

KEY PERFORMANCE INDICATORS (KPIs) DIRECTORY

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1. ACCOUNTING / FINANCE

- Numbers of project/ contract with customer invoicing requirement agreed to before invoicing begins
- Numbers of deviations from customer invoicing requirements
- Hands-on time required to resolve invoicing problems and reissue correct invoice
- Number of late payment to suppliers/ contractors
- Number of late reports per month vs. total number of reports
- Number of user complaints about late or useless information
- Time required to process payrolls
- Time required to produce a report
- Accuracy of journal entries
- Responsiveness to invoice inquiries
- Accuracy of budget projections
- Compliance with regulations/ policies/ procedures
- Percentage of improvement in systems
- Percentage of reduction in costs
- Accuracy of bills
- Dollars saved
- Completeness and accuracy of records
- Budget expenses/ revenue vs. actual expenses/ revenue
- Number of violations
- Number of value-added enhancements
- Number of processes consolidated
- Delivery met
- Number of complaints/ commendations
- Percentage of time supporting documents missing or unclear
- Accuracy of audit report
- Payroll variance
- Accuracy of payroll checks
- Timeliness of payroll processing
- Invoice processing time
- No of rework on invoices
- Payment delays caused by invoicing errors/ delays
- Timeliness of payment to supplier/vendors
- Turnaround time to process expenses claims – such as mileage; entertainment; etc
- Quality of report produces- e.g. percentage of reports without errors
- Timeliness of report – percentage of reports submitted on time
- Turnaround time to generate a report upon request
- Throughout, completeness, accuracy of documents, reviews, audits, reports & data
- Percentage of effectiveness in payable management
- Percentage accuracy of periodic financial report
- Cash flow return on investment (CFROI)
- Cumulative Annual growth Rate (CAGR)
- Account Payable Turnover Ratio
- Account receivable Collection Period (number of days)
- Days Payable (number of days)
- Cost/ income ration
- Indirect costs
- Direct costs
- Number of invoices outstanding in measurement period
- Average monetary value of invoices outstanding
- Total sum of monetary value of outstanding invoices

- Percentage of invoices disputed
- Total/ average monetary value of overdue invoices
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2. ADMINISTRATION/ SECRETARIAL/ CLERICAL

- Number of errors in correspondence
- Accuracy of records
- Deadlines met
- Response time on request
- Accuracy of information provided
- Number of special projects
- Number of customer complaints/ compliments
- Financial information submitted on time
- Number of mistakes on invoice/ expenses reports
- Department/ co-worker feedback
- Turnaround time for document distribution
- Turnaround time to process staff claims
- Adherence to payroll and mail schedules
- Number of times telephone rings
- Adherence to daily work list/calendar
- Customer feedback ratings
- Customer survey results
- Adherence to routine department policies and procedures
- Turnaround time for producing meeting minutes
- Appropriate allocation of time per assignment
- Projects completed within time frames
- Accuracy of mail and phone call distribution
- Accuracy of petty cash fund audits
- Timeliness of mail dispatch, in coming/ outgoing mails and courier services
- Timeliness of office equipment maintenance and servicing
- Accuracy and timeliness of staff's time attendance
- Percentage of staff claims error identification (verification)
- Percentage of cost saving on stationery and other office supplies
- Percentage of stationery and other office supplies usage
- Timeliness of company vehicles road tax & insurance renewal and maintenance schedule
- Turnaround time to prepare staff tags
- Percentage of office space utilization and renovation
- Frequency of office maintenance (pest control, plant, etc)
- Frequency of office equipment downtime

3. BUILDING SERVICES AND MAINTENANCE

- Number of repeated service for same problem
- Results of customer satisfaction survey
- Accuracy/ completeness of records
- Cost saving passed on resulting from improvements
- Number of process improvements
- Number of incident reports filed due to unsafe working conditions
- Number of training/ certification courses completed
- Unplanned monetary costs resulting from accidents or lost-time injuries
- Percentage of technical problem resolved in a timely manner
- Number of warranty claims

