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KPIs for Call Center Scorecard



% Net profit margin $ EBIT (Earnings Before Interest and Taxes) $ Net cash flow $ Cost per call (CPC) $ Sales-to-date % Net promoter score % Call abandon rate # New customers % Market share $ Revenue per client $ Average customer acquisition cost # Average call handling time % Agent schedule adherence % Processes optimized % Active running projects on time, on budget and according to specifications # Employee engagement index # Ideas for new / improved service from employees # Training hours per full time equivalent (FTE) % Employees meeting continuing professional development requirements % Employee satisfaction % Employee turnover % Net profit margin $ EBIT (Earnings Before Interest and Taxes) $ Net cash flow $ Cost per call (CPC) $ Sales-to-date % Net promoter score % Call abandon rate # New customers % Market share $ Revenue per client $ Average customer acquisition cost # Average call handling time % Agent schedule adherence % Processes optimized % Active running projects on time, on budget and according to specifications # Employee engagement index # Ideas for new / improved service from employees # Training hours per full time equivalent (FTE) % Employees meeting continuing professional development requirements % Employee satisfaction % Employee turnover % Net profit margin $ EBIT (Earnings Before Interest and Taxes) $ Net cash flow $ Cost per call (CPC) $ Sales-to-date % Net promoter score % Call abandon rate # New customers % Market share $ Revenue per client $ Average customer acquisition cost # Average call handling time

Publication date: 10 March 2011
eabID number: **sK0117061**

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eabID number: sK0117061

This report is the result of primary research conducted by eab group. It is available in PDF format on the smartKPIs.com website. Terms of use available at: http://www.smartkpis.com/terms-of-use.html ('Premium content terms').

An appropriate citation for this report is:
eab group, 2011, KPIs for Call Center Scorecard, Melbourne, Australia

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Published by:

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Executive Summary

Key Performance Indicators (KPIs) are today some of the most popular management tools. From the National Museum of Australia, to the First Bank of Nigeria, from the Panama Canal Authority to Rolls Royce, from the Ministry of Education in Brunei Darussalam to the American Medical Association, KPIs are used to understand, learn and improve performance across industries, departments and teams.

The use of KPIs in organizations and departments is enabled by other performance management tools, the most common and important being the Performance Scorecards and the Performance Dashboards.

The Scorecard represents a catalogue of the KPIs used by an organization or department to measure and manage performance at strategic, respectively at operational level. What is specific for the Performance Scorecard is the grouping of KPIs in the four traditional perspectives of the Balanced Scorecard – Financial, Customer, Internal Processes, Learning & Growth – each containing objectives. Derived from the strategic objectives, KPIs describe and assess the organization's performance from these four perspectives.



The core element of the Performance Scorecard is represented by the KPIs populating it. Without anaccurate and standard understanding of the KPIs populating the Scorecard, its proper use can be endangered and the valued it can add limited.

The Call Center KPIs for Scorecard report is a comprehensive collection of 21 KPIs considered by the smartKPIs.com team as the most relevant and adequate to populate the Call Center Performance Scorecard. Each KPI is documented based on the best practice KPI documentation template proprietory to smartKPIs.com and available in the smartKPIs Premium section of the website. There are over 30 fields of metadata specific to each KPI, from KPI name to definition, subordinate measures and calculation formula among others.

Some of the main sections of the report are:

- "KPIs … naturally", an article that sets the context through a discussion on what is old and what is new in the use of KPIs.
- An introduction to the custom KPI documentation form developed by the smartKPIs.com research team for documenting KPIs. It contains over 30 fields of data, making this the most thorough KPI documentation template in use today.
- Comprehensive insights on Key Performance Indicators (KPIs) as performance measurement tools and a glossary explaining the most popular terms characterizing KPIs.
- A list of the Call Center KPIs for Scorecard, grouped by the four Balanced Scrorecard perspectives.
- A detailed description of each KPI listed in the Call Center KPIs for Scorecard report, as documented in smartKPIs Premium (the premium content section of smartKPIs.com).

This collection of 21 thoroughly documented KPIs for assessing and managing performance of the Call Center can represent the foundation for developing and using a comprehensive Call Center Scorecard, as part of the Call Center Performance Management System.

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About Key Performance Indicators (KPIs)

In many domains of human activity, the use of tools is essential for the achievement of results. Measurement and evaluation make no exception, being equipped with both conceptual and physical tools. Of the first category, at the core of any performance measurement and managment system are the measures, metrics, indicators or KPIs used.

Both academic and practitioner literature uses interchangeably these terms, oftentimes even within the same organisation.

At smartKPIs.com, we have adopted the following definitions for these terms:

Measure - A number or a quantity that records a directly observable value. All measures are composed of a number and a unit of measure. The number provides magnitude (how much) for the measure, while the unit gives number a meaning (what). Examples of unit measures are: dollars, hours, meters, inches, etc.

Indicator - Indicators are defined in many ways, but the common meaning for all of them is that they refer to specific information. Thus, the Organisation for Economic Co-operation and Development (OECD) defines an indicator as "*a qualitative or quantitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor*".[1]

Metric, Performance Measure or Performance Indicator - A generic term encompassing the quantitative basis by which objectives are established and performance is assessed. It helps quantify the achievement of a result, the quantifiable component of an organization's performance. In the context of measuring and managing performance these terms are use interchangeably.

Key Performance Indicator (KPI) - A selected indicator considered key for monitoring the performance of a strategic objective, outcome, or key result area important to the success of an activity and growth of the organization overall. KPIs make objectives quantifiable, providing visibility into the performance of individuals, teams, departments and organizations and enabling decision makers to take action in achieving the desired outcomes. Typically, KPIs are monitored and communicated through dashboards, scorecards and other forms of performance reports.

While on paper the terms listed above can be differentiated, in practice, the difference between them is blurred and, at some extent, irrelevant. As long as their purpose and use is clear and understood by members of the organization, whether they are called performance measures or KPIs is a matter of preference.

At smartKPIs.com, we assess each example entered in the online database and label it as measure, performance indicator or KPI. It is an empirical and subjective approach to catalogue each entry based on relevance. Ultimately, all entries in the online database are considered KPI examples. In addition, to single out the entries that stand out in terms of relevance, we introduced a new label:



smartKPI - A Key Performance Indicator example available on smartKPIs.com, that is recommended as being the most relevant and truly "Key" for organizational performance. They are selected by the editorial team of the website based on criteria such as:

- Listing in academic and practitioner publications that analyse their usefulness;
- Frequency of use by Functional Area / Industry;
- Fulfillment of the criteria of how good KPIs should be defined and used.

1. Organisation for Economic Co-operation and Development, 2002, Glossary of Key Terms in Evaluation and Results Based Management, OECD Publications, Paris, France

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KPIs … Naturally



Measurement as a human activity is not new. It emerged in early history as a mean for discovery and sense making. Archaeologists consider the first measurement tool used in human history to be the Lebombo bone, a baboon fibula containing 29 cut notches. Dated 35,000 BC, this tally stick was discovered in the Lebombo mountains in Swaziland.

Evaluation, as a form of measurement was used as early as the 3rd century AD, when emperors of the Wei Dynasty rated the performance of the official family members. The biased nature of individual performance evaluation was noticed by Chinese philosopher Sin Yu, who reportedly criticized a rater employed by the Wei Dynasty with the following words: "The Imperial Rater of Nine Grade seldom rates men according to their merits, but always according to his likes and dislikes".

A major milestone in making the connection between measuring as a human activity and performance was in 1494, when Luca Pacioli published in Venice *'Summa de arithmetica, geometrica, proportioni et proportionalita'* (*'Everything on arithmetic, geometry, proportions and proportionality'*). It detailed a practice the Venetian sailors had in place to evaluate the performance of their sailing expeditions, which became the basis of the double-entry accounting system.

In time, the subjective nature of individual performance evaluations and the dominance of financial indicators for evaluating enterprise performance became stepstones for performance management in human activities.

The industrial revolution added to this combination the "*organization as a machine*" metaphor that played a major role in driving improvements in efficiencies and effectiveness. The result was an organizational performance management model based on mechanistic, command-and-control thinking, driven by subjective individual performance assessments and financial indicators and crowned by pay-for-performance arrangements.

Did it work? To a certain extent, yes. Many organisations flourished and matured based on this model.

Does it have flaws? Many. And while historical circumstances attenuated them in time, today's environment amplifies and exposes them at an accelerated rate.

Is there a better way? Yes, but it is not simple. It requires a change at multiple levels, from the underlying philosophy of performance, to mentalities and processes. This is not easy.

Over time, the use of Key Performance Indicators (KPIs) became synonym to performance measurement and management. KPIs are the link between the old and the new in performance management. Their use, however, is much richer and rewarding in an environment based on organic performance architecture principles:

Organizations are echo-systems in their own right. They vary in terms of maturity and the environment in which they operate. As such, their use of performance management systems should reflect their own "personality". You can try to build an igloo in Sahara, but it won't be sustainable. The performance architecture of each organisation needs to be unique and to reflect its internal and external environment.

Systems thinking provides a much richer context for understanding and improving performance. Command-and-control worked in time for the army, for increasing productivity of unskilled workers during the industrial revolution and for managing large organizations (such as the public service). Today, knowledge workers form the majority of the workforce in developed economies, operate in a much more interconnected environment and have to make decisions at an accelerated pace. Understanding the systems in which we operate, analysing flow and learning based on data become ever more important today and complement the traditional simplistic managerial approach of executing orders from above.

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KPIs should be used primarily for learning. The role of KPIs should be the one of providing the required information to assist in navigating towards the desired results. The same principle is used by ants, who leave pheromone trails to assist each other in navigating towards the food source. Similarly, the nerve impulses travel through the different points of the nervous system, transmitting information. KPIs results should travel through the organisation, facilitating communication, providing a base for analysis / synthesis and ultimately decision making across all levels of the organisation.

