Bloomfire

Establishing Metrics when building a business case for knowledge management.

What it does

This Key Metrics Catalog is a compendium of the most common scorecard metrics used for new software/platform decisions and helps you guide your thinking around which metrics to include in your business case.

Use this list to guide your thinking on foundational IT performance metrics to drive alignment on IT technology stack priorities, or on how to design a set of metrics that align to current IT strategic initiatives.

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·Talent Management
·User Satisfaction
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Slides 11-18 — Strategic Initiative Aligned Metrics
·Employee Productivity
·IT Organizational Transformation
·Business Partner Engagement
·Moving to an End-to-End IT Services Model
·Strategic Program (ERP, CRM, etc.)
·Globalization
·Outsourcing
Merger and Acquisition

Financial Performance
(Foundational Metrics)

- Total IT expenditure as a percentage of revenue (technology stack rationalization)
- Percentage of total IT expenditure allocated to innovation and business opportunity
- Percentage of total IT expenditure allocated to collaboration, business intelligence, and customer interface
- Percentage of total IT expenditure allocated to delivering mobile capabilities
- Percentage of total IT expenditure allocated to employee productivity
- Percentage of total IT expenditure allocated to most critical business capabilities
- Business-led IT spending as a percentage of total IT spending
- Percentage of total IT expenditure allocated to end-to-end IT services

- Reach and distribution of business-led IT
- Percentage of total IT spending allocated to all life cycle costs for cloud-based services
- Percentage of total IT expenditure allocated to unplanned projects
- Percentage of year-over-year cost reduction per service
- Dollars saved through vendor reviews and negotiations
- Total value created through vendor cooperation initiatives (innovation etc.)
- Percentage of IT initiatives/projects championed by business owners
- Percentage reduction in maintenance cost [YoY]
- Actual versus planned spend [YoY]
- Total IT spending by business unit
- IT cost per user

Project Management Excellence
(Foundational Metrics)

- Percentage of projects aligned with corporate strategic goals
- Percentage of projects on time, on budget
- Percentage of budgets within scope
- Percentage of innovation projects evolving into full projects
- Percentage of projects with low likelihood of achieving benefits
- Resource bottleneck visibility
- Time taken to full business case realization for new functionality
- Percentage of projects using PM Services

- Percentage of project benefits streams with positive net value
- Percentage of projects compliant with architectural standards
- Percentage of projects with cost-benefit analysis
- Percentage of infrastructure standardization projects of total project pool

Product Adoption Performance
(Foundational Metrics)

- Percentage of product features being used
- Percentage of users as total potential user base
- Cost per user
- Total platform contribution to margin
- Platform's impact on employee satisfaction
- Platform's impact on customer satisfaction
- Platform's impact on team productivity
- Total revenue generated per product

Operational Performance
(Foundational Metrics)

- Time to market for new capabilities
- Time to respond to business requests
- Help desk first-call resolution
- IT effectiveness in resource allocation supporting business objectives
- Average number of days before first functionality is delivered
- Percentage of IT services with high market share (using best-in-class platforms)
- Technology standardization index
- Percentage of key suppliers with regular (monthly, quarterly, semi-annual, annual) review sessions

- Percentage of infrastructure service requests closed within service-level agreements
- Number of applications used by more than one line of business
- Key applications and systems availability
- Number of business disruptions due to IT service incidents per month
- Percentage of business stakeholders satisfied with the quality of IT service delivery (meets agreed service levels)
- Percentage of users satisfied with the quality of IT service delivery (meets agreed service levels)

Talent Management
(Foundational Metrics)

- Percentage of department staff who have completed development assignments pertaining to critical business and leadership skills
- Percentage of department staff who have completed development assignments pertaining to newly required IT skills
- Percentage of department staff in track against planned stretch and development assignments
- Percentage of roles exhibiting strategy-critical skills gap
- Percentage of key leadership roles with a strong pipeline of successors

- Competitiveness of employment value proposition compared to industry
- Department staff rolling turnover rate
- Department staff absentee rate
- Average days to fill a seat
- Share of IT training spent in business units
- Employee engagement level
- Department Employees as a percentage of total full-time equivalents (FTEs)
- Revenue or Margin generated per employee in the department

User Satisfaction
(Foundational Metrics)

- Average search times using KMS
- User Effort Score rating
- Technology-enabled employee productivity rating
- IT-business engagement score
- Average end-user satisfaction rating
- Average business executive satisfaction rating
- Percentage of returned satisfaction survey
- Help desk client satisfaction—percentage dissatisfied
- Quality of communication about available services and new technologies

Risk and Security
(Foundational Metrics)

- Percentage of innovation and business opportunity projects with business partners owning risk decisions
- Percentage of systems compliant with IT security standards
- Total value loss prevented through security incident mitigation
- Percentage of external partners in compliance with security standards
- Number of APTs (advanced persistent threat) per month identified and prevented

- Number of high-impact incidents per month identified and prevented
- Percentage of high-level security breaches dealt with in agreed time
- Percentage of new initiatives that receive security and compliance sign-off
- Number of security incidents operational systems or infrastructure which led to material loss

Employee Productivity
(Metrics with Strategic Alignment)

- Technology-enabled employee productivity
- Total effort required to identify and find information
- Percentage of business-led technology experiments effectively scaled up by IT
- Collaboration maturity
- Percentage of collaboration and business intelligence needs that are unmet (based on end user survey responses)
- Percentage of total end users who have had received training
- Percentage of unstructured information included in information architecture
- Percentage of departments adhering to information standards and definitions
- Percentage of ad hoc information queries fulfilled
- Percentage of total end users who do not use collaboration or knowledge management tools

- Percentage of information created through collaboration or kms that is searchable and/or available for reuse
- Percentage of information repositories covered by metadata
- Percentage of information repositories containing duplicative information
- User satisfaction with quality of information from internal and external sources
- User satisfaction with accessibility of information sources (internal and external)
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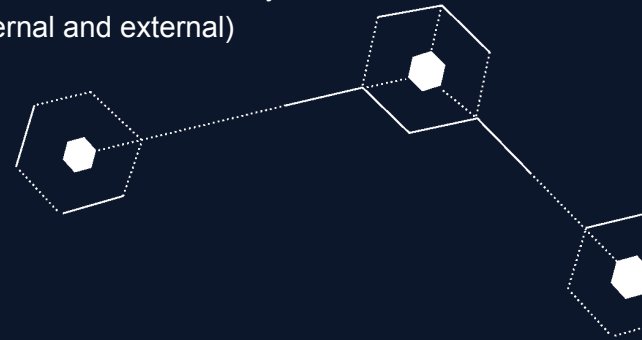
Organizational Transformation
(Metrics with Strategic Alignment)

- Technology standardization index [ideal vs. actually supported technologies]
- Percentage of innovation and business opportunity spend in relation to regulatory and foundational spend
- Percentage of users supported by global service desk
- Central IT spend as percentage of total IT spend
- Change in total IT cost per user (YoY)
- Change in total IT spend as a percentage of revenue (YoY)
- Percentage of regions/business units with completed migration readiness assessments

- Percentage of targeted applications still to be retired (ie replaced by KMS)
- Percentage of regions or business units with IT SLAs in place and tracked
- Percentage of total IT spend recovered via services
- IT team engagement
- IT-business engagement
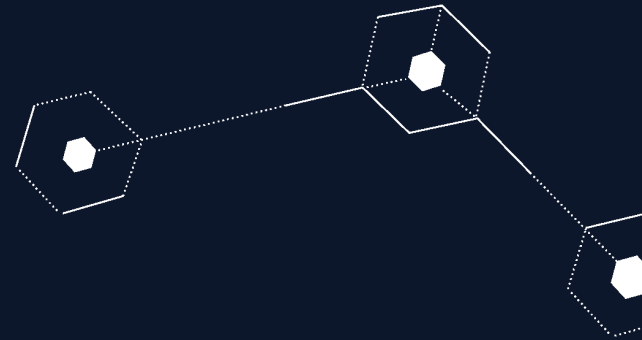
Business Partner Engagement
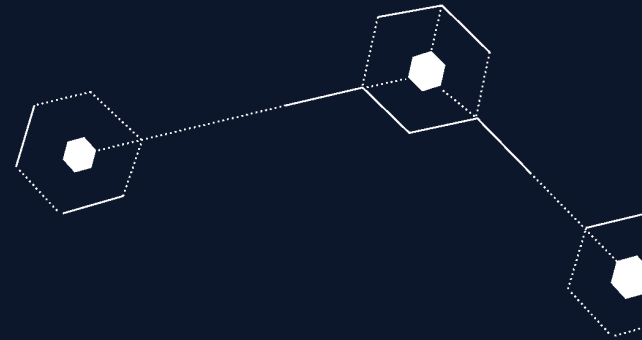(Metrics with Strategic Alignment)

- Percentage of IT priorities aligned to critical business priorities
- Percentage of employees who rate IT effective at inflecting their performance
- Percentage of IT staff with influencing competencies as a natural or developed strength
- Number of business-led IT initiatives supported
- Number of business areas with a business capability model
- Number of IT-business liaison roles
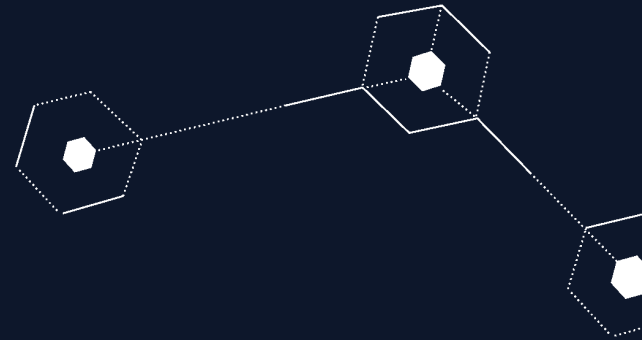
# Technology Stack Services Models
(Metrics with Strategic Alignment)

- Number of business capabilities with high business capability maturity
- Number of services defined in terms of business capabilities
- Percentage of potential service adopters that are actually using the service
- Number of business-led IT experiments migrated as service components
- Value of deployed services [service adoption * service usage]
- Capabilities included in the service that are actually used by adopters
- The unit costs for supplying a service to all of the adopters
- Employee productivity growth and ease-of-use rating

- Time to enhance a service with new capabilities
- Percentage of end-to-end IT services with dedicated service managers
- Percentage of service managers with critical service management skills
- Percentage of service managers proficient in critical engagement competencies

Enterprise-Wide Strategic Programs
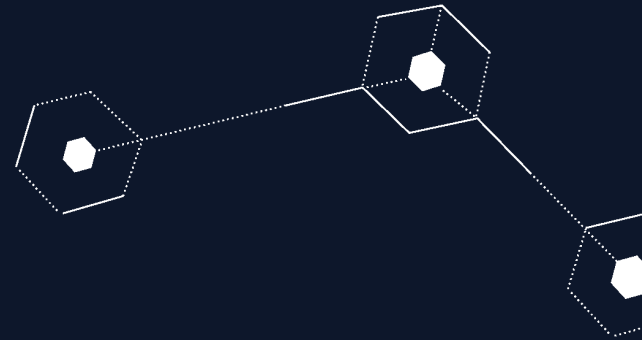(Metrics with Strategic Alignment)

- Percentage of mandatory deliverables contained in the project management methodology
- Percentage of potential resource bottlenecks identified at least 90 days in advance
- Percentage of projects within the program that are on time, on budget, in scope, and to specification
- Percentage of in-scope business capabilities delivered so far
- Actual versus planned ROI for the strategic program
- Percentage of projects within the program that have failures in first 90 days of deployment
- Number of high-risk driver projects

- Percentage of projects with low likelihood of achieving benefits
- Percentage of project benefits streams with positive net value
- Percentage of steering committee meetings missed by key business stakeholders
- Percentage of target end-user population who are using functionality delivered by the program
- Cost per deployed user
- Number of event-free days in the program team
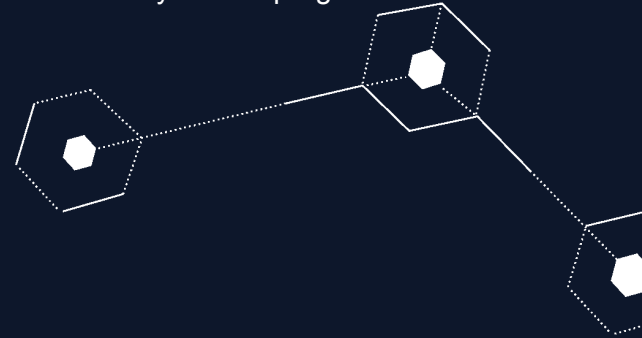
Globalization
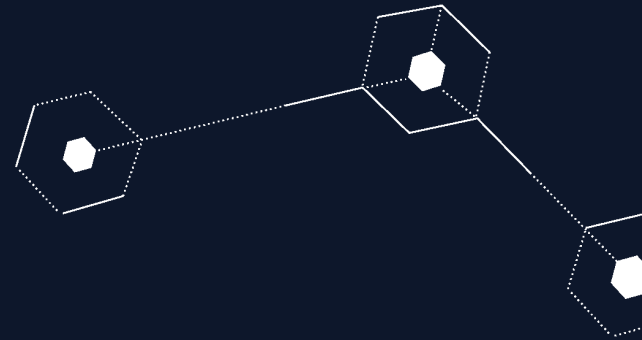(Metrics with Strategic Alignment)

- Percentage of users supported by global service desk
- Percentage of regions or business units with IT SLAs in place and tracked
- Percentage of projects compliant with global architectural standards
- Onshore/offshore spend ratio for applications
- Onshore/offshore spend ratio for infrastructure
- Central IT spend as percentage of total IT spend
- Central IT headcount as a percentage of total IT headcount
- Percentage of IT staff with development plans

- Revenue loss due to drop in end-user productivity
- Number of applications used by more than one line of business
- Percentage of IT staff with experience working on global teams
- Event free days

Outsourcing
(Metrics with Strategic Alignment)

- Percentage of features on vendors' roadmaps that tie to unmet business needs influenced by IT
- Vendor staff turnover and absentee rates
- Percentage of SLAs at goal
- Onshore/offshore spend ratio for applications
- Onshore/offshore spend ratio for infrastructure
- Total value created through vendor cooperation initiatives [innovation etc.]

Mergers and Acquisitions
(Metrics with Strategic Alignment)

- Percentage of acquisition/integration risks mitigated
- Percentage of acquired applications integrated or retired
- Percentage of duplicative vendor relationships renegotiated or canceled
- Percentage of key talent retained
- Readiness for Day One integration [high, medium, low]
- IT team engagement
- Percentage of benefits realized