SCORmark™ Supply Chain Assessment by PwC

Prepared for Client

How well does your supply chain performance and practice stack up?

Date
Outline

• **Approach**
  - Overview of PwC’s Supply Chain Benchmarking Service
  - Background, Objectives, and Scope
  - Custom Comparison Population Characteristics

• **Executive Summary of Results**

• **Benchmarking Results**
  - Detailed Results
    ◦ Quantitative Performance
    ◦ Complexity
    ◦ Qualitative Practices
  - Value Proposition for Improvement
  - Conclusions and Next Steps

• **Appendix**
  - About PwC
Background, Objectives, and Scope of Assessment

Background:
- Client is a Premier Corporate affiliate of APICS/SCC; this affiliation allows Client to complete 3 benchmarks in a year
- Client engaged PwC to do SCORmark for one of its Business Units

Objectives:
- Measure supply chain performances against similarly structured supply chains to identify improvement opportunities and areas of competitive advantage
- Compare to other supply chains with a similar manufacturing strategy
- Help identify target metrics to continuously measure and provide associated performance levels to drive operational improvement efforts
- Provide potential financial opportunities associated with achieving superior levels of performance

Scope:
- Business Unit: TBD
- Market: TBD
**PwC’s benchmarking methodology compares client data to Parity, Advantage and Superior performance**

Benchmarking is used as a guide to get a fact-based assessment of the opportunities for improvement and the value from achieving these results:

- Understand a company’s position relative to population’s Parity, Advantage and Superior
  - *Parity* indicates the 50th percentile of performance in the SCORmark database
  - *Advantage* is the performance level halfway between Parity and Superior (i.e., 70th percentile).
  - *Superior* indicates the 90th percentile of companies in the database.
- Provide a basis of comparison against similar supply chains
- Provide insight into potential opportunities for growth and improvement
- Establish performance targets
PwC’s PMG database of >2000 company supply chains enabled selection of comparison supply chains for this assessment

Baseline Population  
>2000 supply chains

Base Supply Chain Filter  
~100 supply chains

Operations Filter  
~25-50 supply chains

Business Model Filter  
~20-30 supply chains

Final Client Filter  
~15-20 supply chains

Illustrative Industry Group
- Consumer Products
- Packaged Goods
- Home Appliances
- Industrial Products
- Others

Revenue / Scale of Operations

Distribution Dynamics
(Volume, Order Size, # of Channels)

Product Dynamics
(SKU's, Price)

Why 15-20 supply chains?
- Drive statistical significance
- Protect client confidentiality
This assessment’s benchmark population is comprised of supply chains from many comparable companies.

### Sample Report

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Population Average</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Selling Price per unit of volume sold</td>
<td>&lt; = $10 - XX% $10–$200 - XX% $200–$500 - XX% $500–$1K - XX% &gt; = $1K - XX%</td>
<td>&lt; = $10 - XX% $10–$200 - XX% $200–$500 - XX% $500–$1K - XX% &gt; = $1K - X%</td>
</tr>
<tr>
<td>Primary Manufacturing Strategy (% of revenue)</td>
<td>XX% MTS, XX% CTO/MTO, XX% ETO</td>
<td>XX% MTS, XX% CTO/MTO, XX% ETO</td>
</tr>
<tr>
<td>Product Revenue</td>
<td>$XXXM</td>
<td>$XXXM</td>
</tr>
</tbody>
</table>

Peer Organizations Listed Here
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• **Appendix**
  - About PwC
**Executive Summary of Benchmark Results for Client**

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Key Observations</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Executive Summary created specifically for your Organization
## SCORmark Level 1 Scorecard

