

## Appendix 2 A list of success factors

Please note that success factors do not neatly fit within a perspective, they can often be in more than one perspective

<b>SF environment &amp; community</b>	
Positive public perception of organization	<input type="checkbox"/> Yes <input type="checkbox"/> No
Be seen in the community as a viable employer	<input type="checkbox"/> Yes <input type="checkbox"/> No
Supporting minorities through employment	<input type="checkbox"/> Yes <input type="checkbox"/> No
Minimizing pollution and waste	<input type="checkbox"/> Yes <input type="checkbox"/> No
Supporting educational institutions (share knowledge via organization's website)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Encouraging voluntary assistance by staff to the local community	<input type="checkbox"/> Yes <input type="checkbox"/> No
Recognition by industry for environmental endeavors	<input type="checkbox"/> Yes <input type="checkbox"/> No
Good working relationships with key community organizations	<input type="checkbox"/> Yes <input type="checkbox"/> No
Supporting local businesses (% of purchases to have local content)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Enhanced community interaction (favorable reputation in the community)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Environmentally friendly culture and reputation ( use of environmentally friendly materials)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>SF for internal process</b>	
Delivery in full on time, all the time to our key customers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Finding better ways to do the things we do everyday	<input type="checkbox"/> Yes <input type="checkbox"/> No
Product leadership in industry	<input type="checkbox"/> Yes <input type="checkbox"/> No
Maintaining a safe and healthy workplace	<input type="checkbox"/> Yes <input type="checkbox"/> No
Enhancing operational efficiency, e.g. reducing cost per transaction	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increasing linkages with key suppliers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Optimizing technology that matters	<input type="checkbox"/> Yes <input type="checkbox"/> No
Completion of projects on time and to budget	<input type="checkbox"/> Yes <input type="checkbox"/> No
Encouraging innovation that matters	<input type="checkbox"/> Yes <input type="checkbox"/> No
Enhancing quality	<input type="checkbox"/> Yes <input type="checkbox"/> No
Occupational health and safety legislation compliance	<input type="checkbox"/> Yes <input type="checkbox"/> No
Timely, accurate, decision based information	<input type="checkbox"/> Yes <input type="checkbox"/> No
We finish what we start	<input type="checkbox"/> Yes <input type="checkbox"/> No
Timely maintenance of assets	<input type="checkbox"/> Yes <input type="checkbox"/> No
Paperless information flow between key suppliers and customers	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>SF for finance</b>	

Reducing supply chain costs	<input type="checkbox"/> Yes <input type="checkbox"/> No
Optimize revenue from profitable customers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Growth in revenue and product mix to our profitable customers( new products, new applications, new customers and markets, new relationships, new product & service mix, new pricing)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Cost reduction/productivity improvement ( reduce unit cost, improve channel mix, reduce operating expenses)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increasing the gross margin	<input type="checkbox"/> Yes <input type="checkbox"/> No
Optimal utilization of assets and resources	<input type="checkbox"/> Yes <input type="checkbox"/> No
Improved risk management ( better forecasting, broaden revenue base, increase brand awareness etc)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increased in overall spend by key customers (getting a larger slice of business from our important customers)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increased repeat business from key customers ( leading to increasing market share)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Optimization of working capital ( optimizing stock levels and minimizing debtors)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Fiscally responsible management, by all managers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Improving cash flow	<input type="checkbox"/> Yes <input type="checkbox"/> No
Maximize off-season potential	<input type="checkbox"/> Yes <input type="checkbox"/> No
Being a preferred supplier for key customers ( more success at tenders, more non tender opportunities)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Recovery of chargeable hours	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>SF for customer focus</b>	
Delivery in full on time, all the time to our key customers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Introduction of new services that add value to our key customers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increased repeat business from our key customers(increased % of sales from top 10% of customers)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Improve turnaround time from order to delivery for our key customers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Our customers being active advocates for our business (especially our key ones)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Identify and capture the potential of new and emerging markets	<input type="checkbox"/> Yes <input type="checkbox"/> No
New and innovative low-cost access channels for our products and services	<input type="checkbox"/> Yes <input type="checkbox"/> No
Getting the right product in the right place at the right time	<input type="checkbox"/> Yes <input type="checkbox"/> No
Seeking excellence in every aspect of our interaction	<input type="checkbox"/> Yes <input type="checkbox"/> No
Acquisition of profitable customers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Retention of key customers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Positive brand recognition	<input type="checkbox"/> Yes <input type="checkbox"/> No

<b>SF for learning and growth</b>	
Create an environment where our people are encouraged to meet their full potential	<input type="checkbox"/> Yes <input type="checkbox"/> No
Create an environment where our people are encouraged to accept their role in meeting our challenges	<input type="checkbox"/> Yes <input type="checkbox"/> No
Culture of continued learning	<input type="checkbox"/> Yes <input type="checkbox"/> No
Developing internal leadership amongst managers	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increasing employee productivity	<input type="checkbox"/> Yes <input type="checkbox"/> No
Developing strategic skills within management	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increasing adaptability and flexibility of staff	<input type="checkbox"/> Yes <input type="checkbox"/> No
More open access for staff to strategic information	<input type="checkbox"/> Yes <input type="checkbox"/> No
Improved alignment of individual and organizational goals	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increasing empowerment (delegated decision making)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increasing productivity through increase in skills, motivation, etc	<input type="checkbox"/> Yes <input type="checkbox"/> No
Multi faceted support to employees' growth (coaching, mentoring, managed by skilled managers, succession planning, project opportunities)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Innovative ideas from staff encouraged and adopted quickly	<input type="checkbox"/> Yes <input type="checkbox"/> No
R&D and knowledge rewarded and encouraged	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>SF employee satisfaction</b>	
Rewarding and recognizing our existing staff	<input type="checkbox"/> Yes <input type="checkbox"/> No
Attracting quality staff to the organization	<input type="checkbox"/> Yes <input type="checkbox"/> No
"Stay, say, strive engagement with staff"	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increase in employee satisfaction	<input type="checkbox"/> Yes <input type="checkbox"/> No
Positive company culture (supported by survey, active and well supported social club etc)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Provide opportunities staff to grow	<input type="checkbox"/> Yes <input type="checkbox"/> No
Supporting balance in working and home life (respect different working styles / working hours)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Appropriate reward and recognition structure for all	<input type="checkbox"/> Yes <input type="checkbox"/> No
Continuous learning environment	<input type="checkbox"/> Yes <input type="checkbox"/> No
Promoting open decision making	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increasing recognition throughout the organization (e.g. recognition being a daily activity for managers and staff, celebrating success etc.)	<input type="checkbox"/> Yes <input type="checkbox"/> No
A pleasant physical work environment for all staff	<input type="checkbox"/> Yes <input type="checkbox"/> No