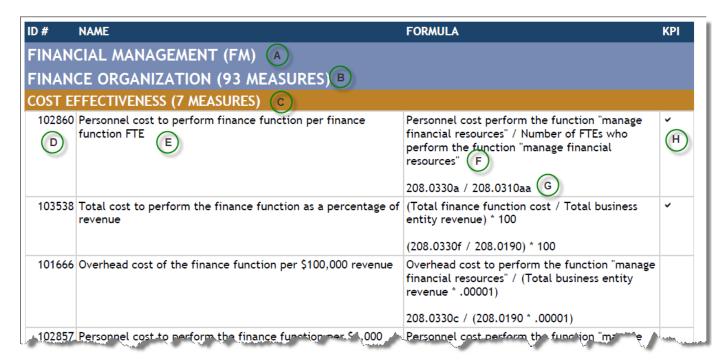# ABOUT APQC's OPEN STANDARDS BENCHMARKING MEASURE LIST

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 in english 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 "ma...	

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FINANCE AND ACCOUNTING
FINANCE ORGANIZATION (64 MEASURES)
COST EFFECTIVENESS (12 MEASURES)

ID #	NAME	FORMULA	KPI
102860	Personnel cost to perform finance function per finance function FTE	Personnel cost to perform the function "manage financial resources" / Number of FTEs who perform the function "manage financial resources" 418.0340 / 418.0495	✔
103538	Total cost to perform the finance function as a percentage of revenue	(Total cost to perform the function "manage financial resources" / Total business entity revenue) * 100 (418.0330 / 418.0080) * 100	✔
106344	Total cost to perform the finance function as a percentage of selling, general, and administrative (SGA) costs	(Total cost to perform the function "manage financial resources" / Total SG&A costs) * 100 (418.0330 / 418.0110) * 100	✔
106016	Total cost to perform the finance function per business entity employee	Total cost to perform the function "manage financial resources" / Number of business entity employees 418.0330 / 418.0090	✔
101666	Overhead cost to perform the finance function per $100,000 revenue	Overhead cost to perform the function "manage financial resources" / (Total business entity revenue * 0.00001) 418.0360 / (418.0080 * 0.00001)	
102857	Personnel cost to perform the finance function per $1,000 revenue	Personnel cost to perform the function "manage financial resources" / (Total business entity revenue * 0.001) 418.0340 / (418.0080 * 0.001)	
104464	Selling, general, and administrative (SGA) costs as a percentage of business entity revenue	(Total SG&A costs / Total business entity revenue) * 100 (418.0110 / 418.0080) * 100	
106545	Selling, general, and administrative (SGA) costs per business entity employee	Total SG&A costs / Number of business entity employees 418.0110 / 418.0090	
103221	Systems cost to perform the finance function per $100,000 revenue	Systems cost to perform the function "manage financial resources" / (Total business entity revenue * 0.00001) 418.0350 / (418.0080 * 0.00001)	
108217	Total cost of continuing operations as percentage of revenue	(Total costs of continuing operations / Total business entity revenue) * 100 (418.0100 / 418.0080) * 100	

FINANCE AND ACCOUNTING
FINANCE ORGANIZATION (64 MEASURES)

COST EFFECTIVENESS (12 MEASURES)

103539	Total cost to perform the finance function per $1,000 revenue	Total cost to perform the function "manage financial resources" / (Total business entity revenue *0.001) 418.0330 / (418.0080 *0.001)	
103544	Total cost to perform the finance function per finance function FTE	Total cost to perform the function "manage financial resources" / Number of FTEs who perform the function "manage financial resources" 418.0330 / 418.0495	

CYCLE TIME (5 MEASURES)

100152	Cycle time in business days to process the payroll	Cycle time in business days to process payroll from HR/benefits system cut-off to payroll transmit date 418.0320	✔
100154	Cycle time in days from receipt of invoice until approved and scheduled for payment	Cycle time in calendar days from the receipt of an invoice to when it is approved and scheduled 418.0300	✔
100160	Cycle time in days to complete the annual budget	Cycle time in days to complete the budget 418.0210	✔
100162	Cycle time in days to complete the monthly consolidated financial statements	Cycle time in days to complete the monthly consolidated financial statements 418.0230	✔
105533	Average cycle time in hours to develop a short-term cash flow forecast	Cycle time in hours to develop a short-term cash flow forecast 418.0240	

PROCESS EFFICIENCY (19 MEASURES)

106503	Days cash on hand	Days cash on hand 418.0250	✔
100959	Number of finance function FTEs per $1 billion revenue	Number of FTEs who perform the function "manage financial resources" / (Total business entity revenue * 0.000000001) 418.0495 / (418.0080 * 0.000000001)	✔
106072	Number of FTEs that perform the order-to-cash processes per $1 billion revenue	(Number of FTEs who perform the process "manage sales orders" + Number of FTEs who perform the process group "perform revenue accounting") / (Total business entity revenue * 0.000000001) (418.0400 + 418.0410) / (418.0080 * 0.000000001)	✔

FINANCE AND ACCOUNTING
FINANCE ORGANIZATION (64 MEASURES)
PROCESS EFFICIENCY (19 MEASURES)

101014	Number of FTEs that perform the process "manage sales orders" per $1 billion revenue	Number of FTEs who perform the process "manage sales orders" / (Total business entity revenue * .000000001) 418.0400 / (418.0080 * .000000001)	✔
101165	Number of FTEs that perform the process group "manage taxes" per $1 billion revenue	Number of FTEs who perform the process group "manage taxes" / (Total business entity revenue * .000000001) 418.0480 / (418.0080 * .000000001)	✔
101167	Number of FTEs that perform the process group "manage treasury operations" per $1 billion revenue	Number of FTEs who perform the process group "manage treasury operations" / (Total business entity revenue * .000000001) 418.0460 / (418.0080 * .000000001)	✔
104843	Number of FTEs that perform the process group "perform general accounting and reporting" per $1 billion revenue	Number of FTEs who perform the process group "perform general accounting and reporting" / (Total business entity revenue * .000000001) 418.0420 / (418.0080 * .000000001)	✔
101172	Number of FTEs that perform the process group "perform planning and management accounting" per $1 billion revenue	Number of FTEs who perform the process group "perform planning and management accounting" / (Total business entity revenue * 0.000000001) 418.0390 / (418.0080 * 0.000000001)	✔
106080	Number of FTEs that perform the process group "perform revenue accounting" per $1 billion revenue	Number of FTEs who perform the process group "perform revenue accounting" / (Total business entity revenue * 0.000000001) 418.0410 / (418.0080 * 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 group "process accounts payable and expense reimbursements" / (Total business entity revenue * 0.000000001) 418.0450 / (418.0080 * 0.000000001)	✔
101106	Number of FTEs that perform the process group "process payroll" per $1 billion revenue	(Number of FTEs who perform the process group "process payroll") / (Total business entity revenue * .000000001) (418.0440) / (418.0080 * .000000001)	✔
107873	Overall forecast accuracy	Overall forecast accuracy 418.0220	✔
101765	Percentage of journal entry line items processed error free the first time	Percentage of journal entry line items processed error free the first time 418.0310	✔

PROCESS EFFICIENCY (19 MEASURES)

101758	Percentage of total receipts that are processed error free the first time	Percentage of receipts processed error free the first time 418.0270	✔
102064	Number of finance function FTEs per 100 business entity employees	(Number of FTEs who perform the function "manage financial resources" / Number of business entity employees) * 100 (418.0495 / 418.0090) * 100	
101079	Number of FTEs that perform other non-defined finance processes per $1 billion revenue	Number of FTEs who perform other non-defined financial processes / (Total business entity revenue * 0.000000001) 418.0490 / (418.0080 * 0.000000001)	
101161	Number of FTEs that perform the process group "manage fixed-asset project accounting" per $1 billion revenue	(Number of FTEs who perform the process group "manage fixed asset and project accounting") / (Total business entity revenue * .000000001) (418.0430) / (418.0080 * .000000001)	
101163	Number of FTEs that perform the process group "manage internal controls" per $1 billion revenue	Number of FTEs who perform the process group "manage internal controls" / (Total business entity revenue * 0.000000001) 418.0470 / (418.0080 * 0.000000001)	
104166	Total uncollectable balances as a percentage of revenue	(Total value of uncollectable balances / Total business entity revenue) * 100 (418.0280 / 418.0080) * 100	

STAFF PRODUCTIVITY (2 MEASURES)

106019	Number of business entity employees per finance function FTE	Number of business entity employees / Number of FTEs who perform the function "manage financial resources" 418.0090 / 418.0495	✔
103159	Business entity revenue per business entity employee	Total business entity revenue / Number of business entity employees 418.0080 / 418.0090	

105535	Internal cost to perform the finance function as a percentage of total finance function cost	((Personnel cost to perform the function "manage financial resources" + Systems cost to perform the function "manage financial resources" + Overhead cost to perform the function "manage financial resources" + Costs other than personnel, systems, overhead, and outsourced to perform the function "manage financial resources") / Total cost to perform the function "manage financial resources") * 100 ((418.0340 + 418.0350 + 418.0360 + 418.0370) / 418.0330) * 100	
107207	Number of payables invoices processed per $1 million revenue	Number of invoices processed / (Total business entity revenue * 0.000001) 418.0290 / (418.0080 * 0.000001)	
105433	Number of receipts processed per $1,000 of revenue	Number of receipts processed / (Total business entity revenue * .001) 418.0260 / (418.0080 * .001)	
101463	Other cost of the finance function as a percentage of the total cost of the finance function	(Costs other than personnel, systems, overhead, and outsourced to perform the function "manage financial resources" / Total cost to perform the function "manage financial resources") * 100 (418.0370 / 418.0330) * 100	
106457	Other cost to perform the finance function per $100,000 revenue	(Costs other than personnel, systems, overhead, and outsourced to perform the function "manage financial resources") / (Total business entity revenue * 0.00001) (418.0370) / (418.0080 * 0.00001)	
101610	Outsourced cost to perform the finance function as a percentage of total function cost	(Outsourced cost to perform the function "manage financial resources" / Total cost to perform the function "manage financial resources") * 100 (418.0380 / 418.0330) * 100	
101665	Overhead cost of the finance function as a percentage of the total cost of the finance function	(Overhead cost to perform the function "manage financial resources" / Total cost to perform the function "manage financial resources") * 100 (418.0360 / 418.0330) * 100	
105186	Overhead cost to perform the finance function per finance function FTE	Overhead cost to perform the function "manage financial resources" / Number of FTEs who perform the function "manage financial resources" 418.0360 / 418.0495	
102680	Percentage of finance function time allocated to control	Percentage of time of FTEs that perform the function "manage financial resources" spend on control 418.0180	

102684	Percentage of finance function time allocated to decision support	Percentage of time of FTEs that perform the function "manage financial resources" spend on decision support 418.0190	
102688	Percentage of finance function time allocated to management activities	Percentage of time of FTEs that perform the function "manage financial resources" spend on management activities 418.0200	
102692	Percentage of finance function time allocated to transaction processing	Percentage of time of FTEs that perform the function "manage financial resources" spend on transaction processing 418.0170	
102004	Percentage of total finance function FTEs allocated to other non-defined finance processes	(Number of FTEs who perform other non-defined financial processes / Number of FTEs who perform the function "manage financial resources") * 100 (418.0490 / 418.0495) * 100	
102008	Percentage of total finance function FTEs allocated to the process "manage sales orders"	(Number of FTEs who perform the process "manage sales orders" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0400 / 418.0495) * 100	
102039	Percentage of total finance function FTEs allocated to the process group "manage fixed asset project accounting"	(Number of FTEs who perform the process group "manage fixed asset and project accounting" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0430 / 418.0495) * 100	
102041	Percentage of total finance function FTEs allocated to the process group "manage internal controls"	(Number of FTEs who perform the process group "manage internal controls" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0470 / 418.0495) * 100	
102043	Percentage of total finance function FTEs allocated to the process group "manage taxes"	(Number of FTEs who perform the process group "manage taxes" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0480 / 418.0495) * 100	
102045	Percentage of total finance function FTEs allocated to the process group "manage treasury operations"	(Number of FTEs who perform the process group "manage treasury operations" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0460 / 418.0495) * 100	

102018	Percentage of total finance function FTEs allocated to the process group "perform accounts payable and expense reimbursements"	(Number of FTEs who perform the process group "process accounts payable and expense reimbursements" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0450 / 418.0495) * 100	
107852	Percentage of total finance function FTEs allocated to the process group "perform general accounting and reporting"	(Number of FTEs who perform the process group "perform general accounting and reporting" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0420 / 418.0495) * 100	
102050	Percentage of total finance function FTEs allocated to the process group "perform planning and management accounting"	(Number of FTEs who perform the process group "perform planning and management accounting" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0390 / 418.0495) * 100	
106273	Percentage of total finance function FTEs allocated to the process group "perform revenue accounting"	(Number of FTEs who perform the process group "perform revenue accounting" / Number of FTEs who perform the function "manage financial resources") * 100.0 (418.0410 / 418.0495) * 100.0	
102057	Percentage of total finance function FTEs allocated to the process group "process payroll"	(Number of FTEs who perform the process group "process payroll" / Number of FTEs who perform the function "manage financial resources") * 100 (418.0440 / 418.0495) * 100	
105537	Personnel cost to perform the finance function as a percentage of internal finance function cost	(Personnel cost to perform the function "manage financial resources" / (Personnel cost to perform the function "manage financial resources" + Systems cost to perform the function "manage financial resources" + Overhead cost to perform the function "manage financial resources" + Costs other than personnel, systems, overhead, and outsourced to perform the function "manage financial resources")) * 100 (418.0340 / (418.0340 + 418.0350 + 418.0360 + 418.0370)) * 100	
102855	Personnel cost to perform the finance function as a percentage of total function cost	(Personnel cost to perform the function "manage financial resources" / Total cost to perform the function "manage financial resources") * 100 (418.0340 / 418.0330) * 100	

| 103219 | Systems cost to perform the finance function as a percentage of total function cost | (Systems cost to perform the function "manage financial resources" / Total cost to perform the function "manage financial resources") * 100

(418.0350 / 418.0330) * 100 | |

About APQC's Open Standards Benchmarking

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