



IN ALLIANCE WITH APQC



Supply-Chain Council SCORmarkSM Survey

The following document provides a preview of the research questionnaire for benchmarking your organization's performance. APQC suggests you use this preview as a guide to help gather the data needed prior to completing the online survey. To get started, we invite you to first review our instructions and terms.

[Instructions and terms](#)
[SCORmark homepage](#)
scormark@apqc.org

Survey Structure:

- **Demographics**
- **General Background Questions**
 - Regarding this entire data collection effort
 - Regarding your entire organization
 - Regarding the specific business entity completing the survey
- **Supply Chain Reliability**
- **Supply Chain Responsiveness**
- **Supply Chain Flexibility**
- **Supply Chain Costs**
- **Supply Chain Asset Management**

Demographic Information

First Name	<input type="text"/>
Last Name	<input type="text"/>
Title	<input type="text"/>
Company (Include division if applicable)	<input type="text"/>
Address Line 1	<input type="text"/>
Address Line 2	<input type="text"/>
City	<input type="text"/>
State or Province	<input type="text"/>
ZIP or Postal Code	<input type="text"/>
Phone	<input type="text"/>
Business E-mail (<i>see note below</i>)	<input type="text"/>
Country	<input type="text"/>
Functional Area	<input type="text"/>
Primary Industry (<i>Please provide your NAICS code if you have it; if not, please describe your industry and we will attempt to locate your NAICS code for you.</i>)	<input type="text"/>
How did you find out about this survey?	<input type="text"/>

Note: Confidential company data cannot be sent to anonymous web-based e-mail services. Please use your corporate or business e-mail address for this survey. Your e-mail address will remain confidential.

Terms and Conditions

You must agree with the presented Terms and Conditions in order to complete and submit this survey. Please indicate your approval by placing an "X" in the desired option. The Terms and Conditions can be viewed at the following link:

[Terms and Conditions](#)

I agree to the Terms and Conditions.

I do not agree to the Terms and Conditions.

This survey covers the SCOR model metric levels one and two. Participating in this survey implies that you have assessed the key supply chain performance priorities for your business entity. This is the process of assigning Superior, Advantage, and Parity objectives to the SCOR performance attributes. The results of the assessment are required to fill out Question 2 of this questionnaire. In order to properly benchmark, the Supply Chain Council recommends that supply chain organizations focus on a limited list of metrics balanced over all performance attributes. The scorecard derived from this survey will calculate the gap between the business entity's current performance level and the desired performance levels.

Section I General Information - Business Entity Completing Survey

All questions in the survey should be answered for the **business entity completing this survey only**.

Definition [business entity](#)

Please provide your value responses with no currency marks, thousands separator, or other formatting. Also, a period should be used for a decimal mark, not a comma (e.g., 1325.23 not \$1,325.23).

- Select from the following metrics for your SCORcard report. (Level One metrics are pre-selected and required. In addition, please select 18 Level Two metrics. Place an "X" in the box that corresponds to your answer.) **This question must be answered in order to proceed. Required.**

How do I select the appropriate metrics to benchmark?

Your selections from the list below will determine which questions you will need to answer in Section Two of this survey.

Supply Chain Reliability

External Perfect Order Performance (Level One, Question 9)	x
Percentage of Orders Delivered in Full (ship from stock) (Level Two, Question 10)	
Order Fill Rate (Level Two, Question 11)	
Delivery Performance to Customer Commit Date (on-time delivery rate) (Level Two, Questions 8 and 12)	
Perfect Condition (Level Two, Question 8 and 13)	
Documentation Accuracy (Level Two, Questions 8 and 14)	

Supply Chain Responsiveness

Order Fulfillment Cycle Time (Level One, Question 15)	x
Source Cycle Time (Level Two, Questions 16, 17 and 18)	
Make Cycle Time (Level Two, Questions 19 and 20)	
Deliver Cycle Time (Level Two, Questions 21, 22, and 23)	
Delivery Retail Cycle Time (Level Two, Question 24)	

