

Do you have clients that provide a supplier “Scorecard” rating your performance in various categories? My initial intent was a client rating the printer, but it could be either a client rating the printer or the printer rating a vendor. Either way, I was looking to see what might be out there. Can you share a blank scorecard showing just the format for reference? (no need to see the actual data ratings).

We do not use scorecards.

We are rated by a number of our customers but they do not share their process with us.

We don't have any data on this. I'd also like to see if others have data on which "The Printer keeps score cards on the customer themselves too". Not all customers are worth having, either because the profit margin is too lower, or they are a PIA.

We have no problem firing vendors who don't live up to expectations and raising prices to get rid of PIA customers.

Here's what we use for incoming raw materials. Hope this helps

(See page three.)

We use a program called Achieving Excellence. We rate suppliers in 5 categories.

(See page four.)

Our experience has been that quite often the “Scorecard” rating process is not exactly buttoned up and kept current and is sometimes perceived as a chore by the party assigned to actually keep the score. The result is that vendors whom they “like” are rated favorably and unknown or unpopular vendors are rated a lower score given the allowable subjective aspects.

We have been rated very high by our customers when we (usually sales reps) take an active role in pointing out to the right people how good we are. Conversely we have also received inaccurately poor ratings when judged by persons in the organization that are not familiar with us and our scope of services or even the goods and services that they are responsible for rating. It often happens because the production coordinator directs us to do something to help the clients end results, but it is in fact out of conformance to that standard which we are measured by.

Very few measurement systems are continually current and updated for exceptions potentially resulting in throwing out the best vendor because they are proactive in getting feedback and adjusting while the measurement system is lagging far behind. Incidentally, this applies to both our customers measurement of us as well as our measurement of vendors. I’m not a big fan unless it is kept very simple ... something my company struggles to do.

EVALUATION WORKSHEET

Rev: October 2015

Supplier Name:

Supplier Number:

Evaluation Team Leader:

Evaluation Period:

Evaluation Team Members:

Unit:

Instructions:

Please complete the evaluation form for the period listed above. In completing the form please mark an "X" for each question in the classification in which you feel best describes the supplier that you are rating. Space is provided to add bullets which may be specific for the supplier that you are evaluating. Adding a bullet should be a decision made by the evaluation team.

The bullets identify Partner characteristics which may or may not apply to each supplier. They are guidelines to help your team understand the criteria.

It is also important to write comments to explain your classification selections.

The following are AE supplier classification definitions:

Partner: 480-500 points

A supplier who exceeds our performance standards, has reached world-class levels, and has a high impact on the satisfaction level of our customers.

Key: 430-479 points

A supplier who exceeds our minimum performance standards and is working toward world-class performance.

Approved: 380-429 points

A supplier who meets minimum performance standards.

Conditional: 379 or less points

A supplier who does not meet minimum performance standards and who is a possible candidate for removal from our supplier base.

EVALUATION WORKSHEET

QUALITY: Measures the ability of the supplier to satisfy our needs, expectations and requirements of the material and/or service provided.

The following are guidelines to use when evaluating the supplier's performance.

Excellent: Outstanding quality, exceeds all metrics. Product or service is highly reliable. Well defined documented quality plans and improvement initiatives. Excellent continuous improvement results achieved.

Good: Good quality program, responds immediately to problems. Product or service is reliable. Consistently exceeds performance metrics.

Satisfactory: Quality meets expectations. Reactive rather than proactive to quality issues. Internal customers are generally satisfied. Working agreement has been discussed but not implemented.

Needs Improvement: Routine service; marginal products. Needs improvement or long term relationship with this supplier not likely.

	Needs Improvement	Satisfactory	Good	Excellent	Not Rated
1. Quality and reliability of products and services.					
Supplier provides metrics and monitors quality of products and/or services. (objective supplier-provided data)					
Supplier takes full accountability of their work/product, which includes their subcontractors / tier II suppliers.					
2. Responsive to quality issues with execution of documented corrective action.					
Supplier proactively investigates and resolves all aspects of a quality concern.					
Supplier involves independent qualified third party in any investigations.					
Supplier measures response time and corrective action. (ex. time measured in hours/days to complete problem resolution)					
3. Communication and timeliness in closing quality loop.					
Supplier's investigations and corrective actions focus on promptly eliminating repeat quality problems.					
Supplier provides written documentation of investigation, root cause, corrective actions, and accountability for quality concerns.					
4. Demonstrates that processes and/or systems are in place to ensure quality service and products.					
Supplier has attained the appropriate ISO 9000 (quality mgmt family); ISO 20000 (IT managed services family) certification for their type of organization. (Team Lead to provide appropriate certifications that are required for suppliers.) Objective					
Supplier passed JDSG223 or any special process assessment (chemical, IT, environmental, etc.) Objective					
Supplier has developed a quality policy and employees are trained in the aspects of it.					
5. Replacement/credit for defective or inferior quality products and services.					
Supplier provides replacement or credit on a timely basis at no charge.					
Supplier does not charge a restocking fee for supplier delivery errors.					

