



Decision Map

- Set marketing budget and target customer segments
- Bid on new programs:
 - Set proposal budget
 - Submit bid price and technology solution
 - Choose partners and suppliers

- Evaluate customers by price sensitivity and desired technology
- Research contracts available for bid by:
 - Customer segment
 - Total value
 - Bid fee rate
 - Desired technology level
- Evaluate existing programs using CPI/SPI Target Performance Overview chart

- Review suppliers' quality and delivery performance (SRS Ratings)
- Invest to improve supplier quality
- Invest to improve supplier delivery

- Analyze debt levels
- Issue/retire stock
- Pay dividends
- Review working capital and set accounts receivable and payable policies
- Analyze ROIC and other metrics

- Invest in corporate competencies
- Improve technical capabilities
- Increase 6-Sigma capacity
- Review partners' capabilities

- Manage existing programs:
 - Establish communications plan
 - Set schedule aggressiveness
 - Mitigate risks and exploit opportunities with 6-Sigma projects
 - Adjust technology solution
 - Schedule resources
 - Analyze program performance using Earned Value Management (EVM) metrics including ACWP, BCWP, BCWS and other cost, schedule, and working capital metrics



Notes:

- Some decisions have more leverage than others
- Decision-making is not necessarily sequential
- Strategy should drive your decisions
- Beware of sub optimization (e.g. tweaking one area and not paying attention to the whole)
- Forecasts are based upon previous competitive information

- Analyze staff loading by year
- Adjust corporate staff levels
- Utilize contract employees
- Invest in 6-Sigma Employer of Choice initiatives
- Set Engineers' compensation levels
- Target geographic regions for recruiting specific technical skills

- Review forecasted performance:
 - Income Statement
 - Balance Sheet
 - Cash Flow Statement