BFC SOFTWARE

The Future of Food Distribution: Preparing for AI-Driven Operations

Preparing food distribution operations for the next era of intelligent decision-making.

bfcsoftware.com

INTRODUCTION

Food distributors operate in one of the most demanding environments in business. Short shelf life, tight margins, and rising service expectations leave little room for error. Every day, teams are expected to make fast, accurate decisions across purchasing, warehouse, and delivery, often with incomplete or delayed information.

For years, distributors have relied on experience, spreadsheets, and manual processes to fill those gaps. But as operations grow more complex, it becomes harder to maintain consistency, efficiency, and service levels without reliable data to support decisions.

This is where AI starts to make a difference.

In food distribution, AI is not about replacing people or automating judgment. It is about **using data to support better decisions at scale**. AI helps surface patterns that are difficult to see manually, apply them consistently across the operation, and adjust as conditions change.

Without alignment across systems, data, KPIs, and workflows, AI on its own will not solve the challenges distributors care about most.

AI does not create alignment. It depends on it.

A PRACTICAL REALITY CHECK

Across the industry, technology stacks are mixed. Many organizations operate with a combination of legacy systems, on-prem platforms, and newer cloud solutions. This approach prioritizes reliability and continuity, which are essential in a 24/7 business.

At the same time, this mix can make it difficult to align data and standardize performance metrics. And with that alignment, AI recommendations become harder to trust and harder to act on.

Readiness is not about perfection.

It is about having enough clarity and consistency for AI to deliver useful guidance rather than additional noise.

EXECUTIVE OVERVIEW

In this guide you will learn:

- The foundational steps required to prepare your operation for AI
- How to align systems, data, and KPIs to support better decisions
- Where your operation sits on the AI maturity curve
- How to take practical steps toward AI-supported operations in 90 days

What This Kit is Designed to Do

This AI Readiness Kit is designed to help food distributors take a practical approach to AI, grounded in operational reality. It does not assume advanced systems or perfect data. It starts with where most distributors are today.

This guide will help you:

- Understand your current level of AI readiness
- Identify the foundational gaps that matter most
- Align AI use cases to real operational priorities
- Build a clear, realistic path toward measurable improvement

The Path to AI Readiness in Food Distribution

Food distributors should no adopt AI all at once. In practice, organizations progress through a number of common stages based on their systems, data, and how decisions are made day to day. The following steps outline how to build the foundation required to move forward.

37.5%
of distributors use a cloud-based WMS[1]

95%
of AI pilots at companies are failing[2]

1.IFDA Knowelle
2.MIT State of AI in Business Report

STEP 1

Build a Cloud-Based, Connected Foundation

AI requires a foundation that most on-premise systems were not designed to support. At a minimum, AI depends on two things: accessible data and flexible compute. Without both, even well-designed AI initiatives struggle to move beyond isolated experiments.

Cloud-based systems provide this foundation.

In a cloud environment, operational data across warehouse activity, inventory, orders, and replenishment can be accessed, shared, and analyzed more easily. APIs and integrations make it possible to connect systems and move data between them without manual extraction or workarounds.

Cloud platforms also introduce flexible compute, meaning data can be processed, transformed, and analyzed at scale without the constraints of on-prem infrastructure.

This shift does not automatically improve operations. But it makes it possible to:

- Analyze data across systems instead of in isolation
- Apply consistent logic across warehouse, inventory, and outbound workflows
- Begin supporting decisions with analytics and AI

What this looks like in practice

In on-prem environments, teams often:

- Export data from multiple systems to build reports
- Reconcile conflicting numbers across warehouse and inventory
- Discover issues during execution rather than before

In cloud-based environments, those same teams can:

- Access shared data across systems without manual extraction
- Analyze warehouse, inventory, and order data together
- Identify issues earlier, before they impact picking, replenishment, or delivery

What to evaluate in your current systems

Before applying AI, it's worth asking whether your current systems can support it:

- Can warehouse, inventory, and order data be accessed without manual exports?
- Are systems connected through APIs or integrations, or do they rely on spreadsheets and workarounds?
- Can data be analyzed across functions, or only within individual systems?
- Do your systems provide a clear path to applying analytics and AI within operational workflows?

