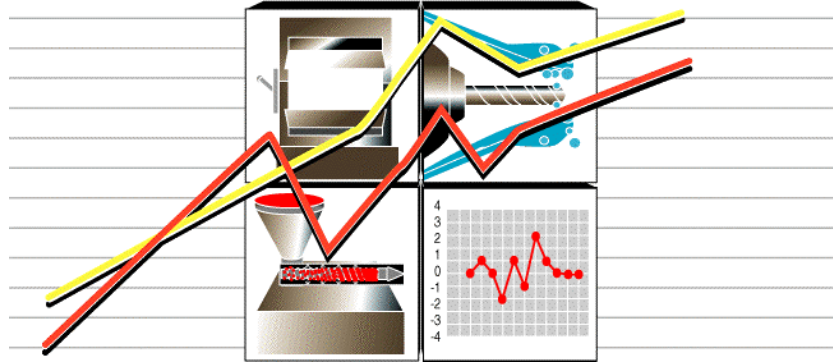




## Instructions for Using This Electronic Form



*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](http://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](mailto:pbs@mmtc.org).

# PERFORMANCE BENCHMARKING

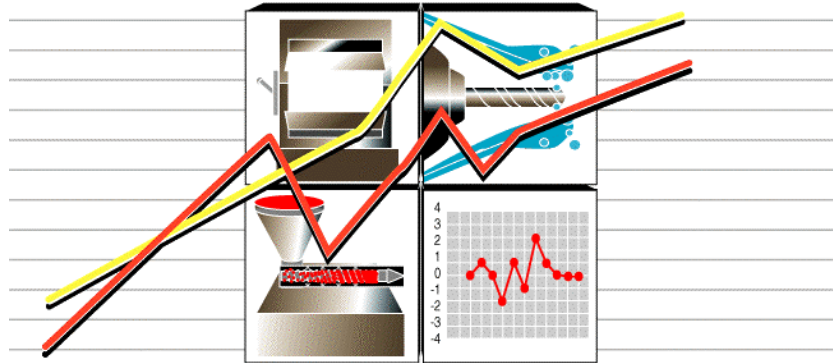
For Benchmarking Use Only

Site ID

Svkey

## Printing and Related Services

(Valid through 4/15/11)



This form is for plants whose main business is providing printing services, including printing on paper, plastic, metal, fabric, glass or other materials. **If you make products and do your own printing on those products, please use this form only if you can treat your printing operations as a separate line of business, with separate financials and employees.** Otherwise, please select one of our other industry questionnaires (see [www.performancebenchmarking.org](http://www.performancebenchmarking.org)) and receive a report comparing you to other product makers.

- 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](mailto:pbs@mmtc.org)

<http://www.performancebenchmarking.org>

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





In the past year, what percent of your deliveries were made on time? What percent of deliveries made by your suppliers were made on time?	62. _____ % deliveries you 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 you had already started in order to get "rush" or "hot" jobs done on time? That is, roughly what percent of jobs required bumping another, already-started job?	65. _____ % of jobs that bumped already-started jobs																																			
What percent of your sales were from orders you got over the internet? What percent of your purchases were made over the internet?	66. _____ % of sales from internet orders 67. _____ % of purchases made over internet																																			
Are your order entry and/or production scheduling system(s) integrated with EDI or the internet, so that orders can be entered and scheduled automatically, without human intervention?	68. <input type="checkbox"/> Yes <input type="checkbox"/> No																																			
<b>Quoting and Estimating</b> Which cost components do you calculate separately for each new job? Which do you sometimes calculate, but only for unusual jobs? Which do you roll into your hourly billing rates? 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").	<table border="1"> <thead> <tr> <th></th> <th>Calculated Separately for Each Job</th> <th>Calculated for Special Jobs</th> <th>Included in Usual Hourly Billing Rates</th> <th>NA</th> </tr> </thead> <tbody> <tr> <td>69. - paper or other stock</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>70. - plates, screens or negatives</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>71. - graphic design and layout labor</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>72. - factory indirect labor</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>73. - order processing</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>74. - inventory holding costs</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		Calculated Separately for Each Job	Calculated for Special Jobs	Included in Usual Hourly Billing Rates	NA	69. - paper or other stock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	70. - plates, screens or negatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	71. - graphic design and layout labor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	72. - factory indirect labor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	73. - order processing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	74. - inventory holding costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>Human Resources:</b> 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.)	75. _____ average number of individuals working at this location																																			
How many of the personnel from your answer to Q75 were contractors, rather than people on your own payroll?	76. _____ 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? <b>[Note: Your answer should not be less than Q75 minus Q76.]</b>	77. _____ people on payroll for at least one day																																			
How many of your total personnel (from Q75) were people who worked in stripping, press, bindery, other shop functions, or in graphic design? How many of these shop/design people (from Q78):	78. _____ shop/design personnel																																			
<ul style="list-style-type: none"> <li>Were represented by labor unions?</li> <li>Were covered by company-subsidized health insurance, for which you paid at least \$3000 per worker?</li> </ul>	79. _____ in unions 80. _____ for whom you paid >= \$3000/yr in health premiums																																			
On average in the past year, how many hours per week did these shop/design personnel (from Q78) work?	81. _____ hours per week, per shop/design person																																			
What was the average wage rate, <u>excluding</u> overtime, for shop/design personnel (from Q78)? Please include all skill/seniority levels in this average.	82. Avg. hourly wage \$ _____ per hour																																			
In the past year, roughly what percent of your shop labor time was spent doing work manually or with hand tools? That is, what percent was spent doing manual or hand-tool trimming, binding, packaging, or other light manufacturing work?	83. _____ % shop labor time doing manual or hand-tool work																																			
In the past year, what percent of your personnel at this location (from Q75) used a computer or programmable machine controller at least once a week as part of their job?	84. _____ % personnel using computer or programmable machine controller																																			
<b>Design and Pre-Press:</b> In the past year, roughly what percent of your sales were from jobs where you were responsible for graphic design?	85. _____ % sales from products of own design																																			
How large is your production or shop area?	86. _____ sq. ft.																																			
In the past year:	<b>% of Sales</b>																																			
<ul style="list-style-type: none"> <li>For what percent of sales did you use digital data to generate plates, film, or screens?</li> <li>What percent of your sales were from 5-or-more color jobs?</li> </ul>	<ul style="list-style-type: none"> <li>Used digital data to generate plates/film/screens 87. _____ %</li> <li>5-or-more color jobs? 88. _____ %</li> </ul>																																			
Do you have a bar code or similar system for tracking inventory or work-in-process?	89. Bar code or similar system? <input type="checkbox"/> Yes <input type="checkbox"/> No																																			

