The KPI Dictionary

Functional Area series

The Supply Chain KPI Dictionary

360+ Key Performance Indicator definitions

Contract Management · Inventory Management · Logistics / Distribution
Procurement / Purchasing · Supply Chain Management

THE KPI INSTITUTE

smartKPIs.com
The smart choice in performance management

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Published by:

The KPI Institute

The KPI Institute
Life.lab Building
198 Harbour Esplanade, Suite 606
Melbourne Docklands, VIC 3008, Australia

Telephone
Headquarters: +61 3 9028 2223
Middle East Division: +971 4 311 6556
European Division: +40 3 6942 6935
South East Asia Division: +60 3 2742 1357

E-mail: office@kpiinstitute.org

www.kpiinstitute.org | www.smartKPIs.com

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Introduction

Dictionaries have been around for centuries and their main function is to provide conceptual or linguistic definitions, along with information about the correct language usage. The earliest historical mention of a dictionary is from Babylon, in the 6th century BC. The Chinese had their first written dictionary in 100 AD, while Japanese history mentions its first dictionary in the 7th century AD. In Europe, the earliest dictionaries didn't contain definitions of words. Instead, they were bilingual dictionaries, meaning you could look up a French word and find its English equivalent, or vice versa. The first English alphabetical dictionary, called "A Table Alphabetical" was published in London in 1604.

The Supply Chain KPI Dictionary – 360+ Key Performance Indicator definitions is a novelty in the field and distinguishes itself from the classical structure of a dictionary in that it shows the performance indicators grouped into 5 main components of the Supply Chain function. The dictionary not only defines the indicators, but also contains an explicit presentation of their calculation formula.



The KPI Institute is the global authority on performance management through Key Performance Indicators (KPIs) research and education, providing through its publications and training courses insights on how to measure and learn with KPIs. It developed the first KPI Management Framework and operates several research programs dedicated to performance management, strategy, Balanced Scorecard and key performance indicators. It operates smartKPIs.com, the result of the research program dedicated to documenting and cataloguing how KPIs are used in practice. It is an online portal containing the largest collection of well documented KPI examples, supported by a community of tens of thousands of members.

Over the last 10 years, The KPI Institute team has:

- Documented 7,000+ KPIs with Premium Documentation from 16 functional areas and 25 industries;
- Reviewed 1,000+ performance reports from 125 countries;
- Referenced 30,000+ resources (books, articles, performance reports) as part of the documentation process;
- Developed over 150 KPI Dashboards and Balanced Scorecards;
- Delivered training courses in 25 countries on 6 continents;
- Assisted over 28,000 organizations in finding solutions for their KPI needs;
- Trained over 3,400 participants from 40 countries on how to work rigorously with KPIs.

The main activities of The KPI Institute include:

Research - contributing to the development of the performance management discipline by actively researching and publishing articles on this matter. Driven by the belief that progress in management science emerges from practice, the research programs are aimed at reviewing KPI and performance management examples, as used in various countries, functional areas and industries.

Publications - in order to facilitate the identification and usage of KPIs in practice, The KPI Institute has developed the Top KPIs Reports collection, along with more extensive resources, like The KPI Compendium and The KPI Dictionaries. Also, to help organizations design or improve their performance management architecture, The KPI Institute offers the Toolkit series, containing editable templates, customized for specific industries and functional areas. Interesting articles on topics related to performance management are accessible to the public through Performance Magazine, in both the Online and Printed editions.

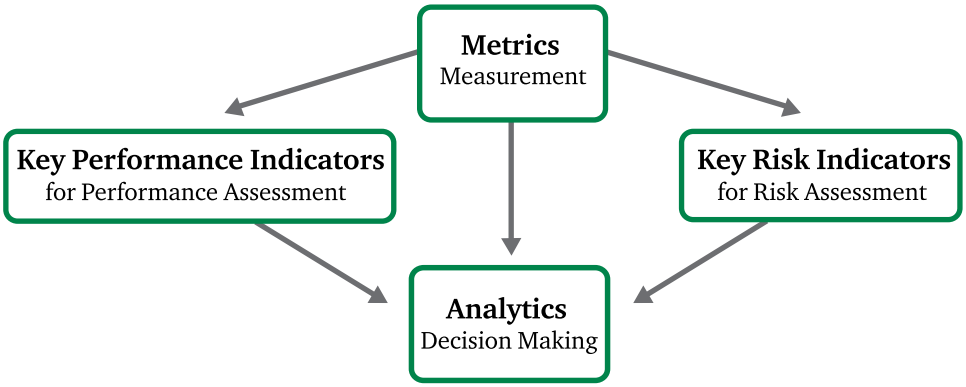
Education - In an effort to improve the ways in which KPIs are understood and employed in organizations worldwide, The KPI Institute provides a broad set of education services. The training offer includes the Certified KPI Professional and Certified KPI Practitioner, along with other 9 certification programs on topic related to performance management. Specialized training courses, customized to specific functional areas or industries are also part of The KPI Institute's portfolio.

Along with its research and education projects, The KPI Institute is at the forefront of innovation in performance management, integrating both the academic and practitioner perspectives. Analyzing emerging trends and best practices represents the fundamentals of TKI's body of knowledge.

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 management system are the key performance indicators (KPIs) used. They provide the important data that is monitored and reported through scorecards or dashboards in an organization.

In practice, the terminology used to express them is diverse. The most common expressions are: performance measures, performance indicators, metrics, key performance indicators or key result areas. Both academic and practitioner literature use interchangeably these terms, oftentimes even within the same organization. This can cause confusion among stakeholders and also affect the way these tools are used in practice. Establishing a common terminology at organizational level brings everyone on the same page and facilitates a consistent approach to KPIs. To bring more clarity in working with KPIs, The KPI Institute recommends the following approach:



Metric – It has its roots in the word "metron", used in ancient Greece to reflect measurement. Metrics refer to something we can measure, a value or a quantity. Examples of metrics are: # Air temperature, # Air quality, # Water depth, # Height, # Weight or # Employees. When metrics reflect the achievement of a desired state they become key performance indicators. Oftentimes, metrics are represented by the subordinated measures used for the calculation of a KPI.

Key Performance Indicator (KPI) – A measurable expression for the achievement of a desired level of results in an area relevant to the evaluated entity's activity. 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.

Key Risk Indicator (KRI) – A metric that provides an early warning regarding an increased risk exposure in a certain area of operations. For example, a high level of % Clients experiencing financial difficulties can indicate the risk of not being able to collect all debts and will negatively impact $ Write-off accounts. By monitoring KRIs, managers are able to take a proactive approach in risk management by preventing incidents or diminishing their impact when they occur.

Analytics – Consists in a data analysis of KPI results meant to determine trends and data patterns in order to provide valuable information for better decision making. Analytics offer a better understanding of how the business works and the interdependencies between KPIs. Predictive analytics can provide valuable insights in regards to our customers' purchasing habits, the best time to launch a product or how internal processes can be optimized.

In conclusion, everything we measure is a metric. If it reflects performance it becomes a KPI. If it reflects risk it becomes a KRI. With all of these tools: metrics, KPIs and KRIs we can do analytics to explore trends, data.

Key Performance Indicators Infographic

Terminology

KPI

Definition:
A measurable expression for the achievement of a desired level of results in an area relevant to the entity's activity.

SMART Objectives

SMART Objective =

Objective	Increase customers base
+KPI	% Market share
+Target	20%
+Timeframe	By Financial Year End
+Responsible	Sales Director

Increase customers base to reach 20% market share by FY end under Sales Director leadership

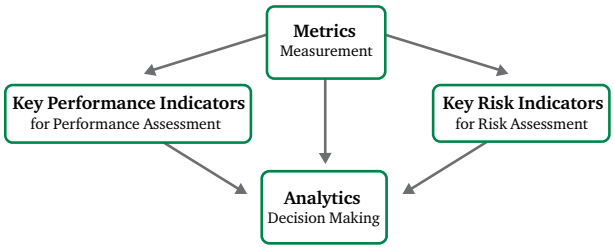
KPI naming standards
KPIs – start with symbols

- **Value of** $ Net profit — $
- **Number of** # Defects — #
- **Percentage of** % Budget variance — %

Value added by KPIs

- **Clarity**
  Paint a clear picture of strategy
- **Focus**
  Focus on what matters / requires attention
- **Improvement**
  Monitor progress towards the desired state

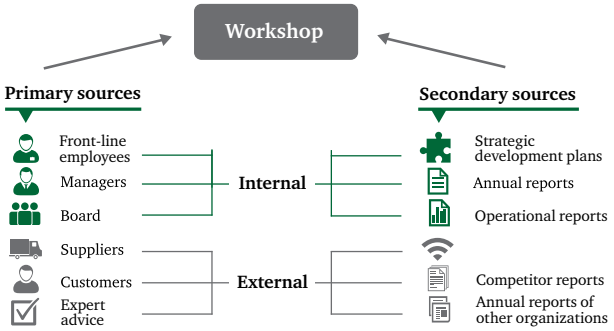
Metrics - KPIs - KRIs - Analytics



KPI selection criteria

- **Relevant**
  Aligned with organizational strategy; Significant for the specific domain of services
- **Clearly defined**
  KPIs should be described by using clear and intelligible terms. Avoid the use of management jargon
- **Balanced**
  Quality / Quantity; Efficiency / Effectiveness; Subjectivity / Objectivity

KPI selection workshop input



Data visualization

Dos	Don'ts
Bar-charts	Pie charts
Line graph	3D graphs
Bullet graph	Dark backgrounds
Sparklines	Non-zero baseline
Small multiples	Overcrowded
Waterfall chart	Gridlines

KPI selection technique: Value flow analysis

Objective: Continuously improve skills through learning experience

Input	Process	Output	Outcome
$ Training budget	# Training hours per employee	% Employees trained	% Staff meeting desired competency levels
# Training support staff	# Training courses organized	% Participant satisfaction with training experience	# Skill level

KPI documentation

Name % Hospital bed occupancy rate

Definition

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

Calculation

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

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

Target

Threshold example
Red: < 80% ; >95% Yellow: 80 - 85% ; 90 - 95% Green: 85 - 90%

Functional Areas

Accounting
% Billing accuracy
$ Cost of goods sold
% Client cash net revenue
% Invoices under query
# Days in accounts receivable

Compliance and Risk
$ Loss expectancy
% Operational risk
# Corporate governance index
# Frequency of inventory audit
# Turnaround time for audits

Customer Service
Speed of answer
Complaints received
Call handling time
% Complaints resolved
% Call abandon rate

Finance
Berry ratio
% Capital acquisition ratio
% Basic earning power ratio
# Labor multiplier
% Return on funds employed

HSSE
Lost time injury frequency rate
$ Energy consumption cost
# Hours of OHS training conducted
# Operational spills
# Lost workdays due to accidents

Human Resources
Employee engagement index
Time to fill a vacant position
% Employee turnover
% Employee satisfaction
# Training hours per FTE

Industries

Call Center
% Call setup success rate
% Agent utilization
% Call completion rate
% First call resolution rate
% Call drop rate

Customs
Arrival processing time
Entry clearance referrals
% Work permits issued
# Immigration refusals
% Hit rate on high risk cargoes

Education & Training
National examination score
% Attendance rate per course
# Students to professor ratio
% Drop-out rate
% Student satisfaction rate

Financial Institutions
Insurance underwriting time
Insurance claim processing time
% Cash collection rate
% Risk coverage ratio
# Liquidity ratio

Government - State/Federal
$ Gross National Product per capita
# Healthy life expectancy
% Unemployment rate
# Water scarcity index
% Health insurance coverage

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 organizations 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 organization 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, analyzing flow and learning based on data become ever more important today and complement the traditional simplistic managerial approach of executing orders from above.

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 organization, facilitating communication, providing a base for analysis / synthesis and ultimately decision making across all levels of the organization.

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 organizations 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 behavior is a characteristic of living organisms. For humans and many other species, this behavior 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 organizations through visualization and communication of KPIs results is the key to maximizing 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 optimizing 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, organizations 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 organization 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?



Aurel Brudan
Chief Executive Officer
The KPI Institute

Insight into the Supply Chain Functional Area

Supply Chain Management (SCM) refers to the strategic coordination of the key activities that enable a business to create products and deliver them to end consumers. From this perspective, supply chain includes activities such as procurement and supplier management, warehousing and inventory management, distribution and reverse logistics.

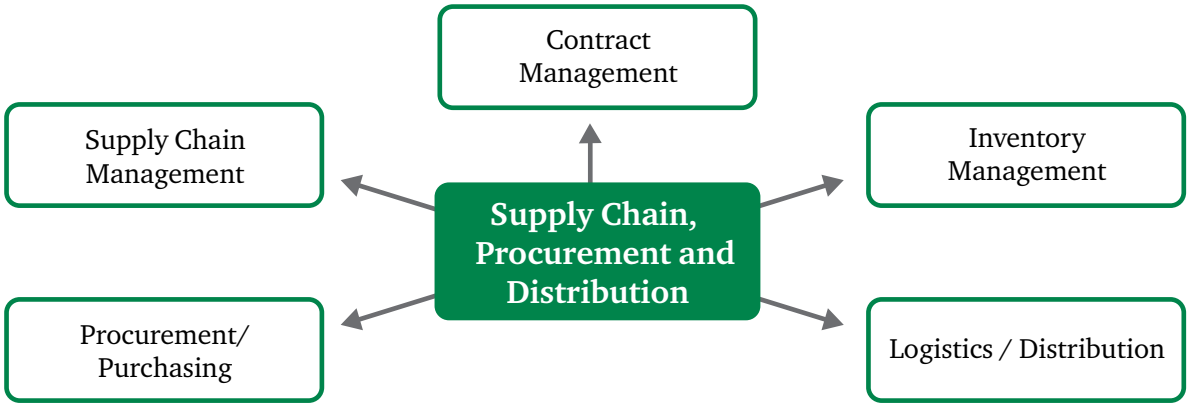
The increased complexity of global supply chains has affected the performance of many organizations through longer lead times, excessive pipeline inventory and the need to control downstream and upstream logistics (Aberdeen Report, 2011). This in turn led to increased supply chain management costs and activated a critical need for companies to better manage their excessive inventories and search ways to drive costs down (Heaney, 2011). While reducing costs by driving down excessive inventories and rapidly responding to business disruptions has become critical, gaining visibility into supply chain processes is nowadays of paramount importance.

