OMB Control Number	Expiration Date	

Agency Disclosure Notice:

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.

INST	RUCTIONS				
	NOCTIONS				
The	Leading Edge Su _l	pply Chain Surv	ey includes four sec	tions:	
Supp Cust	ness Data and Pe blier Relationship omer Relationsh rmation Technolo	os ips			
anot plea	her individual in se forward the e	your organizat mail with the s	relates to your function is better suited turvey link to that inc e supply chain mana	o complete a particu lividual so that we m	lar section, ay more
CO1	TAGT INFORMAT	FION			
CON	TACT INFORMAT	ΓΙΟΝ			
For i	nquiries on this	survey, please	contact Jodi Tinney	937-255-3636 ext. 4	1674,
For i		survey, please	contact Jodi Tinney	937-255-3636 ext. 4	1674,
For i	nquiries on this	survey, please	contact Jodi Tinney	937-255-3636 ext. 4	1674,
F or i jodi.	nquiries on this	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,
F or i jodi.	nquiries on this tinney.ctr@afit.e	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,
For i	nquiries on this tinney.ctr@afit.e	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,
F or i jodi.	nquiries on this tinney.ctr@afit.e VIDUAL INFORM	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,
For i	nquiries on this tinney.ctr@afit.e VIDUAL INFORM Firm Name: Your Name:	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,
For i	nquiries on this tinney.ctr@afit.e VIDUAL INFORM Firm Name: Your Name: Your Title:	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,
F or i jodi.	nquiries on this tinney.ctr@afit.ed VIDUAL INFORM Firm Name: Your Name: Your Title: Mailing Address: City: State:	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,
F or i jodi.	nquiries on this tinney.ctr@afit.e VIDUAL INFORM Firm Name: Your Name: Your Title: Mailing Address: City: State: Zip:	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,
F or i jodi.	nquiries on this tinney.ctr@afit.ed VIDUAL INFORM Firm Name: Your Name: Your Title: Mailing Address: City: State:	survey, please edu.	contact Jodi Tinney	937-255-3636 ext. 4	1674,

3. How long h				
	iave you been at your	organization?		
0-5 years	6-10 years	11-15 years	16-20 years	21-25 years
0	0	0	0	0
4. How many	years of experience in	n logistics/supply cha	iin?	
0-5 years	6-10 years	11-15 years	16-20 years	21-25 years
0	0	0	0	0
5. Highest ed	ucational degree attai	ned:		
Bachelor	Master	Doctorate	Other	
0	0	0	0	
6. Educationa	al major of highest deg	gree attained:		
7 Would you	like to receive an exe	cutive summary of th	ne study resulte?	
. Would you	ince to receive an exe	cutive summary of th	ic study results.	
Yes, email requ	uired	No		
0		0		
	eam may contact sur		onduct follow-on interstanding of the em	
chain manage 8. Would you	ment practices withir be willing to participa	your firm.	erview?	
chain manage 8. Would you	ment practices withir be willing to participa	a your firm. ate in a follow-on into	erview?	
8. Would you Yes, contact in	ment practices withir be willing to participa	a your firm. ate in a follow-on into	erview?	
8. Would you Yes, contact in	ment practices withir be willing to participa	n your firm. ate in a follow-on into No O	erview?	
8. Would you Yes, contact in O SECTION 1: BU	ment practices withir be willing to participa formation required	No ERFORMANCE	erview?	
8. Would you Yes, contact in O SECTION 1: BU	ment practices withing be willing to participal formation required	No ERFORMANCE	erview?	
8. Would you Yes, contact in O SECTION 1: BU 9. Please indi O Mar	be willing to participation formation required USINESS DATA AND PI cate your firm type. (No ERFORMANCE	erview?	
8. Would you Yes, contact in O SECTION 1: BU 9. Please indi	be willing to participal formation required JSINESS DATA AND PI cate your firm type. (hufacturer hufacturer	No ERFORMANCE	erview?	
8. Would you Yes, contact in O SECTION 1: BU 9. Please indi O Mar O Reta	be willing to participal formation required JSINESS DATA AND PI cate your firm type. (hufacturer hufacturer	No ERFORMANCE Check Box)		ervices

