

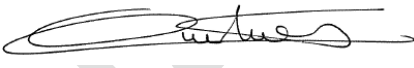




**S-103
Supplier Scorecard
Display Format**

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SPECIFICATION

**SUPPLIER SCORECARD
DISPLAY FORMAT**

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RECORD OF REVISIONS

English version
based on the original French issue

ISSUE NUMBER	DESCRIPTION OF CHANGE	ISSUE APPLICABILITY DATE
1.0	Original	Feb 25, 2016
1.1	Minor Changes vs CCB of 07/06/2017 §3.3 – Change of the acronym BKL into BKO (Backorder)	August 31, 2017
2	§3.4 - Typical indicator with Notice of Escape (NoE) option	October 31, 2021

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1 PURPOSE

The purpose of this document is to:

- define, for the supplier/customer scorecard, the content of the scorecard and the graphs representing the indicators defined in Specifications S-101 and S-102,
- provide a support medium making it possible to steer a supplier's performance.

Paragraph 2 of this document describes the general provisions and requirements regarding this supplier/customer scorecard.

(Paragraph 2 below is an integral copy of the punctuality scorecard specification's §2. Should there be any inconsistency or difference between this document and the punctuality specification it is the latter that serves as reference.)

2 GENERAL APPROACH

- ✓ Define a common scorecard that can be shared by all the stakeholders (customers/suppliers) in the industrial chain.
- ✓ This scorecard must be complied with by all customers and suppliers, but without limiting any clarifications/discussions that might be necessary between each customer and supplier (information, additional calculations, collaboration, etc.).
- ✓ Basically this scorecard will make it possible to consolidate the supplier's performance for all of its customers.
- ✓ The notion of calculation data per site will make it possible to make different consolidations by group of sites: calculations for one customer site or group of customer sites regarding one supplier site or group of supplier sites (sector):
 - For a given supplier, the indicators relative to all of its customers,
 - For a given sector, for a given customer,
 - For a given sector, all customers taken into account.
- If possible, the notion of product lines within any given site shall be used when segmenting the calculation data.
- The notion of calculation data per site will eventually make it possible to define and manage sectors, supplier families and customer families.
- The notion of calculation data per site will eventually make it possible to manage changes (eg: change of legal entity to which sites are attached).
- ✓ This scorecard will not prevent a specific scorecard being established between supplier S and customer Cx, and this specific scorecard will not prevent the consolidation of the all-customer scorecard, or consolidation by group of supplier or customer sites.

- ✓ This scorecard may be completed at a later time with indicators making it possible to cover the products' complete life cycle (Development, Production, Services, Customer Support).
- ✓ The documentation structure and configuration management regarding this scorecard shall be based on a list of documents that shall, in turn, be configuration-managed.
- ✓ For the moment this list of documents consists of:
 - the punctuality indicator specification,
 - the conformity indicator specification,
 - the scorecard format specification (visual representation – this document).

3 SCORECARD DISPLAY FORMAT

The Scorecard may be issued in the form of an Excel file, a collaborative sharing solution or a supplier portal.

This is why a comprehensive format is not defined in this document, however this document does give the minimum general rules that must be applied in order issue a Scorecard.

The following information must be provided on the Scorecard:

- ✓ The name of the company issuing the Scorecard,
- ✓ The name of the supplier covered by the Scorecard,
- ✓ The month of the performance measurement,
- ✓ The indicator representation graphs.

Depending on the issuing companies' needs, the Scorecard may include the following among other things:

- A remarks zone in which the important events regarding the performance for the past month can be noted,
- A zone indicating the overall performance level
(eg : Highly Critical, Unsatisfactory, Satisfactory, Excellent).

The representation of the indicators in graph form consists of at least five graphs indicating the values of the indicators:

- ✓ On-Time Delivery indicator (OTD),
- ✓ Order line Delay Average indicator (DV),
- ✓ Order line Backorder indicator (BKO),
- ✓ Item Escape Rate (IER),
- ✓ Concession Rate indicator (CR).

