

**Table 3: Adoption of Logistics Practices by Quebec Companies**  
(In Percentages)

Logistics practices	Companies		
	Small	Medium-sized	Large
Inventory management by the supplier	30.0	38.0	43.8
Management of your clients' inventory (VMI)	29.6	31.1	40.0
Alliances or partnerships with transportation or logistics companies	28.0	48.5	60.4
Alliances or partnerships with suppliers (other than transportation or logistics)	44.5	57.2	72.5
Establishment of quality standards (ISO or others)	45.5	52.0	75.0
Use of bar code and optical scanning systems	25.1	48.8	70.0
Training of teams of employees with clients or suppliers	29.5	39.1	46.2
Development or re-engineering of processes with clients or suppliers	26.9	38.9	51.6
Just in time	45.7	55.0	62.9
Forecast sharing with clients and suppliers (CPFR)	34.2	44.8	59.9
Tracking system or logistics performance dashboard	25.6	31.3	61.6
Choice of suppliers on the Internet	25.1	23.9	31.9
Electronic product catalogue	28.2	40.1	52.5
Continuous replenishment method (ECR, <i>Quick Response</i> )	12.3	19.8	35.2
Sharing of information gathered at sales outlets	25.9	44.9	47.5

Source: Roy et al. (2002)

#### **4.3 Outsourcing to countries with low production costs**

Market globalization and increased international competition is prompting companies to focus increasingly on competencies in which they excel, and consequently, to outsource to third parties the activities at which they are less adept or for which emerging countries have a significant competitive cost advantage. China is obviously central to this phenomenon by reason of its size and very high and sustained growth rate. In 2007, 90% of Canadian manufacturers