

# PILOT Demo c. September 1990

Arthur M. Schneiderman

Next



# Navigation Rules

Click on:

Result:

Table entry number: Time history of that entry

Entity name in column: Re-graph for that entity only

Entity name in row: Entity scorecard for metric category

Next

# Predefined Graphics

Category	Metric	average for month (12 month window)	histogram (selected month)
• <u>Lateness</u> (by mfg. division)	% late	✓	
	how late?	✓	✓
	% early	✓	
	how early?	✓	✓
	% early or late	✓	
	age of late backlog size of late backlog (turns)	✓	✓
• <u>Responsibility</u> (by entity)	% late	✓	
• <u>Lead time</u>	% CRDs not matched	✓	
	Excess lead time	✓	✓
	Requested lead time	✓	✓
	Quoted lead time	✓	✓
• <u>Responsiveness</u>	Time to quote lead time	✓	

Next



# Ad Hoc Queries (slice-n-dice)

## Select one or more from each criteria:

- Measure (~100)
  - e.g.: Number Of Lines Late Due To Credit Referrals
- Time period (end date)
  - end date or year
- Entity
  - individual division, warehouse, credit, or corporate total
- Product
  - individual: e.g. AD575
  - type: standard or custom
- Customer
  - all foreign affiliates: Japan, Italy, etc.
  - account categories: domestic key, corporate key, etc.
  - ~400 individual key accounts: HP, IBM, etc.

Next

ANALOG DEVICES, INC.

Corporate Scorecard

Customer Service  
Metrics

Product Tracking  
System

Set Printer

EXIT



?

## 1990 Scorecard

ADI

Qtr 3 1990

1

2

Line Item	Actual	Budget	Variance	% Var.
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## QIP:

On Time Delivery (To FCD)	%	95.30	97.70	-2.40	-2.46 #
CRDs Not Matched	%	51.70	29.20	22.50	77.05 #
Excess Leadtime	WKS	2.70	2.40	.30	12.50 #
Employee Turnover	%	19.70	16.80	2.90	17.26 #
IC Outgoing PPM		706.00	984.00	-278.00	-28.25
IC Process PPM		1116.00	1350.00	-234.00	-17.33
IC Cycle Time	DYS	62.60	45.80	16.90	36.68 #
IC Yield	%	38.00	43.30	-5.30	-12.24 #
AP Outgoing PPM		1744.00	1276.00	468.00	36.68 #
Plug In Yield	%	90.80	92.20	-1.40	-1.52 #
AP Cycle Time	DYS	23.90	19.90	4.00	30.10 #
Scrap/Rework	%	8.40	7.40	1.00	13.51 #

Retrace

Utilities

1989 Scorecard

Commentary

Return







1990 Scorecard  
ADI

Line Item	ADI	Budget	Variance	% Var.
	ADBV			
	ADS			
On Time Delivery (To FCD)	CLD	7.70	-2.40	-2.46 #
CRDs Not Matched		9.20	22.50	77.05 #
Excess Leadtime	CTS	2.40	.30	12.50 #
Employee Turnover		6.80	2.90	17.26 #
IC Outgoing PPM	DSP	4.00	-278.00	-28.25
IC Process PPM	IPD	0.00	-234.00	-17.33
IC Cycle Time		5.80	16.90	36.68 #
IC Yield	MDL	3.30	-5.30	-12.24 #
AP Outgoing PPM	MED	6.00	468.00	36.68 #
Plug In Yield		2.20	-1.40	-1.52 #
AP Cycle Time	Return	7.90	4.00	30.10 #
Scrap/Rework	%	8.40	7.40	13.51 #









1990 Scorecard  
ADI  
Qtr 3 1990

Line Item		Actual	Budget	Variance	% Var.
QIP: Layout Report					
On Edit Notes	%	95.30	97.70	-2.40	-2.46 #
CR Edit Notes	%	51.70	29.20	22.50	77.05 #
Excl Print at System	WKS	2.70	2.40	.30	12.50 #
Emp Print at System	%	19.70	16.80	2.90	17.26 #
IC C Print to File		706.00	984.00	-278.00	-28.25
IC P Print to File		1116.00	1350.00	-234.00	-17.33
IC C Print Locally	DYS	62.60	45.80	16.90	36.68 #
IC Y Print Locally	%	38.00	43.30	-5.30	-12.24 #
Download to LOTUS					
AP Calendar		1744.00	1276.00	468.00	36.68 #
Plug Calendar	%	90.80	92.20	-1.40	-1.52 #
AP Calendar	DYS	23.90	19.90	4.00	30.10 #
Scra Calendar	%	8.40	7.40	1.00	13.51 #
Return					