Each graph represents the values for one year (last 12 months) and at least the indicators defined in Specifications S-101 and S-102.

Depending on the issuing companies' needs, the Scorecard may include other graphs for additional indicators (eg: cost of non-quality, penalties, etc.).

Generally speaking the rolling 6-month indicators are represented by curves with marks, the targets being represented with simple curves and the monthly value indicators by a histogram.

The Scorecard may be issued in a French- or English-language version.

3.1 ON-TIME DELIVERY (OTD)

The graph for this indicator includes the following at least :

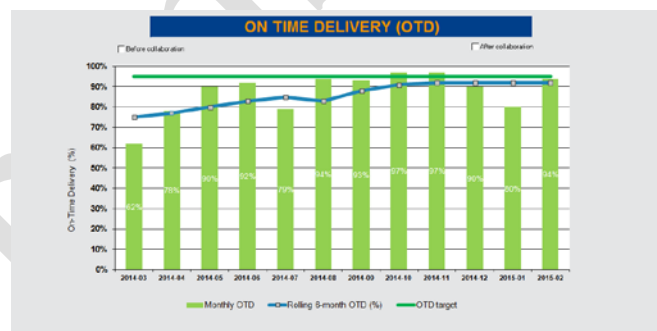
- ✓ The monthly values (histogram),
- ✓ The rolling 6-month values (curve with marker),
- ✓ The "before or after collaboration" information.

Depending on the issuing companies' needs the graph may, among other things, include :

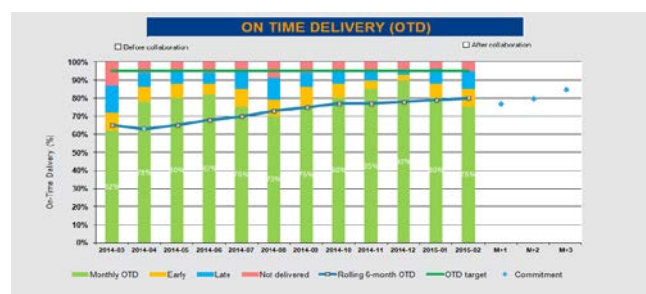
- ✓ The target values for the last 12 months (simple curve),
- ✓ The supplier's commitment in terms of targets for the next 3 months,
- ✓ Rate of order lines delivered early,
- ✓ Rate of order lines delivered late,
- ✓ Rate of order lines not delivered.

In these last three cases, the representation shall take the form of an accumulated OTD histogram.

Typical indicator



Example of an indicator that includes the above-mentioned data



3.2 DELAY AVERAGE (DV)

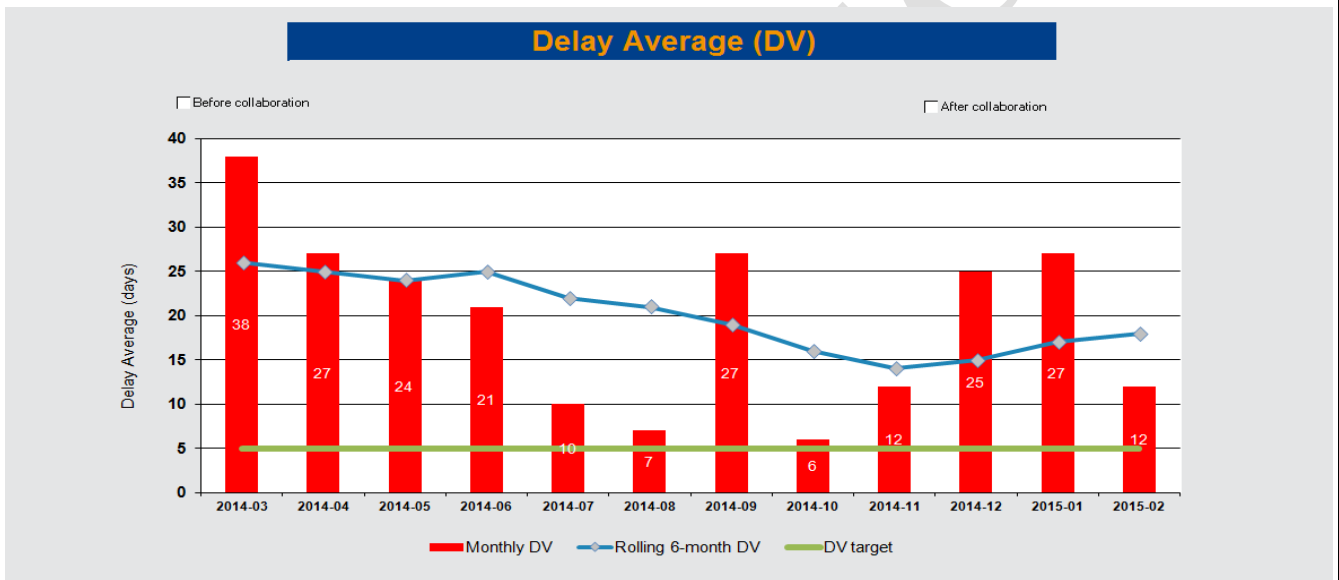
The graph for this indicator includes the following at least :