Among the most popular approaches employed by organizations to overhaul their supply chain processes and gain better visibility upon operations are: streamline processes for easier monitoring, enhanced usability, or efficiency; internal cross-departmental visibility improvement and integration into supply chain transactions and costs; timeliness and accuracy of data exchange in supply chain transactions; B2B connectivity / side relationships with supplier, trading partners, carriers and managed service providers.

Today, supply chain professionals are more and more interested in:

- Creating transparency around key process;
- Shifting to an integrated system and aligning functions like procurement, production, warehousing and distribution;
- Improving inventory strategies to ensure better cost control;
- Integrating real-time performance management tools;
- The adoption of new breed web-based software;
- Building stronger buyer-supplier partnerships.

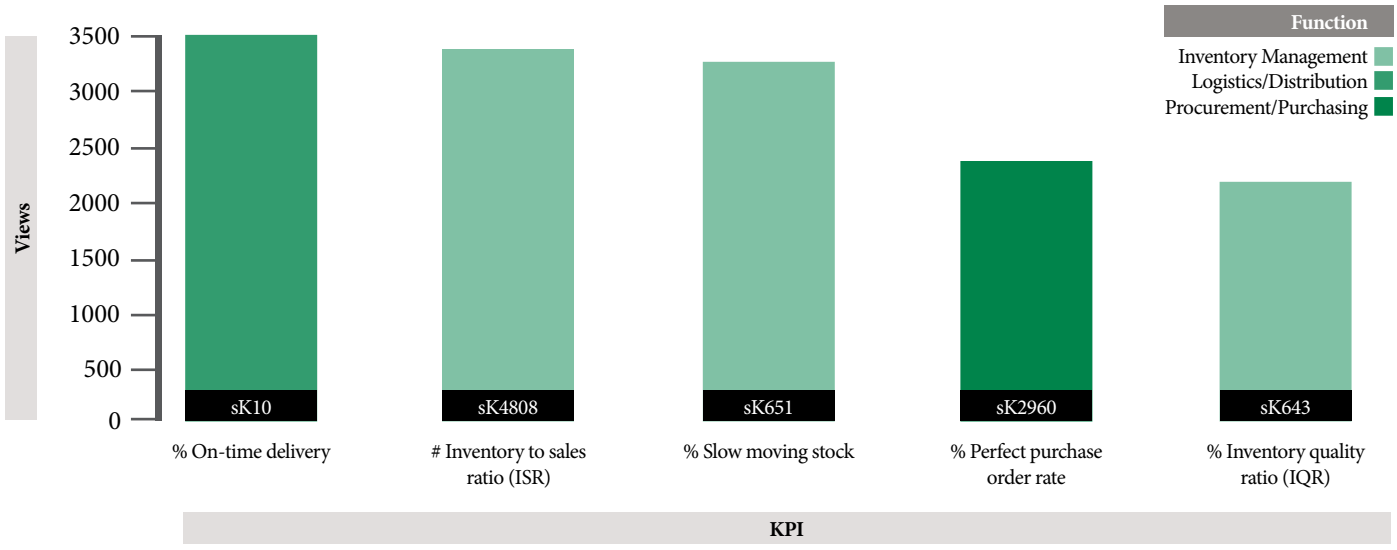
The implementation of a sound performance management framework provides the necessary tools and data for professionals to better respond to current challenges.



- **Contract Management KPIs** contribute to ensuring efficient administration of contracts.
- **Inventory Management KPIs** outline stock levels and costs incurred by managing inventory.
- **Logistics / Distribution KPIs** provide visibility into the distribution process and also includes KPIs for warehousing operations.
- **Procurement / Purchasing KPIs** indicate cost – benefits ratios for this activity, compliance with purchasing procedures and the ability to provide the requested supplies in due time.
- **Supply Chain Management KPIs** measure the performance of an organization's supply chain in terms of its efficiency, leanness, agility and responsiveness.

Most Popular Supply Chain Key Performance Indicators

The top 5 Supply Chain KPIs is built on the number of views registered for each KPI by our smartKPIs.com community members. In 2015, the ranking is as follows:



Analyzing the data gathered an increased interest can be spotted in terms of logistics and inventory management, the latter having 3 KPIs among our top 5 most popular key performance indicators.

Timeliness has always been a value driver in distribution and % On-time delivery is one of the most commonly used KPI in this area of all times, given the ease to gather data but also, the importance of monitoring this KPI. As supply chains are more and more complex, and the just-in-time approach is an imperative for many businesses, meeting customers' requests is crucial in order to maintain satisfaction and create a strong partnership.

Effective inventory management cannot be achieved without the clarity provided by measuring the right KPIs. The # Inventory to sales ratio reflects the correlation between stocks and sales, between the costs incurred by inventory and the revenues obtained through the use of that stock. A dynamic inventory is less risky and more profitable than % Slow moving stock that incurs costs and causes financial losses if not managed properly. To have an overview upon the stock items managed, professionals analyze % Inventory quality ratio. A 100% inventory quality is the desired result for this KPI as it means there is no excess, no slow or obsolete stock. Depending on the type of the inventory (raw materials, partially manufactured products and finished goods), organizations continuously work on ensuring high inventory quality that can be translated in strong financial results. Professionals who focus on optimizing and improving inventory processes, monitor these KPIs in correlation to their impact on both gross and operating profits.

The third process outlined among the most important in supply chain, is procurement. The ability to achieve high rates for % Perfect purchase order enables the purchasing department to provide the right supplies in due time and to ensure no business interruption incur due to unavailability of products, materials or services. Each organization can define what "perfect order" means, but in general, it includes: ideal quantity, lack of damage to the product, on-time arrival, accurate location, correctly managed purchasing order documentation, adequate use of communication channel and no invoices collection error.

Supply Chain, Procurement and Distribution Taxonomy

# KPIs	Subcategory
42	Contract Management
80	Inventory Management
124	Logistics / Distribution

# KPIs	Subcategory
86	Procurement / Purchasing
35	Supply Chain Management

How to use this book

The Supply Chain KPI Dictionary is an effective tool in the process of understanding, selecting and working with KPIs. The booklet contains definitions and calculation formulas for 360 KPIs practiced in the Supply Chain functional area.

Supply Chain professionals, practitioners, consultants, researchers, managers and academics can now build their own database, encompassing the most important elements of key performance indicators: definitions and formulas. The Supply Chain KPI Dictionary supersedes dozens of publications in the search for specific KPIs, bringing the most relevant information in one single book.

The Supply Chain KPI Dictionary is easy to use, as the KPIs are clustered on a function basis and sorted in alphabetical order. Furthermore, each indicator contains the following sections:

NAME

Each KPI name is preceded by a symbol. There are three symbols used depending on the KPI's measurement unit:

- **$** - value of: $ Obsolete stock
- **#** - number of: # Orders packed per hour
- **%** - percentage of: % Damage-free shipments

% Perfect order delivery rate

Measures the percentage of perfect orders delivered, from the total number of orders. Criteria for perfect orders can be set by each organization.

A = # Perfect deliveries
B = # Deliveries

(A/B)*100

sK2947

DEFINITION

Succinct description of the indicator, providing more details in regards to what the KPI is measuring.

It also supports a better understanding of how to calculate the KPI.

% Perfect order delivery rate

Measures the percentage of perfect orders delivered, from the total number of orders. Criteria for perfect orders can be set by each organization.

A = # Perfect deliveries
B = # Deliveries

(A/B)*100

sK2947

SUB-METRICS

Metrics used in calculating the KPI.

In some cases, the KPI may not need any other metrics for calculation and this section will coincide with the KPI's name.

% Perfect order delivery rate

Measures the percentage of perfect orders delivered, from the total number of orders. Criteria for perfect orders can be set by each organization.

A = # Perfect deliveries
B = # Deliveries

(A/B)*100

sK2947

CALCULATION FORMULA

Expresses the mathematical formula to compute the KPI. The calculation formula is expressed in six different forms, depending on the specifics of each KPI:

- A - *count*
- (A/B)* 100 - *rate*
- A/B - *ratio*
- (A1 + A2 +…+An)/n - *average*
- Index - *aggregates more items in one score*
- Survey - *data is gathered through a survey*

% Perfect order delivery rate

Measures the percentage of perfect orders delivered, from the total number of orders. Criteria for perfect orders can be set by each organization.

A = # Perfect deliveries
B = # Deliveries

(A/B)*100 sK2947

ID CODE

Indicates the unique numerical reference assigned to each KPI on smartKPIs.com.

This code can be used to search more details about the KPI on *http://www.smartkpis.com/kpi/browse-kpis/*

% Perfect order delivery rate

Measures the percentage of perfect orders delivered, from the total number of orders. Criteria for perfect orders can be set by each organization.

A = # Perfect deliveries
B = # Deliveries

(A/B)*100 sK2947

The Supply Chain KPI Dictionary can be used in the early stages of implementing a performance management framework, in the process of selecting and documenting KPIs, but also to improve an existing performance measurement system. The ways in which one could get the best out of this Dictionary are extremely diverse so we invite you to discover them on your own.

Be a part of the KPIs' world!

Supply Chain / Procurement and Distribution is a functional area meant to optimize the purchase, storage and distribution of raw materials, unprocessed merchandise or finished goods.

Contract Management is the process of creating, administrating and executing a formal agreement between two or more parties. It consists of establishing the terms and conditions, verifying compliance with contracts, as well as documenting and agreeing on any changes that may arise.

$ Activated contract renewals

Measures the total value of signed renewal contract lines that became active in the selected period to date. A renewed business contract is considered activated in this period if it is re-signed and has a start date in the selected period to date.

Ai = $ Renewal business contract 'i', where i=1 to n
n = # Renewed contracts

(A1+A2+...+An)/n

sK149

$ Annual contracts value

Measures the sum of all annualized contract values for active contracts during a year.

Ai = $ Annualized value of contract 'i', where i=1 to n
n = # Contracts

(A1+A2+...+An)/n

sK2930

$ Annualized contract

Measures the total value of a contract divided by its duration in years.

A = $ Contract
B = # Contract duration in years

A/B

sK2929

$ Bid and proposal costs

Measures the cost incurred in preparing and submitting bids and proposals (requested or not).

A = $ Costs incurred with preparing and submitting bids and proposal

A

sK3033

% Cancelled and suspended contracts

Measures the rate at which contracts are cancelled or suspended.

A = # Cancelled or suspended contracts in a given period
B = # Contracts in a given period

(A/B)*100

sK152

% Changes to contract milestone dates

Measures the percentage of the changes made to a contract that refer to or affect the milestone dates of the contract, from total changes to contract.

A = # Changes to contract milestone dates
B = # Variations to contract

(A/B)*100

sK2951

% Changes to contract specifications

Measures the percentage of the changes to contract specifications, from total changes to contract.

A = # Changes to contract milestone dates
B = # Variations to contract

(A/B)*100

sK2923

% Claims recovery rate

Measures the value of the claims filled as a percentage of the total value of the claim settlements handled.

A = $ Claims filled
B = $ Claim settlements handled

(A/B)*100

sK908

$ Contract

Measures the average value of a contract by dividing the total value to the number of active contracts.

Ai = $ Contract 'i', where i=1 to n
n = # Contracts

(A1+A2+...+An)/n

sK2925

$ Contract per client

Measures the average contract value per client, during one year.

A = $ Annual contracts
B = $ Clients

A/B

sK2928

% Contract breaches due to non-compliance

Measures the percentage of breaches of contracts due to non-compliance with agreements, from total contract breaches.

A = # Contract breaches due to non-compliance
B = # Contract breaches

(A/B)*100

sK2935

Contract complaints

Measures the number of complaints or exceptions for the active contracts in a given period.

A = # Complaints for contracts in a given time period
B = # Active contracts in the given time period

A/B

sK296

% Contract compliance

Measures the percentage of contracts that have been honored out of the total number of contracts realized.

A = # Honored contracts
B = # Contracts

(A/B)*100

sK261

Contract concessions

Measures the number of instances when suppliers agree to provide extra concessions as part of a procurement negotiation process.

A = # Contract concessions

A

sK7055

Contract duration

Measures the duration of a contract, as the period from the contract's starting date to its scheduled expiration date. It can be expressed in hours, days, months years, according to its specifications.

A = # Contract duration

A

sK2952

$ Contract expired

Measures the total value of all contract sub-lines that expired in the selected period to date.

Ai = $ Expired contract sub-line 'i', where i=1 to n
n = # Contract sub-lines expired in the selected period to date

(A1+A2+...+An)/n

sK2918

$ Contract extension

Measures the total estimated value corresponding to the extension of the various contracts considered as part of the report.

Ai = $ Contract 'i' extension, where i=1 to n
n = # Contract extensions

(A1+A2+...+An)/n

sK2946

Contract extensions length

Measures the average time period that contract durations are extended for completion.

Ai = # Days extended to complete contract 'i', where i=1 to n
n = # Contracts extended

(A1+A2+...+An)/n

sK2954

Contract negotiation time

Measures the average time required for the execution of the negotiation process of a contract.

Ai = # Time for negotiating contract 'i', where i=1 to n
n = # Contracts

(A1+A2+...+An)/n

sK2931

$ Contract payments

Measures the total amount, minus value added tax (VAT), that is expected to be paid during the execution of a specific contract with a supplier.

A = $ Amount that is expected to be paid during the whole of the contract
B = $ Value added tax

A-B

sK147

% Contract penalties

Measures the percentage of contract penalty costs out of the total contract value.

A = $ Contract penalty costs
B = $ Contract

(A/B)*100

sK2943

% Contract renewals growth rate

Measures the percentage of growth in contract value of the renewed contract compared to the value of the expired contract.

A = $ Renewed contract
B = $ Expired contract

[(A-B)/B]*100

sK2921

$ Contract renewals value uplift

Measures the difference between value of renewed contracts and value of expired contracts.

A = $ Renewed contracts
B = $ Expired contract for contracts that were renewed

A-B

sK2922

% Contract response times not met

Measures the percentage of contract response times not met as per contract specifications, from total response times.

A = # Contract response times not met
B = # Contract response times

(A/B)*100

sK2932

$ Contract terminated billed value with contractors

Measures the total billed value of all contract sub-lines that have a termination date in the selected period to date.

A = $ Original value of the sub-line
B = $ Terminated remaining value

A-B

sK150

Contract variations

Measures the average number of variations made to contracts during a specific period of time.

A = # Variations in contracts during a given period of time
B = # Current contracts during the given period of time

A/B

sK145

% Contracts awarded through competitive tendering process

Measures how many purchase contracts are awarded through competitive tendering process, over a certain amount of money, from total purchase contracts.

