

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 financial resources" / (Total business entity revenue * .00001)	

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
SUPPLY CHAIN MANAGEMENT			
PROCUREMENT (113 MEASURES)			
COST EFFECTIVENESS (42 MEASURES)			
107503	Outsourced cost to perform the procurement process group per \$1 billion purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to outsourced cost * .01) / (Value of all materials and services purchased * 0.000000001) $(406.0480 * 406.0540 * .01) / (406.0280 * 0.000000001)$	✓
107502	Overhead cost to perform the procurement process group per \$1 billion purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to overhead cost * .01) / (Value of all materials and services purchased * 0.000000001) $(406.0480 * 406.0530 * .01) / (406.0280 * 0.000000001)$	✓
107500	Personnel cost to perform the process group "procure materials and services" per \$1 billion purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to personnel cost * .01) / (Value of all materials and services purchased * 0.000000001) $(406.0480 * 406.0510 * .01) / (406.0280 * 0.000000001)$	✓
106497	Personnel cost to perform the process group "procure materials and services" per process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to personnel cost * .01) / Number of FTEs who perform the process group "procure materials and services" $(406.0480 * 406.0510 * .01) / 406.0610$	✓
107501	Systems cost to perform the procurement process group per \$1 billion purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to systems cost * .01) / (Value of all materials and services purchased * 0.000000001) $(406.0480 * 406.0520 * .01) / (406.0280 * 0.000000001)$	✓

106498	Systems cost to perform the procurement process group per process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to systems cost * .01) / Number of FTEs who perform the process group "procure materials and services" (406.0480 * 406.0520 * .01) / 406.0610	✓
103644	Total cost to perform the process "develop sourcing strategies" per \$1,000 purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Develop sourcing strategies" * 0.01) / (Value of all materials and services purchased * 0.001) (406.0480 * 406.0560 * 0.01) / (406.0280 * 0.001)	✓
103650	Total cost to perform the process "develop sourcing strategies" per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Develop sourcing strategies" * 0.01) / (Total business entity revenue * 0.001) (406.0480 * 406.0560 * 0.01) / (406.0110 * 0.001)	✓
103568	Total cost to perform the process "manage suppliers" per \$1,000 purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "procure materials and services" allocated to the process "manage suppliers" * .01) / (Value of all materials and services purchased * .001) (406.0480 * 406.0600 * .01) / (406.0280 * .001)	✓
103572	Total cost to perform the process "manage suppliers" per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "procure materials and services" allocated to the process "manage suppliers" * 0.01) / (Total business entity revenue * 0.001) (406.0480 * 406.0600 * 0.01) / (406.0110 * 0.001)	✓

103791	Total cost to perform the process "order materials and services" per \$1,000 purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Order materials and services" * .01) / (Value of all materials and services purchased * .001) (406.0480 * 406.0590 * .01) / (406.0280 * .001)	✓
103790	Total cost to perform the process "order materials and services" per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Order materials and services" * 0.01) / (Total business entity revenue * 0.001) (406.0480 * 406.0590 * 0.01) / (406.0110 * 0.001)	✓
103901	Total cost to perform the process "select suppliers and develop/maintain contracts" per \$1,000 purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Select suppliers and develop/maintain contracts" * 0.01) / (Value of all materials and services purchased * 0.001) (406.0480 * 406.0580 * 0.01) / (406.0280 * 0.001)	✓
103895	Total cost to perform the process "select suppliers and develop/maintain contracts" per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Select suppliers and develop/maintain contracts" * 0.01) / (Total business entity revenue * 0.001) (406.0480 * 406.0580 * 0.01) / (406.0110 * 0.001)	✓
103994	Total cost to perform the process group "procure materials and services" as a percentage of revenue	(Total cost to perform the process group "procure materials and services" / Total business entity revenue) * 100 (406.0480 / 406.0110) * 100	✓
104789	Total cost to perform the process group "procure materials and services" per \$1 billion revenue	Total cost to perform the process group "procure materials and services" / (Total business entity revenue * 0.000000001) 406.0480 / (406.0110 * 0.000000001)	✓