## CUSTOMER SERVICE METRICS – ON TIME/RESPONSIBILITY

### September 1990

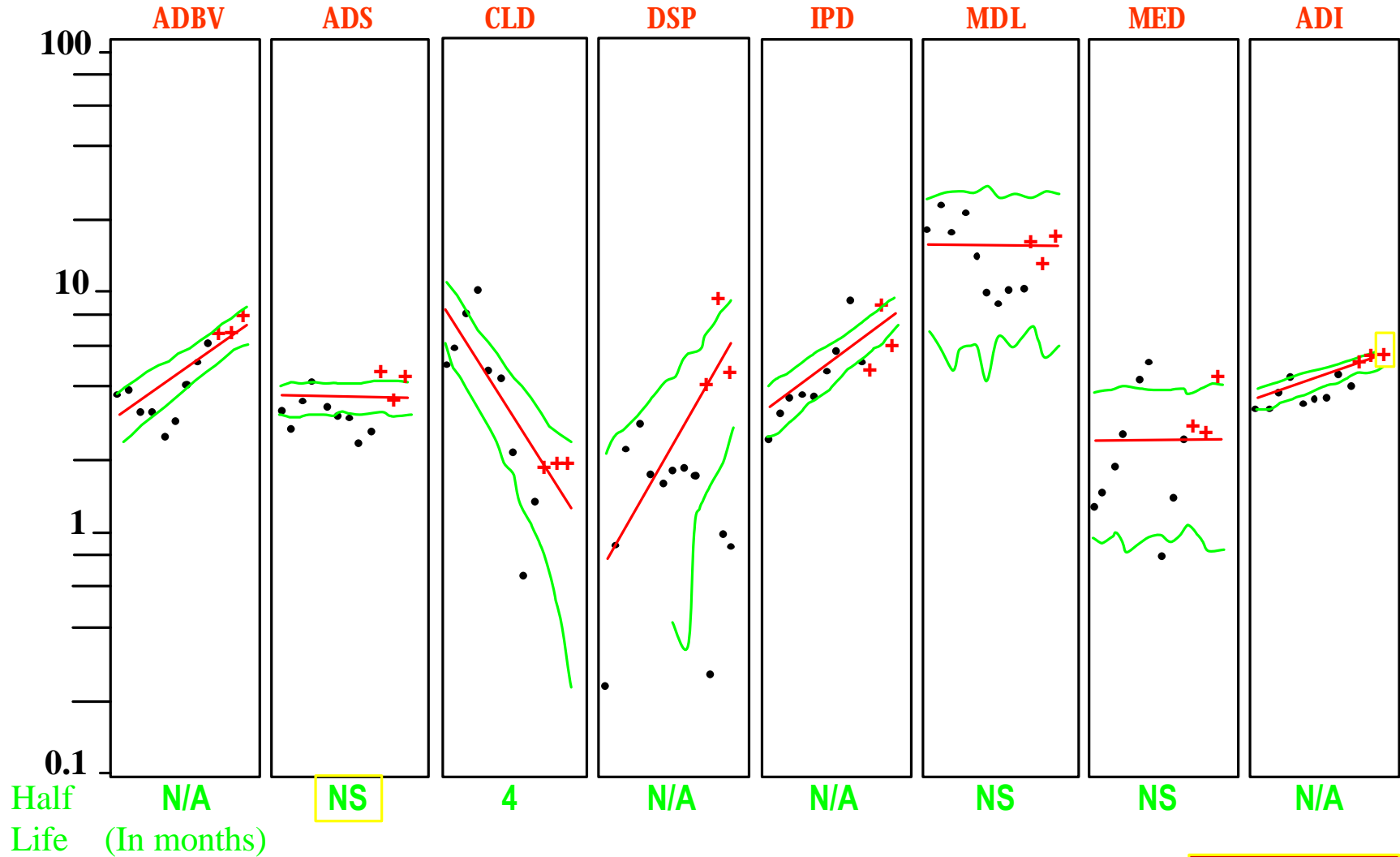
	Early %	On Time %	Not Late %	Division %	Warehse. %	Credit %
ADBV	16.22	75.72	91.95	8.13	.37	.31
ADS	8.47	86.99	95.46	5.73	.34	.32
CLD	30.60	67.45	98.05	4.19	.29	.19
CTS	16.76	75.68	92.43	8.65	.00	.00
DSP	7.58	87.79	95.37	5.05	.63	.63
IPD	5.14	88.79	93.93	7.93	.98	.43
MDL	47.29	35.66	82.95	15.50	.00	.00
MED	13.79	51.81	95.60	5.59	.24	.36
ADI	11.15	83.23	94.38	6.70	.46	.34
ALL	11.15	83.23	94.38	6.70	.46	.34

[Utilities](#)

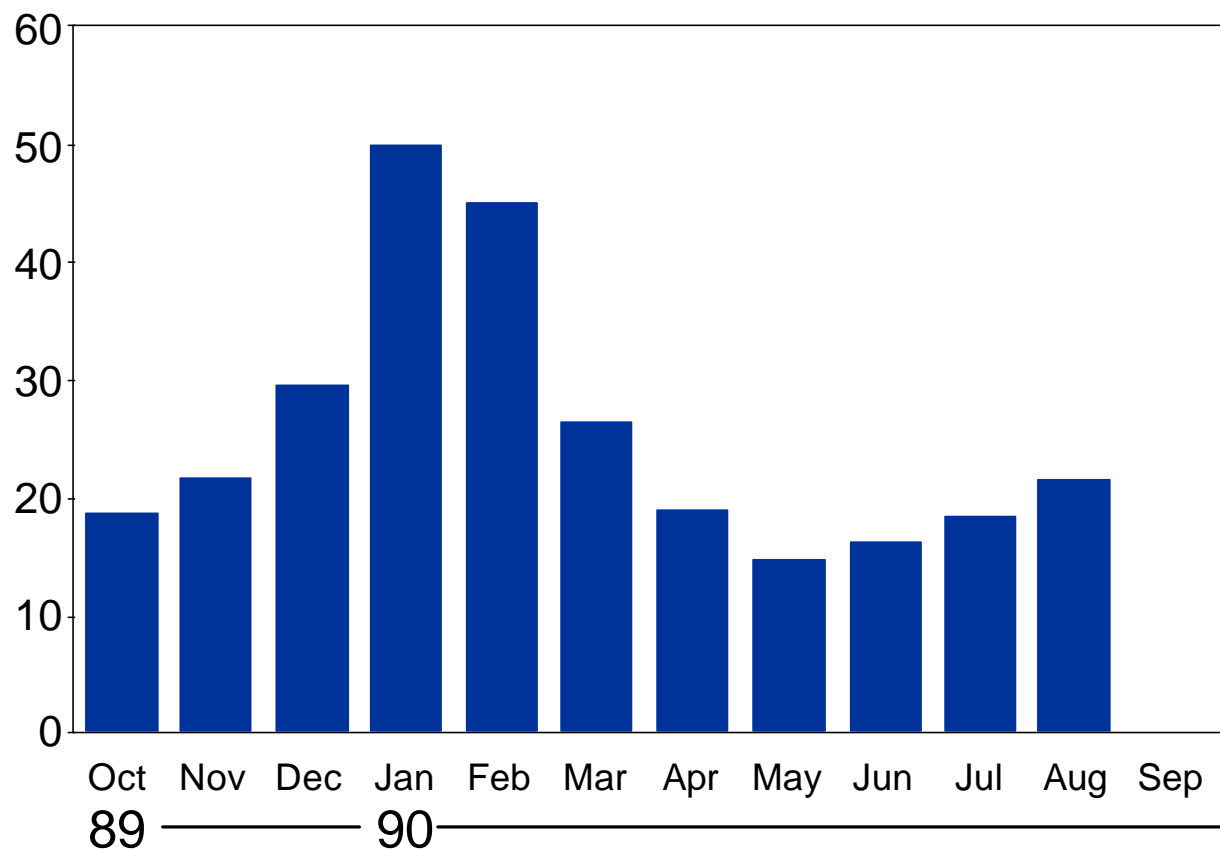
[Change Metrics](#)

[Return](#)

# Percent Of Lines Shipped Late (Oct 89 through Sep 90)



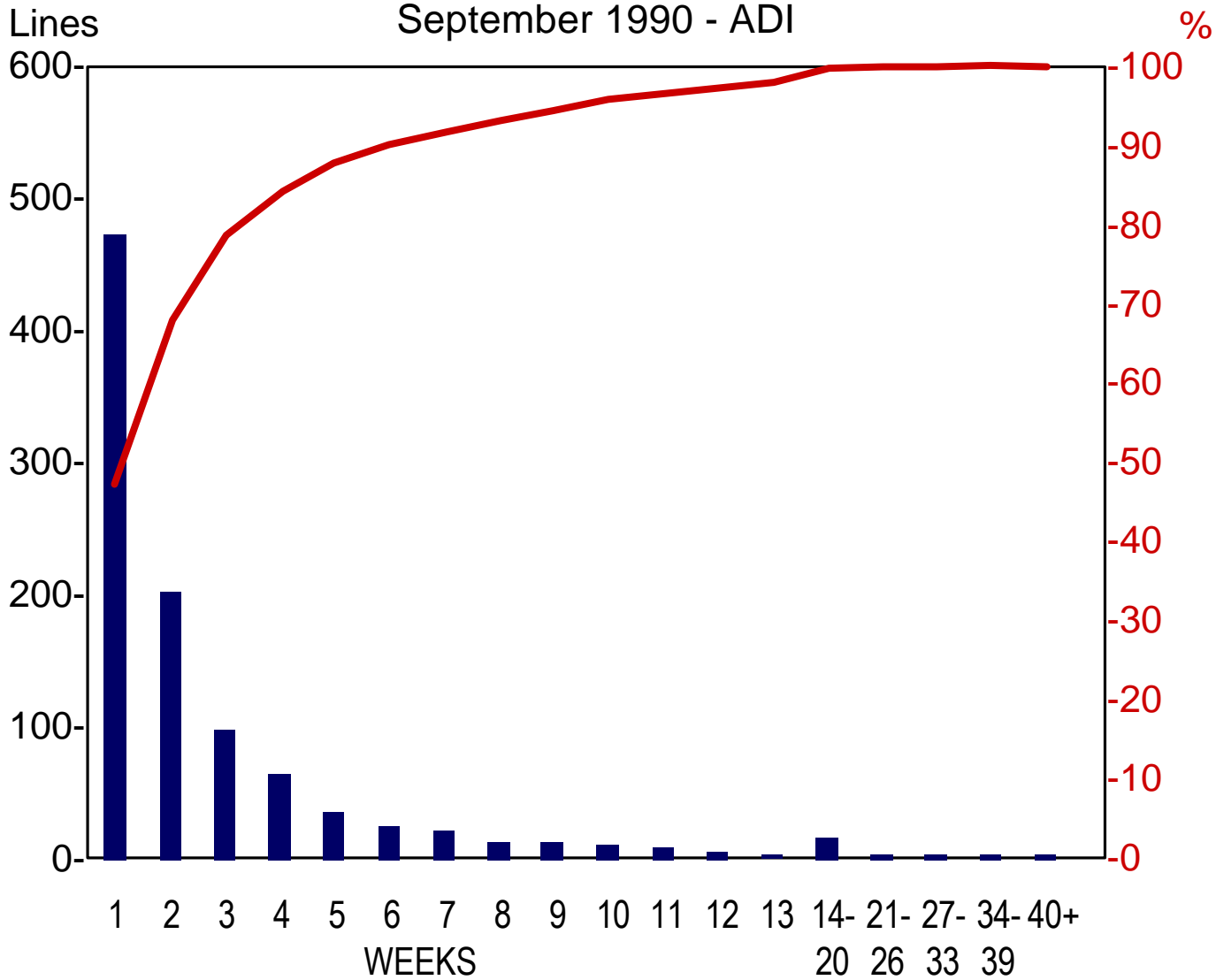
## ADS Half lives by month 10/89 to 9/90



	Hlf Life
10/89	19
11/89	22
12/89	30
1/90	50
2/90	45
3/90	26
4/90	19
5/90	15
6/90	14
7/90	18
8/90	22
9/90	NS

[Return](#)

# Time Phased Late Shipments In Weeks



Weeks	Value
1	474
2	204
3	98
4	67
5	36
6	24
7	20
8	13
9	13
10	12
11	9
12	6
13	4
14	16
21	4
27	2
34	0
40	2

[Return](#)