A = # Contracts over a certain value, awarded through competitive tendering process
B = # Contracts over the same value

(A/B)*100

sK2798

% Contracts completion on-time

Measures the percentage of contracts completed as per the timeline agreed upon by the signatories.

A = # Contracts completion on-time
B = # Contracts

(A/B)*100

sK2933

% Contracts delivered within original budget

Measures the rate at which contracts were managed according to the initial allocated budget.

A = # Contracts delivered within original budget in a time period
B = # Active contracts in that period

(A/B)*100

sK295

% Contracts due to expire in the next X days

Measures the percentage of contracts due to expire in the next 60 days, from total contracts.

A = # Contracts due to expire in the next 60 days
B = # Current contracts

(A/B)*100

sK2917

% Contracts filled without error

Measures the percentage of contracts filled without error out of the total number of contracts processed.

A = # Contracts filled without error
B = # Contracts processed

(A/B)*100

sK6690

% Contracts reviewed

Measures the percentage of contract reviews conducted. A contract review is the process of rational analysis for a contract and it includes steps like clarifying contract related facts, measuring the feasibility of the contract, and forecasting contract's risks.

A = # Contracts reviewed
B = # Contracts

(A/B)*100

sK294

% Contracts that fail to deliver direct agreements

Measures the percentage of contracts that fail to deliver established direct agreements from total contracts.

A = # Contracts that fail to deliver direct agreements
B = # Active contracts

(A/B)*100

sK2945

% Cost reimbursement contracts

Measures the percentage of cost reimbursement contracts, from total contracts. Cost reimbursement contracts are contracts for which costs incurred by the contractor are reimbursed in accordance to the contractual terms.

A = # Cost reimbursement contracts
B = # Contracts

(A/B)*100

sK2934

Identified contract breaches

Measures the average number of contractual obligations which were not fulfilled by parts, as identified during contract reviews.

A = # Contract breaches identified
B = # Active contracts

A/B

sK151

% Order value variance from original contract value

Measures the percentage of variance in order value, from the overall contract value.

A = $ Current contract (after change)
B = $ Original contract

(A-B)/B*100

sK6865

$ Penalty payments for contract failures

Measures the total penalty payments for failures in contracts and agreements.

Ai = $ Penalty payments for failures in contract 'i', where i=1 to n
n = # Contracts

(A1+A2+...+An)/n

sK2937

Policies, agreements and contracts updated

Measures the total number of policies, agreements and contracts that are updated with required language to provide appropriate risk mitigation from legal actions

A = # Policies, agreements and contracts that are updated with required language to provide appropriate risk mitigation from legal actions

A

sK6231

% Requirements contracts

Measures the percentage of requirements contracts from all active contracts of the organization. A requirements contract is specific for parties that agree to supply the goods or services as required, while the buyer is obliged to obtain the goods or services exclusively from that supplier.

A = # Requirements contracts
B = # Active contracts

(A/B)*100

sK2949

% Retention rate of active contracts

Measures the rate at which active contracts continue from one period to another.

A = # Active contracts at the beginning of the reporting period
B = # Contracts acquired during the reporting period
C = # Contracts at the end of the reporting period

[(C-B)/A]*100%

sK146

$ Terminated contract remaining value

Measures the sum of the remaining value after termination of all contract sub-lines in the selected period to date. It is calculated as the sum of the unbilled amount, credit amount, and suppressed credit of the terminated contract sub-lines.

A = $ Total sum of the unbilled amount, credit amount, and suppressed credit of the terminated contract sub-lines

A

sK761

% Variations of supply quantity

Measures the percentage of the initial supply quantity mentioned in the contract, from supply quantity after variations.

A = # Quantities after variation
B = # Initial quantities of supply

(A/B)*100

sK2958

Inventory Management represents the administration and replenishment of physical stock to ensure an adequate supply without generating costs through excessive or under supply. KPIs in this sub-category outline stock levels and costs incurred by inventory.

Anticipation stock

Measures the stock kept at hand to meet seasonal fluctuations in demand, or to meet the shortfalls caused by erratic production.

A = # Inventory kept at hand to anticipate and meet seasonal fluctuations

A

sK636

$ Beginning inventory (BI)

Measures the book value of goods, inputs, or materials available for use or sale at the beginning of an inventory accounting period.

A = $ Beginning inventory

A

sK641

$ Cash flow inventory reduction improvement

Measures the improvement in cash flow due to the reduction of inventories.

A = $ Increase in cash flow due to reduction in inventory

A

sK2848

Consignment stock

Measures the stock that is legally owned by one party, but held by another. It remains the property of the supplier until it is actually used (issued) and the items that are left over can be returned to the legal owner.

A = # Consignment stock

A

sK647

$ Consumption

Measures the average value of material consumption within the inventory, during a month.

Ai = # Consumption of material in inventory during month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2809

% Consumption value to total inventory value

Measures the percentage of consumption value of materials in inventory, from total inventory value.

A = $ Material consumption
B = $ Inventory

(A/B)*100

sK2850

Damaged goods received to total receipts ratio

Measures the ratio of the value of damaged goods received from suppliers to the total receipts value.

A = $ Damaged goods received
B = $ Receipts

A/B

sK1208

% Damaged goods while handling

Measures the percentage of goods damaged while handling out of the total goods handled.

A = # Goods damaged while handling
B = # Goods handled

(A/B)*100

sK1625

% Damaged inventory

Measures the percentage of damage value of the inventory, from total inventory value.

A = $ Damaged inventory
B = $ Inventory

(A/B)*100

sK2843

Days sales of inventory (DSI)

Measures how long it takes a company to turn its inventory into sales.

A= $ Inventory (value of the goods and materials held in stock at the moment of measurement)
B= $ Cost of goods sold (COGS) in a day

A/B

sK642

Decoupling stock

Measures the amount of inventory that exists inside a company during the various stages in its manufacturing system, or even distribution system. By having a decoupling stock the need for output synchronization is reduced.

A = # Decoupling stock

A

sK639

% Distressed stock

Measures the amount of stock products that have spoiled, become ruined, out of fashion, or are otherwise impossible to sell on the standard market.
It also includes computer or consumer-electronic equipment that is obsolete or discontinued and whose manufacturer is unable to support it.

A = # Distressed stock
B = # Stock

(A/B)*100

sK640

Dock to stock cycle time

Measures the average time taken to store the goods received from the supplier and record them in the inventory.

Ai = # Time taken to store and record in the inventory supplier delivery 'i', where i=1 to n
n = # Supplier deliveries

(A1+A2+...+An)/n

sK900

$ Dollar value of inventory per purchasing employee

Measures the average value of the inventory under management per purchasing department employee.

A = $ Inventory
B = # Employees in the purchasing department

A/B

sK1747

$ Ending inventory

Measures the book value of goods, inputs, or materials available for use or sale at the end of an inventory accounting period.

A = $ Beginning inventory
B = $ Net purchases
C = $ Cost of Goods Sold (COGS)

A+B-C

sK646

Exits from stock

Measures the average number of exits of items from stock, during one month.

Ai = # Exits of items within stock within month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2806

% Expiries

Measure the percentage of products that have expired or have been given to charity, out of the total sales volume.

A = # Volume of products expired or given to charity
B = # Sales volume

(A/B)*100

sK22303

% Forecast to actual inventory consumption variance

Measures the rate of forecast consumption from items in stock, reflected in the planned stock, to forecast consumption, influenced by the customer demand.

A = # Forecast items in stock
B = # Actual consumption of items from stock

[(A-B)/A]*100

sK2812

% Gross margin return on investment (GMROI)

Measures a product's profitability relative to the inventory investment done to make the product available.

A = $ Gross margin on product sales
B = $ Average inventory value at cost

(A/B)*100

sK2319

% Inventory accuracy

Measures the percentage of the actual inventory quantity, from the quantity reported by the system.

A = # Actual quantity of stock keeping units
B = # Stock keeping units reported by system

(A/B)*100

sK2828

$ Inventory carrying costs

Measures the expenses spent by the organization to support its inventory. It involves costs of storage, depreciation, insurance, taxation, obsolescence, and shrinkage or pilferage.

A = % Inventory carrying rate
B = $ Average inventory value

A*B

sK2830

% Inventory carrying rate

Measures the rate between the total cost of carrying inventory over a given period of time and the individual inventory cost, plus non-interest expenses for carrying. These include the insurance cost, taxes and opportunity cost of capital.

A = $ Inventory carrying cost
B = $ Average inventory value
C = % Insurance rate
D = % Taxes
E = % Opportunity cost of capital

[(A/B)*100]+(C+D+E)

sK2737

Inventory days

Measures the amount of time a company holds its inventory before it is sold, based on sales forecast.

A = Inventory on hands in CS (excluding in-transit) in kg/ bars
B = Sales forecast

A*30/B

sK23017

Inventory days of supply

Measures for how long a stock level of a certain material will be sufficient to match the upcoming requirements.

A = $ Annual average gross inventory
B = $ Calendar year value of transfers

A/(B/365)

sK2433

% Inventory efficiency

Measures the percentage of total stock value affected by inventory value losses. The inventory losses refer to the total monetary losses, no matter the type of cause.

A = $ Inventory losses
B = $ Stock

(A/B)*100

sK2818

$ Inventory holding cost per unit item

Measures the cost associated with maintaining a stock of goods in storage per unit item. The holding cost of inventory represents a combination of the costs associated with opportunity costs, storage, taxes, insurance, shrinkage, and other variables.

A = $ Holding cost per year
B = # Average inventory level

A/B

sK6601

% Inventory holding costs from inventory value

Measures the percentage of the variable cost of keeping inventory on hand out of the total inventory value. The inventory holding cost is a combination of the costs associated with opportunity costs, storage, taxes, insurance, shrinkage, and other variables.

A = $ Inventory holding costs
B = $ Inventory

(A/B)*100

sK2852

% Inventory holding costs from total sales

Measures the percentage of the variable cost of keeping inventory on hand out of the total sales. The inventory holding cost is a combination of the costs associated with opportunity costs, storage, taxes, insurance, shrinkage, and other variables.

A = $ Inventory holding costs
B = $ Sales

(A/B)*100

sK2851

% Inventory management cost

Measures the cost with inventory management, as percentage of total supply management cost.

A = $ Inventory carrying cost
B = $ Supply management cost

(A/B)*100

sK2440

% Inventory quality ratio (IQR)

Measures the inventory performance in terms of how much money, rather than product volume, is tied up in inventory.

A = $ Active (usable) inventory
B = $ Inventory

(A/B)*100

sK643

$ Inventory reduction

Measures the value of inventory reductions throughout the supply chain.

A = $ Inventory reductions throughout the supply chain

A

sK2847

Inventory risk

Measures the ratio of the inventory value written off due to obsolescence to the total inventory value.

A = $ Inventory written off due to obsolescence
B = $ Inventory

A/B

sK2869

% Inventory shrinkage of throughput

Measures the inventory shrinkage (loss of inventory due to factors such as theft and damage) as a percentage of throughput (pieces produced per hour).

A = # Inventory shrinkage
B = # Throughput

(A/B)*100

sK2846

% Inventory space utilization

Measures the percentage of warehouse space utilized out of the total warehouse space available

A = # Warehouse space utilized (cubic meters or cubic feet)
B = # Warehouse space available (cubic meters or cubic feet)

(A/B)*100

sK913

Inventory to sales ratio (ISR)

Measures the ratio between the retailer's inventory value and the sales revenue.

A = $ Inventory
B = $ Sales revenue

A/B

sK4808

Inventory turnover

Measures the number of times you have turned your inventory over during the past 12 months.

A = $ Cost of goods sold from stock sales during the past 12 months
B = $ Inventory investment during the past 12 months

A/B

sK427

$ Inventory value

Measures the average value of the inventory during a month.

Ai = $ Inventory in month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2723

$ Inventory value per revenue earned

Measures the ratio of total value of the inventory to revenue earned.

A = $ Inventory
B = $ Revenue earned

A/B

sK1008

Inventory visibility

Measures the difference in time from physical reception to customer service notice of availability, showing the visibility of inventory.

A = # Time of host system receipt data entry
B = # Time of physical reception

A-B

sK2845

% Markdowns/margin loss from write-downs

Measures the markdowns (value of temporary price reductions) as a percentage of write-downs (reductions in the amounts reported as inventory).

A = $ Markdowns
B = $ Write-downs

(A/B)*100

sK2825

Months on hand

Measures the stock volume in terms of the number of months the available stock will last for, at the current sales volume level.

A = $ Inventory value per month
B = $ Cost of goods sold per month

(A/B)*12

sK2833

New stock items created

Measures the average number of new stock items created in the list of inventory control systems, for different orders. Inventory control systems are based on software applications that use this indicator for measuring types of items within stock.

Ai = # New created stock items during month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2817

% Obsolete items in inventory

Measures the loss in the utility of commercialized items due to the development of improved or superior items, but not due to physical deterioration.

A = # Obsolete items (which can not be used anymore economically or safety in the company's benefit, due to the development of improved or superior equipment, but not due to physical deterioration)
B = # Items produced or stored

(A/B)*100

sK557

$ Obsolete stock

Measures the value of inventory items that were replaced by an alternative and were rendered unusable or diminished in value. These items will be either discarded, recycled or sold at a discounted price.

A = $ Valuated stock at the end of the period
B = $ Valuated stock during that period (issue value)

A-B

sK649

% Obsolete stock value

Measures the percentage of the value of obsolete items in stock, from total value of items in stock. Obsolete items are those that lost their utility of commercialized items due to the development of improved or superior items, but not due to physical deterioration.

A = $ Obsolete stock
B = $ Stock

(A/B)*100

sK2815

% Out of stock items

Measures the percentage of advertised or displayed items that are no longer available in stock, out of the items advertised / displayed.

A = # Items that are out of stock
B = # Items sold (displayed or advertised)

(A/B)*100

sK3982

Pallets processed per day

Measures the average number of pallets processed per day.

A = # Pallets processed
B = # Days in the reporting period

A/B

sK1212

Physical counts of items in inventory

Measures the average number of physical counts of items in stock, during the measurement period (i.e. month).

Ai = # Physical counts of items in inventory, during month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2836

Piece variance

Measures the variance between the pieces produced and the expected on hand quantities.

A1 = # Piece variance for item X1
A2 = # Piece variance for item X2
…
An = # Piece variance for item Xn
B1 = # Pieces for item X1
B2 = # Pieces for item X2
...
Bn = # Pieces for item Xn

(A1+A2+...+An)/(B1+B2+...+Bn)

sK503

% Pilferage rate

Measures the percentage of items pilfered from production, during distribution or storage, this generating loss in using them for the final purpose.

