

## **Potential Key Performance Indicators (KPIs)**

### **Customer Satisfaction**

- On Time Delivery
- Number of Customer Complaints
- Wait Time to Complete Order
- Compliance with Request
- Actual Cost versus Estimate

### **Marketing and Sales**

- Market Share
- Leads by Source
- Number of Prospects
- Conversion Ratio
- Average Dollar Sale
- Profit Per Customer
- Sales by Product Line
- Number of Transactions/Customer
- Customer Satisfaction
- Number of new customers
- Brand Awareness
  - Value of Brand
- Number of Customers
- Referrals
- Sales Mix
- Customer Profitability
- Number of Orders
- Customer Retention
  - Reasons for losses
- Lifetime Value of a customer

### **Financial**

- Dividends
- Current Ratio
- Quick Ratio
- Credit rating
- Days Sales Outstanding
- Revenue
- Profit Margin
- Gross margin
- Revenue/Expense Ratio
- Variable vs non-variable expenses
- Credit rating
- Return on Investment

## **Potential Key Performance Indicators (KPIs)**

- Cash in Bank
- Retained Earnings
- Cost of Goods Sold
- Inventory Turns/Year
- Cash Flow
- Return on Capital
- Bank Overdraft
- Inventory
- Aged Accounts Receivable
- Aged Accounts Payable
- Sales Per Square Foot
- EBITDA
- Capital Expenditures
- Debt to Equity Ratio
- R&D Expenditures
- Training Expenditures
- Marketing Expenditures
- Depreciation
- Fixed Assets
- Current Liabilities
- Interest Expense
- Bad Debts
- Discounts Given/Taken

## **Operations and Production**

- Quality Data
- Timeliness
- Response Time
- Re-work (#,%)
- Cost per unit
- Number of Employees
- Capacity Utilization
- Safety
  - # Workers Comp Claims
  - Days lost
- Environmental
- Back orders
- Costs
- Post Sales Service
  - Warranty Claims (#,%)
  - Repairs
  - Returns
  - Defects
- Number of Complaints
- Value of Customer Complaints

## **Potential Key Performance Indicators (KPIs)**

- # orders failed before delivery
- # Orders not delivered on time
- Work in Process
- Labor Hours
- Overtime
- Cycle Time
- Downtime
- Maintenance Costs

### **People**

- Employee Turnover
- Employee Satisfaction
- Output per employee
  - Sales per employee
  - Productivity per employee
- Quality of Outputs
- Drivers of Performance
- Drivers of Capabilities
  - Learning
  - Skills mix
- Core Values
  - Customer focus
  - Innovation
- Number of Employees
- # of managers
- Manager/employee ratio
- Absenteeism
- # new employees
- Hours or \$ of training per employee
- Ratio direct to overhead employees
- Cost per new hire
- % employees fully trained

### **Innovation**

- Revenue from new products
- Revenue from new market segments
- Revenue from new geography
- Number of new customers
- Time to market for new products/service
- R&D expense

### **Suppliers**

#### **Satisfaction with Suppliers**

## **Potential Key Performance Indicators (KPIs)**

- Responsiveness
- Costs compared with competition
- On-time Delivery
- Overall Satisfaction/Value
- Defects (#,%)
- Credit terms
- Number of Suppliers

### **Supplier Satisfaction**

- Overall Satisfaction: Opportunity for profits while providing quality
- Responsiveness
- Payment