

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

KPI Metrics

a HandiGuide®

2023 Edition

Table of Contents

| | |
|--|----|
| KPI Metrics HandiGuide | 6 |
| Introduction | 6 |
| Book Structure | 7 |
| Organizational Responsibilities | |
| Internet, Wireless, Electronic Communication, and LANs | |
| KPI Metrics Design | |
| KPI Metrics | |
| KPI Metrics Implementation | |
| Data Capture | |
| KPI Metrics System | |
| Sample Reports | |
| Organizational Responsibilities | 11 |
| Base Assumptions and Objectives | 11 |
| Management Process | 13 |
| Executive Management..... | 13 |
| General Operations Management | 13 |
| Individual Managers and Staff Members | 14 |
| Responsibilities | 16 |
| Manager, Internet, and IT Resource Group | 17 |
| Manager, Enterprise Operational Group..... | 17 |
| Steering Committee..... | 18 |
| Manager, KPI Metrics..... | 18 |
| Enterprise Managers (Groups, Departments and Divisions) | 19 |
| Enterprise Staff Members..... | 19 |
| Asset Owners..... | 19 |
| Support Managers..... | 20 |
| Users | 21 |
| Help Desk | 22 |
| Outside IT Services (Outsourcers) | 28 |
| Outsourcing KPI Metrics | 28 |
| Best practices for outsourcing KPI metrics | 29 |
| Basic outsourcing metrics..... | 31 |
| Responsibilities When Using IT Services..... | 33 |
| Outside IT Services - Basic Policies | 35 |
| Internet, Wireless (Wi-Fi), Electronic Communication, and LANs | 37 |
| Electronic Communication Usage Guidelines | 37 |
| Internet..... | 39 |
| Internet Characteristics | 40 |
| Security Concerns | 43 |
| Firewalls | 43 |
| Screening Router | 44 |
| Dual-Homed Gateway | 44 |
| Screening Router and Bastion Host..... | 45 |
| Encryption | 46 |
| Policy and Procedures | 47 |



- KPI Metrics Process 48
 - KPI Metrics Design..... 48
 - Reporting Audiences 50
 - Report Groupings 52
 - Financial 55
 - Staffing 56
 - Internet - Infrastructure 57
 - Competitive/Comparative 58
 - Productivity..... 59
 - System Development 60
 - IT Infrastructure 61
 - Quality Assurance 62
 - Help Desk..... 63
 - Computer Operations 64
 - Communications..... 64
 - Other - Technology..... 65
 - Enterprise/Industry Specific 65
- KPI Metrics 67
 - Report Categories 68
 - Graphic Data Presentation 70
 - Data Presentation Rules 71
 - KPI Metrics - IT 73
 - Financial..... 73
 - Financial (Continued) 74
 - Staffing..... 75
 - Internet - Electronic Infrastructure..... 76
 - Competitive/Comparative 77
 - Productivity..... 78
 - System Development 79
 - IT Infrastructure 80
 - Quality Assurance 81
 - Help / Service Desk..... 82
 - Computer Operations 84
 - Communications..... 86
 - Other - Technology..... 87
 - Enterprise/Industry Specific 88
 - Enterprise/Industry Specific (cont'd) 89
- KPI Metrics Implementation 93
 - Metrics Management Loop 94
 - Internet and IT Report Package 97
 - SLA Report Package..... 99
- Data Capture..... 100
 - User Vision of Performance..... 102
 - Monitors 102



- KPI Metrics System..... 107
 - Overview 107
 - Select KPI Metrics 107
 - Capture and Record Data for Current Period 108
 - View Documents 109
 - Print Reports 109
 - System Modifications 110
 - Technical Naming Conventions 110
- Sample Report 112
 - Report Table of Contents 113
 - Financial 113
 - Staffing 113
 - Internet - Electronic Infrastructure 113
 - Competitive/Comparative 113
 - Productivity 114
 - System Development 114
 - Reengineering - Office Automation 114
 - Quality Assurance 114
 - Help Desk 114
 - Computer Operations 115
 - Communications 115
 - Other 115
 - Industry Specific 115
- Sample Reports 117
 - Key Measures Report..... 118
 - Expense Performance Summary 120
 - Expense Variance by Category 122
 - Expense Variance by Cost Center..... 124
 - Capital Plan Performance 126
 - Project Capital Expenditures 128
 - Billing Allocation 130
 - System Usage by Customer 132
 - Resource Usage by Customer 134
 - Staff Plan Performance 136
 - Head Count Summary 138
 - Staff Turnover Report..... 140
 - Protected Classes Summary 142
 - User Penetration Count 144
 - User Penetration Volume 146
 - E-mail Traffic 148
 - Social Networks 150
 - WEB Statistics..... 152
 - Electronic Commerce Sales 154
 - Electronic Commerce Returns..... 156
 - High Volume Users 158
 - Low Volume Users 160
 - Revenue & Capital 162
 - Expenses & Staffing 164
 - Competitive Application Matrix 166
 - Technology Penetration Trends 168
 - Development Productivity..... 170



