

Scorecards: Interest, Confusion, and Value?

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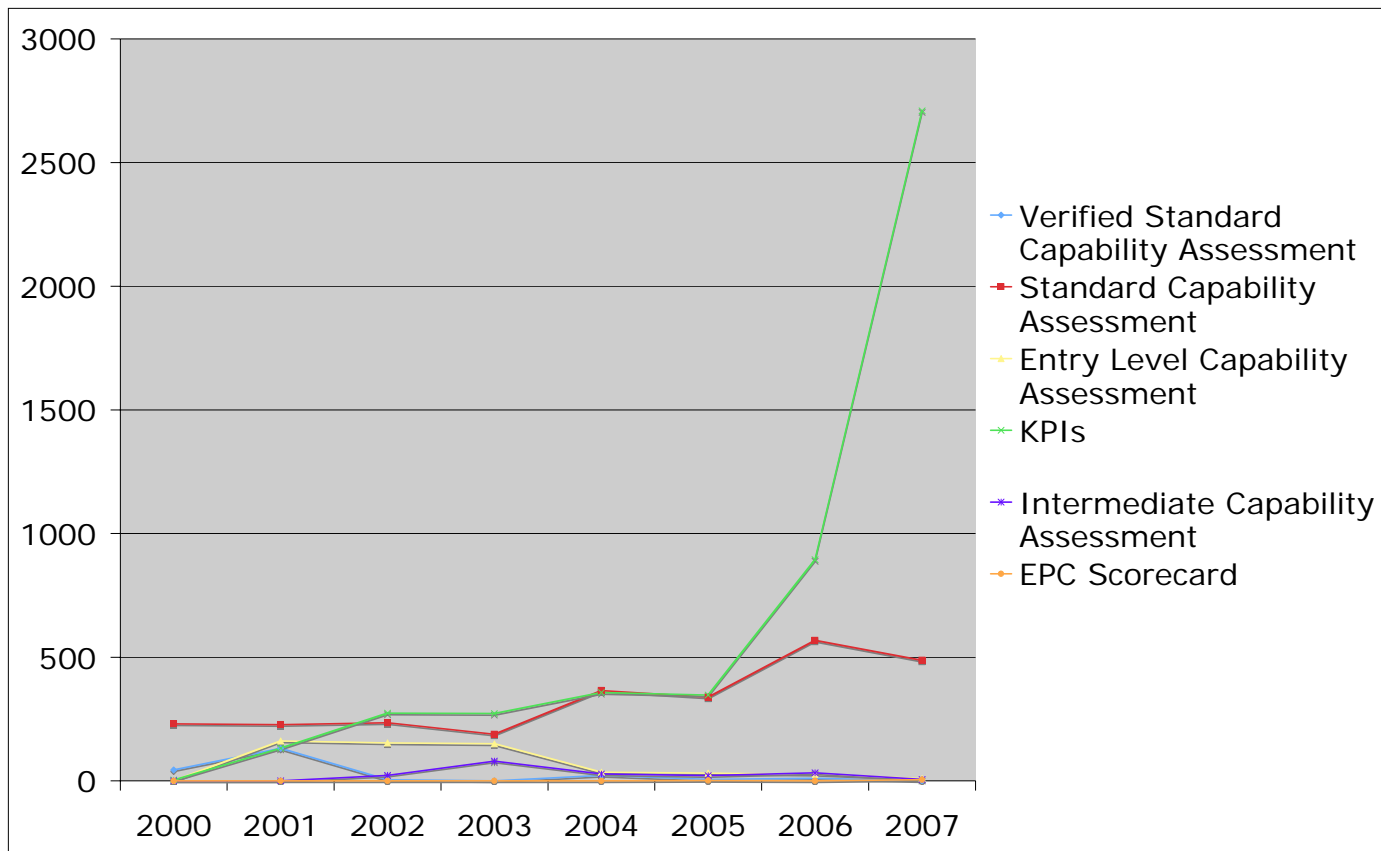
The **Global Scorecard** - a Capability Assessment Tool has been designed to give you a detailed understanding of your ECR capability and to highlight specific improvement opportunities for your company.



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Summary of All Scorecards Submitted



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Business Measures for All Countries 2002

Business Measures	Sample Average	# Records
Annual Growth Rate - %		<5
Supplier Service Level / Unit Fill Rate to Customer Distribution Center - %	94.8	81
Store Service Level / Unit Fill Rate - %		<5
On-Time Delivery - %		<5
Perfect Order Rate - %		<5
Raw Materials Inventory Cover - days	25	68
Manufacturer / Supplier's Finished Goods Inventory Cover - days	30	77
Retail Distribution Center Inventory Cover - days	16.2	42
Retail Store Inventory Cover - days	8.2	41
On-Shelf / Point-of-Sale Out-of-Stocks - %	4.8	75
Lead Time - hours	44	81
Distribution Costs (% of sales value) - %	5.8	79
Invoice Accuracy - %	93	62

Annual Growth Rate Measure

KPI Name	Unit of Measure	Purpose	Measure	Definition	Time frame	Example	Where to measure		
							Manufacturer	Retailer	Joint
Annual Growth Rate	%	The purpose is to record the organization's growth rate and correlations to other metrics made between and other metrics	% growth	$\left(\frac{\text{Sales in the recent 12 months}}{\text{Sales in the previous 12 months}} \right) / \text{Sales in the previous 12 months} * 100$ Comparison should be on a like for like	The most recent 12 months compared to the 12 months before that	Sales in most recent 12 months = \$11.2 million Sales in previous 12 months = \$11.2 million Growth = $\left(\frac{12.0}{11.2} \right) / 11.2 * 100 = 7.14\%$	Sales from manufacturer customers	Retail sales comparing sales from same group of stores over the two 12 month periods	Retail sales comparing sales from same group of stores over the two 12 month periods

Business Measures for All Countries 2002 - 2007

	2002		2003		2004		2005		2006		2007	
Business Measures	Sample Average	# Records	Sample Average		Sample Average		Sample Average		Sample Average		Sample Average	
Annual Growth Rate - %		<5		<5		<5		<5	5.5	198	7.7	214
Supplier Service Level / Unit Fill Rate to Customer Distribution Center - %	94.8	81	96.4	105	96.3	170	96.7	201	96.2	253	94.9	202
Store Service Level / Unit Fill Rate - %		<5		<5		<5		<5	96.4	101	94.2	88
On-Time Delivery - %		<5	93.3	97	92.8	161	93.2	181	93.9	235	92.8	243
Perfect Order Rate - %		<5	86.2	43	79.8	53	81.7	115	84	158	81.2	98
Raw Materials Inventory Cover - days	25	68	26.1	27	29.3	81	28.7	120	27.5	137	24.1	121
Manufacturer / Supplier's Finished Goods Inventory Cover - days	30	77	41.1	114	38.6	149	35.3	182	34.3	218	35	192
Retail Distribution Center Inventory Cover - days	16.2	42	16.9	32	18.3	67	19.3	113	16.6	138	16	101
Retail Store Inventory Cover - days	8.2	41	11.6	23	12.7	53	14.2	97	13.5	114	13	87
On-Shelf / Point-of-Sale Out-of-Stocks - %	4.8	75	7.6	73	5.3	101	5.2	103	5.3	123	7.5	106
Lead Time - hours	44	81	50.6	89	56.5	158	66.3	193	58.4	257	73	256
Distribution Costs (% of sales value) - %	5.8	79	3.8	87	5.8	142	6	167	6.5	209	7.2	221
Invoice Accuracy - %	93	62	92.2	77	89.9	128	89.7	164	94.9	222	92.8	162

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Business Measures for All Countries 2006

Business Measures	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records
Annual Growth Rate - %	-12	5.5	9	49	198
Supplier Service Level / Unit Fill Rate to Customer Distribution Center - %	60	96.2	99	99.8	253
Store Service Level / Unit Fill Rate - %	81	96.4	98.5	99.8	101
On-Time Delivery - %	67.3	93.9	98.8	100	235
Perfect Order Rate - %	23	84	96	100	158
Raw Materials Inventory Cover - days	0.7	27.5	37.7	120	137
Manufacturer / Supplier's Finished Goods Inventory Cover - days	3.5	34.3	47	187	218
Retail Distribution Center Inventory Cover - days	0	16.6	21	70	138
Retail Store Inventory Cover - days	2	13.5	21	90	114
On-Shelf / Point-of-Sale Out-of-Stocks - %	0	5.3	8	15	123
Lead Time - hours	4	58.4	72	290	257
Distribution Costs (% of sales value) - %	0.7	6.5	8	63	209
Invoice Accuracy - %	37	94.9	99	100	222

Business Measures

All Countries and North America for 2006

	2006 AC					2006 NA				
Business Measures	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records
Annual Growth Rate - %	-12	5.5	9	49	198	1	5.1	6.3	12.4	33
Supplier Service Level / Unit Fill Rate to Customer Distribution Center - %	60	96.2	99	99.8	253	60	95.7	98.8	99.4	37
Store Service Level / Unit Fill Rate - %	81	96.4	98.5	99.8	101	87.8	96.4	98	99	20
On-Time Delivery - %	67.3	93.9	98.8	100	235	68.3	90.8	97	99.1	37
Perfect Order Rate - %	23	84	96	100	158	23	79	97	99.4	22
Raw Materials Inventory Cover - days	0.7	27.5	37.7	120	137	0.7	21.5	34	90	28
Manufacturer / Supplier's Finished Goods Inventory Cover - days	3.5	34.3	47	187	218	7	36.2	50	93.6	34
Retail Distribution Center Inventory Cover - days	0	16.6	21	70	138	0	15.3	20	35	22
Retail Store Inventory Cover - days	2	13.5	21	90	114	3	15.1	30.2	32	19
On-Shelf / Point-of-Sale Out-of-Stocks - %	0	5.3	8	15	123	0	5.3	8	15	27
Lead Time - hours	4	58.4	72	290	257	4	90	120	290	37
Distribution Costs (% of sales value) - %	0.7	6.5	8	63	209	2.2	8.7	11	27.2	34
Invoice Accuracy - %	37	94.9	99	100	222	69.5	93.8	99.3	99.8	29

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Annual Growth Rate			All Countries					North America		
Business Measures	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records
2007	-6.5	7.7	12	50	214	-6.5	5.5	9	14.7	32
2006	-12	5.5	9	49	198	1	5.1	6.3	12.4	33

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Lead Time - Hours			All Countries				North America			
Business Measures	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records
2007	0	73	96	480	256	12	112	163	288	30
2006	4	58.4	72	290	257	4	90	120	290	37
2005	3	66.3	96	480	193	3	93.4	120	216	34
2004	20	56.5	72	264	158	20	87.7	120	264	19

Implementation Measures All Countries 2004- 2007

	2004		2005		2006		2007	
Implementation Measures	Simple Average	# of Records	Simple Average		Simple Average		Simple Average	
% of consumer units allocated Global Trade Item number (GTIN) - %	92.8	171	94.9	201	93.4	620	75.1	1737
% of cases/cartons/inners allocated a Global Trade Item Number (GTIN) - %	91.5	174	91.1	202	71.9	604	41.1	1818
% of pallets/unit loads labeled with Serial Shipping Container code (SSCC) - %	51.8	119	52.3	204	35.3	561	17.1	1883
% of shipping or receiving locations that have been allocated a Global Location Number (GLN) - %	45.5	194	47.5	194	39.9	593	27.6	1853
% of orders transacted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %	53.4	226	47.2	206	37.8	587	20.2	1852
% of invoices transacted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %	46.6	210	36.8	199	23.1	594	12.7	1862
% of shipments for which a despatch advice was transmitted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %		<5		<5	10.4	483	9.7	1832
% of shipments for which a receiving advice was transacted via EDI using EANCOM, web-EDI, X-12, Tradacos, JCA or standard GS1 XML formats - %		<5		<5	4.9	471	3.6	1845
% of sales with synchronized master data between trading partners via the GS1 Global Data Synchronizaion Network (GDSN) - %	16.6	205	16.5	199	7.9	551	3.5	1799
% of sales with master data loaded into a GS1-certified data pool - %		<5		<5	15.5	461	6.8	1643
% of GTINs that are catalogued consistently with a GS1 Global Product Classification brick code (not using 9999 designation) - %	19.4	200	40.6	194	35	465	15.2	992

