Top 25 Restaurant KPIs of 2010

- Revenue per available seat hour (RevPASH)
- Canceled reservations
- Complaints per restaurant order
- Positive feedback from guests
- Reserved tables
- Guests per table
- Tables served per waiter
- Revenue per available square meter (RevPAM)
- Customers satisfied with the time to be served
- Restaurants that apply principles of workplace safety and sanitation
- Unavailability of menu items
- Restaurants that apply principles of menu planning
- Revenue per table
- Time per table turn
- Restaurants that apply principles of managing the purchasing process
- Amount of dining
- Food service strike rate
- Food loss
- Tips from total collected
- Food costs from food sales
- New menu items
- Guests
- Product quality uniformity
- Beverage loss
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Executive Summary

Key Performance Indicators (KPIs) represent today an integral part of management systems across organizational levels, as they are used at strategic, operational and individual level. A KPI is a selected indicator considered key for monitoring the performance of a strategic objective, outcome, or key result area important to the success of an activity and growth of the organization overall.

The Top 25 Restaurant KPIs of 2010 report provides insights on the state of food service performance measurement today by listing and analyzing the most visited KPI examples for this industry on smartKPIs.com in 2010. It is part of the Top KPIs of 2010 series of reports and a result of the research program conducted by the analysts of smartKPIs.com in the area of integrated performance management and measurement. smartKPIs.com hosts the largest catalogue of thoroughly documented KPI examples available today and representing an excellent platform for research and dissemination of insights on KPIs and related topics. The hundreds of thousands of visits to smartKPIs.com and the thousands of KPIs visited, bookmarked and rated by members of this online community in 2010 provided a rich data set, which combined with further analysis from the editorial team, formed the basis of these research reports.

Centered around the Restaurant KPIs that in 2010 received the highest number of visits on smartKPIs.com, the “Top 25 Restaurant KPIs of 2010” report contains in addition to KPI names, a detailed description of each KPI. While dominated by Occupancy and Service KPIs, other popular examples come from areas such as Revenue, Customer feedback, Quality compliance and Cost management. The top 5 Restaurant KPIs of 2010

Top 25 Restaurant KPIs of 2010

The top 5 Restaurant KPIs of 2010

<table>
<thead>
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<th>KPI</th>
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Overall, the report includes a variety of Restaurant KPIs in a unique blend. Each of the KPIs is presented individually within a KPI description form exported from smartKPIs Premium, the premium content section of the smartKPIs.com catalogue. Additional sections of the report present an overview of the use of KPIs today, the structure of the KPI documentation form and clarify the terminology specific to performance measurement.

The Top 25 Restaurant KPIs of 2010 report is a synthesis of what smartKPIs.com is all about: it forms an overview of how Restaurant KPIs are used in practice today, by combining input from the online community with analysis and insights from our research team. By discussing the use of KPIs today, presenting the best practice in documenting them and listing the most popular KPIs of 2010, the Top KPIs of 2010 series of reports are valuable resources in promoting the informed use of KPIs or refreshing the existing performance measurement and management practice in any organization.

About Key Performance Indicators (KPIs)

In many domains of human activity, the use of tools is essential for the achievement of results. Measurement and evaluation make no exception, being equipped with both conceptual and physical tools. Of the first category, at the core of any performance measurement and management system are the measures, metrics, indicators or KPIs used.

Both academic and practitioner literature uses interchangeably these terms, often times even within the same organization. At smartKPIs.com, we have adopted the following definitions for these terms:

- **Measure** - A number or a quantity that records a directly observable value. All measures are composed of a number and a unit of measure. The number provides magnitude (how much) for the measure, while the unit gives number a meaning (what). Examples of unit measures are: dollars, hours, meters, inches, etc.

- **Indicator** - Indicators are defined in many ways, but the common meaning for all of them is that they refer to specific information. Thus, the Organization for Economic Co-operation and Development (OECD) defines an indicator as “a qualitative or quantitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor.”

- **Metric**, **Performance Measure or Performance Indicator** - A generic term encompassing the quantitative basis by which objectives are established and performance is assessed. It helps quantify the achievement of a result, the quantifiable component of an organization’s performance. In the context of measuring and managing performance these terms are used interchangeably.

- **Key Performance Indicator (KPI)** - A selected indicator considered key for monitoring the performance of a strategic objective, outcome, or key result area important to the success of an activity and growth of the organization overall. KPIs make objectives quantifiable, providing visibility into the performance of individuals, teams, departments and organizations and enabling decision makers to take action in achieving the desired outcomes. Typically, KPIs are monitored and communicated through dashboards, scorecards and other forms of performance reports.

While on paper the terms listed above can be differentiated, in practice, the difference between them is blurred and, at some extent, irrelevant. As long as their purpose and use is clear and understood by members of the organization, whether they are called performance measures or KPIs is a matter of preference.

At smartKPIs.com, we assess each example entered in the online database and label it as measure, performance indicator or KPI. It is an empirical and subjective approach to catalogue each entry based on relevance. Ultimately, all entries in the online database are considered KPI examples. In addition, to single out the entries that stand out in terms of relevance, we introduced a new label:

**smartKPI** - A Key Performance Indicator example available on smartKPIs.com, that is recommended as being the most relevant and truly “Key” for organizational performance. They are selected by the editorial team of the website based on criteria such as:

- Listing in academic and practitioner publications that analyse their usefulness;
- Frequency of use by Functional Area / Industry;
- Fulfillment of the criteria of how good KPIs should be defined and used.

Measurement as a human activity is not new. It emerged in early history as a mean for discovery and sense-making. Archaeologists consider the first measurement tool used in human history to be the Lebombo bone, a baboon fibula containing 29 cut notches. Dated 35,000 BC, this tally stick was discovered in the Lebombo mountains in Swaziland.

Evaluation, as a form of measurement, was used as early as the 3rd century AD, when emperors of the Wei Dynasty rated the performance of the official family members. The biased nature of individual performance evaluation was noticed by Chinese philosopher Sin Yu, who reportedly criticized a rater employed by the Wei Dynasty with the following words: “The Imperial Rater of Nine Grade seldom rates men according to their merits, but always according to his likes and dislikes”.

A major milestone in making the connection between measuring as a human activity and performance was in 1494, when Luca Pacioli merits, but always according to his likes and dislikes”.

Dynasty with the following words: “The Imperial Rater of Nine Grade seldom rates men according to their merits, but always according to his likes and dislikes”.

A major milestone in making the connection between measuring as a human activity and performance was in 1494, when Luca Pacioli published in Venice his ‘Summa de arithmetica, geometria, proportioni et proportionalita’ (Everything on arithmetic, geometry, proportions and proportionality). It detailed a practice the Venetian sailors had in place to evaluate the performance of their sailing expeditions, which became the basis of the double-entry accounting system.

In time, the subjective nature of individual performance evaluations and the dominance of financial indicators for evaluating enterprise performance became stepping stones for performance management in human activities.

The industrial revolution added to this combination the “organization as a machine” metaphor that played a major role in driving improvements in efficiencies and effectiveness. The result was an organizational performance management model based on mechanistic, command-and-control thinking, driven by subjective individual performance assessments and financial indicators and crowned by pay-for-performance arrangements.

 did it work? To a certain extent, yes. Many organizations flourished and matured based on this model. Does it have flaws? Many. And while historical circumstances attenuated them in time, today’s environment amplifies and exposes them at an accelerated rate.

 Is there a better way? Yes, but it is not simple. It requires a change at multiple levels, from the underlying philosophy of performance, to mentalities and processes. This is not easy.

Over time, the use of Key Performance Indicators (KPIs) became synonymous to performance measurement and management. KPIs are the link between the old and the new in performance management. Their use, however, is much richer and rewarding in an environment based on organic performance architecture principles: Organizations are echo-systems in their own right. They vary in terms of maturity and the environment in which they operate. As such, their use of performance management systems should reflect their own “personality”. You can try to build an igloo in Sahara, but it won’t be sustainable. The performance architecture of each organization needs to be unique and to reflect its internal and external environment.

Systems thinking provides a much richer context for understanding and improving performance. Command-and-control worked in time for the army, for increasing productivity of unskilled workers during the industrial revolution and for managing large organizations (such as the public service). Today, knowledge workers form the majority of the workforce in developed economies, operate in a much more interconnected environment and have to make decisions at an accelerated pace. Understanding the systems in which we operate, analyzing flow and learning based on data become ever more important today and complement the traditional simplistic managerial approach of executing orders from above.
smartKPIs.com Community Profile

Since its launch in 2009, smartKPIs.com established itself as the favourite destination of professionals from around the world interested in high quality documented examples of performance measures. With hundreds of thousands of page views and tens of thousands of visitors from over 190 countries each month, www.smartKPIs.com is one of the most used performance management resources on the Internet.

What sets the smartKPIs.com community apart is the profile of its members. smartKPIs.com is a truly global community, with relatively uniformly spread representation in terms of membership around the world. While the highest number of members comes from English speaking countries, no single country dominates in terms of representation. The same applies in terms of the size of the organizations to which smartKPIs.com members belong. While membership is the highest among companies with 11 to 500 employees, both small and large organizations in terms of headcount are well represented.

Country breakdown

Organization size

Managerial roles

In terms of industry affiliation, the majority of smartKPIs.com community members operate in the consulting industry. The ICT, manufacturing and education / training sectors follow in this hierarchy, which also reflects wide interest from both the public and not-for-profit sectors.

