AGENDA

1. INTRODUCTION
2. SURVEY NUMBERS | BEST-IN-CLASS VS. THE REST
3. 5 KPIs LEADING OPERATIONAL EFFICIENCY
4. BARRIERS TO IMPROVEMENT
5. CLOSING REMARKS
6. QUESTIONS
7. JERSEY DRAW
COLLABORATIVE EFFORT

syncontext
ADVANCED SUPPLY CHAIN PLATFORM

KEITH SWIEDNICKI INTERNATIONAL
GLOBAL SUPPLY CHAIN CONSULTANTS

FMI
THE VOICE OF FOOD RETAIL

ROFDA
Retailers Owned Food Distributors & Associates
PRODUCTIVITY BENCHMARKING

DO YOU KNOW HOW YOUR COMPANY'S OPERATIONAL COMPETITIVENESS IS POSITIONED AND HOW TO GET TO THE TOP RANK?

WWW.PRODUCTIVITYBENCHMARKING.COM
THE PLATFORM

BASIC COMPANY / FACILITY INFORMATION
FACILITY OPERATIONS
FIXED & MOBILE EQUIPMENT
TECHNOLOGY & OUTLOOK
4-WEEKS OF OPERATIONAL METRICS

AVAILABLE YEAR-ROUND
THE DATABASE

NATIONWIDE DATA
SURVEYS FROM FACILITIES IN OVER 25 STATES

MULTIPLE SECTORS
SURVEYS FROM ORGANIZATIONS IN RETAIL, WHOLESALE, FOODSERVICE & MANUFACTURING

MULTIPLE TEMPERATURE ZONES
SURVEYS FROM DRY GROCERY, GMHBC, COOLER & FREEZER TEMPERATURE ZONES

DIVERSE PARTICIPANT BASE
ALL SIZES IN TERMS OF ANNUAL REVENUE AND NETWORK SIZE
WITH AN ABUNDANCE OF DATA OUT THERE, DIFFERENTIATING BETWEEN GOOD AND BAD DATA CAN BE DIFFICULT.

HELPFUL DATA ORGANIZATION TIPS

1. SEPARATE TEMPERATURE ZONES | DRY GROCERY, GMHBC, COOLER & FREEZER
2. SEPARATE DIRECT AND INDIRECT FUNCTIONS
3. CALCULATE PRODUCTIVITY USING PAYROLL HOURS VS. WORKED HOURS
GETTING TO KNOW THE 2017 SAMPLE

ADDING CONTEXT

**Temperature Zone (% of Surveys)**
- Dry: 23%
- Cooler: 22%
- Freezer: 7%

**Average Facility Size (Sq. Ft.)**
- Dry: 370,278
- Cooler: 114,785
- Freezer: 75,581

**Active SKUs**
- Dry: 13,025
- Cooler: 7,784
- Freezer: 4,756
GETTING TO KNOW THE 2017 SAMPLE

ADDING CONTEXT

AVERAGE WEEKLY ORDERS SHIPPED

AVERAGE WEEKLY CASES SHIPPED
BEST-IN-CLASS
THE UPPER ECHELON (TOP 10%) OF LABOR PERFORMANCE
# Direct Labor Scorecard | Retail

**Best-In-Class (Top 10%) vs. The Rest**

<table>
<thead>
<tr>
<th></th>
<th>Best-In-Class</th>
<th></th>
<th>The Rest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Weekly Cases Shipped</td>
<td>655,588</td>
<td>Average Weekly Cases Shipped</td>
<td>602,226</td>
</tr>
<tr>
<td>Average Weekly Receipts</td>
<td>575,250</td>
<td>Average Weekly Receipts</td>
<td>583,444</td>
</tr>
<tr>
<td>Average Weekly Cross Dock</td>
<td>27,367</td>
<td>Average Weekly Cross Dock</td>
<td>22,856</td>
</tr>
<tr>
<td>Average Weekly Cases on Hand</td>
<td>1,258,205</td>
<td>Average Weekly Cases on Hand</td>
<td>1,208,526</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Direct Labor</th>
<th>Hours</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receiving</td>
<td>677</td>
<td>850</td>
</tr>
<tr>
<td>Moving Stock</td>
<td>1,155</td>
<td>1,089</td>
</tr>
<tr>
<td>Selection</td>
<td>2,875</td>
<td>228</td>
</tr>
<tr>
<td>Loading</td>
<td>328</td>
<td>2,001</td>
</tr>
<tr>
<td>Shipping</td>
<td>3,203</td>
<td>265</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>5,035</strong></td>
<td><strong>130</strong></td>
</tr>
</tbody>
</table>

