



PART 1
**KEY PERFORMANCE
INDICATORS**
WORKBOOKS



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KPI TEMPLATE INSTRUCTIONS Part 1



Welcome to the world of **Key Performance Indicators (KPIs)** and taking a big step in understanding what is truly going on within your business! By spending a couple of hours each month to put your business data into spreadsheets, you will have a better understanding what is working in your facility and what is not.

You can see if that marketing campaign actually is paying off or if you need to try something else. You can get a handle on your payroll, labor needed to properly care for your guests, and even how much you need to raise prices in order to cover all of your expenses (and don't forget your profit margins!). Do we need to expand? If so, can I expect to pull a profit from that in the first year? **YOU WON'T HAVE TO WORRY ABOUT WHAT YOUR COMPETITOR IS OR IS NOT DOING** since you will have actual data that will aid in guiding you to make *well informed business decisions!*

Gosh, you might even get some better sleep at night knowing that your business is actually operating at peak performance! You don't need a degree in accounting to understand the vast majority of indicators that will help guide you through making smart business decisions, but you do need a process to evaluate any number of metrics that are affected by those decisions.

Are you new to this?

No worries! We can take this nice and slow, dip your toes in the water before getting them wet and before long you'll be jumping off that dock and enjoying a nice well deserved swim!

Start off by measuring basic metrics such as how many dogs or cats you boarded this month. This will tell you if boarded more dogs or cats as compared to last year at this time. Are we growing or not?

Another easy KPI is total revenue which is simply how much money you brought in for the month. Did that price increase actually bring in more money as the same time

period last year? Before long, you'll see how easy it is to break down revenue by each service offered so you can monitor how well each area is doing!



Don't worry if you are not comfortable in using every template from the start. It's okay! Add a new template or two to your analysis each month. Take this at YOUR pace. This set of KPIs is actually designed for the novice with detailed instructions for each spreadsheet's use. Experts will find the format welcoming and straight forward. Don't see a service on the spreadsheet that you offer? No problem! You can add it or change any title!

NOTE: Most templates can be adapted. Column names can be changed to reflect individual services.

KPIs can and should be customized to your own business. As you progress and your business changes over time so will your KPIs and the spreadsheets you use to monitor your success!

KPIs are an integral part in measuring how well each individual service and your business as a whole are doing. Your KPIs will be *personal* to your facility. That is, most KPIs will give you data that cannot be correlated to the entire industry. They will give you individualized ratios and numbers that you can utilize to measure your year over year (YOY) performance. Some, such as occupancy rates, produce a figure that can actually be compared industry wide.

It is important that you compare "apples to apples" so we want to be looking at statistics for similar times over the year. This could include looking at June of this year versus June of last year, Thanksgiving this year to Thanksgiving of last year, or even total numbers of this year versus total numbers of last year. You can get creative and look at *any time period* you want! Just ensure that you look at the same time periods when comparing data.

We can keep an electronic record on our computers or we can print out hard copies for reports as needed. We recommend that you keep data for at least 3 years, but more is better. Data that is saved over the life of your facility will give you insight on what to expect from a variety of things such as certain marketing campaigns to even how we might be affected during different economic cycles. We even suggest that you consider keeping a set of originals in a Master folder and then save each working year. This

Cat Boarding Statistics or Dog Boarding Statistics



These two spreadsheets are filled out the same and used for exactly the same reasons so we'll cover filling out only one. The template could be changed to accrue statistics from other items as needed. Simply change the heading(s) as the calculations are the same. Years can also be changed.

These spreadsheets will use the data from your monthly crib sheets and put them into a format so we can look at monthly numbers YOY in a single glance. We can look at annual totals in a single glance to identify trends either up or down. The middle part of this workbook will actually calculate out what percentage of that service (dog or cat boarding) was realized in each of the four quarters during the year. This will help us anticipate needed staffing levels for the remainder of the year based upon the previous year's actual percentages.

The bottom part of this workbook has to be calculated and filled out manually. Using your POS software or other KPI spreadsheets, one would need to calculate out the previous year's revenue broken down by quarter. This information would be manually entered into this sheet at the beginning of the new year so one could refer back to it during the new year. One could estimate revenues for the remainder of the year using these percentages and what we are seeing for the current year.