Data accuracy in human administration is an elusive desideratum. Neils Bohr once said: *"Accuracy and clarity of statement are mutually exclusive"*. Accuracy is a challenge in exact sciences and even more in human administration. Striving to obtain any KPI data is a challenge in itself for many organisations and data accuracy is an even bigger ask. The use of KPIs should acknowledge this aspect and be oriented towards making the most out of existent data, oftentimes by using variance intervals. This approach is used by the human body. If the temperature drops under a safe limit, we shiver. If the temperature increases, we sweat. Both are performance improvement initiatives of the body, aimed to regulate its temperature back to safe limits. The KPI here is the temperature. While it is not a constant, its trend is good when within certain safe limits.

The use of KPIs for rewards and punishment should be limited and driven by self-assessment. Purposeful oriented behaviour is a characteristic of living organisms. For humans and many other species, this behaviour is amplified by rewards and punishment. Along with this amplification, risks are amplified, too. Gaming of results, lack of cooperation, decreased morale and work accidents are some of the undesired consequences. On the other hand, the majority of nerve impulses in the human body transmit general information. Only in particular situations pleasure or pain signals. Similarly, the use of KPIs for rewards and punishment should be the exception to the rule, rather than the norm.

Embedding KPIs in organisations through visualization and communication of KPIs results is the key to maximising their value added. Variations in the KPIs used by the human body are felt by our senses as their impact is sensory rich. Similarly, KPIs used in an organizational context should be embedded in everyday use and be a part of the working experience. The most important aspect of communicating KPI results is their visual representation. This is key, both in terms of optimising the layout of the data representation and the presence of visual displays in the working environment. The range of media is diverse today: posters, whiteboards, banners, LED and LCD monitors should be combined to bring results to life across the organization. KPI results should not be restricted to paper reports and computer screens anymore.

New philosophy of performance, driven by self-assessment and purposeful achievement as a mean to happiness. While happiness means many things to many, a common expression of this feeling is the result of the purposeful achievement of a desiderate. Achieving something we want, while shared with others, is about us and reverberates strongly in our inner self. Transposing this powerful catalyst of performance in both our personal and organizational life is facilitated by a new paradigm: Happiness is driven by achievement. Achievement is an expression of performance. If we want to be in control of our happiness, we should be in control of our performance.

Self-assessment of performance results is not easy. However, if more emphasis is placed on building this capability in each employee, organisations can benefit by creating a rewarding environment conducive to happiness. In this environment, managers can focus on understanding and improving the working system, while employees can focus on self-assessment of the results' achievement, learning and communicating. Purposeful achievement of results in a well-structured working system would bring both individuals and organisation much closer to happiness and fulfilment compared to the payment of bonuses in the current command-and-control driven dominant paradigm.

KPIs are here to stay. The question we have to answer is how do we want to use them: mechanistically or naturally?

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KPI Documentation Form Template as Used by smartKPIs.com

Organizational capability or department that fulfils a specific business function.

Sub-grouping of the functional area or industry.

Aggregate of organizations operating in a particular field, often named after its principal product or service.

Functional Areas
N/A

Sub-categories
Hospitals

Industries
Healthcare

KPI record
sK41

Indicator type
smartKPI

Unit type
%

Key Performance Indicator (KPI) example unique identification number assigned automatically when entered in the database.

Classification of performance indicators based on their relevance and level of analysis.

Type of measurement unit to reflect results (number, percentage, monetary value).

Name of the indicator, a brief representation of its role.

Succinct description of the indicator, clarifying in business terms its name.

Other versions of the indicator name, as used in practice.

Name

% Hospital bed occupancy rate

Definition and variations

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

Variations
% Bed occupancy rate - long-term patients
% Bed occupancy rate - short-term patients

Related KPIs
Hospital bed capacity
$ Hospital operating profit per bed
# Hospital admission rate per 10,000 inhabitants

Tags
hospital, occupancy

List of other related indicators in the database, either upstream (influenced by this indicator), or downstream (with influence on this indicator).

Keywords relevant to the indicator, useful for navigating by thematic clusters of similar examples.

Names of the measures used in calculating the indicator (if applicable).

Calculation

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

Calculation formula
(A/B)*100

Formula type
Rate

Trend is good when
Increasing

Expresses the indicator as a formula linking the subordinate measures (if applicable).

Type of calculation formula, based on the combination of subordinate measures (rate, ratio, index, composition).

Direction in which the results of the indicator need to move for a positive result.

Explanation of the reason or business justification for using the indicator.

Classification of performance indicators based on what dimension of an activity or result they are measuring.

Strength of the indicator based on the stage of evaluation: input, process, output or outcome.

Focus

Purpose
To indicate the hospital's efficiency regarding bed management and its spare capacity.

BSC perspective
Customer

Measurement focus
Volume

Impact stage
Process

Indicator focus
Leading

Measurment type
Quantitative

Level
Strategic

Standard Balanced Scorecard perspective where the indicator fits best.

Type of indicator based on the emphasis of past activity or future performance.

Measurement approach for the KPI (Quantitative or qualitative).

Organizational level at which the indicator is measured (strategic or operational).

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Period for which the results of the indicator have been measured.

Frequency of data gathering and reporting for the indicator.

Subjective evaluation of the integrity characteristics of the data being reported.

Data profile

Data capture period
Spot

Standard reporting frequency
Daily

Data integrity
High

Automation fit
Recommended

Limitations
Accurate reporting for this KPI requires real-time registration of inpatients, so that no lag exists between the actual hospitalization (and the occupancy of the bed) and registering it in the bed management system.

Suitability for automated data gathering by importing data in the centralized reporting tool.

Other limitations (data or reporting system related) to be considered during the use of the indicator.

Subjective evaluation of the suitability for benchmarking based on indicator reporting standardization in the industry.

Additional information related to the target setting for this indicator.

Thresholds outlining the limits for positive and negative results, as well as the tolerance interval.

Targets

Benchmarking fit
Suitable

Notes
Given the universality of the measure, it suits benchmarking very well. High levels of bed occupancy reflect the ability of a hospital to provide safe patient care and indicate an efficient use of a hospital's capacity.

Threshold exemple
Red: <70%

Yellow: 70-90%

Green: >90%

Analysis and resources

Overall notes
Bed occupancy rate is used to assess the demands for hospital beds and hence to gauge an appropriate balance between demand for health care and number of beds available. Managing the bed occupancy rate can be a difficult task due to the demand that cannot be controlled by postponing (like in the case of a guest house, for example).

Additional resources
http://news.bbc.co.uk/2/hi/health/5370336.stm

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2. Health Policy Research Associates & Institute for Health Policy (2007), "Performance Reviews of Provincial and Line Ministry Healthcare Services", available at: http://203.94.76.60/AHF/pdf/CD03/Assesment_Overall_Perfor_bw_Districts02_35-54.pdf
3. Republic of the Philippines, Department of Health (2004),
OTHER HEALTH FACILITIES STATISTICAL REPORT, available at: www.doh.gov.ph/bhfs/images/issuances/psychiatric/statisticalreport.pdf

General remarks about the use of the indicator.

Other recommended online and offline resources for understanding and using the indicator.

List of resources reviewed as part of the documentation process.

Average rating of the indicator by smartKPIs.com community members.

Total number of pageviews for the indicator.

Date stamp of when the indicator page was last updated.

Statistics & bookmarking

Rating
(1 / 5)

Add rating

Views
1780
Share

Last updated
03 February 2011
Save

Rating button.

Share button, for social media communication.

Option to save the indicator in a preferred list available online at smartKPIs.com.

smartKPIs Community

Other popular KPI examples
- # Average length of stay in ER
- % Emergency Department visits resulting in hospital admissions
- % Employee turnover

Comments

Other indicators saved in the preferred list along with the current example by smartKPIs.com community members.

Option to comment, provide feedback and engage with other members of the smartKPIs.com community on topics relating the documentation and use of the indicator.

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About the Call Center Industry

Call Center is the industry dealing with receiving and transmitting a large volume of requests or inquiries by telephone. The Inbound Call Center deals with calls initiated by the customer (inbound calls), while an Outbound Call Center regards calls initiated from the organization to the customer (outbound calls). Indicators in this industry refer to performance aspects regarding call volumes, contact channels, handling customer requests, sales productivity or any other specific operations.

History

The Call Center industry has emerged and developed due to the need to centralize customer operations in order to both respond to ever more demanding customers and to reduce costs. While in their early days of existence Call Centers were organized mostly in-house, nowadays large call centers operate as a destination for outsourcing and/or offshoring customer operations.

In this context, aspects such as efficiency, effectiveness and productivity are common terms to describe Call Centers. Therefore, the work of call center employees has always been stressful, having to face more and more difficult customers and extensive workloads, making the industry one with high levels of employee turnover.

In practice, Call Centers can be organized as Inbound (customer service) Call Centers or as Outbound (sales) Call Centers. Another variation is the Contact Center, which deals with collective handling of emails, letters, faxes, live chat and other forms of customer contact. From another perspective, based on the technology they use, Call Centers can be organized on premise-based Call Centre technology, virtual Call Center technology and cloud computing for Call Center technology. No matter their type or the technology they use, Call Centers support a broad number of industries, such as Telecommunications, Banking, Utilities, Retail (whether E-stores, Retail stores or Mail order catalogue retailers) etc.

In order to better respond to the principles and demands of efficiency and effectiveness, the Call Center industry has made tremendous use of technology. Systems and tools such as Interactive Voice Response (IVR), Voice Broadcasting and Automatic Call Distribution emerged as examples of state-of-the-art computer-telephony integration. The use of these new technologies in the Call Center industry has enhanced also the process of measuring and managing Call Centers' performance, enabling high levels of automation and access to analytical data with ease.

Relevant Call Center Professional Associations

Customer Contact Association (CCA)
Customer Contact Management Association (CCMA)
Contact Center World
Call Center Network Group (CCNG)
American Teleservices Association (ATA)

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List of KPIs for Call Center Scorecard

Call Center Scorecard Perspective	Key Performance Indicators (KPIs)
Financial Perspective **5 KPIs**	% Net profit margin
	$ EBIT (Earnings Before Interest and Taxes)
	$ Net cash flow
	$ Cost per call (CPC)
	$ Sales-to-date
Customer Perspective **6 KPIs**	% Net promoter score
	% Call abandon rate
	# New customers
	% Market share
	$ Revenue per client
	$ Average customer acquisition cost
Internal Processes Perspective **4 KPIs**	# Average call handling time
	% Agent schedule adherence
	% Processes optimized
	% Active running projects on time, on budget and according to specifications
People, Learning & Growth Perspective **6KPIs**	# Employee engagement index
	# Ideas for new / improved service from employees
	# Training hours per full time equivalent (FTE)
	% Employees meeting continuing professional development requirements
	% Employee satisfaction
	% Employee turnover

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Functional Areas	Sub-categories	Industries
Finance	Profitability	Any
KPI record	**Indicator type**	**Unit type**
sK467	Key Performance Indicator	%

Name

% Net profit margin

Definition and variations

Definition

Measures how much profit a company makes for every $1 it generates in revenue, indicating the operational efficiency and the entity's ability to control costs and its pricing policy.

Variations

% Return on sales (ROS)
% Net (income) margin
% Operating (profit) margin
% Profit margin

Related KPIs

Asset turnover

Tags

profit margin, sales

Calculation

Subordinate measures used for calculation

A = $ Net income (EBIT/NOPAT)
B = $ Total revenues (Sales)

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

Focus

Purpose

To indicate how much profit/net income a company makes with total sales achieved and how effective is at cost control. It can also indicate the company's ability to face difficult conditions, such as falling prices, rising costs or declining sales.

BSC perspective	Measurement focus	Impact stage
Financial	Money	Outcome
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Strategic

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Data profile

Data capture period	Standard reporting frequency	Data integrity
Quarter	Quarterly	High

Automation fit

Recommended

Limitations

% Net profit margin is influenced by all the factors that influence profitability, whether under management control or not. Differences in competitive strategy and product mix cause the profit margin to vary among different companies. Due to the fact that for different companies the operating and financing arrangements vary so much, it is difficult to accurately compare the companiesâ€™ net profit margin, this indicator being mostly used for internal comparison.

Targets

Benchmarking fit

Suitable

Notes

A higher % Net profit margin means that a company is more efficient at converting sales into actual profit and has a more effective pricing policy and cost control.
A falling % Net profit margin means that the company is making less profit on each dollar of sales.
On the other hand, comparison between companies from different industries may be irrelevant, as % Net profit margins vary widely from industry to industry.

Threshold exemple

Red: <15%	Yellow: 15-30%	Green: >30%

Analysis and resources

Overall notes

A company can be better assessed if the sources of a lower net profit margin are well understood. If the fall comes from higher costs, they should be analyzed and see how much control does the company have on them. The same for a decline of the selling price. If itâ€™s something unimportant, a temporary problem or a factor that can be solved by the management, the indicator will rise again. Otherwise, things can be more harmful for the company. It is best to compare the % Net profit margin of a company over time and search for trends. An increasing value can show the company is growing more efficient, while a decreasing value can indicate inefficiency in operations.

% Net profit margin is useful when comparing two companies in the same industry, but with different debt structures. Thus, the operating efficiencies of the business can be demonstrated, without the company's debt obligations impacting the comparison.Â

A larger % Net profit margin is not always better.
% Net profit margin does not reflect directly the cost of sales or the factors that contribute to it: investments, materials, labor, production overhead and administrative and selling overhead. Also, in the calculation, some companies may include also special allowances or extraordinary non-recurring items, which will artificially inflate its value and can be misleading.

Additional resources

http://www.bnet.com/article/calculating-return-on-sales/53005

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Functional Areas	Sub-categories	Industries
Accounting Finance	Planning and Reporting Profitability	Any
KPI record	**Indicator type**	**Unit type**
sK190	smartKPI	$

Name

$ EBIT (Earnings Before Interest and Taxes)

Definition and variations

Definition

Measures the company's operating income, i.e. the income resulted from the company's primary business operations (excluding extraordinary and financial operations).

Variations

$ Operating income
$ Operating margin
$ Operating profit

Related KPIs

Altman Z-Score (for public manufacturing companies)

Tags

income

Calculation

Subordinate measures used for calculation

A = $ Operating revenues
B = $ Operating expenses
C = $ Net income
D = $ Interest expense
E = $ Tax expense

Calculation formula	Formula type	Trend is good when
A-B or C+D+E	Volume	Increasing

Focus

Purpose

To reflect the company's ability to obtain profit from its core business.

BSC perspective	Measurement focus	Impact stage
Financial	Volume	Outcome
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	High
Automation fit	**Limitations**	
Recommended	It is not a precise indicator of the net profit, as a company with a good EBIT, but high interest and tax expenses, can have a rather modest bottom line.	

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Targets

Benchmarking fit

Unsuitable

Notes

Being the indicator that reflects the company's performance in day-to-day operational activity, it is very useful for historical comparisons and benchmarking with companies in the same industry and of the same size.

Threshold exemple

Red: <100,000 Yellow: 100,000-200,000 Green: >200,000

Analysis and resources

Overall notes

If we extract depreciation and amortization from EBIT, the result in EBITDA, a measure of particular interest for companies that have fixed assets, subject to depreciation and amortization, of a considerable value.

Additional resources

Walsh, C. (2006),Â Key management ratios: the clearest guide to the critical numbers that drive your business, FT Press.

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3. University of Illinois at Chicago, "Ratings and Ratios", available at: http://www.uic.edu/classes/actg/actg516rtr/Readings/Bond-Ratings/S&P-Corporate-Criteria-RR-2003.pdf

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Functional Areas	Sub-categories	Industries
Accounting	Cash Management	Any
KPI record	**Indicator type**	**Unit type**
sK67	smartKPI	$

Name

$ Net cash flow

Definition and variations

Definition

Measures the remaining balance after deducting cash outflows from the cash inflows.

Variations

$ Cash flow
$ Free cash flow

Related KPIs

$ Cash flow per share
$ Operating cash flow (OCF)
$ Free cash flow (FCF)
# Cash flow coverage

Tags

cash

Calculation

Subordinate measures used for calculation

A = $ Cash inflows (money received as a result of the operating, investment and financing activities)
B = $ Cash outflows (money paid out as a result of the operating, investment and financing activities)

Calculation formula	Formula type	Trend is good when
A-B	Volume	Increasing

Focus

Purpose

To indicate the financial health of the company and how well the company manages its money. $ Net cash flow represents the "air" for the business, as it reflects the actual money the business has to operate with, unlike the profit (which reflects the difference between revenues and costs).

BSC perspective	Measurement focus	Impact stage
Financial	Money	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	High

Automation fit

Recommended

Limitations

Cash flow projections require a sound financial system and a good knowledge of the company's cash operations.

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Targets

Benchmarking fit

Suitable

Notes

Results vary depending on the company's size, intensity of operations and industry profile. Businesses in manufacturing, retail or hospitality (restaurants) are very cash-intensive, striving for money for fresh inventory and paying staff and suppliers even on a daily basis.

Threshold exemple

Red: <7,000 Yellow: 7,000-10,000 Green: >10,000

Analysis and resources

Overall notes

It is reflected in the Cash Flow Statement. The period of measurement depends on the company's activity specific elements, such as days in accounts receivable or days in accounts payable. For sound cash management, some businesses monitor the cash flow even on a weekly basis.Â

If the $ Net cash flow comes from financing or investment activities, it is not relevant for appraising the company performance in its core business activity.

Additional resources

http://www.cashflow.com/

References

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Functional Areas	Sub-categories	Industries
N/A	Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK2384	Performance indicator	$

Name

$ Cost per call (CPC)

Definition and variations

Definition

Measures the cost of handling an inbound call (call initiated by the customer) or an outbound call (call initiated by the call center).

Variations

$ CPC
$ Cost per inbound call
$ Cost per outbound call
$ Average call cost

Related KPIs

% Blockage

Tags

cost

Calculation

Subordinate measures used for calculation

A = $ Cost of calls
B = # Calls

Calculation formula	Formula type	Trend is good when
A/B	Average	Decreasing

Focus

Purpose

To indicate the efficiency in using the resources allocated for managing inbound or outbound calls.

BSC perspective	Measurement focus	Impact stage
Financial	Money	Input
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium

Automation fit

Recommended

Limitations

Accurate data gathering is dependent on up to date financial information regarding the total cost of calls, requiring also clarifying the costs considered.

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Targets

Benchmarking fit

Unsuitable

Notes

Targets may vary widely according to the type of costs considered and the type of inbound / outbound call center. These costs can contain only the cost of labor, or they can include also the costs of telecommunications, facilities or other service costs.
While it seems like a good performance measure for comparison to competition, in fact, due to the fact that the costs considered and the type of contacts can vary, benchmarking might not be done accurately.

Threshold exemple

Red: >40 Yellow: 30-40 Green: <30

Analysis and resources

Overall notes

A variation of this indicator would be that of measuring the $ Cost per minute, where the costs of calls would be divided to the minutes of talk.

Additional resources

http://www.fujitsu.com/downloads/SOL/fai/retailing/inbound-retail-telephony_whitepaper.pdf

References

1. Feinberg, R., "ROI calculator for speech/self-service", available at: www.cfs.purdue.edu/richardfeinberg/selfservice-roi/roi.doc
2. Chicago Metropolitan Agency for Planning (2004), "Appendix: 211 Cost/Benefit Model Detail", available at: http://www.cmap.illinois.gov/211-human-services-collaboration/appendix-cost-benefit-details
3. Iowa Department of Corrections, "Rate Information and Tariff for Inmate Telephone Service", available at: http://www.doc.state.ia.us/Forms/OffenderPhoneratesMarch2008.pdf
4. University of Buffalo (2008), "Some quick definitions", available at: http://wwww.erie.gov/exec/public/pdf/911%20Cost%20Avoidance.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Sales	Any
KPI record	**Indicator type**	**Unit type**
sK2345	smartKPI	$

Name

$ Sales-to-date

Definition and variations

Definition

Measures the sales value achieved in period (from the year start to the current date).