- **+ 13%**
- **+ 30%**

---

*Dry Grocery Only*
## DIRECT LABOR SCORECARD  |  WHOLESALE

### BEST-IN-CLASS (TOP 10%) VS. THE REST

<table>
<thead>
<tr>
<th></th>
<th>BEST-IN-CLASS</th>
<th></th>
<th>THE REST</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVERAGE WEEKLY CASES SHIPPED</td>
<td>824,060</td>
<td></td>
<td>271,700</td>
<td></td>
</tr>
<tr>
<td>AVERAGE WEEKLY RECEIPTS</td>
<td>832,075</td>
<td></td>
<td>276,683</td>
<td></td>
</tr>
<tr>
<td>AVERAGE WEEKLY CROSS DOCK</td>
<td>25,339</td>
<td></td>
<td>12,566</td>
<td></td>
</tr>
<tr>
<td>AVERAGE WEEKLY CASES ON HAND</td>
<td>1,681,474</td>
<td></td>
<td>560,949</td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hours</td>
<td>Rate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RECEIVING</td>
<td>379</td>
<td>2.1%</td>
<td></td>
<td>276</td>
</tr>
<tr>
<td>MOVING STOCK</td>
<td>1,220</td>
<td>1.57%</td>
<td>1,171</td>
<td>479</td>
</tr>
<tr>
<td>SELECTION</td>
<td>4,709</td>
<td>175</td>
<td>2,643</td>
<td>133</td>
</tr>
<tr>
<td>LOADING</td>
<td>646</td>
<td>1.27%</td>
<td>327</td>
<td>832</td>
</tr>
<tr>
<td>SHIPPING</td>
<td>5,355</td>
<td>154</td>
<td>2,369</td>
<td>115</td>
</tr>
<tr>
<td>Grand Total</td>
<td>6,954</td>
<td>119</td>
<td>3,017</td>
<td>71</td>
</tr>
</tbody>
</table>

+ 32%

+ 68%

**DRY GROCERY ONLY**
BEST-IN-CLASS (TOP 10%) VS. THE REST

DRY GROCERY

DIRECT LABOR | CASES PER PAID HOUR

<table>
<thead>
<tr>
<th></th>
<th>RETAIL</th>
<th>WHOLESALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEST-IN-CLASS</td>
<td>30%</td>
<td>67%</td>
</tr>
<tr>
<td>THE REST</td>
<td>130</td>
<td>119</td>
</tr>
<tr>
<td></td>
<td>100</td>
<td>71</td>
</tr>
</tbody>
</table>

30% 67%
BEST-IN-CLASS (TOP 10%) VS. THE REST

COOLER

DIRECT LABOR | CASES PER PAID HOUR

<table>
<thead>
<tr>
<th>RETAIL</th>
<th>WHOLESALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEST-IN-CLASS</td>
<td>THE REST</td>
</tr>
<tr>
<td>136</td>
<td>100</td>
</tr>
</tbody>
</table>

