

# Introduction

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**Benchmarking  
Success**

*Igniting the flame of progressive thinking*

# COFS™ Customer Service and Supply Chain Diagnostic Structure and Content

[benchmarkingsuccess.com.au](http://benchmarkingsuccess.com.au)

# Structure of COFS™ Diagnostic

- The COFS™ Diagnostic is used to capture information for analysis against the BMS database of over 650 company supply chains.
- The diagnostic consists of nine elements:
  - Profile of operation
  - Logistics and supply chain management
  - Purchasing and Procurement
  - Inventory management
  - Manufacturing\*
  - Distribution Centres/Warehousing
  - Transport
  - Customer service
  - Analysis of Functional Costs

\* Note: As the manufacturing section is not relevant to all supply chains it is accessed separately. Should you wish to complete this element of the diagnostic as well please advise BMS when you request your logon details.



# Completing the COFS™ Diagnostic

- The Benchmarking Success customer order fulfilment and supply chain database contains information sourced from Australasian, North American, European and Asian companies
- These companies are retail and industrial suppliers, manufacturers, distributors, retailers and supply organisations.
- The database results assist companies wanting to place a stake in the ground and define current and world-class performance.
- Diagnostic results analysis can detail a prioritised list of improvement opportunities in customer order fulfilment and supply chain management processes.
- This diagnostic can also assist organizations by highlighting what information can be used as key performance criteria, an essential step in business management as well as the benchmarking process.
- Performance measure data can then be compared across the database and used to develop continuous improvement and benchmarking programs.



# Completing the COFS™ Diagnostic

- The data provided by you in this diagnostic will remain confidential.
  - *Your specific organisational performance will not be detailed in any subsequent report developed by Benchmarking Success. All information supplied will be consolidated into industry or customer segments as aggregated data.*
- Your data should relate to the most recent financial year (covering a 12 month period). Answering all questions to the best of your ability will provide a realistic assessment of current performance.
- If there is information not readily available when you complete the diagnostic, you can leave the answer blank and come back to it later. However, a blank answer will affect your comparative results.
- If you are unable to answer a particular question then answer “Don’t know” rather than leave it with no response. The questions you are unable to answer can be as important as the ones you can.
- The diagnostic takes about 30 minutes to complete if you have all the required data at your finger tips. Average time to source and complete the survey is about 5 hours. So if you are entering results as you are sourcing the answers be sure to save often.
- If responses are best guesses please state this on the notes facility.



