

WERC DC Measures Survey - 2025



Help Shape the Future of Warehousing Metrics and Automation Trends

The world of distribution and logistics is evolving at lightning speed. Balancing efficiency, effectiveness, and resource management with stakeholders' needs is no small feat. To support industry professionals, our annual benchmarking study dives into the metrics, trends, and technologies shaping the future of warehousing and distribution.

This year, we're tackling some big questions:

- **Which metrics matter most?**
- **What's the real impact of automation and AI on distribution center operations?**
- **How are companies preparing their teams for these tech-driven changes?**

Our streamlined survey explores key metrics, dives deeper into AI and automation adoption, and examines how firms choose technology partners. We aim to uncover actionable insights to help you make smarter decisions and effectively benchmark your performance.

What's in it for you?

- Participants who complete the survey will receive a **free copy of the final report** (coming in early June).
- The survey is designed to take about 15–16 minutes, and you can save your progress to return later.

Key Dates:

- Survey Closes: **February 28**

Ready to get started? Simply click the arrow in the lower-right corner of the survey screen. Need to prep? Download the PDF guide to review the questions in advance.

Your insights are crucial to this research. If you have questions, email the WERC Research Team [Donnie Williams, Ph.D.](#) or [Karl Manrodt, Ph.D.](#)

Thank you for helping shape the future of distribution and logistics!



Which of the following best describes the primary objective or goal for this division or business unit during the last year? Please check one.

Please choose **only one** of the following:

- Reducing Costs
- Maximizing Asset Utilization
- Increasing Customer Satisfaction
- Maximizing Profitability

Which of the following options best describes the overall strategy for this division or business unit?

Please choose **only one** of the following:

- Cost Leadership
- Customer Service
- Product / Market Innovation
- Mix: Be All Things to All People

In the supply chain, my firm's primary customer is a: (Please check one)

Please choose **only one** of the following:

- Manufacturer
- Retail Firm
- Distributor / Wholesaler
- End consumer

What is your company's performance relative to your competitors in the following areas?

Please choose the appropriate response for each item:

Much Better than Competitors	Better than Competitors	Slightly Better than Competitors	Same as Competitors	Slightly worse than Competitors	Worse than Competitors	Much worse than Competitors
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Firm
Profitability
Return on
Assets
Competitive
Position /
Market Share
Customer
Satisfaction
Revenue
Growth

Metrics should be considered in light of the nature of work at the facility. Please indicate the percent of business that is:

Only numbers may be entered in these fields.

Broken case picking

Full case picking

Partial pallet picking

Full pallet picking

Type of DC or warehouse for which you are providing performance data.

Please choose **only one** of the following:

- Import
- Regional
- Wholesale
- eCommerce
- Grocery
- Omni-channel (supports multiple distribution channels in same facility eg. Direct to Customer, e-Commerce, Import, etc.)
- Local
- Centralized

Please indicate your actual performance for 2024 below.

Only numbers may be entered in these fields. Going to the first decimal place would be appreciated. (For instance, 99.3 versus 99)

2024 Level of Performance

On Time Shipments

Total Order Cycle Time, in Hours

Internal Order Cycle Time, in Hours

Backorders as a Percentage of Total Lines

Dock to Stock Cycle Time, in Hours

Lines Received and Put-away per Hour

Percent of Supplier Orders Received with Correct Documents

Percent of Supplier Orders Received Damage Free

On Time Receipts - Supplier

Fill Rate - Line

Fill Rate - Order

Lines Picked and Shipped per Person Hour

Orders Picked and Shipped per Person Hour

On-Time Ready to Ship

Distribution Costs as a Percent of Sales

Distribution Cost per Unit Shipped

2024 Level of Performance

Distribution Costs as Percent of COGS

Days on Hand - Finished Goods Inventory

Average Warehouse Capacity Used

Peak Warehouse Capacity Used

Honeycomb Percentage

Inventory Count (Percent by Location)

Order Picking Accuracy

Pallets Per Square Feet

Cube Utilization

For each of the following metrics, please indicate your firm's level of performance in 2024.

To see a definition and calculation of a metric, just put your cursor over the metric, and a pop-up window will appear. Only numbers may be entered in these fields.

2024 Level of Performance

Overtime Hours to Total Hours

Part Time Workforce to Total Workforce

Contract Employees to Total Workforce

Unplanned Absence Percentage

Cross Trained Percentage

Annual Workforce Turnover

Perfect Order Index

Many companies are using cash-to-cash cycle as an indicator of supply chain efficiency. Please indicate your firm's level of performance for 2024.

2024 Level of Performance

Inventory Days of Supply

Average Days Payable

Average Days Sales Outstanding

For each of the following metrics, please indicate your firm's level of performance.