103998	Total cost to perform the process group "procure materials and services" per \$1,000 purchases	Total cost to perform the process group "procure materials and services" / (Value of all materials and services purchased * 0.001) 406.0480 / (406.0280 * 0.001)	✓
103997	Total cost to perform the process group "procure materials and services" per \$1,000 revenue	Total cost to perform the process group "procure materials and services" / (Total business entity revenue * 0.001) 406.0480 / (406.0110 * 0.001)	✓
104002	Total cost to perform the process group "procure materials and services" per process group FTE	Total cost to perform the process group "procure materials and services" / Number of FTEs who perform the process group "procure materials and services" 406.0480 / 406.0610	✓
104004	Total cost to perform the procurement process group per purchase order	Total cost to perform the process group "procure materials and services" / Number of purchase orders placed 406.0480 / 406.0330	✓
109622	Typical savings achieved through cost avoidance (as percent of spend) that procurement organization actually delivers	Typical savings achieved through cost avoidance (as percent of spend) that procurement organization actually delivers 406.0435	✓
109621	Typical savings achieved through cost takeout (as percent of spend) that procurement organization actually delivers	Typical savings achieved through cost takeout (as percent of spend) that procurement organization actually delivers 406.0430	✓
100433	Cost of goods sold as a percentage of revenue	(Cost of goods sold (COGS) / Total business entity revenue) * 100 (406.0130 / 406.0110) * 100	
107504	Other cost to perform the process group "procure materials and services" per \$1 billion purchases	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to other cost * .01) / (Value of all materials and services purchased * 0.000000001) (406.0480 * 406.0550 * .01) / (406.0280 * 0.000000001)	

106496	Other cost to perform the procurement process group per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to other cost * .01) / (Total business entity revenue * .001) (406.0480 * 406.0550 * .01) / (406.0110 * .001)	
106501	Other cost to perform the procurement process group per procurement process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to other cost * .01) / Number of FTEs who perform the process group "procure materials and services" (406.0480 * 406.0550 * .01) / 406.0610	
106495	Outsourced cost to perform the procurement process group per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to outsourced cost * .01) / (Total business entity revenue * .001) (406.0480 * 406.0540 * .01) / (406.0110 * .001)	
106499	Overhead cost to perform the process group "procure materials and services" per process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to overhead cost * .01) / Number of FTEs who perform the process group "procure materials and services" (406.0480 * 406.0530 * .01) / 406.0610	
106494	Overhead cost to perform the procurement process group per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to overhead cost * .01) / (Total business entity revenue * .001) (406.0480 * 406.0530 * .01) / (406.0110 * .001)	
106492	Personnel cost to perform the process group "procure materials and services" per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to personnel cost * .01) / (Total business entity revenue * .001) (406.0480 * 406.0510 * .01) / (406.0110 * .001)	

106493	Systems cost to perform the procurement process group per \$100,000 revenue	<p>(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to systems cost * .01) / (Total business entity revenue * .00001)</p> <p>$(406.0480 * 406.0520 * .01) / (406.0110 * .00001)$</p>	
108217	Total cost of continuing operations as percentage of revenue	<p>(Total costs of continuing operations / Total business entity revenue) * 100</p> <p>$(406.0120 / 406.0110) * 100$</p>	
105173	Total cost to perform the process "develop sourcing strategies" per process FTE	<p>(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Develop sourcing strategies" * 0.01) / (Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "develop sourcing strategies" * 0.01)</p> <p>$(406.0480 * 406.0560 * 0.01) / (406.0610 * 406.0620 * 0.01)$</p>	
105170	Total cost to perform the process "manage suppliers" per process FTE	<p>(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "procure materials and services" allocated to the process "manage suppliers" * 0.01) / (Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "manage suppliers" * 0.01)</p> <p>$(406.0480 * 406.0600 * 0.01) / (406.0610 * 406.0660 * 0.01)$</p>	
105174	Total cost to perform the process "order materials and services" per process FTE	<p>(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Order materials and services" * 0.01) / (Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "order materials and services" * 0.01)</p>	