- Losses caused by rework as the result of misdiagnosed problem
- Losses caused by equipment malfunction
- Timeliness of repair work completion
- Quality of repairs and services
- Number of process or service improvement suggested
- Expenses vs. budgeted expenses
- Percentage of overtime claims/ hours
- Number of OSHA violations cited
- Accuracy and timeliness of logs
- Safety audit result rating
- Number of accident reported
- Non conformance incidents
- Unscheduled shutdowns/ downtimes during business hours
- Adherence/ compliance to security guidelines
- Injury rate
- Rework required percentage
- Percentage of job completed on schedule
- Percentage of calls responded to by help line/ desk
- Number of shutdowns per month
- Average length of down time
- Time required to solve customer problems
- Number of documentation errors\percentage of time end users are adequately notified or maintenance downtimes/ shut downs
- Percentage of time inventory level are appropriate
- Preventive Maintenance (PM) schedule compliance
- Preventive Maintenance (PM) backlog man-hours

4. BUSINESS/ EXECUTIVE

- Total turnaround Time (per business process)
- Earned Revenue to total expenses
- Return on equity (ROE)
- Internal financing ratio
- Gearing-Ratio of net debt to equity
- Equity ration
- Dividend yield – indicator
- Book-to-bill
- Percentage of non-organic revenue growth
- Gross profit per share
- Fixed asset utilization (Sales to Fixed Asset Ratio)
- Percentage of market share/ penetration
- Promotional campaigns vs. return on investment
- Number of articles written, interviews given
- Percentage of development plan completed
- Organization/ department deadlines met
- Bank credit line used vs. available
- Earnings per share
- Expenses by department, region vs. forecast, budget
- Loan to deposit ratio
- Business unit profitability
- Sales by territory/ country
- Business unit revenue vs. budgeted, forecast growth
- Client perception ratings
- Dollars lost in legal actions

- Dollars saved in compliance
- Number of lawsuits
- Number of violations
- Customer growth rate\revenue per account segment
- Technological improvements
- Effectiveness/ profitability of partnership/ alliances
- Shareholder satisfaction
- Government regulations not met
- Internal cost per employee
- Percentage of staff achieving established performance objectives
- Number of new products/ services
- Accuracy of financial projections
- Actual vs. plan
- Number of new client relationship
- Revenue growth rate
- Profit margin
- labour dollar compared to revenue dollars
- Employee retention/ turnover

5. CAR PARK MANAGEMENT

- Frequency of parking area inspection/ audit conducted
- Percentage of compliance to car park company regulations and policies
- Percentage of compliance to government laws and regulation
- Number of preventive measures propose and adopted
- Percentage of stock level, materials and equipment meeting standard requirements
- Accuracy, timeliness and completeness of cash/ financial reports
- Number of emergency cases/ incidents reported and resolved within time frame set
- Percentage of maintenance work (repairs, clearance) meeting specified requirements
- Percentage of staff duty roster meeting plan
- Timeliness, accuracy and completeness of report and database/ records
- Utilization rate of parking space
- Number of car park access system breakdown
- Timeline of response to car park access issues
- Response time to customer queries, complaints and resolving complaints
- Number of accidents reported and resolved

6. COMPANY SECRETARY

- Compliance/ non compliance to company secretarial legislations
- Number of discrepancies (irregularities/ inconsistencies) in shareholder reports
- Response time to shareholder inquiries
- Time taken to resolve shareholder issues raised
- Timeliness and accuracy of shareholder disclosure
- Timeliness, accuracy and compliance of shareholder reporting
- Timeliness and accuracy of book closure
- Timeliness of notification of relevant parties
- Compliance/ non compliance of announcement/ advertisement to Bursa Listing Requirements
- Response time to bond holders queries on bond conversions
- Processing time of bond conversion
- Timeliness and accuracy of Group's investment portfolio and "Share-Buyback" monitoring and announcements.

