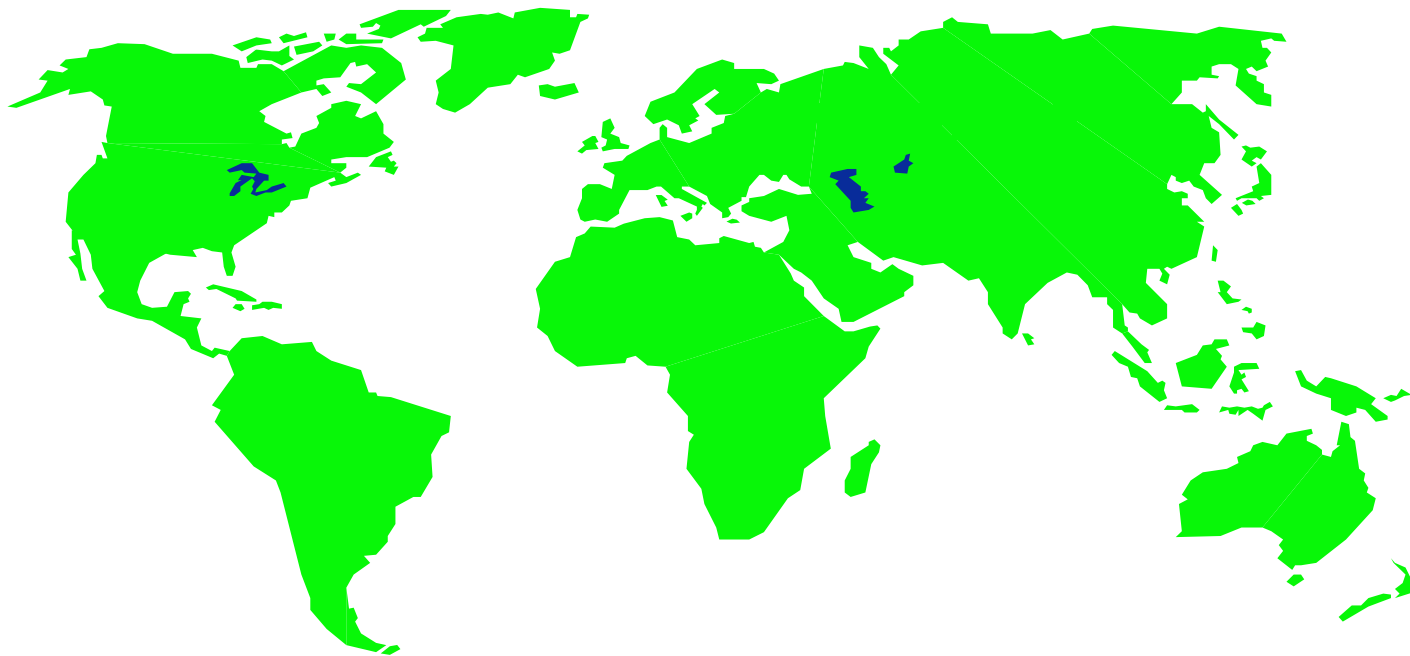


# ***LOGISTICS COST AND SERVICE 2005***



***ESTABLISH, INC.  
HERBERT W. DAVIS AND COMPANY***

# ***Introduction***

**The Establish, Inc./Herbert W. Davis and Company Logistics Cost and Service Database was established in 1975 to:**

- **Define appropriate performance measures for logistics functions.**
- **Provide worksheets to record functional costs by facility and in total.**
- **Summarize the data received from participating companies and aggregate it into a useful database for benchmarking.**

# ***Today – 2005***

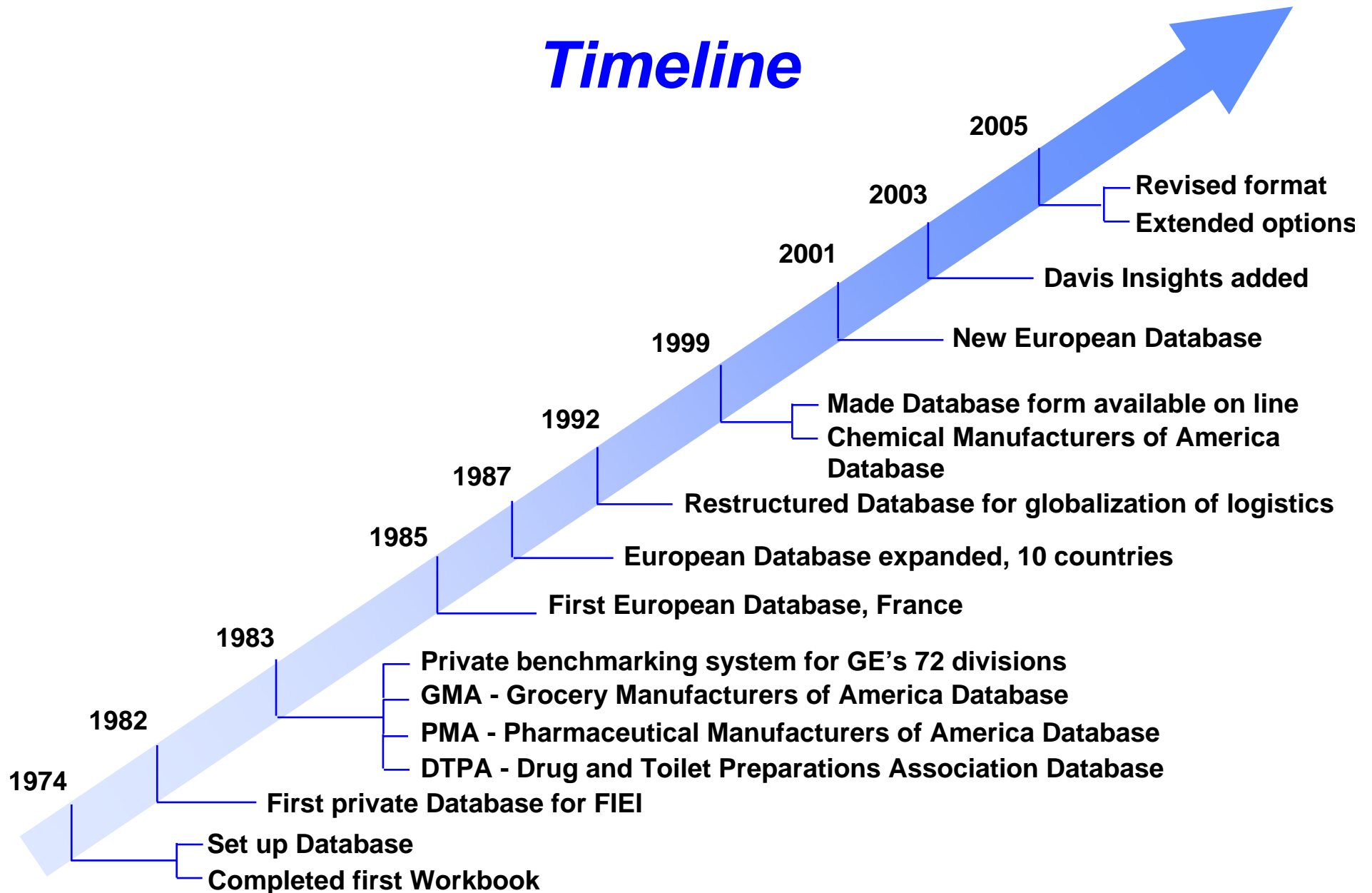
## ***North American Status***

- **Database of Logistics Cost and Service maintained and opened to all shippers to participate since 1975.**
- **Participation is achieved by completing a one-page questionnaire via mail, fax or on-line entry.**
- **Participant is sent a customized benchmark comparing cost and service performance to four peer groups:**
  - **Product category**
  - **Product value**
  - **Company size – sales revenue**
  - **Company size – shipped weight**
- **Database is summarized annually and results reported at this conference.**
- **Presentation has been made to the Annual Conference every year since 1977.**

# *European Status*

- **Current version in place for four years using the same definitions as North America.**
- **Both country-specific and pan-European.**
- **Participation open to all companies with logistics operations of any kind.**
- **Similar to the North American Database, it contains entries for manufacturers, distributors and retailers.**
- **Greatest interest from companies within fast-moving consumer goods and automotive suppliers.**

# Timeline



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## ***Key Findings – 2005***

### **Trend group average:**

- **Cost as a percent of sales is down 9.6%.**
- **Cost per hundredweight is down 5.2%.**

**Over 70% of companies were able to reduce their costs this year—significantly better performance than in recent years.**

***For those companies in the database for at least two years:***

**Sales are up 10.1%**

**Total costs in dollars are down 12.3%**

**Weight shipped is up 13.1%**

**Product value is up 6.8%**

## ***Interpretation for the Typical Company***

- **The average company in the 2005 database trend group increased selling prices by about 7%, but also increased total sales by somewhat more (10%).**
- **Further, total orders and weight increased, meaning that logistics handled an increased workload in 2005 at a lower cost than recorded in 2004. Overall, a very favorable trend.**

## ***Several Database Trends are Evident***

- **Logistics costs have been declining since 2001 for most companies and are now at a 25-year low in percent of sales and cost per hundredweight.**
- **Overall, the past year has been a good one for logistics costs and service improvement.**
- **Customer service levels are still not improving.**
- **Logistics costs vary greatly between industrial groups.**

# ***Recent Industries***

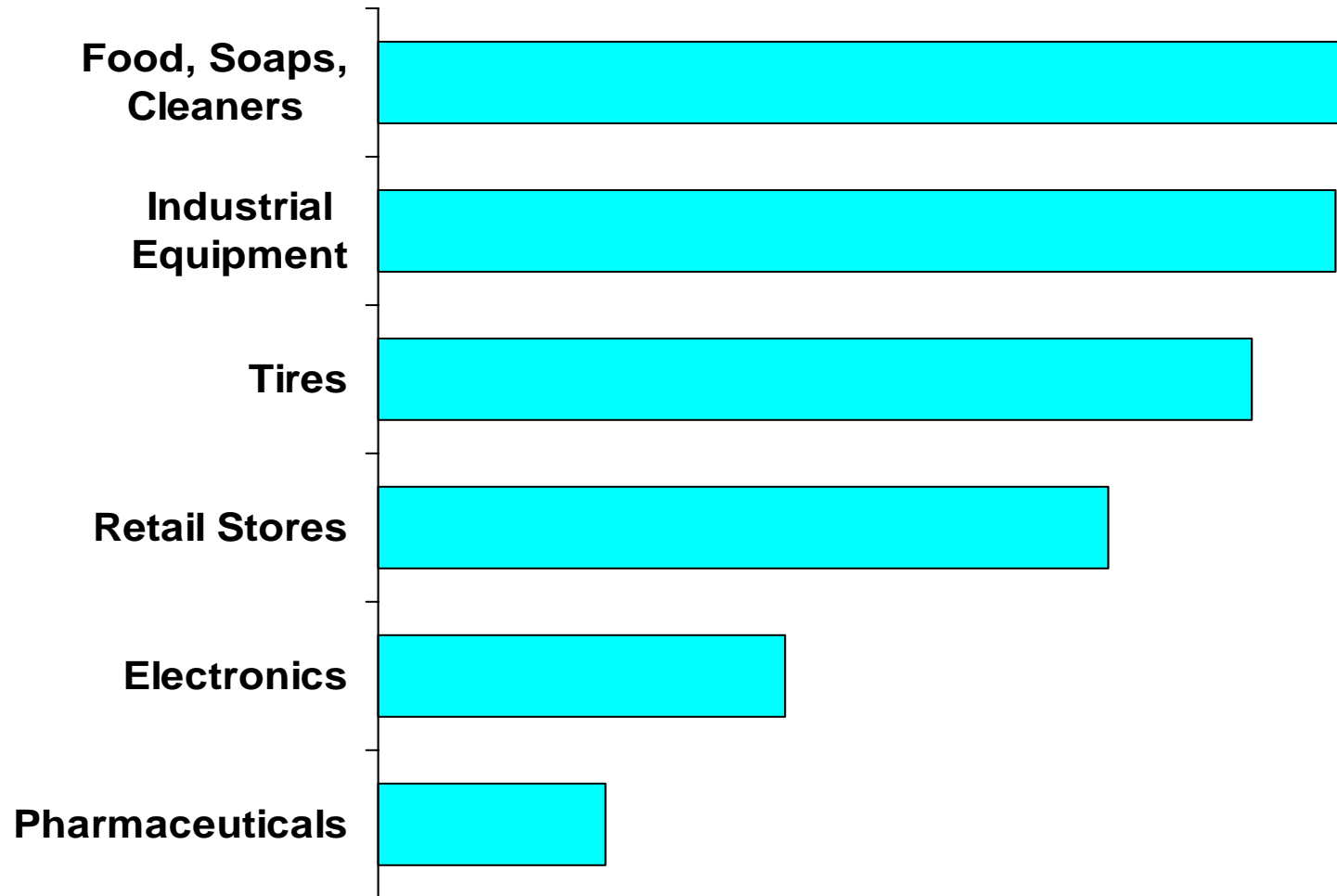
**Consumer Electronics**  
**High-Value Industrial Durable**  
**Computers**  
**Peripherals**  
**Telecommunications**  
**Industrial Replacement Parts**  
**Chemicals**  
**Industrial Supplies**  
**Consumer Replacement Parts**  
**Small Appliances**  
**Large Appliances**  
**Publishers**  
**Tires**  
**Consumer Packaged Goods**  
**Building Supplies/Hardware Products**  
**Low-Value Consumer Packaged Goods**

