

The Framework for Performance Measurement on Supply Chain

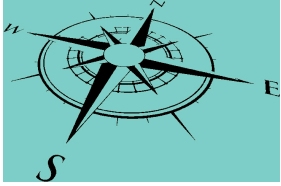
Supply chain is an important element in logistics development for all industries. It can improve efficiency and effectiveness of not only product transfer, but also information sharing between the complex hierarchy of all the tiers. The performance measurement on supply chain is an appraisal on the performance including overall operation level, the node enterprises in the supply chain, the cooperation relationship between the node enterprises, etc. Hence it is essentially a business-process-based performance measurement framework.

Features of performance measurement indices ~ According to the aims and basic features of supply chain management system, performance measurement indices should be able to reflect the overall operation status of supply chain and the operation relationship between enterprises of adjacent nodes in a supply chain properly, instead of evaluating the operation of single provider without taking the organizational performance of supply chain into consideration. Take a raw material supplier with attractive price in the supply chain as example, the supplier would probably be evaluated as one which should be chosen if we take an isolated look. But if we evaluate it from a perspective of cross-functional level in a whole supply chain, more indices, such as matchability, flexibility etc. must be taken into account.

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Organization for the Advancement of Structured Information Standards (OASIS)

Vision

Efficient and effective logistics

Mission

To enable appraisal of the performance of supply chains

Values

Principles: Principles that should be followed ~ With the continuous development of theories for supply chain management and advancement of practice, a more effective Index system to be used for performance measurement should follow a few main principles as follows ...

Keyness: It should focus on the key points and

Thoroughness: a thorough analysis on the key performance indices should be undertaken.

Reality: Performance rating indices which reflect the real business process should be adopted.

Comprehensiveness: Performance rating indices should be able to reflect the operation status of the overall supply chain, instead of reflecting just the operation status of single node enterprises of supply chain.

Timeliness: The rating methodology should be as far as possible combined with real-time analysis so as to be able to extend the scope of measurement to a level within which the real time operation information can be reflected.

Relationships: During performance measurement on supply chain, the rating indices which reflect the relationship between suppliers, manufacturers and the clients should be adopted, so as to be able to extend the scope of measurement to a level which involves the relative enterprises of the supply chain.

1. Planning

Measure order planning

1.1. Lead Time

Measure order lead-time

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

1.2. Orders

Evaluate the customer order path

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

2. Links

Evaluate supply links

2.1. Delivery

Measure delivery performance

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

2.2. Cost

Measure total distribution cost

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

3. Production

Measure production levels

3.1. Flexibility

Measure flexibility

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

3.2. Queries

Measure customer query time

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

3.3. Service

Measure post-transaction customer service

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

4. Satisfaction

Measure customer service and satisfaction

4.1. Flexibility

Measure flexibility

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

4.2. Queries

Measure customer query time

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

4.3. Service

Measure post-transaction customer service

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

5. Costs

Measure supply chain and logistics costs

5.1. Information Processing

Information processing costs

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Administrative Information

Start Date:

End Date:

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Submitter:

Given Name: Owen

Surname: Ambur

Email: Owen.Ambur@verizon.net

Phone:

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