

## LEADing Practice Financial Scorecard Measurements

Scorecard Area	Scorecard Group	Scorecard Performance Measurement	
Finance & Accounting	Accounting ratios	Deferred revenue as % of total revenue	
		Deferred charges as % of total charges	
		Deferred charges as % of total charges	
		Other Current Assets as % of Assets	
		Current liabilities as % of liabilities	
		Net accounts receivable as % of assets	
		Cash and equivalents as % of assets	
		Sales, General and Admin Expenses as % of operating expenses	
		Long term assets as % of assets	
		Short Term Investments as % of Investments	
		Long Term Investments as % of Investments	
		Non-Recurring Operating Expenses as % of operating expenses	
		Net International Income as % of Net Income	
		Net Local Income as % of Net Income	
		EBITDA	
		Variable costs	
		Fixed costs	
		Direct costs	
		Indirect costs	
		Earnings before interest & taxes (EBIT)	
		% accuracy of periodic financial reports	
		Accounting costs	
		Marginal costs	
		Retained Earnings	
		Net International Income	
		Realized Profit	
		Sunk costs	
		Deferred revenue	
		Deferred charges	
		Net Local Income	
		Balance sheet	Net accounts receivable as % of assets
			Other Current Assets as % of Assets
			Current liabilities as % of liabilities
	Cash and equivalents as % of assets		
	Total Assets		
	Accounts Payable		
	Net Receivables		
	Inventories		
	Total Current Assets		
	Net Fixed Assets		
	Cash		
	Other Current Assets		
	Other Noncurrent Assets		
	Total Current Liabilities		
	Long-Term Debt		
	Total Liabilities		
	Short-Term Debt		
	Other Current Liabilities		
	Other Noncurrent Liabilities		
	Preferred Stock Equity		
	Common Stock Equity		
	Total Equity		
	Shares Outstanding		
Goodwill			
Current Assets minus Inventory			
Short Term Investments			
Inventory			
Long term assets			
Long Term Investments			
Intangible Assets			
Deferred Long Term Asset Charges			
Deferred Liability Charges			
Stock Holders' Equity			

	Capital surplus
<b>Cashflow</b>	Net Change in Cash
<b>Income statements</b>	Cost of goods sold (COGS)
	Operating margin
	Cumulative Annual Growth Rate (CAGR)
	Operating income
	Gross profit
	Gross profit margin
	Net profit margin
	Sales, General & Administrative Costs (SG&A)
	Cash Flow Return on Investments (CFROI)
	Net Income
	Total revenue
	Non-Recurring Operating Expenses
	Operating expenses
	Sales, General and Admin Expenses
	Additional income/expense items
	Earnings Before Tax
<b>Accounts Payable &amp; Receivable</b>	Accounts payable
	% of invoices disputed
	% of payable invoices without purchase order
	Average monetary value of overdue invoices
	Accounts Days Payable
	Creditor days
	% of overdue invoices
	% of invoices under query
	% of electronic invoices
	Cycle time to resolve an invoice error
	% of invoices requiring special payment
	Credit analysis costs as a % of revenue
	% of customer billing errors
	% of amounts posted to accounts payable that represent
	% of one-time vendor payments
	% of inventory in accounts payable
	% of past due accounts payables to total accounts payables
	% of overdue international invoices
	% of overdue national invoices
	International invoicing processing costs as % of total invoicing
	National invoicing processing costs as % of total invoicing processing
	% of disputed accounts payables to total accounts payables
	Account payable invoicing processing costs
	Cost per accounts payable invoice
	Number of FTE in Accounts Payable
	Average number of outstanding invoices in accounts payable per FTE
	Average value of outstanding accounts payable invoices per FTE
	Number of accounts payable complaints per 1000 accounts payable
	Number of invoices outstanding
	Monetary value of invoices outstanding
	Average monetary value of invoices outstanding
	Number of overdue invoices
	Monetary value of overdue invoices
	Accounts Payable
	Invoicing processing costs
	Accounts Payable Turnover
	% effectiveness in payables management
	% of low value invoices
	Discounts Lost
	Early pay discounts
	Number of Invoices
	Invoice completeness
	No. of Credit Notes
	Number of invoices disputed
	Total monetary value of disputed invoices
	Average monetary value of disputed invoices
	Number of new payable invoices

