

OMB Control Number \_\_\_\_\_ Expiration Date \_\_\_\_\_

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The public reporting burden for this collection of information is estimated to average 45 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Washington Headquarters Services, Executive Services Directorate, Information Management Division, 1155 Defense Pentagon, Washington, DC 20301-1155 (0701-TBD). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

**PRIVACY NOTICE**

**The following information is provided as required by the Privacy Act of 1974:**

**Purpose of this survey:** The Air Force Institute of Technology invites you to participate in a survey designed to identify the leading-edge supply chain management initiatives and metrics within industry. This survey is part of a larger research project sponsored by the Air Force Research Laboratory, Management Technology Division, which has periodically looked “over the horizon” for emerging supply chain management trends. Your input will greatly assist in evaluating and assessing these emerging trends that might be suited to the Department of Defense.

**Definition:** The Council of Supply Chain Management Professionals defines **supply chain management** as the integration of supply and demand management *within* and *across companies*. Supply chain management includes the planning, management, and coordination of all activities involved in *procurement* and *sourcing, manufacturing* and *conversion*, and *logistics* with *channel partners* (suppliers, intermediaries, third party service providers, and customers). A subset of supply chain management, **logistics management**, involves the effective management of the forward and reverse flow of goods, services, and related information. **Please consider the broader context of the supply chain when completing the survey.**

**Participation:** We greatly appreciate your timely participation in our survey. Upon your request, a copy of the summary results will be provided that may be beneficial to your firm.

Sincerely,

Leading Edge Supply Chain Study Research Team  
William Cunningham, Ph.D, CTL  
Professor of Logistics and Supply Chain Management  
Department of Operational Sciences  
Air Force Institute of Technology  
2950 Hobson Way  
Wright-Patterson AFB, OH 45433-7765

**Confidentiality:** We ask for some demographic information in order to interpret results more accurately and individual contact information for possible follow-on interviews with you and your firm. The Department of Defense will protect the results your provide to the extent permitted by law.

**INSTRUCTIONS**

The Leading Edge Supply Chain Survey includes four sections:

- Business Data and Performance
- Supplier Relationships
- Customer Relationships
- Information Technology

Please complete the section(s) that relates to your function or role within your firm. If another individual in your organization is better suited to complete a particular section, please forward the email with the survey link to that individual so that we may more completely identify the leading-edge supply chain management practices within your firm.

**The entire survey will take approximately 45 minutes to complete.**

**CONTACT INFORMATION**

**For inquiries on this survey, please contact Jodi Tinney, 937-255-3636 ext. 4674, [jodi.tinney.ctr@afit.edu](mailto:jodi.tinney.ctr@afit.edu).**

**INDIVIDUAL INFORMATION**

<b>1.</b> Firm Name:	
Your Name:	
Your Title:	
Mailing Address:	
City:	
State:	
Zip:	
E-Mail:	
Phone:	

**2. How long have you been in your current position?**

0-5 years	6-10 years	11-15 years	16-20 years	21-25 years
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. How long have you been at your organization?

0-5 years

6-10 years

11-15 years

16-20 years

21-25 years

4. How many years of experience in logistics/supply chain?

0-5 years

6-10 years

11-15 years

16-20 years

21-25 years

5. Highest educational degree attained:

Bachelor

Master

Doctorate

Other

6. Educational major of highest degree attained:

7. Would you like to receive an executive summary of the study results?

Yes, email required

No

**The research team may contact survey participants to conduct follow-on interviews (telephone or in-person) in order to gain a greater understanding of the emerging supply chain management practices within your firm.**

8. Would you be willing to participate in a follow-on interview?

Yes, contact information required

No

## SECTION 1: BUSINESS DATA AND PERFORMANCE

9. Please indicate your firm type. (Check Box)

Manufacturer

Wholesaler/Distributor

Retailer

Service provider (e.g., 3PL, transportation, warehousing, or other services)

Other, please specify

10. Indicate the number of full time employees in your firm. (Check Box)

- < 100
- 101-500
- 501-1000
- 1001-5000
- >5000

11. Indicate the sales volume in dollars (most recent year) for your firm. (Check Box)

- < \$1M
- \$1M-\$50M
- \$51M-\$100M
- \$100M-\$500M
- \$51M-\$100B

12. A 1st tier supplier is defined as a supplier that invoices your firm directly for goods and services. How many 1st tier **SUPPLIERS** does your firm have overall?

