

TABLE 1: Blue Hose Performance Data (Note: Dollar Amounts in thousands)

PERFORMANCE DATA	Current Period	Previous Period	Two Periods Prior	Three Periods Prior
Accounts: Number Lost	4	3	2	2
Accounts: Total Number	71	73	70	68
Assets: Total	\$1,500	\$1,750	\$1,610	\$1,600
Cost of goods sold	\$3,850	\$3,570	\$3,450	\$3,601
Cost of Off-Quality Production	\$288	\$207	\$179	\$116
Costs: Total	\$5,484	\$5,213	\$4,935	\$5,305
Customer Complaints: Number Received	12	8	7	6
Customer Inquires: Number Received Including Complaints	24	23	22	24
Cycle Time in Days (Average)	16	15	14	3
Debt: Total	\$480	\$438	\$386	\$352
Direct Material (Yarn): Cost of Defective Yarn Received	\$113	\$102	\$90	\$84
Direct Material (Yarn): Cost of Yarn Purchased and Used	\$1,617	\$1,464	\$1,380	\$1,404
Direct Material: Std Yarn Input Allowed for Actual Output Achieved	\$1,540	\$1,400	\$1,325	\$1,350
Fixed Costs: Total	\$1,100	\$1,100	\$1,100	\$1,100
Interest Expense	\$14.00	\$13.50	\$13.00	\$1250
Inventory	\$375	\$438	\$403	\$400
Looms Failing Inspection (Red Flagged)	50	45	30	23
Looms Inspected	750	750	750	750
Machine Downtime in Minutes	14,688,000	1,232,000	10,368,000	8,640,000
Machine Setup Time in Minutes	8,640	6,496	5,400	4,320
Machine Time Available in Minutes	86,400,000	6,400,000	86,400,000	86,400,000
Manufacturing Costs: Total	\$3,850	\$3,570	\$3,450	\$3,601
Non-Direct Material Manufacturing Costs	\$2,233	\$2,106	\$2,070	\$2,197
Number of Department Employees (equal number of weavers and fixers)	276	254	240	240
Number of Days Late Shipments were Late (Average)	5	4	53	
Operating Income	\$16.50	\$36.75	\$65.00	\$69.88
Orders Cycled	37	33	31	30
Orders Cycled on Time	30	24	26	18
Orders Due	38	33	32	30
Orders Due \$	\$6,700	\$6,600	\$6,560	\$6,750
Orders Per Customer Contact	0.13	0.12	0.11	0.09
Orders Shipped	36	31	31	28
Orders Shipped Complete	36	31	30	2
Orders Shipped On Time	26	23	24	19
Qualified Weavers on Duty	118	116	115	18
Response Time to Customer Complaints in Days (Average)	1.1	1.4	2.2	3.5
Response Time to Potential Customer Inquiries in Days (Average)	0.5	0.7	0.9	1.4
Sales From New Products	\$660	\$578	\$500	538
Sales Lost Due to Poor Quality or Late Delivery Reputation (Estimate)	\$675	\$630	\$600	\$600
Sales: Company (Orders Shipped \$)	\$5,500	\$5,250	\$5,000	\$5,375
Sales: Industry	\$78,575	\$65,625	\$62,500	\$63,250
Set-Ups Performed	36	29	27	24

Standard Manufacturing Costs for Actual Output	\$3,581	\$3,427	\$3,519	\$3,961
Throughput Time in Days (Average)	21	18	17	16
Throughput (Sales Purchased Yarn Cost)	\$3,883	\$3,786	\$3,620	\$3,971
Training Costs	\$166	\$186	\$209	\$203
Variable Costs: Total	\$4,384	\$4,113	\$3,835	\$4,205
Weighted Average Number of Common Shares Outstanding	100	100	100	100
Yards of Fabric Milled: Defective (Points and Majors)	29,700	48,375	56,700	83,025
Yards of Fabric Milled: Total	990,000	967,500	945,000	922,500