36% 49%
BEST-IN-CLASS (TOP 10%) VS. THE REST

FREEZER

DIRECT LABOR | CASES PER PAID HOUR

RETAIL

BEST-IN-CLASS: 123
THE REST: 91

72%

WHOLESALE

BEST-IN-CLASS: 115
THE REST: 67

35%
THE KPIs LEADING EFFICIENCY
...AND HOW YOU MIGHT BE UNDERESTIMATING THEM
PICK LINE LENGTH
<table>
<thead>
<tr>
<th>LABOR HOUR DISTRIBUTION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MOVING STOCK</td>
<td>27%</td>
</tr>
<tr>
<td>ORDER SELECTION</td>
<td>52%</td>
</tr>
<tr>
<td>LOADING</td>
<td>11%</td>
</tr>
<tr>
<td>RECEIVING</td>
<td>10%</td>
</tr>
</tbody>
</table>

LOOK FOR THE LOW HANGING FRUIT
1. STRAIGHTFORWARD PRODUCTIVITY IMPLICATIONS:
PICK LINE LENGTH → SELECTION TRAVEL

2. NOT AS STRAIGHTFORWARD TO EVALUATE

3. CAN BE ACCURATELY MEASURED & REFINED AS SEASONALITY CHANGES.

4. CAN HAVE AN EFFECT ON CAPITAL COST REQUIREMENTS WHEN IT COMES TO FACILITY SIZING
I. PICK LINE LENGTH

BEST PRACTICES

1. MEASURE YOUR CURRENT PICK LINES - CONSIDER USING LINEAR FEET
2. DETERMINE RACKS REQUIRED FOR SELECTION
3. EXPERIMENT WITH DIFFERENT MATERIAL HANDLING SOLUTIONS
4. WHEN EVALUATING PICK LINE LENGTH, CONSIDER IMPACT ON OTHER FUNCTIONS
5. TRACK IMPROVEMENTS USING SELECTION RATE (CASES / HOUR)
6. BUILD CAPABILITIES TO AUTOMATE THIS ASSESSMENT CONTINUOUSLY
PALLET CONFIG. METRICS

FINGERPRINTING / REPLENISHMENT / PUTAWAY
2. PALLET CONFIGURATION METRICS

FINGERPRINTING / REPLENISHMENT / PUTAWAY

WHY IS IT IMPORTANT?

1. IMPACTS LABOR REQUIRED FOR UP/DOWN-STACKING AT THE DOCK [FINGERPRINTING]
2. IMPACTS THE AMOUNT OF PALLET PUTAWAY
3. IMPACTS THE AMOUNT OF REPLENISHMENTS
4. IMPACTS PRODUCT INTEGRITY AND ERGONOMICS
5. IMPACTS PICK LINE LENGTH [TRADE-OFF]
2. PALLETS CONFIGURATION METRICS

FINGERPRINTING / REPLENISHMENT / PUTAWAY

BEST PRACTICES

1. DETERMINE RECOMMENDED PALLET HEIGHT BASED ON OPTIMAL MATERIAL HANDLING OPTION
2. EVALUATE INCOMING PALLETS AND COMMUNICATE UPSTREAM [BUYERS, VENDORS]
3. QUANTIFY TRADE-OFFS [UPSTACK LABOR VS. REDUCED PALLET MOVES, ETC.]
4. INTEGRATE TO DAILY SLOTTING PROCESS
3

PICK LIST SIZE
WHY IS IT IMPORTANT?

