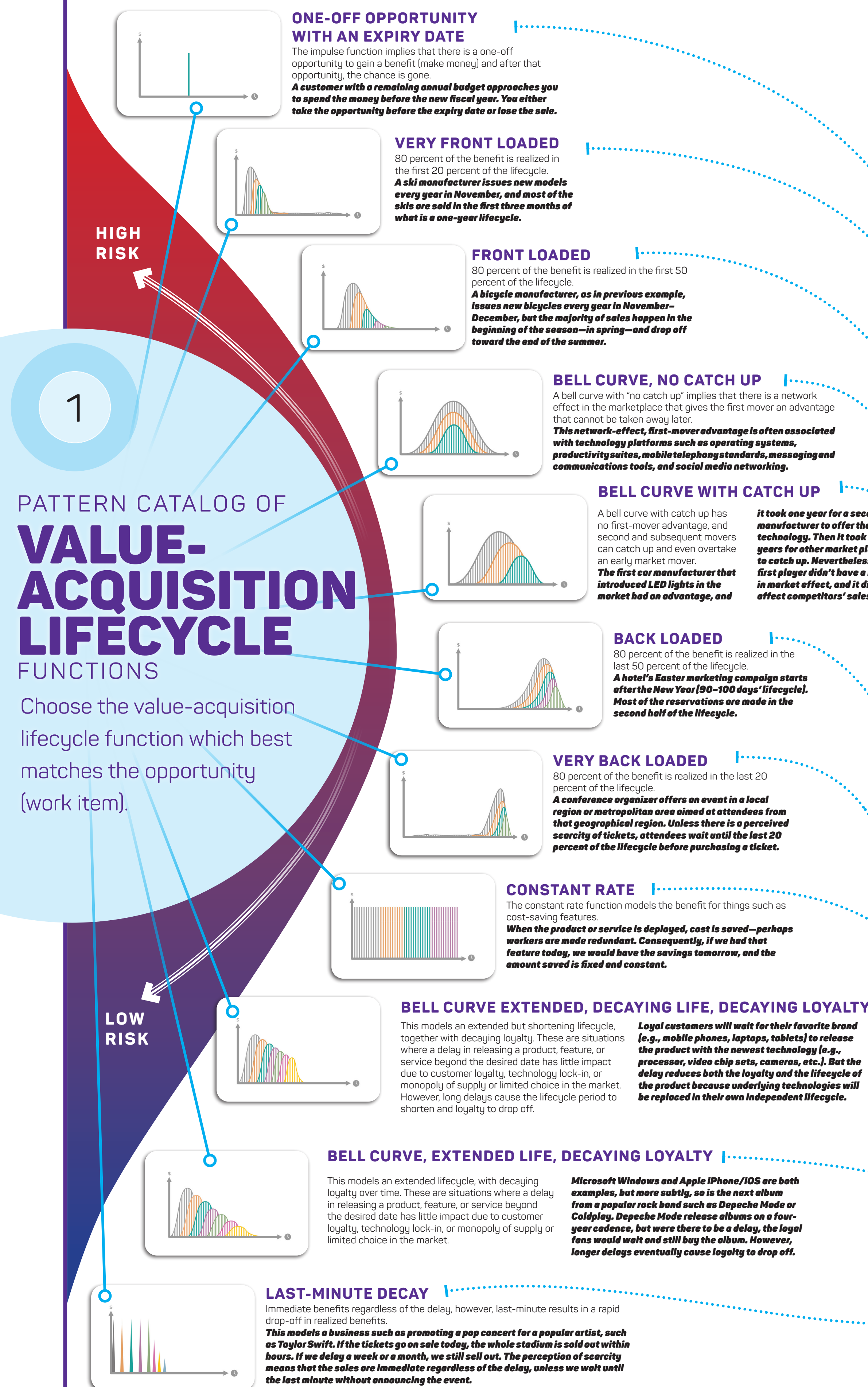


Triage Tables

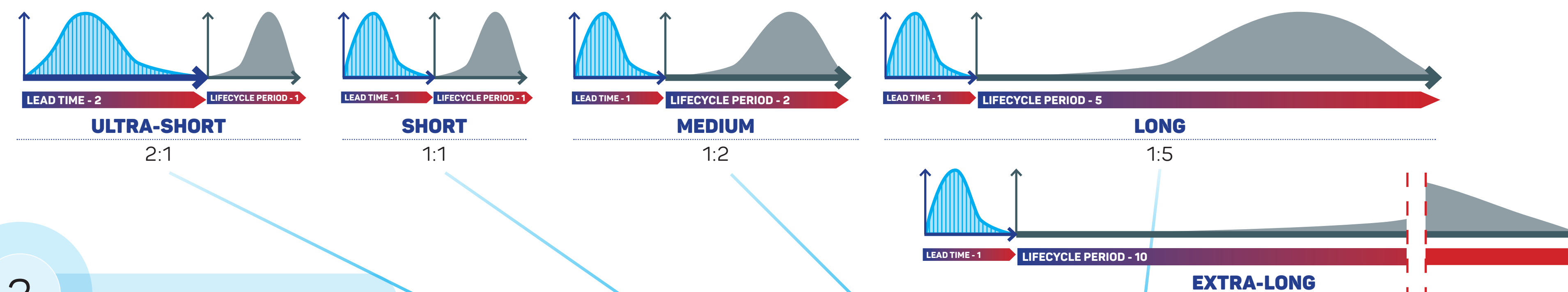
PRAGMATIC, ACTIONABLE, QUALITATIVE GUIDANCE ON COST OF DELAY



TAXONOMY OF: SHELF-LIFE RATIO

How long does it take to deliver vs. how long you will receive a benefit

Determine the shelf-life ratio – the ratio of the lead time distribution range to the lifecycle period.



TRIAGE TABLE: CLASS OF SERVICE

- CONCAVITY**
- ONE-OFF OPPORTUNITY
 - V. FRONT-LOADED
 - FRONT-LOADED
 - BELL CURVE #1 (1ST MOVER ADV)
 - BELL CURVE #2 (W/ CATCH UP)
 - BACK-LOADED
 - V. BACK-LOADED
 - CONSTANT RATE
- CONVEXITY**
- EXT. LIFE #1
 - EXT. LIFE #2
 - LAST-MINUTE DECAY

CLASS OF SERVICE	CONCAVITY				
	INSTANT	ULTRA-SHORT (<1 delivery cycle)	SHORT (1 delivery cycle)	MEDIUM (2-4 delivery cycles)	LONG (5-10 delivery cycles)
FIXED DATE	FIXED DATE	FIXED DATE	FIXED DATE	FIXED DATE	STANDARD
FIXED DATE	FIXED DATE	FIXED DATE	FIXED DATE	STANDARD	STANDARD
FIXED DATE	FIXED DATE	FIXED DATE	STANDARD	STANDARD	STANDARD
FIXED DATE	STANDARD	STANDARD	STANDARD	STANDARD	INTANGIBLE
STANDARD	STANDARD	STANDARD	STANDARD	INTANGIBLE	INTANGIBLE
STANDARD	STANDARD	STANDARD	INTANGIBLE	INTANGIBLE	INTANGIBLE
STANDARD	INTANGIBLE	INTANGIBLE	INTANGIBLE	INTANGIBLE	INTANGIBLE
INTANGIBLE	INTANGIBLE	INTANGIBLE	INTANGIBLE	INTANGIBLE	INTANGIBLE
INTANGIBLE	INTANGIBLE	INTANGIBLE	INTANGIBLE	INTANGIBLE	INTANGIBLE