<b>Accounts receivable</b>	Number of accounts payable complaints	
	Average monetary value of overdue invoices	
	Debtor days	
	% of bad debts against invoiced revenue	
	% of overdue invoices	
	Average monetary value of unsettled invoices	
	% of electronic invoices	
	Accuracy of Accounts Receivable	
	Accounts Receivable, Days	
	Mean age of billing errors	
	% of past due accounts receivables to total accounts receivables	
	% of receivables outstanding over 120 days	
	Net collection rate	
	% of overdue international invoices	
	% of overdue national invoices	
	International invoicing processing costs as % of total invoicing	
	National invoicing processing costs as % of total invoicing processing	
	Net accounts receivable as % of assets	
	% of delinquent international receivables	
	% of delinquent national receivables	
	% of disputed accounts receivable to total accounts receivable	
	Account receivable invoicing processing costs	
	Cost per accounts receivable invoice	
	Number of FTE in Accounts Receivable	
	Average number of outstanding invoices in accounts receivable per	
	Average value of outstanding accounts receivable invoices per FTE	
	Number of accounts receivable complaints per 1000 accounts	
	Monetary value of invoices outstanding	
	Number of invoices outstanding	
	Number of overdue invoices	
	Average monetary value of invoices outstanding	
	Monetary value of overdue invoices	
	Invoicing processing costs	
	Accounts Receivable Collection Period	
	Accounts Receivable Turnover	
	Monetary value of unsettled invoices	
	Number of unsettled invoices	
	Receivables against Product, Region, Sales office	
	% of delinquent receivables	
	Accounts Receivable	
	Number of Invoices	
	Receivables outstanding over 120 days	
	Number of invoices disputed	
	Total monetary value of disputed invoices	
	Average monetary value of disputed invoices	
	Number of new receivable invoices	
	Number of accounts receivable complaints	
	<b>Assets</b>	Other Current Assets as % of Assets
		Net accounts receivable as % of assets
		Cash and equivalents as % of assets
	Accuracy of recorded fixed assets	
	Accuracy of recording of acquired fixed assets	
	% of fixed asset acquisitions that are recorded	
	% of recorded fixed asset disposals that represent actual disposals	
	% of fixed asset disposals that are recorded	
	% of fixed asset acquisitions are recorded in the appropriate period	
	% of non-valid changes to the fixed asset register	
	% of fixed asset disposals recorded in the appropriate period	
	% of depreciation charges accurately calculated and recorded	
	% of depreciation charges recorded in the appropriate period	
	% of fixed asset disposals accurately calculated and recorded	
	Accuracy of changes to the fixed asset register	
	% of changes to the fixed asset register that are processed timely	
	Long term assets as % of assets	
	Total Assets	
	Other Current Assets	

	Total Current Assets
	Net Fixed Assets
	Other Noncurrent Assets
	Age of assets
	AUM
	Client survey rating
	Revenue/Client
<b>Budgets</b>	Deviation of planned budget
	% of budget cuts achieved
	Actual vs. budgeted costs
	Forecast accuracy of budget
	Number of budget deviations
	Number of years with a balanced budget
	Days taken to close the budget
	Time by which Budget closed before the year end
<b>Expenses</b>	% of expense report exception line items
	% of expenses violating corporate policy
	Average value of expense claims
	Average number of expense claims per employee/FTE
	Average value of T&E expenses per expense claim
	Cycle time for expense reimbursements
	Expenses claims processed per FTE
	% of T&E expenses on expense claims
<b>Financial ratios</b>	% of repeat business turnover/revenue
	Revenue per employee (or FTE)
	Average travel costs per employee
	Cost of office space per employee
	Bonus payout as a % of the total possible
	Average telephone/communication costs per employee
	Profit per employee (FTE)
	Profit per project
	Sales per employee
	Organic revenue growth %
	Days Sales Outstanding (DSO)
	Days Payable Outstanding (DPO)
	Profit per customer
	Profit per staff
	Quick ratio
	Value to volume ratio
	Debtors Sales Outstanding (DSO)
	Labor costs for full-time employees as % of sales
	Earnings per share
	Revenue won/lost due to exchange rates as a % of total revenue
	Payroll to Net Sales
	Labor costs for part-time employees as % of sales
	Employee benefit costs as % of labor costs
	Employee benefit costs as % of labor costs for full-time employees
	SG&A as % of revenue
	Current Ratio
	Cash Ratio
	Interest coverage ratio
	Book-to-Bill Ratio
	Pretax operating return on total assets
	Employee benefit costs as % of labor costs for part-time employees
	Deferred revenue as % of total revenue
	Deferred charges as % of total charges
	Deferred charges as % of total charges
	EBITDA currency to debt currency ratio
	Cash Flow Adequacy Ratio
	Expense Coverage Days
	Composite Financial Index (CFI)
	Labor Multiplier
	EBITDA per employee/FTE
	Return on Investment (ROI)
	Profit loss due to theft
	Average equipment costs per employee