- Timeliness and accuracy of Chairman's Agenda (AGM and EGM) draft
- Accuracy of statutory records and assignments
- Timeliness of draft circular to shareholder vetting
- Timeliness and accuracy of announcement
- Compliance/ non compliance of ESOS system
- ESOS processing and reconciliation time, accuracy and completeness
- Timeliness, accuracy and completeness of Annual Reports
- Compliance of action plans with regulations, procedures and policies
- Accuracy and completeness of information and advice provided to members of the Board, Audit and Senior Management
- Timeliness of memorandum of Transfer endorsement

7. COMPLIANCE AND LEGISLATION

- Corrective action response time
- Time to respond to legal discovery of records
- Average time lag between new regulation and initiation of review
- Average time lag between identification of external compliance issues and resolution
- Number of (critical) non-compliance issues identified, within measurement period
- Number of non-compliance issues reported to the board or causing public comment or embarrassment
- Total legal spending expressed as a percentage of the company's revenue
- Percentage of legal budget spent outside i.e. for external legal services.
- Number of lawsuits won/lost
- Number of clients complaints/ compliments
- Percentage of document that are complete, legible and effective
- Accuracy and completeness of records
- Number of cases dismissed due to insufficient documentation
- Percentage of time spent researching changes to the laws and regulations
- Quality of legal advice
- Completeness/ accuracy of contractual agreements
- Percentage of cases resolved favourably for the company
- Cases settled within established ranges
- Quality and timeliness of legal research

8. CONTRACT

- Contract management (documentation, compliance, paperwork error, discrepancies) number of discrepancies/ error
- Competitive pricing for product (tender, contract) in term of percentage
- Accuracy of pre-tender estimate (percentage)
- Cost control and reduction in term of percentage/ value- building materials, new construction technology, etc
- Number of new product development
- Compliance of Quality Standard (QMS), Specification and regulations – percentage of compliance/ non-compliance
- Pre and post tender and contract administration – number of discrepancies or error
- Quality of service (response time query and complaints, outstanding complaints, payment etc) – in term of number of complaints solved/ outstanding, time to respond
- Report timeliness and accuracy (tender, valuation, quotation, bills, contract, work orders, financial accounting, etc.) – in terms of percentage of reporting error or timeliness

- Project planning and management (timeliness, quality, etc.) – time percentage of plan vs. actual and effectiveness rating
- Timeliness or quality of contract maintenance
- Timeliness/ accuracy of reports
- Quality / accuracy of information provided to clients
- Number of complaints/ compliments received
- Turnaround time distributing documents
- Turnaround time for producing contrast

9. CORPORATE COMMUNICATIONS

- Number of error-free newsletters as percentage to total newsletters
- Customer satisfaction rating of services (proposal, brochures, communication, consulting)
- Quality of and satisfaction with displays
- Number of attendees at sponsored/ company events
- Turnaround time to prepare reports/ communication
- Timeliness of corporate branding activities
- Effectiveness rating on branding projects
- Response time to crisis
- Turnaround time to produce company newsletters
- Turnaround time to produce media/ press releases, speeches
- Timeliness of industry monitoring
- Number of CRS programs/ activities planned vs. actual
- Effectiveness ratings of CRS programme budget vs. expenses
- Number of media interview and press releases
- Event management (timeliness, success rate, etc) – effectiveness rating, customer satisfaction index, planned time vs. actual.

10. CORPORATE PLANNING & STRATEGY

- Implement of strategic plan as per schedule
- Number of best practices proposed and implemented
- Number of new strategy formulated
- Number of M&A activities participation
- Compliance/ non compliance of risk management activities
- Frequency of risk based audit programs
- Benchmarking on corporate performance (timeliness and frequency)
- Number of intra-group IT projects initiated and implemented
- Number of special projects implemented
- Resources allocation percentage
- Evolution ratings on process efficacy and efficiency
- Effectiveness rate of organizational strategies implemented
- Timeliness and frequency of market research
- Accuracy and timeliness of information sharing