A = # Pilfered items
B = # Items produced / distributed / stored

(A/B)*100

sK566

Pipeline stock

Measures the amount of products that have left in the company's warehouse and have not arrived to the final consumers or users, therefore, they are still within the company's distribution chain.

A = # Demand rate (the amount of products that are required by customers in a period o time; must be measured in the same unit of time as # Lead time i.e. # days)
B = # Lead time (the period of time between the moment the customer places an order to the moment it is received by the customer)

A*B

sK637

Planned stock

Measures the number of items planned to be held in stock, to ensure stock availability for sales.

A = # Planned monthly items to sales
B = % Stock to sales ratio

A*B

sK2844

Quality of purchasing receipts

Measures the ratio of the of rejected items to the value of the supply chain ordered items.

A = $ Rejected items
B = $ Ordered items

A/B

sK1745

Reception stock at warehouse

Measure the average number of items introduced and registered in stock, through reception at warehouse, during a month.

Ai = # Items registered in stock, through reception at warehouse, during month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2821

Removed stock items

Measures the average number of stock items removed from the list of the inventory control systems, for different orders.

Ai = # Removed stock items during month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2819

Reorder point (ROP)

Measures the level of inventory at the point where a new order should be placed with suppliers, so as to bring the inventory up.

A = # Lead time demand (units)
B = # Safety stock (units)

A+B

sK635

$ Response cost

Measures the costs associated with fulfilling resupply orders. Costs may include labor, communications expenses, and space and systems used in the processing, communication, and fulfillment of placed orders.

A = $ Cost with fulfilling resupply orders
B = # Orders

(A/B)

sK21955

Return to stock

Measures the average number of returns to stock of items per month, after exiting the stock.

Ai = # Returns of items within stock within month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2807

% Return to stock value to total stock value

Measures the percentage returns to stock from total stock value.

A = $ Return to stock
B = $ Stock

(A/B)*100

sK2813

Safety stock

Measures the level of extra stock that is maintained below the cycle stock to buffer against stock-outs. Safety stock exists to counter uncertainties in supply and demand.

A = # Lead time (the average time between placing an order and receiving the demanded products)
B = # Standard deviation of demand (used to describe the spread of the distribution of the demand values; the Excel function is STDEVPA)
C = # Demand (the average value of demands)
D = # Standard deviation of lead time (used to describe the spread of the distribution of the lead time values; the Excel function is STDEVPA)
Z = # Service factor (factor used as a multiplier with the Standard Deviation to calculate a specific quantity to meet the specified service level. Excel function NORMSINV converts service level percentage to service factor - i.e. = NORMSINV (Service level))

Z*SQRT(A*B^2 + C^2*D^2)

sK634

% Slow moving stock

Measures the percentage of stock that has not moved in the defined number of days, out of the overall stock. The defined number of days are less than the ones established for obsolete items.

A = # Slow moving items
B = # Items in the inventory

(A/B)*100

sK651

% Spoilage rate

Measures the percentage of items produced, delivered or stored in a given time, that during the process suffered damages as spoilage, this generating loss in using them for the final purpose.

A = # Spoiled items
B = # Items

(A/B)*100

sK558

$ Stock at third parties

Measures the total value of items that are not in the organization's warehouse, but in stock of third parties.

A = $ Stock at third parties

A

sK2810

% Stock at third parties

Measures the percentage of value of stock at third parties, from total stock value of items.

A = $ Stock at third parties
B = $ Stock

(A/B)*100

sK2811

Stock at third parties

Measures the items in inventory that are in stock at third parties, not within the organization's warehouse.

A = # Stock items at third parties

A

sK2820

Stock level

Measures the number of days in which, according to the future sales forecast, the locally held stock would be completely used up.

A = # Days needed to finish/sale the existing stock

A

sK650

Stock outs

Measures the amount of items that are no longer available within the warehouse, when ordered by the customer.

A = # Items demanded
B = # Items available

A-B

sK1598

Stock rotations

Measures the number of stock changes or rotations during a specified period of time, as one of the most important rules in inventory is to sell or use the oldest inventory first.

A = # Stock rotations during a specified period of time (day, week or month)

A

sK633

% Stock to sales ratio

Measures the percentage represented by the value of stock owned by the organization in the total value of sales generated, during a month.

A = $ Stock at the beginning of the month
B = $ Sales during the month

(A/B)*100

sK2823

$ Stock value

Measures the value of the existing stock at the end of the month.

A = $ Stock at the end of the month

A

sK425

% Stored products damaged by employee mistakes

Measures the percentage of stored products that were damaged by employee mistakes out of the total stored products damaged.

A = # Stored products damaged by employee mistakes
B = # Stored products damaged

(A/B)*100

sK6368

$ Surplus inventory

Measures the value of surplus inventory, the purchased items that were never used and are still in their original packaging, at the end of the month.

A = $ Initial stock
B = $ Sold stock

A-B

sK426

% Surplus inventory to total inventory value

Measures the percentage of surplus inventory, the purchased items that were never used and are still in their original packaging, from total inventory value.

A = $ Surplus inventory
B = $ Inventory

(A/B)*100

sK2808

Surplus items

Measures the number of items within the inventory that form a surplus. These items can be the purchased items that were never used and are still in their original packaging.

A = # Surplus items within inventory

A

sK2816

% Third party warehousing cost

Measures the percentage represented by the third party warehousing cost, from total warehousing cost for the organization.

A = $ Third party warehousing cost
B = $ Warehousing cost

(A/B)*100

sK2814

% Value of unaccounted stock

Measures the value of stock that is missing or unaccounted for as a percentage of the total current inventory for each product managed.

A = $ Unaccounted stock for item "X"
B = $ Current inventory for item "X"

(A/B)*100

sK21888

% Volume palletized

Measures the amount of storage volume palletized out of the total volume of merchandise in the warehouse.

A = # Volume palletized in tonnes
B = # Volume of merchandise in the warehouse in tonnes

(A/B)*100

sK22168

Warehouse damage

Measures the ratio of products's value disposed due to damage and spoilage to the total value of the inventory.

A = $ Products disposed due to damage and spoilage
B = $ Inventory

A/B

sK2642

Working stock

Measures the amount of stock available (or planned to be available) for the normal demand, excluding excess stock and safety stock. It is formed by products that are arriving infrequently and in large quantities, to meet frequent, but small-quantity demands.

A = # Working stock

A

sK638

% Write-downs from costs

Measures the inventory write-downs (reductions in value) as a percentage of the total inventory costs.

A = $ Write-downs
B = $ Inventory costs (warehouse, insurance, obsolescence and depreciation)

(A/B)*100

sK2826

Logistics/Distribution is the combination between movement of goods and warehousing operations, responsible for storing and delivering products. It involves the physical distribution of a company's products to other distributors or directly to end customers. KPIs in this sub-category monitor distribution time efficiency and the quality of goods movement and warehousing.

$ Backorder costs

Measures the costs incurred when a company is unable to fill an order and must complete it later.

A = $ Call center costs
B = $ Out freight costs
C = $ Packaging supplies costs
D = $ Warehousing processing costs
E = $ Backorder notification costs
F = $ Other costs
G = # Backorder items
Alternatively:
H = $ Costs of expediting
I = $ Costs with loss of customer goodwill
J = $ Costs with loss of sales revenues
K = # Back order items.

(A+B+C+D+E+F)/G
Alternatively:
(H+I+J)/K

sK237

% Boomerang return rate

Measures the percentage of products that are being returned for a second time from the customer, from the overall number of products delivered.

A = # Products returned the second time by customers, after repair or replacement
B = # Products returned to the customer

(A/B)*100

sK707

Border wait times

Measures the average waiting time at border crossings.

Ai = # Waiting time at crossing border 'i', where i=1 to n
n = # Border crossings

(A1+A2+...+An)/n

sK2866

Capability rating given to key suppliers/distributors

Measures the overall performance of key suppliers by using a capability rating system.

Ai = # Capability rating given by to key suppliers and distributors 'i', where i=1 to n
n = # Key suppliers and distributors

(A1+A2+…+An)/n

sK22185

Cartons shipped per hour

Measures the average cartons that are shipped per hour, by dividing total cartons shipped during a day to total working hours per day. Cartons are containers used in packaging from paperboard suitable for food, pharmaceuticals or other types of products.

A = # Cartons shipped per day
B = # Working hours per day

A/B

sK2904

% Conveyors downtime

Measures the percentage of time that the conveyor is not able to perform its function, from total time it should be available for that. Conveyors are pieces of mechanical handling equipment used for moving items from one location to another.

A = # Time the conveyor is not able to perform its function
B = # Time the conveyor should be available for performing its function

(A/B)*100

sK2908

% Cost of damaged products from total sales

Measures the cost of damaged products expressed as a percentage from the total sales completed.

A = $ Cost of damaged products
B = $ Sales orders

(A/B)*100

sK858

% Cost of logistics for shipped orders

Measures the share of logistic costs out of the total expenditure with the orders shipped.

A = $ Cost of logistics for orders shipped
B = $ Shipping costs

(A/B)*100

sK812

$ Cost of logistics per logistics FTE

Measures the average expense with logistic operations per logistics full time equivalent (FTE).

A = $ Expenditures with logistics
B = # Full time equivalents (FTEs)

A/B

sK920

$ Cost per procedure type

Measures the average cost per distribution procedure type, within the distribution process, such as per customs inspection procedures or per technical control clearance.

A = # Cost per procedure type within the distribution process

A

sK2871

$ Cost per ton-mile

Measures the average amount of money spent per one mile of distance traveled in order to ship to a customer a ton of purchased merchandise.

A = $ Cost of shipping orders
B = # Tons shipped to costumers
C = # Distance, in miles

A/B/C

sK2883

% Cross-docking operations

Measures the percentage of cross-docking operations from the distribution operations in flow.

A = # Cross-dock operations
B = # Logistics operations in flow

(A/B)*100

sK706

Customer shipment to delivery cycle time

Measures the average time (hours, days or weeks) between the date of the order shipment and its delivery to the customer address.

Ai = # Time from shipment to delivery for order 'i', where i=1 to n
n = # Orders delivered

(A1+A2+...+An)/n

sK898

$ Damaged goods per shipment

Measures the value of damaged goods on average per shipment.

A = $ Damaged goods
B = # Shipments

A/B

sK766

% Damage-free shipments

Measures the percentage of delivered shipments that are distributed without any damage to the freight, out of the total number of shipments delivered.

A = # Shipments delivered without damage
B = # Shipments delivered

(A/B)*100

sK3648

% Deck area utilization

Measures the percentage of deck area that is being used within the distribution process, from total deck surface available.

A = # Deck area that is being used
B = # Deck area available for utilization

(A/B)*100

sK2896

Delays

Measures the total duration of delays in delivering orders to customer, as sum of duration time for each delay.

Ai = # Duration time of delay 'i', where i=1 to n
n = # Delays

(A1+A2+...+An)/n

sK2155

% Delays duration at collection points

Measures the percentage of total delays duration at collection points, from total duration of delays in delivering orders to customers.

A = # Time of delays at collection points
B = # Delay time

(A/B)*100

sK1697

Deliveries

Measures the total number of deliveries realized in a given time.

A = # Deliveries

A

sK2953

% Deliveries on behalf of other branches

Measures customer deliveries on behalf of other branches as percentages of total delivery trips.

A = # Customer delivery operations for other branches
B = # Customer deliveries

(A/B)*100

sK2953

$ Delivery cost per order

Measures the average cost of delivering one merchandise order to a customer, by dividing the total delivery cost to total orders delivered.

Ai = $ Delivery cost per order 'i', where i=1 to n
n = # Orders delivered

(A1+A2+...+An)/n

sK2886

$ Delivery cost per truckload shipment

Measures the average delivery cost per truckload shipment.

A = $ Truckload shipments delivery cost
B = # Truckload shipments delivered

A/B

sK6361

% Delivery deadlines met

Measures the percentage of service delivery request that were met on time out of the total delivery requests.

A = # Delivery deadlines met
B = # Delivery requests

(A/B)*100

sK6358

% Distribution cost

Measures how much the distribution cost per trip represents out of the sales delivered by that specific trip.

A = $ Distribution cost
B = $ Delivered sales

(A/B)*100

sK700

$ Distribution cost per cubic meter shipped to customer

Measures the average cost of distribution per cubic meter of product shipped to customer.

A = $ Distribution cost
B = # Cubic foot shipped to customer

A/B

sK2956

$ Distribution cost per ton shipped to customer

Measures the average cost of distribution per ton shipped to customer.

A = $ Distribution cost
B = # Tons shipped to customer

A/B

sK2942

% Distribution cost variance per order

Measures the variance in actual distribution cost per order, compared to the standard distribution cost per order.

A = $ Standard distribution cost per order
B = $ Actual distribution cost per order

[|A-B|/A]*100

sK2940

$ Distributor profitability

Measures the profit earned from the relationship with a distributor in a given time period.

A = $ Earnings from the distributor
B = $ Cost with acquiring the distributor

A-B

sK22605

% Distributor retention

Measures the organization's ability to create repeat business among its distributor base.

A = # Distributors at the beginning of the reporting period
B = # Distributors acquired during the reporting period
C = # Distributors at the end of the reporting period

[(C-B)/A]*100

sK22828

% Electronically scanned containers

Measures the percentage of containers shipped and electronically scanned, from total containers inspected. Inspection of containers are frequently realized at customs within the delivery of orders across countries.

A = # Containers electronically scanned
B = # Containers shipped

(A/B)*100

sK2435

$ Freight revenue per tonne-mile

Measures the average revenue per tonne-mile earned from carrying and distribution activities.

A = $ Revenue due to cargo or freight
B = # Freight and cargo (tonnes)
C = # Trip distance (miles or km)

A/B/C

sK267

Frequency of delays at collection points

Measures how many delays occurred at the collection points during a month, while delivering orders to customers.

Ai = # Delays at collection points during month 'i', where i=1 to n
n = # Months considered

(A1+A2+...+An)/n

sK2891

Fuel consumption per distance ran

Measures the average amount of fuel used per unit of distance. It is most commonly measured in liters per 100 kilometers (l/100 km) or gallons per mile (GPM).

A= # Fuel consumption (in liters or gallons)
B= # Distance ran (in kilometers or miles)

A*100/B

sK143

$ Fuel cost

Measures the costs incurred with fuel consumption per trip.

A = # Trip/ flight fuel
B = # Density
C = $ Fuel price at departure station

A/B*C

sK265

$ Fuel cost savings

Measures the total fuel cost savings realized during a year, from total vehicles used as part of the logistics fleet operated by the direct supply chain of the company.

