



Supply Chain: Logistics Survey

OSBC DATABASE PRIVACY AND PROTECTION OF PERSONAL INFORMATION

Please refer to APQC's [privacy statement](#) for disclosures relating to the collection and use of your personal information.

Instructions

Research project structure

APQC OSBC research projects are designed to collect a wide variety of information about your entire organization, with a specific emphasis on the particular business entity for which the research is being collected.

Each survey is divided into a number of sections, separated by a block of introductory text. The first section contains questions about your organization as a whole. The second section contains general questions about your particular business entity. Each of the subsequent sections of the research project presents questions about specific processes and activities in your business entity. Each of these process-specific sections corresponds to APQC's [Process Classification Framework](#).

Before each section containing process-specific questions, you are presented with a list of components of the PCF. This list identifies which components of the PCF are addressed by this particular section of the research project. The numbers in the list correspond to the PCF's unique numbering scheme. Questions within the section will address specific activities for the stated component of the PCF.

Navigation, saving results, and submitting a survey

The survey is presented in pages. Each page has at least one question on it. Each question on each page should be answered. A survey may also have a question that must be answered in order to proceed. Required questions are identified by the word "Required" in red letters.

Use the buttons at the bottom of each page to navigate throughout the survey. To avoid data loss, do not use the browser "Back" and "Forward" buttons to navigate through the survey. As you navigate through the survey using the "Back" and "Forward" buttons, your data are saved to APQC's secure servers.

The progress indicator at the bottom of each page displays a bar graph and a percentage that indicate your progress in navigating through the survey. The progress indicator does not account for completed questions, only for your relative position in the survey.

To exit the survey before you have completed all questions, click the "Save" button at the bottom of the survey page, then close your browser. The system will present you a link to your particular instance of the survey. Use that link to return to the survey at any time.

Once you have completed the survey, click the "Submit" button on the last survey page. By submitting your survey results, you will notify APQC that your data are ready for validation. You will not be able to create, review, update or delete your answers after you have submitted the survey, so ensure that you have accurately documented your answers before you submit it.

Cookies, one browser

The APQC OSBC survey tool uses a "cookie" to associate you to a particular survey instance. Your cookie is unique to the computer you used to start the survey, and is the only key that you have to access your data. Should you lose your cookie, you will be unable to complete the survey and will need special assistance from APQC. Do not delete your APQC cookies until after you have submitted your survey data.

Because this cookie is unique to the computer you used to start the survey, other users will be unable to contribute results and data to the survey unless they have physical access to the browser you used to start the survey.

Visit the [Browser Setup](#) page for more information about configuring your browser to use cookies.

JavaScript

The APQC survey application uses JavaScript for enhanced validation and usability features. In order to complete these surveys, you must use a browser that supports JavaScript, and you must have JavaScript enabled. Visit the [Browser Setup](#) page for more information.

Printing

To print a copy of the entire survey, you should use the "Preview" version of the survey. This view consolidates all of the questions associated with the particular survey onto a single printable browser page. No answers or personal data are contained on the "Preview" version of the survey.

As you navigate through the survey, you may print each page to record your answers. There is no facility to review all of your answers on one page.

Definitions

Each survey has a set of definitions associated with it that are unique to the process grouping covered by the survey. Throughout the survey, questions may have links to survey definitions.

Accurate results depend on a common understanding of the terminology used across survey respondents, so take special care to review the definitions in the glossary thoroughly. Common terms may be defined differently than you expect. When in doubt, contact APQC for guidance.

Reasonable numbers

The survey asks for a number of detailed pieces of information. If you do not have the exact information that a question asks for, please provide a reasonable approximation. If you cannot provide a reasonable approximation, please leave the answer blank. If you are not sure, contact APQC for guidance.

Reporting period

All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk (contact information is provided below.)

Question numbers may skip

Occasional changes to the survey may result in the addition or removal of questions. Due to this activity, the question numbers in the survey may occasionally skip one or more numbers. Furthermore, some surveys will hide questions depending upon answers to previous questions. If you have any questions about the order of questions in the survey, please contact the OSBC help desk.

Contacting APQC with questions

For any questions regarding the survey mechanics, the survey content, or general survey inquiries, please contact the OSBC helpdesk via telephone at +1.800.776.9676 (toll free, US only) or +1.713.681.4020, or via email at osbc@apqc.org.

Survey Scope

This survey is designed to be modular in nature. The following processes are addressed by this survey:

- General background questions
- [Define logistics strategy](#)
- [Plan inbound material flow](#)
- [Operate warehousing](#)
- [Operate outbound transportation](#)

The survey contains a general background section followed by a number of process specific sections. The process specific sections contain questions addressing the PCF components identified above.

General Background Questions

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).

*191.0010 Please indicate the currency (e.g., US Dollar, Euro, Japanese Yen, etc.) used for monetary responses provided in this survey. *This question must be answered in order to proceed to the next page.*

Choose one

191.0020 What is the [total annual revenue](#) for your entire organization? (Note that this question refers to the entire organization rather than the business entity defined for purposes of this survey effort. For example, the surveyed business entity could be a business unit of a publicly traded company, in which case this question should be answered as the corporate parent's total annual revenue.)

Total annual revenue

The remainder of this survey will refer to the surveyed entity as the "business entity." You may be responding for a subset of the entire organization with which you are most familiar (such as a geographical unit) rather than the entire organization. If so, please ensure that all data provided is consistent with this business entity definition; for example, if the business entity is a combination of business units within the organization, then the revenue, cost, and FTE figures provided should be an allocation from those business units rather than the entire organization.

191.0030 Provide the end date of the twelve-month period for which your [business entity](#) will be providing data.

Period end date

Year	Month
Choose one	Choose one

Please provide the following financial information about your business entity.

Financial Information	Value
191.0040 Total annual revenue	
191.0050 Total annual cost of continuing operations	
191.0060 Cost of goods sold(COGS)	

Please provide the following information about your cash flow.

Information	Value
191.0070 cash-to-cash cycle time (in days)	
191.0080 Days sales outstanding	

191.0090 What is the number of all employees ([temporary](#), [part-time](#), and [full-time](#)) at your business entity? *(If your business entity is a support unit such as a shared services center, please include employees for the areas you support.)*

Number of employees (headcount)

191.0100 In how many countries, including your own, does your business entity operate?

Number of countries

191.0110 What is your assessment of your business entity's overall performance relative to industry peers?

- Top quartile
- Middle half
- Bottom quartile

191.0120 Which of the following best describes your organization's maturity with regards to information availability and analysis capabilities? *(Options are listed in increasing order of maturity; select the option that best describes your organization's maturity.)*

We don't have regular access to data beyond basic transactions. Data is stored in spreadsheets or system extracts. Analysis is not performed on a regular basis and decisions are based on instinct or anecdote.

Data is in department or line-of-business silos. Insight generation is only performed on an ad hoc or periodic basis. Decisions may be supported by data, but are primarily based on past experience.

Structured operational data is available and may include some basic external data. Insights are generated at department or line-of-business level. Decision making is focused on analyzing past actions and consequences.

Traditional and unstructured data is integrated and available from enterprise sources as well as some external data. While data is available to many people based on their roles and needs, using it might require some technical assistance. Decision making involves historic analysis and predictive algorithms.

Real-time, internal and external data is readily accessible across the enterprise based on need. Information is shared extensively across the enterprise. The data is integrated real-time and users can access, manipulate and visualize data on demand. Data-driven decision making is part of the organization's culture.

191.0130 Which of the following best describes the maturity with regards to information availability and analysis capabilities, that you think your organization SHOULD have in order to be competitive / on par with peers? (Options are listed in increasing order of maturity. This question is intended as a subjective measure of the level of analytics maturity required to compete within the industry.)

We don't have regular access to data beyond basic transactions. Data is stored in spreadsheets or system extracts. Analysis is not performed on a regular basis and decisions are based on instinct or anecdote.

Data is in department or line-of-business silos. Insight generation is only performed on an ad hoc or periodic basis. Decisions may be supported by data, but are primarily based on past experience.

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191.0140 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

Yes

No

*191.0150 Which of the following best describes your business entity's primary capability model? (Select only one.) **This question must be answered in order to proceed.** This question is required.

[Build-to-Stock](#)

[Build-to-Order](#)

[Engineer-to-Order](#)

[Retail](#)

Overall Logistics

191.0160 Which of the following best describes the structure of the logistics organization with respect to your organization overall? (Select only one.)

[Centralized](#)

[Decentralized](#)

Other (Please specify below)

If you selected "Other," please specify.

Which of the following best describes your business entity's role for each of the following processes? (Select only one per process.)