Production Support Productivity 172

Response Time Report - Report A 174

Response Time Report - Report B 176

Service Request Backlog 178

Project Status Report 180

Service Request Aging 182

Service Request Closure Priority 1 184

Service Request Closure Priority 2 and 3 186

Conversion Status 188

Reengineered Service Performance 190

Work From Home Workers 192

Work From Home Productivity 194

E-Mail Usage 196

Voice Mail Usage 198

Project Status Report - Reengineering 200

Test Results by Release 202

Release Test Comparison (Special) 204

Customer Satisfaction 206

Quality Improvement Program 208

Work Load Summary 210

Quick Incidents 212

Problem Notification Analysis 214

Problem Notification by Priority 216

Problem Notification by Category 218

Problem Closure Statistics 220

Installation Repair Management 222

Computer Capacity 224

Combined Computer Work Load 226

On-Line Performance Summary 228

E-Mail and EDI Traffic 230

Computer Outages 232

Batch Processing Performance 234

Billing & Report Distribution Performance 236

Charge Back Details 238

Network Outages 240

Electronic Commerce 242

Switch Performance Report 244

Voice Mail Performance 246

Workstation Analysis 248

LAN Analysis 250

Usage Analysis 252

Distribution 254

Education 256

Entertainment 258

Financial Service 260

Government 262

Hospitality 264

Insurance 266

Manufacturing 268

Medical 270

Real Estate 272

Retail 274



| | |
|--|-----|
| Appendix | 278 |
| KPI Metrics for Internet, Customers and Social Networks..... | 278 |
| Internet and Social Networks KPIs | 278 |
| KPIs & Metrics for Customers | 280 |
| Customer Satisfaction KPIs..... | 282 |
| Supply Chain KPI Best Practices..... | 283 |
| Supply Chain KPI Metrics..... | 284 |
| Attached Job Descriptions..... | 285 |
| Chief Digital Officer | |
| Chief Experience Officer | |
| Digital Brand Manager | |
| Manager Metrics | |
| Manager KPI Metrics | |
| Manager Service Level Reporting | |
| Key Performance Indicator Analyst | |
| SEO Specialist | |
| Version History..... | 286 |

KPI Metrics HandiGuide

Introduction

Historical Perspective

Over the last few decades, the working world has been inundated with computers, social media, and new technologies. Few people have understood them but everyone has needed them. Since the cost of this technology was and remains high, many attempts have been made to create meaningful measures and metrics. Most have failed in their primary objective -- to show the value and efficiencies of the application of these technologies in the enterprise. This has resulted in a total lack of consistent operational and performance measures.

Traditionalists have tried to measure the efficiency of computer equipment, communications equipment, and the processing of data. Management has continued to ask how a percentage of utilization on a computer will impact customer service or the bottom line.

Earlier incarnations of metrics were called Critical Success Factors (CSFs). Today the term Key Performance Indicators (KPIs) is in vogue.

Some examples of KPIs and their drivers are:

| KPI / Metric | Driver |
|---------------------------------------|---|
| Click-throughs to the website | Tweets, blogs published - social networking interactions |
| Customer Database | <p style="text-align: center;">This is a sample of the final product and these pages are for your review and are protected by Janco's copyright.</p> <p style="text-align: center;">https://e-janco.com</p> |
| Website | |
| Size of the customer contact database | Value-added of web and social media contacts |

By monitoring KPIs, you are ensuring that the daily activities necessary to support your company's goals and ultimate success are being carried out. You may, of course, discover that there is a weak correlation between your company's KPIs and KPIs. That can be a good thing, as it will prompt you to identify different KPIs, and it could prompt your firm to change the activities it emphasizes.

Imagine going to South Florida after a hurricane and seeing all the roofs that blew off. A comment that new building codes are required would be expected but is not adequate. That response did not help when the hurricane was there. The same is true for after-the-fact reporting of KPI performance. It is managed by "rearview mirror".

Responsibilities

The embedding of computers into virtually every enterprise function and process dictates that Internet and IT operations cannot be viewed as a minor technical matter falling under the exclusive purview of the operations management community. On the contrary, the vital functions of the computers and the potential impact upon the enterprise of system shortcomings make Internet and IT (including PDA⁶, PC, LAN, and Work Station) operations a serious concern of all levels of enterprise management.

The objective of an enterprise Internet and IT management process is to achieve an effective and cost-beneficial operating posture for the enterprise's Internet and IT environment. Attainment of this objective requires a balanced combination of problem recognition, resource allocation, and policy focus to implement an effective program.

