criteria. Our job is to ask questions to find out what information people are using as the basis for their conclusions—what they are using to judge adequacy. Commonly used criteria are time, speed, quantity, weight, accuracy, purity, consistency, earnings, costs, savings, compliance, satisfaction, appearance, appropriateness, and performance.

- *Metrics* are units of measure. They allow for precision and exactness. For example, if the criterion is speed, the metric used might be seconds to the fourth decimal point (as in Olympic swimming and running competitions). For some other purpose, the metric for speed might be days, weeks, or even months. The metric for weight might be grams or tons. When product performance is measured by sales volume (the criterion), the metric could be tens of thousands of dollars. If the criterion for product performance changes from sales volume to customer satisfaction, the metric might be the number of customer complaints over a six-month period.

Measuring can be the impetus for formal needs assessments (described in Chapter Seven), it can influence the process of identifying appropriate interventions (as described in Chapter Eight), and it can affect how a program gets evaluated (the focus of this chapter). What is most important is that everything gets measured for a reason. Here are some examples.

FIELD NOTES: TRANSACTIONS, NEW ACCOUNTS, AND THE PERFORMANCE APPRAISAL FORM

A retailer decided to launch a promotion. The retailer hired a public relations (PR) firm to design the campaign. They agreed that the PR firm would receive a bonus if the promotion was a success, and the store owner agreed that the criteria for measuring the promotion's success would be the number of transactions (cash register sales) recorded during the campaign. This criterion provided only a partial picture of the promotion's effects, however. Promotions often encourage customers to buy items priced at or below cost; therefore a high number of transactions may or may not mean that the store is making money. In fact, it may only be breaking even, or possibly losing money. Transactions by themselves do not give an accurate picture of financial success. Thus although the criterion of number of transactions met the PR firm's needs, it may not have met the store owner's needs. If the store owner's objective was to grow the business, to increase profits, or to build customer loyalty, the owner would not know whether the promotion had met his objectives. Other criteria were needed.

A bank had a \$5 million merchandising budget to attract new customers and encourage current customers to buy additional products, such as mortgage loans, auto loans, and certificates of deposits. Merchandising is used to attract