

Plant Attributes
Table 1

Measures	Poor-0	Average-2	Good-5	Excellent-9	Total
1. Customer Satisfaction					
2. Visitor Welcome					
3. Cleanliness					
4. Order					
5. Inventory & WIP levels					
6. Material Flow Costs					
7. Performance Charts					
8. Scheduling Efficiency					
9. Machine Efficiency					
10. Quality Process					
11. People motivation					
12. Supplier Performance					
Overall Total					

Estimated Quantitative Measures
Table 2

Measure	Metric	Number
Yearly Inventory Turns	Sales to average inventory ratio	
Sales per employee		
Number of suppliers		
Number of Employees		
Number of customers		
Material %	Material cost as % of COS	
Fixed Overhead %	Fixed costs as % of COS	
Total compensation		
Number of products		
Value added	Cost	
Total Sales		
Warranty costs %	Warranty costs of % of sales	
Internal quality cost %	As a % of COS	
Product liability and recall %	As a % of sales	
Safety Record	Incidents per employee per year	

Performance Checklist
Table 3

Measures	Yes or No
Are visitors obviously welcome?	
Is the facility clean and well-lighted?	
Are customers identified?	
Are work teams empowered and responsible?	
Is supplier responsibility increasing?	
Have forklifts been replaced by more efficient means?	
Is there a place for everything?	
Are all inventory items and other parts in their place?	
Are locations labeled and readily visible?	
Are team members continually increasing their knowledge?	
Are performance charts readily visible?	
Is scheduling by finished product?	
Do teams use analytical means to resolve issues?	
Are machines being maintained and continually improved?	
Is the plant obviously continuously improving?	
Would you desire to buy the products this plant produces?	

Cost of Sales Determination
Table 4

COST CATEGORIES	METRICS	COST PER YEAR
Facilities	Total area & cost per unit area	
Equipment	Machine inventory & age	
Production personnel	Number, basic wages & benefits	
Salaried personnel	Number, average salary & benefits	
Non-direct material	Total cost	
Subcontracting	Estimated	
Insurance, taxes, etc.	Local comparisons	
Utilities	Estimated use & local rates	
Value added by plant	Period cost	
Material cost %	Period cost	
TOTAL COS	Yearly plant COS	
Total yearly production	Yearly unit production	
UNIT COS	Cost per unit	
COS as % of Sales	Gross margin	