

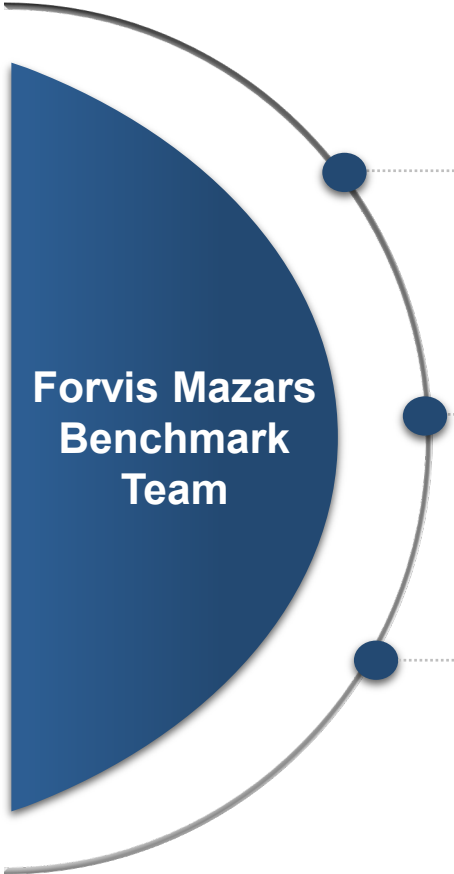


## Operational Excellence in Motion: Consumer & Logistics Benchmarking

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# Benchmarking Best Practices in Consumer & Logistics

## Your Presenters



**Jonathan S. Stomberger** | Benchmarking & Process Optimization – Partner

[jonathan.stomberger@us.forvismazars.com](mailto:jonathan.stomberger@us.forvismazars.com)



**Michael Rofman** | Consumer & Logistics – Tax Partner

[michael.rofman@us.forvismazars.com](mailto:michael.rofman@us.forvismazars.com)



**Brett Johnson** | Benchmarking & Process Optimization – Manager

[brett.johnson@us.forvismazars.com](mailto:brett.johnson@us.forvismazars.com)

# Today's Journey

## Learning Objectives:

1. Recognize the role of benchmarking in driving operational excellence across consumer and logistics organizations, including how it supports various goals such as being agile in the face of uncertainty, achieving efficiency without compromising on outcomes, and delivering customer satisfaction.
2. Identify common pre-requisites and challenges in benchmarking efforts and explore strategies to overcome them.
3. Discuss available benchmarking services and tools that can help enhance decision making and operational outcomes in consumer- and logistics-related industries.



# Benchmarking Best Practices in Consumer & Logistics

## Data Trends in Modern Consumer & Logistics



40% – Companies use **Advanced Analytics** for Decision Making



28% – Have **Real-Time** Internal & External Data Access



31% – Use **Proactive Analytics & Predictive Algorithms**



69% – Track **Forecast Accuracy** at National Level



*Key Insight: Consumer products/packaged goods organizations are increasingly data-driven, with significant investments in intelligent automation and real-time visibility across operations.*

# Benchmarking Best Practices in Consumer & Logistics

## Benchmarking 101 – Key Components

**Definition** – *Benchmarking is a systematic process that compares an organization’s performance against industry standards, competitors, or best-in-class organizations to identify improvement opportunities.*


### Benchmarking Terminology:

- **Performance Metrics** – Identify and track key indicators that reflect business value, operational efficiency, and strategic impact.
- **Comparative Analysis** – Evaluate performance by comparing results against industry benchmarks, competitors, or internal targets to uncover gaps and opportunities.
- **Best Practices** – Discover and implement proven approaches from top-performing organizations to drive consistent improvement.
- **Continuous Improvement** – Apply benchmarking insights to make targeted changes and monitor progress toward long-term operational excellence.

# Benchmarking Best Practices in Consumer & Logistics

## Benchmarking 101 – Why Benchmark?



 **Key Insight:** *Benchmarking transforms from reactive problem-solving to proactive performance optimization, enabling organizations to stay ahead of market demands.*

# Benchmarking Best Practices in Consumer & Logistics

## Benchmarking 101 – Common Challenges

**Data Availability & Quality** – Only **28%** of consumer products companies have readily accessible real-time internal and external data across the enterprise



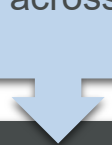
**Organizational Silos** – **9%** of organizations still have operational data trapped in silos, limiting cross-functional insights



**Decision-Making Culture** – **21%** of logistics organizations still rely on instinct or anecdotal evidence rather than data-driven approaches



