- Number of engineering change notices (ECN) per production order
- Number of production orders that had ECNs
- Number of days the Materials Requirement Planning (MRP) changed
- Number of on-time deliveries
- Amount of work in progress
- Number of customer product configuration changes
- Number of days supplier deliveries were late

It may be an arduous task for the process team members, but the statistics need to be gathered to support any need for improvement. The process team must agree on which statistics are of importance to their particular process.

Conducting a Timeline Review Meeting   The purpose of the steering committee review meeting includes the following:

- Review the process timeline with senior management.
- Review the process statistics.
- Compare the statistics against expectations of senior management.
- Identify candidate processes to improve.

The process team leader is responsible for reviewing the Order-to-Cash timeline with the steering committee. If time and space permit, it is beneficial to have the entire process team attend the review meeting. Not only does that provide a solidarity in the findings, it allows detailed questions to be answered during the meeting and not deferred. A deferred decision requires another meeting and slows the process.

The purpose of reviewing the process statistics is to provide the steering committee with examples of reality to compare against (sometimes) different perceptions of management. Consider an organization that has a goal of delivering a product within a specific amount of time. The process statistics illustrated that the total duration was nearly equal to this time. However, when the total duration is calculated to include engineering change notices, the duration exceeds the delivery goal. Furthermore, it is shown that every production order exhibited at least one Engineering Change Notice (ECN). Hence, it is proven that the expectations of management with respect to delivery cycle time cannot be met. Although fictional, this simple type of reality setting is not uncommon.

The process team can now identify candidate processes for improvement. Consider, as candidates, processes that do the following:

- Slow the business
- Resist change
- Impede quality
- Create cost