## ADI CUSTOMER SERVICE MEASURES

ASAP	Number Of ASAP Orders Placed During The Period
ASAP_PCT	Percent Of Orders Received That Were ASAP
AVG_SHIP	Weighted Average Number of Shipments Per Period
BACKLOG	Total Number Of Unshipped Orders
CRD_HOLD_PCT	Percent Of Lines Late Due To Credit Hold
CRED_REF_PCT	Percent Of Lines Late Due To Credit Referrals
CREDIT	Number Of Lines Late Due To All Credit Causes
CREDIT_HOLD	Number Of Lines Late Due To Credit Hold Causes
CREDIT_PCT	Percent Of Lines Late Due To All Credit Causes
CREDIT_REF	Number Of Lines Late Due To Credit Referrals
CUST_STOP	Number Of Lines Late Due To Customer Stops
CUST_STP_PCT	Percent Of Lines Late Due To Customer Stops
CUSTOMER	Number Of Lines Late Due To All Customer Causes
CUSTOMER_LT	Average Customer Requested Lead Time
CUSTOMER_PCT	Percent Of Lines Late Due To All Customer Causes
DISTRIBUTION	Number Of Lines Late Due To All Distribution Causes
DISTRN_PCT	Percent Of Lines Late Due To All Distribution Causes
DIV_WAREHSE	Lines Late Due To Divisional Warehouse Error
DIV_WE_PCT	Percent Of Lines Late Due To Divisional Warehouse Error
DIVISION	Number Of Lines Late Due To All Divisional Causes

V

END

CANCEL

CLEAR

DONE

Select label, composite, or new key field





Print

/ADI

PILOT DIMENSION

CUSTOMER

TYPE

?

CUSTOMER SERVICE TABLE

ENTITY

ERY\_SHIP\_PCT

ON\_TIME\_PCT

NOT\_LATE\_PCT

DIVISION\_PCT

LATEST PERIOD

(9/90)

(9/90)

(9/90)

(9/90)

**TOTAL**

**TOTAL**

**TOTAL**

**TOTAL**

ADI

11.15

83.23

94.38

6.70

Reset

Metrics

Views

Calendar

Return

Select label, composite, or new key field.

Print

PILOT DIMENSION

?

ADI

CUSTOMER

TYPE

ADBV

ADS

CLD

CTS

DSP

IPD

MDL

MED

Return

LE

ERY\_SHIP\_PCT  
(9/90)

ON\_TIME\_PCT  
(9/90)

NOT\_LATE\_PCT  
(9/90)

DIVISION\_PCT  
(9/90)

TOTAL  
11.15

TOTAL  
83.23

TOTAL  
94.38

TOTAL  
6.70

Reset

Metrics

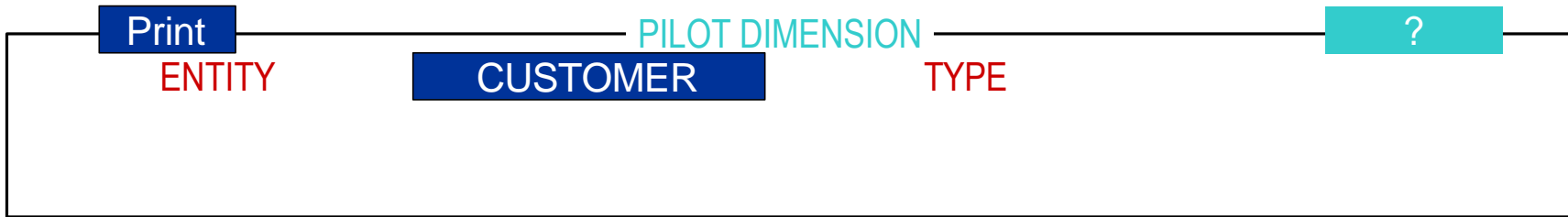
Views

Calendar

Return

Select label, composite, or new key field.





CUSTOMER SERVICE TABLE

CUSTOMER

LATEST PERIOD **Finished**

CORPORATE KEY ACCOUNT

DOMESTIC KEY ACCOUNT

FOREIGN KEY ACCOUNT

KEY ACCOUNT

NON KEY ACCOUNT

ADKK

ALLEN BRADLEY

AMOCO

ARMCO

ATT

BECKMAN

BENDIX

BETHLEHEM STEEL

**Reset**

**V** **END** **Metrics** **Views**

**Calendar**

**Return**

Select up to nine labels for composite group.

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Slide 19



Pilot-18 slice-n-dice: choose customer

Print

PILOT DIMENSION

?

/ADI

/HEWLETT PACKARD

/OEM/DIST

CUSTOMER SERVICE TABLE

TYPE

CUSTOMER\_LT

LATEST PERIOD

(9/90)

TOTAL

DIST – ADI – HEWLETT

7.56

OEM – ADI - HEWLETT

8.00

Reset

Metrics

Views

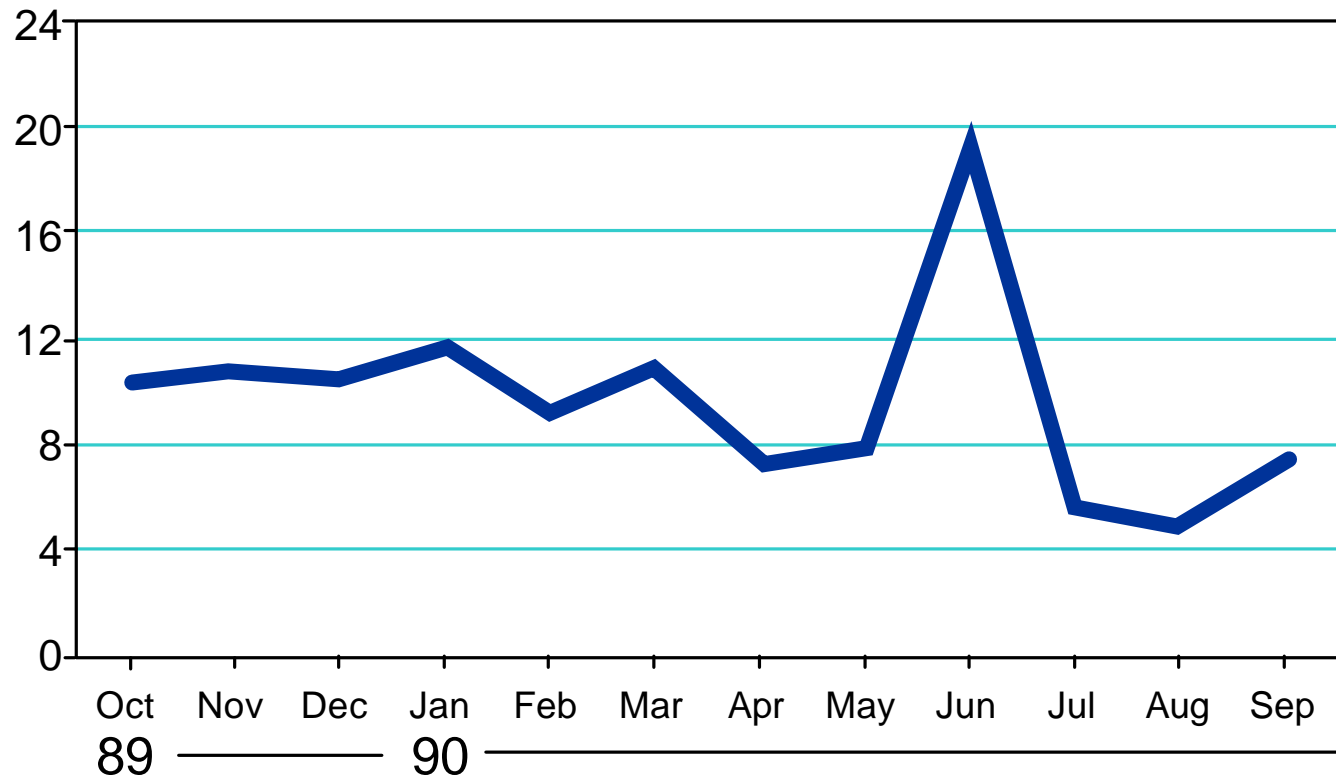
Calendar

Return

Select label, composite, or new key field.



DIST – ADI – HEWLETT PACKARD  
METRIC: CUSTOMER\_LT (9/90)



10/89	10.47
11/89	10.99
12/89	10.77
1/90	11.75
2/90	9.36
3/90	11.11
4/90	7.52
5/90	7.88
6/90	19.82
7/90	5.74
8/90	5.05
9/90	7.56

Aggregate time-series - N

Return



## ADI PRODUCT TRACKING SYSTEM

1 <sup>st</sup> Quarter 1990	FY89 PLAN	ACTUAL	VARIANCE	% VAR
RPCC Pre 86 Products	77,707.1	73,073.9	-4,633.2	-6.0%
RPCC 1986-1992 Products	46,114.0	33,130.4	-12,983.6	-28.2%
PSTF Pre 86 Products	77,707.1	73,073.9	-4,633.2	-6.0%
PSTF 1986-1992 Products	46,114.0	33,130.4	-12,983.6	-28.2%
Division Pre 86 Products	77,707.1	73,073.9	-4,633.2	-6.0%
Division 1986-1992 Products	46,114.0	33,130.4	-12,983.6	-28.2%

[Retrace](#)

[Return](#)

QUARTERLY BOOKINGS (\$K) : 1986-1992 VINTAGE PRODUCTS

1 <sup>st</sup> Quarter 1990	FY89 PLAN	ACTUAL	VARIANCE	% VAR
DAC	9,821.1	6,192.4	-3,629.0	-37.0%
DSP	4,621.4	2,564.0	-2,057.0	-44.5%
SYS	6,410.4	4,761.5	-1,648.9	-25.7%
SENSE	2,616.9	1,416.2	-1,200.7	-45.9%
ADC	10,599.9	9,400.0	-1,199.9	-11.3%
ASP	2,781.4	1,717.6	-1,063.8	-38.2%
AMP	6,745.0	5,785.7	-959.3	-14.2%
MIL	1,474.8	556.5	-918.3	-62.3%
ASIC	1,043.2	733.4	-309.8	-29.7%
COMM	0.0	0.0	0.0	
MISC	0.0	3.0	3.0	
ADI	46,114.0	33,130.4	-12,983.6	-28.2%

