

MOTOR VEHICLES, PARTS, AND SUPPLIES (SIC: 501X) \$500 MILLION OR MORE - ASIA-PACIFIC
 Number of Companies in Aggregate: 9

Industry Description: Establishments primarily engaged in the wholesale distribution of motor vehicle parts and supplies.

TOP COMPANIES BY REVENUE SIZE

PT ASTRA INTERNATIONAL TBK
CHONGQING CHANGAN AUTOMOBILE CO LIMITED
DAH CHONG HONG HOLDINGS LTD.
HOTAI MOTOR CO LTD
YELLOW HAT LTD.

REVENUE (MIL)

129,991,000 (IDR)
32,549 (CNY)
32,211 (HKD)
110,884 (TWD)
94,892 (JPY)

DOMICILE COUNTRY

IDN
CHN
HKG
TWN
JPN

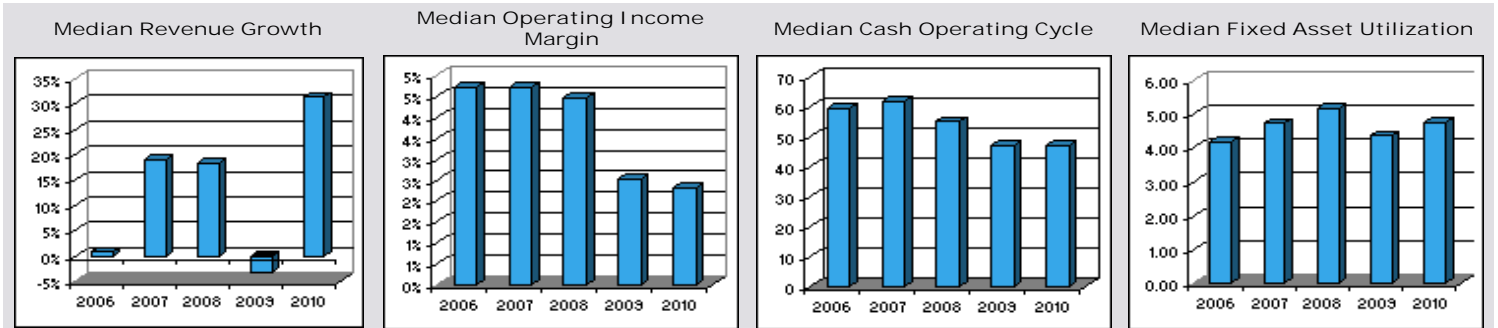
SUMMARY PERFORMANCE TABLE

Key Financial Metrics	Current Year 1st Quartile	Current Year Median	Current Year 4th Quartile	Industry Trend				
				2010 Median	2009 Median	2008 Median	2007 Median	2006 Median
Revenue Growth	38.7%	29.8%	11.1%	31.2% ▲	-3.0% ▼	18.3% ▬	18.9% ▬	0.8% ▬
Operating Inc. Margin	4.4%	2.3%	1.1%	2.3% ▼	2.5% ▬	4.5% ▬	4.7% ▲	4.7% ▬
Cash Operating Cycle	22	47	74	47 ▬	47 ▲	55 ▬	62 ▼	60 ▬
Fixed Asset Utilization	13.36	4.73	3.73	4.73 ▬	4.35 ▬	5.16 ▲	4.71 ▬	4.16 ▼

▲ Best Performer

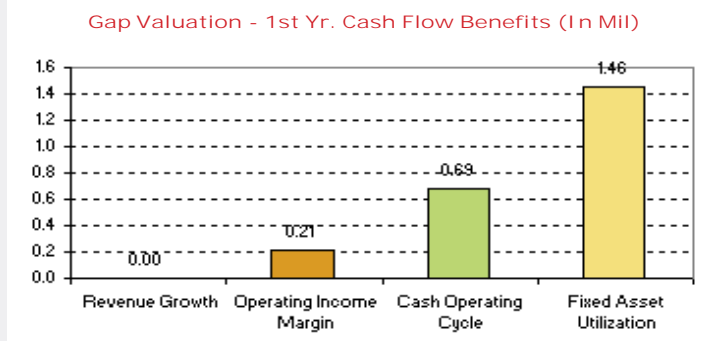
▬ Mid-Range Performer

▼ Lowest Performer



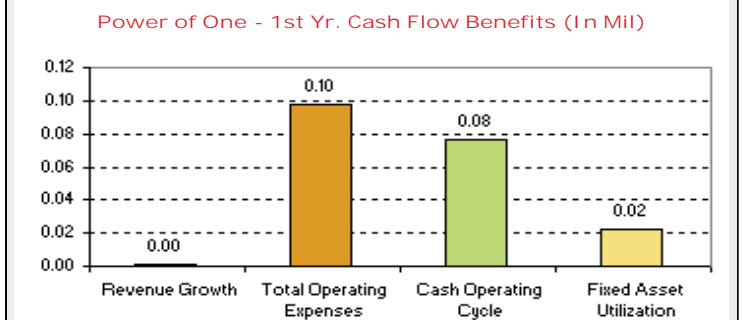
INDUSTRY GAP VALUATION

The Gap Valuation quantifies the first year cash flow benefits the Median company in the MOTOR VEHICLES, PARTS, AND SUPPLIES (SIC: 501X) \$500 MILLION OR MORE - ASIA-PACIFIC industry, with 10 Million in Revenue, would recognize assuming current year results could improve to the benchmark (1st Quartile) for the following metrics: Revenue Growth, Operating Income Margin, Cash Operating Cycle and Fixed Asset Utilization



WHAT-IF ANALYSIS (POWER OF ONE)

The What-If Analysis quantifies the first year cash flow benefits of a 1% improvement in Revenue, Total Operating Exp. and Fixed Asset Utilization in addition to a 1 day improvement in each of the Cash Operating Cycle components. This is based upon the Median company in the MOTOR VEHICLES, PARTS, AND SUPPLIES (SIC: 501X) \$500 MILLION OR MORE - ASIA-PACIFIC industry with 10 Million in Revenue.



