



Supply Chain: Procurement 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
- [Develop sourcing strategies](#)
- [Select suppliers and develop/maintain contracts](#)
- [Order materials/services](#)
- [Appraise and develop suppliers](#)

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).

*192.0010 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

192.0020 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.

192.0030 Provide the end date of the twelve-month period for which your [business entity](#) will be providing data. *(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. Pro-rata data are not acceptable, only actual data should be submitted. 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 on osbc@apqc.org.)*

Period end date

Year	Month
Choose one	Choose one

Please provide the following financial information about your business entity.

Financial Information	Value
192.0040 Total annual revenue	
192.0050 Total annual cost of continuing operations	
192.0060 Cost of goods sold(COGS)	

Please provide the following information about your cash flow.

Information	Value
192.0070 cash-to-cash cycle time (in days)	
192.0080 Days payables outstanding	

What are the total number of employees and FTEs at your business entity?

*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).*

Category	Value
192.0090 Total employees (temporary , part-time , and full-time)	
192.0100 Total FTEs	

192.0110 In how many countries, including your own, does your business entity operate?

Number of countries

192.0120 Which of the following statements best describes the role your business entity performs in the corporate organization? *(Select only one.)*

- [Headquarters](#)
- [Shared services center/centralized processing center](#)
- [Manufacturing, operating, or business unit](#)

192.0130 What is your assessment of your business entity's overall performance relative to industry peers?

- Top quartile
- Middle half
- Bottom quartile

192.0140 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.

192.0150 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.

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192.0160 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

- Yes
- No

Procurement Structure and Centralization

192.0170 Which of the following best describes the structure of the procurement organization with respect to your organization overall? *(Select only one.)*

- [Centralized](#)
- [Decentralized](#)
- Other *(Please specify below)*

If you selected "Other," please specify.

192.0180 To whom within the organization does your business entity's head of procurement report? *(Select only one.)*

- Chief executive officer
- Chief operational officer
- Chief financial officer
- Other *(Please specify below)*

If you selected "Other," please specify.

192.0190 To what extent is your business entity's commodity coding system for purchases of materials standardized across business/operating units or facilities? *(Select only one.)*

- Fully standardized across business/operating units or facilities
- Partially standardized across business/operating units or facilities
- Not standardized

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

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
192.0200 Develop sourcing strategies					
192.0210 Select suppliers and develop/maintain contracts					
192.0220 Order materials and services					
192.0230 Appraise and develop suppliers					

FTEs

What is the total number of FTEs employed by your business entity to perform each of the following processes? *(Use a decimal if needed.)*

Processes	Number of FTEs
192.0240 Develop sourcing strategies	
192.0250 Select suppliers and develop/maintain contracts	
192.0260 Order materials and services	
192.0270 Appraise and develop suppliers	

Purchasing Profile - Values

192.0280 What is the total annual value of all materials and services purchased by your business entity?

*Please provide your response 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).*

Total annual value of all materials and services purchased

192.0290 Using the total annual value of all materials and services purchased by your business entity from question 192.0280, please allocate that value between direct and indirect materials and services.

*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).*

Purchases	Total Annual Value
a. Direct materials and services	
b. Indirect materials and services	
c. Total (must equal from question 192.0280)	

192.0300 Of the total annual value of direct materials and services purchased by your business entity, what percentage is sourced outside of your business entity's country? *(Appropriate values are in the range of 0 to 100.)*

Percent sourced outside

%

192.0310 What is your business entity's average transaction amount per purchase order?

Please provide your response 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).

Transaction amount per purchase order

Purchasing Profile - Transaction Volumes

Please provide your annual transaction volumes.

Annual Transaction	Value
192.0320 Total annual number of purchase requisition line items (all forms/methods)	
192.0330 Total annual number of purchase orders (all forms/methods)	
192.0340 Total annual number of purchase order line items (all forms/methods)	
192.0350 Total annual number of goods receipts received (all forms/methods)	
192.0360 Total annual number of items received	

Purchasing Profile - Supplier Mix / Volume

Provide the number of suppliers in each category.

Category	Value
192.0370 Total number of unique suppliers in your master file	
192.0380 Number of active suppliers	
192.0390 Number of strategic suppliers	

Provide the following information about your purchases. (Appropriate values are in the range of 0 to 100)

Information	Percentage
192.0400 Percentage of all purchased value from top ten suppliers	%
192.0410 Percentage of all purchased value from certified vendors	%
192.0420 Percentage of all purchased value from vendors who participate with you in vendor-managed programs	%

Purchasing Profile - Internal Compliance

192.0430 What percentage of your business entity's total annual purchase value is procured via maverick buying? (Maverick buying is defined as purchases of items where an existing purchasing contract is ignored by employees. Appropriate values are in the range of 0 to 100.)

Percent of purchase value

%

Supplier Selection

192.0440 Which of the following groups participate in your business entity's supplier selection/appraisal? (Select all that apply.)

R&D/Engineering
Production/[Manufacturing](#)
[Logistics](#)/Distribution
Marketing/Sales
Suppliers
Customers

192.0450 Does your business entity have a formal supplier approval program?

Yes
No

192.0460 Which of the following options best describes your business entity's relationships with suppliers? (*Select only one.*)

Focused on price
Focused on delivery
Focused on quality
Focused on total cost
Focused on capabilities
Other (*Please specify below*)

If you selected "Other," please specify.

