

# PERIODIC TABLE OF THE KPI ELEMENTS

<b>RON</b> Return on Net Revenue $RON = \frac{P}{NR} = 1 - \frac{1}{SUM}$	<b>P</b> Profit EBITDA	<b>NR</b> Net Revenue YTD					<b>C</b> CASH On-hand checking, savings, liquid Investments YTD	
<b>S</b> Salary to Expense Ratio $\frac{TS}{TS+E}$	<b>U</b> Utilization DS/TS	<b>M</b> Overall Multiplier NR/DS	<b>Employee T/O</b> Number of employees leaving in last 12 months/Avg FTEs in last 12 months			<b>BACK</b> Net Revenue Backlog $\frac{\text{Value of Contracts-Amount Spent}}{\text{average burn rate per month}}$	<b>A/R</b> Accounts Receivable Receivables/Avg of last 3 months total revenue	<b>WIP</b> Work in Progress Dollars left in WIP after monthly billings
<b>MU</b> Revenue Factor M times U	<b>U</b> Effective Handling Fee $\frac{(DE-CD)}{DE} \times 100\%$	<b>MER</b> Misc. Expense Recovery Overhead Type Costs Billed to Clients, such as computers	<b>AE</b> Admin. Efficiency AS/NR	<b>ME</b> Marketing Efficiency MS/NR	<b>W/D</b> Write-Offs Billed revenue written off, YTD	<b>FTE</b> Number of Full-Time Equivalent Employees Avg. for the month	<b>CapEx</b> Capital Expenditures YTD	<b>DEP</b> Depreciation YTD

## DEFINITIONS

<b>NR</b>	Gross Revenue minus cost of direct project expenses, miscellaneous expense recoveries charged, and subs
<b>TS</b>	Total Payroll (Projects, Administration, Marketing and Sales, Sick Time, Vacation, Holidays, etc.)
<b>EBITDA</b>	Earnings before bonuses, interest, taxes (on firm's income), Depreciation, and Amortization
<b>E</b>	Net non-labor overhead expenses; i.e. non labor overhead expenses minus miscellaneous expense recoveries
<b>DS</b>	Direct salaries, i.e salaries devoted to projects
<b>DE</b>	Direct non-labor charges to clients, i.e miscellaneous expense recoveries plus project direct charges to the clients plus charges to the clients for subs.
<b>CD</b>	Cost of directs equals the sum of miscellaneous expense recoveries plus the cost of project directs plus the cost of subs
<b>AS</b>	Salaries charged to Administration
<b>MS</b>	Salaries charged to Marketing and Proposal Preparation