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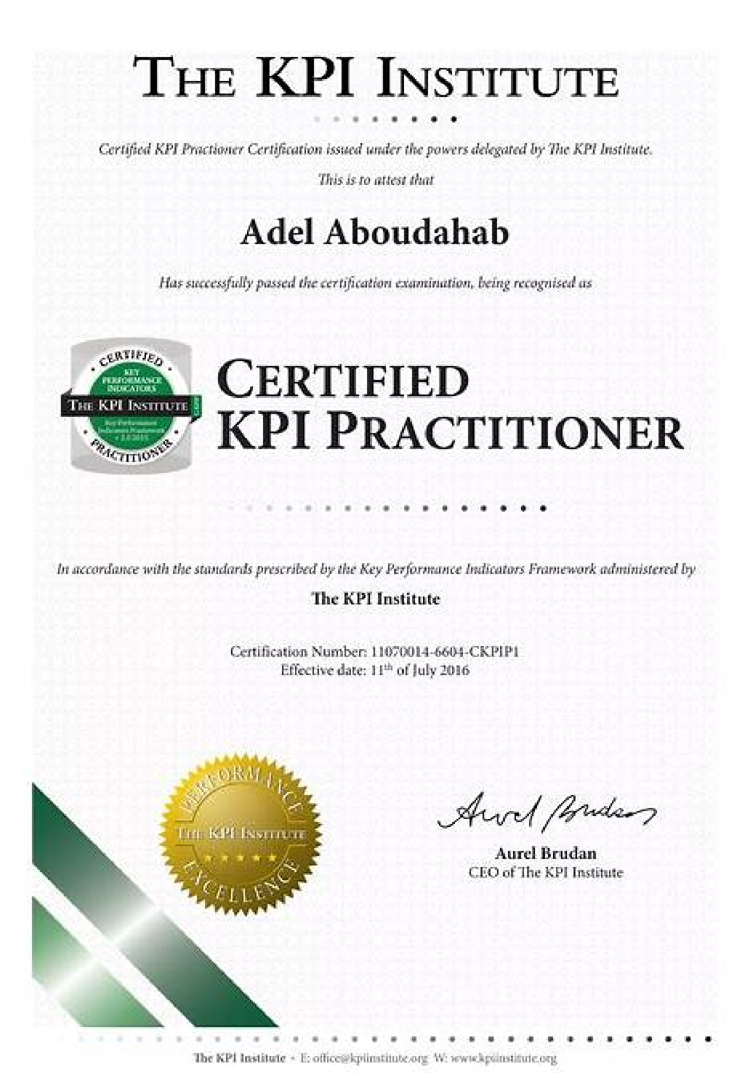

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The KPI Institute Certified KPI Professional Exam Sample Questions (Q20-Q25):

NEW QUESTION # 20
In which stage of the Value Flow Analysis should "Customer satisfaction (%)" be monitored?

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

Answer: D

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 # 21
In which stage of the Value Flow Analysis should "Returning customers (%)" be monitored?

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

Answer: D

Explanation:
"Returning customers (%)" is an Outcome KPI because it reflects the business result of your service/product performance-customer loyalty/retention-rather than the activity performed. Inputs are resources (budget, staffing), process KPIs track how work is done (cycle time, utilization), and outputs capture what was produced (orders shipped, tickets closed). Returning customers indicates whether the outputs and experience delivered created enough value for customers to come back. It's also commonly used at organizational or department scorecard level because it ties to growth efficiency and long-term revenue stability. Measurement challenges include defining "returning" (repeat purchase within 30/90/365 days, repeat booking, active subscription renewal) and ensuring identity resolution (same customer across channels/accounts).
Documentation should specify cohort logic, time window, and the denominator used (total customers vs customers eligible to return). In KPI selection, retention outcomes should be paired with leading drivers (service quality rating, delivery performance, complaint resolution) to make improvements actionable rather than purely descriptive.

NEW QUESTION # 22
Which of the following words is not a KPI lifecycle phase?

- A. Activation
- B. Selection
- C. Documentation
- D. Notification

Answer: D

Explanation:

A KPI lifecycle typically includes phases such as selection (choosing the right measures aligned to objectives), documentation (defining formula, data source, owner, frequency, target, tolerance), activation (making the KPI operational-instrumentation, data pipelines, roles, reporting cadence), and then ongoing reporting, review, and refinement . "Notification" is not usually recognized as a standard lifecycle phase; notifications can be a feature of reporting tools (alerts, reminders) but they are not a core lifecycle stage. Treating notifications as the "work" can be a pitfall: KPI success depends more on proper definition, reliable data gathering, governance, and consistent review routines than on automated alerts. In practice, activation often includes assigning a KPI owner and data custodian, confirming the data source, building the collection process, and running a pilot to validate accuracy. A common measurement challenge is poor adoption after selection-teams select KPIs but never operationalize them. Clear lifecycle steps prevent that gap and ensure the KPI becomes a trusted management instrument rather than a one-time exercise.

NEW QUESTION # 23
Which KPI is suitable for measuring the following objective: "Improve process performance"?

- A. Hours spent on process improvement (#)
- B. Processes (#)
- C. Deliver process performance improvement project by 31 December
- D. Processes improved to the desired level (%)

Answer: D

Explanation:
An objective states the desired direction ("Improve process performance"), while a KPI should quantify progress toward that outcome. "Processes improved to the desired level (%)" directly measures the extent to which processes have reached a defined performance standard, making it a strong KPI candidate. Option A is an initiative milestone (a project deliverable with a deadline), not an ongoing performance indicator. Option B measures effort (hours spent), which can be gamed and does not guarantee performance improvement. Option C ("# Processes") is a count that does not reflect improvement or performance level. For KPI quality, "desired level" must be defined (e.g., cycle time # X, defect rate # Y, compliance # Z) and verified consistently, otherwise the KPI becomes subjective. A common measurement challenge is attributing improvements: teams may "optimize" processes on paper without measurable gains. Strong KPI activation includes clear criteria, baseline measurement, periodic audits, and linkage to outcome KPIs (customer satisfaction, cost per unit) so improvements translate into business value.

NEW QUESTION # 24
Which of the following statements is not a component of a performance management system?

- A. Scorecard
- B. Organizational chart
- C. KPI documentation form
- D. Dashboard

Answer: B

Explanation:
A performance management system typically includes scorecards (structured sets of KPIs aligned to objectives), dashboards (visual reporting interfaces), and KPI documentation (definitions, formulas, owners, data sources, targets, thresholds). These components enable consistent measurement, reporting, and action. An organizational chart describes reporting lines and structure, but it is not a core component of the performance management system itself. It can support implementation (helping assign KPI owners and data custodians), but it is not part of the measurement and management toolkit in the way documentation, scorecards, and dashboards are. In KPI project planning, the essential deliverables include: KPI selection outputs, documented KPI library, data collection and validation processes, reporting templates/dashboards, governance cadence, and change management/training. A common pitfall is building dashboards without documentation; people then argue about definitions and trust. Another pitfall is unclear ownership; while an org chart can help assign roles, the performance management system must explicitly define accountability and routines beyond the org structure.
Batch 11 (Questions 51-55)

NEW QUESTION # 25
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