CASH OPERATING CYCLE

DAYS SALES OUTSTANDING

Days Sales Outstanding offers significant cash flow benefits since the Median value is 24 days

FIXED ASSET UTILIZATION

Fixed Asset Utilization offers significant cash flow benefits given the Median value of 4.7 versus the 1st Quartile value of 13.4.

REVENUE GROWTH

Benefit is calculated from 1% increase in revenue, and all related operating costs and operating assets.

TOTAL OPERATING EXPENSES

Is benefit from reducing total operating expenses by 1%. A 1% reduction in Total Operating Expenses contributes the greatest cash flow benefits since it represents 97.7% of revenue.

FIXED ASSET UTILIZATION

Is benefit from improving revenues per dollar invested in fixed assets by 1%.

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INDUSTRY QUARTILE SUMMARY STATISTICS

GROWTH & PROFITABILITY	1st Quartile (Top 25%)	Median	4th Quartile (Bottom 25%)
Revenue Growth	38.7%	29.8%	11.1%
Cost of Goods Sold/Revenue	79.5%	85.1%	91.6%
Gross Profit Margin	20.5%	14.9%	8.4%
Selling, Gen. & Admin./Revenue	5.8%	8.8%	12.2%
Research & Dev./Revenue	NA	NA	NA
EBI TDA/Revenue	7.7%	4.2%	2.5%
Depreciation & Amort./Revenue	NA	NA	NA
Operating Income Margin	4.4%	2.3%	1.1%
Effective Tax Rate	5.2%	17.9%	20.5%

CAPITAL UTILIZATION

Days Sales Outstanding	15	24	37
Days in Inventory	33	40	56
Days Purchases Outstanding	40	29	25
Cash Operating Cycle (Days)	22	47	74
Revenue/Fixed Assets	13.36	4.73	3.73

OVERALL PERFORMANCE

Return on Capital	16.8%	9.1%	3.8%
Free Cash Flow/Revenue	1.3%	-0.9%	-2.7%

LIQUIDITY & LEVERAGE

Cash & Equivalents/Revenue	17.3%	8.5%	5.5%
Net Cash (Cash-STD/Rev)	4.5%	-3.4%	-10.8%
Funds from Operations/Revenue	5.7%	1.9%	-0.0%
Debt to Equity	0.01	0.10	0.26

MOTOR VEHICLES, PARTS, AND SUPPLIES (SIC: 501X) \$500 MILLION OR MORE - ASIA-PACIFIC

ANNUAL DETAILED WHAT-IF ANALYSIS

The What-If Analysis quantifies the 1st year cash flow benefits for MOTOR VEHICLES, PARTS, AND SUPPLIES (SIC: 501X) \$500 MILLION OR MORE - ASIA-PACIFIC, given improvements for each financial metric. This is based upon the Median company in the MOTOR VEHICLES, PARTS, AND SUPPLIES (SIC: 501X) \$500 MILLION OR MORE - ASIA-PACIFIC industry with 10 Million in Revenue.

Financial Metric	POWER OF ONE	
	Percentage Change	1st Year Cash Flow (in Millions)
Revenue	1.0%	0.00
Total Operating Expenses	-1.0%	0.10
Fixed Asset Utilization	-1.0%	0.02
1 Day Improvement		
Days in Inventory	-1.0	0.03
Days Sales Outstanding	-1.0	0.03
Days Purchases Outstanding	1.0	0.02
Total Benefit		0.20

MOTOR VEHICLES, PARTS, AND SUPPLIES (SIC: 501X) \$500 MILLION OR MORE - ASIA-PACIFIC

ANNUAL INDUSTRY TREND ANALYSIS

The Industry Trend Analysis compares MOTOR VEHICLES, PARTS, AND SUPPLIES (SIC: 501X) \$500 MILLION OR MORE - ASIA-PACIFIC 's financial metrics for the current year with those of the five previous years. The ▲ and ▼ arrows indicate the best and lowest performance for a given metric on a historical basis.

		Benchmark Years				
Current Year		2010	2009	2008	2007	2006
GROWTH & PROFITABILITY						
Revenue Growth	29.8%	31.2% ▲	-3.0% ▼	18.3%	18.9%	0.8%
Cost of Goods Sold/Revenue	85.1% ▼	85.1% ▼	81.4%	81.6%	78.8% ▲	79.7%
Gross Profit Margin	14.9%	14.9%	18.6%	18.4%	21.2% ▲	20.3%
Selling, Gen. & Admin/Revenue	8.8% ▲	8.8% ▲	11.4%	10.3%	12.2% ▼	11.6%
Research & Dev/Revenue	NA	NA	NA	NA	NA	NA
EBITDA/Revenue	4.2% ▼	4.2% ▼	4.7%	7.1%	8.0% ▲	7.6%
Depreciation & Amort./Revenue	NA	NA	NA	NA	NA	NA
Operating Income Margin	2.3% ▼	2.3% ▼	2.5%	4.5%	4.7% ▲	4.7%
Effective Tax Rate	17.9% ▲	17.9% ▲	24.2%	29.1% ▼	25.9%	22.5%
CAPITAL UTILIZATION						
Days Sales Outstanding	24	24	26	25	41 ▼	23 ▲
Days in Inventory	40 ▲	40 ▲	42	49	55	57 ▼
Days Purchases Outstanding	29 ▼	29 ▼	33	35	45 ▲	34
Cash Operating Cycle (Days)	47	47	47 ▲	55	62 ▼	60
Revenue/Fixed Assets	4.73	4.73	4.35	5.16 ▲	4.71	4.16 ▼
OVERALL PERFORMANCE						
Return on Capital	9.1%	10.1%	10.4%	10.7% ▲	9.0% ▼	9.4%
Free Cash Flow/Revenue	-0.9%	-1.1% ▼	3.4% ▲	1.8%	0.6%	2.6%
LIQUIDITY & LEVERAGE						
Cash & Equivalents/Revenue	8.5% ▼	8.5% ▼	8.7%	10.2%	10.4%	10.9% ▲
Net Cash (Cash-STD/Rev)	-3.4% ▼	-3.4% ▼	-0.9%	-2.3%	1.8% ▲	-0.3%
Funds from Operations/Revenue	1.9%	0.3% ▼	11.1% ▲	5.0%	5.0%	6.4%
Debt to Equity	0.10 ▲	0.10 ▲	0.10	0.16 ▼	0.13	0.12
▲ is Best Performance						
▼ is Lowest Performance						