- ✓ The monthly values (histogram),
- ✓ The rolling 6-month values (curve with marker),
- ✓ The “before or after collaboration” information.

Depending on the issuing companies’ needs the graph may, among other things, include :

- ✓ The target values for the last 12 months (simple curve),

Typical indicator



3.3 BACKORDER (BKO)

The graph for this indicator includes the following at least :

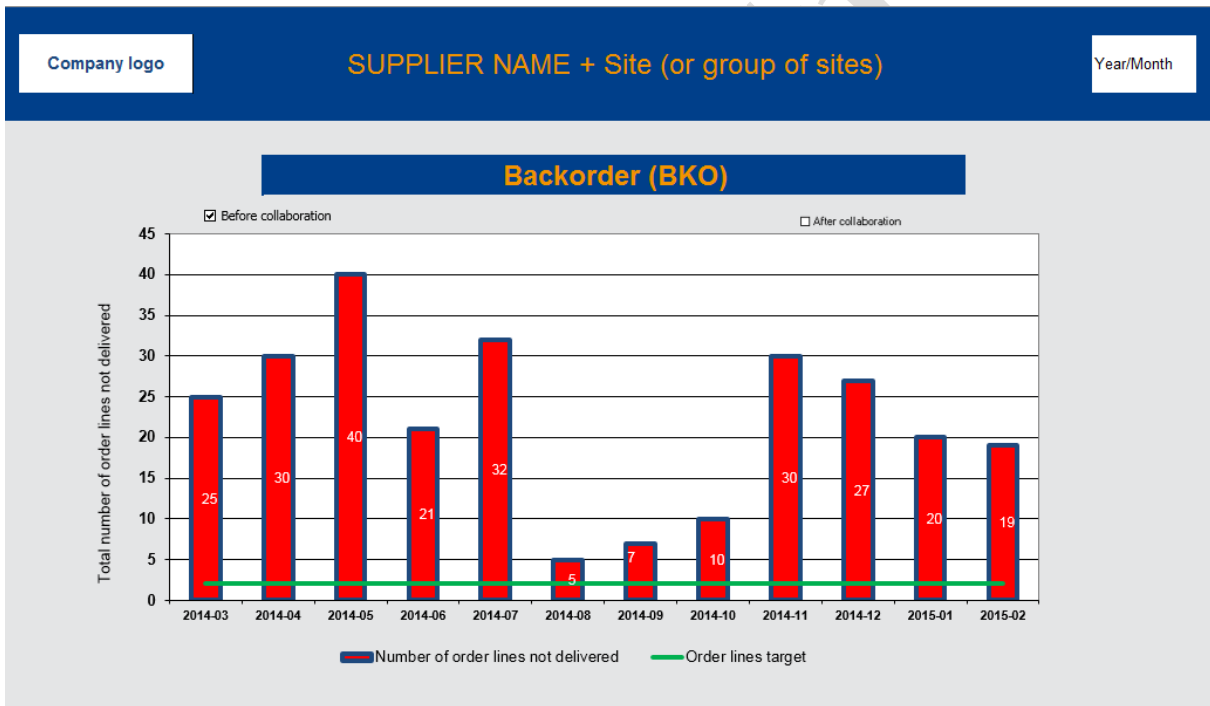
- ✓ The monthly values (histogram),

Depending on the issuing companies' needs the graph may, among other things, include :

