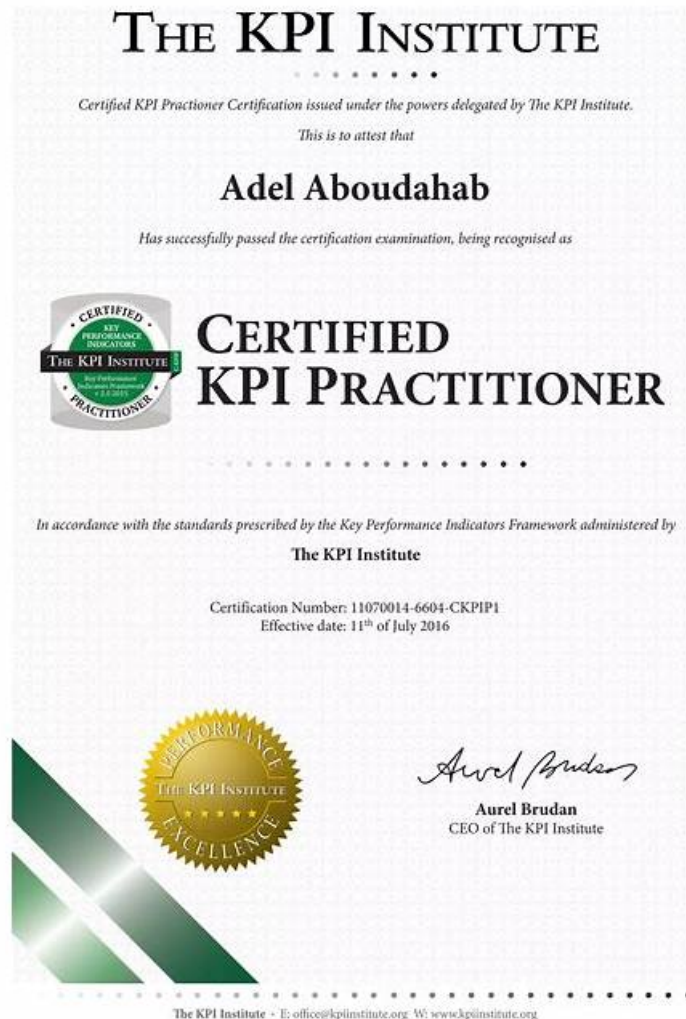


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## The KPI Institute Certified KPI Professional Exam Sample Questions (Q17-Q22):

### NEW QUESTION # 17

Which of the statements represents an objective?

- A. Achieve 50% growth in profits
- B. Improve business profitability
- C. Reach \$1M in revenues by 2013
- D. All the answers

**Answer: D**

Explanation:

Objectives describe desired results or direction, and they can be expressed either qualitatively ("Improve business profitability") or as quantified targets ("Reach \$1M in revenues by 2013," "Achieve 50% growth in profits"). All three statements (A, C, D) can represent objectives: they articulate what success looks like, even though A and D include numeric targets and timeframes (which makes them closer to SMART-style objectives). KPIs, by contrast, are the measures used to track progress (e.g., net profit, revenue growth rate), and initiatives are the actions taken (e.g., pricing optimization project). Therefore "All the answers" is correct. A common confusion is treating a fully quantified objective as a KPI; the difference is that an objective sets intent and desired outcome, while a KPI is the metric definition you monitor continuously (with formula, data source, owner, frequency). In practice, an objective like "Achieve 50% growth in profits" would be monitored by KPIs such as profit growth %, net profit \$, and margin %, plus leading drivers to make it actionable.

### NEW QUESTION # 18

In which stage of the Value Flow Analysis should "Customer satisfaction (%)" be monitored?