11. CUSTOMER SERVICE

- Response time to customer query, complaints, feedback and resolving complaints
- Tracking and reducing customer complaints (number/ percentage)
- Event management (timeliness, success rate, etc) – effectiveness rating, customer satisfaction index, planned time vs. Actual
- Report accuracy and timeliness (number of errors/ discrepancies, timeliness)
- Customer survey frequency and response (Customer response index)

- Conduct site visit and inspection (frequency)
- Community events (frequency)
- Compliance to Quality Standard (QMS) – number of compliance / non compliance
- Accuracy of routed calls
- Accuracy of orders placed
- Response time to return calls
- Accuracy of customer information
- Accuracy of information provided to clients
- Accuracy of credited returns
- Accuracy of documented product/ service complaints
- Number of new sales lead per quarter
- Number of customer complaints resolved without further action
- Budget compliance
- Courtesy ratings
- Percentage of repeated complaints
- Number of coding errors
- Number of calls taken/placed
- Quality / accuracy of schedules
- Accuracy of shipping information
- Percentage of problem resolved the first time
- Quality or timeliness of contract maintenance
- Product / service training completion

12. GOVERNANCE

- Turnaround time to solve/ respond to customer problem / request
- Percentage of operating income dedicated to social contribution
- Percentage of executive directors that serve on the board
- Average director tenure (in years)
- Percentage of independent directors that serve on the board
- CSR – percentage of operating income dedicated to social contribution – Part of the operating income dedicated to project supporting the development of the community or acting for its well-being.

13. HUMAN RESOURCES

- No of candidates hired vs. number interviewed
- Ratio of positions/ jobs offered vs. number of jobs accepted
- Percentage of employees confirmed vs. hired
- Turnaround time to fill a vacant position
- Turnaround time to process benefits/ medical claims
- Percentage of key positions filled by internal vs. external candidates
- Readiness (% of talent criteria met) of internal candidates to fill a vacant position
- Quality/Clarity of HR documentation (No. of clarification/ issue raised) – compensation policy; insurance policy; promotion policy
- Timely communication/ dissemination of HR documents, policies, updates
- Internal customer survey ratings on quality of HR services
- Quality of training programme conducted
- Percentage attendance of employees on training programs organized
- Average number of interview fro submitted resumes – Track the number of converted submitted resumes to interviews
- Percentage of untimely payrolls payments – Number of payments that are not made to employees as percentage of total payments to employees

- Ratio of internal (in-house) versus external training. Ratio can be calculated based on training hours or cost of training.
- Recruitment source ratio – ratio between internal versus external recruits
- Recruiting fee as percentage of annual salary
- Average costs of recruitment per job position – total cost of recruitment within measurement period divided by the number of job position in that period.
- Average open time of job positions
- Average number of interviewees for open job positions
- Average time to recruit
- Employee satisfaction with training (Training evaluation pent on t
- Percentage of Human Resources budget spent on training
- Percentage of employee gone through training in measurement period (e.g. quarterly, yearly)
- Average number of training hours per employees
- Average training costs per employee
- Number of lawsuits
- Opinion survey ratings on receptiveness, timeliness and quality of recruiting, compensation and benefits services
- Turnaround to process insurance claims
- Turnaround to process benefits statement
- Turnaround time to answer requests for information or documentation
- Number of deviations from work force/ resource plan
- Results of employee attitude surveys
- Percentage of turnover
- Number of salary reviews completed on time
- Adherence (%) to government regulations
- Accuracy/ completeness of employee records/HRIS
- Number of trained personnel within target population
- Number of candidates selected who meet job criteria
- Accuracy of job descriptions
- Legal compliance
- Percentage of performance plans completed on time
- Percentage of performance appraisal completed on time
- Percentage of HR strategy linked to business goals
- Accuracy and availability of related forms, company policies and procedures to staff
- Quality of performance appraisals