**TOP AREAS OF OPPORTUNITY
QUESTIONS AND POTENTIAL SOLUTIONS**

Fixed Asset Utilization – Questions	Fixed Asset Utilization – Potential Solutions
<p>1. How effective is Build in managing activities like i) planning production and service delivery, ii) managing inbound logistics, iii) managing production, and iv) managing outbound logistics? Better build often improves fixed asset-related key performance indicators (KPI's)) utilization bottleneck and non-bottleneck resources, ii) planning / scheduling cycle time and schedule adherence, iii) manufacturing to ship cycle, iv) fleet utilization, and v) percentage reactive versus proactive maintenance. Which of these KPI's or others are you focused on improving by better build?</p>	<p>1. Build – 1. Supply Chain Management (SCM) Planning, 2. Supply Chain Management (SCM) Execution and 3. Production Solution*: SCM Planning includes solutions designed to improve costs and customer service including the total set of processes involved in forecast and demand planning, production logistics, and integrated supply and demand management. SCM Execution includes solutions designed to improve costs and customer service including the total set of processes involved in distribution networks, warehouse operations, production logistics, transportation and shipment management. The automotive production solution can help by controlling costs, increasing management efficiency and expediting time to market. You can improve market share by providing vehicles with the features and functionality customers demand. Also, you can increase long-term customer loyalty by delivering innovative products faster through collaboration with suppliers and increased productivity through improved decision making for plant management and control. Lastly, standardize systems and processes including order management, production and targeted vehicle recall, improves quality by providing near real-time manufacturing and logistics information flow across the enterprise.</p> <p>*Note: Aligned and Integrated Accounts only</p>
<p>2. How effective is Designing in managing activities like i) managing portfolio, ii) developing marketing and sales plan, iii) managing program, iv) developing concepts, products, and processes, and v) validating products and processes? Better design often improves fixed asset-related key performance indicators like i) development facilities utilization, ii) utilization of development staff on active projects, iii) percentage of asset and technology utilization, iv) success rate of product line extensions, and v) forecasted versus actual capital spending. Which of these KPI's or others are you focused on improving by better design?</p>	<p>2. Designing – Product Life Cycle Management (PLM): PLM typically extracts relevant information from your Production, SCM and CRM systems, associates it with product knowledge, and makes it available to the throughout the enterprise thereby providing a more insightful view of products being sold. This allows the entire network of companies, working together to conceptualize, design, build and support products, to operate as a single entity. PLM allows companies to share common business processes and a common knowledge of the product throughout all stages of its lifecycle, from concept to retirement. In automotive, computer aided engineering - vehicle design – allows you to use technology effectively to streamline product design, development and deployment. These solutions can help you quantify the robustness of a vehicle design and gain insight into the most likely behavior of an automobile – before the vehicle is built. Additionally, electronic and mechanical design systems can increase your engineering productivity, allow design collaboration, and speed time to market.</p>
<p>3. How effective is Information Technology in managing activities like i) formulating IT strategy, ii) managing IT operations, iii) developing and executing technology infrastructure, information management and design projects, iv) performing systems administration, and v) providing user support and training? Better management of IT often improves fixed asset-related key performance indicators like i) IT infrastructure utilization, ii) capital expenditure-operating expense mix of total IT spend, iii) total cost of ownership, iv) percentage of IT projects implemented on time, and v) realized ROI on IT projects. Which of these KPI's or others are you focused on improving by better IT?</p>	<p>3. Information Technology (IT) – 1. Consulting and Implementation Services, 2. Hardware and Software Technology and 3. Outsourcing: Consulting and Implementation Services include professionals providing expert advice and implementation. Hardware and Software Technology include solutions designed to support end-to-end solutions built on operating systems platforms. They are based on a design approach that helps you simplify design, deployment, and management by anticipating needs and opportunities. It is also designed to work together with other data and applications across your IT environment so that you can reduce the costs of ongoing operations, deliver high reliability and security in your IT infrastructure, and drive valuable new capabilities for the future growth of your business. Outsourcing typically takes over entire or parts of IT operations including system and application implementations, operations and maintenance.</p>
<p>4. How effective is Change and Configuration Management in managing activities like i) managing product, ii) managing process change, and iii) managing configurations? Better change and configuration management often improves fixed asset-related key performance indicators (KPI's) i) asset utilization, ii) production plan adherence, iii) logistics plan adherence, and iv) value asset base. Which of these KPI's or others are you focused on improving by better change and configuration management?</p>	<p>4. Change and Configuration Management – Product Life Cycle Management (PLM): Please see description of PLM in Designing solutions.</p>
<p>5. How effective is Finance and Accounting in managing activities like i) enforcing corporate controls, ii) providing audit and advisory services, iii) ensuring regulatory and tax compliance, and iv) collecting financial data and reporting? Better finance and accounting often helps improve fixed asset related-key performance indicators (KPI's) like i) asset management and reporting, ii) accuracy and timeliness of information and speed-to-decision, and iii) effectiveness of capital approval process. Which of these KPI's or others are you focused on improving by better finance and accounting?</p>	<p>5. Finances and Accounting – Financial Applications of Enterprise Resource Planning (ERP): The financial applications in ERP typically include general ledger, accounts payable, and accounts receivables. Financials can be stand-alone or integrated and can also include activity-based management and costing, cash and treasury management, expense management, cost allocation, budgeting, consolidations, and financial statement reporting.</p>

