



CUSTOMIZED FEEDBACK: ANYCORP

Figure 1: Benchmark of Sourcing Results, by Strategic Sourcing Tool
“Electronic Components”

Explanatory Note: A red flag indicates that this area may have improvement potential; please talk to us to find out why.

* Tool	Your Stated Impact		Composite Benchmark	Telecom Eqpmt Industry	Large Companies	Electronics Buyers
			Percent of Total Acquisition Cost			
Auctions	5%		4.3%	3.7%	4.8%	4.3%
E-Procurement	7%		3.2%	4.1%	2.2%	3.2%
RFx	12%		6.1%	4.1%	8.1%	6.1%
■ Long-Term Agmts.	2%		5.6%	6.1%	5.1%	5.6%
■ Payment Terms	3%		2.6%	1.3%	3.8%	2.6%
■ P-Council	6%		7.6%	8.9%	6.3%	7.6%
GPO	1%		3.0%	2.4%	3.5%	3.0%
SCI	7%		4.3%	4.1%	4.5%	4.3%
Value Engineering	12%		5.6%	5.7%	5.5%	5.6%
P-Card	1%		1.8%	1.2%	2.3%	1.8%
■ Global Sourcing	3%		9.8%	12.5%	7.0%	9.8%
Partnering	13%		7.5%	7.7%	7.2%	7.5%

NOT ACTUAL DATA; FOR ILLUSTRATION ONLY



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Figure 2: Benchmark of Emphasis, by Leverage Strategy
(1 to 5 Scale: 1 = No Emphasis; 5 = Dominant Emphasis)
“Electronic Components”

Explanatory Note: Yellow and green shading compares your responses to the composite benchmark. Yellow means your emphasis is more than one standard deviation lower; green means more than one standard deviation higher

Tool	Your Future Emphasis	Benchmarks			
		Composite Benchmark	Telecom Eqpmt Industry	Large Companies	Electronics Buyers
Auctions	3.0	3.7	5.2	2.9	2.9
E-Procurement	2.0	3.2	3.1	3.5	3.0
RFx	5.0	3.3	3.6	2.9	3.4
Long-Term Agmts.	3.0	2.7	1.3	3.4	3.2
Payment Terms	5.0	2.6	1.1	3.4	3.2
P-Council	5.0	3.6	3.5	3.9	3.5
GPO	2.0	3.6	5.6	2.7	2.6
SCI	4.0	4.1	5.4	3.1	3.7
Value Engineering	4.0	2.7	1.5	3.0	3.5
P-Card	1.0	3.2	5.0	2.3	2.4
Global Sourcing	4.0	3.3	2.1	3.6	4.2
Partnering	3.0	3.8	3.8	3.6	4.0
Average	3.3	3.3	3.4	3.2	3.3

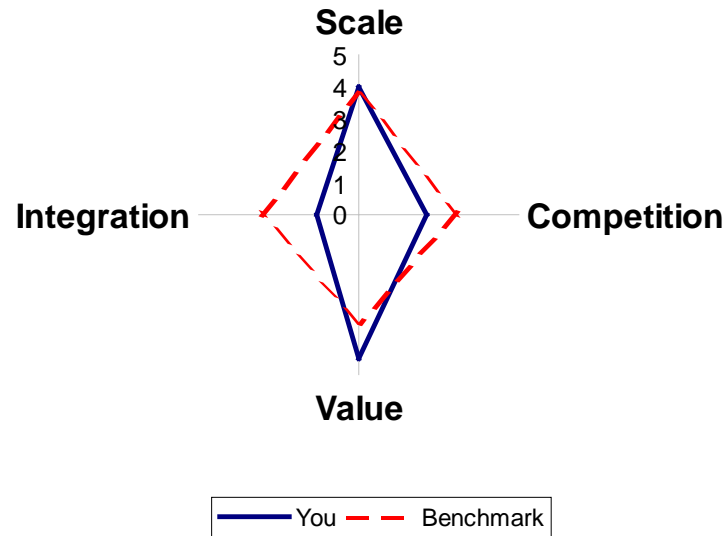
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Figure 3: Benchmark of Sourcing Balance, by Leverage Strategy
“Electronic Components”

Explanatory Note: The diamond below benchmarks your use of these tools against your peer group’s use of the same tools, based on your survey responses. Boston Strategies International’s “sourcing diamond” measures strategic sourcing program balance. A program is balanced when it leverages the range of strategic sourcing tools. Scale includes supplier rationalization, centralized purchasing (purchasing councils), and group purchasing. Competition includes requests for quote (RFx), global sourcing, auctions, and payment terms. Value refers to value engineering, standardization, and simplification of specifications. Integration encompasses e-procurement, long-term agreements, supply chain integration, and purchasing cards.