A practical reality

Moving to the cloud is not about adopting new technology for its own sake. It is about enabling the flow of data across the operation.

Without that, AI remains disconnected from how work actually gets done.

AI does not create alignment. It depends on it.

STEP 2
Clean and Connect Your Data

Cloud-based systems make data accessible. But accessibility alone is not enough.

AI depends on data that is consistent, connected, and usable across the operation. When data definitions vary, systems are disconnected, or key fields are incomplete, AI has nothing reliable to learn from.

This is where most AI initiatives break down.

Cleaning data is not about perfection. It is about creating a version of your operation that can be understood consistently across warehouse, inventory, replenishment, and outbound workflows.

Start with ownership

Before getting into specifics, one question matters:

Who in your organization owns your data?

Not at a system level, but operationally:
- Who defines what “inventory accuracy” means?
- Who ensures item data stays consistent?
- Who is responsible when data breaks downstream processes?

Without clear ownership, data issues persist no matter what systems are in place.

Where to focus first

Most data challenges in food distribution fall into a few core areas.

Warehouse Context

Your systems need to reflect how your warehouse actually operates.

- Warehouse layout and dimensions are accurately captured
- Slot locations are defined and maintained
- Location types, zones, and temperature classes are consistent

Why it matters:

If warehouse context is incomplete or inaccurate, it limits everything from slotting decisions to pick efficiency and inventory movement.

SKU-Level Data

Item data must be consistent across purchasing, inventory, and warehouse execution.

- Units of measure (UOMs) are clearly defined and used consistently
- Pack, case, and pallet configurations are accurate
- Ti/Hi (pallet configuration) is maintained correctly
- Item status changes are reflected consistently across systems

Why it matters:

Inconsistent item data leads to downstream issues in replenishment, picking, and load planning.

Inventory Data

Inventory data must reflect what is actually happening on the floor.

- Lot and expiration data is captured where required
- Inventory adjustments use consistent reason codes
- Cycle counts are tracked and reviewed regularly

Why it matters:

AI can only support decisions based on what the system believes is true. If inventory data is unreliable, recommendations will be too.

Operational Data

Operational events need to be recorded in a way that connects across systems.

- Receiving activity is recorded consistently
- Inbound data connects directly to inventory availability
- Replenishment triggers are defined and tracked
- Orders, inventory, and load data are connected

Why it matters:

Disconnected operational data prevents teams from understanding how decisions in one area impact another.

What this looks like in practice

In environments where data is inconsistent:
- Buyers adjust orders based on incomplete demand signals
- Warehouse teams discover issues during picking
- Load plans are reworked late due to inventory surprises

When data is clean and connected:
- Inventory risks are identified earlier
- Replenishment decisions reflect actual demand and constraints
- Warehouse and outbound execution align more consistently

A practical reality

You do not need perfect data to begin applying AI.

But you do need data that is:
- **Consistent** (defined the same way across the organization)
- **Connected** (shared across systems and workflows)
- **Usable** (trusted enough to support decisions)

Without that, AI produces output that looks right but cannot be relied on.

AI does not fix bad data. It scales it.

STEP 3
Define and Own Your KPIs

Cleaning your data and defining your KPIs go hand in hand.

You cannot measure what you have not defined. And AI cannot optimize what your organization has not agreed on.

Most food distributors already track performance. The challenge is not whether KPIs exist — it is whether they are defined consistently, used consistently, and trusted across the operation.

When definitions vary by team, location, or system, reporting becomes harder to reconcile and decisions become harder to align. AI cannot resolve that inconsistency on its own.

What this looks like in practice

When KPI definitions are unclear:

- Teams rely on different reports to explain the same issue
- Performance conversations focus on reconciling numbers
- Actions vary by shift or location

When KPIs are clearly defined and owned:

- Teams work from the same version of performance
- Issues are identified and addressed more quickly
- Decisions become more consistent

A practical reality

AI depends on consistent definitions.

It can identify patterns, highlight risks, and recommend actions. But it cannot determine which version of a KPI is correct if the business has not agreed on it.