3. PICK LIST SIZE

1. PICK LISTS REFLECT FAIRLY ACCURATELY THE NUMBER OF ASSIGNMENTS TRAVELING THROUGH EACH PICK LINE

2. THEY ARE HEAVILY IMPACTED BY THE NUMBER OF SELECTION ZONES OR HARD BREAKS IN THE WAREHOUSE [OFTEN UNNECESSARILY]

3. UNLIKE ORDER SIZE, PICK LIST SIZE CAN BE CONTROLLED TO SUIT THE OPERATION

4. COMBINED WITH PICK LINE LENGTH, THEY IMPACT SELECTION TRAVEL

5. THEY IMPACT PARTIAL PALLET CONSOLIDATION LABOR REQUIRED AT THE DOCK
### 3. PICK LIST SIZE

<table>
<thead>
<tr>
<th>FACILITY</th>
<th>SIZE BRACKET</th>
<th>PICK LISTS</th>
<th>% OF PICK LISTS</th>
<th>LINES</th>
<th>CASES</th>
<th>CUBE</th>
<th>AVG. ORDER SIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>&gt; 75 cube</td>
<td>2,004</td>
<td>28%</td>
<td>61,479</td>
<td>215,172</td>
<td>235,039</td>
<td>117</td>
</tr>
<tr>
<td></td>
<td>70-74.99 cube</td>
<td>132</td>
<td>2%</td>
<td>3,356</td>
<td>8,810</td>
<td>9,498</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td>60-69.99 cube</td>
<td>368</td>
<td>5%</td>
<td>6,569</td>
<td>19,979</td>
<td>23,620</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td>15-59.99 cube</td>
<td>3,052</td>
<td>43%</td>
<td>31,726</td>
<td>76,956</td>
<td>101,111</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>&lt; 15 cube</td>
<td>1,484</td>
<td>21%</td>
<td>4,245</td>
<td>9,400</td>
<td>8,444</td>
<td>6</td>
</tr>
<tr>
<td><strong>FACILITY 1 TOTAL</strong></td>
<td><strong>7,040</strong></td>
<td><strong>21%</strong></td>
<td><strong>107,375</strong></td>
<td><strong>330,317</strong></td>
<td><strong>377,712</strong></td>
<td><strong>58</strong></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>&gt; 75 cube</td>
<td>3,254</td>
<td>21%</td>
<td>38,990</td>
<td>219,048</td>
<td>253,207</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td>70-74.99 cube</td>
<td>2,365</td>
<td>15%</td>
<td>56,765</td>
<td>163,965</td>
<td>171,729</td>
<td>73</td>
</tr>
<tr>
<td></td>
<td>60-69.99 cube</td>
<td>1,452</td>
<td>9%</td>
<td>39,231</td>
<td>93,079</td>
<td>94,866</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td>15-59.99 cube</td>
<td>6,118</td>
<td>40%</td>
<td>67,845</td>
<td>162,667</td>
<td>209,807</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>&lt; 15 cube</td>
<td>2,159</td>
<td>14%</td>
<td>6,080</td>
<td>17,132</td>
<td>14,459</td>
<td>7</td>
</tr>
<tr>
<td><strong>FACILITY 2 TOTAL</strong></td>
<td><strong>15,348</strong></td>
<td><strong>47%</strong></td>
<td><strong>208,911</strong></td>
<td><strong>655,891</strong></td>
<td><strong>744,068</strong></td>
<td><strong>51</strong></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>&gt; 75 cube</td>
<td>2,405</td>
<td>23%</td>
<td>30,645</td>
<td>143,503</td>
<td>192,474</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>70-74.99 cube</td>
<td>1,778</td>
<td>17%</td>
<td>32,270</td>
<td>129,262</td>
<td>129,153</td>
<td>73</td>
</tr>
<tr>
<td></td>
<td>60-69.99 cube</td>
<td>943</td>
<td>9%</td>
<td>26,833</td>
<td>67,548</td>
<td>61,167</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td>15-59.99 cube</td>
<td>4,059</td>
<td>39%</td>
<td>46,196</td>
<td>115,077</td>
<td>140,747</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>&lt; 15 cube</td>
<td>1,274</td>
<td>12%</td>
<td>5,088</td>
<td>10,296</td>
<td>8,607</td>
<td>7</td>
</tr>
<tr>
<td><strong>FACILITY 3 TOTAL</strong></td>
<td><strong>10,459</strong></td>
<td><strong>32%</strong></td>
<td><strong>141,032</strong></td>
<td><strong>465,686</strong></td>
<td><strong>532,148</strong></td>
<td><strong>52</strong></td>
<td></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>32,847</strong></td>
<td><strong>100%</strong></td>
<td><strong>457,318</strong></td>
<td><strong>1,451,894</strong></td>
<td><strong>1,653,928</strong></td>
<td><strong>54</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Detailed Pick List Size Analysis:**