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Metrics</th>
<th>Target Performance</th>
<th>Client Performance</th>
<th>Parity (50%)</th>
<th>Advantage (70%)</th>
<th>Superior (90%)</th>
<th>Gap to Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability</td>
<td>Perfect Order Fulfillment</td>
<td>Advantage</td>
<td>69.2%</td>
<td>77.5%</td>
<td><strong>85.6%</strong></td>
<td><strong>93.7%</strong></td>
<td>16.4%</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>Total Order Fulfillment Cycle Time, Configured-to-Order Products (Days)</td>
<td>Parity</td>
<td>7.1</td>
<td><strong>9.1</strong></td>
<td>6.5</td>
<td>3.9</td>
<td>-</td>
</tr>
<tr>
<td>Agility</td>
<td>Supply Chain Flexibility (Days)</td>
<td>Advantage</td>
<td>15.0</td>
<td><strong>45.0</strong></td>
<td>33.0</td>
<td>21.0</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Supply Chain Adaptability (%)</td>
<td></td>
<td>10.0%</td>
<td>30.5%</td>
<td><strong>51.3%</strong></td>
<td>72.0%</td>
<td>41.3%</td>
</tr>
<tr>
<td>Cost</td>
<td>Total Supply Chain Management Cost (% of Revenue)</td>
<td>Superior</td>
<td>8.1%</td>
<td><strong>8.7%</strong></td>
<td><strong>5.6%</strong></td>
<td>2.4%</td>
<td>-5.7%</td>
</tr>
<tr>
<td>Asset Mgmt. Efficiency</td>
<td>Cash to Cash Cycle Time (Days)</td>
<td>Parity</td>
<td>160.5</td>
<td>55.4</td>
<td><strong>30.5</strong></td>
<td>5.5</td>
<td>-105.1</td>
</tr>
</tbody>
</table>

*Note: The values with an asterisk (*) are the client's performance metrics.*

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Perfect Order Fulfillment & Delivery Performance

Performance vs. Request Date

- Parity: 75%
- Advantage: 80%
- Superior: 85%
- Client: 80%

Performance vs. Commit Date

- Parity: 90%
- Advantage: 95%
- Superior: 98%
- Client: 95%

Perfect Order Fulfillment

- Parity: 90%
- Advantage: 95%
- Superior: 98%
- Client: 95%
**Order Fulfillment Cycle Time (OFCT), Days**
Configured Products

### Configured Product OFCT (Days)

<table>
<thead>
<tr>
<th>Component</th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Signature/Authorization to Order Receipt</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Order Receipt to Order Entry Complete</td>
<td>0.5</td>
<td>0.3</td>
<td>0.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Order Entry Complete to Start Pick/Pack of Order</td>
<td>0.6</td>
<td>0.3</td>
<td>0.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Start Pick/Pack of Order to Order Ready-to-Ship</td>
<td>1.0</td>
<td>0.6</td>
<td>0.3</td>
<td>10.0</td>
</tr>
<tr>
<td>Order Ready-to-Ship to Customer Receipt of Order</td>
<td>3.1</td>
<td>1.9</td>
<td>0.6</td>
<td>1.0</td>
</tr>
<tr>
<td>Customer Receipt of Order to Installation Complete</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Order Fulfillment Cycle Time</strong></td>
<td><strong>20.0</strong></td>
<td><strong>15.0</strong></td>
<td><strong>10.0</strong></td>
<td><strong>17.0</strong></td>
</tr>
</tbody>
</table>

**Note:** A benchmark of "0" implies that a) the OFCT component is irrelevant to population companies (e.g. installation is not applicable), or b) the OFCT component is highly automated/handled electronically.
Supply Chain Flexibility

**Flexibility:** number of days required to achieve an unplanned sustainable 20% increase

### Source Flexibility (Days)

<table>
<thead>
<tr>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>40.0</td>
<td>30.0</td>
<td>20.0</td>
<td>37.0</td>
</tr>
</tbody>
</table>

### Make Flexibility (Days)

<table>
<thead>
<tr>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.0</td>
<td>15.0</td>
<td>5.0</td>
<td>20.0</td>
</tr>
</tbody>
</table>

### Deliver Flexibility (Days)

<table>
<thead>
<tr>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.0</td>
<td>5.0</td>
<td>1.0</td>
<td>12.0</td>
</tr>
</tbody>
</table>


**Supply Chain Adaptability**

**Adaptability**: maximum sustainable percentage increase that can be achieved in 30 days

--

### Source Adaptability (%)

- Parity: 15%
- Advantage: 20%
- Superior: 30%
- Client: 20%

### Make Adaptability (%)

- Parity: 20%
- Advantage: 30%
- Superior: 40%
- Client: 25%

### Deliver Adaptability (%)

- Parity: 30%
- Advantage: 40%
- Superior: 50%
- Client: 40%
**Total Supply Chain Management Cost as % of Revenue**