**High-Value Consumer Packaged Goods**  
**Grocery**  
**Produce and Fresh Foods**  
**Meat and Fish Products**  
**Frozen Food**  
**Beverages**  
**Consumer Household Products**  
**Health and Beauty Aids**  
**High-Value Pharmaceuticals**  
**Low-Value Pharmaceuticals**  
**Industrial and Consumer  
Wholesalers/Distributors**  
**Apparel Retailers**  
**Drug Chains**  
**Mass Merchandisers**  
**Low-Value Industrial Durable**

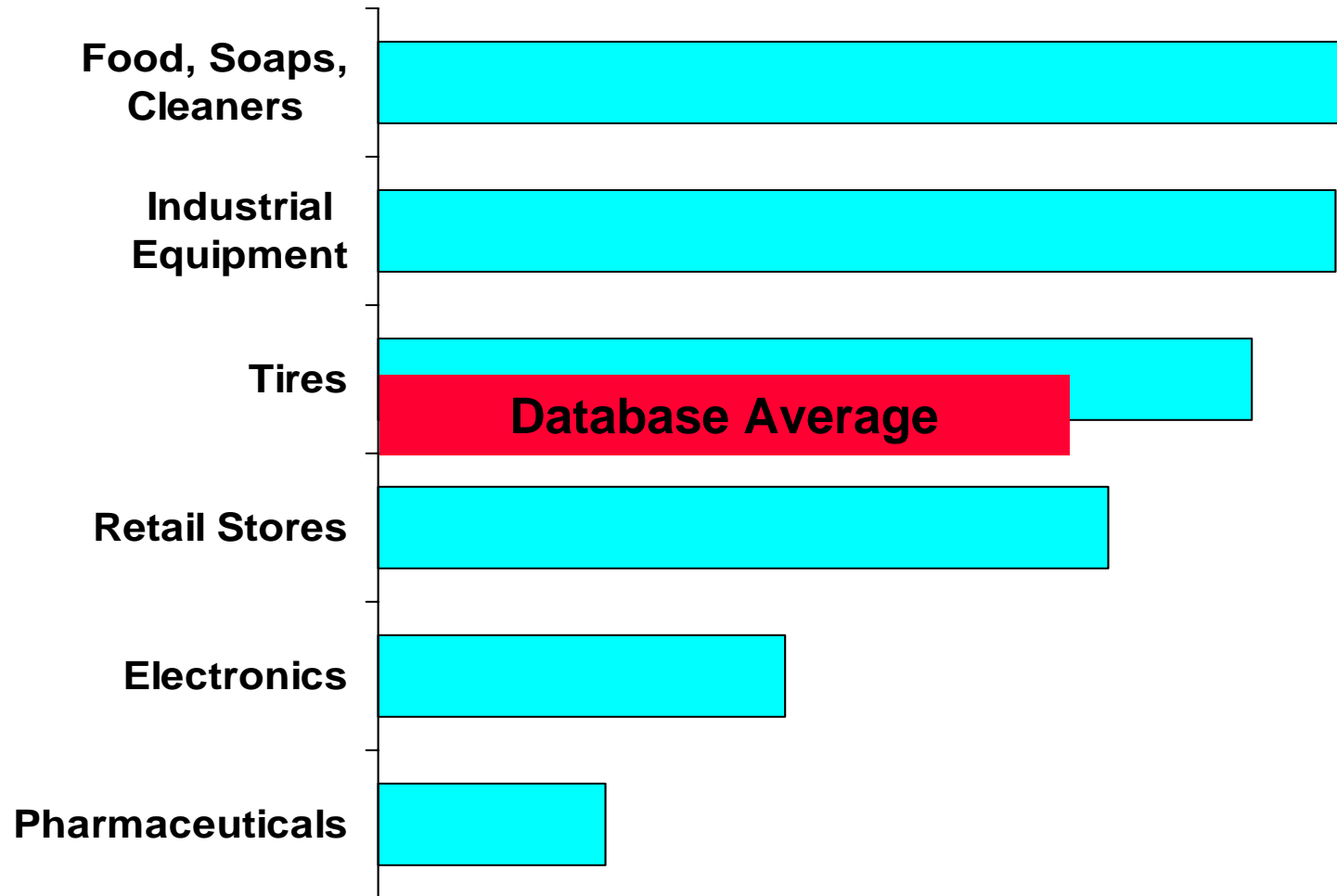
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***[www.establishinc.com](http://www.establishinc.com)***

# ***Logistics Cost —Percent of Sales by Industry Classification***



# ***Logistics Cost —Percent of Sales by Industry Classification***



# ***Why are Overall Costs Declining?***

**First, the average company in our trend group has successfully reduced inventories.**

- Inventory as a percent of sales is at the lowest level in 25 years.**

**Second, this reduced the pressure on warehousing, so warehousing costs have declined since the last recession (2001).**

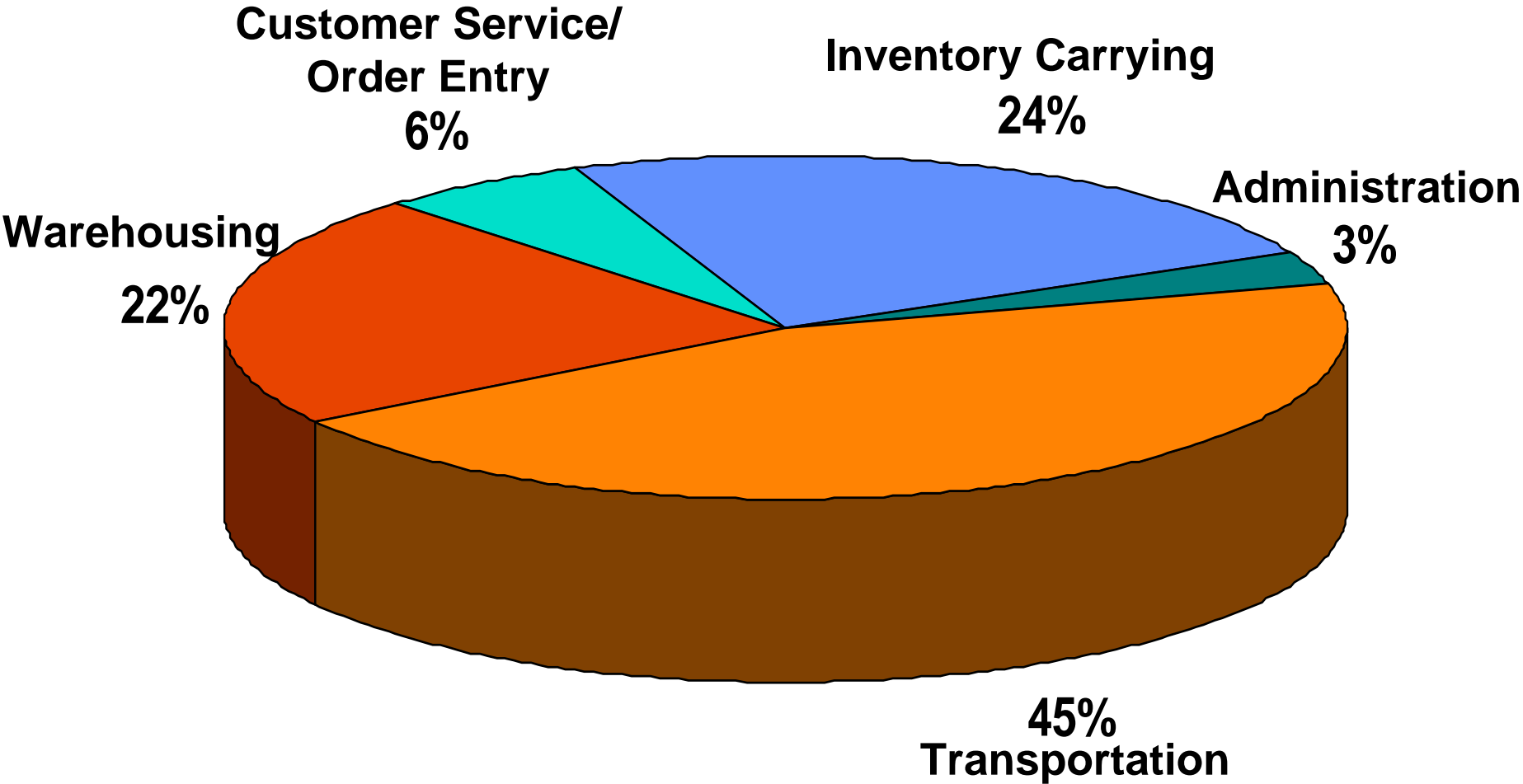
- These two cost reduction actions are the normal reaction to weak recession-related sales. Companies reduce costs.**
- The actual cost reduction traditionally shows up in the years immediately following the recession; i.e., sales are up and costs are down.**

# ***Average Company—2005 Database***

	<b><i>Cost In</i></b>	
	<b><u>% of Sales</u></b>	<b><u>\$/CWT</u></b>
<b>Transportation</b>	<b>3.36%</b>	<b>\$27.80</b>
<b>Warehousing</b>	<b>1.65</b>	<b>12.88</b>
<b>Order Entry/Customer Service</b>	<b>0.48</b>	<b>4.97</b>
<b>Administration</b>	<b>0.25</b>	<b>3.40</b>
<b>Inventory Carrying</b>	<b><u>1.76</u></b>	<b><u>28.75</u></b>
<b><i>Total Logistics Costs</i></b>	<b>7.51%</b>	<b>\$77.80</b>

# **Cost Breakdown**

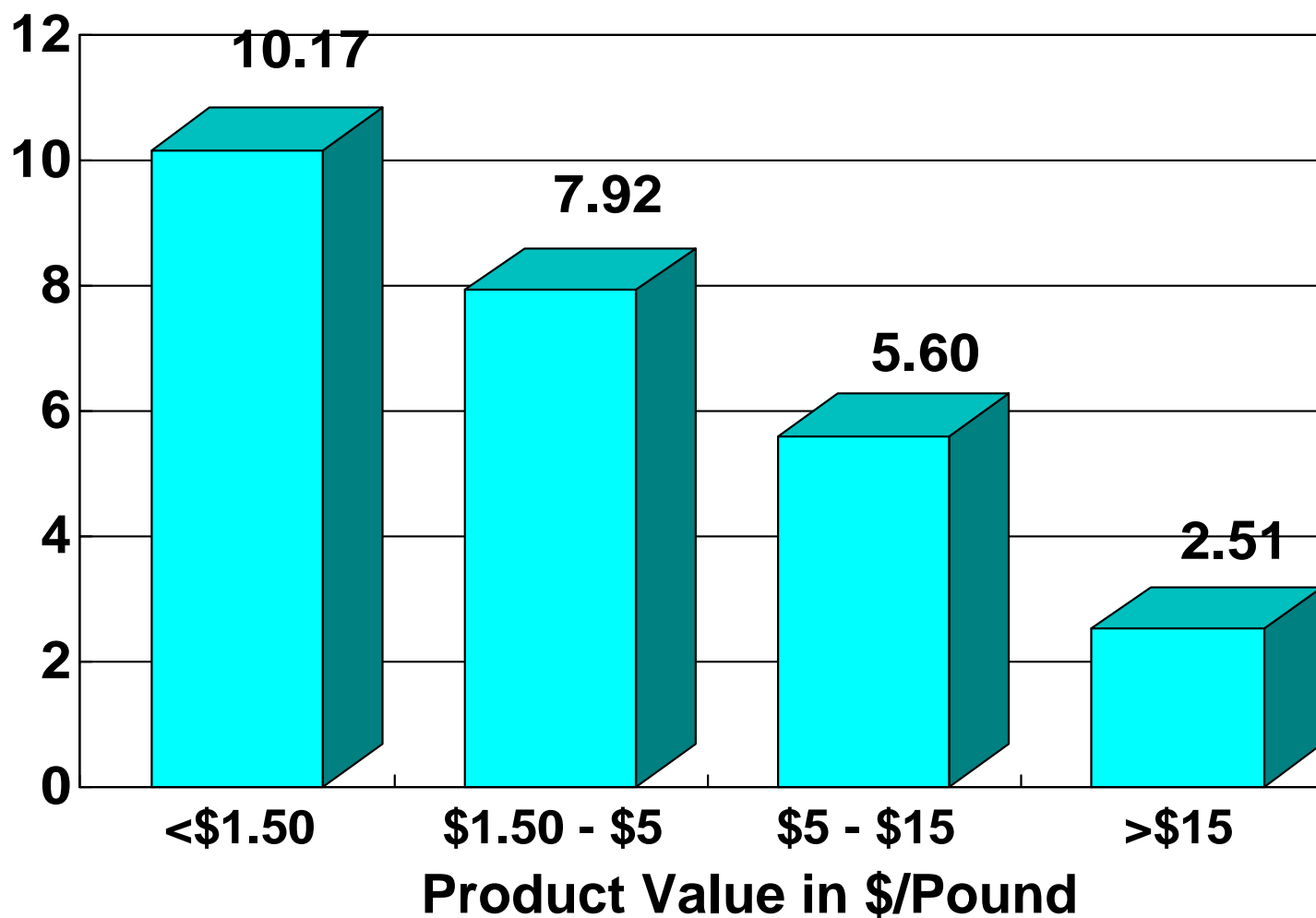
## **Percent of Sales**



## Product Value

Cost as a  
% of Sales

*Cost declines with higher value*



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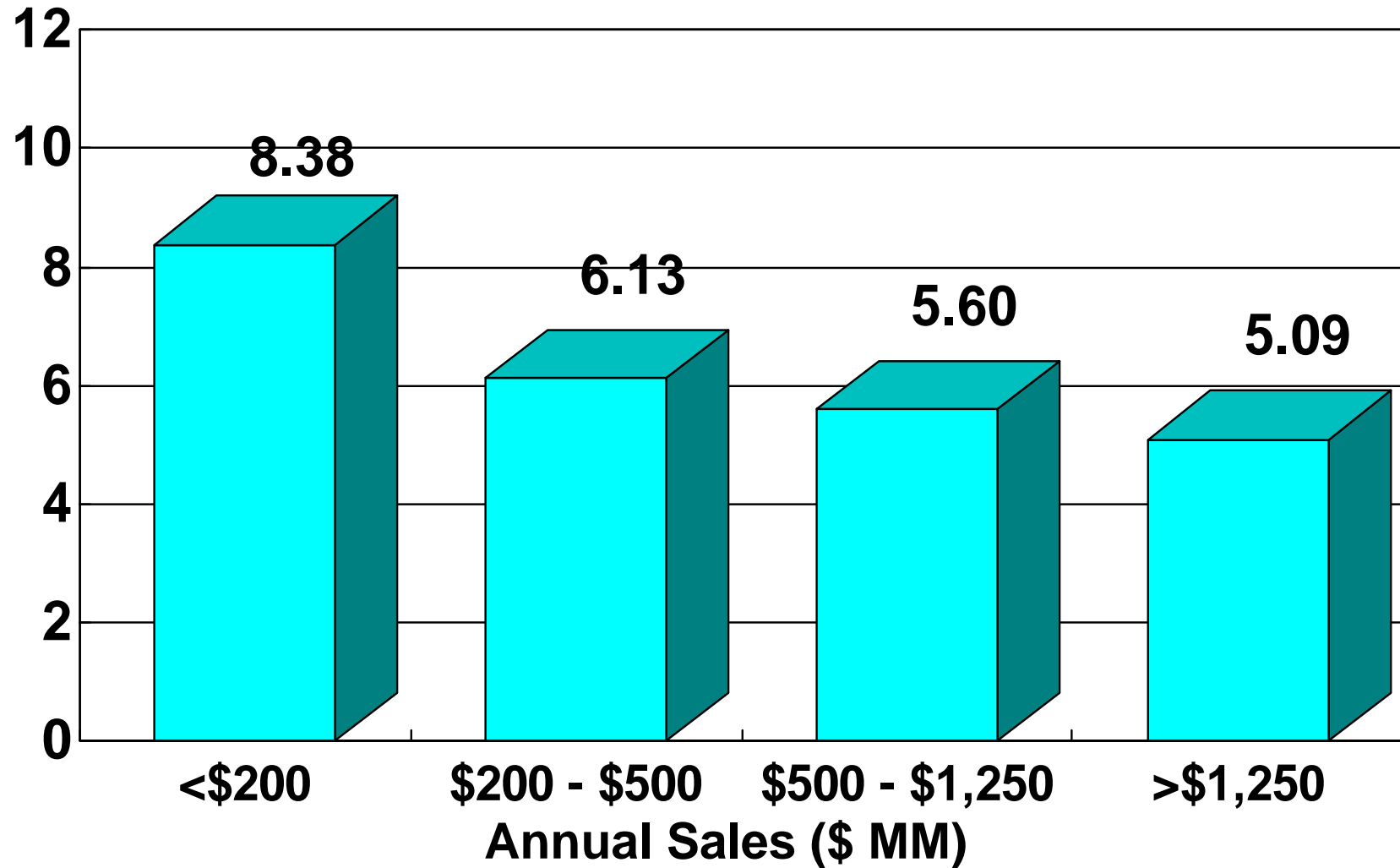
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# Company Size

*Small companies pay more*

Cost as a % of Sales

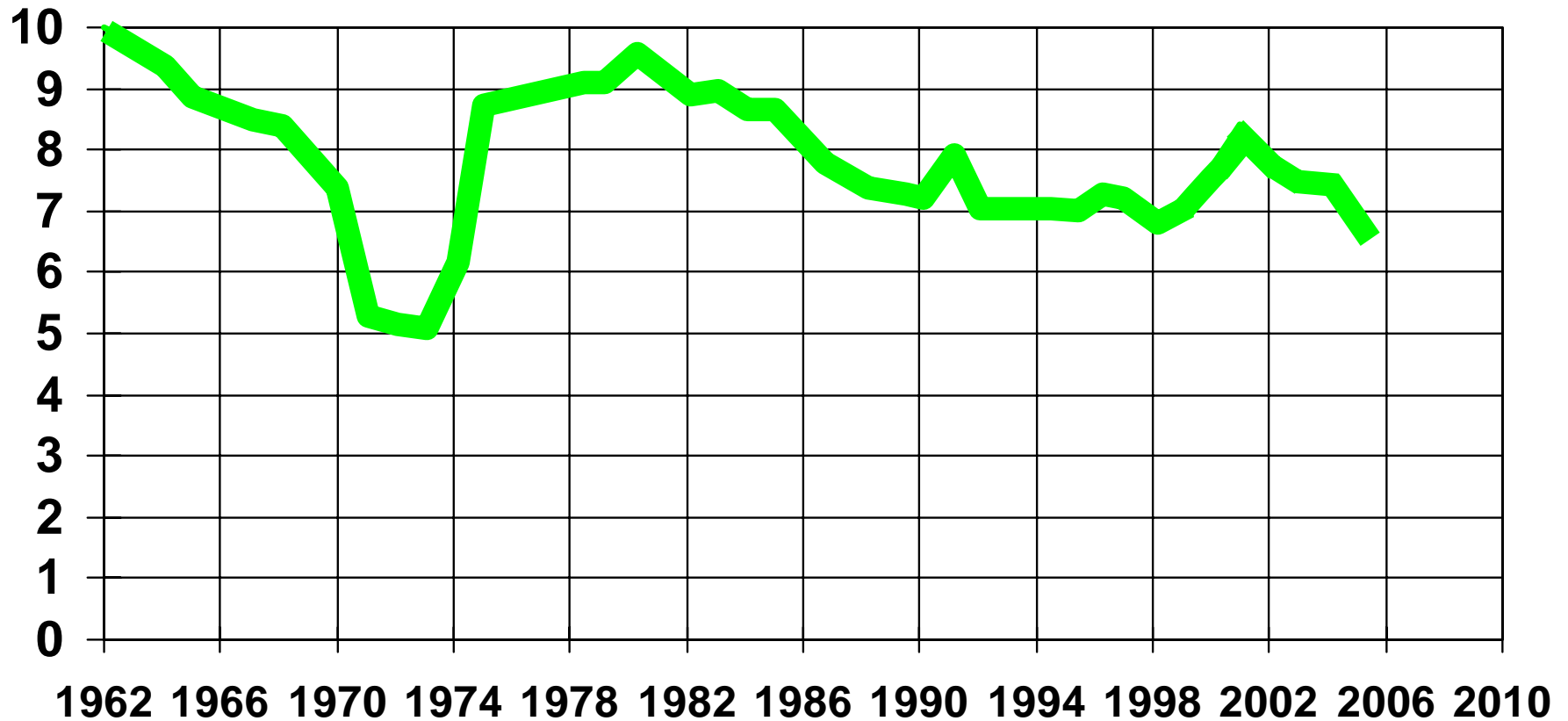


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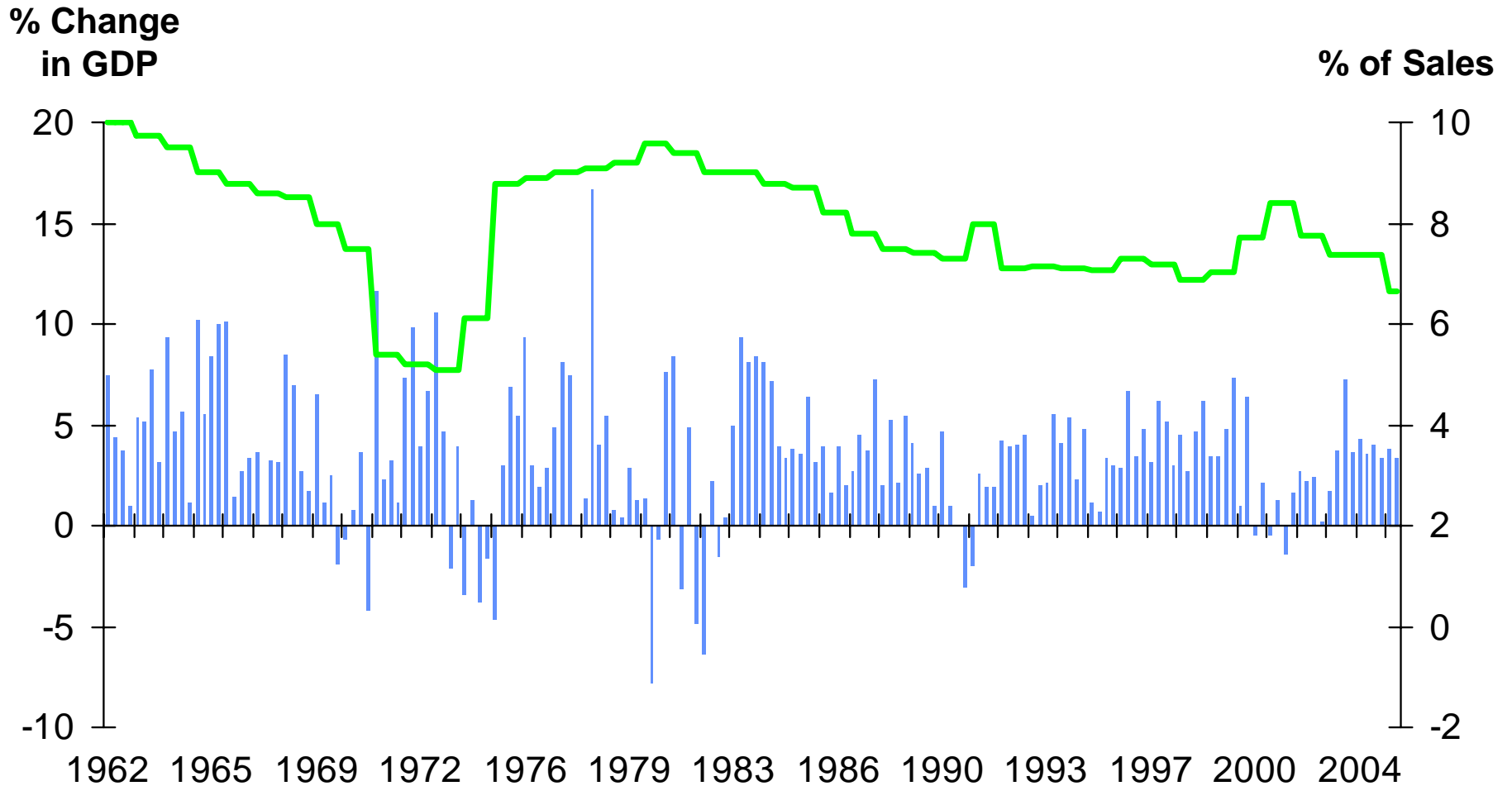
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# *Logistics Cost—Percent of Sales*