Processes	Self-supporting/performs most aspects of this process	Relies on other business units for the process	Relies on shared services center for the process	Serves as a shared services center for the process	Outsourced to third party
191.0170 "Define logistics strategy"					
191.0180 "Plan and manage inbound material flow"					
191.0190 "Operate warehousing"					
191.0200 "Operate outbound transportation"					

191.0210 What is your business entity's total logistics cost? (Please include personnel, systems, outsourced, freight, and overhead/other costs, for inbound material flow and reverse logistics, warehousing, outbound transportation, and logistics strategy.)

Total logistics cost

191.0220 What is your business entity's total logistics cost as a percentage of sales?

Total logistics cost as percentage of sales

%

191.0230 What is your business entity's cost of damaged product as a percentage of sales? (*Damaged product percentage is calculated as total damaged value, divided by total sales value. Appropriate values are in the range of 0 to 100.*)

Damaged product percentage
%

Process-level Cost and FTEs

191.0240 What is the total number of FTEs employed to perform each of the following processes?

Processes	FTEs
a. "Define logistics strategy"	
b. "Plan and manage inbound material flow"	
c. "Operate warehousing"	
d. "Operate outbound transportation"	

191.0250 What is your business entity's total annual cost to perform the process "plan and manage inbound material flow," for each of the following cost categories?

Cost categories	Cost
a. Annual personnel cost (compensation and benefits) for those classified as FTEs in question 191.0240	
b. Annual systems cost (direct and/or allocated to the site)	
c. Annual overhead cost (direct and/or allocated to the site)	
d. Annual other cost	
e. Annual outsourced cost	
f. Total cost of the process <i>plan inbound material flow</i> (sum of a through e)	

191.0260 What is your business entity's total annual cost to perform the process "operate warehousing," for each of the following cost categories?

Cost categories	Cost
a. Annual personnel cost (compensation and benefits) for those classified as FTEs in question 191.0240	
b. Annual systems cost (direct and/or allocated to the site)	
c. Annual overhead cost (direct and/or allocated to the site)	
d. Annual other cost	
e. Annual outsourced cost	
f. Total cost of the process "Operate warehousing" (<i>sum of a through e</i>)	

191.0270 What is your business entity's total annual cost to perform the process "operate outbound transportation," for each of the following cost categories?

Cost categories	Cost
a. Annual personnel cost (compensation and benefits) for those classified as FTEs in question 191.0240	
b. Annual systems cost (direct and/or allocated to the site)	
c. Annual overhead cost (direct and/or allocated to the site)	

d. Annual other cost	
e. Annual outsourced cost excluding freight	
f. Annual freight cost	
g. Total cost of the process <i>operate outbound transportation (sum of a through f)</i>	

Practices

191.0280 To what extent have you implemented each of the following logistics practices? (Select only one for each practice. If you cannot answer the question, please leave it blank.)

Logistics Practices	No Implementation	Some Implementation	Extensive Implementation
a. Formal distribution strategy (location, number, mission, mix)			
b. Collaborative carrier management			
c. Supply chain visibility for managing exceptions			
d. Collaboration and integration among service providers			
e. Differentiated logistics services for discrete customer segments			
f. Formal returns management			
g. Cross-docking, flow-through			
h. Continuous-replenishment programs for customers			
i. Management of inventory at customer site			
j. Share real-time, electronic demand / inventory data			

191.0290 For each of these that you have implemented, how effective has the practice been? (Check one for each question in each row. If the practice has not been implemented, please leave it blank.)

Logistics Practices	Not Effective	Somewhat Effective	Extremely Effective
a. Formal distribution strategy (location, number, mission, mix)			
b. Collaborative carrier management			
c. Supply chain visibility for managing exceptions			
d. Collaboration and integration among service providers			
e. Differentiated logistics services for discrete customer segments			
f. Formal returns management			
g. Cross-docking, flow-through			
h. Continuous-replenishment programs for customers			
i. Management of inventory at customer site			
j. Share real-time, electronic demand / inventory data			

Forecasting

191.0300 What is your average monthly forecast error measured as an absolute percentage (mean absolute percentage error - MAPE) at the following levels?

