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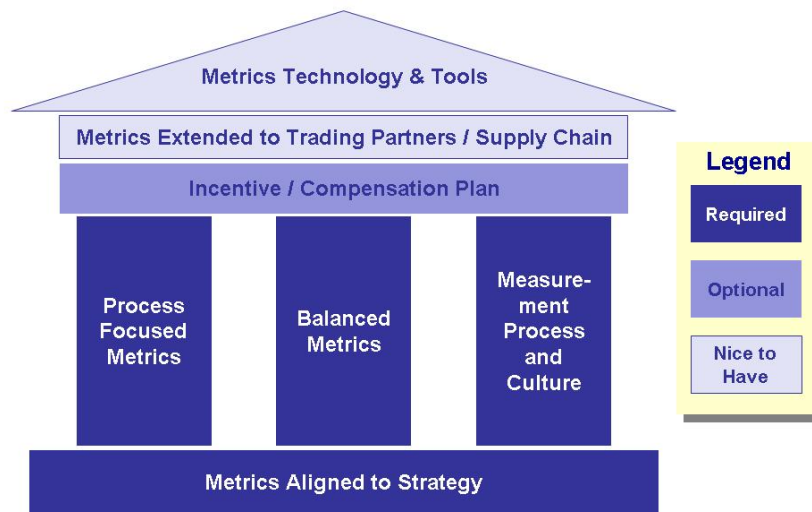
## Performance Management and Scorecard Development

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Supply Chain Visions is a specialized consulting firm dedicated to assisting companies with supply chain strategy development, implementation and education. Our expert advice and collaborative approach help clients develop solutions that are strategic as well as practical, cost effective and focused on driving measurable performance improvements.

Supply Chain Visions helps companies to develop effective performance measurement programs and effective scorecards that are vital to quantifying internal progress and the progress of supply chain partners. We help companies turn data into metrics and metrics into performance management programs that drive tangible and lasting improvements.

### House of Performance Management



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### Performance Management Program

Supply Chain Visions can assist your company in the development of a comprehensive performance management program aligned to your corporate strategy, goals and objectives, assisting you in aligning metrics to your overall corporate strategy. Once the foundation of strategy is laid, a performance management program can be developed based on the three pillars that support a successful metrics program.

- ❖ To insure that the company measures strategic outcomes, we will help develop metrics that are process oriented rather than functionally oriented. This is because strategic vision focuses on outcomes of the total process regardless of individual functional contributions to the process.

- ❖ Balance is an essential element of successful metrics programs because it insures that there is holistic view of the business; we will identify a broad spectrum of metrics that together reflect the key contributors to the success of the business strategy.
- ❖ A well-defined measurement process embedded within a culture of continuous improvement is critical to insuring that metrics measure the appropriate outcomes, we will help to define the framework for a metrics based culture that will to guide the tactical decisions that conclude in the realization of the business strategy.

Supply Chain Visions can also help you build out your performance management program.

- ❖ Metrics programs can be linked to incentive and compensation programs that motivate employees to support desired results.
- ❖ Metrics programs can be extended to supply chain partners. Successful supplier performance management programs will include well designed supplier management programs that include scorecards that go beyond compliance reporting. An effective supplier scorecard will lead to more strategic supplier relationships and will reinforce practices that are most important to the company's strategic objectives.
- ❖ And to cap off the program a solid reporting infrastructure can be developed to support reporting to ensure that strategic plans remain on track.

### Quantitative Benchmarking

Supply Chain Visions performs quantitative benchmarking assessments, comparing key performance measures against industry average and best practices. Quantitative assessments are based on industry data and industry standard metric definitions. Supply Chain Visions uses multiple sources for metric data including:

- ❖ 2007 Warehouse Education Research Council's Annual Benchmarking Data where Supply Chain Visions is the lead researcher.
- ❖ APQC's Benchmarking Data form the *Open Standards Benchmarking Collaborative Research Surveys* that are continually updated and expanded as more companies take part in the free benchmarking study.
- ❖ Industry specific metrics drawn from academic and trade groups.

### Scorecard and Dashboard Development

Scorecards are a powerful tool in performance management. Supply Chain Visions assists companies in the development of balanced score cards that track financial goals, operational objectives and performance, customer satisfaction and people oriented measures related to learning and growth. Good scorecards include both leading and lagging indicators and translate your strategic vision into quantifiable measurements so that improvement can be driven. Scorecards should measure what matters and provide a complete and accurate picture of performance.