**Technology Integration** – Limited intelligent automation adoption across key logistics functions like put away, retrieval, and inventory management



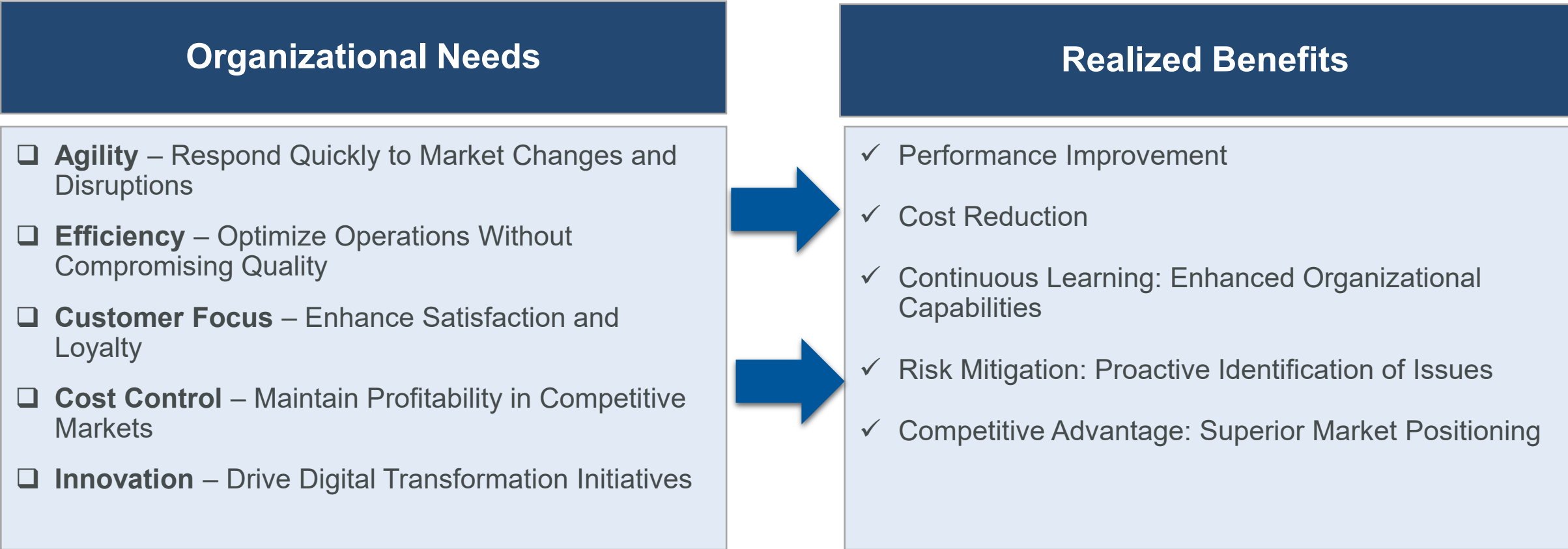
### Overcoming Challenges – Success Strategies

Invest in Data Integration Platforms	Establish Cross-Functional Benchmarking Teams	Implement Change Management Programs	Start with Pilot Projects and Scale Gradually
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# Benchmarking Best Practices in Consumer & Logistics

## Benchmarking 101 – Organizational Needs & Benefits Framework

The Organizational Needs and Benefits Framework helps identify strategic priorities and quantify value creation opportunities across consumer and logistics benchmarks.



# Benchmarking Best Practices in Consumer & Logistics

## Benchmarking 101 – Types of Benchmarks

### Performance Benchmarking

- Collect and compare **quantitative** data, *i.e.*, KPIs, to identify performance gaps.
- *What you need* – Standard measures and/or KPIs and a means of extracting, collecting, and analyzing that data.
- *What you get* – Data that informs decision making.

### VS. Practice Benchmarking

- Collect and compare **qualitative** data about how an activity is conducted through people, processes, and technology.
- *What you need* – A standard approach to gather and compare qualitative information such as process mapping.
- *What you get* – Insight into where and how performance gaps occur and best practices that the organization can apply to other areas.

### Internal Benchmarking

- Compare (*performance and/or practice benchmarks*) metrics from different units, product lines, departments, programs, geographies, etc., **within the organization**.
- *What you need* – At least two areas within the organization that have shared metrics and/or practices.
- *What you get* – Understanding the current standard of business performance.

### VS. External Benchmarking

- Compares metrics and/or practices of one organization to one or many others, **outside the organization**.
- *What you need* – Data from other similar organizations. Organizations like APQC offers more than 3,300 measures you can use to compare performance to organizations worldwide and in nearly every industry.
- *What you get* – An objective understanding of your organization's current state, which allows you to set baselines and goals for improvement.

