

### Logistics Dashboard KPI

Description	Key data	Detailed calculation if needed
General data	Turnover Turnover at cost (without margin) Number of Warehouses No. of branches	
Suppliers	No. of suppliers No. of suppliers accounting for 80% of purchases % of no. of suppliers accounting for 80% of purchases	
Products	% of turnover product family 1 % of turnover product family 2 % of turnover product family ...	
Service offer	customer service rate of studied unit KPI availability rates	= N° of order lines received on time in period / order lines received during period number = N° of product code in shortage / product code managed number
Flows	% of total flow; flow 1 % of total flow; flow 2 % of total flow; flow 3 % of total flow; flow .....	In case of various channel of distribution For example : through national warehouse, through cross-docking For example : through regional warehouse, Direct to final client, direct to branches...
Replenishment flow inter branches	% of repl. flow coming from other branches	
Customer delivery on behalf of other branches	% of delivery on behalf of other branches	
Cross-dock - through stock	Warehouse - Part of flow which is through stock Warehouse - Part of flow which is cross-dock Branch - Part of flow which is through stock Branch - Part of flow which is cross-dock	
Inventory	Stock level Warehouse in € Stock level branch in € Stock level total in € Stock days cover total Shrinkage as % of stock sales (at cost)	
Logistics network	No. of Warehouses Warehouse turnover Warehouse Indoor surface Warehouse Outdoor surface No. of deliveries No. of order lines delivered No. of employees	
Warehouse Costs	Warehouse Turnover (at cost) Personal (€) Personal (%) General costs (€) General costs (%) Equipment (€) Equipment (%) Rent (€) Rent (%) Others (€) Others (%) Total without transport (€) Total without transport (%) Transport Warehouse - branches (€) Transport Warehouse - branches (%) Total Transport included (€) Total Transport included (%) Rent / stock value Personnel costs/ warehouse turnover	
Logistics costs in branches	Logistics personal (€) Logistics equipment (€) Rent of logistics surfaces (€) Others (€) Total (€) Rent (logistics surfaces) / stock value No. of logistics employees Personnel costs / flow (at cost)	
Downstream transport	Total transport cost (€) Internal transport cost (€) Personal (€) Equipment (trucks) External transport cost (€) Total transport cost as % of delivered sales Annual number of deliveries (tons, volumes...) No. of drivers Average cost of a driver No. of trucks	
Reverse Logistics	Total value of goods returned by clients (€) Total value of goods returned to suppliers (€) Total value of goods in warehouses (€)	

## Warehouse KPI

Description	Key data	Detailed calculation	Productivity
Absenteeism	Identify the amount of hours effectively worked by the warehouse's operative HR (exclude holidays, absenteeism, training...)	=total of non worked hours / total hours (%)	
Processes cost	Reception HR (temporary & proper workers) + Equipment	Cost for 1 palet (homogeneous, heterogeneous, container...) received...	N° of palet - bulk / person / hour
	Order picking HR (temporary & proper workers) + Equipment	Cost for 1 order line, 1 ton, 1 m3... prepared	N° of order lines / person / hour
	Cross docking HR (temporary & proper workers) + Equipment	Cost for one palet, 1 ton, 1 m3... cross docked	N° of cross-docking palet / person / hour
	Shipping HR (temporary & proper workers) + Equipment	Cost for one palet, 1 ton, 1 m3 shipped	N° of expedition / person / hour
	Stock control HR (temporary & proper workers) + Equipment	Cost for one reference controlled	N° of reference controlled / person / day
Cost	Cost value evolution vs. objective, budget (at cost)		
	Cost in % flow value evolution vs. objective, budget		
	Rent or annual amortization of the warehouse	€/m2/year	
	Racks, sprinklers, automatized preparation, ...' amortizations	€/m2/year	
	Total cost rent + Equipment	€/m2/year	
Warehouse capacity use rate %	= palets N° stored in warehouse / warehouse capacity in palets N°		
HR	% temporary worker / total HR		
Activity	Seasonality (monthly, weekly, daily)		
	Receiving flow / capacity	Flow identification vs. HR capacity	
	Preparing flow / capacity	Flow identification vs. HR capacity	
	Shipping flow / capacity	Flow identification vs. HR capacity	
Quality and service	Warehousing discrepancies	=products lost value (at cost) / total products shipped value (at cost)	
	Warehousing discrepancies	=products lost value (at cost) / total products stored value (at cost)	
	Dispute	N° of order lines delivered in dispute/ Total N° of order lines delivered	
	Dispute	Goods amount delivered in dispute/ Total goods amount delivered	
Productivity	Service rate	=N° of order lines shipped on time / total N° of order lines shipped	
	N° of lines, of heterogeneous/homogeneous palets received per man hour		
	N° of lines, palets put away per man hour		
	N° of lines, palets shipped per man hour		

