

BUSINESS GUIDE

Choose indicators that change management decisions

A dashboard is useful when its indicators tell management what to investigate or do. Start with the business decision and the operating model before choosing charts.

Executive takeaways

1. Define each indicator's owner, formula and source.
2. Pair outcomes with the drivers that management can influence.
3. Agree review frequency, thresholds and follow-up actions.

Start with management questions

Clarify whether the priority is customer acquisition, retention, revenue, costs, profitability or delivery performance. Choose measures that fit the decision and can be supported by reliable source data.

Make the measurement contract explicit

For each indicator, define the unit, calculation, reporting period, population, data source and responsible owner. Document missing values, revisions and comparison rules. A change in definition can look like a change in performance.

Connect monitoring and action

Use the dashboard to identify variation, examine causes and track agreed actions. Show exceptions without implying causation from correlation. Review the indicator set as the business model or management priorities change.

From evidence to a decision

Define the decision	Build the evidence	Test assumptions	Compare options
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Conceptual research framework; no quantitative results are represented.

Scope and method

Research-design guidance based on IDER's supplied service framework; no empirical study or market forecast.

This is practical research-design guidance, not an empirical market report, client-study finding or investment recommendation.

Citation

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Discuss the evidence your next decision needs.

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