A small set of well-defined KPIs is far more valuable than dozens of loosely understood ones.

AI does not define performance. It depends on it.

STEP 4

Apply AI Where It Fits

AI delivers value when it is applied in the right places.

At its core, AI is good at identifying patterns across large amounts of data, applying those patterns consistently, and adjusting as conditions change.
It does not replace operational judgment. It supports it.

Where AI creates value

In food distribution, AI typically delivers value in two ways.

AI Augmentation

AI supports work that people are already doing.

- Summarizing warehouse or inventory activity
- Highlighting exceptions or anomalies
- Supporting buyers with additional context

This improves speed and consistency, but the decision-making process remains largely the same.

AI-Native Work

AI enables decisions that are difficult to make manually at scale.
- Recommending replenishment quantities across thousands of SKUs
- Identifying inventory risk based on demand, shelf life, and movement
- Suggesting slotting or pick-path adjustments
- Optimizing how orders are grouped and loaded for delivery

These are decisions that require evaluating multiple variables at once, continuously.

Where AI breaks down

AI is not inherently reliable. It depends on the environment it operates in.

It struggles when:
- Data is inconsistent or incomplete
- Systems are not connected
- Definitions vary across teams
- Outputs are not validated against real-world execution

In these environments, AI can produce results that appear correct but do not hold up in practice.

What this means for your operation

AI is most effective when:
- Systems are connected
- Data is consistent and trusted
- KPIs are clearly defined
- Decisions follow repeatable patterns

When those conditions exist, AI can:
- Surface risks earlier
- Recommend actions more consistently
- Support decisions across the operation at scale

A practical reality

AI does not fix foundational issues.

It makes good environments better and exposes weak ones faster.

Organizations that see the most value from AI are not the ones that start with it. They are the ones that prepare for it.

AI is not the first step. It is the result of getting the first three steps right.

Where This Comes Together

By this point, the pattern should be clear.

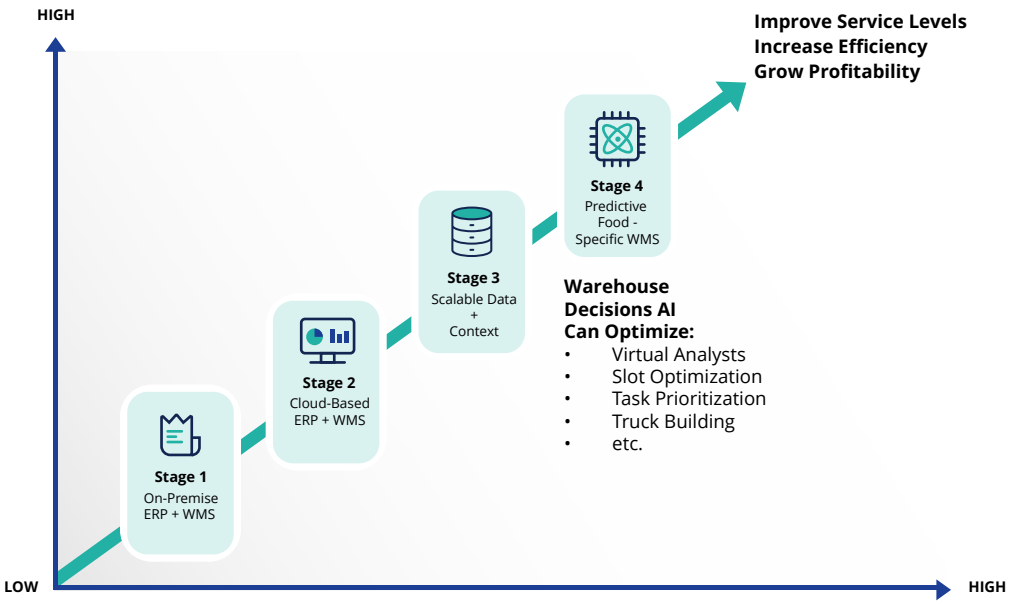
AI delivers the most value when systems are connected, data is consistent, and performance is clearly defined. Without those conditions, even well-designed AI initiatives struggle to move beyond limited use cases.