13. A 1st customer is defined as a customer to whom your firm sells goods and services directly. How many 1st tier **CUSTOMERS** does your firm have overall?

14. Department of Defense and US Government customers account for what percent of your firm's total sales?

- 0%
- 1-25%
- 26-50%
- 51-75%
- 76-100%

15. How many **major competitors** does your firm have?

16. Compared with your closest competitor in your primary industry, assess **your firm's performance** on the indicators below:

	Much Lower			Same		Much Higher	
	1	2	3	4	5	6	7
Sales growth in the last 3 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market share growth in the last 3 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profit growth in the last 3 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3-year average return on assets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3-year average return on investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3-year average return on shareholder equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3-year average profit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall competitive strength	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost competitiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price competitiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality competitiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Compared with the industry average in your primary industry, assess **your firm's logistics performance** on the indicators below:

	Much Lower			Same		Much Higher	
	1	2	3	4	5	6	7
Inventory turns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lot or batch size reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lead time reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-time delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total asset turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total inventory reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Length of order cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Compared with the industry average in your primary industry, assess **your firm's**



burdens that result from a shift in responsibility within the supply chain (e.g., shift of inventory management to a supplier)

Our performance measures enable our firm to measure the overall competitiveness of our primary supply chain

**20. Current Metrics:** Please list the most important **Supply Chain Performance Metrics** (up to three in each category) your firm currently uses for each of the supply chain processes below. Check the appropriate box to indicate which echelon (or level) this metric is currently employed: within the firm only, jointly measured with 1st tier supply chain partners, or jointly measured with 2nd tier or beyond supply chain partners.

Supply Chain Processes:	Currently implemented (Check the echelon in which this metric is employed)			
	Firm-level only	Joint metric with 1st tier supply chain partners	Joint metric > 1st tier supply chain partners	No strategic metrics

Customer Relationship Management:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Supplier Relationship Management:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Customer Service Management:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demand Management:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Order Fulfillment:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Manufacturing Flow Management:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Product Development & Commercialization:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Returns Management:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contingency Planning:

<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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**Demand Management:**

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Order Fulfillment:**

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Manufacturing Flow Management:**

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Product Development & Commercialization:**

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Returns Management:**

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Contingency Planning:**

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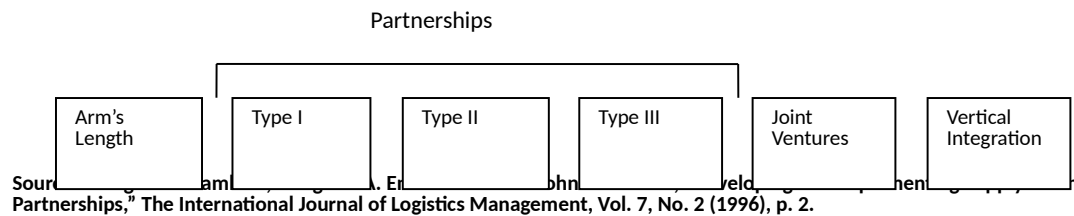
Our firm involves our CUSTOMERS in supply chain contingency exercises

Our firm involves our SUPPLIERS in supply chain contingency planning

Our firm involves our SUPPLIERS in supply chain contingency exercises

## SECTION 2: SUPPLIER RELATIONSHIP MANAGEMENT

Please read the following definitions of business-to-business relationships.



**Arm's Length** – These types of relationships last for a single transaction between two parties, and no commitments are made for future transactions. Normally, the single deciding factor in these relationships is price.