0	< 100
	101-500
0	
0	501-1000
0	1001-5000
0	>5000
. 1. Indi	icate the sales volume in dollars (most recent year) for your firm. (Check Box)
0	< \$1M
0	\$1M-\$50M
0	\$51M-\$100M
0	\$51M-\$100M \$100M-\$500M
O O O O O O O O O O O O O O O O O O O	
2. A 1services. 3. A 1slirectly.	\$100M-\$500M \$51M-\$100B st tier supplier is defined as a supplier that invoices your firm directly for goods and . How many 1st tier SUPPLIERS does your firm have overall? st customer is defined as a customer to whom your firm sells goods and services
O 2. A 19 ervices. 3. A 19 lirectly.	\$100M-\$500M \$51M-\$100B st tier supplier is defined as a supplier that invoices your firm directly for goods and how many 1st tier <i>SUPPLIERS</i> does your firm have overall? st customer is defined as a customer to whom your firm sells goods and services How many 1st tier <i>CUSTOMERS</i> does your firm have overall? partment of Defense and US Government customers account for what percent of
O. 2. A 19 ervices. 3. A 19 directly.	\$100M-\$500M \$51M-\$100B Ist tier supplier is defined as a supplier that invoices your firm directly for goods and the How many 1st tier SUPPLIERS does your firm have overall? Ist customer is defined as a customer to whom your firm sells goods and services How many 1st tier CUSTOMERS does your firm have overall? Partment of Defense and US Government customers account for what percent of m's total sales?
O. 2. A 1services. 3. A 1slirectly.	\$100M-\$500M \$51M-\$100B Ist tier supplier is defined as a supplier that invoices your firm directly for goods and thow many 1st tier SUPPLIERS does your firm have overall? Ist customer is defined as a customer to whom your firm sells goods and services How many 1st tier CUSTOMERS does your firm have overall? In partment of Defense and US Government customers account for what percent of m's total sales?
O O O O O O O O O O O O O O O O O O O	\$100M-\$500M \$51M-\$100B st tier supplier is defined as a supplier that invoices your firm directly for goods and How many 1st tier SUPPLIERS does your firm have overall? st customer is defined as a customer to whom your firm sells goods and services How many 1st tier CUSTOMERS does your firm have overall? partment of Defense and US Government customers account for what percent of m's total sales? 0% 1-25%

	Much L 1	ower 2	3	Same 4	5	Mucl 6	n Higher 7
Sales growth in the last 3 years	0	0	0	0	0	0	0
Market share growth in the last 3 years	0	0	0	0	0	0	0
Profit growth in the last 3 years	0	0	0	0	0	0	0
3-year average return on assets	0	0	0	0	0	0	0
3-year average return on investment	0	0	0	0	0	0	0
3-year average return on shareholder equity	0	0	0	0	0	0	0
3-year average profit	0	0	0	0	0	0	0
Overall competitive strength	0	0	0	0	0	0	0
Cost competitiveness	0	0	0	0	0	0	0
Price competitiveness	0	0	0	0	0	0	0
Quality competitiveness	0	0	0	0	0	0	0
17. Compared with the <u>industry</u> average in you logistics performance on the indicators below:	ır primary	indust	ry, asse	ess you	r firm's	5	
	Much L 1	ower 2	3	Same 4	5	Mucl 6	n Higher 7
Inventory turns	0	0	0	0	0	0	0
Lot or batch size reduction	0	0	0	0	0	0	0
Lead time reduction	0	0	0	0	0	0	0
On-time delivery	0	0	0	0	0	0	0
Total asset turnover	0	0	0	0	0	0	0
Total inventory reduction	0	0	0	0	0	0	0
Length of order cycle	0	0	0	0	0	0	0

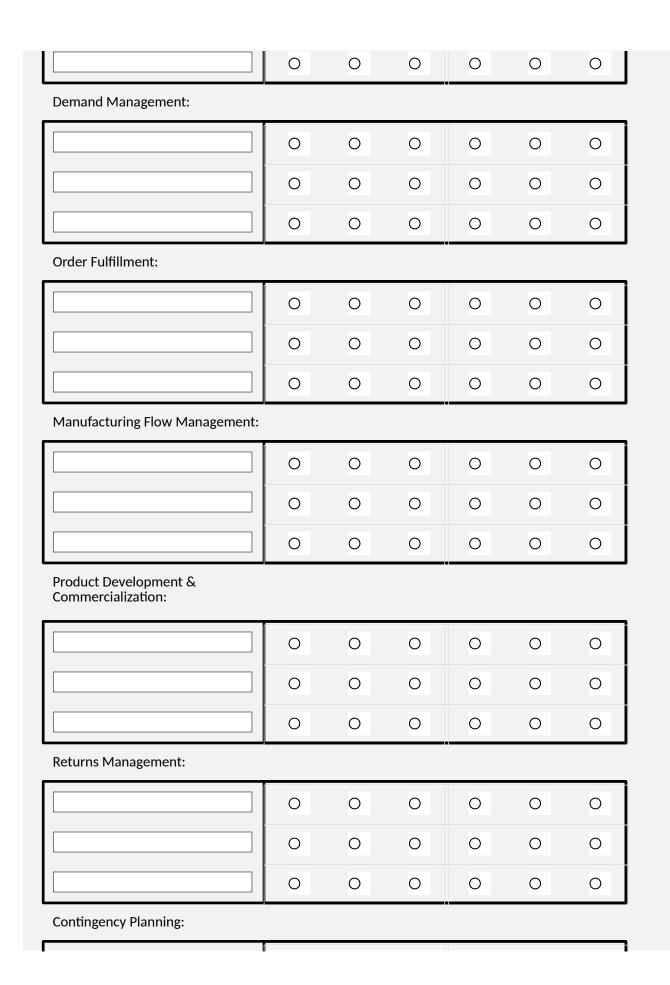
18. Compared with the <u>industry</u> average in your primary industry, assess **your firm's**

competitive performance on the indicators below	: Much Li 1	ower 2	3	Same 4	5	Mucł 6	n Higher 7
Manufacturing flexibility	0	0	0	0	0	0	0
Logistics costs as a percent of total costs	0	0	0	0	0	0	0
Product quality	0	0	0	0	0	0	0
New product introduction speed	0	0	0	0	0	0	0
19. Indicate your level of agreement with each of performance metrics:	the fol	owing	staten	nents co	oncerni	ng	
	Strongly Disagree 1		3	Neutral 4	5	6	trongly Agree 7
Our firm measures the performance of our supply chain processes	0	0	0	0	0	0	0
Our firm embeds supply chain measures within its culture	0	0	0	0	0	0	0
Our firm aligns supply chain performance measures with corporate strategy	0	0	0	0	0	0	0
Our firm links supply chain performance measures to corporate non-financial performance measures	0	0	0	0	0	0	0
Our firm links supply chain performance measures to incentive and compensation plans	0	0	0	0	0	0	0
Our firm shares the results of its performance measures with our supply chain partners	0	0	0	0	0	0	0
Our supply chain partners share the results of their performance measures with us	0	0	0	0	0	0	0
Our firm develops standardized measures with supply chain partners	0	0	0	0	0	0	0
Our firm measures joint performance with supply chain partners	0	0	0	0	0	0	0
Our firm measures the benefits and/or	0	0	0	0	0	0	0

