



Hello and Welcome !

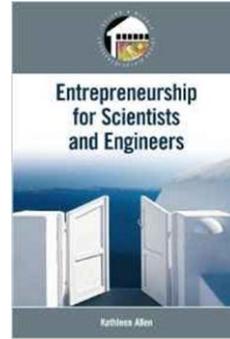
Please call me...

“Coach S.”



Today's Webinar Topic:

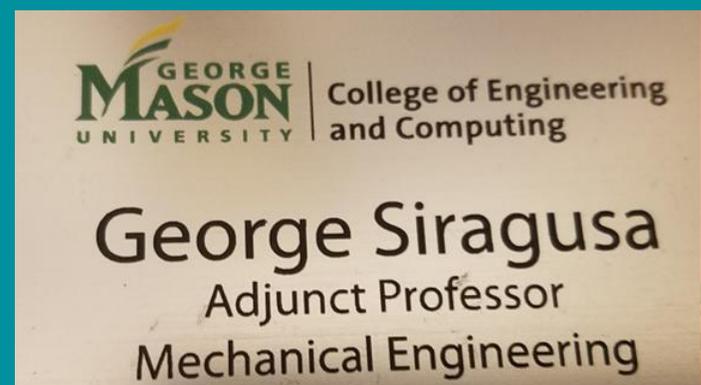
Building your Business Performance Metrics



Senior Business Adviser SBDC
Growth Wheel Int'l Cert. Biz Adviser
Adjunct Professor @ GMU's School of Engineering
GMU Mentor in Residence

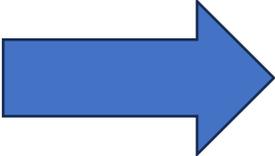
Mentor @ 3 NoVA Tech Accelerators
Entrepreneur, Investor
Co-Founder Marketing Strategy Firm

- Retired U.S. Navy Captain
- BS Engineering U. S. Naval Academy
 - Masters CMU
- Former Executive, ExxonMobil
- Kellogg, Thunderbird Schools
 - Lean Process GBelt
 - Published



A Performance Management Discussion

“Building your Financial, Operational and Internal Business Performance Dashboard Metrics”

 We Thank our Community Sponsors!

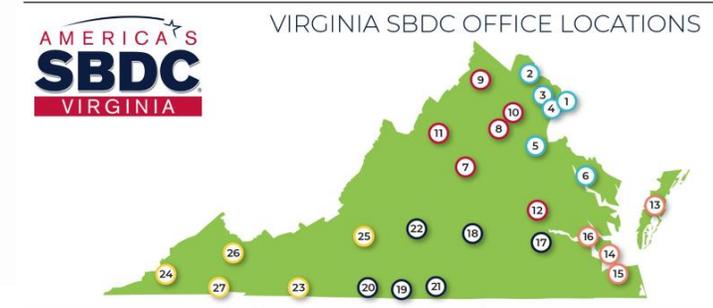


FYI: Small Business Development Centers

- over 1000 Centers Nation-Wide
- 27 Virginia SBDC Centers
- Guidance, Coaching, Resources, Education, Access to Capital and more!

No Cost 1-on-1 Business Counseling!

Visit <https://americassbdc.org/>

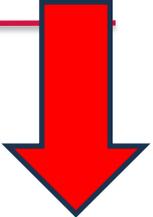


U.S. Small Business Administration

[Find Your SBDC - America's SBDC \(americassbdc.org\)](https://americassbdc.org/)

Mason SBDC Webinars

<https://masonsbdc.org/workshops/>

- Entrepreneurial RoadMap: Understanding the Path Forward
 - Legal & Admin Steps to Starting a Business
 - Value Proposition Design
 - Small Business Financing
 - Preparing your Business Briefing / Narrative / Pitch
 - Marketing 101
 - Government Contracting 101
 - Digital Marketing – SEO and Social Media Marketing
 - Accounting, Budgeting, Financial Management;
 - ***Performance Management – Guide to Key Performance Indicators / Biz Dashboards***
 - Business Operations:
 - Taxes, HR, Legal, Real Estate,
 - Management, Leadership
 - Cyber Security for Small Business
- 

[Find events](#) | [U.S. Small Business Administration \(sba.gov\)](https://www.sba.gov)

In Summary...Mason SBDC can offer:

- Perspectives / Coaching / Advising
- Resources
- Education
- Access to Capital
- Mentorship
- Guidance along your Journey!



Thank
you!



HELLO
my name is

"Coach S."

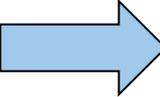
George Siragusa
Senior
Business
Adviser

<https://www.linkedin.com/in/georgesiragusa/>

Seeking our **NO-COST** Business Assistance?

Mason SBDC
10306 Eaton Place
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Fairfax, VA 22030
(703) 261-4105

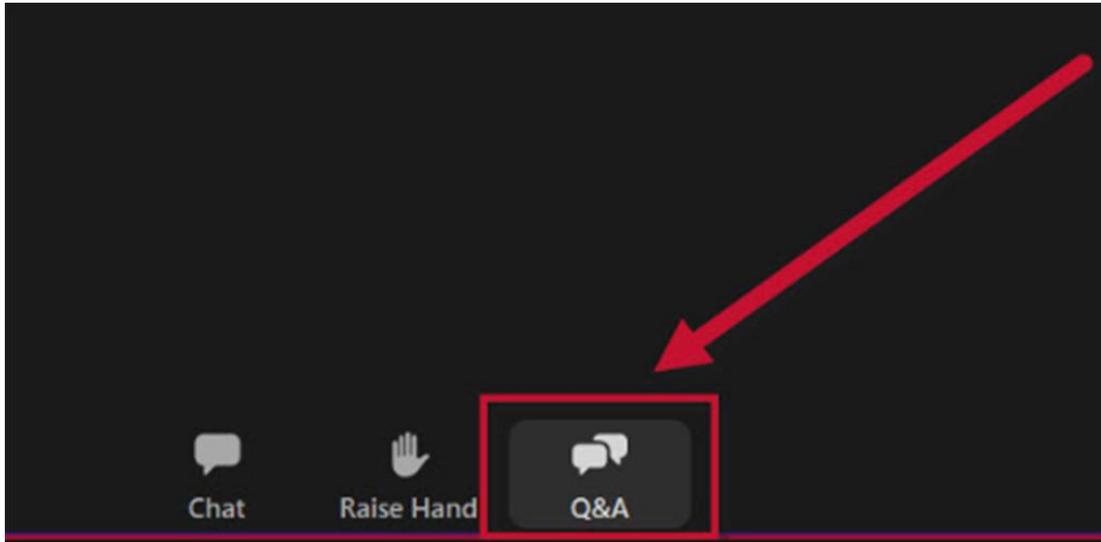
Our Website: 

www.masonsbdc.org

- Resources: <https://www.virginiasbd.org/>
- Contacts: help@masonsbdc.org or (703) 261-4105
- 1:1 Counseling: <https://clients.virginiasbdc.org/reg.aspx?mode=counsel¢er=46110&subloc>
- Workshops: <https://masonsbdc.org/workshops/>



Let's Facilitate Discussion via Q&A:



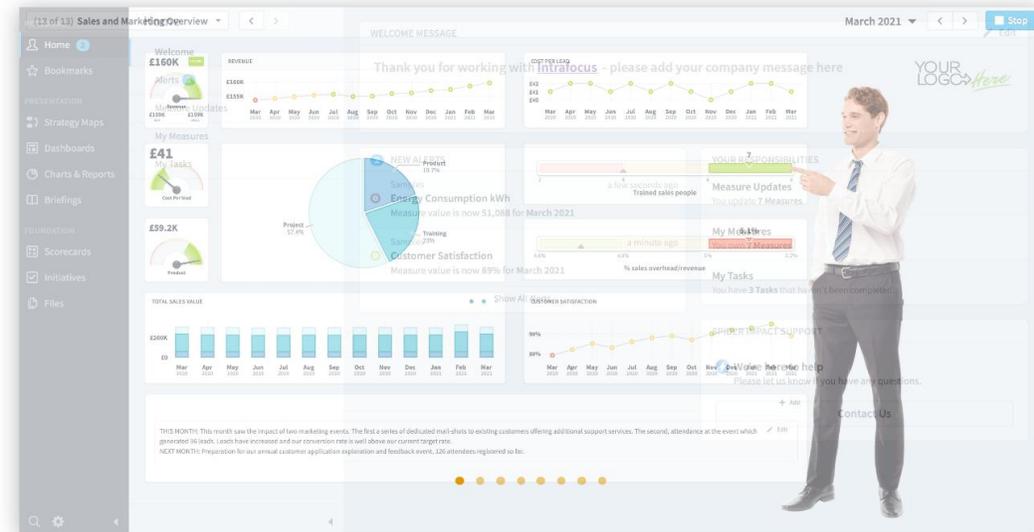
**Welcome pre-Venture
Startup Companies!**

Hello Early Stage Companies !

Welcome Growth Companies!

**Good Day to our
Mature Businesses!**

Performance Management Starts with Data visibility. Consider the Power of a Business Dashboard.



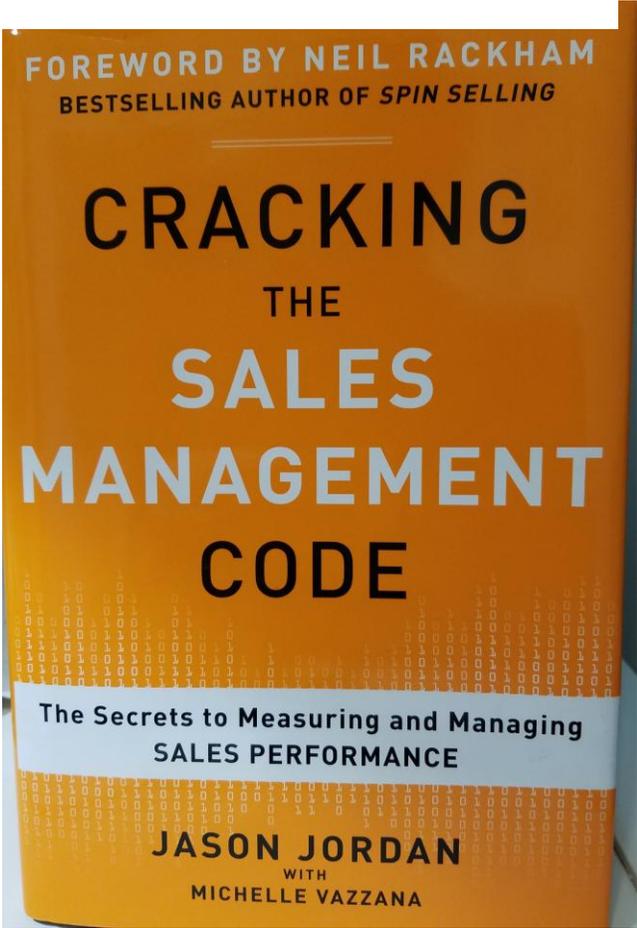
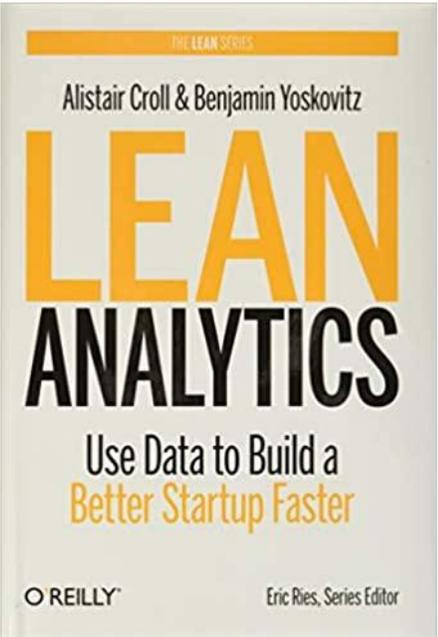
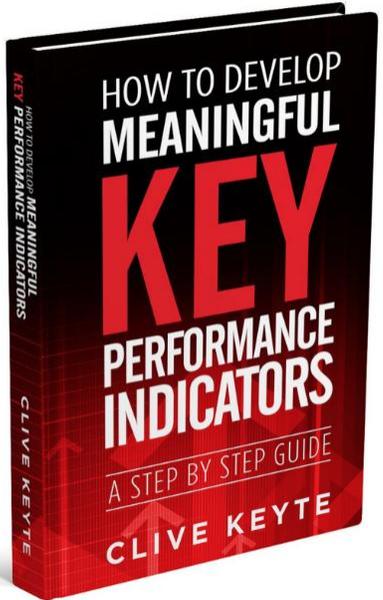
Collect data. Understand insights. Take informed action.

Today's Learning Objectives and Briefing Outline:
Upon Completion of this webinar ***you will become more familiar with:***

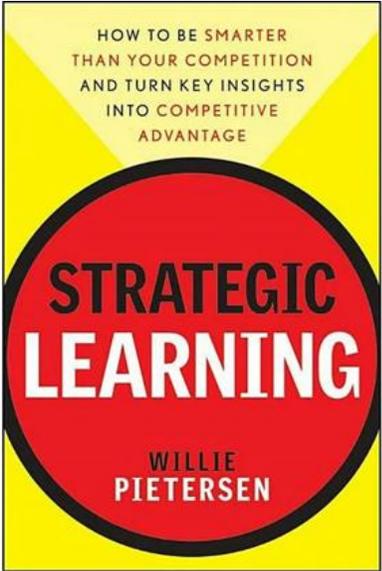
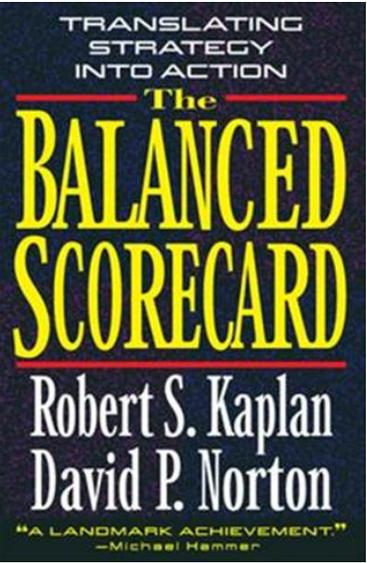
- ❑ **What is a Business Management Performance Dashboard / Score Card; what do they look like**
- ❑ **Why is a “Scorecard” or “Dashboard” important ; what are the benefits to business**
- ❑ **What guiding principles are useful to review before building a first draft business scorecard**
- ❑ **How do we get started ; is there a template to help business owners build these themselves**
- ❑ **What tools, software, or other resource are available to automate scorecards**
- ❑ **How often do we need to update and review the dashboard metrics and progress**
- ❑ **Case Study: How dashboard insights led to improvements in business performance**



Prime References for this Webinar



Yours Truly



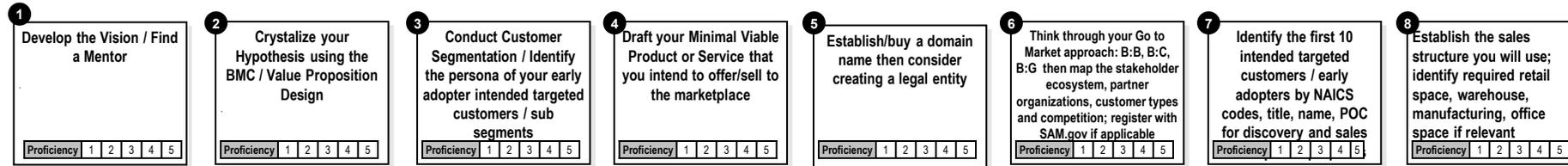
“Coach S.” Friendly Workshop Challenge? :



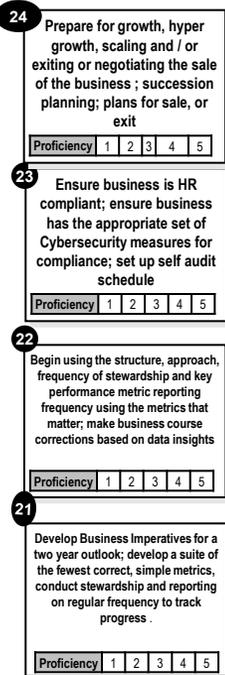
Please consider applying
just 1 tip
you may learn today
to your business –
tomorrow!

To Start,
lets place todays' topic,
*“Designing and Building
Business Performance
Metrics / Dashboards”*,
into a Bigger **Context**

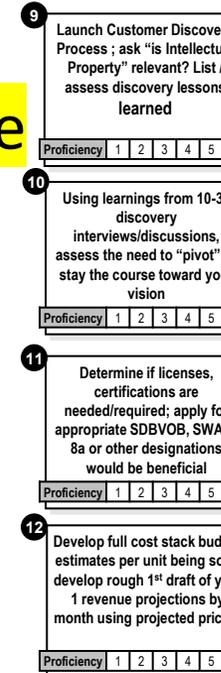
Introducing my “typical” Entrepreneurial Journey Map!!!



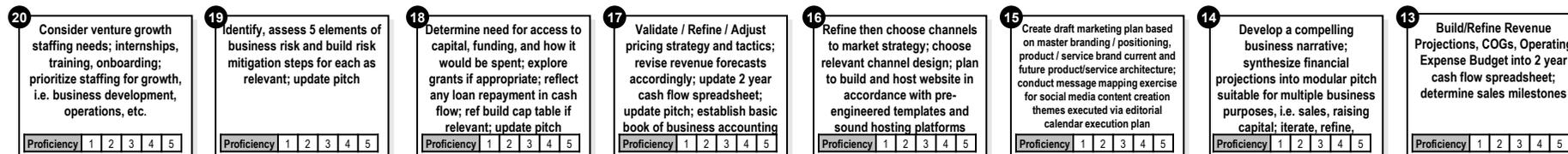
Vision, Startup, Legal Entity Choices, Value Proposition Design, Customer Segmentation, Eco System Stakeholder Mapping, Competitive Analysis



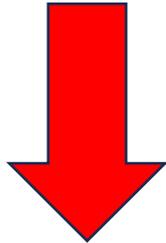
- Developed over 5 years of actionable guidance
- Involved > 200 client biz counseling sessions
- Created from an Emerging Fact patterns
- Codified into 24 Work Blocks, sub steps
- Includes Proficiency Self Assessments
- Mapping Provides founders a Holistic View



Developing the Business Plan “pitch” Narrative, Financial Projections (Rev. / Cost), Risk, Funding the Business Stages of Marketing Maturity, Business Development, Sales, Operations , Scaling



Introducing the “typical” Entrepreneurial Journey Framework!!!



4 Broad “themes”

24

Work Blocks or “Action” Elements

Self -

Assessment “Proficiency Ratings”

Per block



“Journeys” are not always the same

Themes and work block elements not always linear

Proficiency Matters!

Introducing the “typical” Entrepreneurial Journey

1

Develop the Vision / Find a Mentor

Proficiency 1 2 3 4 5

2

Crystalize your Hypothesis using the BMC / Value Proposition Design

Proficiency 1 2 3 4 5

3

Conduct Customer Segmentation / Identify the persona of your early adopter intended targeted customers / sub segments

Proficiency 1 2 3 4 5

4

Draft your Minimal Viable Product or Service that you intend to offer/sell to the marketplace

Proficiency 1 2 3 4 5

5

Establish/buy a domain name then consider creating a legal entity

Proficiency 1 2 3 4 5

6

Think through your Go to Market approach: B:B, B:C, B:G then map the stakeholder ecosystem, partner organizations, customer types and competition; register with SAM.gov if applicable

Proficiency 1 2 3 4 5

7

Identify the first 10 intended targeted customers / early adopters by NAICS codes, title, name, POC for discovery and sales

Proficiency 1 2 3 4 5

8

Establish the sales structure you will use; identify required retail space, warehouse, manufacturing, office space if relevant

Proficiency 1 2 3 4 5

Vision, Startup, Legal Entity Choices, Value Proposition Design, Customer Segmentation, Eco System Stakeholder Mapping, Competitive Analysis

24

Prepare for growth, hyper growth, scaling and / or exiting or negotiating the sale of the business ; succession planning; plans for sale, or exit

Proficiency 1 2 3 4 5

23

Ensure business is HR compliant; ensure business has the appropriate set of Cybersecurity measures for compliance; set up self audit schedule

Proficiency 1 2 3 4 5

22

Begin using the structure, approach, frequency of stewardship and key performance metric reporting frequency using the metrics that matter; make business course corrections based on data insights

Proficiency 1 2 3 4 5

21

Develop Business Imperatives for a two year outlook; develop a suite of the fewest correct, simple metrics, conduct stewardship and reporting on regular frequency to track progress .