192.0470 Of your business entity's total number of [active suppliers](#), what percentage has been involved in annual business review meetings? (*Select only one.*)

Less than 10%
10% - 25%
26% - 50%
51% - 75%
Greater than 75%

Supplier Measurements

192.0480 Which of the following types of supplier information are regularly measured and recorded by your business entity? (*Select all that apply.*)

[Supplier](#) quality
[Supplier](#) on-time delivery
Cost reductions/[total cost of ownership](#)
Responsiveness
Willingness and ability to introduce collaborative technology
Innovation in products and or services

192.0490 To what degree has your business entity implemented formal [supplier scorecards](#)? (*Select only one.*)

Not implemented
Implemented for some [active suppliers](#)
Implemented only for all [active suppliers](#)
Implemented for all [suppliers](#)

192.0500 How often does your business entity perform formal reviews with your top-tier [suppliers](#) using the scorecard as a basis for communication? (*Select only one.*)

Never
Sporadic/issue-based reviews
Weekly
Monthly
Quarterly
Annually

Supplier Performance

192.0510 What is your business entity's average supplier [lead-time](#) in days for purchased materials? *(The cycle time begins with the order and ends when your business entity receives delivery.)*

Average supplier lead time(in days)

Of your total annual number of purchase orders, what is the:

Activity	Percentage
192.0520 Percentage of POs delivered on or before your original request date	%
192.0530 Percentage of POs delivered on time as scheduled	%
192.0540 Percentage of Pos (question 192.0330) received with all items complete	%

192.0550 Of the total annual number of purchase orders (question 192.0330), how many are received at your business entity with all items damage free?

Purchase orders received damage free

Processing Time

192.0560 What is the time required in days to pay suppliers, starting from the time that the purchase order is placed until the time that payment is made?

Time required to pay suppliers in days

192.0570 What is your business entity's average [cycle time](#) in hours from the receipt of a purchase requisition line item to the time the purchase order is transmitted to the vendor/contractor (including any delays from the approval process)?

Cycle time in hours

Raw Materials Inventory

192.0580 What is your business entity's annual [raw material inventory turn rate](#)? *(Raw material inventory turn rate is calculated as annual cost of goods sold (COGS) divided by average annual raw material inventory value.)*

Annual raw material inventory turn rate

%

192.0590 What percentage of raw material inventory does your business entity write off annually? *(Select only one.)*

Less than 5%

5% - 10%

11% - 15%

Greater than 15%

Practices, Programs, Initiatives

192.0600 How would your business entity characterize its investment in the following procurement programs? *(Select one option in each row.)*

Procurement Programs	Have initiated	Plan to initiate in next two years	No planned initiative
a. Spend analysis			
b. e-Procurement / e-Sourcing			
c. Formal supplier relationship management			
d. Category management			
e. Supplier development and KPI program			

f. Outsourced non-strategic activities			
g. Outsourced all procurement activities			
h. Lean process development			
i. Procurement shared services			
j. Development of 'Green' procurement policies			

Workforce

192.0610 What percentage of your business entity's procurement department staff has the following levels of experience? (Appropriate values are in the range of 0 to 100.)

Level of experience	Percentage of procurement staff
a. Over three years of strategic sourcing/commodity management experience	%
b. Over three years of purchasing operations experience	%
c. Formal training in negotiations	%

Costs

192.0620 What is your business entity's total cost of procurement? (Include personnel, systems, outsourced, and overhead/other costs, for developing sourcing strategies, selecting suppliers and developing/maintaining contracts, appraising/developing suppliers, and ordering materials/services.)

Total cost of procurement

192.0630 What is your business entity's total annual cost to perform the process "order materials and services," for each of the following cost categories? (If your business entity does not have costs in a category, use a zero.)

Cost Category	Cost
a. Annual personnel cost (compensation and benefits) for those classified as FTEs in question 192.0260	
b. Annual systems cost (direct and/or allocated to the business entity)	
c. Annual overhead cost (direct and/or allocated to the business entity)	
d. Annual other cost	
e. Annual outsourced cost	
f. Total cost of the process <i>order materials/services</i> (sum of a through e)	

Systems and Automation

192.0640 Of your business entity's total annual number of purchase order line items (question 192.0340), what percentage is transacted using [e-procurement](#) enabled catalogue suppliers? (Appropriate values are in the range of 0 to 100.)

Percentage of purchase order line items transacted with e-procurement enabled catalog suppliers

%

192.0650 Of your business entity's total annual number of purchase orders, what percentage is approved electronically? (Appropriate values are in the range of 0 to 100.)

Percentage of purchase orders

%

192.0660 Of the total annual number of goods receipts received by your business entity, how many are received without item and quantity verification?

Number of goods received without item and quantity verification

192.0670 How would your business entity characterize its investment in the following procurement systems? *(Check one in each row.)*

Procurement Systems	Invested In	Expect to Invest In	No Investment Planned
a. EDI /demand signal sharing			
b. Private online trade exchange			
c. Public online trade exchange			
d. Third party catalogue management			

192.0680 Which of the following best describes the system that your business entity uses for procurement (ordering materials and services)? *(Select only one.)*


- Manual/spreadsheet
- Internally developed
- SAP
- Oracle (includes PeopleSoft, J.D. Edwards, other Oracle products)
- Infor (includes GEAC and Baan)
- Other system
- Not applicable/no system used for this process
- Don't know

If you selected other, please specify:

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.

Please direct all survey-related questions to the OSBC Helpdesk at (800) 776-9676 or e-mail osbc@apqc.org.


50% complete