

CRM Dashboards Strategy Assessment Tool

CRM Performance Metrics & Measures

A Research Paper By: Dean Herington, Jr. Founder: CRM University



CRM UNIVERSITY
INCORPORATED

CHAMPS

Create Your Own CRM Dashboard

To complete this practice activity, brainstorm some potential CRM Performance Indicators using the examples on the following pages. Then prioritize your own CRM Performance Indicators using the following criteria. Put a check mark in the appropriate columns.

Criteria 1: Will the organization (or a specific functional department) be interested in monitoring this metric? (Is it important enough to warrant the effort?)

Criteria 2: Is this metric easily understood by the organization?

Criteria 3: Will this metric help the organization manage its performance?

Criteria 4: Is the required data readily available or can it be easily collected? (Practical to measure)

Criteria 5: Will this metric influence the desired behaviours defined within our Customer Relationship Process (CRP) Model?

Potential CRM Performance Indicator	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Sample CRM Performance Indicators & Metrics

Goal	Sample Performance Indicator	Internal	External	Cost	Quality	Time
Improve Customer Service	% on time deliveries	X			X	X
	Average time per service call	X			X	X
	Mean response time to a service call	X			X	X
	Timeliness of service calls	X			X	X
	% returned products		X	X	X	
	Customer complaints		X	X	X	
	Number and cause of credit memos issued		X	X	X	
	Number of cancelled orders		X	X	X	
	Number of warranty claims		X	X	X	
	Conformance to expectations		X	X	X	X
	Customer ranking survey		X	X	X	X
	Customer satisfaction index		X	X	X	X
	Ranking as a supplier of choice		X	X	X	X
	Share of key customers' purchases		X	X	X	X
	Service costs	X		X		
	Tender success rate		X	X	X	X
% sales to new vs. existing customers		X	X			
Improve Financial Performance	Revenue Generated	X		X		
	Cost of goods sold	X		X		
	Departmental performance to budget	X		X		
	Earnings per share		X	X		
	Gross profit by product line (\$ and %)	X		X		
	Margin	X		X		
	Operating costs	X		X		
	Operating income (\$ and %)	X		X		
	Profit forecast reliability	X		X		
	Profitability	X		X		
	Return on capital employed	X		X		
	Return on investment	X		X		
	Revenue growth	X		X		
	Sales growth (\$ and %)	X		X		
	Shareholder value		X	X		
Improve Market Positioning	Yield	X		X		
	% of products which equal 80% sales	X		X		
	% revenue from third-party relationships	X		X		
	Market share		X	X	X	X
	Number of (positive vs. negative) references made in the media		X	X	X	X
	% sales to new vs. existing customers		X	X		
	Recall/recognition of company or product name		X		X	
	Number of products or services		X	X	X	X
	Number of suppliers		X	X	X	X
Price premiums over competitors		X	X			

Culture

Goal	Sample Performance Indicator	Internal	External	Cost	Quality	Time
Increase Customer Orientation	Employee motivation	X		X	X	X
	Employee satisfaction	X		X	X	X
	Employee understanding of CRM Goals and performance targets	X		X	X	X
	Employee understanding of company strategy/mission/vision	X		X	X	X
Increase Focus on Customer Needs	Number and cause of credit memos issued		X	X	X	
	Number of cancelled orders		X	X	X	X
	Number of customer complaints		X	X	X	
	Number of complaints per service offering		X		X	X
	Number of returns per service offering		X		X	
	% returned products		X	X	X	
	Number of repeat customers		X		X	
	Closing Ratio		X	X	X	X
	% on time deliveries	X	X			X
	Average time per service call	X	X			X
	Hours with customers on new work	X	X			X
	Mean response time to a service call	X	X		X	X
	Timeliness of services / delivery	X	X			X
	Accuracy of services	X	X	X	X	
	Customer Satisfaction Ratings		X	X	X	X
	Number of referrals to other customers	X			X	
Number of invoices		X		X	X	
Number of services offered to customers		X		X		
Foster Partnership	Distributor sales vs. forecast	X		X		X
	Number of distribution points		X	X		X
	Number of joint marketing alliances		X	X	X	

CRM Administrative Processes

Goal	Sample Performance Indicator	Internal	External	Cost	Quality	Time
Improve Quality/Efficiency	Average time to market for new products		X			X
	Mean response time to a service call		X			X
	Process time to maturity	X				X
	Response time (orders)	X				X
	Throughput time	X				X
	% on time deliveries		X			X
	Average time per service call	X				X
	Cycle time relative to the value of the process	X				X
	Days sales outstanding		X	X		X
	Length of order fulfilment cycle time	X				X
	Performance against plan/schedule	X				X
	Sales backlog		X			X
	% returned products		X	X	X	
	Incorrect deliveries		X	X	X	X
	Number and cause of credit memos issued		X	X	X	
	Number of cancelled orders		X	X	X	
	Number of customer complaints		X	X	X	
	Selling expense as a % of sales	X		X		
	Value of new product sales as a % of sales	X		X		
	Product Revenue/Margin Objectives	X		X		
	Revenue per employee	X		X		
	Distributor sales vs. forecast		X	X		
	Incoming orders vs. plan	X		X		
	Accuracy of delivery forecasts	X				X
	Accuracy of revenue forecasts	X		X	X	X
	Create Integrated Cross Functional Teams	Level of synergy of group decision making	X			X
Team includes personnel from all relevant functions		X			X	
Incidence of appealing for external help and assistance		X				X

Partial Listing of Formulas in Support of Metrics

#	Indicator	Unit	Formula
Obtaining Customer Commitment			
1	Customer base growth	%	Number of new customers / total number of customers
2	Customer dependency	%	The percentage of customers accounting for 80 percent of sales volume last year
3	New customer return	%	Sales to new customers / Sales
4	Lost customers	%	Number of lost customers / Total customers
5	Market share for main product		
6	Marketing cost ratio	%	The marketing cost / Sales
9	Closing ratio	%	Number of successful proposals / Total number of proposals
11	Revenue per marketing employee	%	Revenue / Number of marketing employees
12	Customer visits	%	Number of customer visits / Number of customers
Customer Service			
1	Product return ratio	%	Number of product units taken back / Number of product units sold
2	Product return cost	%	Total product return cost / Sales
3	After-sales service profit	%	Income from after-sales service / Sales
4	Average complaint response time	Days	
5	Average complaint resolution time	Days	
Order Fulfillment			
2	Outgoing delivery completeness	%	Number of complete customer orders / Total number of customer orders delivered
3	Outgoing delivery timeliness	%	Number of customer orders delivered on time / Total number of customer orders
7	Commercial lead time ratio	%	Commercial lead time / Order fulfillment lead time
10	Distribution lead time ratio	%	Distribution lead time / Order fulfillment lead time
11	Commercial cost ratio	%	Commercial costs / Sales
13	Distribution cost ratio	%	Distribution cost / Sales
17	Customer payment timeliness	%	Number of on-time customer payments / Total number of invoices
18	Average order value		Sales / Total number of customer orders
21	Value of cancelled orders	%	Value of cancelled orders / Sales