Supply Chain Flexibility

Upside Supply Chain Flexibility (Level One, Question 25)	x
Upside Supply Chain Adaptability (Level One, Question 26)	x
Downside Supply Adaptability (Level One, Question 27)	x
Upside Source Flexibility (Level Two, Question 28)	
Upside Make Flexibility (Level Two, Question 29)	
Upside Deliver Flexibility (Level Two, Question 30)	
Upside Source Return Flexibility (Level Two, Question 31)	
Upside Deliver Return Flexibility (Level Two, Question 32)	
Upside Source Adaptability (Level Two, Question 33)	
Upside Make Adaptability (Level Two, Question 34)	
Upside Deliver Adaptability (Level Two, Question 35)	
Upside Source Return Adaptability (Level Two, Question 36)	

Upside Deliver Return Adaptability (Level Two, Question 37)	
Downside Source Adaptability (Level Two, Question 38)	
Downside Make Adaptability (Level Two, Question 39)	
Downside Deliver Adaptability (Level Two, Question 40)	

Supply Chain Costs

Total Supply Chain Management Cost (Level One, Question 41)	x
Cost of Goods Sold (Level One, Question 42)	x
Cost to Plan (Level Two, Question 43)	
Cost to Source (Level Two, Question 44)	
Cost to Make (Level Two, Question 45)	
Cost to Deliver (Level Two, Question 46)	
Cost to Return from Customer (Level Two, Question 47)	
Cost to Return to Supplier (Level Two, Question 48)	

Supply Chain Asset Management

Cash-to-Cash Cycle Time (Level One, Question 49)	x
Return on Supply Chain Fixed Assets (Level One, Questions 41, 42, 53 and 54)	x
Return on Working Capital (Level One, Questions 41, 42, 53, 55, 56, and 57)	x
Days Sales Outstanding (Level Two, Question 50)	
Inventory Days of Supply (Level Two, Question 51)	
Days Payable Outstanding (Level Two, Question 52)	
Supply Chain Revenue (Level Two, Question 53)	
Cost of Goods Sold (Level Two, Question 42)	
Total Supply Chain Management Cost (Level Two, Question 41)	
Supply Chain Fixed Asset Value (Level Two, Question 54)	
Sales Outstanding (Level Two, Question 55)	
Payables Outstanding (Level Two, Question 56)	
Inventory Value (Level Two Question 57)	

- For each supply chain attribute, prioritize your target level of performance given your business entity's performance goal. (Please check the level of desired performance for each attribute using the following guidelines: "Superior" – 90th percentile performance; "Advantage" – Midpoint of "Parity" and "Superior" performance; and "Parity" – Median of statistical sample. You may select only one "Superior" attribute, two "Advantage" attributes and two "Parity" attributes. For more information refer to the SCOR Framework training.) **This question must be answered in order to proceed. Required.**

What do the terms "superior," "advantage," and "parity" mean when prioritizing desired performance targets?

SCOR Attribute	Goal to reach "Superior" performance in this attribute (Check only one)	Goal to reach "Advantage" performance in this attribute (Check only two)	Goal to maintain "Parity" performance in this attribute (Check only two)
Supply Chain Reliability			
Supply Chain Responsiveness			
Supply Chain Flexibility			
Supply Chain Costs			
Supply Chain Asset Management			

3. If you would like to benchmark your business entity against an industry other than your primary industry, please select one of the standard industries for peer group benchmarking from the list below. (Industries are standardized to align with NAICS Codes. Select only one. Place an "X" in the box that corresponds to your answer.)

Accommodation and Food Services	<input type="checkbox"/>	Manufacturing	<input type="checkbox"/>
Administrative and Support and Waste Management and Remediation Services	<input type="checkbox"/>	Mining	<input type="checkbox"/>
Agriculture, Forestry, Fishing and Hunting	<input type="checkbox"/>	Other Services (except Public Administration)	<input type="checkbox"/>
Arts, Entertainment, and Recreation	<input type="checkbox"/>	Professional, Scientific, & Technical Services	<input type="checkbox"/>
Construction	<input type="checkbox"/>	Public Administration	<input type="checkbox"/>
Educational Services	<input type="checkbox"/>	Real Estate and Rental and Leasing	<input type="checkbox"/>
Finance and Insurance	<input type="checkbox"/>	Retail Trade	<input type="checkbox"/>
Health Care and Social Assistance	<input type="checkbox"/>	Transportation and Warehousing	<input type="checkbox"/>
Information	<input type="checkbox"/>	Utilities	<input type="checkbox"/>
Management of Companies and Enterprises	<input type="checkbox"/>	Wholesale Trade	<input type="checkbox"/>

