



The Top 25 Supply Chains for 2005

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For the second year in a row, Dell tops AMR Research's Supply Chain Top 25, exemplifying the very best in supply chain practices. Published today in the *AMR Research Report "The AMR Research Supply Chain Top 25 for 2005,"* the Top 25 identifies the manufacturers and retailers that exhibit superior supply chain capabilities and performance. With superior supply chains comes superior businesses.

Supply chain leaders are able to shape demand, instantly respond to market changes, and crush their competitors. According to AMR Research benchmarking data, leaders carry 15% less inventory, are 60% faster to market, and complete 17% more perfect orders. These advantages separate predators from prey.

The Report identifies what is publicly known about each company's past performance, but augments this with AMR Research's analysis of future earning potential as dictated by supply chain dominance.

The first component of the ranking is publicly available financial data, which comprises 60% of the total score: return on assets and inventory turns each accounts for 25%, and trailing 12 months' growth accounts for 10%. The second component of the ranking is AMR Research's opinion, which is 40% of the total score. The opinion component was based on a structured voting methodology across AMR Research's team of analysts. (For last year's rankings, see "The AMR Research Supply Chain Top 25 and the New Trillion-Dollar Opportunity," November 2004.)

Business and financial leaders have come to recognize the strategic importance of supply chain. These 25 companies are defining the future of supply chain and giving their companies a predator's edge.

On Thursday, November 10 at 11:00 a.m. ET, AMR Research President and CEO Tony Friscia will join me in hosting a Webcast on the Supply Chain Top 25 and explain how companies engage their global supply chains to become more competitive. To register for this free Webcast, please visit our Events page.

Table 1: The AMR Research Supply Chain Top 25 for 2005*

Vendor	Composite Score	2004 Rank (change)
1 Dell	19.37	1
2 Procter & Gamble	13.23	3 (+1)
3 IBM	12.89	4 (+1)
4 Nokia	11.54	2 (-2)
5 Toyota Motor	11.24	6 (+1)
6 Johnson & Johnson	10.91	7 (+1)
7 Samsung Electronics	10.67	New to Top 25
8 Wal-Mart Stores	10.41	5 (-3)
9 Tesco	9.66	9 (0)
10 Johnson Controls	9.21	8 (-2)
11 Intel	9.18	19 (+8)
12 Anheuser-Busch	8.29	20 (+8)
13 Woolworths	8.18	12 (-1)
14 The Home Depot	7.81	21 (+7)
15 Motorola	7.79	New to Top 25
16 PepsiCo	7.55	10 (-6)
17 Best Buy	7.13	18 (+1)
18 Cisco Systems	6.74	New to Top 25
19 Texas Instruments	6.55	New to Top 25
20 Lowe's	6.53	22 (+2)
21 Nike	6.50	New to Top 25
22 L'Oreal	6.41	23 (+1)
23 Publix Super Markets	6.31	New to Top 25
24 Sysco	6.17	New to Top 25
25 Coca-Cola	6.09	17 (-8)

Source: AMR Research, 2005

* For the complete version of this table, please see the *AMR Research Report "The AMR Research Supply Chain Top 25 for 2005,"* November 2005.