Scorecards provide a common language to communicate progress to company strategies and goals, across the entire organization. Supply Chain Visions helps your company build a scorecard based on critical success factors, in many cases top level score cards cascade through the organization so that measures across the organization roll up into the top level scorecard.

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## Supply Chain Visions Support

Sustainable change requires that we tailor each engagement to the client's individual needs and circumstances. Our consulting team provides guidance and subject matter expertise, and your project team provides the corporate knowledge and commitment to change. Supply Chain Visions is ready to support you in your performance management and scorecard development efforts by offering the following services:

### Assess Current Performance Program

- ❖ Assessment of current performance program
- ❖ Assessment of current performance measures and scorecards
- ❖ Metrics documentation and definition
- ❖ Review of strategic objectives and goals

### Metrics Development

- ❖ Align metrics to company strategic goals and objectives
- ❖ Facilitate the selection of key metrics and performance targets
- ❖ Cost/benefit analysis of proposed performance programs
- ❖ Develop balanced scorecards and dashboards
- ❖ Supply industry standard definitions and benchmarks
- ❖ Subject matter expert of best-in-class performance programs

### Implement New Performance Program and Scorecards

- ❖ Project design and project planning
- ❖ Program training and education
- ❖ Define the framework for a performance based culture
- ❖ Project management
- ❖ Mentoring support
- ❖ Link and align metrics to incentive programs
- ❖ Facilitate the selection and development of technology and tools

### Extend Performance Management to Supply Chain Partners

- ❖ Facilitate the selection supplier metrics and performance targets
- ❖ Align supplier performance metrics with corporate strategy
- ❖ Develop supplier scorecards and dashboards
- ❖ Develop supplier management processes
- ❖ Program training and education for employees and supply chain partners

### On-going Support

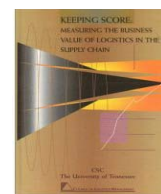
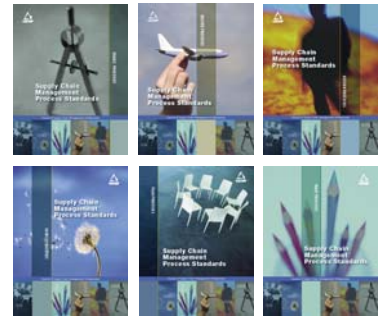
- ❖ Process scorecard review and analysis
- ❖ Review of performance targets and goals
- ❖ Support for improvement projects

## Our Credentials

Supply Chain Visions is a thought leader in warehouse and logistics performance management. Supply Chain Visions has conducted an annual warehouse benchmarking survey for the WERC and DC Velocity magazine in conjunction with Georgia Southern University. We established the survey in 2004. The current survey provides industry current metrics and process trends that many companies rely on to benchmark their performance. The survey provides Supply Chain Visions with detailed industry data that we utilize in our assessments and scorecard development.



- ❖ Supply Chain Visions authored the Logistics and Supply Chain Process Standards on behalf of the Council of Supply Chain Management Professionals (CSCMP)
- ❖ Authored over a dozen articles on performance management and scorecards for trade journals.
- ❖ Develop and teach courses for the WERC, CSCMP, Supply Chain Management Review and other trade groups on Performance Management and Scorecards.
- ❖ Authored *Benchmarking the Perfect Order: a Comprehensive Analysis of the Perfect Order in the Retail Industry*, charted by the Retail Compliance Council.
- ❖ Co-authored, *Keeping Score: Measuring the Business Value of Logistics in the Supply Chain*, a Council of Logistics Management publication, presenting measurement guidelines and lessons learned from successful measurement programs at 3M, Texas Instruments and others. .



## Industry Affiliations

Supply Chain Visions also maintains close affiliations with industry groups acting as a *Subject Matter Expert* for supply chain benchmarking and performance management.



## Our Approach

The Supply Chain Visions philosophy is to “teach a company to fish” rather than bring in herds of consultants costing thousands of dollars which generally wind up as “Vinyl Binder” studies that sit on a book shelf. Instead Supply Chain Visions works to “coach” client employees/teams through the projects they are tackling by embedding our consultants as part of the client team, serving an educational role as much as a consulting role. This unique approach leaves the client team better able to enact genuine and enduring change in the organization in support of strategic objectives.

*Please feel free to contact Supply Chain Visions to discuss your requirements or email us at [info@scvisions.com](mailto:info@scvisions.com).*