# Benchmarking Best Practices in Consumer & Logistics

## High-Performing KPIs

High-performing organizations focus on KPIs that go beyond basic efficiency—they zero in on metrics that drive strategic growth, operational agility, and customer satisfaction. Here are some of the most critical ones they track:



### Strategic & Operational KPIs

Strategic KPIs are metrics used to track progress toward long-term goals and business objectives. Operational KPIs focus on short-term performance and day-to-day activities.



### Agility & Innovation

Agility KPIs measure an organization's ability to respond quickly and effectively to change. Innovation KPIs assess how effectively an organization is investing in and executing new ideas, technologies, or processes.



### Cost & Profitability

Cost metrics measure the efficiency and financial impact of business operations. Profitability metrics assess how effectively an operation converts inputs into financial gain.



### Sustainability & Safety

Sustainability KPIs measure environmental and social impact. Safety KPIs track the effectiveness of health and safety programs, aiming to reduce workplace incidents and protect employees.



### Quality & Continuous Improvement

Quality KPIs measure how well processes meet product specifications and regulatory standards. Continuous Improvement KPIs track the effectiveness of initiatives aimed at enhancing processes and increasing efficiency over time.

# Benchmarking Best Practices in Consumer & Logistics

## Consumer & Logistics Industry KPIs – Sample

The benchmarks below represent just a small sample of the extensive range of benchmarking data available across the consumer and logistics industry.



### Cost

- Total Cost per \$1,000 Revenue
- Inventory Carrying Cost
- Transportation Cost per Unit



### Cycle

- Pick-to-Ship Cycle
- Dock-to-Stock Cycle
- Customer Order Cycle



### Process

- Inventory Accuracy
- Order Fill Rate
- Perfect Order Performance
- Finished Goods Inventory Turns



### Staff

- Annual Sales Orders per FTE
- Sales Order Line Items per FTE

# Benchmarking Best Practices in Consumer & Logistics

## End-to-End Benchmarking Process



**Planning & Objective Setting** – Define scope, objectives, and success criteria



**Internal Assessment** – Document current processes and performance baselines



**External Research** – Identify benchmark partners and gather comparative data



**Gap Analysis** – Compare performance and identify improvement opportunities



**Action Planning** – Develop implementation road map with specific initiatives



**Implementation** – Execute improvements and monitor progress



**Continuous Monitoring** – Track results and refine approach



**Knowledge Sharing** – Communicate learnings across the organization

# Benchmarking Best Practices in Consumer & Logistics

## Benchmarking Best Practices



### Strategic Approach

- **Start With Clear Objectives** – Define specific, measurable goals aligned with business strategy
- **Engage Leadership** – Ensure executive sponsorship and organizational commitment
- **Focus on Process, Not Just Metrics** – Understand the “how” behind performance differences



### Implementation Excellence

- Use **multiple data sources** for comprehensive insights
- Establish **cross-functional teams** for holistic perspective
- Implement **phased approach** with quick wins
- Create **feedback loops** for continuous improvement
- Invest in **data quality** and integration capabilities
- Develop **benchmarking competency** within the organization



### Sustainability Factors

- **Regular review** and update of benchmarks
- **Integration** with performance management systems
- **Knowledge sharing** and organizational learning
- **Adaptation** to changing market conditions

# Benchmarking Best Practices in Consumer & Logistics

## Benchmarking Tools & Technologies

When benchmarking, it's essential to select tools that align with your specific process scope and industry context to ensure meaningful comparisons. Using the wrong tools can lead to misleading insights and misinformed decisions.



**Selection Criteria** – Choose tools based on data quality, industry relevance, integration capabilities, and ongoing support for continuous benchmarking.



**APQC Benchmarks – Industry Standards**

- Comprehensive KPI databases
- Process classification frameworks
- Best practice methodologies
- Cross-industry comparisons



**Digital Platforms – Technology Solutions**

- Real-time data integration
- Predictive analytics engines
- Automated reporting dashboards
- Collaborative benchmarking networks



**Supplier & Logistics Market Intelligence**

- Supplier benchmarking solutions
- Market intelligence platforms
- Cost optimization tools
- Procurement analytics



**Internal Systems – Enterprise Integration**

- ERP system integration
- Business intelligence tools
- Performance management systems
- Custom analytics platforms