Revenue Growth - Questions	Revenue Growth – Potential Solutions
<p>1. How effective is Sales in managing activities i) attracting and acquiring customers, ii) shopping, configuring, and locating vehicles, iii) purchasing vehicles, and iv) assessing customer feedback? Better sales often improves revenue growth-related key performance indicators (KPI's) like i) segment target size to actual, ii) market share and share of customer spend, iii) customer retention, iv) customer focus ratings, and v) dealer feedback. Which of these KPI's or others are you focused on improving by better sales?</p>	<p>1. Sales – 1. Customer Relationship Management (CRM), 2. Business Intelligence (BI) and 3. Supply Chain Management (SCM) Sell-Side: CRM encompasses the business processes a company performs to identify, select, acquire, develop and retain its customers. CRM typically provides direct personalized customer sales, service and marketing activities through multiple channels or touch points. BI provides the tools to capture, store, process, access, and analyze customer data. Typically, BI includes i) Query and Analysis, ii) Reporting, and iii) Performance Management. SCM encompasses the processes of creating and fulfilling the market's demand for goods and services. SCM Sell-Side includes solutions designed to improve costs and customer service including the total set of processes involved in ordering and fulfillment.</p>
<p>2. How effective is Designing in managing activities like i) managing portfolio, ii) developing marketing and sales plan, iii) managing program, iv) developing concepts, products, and processes, and v) validating products and processes? Better design often improves revenue growth-related key performance indicators like i) target to actual pricing, ii) adherence to design goals, iii) design and process failure mode and analysis, iv) vehicle and parts quality, and v) time to market. Which of these KPI's or others are you focused on improving by better design?</p>	<p>2. Designing – Product Life Cycle Management (PLM): PLM typically extracts relevant information from your Production, SCM and CRM systems, associates it with product knowledge, and makes it available to the throughout the enterprise thereby providing a more insightful view of products being sold. This allows the entire network of companies, working together to conceptualize, design, build and support products, to operate as a single entity. PLM allows companies to share common business processes and a common knowledge of the product throughout all stages of its lifecycle, from concept to retirement. In automotive, computer aided engineering - vehicle design – allows you to use technology effectively to streamline product design, development and deployment. These solutions can help you quantify the robustness of a vehicle design and gain insight into the most likely behavior of an automobile – before the vehicle is built. Additionally, electronic and mechanical design systems can increase your engineering productivity, allow design collaboration, and speed time to market.</p>
<p>3. How effective is Service in managing activities like i) managing service and warranty, ii) managing parts, and iii) managing customer relationship? Better customer service often improves revenue growth-related key performance indicators (KPI's) like i) market share and share of customer spend, ii) customer retention, iii) customer focus ratings, iv) dealer feedback, v) order to delivery time. Which of these KPI's or others are you focused on improving by better customer service?</p>	<p>3. Service – 1. Customer Relationship Management (CRM), and 2. Telematics: Please see description of CRM in above Sales solutions. Telematics offer new ways to keep you in better touch with your customers, while keeping your customers in touch with the world. These solutions connect directly to your customers and offer value added services over the lifetime of vehicle. The can access vehicle data to help design safer vehicles with features and functionality the market demand. They also use remote diagnostics and on-site vehicle plug-ins to proactively notify customers of critical service requirement and market service opportunities.</p>
<p>4. How effective is Build in managing activities like i) planning production and service delivery, ii) managing inbound logistics, iii) managing production, and iv) managing outbound logistics? Better build often improves revenue growth-related key performance indicators (KPI's) like i) Inventory days of supply, ii) incentives per vehicle, iii) forecast accuracy, iv) order to delivery cycle time, and v) manufacturing cycle time. Which of these KPI's or others are you focused on improving by better build?</p>	<p>4. Build – 1. Supply Chain Management (SCM) Planning, 2. Supply Chain Management (SCM) Execution and 3. Production Solution*: SCM Planning includes solutions designed to improve costs and customer service including the total set of processes involved in forecast and demand planning, production logistics, and integrated supply and demand management. SCM Execution includes solutions designed to improve costs and customer service including the total set of processes involved in distribution networks, warehouse operations, production logistics, transportation and shipment management. The automotive production solution can help by controlling costs, increasing management efficiency and expediting time to market. You can improve market share by providing vehicles with the features and functionality customers demand. Also, you can increase long-term customer loyalty by delivering innovative products faster through collaboration with suppliers and increased productivity through improved decision making for plant management and control. Lastly, standardize systems and processes including order management, production and targeted vehicle recall, improves quality by providing near real-time manufacturing and logistics information flow across the enterprise.</p> <p>*Note: Aligned and Integrated Accounts only</p>
<p>5. How effective is Change and Configuration Management in managing activities like i) managing product, ii) managing process change, and iii) managing configurations? Better change and configuration management often improves revenue growth-related key performance indicators (KPI's) i) inventory days of supply, ii) time to market, iii) advanced product quality, and iv) down time. Which of these KPI's or others are you focused on improving by better change and configuration management?</p>	<p>5. Change and Configuration Management – Product Life Cycle Management (PLM): Please see description of PLM in Designing solutions.</p>

Cost of Goods Sold as a Percentage of Revenue – Questions	Cost of Goods Sold as a Percentage of Revenue – Potential Solutions
<p>1. How effective is Procurement in managing activities like i) developing procurement strategy and policies, ii) qualifying suppliers, iii) establishing supplier contracts and managing relationships, iii) managing purchase requisitions and orders, and iv) enabling supplier payment? Better procurement often helps improve cost of goods sold-related key performance indicators (KPI's) like i) total product costs, ii) number of suppliers, iii) maverick buying, iv) procurement lead and cycle time, and v) number of purchase orders and number of line items per purchase order. Which of these KPI's or others are you focused on improving by better procurement?</p>	<p>1. Procurement – Supply Chain Management (SCM) Buy-Side: SCM encompasses the processes of creating and fulfilling the market's demand for goods and services. SCM Buy-Side includes solutions designed to improve costs and customer service including the total set of processes involved in sourcing and procurement of all the goods and services a company needs to run its business.</p>
<p>2. How effective is Build in managing activities like i) planning production and service delivery, ii) managing inbound logistics, iii) managing production, and iv) managing outbound logistics? Better build often improves cost of goods sold-related key performance indicators (KPI's) i) unit production costs per vehicle ii) logistics dollars per vehicle, iii) percentage of full truck loads and backhauls, iv) manufacturing cycle time, and v) yields, scrap and rework. Which of these KPI's or others are you focused on improving by better build?</p>	<p>2. Build – 1. Supply Chain Management (SCM) Planning, 2. Supply Chain Management (SCM) Execution and 3. Production Solution*: SCM Planning includes solutions designed to improve costs and customer service including the total set of processes involved in forecast and demand planning, production logistics, and integrated supply and demand management. SCM Execution includes solutions designed to improve costs and customer service including the total set of processes involved in distribution networks, warehouse operations, production logistics, transportation and shipment management. The automotive production solution can help by controlling costs, increasing management efficiency and expediting time to market. You can improve market share by providing vehicles with the features and functionality customers demand. Also, you can increase long-term customer loyalty by delivering innovative products faster through collaboration with suppliers and increased productivity through improved decision making for plant management and control. Lastly, standardize systems and processes including order management, production and targeted vehicle recall, improves quality by providing near real-time manufacturing and logistics information flow across the enterprise.</p> <p>*Note: Aligned and Integrated Accounts only</p>
<p>3. How effective is Designing in managing activities like i) managing portfolio, ii) developing marketing and sales plan, iii) managing program, iv) developing concepts, products, and processes, and v) validating products and processes? Better design often improves cost of goods sold-related key performance indicators like i) target to actual costs, ii) adherence to design goals, iii) design and process failure mode and analysis, iv) vehicle and parts quality, and v) unit productions costs. Which of these KPI's or others are you focused on improving by better design?</p>	<p>3. Designing – Product Life Cycle Management (PLM): PLM typically extracts relevant information from your Production, SCM and CRM systems, associates it with product knowledge, and makes it available to the throughout the enterprise thereby providing a more insightful view of products being sold. This allows the entire network of companies, working together to conceptualize, design, build and support products, to operate as a single entity. PLM allows companies to share common business processes and a common knowledge of the product throughout all stages of its lifecycle, from concept to retirement. In automotive, computer aided engineering - vehicle design – allows you to use technology effectively to streamline product design, development and deployment. These solutions can help you quantify the robustness of a vehicle design and gain insight into the most likely behavior of an automobile – before the vehicle is built. Additionally, electronic and mechanical design systems can increase your engineering productivity, allow design collaboration, and speed time to market.</p>
<p>4. How effective is Service in managing activities like i) managing service and warranty, ii) managing parts, and iii) managing customer relationship? Better customer service often improves cost of goods sold-related key performance indicators (KPI's) like i) customer retention, ii) customer focus ratings, iii) warranty dollars per vehicle, iv) dealer feedback, and v) recall dollars and number of vehicles. Which of these KPI's or others are you focused on improving by better customer service?</p>	<p>4. Service – 1. Customer Relationship Management (CRM), and 2. Telematics: CRM encompasses the business processes a company performs to identify, select, acquire, develop and retain its customers. CRM typically provides direct personalized customer sales, service and marketing activities through multiple channels or touch points. Telematics offer new ways to keep you in better touch with your customers, while keeping your customers in touch with the world. These solutions connect directly to your customers and offer value added services over the lifetime of vehicle. The can access vehicle data to help design safer vehicles with features and functionality the market demand. They also use remote diagnostics and on-site vehicle plug-ins to proactively notify customers of critical service requirement and market service opportunities.</p>
<p>5. How effective is Change and Configuration Management in managing activities like i) managing product, ii) managing process change, and iii) managing configurations? Better change and configuration management often improves cost of goods sold-related key performance indicators (KPI's) i) advanced product quality, ii) number of changes late in engineering cycle, iii) percentage of change to product or process, iv) change over cost and time, and v) down time. Which of these KPI's or others are you focused on improving by better change and configuration management?</p>	<p>5. Change and Configuration Management – Product Life Cycle Management (PLM): Please see description of PLM in Designing solutions.</p>
<p>SEE DETAILED REPORT FOR ADDITIONAL QUESTIONS</p>	<p>SEE DETAILED REPORT FOR ADDITIONAL SOLUTIONS</p>

ADDITIONAL QUESTIONS AND POTENTIAL SOLUTIONS

Selling, General and Admin. (SG&A) as a % of Revenue – Questions	Selling, General and Admin. (SG&A) as a % of Revenue – Potential Solutions
<p>1. How effective is Finance and Accounting in managing activities like i) enforcing corporate controls, ii) providing audit and advisory services, iii) collecting cash and paying bills iv) ensuring regulatory and tax compliance, and v) collecting financial data and reporting? Better finance and accounting often helps improve SG&A-related key performance indicators (KPI's) like i) number of finance and accounting employees, ii) accuracy and timeliness of information and speed-to-decision, iii) internal customer satisfaction, iv) number of audits, and v) number of restatements of public financials due to errors. Which of these KPI's or others are you focused on improving by better finance and accounting?</p>	<p>1. Finances and Accounting – Financial Applications of Enterprise Resource Planning (ERP): The financial applications in ERP typically include general ledger, accounts payable, and accounts receivables. Financials can be stand-alone or integrated and can also include activity-based management and costing, cash and treasury management, expense management, cost allocation, budgeting, consolidations, and financial statement reporting.</p>
<p>2. How effective is Designing in managing activities like i) managing portfolio, ii) developing marketing and sales plan, iii) managing program, iv) developing concepts, products, and processes, and v) validating products and processes? Better design often improves SG&A-related key performance indicators like i) total design costs, ii) time to market, iii) number of engineering changes, iv) production validation testing, and v) quality planning sign-off and management approval. Which of these KPI's or others are you focused on improving by better design?</p>	<p>2. Designing – Product Life Cycle Management (PLM): PLM typically extracts relevant information from your Production, SCM and CRM systems, associates it with product knowledge, and makes it available to the throughout the enterprise thereby providing a more insightful view of products being sold. This allows the entire network of companies, working together to conceptualize, design, build and support products, to operate as a single entity. PLM allows companies to share common business processes and a common knowledge of the product throughout all stages of its lifecycle, from concept to retirement. In automotive, computer aided engineering - vehicle design – allows you to use technology effectively to streamline product design, development and deployment. These solutions can help you quantify the robustness of a vehicle design and gain insight into the most likely behavior of an automobile – before the vehicle is built. Additionally, electronic and mechanical design systems can increase your engineering productivity, allow design collaboration, and speed time to market.</p>
<p>3. How effective is Sales in managing activities i) attracting and acquiring customers, ii) shopping, configuring, and locating vehicles, iii) purchasing vehicles, and iv) assessing customer feedback? Better sales often improves SG&A-related key performance indicators (KPI's) like i) cost per sale, ii) customer acquisition cost, iii) marketing, advertising and promotion effectiveness, iv) number of and cost of channels, and v) customer focus rating. Which of these KPI's or others are you focused on improving by better sales?</p>	<p>3. Sales – 1. Customer Relationship Management (CRM), 2. Business Intelligence (BI) and 3. Supply Chain Management (SCM) Sell-Side: CRM encompasses the business processes a company performs to identify, select, acquire, develop and retain its customers. CRM typically provides direct personalized customer sales, service and marketing activities through multiple channels or touch points. BI provides the tools to capture, store, process, access, and analyze customer data. Typically, BI includes i) Query and Analysis, ii) Reporting, and iii) Performance Management. SCM encompasses the processes of creating and fulfilling the market's demand for goods and services. SCM Sell-Side includes solutions designed to improve costs and customer service including the total set of processes involved in ordering and fulfillment.</p>
<p>4. How effective is Service in managing activities like i) managing service and warranty, ii) managing parts, and iii) managing customer relationship? Better customer service often improves SG&A-related key performance indicators (KPI's) like i) customer service expense as a percentage of revenue, ii) average cycle time for customer request resolution iii) dealer feedback, iv) customer retention rate, and v) processing time for recall request. Which of these KPI's or others are you focused on improving by better customer service?</p>	<p>4. Service – 1. Customer Relationship Management (CRM), and 2. Telematics: Please see description of CRM in above Sales solutions. Telematics offer new ways to keep you in better touch with your customers, while keeping your customers in touch with the world. These solutions connect directly to your customers and offer value added services over the lifetime of vehicle. The can access vehicle data to help design safer vehicles with features and functionality the market demand. They also use remote diagnostics and on-site vehicle plug-ins to proactively notify customers of critical service requirement and market service opportunities.</p>
<p>5. How effective is Information Technology in managing activities like i) formulating IT strategy, ii) managing IT operations, iii) developing and executing technology infrastructure, information management and design projects, iv) performing systems administration, and v) providing user support and training? Better management of IT often improves SG&A-related key performance indicators like i) total cost of ownership, ii) number of IT employees, iii) realized ROI on IT projects, iv) IT design costs as percentage of total IT cost, and v) percentage of IT projects implemented on time. Which of these KPI's or others are you focused on improving by better IT?</p>	<p>5. Information Technology (IT) – 1. Consulting and Implementation Services, 2. Hardware and Software Technology and 3. Outsourcing: Consulting and Implementation Services include professionals providing expert advice and implementation. Hardware and Software Technology include solutions designed to support end-to-end solutions built on operating systems platforms. They are based on a design approach that helps you simplify design, deployment, and management by anticipating needs and opportunities. It is also designed to work together with other data and applications across your IT environment so that you can reduce the costs of ongoing operations, deliver high reliability and security in your IT infrastructure, and drive valuable new capabilities for the future growth of your business. Outsourcing typically takes over entire or parts of IT operations including system and application implementations, operations and maintenance.</p>
SEE DETAILED REPORT FOR ADDITIONAL QUESTIONS	SEE DETAILED REPORT FOR ADDITIONAL SOLUTIONS