Overall, the profile of the smartKPIs.com community paints the picture of a global, diverse and highly qualified membership base. Tapping into the collective intelligence of this community by analyzing visit trends is a reflection of both trends in performance management at international level across industries / functional areas and of the relevance of the smartKPIs.com content.
2010 smartKPIs.com Functional Areas Taxonomy

14 Functional Areas with 59 Sub-categories

Accounting (217)*
- Accounting Systems (34)
- Cash Management (21)
- Control (10)
- Cost Analysis (34)
- Planning and Reporting (53)
- Transactions / Accounts Payable / Accounts Receivable (65)

Knowledge and Innovation (183)
- Innovation (37)
- Knowledge Management (70)
- R & D (76)

Corporate Services (38)
- Administration / Office Support (8)
- Corporate Travel (6)
- Facilities / Property Management (16)
- Legal Services (8)

Marketing & Communications (178)
- Advertising (32)
- Marketing (119)
- Public Relations (27)

Online Presence - eCommerce (159)
- eCommerce (45)
- Email Marketing (17)
- Online Advertising (18)
- Online Publishing - Weblogs (10)
- Search Engine Optimisation (SEO) (15)
- Web Analytics (54)

Portfolio and Project Management (102)
- Benefits Realisation Management (5)
- Portfolio Management (56)
- Project Management (41)

Production & Quality Management (163)
- Maintenance (20)
- Production (85)
- Quality Management (58)

Sales and Customer Service (246)
- Customer Service (101)
- Sales (145)

Supply Chain, Procurement, Distribution (379)
- Contract Management (46)
- Inventory Management (82)
- Logistics / Distribution (133)
- Procurement / Purchasing (78)
- Supply Chain Management (40)

* The figures in the brackets represent the number of documented KPI examples available on www.smartKPIs.com as of 1 February 2011. For up to date statistics follow the hyperlinks.

2010 smartKPIs.com Industries Taxonomy

24 Industries with 94 Sub-categories

Agriculture (259)*
- Crops (38)
- Forestry and Logging (32)
- Livestock, Hunting and Fishing (136)

Arts and Culture (127)
- Event Production and Promotion (4)
- Libraries and Archives (92)
- Museums (30)

Construction & Capital Works (29)
- Civil Engineering (24)
- Construction of Buildings (22)

Education & Training (65)
- Academic Education (61)
- Training and Other Education (6)

Financial Institutions (144)
- Banking, Mortgages and Credit (66)
- Insurance (50)
- Investments (42)

Government - Local (628)
- Budget and Finance (25)
- Community - Quality of Life (33)
- Culture, Recreation and Entertainment (39)
- Economic & Business Affairs (90)
- Environment (60)
- General Local Administration (59)
- Public Safety (98)
- Public Services (123)
- Social Services (104)

Government - State / Federal (532)
- Agriculture, Fisheries and Forestry (46)
- Education (38)
- Employment and Workplace Relations (42)
- Finance / Treasury (11)
- Foreign Affairs and Trade (5)
- General State Administration (13)
- Health (65)
- Human / Social Services (11)
- Law and Justice (97)
- Military, Security and Defense (20)
- Resources and Energy (44)
- Tourism (64)
- Transportation and Infrastructure (49)

Healthcare (210)
- Emergency Response / Ambulance Services (31)
- Healthcare Support Services (16)
- Hospitals (83)
- Medical Laboratory (15)
- Medical Practice (54)
- Preventive Healthcare (31)
- Veterinary Medicine (7)

Hospitality & Tourism (133)
- Food and Beverage Service (47)
- Hotel / Accommodation (78)
- Tour Operator (16)

* The figures in the brackets represent the number of documented KPI examples available on www.smartKPIs.com as of 1 February 2011. For up to date statistics follow the hyperlinks.
## % Hospital bed occupancy rate

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

**Variations**
- % Bed occupancy rate - long-term patients
- % Bed occupancy rate - short-term patients

**Related KPIS**
- # Hospital inpatient beds
- # Hospital operating profit per bed
- # Hospital admission rate per 10,000 inhabitants

**Target**
Hospital, occupancy

**Formula**
\[
\text{Bed occupancy rate} = \frac{A}{B} \times 100
\]

**Notes**
- Given the universality of the measure, it suits benchmarking very well. High levels of bed occupancy reflect the ability of a hospital to provide safe patient care and indicate an efficient use of a hospital’s capacity.

**Analysis and resources**

**References**

**KPI record**
- Indicator type: Rate
- Unit type: Percentage

**KPI scorecard**
- Benchmarking fit: Suitability
- Analysis type: Objective
- Stage of evaluation: Input
- Type of calculation formula: Based on the combination of subordinate measures (rate, ratio, index, composition)

**Analysis of relevant factors**
- Suitable for automating data gathering by importing data in the centralized reporting tool.
- Subjective evaluation of the suitability for benchmarking based on indicator reporting standardization in the industry.

**Additional information**
- Threshold values:
  - Red: <70%
  - Yellow: 70-90%
  - Green: >90%

**Notes**
- Subjective evaluation of the integrity characteristics of the data being reported.

**SmartKPIs**
- Rating: 3 (3 / 5)
- Views: 1770
- Last updated: 02 February 2011

**Share**
- Option to save the indicator in a preferred list available online at smartKPIs.com.

**Comments**
- Other indicators saved in the preferred list along with the current example by smartKPIs.com community members.
- Option to comment, provides feedback and engage with other members of the smartKPIs.com community on topics relating the documentation and use of the indicator.“

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## % Bed occupancy rate - long-term patients

**Definition**
Measures the percentage of beds in the hospital that are occupied by long-term patients, from overall number of hospital beds.

**Variations**
- % Bed occupancy rate - long-term patients
- % Bed occupancy rate - short-term patients

**Related KPIS**
- # Hospital inpatient beds
- # Hospital operating profit per bed
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**Target**
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## % Bed occupancy rate - short-term patients

**Definition**
Measures the percentage of beds in the hospital that are occupied by short-term patients, from overall number of hospital beds.

**Variations**
- % Bed occupancy rate - long-term patients
- % Bed occupancy rate - short-term patients

**Related KPIS**
- # Hospital inpatient beds
- # Hospital operating profit per bed
- # Hospital admission rate per 10,000 inhabitants

**Target**
Hospital, occupancy

**Formula**
\[
\text{Bed occupancy rate} = \frac{A}{B} \times 100
\]

**Notes**
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Food and Beverage Service as an Industry

Food and Beverage Service activities include the provision of complete meals or drinks fit for immediate consumption, whether in traditional restaurants, self-service or take-away restaurants, whether as permanent or temporary stands, with or without seating. Also, it can include the service of food and beverage to a group as part of an organized event, where services occur to all guests within a specific time frame. The traditional format for entities operating in this industry are restaurants, whose operation require a higher degree of complexity.

For the purpose of navigating around the KPI examples listed in this report, they have been grouped in the following categories:

• Occupancy, covering aspects such as guest numbers and reservations;
• Service, grouping menu and labour related KPs;
• Revenue, linked to several variables;
• Customer feedback, covering aspects related to guest satisfaction;
• Quality compliance, with principles and practices regarding industry regulations (such as safety and sanitation) and industry best-practices (menu planning, environmental awareness etc.);
• Cost management, grouping KPI examples used for the analysis and optimization of expenses.

History

The hospitality industry and, in this context, food and beverage service side of it, is considered to be one of the oldest, with records of its existence being traced back in ancient times. The industrial revolution from the 18th century and the technological and social changes it has generated enhanced the development of the food service industry. The growth of cities and the introduction of technologies that made possible a better conservation and transportation of food lead to an increasing demand for food service on the market.

Nowadays, the food and beverage service industry is one of the most regulated in terms of norms that restaurants and similar facilities have to comply with, in order to ensure customer safety and a proper sanitation of products and operations. On the other hand, it has benefited from technological developments and a diversification of customer needs and demands that made possible the emergence and development of a great variety of food service facilities, to address the needs of any customer group and budget.

However, the economic conditions over the last years provided a difficult operational environment, with restaurant managers around the world, having to face lower customer demand as customers cut spending. The use of KPIs in this context is timely as they can assist in making decisions about the efficiency and effectiveness aspects of operating a restaurant.

Relevant Professional Associations

International Hotel & Restaurant Association (IHRA)
International Food Service Executives Association (IFSEA)
International Association of Culinary Professionals (IACP)
Hospitality Financial & Technology Professionals (HFTP)
Hospitality Sales & Marketing Association (HSMAI)
Top 25 Restaurant KPIs of 2010 – Countdown Analysis

% Front of house labor

The winning and dining experience is based not only on food quality and service, but also on the ambiance. Ensuring the condition of the establishment is up to standards at all times requires time allocated to front of house work. This KPI is useful in finding the right balance for staff time allocation.

% Beverage loss

Value generation in a restaurant context is both about increasing revenues and reducing costs. Monitoring food and beverage loss is a common practice in the industry, supporting efforts for cost reduction and efficiency improvements.

# Guests

Monitoring the volume of guests that have to be served, especially in time intervals where table occupancy is high, is important in order to plan and optimize personnel and the other resources so as to offer impeccable service.

% Tips from total collected

In some markets (such as in the US), tips are part of the culture and of the social contract, being important component of remuneration. They can be useful indicators of customer satisfaction and buying power, thus their monitoring is popular across markets.

% Food costs from food sales

Another cost management KPI example, used in monitoring value generation. In markets with high food price variability, such KPIs serve monitoring profitability and ensuring actions are taken to maintain it.

% Product quality uniformity

Ensuring customer satisfaction relies on providing products of consistent quality every time. Monitoring this is popular both at individual location and chain level.

