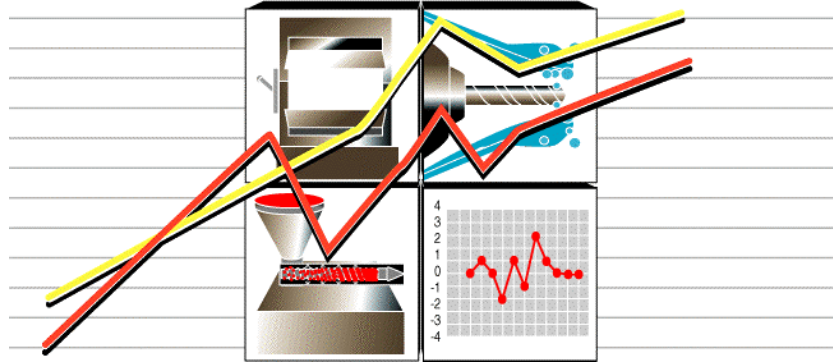




Instructions for Using This Electronic Form



At any time, you may elect to print this document and handwrite your responses, and return by either fax or by mail.

This form is designed to be **completed electronically**. To do so, you will need the newest form of Adobe Acrobat Reader software, version 9.0. A free copy is available for download from their website at <http://get.adobe.com/reader>

You can use your mouse or the tab key to move from one answer box to another. (To make the answer boxes visible, look for and click on the "Highlight Fields" button in the upper right hand corner of your screen.)

If you are using an earlier version of acrobat, please be aware of the following:

You may not have the ability to save your answers as part of the file. Alternatively, you may find that you are able to save your answers **ONLY ONCE** and that if you reopen the file, you are unable to make further changes.

We recommend printing a blank copy of this form as backup or go to www.performancebenchmarking.org to download another copy of this form.

To **submit** your data, you may:

Print a hard copy with your responses and fax or mail it to us.

Save your answers as part of the file and submit by email (using the button in the upper right hand corner). This opens a link to your email service (either outlook or internet mail) in order to create an email message with your responses attached. You may have to then open your email account and manually click the send button.

Save your answers and this file on your computer under another file name and attach it in a separate email to pbs@mmtc.org.

PERFORMANCE BENCHMARKING

For Benchmarking Use Only

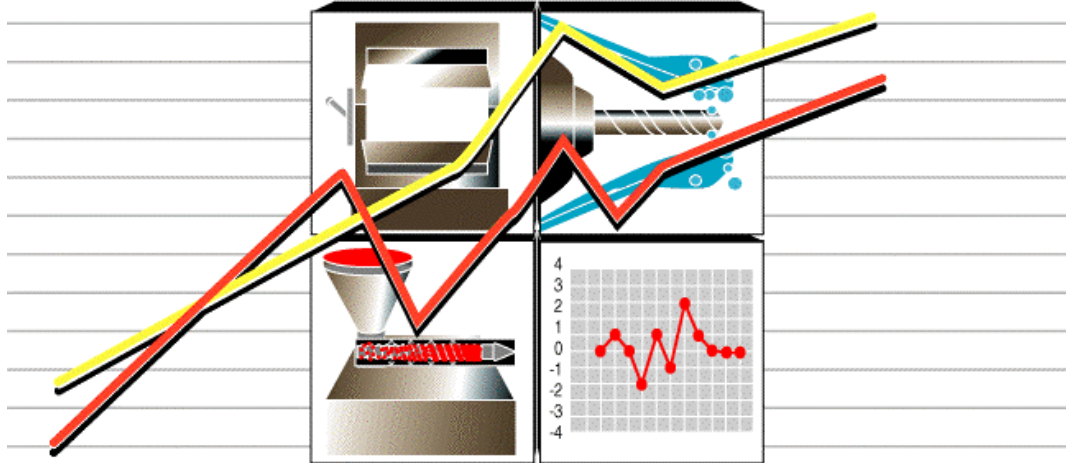
Site ID

Svkey

Process Industries

(Includes chemicals; textiles; pharmaceuticals; and food, wood, and paper processing)

(Questionnaire valid through 4/15/11)



This questionnaire is for plants whose output can be divided and packaged into units of virtually any size. If you make discrete parts – such as wood furniture, injection molded parts, or metal castings – this is the wrong form for you. Call us for help in selecting the appropriate form or see them online at www.performancebenchmarking.org.