For example, if we know that during the first quarter of last year we saw 18% of our revenue for the year then we could take the current year's first quarter revenue and divide that by 0.18 to estimate what total revenue will be for the year. Note that the estimate will be much more accurate after the second and third quarter. If we are trying to level out income streams by using various membership models, this will tell us how well we are doing.

1. Using the Monthly Crib Sheet, obtain the total number of dogs or cats boarded and manually enter into the appropriate box. If you have more than one type of enclosure for dogs and/or cats ensure to record the TOTAL of all different types. For example, if there were 1500 dogs boarded in runs and another 500 in suites, then we would record 2000 (1500 + 500) on this sheet.
2. Totals should automatically calculate, including the average over several years for a given month.

Cat Occupancy Rate or Dog Occupancy Rate

As with the Cat and Dog Boarding Statistics, these two spreadsheets are identical so we'll cover filling out only one. The template could be changed to accrue statistics from other items such as daycare, grooms baths, cage-free sleepovers and so on. Simply change the heading(s) as the calculations are the same. Years can also be changed. For example, we could change the title from Dog Occupancy Rate to Daycare/Cage Free Sleepover/Grooms Occupancy Rate and so on.



These workbooks will use the data from your monthly crib sheets and put them into a format so we can look at monthly numbers YOY in a single glance. We can look at annual averages in a single glance to identify trends either up or down.

Occupancy rate is a measurement that has been talked about for years and is used in other industries. It not only gives us a quick glance at how well our marketing campaigns are doing, but it also can be a window to when we need to expand. Be careful though! A high boarding occupancy rate can be misleading! We must use this measurement side by side with how many dog(cat)-days we are seeing, as well. One can have a high occupancy rate but if only 1 dog(cat) is in each enclosure we could have a front desk "booking" problem. Higher margins are obtained with multi-dog(cat) families in which enclosures are shared.

So, if we book single pets while turning away multiple pets then we have a front desk problem and not necessarily a space problem. Ideally, we see dog(cat)-days go up as we see occupancy rate go up (YOY for a given time period). If we see dog(cat)-days remain the same or go down while occupancy rates are increasing, then we need to look into that. Know what the data is telling us!

1. Using the Monthly Crib Sheet, obtain the occupancy rate of dogs or cats boarded and manually enter into the appropriate box. If you have more than one type of enclosure for dogs and/or cats, ensure to keep a separate sheet for each and record the enclosure type at the top of the page. This helps us in determining our demographic needs and desires...is there a demand for more high end suites or regular enclosures?
2. Utilize the notes at the bottom of the page to keep track of things such as adding more runs or condos, new facility opening in town, bad press, economic

Income and Labor Statistics



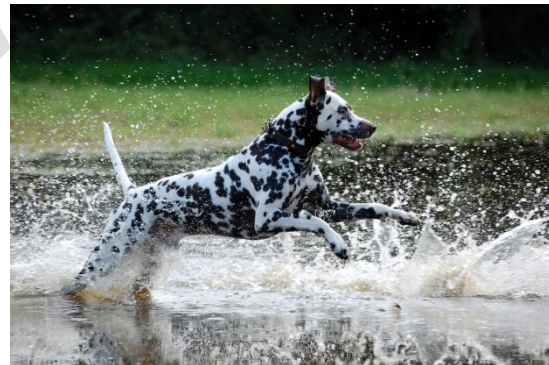
This is really what it comes down to, right? How much revenue do we have coming in and how much is our labor costing us to generate that income?

Labor is often the major expense in a business and in our industry it is no different. How much benefit are we getting when we increase or decrease the amount of employees we have (or their hours)? Can we afford to give a raise or pay bonuses? What are our income streams and how much is each adding to the bottom line? Are each of them profitable? Is our pricing in line with what it is costing us to run a business? How much of a price increase do I need and how will that be broken down across our services offered? These KPIs will give us a lot of the necessary information to make sound decisions!

Income Streams and Annual Averages

This spreadsheet has preloaded income streams. However, you will need to change those to accurately reflect the income streams of your facility. If there are not enough spots available for all of your income streams, then you will need to use multiple pages.

