

CXO KPIs - Sample

CXO	KPI	Formula / Definition	Notes / Governance Considerations
CEO	Revenue (Recognized)	SUM(Invoice Amount where Status = "Paid")	Consolidate in OneLake; Purview tag "Financial Data"
CEO	Bookings (Closed-Won Deals)	SUM(Deal Amount where Stage = "Closed Won")	Currency conversion using Finance FX table
CEO	Backlog	$\Sigma(\text{SOW Value}) - \Sigma(\text{Billed Amount})$	Book-to-Bill KPI; Purview classification "Project Data"
CEO	Gross Margin %	$(\text{Revenue} - \text{Direct Cost}) / \text{Revenue}$	Cross-source join; mask salary fields
CEO	Operating Margin %	$(\text{Operating Profit} / \text{Revenue})$	Derived from P&L statement
CEO	Cash Conversion Cycle	DSO + DIO – DPO	Track by Region (IN/AU/US/MY/EU)
CEO	Customer NPS	$(\% \text{ Promoters} - \% \text{ Detractors}) \times 100$	Anonymize respondent PII
CEO	Strategic Mix %	Strategic Revenue / Total Revenue	Tag strategic initiatives in CRM
COO	On-Time Delivery %	$(\text{On-time Milestones} / \text{Total Milestones}) \times 100$	Baseline vs actual tracking in Synapse
COO	Project Margin %	$(\text{Project Revenue} - \text{Project Cost}) / \text{Project Revenue}$	Cost allocation rule management
COO	Resource Utilization %	$(\text{Billable Hours} / \text{Available Hours}) \times 100$	Row-level access for HR data
COO	Schedule Variance	Earned Value – Planned Value	PMI metric; project baseline needed
COO	Cost Variance	Earned Value – Actual Cost	Variance threshold alerts in Power BI
COO	Change Request Impact	$\Sigma(\text{CR Revenue} - \text{CR Cost})$	Link to project margin impact
COO	Forecast Accuracy	$(\text{Forecast Revenue} - \text{Actual Revenue}) / \text{Actual Revenue}$	Track MoM/QoQ variance
COO	Escalation MTTR	AVG(Resolved – Raised)	Integration with ITSM events
CTO	Deployment Frequency	# of Deployments / Period	Captured via Log Analytics agent
CTO	Change Failure Rate	Failed Deployments / Total Deployments	Defect tagging required
CTO	Lead Time for Changes	Deployment Date – Commit Date	Measures DevOps velocity
CTO	MTTR (Incidents)	AVG(Resolution Time)	Part of quality dashboard
CTO	Reuse Rate	Reused Assets / Total Assets $\times 100$	Supports innovation KPI
CTO	Tech Debt Index	Debt Points / Total Story Points	Governed via Purview "Dev Metrics" domain
CTO	Security Findings	# Critical Open Vulns	Centralized risk report
CGDO	Book-to-Bill Ratio	Bookings / Billings	KPI > 1 indicates growth
CGDO	Backlog Burn	$(\text{Backlog Start} - \text{Backlog End}) / \text{Backlog Start}$	Delivery efficiency
CGDO	Win Rate	$\text{Closed Won} / (\text{Closed Won} + \text{Lost})$	Pipeline quality
CGDO	Attach Rate	Managed Svc Revenue / Total Revenue	Cross-sell metric
CGDO	Margin by Practice	$(\text{Revenue} - \text{Cost}) / \text{Revenue (by Practice)}$	Purview for practice metadata
CGDO	Forecast Accuracy	$(\text{Forecast} - \text{Actual}) / \text{Actual}$	MoM/QoQ variance
CGDO	CSAT vs Deal Size	AVG(CSAT by Deal Size)	Joins via Account ID
CCO	SLA Attainment %	$(\text{Met SLAs} / \text{Total SLAs}) \times 100$	Uptime tracking
CCO	Incident MTTR	AVG(Resolve – Open)	Purview Ops classification
CCO	Cost vs Budget %	$(\text{Actual} - \text{Budget}) / \text{Budget}$	FinOps view
CCO	RI/SP Coverage %	RI/SP Hours / Total Hours	From FinOps agent feed
CCO	Idle/Waste %	$(\text{Idle Assets} / \text{Total Assets}) \times 100$	Anomaly detection
CCO	Patch Compliance %	$(\text{Patched} / \text{Total}) \times 100$	Compliance scorecard
CBO	Pipeline Coverage %	Pipeline Value / Target	Sales planning

CBO	Win Rate %	Closed Won / Total Opps	Quality of sales execution
CBO	Avg Deal Size	$\Sigma(\text{Deal Amount})/\# \text{ Won Deals}$	Quarterly trend
CBO	Sales Cycle Length	AVG(Close – Create)	Lead to close efficiency
CBO	Renewal Rate %	Renewed / Up for Renewal	Retention indicator
CBO	Partner Mix %	Partner-led / Total Deals	AWS relationship metric
CBO	Forecast Accuracy	(Forecast – Actual)/Actual	Synapse view
CBO	Top Account Health	Weighted CSAT+AR+Delivery Score	Composite metric
CFO	Gross Margin %	(Revenue – COGS)/Revenue	Core profitability
CFO	EBITDA %	(EBITDA/Revenue)	Operational efficiency
CFO	Cash Flow	Inflows – Outflows	Power BI cash dashboard
CFO	DSO	(Receivables / Credit Sales) × Days	Liquidity metric
CFO	DPO	(Payables / Purchases) × Days	Vendor payment terms
CFO	Revenue Leakage	(Approved Billable – Billed)	Automation alert
CFO	FX Exposure	Value at Risk due to FX	Multi-currency KPI
CHRO	Headcount	COUNT(EmployeeID)	By Geo/BU; Purview PII
CHRO	Attrition %	(Exits / Avg Headcount) × 100	Monthly tracking
CHRO	90-Day Retention %	Joiners > 90 Days / Total Joiners	Early attrition alert
CHRO	Hiring Funnel Conv. %	(Offers/Applications), (Joins/Offers)	Recruitment health
CHRO	Utilization %	Billable Hours / Available Hours	Delivery alignment
CHRO	Bench Cost	Bench HC × Avg Cost	Cost optimization
CHRO	Skills Gap Index	(Demand – Supply)/Demand	Learning plan input
CHRO	Diversity %	Female HC / Total HC × 100	Legal privacy controls