- A. Outcome
- B. Process
- C. Output
- D. Input

**Answer: A**

Explanation:

Customer satisfaction is an Outcome KPI because it measures the end result experienced by the customer, not the internal activity or resources used. Inputs are what you invest (budget, staffing), process KPIs describe how work is executed (cycle time, error rate), and outputs capture deliverables produced (orders delivered, requests resolved). Satisfaction reflects whether those outputs met customer expectations in quality, timeliness, and overall experience. It is also often used at organizational scorecard level, with departmental dashboards showing the operational drivers that influence it (response time, first-contact resolution, defect rate, on-time delivery). Measurement challenges include survey bias, response rate, timing (immediately after interaction vs periodic), and consistency of the rating scale. Proper activation includes setting a clear survey method, minimum sample sizes, segmentation rules, and a reporting cadence aligned with decision cycles. A common pitfall is using satisfaction without driver metrics—teams can see the score but can't identify what to improve. Linking outcome KPIs to leading indicators makes performance management actionable.

### NEW QUESTION # 19

Which purpose would you choose to justify the selection of "Processes optimized (%)" as a KPI?

- A. To monitor the advances made in maturing process management as a capability
- B. To evaluate processes
- C. To monitor process implementation
- D. To measure processes

**Answer: A**

Explanation:

"Processes optimized (%)" is best justified when the organization is building or maturing a process management capability -moving from ad hoc operations toward standardized, measured, and continuously improved processes. Option C fits because it frames the KPI as a maturity/capability indicator: it tracks progress in systematically improving processes, not merely implementing them. Option A ("monitor process implementation") is more suited to an initiative milestone (e.g., processes documented/rolled out), while "optimized" implies improvement beyond implementation. Options B and D are too vague; they don't articulate the management purpose or decision use. In KPI selection, context matters: this KPI is most meaningful when "optimized" is defined (e.g., processes meeting target cycle time, defect rate, compliance, cost) and verified (audit, performance thresholds). A common pitfall is using "% processes optimized" without a consistent standard, which turns it into a subjective count. To make it actionable, documentation should define the optimization criteria, assessment method, owner, and cadence, and it should be paired with outcome KPIs to ensure optimization efforts translate into real performance gains.

#### NEW QUESTION # 20

Which KPI should be used to balance "First call resolution rate (%)"?

- A. Improve call resolution
- B. Calls per staff (#)
- C. Call duration (# / time)
- D. Calls per hour (#)

**Answer: C**

Explanation:

Balancing KPIs helps prevent unintended behaviors and gaming. "First call resolution rate (%)" can be improved in ways that increase cost or reduce efficiency (e.g., agents spending excessive time on calls to ensure resolution). The most appropriate balancing KPI among the options is call duration, because it captures the efficiency trade-off: higher resolution is good, but not if it requires unreasonably long calls that reduce capacity and increase wait times. "Calls per hour" or "calls per staff" are also productivity indicators, but call duration is more directly linked to the behavior that can inflate first-call resolution-staying on the phone longer. "Improve call resolution" is an objective/initiative phrasing, not a KPI. A common measurement challenge is optimizing one metric at the expense of another; balancing creates a guardrail that keeps performance improvements sustainable. In practice, contact centers often balance first-call resolution with average handle time, customer satisfaction, and repeat contact rate to ensure resolution quality and efficiency. Proper KPI documentation should define call duration calculation (talk time vs wrap-up included), exclusions, and targets that reflect service complexity.

#### NEW QUESTION # 21

In which stage of the Value Flow Analysis should "Time to complete an order (# / time)" be monitored?

- A. Process
- B. Output
- C. Input
- D. Outcome

**Answer: A**

Explanation:

"Time to complete an order" is a cycle time/lead time measure that describes how work flows through the system-how long the process takes from start to finish. In Value Flow Analysis, this is a Process KPI because it reflects the transformation/flow characteristics rather than the resources invested (inputs), the deliverables produced (outputs), or the end results achieved (outcomes). Monitoring cycle time helps identify bottlenecks, delays, rework loops, and capacity constraints. It is also a leading indicator for customer-facing outcomes such as satisfaction and on-time delivery. A common KPI measurement challenge is inconsistent start/end timestamps (e.g., "order received" vs "order approved" vs "order entered"), which can make cycle time incomparable across teams. Proper KPI documentation should specify the exact start and end events, data source fields, exclusions (canceled orders), and the reporting statistic (average, median, percentile). In dashboards, cycle time is often balanced with quality KPIs (error rate, rework) to avoid speeding up at the expense of accuracy.

#### NEW QUESTION # 22

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