		$(406.0480 * 406.0590 * 0.01) / (406.0610 * 406.0650 * 0.01)$	
103797	Total cost to perform the process "order materials and services" per purchase order	<p>(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Order materials and services" * 0.01) / Number of purchase orders placed</p> $(406.0480 * 406.0590 * 0.01) / 406.0330$	
103799	Total cost to perform the process "order materials and services" per purchase order line item	<p>(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Order materials and services" * 0.01) / Number of purchase order line items processed</p> $(406.0480 * 406.0590 * 0.01) / 406.0360$	
105177	Total cost to perform the process "select suppliers and develop/maintain contracts" per process FTE	<p>(Total cost to perform the process group "procure materials and services" * Percentage of total cost for process group "Procure materials and services" allocated to the process "Select suppliers and develop/maintain contracts" * 0.01) / (Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "select suppliers and develop/maintain contracts" * 0.01)</p> $(406.0480 * 406.0580 * 0.01) / (406.0610 * 406.0640 * 0.01)$	
103993	Total cost to perform the process group "procure materials and services" as a percentage of cost of goods sold (COGS)	<p>(Total cost to perform the process group "procure materials and services" / Cost of goods sold (COGS)) * 100</p> $(406.0480 / 406.0130) * 100$	
104005	Total cost to perform the process group "procure materials and services" per purchase order line item	<p>Total cost to perform the process group "procure materials and services" / Number of purchase order line items processed</p> $406.0480 / 406.0360$	

109624	Typical savings goal through cost avoidance (as percent of spend) that procurement organization aims to deliver	Typical savings goal through cost avoidance (as percent of spend) that procurement organization aims to deliver 406.0445	
109623	Typical savings goal through cost takeout (as percent of spend) that procurement organization aims to deliver	Typical savings goal through cost takeout (as percent of spend) that procurement organization aims to deliver 406.0440	
CYCLE TIME (10 MEASURES)			
107252	Average procure-to-pay cycle time in days for goods	Average procure-to-pay cycle time in days for goods 406.0720	✓
105457	Average procure-to-pay cycle time in days for services	Average procure-to-pay cycle time in days for services 406.0730	✓
100322	Average supplier lead time in days on purchased materials	Average supplier lead time on purchased materials 406.0810	✓
100395	Cash-to-cash cycle time in days	Cash-to-cash cycle time in days 406.0140	✓
109625	Cycle time to issue a purchase order for goods in days (including weekends)	Average time taken in days (including weekends) to issue a purchase order for goods 406.0750	✓
109626	Cycle time to issue a purchase order for services in days (including weekends)	Average time taken in days (including weekends) to issue a purchase order for services 406.0760	✓
106474	Average cycle time in days for sourcing events for the procurement process group	Average cycle time in days for sourcing events for the procurement process group 406.0690	
106475	Average cycle time in days to establish a contract with a supplier	Average cycle time in days to establish a contract with a supplier 406.0700	
106476	Average cycle time in days to set up a supplier in the procurement system	Average cycle time in days to set up a supplier in the procurement system 406.0710	

100642	Days payable outstanding	Days payable outstanding 406.0150	
PROCESS EFFICIENCY (28 MEASURES)			
106490	Manual transmission rate for direct materials and services purchase orders	Percentage of purchase orders for direct materials and services transmitted to the vendor manually 406.0960	✓
106491	Manual transmission rate for indirect materials and services purchase orders	Percentage of purchase orders for indirect materials and services transmitted to the vendor manually 406.0970	✓
106480	Net Promoter Score (NPS) of the procurement function stakeholders	Net Promoter Score (NPS) of the procurement function stakeholders 406.0470	✓
101008	Number of FTEs that perform the process "develop sourcing strategies" per \$1 billion purchases	(Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "develop sourcing strategies" * .01) / (Value of all materials and services purchased * .000000001) (406.0610 * 406.0620 * .01) / (406.0280 * .000000001)	✓
100985	Number of FTEs that perform the process "manage suppliers" per \$1 billion purchases	(Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "manage suppliers" * .01) / (Value of all materials and services purchased * .000000001) (406.0610 * 406.0660 * .01) / (406.0280 * .000000001)	✓
101071	Number of FTEs that perform the process "order materials and services" per \$1 billion purchases	(Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "order materials and services" * .01) / (Value of all materials and services purchased * .000000001) (406.0610 * 406.0650 * .01) / (406.0280 * .000000001)	✓

101138	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" per \$1 billion purchases	(Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "select suppliers and develop/maintain contracts" * .01) / (Value of all materials and services purchased * .000000001) (406.0610 * 406.0640 * .01) / (406.0280 * .000000001)	✓
101214	Number of FTEs that perform the process group "procure materials and services" per \$1 billion purchases	Number of FTEs who perform the process group "procure materials and services" / (Value of all materials and services purchased * .000000001) 406.0610 / (406.0280 * .000000001)	✓
109627	Percentage of contracts for goods that met SLAs in the last 12 months	Percentage of contracts for goods that met SLAs in the last 12 months 406.0790	✓
109628	Percentage of contracts for services that met SLAs in the last 12 months	Percentage of contracts for services that met SLAs in the last 12 months 406.0800	✓
102426	Percentage of purchase orders approved electronically	Percentage of purchase orders approved electronically 406.0990	✓
107316	Total annual cost avoidance savings on purchased goods and services per \$500 million purchases	Total annual cost avoidance savings obtained on purchased goods and services / (Value of all materials and services purchased * 0.000000002) 406.0460 / (406.0280 * 0.000000002)	✓
107315	Total annual cost takeout savings on purchased goods and services per \$500 million purchases	Total annual cost takeout savings obtained on purchased goods and services / (Value of all materials and services purchased * 0.000000002) 406.0450 / (406.0280 * 0.000000002)	✓
104118	Number of active vendors in the master file per \$1 million purchases	Number of active unique suppliers in vendor master file / (Value of all materials and services purchased * .000001) 406.0390 / (406.0280 * .000001)	
101011	Number of FTEs that perform the process "develop sourcing strategies" per \$1 billion revenue	(Number of FTEs who perform the process group "procure materials and services" * Percentage of process group	

		<p>"procure materials and services" FTEs who perform the process "develop sourcing strategies" * .01) / (Total business entity revenue * .000000001)</p> <p>(406.0610 * 406.0620 * .01) / (406.0110 * .000000001)</p>	
100988	Number of FTEs that perform the process "manage suppliers" per \$1 billion revenue	<p>(Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "manage suppliers" * .01) / (Total business entity revenue * .000000001)</p> <p>(406.0610 * 406.0660 * .01) / (406.0110 * .000000001)</p>	
101074	Number of FTEs that perform the process "order materials and services" per \$1 billion revenue	<p>(Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "order materials and services" * .01) / (Total business entity revenue * .000000001)</p> <p>(406.0610 * 406.0650 * .01) / (406.0110 * .000000001)</p>	
104250	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" per \$1 billion revenue	<p>(Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "select suppliers and develop/maintain contracts" * .01) / (Total business entity revenue * .000000001)</p> <p>(406.0610 * 406.0640 * .01) / (406.0110 * .000000001)</p>	
104251	Number of FTEs that perform the process group "procure materials and services" per \$1 billion revenue	<p>Number of FTEs who perform the process group "procure materials and services" / (Total business entity revenue * .000000001)</p> <p>406.0610 / (406.0110 * .000000001)</p>	
109629	Percentage of active Tier 1 suppliers (excluding electricity, heating and cooling) asked to provide greenhouse gas emissions data	<p>Percentage of active Tier 1 suppliers (excluding electricity, heating and cooling) asked to provide greenhouse gas emissions data</p> <p>406.0870</p>	

