

## 7.1 Customer Focused Results

1. Independent (External) Customer Satisfaction Survey
2. Organization (Internal) Conducted Customer Satisfaction Survey
3. Customer Repurchase Rate
4. Customer Purchase Increases
5. Customers Gained Rate
6. Customer Loyalty
7. Trade Publication Customer Preference Survey Results
8. Customer Awards Received
9. Customer Complaints
10. Customer Referrals
11. Customer Retention
12. Customer Dissatisfaction
13. Comparative Product/Service Performance
14. Customer Satisfaction by Business Segment
15. Quote Win Rate
16. Dealer Satisfaction
17. Percent of Product/Services Accepted by Customers
18. On-Time Delivery
19. Product Reliability
20. Field Quality Index
21. Customer Facility Satisfaction

## 7.2 Financial and Market Results

1. Gross Sales
2. Profit Growth
3. Sales Per Employee
4. Market Share
5. Inventory Costs
6. Return on Investment (ROI)
7. Return on Net Assets (RONA)
8. Asset Utilization
9. Operating Margin
10. Market/Customer Segment Profitability
11. Business Growth
12. Revenue Growth
13. Cost of Goods Sold
14. Liquidity
15. Debt to Equity Ratio
16. Value Added per Employee
17. Return on Equity
18. Pre-Tax Profit Margin
19. Earnings Per Share
20. Profit Forecast Reliability
21. Percent Sales from New Products/Services
22. Geographic Profitability
23. Geographic Revenue
24. Return on Revenues
25. Net Asset Turnover
26. Quality Cost
27. Cost Reduction

## 7.3 Human Resource Results

1. Employee Satisfaction Survey
2. Training Extent
3. Employee-Originated Improvement Implemented
4. Absenteeism
5. Safety
6. Training Effectiveness
7. Employee Development Progress
8. Work System Effectiveness
9. Turnover
10. Turnover for Customer Contact Employees
11. Grievances
12. Strikes
13. Insurance Costs
14. Worker's Compensation Claims
15. Attitude/Moral Survey
16. Innovation Rates
17. Suggestion Rates
18. Courses Completed
19. On-The-Job Performance Improvements
20. Cross-Training
21. Job and Job Classification Simplification
22. Job Rotation
23. Supervisory Ratio Trend
24. Changes in Local Decision Making
25. Degree of Empowerment
26. Team Contributions

## 7.4 Organizational Effectiveness Results

### Production and/or Delivery Measures

1. Product/Service Reliability
2. Productivity
3. Cycle Time Reduction
4. Product/Service Delivery Timeliness
5. Product/Service Quality
6. New Product/Service Development Time
7. Documentation Accuracy
8. Lead Time
9. Set-Up Times
10. Equipment Up-Time
11. Strategic Goals Achievement
12. Process Capability
13. Process Yield
14. In-Process Sampling Results
15. Receiving Inspection Results
16. Final Inspection Results
17. Safety Incidents
18. Compliance Audit Results
19. Repeat Service Visits
20. Delivery Response Time
21. Parts Availability
22. Complaint Resolution Performance
23. Unit Warranty Cost
24. Repeat Services
25. Third-party Assessments (e.g., ISO)
26. Shipment Accuracy
27. Inventory Turns

### Business Process Measures:

28. Innovation Rate
29. Innovation Effectiveness
30. Information System Up-Time
31. Internal Time to Process Patents
32. Patents per Employee
33. Acquisition Integration Effectiveness
34. Merger Efficiency
35. Quality Levels of Purchases
36. Supplier Delivery Performance
37. Supplier Responsiveness

### Support Process Measures:

38. Facilities Up-Time
39. Time to Process a Purchase Order
40. Financial Reporting Accuracy
41. Communication Effectiveness
42. Travel Purchases Earning Discounts

### Other Measures:

43. Emission Levels
44. Waste Stream Reductions
45. Reclaimed Material
46. Contaminants in Waste Water
47. Emissions to Atmosphere
48. Public Responsibility Participation
49. Community Contributions