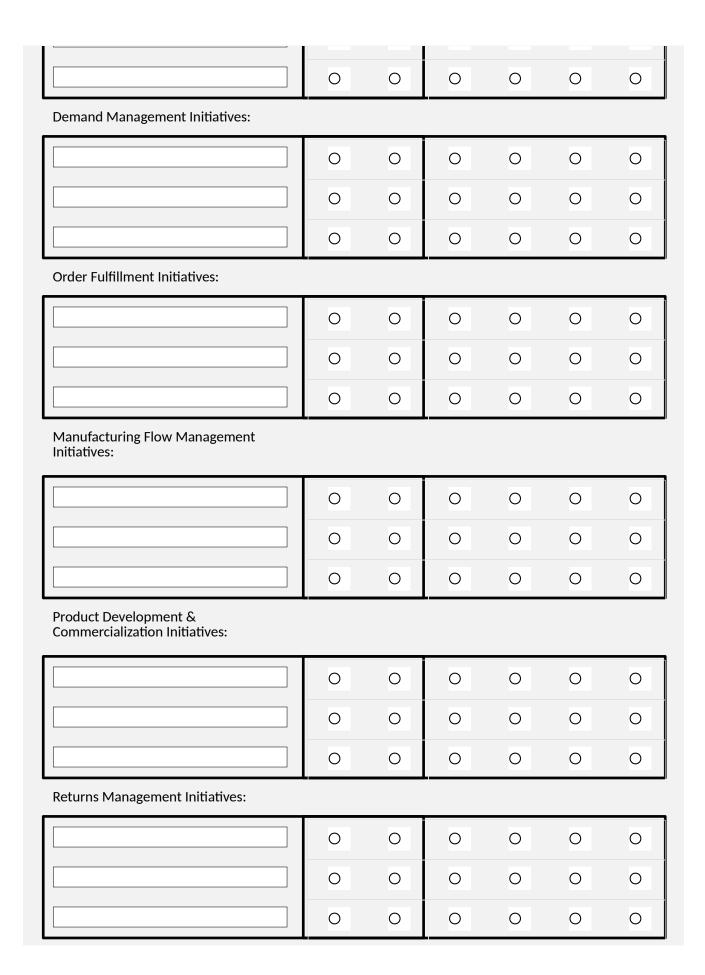
burdens that result from a shift in responsibility within the supply chain (e.g., shift of inventory management to a supplier)				
Our performance measures enable our firm to measure the overall competitiveness of our primary supply chain	0	0 0	0 0	0 0
20. Current Metrics: Please list the most to three in each category) your firm currer below. Check the appropriate box to indic employed: within the firm only, jointly me jointly measured with 2nd tier or beyond so	ntly uses <u>for e</u> cate which ech easured with 1	ach of the sup elon (or level st tier supply	ply chain proce this metric is	esses currently
Supply Chain Processes:	(Check the	Currently in e echelon in whi	nplemented ch this metric is e	mployed)
	Firm-level only	Joint metric with 1st tier supply chain partners	Joint metric > 1st tier supply chain partners	No strategic metrics
Customer Relationship Management:				
	0	0	0	0
	0	0	0	0
	0	0	0	0
Supplier Relationship Management:	•			
	0	0	0	0
	0	0	0	0
	0	0	0	0
Customer Service Management:				
	0	0	0	0
	0	0	0	0
	0	0	0	0

Demand Management:				
	0	0	0	0
	0	0	0	0
	0	0	0	0
Order Fulfillment:				
	0	0	0	0
	0	0	0	0
	0	0	0	0
Manufacturing Flow Management:				
	0	0	0	0
	0	0	0	0
	0	0	0	0
Product Development & Commercialization:				
	0	0	0	0
	0	0	0	0
	0	0	0	0
Returns Management:				
	0	0	0	0
	0	0	0	0
	0	0	0	0
Contingency Planning:				
	0	0	0	0

		0	0		0	0
		0	0		0	0
Information Technology:						
		0	0		0	0
		0	0		0	0
		0	0		0	0
21. Future Metrics: Identify any Socategory) your firm plans to implement the appropriate box to indicate which used and the planning horizon for in Supply Chain Processes:	ent <u>for ea</u> ch echelo	<u>ach</u> of the s n (or level)	supply chai	n process metric is	es below.	Check ly to be
	Firm- level	1st tier	>1st tier	Within 1 year	Within 1- 3 years	>3 years from now
Customer Relationship Management	:	1				
Customer Relationship Management	:	0	0	0	0	0
Customer Relationship Management		0	0	0	0	0
Customer Relationship Management	0	-				
Customer Relationship Management Supplier Relationship Management:	0 0	0	0	0	0	0
	0 0	0	0	0	0	0
	0 0	0	0	0	0	0
	0 0	0	0 0	0	0 0	0
Supplier Relationship Management: Customer Service Management:	0 0	0 0	0 0	0 0	0 0	0 0
Supplier Relationship Management:	0 0	0 0	0 0	0 0	0 0	0 0