# Logistics Cost—Percent of Sales vs. Percent Change in GDP



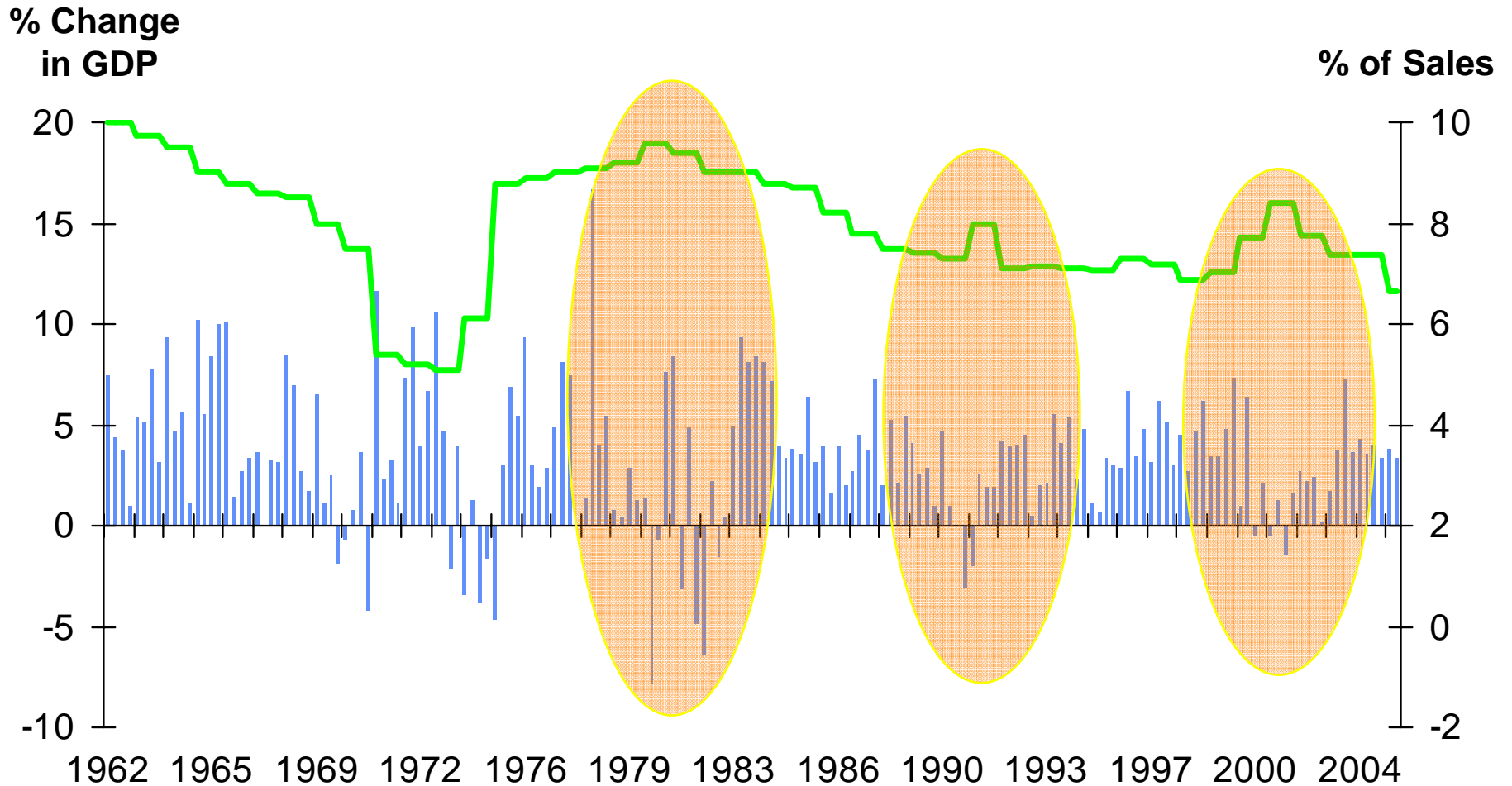
Bureau of Economic Analysis – “Current-dollar and “real” GDP – gdplev.xls”

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# Logistics Cost—Percent of Sales vs. Percent Change in GDP



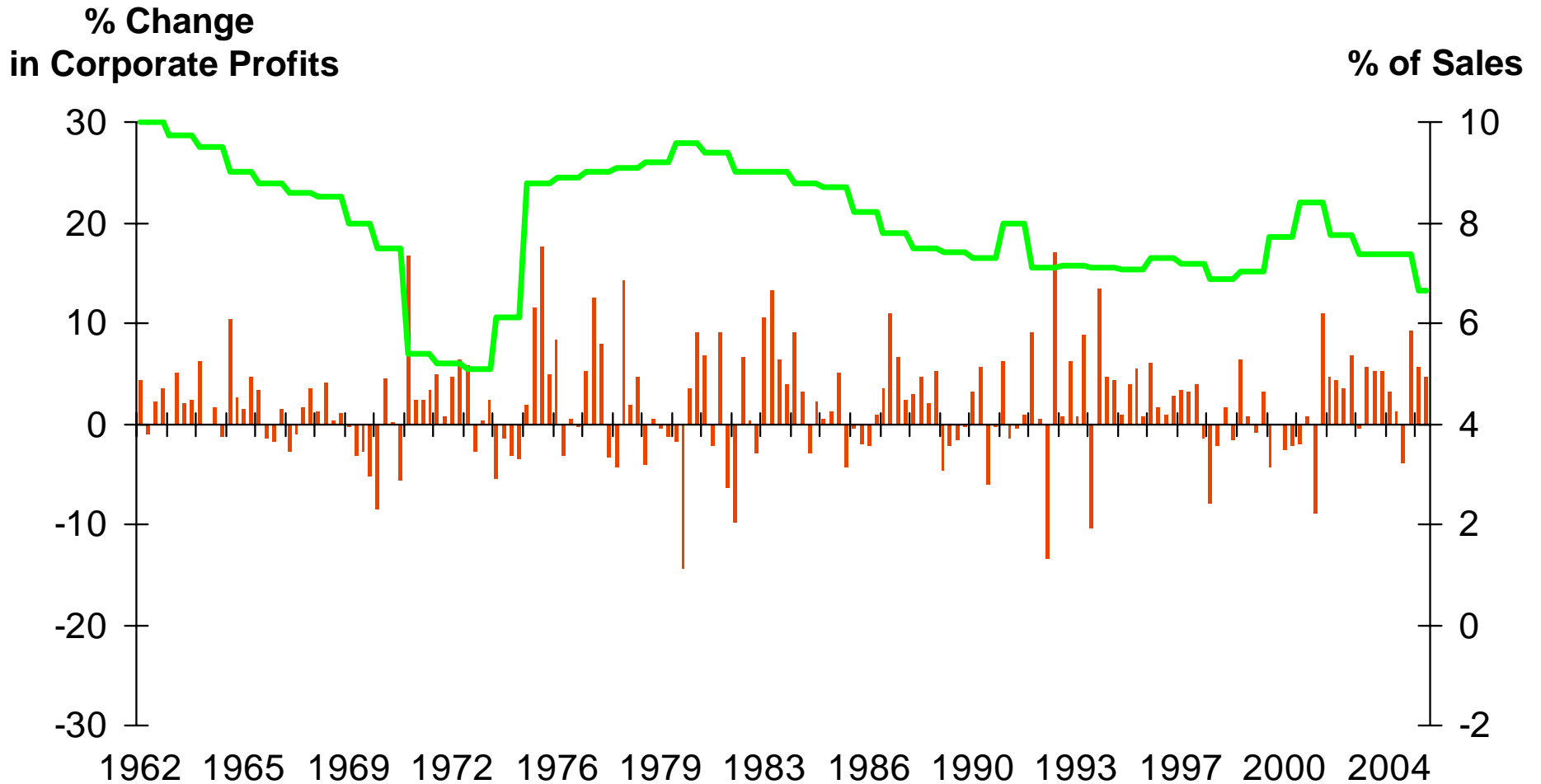
Bureau of Economic Analysis – “Current-dollar and “real” GDP – gdplev.xls”

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# Logistics Cost—Percent of Sales vs. Percent Change in Corporate Profits



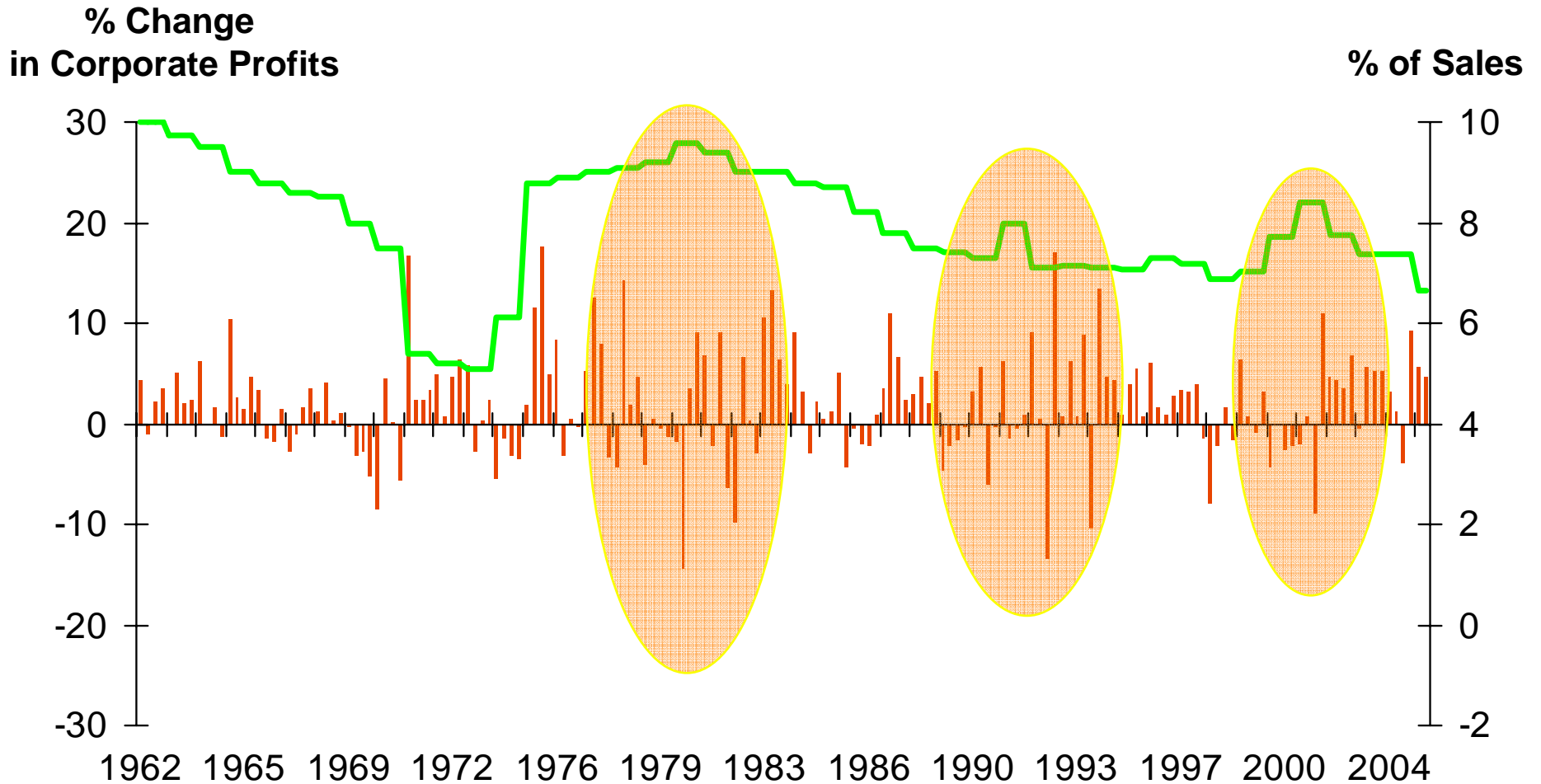
Bureau of Economic Analysis – “Corporate profits with inventory valuation and capital consumption adjustments”