<p><b>Production:</b> How many machines do you have in regular production use? Include all presses and post-press/bindery equipment.  Please describe their age and features.</p>	<p>Regular-use production machines 90. _____</p> <p>Number of these machines that:</p> <ul style="list-style-type: none"> <li>• Are less than 5 years old 91. _____</li> <li>• Are 5+ years old, but upgraded 92. _____</li> <li>• Are 20+ years old and not upgraded 93. _____</li> <li>• Are presses 94. _____</li> <li>• Are presses that can run 5-or-more color work in a single pass 95. _____</li> </ul>
<p>How many hours were open for production last year? <i>Example:</i> Two 8-hr shifts per day * 5 days per week* 50 weeks = 4000. <b>The next 2 questions refer only to those machines included in Q90.</b>  What was the total number of available machine hours in the past year? By "available," we mean <i>staffed</i> with someone assigned to run it or scheduled to run unattended. <i>Example:</i> The shop was open for two 8-hour shifts per day, 250 days per year. Staffing was set so that 25 machines were manned on the first shift and 10 on the second shift. Thus total available machine-hours were: [25 machines x 8 hours/day x 250 days/year] + [10 machines x 8 hours/day x 250 days/year] = 70,000 machine-hrs</p>	<p>96. _____ hours open last year</p> <p>97. _____ available machine-hours or line-hours ("available" = staffed machine-hours, plus machine-hours scheduled to run unattended)</p>
<p>How many of those available hours (from Q97) were machines actually <u>running</u> jobs? (Do NOT include any hours that the machines were idle or waiting, such as make-ready time, maintenance time, time spent resolving quality problems, etc.)</p>	<p>98. _____ running machine-hours</p>
<p><b>Quality Assurance:</b> In the past year, what was your scrap rate? By "scrap," we mean work you rejected internally due to errors, <b>not</b> 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).  Otherwise, provide the proportion (% or PPM) of pieces or output scrapped. (Answer either Q99 and Q100, or just Q101)</p>	<p><b>Scrap Due to Errors (Do NOT Include Offal or Design Scrap):</b> 99. \$ _____ cost of material ruined due to errors 100. \$ _____ total scrap cost (ruined material plus cost of wasted labor and machine time) <b>OR</b> 101. _____ pieces or output scrapped <input type="checkbox"/> %      <input type="checkbox"/> PPM      <b>(Check % or PPM.)</b></p>
<p>In the past year, what percent of shop labor time was spent doing corrective rework? By this we mean time spent fixing errors that did NOT require scrapping the entire item. An example would be rebinding or reassembling.</p>	<p>102. _____ % shop labor time spent doing rework</p>
<p>In the past year, what proportion (% or PPM) of the units you shipped were initially rejected for quality reasons or not-to-spec condition? <b>[Even if your customers accept or reject entire jobs, enter % or parts per million bad if you know it.]</b></p>	<p>103. _____ initially rejected due to quality <input type="checkbox"/> %      <input type="checkbox"/> PPM      <b>(Check % or PPM.)</b></p>
<p><b>Standard Shop Procedures</b> <i>Which of the following were true in the past year?</i></p> <ul style="list-style-type: none"> <li>• Use Statistical Process Control (SPC), with charts usually done by production workers monitoring their own work? 104. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Regularly displayed quality data where operators could easily see it? 105. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Engaged in a Total Quality Management (TQM) or similar program? 106. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Did studies to find sources of recurring errors? 107. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> </ul> <p><i>In the past year, did you regularly track data and generate reports showing:</i></p> <ul style="list-style-type: none"> <li>• Inspection labor time or costs? 108. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Types of defects resulting in scrap? 109. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Types of defects resulting in customer returns? 110. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Scrap or defect rate by press or machine? 111. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Repair or replacement costs for individual plates, films or screens? 112. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Time needed to correct an SPC-identified problem? 113. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> <li>• Overall cost of quality? 114. <input type="checkbox"/> Yes      <input type="checkbox"/> No</li> </ul>	