**Type I (short-term)** – The organizations involved recognize each other as partners and, on a limited basis, coordinate activities and planning. The partnership usually has a short-term focus and typically involves only one division or a limited number of functional areas within each organization.

**Type II (long-term)** – The organizations involved progress beyond coordination of activities to integration of activities. Although not expected to last “forever” the partnership has a long-term horizon. Multiple divisions and functions within the firm are involved in the partnership.

**Type III (perpetual)** – The organizations share a significant level of operational integration. Each party views the other as an extension of their own firm. Typically no “end date” for the partnership exists.

**Joint Venture** – A relationship between two firms where the result is usually the creation of another firm. This relationship requires investments from both parties and the focus of a joint venture is for each party to benefit from the other party's expertise.

**Vertical Integration** – A decision made by a firm whereby they decide to internally “make” a product or provide a service or acquire it from the market “buy.” If the decision is made to provide it internally, then the firm is vertically integrating that process.

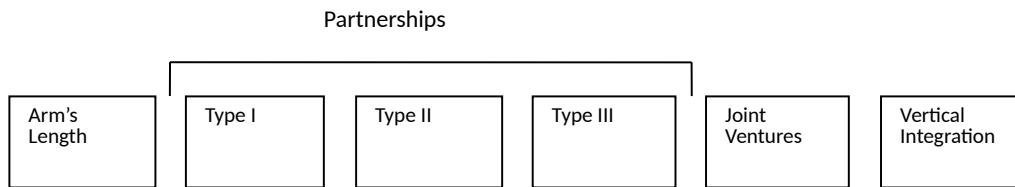






**SECTION 3: CUSTOMER RELATIONSHIP MANAGEMENT**

Please read the following definitions of business-to-business relationships.



**Arm's Length** – These types of relationships last for a single transaction between two parties, and no commitments are made for future transactions. Normally, the single deciding factor in these relationships is price.

**Type I (short-term)** – The organizations involved recognize each other as partners and, on a limited basis, coordinate activities and planning. The partnership usually has a short-term focus and typically involves only one division or a limited number of functional areas within each organization.

**Type II (long-term)** – The organizations involved progress beyond coordination of activities to integration of activities. Although not expected to last “forever” the partnership has a long-term horizon. Multiple divisions and functions within the firm are involved in the partnership.

**Type III (perpetual)** – The organizations share a significant level of operational integration. Each party views the other as an extension of their own firm. Typically no “end date” for the partnership exists.

**Joint Venture** – A relationship between two firms where the result is usually the creation of another firm. This relationship requires investments from both parties and the focus of a joint venture is for each party to benefit from the other party's expertise.

**Vertical Integration** – A decision made by a firm whereby they decide to internally “make” a product or provide a service or acquire it from the market “buy.” If the decision is made to provide it internally, then the firm is vertically integrating that process.

27. Indicate the percentage of your CUSTOMER relationships that fall under the defined categories. Indicate whether you expect the percentage of your customer relationships in 1 to 3 years to be higher, lower, or the same than it is today.

	Current		1-3 years from now (Choose One)
Arm's Length	<input type="text"/>	%	<input type="text"/>









33. Indicate how **frequently** you use these external sources to learn about *trends, emerging practices and policies, and emerging technologies*.

	Rarely 1	2	3	Moderately 4	5	6	Very Frequently 7
Customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consultants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. What trends you can foresee coming or developing over the next few years, similar to the way lean practices emerged and became predominant over the last 20 years, that you feel will significantly impact your firm?

35. What supply chain practices, processes, and/or initiatives has your firm implemented that could be characterized as leading-edge?

Thank you for completing the survey. Please save your responses as:  
**Leading Edge Survey\_(Your Firm Name)**  
 and send back via email to Jodi Tinney at [jodi.tinney.ctr@afit.edu](mailto:jodi.tinney.ctr@afit.edu).

