4. Which of the following best describes your business entity's primary capability model? (Select only one. Place an "X" in the

Definition [capability model](#)

Build-to-Stock	<input type="checkbox"/>
Build-to-Order	<input type="checkbox"/>
Engineer-to-Order	<input type="checkbox"/>
Retail	<input type="checkbox"/>

5. Please indicate the currency (e.g., US Dollar, Euro, Japanese Yen, etc.) used for monetary responses provided in this survey. (Select only one. Place an "X" in the box that corresponds to your answer.) **This question must be answered in order to proceed. Required.**

Argentina Peso (ARS)	<input type="checkbox"/>	Korean Won (KRW)	<input type="checkbox"/>
Australian Dollar (AUD)	<input type="checkbox"/>	Mexican Peso (MXN)	<input type="checkbox"/>
British Pound (GBP)	<input type="checkbox"/>	New Zealand Dollar (NZD)	<input type="checkbox"/>
Canadian Dollar (CAD)	<input type="checkbox"/>	South African Rand (ZAR)	<input type="checkbox"/>
Chinese Yuan (CNY)	<input type="checkbox"/>	Swiss Franc (CHF)	<input type="checkbox"/>
Euro (EUR)	<input type="checkbox"/>	Turkish Lira - New (TRY)	<input type="checkbox"/>
Indian Rupee (INR)	<input type="checkbox"/>	UAE Dirham (AED)	<input type="checkbox"/>
Japanese Yen (JPY)	<input type="checkbox"/>	US Dollar (USD)	<input type="checkbox"/>

6. Provide the end date of the twelve-month period for which your business entity will be providing data. (Use the date format

Definition [business entity](#)

Period end date

7. What is the total annual revenue for your business entity? (If your business entity is a support unit such as a shared services center and, therefore, does not directly generate revenue, then provide the revenue amount for the units/business entities you support.) **This question must be answered in order to proceed. Required.**

Definition [total annual revenue](#)

Total annual revenue

Section II SCOR Metric Components

Please provide your value responses with no currency marks, thousands separator, or other formatting. Also, a period should be used for a decimal mark, not a comma (e.g. 1325.23, not \$1,325.23)

For each of the following questions, please provide your response in terms of the period end date you provided in Question 6.

Supply Chain Reliability

Supply chain reliability is an indicator for the ability to deliver on-time, in-full, in the right condition, right packaging, with the right documentation to the right customer. Reliability is an indicator that describes the predictability of a supply-chain.

8. What is the total annual number of sales orders that your business entity fulfills?

Definition [sales orders](#)

Sales orders

9. What is your business entity's external perfect order performance?

Definition [external perfect order performance](#)

External perfect order performance %

10. If your capability model is Build-to-Stock or Retail, of the total amount of sales orders (Question 8), what is the percentage of your business entity's ship-from-stock orders are shipped within 24 hours of order receipt? (ship from stock percentage of orders delivered in full?)

Definition [ship from stock](#)

Percentage of orders delivered in full %

11. What is your business entity's order fill rate?

Definition [order fill rate](#)

Order fill rate %

12. Of the total annual number of sales orders (Question 8), what percentage was delivered on time as scheduled (on-time delivery rate)?

Definition [on-time delivery rate](#)

On-time delivery rate %

13. Of the total number of sales orders (Question 8), what percentage was delivered in perfect condition (perfect condition rate)?

Definition [perfect condition rate](#)

Perfect condition rate %

14. Of the total number of sales orders, what percentage was delivered with accurate documentation (accurate documentation rate)?

Definition [accurate documentation rate](#)

Accurate documentation rate %

Supply Chain Responsiveness

Supply chain responsiveness is an indicator of a supply chain's ability to respond to customer requests. It indicates the continuous average response time to events.

15. For primary products, what is the average customer order cycle time in days (including weekends)?

Definition [customer order cycle time](#)

Customer order cycle time (days)

16. What is the average cycle time in hours from the receipt of a purchase requisition line item to the time the purchase order is processed?

Definition [cycle time](#)

Purchase order processing cycle time (hours)

17. On average, what is the cycle time in days for your business entity's suppliers to fulfill a purchase order (supplier lead time)?

Definition [supplier lead time](#)

Average cycle time in days (average supplier lead time) (days)

18. What is your business entity's average dock-to-stock cycle time for supplier deliveries in hours?

Definition [dock-to-stock cycle time](#)

Dock-to-stock cycle time (hours)

19. What is your business entity's manufacturing cycle time (start of production to completion of product) for primary products in hours? (*This cycle time measure does not include front-end order entry time or engineering time spent on customized configuration of non-standard items. FOR ENGINEER TO ORDER CAPABILITY MODELS, PLEASE ALSO RESPOND TO QUESTION 20.*)

Definition [manufacturing cycle time](#)

Manufacturing cycle time (hours)

20. If your business entity's capability model is engineer-to-order, what is the maximum elapsed time it takes to engineer, select and negotiate with suppliers and order materials for customized configuration of non-standard items?

Engineering and quotation completion cycle time (hours)

21. What is your business entity's average customer order processing time to receive and prepare an order for selection (in hours)?

Definition [customer order processing time](#)

Customer order processing time (hours)

22. What is your business entity's average pick-to-ship cycle time for customer orders (in hours)? (*Pick-to-ship begins when an order is released to be picked and ends at the time the order is shipped.*)

Definition [pick-to-ship cycle time](#)

Pick-to-ship cycle time (hours)

23. What is your business entity's average customer shipment to delivery cycle time?

Definition [customer shipment to delivery cycle time](#)

Customer shipment to delivery cycle time (hours)

24. If your capability model is retail, what is your business entity's delivery retail cycle time in days?

Definition [delivery retail cycle time](#)

Delivery retail cycle time (days)

Supply Chain Flexibility

Supply chain flexibility indicates a supply chain's ability to respond to changing (market) conditions. One way to estimate flexibility metrics is to take the time it takes to execute each Level Two process in the supply chain, take the longest time for parallel processes, and sum sequential processes.

25. What is the number of days required for your business entity to achieve an unplanned sustainable 20 percent increase in quantities delivered (upside supply chain flexibility)?

Definition [upside supply chain flexibility](#)

Upside supply chain flexibility (days)

26. What is the maximum sustainable percentage increase in quantity delivered that your business entity can achieve in 30 days (upside supply chain adaptability)?

Definition [upside supply chain adaptability](#)

Upside supply chain adaptability %

27. What is the maximum percentage reduction in quantities ordered that your business entity can sustain at 30 days prior to deliver with no inventory or cost penalties (downside supply chain adaptability)?

Definition [downside supply chain adaptability](#)

Downside supply chain adaptability %

28. What is the number of days required for your business entity to achieve an unplanned sustainable 20 percent increase in quantity of raw materials (upside source flexibility)?

Definition [upside source flexibility](#)

Upside source flexibility (days)

29. What is the number of days required for your business entity to achieve an unplanned sustainable 20 percent increase in production with the assumption of no raw material constraints (upside make flexibility)?

Definition [upside make flexibility](#)

Upside make flexibility (days)

- 30. What is the number of days required for your business entity to achieve an unplanned sustainable 20 percent increase in quantity delivered with the assumption of no other constraints (upside deliver flexibility)?

Definition [upside deliver flexibility](#)

Upside deliver flexibility (days)

- 31. What is the number of days required for your business entity to achieve an unplanned sustainable 20 percent increase in the return of raw material to suppliers (upside source return flexibility)?

Definition [upside source return flexibility](#)

Upside source return flexibility (days)

- 32. What is the number of days required for your business entity to achieve an unplanned sustainable 20 percent increase in the return of finished goods from customers (upside deliver return flexibility)?

Definition [upside deliver return flexibility](#)

Upside deliver return flexibility (days)

- 33. What is the maximum sustainable percentage increase in raw material quantities that your business entity can acquire and receive in 30 days (upside source adaptability)?

