Project Management Metrics and Business Key Performance Indicators (KPIs)

**Project Management Metrics**

**Actual Cost (AC) or Actual Cost of Work Performed (ACWP):** Monetary value. Amount spent on the project as of a reporting date.

**Cost of Managing Processes:** Monetary value. Provides an overview of time and resources used for project management and supervision. A high value can indicate excessive or inefficient project management.

**Cost Performance Index (CPI):** Ratio. Shows time behind or ahead of an approved project schedule.

**Cost Variance (CV):** Monetary value. Indicates if the estimated project cost is below or above the baseline as planned. Often noted as Planned Budget vs. Actual Budget.

**Earned Value (EV) or Budgeted Cost of Work Performed (BCWP):** Monetary value. The approved budget for all performed work as of a reporting date.

**Missed Milestones:** Count or percentage. Shows how many milestones miss their scheduled date. Often used as an additional input for status stoplight dashboards (green, yellow or red).

**Overdue Project Tasks:** Count or percentage. Shows how many tasks are overdue. Often used to set status colors (green, yellow or red) based on predetermined levels. Sometimes referred to as “Crossed Deadlines.”

**Planned Hours of Work vs Actual Situation:** Count or percentage. Shows how many tasks are overdue. Often used to set status colors (green, yellow, or red) based on predetermined levels. Sometimes referred to as “Crossed Deadlines.”

**Planned Value (PV) or Budgeted Cost of Work Scheduled (BCWS):** Monetary value. The estimated planned project costs as of a reporting date that shows if spend is on or off budget. Typically calculated as $PV = (percent tasks remaining) \times (project budget)$.

**Projects Cancelled:** Percentage. Compares aggregate cancelled project activity. Useful for planning project activity over a multiyear period to determine capacity and resource planning.

**Projects Completed on Time:** Percentage. Compares aggregate completed project activity. A benchmark for many companies is to keep this value above 80 percent.

**Resource Utilization:** Percentage. Indicates actual use of human resources compared to potential capacity. Often connected to billable hours vs. non-billable (bench or administrative) time.

**Return on Investment (ROI):** Ratio. Calculates project profitability and if benefits exceed cost.

**Schedule Performance Index (SPI):** Ratio. Determines if a project is behind or ahead of schedule. SPI = (Earned Value)/(Planned Value).

**Schedule Variance (SV):** Monetary value. Determines variation (negative or positive) from the planned budget for a project.

**Tasks Complete:** Percentage. Simple calculation of number of tasks finished as a percentage of planned tasks. May or may not be weighted to task complexity.
Business Keys Performance Indicators (KPIs)

**Finance**
- Accounts payable current
- Accounts payable process cost
- Accounts payable turnover
- Accounts receivable current
- Accounts receivable turnover
- Budget creation cycle time
- Budget iterations [number]
- Budget line items [number]
- Budget variance
- Burn rate
- Cost of managing business
- Current ratio
- Debt to equity ratio
- Finance error report
- Finance function total cost
- Internal audit cycle time
- Inventory turnover
- Net profit margin
- Net profit margin
- Operating cash flow
- Payment error rate
- Payroll headcount ratio
- Quick ratio—acid test
- Resource utilization
- Return on equity
- Vendor expenses
- Working capital

**Manufacturing**
- Capacity utilization rate
- Capital equipment expense per plant revenue [percent]
- Labor expense per COGS [percent]
- Machine time per order lead time [percent]
- Machine uptime
- Materials and components per plant revenue [percent]
- Overall equipment effectiveness
- Part sales per plant revenue [percent]
- Product sales per plant revenue [percent]
- Production run setup time
- Recordable incident rate
- Scrap expense per plant revenue [percent]
- Scrap rate
- Service sales per plant revenue [percent]
- Utilities expense per plant revenue [percent]

**Sales**
- Asset turnover ratio—sales to assets
- Calls handled per representative—inbound
- Calls handled per representative—outbound
- Customer engagement level
- Customer lifetime value per customer profitability
- Customer turnover rate
- Lead cost per channel
- Leads or prospects new [monthly]
- Leads qualified [number]
- Lead-to-close rate across all channels
- Lead-to-sale conversion rate
- New client acquisition cost per channel
- Order value [average]
- Product or service usage [daily]
- Purchase value [average]
- Quotes per orders [number per month]
- Relative market share
- Resources spent per client—paying or nonpaying
- Sales [hourly, daily, weekly, monthly, quarterly, annual]
- Sales by lead source
- Sales conversion time [average]
- Sales demos [monthly number]
- Sales growth [monthly]
- Sales per new customers [monthly]
- Sales per representative
- Sales reps per $X revenue
- Sales total from existing customers [percent]
- Sales volume per customer [annual average]
- Sales volume per customer [monthly average]
- Shopping cart abandonment rate [percent]
- Shopping carts abandoned [number]

**Supply Chain**
- Asset utilization rate
- Back order rate
- Carrying cost of inventory
- Days on hand: finished goods
- Days on hand: raw materials
- Defect rate
- Inventory accuracy
- Inventory on hand
- Inventory shrinkage
- Inventory turns
- Material acceptance rate
- Order accuracy
- Order fulfillment lead time
- Perfect order rate
- Raw materials expense per COGS [percent]
- Safety stock levels
- Stocking levels
- Supply queues and wait times

Copyright © 2020, Oracle and/or its affiliates. All rights reserved. Oracle and Java are registered trademarks of Oracle and/or its affiliates. Other names may be trademarks of their respective owners.