



Smart Servicing 2.0



Involvement Every Mind

GMAC Real Estate Services Quality Roadmap

Performance Excellence Using Six Sigma and the Balanced Scorecard

- Lean/Six Sigma is a business improvement methodology that aims to achieve the fastest rate of improvement in customer satisfaction, cost, quality, process speed, and invested capital
- Balanced Scorecard is a management system used to communicate strategic objectives, assess performance and provide measurement clarity
- In combination, Balanced Scorecard establishes the priorities for strategic initiatives and Six Sigma provides the methodology for effective execution

Six Sigma's Core Principles

- Manage the organization as a system of connected processes
- Apply the Scientific Approach - DMAIC
- Use the full range of statistical tools that are available for analyzing and solving problems
- Respect and build upon the knowledge, experience and dedication of people throughout the organization

Six Sigma Tools

Six Sigma DMAIC Methodology answers these fundamental and important questions.

Define Phase

What is important?

Measure Process

What does the data tell us?

Analyze Opportunity

What can we do better?

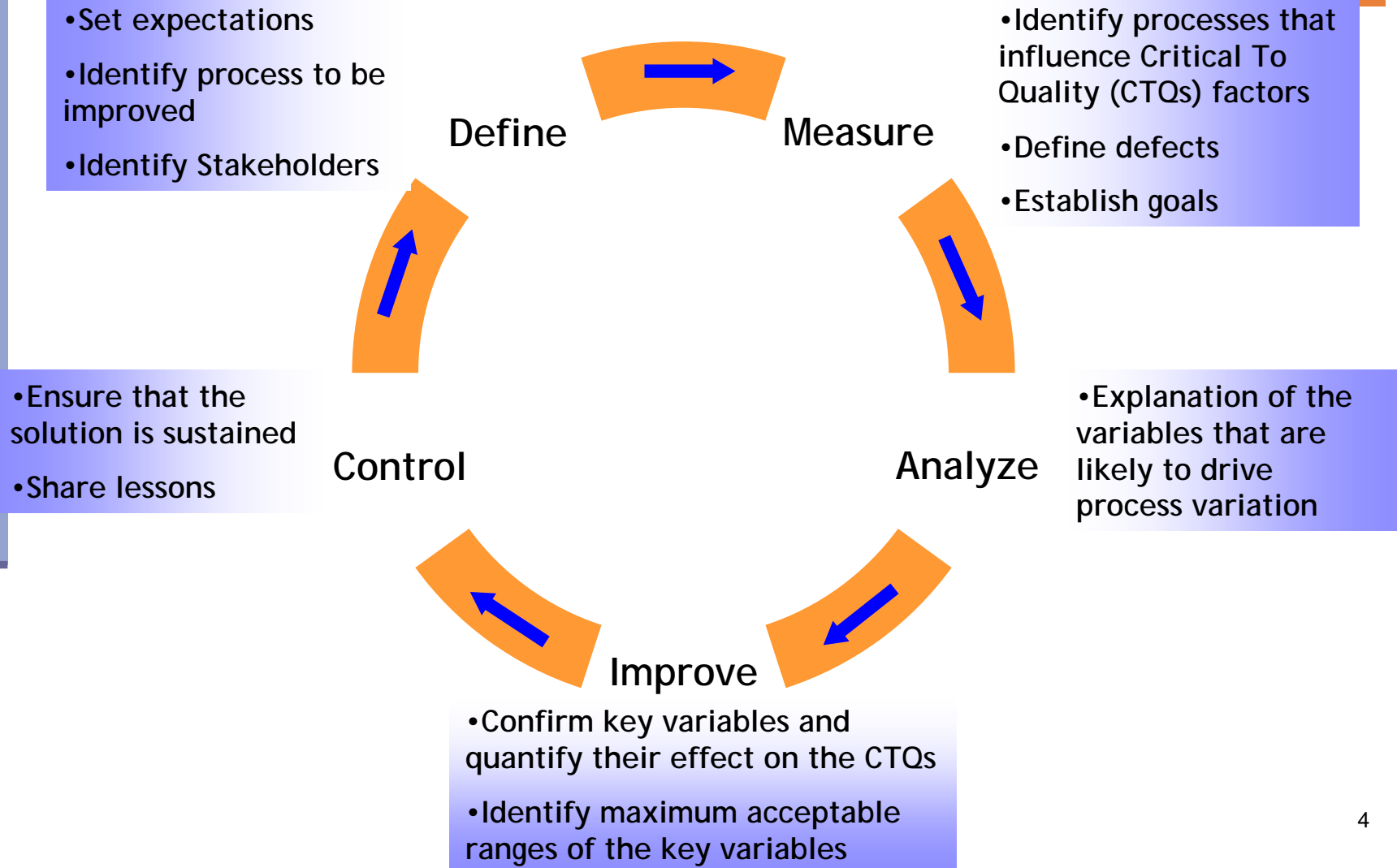
Improve Performance

How do we get there?

Control Performance

How do we guarantee consistent performance?

DMAIC...



Six Sigma and Balanced Scorecard Quality Roadmap

- Accommodate customer demands – Listen to the Voice of the Customer
- Increase customer / borrower satisfaction
- Drive out waste, non-value added activities
- Reduce cycle time and variability
- Direct improvement resource to the most significant opportunities
- Establish a standard improvement methodology
- Implement business strategy
- Reduce risk
- Increase capacity
- Increase quality, consistency and reliability
- Accelerate process improvement
- Develop leaders
- Increase employee satisfaction

Balanced Scorecard Alignment

Where are we going?

How do we get there?

What do we need to do well?

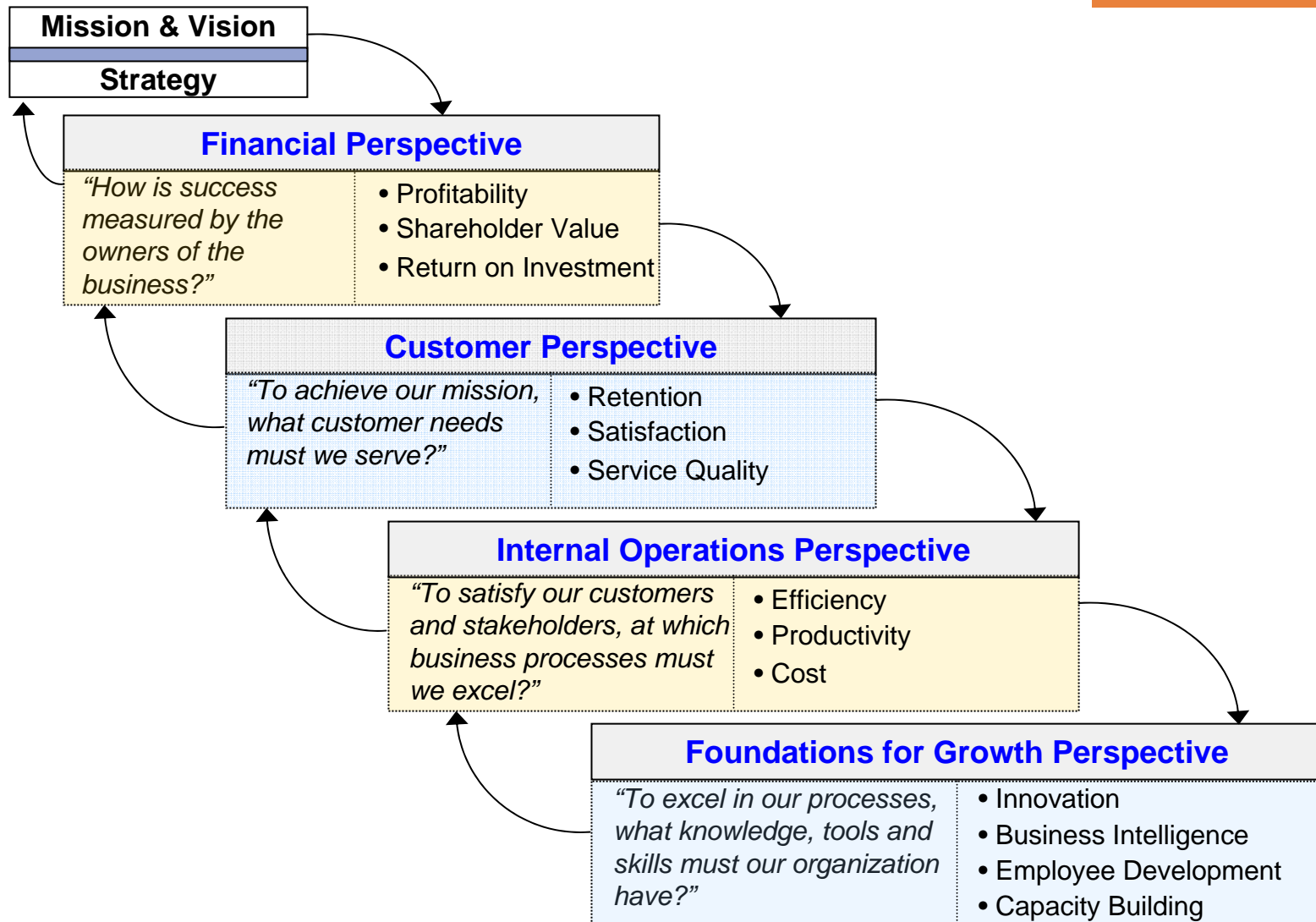
How do we facilitate the day-to-day business?