The reality is that most organizations are not starting from the same place.

Some are still working through system limitations. Others have made progress on data and KPIs but have not yet applied AI in a meaningful way. A smaller group is beginning to embed AI directly into operational workflows.

Understanding where you are today is the next step.

What AI looks like here:
Very limited. Without accessible, consistent warehouse and inventory data that is clean and accessible to AI models, any AI use cases struggle beyond one-off experiments.



This model outlines the practical stages food distributors move through as systems, data, and decision-making become aligned for AI. Read from left to right to see how maturity progresses from on-prem, reactive environments to predictive, AI-supported warehouse and distribution operations.

Start with two questions

Before adding new metrics or dashboards, it's worth stepping back:
1. Do we clearly understand our key performance indicators and how they are defined?
2. Do we consistently review them, take action, and measure outcomes?

If the answer to either is unclear, that is the first place to focus.

Focus on the KPIs that drive execution

Start with a small set of KPIs that directly impact warehouse performance, inventory availability, and service levels.

KPI	What to Align On
Mispick Rate	What counts as an error and when it is recorded
Cases Per Hour (PPH)	How productivity is measured across shifts and locations
First Pick Readiness	When and how readiness is measured before picking begins
Fill Rate	Line vs. case fill; whether substitutions are included or excluded
Inventory Accuracy	How accuracy is calculated and when it is measured
Replenishment Effectiveness	How success or failure is defined
Dock-to-Stock Time	When the clock starts and stops
Service Level	How on-time and in-full are measured together

Define the KPI before you try to improve it

For each KPI, document:
- The definition
- The data source
- When it is measured
- Who owns it

This does not need to be complex. It needs to be consistent.

Example:
Two teams may both track "fill rate," but one includes substitutions and the other does not. Both numbers may be correct, but they are not comparable.

Without alignment, teams spend time debating the number instead of improving it.

STAGE 1
ON-PREM OPERATIONS

Operations run primarily on on-premise ERP and WMS systems, often with customizations built up over time. Data lives in separate systems, is difficult to access, and is typically reviewed after the fact.

As a result, teams lack a consistent, real-time view across warehouse, inventory, and orders. Visibility exists, but it is fragmented, delayed, and difficult to act on.

How decisions are made:

- Picking and replenishment adjustments are made based on what supervisors see on the floor
- Inventory issues are discovered during picking, not before
- Buyers rely on intuition, historical averages, and spreadsheet exports
- Load planning and truck building depend on experience and last-minute adjustments

What AI looks like here:
AI is not yet practical for core warehouse, replenishment, or outbound decisions. Without accessible, consistent data and connected systems, AI use cases struggle to move beyond isolated experiments.

STAGE 2
CLOUD-BASED ERP & WMS

Core systems move to the cloud and become easier to integrate. Warehouse, inventory, and order data can be accessed across systems without relying on manual exports.

Cloud platforms introduce flexible compute and modern integrations, making it possible to connect data, analyze it across functions, and begin supporting decisions with analytics and early AI use cases.

How decisions are made:

- Warehouse managers use system reports instead of rebuilding spreadsheets
- Replenishment and picking issues are identified earlier, but many are still corrected after they occur
- Load planning benefits from better visibility, though final decisions remain manual

What AI looks like here:
AI supports narrow, assistive use cases such as summarizing warehouse activity, identifying trends, and supporting basic forecasting for buyers. Recommendations provide context, not direction.

STAGE 3
SCALABLE DATA WITH CONTEXT

Operational data is centralized, historical, and enriched with context such as order patterns, scan activity, inventory movement, and defined KPIs. Data is trusted and reviewed consistently across the organization.

How decisions are made:

- Buyer replenishment decisions account for trends, seasonality, and service-level targets
- Inventory risks such as shortages or excess are identified before they impact picking
- Warehouse performance is managed using consistent KPIs across shifts and locations
- Load planning is informed by expected volume and order characteristics

What AI looks like here:
AI supports specific operational decisions such as spoilage risk, replenishment recommendations, and inventory planning. Recommendations are actionable, but execution is still largely manual.