Proficiency 1 2 3 4 5

Strategic Imperatives, Metrics, Cybersecurity

Self Assessed Proficiency – From Subject Matter Expert to Needing Mentorship

- 5 = Excellent (We do this regularly, systematically, and with continuous improvement)
- 4 = Good (We do this regularly and systematically)
- 3 = Average (We have some skills in this area)
- 2 = Poor (We do this irregularly and in an ad hoc manner)
- 1 = Nonexistent (We do not have these skills at all)



Customer Discovery, Validating the Hypothesis, Early Adopter

9

Launch Customer Discovery Process ; ask “is Intellectual Property” relevant? List / assess discovery lessons learned

Proficiency 1 2 3 4 5

10

Using learnings from 10-30 discovery interviews/discussions, assess the need to “pivot” or stay the course toward your vision

Proficiency 1 2 3 4 5

11

Determine if licenses, certifications are needed/required; apply for appropriate SDBVOB, SWAM, 8a or other designations would be beneficial

Proficiency 1 2 3 4 5

12

Develop full cost stack budget estimates per unit being sold; develop rough 1st draft of year 1 revenue projections by month using projected pricing

Proficiency 1 2 3 4 5

Developing the Business Plan “pitch” Narrative, Financial Projections (Rev. / Cost), Risk, Funding the Business Stages of Marketing Maturity, Business Development, Sales, Operations , Scaling

20

Consider venture growth staffing needs; internships, training, onboarding; prioritize staffing for growth, i.e. business development, operations, etc.

Proficiency 1 2 3 4 5

19

Identify, assess 5 elements of business risk and build risk mitigation steps for each as relevant; update pitch

Proficiency 1 2 3 4 5

18

Determine need for access to capital, funding, and how it would be spent; explore grants if appropriate; reflect any loan repayment in cash flow; ref build cap table if relevant; update pitch

Proficiency 1 2 3 4 5

17

Validate / Refine / Adjust pricing strategy and tactics; revise revenue forecasts accordingly; update 2 year cash flow spreadsheet; update pitch; establish basic book of business accounting

Proficiency 1 2 3 4 5

16

Refine then choose channels to market strategy; choose relevant channel design; plan to build and host website in accordance with pre-engineered templates and sound hosting platforms

Proficiency 1 2 3 4 5

15

Create draft marketing plan based on master branding / positioning, product / service brand current and future product/service architecture; conduct message mapping exercise for social media content creation themes executed via editorial calendar execution plan

Proficiency 1 2 3 4 5

14

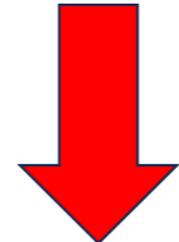
Develop a compelling business narrative; synthesize financial projections into modular pitch suitable for multiple business purposes, i.e. sales, raising capital; iterate, refine,

Proficiency 1 2 3 4 5

13

Build/Refine Revenue Projections, COGs, Operating Expense Budget into 2 year cash flow spreadsheet; determine sales milestones

Proficiency 1 2 3 4 5



“Journeys” are not always the same

Themes and work block elements not always linear

Proficiency Matters!

4 Broad “themes”

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Work Blocks or “Action” Elements

Self -

Assessment “Proficiency Rating”

This “Typical” Entrepreneurial Journey Map Features:

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- 7 Identify the first 10 intended targeted customers / early adopters by NAICS codes, title, name, POC for discovery and sales
- 8 Establish the partnering, sales structure you will use; identify required retail space, warehouse, manufacturing, office space if relevant

Vision, Startup, Legal Entity Choices, Value Proposition Design, Customer Segmentation, Eco System Stakeholder Mapping, Competitive Analysis

- 24 Prepare for growth, hyper growth, scaling and / or exiting or negotiating the sale of the business ; succession planning; plans for sale, or exit
- 23 Ensure business is HR compliant; ensure business has the appropriate set of Cybersecurity measures for compliance; set up self audit schedule

Strategic Imperatives, Metrics, Cybersecurity

It is typically, here, in the “journey map”, that we build then talk about business performance metrics.

- 22 Begin using the structure, approach, frequency of stewardship and key performance metric reporting frequency using the metrics that matter; make business course corrections based on data insights
- 21 Develop Business Imperatives for a two year outlook; develop a suite of the fewest correct, simple metrics, conduct stewardship and reporting on regular frequency to track progress .

Developing the Business: Plan “pitch” Narrative, Financial Projections (Rev. / Cost), Risk, Funding the Business Stages of Marketing Maturity, Business Development, Sales Operations , Scaling

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“Typical” Roadmap

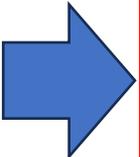
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Customer Discovery, Validating the Hypothesis, Early Adopter

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- 11 Determine if licenses, certifications are needed/required; apply for appropriate SDBVOB, SWAM, 8a or other designations would be beneficial
- 12 Develop full cost stack budget estimates per unit being sold; develop rough 1st draft of year 1 revenue projections by month using projected pricing



Before we get started, let us ensure we speak with:

“Common Language”

+plus

“Shared Understanding”



Level Set with some Definitions or sometimes called
“Terms of Reference”



Data: facts or statistics to reference



Analytics: patterns and trends



Insights: actionable value

Use data to make business decisions rather than opinions or gut instincts.

“Common Language”
+plus
“Shared Understanding”



1. Key Performance Indicators or KPIs



2. Leading vs Lagging Indicators



3. Stewardship vs. Reporting



1. Key Performance Indicators (KPIs)

A Key Performance Indicator (KPI) is a measure for which the organization has data to quantify and evaluate results of a strategic objective.



Key



Performance



Indicators (KPIs)

It shows how good your business is performing. They are used to achieve better results, understand your business and make effective, strategic decisions.

2.

Leading



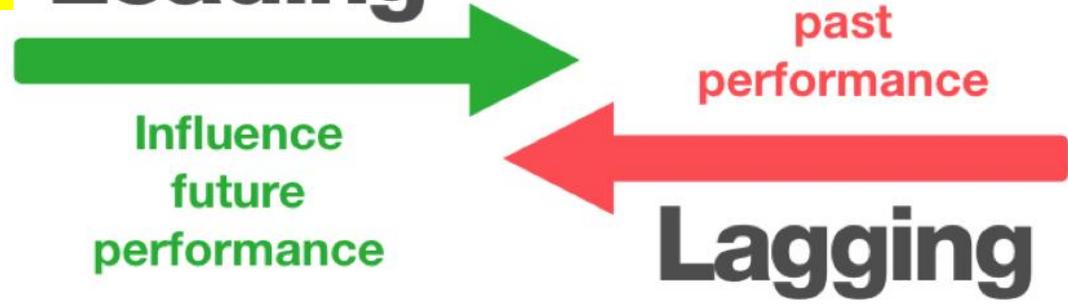
Influence
future
performance

Analyse
past
performance



Lagging

2. Leading



Apple *tracks* revenue from the sale of their iWatch at the *end of each quarter*.



2. Leading



Influence
future
performance

Analyse
past
performance



Lagging



Apple projects growth in revenue (and margin) associated with *sale of their product launches*



3. Talking about “Scorecards” implies **2 Sub-Processes:**

1) “STEWARDSHIP”

2) “REPORTING”

Scorecards governance sub processes:

1) "STEWARDSHIP"

Definition: a regular occurring process by which assigned Stakeholders **capture and analyze** empirical data comparisons, versus the "target" for a given period of time (i.e. week, month, year), **using pre-determined** (....spreadsheet or template).

Recurring Process to
Capture and
Analyze Data Sets
Using a templated,
Predetermined
Format and / or
Automated Platform

Scorecards governance sub processes:

Recurring
Process to
Report out
Findings, Insights,
And Recommend Actions often in
the form of data visualization
or “dashboard”

2) “REPORTING”

Definition: a regular occurring process by which assigned Stakeholders obtain and then **report out business progress**, using the “dashboard” (template), **offering insights and recommendations** required to **explain and manage areas of responsibility** across the business, (i.e. sales, marketing, customer service, etc.).

Pause: Questions thus far ?



Effective business financial and operational management requires...

- the development of measurable objectives...
- ...aligned with business goals...

and

- ...a process to periodically reviewed against a deep understanding of ongoing market dynamics.



INSIDER EXPERTISE

“ While meticulous planning forms the blueprint, **flawless execution** determines a strategy's true impact. ”



Stuart Baillie
Managing Director
Europe

[How To Take Revenue Strategy From Planning to Execution - Industry Insider | IBISWorld](#)²⁹

A business dashboard is an information management tool that is used to track objectives using aligned KPIs, metrics.

Your dashboard summarizes various functions using data visualizations so you have the peace of mind to concentrate on efficiently and effectively operating your daily business !

"A well designed dashboard report is a remarkable information management tool"





Brief History of the Business Management “Dash Board” or “Scorecard”

What is its **relevance** to
Business Performance Management?

Sources:

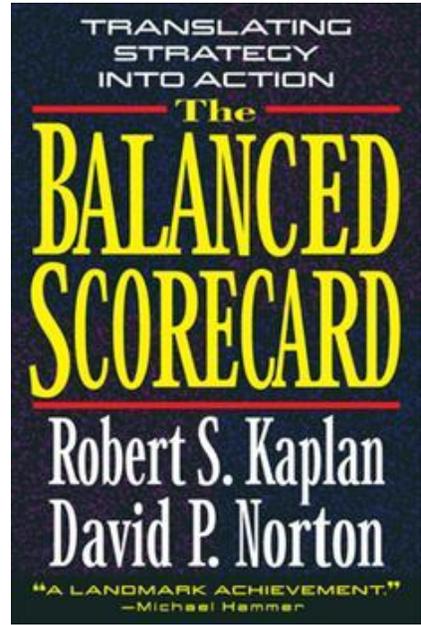
[The Balanced Scorecard - Harvard Business Review - YouTube](#)

[Balanced Scorecard Animation - YouTube](#)

[What is a Balanced Scorecard: A Simple Explanation For Anyone - YouTube](#)



Historical Context & Concept



1996 !

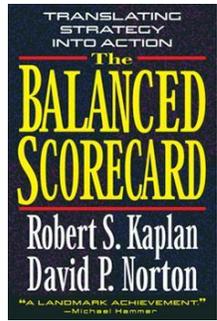
[Balanced Scorecard - What is the Balanced Scorecard? \(intrafocus.com\)](https://www.intrafocus.com/balanced-scorecard-what-is-the-balanced-scorecard/)



“Managers can create a balanced scorecard by translating their company’s strategy and mission statements into specific goals and measures.”

Approach & Key Findings:

- 1 yr. of Research : 12 Companies Interviewed
- outcome was a “dashboard framework”
- metrics were not solely financial measures
 - 4 measures linked by metrics:
 - financial measures (Revenue, all Operating Expenses, Margin)
 - PLUS ++ 3 operational measures :
 - customer satisfaction
 - internal processes
 - organization’s ability to learn and improve



Begin by Linking Measurements to Strategy

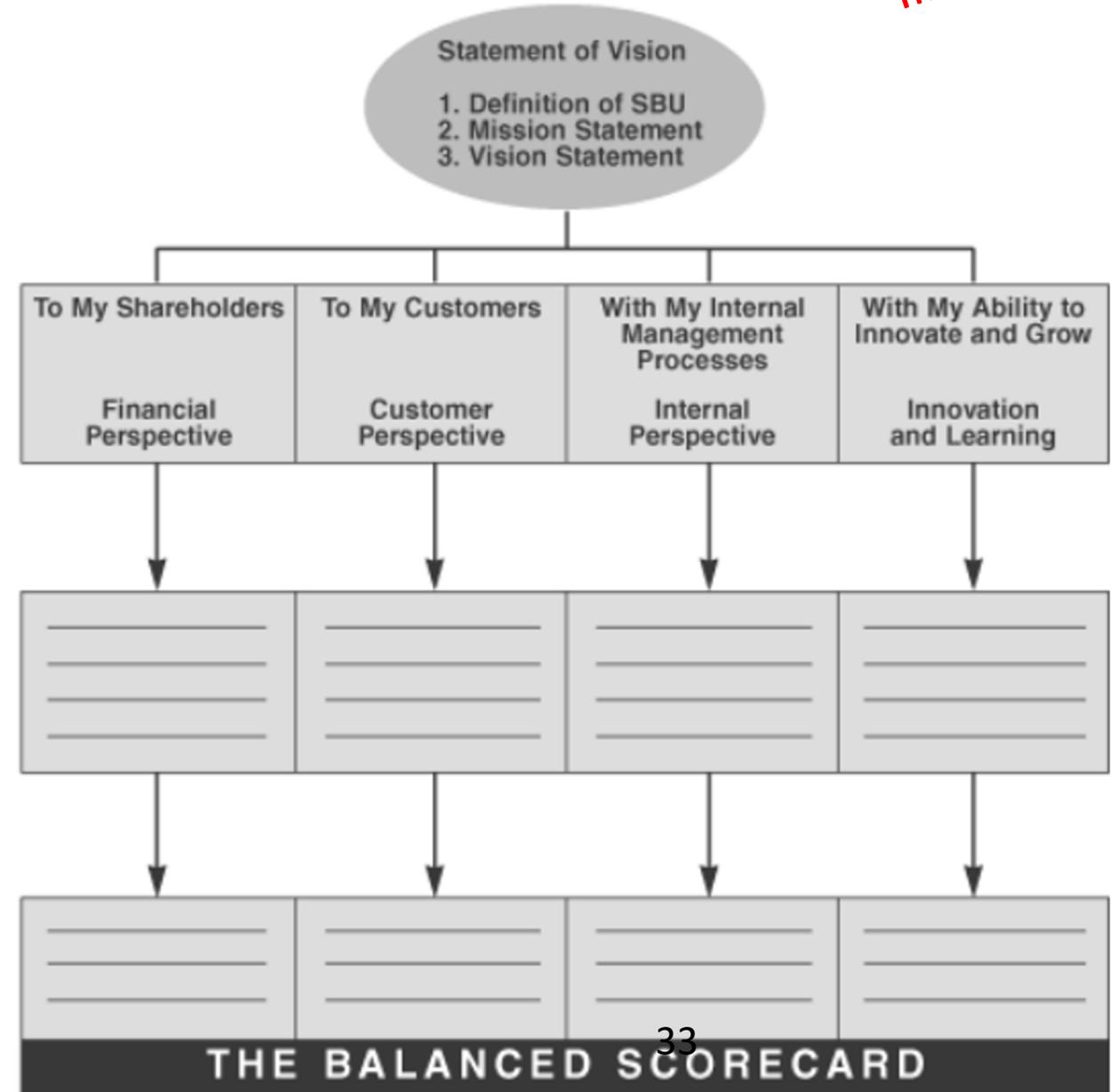
Illustrative only

What is My Vision of the Future?

If My Vision Succeeds, How Will I Differ?

What Are the Critical Success Factors?

What Are the Critical Measurements?



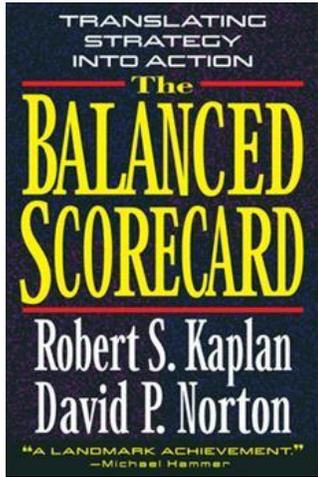
The Balanced Scorecard, introduced by Robert Kaplan and David Norton in the early 1990s, has revolutionised how organisations measure performance and implement strategy.

Traditionally, businesses focused primarily on financial metrics to gauge success.

However, the Balanced Scorecard expanded this view by incorporating additional perspectives: Customer, Internal Processes, and Learning & Growth. This comprehensive approach ensures that businesses consider various factors contributing to long-term success.

