



KPIs by attendees**General:**

- Days of sales outstanding
- # of sales
- Total # of jobs
- Total sales
- # of proposals we write
- Proposal conversion rate
- Client satisfaction
- Time tracking
- Project management skills

Financial -general:

- Leads
- FTAs

Financial - Improve cost structure:

- Improve rates; hire maybe companies that offer better rates
- What are my Gross Profit Margins in each job? Adequate? Is labor too high?
- TM
- MT

Financial - Increase asset utilization:

- Are my people assets in right seats in the company to maximize their skills and talents?
- Tools? Using the right ones?
- Idle translators
- Tool adoption
- Maximize work frame

- Use machine translation

Financial - Expand revenue opportunities:

- Grow revenue through offering new services
- Investigating VRI + implementing pilots
- Using terminology systems to help with costs (labor)
- Measure margins
- Gross sales
- Aged receivables
- Hire more people for sales

Financial - Enhance customer value:

- Providing product as promised and affording discounts with use of tools
- Looking at reducing interpreting time (costs) through the use of VIR, OTP, etc. & combining jobs in one day instead of numerous minimum jobs
- ↑ rev./customer
- Offer larger mix, such as transcripts, voice over

Customer - General:

- Quarterly survey
- # of orders
- MVM
- WWV

Customer - Cost:

- Gross profit margin/project

Customer - Quality:

- Cost of rework

Customer - Selection:

- Abandoned requests

Customer - Availability:

- Customer requested date vs. actual delivery

Customer - Time:

- On-time delivery

Customer - Service:

- Satisfaction

Customer - Partnership:

- # of partners

Customer - Brand:

- Social media engagement

Processes - General:

- Management software
- Marketing
- Survey
- Capacity
- Revenue per EE

Processes - Operations:

- Use of interpreting tools to boost productivity in our interpreting contracts
- Capacity model

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- # of people

Processes - Innovation:

- # of processes modified

Processes -Post-sale Service:

- Cross selling
- How many projects get client reviews
- Streamlining

Learning - General:

- Training of staff
- Training of interpreters
- Learn from consultant
- Take advantage of conferences such as this one to learn

Question from the audience (left in a note): How often do you keep track/review/assess this strategic map?

GL: At least once a year. It will actually depend on how often you do internal audits. If external factors change (such as a new client, etc.) you shouldn't wait to review how the changes affect your strategy. The fastest you adapt to unfavorable changes, the better for the company.