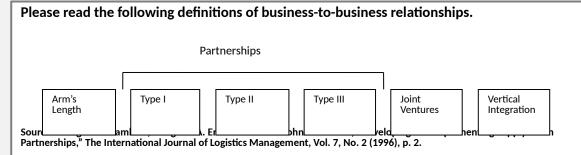
	0	0	0		0	0	0	
	0	0	0		0	0	0	
	0	0	0		0	0	0	
Information Technology:				"				
	0	0	0		0	0	0	
	0	0	0		0	0	0	
	0	0	0		0	0	0	
22. Considering the Supply Chain F within each process that your firm I Supply Chain Processes:	has imp	olemented Curr	ently	ning to	imp	lement.	implement	
		Yes	No	No pla	n	Within 1 year	Within 1-3 years	>3 years from now
								now
Supplier Relationship Initiatives:								now
Supplier Relationship Initiatives:		0	0	0		0	0	0
Supplier Relationship Initiatives:		0	0 0	0		0	0	
Supplier Relationship Initiatives:								0
Supplier Relationship Initiatives: Customer Relationship Initiatives:		0	0	0		0		0
		0	0	0		0		0
		0	0	0		0	0	0 0
		0	0 0	0		0 0	0	0 0 0
		0 0	0 0	0 0		0 0	0 0	0 0 0
Customer Relationship Initiatives: Customer Service Management		0 0	0 0	0 0		0 0	0 0	0 0 0



Contingency Planning Initiatives:									
	0)	0	C		0	0	
	0	(0	C)	0	0	
	0	(0	C		0	0	
Information Technology Initiatives:									
	0	C)	0	C)	0	0	
	0	C		0	C		0	0	
	0	C		0	C		0	0	
23. Indicate your level of agreement with Supply Chain Contingency Planning.	each of	the foll	owing	g statem	ents co	ncern	ing		
	Strongly Disagree 1		Ag 3	Neither ree or Disa 4		6	Strongly Agree 7		
Our firm formally plans for supply disruptions	0	0	0	0	0	0	0		
Our firm formally plans for operational disruptions	0	0	0	0	0	0	0		
Our firm formally plans for demand disruptions	0	0	0	0	0	0	0		
Our firm formally plans for information disruptions	0	0	0	0	0	0	0		
Our firm conducts supply chain contingency exercises	0	0	0	0	0	0	0		
Our firm uses cross-functional teams to develop supply chain contingency plans	0	0	0	0	0	0	0		
Our firm uses cross-functional teams to exercise our supply chain contingency plans	0	0	0	0	0	0	0		
Our firm involves our CUSTOMERS in supply chain contingency planning	0	0	0	0	0	0	0		

Our firm involves our CUSTOMERS in supply chain contingency exercises	0	0	0	0	0	0	0	
Our firm involves our SUPPLIERS in supply chain contingency planning	0	0	0	0	0	0	0	
Our firm involves our SUPPLIERS in supply chain contingency exercises	0	0	0	0	0	0	0	

SECTION 2: SUPPLIER RELATIONSHIP MANAGEMENT



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.

24. Indicate the percentage of categories. Indicate whether yo 3 years to be higher, lower, or the	u expect the	percer	ntage						to
	Current		1	1-3 years	from	now (C	Choose	One)	
Arm's Length		%							
Type I (short-term)		%							
Type II (long-term)		%							
Type III (perpetual)		%							
Joint Venture] %							
Vertical Integration		%							
25. Considering the factors in the selection of your strategic SUPP		w, indi	cate t	their imp	ortan	ce to yo	our firn	n in the	e
·		Very Unimpor 1	tant 2	3	Neutral 4	5	lm 6	Very portant 7	
Product Quality		0	0	0	0	0	0	0	
Distribution services		0	0	0	0	0	0	0	
Competitive pricing		0	0	0	0	0	0	0	
Personnel/management resource	es	0	0	0	0	0	0	0	
Manufacturing flexibility		0	0	0	0	0	0	0	
Manufacturing capacity		0	0	0	0	0	0	0	
Customer support		0	0	0	0	0	0	0	
Willingness to share cost data		0	0	0	0	0	0	0	
Willingness to participate in you new product/service developme		0	0	0	0	0	0	0	
new producty sorvice developme	.110								

Willingness to develop performance measures that extend across firms	0	0	0	0	0	0	0
Willingness to integrate operations across firms	0	0	0	0	0	0	0
Ability to mitigate supply chain disruptions	0	0	0	0	0	0	0
Supply chain security practices	0	0	0	0	0	0	0
Environmental (green) practices	0	0	0	0	0	0	0
Willingness to improve time-to-market	0	0	0	0	0	0	0
Other, please specify	0	0	0	0	0	0	0

26. Considering the factors in the table below, indicate their importance to your firm in managing your firm's supply (supplier) base.

	Very Unimpoi 1	rtant 2	3	Neutral 4	5	Imp 6	Very portant 7	
Outsourcing upstream supply management responsibilities to 1st tier or lead suppliers	0	0	0	0	0	0	0	
Increasing the number of suppliers to create competition	0	0	0	0	0	0	0	
Decreasing number of suppliers to increase leverage	0	0	0	0	0	0	0	
Investing in and sharing assets with suppliers	0	0	0	0	0	0	0	
Organizing a supply management team specifically to find suppliers with product/service innovations	0	0	0	0	0	0	0	
Increasing the number of global suppliers	0	0	0	0	0	0	0	

SECTION 3: CUSTOMER RELATIONSHIP MANAGEMENT

Please read the following d	efinitions of busi	ness-to-b	usiness	relationship	S.	
	Partnerships					
Arm's Length – These types and no commitments are mathese relationships is price.						
Type I (short-term) – The or limited basis, coordinate act focus and typically involves each organization.	ivities and planni	ng. The p	artnersl	nip usually h	as a short-tern	n
Type II (long-term) – The or integration of activities. Altl term horizon. Multiple divis	hough not expect	ed to last	"foreve	r" the partne	ership has a lo	ng-
Type III (perpetual) – The or Each party views the other a partnership exists.						
Joint Venture – A relationsh another firm. This relations joint venture is for each part	hip requires inves	tments fr	om both	n parties and		
Vertical Integration – A deci product or provide a service provide it internally, then th	or acquire it fron	n the mar	ket "buy	." If the dec		
27. Indicate the percentage categories. Indicate whether to 3 years to be higher, lower	r you expect the	percentag	e of you			n 1
	Current		1-3 ye	ars from nov	v (Choose One)
Arm's Length		%				

Type I (short-term)	%							
Type II (long-term)	%							
Type III (perpetual)	%							
Joint Venture	%							
Vertical Integration	%							
28. Considering the factors in the table be managing your preferred CUSTOMERS.	low, ind	icate tl	neir imp	oortan	ce to yo	our firi	m in	
0 0, 1	Strongly Disagree 1		Agre 3	Neither ee or Disa 4	igree 5	6	Strongly Agree 7	
Our firm customizes service expectations with key customers	0	0	0	0	0	0	0	
Our firm is flexible in meeting changes in demand of our key customers	0	0	0	0	0	0	0	
Our firm builds profitable product/service offerings for key customers	0	0	0	0	0	0	0	
Our firm is willing to share cost data with our key customers	0	0	0	0	0	0	0	
Our firm solicits customer input for planning logistics strategies	0	0	0	0	0	0	0	
Our firm shares proprietary information with our key customers	0	0	0	0	0	0	0	
Our firm is willing to participate in the product/service development of our key customers	0	0	0	0	0	0	0	
Our firm shares risks and rewards with our key customers	0	0	0	0	0	0	0	
Our firm works with key customers to adjust to or minimize supply chain disruptions	0	0	0	0	0	0	0	

SECTION 4: INVENTORY TECHNOLOGY	,							
29. For each of the following statemer respect to the use of technology to inte						ent wi	th	_
	Stron Disagr 1		Agre 3	Neithe e or Dis 4			Strongly Agree 7	,
Our firm uses technology <u>to align our</u> <u>processes</u> with our supply chain partners	0	0	0	0	0	0	0	
Our firm uses technology <u>to allow inpu</u> from our supply chain partners	<u>t</u> 0	0	0	0	0	0	0	
Our firm uses technology that provides visibility and transparency throughout the supply chain		0	0	0	0	0	0	
30. Please indicate whether your firm	has implei	mented c	r is pla	nning	g to imple	ement	any o	of
30. Please indicate whether your firm the following Information Systems :	has implei Curre implen	ently	or is pla		g to imple	impler	ment	of
	Curre	ently	or is pla				ment	>3 years from now
	Curre implen	ently nented		lan	Planning to Within 1	imple:	ment in 1-	>3 years from
the following Information Systems :	Curre implen Yes	ently nented No	No p	llan	Planning to Within 1 year	Withi 3 ye	ment in 1- ear	>3 years from now
Enterprise Resource Planning System Supplier (Vendor) Relationship	Curre implen Yes	ently nented No	No p	llan	Planning to Within 1 year	Within 3 ye	ment in 1- ear	>3 years from now
Enterprise Resource Planning System Supplier (Vendor) Relationship Managment System Customer Relationship Management	Curre implem Yes	ently nented No	No p	olan	Within 1 year	Within 3 ye	ment in 1- ear	>3 years from now
Enterprise Resource Planning System Supplier (Vendor) Relationship Managment System Customer Relationship Management System	Curre implem Yes	No O	No p	olan)	Within 1 year	Within 3 ye	ment in 1- ear	>3 years from now

Our firm seeks customers with environmentally responsible practices

0 0 0 0 0 0

Distribution Resource Planning System	0	0	0	0	0	0
Labor Management System	0	0	0	0	0	0
Ordering System	0	0	0	0	0	0
Order Tracking & Visibility System	0	0	0	0	0	0
Demand Management System	0	0	0	0	0	0
Returns Management System	0	0	0	0	0	0
Collaboration Portal (Customer, Supplie Partner)	r, O	0	0	0	0	0
Geographical Information System	0	0	0	0	0	0
Product Development System	0	0	0	0	0	0
Business Ingelligence System	0	0	0	0	0	0
Knowledge Management System	0	0	0	0	0	0
Network Plan & Design System	0	0	0	0	0	0
Other, please specify	0	0	0	0	0	0

31. Please indicate whether your firm has implemented or is planning to implement any of the following **Technologies:**

	Curro Implen	ently nented		Planning to	implement	
	Yes	No	No plan	Within 1 year	Within 1- 3 year	>3 years from now
Passive RFID	0	0	0	0	0	0
Semi-passive RFID	0	0	0	0	0	0
Active RFID	0	0	0	0	0	0
Bar codes	0	0	0	0	0	0

Voice technologies	0	0	0	0	0	0
Bluetooth	0	0	0	0	0	0
Extendible Routing Language (XRL)	0	0	0	0	0	0
Hand-held mobile devices	0	0	0	0	0	0
Robotics	0	0	0	0	0	0
Artificial intelligence	0	0	0	0	0	0
Optically-enabled systems	0	0	0	0	0	0
Global positioning systems	0	0	0	0	0	0
Collaboration technologies	0	0	0	0	0	0
Other wireless technologies	0	0	0	0	0	0
Other telemetric technologies	0	0	0	0	0	0
Other, please specify	0	0	0	0	0	0
. Indicate how frequently you use thes						

32. Indicate how **frequently** you use these **venues or forums** to keep up with *trends*, *emerging* practices and policies, and *emerging technologies*.

	Rarely		Moderately			Vei		
	1	2	3	4	5	6	7	
Conferences	0	0	0	0	0	0	0	
Trade groups	0	0	0	0	0	0	0	
Trade publications	0	0	0	0	0	0	0	
General business publications (e.g., Wall Street Journal, Fortune Magazine, Business Week, etc.)	0	0	0	0	0	0	0	
Academic publications	0	0	0	0	0	0	0	
Other, please specify	0	0	0	0	0	0	0	

uppliers competitors consultants What trends you can foresee coming	0	0	0	0	0	0	0
ompetitors		0	0				
onsultants	0			0	0	0	0
		0	0	0	0	0	0
	0	0	0	0	0	0	0
M/bat augus by abain muating a great	ond/o		Li vra a la		<i>G</i> :		d
What supply chain practices, procest could be characterized as leading-ed		ПППП	tives n	as your	111111111	прієтт	ented

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.