Begin by Linking Measurements to Strategy

Illustrative only

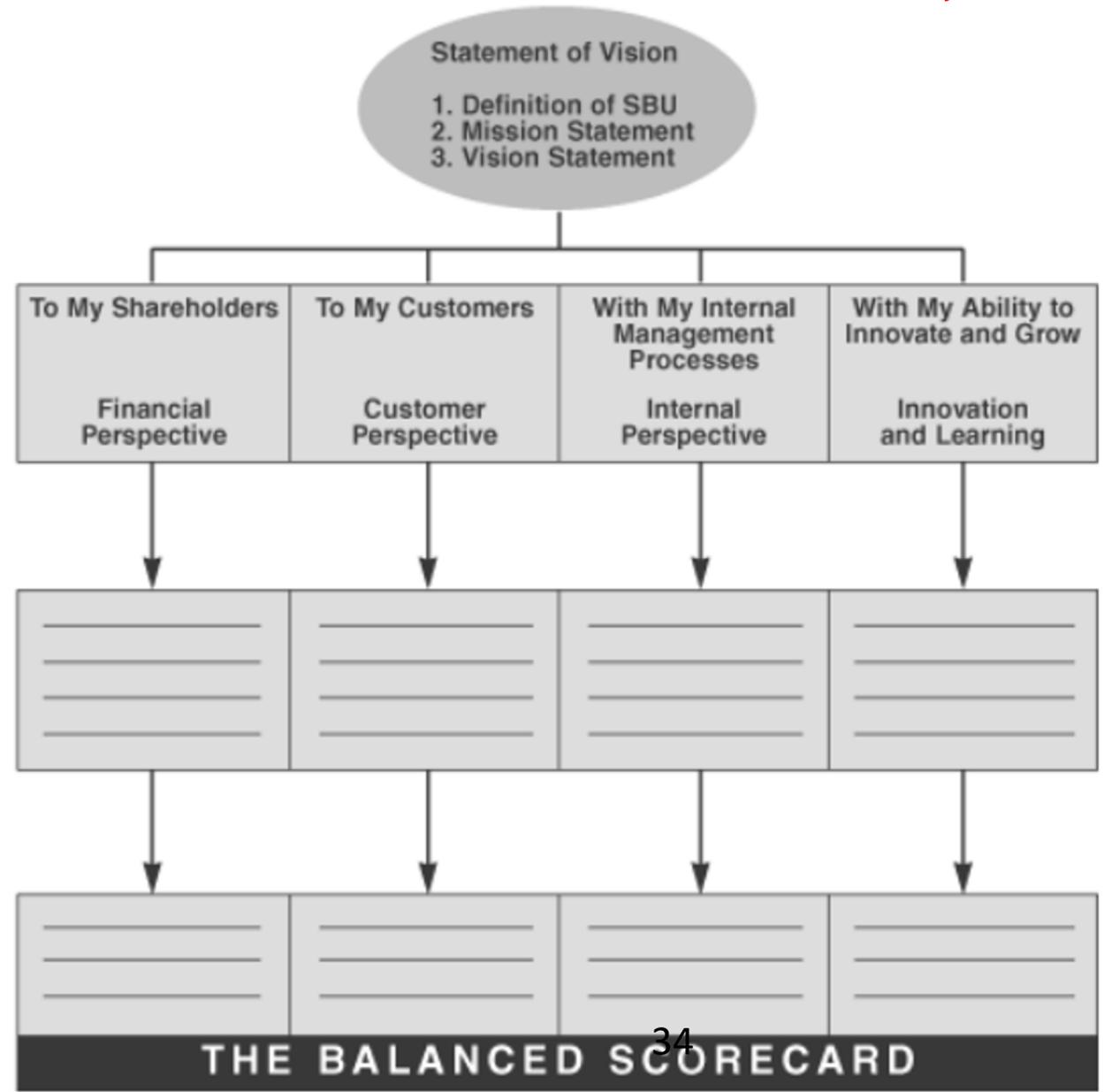


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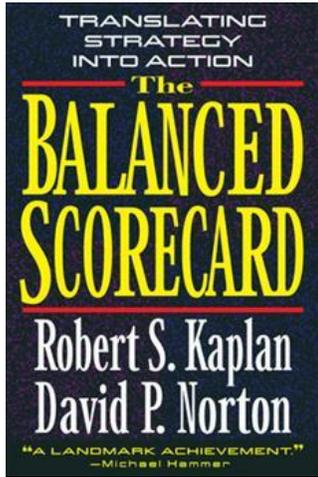
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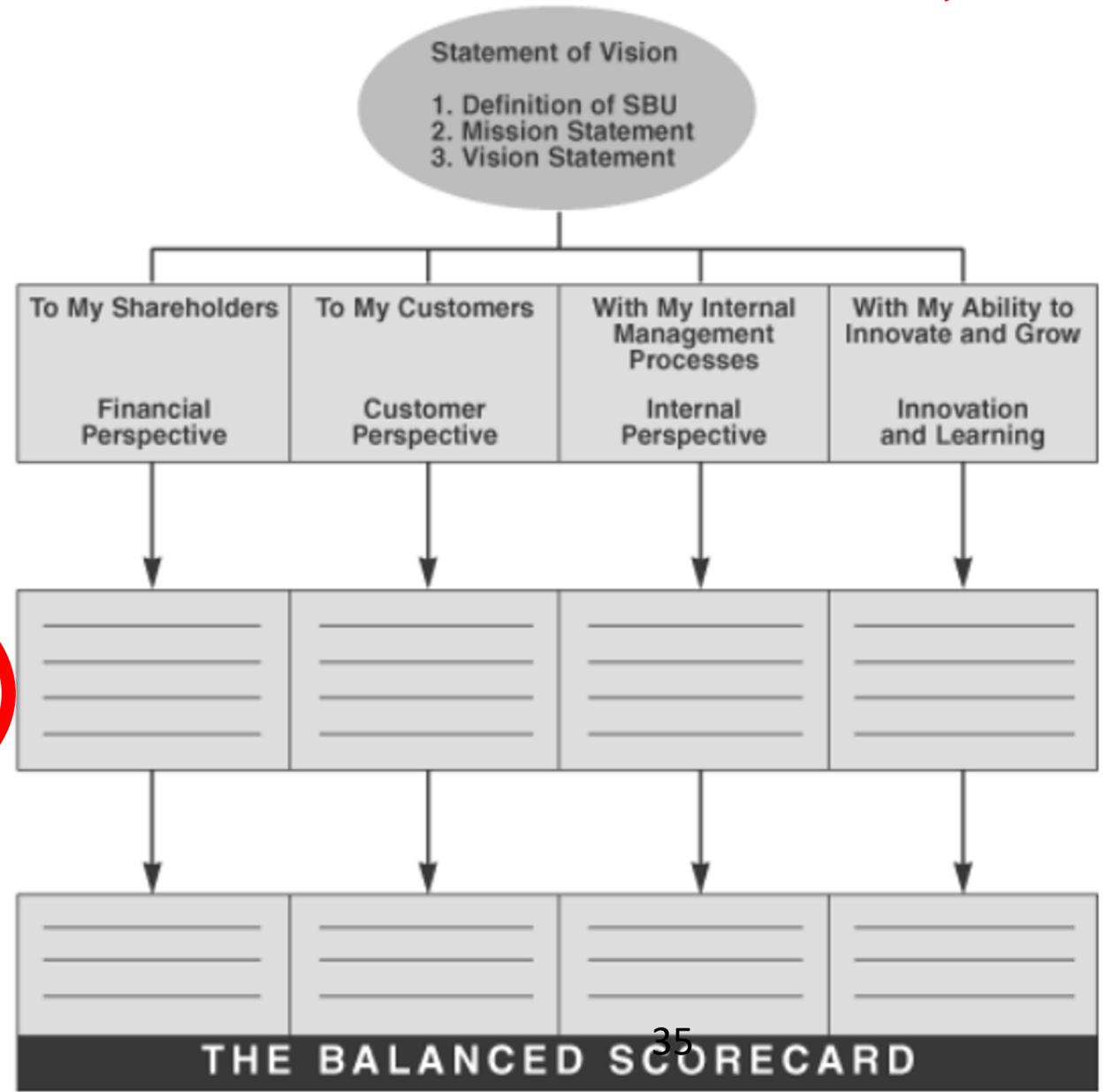


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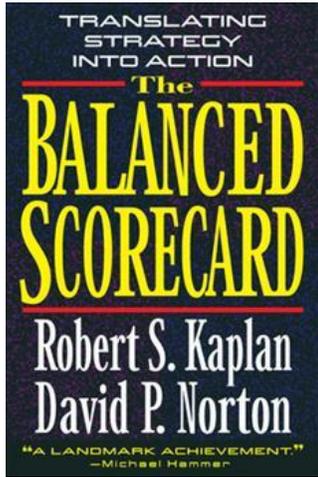
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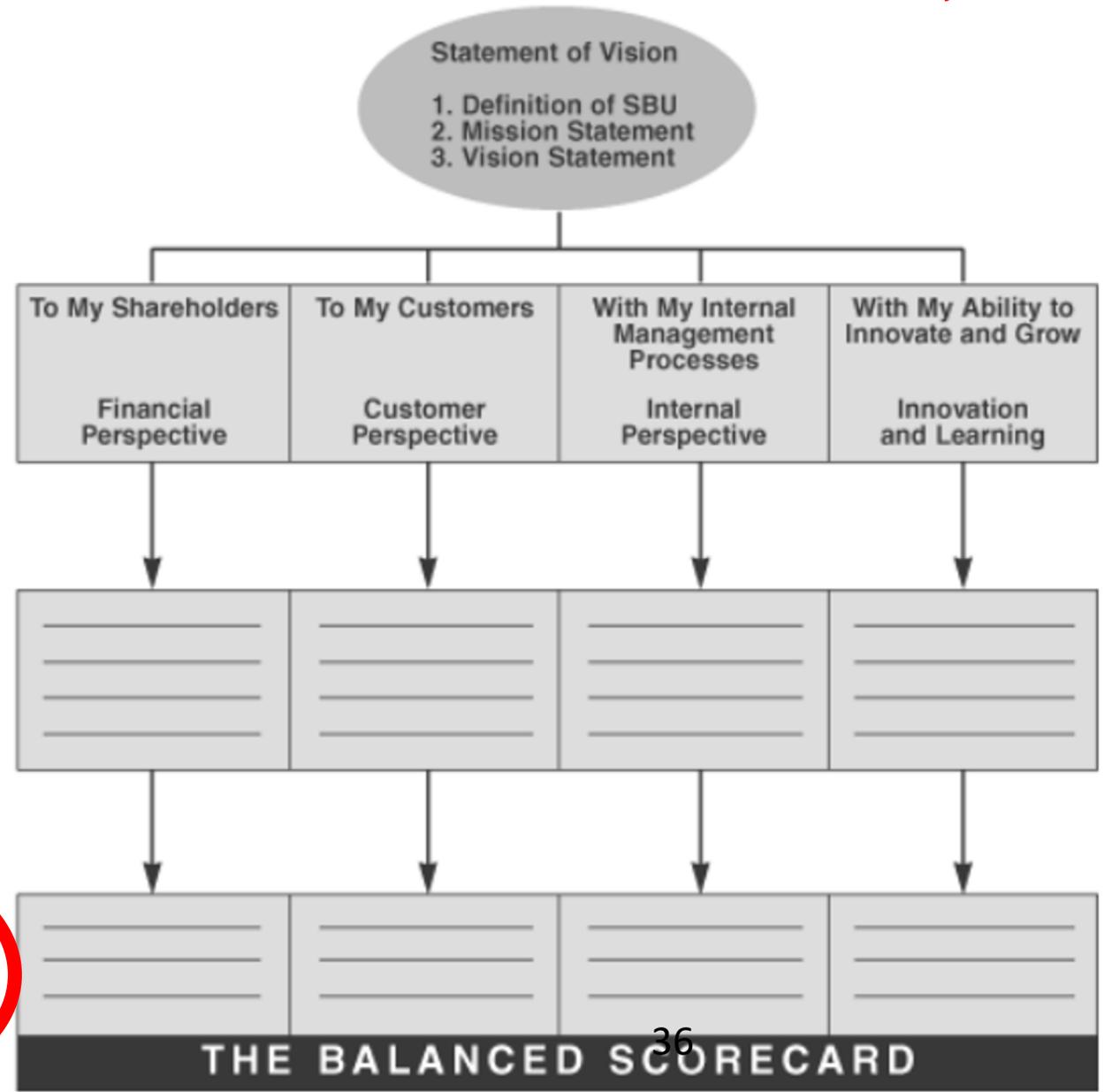


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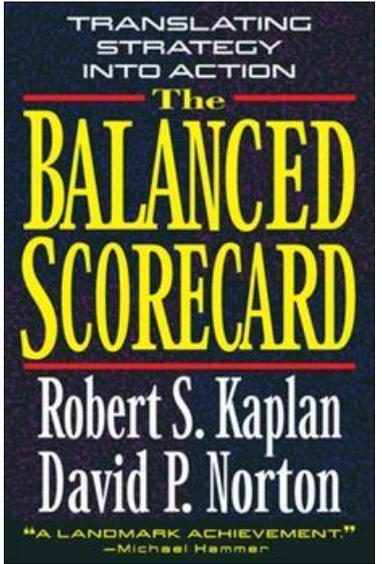
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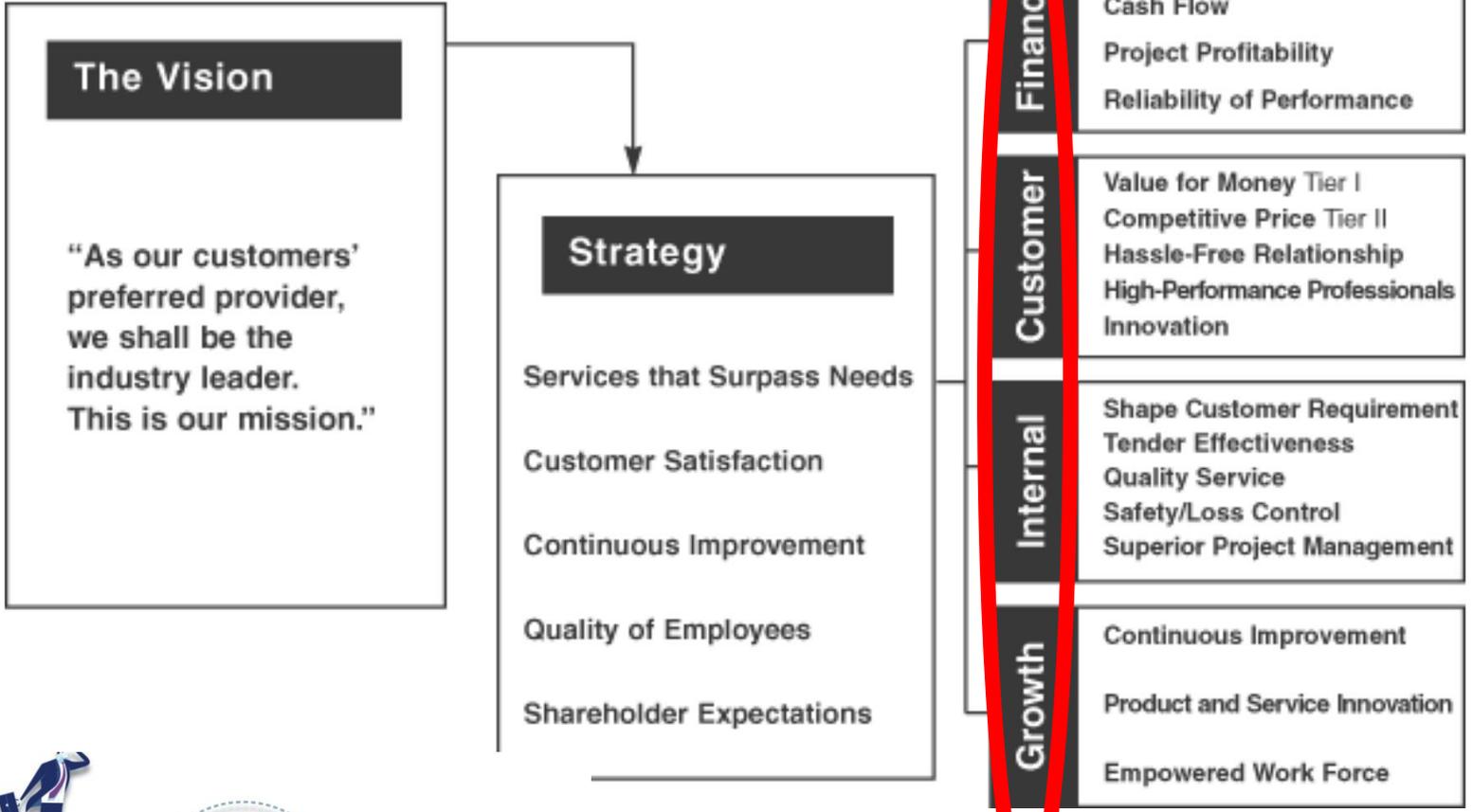
What Are the Critical Measurements?



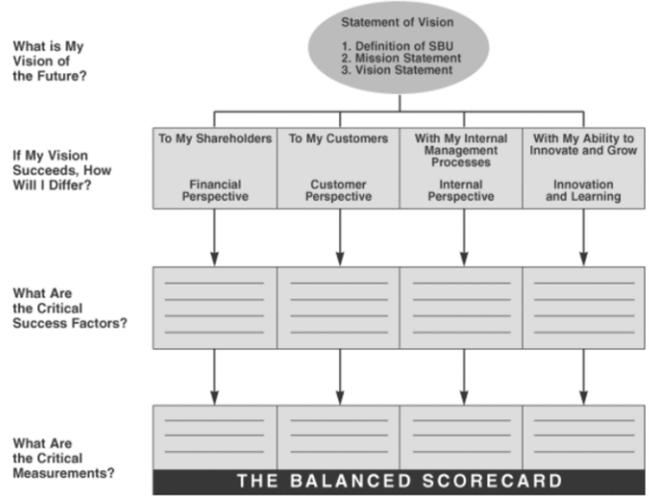
Aim?: Link Specific Relevant Measurements to your Strategic Imperatives



Illustrative only



Begin by Linking Measurements to Strategy



Pause: Questions?





What might these Business Management “Dashboards ” or “Scorecards ” look like ?



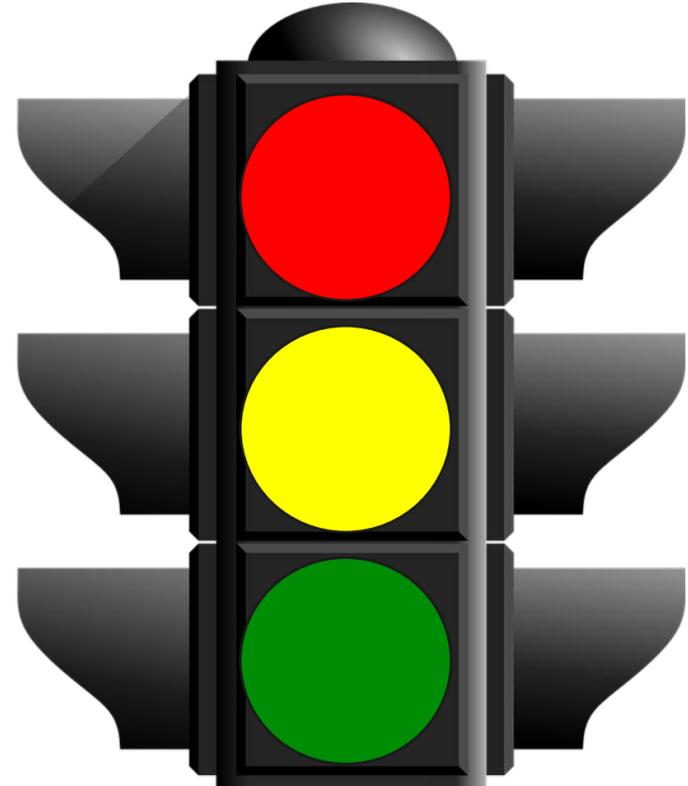
NOTE: The following examples are Illustrative Only !

Example 1a: Topsiside Summary. Color Coded “Go-No-Go” Status. Objective Oriented.



Status Updates

- DEA Special Testing Lab Interview
- Chemistry Lab Tour and Interview
- Initial Materials Purchase
- Design Decisions and Alternatives
- Design Review Report**
- Design Presentation**



Definitions :
Red, **amber**, **green**, is a traffic light system that tells you that ‘red’ statuses are an alert, ‘amber’ statuses signal caution and ‘green’ means everything is on track.

met or exceeded plan somewhat short of plan short of plan

Example 1b: Topside Summary. Color Coded “Go-No-Go” Status. Objective Oriented.



**Short of both
plan and prior year**

**Met or Exceeded 2020
But Fell Short of Plan**

Met or exceeded plan

Definitions of each Color Coded Category



Red, amber, green, is a traffic light system that tells you that ‘red’ statuses are an alert, ‘amber’ statuses signal caution and ‘green’ means everything is on track.



Contractor Incidents

★ Best Ever

**Product Returns
Gross Margin**

Employee Safety
 ★ **Lifetime Value of Customers**
 ★ **Audit Results**
 ★ **Credit ; Delinquency > 30 days**
Total Revenue
 ★ **Premium Sales Volume**
 ★ **Total Operating Expense/Unit Opex**
Marketing as a % of Sales
Abandonment Rate
Pipeline Conversion Rate
Return on Capital Employed

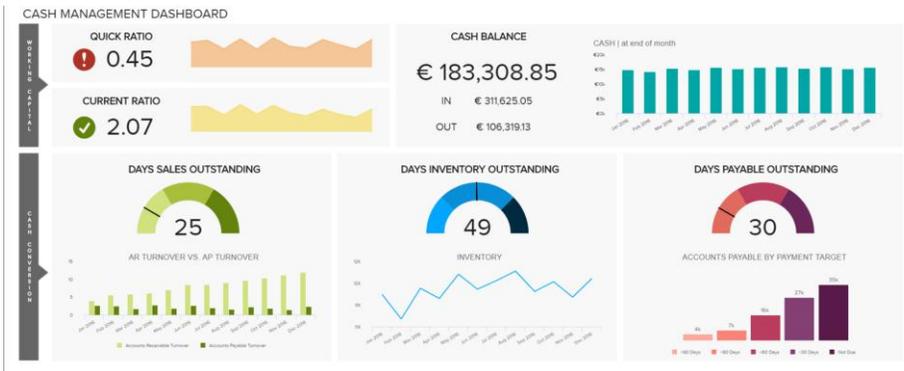
Example 2: Spreadsheet of “KPIs”. Progress against Target. Color Coded Status

Intermediate

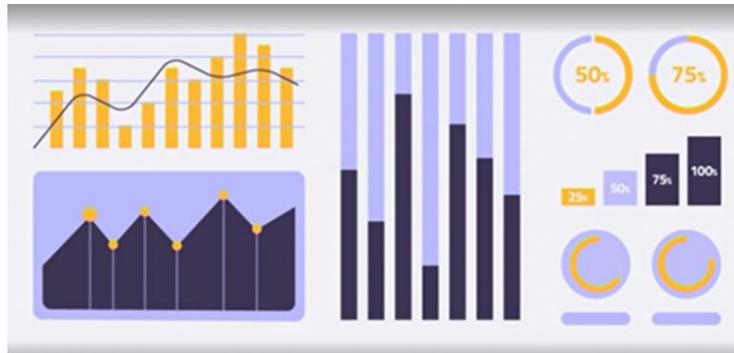
Updated: (DATE HERE)									
Proposed Measure	Type: Lead, Lag, Milestone, Other	Frequency of Report	2021 Actual	2021 Results		2021		Performance Indicator	Metric Definition
				Current Quarter	YTD Status	Full Year Plan	Percent of Plan		
Safety									
Incidents in Taproom (damage or otherwise)	Lag	Q	0	0	0	0	100	●	How is the metric calculated ? 1 (no \$ or personnel damage)
Revenue related Metrics									
Lake Ridge Gross Sales	Lag	Q	300,000	25,000	30000	400,000	8%	●	in \$ USD
Potomac Mills Gross Sales	Lag	Q	300,000	25,000	30000	400,000	0%	●	in \$USD
		Milestone	NA			15-Apr	100	●	
		Milestone	NA			15-May	100	●	
		Milestone	NA			TBD	0%	●	
Beer Production Metrics									
		Q				14	0%	●	
		Q	na			1.8	0%	●	
		Milestone	NA			16-Apr	100%	●	
		Milestone	NA			TBD	0%	●	
Marketing Related Metrics									
Advertising Spend	Lead	Q	12000	3500	4000	12000	33%	●	
		Q	NA			2	0%	●	
		Milestone	NA			26-Feb	100%	●	
		Milestone	NA			TBD	0%	●	
Cost Related Metrics									
Taproom COGs		Q	0			1	0%	●	
		Q	NA			0.5	0%	●	
		Milestone	NA			22-Mar	100%	●	
		Milestone	NA			18-Apr	100%	●	
		Milestone	NA			TBD	0%	●	
Customer Experience Related Metrics									
Positive Customer Review (a simple count from XY Source)		Q						●	
Negative Customer Reviews (a simple count from XY source)		Q						●	

Example 3: Software Tools. Integrated with Business Platforms. Data Visualization

Advanced



Why is a “Scorecard”
or
“Dashboard” important ?
and
what are the benefits
to business ?





“Data makes your
briefcase heavy...
insights make you rich.”

– Niall Fitzgerald, Former Chairman of Unilever



Good Article!

[What Is Revenue Operations and How Does It Create Value? \(forbes.com\)](https://www.forbes.com)

What are some benefits to businesses for investing time into building dashboards and KPIs?

- ✓ Decision-makers become more confident when they can **support decisions** and **justify their hypothesis** with **hard data**.
- ✓ Employees across the organization can **use the same data and KPIs to suggest ideas for improvements and to innovate ; it aligns communication**
 - ✓ – using the same data that leaders have access to, via an exciting base of rich dashboards and informatics; empowers staff to contribute
- ✓ **Employees become more motivated – it can drive accountability**
 - ✓ – seeing the figures which evidence their results (and which make it far easier for rewards to be applied for high performance.)
- ✓ **Small – Medium businesses have scarce resources; need to be efficient! They can more quickly adapt to changes in market** dynamics, competition, macro forces
- ✓ Organizations **make informed decisions**, streamline processes, stimulate **innovation**

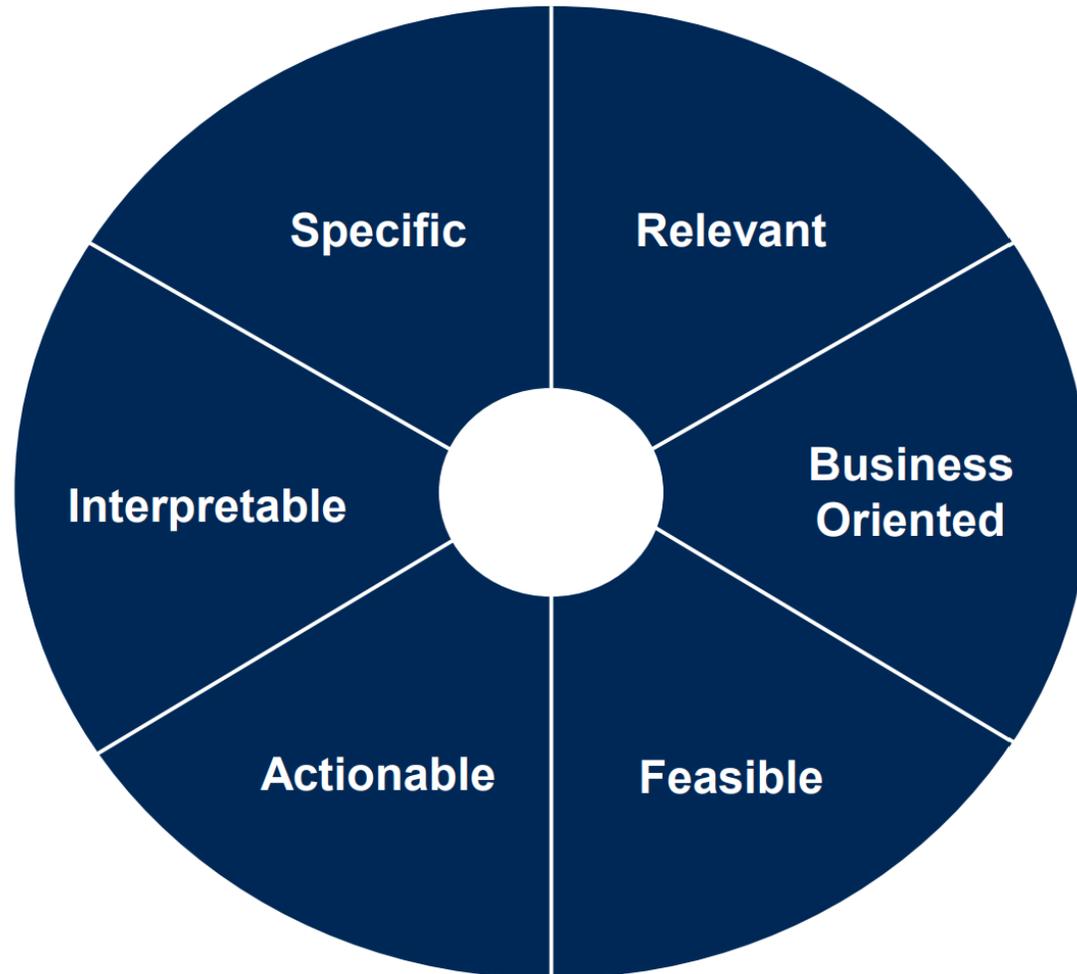
Pause: Questions thus far ?



What principles
guide the development
of a first draft
of a
business scorecard
or
dashboard ?

Generate Best-Fit Metrics

Traits of a Strong Metric



Consider a tiered approach for selecting metrics that matches your investments and maximizes your impact. **Prioritize quality over quantity in your metrics strategy.**

Source: Gartner

“Coaches” Guiding Principle Checklist for 1st time Scorecard / Dashboard Development

- Start simply and modestly ; use a simple color coded “go-no go” status or simple excel spreadsheet
- Start with less than 9 total KPIs or Metrics representing a handful of themes to begin
- Measure what matters; develop the fewest relevant metrics
- Select a few metrics that are not solely financial (i.e. Revenue or Cost) in nature
- Build a mix of “lead”, “lag”, and “milestone” metrics in your 1st draft if possible
- Select a few metrics that are “ratios”; comparative metrics offer the best perspectives, insights
- Ensure the metrics are meaningful, relevant, measurable and quantitative (discovery)
- Pick metrics that “DRIVE” positive business results; avoid “vanity” metrics (discovery)
- Ensure the metrics will produce some insights; ask *“How would I act on these if I had the data”* ?
- Develop metrics for your scorecard that are at least “semi-automated” / tech enabled if possible

And

- Seek guidance from a mentor (help@masonsfdc.org) to help build and then validate your 1st draft

What size businesses
typically need
Scorecards or Dashboards
to run their businesses ?

There is no particular business size threshold to begin thinking about building a business dashboard

- Tiny family businesses
- Community based businesses
- Fledgling startups
- Growth companies
- Campaign organizers
- Charities and non profits
- Large Corporations



Small Organizations



- Have a lack of data
- Short organizational history
- Lean on industry reports

Large Organizations



- Many unique systems
- Poor data collection methods
- Low coordination between systems
- Data silos

Pause: Questions thus far ?



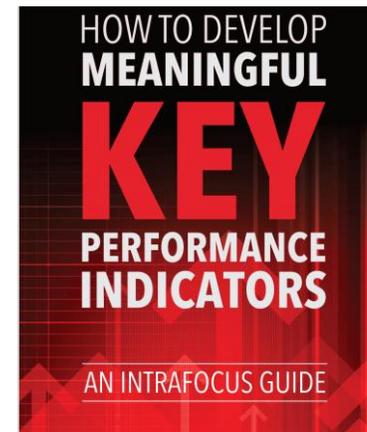
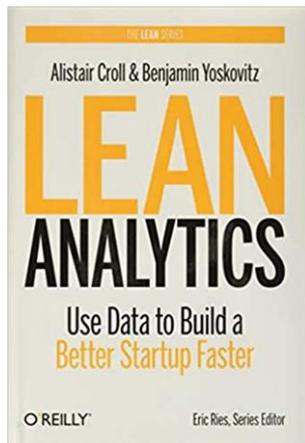
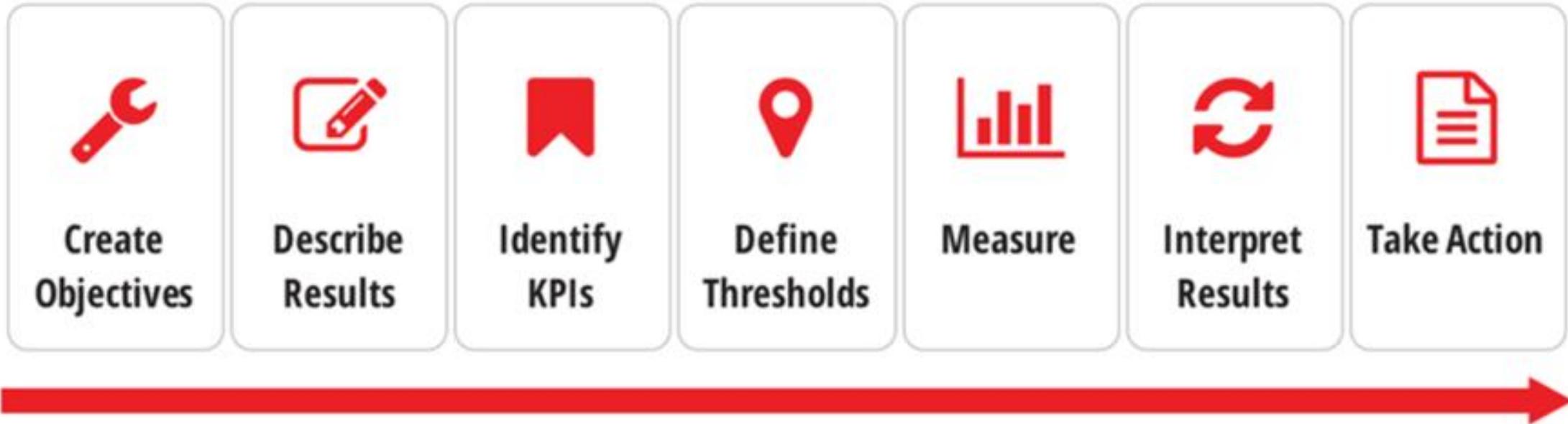
How do we get started ?

How do small business owners
begin
building these Dashboards
for
their businesses ?

[Microsoft Word - How to
Develop Meaningful Key
Performance Indicators V7-
web A5 Size.docx
\(intrafocus.com\)](#)

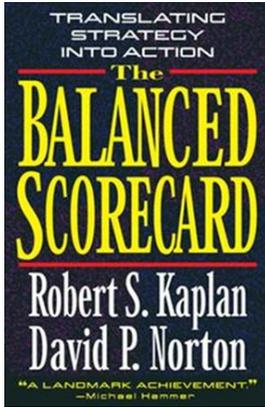
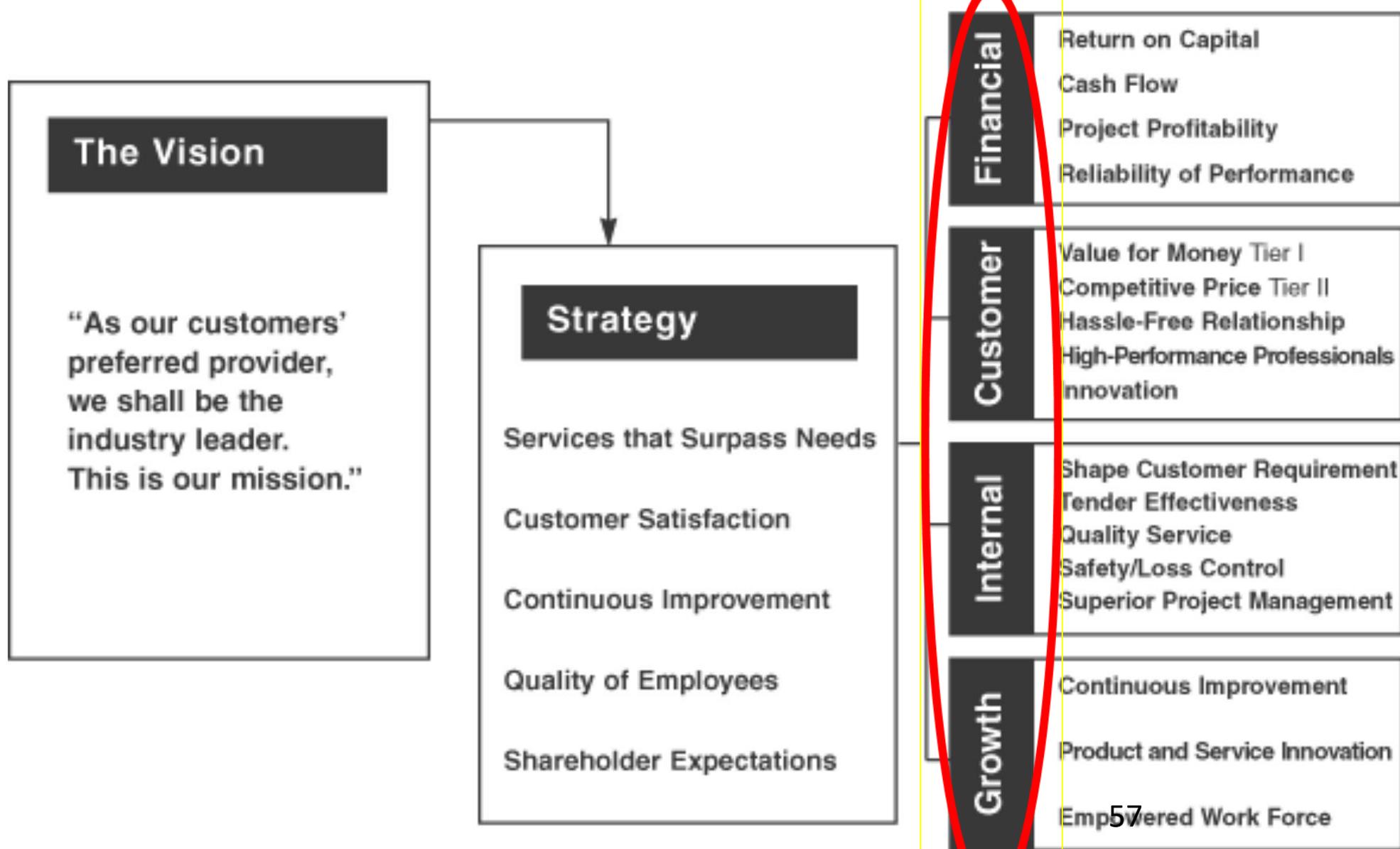
Process for developing a KPI dashboard

Here's a framework for creating a KPI dashboard



Source: [Microsoft Word - How to Develop Meaningful Key Performance Indicators V7-web A5 Size.docx \(intrafocus.com\)](#)

Lets ***adopt and adapt*** Kaplan and Norton's central framework into action in all **4 performance dimensions** !



Our CORE VALUES and VISION for XYZ Comp.:

XYZ Co. operations and its leadership team will always be guided by 4 uncompromising Core Principles:

- 1.
- 2.
- 3.

Our Vision is to...



Our STRATEGIC "IMPERATIVES", AIMS / GOALS for the next 2 Years are:

- 1.
- 2.
- 3.
- 4.
- 5.



Our PERFORMANCE METRICS in 4 KEY THEMES designed specifically to MEASURE PROGRESS against our goals are:

1. Financial Metrics

- What are the quantifiable LEAD metrics? How is it quantified?
- What are the quantifiable LAG metrics? How is it quantified?
- Any Milestone Metrics ? Key milestone dates?

2. Customer Experience Metrics

- What are the quantifiable LEAD metrics? How is it quantified?
- What are the quantifiable LAG metric(s)? How is it quantified?
- Any Milestone Metrics ? Key milestone dates?

3. Internal / Process Metrics

- What are the quantifiable LEAD metrics? How is it quantified?
- What are the quantifiable LAG metric(s) ? How is it quantified?
- Any Milestone Metrics ? Key milestone dates?

4. Organizational / Company Culture / EI related Metrics

- What are the quantifiable LEAD metrics? How is it quantified?
- What are the quantifiable LAG metric(s) ? How is it quantified?
- Any Milestone Metrics ? Key milestone dates?

Helpful Framework

CORE VALUES and **VISION** for XYZ Comp.:

XYZ Co. operations and its leadership team will always be guided by 4 uncompromising Core Principles:

- 1. We never place profit over people
- 2. We work to delight our customers every day
- 3. We continuously Innovate to hedge uncertainty
- 4. We aspire to create, communicate, deliver and then extract market value

Our Vision is to be considered a thought leader and rank # 1 in customer satisfaction

STRATEGIC "IMPERATIVES", AIMS / GOALS for the **next 2 Years** are:

- 1. Increase topline revenue by 10% via expanded services
- 2. Reduce operating expenses by 2%
- 3. Build loyalty, target 95% customer retention
- 4. Build a dashboard targeting 1% improvements
- 5. Create incentives and reward employee innovation

PERFORMANCE METRICS in 4 KEY THEMES designed specifically to **MEASURE PROGRESS** against our goals are:

1. Financial Metrics

- New product/svc sales less op expenses Net income in \$USD
- Customer Acquisition Costs Mo. Cost / Cust. Sales
- Begin monitoring cash flow statement 1st report Dec 2024

2. Customer Experience Metrics

- Website Customer conversion rate Monthly % Conversion
- Customer net promoter scores Monthly Summary
- 1st Annual Customer Sat Survey Launch Dec 2025

3. Internal / Process Metrics

- Act on identifiable inefficiencies YTD % Improvement \$s
- Marketing Return on Investment Mkting as % of Sales
- 9 metric dashboard report created 1st briefing Jun 2025

4. Organizational / Cultural / Diversity/Inclusion Metrics

- Launch of 2 profitable new ventures Science to Sales \$s
- Increase employee satisfaction Annual HR Sat Survey
- Create / Invest in Innovation HUB Program viable 6-2026

Example Illustrative Only



Our Leadership Team will start reporting progress in (June 2025) and will do so on a (monthly) basis using a simple traffic light (other) format

There is a transformative impact of dashboard metrics across various industries.

They can drive informed decision-making and business success.

Pause: Questions thus far ?



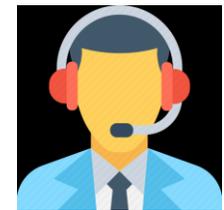
What 9 simple metrics
might a business owner consider
when developing their very first version
of the
business scorecard
or
dashboard?



Metric Design Brainstorm :

Illustrative only

- Safety** related metrics* (1)
- Sales Pipeline** related metrics (2)
- Cost / Budget** related metrics (1)
- Marketing** Related metrics (2)
- Digital / Web Analytics** metric (1)
- Customer Centric** Related metric (1)
- Milestone / Project** related metric (1)



Total Metrics: 9

* If Applicable

[13 Essential Small Business Metrics to Track Performance | OptimoRoute](#)

[My5 KPIs - Focus on Less and Transform Your Business - Intrafocus](#)

Illustrative only

Safety

- Number of reported incidents this month

Sales

- % of Prospects Converted from emails, meetings
- Lead Velocity Rate = $(\text{Number of qualified leads in the current month} - \text{Number of qualified leads last month}) \div \text{Number of qualified leads last month} \times 100$

Cost / Budget

- % of budget spent vs targeted budget

Marketing

- marketing expense\$ as a % of sales
- ratios of organic and paid search over total marketing spend
- E-mail campaign performance (% conversion to sales)

Digital / Web Analytics

- % of Website users converted to meetings

Customer Centric

- % Net Customer Retention = $((\text{sum of cancelations} + \text{contractions} + \text{new customers})) / \text{customer base}$

Milestone / Project

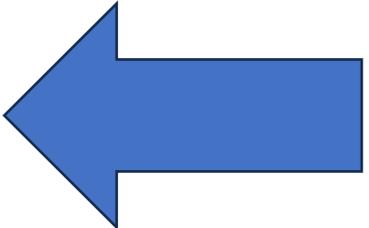
- % completion of Project XYZ on time and on budget



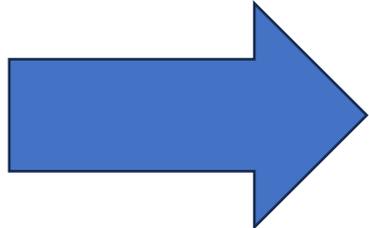
Library of KPIs / Metrics By Department / By Industry

TABLE OF CONTENTS

[KPIs Listed by Sector \(intrafocus.com\)](#)



- [KPI Examples by Industry and Department | Spider Strategies](#)



KPIs LISTED BY SECTOR.....	2
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Human Resources	3
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Transportation and Warehousing	50
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Source:
<https://www.spiderstrategies.com/>

Query to Ai Agent gpt-4o



: "I have a Mason SBDC client. It is a small business, less than \$300k in annual revenue with 2-8 employees. They want to build a business performance "dashboard", key metrics that allow them to monitor their total business performance monthly in 4 dimensions, namely Financial, Operational, Customer facing and Company culture. Provide a list of less than 15 metrics/measures that they should be focused on gathering data for and then reporting out against monthly to their management leadership team. "

A from Ai Agent: " To create an effective business performance dashboard for a small business, focusing on the four dimensions you mentioned, here is a list of key metrics and measures. These can be tracked monthly to provide a comprehensive overview of the business performance:"

Financial Metrics

- Revenue Growth Rate: Percentage increase or decrease in revenue compared to the previous month.
- Net Profit Margin: Percentage of revenue remaining after all expenses have been deducted.
- Cash Flow: Net amount of cash being transferred into and out of the business.
- Accounts Receivable Turnover: Measure of how quickly outstanding invoices are collected.

Operational Metrics

- Inventory Turnover Rate: How often inventory is sold and replaced over a period.
- Operational Efficiency Ratio: Ratio of operating expenses to revenue.
- Average Order Fulfillment Time: Time taken from order receipt to delivery.

Customer-Facing Metrics

- Customer Satisfaction Score (CSAT): A measure of how satisfied customers are with products/services.
- Net Promoter Score (NPS): Likelihood of customers to recommend your business to others.
- Customer Retention Rate: Percentage of repeat customers.

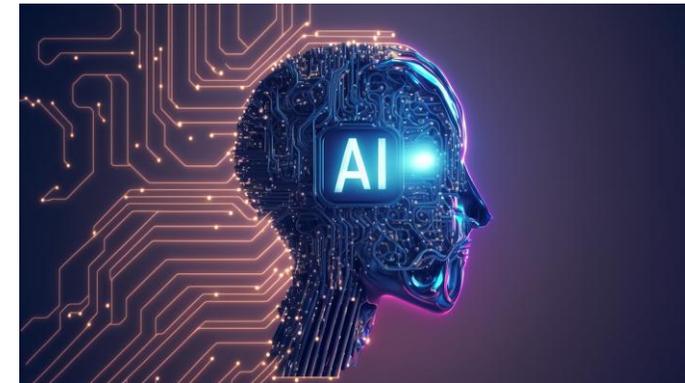
Company Culture Metrics

- Employee Satisfaction Score: Measure of employee happiness and engagement.
- Employee Turnover Rate: Percentage of employees leaving the company.
- Training and Development Hours: Average number of hours spent on employee training and development.

Additional Metrics

- Lead Conversion Rate: Percentage of leads that are converted into customers.
- Digital Engagement Metrics: Measures such as website traffic and social media engagement.

This is what Ai Says





Dimension	Metric	Use Case for a Bakery
Financial	Revenue Growth Rate	Measure the increase in monthly sales from in-store and online orders.
	Net Profit Margin	Calculate the percentage of profit after deducting costs like ingredients and rent.
	Cash Flow	Track the net cash flow to ensure sufficient liquidity for purchasing supplies and payroll.
	Accounts Receivable Turnover	Assess how quickly invoices from wholesale clients are paid.
Operational	Inventory Turnover Rate	Monitor how often flour, sugar, and other ingredients are replenished.
	Operational Efficiency Ratio	Evaluate the ratio of operational expenses (such as utilities) to total sales.
	Average Order Fulfillment Time	Measure the time from when a customer places an order online to when it is delivered or picked up.
Customer-Facing	Customer Satisfaction Score	Survey in-store customers and online buyers for feedback on products and service.
	Net Promoter Score (NPS)	Collect data on how likely customers are to recommend the bakery to friends.
	Customer Retention Rate	Track the frequency of repeat visits or orders from regular customers.
Company Culture	Employee Satisfaction Score	Conduct surveys to understand employee contentment and morale.
	Employee Turnover Rate	Monitor how often employees leave and are replaced, which can affect service consistency.
	Training and Development Hours	Measure the time spent on training staff in new recipes or customer service techniques.
Additional	Lead Conversion Rate	Evaluate the percentage of walk-in inquiries converted into actual sales.
	Digital Engagement Metrics	Track website traffic and social media interactions related to promotions or new offerings.

This table provides a structured view of how a bakery can utilize these metrics to monitor and improve various aspects of their business operations.

Ai Generated Metrics Use Case for a Bakery



Pause for Questions





What software tools, or other resources are available to make scorecard or dashboard development integrated with some of your systems and therefore more automated ?

[Technology Essentials for Startups](#)

[KPI Monitoring Software - Intrafocus](#)

[The Role of Technology in KPI Management - Intrafocus](#)



Dashboard Reporting Software

Compare product features and ratings to find the right Dashboard Software for your organization. [i](#)

Product	Data Connectors	Data Visualization	Functions/Calculations	KPI Monitoring	Private Dashboards	Public Dashboards	
Tableau ★★★★★ (1485 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
Datorama ★★★★★ (15 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
TapClicks ★★★★★ (163 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
Qlik Sense ★★★★★ (180 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
CXO Software	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
Domo ★★★★★ (186 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
monday.com ★★★★★ (2343 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
Cumul.io ★★★★★ (16 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
ClicData ★★★★★ (123 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE
Zoho Analytics ★★★★★ (218 reviews)	✓	✓	✓	✓	✓	✓	VISIT WEBSITE

Illustrative Only

HubSpot's All-in-One Marketing Software

HubSpot works for companies and marketing departments of all shapes and sizes.

Learn more about our free software for small business, our powerful capabilities for enterprise companies, and our solutions for everyone else in between.

[Get Started for Free](#)



[How To Make A Performance Dashboard Business Excel Tutorial - Bing video](#)

[Quickly Build Badass KPI Dashboards for Your Business \(Free!\) - Bing video](#)

https://www.zendesk.com/blog/how-sales-managers-should-use-the-5-most-important-sales-reports/?utm_source=ActiveCampaign&utm_medium=email&utm_content=Focus+Your+Account+Based+Selling+with+Intent+Data&utm_campaign=8%2F14%2F20+-+Newsletter

[Everything is Better with Good Data | Twilio Segment](#)

[marketing dashboards dos donts whitepaper 2019.pdf](#)

[salesforce-research-sixth-edition-state-of-marketing.pdf](#)

[3 keys to building a measurable sales pipeline \(1\).pdf](#)

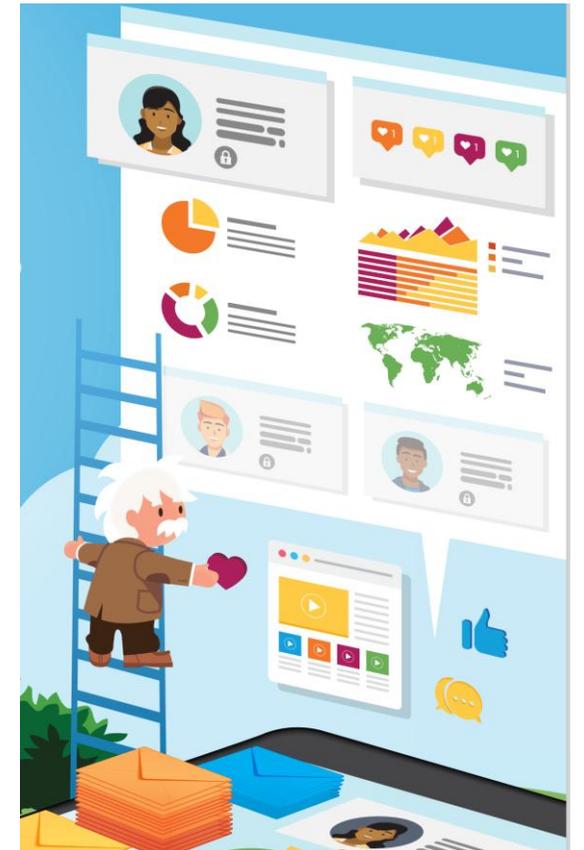
[What is the story of your data?. How to transform your raw data into... | by Joel Shuman | The Startup | Medium](#)

[Simple 2022 Guide to Strategy Maps | Strategy Map Software \(spiderstrategies.com\)](#)

[Rollstack | Automate your Presentations and Documents](#)

More Web Metric Resources

[The KPI Dashboard - Seeing the Big Picture - Intrafocus](#)



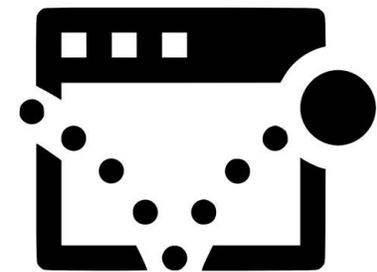
Pause for Questions?



Beyond the basic stoplight dashboard,
what other categories of
key performance indicators (KPIs)
might I consider for inclusion
on dashboards
for my pre-venture, growth or mature
business
in now and in future versions ?

Some
*Sales /
Pipeline
Metrics*
To
Consider

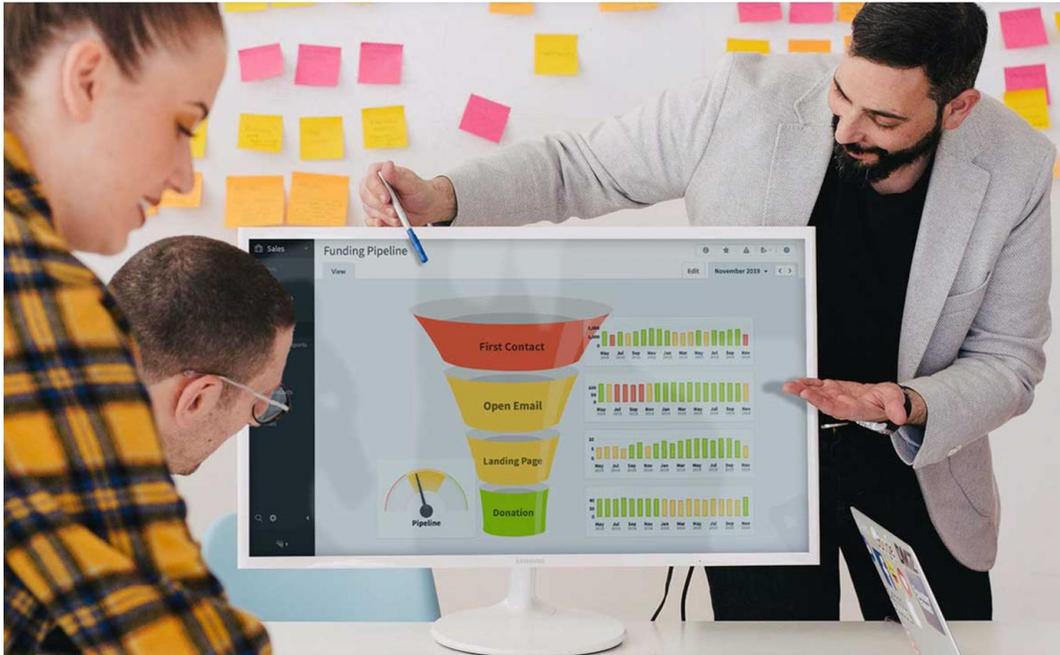
- Sales Pipeline related metrics
- Web Conversion Rate Metrics
- Number and Quality of Leads
- Web Site Traffic Metrics
- Revenue by Product
- Revenue per customer
- Average Deal Size in \$s
- Cash Management Metrics
- Cost of Customer Acquisition
- Average Response Time
- Average Resolution Time
- Customer Retention



More

Sales / Pipeline Metrics

To
Consider



- Raw Prospect
- Qualified Lead / total leads
- Sent proposal / Quote
- Negotiating / Follow-Up
- Closure
- Service after the Sale
- Sales by Sales Team Reps

Some
**Sales
Management
Metrics**
To
Consider



Some Marketing To Sales Conversion Metrics To Consider

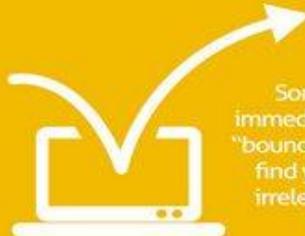


Image Source/Getty Images

- ❑ Monthly Visits
- ❑ Monthly Contacts Created
- ❑ Email Opens/Clicks
- ❑ Blog Post Views
- ❑ Landing Page Submissions

CONVERSION METRICS

Converting website traffic into business leads or outright sales is the primary purpose for your digital marketing campaign

<h3>CONVERSION RATE (CVR)</h3>  <p>Whether your goal is to gather valuable information about your website visitors and potential customers or convert site visits into sales, monitoring your Conversion Rates can define your digital marketing success.</p>	<h3>COST PER LEAD (CPL)</h3>  <p>Cost Per Lead (CPL) is a metric that defines the lead conversion ratio of a particular campaign and corresponding cost, giving insights to the business owner or marketer on how profitable their campaign is or not.</p>
<h3>BOUNCE RATE</h3>  <p>Some visitors immediately leave or "bounce" should they find your content irrelevant to their needs.</p>	<h3>AVERAGE PAGE VIEWS PER VISIT</h3>  <p>The more page views generated from each visit the more chances for engagement with website visitors, eventually influencing them to get converted into leads or paying customers.</p>
<h3>AVERAGE COST PER PAGE VIEW</h3>  <p>Your cost per page view should be significantly lower than the revenue you can generate from the page in order to gain profit from your campaigns.</p>	<h3>AVERAGE TIME ON SITE</h3>  <p>This is important for gauging what content is relevant and would drive results from site visitors, gaining their valuable trust so they would eventually convert.</p>

Website Metrics



Metric	Description	Engagement Insights	Revenue Consequences	Trust Implications
Traffic Sources	Shows where visitors are coming from (e.g., search engines, direct, referral).	Tailor marketing strategies to focus on high-engagement channels.	Identify high-converting sources to maximize revenue.	Consistent traffic from reputable sources enhances credibility.
Conversion Rate	Percentage of visitors completing a desired action (e.g., purchase, signup).	High conversion rates indicate effective engagement.	Directly impacts revenue with increased sales.	Successful conversions reflect trust in the brand.
Bounce Rate	Percentage of visitors leaving after viewing only one page.	High bounce rate may indicate poor user experience.	Lost sales opportunities if users leave quickly.	High bounce rate might suggest lack of trust or interest.
Average Session Duration	Average time a visitor spends on the website during a session.	Longer durations suggest engaging and valuable content.	More time on site can lead to higher chances of conversion.	Indicates trust in the content to explore it in depth.
Page Views Per Session	Average number of pages viewed during a session.	More page views indicate higher engagement and interest.	Encourages exploration of products/services, leading to sales.	Reflects positive user experience and trust in navigation.

Some *Marketing Metrics*

To
Consider



Average open rate for email vs. SMS marketing—18% and 98% respectively

Average click through rate for email vs. SMS marketing—3% and 19% respectively

WHAT ARE THE MOST USEFUL METRICS FOR MEASURING CONTENT MARKETING PERFORMANCE?



Content Marketing Trends Survey, n=920
Ascend2 and Research Partners, Published March 2015

Video ROI, Impact & Analytics Measurement



Video ROI:

Using Analytics To
Measure Impact



[Video ROI: Using Analytics to Measure Impact \(wistia.com\)](https://wistia.com)

LinkedIn Resource: Understanding Marketing ROI

<https://business.linkedin.com/marketing-solutions/webinars/24/09/understanding-roi/3qc>

[Thank you](#)

On-Demand Webinar

Understanding ROI

In this webinar, you'll learn:

- Gain a better understanding of ROI Measurement, when to measure it and potential pitfalls
- Measure the right success metrics to measure true impact and full value of one's marketing investment
- Improve ROI through Attribution Models and selecting one that best suits your business needs

Customer Satisfaction Metrics

To Consider

- **Customer Satisfaction Ratings (CSAT)**
 - How was the experience with us, good or bad and why?
- **Customer Effort Score (CES)**
 - How easy was it to resolve the issue on 7 point scale?
- **Net Promoter Score (NPS)**
 - How likely are you to recommend us to someone you know?
- **Social media and churn metrics**
 - Sorry you are leaving us. Please help us improve by taking a 2 minute survey



[Twilio Segment - Ranked #1 Customer Data Platform four years in a row per IDC \(2019-2022\)](#)



Products ▾ Solutions ▾

The leading customer data platform, powered by CustomerAI

Twilio Segment brings together clean, consented customer data for real-time insights so you can know each individual like they are your only customer.

[PR-015910 design r1.1 as.pdf \(d26a57ydsghvgx.cloudfront.net\)](#)

15 KPIs for small-medium sized businesses to consider

1. Net Profit
2. Net Profit Margin
3. Gross Profit Margin
4. Quick Ratio
5. Customer Acquisition Costs
6. Monthly Recurring Revenue
7. Customer Satisfaction
8. Website Traffic/Interaction
9. Social Media Engagement
10. Number of Customers
11. Net Promoter Score
12. Customer Complaints
13. Employee Satisfaction
14. Employee Retention Rate
15. Energy Consumption



Source:



intrafocus

How often
do we need to update and review
the dashboards
with the team?

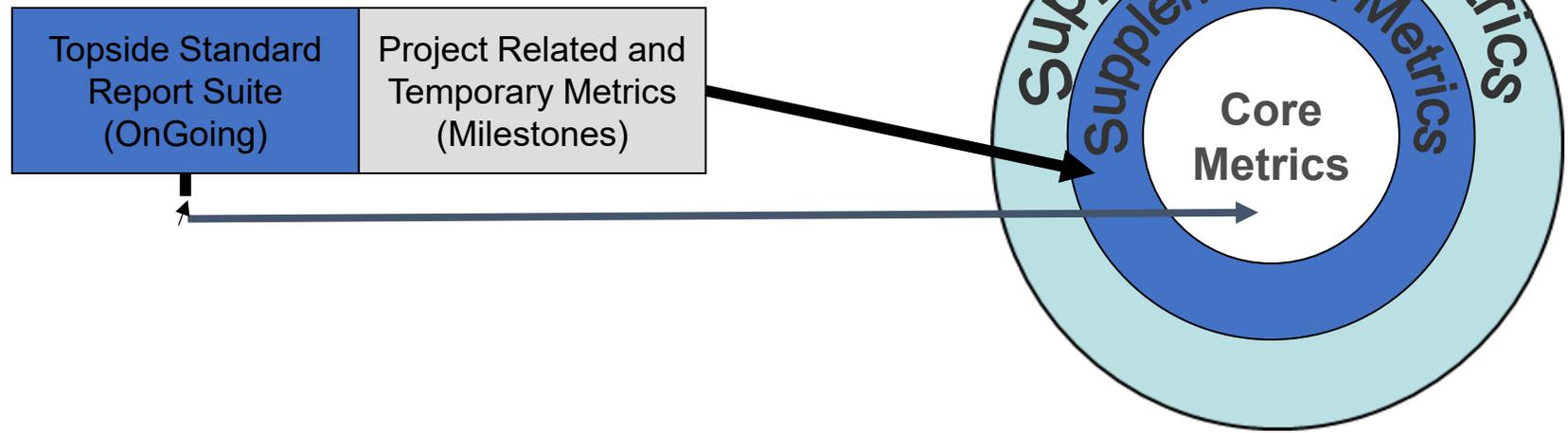
Scorecard use implies 2 Processes – One is regular reporting!



