

Figure 2. Italo’s Dashboard for Penetrating Indonesia

Foundation	Adherence	Progress	Bottom-line
Monitor demand in the high-end product market in Indonesia (as tracked by ACME consulting).	Agreed ACME focus group protocol used? Has factory used 10% of capacity for prototyping? New design features & colors follow focus-group conclusions?	Focus group scores on trial designs. On-line reviews evaluation (quarterly) Milestone: Design team located in Indonesia by June 2024? Milestone: 26 focus- group schedule on track? (monthly)	Indonesia revenue growth (quarterly) Indonesia profit (while costs not crucial because pricing can be high, there needs to at least be a profit) Core values (several metrics)

Note that to audit adherence to “Agreed ACME focus group protocol used?” Italo might use a simple points checklist. An auditor can ask, “Is the in-country product-design team...”

- a. Using the full array of the new market research protocol? (10 pts.)
- b. Adhering to the key elements? (5 pts.)
- c. Adhering to only the rudimentary elements? (2 pts.)
- d. Not using the method at all (0 pts.)

They still “fly their airplane” overall in Asia as discussed in Chapter 18. They still must maintain their existing Asian business where they are not implementing a new framework. They can use *maintenance* metrics consisting of more standard indicators of performance across the business (productivity, costs, and so on).

Separating change and maintenance metrics may improve signal to noise. The focus on Indonesia can be maintained if the dashboard is not packed with a plethora of metrics around product quality or seeking another point of yield from their manufacturing process, improving on-time delivery, improving customer service, reducing spending on raw materials, cycle time reduction, improving inventory performance, increasing advertising effectiveness and a zillion other boiler-plate excellence metrics. (And especially if they are all considered equally important.) Figure 3. shows Italo’s dashboard with some examples of maintenance metrics.

Figure 3. Italo's Dashboard for Penetrating Indonesia			
Foundation	Adherence	Progress	Bottom-line
<p>Monitor demand in the high-end product market in Indonesia (as tracked by ACME consulting).</p> <p><u>Maintenance</u></p> <p>Local labor force scenario assumptions holding?</p> <p>Competitive activity scenario as expected?</p>	<p>Agreed ACME focus group protocol used?</p> <p>Has factory used 10% of capacity for prototyping?</p> <p>New design features & colors follow focus-group conclusions?</p> <p><u>Maintenance</u></p> <p>New factory standard operating procedures followed?</p> <p>Corporate hiring practice followed? Asia? Europe?</p>	<p>Focus group scores on trial designs.</p> <p>On-line reviews evaluation (quarterly)</p> <p>Milestone: Design team located in Indonesia by June 2024?</p> <p>Milestone: 26 focus- group schedule on track? (monthly)</p> <p><u>Maintenance</u></p> <p>Sales targets per country</p> <p>Inventory targets in each distribution center</p> <p>Factory cost, quality, and raw-material yields</p> <p>Benchmark versus competition using online purchasing data</p>	<p>Indonesia revenue growth (quarterly)</p> <p>Indonesia margin (while costs not crucial because pricing can be high, there needs to at least be a profit)</p> <p>Core values (several metrics)</p> <p><u>Maintenance</u></p> <p>Standard earnings, cash, etc. of total Asian business (several metrics)</p>