Benefits of Balanced Scorecard

- Helps to *clarify the vision* throughout the organization
- Helps *gain consensus* and ownership by the executive team
- Provides a framework to *align the organization*
- Integrates *strategic planning and execution*
- Drives the capital and *resource allocation* process
- Improves *management effectiveness* through real-time decision making

The Balanced Scorecard Translates Strategy Into Operational Terms



How is the Balanced Scorecard different from past Measurements?

Measurement is the language that gives clarity to vague concepts

Measurement is used to communicate, not to control

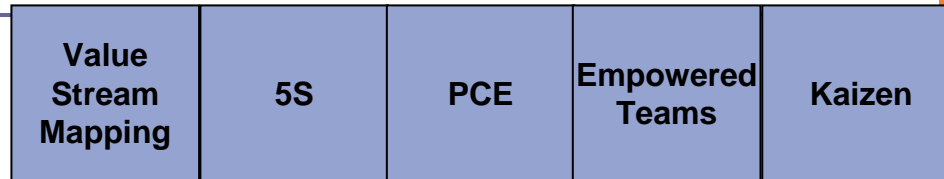
- Measurement System
- Communication Tool
- Management System

Building the scorecard develops consensus and teamwork throughout the organization

Once built, the scorecard becomes the basis for a new management system

Putting it All Together

Lean is used to eliminate waste from processes



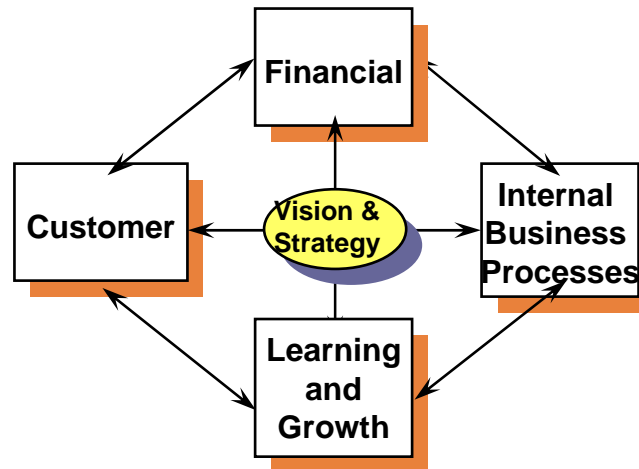
Eliminate Waste

Six Sigma is used to perfect process from which waste has been eliminated



Reduce Defects & Variation

Balanced Scorecard is used to monitor results and deploy strategy



Monitor Results