Monthly forecast error	Mean absolute percentage error
a. National	%
b. shipping location	%
c. Product family	%

Inbound materials - supplier deliveries

191.0310 What is your business entity's [supplier](#) on-time delivery rate (percentage of supplier orders delivered on time as scheduled)? *(Appropriate values are in the range of 0 to 100.)*

Supplier on-time delivery rate

%

191.0320 What is your business entity's average [dock-to-stock cycle time](#) for supplier deliveries in hours? *(The dock-to-stock cycle begins when goods arrive from the supplier and ends when those goods are put away in the warehouse and recorded into the inventory management system.)*

*Please provide your response in numeric form with no symbols, thousands separator, or other formatting. Also, a period should be used for a decimal mark, not a comma (e.g., for 3479.2, enter **3479.2** not 3,479.2 or 3.479,2).*

Dock-to-stock cycle time

Inbound materials - returns

191.0330 What is your business entity's return processing cycle time in days? *(This is defined as the average number of days required to complete the return cycle from the receipt of the return notification until return disposition is determined and executed.)*

Processing cycle time

191.0340 What is your business entity's total annual value of returned products as a percentage of sales? *(Appropriate values are in the range of 0 to 100.)*

Total value of returned products

%

191.0350 Of your business entity's total annual logistics costs, what percentage is associated with the physical transportation, storage, or handling of returned product? *(Appropriate values are in the range of 0 to 100.)*

Percent of logistics costs

%

191.0360 Of the total annual value of your business entity's returned product, what percentage flows through the same logistics network as primary products (as opposed to an independent returns channel)? *(Appropriate values are in the range of 0 to 100.)*

Percentage of returned products

%

Inventory and warehousing

191.0370 What is your business entity's average [gross value of inventory](#) ? *(Include all types of inventory, including raw, WIP, and finished goods. Express in currency.)*

Average gross value of inventory

191.0380 Please provide your annual inventory turns.

Annual inventory turns	Value
a. Total annual inventory turns	
b. Finished goods inventory turns	
c. Raw material inventory turns	

191.0390 What is your business entity's [inventory carrying cost](#) (as a percentage of average inventory value)?

Inventory carrying cost includes cost of capital (for the money tied up in inventory value), storage space costs, insurance, taxes, handling/administration of inventory, shrinkage, and total obsolescence of all products' inventories (raw material, work in progress, finished goods, channel obsolescence, and field samples).

Inventory carrying cost percentage

%

191.0400 What is your business entity's average inventory accuracy? (*Inventory accuracy is defined as the variance between perpetual inventory counts and physical inventory counts; it is expressed as a percentage. Appropriate values are in the range of 0 to 100.*)

Average inventory accuracy

%

191.0410 What is your business entity's warehouse slot utilization? (*Warehouse slot utilization is defined as number of slots filled, divided by the total number of slots in a warehouse. Appropriate values are in the range of 0 to 100.*)

Warehouse slot utilization

%

Sales order performance

191.0420 What is the total annual number of [sales orders](#) that your business entity fulfills?

Number of sales orders

Please provide the following average cycle times regarding orders for primary products.

Activity	Value
191.0430 Total time from when customer places an order until product is delivered to customer (in days including weekends)	
191.0440 Time to receive and prepare an order for selection (in hours) [This includes time to allocate resources and determine delivery dates and routing/shipping.]	
191.0450 Pick to ship cycle time (in hours) [Pick-to-ship cycle begins when an order is released to be picked and ends at the time the order is shipped.]	
191.0460 Shipment to delivery cycle time (in hours)	

Please provide the following sales order metrics. (*Appropriate values are in the range of 0 to 100.*)

Sales order metrics	Percentage
191.0470 Perfect order performance (<i>delivered on time, with all line items filled correctly/completely/damage free and with an accurate invoice</i>)	%
191.0480 Order fill rate (<i>percentage of sales orders filled completely</i>)	%
191.0490 Unit fill rate (<i>percentage of cases or trading units filled completely</i>)	%
191.0500 On-time delivery rate (<i>percentage of sales orders from question 191.0420 delivered on time as scheduled</i>)	%
191.0510 Perfect condition rate (<i>percentage of sales orders from question 191.0420 delivered in perfect condition</i>)	%
191.0520 Accurate documentation rate (<i>percentage of sales orders from question 191.0420 delivered with accurate documentation</i>)	%

191.0530 What is the total annual value of sales not fulfilled by your business entity due to lack of production capacity or [stock outages](#), as a percentage of revenue? (*Appropriate values are in the range of 0 to 100.*)

Total annual value of sales not fulfilled

%

Freight

191.0540 Of your business entity's total annual number of sales orders (question 191.0420), what percentage is shipped as part of full-load shipments? *(Appropriate values are in the range of 0 to 100.)*