STAGE 4
PREDICTIVE FOOD-SPECIFIC WMS

AI recommendations are embedded directly into workflows across inbound, warehouse execution, replenishment, and outbound operations. Instead of teams constantly searching for issues, systems continuously analyze data and highlight what needs attention.

Systems begin to support what should happen next, not just what already happened.

How decisions are made:

Picking, buyer replenishment, and load planning priorities adjust dynamically based on operational conditions	Exceptions are surfaced early, enabling teams to act before service levels are impacted	Managers focus on oversight and exceptions instead of routine decision-making

What AI looks like here:
AI actively supports day-to-day warehouse and outbound decisions. It identifies patterns across inventory, orders, and replenishment, recommends actions, and helps prioritize work based on current conditions.

AI Readiness Assessment: Find Your Starting Point

Now that you've seen how food distributors typically progress along the path to AI readiness, the next step is understanding where your organization fits today. This assessment is designed to be practical. It does not assume perfect systems or advanced capabilities. It focuses on how decisions are actually made across warehouse operations, inventory, replenishment, and outbound execution.

Check the box that fits your distribution operation most closely.

1. SYSTEMS AND DATA ACCESS

How easily can your team access operational data across inbound, inventory, replenishment, and outbound processes?

☐ STAGE 1

Core systems are on-premise or heavily customized. Data access requires manual exports or multiple reports that must be stitched together.

Example: Managers export daily reports into spreadsheets before they can review inventory, returns, or load planning issues.

☐ STAGE 2

Data is more accessible through one or more cloud/modern systems, but still often needs manual consolidation or interpretation.

Example: You may have to pull inventory from one system, and replenishment from another to assess any stock risks.

☐ STAGE 3

Operational data is centralized, historical, and enriched with warehouse context. Dashboards reflect a unified view of inbound, inventory, and outbound performance.

Example: Teams use standardized dashboards to measure and track inventory, productivity, returns, and outbound performance over time.

☐ STAGE 4

Data flows across inbound, inventory, buying, and outbound execution with minimal manual effort and supports near real-time insight.

Example: Inventory levels, replenishment thresholds, and truck building insights are visibile in tandem without exporting or merging reports.

2. WAREHOUSE AND INVENTORY DECISION-MAKING

How are day-to-day warehouse execution decisions made and acted upon?

☐ STAGE 1

Issues are uncovered during execution and fixed on the fly.

Example: During putaway or replenishment, teams discover inventory is inaccurate and must manually adjust stock levels before fulfilling orders.

☐ STAGE 2

Issues are spotted earlier via reports, but actions remain manual.

Example: A supervisor reviews yesterday's replenishment gap and manually creates transfer tasks before today's deliveries.

☐ STAGE 3

Decisions are informed by trends and consistent KPIs, not just daily reaction.

Example: Managers identify a pattern of "lost inventory adjustments" and schedule cycle counts to proactively fix counts before fulfillment.

☐ STAGE 4

Execution priorities are shaped by recommendations that align inventory, replenishment, and outbound load planning.

Example: System insights suggest moving near-expiry closer to outbound staging before the next load is built.

3. REPLENISHMENT AND BUYING DECISIONS

How are purchase and replenishment decisions guided today?

☐ STAGE 1

Replenishment is driven by historical data or buyer intuition.

Example: Buyers rely on printed reorder reports, trends, and past experience to generate purchase orders.

☐ STAGE 2

Replenishment uses system data, though overrides and manual edits are frequent.

Example: A replenishment plan is created from system reports, but buyers adjust orders based on gut feel, intuition, or recent events.

☐ STAGE 3

Replenishment decisions account for demand patterns and service targets.

Example: Buyers reference forecast indicators and service risk flags to adjust upcoming buys before outages occur.

☐ STAGE 4

Replenishment recommendations are generated with context and reflected back in execution workflows.

Example: The system suggests reorder quantities that balance inventory levels with fill rates and outbound load plans.

4. OUTBOUND AND TRUCK BUILDING

How are orders consolidated and outbound loads built?

☐ STAGE 1

Outbound planning is manual and based on intuition and binder reports.

Example: Team members build loads in spreadsheets and rely on checkers to correct problems on the dock.