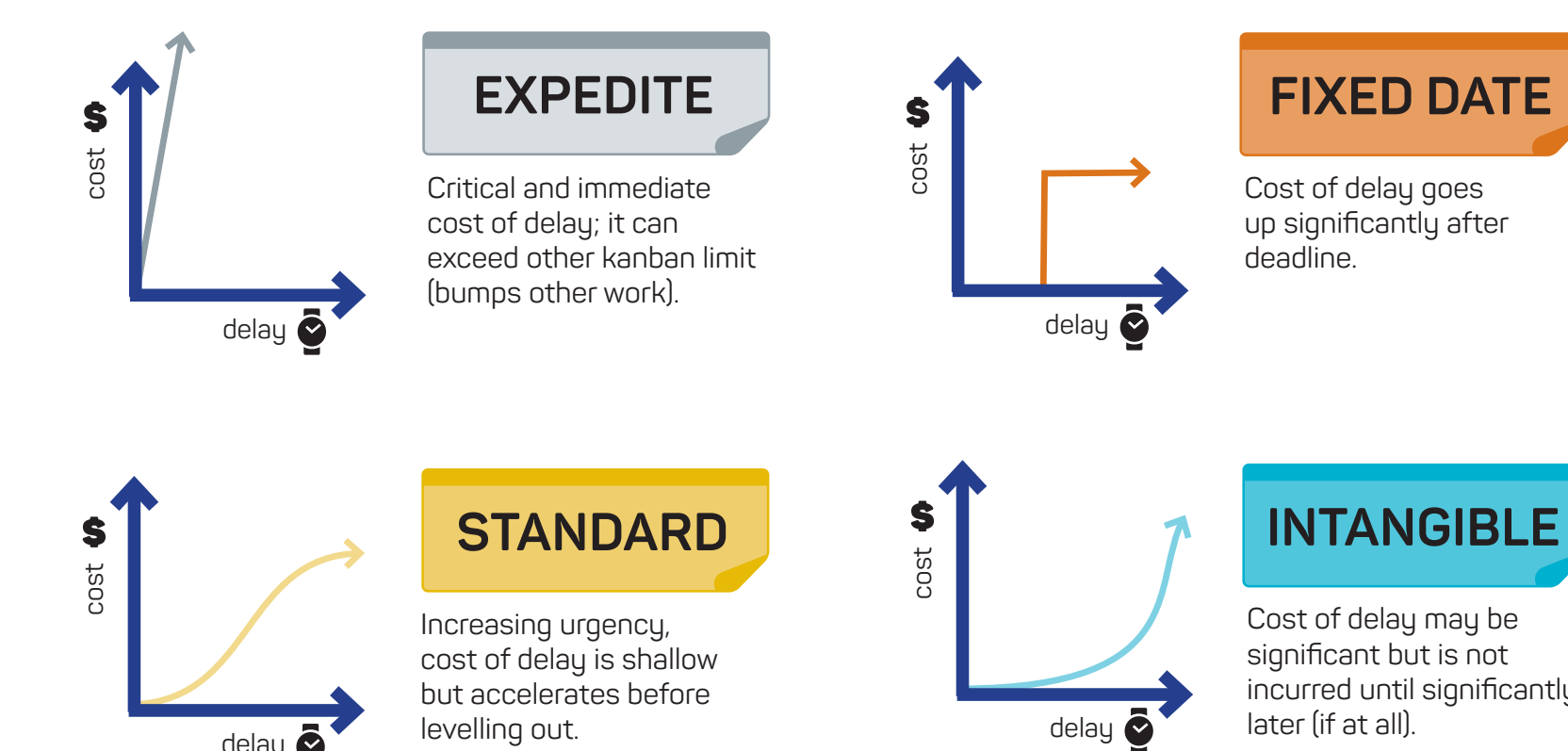
Modify default position using advice from tables 7.1 or 7.2

USING TRIAGE TABLE

- PART 1. DETERMINING DEFAULT CLASS OF SERVICE**
- Choose the lifecycle value function which best matches the opportunity (work item). **1**
 - Determine the "desired delivery date", when the lifecycle begins (or value creation is first possible).
 - Determine the shelf-life ratio: the ratio between the lead time (how long does it take to deliver) vs. lifecycle period (how long will you receive a benefit from it). **2**
 - Look up the Triage Tables for default class of service. **3**
- PART 2. MODIFYING CLASS OF SERVICE FOR START DATE**
- Determine the start date range using today's date, lead time period and your desired delivery date. **5**
 - Determine customer expectations for delivery time:
 - Don't care: without any expectations.
 - SLA/SLE: within Service Level Agreement / Expectations.
 - Deadline: delivery date is fixed.
 - ASAP: as soon as possible.
 - Zero Tolerance: missed delivery date = total loss of the opportunity.
 - Indicate the lead time probability curve: thin or fat tailed. **6.1** **6.2**
 - Look up Triage Table modifier - thin or fat tailed according to your case. **7.1** **7.2** Read how to change your previous position. Come back to the Class of Service Triage Table **3** or straight to the Classes of Service explanation. **4** In case of an "Expedite" result to find out about the class of service of your work item.