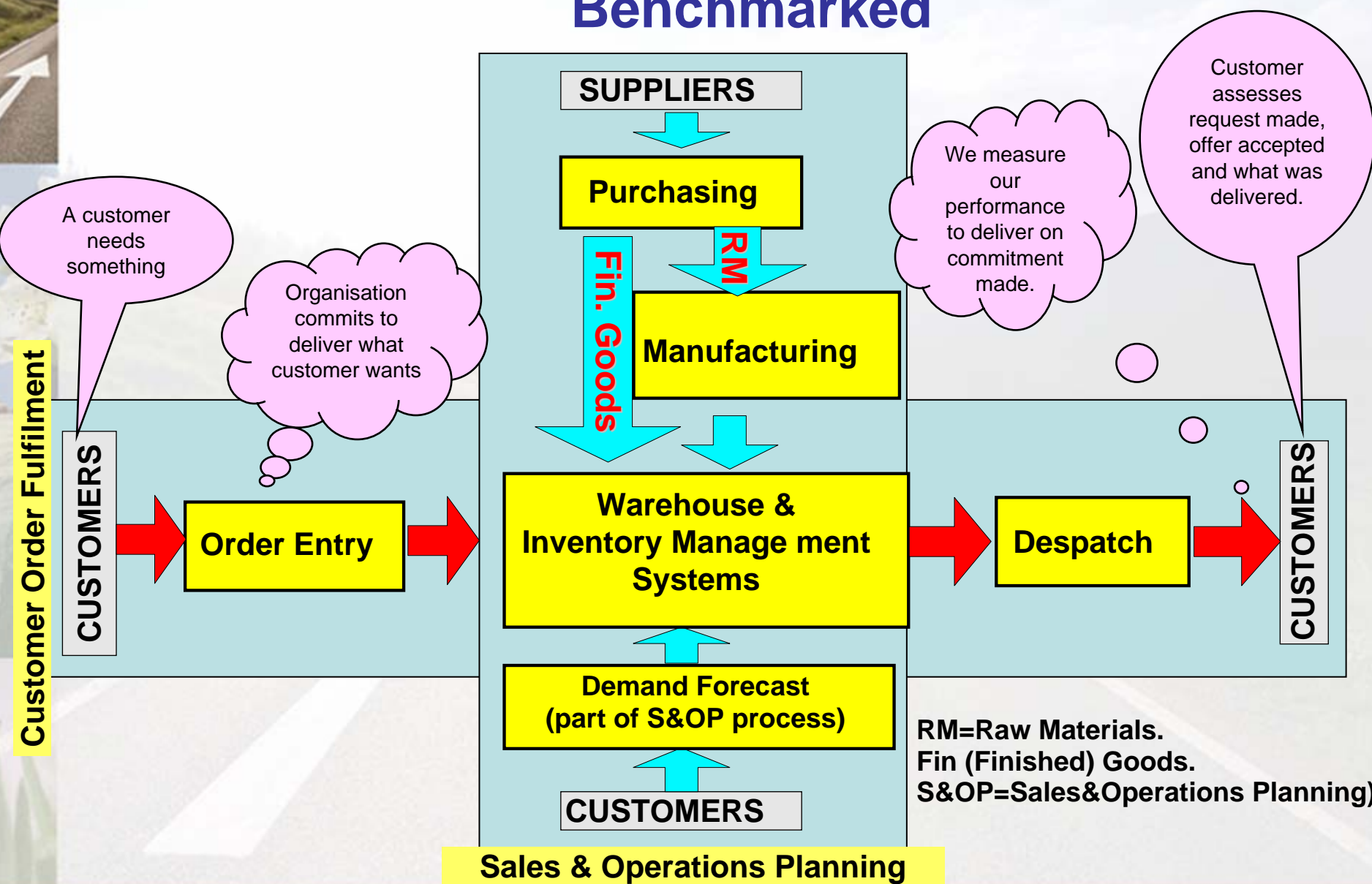
# Completing the COFS™ Diagnostic

- You can log on/off as needed and jump to a specific question using either the “*jump to Q*” function or the “*status list*” page
- The online help facility does not yet contain descriptive help as the site is still undergoing development, but you can log a help request through it
- Please provide comments about your results where necessary and appropriate as it provides further insight into your results.
- You can use the “*record a note*” function to set a reminder flag against a question - this shows up in the “*question status list*” screen to help you go back to flagged questions
- The COFS™ diagnostic is deployed via the Benchmarking Success website, [www.benchmarkingsuccess.com.au](http://www.benchmarkingsuccess.com.au)
- A userid and password is allocated to you on request, please contact:
  - **Artie Leslie:**
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# Supply Chain Functions & Processes

## Benchmarked



# Appendix 1: The Benchmarking Success Model.

The **Champions Challengers™** charts (service-cost and inputs-outputs) uses the results from the Customer Order Fulfilment and Supply Chain Survey (**COFS™**). Questions selected are those that impact on supply chain and logistics best practice.

The **COFS™** survey consists of nine parts which include:

1. Profile of operation
2. Logistics and supply chain management
3. Purchasing/Procurement
4. Inventory management
5. Manufacturing
6. Distribution Centers/Warehousing
7. Transport
8. Customer service
9. Analysis of Functional Costs

The survey questions are segregated into two parts:

- Supply chain management inputs (Business plans & deployment; KPI reporting, deployment & alignment; People, leadership, culture & communication [includes customer & suppliers relationships]; Strategic evaluation and management tools; Processes, applications & technologies that enable; and Network & organisational structure and responsibilities).
- Supply chain outputs (service levels in functional areas and the overall cost to provide that service).

These questions are allocated weights according to their relative importance on best practice. Organisations receive a score for:

1. Service delivered,
2. costs incurred to deliver that service (service and cost chart) and
3. The supply chain and logistics management inputs system deployed (the inputs – outputs chart compares total inputs with an aggregated (service and cost) outputs score).

The **Champions Challengers™** analysis produces charts illustrating the spread of organization's relative positions. The charts provide a snapshot of the “big picture”, comparing logistics and supply chain performance across industries, common customers and activity (e.g. supply, manufacturing). Supply chains in a specific chart include companies relevant to the client’s supply chain (e.g if a supply company then compared to other supply organizations, or if a distributor then compared to other distributors, etc).



