

KRA Customer Perceptions
KPI Overall Customer Satisfaction
KPM Overall Customer Satisfaction Index

Data Table										
Customer Satisfaction Factors (Q1 - Q5)										
#	Q1	Weighted Q1	Q2	Weighted Q2	Q3	Weighted Q3	Q4	Weighted Q4	Q5	Weighted Q5
1	5	4	5	4	5	4	5	4	4	3
2	5	4	3	2	5	4	4	3	5	4
3	5	4	5	4	3	2	5	4	4	3
4	5	4	4	3	5	4	5	4	3	2
5	5	4	3	2	4	3	2	1	5	4
6	5	4	5	4	5	4	5	4	5	4
7	5	4	5	4	1	0	3	2	5	4
8	5	4	4	3	5	4	5	4	3	2
9	5	4	5	4	5	4	5	4	5	4
10	5	4	4	3	4	3	2	1	4	3
Avg Score		4		3.3		3.2		3.1		3.3
Overall Customer Satisfaction Index										3.38
Overall Customer Satisfaction Index (%)										85%

Calculation Methodology:

Columns Q1 to Q5 represent the responses received on a 5 point scale, where 5 is Very Satisfied, and 1 is Very Dissatisfied.

Columns Weighted Q1 to Weighted Q5 represent the weighted scores from 4 to 0, for responses 5 to 1.

The Overall Customer Satisfaction Index has been calculated using average score of all averages, across all questions (=3.38 out of 4 in this example).

The Overall Customer Satisfaction Index (%) is a percentage of the Overall Customer Satisfaction Index (=(3.38/4)*100 in this example).

KRA Customer Perceptions
KPI Overall Customer Satisfaction
KPM % of positive responses for Customer Satisfaction

Data Table					
Customer Satisfaction Factors (Q1 - Q5)					
#	Q1	Q2	Q3	Q4	Q5
1	5	5	5	5	4
2	5	3	5	4	5
3	5	5	3	5	4
4	5	4	5	5	3
5	5	3	4	2	5
6	5	5	5	5	5
7	5	5	1	3	5
8	5	4	5	5	3
9	5	5	5	5	5
10	5	4	4	2	4
+Resp	10	8	8	7	8
+Resp%	100%	80%	80%	70%	80%
% of positive responses for Customer Satisfaction					82%

Calculation Methodology:

Columns Q1 to Q5 represent the responses received on a 5 point scale, where 5 is Very Satisfied, and 1 is Very Dissatisfied.

+Resp is the number of positive responses received on a 5 point scale, where 4 and 5 are positive, and others are not counted as positive.

+Resp% is the percentage of positive responses received out of the total responses received (in this example: for Q3, 8 out of 10 responses are either 4 or 5).

The % of positive responses for Customer Satisfaction is the average of +Resp%.

KRA Employee Perceptions
KPI Overall Employee Satisfaction
KPM Overall Employee Satisfaction Index

Data Table										
Employee Satisfaction Factors (Q1 - Q5)										
#	Q1	Weighted Q1	Q2	Weighted Q2	Q3	Weighted Q3	Q4	Weighted Q4	Q5	Weighted Q5
1	5	4	5	4	5	4	5	4	4	3
2	5	4	3	2	5	4	4	3	5	4
3	3	2	5	4	3	2	5	4	4	3
4	5	4	4	3	5	4	5	4	3	2
5	4	3	3	2	4	3	2	1	5	4
6	5	4	5	4	5	4	5	4	5	4
7	5	4	5	4	1	0	3	2	5	4
8	3	2	2	1	5	4	5	4	3	2
9	1	0	5	4	5	4	5	4	5	4
10	5	4	4	3	4	3	2	1	4	3
Avg Score		3.1		3.1		3.2		3.1		3.3
Overall Employee Satisfaction Index										3.16
Overall Employee Satisfaction Index (%)										79%

Calculation Methodology:

Columns Q1 to Q5 represent the responses received on a 5 point scale, where 5 is Very Satisfied, and 1 is Very Dissatisfied.

Columns Weighted Q1 to Weighted Q5 represent the weighted scores from 4 to 0, for responses 5 to 1.

The Overall Employee Satisfaction Index has been calculated using average score of all averages, across all questions (=3.16 out of 4 in this example).

The Overall Employee Satisfaction Index (%) is a percentage of the Overall Employee Satisfaction Index (=(3.16/4)*100 in this example).

KRA Employee Perceptions
KPI Overall Employee Satisfaction
KPM % of positive responses for Employee Satisfaction

Data Table					
Employee Satisfaction Factors (Q1 - Q5)					
#	Q1	Q2	Q3	Q4	Q5
1	5	5	5	5	4
2	5	3	5	4	5
3	3	5	3	5	4
4	5	4	5	5	3
5	4	3	4	2	5
6	5	5	5	5	5
7	5	5	1	3	5
8	3	2	5	5	3
9	1	5	5	5	5
10	5	4	4	2	4
+Resp	7	7	8	7	8
+Resp%	70%	70%	80%	70%	80%
% of positive responses for Employee Satisfaction					74%

Calculation Methodology:

Columns Q1 to Q5 represent the responses received on a 5 point scale, where 5 is Very Satisfied, and 1 is Very Dissatisfied.

+Resp is the number of positive responses received on a 5 point scale, where 4 and 5 are positive, and others are not counted as positive.

+Resp% is the percentage of positive responses received out of the total responses received (in this example: for Q3, 8 out of 10 responses are either 4 or 5).

The % of positive responses for Employee Satisfaction is the average of +Resp%.

KRA Customer Performance Indicators
KPI Complaints Handling
KPM Number of Complaints

Data Table			
	2012	2013	2014
No. of Complaints	20	25	35
No. of Transactions	10000	18000	25000
% of Customer Complaints	0.20%	0.14%	0.14%

Calculation Methodology:

Percentage of total number of transactions against total number of complaints. Eg. If total transactions is 10,000, and total complaints is 20 in 2012, then the percentage will be: $20 \div 10,000 * 100 = 0.2\%$ for Y2012. If total transactions is 18,000, and total complaints is 25 in 2013, then the percentage will be: $25 \div 18,000 * 100 = 0.14\%$ for Y2013. If total transactions is 25,000, and total complaints is 35 in 2014, then the percentage will be: $35 \div 25,000 * 100 = 0.14\%$ for Y2014. **Here, reducing ratio over time is considered positive (good).**