

# EXAMPLES OF KEY PERFORMANCE INDICATORS

## (TRY AND FOCUS ON LEADING VS. LAGGING INDICATORS)

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Sales per employee</li><li>• Sales per dollar of salary</li><li>• Inbound calls and conversion rate on inbound calls</li><li>• Sales per foot traffic</li><li>• Number of sales per day</li><li>• Average sale</li><li>• Number of pounds shipped</li><li>• Order backlog</li><li>• Work in progress</li><li>• Number of bids submitted versus number of bids converted</li><li>• Accounts Receivable</li><li>• Cash Flow</li><li>• Customer Satisfaction</li><li>• Dollars per Rep</li><li>• Employee Turnover</li><li>• Employee Morale</li><li>• Expenses &lt; x%</li><li>• Gross Margins</li><li>• Gross Profit per Day</li><li>• Inventories</li><li>• Staff Turnover</li><li>• Profit to Sales</li><li>• Forward Sales (orders held)</li><li>• Sales per employee</li><li>• Sales per sales person</li><li>• Largest item of expense to sales</li><li>• Percent of certain sales to the total (dominant product, dominant customer/type, dominant distribution channel, emerging segment [Internet]),</li><li>• Occupancy ratios,</li><li>• Machine loading ratios</li><li>• Number of franchise openings to budget</li><li>• Membership numbers to budget</li><li>• Gross contribution of new or special segment/division to budget</li><li>• Cash reserves by burn rate in months</li><li>• Number of capital items sold</li><li>• Average sale value</li><li>• Cost per person hour</li><li>• Ratio of in-house labor to out sourced labor,</li><li>• Discard or waste ratio</li><li>• Stock holding to budget or in weeks of production</li><li>• CEO coverage of top customers</li><li>• Number of days to produce accounts</li><li>• Ratio of billable to paid hours</li><li>• Invoice fill rate versus standard (95%)</li><li>• Machine up-time versus benchmark</li><li>• # of Complaints</li></ul> | <ul style="list-style-type: none"><li>• Monthly Sales or Trailing Twelve Months Sales</li><li>• Accounts Receivable</li><li>• Backlog</li><li>• Net Cash Flow</li><li>• Customer Satisfaction (time, price)</li><li>• Market share</li><li>• Customer acquisition</li><li>• # of Active Customers</li><li>• Dollars per Rep</li><li>• Expenses &lt; %</li><li>• Gross Margins %</li><li>• Gross Profit per Day</li><li>• Inventory</li><li>• Labor Costs to Sales</li><li>• New Orders booked</li><li>• Monthly Overhead</li><li>• Quarterly Profit</li><li>• Sales to Plan</li><li>• Sales to Prior Year</li><li>• Unit Sales</li><li>• Book to bill ratio (new bookings to billed out orders (shipped))</li><li>• 10 wk. booking average</li><li>• Income per employee</li><li>• 12 mo. rolling return on assets</li><li>• month end inventory</li><li>• Backlog</li><li>• New accounts</li><li>• New stores opened</li><li>• Same store sales (yr to yr.)</li><li>• Number of active customers</li><li>• \$ vol. of quotes</li><li>• % of success on bids</li><li>• Labor % of product cost</li><li>• Write downs</li><li>• Working capital - \$'s &amp; ratios</li><li>• Line of credit drawn</li><li>• A/R over 60 days and average days</li><li>• New product ideas last month</li><li>• Overseas orders last month</li><li>• Revenue per inquiry</li><li>• R&amp;D as % of sales from new products</li><li>• New product introductions v. Competitors</li><li>• Time to develop new generation of products</li><li>• Average time to market</li><li>• Quality measures</li><li>• Process cost - per run, per unit</li><li>• Order ship cycle times</li><li>• Days supply of finished inventory</li><li>• Training as % of sales</li><li>• Customer retention %</li></ul> |
|---|---|