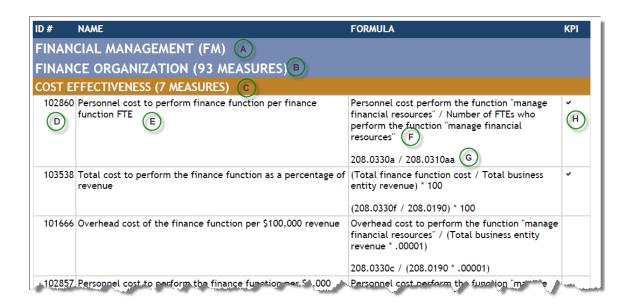## ABOUT APQC'S OPEN STANDARDS BENCHMARKING MEASURE LIST

The APQC Open Standards Benchmarking measure list concisely lists all of the measures currently available for a specific survey. These measures are organized by research area (A), the survey name (B), and finally by category of measure (C). The list identifies each measure's "metric group ID" number (D), the measure name (E), the formula as APQC computes it (F), the formula in question numbers specific to this survey (G), and whether or not the measure is a key performance indicator for its associated process (H).

ID #	NAME	FORMULA	KPI
FINANCIAL MANAGEMENT (FM) (A)			
FINANCE ORGANIZATION (93 MEASURES) (B)			
COST EFFECTIVENESS (7 MEASURES) (C)			
102860 (D)	Personnel cost to perform finance function per finance function FTE (E)	Personnel cost perform the function "manage financial resources" / Number of FTEs who perform the function "manage financial resources" (F) 208.0330a / 208.0310aa (G)	✔ (H)
103538	Total cost to perform the finance function as a percentage of revenue	(Total finance function cost / Total business entity revenue) * 100 (208.0330f / 208.0190) * 100	✔
101666	Overhead cost of the finance function per $100,000 revenue	Overhead cost to perform the function "manage financial resources" / (Total business entity revenue * .00001) 208.0330c / (208.0190 * .00001)	
102857	Personnel cost to perform the finance function per $1,000	Personnel cost perform the function "manage...	

For more information about APQC's Open Standards Benchmarking, please contact us directly on +1-713-681-4020 or visit the APQC Open Standards Benchmarking website on www.apqc.org/osb.

ID #	NAME	FORMULA	KPI
FINANCE AND ACCOUNTING			
ACCOUNTS PAYABLE AND EXPENSE REIMBURSEMENT (45 MEASURES)			
COST EFFECTIVENESS (23 MEASURES)			
102997	Personnel cost to perform the process "process accounts payable (AP)" per process FTE	Personnel cost to perform the process "process accounts payable (AP)" / Number of FTEs who perform the process "process accounts payable (AP)" 158.0080 / 158.0070	✔
102850	Personnel cost to perform the process "process expense reimbursements" per process FTE	Personnel cost to perform the process "process expense reimbursements" / Number of FTEs who perform the process "process expense reimbursements" 158.0250 / 158.0240	✔
104829	Personnel cost to perform the process group "process accounts payable and expense reimbursements" per process group FTE	(Personnel cost to perform the process "process accounts payable (AP)" + Personnel cost to perform the process "process expense reimbursements") / (Number of FTEs who perform the process "process accounts payable (AP)" + Number of FTEs who perform the process "process expense reimbursements") (158.0080 + 158.0250) / (158.0070 + 158.0240)	✔
103831	Total cost to perform the process "process accounts payable (AP)" per $1,000 revenue	Total cost to perform the process "process accounts payable (AP)" / (Total business entity revenue * 0.0010) 158.0090 / (158.0030 * 0.0010)	✔
103835	Total cost to perform the process "process accounts payable (AP)" per disbursement/payment	Total cost to perform the process "process accounts payable (AP)" / Total number of disbursements excluding T&E disbursements 158.0090 / 158.0210	✔
103838	Total cost to perform the process "process accounts payable (AP)" per invoice line item processed	Total cost to perform the process "process accounts payable (AP)" / Number of invoice line items processed 158.0090 / 158.0110	✔
103863	Total cost to perform the process "process expense reimbursements" as a percentage of revenue	(Total cost to perform the process "process expense reimbursements" / Total business entity revenue) * 100 (158.0260 / 158.0030) * 100	✔
103869	Total cost to perform the process "process expense reimbursements" per $1,000 revenue	Total cost to perform the process "process expense reimbursements" / (Total business entity revenue * 0.0010) 158.0260 / (158.0030 * 0.0010)	✔
103971	Total cost to perform the process group "process accounts payable and expense reimbursements" per $1,000 revenue	(Total cost to perform the process "process accounts payable (AP)" + Total cost to perform the process "process expense reimbursements") / (Total business entity revenue * .001) (158.0090 + 158.0260) / (158.0030 * .001)	✔