A = $ Fuel cost savings

A

sK2895

% Fuel savings in distribution

Measures the percentage of fuel savings, from total fuel cost used during a year in distribution processes.

A = $ Fuel savings
B = $ Fuel cost

(A/B)*100

sK2893

$ Goods in warehouse

Measures the total value of goods stored in the warehouse.

A = # Products quantity stored in the warehouse
B = $ Value per product

A*B

sK2903

$ Goods returned

Measures the total value of sold goods / products returned from customers, as part of reverse logistics.

A = $ Goods returned

A

sK705

% Hours of machine use in logistics and distribution

Measures the percentage of hours the machine is being used, from total hours the machine could be functional, in logistics and distribution processes.

A = # Hours of machine use
B = # Hours the machine is designed to be functional

(A/B)*100

sK2855

$ Internal logistics costs

Measures the total costs with internal logistics that occur within a firm. It excludes all outsourced logistics activities and all production processes.

A = # Logistics wages cost
B = # Logistics infrastructure depreciation
C = # Logistics technology investment depreciation
D = # Transport equipment depreciation
E = # Training cost related to logistics position
F = # Logistics management cost

A+B+C+D+E+F

sK703

Items per order

Measures the number of items selected or purchased per order.

Ai = # Items picked for order 'i', where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK240

% Loading cost

Measures the proportion of cost with vehicle loading from the total distribution cost.

A = $ Cost of loading
B = $ Distribution cost

(A/B)*100

sK2805

Loading points for vehicles

Measures the total number of loading points, where during the distribution process, the vehicles are loaded.

A = # Loading points for vehicles

A

sK2784

Loading time per vehicle

Measures the loading time (in minutes or hours) on average per vehicle loaded, used for logistics and distribution.

Ai = # Loading time per vehicle 'i', where i=1 to n
n = # Vehicles loaded

(A1+A2+...+An)/n

sK2799

% Net asset recovery

Measures the percentage of the recovered value of products returned, from overall returned product value.

A = $ Recovered value of returned products (product value extracted from returns - losses in product value and operating costs)
B = $ Returned products

(A/B)*100

sK3474

% New suppliers/distributors with rating above 80 at start-up

Measures the percentage of new suppliers/distributors that have a capability rating of above 80 at start-up, from the total number of new suppliers/distributors.

A = # New suppliers/distributors with rating above 80 at start-up
B = # New suppliers/distributors

(A/B)*100

sK22229

Nodal efficiency

Measures the average number of stores that a vehicle is visiting on a single journey when making deliveries.

Ai = # Stores visited by a vehicle per journey 'i', where i=1 to n
n = # Journeys made by the vehicle

(A1+A2+...+An)/n

sK2885

% Order fill rate

Measures the percentage of items delivered according to agreements, out of the total number of orders delivered.

A = # Items delivered as ordered
B = # Items delivered

(A/B)*100

sK236

% On time pick-ups

Measures the rate of freight pick-ups that are made according to the schedule, out of the total number of freight pick-ups made.

A = # Freight pick-ups made on time by the carrier
B = # Pick-ups operated

(A/B)*100

sK3679

% Orders delivered with complete and accurate documentation

Measures the rate at which the orders delivered to customer had the required documentation, complete and accurate, from the overall number of orders delivered.

A = # Orders delivered with complete and accurate documentation
B = # Orders delivered

(A/B)*100

sK56

% On-time and accurate raw material orders

Measures the percentage of raw material orders that are on time and accurate delivered to the customers, from overall raw material orders.

A = # On-time and accurate raw material orders
B = # Raw material orders

(A/B)*100

sK4529

% Orders delivered with damaged products

Measures the rate at which the orders delivered contain damaged products or items.

A = # Orders delivered with damaged items
B = # Orders delivered

(A/B)*100

sK4

% On-time delivery

Measures the percentage of items or products that are delivered on-time to customers.

A = # Items delivered on-time
B = # Items delivered

(A/B)*100

sK10

% Orders delivered with errors during installation

Measures the percentage of orders delivered that present errors and problems during installation, from total orders delivered.

A = # Orders shipped to customers, with errors during installation
B = # Orders shipped to customers

(A/B)*100

sK2771

$ Operating cost per vehicle

Measures the average operating cost per vehicle from the auto logistics fleet used by the organization.

Ai = # Operating cost per vehicle 'i', where i=1 to n
n = # Vehicles

(A1+A2+...+An)/n

sK2172

Orders packed per hour

Measures the average number of orders packed per hour as part of the logistics and distribution process.

A = # Orders packed daily
B = # Daily working hours

A/B

sK2906

$ Operating cost per warehouse

Measures the average operating cost during a period of time, per warehouse.

Ai = # Operating cost of warehouse 'i', where i=1 to n
n = # Warehouses

(A1+A2+...+An)/n

sK2853

Orders picked per hour

Measures the average number of orders picked per working hour as part of the warehousing process.

A = # Orders picked daily
B = # Daily working hours

A/B

sK239

% Orders picking error rate

Measures the percentage of order picking errors recorded, out of the total order pickings.

A = # Orders picking error
B = # Order pickings

(A/B)*100

sK902

% Orders shipped to wrong destinations

Measures the percentage of orders shipped to wrong destinations due to incorect addresses or address processing errors, out of the total orders shipped.

A = # Orders shipped to wrong destinations
B = # Orders shipped

(A/B)*100

sK717

% Orders shipped with price errors

Measures the percentage of orders that were shipped with different prices from the agreed ones, out of the total orders shipped.

A = # Orders shipped with price errors
B = # Orders shipped

(A/B)*100

sK750

% Orders with no damaged line items

Measures the percentage of orders delivered with no damaged line items.

A = # Orders delivered with no damaged line items
B = # Orders delivered

(A/B)*100

sK2861

% Orders with wrong items shipped

Measures the percentage of orders shipped with different items than the ones ordered, from the total number of orders shipped.

A = # Orders with wrong items shipped
B = # Orders shipped

(A/B)*100

sK716

% Outsourced logistics costs

Measures the percentage of outsourced logistics costs, out of overall logistics activities costs.

A = $ Costs of outsourced logistics
B = $ Logistics costs

(A/B)*100

sK704

Packaging recycling rate

Measures the proportion of packaging materials that are recycled at a post-consumer or post-commercial stage.

A = # Recycled packaging (weight)
B = # Packaging used (weight)

(A/B)*100

sK1514

% Packaging to product ratio

Measures the percentage of package volume used, out of the total volume of products delivered.

A = # Packaging volume used (tonnes)
B = # Volume of products shipped (tonnes)

(A/B)*100

sK482

Packaging weight per product

Measures the weight of material used in packaging a product.

A = # Packaging per product

A

sK1577

Pallets loaded per unit time

Measures the average number of pallets loaded per unit time (hour, day, week).

A = # Pallets loaded
B = # Unit time (hours, days, weeks)

A/B

sK1435

Pallets unloaded per hour of dock time

Measures the number of pallets that are unloaded per each hour of dock time.

A = # Pallets unloaded daily
B = # Daily working hours

A/B

sK2854

$ Penalties cost due to unsatisfied demand

Measures the penalties value generated by the inability to satisfying demand.

A = $ Penalties cost for unsatisfied demand

A

sK3707

% Perfect order delivery rate

Measures the percentage of perfect orders delivered, from the total number of orders. Criteria for perfect orders can be set by each organization.

A = # Perfect deliveries
B = # Deliveries

(A/B)*100

sK2947

% Physically inspected containers

Measures the percentage of shipped containers physically inspected, from total containers inspected. Inspection of containers are frequently realized at customs within the delivery of orders across countries.

A = # Containers physically inspected
B = # Containers shipped

(A/B)*100

sK2179

Post-shipment inspections

Measures the number of post-shipment inspections as part of the distribution process. Post-shipment inspections are realized through specialized private companies that check the shipment details of goods ordered overseas like price, quantity and quality.

A = # Post-shipment inspections

A

sK2161

% Premium freight charges

Measures the percentage of premium freight charges (i.e. charges that occur for shipment of order other than ground transportation), out of the total freight charges.

A = $ Premium freight charges
B = $ Freight charges

(A/B)*100

sK826

Pre-shipment inspections

Measures the number of pre-shipment inspections during the distribution process. Pre-shipment inspections are realized through specialized private companies that check the shipment details of goods ordered overseas like price, quantity and quality.

A = # Pre-shipment inspections

A

sK2163

% Product repairs performed

Measures the repairs performed as percentage of total units shipped annually.

A = # Product repairs performed
B = # Units shipped annually

(A/B)*100

sK2447

% Put-away accuracy rate

Measures the percentage of items placed in the correct location or bin in a warehouse or storage area, out of total items.

A = # Items in correct location
B = # Items

(A/B)*100

sK20520

% Refurbishment cost from reverse logistics cost

Measures the percentage of the refurbishment / repackaging cost of the returned products, from overall reverse logistics cost.

A = $ Refurbishment cost for returned products
B = $ Reverse logistics cost

(A/B)*100

sK6599

% Returned items due to shipping damage

Measures the percentage of returned items due to shipping damage, from total returns.

A = # Returned items due to shipping damage
B = # Returned items

(A/B)*100

sK2874

$ Revenue per order delivered

Measures the average revenue realized for each order delivered to customers.

Ai = $ Revenue per order 'i' delivered to customer, where i=1 to n
n = # Orders delivered to customer

(A1+A2+...+An)/n

sK2957

$ Revenue per ton shipped to customer

Measures the average revenue realized per ton of products shipped to customers.

A = $ Revenue from the order placed by the customer
B = # Products shipped to customer, expressed in tons

A/B

sK2764

% Reverse logistics cost to delivered sales value

Measures the percentage of reverse logistics costs, from the value of the delivered goods. The reverse logistics represent the operations connected to the activities associated with a product, or service, after the point of sale.

A = $ Reverse logistics cost
B = $ Delivered goods

(A/B)*100

sK2876

% Reverse logistics costs

Measures the percentage of reverse logistics costs from the overall logistics cost.

A = $ Reverse logistics cost
B = $ Logistics cost

(A/B)*100

sK894

% Sales orders shipped as part of full load shipments

Measures the percentage of sales orders shipped as part of a full load shipment out of the total sales orders shipped.

A = # Sales orders shipped as part of a full load shipment
B = # Sales orders shipped

(A/B)*100

sK848

Shipment inspections duration

Measures the average time it takes to conduct the inspections of shipments.

Ai = # Duration of pre-shipment inspection 'i', where i=1 to n
n = # Pre-shipment inspections

(A1+A2+...+An)/n

sK2159

% Shipment traceability

Measures the percentage of shipments sent via a carrier that provides an order tracking system, out of the total number of shipments.

A = # Shipments with order tracking system
B = # Shipments

(A/B)*100

sK3776

Signatures per trade transaction

Measures the number of signatures required per trade transaction, accordingly to the distribution procedure.

A = # Signatures required per trade transaction

A

sK2865

Stops per trip

Measures the number of planned and unplanned stops on average during a trip.

Ai = # Stops per trip 'i', where i=1 to n
n = # Trips

(A1+A2+...+An)/n

sK160

% Storage units meeting standards

Measures the percentage of storage units meeting legal and international standards, out of the total number of storage units under administration.

A = # Storage units meeting standards
B = # Storage units available

(A/B)*100

sK22086

Time for distribution procedures

Measures the time required within the distribution process for procedures: customs inspection clearance time, technical control clearance time, time for trade document procedures and inland transport time.

A = # Customs inspection clearance time
B = # Technical control clearance time
C = # Time for trade document procedures
D = # Inland transport time

A+B+C+D

sK2870

Time from receipt to put away

Measures the necessary time from receiving the products into the warehouse to putting them at their specific place.

A = # Time required from receiving the products in the warehouse to putting them at their specific place

A

sK2914

% Time spent picking back orders or stock-outs

Measures the hours spent on picking back orders or stock-outs reported at the total number of working hours.

A = # Time spent picking back orders or stock-outs
B = # Working hours

(A/B)*100

sK238

% Time utilization

Measures the percentage of time that the vehicle asset is being utilized, from total time the vehicle is available.

A = # Time that the vehicle asset is being utilized
B = # Time available for functioning

(A/B)*100

sK2890

Transit borders crossed

Measures the average number of transit borders crossed, during the distribution process.

Ai = # Transit borders crossed for delivering order 'i', where i=1 to n
n = # Orders delivered

(A1+A2+...+An)/n

sK2781

Transit countries crossed

Measures the average number of transit countries crossed, during the distribution process of orders.

Ai = # Transit countries crossed for delivering order 'i', where i=1 to n
n = # Orders delivered

(A1+A2+...+An)/n

sK2867

Transit time

Measures the time it takes for a shipment to arrive from the departing point to the arrival one, or to the customer location.

A = # Transit duration (expressed in hours or days)

A

sK3785

% Transit time variability

Measures the variability in transit time, within the distribution process.

A = # Transit time planned
B = # Transit time realized

[(A-B)/A]*100

sK2880

% Transport capacity utilization

Measures the percentage of the transportation capacity used, out of the total weight transport capacity available.

A = # Utilized transport weight capacity
B = # Cargo transport weight capacity available

(A/B)*100

sK235

% Transportation cost to delivered sales value

Measure the percentage of transportation cost, from total value of delivered sales.

A = $ Transportation cost
B = $ Delivered sales

(A/B)*100

sK2160

% Travel time with full load

Measures the percentage of time that the vehicles travel being fully loaded, from total time of travel during the distribution process.

A = # Time with full load
B = # Travel time

(A/B)*100

sK2879

Trucks loaded per unit time

Measures the average number of trucks loaded per unit time (hour, day, week, month) in the shipping area.

A = # Trucks loaded and ready for shipping
B = # Loading unit times (hours, days, weeks, months)

A/B

sK901

Units moved per person-hour

Measures the number of units (e.g. boxes, pallets) or weight moved during a defined period of time, per person-hour, for each person working during that period. It can be considered both when receiving and shipping inventory.

A = # Units / weight moved
B = # Person-hour

A/B

sK20680

Units processed per hour

Measures the average number of units received and shipped per hour.

A = # Units received and shipped daily
B = # Man-hours per day

A/B

sK2905

Units unloaded per machine hour

Measures the number of units that were unloaded, per machine hour.

A = # Units unloaded daily
B = # Daily machine hours

A/B

sK2858

% Vehicle fill

Measures the percentage of the vehicle capacity that is filled, from total capacity of the vehicle.

A = # Actual pallets transported in vehicle
B = # Maximum pallets that can be included in vehicle capacity

(A/B)*100

sK2888

Vehicles loaded per hour

Measures the number of vehicles loaded per man hour.

A = # Vehicles loaded daily
B = # Daily machine hours

A/B

sK2856

Vehicles unloaded per hour

Measures the number of unloaded vehicles per hour.

A = # Vehicles unloaded daily
B = # Daily machine hours

A/B

sK2857

% Warehouse capacity use rate

Measures the percentage of the warehouse capacity storage that is actually used, from its total storage capacity.

A = # Warehouse space used for storage
B = # Warehouse storage space

(A/B)*100

sK2898

$ Warehouse cost per tons shipped

Measures the costs of warehouse per tons shipped to customer.

A = $ Warehouse cost
B = # Tons shipped

A/B

sK2913

% Warehouse labor cost

Measures the percentage of warehouse labor cost, from total operating warehouse cost.

A = $ Warehouse labor cost
B = $ Operating warehouse cost

(A/B)*100

sK2916

Warehouse network surface

Measures the total surface of the warehouse network.

Ai = # Surface of warehouse 'i' (meters), where i=1 to n
n = # Warehouses

A1+A2+...+An

sK708

$ Warehouse rental per stock unit

Measures the average value of rent cost of warehouse surface per stock unit.

A = $ Warehouse rent cost
B = # Stock units

A/B

sK2872

$ Warehouse rental per stock value

Measures the average rent cost for warehouse surface per stock value.

A = $ Warehouse rent cost
B = $ Stock

A/B

sK2873

$ Warehouse rental

Measures the amount of money spent on rent for the warehouse on an annual basis.

A = $ Annual warehouse rental

A

sK2899

Warehouse storage space

Measures the total warehouse size (in tonnage or volume) available for storage operations.

Ai = # Storage space per warehouse 'i', where i= 1 to n
n = # Warehouses

A1+A2+...+An

sK2734

Warehouse storage space per location

Measures the average storage space available per warehouse.

Ai = # Storage space for warehouse 'i', where i= 1 to n
n = # Warehouses

(A1+A2+...+An)/n

sK2919

Warehouse storage systems

Measures the number of warehouse storage systems used within the organization, such as pallet rack, mezzanine, industrial shelving or Automated Storage and Retrieval System (ASRS).

A = # Systems used for warehouse storage

A

sK2939

Warehouses operated

Measures the number of warehouses within the organization's supply chain management.

A = # Warehouses

A

sK755

% Warehousing discrepancies

Measures the percentage of product value lost, from total value of products stored.

A = $ Product lost
B = $ Products stored in the warehouse

(A/B)*100

sK2900

Weight per order

Measures the average weight of orders.

Ai = # Weight per order 'i', where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK2912

Weight stored

Measures the material weight stored in the warehouse.

Ai = # Material weight 'i', where i= 1 to n

A1+A2+...+An

sK2915

Procurement/Purchasing represents the acquisition of materials and services that assure the necessary supplies the company needs to create and deliver its own services or products. Related KPIs refer to the quality of the cost - benefit report, compliance with purchasing procedures and receiving the needed supplies within schedule.

% Active suppliers that are certified

Measures the percentage of active suppliers that are certified, out of the total number of suppliers.

A = # Active suppliers that are certified
B = # Active suppliers

(A/B)*100

sK1231

% Active suppliers who are e-Procurement enabled

Measures the percentage of active suppliers that are e-Procurement enabled, from total suppliers.

A = # Active suppliers who are e-Procurement enabled
B = # Active suppliers

(A/B)*100

sK2753

$ Activity-based cost of acquiring materials and services

Measures the expenditure with ordering, receiving, inspecting, storing and coping with defects, for all services and products that are acquired from suppliers.

A = $ Cost of acquiring and handling supply (materials and services)

A

sK3961

Approved purchase requisitions released

Measures the number of approved purchase requisitions released for processing. A purchase requisition is an internal document used as authorization for a purchasing department to procure goods or services.

A = # Approved purchase requisitions released for processing

A

sK2778

% Commitment to established procurement plan

Measures whether all stakeholders are committed to carry out an established procurement plan, by product, including a committed contribution of time, financial resources, or development of a mandate by stakeholders to develop regular, ongoing product-specific procurement plans.

A = # Stakeholders supporting the established procurement plan
B = # Stakeholders

(A/B)*100

sK23394

% Company invoices paid electronically

Measures how many of the invoices are paid electronically by the company to its suppliers.

A = # Invoices paid electronically by the company
B = # Invoices paid

(A/B)*100

sK2795

% Contracts issued as framework contracts

Measures the percentage of contracts issued as framework contracts over a specific period of time, out of total contracts issued.

A = # Framework contracts
B = # Contracts issued

(A/B)*100

sK23395

% Cost avoidance savings in procurement

Measures the percentage of the value of the actions taken to reduce future costs during the procurement process, from the total purchase spend.

A = $ Cost avoidance savings
B = $ Purchase spend

(A/B)*100

sK2751

% Cost of material acquisition within supply chain

Measures how much of the supply chain cost is represented by material acquisition costs.

A = $ Material acquisition cost
B = $ Supply chain cost

(A/B)*100

sK2442

% Cost reduction savings in procurement

Measures the percentage of the cost reduction savings amount, from total purchase spend obtained through negotiations in bids, or procurement contracts. Cost saving, as opposed to cost avoidance, means reducing your current costs so as not to incur any future costs.

A = $ Cost reduction savings due to negotiations
B = $ Purchase spend

(A/B)*100

sK2752

Customer invoices due today

Measures the number of customer invoices that are due to be paid today.

A = # Customer invoices due today

A

sK2773

% Customer invoices past due

Measures how many of the customer invoices are past due paying date.

A = # Customer invoices past due
B = # Customer invoices

(A/B)*100

sK2767

Customers past due

Measures how many of the customers are past due with the payments.

A = # Customers past due

A

sK2768

Days to pay

Measures the average number of days it takes to pay the suppliers the amount according to the invoice.

Ai = # Days necessary to pay invoice 'i', where i=1 to n
n = # Invoices

(A1+A2+...+An)/n

sK2766

% Delayed purchases

Measures the percentage of purchases that are considered delayed compared to the purchase plan, from total purchases.

A = # Delayed purchases
B = # Purchases

(A/B)*100

sK2785

% Emergency purchase orders

Measures the percentage of purchase orders that are issued as emergency orders, with a lead time of one month or less, out of all purchase orders placed during a defined period of time.

A = # Emergency orders
B = # Orders placed

(A/B)*100

sK21522

% Forecast Error (MAPE-SKU)

Measures the average of percentage errors for forecasts made regarding product demand.

Ai = # Absolute deviation for product forecast 'i', where i=1 to n
B = # Sales for all products

(A1+A2+…+An)/B

sK22317

% Goods purchased from certified suppliers

Measures the percentage of goods purchased from certified suppliers, out of the total goods purchased.

A = # Goods purchased from certified suppliers
B = # Goods purchased

(A/B)*100

sK1103

% Inactive suppliers

Measures the percentage of suppliers that are not actively used within the last period considered, from total suppliers.

A = # Inactive suppliers
B = # Suppliers

(A/B)*100

sK2758

% International reference price paid

Measures the unit cost per item charged by an external supplier as a percentage of the average international unit price. It can be measured over any time period, but one year is standard.

A = $ Unit cost of item
B = $ International unit cost of item

(A/B)*100

sK23433

% Invoice accuracy

Measures the percentage of invoices that are accurate, without errors.

A = # Invoices that are without errors
B = # Invoices issued

(A/B)*100

sK2760

$ Invoice value

Measures the average invoice value within the organization.

Ai = $ Invoice 'i', where i=1 to n
n = # Invoices

(A1+A2+...An)/n

sK2796

$ Invoiced purchase amount

Measures the purchase amount of money that was invoiced within the organization.

A = $ Invoiced purchase amount

A

sK2783

% Invoices received electronically

Measures how many of the total invoices are received electronically from supplier, as part of the purchasing process.

A = # Electronic invoices submitted by suppliers
B = # Invoices received

(A/B)*100

sK2793

% Key suppliers accounting for 80% of spending

Measures the base of active suppliers that provide the majority (80%) of all goods.

A = # Key suppliers accounting for 80% of spending
B = # Active suppliers

(A/B)*100

sK153

% Key suppliers regularly visited

Measures the percentage of key suppliers regularly visited, out of the total number of key suppliers.

A = # Key suppliers regularly visited
B = # Key suppliers

(A/B)*100

sK1240

Load handling time

Measures the total time time spent with handling the load, as the sum of loading and unloading time of the vehicle used as part of the logistics fleet operated by the direct supply chain of the company.

A = # Loading time
B = # Unloading time

A+B

sK2792

% Local suppliers

Measures the percentage of local suppliers, out of the total number of suppliers.

A = # Local suppliers
B = # Suppliers

(A/B)*100

sK283

$ Material acquisition cost

Measures the cost with material acquisition, being formed by: purchasing cost, raw material warehouse cost, supplier quality cost, component engineering and tooling cost, inbound transportation cost and accounts payable cost.

A = $ Purchasing cost
B = $ Raw material warehouse cost
C = $ Supplier quality cost
D = $ Component engineering and tooling cost
E = $ Inbound transportation cost
F = $ Accounts payable cost

A+B+C+D+E+F

sK2439

$ Negotiated cost reduction savings

Measures the amount of cost reductions savings made in the procurement process during the reporting period.

Ai = $ Bid "i", where i=1 to n
n= # Bids
B = $ Successful bid

(A1+A2+...+An)/n - B

sK253

% Non-contract purchases

Measures the percentage of non-contract purchase spend, in which pricing was not negotiated with the suppliers, from total purchase spend.

A = $ Non-contract purchase spend
B = $ Purchase spend

(A/B)*100

sK2157

% Payable invoices not matched to a purchase order

Measures the percentage of payable invoices that do not not match to a purchase order, from total invoices.

A = # Payable invoices not matched to a purchase order
B = # Invoices

(A/B)*100

sK2746

% Pending purchase order invoices

Measures the purchase order invoices that are pending.

A = # Pending purchase order invoices
B = # Purchase order invoices

(A/B)*100

sK2786

% Perfect purchase order rate

Measures the purchase orders which are considered to be received on time, complete and without damages from suppliers, out of total purchase orders.

A = # Perfect purchase orders, received on time and without damages from suppliers
B = # Purchase orders

(A/B)*100

sK2960

Planned purchase orders

Measures how many purchase orders are currently planned to be generated in the future.

A = # Planned purchase orders

A

sK2775

% Procured products registered in-country

Measures the percentage of procured products that are registered in-country, usually measured for purchases carried out over the course of one year.

A = Products procured registered in-country
B = Products procured

(A/B)*100

sK23383

% Procurement requests satisfied by preferred suppliers

Measures the percentage of procurement requests satisfied by preferred suppliers, out of the total number of procurement requests.

A = # Procurement requests satisfied by preferred suppliers
B = # Procurement requests

(A/B)*100

sK1109

% Procurement return on investment

Measures the percentage of savings generated by the procurement department from the operating costs implied by purchasing.

A = $ Savings with purchase
B = $ Operating costs with purchase

(A/B)*100

sK2759

Procurement training hours per employee

Measures the average training hours spent on procurement per each employee with a key role in the procurement process.

Ai = # Procurement training hours per employee 'i' from the department, where i=1 to n
n = # Employees in the procurement department

(A1+A2+...+An)/n

sK2789

% Procurements in compliance with standing procurement policies and procedures

Measures the percentage of procurements in compliance with the standing procurement policies and procedures, out of the total number of procurements.

A = # Procurements in compliance with the standing procurement policies and procedures
B = # Procurements

(A/B)*100

sK1110

% Purchase amount rate

Measures purchases' variation from one period to another.

A = $ Current purchase amount
B = $ Purchase amount in the previous period measured

[(A-B)/B]*100

sK2787

$ Purchase dollars spent per active supplier

Measures the average purchasing value spent per active supplier.

Ai = $ Purchasing value spent per supplier "i", where i=1 to n
n = # Active suppliers

(A1+A2+...+An)/n

sK1820

% Purchase operating expense from purchase spend

Measures the purchase operating expense as percentage of purchase spend.

A = $ Purchase operating expense
B = $ Purchase spend

(A/B)*100

sK2744

% Purchase operating expense from sales

Measures the amount of purchase operating expense as percentage of sales generated.

A = $ Purchase operating expense
B = $ Sales generated

(A/B)*100

sK2743

$ Purchase operating expense per active supplier

Measures the average operating expense recorded by the organization with managing its active suppliers.

Ai = $ Operating expense with managing supplier "i", where i=1 to n
n = # Active suppliers

(A1+A2+...+An)/n

sK1822

Purchase order cycle time

Measures the time period from input of purchase order to its receipt, at the organization's location.

A = # Time required from the creation of the purchase order to the receipt at the organization's location

A

sK2765

$ Purchase order value

Measures the average value per purchase order.

Ai = $ Purchase order 'i', where i=1 to n
n = # Purchase orders

(A1+A2+...+An)/n

sK2762

Purchase orders

Measures the average number of purchase orders placed to suppliers monthly.

Ai = # Purchase orders in month 'i', where i=1 to n
n = # Months

(A1+A2+...+An)/n

sK2748

% Purchase orders not sent

Measures the percentage of purchase orders (POs), that though completed, were not send yet, from total POs.

A = # Purchase orders not sent
B = # Purchase orders

(A/B)*100

sK2776

$ Purchase price variance

Measures the difference in amount of purchase spend between the amount paid to the supplier and the standard cost planned for the purchase.

A = $ Amount paid to the supplier for the purchase
B = $ Standard price planned to be paid to the supplier

A-B

sK2763

% Purchase return

Measures the percentage of purchase return amount to suppliers from total purchase spend.

A = $ Purchase return amount
B = $ Purchase spend

(A/B)*100

sK2782

% Purchase spend aggregated through corporate contracts

Measures the percentage of purchase spend through corporate framework agreements and corporate contracts, from total purchase spend.

A = $ Purchase spend aggregated through corporate contracts
B = $ Purchase spend

(A/B)*100

sK2790

% Purchase spend controlled by purchasing

Measures the percentage of purchase spend controlled and managed by the purchasing department.

A = $ Purchase spend controlled by purchasing
B = $ Purchase spend

(A/B)*100

sK2747

% Purchase spend from sales revenue

Measures the purchase spend, as a percentage from the total sales.

A = $ Purchase spend
B = $ Sales revenue

(A/B)*100

sK2742

% Purchase spend offshore

Measures how much of the purchase expenditure is spent offshore. Offshore purchase represents having suppliers from a different country.

A = $ Purchase spend offshore
B = $ Purchase spend

(A/B)*100

sK2749

% Purchase spend onshore

Measures the percentage of purchase expenditure spent onshore, in the same country where the company is located.

A= $ Purchase spend onshore
B= $ Purchase spend

(A/B)*100

sK2750

$ Purchase spend per purchasing employee

Measures the average purchase spend per each employee in the purchasing department.

A = $ Purchase spend
B = # Employees in the purchasing department

A/B

sK2745

$ Purchase spend per supplier

Measures the average purchase spend per supplier.

Ai = $ Purchase spend per supplier 'i', where i=1 to n
n = # Suppliers

(A1+A2+...+An)/n

sK2794

% Purchase spend under management

Measures the percentage of purchase spend under the management of procurement, from total purchase spend.

A = $ Purchase spend under management
B = $ Purchase spend

(A/B)*100

sK2761

% Purchase spend via e-Auctions

Measures the percentage of purchase spend via e-Auctions. An e-Auction is an electronic auction, done through online platforms, where offers are submitted accordingly to the purchaser's specification.

A = $ Purchase spend via e-Auctions
B = $ Purchase spend

(A/B)*100

sK2754

% Purchase spend via procurement cards

Measures the percentage of purchase spend via procurement cards, which are a form of credit cards offered through a specific program of the organization.

A = $ Purchase spend via P-cards
B = $ Purchase spend

(A/B)*100

sK2755

% Purchase spend via strategic alliances

Measures the purchase spend via strategic alliances of the organization's with their suppliers.

A = $ Purchase spend through strategic alliances
B = $ Purchase spend

(A/B)*100

sK2756

% Purchase spend with diversity suppliers

Measures the percentage of purchase spend with diversity suppliers. Supplier diversity program is applied to encourage utilization of minority-owned vendors that were previously underutilized as suppliers.

A = $ Purchase spend with diversity suppliers
B = $ Purchase spend

(A/B)*100

sK2757

Rating of supplier performance

Measures the overall performance of the suppliers by using a rating system.

A = # Rating of supplier performance

A, based on scoring results

sK7056

% Raw material conformance

Measures the percentage of raw material involved in the production process that meets the quality criteria.

A = # Raw materials meeting quality criteria required
B = # Raw material

(A/B)*100

sK1622

Receipts processed per full working hour

Measures the average number of receipts processed per full working hour.

Ai = # Receipts processed per hour "i", where 1=1 to n
n = # Processing hours

(A1+A2+...+An)/n

sK1217

% Relationship established with certified suppliers

Measures the percentage of business relationships established with certified suppliers (compliant with the industry standards), out of the total supplier relationships managed.

A = # Business relationships established with certified suppliers
B = # Suppliers managed

(A/B)*100

sK6745

Requests for quote

Measures the number of requests for quote registered from suppliers. The request for quote is used in the purchasing process, being a form submitted from a supplier specifying the cost of supplying a good or service.

A = # Requests for quote

A

sK2780

Requisition, purchase order, or invoice transaction volume

Measures the amount of transactions realized, through the number of invoices, purchase orders and requisitions.

A = Requisition, purchase order, or invoice transaction volume

A

sK274

Sales orders filled per FTE

Measures the average number of orders that were processed per full time equivalent (FTE).

Ai = # Sales orders processed by full time equivalent "i" where i=1 to n
n = # Full time equivalents (FTEs)

(A1+A2+...+An)/n

sK829

Sales orders filled per unit time

Measures the average number of sales orders filled per unit time (hour, day, week, month).

Ai = # Sales orders filled in time unit "i", where i=1 to n
n = # Time units in the reporting period
(hours, days, weeks, months)

(A1+A2+...+An)/n

sK835

% Strategic suppliers with MSS

Measures the percentage of strategic suppliers with MSS (material safety stock), out of the total strategic suppliers.

A= # Strategic suppliers with MSS
B= # Stategic suppliers

(A/B)*100

sK22092

% Strategic volume multi-sourced

Measures the company's strategic volume supplier base, as this can be both advantageous and problematic for the organization.

A = # Strategic volume from multiple suppliers
B = # Strategic volume

(A/B)*100

sK22634

% Supplier on-time delivery

Measures how many of the suppliers' purchase orders are delivered on time, as agreed.

A = # Purchase order lines delivered on time
B = # Purchase order lines delivered

(A/B)*100

sK1612

% Supplier purchase orders in full

Measures how many of the supplier's purchase orders are delivered in full, completed, as agreed.

A= # Purchase orders delivered in full
B= # Purchase orders delivered

(A/B)*100

sK2801

% Supplier rejections

Measures the percentage of products delivered by the supplier that were rejected during quality control on reception.

A= # Products rejected from supplier
B= # Products ordered

(A/B)*100

sK2803

Suppliers managed by purchasing employee

Measures the average number of suppliers handled per purchasing employee.

A = # Suppliers managed
B = # Purchasing full time employees

A/B

sK2800

% Transactions handled by the purchasing department

Measures the value of the transactions handled by the purchasing department, out of the total purchasing transactions' value.

A = $ Transactions handled by the purchasing department
B = $ Purchasing value of transactions

(A/B)*100

sK1653

% Unconfirmed purchase orders

Measures the percentage of purchase orders (POs) that were not confirmed, from total POs.

A = # Unconfirmed purchase orders
B = # Purchase orders

(A/B)*100

sK2777

% Undisputed supplier invoices paid within 30 days

Measures the percentage of the supplier's invoices that were undisputed, and paid within 30 days.

A = # Undisputed supplier invoices paid within 30 days
B = # Supplier invoices paid

(A/B)*100

sK2797

Value added suppliers

Measures the number of active suppliers that go beyond contractual obligations by providing value-added products and services, e.g. free learning materials, better packaging and delivery terms.

A = # Value added suppliers

A

sK7053

$ Variable cost of placing orders with supplier

Measures the average direct variable costs associated with placing an order with the supplier, including the managerial and clerical costs to prepare the purchase.

Ai = $ Variable cost of placing order 'i' with suppliers, where i=1 to n
n = # Orders placed

(A1+A2+...+An)/n

sK2804

Vendor invoices due today

Measures the number of vendor invoices that are due to be paid today.

A = # Vendor invoices due today

A

sK2772

% Vendor invoices past due

Measures the percentage of vendor invoices that are overdue and have not yet been paid.

A = # Vendor invoices past due
B = # Vendor invoices

(A/B)*100

sK2769

% Vendors on hold

Measures the percentage of vendors that are on hold to payment, from total vendors.

A = # Vendors on hold
B = # Vendors

(A/B)*100

sK2770

$ Warehouse cost per order

Measures the average warehouse cost per order dispatched from the same warehouse.

A = $ Warehouse cost
B = # Orders dispatched from the warehouse

A/B

sK2774

Supply Chain Management refers to handling interconnected processes dedicated to the movement and storage of materials (raw, unprocessed and finished goods), from the point of origin until the point of consumption. KPIs in this sub-category refer to the efficiency and quality of all supply chain management processes.

% Adherence to delivery schedule

Measures the percentage of actual order deliveries, from total scheduled deliveries.

A = # Actual orders delivered
B = # Scheduled orders to be delivered

(A/B)*100

sK2735

Cash-to-cash cycle time

Measures the time it takes for cash to flow back into the company after being spent on raw material purchase.

A = # Inventory days of supply
B = # Days of sales outstanding
C = # Payment period for material in days

A+B-C

sK2432

$ Cost per line dispatched

Measures the average cost of delivering one line of product to customer, by dividing the total delivery cost to total lines dispatched.

Ai = $ Delivery cost per line 'i', where i=1 to n
n = # Lines dispatched

(A1+A2+…+An)/n

sK2740

Customer receipt of order to installation complete time

Measures the average time from receipt of goods by the customer to the time when installation is complete.

Ai = # Time between customer receives the order 'i' and its installation is complete, where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK2431

Days sales outstanding (DSO)

Measures the average collection period in days from invoicing to cash receipt (how long it takes to collect revenue after sales made).

A = $ Gross accounts receivables
B = $ Sales revenue
C = # Days in reference period

A/B/C

sK2434

% Delivered In-Full, On-Time

Measures the percentage of orders delivered to the customer, which are both complete and on time.

A = # Actual orders In Full & On time
B = # Orders delivered to customer

(A/B)*100

sK1599

Documents per trade transaction

Measures the number of standard documents required per trade transaction, accordingly to the distribution procedure.

A = # Standard documents required per trade transaction

A

sK2864

% Employees allocated to order processing

Measures the percentage of employees that are working on entering, processing and tracking orders.

A = # Employees allocated to enter, process and track orders
B = # Employees

(A/B)*100

sK3345

% Empty running

Measures the distance driven empty, with no carriage of freight, as a percentage of total miles or kilometers.

A = # Empty driven distance
B = # Driven distance

(A/B)*100

sK699

% Fill rate for ship-from-stock

Measures the percentage of orders shipped according to customer demand from stock, from total orders shipped.

A = # Filled from stock shipped within 24 hours or order release
B = # Orders shipped

(A/B)*100

sK2729

Interruptions in raw material supply

Measures the number of situations that occur in raw material supply processes and produce an interruption within the manufacturing process.

A = # Interruptions in raw material supply

A

sK4363

% IT cost for supply chain

Measures the percentage of cost with information technology for supply management, out of total supply management cost.

A = $ Cost of IT within supply chain
B = $ Supply chain management cost

(A/B)*100

sK2441

Lines per order

Measures the average number of lines per order by dividing the total lines to total orders.

Ai = # Lines per order 'i', where i=1 to n
n = # Orders delivered

(A1+A2+…+An)/n

sK2722

Make response time

Measures the cumulative external and internal lead-time to build product ready to ship. It is part of # Supplies chain response time.

A = # Time to build product ready to ship

A

sK2448

Order complete manufacture to customer receipt of order

Measures the average time required from when the order is completely manufactured until receiving the customer receipt of order.

Ai = # Time between order 'i' is manufactured, until having the customer receipt of order, where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK2430

% Order entry accuracy

Measures the percentage of orders entered exactly as specified by the customer, out of total orders.

A = # Orders entered exactly as specified by the customer
B = # Orders

(A/B)*100

sK1613

Order entry complete to start manufacture time

Measures the time between order entry completion and starting of the manufacturing process for the order.

Ai = # Time between entry completion for order 'i' and starting the manufacturing process for the order 'i', where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK2428

Order fulfillment lead time

Measures the average time required for the order process to be completed, from customer order origination to customer order receipt.

Ai = # Time between order 'i' is authorized by customer to customer order receipt, where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK1630

$ Order management cost

Measures the cost implied by activities like order processing and customer service, warehousing, distribution, contract management.

A = $ Customer service cost
B = $ Finished goods warehouse cost
C = $ Outbound transportation cost
D = $ Contract and program management cost
E = $ Installation planning and execution cost
F = $ Accounts receivable cost

A+B+C+D+E+F

sK2438

Order processing time

Measures the required time from order entry until released to the warehouse for order picking.

Ai = # Processing time for order 'i', where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK1626

Order receipt to order entry complete time

Measures the time required for registration of an order entry, since receiving the order receipt.

Ai = # Time between order receipt and order entry completion 'i', where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK1632

$ Packaging cost

Measures the costs incurred by the packaging activity.

A = $ Packaging materials
B = $ Handling costs
C = $ Storage costs
D = $ Freight costs
E = $ Damage costs
F = $ Disposal costs

A+B+C+D+E+F

sK23390

Processing time in days

Measures the average time taken for an order to be processed and ready to be shipped, from the moment the order is placed.

A = # Order processing time in days
B = # Orders

A/B

sK4812

% Product return rate

Measures the percentage of units returned by the customer from total delivered / shipped units.

A = # Products returned
B = # Products distributed to customers

(A/B)*100

sK555

% Returns management costs

Measures the percentage of total returns management costs from the company revenue.

A = $ Returns management costs
B = $ Revenue

(A/B)*100

sK2446

% Scheduled orders to customer request

Measures the percentage of orders that are scheduled to be delivered according to the customer's requested delivery date.

A = # Scheduled orders to customer request
B = # Orders

(A/B)*100

sK1635

Software used to support supply chain

Measures the number of software products used within the supply chain management process.

A = # Software applications used to support supply chain management

A

sK2741

Start manufacture to order complete manufacture time

Measures the amount of time required for finishing the specific manufacturing of order, from starting to order complete status.

Ai = # Time between starting and completion of product manufacturing specific for order 'i', where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK2429

$ Supply chain management cost

Measures the total costs involved with the supply chain management process, including order management, material acquisition, inventory carrying, planning and IT support.

A = $ Order management cost
B = $ Material acquisition cost
C = $ Planning cost
D = $ Inventory carrying cost
E = $ IT cost for supply chain

A+B+C+D+E

sK2437

% Supply chain related finance and planning cost

Measures the percentage of total supply chain cost that is related to finance and planning cost.

A = $ Supply chain related finance and planning cost
B = $ Supply chain cost

(A/B)*100

sK2444

% Supply chain related order management cost

Measures how much of the total supply management cost is represented by the order management cost.

A = $ Cost with order management
B = $ Supply chain cost

(A/B)*100

sK2443

Supply chain response time

Measures the total response time to balance the entire supply chain after determining a change in the market demand (in days).

A = # Forecast cycle time
B = # Re-plan cycle time
C = # Intra-manufacturing re-plan cycle time
D = # Cumulative source/Make cycle time
E = # Order fulfillment lead time

A+B+C+D+E

sK1616

Time from customer authorization to order receipt

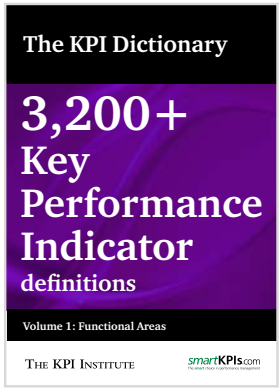
Measures the average time spent from customer authorization to order receipt.

Ai = # Time between customer authorization for order 'i' and its receipt, where i=1 to n
n = # Orders

(A1+A2+...+An)/n

sK2427

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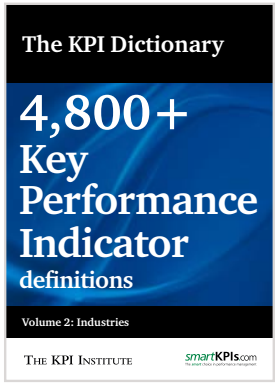
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http://store.kpiinstitute.org/publications.html



The KPI Compendium

Explore online the most comprehensive catalogue of documented KPIs examples!

The KPI Compendium is a concise, but comprehensive work that presents over 20,000 Key Performance Indicators that have been identified as being used in practice. It provides practitioners with a powerful tool to weigh together or to compare practical examples of KPIs coming from hundreds of business areas.
The main three categories under which KPIs are listed are:
Global – containing sub-categories such as Administration, Quality of Life, Environment and Pollution and many others;
Organizational – further clustered into sub-categories based on industries and functional areas;
Personal – addressing personal productivity and well-being, further clustered into sub-categories such as Home Economics, Personal Development, Fitness and Work-life balance.
Explore the greatest guide to identifying the best KPI selection for your organization!
Download The KPI Compendium at: **www.store.kpiinstitute.org/the-kpi-compendium.html**

Top 25 KPIs reports

- Extensive collections of the most visited KPIs on smartkpis.com, across functional areas and industries;
- Thorough analysis of each KPI according to smartKPIs.com documentation form and standards;
- Proof-of-concept of relevant KPIs, documented at best practice standards.

Explore the extensive Top KPIs series dedicated to analyzing the most popular KPIs by visiting:
http://store.kpiinstitute.org/publications.html

Best Sellers 2011-2012 Top KPIs reports

Reports by Functional Area



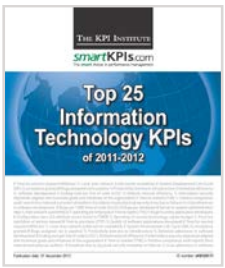






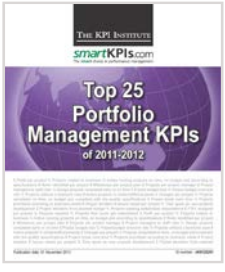


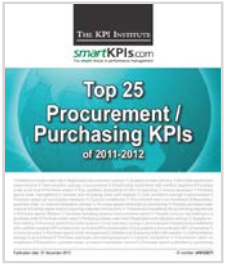


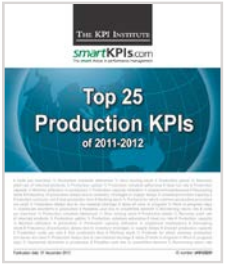










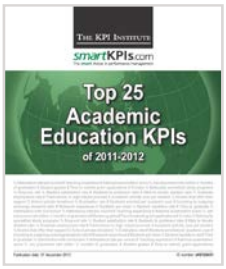








Reports by Industry









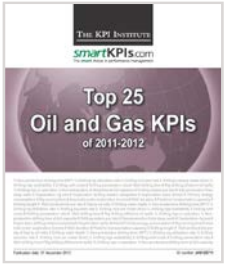


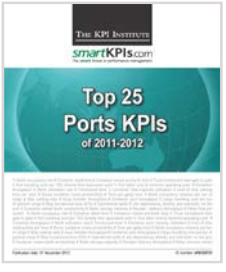




















2013-2014 Top KPIs reports

Reports by Functional Area

Top 25 Accounting KPIs of 2013-2014
Top 25 Accounts Payable and Receivable KPIs of 2013-2014
Top 25 Administration / Office Support KPIs of 2013-2014
Top 25 Advertising KPIs of 2013-2014
Top 25 Application Development KPIs of 2013-2014
Top 25 Asset Management KPIs of 2013-2014
Top 25 Compensation and Benefits KPIs of 2013-2014
Top 25 Compliance and Audit Management KPIs of 2013-2014
Top 25 Contract Management KPIs of 2013-2014
Top 25 Corporate Travel KPIs of 2013-2014
Top 25 CSR KPIs of 2013-2014
Top 25 Customer Service KPIs of 2013-2014
Top 25 Data Center KPIs of 2013-2014
Top 25 eCommerce KPIs of 2013-2014
Top 25 Efficiency and Effectiveness KPIs of 2013-2014
Top 25 Email Marketing KPIs of 2013-2014
Top 25 Enterprise Architecture KPIs of 2013-2014
Top 25 Environmental Care KPIs of 2013-2014
Top 25 Facilities Management KPIs of 2013-2014
Top 25 Finance KPIs of 2013-2014
Top 25 Forecasts & Valuation KPIs of 2013-2014
Top 25 Governance KPIs of 2013-2014
Top 25 HSSE KPIs of 2013-2014
Top 25 Human Resources KPIs of 2013-2014
Top 25 Information Technology KPIs of 2013-2014
Top 25 Innovation KPIs of 2013-2014
Top 25 Inventory Management KPIs of 2013-2014
Top 25 IT Security KPIs of 2013-2014
Top 25 Knowledge Management KPIs of 2013-2014
Top 25 Legal Services KPIs of 2013-2014
Top 25 Liquidity KPIs of 2013-2014
Top 25 Logistics / Distribution KPIs of 2013-2014
Top 25 Maintenance KPIs of 2013-2014
Top 25 Management KPIs of 2013-2014
Top 25 Marketing KPIs of 2013-2014
Top 25 Network Management KPIs of 2013-2014
Top 25 Online Advertising KPIs of 2013-2014
Top 25 Online Publishing - Weblogs KPIs of 2013-2014
Top 25 Portfolio Management KPIs of 2013-2014
Top 25 Procurement / Purchasing KPIs of 2013-2014
Top 25 Production KPIs of 2013-2014
Top 25 Profitability KPIs of 2013-2014
Top 25 Project Management KPIs of 2013-2014
Top 25 Public Relations KPIs of 2013-2014
Top 25 Quality Management KPIs of 2013-2014
Top 25 R&D KPIs of 2013-2014
Top 25 Recruitment KPIs of 2013-2014
Top 25 Retention KPIs of 2013-2014
Top 25 Risk Management KPIs of 2013-2014
Top 25 Sales KPIs of 2013-2014*
Top 25 Search Engine Optimisation (SEO) KPIs of 2013-2014
Top 25 Service Delivery KPIs of 2013-2014
Top 25 Service Management KPIs of 2013-2014
Top 25 Supply Chain Management KPIs of 2013-2014
Top 25 Supply Chain*, Procurement, Distribution KPIs of 2013-2014
Top 25 Talent Development KPIs of 2013-2014
Top 25 Web Analytics KPIs of 2013-2014
Top 25 Workforce KPIs of 2013-2014
Top 25 Working Environment KPIs of 2013-2014

Reports by Industry

Top 25 Academic Education KPIs of 2013-2014
Top 25 Accounting Services KPIs of 2013-2014
Top 25 Airlines KPIs of 2013-2014
Top 25 Airports KPIs of 2013-2014
Top 25 Banking and Credit KPIs of 2013-2014
Top 25 Broadcasting (TV and Radio) KPIs of 2013-2014
Top 25 Business Consulting KPIs of 2013-2014
Top 25 Call Center KPIs of 2013-2014
Top 25 Civil Engineering KPIs of 2013-2014
Top 25 Coaching / Training KPIs of 2013-2014
Top 25 Coal and Minerals Mining KPIs of 2013-2014
Top 25 Colleges and Universities KPIs of 2013-2014
Top 25 Construction of Buildings KPIs of 2013-2014
Top 25 Crops KPIs of 2013-2014
Top 25 Customs KPIs of 2013-2015
Top 25 Electricity KPIs of 2013-2014
Top 25 Emergency Response / Ambulance Services KPIs of 2013-2014
Top 25 Engineering KPIs of 2013-2014
Top 25 Event Production and Promotion KPIs of 2013-2014
Top 25 Film and Music KPIs of 2013-2014
Top 25 Forestry and Logging KPIs of 2013-2014
Top 25 Healthcare KPIs of 2013-2014
Top 25 Hospitals KPIs of 2013-2014
Top 25 Hotel KPIs of 2013-2014
Top 25 Insurance KPIs of 2013-2014
Top 25 Investments KPIs of 2013-2014
Top 25 Land Transport (Road & Rail) KPIs of 2013-2014
Top 25 Legal Practice KPIs of 2013-2014
Top 25 Libraries and Archives KPIs of 2013-2014
Top 25 Livestock, Hunting and Fishing KPIs of 2013-2014
Top 25 Local Government KPIs of 2013-2014
Top 25 Local Public Transport KPIs of 2013-2014
Top 25 Medical Laboratory KPIs of 2013-2014
Top 25 Medical Practice KPIs of 2013-2014
Top 25 Mortgages KPIs of 2013-2014
Top 25 Museums KPIs of 2013-2014
Top 25 Natural Gas KPIs of 2013-2014
Top 25 NGO KPIs of 2013-2014
Top 25 Oil and Gas KPIs of 2013-2014
Top 25 Pension Funds KPIs of 2013-2014
Top 25 Ports KPIs of 2013-2014
Top 25 Postal and Courier Services KPIs of 2013-2014
Top 25 Preventive Healthcare KPIs of 2013-2014
Top 25 Primary and Secondary Schools / K-12 KPIs of 2013-2014
Top 25 Property Management KPIs of 2013-2014
Top 25 Publishing KPIs of 2013-2014
Top 25 Railways KPIs of 2013-2014
Top 25 Real Estate Development KPIs of 2013-2014
Top 25 Real Estate Transactions KPIs of 2013-2014
Top 25 Recruitment / Employment Activities KPIs of 2013-2014
Top 25 Restaurant KPIs of 2013-2014
Top 25 Retail KPIs of 2013-2014
Top 25 Roads KPIs of 2013-2014
Top 25 Shipping KPIs of 2013-2014
Top 25 Social Media KPIs of 2013-2014
Top 25 Sport Club Management KPIs of 2013-2014
Top 25 Sport Event Organisation KPIs of 2013-2014
Top 25 State Government KPIs of 2013-2014
Top 25 Sustainability KPIs of 2013-2014
Top 25 Telecommunications KPIs of 2013-2014
Top 25 Tour Operator KPIs of 2013-2014
Top 25 Training and Other Education KPIs of 2013-2014
Top 25 Travel Agency KPIs of 2013-2014
Top 25 Water and Sewage KPIs of 2013-2014

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Certified Strategy and Business Planning Professional



The course will help improve the business planning process and long-term organizational performance, through the use of strategic planning tools that will ultimately lead to smarter and quicker strategic decisions.

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An exclusive framework that provides insights on effective visual communication, through a rigorous approach to creating visual representations of vast information, techniques of standardization and tailored data visualization tools.

Certified KPI Professional and Practitioner



This program is meant to improve the practical skills in working with KPIs and developing instruments like scorecards and dashboards. Participants will acquire a sound framework to measure KPIs, starting from the moment they are selected, until results are collected in performance reports.

Certified Data Analysis Professional



Attendants will understand through practical learning how to effectively collect, analyze and interpret data by enabling managers/ analysts to draw insights from both quantitative and qualitative data, based on historical statistics and trend analysis.

Certified Performance Improvement Professional



This course offers insights and best practices for improving performance in different scenarios, from data analysis and reporting, decision making and initiative management, to building a performance culture.

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Benchmarking methodological uniqueness is represented by the identification and analysis of the processes that lead to a superior performance of a company, offering the opportunity to compare an organization's performance against industry competitors.

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Attendees will gain exposure to best practices and key concepts and will learn how to establish and use criteria for performance evaluations, from implementation to improvement and maintenance of the company's employee performance management system.

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Participants' skills in managing supplier performance and developing a strategic approach to procurement will be developed by enabling the identification of performance gaps and implementing action agreements with suppliers.

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Certification Programs Infographic 2015



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	USA	Indonesia		Oman
		Malaysia		Qatar
		Singapore		Saudi Arabia
		Thailand		Turkey
				UAE



ORGANIZATION

2004 Year of establishment

25 # Certified trainers

4 # Offices around the globe. Australia, Malaysia, Romania, UAE

RESEARCH

28,000 # Organizations assisted through smartKPIs.com

20,475 # KPI examples published on smartKPIs.com

11 # Years spent on researching performance best practice

EDUCATION

3,400 # Professionals trained

614 # Client organizations

554 # Training days delivered

228 # Education programs delivered

115 # Open training courses delivered

113 # In-house training courses delivered

For more details visit: **www.store.kpiinstitute.org**

The KPI Institute

The KPI Institute is the global authority on performance management through Key Performance Indicators (KPIs) research and education, providing through its publications and training courses insights on how to measure and learn with KPIs. It developed the first KPI Management Framework and operates several research programs dedicated to performance management, strategy, Balanced Scorecard and Key Performance Indicators. It also operates smartKPIs.com, the result of the research program dedicated to documenting and cataloguing how KPIs are used in practice, an online portal containing the largest collection of well documented KPI examples, with over 20,500 examples from 16 Functional Areas and 25 Industries. Over the last 11 years, The KPI Institute has assisted over 28,000 organizations in finding solutions to their KPI needs.

The Supply Chain KPI Dictionary – 360+ Key Performance Indicator definitions is a novelty in the field and distinguishes itself from the classical structure of a dictionary in that it shows the performance indicators grouped into 5 main components of the Supply Chain function. The dictionary not only defines the indicators, but also contains an explicit presentation of their calculation formula.

smartKPIs.com

The *smart* choice in performance management

Contains over 20,500 KPIs examples, including the ones covered in the KPI Dictionary. Specific KPI examples listed in the Dictionary can be searched by using the sk number. Alternatively, visitors can browse, save and export documented examples.

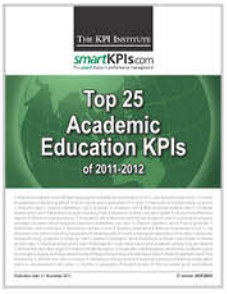
Top 25 KPIs Reports by Functional Area





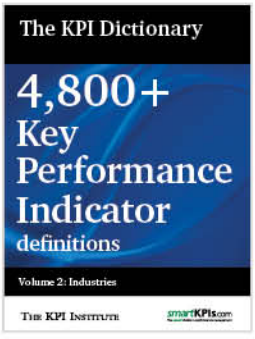


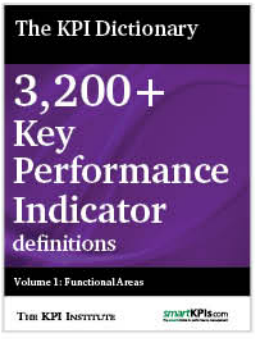
Top 25 KPIs Reports by Industry

















The KPI Institute offers a variety of in-depth publications that enable you to keep up to date with industry trends and leaders. Through its publications, it provides an overview of the performance management state of discipline and offers innovative tools, facilitating the implementation of performance management and measurement systems.

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