

GRAPH EXPO®



October 26–29, 2008
McCormick Place South • Chicago, IL

Session # 64

Management-by-the- Numbers: Powerful Performance Driven by Dashboard Indicators

Featured Speaker:
Tim Fischer



EXCELLENCE IN GRAPHIC COMMUNICATIONS MANAGEMENT



Management-by-the-Numbers: Powerful Performance Driven by Dashboard Indicators

October 29, 2008

**Presented by Tim Fischer
NAPL**



EXCELLENCE IN GRAPHIC COMMUNICATIONS MANAGEMENT



Management by the Numbers

“People respect what you inspect
not what you expect”

©2009 NAPL • www.NAPL.org

INSIGHTS. STRATEGIES. GUIDANCE. NAPL.



EXCELLENCE IN GRAPHIC COMMUNICATIONS MANAGEMENT



Management by the Numbers Measurement Criteria

- Measure processes not people
- Measure the important few, not the trivial many (Focus)
- Develop a scorecard (collection of key performance indicators) Sample_SCORECARD.xls NAPL Performance Indicators
- Make decisions based on data Platemaking_category_errors.xls
- Go visual every chance you get

©2009 NAPL • www.NAPL.org

INSIGHTS. STRATEGIES. GUIDANCE. NAPL.



EXCELLENCE IN GRAPHIC COMMUNICATIONS MANAGEMENT



October 20-23, 2008
McCormick Place South • Chicago, IL

Daily Report

DAILY REPORT			MARCH, 2008				JOBS IN SHOP (backlog) \$231,302			
Zero Printing										
DATE	CASH DEPOSITS	INVOICED	OT	JOBS QUOTED	QUOTE VALUE	JOBS BOOKED	SALES AMOUNT	AP BALANCE	AP BALANCE	
3-Mar	\$ 11,562	\$ 19,105		25	\$ 75,199	28	\$ 18,881	\$ 1,620,300	\$ 675,001	
4-Mar	\$ 63,710	\$ 25,124	\$4,220	33	\$ 219,874	13	\$ 28,660	\$ 1,461,305	\$ 660,290	
5-Mar	\$ 42,555	\$ 28,125		35	\$ 90,368	26	\$ 21,742	\$ 1,490,210	\$ 700,302	
6-Mar	\$ 6,588	\$ 4,444		22	\$ 39,623	20	\$ 28,208	\$ 1,491,131	\$ 790,420	
7-Mar										
8-Mar										
9-Mar										
10-Mar										
11-Mar										
12-Mar										
13-Mar										
14-Mar										
15-Mar										
TOTAL	\$ 124,415	\$ 76,798	\$4,220	115	\$ 425,064	87	\$ 97,511			
TARGET	\$ 700,000	\$ 680,000								
STATUS	(575,585)	(603,202)								
		W/L RATIO		78%						



EXCELLENCE IN GRAPHIC COMMUNICATIONS MANAGEMENT



October 20-23, 2008
McCormick Place South • Chicago, IL

Management by the Numbers

Financial Indicators

Financial Measurement	Frequency	Profit leader
•Gross Profit % of VA Sales	Monthly	40 - 45%
•Op. Income % of VA Sales	Monthly	11 - 16%
•VA Sales \$ per Employee	Monthly	\$90M - \$105M
•Billing Lag (# days)	Monthly	
•Days Receivables	Monthly	43 - 54 days
•Days of Paper Inventory	Monthly	10 - 16 days



EXCELLENCE IN GRAPHIC COMMUNICATIONS MANAGEMENT



October 16-21, 2008
McCormick Place South • Chicago, IL

Management by the Numbers P.O.N.C. indicators

P.O.N.C. Measurement	Frequency	Profit leader
•# of Customer Non-Conformances	Weekly	
•On-time delivery %	Weekly	95 - 100%
•Rework \$	Monthly	
•OSHA Recordable Injuries	Daily	2 - 5 per year
•Lost-Time Accidents	Daily	0

©2008 NAPL • www.NAPL.org

INSIGHTS. STRATEGIES. GUIDANCE. NAPL



EXCELLENCE IN GRAPHIC COMMUNICATIONS MANAGEMENT



October 16-21, 2008
McCormick Place South • Chicago, IL

Management by the Numbers Additional Resources

- State of the Industry Report ~ NAPL
- Benchmarking the Sheetfed Pressroom ~ NAPL
- 2008-2009 Operating Ratio Study ~ NAQP
- 2008-2009 Pricing Study ~ NAQP
- Performance Indicator Service ~ NAPL
- Hourly Cost Studies ~ NAPL
- The Printers Guide to Waste Reduction ~ NAPL



These resources and others are available at the
NAPL Book Store

©2008 NAPL • www.NAPL.org

INSIGHTS. STRATEGIES. GUIDANCE. NAPL