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# Logistics Cost—Percent of Sales vs. Percent Change in Corporate Profits



Bureau of Economic Analysis – “Corporate profits with inventory valuation and capital consumption adjustments”

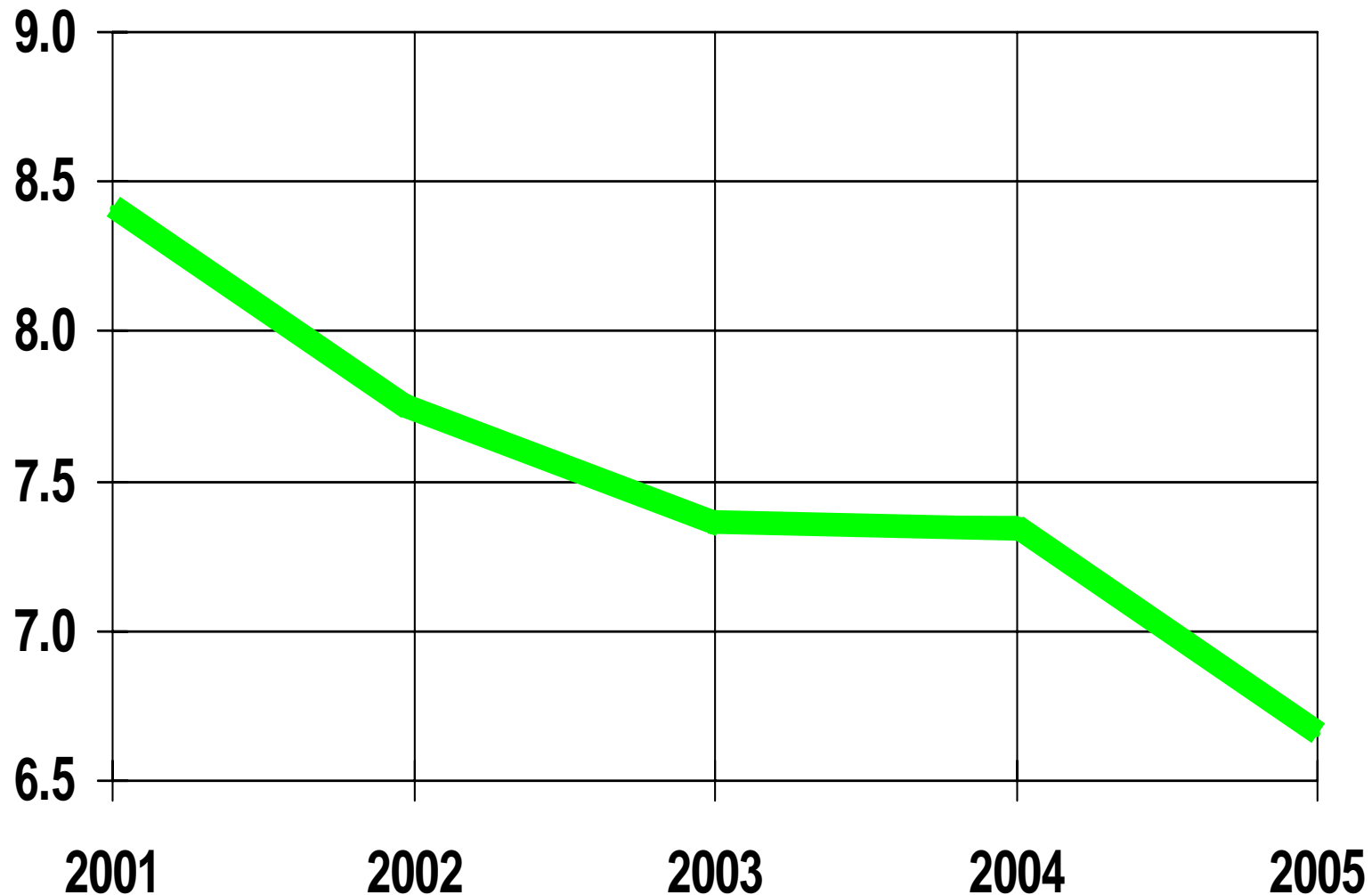
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# ***Logistics Cost—Percent of Sales***

## **Last Five Years**

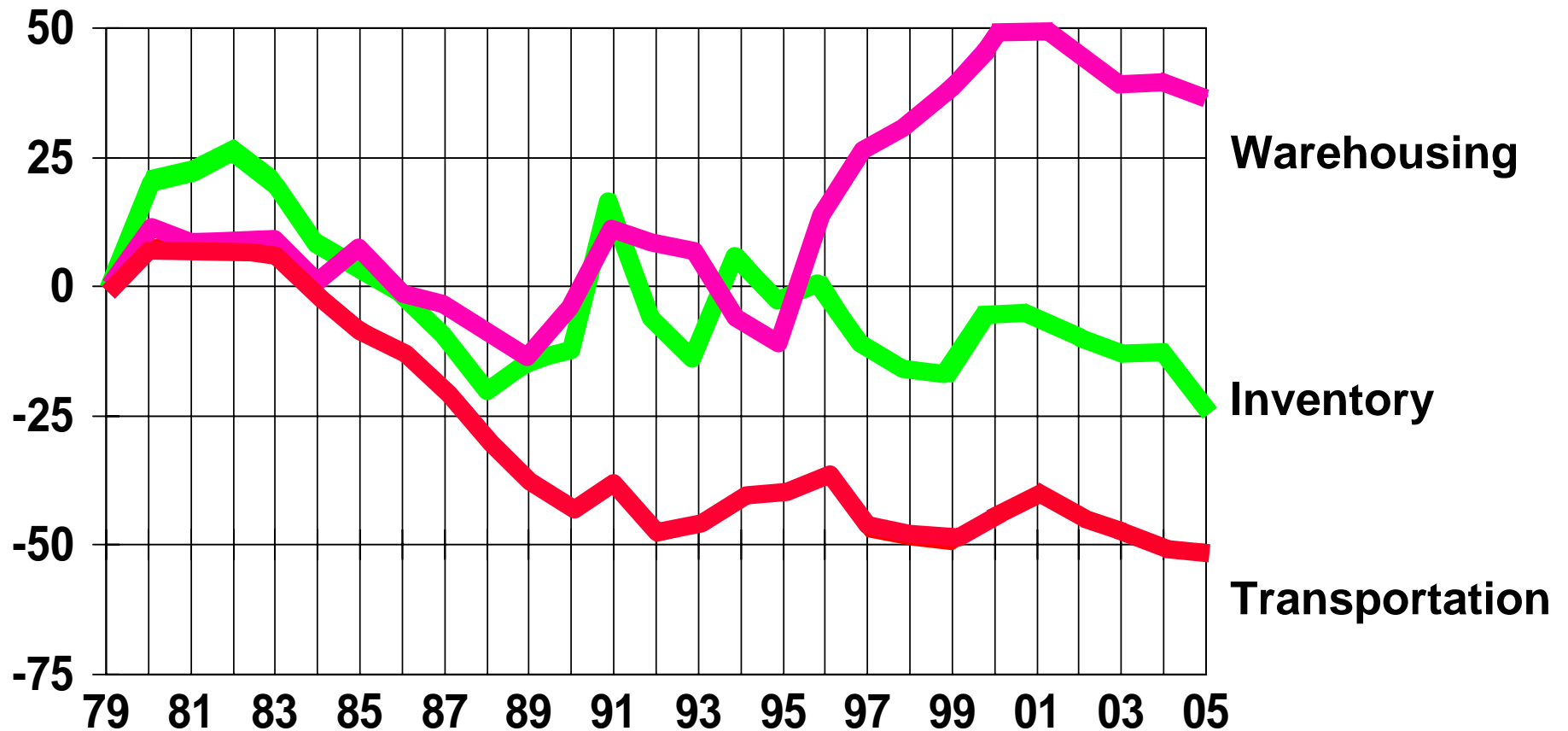


# ***Logistics Cost Change***

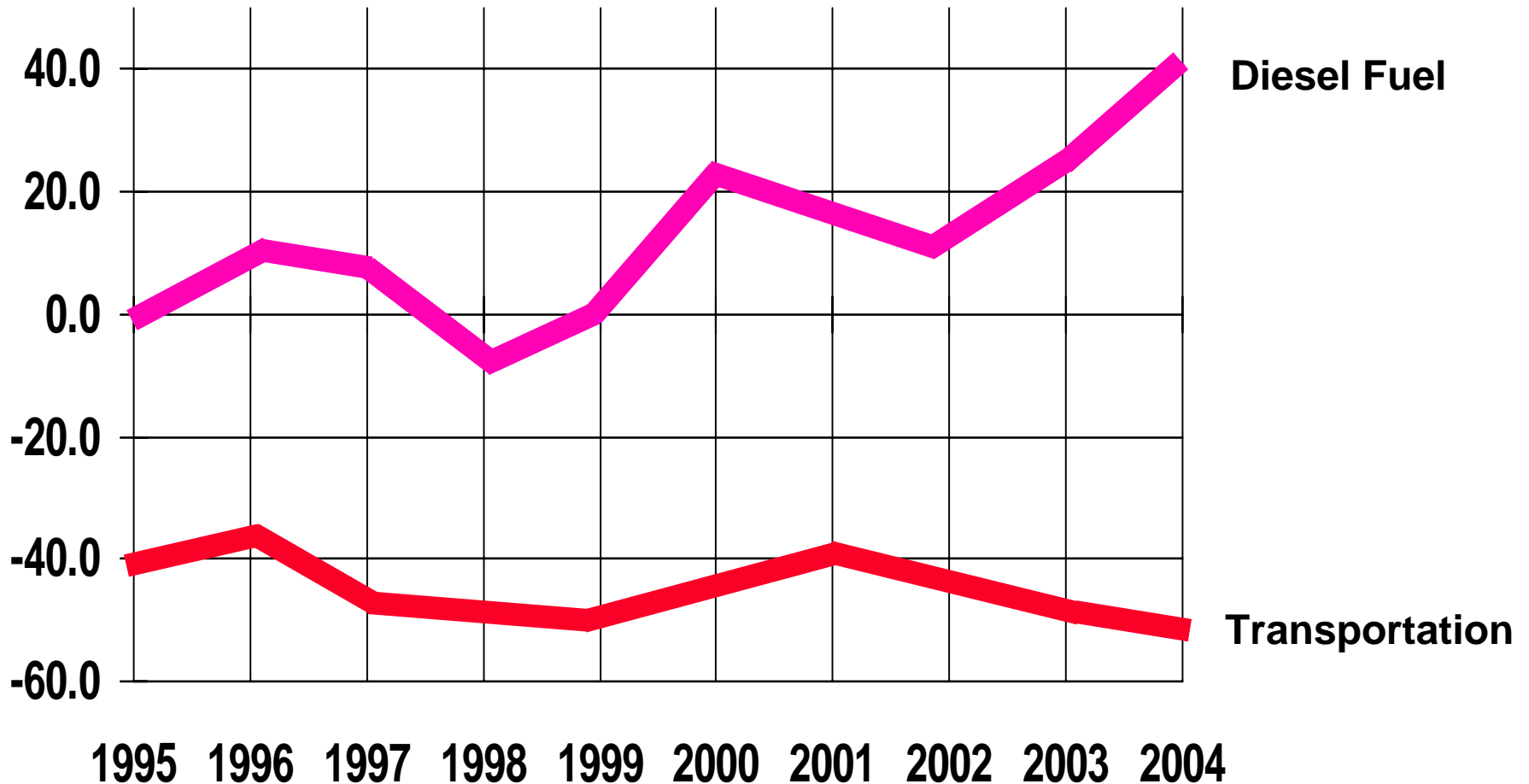
***2005 versus 2004***

	<b><u>% of Sales</u></b>	<b><u>\$/CWT</u></b>
<b>Transportation</b>	- 0.4%	+ 0.5%
<b>Warehousing</b>	- 2.2	- 11.9
<b>Order Entry/Customer Service</b>	- 15.4	- 16.9
<b>Administration</b>	- 7.3	- 10.6
<b>Inventory</b>	- <u>11.3</u>	- <u>8.5</u>
<b>Total</b>	- 9.6%	- 5.2%

# *Annual Functional Cost Change (Percent of Sales)*



# *Logistics Cost – Transportation Costs and Fuel Price*



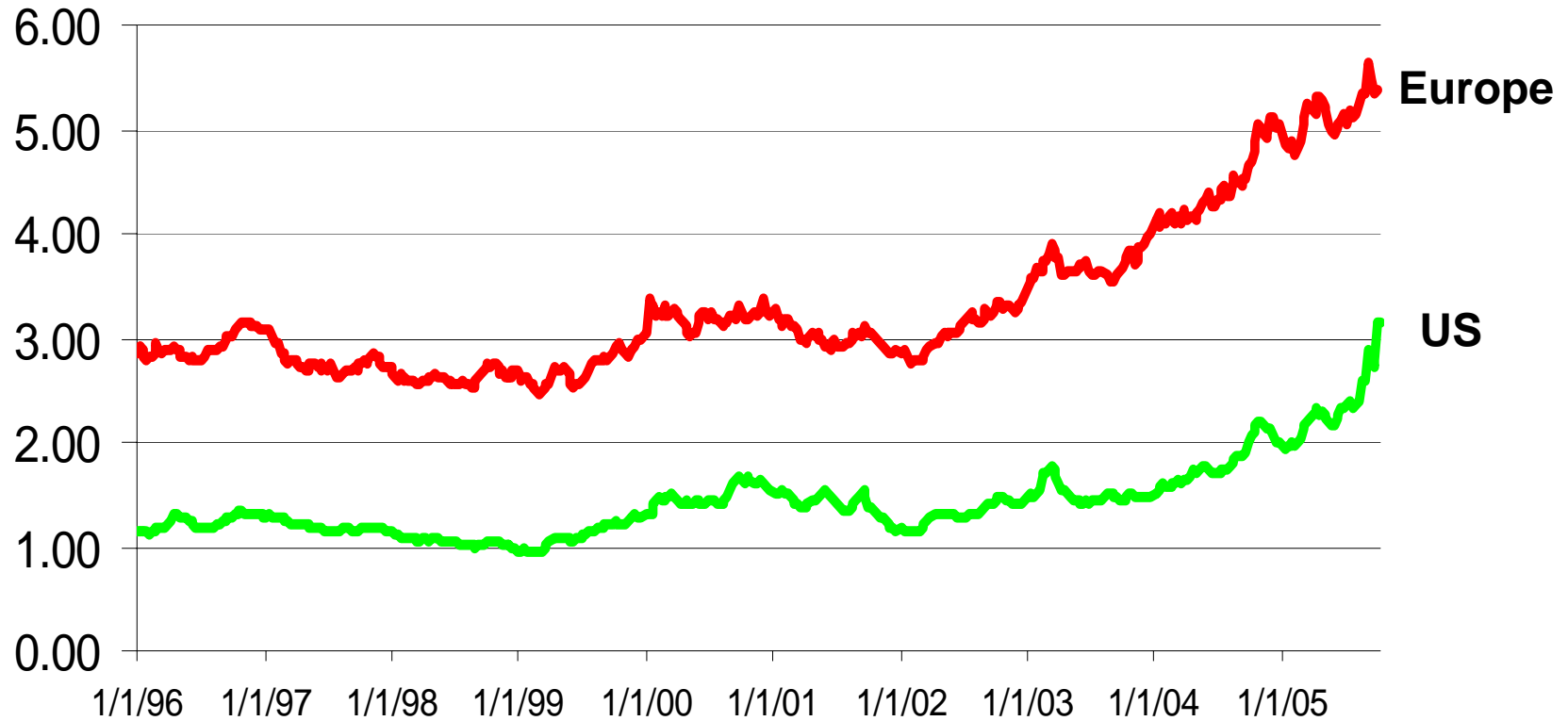
Energy Information Administration – “Weekly Retail Prices  
for Diesel (Road) – Diesel1.xls”

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# ***Diesel Fuel Prices – US and Europe in USD***



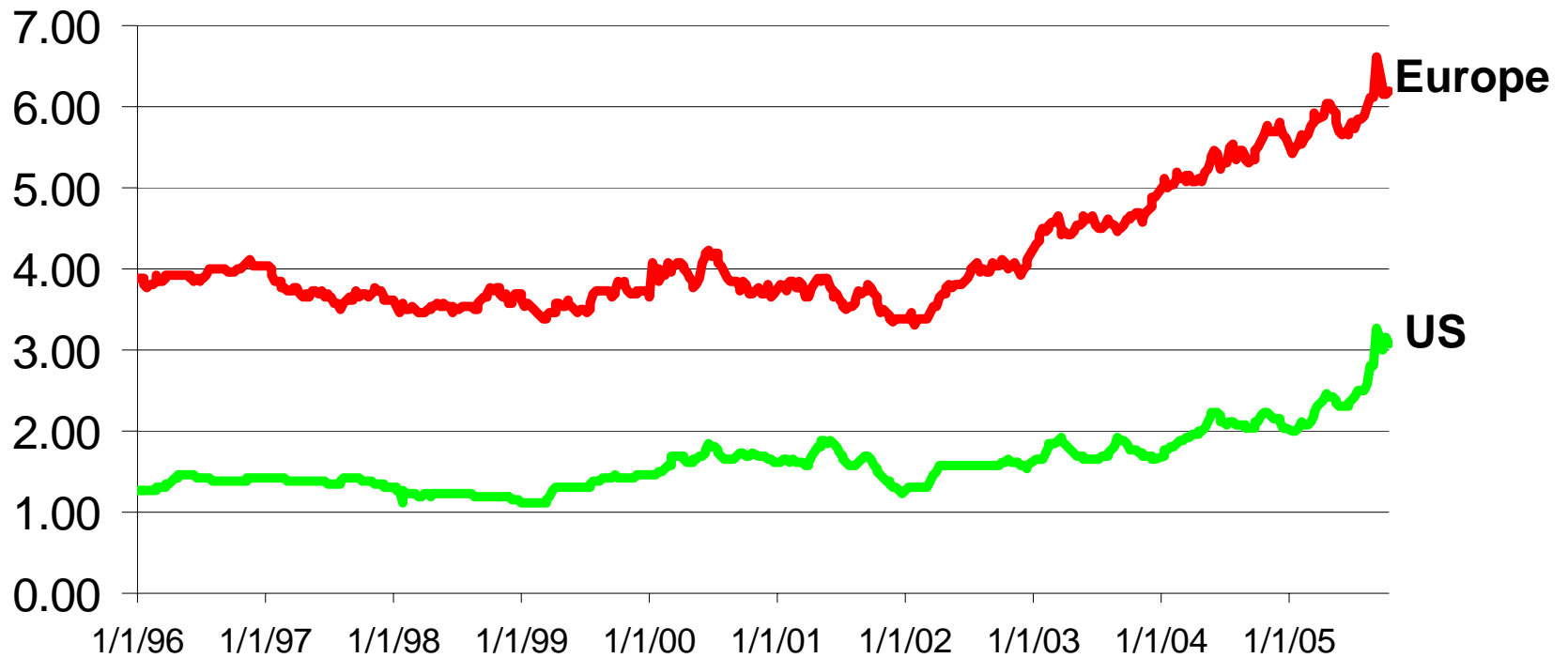
*Energy Information Administration – “Weekly Retail Prices  
for Diesel (Road) – Diesel1.xls”*

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# Gasoline Prices – US and Europe in USD



Energy Information Administration – “Weekly Retail Prices  
for Motor Gasoline – Gas1.xls”

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# ***Logistics Expense Change—2005/2004***

	<b><u>% of Companies</u></b>	<b><u>% Average Difference</u></b>
<b><i>As a Percent of Sales</i></b>		
All	100 %	- 9.6%
Reduced Costs	71	- 19.7
No Change $\pm$ 2%	6	
Increased Costs	24	+17.4
<b><i>In Dollars per Hundredweight</i></b>		
All	100 %	- 5.2%
Reduced Costs	65	- 15.0
No Change $\pm$ 2%	6	
Increased Costs	29	+14.8

# ***Customer Service Levels***

## ***Definition***

- **The prompt and complete delivery of goods ordered**

## ***Measurements***

- **Prompt = 7.7 days total order cycle time**
- **Complete**

<b><i>Orders</i></b>	<b>88%</b>
<b><i>Lines</i></b>	<b>92%</b>
<b><i>Units</i></b>	<b>94%</b>

# Average Performance Reported

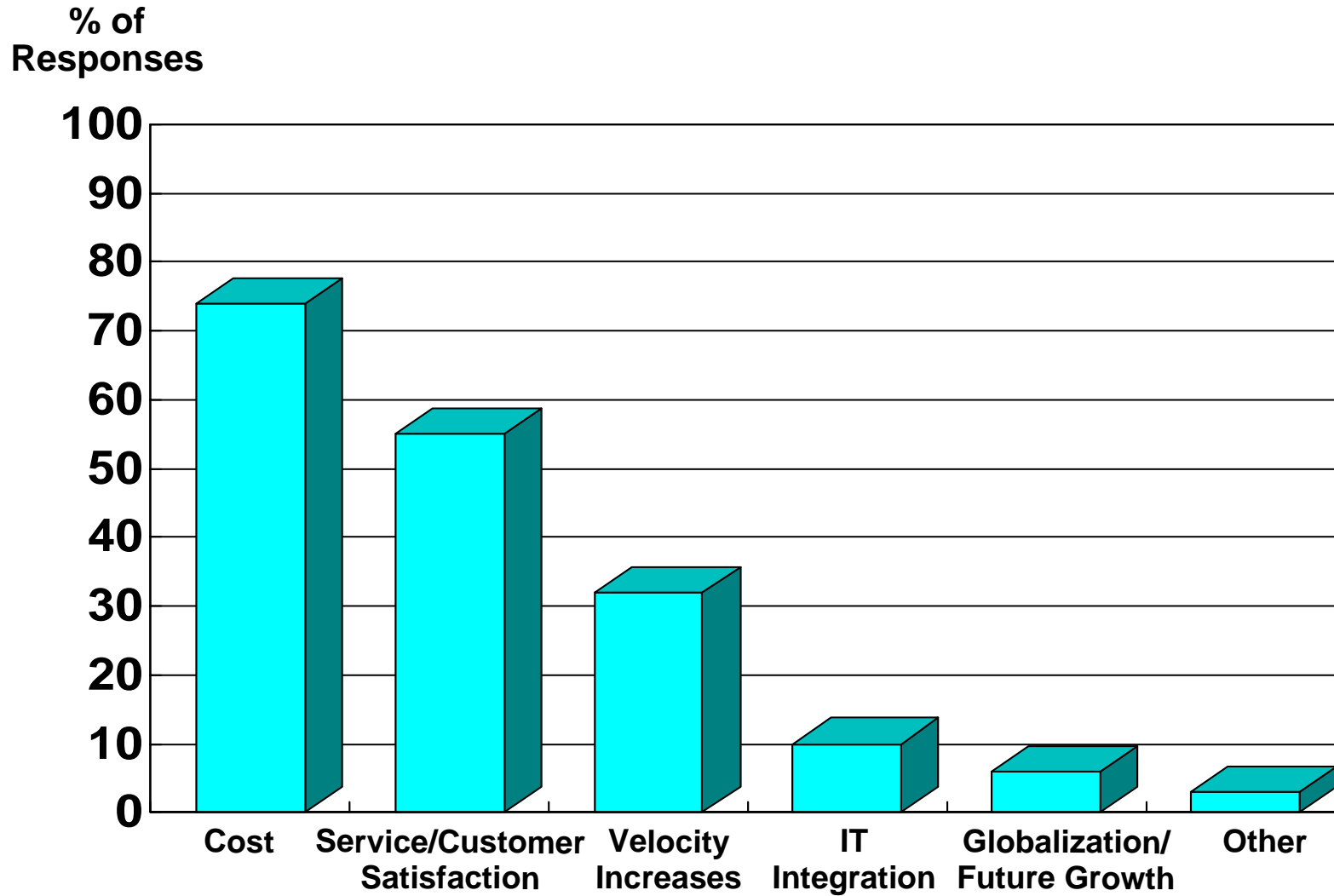
## FULL DATABASE

<b>STANDARD PRODUCT MEASURES</b>	<u>95</u>	<u>96</u>	<u>97</u>	<u>98</u>	<u>99</u>	<u>00</u>	<u>01</u>	<u>02</u>	<u>03</u>	<u>04</u>	<u>05</u>
<b>Total Cycle Time (Days)</b>	6	9	8	7	8	8	7	8	7	8	8
<b>Product Availability (% Orders)</b>	87	87	87	85	85	86	87	88	85	91	88
<b>(% Lines)</b>	92	94	94	93	90	92	92	95	91	94	92
<b>(% Cases)</b>	96	96	93	95	95	92	90	93	93	91	94

# ***Davis Insights***

1. Strongest forces **driving decisions** in logistics.
2. Most pressing issue in **managing** a logistics organization.
3. Most pressing issue in **operating** logistics functions.
4. Most difficult **customer service** requirement.
5. Most recent **changes in logistics network**.
6. Most recent **change in systems** that support logistics.

