

Fig 1-1 The Path to Excellence

	Innocence	Awareness	Understanding	Competence	Excellence
Responsiveness: - Manufacturing Lead Time (as function of value adding time)	> 50 times	> 20 times	> 10 times	< 10 times	< 5 times
Productivity: - Effectiveness (OAE)	< 20%	> 20%	> 40%	> 60%	> 80%
Reliability: - Defect Rate by vol	> 20%	> 10%	< 10%	< 2%	parts per million
Flexibility: - Prop of changeovers in <30 mins using operators	< 25%	> 25%	> 50%	> 75%	> 95%
Customer service Level: - On time delivery by volume and line item	< 75%	> 75%	> 90%	> 95%	> 99%
Stock Turns:	< 4	< 6	< 8	< 10	>10

Fig 1-2 Contract Processing