	Days Sales Of Inventory (DSI)
	Return on Equity (ROE)
	Cumulative Annual Growth Rate (CAGR)
	Cash Flow Return on Investments (CFROI)
	Return on capital employed (ROCE)
	Purchase price variance
	Share price
	Fixed asset utilization
	Equity ratio
	Cost Income Ratio
	Profit per product
	Economic value added
	Cash Conversion Cycle (CCC)
	Gross Sales
	Total revenue
	Gross profit per share
	Non-organic revenue growth
	Book-to-bill
	Dividend yield
	Gearing
	Internal financing ratio
	Corporate credit rating
	Enterprise Value / Takeover Value
	Sharpe ratio
	Sortino ratio
	Subsidy Dependence Ratio (SDI)
	Return on Assets (ROA)
	Berry ratio
	% of customers with a negative contribution margin (Gross Margin)
	Franchise rank
	Herfindahl-Hirschman Index
	Sales return to total assets
	Weighted Average Cost Of Capital (WACC)
	Capital efficiency
	Gross Margin Return on Investment
	Pre-tax Return on Equity (ROE)
	After-tax Return on Equity (ROE)
	Ratio of actual average borrowing rate to current market rate
	Depreciation to Cash Flow ratio
	Depreciation to Fixed Assets ratio
	Basic Defense Interval
	Financial Leverage Index
	Primary Reserve Ratio
	Spend on lobbying
	Profit per unit
<b>Financial reporting</b>	Delay in production of financial reports
	Cycle time to perform periodic close
	% of financial reports issued on time
	Accuracy of financial statements
	Average costs to produce financial statements
	Net Income
	Average costs of rework of financial statements due to inaccuracy
	CAPEX forecast accuracy
	Profit Predictability
	Revenue Predictability
	Cost Predictability
	Long-term liabilities
<b>Insurance</b>	% of claims with documentation needed/missing
<b>Investment</b>	Return on Equity (ROE)
	Internal Rate Of Return (IRR)
	Net present value (NPV)
	Pre-tax Return on Equity (ROE)
	After-tax Return on Equity (ROE)
<b>Liquidity</b>	Short Term Assets to Short Term Liabilities
	Net Short Term Liabilities to Assets
	Average daily idle cash

<b>Payroll</b>	% of untimely payroll payments
	Cycle time to process payroll
	Cycle time to resolve payroll errors
	Cost per payslip issued
	% of manual payroll payments
	% of payroll disbursements that include retroactive pay adjustments
	Systems cost of payroll process as % of total payroll cost
	Cost per payroll per 1000 employees
	% of new employees added to the payroll master files within
	% of terminated employees removed from the payroll master files within
	Accuracy of changes in payroll master files
	Salary & Expenses Overpayment %
	Payment errors as % of total payroll disbursement
	Policy Premium to Personnel Cost
	Timeliness in submission of statutory returns
	Instances of filing of accurate statutory returns
	Amount of payroll rework per 1000 employees
	% of payroll transactions that are disbursed to appropriate employees
	Salary range exception factor
	<b>Taxes</b>
% of taxes paid in-time	
% of overdue tax statements	
% of disputed tax statements	
% of tax statements paid in-time	
Average overdue time of tax statement filing	
Average overdue time of tax statement payment	
% of tax statements open longer than 30 days	
Amount of taxes handled per tax FTE	
Cost of tax penalties	
% of error in placing w.h tax right parameters	
<b>Treasury</b>	
	Accuracy of interest calculation
	% of interest that is recorded in the appropriate period
	% of loans repaid in accordance with the terms of the loan
	Accuracy of recorded derivative transactions
	% of recorded derivative transactions that represent assets or liabilities
	% of derivative transactions recorded in the appropriate period
	% of off-balance sheet derivative transactions recorded in the
	% of derivative transactions that are recorded in the financial
	Accuracy of investment income on derivative transaction
	FX Gain/Loss
	Compliance with loan covenants
Lender's covenant compliance	

A Part of the LEAD Value Reference Framework

Example of Financial Scorecard