**Summary**

<table>
<thead>
<tr>
<th>Total Supply Chain Cost (% Revenue)</th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Supply-Chain Management Cost</td>
<td>8.0%</td>
<td>5.0%</td>
<td>3.0%</td>
<td>10.0%</td>
</tr>
</tbody>
</table>

- **Order Management Cost**: 2.5% (Parity), 1.9% (Advantage), 1.3% (Superior), 1.4% (Client)
- **Material Acquisition Cost**: 1.1% (Parity), 0.6% (Advantage), 0.0% (Superior), 2.4% (Client)
- **Inventory Carrying Cost**: 3.5% (Parity), 2.1% (Advantage), 0.6% (Superior), 4.0% (Client)
- **Supply-Chain-Related Finance and Planning Cost**: 0.3% (Parity), 0.2% (Advantage), 0.0% (Superior), 1.2% (Client)
- **Supply-Chain-Related IT Cost**: 0.2% (Parity), 0.1% (Advantage), 0.1% (Superior), 1.0% (Client)

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## Total Supply Chain Management Cost as % of Revenue

Order Management Cost

### Total Supply Chain Cost (% Revenue) vs. Order Management Cost

<table>
<thead>
<tr>
<th>Activity</th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Product Release, Phase In, and Maintenance</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Create Customer Order</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Order Entry and Maintenance</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Contract, Program &amp; Channel Maintenance</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Installing Planning</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Order Fulfillment</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Distribution</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Transportation, Outbound Freight and Duties</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Installation</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Customer Invoicing/Accounting</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
</tbody>
</table>

### % of Revenue

<table>
<thead>
<tr>
<th>Activity</th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
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<tbody>
<tr>
<td>New Product Release, Phase In, and Maintenance</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Create Customer Order</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Order Entry and Maintenance</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Contract, Program &amp; Channel Maintenance</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
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<td>Installing Planning</td>
<td>XX%</td>
<td>XX%</td>
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<td>Order Fulfillment</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
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</tr>
<tr>
<td>Distribution</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Transportation, Outbound Freight and Duties</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Installation</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Customer Invoicing/Accounting</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
</tbody>
</table>

### Attribute: Cost

- **Worse than Parity**
- **Close to/Better than Parity**
- **Among Superior**
Total Supply Chain Management Cost as % of Revenue

Material Acquisition Cost

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials (Commodity) Management and Planning</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Supplier Quality Engineering</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Inbound Freight and Duties</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Receiving</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Incoming Inspection</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Component Engineering</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Tooling</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
</tbody>
</table>

Worse than Parity

Close to/Better than Parity

Among Superior

PwC’s SCORmark™ Readout for Client

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Total Supply Chain Management Cost as % of Revenue
Inventory Carrying Cost

<table>
<thead>
<tr>
<th>% of Revenue</th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity Cost</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Shrinkage</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Insurance and Taxes</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Total Obsolescence for Raw Material, WIP and Finished Goods</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Channel Obsolescence</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Field Service Parts Obsolescence</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
</tbody>
</table>

Worse than Parity | Close to/Better than Parity | Among Superior

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**Total Supply Chain Management Cost as % of Revenue**

Supply Chain-Related Finance and Planning Cost

<table>
<thead>
<tr>
<th></th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply-Chain Finance Cost</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Demand/Supply Planning Cost</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
</tbody>
</table>

---

**Total Supply Chain Cost (% Revenue) vs. Finance & Planning Cost**

- Supply-Chain Finance Cost:
  - Parity: 8.00%
  - Advantage: 5.00%
  - Superior: 0.70%
  - Client: 1.00%

- Demand/Supply Planning Cost:
  - Parity: 3.00%
  - Advantage: 0.10%
  - Superior: 0.70%
  - Client: 1.00%
**Total Supply Chain Management Cost as % of Revenue**

Supply Chain Related IT Cost

### Total Supply Chain Cost (% Revenue) vs. Supply Chain IT Cost

<table>
<thead>
<tr>
<th>% of Revenue</th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Source</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Make</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
<tr>
<td>Deliver</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
<td>XX%</td>
</tr>
</tbody>
</table>

