



# KPI Cockpit for Material Decisions

Monthly status check on a single page. Five metrics that carry packaging material decisions.

Date: \_\_\_\_\_ Site / Product group: \_\_\_\_\_

Metric	Current	Prev. month	Intervention threshold	Status	Action	Owner
Damage rate per shipment type			above 0.5 % in one shipment type			
Return cost share			above internal target per product group			
Material cost share per shipment			above defined margin on standard shipments			
Packing time per shipment type			custom size takes more than twice as long as standard			
Recurring complaint pattern			same root cause three times in a row			

Traffic light:  Green: below threshold, no action  Amber: nearing threshold, monitor  Red: above threshold, action required

Rule: Red status means action plus a review date. A status without an action counts as open.

Assign an owner per metric: damage rate (quality/returns), return cost share (controlling + ops lead), material cost share (purchasing), packing time (shift lead shipping), recurring pattern (ops lead).