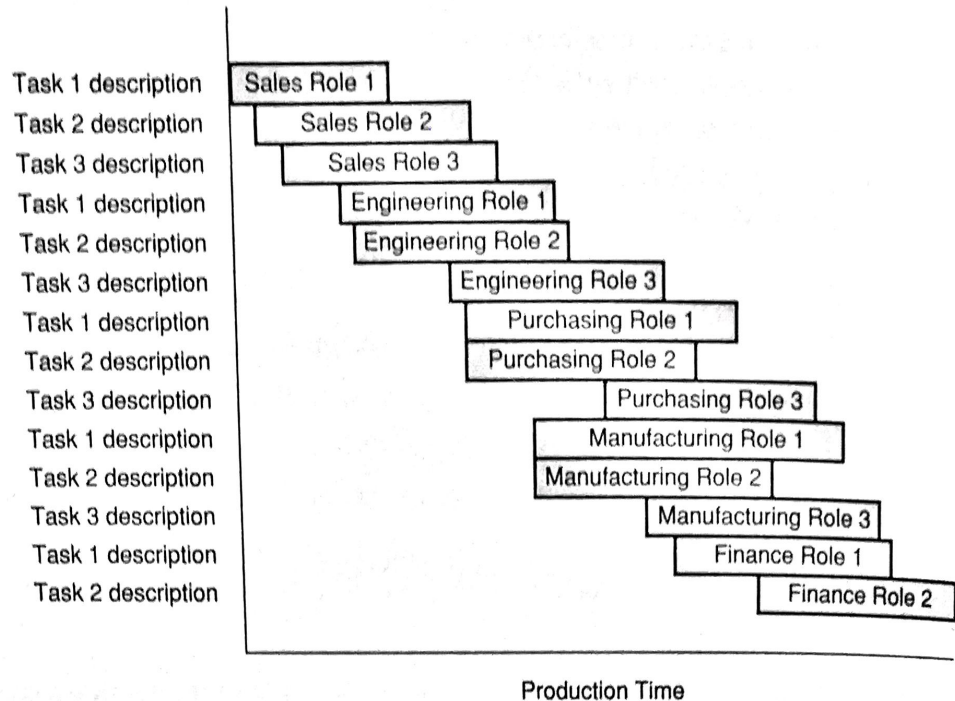


responsible for accumulating the data and creating the Order-to-Cash timeline. The timeline should include each task and role description. The duration is implied in the timeline itself. Figure 2.6 is an example of how the Order-to-Cash timeline would appear with all the information included.

FIG. 2.6

The Order-to-Cash timeline is a high-level, visual tool that estimates horizontal process characteristics.



**Order-to-Cash Timeline
(Manufacturing Example)**

The completed Order-to-Cash timeline is used by the process team to bring visibility to the organization's current business practices. Using the timeline as a guide, the process team can identify areas in which the potential for process risk is high. For example, engineering changes increase the time a design spends in engineering or preproduction before manufacturing is able to produce the product. Furthermore, the Order-to-Cash timeline can be used as a starting point for the Orgware DEM.

Performing a Reality Check

The reality check's purpose is for the process team to obtain clear direction from the steering committee on which processes it must include in the process alignment step. To accomplish this, the process team must complete the following:

- Collect relevant process statistics.
- Conduct a steering committee review meeting.

Collecting Process Statistics Depending on your organization's particular industry and Order-to-Cash version, the statistics that are meaningful vary. Many interesting statistics exist in a manufacturing environment, such as the following: