**Key Factors Worksheet**

To begin the evaluation process, review the applicant’s Organizational Profile. List the applicant’s Key Factors using the Areas to Address (Organizational Environment, Organizational Relationships, Competitive Environment, Strategic Context, and Performance Improvement System). Your team leader will assign the numbers once the team reaches Consensus on the Key Factors*.*

**Key Factors**

**P.1a Organizational Environment**

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| **#** | **Key Factor** |
| 1 | **Product and Service Offerings**: 3 main lawn tractor products: Commercial (50%); Household (30%); & Putting Green (20%).  **Delivery Mechanisms:** Partnership with CEVA Logistics for delivery of products to dealers (distributor network) which sell tractors direct to end-users, as well as maintain, service, and repair products. |
| 2 | **Mission**: Create new value through innovation and a focus on quality, cost, and delivery. **Vision:** Be the leading manufacturer of quality lawn tractors, with a low cost of ownership and the best overall value. **Values:** “\*Be Proud \*Lead \*Think Critically \*Respect Others” **Core Competencies:** Relationship Building, Idea Generation, Guiding Principles, Talent Development; Value Engineering (Future Core Competency) |
| 3 | **Workforce Profile**: 560 FT associates, 29 temporaries, organized by departments  **Workforce Groups and Segments**: No volunteers; 5% temporary. 33% have 10+ years of service; 58% hourly (production, shipping/receiving, support); 37% salaried or management (Admin, Quality, Facilities/Environmental, Engineers). Categories are Associates 64%, Management 18%, Engineers 18%.  **Diversity**: 70% male; 33% White, 62% African American 34% 18-31 and 32-47 years of age, 1% are 67 or older.  **Education**: 61% Diploma or equivalent; 9% AA/AS Degree, 10% BA/BS Degree, 1% Post-Grad, 19% Certifications. |
| 4 | **Major Facilities:** 600K sq. ft. facility  **Technology:** major technological processes include circuit testing, assembly, material analysis, in–process inspection, and final assembly;  **Equipment:** major equipment includes manufacturing equipment, backup power generators, IT servers, test products, logistics equipment, and forklifts. |
| 5 | **Regulatory Requirements**: Intense legal & regulatory environment – including state and national laws, regulations, and standards. IRS & NC audit requirements; DOL standards for workforce; and NCDENR requirements for air quality. Pursues voluntary International Organization for Standardization (ISO) accreditations in support of its MVV and core competencies. Certified ISO 9001 and ISO 14001 for its environmental management.  **Occupational health and safety regulations:** Subject to OSHA requirements; some requirements for PPE and specialized safety training. Annual workplace safety training for all associates. |

**P.1b Organizational Relationships**

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| 6 | **Organizational Structure**: Manufacturer of medium–size gas and diesel lawn tractors in Kinston, NC. One of four divisions under parent. Producing tractors since 2004. Parent company maintains a seven-member Board of Directors that provides overall governance. GG SLT consists of Plant Manager, Assistant Plant Manager and five Directors. The VP of Manufacturing supervisors and evaluates GG’s Plant Manager. |
| 7 | **Customers:** Commercial Dealers, Household Dealers  **Stakeholders:** Suppliers, Board of Directors, stockholders, associates, Dealers |
| 8 | **Suppliers:** Cultivars Engines, Core Tires, Earthmover, Furrows, Diatomaceous Earth  **Partners:** Local Community College, Local University, CEVA, NC Manufacturing Extension Program Center |

**P.2a Competitive Environment**

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| 9 | **Competitive Position**: 3rd leading manufacturer of medium-size gas and diesel power lawn tractors in North America. Estimated 3,815,000 lawn tractors in operation with yearly growth factor of 15%. |
| 10 | **Competitive Changes**: Offshore competition- customers not wanting to pay a premium for “made in USA” product. New product features have been copied by the competition and now considered standard equipment. |
| 11 | **Comparative Data**: Data leveraged from inside and outside manufacturing to help identify the best path for future investment and growth. Limitations of comparative data are timeliness (data typically lagging more than a year) and applicable Best in Class data. |

**P.2b Strategic Context**

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| 12 | **Strategic Challenges**:  SC1 - Technical Associate Retention (Business, Operations, Workforce)  SC2 - Offshore Competition (Business, Operations)  SC3 - Cyber security (Business, Operations, Societal Responsibilities) |
| 13 | **Strategic Advantages**:  SA1 - Brand Awareness/Reputation (Business, Operations, Societal Responsibilities, Workforce)  SA2 - Strategic Partnerships with Suppliers, Education Systems, Partners, Dealers (Business, Operations)  SA3 - SQDCPME- Safety, Quality, Delivery, Cost, People, Maintenance, Environment (Business, Operations, Societal Responsibilities, Workforce) |

**P.2c Performance Improvement System**

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| 14 | **Performance Improvement System**: Key elements include: Balance scorecards, SQDCPME, KPI’s and are used to reinforce systematic processes |