2024 Level of Performance

Percent of Orders with On Time Delivery

Shipped Complete per Customer Order

Shipped Damage Free (outbound)

Correct Documentation (ASN, Invoice, etc.)

Multiple technologies can be used to manage today's DC. Where do you see the most use of technology in your facility? Please drag and drop up to 3 items indicating where you employ the most technology.

Please select at most 14 answers

Please number each box in order of preference from 1 to 14

- Integrated labor management with engineered labor standards
- Task Interleaving
- Receiving
- Inventory Management
- Integrated slot optimization
- Productivity and metrics reporting
- Sortation
- Pick / Pack / Ship
- Location Management
- Shipping and load consolidation
- Putaway
- Put to store flow through receiving
- Kitting
- Replenishment

Over the next 3 years, where do you see the need for investment in technology in your facilities?

Please choose the appropriate response for each item:

	Have achieved sufficient level of automation in this area	Will focus this area in the next three years	Little value in automating this area
Receiving			
Putaway			
Pick/Pack/Ship			
Task Interleaving			
Location management			
Inventory management			
Kitting			
Sortation			
Integrated slot optimization			
Integrated labor management with engineered labor standards			
Replenishment			
Put to store flow through receiving			
Productivity and metrics reporting			
Shipping and load consolidation			

Which of the three following represents the greatest motivator for your firm's decision to adopt and implement new technology?

Please number each box in order of preference from 1 to 9

- Greater productivity and efficiency
- Labor shortage (Difficult to find qualified labor)
- Reduce labor costs
- Keeping up with competitors
- Increased customer expectations
- Desire for new capabilities
- Growth of company
- Cost of capital
- Other

Every project has different levels of support. What three things have you done to gain DC worker's support for using new technology?

Please write your answer(s) here:

- Idea 1:
- Idea 2:
- Idea 3:

Deciding which technology provider to use can be a daunting task. Which of the following factors were considered when choosing the provider?

Please choose the appropriate response for each item:

	Not very important	Not important	Somewhat unimportant	Neutral	Somewhat important	Very important
Purchase price						
Reduction in operational costs						
Reputation of the provider						
Geographic location of the main office of provider (US, Europe, etc.)						
Technical capabilities						
Location of assembly plants (where the products are made or assembled)						
Where individual parts / components were manufactured (Europe, US, Asia, etc)						
Future availability of parts						

Not very important Not important Somewhat unimportant Neutral Somewhat important Important Very important

Number of years provider has been in business

Trust

Your firm's strategic alignment with provider

Return on investment

Sustainability

Provider's current clients

Provider's expertise in your industry

Previous experience with the provider

Please think of a technology you have implemented within the past three years. How has the technology performed compared to the expectations and justifications written to approve the investment in this tool?

Please choose the appropriate response for each item:

Much worse than expected Worse than expected Met expectations Slightly better than expectations Much better than expectations Does not apply

Improved throughput speed

Increased operational flexibility

Reduced operational costs

Reduced labor costs

Increased labor productivity

Increased picking accuracy

Provider's problem solving ability

Provider's technical support after the installation

Improved cut-off time

Improved dock-to-stock

Improved inventory accuracy

Improved DC space utilization

Increased customer satisfaction

Which of the following statements most closely represents the changes in your labor force solely due to technology adoption?

Decreased more than 5% Decreased between 1 - 5% No change Increased 1 - 5% Increased more than 5%

Number of distribution center workers

Worker turnover

When considering where a technology is being manufactured, how far back in the supply chain did you go in your decision-making process?

Please choose **only one** of the following:

- Tier 1 supplier
- Tier 2 supplier
- Tier 3 supplier

The type of industry that my division or business unit is related: (Please check only one) *

Please choose all that apply and provide a comment:

- Retail
- Manufacturing - Aerospace / defence
- Manufacturing - General
- Manufacturing - Consumer products
- Manufacturing - Chemical/Energy
- Manufacturing - High technology
- Manufacturing - Automotive
- Utilities / Government
- Life Sciences - Pharmaceuticals
- Life Sciences - Medical devices
- 3rd party warehouse
- Transportation Service Provider
- Wholesale / Distributor
- Other

Please indicate the total annual sales of your company:

Please choose **only one** of the following:

- <\$100 million
- \$100 million - \$250 million
- \$250 million - \$500 million
- \$500 million - \$1 billion
- \$1 - \$2 billion
- \$2 - \$3 billion
- \$3 - \$5 billion

- \$5 - \$9 billion
- > \$9 billion

Please indicate the region of the world from which you are answering these questions

Please choose **only one** of the following:

- North America
- South America
- Oceania
- European Economic Area (EEA)
- Middle East / Africa
- Asia
- Europe (not EEA)

Thank you for your participation.

Please provide your email address below for a copy of the 2025 results.