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KPI Checklist

Supply Chain & Logistics

10 KPIs with formula, sector benchmarks and a Power BI implementation tip per KPI.

10	5	3+	Free
KPIS	CATEGORIES	SECTORS	NO REGISTRATION

From complexity to insights through data

How to use this checklist

Work through each KPI and score yourself: are you already tracking this? Is there a dashboard? Is the data source missing? Use the benchmarks as orientation — not as absolute targets. Every sector and company size has its own norms. Questions about your specific situation? Get in touch via the website.

CATEGORIES IN THIS CHECKLIST

Inventory Delivery Supplier Cost Working Cap.

01 Inventory Turns

INVENTORY

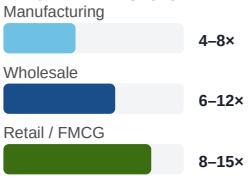
DEFINITION
How many times the total inventory is sold and replaced over a year. Higher turnover means less capital tied up in stock.

WHY MEASURE THIS?
Low turnover signals dead stock or over-purchasing. High turnover can indicate stockout risk. Always review alongside fill rate — they tell opposing halves of the same story.

FORMULA

Cost of Goods Sold (COGS)
÷ Average Inventory Value

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?
A turnover of 6× means selling the entire stock roughly every two months. For a wholesaler, 4× is a warning sign — for a manufacturer it may be perfectly normal.

PBI **POWER BI IMPLEMENTATION TIP**
Calculate per product, location and supplier. Add a slicer on ABC value class to filter by inventory tier. Combine with DIO in a single matrix to instantly spot where capital is tied up.

02 Days Inventory Outstanding (DIO)

INVENTORY

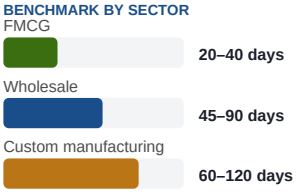
DEFINITION
The average number of days inventory sits on the shelf before being sold. Also known as Days in Inventory.

WHY MEASURE THIS?
High DIO extends the cash conversion cycle and increases storage costs. Every day reduction is direct liquidity headroom without additional financing.

FORMULA

(Average Inventory Value ÷ Cost of Goods Sold)
× 365 days

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?
DIO is the inverse of inventory turns — expressed in days. A DIO of 90 is alarming for an FMCG company; for a custom manufacturer it is entirely expected.

PBI **POWER BI IMPLEMENTATION TIP**
Flag items with DIO more than twice the category average as an action list for purchasing. Colour-code: green = on target, orange = 1.5×, red = 2× — directly actionable in Power BI.

03 Fill Rate (Service Level)

DELIVERY

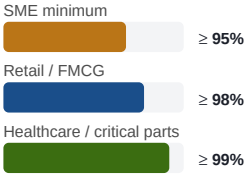
DEFINITION
The percentage of orders delivered in full and on time from stock, without backorder or partial shipment.

WHY MEASURE THIS?
Every percentage point below target costs customer confidence and drives emergency orders or lost revenue. One of the most direct customer-facing KPIs in supply chain.

FORMULA

(Fully delivered order lines ÷ Total order lines)
× 100%

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?
A fill rate of 92% sounds high — but for a customer placing 50 order lines per month that means 4 problems every month. The customer feels each one individually.

PBI **POWER BI IMPLEMENTATION TIP**
Segment by product and customer group. Surface the ten worst-performing SKUs as an action list for safety stock decisions — that is where improvement pays fastest.

04 Out-of-Stock Rate

DELIVERY

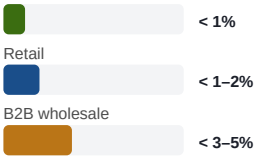
DEFINITION
The percentage of items or order lines where no stock was available at the point of customer demand.

WHY MEASURE THIS?
Stockouts directly cause customer churn and lost revenue. They are often a symptom of inadequate demand forecasting or insufficient safety stock levels.

FORMULA

(Undeliverable order lines ÷ Total order lines) × 100%

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?
Difference from fill rate: out-of-stock rate measures the absence of inventory. Fill rate measures delivery performance including lead time. Both KPIs complement each other.

PBI **POWER BI IMPLEMENTATION TIP**
Link to purchase order data: show how long each item was unavailable and when replenishment arrived. This immediately exposes reorder frequency problems.

05 Supplier Reliability (OTIF)

SUPPLIER

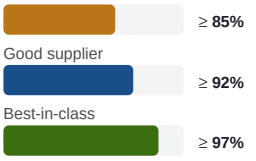
DEFINITION
On Time In Full — the percentage of supplier deliveries that arrive both on time and complete.

WHY MEASURE THIS?
Low OTIF forces higher safety stocks and emergency orders. It also provides concrete leverage in supplier negotiations — numbers beat opinions every time.

FORMULA

(Deliveries on time and in full ÷ Total deliveries) × 100%

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?
An OTIF of 80% means 1 in 5 deliveries has a problem — hidden costs in planning and express freight that never appear as a separate line item anywhere.