# Strongest Forces *Driving Decisions* in Logistics



## **Most Pressing Issue in *Managing Logistics***

- **Costs**
- **IT limitations and accuracy of data**
- **Meeting service requirements**
- **Personnel**
- **Transportation availability and reliability**
- **Internal change**
- **Global sourcing**
- **Decentralized company and logistics functions**

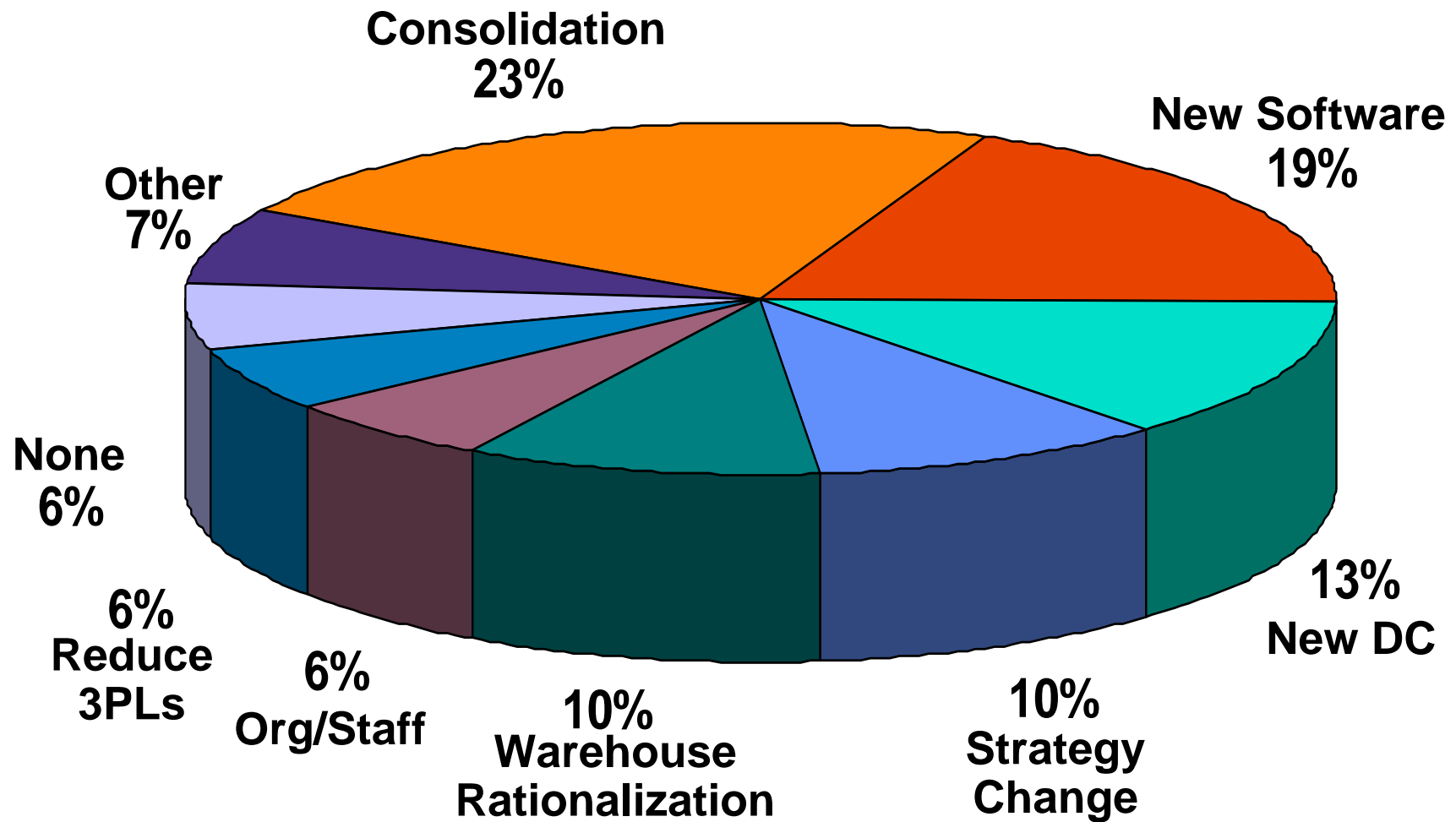
# **Most Pressing Issue in *Operating* Logistics Functions**

- **Controlling and reducing costs**
- **Carrier capacity**
- **Personnel problems**
- **Inventory management**
- **3PL capabilities and roles**
- **IT solutions**
- **Globalization and supply chain length**

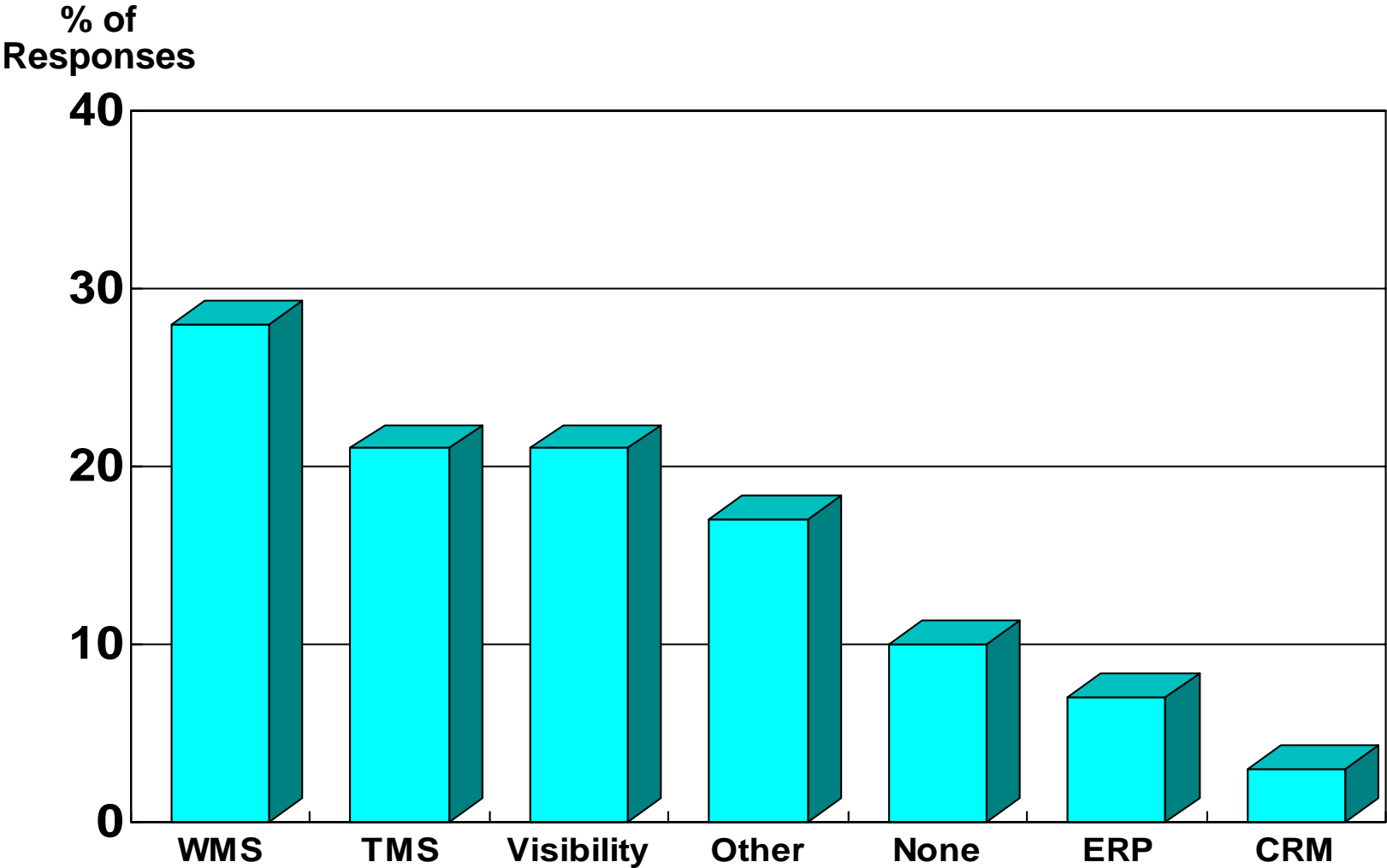
## **Most Difficult *Customer Service Requirement***

- **Shortening cycle and lead times**
- **Smaller shipment sizes**
- **Fill rates/availability**
- **On-time delivery**
- **Next-day delivery**
- **System integration and data exchange**

# Most Recent Changes in Your *Logistics Network*



# Systems Support



## ***What It Means***

- **In a change since 2004, participants have indicated costs as the most important driver of logistics over service.**
- **Average logistics costs are down significantly from 2004 to 2005, even higher than recent typical reductions.**
- **Almost three-quarters of companies reduced their costs.**
- **The difference is over 37% of logistics costs or >3 percent of sales.**

# ***Cost Changes in 2005***

**In the time since this data was collected, most companies are experiencing:**

- Transportation cost increases due to rate and fuel surcharge increases.**
- Warehouse cost increases due to expanded facilities and longer hours.**
- A lag in inventory build to combat lower fill rate.**

# ***The Balanced Strategy***

- **Know your costs and service levels.**
- **Understand where your company places in comparison to your industry and other industries.**
- **Tightly control logistics independent of rising or falling sales.**
- **Improvement – and capitalization – need to be accomplished on a constant basis.**

# ***How to Participate***

- **Fill out a one-page input sheet on line.**
- **No charge for initial comparison.**
- **Confidentiality of your data is assured.**
- **Participants receive custom benchmarks:**
  - **Percent of annual sales**
  - **Cost per hundredweight**
  - **Five cost categories: transportation, warehousing, customer service/order entry, inventory carrying, and administration**
  - **Averages and quartiles are provided**
  - **Benchmarks based on product value, weight and revenue**
  - **Customer service performance**

**Complimentary Comparison Prepared for:**

**Your Company**

**Davis Logistics Cost and Service Database®**

**October, 2005**

Herbert W. Davis and Company establish

**II. Your Company's Volume and Cost Information**

Company Name: Your Company  
 Data submitted by: Sample Contact  
 Received on: 1/11/2005  
 For 12 Months Ending: 1/31/2004

Size of Business:		Transportation Cost Terms to Customers:	
Net US Sales Dollars	\$6,500,000	Percent of Sales on which Freight is:	
Weight Shipped to Customers	86,000,000	Paid by You	100 %
Number of Shipping Points	31	Paid by Customer	%
Number of Lines	150,000	Picked Up by Customer	%
Number of Orders	20,000	Without Allowance	%
		Other	%

Logistics Costs:			
	Spend (\$)	Percent of Sales	Cost per Cwt Shipped
Transportation	\$126,000,000	1.94%	\$146.51
Warehousing	\$30,000,000	0.46%	\$34.88
Order Processing	\$3,600,000	0.06%	\$4.19
Administration	\$2,400,000	0.04%	\$2.79
Inventory Carrying	\$48,600,000	0.75%	\$56.51
<b>Total Costs</b>	<b>\$210,600,000</b>	<b>3.24%</b>	<b>\$244.88</b>

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**III. Logistics Cost Comparison**  
**A. By Industry and Product Value**

Your company compared to similar companies.

	Your Industry Category			
	Your Company	Lower Quintile	Average	Upper Quintile
Percent of Annual Sales				
Transportation	1.94	2.95	3.54	3.97
Warehousing	0.46	0.96	1.55	1.32
Order Processing	0.06	0.12	0.39	0.30
Administration	0.04	0.14	0.15	0.17
Inventory Carrying	0.75	0.72	1.42	1.21
<b>Total Costs</b>	<b>3.24</b>	<b>6.02</b>	<b>6.97</b>	<b>6.56</b>
Cost per Handweight				
Transportation	146.51	10.34	28.69	13.74
Warehousing	34.88	6.57	9.87	8.53
Order Processing	4.19	0.26	1.33	0.76
Administration	2.79	0.34	0.88	0.90
Inventory Carrying	56.51	2.86	14.52	13.31
<b>Total Costs</b>	<b>244.88</b>	<b>29.52</b>	<b>55.12</b>	<b>31.61</b>
Volume				
Million Pounds	86	309	551	444
Million Sales (U.S.\$)	6,500	1,308	2,500	2,682
Product Value(\$Lb.)	75.58	3.16	12.73	6.26
Number of Shipping Points	31	4	15	7
Delivery Paid by Customer (%)	-	2.00	6	1.00

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**B. By Product Value**

Your company compared to companies with similar product value.