#### Legend:
- **Red** (Worse than Parity)
- **Yellow** (Close to/Better than Parity)
- **Green** (Among Superior)
Cash-to-Cash Cycle Time

### Days Sales Outstanding

<table>
<thead>
<tr>
<th></th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>40.0</td>
<td>30.0</td>
<td>25.0</td>
<td>42.0</td>
</tr>
</tbody>
</table>

### Average Payment Period

<table>
<thead>
<tr>
<th></th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>45.0</td>
<td>55.0</td>
<td>60.0</td>
<td>55.0</td>
</tr>
</tbody>
</table>

### Inventory Days of Supply

<table>
<thead>
<tr>
<th></th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>40.0</td>
<td>30.0</td>
<td>20.0</td>
<td>35.0</td>
</tr>
</tbody>
</table>

### Cash to Cash Cycle Time

<table>
<thead>
<tr>
<th></th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>45.0</td>
<td>30.0</td>
<td>10.0</td>
<td>35.0</td>
</tr>
</tbody>
</table>
Inventory Management

Inventory Days of Supply Breakdown

<table>
<thead>
<tr>
<th>Metric</th>
<th>Parity</th>
<th>Advantage</th>
<th>Superior</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Inventory Days of Supply</td>
<td>40.0</td>
<td>30.0</td>
<td>20.0</td>
<td>35.0</td>
</tr>
<tr>
<td>Raw Material Days of Supply</td>
<td>1.3</td>
<td>1.3</td>
<td>ND</td>
<td>19.0</td>
</tr>
<tr>
<td>WIP Days of Supply</td>
<td>0.0</td>
<td>0.0</td>
<td>ND</td>
<td>1.7</td>
</tr>
<tr>
<td>Finished Goods Days of Supply</td>
<td>56.1</td>
<td>56.1</td>
<td>ND</td>
<td>6.8</td>
</tr>
<tr>
<td>Inventory Turns</td>
<td>5.0</td>
<td>8.4</td>
<td>11.8</td>
<td>2.3</td>
</tr>
</tbody>
</table>

- **Worse than Parity**
- **Close to/Better than Parity**
- **Among Superior**
### Forecast Accuracy

#### Unit Forecast Accuracy

- Parity: 80.0%
- Advantage: 90.0%
- Superior: 95.0%
- Client: 90.0%

#### Dollar Forecast Accuracy

- Parity: 85.0%
- Advantage: 90.0%
- Superior: 95.0%
- Client: 90.0%
Outline

• **Approach**
  - Overview of PwC’s Supply Chain Benchmarking Service
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• **Executive Summary of Results**

• **Benchmarking Results**
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    - Complexity
    - Qualitative Practices
  - Value Proposition for Improvement
  - Conclusions and Next Steps

• **Appendix**
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Supply Chain complexity

Complexity is assessed along multiple dimensions

- High levels of supply chain complexity, left unmanaged, reduce operational performance and lead to higher costs
  - Complexity-driven costs are often hard to identify, making it difficult to address

### Configuration and Structure
- Physical product flow
  - Number of manufacturing plants
  - Number of distribution centers
  - Number of customer locations

### Processes and Systems
- Processes and systems in place to manage complexity, for example:
  - Sales and operations planning
  - New product introduction
  - Postponement and configuration strategy

### Products and Services
- Number of SKUs offered
- Number of annual product introductions
# Product Portfolio Complexity

<table>
<thead>
<tr>
<th>Metric</th>
<th>0%-20% Very Low</th>
<th>20%-40% Low</th>
<th>40%-60% Median</th>
<th>60%-80% High</th>
<th>80%-100% Very High</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Finished Product Item Codes (SKUs)</td>
<td>900</td>
<td>20,000</td>
<td></td>
<td></td>
<td>200,000</td>
<td>XX</td>
</tr>
<tr>
<td>Number of finished product Item codes purchased in a finished good state from a co-manufacturer or other 3rd party</td>
<td>0</td>
<td>1,000</td>
<td></td>
<td></td>
<td>10,000</td>
<td>XX</td>
</tr>
<tr>
<td>New Product Introductions</td>
<td>5</td>
<td>500</td>
<td></td>
<td></td>
<td>30,000</td>
<td>XX</td>
</tr>
<tr>
<td>End of Life products retired during the year</td>
<td>2</td>
<td>1,000</td>
<td></td>
<td></td>
<td>15,000</td>
<td>XX</td>
</tr>
</tbody>
</table>
## Supplier Base Complexity