Comments:

EVALUATION WORKSHEET

DELIVERY: Evaluates a supplier's ability to respond to our delivery needs.

The following are guidelines to use when evaluating the supplier's performance.

Excellent: Product and/or service is always on time. Extremely responsive to short lead orders. Delivery and invoicing processes are seamless.

Good: Timely delivery of product and/or service. Very few invoicing issues. Very responsive to short lead orders

Satisfactory: Usually prompt in providing product and/or service. Follow-up sometimes required on delivery and/or invoicing issues. Reactive and not proactive.

Needs Improvement: Follow-up required. Continually misses delivery due dates. Lead times are excessive. No attempts to expedite delivery.

	Needs				
	Improvement	Satisfactory	Good	Excellent	Not Rated
1. On-time delivery of products and services according to commitments.					
Supplier provides metrics and monitors delivery of products and/or services. (objective supplier-provided data)					
Supplier proactively collaborates with the Company on potential delivery problems and corrective actions.					
Delivery is performed as defined in the contract and the Service Level Agreements.					
2. Asset and inventory management in place to meet requirements.					
Supplier manages inventory to meet the Company requirements or SLA. (ex. Supplier has a calculated Order Quantity to minimize stock-out situations in their inventory.)					
Supplier orders from their suppliers or manufacturers with adequate lead time to meet the Company requirements.					
Supplier monitors the Company open orders, along with open orders status with their suppliers.					
Supplier proactively engages with key stakeholders to assess future requirements.					
3. Accuracy in invoicing, packing slips (where required) and filling purchase orders.					
Supplier monitors their performance with accuracy of all order documents.					
Supplier takes advantage of all automated transactions (bar coding, EDI, etc.) to minimize errors.					
Supplier has comprehensive training and cross-training programs to minimize errors.					
4. Percent 810 Accuracy (Electronic Invoice) - Excellent (>= 97%); Good (>= 92% and < 97%); Satisfactory (>= 85% and < 92%) or Needs Improvement (< 85%) System Rated if Applicable					
Auto populated for suppliers who use electronic invoicing					

Comments:

EVALUATION WORKSHEET

TECHNICAL SUPPORT: Measures the service and technical support provided by the supplier.

The following are guidelines to use when evaluating the supplier's performance.

Excellent: Provides immediate response to technical and service issues. Independently pursues and implements technical improvements. Provides customers with leading edge technologies. Service representatives are highly trained experts in their field.

Good: Introduces new and existing products/services with few problems. Service reps are fully capable of dealing with most technical and service issues. Pursues and implements technical improvements with appropriate guidance.

Satisfactory: Reactive versus proactive to changes in technology. New products and services are not always available. Requires follow-up to implement technical improvements. Adequate technical support.

Needs Improvement: No technical support. Not responsive to change.

	Needs				
	Improvement	Satisfactory	Good	Excellent	Not Rated
1. Demonstrates use of industry technology, innovation and value added initiatives.					
Supplier demonstrates technological leadership in their products and services.					
Supplier has immediate and comprehensive access to the resources of their suppliers or the manufacturers they represent.					
Supplier benchmarks other industry leaders and appropriate trade organizations and adopts best practices.					
Supplier has implemented continuous improvement programs in their organization					
2. Collaborates to provide creative and innovative solutions to support the the Company brand.					
Supplier utilizes innovative approaches to understand customer needs in the design and manufacture of products and services.					
Supplier collaborates with the Company in generating creative ideas and solving problems.					
Supplier leverages resources to impact engineering, innovation, creativity, marketing and brand sustainability.					
Supplier understands and is integrated with the Company's global market segments					
3. Proactively structures their organization to align with the Company business cycles and growth.					
Supplier provides capable and dedicated sales, operational and/or technical support staff to meet the Company's changing business needs and cycles.					
Supplier provides same level of support to all the Company facilities they serve, regardless of size, spend or location.					
4. Proactively collaborates in electronic environment (e-catalog, electronic file sharing, etc)					
Supplier has developed useful electronic catalogs/portals of products/services provided to support our hands free goal. (Objective)					
Supplier collaborates with the Company in electronic environment (electronic file sharing, etc.).					
Supplier proactively utilizes application (order status, purchase order/invoice information, etc.).					
Supplier has developed an interactive website that enhances business communication with the Company (product specs, inventory visibility, supplier contact information, etc.).					

Comments:

EVALUATION WORKSHEET

WAVELENGTH: A composite analysis of the supplier's initiative, attitude, responsiveness, attention to detail, communication and safety performance.

The following are guidelines to use when evaluating the supplier's performance.