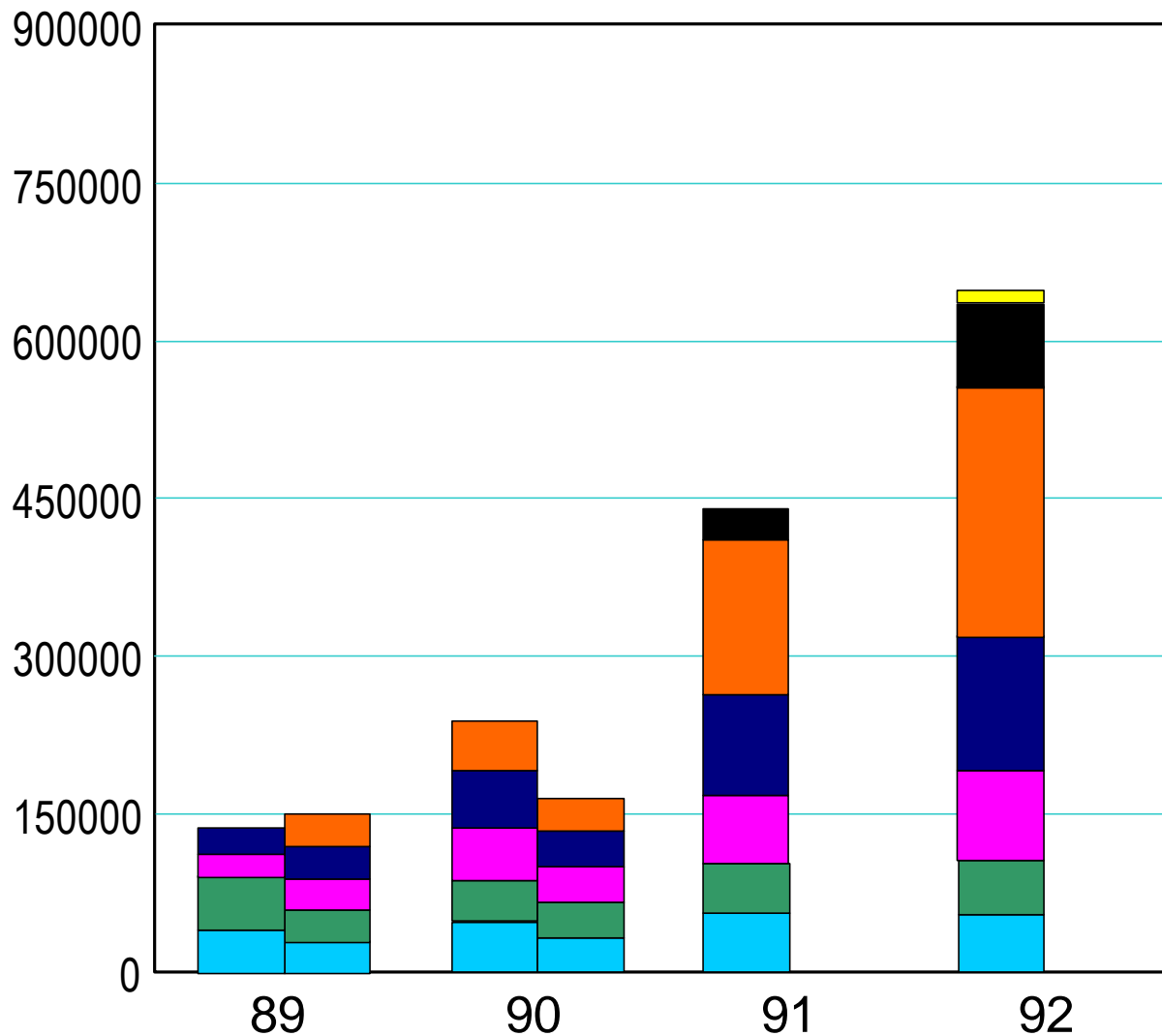
Retrace

Pareto

Vintage Chart

Return

BOOKINGS CHART BY VINTAGE (Actuals through 1/90)  
ADI



Vintage    FY89    Actual  
Forecast

1992        

1991        

1990        

1989        

1988        

1987        

1986        

[Data Sheet](#)

[Print](#)

[Return](#)





### FY89 Plan Bookings By Vintage ADI

Vintage	1990 Actual*	1989 Forecast	1990 Forecast	1991 Forecast	1992 Forecast
1986	30,207.0	45,049.5	51,320.0	56,665.8	57,457.2
1987	33,130.4	49,107.3	40,113.1	47,264.7	50,164.8
1988	35,000.0	25,521.3	50,003.5	68,844.9	87,395.8
1989	35,000.0	19,881.5	55,106.2	91,382.2	124,901.1
1990	35,000.0		46,771.2	149,741.5	242,945.1
1991				23,101.2	73,783.6
1992					14,909.0

\* Actual data annualized



QUARTERLY BOOKINGS (\$K) : 1986-1992 VINTAGE PRODUCTS  
ASP

1 <sup>st</sup> Quarter 1990	FY89 PLAN	ACTUAL	VARIANCE	% VAR
1986 Vintage	95.5	113.9	18.4	19.2%
1987 Vintage	691.2	843.2	152.0	22.0%
1988 Vintage	563.3	461.4	-101.9	-18.1%
1989 Vintage	1260.9	299.1	-961.8	-76.3%
1990 Vintage	170.5			
1991 Vintage				
1992 Vintage				
ASP	2781.4	1717.6	1063.8	-38.2%

[Retrace](#)

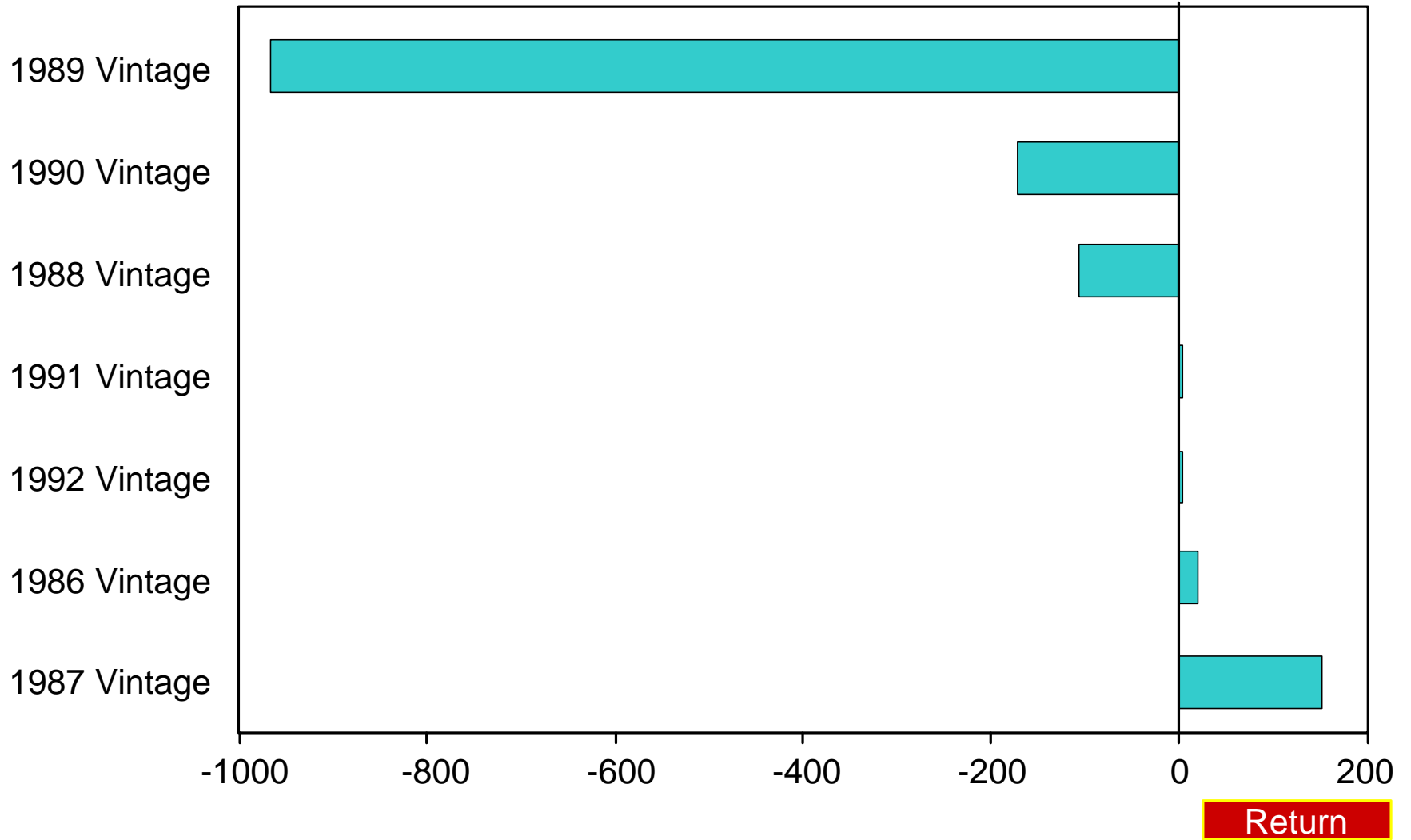
[Pareto](#)