109632	Percentage of active Tier 1 suppliers that can provide greenhouse gas emissions data at individual product or service level	Percentage of active Tier 1 suppliers that can provide greenhouse gas emissions data at individual product or service level 406.0930	
102422	Percentage of purchase order line items transacted using e-procurement enabled catalogue suppliers	Percentage of purchase order line items transacted using e-procurement enabled catalogue suppliers 406.0980	
101861	Percentage of purchase value from certified vendors	Percentage of purchase value from certified vendors 406.0410	
109631	Percentage of total estimated supplier greenhouse gas emissions covered by active Tier 1 suppliers (excluding electricity, heating and cooling) asked to provide greenhouse gas emissions data	Percentage of total estimated supplier greenhouse gas emissions covered by active Tier 1 suppliers (excluding electricity, heating and cooling) asked to provide greenhouse gas emissions data 406.0890	
102822	Percentage of total purchases procured via maverick buying	Percentage of materials and services purchase value procured via maverick buying 406.0420	
109630	Percentage of total spend represented by active Tier 1 suppliers (excluding electricity, heating and cooling) asked to provide greenhouse gas emissions data	Percentage of total spend represented by active Tier 1 suppliers (excluding electricity, heating and cooling) asked to provide greenhouse gas emissions data 406.0880	
101768	Percentage of total value of goods and services purchased from top ten suppliers	Percentage of the total value of goods and services purchased from your top 10 suppliers 406.0400	
109697	Total annual cost takeout savings and cost avoidance savings on purchased goods and services as a percentage of purchases	<p>((Total annual cost takeout savings obtained on purchased goods and services + Total annual cost avoidance savings obtained on purchased goods and services) / Value of all materials and services purchased) * 100.0</p> <p>((406.0450 + 406.0460) / 406.0280) * 100.0</p>	

STAFF PRODUCTIVITY (6 MEASURES)

101391	Number of purchase order line items processed per FTE that performs the process "order materials and services"	Number of purchase order line items processed / (Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "order materials and services" * .01) 406.0360 / (406.0610 * 406.0650 * .01)	✓
101393	Number of purchase orders processed per FTE that performs the process "order materials and services"	Number of purchase orders placed / (Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "order materials and services" * .01) 406.0330 / (406.0610 * 406.0650 * .01)	✓
104129	Number of purchase orders processed per FTE that performs the process group "procure materials and services"	Number of purchase orders placed / Number of FTEs who perform the process group "procure materials and services" 406.0330 / 406.0610	✓
104117	Number of active suppliers in vendor master file per procurement process group FTE	Number of active unique suppliers in vendor master file / Number of FTEs who perform the process group "procure materials and services" 406.0390 / 406.0610	
105162	Number of purchase requisition line items processed per "order materials/services" FTE	Number of purchase requisition line items processed / (Number of FTEs who perform the process group "procure materials and services" * Percentage of process group "procure materials and services" FTEs who perform the process "order materials and services" * .01) 406.0320 / (406.0610 * 406.0650 * .01)	
104139	Total purchase value (spend, in thousands of dollars) per FTE that performs the process group "procure materials and services"	(Value of all materials and services purchased / Number of FTEs who perform the process group "procure materials and services") * .001 (406.0280 / 406.0610) * .001	

SUPPLEMENTAL INFORMATION (27 MEASURES)

