

Global Best Practices Statistical Yearbook 2009 Edition



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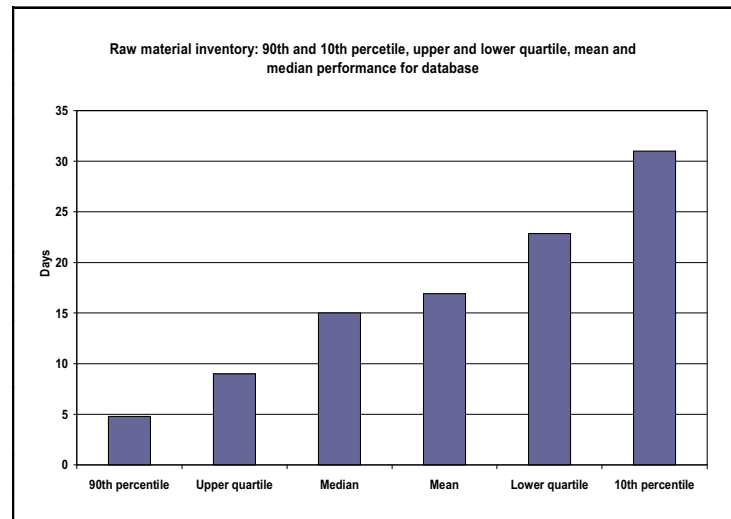
BENCHMARKING ■ CLUSTERING ■ STRATEGY

Raw material inventory holding

Unit: Operating days (days)

1. Performance spread

Performance	Operating days
90 th Percentile	4.78
Upper quartile	8.99
Median	15.00
Mean	16.90
Lower quartile	22.85
10 th Percentile	31.01



2. Sub-sector, ownership-type, economy-type, market focus, and firm-size averages (see respective sections for more detail)

Sub-sector	Average
Trim	17.54
Harnesses	20.78
Electronics	23.62
Foundries/forges	11.56
JIT assembly	18.88
Metal forming/pressing	14.66
Metal fabrication	17.20

Sub-sector	Average
Components	16.69
Glass	8.24
Heat transfer	19.58
Precision machining	16.55
Plastic moulding	17.58
Other	17.22

Ownership type	Average
Multinational	15.62
Independent/National	16.68

Economy type	Average
Developed	15.77
Developing	18.30

Market focus	Average
OEM	17.02
Aftermarket	18.42
Other component firms	16.60

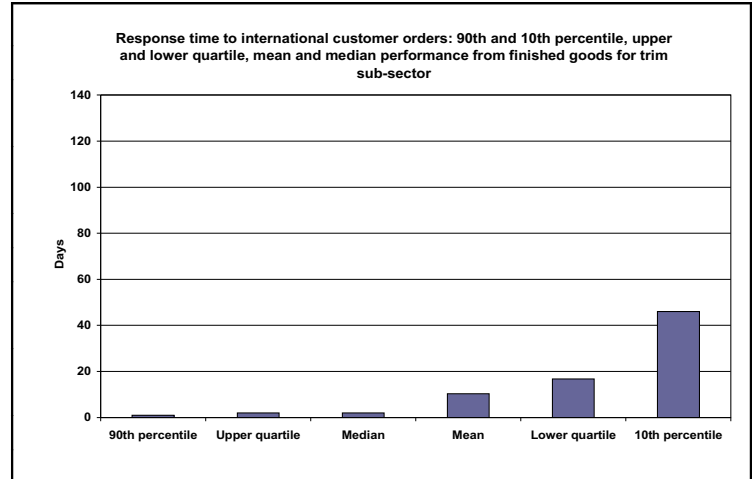
Firm size (employees)	Average
0-150	17.09
151-250	15.77
251+	15.16