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Figure 4: Benchmark of Scale Leverage
“Electronic Components”

Explanatory Note: Red and green shading compares your responses to the composite benchmark. For scale and quality, red means your performance is more than one standard deviation lower; green means more than one standard deviation higher. For cost and price, red means your performance is more than one standard deviation higher; green means more than one standard deviation lower.

Metric	You	Composite Benchmark	Telecom Eqpmt Industry	Large Companies	Electronics Buyers
SCALE AND QUALITY					
Largest Supplier's % of Spend	16%	18.5%	28.5%	16.1%	10.9%
Largest Supplier's Service Grade	4	3.8	3	3.9	4.5
Largest Supplier's Quality Grade	2.5	4.0	4.3	4.6	3.2
COST AND PRICE					
Change in Unit Price Last 12 Months	2.8%	-0.4%	-4.4%	5.2%	-2.1%
Largest Supplier's Cost Differential	2.0%	0.5%	4.3%	2.1%	-5.0%
Cost per Purchase Order	\$80	\$115	\$82	\$123	\$140

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Data Questionnaire

Your Company

1. Name: _____
2. Title: _____
3. Company: _____
4. Division: _____
5. Approx. Annual Revenue (\$m): _____
6. Industry: _____
7. Phone (for clarifications): _____
8. E-Mail(for report): _____

9. Primary Type of Business (check one)

- Heavy Industrial Mfg. – Bulk
- Manufacturing – Discrete
- Manufacturing – Process
- Wholesaler/Distributor
- Consumer Direct
- Transportation
- Retail
- Other (_____)

9. Based on **Your Largest Category of Spend**: _____, please indicate your sourcing impact:

Method	Emphasis (Next 2-3 Years)					Success Primarily Impacts the Cost of (check one):				Impact on Cost in That Area (Expected or Experienced)				
	1 None	2	3	4	5 Dominant	Raw Materials and/or Services	Supplier Operations (Production, Assembly, Service)	Supplier Profit Margins	Order Process- ing & Delivery	0-3 %	4-8 %	9-12 %	13-19 %	20+ %
10. Supplier Rationalization/Partnering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Global Sourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Centralized Purchasing/Purchasing Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Longer-Term Contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Improved Payment Terms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Supplier Interfaces/Supply Chain Integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Simplification of Specs/Value Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. E-Mailed or Paper-Based RFI/RFP/RFQ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. E-Procurement (e.g., Ariba or ERP pchsg)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Auction (e.g., Freemarkets, or proprietary)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. P-Cards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Group Purchasing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Other Method (describe) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Your Scale Leverage (based on your largest spend category). If you don't know an answer, skip the question.

23. Is this category a Direct expenditure (consumed by your customers)? Yes No
24. Percent of your company's operating expense? 5% or less 6-10% 11-15% 16-20% 21%+
25. Approximate number of active suppliers: _____
26. Approximate number of these suppliers making up 80% of your spend: _____
27. Change in unit price of purchases last year (based on your primary unit of measure for this spend)?
Down 10% or more Down 6-9% Down 3-5% +/-2% Up 3-5% Up 6-9% Up 10%+
28. The largest supplier's approximate percent of this category's spend? _____%
29. Thinking again of your largest supplier, what is this supplier's operating costs vs. its competitors?
>9% Lower 6-9% Lower 3-5% Lower +/-2% 3-5% Higher 6-9% Higher >9% Higher
30. What grade would you give this supplier for service (fulfillment)? A B C D F
31. What grade would you give its product/service quality? A B C D F
32. If you have you calculated your organization's Cost per Purchase Order, what is it? \$ _____

33. Please add any other comments: _____

I found out about the study through _____