Variations

$ Sales achieved to date
$ Year-to-date sales

Related KPIs

$ Sales turnover

Tags

revenue

Calculation

Subordinate measures used for calculation

A = $ Sales value achieved from year start to date

Calculation formula	Formula type	Trend is good when
A	Volume	Increasing

Focus

Purpose

To indicate the value of sales achieved in a specific period within the year. It is used for comparing sales results to the same period in the previous years.

BSC perspective	Measurement focus	Impact stage
Financial	Money	Outcome
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Year to date	Quarterly	High

Automation fit

Recommended

Limitations

For increased relevance of reporting, data collection should be done periodically and measurement should cover several years so that comparison is relevant.

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Targets

Benchmarking fit

Suitable

Notes

Results vary depending on the industry and on the length of the measurement period.

Threshold exemple

Red: <500,000 Yellow: 500,000-1,000,000 Green: >1,000,000

Analysis and resources

Overall notes

The metric is useful also in keeping constant track of the achievement of the sales target set for the entire year or for a particular date in the future.

Additional resources

http://printwearmag.com/article/measure-sales-activity-grow-your-business

References

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3. Hauser, J., R., "Note on Life Cycle Diffusion Models", available at: http://web.mit.edu/hauser/www/Papers/NoteonLifeCycleDiffusionModels.pdf
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5. Rubin, R., S., "An Integrated Spreadsheet Approach to Advertising and Promotion Cost/Benefit Analysis for the Small Business", available at: http://www.sbaer.uca.edu/research/sbida/1988/PDF/61.pdf

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Functional Areas	Sub-categories	Industries
Marketing & Communications	Marketing	Any

KPI record	Indicator type	Unit type
sK1303	smartKPI	%

Name

% Net promoter score

Definition and variations

Definition

Measures the net difference between promoters and detractors, of all customers that express an attitude.

Variations

% Promoter score (TM)
% NPS

Related KPIs

% Customer satisfaction with new products and services

Tags

portfolio, customers

Calculation

Subordinate measures used for calculation

A = # Promoters
B = # Detractors
C = # Customers

Calculation formula	Formula type	Trend is good when
(A/C)*100-(B/C)*100	Rate	Increasing

Focus

Purpose

To indicate how many company / product promoters remain, after subtracting the detractors, as these create a net positive impact for the company.

BSC perspective	Measurement focus	Impact stage
Customer	Satisfaction	Outcome

Indicator focus	Measurment type	Level
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Biannually	Low

Automation fit

Not recommended

Limitations

Being based on customer surveys, results can be altered by subjectivity of the respondents or incentives given by the company to stimulate responses.

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Targets

Benchmarking fit

Unsuitable

Notes

Benchmarking is not suitable, as companies may use different-point scales (the standard in 11, but some use 10, some 5 and so on). Also, some companies may resort to incentives so as to increase the rate of responses.

Threshold exemple

Red: <50%
Yellow: 50-70%
Green: >70%

Analysis and resources

Overall notes

Although it is considered very simple and easy to compute, its relevance for decision-making can be quite limited, as the net percentage of promoters can only show whether there are more promoters than detractors, or the other way. It cannot assess their influence on company / product image or success, as even where detractors may be less (thus being a positive net promoter score), their activity may be more intense, the net effect of their activity being negative for the company.

Additional resources

http://www.theultimatequestion.com/theultimatequestion/measuring_netpromoter.asp?groupcode=2

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That simple query to customers is shaking up planning and executive pay", available at:
http://www.businessweek.com/magazine/content/06_05/b3969090.htm
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http://sixsigma.scmhrd.edu/articles/NPS%20Paper2007.pdf
3. Satmetrix (2004), "The Power Behind a Single Number
Growing Your Business with Net PromoterÂ®", Satmetrix SystemsÂ®, Inc. available at:
http://www.csb.uncw.edu/people/howe/Classes/MBA541/CLASS%20OF%202009/NetPromoterWPfinal.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK168	Key Performance Indicator	%

Name

% Call abandon rate

Definition and variations

Definition

Measures the percentage of customer calls which are abandoned while in queue, waiting for service, from overall calls.

Variations

% Abandonment rate
% Connection drop rate
% Silent calls

Related KPIs

% Interactions routed properly

Tags

calls

Calculation

Subordinate measures used for calculation

A = # Calls disconnected before an agent was able to intercept
B = # Incoming calls

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

Focus

Purpose

To assess the efficiency in managing resources such as personnel and phone lines.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Recommended

Limitations

Accurate reporting requires some rules in managing calls abandonment, such as:
Remove the data of abandoned calls for anything that was abandoned in less than 5 seconds, as these numbers are hard to get. All calls that are long enough (>5 sec) and can be answered should be counted. Calls answered by machine, unanswered calls, and calls to non-working numbers do not count toward this percentage.

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Targets

Benchmarking fit	Notes
Suitable	High abandonment rates indicate the telemarketer / customer service center is not managing resources such as personnel and phone lines properly. Most centers strive to maintain an abandon rate of less than 2%. One solution for silent calls is for organizations to play a recorded message to the consumer explaining why the call was silent and why no agent was available. They also must allow an unanswered call to ring four times or 15 seconds before disconnecting to allow consumers a reasonable time to answer and not be subjected to "dead air" after a few rings.

Threshold exemple

Red: >3% Yellow: 2-3% Green: <2%

Analysis and resources

Overall notes

According to the marketing dictionary, the abandon rate is the percentage of the calls made by an automatic dialing device to prospective customers or by customers to a telemarketer that are not intercepted by a live operator before the prospect / customer disconnects.

Caller tolerance can change day by day, or hour by hour, in baffling ways. Sometimes, when customers have to remain on hold for longer periods than they're used to, they wait. Other times, when service levels are good, abandonment rates are inexplicably high.Though an important service level indicator, call abandon rate is also influenced by consumer behavior, in which case its relevance for these purposes decreases.

Additional resources

http://www.usaservices.gov/bestpractices/pdf_citizens/metricsmitre-1.pdf

http://www.allamreform.hu/letoltheto/kozigazgatas/kulfoldi/2004-es_evkozi_utmutato_a_fo_teljesitmenymutatokrol_Kanada.pdf

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3. PNI-KPMG, "Quality KPI", available at: http://www.pnicallcenter.com/quality-kpi.html

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Functional Areas	Sub-categories	Industries
Marketing & Communications	Marketing	Any
KPI record	**Indicator type**	**Unit type**
sK188	Key Performance Indicator	#

Name

New customers

Definition and variations

Definition

Measures the total number of new customers acquired by the company within the reporting period.

Variations

New customers acquired in a given time period
Customers acquired
New clients

Related KPIs

$ Average customer acquisition cost

Tags

portfolio, customers

Calculation

Subordinate measures used for calculation

A = # New customers acquired

Calculation formula	Formula type	Trend is good when
A	Volume	Increasing

Focus

Purpose

To indicate the efficiency of new customer acquisition efforts. Although dealing with existing customers is less expensive that with new customers, the company should always try to acquire new customers in order to replace customer attrition.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium

Automation fit

Recommended

Limitations

Measurements requires a functional system for tracking and reporting the volume of new customers at any point.

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Targets

Benchmarking fit

Suitable

Notes

Targets depend on the reporting period and on the company's domain of activity (whether it activates on the B2B or B2C markets).
Targets can be influenced by the company's past performance. It is more difficult to acquire new customers when setting up a new business compared to when the company is mature and has credibility on the market.

Threshold exemple

Red: <150 Yellow: 150-300 Green: >300

Analysis and resources

Overall notes

The indicator should be measured along with the costs of acquiring the new customers in order to provide a relevant insight on the impact of new customer acquisition.

Additional resources

http://www.microsoft.com/smallbusiness/resources/marketing/customer-service-acquisition/attract-new-customers.aspx

http://www.managementconsultingnews.com/articles/rumbauskas_coldcall.php

References

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2. The University of Tennessee, UT Center for Industrial Services (2009), "Strategic Plan 2010â€•2015", available at: http://www.cis.utk.edu/about/documents/cis_strategic_plan_2009.pdf#page=3
3. University of Illionois at Chicago, "Sales mix, new and upgrade customers", available at: http://www.uic.edu/classes/actg/actg594/HW/03Even.PDF

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Functional Areas	Sub-categories	Industries
Marketing & Communications	Marketing	Any

KPI record	Indicator type	Unit type
sK1282	smartKPI	%

Name

% Market share

Definition and variations

Definition

Measures the percentage of the target market accounted for by the business, from the overall existing market.

Variations

% Unit market share
% Revenue market share

Related KPIs

% Market share increase due to R&D

Tags

market

Calculation

Subordinate measures used for calculation

A = $ Sales value accounted for by the business
B = $ Total sales value within the market
Alternatively:
A = # Sales volume accounted for by the business
B = # Total sales volume within the market

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

Focus

Purpose

To measure business competitiveness within the market.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Outcome

Indicator focus	Measurment type	Level
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Quarter	Quarterly	Low

Automation fit	Limitations
Not recommended	Accurate reporting requires access to up-to-date and correct data on sales quantity and value within the market.

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Targets

Benchmarking fit

Suitable

Notes

Target may vary according to the industry, the marketing strategies, the market trends and the calculation formula applied.
Measurement can be done in respect to sales volume (unit market share) or in terms of sales value (revenue market share).
Market share is one of the most common metrics used for benchmarking to competitors.

Threshold exemple

Red: <5% Yellow: 5-10% Green: >10%

Analysis and resources

Overall notes

Measurement can be done by the company itself, using aggregated data available at industry level or by specialized research companies, that publish market shares of more than one company on the market (usually the top five or top ten).

