**00:04**  
Steven Wilt  
Hey, Soon.

**00:06**  
Gray, Steven  
Hey, Steve.

**00:06**  
Steven Wilt  
Good morning. How are you doing today?

**00:09**  
Gray, Steven  
Doing well. How are you?

**00:11**  
Steven Wilt  
Well for Monday? Doing pretty good. How's your, how's your weekend? Good.

**00:16**  
Gray, Steven  
Pretty good. I tried to stay cool as much as possible.

**00:20**  
Steven Wilt  
Well, I'll tell you what, it's just hitting everybody on the east side of the country, isn't it?

**00:24**  
Gray, Steven  
Yeah, yeah, it was hot with normal temperature, like got up to mid-90s or so. And then plus with the heat index, it was over 100 for certain days. And so it was pretty toasty.

**00:38**  
Steven Wilt  
Yeah, we got, for some reason we got lucky yesterday. It was, it's in the 90s like it is in. You're in Chicago, right? Yeah. So in mid-90s, you know, it's hot, the dog doesn't want to go out for a walk. It's too hot. And all of a sudden we had this huge storm come through. It was very isolated. So if you looked at, I looked at the map, there's one big blob going right over our house. But it was great because we had like 3 inches of rain like in an hour.

**01:06**  
Gray, Steven  
Oh, geez.

**01:07**  
Steven Wilt  
But so it took care of watering the lawn and stuff like that. I worry about that today. And it just, it cooled things off for a while. It was nice. It was, it cooled down to the mid-70s and then once the storm left, it crept up again. So. But we have a little relief. Nice.

**01:20**  
Gray, Steven  
That's good.

**01:24**  
Steven Wilt  
Where would you like to. So where would you like to start our conversation? I think there's two things. One is the, I think KPI's dashboard, and the other one is the kind of value.

**01:37**  
Gray, Steven  
Doesn'T matter to me. Do you have a preference?

**01:40**  
Steven Wilt  
Let's. If we do the value one first and then we can talk about KPIs. That okay. Yeah. So I think last. I don't, I don't know the exact numbers, but thank you for doing all you've done in this. So I think last time we spoke, the value of that outcome in terms of EBITDA, if I'm not mistaken, it was $5 billion or something. It was in that range, I don't remember. And its potential then of that outcome, basically. But based on our win rates and things like that, I think doubled or something. It was in the 14 billion dollar range or whatever. Is that, is that, am I generally correct?

**02:21**  
Gray, Steven  
See, I think looking at, just pulling up the spreadsheet, the potential value in revenue came out to about 10 billion. And then EBITDA was about 2 billion.

**02:37**  
Steven Wilt  
Okay, gotcha. Okay, and what in our current EVO level is. Is what again? Oh, there we go. Thanks.

**02:46**  
Gray, Steven  
Here, zoom in a bit. Okay, so here was our annual revenue for each division from 2024. And then I use the most recent EBITDA margin for each division that I could find to then get the EBITDA values, which are displayed up at the top here. So all between 350 and 4. 20 million across the 3 divisions.

**03:21**  
Steven Wilt  
Okay, so that's 7. That's 10. So collectively, our EBITDA is collectively, what are we at there? A billion dollars?

**03:35**  
Gray, Steven  
Yeah, 1.1.

**03:37**  
Steven Wilt  
1.1 billion. Okay, so let me show you something here. Let me show you a model I put together that I use with other clients, and I want to share it with you to get your reaction to it. If we keep in mind that $1.15 billion. Can I share my screen? Yeah. Okay, so one of the things we'd like to do is begin talking about what is the value? And then we off. I don't know what the number was, but. So what is the value of outcomes? So based on this number here, if I look at the major clusters we have our gps, I could I consider the. The value of using the baseline destination number, $1.15 billion in EBITDA. This is the value that these different clusters produce in terms of ebitda.