STEWARDSHIP

Definition: a process by which stakeholders in the company collect, synthesize and **periodically report out** to management, information required to communicate status in their area(s) of responsibility.

Definition: a process and frameworks to guide the formal comparison of actual metric data to planned projected performance targets for the same period of time (monthly, quarterly, yearly, etc.)



Ask: “What is a Relevant Report Package?”

Ask: “How often should we compare actuals to targets?”

The **Frequency** of the **Stewardship** development of your dashboard, and the preparation for **Reporting** the “story” the numbers are telling you, **are dependent on a mix of factors:**

- *Industry vertical / type of business*
- *type of metric*
- *root source of the data*
- *manual extraction / data entry vs automated tech integration*
- *relevance of the rate of change over time*
- *staffing*
- *pace / tempo of the business*
- *other factors*



Weekly sales performance metrics

Call/Contact volume

Percentage of appointments set

Lead response time

Monthly sales performance metrics

Number of Marketing qualified leads (MQL)

Business Development Representative (BDR) capacity

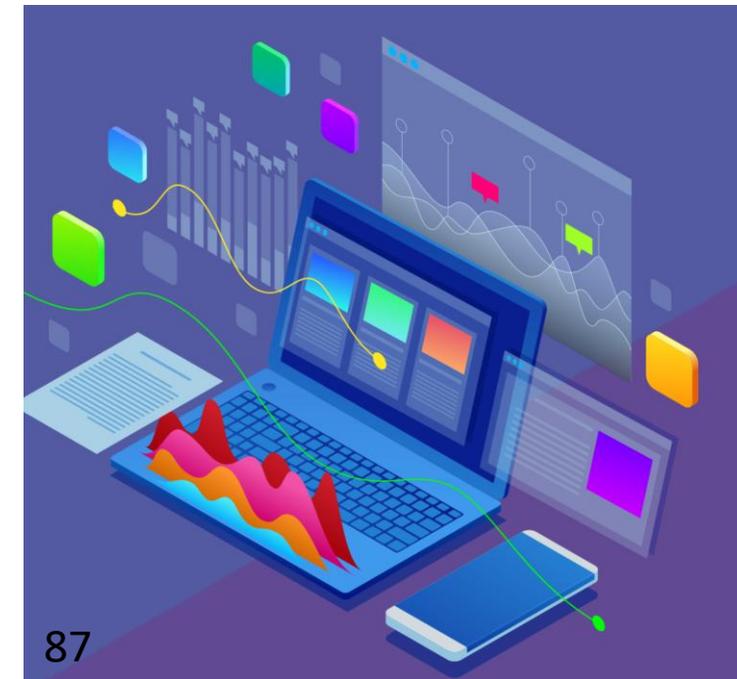
Win rate

Quarterly sales performance metrics

Acquisition cost

Lifetime value (LTV)

Illustrative
Only



How might we test to see if our
Dashboard
is providing us insights?
...making a difference ?

Is there a “rubric” to follow and use?

Start with one KPI

Look for insights

Create a hypothesis

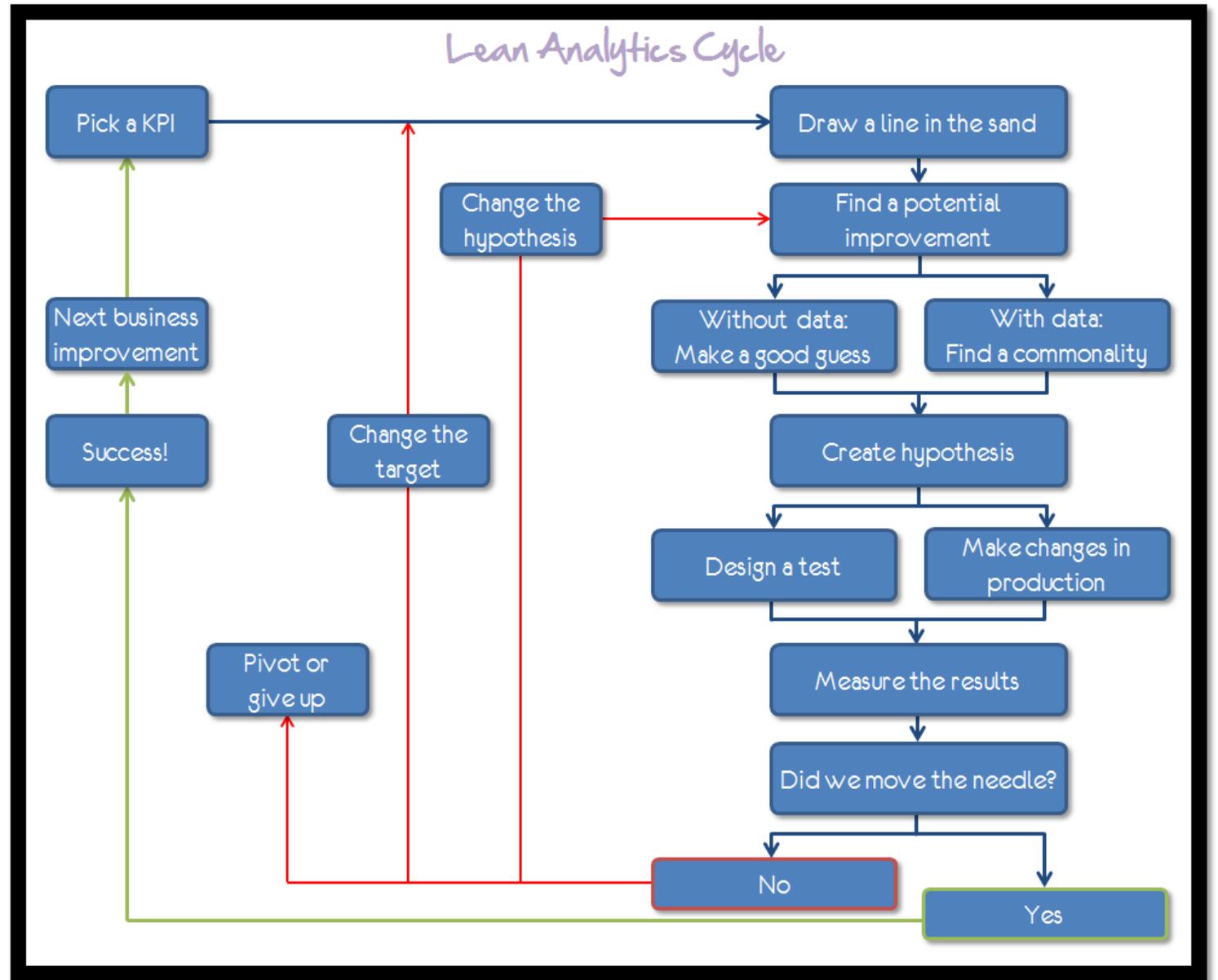
Design a “test”

Measure results

Pivot, change the “test”,
change the hypothesis

See results

Go to next KPI (or KPIs)



Are there ways to benchmark
my business management
performance metrics?

Benchmarking as a Point of Performance Comparison



Breweries

NAICS: 312120
SIC: 2082

prepared January 6th, 2021

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1. [Coronavirus Update](#)
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12. [Call Prep Questions](#)
13. [Industry Terms](#)
14. [Web Links](#)
15. [Related Profiles](#)

Financial Benchmarks

The following financial benchmark data is based on annual financial statements submitted by member institutions of the Risk Management Association from Q2 of the first year listed through Q2 of the following year.

Financial Ratios (Breweries, Industry-wide)

MEASURE	2017-18	2018-19	2019-20
Current Ratio [?]	1.17	1.29	1.36
Quick Ratio [?]	0.55	0.69	0.59
Days Inventory [?]	57.0	57.0	76.0
Days Receivables [?]	21	23	14
Days Payables [?]	29.0	35.0	31.0
Pre-tax Return on Revenue [?]	3.59%	3.82%	4.66%
Pre-tax Return on Assets [?]	3.63%	4.06%	7.84%
Pre-tax Return on Net Worth [?]	8.14%	9.16%	34.75%
Interest Coverage [?]	6.06	7.19	6.29
Current Liabilities to Net Worth [?]	0.44	0.47	1.02
Long Term Liabilities to Net Worth [?]	0.8	0.79	2.41
Total Liabilities to Net Worth [?]	1.24	1.26	3.43
Number of Firms Analyzed	210	214	168

Income Statement (Breweries, Industry-wide)

ITEM	2017-18	2018-19	2019-20
Revenue	100.0%	100.0%	100.0%
Cost of Sales	47.93%	45.1%	45.31%
Gross Margin	52.07%	54.9%	54.69%
Officers Compensation	1.62%	1.66%	2.21%
Salaries-Wages	9.97%	10.94%	11.04%
Rent	0.98%	1.14%	1.22%
Taxes Paid	7.63%	7.73%	7.43%
Advertising	10.12%	11.82%	13.18%
Benefits-Pensions	2.26%	2.4%	2.38%
Number of Firms Analyzed	210	214	168

Questions?

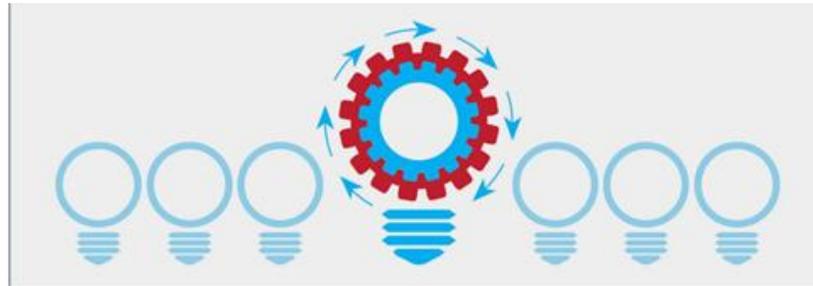


What actionable insights
can Dashboards
provide us?

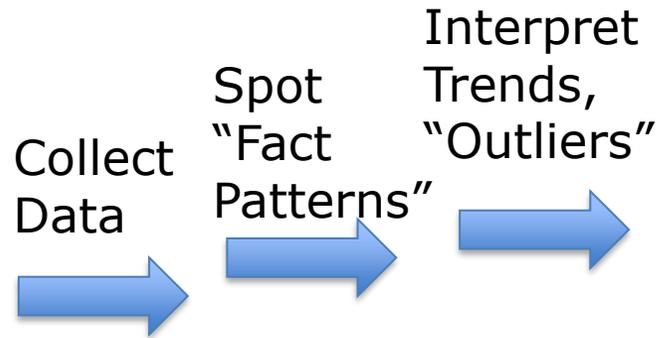
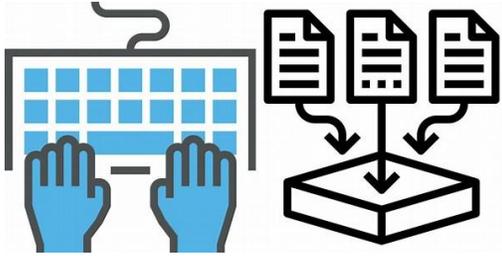
Typically, what actions can we take based
on the dashboard metrics and insights

Let us understand

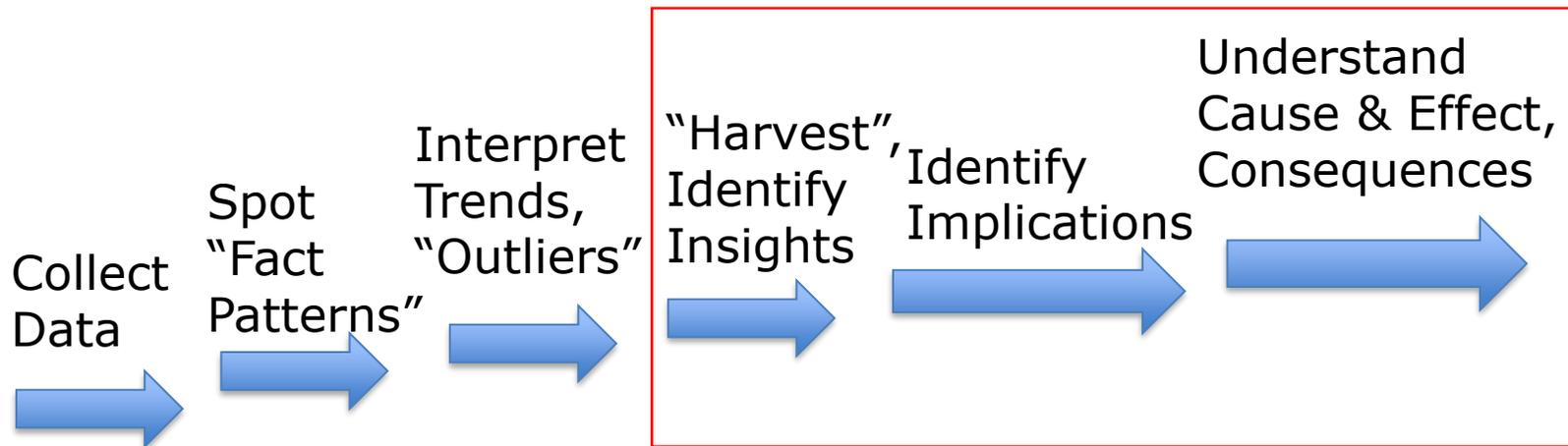
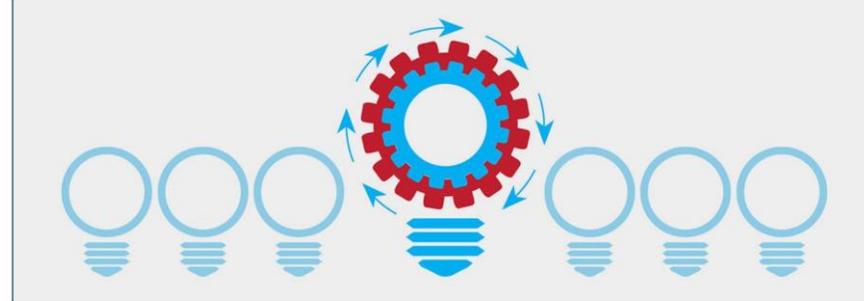
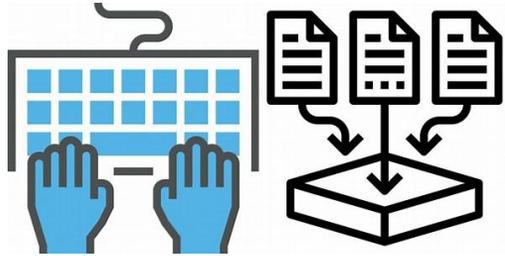
***how insights are developed
and how your scorecard
can help you
make more informed decisions***



First we collect Fact Patterns

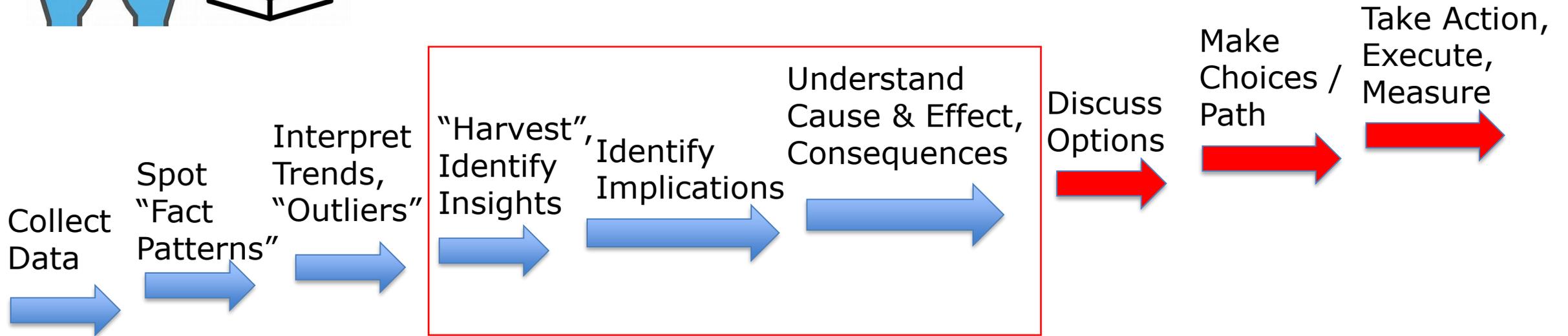
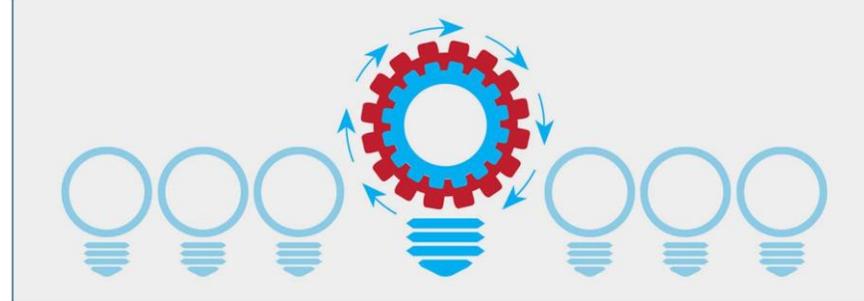
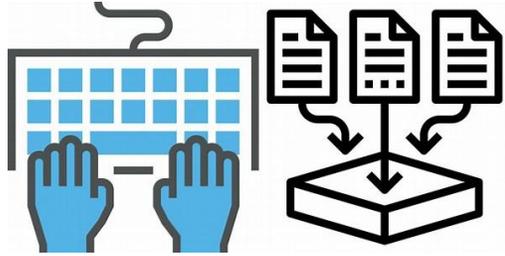


Facts flow into Insights which are then harvested

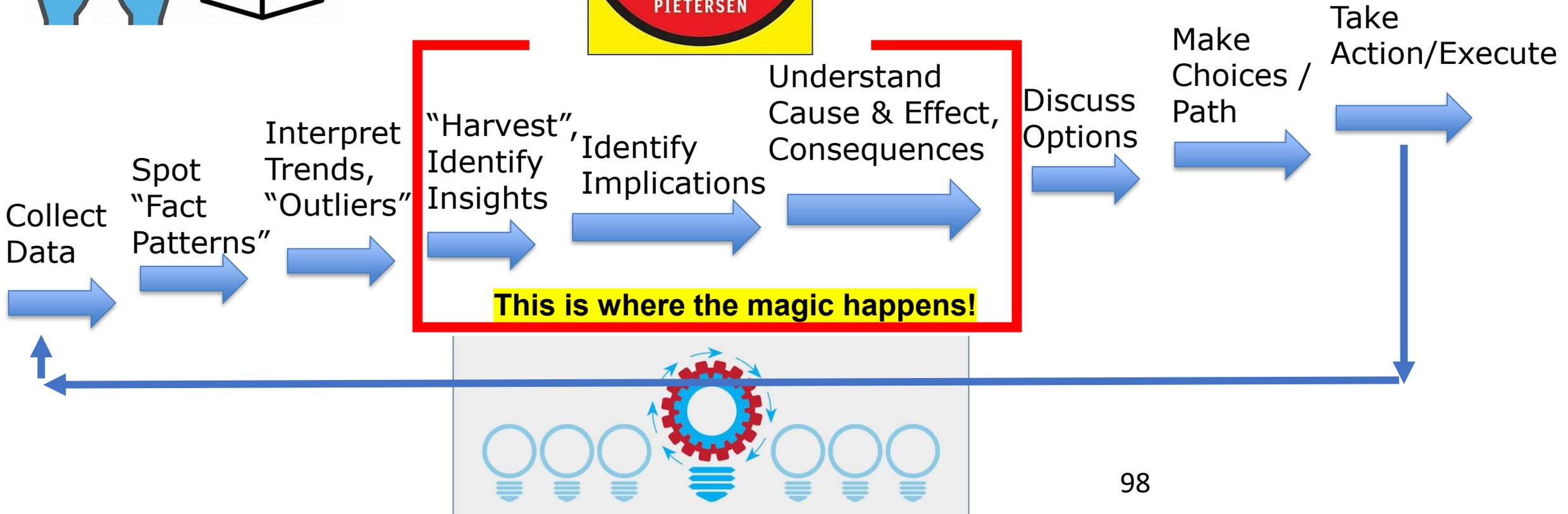
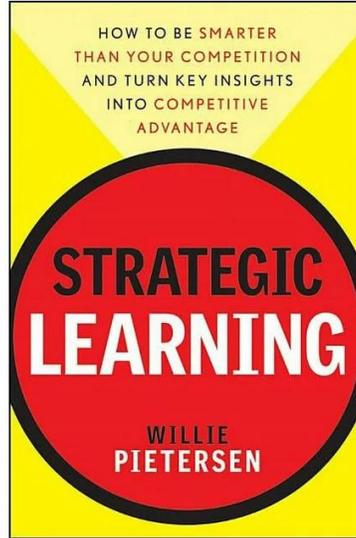
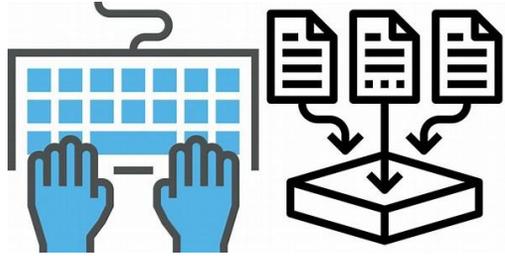


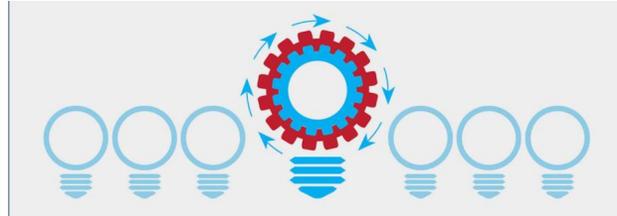
NOTE:
It's a genuine
"INSIGHT"
only if there is an
associated
implication

True insights suggest a course of action

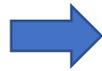


And the cycle is dynamic and virtuous





TIP ? : Start with a aspirational target(s) in at least one to three key aspect(s) of your business !