106477	Average payment days for negotiated payment terms	Average payment days for negotiated payment terms 406.0740	
100673	Direct materials and services value as a percentage of total value of purchases	(Value of all direct materials and services purchased / Value of all materials and services purchased) * 100 (406.0290 / 406.0280) * 100	
100774	Indirect materials and services value as a percentage of total value of purchases	(Value of all indirect materials and services purchased / Value of all materials and services purchased) * 100 (406.0300 / 406.0280) * 100	
100666	Number of FTEs that perform the process "develop sourcing strategies" as a percentage of process group "procure materials and services" FTEs	Percentage of process group "procure materials and services" FTEs who perform the process "develop sourcing strategies" 406.0620	
100102	Number of FTEs that perform the process "manage suppliers" as a percentage of process group "procure materials and services" FTEs	Percentage of process group "procure materials and services" FTEs who perform the process "manage suppliers" 406.0660	
101455	Number of FTEs that perform the process "order materials and services" as a percentage of procurement process group FTEs	Percentage of process group "procure materials and services" FTEs who perform the process "order materials and services" 406.0650	
103171	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" as a percentage of procurement process group FTEs	Percentage of process group "procure materials and services" FTEs who perform the process "select suppliers and develop/maintain contracts" 406.0640	
106489	Other cost to perform the process group "procure materials and services" as a percentage of total process group cost	Percentage of total procurement cost allocated to other cost 406.0550	
106488	Outsourced cost to perform the process group "procure materials and services" as a percentage of total process group cost	Percentage of total procurement cost allocated to outsourced cost 406.0540	
106487	Overhead cost to perform the process group "procure materials and services" as a percentage of total process group cost	Percentage of total procurement cost allocated to overhead cost	

		406.0530	
106483	Percentage of procurement costs allocated to direct materials and services purchases	Percentage of procurement costs allocated to direct materials and services purchases 406.0490	
106484	Percentage of procurement costs allocated to indirect materials and services purchases	Percentage of procurement costs allocated to indirect materials and services purchases 406.0500	
106470	Percentage of procurement process group FTEs associated with direct materials and services	Percentage of procurement process group FTEs associated with direct materials and services 406.0670	
106471	Percentage of procurement process group FTEs associated with indirect materials and services	Percentage of procurement process group FTEs associated with indirect materials and services 406.0680	
106472	Percentage of purchase orders associated with direct materials and services	Percentage of purchase orders associated with direct materials and services 406.0340	
106473	Percentage of purchase orders associated with indirect materials and services	Percentage of purchase orders associated with indirect materials and services 406.0350	
102778	Percentage of total value of direct materials and services purchased outside of country	Percentage of total value of direct materials and services purchased that is sourced outside of the country 406.0310	
105166	Percentage of unique suppliers who are active suppliers	(Number of active unique suppliers in vendor master file / Number of unique suppliers in vendor master file) * 100 (406.0390 / 406.0380) * 100	
106485	Personnel cost to perform the process group "procure materials and services" as a percentage of total process group cost	Percentage of total procurement cost allocated to personnel cost 406.0510	
104724	Ratio of purchases to revenue	(Value of all materials and services purchased/Total business entity revenue)*100	

		$(406.0280/406.0110)*100$	
103387	Systems cost to perform the procurement process group as a percentage of total process group cost	Percentage of total procurement cost allocated to systems cost 406.0520	
105194	Total cost to perform the process "develop sourcing strategies" as a percentage of process group "procure materials and services" total cost	Percentage of total cost for process group "Procure materials and services" allocated to the process "Develop sourcing strategies" 406.0560	
105207	Total cost to perform the process "manage suppliers" as a percentage of process group "procure materials and services" total cost	Percentage of total cost for process group "procure materials and services" allocated to the process "manage suppliers" 406.0600	
105206	Total cost to perform the process "order materials and services" as a percentage of total procurement process group cost	Percentage of total cost for process group "Procure materials and services" allocated to the process "Order materials and services" 406.0590	
105204	Total cost to perform the process "select suppliers and develop/maintain contracts" as a percentage of total procurement process group cost	Percentage of total cost for process group "Procure materials and services" allocated to the process "Select suppliers and develop/maintain contracts" 406.0580	
105987	Value of direct materials and services purchased as a percentage of cost of goods sold	$(\text{Value of all direct materials and services purchased} / \text{Cost of goods sold (COGS)}) * 100$ $(406.0290 / 406.0130) * 100$	
104199	Value of materials and services per \$1,000 revenue	Value of all materials and services purchased / (Total business entity revenue * .001) $406.0280 / (406.0110 * .001)$	

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.