

Decision Map

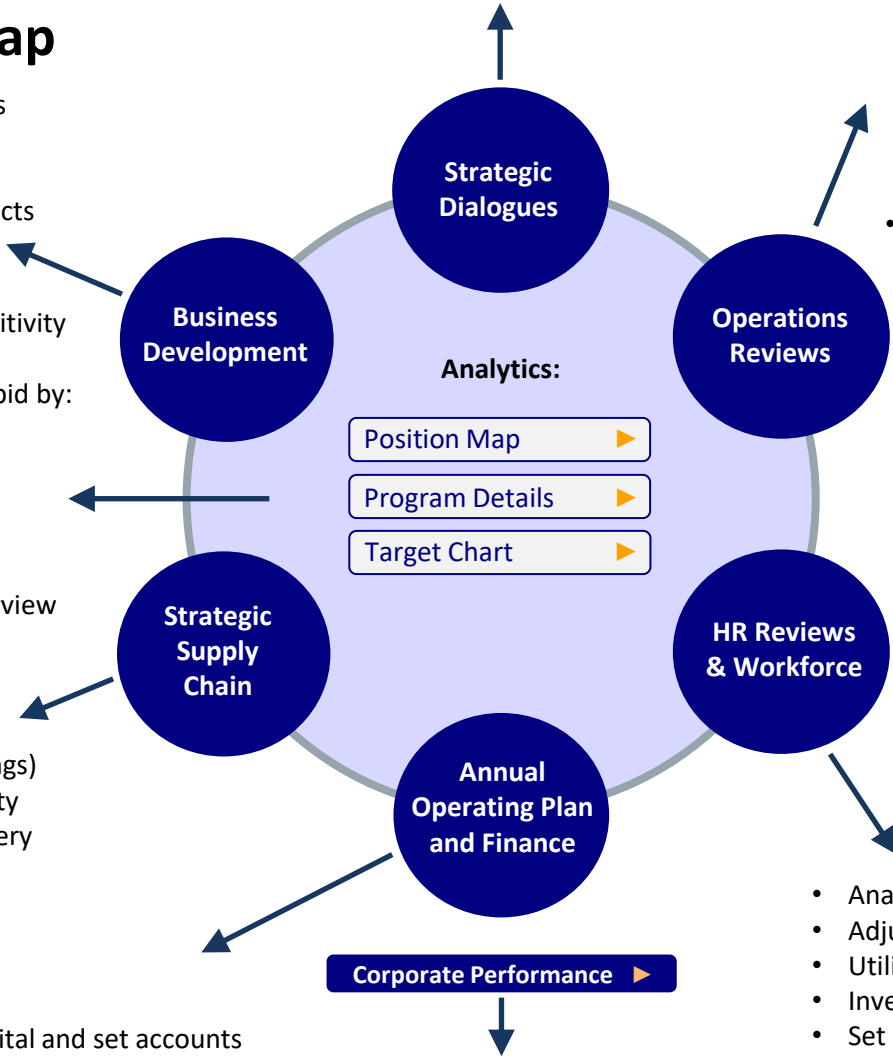
- Research customer Care-Abouts
- Set solution marketing budget
- Target customer segments
- Apply 6-Sigma for Growth projects

- 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



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

- Manage programs:
 - Establish communications plan
 - Set schedule aggressiveness
 - Mitigate risks and exploit opportunities
 - 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
- Bid on new programs:
 - Set proposal budget
 - Submit bid price and technology solution
 - Choose partners and suppliers

Notes:

- Some decisions have more leverage than others
- Decision-making need not be sequential
- Strategy should drive 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 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