# New menu items

A popular KPI for restaurants that pride themselves as innovators and position themselves as such. For this market segment adding new menu items represents an R&D KPI that contributes to their branding. For other segments, menu decisions are exclusively pragmatic and changes are driven by profitability.

$ Amount of dining

Increasing the revenue achieved by restaurants can be done either by gaining new guests, or by stimulating them to buy more. Mainly in the case of luxury restaurants, monitoring the average amount of a dining bill can offer insights into the guests’ profile and how to increase the value of these guests.

% Restaurants that apply principles of managing the purchasing process

Purchasing operations are very important for any business in the food and beverage service industry. Due to the health implications and subsequent regulations in the field, having sound purchasing practices and handling processes for ingredients is vital.

# Time per table turn

A key value driver for any restaurant is to achieve the revenue per available seat hour (RevPASH) as high as possible. In order to do so, tight monitoring of the average time spent by a guest or a group of guests at a table enables insights into how to optimize table occupancy and improve RevPASH.

% Restaurants that apply principles of managing the purchasing process

Applying principles and practices of menu planning enables restaurant managers to better organize their activities and offer superior service in terms of quality and diversity of menu items. Many restaurant chains monitor this KPI in order to assess the extent at which the units in the chain implement menu planning practices, as an industry best practice.
Top 25 Restaurant KPIs of 2010

# Tables served per waiter
Maintaining a balance between the number of waiters and the volume of tables and guests they need to serve is important from both employee and guest satisfaction perspectives. Having too few waiters serving too many tables can lead to poor quality of service, increased time to serve guests and employee work overload.

% Restaurants that apply principles of workplace safety and sanitation
Compliance with legal regulations is a necessity for units in the food and beverage industry. Hence, in the case of restaurant chains, the percentage of restaurants that apply principles of workplace safety and satisfaction is a key indicator of compliance and care for the employees and guests.

% Customers satisfied with the time to be served
A fast service is a key driver of success in the restaurant industry as it impacts both customer satisfaction and profitability. Monitoring this KPI is a must for any restaurant interested in gaining insights from customers on the dining experience.

$ Revenue per available square meter (RevPAM)
Monitoring RevPAM is useful in assessing how well the available space is organized in order to optimize revenue. While overall revenue differs from one food service unit to another, depending on its profile, RevPAM offers a benchmark to which different restaurants can compare and see how well they are performing, no matter the total surface they use and their total revenue.

% Unavailability of menu items
Offering high quality services requires restaurants to satisfy customer needs and this KPI offers insights regarding the extent at which these needs are satisfied. Ordering items that are not available to serve will probably lead to guests' dissatisfaction as it reflects poorly on the administrative and customer service capabilities of the venue.

% Reserved tables
By monitoring the extent at which restaurant tables are reserved, this KPI illustrates the interest of guests in the restaurant. Having high levels of tables occupied with reservations indicates that the restaurant is attractive and can further on help plan occupancy of tables.

$ Revenue per available seat hour (RevPASH)
RevPASH is one of the most popular KPIs in the food and beverage service industry, being the correspondent of RevPAR in the hotel industry. While revenue optimization is a key preoccupation for any food service manager, monitoring this KPI can be useful for maximizing the revenue-generation capacity of the seats available.

% Positive feedback from guests
Guest satisfaction and loyalty is a key focus for each food service unit. Hence, measuring and tracking feedback from restaurant guests must be done permanently and must be used as foundation for improving service. Positive feedback from guests is recognition of high standards in service delivery and a leading indicator of guest satisfaction.

# Complaints per restaurant order
Thorough monitoring of guest satisfaction and complaints is a practice that any food and beverage service unit should employ. This KPI offers insights regarding the frequency of complaints relative to the orders serviced.

% Canceled reservations
Tracking the reservations that are canceled is important in order to optimize occupancy through table reallocation and for the improvement of reservation standards. If using a reservation management system, data collection and reporting can be done with ease.

% Customers satisfied with the time to be served
A fast service is a key driver of success in the restaurant industry as it impacts both customer satisfaction and profitability. Monitoring this KPI is a must for any restaurant interested in gaining insights from customers on the dining experience.

© eab group Pty Ltd 2011
### $ Revenue per available seat hour (RevPASH)

#### Definition and variations

**Definition**

Measures the restaurant's revenue on a per available seat hour basis. The volume of available seat hours refers to the number of seats available for guests, multiplied by the number of hours of operation.

**Variations**

- $ RevPASH
- $ Revenue per available seat hour

**Related KPIs**

- $ Revenue per available treatment room (RevPAT)

**Tags**

- revenue

#### Calculation

**Subordinate measures used for calculation**

| A | $ Revenue |
| B | # Available seat hours |

**Calculation formula**

\[
\frac{A}{B} = \frac{\text{Average}}{\text{Increasing}}
\]

**Focus**

- It is used in revenue management in order to analyze the overall efficiency in seating and selling the products to customers, identifying the most and least efficient serving intervals.

**BSC perspective**

- Financial
- Measurement focus: Money
- Measurement type: Output
- Indicator focus: Level
- Lagging
- Data profile
- Data capture period: Day
- Standard reporting frequency: Monthly

**Automation fit**

- Recommended

**Target**

- **Threshold example**
  - Red: <20
  - Yellow: 20-30
  - Green: >30

**Analysis and resources**

**Overall notes**

It represents one of the newest measures of restaurant productivity, developed and advocated by Dr. Sheryl Kimes of Cornell University. RevPASH increases can be stimulated by increases in seat turnover (serving more customers in an hour increases the revenue achieved in that hour). Also, restaurant managers can increase RevPASH by offering incentives during the time intervals (hours) when less diners visit the restaurant.

**Additional resources**


**References**

**Name**

% Canceled reservations

**Definition and variations**

**Definition**

Measures the percentage of bookings that were retreated or canceled for different reasons, from the total number of bookings.

**Variations**

% Canceled bookings
% Cancellations
% Canceled bookings with penalty
% Canceled bookings without penalty

**Related KPIs**

% No show rate

**Tags**

booking operations

**Calculation**

Subordinate measures used for calculation

A = # Canceled reservations
B = # Reservations

**Calculation formula**

\[(A/B) \times 100\]

**Formula type**

Rate

**Trend is good when**

Decreasing

**Focus**

**Purpose**

To indicate how much of the potential revenue that could be generated by all the bookings within a given time period will become actual revenue for the organization.

**BSC perspective**

Customer

**Indicator focus**

Leading

**Measurement focus**

Volume

**Measurement type**

Quantitative

**Impact stage**

Process

**Level**

Operational

**Data profile**

**Data capture period**

Week

**Standard reporting frequency**

Weekly

**Data integrity**

Medium

**Automation fit**

Recommended

**Limitations**

For increased relevance, reporting should be done as often as possible, so as to allow re-booking.

**Targets**

**Benchmarking fit**

Notes

Suitable

The indicator is very suitable for benchmarking hotel or restaurant capacity usage.

**Threshold example**

Red: >10%

Yellow: 5-10%

Green: <5%

**Analysis and resources**

**Overall notes**

In the case of hotels, the analysis should be complemented by measuring the time horizons at which the cancellation is made after the moment of booking. If the cancellation is done quickly after the booking, there is the possibility of re-booking, so there will be no loss. If done right before the due arrival, the room might not be re-booked, but in most of the cases the money paid in advance is not returned by the hotel.

**Additional resources**

http://support.resortdata.com/rdpwin/Help/Res/CancelRes.htm

**References**

Functional Areas
Food and Beverage Service
Sub-categories
Industry
Hospitality & Tourism
Indicator type
Key Performance Indicator

Name
# Complaints per restaurant order

Definition and variations
Definition
Measures the average number of complaints recorded per restaurant service order.

Variations
# Average complaints per order

Related KPIs
% Complaints with workplace safety and sanitation

Tags
satisfaction

Calculation
Subordinate measures used for calculation
A = # Complaints received
B = # Restaurant service orders recorded

Calculation formula
A/B

Formula type
Average

Trend is good when
Decreasing

Focus
Purpose
It represents one way of assessing restaurant guest satisfaction.

BSC perspective
Customer Measurement focus Satisfaction Impact stage Outcome
Indicator focus Loading Measurement type Level Strategic

Data profile
Data capture period Day Standard reporting frequency Weekly Data integrity Low
Automation fit Not recommended Limitations

Targets
Benchmarking fit
Notes
Targets should be set as low as possible, but considering the fact that customers might be highly subjective, facing guest complaints is inherent.

Threshold example
Red: >2
Yellow: 1-2
Green: <1

Analysis and resources
Overall notes
Monitoring this KPI requires contribution from the waiters, if they are the ones to whom customers communicate their complaints. In this context, waiters might "game" the results, so as to avoid being questioned by restaurant managers.

Additional resources
http://www.complaintsboard.com/complaints/restaurantcom-c160285.html

References

Also available at: http://www.smartkpis.com/kpi-key-performance-indicator/complaints-per-restaurant-order-460.html

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### % Positive feedback from guests

<table>
<thead>
<tr>
<th>Name</th>
<th>% Positive feedback from guests</th>
</tr>
</thead>
</table>

#### Definition and variations

**Definition**
Measures the percentage of positive feedback received from guests as a result of their satisfaction with the overall customer experience.