[Vintage Chart](#)

[Return](#)



1986-1992 VINTAGE PRODUCTS – BOOKINGS ASP  
QUARTERLY VARIANCE FOR 901 (Actual-Plan)



QUARTERLY BOOKINGS (\$K) : 1986-1992 VINTAGE PRODUCTS  
 ASP  
 Vintage: 1989

1  
2

1 <sup>st</sup> Quarter 1990	FY89 PLAN	ACTUAL	VARIANCE	% VAR
AD1322	412.8	0.0	-412.8	-100.0%
AD892	276.1	63.7	-212.8	-76.9%
AD7371	89.1	3.2	-85.9	-96.4%
AD7341	89.1	5.2	-83.9	-94.2%
AD1315	79.2	0.0	-79.2	-100.0%
AD834	100.5	70.1	-38.4	-35.4%
AD1320	35.5	0.0	-35.5	-100.0%
AD640	78.3	47.8	-30.5	-38.9%
AD689	31.9	5.8	-26.1	-81.7%
AD9590	19.3	0.0	-19.3	-100.0%
AD688	14.8	0.0	-14.8	-100.0%
AD9501	14.0	19.0	5.0	35.9%
AD9901	12.3	21.1	8.8	71.8%



Retrace

Pareto

Return



AD585 : SHA ADS  
 Sourcing: Margin: Revenue Risk:  
 Start Date: Planned Release: 843 Planned Time to Market:  
 Actual Release: Actual Time to Market:  
 Release Window: Earliest Date: Latest Date:  
 Development Risk: Development Cost: Die Size:  
 Product Type: Technology: BIPOLAR PSTF: ADC