Excellent: Customer focused, proactive employees who pursue continuous improvements, provide accurate information and exceed expectations. Excellent teamwork and communication. Clarity, openness and candor exists in the business relationship.

Good: Conscientious internal support staff, results oriented, and consistently meets expectations. Active participant in problem resolution.

Satisfactory: Follow-up generally required. Reactive rather than proactive. Adequate sharing of information

Needs Improvement: Reluctant to document and share information. Lacks credibility. Extensive clarification and follow-up required by the Company.

	Needs				
	Improvement	Satisfactory	Good	Excellent	Not Rated
1. Meets commitments and proactively communicates in a timely, accurate and professional manner.					
Customer Service Support dedicated to the Company, empowered to handle situation during contact, develops and informs on corrective action.					
Supplier uses the comment field in the AE system to document their performance.					
Supplier communicates request for price changes to Category Manager, not unit, and receives approval before prices are changed.					
Supplier uses the Supplier Self Assessment Tool in AE to rate their performance at mid-year and year-end.					
Supplier maintains Supplier Profile contacts and validates all suppliers contact information every 6 months. Objective					
Supplier proactively communicates in a clear and effective manner at all times. (meetings, e-mails, letters, returning calls, etc)					
2. Demonstrates a willing attitude to accept change and new ideas.					
Supplier has incorporated teams in their management practices and is responsive and receptive to ideas of the Company's teams.					
Supplier willingly participates on the Company's teams.					
Supplier exhibits ability to "think outside of the box" and incorporate ideas into their business not previously considered.					
3. Manages business with minimum intervention.					
Supplier proactively reports on status of projects, corrective actions, orders and delivery. the Company doesn't have to initiate contact.					
Supplier proactively maintains a low or medium risk rating in financial rating process. Objective					
4. Adheres to risk requirements, on-site safety policies and work rules.					
Contractor or Supplier adheres to all unit requirements for contractor access. Maintains the appropriate documentation and is authorized to gain access to the Company facilities.					
Supplier adheres to the Company's safety requirements for Personal Protective Equipment (eye, ear, hand and foot protection, etc.) while in the Company facilities.					
Supplier maintains approved Material Safety Data Sheets (MSDS) prior to bringing or delivering chemicals/products onsite.					
Supplier adheres to the Company's dress code and work rules.					
Supplier adheres to Certificate of Insurance requirements and submits renewals to the Company.					

Comments:

EVALUATION WORKSHEET

COST MANAGEMENT: Evaluates a supplier's ability to be price competitive and to control or continuously improve costs.

The following are guidelines to use when evaluating the supplier's performance.

Excellent: Continuous cost reduction goals are established and monitored for compliance. Aware of internal costs and pursues cost reduction opportunities with their suppliers. Always has the most competitive price.

Good: Has pursued and achieved some cost reduction opportunities with their suppliers. Pricing is competitive.

Satisfactory: Minimal commitment to cost control. Has to be encouraged to pursue cost reduction with their suppliers.

Needs Improvement: No cost reduction activities apparent. Prices are rarely competitive.

	Needs Improvement	Satisfactory	Good	Excellent	Not Rated
1. Achieves annual cost reduction goal.					
In some cases, if this question is rated, question 2 may not be applicable.					
Has supplier achieved expense goal set at beginning of fiscal year? (or is on track to achieve at year end-objective) • Partner: meets or exceeds "Targeted Cost Goal " • Key: meets or exceeds 75% of goal • Approved: less than 75% of goal • Conditional: does not support Cost goals, initiates net cost increase					
Demonstrates market cost competitiveness.					
Supplier is willing to make commitments to firm pricing for a designated period of time.					
2. Collaborates to achieve annual capital savings goal.					
In some cases, if this question is rated, question 1 may not be applicable.					
Has supplier achieved capital goal set at beginning of fiscal year? (or is on track to achieve at year end-objective) • Partner: meets or exceeds "Targeted Cost Goal " • Key: meets or exceeds 75% of goal • Approved: less than 75% of goal • Conditional: does not support Cost goals, initiates net cost increase					
Demonstrates market cost competitiveness.					
Supplier is willing to make commitments to firm pricing for a designated period of time.					
3. Openly shares their cost structures and drivers that enable cost reduction and capital savings.					
Supplier openly shares their costs (product material costs, labor rates, SG&A, etc.).					
Supplier provides and/or recommends standardization opportunities to help lower the total cost of ownership of the products and/or services.					
Supplier minimizes packaging costs while maintaining environmentally sound practices.					
4. Compliance with contract pricing and reporting.					
Supplier complies with agreed pricing and follows price adjustment guidelines.					
Supplier's contract with the Company specifically includes performance measures geared toward cost reduction.					
Supplier's internal process ensures that mark ups are applied correctly.					
Supplier shares their financials (income statement, balance sheets, etc.) and other required reports with the Company.					

Comments:
