

**Dashboarding at Applichem\***

Case questions require the following auxiliary data files, available on BB.

- *FXRates.txt*
- *PlantCosts.txt*
- *Workers.txt*
- *Production.csv*

Please write brief responses to be turned in on BB at the end of class, and be prepared to discuss and present your work with the class. You are free to work in teams and use the Internet, but must write up your own solutions and create your own excel files.

**Case Questions:**

1. Consider the following KPIs:
  - Average Daily Yield by Plant by Month
  - Output by Plant by Month (in millions of lbs)
  - Raw Material Cost by Plant by Month (\$)
  - Output per Worker by Month (in lbs /worker)
  - Cost per million lbs of Release-Ease Produced by Plant by Month (\$/ mlbs)

For each KPI:

- Compute the KPI and summarize your results in a table.
  - Are there any significant trends/changes you would want to look into? You will likely want to make a chart or plot to help you visualize changes over time.
  - Establish a high/low threshold for each firm. How big a movement would you need to see in the metric before you would flag an alert?
2. Based on your answers to the previous questions, what actionable business recommendations would you make to the operations team at Applichem? Be as specific as possible. If you have a hypothesis about a specific problem, describe it, and what the next steps to addressing it might be.
  3. Beyond the 4 KPIs listed above, describe and compute 2 other KPIs you believe Applichem should measure that can be computed from the data given and the information in the case. For each of your KPIs be sure to
    - Be specific about units and how it is computed.
    - Assess its usefulness using the framework we learned in class.

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\* This case is based upon HBS Case 9-694-030, "Applichem (A) Abridged" by Prof. Marie-Therese Flaherty and abridged by Prof. Jan Hammond and Gary Pisano. This extension was developed for USC Marshall's BUAD 425 by Prof. Vishal Gupta.

4. Create a dashboard summarizing what you think are the most important KPIs for the COO of Applichem to track based on your analysis above. Remember the elements of good dashboard design. Feel free to use Google for inspiration.