

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			
DIGITAL MANUFACTURING (45 MEASURES)			
COST EFFECTIVENESS (8 MEASURES)			
105247	Scrap and rework costs as a percentage of cost of goods sold	The business entity's scrap and rework costs as a percentage of cost of goods sold 286.1070	✓
105989	Total cost of manufacturing as a percentage of revenue	Total cost of manufacturing as a percentage of revenue 286.0990	✓
104010	Total cost of manufacturing per \$1,000 revenue	Total cost of manufacturing as a percentage of revenue * 10 286.0990 * 10	✓
100433	Cost of goods sold as a percentage of revenue	(Cost of goods sold (COGS) / Total business entity revenue) * 100 (286.0100 / 286.0060) * 100	
101735	Overhead costs as a percentage of cost of goods sold	Overhead cost as a percentage of cost of goods sold 286.0160	
104464	Selling, general, and administrative (SGA) costs as a percentage of business entity revenue	(Total SG&A costs / Total business entity revenue) * 100 (286.0110 / 286.0060) * 100	
106545	Selling, general, and administrative (SGA) costs per business entity employee	(Total SG&A costs / Number of business entity employees) (286.0110 / 286.0070)	
108217	Total cost of continuing operations as percentage of revenue	(Total costs of continuing operations / Total business entity revenue) * 100 (286.0090 / 286.0060) * 100	
CYCLE TIME (5 MEASURES)			
100496	Customer order cycle time in days	Cycle time in days from a customer's placing a primary product/service order to the product/service's delivery 286.1100	✓
100677	Dock-to-stock cycle time in hours for supplier deliveries	Dock-to-stock cycle time for supplier deliveries in hours 286.1240	✓

100846	Make cycle time in hours	Primary product manufacturing cycle time in hours 286.1020	✓
100854	Primary product manufacturing cycle time in hours	Primary product manufacturing cycle time in hours 286.1020	✓
100697	Engineering change order (ECO) cycle time in days	Engineering change-order cycle time in days 286.1030	
PROCESS EFFICIENCY (22 MEASURES)			
103113	Costs of production material handling damage as a percentage of total material costs	Costs of production material handling damage as a percentage of total material costs 286.1200	✓
100719	Finished goods inventory turns	Finished goods inventory turn rate 286.1180	✓
100726	Finished-product first-pass quality yield for primary products	Finished-product first-pass quality yield for primary products 286.1060	✓
100781	Inventory accuracy	Inventory accuracy 286.1220	✓
101741	Perfect order performance	Perfect order performance 286.1110	✓
104176	Unplanned machine/equipment downtime as a percentage of scheduled run time	Unplanned machine/equipment downtime as a percentage of scheduled run time 286.1050	✓
104217	Warranty costs (repair and replacement) as a percentage of sales	Warranty costs as a percentage of sales 286.1080	✓
100715	Finished goods inventory days of supply	Finished goods inventory turn rate 365 / 286.1180	
100790	Inventory obsolescence as a percentage of total inventory	Value of inventory obsolescence as a percentage of total inventory value 286.1190	

102573	Percentage of sales orders delivered on time	Percentage of sales orders delivered on time 286.1120	
102832	Perfect condition rate	Perfect condition rate 286.1140	
100251	Production schedule attainment during a primary products planning period	Production schedule attainment during a primary products planning period 286.1040	
103126	Raw material inventory days of supply	Raw material inventory turn rate $365 / 286.1160$	
100076	Raw material inventory turns	Raw material inventory turn rate 286.1160	
100307	Return on fixed assets	Return on fixed assets 286.1010	
100004	Sales order accurate documentation rate	Sales order accurate documentation rate 286.1150	
105991	Sales order shipped complete rate	Business entity's sales order shipped completed rate 286.1130	
100821	Turnover rate for manufacturing personnel	Turnover rate for manufacturing personnel 286.1230	
105251	Value of inventory shrinkage as a percentage of cost of goods sold (COGS)	The business entity's inventory shrinkage as a percentage of cost of goods sold 286.1210	
105250	Value of plant shipments per manufacturing employee	Total annual cost of plant shipments per manufacturing employee 286.1000	
104221	Work-in-process (WIP) inventory days of supply	WIP inventory turn rate in turns $365 / 286.1170$	
104225	Work-in-process (WIP) inventory turns	WIP inventory turn rate in turns 286.1170	

STAFF PRODUCTIVITY (3 MEASURES)

105990	Average number of orders picked per hour	Average number of orders picked per hour 286.1090	✓
103159	Business entity revenue per business entity employee	Total business entity revenue/Number of business entity employees 286.0060/286.0070	✓
106508	Business entity revenue per business entity FTE	Total business entity revenue / Number of business entity FTEs 286.0060 / 286.0080	✓

SUPPLEMENTAL INFORMATION (7 MEASURES)

104191	Upside Supply Chain Flexibility	Number of days required to achieve an unplanned sustainable 20 percentage increase in quantities delivered (upside supply chain flexibility) 286.1270	✓
105616	Conversion costs as a percentage of cost of goods sold	Labor cost as a percentage of cost of goods sold + Overhead cost as a percentage of cost of goods sold 286.0150 + 286.0160	
100683	Downside Supply Chain Adaptability	Maximum percentage reduction in quantities ordered sustainable at 30 days prior to deliver with no inventory or cost penalties (downside supply chain adaptability) 286.1290	
100820	Labor costs as a percentage of cost of goods sold	Labor cost as a percentage of cost of goods sold 286.0150	
100860	Material costs as a percentage of cost of goods sold	Material cost as a percentage of cost of goods sold 286.0170	
105988	Percentage of total revenue from outsourced manufacturing	Percentage of total revenue produced by third parties 286.0180	
104190	Upside Supply Chain Adaptability	Maximum sustainable percentage increase in quantity delivered that can be achieved in 30 days (upside supply chain adaptability)	

		286.1280	
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ABOUT APQC

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