- Please try to report all of your data (financial and other) for the same 12-month period, preferably calendar 2009.
- Please indicate currency units if not U.S. Dollars: _____
- If you operate more than one plant, please provide data for each plant separately.

Company Contact Person

Contact Person: _____

Company Name: _____

(This is how it will appear on your report)

Address: _____

City/Town: _____

State/Province: _____

Country/Postal Code: _____

Phone: _____

Fax: _____

E-Mail: _____

Plant Location (If Different)

City/Town: _____

State/Province: _____

Country: _____

Please return this questionnaire, and direct any questions to:

Performance Benchmarking Service

MMTC

47911 Halyard

Plymouth, MI 48170

(P) 888-414-6682

(F) 734-451-4202

E-mail pbs@mmtc.org

<http://www.performancebenchmarking.org>

Please keep a copy of this questionnaire in the event we need to contact you for clarification. Thanks.

© 2010 MMTC

Plant Information: What do you make at this plant? Using what processes? What materials? For what types of customers?	1. (You <u>must</u> provide a written description.)																				
Please enter your 4-digit primary SIC or 6-digit NAICS code, if you know it.	2.																				
Is this the only location of your company? [If no:] How many people work at your company, at all of its locations world-wide?	3. Only location? <input type="checkbox"/> Yes <input type="checkbox"/> No 4. [If no:] Total company employment (check one box): <input type="checkbox"/> 1-19 <input type="checkbox"/> 20-99 <input type="checkbox"/> 100-499 <input type="checkbox"/> 500+																				
We are interested in the size and price range of the units of output shipped from this plant. For consumer products, we define a "unit" as one of whatever ends up on retail shelves -- e.g., a can of processed food, or a bottle of cleaning supplies. For industrial products, a "unit" is whatever can be handled as one item, such as a barrel of chemical output, or a roll of textiles, or a coil of steel. Roughly what was the weight (in lbs or kg) of one unit of your typical output that you shipped in the past year? Roughly what was the price you charged for that one unit? What about the approximate weight and price of your smallest unit? What about your largest unit? [If you have no "typical" output, answer questions 7-10 rather than questions 5-6.]	<table border="1"> <tr> <td>Typical Unit</td> <td>Smallest Unit</td> <td>Largest Unit</td> </tr> <tr> <td>5. Unit Weight</td> <td>7. Unit Weight</td> <td>9. Unit Weight</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> lbs <input type="checkbox"/> kg</td> <td><input type="checkbox"/> lbs <input type="checkbox"/> kg</td> <td><input type="checkbox"/> lbs <input type="checkbox"/> kg</td> </tr> <tr> <td>6. Unit Price</td> <td>8. Unit Price</td> <td>10. Unit Price</td> </tr> <tr> <td>\$_____/unit</td> <td>\$_____/unit</td> <td>\$_____/unit</td> </tr> </table>	Typical Unit	Smallest Unit	Largest Unit	5. Unit Weight	7. Unit Weight	9. Unit Weight	_____	_____	_____	<input type="checkbox"/> lbs <input type="checkbox"/> kg	<input type="checkbox"/> lbs <input type="checkbox"/> kg	<input type="checkbox"/> lbs <input type="checkbox"/> kg	6. Unit Price	8. Unit Price	10. Unit Price	\$_____/unit	\$_____/unit	\$_____/unit		
Typical Unit	Smallest Unit	Largest Unit																			
5. Unit Weight	7. Unit Weight	9. Unit Weight																			
_____	_____	_____																			
<input type="checkbox"/> lbs <input type="checkbox"/> kg	<input type="checkbox"/> lbs <input type="checkbox"/> kg	<input type="checkbox"/> lbs <input type="checkbox"/> kg																			
6. Unit Price	8. Unit Price	10. Unit Price																			
\$_____/unit	\$_____/unit	\$_____/unit																			
Approximately what percent of your sales fall into each of the following categories?	<ul style="list-style-type: none"> • One-time or Occasional Jobs (short-term, non-repeating orders) 11. _____% • Make-to-Order Jobs Run Regularly (long-term, repeating orders) 12. _____% • Make-to-Forecast Work (orders fulfilled from inventory) 13. _____% <p style="text-align: right;">Total (should sum to 100) _____%</p>																				
In the past year, approximately what percent of your sales were made via:	<ul style="list-style-type: none"> • Batch Processing 14. _____% • Continuous Processing 15. _____% • A hybrid batch/continuous approach 16. _____% <p style="text-align: right;">Total (should sum to 100) _____%</p>																				
In the past year, roughly what percent of your sales were to:	<ul style="list-style-type: none"> • Consumer market (either direct sales, or via via retailers/wholesalers/distributors)? 17. _____% • Commercial/institutional market (either direct sales, or via retailers/wholesalers/distributors)? 18. _____% • Industrial wholesalers/distributors? 19. _____% • Industrial customers directly? 20. _____% <p style="text-align: right;">Total (should sum to 100) _____%</p>																				
In the past year, roughly what percent of your sales were:	<ul style="list-style-type: none"> • Defense/military-related? 21. _____% • Medical/healthcare-related? 22. _____% 																				
In the past year, roughly what percent of your sales – if any – were to customers in the following industries?	<ul style="list-style-type: none"> • Automotive 23. _____% • Aircraft/Aerospace 24. _____% • Computer, Communications, or Electronic Equipment 25. _____% 																				
In the past year, what percent of your sales were from:	<ul style="list-style-type: none"> • Products you didn't make three years ago? 26. _____% • Customers you didn't serve three years ago? 27. _____% • Industries you didn't serve three years ago? 28. _____% 																				
In the past year, what percent of your sales were shipped outside your home continent or trade area (e.g., North America/NAFTA, European Union, Asia/Pacific, etc.)?	29. _____ % sales exported beyond trade area																				
Financial: What were your total sales at this location in the past year? How about 2 years earlier (i.e., calendar or FY2007)?	30. Most recent year (e.g., calendar 2009 or most recent fiscal year) \$ _____ 31. Two years earlier (2007)? \$ _____																				