Implementation Measure Definitions

IM #	IM Name	Unit of Measure	Purpose	Measure	Definition	Time frame
IM01	% of consumer units allocated	% GTIN	To measure the extent of GTIN at consumer	% of all consumer items	What % of consumer units received are allocated a Identification Number (GTIN)	At present
IM02	% of cases / cartons / inners allocated	% allocated	To measure the extent of cases/cartons/inners allocated a GTIN so be used to identify the supply chain	% of cases / cartons / inners	What % of cases/cartons/inners received are allocated a Identification Number (GTIN)	At present
IM03	% of pallets/unit loads labeled	% with SSCC	To measure the extent of pallets/unit loads are labeled with Serial Shipping Container Code so that they can be identified throughout the supply chain	% of pallets / unit loads	What % of pallets/unit loads sold/received are labeled with Serial Shipping Container Code	At present
IM04	% of shipping or receiving locations been allocated a GLN	%	To measure the extent of GLNs have been allocated to shipping/receiving locations	% of shipping / receiving locations	What % of your shipping/receiving locations have been allocated a Location Number (GLN)	At present

Implementation Measures All Countries 2007

Implementation Measures	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records
% of consumer units allocated Global Trade Item number (GTIN) - %	0	75.1	100	100	1737
% of cases/cartons/inners allocated a Global Trade Item Number (GTIN) - %	0	41.1	100	100	1818
% of pallets/unit loads labeled with Serial Shipping Container code (SSCC) - %	0	17.1	15	100	1883
% of shipping or receiving locations that have been allocated a Global Location Number (GLN) - %	0	27.6	100	100	1853
% of orders transacted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %	0	20.2	50	100	1852
% of invoices transacted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %	0	12.7	20	100	1862
% of shipments for which a despatch advice was transmitted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %	0	9.7	6	100	1832
% of shipments for which a receiving advice was transacted via EDI using EANCOM, web-EDI, X-12, Tradacos, JCA or standard GS1 XML formats - %	0	3.6	0	100	1845
% of sales with synchronized master data between trading partners via the GS1 Global Data Synchronizaion Network (GDSN) - %	0	3.5	0	100	1799
% of sales with master data loaded into a GS1-certified data pool - %	0	6.8	0	100	1643
% of GTINs that are catalogued consistently with a GS1 Global Product Classification brick code (not using 9999 designation) - %	0	15.2	0	100	992

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			All Countries					North America		
Implementation Measures	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records	Sample Minimum	Sample Average	80th Centile	Sample Maximum	# Records
% of consumer units allocated Global Trade Item number (GTIN) - %	0	75.1	100	100	1737	0	81.5	100	100	513
% of cases/cartons/innners allocated a Global Trade Item Number (GTIN) - %	0	41.1	100	100	1818	0	48.8	100	100	513
% of pallets/unit loads labeled with Serial Shipping Container code (SSCC) - %	0	17.1	15	100	1883	0	12.7	5	100	486
% of shipping or receiving locations that have been allocated a Global Location Number (GLN) - %	0	27.6	100	100	1853	0	20.3	50	100	486
% of orders transacted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %	0	20.2	50	100	1852	0	24.7	70	100	506
% of invoices transacted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %	0	12.7	20	100	1862	0	21.6	50	100	506
% of shipments for which a despatch advice was transmitted via EDI using EANCOM, web-EDI, X-12, Tradacoms, JCA or standard GS1 XML formats - %	0	9.7	6	100	1832	0	15.1	30	100	496
% of shipments for which a receiving advice was transacted via EDI using EANCOM, web-EDI, X-12, Tradacos, JCA or standard GS1 XML formats - %	0	3.6	0	100	1845	0	9	5	100	494
% of sales with synchronized master data between trading partners via the GS1 Global Data Synchronizaion Network (GDSN) - %	0	3.5	0	100	1799	0	6.5	0	100	504
% of sales with master data loaded into a GS1-certified data pool - %	0	6.8	0	100	1643	0	13	5	100	508
% of GTINs that are catalogued consistently with a GS1 Global Product Classification brick code (not using 9999 designation) - %	0	15.2	0	100	992	0	8.3	0	100	482

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			All Countrie					North Americ		
Implementation Measure										
% of shipping or receiving locations have been allocated a Global Location Number (GLN) - %	Sample Minimum	Sample Averag	80th Centile	Sample Maximum	# Record	Sample Minimum	Sample Averag	80th Centile	Sample Maximum	# Record
2007	0	27.6	100	100	1853	0	20.3	50	100	486
2006	0	39.9	100	100	593	0	20.4	50	100	157
2005	0	47.5	100	100	194	0	32.6	100	100	38
2004	0	45.5	100	100	194	0	25.7	94	100	29

Conclusions

Decide What You Want to Measure

Why?

Use a Tool with Standard Definitions

Use a Tool with Broad Sample

Benchmark with Best in Class