**Variations**
% Positive feedback

Related KPIs
- Feedback received from employees, partners and customers

**Tags**
- hotel, feedback

#### Calculation

**Calculation formula**

\[
\frac{A}{B} \times 100
\]

**Formula type**
Rate

**Trend is good when**
Increasing

#### Focus

**Purpose**
To determine the level of customer satisfaction with the hospitality unit's facilities and services.

**BSC perspective**
- Measurement focus: Satisfaction
- Impact stage: Outcome
- Measurement type: Quantitative
- Level: Strategic

### Data profile

<table>
<thead>
<tr>
<th>Data capture period</th>
<th>Standard reporting frequency</th>
<th>Data integrity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day</td>
<td>Weekly</td>
<td>Low</td>
</tr>
</tbody>
</table>

**Automation fit**
Not recommended

**Limitations**
- Measurement can be affected by customer subjectivity (higher state at the moment when giving the feedback).
- Accurate reporting requires a clear definition of what a positive feedback is.

#### Targets

**Benchmarking fit**
Suitable

**Notes**
It is desirable by all hotel and restaurant managers or owners to have a rate of positive feedback as high as possible. Results will not always be 100% accurate as customers may tend not to be sincere when filling in the feedback form or may not give it the required attention.

**Threshold example**
- Red: <80%
- Yellow: 80-90%
- Green: >90%

#### Analysis and resources

**Overall notes**
Hospitality units may use various ways to receive feedback from customers: feedback forms to be filled in at check-out, feedback forms on their website to be filled in voluntarily, feedback letters sent to former guests as part of a campaign etc.

**Additional resources**

#### References

### Name

% Reserved tables

### Definition and variations

**Definition**
Measures the rate at which restaurant tables are occupied with prior reservation.

**Variations**
- % Booked tables
- % Ratio of booked tables
- % Table reservations

**Related KPIs**
- % Food service strike rate

**Tags**
- booking operations

### Calculation

**Subordinate measures used for calculation**
- A = # Times the tables are occupied with prior reservation
- B = # Times the tables are occupied

**Calculation formula**
\[
\text{Rate} = \frac{A}{B} \times 100
\]

**Formula type**
- Rate

**Trend is good when**
- Increasing

### Focus

**Purpose**
It is a measure of restaurant attractiveness, as booking restaurant tables means that people want to avoid the risk of not finding a free table.

**BSC perspective**
- Measurement focus: Volume
- Impact stage: Process
- Measurement type: Quantitative
- Indicator focus: Level

**Data profile**
- Standard reporting frequency: Weekly
- Data integrity: Low

### Targets

**Benchmarking fit**
Suitable

**Threshold example**
- Red: <40%
- Yellow: 40-60%
- Green: >60%

**Notes**
It is one of the most suitable metrics for comparison to competitor restaurants, as it is well known that customers make reservations to best recognized and busiest restaurants.

**Analysis and resources**

**Overall notes**
Usually, based on prior results for this metric, restaurant managers plan their tables by allocating some of them to reservations, and the rest to walk-ins.

It is argued that high levels of reservations occur also in the case of expensive restaurants, where people with checks of large value want to plan their night, they don't want to just drop in somewhere.

Also, it is argued that the use of technology enhances the volume of reservations for restaurant tables.

**Additional resources**
http://www.opentable.com/info/newspage.aspx?id=114

**References**


Also available at: http://www.smartkpis.com/kpi-key-performance-indicator/reserved-tables-4730.html

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# Guests per table

**Definition and variations**

**Definition**
Measures the average number of guests per table or bill.

**Variations**
- # Guests per table
- # Guests per bill

**Related KPIs**
- # Guests

**Tags**
guests

**Calculation**
Subordinate measures used for calculation
- A = # Individual guests served
- B = # Bills

**Calculation formula**
A/B

**Focus**

**Purpose**
To monitor the size of customer groups served.

**BSC perspective**
- Customer
- Measurement focus: Volume
- Measurement type: Quantitative

**Indicator focus**
- Leading
- Measurement focus: Input
- Impact stage: Level
- Measurement type: Operational

**Data profile**

**Data capture period**
- Day

**Automation fit**
Not recommended

Tracking the number of customers served requires data gathering at the level as the number of guests may vary from the number of orders placed.

**Targets**

**Benchmarking fit**
Suitable

**Notes**
Larger groups may be more profitable due to the size of the orders placed. However, such assumptions should be made by analyzing the data for each location.

**Threshold example**

Red: <2
Yellow: 2-3
Green: >3

**Analysis and resources**

**Overall notes**
Tracking this KPI may be useful in ensuring the restaurant caters for the suitable demographics.

**Additional resources**
- https://www.fbo.gov/index?s=opportunity&mode=form&id=b8bfa528916b0a9dcb87fd15e5e0f6a&tab=core&_cview=0

**References**
### # Tables served per waiter

**Definition and variations**

**Definition**
Measures the average number of tables served by one waiter in period.

**Variations**
- Average tables per waiter
- Tables served per waiter on a daily basis

**Related KPIs**
- Spent on equipment

**Tags**
- staff

**Calculation**

Subordinate measures used for calculation

\[
\text{Calculation formula} = \frac{A}{B}
\]

Where:
- \( A \) = # Tables served
- \( B \) = # Waiters

**Formula type**
- Average

**Trend is good when**
- Within range

**Focus**

**Purpose**
To indicate the average daily workload of waiters and their productivity.

**BSC perspective**
- Measurement focus: Volume
- Impact stage: Process

**Indicator focus**
- Measurement type: Quantitative
- Level: Operational

**Data profile**

**Data capture period**
- Standard reporting frequency: Weekly
- Data integrity: Low

**Automation fit**
- Not recommended

**Notes**

A high number of tables per waiter usually means that the restaurant is very busy.

**Threshold example**

Red: \(<10; >40\)  
Yellow: 10-20; 30-40  
Green: 20-30

**Analysis and resources**

**Overall notes**
Restaurants and cafes often employ front-waiter/back-waiter systems, where there are two or more staff for 12-20 customers. These two waiters share the responsibilities and can provide a higher quality of service.

**Additional resources**

**References**

Also available at: http://www.smartkpis.com/kpi-key-performance-indicator/tables-served-per-waiter-4760.html

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### Top 25 Restaurant KPIs of 2010

**KPI record**

- sK4788

**Indicators**

- smartKPI

<table>
<thead>
<tr>
<th>Functional Areas</th>
<th>Sub-categories</th>
<th>Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>Hotel / Accommodation</td>
<td>Hospitality &amp; Tourism</td>
</tr>
<tr>
<td>KPI record</td>
<td>Food and Beverages Service</td>
<td></td>
</tr>
</tbody>
</table>

---

**Name**

$ Revenue per available square meter (RevPAM)

---

**Definition and variations**

**Definition**

Measures the revenue achieved by the hospitality unit on a per square meter basis.

**Variations**

- $ RevPAM
- $ Total revenue per available room (TRevPAR)

**Related KPIs**

- $ Total revenue per available room (TRevPAR)

**Tags**

- revenue

---

**Calculation**

Subordinate measures used for calculation

| A | $ Revenue |
| B | # Area of the hospitality facility (in square meters) |

**Calculation formula**

\[ \frac{A}{B} \]

**Formula type**

- Average

**Trend is good when**

- Increasing

---

**Focus**

**Purpose**

To reflect the revenue generation capability of each square meter used by the hospitality unit.

**BSC perspective**

- Financial

**Measurement focus**

- Money

**Impact stage**

- Outcome

**Indicator focus**

- Leading

**Measurement type**

- Quantitative

**Level**

- Strategic

---

**Data profile**

**Data capture period**

- Monthly

**Automation fit**

- Recommended

**Limitations**

- Accurate reporting requires collecting data regarding revenue from the accounting systems.

---

**Targets**

**Benchmarking fit**

- Suitable

**Notes**

- Targets depend on the hospitality unit’s profile, attractiveness and reputation (which determine the level of prices).

**Threshold example**

- Red: <8,000
- Yellow: 8,000-10,000
- Green: >10,000

---

**Analysis and resources**

**Overall notes**

In the hotel industry, more commonly used is the RevPAR (revenue per available room). However, if the accommodation unit offers also restaurant and other services, this KPI is relevant in comparing the revenue generated by each of the facility.

**Additional resources**

- [Measuring Efficiency With Hotel Management Indicator](http://ezinearticles.com/?Measuring-Efficiency-With-Hotel-Management-Indicator&id=5791468)
- [Restaurant Revenue Management](http://www.mit.edu/~dbertsim/papers/Revenue%20Management/Restaurant%20Revenue%20Management.pdf)
- [The Role of Space in Revenue Management](http://ecommons.cornell.edu/bitstream/1813/11650/1/FinalDraftv7.4.pdf)
- [Monopolistic Competition and Product Differentiation](http://people.ucsc.edu/~nuclear/econ1/testinfo/chapter16.pdf)

---

**References**


---

Also available at: http://www.smartkpis.com/kpi-key-performance-indicator/revenue-per-available-square-meter-revpam-4788.html

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Name

% Customers satisfied with the time to be served

**Definition and variations**

**Definition**
Measures the proportion of customers that express satisfaction regarding the time it took to be served.

**Variations**
% Customer satisfaction with the time to be served

**Related KPIs**
% Customer retention

**Tags**
satisfaction

**Calculation**

**Subordinate measures used for calculation**
A = # Customers stating they are satisfied with the time it took to serve them
B = # Customers

**Calculation formula**
\[(A/B)*100\]

**Formula type**
Rate

**Trend is good when**
Increasing

**Focus**

**Purpose**
To indicate whether the internal flow for serving the customers meets their expectations in terms of time they have to wait to be served.

**BSC perspective**
Customer

**Indicator focus**
Measurement focus: Satisfaction
Measurement type: Quantitative

**Data profile**

**Data capture period**
Day

**Automation fit**
Recommended

**Targets**

**Benchmarking fit**
Unsuitable

**Threshold exemple**
Red: <95%
Yellow: 85-95%
Green: >95%

**Analysis and resources**

**Overall notes**
The metric is also highly susceptible for the halo effect. A customer that has not been satisfied with the service or the food quality, might express dissatisfaction in respect to anything asked. Measurement is easy, as it can be done by simply asking customers to fill in a brief form asking them to state whether they were satisfied or not or to rank in a scale, with values like: Excellent, Good, Medium, Below average, Poor.

**Additional resources**
http://www.isixsigma.com/index.php?option=com_k2&view=item&id=657:&Itemid=49&tmpl=component&print=1

**References**


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### % Restaurants that apply principles of workplace safety and sanitation

**Definition and variations**

**Definition**

Measures the ratio of restaurants that apply principles of workplace safety and sanitation, from all the restaurants in the chain.

**Variations**

% Proportion of restaurants that apply principles of workplace safety and sanitation

**Related KPIs**

# City blocks receiving supplemental sanitation services

#### Calculation

**Calculation formula**

\[
\frac{A}{B} \times 100
\]

**Formula type**

Rate

**Trend is good when**

Increasing

**Focus**

**Purpose**

To reflect the level of compliance of chain restaurants with safety and sanitation at work.

**BSC perspective**

Internal Processes

**Measurement focus**

Volume

**Impact stage**

Process

**Indicator focus**

 Leading

**Measurement type**

Quantitative

**Level**

Operational

**Data profile**

**Data capture period**

Spot

**Standard reporting frequency**

Quarterly

**Data integrity**

Low

**Limitations**

Accurate reporting requires thorough analysis of the safety and sanitation practices in all restaurants in the chain and a standardized approach.

**References**


---

**Targets**

**Benchmarking fit**

Suitable

**Notes**

Targets should be as close to 100% as possible, as they impact both employee satisfaction and safety and customer attitude towards the restaurant as an employer.

**Threshold example**

Red: <85%

Yellow: 85-95%

Green: >95%

**Analysis and resources**

**Overall notes**

The restaurant industry is a highly regulated one from a sanitation perspective. Hence, monitoring this KPI is useful in order to ensure compliance and the highest levels of quality for employees and guests.

**Additional resources**

### % Unavailability of menu items

#### Definition and variations

**Definition**
Measures the rate at which orders placed were not fulfilled because of the unavailability of the requested menu items.

**Variations**
- % Unavailability rate
- % Unavailability

#### Related KPIs
- # New menu items

#### Tags
- offer

#### Calculation

<table>
<thead>
<tr>
<th>Subordinate measures used for calculation</th>
<th>Formula type</th>
<th>Trend is good when</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = # Orders with unavailable menu items</td>
<td>Rate</td>
<td>Decreasing</td>
</tr>
<tr>
<td>B = # Orders</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Calculation formula**

\[
\frac{(A/B) \times 100}{100}
\]

#### Focus

**Purpose**
To indicate whether customer requests were fulfilled, as this impacts satisfaction and indicates the quality of the internal food operations.

**BSC perspective**
- Internal Processes
  - Measurement focus: Volume
  - Impact stage: Outcome
- Indicator focus: Leading
  - Measurement type: Quantitative
  - Level: Operational

#### Data profile

<table>
<thead>
<tr>
<th>Data capture period</th>
<th>Standard reporting frequency</th>
<th>Data integrity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day</td>
<td>Weekly</td>
<td>Low</td>
</tr>
</tbody>
</table>

**Automation fit**
- Not recommended

**Limitations**
- It requires monitoring and registering of all orders from the customers, with focus on those that could not be fulfilled.
- Data collection relies on the waiters, who might lack sincerity in reporting all unfulfilled requests.

#### Targets

**Benchmarking fit**
- Unsuitable

**Notes**
Targets should take into consideration accidents (kitchen equipment failure or supplier delays) that cannot be controlled with ease by the restaurant’s management.

**Threshold example**
- Red: >15%
- Yellow: 10-15%
- Green: <10%

#### Analysis and resources

**Overall notes**
In case of menu items not available when being ordered, to avoid complaints or customer dissatisfaction, waiters’ behavior is vital. They should be trained to respond to customers in a manner that will proactively avoid complaints, by offering other items with explanations and even complimentary gifts. This, in turn, might even increase satisfaction.

**Additional resources**

#### References

### % Restaurants that apply principles of menu planning

<table>
<thead>
<tr>
<th>Definition and variations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>Measures the ratio of restaurants that apply principles of menu planning, from all restaurants in the chain.</td>
</tr>
<tr>
<td><strong>Variations</strong></td>
<td>% Ratio of restaurants that apply principles of menu planning</td>
</tr>
<tr>
<td><strong>Related KPIs</strong></td>
<td>% Restaurants that apply principles of managing the purchasing process</td>
</tr>
</tbody>
</table>

| Tags | governance, restaurants |

#### Calculation

- **Formula**: \( \frac{A}{B} \times 100 \)
- **Formula type**: Rate
- **Trend is good when**: Increasing

#### Focus

- **Purpose**: To reflect the extent at which restaurants make use of practices and principles of menu planning, these being considered key drivers of performance in hospitality.

<table>
<thead>
<tr>
<th>BSC perspective</th>
<th>Measurement focus</th>
<th>Impact stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Processes</td>
<td>Volume</td>
<td>Input</td>
</tr>
<tr>
<td>Indicator focus</td>
<td>Measurement type</td>
<td>Level</td>
</tr>
<tr>
<td>Leading</td>
<td>Quantitative</td>
<td>Operational</td>
</tr>
</tbody>
</table>

#### Data profile

- **Data capture period**: Spot
- **Automation fit**: Not recommended
- **Standard reporting frequency**: Quarterly
- **Data integrity**: Low
- **Limitations**: Accurate reporting requires collecting data from all restaurants in the chain, which can be time-consuming.

#### Targets

<table>
<thead>
<tr>
<th>Benchmarking fit</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Suitable</strong></td>
<td>While applying principles of menu planning is not compulsory by law, like the case of safety and sanitation regulations, using sound menu planning practices can increase restaurant performance and customer satisfaction.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threshold example</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Red: &lt;85%</td>
<td></td>
</tr>
<tr>
<td>Yellow: 85-95%</td>
<td></td>
</tr>
<tr>
<td>Green: &gt;95%</td>
<td></td>
</tr>
</tbody>
</table>

#### Analysis and resources

- **Overall notes**: Principles and practices of menu planning are various and can refer to aspects such as menu diversity, scheduling, types of dishes etc.

<table>
<thead>
<tr>
<th>Additional resources</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://wwwstatic.kern.org/gems/cccc/HOWIMPORTANTISMENUPLANNING.pdf">http://wwwstatic.kern.org/gems/cccc/HOWIMPORTANTISMENUPLANNING.pdf</a></td>
<td></td>
</tr>
</tbody>
</table>

#### References

$ Revenue per table

### Definition
Measures the average revenue achieved per restaurant table on a daily basis.

### Variations
$ Average revenue per table

### Related KPIs
# Time per table turn

### Tags
restaurant, revenue

### Calculation
**Formula type**
A = $ Revenue  
B = # Restaurant tables  
C = # Days in the reporting period

**Calculation formula**
A/B/C

**Trend is good when**
Increasing

### Focus
To reflect the revenue-generating capability of the restaurant.

### Purpose
BSC perspective: Financial
Indicator focus: Lagging

**Measurement focus**
Money

**Measurement type**
Quantitative

**Impact stage**
Output

**Level**
Operational

### Data profile
**Data capture period**
Day: Weekly

**Automation fit**
Recommended

**Limitations**
Reporting this KPI requires access to updated information on revenue available in the accounting systems.

### Targets

<table>
<thead>
<tr>
<th>Benchmarking fit</th>
<th>Notes</th>
<th>Threshold example</th>
<th>Analysis and resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suitable</td>
<td>Targets vary highly depending on the restaurant's profile and the target market it addresses to.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red: &lt;7,500</td>
<td>Yellow: 7,500-10,000</td>
<td>Green: &gt;10,000</td>
<td>Monitoring the revenue per table can be done on a daily basis, but also during time intervals with different volumes of activity, so as to compare results (for example, weekends versus working days).</td>
</tr>
</tbody>
</table>

### Additional resources
### # Time per table turn

**Name**

- **# Time per table turn**

**Definition and variations**

**Definition**

Measures the average number of minutes spent by guests at the table.

**Variations**

- # Average time per table turn

**Related KPIs**

- $ Revenue per table

**Tags**

- time

**Calculation**

Subordinate measures used for calculation

- A = # Time table 'i' was occupied, where i = from 1 to n
- B = # Tables occupied
- n = # Tables occupied
- T = # Turns (groups of guests)

**Calculation formula**

\[
\text{Average} = \frac{A_1 + A_2 + \ldots + A_n}{B}
\]

**Focus**

**Purpose**

To assess how much a group of guests keeps occupied a table, as this impact the revenue per available seat hour (RevPASH).

**BSC perspective**

- Measurement focus: Duration
- Impact stage: Input

**Data profile**

- Measurement type: Quantitative
- Level: Operational

**Data capture period**

- Standard reporting frequency: Weekly
- Data integrity: Low

**Limitations**

- Not recommended

- Accurate reporting requires sound monitoring of the times during which restaurant tables are occupied and the volumes of customers seating.

**Targets**

**Benchmarking fit**

Suitable

**Notes**

Targets depend on the restaurant's profile (whether it is a luxury restaurant, where guests spend more time at a table, or fast food restaurants, where the time spent is lower).

