

## LEADing Practice Supply Chain Reporting & Measurements

Scorecard Area	Scorecard Group	Scorecard Performance Measurement
Supply Chain, Inventory & Logistics	Inventory	Average age of inventory
		Inventory Accuracy
		Inventory months of supply
		Sell-through %
		Inventory Turns
		Sell through %
		% of total stock that is not displayed to customers
		% of correctly picked line items
		Size of safety stock
		% of safety stock used
		% of inventory items with incorrect stock balances
		Inventory Days of Supply
		Independent demand ratio
		Percentage of stock controlled SKUs
		Percentage of duplicate stock numbers
		% of stock available at customers first request
		Inventory management cost as % of gross sales
		Inventory holding costs (IHC) as % of gross sales
		Inventory holding costs (IHC) as % of inventory value
		% of Inventory items incorrectly located
		% of goods received from 1 batch
		Inventory to obsolete goods ratio
		% of items tracked with Radio frequency identification (RFID)
		Percent Variability in Lead Time
		Inventory Age, Value weighted
		Inventory Location Accuracy
		Average dock-to-stock time for receiving
		Average dock-to-stock time for inspection/testing
		% of inventory in accounts payable
		Insurance costs as % of inventory costs
		Inventory Dollars Discrepant
		Inventory turnover
		Stockouts in period
		Inventory lead time
		Stock cover
		Inventory Value
		Inactive Stock
		Gross Margin Return on Inventory Investment
		Inventory Carrying Costs
		Unit Cost per batch
		Early PO Receipts to PO due date
		Early receipts to MRP date (required date)
		Inventory service level
		Value of obsolete stock
		Recommended Cut Orders
		Value of items stolen from inventory
		Total value of consignment stock
		Economic Order Quantity (EOQ)
		Range in number of orders issued
		Frequency of emergency orders
Frequency of canceled orders		
Inbound Volume Received		
Average time in inventory		
Average dock-to-stock time for handling		
Stock in excess of next 60 days needs		
Carrying Costs, Finished Goods		
Number & Value of surplus / obsolete stock		
Stock Status (Number & value of Stock Items)		
Value of Items last transaction > than given period		

<b>Logistics</b>	% of orders delivered with damaged products/items	
	Damages as % of throughput	
	Total transport cost as % of delivered sales	
	Empty miles	
	Optimize Load Fulfilment (OLF) %	
	Total logistics costs as a percentage of sales	
	Average dock-to-stock time for receiving	
	% of logistics outsourcing	
	% of items equipped with Radio frequency identification (RFID)	
	% of items tracked with Radio frequency identification (RFID)	
	Customer order pick-to-ship cycle time	
	Supplier delivery dock-to-stock cycle time	
	Average dock-to-stock time for inspection/testing	
	Average time difference between LOGR and LOGC	
	On Time In Full, Commit Date	
	On Time In Full, Request Date	
	Total Logistic Efficiency	
	Average dock-to-stock time for handling	
	<b>Order fulfillment</b>	Order Fill Rate, Customer
		Order Fulfillment Lead Time
Orders, Damage Shipments		
Orders, Delivery Errors		
Orders, Invoice Errors		
% of Orders Requiring Rework		
% Orders Delivered by Committed Date		
Orders, Correct Documentation		
Order Cycle, Customer Receipt to Install		
Order Cycle, Entry to Payment		
Order Cycle, Order Entry to Shipment		
Orders, Receipts Error Free		
Order Fill Rate, Supplier		
Fulfillment Process Costs as % OpEx		
Average days late per late order		
Order Authorization to Order Receipt Cycle		
Order Cycle, Order Entry to Build Start		
Order Cycle, Order Receipt to Entry		
Order Cycle, Order Shipment to Receipt		
Mean time order to activation		
Mean Duration to Fulfill Service Order		
Picks per man hour		
% of overdue orders		
Backlog of orders		
% of neglected orders		
% of incorrectly assigned orders		
% of escalated orders		
% of re-opened orders		
Order Management Costs		
Order Management Costs, Order Specific		
Order Management Costs, Return Specific		
Order Fulfillment Costs		
Order to activation time by major process		
Cost of Fulfillment Process		
Unit Cost of Fulfillment		
Mean Time to Handle Defects or Rework from Order to Activation		
Rate of customers returns or billing disputes due to products shipped but not ordered		
Average number of days open of orders		
Average handling cost per order		
Average overdue time of orders		
Average handling time of orders		
Average closure duration of orders		
Closure duration rate of orders		

	Queue rate of orders
	Average number of orders per handler
<b>Shipment</b>	Freight cost per unit shipped
	Transit time
	% of orders delivered with damaged products/items
	Freight bill accuracy
	On-time pickups
	On-time delivery and pickup [Load, stop and shipment]
	Damages as % of throughput
	Accessorials as percent of total freight
	Outbound freight costs as percentage of net sales
	On-time line count
	On-time value %
	% of shipment visibility/traceability
	% of undamaged goods after shipping/transportation
	% of orders/items arrives at the right location
	Quantity per shipment
	% of items equipped with Radio frequency identification (RFID)
	Average time of import or export transaction
	Number of deliveries with past due goods issue date
	Average cost involved with import or export transaction
	Average consignment size
<b>Supply chain</b>	Average production costs of items
	Perfect Order Measure / Fulfillment
	On time ship rate
	Inventory Accuracy
	Manufacturing Schedule Adherence
	Scrap value %
	% of backorders
	Customer order cycle time
	Cash to cash cycle time
	Fill rate
	Supply chain cycle time
	Sales order by FTE
	Size of safety stock
	% of orders delivered with damaged products/items
	Inventory replenishment cycle time
	% of time spent picking back orders
	% of EDI transactions
	% of safety stock used
	% of orders that were captured with incorrect attributes
	% of orders that were delivered with requested documentation
	Forecast Accuracy
	Requested Time in Full (RTIF)
	Percentage of problem suppliers
	% of items equipped with Radio frequency identification (RFID)
	% of items tracked with Radio frequency identification (RFID)
	Inventory Days of Supply
	Percent Variability in Lead Time
	% of uninterrupted orders
	Number of active suppliers per supply employee
	Average Unit Cost
	Manufacturing cycle time
	Customer order promised cycle time
	Material value add
	Delivery Schedule Adherence (DSA)
	Missed Deliveries per Million (MPM)
	Inventory Carrying Rate
	Inventory Carrying Costs
	% of slow moving products
	Product lead time
	Average consignment size

	Purchase Price Variance (PPV)
	Frequency of emergency orders
	Frequency of canceled orders
	Average age of order backlog
	% of unsell-able stock due to out-of-fashion
	Range in number of orders issued
	Value of Items last transaction > than given period
<b>Warehouse</b>	% of correctly picked line items
	Number of line items picked
	% of inventory items with incorrect stock balances
	% of Inventory items incorrectly located
	% of warehouse shrinkage
	% of accuracy in physical stock against system stock
	Inventory Location Accuracy
	Cubic meters per 1,000 packages
	Stored items per employee
	Floor space utilization
	Average dock-to-stock time for receiving
	Average dock-to-stock time for inspection/testing
	Pallet Order Completeness
	Pallet Order Correctness
	Box Order Completeness
	Box Order Correctness
	Warehouse productivity level
	Inbound Volume Received
	Internal cycle time Receipt of material to GRN/MRR
	% of unfinished received items
	% of filled warehouse locations
	Item issuing time
	Return Warehouse Expense
	Value of Items last transaction > than given period
	Receiving errors
	Average dock-to-stock time for handling

A Part of the LEADing Practice Measurement & Reporting Standards