<table>
<thead>
<tr>
<th>Metric</th>
<th>0%-20% Very Low</th>
<th>20%-40% Low</th>
<th>40%-60% Median</th>
<th>60%-80% High</th>
<th>80%-100% Very High</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Direct Material Suppliers</td>
<td>50</td>
<td>x 350</td>
<td></td>
<td>17,000</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of Direct Material Suppliers that account for 80% of material expenditure</td>
<td>10</td>
<td>50</td>
<td>x 200</td>
<td>200</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of raw material item codes</td>
<td>450</td>
<td>x 21,000</td>
<td></td>
<td>225,000</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of sub assembly item codes</td>
<td>500</td>
<td>5,000</td>
<td>x 700,000</td>
<td></td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of packaging item codes</td>
<td>100</td>
<td>500</td>
<td>x 1,500</td>
<td></td>
<td></td>
<td>XX</td>
</tr>
</tbody>
</table>
# Customer Base Complexity

<table>
<thead>
<tr>
<th>Metric</th>
<th>0%-20% Very Low</th>
<th>20%-40% Low</th>
<th>40%-60% Median</th>
<th>60%-80% High</th>
<th>80%-100% Very High</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of active customers</td>
<td>80</td>
<td>X</td>
<td>8,000</td>
<td>140,000</td>
<td>XX</td>
<td></td>
</tr>
<tr>
<td>Number of active customers that account for 80% of Total Product Revenue</td>
<td>15</td>
<td>X</td>
<td>2,000</td>
<td>75,000</td>
<td>XX</td>
<td></td>
</tr>
<tr>
<td>Number of orders received</td>
<td>50,000</td>
<td>X</td>
<td>200,000</td>
<td>500,000</td>
<td>XX</td>
<td></td>
</tr>
<tr>
<td>Number of locations performing order entry and management</td>
<td>X 2</td>
<td>X</td>
<td>10</td>
<td>200</td>
<td>XX</td>
<td></td>
</tr>
</tbody>
</table>
## Manufacturing Complexity

<table>
<thead>
<tr>
<th>Metric</th>
<th>0%-20% Very Low</th>
<th>20%-40% Low</th>
<th>40%-60% Median</th>
<th>60%-80% High</th>
<th>80%-100% Very High</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of manufacturing locations</td>
<td>5</td>
<td>X</td>
<td>15</td>
<td>150</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of manufacturing locations company owned</td>
<td>1</td>
<td>X</td>
<td>10</td>
<td>75</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of manufacturing locations outsourced</td>
<td>1</td>
<td>X</td>
<td>5</td>
<td>70</td>
<td></td>
<td>XX</td>
</tr>
</tbody>
</table>
# Distribution and IT Complexity

<table>
<thead>
<tr>
<th>Metric</th>
<th>0%-20% Very Low</th>
<th>20%-40% Low</th>
<th>40%-60% Median</th>
<th>60%-80% High</th>
<th>80%-100% Very High</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of shipments/delivery notes</td>
<td>🟢 50,000</td>
<td></td>
<td>100,000</td>
<td></td>
<td>350,000</td>
<td>XX</td>
</tr>
<tr>
<td>Number of ship to locations</td>
<td>307</td>
<td>🟢 20,000</td>
<td></td>
<td>150,000</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of ship from locations</td>
<td>5</td>
<td>🟢 20</td>
<td>30</td>
<td></td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of distribution centers</td>
<td>0</td>
<td>🟢 8</td>
<td>15</td>
<td>15</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Number of logistics/transportation suppliers</td>
<td>7</td>
<td></td>
<td>15</td>
<td>🟢 120</td>
<td></td>
<td>XX</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Metric</th>
<th>0%-20% Very Low</th>
<th>20%-40% Low</th>
<th>40%-60% Median</th>
<th>60%-80% High</th>
<th>80%-100% Very High</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of unique systems/applications</td>
<td>3</td>
<td></td>
<td>15</td>
<td>🟢 300</td>
<td></td>
<td>XX</td>
</tr>
</tbody>
</table>
**Outline**

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Overview of PwC’s Qualitative Practices Methodology

The qualitative practice assessment framework evaluates how well the organization is integrating processes and information systems across the supply chain.