"Harvest",
Identify
Insights



Identify
Implications



Understand
Cause & Effect,
Consequences



Target a



Improvement

**How have Dashboard /
Scorecard / Business
metrics have led to *the***



solution' ???

**Actual examples of how
data insights
via dashboards
influenced small changes
that made a big difference**

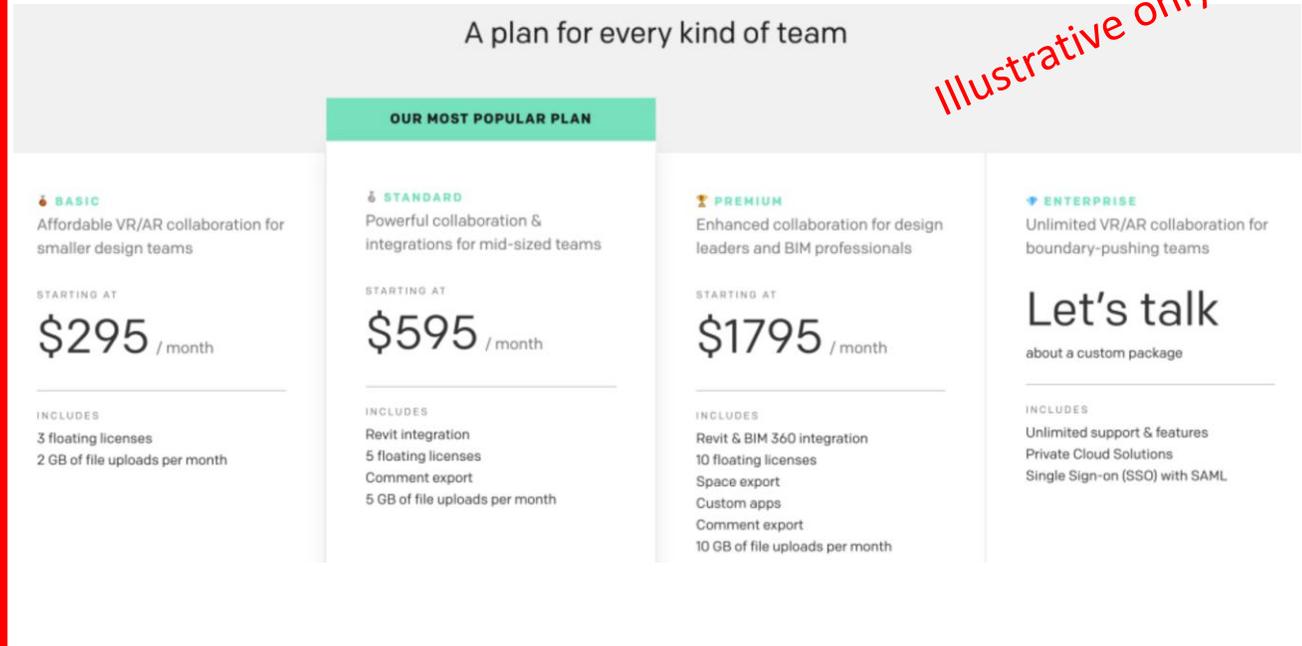


Scenario:

“A SaaS Company, differentiated by the use of collaborative AR/VR, having a 3 tiered pricing structure.

They raised the price on 3rd (premium) service tier as a way to either capture value added at top or as an intended tactic to drive clients (demand) back into their preferred (popular) middle tier where they have automation and staffing capability.”

Understanding Price Elasticity - how a 1% price increase on select products or services may impact revenue and demand



Outcome:

Made possible by data visibility, they now understand the relationship between price (for their core service) and its market demand. Mid-tier service revenue grew and positively impacted their margins. They made a premium on those few high tier service engagements.

Scenario:

“An Asian Fusion Restaurant, serving some sushi pieces and other menu items during pandemic sensed their margins were eroding due to their COGs, Cost of Goods rising.

They did not know which menu items were the most popular and how much their cost per item had changed.

Identify Cost of Goods Sold (COGS) by product SKU – a 1% decrease in COGS drops to the profit bottom line

- Negotiate better prices with suppliers; change your product and service mix; fewer SKUs, other

Outcome:

Made possible by data visibility, they understand it was the sushi COGs rising faster than the other menu items. They worked with the sushi supplier to negotiate a slight price break and repositioned their sushi price per piece without loss in demand.

Summary of Benefits of Performance Metrics for Business

- **Clarity:**

- clarify what needs to be achieved and how progress will be measured

- **Focus:**

- help businesses to focus their efforts and resources on the most critical tasks

- **Alignment:**

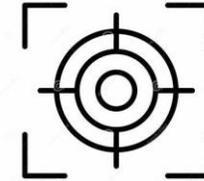
- align with the business's overall goals and objectives, ensuring everyone is working towards the same targets

- **Motivation:**

- can motivate employees, as they provide a clear roadmap for achieving success

- **Evaluation:**

- provide a clear framework for evaluating performance and identifying areas for improvement



© iStockphoto.com



Victor Stock



After this webinar, how can I schedule an appointment with an SBDC Senior Business Counselor to help me build a first draft of a business dashboard and scorecard for my business?

Seeking our **NO-COST** Business Assistance?

Mason SBDC
10306 Eaton Place

Suite 180

Fairfax, VA 22030
(703) 261-4105



George Siragusa
Senior
Business
Adviser

<https://www.linkedin.com/in/georgesiragusa/>

Register at Our Website:

www.masonsbdc.org



(703) 261-4105 help@masonsbdc.org

About Services Client Stories Resources Workshops



Mason Small Business Development Center

Growing NoVA's small business community with no-cost advice, training, and resources

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Register Now

• Resources:

<https://www.virginiasbd.org/>

• Contacts:

help@masonsbdc.org or (703) 261-4105

• 1:1 Counseling:

<https://clients.virginiasbdc.org/reg.aspx?mode=counsel¢er=46110&subloc>

• Workshops:

<https://masonsbdc.org/workshops/>

Today's Learning Objectives and Briefing Outline:
Upon Completion of this webinar ***you will become more familiar with:***

- ❑ **What is a Business Management Performance Dashboard / Score Card; what do they look like**
- ❑ **Why is a “Scorecard” or “Dashboard” important ; what are the benefits to business**
- ❑ **What guiding principles are useful to review before building a first draft business scorecard**
- ❑ **How do we get started ; is there a template to help business owners build these themselves**
- ❑ **What tools, software, or other resource are available to automate scorecards**
- ❑ **How often do we need to update and review the dashboard metrics and progress**
- ❑ **Case Study: How dashboard insights led to improvements in business performance**

Performance Management Perspectives

George Siragusa

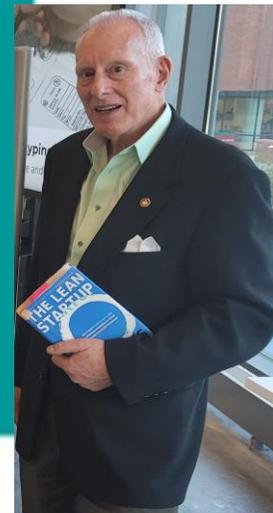
Mason SBDC Senior Business Advisor

Adjunct Professor, GMU School of Engineering and
Computing





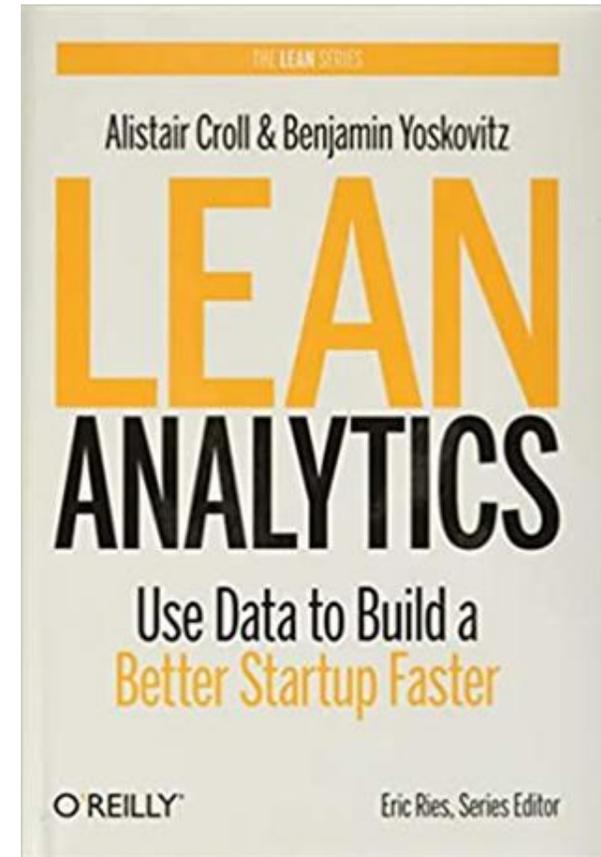
“Coaches’ Corner”



Bonus Pages

“Data is the antidote to self-delusion.

By allowing you to soberly measure your success, it keeps you on track: you'll know exactly where you stand as you work toward your goal.”



Financial statements and **KPIs** represent the voice of your business, giving you feedback on how well the team is managing the important business functions.

Having a sound, **regular financial review routine** is an important function of a profitable enterprise.

It **points you to problem areas** you need to **investigate**, such as rising costs and timely price adjustments.

America's SBDC Blog
A "Forbes 100 Best
Websites for
Entrepreneurs"

[Source:](#)

[Top 10 Financial Mistakes
Killing Your Small Business,
Avoid Them - America's
SBDC \(americassbdc.org\)](#)

What are the most common pitfalls
regarding
performance metrics and KPIs?

10 Biggest
Financial Management Mistakes?

***Top 10 Financial Mistakes Killing Your Small Business,
Avoid Them - America's SBDC (americassbdc.org)***

Avoiding Pitfalls

Avoiding these common pitfalls can save time, effort, and resources.

1. **Too Many KPIs:** It's tempting to track everything, but having too many KPIs can spread efforts thin and dilute focus. It's crucial to zero in on a few pivotal metrics that drive organisational goals.
2. **Vague KPIs:** "Increase sales" sounds like a worthy objective, but it's too ambiguous. Instead, a more precise KPI like "Increase quarterly online sales by 10%" provides clarity and direction.
3. **Ignoring the Human Element:** While data is vital, it's essential not to overlook the human aspects. For instance, pushing for a higher number of customer service calls per hour might impact the quality of service, leading to dissatisfied customers.
4. **Not Reviewing KPIs Regularly:** The business world isn't static. What worked a year ago might not be relevant today. Reviewing and adjusting KPIs regularly ensures they align with evolving organisational goals.
5. **Setting Unrealistic Targets:** KPIs should be challenging but attainable. Setting the bar too high can demoralise teams while setting it too low might not push them enough.
6. **Not Communicating Clearly:** If teams don't understand the KPIs or see their relevance, they're less likely to engage fully. Open and ongoing communication is vital to ensure everyone's onboard.
7. **Over-relying on Quantitative KPIs:** While numbers are essential, qualitative KPIs, like customer satisfaction or employee morale, also play a significant role in an organisation's success.

By being aware of these potential missteps, organisations can navigate the intricate process of KPI alignment more effectively. Remember, the goal isn't just to align but to do so in a manner that's holistic, inclusive, and adaptable to change.

Other Related Resources:

- [White paper: Accelerate Business Growth and Outcomes with AI | The Cognizant Nordic Blog](#)
- [What Happens When You Align Culture With Strategy \(forbes.com\)](#)
- [Mastering the connection between strategy and culture \(strategy-business.com\)](#)
- [Linking Business Strategy and Leadership for Better Outcomes | CCL](#)
- [6 Principles to Build Your Company's Strategic Agility \(hbr.org\)](#)
- [Use Data to Accelerate Your Business Strategy \(hbr.org\)](#)
- [How To Accelerate Strategic Change \(forbes.com\)](#)
- [Embedding Speed and Agility into Strategy Execution - SPONSOR CONTENT FROM PLANVIEW \(hbr.org\)](#)
- [How To Accelerate Strategic Change \(forbes.com\)](#)
- [Top 10 Strategy Books in 2023 | Intrafocus](#)
- [Aligning KPIs with Organisational Goals - Intrafocus](#)

Strategies for Refining Existing KPIs

Once you've evaluated your KPIs and identified areas for improvement, the next step is to refine them. Refining KPIs is not just about making minor tweaks; it's about ensuring they stay aligned with your business goals and effectively drive the right actions. Here are some strategies to refine your existing KPIs:

- 1. Realign with Business Objectives:** Ensure each KPI is tightly aligned with your objectives. If objectives have shifted, adjust your KPIs to reflect these changes. This might involve redefining what you measure and how you measure it.
- 2. Simplify and Focus:** Avoid the trap of too many KPIs. Focus on a few key metrics that truly matter. If a KPI isn't adding value or providing clear insights, consider removing it. Simplicity can lead to more focused actions and decisions.
- 3. Adjust Targets and Thresholds:** Adjust the targets to be more realistic and challenging based on your performance analysis. If you're consistently missing or exceeding targets, recalibrate them to ensure they are achievable yet motivating.
- 4. Improve Data Quality and Accessibility:** The effectiveness of KPIs heavily relies on the quality of data. Invest in improving data collection and analysis processes. Make sure that KPI data is easily accessible and understandable to those who need it.
- 5. Increase Engagement and Understanding:** Improve how KPIs are communicated and understood within the organisation. Training sessions, workshops, and regular discussions can help teams understand the importance of KPIs and how they relate to their work.
- 6. Leverage Technology:** Utilise technology like KPI management software to track and analyse your KPIs more effectively. Tools like Spider Impact can automate data collection and provide insightful analytics, making monitoring and refining KPIs easier. By employing these strategies, you can ensure that your KPIs remain robust tools that effectively guide your business towards its goals. In the upcoming sections, we'll delve into incorporating new trends and technologies and explore case studies highlighting successful KPI refinement.

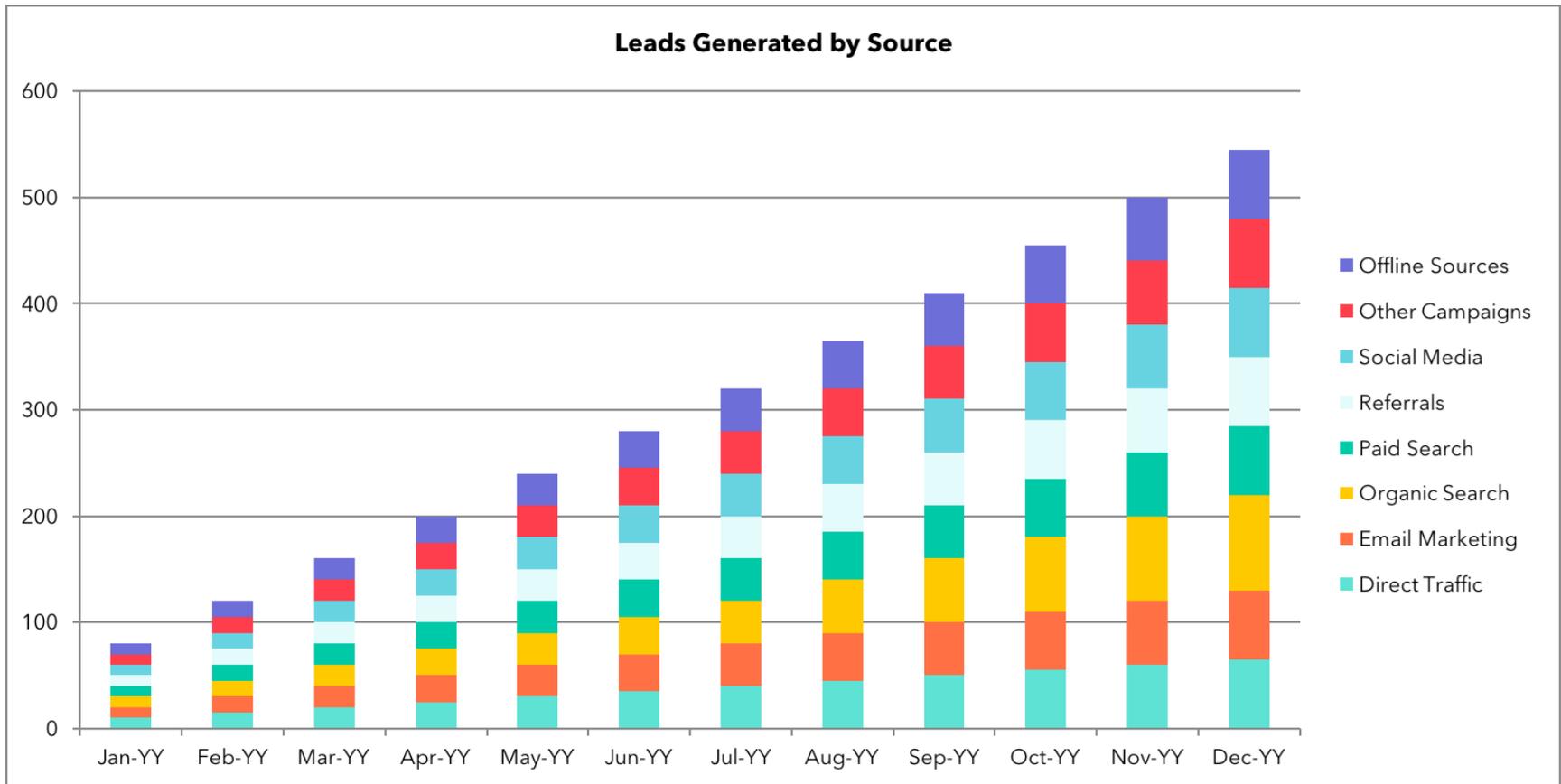
Being able to answer “what” questions in your data is incredibly valuable. It helps to tell a story about your data, and to identify problems and issues