Days In Inventory – Questions	Days In Inventory – Potential Solutions
<p>1. How effective is Build in managing activities like i) planning production and service delivery, ii) managing inbound logistics, iii) managing production, and iv) managing outbound logistics? Better build often improves inventory-related key performance indicators (KPI's) like i) planning production and service delivery, ii) managing inbound logistics, iii) managing production, and iv) managing outbound logistics. Which of these KPI's or others are you focused on improving by better build?</p>	<p>1. Build – 1. Supply Chain Management (SCM) Planning, 2. Supply Chain Management (SCM) Execution: and 3. Production Solution*: SCM encompasses the processes of creating and fulfilling the market's demand for goods and services. SCM Planning includes solutions designed to improve costs and customer service including the total set of processes involved in forecast and demand planning, production logistics, and integrated supply and demand management. SCM Execution includes solutions designed to improve costs and customer service including the total set of processes involved in distribution networks, warehouse operations, production logistics, transportation and shipment management. The automotive production solution can help by controlling costs, increasing management efficiency and expediting time to market. You can improve market share by providing vehicles with the features and functionality customers demand. Also, you can increase long-term customer loyalty by delivering innovative products faster through collaboration with suppliers and increased productivity through improved decision making for plant management and control. Lastly, standardize systems and processes including order management, production and targeted vehicle recall, improves quality by providing near real-time manufacturing and logistics information flow across the enterprise.</p> <p>*Note: Aligned and Integrated Accounts only</p>
<p>2. How effective is Procurement in managing activities like i) developing procurement strategy and policies, ii) qualifying suppliers, iii) establishing supplier contracts and managing relationships, iii) managing purchase requisitions and orders, and iv) enabling supplier payment? Better procurement often helps improve inventory-related key performance indicators (KPI's) like i) order quantity, ii) supplier lead time, iii) supplier order fill rate, iv) inventory in transit, and iv) safety stock. Which of these KPI's or others are you focused on improving by better procurement?</p>	<p>2. Procurement – Supply Chain Management (SCM) Buy-Side: SCM Buy-Side includes solutions designed to improve costs and customer service including the total set of processes involved in sourcing and procurement of all the goods and services a company needs to run its business.</p>
<p>3. How effective is Change and Configuration Management in managing activities like i) managing product, ii) managing process change, and iii) managing configurations? Better change and configuration management often improves inventory-related key performance indicators (KPI's) like i) number of changes late in the engineering process, ii) percentage of change affecting inventory, iii) scrap and rework affecting inventory, iv) change over time, and v) down time. Which of these KPI's or others are you focused on improving by better change and configuration management?</p>	<p>3. Change and Configuration Management – Product Life Cycle Management (PLM): Please see description of PLM in Designing solutions.</p>
<p>4. How effective is Sales in managing activities i) attracting and acquiring customers, ii) shopping, configuring, and locating vehicles, iii) purchasing vehicles, and iv) assessing customer feedback? Better sales often improves inventory-related key performance indicators (KPI's) like i) inventory turns, ii) finished goods inventory days of supply, iii) delivery performance to customer, iv) field forecast accuracy. Which of these KPI's or others are you focused on improving by better sales?</p>	<p>4. Sales – 1. Customer Relationship Management (CRM), 2. Business Intelligence (BI) and 3. Supply Chain Management (SCM) Sell-Side: CRM encompasses the business processes a company performs to identify, select, acquire, develop and retain its customers. CRM typically provides direct personalized customer sales, service and marketing activities through multiple channels or touch points. BI provides the tools to capture, store, process, access, and analyze customer data. Typically, BI includes i) Query and Analysis, ii) Reporting, and iii) Performance Management. SCM Sell-Side includes solutions designed to improve costs and customer service including the total set of processes involved in ordering and fulfillment.</p>
<p>5. How effective is Service in managing activities like i) managing service and warranty, ii) managing parts, and iii) managing customer relationship? Better customer service often improves inventory-related key performance indicators (KPI's) i) total supply chain response time to service request, ii) order to delivery time, iii) dealer parts supply needs, and iv) and percentage of common parts. Which of these KPI's or others are you focused on improving by better customer service?</p>	<p>5. Service – 1. Customer Relationship Management (CRM), and 2. Telematics: Please see description of CRM in above Sales solutions. Telematics offer new ways to keep you in better touch with your customers, while keeping your customers in touch with the world. These solutions connect directly to your customers and offer value added services over the lifetime of vehicle. The can access vehicle data to help design safer vehicles with features and functionality the market demand. They also use remote diagnostics and on-site vehicle plug-ins to proactively notify customers of critical service requirement and market service opportunities.</p>