**05:05**  
Steven Wilt  
And the way I've gotten this is I've taken and looked at every. So, for example, here's our parent outcome, right? Our destination. We have two children that drive that on the gps. Customers delight in an electrifying experience that they never imagined possible. And that parent had these children going, driving to it. Now, now include what's driving into. This is our operations, our workforce, our partners and employees are inspired. So if you remember. Let me go to the GPS real fast. You remember our gps. These, these are the two children we're talking about. But what supports. These are really everything to its left. And what supports. So this is what we refer to as more of our driving strategies, if you will. The driving outcomes, okay, these are more of our enabling. So we need partners to make sure we drive products.

**06:13**  
Steven Wilt  
We need partners to make sure we deliver an experience. We need talent, we need operations, we need environment. So the logic of the model is each of these contribute to drive this. This parent and I just put in some arbitrary percentages here, some. Some logic, common sense kinds of things to account for 100 of the 35%. And, and I just, I chose these arbitrarily. We could sit here and say customers delight in electrifying experience, contributes 50% and this contributes 50. Whatever, whatever percentage we want to play with.

**06:56**  
Gray, Steven  
Yep.

**06:57**  
Steven Wilt  
And then it just goes, it goes on beyond that. And I just take every one of these and do the same kind of logic all the way down to the fact that our, the left side of our gps, all the cultural kinds of things. Employees are inspired, engaged and able to do extraordinary things. We have those six clusters over there. I just put some percentages based on some intuition and some experience. My perception of Molex because this can, this contrives contributes to this and everything that's left. And I just took the same template, I took the dollars we just put in there and I just took the same percentages to come up with those dollars.

**07:38**  
Gray, Steven  
Okay.

**07:39**  
Steven Wilt  
Now this is a, a model and it's one I wanted to share with you. We don't need to really discuss. I'm gonna show, I'm gonna send a spreadsheet to you and I just, I'm just curious to know what your reaction to this is. What do you think about this? It's a bit of a different way of looking at things. But what we really want to start to do is kind of enhance the attention towards outcomes based thinking. And one of the best ways to do that is begin to show what percent or how these outcomes are impacting the business. And just doing this over the years, EBITDA is probably the best measure because nobody can really argue with ebitda.

**08:19**  
Steven Wilt  
You can talk about, you can argue revenue, you can argue other things in between the P and L when it comes to your bottom line. What are these outcomes doing to contribute to your bottom line? And so now we can get a sense. I don't believe we'll ever get these numbers to be really super accurate because I think it's impossible to do that just because we're playing this percentage game over here. Yep. But I think the model is really interesting. I think it fosters some really interesting conversations. And now all of a sudden when we start looking at our products and our whole, all our outcomes relates to the process we're working on. If this be, if this became comfortable to us.

**09:01**  
Steven Wilt  
So we can explain this and we can justify these, how we got to these numbers, now we can start talking about that based on our current ebitda products contribute $749 million a year. That EBITDA number. And then we can break that down even Further, and we can look at the other things that are within that, within our products cluster to see what they're doing. And then we can start talking about potential. Because our potential is what can we do to improve that. And if we look at, there's about a billion, a 1.1 billion dollar difference. And then if we do it, I like the Disney model. Disney always kind of. They think about 1%. If we just improve things 1%, what does that mean to us? Well, if we just improve 1% of this difference, every 1% improvement is worth $12 million to us.

**09:57**  
Steven Wilt  
2 or 3%, that's 30. So we can see the multiple, the multiplying effect. So I'll send this to you and maybe when you have a chance to think about this, we could talk further about. But I wanted to share with you just as a different point of view because I know you're the numbers guy, so just kind of socializing with you to see what you think.

**10:22**  
Gray, Steven  
Yeah, I like that a lot. Like the breakdown, I guess. One question on either view of the other sheets that you had shared, is the far. The further right that you go. Am I accurate in saying that's kind of the hierarchy where the further right you get more granular, or are those just different groups based on how the different outcomes showed up?

**10:51**  
Steven Wilt  
No, actually this is the GPS kind of flip to where the, when we look at the gps, we go from right to left where that thing's at. Right. And it's a good point. I think I should probably change this till we go from right to left as well. But this is just the opposite. Okay, so when you look at the gps, this one, these are the two children off the parent.