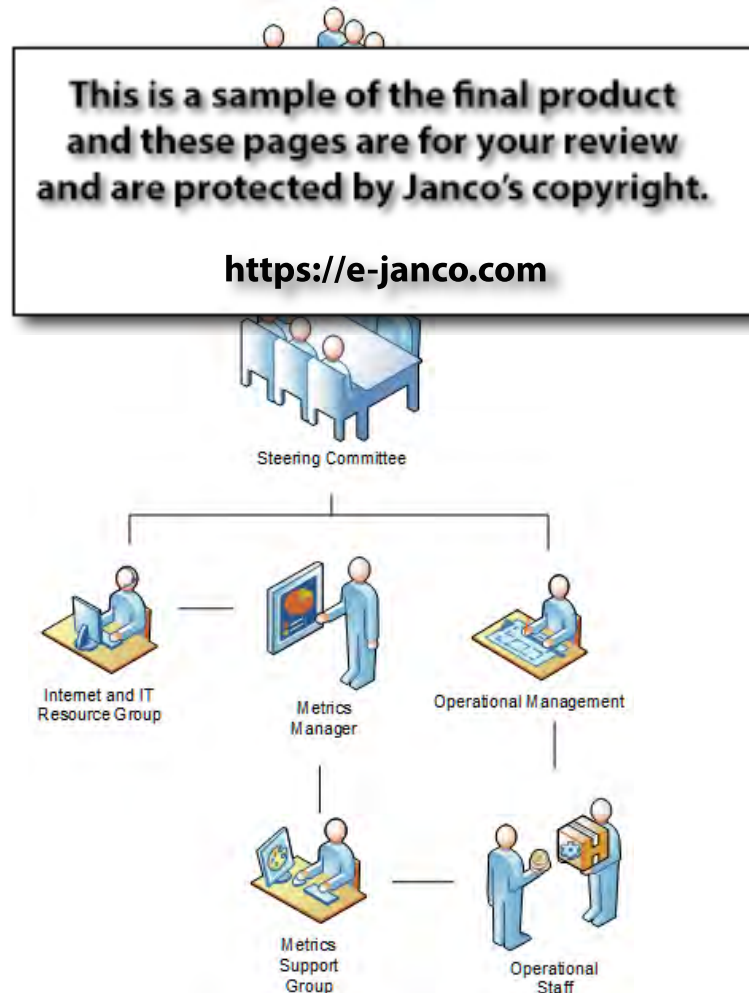


Figure 2 - Organizational Responsibilities

⁶ Personal Digital Assistant.

groups. In those cases, a “centralized” group often sets policies and standards that the operational groups will follow.

| | | Systems | Applications |
|-----------------|------------|----------------------|---------------------------|
| Data & Mobility | Production | Development Group | End Users |
| | Test | Software Engineering | Application Support Group |
| Software | Production | Development Group | Development Group |
| | Test | Software Engineering | Application Support Group |
| Command | | | |
| Transaction | | | |
| Address | | | |
| Mobility - BYOD | | | Development Group |
| Documentation | | | Application Support Group |

This is a sample of the final product and these pages are for your review and are protected by Janco's copyright.

<https://e-janco.com>

Figure 3 - Responsibility Matrix

Support Managers

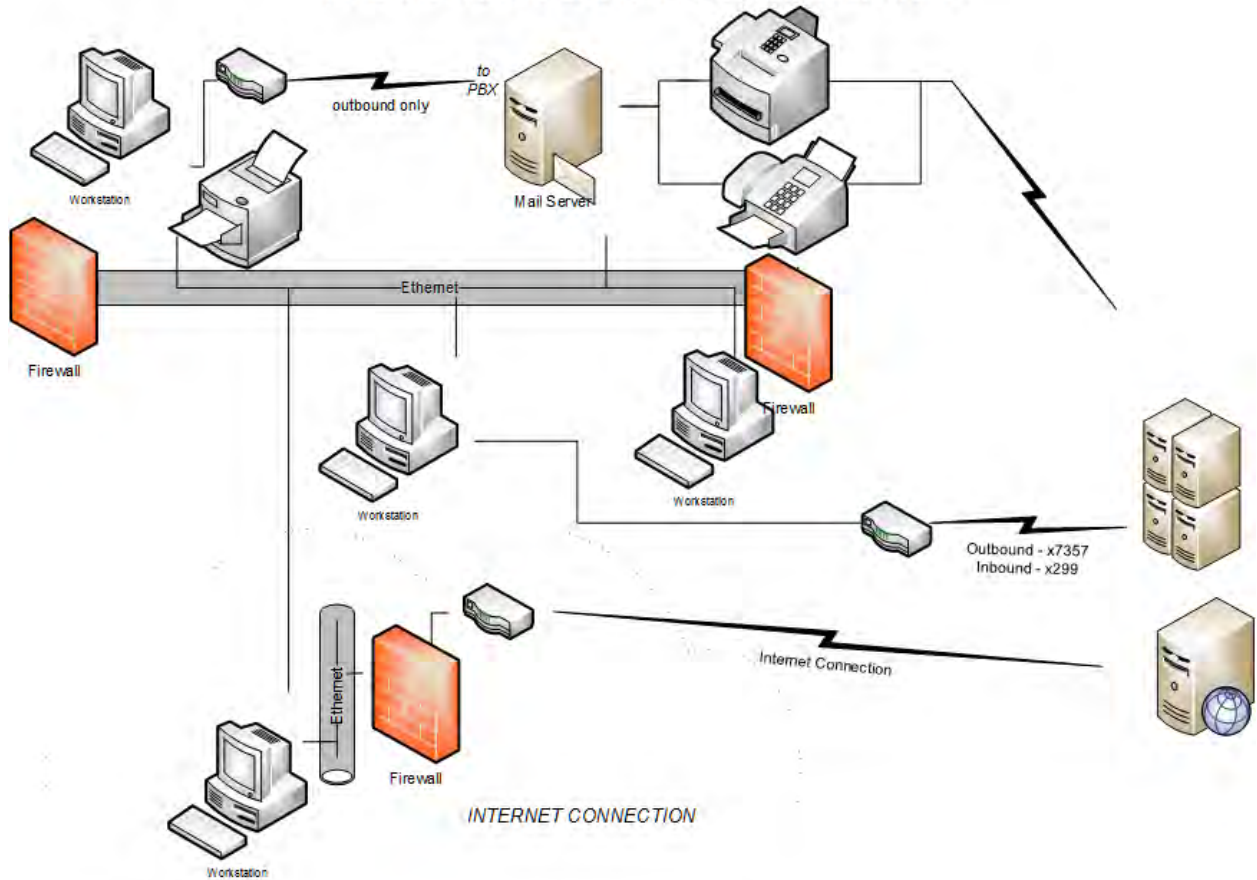
The Support Manager is the manager responsible for the operating integrity of a system. This manager must be at the Vice President or General Manager level or above. The individual is responsible for requesting the appropriate establishment or modification of the access control restrictions⁸ for an IT resource. This request requires the approval of the owner of that resource.