14. INTERNAL AUDIT

- Quality of Service (assessment rating)
- Percentage audits completed to users' satisfaction
- Number of Audit Days provided compared to Planned Days as expressed as % time spent on productive audit work
- Cost Service delivered within the budget for the year
- Audits and recommendations – target % of recommendations agreed (high or medium priority)
- Audit cost (variance between actual and planned costs based on level of auditors employed)
- Different in days between target and actual start date
- Different in days between target and actual number of audit days
- Difference in days between target and actual final report date
- Percentage of productive audit time compared to budgeted productive time
- Percentage of annual audit plan achieved compared to planned achievement
- Percentage of draft reports issues within target

- Percentage of final reports issued within target
- Percentage of audits completes with time budget
- Percentage of qualified staff within the department
- Cost per audit day
- Percentage of planned pre-determined audit assignments completed relative to the agreed audit plan
- Percentage of agreed audit assignments carried out annually on core financial systems
- Percentage of draft audit reports for ach audit assignments completed within certain working days of the exit meeting
- Percentage of final audit reports for each audit assignments issued within certain working days of receipt of response to draft
- Client satisfaction rating received from surveys following completion of each audit assignment
- Percentage of agreed actions implemented

15. INFORMATION TECHNOLOGY

- Turnaround time to solved/ respond o customer problem/ request
- Duration and frequency of downtime during peak hours
- Turnaround time to restore operations
- Number of updates/ enhancements to website
- Customer/ user feedback
- Number of days to set up PC facilities for new employees
- Percentage of jobs/system design completed on schedule
- Quality of documentation – e.g. number of errors/ rework
- System/ network availability – number of shutdowns; duration of downtime
- Appropriateness & completeness of solution/ recommendations (No. of recurrence)

16. LANDSCAPE MANAGEMENT/ DESIGN

- Number of landscape designs proposed and implemented
- Percentage of customer complaints / compliments
- Percentage of work schedule/ orders planned vs. actual completion
- Rate of compliance/ non compliance with regulations and policies
- Number of quality check / audits
- Percentage of rework/ corrective measure done
- Number of site inspection and tour per month
- Percentage of worker incident/ accident rates
- Design project timeliness
- Project planning timeliness
- Budget (control, accuracy, cost effective) – percentage within/ over budget
- Number of days delayed due to late deliveries from contractors/ suppliers
- Percentage of project completed within specified time period and within cost
- Number of designs that meet specifications
- Amount of rework required
- Accuracy of progress reports
- Supervision (site, work in progress, etc)
- Delivery of materials/ supplies (timeliness)
- Quality of materials (compliance to approved specification)
- Percentage of contract meeting requirements
- Number of contract planned vs. actual

17. MANAGERIAL/ SUPERVISORY

- Budget requirement met
- Report deadliness met
- Cross-training of staff
- Turnover rates
- Percentage of department objective achieved
- Product/ delivery deadline met
- Percentage of appraisal completed on time
- Number of complaint from other departments
- Development goals met
- Savings/ cost impact
- Staff feedback
- Customer feedback
- Customer feedback/ satisfaction ratings
- Team productivity rate
- Turnaround time for communicating changes or updates
- Profitability
- Timeliness/ accuracy of employee communications
- Department safety measure compliance

18. PROCRUMENT / PURCHASING

- Cycle time of purchase order
- Percentage of invoices disputed
- Number of formal disputed with suppliers
- Percentage of key stakeholder satisfied with their suppliers
- Percent of procurement in compliance with standing procurement policies and procedures
- Average number of responses received of Request for Proposal (RFT)
- Percentage of Request for Proposal (RFP) that needed to be improved based on supplier responses
- Customer satisfaction/ opinion survey ratings on accuracy, timeliness or quality of materials
- Time elapsed from request to purchase order placement
- Cost rush orders (expediting hours, premiums, shipping and approvals)
- Number of items on hot list
- Scheduled delays or downtime because of part shortages.
- Time required to replace incorrect material
- Number of computer system input errors
- Number of waives to approved supplier list
- Cost savings realized from volume orders or long-term partnerships
- Error per purchase order
- Cost of parts scrapped due to mistake in order or defective material
- Budget vs. actual dollars
- Percentage of customer delivery requirement met
- Percentage of reduction in inventory
- Number of process improvements implemented
- Cost savings generated