<p>Labor Costs:</p> <p>What was your total payroll in the past year? (<u>Include</u> payments for Social Security, Medicare, bonuses, and overtime. <u>Exclude</u> payments for health care, pension plans, and other fringe benefits. Also <u>exclude</u> any payments made to people who are not your employees.)</p> <p>How much of payroll was for :</p>	<p>32. Hourly employees who work in the plant, plus hourly lab/engineering employees? \$ _____</p> <p>33. Salaried employees who work in the plant, plus salaried lab/engineering employees? \$ _____</p> <p>34. All other employees? \$ _____</p> <p>35. Total Payroll (Q32+Q33+Q34) \$ _____</p>
<p>What was the average wage rate, <u>excluding</u> overtime, for hourly plant/lab/engineering employees (from Q32)?</p>	<p>36. Avg. hourly wage \$ _____ per hour</p>
<p>What were your expenses for health care, pension plans, workers' comp, and other fringe benefits not included in payroll? How much of those expenses were for:</p> <ul style="list-style-type: none"> • Plant/lab/engineering employees? • All other employees? 	<p>37. \$ _____ plant/lab/engineering employees</p> <p>38. \$ _____ non-plant/lab/engineering employees</p>
<p>What did you spend for temporary personnel in the past year? How much of your spending was for:</p> <ul style="list-style-type: none"> • Plant/lab/engineering temps? • All other temps? 	<p>39. \$ _____ plant/lab/engineering temps</p> <p>40. \$ _____ non-plant/lab/engineering temps</p>
<p>Purchases from Other Firms and Locations:</p> <p>In the past year, how much did you spend on purchased raw material, packaging, and supplies? (Do <u>not</u> include energy costs here.) Approximately what percent of these purchases were from supplier locations outside your home continent or trade area (e.g., North America/NAFTA, European Union, Asia/Pacific, etc.)?</p>	<p>41. \$ _____ raw material, packaging, supplies</p> <p>42. _____ % not from home continent or trade area</p>
<p>In the past year, how much of your purchases (from Q41) were just for packaging materials?</p>	<p>43. \$ _____ packaging</p>
<p>In the past year, how much did you spend on services you paid others to provide? How much of this spending was for:</p> <ul style="list-style-type: none"> • Plant/lab/engineering-related services (e.g., outside repair and maintenance, waste disposal, calibration, lab services or outside testing, etc.)? Please include factory insurance and property taxes here. • Other services? (e.g., accounting, legal, outside payroll, phone, postage, shipping, sales commissions to non-employees, etc.) 	<p>44. \$ _____ plant/lab/engineering services</p> <p>45. \$ _____ non-plant/lab/engineering services</p>
<p>In the past year, how much did you spend on energy, across all fuels (electricity, natural gas, fuel oil, etc.)?</p> <p>Approximately what percent of that was for the plant/lab (i.e., <i>not</i> for the office)?</p>	<p>46. \$ _____ energy costs</p> <p>47. _____ % for plant/lab</p>
<p>Plant & Equipment Costs:</p> <p>In the past year, what were your expenses for depreciation, rent, and leases? Be sure to include: 1) depreciation & amortization of factory buildings and equipment you own; 2) factory rent; and 3) factory equipment lease payments.</p>	<p>48. \$ _____ depreciation, rent, and lease payments</p>
<p>Roughly what is the replacement value of all the equipment you use? Please include the value of equipment that you <u>lease</u> as well as equipment you <u>own</u>. By replacement value, we mean that if you have a 20-year-old system how much it would cost to replace it with a roughly identical 20-year-old system. (Please do NOT include the value of your building or land, and do NOT report book value.)</p>	<p>49. \$ _____ equipment replacement value</p>
<p>Receivables:</p> <p>On average during the past year, what were your receivables – the amount that your customers owed you?</p>	<p>50. \$ _____ average receivables</p>
<p>Order Processing, Scheduling and Delivery:</p> <p>Are your order entry and/or production scheduling system(s) integrated with EDI or the internet so that orders can be processed and scheduled automatically, without human intervention?</p>	<p>51. <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>What percent of your sales were accounted for by orders received over the internet? What percent of your purchases were made over the internet?</p>	<p>52. _____ % of sales received over internet</p> <p>53. _____ % of purchases made over internet</p>
<p>How much total inventory (raw, WIP, and final) did you have on hand at the <u>end</u> of the past year?</p> <p>How much total inventory at the <u>beginning</u> of the year?</p>	<p>54. \$ _____ year-end inventory</p> <p>55. \$ _____ beginning-of-year inventory</p>

For your make-to-order work, how detailed is your approach to cost estimation? Which of the costs below do you calculate separately for each new job? Which costs do you typically NOT calculate separately, but sometimes adjust for unusual jobs? Please check one box per row. Check "NA" for any costs that do not apply to your business, or for items that are bought and owned directly by your customers ("consigned").	Calculate Separately for Each Job	Sometimes Adjust Usual Rates or Add Special Mark-up	Included in Usual Hourly Billing Rates	NA
- direct material costs	56. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- packaging costs	57. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- engineering/lab labor	58. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- factory indirect labor	59. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- order processing costs	60. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- inventory holding costs	61. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[If all your work is make-to-stock or catalog-type orders and you seldom prepare quotes, enter NA for Q56-61 and skip to Q62.]				
In the past year, what percent of your deliveries were made on time?	62. _____ % deliveries you made on time			
What percent of deliveries from your suppliers were made on time?	63. _____ % deliveries your suppliers made on time			
How much did you spend in the past year on "premium freight" charges for which customers did not reimburse you?	64. \$ _____ premium freight			
In the past year, to what extent did you "bump" work from your planned production schedules in order to get "rush" or "hot" jobs done on time? That is, roughly what percent of lots or jobs required bumping another previously-scheduled lot or job?	65. _____ % of lots/jobs that bumped scheduled jobs			
[If you are a continuous processor, or if you do not schedule production, enter NA].				
Human Resources:				
On average in the past year, how many individuals worked at this location? Please include part-time and contract labor. (If your employment counts changed significantly over the past year, please be careful to report AVERAGE, not YEAR-END counts.)	66. _____ average number of individuals working at this location			
How many of the personnel from your answer to Q66 were contractors, rather than people on your own payroll?	67. _____ contract personnel			
Over the past year, how many different people did you have <u>on your payroll</u> for at least one day? That is, how many W2's did you generate? [Note: Your answer should not be less than Q66 minus Q67.]	68. _____ people on payroll for at least one day			
How many of your total personnel (from Q66) were hourly people who worked in the plant or lab?	69. _____ hourly plant/lab/engineering personnel			
How many of these hourly plant/lab/engineering workers (from Q69):	Number of these hourly plant/lab workers who:			
• Were represented by labor unions?	70. _____ in unions			
• Were covered by company-subsidized health insurance, for which you paid at least \$3000 per worker?	71. _____ for whom you paid >= \$3000/yr in health premiums			
On average in the past year, how many hours per week did these hourly plant/lab workers (from Q69) work?	72. _____ hours per week, per worker			
In the past year, roughly what percent of your hourly plant/lab labor time was spent doing work manually or with hand tools? That is, what percent was spent doing manual or hand-tool loading, processing, testing, packaging, or other light manufacturing work?	73. _____ % plant/lab labor time doing manual or hand-tool work			
In the past year, what percent of your personnel at this location (from Q66) used a computer or programmable machine controller at least once a week as part of their job?	74. _____ % personnel using computer or programmable machine controller			
Manufacturing:				
How large is your plant or factory area?	75. _____ sq. ft.			
In the past year, did this plant have an on-site lab for analyzing or formulating your products?	76. <input type="checkbox"/> Yes <input type="checkbox"/> No			
In the past year, did you routinely use automated, electronic transmission of digital instructions, rather than having operators reprogram equipment?	77. <input type="checkbox"/> Yes <input type="checkbox"/> No			

<p>How many distinct processing lines or systems do you have in regular use? Please describe their age and characteristics.</p>	<p>78. _____ processing lines or systems</p> <p>Number of processing lines or systems that are:</p> <p>79. _____ less than 5 years old</p> <p>80. _____ 5+ years old, but upgraded</p> <p>81. _____ 20+ years old and not upgraded</p> <p>82. _____ configured for continuous processing (i.e., with automated movement of parts through the process)</p> <p>83. _____ equipped with programmable control of key process parameters, such as temperature, pressure, humidity, etc.</p>
<p>How many hours was your plant open for production last year? <i>Example:</i> Two 8-hr shifts per day * 5 days per week * 50 weeks = 4000.</p>	<p>84. _____ hours plant was open last year</p>
<p>In the past year, how many total hours were those lines/systems potentially available for production? By "available," we mean that your intent was to be in production mode, and you had scheduled work shifts accordingly.</p> <p>Please answer for precisely the same lines you included in your answer to Q78, above.</p> <p><i>Example:</i> The plant has 4 processing lines. Three of them were scheduled for two 8-hour shifts per day, 5 days per week, 50 weeks per year. The last line was only used one shift per day, 5 days per week, 50 weeks per year. Thus the total number of available process-line-hours was:</p> <p style="padding-left: 20px;">[3 lines x 16 hours/day x 250 days/year] or 12,000 hours + [1 line x 8 hours/day x 250 days/year] or 2000 hours = Total of 14,000 processing-line-hours</p>	<p>85. _____ available hours, all lines or systems</p>
<p>How many of those available hours (from Q85) were those lines/systems actually running product? [Do NOT include any hours that the equipment was idle or waiting, such as changeover time, maintenance time, time spent resolving quality problems, etc.]</p>	<p>86. _____ running hours, all lines or systems</p>
<p>Quality Assurance:</p> <p>In the past year, what was your scrap rate? By "scrap," we mean work you rejected internally due to errors, not unavoidable material loss. If you can, please provide the dollar value of output scrapped (costs for wasted labor and machine time plus cost for ruined material).</p> <p>Otherwise, provide the proportion (% or PPM), by weight, of output scrapped. (Answer either Q87 and Q88, or just Q89)</p>	<p>Scrap Due to Errors (Do NOT Include Offal or Design Scrap):</p> <p>87. \$ _____ cost of material ruined due to errors</p> <p>88. \$ _____ total scrap cost (ruined material plus cost of wasted labor and machine time)</p> <p>OR</p> <p>89. _____ output scrapped, by weight <input type="checkbox"/> % <input type="checkbox"/> PPM (Check % or PPM.)</p>
<p>In the past year, what percent of plant/lab labor time was spent doing rework or reprocessing of output that was not done right the first time?</p>	<p>90. _____ % hourly plant/lab labor time spent doing reprocessing</p>
<p>In the past year, what percent of the <u>units</u> you shipped were initially rejected for quality reasons or not-to-spec condition? [NOTE: Even if your customers accept or reject entire lots, enter % or parts per million bad if you know it.] (Check % or PPM.)</p>	<p>91. _____ shipped bad or rejected <input type="checkbox"/> % <input type="checkbox"/> PPM (Check % or PPM.)</p>