	Similar Product Value			
	Your Company	Lower Quintile	Average	Upper Quintile
Percent of Annual Sales				
Transportation	1.94	0.97	1.77	2.22
Warehousing	0.46	0.48	1.27	1.52
Order Processing	0.06	0.07	0.38	0.53
Administration	0.04	0.08	0.24	0.29
Inventory Carrying	0.75	0.99	2.13	2.34
<b>Total Costs</b>	<b>3.24</b>	<b>2.10</b>	<b>5.80</b>	<b>6.86</b>
Cost per Handweight				
Transportation	146.51	17.07	45.20	55.48
Warehousing	34.88	8.95	32.78	34.44
Order Processing	4.19	1.73	9.77	9.22
Administration	2.79	1.35	4.82	6.33
Inventory Carrying	56.51	15.50	78.87	70.04
<b>Total Costs</b>	<b>244.88</b>	<b>47.10</b>	<b>159.29</b>	<b>172.96</b>
Volume				
Million Pounds	86	16	118	101
Million Sales (U.S.\$)	6,500	311	2,528	3,108
Product Value(\$Lb.)	75.58	9.86	64.70	34.10
Number of Shipping Points	31	-	3	4
Delivery Paid by Customer (%)	-	0.00	16	19.25

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**C. By Volume**

Your company compared to companies with similar volume (weight shipped).

	Similar Weight Companies			
	Your Company	Lower Quintile	Average	Upper Quintile
Percent of Annual Sales				
Transportation	1.94	1.49	2.00	3.52
Warehousing	0.46	0.74	1.07	2.40
Order Processing	0.06	0.14	0.35	0.70
Administration	0.04	0.11	0.40	0.51
Inventory Carrying	0.75	0.95	2.40	2.89
<b>Total Costs</b>	<b>3.24</b>	<b>4.37</b>	<b>7.78</b>	<b>10.15</b>
Cost per Handweight				
Transportation	146.51	8.79	28.25	30.92
Warehousing	34.88	4.60	20.62	15.36
Order Processing	4.19	0.54	5.07	6.61
Administration	2.79	0.89	4.39	4.02
Inventory Carrying	56.51	4.23	41.19	31.35
<b>Total Costs</b>	<b>244.88</b>	<b>22.59</b>	<b>95.04</b>	<b>82.64</b>
Volume				
Million Pounds	86	18	72	123
Million Sales (U.S.\$)	6,500	129	874	825
Product Value(\$Lb.)	75.58	2.86	36.10	15.36
Number of Shipping Points	31	-	2	3
Delivery Paid by Customer (%)	-	0.00	20	25.00

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**D. By Sales Revenue**

Your company compared to companies with similar sales revenue.

	Similar Revenue Companies			
	Your Company	Lower Quintile	Average	Upper Quintile
Percent of Annual Sales				
Transportation	1.94	1.34	2.73	3.55
Warehousing	0.46	0.67	1.56	2.21
Order Processing	0.06	0.06	0.35	0.48
Administration	0.04	0.08	0.28	0.35
Inventory Carrying	0.75	0.73	1.83	2.32
<b>Total Costs</b>	<b>3.24</b>	<b>3.66</b>	<b>6.39</b>	<b>8.16</b>
Cost per Handweight				
Transportation	146.51	7.13	29.65	34.49
Warehousing	34.88	4.30	20.16	19.54
Order Processing	4.19	0.16	6.46	3.57
Administration	2.79	0.38	4.08	3.25
Inventory Carrying	56.51	2.32	52.44	32.51
<b>Total Costs</b>	<b>244.88</b>	<b>16.01</b>	<b>107.57</b>	<b>86.28</b>
Volume				
Million Pounds	86	123	3,028	747
Million Sales (U.S.\$)	6,500	1,700	3,179	3,071
Product Value(\$Lb.)	75.58	2.84	50.91	19.95
Number of Shipping Points	31	-	6	5
Delivery Paid by Customer (%)	-	0.00	18	22.75

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**Complimentary Comparison Prepared for:**

**Your Company**

**Davis Logistics Cost and Service  
Database®**

*October, 2005*

Herbert W. Davis and Company

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## II. Your Company's Volume and Cost Information

Company Name: Your Company  
 Data submitted by: Sample Contact  
 Received on: 1/11/2005  
 For 12 Months Ending: 1/31/2004

Size of Business:		Transportation Cost Terms to Customers:	
Net US Sales Dollars	\$6,500,000,000	Percent of Sales on which Freight is:	
Weight Shipped to Customers	86,000,000	Paid by You	100 %
Number of Shipping Points	31	Paid by Customer	%
Number of Lines	150,000	Picked Up by Customer	
Number of Orders	20,000	Without Allowance	%
		Other	%

Logistics Costs:			
	Spend (\$)	Percent of Sales	Cost per Cwt Shipped
Transportation	\$126,000,000	1.94 %	\$146.51
Warehousing	\$30,000,000	0.46 %	\$34.88
Order Processing	\$3,600,000	0.06 %	\$4.19
Administration	\$2,400,000	0.04 %	\$2.79
Inventory Carrying	<u>\$48,600,000</u>	<u>0.75 %</u>	<u>\$56.51</u>
<b>Total Costs</b>	<b>\$210,600,000</b>	<b>3.24 %</b>	<b>\$244.88</b>

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### III. Logistics Cost Comparison

#### A. By Industry and Product Value

Your company compared to similar companies.

	<i>Your Industry Category</i>			
	<i>Your Company</i>	<i>Lower Quartile</i>	<i>Average</i>	<i>Upper Quartile</i>
<b>Percent of Annual Sales</b>				
Transportation	<b>1.94</b>	2.95	3.54	3.97
Warehousing	<b>0.46</b>	0.96	1.55	1.32
Order Processing	<b>0.06</b>	0.12	0.39	0.30
Administration	<b>0.04</b>	0.14	0.15	0.17
Inventory Carrying	<b>0.75</b>	0.72	1.42	1.21
<b>Total Costs</b>	<b>3.24</b>	6.02	6.97	6.56
<b>Cost per Hundredweight</b>				
Transportation	<b>146.51</b>	10.34	28.69	13.74
Warehousing	<b>34.88</b>	6.57	9.87	8.53
Order Processing	<b>4.19</b>	0.26	1.33	0.76
Administration	<b>2.79</b>	0.34	0.88	0.80
Inventory Carrying	<b>56.51</b>	2.86	14.52	12.31
<b>Total Costs</b>	<b>244.88</b>	29.52	55.12	31.61
<b>Volumes</b>				
Million Pounds	<b>86</b>	369	551	444
Million Sales (U.S.\$)	<b>6,500</b>	1,388	2,500	2,682
Product Value(\$/Lb.)	<b>75.58</b>	3.16	12.73	5.26
Number of Shipping Points	<b>31</b>	4	15	7
Delivery Paid by Customer (%)	<b>-</b>	2.50	6	1.50

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## B. By Product Value

Your company compared to companies with similar product value.

	Your Company	Similar Product Value		
		Lower Quartile	Average	Upper Quartile
<b>Percent of Annual Sales</b>				
Transportation	1.94	0.97	1.77	2.22
Warehousing	0.46	0.48	1.27	1.52
Order Processing	0.06	0.07	0.39	0.53
Administration	0.04	0.08	0.24	0.29
Inventory Carrying	0.75	0.99	2.13	2.34
<b>Total Costs</b>	<b>3.24</b>	<b>2.10</b>	<b>5.40</b>	<b>6.86</b>
<b>Cost per Hundredweight</b>				
Transportation	146.51	17.07	45.20	55.48
Warehousing	34.88	8.85	32.78	34.44
Order Processing	4.19	1.73	9.77	9.22
Administration	2.79	1.35	6.82	8.33
Inventory Carrying	56.51	15.50	78.87	70.04
<b>Total Costs</b>	<b>244.88</b>	<b>47.10</b>	<b>159.29</b>	<b>172.96</b>
<b>Volumes</b>				
Million Pounds	86	16	118	101
Million Sales (U.S.\$)	6,500	331	2,528	3,108
Product Value(\$/Lb.)	75.58	9.86	64.70	34.16
Number of Shipping Points	31	-	3	4
Delivery Paid by Customer (%)	-	0.00	16	19.25

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## C. By Volume

Your company compared to companies with similar volume (weight shipped).

	Your Company	Similar Weight Companies		
		Lower Quartile	Average	Upper Quartile
<b>Percent of Annual Sales</b>				
Transportation	1.94	1.49	2.88	3.92
Warehousing	0.46	0.74	1.87	2.45
Order Processing	0.06	0.14	0.56	0.70
Administration	0.04	0.11	0.40	0.51
Inventory Carrying	0.75	0.95	2.40	2.69
<b>Total Costs</b>	<b>3.24</b>	<b>4.37</b>	<b>7.78</b>	<b>10.15</b>
<b>Cost per Hundredweight</b>				
Transportation	146.51	8.79	28.28	30.92
Warehousing	34.88	4.69	20.62	18.39
Order Processing	4.19	0.54	5.67	6.61
Administration	2.79	0.69	4.39	4.02
Inventory Carrying	56.51	4.23	41.19	31.35
<b>Total Costs</b>	<b>244.88</b>	<b>22.59</b>	<b>95.04</b>	<b>92.64</b>
<b>Volumes</b>				
Million Pounds	86	18	72	123
Million Sales (U.S.\$)	6,500	129	874	825
Product Value(\$/Lb.)	75.58	2.88	36.10	15.39
Number of Shipping Points	31	-	2	3
Delivery Paid by Customer (%)	-	0.00	20	26.50

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## D. By Sales Revenue

Your company compared to companies with similar sales revenue.

	Your Company	Similar Revenue Companies		
		Lower Quartile	Average	Upper Quartile
<b>Percent of Annual Sales</b>				
Transportation	1.94	1.34	2.73	3.55
Warehousing	0.46	0.67	1.56	2.21
Order Processing	0.06	0.06	0.35	0.48
Administration	0.04	0.08	0.26	0.35
Inventory Carrying	0.75	0.73	1.83	2.32
<b>Total Costs</b>	<b>3.24</b>	<b>3.66</b>	<b>6.39</b>	<b>9.16</b>
<b>Cost per Hundredweight</b>				
Transportation	146.51	7.13	29.65	34.49
Warehousing	34.88	4.39	20.16	19.54
Order Processing	4.19	0.16	6.46	3.57
Administration	2.79	0.38	4.08	3.25
Inventory Carrying	56.51	2.32	55.44	32.51
<b>Total Costs</b>	<b>244.88</b>	<b>16.91</b>	<b>107.57</b>	<b>86.28</b>
<b>Volumes</b>				
Million Pounds	86	123	3,028	747
Million Sales (U.S.\$)	6,500	1,100	3,178	3,971
Product Value(\$/Lb.)	75.58	2.24	50.91	19.55
Number of Shipping Points	31	-	6	5
Delivery Paid by Customer (%)	-	0.00	18	22.75

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**VS.**

**Company** vs. **Company + Benchmarking Groups** (Based on Your Company's Characteristics)

Benchmark Company	in Your Industry			Medium Product Value Companies	Low Product Value		Small Companies					
	Lower Quartile	Average	Upper Quartile	Lower Quartile	Lower Quartile	Average	Upper Quartile	Lower Quartile	Average	Upper Quartile		
<b>Annual Sales</b>												
Transportation	1.96	2.25	<b>2.88</b>	3.52	3.02	5.52	2.77	<b>4.60</b>	5.23	1.44	<b>3.37</b>	4.49
Warehousing	1.61	1.91	<b>2.52</b>	3.16	1.85	1.26	<b>2.47</b>	3.33	1.12	<b>2.05</b>	3.22	
Order Processing	0.15	0.14	<b>0.65</b>	1.22	0.24	0.3	<b>0.65</b>	1.22	0.16	<b>0.65</b>	1.22	
Administration	0.16	0.14	<b>0.82</b>	1.79	0.24	0.3	<b>0.65</b>	1.22	0.16	<b>0.65</b>	1.22	
Inventory Carrying	<b>2.67</b>	1.21	<b>2.39</b>	3.30	2.13	2.54	1.07	<b>2.05</b>	2.55	1.11	<b>2.05</b>	2.51
Other Costs	-	-	-	-	-	-	<b>2.11</b>	1.11	0.08	<b>0.75</b>	1.40	
Total*	<b>6.55</b>	<b>7.41</b>	<b>7.41</b>	<b>7.41</b>	<b>7.41</b>	<b>14.60</b>	<b>9.99</b>	<b>7.41</b>	<b>5.77</b>	<b>3.37</b>	<b>18.18</b>	

**Zoom In...**

**Focus on the Details that Matter**