Response time to international customer orders from finished goods

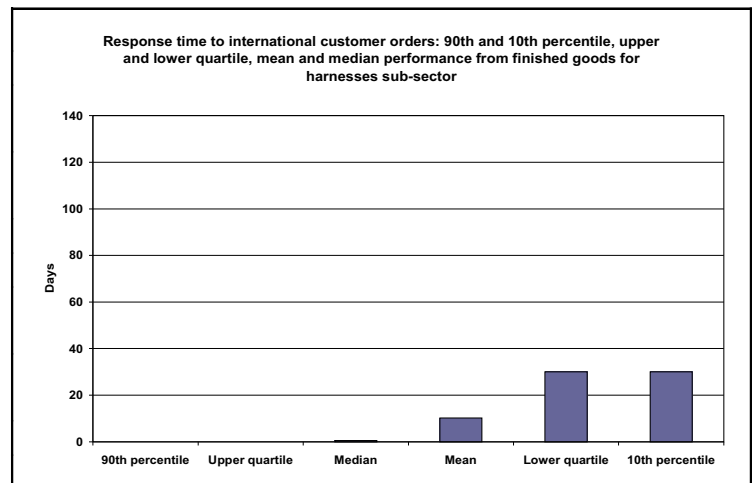
Unit: Days

1. Trim

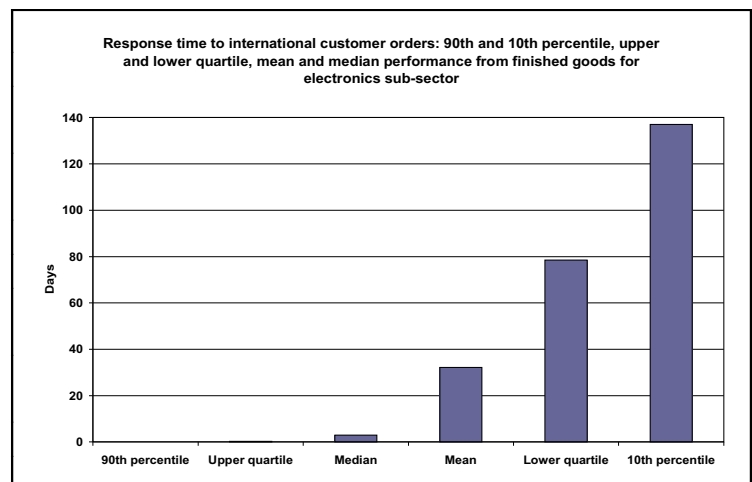
Performance	Days
90 th percentile	1.00
Upper quartile	2.00
Median	2.00
Mean	10.25
Lower quartile	16.75
10 th percentile	46.00

**2. Harnesses**

Performance	Days
90 th percentile	0.00
Upper quartile	0.00
Median	0.50
Mean	10.17
Lower quartile	30.00
10 th percentile	30.00

**3. Electronics**

Performance	Days
90 th percentile	0.00
Upper quartile	0.25
Median	3.00
Mean	32.10
Lower quartile	78.50
10 th percentile	137.00

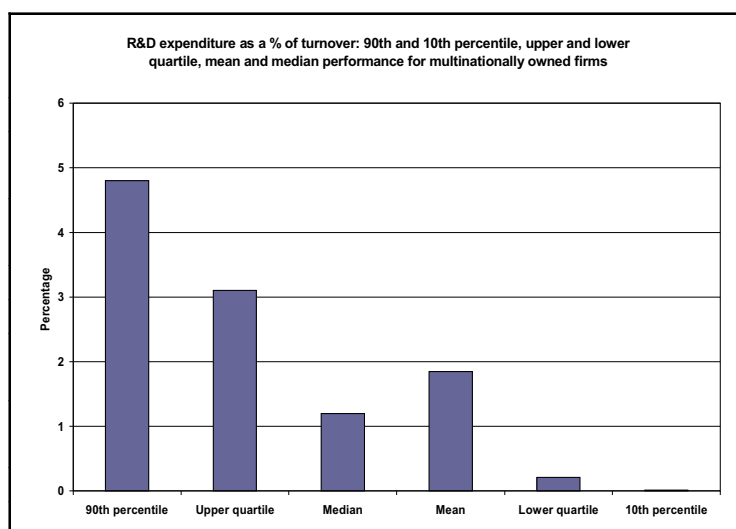


R&D expenditure as a % of turnover

Unit: Percent (%)

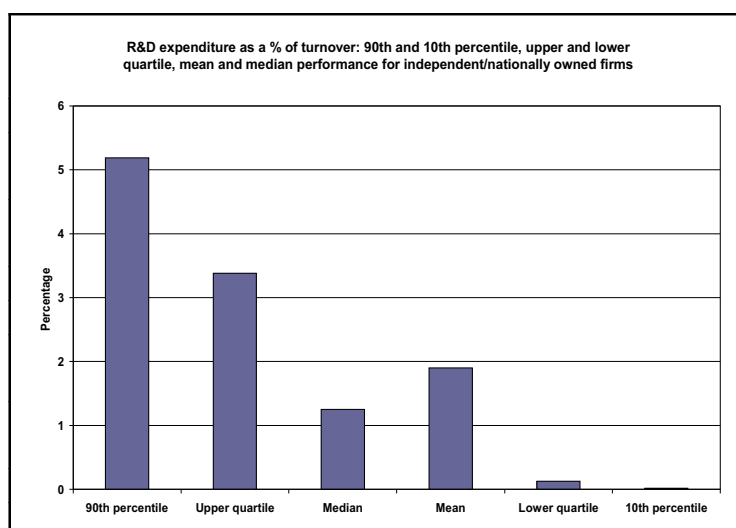
1. Multinational firms

Performance	Percent
90 th percentile	4.80
Upper quartile	3.10
Median	1.20
Mean	1.85
Lower quartile	0.21
10 th percentile	0.01



2. Independent/National firms

Performance	Percent
90 th percentile	5.19
Upper quartile	3.38
Median	1.25
Mean	1.90
Lower quartile	0.13
10 th percentile	0.02

