Key Performance Indicators (KPI Tree)

- **Drivers of success**
- **Return on assets**
  - Return on total assets employed ("ROTA")
  - ROTA trend index
  - **Profit margins**
    - Profit margin & trend
    - Profit trend index
    - **Sales revenue**
      - Sales trend index
    - **Marketing costs**
      - Marketing cost as % of sales
      - Marketing cost breakdown by component
    - **Selling & distribution costs**
      - Selling & distribution costs as % of sales
      - Selling & distribution cost breakdown
      - **Sales efficiency & effectiveness**
        - Sales $ 000 per sales employee
        - Annual # of quotes per sales employee
        - Percentage of quotes converted
        - Average $ value per order
    - **Manufacturing costs**
      - **Manufacturing cost breakdown**
        - Total manufacturing costs as % of sales
        - Total manufacturing costs breakdown by stage of production
        - **Total manufacturing costs breakdown by resource category**
          - Manufacturing cost by resource category – summary
        - **Materials & outside services cost analysis**
          - Materials & outside services cost analysis by materials type
          - Materials & outside services cost analysis by stage of production
          - Outside services as % of sales
          - Outside services cost analysis by stage of production
        - **Direct labour cost analysis**
          - Annual cost per direct employee
          - Direct labour cost analysis by stage of production
        - **Machinery amortisation & cost analysis**
          - **Years to write off**
            - Web Fed
            - Sheet Fed
          - Machinery amortisation cost analysis by stage of production
          - Percentage of equipment fully written off
          - Ratio of replacement/acquisition cost
      - **Manufacturing efficiency & effectiveness**
        - **Value added**
          - Value added as a % of sales
          - Value added $ per employee
        - Chargeable percentage on direct labour hours
        - Number of impressions to make ready
        - **Overs as % of production**
          - by production stage
          - by printer type
          - by finishing task
        - **Spoilage as % of production**
          - Total
          - by production stage
    - **Administration & other costs**
      - Administration labour
      - Management information systems
      - Other costs
  - **Asset utilisation**
    - Annual total asset turns
    - **Utilisation of machinery/equipment**
      - Availability
      - Availability times utilisation
    - **Current asset utilisation**
      - Debtors & creditors
      - Annual inventory turns
- **Financial strength**
  - Current ratio
  - Times interest covered by profit
  - Debt to assets ratios
  - Bad debts as % of sales
- **People effectiveness**
  - Annual staff turnover %
  - Sickness & accidents
  - Workers compensation insurance
  - Training
  - Apprentices
  - **Total labour costs**
    - Total labour costs % of sales
    - Total labour costs $ per FTE employee