Additional resources

Cooper L., G. & Nakanishi, M. (1988), "Market-share analysis: evaluating competitive marketing effectiveness", Kluwer Academic Publishers

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1. Farris, P., W., Bendle, N., T., Pfeifer, P., E. & Reibstein, D., J. (2006), "Marketing Metrics: 50+ Metrics Every Manager Should Master", Wharton School Publishing, Upper Saddle River, NJ
2. Rensselaer Polytechnic Institute, "Finding a Company's Market Share", available at: http://www.ewp.rpi.edu/hartford/library/research/mshare.htm
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of Various Size Towns", available at: http://www2.econ.iastate.edu/faculty/stone/MarketShare.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Sales	Any
KPI record	**Indicator type**	**Unit type**
sK4096	Performance indicator	$

Name

$ Revenue per client

Definition and variations

Definition

Measures the average revenue generated by a customer or client serviced.

Variations

Average revenue per client

Related KPIs

$ Average revenue per user (ARPU)

Tags

rent

Calculation

Subordinate measures used for calculation

A = $ Revenue
B = # Clients (customers)

Calculation formula	Formula type	Trend is good when
A/B	Average	Increasing

Focus

Purpose

To reflect the effectiveness with which revenue-generating potential is exploited.

BSC perspective	Measurement focus	Impact stage
Customer	Money	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium

Automation fit

Recommended

Limitations

Accurate reporting requires a good integration between the customer management system and the accounting system.

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Targets

Benchmarking fit

Suitable

Notes

Targets should be set accordingly with the market level, organization's competitiveness strategy and costs involved, the pricing policy, market trends, competition, and customer appreciation of your company's product or service.

Threshold exemple

Red: <1,000 Yellow: 1,000-1,500 Green: >1,500

Analysis and resources

Overall notes

The indicator is relatively easy to be calculated and can provide a good picture on the total number of clients that must be reached in order for the business to become profitable.

Additional resources

http://www.webhostingtalk.com/wiki/Strategies_for_startup_hosts_that_are_building_hosting_plans

References

1. Drury, C. (2008), "Management and Cost Accounting", South-Western, UK
2. Shirley, W. (2006), "Decoupling Throughput From Profits: The Revenue Per Customer Method", Presentation to NARUC Workshop: Side Resources, available at: http://www.narucmeetings.org/Presentations/Shirley1.pdf
3. The Chief Storyteller (2010), "Increase Average Revenue Per Customer by 75%", available at: http://www.thechiefstoryteller.com/dl/chiefstoryteller_success_story_08_netstrategies_2010.pdf

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Functional Areas	Sub-categories	Industries
Marketing & Communications	Marketing	Any

KPI record	Indicator type	Unit type
sK1367	Performance indicator	$

Name

$ Average customer acquisition cost

Definition and variations

Definition

Measures how much it costs, in average, to acquire a new customer.

Variations

$ Average cost to acquire

Related KPIs

New customers

Tags

cost

Calculation

Subordinate measures used for calculation

A = $ Marketing spent for customer acquisition
B = # New customers

Calculation formula	Formula type	Trend is good when
A/B	Average	Decreasing

Focus

Purpose

To reflect the cost of acquiring new customers and to assess new customers' profitability.

BSC perspective	Measurement focus	Impact stage
Customer	Money	Outcome

Indicator focus	Measurment type	Level
Lagging	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Low

Automation fit

Not recommended

Limitations

Data collection is limited by the difficulty to isolate new customer acquisition spending from the overall marketing spending.

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Targets

Benchmarking fit

Unsuitable

Notes

Customer acquisition costs vary greatly from one industry to another, especially from one type of market to another (B2B or B2C, offline or online).

Threshold exemple

Red: >3,000 Yellow: 1,500-3,000 Green: <1,500

Analysis and resources

Overall notes

Measuring and keeping track of the costs to acquire new customers can help at analysing customer profitability, by different channels and segments and to see the evolution in time or the trend of these costs.

Additional resources

http://www.entrepreneur.com/tradejournals/article/56068802.html

References

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2. Farris, P., W., Bendle, N., T., Pfeifer, P., E. & Reibstein, D., J. (2006), "Marketing Metrics: 50+ Metrics Every Manager Should Master", Wharton School Publishing, Upper Saddle River, NJ.
3. Livne, G., Simpson, A. & Talmor, E. (2008), "Do Customer Acquisition Cost, Call Usage and Customer Retention Matter in the Wireless Industry?", available at: http://e-research.en.blogs.ie.edu/files/2008/10/gilav-livne.pdf#page=1
http://apps.olin.wustl.edu/faculty/xie/working/search_ad_VCA.pdf#page=27

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK165	Key Performance Indicator	#

Name

Call handling time

Definition and variations

Definition

Measures the time needed for one call to be handled on average, including the talk time itself and the work performed after the call.

Variations

Call handling time
Average call handle time

Related KPIs

After call work time

Tags

time

Calculation

Subordinate measures used for calculation

Ai = # Handling time for call 'i', (in minutes), where i=1 to n
n = # Calls handled

Calculation formula	Formula type	Trend is good when
(A1+A2...+An)/n	Average	Decreasing

Focus

Purpose

To indicate the efficiency and capacity in handling calls. As it includes both talk time and after work time, it reflects the total time needed to solve one customer issue or complete one sale.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Week	Weekly	Medium

Automation fit

Recommended

Limitations

Accurate data gathering and reporting is dependent on a well maintained call management systems to feed data into the reporting tool.

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Targets

Benchmarking fit

Suitable

Notes

Targets depend on the industry, the product / service, the staff experience, complexity of the problem etc.
An example of targets can be any of those mentioned above for the support for internal desktop PC customers.
The handling time is between 10-19 minutes per call. There are many factors that affect average handle time, such as:
- Types of software and hardware supported
- Customer profile
- Use of knowledge base
- Professionals' use of screen human harmony
- Professionals' experience and level of expertise

High value for this measure indicates a need to improve processes in order to increase call handling efficiency.

Threshold exemple

Red: >19 Yellow: 12-19 Green: <12

Analysis and resources

Overall notes

This KPI can have an influence on customer satisfaction. Customer satisfaction shouldn't be a function of how much time you spend on each call. Customer satisfaction is a direct effect of how fast one resolves an issue and how professional one is in dealing with complaints.

Additional resources

http://www.usaservices.gov/bestpractices/pdf_citizens/metricsmitre-1.pdf

References

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2. IBM, "Business measures related to Insurance Process Models", available at: http://publib.boulder.ibm.com/infocenter/dmndhelp/v7r0mx/index.jsp?topic=/com.ibm.ws.icp.insp_c.doc/ins/pc/p_cdev/reference/r_procsflwappdx.html
3. Searchcrm.techtarget.com, "Definition Average handle time", available at: http://searchcrm.techtarget.com/definition/average-handle-time

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Functional Areas	Sub-categories	Industries
N/A	Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1384	Key Performance Indicator	%

Name

% Agent schedule adherence

Definition and variations

Definition

Measures the percentage of time when agents are actually logged on, out of the specific working scheduled time.

Variations

% Agent schedule adherence

Related KPIs

% Agent utilization

Tags

schedule

Calculation

Subordinate measures used for calculation

A = # Actual log on time (in minutes)
B = # Planned log on time (in minutes)

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

Focus

Purpose

To indicate the agent's productivity and adherence to schedule, as being logged on is a premise for initiating outbound calls or taking inbound calls.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Quality	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	High

Automation fit

Recommended

Limitations

Accurate data gathering and reporting is dependent on a well maintained schedule tracking systems to feed data into the reporting tool.

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Targets

Benchmarking fit	Notes
Suitable	Targets do not include not-ready, make-busy and logged-out but do include talk time, idle time and post-call wrap-up.

Threshold exemple

Red: <80% Yellow: 80-90% Green: >90%

Analysis and resources

Overall notes

Usually, the time planned to be logged on is the difference from total work time and off the phone time allocated for breaks, meetings or trainings.

Additional resources

http://searchcrm.techtarget.com/podcast/Understanding-call-center-schedule-adherence

http://www.callcenterops.com/forum/general-discussion/1063-adherence-schedule.html

References

1. Anton, J. & Gustin, D. (2000), "Call Center Benchmarking: How Good Is", Purdue University Press, available at: http://docs.lib.purdue.edu/cgi/viewcontent.cgi?
2. Gans, N., Liu, N., Mandelbaum, A. & Shen, H. (2008), "Longitudinal Analysis of Agent Productivity Data", available at: http://fic.wharton.upenn.edu/fic/call%20center%2008/PENN-CCForum-08.pdf
3. The Scottish Government (2003), "Good Practice Guidelines for the Establishment of contact Centres", available at: http://www.scotland.gov.uk/Publications/2003/01/16227/17203 article=1000&context=purduepress_ebooks

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Functional Areas	Sub-categories	Industries
Production & Quality Management	Quality Management	Any
KPI record	**Indicator type**	**Unit type**
sK2284	smartKPI	%

Name

% Processes optimized

Definition and variations

Definition

Measures the percentage of work processes that are mapped, improved and optimized, from overall work processes implemented within the organization.

Variations

% Departmental processes optimized
% HR processes optimized
% Critical processes optimized
% Work processes optimized

Related KPIs

Critical business processes supported by obsolete IT infrastructure

Tags

processes, optimization

Calculation

Subordinate measures used for calculation

A = # Work processes optimized
B = # Work processes

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

Focus

Purpose

To indicate the quality level of the management system, expressed by the ability to provide an optimum environment in terms of work systems for the staff members to operate in.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Quality	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium

Automation fit

Not recommended

Limitations

Accurate reporting for this KPI is dependent on a well maintained list of the organizational work processes, mapped and thoroughly assessed, in order to be able to generate optimization solutions. Data reporting requires human intervention, making reporting automation not viable.

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Targets

Benchmarking fit

Unsuitable

Notes

Targets may vary based on the current enterprise architecture, the management's focus on internal capacity building and structuring the work processes.
A high percentage of optimized processes reveals that the process management system is well articulated and refined periodically.

