

SCORECARD

INDICATOR EXAMPLES

Sales and marketing:

Page views
Clicks
Unique visitors
Redeemed coupons
Walk-ins / call-ins
Info requests
Web conversions
New leads (#) / opportunities (#, \$, or both)
Sales calls
Sales meetings / proposals / presentations
Closed business
Close ratio
Ancillary sales (accessories, warranties, service plans...)
Expected revenue (a pipeline number)
Actual revenue
YTD revenue (% to plan)
Errors (estimating, ordering, design...)
% of asking price received
Cost of sales (salaries + commissions / revenue produced)

Operations

Run rate / units per hour
Errors
 Customer problems/complaints
 Defect rate (% of units produced late, over budget, or out of spec)
 Breakage/waste
 Bin, sort, inventory
 Delivery, shipping
Utilisation rates (for both labor and machinery)
Customer rating
Warranty claims
Overtime
Unbillable hours
Cost per unit
Payroll
Average hourly rate

Finance

Cash balance
Various Liquidity ratios
AR
AR > 45 or 60 (\$ or % of total receivables)
AP
Errors (input, billing, reporting...)
YTD gross profit margin
YTD net profit margin
Employee satisfaction
Systems uptime (internal IT)
Employee sick days
Late employees
Employees not hitting their numbers

Software development

Velocity
Sprint burndown
Release burndown
Lead time
Cycle time
Open/close rates
Cumulative flow
Flow efficiency
Code coverage
Code stability
 Frequency of code changes
 % of deployed code that results in downtime
Code simplicity
Code churn