☐ STAGE 2

Better visibility supports planning, but decisions are still manual.

Example: A planner references a load report and manually adjusts pallent builds based on anticipated stops.

☐ STAGE 3

Outbound planning becomes more systematic and KPI aware.

Example: Truck building considers delivery dequence data and known inventory constraints before the day's operations.

☐ STAGE 4

Truck building and outbound decisions are optimized, documented, and integrated into execution.

Example: Outbound loads reflect recommendations tied to inventory locations and delivery success patterns, reducing re-work at the dock.

4. PERFORMANCE MEASUREMENT AND ALIGNMENT

How are orders consolidated and outbound loads built?

☐ STAGE 1

KPIs vary by team and are not defined consistently.

Example: Different departments report “accuracy” with different calculations on the whiteboard.

☐ STAGE 2

KPIs exist but definitions or usage vary.

Example: Inventory accuracy is on reports, but not tied back to a common definition across shifts.

☐ STAGE 3

KPIs are clearly defined and used consistently across teams.

Example: All teams reference the same fill-rate, dock performance, and inventory variance definitions during reviews.

☐ STAGE 4

KPIs are embedded into daily execution decisions and planning conversations.

Example: Live dashboards reflect agreed performance measures that directly inform replenishment and outbound planning decisions.

INTERPRETING YOUR RESULTS

Most distributors will find themselves in more then one stage. That's normal.

Here's how to interpret the results:

If most checks are **Stage 1-2**: Focus on accessibility and consistent execution foundations.

If most checks are **Stage 2-3**: Focus on embeddeding insight into planning and trendbased decisions.

If mot checks are in **Stage 3-4**: Focus on automation of recommendations and dynamic execution.

This helps you identify the best next steps for your organization.

AI depends on clarity. Before recommendations can be trusted, the business needs to agree on what success looks like.

In food distribution, most organizations already track performance. The challenge is that KPIs are often defined differently by team, location, or system. When definitions vary, AI has nothing consistent to learn from and teams struggle to align around outcomes.

This section is not a complete KPI framework. It is a starter dictionary designed to help establish shared definitions for the metrics that most directly influence warehouse
execution, replenishment, and outbound performance.

Define the KPI before you optimize it
For each KPI, document:

- The definition
- The data source
- When (and how often) it is measured
- Who owns it

Alignment matters more than volume.
A small set of well-defined KPIs is far more valuable than dozens of loosely understood metrics.

KPI	What to Agree On
Inventory Accuracy	How accuracy is calculated and when it is measured
Fill Rate	Line vs. case fill, substitutions included or excluded
Order Accuracy	What counts as an error and when it is recorded
Replenishment Effectiveness	How replenishment success or failure is defined
Dock-to-Stock Time	When the clock starts and stops
Service Level	How on-time and in-full are measured together

DATA & INTEGRATION READINESS CHECKLIST

Once KPI definitions are aligned, the next step is making sure the underlying data can support them. AI does not require perfect data, but it does require data that is consistent, accessible, and connected across systems in the cloud. This checklist focuses on the data and integrations that most directly impact your operation.

Master Data Consistency

- [ ] Item master data is consistent across systems
- [ ] Units of measure are clearly defined and used consistently
- [ ] Pack, case, and pallet configurations are accurate
- [ ] Temperature classes and handling requirements are defined
- [ ] Item status changes are reflected consistently

Inventory Visibility and Accuracy

- [ ] Inventory locations are clearly defined and enforced
- [ ] Lot and expiration data is captured where required
- [ ] Adjustments are recorded with a consistent reason code
- [ ] Cycle count results are tracked and reviewed
- [ ] Inventory accuracy KPIs are trusted across teams

Inbound and Receiving Data

- [ ] Receiving events are recorded consistently
- [ ] Dock-to-stock timing is measured the same way every time
- [ ] Exceptions are documented and reviewable
- [ ] Inbound data connects to inventory availability

Replenishment and Buying Data

- [ ] Replenishment triggers are clearly defined
- [ ] Overrides and manual adjustments are tracked
- [ ] Historical purchase and replenishment data is available
- [ ] Replenishment outcomes can be reviewed against expectations