Threshold exemple

Red: <60%
Yellow: 60-80%
Green: >80%

Analysis and resources

Overall notes

It is a popular KPI across departments, as optimized processes is a managerial responsibility in any functional area.

At industry level, this KPI is frequently used in manufacturing and chemical processes, due to the strong correlation of work process structure and the waste management costs. Process systems engineers are required to integrate their processes to achieve both cost efficient and speed required objectives, while keeping the process flow readily operable.

No matter the industry or the size of the organisation, having an integrated framework for multi-objective optimisation problems between various goals in the flowchart design is becoming an imperative nowadays.

Additional resources

http://www.aurelbrudan.com/tag/processes-optimised/

References

1. Alhammadi, H., Y. (2005), "Operational Issues Towards Optimised Processes", available at:
http://www.nt.ntnu.no/users/skoge/prost/proceedings/escape15/papers/CM-032.pdf
2. Najmi, A. (2010), "Taking an Optimized Approach to Inventory Management", available at:
http://www.jda.com/file_bin/whitepapers/Optimized_Approach_to_Inventory_Management_byline.pdf
3. Strategic Approach to International Chemicals Management (2010), "Rockwell's optimised process reporting", available at:
http://www.instrumentation.co.za/article.aspx?pklarticleid=6176

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Functional Areas	Sub-categories	Industries
Portfolio and Project Management	Portfolio Management	Any

KPI record	Indicator type	Unit type
sK2863	smartKPI	%

Name

% Active running projects on time, on budget and according to specifications

Definition and variations

Definition

Measures the percentage of active projects that are in the process of being implemented and are on time, on budget and according to specifications from overall currently running projects.

Variations

% Departmental projects on time, on budget and according to specifications
% Active running projects on time, on budget and according to specifications
% HR projects on time, on budget and according to specifications

Related KPIs

% Projects on budget

Tags

project management

Calculation

Subordinate measures used for calculation

A = # Active running projects on time, on budget and according with the specified quality norms
B = # Active running projects

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

Focus

Purpose

To indicate the delivery quality and efficiency in running and implementing current projects.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Quality	Process

Indicator focus	Measurment type	Level
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Monthly	Medium

Automation fit

Not recommended

Limitations

It is necessary to use an enterprise performance management system to centralize project status reports and track clearly defined stages of implementation with regards to the time, budget and required specifications.

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Targets

Benchmarking fit

Suitable

Notes

It is desirable to have as many current active projects that progress as planned. Though a desirable level of this indicator is closer to 100%, this target is difficult to reach due to the volatile nature of many factors that can influence a project's successful implementation. Some of the factors can be anticipated in the planning phase of the project and therefore prevented from happening.

Threshold exemple

Red: <30%
Yellow: 30-60%
Green: >60%

Analysis and resources

Overall notes

The fact that project requirements change many times from a variety of reasons could affect in many occasions the time schedule and the money component of a project implementation. Though cost-schedule metrics do not always reflect the most important issues to cause projects to fail or succeed, correlated with quality standards, they can offer a broader image upon the implementation process of the project.

Additional resources

http://www.nextstudent.com/student-loan-blog/blogs/sample_weblog/archive/2008/08/12/1001.aspx

http://www.ambysoft.com/surveys/success2010.html

http://www.fig.net/pub/fig2010/papers/ts03m/ts03m_dimgba_ikpe_4260.pdf

http://www.concept.ntnu.no/attachments/058_2006_olsson_project_flexibility.pdf

References

1. Chui, K. , "Organization Project Management Maturity Model", available at: http://www.hkcs.org.hk/en_hk/misc/industry_update/journal/OPM3_050607_HKCS.pdf
2. The KPI Working Group, Department of the Environment, Transport and the Regions (2000), "KPI Report for The Minister for Construction", available at: http://www.bis.gov.uk/files/file16441.pdf
3. Appelo, J. (2008), "Every Project Will Fail", available at: http://www.noop.nl/2008/03/every-project-w.html

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Functional Areas	Sub-categories	Industries
Human Resources	Retention	Any

KPI record	Indicator type	Unit type
sK1836	smartKPI	#

Name

Employee engagement index

Definition and variations

Definition

Measures the engagement level of employees in their work activities and responsibilities in terms of enthusiasm, commitment and discretionary effort.

Variations

Employee engagement

Related KPIs

% Adherence to values and mission

Tags

engagement

Calculation

Subordinate measures used for calculation

A = # Employee engagement
Surveys assessing employee engagement are usually tailored to each organization.
They use structured questioning to assess employee discretionary effort and whether they find their work stimulating.

Calculation formula	Formula type	Trend is good when
A, based on survey	Index	Increasing

Focus

Purpose

To indicate the level of engagement and commitment of employees, as this impacts turnover rates and leads to superior customer service.

BSC perspective	Measurement focus	Impact stage
Learning & Growth	Satisfaction	Outcome

Indicator focus	Measurment type	Level
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Quarterly	Low

Automation fit

Not recommended

Limitations

The accuracy of data can be limited by respondents' subjectivity, as the calculation of this indicator is based on survey results.

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Targets

Benchmarking fit

Unsuitable

Notes

The threshold example is expressed in points (100 maximum) and has just an exemplification purpose. Organizations construct various scales to measure employee engagement and targets can vary from one industry to another depending on the employees' profile. Younger employees are usually more susceptible to enthusiasm and commitment problems.

Threshold exemple

Red: <75 Yellow: 75-95 Green: >95

Analysis and resources

Overall notes

There are studies that suggest employee engagement can be driven by various company efforts, such as facilitating the development of skills for the employees, giving them a sense of trust and integrity and clarifying their opportunities for future career development.

Additional resources

Gibbons, J., (2006), "Employee Engagement A Review of Current Research and Its Implications", The Conference Board of Canada Report, Ottawa, CA

http://www.smartkpis.com/blog/2010/03/03/employee-engagement-index/

http://www.smartkpis.com/blog/2011/01/28/employee-engagement-at-western-union-malaysia-%E2%80%93-a-case-study/

http://www.burke.com/services/eerm/services.cfm?id=233

References

1. Crabtree, S. (2004), "Getting Personal in the Workplace", The Gallup Management Journal, available at: http://govleaders.org/gallup_article_getting_personal.htm
2. Motorola, (2004), "Motorola Engagement Survey", CEO Metrics and Analytics Network, available at: http://www.marshall.usc.edu/assets/037/8706.pdf
3. Vancity (2003), "Employee engagement index: breakdown of questions", available at: https://www.vancity.com/AboutUs/OurBusiness/OurReports/AccountabilityReport/0203AccountabilityReport/CommitmentFour/EmployeeEngagementIndex

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Functional Areas	Sub-categories	Industries
Knowledge and Innovation	Innovation	Any
KPI record	**Indicator type**	**Unit type**
sK4657	smartKPI	#

Name

Ideas for new or improved services

Definition and variations

Definition

Measures the volume of ideas coming from within the company to improve service or launch new services.

Variations

New service/improvement ideas
Ideas for improved or new services
Ideas for improved/new services per employee
Ideas for new/improved services

Related KPIs

New services launched

Tags

portfolio

Calculation

Subordinate measures used for calculation

A = # Ideas for new or improved services

Calculation formula	Formula type	Trend is good when
A	Volume	Increasing

Focus

Purpose

To assess and develop the innovation capability, which is essential for sustainable growth (by providing competitive advantage) in an increasing number of industries (i.e. Professional Services, Software Development, Advertising and Research & Development).

BSC perspective	Measurement focus	Impact stage
Learning & Growth	Volume	Input
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium

Automation fit

Recommended

Limitations

A centralized register of ideas that feeds data in the reporting tool is a prerequisite of data accuracy and automation. It only reflects the ideas for service innovation, not the actual number that are put into practice.

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Targets

Benchmarking fit

Suitable

Notes

Targets may vary based on size, strategy and innovation capability maturity. The Federal average number of improvement ideas in Germany is 0.3 ideas per employee per year. Toyota generates 30 ideas per employee per year. The number of improvement ideas can reach several thousands for large organizations (i.e. 6,800 in 2003 for Baptist Hospital Inc., winner of the Baldrige Quality Award the same year).

Threshold exemple

Red: <3 Yellow: 3-10 Green: >10

Analysis and resources

Overall notes

Measurement requires prior development of a data collection mechanism, meaning a standardised manner of developing and counting improvement ideas. Special programs may need to be put in place to increase ideas generation.

Additional resources

http://hsp-ag.com/creativity-management.htm

http://www.informaworld.com/smpp/content~content=a772083751~db=all~order=page

http://www.pwc.com/us/en/issues/competitive-leadership-model/operations-lead.jhtml

References

1. Cadwalleder, S., Burke Jarvis, C., Bitner, M., J. & Ostrom, A., M. (2010), "Frontline employee motivation to participate in service innovation implementation", Journal of the Academy of Marketing Science, Vol. 38, No. 2, pp. 219-239
2. Fermilab (2003), "Fermilab Self Assessment FY2003", available at: http://www.fnal.gov/directorate/FY03_SA-Rprt-2.pdf#page=74
3. National Institute of Standards and Technology, Technology Administration, Department of Commerce (2003), "Baptist Hospital Inc. 2003 Baldrige National Quality Program Award Winner", available at: http://www.nist.gov/public_affairs/releases/upload/Baptist_3-3-04.pdf
4. Riddle, D., I. (2008), "CHALLENGES IN SERVICE INNOVATION", available at: http://www.servicegrowth.org/documents/Challenges%20in%20Service%20Innovation%20Q&As.org.pdf
5. The Pennsylvania State University, "Entrepreneurial Services", available at: http://css.its.psu.edu/es

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Functional Areas	Sub-categories	Industries
Human Resources	Talent Development	Any

KPI record	Indicator type	Unit type
sK7	smartKPI	#

Name

Training hours per full time equivalent (FTE)

Definition and variations

Definition

Measures the training each Full Time Equivalent (FTE) receives in a given time period. An FTE of 1.0 is equivalent to a full-time worker.