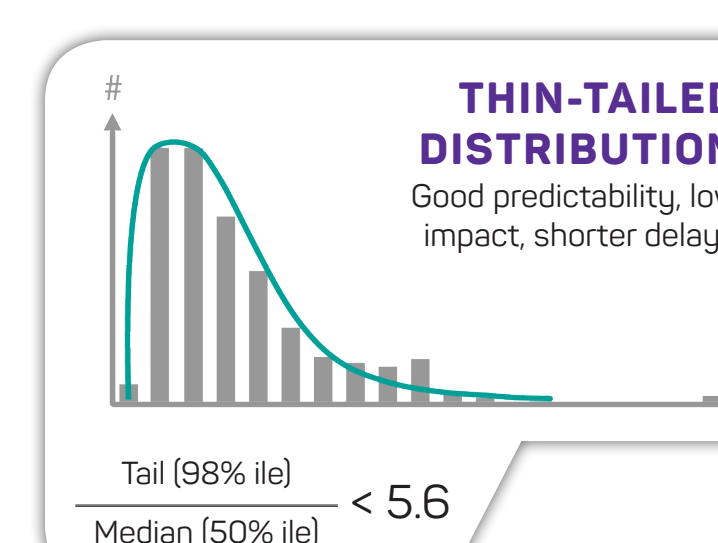
4 CLASSES OF SERVICES MAPPED TO COST OF DELAY

Look up Triage Table for class of service.



TRIAGE TABLES MODIFIERS

Look up thin-tailed or fat-tailed Triage Table modifier, as appropriate, and determine modified location on Triage Table. **3**



6.1

7.1

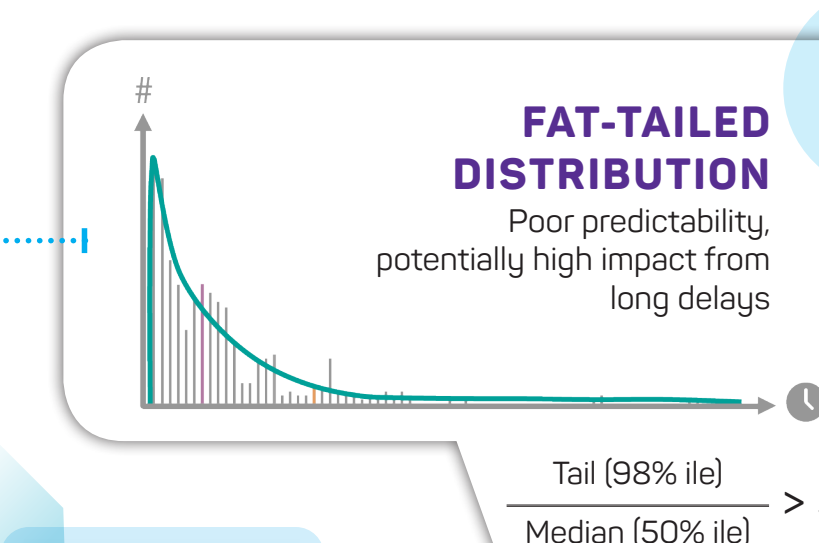
TRIAGE TABLE MODIFIER MEOICRISTAN THIN-TAILED LEAD TIME

Trustworthy delivery...
Deadlines are used only for high cost of delay items. FIXED DATE class of service assumes a deadline is likely.

7.2

TRIAGE TABLE MODIFIER EXTREMISTAN FAT-TAILED LEAD TIME

Untrustworthy delivery...
Deadlines are much more common due to a lack of trust and will often be used even for low cost of delay items. SLA/SLEs will be missed regularly.



6.2

START DATE RANGES

Determine the start date range using today's date, lead time distribution, and desired delivery date:

