "Decisions Required" block format (ready-to-use template)

The recommended section-by-section breakdown is provided below. It illustrates not only the sequence of topics but also the thought process of the manager and consultant during the decision-making process.

Decision item	Context / reason for escalation	Decision option	Owner / GM decision	Condition / threshold (gate)	Review date
Tool budget	Manual verification queue is growing; the current SLA is not being met	Approve the license / defer / run a 2-week test	—	Queue SLA ≤ X days after launch	—
New procurement threshold	Price volatility has increased defect cost	Raise the threshold / keep as is / temporary mode	—	Margin does not fall below Y%	—

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Decisions Required block format (ready-to-use template) continued

Decision item	Context / reason for escalation	Decision option	Owner / GM decision	Condition / threshold (gate)	Review date
New supplier launch	Expansion is needed, but risk status is elevated	Controlled launch with a limited SKU set	—	Scale gate: QA, defects, fill rate	—
QA hours (temporary)	Variance among new hires is increasing	Add X hours / reallocate senior capacity	—	QA spread falls to the threshold	—
Channel expansion	The team has not completed the previous gates	Defer / partial launch / full launch	—	All pre-scale criteria are completed	—
Other critical decision	—	—	—	—	—

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5. Post-meeting action summary (within 24 hours)

After the meeting concludes, the secretary or the meeting pack owner prepares a brief action summary. The summary includes only decisions, owners, and deadlines, without a detailed transcript. This format reduces the administrative burden and increases the likelihood of follow-through.

#	Recommended structure for an action summary
1	Decision / Approval (what was decided)
2	Owner (who is responsible for implementation)
3	Deadline (by what date or meeting the result is due)
4	Expected outcome or completion criteria
5	Date of follow-up review at the next weekly review

6. The methodological significance of the example for the consultant and the client team

What the example shows	Practical conclusion
Cadence functions as a process for converting data into solutions.	Spreadsheets and KPIs alone do not create manageability. Manageability comes from a consistent rhythm, a common language of metrics, escalation thresholds, and the discipline to see decisions through to the end.
Weekly operating reviews are a key area of influence for consultants.	This format quickly reveals whether the model has truly been integrated into the client's management practices. If meetings are taking place but decisions aren't being implemented or KPIs aren't being used to set priorities, the system hasn't yet moved from the level of templates to that of operational practice.

7. The methodological significance of the example for the consultant and the client team

Signs that the cadence is working	Signs that the cadence is only formal
After the meeting, there is a short list of Owner / GM decisions.	After the meeting, there is no formalized list of decisions.
Tasks have assigned owners, deadlines, KPI impact, and completion criteria.	The discussion ends with general wording and no assigned owner.
The next review begins by checking execution of previous decisions.	The same problems recur for several weeks without any status change.
KPIs are used for prioritization, not only for reporting.	The KPI pack is read aloud, but not translated into management actions.
The team limits backlog and carries changes through to results.	The backlog keeps growing, while priorities shift without tasks being completed.