104835	Total cost to perform the process group "process accounts payable and expense reimbursements" per process FTE	(Total cost to perform the process "process accounts payable (AP)" + Total cost to perform the process "process expense reimbursements") / (Number of FTEs who perform the process "process accounts payable (AP)" + Number of FTEs who perform the process "process expense reimbursements") (158.0090 + 158.0260) / (158.0070 + 158.0240)	✔
102999	Personnel cost to perform the process "process accounts payable (AP)" per $1,000 purchases	Personnel cost to perform the process "process accounts payable (AP)" / (Value of all materials and services purchased * 0.001) 158.0080 / (158.0100 * 0.001)	
103001	Personnel cost to perform the process "process accounts payable (AP)" per $1,000 revenue	Personnel cost to perform the process "process accounts payable (AP)" / (Total business entity revenue * 0.0010) 158.0080 / (158.0030 * 0.0010)	
103013	Personnel cost to perform the process "process expense reimbursements" per $1,000 revenue	Personnel cost to perform the process "process expense reimbursements" / (Total business entity revenue * 0.0010) 158.0250 / (158.0030 * 0.0010)	
104828	Personnel cost to perform the process group "process accounts payable and expense reimbursements" per $1,000 revenue	(Personnel cost to perform the process "process accounts payable (AP)" + Personnel cost to perform the process "process expense reimbursements") / (Total business entity revenue * 0.001) (158.0080 + 158.0250) / (158.0030 * 0.001)	
103825	Total cost to perform the process "process accounts payable (AP)" as a percentage of revenue	(Total cost to perform the process "process accounts payable (AP)" / Total business entity revenue) * 100 (158.0090 / 158.0030) * 100	
103827	Total cost to perform the process "process accounts payable (AP)" per $1 billion revenue	Total cost to perform the process "process accounts payable (AP)" / (Total business entity revenue * 0.000000001) 158.0090 / (158.0030 * 0.000000001)	
103826	Total cost to perform the process "process accounts payable (AP)" per process FTE	Total cost to perform the process "process accounts payable (AP)" / Number of FTEs who perform the process "process accounts payable (AP)" 158.0090 / 158.0070	✔
103828	Total cost to perform the process "process accounts payable" per $1,000 purchases	Total cost to perform the process "process accounts payable (AP)" / (Value of all materials and services purchased * 0.001) 158.0090 / (158.0100 * 0.001)	
103865	Total cost to perform the process "process expense reimbursements" per $1 billion revenue	Total cost to perform the process "process expense reimbursements" / (Total business entity revenue * 0.000000001) 158.0260 / (158.0030 * 0.000000001)	
103864	Total cost to perform the process "process expense reimbursements" per process FTE	Total cost to perform the process "process expense reimbursements" / Number of FTEs who perform the process "process expense reimbursements" 158.0260 / 158.0240	

ID	Measure	Formula	✓
104833	Total cost to perform the process group "process accounts payable and expense reimbursements" as a percentage of revenue	((Total cost to perform the process "process accounts payable (AP)" + Total cost to perform the process "process expense reimbursements") / Total business entity revenue) * 100 ((158.0090 + 158.0260) / 158.0030) * 100	
104834	Total cost to perform the process group "process accounts payable and expense reimbursements" per $1 billion revenue	(Total cost to perform the process "process accounts payable (AP)" + Total cost to perform the process "process expense reimbursements") / (Total business entity revenue * 0.000000001) (158.0090 + 158.0260) / (158.0030 * 0.000000001)	
104204	Value of purchases (in millions) per FTE that performs the process "process accounts payable (AP)"	Value of all materials and services purchased / (Number of FTEs who perform the process "process accounts payable (AP)" * 1000000.0) 158.0100 / (158.0070 * 1000000.0)	

CYCLE TIME (2 MEASURES)

ID	Measure	Formula	✓
100587	Cycle time in days to approve and schedule T&E reimbursements	Cycle time in calendar days from the receipt of an expense report to its approval and scheduling for payment 158.0290	✔
100632	Cycle time in days to resolve an invoice error	Cycle time in calendar days from discovering an invoice error to its resolution 158.0200	

PROCESS EFFICIENCY (11 MEASURES)

ID	Measure	Formula	✓
101108	Number of FTEs that perform the process "process accounts payable (AP)" per $1 billion revenue	Number of FTEs who perform the process "process accounts payable (AP)" / (Total business entity revenue * 0.000000001) 158.0070 / (158.0030 * 0.000000001)	✔
101095	Number of FTEs that perform the process group "process accounts payable and expense reimbursements" per $1 billion revenue	(Number of FTEs who perform the process "process accounts payable (AP)" + Number of FTEs who perform the process "process expense reimbursements") / (Total business entity revenue * .000000001) (158.0070 + 158.0240) / (158.0030 * .000000001)	✔
101944	Percentage of disbursements that are first time error free	(Number of disbursements processed error-free the first time / Total number of disbursements excluding T&E disbursements) * 100.0 (158.0220 / 158.0210) * 100.0	✔
101947	Percentage of discounts available that are taken	(Number of invoice line items that are paid within the discount period / Number of invoice line items received that offer a discount) * 100.0 (158.0190 / 158.0180) * 100.0	✔
101995	Percentage of expense report exception line items	(Number of expense report line items with exceptions / Number of expense report line items) * 100.0 (158.0280 / 158.0270) * 100.0	✔
102139	Percentage of invoice line items paid on time by the business entity	Percentage of invoice line items your business entity pays on time 158.0150	✔