**Transitional Supply Chains**

- Stage 1: Basic
  - Discrete supply chain processes and data flows well documented and understood
  - Resources managed at department level and performance measured at functional level

- Stage 2: Emerging
  - Company-wide process and data model continuously measured at the company, process, and diagnostic levels
  - Resources managed at both functional and cross-functional levels

**Mature Supply Chains**

- Stage 3: Advanced
  - Strategic partners throughout the global supply chain collaborate to:
    - Identify joint business objectives and action plans
    - Enforce common processes and data sharing
    - Define, monitor, and react to performance metrics

- Stage 4: Differentiated
  - IT and eBusiness solutions enable a collaborative supply chain strategy that:
    - Aligns participating companies’ business objectives and associated processes
    - Results in real-time planning, decision-making, and execution of supply chain responses to customer requirements
### Client Self Assessed Practices

Level 1 Scorecard - Overall Supply Chain Practice Maturity

<table>
<thead>
<tr>
<th></th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRATEGY</strong></td>
<td></td>
<td>★</td>
<td>▲</td>
<td></td>
</tr>
<tr>
<td><strong>PLAN</strong></td>
<td>▲</td>
<td></td>
<td>★</td>
<td></td>
</tr>
<tr>
<td><strong>SOURCE</strong></td>
<td></td>
<td></td>
<td>★</td>
<td>▲</td>
</tr>
<tr>
<td><strong>MAKE</strong></td>
<td>▲</td>
<td></td>
<td>★</td>
<td></td>
</tr>
<tr>
<td><strong>DELIVER</strong></td>
<td></td>
<td>▲</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td><strong>RETURN</strong></td>
<td></td>
<td></td>
<td></td>
<td>★</td>
</tr>
</tbody>
</table>

★ = Industry Average  
▲ = Client
### Client Self Assessed Practices

#### Level 2 Scorecard - Strategy

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply Chain Strategy</td>
<td></td>
<td>⭐️</td>
<td>▲</td>
<td></td>
</tr>
<tr>
<td>Supply Chain Risk Management</td>
<td></td>
<td>⭐️</td>
<td>▲</td>
<td></td>
</tr>
<tr>
<td>Supply Chain Performance</td>
<td></td>
<td>▲</td>
<td>⭐️</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply Chain Process Architecture</td>
<td></td>
<td>⭐️</td>
<td>▲</td>
<td></td>
</tr>
<tr>
<td>Supply Chain Talent Management</td>
<td></td>
<td>⭐️</td>
<td>▲</td>
<td></td>
</tr>
</tbody>
</table>

⭐️ = Industry Average

▲ = Client
## Client Self-Assessed Practices

### Level 2 Scorecard - Plan

<table>
<thead>
<tr>
<th>PLAN</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Inventory, &amp; Operations Planning (SIOP)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demand Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

★ = Industry Average  
△ = Client
## Client Self Assessed Practices
### Level 2 Scorecard - Source

<table>
<thead>
<tr>
<th>Source</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Positioning</td>
<td></td>
<td>⭐</td>
<td></td>
<td>⬤</td>
</tr>
<tr>
<td>Sourcing Processes</td>
<td></td>
<td>⭐</td>
<td>⬤</td>
<td></td>
</tr>
<tr>
<td>Order Processing</td>
<td></td>
<td>⭐</td>
<td>⬤</td>
<td></td>
</tr>
<tr>
<td>P2P Systems</td>
<td></td>
<td>⭐</td>
<td>⬤</td>
<td></td>
</tr>
<tr>
<td>Spend Data</td>
<td>⬤</td>
<td></td>
<td>⬤</td>
<td></td>
</tr>
<tr>
<td>Procurement Organization Structure</td>
<td></td>
<td>⭐</td>
<td></td>
<td>⬤</td>
</tr>
<tr>
<td>Procurement and Benefits Management</td>
<td></td>
<td>⭐</td>
<td></td>
<td>⬤</td>
</tr>
<tr>
<td>Supply Risk Management</td>
<td></td>
<td>⭐</td>
<td></td>
<td>⬤</td>
</tr>
</tbody>
</table>