Percentage shipped

%

191.0550 What is your business entity's average full trailer load or full container load capacity utilization? *(Capacity utilization is defined as the total space in cube or weight used across all shipments, divided by total available capacity of all shipments in cube or weight.)*

Capacity utilization

%

191.0560 Of your business entity's total annual number of sales orders (question 191.0420), what percentage is considered [expedited](#)? *(Appropriate values are in the range of 0 to 100.)*

Percentage expedited

%

191.0570 What are your business entity's expedited costs as a percentage of total logistics costs? *(Expedited orders are defined as customer orders for which the delivery service level exceeds the normal service level, as specified by the delivery service policy, because of unplanned events. Appropriate values are in the range of 0 to 100.)*

Expedited costs

%

191.0580 What were your business entity's premium freight charges as a percentage of total freight for the most recent calendar year? *(Appropriate values are in the range of 0 to 100.)*

Premium freight charges

%

Technologies/systems

191.0590 Which of the following technologies/systems have you implemented to support your logistics processes? *(Select only one for each row.)*

Technologies	Do Not Plan to Implement	Plan to Implement	Implemented
a. Advanced planning and scheduling software (APS)			
b. Transportation management system (TMS)			
c. Warehouse management system (WMS)			
d. Bar coding			
e. Network planning/optimization tools			
f. Distribution requirements planning (DRP) software			

191.0600 For each of the following technologies/systems that you have implemented (question 191.0590), how effective has this been in reaching desired goals? *(Select only one for each technology. If the technology has not been implemented, then leave blank.)*

Technologies	Not Effective	Somewhat Effective	Extremely Effective
a. Advanced planning and scheduling software (APS)			
b. Transportation management system (TMS)			
c. Warehouse management system (WMS)			
d. Bar coding			
e. Network planning/optimization tools			
f. Distribution requirements planning (DRP) software			

191.0610 What is your business entity's RFID tagging strategy? *(Select only one.)*

No RFID tagging strategy

Slap and ship for compliance

- Tag all products in manufacturing
- Maintain separate inventory of tagged and untagged items
- Other *(Please specify below)*

If you selected "Other," please specify.

191.0620 If your business entity has an RFID tagging strategy, what do you believe will be your largest benefit from implementing RFID at your business entity? *(Select up to three.)*

- Reduce DC/warehouse cost
- Reduce inventory
- Improve trading relationships
- Improve distribution processes
- Meet compliance requirements
- Other *(Please specify below)*

If you selected "Other," please specify.

Outsourcing

191.0630 To what extent has your business entity outsourced each of the following business functions in the logistics network? *(Select only one for each function.)*

Business functions	No Outsourcing	Some Outsourcing	Extensive Outsourcing
a. Transportation (inbound and/or outbound)			
b. Warehousing and/or distribution centers			
c. Facilities maintenance			
d. Information technology			
e. Audit and payment services for freight bills			
f. Transportation management services			
g. Product returns transport/handling			
h. Disposition decision-making for returned products			
i. Customs/export			

191.0640 For each of the following business functions that your business entity has outsourced (question 191.0630), how effective has the outsourcing been in reaching desired goals? *(Select only one for each function. If the function is not outsourced, then leave blank.)*

Business functions	Not Effective	Somewhat Effective	Extremely Effective
a. Transportation (inbound and/or outbound)			
b. Warehousing and/or distribution centers			
c. Facilities maintenance			
d. Information technology			
e. Audit and payment services for freight bills			
f. Transportation management services			
g. Product returns transport/handling			
h. Disposition decision-making for returned products			
i. Customs/export			

Sustainability

191.0650 To what extent are the following statements true concerning your company's sustainability, or green supply chain strategies and practices?

Statements	To no extent	To little extent	To some extent	To a significant extent	To a very great extent
a. There is an ongoing program for low carbon design for distribution (late customization, picking, packing, reusable and recyclable packaging, reverse logistics).					
b. Contract with warehouse and distribution service providers (e.g. fleet providers, haulers, buffer warehouses) favors those with low direct and indirect CO2 emissions.					
c. Transportation companies are evaluated for carbon emissions, energy consumption, and strategy or approach to carbon management.					

You have reached the end of the survey. You can use the **Previous** button to review your answers for accuracy and reasonableness. After pressing the **Submit** button, you will no longer be able to directly edit your data in this survey form.

In order to obtain a printed version of your completed survey, you will need to print each page **before** submitting your responses. After you select "submit", you will be unable to print your completed survey.

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