Definition [upside source adaptability](#)

Upside source adaptability

- 34. What is the maximum sustainable percentage increase in production that can be achieved in 30 days with the assumption of unconstrained raw material availability (upside make adaptability)?

Definition [upside make adaptability](#)

Upside make adaptability %

- 35. What is the maximum sustainable percentage increase in quantities delivered that can be achieved in 30 days with the

Definition [upside deliver adaptability](#)

Upside deliver adaptability %

- 36. What is the maximum sustainable percentage increase in returns of raw materials to suppliers that can be achieved in 30 days (upside source return adaptability)?

Definition [upside source return adaptability](#)

Upside source return adaptability %

- 37. What is the maximum sustainable percentage increase in customer returns of finished goods that can be achieved in 30 days (upside deliver return adaptability)?

Definition [upside deliver return adaptability](#)

Upside deliver return adaptability %

- 38. What is the maximum percentage reduction in raw material quantities ordered that your business entity can sustain at 30 days

Definition [downside source adaptability](#)

Downside source adaptability %

- 39. What is the maximum percentage reduction in production quantities that your business entity can sustain at 30 days prior to delivery with no inventory or cost penalties (downside make adaptability)?

Definition [downside make adaptability](#)

Downside make adaptability %

- 40. What is the maximum percentage reduction in delivered quantities that your business entity can sustain at 30 days prior to delivery with no inventory or cost penalties (downside deliver adaptability)?

Definition [downside deliver adaptability](#)

Downside deliver adaptability %

Supply Chain Cost

Supply Chain costs indicate an organization's ability to manage the costs associated with operating the supply chain.

41. What is your business entity's total supply chain management cost?

Definition [total supply chain management cost](#)

Total supply chain management cost

42. What is your business entity's total annual cost of goods sold?

Definition [cost of goods sold](#)

Cost of goods sold

43. What is your business entity's total cost to plan?

Definition [cost to plan](#)

Total cost to plan

44. What is your business entity's total cost to source?

Definition [cost to source](#)

Total cost to source

45. What is your business entity's total cost to make?

Definition [cost to make](#)

Total cost to make

46. What is your business entity's total cost to deliver?

Definition [cost to deliver](#)

Total cost to deliver

47. What is your business entity's total cost to return from customer?

Definition [cost to return from the customer](#)

Total cost to return from customer

48. What is your business entity's total cost to return to supplier?

Definition [cost to return to supplier](#)

Total cost to return to supplier

Supply Chain Asset Management

Supply chain asset management indicates the effectiveness of an organization in managing assets to support demand satisfaction. This includes the management of all assets: fixed and working capital.

49. What is your business entity's cash-to-cash cycle time in days?

Definition [cash-to-cash cycle time](#)

Cash-to-cash cycle time (days)

50. What is your business entity's average days sales outstanding?

Definition [days sales outstanding](#)

Days sales outstanding (days)

51. What is your business entity's average inventory days of supply (DOS) (in days)?

Definition [inventory days of supply \(DOS\)](#)

Inventory DOS (days)

52. What is your business entity's average days payable outstanding?

Definition [days payable outstanding](#)

Days payable outstanding (days)

53. What is the total supply chain revenue for your business entity?

Definition [supply chain revenue](#)

Total supply chain revenue

54. What is your business entity's current value of supply chain fixed assets?

Definition [supply chain fixed assets](#)

Value of supply chain fixed assets

55. What is your business entity's average value of accounts receivable outstanding (sales outstanding)? (*Express in currency.*)

Definition [sales outstanding](#)

Value of sales outstanding

56. What is your business entity's average value of accounts payable? (payables outstanding) (*Express in currency.*)

Definition [payables outstanding](#)

Value of payables outstanding

57. What is your business entity's average gross value of inventory (stock)? (*Express in currency.*)

Definition [inventory value](#)

Value of inventory

Thank you for completing this survey. You must submit your data at www.apqc.org/SCC. For more information about data submission, contact the OSBC help desk by phone at (800) 776-9676 or 1 (713) 681-4020, or by e-mail at scormark@apqc.org. Reports based on submitted data are typically delivered within two weeks of submission; check with the help desk to learn the current lead time to obtain a report.
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