**11:19**  
Gray, Steven  
Yep.

**11:21**  
Steven Wilt  
Now you may say, you know what, let's go to this one over here. You may say, I don't think that's. I think this is more. Maybe this is. Let's go 45% and 55%. I may have messed this up already. Anyway, we can change. Let me just make sure the fields are correct. We can play around with those percentages right there. Those, those two percentages alone will trigger everything else to the whole spreadsheet and it will change these numbers over here so we can play around with it. But I'm more, what, I'm more interested, Steven, once you have a chance to think about this for a bit, is circling back with you.

**12:18**  
Steven Wilt  
Because what I like to do is have a Conversation with Mike about how do we start looking at the value of outcomes versus the value of a project, for example, and how do we start bringing those together so we can start maybe exploring and changing some of our thinking in terms of, instead of looking at individual projects, let's look at the portfolio of activities to drive an outcome because that outcome is worth this much money to us in terms of ebitda. So it gives us just a little different filter to have those kind of conversations about.

**12:52**  
Gray, Steven  
Yeah, definitely.

**12:54**  
Steven Wilt  
So I'll send that to you and we can, when we say to our next screen, we can talk again. Awesome. And then the other thing I want to share with you is this. So now I'll share this with you as well. So if we go to the work were doing before here, I think we left off here, and we had these outcome, excuse me, these metrics, the ones in orange are ones you're currently using. The other ones we talked about, these are some other ones. And these are some potential metrics over here. So I just put those into this table. So all those across the top. And I started to just go down this and say, okay, and these are all our outcomes, the parent outcome of each cluster and their children. And I just started to look at where's my primary relationship.

**13:52**  
Steven Wilt  
So for example, this idea of always choosing Molex first, which we've been working on. So this is a 3, 2, 10 scale. Three, it's a direct, it's a direct relationship. It's an explicit measurement of that outcome. Two, it's moderate. One is illogical. One and zero, there's no relationship. So I didn't necessarily go through all the two, three, two ones. I was, I'm more interested just playing around with the primary relationships. And again, we can go through this right now. You can take this and kind of look at this, whatever you'd like to do. But I just went down and I said, okay. Oh, and these, by the way, these little guys in red, those are our mission critical outcomes. When the team decide what's mission critical, these are those outcomes.

**14:38**  
Steven Wilt  
But what I always look for, I always challenge myself to have what's the fewest number of measurements I can have to tell a story and tell it effectively. And where this has become useful in other conversations with other companies is we start seeing the nesting effect. So for example, customers delight in an electrifying experience they never imagined possible. Well, we have this customer delight score that we come, we talked about and that was our list of measurements. And I would say that is an explicit measurement of this outcome. Now do I need to measure other things in here? Maybe, but everything every, all these other kids, these children go to this parent. So everything in here is implied. All this is implied.

**15:32**  
Steven Wilt  
So if this numbers, if this metric's going the right direction, I can be confident that these outcomes are going the right direction. We may decide that we have, we want to measure something explicitly. But if I measure that explicitly, I can do a great job hitting that metric. But it doesn't necessarily mean I got to the, to the parents. So I don't know if this is helpful. I don't know if this when I, when I saw your email, that's what came to mind in terms of a tool that we can put together and we can start. And so the one that's that become more interesting is the whole product one. So the NPV win rate vitality to me is a direct, could be a direct measure of that. We preempt the market in the cap of most products.

**16:21**  
Steven Wilt  
There's another one over here that I didn't give it a three, but I gave it a two. So I see a couple different metrics that can drive that outcome. And then if I get down to some of these other measures here, I see different relationships happening here. But I just put together this together as a straw model.

**16:40**  
Gray, Steven  
Yeah.

**16:41**  
Steven Wilt  
To see if this would be helpful and if this was kind of what you were asking about in your mouth.

**16:47**  
Gray, Steven  
Yeah, definitely. I think this will be helpful. After you sent some of your feedback, I did start to think through a little bit just based on the existing KPIs, what the outcomes would currently be in my mind. So I wanted to ask, let's say a, an outcome or a KPI doesn't directly tie to an existing outcome. In your experience, does that typically result in, hey, maybe weren't thinking about the outcomes from a full frame of reference and we want to add one. Or is it, hey, maybe the KPI isn't as valuable as we initially thought and there's a better way to measure something similar and tie that directly to the existing outcomes.

