

## Business Scorecard

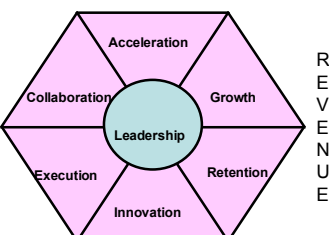
IMPROVEMENT



INNOVATION

## Service Scorecard

IMPROVEMENT

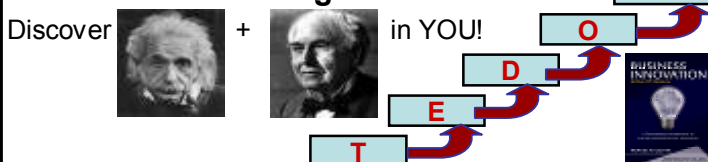


INNOVATION

Measurements	Performance Guidelines	Score (%) (A)	Significance (B)	Net Score = A x B
Employees Recognition	<0.2% - 25; 0.5% - 50 2% - 75; >5% - 100		.15	
Profitability	<2% - 50; 4% - 60 8% - 80; >12% - 100		.15	
Rate of Improvement in Process Performance	20% - 50; 30% - 60 40% - 80; >50% - 100		.20	
Recommendations per Employee	<0.5 - 50; 1 - 60 2 - 70; >5 - 100		.10	
Total spend / Sales	>60% - 30; 45% - 50 35% - 75; <25% - 100		.05	
Suppliers' Defect Rate	<3σ - 25; 4σ - 50 5σ - 75; 6σ - 100		.05	
Operational Cycle Time Variance	>50% - 25; 40% - 50 25% - 75; <10% - 100		.05	
<b>TOTAL SCORE</b>				



## Breakthrough Innovation

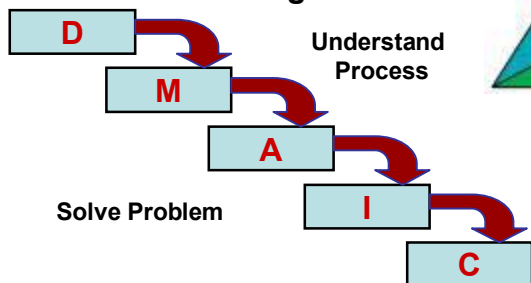


#	Aspects of Innovation	Score (%)
1	A strategic commitment has been made to drive growth through innovation.	
2	Sufficient resources have been committed to support innovation activities.	
3	Departmental goals have been established to develop innovative solutions at the process level.	
4	Leadership has established a prestigious award for an innovative solution that creates exceptional value.	
5	A process has been established to achieve excellence in managing employee ideas.	
6	Company has in-house library of industry and related books and journals, and has access to on-line research services.	
7	Continual learning is rewarded at all levels, and time is allowed for learning.	
8	There is a facility for employees to brainstorm, play or experiment to test their ideas.	
9	Measures related to CEO recognition, employee ideas, and revenue from new offerings have been established.	
10	Employees are free to give funny ideas, and are not afraid of failure.	

Legend: 0 - 20 = Ad Hoc; 21 - 40 = Marginal; 41 - 60 = Practiced; 61 - 80 = Standardized; 81 - 100 = Proven

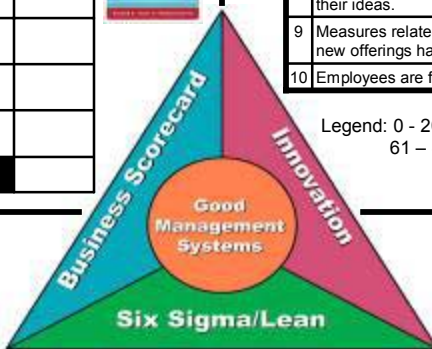
Average Innovation Score: \_\_\_\_\_

## Six Sigma



Understand Process

Solve Problem



Bill Smith  
Inventor of 6σ

## Assess Saving Opportunity

Sigma Level	DPMO	Saving Opportunity
3	66,807	20-25%
4	6,210	10-20%
5	233	5-10%
6	3.4	1-5%



## 4P Model of Process Excellence

Expected improvement using 4P model: > 50%



Praveen Gupta  
Inventor of 4P