19. PROJECT

- Quality products (no of defects, outstanding, non-conforming, remedial, handover)
- Quality of construction work (drawing, plan and specification discrepancies, error rate)

- Compliance to Quality Standard (QMS) – number of discrepancies, compliance/ non-compliance
- Safety, Health & Environment requirement (compliance to policy, DOSH, OSHA)
- Quality of service (response time to complaints, outstanding complaints, billing, work order fulfillment)
- Project planning (timeliness)
- Budget (control, accuracy, cost effectiveness) –percentage within/ over budget
- Cost of overruns
- Number/ cost of design changes during construction
- Number of accidents due to design, equipment, or process specified
- Customer satisfaction with quality of deliverables
- Dollar amount lost from accidents and lost-time injuries
- Number of complaints/ compliment from contractor/ suppliers
- Number of complaints/ compliment from customers
- Number of new, successful approaches applied to work processes
- Number of days delayed due to late deliveries from contractors/ suppliers
- Percentage of projects completed within specified time period and within cost
- Number of designs that meet specifications
- Amount of rework required
- Accuracy of progress reports
- Supervision (site, work in progress, etc)
- Delivery of materials (timeliness)
- Quality of materials (compliance to approved specifications)
- New product introduction and development (innovation)
- Accuracy of database
- Earned Revenue to Total Expenses
- Cost Schedule Index (CSI)
- Budget at Completion (BAC)
- Estimate at Completion (EAC)
- Schedule Performance Index (SPI)
- Cost Performance Index (CPI)
- Cost Variance (CV)
- Schedule Variance (SV)
- Budgeted Cost of Work Schedule (BCWS)
- Budgeted Cost of Work Performed (BCWP)
- Actual Cost of Work Performed (ACWP)
- Percentage of FTE assigned to project/ program actually working on project / program
- Number of new project / program issues that have been administered within measurement period
- Resources utilization (%)
- Number of unstaffed hours
- Percentage of time (in labour hours) used to coordinate projects/ programs relative to all time used to implement (and coordinate) projects/ programs
- Total project/ program delay – Total time (in days or hours)
- Percentage of milestones as recorded in all projects/programs that have been missed
- Average risk profile for projects/programs
- Deviation of planned break-even time for project/program
- Engineering costs as Percentage of Total Installed Costs (TIC)
- Number of planned hours per project task
- Number of milestone per project plan
- Average number of people assigned per project

20. PROPERTY / REAL ESTATE MANAGEMENT/ DEVELOPMENT

- Market leadership based on customer needs (trends)
- Real estate cost per sales lead
- Ratio of operational to non-operational property
- Disposal time
- Valuation time
- Percentage of asset valuations completed per annum
- Cost of maintenance service as a percentage of annual spend
- Ratio of reactive maintenance to planned maintenance by value
- Predictability – design time, cost
- Predictability – construction time, cost
- Percentage of tender reports reviewed for compliance
- Number of Health & Safety audits carried out per annum
- Percentage of work orders each stage
- Contract procurement time
- Net advertising expenditure
- Salary expense per employee
- Operating surplus
- Surplus per principal
- Sales revenue per selling person
- Sales per selling person
- Average revenue per sales
- Property management revenue per property manager
- Tenancies managed per property manager
- Average management revenue per tenancy
- Average length of time property management fees per tenancy
- Average fee property sale