**Threshold example**

- Red: >40
- Yellow: 25-40
- Green: <25

**Analysis and resources**

- **Overall notes**

  Optimizing seat occupancy is a major challenge for restaurant managers. Monitoring the KPI at various time intervals during the day and during the week can help in better planning the restaurant operations.

  **Additional resources**


**References**

### % Restaurants that apply principles of managing the purchasing process

**Name**

% Restaurants that apply principles of managing the purchasing process

**Definition and variations**

**Definition**

Measures the ratio of restaurants that conduct their purchasing process according to established principles, from all restaurants in the chain.

**Variations**

% Ratio of restaurants that apply principles of managing the purchasing process

**Related KPIs**

% Restaurants that apply principles of menu planning

**Tags**

governance

**Calculation**

Subordinate measures used for calculation

- A: # Restaurants that apply principles of managing the purchasing process
- B: # Restaurants

**Calculation formula**

\[
\frac{A}{B} \times 100
\]

**Formula type**

Ratio

**Trend is good when**

Increasing

**Focus**

**Purpose**

To assess the level of compliance of chain restaurants with standardized and effective purchasing practices.

**BSC perspective**

Internal Processes

**Indicator focus**

Leading

**Data profile**

**Data capture period**

Spot

**Automation fit**

Not recommended

**Limitations**

Reporting requires collecting data from all restaurants in the chain and the prior existence of a standardized collection of purchasing principles to be used.

**Targets**

**Benchmarking fit**

Suitable

**Notes**

Targets reflect the emphasis put on standardizing and optimizing purchasing operations within the chain restaurants.

**Threshold example**

Red: <85%

Yellow: 85-95%

Green: >95%

**Analysis and resources**

**Overall notes**

Optimal purchasing practices and principles generate several benefits for the purchasing organization in terms of effectiveness and costs reduction.

While restaurants usually engage in intense purchasing operations, monitoring this KPI is key to improved performance.

**Additional resources**


**References**

1. Iowa State University (2005), "What Retail Foodservices Should Know When Purchasing Local Produce Directly From Farmers", available at: http://www.extension.iastate.edu/Publications/pm2046.pdf


### $ Amount of dining

#### Definition and variations

**Definition**
Measures the average value of a check or bill for food and beverage.

**Variations**
- $ Average check or bill value
- $ Average value of orders

#### Calculation

Subordinate measures used for calculation:
- Revenue (including take-away, if available)
- # Checks or bills

**Calculation formula**

\[
\frac{A}{B}
\]

**Focus**

**Purpose**
Indicates the restaurant's guests profile and attractiveness of the restaurant's offer.

**BSC perspective**
- Customer
  - Measurement focus: Money
  - Impact stage: Output
- Indicator focus
  - Measurement type: Level
  - Measurement level: Operational

**Data profile**
- Data capture period: Monthly
- Automation fit: For increased accuracy of reporting, it should be compared to the number of people dining so as to see a per capita dining value.

### Analysis and resources

**Analysis and resources**

This KPI can help in forecasting revenue and plan the number of visits to the restaurant you will need (and customer checks) in order to attain the projected revenue.

Another approach is to measure the amount of dining on a per customer basis. Although more useful, it is much more laborious, as it requires for each table check to monitor the number of people comprised in that check.

**References**


Indicator documentation © eab group Pty Ltd 2010. Terms of use available at: http://www.smartkpis.com/terms-of-use.html ('Premium content terms')
**% Food service strike rate**

**Definition and variations**

**Definition**
Measures the proportion of clients that serve a meal from the total number that visited the venue.

**Variations**
- % Restaurant strike rate
- % Food service facility strike rate
- % Strike rate

**Related KPIs**
- % Reserved tables

**Tags**
- revenue

**Calculation**

**Subordinate measures used for calculation**
- A = # People that serve a meal
- B = # Patrons at location

**Calculation formula**

\[(\frac{A}{B})\times 100\]

**Focus**
To indicate the extent at which people visit the facility for food consuming purposes, as a low level for the indicator can indicate that changes need to be done in order to stimulate clients to consume food products (as this generates a higher RevPAR).

**BSC perspective**
- Measurement focus: Volume
- Measurement type: Quantitative

**Indicator focus**
- Impact stage: Level
- Leading: Operational

**Data profile**

- **Data capture period**: Weekly
- **Automation fit**: Not recommended
- **Data integrity**: Low

**Purpose**
To indicate the extent at which people visit the facility for food consuming purposes, as a low level for the indicator can indicate that changes need to be done in order to stimulate clients to consume food products (as this generates a higher RevPAR).

**Threshold example**
- Red: <70%
- Yellow: 70-80%
- Green: >80%

**Analysis and resources**

**Overall notes**
Although it is correlated with high attractiveness in terms of food service (which is the main function of a food service facility), high levels for this indicator do not necessarily mean that the facility is more profitable than other, with lower levels. Costs assessment should also be done in order to evaluate profitability.

**Additional resources**
- http://www.bestindependentrestaurants.org/index.cfm/Refer/Content/contentList/ID/530/

**References**


Indicator documentation © eab group Pty Ltd 2010. Terms of use available at: http://www.smartkpis.com/terms-of-use.html ('Premium content terms')
### Name

**% Food loss**

### Definition and variations

**Definition**

Measures the ratio of food production that was not served to customers, due to reasons such as: menu items prepared for uncertain orders, complex menus that make management of food inventories difficult, unexpected fluctuations in food sales and plate loss (especially due to increased portion sizes).

**Variations**

- % Food loss
- % Ratio of food losses

### Related KPIs

- % Food costs from food sales

### Tags

- Loss

### Calculation

**Subordinate measures used for calculation**

- A = # Volume of the food that was not served
- B = # Volume of the total food production

**Calculation formula**

\[
\text{Formula type} = \frac{A}{B} \times 100
\]

**Trend is good when**

Decreasing

### Focus

**Purpose**

It evaluates the capacity to manage the food inventories and it also helps assessing profitability.

**BSC perspective**

- Internal Processes

**Measurement focus**

- Volume

**Impact stage**

- Output

**Indicator focus**

- Lagging

**Measurement type**

- Quantitative

**Level**

- Operational

### Data profile

**Data capture period**

- Day

**Standard reporting frequency**

- Weekly

**Data integrity**

- Low

**Automation fit**

- Not recommended

**Limitations**

- It is based on factors that cannot be control in each case (such as consumer behavior), thus decision-making can be limited in such situations.

### Targets

**Benchmarking fit**

Unsuitable

**Notes**

The threshold example has just an exemplification purpose. Targets can be affected by seasonality, in summer months usually occurring more food waste.

**Threshold exemple**

- Red: >25%
- Yellow: 15-25%
- Green: <15%

### Analysis and resources

**Overall notes**

High levels of food loss increases the cost of food and lowers profitability in operations. Thus, restaurant managers strive to plan food production and to adequately prepare and conserve the food, so as to minimize the losses.

**Additional resources**

- http://www.thefreelibrary.com/Keeping+safe+with+loss+prevention%3A+loss+prevention+techniques+could...-a0114567769

### References

### % Tips from total collected

**Definition and variations**

**Definition**
Measures the proportion of tips from the total value of bills.

**Variations**
- % Tips
- % Tips ratio

**Related KPIs**
- $ Amount of dining

**Tags**
- revenue

**Calculation**

Subordinate measures used for calculation
- A = $ Value of the tips
- B = $ Total collected value of bills

**Calculation formula**

\[(A/B)\times100\]

**Formula type**
- Ratio

**Trend is good when**
- Increasing

**Focus**

**Purpose**
It helps assessing customer satisfaction, as dissatisfied customers usually don't leave tips. It also reflects the profile of customers, as financially secure customers are likely to leave larger tips.

**BSC perspective**
- Customer
- Measurement focus: Money
- Impact stage: Output

**Indicator focus**
- Measurement type: Quantitative
- Measurement level: Operational

**Data profile**

**Data capture period**
- Day
- Standard reporting frequency: Weekly

**Automation fit**
- Not recommended

**Limitations**
Measurement is based on data collection from the waiters, thus being done with limited control over reliability.

**Targets**

**Benchmarking fit**
- Unsuitable

**Notes**
Results depend on the restaurant's profile (luxury restaurant usually collecting higher percentages of tips) and on waiters' correctness in reporting tips.

**Threshold example**
- Red: <10%
- Yellow: 10-15%
- Green: >15%

**Analysis and resources**

**Overall notes**
In many countries, it is compulsory to report tips as these are subject to tax payment. Thus, in order to avoid paying taxes for the tips they receive (all tips collected from the customers, or a share of these, depending on the restaurant's policies), waiters can be reluctant to reporting the whole amount of tips collected.

**Additional resources**
- http://rrgconsulting.com/tip_reporting_article.htm

**References**
### % Food costs from food sales

#### Definition and variations

**Definition**

Measures the proportion at which the value of food sales cover the cost of food sales. The costs of food sales are comprised of the food purchases in the period and the adjustments between the beginning inventory and the ending inventory (added to the purchases if the beginning inventory exceeds the ending inventory and subtracted from the purchases if the other way).

**Variations**

- % Cost of food
- % Food costs

**Related KPIs**

- % Food loss

**Tags**

cost

#### Calculation

**Calculation formula**

\[
\text{Cost of food sales} \times 100
\]

**A = $ Cost of food sales**

**B = $ Food sales**

**Formula type**

Rate

**Trend is good when**

Decreasing

#### Purpose

It helps assessing the return on the investment in food and performing adequate cost control and management.