Variations

Training hours per employee per year
Training days per employee per year
Training hours / days per employee - by type of employee

Related KPIs

Time in training

Tags

training

Calculation

Subordinate measures used for calculation

A = # Total training hours
B = # Full time equivalent staff

Calculation formula	Formula type	Trend is good when
A/B	Ratio	Increasing

Focus

Purpose

To indicate the time and resources invested in employee development, learning and growth processes. Employees with less training are likely to underperform.

BSC perspective	Measurement focus	Impact stage
Learning & Growth	Duration	Process

Indicator focus	Measurment type	Level
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Low

Automation fit	Limitations
Not recommended	It is difficult for large organizations to track all staff training. An ability to monitor the number of hours and number of participants for each training session is a prerequisite of using this KPI. The data source is usually the learning / training management system or database.

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Targets

Benchmarking fit

Suitable

Notes

When setting targets, organisations should take into consideration their business development strategy, and compare required competencies to existing ones. Management and employees' interest in training as well as previous levels of this indicator should be considered. Benchmarking is common for this measure, generally within each industry. For example, in the consulting industry the average is 480h/year, with some companies reaching 600h/year. Average organisations should aim for 80h/year.

Threshold exemple

Red: <2; >8 Yellow: 2-4; 6-8 Green: 4-6

Analysis and resources

Overall notes

How training needs are determined, how training is viewed by employees and how training is delivered, all inform the establishment and use of this KPI.

Methods for gaining knowledge other than traditional classroom training, such as coaching and mentoring, may also be considered as indirect forms of training. For example, new employee orientation sessions are a significant contributor to the fast integration of new employees.

The usefulness of this KPI depends on the quality of training and its impact on workers' abilities. Training enables better employee performance. It contributes to employee skills development and provides them with the knowledge they need to perform better. Training generally increases employee loyalty and retention. It also helps organisations to attract employees with an interest in learning and development.

The assumption is that part-time employees, working half the time a full time employee does, receive half the training hours a full time employee does. If organizations prefer to offer the same volume of training to all employees, a modified form of this KPI should be used: # Training hours per employee.

Overall, the effectiveness of training is a more relevant KPI, particularly when organisations need monetary proof that the training produced results.

Additional resources

http://www.webcpa.com/news/1-Percent-Advantage-52075-1.html

http://www.performancesolutions.nc.gov/metrics/SelectingHighImpactMetrics/docs/FrequentlyUtilizedHR_Metrics.pdf

References

1. Eskom (2010), "Annual Report 2010 - Human Resources Division", available at: http://www.eskom.co.za/annreport10/hrd_transformation.htm
2. Feddesk (2006), "Strategically Planning Training & Measuring Results", available at: http://www.feddesk.com/freehandbooks/101206-1.pdf
3. The American Society for Training & Development Forum, "Hours Per Employee" discussion, available at: http://community.astd.org/eve/forums/a/tpc/f/5401062/m/60710384
4. Westfarmers (2009), "Wesfarmers Sustainability Report 2009 Bunnings", available at: http://www.wesfarmers.com.au/sustainabilityreport2009/bunnings.html

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Functional Areas	Sub-categories	Industries
Human Resources	Talent Development	Any
KPI record	**Indicator type**	**Unit type**
sK4673	smartKPI	%

Name

% Employees meeting continuing professional development requirements

Definition and variations

Definition

Measures the percentage of employees that meet their professional development requirements, from the total number of employees. Professional development requirements are identified at individual level by each employee and the corresponding direct manager, with support form the human resources function.

Variations

% Staff that meet continuing professional development requirements
% Rate of staff meeting continuing professional development requirements

Related KPIs

% Operational budget spent on training

Tags

staff

Calculation

Subordinate measures used for calculation

A = # Employees that meet continuing professional development requirements
B = # Employees

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

Focus

Purpose

To indicate whether staff professional development occurs as planned, this being a driver of future business growth and internal consolidation.

BSC perspective	Measurement focus	Impact stage
Learning & Growth	Volume	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Quarter	Quarterly	Low
Automation fit	**Limitations**	
Not recommended	Data collection requires individual performance evaluations, which can be time-consuming.	

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Targets

Benchmarking fit
Unsuitable

Notes
Targets have to be set in a realistic manner, in accordance with each employee's needs and potential and company resources to be allocated for this purpose.

Threshold exemple
Red: <70% Yellow: 70-80% Green: >80%

Analysis and resources

Overall notes

There is a dispute in the context of the continuing professional development, in the sense of who should take ownership of this: the organization, the employee himself or a shared or joint ownership between the two should exist. This is important in the sense of who supports the costs and who makes the planning. This issue affects this indicator, both in terms of targets and in terms of data availability.

Additional resources

www.csupomona.edu/~jvgrizzell/sphphe/cont_prof_dev_draft.doc

References

1. Association of Chartered Certified Accountants, "Zambia Case Study", available at:
http://www.accaglobal.com/members/cpd/casestudies/senior/chansa_chiteba
2. Office of Personnel Management (2005), "Individual Development Planning", available at:
http://www.opm.gov/hcaaf_resource_center/assets/Lead_tool3.pdf
3. The Royal College of Surgeons of England, "Continuing Professional Development. A new direction for the College", available at:
http://www.rcseng.ac.uk/standards/standards/docsandpdfs/CPD%20A%20new%20direction%20for%20the%20college.pdf

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Functional Areas	Sub-categories	Industries
Human Resources	Retention	Any
KPI record	**Indicator type**	**Unit type**
sK5912	smartKPI	#

Name

Employee satisfaction

Definition and variations

Definition

Measures the employees' satisfaction and motivation level with aspects regarding the job and working environment: job responsibilities, team and management, workplace and professional development.

Variations

Satisfaction level among employees
Average employee satisfaction

Related KPIs

Employee advocacy for products and services

Tags

satisfaction

Calculation

Subordinate measures used for calculation

A = # Employee satisfaction
Surveys assessing employee satisfaction are usually tailored to each organization. They use structured questioning to investigate employee satisfaction ar

Calculation formula	Formula type	Trend is good when
A, based on survey	Index	Increasing

Focus

Purpose

To indicate the level of satisfaction and motivation of employees, as high levels of satisfaction lower turnover rates, leading to higher performance and superior customer service.

BSC perspective	Measurement focus	Impact stage
Learning & Growth	Satisfaction	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Quarterly	Low

Automation fit

Not recommended

Limitations

The accuracy of data can be limited by respondents' subjectivity, as the data is based on survey results.

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Targets

Benchmarking fit

Unsuitable

Notes

The threshold examples can be expressed as percentage or points (100 maximum). HR managers use various scales to measure employee satisfaction based on customized survey, and targets can vary from one organization to another. Younger employees are usually more motivated towards their jobs and work.
Benchmarking of this KPI is not recommended, due to the variety of questions used by organizations in their surveys.

Threshold exemple

Red: <60% Yellow: 60-80% Green: >80%

Analysis and resources

Overall notes

Studies suggest a direct correlation between employee satisfaction and increased performance on customer satisfaction, even on financial results.

An interesting analysis of employee satisfaction was published by Fortune Magazine in 1997. Based on a 820-store survey conducted by Sears to determine the impact of employee attitude on the bottom line, it showed that improving employeesâ€™ attitudes with 5 point generated a 1.3 point improvement in customer satisfaction, which further yielded an improvement in revenue by 0.5%.

Additional resources

http://alignment.wordpress.com/2007/01/09/measuring-employee-satisfaction/Â

http://dot.alaska.gov/comm/about/assets/DOT-Report-to-Staff.pdf

http://www.superiorcourt.maricopa.gov/AdultProbation/docs/ESSResults02.pdf

References

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2. Sherman S. & Rucci A. (1997), "Bringing Sears into the new world", Fortune Magazine, available at: http://money.cnn.com/magazines/fortune/fortune_archive/1997/10/13/232506/index.htm
3. Yee R. W. Y., Yeung A. C. L. & Cheng T .C. E. (2008), "The Impact of Employee Satisfaction on Quality and Profitability in High-contact Service Industries", Journal of Operations Management 26, available at: http://repository.lib.polyu.edu.hk/jspui/bitstream/10397/627/1/JOM%20%28Accepted%29.pdf

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Functional Areas	Sub-categories	Industries
Human Resources	Retention	Any

KPI record	Indicator type	Unit type
sK1	smartKPI	%

Name

% Employee turnover

Definition and variations

Definition

Measures the rate at which employees leave the organization in a given time period (i.e. month, quarter, year).

Variations

% Employees that leave the organization in a given time period
% Employees that left the organization in the last 3 months
% Employee attrition
% Employee loyalty
% Employees fluctuation rate

Related KPIs

Net hire ratio

Tags

employees, loyalty, retention, turnover

Calculation

Subordinate measures used for calculation

A = # Employees that left the organization by the end of the reporting period
B = # Employees of the organization at the beginning of the reporting period

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

Focus

Purpose

To indicate the level of employee satisfaction with the organization, as an unhappy employee is more likely to leave the organization.

BSC perspective	Measurement focus	Impact stage
Learning & Growth	Satisfaction	Outcome

Indicator focus	Measurment type	Level
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Quarter	Quarterly	Medium

Automation fit	Limitations
Recommended	Difficult to obtain accurate figures if the HR systems are not enabled to timely capture the data for this KPI.

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Targets

Benchmarking fit

Suitable

Notes

Targets may vary based on the industry profile and the workforce trends on the market. A high turnover rate has a negative impact on business, due to the loss of knowledge, the cost of replacing employees and the duration of the replacement process. The positive impact of employee fluctuation is the influx of new ideas, capabilities and energy of the new employees.

Threshold exemple

Red: >30%

Yellow: 20-30%

Green: <20%

Analysis and resources

Overall notes

This measure may be influenced by the HR department performance, the working environment and work policies, the supervisor and team, as well as the promotion and professional development opportunities for the future. An exit interview is a frequently used procedure that is applied by HR specialists in order to assess and avoid the causes that determine a high employee turnover rate.