# Benchmarking Best Practices in Consumer & Logistics

## The Future

### Emerging Trends:

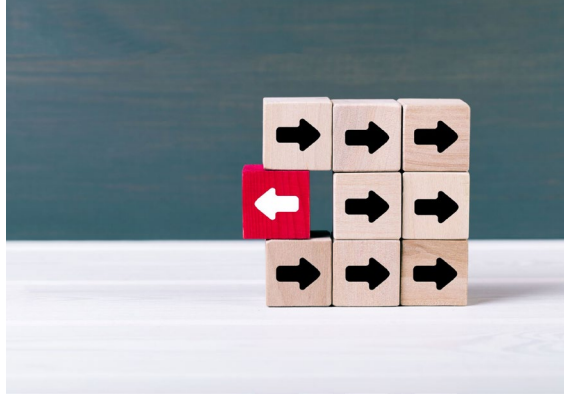
- **AI-Powered Analytics** – Machine learning algorithms for pattern recognition and predictive insights
- **Real-Time Benchmarking** – Continuous performance monitoring and dynamic comparisons
- **Ecosystem Benchmarking** – Supply chain-wide performance optimization
- **Sustainability Metrics** – Environmental and social performance indicators

### Technology Enablers:

- IoT sensors for real-time data collection
- Blockchain for data transparency
- Digital twins for scenario modeling
- Advanced visualization tools
- Cloud-based collaboration platforms
- Mobile analytics applications



# Benchmarking Best Practices in Consumer & Logistics Take Action! – Start Your Benchmarking Journey



## Assess Current State

- **Document current workflows:** Capture existing processes to establish a clear starting point for comparison.
- **Review performance metrics:** Gather baseline data to identify areas for improvement and set benchmarking targets.



## Define Your Objectives

- **Clarify goals:** Know what you want to achieve—efficiency, insights, or competitive edge.
- **Align with priorities:** Tie objectives to key business metrics and strategy.
- **Set metrics:** Define how you'll measure success and track impact.



## Engage Stakeholders

- **Identify key participants:** Pinpoint individuals whose input and buy-in are critical to benchmarking success.
- **Communicate purpose and value:** Clearly explain the goals and expected benefits to build alignment and support.



## Select Your Tools

- **Choose relevant platforms:** Identify tools and partners that align with your benchmarking goals—data analytics, industry databases, or survey tools.

# Benchmarking Best Practices in Consumer & Logistics

## Forvis Mazars Benchmarking Services With APQC



APQC (American Productivity & Quality Center) is a globally recognized nonprofit organization that helps organizations improve productivity and performance through benchmarking, best practices, process improvement, and knowledge management.

Forvis Mazars and APQC together offer powerful benchmarking capabilities. APQC provides a rich database of industry benchmarks and best practices, while Forvis Mazars applies these insights through tailored consulting to help organizations improve performance and efficiency. Their collaboration enables data-driven decision-making and continuous improvement across key business functions.



### Benchmarking Strategy

Benchmarking strategy services serve as a critical first step in an organization's performance improvement journey. These **services help define clear objectives**, select relevant metrics, and establish the right context for meaningful comparisons. As a precursor to both on-demand benchmarks and comprehensive benchmark assessments, strategy services ensure that organizations are well-prepared to interpret results and act on insights.



### On-Demand Benchmark

On-demand benchmark services offer organizations a **fast, flexible way to access performance data** without the need for a full-scale assessment. Through partnerships like the one between Forvis Mazars and APQC, clients can request targeted benchmarks—such as KPIs for financial consolidation or supply chain efficiency—tailored to their industry, size, and geography. These services are ideal for companies seeking quick insights to support business cases, validate internal performance, or guide strategic decisions.



### Benchmark Assessments

Benchmark assessment services provide a deeper, **more comprehensive evaluation of organizational performance** compared to on-demand benchmarking tools. While on-demand benchmarks offer quick comparisons against high-level metrics, benchmark assessment services go further by using standardized measures, validated data sets, and expert analysis to uncover root causes of performance gaps.

Questions?



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**Thank You**



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# Contact

## Forvis Mazars

### **Jonathan Stomberger**

Partner

P: 717.487.8544

[jonathan.stomberger@us.forvismazars.com](mailto:jonathan.stomberger@us.forvismazars.com)

### **Brett Johnson**

Manager

P: 215.570.9958

[brett.johnson@us.forvismazars.com](mailto:brett.johnson@us.forvismazars.com)

### **Shree Mukhopadhyaya**

Senior Manager

P: 224.460.8634

[shree.mukhopadhyaya@us.forvismazars.com](mailto:shree.mukhopadhyaya@us.forvismazars.com)

### **Michael Rofman**

Partner

P. 732.475.2195

[michael.rofman@us.forvismazars.com](mailto:michael.rofman@us.forvismazars.com)

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