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The KPI Institute Certified KPI Professional Exam Sample Questions (Q27-Q32):

NEW QUESTION # 27

Which of the following KPIs measures customer advocacy?

- A. Complaints (#)
- **B. Net Promoter Score (NPS) (%)**
- C. Cross-sell (%)
- D. All the answers

Answer: B

Explanation:

Customer advocacy is about a customer's willingness to recommend your product/service to others. Net Promoter Score (NPS) is specifically designed to measure this recommendation intent, making it the most direct advocacy KPI among the options. "Complaints (#)" is typically a service quality/problem indicator; fewer complaints may correlate with higher advocacy but complaints are not an advocacy measure—they capture negative feedback volume, often influenced by customer base size and reporting behavior. "Cross-sell (%)" reflects customer expansion behavior and may indicate loyalty or product fit, but it is not the same as advocacy; customers can buy more without actively recommending. Therefore "All the answers" is incorrect because only one option is explicitly an advocacy metric. In KPI selection, context matters: NPS works best when survey design is consistent (sampling, timing, channel), and it should be paired with diagnostic measures (reasons for score, key drivers like resolution time and quality). A frequent pitfall is treating NPS as the only "customer metric"; it's more actionable when combined with operational drivers and segmented analysis.

NEW QUESTION # 28

Which target would you propose for "Budget (\$)", tracked at departmental level?

- A. +/- 10%
- B. +/- 50%
- **C. This is not a KPI**
- D. +/- 5%

Answer: C

Explanation:

"Budget (\$)" by itself is not a KPI; it is an input/resource allocation figure. KPIs measure performance, typically using ratios, rates, variances, or outcome indicators. A budget is a plan amount, not a performance measure—so proposing a "target" like $\pm 5\%$ doesn't apply to "Budget (\$)" as written. The appropriate KPI would be something like budget variance (%), budget utilization (%), cost vs budget, or forecast accuracy, each with clear calculation rules and tolerance bands. This question tests the ability to differentiate inputs vs KPIs: budget is the resource baseline, while the KPI is how well actual performance aligns with the plan (or how efficiently the budget translates into outputs/outcomes). In KPI activation and documentation, the distinction is important because it affects ownership, frequency, and interpretation. A common pitfall is putting budgets directly on dashboards without defining variance rules, which leads to unclear performance judgments. To make it actionable, define what "good" means (within tolerance), time period (monthly/quarterly), scope (opex/capex), and how timing differences are treated.

NEW QUESTION # 29

Which KPI should be used to balance "New customers (#)"?

- **A. Profitable customers (%)**
- B. Time to process orders (# / time)
- C. Increase market share to 20% by the end of the year
- D. Customer complaints due to poor service or product quality (%)

Answer: A

Explanation:

"New customers (#)" can be increased by acquiring low-fit or low-margin customers, which may harm profitability and strain operations. A strong balancing KPI is profitable customers (%), because it ensures growth is healthy and sustainable—new customer acquisition should improve the quality of the customer base, not just the count. Option D is an objective/goal statement, not a KPI selection. "Time to process orders" is operational and may be impacted by growth, but it's a capacity/efficiency measure rather than the primary balance to acquisition quality. Complaints are useful as a quality guardrail, but they don't directly ensure the customers acquired are economically attractive; you can have low complaints and still have unprofitable customers. Measurement challenges include defining "profitable" (contribution margin after variable costs, CAC payback, lifetime value) and ensuring profitability is assessed over an appropriate time window. In practice, acquisition metrics are best balanced by unit economics (LTV/CAC, gross

margin, payback period) and retention, so teams don't optimize top-line growth at the expense of long-term value.

NEW QUESTION # 30

Who is responsible for providing KPI data for report generation?

- A. Data custodian
- B. Report generator
- C. Strategy/Performance Manager
- D. KPI owner

Answer: A

Explanation:

In a well-run KPI system, the data custodian is responsible for providing (supplying/extracting/submitting) the data used to calculate and populate KPI reports. This role owns the data source operationally—ensuring the correct dataset is available on time, in the right format, with appropriate quality checks. The KPI owner is accountable for the KPI's performance (interpretation, actions, improvement plans) but does not necessarily "produce" the data. The report generator compiles and publishes the report, yet should not be the one responsible for the underlying data accuracy or collection. The Strategy/Performance Manager oversees governance, cadence, and alignment across KPIs, but is not typically the operational provider of each KPI's raw inputs. Clear role separation addresses common measurement challenges: late submissions, inconsistent definitions, and disputes over "whose number is correct." During KPI activation, assigning a named data custodian, specifying the data source, and defining the handoff process (timing, validations, exceptions) are essential steps to make reporting reliable and sustainable.

NEW QUESTION # 31

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

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

Answer: A

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 # 32

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