| **Metric** | **Static** | **Dynamic** | **Description/ Question/Answer** |
| --- | --- | --- | --- |
| Net profit  | Net profit (NP) = sales revenue – total costs | NP x1 / NP x0 \* 100% | To what extent are we generating bottom-line result |
| Net profit margin | Net profit margin (NPM) = Net profit/Revenues \*100 | NPM x1 / NPMx0 \* 100% | How much profit are we generating for each dollar in sales |
| Operating profit margin | Operating profit margin (OPM) = operating profit / Revenue \* 100 (where operating profit = EBIT (Earnings Before Interests and Taxes)) | OPM x1 / OPMx0 \* 100% | To what extent are we operating our business efficiently |
| Revenue Growth Rate |  | Revenue Growth Rate (RGR) = Revenue x1 / Revenue x0 \* 100% | How well are we growing the business |
| Total Shareholder Return |  | Total shareholder value (TSR) = ((Share price at the end of period t – Share price at beginning of period t) + Dividends)/Share price at beginning of period t | To what extent we are delivering value to shareholders |
| Return On Investment | Return On Investment (ROI) = (Gain from investment – Cost of Investment)/ Cost On Investment | Average ROI x1 / Average ROI x0 \* 100% | How well are we generating sustainable profits |
| Return On Assets (Basic) | Return On Assets (ROA) = (Net Income during period t/ Total assets at the end of period t) \* 100 | ROA x1 / ROA x0 \* 100% | To what extent are we able to generate profits from the assets we control |
| Net Promoter Score | Promoters – 9-10Passives – 7-8Detractors 0-6On 0-10 scaleNet Promoter Score(NPS) = % of Promoters - % of Detractors | NPS x1 / NPS x0 \* 100% | To what extent are our customers satisfied and loyal |
| Customer Retention Rate  | Customer Retention Rate (CRR) = Number of customers at the beginning of a period/number of those customers that remained customers at the end of a period | CRR x1 / CRR x0 \* 100% | To what extent are we keeping the customers we have acquired |
| Customer Satisfaction Index  | See NPS methodology | CSI x1 / CSI x0 \* 100% | How well are we satisfying our customers |
| Customer Profitability Score | Very different methodologies, average metrics also applied |  | To what extent are we generating profits from our customers |
| Customer turnover rate | Customer turnover rate (CTR) = Lost customers over period t/ total number of customers at the end of period t | CTR x1 / CTR x0 \* 100% | How well we retaining customers |
| Customer complaints | Very different methodologies, average metrics also applied |  | To what extent are we satisfying our customers |
| Market Growth Rate\* |  | Market Growth Rate (MGR) = Total sales in the market for this year/ Total sales in the market for last year | To what extent are we operating in markets with future potential |
| Relative Market Share | Relative Market Share (RMS) = Organization’s market share / Largest competitor’s market share | RMS x1 / RMS x0 \* 100% | How well are we developing our market share in comparison to our competitors |
| Cost per lead | Example: Average cost per lead (ACPL) = Total money spent on marketing campaign/ Total leads generated | ACPL x1 / ACPL x0 \* 100% | To what extent are the costs for generating new customers justified |
| Conversion Rate | Conversion rate (CR) = Number of goal achievements / visitors \* 100 | CR x1 / CR x0 \* 100% | To what extent are we able to convert potential customers into actual customers |
| Six sigma level | Example: DPMO (Defects per million opportunities) = number of defects \* 1000000/number of units controlled \* number of opportunities (=ways to generate defects)  | DPMO x1 / DPMO x0 \* 100% | How capable are our processes of delivering error-free work |
| Capacity Utilisation Rate  | Capacity Utilisation Rate (CUR) = (actual capacity in period t/ possible capacity in period) \* 100 | CUR x1 / CUR x0 \* 100% | To what extent are we leveraging our full production/work potential |
| Waste level (WL) | Very different methodologies, average metrics also applied |  | To what extent our processes are effective |
| Delivery in Full On Time | Delivery in Full On Time (DIFOT) = Units of order delivered in full on time/ total units or order shipped | DIFOT x1 / DIFOT x0 \* 100% | To what extent are our customers getting what they want at the time they want |
| Project Schedule Variance | Example: Project Schedule Variance (PSV) = scheduled completion time (SCT) - actual completion time (ACT)Also percent version and average options | PSV x1 / PSV x0 \* 100% | To what extent are our projects delivered on schedule |
| Project Cost Variance | Example: Project Cost Variance (PCV) = Scheduled Project Costs (SPC) – Actual Project Costs (APC)Also percent version and average options | PCV x1 / PCV x0 \* 100% | To what extent are our projects delivered on budget |
| Innovation Pipeline Strength | Innovation Pipeline Strength = Sum of (Innovation Project \* Future Revenue Potential) |  | To what extent have we got a strong innovation pipeline |
| Return On Innovation Investment | See ROI methodology | See ROI methodology | To what extent are our investments in innovation generating return |
| Pass Yield  | Pass Yield (PY) = Number of units that process without defects or rework required / number of units entering the process \* 100 | PY x1 / PY x0 \* 100% | How efficient are our internal operational processes |
| Rework level | Very different methodologies, average metrics also applied |  | How effectively are we driving waste out of our processes |
| Quality index | Very different methodologies, average metrics also applied |  | How the organization is ensuring that it is delivering products/ services that are fit and for purpose |
| Human capital value added | Human capital value added (HCVA) = Revenue – (Total costs – employment costs/average number of full time employees) | HCVA x1 / HCVA x0 \* 100% | To what extent are our employees adding value to the bottom line |
| Revenue per employee | Revenue per Employee (RPE) = Revenue/ Number of employees | RPE x1 / RPE x0 \* 100% | How productive are our employees |
| Employee churn rate | Employee Churn Rate (ECR) = Total number of leavers over period/ Average total number employed over period \* 100 | ECR x1 / ECR x0 \* 100% | How well are we retaining our staff |
| Salary Competitiveness Ratio | Example:Salary Competitiveness Ratio (SCR) = Salary offered by our company/ Salary offered by your competitor | SCR x1 / SCR x0 \* 100% | To what extent are we offering a competitive salary to our employees |
| Supply chain miles | Supply Chain miles (SCM) = Distance between location of production and the location of the final delivery | SCM x1 / SCM x0 \* 100% | To what extent are we minimising the environmental impact of our business |
| Waste reduction rate | Very different methodologies, average metrics also applied |  | To what extent are we minimising the amount of waste we generate |
| Waste recycling rate | Very different methodologies, average metrics also applied |  | To what extent are we recovering our waste to reuse or recycling |
| Product recycling rate | Very different methodologies, average metrics also applied |  | To what extent are we minimising the environmental impact of the products we produce or sell |