THE KPI INSTITUTE

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KEY PERFORMANCE INDICATORS INFOGRAPHIC

Learn more. Get certified.

CERTIFIED KEY PERFORMANCE INDICATORS PROFESSIONAL
THE KPI INSTITUTE
Key Performance Indicators Framework v 2.0 2015

Functional Areas

Accounting
% Billing accuracy
$ Cost of goods sold
% Client cash net revenue
% Invoices under query
# Days in accounts receivable

Compliance and Risk
$ Loss expectancy
% Operational risk
# Corporate governance index
# Frequency of inventory audit
# Turnaround time for audits

Customer Service
Speed of answer
Complaints received
Call handling time
% Complaints resolved
% Call abandon rate

Finance
Berry ratio
% Capital acquisition ratio
% Basic earning power ratio
# Labor multiplier
% Return on funds employed

HSSE
Lost time injury frequency rate
$ Energy consumption cost
# Hours of OHS training conducted
# Operational spills
# Lost workdays due to accidents

Human Resources
Employee engagement index
Time to fill a vacant position
% Employee turnover
% Employee satisfaction
# Training hours per FTE

Information Technology
% Defects removal efficiency
# SDLC exceptions granted
% LAN server availability
# Time to market
# Time for service request fulfillment

Marketing & Communication
% Brand awareness
% Net promoter score
% Customer retention
$ Customer acquisition cost
$ Lifetime value of a customer

Procurement & Distribution
Inventory to sales ratio
% Slow moving stock
% On-time delivery
% Perfect purchase order rate
% Inventory carrying rate

Production
% Production schedule attainment
# Units per man-hour
# Maintenance backlog
% Production schedule adherence
% Production uptime

Project Management
Earned man-hours
Schedule performance index
$ Cost avoidance savings
$ Profit per project
% Delivery deadlines met

Quality Management
$ Cost of poor quality
% Scrap rate
% Process efficiency ratio
% Production first time yield
% Rework cost

Research & Development
$ Cost savings due to R&D
# Payback period of new products
% New product success rate
# Time to break-even
# First to market products

Sales
% Share of wallet
% Sales growth
% Sales quota attainment
% Lead conversion rate
$ Sales per labor hour

Terminology

KPI
Definition:
A measurable expression for the achievement of a desired level of results in an area relevant to the entity's activity.

SMART Objectives

SMART Objective =

- Objective → Increase customers base
- +KPI → % Market share
- +Target → 20%
- +Timeframe → By Financial Year End
- +Responsible → Sales Director

Increase customers base to reach 20% market share by FY end under Sales Director leadership

KPI naming standards
KPIs – start with symbols

- Value of $ Net profit
- Number of # Defects
- Percentage of % Budget variance

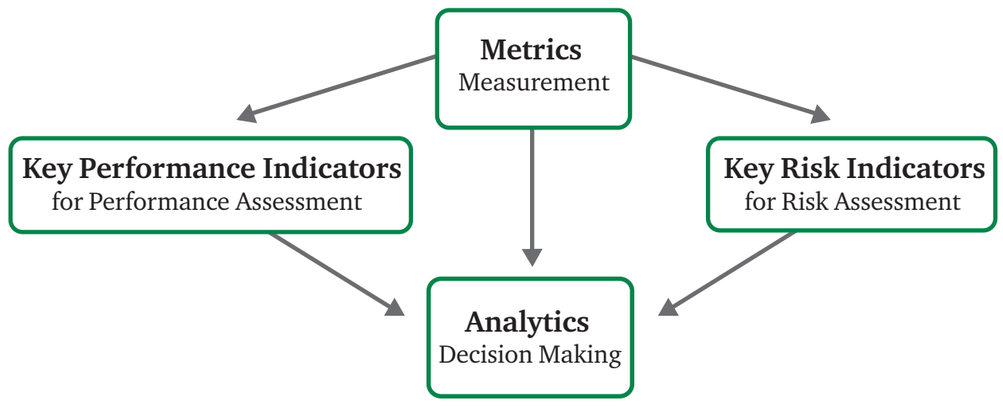
Value added by KPIs

Clarity
Paint a clear picture of strategy

Focus
Focus on what matters / requires attention

Improvement
Monitor progress towards the desired state

Metrics - KPIs - KRIs - Analytics



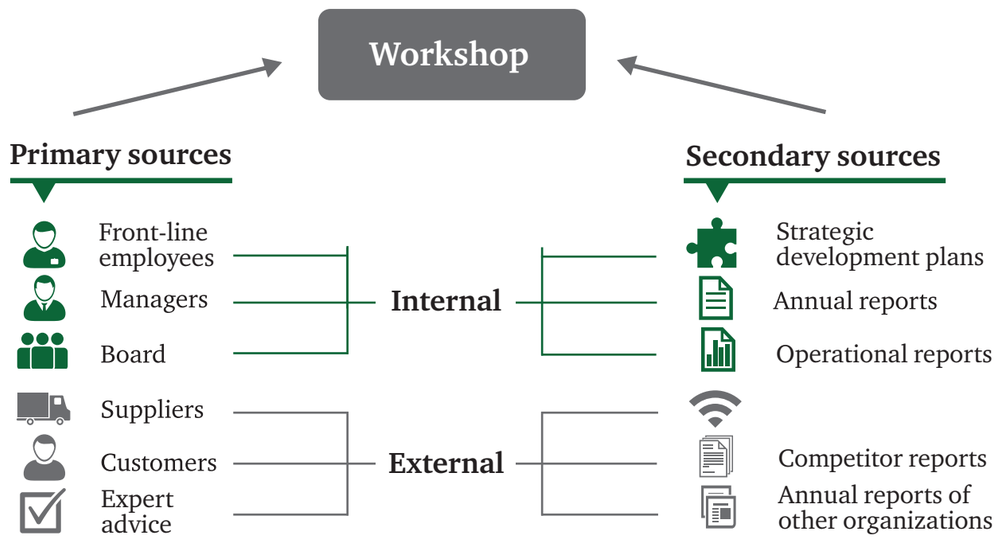
KPI selection criteria

Relevant
Aligned with organizational strategy; Significant for the specific domain of services