**17:33**  
Steven Wilt  
Yeah, it's probably more the latter, I think. I think if we're measuring something that we don't see a direct outcome on the gps, it's likely that we may just missed it. Okay, but what's it, what's I think is what's interesting though is when you, if you had a metric that you're measuring and there's no outcome on the GPS that we can measure. What is that outcome? Where does it fit on the gps? We can do this together if you have those kinds of things. And then what I think where it becomes more revealing is we would add that we can. So by the way, I have all the metrics here that we have in our little loosen board and these are other ones we talked about.

**18:17**  
Steven Wilt  
Well, you can, you know, we have all the definitions here as well if you just mouse over it. But we can add more metrics up here and you can go through the exercise and see where's that metric aligned to primarily, moderately, lightly or no relationship. And if you find out that metric's a pretty low level metric or more a more granular kind of metric, but it rolls up to a higher order metric, then I think you can have a question. Is, is it important that we have, that we measure something explicitly or are we comfortable that we can maybe eliminate that metric? And, and we're comfortable that is implied in a higher level metric.

**18:59**  
Gray, Steven  
Right.

**19:00**  
Steven Wilt  
So we know one thing. We know that we know the GPS is good, but it's not perfect and it's, and there's, there's many things that we haven't included on there and that outcome from that metric may be one of them. So if we have those kind of measurements, let's develop an outcome that goes with it and where that outcome may fit on the GPS and let's reflect it on this type of a spreadsheet and then we can start, have maybe a better conversation. Should we measure it or shouldn't measure it or whatever the conversation may be? Yeah.

**19:38**  
Gray, Steven  
Okay, that makes sense. And I think I'll, I will add in on that first row there. I'd like to see what this looks like with some of our lower level KPIs that we wouldn't necessarily say that we've, you know, quote turned on yet, but the plan is to do that because I'd like to see what happens where some of the lower level KPIs were able to tie to an outcome, but maybe the higher level, not so much. Does it, does that mean that are we, does it make sense to just look at the lower level in that case? And we don't really need the higher level of abstraction. So this, I'll think through some of that as going through it, but it just gets my mind Spinning on some of that. What does it look like through different lenses.

**20:21**  
Steven Wilt  
That's right. And the other option that we can also do, and I, on column B here, I only added the parent and the children. We can go, we can go to the parents, grandkids too. We can add more outcomes in here because we have 217 outcomes on the GPS or something like that. So if we find that you have a metric that doesn't really kind of relate to these outcomes, we probably want to go to the GPS to see if it's a lower level outcome. This already exists on the gps. And then if not, we can decide should we add it? Should we. And the only thing I'd like to do, Stephen, when we do that, so maybe it would make sense if this makes sense to you.

**21:07**  
Steven Wilt  
If you want, I'll send this spreadsheet to you and you can add rubber, you want to add to it. You can, you can test this out a little bit and then we can get back together. I, I know Joe's gone this week, but maybe if we got together when he's back and let, maybe the three of us can talk about. Because Joe's really kind of becoming, he's becoming kind of a ob tier, right. He's, he's really understanding the gps. And one of the things that we have to do with the GPS is kind of keep it up to date and maintained when we make some changes to it. So this would be a good example to where we want to make some refinements to it. And if he's involved with it, we can do it together and it's a good learning experience.

**21:50**  
Gray, Steven  
Yeah.

**21:50**  
Steven Wilt  
If that makes sense to you.

**21:52**  
Gray, Steven  
Yep, definitely sounds good.

**21:55**  
Steven Wilt  
Okay, so I'll send these to you. Do you want to do any of this while we're on the call now, or do you want to take this offline and think about it? We get back together. What, what's best for you?

**22:11**  
Gray, Steven  
Maybe if we walk through one or two examples first while we're here, while we got some time, and then I can maybe take the rest.