21. RETAIL OPERATIONS MANAGEMENT/ VISUAL MERCHANDISE DISPLAY

- Percentage of daily operations report timeliness, accuracy and completeness
- Number of customer feedback (complaints/ compliments)
- Number of customer issues resolved within time frame
- Percentage of resource utilization
- Percentage of workforce planning planned vs. actual
- Percentage of compliance to standard requirement, policies or procedures
- Percentage of service transactions completed successfully
- Percentage of sales quota/ target met or exceeded
- Percentage of clients/business retained
- Percentage of staffing requirement met
- Compliance to safety, security, health and environmental standard/ regulation
- Percentage of supplies/ inventory meeting requirement
- Percentage of growth in clientele base
- Timely & accurate update of client data
- Number of marketing / promotion events
- Advertisement budget versus actual spent
- Revenue vs. forecast/ projections
- Percentage pf orders of supplies meeting requirement
- Number of marketing / promotion events
- Advertisement budget versus actual spent
- Number of leads generated from the marketing events
- Percentage of total sales generated from the marketing/ promotion events
- Customer Satisfaction Survey ratings on the marketing events, products, services

- Percentage of meeting close-to-open standards completion
- Percentage/ rate of product being replenished and placed
- Compliance to merchandising standard requirements
- Number of marketing initiative strategy implemented
- Percentage of product presentation/ in store visuals meeting standard requirements
- Percentage of merchandising plan forecasted vs. actual implementation
- Turnaround time to respond to store visual needs
- Turnaround time complete visual merchandise revenue
- Timeliness, accuracy and completeness of VMD operation/ financial/ product reports

22. SALES & MARKETING

- Number of sales calls/ week
- Number of leads generated
- Number of new clients/ contracts generated
- Percentage of client/ business retained
- Revenue vs. Forecast/ projections
- Average number of follow-up sales visits to closing
- Percentage of closing sales (prospects vs. closing)
- Customer satisfaction rating
- Percentage of sales quota/target met or exceeded
- Average sale per client
- Number of repeated sales
- Percentage growth of clientele base
- Timely & accurate update of client data
- Number of marketing/ promotion events
- Advertisement budget versus actual spent
- Number of leads generated from the marketing events
- No. of Corporate Social Responsibilities
- Frequency of media exposure
- Number of exhibitions/seminar/product launches
- Percentage of total sales generated from the marketing/ promotion events
- Target attendees to marketing events versus actual
- Customer Satisfaction Survey ratings on the marketing events, products, services
- Quality of market survey reports – e.g. Ratings from sales team
- Top of mind recall
- Timely & accurate update of CRM
- Gross rating point (GRP)
- Brand strength – measure brand stability, relation to market leaders, profitability, geographical spread and protection
- Consumer awareness – measure brand recognition and differentiation
- Brand relevance – measure the brand modernity, ability to excite, as well as its commitment to non-consumer driven ethical or socially responsible values.
- Brand credibility – measure the extend to which the brand is reliable and responsible for the customers, and the effectiveness (trustworthiness) of the brand advertising
- Growth sustainability rate brand. Measure the impact of the brand to the maximum growth rate the brand owner can sustain without increasing financial leverage
- Brand awareness percentage
- Marketing budget awareness-demand ratio
- Marketing budget ratio (MBR)
- Marketing expenses (costs) within measurement period
- New Account Cycle Time

- Total cost of customer acquisition within measurement period
- Answering percentage –number of sales calls answered/ total number of sales calls offered
- Hit rate – Products sold compared to total received sales calls
- Sales to-date
- Percentage of neglected opportunities
- Average new-hire Ramp-to-Quota
- Percentage of sales representatives at or above sales quota
- Average number of new appointment generated per sales representative

23. SECURITY

- Percentage of non compliance to security regulation and policies
- Number of critical incidents reported
- Percentage of security problems/ issues resolved within time frame set
- Completion (timeliness) of report/ log book
- Turnaround time to address security issues
- Turnaround time to communicate critical security information
- Completion of fire, safety and environment check/ audits
- Number of preventive measure / action proposed and implemented
- Response time to security breaches
- Timeliness of investigation process
- Frequency of security patrol or monitoring
- Number of security measure implemented successfully (effective rating)
- Number of customer complaints / compliments
- Certification rate of security