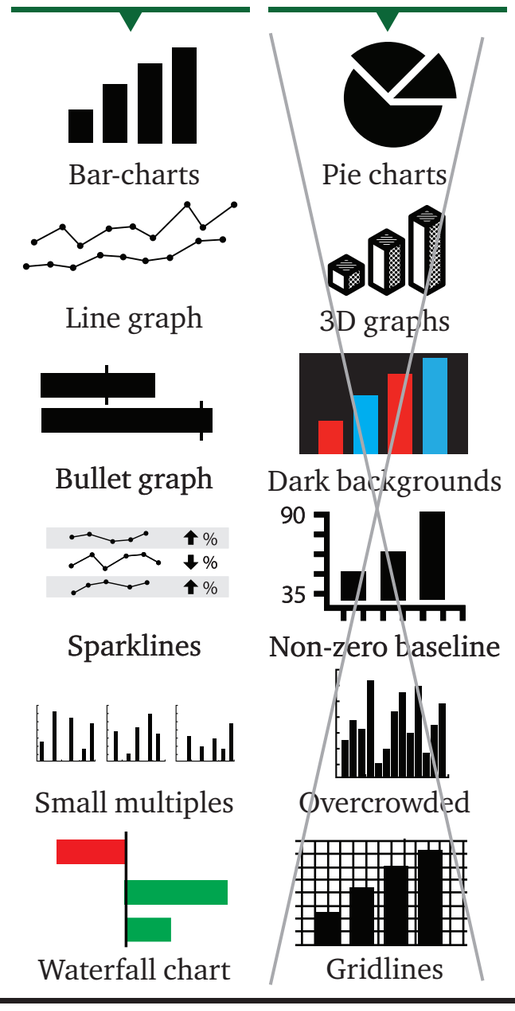
Clearly defined
KPIs should be described by using clear and intelligible terms. Avoid the use of management jargon

Balanced
Quality / Quantity; Efficiency / Effectiveness; Subjectivity / Objectivity

KPI selection workshop input



Data visualization



KPI selection technique: Value flow analysis

Objective: Continuously improve skills through learning experience

Input	Process	Output	Outcome
$ Training budget	# Training hours per employee	% Employees trained	% Staff meeting desired competency levels
# Training support staff	# Training courses organized	% Participant satisfaction with training experience	# Skill level

KPI documentation

Name % Hospital bed occupancy rate

Definition
Measures the percentage of beds in the hospital that are occupied by patients, from overall number of hospital beds.

Calculation

Subordinate measures used for calculation
A = # Hospital beds occupied B = # Hospital beds

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Within range

Target

Threshold example
Red: < 80% ; >95% Yellow: 80 - 85% ; 90 - 95% Green: 85 - 90%

Industries

Call Center
% Call setup success rate
% Agent utilization
% Call completion rate
% First call resolution rate
% Call drop rate

Customs
Arrival processing time
Entry clearance referrals
% Work permits issued
# Immigration refusals
% Hit rate on high risk cargoes

Education & Training
National examination score
% Attendance rate per course
# Students to professor ratio
% Drop-out rate
% Student satisfaction rate

Financial Institutions
Insurance underwriting time
Insurance claim processing time
% Cash collection rate
% Risk coverage ratio
# Liquidity ratio

Government - State/Federal
$ Gross National Product per capita
# Healthy life expectancy
% Unemployment rate
# Water scarcity index
% Health insurance coverage

Healthcare
% Hospital bed occupancy rate
# Daily census
% Medication error rate
$ Cost per discharge
# Laboratory test turn-around time

Hospitality & Tourism
$ Revenue per available seat hour
$ Total revenue per available room
$ Revenue per available customer
% Capture rate of hotel guests
# Length of stay in hotel

Infrastructure Operations
% Berth occupancy rate
# Container dwell time
# Turnaround time
# Container throughput
# Arrival processing time

Real Estate/Property
% Rent collection rate
% Cash-on-cash return
% Occupancy rate
% Repairs completed on time
% Capitalization rate

Resources
% Drilling rig utilization rate
% Non productive drilling time
% Drilling success rate
% Mining equipment availability
# Carbon dioxide vessel efficiency

Retail
% Same store sales growth
# Stock rotations
# Reorder point
# Safety stock
$ Sales per unit area

Telecommunications
$ Subscriber acquisition cost
% Answer seizure ratio
$ Subscriber retention cost
% Data network availability
% Block error rate

Transportation
$ Freight cost per tonne shipped
# In flight shutdown rate
# Revenue tonne kilometers
% Transport capacity utilization
# Transit time

Utilities
Power plant load factor
Water quality index
% Electricity demand growth
% Wastewater treated
% Capacity utilization factor

ORGANIZATION

2004 Year of establishment

27 # Certified trainers

4 # Offices around the globe. Australia, Malaysia, Romania, United Arab Emirates.

RESEARCH

50,556 # Organizations assisted through smartKPIs.com

20,645 # KPI examples published on smartKPIs.com

13 # Years spent on researching performance best practice

EDUCATION

7,904 # Training hours delivered

5,136 # Professionals trained

1,176 # Client organizations

998 # Education programs delivered

988 # Training days delivered

219 # Open training courses delivered

177 # In-house training courses delivered

35 # Countries where we delivered educational programs

6 # Continents on which we delivered training