102146	Percentage of invoice line items received electronically	((Number of invoice line items received over the internet + Number of invoice line items received by WAP + Number of invoice line items received by EDI) / Number of invoice line items processed) * 100.0 ((158.0120 + 158.0130 + 158.0140) / 158.0110) * 100.0	✔
102149	Percentage of invoice line items that are matched the first time	(Number of invoice line items that are matched the first time / Number of invoice line items processed) * 100.0 (158.0170 / 158.0110) * 100.0	✔
104301	Number of FTEs that perform the process "process accounts payable (AP)" per $1 billion purchases	Number of FTEs who perform the process "process accounts payable (AP)" / (Value of all materials and services purchased * 0.000000001) 158.0070 / (158.0100 * 0.000000001)	
101119	Number of FTEs that perform the process "process expense reimbursements" per $1 billion revenue	Number of FTEs who perform the process "process expense reimbursements" / (Total business entity revenue * 0.000000001) 158.0240 / (158.0030 * 0.000000001)	
102136	Percentage of invoice line items matched with a purchase order	(Number of invoice line items that are matched with purchase order / Number of invoice line items processed) * 100.0 (158.0160 / 158.0110) * 100.0	

STAFF PRODUCTIVITY (3 MEASURES)

100917	Number of disbursements per FTE that performs the process "process accounts payable (AP)"	Total number of disbursements excluding T&E disbursements / Number of FTEs who perform the process "process accounts payable (AP)" 158.0210 / 158.0070	✔
100952	Number of expense report line items per FTE that performs the process "process expense reimbursements"	Number of expense report line items / Number of FTEs who perform the process "process expense reimbursements" 158.0270 / 158.0240	✔
101283	Number of invoice line items processed per FTE that performs the process "process accounts payable (AP)"	Number of invoice line items processed / Number of FTEs who perform the process "process accounts payable (AP)" 158.0110 / 158.0070	✔

SUPPLEMENTAL INFORMATION (6 MEASURES)

101285	Number of invoiced line items per $1,000 purchases	Number of invoice line items processed / (Value of all materials and services purchased * 0.001) 158.0110 / (158.0100 * 0.001)	
102996	Personnel cost to perform the process "process accounts payable (AP)" as a percentage of total process cost	(Personnel cost to perform the process "process accounts payable (AP)" / Total cost to perform the process "process accounts payable (AP)") * 100 (158.0080 / 158.0090) * 100	
104608	Personnel cost to perform the process "process expense reimbursements" as a percentage of total process cost	(Personnel cost to perform the process "process expense reimbursements" / Total cost to perform the process "process expense reimbursements") * 100 (158.0250 / 158.0260) * 100	

104827	Personnel cost to perform the process group "process accounts payable and expense reimbursements" as a percentage of total process group cost	((Personnel cost to perform the process "process accounts payable (AP)" + Personnel cost to perform the process "process expense reimbursements") / (Total cost to perform the process "process accounts payable (AP)" + Total cost to perform the process "process expense reimbursements")) * 100 ((158.0080 + 158.0250) / (158.0090 + 158.0260)) * 100	
104724	Ratio of purchases to revenue	(Value of all materials and services purchased/Total business entity revenue)*100 (158.0100/158.0030)*100	
104199	Value of materials and services per $1,000 revenue	Value of all materials and services purchased / (Total business entity revenue * .001) 158.0100 / (158.0030 * .001)	

ABOUT APQC'S OPEN STANDARDS BENCHMARKING

· APQC is the steward of the open standard benchmarking content. Content is developed and reviewed by various subject matter experts.
· Participation in APQC's Open Standards Benchmarking is complimentary for APQC Enterprise Members. APQC Functional Members can benchmark in their functional membership at no cost.
· By participating, you will receive a detailed table comparing your responses with those of your peers. In essence, you'll get a row-by-row comparison of your responses versus those of your peers. The data tables will feature your answers as well as indicate the high, median and low performance ranges.
· Past participants have used open standards benchmarking research reports to set baselines for process improvement projects, to build a business case for new initiatives, to prioritize high-impact opportunities, and even to validate success or return on investment from efforts.

ABOUT APQC

APQC helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. Visit us at https://www.apqc.org/, and learn how you can make best practices your practices.