

Performance Measurements for World-Class Manufacturing

Georg Van Grinsven

"All companies in transition to world-class manufacturing face a lot of change, and changing performance measures is only one part of the process. Groundwork needs to be laid first ... to support the business and manufacturing strategies," said Bill Holbrook, vice president operations, Stanadyne Automotive's Diesel Systems Division. This groundwork and the relationships between performance measures and a company's business and manufacturing strategies were the subject of a recent seminar on "Performance Measurements for World-Class Manufacturing." Joining Holbrook for this session were speakers Roger L. Helferman, corporate vice president, manufac-

turing for General Instrument Corporation and Brian Maskell, president of Brian Maskell Associates.

Performance Measure Characteristics

"Although the new performance measures being used by world-class manufacturers vary considerably, they have seven common characteristics," said Brian Maskell. They:

- Are directly related to the manufacturing strategy
- Primarily use non-financial measures
- Vary between locations
- Change over time as needs change
- Are simple and easy to use

- Provide fast feedback to operators and managers
- Are intended to foster improvement rather than just monitor performance.

At Stanadyne, the list of characteristics has been expanded. Holbrook noted that measurements must be supportive of the critical success factors, simple and understandable, flexible, timely, accurate and fair, controllable, visible, communicated, paid attention to, and based upon actual data. He added that this list was based on "25 years of *not* using the right ones." For example, the company formerly paid attention to standard cost variations, and

World Class Manufacturing Performance Measurements

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