“A well designed dashboard report is a remarkable information management tool”

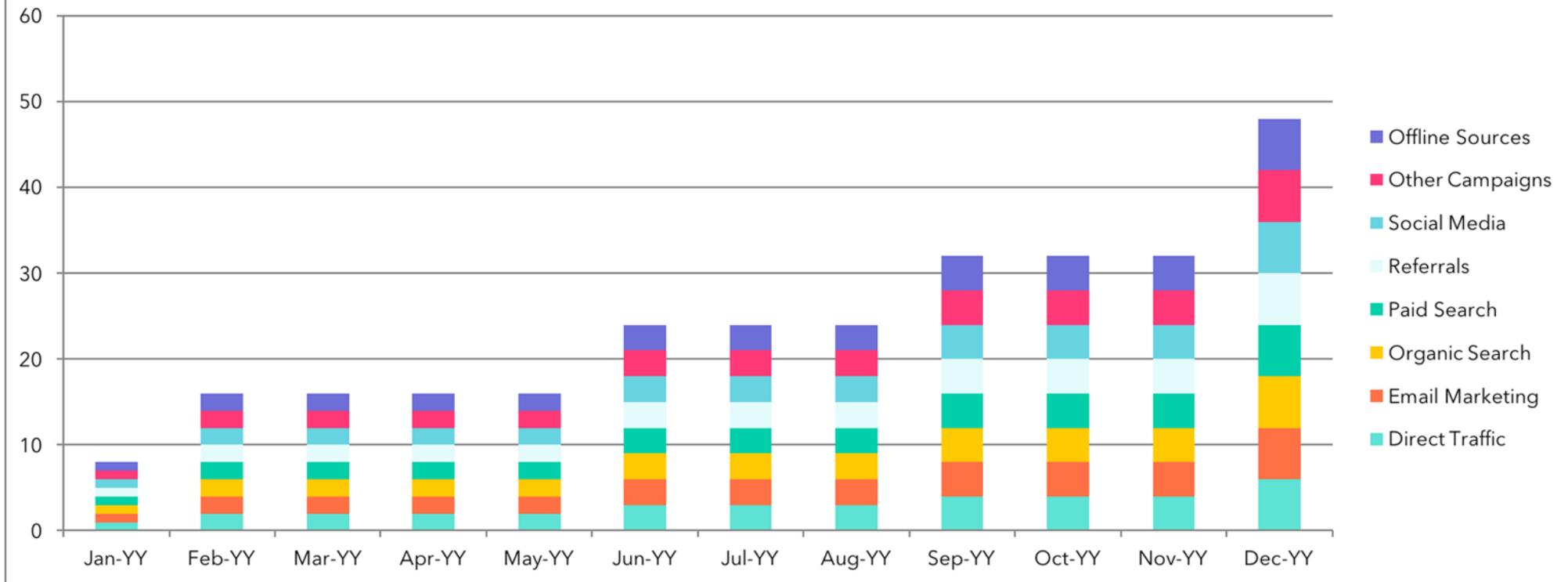
“You can’t effectively manage what you don’t measure”

Establishing and reporting out metrics and key performance indicators, gives you and your team a view, a visibility into performance, so the team can regularly assess their areas of potential improvement.

“What gets measured gets done.”



Marketing-Generated Customers by Source



Understanding the Lifecycle of a KPI

Creation:

This is the **birth stage of a KPI**. Here, KPIs are carefully selected based on strategic goals and objectives. It involves identifying what truly matters to your business and what measures will accurately reflect success or highlight areas needing improvement.

Implementation:

Once created, **KPIs are put into action**. This stage is all about integrating these indicators into daily business processes. It's where theories and plans meet reality. How well KPIs are communicated and understood across the organisation significantly affects their success.

Evaluation:

This stage is the crux of the KPI's lifecycle. After a certain period, each **KPI is assessed for its effectiveness and relevance**. Are they providing the expected insights? Are they influencing the right decisions and actions? This phase involves collecting data, analysing trends, and getting feedback.

Refinement:

Based on the evaluation, KPIs might need tweaking. This **final stage is where adjustments are made. Improvement could mean redefining the KPIs**, setting different targets, or even retiring some in favour of more relevant ones. This stage ensures that KPIs stay aligned with the evolving goals and realities of the business.

Illustrative *Examples to Reference*

Lagging Indicators

Leading Indicators

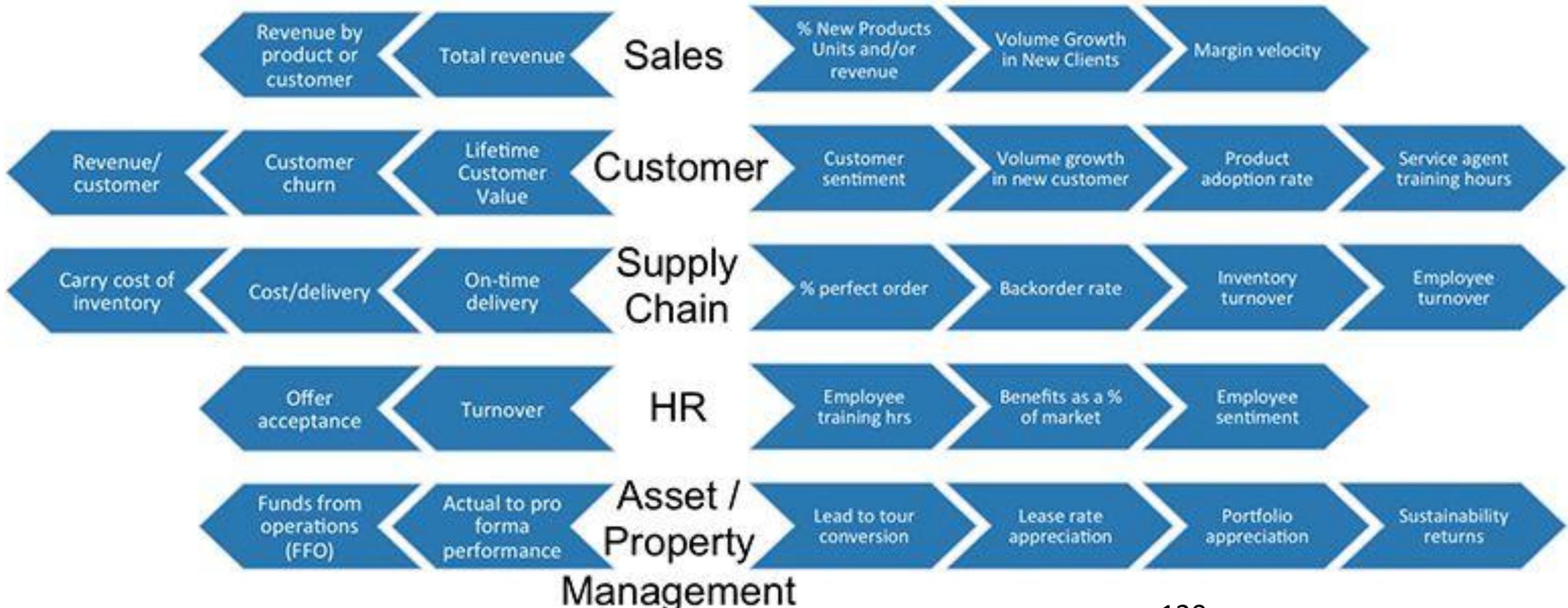


Figure 1. Magic Quadrant for B2B Marketing Automation Platforms



HubSpot's All-in-One Marketing Software

HubSpot works for companies and marketing departments of all shapes and sizes.

Learn more about our free software for small business, our powerful capabilities for enterprise companies, and our solutions for everyone else in between.

[Get Started for Free](#)

[Quickly Build Badass KPI Dashboards for Your Business \(Free!\) - Bing video](#)

Google Data Studio

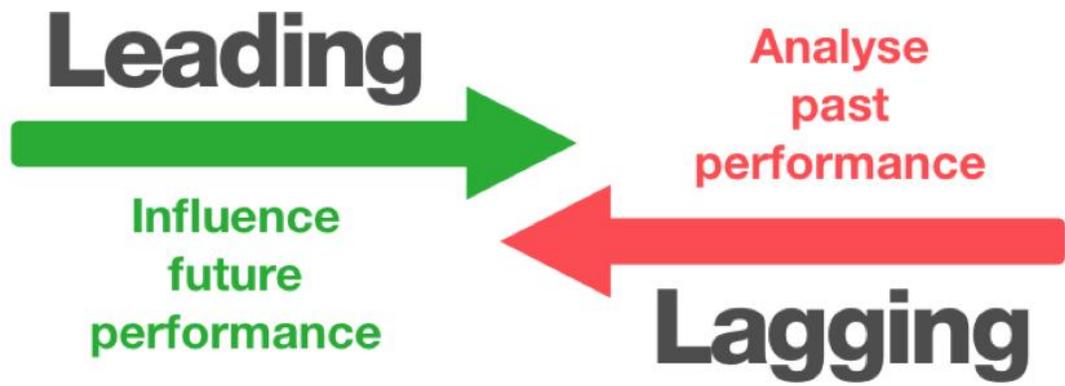
Your data is beautiful. Use it.

Unlock the power of your data with interactive dashboards and beautiful reports that inspire smarter business decisions. It's easy and free.

USE IT FOR FREE

[Google Analytics 4
KPI Dashboard |
Databox KPI
Dashboard](#)

More Web Scorecard Resources

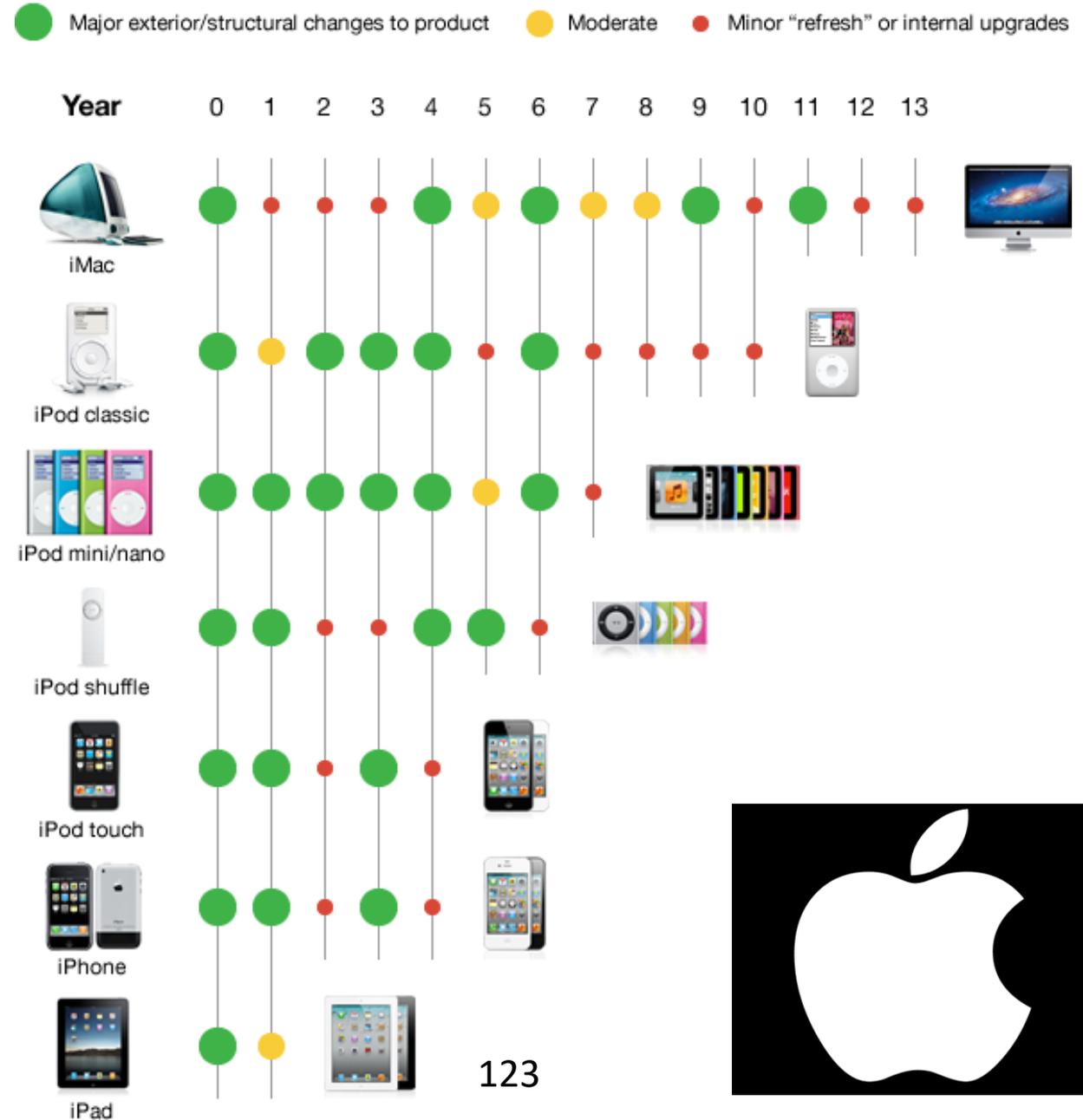


Apple projects growth in revenue (and margin) associated with ***sale of their new product*** lines

Apple track revenue from the sale of their iWatch at the end of each quarter.

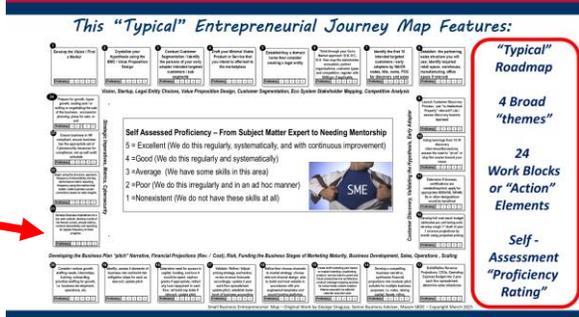
Apple product appearance revisions by year

SplatF



Step # 21 Points of Emphasis

Illustrative Only

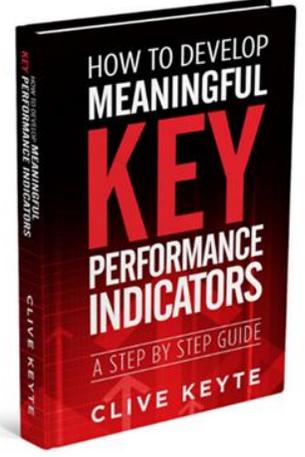
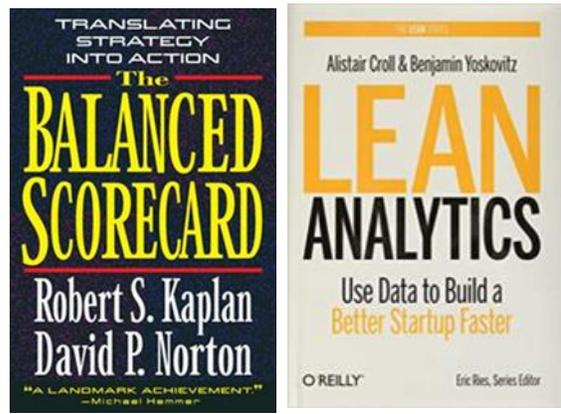


Develop **Strategic Imperatives for a 2-year time horizon** then identify metrics to measure progress

<p>CORE VALUES and VISION for XYZ Comp.:</p> <p>XYZ Co. operations and its leadership team will always be guided by 4 uncompromising Core Principles:</p> <ol style="list-style-type: none"> We never place profit over people We work to delight our customers every day We continuously Innovate to hedge uncertainty We aspire to create, communicate, deliver and then extract market value <p>Our Vision is to be considered a thought leader and rank # 1 in customer satisfaction</p>	<p>STRATEGIC "IMPERATIVES", AIMS / GOALS for the next 2 Years are:</p> <ol style="list-style-type: none"> Increase topline revenue by 10% via expanded services Reduce operating expenses by 2% Build loyalty, target 95% customer retention Build a dashboard targeting 1% improvements Create incentives and reward employee innovation 	<p>PERFORMANCE METRICS in 4 KEY THEMES designed specifically to MEASURE PROGRESS against our goals are:</p> <p>1. Financial Metrics</p> <ul style="list-style-type: none"> New product/svc sales less op expenses Customer Acquisition Costs Begin monitoring cash flow statement <p>2. Customer Experience Metrics</p> <ul style="list-style-type: none"> Website Customer conversion rate Customer net promoter scores 1st Annual Customer Sat Survey <p>3. Internal / Process Metrics</p> <ul style="list-style-type: none"> Act on identifiable inefficiencies Marketing Return on Investment 9 metric dashboard report created <p>4. Organizational / Cultural / Diversity/Inclusion Metrics</p> <ul style="list-style-type: none"> Launch of 2 profitable new ventures Increase employee satisfaction Create / Invest in Innovation HUB 	<p>Net income in \$USD Mo. Cost / Cust. Sales 1st report Dec 2024</p> <p>Monthly % Conversion Monthly Summary Launch Dec 2025</p> <p>YTD % Improvement \$ Mkting as % of Sales 1st briefing Jun 2025</p> <p>Science to Sales \$ Annual HR Sat Survey Program viable 6-2026</p>
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Example Illustrative Only

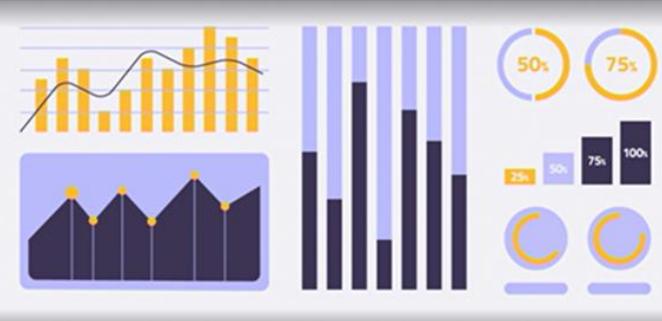
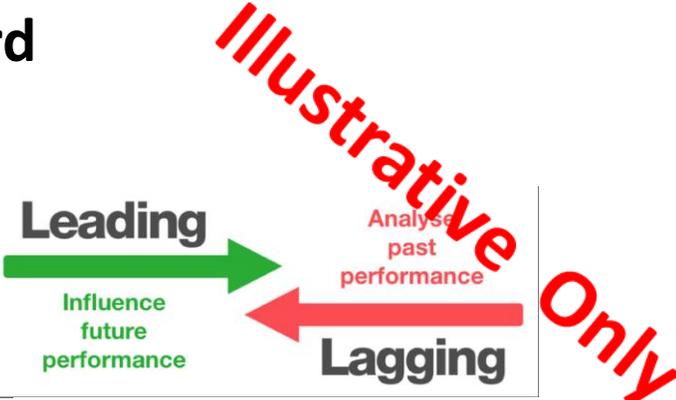
Our Leadership Team will start reporting progress in (June 2025) and will do so on a (monthly) basis using a simple traffic light (other) format



Step # 22 Points of Emphasis

From the development of your Strategic Imperatives for a 2-year time horizon, develop your suite of Business Performance Indicators and Dashboard to track your performance forward

- Develop Your:
- Metrics/Measures – 2 Year Imperatives
- Stewardship Process
- Reporting Format and Frequency
- Dashboard



This "Typical" Entrepreneurial Journey Map Features:

"Typical" Roadmap

- 4 Broad "themes"
- 24 Work Blocks or "Action" Elements
- Self-Assessment "Proficiency Rating"

Register for the webinar:
 "Building your Business Performance Metrics/ Scorecard/Dashboard"
 June 5th, 10am-noon

[Building your Business Performance Dashboard Metrics - A Step by Step Guide - *Live Webinar* - PW](#)