PBI **POWER BI IMPLEMENTATION TIP**
Rank suppliers by score each quarter. Red below 85%, amber below 92%, green above 92%. Directly usable as input for supplier review meetings.

06 Inventory Value by ABC Class

INVENTORY

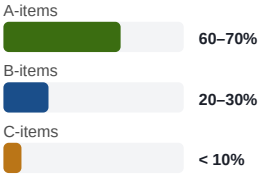
DEFINITION
Distribution of total inventory value across high-value (A), medium-value (B) and low-value (C) items based on Pareto logic.

WHY MEASURE THIS?
C-items that tie up disproportionate capital are a direct cash flow drain. This analysis gives direction to disposal decisions and purchasing priorities.

FORMULA

ABC by revenue contribution:
A-items = top 20% of SKUs ≈ 80% of revenue

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?
If C-items account for 25% of inventory value, there is work to do. They demand the same attention as A-items but generate almost no revenue.

PBI **POWER BI IMPLEMENTATION TIP**
Build a matrix: item value class on the Y-axis, turnover speed on the X-axis. The bottom-right quadrant (C-items, low turnover) is the disposal priority.

07 Cash Conversion Cycle (CCC)

WORKING CAP.

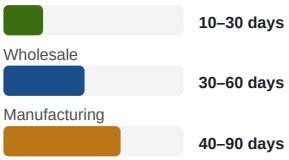
DEFINITION
The number of days between paying suppliers and receiving customer payments. The most direct measure of working capital efficiency.

WHY MEASURE THIS?
A high CCC means working capital is locked up for longer. Every day shorter is direct liquidity headroom without additional financing or revenue growth.

FORMULA

Days Inventory Outstanding + Days Sales Outstanding – Days Payable Outstanding

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?
The CCC connects inventory management, accounts receivable and accounts payable into one number. Reduce it by collecting faster, paying later or holding less stock.

PBI **POWER BI IMPLEMENTATION TIP**
Show CCC trend per quarter alongside net working capital. This makes it visible whether improvements in purchasing and credit control are translating into better liquidity.

08 Transport Cost as % of Revenue

COST

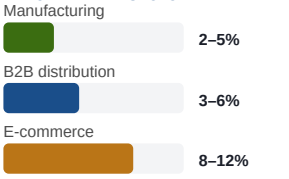
DEFINITION
Total outbound and inbound transport costs divided by net revenue, expressed as a percentage.

WHY MEASURE THIS?
Rising transport costs signal inefficient routing, too-small order sizes or supplier concentration. The impact shows directly in margin.

FORMULA

(Total transport costs ÷ Net revenue) × 100%

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?
Transport costs of 10% at a B2B distributor are double the sector average. The most common root cause is small orders that require express freight.

PBI **POWER BI IMPLEMENTATION TIP**
Segment by carrier, region and order size. Smallest orders are most expensive per unit — making this visible drives directly toward a minimum order policy.

09 Return Rate

COST

DEFINITION
The percentage of returned or credited goods relative to total units sold.

WHY MEASURE THIS?
High return rates increase processing costs and disrupt inventory planning. Return patterns typically point to quality or packaging failures upstream.

FORMULA

(Returned units ÷ Units sold) × 100%

BENCHMARK BY SECTOR

WHAT DOES THIS KPI TELL YOU?
Returns cost an average of 30–40% of product value in processing. A 5% return rate on €5M revenue already means €75,000 in processing costs — before any write-downs.

PBI **POWER BI IMPLEMENTATION TIP**
Categorise return reasons: damage, wrong delivery, quality. Link to supplier or production batch for root cause analysis. Show top-5 reasons as a Pareto chart — that drives the corrective action.

10 Warehouse Utilisation Rate

COST

DEFINITION
The percentage of available storage capacity that is actually in use, measured in storage locations or cubic metres.

WHY MEASURE THIS?
Above 90% utilisation, pick errors and safety risks increase sharply. Below 60%, a company is paying for storage capacity that generates no return.

FORMULA

(Occupied storage locations ÷ Total storage locations) × 100%

BENCHMARK BY SECTOR

Under-utilised
< 60%

Optimal range
80–85%

Capacity risk
> 90%

WHAT DOES THIS KPI TELL YOU?
The 80–85% optimum is not arbitrary: that buffer is needed for efficient pick routes, safety clearance and absorbing peak periods without chaos.

PBI **POWER BI IMPLEMENTATION TIP**
Combine with seasonal data: show peak periods and plan ahead for temporary overflow space. This prevents expensive ad-hoc storage solutions during busy seasons.

NEXT STEP

Ready to put these KPIs to work in your organisation?

Den Otter Solutions builds supply chain dashboards for SMEs in logistics, distribution and manufacturing. From data source to decision dashboard — including all 10 of these KPIs built out in your own Power BI environment. Every engagement starts with a Data Start Scan to map the current state and set a realistic build timeline.

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