⁸ See the Security Manual Template at e-janco.com/Security.htm

Policies and procedures need to be in place to not only protect the information but also to see that if any 'disaster' occurs the enterprise can function. Tools to aid in this are:

- ✚ Disaster Recovery / Business Continuity Plan Template
<https://www.e-janco.com/drpf.htm>
- ✚ Security Manual Template
<https://www.e-janco.com/security.htm>

**SAMPLE CONFIGURATION
INTERNET AND DIGITAL TELECOMMUNICATIONS**



This is a sample of the final product and these pages are for your review and are protected by Janco's copyright.

<https://e-janco.com>

Inte

net Connection

hout a brief description of its key characteristics. These are presented as a basis for understanding the discussion of security that follows. They are not intended to provide the reader with a comprehensive understanding of the Internet. For that, we suggest that the reader obtain one of several books on the subject. In response to security

KPI Metrics Process

KPI Metrics Design

Many organizations do not have a good mechanism for reporting on the value of the IT function. Typically, the reporting exists in either traditional financial accounting measures, which are bogged down in cost distribution, or detailed technical data that shows the efficiency of the usage of the computer hardware. Neither of these approaches addresses the value added by technologists.

A good KPI Metric and reporting process should meet the needs of several different audiences. This includes senior enterprise management, IT management, internal customers, and external customers. At the same time, it must help the enterprise achieve its business strategy while providing positive and negative feedback to the IT staff.

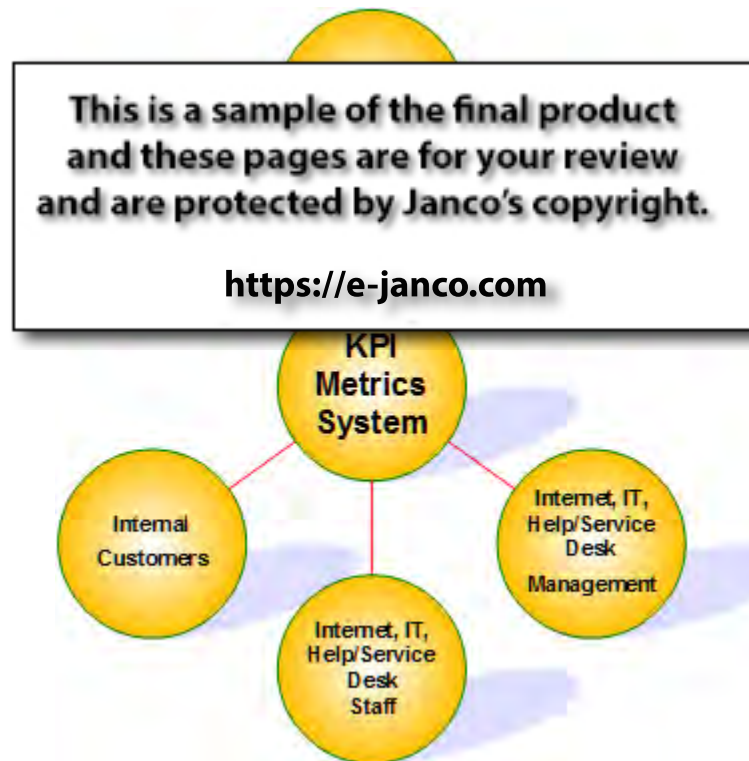


Figure 14 - Process Overview

In the course of developing a management reporting process for the IT function, these are three issues that need to be understood before idea one is put on paper. First and foremost is to understand what works well for one company, in one industry, may not work well for another company, in the same industry down the street. Corporate culture does play an important part in the process. Therefore, anything that we present here must be applied to an enterprise with its culture in mind.

Financial

The financial reports are typically reported on a month-to-month basis. For the sake of presentation, we prefer to show thirteen months. In this way, the metric report provides traditional year-to-date information and a comparison of the same month this year and last year.

| | Technology Senior Management | Technology Operating Group Management | Enterprise Senior Management | Enterprise Operating Group Management |
|---------------------------------|------------------------------|---------------------------------------|------------------------------|---------------------------------------|
| Key Measures Report | Yes | Yes | Yes | Yes |
| Expense Summary | Yes | Groups | Part-Year | Optional |
| Expense Variance by Category | Yes | Groups | Part-Year | Optional |
| Expense Variance by Cost Center | Yes | Groups | Part-Year | Optional |
| Capital Plan Performance | Yes | Groups | Yes | Optional |
| Project Capital Expenditures | Yes | Groups | Optional | Yes |
| Billing Allocation | Yes | Groups | Yes | Yes |

System Usage by Cus

Resource Usage by Cus

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

KPI Metrics

One of the givens of the world of metrics is the fact that once you measure and report something you modify the results and behavior of the items and people being measured. Given this preamble, we have found that there are 11 areas where metrics matter in the IT world. The areas are:

- ✚ Financial
- ✚ Staffing²⁰
- ✚ Competitive/Comparative
- ✚ Productivity
- ✚ System Development
- ✚ IT Infrastructure
- ✚ Quality Assurance
- ✚ Help Desk
- ✚ Computer Operations
- ✚ Internet - Electronic Infrastructure
- ✚ Communications
- ✚ Other - Technology
- ✚ Enterprise/Industry Specific

The reports are intended to be grouped in packages for the recipients. Besides, all of the reports are not produced in each period.

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

o many in the
ort. The marketing
(ariance for the
e marketing department
y) while others are

d in the table that
follows before proceeding to the individual metrics and format presented in each report.

As we progress, we will define a series of rules that should be followed in the creation of your metrics systems. What follows is a table of contents for the metrics of a 2.3-billion-dollar corporation. This can be used as a guide for the level of metric reporting that your enterprise may want to implement.

In the report samples section that follows, most of the report templates for this sample metrics package are presented.

²⁰ This set of reports will vary more than most of the others presented based on the organizational structure used by the enterprise.



Report Categories

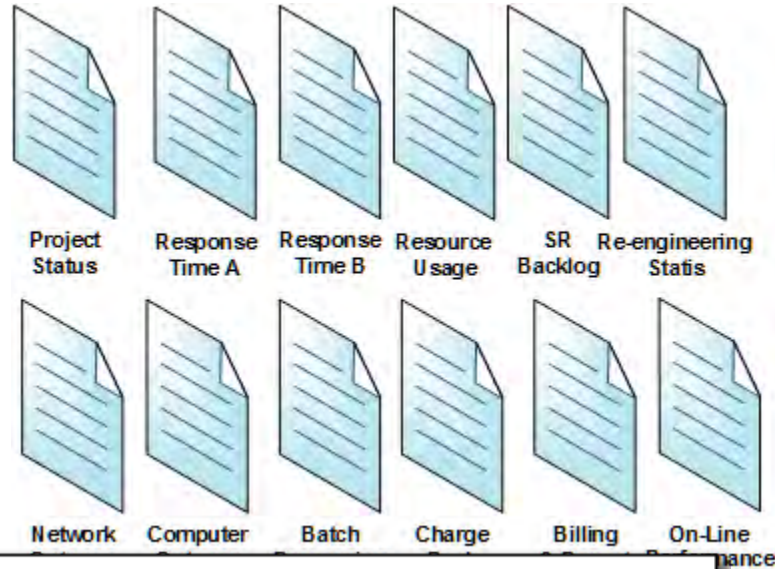
| Category | Report Name |
|---|---|
| Financial | Key Measures Report Expense Performance Summary Expense Variance by Category Expense Variance by Cost Center Capital Plan Performance Project Capital Expenditures Billing Allocation System Usage by Customer Resource Usage by Customer |
| Staffing | Staff Plan Performance Head Count Summary Staff Turnover Report Protected Classes Summary |
| Internet Electronic Infrastructure | User Penetration E-Mail Traffic Blog/Social Media Traffic WEB Site Statistics Electronic Commerce Volume High/Low Volume Users |
| Competitive/ Comparative | Revenue & Capital Expenses & Staffing Competitive Application Matrix Technology Penetration Trends |
| Productivity | Development Productivity |
| <p>This is a sample of the final product and these pages are for your review and are protected by Janco's copyright.</p> <p>https://e-janco.com</p> | |
| | E-Mail Usage Voice Mail Usage Wireless Statistics Project Status Report |
| Quality Assurance | Test Results by Release Release Test Comparison (Special) Customer Satisfaction Quality Improvement Program |

Figure 19 - Report Categories - Part 1 of 2



SLA Report Package

In the course of developing SLAs for the enterprise, it is important to communicate the service level that the user is receiving. Using the IT Report package as a basis let us suggest the sets of reports that should be included with the SLAs.