#### BSC perspective

- **Financial**
  - Measurement focus: Money
  - Impact stage: Output
  - Measurement type: Quantitative
  - Indicator focus: Level
  - Lagging: Operational

#### Data profile

- **Data capture period**
  - Day: Standard reporting frequency
  - Data integrity: Monthly
- **Automation fit**
  - Recommended: Limitations
  - Correct calculation requires laborious work, encompassing both food purchases in period and the adjustment in the food inventory. In practice, it is argued that many restaurant managers miscalculate this metric by computing incorrectly the food inventory or even by omitting it.

#### Targets

- **Benchmarking fit**
  - Suitable

- **Notes**
  - Targets can be seriously affected in the case of improper calculation of the adjustment in the inventory level.

- **Threshold example**
  - Red: >50%
  - Yellow: <30%; 40-50%
  - Green: 30-40%

#### Analysis and resources

**Overall notes**

Evaluating at each measurement period the value of both the beginning and the ending inventory is laborious and time-consuming. Thus, in practice we can find restaurant managers using average figures, determined after several real measurements and used from then on, of course, adjusted from time to time with new real measurements.

**Additional resources**

- [http://www.restaurantreport.com/features/ft_inventory.html](http://www.restaurantreport.com/features/ft_inventory.html)

#### References

# New menu items

**Definition**

Measures the number of new items introduced in the restaurant's menu list.

**Variations**

- # New menu items introduced

**Related KPIs**

- % Unavailability of menu items

**Tags**

- offer

**Calculation**

Subordinate measures used for calculation:

A = # New menu items introduced in period

**Formula type**

A = # New menu items introduced in period

**Trend is good when**

Within range

**Focus**

It indicates the restaurant's menu diversity, being a measure of innovation and proactivity to customers' needs and demands.

**BSC perspective**

- Learning & Growth

**Indicator focus**

- Leading

**Measurement focus**

- Volume

**Measurement type**

- Quantitative

**Impact stage**

- Process

**Level**

- Operational

**Data profile**

- Standard reporting frequency: Monthly

- Data integrity: Medium

**Related notes**

Although costly (raising food and labor costs because of decreasing economies of scale), menu diversity and constant change is a must for nowadays food service facilities, representing one of the main aspects of restaurant planning practices. Depending on its profile and possibilities, each food service unit should diversify the menu from time to time, preferably with own-created recipes. It only reflects the number of new items in the menu and does not assess customers' response to them.

**References**


**Threshold example**

Red: < 1; 5<  
Yellow: 1-2; 4-5  
Green: 2-4

**Analysis and resources**

Although costly (raising food and labor costs because of decreasing economies of scale), menu diversity and constant change is a must for nowadays food service facilities, representing one of the main aspects of restaurant planning practices. Depending on its profile and possibilities, each food service unit should diversify the menu from time to time, preferably with own-created recipes. It only reflects the number of new items in the menu and does not assess customers' response to them.
## # Guests

### Definition and variations

**Definition**
Measures the total volume of guests served. Variations of this KPI can limit the measurement period of time to a particular time of the day, week or month.

**Variations**
- Hotel customers
- Hotel guests
- Restaurant guests
- Customers by time of day/week/month

### Calculation

**Subordinate measures used for calculation**
A = # Individual guests in period

**Calculation formula**
A

**Formula type**
Volume

**Trend is good when**
Increasing

### Focus

**Purpose**
To indicate the busiest periods during the day, week or month, as this influences the RevPAR and the RevPASH and helps managers develop marketing offers to increase patronage in slow periods.

**BSC perspective**
Customer

**Indicator focus**
Leading

**Measurement focus**
Volume

**Measurement type**
Quantitative

**Impact stage**
Output

**Level**
Strategic

### Data profile

#### Data capture period
- Day: Weekly

#### Automation fit
- Recommended: High

**Target**

Benchmarks fit: Suitable

**Notes**
This KPI is suitable for benchmarking, but only with units of the same profile (size, number of stars, location etc.). It can be used to compare a business to other competitors because it compares them at times when customers are most active.

**Threshold example**
- Red: <60
- Yellow: 60-100
- Green: >100

### Analysis and resources

**Overall notes**
Along with being a measure of popularity, the number of guests is used in constructing many other performance measures, such as the average revenue per guest, number of guests per employee etc.

It is one of the most useful KPIs in the context of revenue management, and can provide valuable insights for decision-making. It can help project the revenue or the RevPAR or RevPASH and provide incentives to stimulate demand in less attractive time intervals.

**Additional resources**
  - [http://www.sbaer.uca.edu/profiles/industry_profiles/24.pdf](http://www.sbaer.uca.edu/profiles/industry_profiles/24.pdf)
### Name

**# Product quality uniformity**

### Definition and variations

**Definition**
Measures the extent at which the quality of one product in the menu is consistent from one restaurant facility to another. It represents the variance from the average rating.

**Variations**
- Product quality uniformity by product
- Quality uniformity by product

### Related KPIs

- % Restaurants that apply principles of managing the purchasing process

### Tags

- offer

### Calculation

**Subordinate measures used for calculation**

- $A_i$: Quality of the product $i$, from a scale from 1 to 10, where $i=1$ to $n$
- $n$: # Products evaluated

and alternatively

- $A_i$: Quality of the product as evaluated in restaurant $i$, from a scale from 1 to 10, where $i=1$ to $n$
- $n$: # Restaurants

**Calculation formula**

$\frac{(A_1 + \ldots + A_n)}{n} - A_i$

**Formula type**
Composition

**Trend is good when**
Within range

### Focus

**Purpose**
To monitor the quality of served menu items.

**BSC perspective**
- Internal Processes
- Measurement focus: Quality
- Impact stage: Output
- Measurement type: Quantitative
- Indicator focus: Leading
- Measurement type: Quantitative
- Impact stage: Level

### Data profile

**Data capture period**
Spot

**Standard reporting frequency**
Monthly

**Data integrity**
Low

**Automation fit**
Not recommended

### Targets

**Benchmarking fit**
Suitable

**Notes**
A balance should be sought, as overemphasizing the standardization may lead to waste.

**Threshold example**

- Red: <-2 ; >1
- Yellow: -1-(-2); 1-2
- Green: -1-1

### Analysis and resources

**Overall notes**
There are a number of ways of studying the quality attributes of food products. One way is to look at the occurrence of the characteristics as the product is encountered and consumed. Using this system, quality attributes are often classified as external (sight, touch, defects), internal (odor, taste, texture), or hidden (wholesomeness, nutritive value, safety).

**Additional resources**

- http://cbapp.csudh.edu/depts/finance/freyer/tOMG%20427/PPlectures/Chapter%201.ppt
- http://findarticles.com/p/articles/mi_m3190/is_v20/ai_4083216/

### References


Indicator documentation © eab group Pty Ltd 2010. Terms of use available at: http://www.smartkpis.com/terms-of-use.html ('Premium content terms')
## % Beverage Loss

### Definition and variations

**Definition**
Measures the variance between actual and nominal quantities of beverage in inventory.

**Variations**
% Loss in beverage quantities

### Related KPIs

$ Restaurant revenue per employee

### Calculation

Subordinate measures used for calculation:

\[ \frac{A - B}{B} \times 100 \]

**Formula type**
Average

**Trend is good when**
Increasing

### Focus

**Purpose**
To assess the beverage management efficiency and improvements from one period to another.

**BSC perspective**
Internal Processes

**Indicator focus**
Leading

**Data profile**

### Data capture period

Spot

### Automation fit

Not recommended

### Targets

**Benchmarking fit**
Suitable

**Notes**
High results indicate that the beverage losses have decreased significantly, this impacting profitability in a positive manner.

**Threshold example**

Red: <15%
Yellow: 15-30%
Green: >30%

### Analysis and resources

**Overall notes**
Having low levels of beverage loss requires good knowledge of the restaurant's clients, what are their drinking patterns and plan supply accordingly.

**Additional resources**

http://food-management.com/

### References

## % Front of house labor

### Definition and variations

**Definition**
Measures the proportion of labor hours allocated for front of house activities.

**Variations**
- % Hours allocated for front of house activities
- % Front of house hours of work

**Related KPIs**
% Labor costs from total sales

### Tags
- labor

### Calculation

#### Subordinate measures used for calculation

- A = # Hours of front of house work
- B = # Total work time (hours)

#### Calculation formula

\[
\frac{A}{B} \times 100
\]

### Focus

- It helps assessing labor productivity, if compared to the value of sales.

### Purpose

#### BSC perspective

- Internal Processes

#### Indicator focus

- Measurement focus: Duration
- Measurement type: Quantitative

### Data profile

#### Data capture period

- Week

#### Automation fit

- Recommended

#### Limitations

- It requires constant monitoring of the labor hours allocated for front of house cleaning and other activities.

### Benchmarking fit

#### Notes

Targets vary depending on the restaurant's location (whether cleaning is conserved better than in other places) and even on the season (during winter, for example, it might need more hours to clean the snow).

<table>
<thead>
<tr>
<th>Threshold example</th>
<th>Red: &lt;5%; &gt;20%</th>
<th>Yellow: 5-10%; 15-20%</th>
<th>Green: 10-15%</th>
</tr>
</thead>
</table>

### Analysis and resources

**Overall notes**
For increased accuracy, the metrics should be assessed along with customer impressions on how the front of house appears to them.

**Additional resources**

### References

Appendix A: Glossary of Terms

The following list provides an explanation of several popular terms characterizing KPIs:

**Rate** – A specific type of ratio expressed in many cases as part to whole. Examples of rates are the natality or mortality rate, expressed as the number of births or deaths per a certain number of population or the currency exchange rate, where the value of one currency is compared to the value of the other currency.