- 64% of picklists are under 33 cube
- 21% of those average only 6 cube
3. PICK LIST SIZE

BEST PRACTICES

1. LOOK AT PICK LIST SIZE OVER ORDER SIZE
2. EVALUATE THEM THROUGH A TIERED APPROACH
3. LOOK FOR OPPORTUNITIES TO REDUCE HARD BREAKS
4. MONITOR CONGESTION METRICS [LINES, HIT RATES]
5. INCORPORATE TO REPORTING CAPABILITIES TO ADJUST AS OPERATIONS CHANGES
4 COST PER CASE
4. COST-PER-CASE

**DIRECT LABOR (CASES/HOUR)**

<table>
<thead>
<tr>
<th>RETAIL ONLY</th>
<th>BEST IN CLASS</th>
<th>THE REST</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

**DIFFERENCE OF 30 CASES AN HOUR**

**SHIPPING | 20,000 CASES PER SHIFT**

<table>
<thead>
<tr>
<th>BEST-IN-CLASS</th>
<th>923 DIRECT LABOR HOURS @ $20.00 = $18,464 / SHIFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE REST</td>
<td>1,200 DIRECT LABOR HOURS @ $20.00 = $24,000 / SHIFT</td>
</tr>
</tbody>
</table>

$2,015,104 PER YEAR
4. COST-PER-CASE

WHY IS IT IMPORTANT?

1. PULSE OF YOUR OPERATION – THE BOTTOM LINE
2. BUT IS A LAGGING INDICATOR
3. RESULT OF LABOR RATES, PRODUCTIVITY, VOLUMES OF OPERATION, OTHER COSTS AND ULTIMATELY DECISION MAKING
4. CAN BECOME A BLACK BOX
4. COST-PER-CASE

BEST PRACTICES

1. VISIBILITY:
   1. DRILL-DOWN BY ACTIVITY [COST PER CASE PICKED, PALLET MOVED AND CASE FINGERPRINTED]

2. OPPORTUNITY:
   1. MONTHLY, WEEKLY & DAILY

3. STRATEGIC USE:
   1. REAL-TIME CPC FOR SUPERVISORS WHILE PLANNING A SHIFT AND FEEDBACK ON GOALS SET
CAPACITY UTILIZATION
BY TEMPERATURE ZONE
5. CAPACITY UTILIZATION

1. CAPACITY IN PALLET POSITION IS CRITICAL FOR DAY TO DAY OPERATIONS

2. BUT IT’S AN INCOMPLETE PICTURE OF A FACILITY’S TRUE CAPACITY

3. MEASURED IN CUBIC FEET AND WITH THE PROPER OPERATING ALLOWANCES, IT HELPS IDENTIFY OPPORTUNITIES FOR MAXIMIZATION AND EXPANSION REQUIREMENTS

4. SHOULD INCLUDE A MEASURE OF FRONT UTILIZATION (PICK FACINGS) AND RACKS (BAYS)
5. CAPACITY UTILIZATION

**FRONTS**

- SKU VARIETY
  - Not having enough fronts means items end up being picked from reserve locations which will negatively impact productivity.
  - Re-profiling racks may increase fronts, but storage capacity and movement must be considered.

**RACKS**

- PRODUCT MOVEMENT
  - Not having enough racks means items are being slotted in smaller slots than needed which increases replenishment activity.
  - If fronts and storage capacity are sufficient, this shortage will impact productivity only.

**OPERATING CAPACITY**

- INVENTORY
  - Not having enough storage capacity means rework (additional pallet moves), outside storage costs, penalties and reduced service levels.
5. CAPACITY UTILIZATION

BEST PRACTICES

1. Evaluate capacity in pallet positions
2. Evaluate operating capacity in cubic feet
3. Evaluate fronts, racks and operating capacity by selection zone
4. Evaluate seasonality | Active items, outbound movement & inventory
5. Understand what’s driving storage requirements
6. Evaluate trends and plan for growth
1. PICK LINE LENGTH
2. PALLET CONFIGURATION METRICS
3. PICK LIST SIZE
4. COST-PER-CASE
5. CAPACITY UTILIZATION
A LOT OF CASH BEING LEFT ON THE TABLE
## Financial Opportunity

### Top 10% vs. Bottom 90%

**Dry Grocery Only**

<table>
<thead>
<tr>
<th></th>
<th>Retail</th>
<th>Wholesale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Weekly Cases Shipped</strong></td>
<td>602,226</td>
<td>366,334</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Bottom 90%</th>
<th>Top 10%</th>
<th>Bottom 90%</th>
<th>Top 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direct Labor Paid Rate</strong></td>
<td>100</td>
<td>130</td>
<td>71</td>
<td>119</td>
</tr>
<tr>
<td><strong>Direct Labor Hours</strong></td>
<td>6,022</td>
<td>4,632</td>
<td>5,159</td>
<td>3,078</td>
</tr>
<tr>
<td><strong>Hourly Labor Rate</strong></td>
<td>$20.00</td>
<td>$20.00</td>
<td>$20.00</td>
<td>$20.00</td>
</tr>
</tbody>
</table>

**Total Yearly Opportunity**

- Between Best-in-Class and The Rest
  - Retail: $1,445,600
  - Wholesale: $2,164,240
“vision without execution is hallucination”
- Edison
BARRIERS TO ADOPTION

TECHNOLOGY / SYSTEMS

OUT OF THE BOX SOLUTIONS DON’T APPLY TO MY OPERATION
THE LEARNING CURVE IS TOO HIGH FOR MY EMPLOYEES
BARRIERS TO ADOPTION

TECHNOLOGY / SYSTEMS

WE DON’T NEED IT / PUSH-BACK FROM OPERATORS
BARRIERS TO ADOPTION

TECHNOLOGY / SYSTEMS

LONG / COMPLEX IMPLEMENTATION PERIODS AND SIGNIFICANT CAP/EX
BARRIERS TO ADOPTION

TECHNOLOGY / SYSTEMS

INSUFFICIENT DATA AND/OR SYSTEMS INFRASTRUCTURE
BARRIERS TO ADOPTION

TECHNOLOGY / SYSTEMS

INSUFFICIENT DATA AND/OR SYSTEMS INFRASTRUCTURE

THIS ONE CAN BE A PROBLEM…BUT WHAT’S THE BARRIER TO IMPROVEMENT?
HIGHLIGHTED TREND | 2016 STUDY

38% IMPROVEMENT IN DIRECT LABOR THROUGHPUT

SLOTTING SYSTEM WITH DYNAMIC SLOTTING VS. NO SLOTTING SYSTEM WITH FIXED SLOTTING

DYNAMIC SLOTTING
USING SLOT OPTIMIZATION SYSTEMS

SLOTTING SYSTEM
NO SLOTTING SYSTEM
"There is no reason anyone would want a computer in their home."

- Ken Olsen, founder of Digital Equipment Corporation, 1977
"The Americans have need of the telephone, but we do not. We have plenty of messenger boys."

— William Preece, British Post Office (1876)
“There’s no chance that the iPhone is going to get any significant market share.”

— Steve Ballmer, Microsoft CEO (2007)
“The horse is here to stay but the automobile is only a novelty – a fad.”

— President of the Michigan Savings Bank (1903).
INAUGURAL SYSTEMS AUDIT SURVEY

HOW TRANSPARENT & ACCESSIBLE IS YOUR OPERATIONAL DATA?

STUDY TOPICS

- CURRENT SYSTEM INFRASTRUCTURE
- DATA COMPLETENESS
- DATA AVAILABILITY
- DATA CLEANLINESS
- STAFF PROFILES
- FUTURE TECHNOLOGY

syncontext
HOW TRANSPARENT IS YOUR OPERATIONAL DATA?

COMING JULY 2017

FIND OUT MORE

WWW.PRODUCTIVITYBENCHMARKING.COM
Q & A