**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

With this
impleme
probably

agreed to,
but this is

The formal SLA should be signed by both the user and the Internet and IT management. The agreement should contain at least the following components:

- ✚ Processing volume statistics in user terms.
- ✚ Cost for some time is based on whatever pricing method is agreed to by all parties.
- ✚ Forecast of each of the metrics in the SLA reporting package.
- ✚ Performance standards.
- ✚ Terms and conditions for performance and non-performance by both parties.

This is not an all-inclusive list but it covers most of the components that we have seen in organizations that have implemented a successful SLA process.

Report Table of Contents

Financial

| | |
|--------------------------------------|-----|
| Key Measures Report..... | 118 |
| Expense Performance Summary..... | 120 |
| Expense Variance by Category..... | 122 |
| Expense Variance by Cost Center..... | 124 |
| Capital Plan Performance..... | 126 |
| Project Capital Expenditures..... | 128 |
| Billing Allocation..... | 130 |
| System Usage by Customer..... | 132 |
| Resource Usage..... | 134 |

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

Staffing

| | |
|---------------------------------------|-----|
| Staff Plan Performance..... | |
| Head Count Summary..... | |
| Staff Turnover Report..... | 140 |
| Protected Classes Summary Report..... | 142 |

Internet - Electronic Infrastructure

| | |
|----------------------------------|-----|
| User Penetration Count..... | 144 |
| User Penetration Hours..... | 146 |
| E-mail Traffic..... | 148 |
| Social Network Traffic..... | 150 |
| WEB Statistics..... | 152 |
| Electronic Commerce Sales..... | 154 |
| Electronic Commerce Returns..... | 156 |
| High Volume Users..... | 158 |
| Low Volume Users..... | 160 |

Competitive/Comparative

| | |
|-------------------------------------|-----|
| Revenue & Capital..... | 162 |
| Expenses & Staffing..... | 164 |
| Competitive Application Matrix..... | 166 |
| Technology Penetration Trends..... | 168 |

Productivity

Development Productivity 170
 IT Production Support Productivity 172
 Response Time Reports - A 174
 Response Time Reports - B 176

System Development

Service Request Backlog..... 178
 Project Status Report 180
 Service Request Aging 182
 Service Request Closure Priority - 1 184
 Service Request Conversion Sta

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

Reengineering - Office

Reengineered Work From Home Workers 192
 Work From Home Productivity 194
 E-Mail Usage 196
 Voice Mail Usage 198
 Project Status Report 200

Quality Assurance

Test Results by Release..... 202
 Release Test Comparison (Special) 204
 Customer Satisfaction 206
 Quality Improvement Program 208

Help Desk

Work Load Summary..... 210
 Quick Incidents..... 212
 Problem Notification Analysis 214
 Problem Notification by Priority..... 216
 Problem Notification by Category 218
 Problem Closure Statistics..... 220
 Installation Repair Management 222

Computer Operations

| | |
|--|-----|
| Computer Capacity..... | 224 |
| Combined Computer Work Load | 226 |
| On-Line Performance Summary | 228 |
| E-Mail and EDI Traffic | 230 |
| Computer Outages | 232 |
| Batch Processing Performance | 234 |
| Billing & Report Distribution Performance..... | 236 |
| Charge Back Details..... | 238 |

Communications

| |
|-----------------|
| Network Outage |
| Electronic Com |
| Switch Perform |
| Voice Mail Perf |

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

Other

| | |
|----------------------------|-----|
| Workstation Analysis | 248 |
| LAN Analysis | 250 |
| Usage Analysis..... | 252 |

Industry Specific

| | |
|-------------------------|-----|
| Distribution | 254 |
| Education | 256 |
| Entertainment..... | 258 |
| Financial Service | 260 |
| Government..... | 262 |
| Hospitality..... | 264 |
| Insurance | 266 |
| Manufacturing..... | 268 |
| Medical..... | 270 |
| Real Estate..... | 272 |
| Retail..... | 274 |



Key Measures Report

This overview report shows IT Expenses, IT Staffing, On-Line Availability, and Billing Performance. As this is a summary report, all information reflected in the four graphs is contained elsewhere in the reporting package. This report is intended initially for the CIO only; however, it may be used in presentations to executive management.