# Appendix 1: The Benchmarking Success Model cont.

The **Service – Cost chart** separates companies into one of nine squares depending on the opportunities to improve service delivered or reduce costs. The organizational challenge is to understand current performance and then target improvements that will move the supply chain towards your strategic objectives.

Companies high up on the output scale for the **Inputs and Outputs chart** deliver high customer service levels and incur low costs in delivering that service. Best performed organisations are those high up on the vertical axis, the outputs. How these organisation achieve this level of performance is detailed by the inputs position. Companies to the far right on the inputs scale utilise a well developed and sophisticated system of:

- Business plans & deployment;
- KPI reporting, deployment & alignment;
- People, leadership, culture & communication [includes customer & suppliers relationships];
- Strategic evaluation and management tools;
- Processes, applications & technologies that enable; and
- Network & organisational structure and responsibilities).

Organisations with high outputs but low levels of management inputs must consider if this current position is sustainable with an increase in sales. If it is sustainable without decreasing service levels or increasing costs then the inputs system is appropriate for that organisation.

The inputs - outputs chart identifies:

- **Companies in the top right hand corner that deliver high supply chain outputs** (high customer service levels at low costs) **with well developed supply chain management inputs.**
- **Companies who have well developed supply chain inputs but are not delivering high service at low costs.**
- Companies who deliver **high service at low costs with a low level of supply chain management inputs.**
- Companies in the bottom left hand corner who have **low service levels with high costs** in addition to a low level of supply chain management inputs.



## Appendix 1: The Benchmarking Success Model cont.

- **Business plans & deployment;**
- **KPI Reporting, Deployment & Alignment;**
- **People, Leadership, Culture, Communication, and Relationships with Suppliers and Customers;**
- **Processes, Applications & Technologies that Enable;**
- **Network (structure of SC) & Organisational Structure & Responsibility;**
- **Strategic evaluation & management tools.**



**Outputs of Customer Service Delivered and  
Costs incurred to Deliver.**

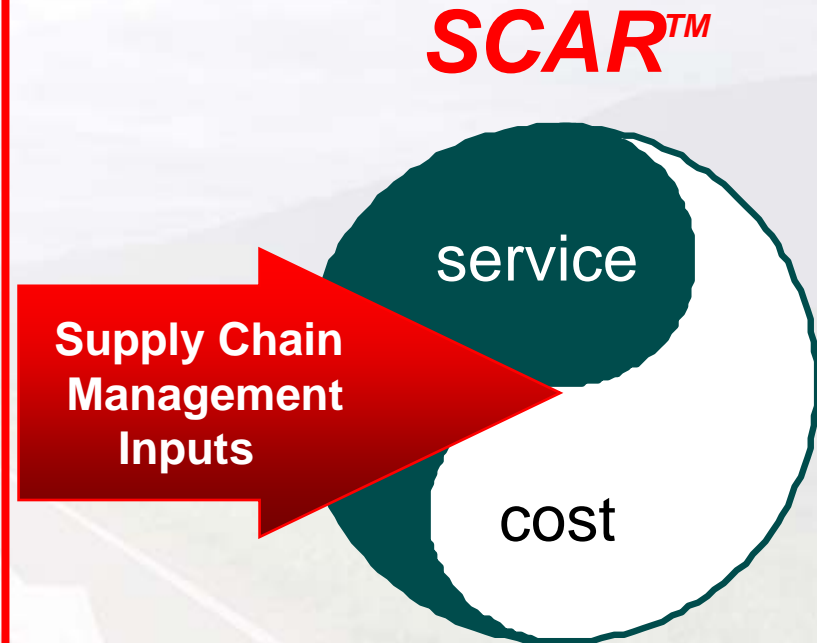


# Appendix 1: The Benchmarking Success Model cont.

Strategic supply chain overview that reviews current and best practice performance...

1. Costs incurred across supply chain.
2. Service delivered by and through your supply chain.
3. Outputs delivered above reviewed against the management inputs of; structure, business plans and deployment, systems & technologies, culture, evaluation tools and infrastructure.

Intelligence source includes our unique database of over 650 supply chains, our pioneering benchmarking peer groups that has included over 200 organisations since 1993 and our award winning process.