- ✓ The target values for the last 12 months (simple curve),

However, it is possible to replace the graph below with an indication of this indicator's values on the OTD indicator graph.

Typical indicator



3.4 ITEM ESCAPE RATE (IER)

The graph for this indicator includes the following at least:

- ✓ The monthly values (curve with marker),

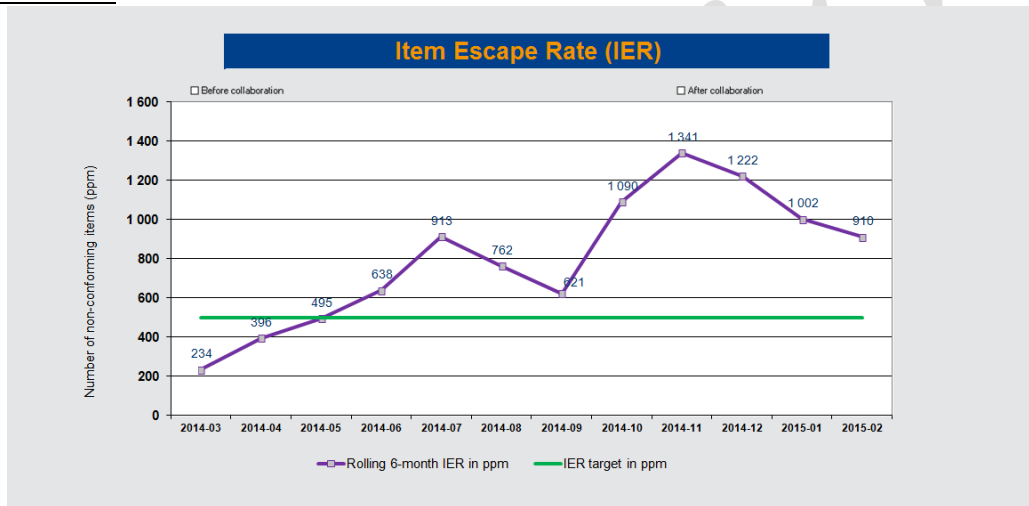
Depending on the issuing companies' needs the graph may, among other things, include:

- ✓ The target values for the last 12 months (simple curve),
- ✓ The supplier's commitment in terms of targets for the next 3 months,