Days Sales Outstanding – Questions	Days Sales Outstanding – Potential Solutions
<p>1. How effective is Finance and Accounting in managing activities like i) enforcing corporate controls, ii) providing audit and advisory services, iii) collecting cash and iv) collecting financial data and reporting? Better finance and accounting often helps improve accounts receivable-related key performance indicators (KPI's) like i) invoicing dates met, ii) invoice errors and adjustments, iii) overdue invoices and iv) bad debt. Which of these KPI's or others are you focused on improving by better finance and accounting?</p>	<p>1. Finances and Accounting – Financial Applications of Enterprise Resource Planning (ERP): The financial applications in ERP typically include general ledger, accounts payable, and accounts receivables. Financials can be stand-alone or integrated and can also include activity-based management and costing, cash and treasury management, expense management, cost allocation, budgeting, consolidations, and financial statement reporting.</p>
<p>2. How effective is Service in managing activities like i) managing service and warranty, ii) managing parts, and iii) managing customer relationship? Better customer service often improves accounts receivable-related key performance indicators (KPI's) like i) customer satisfaction and focus ratings, ii) dealer feedback, iii) product quality, iv) percentage of returns, and v) on-time delivery and repair completion. Which of these KPI's or others are you focused on improving by better customer service?</p>	<p>2. Service – 1. Customer Relationship Management (CRM), and 2. Telematics: CRM encompasses the business processes a company performs to identify, select, acquire, develop and retain its customers. CRM typically provides direct personalized customer sales, service and marketing activities through multiple channels or touch points. Telematics offer new ways to keep you in better touch with your customers, while keeping your customers in touch with the world. These solutions connect directly to your customers and offer value added services over the lifetime of vehicle. The can access vehicle data to help design safer vehicles with features and functionality the market demand. They also use remote diagnostics and on-site vehicle plug-ins to proactively notify customers of critical service requirement and market service opportunities.</p>
<p>3. How effective is Sales in managing activities i) attracting and acquiring customers, ii) shopping, configuring, and locating vehicles, iii) purchasing vehicles, and iv) assessing customer feedback? Better sales often improves accounts receivable-related key performance indicators (KPI's) i) customer satisfaction, ii) customer focus ratings, iii) product quality, iv) dealer feedback, and v) delivery performance to customer. Which of these KPI's or others are you focused on improving by better sales?</p>	<p>3. Sales – 1. Customer Relationship Management (CRM), 2. Business Intelligence (BI) and 3. Supply Chain Management (SCM) Sell-Side: Please see description of CRM in Service solution. BI provides the tools to capture, store, process, access, and analyze customer data. Typically, BI includes i) Query and Analysis, ii) Reporting, and iii) Performance Management. SCM encompasses the processes of creating and fulfilling the market's demand for goods and services. SCM Sell-Side includes solutions designed to improve costs and customer service including the total set of processes involved in ordering and fulfillment.</p>
<p>4. How effective is Build in managing activities like i) planning production and service delivery, ii) managing inbound logistics, iii) managing production, and iv) managing outbound logistics? Better build often improves accounts receivable-related key performance indicators (KPI's) i) customer satisfaction and feedback, ii) customer retention rate, iii) product quality, iv) percentage of returns, and v) order fulfillment lead. Which of these KPI's or others are you focused on improving by better build?</p>	<p>4. Build – 1. Supply Chain Management (SCM) Planning, 2. Supply Chain Management (SCM) Execution and 3. Production Solution*: SCM encompasses the processes of creating and fulfilling the market's demand for goods and services. SCM Planning includes solutions designed to improve costs and customer service including the total set of processes involved in forecast and demand planning, production logistics, and integrated supply and demand management. SCM Execution includes solutions designed to improve costs and customer service including the total set of processes involved in distribution networks, warehouse operations, production logistics, transportation and shipment management. The automotive production solution can help by controlling costs, increasing management efficiency and expediting time to market. You can improve market share by providing vehicles with the features and functionality customers demand. Also, you can increase long-term customer loyalty by delivering innovative products faster through collaboration with suppliers and increased productivity through improved decision making for plant management and control. Lastly, standardize systems and processes including order management, production and targeted vehicle recall, improves quality by providing near real-time manufacturing and logistics information flow across the enterprise.</p> <p>*Note: Aligned and Integrated Accounts only</p>

Days Purchases Outstanding – Questions	Days Purchases Outstanding – Potential Solutions
<p>1. How effective is Procurement in managing activities like i) developing procurement strategy and policies, ii) qualifying suppliers, iii) establishing supplier contracts and managing relationships, iii) managing purchase requisitions and orders, and iv) enabling supplier payment? Better procurement often helps improve accounts payable-related key performance indicators (KPI's) like i) supplier discount evaluation, ii) compliance with negotiated terms and iii) maverick buying. Which of these KPI's or others are you focused on improving by better procurement?</p>	<p>1. Procurement – Supply Chain Management (SCM) Buy-Side: SCM encompasses the processes of creating and fulfilling the market's demand for goods and services. SCM Buy-Side includes solutions designed to improve costs and customer service including the total set of processes involved in sourcing and procurement of all the goods and services a company needs to run its business.</p>
<p>2. How effective is Finance and Accounting in managing activities like i) enforcing corporate controls, ii) providing audit and advisory services, iii) collecting cash and paying bills iv) ensuring regulatory and tax compliance, and v) collecting financial data and reporting? Better finance and accounting often helps improve accounts payable-related key performance indicators (KPI's) like i) accuracy and timeliness of information to make decisions, ii) speed-to-decision, and iii) percentage of disputed invoices and overdue invoices. Which of these KPI's or others are you focused on improving by better finance and accounting?</p>	<p>2. Finances and Accounting – Financial Applications of Enterprise Resource Planning (ERP): The financial applications in ERP typically include general ledger, accounts payable, and accounts receivables. Financials can be stand-alone or integrated and can also include activity-based management and costing, cash and treasury management, expense management, cost allocation, budgeting, consolidations, and financial statement reporting.</p>
<p>3. How effective is Build in managing activities like i) planning production and service delivery, ii) managing inbound logistics, iii) managing production, and iv) managing outbound logistics? Better build often improves accounts payable-related key performance indicators (KPI's) i) percentage of on-time delivery of supplier, ii) item count deviation iii) percentage of rejected materials and products from suppliers, iv) products damaged during receipt and handling. Which of these KPI's or others are you focused on improving by better build?</p>	<p>3. Build – 1. Supply Chain Management (SCM) Planning, 2. Supply Chain Management (SCM) Execution and 3. Production Solution*: SCM encompasses the processes of creating and fulfilling the market's demand for goods and services. SCM Planning includes solutions designed to improve costs and customer service including the total set of processes involved in forecast and demand planning, production logistics, and integrated supply and demand management. SCM Execution includes solutions designed to improve costs and customer service including the total set of processes involved in distribution networks, warehouse operations, production logistics, transportation and shipment management. The automotive production solution can help by controlling costs, increasing management efficiency and expediting time to market. You can improve market share by providing vehicles with the features and functionality customers demand. Also, you can increase long-term customer loyalty by delivering innovative products faster through collaboration with suppliers and increased productivity through improved decision making for plant management and control. Lastly, standardize systems and processes including order management, production and targeted vehicle recall, improves quality by providing near real-time manufacturing and logistics information flow across the enterprise.</p> <p>*Note: Aligned and Integrated Accounts only</p>