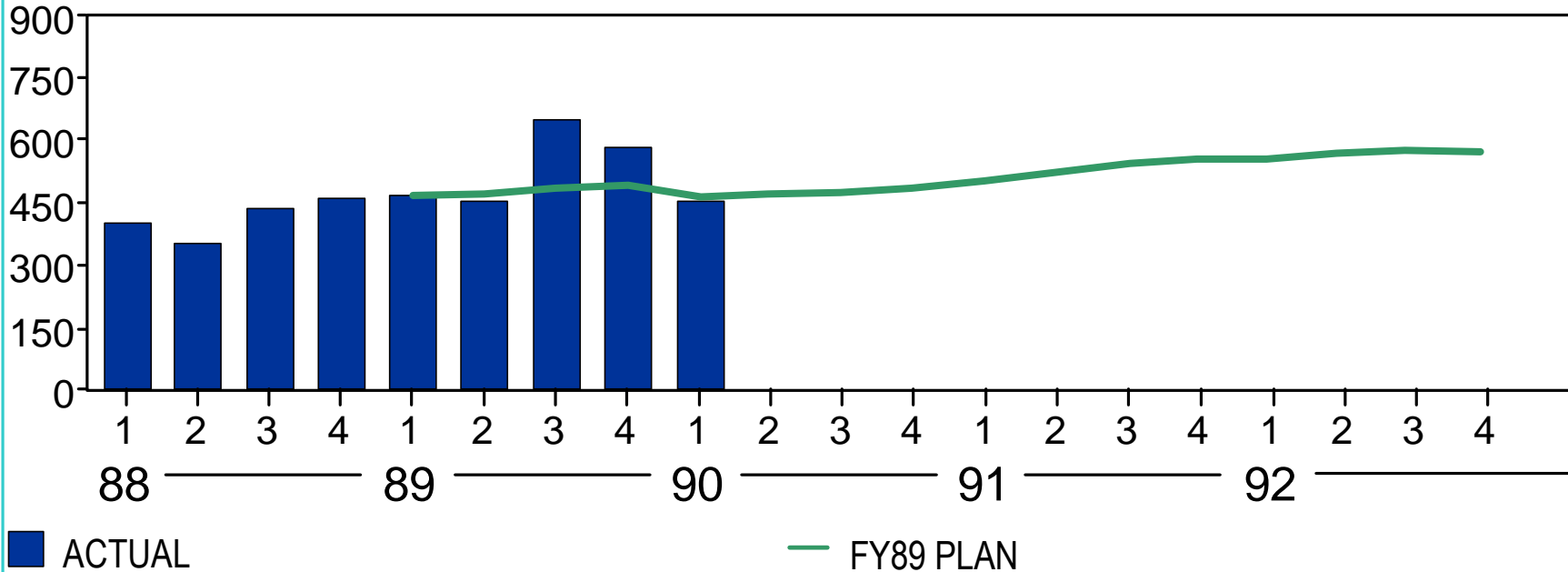
ZOOM

Forecast Data

Print

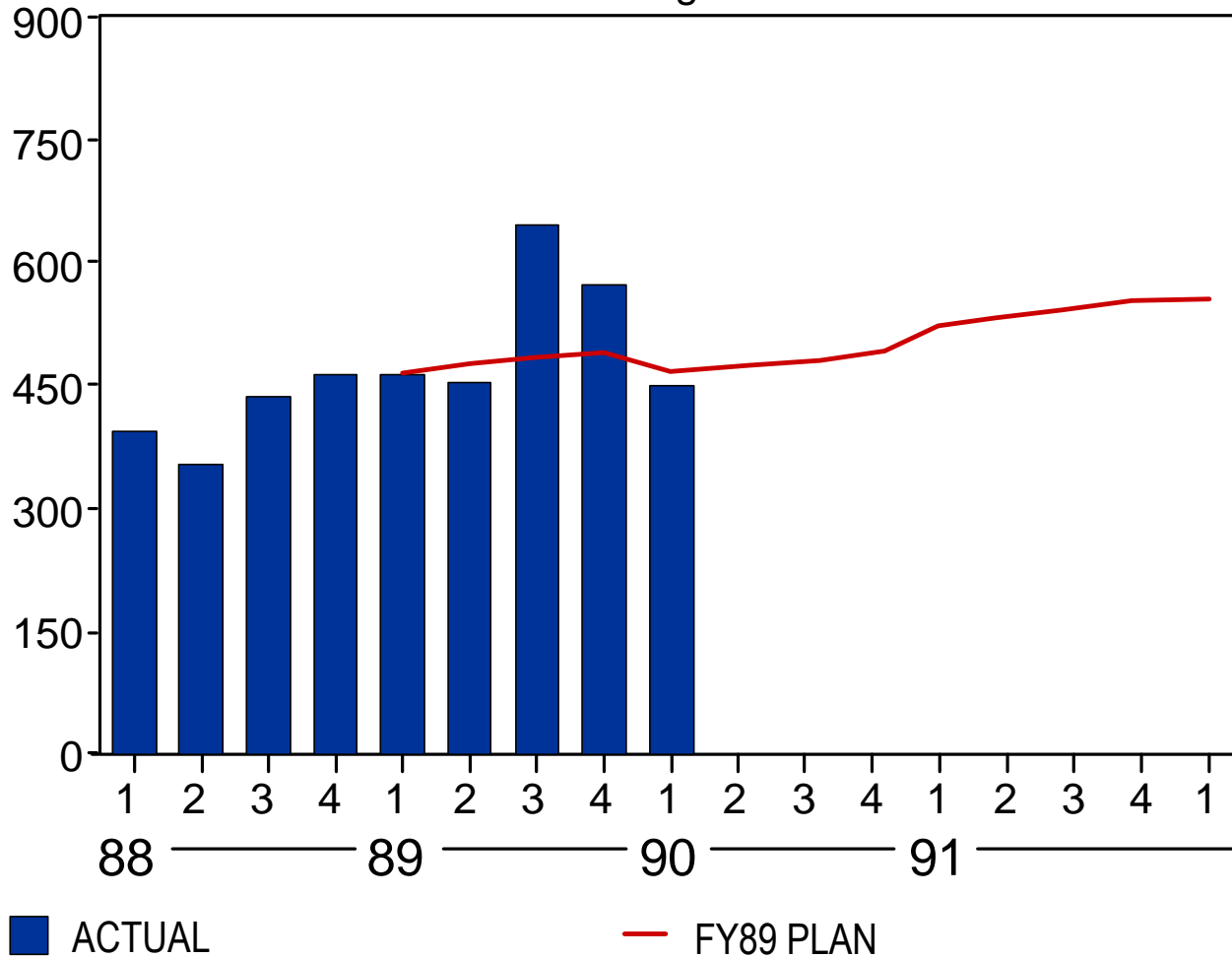
Return

Plan vs. Actual



# ADS QUARTERLY BOOKINGS

1984 Vintage: AD585



	ACTUAL	FY89
1/88	396	
2/88	355	
3/88	440	
4/88	465	
1/89	466	468
2/89	456	479
3/89	649	488
4/89	576	495
1/90	452	471
2/90		477
3/90		483
4/90		490
1/91		523
2/91		533
3/91		545
4/91		558
1/92		559

**Return**

## PRODUCT DATA SHEET

1Q90 Bookings: 471.2    Division: ADS    Vintage: 843  
**AD585**                      SHA

	ACTUAL Bookings	Bookings	FY89 PLAN ASP                      Units
1Q88	396.1		
2Q88	354.8		
3Q88	440.0		
4Q88	464.8		
FY88	1,655.7		
1Q89	466.2		468.2
2Q89	456.0		478.9
3Q89	649.1		487.8
4Q89	576.4		495.0
FY89	2,147.7	1,929.9	



## PRODUCT DATA SHEET

1Q90 Bookings: 471.2    Division: ADS    Vintage: 843  
**AD585**                      SHA

	ACTUAL Bookings	Bookings	FY89 PLAN ASP                      Units
1Q90	451.9		471.2
2Q90			476.8
3Q90			482.6
4Q90			489.5
FY90			1,920.1
1Q91			523.2
2Q91			533.3
3Q91			545.2
4Q91			558.3
FY91			2,160.0



**Return**