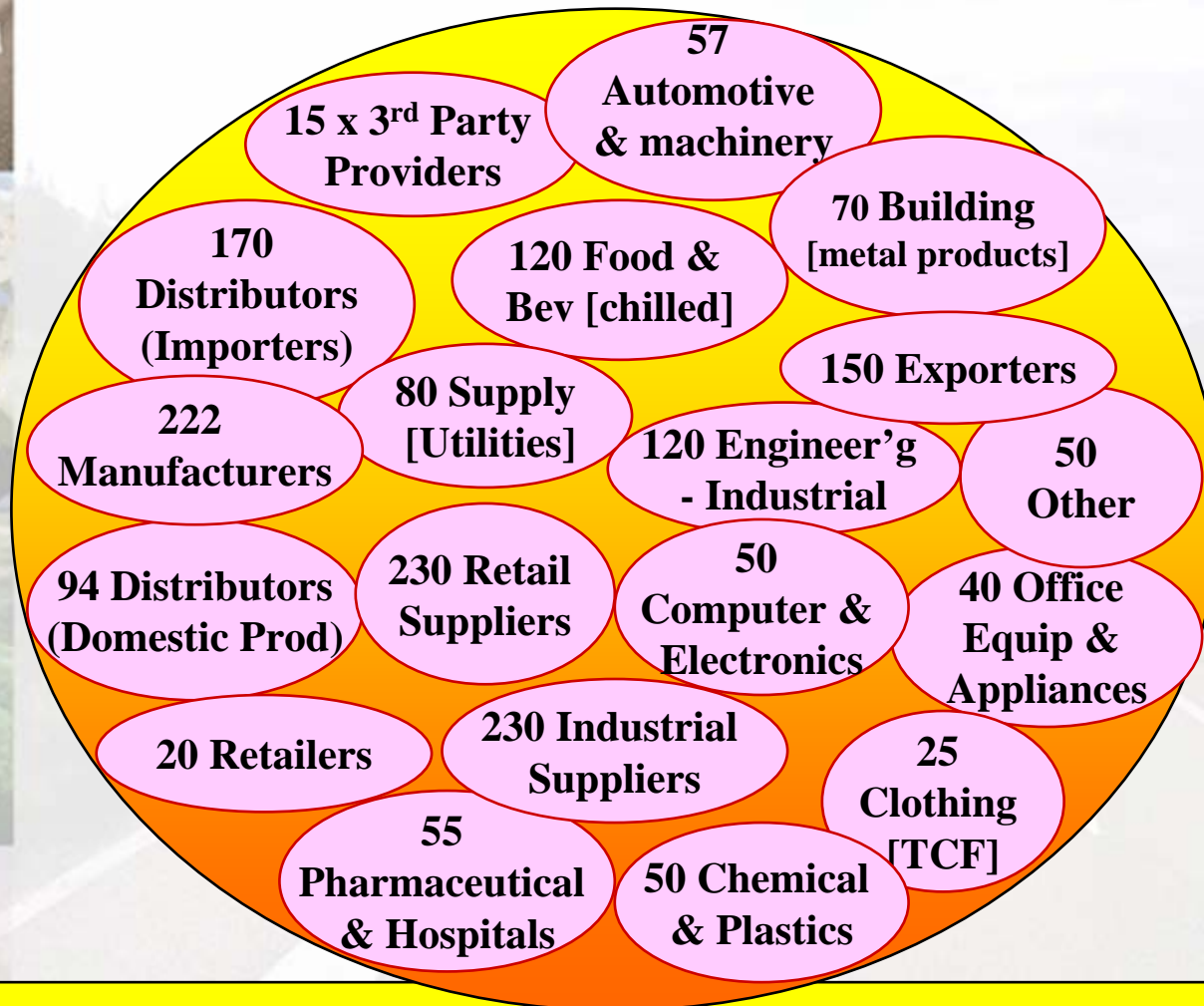


650+ Supply  
Chains  
In Database

Benchmarking  
Peer Groups



# Appendix 1: The Benchmarking Success Model cont.



## Database Spread:

Customer Order Fulfilment  
Sales & Operations Planning  
Purchasing  
Inventory & Warehousing  
Transport  
Customer Service  
Costs & Cash  
Fleet Managem't  
HR & Safety

**> 650 Supply Chains**

Australia-New Zealand-Singapore-Hong Kong-China-Taiwan-Philippines-Korea-Japan-North America-Europe