The data for this report is copied from other reports. There is no need for additional data entries. Refer to the other reports which contain the details of the summary data. The comments therein apply to this report as well.

Many organizations place some industry-specific measures on this report. For example, one entertainment client includes the number of CDs shipped as a key metric of volume. In another case, a manufacturing company lists the cost of IT per finished good item. In this way, this report becomes the overall report card for the cost and value of IT to the enterprise.

KPI Metrics

Expenses - Period Actual (Dollars)

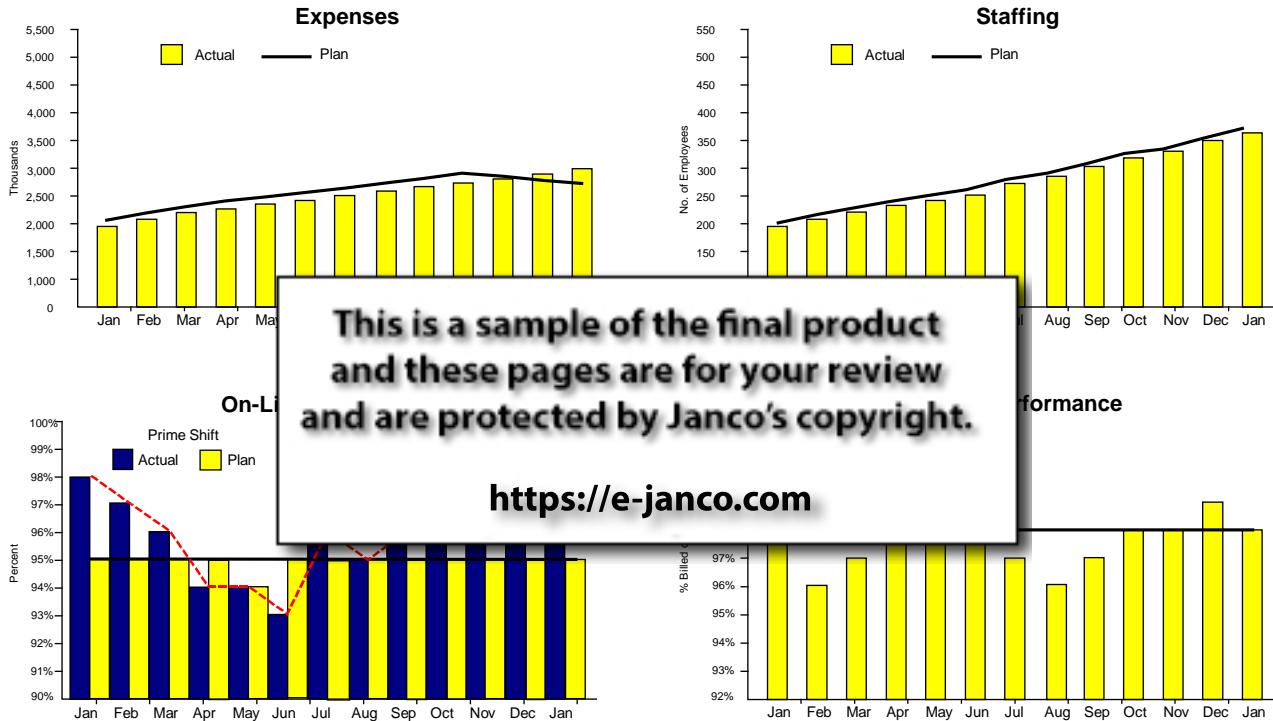
**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

38 FTE is Full Time Equivalents

39 Some users prefer man hours or revenue lost due to failure of system availability. This is a negative measure and we have opted to show only positive metrics in this set of reports.

Key Measures Report

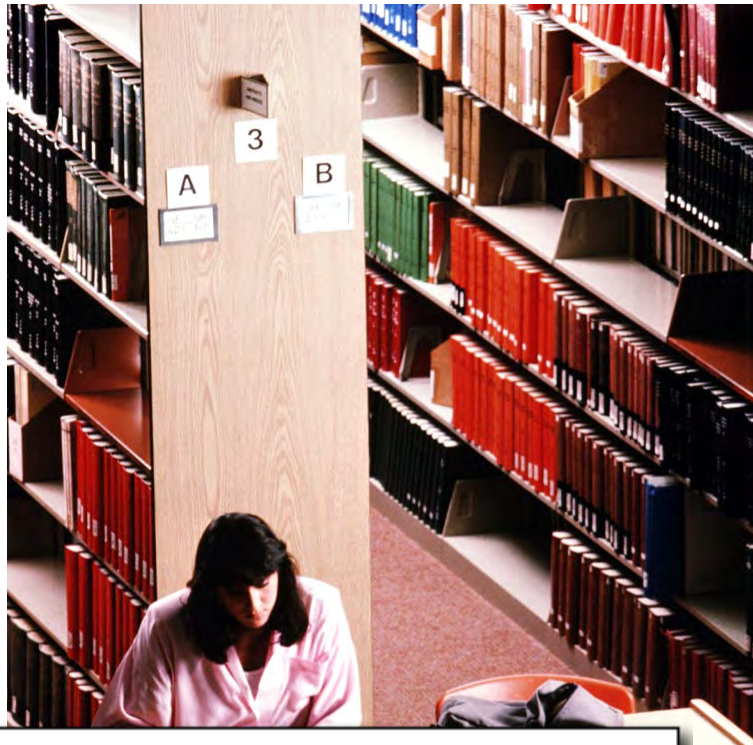


Discussion

This is example discussion text being typed into the discussion box. It should be small enough to fit in the box, but large enough to read. There should be sufficient space between the text and the border.



Appendix



**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

KPI Metrics for Internet, Customers, and Social Networks

Internet and Social Networks KPIs

- **Average Number of Referrals Per User** - A higher number of referrals per user is likely to lead to more sales, increasing the profitability of each customer. Formula: $(\text{Number of Referrals}) / (\text{Number of Users}) = (\text{Average Number of Referrals per User})$
- **Bounce Rate** - Measures the number of visitors that access a page on a company website and leave before visiting any other pages.
- **Click-Through Rate** - Monitors how many people click on links in an email. This is a good way to gauge the success of an email campaign and the quality of an email's content.
- **Client Attendance** - Counts the number of people who attend a client event. It could be measured as a percentage of a specific attendance target or the total client base.
- **Contact Volume by Channel** - Keeps track of the number of support requests by phone and email. This allows the organization to not only compare which method customers prefer but also to track the number of support requests month-to-month.
- **Customer Complaints** - Helps companies determine whether innovations are effective in improving the customer experience with their product.
- **Direct Traffic** - Traffic to a company's website that occurs from visitors typing in the URL

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

- **The number of Social Media Followers** - Indicates the level of customer engagement a brand has.
- **The number of Support Requests per Product** - This allows a company to determine which products their customers find easier (and harder) to use.
- **Open Rate** - Tracking the number of opened and unopened emails allows companies to evaluate whether an email campaign strategy is successful or not.
- **Rank on Search Engines** - This can indicate whether a search engine optimization (SEO) process is effective.
- **Rate of Referrals** - This can help illustrate customers' level of satisfaction with a product or service. Formula: $(\text{Number of Referrals in Period}) / (\text{Units of Time in Period}) = (\text{Rate of Referrals})$
- **Redemption Rate** - Provides companies with vital consumer behavior information. Formula: $(\text{Reward Points Redeemed}) / (\text{Reward Points Offered}) = (\text{Redemption Rate})$

Attached Job Descriptions

Attached in their directory are eight (8) complete job descriptions. Each uses long file names and is in MS Word format

Chief Digital Officer

Chief Experience Officer

Digital Brand Manager

Manager Metrics

Manager KPI Metrics

Manager Service Level Reporting

Key Performance Indicator Analyst

SEO Specialist

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

Chief Digital Officer (CDO)

Position Purpose

The Chief Digital (CDO) helps a company drive growth by converting traditional "analog" businesses to digital ones and oversees operations in the rapidly changing digital sectors like mobile applications, social media, and related applications, virtual goods, as well as web-based information management and marketing.

The CDO is not only a digital expert but also a seasoned general manager. As the role is transformational, the CDO is responsible for the adoption of digital technologies across the entire business. As with most senior executive titles, the responsibilities are set by the organization's board of directors or other authority, depending on the organization's legal structure. The CDO is responsible for digital consumer experiences across the entire enterprise and its operations.

Problems and Challenges

The major challenge for this individual is defining the digital architecture of the enterprise while balancing digital assets and computing services with financial and marketing needs. This is to be accomplished with the use of technology that supports both self-generated enterprise growth and growth through acquisition. Seamless integration of digital assets from the customer, through product and service design, financial statements, and management reporting is a primary concern.

Digitization of data assets is the focal point for standardization within the enterprise. As such, it is extremely important to the enterprise's current and future business operations. The Chief Digital Officer (CDO) ensures the continued success of these areas while simultaneously minimizing costs and maximizing equipment and employee performance.

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>

- ▶ Maintaining links with experts.
- ▶ Maintaining a balance between business and technology.
- ▶ Connecting digital investments to enterprise KPIs to achieve positive digital transformation.

...one on board with the digital vision
...an ever-changing digital landscape.

...CDO is responsible for end-to-end
...ny's digital roadmap.

...erations - the CDO focus is the

...relationship between the data and the customer.



Version History

2023 Edition

- ✚ Added Supply Chain KPI Best Practices
- ✚ Added Supply Chain Metrics
- ✚ Updated all included job descriptions
- ✚ Updated included metrics
- ✚ Updated included graphics

2022 Edition

- ✚ Updated included job descriptions
- ✚ Updated to include WFH Metrics
- ✚ Updated graphics

**This is a sample of the final product
and these pages are for your review
and are protected by Janco's copyright.**

<https://e-janco.com>