**22:20**  
Steven Wilt  
Sir, do you want to. How would you like to do that?

**22:47**  
Gray, Steven  
Maybe let's take one of the existing KPIs and then one of the ones that were, that came from the, that the gps.

**22:56**  
Steven Wilt  
Okay, that.

**22:57**  
Gray, Steven  
So maybe like the. Let's do a customer delight score since we've been talking about that, and maybe vitality, since there's next to Each other and easy.

**23:08**  
Steven Wilt  
Yes. And vitality is a current measurement, I think. Right?

**23:11**  
Gray, Steven  
Yep.

**23:12**  
Steven Wilt  
Okay. So by definition the light scores like customer satisfaction, but we're asking to go beyond satisfaction if we did something more than just satisfy them. The metric is generally gathered like a CSAT score through a survey. So if we go down this list, what, what outcome do we feel that measurement, that definition is a direct reflection of. So in my mind anyway, I was going through this, nothing about choosing Molex first and it's not really around attracting customers. But when it comes to customers delight in an electrifying experience that they never imagined possible. And we have a customer delay score, that's kind of an obvious relationship.

**24:06**  
Gray, Steven  
Yep. So in that example where we have that the three so it's the strongest correlation, would we then be looking to also do the same at some of those lower levels or since we know that it's a three at that top level that customer delight is. Or in an electrifying experience that they never imagined possible that it's kind of assumed that for all the child objects that it's going to be or the child outcomes it's going to be the same. So we can just move past those.

**24:43**  
Steven Wilt  
When I, when I did this, that's what I concluded. And the reason why is I'm thinking to myself it's easy for customers to do business with us. How, how would I measure that? Or I have an unbelievable level of service to deliver every customer. How would I measure that? So I, I go through and I guess how would I actually measure. These are all good. I don't know how I measure trust. You know, I, I don't know how I would measure those things explicitly and do it in an efficient way. So for me personally, you may disagree on this.

**25:14**  
Steven Wilt  
If we, if we actually had this index to where, because when we developed a score and we asked a customer to give some feedback, we can build a survey around these four questions and give them a three question or four question, please fill us out kind of thing. But you may decide differently. You may say, you know what? I think we really need to measure this unbelievable level of service. So the question is how do you, how would you do that? That metric look like. Yep. And that's when I start convincing myself this is a good metric right here. It's easy for me to get. I can put it in place. And for now I would be satisfied that this is that all These are leading indicators of, this is a lagging indicator of all these things and that's how I would rationalize that.

**26:11**  
Steven Wilt  
But again, you or somebody else may see it differently.

**26:14**  
Gray, Steven  
That makes sense. So you could also, or could you also think of it as. Yes, we know that the relationship is there. We want to measure it at the top level. So then wherever we're assigning threes and maybe even some twos, that's where we're more confident in the right level that we want to measure it in as well as opposed to measuring it down at some of the child outcomes.

**26:40**  
Steven Wilt  
Yes, yes. And then two kind of building on that you trigger thought is that if we actually have this metric on our dashboard and we find out that the metric's not going the direction we want to go in, that may cause us to pause and investigate why and we may decide that we want to measure that is more explicit if we find an area that we have to target and improve upon.

**27:03**  
Gray, Steven  
Okay, okay, that makes sense.

**27:06**  
Steven Wilt  
And if I go look at Customer Delight, I don't think I indicated anything else along this area because it doesn't really measure my ability to produce. Now I consider and argue that if my customer is delighted, yeah, maybe we've preempted the market but I think we have to be careful too not to stretch this too far and be, I'd rather be much more conservative than liberal and how we, otherwise we'll make a really confusing thing here and so on and so forth. So that's kind of what I did on that one. And there's nothing else here that I would associate that with. But if you go to npv, win rate vitality, this is the percent of total revenues that come from newly launched products. And this is already a KPI molex. So this is revenue from newly launched products.