IMPORTANT: If you need to use multiple pages, then the formula preloaded to calculate the % of Revenue will not be correct. You will have to go into the formula, delete it and calculate the percentages by hand to record an accurate number. See Appendix A for instructions and an example on how to do this. As with the other spreadsheets, you can also change the years as needed.



This KPI will give us a picture of exactly where our revenue is coming from and what percentage of total revenue each stream represents. This one sheet is a powerful tool to making evaluations on each service as well as the revenues for each of those streams. Is a revenue stream making you money or is it costing you money? Where are your strengths and where are your potential strengths? Are my profits for each stream appropriate or do I need to increase my pricing? Do I increase pricing across

Client Behaviors and Stats

Cancellations

This KPI can be utilized to keep track of how many cancellations you have throughout the season/year that you were unable to fill from a waiting list. Do not put in the data if you were able to fill the cancelled spot as this will skew your data. Cancellations are part of our business, however, we can see how much they are costing us and then evaluate if we need to change our cancellation policy to either try and recoup some of these costs or to minimize the cancellations themselves.

NOTE: This template can be printed at the beginning of the month and manually entered throughout the month at the front desk or it can be used electronically.

1. Enter Month and Year at top of page.
2. Enter in the year to date dollar figure near the bottom of the page.
3. Enter appropriate number of dogs (cats) that cancelled.
4. Enter date range and reason for cancellation.
5. Enter dollar amount that entire stay would have resulted in.
6. Template will automatically add each entry for the month.
7. Use new sheet for new month.
8. Year to Date will automatically calculate. Don't forget to write this figure in on the next month (except for January)!

DOG BOARDING STATS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total				
1																	
2																	
3	2017												0				
4	2018												0				
5	2019												0				
6	2020												0				
7	2021												0				
8	2022												0				
9	2023												0				
10	2024												0				
11	2025												0				
12	2026												0				
13	2027												0				
14	2028												0				
15	2029												0				
16	2030												0				
17	2031												0				
18																	
19	AVG.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20																	
21		1st QTB			2nd QTB			3rd QTB			4th QTB						
22	% 2017																
23	% 2018																
24	% 2019																
25	% 2020																
26	% 2021																
27	% 2022																
28	% 2023																
29	% 2024																
30	% 2025																
31																	
32		1st QTB			2nd QTB			3rd QTB			4th QTB						
33	% Income																
34	2026																
35	2027																
36	2028																
37	2029																
38	2030																
39	2031																
40																	



SAMPLE

CUSTOMER BASE NUMBERS

	A	B	C	D	E	F	G	H
	Date	# of Dogs	# of Cats	# of Others	# of Families			
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								



SAMPLE

LABOR TO REVENUE

	A	B	C	D	E	F	G	H	I
1	MONTH	LABOR	REVENUE	LABOR/SALES	NET REVENUE	YOY DELTA			
2									
3	Jan-17			0.00%	\$ -				
4	Feb-17			0.00%	\$ -				
5	Mar-17			0.00%	\$ -				
6	Apr-17			0.00%	\$ -				
7	May-17			0.00%	\$ -				
8	Jun-17			0.00%	\$ -				
9	Jul-17			0.00%	\$ -				
10	Aug-17			0.00%	\$ -				
11	Sep-17			0.00%	\$ -				
12	Oct-17			0.00%	\$ -				
13	Nov-17			0.00%	\$ -				
14	Dec-17			0.00%	\$ -				
15	AVG 2017	0.00	0.00	0.00%	\$ -	0.00			
16									
17	Jan-18			0.00%	\$ -				
18	Feb-18			0.00%	\$ -				
19	Mar-18			0.00%	\$ -				
20	Apr-18			0.00%	\$ -				
21	May-18			0.00%	\$ -				
22	Jun-18			0.00%	\$ -				
23	Jul-18			0.00%	\$ -				
24	Aug-18			0.00%	\$ -				
25	Sep-18			0.00%	\$ -				
26	Oct-18			0.00%	\$ -				
27	Nov-18			0.00%	\$ -				
28	Dec-18			0.00%	\$ -				
29	AVG 2018	0.00	0.00	0.00%	\$ -	0			
30									



SAMPLE