Outbound and Load Planning Integration

- [ ] Orders, inventory, and load data are connected
- [ ] Load building rules are documented and repeatable
- [ ] Rework and adjustments are tracked
- [ ] Outbound performance metrics are consistently measured

Analytics and System Integration

- [ ] Core systems share data without manual exports
- [ ] Analytics reflect consistent KPI definitions
- [ ] Historical data is retained and accessible
- [ ] Reports align with operational workflows

AI USE CASES BY READINESS STAGE

AI delivers value when it is supported by cloud-based, integrated systems and consistent data. Without that foundation, most AI initiatives stall before they reach operations.

STAGE 1

On-Prem Operations

At this stage, core ERP and WMS systems are on-premise or heavily customized. Rather than focusing on AI use cases, the priority here is building the foundation required to move forward.

What to focus on:

- Standardizing KPI definitions and measurement
- Evaluating system customizations that are “nice to have” vs “need to have”
- Standardizing item, inventory, order, and buying data
- Evaluating cloud-based ERP and WMS options

STAGE 2

Cloud-based ERP and WMS

With cloud systems in place, data becomes accessible enough to support early AI analysis even though execution remains manual

Use cases that fit:

- Inventory trend identification
- Spoilage forecast analysis
- Exception detection across warehouse and outbound activity

STAGE 3

Scalable Data with Context

With centralized data, historical context, and consistent KPIs, AI can support real operational decisions.

Use cases that fit:

- Replenishment recommendations
- Inventory risk identification
- Slotting and pick-path analysis

STAGE 4

Predictive, Food-Specific WMS

Cloud-based systems, integrated data, and consistent definitions are prerequisites for AI that delivers real operational value.

What to focus on:

- Dynamic replenishment prioritization
- Predictive inventory placement
- Optimized truck building and outbound execution

30-60-90 DAY AI READINESS ROADMAP

AI readiness does not require a massive transformation. It requires a sequence of focused steps that improve alignment, visibility, and execution. This roadmap outlines practical actions most food distributors can take over the next 90 days, based on where they are today.

First 30 Days

Primary focus: clarity and alignment

- Confirm your current readiness stage using the assessment
- Align on a short list of core KPIs tied to warehouse, replenishment, and outbound performance
- Document KPI definitions, data sources, and ownership
- Identify where on-prem systems or customizations limit data access
- Inventory current integrations across ERP, WMS, analytics, and outbound systems

Outcome: Shared understanding of where you are today, and prioritization of next steps.

Next 60 Days

Primary focus: removing friction

- Address the most impactful data gaps identified in the checklist
- Improve inventory visibility and replenishment data consistency
- Reduce manual exports and spreadsheet dependencies
- Ensure inbound, inventory, replenishment, and outbound data connect cleanly
- Prioritize one decision area to improve (i.e. load planning, inventory risk, etc)

Outcome: Cleaner data, more consistent reporting, and fewer surprises in daily execution.

By 90 Days

Primary focus: practical application

- Select one AI use case aligned to your readiness stage
- Pilot AI support in clearly defined operational area
- Measure impact using agreed KPIs
- Gather feedback from teams using the recommendations
- Decide whether to expand, refine, or pause based on results

Outcome: Measured progress toward better decisions, not just experimentation.

AI readiness is not a destination. It's an ongoing process of aligning systems, data, and execution. The final section outlines how BFC helps distributors take the next step with confidence.

TURNING READINESS INTO RESULTS

Preparing for AI is not just a technology exercise. It requires aligning systems, data, KPIs, and daily execution in a way that supports better decisions.

BFC works with food distributors at every stage of readiness, from on-premises environments beginning their cloud transition to organizations looking to embed AI into their daily warehouse and outbound workflows.

We help distributors:

Establish cloud-based, food-specific operational foundations

Align warehouse, inventory, replenishment, and outbound data

Apply AI where it fits today, without overreaching

Measure results and expand deliberately

Our approach is practical and grounded in real distribution operations. We focus on making improvements that teams can execute and sustain.

Want to take the next step towards AI readiness?

Contact an expert today at **bfcsoftware.com** or scan the QR code below.