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THE SCORECARD GUIDE

**ALL THE MEASURES YOU NEED FOR
AN EFFECTIVE SCORECARD**



ESTABLISH THE VISION • ALIGN PEOPLE TO THE STRATEGY • MEASURE FOR RESULTS

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ALL THE MEASURES YOU NEED FOR AN EFFECTIVE SCORECARD

Within this document you will find a series of measures applicable to the primary business functions within most corporations.

As scorecard metrics should measure your strategic intent, and every business is different, **it is important that you be thoughtful about which are applicable to your business.**

As emphasized in The Balanced Scorecard methodology, made popular by authors Kaplan and Norton of Harvard Business School, many scorecards take on different “perspectives”, such as:

Emphasis on Customers

(Customer retention, customer satisfaction, customer service business development, marketing, web and building new markets.)

Many companies look for this section to provide a snapshot of the sales pipeline and customer loyalty.

Emphasis on Financial Returns

(The quality of revenue, margins, receivables, inventory risk, etc.)

What are the variables that are predictors of future profitability?

Emphasis on Internal Process

(Manufacturing, cycle time, technology, logistics, etc.)

This section is inward looking, and focuses on operational excellence/efficiency.

Emphasis on Learning and Growth

(Development of human capital.)

This section focuses on the development of people, team culture of those activities that drive the performance of people.

Of course, the number of sections, number of measurement, etc., is different for every business, but as a general rule, try not to utilize more than 16 scorecard measures.

Some numbers are conducive to weekly measurement, or even daily measurement, while others are more effectively measured monthly. Those items that cannot be reported very often (such as employee satisfaction, for example) may not be appropriate on a scorecard.

Here are measures to consider:

CUSTOMER PERSPECTIVE

CUSTOMER SERVICE

Response time
Cycle time to respond to customer request
Number of customers/customer service agent
Number of customers/employees
Number of calls/per day
Total cost per customer service interaction
Customer complaints
Time to resolve customer complaints
First call resolution rate
Percent of complaints resolved to customer's satisfaction
Net promoter score (or client satisfaction score)
Cost of customer service as a % of revenue
Average customer retention
% of repeat customers
New customer retention rate
Number of customers lost
Customer service email count
Customer service phone call count
Customer service chat count
Concern classification
of customer surveys completed

SALES

Hourly, daily, weekly, monthly, quarterly, and annual sales
Revenue from new product categories
Incremental sales
Revenue per sales representative
Revenue per employee
Revenue +/- existing clients
Growth from new products
Growth from new customers
Average order size

Product performance (of key products)
Product affinity (which products are purchased together)
Inventory levels
CRM compliance
Marketing impressions
of marketing events (newsletters, white papers, webinars, testimonials)
Return on marketing investment
Share of wallet
Penetration of key items
Market share
Market share +/- prior year
or % of new accounts
% of customers 80% of volume
% of accounts-target segment
Average transaction
Up sales
Acquisition cost per client
Selling costs as a % of revenue
Cost of goods sold
Cost per new prospect/lead
Average number of appointments
Appointments booked
Proposals written
Opportunities created
Opportunities won(# or %)
Opportunities lost (# or %)
Conversion from prospect to client
Trial account conversion
Conversion rate % sales calls to appointment
Conversion rate % appointments
Conversion rate % proposals written
Value of new business
Trailing 12 month revenue
Trailing 12 month opportunities
Pipeline revenue (future \$ based on current pipeline)
% of Sales reps meeting targets

FINANCIAL PERSPECTIVE

% of Sales reps on commission
Revenue by channel
Revenue by contact method
Revenue generated by affiliates/alternative channels
% of revenue existing accounts
Gross margin
Gross margin %
Gross margin vs. LY
Calls to opportunities
% of client facing employees
% of bonus paid vs potential
Market Share
Average sales cycle time
Price optimization
Competitive pricing
WEBSITE
Web traffic
Click through rate (web)
Search impressions
Site traffic
Unique visitors versus returning visitors
Time on site
Page views per visit
Stickiness (pages/time viewed)
Traffic source
Day part monitoring (when site visitors come)
Newsletter subscribers (opt-in)
Texting subscribers
RSS feed subscribers
Call to action downloads
Chat sessions initiated
Facebook, Twitter, or Internet followers or fans
Pay-per-click traffic volume
Blog traffic
Number and quality of product reviews
Brand or display advertising click-through rates
SEO keyword ranking
Search results

Gross profit
Profit growth
Cost reduction
Inventory turnover
Return on equity
Accounts receivable \$
Accounts receivables days
Accounts receivables past 60/90 days
Accounts receivables write-offs
Working capital
Percentage of invoices overdue when paid
Percentage of payments made late
Return on capital employed
Cash flow
Invoice match rate
Billing errors
Date of closing
Date of reporting
Debt
Credit line balance
Internal service level (accounting)

INTERNAL PROCESS

Cycle time
Utilization
Rejection rate
In-stock rate
On time delivery
Inventory turnover
Fill rate
Accuracy rate (perfect order rate)
Rejects
Rework
Backorder percent
Out of stocks
Inventory as a % of revenue
Total production cost per unit
Carrying costs of inventory
Capacity
Manufacturing schedule adherence
% of deliveries made on time
% of deliveries received on time
of deliveries with incorrect quantities
Reduction in purchasing cost against quoted cost
Cost of goods sold
Work-in-process value
Defects
Scrap
Fill rate
IT costs as a percent of revenue
Uptime
Number of new open tickets
Response time initial requests
Number of resolved tickets
Mean time between failure (IT)
Mean time to repair (IT)
Internal service level operations
Internal service level IT

LEARNING AND GROWTH

Labor costs
Retention
Turnover rate
Training hours
Average length of staff retention
of applications to vacancies advertised
Hours of training and development provided
Successors named
Corporate social responsibility
Internal satisfaction rating
HR tools implemented
Reviews completed
Recruiting cost per employee
% of new hires 24 months service
% of managers receiving leadership training
Training hours per employee
eLearning utilization
Lost time accidents
% of employees at competency level
Average overtime hours
Cost rate of total benefits
Average income per employee hour
Training cost per employee
Accidents
Ex-mod (experience modification) rate
R&D as a % of sales
Number of employees
Number of hires
New innovations generated
R&D expense as a % of revenue

Sources: Suite 101, Search Business Analytics, Wikipedia, Klipfolio and Shopify, Tutor2U