⭐ = Industry Average  
△ = Client

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## Client Self Assessed Practices
### Level 2 Scorecard - Make

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAKE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product Planning and Management</td>
<td>▲</td>
<td>★</td>
<td></td>
</tr>
<tr>
<td>Maintenance Management</td>
<td>▲</td>
<td>★</td>
<td></td>
</tr>
<tr>
<td>Production Quality Management</td>
<td>▲</td>
<td>★</td>
<td></td>
</tr>
<tr>
<td>Manufacturing Strategy</td>
<td>▲</td>
<td>★</td>
<td></td>
</tr>
<tr>
<td>Material Issue, Move &amp; Tracking</td>
<td>▲</td>
<td>★</td>
<td></td>
</tr>
</tbody>
</table>

★ = Industry Average  
▲ = Client
### Client Self Assessed Practices
#### Level 2 Scorecard - Deliver

<table>
<thead>
<tr>
<th>DELIVER</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warehouse</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Network Design</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order Entry &amp; Scheduling</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invoicing &amp; Cash Collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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- ▲ = Client

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## Client Self Assessed Practices
### Level 2 Scorecard - Return

<table>
<thead>
<tr>
<th>Service</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>RETURN</td>
<td></td>
<td>★</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Parts Planning</td>
<td></td>
<td>★ ▲</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reverse Logistics</td>
<td></td>
<td>▲</td>
<td>★</td>
<td></td>
</tr>
<tr>
<td>Warranty &amp; Repair</td>
<td></td>
<td>★</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field Services Operations</td>
<td></td>
<td>★</td>
<td>▲</td>
<td></td>
</tr>
</tbody>
</table>

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Value Proposition

Improving working capital efficiency (Days Sales Outstanding, Average Payment Period, and Inventory Days of Supply) to Superior levels could result in one-time cash boost up to $XXM:

### Population Performance

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Major Opp.</th>
<th>Parity</th>
<th>Superior</th>
<th>Client</th>
<th>Value to Parity</th>
<th>Value to Superior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days Sales Outstanding</td>
<td>43</td>
<td>30</td>
<td></td>
<td>XX</td>
<td>$XXM</td>
<td>$XXM</td>
</tr>
<tr>
<td>Average Payment Period</td>
<td>45</td>
<td>65</td>
<td></td>
<td>XX</td>
<td>-</td>
<td>$XXM</td>
</tr>
<tr>
<td>Total Inventory Days of Supply</td>
<td>43</td>
<td>19</td>
<td></td>
<td>XX</td>
<td>-</td>
<td>$XXM</td>
</tr>
<tr>
<td>Cash-to-Cash Cycle Time (days)</td>
<td>44</td>
<td>12</td>
<td></td>
<td>XX</td>
<td>$XXM</td>
<td>$XXM</td>
</tr>
</tbody>
</table>

**Asset Reduction Potential**

$XXM $XXM

Notes: Cash-to-cash assumes better of median or current performance
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    ◦ Complexity
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• **Conclusions and Next Steps**

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Conclusions and Next Steps

Conclusions and Next Steps for your Organization
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**Benchmarking is a powerful tool, because “you can’t manage what you don’t measure”; it is an early step in operations improvement**

<table>
<thead>
<tr>
<th>High-Level Benchmarking Process</th>
<th>High-Level Benchmarking Benefits</th>
</tr>
</thead>
</table>
| • Compare company performance internally and externally to understand areas of strengths and weaknesses  
  • Use standard metrics and compare company practices vs. best practices | • Leverage defined metrics for comparison  
  • Leverage standard calculations  
  • Leverage standard frameworks for analysis |
| **Provide a common language** | **Understand current performance** |
| - Measure Results  
  - Perform Gap Analysis  
  - Review and Set Performance Objectives | - Compare to relevant external benchmark comparison group  
  - Compare to median and best-in-class  
  - Compare performance internally between business units |
| **Identify and quantify opportunities** |  
  - Establish performance targets  
  - Establish, prioritize initiatives to achieve targets |
A Logical Next Step Is To Prioritize Improvements and Take Action!

