



## PART II: PURCHASING

**PR.01** Of the total annual monetary volume purchased,            approximately what percent are in the following categories?

**(Please use percent not decimals.)**

- PR01.A** Direct materials (used in final products) \_\_\_\_\_ 0
  - PR01.B** Services (such as travel, security, maintenance) \_\_\_\_\_ 0
  - PR01.C** Organizational functions (such as payroll, human resources, information services, etc.) \_\_\_\_\_ 0
  - PR01.D** Indirect materials (used to support MRO: Maintenance, Repair, and Operations) \_\_\_\_\_ 0
  - PR01.E** Capital Equipment (such as machines, equipment, buildings) \_\_\_\_\_ 0
  - PR01.F** Other? \_\_\_\_\_ 0
- Total (Sums to 100 percent)** \_\_\_\_\_ 0

**PR02** What percent of your active supplier base is managed by central purchasing? \_\_\_\_\_ %

<b>PR03</b> To what degree are the following reasons used for justification of purchasing centrally? <b>(Mark a number.)</b>	Not a reason			To Some Extent			Primary Reason
<b>PR03.A</b> To establish long term relationships with suppliers	1	2	3	4	5	6	7
<b>PR03.B</b> Common items used across the corporation/company	1	2	3	4	5	6	7
<b>PR03.C</b> Volume leverage of price/cost	1	2	3	4	5	6	7
<b>PR03.D</b> Items are standardized commodities	1	2	3	4	5	6	7
<b>PR03.E</b> Purchasing information technology enables centralization	1	2	3	4	5	6	7

<b>PR04</b> To what degree does management use for purchasing performance evaluation? <b>(Mark a number.)</b>	Does Not Use			Some Extent			Great extent
<b>PR04.A</b> Monetary savings (Price reduction of purchased goods/services over prior periods.)	1	2	3	4	5	6	7
<b>PR04.B</b> Total Cost of Ownership (quality defects, inventory cost, price, and delivery)	1	2	3	4	5	6	7
<b>PR04.C</b> Purchased material quality (conformance to specifications)	1	2	3	4	5	6	7
<b>PR04.D</b> Delivery timeliness/speed	1	2	3	4	5	6	7
<b>PR04.E</b> Avoiding stockouts/production stoppage	1	2	3	4	5	6	7
<b>PR04.F</b> Supporting new product design/innovation	1	2	3	4	5	6	7
<b>PR04.G</b> Inventory turnover of direct materials	1	2	3	4	5	6	7
<b>PR04.H</b> Avoiding price increases announced by suppliers	1	2	3	4	5	6	7
<b>PR04.I</b> Manufacturing/operations' satisfaction	1	2	3	4	5	6	7
<b>PR04.J</b> Benchmarking (compare to other purchasing organizations)	1	2	3	4	5	6	7
<b>PR04.K</b> Evaluation of purchasing by suppliers	1	2	3	4	5	6	7
<b>PR04.L</b> Supply base rationalization-increase/decrease	1	2	3	4	5	6	7
<b>PR04.M</b> Purchase price- compared to target cost	1	2	3	4	5	6	7

**PR05.A** How many management levels are **above** the **head** of your company's purchasing organization? \_\_\_\_\_

<b>PR05.B</b> Which of the following best describes the organizational structure of purchasing in your company? <b>(Mark a Number)</b>	Highly centralized	Centralized with some decentralization	Balanced mix of centralized and decentralization	Decentralized with some centralization	Highly decentralized

	1	2	3	4	5
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PR06 To what degree are the following methods used for initial supplier selection? (Mark a number.)	Not used			Sometimes used			Primarily used
PR06.A Total Cost of Ownership (Quality defects ,inventory cost, Price, and Delivery)	1	2	3	4	5	6	7
PR06.B Supporting new product design/innovation	1	2	3	4	5	6	7
PR06.C Delivery timeliness/speed	1	2	3	4	5	6	7
PR06.D Quality of formal response to purchasing requests for information, proposals, quotes	1	2	3	4	5	6	7
PR06.E Quoted price	1	2	3	4	5	6	7
PR06.F Review of supplier's financial ratings	1	2	3	4	5	6	7

PR07 To what degree are the following methods used for evaluating <u>current</u> suppliers? (Mark a number.)	Not used			Sometimes used			Primarily used
PR07.A Weighted average of multiple criteria (e.g. balanced scorecard)	1	2	3	4	5	6	7
PR07.B Evaluation by your manufacturing/operations organization	1	2	3	4	5	6	7
PR07.C Suppliers' announcement of price increases results in a review	1	2	3	4	5	6	7

PR08 To what extent do the following activities contribute to the organization's competitive goals (Mark a number.)	No Extant			Some Extent			A great Extent
PR08.A Buyer sponsored supplier conferences	1	2	3	4	5	6	7
PR08.B Formal strategic sourcing process	1	2	3	4	5	6	7
PR08.C Reverse auctions	1	2	3	4	5	6	7
PR08.D Supplier representatives in plant	1	2	3	4	5	6	7
PR08.E Strategic alliances/ partnerships	1	2	3	4	5	6	7
PR08.F Commercial procurement software (e-procurement)	1	2	3	4	5	6	7
PR08.G Cross-functional commodity teams	1	2	3	4	5	6	7
PR08.H Early supplier involvement in design/redesign of products	1	2	3	4	5	6	7
PR08.I Non-direct materials (MRO purchases) delegated to manufacturing/operations	1	2	3	4	5	6	7
PR08.J Supply base rationalization (decrease/increase base)	1	2	3	4	5	6	7
PR08.K Purchased items are classified as strategic or tactical and are purchased by separate teams	1	2	3	4	5	6	7
PR08.L Formal supplier development program	1	2	3	4	5	6	7

(Mark a number.)	No Extent			Some Extent			A great Extent
PR09.A To what degree does your procurement organization influence (have direct input) to the overall long term strategic plan?	1	2	3	4	5	6	7
PR09.B To what degree does top management support the strategic importance of purchasing by providing adequate financial resources?	1	2	3	4	5	6	7