**28:02**  
Steven Wilt  
So when I went through this, I'm thinking to myself, revenue from newly launched products. Again, I'm looking for the three relationships. If we're getting revenue from newly launched products, I can sit there and at least my mind I logically said this is really a measurement how we preempt the market and the competition with the most sought after products. I don't know that that's really a, an exact relationship, but it's in my mind I, I can say, you know, we're already using it, we're already using the indicators already being measured. I, I would tie it to that potentially. I don't know if you agree with that, but that's kind of was my logic. Yeah. And I don't think in that case there's any other ones down here that I said. But if we go over here, let's go to these two.

**28:59**  
Steven Wilt  
These two are current measurements as well. R D is percent of revenue. That's the effect of R D. And Capex is capital employed. So if I go down this. I found that the R and D is a percent of revenue. We lead in developing and applying new technologies to products. I gave that a three. It's not apparent. So we could be measuring wind range vitality and you know, subordinate trial is down here. We're measuring. If I keep on going down here, I could say that I saw. I see these things as really talking about operations. I can see that if R and D is a percent of revenue and I gave these twos and ones and threes, we must be. Maybe this is giving us some measure of how well we're doing, aligning resources and focus on the priorities.

**29:58**  
Steven Wilt  
Because if we're developing R D effectively, an appropriate funding. I gave it a one. The way we work is to continue to optimize. I don't know if R and D as a percent of revenue by itself told me I'm optimizing the way we work. But if I'm driving more revenue, I can make it. I can kind of make that logical connection. Cap, CapEx, the same thing in this case. I gave this one a three. And we actually have on our GPS around that. I think we have this. We're responsible stewards. We talk about operating expenses, are prudently managed, appropriate funding. So we have other outcomes. Maybe we're missing an outcome on cat on capital, I don't know. But that may be an example where you may have another metric that you want to. That we want to employ.

**30:56**  
Steven Wilt  
We can find a home for it on the gps. We keep that kind of up to date. But. Excuse me. So that was my rationale for those measurements. I don't think anything else out there. Okay. Yeah. So it's pretty simple actually. And. But I, I find this, I find doing this is helpful and it's. And it brings some clarity and it helps you make some decisions. Because when you look at metrics just kind of one plane, you know, one surface, you don't always see relationships and you don't always see the nesting effect in terms of leading and lagging indicators. So I. I found this Always be kind of a useful tool.

**31:41**  
Gray, Steven  
Yeah.

**31:42**  
Steven Wilt  
Yeah.

**31:43**  
Gray, Steven  
Like that a lot. Yeah.

**31:47**  
Steven Wilt  
So you want to. You want to do any more? You want to. Is there. Is there a metric you have now that you want to see if it's on the GPS or you want it?

**31:57**  
Gray, Steven  
Let's see. Yeah. I think when I was thinking through this, I was struggling to come up with an outcome myself for vitality. So that was one of the ones that I wanted to. To go through. But I think what you have there makes sense. And I'll go through more myself and look at some of the child components of that outcome to see if there's anything else that we would think would tie directly to vitality. But that one was really one of the ones that I was, when I was just going through a brief exercise myself, that I was getting a bit stuck on trying to create outcomes myself.

**32:40**  
Gray, Steven  
So I'll go through the rest of them and see where those match up to the outcomes defined in the gps and then maybe highlight just on my end where I've defined outcomes and see where the, I guess the potential gaps are based on what's in the GPS today and just use that to discuss in our next session.

**33:03**  
Steven Wilt  
Great. And. And Joel will be back next week. If we need to meet sooner, that's fine. But if we wait till Joe gets back, that'd be. That'd be fine, too. Yeah.

**33:14**  
Gray, Steven  
I'll look at Joe's calendar and grab some time for us for next week to review everything.

**33:20**  
Steven Wilt  
That sounds good. Okay. And, yeah, I'll send you both these. I'll send both these spreadsheets to you so you have them.

**33:30**  
Gray, Steven  
Perfect.

**33:31**  
Steven Wilt  
Okay.

**33:31**  
Gray, Steven  
Sounds good. Yep.

**33:32**  
Steven Wilt  
Thanks, Stephen.

**33:33**  
Gray, Steven  
Awesome. Thanks, Steve. Have a good rest of your day.

**33:36**  
Steven Wilt  
You too. Thank you.

**33:37**  
Gray, Steven  
Thanks. Bye.