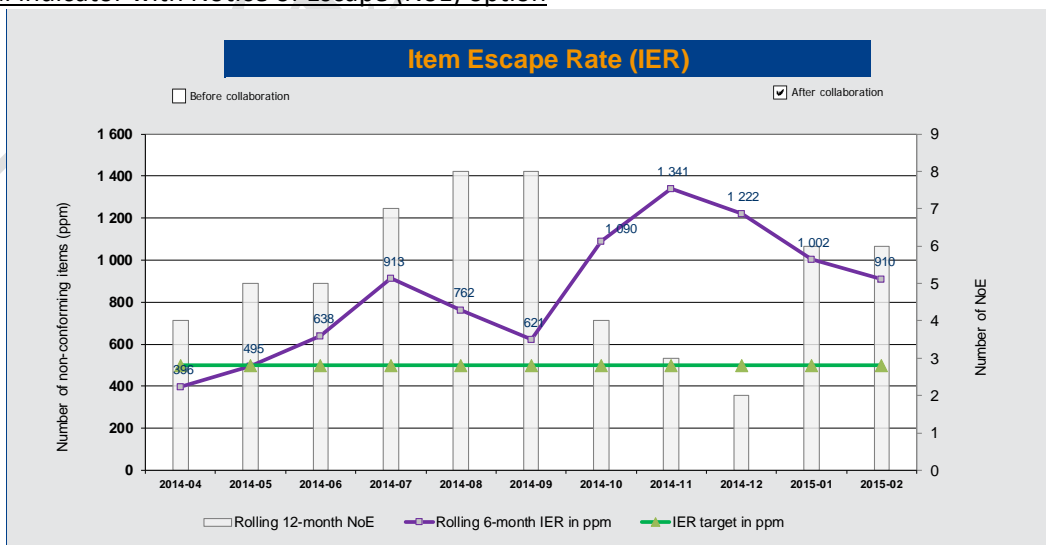
- ✓ The quantities of non-conforming products,
- ✓ The number of non-quality events,

In these last two cases the representation of the data shall take the form of a histogram.

Typical indicator



Typical indicator with Notice of Escape (NoE) option



3.5 CONCESSION RATE (CR)

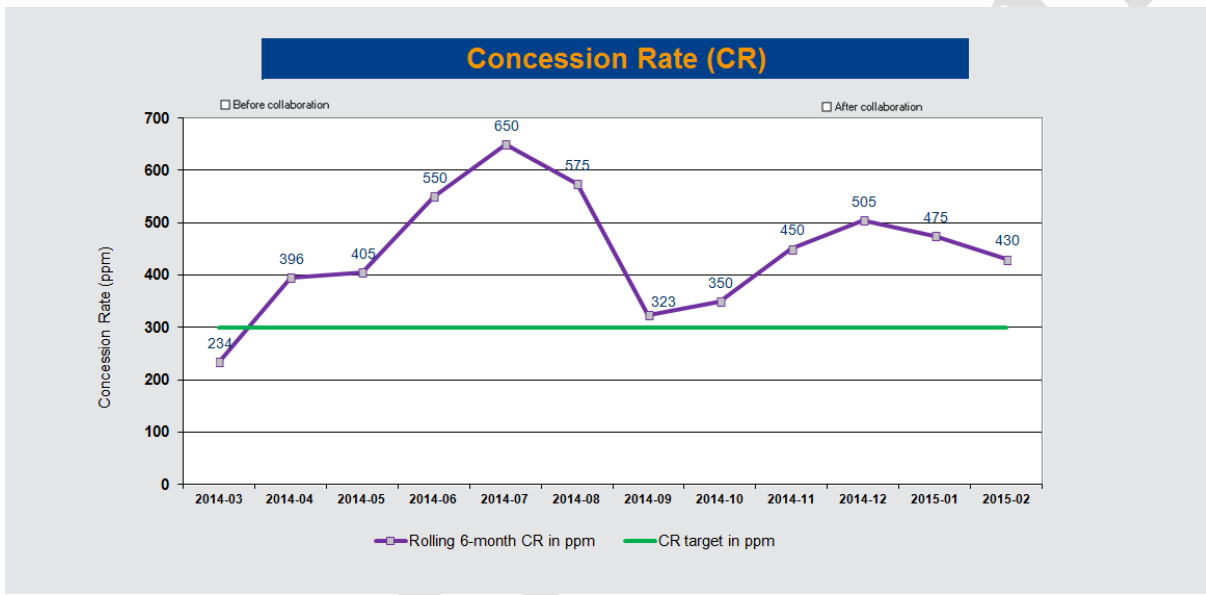
The graph for this indicator includes the following at least:

- ✓ The monthly values (curve with marker),

Depending on the issuing companies' needs the graph may, among other things, include:

- ✓ The target values for the last 12 months (simple curve),

Typical indicator





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3.6 EXAMPLE OF A SCORECARD