Additional resources

http://www.cipd.co.uk/subjects/hrpract/turnover/empturnretent.htm

http://www.acas.org.uk/index.aspx?articleid=1183Â

http://ideas.repec.org/p/iae/iaewps/wp2002n19.html

http://www.acas.org.uk/index.aspx?articleid=1183

http://www.chally.com/turnover_cost_calculator.htm

References

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2. Jackson, M., D. (1999), "Employee Retention", available at: http://www.usfa.dhs.gov/pdf/efop/efo29426.pdf
3. Pinkovitz, H.W., Moskal, J. & Green, G. (1997), "How Much Does Your Employee Turnover Cost?", available at: http://www.uwex.edu/ces/cced/economies/turn.cfm

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Appendix A: Glossary of Terms

The following list provides an explanation of several popular terms characterizing KPIs:

Rate – A specific type of ratio expressed in many cases as part to whole. Examples of rates are the natality or mortality rate, expressed as the number of births or deaths per a certain number of population or the currency exchange rate, where the value of one currency is compared to the value of the other currency.

Ratio – A relation between two measures that might be distinct, but which are part of the same category of elements, such as the ratio of boys to girls, teachers to students, doctors to patients, revenues to expenditure.

Composition – A composite indicator is formed when individual indicators are compiled into a single index, on the basis of an underlying model of the multi-dimensional concept that is being measured. It measures multi-dimensional concepts (e.g. competitiveness, e-trade or environmental quality) which cannot be captured by a single indicator.

Index – A number computed from a specific formula or calculation methodology, used to characterize a complex set of data.

Leading – Drive the performance of the outcome indicators, being predictors of success or failure. Examples of leading indicators are: "% Employees involved in the innovation process", "% Conversion rate" or "% Inventory quality ratio (IQR)".

Lagging – Type of indicators that reflect the success or failure after an event has been consumed. Examples include: "$ Operating profit per room", "$ Earnings before interest and taxes (EBIT)" or "$ Cost avoidance savings".

Input – Reflects assets and resources invested in or used to generate business results. Examples include: "# Headcount", "$ Cost per broadcast hour" and "# Knowledge materials distributed to employees".

Process – Refers to the efficiency or productivity of a business process. Examples include: "% On time delivery", "# Conflicts arisen during the project", "# Average call handling time" and "# Mean time to repair".

Output – Measures the financial and nonfinancial deliverables or results of business activities. Examples include: "% Passenger seats sold", "# New customers acquired" or "$ Revenue per successful call".

Outcome – Reflects overall results or impact of the business activity in terms of generated benefits, as a quantification of performance. Examples include: "% Customer retention", "% Employee turnover", "$ Net income after taxes (NIAT)" or "% Brand awareness".

Qualitative – A descriptive characteristic, an opinion, a property or a trait. The most common ones gauge customer or employee satisfaction through subjective assessments. Based on a subjective interpretations of a customer's or employee's opinions. Oftentimes these type of indicators are not expressed numerically, but as narrative text. Sometimes a rating is allocated do rank between levels (i.e. Likert scale).

Quantitative – A measurable characteristic, resulted by counting, adding or averaging numbers. Quantitative data is most common in measurement and therefore forms the backbone of most KPIs. Operational systems that manage inventory, supply chain, purchasing, orders, accounting, financial systems, all gather quantitative data by means of KPIs. Other examples of quantitative KPIs are "# Employee tenure", "# Units per man-hour" or "# Maintenance backlog".

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Appendix B: Related Products

This report is part of a collection of smartKPIs.com products and services dedicated to Call Center industry:

Top 25 Call Center KPIs of 2010 report

Call Center Scorecard Pre-populated Excel Template

Customer Service Call Center Dashboard Pre-populated Excel Template

Sales Call Center Dashboard Pre-populated Excel Template

Call Center Performance Management System Toolkit

KPIs, Dashboard & Scorecard for Call Centers Training Course

More details are available at: **www.smartKPIs.com/Premium**

Appendix C: About eab group

Profile

Established in 2004, **eab group** is an innovative research driven provider of integrated performance management solutions, assisting organizations to achieve results by architecting performance.

Our expertise in strategy, organizational performance management, business intelligence and project management helps clients in sustainably delivering value for their stakeholders.

Our services include consulting, training, research and technology integration.

Team

- A core team complemented by a network of consultants and associates with a blend of practical business experience, strong consulting skills and an interest in academic research.
- Committed to using scientific methods and practical experience to deliver tangible and sustainable benefits.
- Highly trained: collectively, our team accumulated 6 Master degrees, 1 MBA and 1 PhD.
- Experienced: tens of Balanced Scorecard based performance management systems implemented, hundreds of scorecards and dashboards developed, thousands of KPIs selected and documented.

Experience

- Tens of Balanced Scorecard based performance management systems implemented.
- Successful deployments of operational performance management solutions: supplier scorecards, portfolio dashboards, project performance evaluations and benefits realisation management.
- Thousands of KPIs selected and documented.
- Portfolio, program project management and PMO operations.
- Performance management software selection, Excel Dashboards / Scorecard design.
- Development of knowledge portals.

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Appendix D: eab group Services

Pre-packaged solutions

1. Performance Management Pre-populated Templates

Developed in Microsoft Excel and Powerpoint, following optimal data visualisation and streamlined file administration principles.

- Operational KPI dashboards (preselected KPIs documented and grouped by theme)
- Balanced Scorecard based Organizational Performance Management Systems (Performance Architecture, Desired State of Evolution, Strategy Map, Performance Scorecard, Initiative Portfolio and Administration Process Map).

2. *smartKPIs Premium*

smartKPIs Premium is the premium section of the database, consisting of over 1,400 KPI examples preselected by the eab group's research team as the most relevant for practice. Thoroughly documented in over 30 fields, they make ***smartKPIs Premium*** the most comprehensive and well documented selection of Key Performance Indicator (KPI) examples in the world, the '*gold standard*' in KPI documentation.

3. Assessment / Audit / Review

Audit of organizational performance management systems at strategic, operational or individual levels.
Organizational capability assessment using eab group's proprietary tools:

- Performance Management Maturity Model
- Performance Measurement Maturity Model

4. Training

Core courses (1-2 days)

1. Integrated Performance Management: Linking Strategic, Operational and Individual performance;
2. Measuring and learning with Key Performance Indicators;
3. Implementing and using a Balanced Scorecard based performance management system;
4. Supplier Performance Management – Maximizing the value added by suppliers;
5. Solutions for improving the operational performance of Small and Medium Enterprises (SMEs).

KPIs, Dashboard and Scorecard for functional areas (1 day) – i.e. HR, IT, Marketing, Sales, Purchasing / Logistics.
KPIs, Dashboards and Scorecard for industries (1 day) - i.e. Medical Centres, Hotels, Real Estate Agencies.

Customized solutions

5. Organizational Performance Management Systems Implementations

- Integrated performance management systems based on the Balanced Scorecard.
- Application at all organizational levels, or limited to strategic level, operational level or individual level.

6. Key Performance Indicators Advice

- Overhaul of existing KPIs, by reviewing and updating them in accordance to organizational strategy and best practice.
- Assistance with KPI selection.
- KPI documentation support – customisation of smartKPIs Premium templates to reflect organizational needs.
- Development of customised KPI catalogues.
- Assistance in identifying reliable benchmarking resources.

7. Operational performance management solutions

Supplier performance management – Development and implementation of supplier scorecards for both products and services suppliers

Portfolio performance management

- Development of Portfolio Dashboards and Project Scorecards
- Identification of Key Risk Indicators and establishment of Risk Scorecards

Benefits realization management

- Development of benefits management plans
- Project or program evaluation

Alliances performance

- Establishment of Alliances Scorecards
- Development of Service Level Agreements

8. Strategic and operational planning

- Facilitation of strategic planning sessions.
- Strategic research: environmental scans, strategic planning tools deployment (Five forces, SWOT analysis, competitor review).

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KPIs for Call Center Scorecard

smartKPIs.com
The smart choice in performance management

Appendix E: eab group Online Portfolio

smartKPIs.com
The smart choice in performance management

At the core of **smartKPIs.com** is an online catalogue of over 6,400 KPI examples from 14 business functional areas and 24 industries. **smartKPIs Premium** is the premium section of the database, consisting of over 1,400 KPI examples preselected by the eab group's research team as the most relevant for practice. Thoroughly documented in over 30 fields, they make smartKPIs Premium the most comprehensive and well documented selection of Key Performance Indicator (KPI) examples in the world, the 'gold standard' in KPI documentation.
The community of members also benefits from interactive features such as Questions & Answers, comments and a set of performance measurement resources, among which over 1,000 examples of performance management reports.

purposefulIdentity
Values . Mission . Value drivers . Vision vmvdv.com

PurposefulIdentity.com contains a free online catalogue illustrating the use of corporate identity elements in practice by organizations from around the world. Registered users can explore, bookmark and comment on hundreds of referenced online resources that contain organizational values, mission statements, value drivers and vision statements used in actual business context.

integratingPerformance
All about Performance Management eabIP.com

IntegratingPerformance.com is an online platform for integrating performance management knowledge, at strategic, operational and individual levels. It reviews the evolution of Performance Management as well as the key tools, systems and software used at discipline at each of these levels. It combines the analysis of theory and architecture with insights regarding good practice and key directions, enabling visitors to gain comprehensive insights into the nature of Performance Management as an integrating discipline.

BalancedScorecardReview
Reviewing the BSC (r)evolution BSC20.com

BalancedScorecardReview.com is the most comprehensive online resource dedicated to the Balanced Scorecard. It contains a review of this popular management concept following its evolution and use around the world in various industries or companies. It presents its various interpretations, compares it to other concepts and explores its impact on organizations as well as the opinions of critics.

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BalancedScorecardReview

Reviewing the BSC (r)evolution

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