## Transportation KPI

Description	Key data	Detailed calculation
Transportation	Capacity use rate Capacity use rate Km unloaded rate Transport cost / transported value (at cost) Number of km, number of hours in use, number of deliveries per day ... Cost value evolution vs. objective, budget Waiting time per trip, per truck...	Number of hours used / number of hours available Volume used / volume available
Inbound transportation	Average cost for 1 palet (homogeneous, heterogeneous, container...) received... Average cost for 1 ton, m3, m2...received...	Can be detailed at collecting zone, supplier... level Can be detailed at collecting zone, supplier... level
Outbound transportation	Average cost for 1 order line transported... Average cost for 1 BL, m3, m2 transported...	Can be detailed at destination zone, client... level Can be detailed at destination zone, client... level
Inter- entities transportation	Average cost for 1 order line transported... %cost / product value transported product value transported (at cost)/total product flow (at cost)	
Quality and service	Transport discrepancies Dispute Dispute Deliveries on time rate	=products lost value (at cost) / total products transported value (at cost) Number of order lines delivered in disputes/ Total number of order lines delivered Goods amount delivered in dispute (at cost) / Total goods amount delivered (at cost) =number of deliveries on time / total number of deliveries

## Stock KPI

All main data can be analysed: globally, by internal categories (products families) or by suppliers categories (according to incoterms, the location, products families...)

Description	Key data	Detailed calculation
Value	Stock value evolution vs. objective, budget	
Cover	Stock days cover evolution vs. objective, budget Stock in excess Dead stock	
Shortage	Shortage unknown reasons as % of stock sales (at cost) detailed by cause vs. objective, budget	detailed by shortage classes
	Shortage known reasons as % of stock sales (at cost) detailed by cause vs. objective, budget	detailed by shortage classes
Depreciation	Depreciation as a % of stock value	
Availability	Shortage as % of number of articles stored vs. objective Quasi - shortage as % of number of articles stored vs. objective Missed sales evaluation (€) vs. objective	depends on internal process
Obsolescence	Value stock vs. objective % stock obsolescent / stock global value vs. objective	
Annual inventory	% discrepancy / global stock value vs. objective	

Shortage main motives	
Shortage	Counting error during reception Product selection error during reception Wrong labelling Internal use Obsolescence Product transformation Counting error during inventory Theft Product destruction in the proper installation Product destruction during transport Change in product codification

## Supply Control KPI

All key data can be analyzed : globally through internal categories (products families...) or through suppliers categories (according to incoterms, localization, products families...)

Description	Key data	Detailed calculation
Sales forecasts	Forecasts reliability	compare x times ago forecast with real sales
Supply planning	Planning reliability	compare x times ago supply plan with real supplies
Supply function	Productivity of supply function Number of actives articles references	N° of order or order lines / supply planner
Supplier	Purchasing annual value Ranking ABC (% purchasing value of supplier / total value purchase) Ranking ABC (% number of orders of supplier / total orders)	
Quality and service	Delivery discrepancies Dispute Dispute Deliveries on time rate Average Lead Time Lead time deviation % of customer claims % of customer returns Availability	=products discrepancy value (at cost) / total products delivered value (at cost) Number of order lines delivered with dispute / Total number of order lines delivered Goods amount delivered with dispute (at cost)/ Total goods amount delivered (at cost) =number of deliveries on time / total number of deliveries (also in order lines, m3, tn...)  Shortage as % of number of articles stored vs. objective

## Reverse Logistics KPI

All key data can be analysed : globally or through categories (per warehouse, per store, per product family, per supplier, per product status in the product life cycle, per ABC...)

Description	Key data
Flow	Reverse flow value evolution vs. objective, budget (at cost) % reverse flow vs. sales flow (at cost)
Cost	Cost of reverse logistics Cost / products flow (%)
Stock	Stock value evolution vs. objective, budget (at cost)

Reverse Logistics main motives	
Contractual terms	Packing return Stock excess Stock discrepancy Product obsolescence
Reparation / services	Plant reparation Maintenance Salesman ordering error Client ordering error Receiving error Shipping error (other product) Shipping error (lack of product) Shipping error (wrong quantity) Duplication
Defective	Damage - External aesthetic Out of order at the client delivery Defective at the client delivery (partial working)
Others	Damage during transport Others

Main actions	
Use	Destruction Sure elimination Recycling Make a gift to charity Make a gift to a third part Through second market sale
Reparation / Modification	Actualization Restore, reproduce Modify Repair Return to supplier
Others	Use as it is Re sale Change Others

## Information Systems KPI

Description	Key data
EDI	Purchasing orders through EDI (%)
EDI	Sales orders through EDI (%)
EDI	Delivery notice through EDI (%)
EDI	Purchasing invoices through EDI (%)
EDI	Sales invoices through EDI (%)....
Labelling	% Receptions through barcode...

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