PwC is available to help Client continue its supply chain improvement efforts. We are:

Objective and factual
- Supports senior management to make key decisions
- Acts as a “blind trust” manager where information can not be shared

Focused on the value proposition
- Keeps all decisions focused on highest value creation in shortest time frame
- Works across functions and processes where organizations have limits

Experienced in managing the process
- Provides expertise in critical path management: Internal staff do not have a learning curve
- Understands human dimension of change

Committed to knowledge transfer
- Ensures “leave behind” process
- Migrates from “player/coach” to “coach/cheerleader”: Positions owners to be successful

We welcome the opportunity for further conversations with Client about improvement projects as well as engaging with other divisions who might also be interested in benchmarking.
PwC continues to earn top recognition from clients, industry analysts, and competitors

180,000 professionals worldwide
157 countries and 776 locations
Broad client base across Fortune 1000
Works with Private and Public Companies

No. 1
Global Business Consulting firm
IDC & Kennedy Information

No. 1
Product and Service Operations
Kennedy Information

No. 1
Global Mergers & Acquisitions Advisory
Kennedy Information

No. 1
Fortune Global 500 are PwC clients

85%

Leader
Gartner CRM Service Provider

No. 1
In Innovation Solutions
Kennedy Information

No. 1
Of 8 named to Kennedy Vanguard of Supply Chain Consulting
Kennedy Information

No. 1
In Operations Strategy
IDC (2012)

Enterprise Applications Partnerships
SAP
Oracle
Salesforce.com
Jive

We have an unparalleled combination of global scale and functional expertise
PwC + Strategy& is a recognized, global leader in operations consulting and supply chain benchmarking

PwC established the term “supply chain management” (1982) and co-led development of the SCOR Model (1996), we continue to lead the industry

- Oracle Applications Implementation Services: Gartner Magic Quadrant Leader [1]
- “PwC is seen as the most capable of all firms at providing a full spectrum of business consulting services on operations engagements.” [8]
- “Gartner supply chain leaders also hold in high regard (PwC’s) ability to benchmark supply chains….consider PwC, particularly if you are in the market for benchmarking services” - Gartner

PwC brings integrated best of the breed supply chain capabilities and thought leadership to its clients

**Business Strategy**
- Pre-eminent strategic management consulting firm
- Explicit focus on pragmatic capability driven transformation and growth
- Broad operational design capabilities

**Operational Excellence**
- Leading Operations Strategy Consulting Firm
- Deep expertise in supply chain design and implementation
- Unique benchmarking capabilities through focused Performance Management Group

**Technology Strategy & Implementation**
- Dominant technology strategy and eBusiness design firm
- Explicit focus on strategic use of technology architecture and capability planning

**Digital /Omnichannel Leadership**
- Thought-leading boutiques in social media and digital
- Extensive experience in consumer marketing and engagement design

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We help clients address end-to-end supply chain performance challenges while thinking like a “ruthless competitor”

Global Productivity and Agility
Cost Optimization
Tax Efficient Supply Chain
Operational Excellence

Plan & Execute → Effective & Efficient
Sense & Respond → Agile & Reliable

Product Life Cycle
Mgt
• Design for supply chain
• Design collaboration
• NPI process design and optimization
• Technology transfer & scale up

Operations Strategy & Transformation
• Assessment & analysis
• Network optimization
• Operational strategy
• Performance metrics
• Risk management

Quality Systems
• Culture change
• Design controls
• Assessment
• Consent decree remediation
• Governance & infrastructure

Supply Chain Planning
• Demand planning
• Supply planning
• Sales and operations planning
• Clinical supply chain

Procurement & Sourcing
• Strategic sourcing
• Procurement technology
• Procurement transformation
• Contract manufacturing

Logistics and Distribution
• Logistics strategy
• Logistics operations
• Transportation
• Customs & duties
• Track/trace e-pedigree

Operational Excellence
• Lean operations
• Cycle time reduction
• Inventory optimization
• Cost reduction

Supply Chain IT Strategy
People & Change
Governance, Risk, Compliance
Thank you

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