**Ratio** – A relation between two measures that might be distinct, but which are part of the same category of elements, such as the ratio of boys to girls, teachers to students, doctors to patients, revenues to expenditure.

**Composition** – A composite indicator is formed when individual indicators are compiled into a single index, on the basis of an underlying model of the multi-dimensional concept that is being measured. It measures multi-dimensional concepts (e.g. competitiveness, e-trade or environmental quality) which cannot be captured by a single indicator.

**Index** – A number computed from a specific formula or calculation methodology, used to characterize a complex set of data.

**Leading** – Drive the performance of the outcome indicators, being predictors of success or failure. Examples of leading indicators are: “% Employees involved in the innovation process”, “% Conversion rate” or “% Inventory quality ratio (IQR)”.

**Lagging** – Type of indicators that reflect the success or failure after an event has been consumed. Examples include: “$ Operating profit per room”, “$ Earnings before interest and taxes (EBIT)” or “$ Cost avoidance savings”.

**Input** – Reflects assets and resources invested in or used to generate business results. Examples include: “# Headcount”, “$ Cost per broadcast hour” and “# Knowledge materials distributed to employees”.

**Process** – Refers to the efficiency or productivity of a business process. Examples include: “% On time delivery”, “% Conflicts arisen during the project”, “# Average call handling time” and “# Mean time to repair”.

**Output** – Measures the financial and nonfinancial deliverables or results of business activities. Examples include: “% Passenger seats sold”, “# New customers acquired” or “$ Revenue per successful call”.

**Outcome** – Reflects overall results or impact of the business activity in terms of generated benefits, as a quantification of performance. Examples include: “% Customer retention”, “% Employee turnover”, “$ Net income after taxes (NIAT)” or “% Brand awareness”.

**Qualitative** – A descriptive characteristic, an opinion, a property or a trait. The most common ones gauge customer or employee satisfaction through subjective assessments. Based on a subjective interpretations of a customer’s or employee’s opinions. Oftentimes these type of indicators are not expressed numerically, but as narrative text. Sometimes a rating is allocated do rank between levels (i.e. Likert scale).

**Quantitative** – A measurable characteristic, resulted by counting, adding or averaging numbers. Quantitative data is most common in measurement and therefore forms the backbone of most KPIs. Operational systems that manage inventory, supply chain, purchasing, orders, accounting, financial systems, all gather quantitative data by means of KPIs. Other examples of quantitative KPIs are “# Employee tenure”, “# Units per man-hour” or “# Maintenance backlog”.

Appendix B: Related Reports

This report is part of a collection of smartKPIs.com research reports, dedicated to the analysis of the most popular KPI examples in 2010:

**By functional area (department)**
- Top 25 Accounting KPIs of 2010
- Top 25 Customer Service KPIs of 2010
- Top 25 Finance KPIs of 2010
- Top 25 HR KPIs of 2010
- Top 25 Information Technology KPIs of 2010
- Top 25 Knowledge Management KPIs of 2010
- Top 25 Marketing KPIs of 2010
- Top 25 Portfolio Management KPIs of 2010
- Top 25 Project Management KPIs of 2010
- Top 25 Logistics and Distribution KPIs of 2010
- Top 25 R&D KPIs of 2010
- Top 25 Sales KPIs of 2010

**By industry**
- Top 25 Academic Education KPIs of 2010
- Top 25 Call Centre KPIs of 2010
- Top 25 Food and Beverage Service KPIs of 2010
- Top 25 Local Government KPIs of 2010
- Top 25 State Government KPIs of 2010
- Top 25 Healthcare KPIs of 2010
- Top 25 Hotel / Accommodation KPIs of 2010
- Top 25 Manufacturing KPIs of 2010
- Top 25 Professional Services KPIs of 2010
- Top 25 Property Management KPIs of 2010
- Top 25 Real Estate Transactions KPIs of 2010
- Top 25 Retail KPIs of 2010

More details about these reports and other smartKPIs.com Premium products and services are available at: www.smartKPIs.com/Premium
Appendix C: About eab group

Profile
Established in 2004, eab group is an innovative research driven provider of integrated performance management solutions, assisting organizations to achieve results by architecting performance. Our expertise in strategy, organizational performance management, business intelligence and project management helps clients in sustainably delivering value for their stakeholders. Our services include consulting, training, research and technology integration.

Team
• A core team complemented by a network of consultants and associates with a blend of practical business experience, strong consulting skills and an interest in academic research.
• Committed to using scientific methods and practical experience to deliver tangible and sustainable benefits.
• Highly trained: collectively, our team accumulated 6 Master degrees, 1 MBA and 1 PhD.
• Experienced: tens of Balanced Scorecard based performance management systems implemented, hundreds of scorecards and dashboards developed, thousands of KPIs selected and documented.

Experience
• Tens of Balanced Scorecard based performance management systems implemented.
• Successful deployments of operational performance management solutions: supplier scorecards, portfolio dashboards, project performance evaluations and benefits realisation management.
• Thousands of KPIs selected and documented.
• Portfolio, program project management and PMO operations.
• Performance management software selection, Excel Dashboards / Scorecard design.

Research
Journal Articles
• October 2008 - From Managing Accounting to Strategy Execution: the Balanced Scorecard (r)evolution and new research agenda, Oeconomica, Vol. LIII, Iss. 2 (Presented at the 2008 Audit and Accounting Convergence Conference)

Conference Papers and Presentations

Industry Publications and Presentations
• April 2009 - Performance by beautiful design. Presented at the 2009 Performance Measurement Association Conference.

Appendix D: eab group Services

Pre-packaged solutions
1. Performance Management Pre-populated Templates
Developed in Microsoft Excel and PowerPoint, following optimal data visualisation and streamlined file administration principles.
• Operational KPI dashboards (preselected KPIs documented and grouped by theme)

2. smartKPIs Premium
smartKPIs Premium is the premium section of the database, consisting of over 1,400 KPI examples preselected by the eab group’s research team as the most relevant for practice. Thoroughly documented in over 30 fields, they make smartKPIs Premium the most comprehensive and well documented selection of Key Performance Indicator (KPI) examples in the world, the ‘gold standard’ in KPI documentation.

3. Assessment / Audit / Review
Audit of organizational performance management systems at strategic, operational or individual levels.
• Organizational capability assessment using eab group’s proprietary tools:
  • Performance Management Maturity Model
  • Performance Measurement Maturity Model

4. Training
Core courses (1-2 days)
1. Integrated Performance Management: Linking Strategic, Operatio-nal and Individual performance;
2. Measuring and learning with Key Performance Indicators;
3. Implementing and using a Balanced Scorecard based performance management system;
4. Supplier Performance Management – Maximizing the value added by suppliers;
5. Solutions for improving the operational performance of Small and Medium Enterprises (SMEs).

Customized solutions
5. Organizational Performance Management Systems Implementations
• Integrated performance management systems based on the Balanced Scorecard.
• Application at all organizational levels, or limited to strategic level, operational level or individual level.

6. Key Performance Indicators Advice
• Overhaul of existing KPIs, by reviewing and updating them in accordance to organizational strategy and best practice.
• Assistance with KPI selection.
• KPI documentation support – customisation of smartKPIs Premium templates to reflect organizational needs.
• Development of customised KPI catalogues.
• Assistance in identifying reliable benchmarking resources.

7. Operational performance management solutions
Supplier performance management – Development and implementation of supplier scorecards for both products and services suppliers
Portfolio performance management
• Establishment of Portfolio Dashboards and Project Scorecards
• Identification of Key Risk Indicators and establishment of Risk Scorecards

Benefits realization management
• Development of benefits management plans
• Project or program evaluation

Alliances performance
• Establishment of Alliances Scorecards
• Development of Service Level Agreements

8. Strategic and operational planning
• Facilitation of strategic planning sessions.
• Strategic research: environmental scans, strategic planning tools deployment (Five forces, SWOT analysis, competitor review).
Appendix E: eab group Online Portfolio

**smartKPIs.com**

At the core of smartKPIs.com is an online catalogue of over 6,400 KPI examples from 14 business functional areas and 24 industries. smartKPIs Premium is the premium section of the database, consisting of over 1,400 KPI examples preselected by the eab group's research team as the most relevant for practice. Thoroughly documented in over 30 fields, they make smartKPIs Premium the most comprehensive and well documented selection of Key Performance Indicator (KPI) examples in the world, the ‘gold standard’ in KPI documentation. The community of members also benefits from interactive features such as Questions & Answers, comments and a set of performance measurement resources, among which over 1,000 examples of performance management reports.

**PurposefulIdentity.com**

PurposefulIdentity.com contains a free online catalogue illustrating the use of corporate identity elements in practice by organizations from around the world. Registered users can explore, bookmark and comment on hundreds of referenced online resources that contain organizational values, mission statements, value drivers and vision statements used in actual business context.

**integratingPerformance.com**

integratingPerformance.com is an online platform for integrating performance management knowledge, at strategic, operational and individual levels. It reviews the evolution of Performance Management as well as the key tools, systems and software used at discipline at each of these levels. It combines the analysis of theory and architecture with insights regarding good practice and key directions, enabling visitors to gain comprehensive insights into the nature of Performance Management as an integrating discipline.

**BalancedScorecardReview.com**

BalancedScorecardReview.com is the most comprehensive online resource dedicated to the Balanced Scorecard. It contains a review of this popular management concept following its evolution and use around the world in various industries or companies. It presents its various interpretations, compares it to other concepts and explores its impact on organizations as well as the opinions of critics.
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