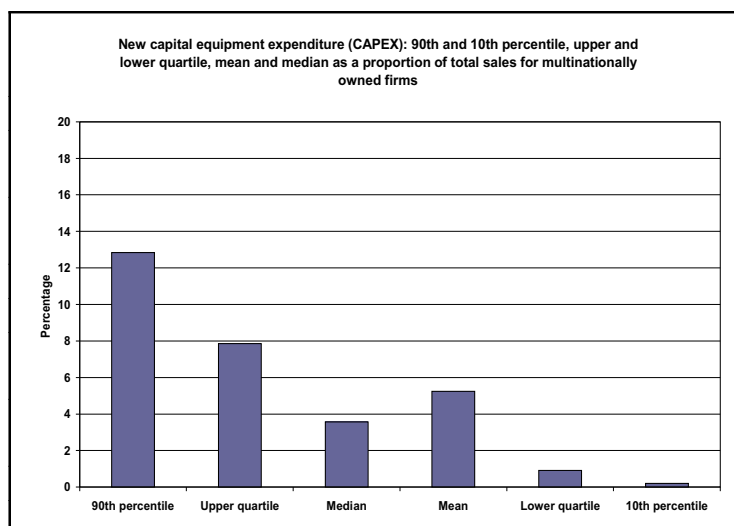


Breakdown of new capital equipment expenditure (CAPEX)

Unit: Percent (%)

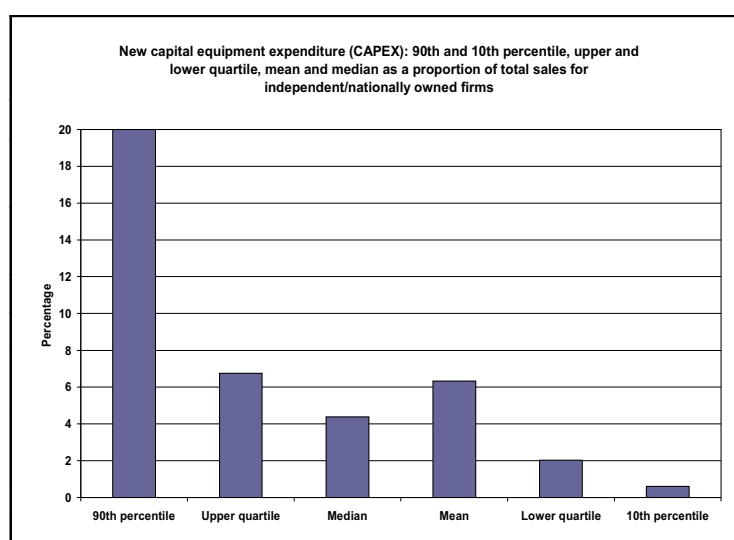
1. Multinational firms

Performance	Percent
90 th percentile	12.85
Upper quartile	7.85
Median	3.58
Mean	5.24
Lower quartile	0.91
10 th percentile	0.21



2. Independent/National firms

Performance	Percent
90 th percentile	20.00
Upper quartile	6.74
Median	4.39
Mean	6.33
Lower quartile	2.03
10 th percentile	0.61

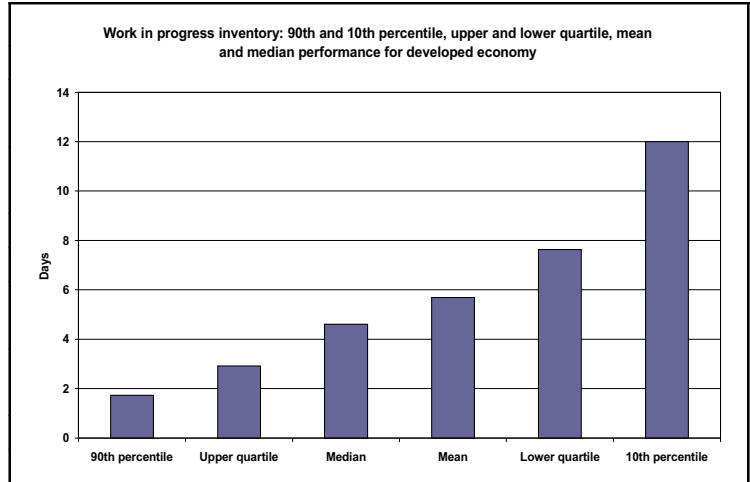


Work in progress inventory holding
(days)

Unit: Operating days

1. Developed economies

Performance	Operating days
90 th percentile	1.73
Upper quartile	2.92
Median	4.61
Mean	5.69
Lower quartile	7.63
10 th percentile	12.01



2. Developing economies

Performance	Operating days
90 th percentile	0.50
Upper quartile	1.04
Median	3.31
Mean	5.03
Lower quartile	7.00
10 th percentile	11.66

